

Global Responsibility Report
2004



R E S P O N S I B I L I T Y

JohnsonDiversey
Clean is just the beginning



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R e s p o n s i b l e

Global Responsibility



The Meaning of Global Responsibility

About this Report

Public accountability has been one of the hallmarks of our company throughout its 119-year history. It is appropriate, therefore, that we continue this tradition with our first-ever Global Responsibility Report. This report adheres to the three-fold principles of sustainability: economic, social and environmental performance.

Specifically, we address global responsibility under 5 major categories:

- Responsible Cleaning and Hygiene
- Responsible Manufacturing
- Responsible Employee Development
- Responsible Community Involvement
- Responsible Financial Performance

Responsibility Defined

At JohnsonDiversey, global responsibility means more than just creating environmentally friendly products. We acknowledge:

- Our responsibility to our customers to provide them with the most innovative products, services, programs and solutions in the industry;
- Our commitment to highly principled environmental, health and safety processes for developing and manufacturing products; and
- Our support of our employees by providing a safe, vibrant working environment where they can serve both customers and their communities.

The Johnson family of companies has long been a contributing force for the good of our communities and the natural environment. We are proud to continue that legacy.

“The goodwill of the people is the only enduring thing in any business. It is the sole substance...the rest is shadow.”

H.F. Johnson Sr.
Annual Employee
Profit Sharing Day,
1927



The Purpose of a Business

A company is more than the sum of its profits. Over the course of our company's long history, we have learned that when a business champions a more enduring purpose, profits follow.

The Johnson family of companies has had a long tradition of commitment to the environment and sustainability. We were the first in the 1970s to ban ozone-depleting chemicals from our aerosol products, for example.

Today, we recognize the enormous environmental impact of the cleaning and hygiene industry and are doing something about it. We are leading the way to becoming better citizens of the planet and have received enthusiastic response from our customers.

The “green cleaning” movement is catching hold across the world as organizations become more sensitive to the environment and seek to improve working conditions for employees and facility occupants.

Our leadership in the “green cleaning” and broader sustainability movement stems from the principles that have been the foundation of our business for five generations and nearly 120 years. These principles are embodied in our statement of values called “This We Believe.” These values drive us to:

- Offer trusted and innovative products and programs to our customers;
- Provide employment that is fulfilling and stimulating;
- Demonstrate our respect for the natural environment;

- Show our commitment to communities and countries; and
- Improve international understanding and advance a free market economy.

At its heart, This We Believe is about earning goodwill, which was first articulated by my great grandfather, H.F. Johnson Sr. His vision for earning the “the goodwill of the people” is what drives this company to serve our customers, contribute to our communities and develop our people. And it is this goodwill that is the catalyst for our profitable growth.

“Today, we recognize the enormous environmental impact of the cleaning and hygiene industry and are doing something about it.”

Earning goodwill requires us to live up to our claims with well-substantiated facts. This Global Responsibility Report summarizes JohnsonDiversey's commitment to social, environmental, and health and safety responsibility, as well as to economic vitality. I hope it contributes to earning your goodwill.

A handwritten signature in black ink, appearing to read 'S. Curtis Johnson'.

S. Curtis Johnson
Chairman

Driven to Provide Safe, Healthy, High Performing Facilities

At JohnsonDiversey, being a responsible company is about more than what we accomplish behind the scenes as good stewards of the Earth. It is also about profitably providing our customers with innovative products, programs and solutions to help them reduce their environmental impact and to protect human health and safety.

This is a sound business strategy. Sam Johnson said it well when he wrote, "A sustainable enterprise is dependent on a sustainable environment. Management decisions that fail to reflect this put a company at grave, future risk."

Every day we focus on building a sustainable business. This focus affects how we approach our entire business, from how we treat our people, to the types of products and systems we manufacture and sell, to how we contribute to the communities where we operate, to the very mission we've adopted as a company.

"Every day we focus on building a sustainable business. This focus affects how we approach our entire business. . ."

Our mission is to be our customers' best partner for providing safe, healthy, high performing facilities every day, everywhere in the world. This mission is an outgrowth of our commitment to sustainability, which we believe will result in our long-term growth as a company.

Some of the ways we're accomplishing this mission include:

- Becoming a global leader in providing a full range of food safety products, systems and consulting;

- Providing floor-care products with lower volatile compounds for better indoor air quality that also reduce time and labor costs, and providing floor-care systems that reduce water use and slip and fall incidents;
- Offering innovative dispensing systems to reduce the need for plastic containers, reduce chemical use and protect end users;
- Launching a Healthy High Performance Cleaning program that offers best practices and guidelines for cleaning professionals and building care education for occupants; and
- Helping reduce use of water and other resources while increasing water quality and operational efficiency in food and beverage plants.



In this report we seek to demonstrate the ways we're accomplishing our mission and building a responsible, sustainable company. We welcome your comments.

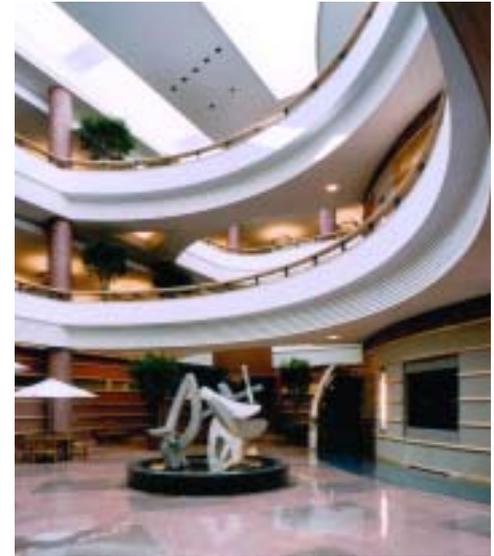
A handwritten signature in black ink that reads "Greg Lawton". The signature is fluid and cursive, written in a professional style.

Greg Lawton
President and CEO

The JohnsonDiversey Mission:
*To be our customers' best partner
in maintaining safe, healthy,
high performing facilities.*

Accomplishing Our Mission Every Day, Everywhere

Across the globe, JohnsonDiversey offers cleaning and hygiene products and solutions to the food service and safety, food and beverage processing, floor-care, house-keeping and room care, laundry and industrial markets. Additionally, we provide a wide range of value-added services, including safety and application training, safety and hygiene consulting, and hygiene auditing. We serve institutional and industrial end-users such as food service providers, lodging establishments, food and beverage processing facilities, building service contractors, educational institutions, retail outlets, health care facilities and industrial plants.



Customer Sectors

We offer our professional products directly or through third-party distributors and channel partners to end-users in the following eight sectors:

Food Service includes fast food and full-service restaurants as well as restaurants in lodging, care homes and hospitals.

Lodging includes first class, luxury and economy hotel chains; independent hotels; and long-term care institutions.

Food and Beverage Processing includes dairy plants, dairy farms, breweries, soft-drink bottling plants, and meat, poultry and other food processors.

Building Service Contractors (and contract caterers) includes organizations that clean, maintain and manage facility and food service operations in office buildings, retail stores, health care facilities, educational institutions and factories.

Education includes primary and secondary schools, technical schools, colleges and universities.

Retail includes all retail types such as supermarkets, drug stores, discounters, hypermarkets, wholesale clubs (cash and carry), convenience stores and speciality retailers.

Health Care includes both private and public hospitals, long-term care facilities and other facilities where medical services are delivered.

Industrial includes factories, industrial plants, including paper and pulp plants, water treatment facilities, and offices.

Others include government institutions and commercial laundries. Commercial laundry customers include professional laundries operated for profit, as well as large hospital on-site laundries.

Applications

Food Service and Safety

Our food service products remove soil and reduce microbiological contamination from food contact surfaces. Products include chemicals for washing dishes, glassware, flatware, utensils and kitchen equipment; dish machines; pre-rinse units; dish tables and racks; hood, duct and exhaust cleaning products; food handling and storage products; and safe floor systems and tools. We also manufacture and supply kitchen cleaning products, such as general purpose cleaners, lime scale removers, bactericides/disinfectants, detergents, oven and grill cleaners, general surface degreasers, floor cleaners and food surface disinfectants. In addition, we support all cleaning tasks with documented cleaning methods and hygiene plans, staff training, and technical and service support. We also provide consultation on food safety.



Food and Beverage Processing

We offer detergents, cleaners, sanitizers and lubricants, as well as cleaning systems, electronic dispensers and chemical injectors for the application of chemical products. We also offer gel and foam products for manual open-plant cleaning, acid and alkaline cleaners, membrane cleaning products, and track treatment solutions. In addition, we provide consulting services in the areas of food safety and quality management.



Floor Care

We manufacture a broad range of floor-care products and systems, including finishes, buffable waxes, cleaners, polishes, sealers and strippers for all types of floor surfaces, including vinyl, terrazzo, granite, concrete, marble, linoleum and wood. We also provide a full range of carpet cleaners, such as extraction cleaners and shampoos; carpet powders; treatments, such as pre-sprays and deodorizers; and a full line of carpet spotters. Our range of products also includes carpet cleaning and floor polishing machines, and cleaning tools including microfiber technologies. In addition, we support all cleaning tasks with documented cleaning methods, wall charts, staff training, and technical and service support.



Housekeeping and Room Care

We offer a fully integrated line of products and dispensing systems for hard surface cleaning, disinfecting and sanitizing, hand washing and air deodorizing and freshening. Our restroom care and other housekeeping products include bowl and hard surface cleaners, hand soaps, sanitizers, air-care products, general purpose cleaners, disinfectants and specialty cleaning products.

Laundry

We offer detergents, stain removers, fabric conditioners, softeners and bleaches in liquid, powder and concentrated forms to clean items such as bed linen, clothing and table linen. Our range of products covers all of the requirements of fabric washing from domestic-sized machines in small hotels to continuous batch washers in commercial laundries.

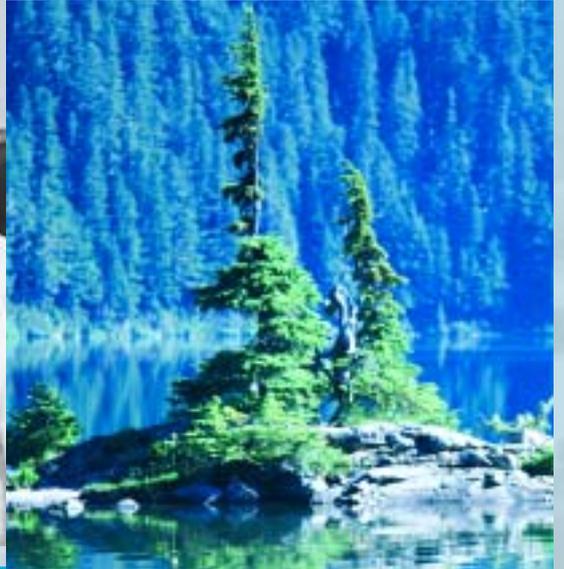


Industrial

We offer industrial cleaners and degreasers and a line of specialty vehicle cleaners that remove traffic film, road soil, dirt and grime from the surfaces of vehicles, including automobiles, buses and trucks.



Responsible Cleaning and Hygiene



“We are building JohnsonDiversey with an immovable commitment - the safety, health and performance of our customers' facilities. This mission is becoming embedded in everything we do. It is creating differentiation in the marketplace and is inspired by our long-held values of environmental leadership and innovation.”

Curt Johnson
Chairman

How and Why We Deliver Expert Solutions

JohnsonDiversey brings responsible leadership in environment, and health and safety practices to the marketplace through a diverse portfolio of products, services and programs. We have a passion for helping our customers maintain safe, healthy, high performing facilities. We continuously seek ways to partner with customers to provide the solutions they need for cleaning, hygiene, building care, safe handling of food and more.

Our commitment to global responsibility is embodied in our ResponsibleSolutions™ program, which articulates our efforts to deliver safe, healthy, high performing facilities. It begins with how we develop and manufacture products to assure they are environmentally responsible and respectful of human health, and it includes a full line of certified or environmentally preferable products, systems and equipment.

The ResponsibleSolutions program articulates how we go to market as a responsible company and better serve our customers by sharing the products, procedures and methodologies that reduce environmental impact and deliver safe, healthy, high performing facilities.

Eight Commitments of ResponsibleSolutions™

In delivering responsible solutions to our customers, JohnsonDiversey commits to:

- Developing innovative products, solutions and processes that improve our environmental impact and distributing them to our company, customers, communities and suppliers;
- Targeting zero environmental, health and safety incidents related to our operations, products and services;
- Meeting all applicable regulatory requirements or exceeding them where worldwide company standards are higher;
- Applying resources effectively and efficiently;
- Improving all we do by continually assessing the environmental, health and safety effects, setting targets, embracing best practices and reporting our results;
- Partnering with customers, stakeholders and community groups to promote environmental, health, safety and product excellence;
- Advocating for more challenging performance requirements for our industry; and
- Communicating our policy to employees, explaining their accountabilities and providing them with the tools they need to achieve company objectives.

Our Approach to Product Innovations

We formulate products that are effective as well as safe for people and the environment. JohnsonDiversey constantly re-evaluates the composition of our products and the way our customers use them.

In our laboratories and testing facilities, we hold to the highest standards of safety and stewardship while creating products that can reduce impact on the environment.

Growing List of Certified Products

Our product development efforts are producing a growing list of products that have earned Green Seal and Nordic Swan certification. We start by seeking to understand the way customers use their cleaning and

hygiene products. Then we design products that meet their needs for high performance, reasonable cost, efficiency of resources, and protection of environment, health and safety.

Environmental Responsibility for Our Customers

Creating responsible products drives our business strategy and aids our customers in their efforts to incorporate environmental responsibility into their own strategies.

A major part of responsible product development is the creation of products that have minimal impact on cleaning staff, building occupants and the environment.

Commitment Comes from Meeting Industry Standards



As part of our commitment to setting the highest environmental standards, we participate in the Global Environmental Management Initiative (GEMI), where we share tools with 40 other member companies with the aim of fostering environmental, health and safety excellence worldwide.



In Europe and Scandinavia, we have experienced increasing demand from our customers for products with

recognized environmental certifications. In Denmark, for example, two of our products lines - building care products and kitchen products - have been certified with the Nordic Swan eco-label. Currently more than half of our Nordic product lines are certified to the Nordic Swan eco-labeling standards.

Nordic Swan is a label issued by the Nordic Council of Ministers to indicate that a product is "a good environmental choice."



In our North American region, we are adopting the environmental criteria associated with Green Seal certifications as

part of our own internal policy in addition to certifying products. We share these environmental criteria with our chemists in order to identify product improvement opportunities. In Canada, we are working on a similar initiative, focusing on raw material usage and safety improvements.

Green Seal is a U.S.-based independent, nonprofit organization that establishes standards for certifying products as environmentally responsible.

Some of JohnsonDiversey's Growing Line of Green Seal-Certified Products

Under the Johnson Wax Professional brand:

- Stride™ Citrus Neutral Cleaner
- Stride™ Floral Neutral Cleaner
- Glance™ Non-Ammoniated Glass Cleaner
- Crew™ Bathroom Cleaner and Scale Remover
- General Purpose Cleaner

Under the JohnsonDiversey's Butcher brand:

- G-Force™ All-Purpose and Glass Cleaner
- G-Force™ Washroom Cleaner



Beyond Products

We tackle issues of safety, the environment and economics through design as well. JohnsonDiversey innovations are helping customers use fewer resources, such as labor, water, energy or packaging. We consistently evaluate our products for:

- Safety for customers and employees;
- Biodegradability for a healthier environment;
- Lower costs through environmental compliance and safety programs;
- Compatibility with water treatment processes; and
- Increased use of raw materials from renewable sources.

ResponsibleSolutions Begins with Products

Some recent product innovations we have introduced include:

Ready-to-Dispense RTD™ and J-Flex™

Our accurate, easy-to-use dispensing system takes the guesswork and potential safety risks out of the dispensing of concentrated cleaning solutions. Called RTD™ in North America or J-Flex™ throughout the rest of the world, it allows cleaning personnel to simply hook up a water hose to the dispensing system, saving time, money and natural resources.



Jonmaster™

The Jonmaster™ microfiber system allows for the efficient use of single mops or cloths in areas where the risk of contamination or the spread of infectious disease is high. Jonmaster has been recognized prominently by health care providers in the United Kingdom as an effective cleaning system in the battle against antibiotic-resistant microbes.

Jonmaster™



Andele™

Andele™ is an innovative 3-step cold “clean in place” (CIP) program for the food and beverage industry that replaces the traditional 5-step hot process, reduces operational costs, saves cleaning time and increases production flexibility through:

- Simple product change-over and effective flavor removal, including pungent flavors;
- Operational efficiency: by the elimination of heat, reducing wear and tear on equipment; and
- Cost savings through increased productivity as well as reduced water and energy bills.



zorba



Zorba™

Liquid spills are slip-and-fall accidents just waiting to happen. So are leaky equipment and floor-care products that spread beyond their intended coverage areas.

Zorba™ isolates and absorbs spills fast. Zorba disposable strips are filled with an airblown, superabsorbent polymer that can hold 100 ounces of liquid per two-foot length. They are dispensed from a boxed roll of 100 feet.

The strips absorb large amounts of liquid quickly and contain spills, reducing hazardous conditions and isolating the liquid until it can be cleaned up.

Zorba strips also keep stripping solution from touching the wrong surfaces, like carpeting, or from flowing underneath furniture or kiosks that cannot be moved off the floor during certain floor-care procedures.



TASKI Smart™

This new cordless vacuum cleaner can be used in many areas without easily accessible electrical outlets, such as trains, elevators, entrance halls and open-plan offices. It is extremely quiet with an exceptionally low noise level of 49 dB(A), which allows the vacuum cleaner to be used in busy areas and for daytime cleaning.

Safer working environment: Cordless operation eliminates the risk of cable-caused, trip-fall accidents or injuries caused by electrical shocks. Hence, the TASKI Smart™ can be used during busy hours. Also, its light weight makes operation easy and ergonomic.

Significantly increased efficiency: Using TASKI Smart can save up to 40 percent of labor time compared to a conventional vacuum cleaner. This is achieved by eliminating time-consuming activities such as unwinding and winding up the cable, plugging the cable into various electrical outlets and dragging the cable along during operation.

Responsible Program Innovations

SafeKey™ A Comprehensive Approach to Food Safety



JohnsonDiversey developed SafeKey™, a comprehensive approach to food safety that safeguards a customer's business and brand. SafeKey includes all the elements our customers need for effective food safety from sophisticated consulting services, to essential cleaning chemicals and programs,

to auditing, assessment and global benchmarking capabilities.

The SafeKey program combines the expertise of JohnsonDiversey and JohnsonDiversey Consulting to integrate strategic consulting, management and operations to help ensure that all aspects of safe food handling are addressed. The program begins with strategic consultation from JohnsonDiversey Consulting. Consultants use the proprietary Hygieneomics™ Matrix to assess performance and define targets for improvement. Then customized action plans map out an integrated risk management program.

JohnsonDiversey works with a customer to develop a Food Safety Management System (FSMS) for the business and a Vendor Assurance Program to ensure that food safety is managed and traceable, all along the supply chain. The FSMS management program includes HACCP (Hazard Analysis and Critical Control Point) validation.



Reducing Food Safety Risks with Hot Spots™



In October 2004, JohnsonDiversey launched an exclusive program to significantly reduce food safety risks. Called Hot Spots™, the program helps companies that sell and serve food match their cleaning and sanitation resources with the areas of greatest food safety risk.

helps food managers and handlers simplify and better manage the food safety process across the whole operation from the time food arrives at the location, to its proper handling, preparation and presentation.

The Hot Spots program assembles all the elements of an effective food safety program into one customizable solution. It maps high-risk areas throughout individual facilities, then provides the data, guidelines, training and online tools to best allocate resources for improved food safety management.

JohnsonDiversey partners with customers to provide comprehensive programs such as Hot Spots, which manage expenses, reduce risk and liability, strengthen food safety and infection control efforts, increase customer loyalty, and protect brand and reputation.



Assuring that food is safely managed throughout an entire food operation is a crucial but costly task. The Hot Spots program

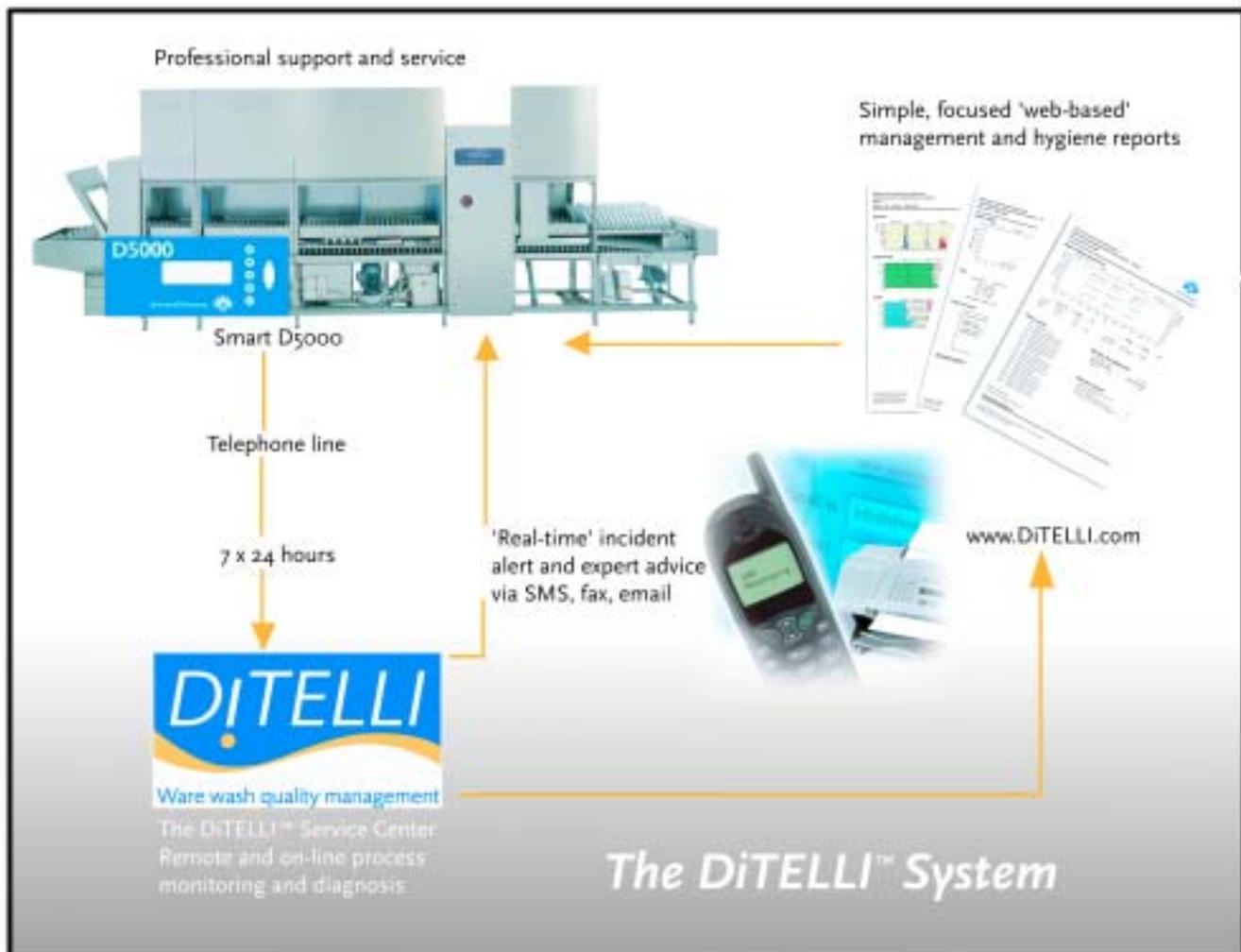
Remote Monitoring Ensures Ware Wash Standards

Food safety and hygienic working conditions are critical to the success of food service providers and catering companies. These companies also desire improved efficiency and environmentally friendly procedures. Our DiTELLI™ Ware Wash Quality Management program addresses these unique customer needs.

DiTELLI helps customers raise the standards of their ware wash operations by using computers to remotely monitor customer dishwashing use.

Data is continuously recorded and used to calculate and monitor temperature and water

use levels. Process anomalies are detected instantly, and are analyzed and diagnosed automatically by the expert system in the service center. Then we contact customers and advise them on the best action to take to ensure hygiene, quality and cost efficiency standards are maintained. As a result, customers see their incident frequencies drop and process efficiencies increase.



Healthy High Performance Cleaning

Our approach to responsible cleaning and hygiene starts with environmentally responsible products, then incorporates the latest practices and protocols to minimize impacts on human health and the natural environment.



Looking at the broad spectrum of what clean really means led us to develop our Healthy High Performance Cleaning program. Healthy High Performance Cleaning engages cleaning personnel, building occupants and suppliers in the effort to implement green cleaning practices that are cost effective while also reducing liability and regulatory risks, improving occupant satisfaction and productivity, and protecting health, reputation and brands.

All Play a Role for a Healthier Environment

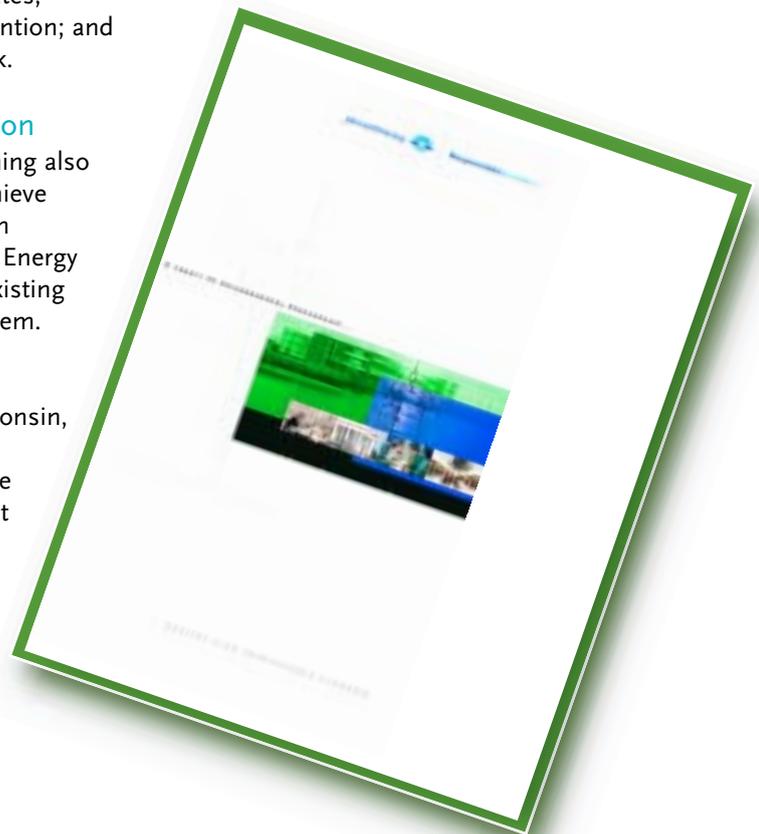
Our Healthy High Performance Cleaning program takes into account the entire facility and involves more than the building cleaning crew or outside building service contractors. All of those involved in building management, along with the building occupants and suppliers of goods and services to the building, come together to make the environment healthier through responsible cleaning. Healthy High Performance Cleaning combines environmental, health and business performance goals, resulting in:

- Reduction of environmental impacts of cleaning;
- Reduction of health issues related to cleaning and cleanliness;
- Reduction of liability costs through proper risk mitigation;
- Improved cleaning staff productivity;
- Improved building occupant productivity;
- Reduced absenteeism rates;
- Improved employee retention; and
- Improved quality of work.

Earning LEED-EB Certification

Healthy High Performance Cleaning also is designed to help buildings achieve certification under the U.S. Green Building Council's Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) ratings system.

When JohnsonDiversey's world headquarters in Sturtevant, Wisconsin, became one of the first existing buildings to be LEED certified, we used what we learned throughout the certification process and incorporated it into the Healthy High Performance Cleaning program. JohnsonDiversey can help customers earn up to 11 of the 32 points required for basic certification with our experience and Healthy High Performance Cleaning program.



“At JohnsonDiversey, being a responsible company is about more than what we accomplish behind the scenes as good stewards of the Earth. It is also about profitably providing our customers with innovative products, programs and solutions to help them reduce their environmental impact and to protect human health and safety.”

Greg Lawton
President and CEO



Greening Our Own Building

Few activities exemplify JohnsonDiversey's commitment to environmental stewardship better than our work in gaining Leadership in Energy and Environmental Design for Existing Building certification.

Our global headquarters was constructed in 1997 to stringent environmental requirements. To earn LEED-EB, we made physical adaptations at our headquarters, and developed resource use practices and green cleaning protocols that focus on energy use and the environment.

Our headquarters was the first to earn LEED-EB certification for a building that is both an office building and a complete R&D laboratory.

We are committed to being in the vanguard of LEED certification because we believe the environmentally responsible criteria embodied in LEED go hand in hand with our commitment to provide safe, healthy, high performing facilities.

When we integrated LEED-EB enhancements, we realized a \$90,000 savings in annual energy costs; better indoor environmental quality; 50 percent recycled waste from building occupants; and a savings of four million gallons of water annually by drawing water from irrigation ponds.



Responsible Program Innovations

Conserving Water

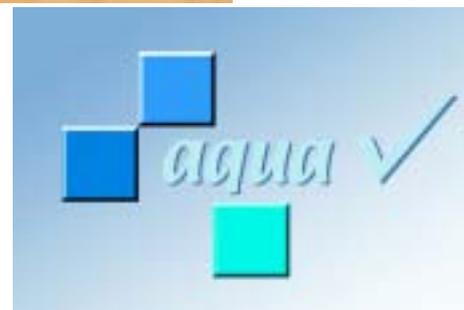
Clean water is a vital resource at risk worldwide.

In our own operations, we measure water use and set targets for reductions. Our strategies to reduce water use and manage water consumption help protect the environment while improving profitability.

We provide comprehensive water and resource solutions through innovative programs such as *aqua* ✓^{TM/CM}. We help customers employ water-use trend analysis, water-use audits and tailored solutions to reduce water and energy use through innovative products and procedures.

These efforts begin with a specialized water management program that measures, analyzes and improves the efficiency of water usage. The exclusive three-step program incorporates a total-site approach to water use and production efficiency. It is the first program to deliver the combined expertise and solutions of JohnsonDiversey and Nalco

Company, a global leader in water treatment and process improvement solutions.



Partnership Leads to Resource Savings



JohnsonDiversey and Nalco have been operating together in a limited alliance in Europe for the past several years, focused on total site resource management. Customers say the alliance gives a better understanding of where their costs are generated within their systems and shows them where they can save money by better managing and optimizing their total material resources.

Customer enthusiasm for the alliance in Europe led to its expansion worldwide.

A manufacturer of a global soft drink brand in the United Kingdom selected the JohnsonDiversey and Nalco alliance in 2002 to help it identify opportunities to improve its resource management.

“They helped us identify some areas where we had problems but didn't realize it,” said the company's quality assurance manager. “It was a case where we didn't know there were solutions, because we didn't know about the problems. It helped us get better control of the water we use and where we use it.”

The customer streamlined water consumption by reusing water in certain applications. For example, water-use analysis revealed that water used in bottle washing could be recycled into other non-beverage functions that required water.

“So we use it twice - and then you throw it away,” he said. “Eventually you reduce the amount of water you use by essentially reusing water through other processes where appropriate. To be honest, we had never considered that before. JohnsonDiversey and Nalco really brought in some fresh thinking,” the customer said.

“Our mission is to be our customers' best partner for providing safe, healthy, high performing facilities every day, everywhere in the world. This mission is an outgrowth of our commitment to sustainability and is what we believe will result in our long-term growth as a company.”

Greg Lawton
President and CEO



Combating Infectious Disease

JohnsonDiversey has partnered with customers across the globe to launch an offensive against the spread of the avian flu virus.

We used our front-line experience combating the spread of SARS in 2003 to customize a four-pronged solution of hygiene protocols, training, products and up-to-date information for individual customers across industries such as

food processing, food service, health care and lodging.

Detailed protocols developed for specific customer types in regions around the world

Consistent with World Health Organization recommendations, JohnsonDiversey's protocols include strong hygienic practices for the proper handling of poultry, disinfection of surfaces, and thorough hand washing. For food-related customers, JohnsonDiversey offers a "farm to fork" approach that applies bio-security and food-safety practices along the entire food chain. Our approach began by applying these safe practices at hatcheries and chicken farms, as well as at slaughter houses and food-processing plants.

Rigorous customer training for controlling the spread of infectious disease

JohnsonDiversey launched a campaign that provided training on effective cleaning and hygienic practices for hundreds of customers across Asia as well as North America and Europe. During the height of the SARS battle in 2003, JohnsonDiversey trained customers worldwide in the retail, health care, hospitality and food processing industries, affecting the practices of thousands of their employees around the world.

Products specifically tested and proven effective against avian influenza

To fulfill demand, JohnsonDiversey increased the availability and distribution of all key products used in the fight against infectious disease. JohnsonDiversey has five products registered by the U.S. EPA as effective against avian influenza. They include Virex™ disinfectants: Virex™ 128, Virex™ II 256, and Virex™ Tb. Additional products include Forward™ DC disinfectant cleaner and Expose II™ 256. These five products were made widely available in the U.S. and Asia-Pacific region.

Web site serves as clearinghouse of current information about both avian flu and SARS

JohnsonDiversey in 2003 launched a widely recognized SARS Web site populated with up-to-date information, links and procedures for controlling the spread of disease. The site was expanded last year to include information and protocols for fighting avian flu, and provides current links on avian flu and SARS. Visit the site at www.johnsondiversey.com.



Floor-Care Leadership on Solid Footing

We are leveraging our traditional leadership in floor care globally. In most places we sell a bundled approach to floor care that includes chemicals, machines sales and service and utensils. In 2004, we saw a strong customer response to such innovations as TimeSaver, Pace and Jonmaster. A vibrant, innovative floor care offering builds on our strength in BSCs, retail, government and education and general building care.



TimeSaverSR™/LightSpeed™

Innovative use of polymer technology in our floor finish TimeSaverSR (LightSpeed under the Butcher's brand) cuts the use of materials, equipment and labor in floor care. With fewer volatile organic compounds (VOCs) in use, and less required stripping of old floor finish, TimeSaverSR also helps protect the environment and human health.



PACE™/MC

Floor Care System

The PACE™/MC High Impact Floor Cleaning System changes the entire experience of daily floor cleaning by providing microfiber pad technology that can stand up to the demands of institutional, commercial and retail floor care. PACE delivers superior cleaning while cutting work time in half, using less water and reducing the risk of cross contamination.



Jonmaster™

Jonmaster™ Reduces MRSA in the United Kingdom

The United Kingdom has had a serious challenge in controlling the spread of hospital-borne diseases like *Staphylococcus aureus*, better known as MRSA. Health care providers clearly needed a cleaning system to dramatically reduce the presence of this drug-resistant infectious disease.



After strong performance of the system in hospitals in Scandinavia, JohnsonDiversey introduced the Jonmaster System last year to hospitals in the UK. An independent test proved that damp cleaning with Jonmaster System ultra-microfiber cloths and mops reduced bacteria by as much as 99 percent. Preliminary trials using the Jonmaster System in several UK hospitals showed the presence of MRSA was reduced by one third.

The Jonmaster System uses groundbreaking technology combining practicality with innovation to deliver exemplary cleaning results.

The Jonmaster's patented microfiber cloths and mop heads remove 99.9 percent of dirt and grime from surfaces on impact, reducing the risk of cross-infection and controlling germs in 26 percent less time.

From patients' rooms to reception areas to washrooms, the Jonmaster System provides efficient, long-lasting cleaning solutions.

Responsible Manufacturing



Our progress has been recognized by:

The Pennsylvania Governor's Environmental Award

Admission to the Environmental Protection Agency's Performance Track Program

ISO 14000 Environmental Management Certification

A Proven 10-year Record of Reduced Environmental Impact

Overall, JohnsonDiversey has more than a 10-year record of reducing the impact of our manufacturing processes on the environment, as the charts on pages 24 and 25 show. We have 38 liquid and powder manufacturing sites globally and 13 sites are accredited to ISO 14001 standards. We continue to increase the number of plants meeting these important environmental criteria for operation.

All our liquid and powder manufacturing plants report quarterly and annually on their resource use, and on emissions and discharges that impact the environment. We report figures based on tonnes* of final product produced. Key factors contributing to our reduced environmental impact include:

- A firm policy of reuse and recycling;
- Increase in manufacture of concern-treated products;
- Longer production runs; and
- Implementation of best practices.

* As a global company, we measure using the metric system. Keep in mind that a tonne is slightly less in weight than a ton, the common measure used in the U.S. (1 ton = 1.02 tonnes)

Summary of Environmental Performance in Manufacturing for 2003 and 2004

Key Performance Indicators	2003	2004
Production (tonnes)	967,850	1,009,863
COD (kg/tonne)	1.78	1.61
Total waste (kg/tonne)	3.25	2.48
Energy (GJ/tonne)	0.37	0.35
Total water (m ³ /tonne)	1.03	1.03

Supporting Sustainable Development in Europe

In the Netherlands, we are actively involved with The Association Internationale de la Savonnerie, de la Détergence et des Produits d'Entretien (AISE), a European trade organization, which is developing a voluntary charter for sustainable development. AISE represents national associations from 30 countries and includes approximately 1,300 member companies.

The proposed AISE Charter on Sustainable Development consists of guidelines for manufacturing companies to produce and distribute their products. The guidelines cover economic, social and environmental effects of operations under company control, and address each stage of the product life cycle, from design to disposal.

Teaming Up with Other Leading Manufacturers

To foster the broader benefits of environmentally responsible buildings, we have joined with other global corporations in the building industry to form the Alliance for Sustainable Built Environments. Members include Johnson Controls, Philips Lighting, Forbo Flooring, Milliken Carpets and Owens Corning.

The Alliance advances the concept of environmentally responsible buildings by educating on emerging sustainable practices, initiatives, solutions and technologies.

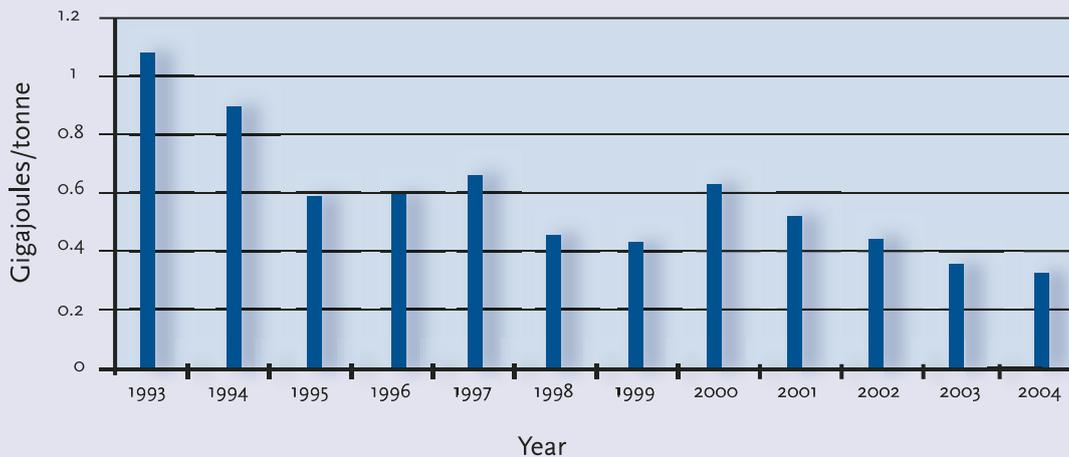


JohnsonDiversey Environmental Performance Parameters in Manufacturing

The following are environmental performance parameters that we report in the metric system:

- Total Energy Consumption;
- Total Water Consumption; and
- Total Waste (hazardous and non-hazardous);
- Chemical Oxygen Demand (COD).

Total Energy Consumption (Gigajoules* per tonne of production)

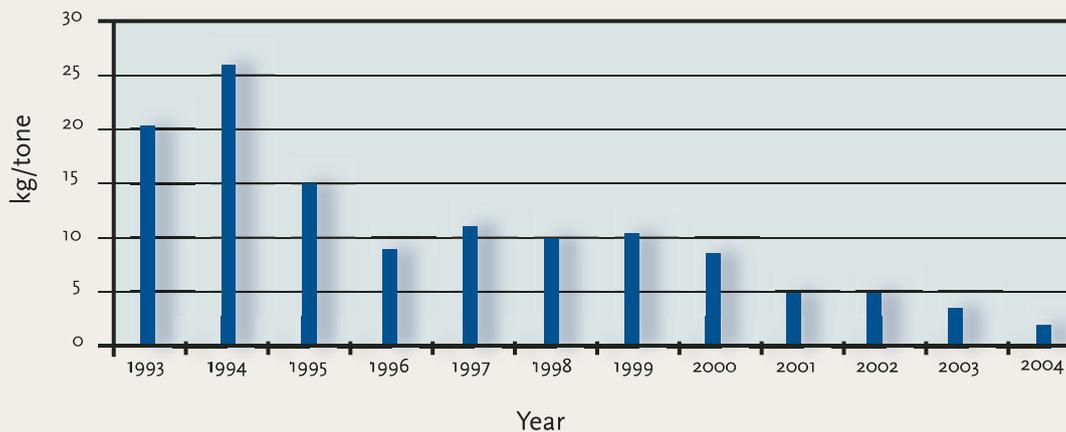


Lower Energy Use Reduces Greenhouse Gases

JohnsonDiversey continues to lower energy use. This is one of the ways we are contributing to the reduction of greenhouse gases. For measuring energy use, we employ the widely used measure of energy consumption per tonne of product. We calculate data from each liquid and powder manufacturing site to arrive at total consumption of electricity and fuels.

*A joule is a unit of energy measured in the metric system and is analogous to a BTU (British Thermal Unit). A BTU is the amount of energy that it takes to raise the temperature of one pound of water one degree Fahrenheit. A joule is the energy of a 2 kg (4.4 pound) mass traveling at a speed of 1 meter (3.28 feet) per second. A gigajoule is a billion joules.

Total Waste (kilograms per tonne of product manufactured)

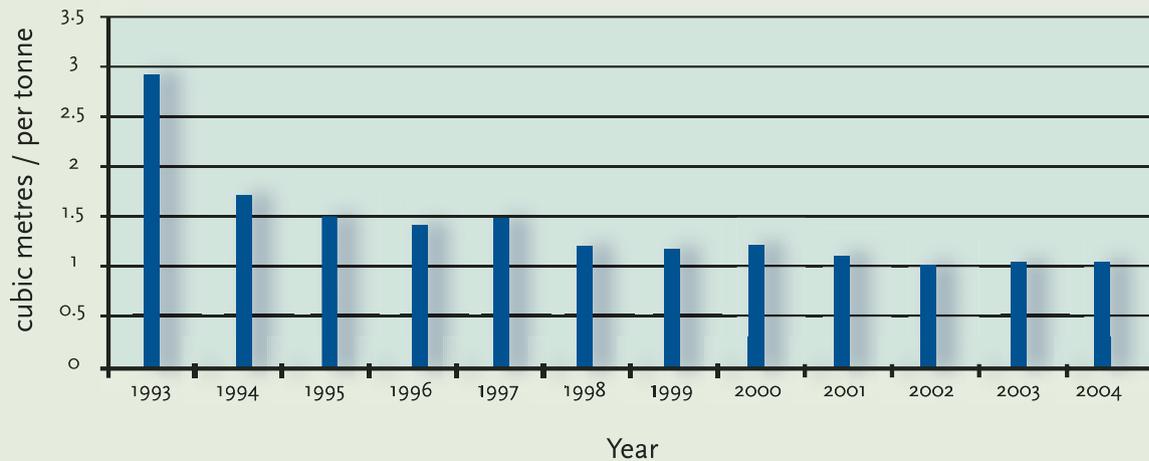


Waste Reduced by 80 Percent

Our practice of reuse and recycling has had a tremendous impact in the past ten years. We have reduced the ratio of waste compared to production sent to landfills by nearly 80 percent. The Cotes Park site in the UK, for example, is sending all non-hazardous waste for recycling effectively operating with zero non-hazardous waste disposal.

JohnsonDiversey adheres to national legal definitions of waste where our plants operate since there is no common international classification. The majority of waste produced in our processes includes plastic shrinkwrap, cardboard and raw material containers. Given the changes in many regional regulations regarding waste and recycling, we continuously pursue opportunities of advancing the concept of 'zero waste.'

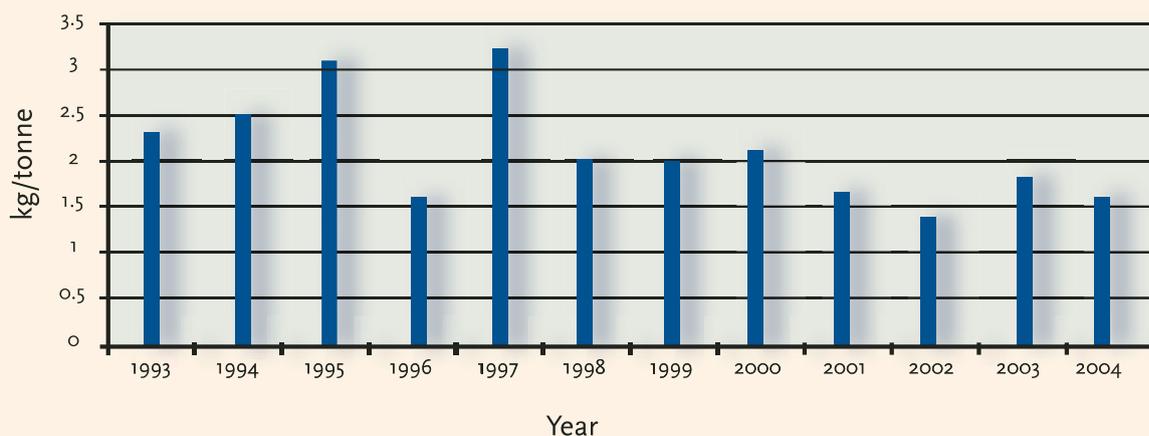
Total Water Consumption (cubic meter / tonne of production)



Water consumption is widely used as a measure of manufacturing performance. In measuring Total Water Consumption we include water used as an ingredient in all products, as well as uncontaminated cooling water and wastewater used in the manufacturing process. We have successfully reduced water use by employing innovative methods at facilities around the world. Additional data is available for our net water use.

For example, our plants in Enschede, Holland; Cotes Park, UK; Polynia, Spain; East Stroudsberg, U.S., and others, calculate and use the optimum quantity of water for clean pipe work and mixing tanks. We collect and reuse water from the first washes, which are not microbiologically sensitive, in subsequent batches. This method lowers wastewater generation and reduces COD (Chemical Oxygen Demand) levels.

Total Chemical Oxygen Demand (kilograms per tonne of product manufactured)



What is COD?

COD is a measure of biodegradable ingredients lost into the wastewater stream from the typical manufacturing process. The major source of COD from our operations is the cleaning process after products are manufactured. COD is widely used by regulatory bodies as a measure of industrial wastewater quality. Regulators calculate acceptable levels of COD discharges to downstream municipal wastewater treatment plants, which are designed to remove COD before discharging their wastewater into the environment. COD contributes to nitrification, which increases the presence of bacteria and negatively effects water quality.

We reduce COD before discharging wastewater. JohnsonDiversey practices an assertive policy of reducing COD in our discharge before sending it into the aquatic environment. Our COD data represents the load discharged from factories before ever reaching municipal treatment facilities. Even when not required by local regulations, our sites which discharge directly to waterways treat effluent before it is released.

Responsible Employee Development



“JohnsonDiversey may be a new company, but like all Johnson family companies, it is built on a rich legacy of family values. We know our greatest asset is our people, for they are essential to delivering our superior customer solutions.”

Curt Johnson
Chairman

JohnsonDiversey - The Best Place for The Best People

At JohnsonDiversey, we believe that the fundamental vitality of a worldwide company lies in our people. Recognizing our people as our greatest asset has been a value expressed in This We Believe, the company's guiding principles.

The phrase "the best place for the best people" captures what we continually aspire to be.

Best place

Our definition of "best place" says we aspire to be an organization with:

- Leaders and employees who are aligned to deliver the company's strategic plan and vision;
- Superior knowledge of our customers and the market in which we compete;
- An environment that supports employees' growth and development;
- An entrepreneurial, innovative, performance-driven and rewarded environment for reaching and exceeding business objectives;
- Employees' personal health and safety as a top priority; and
- Employees who believe their jobs matter and are contributing to make the world a safer, healthier place.

Our definition of "best place" addresses our need to focus on our customers and the marketplace in which we compete.

Best People

JohnsonDiversey's best people are:

- Leaders who are visibly aligned to our vision, strategy and This We Believe;
- Leaders who foster an environment of personal responsibility, accountability and ownership and who are role models for employees and the business as a whole;
- Leaders who are building an environment that is conducive to creative and innovative thinking, as well as actions that drive value;
- Managers and supervisors who can translate this environment for every employee;
- Employees who are motivated by creative and innovative thinking, and who continually learn and apply required skills and competencies; and
- Employees who passionately strive for achievement and success.

Our best people aspiration is what we believe lays the foundation of a sustainable company.



Responsible Employee Development

Promoting Healthy Lifestyles in North America

Employees who live healthy balanced lives are more productive. In the United States, we offer employees the opportunity for part-time work, and/or flexible working schedules, especially during the summer time. We also provide day-care facilities and opportunities to work from home.

Employees, retirees, families and guests have access to Armstrong Park, a 100-acre center in Racine, Wisconsin. The park offers picnic areas, tennis courts, softball diamonds, jogging trails, and the JMBA, the Johnson Mutual Benefit Association Recreation and Fitness Facilities. With gyms, exercise rooms, an aquatic center and more, the JMBA also provides fitness programs and trainers.

We have similar JMBA centers and groups throughout the company worldwide. Employees have the option of exercising at company-owned recreational facilities or receiving subsidies toward fitness-center memberships where there are no corporate facilities, depending on benefits in their country or region.

Fostering Individual Career Development

We foster a culture of performance that encourages personal responsibility, accountability and ownership for achieving the goal of having the best place for the best people. All employees are offered a range of services and programs designed to help them achieve success, advance their career at JohnsonDiversey, and lead healthy, well-balanced lives.

During annual reviews, employees work with their managers to develop individual goals for career development. Additionally, we encourage promotion from within, whenever possible. Career paths are shaped through our approach to employee succession and development for employees and managers. This also ensures the company has succession for key roles.

Our sales people are increasingly provided the tools and training they need to work successfully with customers. The Global Sales Training program includes components that help sales representatives listen and better understand their customers' businesses, provide solutions that align with customer needs, and manage customer relations for the long term.

In order to help employees better manage their own benefits, payroll and other human resource services, we established and continue to roll out a global Internet-based information and data system in countries with our largest employee populations.



Global Women's Forum

Assuring Talented People Succeed

Making JohnsonDiversey a better place for talented people to succeed was the focus of the Global Women's Forum held last November. About 100 JohnsonDiversey women from around the globe participated in the forum. We recognize that women's involvement at all levels of the company is a key business issue. Increasing the role of women in leadership positions within our company goes to our ability to be competitive.

Action plans developed at the forum include formation of a future leaders' council, increased use of professional development plans, manager training and stronger support of flexible work schedules. The plans were presented to the Global Leadership Team for action in 2005.



Making Every Effort to Listen

As part of our commitment to conduct our business in a fair and ethical manner, we continuously strive to improve our transparency by keeping employees informed. We have several mechanisms to foster communications between employees and management. We promote an open door policy among managers where employees ask questions, share concerns and provide feedback.



We frequently convene Town Hall meetings at our corporate headquarters in Sturtevant, Wisconsin. Business leaders discuss relevant topics with employees. The meetings then cascade globally in sessions held by regional leaders for their employees and through the use of other means of communication.

Employees also may submit questions to senior management via our “Just Ask Us” intranet site; senior leaders read every question and ensure they receive a quick response.

Employee Surveys on a variety of subjects are another mechanism for providing regular feedback on such issues as working conditions, stress levels, benefits package and ergonomics. Survey results are communicated to employees and post-survey discussions are held to assess important issues and set targets for improvement.

School Program for Brazilian Employees

JohnsonDiversey offers classes at our São Paulo facility for employees who have never had an opportunity to go to school, or learn how to read and write.

We provide one-hour classes each workday, recognizing employees have responsibilities at home and many have to travel a significant distance to get to work. Qualified teachers deliver sessions on various topics including math, chemistry, history, reading and writing.

About 50 employees have graduated since the program began in 1997.

Educated employees contribute in new ways to their job functions and have additional opportunities for internal advancement.

Reducing Stress on the Job in Sweden

JohnsonDiversey seeks ways to help employees identify and manage stress, before it adversely affects their health and productivity.

In Sweden, we partnered with the National Institute for Psychosocial Factors & Health in 2002 to start a Stress Prevention Management Initiative. For our operations in Europe, Middle East and Africa, we now have a project group with nine individuals from different countries and different functions. We have trained our managers on how to detect individuals within a high stress risk zone and how to approach these employees.

Responsible Employee Development

Target Zero, JohnsonDiversey's health and safety program, is designed to eliminate accidents by targeting zero incidents

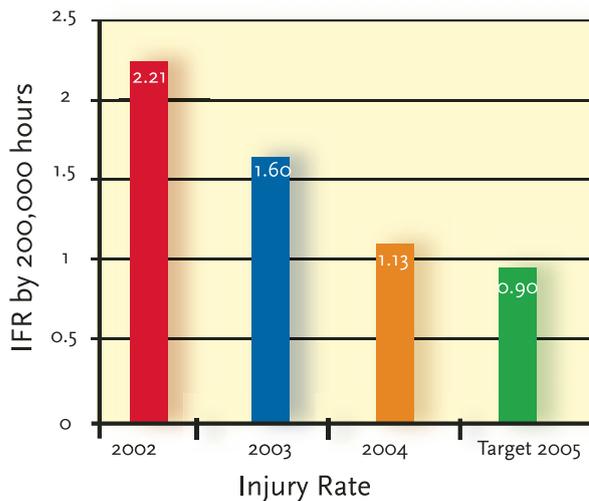
Our Commitment to Health and Safety



Becoming our customers' most trusted provider of safe, healthy, high performing facilities begins with a total commitment to health and safety in our own operations. To demonstrate our commitment, we implemented a successful program called Target Zero. As the name implies, we're moving toward the goal of zero environmental, health and safety incidents related to our operations, products and services.

Simply put, Target Zero is designed to eliminate accidents by targeting zero incidents or near misses.

A 50-Percent Reduction in 2004



Since the launch of Target Zero in 2002, we have seen a 50-percent reduction in injuries, which means avoiding 199 potential injuries to employees.

Even with this strong performance, our challenge is to go farther to make safe behavior an intrinsic part of our corporate culture. It requires a change in the way managers and employees think and work, and a change in the way everyone views injuries and accidents.

Johnson Polymer OSHA RIR

Our OSHA (Occupational Safety and Health Administration) Recordable Incident Rate of injuries for Johnson Polymer in 2004 was 1.88*, our lowest ever and 22.3 percent lower than the previous year.

* The recordable incidence rate, as defined by OSHA, is the number of recordable incidents for each 100 full-time employees per year, based on 2,000 hours worked per employee per year.

Responsibility and Accountability

To achieve our aim of zero incidents, we established a formal health and safety management system, consistent with the OHSAS 18001 standard. The system holds us accountable and follows a process of continuous improvement: policy — plan — implementation — check — review.

Our Global Leadership Team annually reviews the company's health and safety performance and sets appropriate improvement targets for the year ahead. Incident reduction targets are added to each regional operation's annual plan and are closely monitored.

Our Environmental, Health and Safety Standards

We have 14 formal environmental, health and safety standards that provide guidance to employees when working in specific situations. Each standard defines the minimum acceptable level of environmental, health and safety performance and supporting guidelines outline safe, environmentally responsible practices and behaviors that employees can implement to deliver these results.

Each operation must conduct regular self-assessments on each of the 14 standards and report their findings. They are also subject to periodic corporate assessment.

Our 14 Environmental, Health and Safety Standards

- Management Direction
- Personal Protective Equipment
- Material Handling
- Safe Driving
- Slip Prevention
- Working at Heights
- Confined Space Entry
- Machine Guarding
- Lock-Out Tag-Out
- Environmental Impact Management
- Emergency Planning
- Evaluation of Property Transactions
- Control of Hot Work
- Incident Reporting



Auditing Our Performance

We conduct periodic environmental, health and safety audits within the company. With many of our operating facilities ISO 140001 certified, audits are conducted internally as well as by independent third parties.

Regular auditing helps to ensure we are meeting our goals, and developing action plans for improvement in areas where we are falling short of those goals.



Responsible Employee Development

Bike Safety Program

In the Netherlands, many of our employees ride their bikes to work. So we offer bike safety training for employees to complement our company-wide Safe Driving Program.

We invited a local biking association to lead bike safety training sessions on basic bike maintenance and safety procedures.

The program also involves regular inspections of employee bikes for safety and replacement or repair of defective parts.

This unique program shows our commitment to employee H&S and well-being at work, and on the way to work.

Monitoring Key Performance Indicators

We monitor several health and safety key performance indicators on a global basis. Indicators include lost time incidents, restricted work incidents, medical aid incidents and near misses.

Incidents must be reported within 24 hours and submitted in writing within 48 hours. Investigations into the causes of incidents (including action plans to prevent recurrence) must be conducted within 7 days of occurrence.

Ergonomics Program

JohnsonDiversey is committed to improving ergonomics performance, and educates employees about preventative actions they can take depending on their job functions. An example is an innovative employee education program in the Netherlands.

Preventing and correcting unsafe working practices is the focus of the Ergonomics Program developed in the Netherlands in 1999. Stimulated by a company-wide seminar for environmental, health and safety managers on repetitive strain injuries, our environmental, health and safety manager in the Netherlands has taken a number of actions to identify and prevent practices that could lead to repetitive strain injuries.

In one example, employees were hooked up to electrodes that tested and recorded muscle use at their workstations. In another case, sales staff were videotaped working onsite at customer locations. Each of these studies pointed out ways in which employee could alter behaviors to relieve strains on certain joints and muscles that can lead to chronic conditions (e.g., bursitis, tennis elbow, carpal tunnel syndrome, etc.).



Creating a Culture of Safe and Healthy Behavior

We are actively incorporating health and safety messages in all of our communications to employees and customers. We believe that regularly reminding people about our Target Zero commitment, and about safe practices, will help to reinforce positive behavior and uphold the importance of health and safety.

To demonstrate the priority of health and safety, company meetings commence with a discussion of relevant health and safety issues.

Safety Day in the EMA Region

Our Europe, Middle East & Africa (EMA) region manufacturing plants shut down operations for one day each year to hold Safety Day. Safety Day is meant to make environmental, health and safety training as interactive as possible.

Each regional company follows a similar agenda. After introductions and a review of safety performance at that site, employees are put into teams with people from different departments, and are asked to carry out certain environmental, health and safety activities, such as fire training, first aid training and protective equipment demonstrations.

Safe Driving Program

A key priority of Target Zero is safe driving, since driving is typically the most dangerous activity for our employees. Our Safe Driving Program is aimed at increasing awareness of the risks associated with this job function and reminding people about safe driving practices.

Our Safe Driving Program extends to all employees whose jobs include driving. Employees take an online training course on safe driving practices, then complete a supervised driving test with their manager.

At JohnsonDiversey, we take our employees' health and safety seriously, and we strive to create safe working conditions in all our offices, manufacturing facilities, and field sales experiences.



'John Dristig' in Denmark

In Denmark, our weekly health and safety communications involve a little humor, and a gentleman named John Dristig. He is a cartoon figure



that helps our Denmark health and safety staff convey their health and safety messaging. He is always practicing unsafe behaviors, and getting into trouble. Topics addressed in the communications pieces include:

- Manual handling;
- Safe driving;
- Personal protective equipment; and
- Slips, trips and falls.

A short electronic presentation on one of the topics is delivered to employees via email, and is



also played on TVs in the facilities. We believe keeping messages short and sweet, and using humor,

is the best way to capture employee attention.

Responsible Community Development



Responsibility to the Community

We know our employees are a powerful force and can make a difference in their corners of the world. We support employee volunteerism and find opportunities to demonstrate our commitment to contribute to the communities in which we do business.

Over the years, that commitment has taken many forms, from providing family-supporting jobs and protecting the environment, to contributing financially to local institutions and causes that reflect our core beliefs.

Helping the World's Children

In 2004, we launched a new Global Children's Initiative. The initiative calls for operating companies to form ongoing relationships with nearby schools and the children who attend them. Importantly, the emphasis of our "adopt a school" initiative is on volunteerism, engaging our employees to make a difference in their communities.

To advance this initiative, JohnsonDiversey has formed a partnership with the World Forum Foundation, a nonprofit alliance of child care professionals representing 130 countries. The World Forum has helped JohnsonDiversey develop a working model for the initiative. They also have helped identify elementary schools in need that are close to our offices and factories.

In 2004, each of our participating operating companies made two visits to their adopted schools. On the first visit, employee volunteers worked to improve the school itself. They made minor repairs, painted, scrubbed, cleaned, and landscaped. On the second visit, another contingent of employee volunteers provided instruction to the children on the importance of washing their hands and the proper way to do it. To mark the occasion, we provided the schools with soap and hand-care supplies. "Clean Hands around the World Day," as we named the event, was held November 18 and will form part of our annual interaction with participating schools.

We believe our formal interaction with our adopted schools will lead to other, less formal relationships between our employees, the schools and the children who attend them.

We also believe matching the skills and interests of our employees with the needs and aspirations of the schools and children will produce real benefits for everyone involved. We believe it is essential to build a sustainable relationship with each of our adopted schools. We are committed to the long term. (continued on next page)



Responsible Community Development

Helping the World's Children (continued)

We have established three objectives for our Global Children's Initiative:

- To foster an understanding of, and commitment to, the principles of This We Believe among our employees;
- To encourage and support volunteerism; and
- To create a unifying experience for all our employees.

We have launched our Global Children's Initiative in at least one country in each of our five geographic regions. We look forward to continuing our global rollout in 2005 and expect to eventually have partnership schools in every country where we operate.

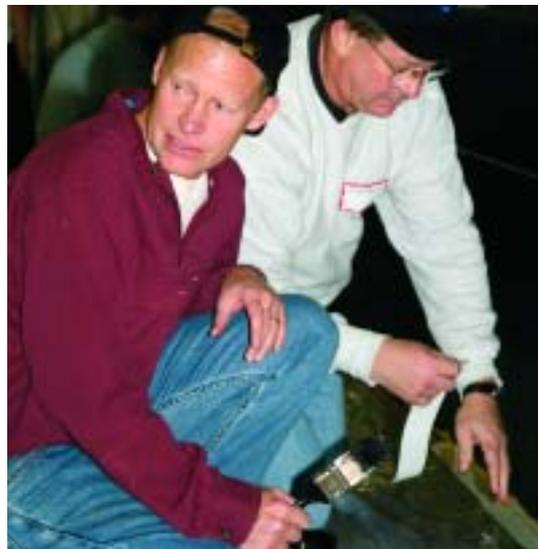
We also look forward to encouraging other global enterprises to join us in our commitment to making a positive difference in the lives of at-risk children around the world.

Chairman Participates in Make a Difference Day

JohnsonDiversey employees in Racine, Wisconsin, volunteered on October 23, 2004, to make a difference in their community. Led by Curt Johnson, JohnsonDiversey chairman, and his wife Tracie, about 40 employees of the global headquarters painted, planted, shoveled, scrubbed, cleaned and made small repairs to the San Juan Diego Middle School. Best of all, students from the school and their parents joined in the effort.

"Words can't adequately express how much we appreciate all the hard work JohnsonDiversey employees did on our behalf," said Mike Frontier, director of the 80-year-old school.

This one-day activity amounted to about 320 volunteer hours.



Chairman Curt Johnson (above, left) and Tracie, his wife, (middle, right) help out at San Juan Diego Middle School.



Brazilian Employees and Students Give and Take

Employee volunteers in Brazil partner with a local school, helping students understand healthy hygiene and the environment, the importance of safety, and teaching these young people about careers. The program is called PICE (Programa de Integração Cia & Escola) and reflects the spirit of partnership. JohnsonDiversey buys bread baked by the school's students and prepares daily breakfasts for employees.

Clean the Mediterranean

The Mediterranean ecosystem today is threatened by water pollution, climate changes, deforestation, and other abuses.

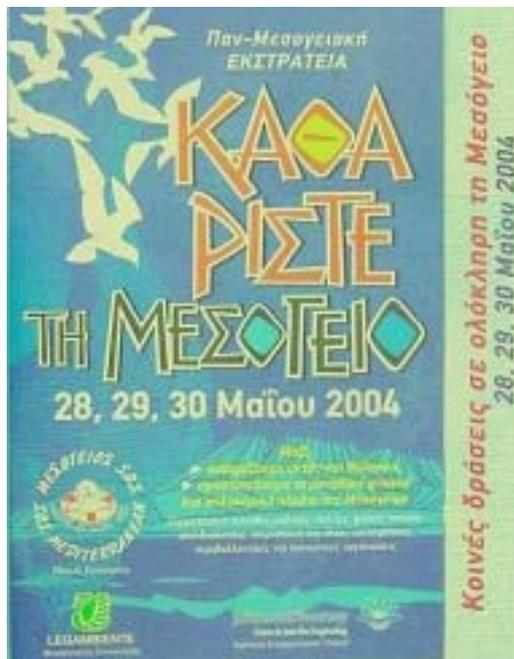
Since 1990, a group called Mesogeios SOS has been organizing voluntary programs every summer to clean up the Greek coasts and other natural environments. The network coordinates voluntary programs throughout Greece to promote the protection and survival of the coastal ecosystems. JohnsonDiversey employees in Greece collaborated with the Mesogeios SOS network in 2004. As a sponsor of the organization, we produced posters and other materials that were distributed to thousands of people and organizations. We also developed a good practice guide for how to best enjoy the beauty of the Mediterranean with minimal environmental impact.

Additionally, JohnsonDiversey employees contributed to the Mediterranean campaign by voluntarily participating in a one-day "cleaning of a shore" within the Attica area.

Addressing Hunger in Sao Paulo

Brazil's president initiated the Zero Hunger program in 2002 to reduce hunger across the country. He invited companies operating in Brazil to contribute to the program by donating money directly to the government, donating food, or providing other program needs through sponsorship.

JohnsonDiversey participates in this important national program as a sponsor. We contribute products to a non-governmental organization that distributes items such as food, books and cleaning products to families in the poorer areas of São Paulo, where our company is located.



Responsible Community Development

JohnsonDiversey Japan Volunteers Cleaned the House for Blind Children

JohnsonDiversey employees Johnson Mutual Benefit Association in Japan conducted a cleaning event.

Eighteen JohnsonDiversey employees cleaned the institution for the blind students. They cleaned the office building, the big hall, the dining room, the bath and inside the washing machine.

“Although our activity is very small, it is appreciated by the students and teachers,” said Masashi Yagiura, president of Japan JMBA. “We would like to make it continue and expand in the future.”



Coming to the Aid of Tsunami Victims

On December 26, countries in South Asia were devastated by a tsunami of a magnitude unseen in modern times. Thousands of people died immediately and hundreds of thousands more saw their lives changed forever.

The World Health Organization said access to safe drinking water and an adequate hygiene and sanitation infrastructure were keys to minimizing the risk of disease outbreaks in the region. JohnsonDiversey used its resources to help meet those needs. We mobilized a three-pronged disaster relief plan that pools product and financial resources worldwide.

First, executives authorized our operations in Asia to contribute up to \$300,000 in funds and products. In addition, company hygiene experts advised customers and public health officials on effective disaster-related cleaning and hygiene protocols.

For example, JohnsonDiversey officials in Sri Lanka provided products and consultation in cleaning and sanitation. We donated numerous cases of disinfectant to the Thai Ministry of Health, and water purification tablets were provided for relief efforts in India.

Second, we committed matching up to \$100,000 of employee contributions. Employee contribution programs were launched in the Asia/Pacific, North America and European regions. Contributions have been made directly to the tsunami relief funds of qualified organizations such as to the Red Cross.

And finally, an immediate \$100,000 donation was sent from the S.C. Johnson Fund, a grant-making organization co-funded by JohnsonDiversey and S.C. Johnson & Son, Inc.

We are committed to the long-term rebuilding effort. In Sri Lanka, one of our managers was appointed to a governmental board on relief that was charged with drafting and implementing a plan for private sector investment in long-term reconstruction.

North American Employees Focus on Habitat for Humanity

Employees of JohnsonDiversey's North America regional office took on the challenge to raise funds as well as a house.

During the summer of 2004, they hosted a golf outing with the participation of suppliers and customers and raised more than \$50,000. For one week in September, about 100 employees came together to build the Habitat house in downtown Racine.

“They just took over and we had to do little or next to nothing,” said Jan Roland, Racine Chapter Board President for Habitat for Humanity.



Johnson Polymer Partners to Convert Scrap Resin into Fuel

In 2004, Johnson Polymer partnered with Minergy, a Wisconsin-based company, to implement a cost-savings plan that also saves local landfills from 350,000 pounds of resin scrap each year.



Minergy, a Wisconsin Energy Corporation, recycles sludges, sediments and soils, produced primarily by neighboring paper mills, into an environmentally inert product - glass aggregate. The metals contained in the sludge are permanently stabilized within the glass matrix of the product and do not leach into

the environment. Minergy's glass aggregate product is in turn used in the manufacturing of ceramic floor tile, abrasives, concrete additives, asphalt paving and chip seal, and roofing shingle granules.

JohnsonDiversey joins forces with the World Wildlife Fund to assure the future of freshwater

JohnsonDiversey has an acute understanding of the impact of freshwater on human health, commerce and the environment. Our corporate headquarters sit near the shores of the Great Lakes, and we've committed ourselves to products and systems to help our customers conserve freshwater.

This commitment led to a groundbreaking partnership with the U.S. World Wildlife Fund. Curt Johnson joined the WWF Board of Directors in 2004 and helped launch a new freshwater conservation initiative with a substantial donation from JohnsonDiversey.

This partnership is resulting in the development of a new hydrology tool that will be available to conservation groups, governments and industry all over the world. Using sophisticated modeling joined with newly available satellite imagery, this new tool will provide universal access to hydrographic information critical to protecting and managing sensitive watersheds around the world. The result will be new strategies for how to protect bio-diversity in critical freshwater resources.

"Though freshwater management has become a critical issue across the globe, there has been little research and development on new solutions. Today, however, the World Wildlife Fund is developing groundbreaking new tools. I'm honored to be a new member of their Board of Directors."

Curt Johnson
Chairman



Responsible Financial Performance



JohnsonDiversey and Johnson Polymer

JohnsonDiversey is a leading global manufacturer and marketer of cleaning and hygiene products and solutions for the institutional and industrial (I&I) cleaning and sanitation market. We also are a leading global supplier of environmentally responsible, water-based acrylic polymer resins for the industrial printing and packaging, coatings and plastics markets.

In the I&I market, we sell our cleaning, hygiene and appearance products and related services under several trade names. They include JohnsonDiversey, Johnson Wax Professional and Butcher's. Our polymer resins are sold under the brand Johnson Polymer.

We sell our products in more than 140 countries through our direct sales force, and through third-party distributors. Our sales are balanced geographically, with our principal markets being Europe, North America and Japan. For the year ended December 31, 2004, we had net sales of \$3.2 billion, with approximately one half sold in Europe, one third in North America and the remainder in Japan, Asia Pacific and Latin America.

Investors and Shareholders

JohnsonDiversey files annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and other information with the Securities and Exchange Commission ("SEC"). The public can 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 <http://www.sec.gov>. In addition, as soon as reasonably practicable after these materials are filed with or furnished to the SEC, we make copies available to the public free of charge on or through our website at <http://www.johnsondiversev.com>. The information on our website is not incorporated into, and is not part of, this annual report.

Business Ethics

"All employees shall conduct their activities so as to comply fully with all laws (including rules and regulations) of the countries in which they operate..." From the JohnsonDiversey Code of Ethics and Business Conduct.

JohnsonDiversey recognizes the obligation and importance of being a good corporate citizen in all the countries in which we do business. This means:

- Compliance with local laws (including rules and regulations); and
- Compliance with the highest business ethical standards.

Therefore, the company has a comprehensive Code of Ethics and Business Conduct that supplements our values expressed in This We Believe. The Code also provides direction concerning 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.

Spelled out in the Code are the following guidelines:

- Compliance with Laws;
- Conflicts of Interest;
- Record Keeping and Accounting Practices;
- Public Reporting;
- Insider Trading;
- Business Practices;
- Payments to Officials;
- Antitrust Laws;
- Confidential Information and Protection of Company Assets;
- Safety and Environmental Protection and 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 along with other corporate policies and procedures. In addition, the Code is available on our public website at www.johnsondiversev.com.

1930s	1960s	1967	1996	1997	2000	2002	2003
 S.C. Johnson & Sons, Inc. begins selling to commercial markets group.	Company began producing water-based polymers to support professional and consumer floor-care businesses.	 Johnson Polymer enters printing & packaging market.	Unilever Industrial acquires Diversey business and changes name to DiverseyLever.	 SC Johnson Professional separates from SC Johnson Wax, becoming a stand-alone company called S.C. Johnson Commercial Markets, Inc., and moves into new corporate headquarters in Sturtevant, WI.	 Johnson Wax Professional acquires The Butcher Company.	 Johnson Wax Professional acquires the DiverseyLever business and changes its name to JohnsonDiversey.	Johnson Polymer enters plastic additives and functional coatings markets.

Responsible Financial Performance

JohnsonDiversey Around the World

Global Headquarters

JohnsonDiversey Global
8310 16th Street
P.O. Box 902
Sturtevant, WI 53177-0902 U.S.A.
(262) 631-4001

North America Region

JohnsonDiversey NA
1326 Willow Road
Sturtevant, WI 53177-0902 U.S.A.
(262) 631-2800

Europe, Middle East & Africa Region

JohnsonDiversey EMA
WTC Amsterdam Airport
Tower B 8th Floor
Schiphol Boulevard 209
Luchthaven 1118 BH
Schiphol, The Netherlands
31 20 316 4500

Asia Pacific Region

JohnsonDiversey APAC
83 Clemenceau Avenue
#15-03/04 UE Square
Singapore 239920
65 6733 2272

Latin America Region

JohnsonDiversey LATAM
Alcantara 200,
piso 8, Las Condes
Santiago de Chile
56 2 336 5700

Japan Region

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

Board of Directors

Todd Brown
Vice Chairman
ShoreBank Corporation

Irene Esteves
Former Senior Managing
Director and CFO
Putman Investments

Bob Howe
Chairman
Montgomery Goodwin
Investments, LLC

Curt Johnson
Chairman
JohnsonDiversey, Inc.

Helen Johnson-Leipold
Chairwoman and
Chief Executive Officer
Johnson Outdoors, Inc.

Greg Lawton
President and
Chief Executive Officer
JohnsonDiversey, Inc.

Cliff Louis
President, Chief Executive
Officer and Owner
The Vineyard, Inc.

Rudy Markham
Financial Director
Unilever Plc
(Director of JohnsonDiversey
Holdings, Inc. Only)

Neal Nottleson
Retired Vice Chairman
S.C. Johnson & Son, Inc.

John Rice
President and
Chief Executive Officer
Unilever Foods
North America
(Director of JohnsonDiversey
Holdings, Inc. Only)

Reto Wittwer
Chairman and
Chief Executive Officer
Kempinski Hotel Group

Executive Officers

Curt Johnson
Chairman

Greg Lawton
President and
Chief Executive Officer

Joe Smorada
Executive Vice President
Chief Financial Officer

Mike Bailey
Executive Vice President
Corporate Development

JoAnne Brandes
Executive Vice President
Chief Administrative Officer,
General Counsel and
Secretary

Sanjib Choudhuri
Senior Vice President
Global Strategy Development

Greg Clark
Senior Vice President
Global Supply Chain

Mark Cross
Senior Vice President
Global Marketing and
Customer Management

Steve DiBiase
Senior Vice President and
Chief Scientific Officer

Diarmuid Ryan
Senior Vice President
Global Human Resources

Graeme Armstrong
Regional President - Europe,
Middle East and Africa

Tom Gartland
Regional President
North America

Open
Regional President
Asia Pacific

Morio Nishikawa
Regional President
Japan

Jean-Max Teissier
Regional President
Latin American

Gary Raley
President - Johnson Polymer

Dave Andersen
Vice President - Mergers,
Acquisitions and Business
Development

Clive Newman
Vice President and
Corporate Controller

John Matthews
Vice President -
Global Communications,
Public Affairs and
Administrative Services

Dave Quast
Vice President -
Deputy General Counsel

Additional Information

JohnsonDiversey and JohnsonDiversey Holdings, its parent company, have both issued publicly traded debt and file regular financial reports with the U.S. Securities and Exchange Commission. These financial reports may be found in the Investor Relations section of www.johnsondiversey.com.

Responsible Financial Performance

Key Financial Data for the Fiscal Year Ending December 31, 2004

(dollars in thousands)

Net Sales	3,169,298
Gross Profit	1,351,413
Gross Profit as a percent of net sales	42.6%
Net Income	13,666
Net Cash Provided by Operating Activities	198,776
Capital Expenditures	129,802
Stockholders Equity	1,045,825
Total Debt	1,345,163
Total Assets	3,611,426

For further information please contact

JohnsonDiversey, Inc.

Global Headquarters
8310 16th Street
P.O. Box 902
Sturtevant, WI 53177-0902
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Visit us at

www.johnsondiversev.com