

Fact Sheet – Supplier Diversity

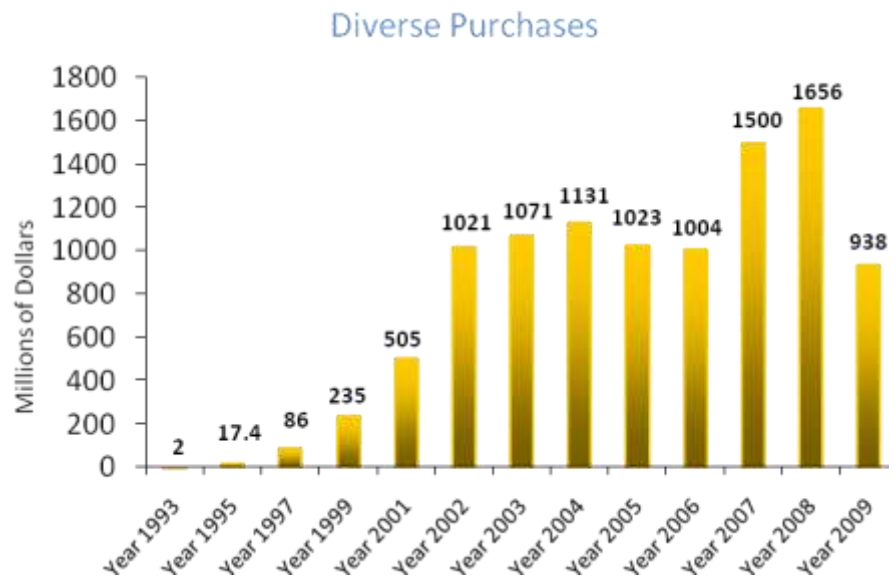
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DESCRIPTION

Johnson Controls is committed to being a leader in supplier diversity. By incorporating certified women- and minority- owned suppliers, as well as small or disadvantaged businesses, into our customer solutions, we economically equip entire communities and gain a competitive advantage. Our diversity business initiative is directed by senior management and is integrated into our corporate strategy.

FACTS & FIGURES

- More than 500 diverse suppliers representing more than 50 product and service categories.
- One of only 17 U.S. firms in the Billion Dollar Roundtable, a group of companies that spend \$1 billion or more each year with certified women and minority owned suppliers.
- Annual spending with diverse suppliers exceeded \$938 million in 2009, \$1.6 billion in 2008, up from \$1.5 billion in 2007.



OUTREACH PROGRAMS

Integrating diversity business development into Johnson Controls' strategic business plan.

- Monthly "Straight Talk" orientation sessions explain the pre-qualification process to potential diversity suppliers, and review active purchasing plans.
- "Increasing Diversity Vendor Participation" course available for employees involved in allocating company funds for purchasing goods and services.

Implementing internal processes for recruiting, training and using diverse suppliers.

- Yearly executive-level training for managers of diverse suppliers.
- Courses describing work processes, techniques, and supplier training available at no charge through the Johnson Controls Institute.

Convening trade shows and events to encourage purchasing from diverse

suppliers.

- Johnson Controls Supplier Diversity & Business Development teams regularly attend trades shows to identify and recruit diverse suppliers in Florida, Michigan, Texas, Tennessee, Wisconsin, Ohio, New York, Georgia, Illinois and Puerto Rico.

Including diverse suppliers in acquisitions/divestitures, lead supplier arrangements, joint ventures and strategic alliances.

- Equity joint ventures and strategic alliances pursue new business or work to solve technical challenges.

Expanding the business module program for customers and suppliers.

- Mentoring modules provide opportunities and training on ways to strengthen diverse business practices.

Web-based systems used to increase diversity spending and measure performance.

- Automated matching and tracking processes present diversity supplier capabilities to internal decision-makers for consideration on projects.

AWARDS & RECOGNITION CORPORATION OF THE YEAR

- 2008 and 2003 by the National Minority Supplier Development Council.
- 2008, 2007, 2005, 2004, and 2002 by the Tennessee Minority Supplier Development Council.
- 2008 by the Greater Milwaukee Hispanic Chamber of Commerce.
- 2008 and 2003 by the Greater Atlanta Economic Alliance.
- 2007, 2006, 2005, 2004, 2003, 2001, 2000, 1999, 1997, and 1996 by the Michigan Minority Business Development Council.
- 2006 by Central & South Texas Minority Business Council.

OTHER AWARDS

- 2009 and 2008 Toyota Superior Award for Diversity.
- 2007, 2006, 2005 and 2004 Superior Award for supplier diversity initiatives from Toyota North America.
- 2006 "Two Way Street Award" from Detroit's Booker T. Washington Business Association.
- 2005, 1997 and 1995 Chrysler Corporation Role Model Award for Diverse Supplier Procurement Initiatives.
- 2003 and 2001 Diverse Champion Award from General Motors Corporation.

INDIVIDUAL AWARDS

- Reginald Layton, director of diversity business development, named 2008 Minority Supplier Development Leader of the Year by the National Minority Supplier Development Council.
- John Barth, previous chairman and CEO, named a recipient of a 2007 Diversity Leadership Award from Diversity Best Practices and Business Women's Network and a 2006 Leadership Award from the National Minority Supplier Development Council.

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