Health for Humanity Webcast

June 12, 2019
Welcome

Chris DelOrefice
Vice President, Investor Relations
Today’s agenda

Opening remarks

Joseph J. Wolk
Executive Vice President, Chief Financial Officer

Speakers & Q&A panel

Joanne Waldstreicher, M.D.
Chief Medical Officer

Paulette Frank
Vice President Global Environmental Health, Safety and Sustainability

Adrian Thomas
Vice President, Global Public Health & Access

François Sallans
Chief Quality Officer

Paul Anthony
Head of Global Total Rewards, Workforce Analytics & Human Capital
Cautions concerning 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 viewer 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: 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 unexpected clinical trial results, additional analysis of existing clinical data, uncertainty of clinical success and obtaining regulatory approvals; uncertainty of commercial success for new and existing products; the impact of business combinations and divestitures; challenges to patents; the impact of patent expirations; the ability of the company to successfully execute strategic plans, including restructuring plans; 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, global health care reforms and import/export and trade laws; 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 December 30, 2018, 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 in 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.
Strategic partnerships, collaborations and licensing arrangements

During the course of this presentation, we will discuss a number of products and compounds developed in collaboration with strategic partners, licensed from other companies, or funded by governmental or non-profit organizations. Following is an acknowledgement of those relationships:

<table>
<thead>
<tr>
<th>Oncology</th>
<th>ERLEADA is licensed from The Regents of California and Memorial Sloan Kettering Cancer Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuroscience</td>
<td>INVEGA SUSTENNA / XEPLION / INVEGA TRINZA / TREVICTA includes technology licensed from Alkermes Pharma Ireland Limited</td>
</tr>
<tr>
<td>Infectious Diseases &amp; Vaccines</td>
<td>COMPLERA / EVIPLERA, ODEFSEY, SYMTUZA, PREZCOBIX / REZOLSTA fixed-dose combination products developed in collaboration with Gilead Sciences, Inc.; JULUCA received funding or support from the United States Military HIV Research Program (MHRP) at the Walter Reed Army Institute of Research (WRRAIR), with the Henry M. Jackson Foundation for the Advancement of Military Medicine (HJF); the Ragon Institute; and the International AIDS Vaccine Initiative (IAVI); The phase 2b proof-of-concept efficacy study Imbokodo (HVTN 705/HPX2008) for the HIV prophylactic vaccine received co-funding from two primary partners, the Bill &amp; Melinda Gates Foundation and National Institute of Allergy and Infectious Diseases (NAID). Additional partners providing support include the U.S. Military HIV Research Program at the Walter Reed Army Institute of Research, U.S. Army Medical Materiel Development Activity, and the Ragon Institute of Massachusetts General Hospital (MGH), Massachusetts Institute of Technology (MIT) and Harvard. The study is conducted at clinical sites coordinated by the NAID-funded HIV Vaccine Trials Network (HVTN), The South African Medical Research Council (SAMRC) is helping to implement HVTN 705/HPX2008 in South Africa; License and collaboration agreements with Bavarian Nordic to leverage their MVA-BN technology with Janssen's own ADVAC and DNA-based vaccine technologies in the development and commercialization of potential new vaccine regimens against hepatitis B virus (HBV) and the human immunodeficiency virus (HIV-1); Zika vaccine in collaboration with Beth Israel Deaconess Medical Center (Harvard Medical School); License and collaboration agreement with GS (Glycovaxyn) for the development of ExPEC.</td>
</tr>
<tr>
<td>Global Public Health</td>
<td>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 (NAID), part of NIH. NAID support included 2 product development contracts starting in 2008 and 8 pre-clinical services contracts. This program is also receiving funding from the IMI2 Joint Undertaking under EBOVAC1 (grant nr. 115854), EBOVAC2 (grant nr. 115861), EBOVAC3 (grant nr. 800176), EBOVAC4 (grant nr. 115850) and EBOVAC7 (grant nr. 115847). The IMI2 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 HHSOI100201700013C and HHSOI100201500008C. 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)/NAID, part of the NIH. Janssen/Crucell have licenses to much of VRC’s Ebola IP specific for human adenovirus under the Ad26/VSV-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 HHSN27220080056C.</td>
</tr>
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</table>
CFO Perspective

Joseph J. Wolk
Executive Vice President, Chief Financial Officer
OUR Credo

We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to provide value, reduce our costs and maintain reasonable prices. Customers’ orders must be serviced promptly and accurately. Our business partners must have an opportunity to make a fair profit.

We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and must have a sense of security.

Our final responsibility is to help people be healthier, care in more places around citizens — support good work and education, and bear our use, protecting the environment.

And we must make a sound profit. We ideas. Research must be carried developed, investments made paid for. New equipment must provided and new products.
## Our 2018 impact

<table>
<thead>
<tr>
<th>Our patients &amp; consumers</th>
<th>Our employees</th>
<th>Our communities &amp; planet</th>
<th>Our shareholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>🆕 38,994</td>
<td>📊 16,343</td>
<td>🎓 104,479</td>
<td>📈 56</td>
</tr>
<tr>
<td>patients provided access to MDR-TB treatment</td>
<td>employees trained in the principles of Energy For Performance</td>
<td>health workers educated in 67 countries</td>
<td>consecutive years of dividend increases</td>
</tr>
<tr>
<td>🎯 51,503</td>
<td>🦅 44.2%</td>
<td>🕯 31%</td>
<td>💰 ~$10.8B</td>
</tr>
<tr>
<td>patients provided access to HIV treatment</td>
<td>of Manager and above talent movement that was across function, country or sector lines*</td>
<td>electricity use from renewable energy sources</td>
<td>invested in R&amp;D</td>
</tr>
</tbody>
</table>

* Represents the proportion of employees in Manager and above job categories who in their career progression movement (including upward promotion, downward demotion, or lateral transfer) crossed function, country or business segment lines.
Update from the Office of the Chief Medical Officer

Joanne Waldstreicher, M.D.
Chief Medical Officer
Our efforts are guided by Our Credo

Mission: to renew our commitment to patients and consumers

- Working in the tradition of Credo-based leadership
- Focusing the enterprise on patients and consumers
- Evidence- and science-based; ethics- and values-driven
- Independent and objective safety management
Office of the Chief Medical Officer

A functionally independent global group of medical and scientific professionals focused on **advancing evidence- and science-based decision-making** that is driven by bioethical principles and values.

- Empowered to drive decisions free of any potential commercial or product development interests
- Guided by a single medical safety standard
Medical safety
Industry-leading medical safety governance process

First-in-Human Committee
Enabling safe advancement or early data-driven insights

Medical Safety: Our Guiding Principles

1. Patient and Consumer Centered
2. Independent objective
3. Proactive
4. Innovative and science-driven
5. Compliant and efficient
6. Medical excellence

Governance
Process
Foundations
Advancing patient-focused benefit-risk assessments to improve treatment outcomes

• Led assessment and application of a novel methodology that captures quantitatively how patients evaluate benefit-risk tradeoffs

• One of the **first companies** to **successfully integrate** patient preference assessments within our clinical trials
Safety surveillance monitoring

Once a product is made available to patients and consumers, we continue active surveillance to monitor for safety signals.

How do we do it?

- Post-marketing studies using real world data
- Continuous review of potential adverse events
- Using advanced technologies
Furthering understanding of the safety and effectiveness of our products

Using real-world data to further understanding of safety and effectiveness of products across a wide range of people and to complement clinical trial data.
Transforming data into knowledge through collaboration

OHDSI: an ‘open science’ community initiated and led by J&J and Columbia University

>178 researchers in academia, industry, government, health systems

Multi-disciplinary expertise: epidemiology, statistics, medical informatics, computer science, machine learning, clinical sciences

Central coordinating center at Columbia University, with leadership from J&J, UCLA, Stanford, Georgia Tech, and Quintiles IMS

>64 databases

>20 countries

>1.26B people

18
Discussions on safety signal detection
Leveraging real-world data in medical devices

Public-private partnership for health tech and feasibility evaluation

• Collaborating with NESTcc on five of the first real world evidence test-cases for medical devices using new U.S. Food & Drug Administration system

• Aims to generate lower cost, nearer real-time evidence of sufficient quality for regulatory, coverage, patient and clinical decision-making
Medical device safety in operating rooms

• Collaboration with Ariadne Labs to create a “device briefing tool” to increase clinician confidence, improve teamwork and communications
• Successful pilot in Thailand with expansion to Singapore
• Aim of broader dissemination
Dedicated pediatric safety department

Our CHILD team works to understand the safety and effectiveness of our products in children and accelerate policies driven by the needs of our youngest patients.
Improving pediatric clinical trials in Europe

• Co-led the development of conect4children (c4c)

• Goal: create a pan-European clinical trial network

• Four inaugural studies will be conducted by academic institutions, in addition to three or four studies by industry partners
Bioethical policies
J&J Bioethics Committee: leading patient- and consumer-focused decision-making

• Composed of a diverse group of employees complemented by ad hoc external experts

• Established to serve as an advisory body to our global teams on the complex ethical questions arising in the field of biological research, science and medicine
Access to investigational medicines

Compassionate Use Advisory Committee
A core component of our comprehensive pre-approval access approach

• Designed to ensure a consistent, transparent and equitable approach for reviewing select requests for Janssen’s investigational medicines

• Requests reviewed by a panel of external experts convened by the NYU School of Medicine Division of Medical Ethics
Clinical trial
data transparency
Taking an industry-leading position on clinical trial transparency

The New York Times

“This is an extraordinary donation to society, and a reversal of the industry’s traditional tendency to treat data as an asset that would lose value if exposed to public scrutiny… For the good of society, this is a breakthrough that should be replicated throughout the research world.”

– Harlan M. Krumholz

Pharmaceuticals

Medical Devices

Consumer Products
Data sharing at Johnson & Johnson
Yale University School of Medicine Open Data Access (YODA) Project

Unique collaboration with the Yale University School of Medicine Open Data Access (YODA) Project to enable sharing J&J clinical trial data with external researchers

5-year findings published in *Nature, Scientific Data* in 2018:

- 109 requests received
- 105 approved with four withdrawn before approval
- 23 publications submitted with 15 published and 8 pending review
- 297 clinical trials from Johnson & Johnson listed
- 193 unique clinical trials were included in research proposals
Together, we will advance science and medical care.

Together, we will make a difference in the world.
Global Public Health

Adrian Thomas
Vice President, Global Strategy, Programs & Policy, Global Public Health
We pioneer meaningful and transformational innovation to improve lives globally

**Mission**

Make relevant innovations that save lives, cure patients and prevent disease available – affordable – accessible for *underserved* populations

**Strategy**

- **Deliver**
  - Product-centered innovations that transform outcomes

- **Address**
  - High unmet medical needs in undeserved populations

- **Execute**
  - with the breadth and strength of J&J

- **Sustainable, measureable impact**
Our existing portfolio has a significant, positive impact on over 130 million lives in less developed countries

**Overall J&J has 15 drugs on WHO’s Essential Medicines List**

<table>
<thead>
<tr>
<th>GPH Portfolio</th>
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<tbody>
<tr>
<td><strong>Soil-transmitted helminths</strong></td>
</tr>
<tr>
<td>Vermox®</td>
</tr>
<tr>
<td>Vermox® Chewable</td>
</tr>
<tr>
<td><strong>Drug-resistant TB</strong></td>
</tr>
<tr>
<td>Sirturo bedaquiline 100mg tablets</td>
</tr>
<tr>
<td><strong>HIV</strong></td>
</tr>
<tr>
<td>PREZISTA® (darunavir) tablets</td>
</tr>
<tr>
<td>INTELENCE® (etravirine) tablets</td>
</tr>
<tr>
<td>EDURANT® (rilpivirine) tablets</td>
</tr>
<tr>
<td><strong>Mental health</strong></td>
</tr>
<tr>
<td>INVEGA TRINZA® paliperidone palmitate</td>
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</tbody>
</table>

Source: Access to Medicines Index, 2018
Tuberculosis (TB): A global emergency

Over 50% of drug-resistant tuberculosis (DR-TB) cases occur in China, India, and the Russian Federation.

Source: WHO World TB Report

- **10M+** TB cases globally
- **558K** DR-TB cases globally
- **1/3** Of all antimicrobial resistance deaths in the world
Goal of ending drug-resistant-TB (DR-TB) through relentless focus on delivering and accelerating innovation

**Innovation**
- New WHO guidelines include bedaquiline as core medicine in DR-TB regimen
- Supporting efforts to properly diagnose millions of TB cases
- Advancing development of shorter, all oral regimens

**Notable**
- Bedaquiline’s impact has created a platform to scale globally and we project that we can help avoid more than 12 million infections and save 1.8 million lives* using new J&J innovations

*Internal projection

**Access**
- 90,000+ Courses made available to patients since 2012, with access pathways in place in 190+ countries

**R&D**
- 59 Regulatory Approvals with 12 submissions ongoing
- 10 year commitment announced to expand access to treatment, diagnose & R&D for new regimens
HIV remains a critical and growing global concern

- **36M+** People living with HIV
- **2.1M** New HIV infections

Soon, some 50 million people will require treatment for 50+ years

Bringing a lasting end to the epidemic will require an effective vaccine.

Source: UNAIDS report, 2018
Committed to making HIV history through transformational treatment and prevention innovation to end transmission

Access

52,000+ Patients
accessing a Janssen HIV medicine in resource limited settings

R&D

1 FDA filing
for long-acting injectable (LAI) treatment regimen of rilpivirine and cabotegravir

2,600 Women
enrolled in IMBOKODO preventative global HIV vaccine clinical trial

Innovation

• Through collaboration with PEPFAR DREAMS we are leveraging J&J consumer capabilities to empower youth to substantially reduce the rate of HIV infections in high incidence communities
• In two Phase 3 studies the LAI regimen demonstrated comparable safety and efficacy profiles to the current standard daily oral therapy
• The IMBOKODO trial is now fully enrolled and we expect interim data in 2021

Notable

• Development of access strategies for both the LAI regimen and the preventative vaccine are running in parallel for use in vulnerable and underserved populations around the world

Source: Phase 3 studies include the Antiretroviral Therapy as Long-Acting Suppression (ATLAS) trial and the First Long-Acting Injectable Regimen (FLAIR) trial (CROI 2019)

Johnson & Johnson
Mental illness is a neglected and debilitating disease disproportionately impacting resource limited countries.

3/4 of People Suffering from mental illness live in low- and middle-income countries.

Fewer than 1 in 50 People With severe mental disorders in these countries receive evidence-based treatment.

Improving mental healthcare through an integrated three-pronged approach

**Innovation**

1. **Accelerate access** to innovative, life-saving and transformational schizophrenia medicine
2. Increase **access to mental healthcare within communities** and leverage digital technologies to deploy latest interventional training
3. Generate **first of its kind data** to determine the prevalence & burden of disease to inform decision making

**Notable**

- Rwanda project is **considered a best in class partnership** with studies ongoing; scoping underway for other countries which may benefit from this approach

Source: Rwandan Ministry of Health

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1. First of its kind partnership with Rwanda to advance mental healthcare
2. 10 patients dosed with long acting injectable for the first time as part of pragmatic study
3. 65,000 healthcare workers provided remote training on mental health counselling and support
For the fourth consecutive time, Johnson & Johnson has ranked among the top 3 companies worldwide.

Source: Access to Medicines Index, 2018
Our people

Paul Anthony
Head of Global Total Rewards & Human Capital Strategy
Our human capital strategy
Credo

We are responsible to our employees who work with us throughout the world. **We must provide an inclusive work environment** where each person must be considered as an individual. **We must respect their diversity and dignity** and recognize their merit. They must have a sense of security, **fulfillment and purpose in their jobs.** Compensation must be fair and adequate and working conditions clean, orderly and safe. **We must support the health and well-being of our employees** and help them fulfill their family and other personal responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.
Investing in employees across their whole lives

On-site health centers at 122 locations across the globe that provide occupational health support and a range of health promotion and engagement programs

Employee Assistance Program and WorkLife Services including counseling with mental health professionals

Transgender-inclusive health insurance coverage and same-sex partner benefits

Global parental leave including a minimum of eight weeks for all new parents

Breast milk shipping

Fertility, surrogacy assistance and adoption benefits

Childcare benefits, including on-site childcare centers, and back-up dependent care for child and elder care**

Pension/retirement plans

Financial planning, including student loans**

Enhanced military and first-responder benefits**

*This is not an exhaustive list, but is representative of our overall benefits packages. Where possible, we apply benefits globally. However, local regulation or market norms govern local practice.

**United States and Puerto Rico Only
Championing health and well-being
Progress on 2020 Goals

**Energy for Performance®**

**Goal:** Train 100K employees in the principles of energy management.

**Progress:** ~77,700 employees

**Healthy & Me™**

**Goal:** Connect 100K employees to digital tools.

**Progress:** ~96,700 employees

**Healthy Eating & Healthy Movement Cultures**

**Goal:** Access for 100K employees to environment and culture that makes the healthy choice the easy choice.

- **Healthy eating:** ~117,100 employees*
- **Healthy movement:** ~121,400 employees*

*70% implemented cultures
Fostering a diverse & inclusive culture

Advance a culture of inclusion and innovation

Build a diverse workforce of the future

Enhance business performance and reputation
Empowering employees to shape their unique career path

More than 1,800 new leaders took our Enterprise Leader Development (ELD) Program in 2018.

Nearly 31% of new roles were filled by employees who developed within the organization.

Approximately 44% of managers and above moved across functions, country or business segment lines.
Recognition

LinkedIn: 2019 Top Company in the U.S., UK, Brazil and Japan

DiversityInc: #1 on the Top 50 in 2018

Working Mother: 33 consecutive years being named to the 100 Best Companies

Human Rights Campaign: 100% on the Human Rights Campaign’s Corporate Equality Index

Fatherly: #26 on the 50 Best Places to Work for New Dads in 2018
Environmental Sustainability

Paulette Frank
Vice President, Environmental Health, Safety & Sustainability
Our environmental commitment is inspired by our Credo and our Purpose

How we operate

We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

What we stand for

We care for the planet like the health of humanity depends on it, because it does.

One Planet Budget

By 2030, 8+ billion people will be consuming 2 planets' worth of resources¹.

Healthy People, Healthy Planet

Nearly 1-in-4 premature deaths globally related to environment risk factors².

¹ https://www.footprintnetwork.org/our-work/ecological-footprint/
² http://www.who.int/features/factfiles/environmental-disease-burden/en/
## We continue to make solid progress against our Health for Humanity 2020 environmental goals

<table>
<thead>
<tr>
<th>Integrate sustainable design into product innovation</th>
<th>Reduce our impacts on climate and water resources</th>
<th>Collaborate with suppliers to expand impact across the value chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>J&amp;J revenue from Earthwards-recognized products, target 20%</td>
<td>Reduction of Scope 1 &amp; 2 CO₂ emissions compared to 2010, target 20%</td>
<td>Supplier spend enrolled in Sustainable Procurement Program, target 80%</td>
</tr>
<tr>
<td>TBD</td>
<td>Consumption of renewable electricity, target 35%</td>
<td></td>
</tr>
<tr>
<td>19.6%</td>
<td>31%</td>
<td>61%</td>
</tr>
<tr>
<td>TBD</td>
<td>High-water risk sites with risk mitigation plans in place, target 100%</td>
<td></td>
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</tbody>
</table>

**Source:** [http://healthforhumanityreport.jnj.com/](http://healthforhumanityreport.jnj.com/)
Earthwards® drives sustainable product innovation

<table>
<thead>
<tr>
<th>Consumer</th>
<th>Medical Devices</th>
<th>Pharmaceuticals</th>
</tr>
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<tbody>
<tr>
<td>SUNDOWN Todo Dia</td>
<td>SURGICEL Original Absorbable Hemostat</td>
<td>ERLEADA (apalutamide)</td>
</tr>
<tr>
<td>Combined two formulations into one</td>
<td>Greenhouse gas reduction</td>
<td>Green Chemistry</td>
</tr>
<tr>
<td>Raw material reduction</td>
<td>Manufacturing waste reduction</td>
<td>Raw material reduction</td>
</tr>
<tr>
<td>Packaging reduction</td>
<td>Responsible sourcing</td>
<td>Manufacturing waste reduction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water reduction</td>
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</tbody>
</table>

Note: Sustainability improvements as compared to previous version of products
J&J Consumer signs Ellen MacArthur Foundation’s Global Plastics Commitment

New Plastics Economy Strategies

- **30%**: Fundamental redesign & innovation
- **20%**: Reuse
- **50%**: Recycling with radically improved economics & quality

2025 Targets

1. Take action to **eliminate** single-use or unnecessary problematic plastics.
2. Take action to move from single-use towards **reuse** models where relevant by 2025.
3. Innovate to ensure that **100%** of plastic packaging can be easily and safely reused, recycled, or composted by 2025.
4. Set an ambitious 2025 recycled content target and **achieve** it.

Source: New Plastics Economy Catalysing Action Report, Ellen MacArthur Foundation
We have been a leader in reducing our carbon footprint for decades

- 1986: Energy management program established
- 2000: 1st public CO2 emissions reduction commitment
- 2001: 1st on-site solar array; Now 45 in 13 countries totaling 22MW
- 2005: CO2 fund established Up to $40MM per year for energy projects
- 2010: CO2 Goal 20% by 2020; 50MWs renewable energy
- 2014: Established 100% renewable energy goal
- 2015: Achieved 25% renewable electricity globally and 21% reduction in Scope 1&2 CO2 emissions
- 2016: 1st on-site wind turbines; now 9MW total
- 2017: 1st off-site PPA 100MW US wind farm
- 2018: 1st Solar Green Tariff in US and 4th wind turbine built in Ireland; total renewable electricity percentage now 31%
Increasing engagement with our suppliers in sustainability

• Recognized as a CDP Supplier Engagement Leader for leadership on supplier engagement to tackle climate change, placing us among the highest scoring 3% of companies.

• Updated our Responsibility Standards for Suppliers, expanded supplier assessments for conformance to the Standards.
Our impact is amplified through strategic partnerships at the intersection of environmental and human health
Our employees fuel our impact

We Sustain

Conducted crowdsourcing “World without Waste” employee challenge:

• 405 entries from teams across all geographies and businesses
• 13 project finalists
• Selected winning ideas received seed funding
Quality & Compliance

François Sallans
Vice President and Chief Quality Officer
Our commitment to **quality**, **safety**, and **reliability** is at the core of our aspiration to change the trajectory of human health.
Our Credo defines our responsibility to the patients, doctors and nurses we serve, our employees, communities and stockholders.

...everything we do must be of high quality.
Our framework

It is the responsibility of every employee to adhere to the principles set forth in our enterprise-wide Quality and Compliance Core Objective.
Providing oversight of quality and regulatory compliance across the enterprise

- Improving **Quality Value** end-to-end
- Enterprise **Capabilities** and Best **Practices**
- Integrate Quality Culture, Leadership, and **Talent Development**
- Proactive Compliance sustains Top-Quartile Industry results
- **Continuous Improvement**
- Data Excellence and Advanced Analytics that deliver effective solutions, services, and outcomes for our customers
Improved quality metrics

2018 performance¹

- 619 # of worldwide health authority inspections of J&J sites
- 78% Percentage that resulted in zero observations
- 0.056% Total global product recall rate

2017 performance²

- 557 # of worldwide health authority inspections of J&J sites
- 71% Percentage that resulted in zero observations
- 0.133% Total global product recall rate

¹ http://healthforhumanityreport.jnj.com
Continuing to drive improvement in overall quality

Software as a medical device precertification pilot

Case for quality voluntary improvement program pilot
Quality culture, leadership and talent development
Q&A Panel

Joanne Waldstreicher, M.D.
Chief Medical Officer

Adrian Thomas
Vice President,
Global Public Health & Access

Paulette Frank
Vice President,
Global Environmental Health, Safety and Sustainability

François Sallans
Chief Quality Officer

Paul Anthony
Head of Global Total Rewards,
Workforce Analytics & Human Capital

Tina French
Assistant Corporate Secretary