

Message from our CEO

To our global community,

Progress in healthcare doesn't happen by chance. It takes innovation, bold ambition and relentless execution.

Our annual Health for Humanity Report highlights the work Johnson & Johnson is doing to tackle the world's toughest health challenges.

The year 2025 propelled Johnson & Johnson into a new era of accelerated impact and growth. We continued to sharpen our focus in six areas of high-growth and high-unmet medical need: Oncology, Immunology, Neuroscience, Cardiovascular, Surgery and Vision. As part of this strategic focus, we announced the planned separation of our Orthopaedics business. Our unique business model spans both Innovative Medicine and MedTech, giving us the depth and scale to shape the future of healthcare in ways no other company can. With \$32 billion invested in R&D and strategic acquisitions, we have the strongest portfolio and pipeline in our 140-year history.

The energy, determination and skill of our global teams, grounded in a shared commitment to Our Credo values, powered our progress and delivered meaningful change for patients around the world.

The Company advanced health outcomes in lasting ways by reaching 1.7 million healthcare workers with tools, training and support to improve quality care. We also remain focused on caring for our people, environmental stewardship and strong accountability and governance.

Our employees are deeply committed to making a difference: 94% say they are willing to go the extra mile to help Johnson & Johnson succeed. In turn, we care for them by investing in their continued growth and well-being. More than 420,000 hours of learning were logged during our Global Learning Day, and more than 30,000 colleagues took part in our Global Activity Challenge.

To build a healthier, more resilient world, our ongoing environmental stewardship resulted in the sourcing of 100% renewable electricity to meet our operational electricity needs worldwide and a 38% reduction in greenhouse gas emissions since 2021.¹

In parallel, our accountability and governance safeguards protected patients and continued to guide how we operate. We trained 3,900 law enforcement and government officials to protect patients from counterfeit products and we directed more than \$2.3 billion to small businesses in the U.S. to broaden economic opportunity.

These accomplishments reflect our resolve to put patients at the center of everything we do as we continue to deliver meaningful, lasting impact for the people who depend on us.

I invite you to explore the full report for more information on how our teams are translating Our Credo into action around the world.



Joaquin Duato, Chairman of the Board and Chief Executive Officer

Joaquin Duato
Chairman of the Board and Chief Executive Officer

\$32 billion

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1.7 million

healthcare workers were equipped with tools, training and support to improve quality care in lasting ways

>420,000

hours of learning were logged during Global Learning Day, with >30,000 colleagues participating in the Global Activity Challenge

100%

renewable electricity supplies operations globally, helping achieve a 38% reduction in greenhouse gas emissions since 2021¹

94%

of employees say they are willing to go the extra mile to help Johnson & Johnson succeed and in turn, we care for them by investing in their continued growth and well-being

3,900

law enforcement and government officials were trained to protect patients from counterfeit products, alongside more than \$2.3 billion directed to U.S. small businesses to broaden economic opportunity

¹ Scope 1 & 2 greenhouse gas emissions, meaning emissions from J&J's operations and those linked to the energy it purchases, such as electricity.

About Johnson & Johnson

At Johnson & Johnson, we believe health is everything. Our strength in healthcare innovation empowers us to build a world where complex diseases are prevented and cured, treatments are smarter and less invasive and solutions are personal.

Johnson & Johnson is organized into two business segments: Innovative Medicine and MedTech. Over the last 12 months, we increased our focus on areas of high-growth and high-unmet need, expanding leadership positions across six key areas: Oncology, Immunology, Neuroscience, Cardiovascular, Surgery and Vision. In 2025, we announced the planned separation of our Orthopaedics business, a move that will further prioritize high-growth areas and enable both organizations to pursue leadership positions in their respective markets. Additional information on J&J's reportable businesses can be found in Item 1 of the Company's [Annual Report](#).

We are driven by Our Credo, a set of values that, since 1943, has challenged and inspired us to put the needs and well-being of the people we serve first. Through our expertise in medicines and medical technologies, we are uniquely positioned to innovate across the full spectrum of healthcare solutions today to deliver the breakthroughs of tomorrow and profoundly impact health for humanity.

Headquartered in New Jersey, U.S., our operating companies employ approximately 140,000 employees around the world. Our employees engage in the research and development, manufacture and sale of a broad range of healthcare products that save and help change lives for the better every day. We work with more than 39,000 suppliers and hundreds of external manufacturers to support the development and manufacturing of our products worldwide.

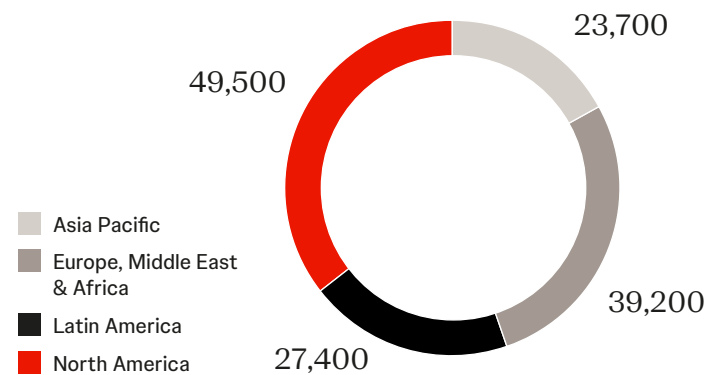
\$26,804

Net earnings (millions)

64

Number of consecutive years of dividend increases²

Employees by region



Health for Humanity strategy

J&J integrates sustainability matters into our business strategies, starting at the highest levels of leadership, where the Board of Directors has overall accountability for impact and risk management oversight. Our Health for Humanity strategy informs our approach to delivering positive impact for our stakeholders while managing related risks and opportunities. It is grounded in Our Credo values, informed by both our Company's purpose to profoundly impact health for humanity and the views of our stakeholders.

The Health for Humanity strategy focuses our efforts on the areas where we are well positioned to achieve the greatest impact: advancing healthcare and innovation, empowering our employees and environmental stewardship. Leading with accountability is foundational to these efforts. Our approach is designed to effectively govern and manage risks while enabling us to identify opportunities that advance our business strategy.

Our Health for Humanity priorities are reviewed regularly, giving consideration to our impacts on people, society and the environment, and the implications for our business arising from these matters. The most recent review was completed in 2025 to reflect changes to J&J's business, stakeholder focus and the external environment. Our refreshed set of priorities comprises topics that reflect our strategic approach. For details, see our [HFH Performance Data and Indices](#).

The Enterprise Compliance & Risk Committee, chaired by our Chief Technical Operations & Risk Officer, with representatives from our business and enterprise risk functions, provides governance and oversight for the management of current and emerging risks and facilitation of action planning across the Company, including environmental, social and governance (ESG)-related matters (see section: [Corporate governance](#)).

[Position on ESG Governance](#)



² 2025 includes dividend declared in April 2026.

About this report

An updated format: This year, in response to stakeholder feedback expressing a desire for easier accessibility of key information in our annual Health for Humanity reporting, we have delivered our disclosures in a significantly refreshed, digital-first format. Our [2025 Health for Humanity Report \(“Report”\) webpage](#) highlights key information and content areas at a glance, and individual topical reports can be downloaded directly from that page. Our Report content is supplemented by our [HFH Performance Data and Indices](#) downloadable file, which includes our key Health for Humanity data and alignment with voluntary reporting standards. Additionally, a consolidated set of all Health for Humanity information can be downloaded from our [Report webpage](#). Collectively, this information and disclosures constitute our 2025 Health for Humanity Report.

Scope of the 2025 Health for Humanity Report: Data in this annual Report, published in June 2026, cover the period between January 1, 2025, and December 31, 2025, unless otherwise indicated. Disclosures in this Report should be reviewed in conjunction with our [Policies & Positions](#). Reporting on other matters specific to the financial performance of the Company and its subsidiaries can be found in our [2025 Annual Report](#).

This Report covers Johnson & Johnson’s worldwide operations. Contract manufacturers are not in scope for this Report, unless otherwise noted. References in this Report to “Johnson & Johnson,” “J&J,” “the Company,” “we,” “us,” and “our” all refer to Johnson & Johnson and its consolidated subsidiaries, unless otherwise stated or indicated by context. All monetary references to dollars (\$) refer to U.S. Dollars (USD). The totals in this Report may not equal 100% due to rounding.

This Report also covers some activities of the Johnson & Johnson Foundation, a registered charity and a company limited by guarantee. The Foundation is a separate legal entity from J&J and is funded solely by J&J. The Foundation operates worldwide as Johnson & Johnson Foundation United States (founded 1953) and Johnson & Johnson Foundation Scotland (founded 2007). More details on Foundation activities can be found on the [Johnson & Johnson Foundation](#) website.

This Report has been prepared to align with widely used standards and frameworks: Global Reporting Initiative (GRI) Standards (with reference), and Sustainability Accounting Standards Board (SASB) Standards: HC-BP, HC-MS. See our [HFH Performance Data and Indices](#) for disclosures against these standards and frameworks.

Materiality approach³: The content in this Report is aligned with our Priority Topics Assessment, which helps us identify and prioritize the ESG topics that are most relevant to our business (see section: [Health for Humanity strategy](#)).

Independent review & assurance: Select Health for Humanity Performance Data undergo external audit and receive limited assurance from a third-party provider, ERM Certification and Verification Services (ERM CVS: see ERM’s [Health for Humanity Data Assurance Report](#) & [Health for Humanity Environmental Data Assurance Report](#)). Our J&J internal Global Audit & Assurance also reviews select data for accuracy, completeness and validity. Select financial data and general information about our business in this Report were previously audited for disclosure in our [2025 Annual Report](#).

Acquisitions: The dates and details of recent acquisitions can be found in Note 18 (Acquisitions and Divestitures) in our [2025 Annual Report](#). ESG data of acquired companies are integrated into reporting as available. Environmental data and safety data of recently acquired companies are included in the Report two years after acquisition, unless otherwise noted. International Organization for Standardization (ISO) certification data are integrated three years after acquisition. This approach allows the new acquisitions to align their Environmental Health and Safety (EH&S) management and reporting systems to J&J standards. Intra-Cellular and Halda Therapeutics are reflected only in the financial data in the 2025 Health for Humanity Report and are not included in other data disclosures.

Divestitures: Except for injury statistics and violations or fines, data of divested companies are excluded in the reporting year in which they have separated.

Restatements: Unless otherwise noted, a 5% change threshold is applied to evaluate the significance of changes in data and determine when data is restated. Reasons that may lead to a restatement of prior period data may include a significant change in newly published measures, new acquisitions or divestitures, data errors or improvements in data collection methodology over time. Data that were not disclosed in prior years are noted as “not reported” in relevant tables throughout the Report.

Cautionary note regarding forward-looking statements: This Report contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 related to, among other things: future operating and

financial performance, product development, market position and business strategy. The reader 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. A further list and descriptions of these risks, uncertainties and other factors can be found in Johnson & Johnson’s most recent Annual Report on Form 10-K, including in the sections captioned “Cautionary Note Regarding Forward-Looking Statements” and “Item 1A. Risk Factors,” and in Johnson & Johnson’s subsequent Quarterly Reports on Form 10-Q and other filings with the Securities and Exchange Commission. Copies of these filings are available online at [www.sec.gov](#), [www.jnj.com](#), [www.investor.jnj.com](#) or on request from Johnson & Johnson. Any forward-looking statement made in this Report speaks only as of the date of this Report. Johnson & Johnson does not undertake to update any forward-looking statement as a result of new information or future events or developments. Third-party trademarks used herein are trademarks of their respective owners.

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We welcome your queries and feedback on this Report.

³ Materiality as used in this Report and our Priority Topics Assessment process are different than the definitions used in the context of filings with the U.S. Securities and Exchange Commission and other global reporting frameworks.