



Dear Colleagues:

You may have heard earlier today about an extraordinary jury verdict involving JOHNSON'S Baby Powder here in the United States. As you know, our baby powder is a trusted product we've sold to families for over 100 years and is closely identified with the Johnson & Johnson name. Most of us don't understand how this iconic product is at the center of thousands of lawsuits, some of which have resulted in significant jury verdicts against the company.

Johnson & Johnson is deeply disappointed in this verdict, which was the product of a fundamentally unfair process that allowed plaintiffs to present a group of 22 women, most of whom had no connection to Missouri, in a single case. We intend to pursue all available appellate remedies. Every verdict against Johnson & Johnson in this court that has gone through the appeals process has been reversed and the multiple errors present in this trial were worse than those in the prior trials which have been reversed.

As we have explained since these trials started in 2016, these negative verdicts reflect aspects of the U.S. legal system, not of the safety of our product. While we have sympathy for anyone diagnosed with any form of cancer, jury verdicts are not medical, scientific or regulatory conclusions about our product. And jurors can sometimes decide cases based on their emotions and sympathies, rather than the facts and the law.

You may not be aware that there have been talc cases where juries have ruled in our favor and jury verdicts against us that have been reversed by appeals courts. Unfortunately, jury verdicts in favor of Johnson & Johnson, and reversals of jury verdicts that originally went against us, don't receive the same media coverage.

For example, a Judge in California overturned a large adverse verdict because there was a lack of reliable scientific evidence to support the claim that talc causes ovarian cancer. Similarly, a Judge in New Jersey concluded that the plaintiffs' case was not "objectively and scientifically grounded."

To date, not one verdict against us has been upheld on appeal.

Preeminent scientific and regulatory bodies, including the National Cancer Institute and the US Food & Drug Administration (FDA), have reviewed the full body of scientific evidence on multiple occasions and found that it does not support the allegation that talc causes ovarian cancer.

Recently, the plaintiff lawyers have advanced a theory that there was asbestos in our Baby Powder that caused mesothelioma. We are confident that our talc products are, and always have been, free of asbestos, based on decades of monitoring, testing and regulation. Over the past 50 years, repeated testing of baby powder samples by the FDA and other government agencies and numerous independent laboratories and scientists have all confirmed the absence of asbestos in our talc products.

Today's verdict was the product of a fundamentally unfair process that allowed plaintiffs to present a group of 22 women, most of whom had no connection to Missouri, in a single case. The result of the verdict, which awarded the exact same amounts to all plaintiffs irrespective of their individual facts, and differences in applicable law, reflects that the evidence in the case was simply overwhelmed by the prejudice of this type of proceeding. **We are confident that there are multiple grounds for reversal of this jury verdict and that ultimately the case will be reversed.**

The U.S. legal system is complex and may seem confusing, and we expect more lawsuits, trials and appeals in the years ahead. We continue to stand firm in our knowledge that Johnson's Baby Powder is safe and has been for over one hundred years. In the interim, you should have confidence that, as you would expect and Our Credo directs, we have acted responsibly and in the interests of the people who use our products.

Sincerely,

A handwritten signature in black ink that reads "Michael Ullmann". The signature is written in a cursive, slightly slanted style.

Michael Ullmann
Executive Vice President, General Counsel