

3rd Quarter 2026 Results

3rd Quarter 2026 Sales

\$25.4B Worldwide increased ▲
5.9%

Excluding the impact of translational currency
Worldwide increased ▲
6.0%¹
Stelara impacted results by ~ (420) basis points

Diluted earnings per share (EPS)³
\$0.09

Includes the impact of one-time special charges and M&A transactions

Adjusted diluted earnings per share^{1,4}
Worldwide decreased ▼
\$2.59
(7.5)%



Joaquin Duato
Chairman & Chief Executive Officer
Johnson & Johnson

“ Johnson & Johnson’s strong third-quarter performance and increased sequential growth reflect the accelerating momentum of our focused portfolio. In the third quarter, we advanced breakthroughs that will redefine care for patients, from delivering one of our most transformative MedTech innovations with OTTAVA to reporting positive Phase 3 results in multiple myeloma. This progress, together with strategic investments in high-growth areas, gives us clearer line of sight to double-digit growth by the end of the decade. ”

\$16.8 billion **Worldwide Innovative Medicine sales**
Innovative Medicine worldwide reported sales increased 7.7% or 7.9% operationally². Stelara impacted results² by ~ (690) basis points.
Primary operational drivers:



\$8.6 billion **Worldwide MedTech sales**
MedTech worldwide sales increased 2.5% reported and operationally². Primary operational drivers:



For full financial data, non-GAAP reconciliations and cautionary statements, please refer to Johnson & Johnson’s earnings release issued on October 13, 2026 available at <https://www.investor.jnj.com/financials/quarterly-results/default.aspx>
¹ 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.
² Non-GAAP measure; excludes the impact of translational currency.
³ Includes the impact of a one-time special charge related to the proposed talc litigation resolution, as well as expenses related to the acquisition of Firefly Bio, Inc. and strategic collaboration with Sail Biomedicines
⁴ Includes expenses related to the acquisition of Firefly Bio, Inc. and strategic collaboration with Sail Biomedicines
Note: Values may be rounded
Caution Concerning Forward-Looking Statements: This document contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 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 13, 2026 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.

3rd Quarter 2026 Earnings Call

October 13, 2026

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, and 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 or changes to applicable laws and regulations; 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, including restructuring 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; and the Company's ability to successfully separate the Company's Orthopaedics business and realize the anticipated benefits from the planned separation. A further list and descriptions of these risks, uncertainties and other factors can be found in Johnson & Johnson's most recent Annual Report on Form 10-K, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” and in Johnson & Johnson's subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission. Copies of these filings are available online at www.sec.gov, www.jnj.com, investor.jnj.com, or on request from Johnson & Johnson. Any forward-looking statement made in this release speaks only as of the date of this release. 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.

Strategic partnerships, collaborations & licensing arrangements

During the course of this 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 acknowledgement of those relationships:

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 licensed from Regents of California and Memorial Sloan Kettering; CARVYKTI licensed and developed in collaboration with Legend Biotech USA Inc. and Legend Biotech Ireland Limited; AKEEGA licensed from TESARO, Inc., an oncology-focused business within GSK, and from BTG International Ltd.; RYBREVA developed under license with Genmab A/S; LAZCLUZE licensed from Yuhan Corporation; DuoBody platform licensed from Genmab A/S relates to several bispecific antibody programs; OMT animal platform licensed from OMT Inc. relates to several antibody programs; ENHANZE platform licensed from Halozyme Therapeutics, Inc.; bleximenib R&D co-funding agreement with Blackstone Life Sciences

Immunology

REMICADE marketing partner with Mitsubishi Tanabe Pharma Corporation; TREMFYA discovered using MorphoSys AG antibody technology; ICOTYDE was discovered through a collaboration with Protagonist Therapeutics – Janssen retains exclusive rights to develop and commercialize for a broad range of indications; JNJ-4804 R&D co-funding agreement with Royalty Pharma plc

Neuroscience

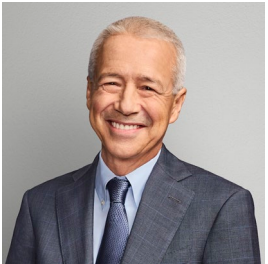
INVEGA SUSTENNA/ XEPLION/ INVEGA TRINZA/ TREVICTA/ INVEGA HAFYERA/ BYANLI are subject to a technology license agreement from Alkermes Pharma Ireland Limited, and RISPERDAL CONSTA developed in collaboration with Alkermes, Inc.

Other

PREZCOBIX / REZOLSTA fixed-dose combination, SYMTUZA and ODEFSEY developed in collaboration with Gilead Sciences, Inc., and JULUCA and CABENUVA developed in collaboration with ViiV Healthcare UK., INVOKANA/ INVOKAMET/ VOKANAMET/ INVOKAMET XR fixed-dose combination licensed from Mitsubishi Tanabe Pharma Corporation; XARELTO co-developed with Bayer HealthCare AG; PROCIT/ EPREX licensed from Amgen Inc.; UPTRAVI license and supply agreement with Nippon Shinyaku (co-promotion in Japan), and OPSUMIT co-promotion agreement with Nippon Shinyaku in Japan

Agenda

- 1 CEO Remarks
- 2 Sales performance and earnings review
- 3 Capital allocation and guidance update
- 4 Q&A



Joaquin Duato
Chairman and
Chief Executive Officer



Joseph J. Wolk
Executive Vice President,
Chief Financial Officer



Tom Cavanaugh
Executive Vice President,
Worldwide Chairman,
Innovative Medicine



John Reed
Executive Vice President,
Innovative Medicine, R&D



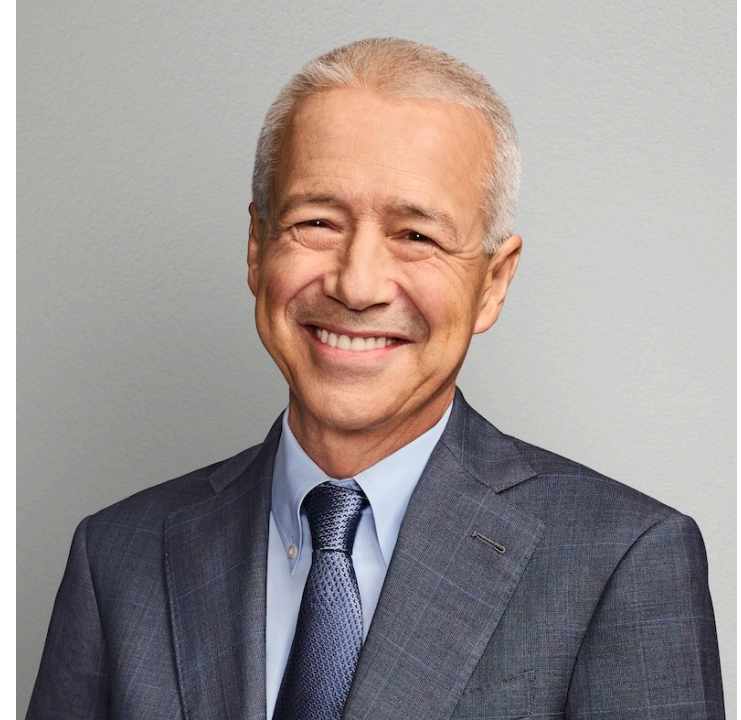
Tim Schmid
Executive Vice President,
Worldwide Chairman,
MedTech



Ryan Koors
Vice President,
Investor Relations

Joaquin Duato

Chairman and Chief Executive Officer

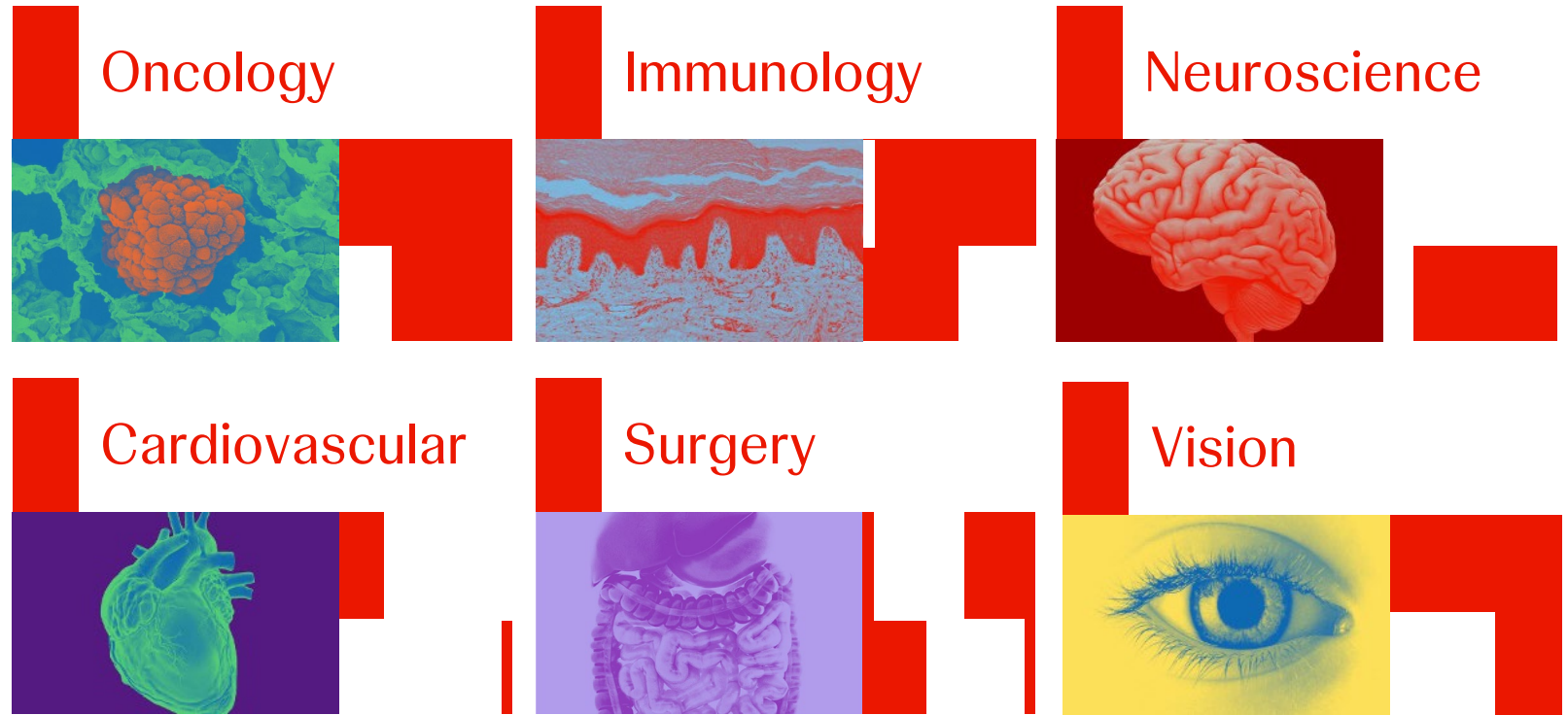


Q3 Earnings Summary

6.0%

operational sales
growth^{1,2}

Six key businesses driving growth



29 Platforms / Products > 1 Billion in Annual Sales

Innovative Medicine (16)



DARZALEX[®]
(daratumumab)



Stelara[®]
(ustekinumab)



Tremfya[®]
(guselkumab)



INVEGA SUSTENNA[®]
paliperidone palmitate extended-release injectable suspension



Erleada[®]
(apalutamide) 60mg tablets / 240mg tablet



imbruvica[®]
(ibrutinib)



Simponi[®]
golimumab



Xarelto[®]
rivaroxaban tablets



Opsumit[®]
macitentan



Uptravi[®]
selexipag tablets | 200-1600 mcg



CARVYKTI[®]
(ciltacabtagene autoleucel) Suspension for IV infusion



Remicade[®]
INFLIXIMAB



Spravato[™]
(esketamine) (III) nasal spray



EDURANT[®]
(rilpivirine) tablets



Symtuza[®]
darunavir/cobicistat/emtricitabine/tenofovir alafenamide tablets
800mg/150mg/200mg/10mg



CAPLYTA[®]
(lumateperone) capsules 42 mg

MedTech (13)



Electrophysiology



Contact Lenses



Wound Closure



Trauma



Biosurgery



Abiomed



Hips



Knees



Surgical Vision



Endocutters



Energy

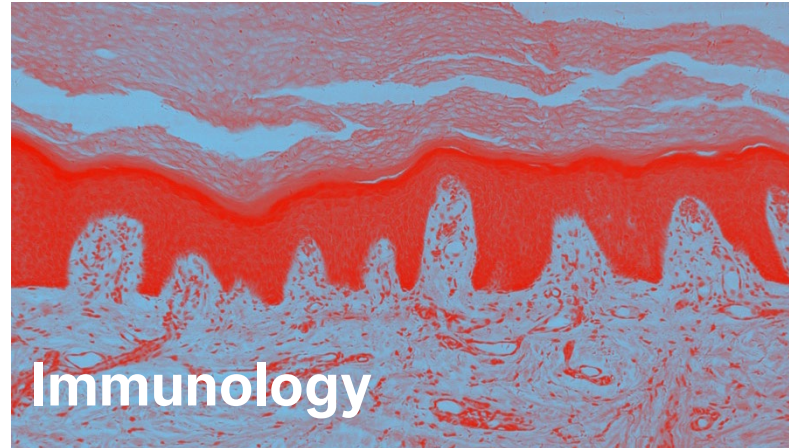
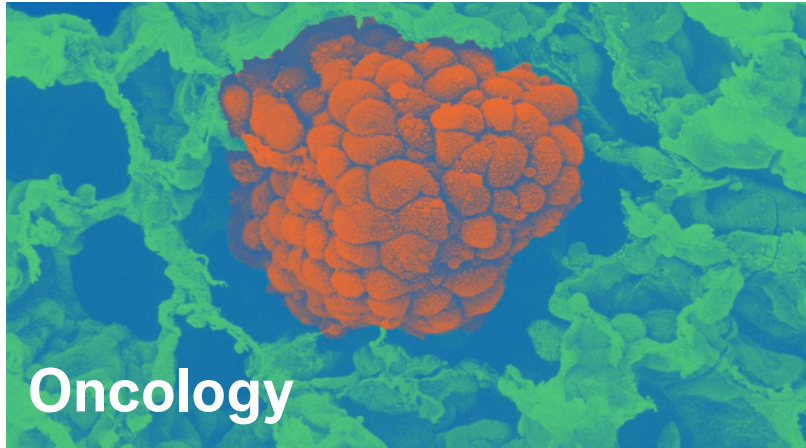


Shockwave



Spine

Innovative Medicine: 7.9% operational sales growth^{1,2}



MedTech: 2.5% operational sales growth¹

Cardiovascular



VARIPULSE™ Platform



Dual Energy THERMOCOOL
SMARTTOUCH™ SF Catheter



Shockwave Intravascular
Lithotripsy System



Impella® Heart
Pump Technology



OMNYPULSE™
Catheter

Surgery



ETHICON™ 4000 Surgical Stapler
with 3D Stapling Technology



OTTAVA™ Robotic
Surgical System



SURGIFLO™ Hemostatic
Matrix Kit

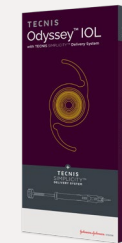


STRATAFIX™ Knotless
Tissue Control Devices

Vision



ACUVUE® OASYS 1-Day Family



TECNIS Odyssey™



TECNIS PureSee™

OTTAVA™ U.S. FDA market authorization opens a new category in surgical robotics



The world's first table-integrated soft tissue robotic system — four arms built into a standard surgical table

- ✓ De Novo authorization spans 10 general surgery procedures, including:
 - Gastric bypass
 - Cholecystectomy
 - Gastric sleeve
 - Hiatal hernia repair
- ✓ Occupies 30–50% less space than boom- and cart-mounted systems
- ✓ Connects to the Polyphonic™ open digital ecosystem for data-driven insights
- ✓ First commercial customer signed
- ✓ Inguinal hernia trial in progress

MedTech: 2.5% operational sales growth¹

Cardiovascular



VARIPULSE™ Platform



Dual Energy THERMOCOOL
SMARTTOUCH™ SF Catheter



Shockwave Intravascular
Lithotripsy System



Impella® Heart
Pump Technology



OMNYPULSE™
Catheter

Surgery



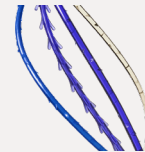
ETHICON™ 4000 Surgical Stapler
with 3D Stapling Technology



OTTAVA™ Robotic
Surgical System



SURGIFLO™ Hemostatic
Matrix Kit

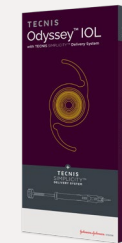


STRATAFIX™ Knotless
Tissue Control Devices

Vision



ACUVUE® OASYS 1-Day Family



TECNIS Odyssey™



TECNIS PureSee™

Johnson & Johnson is built
for durable growth

Ryan Koors

Vice President,
Investor Relations

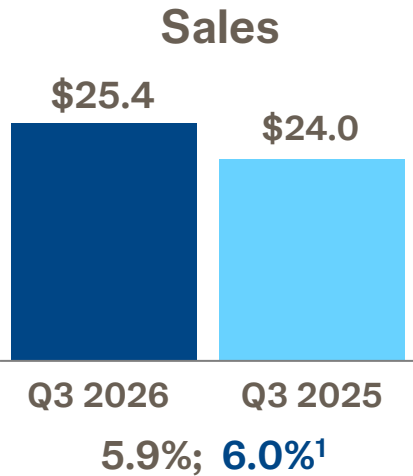


3rd Quarter 2026 sales

Dollars in billions Regional sales results	Q3 2026	Q3 2025	% Change	
			Reported	Operational ¹
U.S.	\$15.0	\$13.7	9.1%	9.1%
Europe	5.4	5.4	(0.6)	1.0
Western Hemisphere (ex U.S.)	1.4	1.2	12.5	8.0
Asia-Pacific, Africa	3.7	3.6	1.0	1.0
International	10.4	10.3	1.5	1.8
Worldwide (WW)	\$25.4	\$24.0	5.9%	6.0%

3rd Quarter 2026 financial highlights

Dollars in billions, except EPS
Reported %; **Operational %**¹



¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the [company's website](#)
² Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules on the Investor Relations section of the [company's website](#)
³ Includes the impact of a one-time special charge related to the proposed talc litigation resolution, as well as expenses related to the acquisition of Firefly Bio, Inc. and strategic collaboration with Sail Biomedicines
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Innovative Medicine highlights – 3rd quarter 2026

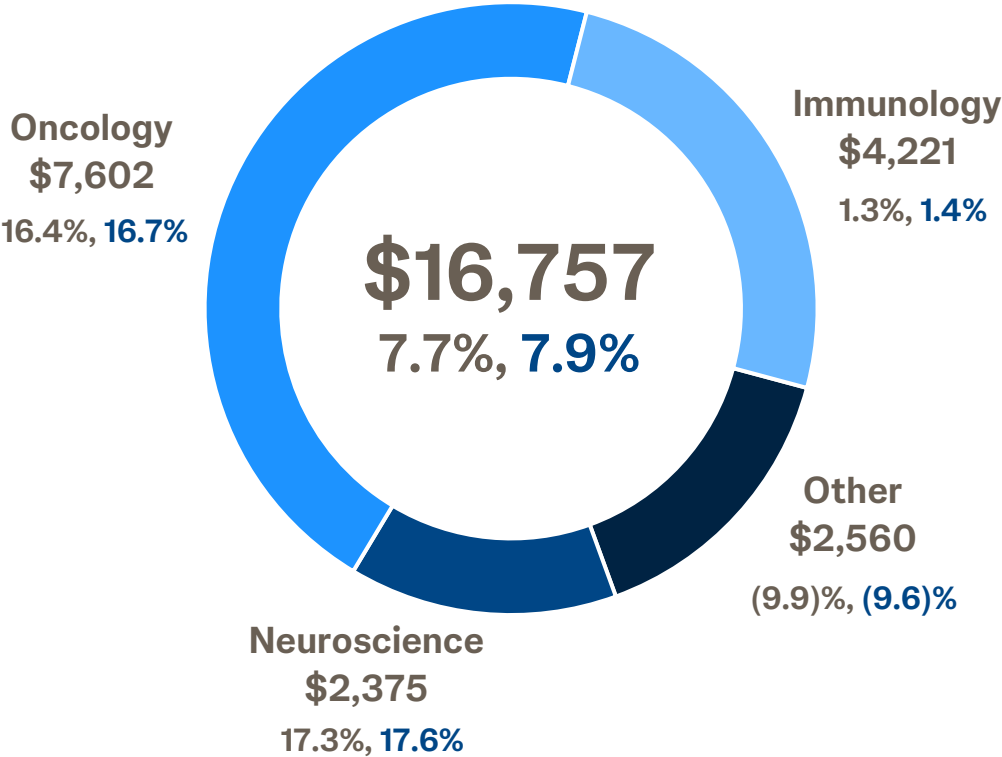
Strong operational growth¹ of 7.9% driven primarily by new product launches

Stelara impacted results¹ by ~(690) basis points

Reported: WW 7.7%, U.S. 11.1%, Int'l 2.4%
Operational¹: WW 7.9%, U.S. 11.1%, Int'l 3.0%

WW sales \$MM

■ Reported growth ■ Operational growth¹



Key drivers of operational performance¹

Oncology	- DARZALEX increase primarily driven by strong share gains and market growth - CARVYKTI increase driven by share gains and continued site expansion - TECVAYLI growth driven by share gains following U.S. TECVAYLI + DARZALEX FASPRO approval - TALVEY growth driven by share gains from expansion in the community setting - RYBRENT/LAZCLUZE growth driven by launch uptake and share gains - ERLEADA increase driven by continued share gains in mCSPC and market growth, partially offset by unfavorable patient mix - IMBRUVICA decrease driven by share loss due to continued competitive pressure and unfavorable patient mix - OTHER ONCOLOGY growth driven by INLEXZO U.S. launch uptake
Immunology	- TREMFYA growth due to share gains across all indications with significant IBD launch momentum and market growth - SIMPONI/SIMPONI ARIA and REMICADE decrease driven by share loss, biosimilar competition, and unfavorable patient mix, partially offset by market growth - STELARA decline driven by the impact of biosimilar competition and increasing adoption of novel classes - OTHER IMMUNOLOGY increase driven by IMAAVY and ICOTYDE launch uptake in the U.S.
Neuroscience	- SPRAVATO growth driven by continued share gains, supported by increased patient demand due to strong physician adoption - CAPLYTA growth driven by strong continued momentum in the aMDD launch and continued demand across bipolar disorder and schizophrenia - INVEGA SUSTENNA / XEPLION / INVEGA TRINZA / TREVICTA increase primarily driven by favorable patient mix and inventory dynamics, partially offset by share loss
Other	- UPTRAVI flat due to unfavorable patient mix, partially offset by market growth - OPSUMIT/OPSYNVI decrease driven by lower demand following U.S. generic entrants - PREZISTA / PREZCOBIX / REZOLSTA / SYMTUZA decrease driven by declines in share and market, partially offset by favorable patient mix - XARELTO increase driven by favorable patient mix, partially offset by continued share erosion

Adjusted operational sales²: WW 8.0%, U.S. 11.1%, Int'l 3.2%



¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the [company's website](#)

² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules on the Investor Relations section of the [company's website](#)

Note: Values may be rounded

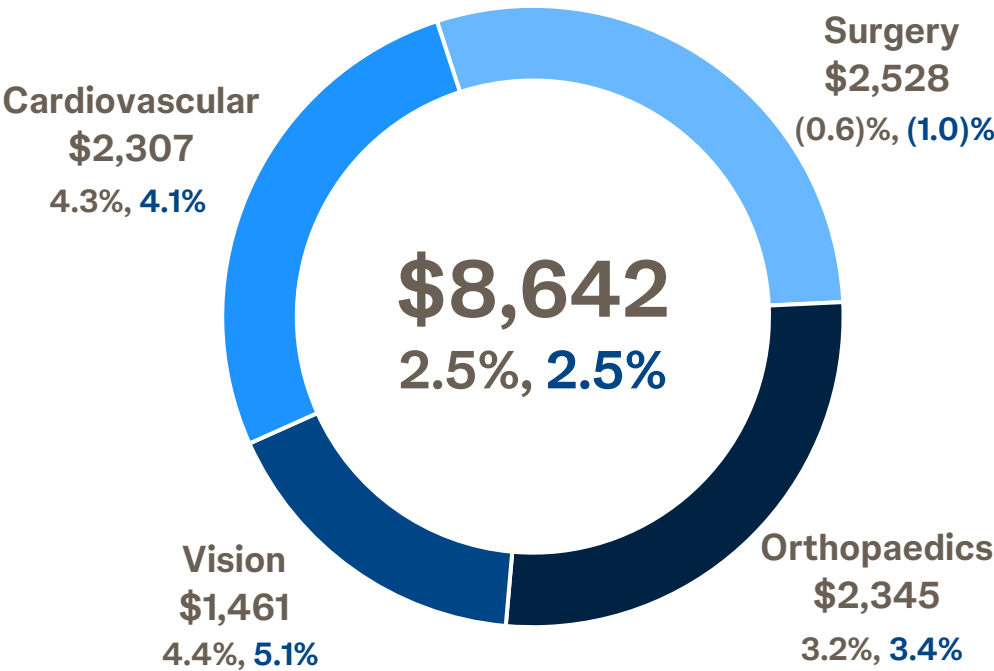
MedTech highlights – 3rd quarter 2026

Modest operational growth¹ of 2.5% driven primarily by commercial execution and innovation

Reported: WW 2.5%, U.S. 4.8%, Int'l 0.1%
Operational¹: WW 2.5%, U.S. 4.8%, Int'l 0.1%

WW sales \$MM

■ Reported growth ■ Operational growth¹



Key drivers of operational performance¹

Cardiovascular	Electrophysiology: Increase driven by procedure growth, commercial execution, and new product performance (VARIPULSE, TRUPULSE, CRYSTAL, DUAL ENERGY STSF), partially offset by competitive pressures in PFA and OUS inventory dynamics Abiomed: Decline driven by lower patient volumes, partially offset by sustained adoption of Impella 5.5 Shockwave: Double-digit growth driven by continued strong adoption of Coronary and Peripheral portfolios and new product launches (AERO C2)
Surgery	Surgery decline driven by VBP in China, impact of the surgery transformation program, and disruptions in the Middle East Advanced: Biosurgery: ~ +3% growth driven by continued strength of the portfolio and commercial execution, partially offset by the impact of the surgery transformation program and VBP in China Endocutters: ~ -4% due to VBP in China, impact of the surgery transformation program, and competitive pressures, partially offset by new products Energy: ~ 0% driven by impact of the surgery transformation program, VBP in China, and competitive pressures, partially offset by new product launches General: Decrease primarily driven by VBP in China, partially offset by technology penetration and upgrades within our differentiated Wound Closure portfolio (Barbed & PLUS Sutures) and market expansion
Vision	Contact Lenses/Other: Increase driven by strong performance of the ACUVUE OASYS 1-Day family of products including recent launches and strategic price actions, partially offset by inventory dynamics Surgical: Growth driven by strength of recent product innovations, robust demand for premium IOLs, and strong commercial execution, partially offset by disruptions in the Middle East
Orthopaedics	Hips: Increase driven by new product launches (EMPHASYS) Knees: Increase driven by strength of the ATTUNE portfolio, in part driven by pull-through related to the VELYS Robotic assisted solutions Trauma: Growth driven by recently launched products (VOLT) and commercial execution, partially offset by OUS inventory dynamics Spine, Sports & Other: ~ Flat due to new product innovations, partially offset by competitive pressures and inventory dynamics

Adjusted operational sales²: WW 2.5%, U.S. 4.8%, Int'l 0.1%



¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the [company's website](#)

² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules on the Investor Relations section of the [company's website](#)

Note: Values may be rounded

Condensed consolidated statement of earnings

3rd Quarter 2026

(Unaudited; Dollars and shares in millions except per share figures)

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	\$25,399	100.0	\$23,993	100.0	5.9
Cost of products sold	8,097	31.9	7,303	30.4	10.9
Gross Profit	17,302	68.1	16,690	69.6	3.7
Selling, marketing and administrative expenses	6,285	24.7	5,922	24.7	6.1
Research and development expense	4,652	18.3	3,672	15.3	26.7
In-process research and development impairments	339	1.4	-	-	
Interest (income) expense, net	31	0.1	18	0.1	
Other (income) expense, net	5,780	22.8	(478)	(2.0)	
Restructuring	181	0.7	63	0.3	
Earnings before provision for taxes on income	34	0.1	7,493	31.2	(99.5)
(Benefit from)/Provision for taxes on income	(176)	(0.7)	2,341	9.7	(107.5)
Net Earnings	\$210	0.8	\$5,152	21.5	(95.9)
Net earnings per share (Diluted)	\$0.09		\$2.12		(95.8)
Average shares outstanding (Diluted)	2,448.6		2,428.6		
Effective tax rate	(517.6)%		31.2%		
Adjusted earnings before provision for taxes and net earnings¹					
Earnings before provision for taxes on income	\$7,672	30.2	\$8,436	35.2	(9.1)
Net earnings	\$6,339	25.0	\$6,801	28.3	(6.8)
Net earnings per share (Diluted)	\$2.59		\$2.80		(7.5)
Effective tax rate	17.4%		19.4%		

J&J ¹ Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules on the Investor Relations section of the [company's website](#)

Adjusted earnings before provision for taxes on income by segment

3rd Quarter 2026

(Unaudited; Dollars in millions)

Innovative Medicine

(2026 includes the impact of M&A transactions: Firefly Bio, Inc. & Sail Biomedicines)

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	\$16,757	100.0	\$15,563	100.0	7.7
Cost of products sold	3,740	22.3	3,093	19.9	20.9
Gross Profit	\$13,017	77.7	\$12,470	80.1	4.4
Selling, marketing and administrative expenses	3,035	18.1	2,869	18.4	5.8
Research and development expense ¹	3,888	23.2	2,944	18.9	32.1
Other segment items ^{2,3}	165	1.0	(238)	(1.5)	
Adjusted segment income before tax ⁴	\$5,929	35.4	\$6,895	44.3	(14.0)

MedTech

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	\$8,642	100.0	\$8,430	100.0	2.5
Cost of products sold	3,100	35.9	3,119	37.0	(0.6)
Gross Profit	\$5,542	64.1	\$5,311	63.0	4.3
Selling, marketing and administrative expenses	2,976	34.4	2,801	33.2	6.2
Research and development expense	759	8.8	728	8.6	4.3
Other segment items ²	(173)	(2.0)	15	0.2	
Adjusted segment income before tax ⁴	\$1,980	22.9	\$1,767	21.0	12.1

Enterprise

(2026 includes the impact of M&A transactions: Firefly Bio, Inc. & Sail Biomedicines)

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Adjusted income before tax ^{1,3,4}	\$7,672	30.2	\$8,436	35.2	(9.1)

¹ Includes expenses related to the acquisition of Firefly Bio, Inc.

² Includes other Income and Expense

³ Includes transaction costs related to the strategic collaboration with Sail Biomedicines

⁴ Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules on the Investor Relations section of the [company's website](#)

Note: For expenses not allocated to segments, see reconciliation schedules on the Investor Relations section of the [company's website](#)

Joseph J. Wolk

Executive Vice President,
Chief Financial Officer



Capital allocation strategy

Capital allocation

Higher
priority

Lower
priority

Organic growth business needs

Free cash flow¹

Investment in M&A

Competitive dividends

Share repurchases

Priorities are clear and remain unchanged

Dollars in billions	Q3 2026
Cash and marketable securities	\$17
Debt	(\$45)
Net debt	(\$28)
Free cash flow ^{1,2}	~\$15

Note: Values may be rounded

Q3 2026:

\$4.7B invested in R&D

\$11.8B year-to-date

\$3.2B in dividends paid to shareholders

\$9.6B year-to-date

Note: Values may be rounded

¹ Non-GAAP measure; defined as cash flow from operating activities, less additions to property, plant and equipment

² Estimated as of October 13, 2026. Cash flow from operations, the most directly comparable GAAP financial measure, will be included in subsequent SEC filings

2026 P&L guidance

Operational² sales guidance of 6.9% and adjusted operational EPS^{2,4} at 2.0% (midpoints)

	October 2026	July 29, 2026	Comments
Adjusted operational sales ^{1,2}	6.4% - 6.8%	6.2% - 6.8%	Tightening range; Increasing midpoint to 6.6%
Operational sales ²	\$100.5B - \$100.9B 6.7% - 7.1%	\$100.3B - \$100.9B 6.5% - 7.1%	Tightening range; Increasing midpoint by \$0.1B to 6.9%
Estimated reported sales ³	\$101.0B - \$101.4B 7.2% - 7.6%	\$100.8B - \$101.4B 7.0% - 7.6%	Tightening range; Increasing midpoint by \$0.1B to 7.4% Maintaining FX impact of \$0.5B or 0.5%
Adjusted pre-tax operating margin ^{4,5}	Decrease of approximately 60 bps	Decrease of approximately 75 bps	Improving
Net other income ⁴	\$0.8 - \$1.0 billion	\$1.0 - \$1.2 billion	Decreasing
Net interest expense / (income)	\$150 - \$200 million	\$250 - \$350 million	Decreasing and tightening range
Effective tax rate ⁴	17.0% - 17.5%	17.0% - 18.0%	Decreasing and tightening range
Adjusted EPS (operational) ^{2,4}	\$10.95 - \$11.05 1.5% - 2.4%	\$10.86 - \$11.01 0.7% - 2.1%	Increasing and tightening range; Increasing midpoint by \$0.06 to 2.0%
Adjusted EPS (reported) ^{3,4}	\$11.05 - \$11.15 2.4% - 3.3%	\$10.96 - \$11.11 1.6% - 3.0%	Increasing and tightening range; Increasing midpoint by \$0.06 to 2.9% Maintaining FX impact of \$0.10 or 0.9%

¹ Non-GAAP measure; excludes acquisitions and divestitures

² Non-GAAP measure; excludes the impact of translational currency

³ Calculated using Euro Average Rate: October 2026 = \$1.15 and July 2026 = \$1.15

Note: Values may be rounded

⁴ Non-GAAP measure; excludes intangible amortization expense and special items

⁵ Sales less: COGS, SM&A and R&D expenses

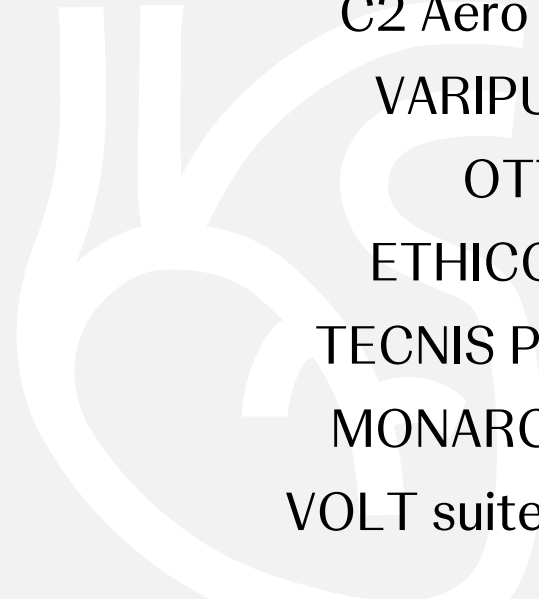
2026 milestones¹ driving long-term value creation

Innovative Medicine



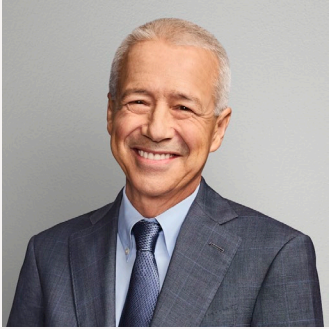
TECVAYLI + TALVEY in RRMM
Pasritamig in prostate cancer
JNJ-6143 in prostate cancer
INLEXZO in HR NMIBC
ICOTYDE in PsA
CAPLYTA in bipolar mania
TREMFYA in PsA SD
nipocalimab in wAIHA and SLE

MedTech



Dual Energy THERMOCOOL STSF
C2 Aero Catheters
VARIPULSE Pro
OTTAVA
ETHICON 4000
TECNIS PureSee IOL
MONARCH Urology
VOLT suite of products

Q&A



Joaquin Duato
Chairman and
Chief Executive Officer



Tom Cavanaugh
Executive Vice President,
Worldwide Chairman,
Innovative Medicine



Tim Schmid
Executive Vice President,
Worldwide Chairman,
MedTech



Joseph J. Wolk
Executive Vice President,
Chief Financial Officer



John Reed
Executive Vice President,
Innovative Medicine, R&D



Ryan Koors
Vice President,
Investor Relations

Johnson & Johnson

Johnson & Johnson Innovative Medicine Pipeline

Key Events in 2026*

POTENTIAL APPROVALS US/EU

✓	US	TREMFYA (guselkumab) Psoriatic Arthritis Structural Damage (APEX)
✓	US	ICOTYDE (icotrokinra)
✓	EU	Psoriasis (ICONIC)
✓	US	IMAAVY (nipocalimab) Warm Autoimmune Hemolytic Anemia (ENERGY)
	EU	AKEEGA (niraparib/abiraterone) M1 Metastatic Castration-Sensitive Prostate Cancer (AMPLITUDE)
✓	US	DARZALEX (daratumumab) Frontline multiple myeloma transplant ineligible (CEPHEUS)
✓	US	TECVAYLI (teclistamab)
✓	EU	Multiple Myeloma 1-3PLs (MajesTEC-3)
	EU	TECVAYLI (teclistamab) Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)
	US	RYBREVANT (amivantamab) Head and Neck Cancer (ORIGAMI-4)

PLANNED SUBMISSIONS US/EU

✓	US	IMAAVY (nipocalimab) Warm Autoimmune Hemolytic Anemia (ENERGY)
	US	CAPLYTA (lumateperone) Bipolar Mania
	US	ERLEADA (apalutamide) Localized Prostate Cancer (ATLAS)
	US	ERLEADA (apalutamide) High Risk Prostate Cancer (PROTEUS)
	US	bleximenib Relapsed Refractory Acute Myeloid Leukemia (cAMeLot-1)
✓	US	TALVEY (talquetamab)
✓	EU	Relapsed Refractory Multiple Myeloma A-CD38 Naïve (MonumenTAL-3)
✓	US	TALVEY (talquetamab)
✓	EU	Relapsed Refractory Multiple Myeloma CD38 exposed (MonumenTAL-6)
✓	US	TECVAYLI (teclistamab)
✓	EU	Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)
	EU	TECVAYLI (teclistamab) Multiple Myeloma 1-3PLs (MajesTEC-3)
✓	US	RYBREVANT (amivantamab) Head and Neck Cancer (ORIGAMI-4)
	US	INLEXZO (gemcitabine intravesical delivery system) High Risk Non Muscle Invasive Bladder Cancer BCG Experienced (SunRISe-5)

POTENTIAL CLINICAL DATA PRESENTATIONS¹

Phase III

	ICOTYDE (icotrokinra) Psoriasis (ICONIC-ASCEND)	ERLEADA (apalutamide) Localized Prostate Cancer (ATLAS)	✓	JNJ-4804 Co-antibody Therapy Ulcerative Colitis (DUET-UC)
✓	ICOTYDE (icotrokinra) Psoriasis (ICONIC-ADVANCE 1&2 Update)	✓ ERLEADA (apalutamide) High Risk Prostate Cancer (PROTEUS)	✓	JNJ-4804 Co-antibody Therapy Crohn's Disease (DUET-CD)
	icotrokinra Psoriatic Arthritis (ICONIC-PsA)	✓ TALVEY (talquetamab) Relapsed Refractory Multiple Myeloma A-CD38 Naïve (MonumenTAL-3)	✓	JNJ-4804 Co-antibody Therapy Psoriatic Arthritis (AFFINITY)
✓	ICOTYDE (icotrokinra) Psoriasis (ICONIC-TOTAL Update)	TALVEY (talquetamab) Relapsed Refractory Multiple Myeloma CD38 exposed (MonumenTAL-6)	✓	nipocalimab Systemic Lupus Erythematosus (JASMINE)
✓	CAPLYTA (lumateperone) Bipolar Mania (ITI-007-451)	✓ TECVAYLI (teclistamab) Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)		bleximenib Relapsed Refractory Acute Myeloid Leukemia (cAMeLot-1)
	CAPLYTA (lumateperone) Bipolar Mania (ITI-007-452)	INLEXZO (gemcitabine intravesical delivery system) High Risk Non Muscle Invasive Bladder Cancer BCG Experienced (SunRISe-5)		pasritamig + JNJ-9401 Prostate Cancer (PCR1001)
✓	IMAAVY (nipocalimab) Warm Autoimmune Hemolytic Anemia (ENERGY)			JNJ-6143 (HLD-0915) Prostate Cancer (FIH Update)

✓ = Achieved



1. In order to be on key events clinical presentation, data must be presented at a major medical meeting.
*This is not a fully exhaustive list of all pipeline programs and assets. The pipeline includes assets currently progressing through clinical trials as well as those under review by regulatory bodies. Inclusion in the pipeline is based on the current status of these programs and assets and does not guarantee continued investment. This information is as of October 13, 2026 to the best of the Company's knowledge. Johnson & Johnson assumes no obligation to update this information.