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*"We aspire to be innovative, resource efficient and operationally excellent and therefore fully embrace the transition to a sustainable, low-carbon economy."*

Johnson Controls is a global multi-industrial leader serving customers in more than 150 countries. Sustainability is at the core of what we do. We specialize in innovative products, services and solutions to optimize building efficiency; energy storage; and automotive seat systems, components and technologies. Our vision: a world in which everything runs smoothly, smartly, simply and safely.

Following the spin-off of our Automotive Experience into Adient, a separate public company, and our planned merger with Tyco, Johnson Controls will be anchored by our Building Efficiency and Power Solutions businesses with two very robust growth platforms focused on buildings and energy. For our businesses to be successful, we will need to be productive, efficient and sustainable.

A high-carbon economy is wasteful of limited energy resources and isn't sustainable over time from both an economic and environmental perspective. It makes sense to use our limited energy resources as efficiently as possible and to invest in cost-effective clean energy solutions that can be sustained over time. We believe global energy demands and urbanization will help fuel our growth, and we will leverage technology to deliver sustainable products and solutions that meet our customers' evolving needs.

As Johnson Controls continues to invest in a resource-efficient economy, we will work to make additional contributions to our industry by helping to accelerate solutions that address resource scarcity, climate change and other megatrends facing our world. We will do so by:

- ▶ **Providing thought leadership** through the World Economic Forum and the United Nations on energy, as it relates to the world economy, technology and climate change.
- ▶ **Engaging our stakeholders** through global events and forums on issues that are relevant to the global market and our industry.
- ▶ **Focusing on our 2020 sustainability targets** and communicating progress through globally recognized sources such as GRI and CDP.
- ▶ **Developing strategic partnerships for our businesses** that will leverage innovation and lead to the development of cutting-edge, sustainable solutions for the future.

Johnson Controls continues to strengthen its portfolio to better position itself for future growth. This growth will include helping our customers reduce their environmental footprint and carbon emissions through technology and innovation in this evolving connected world. It will drive our strategies and help deliver smarter and more sustainable products and services.



A handwritten signature in dark ink, appearing to read 'Alex Molinaroli'.

**Alex Molinaroli**

Chairman, President and Chief Executive Officer