

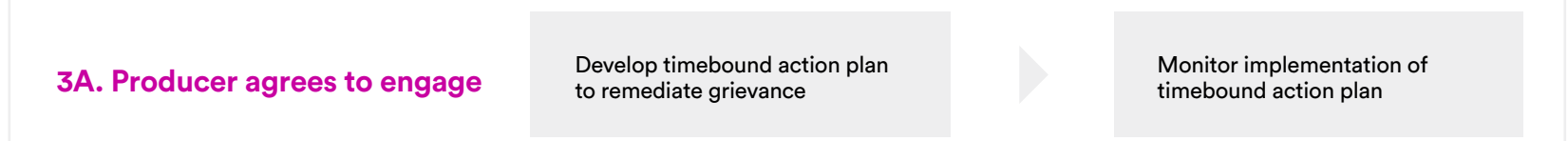


Responsible Palm Oil Grievance Process



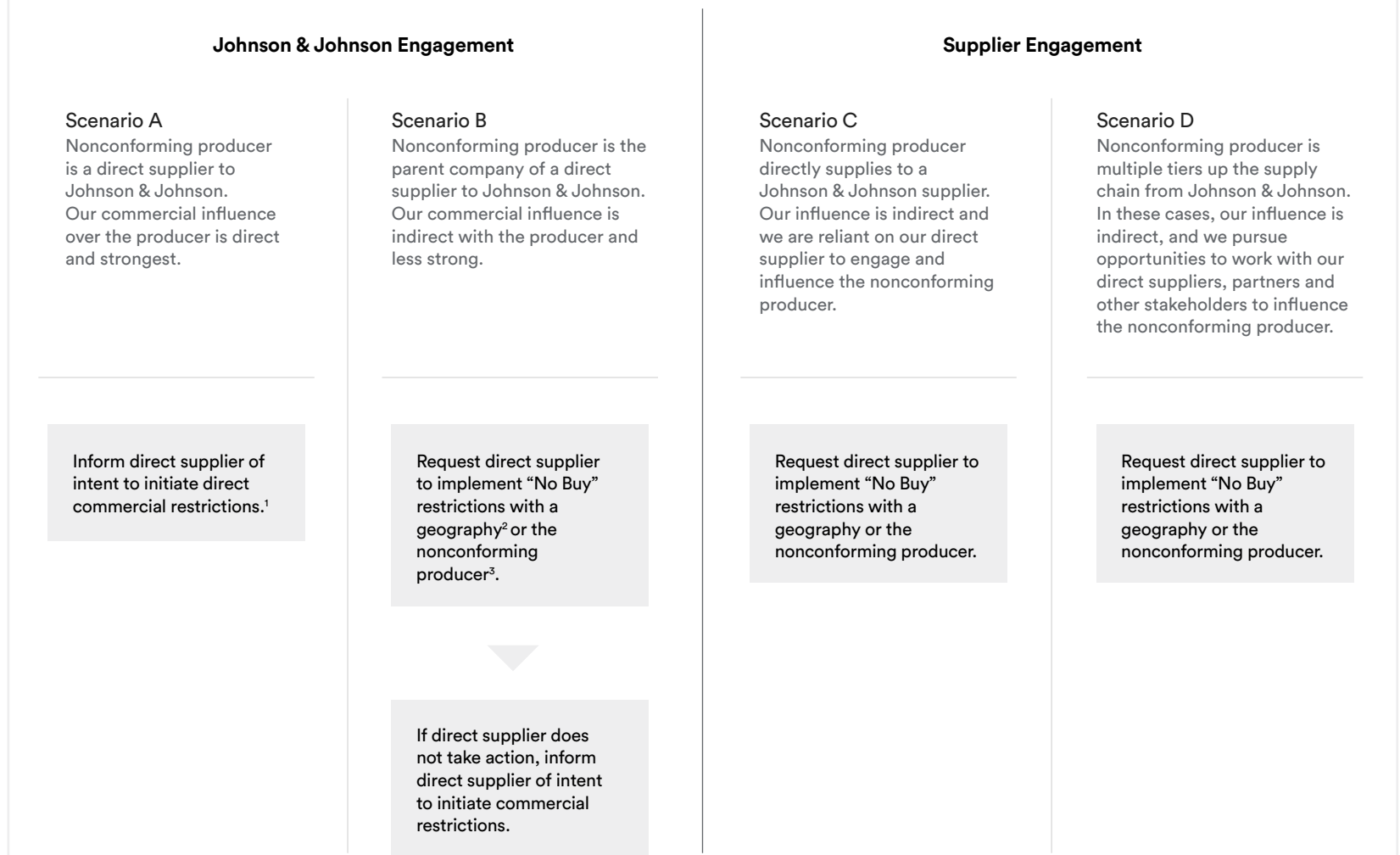
3. Action

Supply chain engagement to remediate grievance.



OR

3B. Producer does not respond, fails to correct nonconformance or makes insufficient action plan progress



In some instances, immediate action may be required from our tier 1 suppliers. If not met, Johnson & Johnson will consider suspension or removal by initiating commercial restriction.

¹ Direct Commercial Restriction: may involve restrictions on new business, gradual removal of business, and exit of all business
² Geographic Restriction: requires that oil from mills in an area with nonconforming activities does NOT enter Johnson & Johnson supply chains
³ Producer Restriction: requires that oil from the nonconforming producer does NOT enter Johnson & Johnson supply chains