

Environmental, Social and Governance (ESG) Investor Update Webcast

PRE EVENT ON-DEMAND CONTENT

Speakers | Tuesday, June 22, 2021



Anne Mulcahy

Independent Lead Director,
J&J Board of Directors

Lead Director since 2012
Independent Director since 2009

Ms. Mulcahy, was Chairman and Chief Executive Officer of Xerox Corporation (business equipment and services) until July 2009, when she retired as CEO after eight years in the position. Prior to serving as CEO, Ms. Mulcahy was President and Chief Operating Officer of Xerox. She also served as President of Xerox's General Markets Operations, which created and sold products for reseller, dealer and retail channels. Earlier in her career at Xerox, which began in 1976, Ms. Mulcahy served as Vice President for Human Resources with responsibility for compensation, benefits, human resource strategy, labor relations, management development and employee training; and as Vice President and Staff Officer for Customer Operations, covering South America and Central America, Europe, Asia and Africa. Ms. Mulcahy was the U.S. Board Chair of Save the Children from March 2010 to February 2017, and was appointed as a Trustee in February 2018.



Joseph Wolk

Executive Vice President,
Chief Financial Officer

Joseph J. Wolk (Joe) is the Executive Vice President and Chief Financial Officer for Johnson & Johnson. Joe serves as a member of the company's Executive Committee, plays a strategic role in the overall management of the organization and leads the development and execution of the business's global long-term financial strategy. Additionally, as a financial steward of Johnson & Johnson, Joe's scope of responsibilities include driving competitive and profitable growth, generating sustainable cash flow, allocating capital to maximize value creation and managing risk across the entire enterprise.

Joe leads the worldwide Finance and Global Services organizations, which comprise approximately 9,000 colleagues around the globe. He assumed the role of Chief Financial Officer in July 2018 and has been with Johnson & Johnson for 21 years.

Prior to assuming his current responsibilities, Joe was the Vice President of Investor Relations for Johnson & Johnson. In this role, he developed a winning strategy for building strong relationships with the investment community and disseminating Johnson & Johnson's value creation narrative to all external financial stakeholders. During Joe's tenure in this role, the Investor Relations function was regularly recognized by Institutional Investor as one of the best teams in the industry.

Prior to Investor Relations, Joe held a variety of senior leadership roles in several segments and functions across the company, where he achieved superior results. He served as Vice President of Finance for the Pharmaceuticals Group, Vice President of Finance for the Medical Devices Global Supply Chain and Chief Financial Officer of the North America Pharmaceuticals Group.

Joe is an accomplished, Credo-based leader, and is passionate about talent development, driving innovation and community service. He is the executive sponsor of Johnson & Johnson's Impact Venture Fund, an "impact investment" fund that provides funding to entrepreneurs and their start-up companies or social enterprises to address healthcare challenges impacting people around the world. He is also the executive sponsor of the Veterans Leadership Council and a champion of the Finance Leadership Development Program. Additionally, he is a member of the Stanford Medicine Board of Fellows, the CNBC Global CFO Council and the Wall Street Journal CFO Network.

Joe holds a Bachelor of Science degree in Finance from St. Joseph's University, where he currently serves on the Haub School of Business Board of Visitors, and a Juris Doctor degree from Temple University School of Law. He is also a Certified Public Accountant (CPA).



Carol Montandon

Global Chief Quality Officer,
Worldwide Vice President
Quality & Compliance

Carol Montandon is the Global Chief Quality Officer and Worldwide Vice President Quality & Compliance for Johnson & Johnson. Carol has end-to-end accountability for Quality and Compliance across our Pharmaceutical, Medical Device and Consumer Sectors. In her role, she is transforming the organization to build quality experiences for our patients, consumers and customers in an increasingly interconnected and personalized world.

Carol has gained more than 30 years of experience as a business leader and Quality and Compliance professional through a series of senior leadership positions. Prior to her current role, Carol was Chief Quality Officer/Vice President of Quality & Compliance for the Johnson & Johnson Medical Device and Consumer businesses. Previously, Carol spent 18 years in the Johnson & Johnson Medical Device and Diagnostic (MD&D) sector with roles in several franchises and across multiple functions. Carol was Worldwide Vice President of Quality, Regulatory and Compliance for the Ortho-Clinical Diagnostics (OCD) Franchise. Prior to OCD, she was Worldwide Vice President of Regulatory Affairs for the Diabetes Franchise and Vice President of Quality, Regulatory and Compliance for Animas Corporation. Prior to joining Animas, Carol was Director, Quality Systems and Compliance for Ethicon-Endo Surgery (ESS). Prior to EES, Carol held multiple roles at OCD, including Manager, Regulatory Affairs and Operations Director. Prior to joining J&J in 1994, she was with Baxter Diagnostics in Switzerland.

As a fierce advocate of talent and, most notably, supporting female career advancement, Carol is the Global Chair of the Johnson & Johnson Women's Leadership and Inclusion (WLI) Group. Outside of J&J, she is also a member of the Healthcare Businesswomen's Association Advisory Board, the Seton Hall Transformative Leadership in Disruptive Times Advisory Board and the Rutgers University Institute for Women's Leadership External Advisory Board.

Carol holds a Bachelor of Science degree in Medical Technology from the University of Evansville and an MBA from the Pennsylvania State University Smeal College of Business.



**Joanne
Waldstreicher, M.D.**

Chief Medical Officer

Joanne Waldstreicher, M.D., is Chief Medical Officer, Johnson & Johnson. In this role, she has oversight across pharmaceuticals, devices and consumer products for safety, epidemiology, clinical and regulatory operations transformation, collaborations on ethical science, and technology and R&D policies, including those related to clinical trial transparency and compassionate access. She chairs the R&D Development Pipeline Review Committee for The Janssen Pharmaceutical Companies of Johnson & Johnson, and supports the Device and Consumer Development Committees. Joanne is also a faculty affiliate of the Division of Medical Ethics, Department of Population Health, New York University School of Medicine.

Among her prior roles, Joanne was responsible for late-stage development in neuroscience, cardiovascular disease and metabolism at Janssen. Before joining Johnson & Johnson in 2002, she headed endocrinology and metabolism clinical research at Merck Research Laboratories, overseeing development programs in atherosclerosis, obesity, diabetes, urology and dermatology. She was honored with the Key Innovator Award, among other distinctions.

Joanne received both the Jonas Salk and Belle Zeller scholarships from the City University of New York, and graduated summa cum laude from Brooklyn College. She graduated cum laude from Harvard Medical School, completed her internship and residency at Beth Israel Hospital, and her endocrinology fellowship at Massachusetts General Hospital. She has received numerous awards and scholarships, and is an active scientific author. In 2016, the National Association of Female Executives named her Healthcare Champion of the Year. Joanne combines broad experience in science and medicine with a passion for advancing transparency and ethics, with a goal of improving the lives of patients and consumers worldwide.



Dirk Brinckman
Chief Compliance Officer

Dirk Brinckman is the Chief Compliance Officer for Johnson & Johnson. He leads the global Health Care Compliance Organization (HCC), which ensures there are comprehensive policies, procedures, and training to prevent, detect and correct non-compliance. In this role, he helps create a culture of accountability for compliance across the enterprise where all leaders and employees are responsible for maintaining the highest levels of ethics and integrity aligned with Our Credo.

Since joining Johnson & Johnson as part of the Law Department in 2003, Dirk has held a number of leadership roles of increasing responsibility supporting the enterprise. While based in Belgium, Dirk led the cross-sector EMEA and ASPAC Regulatory Legal Practice Group that provided guidance and counsel on the laws and regulations across the lifecycle of the products Johnson & Johnson brings to market. He also focused on commercial compliance matters and the development and deployment of international compliance policies. He was actively involved in shaping the external regulatory environment applicable to Johnson & Johnson's products. He has served as Vice Chairman of the Legal Committee of COLIPA (the European cosmetics trade association). He also oversaw the Legal Committee of EUCOMED (the medical device trade association) and was the President of the EUCOMED Code Committee.

In 2012, Dirk moved to the United States to take on the role of Vice President, Law, for the Global Surgery business in the U.S. and the Medical Device Group in Canada. For the next eight years, he held several leadership roles within the Law Department, including Worldwide Vice President Global Regulatory Law leading the Global Regulatory Legal group, and was a member of the global management team of the Law Department. He also oversaw the legal support for the Supply Chain, Procurement, Information Technology and Real Estate organizations and led the Corporate Governance Team accountable for the Environmental, Social & Governance issues for the enterprise and the Enterprise Governance Council.

Prior to Johnson & Johnson, Dirk spent eight years in private legal practice in some of the major international law firms in Brussels, Belgium. He is a graduate of the Law Faculty of Leuven and the College of Europe in Bruges.



**Leonardo (Len)
DeCandia**
Chief Procurement Officer

Leonardo (Len) DeCandia has held the positions of either Chief Supply Officer or Chief Procurement Officer with four different Fortune 200 Companies over the past 25 years. His expertise in engineering, manufacturing, procurement and end-to-end supply chain management has been the foundation for his experience across the Pharmaceutical/Health Care and Consumer Products industries. Len is currently the Chief Procurement Officer for Johnson & Johnson based in New Brunswick, New Jersey. Since assuming this role in 2016, he has led a significant global organizational transformation for the Procurement function within Johnson & Johnson, moving from a long tradition of decentralization to the best practice of a globally integrated and agile operating model optimized through digital technology. This initiative was recognized with the 2017 SAP Quality Award for Business Transformation, providing recognition for the future-ready approach that the Johnson & Johnson Procurement Team has adopted to partner with their businesses to advance global health care in a rapidly changing market environment.

Len's passion is in pioneering next generation supply chain practices and continuing the evolution of the strategic value contribution of the function for both business growth and social, economic and environmental good. His continued commitment to future supply chain leaders is exemplified by the Johnson & Johnson Procurement Leadership Development Program (PLDP), which was recognized in 2019 by MBA-Exchange.com as one of the world's leading MBA Development Programs in Operations. Len is also the Global Executive Chair of the Alliance for Diverse Abilities (ADA) employee resource group, whose mission is to create an enabling culture for people with diverse abilities, their care givers and their advocates.

Len's previous supply chain leadership roles were at Roche Pharmaceuticals, AmerisourceBergen and the Estée Lauder Companies. In his previous roles, Len also led the deployment of advanced technologies and practices in supply chain, while leading and shaping organizational transformations. He is the Founding Chair of the Rutgers Business School (RBS) Supply Chain Management Center (2002) and is currently a member of the Rutgers Business School Advisory Board. He is also an adjunct professor at RBS and teaches a graduate course in Supply Chain Innovation Management. Len resides with his family in Princeton, NJ.



Marene Allison

Vice President, Information
Security & Risk Management,
Chief Information
Security Officer

Ms. Allison has responsibility for protecting Johnson & Johnson information technology systems and business data worldwide. This includes ensuring that the company's information security posture supports business growth objectives, protects public trust in the Johnson & Johnson brand, and meets legal/regulatory requirements.

Marene is a member of the company's Compliance committee and presents to the Johnson & Johnson Board of Directors on cybersecurity risk. With more than 260 companies in 60 countries worldwide, Johnson & Johnson is a global leader in consumer health, pharmaceutical products, and medical devices.

Prior to joining Johnson & Johnson, Marene was Chief Security Officer and Vice President for Medco, the largest pharmacy benefit manager in the United States. Marene was responsible for all aspects of the company's security, regulatory and compliance, including physical and logical security, executive protection, as well as HIPPA, Payment Card Industry, Medicare and prescription fraud, and IT controls.

Prior to that, Marene was with Avaya as head of Global Security where she worked on securing the World Cup network in Korea and Japan in 2002. Before joining Avaya, she was Vice President of Loss Prevention and Safety for the Great Atlantic and Pacific Tea Company. Before joining the corporate world, she served as a Special Agent in the FBI working on undercover drug operations in Newark, NJ, and also working on terrorist bombings in San Diego, CA. She developed and participated in the nuclear terrorism exercise, Compass Rose '88, the largest mock terrorism incident exercise by the federal government.

Marene has a Bachelor of Science degree from The United States Military Academy at West Point, in the first class to include women. She has served in the US Army in the Military Police, at Ft Hood, TX, Ft Chaffee, AR and Ft McClellan, AL. She has served on the Defense Advisory Committee on Women in the Services appointed by the Secretary of Defense and the Overseas Security Advisory Committee appointed by the Secretary of State. Marene is a founding member of West Point Women and currently serves on their Board of Directors. She is also on the Board of Directors for H-ISAC (Health Information Sharing and Analysis Center) and ASIS International. Marene is married, has a son, a wonderful daughter-in-law, and grandson, and lives in Ponte Vedra Beach, Florida.



Paulette Frank

Chief Sustainability Officer

Paulette Frank is the Chief Sustainability Officer at Johnson & Johnson, the world's largest and most broadly based healthcare company. She is responsible for defining J&J's strategic direction to accelerate and amplify positive environmental impact and for identifying and supporting solutions at the intersection of human and environmental health.

Under her leadership, J&J launched ambitious climate goals in September 2020, which will accelerate the company's transition to 100% renewable electricity and carbon neutrality for its operations, while also partnering with suppliers to reduce upstream carbon emissions.

Ms. Frank has been with J&J for 24 years, and before being appointed Chief Sustainability Officer she served as J&J's Vice President, Global Environmental Health, Safety & Sustainability. She is a member of the J&J Supply Chain Leadership Team and co-chairs the J&J Enterprise Governance Council. She is also a passionate advocate for advancing diversity, equity and inclusion and co-chairs the J&J Supply Chain Diversity, Equity and Inclusion Council.

Ms. Frank has been working in the fields of environmental stewardship, employee health and safety and sustainability for nearly 30 years. She is a sought-after speaker and contributor at international workshops and conferences, providing a voice for the company's values and long-standing commitment to help create a healthy future for people, our communities, and the planet. She was previously co-chair and continues as a member of the Center for Business and the Environment at Yale (CBEY) Advisory Board.

Ms. Frank earned her Bachelor of Science degree in Biology from Duke University and her Master of Environmental Studies degree from Yale University's School of the Environment.



Chris DeLorefice

Vice President,
Investor Relations

Chris DeLorefice is the Vice President of Investor Relations at Johnson & Johnson. As a member of the Finance Leadership Team, Chris holds the critical responsibility of interacting with the company's Investor Community, and he leads the company's Quarterly Earnings process and analyst calls.

During his 22-year tenure with Johnson & Johnson, Chris has held a variety of finance leadership roles, across all three segments and many other functions. Most recently, Chris served as the CFO of the North America Hospital Medical Devices (MD) Business. In this role, Chris provided strategic financial leadership and counsel, which was integral in evolving the MD portfolio and commercial strategy to support our long-term growth aspirations.

Prior to his role in MD, Chris spent three years partnering with the Consumer segment as the CFO of the North America business. In 2012, he served as the Vice President of Finance for the Consumer Global Franchise Organization. Prior to that, and over the course of a decade, Chris provided financial support to J&J Supply Chain, Corporate Mergers and Acquisitions, Consumer Global R&D and the Pharmaceutical North America Business Development and Commercial Contracting Finance groups. During this time, Chris led key mergers and acquisitions, negotiated critical licensing and managed care agreements, and implemented major business restructurings.

A Credo-based leader, Chris continues to contribute to the company's financial strength and stability and serves as a champion for the talent development of the next generation of business leaders.

Prior to joining Johnson & Johnson, Chris held various leadership positions in cost accounting, global audit and financial reporting with Astra Zeneca Pharmaceuticals, AET Films, Inc., and Ametek, Inc.

Chris holds a Bachelor of Science and MBA from Villanova University, and received his CPA certification from the Commonwealth of PA.



Matt Orlando

Corporate Secretary and
Worldwide Vice President,
Corporate Governance

Matt Orlando is the Corporate Secretary and Worldwide Vice President, Corporate Governance. As a member of the Law Department Organizational Leadership team, Matt is responsible for, among other things, the Company's Proxy Statement, Annual Meeting of Shareholders and Health for Humanity Report.

During his 13-year tenure with Johnson & Johnson, Matt has held a variety of legal leadership roles across the Company in different regions of the world. Most recently, Matt served as the General Counsel for the Consumer Medical Device Group, responsible for overseeing the general legal affairs of the Consumer Medical Device businesses.

Previously, Matt served in a number of senior legal roles within the Company. He is recognized as a champion of Credo values and has gained significant business and management experience while building and leading high functioning legal teams.

Matt joined the Johnson & Johnson Law Department in 2007 in Brussels, Belgium as part of the European Legal team.

Prior to joining Johnson & Johnson, Matt was in private legal practice. He also previously worked for the pharmaceutical company UCB in Brussels. Matthew obtained his law degree as well as his commerce degree from Murdoch University in Australia and is admitted to practice law in both Australia and the United States.



Peter Fasolo, Ph.D.
Executive Vice President,
Chief Human Resources
Officer, Executive
Committee Member

Peter M. Fasolo is Executive Vice President, Chief Human Resources Officer at Johnson & Johnson. Peter serves as a member of the Company's Executive Committee, chairs the Pension and Benefits Committee and is a member of the Compensation Committee. He works closely with the Executive Committee and the Johnson & Johnson Board of Directors on key succession and compensation strategies for the Company.

With more than \$82 billion in global revenues and more than 135,000 employees across 60 countries, Johnson & Johnson, a Fortune 500 company, is regularly recognized as one of the best places to work and most admired companies in the world. Peter has responsibility for global talent, recruiting, diversity, compensation benefits, and all aspects of the human resources agenda for the Company.

Under Peter's leadership, Johnson & Johnson has fully transformed its approach to human resources strategy and service delivery by establishing a global network of shared services and creating an insights and analytics capability to align its talent and business strategies for innovation and growth. During his tenure, the Company has been able to place nearly 80% of senior management positions with internal successors, while at the same time filling over 22,500 positions annually with people of diverse, global backgrounds.

Peter has committed to creating the healthiest workforce on the planet by integrating principles of Energy for Performance® and innovative digital tools that help support the total health of every employee. He is also a relentless champion of progressive workforce and labor policies, embedding inclusive behaviors and leadership goals throughout the organization to create a greater sense of belonging for all employees. With the solid foundation built under his leadership, Johnson & Johnson was able to swiftly expand its benefits and policies during the COVID-19 pandemic to help protect employee health, safety and well-being and provide greater flexibility and the support needed for employees to care for themselves, their families and their communities. Peter first joined Johnson & Johnson in 2004 as Worldwide Vice President, Human Resources in the Medical Devices segment. He also served as the Company's Chief Talent Officer with responsibility for executive assessment and development. Prior to joining Johnson & Johnson, he spent 13 years with Bristol-Myers Squibb in executive level, human resources roles across business segments and lived and worked outside the U.S. including Paris, France.

Peter left Johnson & Johnson in 2007 to join Kohlberg Kravis Roberts & Co. (KKR) as Chief Talent Officer where he worked on operational improvements, top team and board composition, and executive compensation for the North American portfolio of companies owned by the firm. He returned to Johnson & Johnson in 2010.

Peter earned a Ph.D. in Organizational Behavior from the University of Delaware (1989), a Master of Arts degree in Industrial Psychology from Fairleigh Dickinson University (1986) and a Bachelor of Arts degree in Psychology from Providence College (1984). He serves on the Boards of the Human Resources Policy Association, Tufts University and Save the Children and was named a Fellow of the National Academy of Human Resources in 2017.



Wanda Hope
Chief Diversity,
Equity & Inclusion Officer

Wanda Bryant Hope is an accomplished business executive with significant experience in general management, marketing, sales, commercial operations, and human resources. She currently serves as Chief Diversity, Equity & Inclusion Officer at Johnson & Johnson, and is responsible for globally advancing the company's diversity, equity and inclusion (DEI) outcomes, strengthening DEI capabilities, and driving growth through innovation.

Prior to this role, Wanda held a variety of leadership positions across Johnson & Johnson including Vice President, Sales & Marketing; Vice President, Commercial Analytics, Development & Operations; and Vice President, Global Performance & Development. She has been recognized for her ability to exceed business results, deliver innovative solutions to complex challenges, lead global change, develop people for optimal results and DEI global outcomes.

Wanda is a sought-after speaker and thought leader on advancing DEI to drive business performance and results. She recently presented at the Fortune Most Powerful Women Conference and currently serves on the World Economic Forum's Steering Committee for Partnering for Racial Justice in Business and its Global Future Council on the New Agenda for Equity & Social Justice. Wanda also serves as Chair of the Business Roundtable Diversity, Equity, and Inclusion Working Group and on the Penn State Smeal College of Business Board of Visitors. In 2020, she was selected as Penn State's fall commencement speaker.

Her passion and performance have been recognized with several awards including the Elite 100 of Black Women leaders by Diverse Women Media, Penn State Smeal Diversity Award, the Most Powerful Women in Corporate Diversity by Black Enterprise Magazine, American Needs You Honoree, Healthcare Businesswomen's Association's Rising Star Award, Auburn Lives of Commitment Award, YWCA Tribute to Women in Industry Award, and the National Sales Network Community Service Award.

Wanda received her Bachelor of Science degree in Marketing from The Pennsylvania State University. She and her husband Bobby are the proud parents of Tyler, their 14-year-old son.



Martin Fitchet, M.D.

Global Head,
Global Public Health

Martin Fitchet, M.D., is Head of Global Public Health (GPH) at Johnson & Johnson where he leads an organization fully dedicated to addressing some of the highest unmet needs and healthcare challenges facing the world's most vulnerable and underserved people.

With a focus on accelerating development and access to transformational innovation for those in low and middle income countries through an end-to-end approach Martin brings more than 20 years of experience as a proven research and development (R&D) leader. Under his leadership the GPH team combines R&D, global access strategies and programs, and local operations to advance the critical solutions that save lives, cure patients and prevent disease for those impacted by tuberculosis, HIV, mental illness and other public health challenges.

Prior to joining GPH, Martin was R&D and Global Therapeutic Area (TA) Head, Pulmonary Hypertension (PH), for Actelion, a Janssen Pharmaceutical Company of Johnson & Johnson. In this role, Martin was responsible for all aspects of Actelion's R&D strategy and execution across its growing portfolio of assets in Pulmonary Arterial Hypertension (PAH).

Martin joined Actelion from Johnson & Johnson Medical Devices, where he led global R&D across the company's three Medical Devices franchises: DePuy Synthes, Ethicon, and Cardiovascular & Specialty Solutions. Prior to that, Martin served as Global Head of R&D for the DePuy Synthes Companies of Johnson & Johnson. During his tenure, he partnered with key functions across the Medical Devices sector to align and prioritize innovation platforms, drive portfolio discipline, and increase productivity, launch cadence, and portfolio impact.

Originally joining Johnson & Johnson in 2000, Martin assumed positions of increasing responsibility. While serving as Chief Operating Officer for Janssen R&D, he oversaw operational excellence and execution of clinical development programs, thereby maximizing effectiveness and efficiency in bringing new medicines to patients. As Global TA Head for Cardiovascular & Metabolism R&D, he was responsible for the development of compounds in cardiovascular disease and diabetes including XARELTO® and INVOKANA® respectively. Prior to joining Johnson & Johnson, he held scientific leadership positions in Medical Affairs and Research & Development in metabolism and diabetes for Sanofi Aventis and Novartis.

Having earned his degree at the University of Nottingham Medical School in Nottingham, UK, Martin became a Fellow of the Royal College of Surgeons of England in 1995, and later joined the Faculty of Pharmaceutical Medicine in London, UK.