

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 reader 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 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; the Company’s ability to realize the anticipated benefits from the separation of the Company’s Consumer Health business; and the New Consumer Health Company’s ability to succeed as a standalone publicly traded company. 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 January 1, 2023, 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 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.

Cautionary Note on Non-GAAP Financial Measures

The slides contained in this presentation refer to certain non-GAAP financial measures including operational sales¹, adjusted operational earnings per share², non-risk adjusted³ operational sales, risk adjusted³ operational sales, free cash flows, operational sales¹ CAGR. 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 in our historical financial statements can be found on the Investor Relations section of our website.

1. Operational sales excludes the impact of translational currency; 2. Adjusted operational earnings per share excludes the impact of translational currency, intangible amortization expense and special items; 3. The terms “risk adjusted” and “non-risk adjusted” when applied to GAAP and non-GAAP measures included in these slides have been assessed using assumptions which reflect methodologies common in the pharmaceutical industry and which are relevant to the specific therapeutic areas to which the assets relate. The development life cycle of pharmaceutical products is such that there is a range of possible outcomes from clinical development driven by numerous variables including safety, efficacy and product labelling as well as commercial factors including the patient population, the competitive environment, pricing and reimbursement. Accordingly, the actual revenues achieved in due course will be different, perhaps materially so, from the risk adjusted sales figures in this presentation and should be considered in this light; 4. Free cash flows represents operating cash flow less capital spending

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:

Immunology	REMICADE and SIMPONI/ SIMPONI ARIA marketing partners are Schering-Plough (Ireland) Company, a subsidiary of Merck & Co., Inc. and Mitsubishi Tanabe Pharma Corporation; TREMFYA was discovered using MorphoSys AG antibody technology; JNJ-2113 was developed through a collaboration with Protagonist Therapeutics – Janssen retains exclusive rights to develop and commercialize for a broad range of indications; JNJ-1459 was developed through a collaboration with X-CHEM.
Neuroscience	INVEGA SUSTENNA/ XEPLION/ INVEGA TRINZA/ TREVICTA/ INVEGA HAFYERA/ BYANLI are subject to a technology license agreement from Alkermes Pharma Ireland Limited; RISPERDAL CONSTA developed in collaboration with Alkermes, Inc.; JNJ-64042056 (anti-phospho-tau active immunotherapy): Developing in collaboration with AC Immune SA.
Infectious Diseases	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. Research and development activities for the Company's COVID-19 vaccine, including the ENSEMBLE clinical trial and the delivery of doses for the U.S., have been funded in part with federal funds from the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response, Biomedical Advanced Research and Development Authority (BARDA), under Contract No. HHSO100201700018C, and in collaboration with the National Institute of Allergy and Infectious Diseases (NIAID), part of the National Institutes of Health (NIH) at the U.S. Department of Health and Human Services (HHS); ExPEC investigational vaccine program developed and commercialized in partnership with Sanofi.
Cardiovascular/ Metabolism/Retina/Other	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., and X-Linked Retinitis Pigmentosa: AAV-RPGR licensed from MeiraGTx; Milvexian developed in partnership with Bristol Myers Squibb.
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; niraparib, a component of AKEEGA dual action tablet, licensed from TESARO, Inc., an oncology-focused business within GSK; lazertinib licensed from Yuhan Corporation; DuoBody platform licensed from Genmab A/S relates to several bispecific antibody programs; ENHANZE platform licensed from Halozyme Therapeutics, Inc. for DARZALEX FASPRO; collaboration and license agreement with Xencor, Inc. for plamotamab and XmAb CD28 bispecific antibody combinations for the treatment of B-cell malignancies and prostate cancer; collaboration and license agreement with Evotec SE focused on the development of first-in-class targeted immune-based therapies for oncology; research collaboration and license agreement with Mersana Therapeutics, Inc. for novel antibody-drug conjugates; collaboration and license agreement with AbelZeta to develop, manufacture and commercialize next-generation chimeric antigen receptor (CAR) T-cell therapies [JNJ-90014496 and JNJ-90009530] for the treatment of B-cell malignancies; collaboration and license agreement with Hangzhou DAC Biotechnology Co., Ltd. ("DAC Biotechnology") for the development of novel antibody-drug conjugates; collaboration and project agreement with Nouscom for a cancer immunotherapy; worldwide, royalty-bearing license to research, develop and commercialize up to six bispecific antibodies directed to therapeutic targets using Zymeworks' proprietary platforms; collaboration and license agreement with Myelopro for the development of antibodies and oncology vaccines for treating myeloproliferative neoplasms; Nanobiotix co-development and global licensing of radioenhancer NBTXR3.
Pulmonary Hypertension	UPTRAVI license and supply agreement with Nippon Shinyaku (co-promotion in Japan), and OPSUMIT co-promotion agreement with Nippon Shinyaku in Japan

Strategic Partnerships, Collaborations & Licensing Arrangements

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Global Public Health

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 (NIAID), part of NIH, NIAID 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), EBOMAN (grant nr. 115850) and EBODAC (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 BARDA, within the U.S. Department of Health and Human Services' Office of the Assistant Secretary for Preparedness and Response, under Contract Numbers HHSO100201700013C and HHSO100201500008C. 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)/NIAID, part of the NIH. Janssen/Crucell have licenses to much of VRC's Ebola IP specific for human adenovirus under the Ad26/Ad35 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 HHSN272200800056C. Project to Accelerate New Treatments for Tuberculosis (PAN-TB) includes bedaquiline; developing regimens in collaboration with Evotec, GSK, Otsuka Pharmaceutical Co., Ltd., based in Japan, TB Alliance, the Bill & Melinda Gates Medical Research Institute and the Bill & Melinda Gates Foundation. JNJ-1802, an investigational anti-viral for dengue fever, was developed through collaboration with the KU Leuven Rega Institute, the KU Leuven Centre for Drug Design and Discovery (CD3), Department of Virology at the Biomedical Primate Research Centre, Department of Infectious Diseases at Heidelberg University, Sealy Institute for Vaccine Sciences at the University of Texas Medical Branch Health (UTMB), Unité des Virus Émergents at Aix-Marseille University and the Walter Reed Army Institute of Research.

Interventional Solutions

Siemens: long-standing partnership with Biosense Webster for ultrasound system interface with the CARTO system through intracardiac echo (ICE) catheter integration, and manufacture of ICE catheters exclusively distributed by Biosense Webster; GE – long-standing partnership with Biosense Webster for ultrasound system interface with the CARTO system through intracardiac echo (ICE) catheter integration. Expansion of partnership with next-generation 4D ultrasound catheter.

Digital

Microsoft - strategic partnership to enable a digital surgery ecosystem that connects across health systems to produce insights and inform personalized treatment plans; MedCrypt – collaboration to defend and protect our digitally connected devices against cybersecurity threats.

Surgery

Histosonics – JJDC equity investment in non-invasive “histotripsy” interventional oncology treatment; Grifols: VISTASEAL / VERASEAL Fibrin Sealant (Human) licensed following a strategic partnership with Grifols.

J&J MedTech Business Overview

Tim Schmid
Executive Vice President,
Worldwide Chairman, MedTech

J&J







Market opportunity

The world is expecting
more from medical
intervention



**Johnson & Johnson
MedTech**

We compete in a robust market

	Market size 2022 (\$B)	Market growth 2022-2027
 Interventional Solutions ²	\$13	12-14%
 Orthopaedics	\$50	3-5%
 Surgery	\$28	5-7%
 Vision	\$16	5-7%
J&J MedTech Markets	\$107	5-7%

Market size¹





\$100B+

MedTech market
WAMGR 2022-2027¹

5-7%

Our market position

We are a market leader driving competitive sales growth

	 Interventional Solutions	 Orthopaedics	 Surgery	 Vision
Market position¹	#1	#1	#1	#2
>\$2B platforms	Electrophysiology	Trauma	Wound Closure	Contact Lens
>\$1B platforms	Heart recovery	Hips Knees Spine	Biosurgery Energy Surgical Stapling	Surgical Vision
Q3 YTD sales growth² (YoY)	18.7%	4.5%	5.3%	7.0%

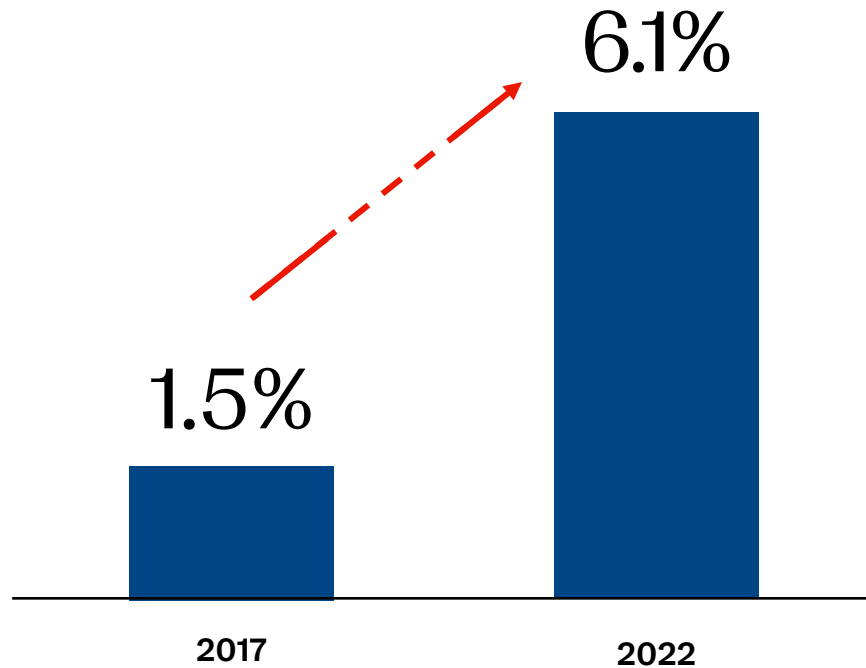


1. Based on sales and market share vs. comparable businesses in 2022; 2. Figure represents Adjusted Operational Growth.; Abiomed 2023 sales are not reflected

Our accelerated performance

We've delivered one point of sales growth annually since 2017 on average

Sales growth acceleration¹



7.4%

adjusted
operational sales
growth Q3'23 YTD

12.0%

operational
growth Q3'23 YTD

Growth driven by:

Investments in innovation

Strong commercial execution

Geographic expansion

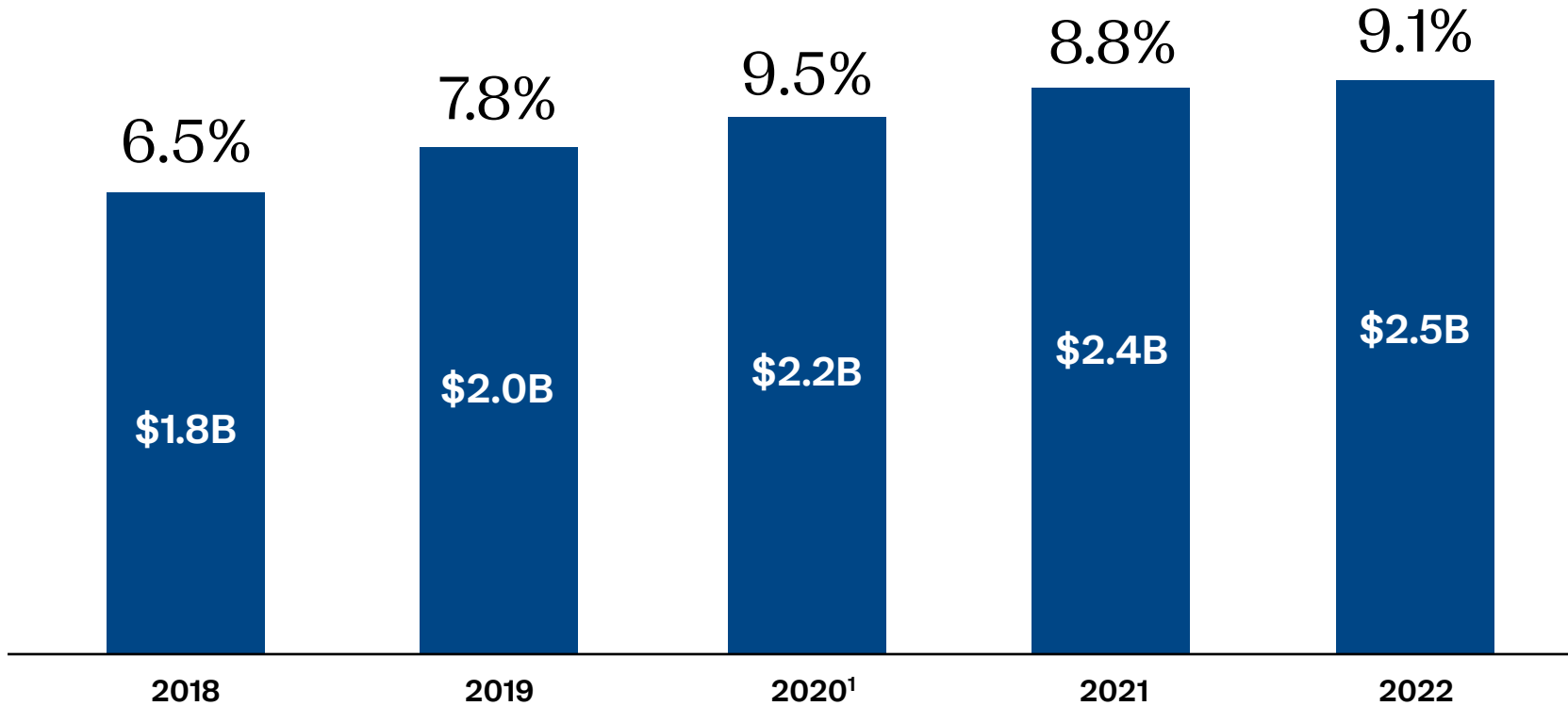
Procedure growth

M&A

Our accelerated performance

Organic innovation has driven our growth

R&D spend as a percentage of sales



\$10.9B

invested in R&D in
the last five years

~100

first-time major
launches since 2018

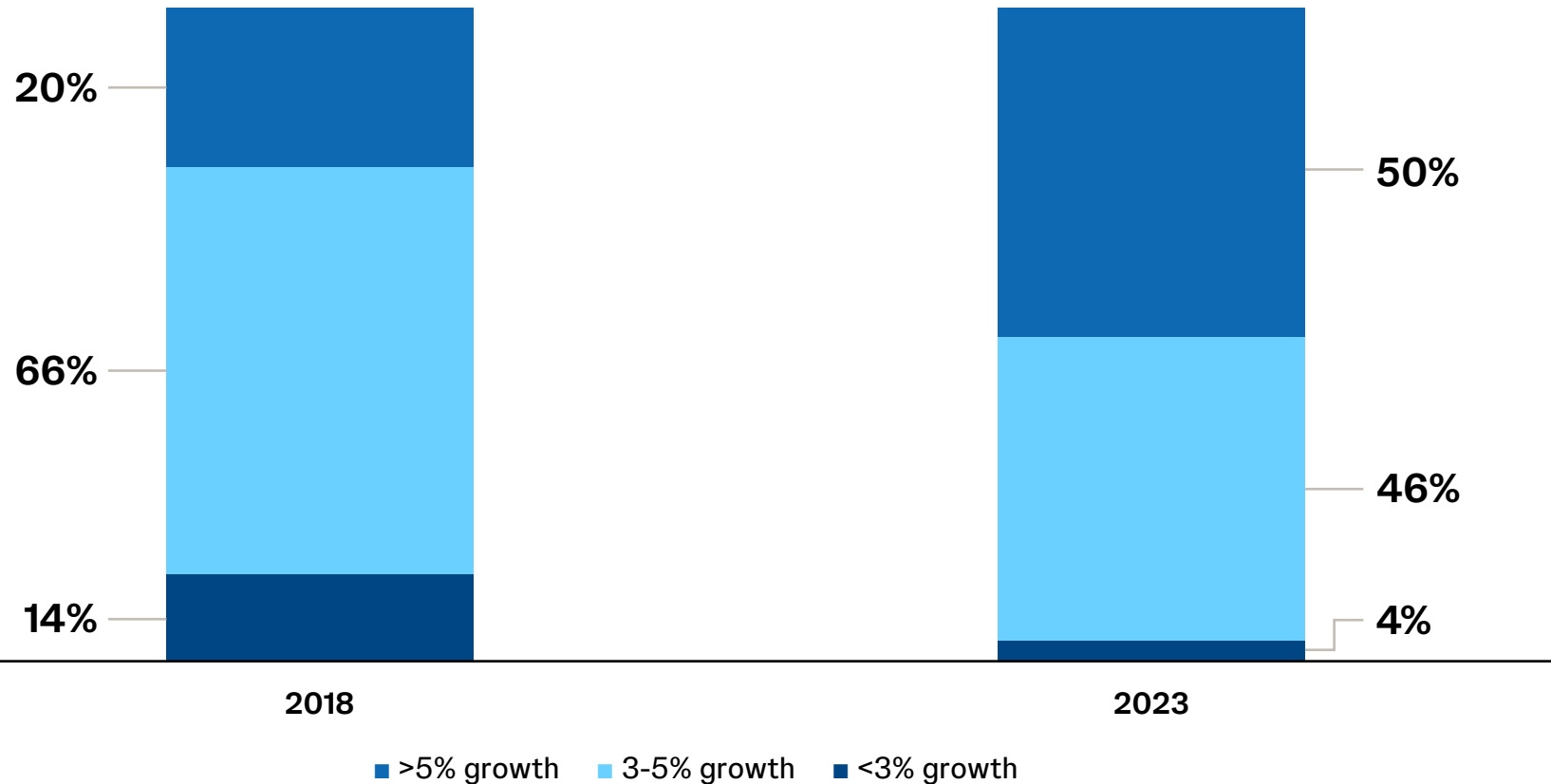
1/3

of our 2027
sales is expected
to be generated by
new products²

Our accelerated performance

We continue to shift our portfolio to high-growth, high-innovation markets

JJMT sales by end-market growth



\$22B

invested in M&A
between 2018
and 2022

~40

VC investments¹

Our path forward

Growth drivers



Value for J&J

Operational sales growth in the upper range of our markets growing at:













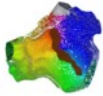






5-7%¹

1. Weighted Average Market Growth Rate (WAMGR) reflect the following sources: Internal estimates, Fitch, HRI, GlobalData, and DRG

Our accelerated performance

Our robust pipeline of market-shaping innovation

Growth-driving innovations: 2024+

Surgery	 Antimicrobial STRATAFIX™ and PDS™ Sutures	 ETHIZIA™ Hemostatic Sealing Patch	 MONARCH™	 OTTAVA™	 Next Generation Energy Tower
Orthopaedics	 Biomaterials – FIBERGRAFT™ AERIDYAN™ Matrix	 Extremities – TriLEAP™	 Partial Knee Robotics	 Spine Robotics	 TriALTIS™ Spine System
Interventional Solutions	 Pulsed Field Ablation Portfolio	 IMPELLA ECP™	 CARTO™ 3 Software v8 & v9	 Left Atrial Appendage Elimination	 IMPELLA™ Bridge to Recovery
Vision	 ACUVUE® OASYS Max 1-Day	 ACUVUE® Abiliti™	 TECNIS PureSee™ IOL	 TECNIS Odyssey™ IOL	



Some devices are investigational. Limited by Federal Law to investigational use and are not for sale in any markets

Global expansion will propel our growth

Further market penetration of our premium products driven by:

- ✓ Global network of trusted relationships
- ✓ Highly trained clinical sales expertise
- ✓ Deep global regulatory capabilities
- ✓ World-class professional education



Our global footprint

50% of sales coming from OUS¹

#1 MedTech company in Asia Pacific

35+ global customer & innovation hotspots



Our MedTech products are in a majority of ORs around the world today

Resilient operations will enhance competitiveness



✔ Simplifying for speed

✔ Reimagining supply chain

✔ Digitalization

5-7%

We expect to consistently deliver operational growth in the upper range of our markets through:



Differentiated pipeline



Global expansion



Operational resilience

J&J MedTech R&D Overview

Ahmet Tezel, Ph.D.
Company Group Chairman,
MedTech R&D

J&J



MedTech is fundamental to a new era in healthcare

Johnson & Johnson MedTech is drawing on a century of working alongside physicians, healthcare institutions, communities, and big thinkers to save lives and redefine the patient experience

We are tackling the most pervasive and complex health challenges



10M

cancer is a top cause of death worldwide, accounting for nearly 10 million deaths in 2020, or nearly one in six deaths.²

37.5M

people affected by Atrial Fibrillation globally. By 2030, the number of people with AFib is projected to increase ~70%.⁵



50%

of the global population will need vision correction by 2050.⁴



#1

heart failure and coronary artery disease are the leading causes of death worldwide.¹

1.7B

people have musculoskeletal disorders – fractures, neck pain, low back pain, and osteoarthritis.³



1. Brown JC, Gerhardt TE, Kwon E. Risk Factors for Coronary Artery Disease; 2. American Cancer Society. The Global Cancer Burden; 3. WHO. Musculoskeletal health; 4. JJV data on file - Myopia Compendium; 5. Zoni-Berisso M, Lercari F, Carazza T, Domenicucci S (2014) Epidemiology of atrial fibrillation: European perspective

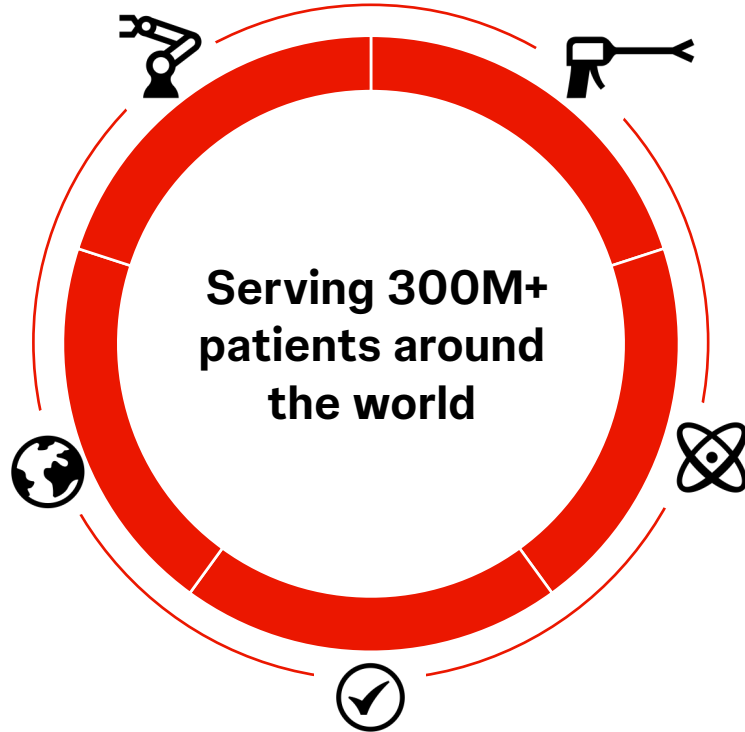
Our capabilities are the foundation of differentiated innovation

Global & local reach

Innovating in hotspots around the world: Europe & Middle East, China, Silicon Valley & Boston

Early-stage ventures

Scanning the market for the next groundbreaking pathway addressing significant unmet needs



Serving 300M+ patients around the world

Regulatory & policy

Accelerating R&D innovation with continuous time-to-market improvements

Complex product development

Successfully developing Class III devices and large capital projects across a broad portfolio

Data science

Leveraging AI, ML, and computational modeling to refine our innovations and drive better patient outcomes

R&D investment metrics

\$2.5B

invested in R&D¹, second largest in our composite

~15%

of our annual spend is pre-clinical and clinical investment¹

~40

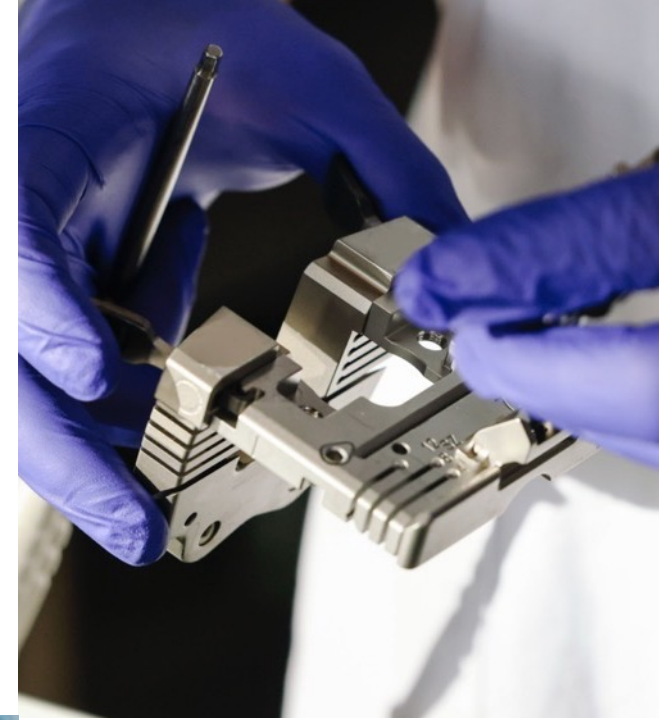
VC investments²

J&J MedTech is increasing R&D productivity for better patient outcomes

2x

pipeline value and growing R&D investment faster than sales over the last 5 years¹

1. 2018 - 2022



~100

first-time major launches since 2018















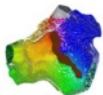






1/3

of our 2027 sales is expected to be generated by new products²

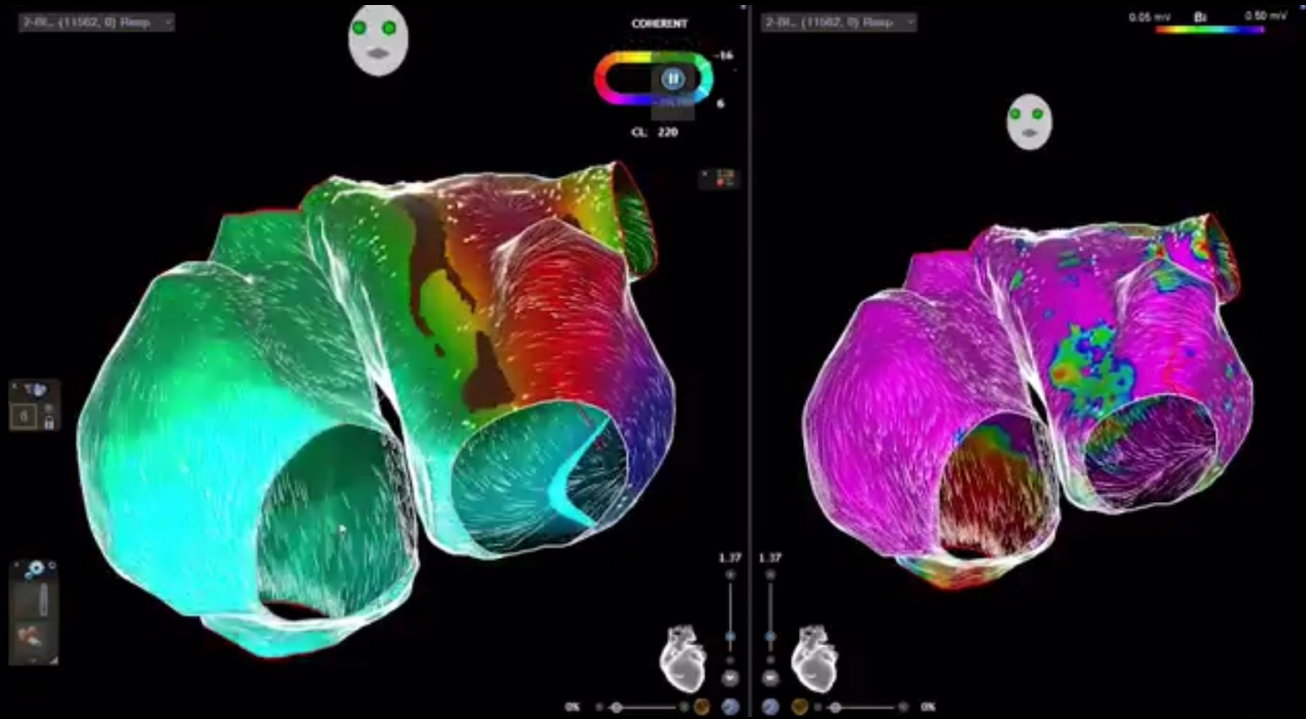
2. Products launched within the last five years

Our robust pipeline of market-shaping innovation

Growth-driving innovations: 2024+

Surgery	 Antimicrobial STRATAFIX™ and PDS™ Sutures	 ETHIZIA™ Hemostatic Sealing Patch	 MONARCH™	 OTTAVA™	 Next Generation Energy Tower
Orthopaedics	 Biomaterials – FIBERGRAFT™ AERIDYAN™ Matrix	 Extremities – TriLEAP™	 Partial Knee Robotics	 Spine Robotics	 TriALTIS™ Spine System
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Vision	 ACUVUE® OASYS Max 1-Day	 ACUVUE® Abiliti™	 TECNIS PureSee™ IOL	 TECNIS Odyssey™ IOL	

Delivering smarter, less invasive and more personalized solutions



CARTO™ 3 System

- ✔ Sophisticated 3D Mapping software system enabling treatments of different cardiac arrhythmias
- ✔ Researchers used data from 75,000+ cloud-based cases to predict and identify successful factors for AFib ablation
- ✔ CARTO™ 3 V8 uses AI/ML algorithms to automate anatomical mapping and identify areas of interest for ablation
- ✔ PFA technology¹ will be integrated with CARTO™ 3 using existing footprint & leadership in electrophysiology

Our robust pipeline of market-shaping innovation

Growth-driving innovations: 2024+

Surgery



Antimicrobial
STRATAFIX™
and PDS™ Sutures



ETHIZIA™
Hemostatic
Sealing Patch



MONARCH™



OTTAVA™



Next
Generation
Energy Tower

Orthopaedics



Biomaterials –
FIBERGRAFT™
AERIDYAN™ Matrix



Extremities –
TriLEAP™



Partial Knee
Robotics



Spine
Robotics



TriALTIS™
Spine System

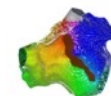
Interventional Solutions



Pulsed Field
Ablation
Portfolio



IMPELLA™
ECP™



CARTO™ 3
Software
v8 & v9



Left Atrial
Appendage
Elimination



IMPELLA™
Bridge to
Recovery

Vision



ACUVUE®
OASYS Max
1-Day



ACUVUE®
Abiliti™

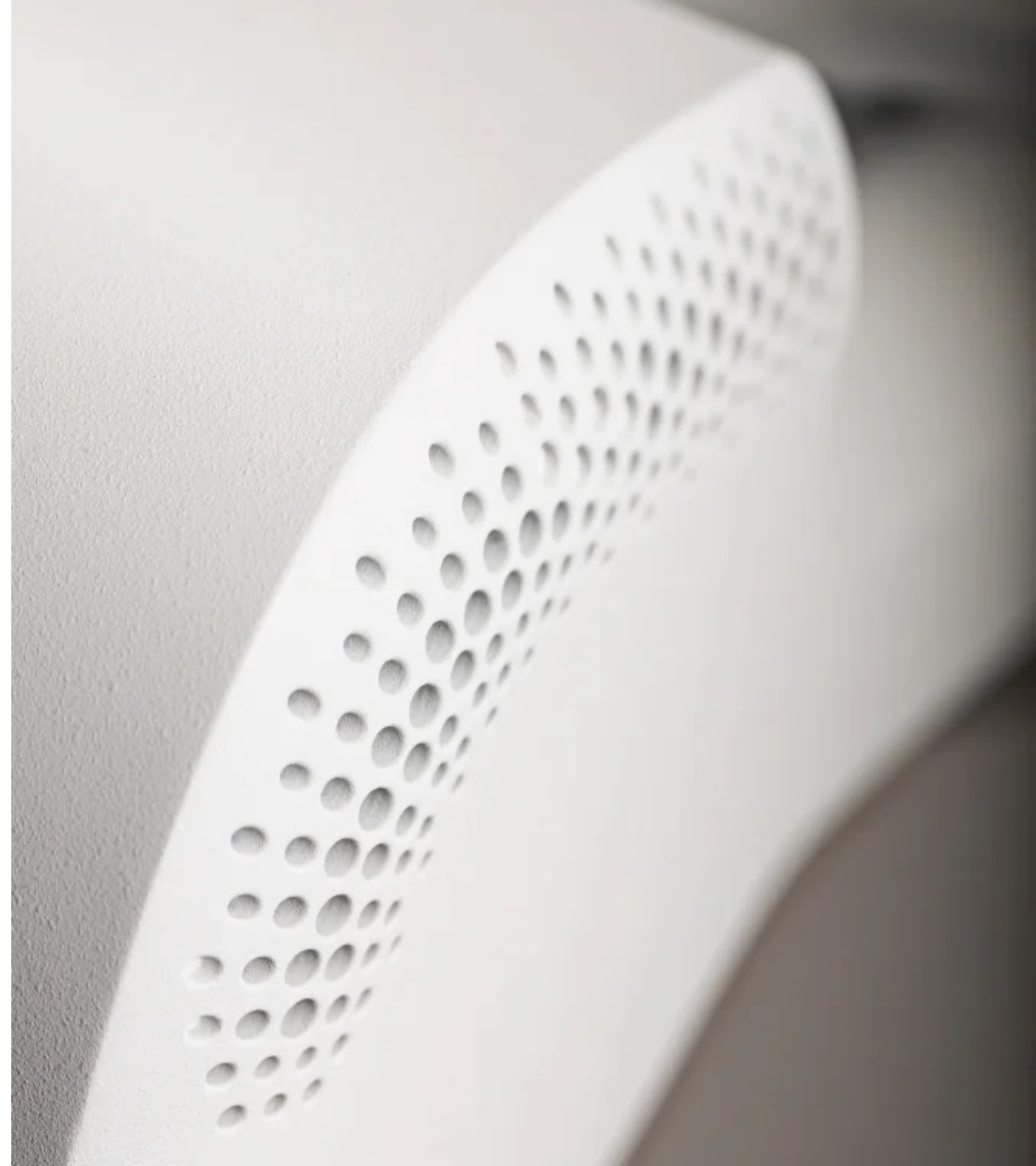


TECNIS
PureSee™ IOL



TECNIS
Odyssey™ IOL

OTTAVA™ Robotic System



Our robust pipeline of market-shaping innovation

Growth-driving innovations: 2024+

Surgery



Antimicrobial
STRATAFIX™
and PDS™ Sutures



ETHIZIA™
Hemostatic
Sealing Patch



MONARCH™



OTTAVA™



Next
Generation
Energy Tower

Orthopaedics



Biomaterials –
FIBERGRAFT™
AERIDYAN™ Matrix



Extremities –
TriLEAP™



Partial Knee
Robotics



Spine
Robotics



TriALTIS™
Spine System

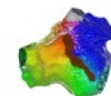
Interventional Solutions



Pulsed Field
Ablation
Portfolio



IMPELLA
ECP™



CARTO™ 3
Software
v8 & v9



Left Atrial
Appendage
Elimination



IMPELLA™
Bridge to
Recovery

Vision



ACUVUE®
OASYS Max
1-Day



ACUVUE®
Abiliti™



TECNIS
PureSee™ IOL



TECNIS
Odyssey™ IOL

Future big bet innovation

Enabling new levels of visibility for surgeons



Advanced Visualization

- ✔ Clarity and visibility of patient specific anatomy, precisely localize and detect tumors, and avoid critical structures for inter-operative decision making
- ✔ Scientific expertise providing exceptional procedural control and economic value across our surgical and orthopaedics portfolio
- ✔ Enables more accurate and precise dissection of surgical planes and tool measurement

Leading the way in smarter, less invasive, more personalized solutions that redefine what it feels like to be a patient



J&J brings

a mix of clinical capabilities, regulatory know-how, and **technical expertise at scale**



Differentiated portfolio

of market-shaping technologies is going after the biggest unmet needs and high-growth areas



Well-positioned

to deliver sales at the upper end of our markets through game-changing innovation

Electrophysiology

Celine Martin
Company Group Chairman,
Cardiovascular & Specialty Solutions

J&J



Accelerating our impact in cardiology



LAMINAR

Our mission in electrophysiology

Cure atrial fibrillation

J&J



Our electrophysiology business is positioned to deliver double-digit growth

#1

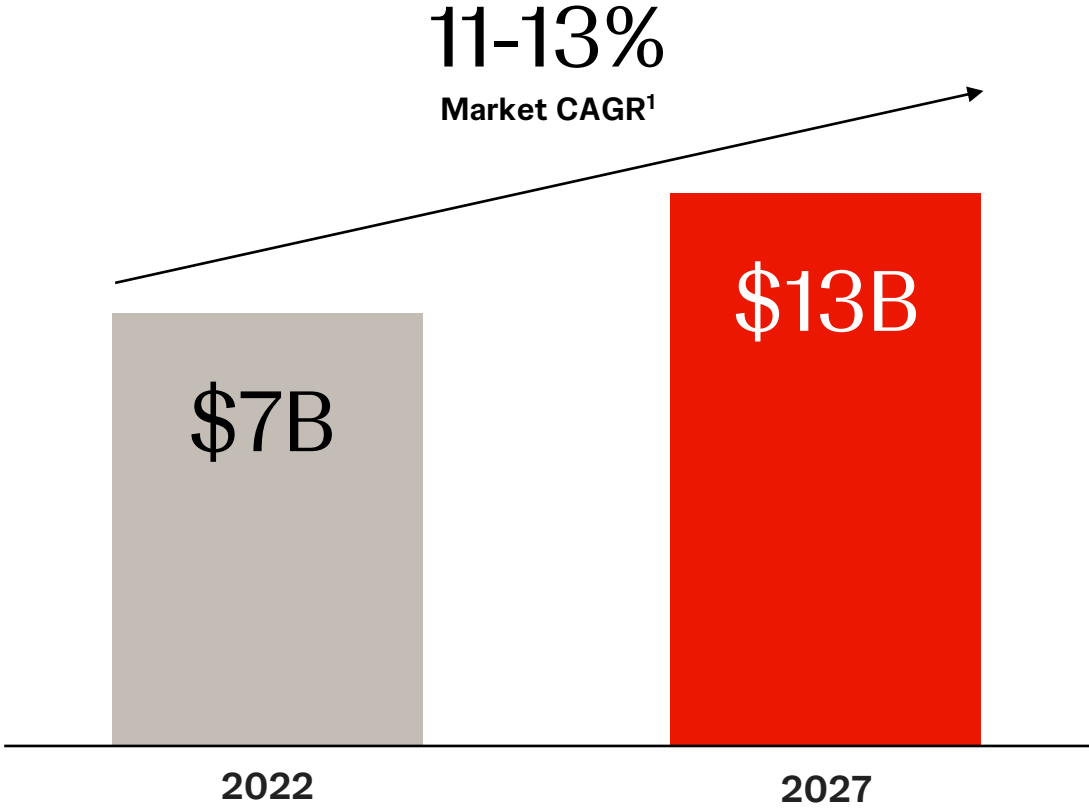
market leader in electrophysiology

10+

years of double-digit growth²

\$7B

market¹



AFib is a growing epidemic, and few patients receive the gold standard of care—cardiac ablation

Rapidly growing market

37.5M
people are affected worldwide¹

5M
new patients will be diagnosed each year by 2050¹

1 in 4
adults over the age of 40 are at risk to develop²



Left untreated, **AFib can have life-altering consequences**

5x increased risk of stroke³

2x increased risk of death⁴



Underpenetrated category

Less than 5% of eligible patients are treated with ablation⁵

Increasing patient access to ablation

AFib is a progressive disease, which becomes harder to treat over time

ER2EP

Speeding up time from emergency room to ablation treatment¹



127

days shorter time to EP evaluation



70%

decrease in time to ablation



- World's largest online community for AFib patients and caregivers
- Educates on signs and symptoms of AFib
- Provides resources on treatment options
- Supports booking appointments with EPs

Uniquely positioned to continue to lead in AFib



Focused innovation

We partner closely with EPs to develop the best technology. Our focus is:

- Locate where to ablate
- Simplify the procedure
- Deliver better lesions
- Eliminate fluoroscopy



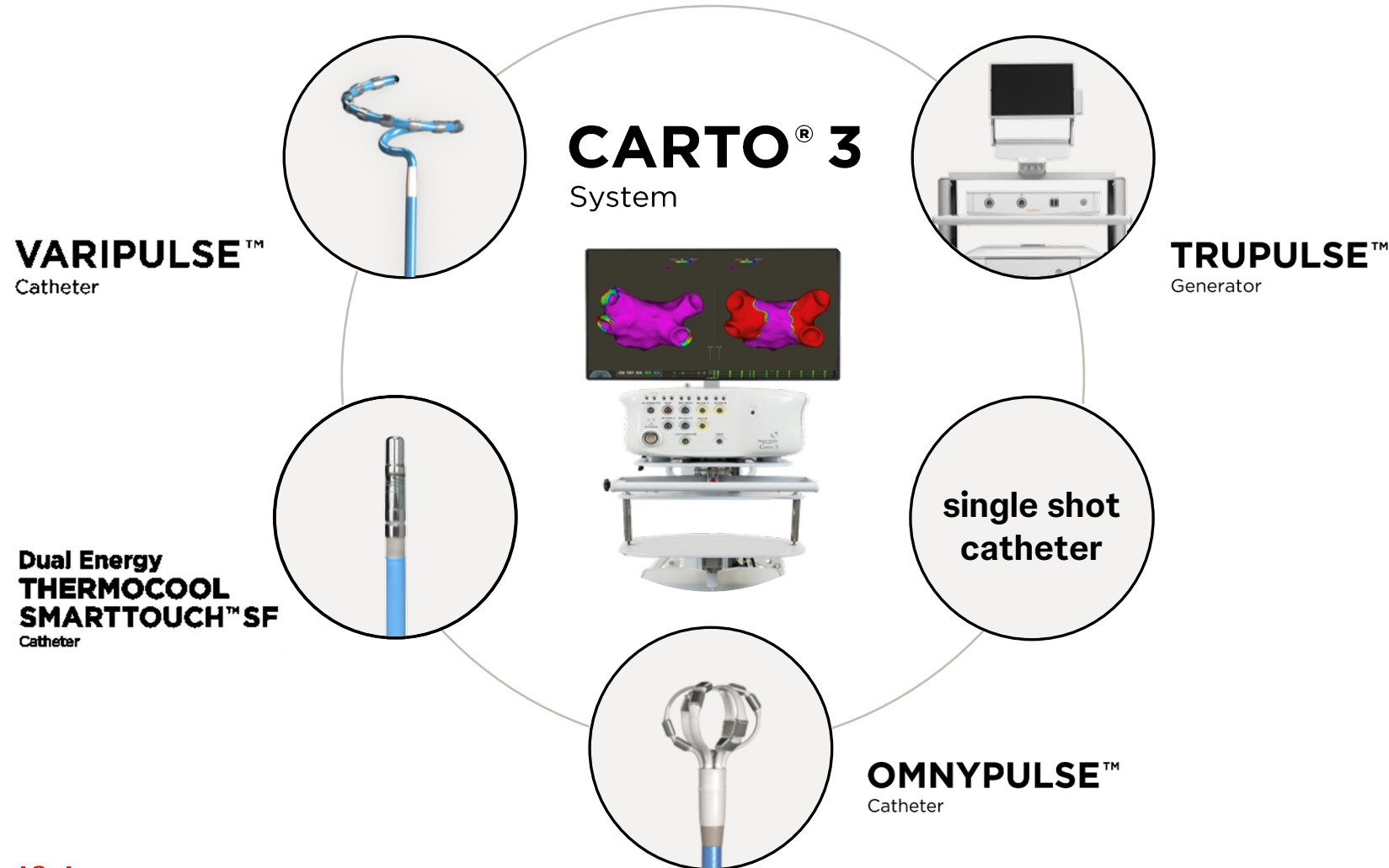
Unmatched scale

We have the largest reach with:

- World's largest mapping install base of 5,500 CARTO systems
- Largest professional educational network in medical devices
- Network of mappers twice the size of our closest competitor

Delivering a best-in-class PFA ecosystem

The next chapter in elevating standards of care



What sets us apart

CARTO is the **only** system with tissue proximity indicators, contact force measurement, and ablation indexes.

EPs know where to ablate, and if treatment was successful *in real-time*.

Developing a full portfolio of catheters to tailor to patient anatomies and physician preferences.

This increases consistency of clinical success.

Helping patients with AFib live the lives they want



Rapidly growing and underpenetrated category

- Large opportunity to bring ablation to more AFib patients



#1 in electrophysiology

- Focused approach to innovation
- Delivering best clinical outcomes, short procedure times, and zero fluoro workflows



Ready to win in PFA

- Delivering a differentiated ecosystem of solutions
- Unmatched scale and reach

Abiomed

Michael Bodner
Global Head, Heart Recovery

J&J



Abiomed: the world leader in heart recovery



Jim Hoag
Grand Rapids, MI
High-risk PCI
Impella 2.5®



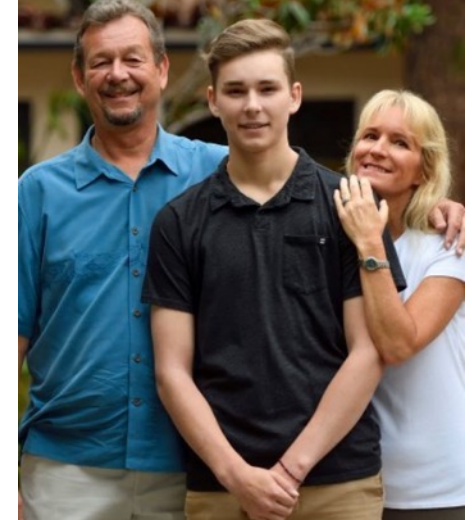
Earl Cooper
St. Louis, MO
High-risk PCI
Impella CP®



Yoshitsugi Kobayashi
Kyoto, Japan
Cardiogenic shock
Impella 2.5®



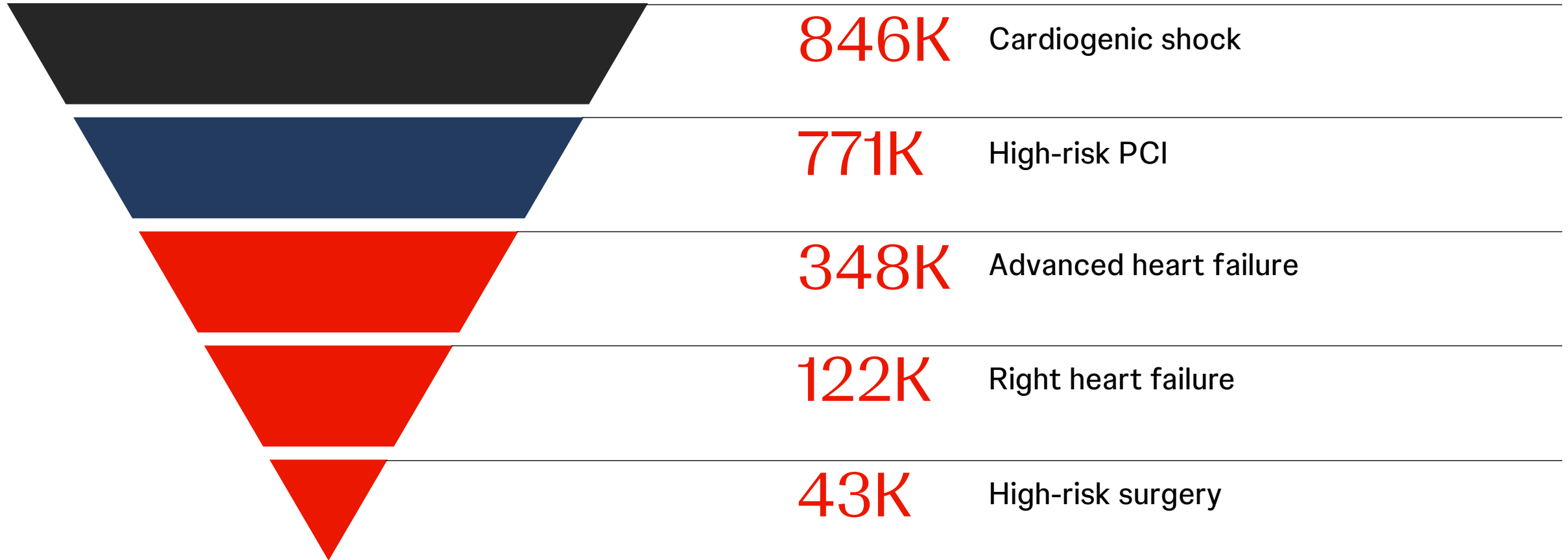
Seppi Grasser
Lucerne, Switzerland
Cardiogenic shock
Impella CP®

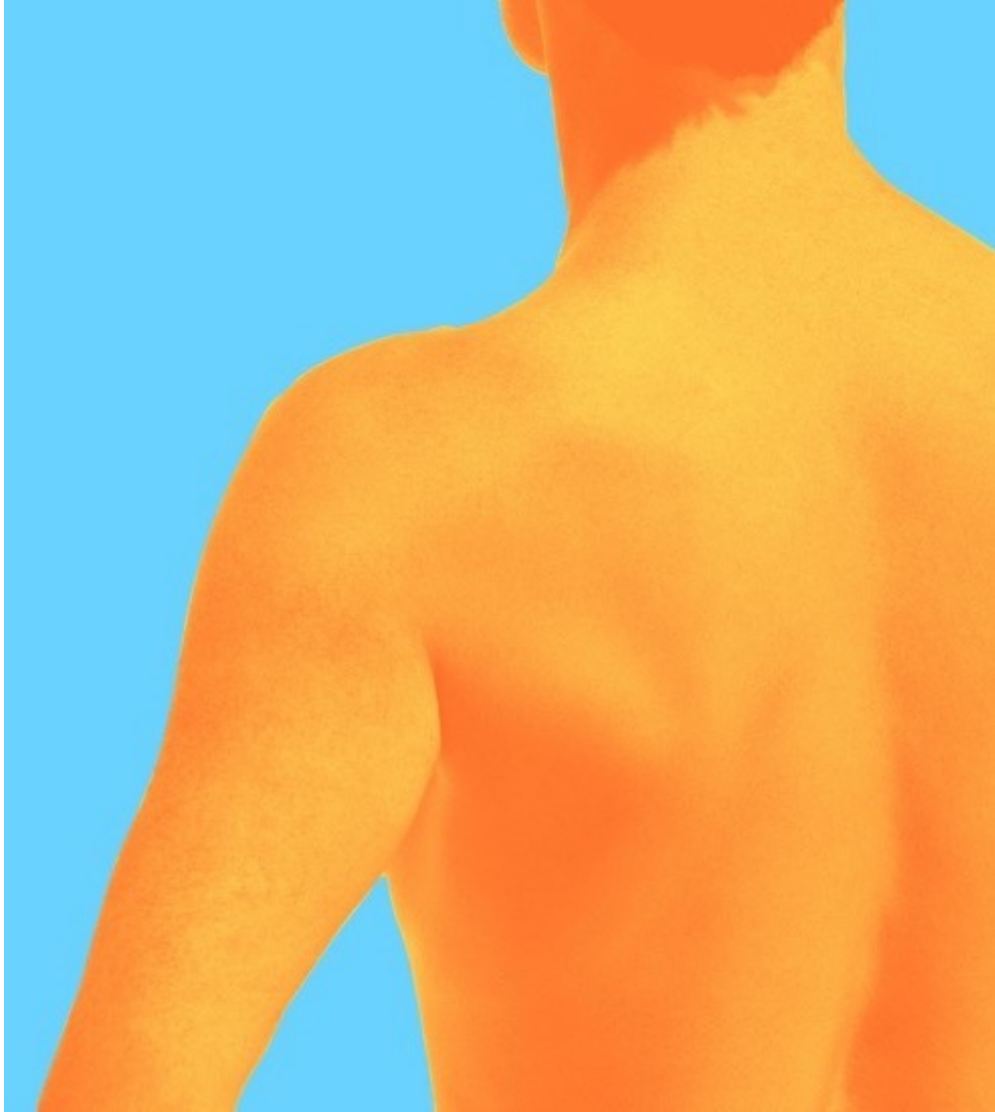


Tim Deits
Huntington Beach, CA
Cardiogenic shock &
right heart failure
Impella CP® & Impella RP®

Treating <3% of TAM in core markets¹

Total addressable market 2.1 million patients





Like other
muscles, the
heart needs to
rest and recover

Impella CP[®]



Impella 5.5[®]



Impella RP[®]



Meet two types of Impella patients

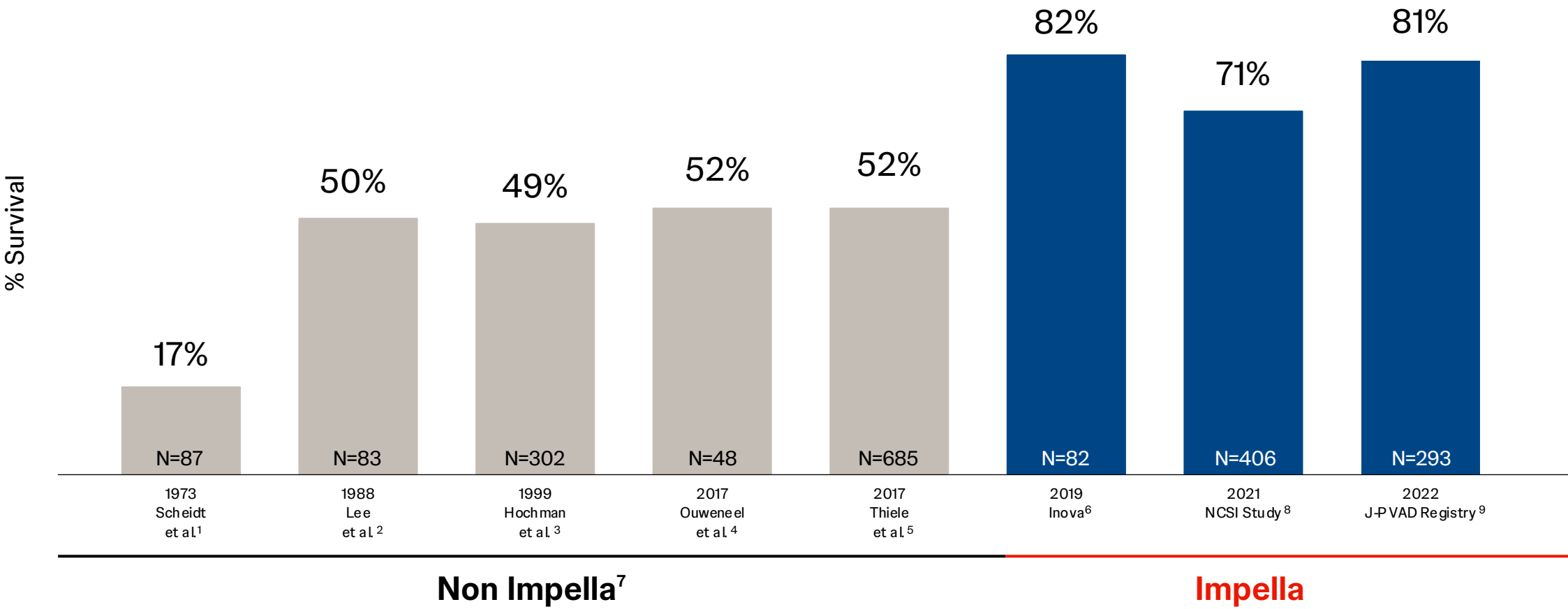
1 Chronic coronary artery disease



2 Cardiogenic shock



Impella associated with improvement in cardiogenic shock survival ~50% to >80%



The J-PVAD Registry is a registry of ALL Impella patients in Japan, conducted by 10 Japanese professional societies, including the Japanese Circulation Society (JCS).
 1. Scheidt, S., et al. (1973). N Engl J Med, 288(19), 979-984; 2. Lee, L., et al. (1988). Circulation, 78(6), 1345-1351; 3. Hochman, J., et al. (1999). N Engl J Med, 341(9), 625-634; 4. Ouweneel, D., et al. (2017). J Am Coll Cardiol, 69(3), 278-287 IMPRESS in Severe Shock/Cardiac Arrest. ~10% Impella pre-PCI.; 5. Thiele, H., et al. (2017). N Engl J Med, 377(25), 2419-2432. ~5% with Impella; 6. Tehrani, B., et al. (2019). J Am Coll Cardiol, 73(13), 1659-1669; 7. Basir, B., et al. (2021). SCAI Scientific Sessions; 8. Ako, J. (2022). TCT. AMICS with Impella-only Support

Making Impella available to more patients by:



Indication expansion



Geographic expansion

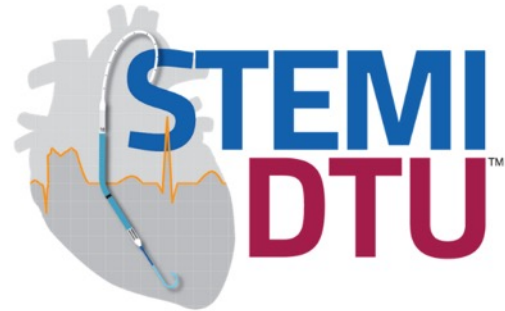


Physician training



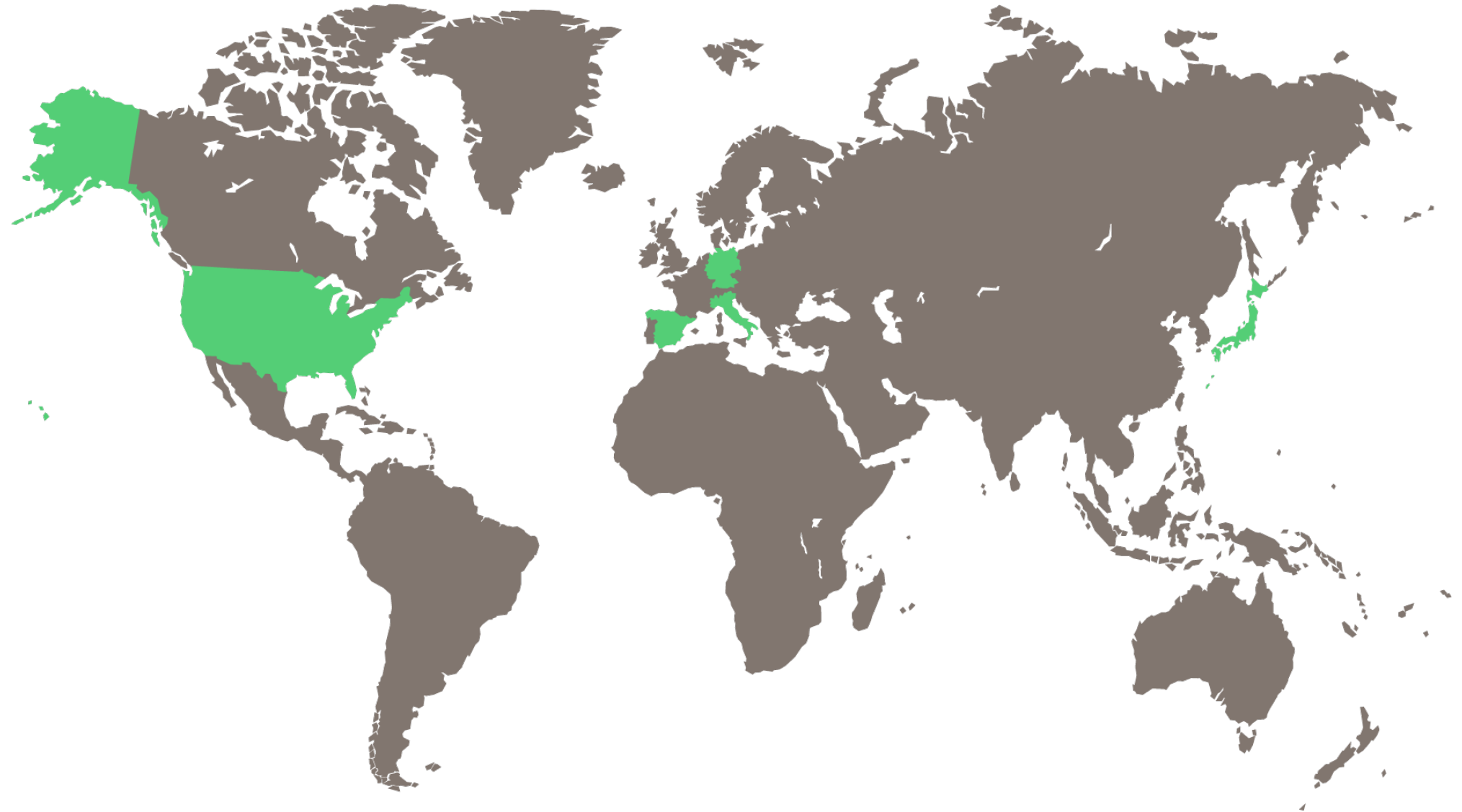
New product introductions

Driving
adoption
by making
Impella the
standard
of care



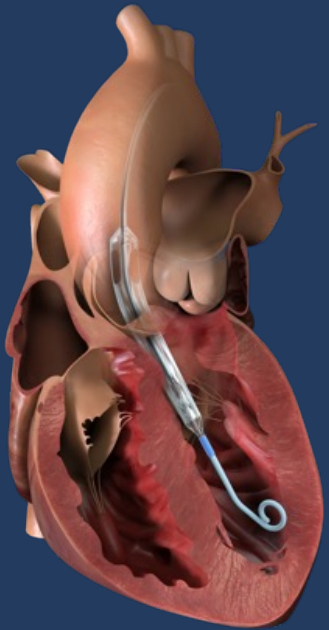
Significant expansion opportunities

● Abiomed core markets

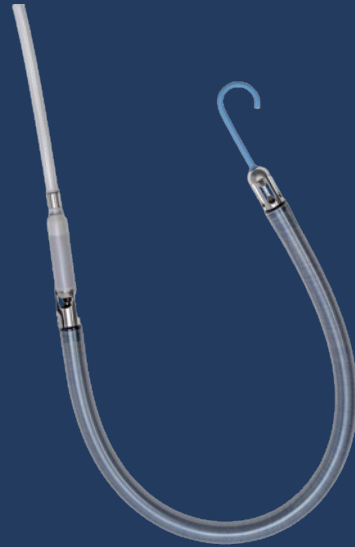


New product introductions

Impella ECP™



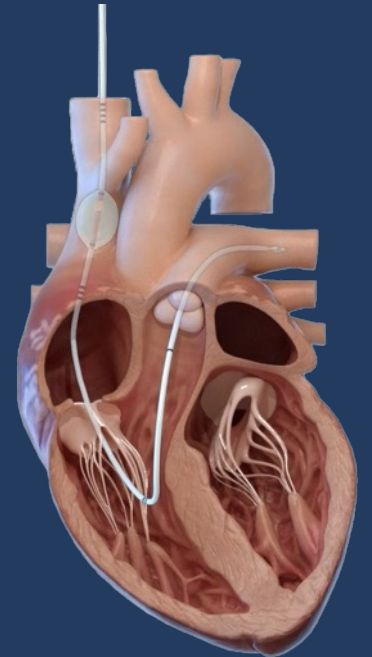
Impella RP Flex™



Impella BTR™



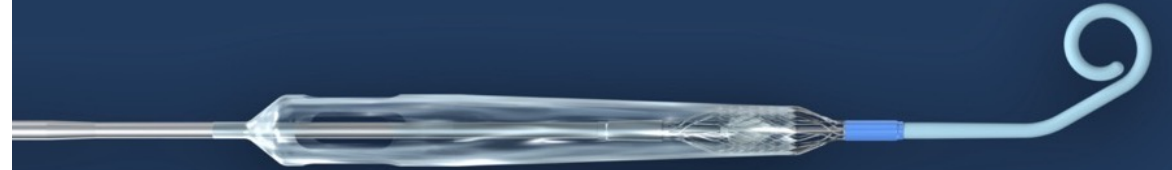
preCARDIA™



New product introductions

Impella ECP™

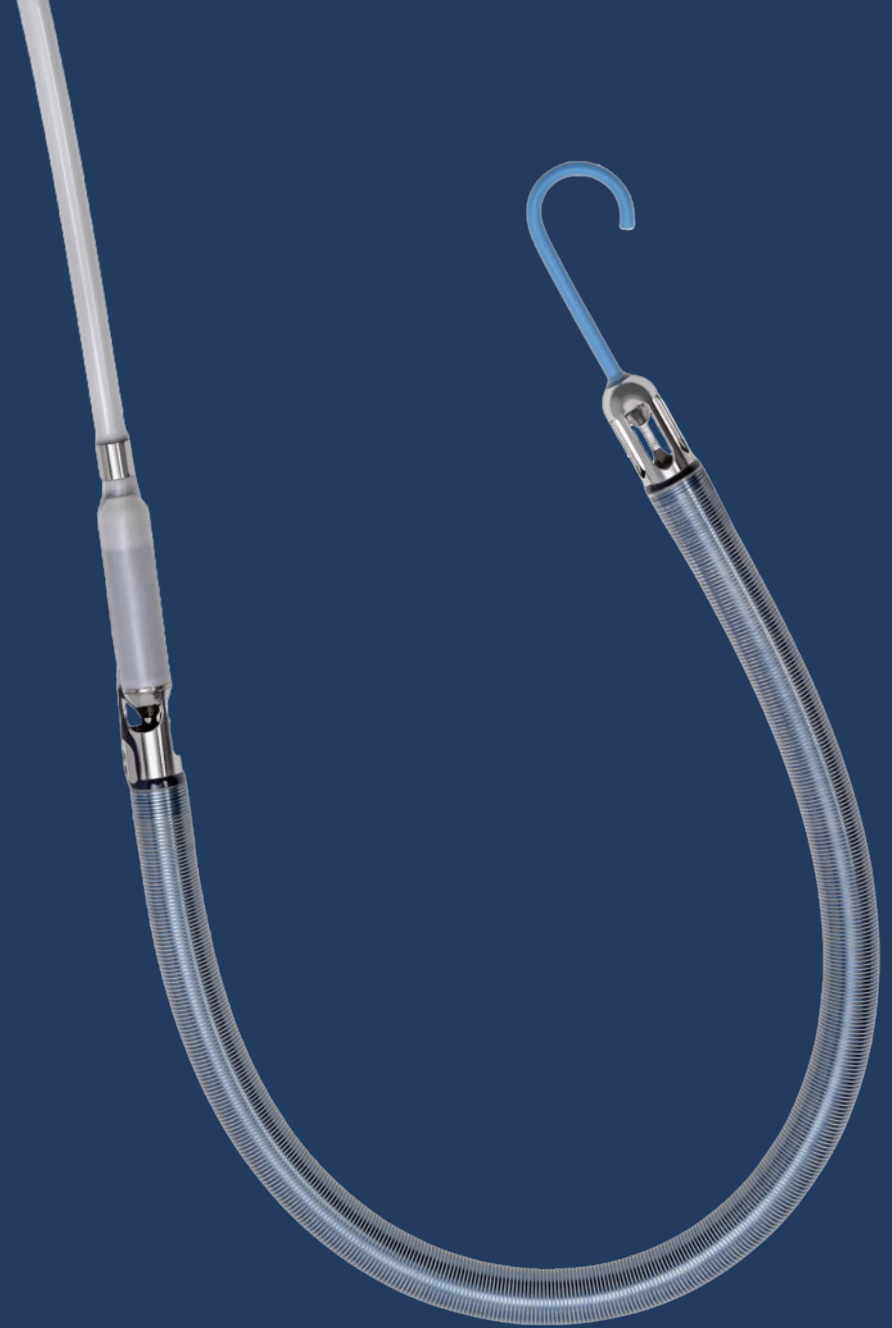
- 35% smaller than Impella CP®
- FDA submission anticipated next year



New product introductions

Impella RP Flex™

- Designed for easier insertion
- Full commercial launch planned next year



New product introductions

Impella BTR™

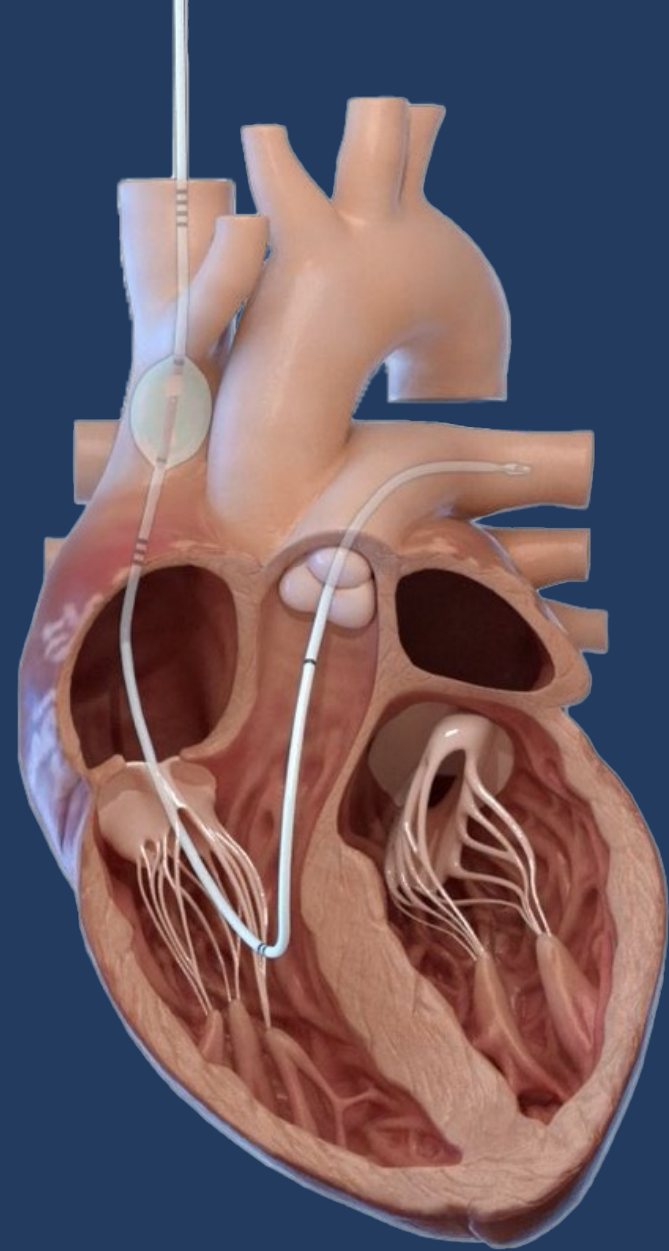
- Potential to disrupt LVAD market
- FDA early feasibility study underway



New product introductions

Abiomed preCARDIA System™

- FDA breakthrough device designation
- FDA early feasibility study underway



Making heart recovery the global standard of care



Robust product pipeline



Clinical studies powered
for Class I indications



Addressing a large,
global unmet need

Vision

Peter Menziuso
Company Group Chairman, Vision

J&J



Vision Made Possible™



Our vision

The leader in eye health for a patient's lifetime journey



Our mission

To help every human see their world clearly

2.2 billion people in need of vision correction¹

Opportunity to advance standards of care and drive lifetime value

Pediatric sight

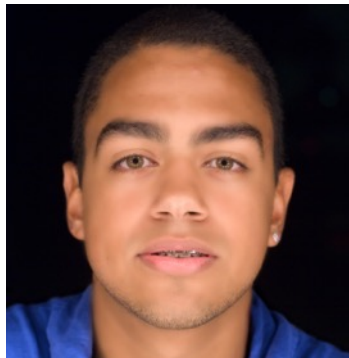
Developed sight

Mature sight

Myopia management



New wearers



Experienced wearers



Presbyopia



Cataract



Key growth drivers enabling category growth



Widespread digital trends contributing to visual discomfort / eyestrain



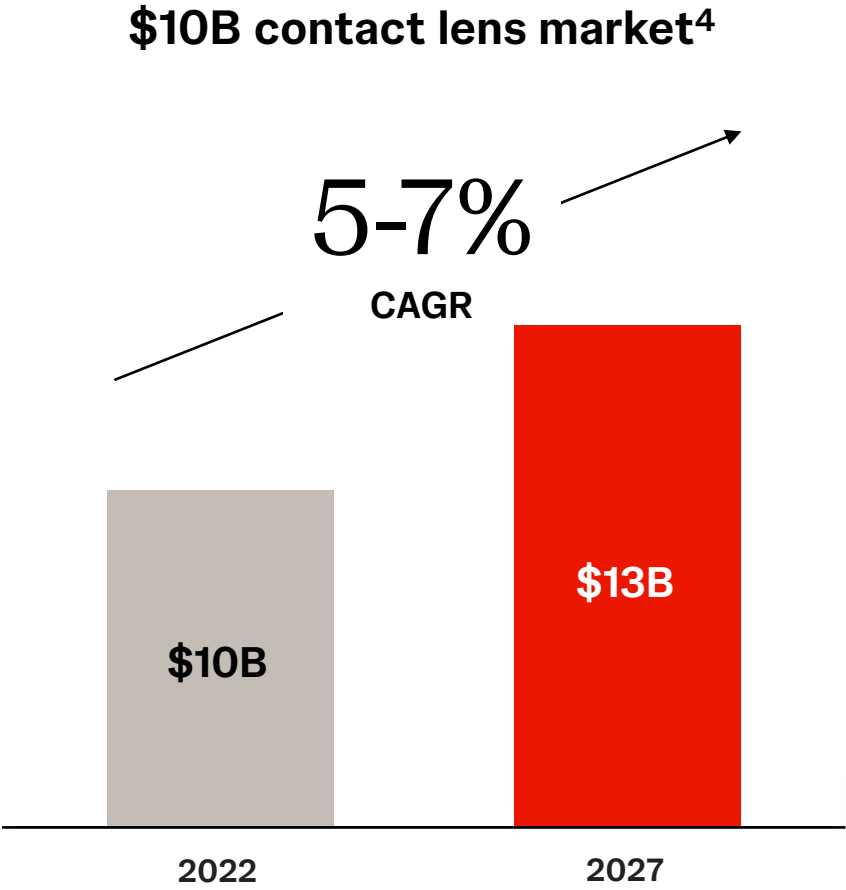
Ageing population expected to increase from 12% to 22% by 2050²

Undisputed world leader in contact lens with ACUVUE®

\$3.4B FY 2022 sales >50% higher than nearest competitor¹

2.2B
people in need of vision correction²

120M
contact lens wearers³



ACUVUE® family of lenses driving growth in category⁵

An unprecedented combination of innovative technologies designed to help meet the demands of today



1. JJV Data on file – Source: Marketscope ; 2. World Health Organization. Blindness and Vision Impairment.2020; 3. World Health Organization aging and Health. World Health Organization. Published October 1, 2022; 4. Contact Lenses Market Size, Share, Analysis | Industry Report [2027] Fortune; 5. JJV Data on file – Extrapolation of global CL wearers using 2022 Growth Levers Data, Incidence Data

Latest innovation ACUVUE® OASYS MAX 1-Day

Successfully launched in U.S. and EMEA; expansion to APAC in 2024

Superior performance in clinical trials vs competitor¹

2x more likely to be satisfied with end of day comfort¹

2x more likely to be able to wear lenses comfortably as long as desired¹

2x more likely to have clear vision using digital devices¹



OptiBlue™ Light Filter
Highest-level blue-violet light filtering^{2*^}

TearStable™ Technology
Designed to lock in moisture²

1. JJV Data on File 2022. Comparative Subjective Claims for ACUVUE® OASYS MAX 1-Day lens vs DAILIES TOTAL1®*; 2. Renzi-Hammond LM, Buch J, Xu J, Hammond BR. Reduction of Glare Discomfort and Photostress Recovery Time Through the Use of a High-Energy Visible-Filtering Contact Lens; *Filtering of HEV light by contact lenses has not been demonstrated to confer any health benefit to the user, including but not limited to retinal protection, protection from cataract progression, reduced eye strain, improved contrast, improved acuity, reduced glare, improved low light vision, or improved circadian rhythm/sleep cycle. The Eye Care Professional should be consulted for more information. When mentioning that AVOM has the highest level of HEV filtering, we use the following footnote since some of our competitors also have HEV filtering in some of their lenses: ^Versus publicly available information for standard daily use contact lenses as of June 2023. Third party trademarks are the property of their respective owners.

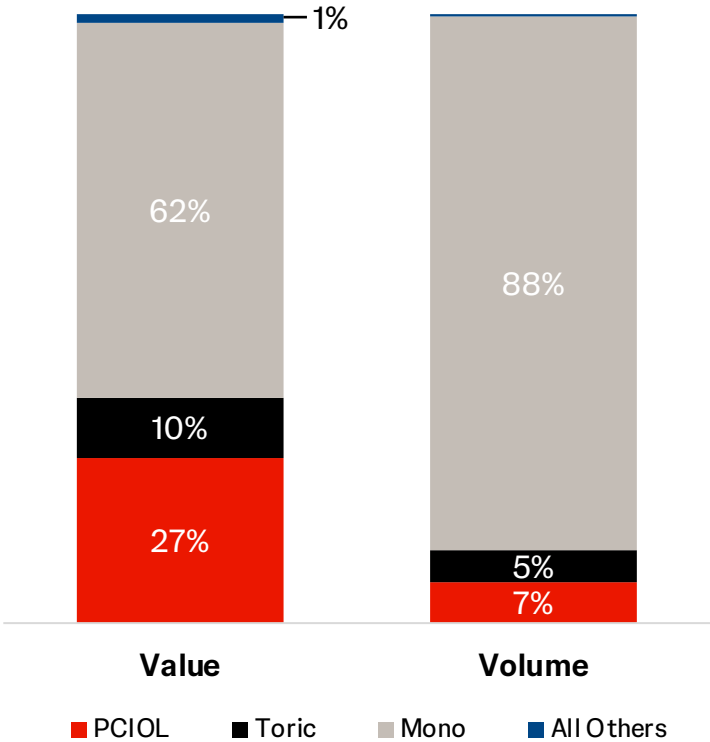
Shaping standards of care with industry first IOLs

+180 bps market share gain vs 2022*

90%
of people will develop cataracts by the age of 65¹

28M
cataracts procedures performed annually²

\$3B IOL market today³

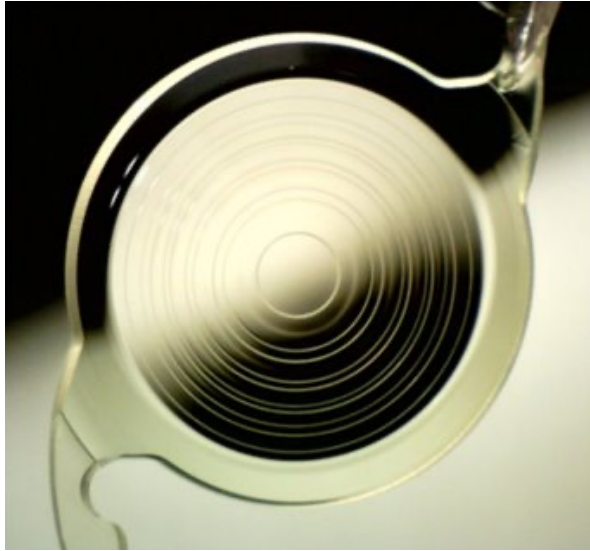


TECNIS® family of IOLs

Best in category low-light⁴

Widest range of continuous vision⁵

5-7%
IOL CAGR⁶



1. University of Michigan Kellogg Eye Center, <http://www.kellogg.umich.edu/patientcare/conditions/cataract.html>. Accessed October 28, 2017; 2. World Health Organization. Blindness and Vision Impairment. World Health Organization. Published August 10, 2023; 3. Internal Data on File; 4. Weeber H. MTF of the TECNIS Synergy™ OptiBlue®, and other lens models. 27 Mar 2020; 5. Vs. Acrysof IQ PanOptix®, TECNIS Symphony™, TECNIS® Multifocal. Based on comparison of DFU defocus curves and a head-to-head clinical study vs. PanOptix®; 6. Reflects internal estimates calculated using competitive reporting. Third party trademarks are the property of their respective owners; * As of Q3 2023

Next generation premium IOLs

Improved quantity and quality of vision for patients

TECNIS Odyssey™^{1,2}

Received PMA approval in 2023

Launch in U.S. H2 2024

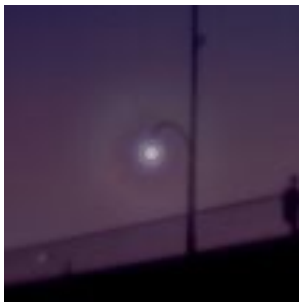
- For patients wanting to be free from glasses
- Sharp clarity of vision near to far, day to night

TECNIS PureSee™^{3,4}

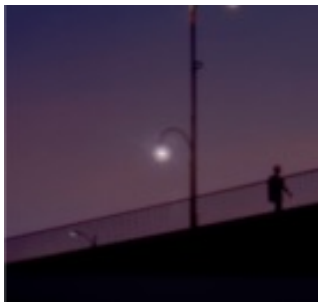
Received CE mark in 2023

Launch in EMEA and APAC H1 2024

- For patients who desire an extended range of vision
- Almost no visual symptoms



TECNIS Symphony™



Next Generation IOL
(TECNIS PureSee™)

Powered by
InteliLight™
Technology

Enabling best in category low-light vision
combined with violet light filter to protect
from UV light and screens⁵

Uniquely positioned to win and lead in eye health



Brand trust, heritage & scale

40 years of expertise hallmarked by delivery of differentiated value through **best-in-class solutions** that address the most critical **unmet needs** of millions of patients



Leading-edge optical science

Expertise in optical & material science with series of **innovation firsts**. Coupled with pioneering spirit and power of Johnson & Johnson we continue to **create categories** and raise standards of care in eye health



Deep equity with partners

Preferential relationships with partners including ECPs, customers and others who advocate for **healthy sight** with education, training and tools to better serve patients and **improve outcomes**

“

Hi beautiful people,
I can see again...
I can actually see again
and I'm so happy. Thank
you, Johnson & Johnson,
for making this possible.

Gwendolyn B.

North Carolina, USA, plans to return to work following
cataract surgery with TECNIS Eyhance™

J&J



Eye health category is large and growing

Unmet needs continuing to rise due to
lifestyle choices and aging population

#1 in contact lens **#2** in surgical vision

Winning in our core portfolio today

Focus on launching in more markets around
the world and growing the premium category

5 major launches in 2024

Continued cadence of innovation

Discovering and developing new
solutions to improve patient outcomes

Digital

Hani Abouhalka
Company Group Chairman,
Robotics and Digital

J&J



The future of MedTech is connected & open



Robotics & software are the
key to this connected future

What we heard from surgeons

Increase availability & flexibility

40% of surgical teams sometimes experience challenges in completing clinical tasks in robotic ORs¹

Lighten the physical & mental load

35% of general surgeons suffer from symptoms of burnout²

Harness the power of data

30% of the world's data is generated in healthcare³

1. Based on a September 2023 internally conducted survey of 146 surgeons worldwide with experience in robotic surgery; 2. Golisch, K. B., Sanders, J. M., Rzhetsky, A., & Tatebe, L. C. (2023). Addressing surgeon burnout through a multi-level approach: A National Call to Action. *Current Trauma Reports*, 9(2), 28–39. ;3 The Healthcare Data Explosion Website, https://www.rbccm.com/en/gib/healthcare/episode/the_healthcare_data_explosion. Accessed October 24, 2023.

Introducing

OTTAVA

Planning to submit FDA IDE application in the second half of 2024 to initiate US clinical trials

J&J

OTTAVA is designed for new experiences



Unified architecture

Four robotic arms incorporated into a standard size OR bed, creating space and restoring movement for surgeons and surgical teams

Twin motion

Unified movement of table and arms for intraoperative repositioning without interrupting the procedure for complex workarounds

Ethicon instruments only on OTTAVA

Clinically-backed, surgeon trusted Ethicon advanced instrumentation, only on OTTAVA

High growth and low penetration in robotic surgery

40M

potential to address
40M surgeries globally¹

5%

of procedures today
are robotic¹

2 in 3

robotic procedures
are done in the US¹

2x

conventional ORs
have an average of 2x
the procedure volume
of robotic ORs¹

MONARCH



MONARCH™
Platform for Bronchoscopy



MONARCH™
Platform for Urology

<1%

of procedures today
using flexible robotics¹

>65%

of U.S. lung cancer
patients not diagnosed
until stages III-IV²

1 in 11

Americans experience
kidney stones at some
point in their life³

7M

lung biopsy and
kidney stone
procedures globally⁴



1. Internal data on file.; 2. SEER-17 Registries, diagnosed during 2013-2019 by stage calculated through SEER Stat software using Derived AJCC staging group, 7th edition (2010-2015), Derived SEER Combined staging group (2016+), and 8th edition Derived EOD 2018 Stage Group (2018+); 3. Scales Jr, C.D., Smith, A.C., Hanley, J.M., Saigal, C.S., Urologic Diseases in America Project. (2012). Prevalence of kidney stones in the United States. European urology, 62(1), 160-165.; 4. Internal data on file.

Committed to innovating for *what's NEXT* in surgery...

...across all surgery



OTTAVA will help deliver what's next in surgery

New experiences delivered through unique architecture, system features, Ethicon instruments only on OTTAVA, and J&J's global scale and expertise in surgery



Robotics market is an early opportunity ready for competition

5% Surgical robotics market penetration¹

<1% Flexible robotics market penetration¹



Connecting it all with POLYPHONIC

Supporting acceleration of robotics and addressing unmet needs in surgical insights