Full Year 2020 Results

Johnson & Johnson

2020 Sales

$82.6B — Worldwide Increased ▲ 0.6%

Excluding acquisitions/divestitures on an operational basis — Worldwide Increased ▲ 1.5%*

Diluted Earnings Per Share

$5.51 — Decreased ▼ (2.1)%

Adjusted Diluted Earnings Per Share*

$8.03 — Decreased ▼ (7.5)%

"Our notable full year performance reflects the continued confidence from patients, physicians, customers and consumers in our life-enhancing products and medicines, particularly throughout the COVID-19 pandemic. I'm incredibly proud of our Johnson & Johnson teams around the world for going above and beyond to meet stakeholder needs. These efforts, and our commitment to families around the world as the largest broad-based healthcare company, enabled us to lead in the fight against COVID-19. We continue to progress our COVID-19 vaccine candidate and look forward to sharing details from our Phase 3 study soon. Johnson & Johnson was built for times like these, and I am extremely confident in our ability to deliver lasting value and continued innovation in 2021 and for years to come."

Alex Gorsky
Chairman and
Chief Executive Officer
Johnson & Johnson

$14.1 Billion — Worldwide Consumer Health Sales

Consumer Health worldwide reported sales increased 1.1% or 3.0% operationally[1]. Primary operational drivers:

TYLENOL, LISTERINE, BAND-AID, Pepcid, Aveeno, OGX, ZARBEE'S NATURALS, ZYRTEC

$45.6 Billion — Worldwide Pharmaceutical Sales

Pharmaceutical worldwide reported sales increased 8.0% or 8.2% operationally[1]. Primary operational drivers:

Stelara, DARZALEX, imbruvica, Tremfya, Erleada, Uptravi, INVEGA SUSTENNA, Symtuza, Opsumit, Juluca

$23.0 Billion — Worldwide Medical Devices Sales

Medical Devices worldwide reported sales decreased (11.6)% or (11.4)% operationally[1]. Offsets to decline:

Electrophysiology, Neurovascular

Note: values may have been rounded

For full financial data and non-GAAP reconciliations, please refer to Johnson & Johnson's earnings release issued on January 26, 2021, available at http://www.investor.jnj.com/sales-earnings.cfm.

*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.

[1]Non-GAAP measure; excludes the impact of translational currency.

4th Quarter 2020 Earnings Call

January 26, 2021

Johnson & Johnson

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, 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: risks related to the impact of the COVID-19 global pandemic, such as the scope and duration of the outbreak, government actions and restrictive measures implemented in response, material delays and cancellations of medical procedures, supply chain disruptions and other impacts to our business, or on our ability to execute business continuity plans, as a result of the COVID-19 pandemic; 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; 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. 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 29, 2019, 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 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.

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 at www.investor.jnj.com.

Strategic Partnerships, Collaborations & Licensing Arrangements

During the course of this morning's 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, and TREMFYA discovered using MorphoSys AG antibody technology
Neuroscience	INVEGA SUSTENNA/ XEPLION/ INVEGA TRINZA/ TREVICTA includes technology licensed from Alkermes Pharma Ireland Limited, RISPERDAL CONSTA developed in collaboration with Alkermes, Inc.
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
Cardiovascular/ Metabolism/Other	INVOKANA/ INVOKAMET/ VOKANAMET/ INVOKAMET XR fixed-dose combination licensed from Mitsubishi Tanabe Pharma Corporation, XARELTO co-developed with Bayer HealthCare AG, PROCRIT/ EPREX licensed from Amgen Inc., and X-Linked Retinitis Pigmentosa: AAV-RPGR licensed from MeiraGTx
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 licensed from Genmab A/S, BALVERSA discovered in collaboration with Astex Pharmaceuticals, Inc., and cusatuzumab licensed and developing in collaboration argenx BVBA and argenx SE, ERLEADA is licensed from Regents of California and Memorial Sloan Kettering, BCMA CAR-T licensed and developed in collaboration with Legend Biotech USA Inc., Legend Biotech Ireland Limited ("Legend"), subsidiaries of GenScript Biotech Corporation, niraparib licensed from TESARO, Inc., an oncology-focused business within GSK, and DuoBody platform licensed from Genmab relates to several bispecific antibody programs; ENHANZE platform licensed from Halozyme Therapeutics, Inc.
Pulmonary Hypertension	UPTRAVI license and supply agreement with Nippon Shinyaku (co-promotion in Japan), and OPSUMIT co-promotion agreement with Nippon Shinyaku in Japan
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 the 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

Agenda

1. Enterprise Highlights
2. Sales Performance and Earnings Review
3. Capital Allocation and Guidance
4. Q&A

Alex Gorsky
Chairman and
Chief Executive Officer

Joseph J. Wolk
Executive Vice President,
Chief Financial Officer

Chris DelOrefice
Vice President,
Investor Relations

4TH QUARTER 2020
EARNINGS

Alex Gorsky

Chairman and
Chief Executive 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 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.

We are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens — support good works and charities, better health and education, and bear our fair share of taxes. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

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Good health is pivotal to our safety, security and prosperity as a society.

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Execution

Innovation

People

28 Platforms/Products with over $1B in Annual Sales in 2020

$1B+ Platforms/Products (16)

Vision Surgical*

Energy

Knees

Hips

Spine

Endocutters

Biosurgicals

$2B+ Platforms/Products (12)

Contact Lens

Trauma

Wound Closure

Electrophysiology

*Sales > $1B adjusted for the estimated impact of COVID-19 in 2020

Note: SIMPONI Includes SIMPONI and SIMPONI ARIA; PREZISTA includes PREZISTA AND PREZCOBIX

Innovation

Unparalleled scientific expertise allows us to create life enhancing innovation.

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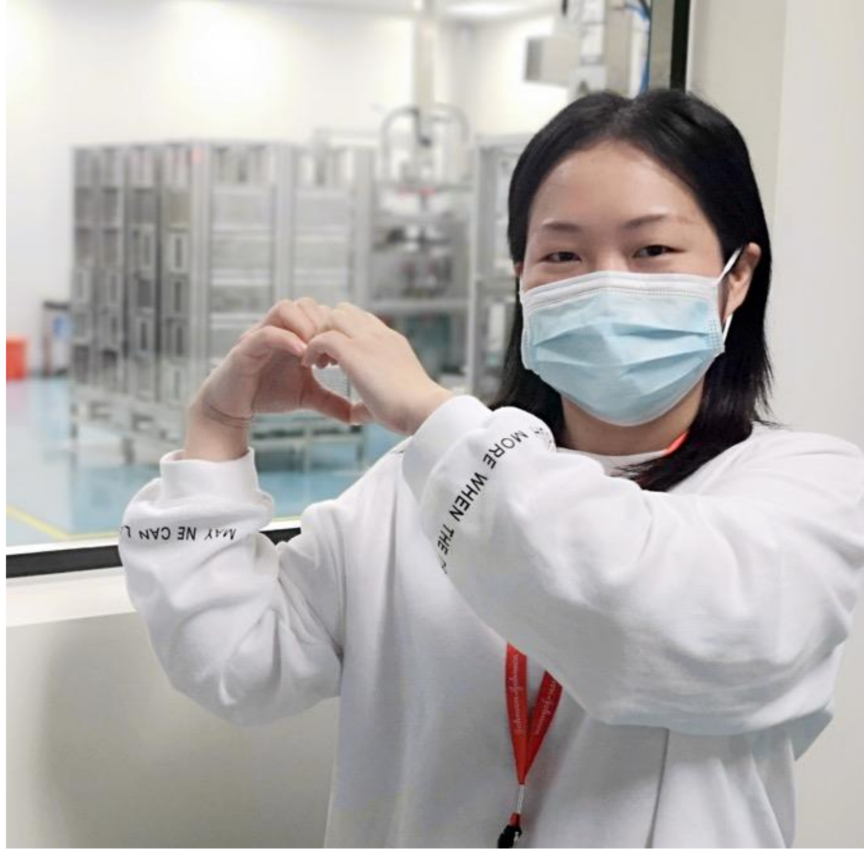
People

We are powered by our people, purpose and values system.



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4th Quarter 2020 Sales

Dollars in Billions

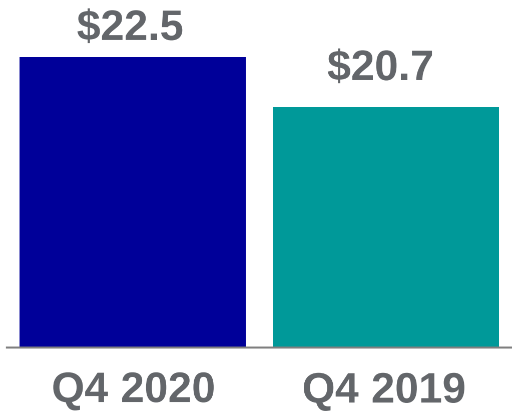
Regional Sales Results	Q4 2020	Q4 2019	% CHANGE Reported	% CHANGE Operational[1]
U.S.	**$11.8**	**$10.8**	**9.6%**	**9.6%**
Europe	5.3	4.7	13.0	7.7
Western Hemisphere (ex U.S.)	1.4	1.5	(6.1)	2.9
Asia-Pacific, Africa	4.0	3.8	4.6	0.7
International	**10.7**	**10.0**	**7.0**	**4.3**
Worldwide (WW)	**$22.5**	**$20.7**	**8.3%**	**7.1%**

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

4th Quarter 2020 Financial Highlights

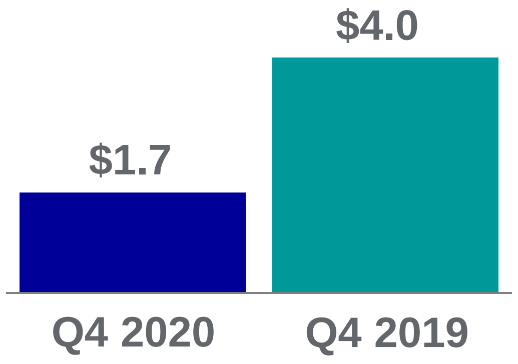
Dollars in Billions, except EPS
Reported %; Operational %[1]

Sales



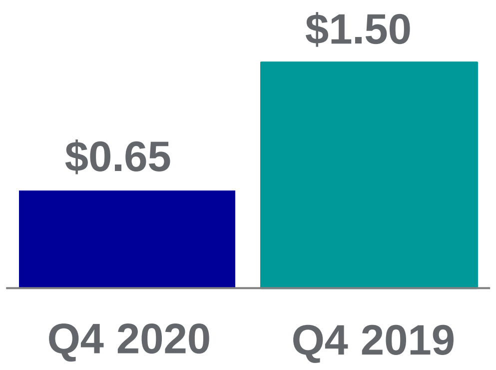
8.3%; **7.1%**[1]

GAAP Earnings



(56.7)%

GAAP EPS

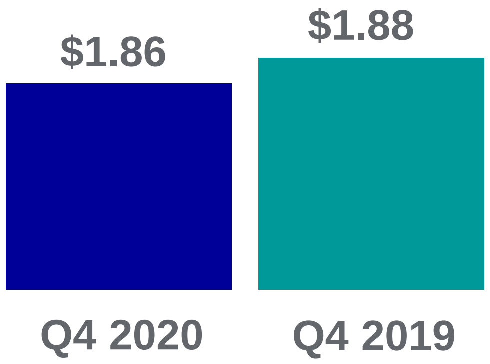


(56.7)%

Adjusted Earnings[2]

(1.2)%

Adjusted EPS[2]



(1.1)%; **(3.2)%**[1]

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[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
[2] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

Full Year 2020 Sales

Dollars in Billions

Regional Sales Results	2020	2019	% CHANGE Reported	% CHANGE Operational[1]
U.S.	**$43.1**	**$42.1**	**2.5%**	**2.5%**
Europe	19.0	18.5	2.8	2.0
Western Hemisphere (ex U.S.)	5.3	5.9	(10.2)	0.4
Asia-Pacific, Africa	15.1	15.6	(2.7)	(3.1)
International	**39.5**	**40.0**	**(1.3)**	**(0.2)**
Worldwide (WW)	**$82.6**	**$82.1**	**0.6%**	**1.2%**

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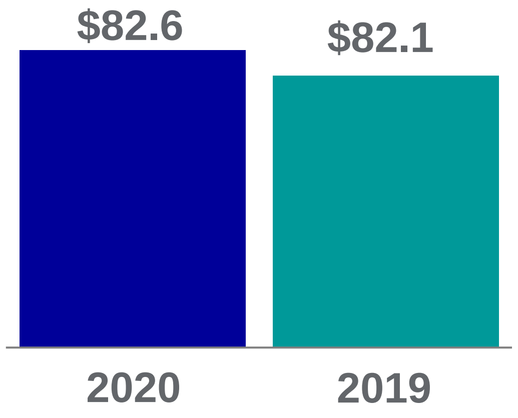
[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

Full Year 2020 Financial Highlights

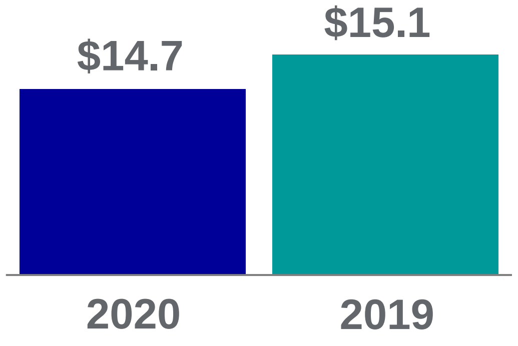
Dollars in Billions, except EPS
Reported %; Operational %[1]

Sales



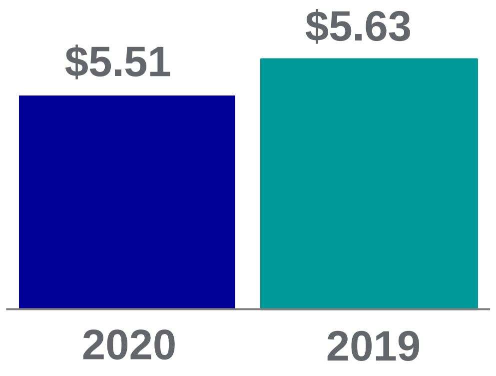
0.6%; **1.2%[1]**

GAAP Earnings



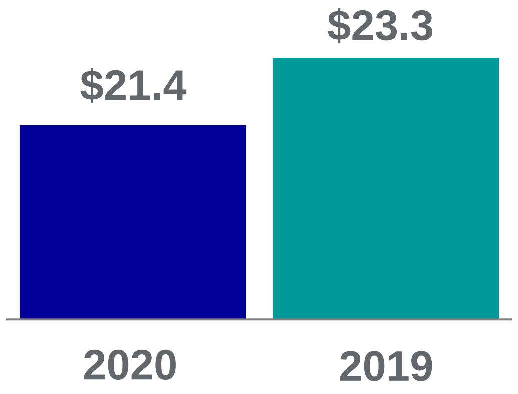
(2.7)%

GAAP EPS



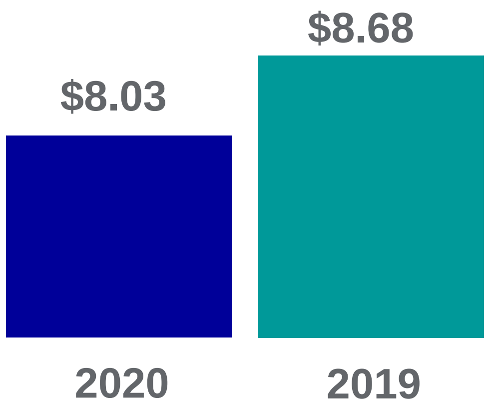
(2.1)%

Adjusted Earnings[2]



(8.1)%

Adjusted EPS[2]



(7.5)%; **(7.8)%[1]**

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[2] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

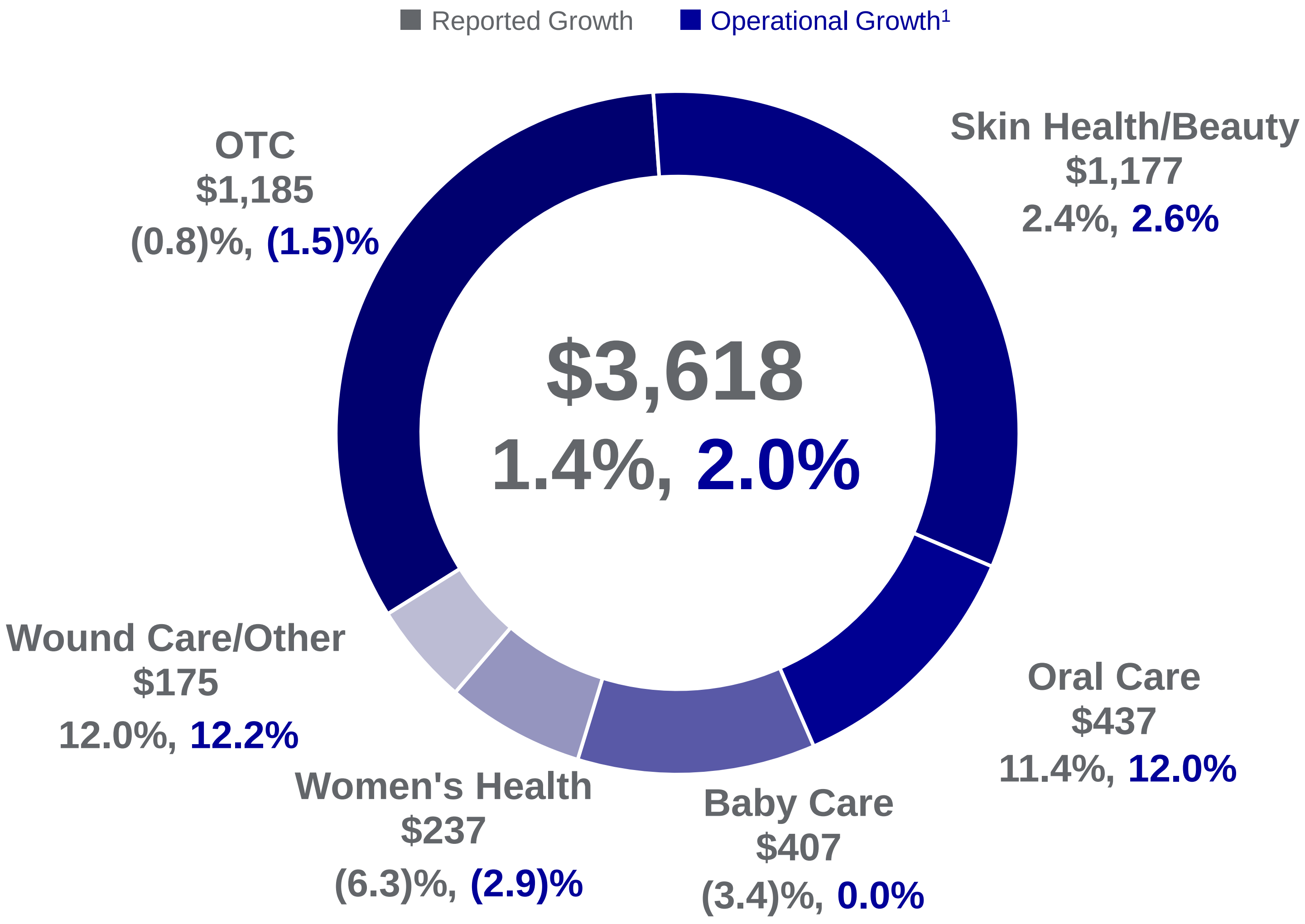
Consumer Health Highlights – 4th Quarter 2020

Solid performance driven by Oral Care, Wound Care and recovery in Skin Health/Beauty

Reported: WW 1.4%, U.S. 2.7%, Int'l 0.5%

Operational[1]: **WW 2.0%, U.S. 2.7%, Int'l 1.5%**

WW Sales $MM



	Key Drivers of Operational Performance[1]
OTC	• U.S. flat due to share and e-commerce/club channel growth across multiple brands including TYLENOL in pain primarily driven by COVID-19 demand, PEPCID due to competitive withdrawal, and ZYRTEC due to competitive out-of-stock offset by category declines due to lower cough/cold/flu incidences attributed to COVID-19 restrictions and lapping prior year stocking • OUS decline due to COVID-19 negative impacts driven by restrictions resulting in lower cough and flu incidences partially offset by increased consumption in anti-smoking aids in EMEA, Children's MOTRIN in China and Adult TYLENOL in Canada
Skin Health/ Beauty	• U.S. growth driven by e-commerce and club channel across several brands, OGx and MAUI MOISTURE share gains mostly offset by COVID-19 related market declines coupled with competitive pressures • OUS growth driven by Dr. CI LABO, NEUTROGENA, OGx and AVEENO due to e-commerce and innovations. Results were partially offset by lower consumption, and COVID-19 impacts in JOHNSON's Adult in EMEA
Oral Care	• Growth primarily due to LISTERINE mouthwash share gains driven by strong e-commerce and club channel performance, mouthwash category growth related to increased COVID-19 demand and new product offerings in APAC
Baby Care	• U.S. growth due to JOHNSON's and AVEENO e-commerce growth driven by COVID-19 demand and increased retailer stocking • OUS decline due to SKU rationalization and the negative impact of COVID-19 partially offset by growth in AVEENO baby
Women's Health	• Declines driven by liners and internal sanitary protection driven by COVID-19 impacts across all regions partially offset by growth in napkins in APAC
Wound Care/Other	• Share and market growth in e-commerce in NEOSPORIN and BAND-AID® Brand Adhesive bandages primarily attributed to elevated COVID-19 demand

Adjusted Operational Sales[2]: WW 2.1%, U.S. 2.8%, Int'l 1.6%
Additional shipping days contributed ~4% to WW growth

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
[2] Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

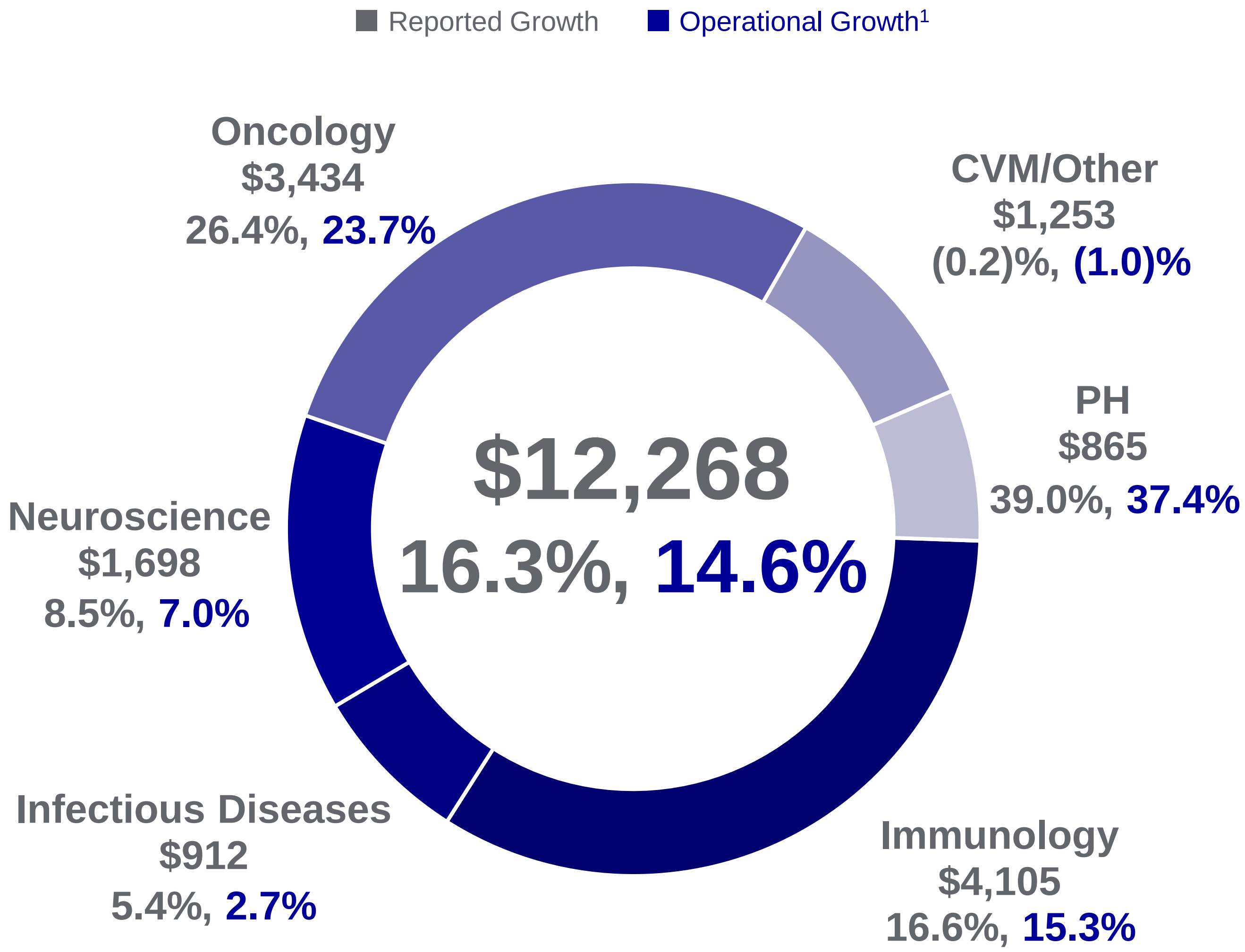
Pharmaceutical Highlights – 4th Quarter 2020

Robust above-market performance driven by double-digit growth in 8 key products

Reported: WW 16.3%, U.S. 15.3%, Int'l 17.7%

Operational[1]: WW 14.6%, U.S. 15.3%, Int'l 13.5%

WW Sales $MM



Key Drivers of Operational Performance[1]

Immunology	• Growth driven by strong uptake of STELARA in Crohn's Disease and Ulcerative Colitis, strength of TREMFYA in Psoriasis and uptake in Psoriatic Arthritis, and volume/share gains in SIMPONI ARIA • REMICADE decline due to increased discounts/rebates and biosimilar competition
Infectious Diseases	• Growth driven by strong sales of SYMTUZA in the U.S. and uptake of JULUCA in the EU, partially offset by increased competition for PREZISTA/PREZCOBIX/REZOLSTA and PREZISTA OUS LOE
Neuroscience	• Paliperidone long-acting injectables growth due to strength of INVEGA SUSTENNA/XEPLION and INVEGA TRINZA/TREVICTA from new patient starts and persistency
Oncology	• DARZALEX increase driven by continued strong market growth and share gains in all regions and solid uptake of the subcutaneous formulation that was approved in the U.S. and EU in Q2 • Strong sales of IMBRUVICA due to market growth/leadership position in the U.S. and increased patient uptake outside the U.S. • Continued strong global launch uptake of ERLEADA • Lower sales and share of VELCADE and U.S. ZYTIGA due to generic competition
Cardiovascular/ Metabolism/ Other (CVM/Other)	• Decline driven by lower sales of PROCRIT/EPREX due to biosimilar competition • Modest growth in XARELTO due to demand growth, partially offset by increased rebates • INVOKANA/INVOKAMET increase due to market growth and favorable channel mix in the U.S., as well as strength in the EU, partially offset by U.S. share declines due to competitive pressures
Pulmonary Hypertension (PH)	• Growth driven by strong sales of OPSUMIT and UPTRAVI due to continued share gains, market growth, and the favorable impact of a distributor model change that took place in the U.S. in Q4 2019

Adjusted Operational Sales[2]: WW 14.6%, U.S. 15.2%, Int'l 13.7%
Additional shipping days contributed ~4% to WW growth

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
[2] Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

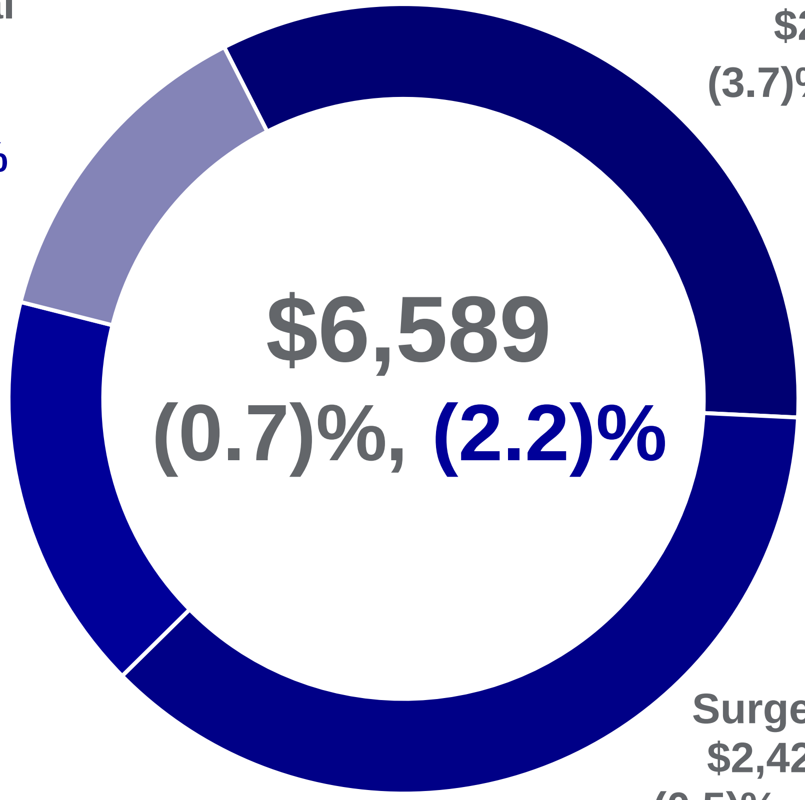
Medical Devices Highlights – 4th Quarter 2020

Decline driven by negative impact of COVID-19, partially offset by double digit growth in Interventional Solutions

Reported: WW (0.7)%, U.S. 1.5%, Int'l (2.6)%

Operational[1]: WW (2.2)%, U.S. 1.5%, Int'l (5.5)%

WW Sales $MM



Key Drivers of Operational Performance[1]

Interventional Solutions	• Double-digit growth driven by atrial fibrillation procedure growth coupled with strength from new products including CARTO and VIZIGO sheath
Orthopaedics	• **Hips:** Primarily driven by the negative impact of COVID-19 partially offset by leadership in the Anterior approach and strong market demand for the ACTIS stem and enabling technologies – KINCISE and VELYS Hip Navigation • **Trauma:** U.S. market recovery and global success from new products offsetting impact of COVID-19 on OUS markets and stocking reductions in China. • **Knees:** Decline driven by the negative impact of COVID-19 • **Spine, Sports & Other:** Negative impact from COVID-19 and stocking reductions in China partially offset by uptake of new products in Spine • **Spine:** WW: ~(7)%, U.S.: ~+2%, OUS: ~(20)%

Surgery	• **Advanced:**
	  • **Endocutters:** ~+2% Driven by new products, primarily in EMEA and China
	  • **Biosurgery:** ~+6% Led by share gains from SURGIFLO after prior year supply disruption in the U.S.
	  • **Energy:** ~(3)% Primarily driven by the negative impact of COVID-19 and competitive pressures in the U.S. partially offset by new product growth in China
	• **General:** Decline primarily due to negative impact of COVID-19, partially offset by global breast implant market recovery and increase in Wound Closure stock in the U.S.

Vision	• **Contact Lenses/Other:** Decline primarily driven by the negative impact COVID-19 and reduced stocking in the U.S. • **Surgical:** Decline primarily driven by the negative impact of COVID-19

Adjusted Operational Sales[2]: WW (1.5)%, U.S. 1.7%, Int'l (4.4)%
Additional shipping days contributed ~4% to WW growth

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
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Note: Values may not add due to rounding

Condensed Consolidated Statement of Earnings

4th Quarter 2020

(Unaudited; Dollar and Shares in Millions Except Per Share Figures)	2020 Amount	2020 % to Sales	2019 Amount	2019 % to Sales	% Increase (Decrease)
Sales to customers	$22,475	100.0	$20,747	100.0	8.3
Cost of products sold	7,814	34.8	7,134	34.4	9.5
Gross Profit	**14,661**	**65.2**	**13,613**	**65.6**	**7.7**
Selling, marketing, and administrative expenses	6,457	28.7	6,039	29.1	6.9
Research and development expense	4,032	17.9	3,232	15.6	24.8
In-process research and development	37	0.2	-	-	
Interest (income) expense, net	74	0.3	4	0.0	
Other (income) expense, net	2,354	10.5	16	0.1	
Restructuring	60	0.3	104	0.5	
Earnings before provision for taxes on income	1,647	7.3	4,218	20.3	(61.0)
Provision for / (Benefit from) taxes on income	(91)	(0.4)	208	1.0	(143.8)
Net Earnings	**$1,738**	**7.7**	**$4,010**	**19.3**	**(56.7)**
Net earnings per share (Diluted)	**$0.65**		**$1.50**		**(56.7)**
Average shares outstanding (Diluted)	**2,669.2**		**2,669.1**		
Effective tax rate	**(5.5)%**		**4.9%**		
Adjusted earnings before provision for taxes and net earnings[1]					
Earnings before provision for taxes on income	**$5,601**	**24.9**	**$5,628**	**27.1**	**(0.5)**
Net earnings	**$4,965**	**22.1**	**$5,027**	**24.2**	**(1.2)**
Net earnings per share (Diluted)	**$1.86**		**$1.88**		**(1.1)**
Effective tax rate	**11.4%**		**10.7%**		

[1] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

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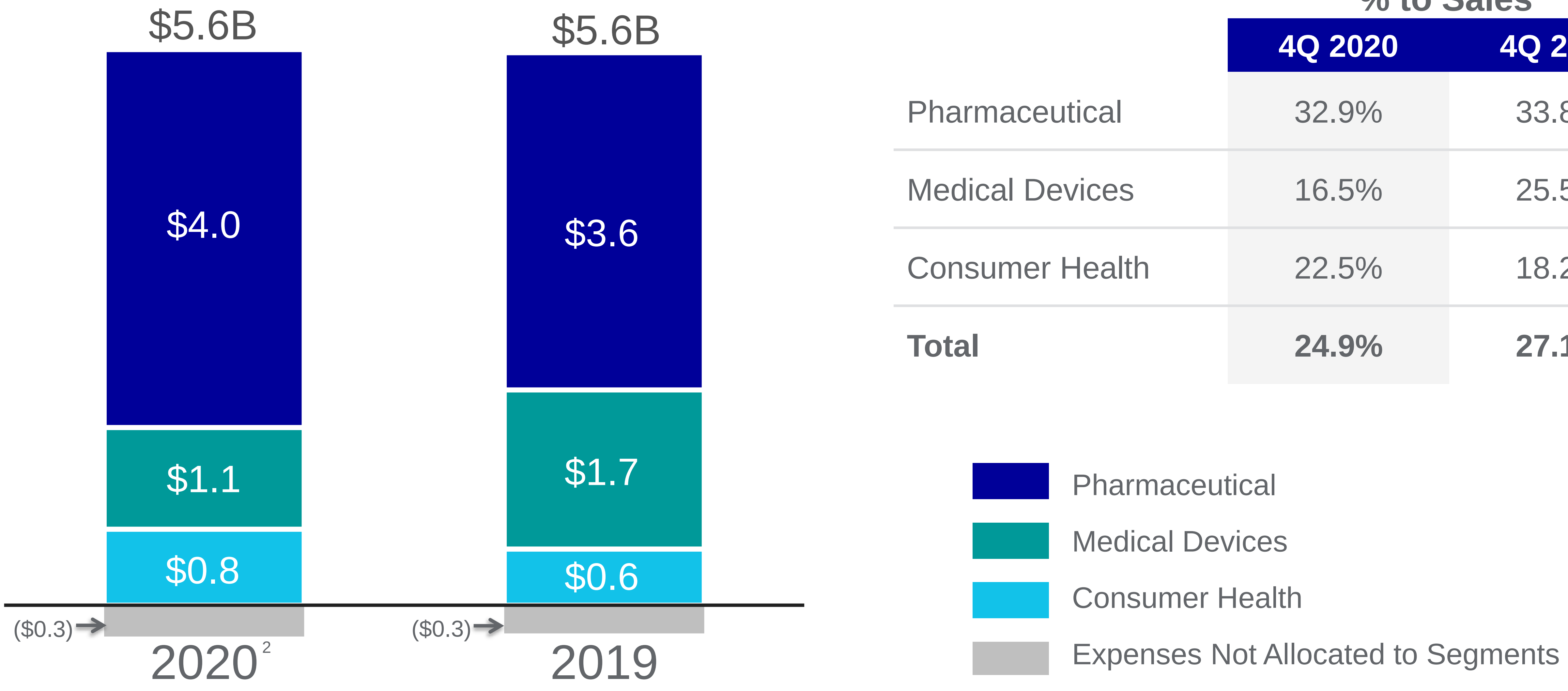
Adjusted Income Before Tax by Segment[1]

4th Quarter 2020



% to Sales

	4Q 2020	4Q 2019
Pharmaceutical	32.9%	33.8%
Medical Devices	16.5%	25.5%
Consumer Health	22.5%	18.2%
Total	**24.9%**	**27.1%**

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1 Non-GAAP measure; excludes amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

2 Estimated as of 1/26/2021

Condensed Consolidated Statement of Earnings

Full Year 2020

(Unaudited; Dollar and Shares in Millions Except Per Share Figures)	2020		2019		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$82,584	100.0	$82,059	100.0	0.6
Cost of products sold	28,427	34.4	27,556	33.6	3.2
Gross Profit	**54,157**	**65.6**	**54,503**	**66.4**	**(0.6)**
Selling, marketing, and administrative expenses	22,084	26.8	22,178	27.0	(0.4)
Research and development expense	12,159	14.7	11,355	13.8	7.1
In-process research and development	181	0.2	890	1.1	
Interest (income) expense, net	90	0.1	(39)	0.0	
Other (income) expense, net	2,899	3.5	2,525	3.1	
Restructuring	247	0.3	266	0.3	
Earnings before provision for taxes on income	16,497	20.0	17,328	21.1	(4.8)
Provision for taxes on income	1,783	2.2	2,209	2.7	(19.3)
Net Earnings	**$14,714**	**17.8**	**$15,119**	**18.4**	**(2.7)**
Net earnings per share (Diluted)	**$5.51**		**$5.63**		**(2.1)**
Average shares outstanding (Diluted)	**2,670.7**		**2,684.3**		
Effective tax rate	**10.8%**		**12.7%**		
Adjusted earnings before provision for taxes and net earnings[1]					
Earnings before provision for taxes on income	**$25,428**	**30.8**	**$28,225**	**34.4**	**(9.9)**
Net earnings	**$21,433**	**26.0**	**$23,310**	**28.4**	**(8.1)**
Net earnings per share (Diluted)	**$8.03**		**$8.68**		**(7.5)**
Effective tax rate	**15.7%**		**17.4%**		

[1] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

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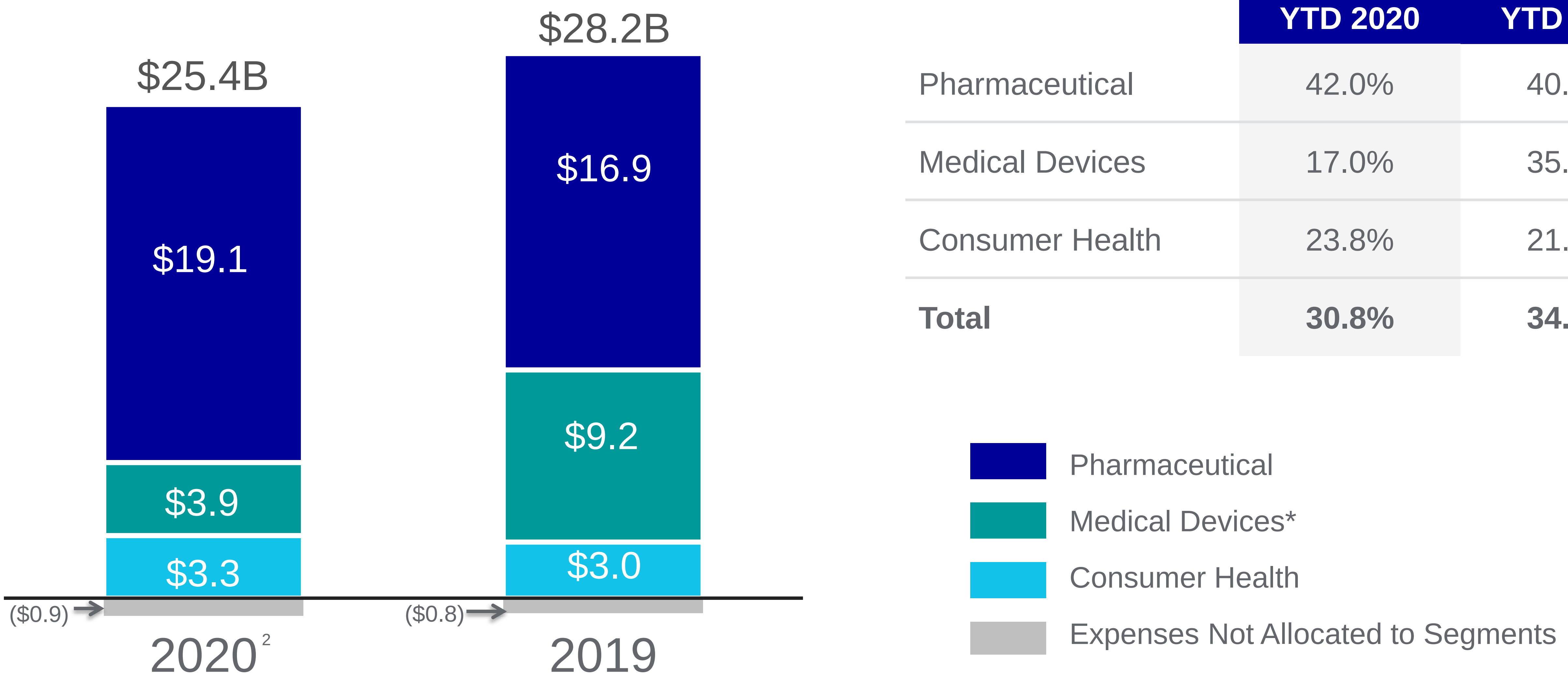
Adjusted Income Before Tax by Segment[1]

Full Year 2020



% to Sales

	YTD 2020	YTD 2019
Pharmaceutical	42.0%	40.0%
Medical Devices	17.0%	35.4%
Consumer Health	23.8%	21.4%
Total	**30.8%**	**34.4%**

1 Non-GAAP measure; excludes amortization expense and special items; see reconciliation schedules in the Investors section of the company's website

2 Estimated as of 1/26/2021

* 2019 includes approximately $2.0 billion related to the divestiture of the Advanced Sterilization Products (ASP) business.

Notable New Announcements in 4th Quarter 2020[1]

Pharmaceuticals

- Regulatory Approvals:
  - DARZALEX FASPRO (daratumumab and hyaluronidase-fihj) - Becomes the First FDA-Approved Treatment for Patients with Newly Diagnosed Light Chain (AL) Amyloidosis[2]
  - CABENUVA (rilpivirine/cabotegravir) - U.S. FDA Approval and European Commission Authorization of the first complete long acting injectable HIV treatment[2]
  - TREMFYA (guselkumab) - European Commission Approves First-in-Class treatment for Active Psoriatic Arthritis (PsA)
- Regulatory Submissions:
  - Amivantamab - Submission of U.S. FDA and European Marketing Authorization Application for Treatment of Patients with Metastatic Non-Small Cell Lung Cancer with EGFR Exon 20 Insertion Mutations
  - BCMA CAR-T Therapy (ciltacabtagene autoleucel) - Rolling Submission of a Biologics License Application to U.S. FDA for the Treatment of Relapsed and/or Refractory Multiple Myeloma
  - DARZALEX (daratumumab and hyaluronidase-fihj) - Janssen Submits Applications in U.S. and EU Seeking Approval of DARZALEX FASPRO (daratumumab and hyaluronidase-fihj)/DARZALEX (daratumumab) Subcutaneous (SC) Formulation in Combination With Pomalidomide and Dexamethasone for Patients With Relapsed or Refractory Multiple Myeloma
  - Paliperidone Palmitate 6-Month - Submission of Supplemental New Drug Application to U.S. FDA and European Marketing Authorization for Treatment of Schizophrenia in Adults
  - XARELTO (rivaroxaban) - Submission of Application to U.S. FDA for New Indication to Expand Use in Patients with Peripheral Artery Disease
- Other:
  - Janssen Receives Positive CHMP Opinion for SPRAVATO (esketamine Nasal Spray) for the Rapid Reduction of Depressive Symptoms in a Psychiatric Emergency for Patients with Major Depressive Disorder
  - Janssen Acquires Rights to Novel Gene Therapy, Pioneering Treatment Solutions for Late-Stage Age-Related Macular Degeneration
  - Johnson & Johnson Initiates Second Global Phase 3 Clinical Trial of its Janssen COVID-19 Vaccine Candidate

Medical Devices

- Regulatory Approvals:
  - VELYS Robotic-Assisted Solution- Receives 510(k) FDA Clearance Designed for Use with the ATTUNE Total Knee System[2]

[1] These developments and all other news releases are available online in the Investors section of the company’s website at news releases

[2] Subsequent to the quarter

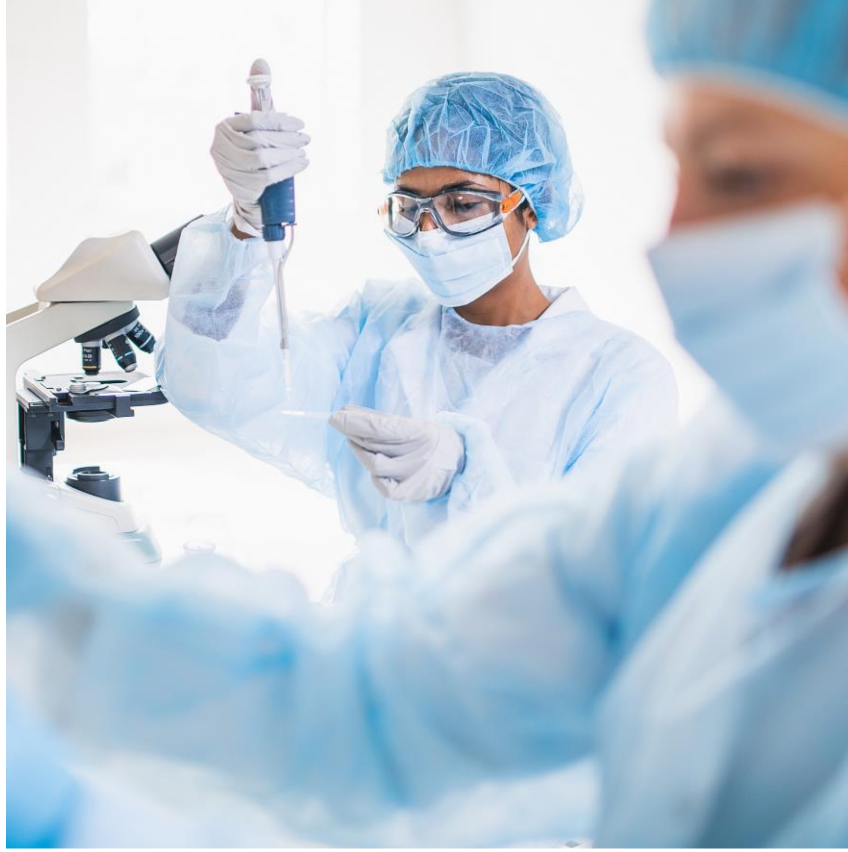
Save the Date

Business Review

…Highlighting Pharmaceutical Pipeline and Capabilities

Thursday, November 18, 2021

Johnson & Johnson



Joseph J. Wolk

Executive Vice President,
Chief Financial Officer

Capital Allocation Strategy

Capital Allocation

HIGHER PRIORITY

Organic growth business needs

Free cash flow[1]

Investment in M&A

Competitive dividends

Share repurchases

LOWER PRIORITY

Priorities are clear and remain unchanged

Dollars in Billions	Q4 2020
Cash and Marketable Securities	$25.0
Debt	($35.0)
Net Debt	($10.0)
Free Cash Flow[2]	~$20.0

Note: values may have been rounded

2020:

$12.2B invested in R&D

$10.5B in dividends paid to shareholders

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[1] Non-GAAP measure; cash flow from operations less CAPEX

[2] Estimated as of January 26, 2021

2021 Sales Guidance

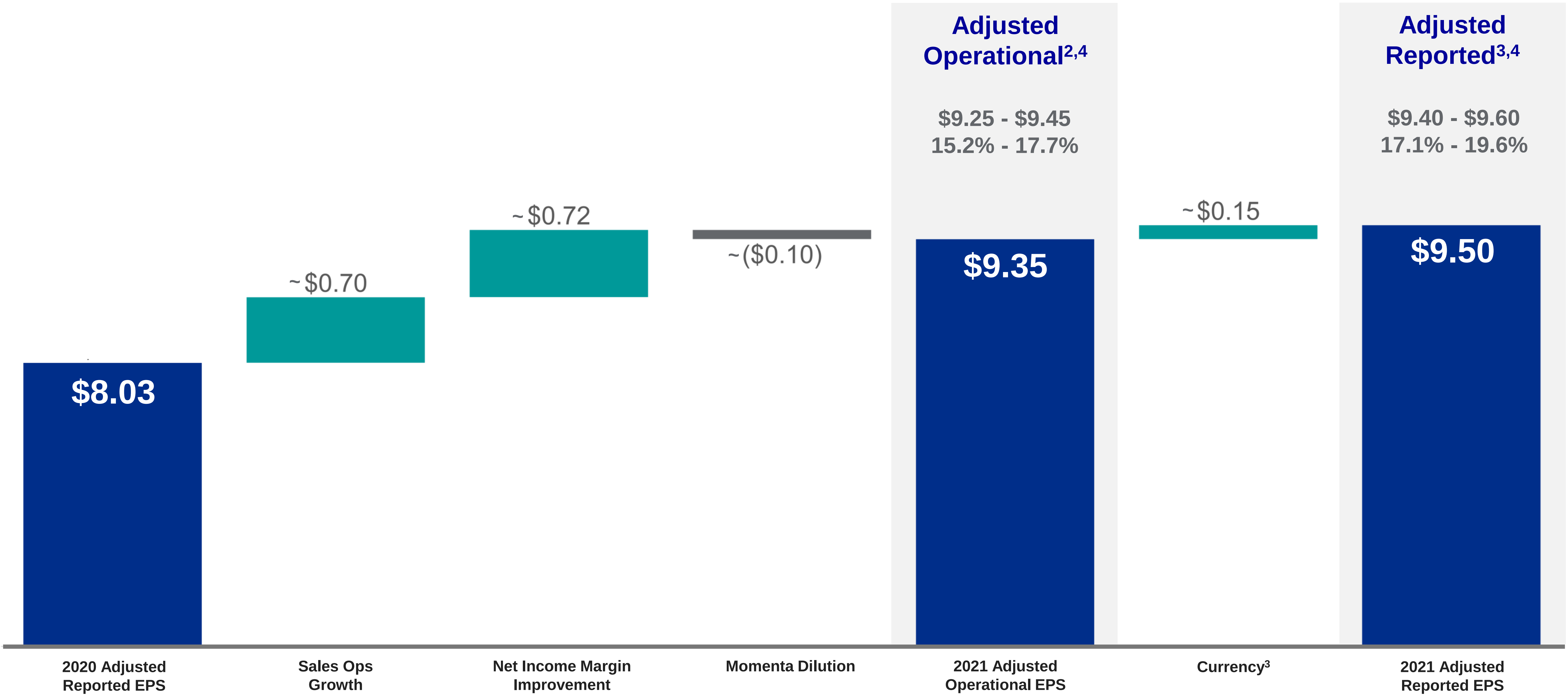
Assumptions and Outlook

- Stabilization of unemployment levels
- Reduced levels of COVID-19 restrictions; procedures largely permissible throughout year
- Tax based on current regulations
- Pharm net price decreases similar to recent trends

	January	Comments
Adjusted Operational Sales[1,2]	8.0% - 9.5%	Midpoint of 8.8%
Operational Sales[2]	$88.8B - $90.0B 7.5% – 9.0%	Net Impact Acq./Div: ~-0.5%
Estimated Reported Sales [3]	$90.5B - $91.7B 9.5% – 11.0%	FX $1.7B or +2.0% impact

[1] Non-GAAP measure; excludes acquisitions and divestitures
[2] Non-GAAP measure; excludes the impact of translational currency
[3] Euro Average Rate: January 2021 = $1.21

2021 EPS Guidance[1]



[1] Represents the midpoint of guidance
[2] Excludes the impact of translational currency
[3] Euro Average Rate: January 2021 = $1.21
[4] Non-GAAP measure; excludes intangible amortization expense and special items

2021 Guidance

	January	Comments
Adjusted Operational Sales[1,2]	8.0% - 9.5%	Midpoint of 8.8%
Operational Sales[2]	$88.8B - $90.0B 7.5% – 9.0%	Net Impact Acq./Div: ~-0.5%
Estimated Reported Sales [3]	$90.5B - $91.7B 9.5% – 11.0%	FX $1.7B or +2.0% impact
Adjusted Pre-Tax Operating Margin[4,5]	>200 bps improvement	Sales leverage including MD procedure recovery and cost improvement initiatives
Net Other Income[4]	$0.6 - $0.7 billion	Normalized levels
Net Interest Expense / (Income)	$150 - $250 million	Assumes no major acquisitions or other major uses of cash
Effective Tax Rate[4]	16.5% - 17.5%	One-time benefit items in 2020 related to the close out of audits
Adjusted EPS (Operational)[2,4]	$9.25 - $9.45 15.2% - 17.7%	Midpoint of $9.35 or 16.4%
Adjusted EPS (Reported)[3,4]	$9.40 - $9.60 17.1% - 19.6%	Midpoint of $9.50 or 18.3% FX $0.15 or +1.9% impact

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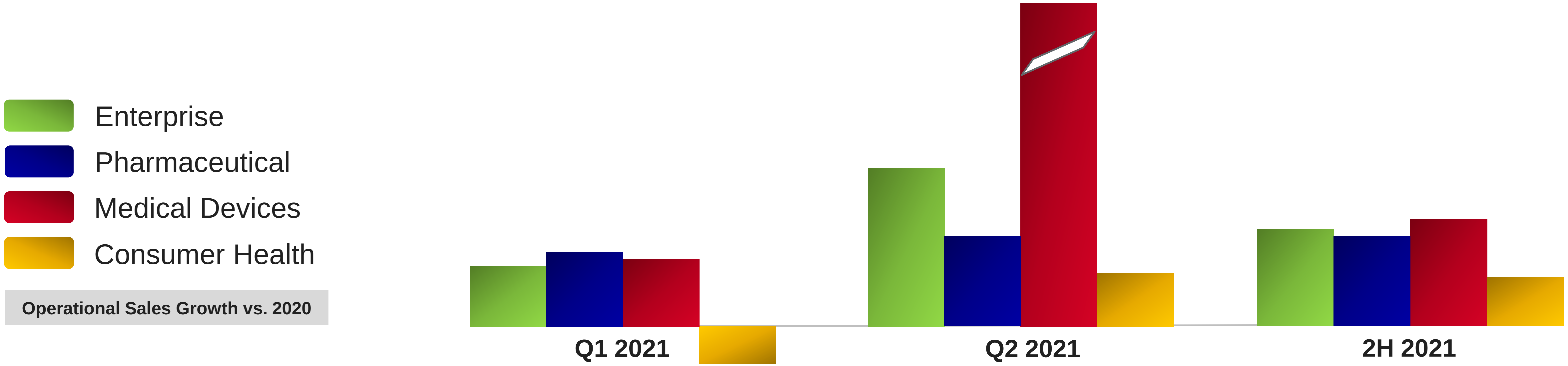
[1] Non-GAAP measure; excludes acquisitions and divestitures
[2] Non-GAAP measure; excludes the impact of translational currency
[3] Euro Average Rate: January 2021 = $1.21
[4] Non-GAAP measure; excludes intangible amortization expense and special items
[5] Sales less: COGS, SM&A and R&D expenses

2021 Segment Outlook & Quarterly Sales Phasing*

Illustration intended to visualize quarterly phasing; Chart not to scale



Segment	Full Year Considerations	Quarterly Sales Phasing and Considerations
Pharmaceutical	Continued strong, above market performance	• Anticipate more balanced quarter to quarter growth throughout 2021 • First quarter prior year comp. included ~200 BPS favorable impact of longer terms script durations and upside due to one-time favorable prior period adjustments • Prior year included some negative impacts from reduced office visits and access to physician administered drugs due to COVID-19 restrictions most prominent in Q2 and reduced through the remaining quarters of 2020
Medical Devices	Double digit growth driven by procedure recovery and continued momentum from new product introductions	• Tempered growth in first quarter with anticipation of continued, moderate procedural disruption • Expect highest growth rate in second quarter given prior year market disruption and 2021 recovery • Expect continued market recovery and strengthened core platforms to drive revenue growth through 2021
Consumer Health	Continue to drive competitive market growth	• Negative impact to first quarter sales driven by enhanced COVID-19 demand comparisons primarily in OTC products • Continued SKU rationalization program negative impact to first half growth • Anticipate normalized growth in the second half as consumers return to typical usage patterns in areas like Skin Health / Beauty

Note: *Fourth Quarter growth will be negatively impacted by additional 2020 selling days that will not be repeated in 2021 (Q4 2020: ~4pts of growth related to additional selling days)*

***Chart is not to scale; Illustration intended to visualize quarterly phasing impact of operational sales growth rates throughout 2021**

Q&A

Alex Gorsky
Chairman and
Chief Executive Officer

Joseph J. Wolk
Executive Vice President,
Chief Financial Officer

Chris DelOrefice
Vice President,
Investor Relations

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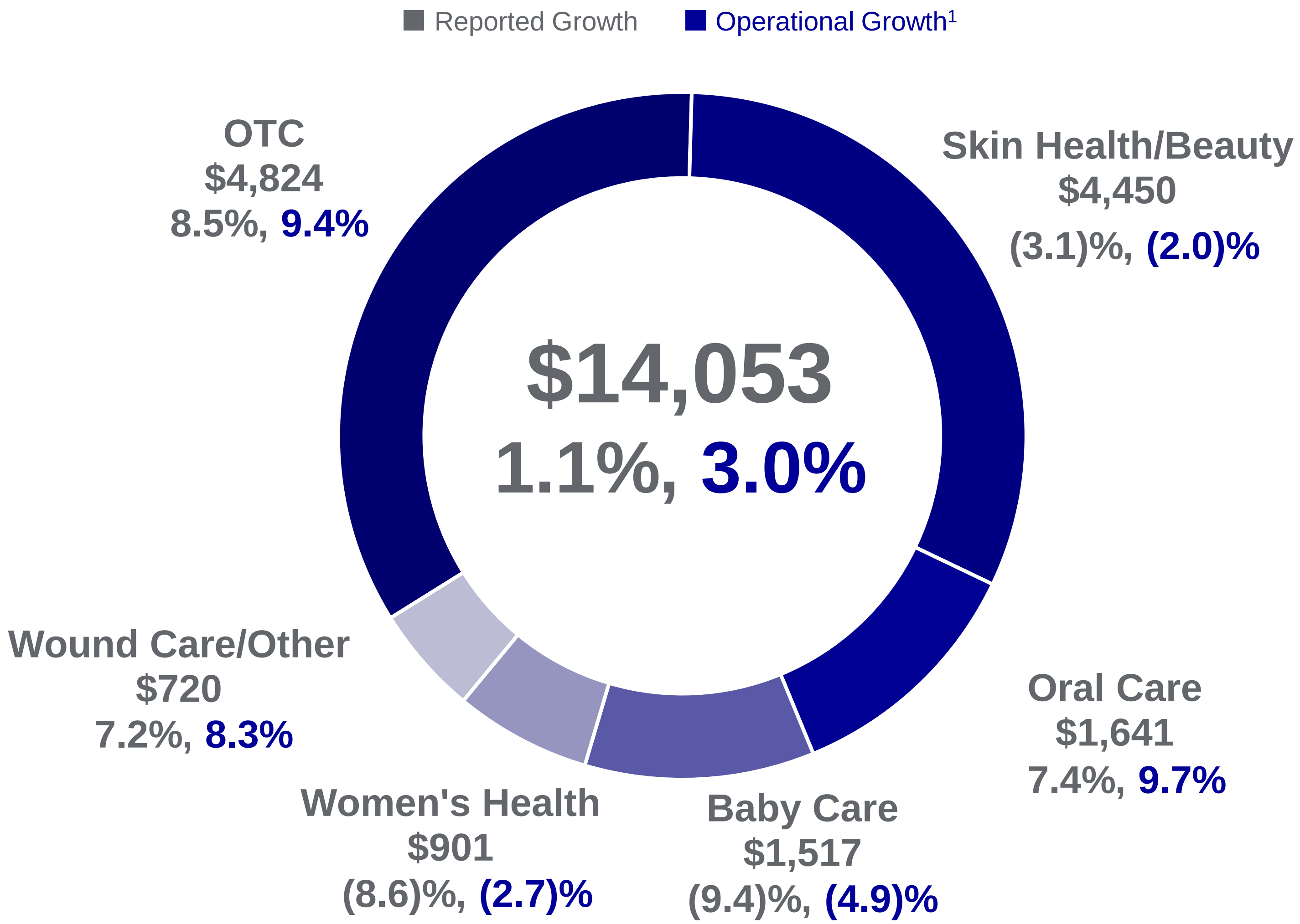
Consumer Health Highlights – Full Year 2020

Strong growth in OTC, Oral Care and Wound Care

Reported: WW 1.1%, U.S. 9.0%, Int'l (4.6)%

Operational[1]: **WW 3.0%, U.S. 9.0%, Int'l (1.3)%**

WW Sales $MM



Key Drivers of Operational Performance[1]

OTC	• Growth driven by U.S. COVID-19 enhanced demand for TYLENOL in the pain category, U.S. ZYRTEC, U.S. PEPCID due to competitive withdrawal, and NICORETTE, partially offset by OUS declines due to COVID-19 and low incidence of cough and flu
Skin Health/ Beauty	• Decline driven by COVID-19 impacts and SKU rationalization; partially offset by growth in eCommerce and innovation across brands
Oral Care	• Growth due to strong performance in LISTERINE® Adult Mouthwash due to U.S. eCommerce and club channel growth, global accelerating category and increased demand attributed to COVID-19, coupled with APAC innovation
Baby Care	• Decline driven by SKU rationalization, negative COVID-19 impacts OUS, and the divestiture of Baby Center partially offset by AVEENO baby strength
Women's Health	• Decline driven by COVID-19 and SKU Rationalization across all regions; partially offset by growth in STAYFREE in APAC
Wound Care/Other	• Growth driven by strong performance of BAND-AID® Brand Adhesive Bandages, NEOSPORIN and Isopropyl Alcohol in APAC due to COVID-19

Adjusted Operational Sales[2]: WW 3.1%, U.S. 9.5%, Int'l (1.5)%
Additional shipping days contributed ~1% to WW growth

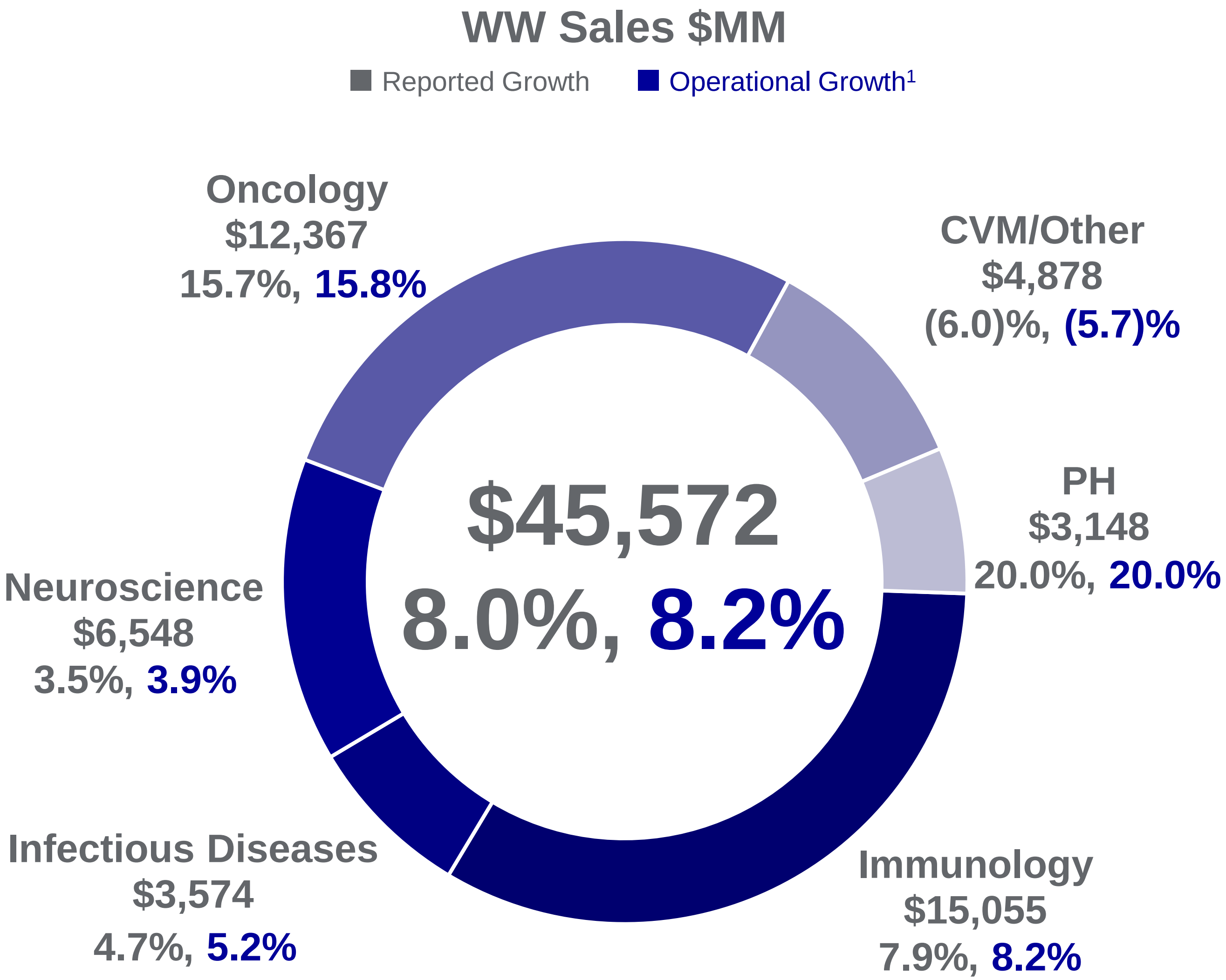
[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
[2] Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

Pharmaceutical Highlights – Full Year 2020

Market leading performance despite the impacts of COVID-19

Reported: WW 8.0%, U.S. 7.8%, Int'l 8.3%

Operational[1]: WW 8.2%, U.S. 7.8%, Int'l 8.8%



Key Drivers of Operational Performance[1]

Immunology	• Growth driven by strong uptake of STELARA in Crohn's Disease and TREMFYA in Psoriasis, share growth of SIMPONI ARIA, and U.S. immunology market growth • REMICADE decline due to increased discounts/rebates and biosimilar competition
Infectious Diseases	• Share and volume growth of SYMTUZA and JULUCA, partially offset by increased competition for PREZISTA/PREZCOBIX/REZOLSTA and PREZISTA OUS LOE
Neuroscience	• Paliperidone long-acting injectables growth due to strength of INVEGA SUSTENNA/XEPLION and INVEGA TRINZA/TREVICTA from new patient starts and persistency, partially offset by cannibalization of RISPERDAL CONSTA and declines in CONCERTA due to generic entrants
Oncology	• DARZALEX continued strong market growth and share gains globally, driven by patient uptake in all lines of therapy and the launch of a subcutaneous formulation in the U.S. and EU • Strong sales of IMBRUVICA due to market growth globally and maintaining a strong share leadership position in all key indications • Growth in ERLEADA driven by launch uptake and share gains • Lower sales of ZYTIGA due to generic competition in the U.S., partially offset by continued strength in the EU • Lower sales of VELCADE due to generic competition
Cardiovascular/ Metabolism/ Other (CVM/Other)	• Lower sales of PROCRIT/EPREX due to biosimilar competition • Growth in XARELTO due to demand strength, partially offset by higher rebates • INVOKANA/INVOKAMET growth driven by market growth and favorable channel mix in the U.S. as well as gains in the EU, partially offset by U.S. share declines due to competitive pressures
Pulmonary Hypertension (PH)	• Growth driven by strong sales of OPSUMIT and UPTRAVI due to continued share gains and market growth

Adjusted Operational Sales[2]: WW 8.4%, U.S. 7.8%, Int'l 9.1%
Additional shipping days contributed ~1% to WW growth

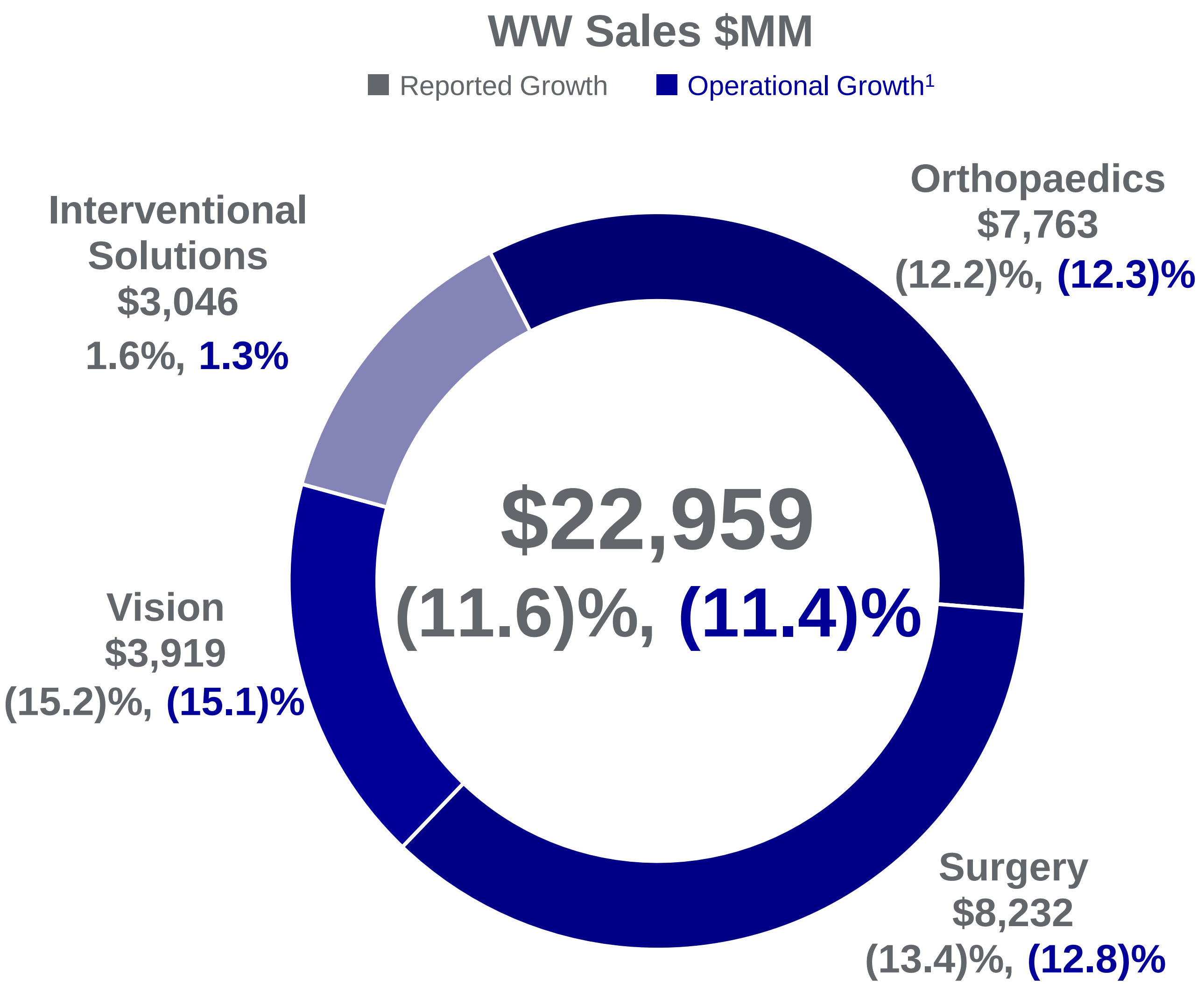
[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
[2] Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the company's website
Note: Values may not add due to rounding

Medical Devices Highlights – Full Year 2020

Decline driven by negative impacts of COVID-19 on Global Medical Device Markets

Reported: WW (11.6)%, U.S. (10.9)%, Int'l (12.2)%

Operational[1]: WW (11.4)%, U.S. (10.9)%, Int'l (11.8)%



Key Drivers of Operational Performance[1]

Interventional Solutions	• Electrophysiology growth driven by Atrial Fibrillation share gains and market recovery coupled with strong THERMOCOOL SMARTTOUCH SF Contact Force Sensing Catheter and diagnostic catheter sales offsetting negative impacts from COVID-19
Orthopaedics	• **Hips:** Decline due to the negative impacts of COVID-19 partially offset by leadership position in the anterior approach and related strong market demand for the ACTIS stem and the KINCISE surgical automated system • **Knees:** Due to negative impact of COVID-19 • **Trauma:** Market impacted by COVID-19 partially offset by uptake of new products • **Spine & Other:** Market impacted by COVID-19, partially offset by new products • **Spine:** WW: ~(14)%, U.S. ~(12)%, OUS: ~(16)%

Surgery	• **Advanced:**
	  • **Endocutters:** ~(9)% primarily due to negative impacts of COVID-19, partially offset by continued success of new products primarily in APAC.
	  • **Biosurgery:** ~FLAT; Share gains & market growth due to new products and a recovery from a prior year supply disruption in the U.S. offsetting negative impacts from COVID-19
	  • **Energy:** ~(9)% primarily due to negative impacts of COVID-19 and competitive pressure in the U.S., partially offset by success of new products primarily in APAC
	• **General:** Decline primarily due to negative impacts of COVID-19 coupled with the ASP divestiture and an unfavorable prior period pricing adjustment in the U.S.

Vision	• **Contact Lenses/Other:** Impact of COVID-19 and decreases in US and APAC stocking partially offset by continued success of lenses in the ACUVUE OASYS family • **Surgical:** Driven by negative impacts of COVID-19.

Adjusted Operational Sales[2]: WW (10.5)%, U.S. (10.2)%, Int'l (10.9)%
Additional shipping days contributed ~1% to WW growth

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the company's website
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