3rd Quarter 2025 Results

3rd Quarter 2025 Sales

$24.0B Worldwide increased ▲ **6.8%**

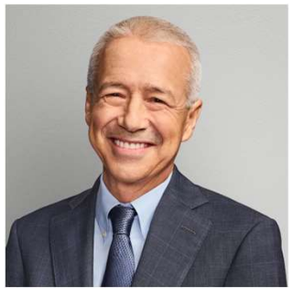
Excluding the impact of translational currency
Stelara impacted results by ~(640) basis points
Worldwide increased ▲ **5.4%**[1]

Diluted earnings per share (EPS)

$2.12 Worldwide increased ▲ **91.0%**

Adjusted diluted earnings per share[1]

$2.80 Worldwide increased ▲ **15.7%**



Joaquin Duato
Chairman & Chief Executive Officer
Johnson & Johnson

"Johnson & Johnson delivered another strong performance in the third quarter fueled by the depth and strength of our portfolio and significant progress across our pipeline. With a sharpened focus on the six priority areas of Oncology, Immunology, Neuroscience, Cardiovascular, Surgery and Vision, Johnson & Johnson is in a new era of accelerated growth and innovation, with pioneering treatments that will continue to transform lives."

$15.6 billion Worldwide Innovative Medicine sales

Innovative Medicine worldwide reported sales increased 6.8% or 5.3% operationally[2]. Stelara impacted results[2] by ~(1,070) basis points. Primary operational drivers:

DARZALEX (daratumumab) injection for intravenous infusion 100 mg/5 mL, 400 mg/20 mL
Tremfya (guselkumab)
CAPLYTA (lumateperone) capsules 42 mg
CARVYKTI (ciltacabtagene autoleucel) Suspension for IV Infusion
Spravato (esketamine) CIII nasal spray
Simponi (golimumab)
Erleada (apalutamide) 60 mg tablets 240 mg tablet
RYBREVANT (amivantamab-vmjw) Injection for IV Use | 350 mg/7 mL (50 mg/mL) + LAZCLUZE (lazertinib)

$8.4 billion Worldwide MedTech sales

MedTech worldwide reported sales increased 6.8% or 5.6% operationally[2] Primary operational drivers:

- Electrophysiology
- Abiomed
- Wound Closure
- Shockwave
- Surgical Vision
- Biosurgery
- Contact Lenses

For full financial data, non-GAAP reconciliations and cautionary statements, please refer to Johnson & Johnson's earnings release issued on October 14, 2025 available at https://www.investor.jnj.com/financials/quarterly-results/default.aspx
[1] Non-GAAP financial measure; non-GAAP financial measures should not be considered replacements for, and should be read together with, the most comparable GAAP financial measures.
[2] Non-GAAP measure; excludes the impact of translational currency.
Note: Values may be rounded
Caution Concerning Forward-Looking Statements: This document contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995 regarding future operating and financial performance. You are cautioned not to rely on these forward-looking statements, which are based on current expectations of future events. For important information about the risks and uncertainties that could cause actual results to vary materially from the assumptions, expectations, and projections expressed in any forward-looking statements, review the "Note to Investors Concerning Forward-Looking Statements" included in the Johnson & Johnson earnings release issued on October 14, 2025 as well as the most recently filed Johnson & Johnson Reports on Forms 10-K and 10-Q. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments.

Johnson&Johnson

3rd Quarter 2025 Earnings Call

October 14, 2025

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, and market position and business strategy. The viewer is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Johnson & Johnson. Risks and uncertainties include, but are not limited to: economic factors, such as interest rate and currency exchange rate fluctuations or changes to applicable laws and regulations; competition, including technological advances, new products and patents attained by competitors; challenges inherent in new product research and development, including uncertainty of clinical success and obtaining regulatory approvals; uncertainty of commercial success for new and existing products; challenges to patents; the impact of patent expirations; the ability of the Company to successfully execute strategic plans, including restructuring plans; the impact of business combinations and divestitures; manufacturing difficulties or delays, internally or within the supply chain; product efficacy or safety concerns resulting in product recalls or regulatory action; significant adverse litigation or government action, including related to product liability claims; changes to applicable laws and regulations, including tax laws and global health care reforms; trends toward health care cost containment; changes in behavior and spending patterns of purchasers of health care products and services; financial instability of international economies and legal systems and sovereign risk; and 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 most recent Annual Report on Form 10-K, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” and in Johnson & Johnson’s subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission. Copies of these filings are available online at www.sec.gov, www.jnj.com, www.investor.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.

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 discovered using MorphoSys AG antibody technology; JNJ-2113 was discovered through a collaboration with Protagonist Therapeutics – Janssen retains exclusive rights to develop and commercialize for a broad range of indications
Neuroscience	INVEGA SUSTENNA/ XEPLION/ INVEGA TRINZA/ TREVICTA/ INVEGA HAFYERA/ BYANNLI are subject to a technology license agreement from Alkermes Pharma Ireland Limited, and 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. 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)
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 and DARZALEX FASPRO licensed from Genmab A/S; BALVERSA licensed and discovered in collaboration with Astex Pharmaceuticals, Inc.; ERLEADA licensed from Regents of California and Memorial Sloan Kettering; CARVYKTI licensed and developed in collaboration with Legend Biotech USA Inc. and Legend Biotech Ireland Limited; AKEEGA licensed from TESARO, Inc., an oncology-focused business within GSK, and from BTG International Ltd.; RYBREVANT developed under license with Genmab A/S; LAZCLUZE licensed from Yuhan Corporation; DuoBody platform licensed from Genmab A/S relates to several bispecific antibody programs; OMT animal platform licensed from OMT Inc. relates to several antibody programs; ENHANZE platform licensed from Halozyme Therapeutics, Inc.
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 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.

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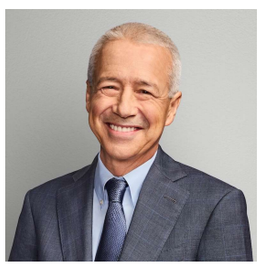
Agenda

1. CEO Remarks
2. Sales performance and earnings review
3. Cash position and guidance update
4. Q&A



Joaquin Duato
Chairman and
Chief Executive Officer

Joseph J. Wolk
Executive Vice President,
Chief Financial Officer

Jennifer Taubert
Executive Vice President,
Worldwide Chairman,
Innovative Medicine

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

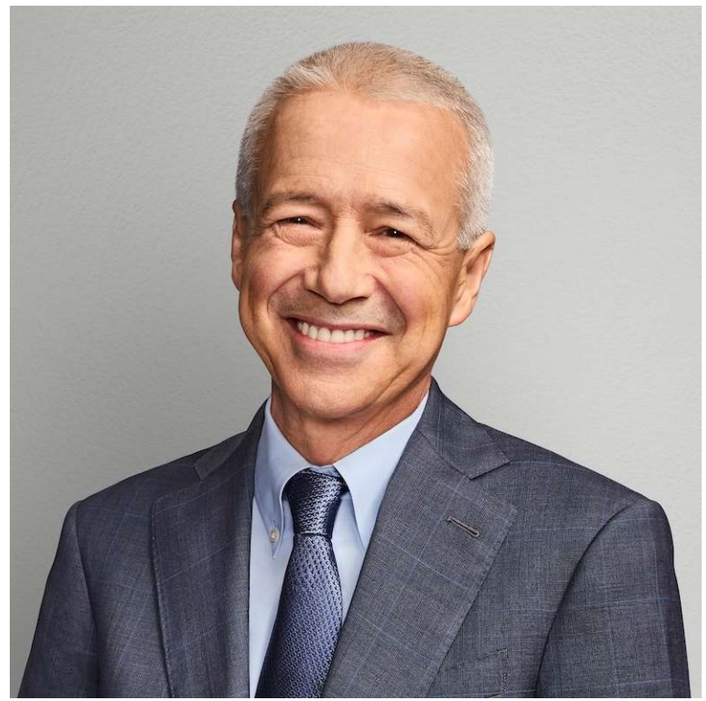
Tim Schmid
Executive Vice President,
Worldwide Chairman,
MedTech

Darren Snellgrove
Vice President,
Investor Relations

J&J

Joaquin Duato

Chairman and Chief Executive Officer



Q3 Earnings summary

5.4%[1,2]

operational sales growth

Innovative Medicine

5.3%[1,3]

operational sales growth

$15 billion+

in quarterly sales for the second time

11

brands growing double digits

MedTech

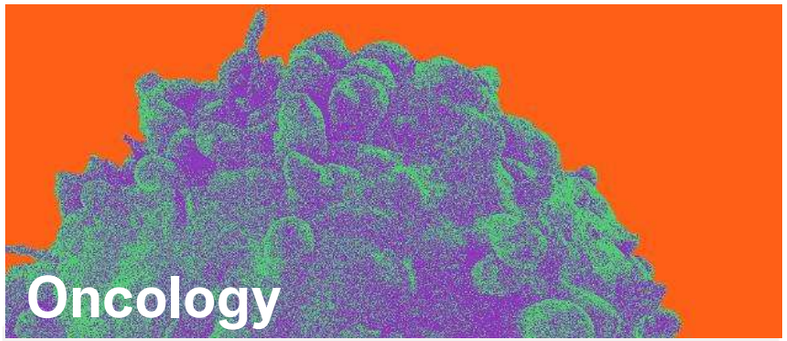
5.6%[1]

operational sales growth

Strong momentum across the business

[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the company's website
[2] Includes an approximate (640) basis point headwind from STELARA
[3] Includes an approximate (1,070) basis point headwind from STELARA

Innovative Medicine



Oncology

ONCE-DAILY Akeega® (niraparib/abiraterone acetate) 100mg/500mg tablets • 50mg/500mg tablets

Balversa™ (erdafitinib) tablets

CARVYKTI® (ciltacabtagene autoleucel)

DARZALEX Faspro® (daratumumab and hyaluronidase-fihj) Injection for subcutaneous use | 1,800mg/30,000units

DARZALEX® (daratumumab) injection for intravenous infusion 100 mg/5 mL, 400 mg/20 mL

Erleada® (apalutamide) 60mg tablets 240mg tablet

imbruvica® (ibrutinib)

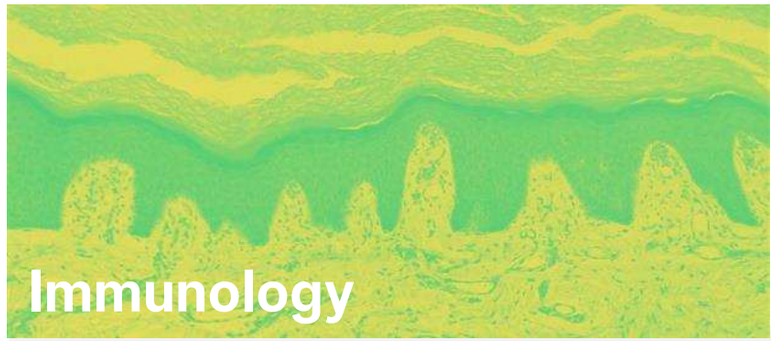
inlexzo® gemcitabine intravesical system

RYBREVANT Faspro™ (amivantamab and hyaluronidase) + LAZCLUZE™ (lazertinib)

TALVEY™ (talquetamab-tgvs) Injection for subcutaneous use 2 mg/mL and 40 mg/mL

TECVAYLI™ (teclistamab)

Zytiga® abiraterone acetate



Immunology

imaavy™ (nipocalimab-aahu)

Tremfya® (guselkumab)

Stelara® (ustekinumab)

Simponi® golimumab

Remicade® INFLIXIMAB

Simponi ARIA® golimumab for infusion

Neuroscience

CAPLYTA® (lumateperone) capsules 42 mg

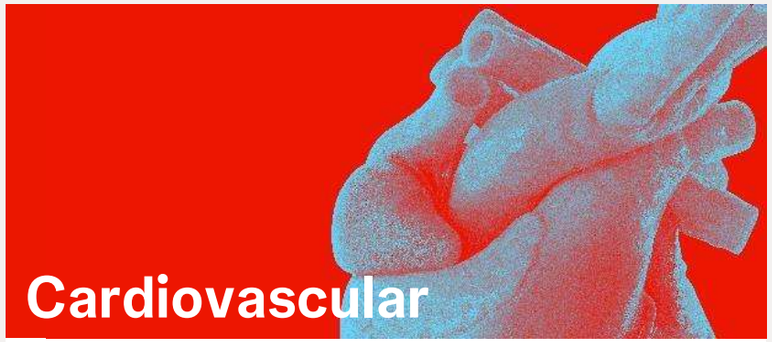
INVEGA SUSTENNA® paliperidone palmitate extended-release injectable suspension

INVEGA TRINZA® paliperidone palmitate extended-release injectable suspension 273 mg, 410 mg, 546 mg, 819 mg

Spravato™ (esketamine) CIII nasal spray

INVEGA HAFYERA™ paliperidone palmitate extended-release injectable suspension 1,092mg, 1,560mg

MedTech



Cardiovascular

Addressing one of the largest unmet needs in healthcare

MedTech Innovation:

VARIPULSE™ Platform

Dual Energy THERMOCOOL SMARTTOUCH™ SF Catheter

Shockwave Intravascular Lithotripsy System

Impella® Heart Pump Technology

OMNYPULSE™ Catheter

Surgery

Advancing the science of surgery and pioneering what's next

MedTech Innovation:

ETHICON™ 4000 Surgical Stapler

OTTAVA™ Robotic Surgical System

Vision

Developing transformational innovations to improve the health of patients' eyes

MedTech Innovation:

ACUVUE® OASYS 1-Day Family

TECNIS Odyssey™

TECNIS PureSee™

Johnson & Johnson's intent to separate its Orthopaedics business

Johnson & Johnson is in a powerful new era of accelerated growth

Darren Snellgrove

Vice President,
Investor Relations

3rd Quarter 2025 sales

Dollars in billions

Regional sales results	Q3 2025	Q3 2024	% Change Reported	% Change Operational[1]
U.S.	**$13.7**	**$12.9**	**6.2%**	**6.2%**
Europe	5.4	4.9	10.7	4.4
Western Hemisphere (ex U.S.)	1.2	1.2	4.9	7.3
Asia-Pacific, Africa	3.6	3.5	4.0	3.4
International	**10.3**	**9.6**	**7.6**	**4.4**
Worldwide (WW)	**$24.0**	**$22.5**	**6.8%**	**5.4%**

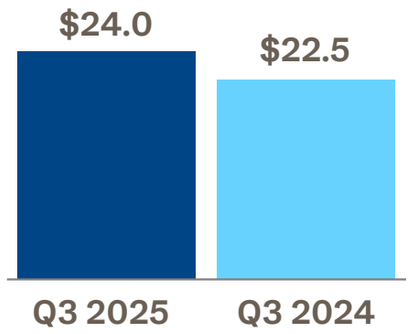
[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the company's website

Note: Values may be rounded

3rd Quarter 2025 financial highlights

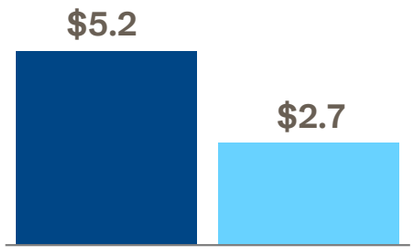
Dollars in billions, except EPS
Reported %; Operational %[1]

Sales



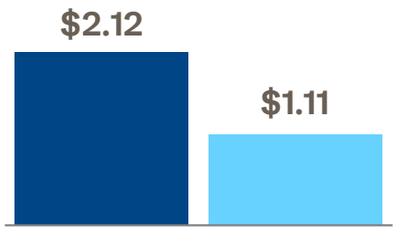
6.8%; 5.4%[1]

GAAP earnings



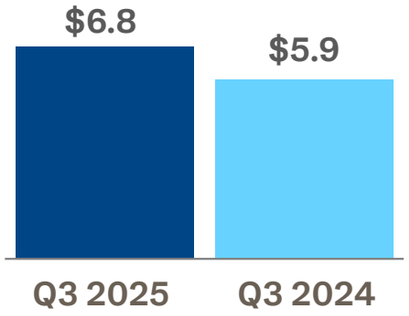
91.2%

GAAP EPS



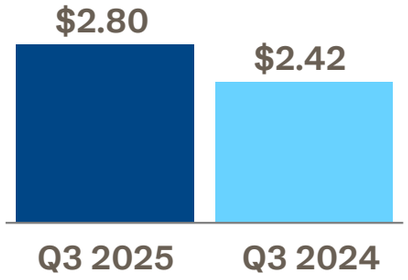
91.0%

Adjusted earnings[2]



15.7%

Adjusted EPS[2]



15.7%; 12.4%[1]

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

Innovative Medicine highlights – 3rd quarter 2025

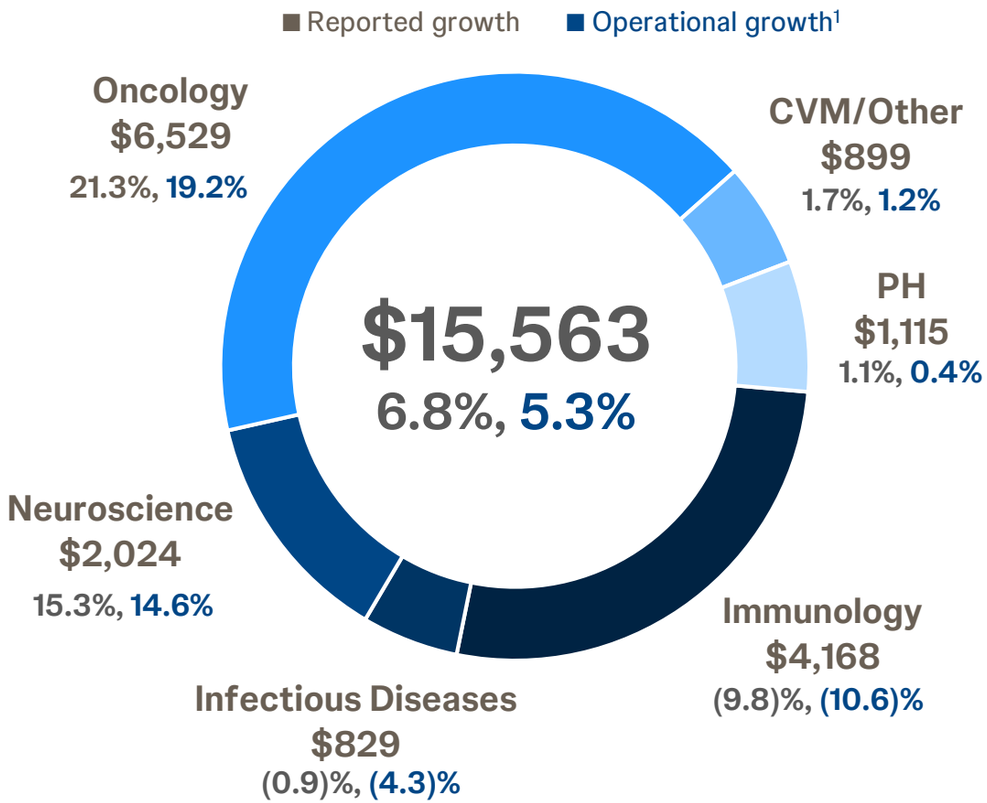
Strong operational growth[1] of 5.3% driven primarily by Oncology and Neuroscience

Stelara impacted results[1] by ~(1,070) basis points

Reported: WW 6.8%, U.S. 6.0%, Int'l 7.9%

Operational[1]: WW 5.3%, U.S. 6.0%, Int'l 4.3%

WW sales $MM



Key drivers of operational performance[1]

Oncology	• DARZALEX increase driven by continued strong share gains and market growth • ERLEADA increase driven by market growth and continued share gains, partially offset by the impact of Part D redesign • CARVYKTI increase driven by continued share gains and site expansion • TECVAYLI and TALVEY growth driven by ongoing launches and continued share gains • RYBREVANT/LAZCLUZE growth driven by ongoing launch and share gains • Growth partially offset by ZYTIGA loss of exclusivity and IMBRUVICA due to competitive pressures and the impact of Part D redesign
Immunology	• TREMFYA increase due to share gains and market growth, partially offset by unfavorable patient mix and the impact of Part D redesign • SIMPONI/SIMPONI ARIA growth driven mainly by MSD[3] return of rights in Europe • REMICADE increase due to a one-time favorable patient mix adjustment and MSD[3] return of rights in Europe • STELARA decline driven by the impact of biosimilar competition and Part D redesign
Neuroscience	• SPRAVATO growth driven by continued increased physician and patient demand • CAPLYTA acquired April 2, 2025 • INVEGA SUSTENNA / XEPLION / INVEGA TRINZA / TREVICTA decline primarily driven by the impact of Part D redesign
Pulmonary Hypertension (PH)	• UPTRAVI increase driven by market growth and inventory dynamics, partially offset by the impact of Part D redesign • OPSUMIT/OPSYNVI decline driven by the impact of Part D redesign and unfavorable patient mix, partially offset by share gains and market growth
Infectious Diseases	• Declines across the portfolio partially offset by EDURANT growth
Cardiovascular / Metabolism / Other (CVM/Other)	• XARELTO growth driven by the impact of Part D redesign, partially offset by continued share loss

Adjusted operational sales[2]: WW: 3.7%, U.S. 3.3%, Int'l 4.3%

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

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

[3] MSD: Merck, Sharp, & Dohme

Note: Values may be rounded

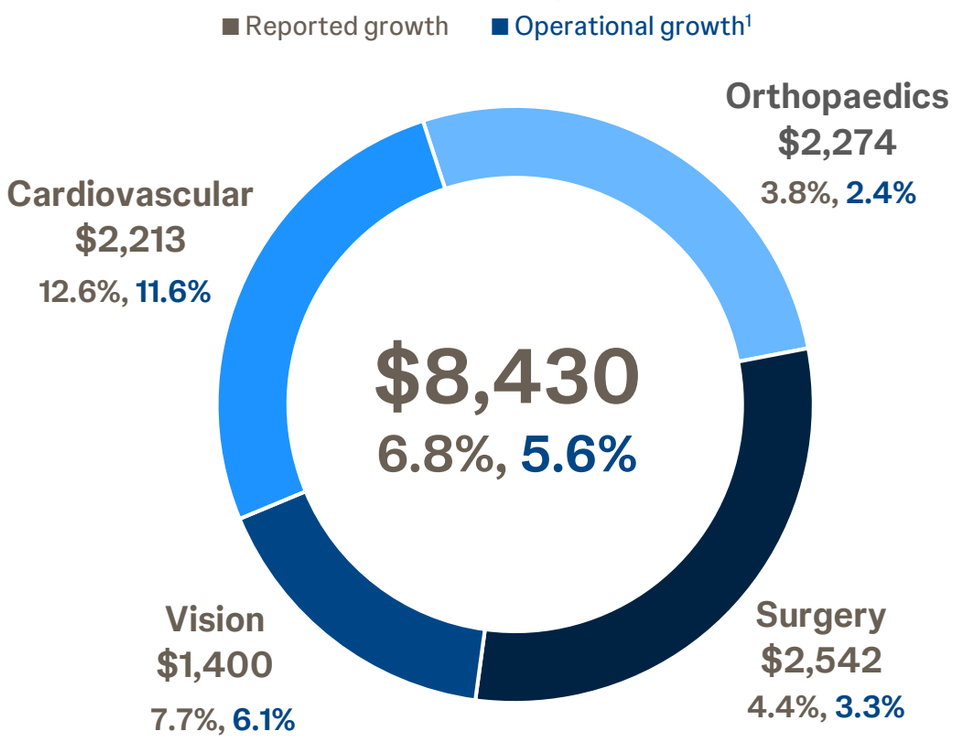
MedTech highlights – 3rd quarter 2025

Strong operational growth[1] of 5.6% due to Cardiovascular, commercial execution, and innovation

Reported: WW 6.8%, U.S. 6.6%, Int'l 7.0%

Operational[1]: WW 5.6%, U.S. 6.6%, Int'l 4.5%

WW sales $MM



Key drivers of operational performance[1]

Cardiovascular	• **Electrophysiology[3]**: Growth driven by procedure growth, commercial execution, new product performance (VARIPULSE, TRUPULSE), strength in mapping, and one-time impacts of installation and inventory, partially offset by competitive pressures in PFA • **Abiomed**: Double digit growth driven by continued strong adoption of Impella 5.5 and Impella CP • **Shockwave:** Double digit growth driven by Coronary and Peripheral portfolios
Orthopaedics	**All platforms impacted by revenue disruption from the previously announced Orthopaedics transformation:** • **Hips[3]:** Increase driven by new product launches (EMPHASYS) • **Trauma[3]:** Growth driven by recently launched products (VOLT) partially offset by trade inventory dynamics and volume-based procurement (VBP) in China • **Knees[3]:** Increase driven by strength of the ATTUNE portfolio and pull through related to the VELYS Robotic assisted solutions, partially offset by trade inventory dynamics and VBP in China • **Spine, Sports & Other[3]:** Reflects competitive pressures and price pressures in the U.S. Early Interventional segment, partially offset by U.S. spine new product innovations (TriAltis) • **Spine:** ~ -3% WW, ~ +1% U.S., ~ -9% Int'l

Surgery	• **Advanced[3]**
	  • **Biosurgery:** ~ +9% growth driven by continued strength of the portfolio and commercial execution, partially offset by VBP in China
	  • **Endocutters:** ~ +3% increase primarily due to commercial execution and new products, partially offset by VBP in China and competitive pressures
	  • **Energy:** ~ -1% due to competitive pressures, Harmonic market decline in the U.S., and VBP in China, partially offset by go-to-market changes in EMEA
	• **General[3]:** Growth primarily due to technology penetration and upgrades within our differentiated Wound Closure portfolio (Barbed & PLUS Sutures) coupled with commercial execution, partially offset by softness in OUS aesthetics

Vision	• **Contact Lenses/Other:** Increase driven by market growth, strong performance of the ACUVUE OASYS 1-Day family, and continued strategic price actions • **Surgical:** Growth driven by strength of recent product innovations (TECNIS PureSee, TECNIS Odyssey, TECNIS Eyhance), robust demand, and strong commercial execution

Adjusted operational sales[2]: WW 5.7%, U.S. 6.8%, Int'l 4.6%

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

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

[3] Platforms positively impacted by a one-time reserve adjustment

Note: Values may be rounded

Condensed consolidated statement of earnings

3rd Quarter 2025

(Unaudited; Dollar and shares in millions except per share figures)	2025		2024		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$23,993	100.0	$22,471	100.0	6.8
Cost of products sold	7,303	30.4	6,963	31.0	4.9
Gross Profit	**16,690**	**69.6**	**15,508**	**69.0**	**7.6**
Selling, marketing and administrative expenses	5,922	24.7	5,478	24.3	8.1
Research and development expense	3,672	15.3	4,952	22.0	(25.8)
Interest (income) expense, net	18	0.1	(99)	(0.4)	
Other (income) expense, net	(478)	(2.0)	1,798	8.0	
Restructuring	63	0.3	41	0.2	
Earnings before provision for taxes on income	7,493	31.2	3,338	14.9	124.5
Provision for taxes on income	2,341	9.7	644	2.9	263.5
Net Earnings	**$5,152**	**21.5**	**$2,694**	**12.0**	**91.2**
Net earnings per share (Diluted)	**$2.12**		**$1.11**		**91.0**
Average shares outstanding (Diluted)	**2,428.6**		**2,427.9**		
Effective tax rate	**31.2%**		**19.3%**		
Adjusted earnings before provision for taxes and net earnings[1]					
Earnings before provision for taxes on income	**$8,436**	**35.2**	**$7,277**	**32.4**	**15.9**
Net earnings	**$6,801**	**28.3**	**$5,876**	**26.1**	**15.7**
Net earnings per share (Diluted)	**$2.80**		**$2.42**		**15.7**
Effective tax rate	**19.4%**		**19.3%**		

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

Adjusted earnings before provision for taxes on income by segment

3rd Quarter 2025

(Unaudited; Dollar in millions)

Innovative Medicine

	2025		2024		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$15,563	100.0	$14,580	100.0	6.8
Cost of products sold	3,093	19.9	2,852	19.6	8.5
Gross Profit	**$12,470**	**80.1**	**$11,728**	**80.4**	**6.3**
Selling, marketing and administrative expenses	2,869	18.4	2,491	17.0	15.2
Research and development expense [1]	2,944	18.9	4,211	28.9	(30.1)
Other segment items [2]	(238)	(1.5)	(495)	(3.4)	
Adjusted segment income before tax [3]	**$6,895**	**44.3**	**$5,521**	**37.9**	**24.9**

MedTech

	2025		2024		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$8,430	100.0	$7,891	100.0	6.8
Cost of products sold	3,119	37.0	2,727	34.5	14.4
Gross Profit	**$5,311**	**63.0**	**$5,164**	**65.5**	**2.8**
Selling, marketing and administrative expenses	2,801	33.2	2,720	34.5	3.0
Research and development expense	728	8.6	684	8.7	6.4
Other segment items [2]	15	0.2	(141)	(1.8)	
Adjusted segment income before tax [3]	**$1,767**	**21.0**	**$1,901**	**24.1**	**(7.0)**

Enterprise

	2025		2024		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Adjusted segment income before tax [3]	**$8,436**	**35.2**	**$7,277**	**32.4**	**15.9**

[1] Includes acquired IPR&D for the global rights to the NM26 bispecific antibody in Q3 2024, totaling $1,250

[2] Other segment items for each reportable segment include charges related to other income and expenses

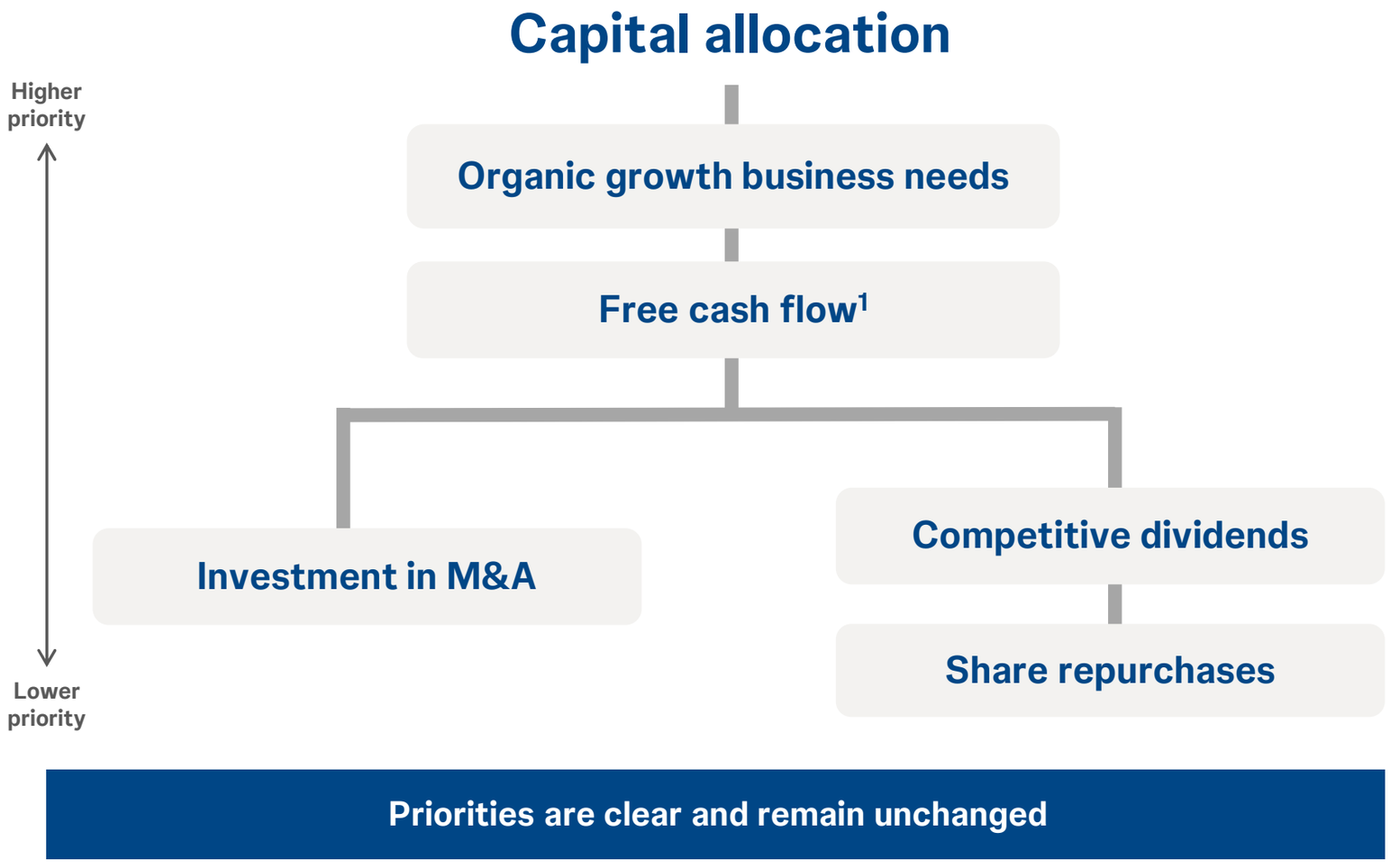
[3] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules on the Investor Relations section of the company's website

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

Joseph J. Wolk

Executive Vice President,
Chief Financial Officer

Capital allocation strategy



Dollars in billions	Q3 2025
Cash and marketable securities	~$19
Debt	~($46)
Net debt	~($27)
Free cash flow[1,2]	~$14

Note: Values may be rounded

Q3 2025:

$3.7B invested in R&D
$10.4B year-to-date

$3.1B in dividends paid to shareholders;
$9.3B year-to-date

Note: Values may be rounded

[1] Non-GAAP measure; defined as cash flow from operating activities, less additions to property, plant and equipment
[2] Estimated as of October 14, 2025. Cash flow from operations, the most directly comparable GAAP financial measure, will be included in subsequent SEC filings

Intent to separate our Orthopaedics business

Further strengthens focus of J&J as an innovation powerhouse

Positions DePuy Synthes for long-term success

Represents best path forward for all stakeholders

Separation expected to take ~18-24 months

2025 P&L guidance

Increasing operational[2] sales guidance to 5.1% and maintaining adjusted operational EPS[2,4] at 7.0% (midpoints)

	October 2025	July 2025	Comments
Adjusted operational sales[1,2,6]	3.5% - 4.0%	3.2% - 3.7%	Increasing midpoint to 3.8%
Operational sales[2,6]	$93.0B - $93.4B 4.8% - 5.3%	$92.7B - $93.1B 4.5% - 5.0%	Increasing midpoint by $0.3B to 5.1%
Estimated reported sales [3,6]	$93.5B - $93.9B 5.4% - 5.9%	$93.2B - $93.6B 5.1% - 5.6%	Increasing midpoint by $0.3B to 5.7%
Adjusted pre-tax operating margin[4,5]	Increase of ~300 bps	Increase of ~300 bps	Maintaining
Net other income[4]	$1.1 - $1.3 billion	$1.0 - $1.2 billion	Increasing
Net interest expense / (income)	$0 - $50 million	$0 - $100 million	Tightening range due to higher cash balances
Effective tax rate[4]	17.5% - 18.0%	17.0% - 17.5%	Increasing due to recently enacted One Big Beautiful Bill Act
Adjusted EPS (operational)[2,4]	$10.63 - $10.73 6.5% - 7.5%	$10.63 - $10.73 6.5% - 7.5%	Maintaining
Adjusted EPS (reported)[3,4]	$10.80 - $10.90 8.2% - 9.2%	$10.80 - $10.90 8.2% - 9.2%	Maintaining

J&J

[1] Non-GAAP measure; excludes acquisitions and divestitures
[2] Non-GAAP measure; excludes the impact of translational currency
[3] Euro Average Rate: October 2025 = $1.13; Euro Spot Rate: October 2025 = $1.17
Note: Values may be rounded

[4] Non-GAAP measure; excludes intangible amortization expense and special items
[5] Sales less: COGS, SM&A and R&D expenses
[6] Excludes COVID-19 Vaccine

2026 Considerations

Innovative Medicine

- Accelerating sales growth driven by in-market brands and continued progress from recently launched products
- Regarding STELARA, HUMIRA erosion curve remains the best proxy[1]
- Icotrokinra approval expected

MedTech

- Accelerating sales growth driven by our continued focus on higher-growth markets
- Anticipate continued adoption of newer products as well as new planned launches in 2026
- OTTAVA de Novo submission expected

P&L

- Expect adjusted earnings per share growth is commensurate with sales growth
  - Reflects our understanding of the present legislative landscape
  - Includes current expectations for tariffs, foreign exchange rates, and procedural volumes

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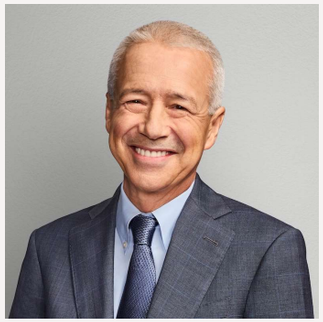
[1] Once faced with material biosimilar competition, with the additive impact of Part D re-design

Q&A



Joaquin Duato
Chairman and
Chief Executive Officer

Jennifer Taubert
Executive Vice President,
Worldwide Chairman,
Innovative Medicine

Tim Schmid
Executive Vice President,
Worldwide Chairman,
MedTech

Joseph J. Wolk
Executive Vice President,
Chief Financial Officer

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

Darren Snellgrove
Vice President,
Investor Relations

Johnson&Johnson


Johnson&Johnson

Johnson & Johnson Innovative Medicine Pipeline
Key Events in 2025*

POTENTIAL APPROVALS US/EU

✓ US EU **SIMPONI (golimumab)**
Pediatric Ulcerative Colitis (PURSUIT 2)

✓ EU **STELARA (ustekinumab)**
Pediatric Crohn's Disease (UNITI JR)

✓ US **TREMFYA (guselkumab)**
Ulcerative Colitis Subcutaneous Induction (ASTRO)

✓ US ✓ EU **TREMFYA (guselkumab)**
Crohn's Disease Subcutaneous Induction (GRAVITI)

✓ US **TREMFYA (guselkumab)**
Pediatric Psoriasis (PROTOSTAR)

✓ US **TREMFYA (guselkumab)**
Pediatric Juvenile Psoriatic Arthritis

✓ US ✓ EU **TREMFYA (guselkumab)**
Crohn's Disease (GALAXI)

✓ EU **TREMFYA (guselkumab)**
Ulcerative Colitis (QUASAR)

✓ US ✓ EU **IMAAVY (nipocalimab)**
Generalized Myasthenia Gravis (Vivacity MG3)

✓ US **SPRAVATO (esketamine)**
Treatment Resistant Depression monotherapy (TRD4005)

US **CAPLYTA (lumateperone)**
Adjunctive Treatment for Major Depressive Disorder

US ✓ EU **DARZALEX (daratumumab)**
Smoldering Multiple Myeloma (AQUILA)

US ✓ EU **DARZALEX (daratumumab)**
Frontline multiple myeloma transplant ineligible (CEPHEUS)

✓ US **INLEXZO (gemcitabine intravesical system)**
Non Muscle Invasive Bladder Cancer (SunRISe-1)

US ✓ EU **RYBREVANT (amivantamab)**
Subcutaneous (PALOMA-3)

EU **IMBRUVICA (ibrutinib)**
Frontline MCL (Triangle)

✓ US **IMAAVY (nipocalimab)**
Generalized Myasthenia Gravis Pediatrics (VIBRANCE MG)

PLANNED SUBMISSIONS US/EU

US **nipocalimab**
Warm Autoimmune Hemolytic Anemia (ENERGY)

✓ EU **TREMFYA (guselkumab)**
Ulcerative Colitis Subcutaneous Induction (ASTRO)

✓ US **TREMFYA (guselkumab)**
Psoriatic Arthritis Structural Damage (APEX)

✓ EU **TREMFYA (guselkumab)**
Pediatric Psoriasis (PROTOSTAR)

US EU **STELARA (ustekinumab)**
Pediatric Ulcerative Colitis (UNIFI JR)

✓ US **STELARA (ustekinumab)**
Pediatric Crohn's Disease (UNITI JR)

✓ US ✓ EU **icotrokinra**
Psoriasis (ICONIC)

✓ US **INLEXZO (gemcitabine intravesical system)**
Non Muscle Invasive Bladder Cancer (SunRISe-1)

✓ US ✓ EU **AKEEGA (niraparib/abiraterone)**
M1 Metastatic Castration-Sensitive Prostate Cancer (AMPLITUDE)

POTENTIAL CLINICAL DATA PRESENTATIONS[1]

Phase III

✓ **AKEEGA (niraparib/abiraterone)**
M1 Metastatic Castration-Sensitive Prostate Cancer (AMPLITUDE)

✓ **RYBREVANT / LAZCLUZE**
Non Small Cell Lung Cancer (MARIPOSA Final OS)

✓ **TREMFYA (guselkumab)**
Ulcerative Colitis Subcutaneous Induction (ASTRO)

✓ **TREMFYA (guselkumab)**
Psoriatic Arthritis Structural Damage (APEX)

✓ **TREMFYA (guselkumab)**
Pediatric Psoriasis (PROTOSTAR)

✓ **icotrokinra**
Psoriasis (ICONIC-LEAD)

✓ **icotrokinra**
Psoriasis (ICONIC-TOTAL)

✓ **icotrokinra**
Psoriasis (ICONIC-Advance1/2)

✓ **aticaprant**
Adjunctive Treatment for Major Depressive Disorder with Anhedonia (Ventura 1)

✓ **RPGR Gene Therapy**
Retinitis Pigmentosa (LUMEOS)

Phase I/ II

✓ **INLEXZO (gemcitabine intravesical system)**
Non Muscle Invasive Bladder Cancer (SunRISe-1)

RYBREVANT (amivantamab)
Head and Neck Cancer (ORIGAMI-4)

✓ **TALVEY + TECVAYLI**
Multiple Myeloma Relapsed/Refractory (RedirecTT-1)

✓ **JNJ-4496**
Hematological Malignancies (LYM1001)

✓ **JNJ-5322**
Multiple Myeloma (MMY1001)

✓ **RYBREVANT (amivantamab)**
Colorectal Cancer (ORIGAMI-1 right-sided)

✓ **JNJ-8343**
Prostate Cancer (PCR1001)

JNJ-4804 Co-antibody Therapy
Psoriatic Arthritis (AFFINITY)

✓ **icotrokinra**
Ulcerative Colitis (ANTHEM)

nipocalimab Combination Therapy
Rheumatoid Arthritis (DAISY)

✓ = Achieved

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1. In order to be on key events clinical presentation, data must be presented at a major medical meeting.

*This is not a fully exhaustive list of all pipeline programs and assets. The pipeline includes assets currently progressing through clinical trials as well as those under review by regulatory bodies. Inclusion in the pipeline is based on the current status of these programs and assets and does not guarantee continued investment. This information is as of October 14, 2025 to the best of the Company's knowledge. Johnson & Johnson assumes no obligation to update this information.