

Dear Shareholders

I am pleased to share with you the agenda for the Annual General Meeting (AGM) of Shareholders of Lonza Group Ltd scheduled for 5 May 2022. Although we begin to see the easing of restrictions arising from the pandemic, we remain cautious about bringing stakeholders together for large-scale physical meetings. In this context, we have decided not to host the AGM in person. Instead, the voting of shares will be conducted via the independent proxy, in line with the previous two years. We regret that we will not have the opportunity for direct interaction, but I was pleased to meet with many of you during my roadshow at the end of last year, and hope to see you all at our AGM in 2023. As we will not meet, I would like to take this opportunity to share some of the key developments in 2021 as well as our focus for 2022 and beyond.

Looking back on 2021, the pandemic continued to evolve and develop across many markets, bringing new challenges to businesses, governments, communities and individuals. Within Lonza, we continued to navigate the impacts of the pandemic, with manageable issues arising from the disruption to supply of raw materials and equipment. We have also continued to make an active contribution to controlling the pandemic, with two expansions to our agreement with Moderna for the manufacture of the mRNA drug substance for its Spikevax vaccine. The new agreements have provided for three more mRNA production lines in Visp (CH), and a further line at our site in Geleen (NL), which delivers a crucial step in the manufacturing process. We are also pleased to have supported other customers with their COVID-related projects, including Humanigen, Capricor and AstraZeneca.

While continuing to navigate the challenges and opportunities of the pandemic, we also confirmed strong financial results. In 2021, Lonza achieved sales of CHF 5.4 billion, growing 20% AER (20% CER) and CORE EBITDA of CHF 1.7 billion, resulting in a margin of 30.8%. These group results were supported by a strong performance from each of our four divisions: Biologics, Small Molecules, Cell & Gene and Capsules & Health Ingredients.

On 1 July 2021, we completed the divestment of our former Specialty Ingredients business to the Bain Capital and Cinven consortium, for an enterprise value of CHF 4.2 billion. This was a complex process that was managed efficiently on both sides, and we wish our former colleagues every success with their new owners. The divestment provided Lonza with an opportunity to refine its focus on the healthcare industry. We are now united by a purpose to enable a healthier world and a vision to bring any treatment to life.

With the cash flow generated from operations alongside the proceeds from the divestment, we announced a series of strategic growth investments including a CHF 200 million investment in a new Small Molecules facility in Visp and an investment of CHF 850 million to expand mammalian capacity in Biologics. We also made investments in our Cell & Gene and Capsules businesses. These will ensure that we can continue to expand our capacity and offerings in critical areas of our business. Given our current focus on growth investments, we are proposing an unchanged dividend for shareholders of CHF 3.00 per share, in line with last year.

With the divestment and the implementation of the structural redesign, 2021 was another formative year for Lonza. Turning to 2022, as we celebrate our 125 year anniversary, Lonza will consolidate its position as a leading manufacturing partner for the pharma, biotech and nutrition industries. We will continue to make ambitious investments in our long term success, supported by a focus on operational excellence across our global network.

In line with our strategic priorities, we have also strengthened our focus on sustainability as a critical component of our value proposition. Ownership and accountability for Lonza's sustainability and environmental, social and governance (ESG) efforts rest with the Board of Directors, with the Chairman and each of the Board Committees, which focus on aspects of the program. The Executive Committee (EC) is responsible for the implementation of the program.

We have worked diligently in 2021 to ensure that responsibility is integrated and embedded across our global network. Commencing in 2022, ESG metrics will be incorporated into our compensation policy for both management and employees. Specifically, for all employees who receive a Lonza Bonus, 25% of the company performance measure will be calculated based on quantifiable annual metrics to track the company's progress in delivering its ESG targets. The targets and respective achievement levels for each metric will be shared next year in our Remuneration Report. This is a significant commitment that is designed to ensure that our whole employee community understands the importance of responsible business and works actively to support our ambitious ESG agenda. For further details, please refer to the Lonza Remuneration Report 2021 (www.lonza.com/annualreport/2021/remuneration).

We have also worked to create a clear, comprehensive and systematic framework around our ESG activities. Using the UN Sustainable Development Goals, we have defined seven key ESG priorities. These include: good health and wellbeing; quality education; gender equality; clean water and sanitation; industry, innovation and infrastructure; responsible consumption and production; and climate action. Each of these goals provides a long-term objective that resonates with our own vision for sustainability, based on the role we fulfill for our customers and the industry in which we operate. More detailed information on our work in sustainability is available in Lonza Sustainability Report 2021 (www.lonza.com/annualreport/2021/sustainability).

Turning to the role and focus of our Board of Directors, we aim collectively to bring the experience, expertise and capacity required to add value to the Group's broad range of activities. The proposed election of the two new Board members (Dr Marion Helmes and Prof Roger M. Nitsch) will further strengthen our Board's value to the business. Dr Marion Helmes is an experienced CFO and Board member with international exposure. She brings experience from multiple industries including retail, energy and heavy manufacturing. Prof Roger Nitsch is the CEO and President of Neurimmune AG. He brings extensive experience from his career as researcher and biotech entrepreneur. Looking more widely at our composition, the Board of Directors today comprises more than one third female members, and the Executive Committee more than one quarter. We are committed to maintaining high levels of female representation across our business in the future as we continue to grow.

On behalf of the Board of Directors, I would like to thank you for supporting Lonza. Your trust and loyalty is our motivation to perform, deliver and grow. Please stay safe and healthy, and I hope we have a chance to meet at the AGM in 2023.

Sincerely,

Albert M. Baehny,

Chairman of the Board of Directors