

JOHNSON & JOHNSON

A company profile

March 1996

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On behalf of the ETUC-TCL in Brussels

# Johnson & Johnson      A Company profile

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# Johnson & Johnson      A Company profile

## Introduction

Johnson & Johnson, with approximately 82,000 employees and \$18.8 billion in sales in 1995, is the world's largest and most comprehensive manufacturer of health care products serving the consumer, pharmaceutical, diagnostics and professional markets. Johnson & Johnson has 164 operating companies in 50 countries around the world, selling products in more than 175 countries.

Johnson & Johnson is best known for its pharmaceutical products, but more than 50% of turnover is however derived from non-medicine health care products like medical instruments and consumer products.

Robert Wood Johnson Jr. who directed the company from 1932 till 1963 wrote a Credo that codified the Company's socially responsible approach to conducting business. The Credo states that the Company's first responsibility is to the people who use its products and services; the second responsibility is to its employees; the third to the community and environment; and the fourth to the stockholders. 'General Johnson', the nickname of the MD, and his successors in managing the business have believed that if the Credo's first three responsibilities are met, the stockholders will be well served.

In March 1995 the company announced that it had sold the Advanced Materials and Chicopee B.V. non-woven businesses in the Netherlands. The decision to divest the non woven operations was said to be consistent with the company's strategy to focus its resources on its primary health mission<sup>1</sup>.

The company employs 82 000 people worldwide, of which more than 50% is employed abroad.

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<sup>1</sup> Moody's Industrial Manual, 1995, p.4007.

## History<sup>2</sup>

The development of the first ready-made, ready-to-use surgical dressings by Johnson & Johnson in the mid-1880s marked not only the birth of a company, but also the first practical application of the theory of antiseptic wound treatment. A new product, based on a new surgical concept, led to a dramatic reduction in the threat of infection and disease, which claimed an appalling number of postoperative victims.

One man who did not question Sir Joseph Lister's theory of antiseptics was Robert Wood Johnson. For years afterward Robert Wood Johnson nurtured the idea of a practical application of Lister's teachings. What he had in mind was a new type of surgical dressing, ready-made, sterile, wrapped and sealed in individual packages and suitable for instant use without the risk of contamination.

Robert Wood Johnson joined with his two brothers, James Wood and Edward Mead Johnson, who had formed a partnership in 1885. Operations began in New Brunswick, N.J., in 1886 with 14 employees on the fourth floor of a small building that once was a wallpaper factory. In 1887 the Company was incorporated as Johnson & Johnson. The first products were improved medicinal plasters containing medical compounds mixed in an adhesive.

Later the Company designed a soft, absorbent cotton and gauze dressing that could be mass produced and shipped in quantity to hospitals and every crossroads physician and druggist. By 1890 Johnson & Johnson was treating cotton and gauze dressings by dry heat in an attempt to produce not only an antiseptic product but a sterile one.

In 1897 the Company developed another major contribution to surgery, an improved sterilizing technique for catgut sutures.

International growth, initiated in 1919 with the establishment of an affiliate in Canada, began in earnest in 1923 with an around-the-world trip by the two sons of Robert Wood Johnson. The following year, in 1924, Johnson & Johnson created its first overseas affiliate, Johnson & Johnson Ltd., in Great Britain.

Also during the 1920s the Company stepped up its program of product diversification, introducing in 1921 one of the best-known and most widely used of all Johnson & Johnson products: BAND-AID Brand Adhesive Bandages.

International growth has been accomplished both through the creation of new companies and the acquisition of existing ones. In 1959 the company acquired Swiss Cilag-Chemie A.G., and in 1961, purchased Janssen Pharmaceutica in Belgium. Janssen grew to become one of the most innovative pharmaceutical companies in the world. In 1974 Johnson & Johnson acquired Dr. Carl Hahn Company in Germany, manufacturer of sanitary protection products for women, and in 1986 the Penaten Group, Germany's leading baby toiletries company.

As new technologies emerged, the Company responded with new organizations. The Company also acquired established businesses that augmented its development in the health care field. In 1959 McNeil Laboratories, Inc., a producer of prescription pharmaceuticals, was acquired. Frontier Contact Lens was acquired in 1981 and became Vistakon, the leading contact lens company. In 1986, Johnson & Johnson acquired

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<sup>2</sup> Internet, J&J Homepage, 1995.

LifeScan, Inc., which specializes in home blood glucose monitoring systems for people with diabetes. Johnson & Johnson's skin care business was expanded with the 1993 acquisition of RoC, S.A., of France and the addition in 1994 of Neutrogena Corporation, two manufacturers of high quality skin and hair care products.

The 1994 acquisition of Clinical Diagnostics from Kodak (now called Johnson & Johnson Clinical Diagnostics) expanded Johnson & Johnson's existing diagnostic businesses, which include Ortho Diagnostic Systems, Inc., LifeScan and Advanced Care Products.

The Company is expanding into new markets in the People's Republic of China and Eastern Europe. In 1985, **Janssen Pharmaceutica** entered the Chinese market in what was then the largest pharmaceutical joint venture in that nation's history. In 1990 **Johnson & Johnson Shanghai Limited**, a joint venture producing BAND-AID Brand Adhesive Bandages, was opened in China, followed the next year by **Johnson & Johnson China Ltd.** As part of the Company's continuing interest in joint venture opportunities, Johnson & Johnson opened an administrative office in Moscow in 1990. The same year also saw the establishment of the Company's first offices in Hungary, Poland and the former Yugoslavia, and in the Czech Republic the following year.

In 1995 the company was examining the possibility of establishing a cosmetics plant in Israel.

During the second quarter of 1995 the company completed the acquisitions of **Mitek Surgical Products, Inc.**, **Menlo Care, Inc.**, and **Joint Medical Products, Inc.**. During the third quarter of that year the acquisition of **Gyno-Pharma, Inc.** was completed for the purchase price of \$400 million.

In March 1995 J&J sold **IOLAB**, and divested **J&J Advanced Materials Company** and **Chicopee B.V.** (Netherlands), worldwide developers and marketers of non-woven materials<sup>3</sup>.

This is only a grip from the many acquisitions and establishments that took place in the Johnson & Johnson company. Between 1956 and 1996 at least 75 acquisitions took place of complete companies or interests in companies. In that same period 15 (interests in) companies were sold, and a few were divested<sup>4</sup>.

The Americans are known to be anxious to expand. And they are particularly keen on Europe. Smith & Nephew in February 1996 was once again attracting takeover speculation. The health care group aroused fervent interest on many occasions with Johnson & Johnson and Procter & Gamble, the US giants<sup>5</sup>. The author of this report supposes that a take-over by J&J has not taken place, since no further announcements have been found.

The most recent change in the size and business of the company took place February 1996. On the 23th of that month Johnson & Johnson and **Cordis Corporation** announced that Cordis shareholders voted at a special meeting to approve the previously announced merger agreement between the two companies.

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<sup>3</sup> Form 10-Q, for the quarterly period ended October 1, 1995.

<sup>4</sup> Moody's industrial manual, vol.2, p.4001, 1995.

<sup>5</sup> Independent, 8 February 1996, Page 23.

Shortly after the affirmative vote, the merger was completed. Cordis is a leader in angiography and angioplasty (balloon catheters), and is now a wholly owned subsidiary of Johnson & Johnson.

Ralph S. Larsen, Chairman and Chief Executive Officer of Johnson & Johnson, said, 'We are delighted that this important merger has been completed, enabling us to create one of the leading worldwide vascular disease management businesses. We already have begun the process of combining Cordis and Johnson & Johnson's interventional cardiology business.' The combined businesses will be called **Cordis, a Johnson & Johnson company**, and they will be headquartered in Miami, Fla., with Mr. Strauss serving as president. The merger has a total value, net of cash, of approximately \$1.8 billion<sup>6</sup>.

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<sup>6</sup> Internet, J&J Homepage, 1996.

## Structure and Management

In 1910 the first president, Robert Wood Johnson, died. Under his direction the Company had become firmly established as a leader in the health care field. James W. Johnson succeeded his brother and was president until 1932. Robert Wood Johnson (Jr.), who later became known as General Johnson took over direction of the Company in 1932. He brought a vigorous new approach and philosophy of business to the organization. Under his leadership, a firm policy of decentralization was initiated, giving to the ever-growing number of divisions and affiliates both the autonomy and the opportunity to chart their own futures. General Johnson resigned as Chairman of the Board of Johnson & Johnson in 1963, but remained active in the Company until his death in 1968 at the age of 74. He was succeeded as Chairman by Philip B. Hofmann (1963-1973), Richard B. Sellars (1973-1976), James E. Burke (1976-1989) and Ralph S. Larsen, who was elected Chairman and Chief Executive Officer in 1989. The Company's steady growth has continued under their leadership.

As individual portions of the Company's business grew, they were characteristically organized as individual divisions or subsidiaries. For example, the sanitary napkin line led to the formation of the Modess Division, forerunner of today's Personal Products Company.

In the same manner, in 1941 a separate division was formed for the suture business and in 1949 it became Ethicon, Inc. In 1992 Ethicon split into two separate companies: Ethicon Endo-Surgery and Ethicon, Inc.

Johnson & Johnson also has kept pace with changing needs in a competitive marketplace. In 1989 the Company's consumer businesses, with the exception of sanitary protection products, were consolidated to form Johnson & Johnson Consumer Products, Inc. In the same year, Surgikos, Inc., and Johnson & Johnson Patient Care, Inc., were combined to form Johnson & Johnson Medical, Inc.

In late 1993 Johnson & Johnson Advanced Behavioral Technologies, Inc., was formed to help the Company become the world leader in prevention and behavior science application. In 1994, Codman and Shurtleff and Johnson & Johnson Orthopedics combined to form Johnson & Johnson Professional, Inc.

The emergence of a new managed care market led to the 1994 formation of Johnson & Johnson Health Care Systems Inc.<sup>7</sup>.

The company is organized on the principle of decentralized management. The executive committee is the principal management group responsible for the operations of the company. In addition three Executive Committee members are chairmen of Group Operating Committees, which are comprised of managers who represent key operations within the Group, as well as management expertise in other specialized functions.

These committees oversee and coordinate the activities of domestic and international companies related to each of the Consumer, Pharmaceutical, Professional and Diagnostic businesses. Operating management of each company is headed by a president or MD who

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<sup>7</sup> Internet, J&J Homepage, 1995.

reports directly or through a Company Group Chairman.

In line with this policy of decentralization each international subsidiary is, with some exceptions, managed by citizens of the country where it is located<sup>8</sup>.

The company 'serves its customers' through a whole range of specialized worldwide franchises:

Advanced Care Products  
Cilag  
Direct Access Diagnostics  
Ethicon Endo surgery  
Ethicon  
Greiter AG  
IOLAB  
Janssen Pharmaceutica  
Janssen research Foundation  
J&J Clinical Diagnostics  
J&J Consumer Products Inc.  
J&J Development Corporation  
J&J Finance Corporation  
J&J Health Care Systems Inc.  
J&J Interventional Syst.Co.  
J&J Medical Inc.  
J&J Cons.Pharmaceuticals Co.  
J&J Professional Inc.  
Lifescan  
McNeil Cons. Prod. Co.  
McNeil Specialty Products Co.  
Neutrogena  
Noramco Inc.  
Ortho Biotech  
Ortho Diagnostic Systems  
Ortho-McNeil Pharmaceutical  
Penaten  
Personal Products  
Pharmaceutical research Instit.  
RoC  
Therakos  
Vistakon

The worldwide activities of the company are divided in three industry segments:

Consumer  
Pharmaceutical  
Professional

In the following chapters we will describe the activities within these three segments, and their financial performances.

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<sup>8</sup> Moody's industrial Manual, 1995, vol.2, p.4001.



## Activities

The company's international business is conducted by subsidiaries manufacturing in 40 countries outside the USA, and selling in more than 175 countries worldwide. The products manufactured and sold in the international business include not only those which were developed in the US, but also those which were developed by subsidiaries abroad.

Half of the company's worldwide sales are generated by Johnson & Johnson companies in Europe, Africa, Asia, the Pacific and Latin America<sup>9</sup>.

In the business of J&J there is a continuous flow of licencing, patenting and the like going on, resulting in the fact that the company is or has been involved in numerous product liability cases and lawsuits.

In November 1995, Chiron (a Canadian company) and Ortho Diagnostic (J&J) won their lawsuit against Organon Teknika (AKZO, Neth.) regarding their hepatitis C diagnostic test. Chiron collaborated with Ortho to bring the first blood test for hepatitis C to market in 1989, and claimed that the test marketed by Organon infringed its patent. Organon accepted the court's decision and will pay damages to the 2 companies<sup>10</sup>.

Worldwide production of the group takes place in 154 manufacturing facilities. Of the total amount of square feet of floor space ( 16 287 thousand) that these factories occupy, about 40% is used by the consumer and professional segment each, while the remaining 20% is occupied by the pharmaceutical segment. In the USA 54 of the manufacturing facilities is located; 39 of these factories is to be found in Africa, Asia and the Pacific; and we encounter 42 factories in Europe.

In addition the company maintains numerous office and warehouse facilities throughout the world.

The company's business in the textiles sector (particularly non-woven products) is not an activity of major importance to the company. However in Europe at least 7 companies - with a total of at least 2155 employees - are exclusively or partly involved in production of textile goods, located in Italy, Norway, Sweden, Germany, The Netherlands and the UK. Textile products manufactured by Johnson & Johnson subsidiaries are to be found in the Consumer segment and in the Professional segment.

As was already said, the activities of J&J can roughly be divided into three industrial segments:

### 1. Consumer

The principal products of the consumer segment are personal care and hygienic products. This includes oral and baby care products, as well as first aid products, nonprescription drugs, sanitary protection products and adult incontinence articles.

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<sup>9</sup> Internet, J&J Homepage: International Recruiting and development program, 1996.

<sup>10</sup> Bulletin International d'Informations (Droit et Pharmacie), No. 10, 23-10-'95.

**brands:** ACT Fluoride Rinse; BAND-AID brand adhesive Bandages; Care-Free; O.B.; Clean & Clear; RoC; Shower to Shower; Stayfree; Imodium A-D; Johnson's baby line; Penaten; Piz Buin; Tylenol, and many others.

These products are sold to the general public and distributed through wholesalers and directly to independent and chain retail outlets.

**Johnson & Johnson Deutschland GmbH** of Wuppertal, the German subsidiary of the group, plans to close down its Kiel plant probably by the middle of 1997. The production of sanitary towels and panty-liners will be concentrated in Pomezia near Rome in order to reduce costs and better utilise capacity in Europe. According to the newspaper Kieler Nachrichten, around 270 jobs will be lost in Kiel.

Where possible the employees will be offered jobs at other German locations of the group (Wuppertal, Roehndorf and Norderstedt).

In 1973 Johnson & Johnson acquired Dr Carl Hahn GmbH in Duesseldorf, also taking over its Kiel plant. The production of body care products was already stopped in 1988, when 200 of the 600 employees lost their jobs<sup>11</sup>.

## 2. Pharmaceutical

The pharmaceutical segment's principal worldwide franchises are in the allergy; antifungal; biotech; central nervous system; contraceptive; dermatology; gastrointestinal and immunobiology fields. The products are used by health care professionals and the general public, distributed both directly and through wholesalers.

**Brands:** Duragesic; Eprex, Floxin, Nizoral, Sporanox, Ortho-Novum, Risperdal, and many others.

**Portuguese J&J** subsidiary company **Janssen-Cilag**, said in the beginning of this year (1996) that production at its new plant in Queluz de Baixo will increase from 17 million units in 1996 to 40 million units when the plant reaches full capacity. The company will export 60% of output to Johnson & Johnson companies throughout Europe, with the rest representing production for the Portuguese market on behalf of third parties<sup>12</sup>.

## 3. Professional

Sutures and mechanical wound closure products, less invasive surgical instruments, diagnostic products, medical equipment and devices, ophthalmic products, surgical instruments, joint replacements and products for wound management and infection prevention are all part of the professional segment of J&J's business.

The products mentioned are mainly used in the professional fields by physicians, dentists, nurses, therapists, etcetera. They are directly supplied or through surgical supply and other dealers.

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<sup>11</sup> Frankfurter Allgemeine Zeitung, 13 February 1996, Page 23.

<sup>12</sup> Vida Economica, 29 Jan 1996, p. 20.

## Financial Data

Sales and operating profit are categorized by the company by the major geographic areas of the world.

	<u>1994</u>	<u>1993</u>	<u>1992</u>
(million \$)			
Sales to customers	15 734	14 138	13 753
Operating Profit	2 955	2 582	2 463

In 1985 sales were about 6 400 million Dollars, and since then almost tripled in a period of ten years to reach in 1995 the amount of 18 800 million Dollars.

Of the sales revenues of 1994 about 8.1% was reinvested in the business (R&D), and 27.2% was spend on employment costs.

Advertising costs (TV, Radio, Printed Media) in 1994 were 800 million Dollars, which is about 5% of sales.

### Sales to customers, and operating profit, per geographic areas 1994

(in Million \$)

	<u>Sales</u>	<u>Operating Profit</u>
United states	7 812	1 534
Europe	4 504	1 050
W. Hem. excl US	1 511	173
Africa, Asia, Pac.	1 907	198
Worldwide	15 734	2 955

Of worldwide sales in 1994 7 812 million Dollars were realised in the USA (50%); and 4 504 million Dollars were realised in Europe, which is about 29%.

Consumer segment sales in 1994 were 5 25 Billion Dollars, an increase of 8.9% over 1993. Domestic sales in this segment accounted for 51.3% of the total. Increase of sales was partly due to the acquisitions of RoC S.A. (1993) and Neutrogena (1994), and partly to the introduction of new products.

Pharmaceutical segment sales in 1994 were 5.16 Billion Dollars, an increase of 14.9% over the preceeding year, which was attributed for a major part to the launch of RISPERDAL, an antipsychotic drug.

Johnson & Johnson markets more than 80 prescription drugs around the world, with 58% of the sales generated outside the US. In this segment 767 million Dollars were spend on R&D, which was about 60% of the total amount of dollars spend on R&D in 1994. Pharmaceutical research is led by Janssen Research foundation in Belgium, and R.W. Johnson Pharmaceutical Research Institute, in the US.

Professional segment sales increased in 1994 with 10.4% to 5.33 Billion Dollars, attributed to the continued popularity of ACUVUE disposable contact lenses, and other new products.

International sales accounted for 44.1% of the total in this segment<sup>13</sup>.

Johnson & Johnson Poland Sp. z oo, part of the US concern, incurred a net loss of 124.7bn old zlotys on turnover of 590bn old zlotys in 1994. The previous year, the net loss amounted to 13.6bn old zlotys on revenues of 474bn old zlotys<sup>14</sup>.

## 1995

Johnson & Johnson in January 1996 announced 1995 sales of \$18.8 billion, an increase of 19.8% over 1994 sales of \$15.7 billion. Earnings per share were \$3.72 for the year, compared with \$3.12 per share for 1994, an increase of 19.2%.

"Our performance in 1995 was the strongest in recent history," said Ralph S. Larsen, Chairman and Chief Executive Officer. "Growth has been strong across multiple businesses and all geographic regions. Introductions of innovative products, such as ULTRAM, RISPERDAL, PROPULSID, PALMAZ-SCHATZ Coronary Stent and PEPCID AC, and the continued expansion of base businesses such as LifeScan, Vistakon, and Ethicon Endo-Surgery, have enabled us to achieve strong gains in sales and earnings."

While sales in the U.S. increased 17.6%, revenues rose 23.7% in Europe, 14.6% in the Western Hemisphere, and 23.1% in the Asia-Pacific, Africa region.

Consolidated net earnings for the year were \$2.4 billion, an increase of 19.8% over \$2.0 billion in 1994. Sales for the fourth quarter were \$4.8 billion, an increase of 18.5% over sales of \$4.1 billion for the same period last year. Domestic and international sales were both strong, gaining 19.2% and 17.7%, respectively.

### Results 1995 per segment, and R&D expenditures (in million Dollars)

	<u>Sales</u>		<u>Operating profit</u>	
	<u>1995</u>	<u>1994</u>	<u>1995</u>	<u>1994</u>
Consumer	5 831	5 251		443
Pharmaceuticals	6 274	5 158		1 669
professional	6 737	5 325		843
R&D	1 634	1 278		

Worldwide Pharmaceutical sales of \$6.3 billion for 1995 advanced by 21.6% over 1994.

Sales of \$6.7 billion in the Professional segment represented an increase of 26.5% over 1994.

Worldwide Consumer sales for 1995 were \$5.8 billion, up 11% over 1994. Growth was led by the addition of the Neutrogena line of high quality hair and skin care products, and continued growth in international markets, most notably Brazil.

Selling, Marketing, and Administrative expenses as a percent of sales decreased from 40.4% in 1994 to 39.6% in 1995.

<sup>13</sup> Moody's Industrial Manual, 1995, 4009/4010.

<sup>14</sup> Gazeta Bankowa, 3 March 1996, Page 24.

In 1995, research and development expenditures reached \$1.6 billion, or 8.7% of sales, the highest level of spending in both absolute dollars and percentage terms in the Company's history. In 1994 and 1993 these percentages had respectively been: 8.1 and 8.4. Most R&D expenses were done for the pharmaceutical segment.

The Company increased its dividend in 1995 for the 33rd consecutive year, from \$1.13 in 1994 to \$1.28, an increase of 13.3%<sup>15</sup>.

In the context of its assets investment policy, **Janssen Pharmaceutica** (Belgian subsidiary) was to invest in October 1995, BF 4 billion in the construction of a new factory in Geel (Belgium). The turnover of Janssen Pharmaceutica rose to BF 26.55 billion in 1994<sup>16</sup>.

## Employment

### Numbers of employees 1992 - 1995

1984	74 200	1990	82 200
1985	74 900	1991	82 700
1986	77 100	1992	84 900
1987	78 200	1993	81 600
1988	81 300	1994	81 500
1989	83 100	1995	82 000

In 1990 more than 58% of the employees were employed outside the USA<sup>17</sup>.

In the CREDO of the company the following is said about the employees:

"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 to 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."<sup>18</sup>

With the divestment (1995) of **Chicopee B.V.** in Cuijk, The Netherlands, about 330 people lost their jobs.

In Kiel in 1973 already 200 people lost their jobs at **Johnson & Johnson Deutschland GmbH** when this plant was taken over from Dr Carl Hahn in Düsseldorf. In February of this year (1996) it was announced that the factory in Kiel will be closed down in the middle of 1997, and 270 jobs will be lost.

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<sup>15</sup> Internet, J&J Homepage, Februar 1996; Informations Chimie Hebdo, no.1244, 2-2-1996, p.7.

<sup>16</sup> Agence Europe, Brussels, 28 October 1995.

<sup>17</sup> Everybody's Business. A Field Guide to the 400 Leading Companies in America, p.190.

<sup>18</sup> Annual report, 1994, backpage.

## ANNEX I List of subsidiaries

### SUBSIDIARIES

- Ethicon Endo-Surgery, Inc. (Ohio)  
 Ethicon, Inc. (Ohio)  
 Janssen Pharmaceutica Inc. (N.J.)  
 Johnson & Johnson Clinical Diagnostics, Inc. (N.J.)  
 Johnson & Johnson Consumer Products, Inc. (N.J.)  
 Johnson & Johnson Development Corporation (N.J.)  
 Johnson & Johnson Finance Corporation (N.J.)  
 Johnson & Johnson Health Care Systems Inc. (N.J.)  
 Johnson & Johnson International (N.J.)  
 Johnson & Johnson Japan Inc. (N.J.)  
 Johnson & Johnson Medical, Inc. (N.J.)  
 Johnson & Johnson - Merck Consumer Pharmaceuticals Co. (N.J.)  
 Johnson & Johnson (Middle East) Inc. (N.J.)  
 Johnson & Johnson Professional, Inc. (N.J.)  
 Johnson & Johnson (Russia), Inc. (N.J.)  
 Johnson & Johnson Slovakia, Ltd. (N.J.)  
 Johnson & Johnson Vision Products, Inc. (Fla.)  
 Johnson & Johnson S.E., Inc. (N.J.)  
 JJHC, Inc. (Del.)  
 LifeScan, Inc. (Cal.)  
 McNEIL-PPC, Inc. (N.J.)  
 McNeilab, Inc. (Pa.)  
 Neurogena Corporation (Del.)  
 Noramco, Inc. (Ga.)  
 Ortho Biotech Inc. (N.J.)  
 Ortho Diagnostic Systems Inc. (N.J.)  
 Ortho Pharmaceutical Corporation (Del.)  
 RoC USA Corporation (Pa.)
- Site Microsurgical Systems, Inc. (Pa.)  
 Therakos, Inc. (Fla.)
- International Subsidiaries  
 Cilag AB (Sweden)  
 Cilag AG (Switzerland)  
 Cilag AG International (Switzerland)  
 Cilag AG Pharmaceuticals (Switzerland)  
 Cilag de Mexico, S.A. de C.V. (Mexico)  
 Cilag Farmaceutica Ltda. (Brazil)  
 Cilag Ges.m.b.H. (Austria)  
 Cilag G.m.b.H. (Germany)  
 Cilag Holdings AG (Switzerland)  
 Dr. Molter G.m.b.H. (Germany)  
 Ethicon Endo-Surgery (Europe) G.m.b.H. (Germany)  
 Ethicon G.m.b.H. & Co. KG (Germany)  
 Ethicon Limited (Scotland)  
 Ethicon S.p.A. (Italy)  
 Ethicon Del Istmo S.A. (Panama)  
 Ethnor Limited (India)  
 Ethnor (Proprietary) Limited (S. Africa)  
 Ethnor S.A. (France)  
 Greiter AG (Switzerland)  
 Greiter GmbH (Austria)  
 Greiter Distribution AG (Switzerland)  
 Greiter (International) AG (Switzerland)  
 Health Care Products S.A. (Greece)  
 Janssen Biotech N.V. (Belgium)  
 Janssen-Cilag AG (Switzerland)  
 Janssen-Cilag Farmaceutica, Ltda. (Portugal)  
 Janssen-Cilag K.K. (Japan)  
 Janssen-Cilag Limited (England)  
 Janssen-Cilag N.V. (Belgium)  
 Janssen-Cilag Pharmaceutica B.V. (Netherlands)
- Janssen-Cilag Pharmaceutica S.A.C.I. (Greece)  
 Janssen-Cilag Pty. Limited (Australia)  
 Janssen-Cilag S.A.R.L. (France)  
 Janssen-Cilag S.A. (Italy)  
 Janssen Farmaceutica Ltda (Brazil)  
 Janssen Farmaceutica Limitada (Chile)  
 Janssen Farmaceutica Portugal, Limitada (Portugal)  
 Janssen Farmaceutica C.A. (Venezuela)  
 Janssen Farmaceutica S.A. (Spain)  
 Janssen Farmaceutica S.A. (Colombia)  
 Janssen Farmaceutica, S.A. de C.V. (Mexico)  
 Janssen G.m.b.H. (Germany)  
 Janssen Internationaal N.V. (Belgium)  
 Janssen K.K. (Japan)  
 Janssen Korea, Ltd. (Korea)  
 Janssen-Kyowa Co., Ltd. (Japan)  
 Janssen Pharma AB (Sweden)  
 Janssenpharma A/S (Denmark)  
 Janssen Pharmaceutica G.m.b.H. (Austria)  
 Janssen Pharmaceutica Inc. (Canada)  
 Janssen Pharmaceutica Limited (Thailand)  
 Janssen Pharmaceutica N.V. (Belgium)  
 Janssen Pharmaceutica (Proprietary) Limited (S. Africa)  
 Janssen Pharmaceutical Ltd. (Ireland)  
 Janssen Products, Inc. (Puerto Rico)  
 Johnson & Johnson AB (Sweden)  
 Johnson & Johnson AG (Switzerland)  
 Johnson & Johnson AS (Denmark)  
 Johnson & Johnson S.A. de C.V. (Mexico)  
 Johnson & Johnson (Angola), Limitada (Angola)  
 Johnson & Johnson de Argentina, S.A.C.e.I. (Argentina)  
 Johnson & Johnson China, Ltd. (China)  
 Johnson & Johnson Clinical Diagnostics (Europe) S.A. (France)  
 Johnson & Johnson Clinical Diagnostics GmbH (Germany)  
 Johnson & Johnson Clinical Diagnostics Ltd. (England)  
 Johnson & Johnson Clinical Diagnostics S.A. (France)  
 Johnson & Johnson Clinical Diagnostics SpA (Italy)  
 Johnson & Johnson de Chile S.A. (Chile)  
 Johnson & Johnson de Colombia S.A. (Colombia)  
 Johnson & Johnson de Costa Rica S.A. (Costa Rica)  
 Johnson & Johnson del Ecuador S.A. (Ecuador)  
 Johnson & Johnson de Mexico S.A. de C.V. (Mexico)  
 Johnson & Johnson de Uruguay S.A. (Uruguay)  
 Johnson & Johnson de Venezuela, S.A. (Venezuela)  
 Johnson & Johnson (Dominicana), C. por A. (Dominican Republic)  
 Johnson & Johnson (Fiji) Limited (Fiji)  
 Johnson & Johnson/Gaba B.V. (Netherlands)  
 Johnson & Johnson G.m.b.H. (Austria)  
 Johnson & Johnson G.m.b.H. (Germany)  
 Johnson & Johnson Guatemala, S.A. (Guatemala)  
 Johnson & Johnson Hellas S.A. (Greece)  
 Johnson & Johnson Hemisferica S.A. (Puerto Rico)  
 Johnson & Johnson (Hong Kong) Limited (Hong Kong)  
 Johnson & Johnson Inc. (Canada)  
 Johnson & Johnson Industria e Comercio Ltda (Brazil)  
 Johnson & Johnson (Ireland) Ltd. (Ireland)  
 Johnson & Johnson (Jamaica) Ltd. (Jamaica)  
 Johnson & Johnson Japan Diagnostics Ltd. (Japan)  
 Johnson & Johnson (Kenya) Ltd. (Kenya)  
 Johnson & Johnson Korea Ltd. (Korea)  
 Johnson & Johnson Kft. (Hungary)  
 Johnson & Johnson K.K. (Japan)  
 Johnson & Johnson Leasing G.m.b.H. (Germany)  
 Johnson & Johnson Limitada (Portugal)  
 Johnson & Johnson Limited (England)  
 Johnson & Johnson Limited (India)  
 Johnson & Johnson Ltd. (Russia)  
 Johnson & Johnson Medical B.V. (Netherlands)  
 Johnson & Johnson Medical (China) Ltd. (China)  
 Johnson & Johnson Medical G.m.b.H. (Germany)  
 Johnson & Johnson Medical K.K. (Japan)  
 Johnson & Johnson Medical Korea Limited (Korea)  
 Johnson & Johnson Mexico S.A. de C.V. (Mexico)
- Johnson & Johnson Medical Ltd. (England)  
 Johnson & Johnson Medical Mfg. SDN. BHD. (Malaysia)  
 Johnson & Johnson Medical Products, Inc. (Canada)  
 Johnson & Johnson Medical Pty. Ltd. (Australia)  
 Johnson & Johnson Medical S.A. (Argentina)  
 Johnson & Johnson Medical S.A.R.L. (France)  
 Johnson & Johnson Morocco S.A. (Morocco)  
 Johnson & Johnson (New Zealand) Limited (New Zealand)  
 Johnson & Johnson Pacific Pty. Ltd. (Australia)  
 Johnson & Johnson Pakistan (Private) Limited (Pakistan)  
 Johnson & Johnson Panama, S.A. (Panama)  
 Johnson & Johnson (Philippines), Inc. (Philippines)  
 Johnson & Johnson Poland, Inc. Sp. z o.o. (Poland)  
 Johnson & Johnson (Private) Limited (Zimbabwe)  
 Johnson & Johnson Produtos Profissionais Ltda (Brazil)  
 Johnson & Johnson Professional Products G.m.b.H. (Germany)  
 Johnson & Johnson Professional Products (Pty.) Ltd. (S. Africa)  
 Johnson & Johnson (Proprietary) Limited (S. Africa)  
 Johnson & Johnson Pte. Ltd. (Singapore)  
 Johnson & Johnson Pty. Limited (Australia)  
 Johnson & Johnson Research Pty. Limited (Australia)  
 Johnson & Johnson S.A. (France)  
 Johnson & Johnson S.A. (Spain)  
 Johnson & Johnson Sante, S.A. (France)  
 Johnson & Johnson SDN. BHD. (Malaysia)  
 Johnson & Johnson S.p.A. (Italy)  
 Johnson & Johnson, Spol.s.r.o. (Czech Republic)  
 Johnson & Johnson Taiwan, Ltd. (Taiwan)  
 Johnson & Johnson (Thailand) Limited (Thailand)  
 Johnson & Johnson (Trinidad) Limited (Trinidad)  
 Johnson & Johnson Vision Products AB (Sweden)  
 Johnson & Johnson Vision Products (Ireland) Limited (Ireland)  
 Johnson & Johnson (Zambia) Limited (Zambia)  
 Kodak Clinical Diagnostic (Europe) S.A. (France)  
 Kodak Clinical Diagnostics Limited (United Kingdom)  
 Kodak Diagnostic, S.A. (France)  
 Kodak Diagnostic S.p.A. (Italy)  
 Kodak Japan Diagnostics Limited (Japan)  
 Laboratoires RoC (U.K.), Ltd. (England)  
 Laboratoires Polive S.N.C. (France)  
 LifeScan Canada, Ltd. (Canada)  
 Medos S.A. (Switzerland)  
 Nihon RoC K.K. (Japan)  
 Neurogena Corp. S.A.R.L. (France)  
 Neurogena Provence S.A.R.L. (France)  
 Ortho Diagnostic Systems G.m.b.H. (Germany)  
 Ortho Diagnostic Systems K.K. (Japan)  
 Ortho Diagnostic Systems Limited (England)  
 Ortho Diagnostic Systems N.V. (Belgium)  
 Ortho Diagnostic Systems S.A. (France)  
 Ortho Diagnostic Systems S.p.A. (Italy)  
 Ortho-McNeil Inc. (Canada)  
 Penaten G.m.b.H. (Germany)  
 Penaten Korea Limited (Korea)  
 Pharma Argentina S.A. (Argentina)  
 P.T. Johnson & Johnson Indonesia (Indonesia)  
 RoC G.m.b.H. (Germany)  
 RoC K.K. (Japan)  
 RoC S.A. (France)  
 RoC S.A./N.V. (Belgium)  
 RoC S.p.A. (Italy)  
 RoC Laboratoires de Dermoestetica S.A. (Spain)  
 The R.W. Johnson Pharmaceutical Research Institute (Switzerland)  
 Shanghai Johnson & Johnson Ltd. (China)  
 Surgikos, S.A. de C.V. (Mexico)  
 Tasmanian Alkaloids Pty. Ltd. (Australia)  
 Taxandria Pharmaceutica B.V. (Netherlands)  
 Woelm Pharma G.m.b.H. & Co. Arzneimittelvertrieb oHG (Germany)  
 Woelm Pharma G.m.b.H. & Co. oHG (Germany)  
 Xian-Janssen Pharmaceutical Ltd. (China)

## ANNEX II List of available addresses

### USA

Johnson & Johnson (Headquarters)  
One Johnson & Johnson Plaza,  
New Brunswick, NJ 08933  
USA

tel.: 908 524 0400  
fax.: 908 214 0332/4

number of employees: 82,000 (1995)

### Italy

Johnson & Johnson SpA  
Via Ardeatina, Km 23,500  
I-00040 Pomezia

tel.: 39 06 910961  
fax.: 39 06 9194229

number of employees: 299 (1995)

Ethicon S.p.A.  
Via del Mare 56- Loc. Pratica di Mare  
00040 Pomezia (RM)

tel.: 06 911941  
fax.: 06 91194290

number of employees: 200-499 (1993)

Janssen Farmaceutici SpA  
Viale Cast. Magliana 38  
00148 Roma (RM)

tel.: 06 655881  
fax.: 06 6551748

number of employees: 200-499 (1993)

Ortho Diagnostic System SpA  
Via Palmanova 67  
20132 Milano (MI)

tel.: 02 2828141  
fax.: 02 2820865

number of employees: 100-199 (1993)

### **Norway**

Johnson & Johnson AB  
Ravnsborgvn. 52  
N-1364 Hvalstad

tel.: 47 66 98 1030  
fax.: 47 66 98 1777

number of employees: 22 (1995)

### **Sweden**

Johnson & Johnson AB  
Staffans V 2  
S-19184 Sollentuna

tel.: 46 08-626 2200  
fax.: 46 08-754 5850

number of employees: 262 (1995)

### **Germany**

Johnson & Johnson GmbH  
Kaiserwerther Strasse 220  
D-40474 Düsseldorf/  
Postfach 103161  
D-40022 Düsseldorf

tel.: 49 0211 43050  
fax.: 49 0211 4305352

number of employees: 946 (1995)

Johnson & Johnson Medical GmbH  
Oststrasse 1  
D-22844 Norderstedt/  
Postfach 16 80  
D-22806 Norderstedt

tel.: 49 040 522070



fax.: 49 040 52207365

number of employees: 306 (1995)

Johnson & Johnson Professional Products GmbH

Aspelohe 27  
D-22848 Norderstedt/  
Postfach 13 64  
D-22803 Norderstedt

tel.: 49 040 5286600

fax.: 49 040 52866490

number of employees: 180 (1995)

Ethicon GmbH & Co.KG

Robert Koch Strasse 1  
Postfach 1409  
D-2000 Norderstedt

tel.: 040 529010

fax.: 040 52901 379

number of employees: 1500 (1991)

Penaten GmbH

Rhöndorfer Strasse 80  
Postfach 1680  
D-5340 Bad Honnef

tel.: 02224 9200

fax.: 02224 920113

number of employees: 410 (1992)

**The Netherlands**

Johnson & Johnson Medical B.V.

Computerweg 14  
NL-3821 AB Amersfoort

tel.: 31 033 4500500

fax.: 31 033 4500505

number of employees: 105 (1995)

J&J Gaba B.V.

Bolderweg 1  
Industrieterrein de Vaart  
1332 AX Almere

tel.: 036 549 1919  
fsx.: 036 549 1999

number of employees: 200 (1995)

Janssen Pharmaceutica B.V.

Dr. Paul Janssenweg 150  
5026 RH Tilburg

tel.: 013 370911  
fax.: 013 370297

number of employees: 160 (1993)

**Belgium**

Johnson & Johnson Medical B.V.

Eikelenbergstraat 20  
B-1700 Dilbeek

tel.: 32 2 481 7400  
fax.: 32 2 466 3405

number fo employees: 45 (1995)

Janssen-Cilag N.V.

Uitbreidingsstraat 2  
2600 Antwerpen

tel.: 03 2805411  
fax.: 03 2805412

number of employees: 150 (1995)

Janssen Pharmaceutica N.V.

Turnhoutseweg 30,  
2340 Beerse

tel.: 014 602111  
fax.: 014 602841

number of employees: 3300 (1995)

#### United Kingdom

Johnson & Johnson Medical Ltd.

Victoria Mills  
New Road, Earby  
Colne  
GB-Lancs BB8 6UZ

tel.: 44 0 1282 843296

fax.: 44 0 1282 841021

number of employees: 35 (1995)

#### Spain

Johnson & Johnson S.A.

Ctra. Madrid Valencia, Km 24,700  
E-28500 Arganda del Rey

tel.: 34 91 8740300

fax.: 34 91 8714854

number of employees: ?

#### France

Ortho-Diagnostic Systems

ZAC Paris Nord  
69, rue de l'etoile  
B.P. 50042  
95946 Roissy Charles de Gaulle Cedex

tel.: 1 48 638484

fax.: 1 48 632543

number of employees: 100 (1994)

RoC S.A.

48-50, rue de Seine  
92704 Colombes

tel.: 1 47 807246

fax.: 1 47 857879

number of employees: 813 (1994)

## Switzerland

Cilag AG International  
Industriestrasse 38  
CH-6300 Zug

tel.: 042 213821  
fax.: 042 417850

Greiter AG  
Trogenerstrasse  
CH-9450 Altstätten SG

tel.: 071 761191  
fax.: 071 755808

number of employees: 95 (1990)

Janssen-Cilag AG  
Sihlbruggstrasse 111  
CH-6341 Baar

tel.: 042 332233  
fax.: 042 314300

number of employees: 70 (1990)

Johnson & Johnson AG  
Rotzenbühlstrasse 55  
CH-8957 Spreitenbach

tel.: 056 703333  
fax.: 056 712651

## Portugal

Janssen-Cilag Pharmaceutica, Ltda.  
Campo Grande, 28-1.D  
PT-1700 Lisbon

tel.: 01 7979636/43/56/94  
fax.: 01 7970150

number of employees: 120 (1992)

Johnson & Johnson Lda.  
Rivinha- Queluz de Baixo-

P.O. Box 17  
PT-2745 Queluz

tel.: 01 4355071  
fax.: 01 4360448

number of employees: 347 (1992)

**Ireland**

Johnson & Johnson (Ireland) Ltd.  
Belgard Road  
Tallaght  
Dublin 24

tel.: 01-510544  
fax.: 01-510204

number of employees: 100 (1992)