

A world map is visible in the background, rendered in a dark blue color against a lighter blue gradient. The map shows the continents of North America, South America, Europe, Africa, Asia, and Australia. The overall background has a blue and purple gradient with a bright horizontal light streak near the top.

*Johnson & Johnson*

**Ray Jordan, Corporate Vice President  
Public Affairs & Corporate Communications**



# Johnson & Johnson

**Founded 1886**  
**New Brunswick, New Jersey**  
**In a Former Wallpaper Factory**



**Three Brothers With a Dream That**  
**Joseph Lister's Theories About Sterility Could**  
**Save Lives in the Country's Hospitals**

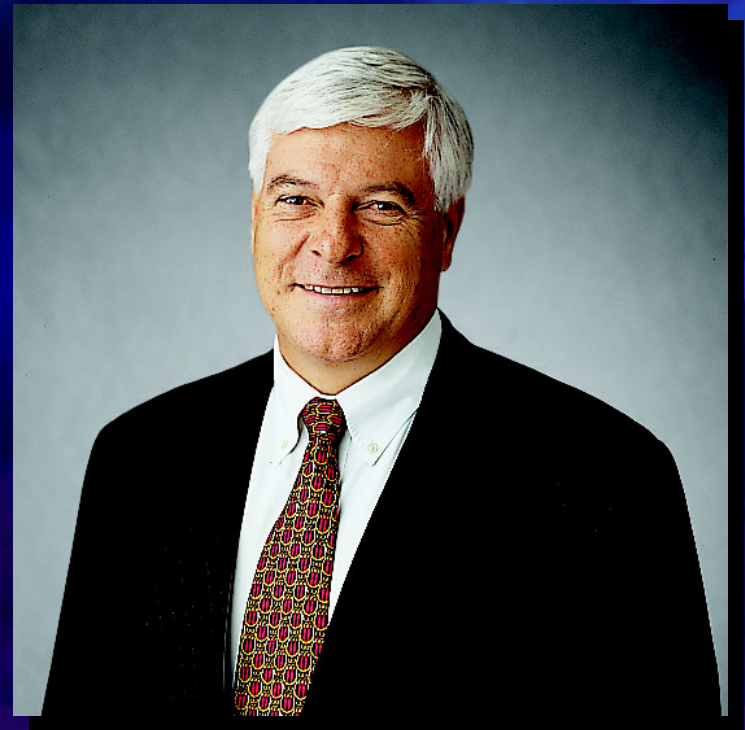


# Johnson & Johnson

**119 Years of History  
Only Eight CEOs**



**Robert Wood Johnson**



**William C. Weldon**



# Johnson & Johnson

## What Are We Today?

### **World's Most Comprehensive and Broadly Based Health Care Company**

- **200 Operating Companies**
- **Based in over 50 countries around the world**
- **Selling products in more than 175 countries**



# **Broadly Based in Human Health**



**Pharmaceuticals**

**Medical Devices  
and Diagnostics**

**Consumer and  
Personal Care**

**Consumer  
Pharmaceuticals  
and Nutritionals**

# **1<sup>st</sup> Top Learning on Reputation**

**Know how you want to be experienced.**





# **2<sup>nd</sup> Top Learning on Reputation**

**Know how your key publics experience you today.**



# The size of a mid-sized city



**110,000+ Employees  
Worldwide**



# Our Credo

## 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 merit.

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.

*Johnson & Johnson*

- Written by Robert Wood Johnson, Jr. in the 1940s
- Visionary and U.S. business leader
- Among the first to speak openly of a company's responsibility





# Our Credo

## The Four Tenets

- Customers
- Employees
- Community
- Stockholders

### Our Credo

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*Johnson & Johnson*



# **Our Credo**

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- **Our first responsibility is to the doctors, nurses and patients...**
- **We are responsible to our employees...**
- **We are responsible to the communities in which we live and work...**
- **Our final responsibility is to our stockholders...**



# Customers

**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.**

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in order to maintain reasonable prices.**

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# Employees

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# Communities



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and to the world community as well.**

**We must be good citizens -- support good works and charities  
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# Stockholders

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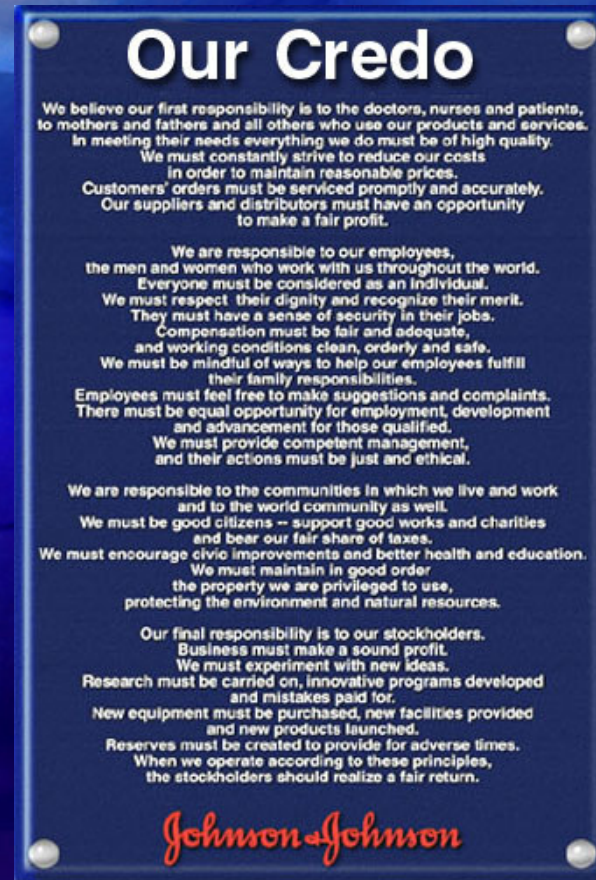
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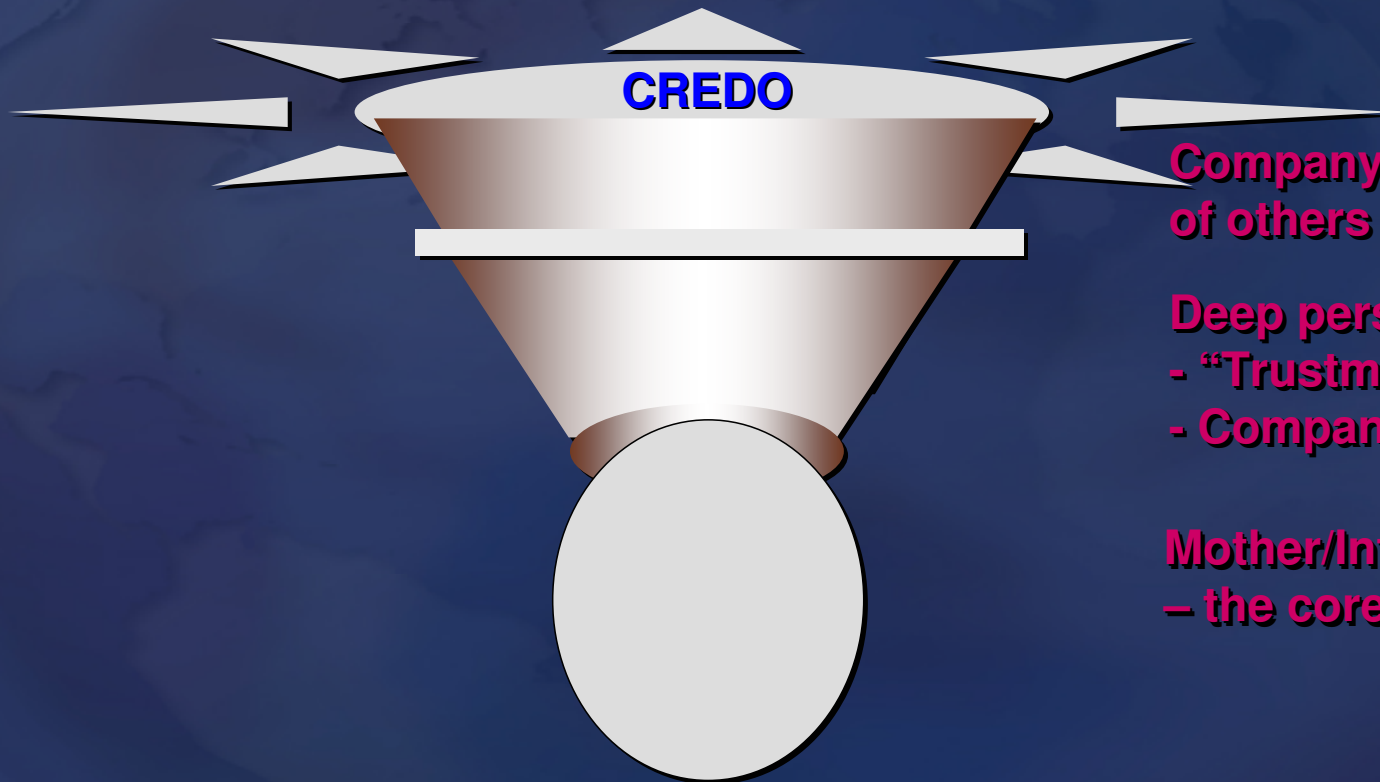
# Our Credo

- More emphasis today than when first written
- Our “North Star”
- Glue that holds us together
- Corporate name a trustmark





# Johnson & Johnson Equity Intersects with Our Credo



**Company that puts needs of others first**

**Deep personal trust...**

- "Trustmark"
- Company that cares

**Mother/Infant Bond**

**– the core of the Equity**

# **3<sup>rd</sup> Top Learning on Reputation**

**Be absolutely clear about your shared ethics.**





# Leadership & Growth – Business Rhythms



**Alignment:**

# Our Credo





# An Outstanding Communications Officer...

**Priorities**



**Outcomes**

**Applied to  
priorities of senior  
business leaders**

**To develop  
leaders and grow  
our companies**

**Insightful  
communications  
counsel**

**Communications  
plans and programs**

**Effectively delivered  
to key publics**

# **An Outstanding Communications Officer... at Johnson & Johnson**

## **Foundation**

**Deep understanding  
of our businesses**

**Commitment to underlying  
integrity of Johnson &  
Johnson**

**Maintaining “outside-in”  
perspective**

**Counsel on actions,  
not just communication  
of those actions**



# **5<sup>th</sup> Top Learning on Reputation**

**Act on your ethics throughout the organization.**

A faint, blue-tinted world map is visible in the background of the slide, showing the continents of North America, South America, Africa, Europe, and Australia.

# At Johnson & Johnson, Negative Events Do Not Have Particularly Long “Tails” in the Press

## Number of articles in leading newspapers first 30 days after trigger:

- Vioxx safety - 330
- Bextra safety – 100
- NATRECOR Circulation article – 12
  
- DURAGESIC advisory – 10
- Crestor advisory – 25
- Iressa advisory – 17
  
- ED label change – 20
- NATRECOR label change – 12
  
- Guidant warnings/recalls - 70



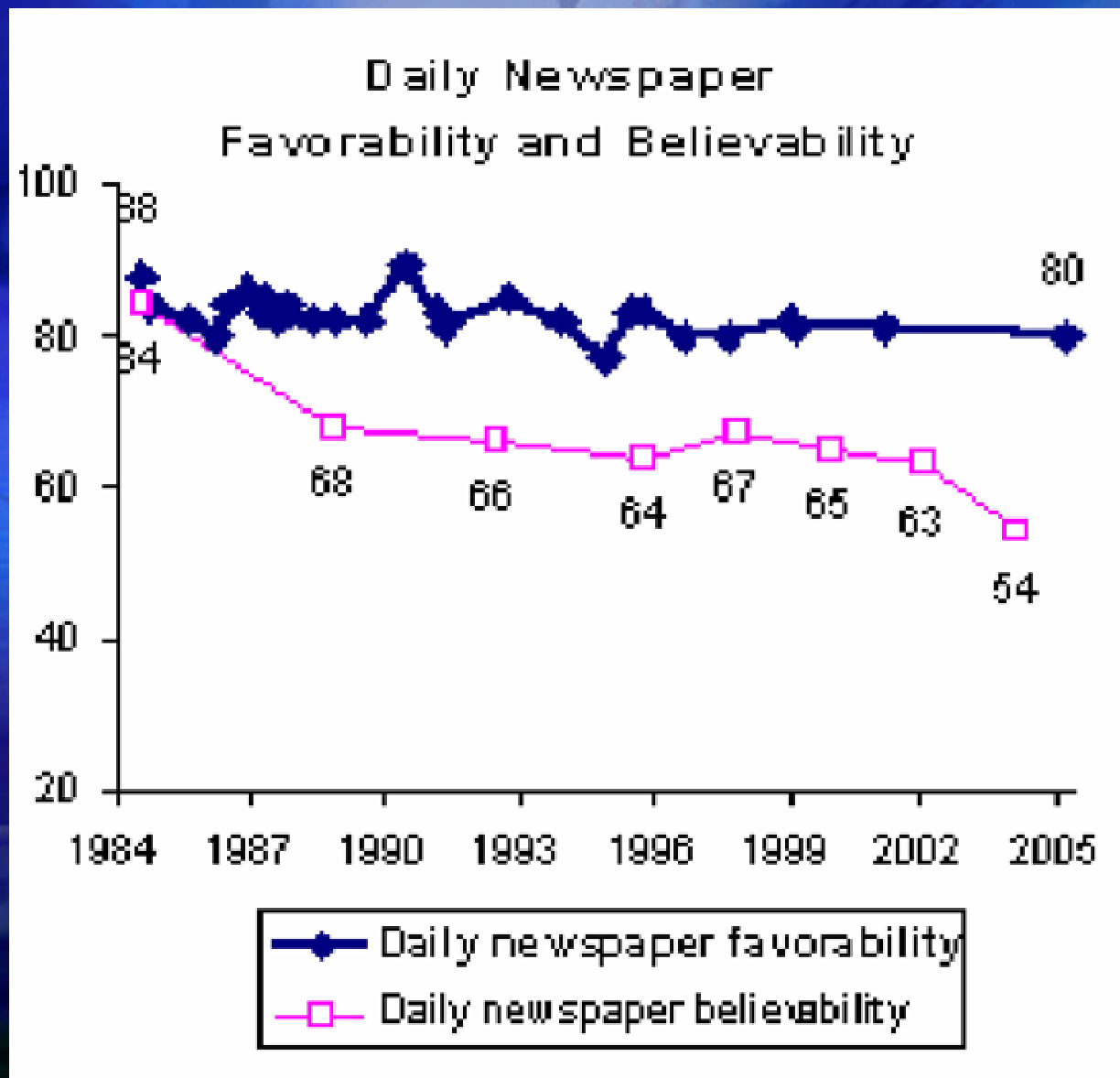
# Among Top 100 US Companies in Major Newspapers and Broadcast Outlets, Tone of Stories About Johnson & Johnson in 2<sup>nd</sup> Quarter Dropped, But So Has Visibility

Quality Rank

Awareness Rank

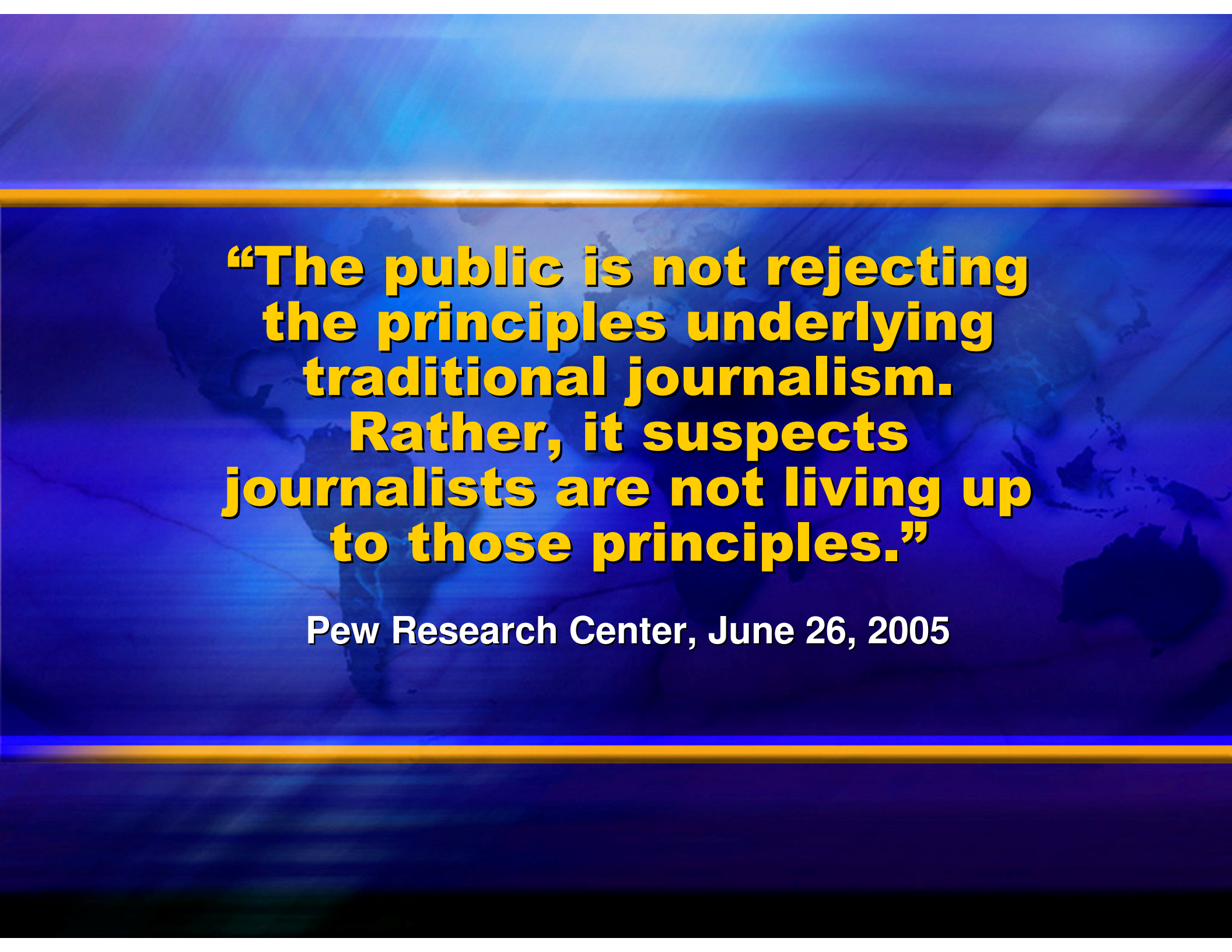
	Q1 2005	Q2 2005	Q1 2005	Q2 2005
<b>Johnson &amp; Johnson</b>	<b>1</b>	<b>26</b>	<b>76</b>	<b>97</b>

# News Publishing Business Model Under Assault



Data from Pew  
Research Center,  
June 2005



A world map is visible in the background, rendered in a dark blue color against a lighter blue gradient. The map shows the continents of North America, South America, Europe, and Africa. The text is overlaid on this map.

**“The public is not rejecting  
the principles underlying  
traditional journalism.  
Rather, it suspects  
journalists are not living up  
to those principles.”**

Pew Research Center, June 26, 2005

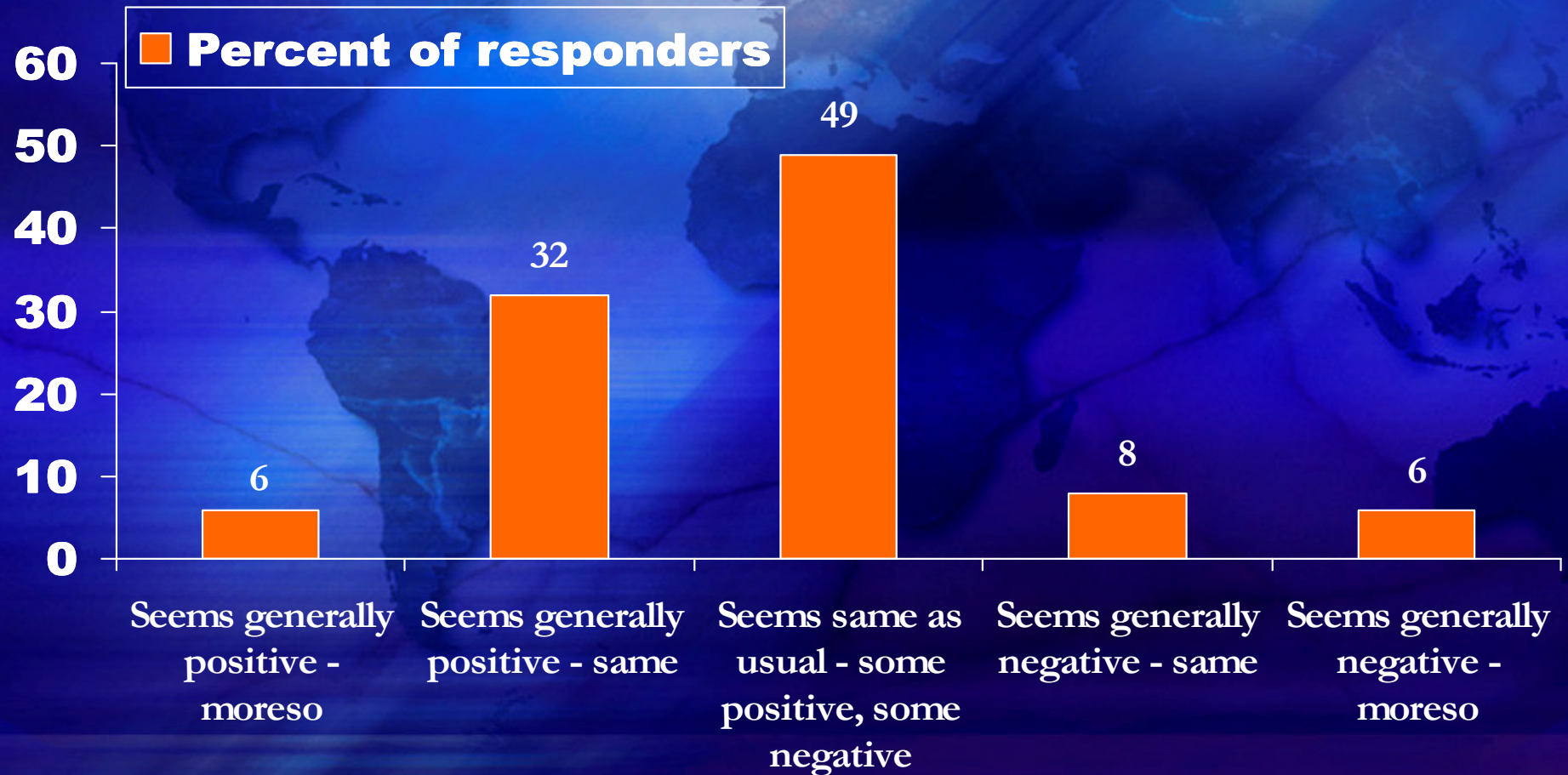
# **6<sup>th</sup> Top Learning on Reputation**

**Don't sweat the small stuff (news articles);  
Sweat the big stuff (your actions).**





# Employees: How do you feel about recent press coverage associated with Johnson & Johnson and its companies' products? August 2005



Internal Study

# 7<sup>th</sup> Top Learning on Reputation



**How are your employees doing? (They are one of your most important reputational assets.)**



**Thank you!**

*Johnson & Johnson*