As the largest and most broadly-based healthcare company in the world
“We Were Built for Times Like These”

Our Purpose
We blend ❤️, Science and Ingenuity to profoundly change the trajectory of health for humanity.

Our People
~135,000 employees who serve more than 1 billion patients each day

Life-Enhancing Innovation & Excellence in Execution
› Developed First Single-Shot COVID-19 Vaccine in Fight Against Global Pandemic
› Strengthened Pipeline with Industry Leading Research & Development Investment
› Continued Strong Global Position in 3 Key Segments:
  - Consumer Health
  - Pharmaceutical
  - Medical Devices

Our Broad-Based Advantages
Create & access growth opportunities
Strategic partner of choice
Partner with governments & public health organizations
Broader offerings of products & solutions
Leverage enterprise efficiencies & capabilities

Key Industry Recognitions
#3 Supply Chain Top 25 for 2020
#9 The Best-Managed Companies of 2020
#26 World’s Most Admired Companies List, #1 in Pharmaceutical Category

Top 10: Working Mother 100 Best Companies, NAFE Top Companies for Executive Women, Best Companies for Dads, Diversity Best Practices Inclusion Index, and Best Companies for Multicultural Women

Environmental, Social & Governance
“A” CDP rating in both Climate Change & Water Security
#3 Ranked company advancing access to medicines and technologies in response to some of the world’s most difficult health challenges

Value Creation Through:
Absolute ($) R&D investment
#8 U.S. #11 Globally $12.2B Total R&D

Acquisitions, Licensing, & Strategic Partnerships
$7.3B Spent on Acquisitions
10 Acquisitions and Noteworthy Licensing Agreements
161 Innovation Deals
13 New Equity Investments

1 Per Capital IQ 2 Net of cash acquired
Delivering Long-Term Value for our Stakeholders

Our Capital Allocation Priorities

- Fuel internal growth opportunities through R&D investment
- Deliver competitive dividend
- Pursue value creating mergers, acquisitions, & licensing agreements
- Execute share repurchase programs

A Strong, Consistent, Sustainable Business

- ~6% Operational sales growth\(^2\)
- ~8% Adjusted EPS growth\(^3\)
- Over the last 20 years
- 59 Consecutive years of dividend increases\(^4\)
- 13.1% 10-Year total return to shareholders
- ~25% of sales come from products launched in the past 5 years
- ~70% of sales come from #1 or #2 global market share position

Sales by Geographic Area

<table>
<thead>
<tr>
<th>Dollars in Billions</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>34.1</td>
<td>37.8</td>
<td>39.9</td>
<td>41.9</td>
<td>43.1</td>
</tr>
<tr>
<td>International</td>
<td>37.8</td>
<td>39.9</td>
<td>41.9</td>
<td>42.1</td>
<td>43.1</td>
</tr>
</tbody>
</table>

Sales by Business Segment

<table>
<thead>
<tr>
<th>Dollars in Billions</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Health</td>
<td>23.0</td>
</tr>
<tr>
<td>Pharmaceutical</td>
<td>14.1</td>
</tr>
<tr>
<td>Medical Devices*</td>
<td>45.6</td>
</tr>
</tbody>
</table>

Percent Change vs. 2019

- Consumer Health: Reported 1.1%, Operational\(^2\) 3.0%, Adjusted Operational\(^5\) 3.1%
- Pharmaceutical: 8.0%\(^2\), 8.2%, 8.4%
- Medical Devices*: -11.6%, -11.4%, -10.5%
- Worldwide: 0.6%, 1.2%, 1.5%

28 Platforms / Products >$1 Billion in Annual Sales\(^6\)

- Consumer Health (4)
  - Neutrogena
  - Listerine
  - Johnson\&Johnson

- Pharmaceutical (13)
  - Tylenol

- Medical Devices (11)
  - Knees, Hips, Spine, Trauma
  - Endoscopes, Biosurgical, Energy, Wound Closure

Note: All data included is based on 2020 full year, unless noted otherwise. Reference Non-GAAP reconciliation schedules in the Investors section at Investor.jnj.com. \(^1\) Non-GAAP measure: defined as operating cash flow less capital spending. \(^2\) Non-GAAP measure; excludes the impact of translational currency. \(^3\) Non-GAAP measure: excludes intangible amortization expense, and special items. \(^4\) Includes dividend declared in April 2021. \(^5\) Non-GAAP measure; excludes the net impact of acquisitions and divestitures and translational currency. \(^6\) SIMPONI includes SIMPONI and SIMPONI ARIA; PREZISTA includes PREZISTA AND PREZCOBIX.

Free Cash Flow\(^1\)

<table>
<thead>
<tr>
<th>Dollars in Billions</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>15.5</td>
<td>17.8</td>
<td>18.5</td>
<td>19.9</td>
<td>20.2</td>
</tr>
</tbody>
</table>

2016-2020:
- 2016: 15.5
- 2017: 17.8
- 2018: 18.5
- 2019: 19.9
- 2020: 20.2