

Dear shareholders,

March 2025

In 2024, we continued to establish Johnson & Johnson as healthcare's leading, most comprehensive innovation powerhouse.

With our focus on pharmaceuticals and medical technology, we stand alone in our ability to impact the full spectrum of disease.

From cardiology to cancer, mental health to vision, cell therapies to robotics, the depth and breadth of our expertise and capabilities is unique. No company can match our ability to deliver best-in-class solutions for patients at every step of their journeys.

Performance and priorities

Johnson & Johnson delivered robust operational sales growth of 7%^{1,2}. Full year adjusted net earnings were \$24.2 billion¹. Adjusted diluted net earnings per share was \$9.98¹.

We continued to execute against our capital allocation priorities and generated strong free-cash-flow of approximately \$20 billion¹. This enabled Johnson & Johnson to increase our dividend for the 62nd consecutive year. We know this use of capital is important, and we remain committed to returning value to our shareholders.

Our strong balance sheet also allowed Johnson & Johnson to pursue strategic actions that will position us for sustained, differentiated growth through the end of the decade and beyond. Since January 2024, we invested approximately \$50 billion in research and development and other inorganic growth opportunities, including the recently announced planned acquisition of Intra-Cellular Therapies.

Johnson & Johnson has long been a partner of choice for the next generation of innovators. From major acquisitions, including Shockwave and V-Wave in MedTech and Ambrx, Proteologix, and the NM-26 bispecific antibody in Innovative Medicine, to the more than 40 smaller collaborations, partnerships, and licenses signed in 2024, we are laying the foundation for tomorrow's treatments and cures with our investments today.

We also continued to strengthen our manufacturing capacity in the United States and around the world. We announced a \$2 billion advanced technology facility in North Carolina that will expand production of our biologic portfolio and pipeline, and we broke ground on extensions to our Impella heart pump facilities in Massachusetts and Germany.

Innovative Medicine

Innovative Medicine reported \$57 billion in sales. DARZALEX became our first brand to exceed \$3 billion in sales in a single quarter and SPRAVATO became our 26th platform to generate at least \$1 billion in annual revenue. Other key growth drivers include ERLEADA, CARVYKTI, and TREMFYA.

Equally impressive is our pace of innovation, which resulted in 27 approvals in major markets. Among the most notable were FDA approvals of TREMFYA for the treatment of ulcerative colitis and RYBREVANT plus LAZCLUZE for first-line treatment of EGFR-mutated advanced non-small cell lung cancer.

We reported 18 positive readouts for registrational studies, initiated 17 Phase III studies, and submitted 49 filings across major markets. The FDA granted priority review designations to five indications for our innovative medicines. This includes RYBREVANT plus LAZCLUZE for frontline non-small cell lung cancer, DARZALEX FASPRO for frontline transplant-eligible multiple myeloma with VRd, nipocalimab for generalized myasthenia gravis, SPRAVATO as a monotherapy for drug-resistant depression, and OPSUMIT for pediatric pulmonary arterial hypertension.

MedTech

For the second year in a row, we reported more than \$30 billion in MedTech sales, with particularly strong momentum in cardiovascular.

The pace of our MedTech innovation also remained strong. We launched 15 major products in 2024. Highlights include the approval of our VARIPULSE pulsed field ablation platform in several major markets and FDA clearance of our VELYS system for both robot-assisted spine and partial-knee surgery.

We also received an expanded FDA indication for our Impella heart pumps to treat pediatric patients as well as FDA clearance of Shockwave's Javelin peripheral IVL catheter. Looking forward, we progressed 18 clinical trial programs, including securing IDE approval of our Ottava robotic surgical system, which allows clinical trials to begin in the U.S.

The power behind our success and our future

Johnson & Johnson has an unrivaled portfolio and pipeline, with the financial muscle, global reach, and disease expertise to deliver the sustained pace of innovation and growth that is our hallmark.

I am proud of the remarkable strides we made in 2024 and energized by our boundless potential to improve and save lives.

As we look ahead, we have a strategic advantage that is unmatched in healthcare: the trust in our brand that has been earned over almost 140 years. Today, we remain committed to the principles that have always been at our core. We are a purpose-driven company guided by Our Credo.

And our employees around the world fuel everything we do. Whether we are scientists, salespeople, or supply-chain workers, everyone who works at Johnson & Johnson cares deeply—about each other and about the patients we serve.

93% of our employees say they are willing to go the extra mile to help Johnson & Johnson meet its goals, and improve patients' lives. As Chairman and CEO and a 36-year veteran of the company, I find this inspiring. Together, we are transforming health for humanity.



Sincerely,

Joaquin Duato
Chairman and CEO