

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

SCHEDULE 14A INFORMATION

Proxy Statement Pursuant to Section 14(a) of the Securities Exchange Act of 1934

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for the Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under § 240.14a-12

JOHNSON & JOHNSON

---

(Name of Registrant as Specified in Its Charter)

---

(Name of Person(s) Filing Proxy Statement, if Other Than Registrant)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(4) and 0-11.

- (1) Title of each class of securities to which transaction applies: \_\_\_\_\_
- (2) Aggregate number of securities to which transaction applies: \_\_\_\_\_
- (3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined): \_\_\_\_\_
- (4) Proposed maximum aggregate value of transaction: \_\_\_\_\_
- (5) Total fee paid: \_\_\_\_\_

- Fee paid previously with preliminary materials.
- Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

- (1) Amount Previously Paid: \_\_\_\_\_
- (2) Form, Schedule or Registration Statement No.: \_\_\_\_\_
- (3) Filing Party: \_\_\_\_\_
- (4) Date Filed: \_\_\_\_\_



JOHNSON & JOHNSON  
ONE JOHNSON & JOHNSON PLAZA  
NEW BRUNSWICK, NJ 08933

# Your **Vote** Counts!

**JOHNSON & JOHNSON**

2021 Annual Meeting

Vote by April 21, 2021 11:59 PM ET. For shares held in a Plan, vote by April 20, 2021 5:00 PM ET.



D36968-P49441-Z79099-Z79100

## You invested in Johnson & Johnson and it's time to vote!

This is an important notice regarding the availability of proxy material for the shareholder meeting to be held on April 22, 2021.

### Get informed before you vote

You can view the Notice and Proxy Statement and Annual Report online OR you can receive a free paper or e-mail copy of voting material(s) by submitting a request prior to April 8, 2021. If you would like to request a copy of the voting material(s), you may (1) visit [www.ProxyVote.com/JNJ](http://www.ProxyVote.com/JNJ), (2) call 1-800-579-1639 or (3) send an email to [sendmaterial@proxyvote.com](mailto:sendmaterial@proxyvote.com). If sending an email, please include your control number (indicated below) in the subject line.



For complete information and to vote, visit [www.ProxyVote.com/JNJ](http://www.ProxyVote.com/JNJ)

Control #

#### Smartphone users

Point your camera here and vote without entering a control number



#### Vote Virtually at the Meeting

April 22, 2021  
10:00 a.m., Eastern Time

Virtually at:  
[www.virtualshareholdermeeting.com/JNJ2021](http://www.virtualshareholdermeeting.com/JNJ2021)

## THIS IS NOT A VOTABLE BALLOT

This is an overview of the proposals being presented at the upcoming shareholder meeting. Please follow the instructions on the reverse side to vote these important matters.

### SHAREHOLDER MEETING ATTENDANCE

The Annual Meeting of Shareholders will be held virtually at [www.virtualshareholdermeeting.com/JNJ2021](http://www.virtualshareholdermeeting.com/JNJ2021). Shareholders as of the record date may attend, vote and submit questions virtually at our Annual Meeting by logging in at [www.virtualshareholdermeeting.com/JNJ2021](http://www.virtualshareholdermeeting.com/JNJ2021). To log in, shareholders (or their authorized representatives) will need the 16-digit control number provided on your notice, on your proxy card or in the voting instructions that accompanied your proxy materials.

Voting Items	Board Recommends
1. Election of Directors	
1a. Mary C. Beckerle	✓ For
1b. D. Scott Davis	✓ For
1c. Ian E. L. Davis	✓ For
1d. Jennifer A. Doudna	✓ For
1e. Alex Gorsky	✓ For
1f. Marilyn A. Hewson	✓ For
1g. Hubert Joly	✓ For
1h. Mark B. McClellan	✓ For
1i. Anne M. Mulcahy	✓ For
1j. Charles Prince	✓ For
1k. A. Eugene Washington	✓ For
1l. Mark A. Weinberger	✓ For
1m. Nadja Y. West	✓ For
1n. Ronald A. Williams	✓ For
2. Advisory Vote to Approve Named Executive Officer Compensation	✓ For
3. Ratification of Appointment of PricewaterhouseCoopers LLP as the Independent Registered Public Accounting Firm for 2021	✓ For
4. Report on Government Financial Support and Access to COVID-19 Vaccines and Therapeutics	✗ Against
5. Independent Board Chair	✗ Against
6. Civil Rights Audit	✗ Against
7. Executive Compensation Bonus Deferral	✗ Against

Prefer to receive an email instead? While voting on [www.ProxyVote.com/JNJ](http://www.ProxyVote.com/JNJ), be sure to click "Sign up for E-delivery".