

# A message from our Lead Director

Dear fellow shareholders,

Thank you for your continued investment in and support of Johnson & Johnson. It is a privilege to serve as Lead Director. My fellow Directors and I recognize that our responsibilities are to you, our shareholders, and the governance processes we established enable the Board to maintain consistent oversight over the Company's strategic objectives and execution.

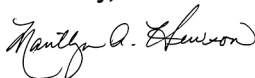
The Board continues to prioritize the collective skills and expertise that, taken together, promote effective guidance to the CEO and the Company's Innovative Medicine and MedTech businesses. We devote considerable time to reviewing Board composition and prioritize thoughtful Board succession planning, as is evident in the successful transition of Lead Director and Audit Committee Chair over the past year.

Regular meetings of the Board and its Committees ensure the Board is well-informed on the two segments' business strategies and pipeline progress. The Board also remains focused on the risks presented by the evolving, complex global environment in which the Company operates. Through internal and external engagements, the Board routinely gathers insights related to the Company's risk profile. This work uniquely positions the Board to harness its collective experiences in global business, healthcare systems, complex scientific research, and government to support management in guiding the long-term success of the Company.

Johnson & Johnson has proudly maintained a disciplined capital allocation strategy that affords it the opportunity to deploy capital across the enterprise in support of its patients, employees, shareholders and other stakeholders. Since the beginning of 2024, the Company has invested approximately \$50 billion in research and development, mergers and acquisitions – such as Shockwave and the recently announced Intra-Cellular Therapies – and more than 40 other early-stage collaborations and partnerships. The Company's strong balance sheet enabled an increase to the annual dividend for the 62nd consecutive year.

We believe that Johnson & Johnson has a strong future, and the Board is unwavering in its support of the Company's commitment to tackling the world's toughest health challenges. The Board prioritizes stakeholder feedback, which includes reviewing our voting results each year. Your vote is important and on behalf of the Board, I encourage you to review the voting recommendations in this Proxy Statement, and I welcome your perspectives throughout the year.

Sincerely,



**Marilyn A. Hewson**  
Lead Director

