

INNOVATION.

Imagine the Possibilities.



Report to Society
2014 - 2015 Edition

www.janssenbelgium.be



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Advancing Human Health and Well Being

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Leading a Dynamic and Responsible Business

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Safeguarding the Planet

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From Sick Care to Healthcare

Tom Heyman and Sonja Willems

Since 2009, Janssen has developed and launched **14 new treatments and 35 new indications**. Together, these innovations provide treatment options for a multitude of serious disorders, such as cancer, tuberculosis and HIV/AIDS.

We realize that **medical innovation** must come from many sources, and that solving complex research challenges requires more than the efforts of just one company. In fact, it demands the willingness and knowledge to bring together governments, the world of academics and the private sector. To make a difference together and to offer innovative solutions so that people can live a healthy life for longer.

We are also at an important crossroads for those groups of people who have little or no access at all to healthcare. **Our Global Public Health** teams are working on reaching the most vulnerable groups in society, so that in the future, healthcare is distributed in a more balanced manner.

We are in urgent need of new strategies for the prevention, interception and treatment of disease.

TOM HEYMAN
CEO, Janssen Pharmaceutica

The costs of healthcare continue to rise, and governments are struggling to finance the increasing needs of an ageing population. We are in urgent need of new strategies for the prevention, interception and treatment of diseases. We consider it our duty to spearhead the evolution from sick care to healthcare. It is our responsibility to stimulate innovations which make a difference to current and future generations and which achieve sustainable healthcare.

We continue to link our business objectives with a driven responsibility for society, our employees and the environment. Inspired by the Johnson & Johnson Credo, which to this day is our leitmotiv for making the right decisions. We attach great value to your trust in us and are proud to share, in a transparent manner, our strategy, results and improvement points with you in our third Report to Society. With this Report we give you a comprehensive look at our efforts in the area of

sustainable healthcare. We look forward to your feedback so we can further validate and evolve our strategy. Only through dialog and collaboration can we find solutions for the most complex challenges of today and tomorrow.

It is our responsibility to stimulate innovations which make a difference to current and future generations.

SONJA WILLEMS
Managing Director, Janssen Benelux

 @sonja_willems

Nothing is more important than the health and well being of those we love. That's why the Johnson & Johnson Family of Companies for more than 125 years has committed itself to caring for people. This commitment - a legacy of our founders and a very real motivating force among our employees - is embodied in Our Credo, which speaks to "our first responsibility" to the doctors, nurses, patients, the mothers and fathers and all who use our products. The success of our enterprise is built on Our Credo and a unique set of strategic principles.



ALEX GORSKY
CEO, Johnson & Johnson

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

Management Board

The development of new medicines requires the best technologies and the best people.

DIRK DE SMAELE



It is my job to keep Janssen in Belgium growing, and to secure its long-term presence.

TOM HEYMAN
Chairman



Health for everyone. Also for vulnerable communities throughout the world.

WIM PARYS

We are pursuing on a far-reaching innovation strategy within a dynamic life science ecosystem.

LUDO LAUWERS
Vice Chairman



Legal affairs should be not a roadblock for the business, but a lever.

BART PHILIPS
Secretary



We are working harder than ever on a sustainable and innovative HR strategy.

HILDE CLAES



With the latest production technologies, we supply more than 600 tons of active substances.

PETER PUTTEMAN

Our scientific research is world class.

WERNER COUSSEMENT



Information technology provides us with new tools and insights which help us create value for the patient.

PETER VANDEVENNE



Innovative internal and external communication gives our organization a head start today and tomorrow.

TIM DE KEGEL



Our highly educated employees guarantee the cost-efficient and innovative production of medicines.

BART VAN WAEYENBERGE

A strong financial policy allows us to invest in innovation, our contribution to sustainable healthcare.

THIERRY DEMONCHEAUX



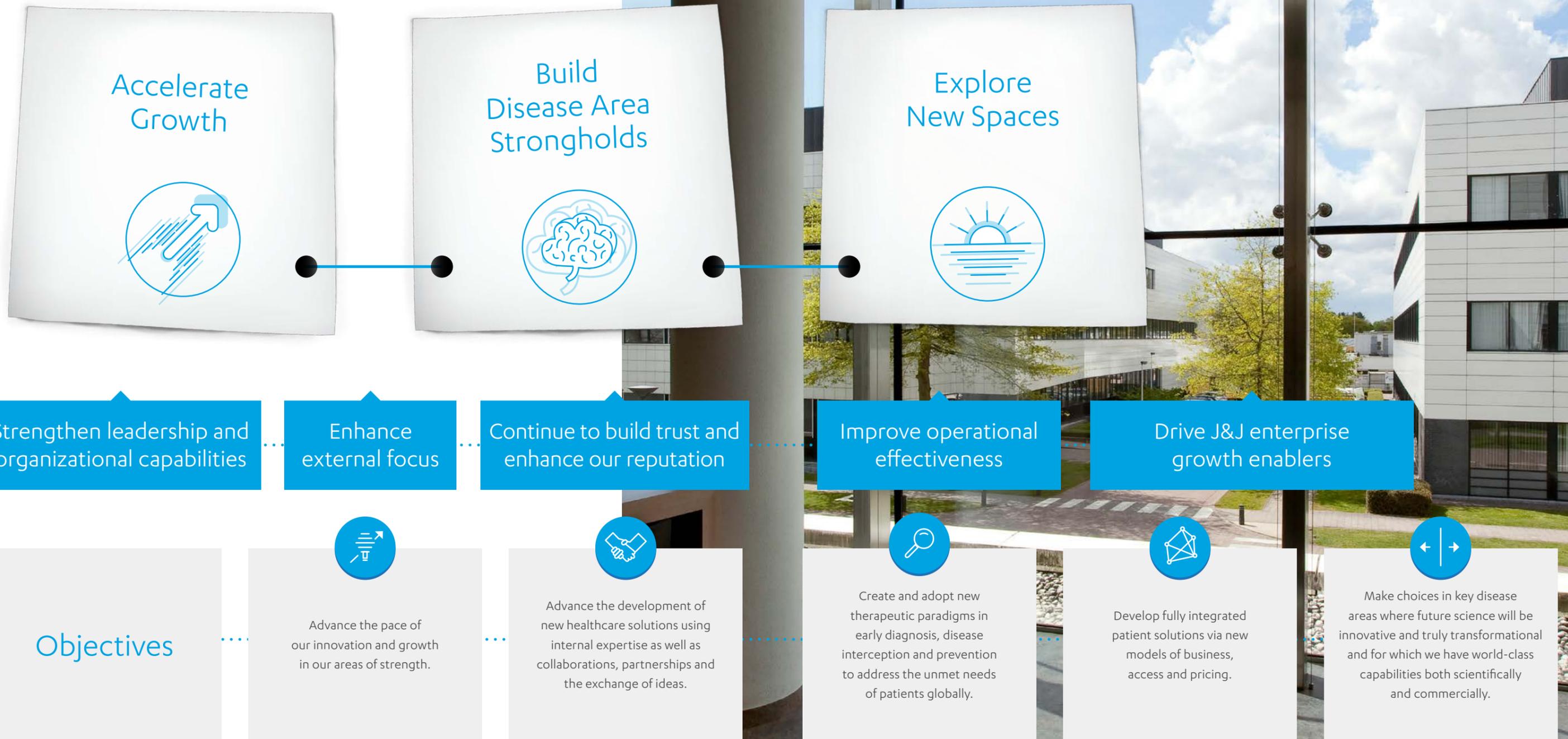
Together with the government and our partners, we want to realize a vision in which the patient is our central focus.

SONJA WILLEMS



Business Strategy

The entire Pharmaceutical Group of Johnson & Johnson is pursuing a single long-term strategy, with a vision to becoming a transformational medical innovator by 2020.



About Janssen in Belgium

14
NEW
TREATMENTS

35
NEW INDICATIONS
SINCE 2009

8
PRODUCTS ON
THE WHO LIST
OF ESSENTIAL
MEDICINES



Oncology
Breast, lung, prostate,
blood, colorectal cancer

Janssen
Campus Belgium

- Our 6 locations
- › Beerse
 - › Diegem
 - › Geel
 - › Olen
 - › Merksem
 - › La Louvière

MOST ATTRACTIVE
private employer
IN BELGIUM²

Top 10
BELGIAN COMPANIES
WITH BEST REPUTATION³

Medicines + Diagnostics
= Better Outcome for the Patient

Our Medicines
www.janssenbelgium.be

Part of the fastest-growing pharmaceutical company in the United States, Europe and Japan.

WE ARE UNITED
and impassioned by one mission: to discover and develop innovative medicines that reduce patients' suffering, and to provide an answer to the most important unmet medical needs of our time.
That is what brings us together and drives us.

150 COUNTRIES 5 CONTINENTS



40,000
EMPLOYEES
4,600
IN BELGIUM

— ALL PHARMACEUTICAL ACTIVITIES —
from Discovery to Commercialization



Internal and External Innovation

Janssen Research & Development
Janssen Diagnostics



Janssen Supply Chain



Janssen Commercial



Supporting Services

Janssen in Belgium¹ is an inspiring place to work and collaborate on solutions for the health of people all over the world. As the largest Johnson & Johnson site outside of the United States, it is an international campus with a unique entrepreneurial culture, where employees of thirty nationalities can excel personally and professionally to make a difference.

Focus
DISEASE PREVENTION
AND INTERCEPTION,
AND PRECISION MEDICINE

Neuroscience
Schizophrenia, epilepsy, pain,
cognition and dementia

Immunology
Rheumatoid arthritis, psoriasis
and pulmonary diseases

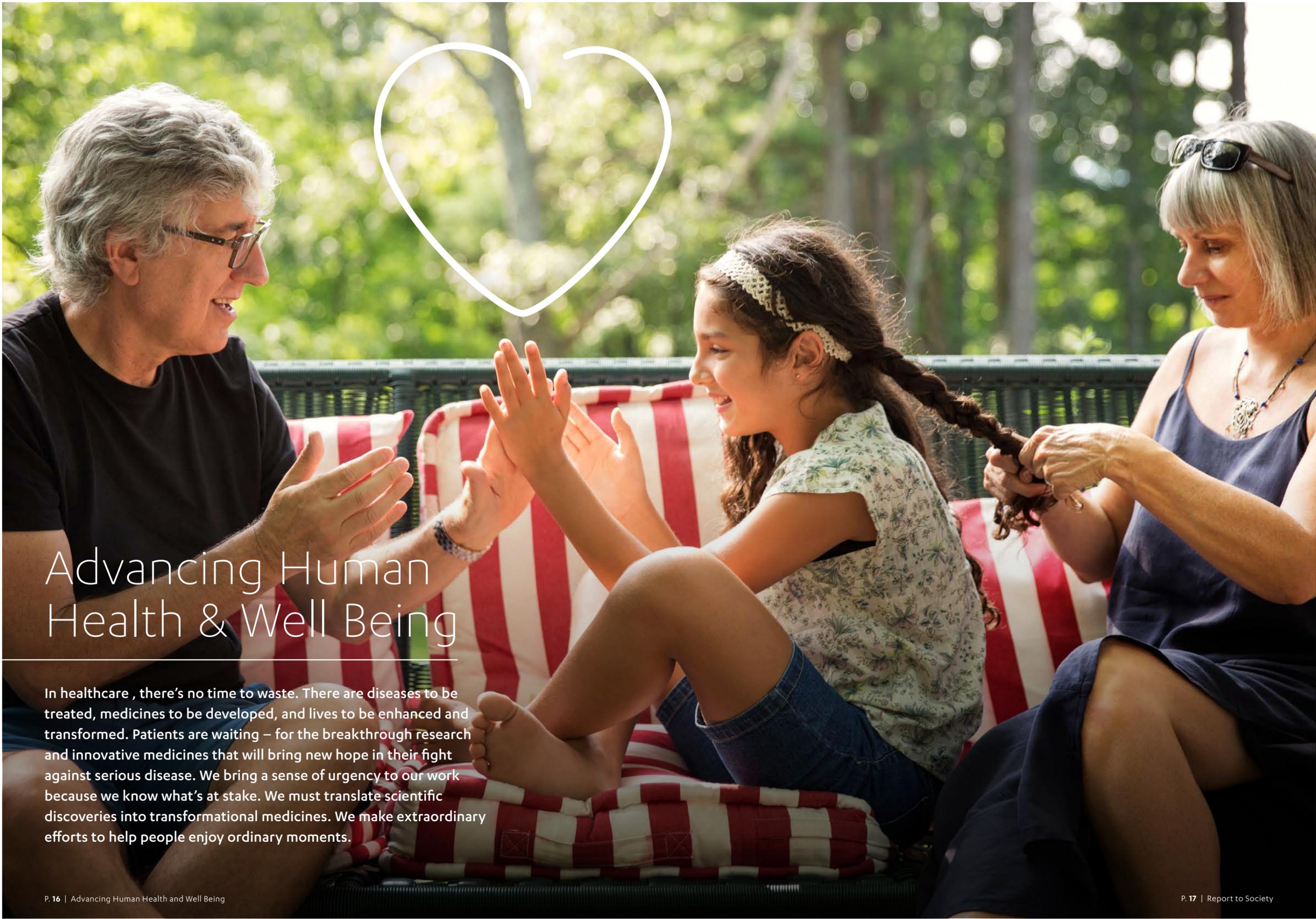
Infectious Diseases
and Vaccines
HIV/AIDS, hepatitis C,
tuberculosis and flu

Cardiovascular and
Metabolic Diseases
Heart disease, diabetes and obesity

¹ Four legal entities: Janssen Pharmaceutica NV, J.C. General Services CVBA, Janssen-Cilag NV, Janssen Infectious Diseases-Diagnostics BVBA

² Randstad 2015

³ RepTrak® Belgium



Advancing Human Health & Well Being

In healthcare , there's no time to waste. There are diseases to be treated, medicines to be developed, and lives to be enhanced and transformed. Patients are waiting – for the breakthrough research and innovative medicines that will bring new hope in their fight against serious disease. We bring a sense of urgency to our work because we know what's at stake. We must translate scientific discoveries into transformational medicines. We make extraordinary efforts to help people enjoy ordinary moments.



Working on Your Health

Janssen Research & Development

Janssen is at the forefront of healthcare—leading, evolving and transforming it into exciting territories that are expected to change the healthcare landscape. Territories that go far beyond medicine, paving the way for an era of total solutions and tools for disease prevention, interception and management. This future comes a bit closer every day, thanks to the best science and to intensive collaboration with the world’s best brains.

Janssen is committed to advancing the field of science. This drive was evident once again in 2014. Consider our efforts in the fight against Ebola, HIV/AIDS, hepatitis and tuberculosis, against mental illnesses such as Alzheimer’s Disease, schizophrenia and depression and, of course, against devastating diseases such as cancer. As the largest Johnson & Johnson research center for small molecules outside of the United States, Janssen Belgium performs research and development of the highest level.

In recent years, there has been a noticeable shift toward **precision medicine** and the development of powerful diagnostics in combination with therapies for better individual results. The prospect of new clinical applications for use by the treating physician is also fast approaching. The R&D landscape is evolving toward greater focus on the prevention, early interception and improved treatment of disease. With the establishment in 2014 of Janssen Global Public Health, the company is also searching for better solutions for the medical needs of vulnerable communities.



As the largest Johnson & Johnson research center for small molecules outside of the United States, Janssen Belgium performs research and development of the highest level.

WIM PARYS

Head of Research & Development
Janssen Global Public Health



Photo: Biocartis/Janssen team working together



An exciting era comes a bit closer every day, thanks to the best science and intensive collaboration with the world’s best brains.



New Research Platforms

Janssen Research & Development

Janssen has recently launched three new research platforms which should enable a new generation of breakthrough innovations. We want to maximize the use of advancements in science to treat, intercept and prevent illnesses, in unprecedented ways. The research groups work together closely with the best talent from the various areas and with external partners. Our parent company, Johnson & Johnson, is committed to realizing a revolutionary shift in the field of medicine.

Someday, future generations will look back on us and say, "Can you believe it? They actually waited until they had a disease before doing something about it!"

WILLIAM N. HAIT

Global Head of Janssen Research & Development



Follow the progress of our research and development at www.janssenbelgium.be



New Look at Prevention

The new Janssen Prevention Center focuses on the prevention of chronic, non-communicable disorders, such as Alzheimer's disease, heart disease, cancer and autoimmune diseases. Prevention plays an important role in Janssen's ambitions to inhibit or block diseases. The center builds upon the expertise of the former Crucell Vaccine Institute in the Netherlands. This group develops breakthrough concepts for the prevention of infectious diseases, Alzheimer's and cancer.



Spotting Who Gets Sick

The new Disease Interception Accelerator (DIA) in the United States carries out research into the causes of disease. The group's goal is to intercept and tackle them as early as possible before the symptoms appear. Currently, DIA is performing research into the causes of type 1 diabetes and some forms of cancer.



From Genome to Microbiome

With the founding of the Janssen Human Microbiome Institute, Janssen has created an ecosystem in which the translation of knowledge related to microbiomes into therapeutic targets and diagnostics can be accelerated. The microbiome is the complete collection of microorganisms which live in and on our bodies, plus the genetic material they contain. In recent years, imbalances in the microbes present have been linked to diseases such as cancer, inflammatory diseases, respiratory infections and metabolic disorders.



Focus on Important Medical Needs

Janssen Research & Development

There has been a decrease in AIDS related deaths since 2005, partly as a result of the availability of AIDS inhibitors. Yet some demographic groups are still not being reached. At the same time, the toll of chronic, non-communicable diseases, such as Alzheimer's, cancer, cardiovascular diseases and diabetes, is rising in many corners of the world. A great deal of research is needed into diseases that are rare or difficult to treat. Janssen in Belgium is focusing its research and development efforts on three therapeutic areas: Infectious Diseases and Vaccines, Neuroscience, and Oncology. In addition, Janssen Global Public Health is seeking to ensure that advances in the fight against disease also benefit the world's most vulnerable groups.



Neuroscience

P. 24 - 27

After 55 years, Neuroscience is still a core research area at Janssen in Belgium. Building further on important breakthroughs in psychiatry, the team is performing research into Alzheimer's disease, schizophrenia and depression. Its goal is to reduce the burden, disability and devastation caused by neuropsychiatric disorders.



Oncology

P. 28 - 29

The Oncology research team works with others to create a world where cancer is a preventable, chronic or curable disease. It is currently focusing on lengthening and improving the life of cancer patients. The emphasis is on prostate cancer, lung cancer and other malignant disorders.



Infectious Diseases and Vaccines

P. 30 - 37

This global team aims to develop breakthrough solutions to prevent and treat respiratory infections, hepatitis, HIV, tuberculosis and Ebola.



Global Public Health

P. 38 - 39

At the beginning of 2014, we created the Janssen Global Public Health group. Its goal is to seek solutions for the medical needs of all patients worldwide, including the most vulnerable communities.



Total Care for Schizophrenia Patients

Neuroscience

Janssen has been fighting schizophrenia for over 50 years. It was Dr. Paul Janssen who discovered the first antipsychotic medicines for the treatment of the so-called 'positive' symptoms of schizophrenia, such as paranoia and delusions. After that, the company developed the second generation of medicines, which also helped to control the 'negative' symptoms, such as apathy and social withdrawal. Research into the causes and treatment of schizophrenia continues today. We are seeking to improve therapy outcomes and compliance with long-acting medications, online services and other initiatives for patients and care providers.

77,420

BELGIANS SUFFER FROM SCHIZOPHRENIA¹

stigmatization

MOST DEFINING FACTOR IN EXPERIENCE OF PATIENT AND FAMILY



Read more about our fight against schizophrenia and the importance of therapy adherence at www.janssenbelgium.be

OUR EFFORTS



Explore new mechanisms of action



Treat side effects



Enhance existing medications



Accelerated FDA evaluation and registration
LONG-ACTING THREE-MONTH FORMULATION



Additional treatment option
FOR YOUNG PEOPLE WITH SCHIZOPHRENIA

European Commission approval for the expansion of the schizophrenia indications of the oral atypical antipsychotic paliperidone to include young people aged 15 and over.



Support of therapy adherence

Strengthening therapy adherence in schizophrenia goes further than the optimization of medicines. Janssen has also developed a program that sends patients a text message to remind them of appointments. For care providers, we offer medical education websites, a series of publications developed in collaboration with psychiatrists, and training in motivational interviewing.



Breaking Down Barriers

Collaborating and sharing information with the government, other companies and universities is crucial if we are to accelerate the progress of Alzheimer's research.

INVESTMENT OF

\$10,000,000

IN BRITISH RESEARCH³

COLLABORATION WITH LAB

Bart De Strooper

(KU LEUVEN/VIB)

+9 STELLAR

ALZHEIMER COLLABORATIONS WITH KU LEUVEN, UZ LEUVEN, VIB, UNIVERSITEIT ANTWERPEN, UCL, ULB, VU AMSTERDAM, UNIVERSITEIT LEIDEN, AND ERASMUS MEDICAL CENTER

INNOVATIVE MEDICINES INITIATIVE

Janssen is part of the largest life sciences public-private partnership in the world aimed at stimulating collaboration and healthcare innovation. As a member of EFPIA (European Federation of Pharmaceutical Industries and Associations), Janssen is leading two European projects in the area of Alzheimer's disease. We invest €18 million in the European Prevention of Alzheimer's Dementia project, and €10 million in the European Medical Information Framework. In addition, Janssen leads the Neurodegeneration Strategic Group. For more information about Janssen's involvement in the IMI, visit www.janssenbelgium.be.



Read more about our efforts in the area of Alzheimer's research at janssenbelgium.be

35.6 million

PEOPLE WITH DEMENTIA (INCL. ALZHEIMER'S)¹

DRAMATIC INCREASE IN NUMBER OF PATIENTS BY 2050²



OUR EFFORTS

Alzheimer's Tackled in Collaboration

Neuroscience

Alzheimer's is so complex that finding an effective treatment is extremely difficult. Yet Janssen has made it a top priority. In order to beat this terrible disease, we need to join forces internationally. We have therefore increased our collaborative efforts to detect Alzheimer's in its early stages and find promising treatment targets. We have set an ambitious goal of finding an effective treatment for Alzheimer's disease by 2025.

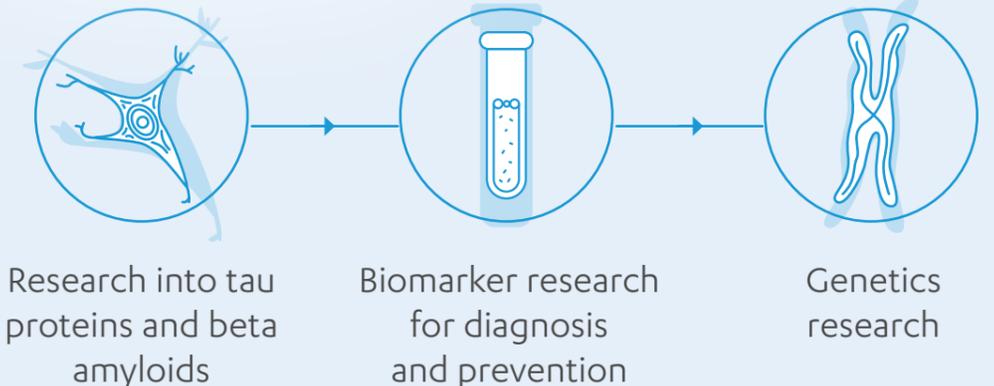
A company, a country or a university cannot handle the disease alone.

BART DE STROOPER

Professor of Molecular Medicine, KU Leuven/VIB

JOHN KEMP

Head of Neuroscience, Janssen Belgium



¹ Janssen EU Disease Lens

² WHO. Dementia. Fact sheet n°362.

³ Johnson & Johnson Innovation



Hope in the Fight Against Cancer

Oncology

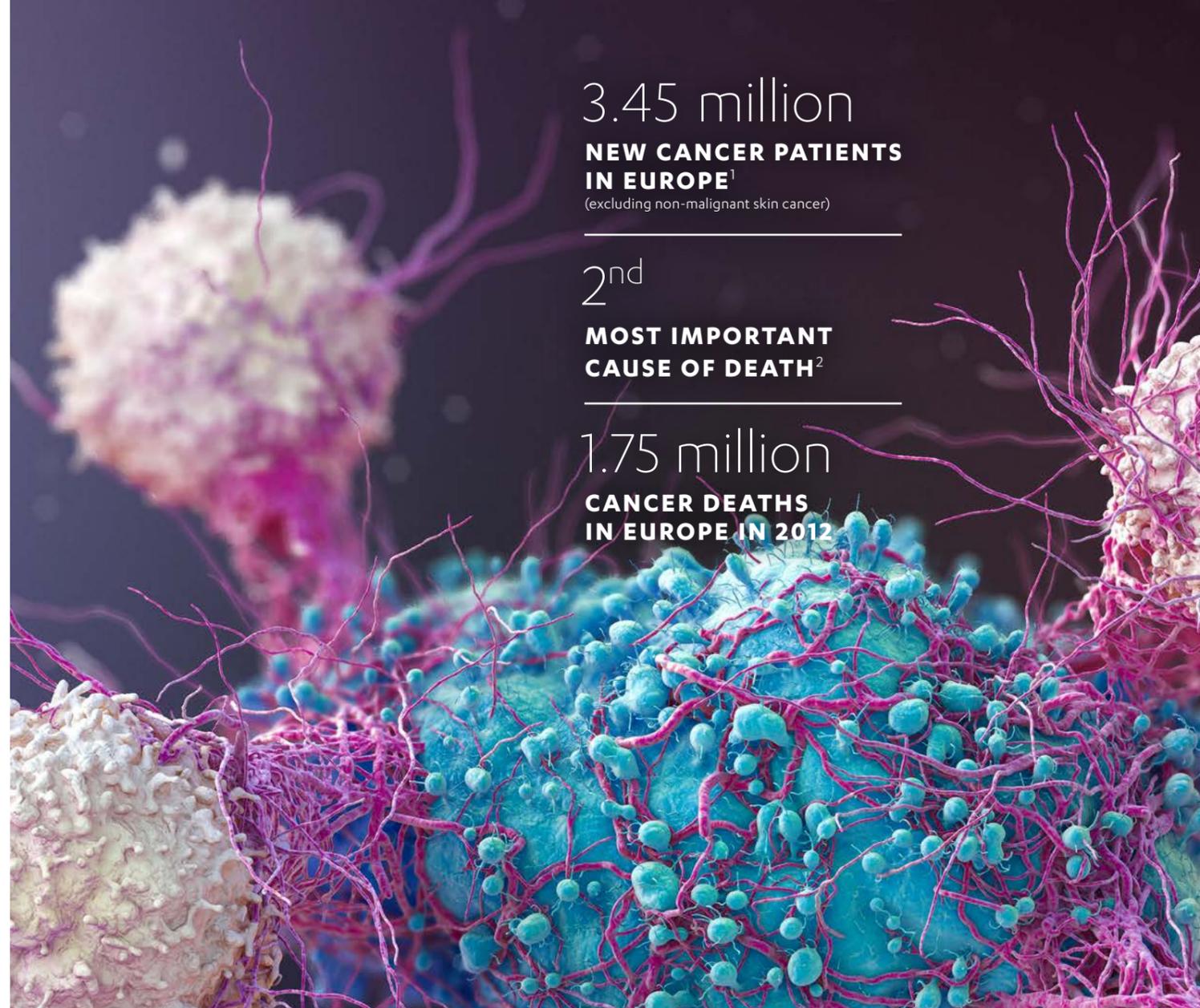
Cancer research and treatments are making great leaps forward. Janssen develops therapeutic solutions for the treatment of cancer, and strives to find powerful ways to make diagnoses before a malignant tumor is formed and to offer medicines that actually prevent cancer from growing. At the same time, we hope to transform tumors into chronic diseases which are no longer fatal.



I am convinced that within 10 to 20 years we will have medicines that cure cancer. We will also be able to identify and control cancers much earlier. I am sure of this.

PAUL STOFFELS

Worldwide Chairman of Janssen
Chief Scientific Officer Johnson & Johnson



3.45 million
**NEW CANCER PATIENTS
IN EUROPE¹**
(excluding non-malignant skin cancer)

2nd
**MOST IMPORTANT
CAUSE OF DEATH²**

1.75 million
**CANCER DEATHS
IN EUROPE IN 2012**

OUR EFFORTS



Most recent treatments³

ZYTIGA® (abiraterone acetate) - prostate cancer
IMBRUVICA® (ibrutinib) - chronic lymphocytic leukemia, mantle cell lymphoma
SYLVANT® (siltuximab) - multicentric Castleman Disease
VELCADE® (bortezomib) - multiple myeloma



Research into:

- o Malignant hematological disorders
- o Prostate cancer
- o Lung cancer
- o Colorectal cancer



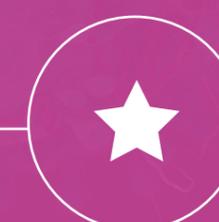
Interception of cancer



Biomarker research



Research into micro environments of the tumor



Innovative Circulating Tumor Cell (CTC) technology

- o Breast cancer
- o Prostate cancer
- o Colorectal cancer

Largest CTC laboratory in the world!

¹ Ferlay J. et al. Cancer incidence and mortality patterns in Europe: Estimates for 40 countries in 2012. European Journal of Cancer 2013; 49: p1374-1403.

² WHO: Cancer Facts and figures. Available at: <http://www.euro.who.int/en/health-topics/non-communicable-diseases/cancer/data-and-statistics>. Last accessed September 2014.

³ Indications may vary, depending on the country in which products are registered.



Ebola is a serious, often fatal disease that infects humans and non-human primates

Tackling the Ebola Crisis

Infectious Diseases and Vaccines

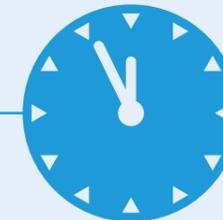


The international community has joined forces to address the Ebola epidemic. As a global healthcare player, our parent company Johnson & Johnson is committed to taking accelerated action. In 2014 J&J's Chief Scientific Officer, Paul Stoffels, announced a 200 million dollar investment in Ebola and promised to maximize production of experimental vaccines.

OUR EFFORTS



Speed Ebola vaccine development



Accelerate and significantly expand production



An estimated two million vaccine regimens to be made available in 2015, if approved

Rapid Ebola Test

In 2014, Janssen Diagnostics, Biocartis and the Institute of Tropical Medicine joined forces in the fight against Ebola. Together they developed a test to rapidly determine whether someone is infected with the disease.

+ 21,000
REPORTED CASES¹

+ 8,600
DEATHS GLOBALLY²

NO LICENSED TREATMENTS OR VACCINES FOR EBOLA²



We are committed to utilizing our scientific knowledge, technology, innovation and resources to help prevent and treat this fatal disease.

JOHAN VAN HOOF
Global Head of Infectious Diseases and Vaccines





Screening must be optimized so that we have a better insight into who is suffering from hepatitis C. In fact, we suspect that there are currently some 20,000 to 25,000 Belgians who do not yet know they are infected.

DR. STEFAN BOURGEOIS
UZA Consultant
Gastroenterologist, ZNA Antwerp



 **170,000,000**
HEPATITIS C INFECTIONS WORLDWIDE¹

350,000
deaths per year¹

39,000 
BELGIANS INFECTED WITH
CHRONIC HEPATITIS C¹

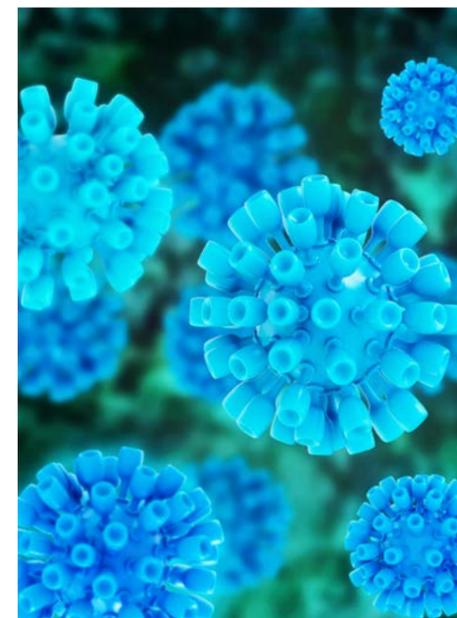
Raising Awareness of Hepatitis C

Infectious Diseases and Vaccines

Tremendous research advances in recent years are transforming treatment of hepatitis C, a devastating viral disease. In the last decade, it has been reduced from an infectious disease with a high morbidity rate to a curable disease. Today, there are new therapies which have much fewer side effects for many patients, therapies with a higher cure rate and therapies with shorter treatment times than previously available treatments. However, the paradox that too few people know that they are infected remains. Right now information about the virus and the disease is needed, both for the population as well as for the doctors. This should lead to better detection enabling a good follow-up at the right time with the right treatment.

For hepatitis, we have gone from a 30 to 35% cure rate to a 95% cure rate.

PAUL STOFFELS
Worldwide Chairman of Janssen
Chief Scientific Officer Johnson & Johnson



OUR EFFORTS

2 NEW HEPATITIS C MEDICINES

(1 medicine in the WHO list of essential medicines)

FURTHER RESEARCH INTO hepatitis C

RESEARCH INTO hepatitis B

MyCompanion

FOCUS ON PREVENTION, INFORMATION AND TREATMENT

Together with patient organizations, doctors and nurses, Janssen launched MyCompanion in 2014. This website aims to raise awareness of hepatitis C and serve as a hub for information about the disease.

 www.mycompanion.org



Curing Patients with Resistant TB

Infectious Diseases and Vaccines

After HIV/AIDS, tuberculosis is still the greatest killer among the infectious diseases. A research team in Belgium, led by Koen Andries, has discovered a new medicine for MDR-TB (multidrug-resistant tuberculosis). According to the Bill & Melinda Gates Foundation, this is the first tuberculosis medicine with a new mechanism of action in decades. MDR-TB is a complex form of tuberculosis caused by bacteria that are resistant to the standard first-line TB treatment. Janssen is working together with its partners around the world to improve access to medicines and care for TB patients.

OUR EFFORTS

NEW MEDICINE FOR MDR-TB

(in the WHO list of essential medicines)

WORKING TOGETHER ON INCREASED ACCESS TB Medicine

Research INTO IMPROVED DIAGNOSIS AND TREATMENT

9,000,000
PEOPLE WITH TB¹

1,500,000
DEATHS PER YEAR¹

¹In 2013. Global Tuberculosis Report 2014 - WHO



MARCH 2014

EU approval of new medicine.

APRIL 2014

Agreed with the International Dispensary Association to set up the Stop TB Partnership and make medicine available in more than 130 impoverished countries.

MAY 2014

New medicine available for patients in Belgium.

JULY 2014

The research team in Belgium, in collaboration with the Institute of Tropical Medicine in Antwerp, published the results of the discovery of a mechanism of resistance against the TB medicine.

JUNE 2014

Janssen team wins European Inventor Award for the discovery of MDR-TB medicine.

Koen Andries and Jérôme Guillemont receive the award.

AUGUST 2014

Our parent company Johnson & Johnson, and worldwide chairman of Janssen Paul Stoffels, travel to South Africa, which is severely affected by MDR-TB and XDR-TB. Here, they visit several patients and donate a significant amount to the government.

SEPTEMBER 2014

Janssen announces a new collaboration with Harvard Medical School to tackle drug-resistant tuberculosis more efficiently, with a specific focus on children.

DECEMBER 2014

Janssen contributes an estimated \$30 million worth of its anti-MDR-TB treatment. The United States Agency for International Development (USAID) will work with its implementing partners, national TB programs and Janssen to ensure responsible access and appropriate use of the treatment.

JUNE 2015

Janssen receives the prestigious Prix Galien for the development of a new treatment for MDR-TB.





We care, do you? **test** know your hiv status

SUSTAINABLE ACCESS **ZERO Aids** PREVENT HOPE

EVERYWHERE IN THE WORLD **TREAT** Finding a cure

hiv / aids is not over Determination ADVANCE INNOVATIVE HEALTHCARE SOLUTIONS

LOVE SUPPORT Working together

Research Faith **hiv testing saves lives**

Finding a cure IMPROVE PEOPLE'S LIVES AROUND THE WORLD Deliver value

AIDS-FREE GENERATION EVERYWHERE IN THE WORLD

Our efforts: three new HIV medicines, one of them on the WHO list of essential medicines

35 MILLION PEOPLE WITH HIV/AIDS AT THE END OF 2013¹

78 MILLION INFECTIONS SINCE OUTBREAK OF PANDEMIC¹

39 MILLION PEOPLE HAVE DIED OF HIV¹

-35% AIDS DEATHS SINCE THE PEAK IN 2005¹

Keep Striving Towards Zero AIDS

The life expectancy of AIDS patients increased from two to forty years.

Infectious Diseases and Vaccines

HIV infections and AIDS are still a long way from being eradicated. Janssen strives to make treatment as efficient and accessible as possible for the millions of infected people, including many children and adolescents. In 2014, we continued to collaborate in the fight against AIDS.



Top Priority - Children

In 2014, Janssen launched a program to donate its HIV medicine to children and adolescents in Sub-Saharan Africa who are deprived of adequate treatment.



New and Simplified Treatment Perspectives

At the end of 2014, Janssen announced a broadening of its collaboration with Gilead Sciences. Not only will Janssen contribute to the development of a combination treatment based on a single daily dose of darunavir for HIV, but after registration, it will also produce and distribute this globally. This approach fits Janssen's goal of offering HIV medication in a simple form and dosage.

Stimulate Therapy Adherence

Janssen works closely with other pharmaceutical companies in the search for a formulation and combination of HIV medicines which can be administered monthly instead of daily.



Essential Information

In 2014, Janssen Global Public Health started the roll-out of a disease management program, in collaboration with local stakeholders, in regions and countries with few resources and limited infrastructure. The approach employs locally available technology to supply patients and healthcare workers with necessary information, a crucial factor in the treatment of HIV.





Tackling Global Health Issues

Janssen Global Public Health

Our goal is to search for and develop innovative solutions for the world's most critical health problems. As a result of the social and economic conditions, many patients still have no access to high-quality treatments.

Finding new and unexpected ways of tackling health problems in developing regions—that is what Janssen Global Public Health aims to achieve by using the very best science, promising innovation and international collaboration. Solutions must be affordable, available and sustainable for regions with limited resources.

WIM PARYS
Head of Research & Development
Janssen Global Public Health



Innovative R&D to Treat and Prevent Infectious and Neglected Diseases

Our research and development efforts focus on neglected diseases and medical needs that disproportionately impact public health.

FOCUS AREAS

- Fight multi-drug resistant tuberculosis (MDR-TB).
- Develop new treatments for neglected tropical diseases (flubendazol, which is a new mebendazol formulation).
- Research into long-acting treatments for HIV.
- Collaborate to prevent sexual transmission of HIV.



Increase Sustainable Access to our Medicines

Janssen creates new models for sustainable and affordable access to its medicines.

FOCUS AREAS

- Provide sustainable access to HIV treatment in resource-limited settings.
 - Plan toward future innovative access models for MDR-TB.
- Johnson & Johnson ranked number three on the 2014 Access to Medicine Index (a comprehensive review of the global health access efforts of the top 20 research-based pharma companies).*



Collaboration

Janssen partners to develop innovative solutions and policies that improve health outcomes for individuals, families and communities.

FOCUS AREAS

- Collaborate to improve access to treatment for children with HIV.
- Disease management through mobile technology.
- Develop alternative financing partnerships.



Education and Prevention

Janssen focuses on disease prevention and empowers a new generation of healthcare workers and patients through training and disease management education.

FOCUS AREAS

- Prevent disease in vulnerable populations.
- Strengthen the healthcare workforce.

Leading a Dynamic and Responsible Business

Responsible entrepreneurship requires a long-term vision for creating sustainable value for the benefit of society and for the talented people who work on this vision every day with energy and commitment. A long-term vision of intensive growth, investment, collaboration, innovation and social responsibility is the foundation of our strategy.





Growing Partner in Healthcare

Economic Growth

Since 2009, we have launched fourteen new treatments and thirty-five new indications for existing medicines. Janssen is the fastest-growing pharmaceutical company in the United States, Europe and Japan¹. Three breakthrough medicines were recently added to the list of essential medicines published by the World Health Organization. Johnson & Johnson is planning to register ten new products by 2019.

GROWTH THROUGH New Products

ZYTIGA® (abiraterone acetate), an oral drug, once daily for use in combination with prednisone for the treatment of metastatic castration-resistant prostate cancer.

OLYSIO®/SOVRIAD® (simeprevir), for combination treatment of chronic hepatitis C in adult patients.

IMBRUVICA® (ibrutinib), an oral drug, once daily for the treatment of certain B-cell malignancies or blood cancers.

INVOKANA® (canagliflozin), for the treatment of type 2 diabetes in adults.

XARELTO® (rivaroxaban), an oral anticoagulant.

GROWTH THROUGH Existing Products

INVEGA® SUSTENNA®/XEPLION® (paliperidone palmitate), a once-monthly, long-acting injectable atypical anti-psychotic drug for the treatment of schizophrenia in adults.

STELARA® (ustekinumab), a biologic drug for the treatment of mild to severe psoriasis and psoriatic arthritis.

SIMPONI®/SIMPONI ARIA® (golimumab) and **REMICADE®** (infliximab), biologic drugs for the treatment of a number of immune-mediated inflammatory diseases.

RECENT Approvals

Some highlights of the Janssen Pharmaceutical Companies of Johnson & Johnson:

 **CARDIOVASCULAR & METABOLIC DISEASES**

INVOKANA® (canagliflozin) type 2 diabetes

 **INFECTIOUS DISEASES & VACCINES**

OLYSIO® (simeprevir) chronic hepatitis C

SIRTURO® (EU) (bedaquiline) multi-drug resistant tuberculosis

PREZCOBIX™/REZOLSTA® (darunavir/cobicistat) HIV

 **ONCOLOGY**

IMBRUVICA® (ibrutinib) mantle cell lymphoma - chronic lymphocytic leukemia

SYLVANT® (siltuximab) Multicentric Castleman's Disease



Janssen experienced strong global growth in 2014, with revenue of \$32.2 billion. This growth came both from new and existing products.



Global 16.5 percent growth



Belgium is the fifth largest producer of pharmaceuticals in the EU thanks to its high-performance, state-of-the-art production plants. The Janssen Supply Chain greatly contributes to this.

BART VAN WAEYENBERGE

General Manager, Janssen Supply Chain Beerse - Olen

PETER PUTTEMAN

General Manager, Janssen Supply Chain Geel

Pioneering in Production

Janssen Supply Chain

Janssen Belgium plays a major role in the pharmaceutical industry. We develop, produce and distribute medicines, occupying a key position in the Johnson & Johnson global supply chain network for pharmaceuticals, medical devices, and consumer products. In the production process we distinguish the chemical (in Geel) and pharmaceutical production (in Beerse/Olen). There are also distribution centers at Beerse and La Louvière.

The Janssen Supply Chain comprises twenty-one sites across the world, and 150 external production partners. We invest an average of €140 million a year in Belgium to ensure that our production facilities represent the state of the art and are ready to produce the medicines of the future. We also invest in cost-effective and innovative

production of medicines, and endorse the “factory of the future” concept, which is supported by the Flemish government. In addition, we embrace digital production processes, develop synchronous products and use new and world-class production methods, with the emphasis on quality.



Chemical Production Geel

Synthesis of active ingredients



Pharmaceutical Production Beerse/Olen

Processing of active ingredients in medicines



High-Quality Products at the Right Time

Janssen Supply Chain

The chemical production of active ingredients for medicines takes place in Geel. This is done on a large-scale commercial basis, in accordance with strict regulations. Geel is the launchpad and growth site for new Janssen products.

Increasing Flexibility Through Integration With External Partners

The site works with external partners on an integrated basis to make the supply chain more efficient. One of these is CALDIC, a major supplier of raw materials. Together, we have reduced the time, volume and number of steps required in the warehouse after raw materials are delivered to the site. We are also working with TRIGO to optimize workflows in the warehouse, and with Omnicem to develop and implement a strategy for the integration of the internal and external supply chains, and to stimulate further innovation on the site.

Plant 3 Renovation

In 2014, our parent company Johnson & Johnson announced a €56.5 million investment on a major renovation of the chemical production plant in Geel. We are increasing our plant capacity and introducing new technology to prepare this production nerve center for the future. Johnson & Johnson will be investing an additional €50 million in Geel in 2015, further consolidating the group's Belgian roots.

Lean Manufacturing

Lean manufacturing has been implemented within the Janssen supply chain since 2012. By consistently applying its basic principles, we hope in the short term to produce more with the same resources. Leaner operation is one of the key priorities of our Geel site. In 2014, we introduced a leaner production concept for Canagliflozin, one of its most important products. We will continue these efforts in 2015, and will also consider ways of applying the concept to other products. In addition, we will be working on continuous improvement, a structured workplace, leaner leadership and lean training.

Eight Important New Products in Four Years

In the past four years, eight major new medicines have been launched at the chemical production site, using innovative chemistry and technology to process active ingredients into a medicine with major value for patients. The FDA's approval of OLYSIO™ in 2013 revealed a huge demand for this hepatitis B treatment, and no fewer than 63,000 patients were treated in 2014. The chemical production site boosted output to deliver the required quantities on time.



Launchpad and Growth Site

FOR NEW JANSSEN PRODUCTS

8 NEW PRODUCTS IN 4 YEARS

646 TONNES PRODUCED IN 2014

+800 EMPLOYEES

100 PATIENTS PER SECOND

59 TYPES OF ACTIVE INGREDIENTS

>350 SYNTHESIS STEPS

4,852,760 M²

60% OF J&J'S TOTAL VOLUME OF SMALL MOLECULES



PETER PUTTEMAN
General Manager, Janssen Supply Chain Geel

We have to get high-quality products to patients safely and on time.



High-Volume Production

Janssen Supply Chain

Pharmaceutical production of active ingredients for medicines takes place at Janssen Supply Chain Beerse and Olen. Beerse is also a high-volume plant and center of excellence for certain technologies, such as liquid and semi-solid, transdermal, and sterile products.

HIGH-VOLUME PLANT

Record Output in Plant 1

Strategic Capacity Site

WITHIN JOHNSON & JOHNSON

SUPPLIER OF COMPLEX

Supply Chain Products

700 EMPLOYEES

5 PATIENTS PER SECOND

43 PRODUCTS IN 2014

3 in Neuroscience, 2 in Oncology, 2 in Infectious Diseases, 6 consumer products, 30 legacy products

PRODUCTION AREA

130,000 m²

165 million

PACKED PRODUCTS IN 2014



Volume Record in 2014

2014 was a successful year for Janssen Supply Chain Beerse, with a total output of 165 million packs from plants 1 and 2. Every second, five patients receive products from Beerse. It was also a record year for plant 1, which produces fluids and creams: for the first time in history, more than 100 million packs rolled off the lines – 104 million to be precise. In 2015, we have raised the target for fluids and creams to 107 million. We are currently carrying out the necessary investment and preparations to make this another success story.



This production record is a major achievement in strengthening the strategic importance of Beerse's production site within the global supply chain network. It is a fantastic example of excellence in achieving reliable, efficient production of high-quality products.

BART VAN WAEYENBERGE

General Manager, Janssen Supply Chain Beerse - Olen

Strong Track Record in Quality and Compliance

In 2014, six inspections were conducted at the pharmaceutical production site in Beerse. All of these were successfully completed, confirming the site's special focus on quality. Over recent years, we have focused on quality by design, which replaces the traditional production strategy with certain systematic methods supported by statistical and risk analysis. We are also carrying out a project aimed at checking product quality at each step in the process, using a variety of strategic tools to eliminate quality controls at the end.

Lean Manufacturing

Lean manufacturing is a continuous process and the Janssen Supply Chain aims to create a culture of improvement and process standardization by eliminating losses and increasing customer satisfaction. We use a model that continuously measures processes and performance, displays data, carries out daily monitoring and implements improvements. In 2014, we achieved a cost saving of €800,000 by using lean manufacturing.



European and Global Distribution Hub

Distribution

The medicines we develop and produce are distributed via our distribution centers in Beerse and La Louvière, which also handle products from other Johnson & Johnson plants. It is very important that customer orders are processed on time, that documents are issued correctly, and that the right products are delivered to the right place at the right time.



• BEERSE

- Narcotics
- Clinical studies
- Consumer products
- Diagnostic devices

• LA LOUVIÈRE

Pharmaceuticals

The pharmaceuticals distribution centers in Beerse and La Louvière, and those for medical devices in Courcelles, Belgium and Selzach, Switzerland, are part of Johnson & Johnson's Customer and Logistics Services. The commercial value of the goods they distribute represents about 20 percent of J&J's total worldwide revenue.

24/7
ACTIVE

150
EMPLOYEES

600 EXTERNAL
EMPLOYEES

+ 3 million
LINE ITEMS PER YEAR

> 1,000
PALLETS IN AND OUT
EACH DAY

125 DESTINATION
COUNTRIES

40,000
DIRECT RECIPIENTS

+ 99%
ON-TIME &
COMPLETE ORDERS

+ 99%
INVENTORY ACCURACY

Distribution Center in La Louvière

- New European Distribution Center for medicines (€49 million investment).
- Hub for the distribution of innovative Janssen medicines to patients throughout Europe.
- Earned a LEED certificate (Leadership in Energy & Environmental Design) in 2014.

La Louvière is the main site in the European pharmaceutical products distribution network. It provides high-volume deliveries to other large pharmaceutical distribution centers in Europe, and 24-hour small-volume supplies to hospitals, wholesalers and pharmacists in several European countries. Goods are handled and shipped in accordance with the highest standards of quality and service, and our ambition is to be the best in class in our sector.

LUC PEETERS

Operations Director, European Distribution Network

Distribution Center in Beerse

- Center of excellence for the import and export of goods.
- Center of excellence for the storage and distribution of narcotics.
- Distribution of clinical studies goods from global programs to hospitals.
- Distribution of consumer products.
- Distribution of diagnostic devices for diabetics and the rapid Ebola test, for example.
- Vision for the future: continue expanding our knowledge and experience of distributing complex products.

The Beerse center will soon be used to store and distribute the new Ebola vaccine.

All anesthetics, pain control products and narcotics pass through the distribution center in Beerse. They include active substances and finished products made in Beerse, Geel or externally, and are repackaged if necessary. The distribution of narcotics is monitored by the Federal Agency for Medicines and Health Products, which regulates storage, monitoring, access control, authorizations, and delivery. Beerse is a center of excellence that advises other Janssen plants in Belgium on these matters.

NANOU VAN GILS

Senior Manager, Distribution Center Beerse



Reliable, High-Quality Medicines

Janssen abides by high standards in the development of innovative and life-saving medicines. Our Credo emphasizes the well being of the patient.

Together with the Federal Agency for Medicines and Health Products, we are using pioneering methods to combat counterfeit medicines. Every package will soon have a unique serial number, so that each dose can be individualized and its authenticity checked in the event of an incident. We are also introducing more sophisticated packaging design and printing, and using a device that shows whether the outer packaging has been tampered with.



At least 50 percent of the medicines sold via illegal websites are believed to be fake or counterfeit. They may have no effect, or the wrong kind of effect, or contain excessively low or high doses, or cause complications, or be toxic or even fatal.

ANN ECKHOUT
Federal Agency for Medicines and Health Products (FAMHP)

Every patient who buys or receives a Janssen medicine is entitled to an authentic medicine.

LEO ZWIJNS
IT Director Business Services



The trust of patients is based on the high quality standards Janssen imposes on itself when making safe and effective medicines. All Johnson & Johnson companies evolve towards one policy in terms of quality requirements and compliance with all procedures and guidelines. All this is aimed at guaranteeing absolute high-quality products. Janssen works closely together with governments and authorities which impose the standards, as well as with professional organizations, to make sure that quality systems are always up-to-date and constantly improved. The Janssen production plants are ISO-certified. This means that the quality assurance system is regularly and thoroughly screened by means of an external audit and that the predefined strict standards are met. The plants also consequently apply the Good Manufacturing Practices. The Janssen Diagnostics Software Device is ISO-certified and the Janssen Diagnostics labs are accredited by the CAP/CLIA (College of American Pathologists/Clinical Laboratory Improvement Amendments) and both meet the GCLP (Good Clinical Laboratory Practice) requirements. Quality and trust are also closely related to the continuity of the operating activities, also in case of a crisis. The business continuity policy is aimed at guaranteeing the continuity of operating activities under all circumstances.

Our researchers comply with the J&J Code for the Conduct of Research and Development, which is based on ethical considerations. Their work is carried out to high ethical standards, and only the best outcomes will proceed to the development stage. Integrity, traceability and transparency of the research data are a major priority. We believe that high-quality data is crucial, and work relentlessly to achieve high standards and identify potential improvements. In 2014, we entered into a pioneering partnership with Yale School of Medicine to boost the spread of research results through the Yale Open Data Access project. We also continue to investigate less costly and equally effective alternative solutions.

Janssen also restricts the use of lab animals to the maximum, using this method only when no alternatives are available. Besides, less costly and equally effective alternative solutions are constantly being investigated.





Acting with Integrity

Johnson & Johnson companies are known globally for the principles they follow in developing innovative and lifesaving medicines for patients. Our Credo, and the J&J Policy on Business Conduct and Healthcare Business Integrity Guide, emphasize our commitment to patients. They also show that everything we do complies with laws and regulations in the various countries and markets where we operate.

Janssen employees who deal with care providers, government bodies and universities must adhere to the principles of the Health Care Business Integrity (HCBI) Guide, which focuses on:

- legal promotion of regulated products;
- compliance with healthcare and anti-corruption legislation, regulations and industrial codes;
- influencing medical and government decisions based on incorrect, incomplete or unclear information.

These require us to act with integrity, particularly when supporting research, advisory services by doctors, medical training, doctors' visits, company visits, communication, gifts, research conferences and scientific meetings. Special attention is paid to this during training. These principles are consistent with the responsibilities and values as defined in Our Credo and the J&J Policy on Business Conduct, and are essential for the effectiveness of the compliance program.



Transparency, reputation and trust are major components of our corporate policy. We attach great value to the confidence of all partners in healthcare.

SONJA WILLEMS

Managing Director, Janssen Benelux

Responsible Marketing

Reputation and trust are important components of contemporary business policy. In order to make sure that laws and regulations are correctly observed, we write directives and procedures to guarantee compliance. This is in line with the core values and standards of Johnson & Johnson, as expounded in Our Credo.

Responsible marketing is an integral part of these principles. It is also based on the ethics codes of pharma.be (the General Association of the Medicines Industry in Belgium), the Mdeon directives (Mdeon is the common ethical platform constituted of associations of physicians, pharmacists, veterinarians, dentists, nurses, the pharmaceutical and medical devices industry) and the relevant Belgian legislation.

In practical terms, this means the company is responsible for providing adequate and continuous training to ensure responsible and ethical communication at all times, as well as correct interaction with physicians, patients, the public in general and all other parties involved.

All promotional material is prepared with great accuracy, to make sure it is always in line with the applicable laws and regulations, but also with the current state of scientific affairs.

As a company we also accept our responsibility for providing high-quality training with regard to our medicines and the therapeutic areas in which we operate.

Pharmacovigilance for the Safety of Patients

The life cycle of a medicine does not end at registration. It will now be used by a much larger group of patients who were not involved in its clinical development.

We operate a far-reaching pharmacovigilance process to monitor for side effects, maximize our knowledge of each medicine and any potential risks, and to maximize patient safety by improving the balance between efficacy and risk.

This includes the collection, monitoring, investigation and analysis of information received from physicians, pharmacists and patients which is relevant to mapping out the adverse effects of medicines. Data is continuously collected to monitor their safety profile and, if necessary, take measures which limit the risks as much as possible. Relevant information will be processed and, if necessary, result in adaptations of the package leaflet and/or preventive risk minimization measures being taken. The Pharmacovigilance team also plays an important role in the reporting of unexpected side effects and in the generation of safety reports to the authorities.

The Customer Service Center is the central point for the collection of adverse effects and/or product complaints.

If you have medical questions, or wish to report possible side effects or product quality issues, please contact the Janssen Customer Service Center via 0800/93377 or janssen@janbe.jnj.com.



Investing in the Future

Economic Growth

Continued investment in Belgium is a priority for Janssen. Our parent company, employs approximately 5,000 people in Belgium, and invests in research and development and in high-technology chemical and pharmaceutical production.

Some investment highlights

€5.4
MILLION

1

New Reception Building

The old reception lounge is making room for a reception building at the Beerse site. Besides the reception function this airy architectural building will also serve as a meeting center, visiting center and sports facility. The building will be opened for use in 2016 and contributes to the creation of an inspiring, dynamic and sustainable work environment.

3

Renovation of Chemical Production Plant

In 2014 Janssen Geel was given the go-ahead for a large-scale renovation project for production Plant 3. The main focus will be on improving the infrastructure and the production equipment and on further standardization of installations and processes. The first steps of the renovation took place in 2014. Janssen will gradually complete the project in 2015 and 2016, while keeping all operating activities up and running. In 2015 Janssen Geel will additionally invest €50 million in chemical production. As a launchpad and growth site for new Janssen products, this investment reinforces J&J's anchoring in Belgium.

€56.5
MILLION

€1,009
MILLION

2

Research and Development

In 2014 Janssen invested €1,009 million in research and development of new products and technologies for urgent, unmet medical needs. This makes Janssen the largest private investor in research and development in the country.

4

Innovative Product Technology

Janssen recently started investing in continuous manufacturing which aims to eliminate the time-consuming intermediate and control steps in the production process. This allows us to supply the market and respond more efficiently to demand. In September 2014, our parent company Johnson & Johnson decided to implement the system at two sites: in Gurabo (Puerto Rico) and in Beerse, an investment worth €34 million. We are aiming to test and validate the new production line by the end of 2015.

€34
MILLION
(IN 2 SITES)



Unique Innovation Ecosystem

Innovation

We believe that great innovation involves a convergence of the best people, research, technology and care. Together with our parent company, Johnson & Johnson, we create strong networks of people capable of combining ideas, technology and resources in new ways. Our internal scientific research team draws on the best external know-how, science and ideas. Using this knowledge pool, we develop answers to pressing medical challenges.



150

PEOPLE SCAN THE WORLD FOR INNOVATION

Janssen in Belgium works closely with the Innovation Centers which form a giant web between Johnson & Johnson, top scientists, top entrepreneurs and influential life sciences clusters across the globe.

The Janssen Campus Office creates innovative partnerships that enrich our in-house efforts in this direction.



LUDO LAUWERS

Senior Vice-President, Site Management - Janssen Pharmaceutica

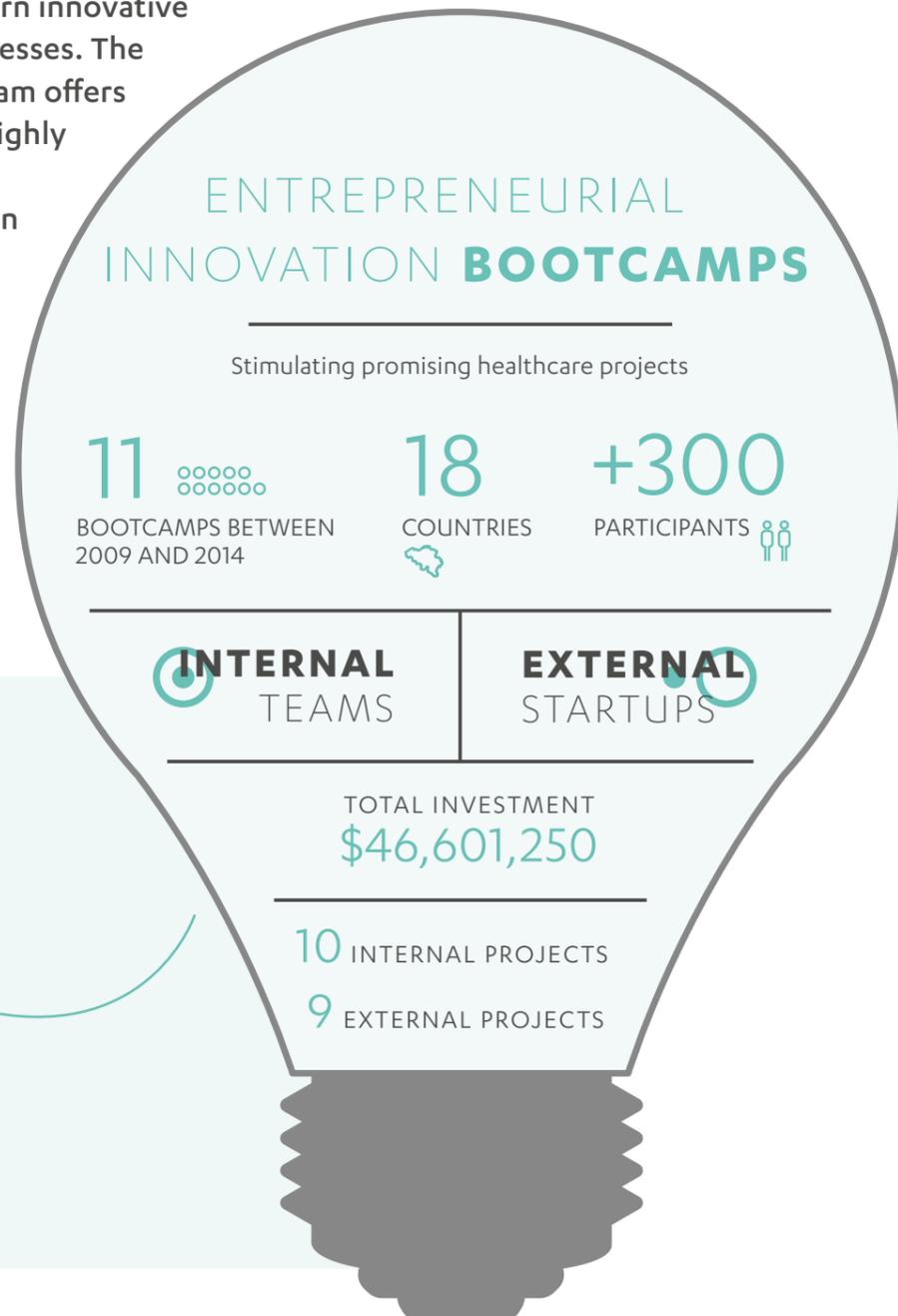
We are now building a true ecosystem: a closely related cluster of knowledge institutions and large and small companies which, together and in collaboration with the government, increase and commercialize their knowledge across different sectors. This has huge potential. We are looking forward to working together even more closely to develop valuable and innovative therapeutic solutions for patients worldwide.



Janssen Belgium Boosts Innovation

Innovation

Janssen plays a leading role in stimulating internal and external innovation. We help internal teams and external startups to turn innovative ideas into successful businesses. The Venture and Incubation team offers coaching and support to highly innovative projects which may have a major impact on healthcare. We held our eleventh **Entrepreneurial Innovation Boot Camp** in 2014.



- 25% precision medicine
- 15% disease management
- 13% capacity increase
- 11% big data
- 10% prevention programs
- 8% sustainability
- 7% translational medicine
- 3% early diagnosis
- 3% aftercare
- 2% care provider programs



Incubation Center for Startups in Beerse

2014, Janssen announced an incubation center where some twenty startups are given the opportunity to develop technology or medical research. Opening in 2015, this offers:

- A research environment for up-and-coming life sciences companies
- Chemistry, biology and R&D technology
- Opening in 2015
- 2,200 square meters of laboratories and offices

We want to gain early access to top science and top technology.

TOM AELBRECHT
Janssen Campus Office

For us, it is very simple. If we stop innovating, we stop existing.

TOM HEYMAN
CEO, Janssen Pharmaceutica

CONTACT
JANSSEN CAMPUS OFFICE

janssencampusbe@its.jnj.com
+32 14 60 31 89



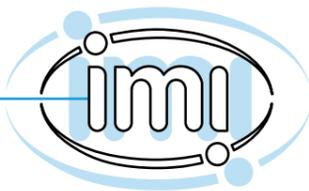
2014 Collaboration Highlights

400 external collaborations give us access to new technology

Collaboration

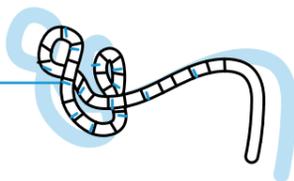
Collaboration in Europe to Take Innovation to the Next Level

The Innovative Medicines Initiative (IMI) was founded by the European Commission and the European Federation of Pharmaceutical Industries and Associations (EFPIA) in 2008. It aims to facilitate collaboration between industry, academia, biotech companies, regulators, patient organizations and NGOs, and to boost innovation in healthcare. During the first phase of IMI, Janssen concluded 32 partnerships. In the second phase, we are working on four Ebola projects, leading strategic groups on neurodegeneration and data knowledge management, and co-leading groups on translational safety and MAPPS.



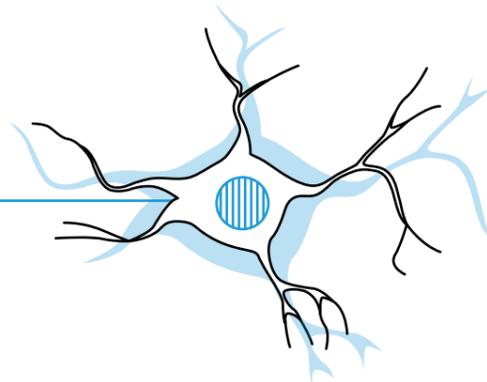
Collaboration with Biocartis and the Institute for Tropical Medicine on a Quick Ebola Test

We are working with the leading biotech firm Biocartis and the Institute for Tropical Medicine on a quick Ebola test. By joining forces, we can make much faster progress in the fight against this disease. We are also increasing our collaboration with various players to develop a preventive Ebola vaccination program.



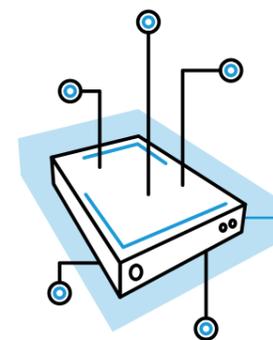
Collaboration on Neurodegenerative Diseases

We are seeking to accelerate research on neurodegenerative diseases. In 2013, we set up the Stellar project to develop pioneering therapies, prevention and early detection solutions together with external innovators. Following a joint project with the Catholic University of Louvain, Louvain University Hospital and the Flemish Biotechnology Institute, seventeen universities in the Benelux countries presented new projects in 2014. We are now financing ten of these at a cost of €500,000 each, and are also involved in them at a scientific level.



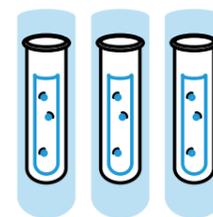
Financial and Scientific Support for Mental Disorders

Janssen works closely together with the Collaborative Antwerp Psychiatric Research Institute (CAPRI) of the Universiteit Antwerpen (UA), which conducts research in the field of (neuro)psychiatry and mental health, among both adults and children and adolescents. Janssen gives CAPRI financial and scientific support and also has a patient population for methodical phase 0 studies or short-term clinical trials. Usually in relation to psychiatric disorders and Alzheimer's, the research area par excellence of the Janssen cell Experimental Medicine Neuroscience.



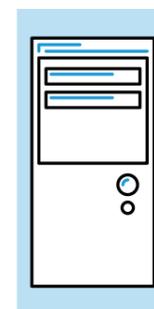
Open Science

As one of the initiators of the European Medical Information Framework (EMIF), we are working with fifty consortium partners to set up a secure network of databases where medical data can be shared. Every party gets access to a large set of data and better analytical tools to develop science-based health-care solutions for patients.



Half a Million Chemical Components in One Library

The European Lead Factory was founded to give a major boost to the discovery of new medicines in Europe. This is a pan-European platform, which will eventually combine half a million chemical components from public and private collections.



Flemish Government Provides Supercomputer

The Flemish government makes very powerful computing infrastructure available to researchers in Flanders. Belgium's first tier 1 supercomputer will allow scientists and companies to take their research to the next level, enabling them to carry out projects that used to be unaffordable because of the huge computing power and data storage capacity they required.

In the meantime, Johnson & Johnson is working with Intel, IMEC and the five Flemish universities on the Exascience Life Lab project, developing transistors for the new generation of supercomputers and specifically aimed at life sciences applications.



Partnerships with Patient Organizations

Patient organizations and pharmaceutical companies have a common interest in better patient solutions. Medication is not always the only answer, and we aim to provide patients with broader support. Our many partnerships with patient organizations give us important insights into their needs when developing new treatments, and allow us to improve their quality of life.



Support for World Rheumatism Day

ReumaNet is a group of five associations representing patients with certain rheumatic diseases. Each year, on World Rheumatism Day, it organizes a symposium to raise awareness of rheumatic disorders and their impact on people's daily lives.

"We offer support with the organization of the symposium, brochures and so on", says spokesperson Nele Cayers. "This year, we conducted a survey of patients to find out what was missing from the care they received, what they thought of their medication, and how they were followed up by their GP, physiotherapist, specialist or pharmacist. It's an opportunity for care providers and policymakers to learn from patients."

 www.reumanet.be



SONJA WILLEMS

 @sonja_willems

Support PATIENT ORGANIZATIONS 2014

Fifteen patient organizations in Flanders and Wallonia were given support in 2014 in the form of an annual contribution, an allowance or financial support. The complete overview of the collaboration projects is published each quarter on our website.

 www.janssenbelgium.be

Collaboration is based on some important principles, including mutual respect, knowledge, integrity, independence and transparency, and is governed by a set of rules. You can read more about this at www.janssenbelgium.be.

€4,000

CHAC asbl
www.chacasbl.be

€5,000

Plate-Forme Prévention Sida asbl
www.preventionsida.org

€1,000

Reumatoïde Artritis-Liga vzw
www.raliga.be

€10,000

Federatie van Vlaamse Simileskringen vzw
nl.similes.be

€2,000

GIPSO asbl
www.gipso.info

€3,000

Psoriasis Liga Vlaanderen vzw
www.psoriasis-vl.be and www.psokids.be

€19,895

Sensoa vzw
www.sensoa.be

€1,000

Similes Bruxelles asbl
www.similes.org

€3,000

Aide Info Sida asbl
www.aideinfosida.be

€3,000

Collectif des Femmes asbl
www.collectifdesfemmes.be

€2,250

CMP Vlaanderen vzw
www.cmp-vlaanderen.be

€3,833

Similes Wallonie asbl
www.similes.org

€2,000

ReumaNet vzw
www.reumanet.be

€1,000

Mymu Wallonie-Bruxelles asbl
www.mylome.be

€1,350

Vlaams Hepatitis Contactpunt vzw
www.vlaamshepatitis-contactpunt.be

EUPATI

In the context of the Innovative Medicines Initiative (www.imi.org), EUPATI was founded in 2008 to allow patients (and their relatives) to join in the discussion about research and development of medicines as equal partners through information and training. Janssen is one of the first companies to welcome and support this initiative. We make time, money and expertise available to EUPATI because we are absolutely convinced that well informed patients can provide major added value in the development of new medicines.

 www.patientsacademy.eu



Contributing to Society

Society

Janssen is a company with a big heart. The company wants to be part of this world in a way that is meaningful to patients and society. This is expressed in a sustainable corporate culture, and in employees' dedication to making a real difference. Social commitment is not a top-down thing, but is supported by the entire company.



Grow Gives Opportunities to Society

In 2014 the company continued to work on Grow, the overall corporate social responsibility policy of Janssen in Belgium and the Netherlands. It identified concrete social needs which we want to continue contributing to as a company, to the benefit of society.

3 COMMITMENTS

- Promote educational opportunities and day care;
- Support professional and voluntary care providers;
- Increase the access to healthcare.

We held a workshop with outside organizations to discuss what corporate social responsibility should mean for Janssen. Where can a pharmaceutical company like ours make the biggest contribution?

BIE VAN DE VLOET

Director, Sustainability & Business Continuity Planning

A Beautiful Future for Every Child



The Toekomst Atelier de l'Avenir Project in Brussels helps socially vulnerable children to think about their future, consider a course of study and make their dreams come true. It comprises practical training and meetings with passionate professionals who encourage them to be inquisitive and discover themselves and the world around them. Twenty-five Janssen employees shared their enthusiasm with the children over three consecutive Saturdays.



www.toekomstatelierdelavenir.be





© AMIVAL

Janssen Collaborates in Job Market Inclusion

We believe that it makes good business sense to employ people with impairments. We are one of the few companies voluntarily to employ larger groups of people with mental disabilities. For the past two years, eight employees of the Amival sheltered workshop in Tournai have spent one third of their working days in the Liquids and Creams department at our pharmaceutical plant.



Pepal Leadership Program in Uganda

A team of Janssen volunteers go to Uganda for one week each year. They visit medical centers to give advice about more efficient treatment of HIV to local doctors, midwives and nurses, and teach them leadership skills. The participants, more than 30 so far, return as committed and motivated leaders with a better insight into the future of countries with limited resources. This is an incredible win-win scenario for the Ugandan participants and their communities and for Janssen and J&J as an organization.

Champions of Care

With the 'Champions of Care' initiative J&J honors employees who are selflessly committed to a charity. Entrants submitted their personal stories, and after a vote among employees, thirty-three volunteers were chosen to attend a world championship contest in Rio de Janeiro in June and do some volunteer work while there. The happy few included Janssen colleagues Peter Caeyers (all-round operator PalPal Chemical Production in Beerse) and Peter Adriaenssens (operator at Plant 4 in Geel).



Cycling to Raise Awareness of HIV

Volunteers spend four days cycling around the streets of Copenhagen to hand out information about HIV and start a dialog about this taboo subject. The Awareness Bike project was jointly organized by Noaks Ark Syd, HIV-Danmark and Janssen Research & Development, with the support of Janssen Nordics, the Scandinavian branch of Janssen. The project formed part of the cross-disciplinary conference Euroscience Open Forum (ESOF).



Supply Chain Colleagues Volunteer to Lend a Hand

On the Annual Supply Chain Day, employees on the day shift can get a taste of instructive and fun activities on our campus and other locations nearby. Educational and informative lectures are organized, and there is also room for a wide variety of sports, creativity, relaxation, visits, and volunteer work. In 2014, a large number of employees helped out at six volunteer organizations: Giblo School Beerse, vzw De Schakel, Speelpleinwerking Don Bosco, vzw De Link, Het Gielsbos and Reservaat De Schrieken.



Finance Department Helps in Service Center for People with a Mental Disability

One hundred and sixty employees from the finance department joined forces at the service center for people with a disability (MPI) in Oosterlo.



Fire Brigade Donates Savings to Duchenne Heroes

The Janssen Fire Brigade Circle of Friends had to shut down due to a change in the law. It donated its remaining funds to Duchenne Heroes, an organization which holds a big 7-day international cycling race every year for the benefit of children with Duchenne's disease. This is a congenital muscular disorder which only affects boys and slowly wastes away muscles. People affected by the disease do not usually live past the age of thirty. In addition, the corporate fire brigade organizes or supports a variety of charities, including 'Glazen Huis' (Studio Brussel), 'Lopen voor Pinocchio' (for children with burns), and Truck Run, which provides day outings for disabled people.



Coffee Break for Life

In 2014 Janssen made a small contribution to the 'Music for Life' campaign organized by the radio station Studio Brussel. Collection boxes were set up in every coffee room on the campus, and the proceeds were donated to Think Pink, a non-profit organization dedicated to raising awareness about breast cancer in Belgium. More information is available on www.think-pink.be/info.

Climbing for Life 2014: Charity Fund Raising

About one hundred Janssen cyclists and runners climbed the Col du Tourmalet in the Pyrenees, part of the Tour de France, during the 2014 Climbing for Life Event. They were raising funds for medical research into respiratory diseases such as asthma and cystic fibrosis. The event was also supported by colleagues in the United States, where the Immunology Credo Team organized meetings in Spring House and La Jolla. Non-participants could also contribute by buying a photo support card. The proceeds were donated to an asthma and allergy umbrella organization.



Thank You for Your Generosity

The Janssen Supply Chain staff in Beersse implemented a charity thank you program. Employees can write thank-you cards to acknowledge colleagues' hard work. For every card that is written, Janssen donates €10 to charity. In 2014, three hundred and eleven cards were written, resulting in a donation of €3,110 to Giblo, a primary school for children with special needs in Beersse. The action also helps build up a culture of mutual recognition and social responsibility.



Awards and Recognitions



The winners of this globally recognized award are Dr. Jennifer Doudna and Dr. Emmanuelle Charpentier. An independent committee of leading international scientists selected the two for their pioneering research in the field of molecular biology.



Open Innovation Award 2014 for Woonzorgcentrum Witte Meren in Mol



The Witte Meren residential care facility in the Belgian town of Mol is working with the Flemish Institute for Technological Research and the Catholic University of Louvain to develop a program allowing residents of the facility to take a virtual cycle ride through their historic town. The software adjusts to the physical capabilities of the user and can detect possible health problems at an early stage. The project, supported by the King Baudouin Foundation and Voka Health Community, won the biennial Janssen Open Innovation Award on September 26, 2014.



Dr. Guislain Award 2014, by Janssen and Museum Dr. Guislain

The 2014 laureate is Robin Hammond, photographer and filmmaker. He was awarded the prize as a result of his remarkable contributions to photojournalism, which he has used to expose the mistreatment of people with psychological problems in crisis-hit African countries. In many developing countries, patients with brain disorders must fight a long, hard battle against ignorance and stigmatization.



Janssen Pharmaceutica Prize for Creativity in Organic Synthesis 2014

On July 17, 2014 Professor John F. Hartwig (University of California, Berkeley) received the Janssen Pharmaceutica Prize for Creativity in Organic Synthesis. This makes him the fourteenth winner of the chemistry prize since 1986. He has introduced many new, groundbreaking catalytic synthesis methods which allow for quicker research and cost-efficient production of many active ingredients in medicines.

JOHNSON & JOHNSON AND JANSSEN ALSO RECEIVED AWARDS

2014

★ **Environmental Leader Project of the Year Award for Earthwards**, J&J's program to stimulate the development and manufacture of sustainable products.

★ **European Inventor Award 2014**, for the Janssen research team led by Koen Andries and Jérôme Guillemont for their discovery of a medicine against MDR-TB.

★ **Ranked third in the 2014 Access to Medicine Index** for making our medicines, vaccines and diagnostics accessible and affordable for people in developing countries.

★ **Janssen nominated for the Trophy of Warmest Entrepreneur in 2014** organized by Entrepreneurs for Entrepreneurs for its dedication in the South with the Pepal Leadership Challenge project.

★ **SIRTURO™ (bedaquiline)** named by R&D Magazine as a top innovation in the life sciences category and **winner of a prestigious 2014 R&D 100 Award**.

★ **Fifth in the list of most respected companies in the world** published by Barron's list and highest-ranking health-care company on the list.

★ **Most admired pharmaceutical company in the world**, according to Fortune magazine.

★ **Lifetime Achievement Award for Paul Stoffels**, Chief Scientific Officer and Worldwide Chairman, Pharmaceuticals at J&J.

★ **Fleet Safety Award 2014** for Janssen from communication specialist MMM Business Media for its efforts to improve safety for its drivers.

★ **Silver Employer of the Year 2014 Award** for Janssen, a much-appreciated recognition of its HR policy.



SILVER
Employer
of the year 2014

Keeping Employees Happy



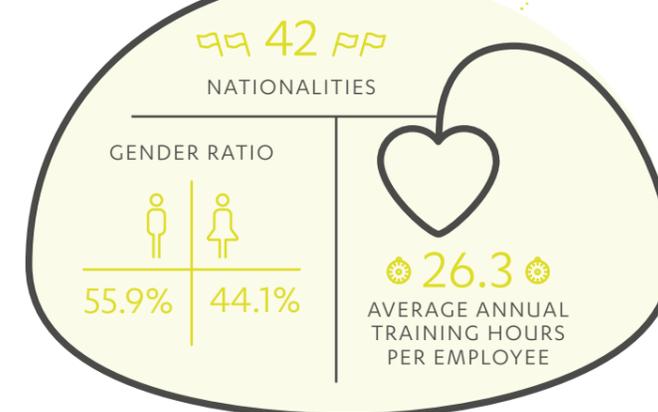
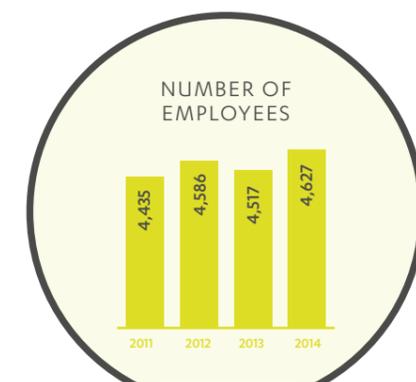
Sustainable HR

We take care of our employees' physical and mental health, safety and career development. We provide a campus that is a pleasant place in which to work, where people feel good about their jobs, can meet one another and exchange knowledge, feel appreciated and respected, eat healthy and balanced meals, play sports, and exercise. As a result, they give the best of themselves, for themselves and the company. This highly progressive HR policy won us a silver Employer of the Year Award in 2014.

Sustainable Human Resources Policy

The long-term strategy of Janssen's HR in Belgium:

- Recruit high-quality talent.
- Guide employees in the development of their talents.
- Mobilize talent by offering various career paths and types of work, depending on employees' life and career phases.
- Create an inspiring and pleasant work environment.
- Roll out mental and physical health programs.
- Reinforce a results-driven culture, with attention to diversity and inclusion, personal engagement and individual recognition of performance.
- Operate a single HR service center for payroll administration, leave entitlement, training, recruitment, career planning, and clear communication to all staff about their total personal salary package.





House of Work Ability Gives Enthusiasm and Strength

Sustainable HR

Janssen wants employees to feel at home and come to work with enthusiasm and strength. Our human resources policy aims to create sustainable careers in which employees develop multiple skills. In 2014, we implemented the House of Work Ability, which enables employees to take ownership of their careers. Each floor of the “house” consists of building blocks, projects that help people to work on their skills and careers. All of these projects are fully supported by management.

I want to help to think about how we can make people ready for constant changes in their work environment and increasing pressure of work.

The roof is the person’s work ability, the strength and enthusiasm that guides them in their work. It is supported by four floors, representing health, talents, values, and work.



GONDA CLAESSEN
House of Work Ability Ambassador

2014
from concept

**TO ACTUAL
BEHAVIORAL CHANGE**

Participatory
project

**EMPLOYEES SHARE
THEIR THOUGHTS**

130
ambassadors

**PROMOTE AND/OR DEVELOP THE
HOUSE OF WORK ABILITY**

7

**SELF-STEERING WORK
GROUPS**





Employee Health

House of Work Ability

We actively encourage employees to maintain healthy lifestyles, and thus their ability to work. That is why the company makes lots of efforts which contribute to the health of its employees.

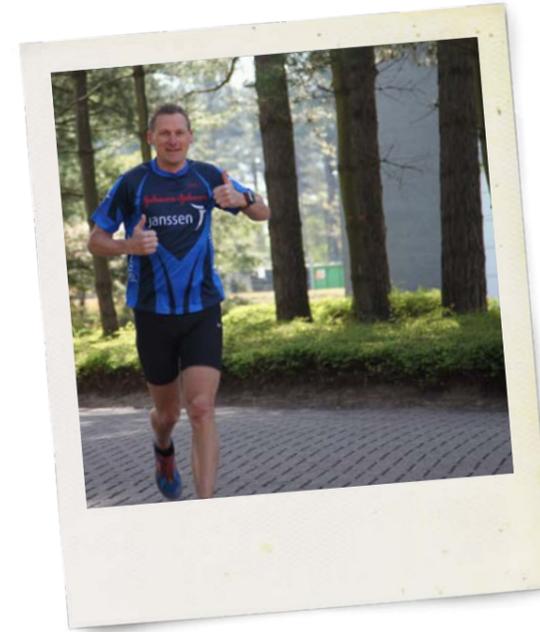


Health Policy

Health is more than 'not being sick'. On the basis of an analysis, employees are given personal advice on eating habits, exercise and mental health. The organization also provides building blocks to help them work on their health. The Energy for Performance in Life training is an integral part of Janssen. It was rolled out as of March 31, 2014 for all permanent, temporary and out-sourced employees in Beerse/Olen and Geel. The one- or two-day training gives participants an insight into the importance of diet, exercise and a good mental balance, and also gives useful tips. The impact on employees: more energy, better concentration, better emotional connection.

Food

The company restaurant offers a carefully planned menu that seeks to achieve a balance between tasty and healthy. It follows strict guidelines on healthy eating, for example by using little or no cream and semi-skimmed milk instead of full-fat. Just-in-time delivery ensures the food is always fresh, and it is generally cooked and served on the same day. The restaurant provides additional information about the week's menu, helping users to make dietary choices. Its renovation and expansion was completed in 2014.



Exercise

The campus must be a pleasant place for employees, where they can work at ease and eat healthily, but also do sports and exercise. We have set up a number of sports initiatives, employees can follow individual coaching programs, and the annual sports day is extremely popular. Johnson & Johnson has also launched a seven-minute workout app.

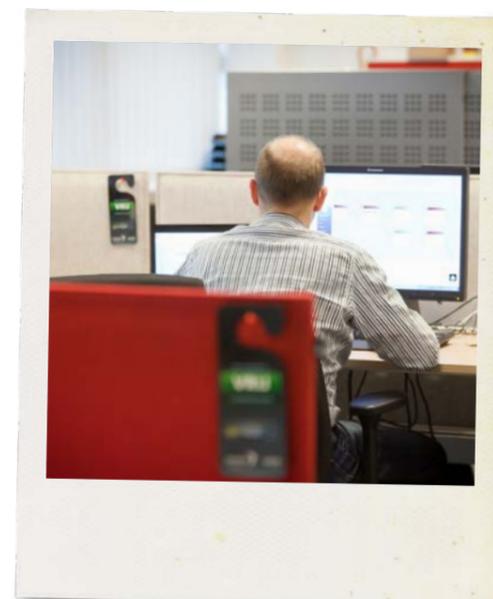
<https://7minuteworkout.jnj.com>

Mental Well being

We organize groups where employees can speak candidly about their psychological well being, including topics like burnout, and invite speakers to increase awareness of these issues. One of these was Luk Dewulf, the author of a book about burnout and loss of energy, who gave practical tips to help employees and managers recognize and deal with such situations. In another inspiring session entitled Disconnect to Connect, Dr. Theo Compennolle considered the advantages and disadvantages of multitasking, and how the brain copes with this.

We want to offer our people a context in which they are not afraid to speak, and which makes them stronger.

ANN VAN ACKER
Company psychologist



Ergonomics

Ergonomics aims to adjust the work environment, organization and resources to everyone's individual abilities. An ergonomist investigates this environment, outlines the risks involved, gives advice and helps to convert the advice into specific actions. Janssen is working on training and awareness raising, implementing changes where necessary and taking ergonomics into account in new projects. The company has produced a brochure on ergonomics, set up online training on office safety and ergonomics, and organized classes.



All About Talent

House of Work Ability

We truly believe that talent must be cherished. We invest a great deal of energy in attracting talented people, and in ensuring that they can continue to use and develop these skills.

Attracting Talent

Janssen is constantly on the lookout for talent in many different fields (R&D, Chemical and Pharmaceutical Production, Finance, IT, Marketing and Sales, to name a few). The HR team makes far-reaching efforts to provide Janssen with the best talents around.

755 **VACANCIES IN 2014**

+ 15,000 **APPLICATIONS**

638 **VACANCIES FILLED**

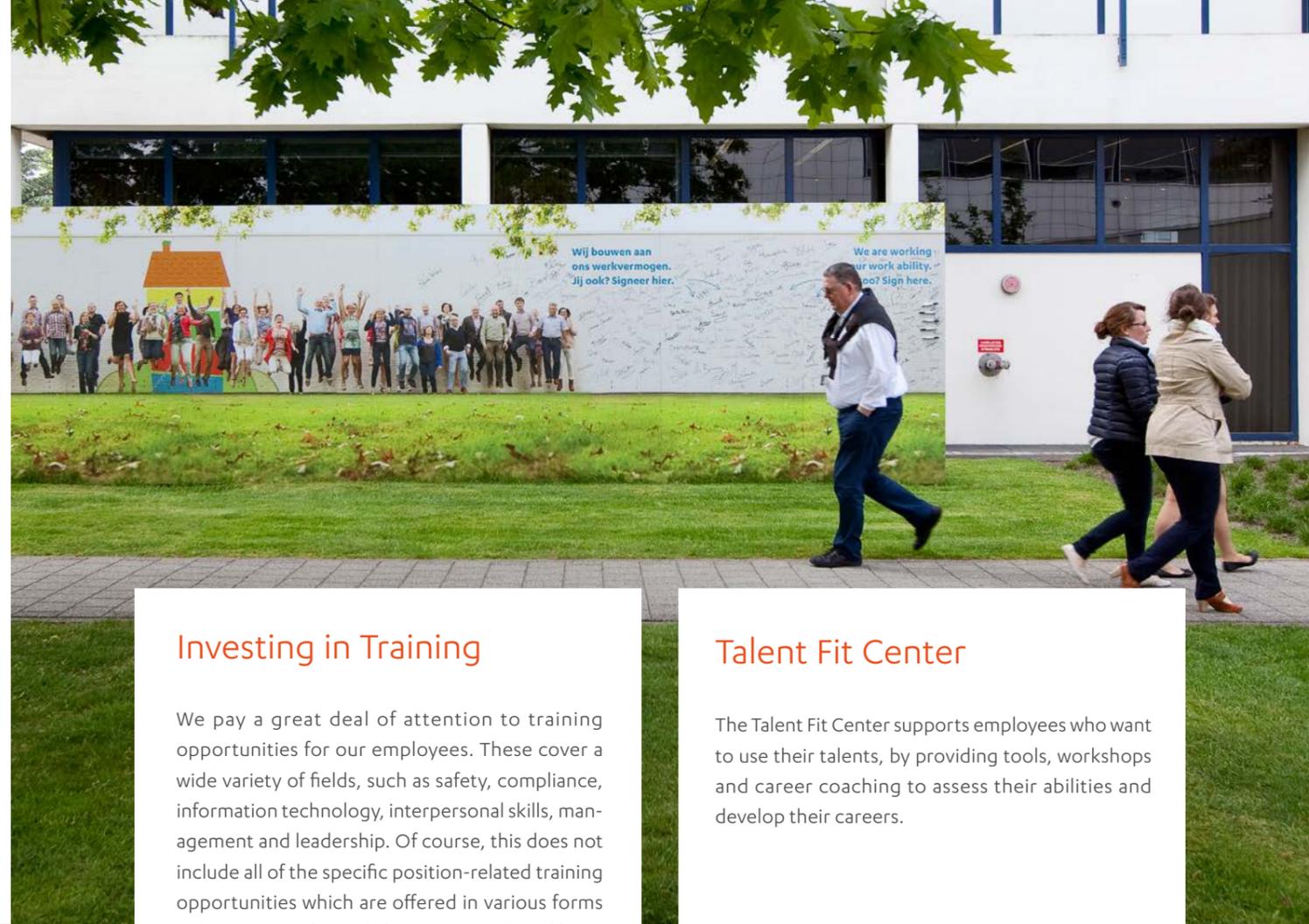
49% **FILLED INTERNALLY**

42% **HR TEAM RECRUITMENT**

6% **VIA REFERRAL PROGRAM**

2% **VIA UNIVERSITIES**

1% **VIA SELECTION AGENCY**



Investing in Training

We pay a great deal of attention to training opportunities for our employees. These cover a wide variety of fields, such as safety, compliance, information technology, interpersonal skills, management and leadership. Of course, this does not include all of the specific position-related training opportunities which are offered in various forms (e-learning, traditional classroom, on the job).

26.3 **TRAINING HOURS PER EMPLOYEE IN 2014**

TOTAL TRAINING HOURS IN 2014

43,859

€1,858 **PER EMPLOYEE (NET AMOUNT)**

Talent Fit Center

The Talent Fit Center supports employees who want to use their talents, by providing tools, workshops and career coaching to assess their abilities and develop their careers.

Janssen offers its employees the necessary support in making career choices corresponding to who they are, what they want and what they are really good at.

MIEKE SMET
HR Director





Values

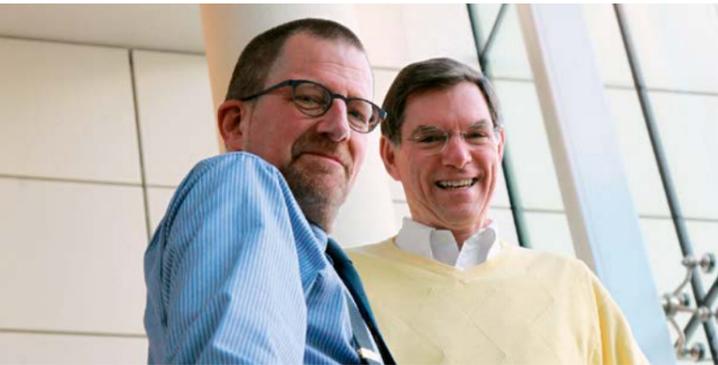
House of Work Ability

Janssen is a value-driven organization. In 2014 we continued to build a respectful and dynamic corporate culture with an eye for diversity and inclusion, safety, corporate social responsibility and sustainability.



Our Credo

The Credo, the ethical code of conduct followed by our parent company Johnson & Johnson, is a common thread running through the daily work of all employees. Each year, a global employee survey is carried out to ensure that the organization is respecting these values. The Credo in Action program sets up social and ecological campus-wide initiatives which are much appreciated.



Leadership

Four leadership imperatives apply to every Janssen employee: connect, design, take leadership and achieve results. The aim is to stimulate growth and innovation and to accomplish Our Credo by involving our own people to the maximum. Every year Janssen organizes a leadership day with interactive workshops.

Sustainability

Sustainability is one of Janssen's major corporate values. The sustainability policy is implemented worldwide according to the following strategic choices:

1. Make progress in healthcare by developing therapeutic treatments for neglected diseases and by providing affordable access to healthcare.
2. Develop partnerships with suppliers who apply sustainable business methods.
3. Ensure that motivated employees can work in safe and healthy circumstances.
4. Accept our responsibility towards society by supporting charities.
5. Make a contribution to saving our planet.
6. Create more transparency and collaboration with the outside world.

A campus sustainability council facilitates and supports this policy. Work groups have also been set up to achieve concrete objectives.

Diversity and Inclusion

The Diversity and Inclusion (D&I) project seeks to provide a stimulating environment where a diversity of ideas and people result in better entrepreneurship and more innovation. The D&I team connects members from different departments (R&D, Supply Chain, Production, HR, IT,...) but also from the commercial organization and the Medical Devices and Diagnostics group.

Diversity and inclusion is about working on a sustainable career which takes into account age and life phase, the guidance and integration of the more than 40 different nationalities who work in Beerse, and the Women's Leadership Initiative, which aims to achieve balanced representation of men and women at all levels of the organization and an environment where women can reach their highest potential.

The Thinking Environment (www.timetothink.com) is a new form of working aimed at strengthening inclusive thinking in meetings and conversations. The inspiring speaker Nancy Kline gave a lecture on this topic, to make us consider the way we think. The method ensures that everyone is heard during meetings, and not just the most extroverted people.

Inspiring Campus

Janssen's inspiring campus and flexible work environment bring people closer together. The personnel association 'Janssen Leeft' helps employees to further expand their social network on campus and get to know their colleagues better in a casual, relaxed atmosphere.

Every year, Janssen honors pioneering initiatives by employees who have put the campus strategy into practice in a special way. For four consecutive years, the Campus Excellence Awards have been granted for collaboration, innovation in R&D, entrepreneurship, and other achievements. This award is quite something: recognition for the work done and a financial reward for the winners.

Health and Safety

The health and safety group is working on a process of change and dialog designed to ensure that all employees are safety conscious. Reporting risks and incidents in a timely manner, and discussing safety with colleagues, are the key to a safe work environment. It is also important to carry out thorough screening of chemical, physical, biological and environmental factors that may affect employees' health. Finally, a work group has set up a program to prevent lab animal allergy, together with a course on the subject.



Working in an Inspiring Environment

House of Work Ability

Janssen wants to create a challenging and innovative work environment that stimulates collaboration and increases productivity.

Workplace

Where and how your work environment is set up is important both for the employee and the company. Workplace is a broad program to adjust the organization's environment and methods to create a challenging and innovative setting that stimulates collaboration and increases productivity. Workstations are allocated on the basis not of job title, but of the activities that people perform. There is a workstation to match each activity, even for staff working at home or in one of the Mobility Centers in Beerse or Diegem.



I am convinced that we are investing in talent with this approach.

PAUL SOONS
Head of Clinical Pharmacology



BE³ST teams

Different BE³ST teams enable the company to offer a better and more efficient service by providing flexible assistance where necessary, replacing colleagues absent for long periods or stepping in when departments are particularly busy. There is a BE³ST Team of Analysts, Management Assistants and Operators and a Flexible Pool at the Janssen Campus. These employees can be deployed quickly and smoothly because of their wide experience and knowledge.

The Management Assistants at the Campus have also united to form "functional homes". These have been created to share knowledge that transcends individual departments. Management assistants can be employed smoothly and efficiently anywhere in the organization, thanks to their many years of experience.

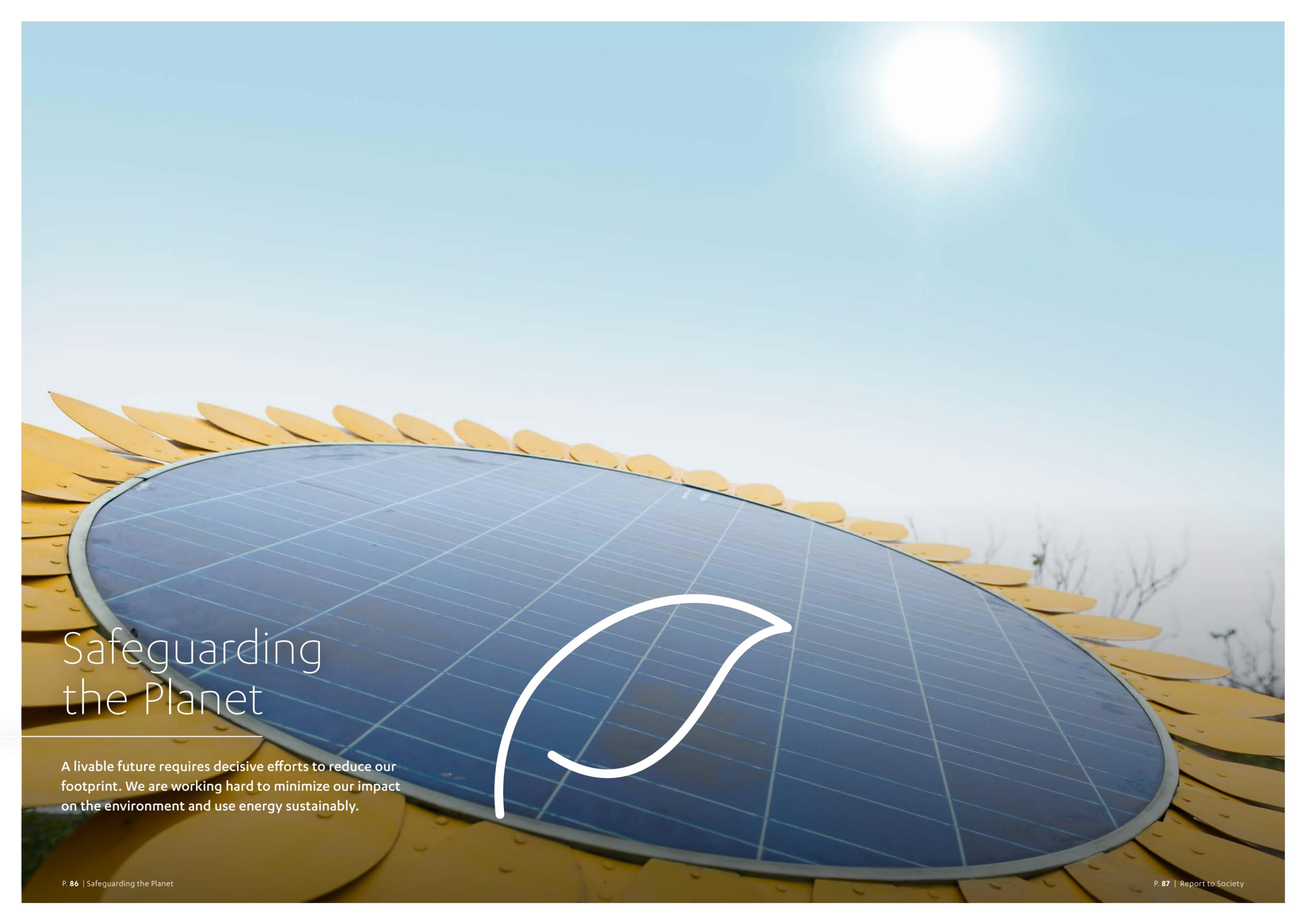
Shift Work

A workgroup has drawn up an information brochure regarding shift work and sleep, because this form of working can be difficult for some employees. A Shift Workers' Day was held in Geel, and this included information sessions offering practical tips for resolving sleep problems.

Lively Campus

Janssen organized a Knowledge and Science Week in 2014 so that the different departments could share knowledge and learn from one another. Janssen Leeft (Janssen Lives) also organized a variety of exciting events that brought colleagues together in an informal and relaxed atmosphere.





Safeguarding the Planet

A livable future requires decisive efforts to reduce our footprint. We are working hard to minimize our impact on the environment and use energy sustainably.



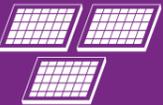
The Environment: a Pillar of Our Strategy

Ecology

Janssen cares for the environment and the world we live in. This is a crucial pillar in the sustainability strategy. Our company needs large amounts of raw materials, energy and water to make a difference difference to the world's health. We consistently invest in more environment-friendly products and production processes, and accept responsibility for the environment in the entire value chain, from the discovery of a medicine to the delivery to the patient.

We make sure that a minimum of product components are discharged to the environment. We are making every effort to achieve a sustainable transition with regard to energy, waste, raw materials, water, emissions and biodiversity. Many indicators point to positive progress, but also reveal opportunities which we want to exploit.

We have received a number of certifications for our joint efforts towards ecological sustainability. Janssen Belgium endorses the Healthy Future 2015 objectives of its parent company Johnson & Johnson and is aiming to achieve a smaller ecological footprint. The global objectives are targeted at:

 <p>Sustainable Energy</p> <p>Increase the use of renewable energy sources.</p>	 <p>Waste</p> <p>Reduce waste volumes by 10% compared to 2010.</p>	<p>earthwards® moving towards a healthy future</p> <p>Products</p> <p>Improve the sustainability of our medicines and packaging by obtaining ten Earthwards® labels.</p>
 <p>Water Consumption</p> <p>Reduce water consumption by 10% compared to 2010.</p>	 <p>Emissions</p> <p>20% lower CO₂ emissions by 2020.</p>	

Green Labs Makes Laboratories Even More Sustainable

The Green Lab project is designed to make Janssen's campus even more sustainable. It involves all laboratories in Beerse, and is based on two ideas submitted by employees: one relating to packaging material, and the other to fume cupboards that waste energy.

Packaging

Returning empty packaging to suppliers provides them with an additional incentive to minimize their use of packaging material, or to reuse and recycle it. This was one of the ideas put forward in the Closing the Loop project. One good example of this was chilled deliveries in boxes with cooling elements, which have a significant ecological footprint. An audit at the supplier VWR and at Janssen resulted in seven possible improvements. These included:

- ⊕ The most significant difference was always ordering full boxes of an item, to minimize the number of shipments.
- ⊕ The fact that all scientists placed their orders individually gave us a great deal of room to improve by combining orders.
- ⊕ We switched from glass to plastic bottles for a number of chemical products. This increases safety. Glass waste from chemical products cannot be recycled, and must be incinerated. As a result of this innovation, we have reduced our incineration volumes by 1.5 tonnes a year.

Fume Cupboards

Fume cupboards consume a great deal of energy because they are normally switched on continuously. One cupboard consumes 12 million cubic meters of air each year, and this is also heated or cooled as required. If a cupboard is left on for one year without energy recovery, it will cost about €3,000 per hood.

We have now introduced energy recovery and restricted flow rates by equipping more than 250 cupboards with variable air volume control. This reduces noise pollution, increases comfort and safety for researchers, and reduces energy consumption by 70 percent and CO₂ emissions by 368 tonnes.

More Biodiversity

As a healthcare company, we are committed to biodiversity, and seek to maximize it on our own sites. We are carrying out a variety of sustainable conservation projects, such as:

- The perpetuation of the limited mowing of the grassland because this proved successful;
- The removal of exotic plants, such as wild black cherry and butterfly bushes;
- The removal of a cultivated beech hedge and planting of a forest on Toekomstlaan;
- The expansion of the current open woodland area and planting of grass in this area in order to restore heath;
- The maintenance of insect holes at the Beerse 1 and 2 sites;
- Ensuring a safe crossing for the amphibian population.





Generating and Sharing Energy



Ecology

Janssen cares for the environment and the world we live in, and is committed to ensuring a sustainable transition with regard to energy, waste, raw materials, water, emissions and biodiversity. We are guided by the Healthy Future 2015 objectives of our parent company Johnson & Johnson. This entails minimizing energy consumption and using renewable energy as much as possible.

First manufacturer
IN BELGIUM TO USE
GEOTHERMAL ENERGY

EXISTING COMBUSTION PLANT TO
BE REPLACED BY
fourth-generation
district heating
IN 2015

Deep Geothermics

In 2014, Janssen came a step closer to its goal of being Belgium's first manufacturer to use geothermal energy. The campus in Beerse is researching ways of pumping heat from water strata miles down in the earth using closed-cycle technology. This will be used for heating and cooling, and to generate electricity. This is good for both the environment and our energy bill, because geothermal is pre-eminently green and sustainable. As of 2015, Janssen will replace its existing high-temperature heat system system with fourth-generation district heating. We hope that the Beerse I site will be operational by 2017. This means that there is district heating, boring up to a depth of 3.5 km has taken place and that the power plant is up and running. Beerse II will be connected later on, and the residual heat will be shared with the surrounding municipalities.



HARTWIN LEEN
Energy Systems Manager

Geothermal energy emits up to 24 times less CO₂ than combined electricity/heat production based on natural gas.



**INCREASING
RENEWABLE AND
CLEAN TECHNOLOGY
ENERGY CAPACITY BY**
50MW

Assuring Energy Provision

Janssen is collaborating with the electricity generator EDF Luminus to ensure power provision for the community. Renewable sun and wind energy are unpredictable, and there are limits to the amount of non-renewable energy that can be generated or imported. EDF Luminus offers You.Balance, a solution that deals with demand peaks and prevents interruptions to the power supply. This technology creates flexibility between supply and demand, so that renewable energy can be used to the maximum extent. Janssen is one of the first companies to choose You.Balance and contribute to a sustainable energy supply.

**COLLABORATION CONTRACT WITH
EDF LUMINUS**

Peaks
**ABSORBING INTO THE
GENERAL ELECTRICITY**

**PREVENTING
Blackouts**

Read more about our efforts in the area of sustainable energy by visiting www.janssenbelgium.be.



Sustainable Waste Management

Ecology

Thousands of kilos of waste are generated each day at the Janssen sites in Belgium. We cannot avoid creating waste altogether, but are committed to managing it sustainably. We are also aiming to ensure that fewer pharmaceutical ingredients end up in the environment, and we make our employees aware of the need to sort waste at the source.

Sustainable Waste Management at the Sites

The Johnson & Johnson Healthy Future objective is clear: the quantity of waste that is not reused or recycled must be reduced by 10% by the end of 2015. The waste team has defined a variety of projects to reduce waste over the past years.



Beerse

- In Beerse, 5 metric tonnes were removed from the waste figures by using rejected sodium thio-sulfate as a raw material for the water treatment plant in Geel. The rejected lot was perfect for this application.
- On a pilot basis, waste water from Beerse containing active pharmaceutical ingredients was sent to a water purification plant instead of being incinerated. The pilot was successful, with the active ingredients being reduced to zero.
- The waste team continues to collaborate with the different departments to find ways of preventing waste and processing it more efficiently.
- The individual waste bins have been replaced in most buildings by one multifractional waste container for residual waste, plastic cups, plastic in general, metal and beverage containers. Now, nearly three million coffee cups are collected separately per year to produce plant pots: this equals five metric tonnes of plastic. In addition, Janssen could give 34 m³ of plastic, metal and beverage container waste a recycling purpose.



Geel

- The Waste Management group in Geel set up no fewer than 70 projects during the last three years. Several tonnes of waste were placed a step higher on Lansink's ladder. This classifies waste based on how it is processed, with prevention at the top and disposal at the bottom.
- The Geel site found a recycling purpose for 183 metric tonnes of waste that used to be incinerated. This resulted in savings of approximately €640,000.
- 2014 was a record year for recycling: we disposed of 47% of our waste in this way. The Geel plant also distilled a record three million liters of used solvent for re-use in its own production process.



21,189,213
KG HAZARDOUS WASTE



8,620,290
KG NON-HAZARDOUS WASTE



29,809,503
KG IN TOTAL WASTE

16,263,583
KG NON-REUSABLE
OR NON-RECYCLABLE



10%
WASTE REDUCTION

By the end of 2015 when compared to 2010



Reducing Water Consumption



Ecology

Janssen is a pioneer in the treatment and recycling of waste water and rain water. We are continuing to look for potential reductions, and we have our own treatment stations at Beerse and Geel.

The energy and water team at the campus also continued to set up new water-saving actions in 2014. In past years the company took advantage of the optimization of the central production system for clean water at the Geel site: in 2014, more than 20,000 m³ was reused. In addition, the distribution of cooling tower water has improved. All these small and large actions have helped to achieve the set goal in savings of 100,000 m³ of water by 2015 and even to exceed it: 103,704 m³ of water was reused, 10.4% of the total water consumption.

We therefore use a proactive approach and have mapped out the mixing and concentrations of all substances. A risk analysis is carried out for each new production project. Substances that may lead to problems are kept out of the water purification system as much as possible. Waste water with an excessively high concentration of pharmaceutical substances is disposed of by incineration. A project is running at Beerse to identify a suitable pretreatment technique for for waste water from pharmaceutical production, so that it can still be sent to our own water purification plant without running risks.

Janssen Limits the Impact of Active Ingredients on the Environment

To limit the impact of the chemical and pharmaceutical production process on drinking and surface water, Janssen started the 'Pharmaceutical Ingredients in the Environment' (PIE) project. Knowledge is collected and discussed with partners, and effective measures are elaborated within this context. Much attention is paid to making our own employees aware of the issue.

The PIE project is being elaborated by a global team that includes the consumer group and the external supply chain. More accurate measuring methods allow us to detect much lower concentrations in surface and drinking water that were often missed before. These do not entail a risk for the company, but we still need more knowledge of the effects of exposure to low concentrations.

Pioneer

IN SMART WASTE WATER TREATMENT AND THE REUSE OF TREATED WASTE WATER AND RAIN WATER

103,704 m³
REUSED IN 2014

Decisive efforts

WITH REGARD TO REDUCING THE IMPACT OF ACTIVE INGREDIENTS ON THE ENVIRONMENT



10%
WATER CONSUMPTION REDUCTION

by the end of 2015



We want to know for sure that every drop of water we consume is put to good use.



SASKIA OP'T EYNDE

Manager, Environment and Sustainability Campus, Belgium



Emissions Reduction

Ecology

The number of kilometers our people travel in their (company) cars must be reduced. Mobility must be more sustainable; transport must be greener. Janssen has set maximum CO₂ emissions for company vehicles, and uses five electric cars for travel between sites. This is because the Healthy Future 2015 objectives require us to reduce the CO₂ emissions of our vehicle fleet by 20%. In 2014, these were down by 14.5% compared to 2010. We also want to achieve significant reductions in car commuting.



Janssen won the Fleet Safety Award for the second time running in 2014.

Limiting CO₂ emissions is also about your driving style. So far, about 600 drivers have followed an online eco-driving course.

WILFRIED ANDRIES
Senior Manager, EMS and Fleet

Green Driving

Our company vehicles and drivers must meet strict environmental requirements, set down in a document entitled Safe and Green. A dedicated safe fleet team is responsible for ensuring that they are followed. It makes colleagues aware of the importance of driving in a safe and environment-friendly way, and close monitoring of this is an essential part of our fleet strategy.

Our Fleet 2017 project aims to achieve CO₂ emissions of less than 100 grams per kilometer per vehicle by 2017. We intend to meet this stringent objective using our traditional vehicles, without electric or hybrid cars. However, staff can select hybrid company cars, and can choose from a growing number of models. Entitled employees have a specific budget and are encouraged to make green choices: for example there is a higher budget for vehicles with low CO₂ emissions.

Limiting emissions is also about driving style. So far, about 600 staff have followed an online eco-driving course, and our goal is to ensure that every driver takes it and passes the examination. The safe fleet team also sends specific tips to all staff members every two months to maintain awareness of this issue.



20%
REDUCTION IN FLEET VEHICLE CO₂ EMISSIONS

by the end of 2015

Fleet 2017

LESS THAN 100 G/KM OF CO₂ EMISSIONS FOR EVERY COMPANY VEHICLE BY 2017

5 ELECTRIC VEHICLES FOR TRAVEL BETWEEN SITES

600 DRIVERS COMPLETED THE ONLINE ECO-DRIVING COURSE





Green Chemistry

Sustainable chemistry is a key requirement at Janssen. It is based on the use of renewable raw materials and processes that are more energy efficient and generate less waste. All links in the production chain must aim to minimize their environmental impact and maximize patient comfort, from developing the medication to administering it. Open innovation is given the highest priority as part of our objective of achieving green chemistry.



Goal achieved to develop

60

MORE SUSTAINABLE PRODUCTS BY 2015

Earthwards®

Earthwards is a program of our parent company, Johnson & Johnson, to stimulate the development and production of greener products. With this program, J&J's goal is to have no fewer than 60 products with the Earthwards label, ten of which originate from within the pharmaceutical group, by 2015.

Every product with an Earthwards label must represent an improvement of at least 10% in a minimum of three of the following seven target areas:

fewer used materials

less packaging

less energy

less waste

less water

a positive social impact or benefit

product innovation

earthwards®



buprenorphine

ZYTIGA®
(abiraterone acetate)

REMINYL®/RAZADYNE®
(galantamine)

NUCYNTA®
(tapentadol)

INVEGA® Sustenna™
(paliperidone palmitate)

STELARA®
(ustekinumab)

SIMPONI®
(golimumab)

PREZISTA®
(darunavir)



Open innovation with regard to sustainability

FISCH Platform Pioneer

(Flanders Innovation Hub for Sustainable Chemistry)



Plant on a Truck

mobile onsite waste treatment units



AlterEgo

Alternative energy (ultrasonic and microwaves in chemical processes)



Innovative Medicines Initiative



On a European level, Janssen works under the banner of the Innovative Medicines Initiative together with companies and academic research institutions on more sustainable production methods for medicines. Peter van Broeck: "The expansion of a European hub for the development of sustainable catalytic technology for chemical synthesis is a good example of this. We are simultaneously working on an information center for best practices with regard to green chemistry. We are also drawing up educational packages for the next generation of scientists."

Key Figures

JANSSEN PHARMACEUTICA NV KEY FIGURES	2010	2011	2012	2013	2014
Revenue	2,010	2,334	2,919	3,313	3,747
Employee expenses	425	425	477	499	489
Operating result	12	233	436	681	505
Net profit	22	374	718	858	516
Equity capital	4,892	5,266	5,834	6,674	7,183
Balance sheet total	6,503	6,640	7,101	8,058	8,676
Total investments	129	148	131	144	141
Headcount	3,758	3,787	3,923	3,890	3,997

Amounts in € million/Headcounts in numbers

Revenue rose by €434 million compared to 2013. 95% of the revenue was achieved through the affiliated companies. The balance sheet total was 8.7 billion euros. The intangible assets amounted to 3,824 million euros on December 31, 2014 and consisted mainly of capitalized research and devel-

opment costs and licensing rights. The decrease when compared to the 2013 fiscal year can mainly be ascribed to the updated depreciation plan for the licensing rights of Telaprevir. In addition to R&D, investment in tangible assets amounted to 102 million euros. The investment in licenses was

7 million euros and the investments in software 39 million euros. The main investment projects that are spread over different years with their corresponding investment amounts for 2014 were:

INVESTMENT	AMOUNT
Beerse	
Campus Infrastructure Plan: Adjustments to office buildings, expansion of the South Car Park and modernization and expansion of the canteen	7.6
Adjustments to distribution warehouse for unique identification/monitoring of products all the way to the customer	5.1
IT investments in software-specified data center	3.4
Expansion of the capacity of the VISINE line	2.7
Implementation of a new customer monitoring system for Janssen EMEA	2.7
Implementation of a new corporate model for Janssen EMEA (Project J-C EMEA Finance Transformation)	2.2
Expansion of the global storage capacity of the IT infrastructure	2.1
Geel	
Renovation of Plant 3 of the chemical production factory	9.7
Replacement of the production process control system	2.5
La Louvière	
Investments in software developments for the European Distribution Center	5.9
Beerse, Geel, Olen, Diegem and La Louvière	
Investments in building renovations, machines, installations and equipment at various sites	96.4

Amounts in € million

Important milestones were reached in research into the following products:

- INVEGA SUSTENNA® (paliperidone palmitate): granting of a first registration for the additional indication for schizoaffective disorder
- INVEGA SUSTENNA® three-monthly injection form (paliperidone palmitate): submission of the registration file for the treatment of schizophrenia
- INVOKAMET™/VOKANAMET™ (canagliflozin/metformin): combination product for the treatment of type 2 diabetes
- Esketamine: start of Phase 3 research into the treatment of resistant depression

Important research advancements were also made at the expense of sister companies, such as:

- SYLVANT™ (siltuximab): for the treatment of Castleman Disease
- VELCADE® (bortezomib): for the treatment of mantle cell lymphoma
- PREZCOBIX™/REZOLSTA® (darunavir/cobicistat): combination product for the treatment of HIV/AIDS

A number of important collaboration agreements were started with academic centers and other pharmaceutical companies. In addition, teams were formed to explore new research domains, such as the treatment of colorectal cancer and the field of immuno-oncology. In 2014, 57 new patent applications were submitted by Janssen Pharmaceutica NV. The total R&D expenditure amounted to 1,009 million euros for this fiscal year.

J.C. GENERAL SERVICES CVBA KEY FIGURES	2010	2011	2012	2013	2014
Revenue	79	88	74	77	69
Employee expenses	17	16	17	21	21
Operating result	24	21	38	45	52
Net profit	71	51	91	62	64
Equity capital	5,622	5,673	5,312	5,374	5,438
Balance sheet total	5,655	5,796	5,886	6,203	5,926
Total investments	22	19	13	11	11
Headcount	97	87	94	93	93

Amounts in million USD/Headcount in numbers

During 2014, the company continued to operate as a funding center and internal finance provider for Johnson & Johnson. It hedges the group's global currency risk, and offers a variety of loans

and cash-flow management services to international associated companies. All trading in financial instruments is intended to avoid underlying risk and/or protect group members. Speculation is

not permitted. The company also provides other global support functions.

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA KEY FIGURES	2010	2011	2012	2013	2014
Revenue	109	110	114	108	101
Employee expenses	76	57	62	65	63
Operating result	2	-1	2	4	1
Net profit	3	1	1	4	1
Equity capital	9	10	11	15	16
Balance sheet total	50	54	64	72	85
Total investments	2	1	1	2	2
Headcount	341	377	382	375	372

Amounts in € million/Headcount in numbers

Janssen Infectious Diseases-Diagnostics BVBA is a biotechnology company that researches and develops pharmaceutical products, innovative molecular treatment methods and products that can be used for the improved treatment of patients with chronic infectious diseases such as HIV/AIDS, hepatitis C and tuberculosis.

Janssen Infectious Diseases-Diagnostics BVBA is working on the development of different anti-HIV/AIDS substances and treatments for hepatitis C at the expense of sister companies. It also develops antibodies for its sister company Crucell. The Janssen Diagnostics division produces phenotypic and genotypic HIV tests and diagnostics that

are used for the improved treatment of patients with chronic infectious diseases, and other therapeutic domains in which Janssen operates. It works both for Janssen Infectious Diseases departments and for other (non-J&J) companies.

JANSSEN CILAG NV KEY FIGURES	2010	2011	2012	2013	2014
Revenue	117	125	138	151	167
Employee expenses	25	22	24	27	25
Operating result	6	6	6	4	5
Net profit	4	3	4	27	20
Equity capital	35	37	42	57	63
Balance sheet total	85	85	89	121	126
Headcount	181	184	187	169	165

Amounts in € million/Headcount in numbers

The revenue of Janssen-Cilag rose by 5.10% from 150,727,829 euros in 2013 to 166,569,114 euros in 2014. This was due to the continued increase in revenue from the growth products ZYTIGA®,

STELARA®, PREZISTA® and XEPLION®, and to the recent launch of OLYSIO® and DACOGEN®. This growth was partly canceled out by the decrease in sales of INCIVO®, which resulted from increas-

ing competition in the market. In addition, there were further price reductions and generics for our established brand products.

EMPLOYEES

JANSSEN PHARMACEUTICA NV + J.C. GENERAL SERVICES CVBA

NUMBER OF EMPLOYEES	2010	2011	2012	2013	2014
Men	2,244	2,271	2,354	2,308	2,375
Women	1,611	1,603	1,663	1,675	1,715
Total	3,855	3,874	4,017	3,983	4,090

RATIO OF MEN TO WOMEN

Men	58%	59%	59%	58%	58%
Women	42%	41%	41%	42%	42%
Total	3,855	3,874	4,017	3,983	4,090

NUMBER OF FULL-TIME EMPLOYEES

Men	2,088	2,095	2,170	2,105	2,124
Women	960	936	1,013	1,005	1,038
Total	3,048	3,031	3,183	3,110	3,162

NUMBER OF PART-TIME EMPLOYEES

Men	156	176	184	203	251
Women	651	667	650	670	677
Total	807	843	834	873	928

NUMBER OF EMPLOYEES WITH INDEFINITE-TERM CONTRACTS

Men	2,181	2,132	2,190	2,198	2,255
Women	1,569	1,527	1,585	1,604	1,645
Total	3,750	3,659	3,775	3,802	3,900

NUMBER OF EMPLOYEES WITH FIXED-TERM CONTRACTS

Men	63	139	164	110	120
Women	42	76	78	71	70
Total	105	215	242	181	190

JANSSEN CILAG NV

NUMBER OF EMPLOYEES	2010	2011	2012	2013	2014
Men	80	78	77	63	59
Women	101	106	110	102	106
Total	181	184	187	165	165

MEN TO WOMEN RATIO IN GENERAL

Men	44%	42%	41%	38%	36%
Women	56%	58%	59%	62%	64%

NUMBER OF FULL-TIME EMPLOYEES

Men	74	70	70	57	56
Women	68	69	72	66	72
Total	142	139	142	123	128

NUMBER OF PART-TIME EMPLOYEES

Men	6	8	7	6	3
Women	33	37	38	36	34
Total	39	45	45	42	37

NUMBER OF EMPLOYEES WITH AN EMPLOYMENT CONTRACT FOR AN INDEFINITE PERIOD

Men	78	78	75	63	59
Women	99	100	105	100	104
Total	177	178	180	163	163

NUMBER OF EMPLOYEES WITH AN EMPLOYMENT CONTRACT FOR A DEFINITIVE PERIOD	2010	2011	2012	2013	2014
Men	2	0	2	0	0
Women	2	6	5	2	2
Total	4	6	7	2	2

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

NUMBER OF EMPLOYEES	2010	2011	2012	2013	2014
Men	144	153	155	147	151
Women	197	224	227	222	221
Total	341	377	382	369	372

RATIO OF MEN TO WOMEN

Men	42%	41%	41%	40%	41%
Women	58%	59%	59%	60%	59%

NUMBER OF FULL-TIME EMPLOYEES

Men	142	149	152	143	147
Women	142	162	166	151	150
Total	284	311	318	294	297

NUMBER OF PART-TIME EMPLOYEES

Men	2	4	3	4	4
Women	55	62	61	71	71
Total	57	66	64	75	75

NUMBER OF EMPLOYEES WITH INDEFINITE-TERM CONTRACTS

Men	143	148	152	146	151
Women	192	211	214	213	216
Total	335	359	366	359	367

NUMBER OF EMPLOYEES WITH FIXED-TERM CONTRACTS

Men	1	5	3	1	0
Women	5	13	13	9	5
Total	6	18	16	10	5

PERSONNEL EVOLUTION

JANSSEN PHARMACEUTICA NV + J.C. GENERAL SERVICES CVBA

NUMBER OF NEW EMPLOYEES	2010	2011	2012	2013	2014
Men	93	200	246	112	238
Women	74	112	143	98	145
Total	167	312	389	210	383
Aged under 26	55	95	95	59	113
26-35	64	119	171	78	137
36-45	38	71	95	53	91
46-55	10	26	25	17	38
56-65	0	1	3	3	4
Total	167	312	389	210	383

NUMBER OF VOLUNTARY RESIGNATIONS	2010	2011	2012	2013	2014
Men	37	49	26	22	18
Women	24	25	18	18	22
Total	61	74	44	40	40
Aged under 26	5	7	5	2	5
26-35	26	31	24	17	20
36-45	23	33	13	17	10
46-55	6	3	2	4	5
56-65	1	0	0	0	0
Total	61	74	44	40	40

VOLUNTARY RESIGNATION (% OF TOTAL EMPLOYEES)	2010	2011	2012	2013	2014
	1.43%	1.91%	1.10%	1.00%	0.98%

FORMAL PERSONNEL REPRESENTATION	2010	2011	2012	2013	2014
	Yes	Yes	Yes	Yes	Yes

JANSSEN CILAG NV

NUMBER OF NEW EMPLOYEES	2010	2011	2012	2013	2014
Men	7	6	5	2	10
Women	11	11	16	8	20
Total	18	17	21	10	30
Aged under 26	0	2	4	0	5
26-35	5	8	10	4	15
36-45	9	3	5	3	6
46-55	3	4	2	3	4
56-65	1	0	0	0	0
Total	18	17	21	10	30

NUMBER OF VOLUNTARY RESIGNATIONS	2010	2011	2012	2013	2014
Men	2	2	1	1	2
Women	4	1	0	1	7
Total	6	3	1	2	9
Aged under 26	0	0	0	0	0
26-35	1	3	0	1	4
36-45	5	0	0	1	5
46-55	0	0	1	0	0
56-65	0	0	0	0	0
Total	6	3	1	2	9

VOLUNTARY RESIGNATION (% OF TOTAL EMPLOYEES)	2010	2011	2012	2013	2014
	3.31%	1.65%	0.54%	1.21%	5.45%

FORMAL PERSONNEL REPRESENTATION	2010	2011	2012	2013	2014
	Yes	Yes	Yes	Yes	Yes

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

NUMBER OF NEW EMPLOYEES	2010	2011	2012	2013	2014
Men	4	21	8	2	7
Women	16	37	18	6	13
Total	20	58	26	8	20
Aged under 26	6	2	4	1	2
26-35	12	41	18	2	10
36-45	1	9	1	4	7
46-55	1	6	3	0	1
56-65	0	0	0	1	0
Total	20	58	26	8	20

NUMBER OF VOLUNTARY RESIGNATIONS	2010	2011	2012	2013	2014
Men	6	8	0	3	0
Women	5	4	7	4	8
Total	11	12	7	7	8
Aged under 26	0	0	2	0	0
26-35	5	2	2	3	3
36-45	4	8	3	4	4
46-55	2	2	0	0	1
56-65	0	0	0	0	0
Total	11	12	7	7	8

VOLUNTARY RESIGNATION (% OF TOTAL EMPLOYEES)	2010	2011	2012	2013	2014
	3.24%	3.21%	1.85%	1.90%	2.15%

FORMAL PERSONNEL REPRESENTATION	2010	2011	2012	2013	2014
	Yes	Yes	Yes	Yes	Yes

EXECUTIVE COMMITTEE

JANSSEN PHARMACEUTICA NV + J.C. GENERAL SERVICES CVBA

MEMBERS OF THE EXECUTIVE COMMITTEE	2010	2011	2012	2013	2014
Men	23	22	22	17	18
Women	2	2	1	2	2
Total	25	24	23	19	20
Aged under 26	0	0	0	0	0
26-35	0	0	0	0	0
36-45	5	6	5	5	4
46-55	11	9	7	6	8
56-65	4	4	6	4	4
Unknown (US employees)	5	5	5	4	4
Total	25	24	23	19	20

JANSSEN CILAG NV

MEMBERS OF THE EXECUTIVE COMMITTEE	2010	2011	2012	2013	2014
Men	5	5	3	6	5
Women	1	1	2	2	2
Total	6	6	5	8	8
Aged under 26	0	0	0	0	0
26-35	0	0	1	2	0
36-45	1	1	1	1	2
46-55	4	4	3	3	3
56-65	1	1	0	0	1
Unknown (US employees)				2	1
Total	6	6	5	8	8

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

MEMBERS OF THE EXECUTIVE COMMITTEE	2010	2011	2012	2013	2014
Men	7	7	6	6	5
Women	3	3	3	2	3
Total	10	10	9	8	8
Aged under 26	0	0	0	0	0
26-35	1	1	1	0	0
36-45	4	4	3	3	2
46-55	3	4	4	4	5
56-65	1	1	1	1	1
Unknown (US employees)	1				
Total	10	10	9	8	8

TRAINING

JANSSEN PHARMACEUTICA NV + J.C. GENERAL SERVICES CVBA

	2010	2011	2012	2013	2014
Net costs for the company per employee (in euros)	1,157 €	1,462 €	2,022 €	2,054 €	2,058 €
Total number of training hours	110,198	126,321	142,861	117,399	118,293
Average number of training hours	29	33	36	29	29
Average number of training initiatives per employee	27	31	48	47	45
% of working hours	2.08	2.28	2.52	2.12	2.11

JANSSEN CILAG NV

	2010	2011	2012	2013	2014
Net costs for the company per employee (in euros)	496 €	2,321 €	2,388 €	1,273 €	1,514 €
Total number of training hours	946	2,810.00	5,838.00	3,691.00	4,084
Average number of training hours	5	15	31	22	25
Average number of training initiatives per employee		No data available		39	31
% of working hours		No data available		1.36%	1.67%

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

	2010	2011	2012	2013	2014
Net costs for the company per employee (in euros)	773 €	1,083 €	1,729 €	2,066 €	2,002 €
Total number of training hours	5,330.00	8,117.00	12,716.00	9,622.00	9,201
Average number of training hours	16	22	33	26	25
Average number of training initiatives per employee	No data available	21.89	29.81	28.40	27.45
% of working hours	No data available	1.14	2.11	1.64	1.59

ABSENCE DUE TO SICKNESS

JANSSEN PHARMACEUTICA NV + J.C. GENERAL SERVICES CVBA

	2010	2011	2012	2013	2014
Percentage of total working hours	4.38	4.71	4.68	4.92	5.99

JANSSEN CILAG NV

	2010	2011	2012	2013	2014
Percentage of total working hours	3.24	3.43	3.33	3.75	5.22

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

	2010	2011	2012	2013	2014
Percentage of total working hours	1.11	1.42	1.58	2.56	3.54

ACCIDENTS

JANSSEN PHARMACEUTICA NV

	2010	2011	2012	2013	2014
Time lost (because of workplace accidents)	368	271	350	639	638
Number of accidents with time lost	29	14	18	21	19
Frequency degree (ratio between the number of accidents with time lost (* 1000000) divided by the number of worked hours)	4.99	2.32	3.08	3.62	3.09
Accident severity rate (number of accidents with time lost, multiplied by 1,000 and divided by the number of worked hours)	0.06	0.04	0.06	0.11	0.10

JANSSEN CILAG NV

	2010	2011	2012	2013	2014
Time lost (because of workplace accidents)	No data available	0	0	6	0
Number of accidents with time lost	No data available	0	0	1	0
Frequency degree (ratio between the number of accidents with time lost (* 1000000) divided by the number of worked hours)	No data available	0	0	4.21	0
Accident severity rate (ratio between the number of accidents with time lost (* 1000) divided by the number of worked hours)	No data available	0	0	0.03	0

JANSSEN INFECTIOUS DISEASES & DIAGNOSTICS BVBA

	2010	2011	2012	2013	2014
Time lost (because of workplace accidents)	7	75	0	0	11
Number of accidents with time lost	1	1	0	0	2
Frequency degree (ratio between the number of accidents with time lost (* 1000000) divided by the number of worked hours)	1.88	1.74	0	0	3.49
Accident severity rate (ratio between the number of accidents with time lost (* 1000) divided by the number of worked hours)	0.01	0.13	0	0	0.02

J.C. GENERAL SERVICES CVBA

	2010	2011	2012	2013	2014
Time lost (because of workplace accidents)	0	0	0	0	0
Number of accidents with time lost	0	0	0	0	0
Frequency degree (ratio between the number of accidents with time lost (* 1000000) divided by the number of worked hours)	0	0	0	0	0
Accident severity rate (ratio between the number of accidents with time lost (* 1000) divided by the number of worked hours)	0	0	0	0	0

WATER CONSUMPTION ⁽¹⁾

ORIGIN	2010 (M ³)	2011 (M ³)	2012 (M ³)	2013 (M ³)	2014 (M ³)
Beerse 1					
Mains water	612,564	614,316	692,187	562,852	558,504
Rainwater ⁽²⁾	24,378	6,275	9,972	18,718	30,664
Groundwater ⁽³⁾	12,892	46,576	50,047	50,632	52,660
Subtotal	649,834	667,167	752,206	632,202	641,828
Geel					
Mains water	371,296	367,327	370,411	346,490	345,422
Groundwater ⁽³⁾	10,274	2,131	6,225	3,371	5,293
Subtotal	381,570	369,458	376,636	349,861	350,715
Olen					
Mains water	7,883	7,142	6,810	6,692	9,226
Mechelen					
Mains water	2,517	0	0	0	0
Water consumption total	991.743	988.785	1.069.408	916.034	913.152
HF 2015 Objectives: -10% (2010 basis)		-0.3%	7.8%	-7.6%	-7.9%

⁽¹⁾ Scope: J&J WVEHS MAARS sites (R&D and production sites).

⁽²⁾ Only the rainwater share that is collected and reused as process water is specified

⁽³⁾ Although soil clean-up projects are currently running in Beerse and Geel, the pumped-up groundwater related to this is not taken into account except for the share that is eligible for use as process water. The Geel site has a permit for groundwater extraction regarding which the extracted quantities are specified.

WATER REUSE ⁽¹⁾

ORIGIN	2010 (M ³)	2011 (M ³)	2012 (M ³)	2013 (M ³)	2014 (M ³)
Beerse 1					
Rainwater	24,378	6,275	9,972	18,718	30,664
Groundwater (soil clean-up)	12,892	46,576	50,047	50,632	52,660
Recycled WWTP effluent	71,371	20,056	13,894	0	0
Recycled effluent for electrolyte production	3	437	260	132	48
Subtotal	108,644	73,344	74,173	69,482	83,372
Geel					
Process water ⁽⁴⁾	0	2,000	25,000	18,000	20,332
Subtotal	0	2,000	25,000	18,000	20,332
TOTAL	108,644	75,344	99,173	87,482	103,704
% of the water consumption total	10.4%	7.2%	8.7%	8.8%	10.4%

⁽⁴⁾ These quantities have been estimated to the best of our abilities.

WATER EMISSIONS, FLOW RATE AND WASTE LOAD ⁽¹⁾

SITE	OWN WATER PURIFICATION?	EFFLUENT ORIGIN	2010 (M ³)	2011 (M ³)	2012 (M ³)	2013 (M ³)	2014 (M ³)
Beerse 1	Yes, 2-step purification	Surface water - Oude Dijkloop	957,106	956,066	1,031,065	866,129	867,080
Olen ⁽⁵⁾	No	Stelen WWTP	3,660	2,881	2,945	3,306	4,842
Geel	Yes, 3-step purification	Stelen WWTP	507,289	477,566	500,128	473,431	237,592
TOTAL ⁽⁶⁾			1,468,055	1,436,513	1,534,138	1,342,866	1,109,514

BEERSE 1 ⁽⁷⁾

PARAMETER	2010 (KG)	2011 (KG)	2012 (KG)	2013 (KG)	2014 (KG)
BOC ⁽⁸⁾	2,026	773	5,593	1,195	0
COC ⁽⁹⁾	30,704	35,183	52,753	23,377	19,561
SS ⁽¹⁰⁾	12,756	15,928	21,254	6,712	6,246
Ntotal ⁽¹¹⁾	1,887	1,920	3,518	2,988	3,557
Ptotal ⁽¹²⁾	923	1,224	1,486	875	881
Zn ⁽¹³⁾	88	47	82	119	124
Cl ⁽¹⁴⁾	237,455	249,954	217,967	239,918	193,124

⁽⁵⁾ The difference with the water consumption is due to the contaminated industrial waste water that is collected selectively and treated by the wastewater treatment plant of the Geel site, and by the water that evaporates in cooling towers.

⁽⁶⁾ The difference with the total water consumption is due to the current soil clean-up projects at the Beerse and Geel sites by part of the rainwater that ends up in the water treatment system by the water in our produced products and by the water that evaporates in cooling towers.

⁽⁷⁾ Since Beerse 1 is the only site where wastewater is discharged directly to surface water (Oude Dijkloop), only the discharged loads of this site are specified. The destination of the Olen and Geel wastewater is the Stelen WWTP.

⁽⁸⁾ BOC: biological oxygen consumption.

⁽⁹⁾ COC: chemical oxygen consumption.

⁽¹⁰⁾ SS: Suspended substances.

⁽¹¹⁾ Ntotal: nitrogen total.

⁽¹²⁾ Ptotal: phosphorus total.

⁽¹³⁾ Zn: zinc.

⁽¹⁴⁾ Cl: chlorides.

ENERGY CONSUMPTION ⁽¹⁵⁾

	UNIT	2010	2011	2012	2013	2014
Beerse 1						
Natural gas	MWh	161,617	145,662	146,557	143,835	137,513
	GJ	525,385	473,518	476,427	467,579	447,027
Light fuel oil ⁽¹⁶⁾	Liters	52,700	75,000	58,729	604,156	97,500
	GJ	1,913	2,722	2,131	21,712	3,504
Electricity	MWh	84,859	88,388	88,633	85,354	77,695
	GJ	305,492	318,197	319,079	307,274	279,702
Nitrogen	Liters	2,735,384	2,869,986	2,753,036	2,715,328	2,166,774
Heat or steam production total	GJ (LCV)			478,560	454,000	414,184
Direct CO₂ emissions ^{(17) (18)}	Metric tons	29,467	26,631	26,750	27,840	25,338
Indirect CO₂ emissions ^{(18) (19) (20)}	Metric tons	18,490	19,259	19,313	18,598	16,929
Energy consumption total	GJ	832,790	794,437	797,638	796,565	730,197
CO₂ emission total ^{(18) (21)}	Metric tons	48	46	46	46,438	42,265
Geel						
Natural gas	MWh	64,921	54,997	56,562	54,102	48,708
	GJ	211,045	178,784	183,872	175,875	158,340
Light fuel oil	Liters	15,900	21,200	30,500	42,908	34,726
	GJ	577	769	1,107	1,542	1,248
Electricity	MWh	40,755	40,978	41,192	40,901	41,031
	GJ	146,718	147,521	148,291	147,243	147,712
Nitrogen	Nm ³	6,310,533	6,589,499	6,970,894	7,047,099	6,988,689
Direct CO₂ emissions ^{(17) (18)}	Metric tons	11,822	10,036	10,264	9,981	8,975
Indirect CO₂ emissions ^{(18) (19) (20)}	Metric tons	8,880	8,929	8,975	8,912	8,940
Energy consumption total	GJ	358,340	327,074	333,270	324,659	307,300
CO₂ emission total ^{(18) (21)}	Metric tons	21	19	19	18,893	17,916
Olen						
Natural gas	MWh	2,718	2,343	2,256	2,319	1,699
	GJ	8,836	7,617	7,334	7,539	5,523
Electricity	MWh	2,733	2,701	2,561	2,393	2,327
	GJ	9,839	9,724	9,220	8,615	8,377
Direct CO₂ emissions ^{(17) (18)}	Metric tons	523	451	434	423	310
Indirect CO₂ emissions ^{(18) (19) (20)}	Metric tons	596	589	558	521	507
Energy consumption total	GJ	18,674	17,340	16,553	16,154	13,900
CO₂ emission total ^{(18) (21)}	Metric tons	1	1	992	944	817
Beerse 2						
Natural gas	MWh	1,142	923	842	1,006	802
	GJ	3,712	3,000	2,737	3,270	2,607
Electricity	MWh	5,838	5,684	5,441	5,327	4,769
	GJ	21,017	20,462	19,588	19,177	17,168
Direct CO₂ emissions ^{(17) (18)}	Metric tons	220	178	162	183	146
Indirect CO₂ emissions ^{(18) (19) (20)}	Metric tons	1,272	1,239	1,186	1,161	1,039
Energy consumption total	GJ	24,729	23,463	22,325	22,448	19,776
CO₂ emission total ^{(18) (21)}	Metric tons	1	1	1	1,344	1,185
Mechelen ⁽²²⁾						
Natural gas	MWh	2,465	0	0	0	0
	GJ	8,013	0	0	0	0
Electricity	MWh	4,476	0	0	0	0
	GJ	16,114	0	0	0	0
Direct CO₂ emissions ^{(17) (18)}	Metric tons	449	0	0	0	0
Indirect CO₂ emissions ^{(18) (19) (20)}	Metric tons	975	0	0	0	0
Energy consumption total	GJ	24,127	0	0	0	0
CO₂ emission total ^{(18) (21)}	Metric tons	1,706	0	0	0	0

	UNIT	2010	2011	2012	2013	2014
TOTAL						
Energy consumption total	GJ	1,258,660	1,162,314	1,169,786	1,159,826	1,071,173
Direct CO₂ emissions⁽¹⁷⁾ ⁽¹⁸⁾	Metric tons	42	37,296	37,611	38,427	34,769
Indirect CO₂ emissions⁽¹⁸⁾ ⁽¹⁹⁾ ⁽²⁰⁾	Metric tons	30,213	30,015	30,032	29,192	27,414
CO₂ emission total⁽¹⁸⁾ ⁽²¹⁾	Metric tons	72,695	67,311	67,642	67,619	62,183
HF2015 2020 Objectives (-20% of the 2010 basis)	%		-7,4%	-7,0%	-7,0%	-14,5%

⁽¹⁵⁾ Scope: Beerse 1, Beerse 2, Geel, Olen and Mechelen.

⁽¹⁶⁾ In 2013, the stock of light fuel oil was consumed.

⁽¹⁷⁾ Direct CO₂ emissions related to the consumption of natural gas and light fuel oil.

⁽¹⁸⁾ CO₂: carbon dioxide.

⁽¹⁹⁾ Indirect CO₂ emissions related to the electricity consumption.

⁽²⁰⁾ The CO₂ emissions have changed for all years because of the adjusted emission factors in accordance with the latest climate report from the IPCC: "Climate change 2013, The Physical Science Basis".

⁽²¹⁾ Total direct and indirect CO₂ emissions.

⁽²²⁾ The activities in Mechelen were moved to Beerse. The specified figures are an average for the 2003 to 2009 period.

AIR EMISSIONS⁽¹⁾

TYPE	2010(KG)	2011(KG)	2012(KG)	2013(KG)	2014(KG)
Beerse 1/Olen					
VOS ⁽²³⁾	9,622	6,733	5,629	3,083	3,135
NO _x ⁽²⁴⁾	26,075	16,127	13,528	15,505	13,500
Geel					
VOS ⁽²³⁾ ⁽²⁵⁾	4,354	5,930	17,026	21,249	16,235
NO _x ⁽²⁴⁾	9,770	6,589	6,729	7,357	7,100
Total					
VOS ⁽²³⁾ ⁽²⁵⁾	13,976	12,663	22,655	24,332	19,370
NO _x ⁽²⁴⁾ ⁽²⁶⁾	35,845	22,716	20,257	22,862	20,600

⁽²³⁾ VOS: volatile organic substances (conducted emissions).

⁽²⁴⁾ NO_x: nitrogen oxides (conducted emissions).

⁽²⁵⁾ As of 2012, we can quantitatively determine the conducted emissions of aliphatic alcohols. This explains the increase in the VOS quantity.

⁽²⁶⁾ The Beerse and Geel sites participate in the "NO_x environmental strategy agreement" of Essenscia Vlaanderen (Flemish federation of the chemical industry and life sciences). We invest both in energy efficiency and the installation of low-NO_x burners on our vapor-generating boilers. This explains the drop in guided NO_x emissions.

REFRIGERANT GAS EMISSIONS⁽¹⁵⁾

SITE	UNIT	2010	2011	2012	2013	2014
Beerse 1/Olen						
HCFC emission total ⁽²⁷⁾ ⁽²⁸⁾	kg	2.41	2.91	5.18	29.6	3.81
Total HFC emissions ⁽²⁷⁾ ⁽²⁹⁾	kg	183.02	1,027.20	342.57	97.85	129.41
ODP total ⁽³⁰⁾	R11 eq	0.12	0.15	0.26	1.18	0.15
GWP total ⁽³¹⁾	kg CO ₂ -eq ⁽¹⁸⁾	287,826	1,526,655	598,159.00	249,544.8	258,123.68
Geel						
HCFC emission total ⁽²⁷⁾ ⁽²⁸⁾	kg	1.23	0.00	10.33	10.4	3.37
Total HFC emissions ⁽²⁷⁾ ⁽²⁹⁾	kg	101.70	0.00	95.64	200.47	2
ODP total ⁽³⁰⁾	R11 eq	0.06	0.00	0.52	0.42	0.13
GWP total ⁽³¹⁾	kg CO ₂ eq ⁽¹⁸⁾	216,508	0.00	157,057.00	374,947.34	9,479.20
Total						
HCFC emission total ⁽²⁷⁾ ⁽²⁸⁾	kg	3.64	2.91	15.51	40.00	7.18
Total HFC emissions ⁽²⁷⁾ ⁽²⁹⁾	kg	284.72	1,027.20	438.21	298.32	131.41
ODP total ⁽³⁰⁾	R11 eq	0.18	0.15	0.78	1.60	0.29
GWP total ⁽³¹⁾	kg CO ₂ eq ⁽¹⁸⁾	504,334	1,526,655	755,217.00	624,492.14	267,602.88

⁽²⁷⁾ Refrigerant gas emissions are calculated based on quantities added during maintenance to the installations.

⁽²⁸⁾ HCFC: chlorodifluoromethane.

⁽²⁹⁾ HFC: fluorohydrocarbons.

⁽³⁰⁾ ODP: Ozone depletion potential.

⁽³¹⁾ GWP: Global warming potential expressed in kg of CO₂ equivalents.

WASTE⁽¹⁾

TYPE	2010 (KG)	2011 (KG)	2012 (KG)	2013 (KG)	2014 (KG)
Beerse/Olen					
Hazardous waste total ⁽³²⁾	1,981,813	2,320,944	1,825,331	2,190,327	2,214,110
Non-hazardous waste total	3,275,770	3,852,590	5,428,814	7,076,010	4,591,290
Waste total	5,257,583	6,173,534	7,254,145	9,266,337	6,805,400
Of which not reused or recycled ⁽³³⁾	2,922,843	3,312,614	4,585,242	4,511,864	4,019,480
Healthy Future 2015 Objectives (-10%, 2010 basis)		13.30%	56.90%	54.37%	37.5%
Geel					
Hazardous waste total	13,980,200	15,453,000	15,106,000	16,396,000	18,975,103
Non-hazardous waste total	3,327,500	3,008,000	3,177,000	3,416,000	4,029,000
Waste total	17,307,700	18,461,000	18,283,000	19,812,000	23,004,103
Of which not reused or recycled ⁽³³⁾	11,387,800	11,183,000	10,424,000	11,686,000	12,244,103
Healthy Future 2015 Objectives (-10%, 2010 basis)		-1.80%	-8.50%	2.62%	7.5%
Mechelen					
Hazardous waste total ⁽³²⁾	19,496	-	-	-	-
Non-hazardous waste total	12,300	-	-	-	-
Waste total	31,796	-	-	-	-
Of which not reused or recycled ⁽³³⁾	25,306	-	-	-	-
Healthy Future 2015 Objectives (-10%, 2010 basis)		-100.00%	-100.00%	-100.00%	-100.00%
Total					
Hazardous waste total ⁽³²⁾	15,981,509	17,773,944	16,931,331	18,586,327	21,189,213
Non-hazardous waste total	6,615,570	6,860,590	8,605,814	10,492,010	8,620,290
Waste total	22,597,079	24,634,534	25,537,145	29,078,337	29,809,503
Of which not reused or recycled ⁽³³⁾	14,335,949	14,495,614	15,009,242	16,197,864	16,263,583
Healthy Future 2015 Objectives (-10%, 2010 basis)		1.10%	4.70%	12.99%	12.2%

⁽³²⁾ Including biological and radioactive waste.

⁽³³⁾ The sum of the waste with dumping destination, physiochemical treatment and incineration with energy recovery.

TRANSBORDER WASTE TRANSPORTATION⁽¹⁾ ⁽³⁴⁾

1013/2006 CRITERIA	DESTINATION	2010 (KG)	2011 (KG)	2012 (KG)	2013 (KG)	2014 (KG)
Green list of waste substances ⁽³⁵⁾	Great Britain	1,737	1,737	1,546	1,089	2,040
Green list of waste substances ⁽³⁵⁾	The Netherlands	0	1,610	0	0	0
Orange list of waste substances ⁽³⁵⁾	France	0	0	155,480	269,170	434,140
Orange list of waste substances ⁽³⁶⁾	Great Britain	310,480	695,940	744,220	812,960	1,339,720
Orange list of waste substances ⁽³⁶⁾	Germany	43,000	0	75,240	132,940	553,405
Orange list of waste substances ⁽³⁶⁾	The Netherlands	0	20,000	0	15,490	40,140
Green list total of waste substances ⁽³⁵⁾		1,737	3,347	1,546	1,089	2,040
% of the non-hazardous waste total		0.03%	0.05%	0.02%	0.01%	0.02%
Orange list total of waste substances⁽³⁶⁾		353,480	715,940	974,940	1,230,560	2,367,405
% of the hazardous waste total		2.21%	4.03%	5.76%	6.62%	11.17%
Total of the transborder transportation of waste		355,217	719,287	976,486	1,231,649	2,369,445
% of the waste total		1.57%	2.92%	3.82%	4.24%	7.95%

⁽³⁴⁾ Transborder transportation of waste and % of the waste total for each member state (Regulation (EC) 1013/2006).

⁽³⁵⁾ List of waste substances that must be accompanied by specific information as referred to in Article 18 of Annex III of the Regulation.

⁽³⁶⁾ List of waste substances regarding which the procedure of prior written notification and approval applies based on Annex IV of the Regulation.

MONETARY VALUE OF SIGNIFICANT FINES⁽¹⁾

PARAMETER	2010	2011	2012	2013	2014
Number of significant environment-related fines ⁽³⁷⁾	0	0	0	0	0
Monetary value of significant environment-related fines ⁽³⁷⁾	0	0	0	0	0
Number of non-monetary sanctions for non-compliance with environmental regulations	0	0	0	0	0

⁽³⁷⁾ Significant fines are defined as those exceeding \$50,000. Cf. J&J Worldwide Environmental, Health and Safety Standards.

About This Report

APPROACH

Sustainability is an indispensable part of Janssen's strategic agenda. The company's focus on sustainability is coupled with communication about its sustainability strategy and performance in this area. Effective reporting of this information is important to us. We began publishing this report in 2002, and adopted Global Reporting Initiative (GRI) guidelines in 2012, in order to structure, monitor and communicate sustainability information more effectively to stakeholders.

The publication of a transparent Sustainability Report fits into the strategic objective of involving stakeholders in the company's operations. We have produced a transparent and integrated online report for all sites in Belgium as a part of this dialog.

The result was the Report to Society 2012, which is now available in a completely digital version according to the GRI.3 guidelines (B-level). During a workshop in consultation with the interested parties, all GRI indicators were critically reviewed and a number of pharmaceutical indicators were also added to the list. We are using the same approach for the 2014 report, and using the same indicators as in 2013, although some of the data for the 2014 report are not yet available. Where possible, we also describe our strategy, and plan to further this information in coming years.

REACH

This reporting concerns four legal entities: Janssen Pharmaceutica NV, J.C. General Services CVBA, Janssen-Cilag NV, and Janssen Infectious Diseases-Diagnostics BVBA. In coming years, we want to evolve to a form of sustainability reporting which includes all of Janssen's activities in Belgium. The current scope of the report covers 93% of our operations in this country. If not specifically mentioned, the entities listed above make up the scope of this report. We have chosen to implement a gradual expansion of this scope and will include more data in this reporting in a step-by-step manner.

CERTIFICATION

In addition to the existing internal and external controls, the Janssen campus decided in 2012 to subject the Sustainability Report to a so-called "agreed-upon procedures" check. Ernst & Young was selected as the partner for this. In their role as independent auditor, they screened this report for:

1. Adherence to the GRI guidelines and;
2. Testing of the sustainability reporting procedures performance data in preparation for our objective of carrying out a limited assurance of our Sustainability Report in the future.

Given that we used the same indicators in 2014, it would not be advisable to certify the GRI data.

INFORMATION RELIABILITY

- Data collection: the information is mainly collected through individual internal systems for each legal entity within the scope of this report. We are aiming further to centralize this process during the next few years.
- Johnson & Johnson 2015 Healthy Future reporting protocol: within the framework of our group-wide sustainability strategy, the J&J 2015 Healthy Future 2015 Objectives, most social and environmental data items are reported and checked internally on a group level.
- Internal and external verification:
 - **Ecological data:** all data related to water, energy, CO₂ emissions and waste is collected internally through a central system and often reported in the integral annual environmental report. The data related to energy is also verified externally on an annual basis for the Beerse and Geel sites within the framework of the energy agreement to which the sites are subject. Our ecological data is also part of the data set that can be subjected to verification within the framework of the annual ISO14001 audit by independent third parties.
 - **Social data:** data about Janssen employees in Belgium has been a part of the centralized HR database system since 2012. This system is operational over the different legal entities. The key data about personnel numbers, training, inflow and outflow and sickness absence is part

of the social balance sheet. The severity and frequency rates of accidents are recorded in the annual report of the joint internal health and safety department, and are a part of the data set that can be subjected to verification by independent third parties within the framework of the annual OHSAS 18001 audits. The data related to the support of patient organizations are verified internally in accordance with the regulations.

- Economic data:

- > The reported financial figures (including R&D investments per legal entity) are part of the internal audit and the external annual financial audit by an independent auditor;
- > Data regarding ethical medicine research and animal testing is reported internally and externally, and verified by the competent regulatory authority;
- > Data regarding the quality of production is reported internally and externally, and verified by the competent regulatory authority;

STAKEHOLDERS

Janssen uses high ethical standards and believes it is important for all stakeholders to have confidence in healthcare. The basis of our stakeholder approach arises from the Credo of our parent company, Johnson & Johnson, an ethical code that describes the responsibilities of the company with regard to patients, care providers, our own employees and the community. The Credo has existed since 1943, and still applies to all Johnson & Johnson companies worldwide. It describes our key stakeholders and their importance for the organizational model:

- The initial responsibility is to all doctors, nurses, patients, mothers, fathers and all other people who use our products and services;
- The responsibility to suppliers and distributors;
- The responsibility to all employees;
- The responsibility to the community and the international environment;
- The responsibility to stockholders.

The wider society also includes important stakeholders such as:

- (Innovative) partners;
- NGOs and social organizations with which we work together locally and internationally, or which send enquiries;
- Local residents.

The stakeholder approach is integrated into our business operations. Stakeholders are involved in strategy through different channels and actions.

The pharmaceutical sector is subject to strict regulations and audits because of the considerable importance of accessibility: affordable medication for everyone. Janssen believes that ethical responsibility in stakeholder relationships is very important. An example of internal control is the Code of Conduct.

Contact with key stakeholders is also highly regulated externally. For example, we may have contact with patient organizations but not directly with patients. Only through patient organizations.

In order to understand stakeholders and ensure that they are involved where required, we carry out stakeholder studies. For example, an analysis was performed of the following within the framework of the 2012 Report to the Society:

- The annual study by pharma.be (the interest group of the Belgian pharmaceutical industry) of the most important stakeholders and their expectations;
- The equivalent EFPIA (European Federation of Pharmaceutical Industries Association) study on a European level that focuses on Belgian stakeholders and their expectations;
- An independent third-party study in May 2012 of Janssen stakeholders in Belgium and their specific expectations;
- A press review of sustainability-related topics about Janssen in Belgium in 2012 from the perspective of the wider (Belgian) society.

STAKEHOLDER GROUP	WHAT IT FINDS IMPORTANT
General public	1 - Policies/governance (open or closed structure) 2 - Products/services (safe, high-quality medication that increases the quality of life) 3 - Performance
Care providers	1 - Policies/governance 2 - Sense of public responsibility (cooperate to achieve a healthier society: accessible and affordable treatment for everyone) 3 - Performance
Opinion leaders	1 - Innovation (new medicines and treatments) 2 - Products/services 3 - Sense of public responsibility

- The interest group of the Belgian pharmaceutical industry, pharma.be, performs research each year among health-care stakeholders. They indicated the following key groups of stakeholders for the Belgian pharmaceutical industry:
 - Health professionals that provide advice about medicines and issue medication regulations (physicians, nurses and pharmacists);
 - Patients, and organizations representing them who use medicines;
 - The financial community that funds the research;
 - Legislators and regulators who grant operating licenses;
 - Scientists with whom partnerships are entered into.

The pharma.be study also indicates the reputational driving forces that these stakeholders find important as shown in the table below:

- Patient well being;
- Essential and life-saving products;
- Safe and reliable products;
- Positive impact on the economy;
- Full and reliable information;
- Demonstration of scientific proof;
- Partner in solving and anticipating health problems;
- Honest policies;
- Social and environmental responsibility;
- Open and transparent strategy;
- Meeting consumer requirements;
- Reinvesting of profits in R&D;
- Ethical conduct.

A stakeholder study that was performed in May 2012 at the instructions of Janssen indicates that Janssen stakeholders in Belgium view the role of the company as ‘a partner that assures affordable healthcare through collaboration with stakeholders and partners regarding the most important challenges in this country such as ageing and chronic diseases’. Key themes within this context include:

- Working around sickness prevention;
- Less bureaucracy (effectiveness);
- Quality products/services;
- Informing and assisting patients;
- Personalized medication (safety and quality, value and perception of diseases);
- Transparent product information (company, research and product transparency);
- Innovations (significant progress);
- Affordable price/access to medication for lower income households (fair pricing);
- Efficient cost control (efficiency);
- Stop overconsumption of medicines (medicine faithful/communication).

The ambition was expressed in consultation with Business & Society to organize a stakeholder dialog for the pharmaceutical industry in Belgium in 2015. This would allow the material themes to be laid down for the entire sector. Janssen is a proponent of reviewing these themes at the level of the sector and is collaborating on this proposal.

SUSTAINABILITY FRAMEWORK

The medical challenges of today are more complex than ever before. Janssen wants to contribute towards designing and actively building tomorrow’s healthcare model. Sustainability plays an important role within these challenges.

MATERIAL THEMES

The definition of materiality is based on extensive research into:

- General trends, and trends within the pharmaceutical industry;
- Sustainability reports by representative national and international pharmaceutical companies;
- National and international pharmaceutical companies;
- Different stakeholder analyses (scope: worldwide and Belgium - EFPIA and pharma.be);
- Press releases about Janssen in Belgium;
- Analysis of key themes of the global Johnson & Johnson 2020 strategy and of the local Janssen sustainability strategy;
- The SASB (Sustainability Accounting Standards Board) healthcare standards published in August 2013.

The following material themes were selected for this report based on the above analyses:

SOCIAL SUSTAINABILITY

- Social strategy
- Society
- Employees

ECONOMIC SUSTAINABILITY

- Economic strategy
- Key figures
- Research and development
- Supply Chain

ECOLOGICAL SUSTAINABILITY

- Green strategy
- Green initiatives
- Green labels

GRI Index

1. STRATEGY AND ANALYSIS

GRI	DESCRIPTION	PAGE
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1.2	Description of important consequences, risks and possibilities	p. 112 About this report Chairman's Letter Johnson & Johnson 2014 Annual Report Business Highlights Johnson & Johnson 2014 Annual Report

2. ORGANIZATIONAL PROFILE

GRI	DESCRIPTION	PAGE
2.1	Organization's name	p.14 About Janssen in Belgium
2.2	Main brands, products and/or services. Organization's operational structure including divisions, operating companies, subsidiaries and joint ventures.	p.14 About Janssen in Belgium Organization and Business Segments Johnson & Johnson 2014 Annual Report
2.4	Location of the organization's headquarters	p. 14 About Janssen in Belgium p. 124 Back cover Johnson & Johnson 2014 Annual Report
2.5	The number of countries where the organization is operational and names of countries with either large-scale activities or with specific relevance for sustainability issues that are discussed in the report.	p.14 About Janssen in Belgium Chairman's Letter Johnson & Johnson 2014 Annual Report
2.6	Ownership structure and legal form	p.14 About Janssen in Belgium p.112 About this report Organization and Business Segments Johnson & Johnson 2014 Annual Report
2.7	Outlets (geographical distribution, sectors that are served and types of customers/beneficiaries)	Organization and Business Segments Johnson & Johnson 2014 Annual Report
2.8	Size of the reporting organization	p. 14 About Janssen in Belgium
2.9	Significant changes during the reporting period with regard to scope, structure or ownership	N/A
2.10	Highlights allocated during the reporting period	p.21, p.30, p.35, p.61, p.74, p.90

3. REPORTING PARAMETERS

GRI	DESCRIPTION	PAGE
3.1	Reporting period to which the issued information relates	p.112 About this report
3.2	Date of the most recent report	June 2014
3.3	Reporting cycle	p.112 About this report
3.4	Contact point for questions about the report or its contents thereof	p.112 About this report
3.5	Process for determining the content of the report	p.112 About this report
3.6	Demarcation of the report	p.112 About this report
3.7	Any specific limitations with regard to the scope or demarcation of the report	p.112 About this report
3.8	Basis for reporting on partnerships, subsidiaries in partial ownership, rented facilities, outsourced activities or other entities, which significantly affect the comparability between different reporting periods or reporting organisations	p.112 About this report
3.9	Techniques and calculation bases for data measurements, including the assumptions for estimations and techniques applied to the composition of indicators and other information in the report.	p.112 About this report

GRI	DESCRIPTION	PAGE
3.10	Explanation of the consequences of any reformulation of previously issued information (for example, mergers or takeovers. Changing the reference year, reporting period, nature of activities, or or measuring methods).	p.112 About this report
3.11	Significant changes in relation to the previous reporting period with regard to the scope and demarcation of the report.	p.112 About this report
3.12	Table that specifies where in the report the standard components of the information provision can be found.	p.116 GRI index
3.13	Strategy and current practice with regard to involving external external review of the report.	p.112 About this report

4. BOARD, OBLIGATIONS AND COMMITMENT

GRI	DESCRIPTION	PAGE
4.1	The board structure of the organization, including the committees that that report to the highest administrative body and are responsible for specific tasks such as determining the organization's strategy.	www.investor.jnj.com, Corporate Governance
4.2	Specify whether the chairperson of the highest administrative body also has a leadership position (and, if so, his or her position within the framework of the organization and the reasons for this situation).	www.investor.jnj.com, Corporate Governance
4.3	For organizations with a single board structure: specify the number of independent and/or non-leadership members of the highest administrative body.	www.investor.jnj.com, Corporate Governance
4.4	Mechanisms that offer stockholders and employees the opportunity to make recommendations with regard to or exercise control on the highest administrative body.	www.investor.jnj.com, Corporate Governance
4.5	A link between payments to members of the highest administrative body, top managers and managers in general (including severance schemes) and the organization's performance (including social and environment-related performance)	www.investor.jnj.com, 2015 Proxy Statement
4.6	Processes used by the highest executive body to prevent conflicts of interest interests are prevented. Process to determine the qualifications and expertise of the members of the highest executive body for managing the organization's strategy regarding financial, environmental and social issues.	www.investor.jnj.com, 2015 Proxy Statement
4.8	Internal mission statements, codes of conduct and principles concerning financial, environmental and social performance, and the levels at which they apply.	p.6 Introduction p.8 Our Credo p.12 Business strategy www.jnj.com Citizenship & Sustainability www.jnj.com Our Management Approach
4.9	Procedures of the highest executive body for supervision of the inventory and the organization's management of financial, environmental and social performance, including relevant risks and opportunities, and compliance with internationally agreed standards, codes of conduct and principles.	www.jnj.com Citizenship & Sustainability www.jnj.com Our Management Approach
4.10	Processes for assessing the performance of the highest executive body, particularly regarding financial, environmental and social issues	www.investor.jnj.com, 2015 Proxy Statement
4.11	Explanatory note about the application of the precautionary principle by the organization	UNGC, Principle 7, 2013 Citizenship & Sustainability Report p.96
4.12	Externally developed financial, environmental and social charters, principles or other initiatives that the organization endorses	Governance: External Commitments 2013 Citizenship & Sustainability Report p.38
4.13	Association memberships (such as sector associations) and/or national/international interest groups	Footnote ⁽¹⁾
4.14	List of stakeholder groups that the organization has involved	p.112 About this report
4.15	Basis for the inventory and selection of stakeholders who must be involved. Approach to involving stakeholders including the frequency thereof for each type and group of stakeholders.	p.112 About this report
4.17	The main topics and issues main issues that have arisen due to stakeholder involvement, and how the organization has responded to this, including through its reporting.	p.112 About this report

⁽¹⁾ Association memberships (such as sector associations) and/or national/international interest groups: AmCham, BCLAS, Business & Society, EFPIA/IFPMA, Essenscia, Essenscia Vlaanderen, EU Innovation Forum, Flanders Synergy, FlandersBio, HST, Industrieraad Vlaanderen, Innovative Medicines Initiative (IMI), Kauri, MCB Forum, pharma.be, Plan C, STEM platform, Strategische Projectorganisatie Kempen (SPK), VKW, Vlaamse Raad voor Wetenschap en Innovatie, VOKA and Voka Kempen

MANAGEMENT APPROACH

GRI	DESCRIPTION	PAGE
	Economic Sustainability	p. 100 Key figures p. 12 Business strategy p. 18 Working on your health p. 38 Tackling global health issues p. 42 Growing partner in healthcare p. 56 Investing in the future p. 58 Unique innovation ecosystem p. 60 Janssen Belgium boosts innovation p. 62 Highlights collaborations 2014
	Social Sustainability	p. 100 Key figures p. 38 Tackling global health issues p. 66 Contributing to society p. 74 Keeping employees happy p. 76 House of work ability gives enthusiasm and strength p. 78 Employee health p. 80 All about talent p. 82 Values p. 84 Working in an inspiring work environment
	Ecological Sustainability	p. 100 Key figures p. 88 The environment: a pillar of our strategy p. 90 Generating and sharing energy p. 92 Sustainable waste management p. 94 Reducing water consumption p. 96 Emissions reduction p. 98 Green chemistry
	Janssen Research & Development	p. 18 Working on your health p.20 New research platforms p. 22 Focus on important medical needs p. 24 Total care for schizophrenia patients p. 26 Alzheimer's tackled in collaboration p. 28 Hope in the fight against cancer p. 30 Tackling the Ebola crisis p. 32 Raising awareness of hepatitis C p. 34 Curing patients with resistant TB p. 36 Keep striving towards zero AIDS p. 38 Tackling global health issues p. 52 Reliable, high-quality medicines
Pharmaceutical specific	Janssen Supply Chain	p. 45 Pioneering in production p. 46 High-quality products at the right time p. 48 High-volume production p. 52 Reliable, high-quality medicines
Pharmaceutical specific	Partners	p. 62 Highlights collaborations 2014 p. 64 Partnership with patient organizations
	Working conditions and fulfilling work	p. 74 Keeping employees happy
	Human rights	www.jnj.com, Our Strategic Framework
	Society	p. 38 Tackling global health issues p. 66 Contributing to society
	Product responsibility	p. 45 Pioneering in production p. 52 Reliable, high-quality medicines p.54 Acting with integrity p.88 The environment: a pillar of our strategy

ECONOMIC ASPECTS

GRI	DESCRIPTION	TREATMENT	PAGE
EC1	Direct economic values that have been generated and distributed including income, operational costs, personnel payments, donations and other social investments, retained profits and payments to capital providers and authorities.	Partial	p. 100 Key figures
EC2	Financial implications and other risks and options for the organization's activities as a result of climate change.	Partial	p. 52 Quality and reliability of our medicines
EC 6	Strategy, methods and proportion of the expenditure regarding locally established suppliers at important company sites.	Partial	p. 82 Values
EC8	Development and consequences of the investments in infrastructure and services that are mainly offered for the common good through obligations of a commercial nature and/or in kind or pro bono.	Partial	p. 66 Contribution to the society
EC9	Insight into and description of the significant indirect economic consequences, including their magnitude.	Partial	p. 62 Highlights collaboration 2014
EC (pharmaceutical specific)	Expenditure related to research and development	All	p. 100 Key figures

ENVIRONMENTAL ASPECTS

GRI	DESCRIPTION	TREATMENT	PAGE
EN3	Direct energy consumption by primary energy source	All	p. 100 Key figures
EN4	Indirect energy consumption by primary energy source	All	p. 100 Key figures
EN5	Energy that leads to savings and efficiency improvements	All	p. 90 Generating and sharing energy
EN6	Initiatives for energy efficiency or products and services based on sustainable energy as well as reducing energy requirements as a result of these initiatives	All	p. 90 Generating and sharing energy
EN7	Initiatives for energy efficiency or products and services based on sustainable energy, and reductions in energy requirements as a result of these initiatives	All	p. 90 Generating and sharing energy
EN8	Total water extraction per source	All	p. 100 Key figures
EN10	Percentage and total volume of recycled and reused water	All	p. 100 Key figures
EN12	Description of significant consequences of activities, products and services on biodiversity in protected areas, and in areas with a high biodiversity value outside the protected areas	Partial	p. 88 The environment: a pillar of our strategy
EN14	Strategies, current measures and future plan for controlling the consequences of biodiversity	Partial	p. 88 The environment: a pillar of our strategy
EN16	Total direct and indirect emissions of greenhouse gases based on weight	All	p. 100 Key figures
EN17	Other relevant indirect emissions of greenhouse gases based on weight	Partial	p. 96 Emissions reduction
EN18	Initiatives to reduce the emissions of greenhouse gases, and achievements in this area	All	p. 90 Generating and sharing energy p. 96 Emissions reduction
EN19	Emissions of non-degradable substances based on weight	All	p. 100 Key figures
EN20	NO, SOx and other significant air emissions	Partial	p. 100 Key figures
EN21	Total water discharge based on quality and destination	All	p. 100 Key figures
EN22	Total weight of waste based on type and removal method	All	p. 100 Key figures
EN24	Waste quantity that is transported across borders	All	p. 100 Key figures
EN26	Initiatives to mitigate ecological impact that can be blamed on products and services (as well as the impact of this mitigation)	All	p.88 The environment: a pillar of our strategy p. 92 Sustainable waste management p. 94 Reducing water consumption
EN28	Monetary value of significant fines, and total number of non-monetary sanctions, due to non-observance of environmental law	All	p. 100 Key figures
EN29	Significant environmental consequences of the transportation of products and other goods and materials that are used for the activities of the organization, and the transportation of staff	Partial	p. 96 Emissions reduction

SOCIAL ASPECTS

WORKING CONDITIONS AND FULFILLING WORK

GRI	DESCRIPTION	TREATMENT	PAGE
LA1	Total personnel numbers based on job type, employment contract and region	Partial	p. 100 Key figures
LA2	Employee turnover by age group, gender and region	Partial	p. 100 Key figures
LA4	Percentage of employees covered by a collective bargaining agreement	All	p. 100 Key figures
LA7	Occupational injuries, illnesses and deaths, lost days and absenteeism by region	Partial	p. 100 Key figures
LA8	Education, training, advice, prevention and risk management programs for staff members, their families and local residents in relation to serious diseases	All	p. 82 Values
LA10	Average number of training hours per employee, subdivided by employee category	Partial	p. 100 Key figures
LA11	Skills management and lifelong learning programs that develop employees' careers and employability	All	p. 76 House of work ability gives enthusiasm and strength p. 80 All about talent
LA13	Composition of administrative bodies and subdivision of employees per category, gender, age group, social minority, and other diversity indicators	Partial	p. 100 Key figures

HUMAN RIGHTS

GRI	DESCRIPTION	TREATMENT	PAGE
HR1	Percentage of and total number of substantial investment agreements that include clauses on human rights or regarding which human rights compliance has been tested	Partial	www.jnj.com, Strategic Framework
HR2	Percentage of important suppliers and contractors who have been verified with regard to compliance with human rights, and measures taken as a result	Partial	www.jnj.com, Strategic Framework
HR3	Hours of staff training on relevant human rights strategy and procedures, and percentage of staff who have received this training	Partial	www.jnj.com, Strategic Framework
HR4	Total number of cases of discrimination cases, and measures taken	Partial	www.jnj.com, Strategic Framework
HR5	Activities which may present a considerable risk to freedom of association and the right to engage in collective labor negotiations, and measures taken to protect these rights. Activities regarding which it has been determined that there is a considerable risk of child labor being involved, and the measures taken to eradicate child labor	Partial	www.jnj.com, Strategic Framework
HR7	Activities regarding which there is a considerable risk of forced or mandatory labor, and the measures taken to eradicate such labor	Partial	www.jnj.com, Strategic Framework

SOCIETY

GRI	DESCRIPTION	TREATMENT	PAGE
SO1	Nature, scope and effectiveness of all programs and methods that determine and manage the impact of activities on communities including site, activities and departure	All	www.jnj.com, Strategic Framework
SO2	Percentage and total number of business units analyzed based on corruption-related risks.	Partial	www.jnj.com, Strategic Framework p. 54 Acting with integrity
SO3	Percentage of staff that received inhouse training in anti-corruption strategy and procedures	All	p. 54 Acting with integrity
SO4	Measures taken because of corruption cases	All	www.jnj.com, Strategic Framework
SO8	Monetary value of significant fines, total number of non-monetary sanctions, due to non-observance of legislation and regulations	Partial	www.jnj.com, Strategic Framework

PRODUCT RESPONSIBILITY

GRI	DESCRIPTION	TREATMENT	PAGE
PR1	Life cycle stages in which the consequences of products and services for safety and health are assessed with a view to improvement, and the percentage of important product and service categories that are subject to such procedures	Partial	p. 52 Reliable, high-quality medicines
PR6	Programs to observe laws, standards and voluntary codes with regard to marketing communication, including advertising, promotions and sponsorship	All	p. 54 Acting with integrity
PR (pharmaceutical specific)	Quality and safety	Partial	p. 50 Reliable, high-quality medicines p. 45 Pioneering in production
PR (pharmaceutical specific)	Health and compliance (responsible marketing)	All	p.8 Our Credo p. 54 Acting with integrity
PR (pharmaceutical specific)	Fair pricing and access to medicines	All	p. 38 Tackling global health issues
PR (pharmaceutical specific)	Innovation	All	p. 12 Corporate strategy p.14 About Janssen in Belgium p. 58 Unique innovation ecosystem p. 60 Janssen in Belgium gives innovation a boost
PR (pharmaceutical specific)	Compliance and ethics	All	p. 50 Reliable, high-quality medicines p. 58 Unique innovation ecosystem p. 60 Janssen in Belgium gives innovation a boost
PR (pharmaceutical specific)	Research and development	All	p. 18 Working on your health p.20 New research platforms p.22 Focus on important medical needs p. 24 Total care for schizophrenia patients p. 26 Alzheimer's tackled in collaboration p. 28 Hope in the fight against cancer p. 30 Tackling the Ebola crisis p. 32 Raising awareness of hepatitis C p. 34 Curing patients with resistant TB p. 36 Keep striving towards zero AIDS p. 38 Tackling global health issues p. 50 Reliable, high-quality medicines

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Collaborating with the world for the health of everyone in it

Johnson & Johnson is one of the largest healthcare companies in the world. The company discovers, develops, produces and sells a wide range of medicines, consumer products, medical devices and diagnostics, all of which make a daily difference in the health of people all over the world. Johnson & Johnson employs some 128,000 people in 60 countries.

The Pharmaceutical Group of Johnson & Johnson works globally under the name Janssen Pharmaceutical Companies of Johnson & Johnson. Today, Janssen is one of the most innovative pharmaceutical companies in the world, setting trends in Neuroscience, Oncology, Infectious Diseases and Vaccines, and Cardiovascular and Metabolic Diseases.

The Belgian company Janssen Pharmaceutica occupies a major position in the global Janssen group. The company that Paul Janssen founded when he started his own research in 1953 has since fundamentally influenced the evolution of medicine. Janssen has locations in Beerse (Beerse I and II), Geel, Olen, Diegem, La Louvière and Merksem.

Together, these organizations discover, develop and produce medicines and therapeutic solutions for patients across the globe. Their work ranges from the inception of ideas for new medicines to production, commercial and support service, and distribution of the medicines. As a result, Janssen in Belgium manages the product cycle from end to end, making it unique within the world of pharmaceuticals.



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