

Advancing healthcare & innovation

Advancing health for all →

Innovating in medicine →

Innovating in medical technology →

With Our Credo as the compass, we are tackling the world's toughest health challenges to deliver transformational healthcare innovation, patient experience and access, to fulfill our mission of profoundly improving health for humanity.

1.7M healthcare workers

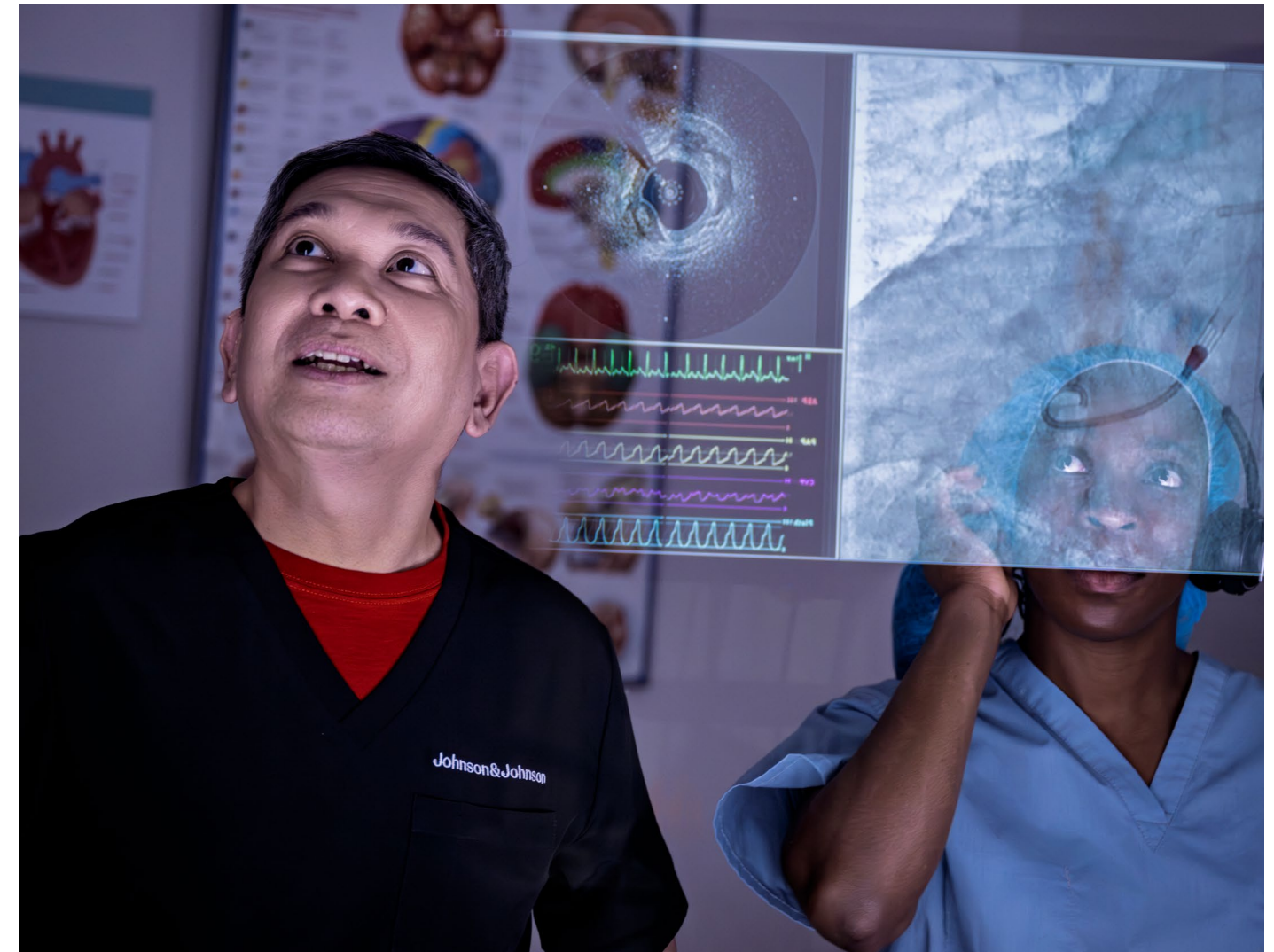
equipped with essential skills to enable them to create meaningful impact for patients

>2.8B doses donated

of VERMOX Chewable (mebendazole) since 2006 (>200 million doses in 2025)

\$14.7B invested in R&D

to create life-enhancing innovations across innovative medicine and medical technologies



Advancing health for all

Despite medical progress, over half the world’s population—an estimated 4.6 billion people—lack access to essential health services, with health inequities continuing to deepen due to a gap in access to quality care globally.¹ Guided by Our Credo, J&J is deeply committed to closing gaps in healthcare by enabling access to our medicines and medical technologies, prioritizing the needs of patients and empowering the health workers at the heart of care.

Through our global social impact platform, [J&J CareCommunity](#), we unify the efforts of J&J and the J&J Foundation to advance health for all by connecting communities with the support they need and enabling health workers to thrive—because when they do, everyone benefits.

Expanding access to medicines and technologies

At the core of our mission is the development of lifesaving treatments and preventive therapeutics, aiming to improve health outcomes for all. We recognize that true impact is only realized when these advancements reach the people who need them most. To help achieve this, we systematically plan for access from the earliest stages of development and apply our [Innovative Medicine Access and Pricing Principles](#). This means collaborating with payers to set prices based on local value and health outcomes, facilitating accessibility and affordability of our medicines for patients and health systems by engaging early with stakeholders, and sustaining innovation through fair pricing that supports ongoing discovery and development of therapies.

J&J believes that affordability challenges should not stand in the way of access to medicines. In 2025, J&J provided more than \$5.4 billion in products through different mechanisms; this sum includes the value of free products provided directly to patients through the J&J Patient Assistance Program and financial donations to independent charities for under-insured patients. In Latin America, for example, these programs assist patients with chronic illness and their caregivers with treatment adherence and home administration. In low- and middle-income countries where coverage may be limited, tiered approaches reduce costs for those in need and are supplemented by patient and caregiver education and additional resources.



Expanding access to vision and surgical care

We are equipping partners and health workers with the tools, training and support they need to expand access to specialized vision and surgical care to help more people live, see and smile. Sight For Kids (SFK), co-founded with Lions Clubs International Foundation and supported by the J&J Foundation, has cumulatively reached more than 50 million students globally since its inception. In 2025, new program sites in Brazil and

India extended school-based vision screenings and glasses delivery with SFK training 18,000 community health workers to support screenings and follow-up, reaching 2.5 million children and providing 40,000 additional pairs of glasses. Through SEE International and Cure Blindness Project, we also supported surgical trips for volunteer ophthalmology professionals to restore sight for more than 55,000 patients, enabled an additional 295,000 surgeries and trained 260 professionals in advanced cataract treatment techniques. We continued our 35+ year partnership with [Operation Smile](#) as its official suture provider, expanding access to safe surgery for children born with cleft palates—a condition that can affect their ability to breathe, eat, speak and fully experience life—cumulatively supporting cleft surgeries for more than 500,000 children and young adults. [Learn more](#) →

Enhancing oncology care in middle-income countries

Along with applying our access principles to the access and affordability of our medicines, J&J is dedicated to enhancing oncology care in middle-income countries by implementing education and awareness programs for patients and healthcare professionals. Through initiatives such as patient navigation programs for prostate cancer, we empower patients and caregivers to better understand disease management, treatment side effects and adherence, while facilitating access to multidisciplinary specialists and home-based support. Additionally, J&J prioritizes healthcare provider education and capability building in rural clinics, exemplified by our efforts in Egypt, where targeted medical education activities for pharmacists and clinicians foster early diagnosis and improved treatment knowledge, advancing the quality of oncology care in these regions.

Eliminating worms in children

Soil-transmitted helminth infections are a major neglected tropical disease, affecting 1.5 billion people globally and putting 900 million children at risk.² In 2025, we donated 200 million doses of VERMOX Chewable (mebendazole), reaching up to 100 million children and women of reproductive age. Since 2006, J&J has provided 2.8 billion doses in more than 70 countries, helping hundreds of millions of children learn, grow and thrive.

10 years of compassionate use

The year 2025 marked the tenth anniversary of J&J’s comprehensive approach to equitable and evidence-based pre-approval access (PAA) to investigational medicines for patients around the world. Complementing our internal PAA policy, J&J collaborates with external bioethicists, physicians and patient representatives to support our PAA decision-making. Programs like the Compassionate Use Advisory Committee (CompAC), our collaboration with New York University Langone Health Division of Medical Ethics, have become a replicable model for others in our industry to support ethics-based decision-making. Since 2015, we have provided investigational medicines to more than 10,000 patients in 93 countries, including almost 300 patients in 2025. [Learn more](#) →

¹ WHO. “Most countries make progress towards universal health coverage, but major challenges remain, WHO–World Bank report finds.” <https://www.who.int/news/item/06-12-2025-most-countries-make-progress-towards-universal-health-coverage-but-major-challenges-remain-who-world-bank-report-finds>. Accessed April 2026.

² WHO. “Soil-transmitted helminth infections.” <https://www.who.int/news-room/fact-sheets/detail/soil-transmitted-helminth-infections>. Accessed April 2026.

Addressing gaps in access to mental healthcare

More than one billion people worldwide live with a mental health condition, yet in low- and middle- income countries like Kenya, most patients lack access to care.³ Together with the Kenyan Ministry of Health and its partners, J&J and the J&J Foundation are helping expand access and strengthen service delivery in Kenya that may prove to be a blueprint for other countries. Commencing in 2025, we began supporting the training of nearly 5,000 community health assistants and more than 100,000 community health promoters to enable early detection. We also supported training hundreds of mental health nurses; we expect to facilitate the graduation of 43 psychiatric nurses by the end of 2026 to increase quality of care delivery. The J&J Foundation has also supported the development of national clinical mental health guidelines and the integration of mental healthcare delivery into national information systems. In parallel, J&J is working to enhance access to affordable treatment options for those with serious mental illness.

Our J&J CareCommunity

For more than 125 years, J&J has championed nurses and community health workers (CHWs) and their essential role in delivering quality care, driving impact through global partnerships and local efforts. Through J&J CareCommunity, our global social impact platform, we are advancing programs that equip healthcare workers (HCWs) with the skills and resources needed to enhance access to quality care for communities around the world, strengthen health systems and improve patient outcomes. [Learn more](#) →

In 2025, we equipped more than 1.7 million HCWs, including nurses, midwives, CHWs and other health care providers (HCPs).⁴ Since 2021, we have reached 5 million HCWs through our health equity initiatives, and J&J Impact Ventures portfolio companies and funds have supported 1.9 million HCWs to date.

Championing nurses

For 125 years, J&J has advocated for, elevated and empowered the nursing profession, because nurses are the backbone of healthcare. In collaboration with leading academic institutions, health organizations and local authorities, [we expanded our efforts to champion nurses](#), including a range of initiatives to support them in transforming health systems and create environments where nurses and patients can thrive.

- Recognizing that nursing burnout, turnover and vacancy rates are significant issues, we launched the [J&J Nursing Workforce Solutions Program](#) powered by the American Association of Critical-Care Nurses. This 18-month program provided experiential learning workshops to 240 nurses to advance nurse satisfaction, retention and healthy work environments.
- The [J&J Nurse Innovation Fellowship](#), with the University of Pennsylvania School of Nursing and Wharton Executive Education, is enabling 46 nurse leaders from across 23 health systems to advance transformative change through a one-year fellowship focused on nurse-led innovation and leadership. The [J&J-supported Nurse Practitioner Entrepreneurship Program](#) powered by Duke Health recruited 20 nurse practitioners

to develop their essential business acumen, leadership and management skills to successfully establish and lead their own nurse-led healthcare enterprises.

- Extending our support around the world, our first [NurseHack4Health](#) outside the U.S. convened teams to innovate solutions for challenges in care delivery during the International Council of Nurses Congress in Finland. We launched the J&J CareCommunity Employee Family Nurse Scholarship, a new scholarship for J&J employee family members that builds on decades of scholarships that J&J has provided to students. In addition, we marked 25 years of impact through the J&J Foundation and the Aga Khan University School of Nursing & Midwifery East Africa, where we have helped train more than 3,500 nurses—significantly advancing healthcare across the region.

Enhancing community health worker skills

CHWs are uniquely positioned to deliver essential health services in their communities. Expanding their numbers and addressing the challenges they face in delivering quality care has the potential to save millions of lives and lay the groundwork for stronger, locally led health systems. In 2025, the J&J Foundation made a \$5 million investment in Africa Frontline First Catalytic Fund, bringing our total pledge to \$20 million for the training and deployment of 200,000 professional CHWs into national health systems across Africa. To address care gaps in Latin America, the J&J Foundation invested \$2.2 million to equip 70,000 HCWs with the training and resources to better serve their communities across nine programs in Brazil, Mexico, Argentina and Colombia.

Investing in global health innovation

J&J Impact Ventures is an investment fund within the J&J Foundation that supports early-stage companies in transforming access to quality and affordable healthcare for patients around the world. The fund's portfolio has grown to more than 80 companies through direct investments and support for other impact funds. During 2025, these portfolio companies supported more than 400,000 health workers and directly reached more than 36 million patients, with 95% of the investments helping to bridge gaps in access to care. The fund has also helped build an ecosystem where health impact innovation can thrive by supporting more than 280 entrepreneurs through accelerators, competitions, fellowships and other funding. From [Penda Health's](#) tech-enabled primary care clinics in Kenya, to the largest network of pharmacies in Southeast Asia with [SwipeRx](#), to [Hamilton Health Box's](#) micro-clinics reaching patients in the rural U.S., our investments are helping ensure more people get the care they need. [Learn more](#) →

Expanding volunteer contributions

We launched the J&J CareCommunity Giving Portal to expand volunteer opportunities for our employees to support the communities in which we live and work. Through the Giving Portal, we advance programs and initiatives that support community health and address social determinants of health, from education to environmental health and more. J&J employees and retirees also contributed financial resources to nonprofit organizations. In 2025, the J&J Foundation matched J&J employee and retiree commitments through the Matching Gifts Program, contributing more than \$33.5 million to more than 9,500 nonprofit organizations.

³ WHO. "Over a billion people living with mental health conditions—services require urgent scale-up." <https://www.who.int/news/item/02-09-2025-over-a-billion-people-living-with-mental-health-conditions-services-require-urgent-scale-up>. Accessed April 2026.

⁴ Healthcare workers reached includes both U.S.-based and global initiatives, beginning in 2025, J&J Impact Ventures is also included.

Alongside these efforts, our enterprise-wide volunteer programs enable the unique expertise of J&J employees to help solve social challenges. For example, as part of the J&J Global Secondment Program, J&J employees provided more than 13,000 hours of pro bono services and expertise through skills-based volunteering to help 22 J&J Impact Ventures portfolio companies achieve their impact objectives.

More than 19,000 employees participated in a Company-facilitated volunteer activity during the year.

Assisting with disaster relief

When disaster strikes, our objectives are to quickly reach and support the most vulnerable, help provide medicine and medical supplies and restore health services. We aim to be present before, during and after a disaster to provide support, including mental health training, to the HCWs who are responding to natural disasters and strengthening communities' ability to recover. To mark National Preparedness Month in September 2025, the J&J Foundation committed \$1 million to Americares to improve rapid response to disasters worldwide by providing support for frontline HCWs and local health systems. We also deepened our collaboration with American Red Cross by joining their Disaster Responder program and extended our support for the distribution of hygiene kits via Heart to Heart International. Our "always on" support was crucial for our partners to be able to immediately mobilize when disaster struck during the Texas floods, Hurricane Melissa and other crises that occurred in 2025.

[Learn more](#) →

Innovating in medicine

Patients are at the center of everything we do. We apply rigorous science to address the serious health challenges of today and develop the medicines of tomorrow. We work to develop treatments and aspire to find cures, championing patients every step of the way.

Oncology

According to WHO, about 1 in 5 people worldwide will develop cancer at some point during their lifetime.⁵ Leveraging decades of experience, we focus on supporting patients affected by a range of cancers, including multiple myeloma, lung, prostate and bladder cancers. In 2025, we made significant progress:

- **Multiple myeloma:** 40% of patients with multiple myeloma experience relapse.⁶ One key example of J&J's strategy to combine and sequence medicines—and use them as early as possible to achieve the best outcomes for patients—is the combination treatment of TECVAYLI (teclistamab) plus DARZALEX FASPRO for patients with relapsed/refractory multiple myeloma who have received at least one prior therapy. New data from our Phase 3 MajesTEC-3 study showed an 83.4% reduction in the risk of disease progression or death compared to standard regimens at nearly three years follow-up, with more than 90% of patients who were progression-free at six months remaining so at three years.
- **Bladder cancer:** Each year, approximately 600,000⁷ people worldwide are newly diagnosed with bladder cancer, and non-muscle invasive bladder cancer (NMIBC) accounts for 75%⁸ of new cases. In 2025, INLEXZO (TAR-200) was approved by the U.S. Food and Drug Administration (FDA) for

patients with Bacillus Calmette-Guérin (BCG)-unresponsive NMIBC with carcinoma in situ (CIS), with or without papillary tumors. INLEXZO is the first and only intravesical drug-releasing system (iDRS) to extend local delivery of a cancer medication into the bladder, delivered within minutes as an office procedure without general anesthesia. In the SunRISe-1 clinical study, 82% of patients treated with INLEXZO achieved a complete response, meaning no signs of cancer were found after treatment, and 51% of these patients maintained a complete response for at least one year. There has been little innovation to the standard of care for certain patients with bladder cancer in over 40 years, making this approval a meaningful advancement for many patients and clinicians who previously had limited options.

- **Lung cancer:** Lung cancer is the leading cause of cancer deaths worldwide. Non-small cell lung cancer (NSCLC) makes up 80% - 85%⁹ of all lung cancer cases. In 2025, the FDA approved J&J's RYBREVANT FASPRO (amivantamab + hyaluronidase-lpuj), the first and only subcutaneous therapy for patients with epidermal growth factor receptor (EGFR)-mutated NSCLC. RYBREVANT FASPRO offers greater patient convenience and lower burden on healthcare resources by reducing administration time from hours to minutes and reducing incidence of blood clots.
- **Prostate cancer:** Prostate cancer ranks among the top ten causes of cancer-related deaths worldwide.¹⁰ For nearly two decades, J&J has been at the forefront of advancing prostate cancer care across the disease continuum, reaching more than 800,000 patients globally and driving innovation in novel treatment approaches. AKEEGA (niraparib/abiraterone acetate) given with prednisone was approved by the FDA for the treatment of patients with BRCA-2 mutated metastatic castration-sensitive prostate cancer (mCSPC). The FDA's

approval is based on positive results from AMPLITUDE, our international Phase 3 clinical study that demonstrated the potential of this treatment to delay cancer progression and symptom worsening in patients with BRCA-2 mutated mCSPC, affording patients significant improvement in quality of life with a prostate cancer diagnosis.

Immunology

More than 15 million people were diagnosed with at least one autoimmune disease between 2011 and 2022 in the U.S. alone.¹¹ At J&J, our goal is to deliver durable, symptom-free remission for all patients with immune-mediated diseases. To achieve this, we aim to drive insights across diseases, identify shared drivers of disease along proven treatment pathways, and help healthcare providers connect with the latest immunology research to optimize care for their patients with complex conditions. Notable advances in 2025 included:

- **Plaque Psoriasis (PsO):** We released 52-week data from the Phase 3 ICONIC-TOTAL study evaluating icotrokinra, a first-in-class investigational targeted oral peptide that precisely blocks the IL-23 receptor in adults and pediatric patients 12 years of age and older with PsO affecting high-impact sites. Results demonstrated that 72% of patients with scalp psoriasis and 85% with genital psoriasis treated with icotrokinra achieved clear or almost clear skin at week 52, and 67% of patients treated with icotrokinra achieved overall rates of clear or almost clear skin by week 24, which was maintained through week 52. This unique combination of exceptional skin clearance and favorable safety profile in a once daily pill became available to patients in the U.S. with the first launch of ICOTYDE in March 2026, beginning a new era for first-line systemic treatment of plaque psoriasis.

5 International Agency for Research on Cancer, Press Release, Feb 1, 2024, https://www.iarc.who.int/wp-content/uploads/2024/02/pr345_E.pdf.

6 Kumar, S. K., et al. (2021). Prognostic factors for early (<2 years) and late (>2 years) relapse after initial therapy in multiple myeloma. *Blood*, 138(Supplement 1), 3761. <https://doi.org/10.1182/blood-2021-151249>.

7 World Bladder Cancer Patient Coalition. "GLOBOCAN 2020: Bladder cancer 10th most commonly diagnosed worldwide." https://worldbladdercancer.org/news_events/globocan-2020-bladder-cancer-10th-most-commonly-diagnosed-worldwide/. Accessed April 2026.

8 Grabe-Heyne K, Henne C, Mariappan P, Geiges G, Pöhlmann J and Pollock RF (2023) Intermediate and high-risk non-muscle-invasive bladder cancer: an overview of epidemiology, burden, and unmet needs. *Front. Oncol.* 13:1170124. doi: 10.3389/fonc.2023.1170124.

9 American Cancer Society. "What is Lung Cancer?" [https://www.cancer.org/cancer/types/lung-cancer/about/what-is.html#:~:text=About%2080%25%20to%2085%25%20of,\(outlooks\)%20are%20often%20similar](https://www.cancer.org/cancer/types/lung-cancer/about/what-is.html#:~:text=About%2080%25%20to%2085%25%20of,(outlooks)%20are%20often%20similar). Accessed April 2026.

10 Bray F, Laversanne M, Sung H, et al. Global cancer statistics 2022: GLOBOCAN estimates of incidence and mortality worldwide for 36 cancers in 185 countries. *CA Cancer J Clin.* 2024;74(3):229-263. doi:10.3322/caac.21834.

11 Abend et al. Estimation of prevalence of autoimmune diseases in the United States using electronic health record data. *The Journal of Clinical Investigation.* DOI: <https://doi.org/10.1172/JCI178722>.

- **Inflammatory Bowel Disease:** Building on our 30-year legacy of immunology innovation, we continued to pursue improved outcomes for patients with TREMFYA (guselkumab) in ulcerative colitis (UC) and Crohn’s disease (CD). New long-term data from the QUASAR study showed sustained clinical outcomes in patients with moderately to severely active UC, with 80.8% being in clinical remission three years into the study. Additional findings showed that of those in clinical remission at week 44, 87.5% maintained clinical remission through three years¹². These results strengthen confidence in the benefits of TREMFYA for long-term treatment of CD and UC to address these lifelong conditions that can significantly impact patients’ overall health.
- **Autoantibody diseases:** The FDA approval of IMAAVY (nipocalimab-aahu) in 2025 for the treatment of generalized myasthenia gravis (gMG) marked J&J’s official entry into treating autoantibody diseases. Despite treatment advances for gMG, 62% of patients reported that they continued to experience moderate-to-severe symptoms on their current therapies.¹³ IMAAVY, a treatment designed to block FcRn- and reduce the harmful autoantibodies that drive disease, provides sustained efficacy in the broadest population of people living with gMG, a chronic, incurable neuromuscular disease that causes debilitating symptoms such as muscle weakness and difficulty chewing, swallowing and speaking. Nipocalimab is being studied across eight diseases in three key segments within the autoantibody space, including rare autoantibody diseases, rheumatologic diseases and maternal fetal diseases.

Neuroscience

We are redefining what’s possible for more than one billion people worldwide living with neuropsychiatric, neurodegenerative, ophthalmic and neurological autoantibody disorders.¹⁴ We are addressing neuroscience’s toughest challenges with purpose and precision, so people can live a life filled with joy, independence and dignity.

In 2025, we made notable advances:

- **Major depressive disorder (MDD):** Two in three people living with MDD continue to experience residual symptoms despite treatment, which can significantly impact their overall quality of life.¹⁵ The FDA approval of CAPLYTA (lumateperone) as an adjunctive therapy for adults living with MDD—the first following J&J’s [acquisition of Intra-Cellular Therapies, Inc.](#)—provides patients with a safe and effective new treatment option that can enable a path to remission, the ultimate goal of treatment. This approval marks the fourth indication for CAPLYTA, the first and only FDA-approved treatment for bipolar I and II depression in adults, as an adjunctive and monotherapy, and for the treatment of schizophrenia in adults.
- **Treatment-resistant depression (TRD):** For patients who do not respond to oral antidepressants or cannot tolerate them, treating TRD can be complicated. With the FDA approval of SPRAVATO (esketamine) CIII nasal spray as the first and only standalone treatment for adults living with TRD, patients now have an additional treatment option that may help improve depression symptoms in as little as 24 hours, without the need for daily oral antidepressants. Backed by more than a decade of research and more than six years of real-world use, SPRAVATO has been administered to more than 235,000 patients worldwide and has proven to be a transformational treatment option for many people living with TRD.

- **Schizophrenia:** Schizophrenia is a complex, chronic and progressive condition affecting approximately 2.8 million adults in the U.S., yet it remains significantly undertreated, with roughly 40% of individuals not receiving adequate care.¹⁶ On average, adults living with schizophrenia experience nine relapse episodes within a six-year period, which is why reducing relapse risk is a critical goal in long-term management and can help preserve functioning, reduce caregiver and societal strain and break the cycle of repeated hospitalization.¹⁷ Based on positive long-term data that showed CAPLYTA substantially lowers the chance of relapse compared to placebo, J&J submitted a supplemental New Drug Application (sNDA) to the FDA for the prevention of relapse in schizophrenia. With the addition of CAPLYTA to our portfolio of schizophrenia therapies, J&J now offers the broadest range of oral and long-acting injectable treatment options to support each patient’s individual treatment journey.



Cardiopulmonary

Across the globe today, cardiovascular diseases, including stroke, are the leading causes of death worldwide and a significant driver of healthcare costs. The incidence and prevalence of atrial fibrillation (AFib), a type of abnormal heart rhythm (arrhythmia), are increasing globally, with more than 55 million people affected.¹⁸ We are innovating at the intersection of biology and technology to develop advanced therapies and cutting-edge technologies to improve outcomes for people with cardiovascular disease.

Stroke prevention: Despite the high incidence of stroke, many patients at risk, including approximately 40% of eligible AFib patients, are untreated or undertreated due to concerns about bleeding with current therapies.¹⁹ Together with our partner Bristol Myers Squibb, we are advancing milvexian, an investigational oral, highly selective Factor XIa inhibitor focused on primary stroke prevention in patients with AFib and prevention of secondary stroke in a wide range of patients. Milvexian is part of a new class of anticoagulants in development aimed at preventing harmful clotting that restricts blood flow (thrombosis), with the goal of preserving the normal clotting process (hemostasis).

12 L Peyrin-Biroulet, et. al., "DOP104 Efficacy and safety of guselkumab for ulcerative colitis through week 140 of the QUASAR long-term extension study", Journal of Crohn's and Colitis, January 2026, <https://doi.org/10.1093/ecco-jcc/ijaf231141>.
 13 Boscoe A, et al. Unmet need in patients with generalized myasthenia gravis: patient-reported burden despite treatment. Journal of Medical Economics. 2021;24(1):128–136. DOI: 10.1080/13696998.2020.1858183.
 14 WHO. "Over a billion people living with mental health conditions—services require urgent scale-up." <https://www.who.int/news/item/02-09-2025-over-a-billion-people-living-with-mental-health-conditions-services-require-urgent-scale-up>. Accessed April 2026.
 15 Rush AJ, Trivedi MH, Wisniewski SR, et al. Acute and longer-term outcomes in depressed outpatients requiring one or several treatment steps: a STAR*D report. Am J Psychiatry. 2006 Nov;163(11):1905-17. doi: 10.1176/ajp.2006.163.

16 Arms Wide Open. "Schizophrenia Statistics & Facts." <https://www.armswideopenaba.com/blog/schizophrenia-statistics-facts>. Accessed April 2026.
 17 Lafeuille MH, Gravel J, Lefebvre P, et al. Patterns of relapse and associated cost burden in schizophrenia patients receiving atypical antipsychotics. J Med Econ. 2013;16(11):1290-1299. doi: 10.3111/13696998.2013.841705.
 18 Linz D, Gawalko M, Betz K, Hendriks JM, Lip GYH, Vinter N, Guo Y, Johnsen S. Atrial fibrillation: epidemiology, screening and digital health. Lancet Reg Health Eur. 2024 Feb 1;37:100786. doi: 10.1016/j.lanep.2023.100786. PMID: 38362546; PMCID: PMC10866942.
 19 Ullal AJ, Holmes DN, Lytle BL, et al. Achievement and quality measure attainment in patients hospitalized with atrial fibrillation: results from the Get With The Guidelines - Atrial Fibrillation (GWTG-AFIB) registry. Am Heart J. 2022;245:90-99. doi: 10.1016/j.ahj.2021.12.002.

Innovating in medical technology

Fueled by innovation at the intersection of biology and technology, J&J is developing the next generation of smarter, less invasive, more personalized treatments across surgery, vision, cardiovascular and orthopaedics.

Cardiovascular

J&J advanced multiple fronts in cardiovascular care in 2025, combining innovation, clinical evidence and broader treatment pathways, helping physicians recover more hearts and save lives. Key areas of progress made in 2025 include:

- **Acute coronary syndrome:** Our IMPELLA CP percutaneous catheter-based technology platform reached its ninth generation, reflecting a decade of iterative design to enable the heart to rest and recover. Also in 2025, the American College of Cardiology and the American Heart Association updated their professional guidelines²⁰ that influence how physicians treat patients with acute coronary syndrome. With a Class 2a recommendation, the guidelines highlight that the use of IMPELLA may be reasonable for selected patients with a severe heart attack that is complicated by cardiogenic shock. Long-term data from the DanGer Shock randomized control trial showed an absolute mortality reduction of 16.3% and approximately 600 additional days alive for up to 10 years for patients treated with IMPELLA CP versus standard care.
- **Peripheral artery disease (PAD):** We further expanded treatment options for PAD with the launch of the Shockwave

Javelin Peripheral Intravascular Lithotripsy catheter in the U.S. and EU. The first-of-its-kind Forward IVL Platform is designed to modify calcium beyond the tip and enable further treatment for patients with PAD, keeping the interventional procedure moving forward.

- **Atrial fibrillation (AFib):** Advancing our efforts to make AFib treatment more accessible, efficient and reproducible, we broadened electrophysiology treatment options through our VARIPULSE Pulsed Field Ablation (PFA) platform by integrating mapping and ablation into a single workflow with the CARTO 3 System. This integration offers precise ablations with low to zero radiation exposure and same day discharge; it also has the potential to translate to lower complication risk and shorter procedures, compared to procedures that do not integrate these activities into a single workflow.
- **Chronic subdural hematoma:** TRUFILL n-BCA Liquid Embolic system gained FDA approval for the treatment of chronic subdural hematoma as an adjunct to surgery, when traditional surgical interventions may not always be suitable or effective for long-term control.

Surgery

J&J's surgical and vision programs in 2025 combined product launches, artificial intelligence (AI)-backed innovation and efforts to standardize outcomes and improve patient experience.

- Through our POLYPHONIC digital ecosystem and partnerships, we continued advancing an open innovation path for AI in operating rooms (ORs), emphasizing perioperative decision-making, OR efficiency, data interoperability and regulatory readiness. We further invested in accelerating

surgical AI solutions through our Polyphonic AI Fund for Surgery, awarding grants and technology resources to innovative solutions that could positively impact surgery.

- To more effectively address wound complications, we convened global experts to develop a common classification and reporting framework that includes a wide range of wound complications and has the potential to enable earlier interventions and support prevention strategies that enhance outcomes for patients.
- We introduced MENTOR MEMORYGEL Enhance Breast Implants in the U.S., the first implant line designed specifically to meet reconstruction needs for larger-breasted breast cancer patients following mastectomy. These implants expand size ranges to better support proportionate reconstruction and reduce the need for revision surgeries.

Vision

Astigmatism affects about 40% of the population²¹, making it one of the most common vision conditions. Traditionally, there has been a gap for people with astigmatism when they begin to experience presbyopia. They have had to make compromises by either switching from daily contact lenses to reusables or layering reading glasses over their contact lenses.

In 2025, J&J launched ACUVUE OASYS MAX 1-Day MULTIFOCAL for ASTIGMATISM, the first and only daily disposable multifocal toric contact, bringing pioneering innovation for astigmatic patients with presbyopia. This contact lens provides patients with clear, stable vision at all distances and in all lighting conditions, along with comfort that lasts all day. It is built with the combination of four proprietary technologies²² which enable its comfort and visual results.



20 2025 ACC/AHA/ACEP/NAEMSP/SCAI Guideline for the Management of Patients With Acute Coronary Syndromes: A Report of the American College of Cardiology/ American Heart Association Joint Committee on Clinical Practice Guidelines | JACC. <https://www.jacc.org/doi/10.1016/j.jacc.2024.11.009>, accessed February, 2026.

21 Zhang J, Wu Y, Sharma B, Gupta R, Jawla S, Bullimore MA. Epidemiology and Burden of Astigmatism: A Systematic Literature Review. *Optom Vis Sci.* 2023 Mar 1;100(3):218-231. doi: 10.1097/OPX.0000000000001998. Epub 2023 Feb 7. PMID: 36749017; PMCID: PMC10045990.

22 Young G, Sulley A & Hunt C. Prevalence of Astigmatism in Relation to Soft Contact Lens Fitting; *Eye & CL*, 2011: 37: 20-25.



Enterprise technology and manufacturing

We are consistently seeking innovative ways to support our extended supply chain and quality processes through digitization and advanced practices. Progress in 2025 includes:

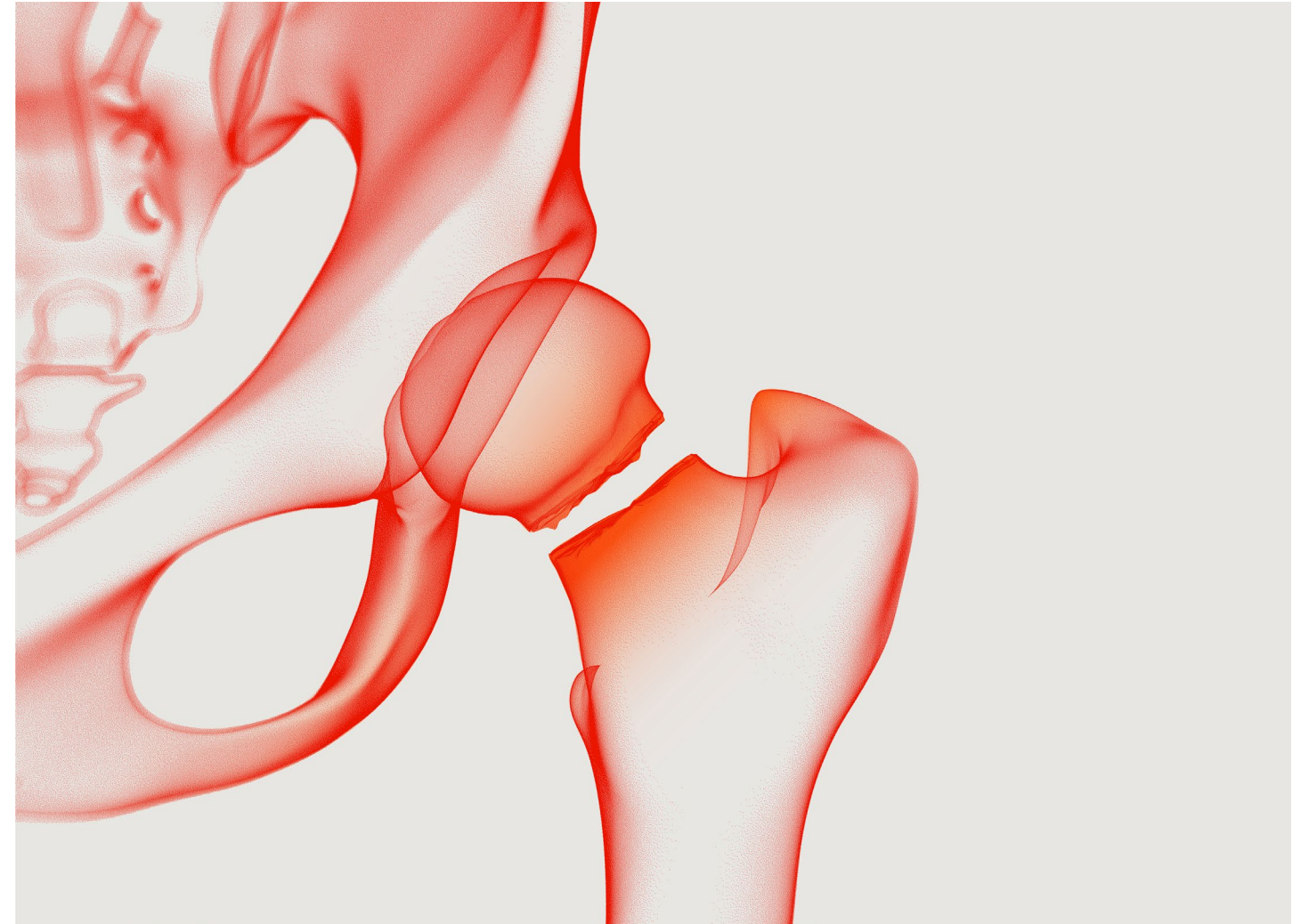
Digital programs delivered measurable manufacturing and quality gains for our medical devices. Our Quality Digital Transformation Excellence program automated batch release processes by 65% and halved release cycle time, giving real-time visibility into release status and bottlenecks. Our AI-enabled Quality Management System digitized quality workflows and introduced a global product complaint intake portal to accelerate investigations, reduce errors and standardize corrective actions. The digitization of our Product Lifecycle Management systems connects processes, allowing teams to accelerate innovation, reduce time-to-market and deliver high-quality, digitally connected products that improve patient outcomes worldwide.

We also piloted AI Advisor, a chatbot for commercial and sales teams, piloted with more than 1,000 users; AI Advisor is expected to save significant manual hours by delivering compliant, timely answers to customer questions.

Orthopaedics

In October 2025, J&J announced its intention to separate its orthopaedics business, with a targeted completion within 18 to 24 months after the initial announcement. J&J continued to advance orthopaedic care with surgical tools, implants and digital systems that target both clinical outcomes and surgeon well-being. In 2025, we made significant progress:

- In the U.S., we launched the KINCISE 2 Surgical Automated System as a next-generation power tool, adding new capabilities and improving compatibility with complex hip revision techniques. By automating controlled impaction and improving ergonomics, KINCISE 2 aims to cut fatigue, improve efficiency and reduce operating room time and costs.
- With the launch of the VOLT Distal Radius and VOLT Proximal Humerus 3.5 Plating Systems, we extended our precision technology to address high-volume fragility fractures such as wrist and proximal humerus fractures, delivering improved stability, broader surgical options and greater efficiency. Since its launch, VOLT has been successfully used in surgeries in the U.S., Canada and Europe.
- The launch of our VIRTUGUIDE AI-Powered Patient-Matched Lapidus System in the U.S. supports Lapidus procedures, a type of bunion surgery. VIRTUGUIDE enables a reduction of pre-operative planning to minutes and intraoperative time by at least 30 minutes and enhances surgical accuracy.



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