

Important Notice Regarding the Availability of Proxy Materials for the Annual Meeting:
The Notice and Proxy Statement and Annual Report are available at www.proxyvote.com.

M99746-P72096-Z67022

Proxy – Johnson & Johnson

Notice of 2016 Annual Meeting of Shareholders

State Theatre

15 Livingston Avenue, New Brunswick, NJ 08901

Proxy Solicited by the Board of Directors for Annual Meeting – April 28, 2016 at 10:00 a.m., Eastern Time

The signatory hereto hereby appoints D. J. Caruso and M. H. Ullmann and each or either of them as proxies, with full power of substitution and revocation, to represent the signatory hereto and to vote all shares of common stock of Johnson & Johnson that the signatory hereto is entitled to vote at the Annual Meeting of Shareholders of the company to be held on April 28, 2016 at 10:00 a.m., Eastern Time, at the State Theatre, 15 Livingston Avenue, New Brunswick, New Jersey, upon the matters listed on the reverse side hereof and, in their discretion, upon such other matters as may properly come before the meeting and any adjournments or postponements thereof.

Holders of Shares in Johnson & Johnson Employee Savings Plans: If shares are held in one of the Johnson & Johnson employee savings plans, this Proxy covers those shares held for you in your savings plan, as well as any other shares registered in your name. By signing and returning this Proxy (or voting by telephone or the Internet), you will authorize the trustee of your savings plan to vote your savings plan shares as you have directed.

Shares represented by this Proxy will be voted as directed by the shareholder. If this Proxy is signed, the proxies have authority and intend to vote as follows regarding any nominee or matter for which no such directions are indicated: FOR election of all Director nominees, FOR Items 2 and 3 and AGAINST Items 4, 5, 6 and 7.

Address Changes/Comments: _____

(If you noted any address changes/comments above, please mark corresponding box on the reverse side.)

Continued and to be signed on reverse side



JOHNSON & JOHNSON
ONE JOHNSON & JOHNSON PLAZA
NEW BRUNSWICK, NJ 08933

VOTE BY INTERNET - www.proxyvote.com

Use the Internet to transmit your voting instructions up until 11:59 p.m. Eastern Time on April 27, 2016 (or up until 5:00 p.m. Eastern Time on April 26, 2016 for shares held in a Johnson & Johnson savings plan). Have your proxy card in hand when you access the website and follow the instructions to obtain your proxy materials and to create an electronic voting instruction form.

ELECTRONIC DELIVERY OF FUTURE PROXY MATERIALS

If you would like to reduce the costs incurred by our company in mailing proxy materials, you can consent to receiving all future proxy statements, proxy cards and annual reports electronically via e-mail or the Internet. To sign up for electronic delivery, please follow the instructions above to vote using the Internet and, when prompted, indicate that you agree to receive or access proxy materials electronically in future years.

VOTE BY TELEPHONE - 1-800-690-6903

Use any touch-tone telephone to transmit your voting instructions up until 11:59 p.m. Eastern Time on April 27, 2016 (or up until 5:00 p.m. Eastern Time on April 26, 2016 for shares held in a Johnson & Johnson savings plan). Have your proxy card in hand when you call and then follow the instructions.

VOTE BY MAIL

Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717.

SHAREHOLDER MEETING TICKET REQUEST

You must register and print your ticket at the shareholder meeting registration site: www.proxyvote.com. If you cannot print your ticket, contact the Office of the Corporate Secretary at 732-524-2455 or AnnualMeeting@its.jnj.com.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

M99745-P72096-Z67022

KEEP THIS PORTION FOR YOUR RECORDS
 DETACH AND RETURN THIS PORTION ONLY

THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.

JOHNSON & JOHNSON

The Board of Directors recommends a vote **FOR** all Director nominees listed, **FOR** Items 2 and 3 and **AGAINST** Items 4, 5, 6 and 7.

1. Election of Directors			For	Against	Abstain				
1a.	Mary C. Beckerle		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1b.	D. Scott Davis		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1c.	Ian E. L. Davis		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1d.	Alex Gorsky		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1e.	Susan L. Lindquist		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1f.	Mark B. McClellan		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1g.	Anne M. Mulcahy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1h.	William D. Perez		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1i.	Charles Prince		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1j.	A. Eugene Washington		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1k.	Ronald A. Williams		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
For address changes and/or comments, please check this box and complete where indicated on reverse side.						<input type="checkbox"/>			

			For	Against	Abstain
2.	Advisory Vote to Approve Named Executive Officer Compensation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Ratification of Appointment of PricewaterhouseCoopers LLP as the Independent Registered Public Accounting Firm for 2016		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Shareholder Proposal – Policy for Share Repurchase Preference		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Shareholder Proposal – Independent Board Chairman		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Shareholder Proposal – Report on Lobbying Disclosure		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Shareholder Proposal – Take-Back Programs for Unused Medicines		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please sign exactly as name(s) appear(s) hereon. Joint owners should each sign. When signing as attorney, executor, administrator, corporate officer, trustee, guardian, or custodian, please give full title.

Signature [PLEASE SIGN WITHIN BOX]	Date

Signature (Joint Owners)	Date

***** Exercise Your *Right* to Vote *****

Important Notice Regarding the Availability of Proxy Materials for the Johnson & Johnson Shareholder Meeting to Be Held on April 28, 2016.



JOHNSON & JOHNSON
ONE JOHNSON & JOHNSON PLAZA
NEW BRUNSWICK, NJ 08933

Meeting Information

Meeting Type: Annual Meeting
For holders as of: March 1, 2016
Date: April 28, 2016 **Time:** 10:00 a.m. Eastern Time
Location: State Theatre
15 Livingston Avenue
New Brunswick, NJ 08901
To attend the annual meeting please request a ticket at www.proxyvote.com

You are receiving this communication because you hold shares in Johnson & Johnson.

This is not a ballot. You cannot use this notice to vote these shares. This communication presents only an overview of the more complete proxy materials that are available to you on the Internet. You may view the proxy materials online at www.proxyvote.com or request a paper copy (see reverse side).

We encourage you to access and review all of the important information contained in the proxy materials before voting.

See the reverse side of this notice to obtain proxy materials and voting instructions.

— **Before You Vote** —
How to Access the Proxy Materials

Proxy Materials Available to VIEW or RECEIVE:

NOTICE AND PROXY STATEMENT; ANNUAL REPORT

How to View Online:

Have available the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) and visit: www.proxyvote.com.

How to Request a PAPER or E-MAIL Copy of the Proxy Materials:

Please choose one of the following methods to make your request on or before April 14, 2016 to facilitate timely delivery. There is no charge for requesting a copy.

- 1) BY INTERNET: www.proxyvote.com
- 2) BY TELEPHONE: 1-800-579-1639
- 3) BY E-MAIL*: sendmaterial@proxyvote.com

* Send a blank e-mail with the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) in the subject line. Requests, instructions and other inquiries sent to this e-mail address will NOT be forwarded to your investment advisor.

— **How To Vote** —
Please Choose One of the Following Voting Methods

Vote In Person: All shareholders as of the record date, March 1, 2016, may vote in person at the meeting. To attend the meeting, please request an admission ticket in advance. See Shareholder Meeting Ticket Request below.

Vote By Internet: Go to www.proxyvote.com. Have the information that is printed in the box marked by the arrow → XXXX XXXX XXXX XXXX (located on the following page) available and follow the instructions.

Vote By Mail: You can vote by mail by requesting a paper copy of the proxy materials, which will include a proxy card.

Shareholder Meeting Ticket Request: You must register and print your ticket at the shareholder meeting registration site: www.proxyvote.com. If you cannot print your ticket, contact the Office of the Corporate Secretary at 732-524-2455 or AnnualMeeting@its.jnj.com.

Voting Items

The Board of Directors recommends a vote **FOR** all Director nominees listed, **FOR** Items 2 and 3 and **AGAINST** Items 4, 5, 6 and 7.

1. Election of Directors
 - 1a. Mary C. Beckerle
 - 1b. D. Scott Davis
 - 1c. Ian E. L. Davis
 - 1d. Alex Gorsky
 - 1e. Susan L. Lindquist
 - 1f. Mark B. McClellan
 - 1g. Anne M. Mulcahy
 - 1h. William D. Perez
 - 1i. Charles Prince
 - 1j. A. Eugene Washington
 - 1k. Ronald A. Williams
2. Advisory Vote to Approve Named Executive Officer Compensation
3. Ratification of Appointment of PricewaterhouseCoopers LLP as the Independent Registered Public Accounting Firm for 2016
4. Shareholder Proposal – Policy for Share Repurchase Preference
5. Shareholder Proposal – Independent Board Chairman
6. Shareholder Proposal – Report on Lobbying Disclosure
7. Shareholder Proposal – Take-Back Programs for Unused Medicines