



To: Employees and Retirees of the Johnson & Johnson Family of Companies

You may have recently received our latest Annual Report, Proxy Statement, and other materials related to our 2018 Annual Meeting of Shareholders, which will take place on Thursday, April 26th. You receive these materials because you own shares of Johnson & Johnson Common Stock, either directly or through one of our employee savings plans. Voting your shares gives you an opportunity to have a say on a number of questions important to our company, and we encourage you to take the opportunity to vote your shares.

One of the easiest ways to view the Proxy Statement and vote is to go to www.proxyvote.com/JNJ and follow the instructions on the website. Please use the control number included on your Notice of Internet Availability or proxy card to vote your shares.

Importantly, if you hold shares in different brokerage accounts, you should receive materials from each broker with voting instructions. If you receive multiple e-mails or mailings, it is important that you submit votes for all your shares. If you have any questions on how to vote your shares held through your broker, please follow up with your broker.

The deadline to vote via the Internet or telephone is 11:59 p.m. ET on April 25, 2018, and for shares held in a Johnson & Johnson Savings Plan, 5:00 p.m. ET on April 24, 2018.

We are very proud of our high level of employee engagement at Johnson & Johnson. For those of you who own shares of Johnson & Johnson stock, we value your engagement not only as employees, but as shareholders as well.

The 2018 Proxy Statement and 2017 Annual Report are also available at: www.investor.jnj.com/gov/annualmeetingmaterials.cfm.

Your vote is important. Thank you for voting.

Sincerely,

The Management Committee of Johnson & Johnson
Alex Gorsky, Chairman and Chief Executive Officer

Dominic Caruso, Executive Vice President, Chief Financial Officer
Joaquin Duato, Executive Vice President, Worldwide Chairman, Pharmaceuticals
Peter M. Fasolo, Ph.D., Executive Vice President, Chief Human Resources Officer
Ashley McEvoy, Company Group Chairman, Consumer Medical Devices
Jorge Mesquita, Executive Vice President, Worldwide Chairman, Consumer
Sandra E. Peterson, Executive Vice President, Group Worldwide Chairman
Michael E. Sneed, Worldwide Vice President, Global Corporate Affairs, Chief
Communications Officer
Paul Stoffels, M.D., Executive Vice President, Chief Scientific Officer
Jennifer Taubert, Company Group Chairman, Pharmaceuticals, The Americas
Michael H. Ullmann, Executive Vice President, General Counsel
Kathryn E. Wengel, Worldwide Vice President, Johnson & Johnson Supply Chain