



Johnson & Johnson



## **Johnson & Johnson's Involvement with USCAP and Environmental Activities**

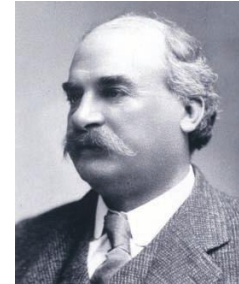
**Noriyuki Watanabe  
Johnson & Johnson  
WWEHS**



## ジョンソン・エンド・ジョンソンの沿革

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- 1886年：創 業
- 創始者：ロバート・ウッド・ジョンソンと2人の兄弟



↓  
米国ニュージャージー州  
ニューブランズウィックにて  
殺菌済外科包帯メーカーとして事業を始める

- 1887年：設 立
-



## ジョンソン・エンド・ジョンソン概要

- 全社員数：約122,200名（2007年1月）
- 事業会社：57カ国250社以上
- 販売国数：175ヶ国以上
- 創業：1886年
- 所在地：米国ニュージャージー州  
ニューブランズウィック
- 会長 兼 CEO  
William C. Weldon（ウィリアム・C・ウェルドン）  
米国研究製薬工業協会 (PhRMA) 2005年度会長





## ジョンソン・エンド・ジョンソンの経営戦略

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- Human Health Care
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- Our Credo 「我が信条」の遵守
- 

- 長期展望による経営
- 

- 分社分権経営
- 





Johnson & Johnson



## 日本でのグループ企業

### ジョンソン・エンド・ジョンソン グループ

Johnson & Johnson K.K.

コンシューマー カンパニー

消費者向け健康関連用品の輸入・製造販売

メディカル カンパニー

総合医療品の輸入・製造販売

ビジョンケア カンパニー

使い捨てコンタクトレンズの輸入・販売



オーソ・クリニカル・ダイアグノスティックス株式会社

a Johnson & Johnson company

臨床診断検査薬・機器等の製造販売および輸出入

ヤンセンファーマ株式会社

医薬品・医薬関連製品の開発・製造・販売



Centocor

医薬品・医薬関連製品の輸入・開発



# ジョンソン・エンド・ジョンソン株式会社

創業: 1961年 1月  
設立: 1978年 8月  
合併: 1999年 10月  
資本金: 40億円  
URL: [//www.jnj.co.jp](http://www.jnj.co.jp)



## ジョンソン・エンド・ジョンソン 株式会社



コンシューマー カンパニー



ビジョンケア カンパニー



メディカル カンパニー

代表取締役社長  
松本 晃

コンシューマー カンパニー  
代表取締役プレジデント  
柴田 透

ビジョンケア カンパニー  
代表取締役プレジデント  
大瀧 守彦

メディカル カンパニー  
代表取締役プレジデント  
松本 晃(兼任)

\* ジョンソン・エンド・ジョンソン株式会社はカンパニー制をとっており、上記3カンパニーは法人としては1つです。



## Our Credo (我が信条)

### 4つの責任の内容と優先順位を明記

- 顧客
- 社員
- 地域社会
- 株主

### 全社員が共有する恒久的な価値判断の基準

### /事業の指針

- 1943年 General Robert Wood Johnson作成
- 世界で36カ国語以上に翻訳
- クレドサーベイ(年に一度の全世界の社員を対象とする調査)でモニター
- Our Credoに基づく危機管理対応の徹底  
—1982年1986年「タイレノール毒物混入事件」





すべての顧客に対する責任

全社員に対する責任

我々の第一の責任は、我々の製品およびサービスを使用してくれる  
医師、看護師、患者、そして母親、父親をはじめとする、  
すべての顧客に対するものであると確信する。  
顧客一人一人のニーズに応えるにあたり、  
我々の行なうすべての活動は質的に高い水準のものでなければならない。  
適正な価格を維持するため、  
我々は常に製品原価を引き下げる努力をしなければならない。  
顧客からの注文には、迅速、かつ正確に応えなければならない。  
我々の取引先には、適正な利益をあげる機会を提供しなければならない。

我々の第二の責任は全社員  
---世界中で共に働く男性も女性も---  
に対するものである。  
社員一人一人は個人として尊重され、  
その尊厳と価値が認められなければならない。  
社員は安心して仕事に従事できなければならない。  
待遇は公正かつ適切でなければならない、  
働く環境は清潔で、整理整頓され、  
かつ安全でなければならない。  
社員が家族に対する責任を十分に果たすことができるよう、配慮しなければならない。  
社員の提案、苦情が自由にできる環境でなければならない。  
能力ある人々には、雇用、能力開発および昇進の機会が  
平等に与えられなければならない。  
我々は有能な管理者を任命しなければならない。  
そして、その行動は公正、かつ道義にかなったも







第3 地域社会 Community

第4 株主

Stockholders

地域社会に対する責任

株主に対する責任

我々の第三の責任は、我々が生活し、働いている地域社会、更には全世界の共同社会に対するものである。

我々は良き市民として、有益な社会事業および福祉に貢献し、適切な租税を負担しなければならない。我々は社会の発展、健康の増進、教育の改善に寄与する活動に参画しなければならない。

我々が使用する施設を常に良好な状態に保ち、**環境と資源の保護に努めなければならない。**

我々の第四のそして最後の責任は、会社の株主に対するものである。

事業は健全な利益を生まなければならない。

我々は新しい考えを試みなければならない。

研究開発は継続され、革新的な企画は開発され、失敗は償わなければならない。新しい設備を購入し、新しい施設を整備し、新しい製品を市場に導入しなければならない。逆境の時に備えて蓄積をおこなわなければならない。

これらすべての原則が実行されてはじめて、株主は正当な報酬を享受することができるものと確信する。





### Our Credo

We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality.

We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to our employees, the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merits. They must have a sense of security in their jobs.

Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent management, and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well.

We must be good citizens – support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas.

Research must be carried on, innovative programs developed and mistakes paid for.

New equipment must be purchased, new facilities provided and new products launched.

Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

## Our Position

We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

- Human Healthcare Company
- Climate Change is REAL.

Positioned to take Sustained, Long Term Action for addressing Environmental Impact



**Johnson & Johnson**  
**CLIMATE FRIENDLY ENERGY POLICY**

**POLICY**

As indicated in our Next Generation Goals, adopted in 2000, it is the responsibility of each Company/Business Unit to meet our greenhouse gas reduction goal of a 4% reduction by 2005 and a 7% reduction by 2010, in absolute terms with 1990 as a base year.

The pathways for a climate friendly energy policy include five elements:

- Energy efficiency improvements in all of our operations
- Cogeneration: on-site generation of electricity and recovery of the waste heat for overall efficiencies of 80+%
- On-site renewable energy that produces no CO<sub>2</sub> emissions
- Renewable electricity purchases
- Carbon trading and sequestration

The Johnson & Johnson businesses worldwide will adopt this climate friendly energy policy to reduce our operating costs, meet our emerging legal and societal obligations and improve the environment for all of us and future generations.

  
Dennis Canavan  
Executive Director, Worldwide Energy Management

Approved:

  
R.C. Deyo  
Vice President and General Counsel

Approved:

  
Robert Barretta  
Vice Chairman and Chief Financial Officer  
Chairman, Worldwide Environmental Steering Committee

## Climate Friendly Energy Policy July 2003

J&Jは、2010年にCO<sub>2</sub>総排出量を  
1990年比7%削減する目標を設定。  
各ステークホルダーに対して  
その対策を宣言いたしました。





## CO2 Reduction Pathway: A Balanced Approach

- Energy Efficiency
- On-site Cogeneration
- On-Site Renewables: Solar, Wind, LFG, Biomass, Geothermal
- Green Power Purchases
- Carbon Offset Trading & Sequestration



## Healthy Planet 2010 Goals



### 全世界的な水平展開を目的として、作られた環境プログラム

- Current 5-year Period Goals (2006-2010)
- Set the 11 Environmental Goals



Johnson & Johnson

Executive Committee  
Company Group Chairmen  
International Vice Presidents and Area Managers  
Domestic Presidents and General Managers  
International Managing Directors  
Corporate Department Heads  
EHS Professionals Worldwide

January 8, 2008

Johnson & Johnson's Healthy Planet 2010 Goals

One of the many important business responsibilities that we share in Johnson & Johnson is our duty to be stewards of the natural environment. Global environmental challenges such as climate change, the scarcity of potable water, and the unsustainable use of the earth's resources continue to stress our planet's ecosystems and natural health. Many of these issues also pose significant challenges to sustaining and improving human health. As the world's most comprehensive healthcare company, it is imperative that we challenge ourselves to produce and employ environmentally sustainable products and practices as part of the way we do business.

At Johnson & Johnson, we have a rich history of environmental stewardship. Our long-standing commitment to setting strong global standards and reducing our environmental impacts has earned us both distinction and recognition from government agencies and non-governmental organizations alike. These results have earned us praise and respect from many of our external stakeholders, and often yield direct, positive financial results as well. Consider our progress in reducing energy consumption, where we have aggressively implemented best practices since 1992. Had we not captured these efficiencies, today we would be incurring an additional \$US 42 million in annual energy costs. Being environmentally responsible is good for both our society and our business.

Effective January 1, 2008, we will launch our **Healthy Planet 2010** goals – the next evolution in our ongoing Credo commitment to “protect the environment and natural resources.” The goals were developed through a two-year collaborative process involving all of our franchisees and numerous external stakeholders representing governments, NGO’s, academia and global thought leaders. Our new performance targets will continue to address important environmental issues such as water use, waste generation, and CO<sub>2</sub> emissions, but will also address new target areas such as sourcing our paper packaging from responsibly managed forests, improving the fuel efficiency of our global fleet, and increasing the environmental literacy of our employees. Most importantly, we expect that these goals will sustain our commitment to continued environmental leadership. A complete list of the goals and metrics can be viewed by clicking on the link: [Healthy Planet 2010 Goals](#)

As part of the Johnson & Johnson family of companies, I ask that each of you demonstrate your leadership and responsibility toward achieving these new goals. As always, we'll review our progress regularly with our WW Environmental Stewarding Committee and the Public Policy Advisory Committee. Please contact Brian Boyd, Vice President, Environmental Affairs for assistance with implementation or questions about the goals.

Robert J. Cavanagh  
Vice Chairman & Chief Financial Officer  
Chair, Worldwide Environmental Stewarding Committee

To : **Executive Committee  
Company Group Chairmen  
International Vice Presidents and Area Managers  
Domestic Presidents and General Managers  
International Managing Directors  
Corporate Department Heads  
EHS Professionals Worldwide**

HP2010ゴールプログラム開始の案内と、各ゴールの達成へ、自身の組織・部門をリーダーシップを持って導くことへの各リーダー、マネージャーに対する依頼。



## Healthy Planet 2010 Goals

- Current 5-year Period Goals
  - Set the 11 Environmental Goals
- **CO<sub>2</sub>**
    - 7% reduction by 2010, baseline 1990
  - **Hazardous / non-hazardous Waste**
    - 10% absolute reduction (excluding recycle / reuse) by 2010, baseline 2005
  - **Water**
    - 10% absolute reduction by 2010, baseline 2005
  - **Compliance**
    - Zero government-issued violations
    - zero accidental releases to the environment
    - zero permit exceedances
  - **External Manufacturers & Suppliers**
    - Deployment of new EM requirements
    - Conformance to new EM requirements



## Healthy Planet 2010 Goals

- **Biodiversity**
  - All franchises will have biodiversity conservation programs
- **Transparency**
  - All sites will publicly disclose their environmental sustainability programs and performance
- **Literacy**
  - All sites will have an environmental literacy program
- **Product Stewardship**
  - All electronic products will be offered to be taken back for recycle/remanufacturing
  - DfE will be used to continuously improve our products' environmental profile
- **Packaging/ Paper**
  - Increase the use of paper-based product packaging and office paper derived from certified forests or made from recycled material, PVC packaging will be removed according to franchise plans
- **Transportation**
  - 30% decrease in emissions per distance driven for the JNJ fleet vehicle fuel efficiency by 2010 when compared to 2003





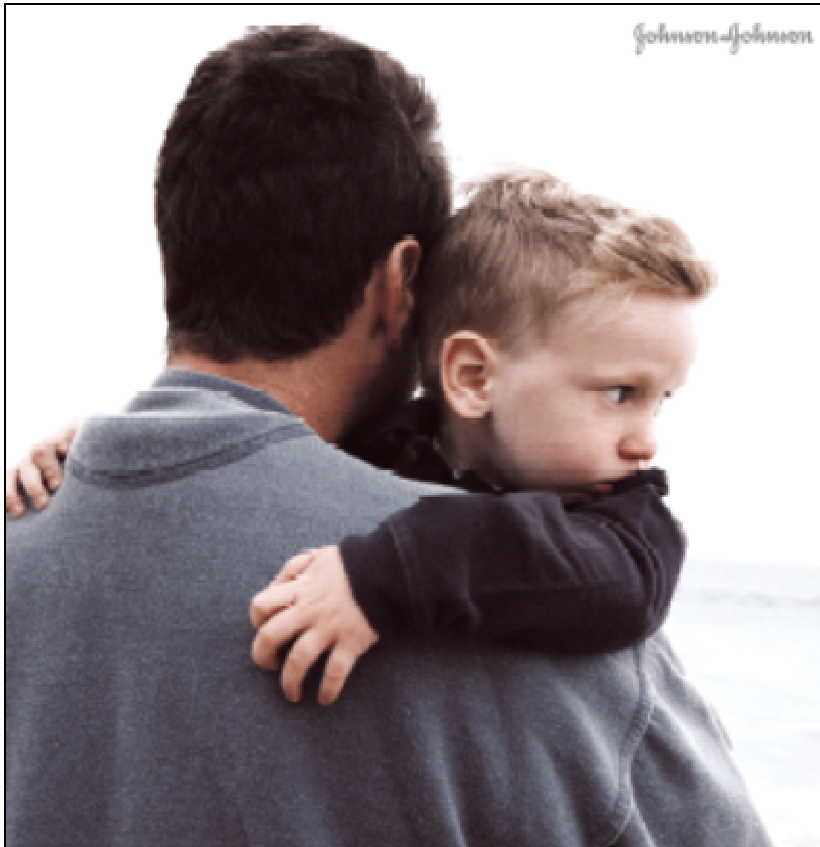
## HP Goals Franchise - Site

### SITE GOALS

- Compliance
- Literacy
- Transparency
- Office Paper

### FRANCHISE GOALS

- Biodiversity
- CO2 Reduction (site & fleet)
- Packaging (PVC & paper)
- Product Stewardship (electronics, product greening)
- Water
- Waste



Johnson & Johnson

**HEALTHY PLANET 2010**

A clean environment is the ultimate human health issue. Johnson & Johnson recognizes the critical interdependence between human health and the health of our planet. As the world's most comprehensive and broadly-based manufacturer of health care products, as well as a provider of related services, we feel a special responsibility to protect the environment. We continue our commitment with the new HEALTHY PLANET 2010 Goals.

*One company can make a difference.*



Johnson & Johnson

**"IT'S MORE THAN COMPLIANCE, IT'S OUR CREDO."**

- William C. Wilson, CEO

Responsibility to the environment is part of the Johnson & Johnson Credo. Now, that commitment continues with the Healthy Planet 2010 Goals.

*One company can make a difference.*





# Dashboard Features

Johnson & Johnson Environmental Performance Dashboard, Year-End 2006		HEALTHPLANET 2010	
CONSUMER			
	HP2010 Goals	Progress	2006 Target
COMPLIANCE	Compliance & Management Systems		No Sig. Non-Comp. <20 Accid. Releases <5 Late 72-hr Reports
	Carbon Dioxide 1. Best Practices 2. CO <sub>2</sub> Reduction 3. Fleet Efficiency	50%	30% BP Complete Meets CO <sub>2</sub> Allocation 6% Emissions Red.
		1.50%	
		7%	
	Waste Reduction 1. Hazardous 2. Non-Hazardous	2.56%	Approved Plan >75% On-Target 2% Absolute Reduction
3.40%			
Water Use	2.40%	>75% On-target BP 2% Abs. Avoidance	
FOOTPRINT	External Manufacturing		Completed EM List >40% EM Assessed
	Paper & Packaging		Approved PVC Plan Increase Off./Pack. Recyl./Certified Content
	Product Stewardship		Approved Plan 100% E-Prod. Identified
	Education & Outreach (Biodiversity, Literacy, Transparency)		100% Biodiv./Lit. Plan 90-100% On-target 100% Literacy Module 80% Employee Engage 50% Post on JNJ.com
OTHER ENVIRONMENTAL METRICS	<b>Challenges</b>		
	Compliance & Management Systems	One significant accidental release at J&J Russia resulting in excavation of 10 tons of soils due to pipes failures.	
	Paper & Packaging	U.S./South America are biggest drivers for increasing recycled/certified paper content. Review of paper suppliers found that it is not cost effective for more than 30% of sites to purchase designated papers. Stability testing found certified paper to not be suitable for packaging of Neutrogena Face Wash.	
	Water Use	2% increase in production resulted in no additional water avoidance from 2005. Franchise plan will need to be revised to account for the impact of production increases on water avoidance.	
<b>Legend</b> On-Target  Caution  Needs Attention			

- Franchise Dashboards
  - ✓ 116 site DB\* = ~20 Franchise DB
- “Critical Few” Goals
  - ✓ 11 goals = 8 DB categories
- One page view of performance
- Balanced approach (see criteria)
- Business-aligned metrics (see criteria)
- Highlights/Challenges Section:
  - ✓ Identify root-cause of non-conformance
  - ✓ Best practice sharing
  - ✓ Drive performance and resources
- Includes J&J Annual Criteria & Targets
- Excel-based
  - ✓ Elimination of some manual steps

\*DB=dashboards



## Influencing Public Policy



- Johnson & Johnson has joined the United States Climate Action Partnership (USCAP)
- Businesses & leading environmental organizations calling on the federal government to enact strong national legislation to require significant reductions of greenhouse gas emissions.





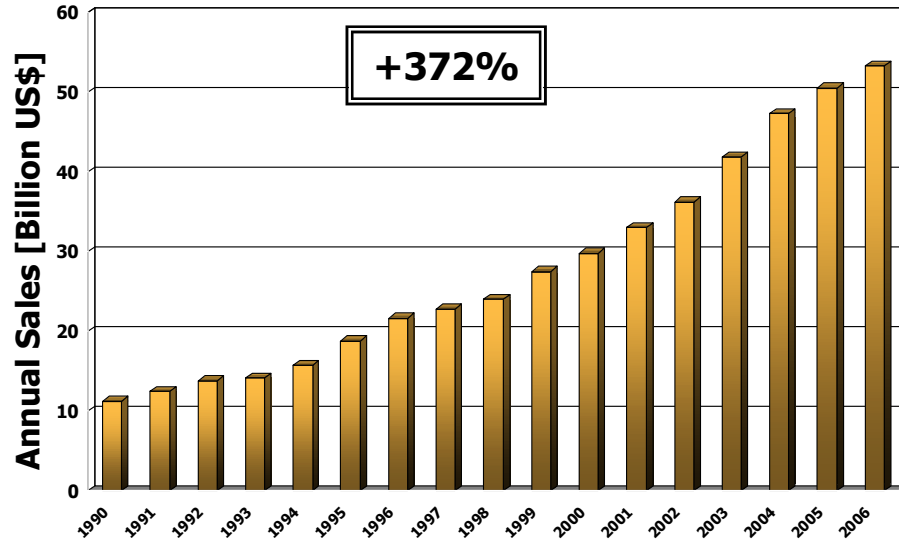
## USCAP – A Call for Action



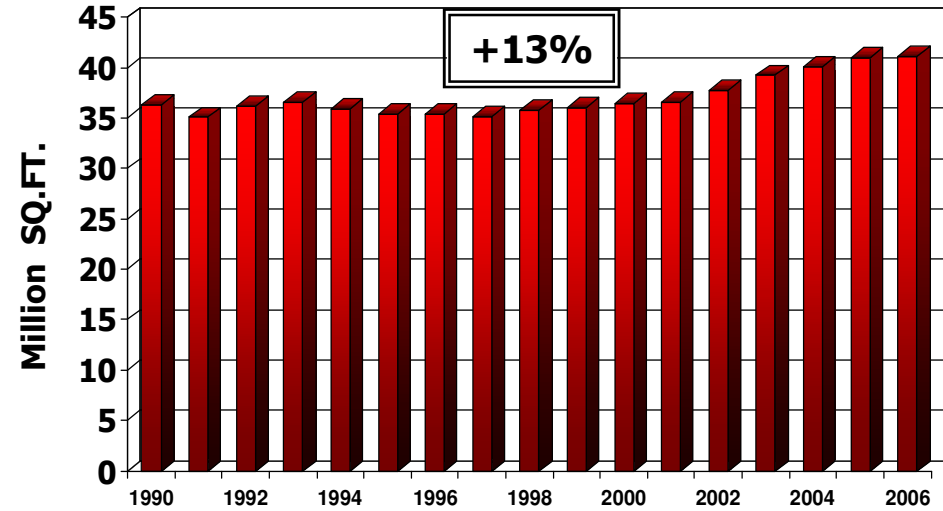
- Market Based “Cap-and-trade” system
- Flexible & Cost Effective Policies to cut emissions and rapidly advance technology
- Re-engage in International Efforts, US needs to Act, and work with China & India

# 2006 J&J ENERGY PROFILE – WORLDWIDE DATA

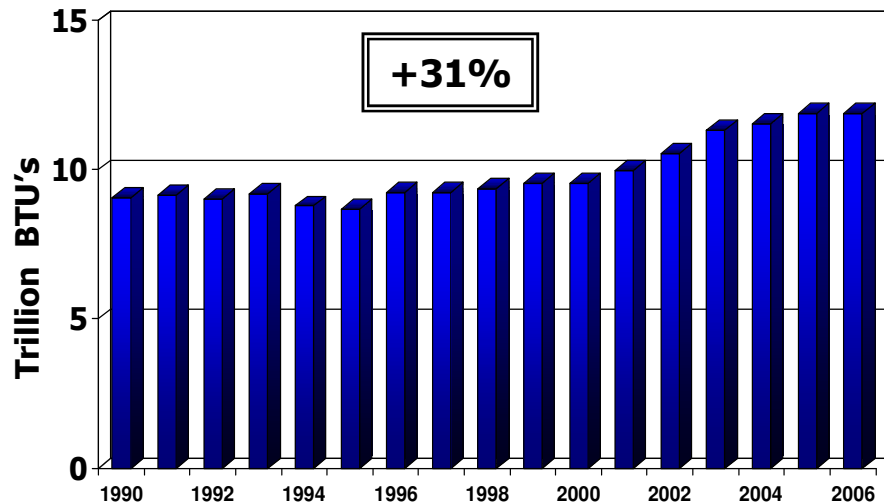
## WORLDWIDE SALES



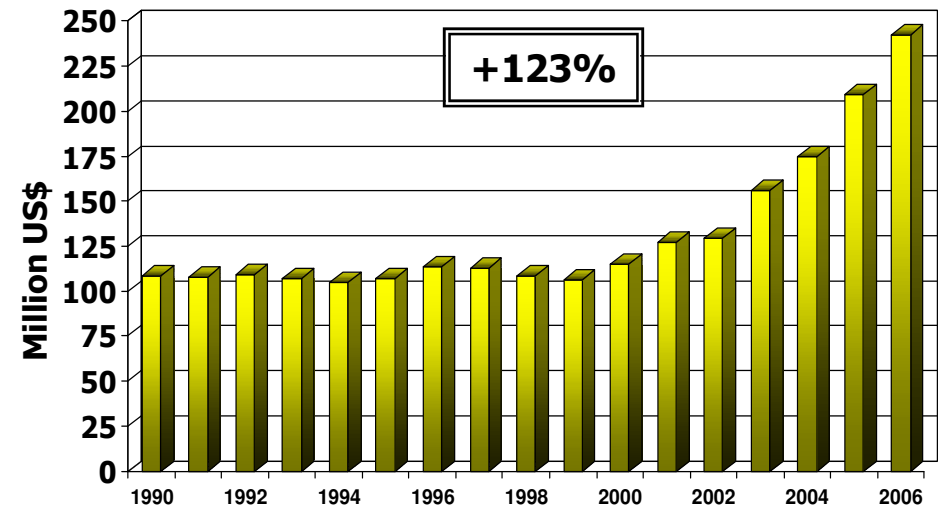
## FLOOR SPACE



## ENERGY USAGE



## ENERGY COST



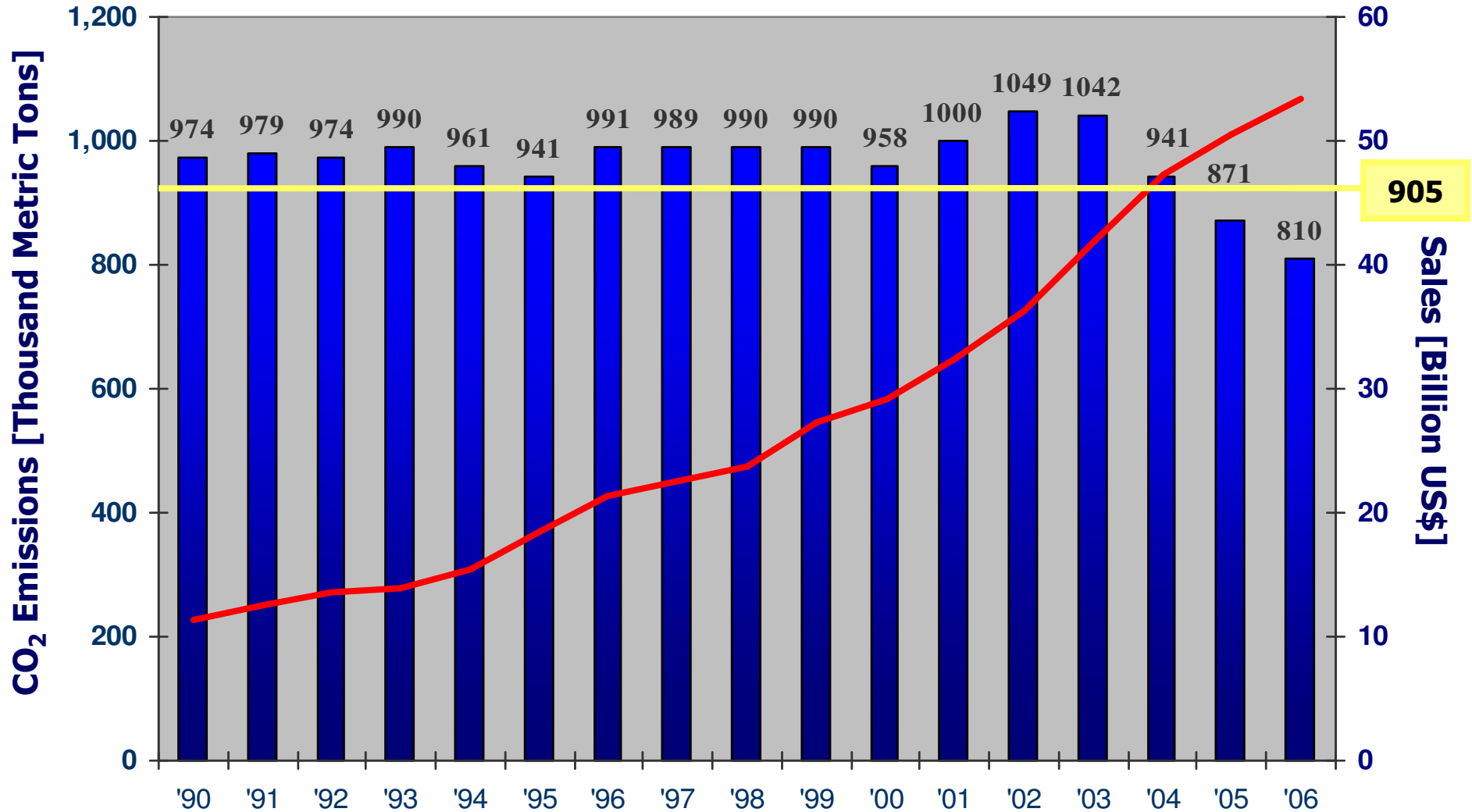


**Worldwide Results**

**2010 Goal: -7%**

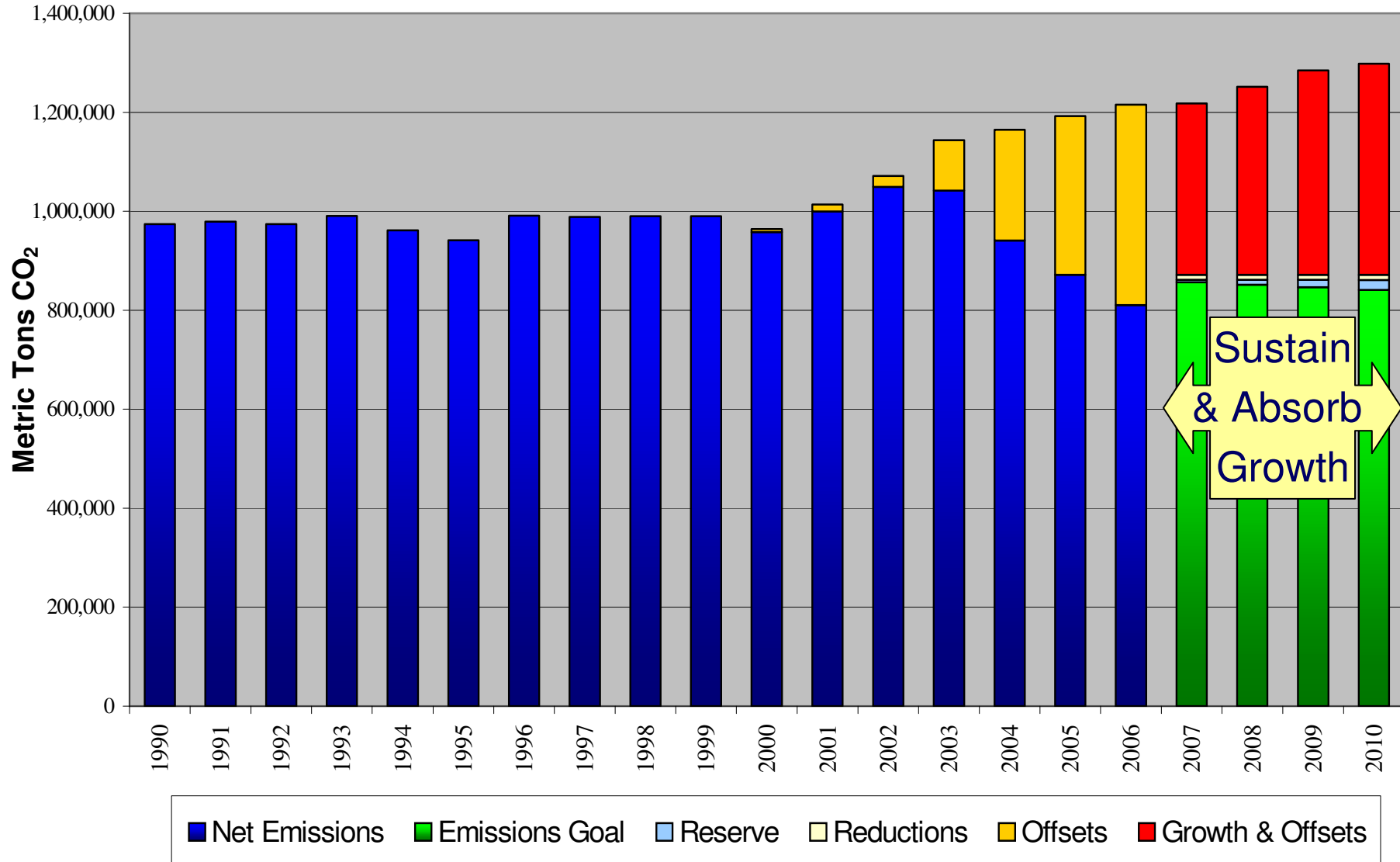
**CO<sub>2</sub> Emissions 1990-2006 vs. Sales**

**2006 Status: -16.8%**





## CO<sub>2</sub> Emissions Projection Worldwide





# Worldwide Dashboard

## Thousand Tonnes

CO<sub>2</sub> Emissions vs. Target **0%** > < **10%**

OPERATING GROUP	2005 OFFSETS	2005 EMISSIONS	2006 OFFSETS	2006 EMISSIONS	2006 TARGET	2007 TARGET	2008 TARGET	2009 TARGET	2010 TARGET	'06 Actual vs Target
MEDICINES & NUTRITIONALS	163	<b>321</b>	177	<b>321</b>	<b>334</b>	329	337	343	340	-4%
MEDICAL DEVICES & DIAGNOSTICS	100	<b>359</b>	177	<b>295</b>	<b>341</b>	345	339	335	336	-14%
CONSUMER & PERSONAL CARE	40	<b>172</b>	44	<b>171</b>	<b>168</b>	165	158	152	149	2%
NON-OPERATING	17	<b>20</b>	7	<b>24</b>	<b>19</b>	19	18	17	17	25%
<b>WORLDWIDE STATUS</b>	321	<b>871</b>	405	<b>810</b>	<b>862</b>	857	852	847	841	-6%

UNITS = Thousand Tonnes

**2006 Status Shown: Updated Projections/Allocations Now Available**





# Energy Management Tools

## 2007 Energy Reporting : New System

Energy Use for 01/2006 Data Published

Consumer, Consumer Mfg Germany, Heckinghauser Strasse 263 Wuppertal, Germany, Wuppertal, Germany

### Location Information

Building Area:	<input type="text" value="20937"/>
Building Area UOM:	<input type="text" value="SQMT"/>
J&J Employees:	<input type="text" value="279"/>

Select Electric Utility & Electric Supplier. If there is not a separate Electric Supplier from Electric Utility, please select your Electric Utility as your Electric Supplier. This will indicate a regulated territory and/or purchase of electric commodity directly from Electric Utility.

Electric Utility:	<input type="text" value="Stadtwerke Wuppertal"/>
Electric Supplier:	<input type="text" value="Stadtwerke Wuppertal"/>
Local Currency:	<input type="text" value="Euro"/>
Exchange Rate:	<input type="text" value="1.174800"/>



### SIGN-IN / NEW USER LOGIN

WWID*:	<input type="text"/>
Network Password*:	<input type="text"/>
<a href="#">About EDGE<sup>2</sup></a>	<input type="button" value="Submit"/>

### Energy Use Detail

<https://edge2.jnj.com/Access/edge2Login.aspx>



## J&J Energy Management Tools: New Construction

- Guideline for Sustainable Design: Modeled after LEED NC
- New Facility Design Criteria: Energy Specifications
- **Review Required for all All New Construction & Major Renovations**



GBSC  
Cork, Ireland

Standards & Guidelines
J&J Guideline for Sustainable Design (v1.1)
J&J Sustainability Checklist (v1.0)
J&J New Facility Design Criteria
J&J Greenhouse Gas Protocol
ASHRAE 90.1 Standard - 2004 - IP Units
ASHRAE 90.1 Standard - 2004 - SI Units
ASHRAE 55 Standard - 2004
US Green Buildings Council - Leadership in Energy and Environmental Design (LEED)
LEED - Green Buildings Rating System for Existing Buildings
USGBC - Sustainable Building Technical Manual



Depuy  
Suzhou, China



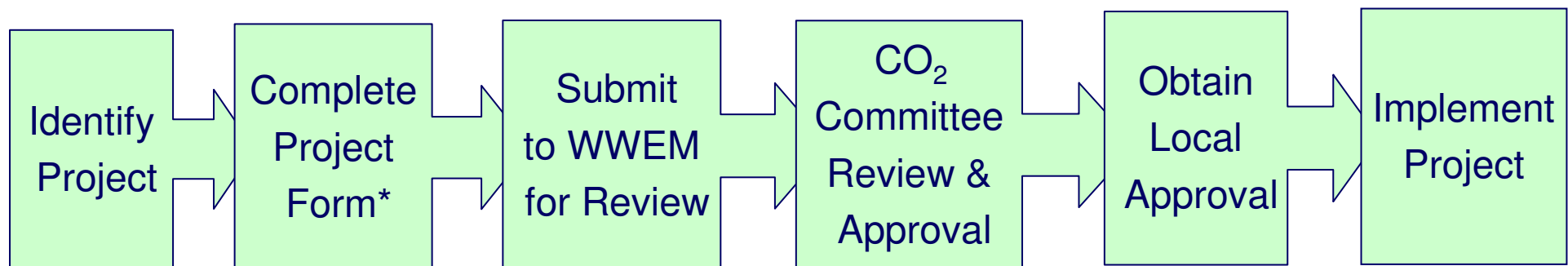
# Johnson & Johnson

## Group Finance

### CO<sub>2</sub> Capital Funding Process

August, 2004

- \$40 million per year in capital relief for Projects Worldwide
- Projects provide good financial returns: 10-15% Internal Rate of Return
- Projects provide meaningful CO<sub>2</sub> reduction: \$1000/Metric Ton





## Identifying Projects: Energy Best Practices Revised Jan 2007

- Stage 1: Management Practices & Continuous Improvement
  - Stage 2: Energy Purchasing & Monitoring
  - Stage 3: Air Handling (HVAC)
  - Stage 4: Motors & Pumps
  - Stage 5: Boiler Systems
  - Stage 6: Chiller Systems
  - Stage 7: Electrical & On-site Generation
  - Stage 8: Lighting
  - Stage 9: Compressed Air
  - Stage 10: Manufacturing & Other Load Reductions
- 
- Project Summaries to be Submitted Upon Completion
  - Excel Spreadsheet Released – Online Entry via EDGE II Coming Soon



# Johnson & Johnson

## CO<sub>2</sub> Reduction Project Summary

<b>Company</b>	Ortho-McNeil Pharm USA	<b>Project Type</b>	CHP: Combined Heat & Power
<b>Operating Group</b>	Pharmaceuticals & Nutritionals	<b>Description</b>	1 - 4.6MW, 13,500#/hr Solar Mercury
<b>Address</b>	1000 Route 202	<b>Start Date</b>	15-Nov-04
<b>City</b>	Raritan	<b>Completion Date</b>	31-Dec-05
<b>State</b>	NJ	<b>Project Life [years]</b>	20
<b>Country</b>	UNITED STATES		

		2005	2006	2007	2008	2009	2010	Total (2005-2010)
Appropriation Capital	[US\$]	\$350,000	\$2,150,000	\$6,300,000	\$0	\$0	\$0	\$8,800,000
Appropriation Expense	[US\$]	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Cost	[US\$]	\$350,000	\$2,150,000	\$6,300,000	\$0	\$0	\$0	\$8,800,000
CO <sub>2</sub> Reduction	[tons CO <sub>2</sub> ]	0	0	7,048	7,048	7,048	7,048	28,192
Capital Cost/CO <sub>2</sub> Reduction	[US\$ / tons CO <sub>2</sub> ]	-	#DIV/0!	\$894	\$0	\$0	\$0	\$312
Internal Rate of Return (IRR)								15.0%

		2005	2006	2007	2008	2009	2010	Total (2005-2010)
Electricity Usage Savings	[kWh]	0	33,638,184	33,638,184	33,638,184	33,638,184	33,638,184	168,190,920
Fuel Usage Savings		0	216,579	216,579	216,579	216,579	216,579	1,082,895
Fuel Type								Natural Gas
Electricity Unit Cost	[US\$ per kWh]	\$0.084	\$0.092	\$0.092	\$0.095	\$0.098	\$0.101	\$0.094
Fuel Unit Cost	[US\$ per unit]	\$7.910	\$8.150	\$8.390	\$8.640	\$8.900	\$9.170	\$8.527
Electricity Cost Savings	[US\$]	\$0	\$3,094,713	\$3,094,713	\$3,195,627	\$3,296,542	\$3,397,457	\$16,079,052
Fuel Cost Savings	[US\$]	\$0	\$1,765,119	\$1,817,098	\$1,871,243	\$1,927,553	\$1,986,029	\$9,367,042
Total Energy Cost Savings	[US\$]	\$0	\$1,329,594	\$1,277,615	\$1,324,385	\$1,368,989	\$1,411,427	\$6,712,010

### Comments

Total project cost assumes a \$1MM rebate from NJ BPU through the Clean Energy Program, which this project has a good chance of receiving. Without the rebate, Capital Cost/CO<sub>2</sub> Reduction is \$376 and IRR = 13.7%.



## Project Prep Best Practices

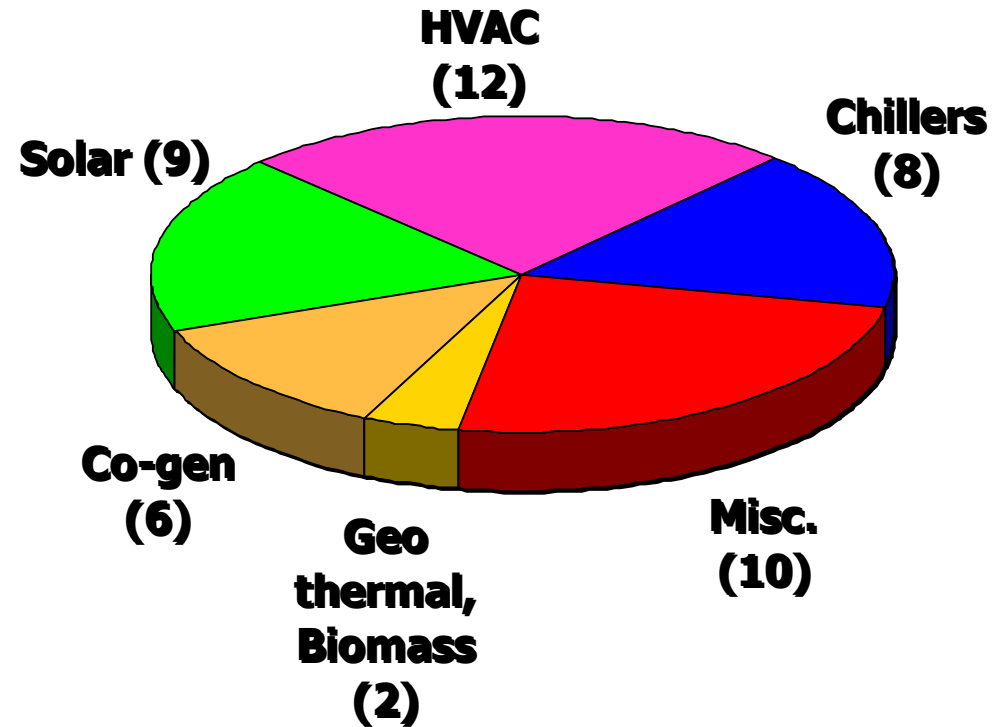
- Model the cashflow for life of the equipment (10,15,20 years)
- Energy Escalation: Use most accurate local data; Use 3-4% annually as a default
- Use J&J Worldwide Financial Procedure 410(b); provide Finance contact in submission
- Electric CO2 Savings based on Geographic Emissions Factor
- Consider Price of Carbon in Analysis (What would it cost to buy carbon offsets in lieu of project?)
- Check for incentives & tax credits for additional returns (Utility, local, national incentive programs)





## CO2 Reduction Projects

- 49 projects approved for funding
- \$97 million US
- 90,790 metric tons CO2/yr
- Average IRR: 16.4%
- 24 Projects Complete







## CO2 Reduction Projects

- Accepting Projects On-going
  
- Looking for more regional opportunities
  - United States 30 Projects
  - Europe 13 Projects
  - Puerto Rico 6 Projects
  - Asia/Pacific -
  - Canada -
  - Africa -

Johnson & Johnson



Company: J&J Pharmaceutical Research & Development

Location: La Jolla, CA, USA

- LEED Certified New Construction
- 2.2 MW Cogeneration Plant
- 246 KW Solar Photovoltaic System





Johnson & Johnson



Company: J&J Worldwide Headquarters

Location: New Brunswick, NJ, USA

- 200 KW Fuel Cell
- 234 KW Solar Photovoltaic System
- 100 KW Micro-turbine





# Energy Efficiency Projects



Ethicon  
Somerville, NJ  
Upgraded Chiller with VFD

Janssen  
Beerse, Belgium  
Stack Gas Recuperation

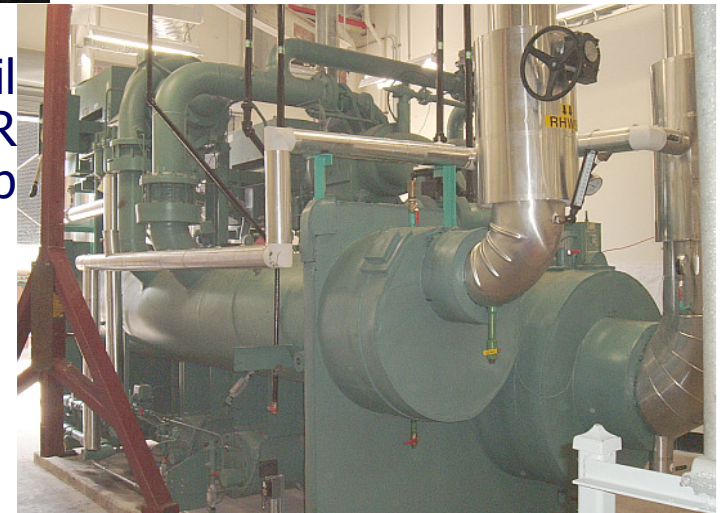


Healthcare Systems  
Memphis, TN  
Cool Roof Coating



Ethicon  
Cornelia, GA  
Boiler Upgrade

McNeil  
Las Piedras, PR  
Water-to-Water Heat Pump







J&J China, Shanghai: Domestic Hot Water



McNeil Consumer  
Ft. Washington, PA  
124 kW Thermal System for  
Boiler Pre-heat



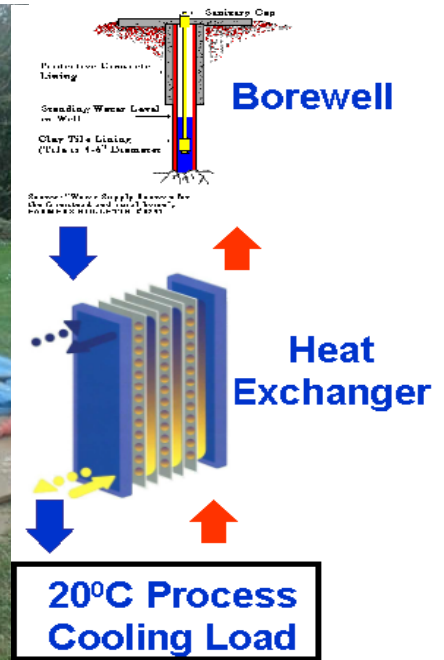
Janssen  
Gurabo, Puerto Rico  
Domestic Hot Water





DePuy - St. Priest, France  
Geothermal Heating / Cooling System

- Ground water heat pump (refrigeration cycle)
- Utilizes underground lake 130 m below building as heat sink
- Provides all heating & most cooling for 7,000 s.m. HQ building



Vision Care – Limerick, Ireland  
Geothermal Cooling System

- Phase 1 complete offsetting air compressor loads
- Utilizes underground water flow
- Phase 2 feasibility underway, test wells & environmental impact analysis

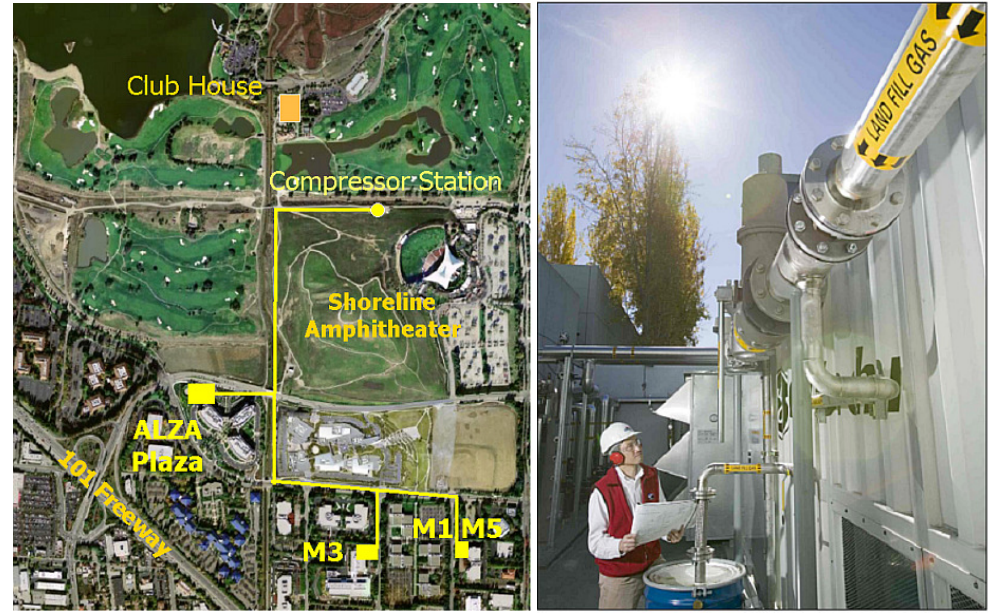


## Wood Chip Boiler

Cilag, Schaffhausen, Switzerland

350 kw boiler provides heating for distribution center

Wood from sustainable forest operated by township



## J&J PRD (ALZA)

Mountain View, CA, USA

Installation of 3 megawatts of landfill gas power

Cost: \$11.0 million : 15% IRR

CO<sub>2</sub> Reduction: 7,000 MT/year



# Solar Photovoltaic Projects

## #1 Corporate End User of Solar Power in U.S.

<b>Company</b>	<b>Location</b>	<b>Capacity</b>
<b>Neutrogena USA</b>	<b>Los Angeles, CA</b>	<b>546 kW</b>
<b>PSGA</b>	<b>Springhouse, PA</b>	<b>75 kW</b>
<b>Cordis</b>	<b>Warren, NJ</b>	<b>72 kW</b>
<b>Janssen USA</b>	<b>Titusville, NJ</b>	<b>522 kW</b>
<b>J&amp;J Consumer Products</b>	<b>Skillman, NJ</b>	<b>505 kW</b>
<b>Ethicon, Inc.</b>	<b>Somerville, NJ</b>	<b>250 kW</b>
<b>J&amp;J Corporate</b>	<b>New Brunswick, NJ</b>	<b>234 kW</b>
<b>J&amp;J Pharma R&amp;D</b>	<b>La Jolla, CA</b>	<b>246 kW</b>
<b>Total Installed Capacity</b>		<b>2,450 kW</b>



*Johnson & Johnson*



**Company: Janssen USA      Location: Titusville, New Jersey**

**Project: 522 kW Solar Photovoltaic Roof Mounted System**

**Completed: February 2003**



**\*Facility also LEED for Existing Buildings Silver Certified**



*Johnson & Johnson*



**Company: J&J Consumer Products      Location: Skillman, New Jersey**

**Project: 505 kW Solar Photovoltaic Tracking System**

**Completed: October 2005**





*Johnson & Johnson*



**Company: Ethicon Inc.      Location: Somerville, New Jersey**

**Project: 250 kW Solar Photovoltaic Roof Mounted System**

**Completed: February 2006**





*Johnson & Johnson*

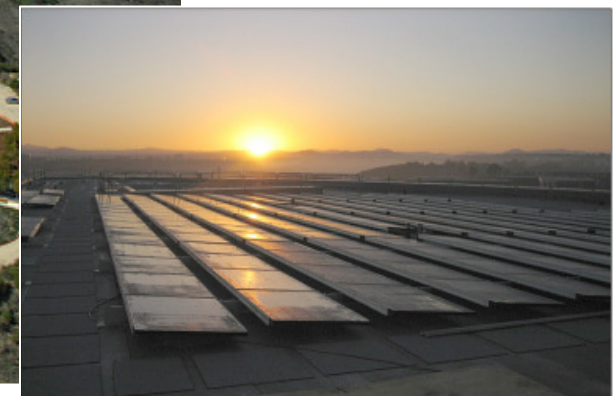


**Company: J&J Pharma R&D**

**Location: La Jolla, California**

**Project: 246 kW Solar Photovoltaic Roof Mounted System**

**Completed: March 2007**





Company: Global Pharmaceutical Sourcing Group

Location: Vacaville, CA, USA

Project:

Coming Soon!  
Installation of  
1.1 MW Solar Photovoltaic  
Tracking System







## Poppy Seed as Fuel Tasmanian Alkaloids Tasmania, Australia

- Excess poppy seed from agricultural production
- ~ 5,000 tonnes of seed generated per year
- Previously land-filled as waste
- Now sold as fossil fuel replacement
- Carbon Offset Credited to Site





# Sequestration Projects

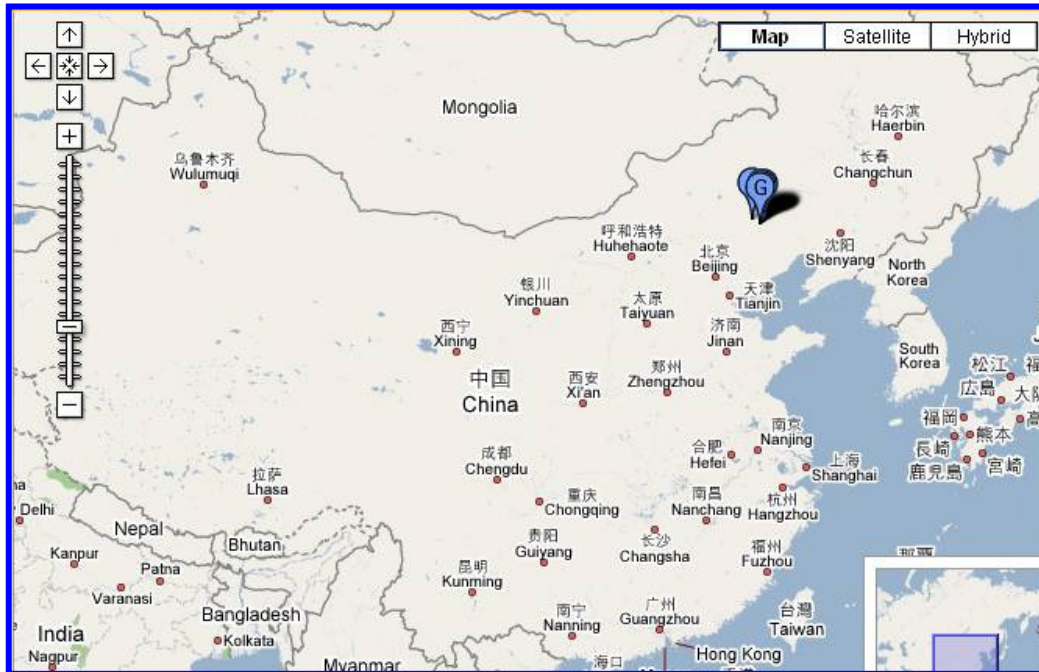
- China
- Thailand
- Canada
- Kenya
- Brazil







現地NGOと共に内モンゴル地区における植林活動を行っています。



## 植林している地域

今までに170 acre(11.3 ha.)の土地に、約25,500本の木が植えられました。



植林前の様子



植林直後の様子



5年後の様子(イメージ)



## Renewable Energy & Offsets

- Active Purchases in 2006:
  - United States, Belgium, Netherlands, France, Ireland, Italy, Scotland, China, Japan, Canada
  - Worldwide : 405,000 Metric Tons Offset
  - Approximate Unit Cost: \$2.50 per metric ton

## Ten largest corporate purchases of green power – USA

NOT EXHAUSTIVE

Rank	Company	MWh	% green
1.	PepsiCo	1,105,000	100%
2.	Wells Fargo	550,000	42%
3.	Whole Foods Market	463,000	100%
4.	Johnson & Johnson	400,700	39%
5.	Starbucks	185,000	20%
6.	DuPont	180,000	4%
7.	Vail Resorts	152,000	3%
8.	HSBC North America	125,000	35%
9.	Cisco Systems, Inc.	124,100	21%
10.	Staples	109,000	20%



Source: US EPA Green Power Partnership





Johnson & Johnson



 ヤンセン ファーマ株式会社  
JANSSEN PHARMACEUTICAL K.K.

富士 浅木塚国有林における植樹

3月24日 地ごしらえ、

4月29日 植樹、

8月18日 木の周りの草刈り



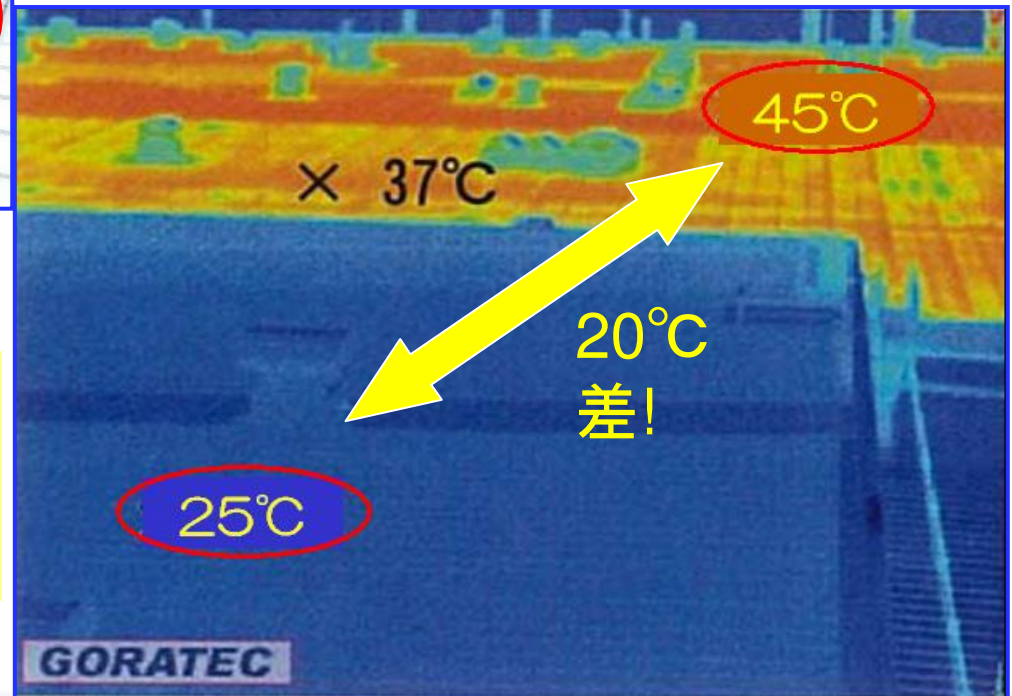


メディカルカンパニー須賀川事業所

屋上の塗装を遮熱仕様へ

倉庫エリアの温度管理を達成

CO<sub>2</sub> 削減量: 10トン/年  
電気料金節約額: 165万円/年  
(エアコン使用時との比較)



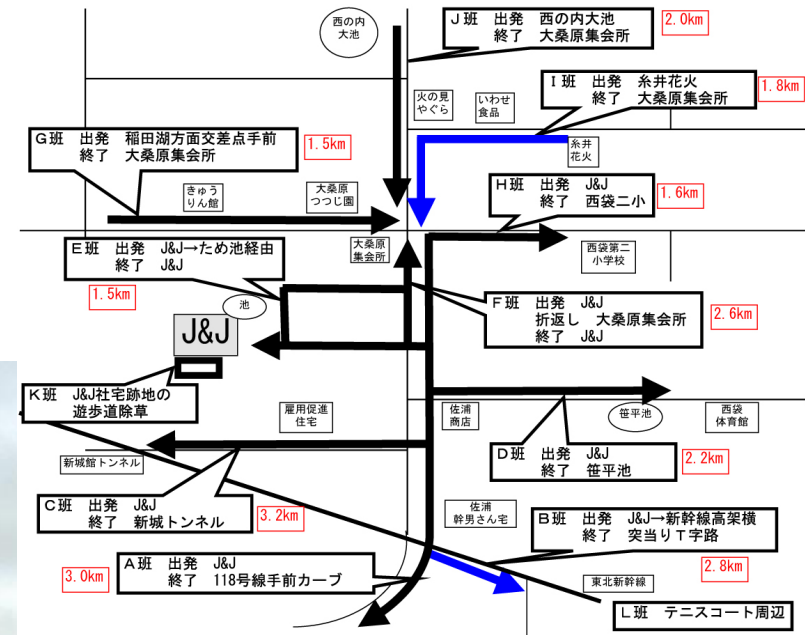




メディカルカンパニー須賀川事業所 環境美化運動

2007年9月1日(土)

- 大桑原地域のゴミ拾い
- 親睦昼食会 バーベキュー(焼肉)など
- ゲーム、ペットボトルや古紙を使った工作等





ビジョンケアカンパニー PPTレイの回収



Johnson Johnson

## プラスチックトレイ回収が さらに便利になりました。

1枚からそのまま回収できるようになりました。  
地球環境を守るため、リサイクルにご協力をお願い致します。

プラスチックトレイ回収が、簡単・便利になりました。  
空きトレイは、そのままドライバーへ渡すだけです。  
もう、箱にまとめていただく必要はありません。1枚から  
そのまま日通のドライバーにお預けください。  
ぜひ、リサイクルにご協力をお願いいたします。

※返品レンズは従来通り梱包が必要ですので、ご留意下さい。



新しいプラスチックトレイ



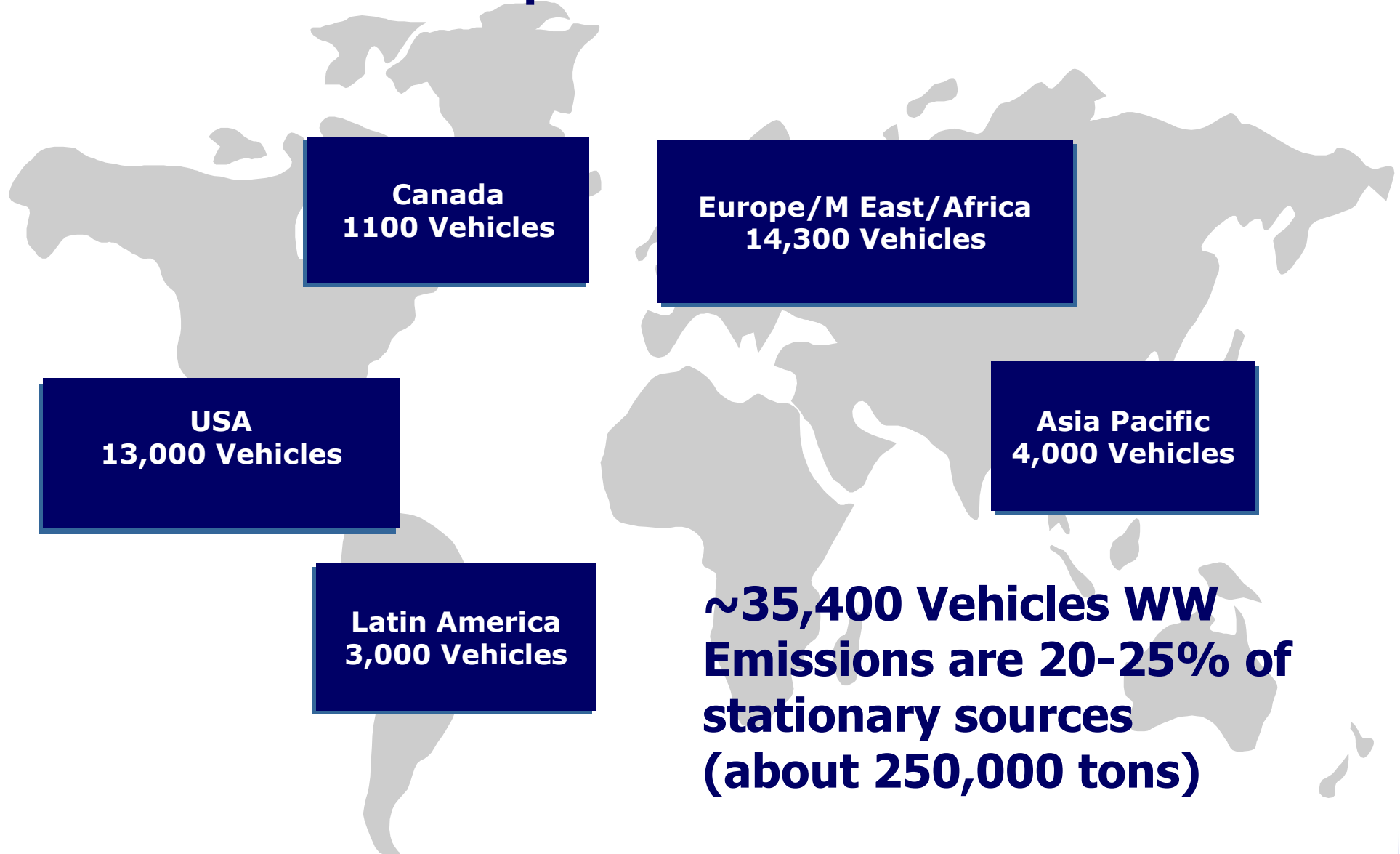
環境ISO14001認証取得 東京オペレーションセンターは環境資源保護に取組んでおります。  
ジョンソン・エンド・ジョンソン 株式会社 ビジョンケア カンパニー  
お客様サービスセンター TEL:03-6632-7171(24) 月～土曜日(日・祝日を除く) 9:00～18:00  
©, 2011 JJI 2010 Printed in Japan

- ・ コンタクトレンズ配送業者様との協働
- ・ トレイ回収率 80%以上





## Fleet Emissions Scope







## Healthy Fleet Goal

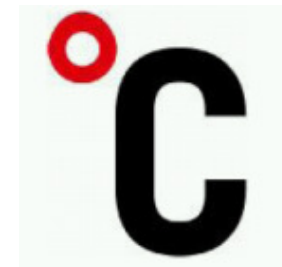
- **Goal:** 30% reduction in emissions per distance driven (2010 vs. 2003)
- **Current Target:** 150 grams per kilometer
  - Equivalent to: 36.4 miles per gallon gasoline  
41.6 miles per gallon diesel  
15.5 kilometers per liter gasoline  
17.7 kilometers per liter diesel
- **Strategy:**
  - High-efficiency vehicle models
  - Alternative fuel vehicles
  - Hybrid vehicles





## Partnering with Non-Government Agencies

- World Wildlife Fund  
<http://www.worldwildlife.org/>
- World Resources Institute  
<http://www.wri.org/>
- The Climate Group  
<http://www.theclimategroup.org/>



Johnson & Johnson

"THE ENVIRONMENT IS THE ULTIMATE HUMAN HEALTH ISSUE"

Thank You Very Much.



**THE ENVIRONMENT IS THE ULTIMATE HEALTH & SAFETY ISSUE.**

Johnson & Johnson continues its commitment to the health and well-being of the Earth with its new Healthy Planet 2010 Goals.

[www.HealthyPlanet2010.com](http://www.HealthyPlanet2010.com)

*One company can make a difference.*

HEALTH