3rd Quarter 2021 Results

3rd Quarter 2021 Sales

Worldwide Increased ▲ $23.3B 10.7%
Excluding acquisitions/divestitures on an operational basis Worldwide Increased ▲ 10.6% *

Diluted Earnings Per Share
Increased ▲ $1.37 3.0%

Adjusted Diluted Earnings Per Share
Increased ▲ $2.60 18.2%

"Our third-quarter results demonstrate solid performance across Johnson & Johnson, driven by robust above-market results in Pharmaceuticals, ongoing recovery in Medical Devices, and strong growth in Consumer Health. In the face of evolving marketplace dynamics resulting from the effects of COVID-19 and other global trends, we have continued to demonstrate the responsiveness and agility required to meet the needs of our stakeholders, while also successfully investing in a pipeline of innovation and key commercial platforms to drive our future growth. I am incredibly proud of our Company’s transformative growth over the last decade. As I prepare to transition the role of CEO to Joaquin Duato in January, I want to extend my deepest gratitude to our colleagues around the globe who work tirelessly to deliver solutions to address the world’s most urgent and unmet healthcare challenges."

Alex Gorsky
Chairman and Chief Executive Officer
Johnson & Johnson

Worldwide Consumer Health Sales
Consumer Health worldwide reported sales increased 5.3% or 4.1% operationally. Primary operational drivers:

- Aveeno
- TYLENOL
- Motrin
- ZARBEES
- Imodium
- Aveeno baby

Worldwide Pharmaceutical Sales
Pharmaceutical worldwide reported sales increased 13.8% or 13.2% operationally. Primary operational drivers:

- Stelara
- DARZALEX
- Tremfya
- Erleada

Worldwide Medical Devices Sales
Medical Devices worldwide reported sales increased 8.0% or 7.0% operationally. Primary operational drivers:

- Electrophysiology
- Wound Closure
- Surgical Vision
- Contact Lens

Note: Values may have been rounded


*Non-GAAP financial measure; non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.

Caution Concerning Forward-Looking Statements: This document contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1996 regarding future operating and financial performance. You are cautioned not to rely on these forward-looking statements, which are based on current expectations of future events. For important information about the risks and uncertainties that could cause actual results to vary materially from the assumptions, expectations, and projections expressed in any forward-looking statements, review the “Note to Investors Concerning Forward-Looking Statements” included in the Johnson & Johnson earnings release issued on October 19, 2021, as well as the most recently filed Johnson & Johnson Reports on Forms 10-K and 10-Q. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments."
Cautionary Note on Forward-looking Statements

This presentation contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 regarding, among other things: future operating and financial performance, product development, market position and business strategy. The reader is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Johnson & Johnson. Risks and uncertainties include, but are not limited to: risks related to the impact of the COVID-19 global pandemic, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response, material delays and cancellations of medical procedures, supply chain disruptions and other impacts to the business, or on the Company's ability to execute business continuity plans, as a result of the COVID-19 pandemic; economic factors, such as interest rate and currency exchange rate fluctuations; competition, including technological advances, new products and patents attained by competitors; challenges inherent in new product research and development, including uncertainty of clinical success and obtaining regulatory approvals; uncertainty of commercial success for new and existing products; challenges to patents; the impact of patent expirations; the ability of the Company to successfully execute strategic plans; the impact of business combinations and divestitures; manufacturing difficulties or delays, internally or within the supply chain; product efficacy or safety concerns resulting in product recalls or regulatory action; significant adverse litigation or government action, including related to product liability claims; changes to applicable laws and regulations, including tax laws and global health care reforms; trends toward health care cost containment; changes in behavior and spending patterns of purchasers of health care products and services; financial instability of international economies and legal systems and sovereign risk; increased scrutiny of the health care industry by government agencies. A further list and descriptions of these risks, uncertainties and other factors can be found in Johnson & Johnson's Annual Report on Form 10-K for the fiscal year ended January 3, 2021, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” in the Company’s most recently filed Quarterly Report on Form 10-Q and the Company's subsequent filings with the Securities and Exchange Commission. Copies of these filings are available online at www.sec.gov, www.jnj.com or on request from Johnson & Johnson. Any forward-looking statement made in this presentation speaks only as of the date of this presentation. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments.

Cautionary Note on Non-GAAP Financial Measures

This presentation refers to certain non-GAAP financial measures. These non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.

A reconciliation of these non-GAAP financial measures to the most directly comparable GAAP financial measures can be found in the accompanying financial schedules of the earnings release and the Investor Relations section of the Company’s website at www.investor.jnj.com.
Strategic Partnerships, Collaborations & Licensing Arrangements

During the course of this morning’s presentation, we will discuss a number of products and compounds developed in collaboration with strategic partners or licensed from other companies. The following is an acknowledgment of those relationships:

**Immunology**
- REMICADE and SIMPONI/ SIMPONI ARIA marketing partners are Schering-Plough (Ireland) Company, a subsidiary of Merck & Co., Inc. and Mitsubishi Tanabe Pharma Corporation, and TREMFYA discovered using MorphoSys AG antibody technology.

**Neuroscience**
- INVEGA SUSTENNA/ XEPLION/ INVEGA TRINZA/ TREVICTA/ INVEGA HAFYERA are subject to a technology license agreement from Alkermes Pharma Ireland Limited, and RISPERDAL CONSTA developed in collaboration with Alkermes, Inc.

**Infectious Diseases**
- PREZCOBIX/ REZOLOSTA fixed-dose combination, SYMTUZA and ODEFSEY developed in collaboration with Gilead Sciences, Inc., and JULUCA and CABENUVA developed in collaboration with ViiV Healthcare UK. Research and development activities for the Company’s COVID-19 vaccine, including the ENSEMBLE clinical trial and the delivery of doses for the U.S., has been funded in part with federal funds from the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response, Biomedical Advanced Research and Development Authority (BARDA), under Contract No. HHSO100201700018C, and in collaboration with the National Institute of Allergy and Infectious Diseases (NIAID), part of the National Institutes of Health (NIH) at the U.S. Department of Health and Human Services (HHS).

**Cardiovascular/ Metabolism/Other**
- INVOKANA/ INVOKAMET/ VOKANET/ INVOKAMET XR fixed-dose combination licensed from Mitsubishi Tanabe Pharma Corporation, XARELTO co-developed with Bayer HealthCare AG, PROCRIT/ EPREX licensed from Amgen Inc., and X-Linked Retinitis Pigmentosa: AAV-RPGR licensed from MeiraGTx.

**Oncology**
- IMBRUVICA developed in collaboration and co-marketed in the U.S. with Pharmacyclics, LLC, an AbbVie company, ZYTIGA licensed from BTG International Ltd., VELCADE developed in collaboration with Millennium: The Takeda Oncology Company, DARZALEX and DARZALEX FASPRO licensed from Genmab A/S, BALVERSA licensed and discovered in collaboration with Astex Pharmaceuticals, Inc., ERLEADA is licensed from Regents of California and Memorial Sloan Kettering, cilta-cel licensed and developed in collaboration with Legend Biotech USA Inc. and Legend Biotech Ireland Limited, niraparib licensed from TESARO, Inc., an oncology-focused business within GSK, laxisavib licensed from Yuhan Corporation, DuoBody platform licensed from MeiraGTx.

**Pulmonary Hypertension**
- UPTRAVI license and supply agreement with Nippon Shinyaku (co-promotion in Japan), and OPSUMIT co-promotion agreement with Nippon Shinyaku in Japan.

**Global Public Health**
- Janssen’s Monovalent Ebola Vaccine is developed in collaboration with Bavarian Nordic A/S, and MVA-BN-Filo® is licensed-in from Bavarian Nordic A/S. The program has benefited from funding and preclinical services from the National Institute of Allergy and Infectious Diseases (NIAID), part of NIH, NIAID support included 2 product development contracts starting in 2008 and 8 pre-clinical services contracts. This program is also receiving funding from the IM2 Joint Undertaking under EBOVAC1 (grant nr. 115854), EBOVAC2 (grant nr. 115861), EBOVAC3 (grant nr. 800176), EBOXMAN (grant nr. 115950) and EBOXBAC (grant nr. 115947). The IM2 Joint Undertaking receives support from the European Union’s Horizon 2020 research and innovation program and the European Federation of Pharmaceutical Industries and Associations (EFPIA). Further funding for the Ebola vaccine regimen has been provided by the BARDA, within the U.S. Department of Health and Human Services’ Office of the Assistant Secretary for Preparedness and Response, under Contract Numbers HHSO100201700013C and HHSO100201500008C.. The initial work on Ebola was conducted which was extended from 2002 until 2011. 2002 and 2007 via a Cooperative Research and Development Agreement (CRADA is AI-0114) between Janssen/Crucell and the Vaccine Research Center (VRC)/NIAID, part of the NIH. Janssen/Crucell have licenses to much of VRC’s Ebola IP specific for human adenovirus under the Ad26/Ad35 Ebola vaccine CRADA invention. VAC69120 (Filovirus multivalent vaccine) developed in collaboration with Bavarian Nordic; funding: NIH Division of Microbiology and Infectious Diseases (DMID), under Contract Number HHSN272200800056C.
Agenda

1. Enterprise Highlights
2. Sales Performance and Earnings Review
3. Capital Allocation and Guidance
4. Q&A

Ashley McEvoy
Executive Vice President
Worldwide Chairman,
Medical Devices

Thibaut Mongon
Executive Vice President
Worldwide Chairman,
Consumer Health

Jennifer Taubert
Executive Vice President
Worldwide Chairman,
Pharmaceuticals

Joseph J. Wolk
Executive Vice President
Chief Financial Officer
### 3rd Quarter 2021 Sales

<table>
<thead>
<tr>
<th>Regional Sales Results</th>
<th>Q3 2021</th>
<th>Q3 2020</th>
<th>% CHANGE Reported</th>
<th>% CHANGE Operational¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>$12.0</td>
<td>$11.1</td>
<td>7.9%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Europe</td>
<td>5.6</td>
<td>4.8</td>
<td>15.9</td>
<td>14.6</td>
</tr>
<tr>
<td>Western Hemisphere (ex U.S.)</td>
<td>1.5</td>
<td>1.3</td>
<td>15.7</td>
<td>13.4</td>
</tr>
<tr>
<td>Asia-Pacific, Africa</td>
<td>4.3</td>
<td>3.9</td>
<td>10.5</td>
<td>8.5</td>
</tr>
<tr>
<td>International</td>
<td>11.4</td>
<td>10.0</td>
<td>13.8</td>
<td>12.1</td>
</tr>
<tr>
<td>Worldwide (WW)</td>
<td>$23.3</td>
<td>$21.1</td>
<td>10.7%</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website

Note: Values may not add due to rounding
3rd Quarter 2021 Financial Highlights

Dollars in Billions, except EPS
Reported %; Operational %¹

### Sales

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$23.3</td>
<td>$21.1</td>
</tr>
</tbody>
</table>

10.7%; 9.9%¹

### GAAP Earnings

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Earnings</td>
<td>$3.7</td>
<td>$3.6</td>
</tr>
</tbody>
</table>

3.2%

### GAAP EPS

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP EPS</td>
<td>$1.37</td>
<td>$1.33</td>
</tr>
</tbody>
</table>

3.0%

### Adjusted Earnings²

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Earnings</td>
<td>$7.0</td>
<td>$5.9</td>
</tr>
</tbody>
</table>

18.7%

### Adjusted EPS²

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
<th>Q3 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EPS</td>
<td>$2.60</td>
<td>$2.20</td>
</tr>
</tbody>
</table>

18.2%; 16.4%¹

1 Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company’s website
2 Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company’s website
Consumer Health Highlights – 3rd Quarter 2021

Strong growth primarily driven by OTC

Reported: WW 5.3%, U.S. 4.5%, Int’l 5.9%
Operational¹: WW 4.1%, U.S. 4.5%, Int’l 3.7%

WW Sales $MM

<table>
<thead>
<tr>
<th>Category</th>
<th>Sales $MM</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTC</td>
<td>$1,372</td>
<td>20.1%, 18.2%</td>
</tr>
<tr>
<td>Skin Health/Beauty</td>
<td>$1,124</td>
<td>2.2%, 3.0%</td>
</tr>
<tr>
<td>Oral Care</td>
<td>$398</td>
<td>3.3%, 4.5%</td>
</tr>
<tr>
<td>Baby Care</td>
<td>$391</td>
<td>0.3%, 1.2%</td>
</tr>
<tr>
<td>Women’s Health</td>
<td>$232</td>
<td>0.8%, 0.8%</td>
</tr>
<tr>
<td>Wound Care/Other</td>
<td>$182</td>
<td>(4.8)%</td>
</tr>
<tr>
<td>Total</td>
<td>$3,700</td>
<td>5.3%, 4.1%</td>
</tr>
</tbody>
</table>

Key Drivers of Operational Performance¹

OTC
- Growth driven by increased pediatric fever incidences, category recovery for Cough, Cold & Flu and Digestive Health, as well as U.S. share gains across multiple brands. Outside the U.S., TYLENOL vaccine symptom relief usage mostly in Korea, MOTRIN consumption increases in China, and ORSL HCP COVID-19 symptom relief recommendations also drove growth.

Skin Health/Beauty
- Decline driven by DR. CI LABO - Sedona divestiture in ASPAC, U.S. external supply constraints and Sun aerosol recall partially offset by WW COVID-19 recovery and e-commerce growth as well as strong OUS performance of AVEENO and NEUTROGENA

Oral Care
- Decline driven by divestiture and U.S. external supply constraints partially offset by market growth in the U.S. along with strong performance in ASPAC due to successful brand building and promotional campaigns

Baby Care
- Decline driven by COVID-19 related lockdowns in parts of ASPAC coupled with competitive pressures in that region partially offset by WW AVEENO Baby strength

Women’s Health
- Growth driven by COVID-19 market recovery, favorable price in LATAM offset by disruptions in EMEA due to flooding

Wound Care/Other
- Decline driven by lapping prior year stocking, OUS competitive pressures partially offset by U.S. category growth

Adjusted Operational Sales²: WW 5.7%, U.S. 5.1%, Int’l 6.1%

¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company’s website
² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company’s website

Note: Values may not add due to rounding
Pharmaceutical Highlights – 3rd Quarter 2021

Continued above-market performance driven by double-digit growth in key products

Reported: WW 13.8%, U.S. 12.2%, Int’l 15.9%
Operational¹: WW 13.2%, U.S. 12.2%, Int’l 14.6%

WW Sales $MM

- Immunology $4,250
  - Growth driven by continued strong uptake of STELARA in Crohn’s Disease and Ulcerative Colitis, strength of TREMFYA in Psoriasis and uptake in Psoriatic Arthritis, and market/share gains in SIMPONI ARIA
  - REMICADE decline due to biosimilar competition

- Infectious Diseases $1,389
  - Growth driven by the contribution of the COVID-19 vaccine
  - Partially offset by increased competition for PREZISTA/PREZCOBIX/REZOLSTA and PREZISTA OUS LOE

- Neuroscience $1,689
  - Paliperidone long-acting injectables growth due to strength of INVEGA SUSTENNA/XEPLION and INVEGA TRINZA/TREVICTA from new patient starts and persistency

- Oncology $3,665
  - Continued strong global launch uptake of ERLEADA

- CVM/Other $1,133
  - Decline driven by lower sales of PROCRIT/EPREX due to biosimilar competition
  - INVOKANA/INVOKAMET decline due to continued share erosion

- Pulmonary Hypertension (PH) $868
  - Growth driven by strong sales of OPSUMIT and UPTRAVI due to continued share gains and market growth

Adjusted Operational Sales²: WW 13.8%, U.S. 12.2%, Int’l 16.0%

¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company’s website
² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company’s website
Note: Values may not add due to rounding
Medical Devices Highlights – 3rd Quarter 2021

Growth primarily driven by COVID-19 related market recovery and innovation

<table>
<thead>
<tr>
<th>Section</th>
<th>WW</th>
<th>U.S.</th>
<th>Int’l</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported</td>
<td>8.0%</td>
<td>0.8%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Operational¹</td>
<td>7.0%</td>
<td>0.8%</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

**WW Sales $MM**

- **Interventional Solutions**
  - $957
  - 14.5%, 13.2%

- **Vision**
  - $1,189
  - 10.1%, 10.0%

**$6,644**

8.0%, 7.0%

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### Key Drivers of Operational Performance¹

<table>
<thead>
<tr>
<th>Section</th>
<th>Key Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interventional Solutions</td>
<td>• Market recovery, success of new products (VIZIGO and CARTO V7) and commercial strategies continuing to enhance global leadership</td>
</tr>
<tr>
<td>Orthopaedics</td>
<td>• Hips: Growth reflects market recovery combined with continued strength of our portfolio including the ACTIS stem aided by enabling technologies – KINCISE and VELYS Hip Navigation</td>
</tr>
<tr>
<td></td>
<td>• Trauma: Growth reflects global market recovery and uptake of new products including Cannulated Compression Headless Screws, Advanced Nailing Systems and Fibulink</td>
</tr>
<tr>
<td></td>
<td>• Knees: Growth primarily driven by procedure recovery and timing of an OUS tender</td>
</tr>
<tr>
<td></td>
<td>• Spine, Sports &amp; Other: Decline driven primarily by COVID-19 related impacts on the market partially offset by new products (CONDUIT and VIPER Prime)</td>
</tr>
<tr>
<td></td>
<td>• Spine: WW: ~-11%, U.S.: ~-14%, OUS: ~-7%</td>
</tr>
<tr>
<td>Surgery</td>
<td>• Advanced:</td>
</tr>
<tr>
<td></td>
<td>• Endocutters: ~+12% Driven by market recovery and new products (ECHLON Staple Line Reinforcement) offsetting competitive pressure in the U.S.</td>
</tr>
<tr>
<td></td>
<td>• Biosurgery: ~+13% Market recovery and share expansion driven by success of newer products (VISTASEAL and SURGICEL POWDER) and Asia Pacific market expansion</td>
</tr>
<tr>
<td></td>
<td>• Energy: ~+13% Primarily due to market recovery, new products and market expansion offsetting competitive pressures in the U.S.</td>
</tr>
<tr>
<td></td>
<td>• General: Growth primarily driven by market recovery and continued strength of the Suture portfolio</td>
</tr>
<tr>
<td>Vision</td>
<td>• Contact Lenses/Other: Growth driven primarily by market recovery and new products (ACUVUE OASYS Multifocal and ACUVUE Define Fresh) partially offset by prior year higher level of stocking in the U.S.</td>
</tr>
<tr>
<td></td>
<td>• Surgical: Growth primarily due to market recovery &amp; uptake of recently launched products (TECNIS Eyhance and TECNIS Synergy)</td>
</tr>
</tbody>
</table>

**Adjusted Operational Sales²**: WW 7.6%, U.S. 1.1%, Int’l 14.1%

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² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company’s website

Note: Values may not add due to rounding
## Condensed Consolidated Statement of Earnings

### 3rd Quarter 2021

(Unaudited; Dollar and Shares in Millions Except Per Share Figures)

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>% Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>% to Sales</td>
<td>Amount</td>
</tr>
<tr>
<td>Sales to customers</td>
<td>$23,338</td>
<td>100.0</td>
<td>$21,082</td>
</tr>
<tr>
<td>Cost of products sold</td>
<td>7,250</td>
<td>31.1</td>
<td>6,972</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>16,088</td>
<td>68.9</td>
<td>14,110</td>
</tr>
<tr>
<td>Selling, marketing and administrative expenses</td>
<td>6,000</td>
<td>25.7</td>
<td>5,431</td>
</tr>
<tr>
<td>Research and development expense</td>
<td>3,422</td>
<td>14.7</td>
<td>2,840</td>
</tr>
<tr>
<td>In-process research and development</td>
<td>900</td>
<td>3.9</td>
<td>138</td>
</tr>
<tr>
<td>Interest (income) expense, net</td>
<td>7</td>
<td>0.0</td>
<td>32</td>
</tr>
<tr>
<td>Other (income) expense, net</td>
<td>1,850</td>
<td>7.9</td>
<td>1,200</td>
</tr>
<tr>
<td>Restructuring</td>
<td>60</td>
<td>0.2</td>
<td>68</td>
</tr>
<tr>
<td>Earnings before provision for taxes on income</td>
<td>3,849</td>
<td>16.5</td>
<td>4,401</td>
</tr>
<tr>
<td>Provision for taxes on income</td>
<td>182</td>
<td>0.8</td>
<td>847</td>
</tr>
<tr>
<td>Net Earnings</td>
<td>$3,667</td>
<td>15.7</td>
<td>$3,554</td>
</tr>
<tr>
<td>Net earnings per share (Diluted)</td>
<td>$1.37</td>
<td></td>
<td>$1.33</td>
</tr>
<tr>
<td>Average shares outstanding (Diluted)</td>
<td>2,674.9</td>
<td></td>
<td>2,669.3</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>4.7%</td>
<td></td>
<td>19.2%</td>
</tr>
<tr>
<td>Adjusted earnings before provision for taxes and net earnings¹</td>
<td>$8,058</td>
<td>34.5</td>
<td>$7,246</td>
</tr>
<tr>
<td>Earnings before provision for taxes on income</td>
<td>$6,968</td>
<td>29.9</td>
<td>$5,868</td>
</tr>
<tr>
<td>Net earnings per share (Diluted)</td>
<td>$2.60</td>
<td></td>
<td>$2.20</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>13.5%</td>
<td></td>
<td>19.0%</td>
</tr>
</tbody>
</table>

¹ Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company's website.
**Adjusted Income Before Tax by Segment**

3rd Quarter 2021

<table>
<thead>
<tr>
<th>Segment</th>
<th>% to Sales</th>
<th>3Q 2021</th>
<th>3Q 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmaceutical</td>
<td>43.9%</td>
<td>46.4%</td>
<td></td>
</tr>
<tr>
<td>Medical Devices</td>
<td>25.5%</td>
<td>21.6%</td>
<td></td>
</tr>
<tr>
<td>Consumer Health</td>
<td>23.3%</td>
<td>24.4%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>34.5%</td>
<td>34.4%</td>
<td></td>
</tr>
</tbody>
</table>

**Non-GAAP measure; excludes amortization expense and special items; see reconciliation schedules in the Investors section of the company's website**

**Estimated as of 10/19/2021**
Joseph J. Wolk
Executive Vice President,
Chief Financial Officer
Notable New Announcements in 3rd Quarter 2021

Pharmaceutical

• Regulatory Decisions:
  – INVEGA HAFYERA (paliperidone palmitate) Receives FDA Approval For First and Only Twice-Yearly Treatment for Adults with Schizophrenia
  – XARELTO (rivaroxaban) Plus Aspirin Receives FDA Approval For Expanded Peripheral Artery Disease (PAD) Indication to Include Patients After Lower-Extremity Revascularization (LER)
  – UPTRAVI (selexipag) Receives FDA Approval For Intravenous Use in Adult Patients with Pulmonary Arterial Hypertension (PAH)

• Regulatory Submission:
  – Janssen Submits Application Seeking U.S. FDA Approval of STELARA (ustekinumab) for the Treatment of Pediatric Patients With Juvenile Psoriatic Arthritis

• Other:
  – Johnson & Johnson Issues Statement on Nationwide Opioid Settlement Agreement
  – Janssen Announces Start of Phase 3 Trial for Investigational Respiratory Syncytial Virus (RSV) Vaccine in Older Adults
  – Janssen Receives Positive CHMP Opinion for BYANLLI (six-monthly paliperidone palmitate) for the Maintenance Treatment of Schizophrenia in Adults
  – Janssen Receives Positive CHMP Opinion for RYBREVANT (amivantamab) for the Treatment of Patients with Advanced Non-Small Cell Lung Cancer with EGFR Exon 20 Insertion Mutations After Failure of Platinum-Based Therapy
  – Johnson & Johnson COVID-19 Vaccine Booster Shot Unanimously Recommended for Emergency Use Authorization by U.S. FDA Advisory Committee

Medical Devices

• Other
  – DePuy Synthes Announces Introduction of the INHANCE Shoulder System, a First-to-Market, Fully Integrated Shoulder Arthroplasty System
  – Ethicon Announces ECHELON CIRCULAR Powered Stapler Associated with Major Reduction in Serious Complications Following Colorectal Surgery

Enterprise

• Other
  – Alex Gorsky to Transition Role of Chief Executive Officer of Johnson & Johnson to Joaquin Duato, Effective January 3, 2022
  – Dr. Paul Stoffels, Vice Chairman of the Executive Committee and Chief Scientific Officer of Johnson & Johnson to Retire, Effective December 31, 2021
  – Johnson & Johnson Takes Steps to Equitably Resolve All Current and Future Talc Claims

1 These developments and all other news releases are available online in the Investors section of the company’s website at news releases
2 Subsequent to the quarter
Capital Allocation Strategy

Capital Allocation

Organic growth business needs

Free cash flow\(^1\)

Investment in M&A

Competitive dividends

Share repurchases

Priorities are clear and remain unchanged

Dollars in Billions

<table>
<thead>
<tr>
<th></th>
<th>Q3 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Marketable Securities</td>
<td>$31</td>
</tr>
<tr>
<td>Debt</td>
<td>($34)</td>
</tr>
<tr>
<td>Net Debt</td>
<td>($3)</td>
</tr>
<tr>
<td>Free Cash Flow(^2)</td>
<td>~$15</td>
</tr>
</tbody>
</table>

Note: values may have been rounded

\(^1\) Non-GAAP measure; cash flow from operations less CAPEX

\(^2\) Estimated as of October 19, 2021

Q3 2021:

- $3.4B invested in R&D
- $2.8B in dividends paid to shareholders

HIGHER PRIORITY

LOWER PRIORITY
# 2021 Revenue Guidance

<table>
<thead>
<tr>
<th>October (Base Business)</th>
<th>July (Base Business)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Operational Sales&lt;sup&gt;1,2&lt;/sup&gt;</td>
<td>9.9% - 10.5%</td>
<td>9.5% - 10.5%</td>
</tr>
<tr>
<td>Operational Sales&lt;sup&gt;2&lt;/sup&gt;</td>
<td>$90.3B - $90.8B 9.4% – 10.0%</td>
<td>$90.0B - $90.8B 9.0% – 10.0%</td>
</tr>
<tr>
<td>Estimated Reported Sales&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$91.6B - $92.1B 10.9% – 11.5%</td>
<td>$91.3B - $92.1B 10.5% – 11.5%</td>
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<td>Adjusted Operational Sales&lt;sup&gt;1,2&lt;/sup&gt;</td>
<td>12.9% - 13.5%</td>
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<td>Estimated Reported Sales&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$94.1B - $94.6B 13.9% – 14.5%</td>
<td>$93.8B - $94.6B 13.5% – 14.5%</td>
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</tbody>
</table>

<sup>1</sup> Non-GAAP measure; excludes acquisitions and divestitures  
<sup>2</sup> Non-GAAP measure; excludes the impact of translational currency  
<sup>3</sup> Euro Average Rate: October 2021 = $1.19; Euro Spot Rate: October 2021 = $1.16  
Note: Percentages may be rounded.
# 2021 P&L Guidance

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<th>July (Incl. COVID-19 Vaccine)</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Adjusted Operational Sales¹ ²</td>
<td>12.9% - 13.5%</td>
<td>12.5% - 13.5%</td>
<td>Tightening of range and strong base performance</td>
</tr>
</tbody>
</table>
| Operational Sales²           | $92.8B - $93.3B  
12.4% – 13.0%  | $92.5B - $93.3B  
12.0% – 13.0%  | Midpoint of 12.7%                                                      |
| Estimated Reported Sales³     | $94.1B - $94.6B  
13.9% – 14.5%  | $93.8B - $94.6B  
13.5% – 14.5%  | Midpoint of $94.4B or 14.2%  
FX $1.3B or 1.5% impact       |
| Adjusted Pre-Tax Operating Margin⁴ ⁵| Nearly 200 bps improvement | Nearly 200 bps improvement | Increasing & tightening based on year-to-date trends                      |
| Net Other Income⁴            | $0.9 - $0.95 billion            | $0.8 - $0.9 billion          | Increasing & tightening based on year-to-date trends                      |
| Net Interest Expense / (Income) | $100 - $150 million         | $100 - $200 million          | Tightening based on year-to-date trends                                   |
| Effective Tax Rate⁴          | 14.5% - 15.5%                  | 16.0% - 17.0%                | Lowering of range due to certain one-time benefits                       |
| Adjusted EPS (Operational)² ⁴ | $9.65 - $9.70  
20.2% - 20.8%  | $9.50 - $9.60  
18.4% - 19.6%  | Tightening of range to $0.05 & increasing midpoint by $0.13           |
| Adjusted EPS (Reported)³ ⁴   | $9.77 - $9.82  
21.7% - 22.3%  | $9.60 - $9.70  
19.6% - 20.8%  | Midpoint of $9.80 or 22.0%  
FX $0.12 or 1.5% impact       |

¹ Non-GAAP measure; excludes acquisitions and divestitures  
² Non-GAAP measure; excludes intangible amortization expense and special items  
³ Non-GAAP measure; excludes the impact of translational currency  
⁴ Euro Average Rate: October 2021 = $1.19; Euro Spot Rate: October 2021 = $1.16  
⁵ Sales less: COGS, SM&A and R&D expenses  

Note: Percentages may be rounded.
Q&A

Jennifer Taubert
Executive Vice President
Worldwide Chairman, Pharmaceuticals

Ashley McEvoy
Executive Vice President
Worldwide Chairman, Medical Devices

Thibaut Mongon
Executive Vice President
Worldwide Chairman, Consumer Health

Joseph J. Wolk
Executive Vice President, Chief Financial Officer

Jennifer Taubert
Executive Vice President
Worldwide Chairman, Pharmaceuticals

Ashley McEvoy
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