



Statement of Policy Global Supplier Diversity & Business Development

It is the policy of Johnson Controls, Inc. that diverse business concerns shall have equal opportunity to compete for contract/or subcontracts held by the corporation and its operating units. Purchases of goods and services shall be made from such concerns to the fullest extent possible, consistent with this policy and the efficient performance of our operations. In addition, Johnson Controls will assist in developing and strengthening diverse businesses. This policy supports our customers' expectations and provides Johnson Controls with a competitive advantage that contributes to the overall growth and expansion of our business.

In carrying out this policy, operating units shall ensure that:

1. Every employee, who is delegated the responsibility to directly or indirectly commit the expenditure of corporation funds for the purchase of goods and services, shall encourage meaningful participation of diverse businesses.
2. Management and technical assistance is offered where appropriate to assist diverse business concerns in becoming stronger suppliers in their area of expertise.
3. All Johnson Controls key suppliers are expected to adopt similar initiatives.

Each Vice President, Director, General Manager of each business unit has overall responsibility for carrying out this program and all departments and functions shall cooperate fully.

Overall company coordination shall be the responsibility of the Vice President of Supplier Diversity.

A diverse business is defined as a company that is certified to be at least 51 percent owned, managed and controlled by one or more minority persons, or non-minority women, or a small business that conforms to guidelines established by the United States Small Business Administration, or a historically underutilized business based on local country definitions.

A large, stylized handwritten signature in black ink, appearing to read 'Alex A. Molinaroli', written over a horizontal line.

Alex A. Molinaroli
Chairman and Chief Executive Officer
Johnson Controls, Inc.