

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

Gartner #3 Supply Chain Top 25 for 2020

WSJ #9 The Best-Managed Companies of 2020

FORTUNE #26 World's Most Admired Companies List, #1 in Pharmaceutical Category

WORKING MOTHER 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



\$100 million commitment over the next five years to support programs that address racial injustice and health inequities

Value Creation Through:

Absolute (\$) R&D investment¹

#8 U.S. #11 Globally

\$12.2B Total R&D

Acquisitions, Licensing, & Strategic Partnerships

\$7.3B

Spent on Acquisitions²

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



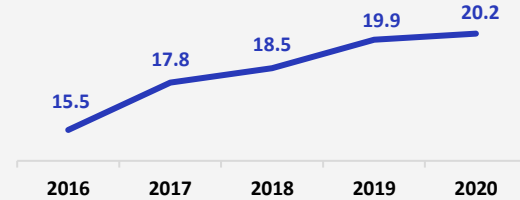
Pursue value creating mergers, acquisitions, & licensing agreements



Execute share repurchase programs

Free Cash Flow¹

Dollars in Billions



A Strong, Consistent, Sustainable Business



~6% Operational sales growth²
~8% Adjusted EPS growth³

Over the last 20 years



59

Consecutive years of dividend increases⁴

13.1%

10-Year total return to shareholders

~25%

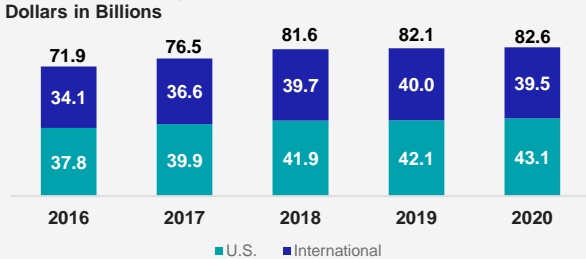
of sales come from products launched in the past 5 years

~70%

of sales come from #1 or #2 global market share position

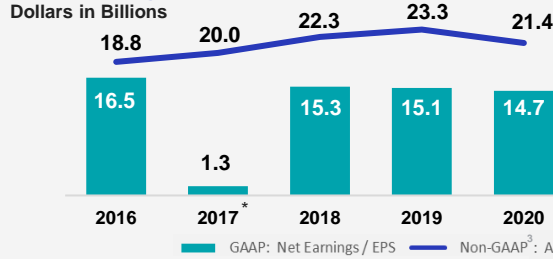
Sales by Geographic Area

Dollars in Billions



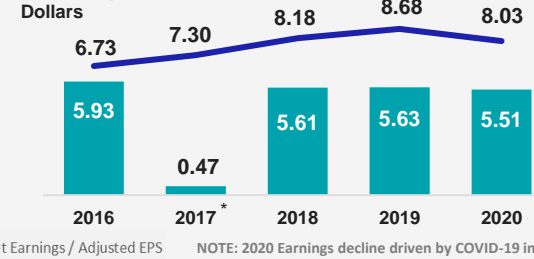
Net Earnings

Dollars in Billions



Earnings Per Share

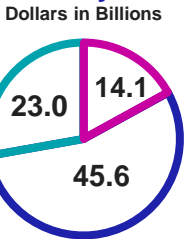
Dollars



NOTE: 2020 Earnings decline driven by COVID-19 impact
*2017 Includes impact of U.S. Tax Cuts and Jobs Act

Sales by Business Segment

Dollars in Billions



Percent Change vs. 2019

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

*2020 Medical Devices decline due to COVID-19 related restrictions

28 Platforms / Products >\$1 Billion in Annual Sales⁶

* Exceeds \$1B excluding estimated COVID-19 impact

Consumer Health (4)	Pharmaceutical (13)	Medical Devices (11)
Neutrogena	Opsumit (macitentan)	Knees
LISTERINE	imbruvica (ibrutinib)	Hips
Johnson's	Tremfya (guselkumab)	Spine
TYLENOL	Xarelto (rivaroxaban)	Trauma
	Uptravi (upadacitinib)	Endocutters
	Zytiga (abiraterone acetate)	Biosurgicals
	Symtuza*	Energy
	INVEGA SUSTENNA (haloperidol palmitate)	Wound Closure
	Remicade (infliximab)	Electrophysiology
	Stelara (secukinumab)	Contact Lens
	Simpsoni* (golimumab)	Vision Surgical*
	DARZALEX (daratumumab)	
	PREZISTA (darunavir)	

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