2nd Quarter 2026 Results

2nd Quarter 2026 Sales

$25.3B Worldwide increased ▲ **6.6%**

Excluding the impact of translational currency
Stelara impacted results by ~(460) basis points
Worldwide increased ▲ **5.6%**[1]

Diluted earnings per share (EPS) **$2.27**

Adjusted diluted earnings per share[1]
$2.90 Worldwide increased ▲ **4.7%**

Joaquin Duato
Chairman & Chief Executive Officer
Johnson & Johnson

"Johnson & Johnson delivered strong second-quarter results, demonstrating the power of our innovation, the depth of our portfolio and the momentum in our pipeline as we advance transformative treatments that address the world's toughest health challenges. With raised guidance and quarterly sales surpassing $25 billion, we are on track to meet our 2026 target of more than $100 billion in annual revenue for the first time in our Company's 140-year history."

$16.4 billion Worldwide Innovative Medicine sales

Innovative Medicine worldwide reported sales increased 7.8% or 6.8% operationally[2]. Stelara impacted results[2] by ~(760) basis points. Primary operational drivers:

Tremfya® (guselkumab)
DARZALEX® (daratumumab)
CARVYKTI® (ciltacabtagene autoleucel)
Spravato™ (esketamine) CIII nasal spray
CAPLYTA® (lumateperone) capsules 42 mg
RYBREVANT® (amivantamab-vmjw) + LAZCLUZE™ (lazertinib)
TECVAYLI® (teclistamab-cqyv)
Erleada® (apalutamide)

$8.9 billion Worldwide MedTech sales

MedTech worldwide reported sales increased 4.5% or 3.6% operationally[2]. Primary operational drivers:

- Contact Lenses
- Trauma
- Wound Closure & Healing
- Electrophysiology
- Shockwave
- Biosurgery

For full financial data, non-GAAP reconciliations and cautionary statements, please refer to Johnson & Johnson's earnings release issued on July 15, 2026 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 July 15, 2026 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

2nd Quarter 2026 Earnings Call

July 15, 2026

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; increased scrutiny of the health care industry by government agencies; and the Company's ability to successfully separate the Company's Orthopaedics business and realize the anticipated benefits from the planned separation. 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, investor.jnj.com, or on request from Johnson & Johnson. Any forward-looking statement made in this release speaks only as of the date of this release. 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:

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.; bleximenib R&D co-funding agreement with Blackstone Life Sciences
Immunology	REMICADE and SIMPONI/ SIMPONI ARIA marketing partner with Mitsubishi Tanabe Pharma Corporation; TREMFYA discovered using MorphoSys AG antibody technology; ICOTYDE was discovered through a collaboration with Protagonist Therapeutics – Janssen retains exclusive rights to develop and commercialize for a broad range of indications; JNJ-4804 R&D co-funding agreement with Royalty Pharma plc
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.
Other	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., 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.; UPTRAVI license and supply agreement with Nippon Shinyaku (co-promotion in Japan), and OPSUMIT co-promotion agreement with Nippon Shinyaku in Japan

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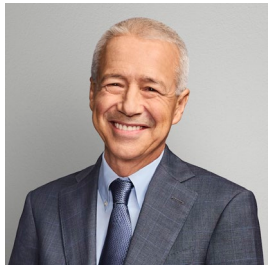
Agenda

1. CEO Remarks
2. Sales performance and earnings review
3. Capital allocation 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

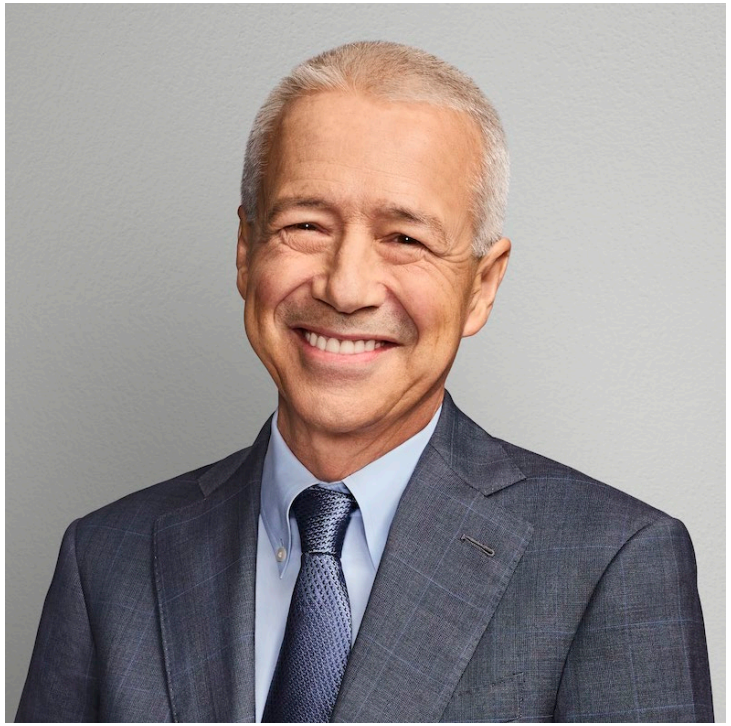
Tim Schmid
Executive Vice President,
Worldwide Chairman,
MedTech

Ryan Koors
Vice President,
Investor Relations

J&J

Joaquin Duato

Chairman and Chief Executive Officer

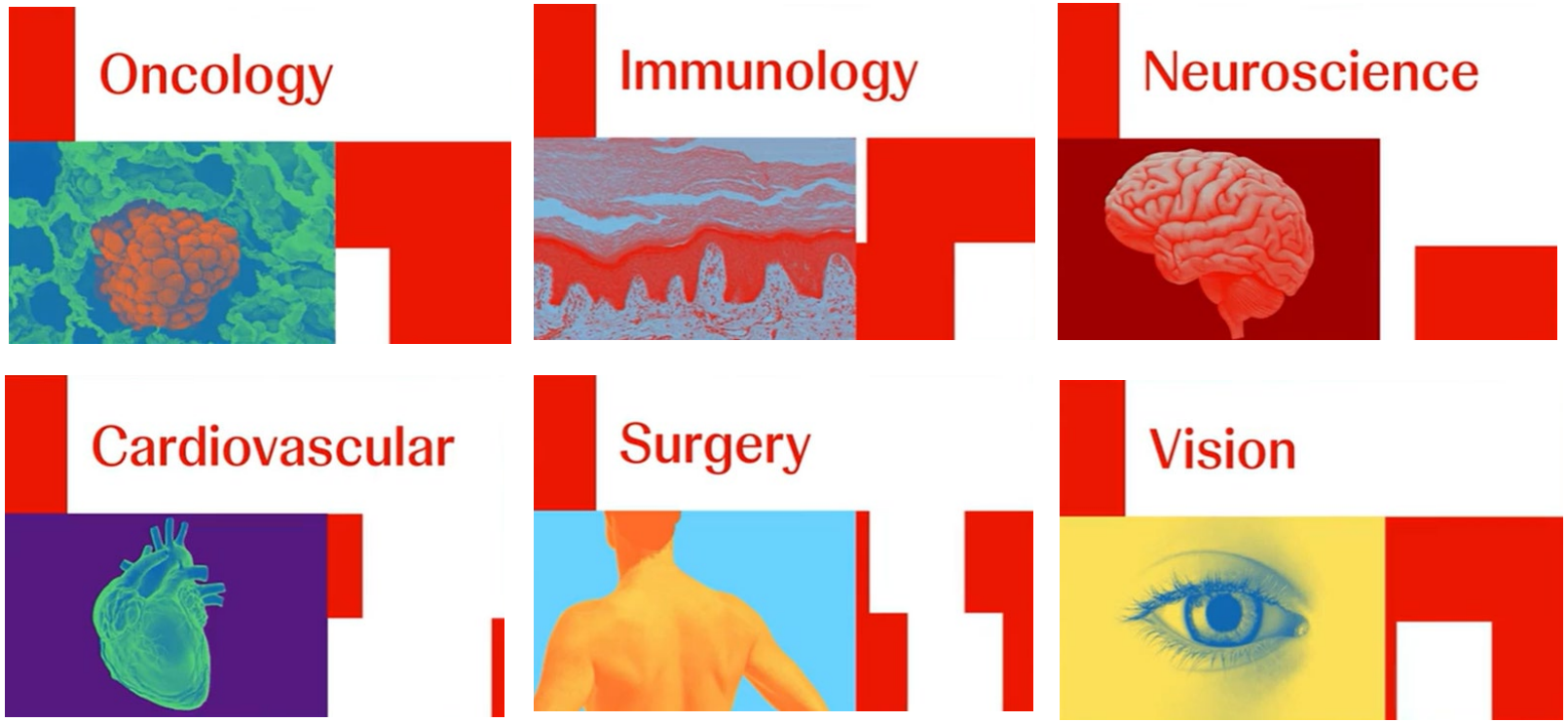


Q2 Earnings Summary

5.6%

operational sales growth[1,2]

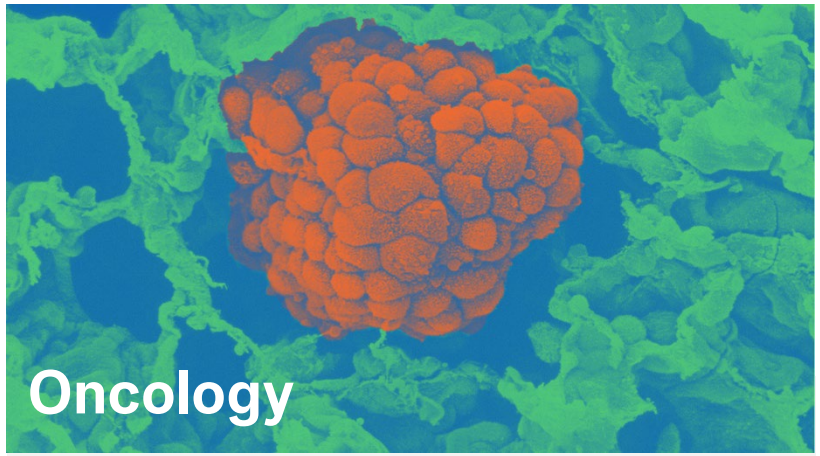
Six key businesses driving growth



[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 (460) basis point headwind from STELARA

Innovative Medicine: 6.8% operational sales growth[1,2]



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)

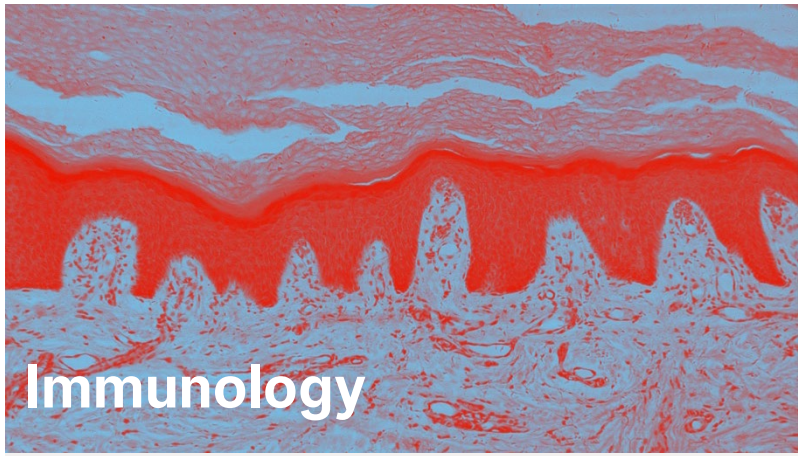
inlexzo® gemcitabine intravesical system

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



ICOTYDE™ (icotrokinra) tablets

Tremfya® (guselkumab)

imaavy™ (nipocalimab-aahu)

Simponi® golimumab

Simponi ARIA® golimumab for infusion

Remicade® INFLIXIMAB

Stelara® (ustekinumab)

CAPLYTA® (lumateperone) capsules 42 mg

INVEGA SUSTENNA® paliperidone palmitate extended-release injectable suspension

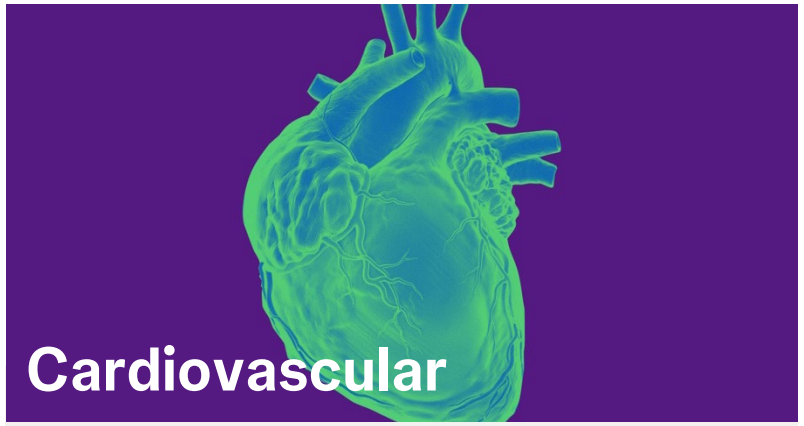
INVEGA TRINZA® paliperidone palmitate extended-release injectable suspension
273 mg, 410 mg, 546 mg, 819 mg

Spravato™ (esketamine) CII nasal spray

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

[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 (760) basis point headwind from STELARA
Note: Includes existing products and planned future launches

MedTech: 3.6% operational sales growth[1]



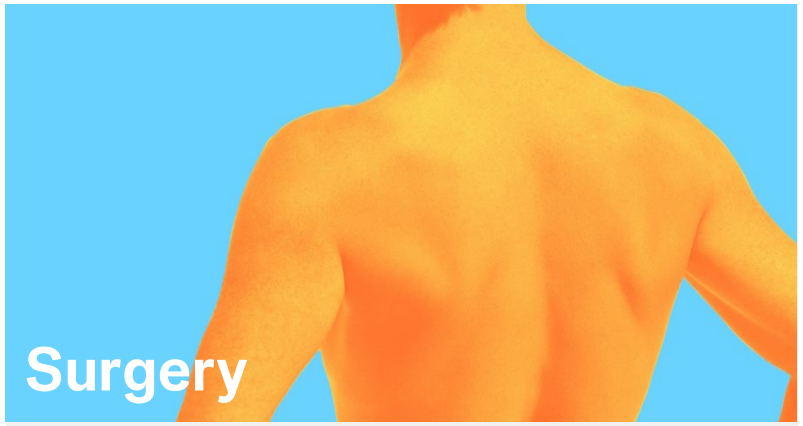
VARIPULSE™ Platform

Dual Energy THERMOCOOL SMARTTOUCH™ SF Catheter

Shockwave Intravascular Lithotripsy System

Impella® Heart Pump Technology

OMNYPULSE™ Catheter



ETHICON™ 4000 Surgical Stapler

OTTAVA™ Robotic Surgical System

MONARCH™ Flexible Robotics Platform

ACUVUE® OASYS 1-Day Family

TECNIS Odyssey™

TECNIS PureSee™

[1]Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the company's website
Note: Includes existing products and planned future launches

Leading the next wave of healthcare innovation

Ryan Koors

Vice President,
Investor Relations

2nd Quarter 2026 sales

Dollars in billions

Regional sales results	Q2 2026	Q2 2025	% Change	
			Reported	Operational[1]
U.S.	**$14.5**	**$13.5**	**7.3%**	**7.3%**
Europe	5.7	5.4	6.3	3.3
Western Hemisphere (ex U.S.)	1.3	1.2	8.5	2.7
Asia-Pacific, Africa	3.7	3.6	3.8	3.9
International	**10.8**	**10.2**	**5.7**	**3.4**
Worldwide (WW)	**$25.3**	**$23.7**	**6.6%**	**5.6%**

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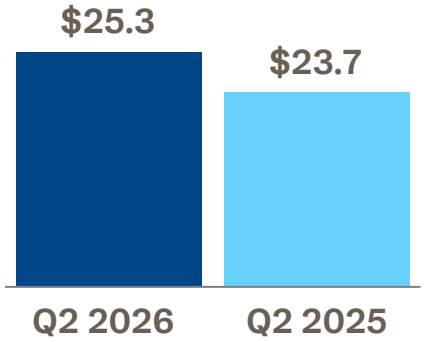
[1] Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules on the Investor Relations section of the company's website

Note: Values may be rounded

2nd Quarter 2026 financial highlights

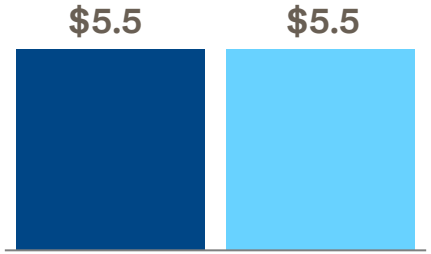
Dollars in billions, except EPS
Reported %; Operational %[1]

Sales



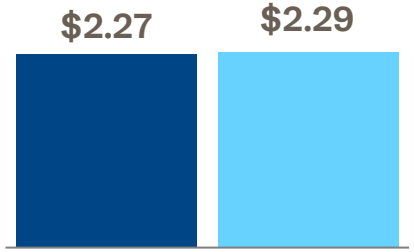
6.6%; **5.6%**[1]

GAAP earnings



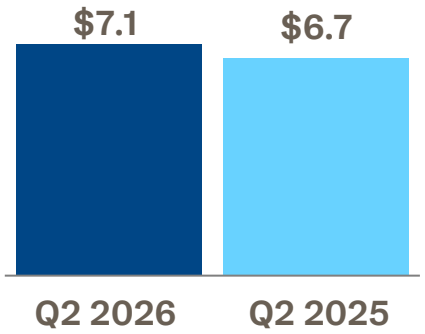
(0.1)%

GAAP EPS



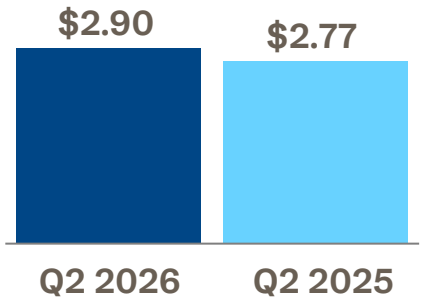
(0.9)%

Adjusted earnings[2]



5.7%

Adjusted EPS[2]



4.7%; **3.2%**[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 – 2nd quarter 2026

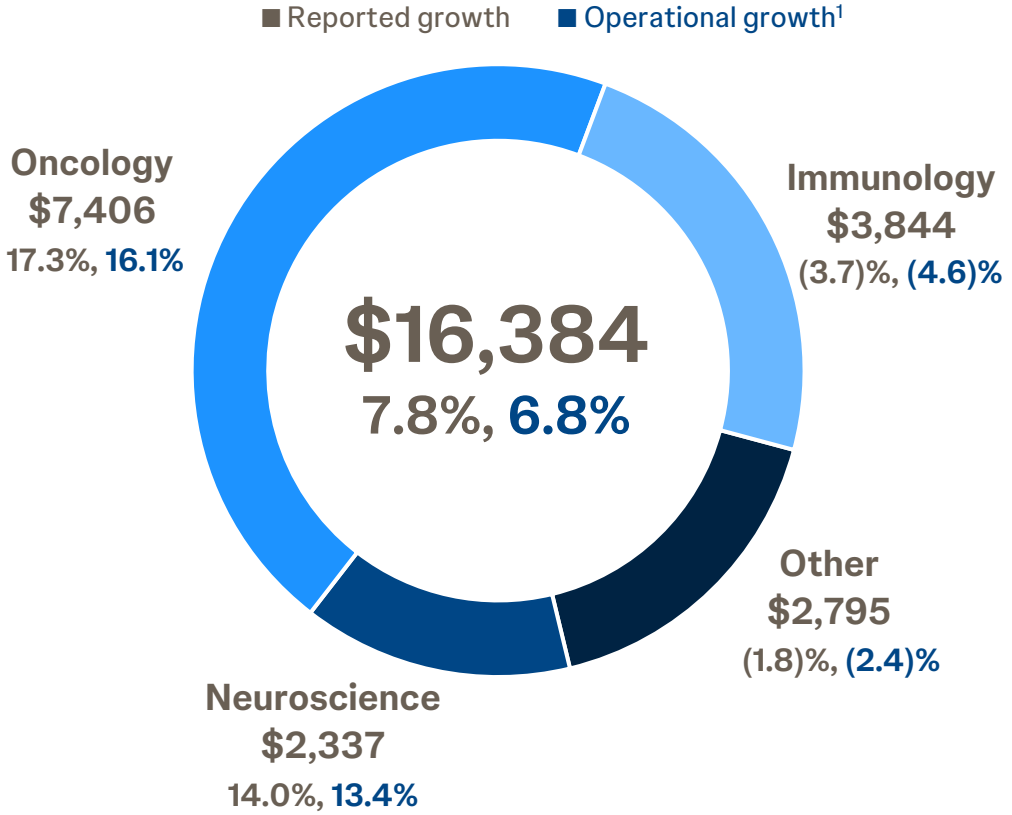
Strong operational growth[1] of 6.8% driven primarily by new product launches

Stelara impacted results[1] by ~(760) basis points

Reported: WW 7.8%, U.S. 8.9%, Int'l 6.0%

Operational[1]: WW 6.8%, U.S. 8.9%, Int'l 3.6%

WW sales $MM



Key drivers of operational performance[1]

Oncology	• DARZALEX increase primarily driven by strong share gains and market growth • CARVYKTI increase driven by share gains and continued site expansion • TECVAYLI growth driven by launch uptake, share gains following U.S. TECVAYLI + DARZALEX FASPRO approval, and from expansion in the community setting • TALVEY growth driven by share gains from expansion in the community setting • RYBREVANT/LAZCLUZE growth driven by launch uptake and share gains • ERLEADA increase driven by continued share gains in mCSPC and market growth, partially offset by unfavorable patient mix and inventory dynamics • IMBRUVICA decrease driven by share loss due to continued competitive pressure and unfavorable patient mix
Immunology	• TREMFYA growth due to share gains across all indications with significant IBD launch momentum and market growth • SIMPONI/SIMPONI ARIA and REMICADE decrease driven by share loss, biosimilar competition, and unfavorable patient mix, partially offset by market growth • STELARA decline driven by the impact of biosimilar competition, increasing adoption of novel classes, and unfavorable patient mix • OTHER IMMUNOLOGY increase driven by IMAAVY and ICOTYDE in the U.S.
Neuroscience	• SPRAVATO growth driven by continued increased physician and patient demand • CAPLYTA growth driven by strong continued momentum in the aMDD launch • INVEGA SUSTENNA / XEPLION / INVEGA TRINZA / TREVICTA increase primarily driven by favorable patient mix, partially offset by share loss and inventory dynamics
Other	• UPTRAVI increase driven by market and share growth, partially offset by unfavorable patient mix • OPSUMIT/OPSYNVI growth driven by share gains and market growth, partially offset by U.S. LOE-related inventory burn • PREZISTA / PREZCOBIX / REZOLSTA / SYMTUZA decrease driven by declines in share and market, partially offset by favorable patient mix • XARELTO increase driven by favorable patient mix, partially offset by continued share erosion

Adjusted operational sales[2]: WW 6.9%, U.S. 8.9%, Int'l 3.8%

[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

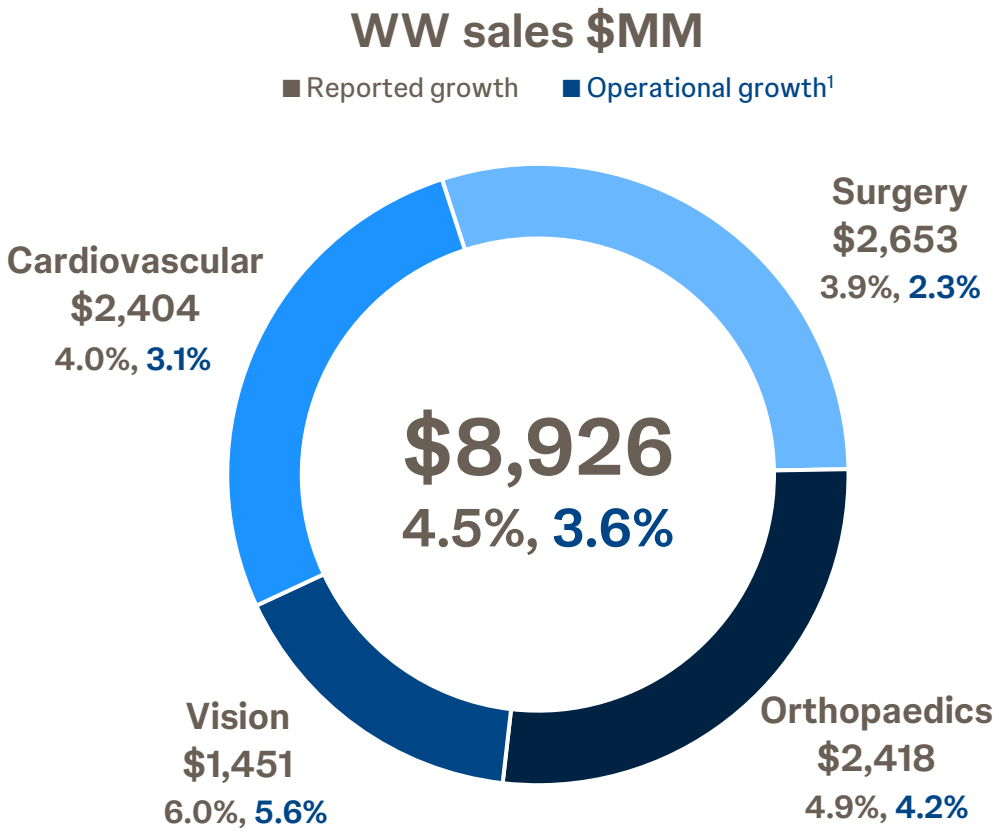
Note: Values may be rounded

MedTech highlights – 2nd quarter 2026

Solid operational growth[1] of 3.6% driven primarily by commercial execution and innovation

Reported: WW 4.5%, U.S. 3.9%, Int'l 5.2%

Operational[1]: WW 3.6%, U.S. 3.9%, Int'l 3.2%



Key drivers of operational performance[1]	
Cardiovascular	• **Electrophysiology**: Increase driven by procedure growth, commercial execution, new product performance (VARIPULSE, TRUPULSE, NUVISION and CRYSTAL), partially offset by competitive pressures in PFA and China inventory dynamics • **Abiomed**: Decline driven by lower U.S. procedure volumes, partially offset by continued OUS growth including sustained adoption of Impella 5.5 • **Shockwave:** Double-digit growth driven by continued strong adoption of Coronary and Peripheral portfolios and new product launches (AERO C2)

Surgery	• **Advanced:**
	  • **Biosurgery:** ~ +9% growth driven by continued strength of the portfolio and commercial execution, partially offset by the impact of the surgery transformation program and VBP in China
	  • **Endocutters:** ~ -5% due to competitive pressures and VBP in China
	  • **Energy:** ~ -1% driven by impact of the surgery transformation program, VBP in China, and competitive pressures, partially offset by new product launches
	• **General:** Increase primarily due to technology penetration and upgrades within our differentiated Wound Closure portfolio (Barbed & PLUS Sutures) and market expansion, partially offset by VBP in China

Vision	• **Contact Lenses/Other:** Increase driven by strong performance of the ACUVUE OASYS 1-Day family of products including recent launches and strategic price actions, partially offset by inventory dynamics • **Surgical:** Growth driven by strength of recent product innovations, robust demand for premium IOLs, and strong commercial execution, partially offset by competitive pressures in the U.S.
Orthopaedics	**Growth across all platforms primarily driven by new product launches and strong commercial execution:** • **Hips:** Increase driven by new product launches (EMPHASYS) • **Knees:** Increase driven by strength of the ATTUNE portfolio, in part driven by pull through related to the VELYS Robotic assisted solutions • **Trauma:** Growth driven by recently launched products (VOLT) • **Spine, Sports & Other:** Increase driven by new product innovations as well as growth in shoulders, partially offset by competitive pressures and inventory dynamics

Adjusted operational sales[2]: WW 3.7%, U.S. 4.1%, Int'l 3.2%

[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

Note: Values may be rounded

Condensed consolidated statement of earnings

2nd Quarter 2026

(Unaudited; Dollars and shares in millions except per share figures)	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$25,310	100.0	$23,743	100.0	6.6
Cost of products sold	8,051	31.8	7,628	32.1	5.5
Gross Profit	**17,259**	**68.2**	**16,115**	**67.9**	**7.1**
Selling, marketing and administrative expenses	6,432	25.4	5,889	24.8	9.2
Research and development expense	3,653	14.4	3,516	14.8	3.9
Interest (income) expense, net	62	0.2	48	0.2	
Other (income) expense, net	331	1.3	107	0.5	
Restructuring	34	0.2	64	0.3	
Earnings before provision for taxes on income	6,747	26.7	6,491	27.3	3.9
Provision for taxes on income	1,213	4.8	954	4.0	27.1
Net Earnings	**$5,534**	**21.9**	**$5,537**	**23.3**	**(0.1)**
Net earnings per share (Diluted)	$2.27		$2.29		(0.9)
Average shares outstanding (Diluted)	2,440.1		2,419.1		
Effective tax rate	18.0%		14.7%		
Adjusted earnings before provision for taxes and net earnings[1]					
Earnings before provision for taxes on income	$8,660	34.2	$8,188	34.5	5.8
Net earnings	$7,081	28.0	$6,699	28.2	5.7
Net earnings per share (Diluted)	$2.90		$2.77		4.7
Effective tax rate	18.2%		18.2%		

[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

2nd Quarter 2026

(Unaudited; Dollars in millions)

Innovative Medicine

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$16,384	100.0	$15,202	100.0	7.8
Cost of products sold	3,505	21.4	3,180	20.9	10.2
Gross Profit	**$12,879**	**78.6**	**$12,022**	**79.1**	**7.1**
Selling, marketing and administrative expenses	3,130	19.1	2,789	18.3	12.2
Research and development expense	2,875	17.5	2,869	18.9	0.2
Other segment items [1]	(84)	(0.5)	(129)	(0.8)	
Adjusted segment income before tax [2]	**$6,958**	**42.5**	**$6,493**	**42.7**	**7.2**

MedTech

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	$8,926	100.0	$8,541	100.0	4.5
Cost of products sold	3,236	36.3	3,142	36.8	3.0
Gross Profit	**$5,690**	**63.7**	**$5,399**	**63.2**	**5.4**
Selling, marketing and administrative expenses	3,052	34.2	2,862	33.4	6.6
Research and development expense	776	8.7	690	8.1	12.5
Other segment items [1]	(105)	(1.2)	(53)	(0.6)	
Adjusted segment income before tax [2]	**$1,967**	**22.0**	**$1,900**	**22.2**	**3.5**

Enterprise

	2026		2025		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Adjusted income before tax [2]	**$8,660**	**34.2**	**$8,188**	**34.5**	**5.8**

[1] Includes other Income and Expense

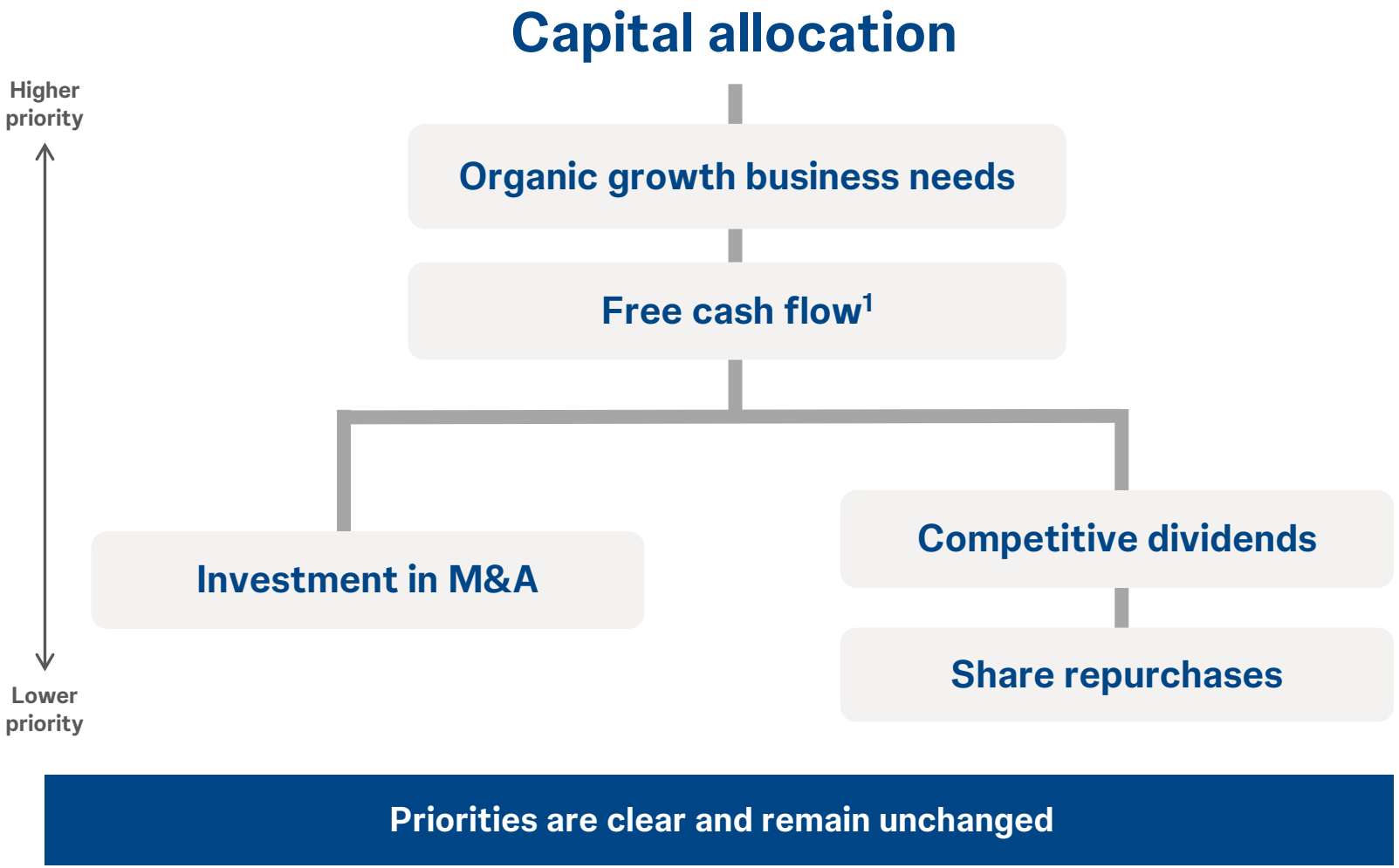
[2] Non-GAAP measure; excludes intangible amortization expense and special items; see reconciliation schedules on the Investor Relations section of the company's website

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	Q2 2026
Cash and marketable securities	$20.8
Debt	($49.0)
Net debt	($28.2)
Free cash flow[1,2]	~$8.7

Note: Values may be rounded

Q2 2026:

$3.7B invested in R&D

$7.2B year-to-date

$3.3B in dividends paid to shareholders

$6.4B year-to-date

[1] Non-GAAP measure; defined as cash flow from operating activities, less additions to property, plant and equipment
[2] Estimated as of July 15, 2026. Cash flow from operations, the most directly comparable GAAP financial measure, will be included in subsequent SEC filings

Note: Values may be rounded

2026 P&L guidance

Operational[2] sales guidance of 6.8% and adjusted operational EPS[2,4] at 7.3% (midpoints)

	July 2026	April 2026	Comments
Adjusted operational sales[1,2]	6.2% - 6.8%	5.6% - 6.6%	Tightening range; Increasing midpoint to 6.5%
Operational sales[2]	$100.3B - $100.9B 6.5% - 7.1%	$99.7B - $100.7B 5.9% - 6.9%	Tightening range; Increasing midpoint by $0.4B to 6.8%
Estimated reported sales[3]	$100.8B - $101.4B 7.0% - 7.6%	$100.3B - $101.3B 6.5% - 7.5%	Tightening range; Increasing midpoint by $0.3B to 7.3% FX impact of ($0.1B) or (0.1)%
Adjusted pre-tax operating margin[4,5]	Increase of approximately 75 bps	Increase of at least 50 bps	Increasing
Net other income[4]	$1.0 - $1.2 billion	$1.0 - $1.2 billion	Maintaining
Net interest expense / (income)	$250 - $350 million	$300 - $400 million	Decreasing
Effective tax rate[4]	17.0% - 18.0%	17.5% - 18.5%	Decreasing
Adjusted EPS (operational)[2,4]	$11.50 - $11.65 6.6% - 8.0%	$11.30 - $11.50 4.7% - 6.7%	Tightening range; Increasing midpoint by $0.18 to 7.3%
Adjusted EPS (reported)[3,4]	$11.60 - $11.75 7.5% - 8.9%	$11.45 - $11.65 6.1% - 8.1%	Tightening range; Increasing midpoint by $0.13 to 8.2% FX impact of ($0.05) or (0.5)%

[1] Non-GAAP measure; excludes acquisitions and divestitures
[2] Non-GAAP measure; excludes the impact of translational currency
[3] Calculated using Euro Average Rate: July 2026 = $1.15 and April 2026 = $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

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Anticipated 2026 milestones[1] driving long-term value creation

Innovative Medicine

TECVAYLI + TALVEY in RRMM

Pasritamig in prostate cancer

JNJ-6413 in prostate cancer

INLEXZO in HR NMIBC

ICOTYDE in PsA

CAPLYTA in bipolar mania

TREMFYA in PsA SD

nipocalimab in WAIHA and SLE

MedTech

Dual Energy THERMOCOOL STSF

C2 Aero Catheters

VARIPULSE Pro

OTTAVA

ETHICON 4000

TECNIS PureSee IOL

MONARCH Urology

VOLT suite of products

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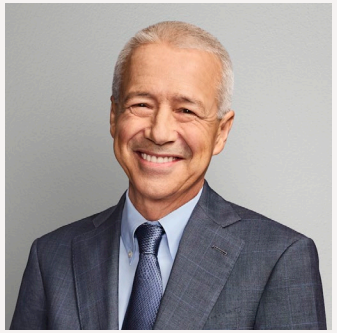
[1] List above is not inclusive of all 2026 anticipated milestones across approvals, planned submissions, potential clinical data presentations, and launches

RRMM: Relapsed/refractory multiple myeloma; HR NMIBC: High-risk non-muscle invasive bladder cancer; PsA: Psoriatic arthritis; PsA SD: Psoriatic arthritis structural damage; WAIHA: Warm autoimmune hemolytic anemia; SLE: Systemic lupus erythematosus; STSF: SMARTTOUCH Surround Flow; IOL: Intraocular lens

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

Ryan Koors
Vice President,
Investor Relations

Johnson&Johnson

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Johnson & Johnson Innovative Medicine Pipeline
Key Events in 2026*

POTENTIAL APPROVALS US/EU

- ✓ US **TREMFYA (guselkumab)**
  Psoriatic Arthritis Structural Damage (APEX)
- ✓ US EU **ICOTYDE (icotrokinra)**
  Psoriasis (ICONIC)
- US **nipocalimab**
  Warm Autoimmune Hemolytic Anemia (ENERGY)
- EU **AKEEGA (niraparib/abiraterone)**
  M1 Metastatic Castration-Sensitive Prostate Cancer (AMPLITUDE)
- ✓ US **DARZALEX (daratumumab)**
  Frontline multiple myeloma transplant ineligible (CEPHEUS)
- ✓ US EU **TECVAYLI (teclistamab)**
  Multiple Myeloma 1-3PLs (MajesTEC-3)
- EU **TECVAYLI (teclistamab)**
  Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)

PLANNED SUBMISSIONS US/EU

- ✓ US **nipocalimab**
  Warm Autoimmune Hemolytic Anemia (ENERGY)
- US **CAPLYTA (lumateperone)**
  Bipolar Mania
- US EU **ERLEADA (apalutamide)**
  Localized Prostate Cancer (ATLAS)
- US EU **ERLEADA (apalutamide)**
  High Risk Prostate Cancer (PROTEUS)
- US **bleximenib**
  Relapsed Refractory Acute Myeloid Leukemia (cAMeLot-1)
- ✓ US ✓ EU **TALVEY (talquetamab)**
  Relapsed Refractory Multiple Myeloma A-CD38 Naïve (MonumenTAL-3)
- US EU **TALVEY (talquetamab)**
  Relapsed Refractory Multiple Myeloma CD38 exposed (MonumenTAL-6)
- ✓ US ✓ EU **TECVAYLI (teclistamab)**
  Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)
- ✓ EU **TECVAYLI (teclistamab)**
  Multiple Myeloma 1-3PLs (MajesTEC-3)
- ✓ US **RYBREVANT (amivantamab)**
  Head and Neck Cancer (ORIGAMI-4)
- US EU **INLEXZO (gemcitabine intravesical delivery system)**
  High Risk Non Muscle Invasive Bladder Cancer BCG Experienced (SunRISe-5)

POTENTIAL CLINICAL DATA PRESENTATIONS[1]

Phase III

- ✓ **ICOTYDE (icotrokinra)**
  Psoriasis (ICONIC-ADVANCE 1&2 Update)
- **ICOTYDE (icotrokinra)**
  Psoriasis (ICONIC-ASCEND)
- **icotrokinra**
  Psoriatic Arthritis (ICONIC-PsA)
- **ICOTYDE (icotrokinra)**
  Psoriasis (ICONIC-TOTAL Update)
- **CAPLYTA (lumateperone)**
  Bipolar Mania (ITI-007-452)
- ✓ **nipocalimab**
  Warm Autoimmune Hemolytic Anemia (ENERGY)
- **ERLEADA (apalutamide)**
  Localized Prostate Cancer (ATLAS)
- ✓ **ERLEADA (apalutamide)**
  High Risk Prostate Cancer (PROTEUS)
- ✓ **TALVEY (talquetamab)**
  Relapsed Refractory Multiple Myeloma A-CD38 Naïve (MonumenTAL-3)
- **TALVEY (talquetamab)**
  Relapsed Refractory Multiple Myeloma CD38 exposed (MonumenTAL-6)
- ✓ **TECVAYLI (teclistamab)**
  Relapsed Refractory Multiple Myeloma CD38 exposed (MajesTEC-9)
- **INLEXZO (gemcitabine intravesical delivery system)**
  High Risk Non Muscle Invasive Bladder Cancer BCG Experienced (SunRISe-5)

Phase I/ II

- ✓ **JNJ-4804 Co-antibody Therapy**
  Ulcerative Colitis (DUET-UC)
- ✓ **JNJ-4804 Co-antibody Therapy**
  Crohn's Disease (DUET-CD)
- ✓ **JNJ-4804 Co-antibody Therapy**
  Psoriatic Arthritis (AFFINITY)
- ✓ **nipocalimab**
  Systemic Lupus Erythematosus (JASMINE)
- **bleximenib**
  Relapsed Refractory Acute Myeloid Leukemia (cAMeLot-1)
- **pasritamig + JNJ-9401**
  Prostate Cancer (PCR1001)
- **JNJ-6143 (HLD-0915)**
  Prostate Cancer (FIH Update)

✓ = Achieved

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 July 15, 2026 to the best of the Company's knowledge. Johnson & Johnson assumes no obligation to update this information.

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