



# Accelerating Innovation Worldwide

Bold Collaboration Across the Healthcare Spectrum

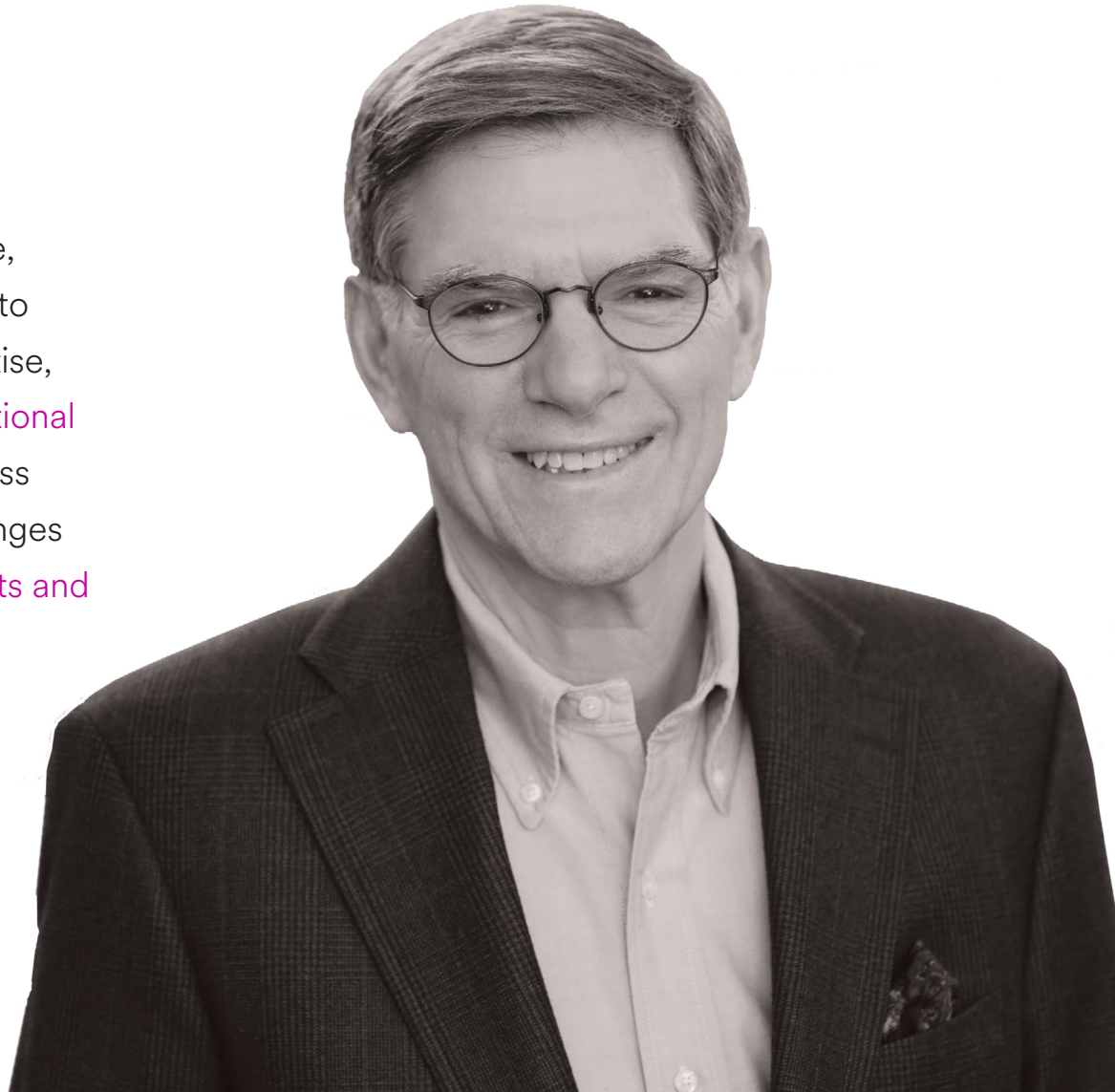
*Johnson & Johnson* INNOVATION

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By connecting the best science, technology and entrepreneurs to our resources, tools and expertise, we aim to **advance transformational healthcare solutions** that address the toughest healthcare challenges and **improve the lives of patients and consumers around the world.**

**William N. Hait, M.D., Ph.D.**

Executive Vice President, Chief External Innovation, and Medical Safety Officer  
Interim Head, Janssen R&D  
Johnson & Johnson



One of the fundamental lessons I have learned over a career as a physician, an academic scientist and, recently, the head of a global R&D organization in the pharmaceutical industry, is that progress cannot be created or sustained in a vacuum. Rather, it takes an array of talents, areas of expertise and different perspectives to truly create innovation that moves from idea to impact.

As the world's largest healthcare company, The Johnson & Johnson Family of Companies (Johnson & Johnson or J&J) has learned that even very large and successful companies cannot consistently generate the best products from within its four walls. Life sciences is a collaborative endeavor and no one company or organization can solve today's healthcare challenges on its own.

If the last few years have taught us anything, it is that innovation underpins the future of human health; the cost of inaction is simply too high. Also, we feel the best way to ensure ongoing discovery and invention is to cultivate strategic partnerships steeped in collaboration and mutual success to ultimately improve health equitably around the world.

Nearly 10 years ago, we started Johnson & Johnson Innovation as an experiment. Our vision: "To positively impact human health through innovation by contributing to the top

regional ecosystems around the world." To do so, we launched Innovation Centers for local partnering, Johnson & Johnson Innovation – JLABS (JLABS) to incubate startups, and combined this with the ability to invest through Johnson & Johnson Development Corporation (JJDC, Inc. or JJDC). We help medical entrepreneurs working in areas of medical technologies, consumer health and pharmaceuticals realize their dreams of creating healthcare solutions that aim to improve people's lives. It was a new approach to external innovation, not just for our company, but for the life science industry as a whole.

Over the years, Johnson & Johnson Innovation has remained true to our vision, and today, we bring together research and development, venture investment, incubation and Business Development resources from across Johnson & Johnson to advance science and technology at all stages of innovation.

At Johnson & Johnson, we collaborate with partners to unleash the power of science and technology. We know a great idea can come from anywhere because talented people with unique approaches and diverse perspectives are everywhere.

We look forward to getting to know you and working with you to explore what we can achieve together.

# Our approach

## Vision

Positively impact human health through scientific innovation.

## Mission

To unlock the potential of life science innovation no matter where it originates.

Johnson & Johnson Innovation teams aim to solve the world's toughest health challenges and drive scientific breakthroughs that improve health for everyone, everywhere. We connect the best science, technology and entrepreneurs to our resources, tools and expertise.



# Our network

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# Areas of interest

Through collaboration, we seek to advance the world's most promising innovation to meet the needs of all people around the world. We are looking for transformational ideas that align with priorities in our pharmaceutical, medtech and consumer health businesses, as well as innovations that converge across these business segments. We offer a suite of capabilities for early-stage, breakthrough innovations with the greatest potential to strengthen and differentiate the pipeline of Johnson & Johnson within our strategic focus areas.



## Pharmaceuticals

### CARDIOVASCULAR, METABOLISM, RETINA & PULMONARY HYPERTENSION

- Cardiovascular & Thrombosis
- Retinal disease
- NASH
- Renal disease
- Pulmonary Hypertension and progressive fibrotic lung disease

### IMMUNOLOGY

- Gastroenterology
- Rheumatology & Maternal-fetal immunology
- Immuno-dermatology
- IL-23 pathway
- Autoantibody pathway

### INFECTIOUS DISEASES & VACCINES

- Viral hepatitis & adjacent liver diseases
- Prevention & treatment of viral & bacterial respiratory infections & acute respiratory distress syndrome (ARDS)
- Novel vaccines, viral & RNA vectors, adjuvants & vaccine technologies

### NEUROSCIENCE

- Neurodegeneration, including Alzheimer's disease, Parkinson's disease & multiple sclerosis
- Neuropsychiatry, including depression, treatment-resistant depression, bipolar disorder & schizophrenia
- Neuroimmune pathways

### ONCOLOGY

- Prostate cancer
- Hematologic malignancies
- Solid tumors (e.g., lung cancer, bladder cancer, colorectal cancer)
- Immuno-oncology

### DISCOVERY, PRODUCT DEVELOPMENT & SUPPLY

- Small molecules
- Protein therapeutics
- mRNA & siRNA therapeutics
- Cell & gene therapies
- AI & Machine Learning (ML) for discovery research
- Safety testing

### DATA SCIENCE

- Drug Discovery: AI & Machine Learning (ML) to drive:
  - High-value biological insights & targets
  - Reduced cycle time & improved NME quality
- Drug Development: AI & ML to drive:
  - Improved clinical trial design, including early detection, better endpoints & patient stratification
  - Accelerated clinical trial operations
  - Enhanced Diversity & Inclusion
- Real-World Evidence (RWE) & external control arms to augment regulatory submissions & internal decisions
- Digital health & treatments, Software as a Medical Device & decentralized trials to enhance care

## MedTech

### TECHNOLOGIES

- 3D Printing
- Advanced Imaging & Visualization
- Biomaterials
- Contact Lenses
- Digital Technology & AI/ML
- Infection Prevention
- Robotic Surgery & Digital Solutions
- Tissue Ablation
- Tissue Regeneration

### PREPERATION, PREVENTION, INTERVENTION AND RECOVERY

- Cardiovascular
- Neurovascular
- Obesity
- Osteoarthritis
- Osteoporosis
- Surgical Oncology
- Cataract & Refractive Surgery

## Consumer Health

### SKIN HEALTH

### SELF CARE

### ESSENTIAL CARE

## Integrated Healthcare Solutions

### LUNG CANCER INITIATIVE

- New intratumoral agents
- Drug formulation/delivery device platforms for localized delivery of therapeutics
- New Ventures
  - Solutions that prevent, intercept, or cure Genitourinary cancers

### GLOBAL PUBLIC HEALTH

- TB and other mycobacteria
- Dengue
- Leprosy
- HIV
- Coronavirus
- Antimicrobial Resistance
- Sharing our molecular libraries

# Innovation acceleration & collaboration

Our global innovation partnering teams provide early-stage startups and life science innovators with a single point of entry to Johnson & Johnson. We aim to make it easy for collaborators to connect with us, all over the globe.

Wherever you are in the world, we're excited to connect.

**Locations across the globe in major  
life science and innovation hotspots**



**680+** collaborations and investments since 2013



**\$2.1B+** in collaboration deployed since 2013



We operate in every region of the world, with hubs in Boston, London, South San Francisco and Shanghai. Our regional teams are comprised of a diverse range of technical and business experts specialized in accelerating cutting-edge science and technology into valuable healthcare potential solutions with the aim to improve lives around the world. Teams include veteran R&D and product development leaders, experienced investors, serial entrepreneurs, transaction experts and professionals from across finance and business development.

We work side-by-side with innovators throughout their journey, providing mentorship and a robust exchange of ideas and resources to support their potential successes, including:



#### Access to funding:

- Grants
- Equity investment
- Dealmaking
- New company creation



#### Access to expertise:

- Research & development
- Regulatory
- Manufacturing
- Clinical development
- Medical safety
- Health equity

Our teams are interested in collaborating with entrepreneurs at startup companies, universities and institutes who are developing early-stage innovations that are pre-proof of concept in humans across the Pharmaceutical, MedTech, and Consumer Health business segments.

## Network locations

In addition to our four Innovation Centers, we have Early Innovation Partnering (EIP) Leads embedded in life science and health technology hot spots around the world. This “hub-and-spoke” model enables us to extend our innovation network deep into the local ecosystem. Our EIP Leads are located in the local markets in Europe, the Middle East and Africa (EMEA) and Asia Pacific (APAC) regions.



# Company incubation

JLABS is our global incubator network that provides startups with access to capital-efficient lab space, equipment and resources, including expertise, community, industry connections and entrepreneurial programs to help them in their goal of bringing solutions to patients of all backgrounds.

## Incubators



840+

companies, including current resident companies and alumni



290

companies with at least one deal and/or partnership with a company from the Johnson & Johnson Family of Companies



## The diversity of your network matters:

57% first-time entrepreneurs

43% serial entrepreneurs

30% female-led companies

30% minority-led companies

Today, **our portfolio** of more than 840 companies has secured \$67B+ in financing and strategic relationships (secured and contingent). Our goal is to accelerate life science and health technology innovations for the people who need them.

## A comprehensive model to accelerate innovation

### The JLABS difference includes:

- Access to collaborations and equity investments
- Infrastructure: Labs, offices, equipment & full-service site team
- Investor Hub: Connections to top investors
- Resource Hub: Purchasing power & preferred vendors
- JPALS: Global network of J&J experts
- JLABS Navigator: Visibility & credibility
- Programming: CEO connections & community

JLABS is a no-strings-attached model, which means entrepreneurs are free to develop their science while holding on to their intellectual property.

We have JLABS locations across the globe in major life science and innovation hotspots.



## JPOD

A JPOD supports innovators with training, expertise and networking programs designed to equip them with a mix of resources to help enable their potential success. JPOD companies receive access to the global JLABS ecosystem, including an expert assigned to help facilitate connections to our network of professionals, training and skills, consideration of partnership for future opportunities, access to our investor community and amplification of resident news. Our JPOD locations are in Philadelphia (PA) and Boston (MA) in the United States.

## QuickFire Challenges crowdsource innovation from across the globe

An innovative approach to help identify, empower and enable potential breakthrough healthcare ideas from innovators across the globe, QuickFire Challenges are designed to support innovators on their quest to advance scientific breakthroughs and build the healthcare system of tomorrow. The innovators with the ideas most strategically aligned to the respective QuickFire Challenge may be awarded any combination of grant funding, access to world-class lab facilities and resources, and mentorship from industry experts. To date, more than 80 QuickFire Challenges have launched with more than 8,000 applicants, and 170+ innovators have received more than \$15 million in grant funding.

## CDI @ TMC

The Center for Device Innovation at the Texas Medical Center (CDI @ TMC) is a network for innovation that integrates Johnson & Johnson MedTech internal expertise with medical device startups, providing teams with access to capital-efficient lab space, mentorship, and collaboration that aims to develop end-to-end breakthrough medtech solutions. CDI's state-of-the-art engineering capabilities are partnered with TMC's scientific and clinical facilities to accelerate medical technologies from concept through commercialization. The aim of CDI @ TMC is to leverage the breadth of J&J to scale select internal projects and strategically aligned ventures of startup companies.

## BLUE KNIGHT™

BLUE KNIGHT™ is a joint initiative between JLABS and the Biomedical Advanced Research and Development Authority (BARDA), part of the Administration for Strategic Preparedness and Response at the U.S. Department of Health and Human Services. The collaboration is dedicated to anticipating potential health security threats, activating the global innovation community and amplifying scientific and technological advancements with the aim to prepare for and respond to our rapidly evolving global health environment.

**Blue Knight** companies are eligible to receive unique benefits including fee assistance, access to JLABS space with dedicated laboratory equipment at select locations, dedicated mentorship from BARDA and Johnson & Johnson and global programming and symposia.

# Strategic investing

Johnson & Johnson Innovation – JJDC, Inc. (JJDC) is the strategic venture capital arm of Johnson & Johnson. JJDC finds transformative ideas and helps them mature into potential solutions for today's patients through equity investment. It seeks innovations with the potential to make a transformational impact in the health and lives of people around the globe.

## Venture Funding

 50 years of investing

 \$3.5B+ in capital distributed across companies and funds since 2013

 160+ active portfolio companies across 3 sectors



## Driving innovation through venture investing

JJDC has invested in hundreds of emerging life sciences companies developing healthcare potential solutions in areas of strategic interest to Johnson & Johnson and plays a key role in the company's mission to bring new healthcare products to the patients we serve.

JJDC is a strategic investor with a long-term approach. We have a dedicated team focused on all stages of innovation, across the healthcare spectrum, including pharmaceutical and medtech. We work with the regional Johnson & Johnson Innovation teams and business units to identify the best opportunities for investment and deploy key capabilities and expertise to our portfolio companies. We customize every deal to the opportunity, ranging from new company creation, seed and Series A investments in the earliest-stage startups to Series B investments and beyond in more mature companies. We also make private investments in public companies (PIPEs).

## New Company Creation

Today, we stand ready to identify the needs and gaps in the market that are not being addressed for patients around the world. Our unique capability enables us to bring together the expertise, resources and reach of Johnson & Johnson to cultivate and validate science, technology and business models and create new therapeutic options for patients.



# Business development

We are committed to taking partnering for health and well-being to a new level. At Johnson & Johnson, the decentralized way we operate our businesses combines the best qualities of smaller companies – an entrepreneurial drive for growth and proximity to customers – with the resources, know-how and investment capital of a well-respected Fortune 500 company. This strategic approach gives us a strong sense of ownership and agility and accountability seldom seen in large multinational corporations. Our goal is to identify collaborative opportunities and form active partnerships where we can bring the full strength of Johnson & Johnson to bear with the aim to create transformative value for our partners and society.



## Janssen Business Development: Midsize to large biotech & established pharmaceutical companies

The Janssen Business Development team pursues partnership opportunities that will accelerate the creation of healthcare solutions that improve people's lives around the world. We seek to create value in five defined therapeutic areas: Cardiovascular, Metabolism, Retina & Pulmonary Hypertension; Immunology; Infectious Diseases & Vaccines; Neuroscience; and Oncology. Janssen Business Development is very active in acquiring assets, companies, and technologies, as well as entering into strategic collaborations and commercial partnerships with established pharmaceutical companies and midsize to large biotechnology companies. Working with Janssen Business Development gives you access, resources, expertise and commitment that are unique to the Janssen Pharmaceutical Companies of Johnson & Johnson (Janssen).

## Johnson & Johnson MedTech: Purposeful technology to reimagine health

At Johnson & Johnson MedTech, we unleash diverse healthcare expertise, powerful technology and a passion for people to transform the future of medical intervention and empower everyone to live their best life possible. For more than a century, we have driven breakthrough scientific innovation to address unmet needs and reimagine health.

In a radically changing environment, we are making connections across science and technology to combine our own expertise in surgery, orthopaedics, vision, and interventional solutions with the big ideas of others to design and deliver doctor- and patient-centric products and solutions.

We remove limitations to a full life—from restoring vision and mobility, to providing life-saving surgical technologies and solutions, to enabling those with debilitating conditions to get the right treatment. Together, we continue to help save lives and create a future where healthcare solutions are smarter, less invasive and more personalized.

## Consumer Health: Established consumer health companies

At Johnson & Johnson Consumer Health, we are uniquely positioned to help improve personal health by delivering products that are rooted in science and endorsed by professionals. Every day over one billion people reach for our trusted products to take care of themselves and those they love.

We seek important new technologies that can be accelerated to consumers through co-development with our expert teams, and introduced globally through world-class R&D, marketing, manufacturing and regulatory capabilities as well as our global footprint. We are interested in novel, game-changing ingredients as well as completely new products (including devices), business models and solutions.

# Research & development

## Johnson & Johnson MedTech Research & Development

At Johnson & Johnson MedTech, we are leading with purpose to fulfill unmet needs across surgery, orthopaedics, interventional solutions and eye health. Together, we are building digitally-enabled, differentiated medtech solutions for patients across the healthcare continuum. We're investing in areas including advanced robotics and accelerating breakthrough science to elevate the standard of care and address the most complex medical challenges. Our data-driven research and development thrives at the intersection of experimentation and collaboration as our more than 4,000 team members develop new technologies to help improve clinical outcomes and remove limitations to a full life.



## Johnson & Johnson Consumer Health Research & Development

Johnson & Johnson Consumer Health R&D is strategically organized around the needs of Skin Health, Self Care and Essential Care and our scientists deliver products grounded in consumer insights and backed by science. Like the world around us, we are constantly evolving our science and unlocking new innovations to create personal health solutions for consumers around the world.



## Janssen Research & Development

At Janssen R&D, our mission is to use heart, science, and ingenuity to create transformational medicines to improve the health of humanity. Fueled by this mission, we have grown twice as fast as the rest of the pharmaceutical industry to become the largest pharmaceutical company in the United States. This success is driven by 19 new products approved since 2011 that impact the lives of many patients and their families and communities. And, we anticipate filing for more life-changing therapies in the years ahead by innovating with patients, not just for them, and using technology and data in new ways.

Across each partnership, our fundamental belief is to always seek out actionable biology, and the technology that enables translation of this biology into medicine and attracts the best talent. We are also actively looking for novel modalities that offer the promise to effectively modulate difficult targets; as well as data science collaborations to unlock disease insights and deliver better patient outcomes.

We are divided into multiple therapeutic areas fueled by world-class functions in Discovery, Product Development & Supply, Development Operations and Regulatory Affairs. In our therapeutic areas, we have true end-to-end accountability, from an idea that seeds a discovery project through the last label change prior to loss of exclusivity in the market. Such an organizational span permits frictionless translation of insight, both in the forward lab-to-clinic direction, and reverse translation from the clinic-back-to-the-lab, inspiring new programs.

We recognize that the early-stage external ecosystem is thriving—only 6% of the industry’s R&D pipeline is now held by the top 10 pharmaceutical companies and that to thrive in tomorrow’s marketplace, a successful large pharmaceutical company must understand how to be part of this ecosystem—not compete against it.

Our track record and commitment to the broad community of innovators is high, with 500+ active opportunities and collaborations through the multiple Johnson & Johnson Innovation nodes. We have great respect for the world’s scientists and the companies that pursue their insights. We also respect their investors’ objectives.

We believe it is important to be forward-looking, open to new ideas and respectful of wherever they come.



We strive to blur the line between internal and external: our scientists sometimes invent our own therapeutics and platforms. We sometimes license technology, and oftentimes collaborate, bringing complementary skills together. Sometimes we will incubate a company, sometimes we will acquire an asset or company, and sometimes we will finance an asset through NewCos, Joint Ventures, and other mechanisms.

We are committed to building deep, lasting relationships with partners where we can bring the full strength of Janssen to help create and deliver transformational medicines and vaccines. We are a participant, a partner, and an accelerator within this vibrant ecosystem. We believe in enabling your success. We believe in you.

<sup>1</sup>Cardiovascular, Metabolism, Retina & Pulmonary Hypertension, Immunology, Infectious Diseases & Vaccines, Neuroscience, Oncology

# Integrated healthcare solutions

## The Lung Cancer Initiative at Johnson & Johnson

We take a multidisciplinary approach to help change the trajectory for lung cancer patients. By combining the power of J&J's expertise in Pharmaceuticals and MedTech, we are developing intratumoral drug and energy therapies with the goal to deliver less invasive, more precise treatment.



# Global public health

Upholding the 130-year heritage of Johnson & Johnson, we are advancing healthcare solutions against the toughest challenges that disproportionately impact people in lower- and middle-income countries.



The world has made significant progress in providing healthcare, yet major gaps remain, and bolder, smarter approaches are needed to overcome the drastic inequity in access to care—now.

As one of the world's largest healthcare companies, we are driven to enable better health for more people in more places. Through a dedicated global public health (GPH) organization, we apply a lab-to-last-mile approach to fight diseases like tuberculosis, HIV, Ebola, dengue and intestinal worms—innovating across all that we do to develop and deliver much-needed medicines, strengthening health systems and supporting frontline healthcare workers.

We support innovation to take on entrenched and emerging threats in global health by developing the new technologies, treatments and vaccines needed to make progress against today's and tomorrow's most life-threatening diseases. Recognizing we can't do this alone, we seek to bring together public and private resources, invest in science both inside and outside of our walls and offer access to our R&D capabilities.

Ultimately, we hope to do our part to close the gap of inequity and pave the way to a healthier future for the world's most vulnerable and underserved populations.



Global  
R&D



Global Access &  
Programs



Local  
Operations

## Areas of interest

### TB and other mycobacteria

Expanding access and uptake of existing regimens for multidrug-resistant tuberculosis (MDR-TB), developing simplified treatment regimens, novel molecular approaches, companion diagnostics and leprosy elimination tools.

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### HIV

Novel and simplified treatment tools, including long-acting injectable formulations, approaches for latent HIV, point-of-care diagnostics and innovative prevention strategies.

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### Emerging pathogens

Dengue prevention and treatment, COVID-19 treatment (screening and repurposing), leprosy treatment, emerging pathogens and pandemic preparedness and AMR opportunities.

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### Other applications

Digital health, data sciences and artificial intelligence platforms targeting GPH diseases; opportunities for global public health disease prevention and elimination, including vaccines.

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### Sharing our molecular libraries

Johnson & Johnson, in partnership with WIPO Re:Search, is proud to make available its Jump-stARter library to drug discovery researchers in order to identify and advance promising drug candidates to fight neglected infectious diseases. The library includes a diverse collection of 80,000 high-quality, drug-like, small molecules and compound fragments created to “jump-start” drug discovery collaborations.

# Diversity, equity & inclusion

At Johnson & Johnson Innovation, we are committed to working together to empower early-stage innovators to better identify the needs of all patients with the aim to drive more inclusive solutions. Our goal is to help foster structural and systemic change by supporting the global startup community and expediting large-scale impact toward health equity.



Diversity, equity and inclusion (DEI) is embedded in **Our Credo**, our true north at Johnson & Johnson. We believe that together, we can create a world where the color of one's skin, socioeconomic status, age, geography, language, gender, disability status, citizenship status, and sexual identity and orientation are not a determinant of access to care, quality of care or health outcomes.

We believe that if we support DEI in the early stages of a company's life—when they're creating their identity, their research focus and approach, their culture and their solutions—we have the opportunity to help create a seismic yet sustainable shift to address health disparities.

By doing so, we hope that as early-stage companies and their potential solutions mature, DEI will be woven into the fabric of how their technologies and teams develop and deliver potentially life-enhancing and lifesaving solutions.



## Our focus includes three critical areas:

### Shape and promote a diverse ecosystem

Champion, design and implement diverse, equitable and inclusive programs and networks for the global innovation market.

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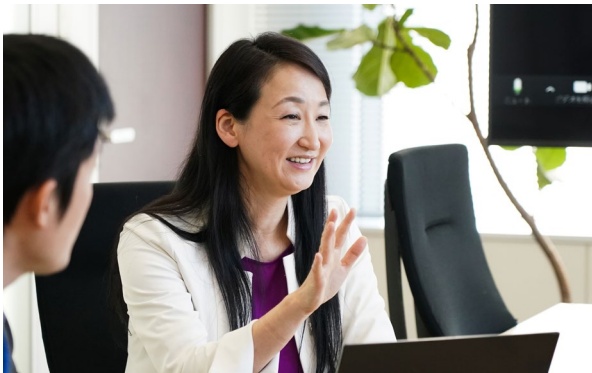
### Recruit and develop diverse innovators and boards

Enhance the representation of diverse talent across early-stage innovation communities broadly, starting with our external partners, through training and mentorship that aims to prepare candidates to be considered and prepared for leadership and board member roles.

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### Assess and champion innovation for health equity

Raise awareness amongst our ecosystem of health equity opportunities and work towards systematic integration of health equity into the health innovation through an assessment and measurement system.



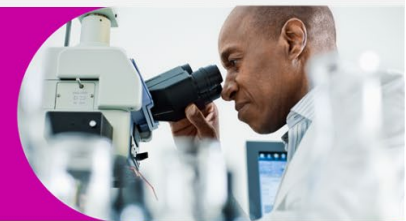
# Catalyzing System Impacts – Diversity, Equity and Inclusion Programs At-A-Glance

## Activating Diversity, Equity and Inclusion in the Early-Stage Health Innovation Ecosystem



### Catalyzing Systemic Impact

- + Inclusive approach to innovation that is designed with and for underrepresented populations
- + Health equity lens that aims to achieve better health outcomes
- + Diversified boards, researchers & decisionmakers



FOCUS AREAS

Shape and Promote a Diverse Ecosystem

Recruit and Develop Diverse Innovators and Boards

Assess and Champion Innovation for Health Equity

PROGRAMS



DEI-focused QuickFire Challenges



Oppti Intern Academy



VC University ONLINE



STEM Scholars Programme



Tracking & Benchmarking Leaders and Boards



Board Fellows



Growth Axis CEO Alliance



DEI-focused online trainings



Health Equity Assessment Tool



Health Equity eLearning Module

OUTCOMES

99

applications to date from diverse innovators in 2022 DEI-focused QFCs

80+

diverse high school student interns interested in STEM careers

42

New and aspiring VCs from diverse backgrounds

25

Diverse students in first cohort

200+

Of our portfolio companies can self-report the demographics of their leaders and boards to help drive diversity within the industry

5

Diverse life science leaders selected as Johnson & Johnson Innovation Board Fellows

16

Diverse CEOs in first cohort

~200

Online trainings for portfolio companies to improve their DEI skills and knowledge

550+

Of our portfolio companies can complete a survey to assess how they are considering health disparities in their solutions

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All health startups can take our eLearning module to understand why health equity, diversity and inclusion are a business imperative

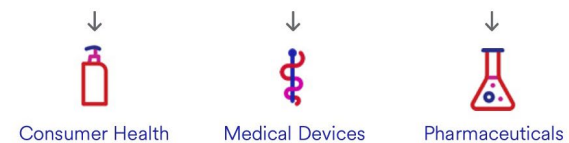
# Connect with us

Do you have an idea aligned with our focus areas?

Visit: [jninnovation.com/connect-with-us#aboutyourself](https://jninnovation.com/connect-with-us#aboutyourself) to get in touch



Across the healthcare spectrum





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