

3rd Quarter 2021 Results

3rd Quarter 2021 Sales

Worldwide Increased ▲
\$23.3B **10.7%** | Excluding acquisitions/divestitures on an operational basis | Worldwide Increased ▲
10.6%*

Diluted Earnings Per Share

Increased ▲
\$1.37 **3.0%**

Adjusted Diluted Earnings Per Share*

Increased ▲
\$2.60 **18.2%**



“Our third-quarter results demonstrate solid performance across Johnson & Johnson, driven by robust above-market results in Pharmaceuticals, ongoing recovery in Medical Devices, and strong growth in Consumer Health. In the face of evolving marketplace dynamics resulting from the effects of COVID-19 and other global trends, we have continued to demonstrate the responsiveness and agility required to meet the needs of our stakeholders, while also successfully investing in a pipeline of innovation and key commercial platforms to drive our future growth. I am incredibly proud of our Company’s transformative growth over the last decade. As I prepare to transition the role of CEO to Joaquin Duato in January, I want to extend my deepest gratitude to our colleagues around the globe who work tirelessly to deliver solutions to address the world’s most urgent and unmet healthcare challenges.”

Alex Gorsky
 Chairman and Chief Executive Officer
 Johnson & Johnson

\$3.7 Billion



Worldwide Consumer Health Sales

Consumer Health worldwide reported sales increased 5.3% or 4.1% operationally¹. Primary operational drivers:



\$13.0 Billion



Worldwide Pharmaceutical Sales

Pharmaceutical worldwide reported sales increased 13.8% or 13.2% operationally¹. Primary operational drivers:

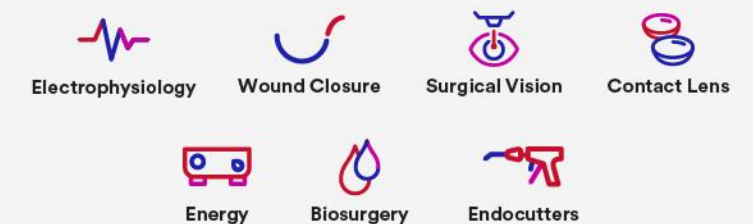


\$6.6 Billion



Worldwide Medical Devices Sales

Medical Devices worldwide reported sales increased 8.0% or 7.0% operationally¹. Primary operational drivers:



Note: values may have been rounded

For full financial data and non-GAAP reconciliations, please refer to Johnson & Johnson’s earnings release issued on October 19, 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.

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

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 19, 2021, 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.

3rd Quarter 2021 Earnings Call

October 19, 2021

Johnson & Johnson

Cautionary Note on Forward-looking Statements

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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/ INVEGA HAFYERA 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., has 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, PROCIT/ 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 is licensed from Regents of California and Memorial Sloan Kettering, cilta-cel licensed and developed in collaboration with Legend Biotech USA Inc. and Legend Biotech Ireland Limited, niraparib licensed from TESARO, Inc., an oncology-focused business within GSK, lazertinib licensed from Yuhan Corporation, DuoBody platform licensed from Genmab A/S relates to several bispecific antibody programs, ENHANZE platform licensed from Halozyme Therapeutics, Inc.
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



Ashley McEvoy

Executive Vice President
Worldwide Chairman,
Medical Devices



Thibaut Mongon

Executive Vice President
Worldwide Chairman,
Consumer Health



Jennifer Taubert

Executive Vice President
Worldwide Chairman,
Pharmaceuticals



Joseph J. Wolk

Executive Vice President
Chief Financial Officer

3rd Quarter 2021 Sales

Dollars in Billions Regional Sales Results	Q3 2021	Q3 2020	% CHANGE	
			Reported	Operational¹
U.S.	\$12.0	\$11.1	7.9%	7.9%
Europe	5.6	4.8	15.9	14.6
Western Hemisphere (ex U.S.)	1.5	1.3	15.7	13.4
Asia-Pacific, Africa	4.3	3.9	10.5	8.5
International	11.4	10.0	13.8	12.1
Worldwide (WW)	\$23.3	\$21.1	10.7%	9.9%

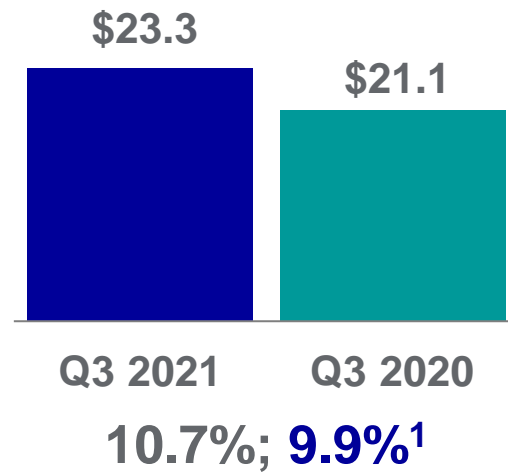


¹ Non-GAAP measure; excludes the impact of translational currency; see reconciliation schedules in the Investors section of the [company's website](#)
Note: Values may not add due to rounding

3rd Quarter 2021 Financial Highlights

Dollars in Billions, except EPS
Reported %; **Operational %**¹

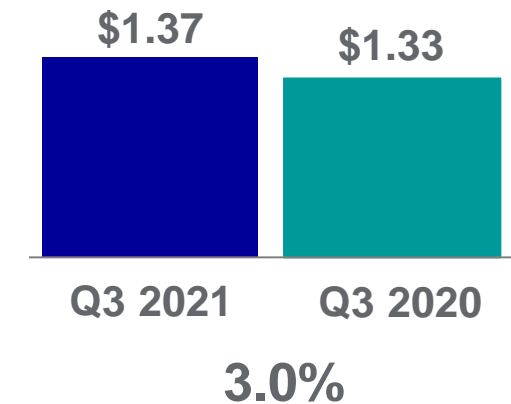
Sales



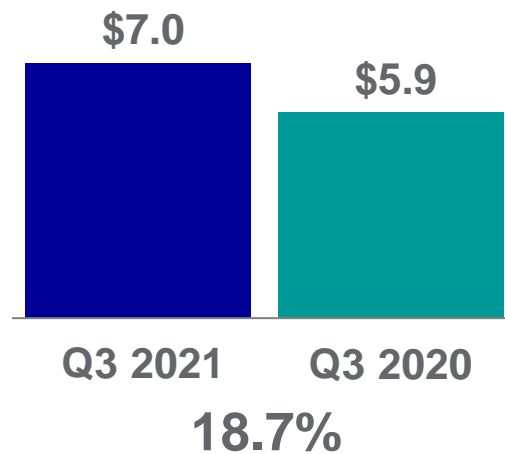
GAAP Earnings



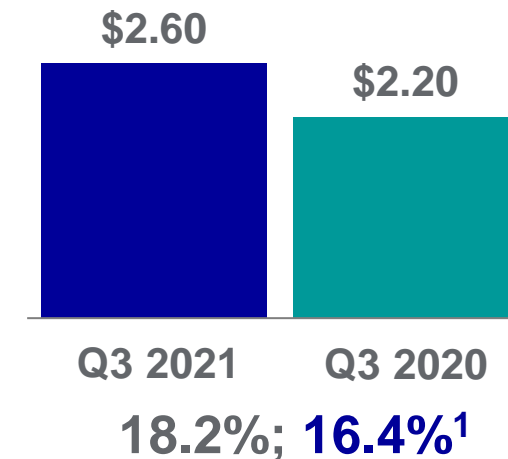
GAAP EPS



Adjusted Earnings²



Adjusted EPS²



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Consumer Health Highlights – 3rd Quarter 2021

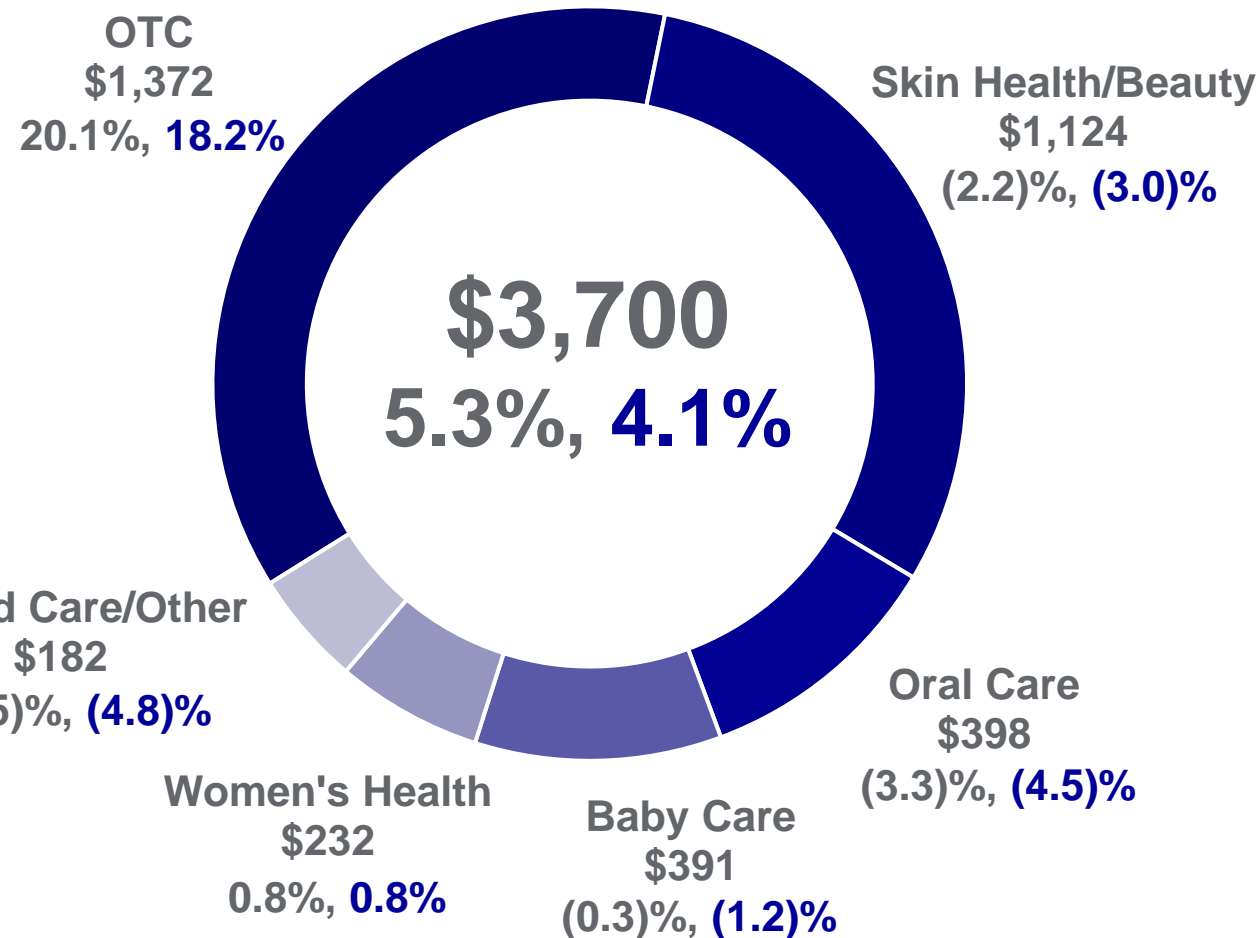
Strong growth primarily driven by OTC

Reported: WW 5.3%, U.S. 4.5%, Int'l 5.9%

Operational¹: WW 4.1%, U.S. 4.5%, Int'l 3.7%

WW Sales \$MM

■ Reported Growth ■ Operational Growth¹



Key Drivers of Operational Performance¹

OTC	<ul style="list-style-type: none"> Growth driven by increased pediatric fever incidences, category recovery for Cough, Cold & Flu and Digestive Health, as well as U.S. share gains across multiple brands. Outside the U.S., TYLENOL vaccine symptom relief usage mostly in Korea, MOTRIN consumption increases in China, and ORSL HCP COVID-19 symptom relief recommendations also drove growth.
Skin Health/Beauty	<ul style="list-style-type: none"> Decline driven by DR. CI LABO - Sedona divestiture in ASPAC, U.S. external supply constraints and Sun aerosol recall partially offset by WW COVID-19 recovery and e-commerce growth as well as strong OUS performance of AVEENO and NEUTROGENA
Oral Care	<ul style="list-style-type: none"> Decline driven by divestiture and U.S. external supply constraints partially offset by market growth in the U.S. along with strong performance in ASPAC due to successful brand building and promotional campaigns
Baby Care	<ul style="list-style-type: none"> Decline driven by COVID-19 related lockdowns in parts of ASPAC coupled with competitive pressures in that region partially offset by WW AVEENO Baby strength
Women's Health	<ul style="list-style-type: none"> Growth driven by COVID-19 market recovery, favorable price in LATAM offset by disruptions in EMEA due to flooding
Wound Care/Other	<ul style="list-style-type: none"> Decline driven by lapping prior year stocking, OUS competitive pressures partially offset by U.S. category growth

Adjusted Operational Sales²: WW 5.7%, U.S. 5.1%, Int'l 6.1%



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Pharmaceutical Highlights – 3rd Quarter 2021

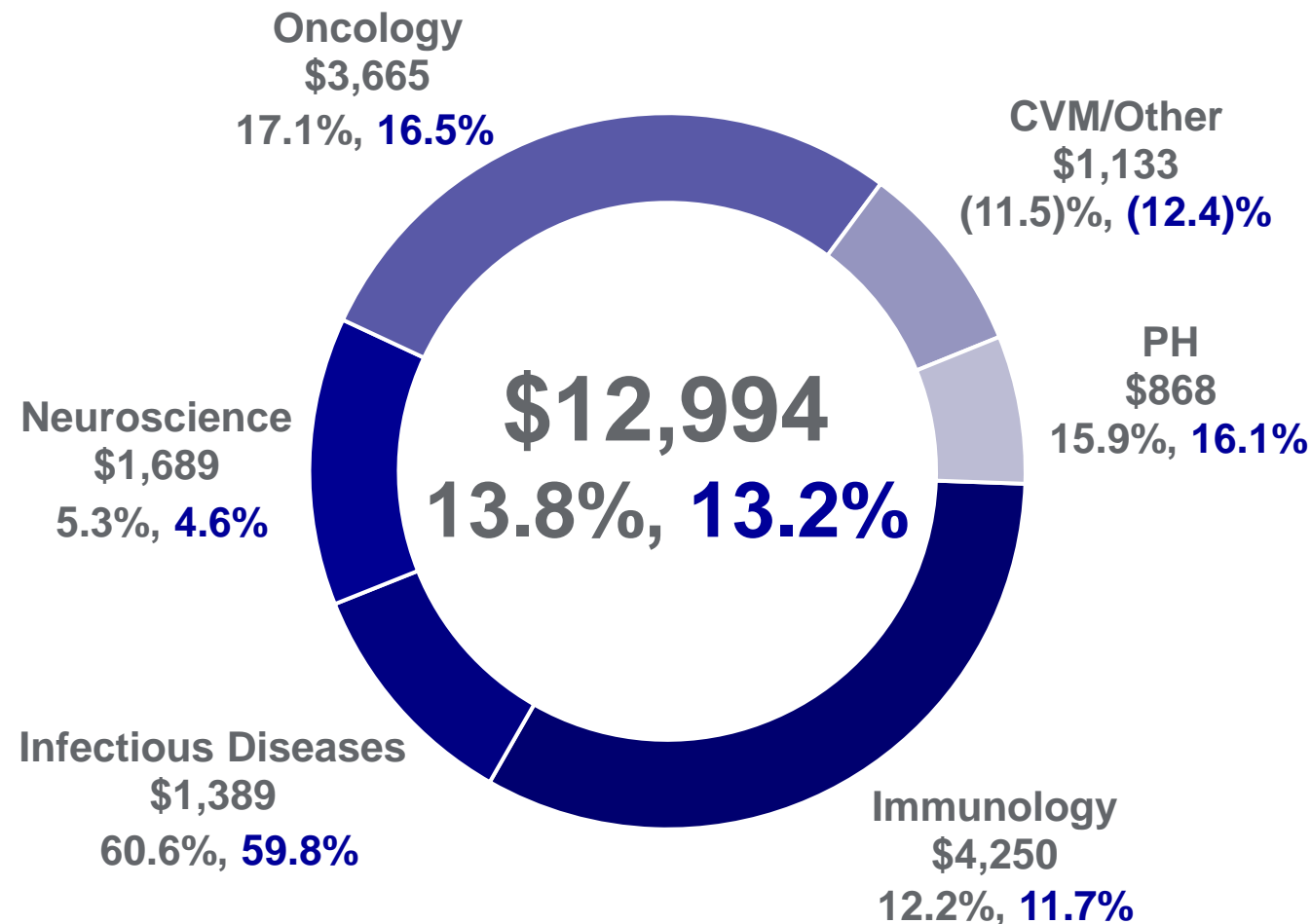
Continued above-market performance driven by double-digit growth in key products

Reported: WW 13.8%, U.S. 12.2%, Int'l 15.9%

Operational¹: WW 13.2%, U.S. 12.2%, Int'l 14.6%

WW Sales \$MM

■ Reported Growth ■ Operational Growth¹



Key Drivers of Operational Performance¹

Immunology	<ul style="list-style-type: none"> Growth driven by continued strong uptake of STELARA in Crohn's Disease and Ulcerative Colitis, strength of TREMFYA in Psoriasis and uptake in Psoriatic Arthritis, and market/share gains in SIMPONI ARIA REMICADE decline due to biosimilar competition
Infectious Diseases	<ul style="list-style-type: none"> Growth driven by the contribution of the COVID-19 vaccine Partially offset by increased competition for PREZISTA/PREZCOBIX/REZOLSTA and PREZISTA OUS LOE
Neuroscience	<ul style="list-style-type: none"> Paliperidone long-acting injectables growth due to strength of INVEGA SUSTENNA/XEPLION and INVEGA TRINZA/TREVICTA from new patient starts and persistency
Oncology	<ul style="list-style-type: none"> DARZALEX increase driven by continued strong market growth and share gains in all regions and solid uptake of the subcutaneous formulation launched in 2020 IMBRUVICA growth primarily driven by market and continued share leadership, partially offset by COVID-19 related market dynamics including continued delays in new patient starts as well as competitive pressures and a one-time prior period adjustment Continued strong global launch uptake of ERLEADA
Cardiovascular/ Metabolism/ Other (CVM/Other)	<ul style="list-style-type: none"> Decline driven by lower sales of PROCRI/EPREX due to biosimilar competition INVOKANA/INVOKAMET decline due to continued share erosion
Pulmonary Hypertension (PH)	<ul style="list-style-type: none"> Growth driven by strong sales of OPSUMIT and UPTRAVI due to continued share gains and market growth

Adjusted Operational Sales²: WW 13.8%, U.S. 12.2%, Int'l 16.0%



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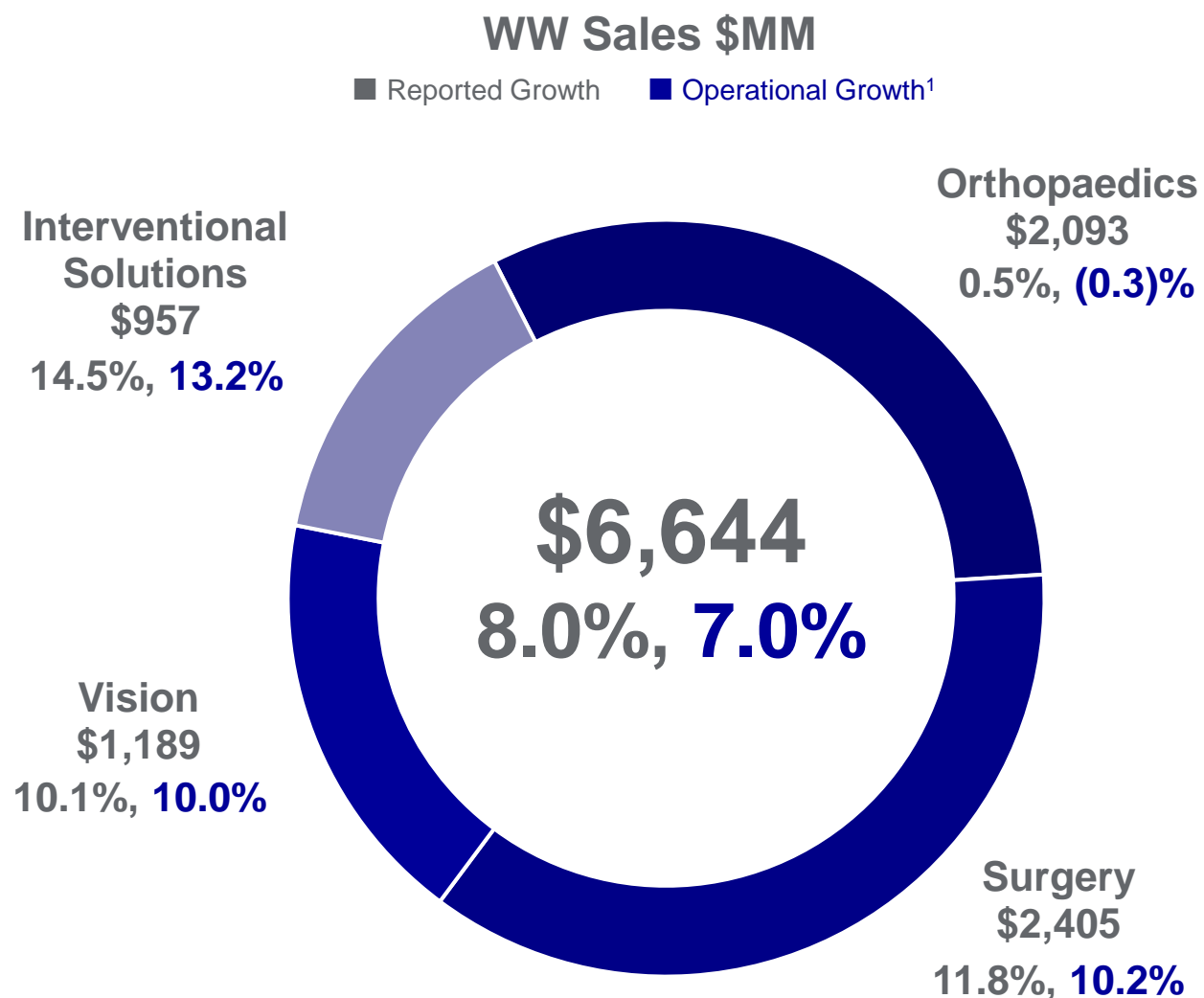
Medical Devices Highlights – 3rd Quarter 2021

Growth primarily driven by COVID-19 related market recovery and innovation

Reported: WW 8.0%, U.S. 0.8%, Int'l 15.4%

Operational¹: WW 7.0%, U.S. 0.8%, Int'l 13.3%

Key Drivers of Operational Performance¹



Interventional Solutions	<ul style="list-style-type: none"> Market recovery, success of new products (VIZIGO and CARTO V7) and commercial strategies continuing to enhance global leadership
Orthopaedics	<ul style="list-style-type: none"> Hips: Growth reflects market recovery combined with continued strength of our portfolio including the ACTIS stem aided by enabling technologies – KINCISE and VELYS Hip Navigation Trauma: Growth reflects global market recovery and uptake of new products including Cannulated Compression Headless Screws, Advanced Nailing Systems and Fibulink Knees: Growth primarily driven by procedure recovery and timing of an OUS tender Spine, Sports & Other: Decline driven primarily by COVID-19 related impacts on the market partially offset by new products (CONDUIT and VIPER Prime) <ul style="list-style-type: none"> Spine: WW: ~-11%, U.S.: ~-14%, OUS: ~-7%
Surgery	<ul style="list-style-type: none"> Advanced: <ul style="list-style-type: none"> Endocutters: ~+12% Driven by market recovery and new products (ECHLON Staple Line Reinforcement) offsetting competitive pressure in the U.S. Biosurgery: ~+13% Market recovery and share expansion driven by success of newer products (VISTASEAL and SURGICEL POWDER) and Asia Pacific market expansion Energy: ~+13% Primarily due to market recovery, new products and market expansion offsetting competitive pressures in the U.S. General: Growth primarily driven by market recovery and continued strength of the Suture portfolio
Vision	<ul style="list-style-type: none"> Contact Lenses/Other: Growth driven primarily by market recovery and new products (ACUVUE OASYS Multifocal and ACUVUE Define Fresh) partially offset by prior year higher level of stocking in the U.S. Surgical: Growth primarily due to market recovery & uptake of recently launched products (TECNIS Eyhance and TECNIS Synergy)

Adjusted Operational Sales²: WW 7.6%, U.S. 1.1%, Int'l 14.1%



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² Non-GAAP measure; excludes acquisitions and divestitures and translational currency; see reconciliation schedules in the Investors section of the [company's website](#)

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Condensed Consolidated Statement of Earnings

3rd Quarter 2021

(Unaudited; Dollar and Shares in Millions Except Per Share Figures)

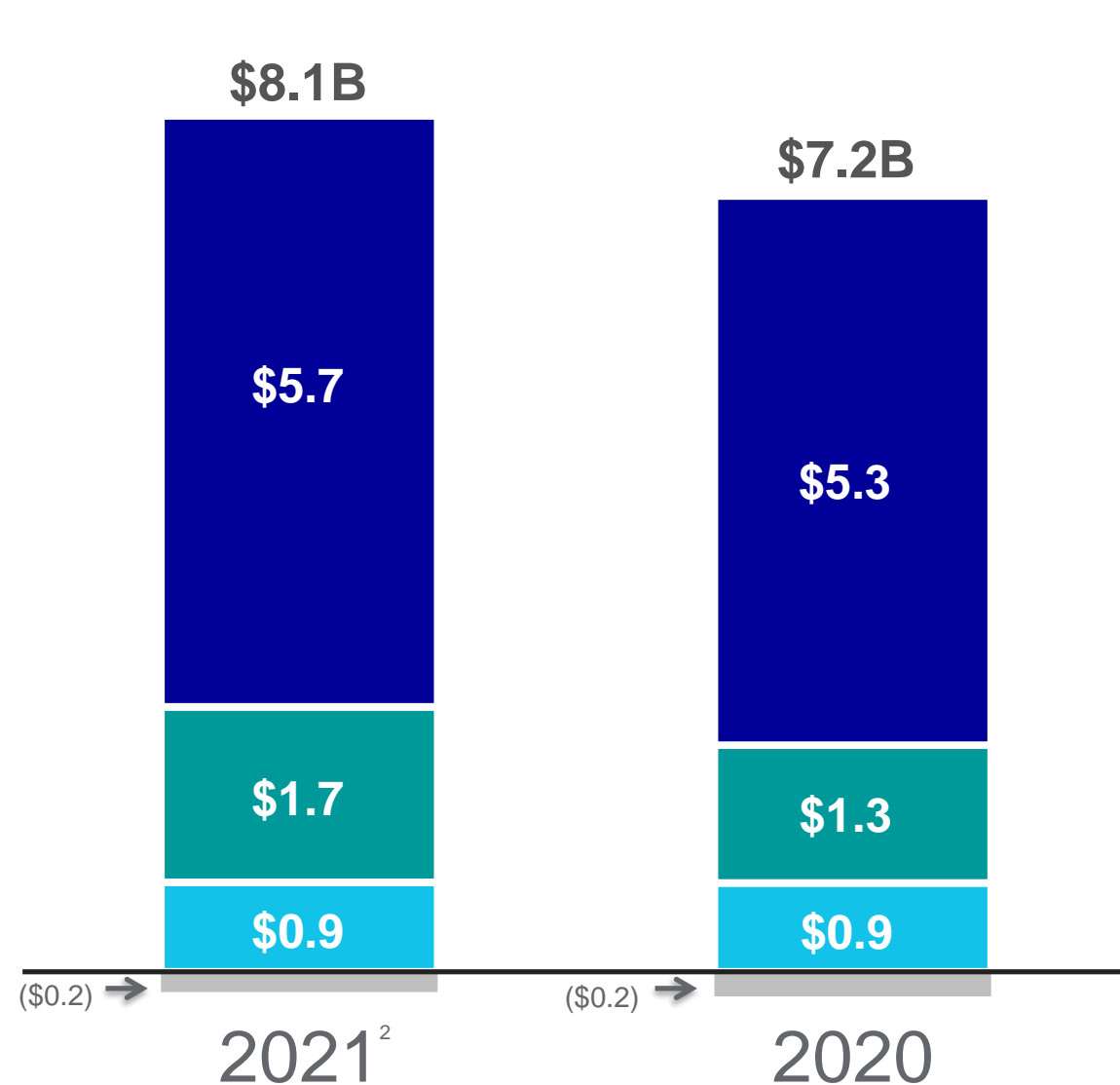
	2021		2020		% Increase (Decrease)
	Amount	% to Sales	Amount	% to Sales	
Sales to customers	\$23,338	100.0	\$21,082	100.0	10.7
Cost of products sold	7,250	31.1	6,972	33.1	4.0
Gross Profit	16,088	68.9	14,110	66.9	14.0
Selling, marketing and administrative expenses	6,000	25.7	5,431	25.8	10.5
Research and development expense	3,422	14.7	2,840	13.5	20.5
In-process research and development	900	3.9	138	0.6	
Interest (income) expense, net	7	0.0	32	0.1	
Other (income) expense, net	1,850	7.9	1,200	5.7	
Restructuring	60	0.2	68	0.3	
Earnings before provision for taxes on income	3,849	16.5	4,401	20.9	(12.5)
Provision for taxes on income	182	0.8	847	4.0	(78.5)
Net Earnings	\$3,667	15.7	\$3,554	16.9	3.2
Net earnings per share (Diluted)	\$1.37		\$1.33		3.0
Average shares outstanding (Diluted)	2,674.9		2,669.3		
Effective tax rate	4.7%		19.2%		
Adjusted earnings before provision for taxes and net earnings¹					
Earnings before provision for taxes on income	\$8,058	34.5	\$7,246	34.4	11.2
Net earnings	\$6,968	29.9	\$5,868	27.8	18.7
Net earnings per share (Diluted)	\$2.60		\$2.20		18.2
Effective tax rate	13.5%		19.0%		



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

Adjusted Income Before Tax by Segment¹

3rd Quarter 2021



	% to Sales	
	3Q 2021	3Q 2020
Pharmaceutical	43.9%	46.4%
Medical Devices	25.5%	21.6%
Consumer Health	23.3%	24.4%
Total	34.5%	34.4%

- Pharmaceutical
- Medical Devices
- Consumer Health
- Expenses Not Allocated to Segments

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 10/19/2021

Joseph J. Wolk

Executive Vice President,
Chief Financial Officer



Notable New Announcements in 3rd Quarter 2021¹

Pharmaceutical

- Regulatory Decisions:
 - INVEGA HAFYERA (paliperidone palmitate) Receives FDA Approval For First and Only Twice-Yearly Treatment for Adults with Schizophrenia
 - XARELTO (rivaroxaban) Plus Aspirin Receives FDA Approval For Expanded Peripheral Artery Disease (PAD) Indication to Include Patients After Lower-Extremity Revascularization (LER)
 - UPTRAVI (selexipag) Receives FDA Approval For Intravenous Use in Adult Patients with Pulmonary Arterial Hypertension (PAH)
- Regulatory Submission:
 - Johnson & Johnson Announces Submission of Emergency Use Authorization Amendment to the U.S. FDA to Support Booster of its Single-Shot COVID-19 Vaccine²
 - Janssen Submits Application Seeking U.S. FDA Approval of STELARA (ustekinumab) for the Treatment of Pediatric Patients With Juvenile Psoriatic Arthritis²
- Other:
 - Johnson & Johnson Announces Real-World Evidence and Phase 3 Data Confirming Strong and Long-Lasting Protection of Single-Shot COVID-19 Vaccine in the U.S.
 - Johnson & Johnson Issues Statement on Nationwide Opioid Settlement Agreement
 - Janssen Announces Start of Phase 3 Trial for Investigational Respiratory Syncytial Virus (RSV) Vaccine in Older Adults
 - Janssen Receives Positive CHMP Opinion for BYANLI (six-monthly paliperidone palmitate) for the Maintenance Treatment of Schizophrenia in Adults
 - Janssen Receives Positive CHMP Opinion for RYBREVANT (amivantamab) for the Treatment of Patients with Advanced Non-Small Cell Lung Cancer with EGFR Exon 20 Insertion Mutations After Failure of Platinum-Based Therapy²
 - Johnson & Johnson COVID-19 Vaccine Booster Shot Unanimously Recommended for Emergency Use Authorization by U.S. FDA Advisory Committee²

Medical Devices

- Other
 - DePuy Synthes Announces Introduction of the INHANCE Shoulder System, a First-to-Market, Fully Integrated Shoulder Arthroplasty System
 - Ethicon Announces ECHELON CIRCULAR Powered Stapler Associated with Major Reduction in Serious Complications Following Colorectal Surgery

Enterprise

- Other
 - Alex Gorsky to Transition Role of Chief Executive Officer of Johnson & Johnson to Joaquin Duato, Effective January 3, 2022
 - Dr. Paul Stoffels, Vice Chairman of the Executive Committee and Chief Scientific Officer of Johnson & Johnson to Retire, Effective December 31, 2021²
 - Johnson & Johnson Takes Steps to Equitably Resolve All Current and Future Talc Claims²

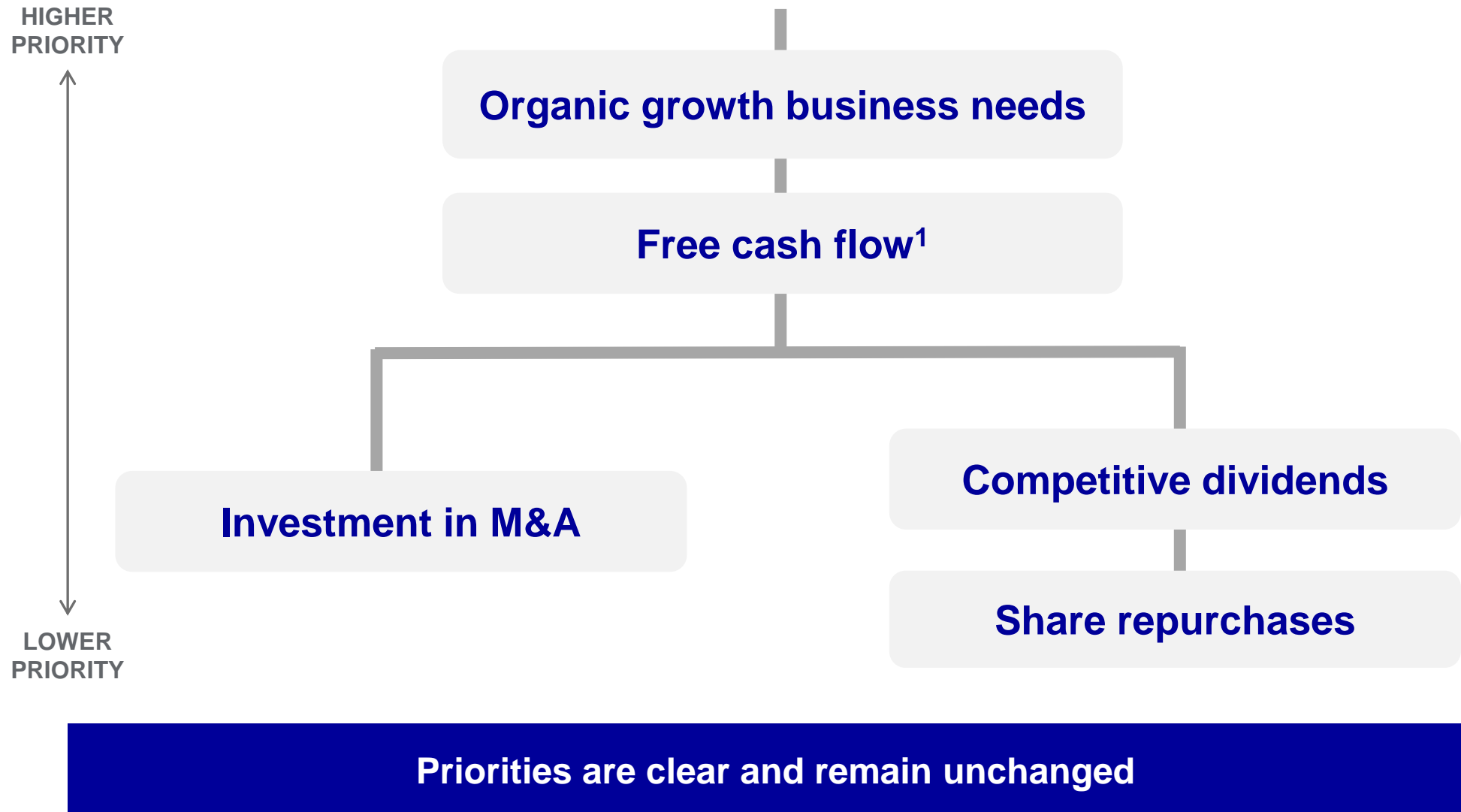


¹ These developments and all other news releases are available online in the Investors section of the company's website at [news releases](#)

² Subsequent to the quarter

Capital Allocation Strategy

Capital Allocation



Dollars in Billions	Q3 2021
Cash and Marketable Securities	\$31
Debt	(\$34)
Net Debt	(\$3)
Free Cash Flow ²	~\$15

Note: values may have been rounded

Q3 2021:

\$3.4B invested in R&D

\$2.8B in dividends paid to shareholders

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

² Estimated as of October 19, 2021

2021 Revenue Guidance

	October (Base Business)	July (Base Business)	Comments
Adjusted Operational Sales ^{1,2}	9.9% - 10.5%	9.5% - 10.5%	Tightening of range and strong base performance
Operational Sales ²	\$90.3B - \$90.8B 9.4% - 10.0%	\$90.0B - \$90.8B 9.0% - 10.0%	Midpoint of 9.7%
Estimated Reported Sales ³	\$91.6B - \$92.1B 10.9% - 11.5%	\$91.3B - \$92.1B 10.5% - 11.5%	Midpoint of \$91.9B or 11.2% FX \$1.3B or 1.5% impact
	October (Incl. COVID-19 Vaccine)	July (Incl. COVID-19 Vaccine)	Comments
Adjusted Operational Sales ^{1,2}	12.9% - 13.5%	12.5% - 13.5%	Maintaining Full Year COVID-19 Vaccine sales estimate of ~\$2.5B
Operational Sales ²	\$92.8B - \$93.3B 12.4% - 13.0%	\$92.5B - \$93.3B 12.0% - 13.0%	
Estimated Reported Sales ³	\$94.1B - \$94.6B 13.9% - 14.5%	\$93.8B - \$94.6B 13.5% - 14.5%	



¹ Non-GAAP measure; excludes acquisitions and divestitures

² Non-GAAP measure; excludes the impact of translational currency

³ Euro Average Rate: October 2021 = \$1.19; Euro Spot Rate: October 2021 = \$1.16

Note: Percentages may be rounded.

2021 P&L Guidance

	October (Incl. COVID-19 Vaccine)	July (Incl. COVID-19 Vaccine)	Comments
Adjusted Operational Sales ^{1,2}	12.9% - 13.5%	12.5% - 13.5%	Tightening of range and strong base performance
Operational Sales ²	\$92.8B - \$93.3B 12.4% - 13.0%	\$92.5B - \$93.3B 12.0% - 13.0%	Midpoint of 12.7%
Estimated Reported Sales ³	\$94.1B - \$94.6B 13.9% - 14.5%	\$93.8B - \$94.6B 13.5% - 14.5%	Midpoint of \$94.4B or 14.2% FX \$1.3B or 1.5% impact
Adjusted Pre-Tax Operating Margin ^{4,5}	Nearly 200 bps improvement	Nearly 200 bps improvement	
Net Other Income ⁴	\$0.9 - \$0.95 billion	\$0.8 - \$0.9 billion	Increasing & tightening based on year-to-date trends
Net Interest Expense / (Income)	\$100 - \$150 million	\$100 - \$200 million	Tightening based on year-to-date trends
Effective Tax Rate ⁴	14.5% - 15.5%	16.0% - 17.0%	Lowering of range due to certain one-time benefits
Adjusted EPS (Operational) ^{2,4}	\$9.65 - \$9.70 20.2% - 20.8%	\$9.50 - \$9.60 18.4% - 19.6%	Tightening of range to \$0.05 & increasing midpoint by \$0.13
Adjusted EPS (Reported) ^{3,4}	\$9.77 - \$9.82 21.7% - 22.3%	\$9.60 - \$9.70 19.6% - 20.8%	Midpoint of \$9.80 or 22.0% FX \$0.12 or 1.5% impact



¹ Non-GAAP measure; excludes acquisitions and divestitures

² Non-GAAP measure; excludes the impact of translational currency

³ Euro Average Rate: October 2021 = \$1.19; Euro Spot Rate: October 2021 = \$1.16

Note: Percentages 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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