

The largest and most diversified healthcare company in the world.

Our Purpose

We blend **Science** and **Ingenuity** to profoundly change the trajectory of health for humanity.

Our People



132,000 employees who serve more than 1 billion patients each day

Strong Global Position in 3 Key Segments



Consumer Health



Pharmaceuticals



Medical Devices

Our broad-based advantages



Create and access growth opportunities



Strategic partner of choice



Partner with governments & public health organizations



Broader offerings of products & solutions



Leverage enterprise efficiencies and capabilities



Key industry recognitions



#1 100 Best Companies



#8 The Best-Managed Companies of 2019



#16 100 Best Corporate Citizens, 2019



#17 World's Most Admired Companies List. *Only healthcare company in top 30*



Environmental, Social & Governance



"A" CDP rating in both Climate Change & Water Security



100% Aspire to power all facilities with renewable energy by 2050



\$500MM Committed to accelerate the development and delivery of innovations to end HIV and Tuberculosis

Value creation through:

Absolute R&D investment¹



U.S.



Globally



Total R&D

Acquisitions, Licensing, & Strategic Partnerships



Major Acquisitions and Noteworthy Licensing Agreements



Innovation Deals



New Equity Investments

¹Per Capital IQ.

Delivering on our financial, quality and innovation commitments; and continuing to optimize our portfolio

Our Capital Allocation Priorities



Fuel internal growth opportunities



Deliver competitive dividend



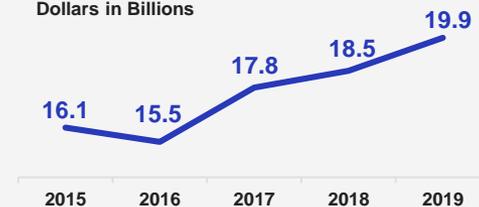
Pursue value creating mergers, acquisitions, & licensing agreements



Execute share repurchase programs

Free Cash Flow¹

Dollars in Billions



A Strong, Consistent, Sustainable Business



Consecutive years of adjusted operational earnings growth²



Consecutive years of dividend increases³

11.8%

10-Year total return to shareholders

~25%

of sales come from products launched in the past 5 years

~70%

of sales come from #1 or #2 global market share position

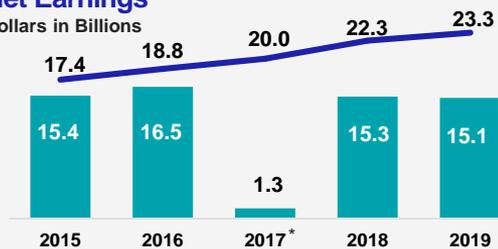
Sales by Geographic Area

Dollars in Billions



Net Earnings

Dollars in Billions



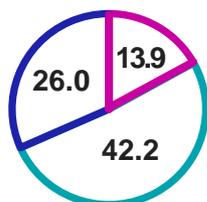
Earnings Per Share

Dollars



Sales by Business Segment

Dollars in Billions



Percent Change vs. 2018

	Reported	Operational ⁴	Adjusted Operational ⁵
Consumer Health ⁶	0.3%	3.0%	1.4%
Pharmaceutical	3.6	5.8	5.8
Medical Devices	-3.8	-1.7	3.9
Worldwide	0.6%	2.8%	4.5%

26 Platforms / Products over \$1B in Annual Sales⁷

\$1B+ Platforms/Products (14)						\$2B+ Platforms/Products (12)					
Opsumit mactantr	Biosurgery	Endcutters	Energy	Hips	Johnson's baby	DARZALEX (daratumumab)	imbruvica (ibrutinib) 150mg capsules	INVEGA SUSTENNA Lurasidone Sustained Release Tablets	Contact Lens	Electrocardiography	Electrocardiography
Tremfya (guselkumab)	Knees	Spine	Surgical Vision	LISTERINE	Neutrogena	Stelara (ustekinumab)	Remicade (infliximab)	Simponi* (golimumab)	Trauma	Wound Closure	Wound Closure
PREZISTA (darunavir) tablets				TYLENOL		Xarelto (rivaroxaban)	Zytiga (abiraterone)				

Note: All data included is based on 2019 full year, unless noted otherwise. Reference Non-GAAP reconciliation schedules in the Investors section at Investor.jnj.com. ¹ Non-GAAP measure; defined as operating cash flow less capital spending. ² Non-GAAP measure; excludes intangible amortization expense, special items and the impact of translational currency. ³ Includes dividend declared in April 2020. ⁴ Non-GAAP measure; excludes the impact of translational currency. ⁵ Non-GAAP measure; excludes the net impact of acquisitions and divestitures and translational currency. ⁶ Previously referred to as Consumer. ⁷ SIMPONI includes SIMPONI and SIMPONI ARIA; PREZISTA includes PREZISTA AND PREZCOBIX. ⁸ Non-GAAP measure; excludes intangible amortization expense, and special items