



Remuneration

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Letter from the Chair of the Remuneration Committee



Christoph Mäder

Chair of the Remuneration Committee

Dear Shareholders,

In my role as Chair of the Remuneration Committee (RemCo) and on behalf of its fellow members, I am pleased to introduce our Remuneration Report 2025, which was prepared in compliance with the Swiss Code of Obligations, the SIX Exchange Regulation, the Swiss Code of Best Practice and Lonza Group Ltd's Articles of Association. In this report, we outline the current compensation policies and the decisions made in relation to 2025 compensation for the Executive Committee (EC) and Board of Directors of Lonza Group Ltd (the Board).

To enhance succession planning, ensure continuity, and strengthen governance, the RemCo and the People and Governance Committee (previously named Nomination and Governance Committee) were established in mid-2024, following the split of the former Nomination and Compensation Committee (NCC). These committees now form an integral part of the company's governance framework.

We are grateful for the active engagement and time with our shareholders, the investor community and proxy advisors in 2025. These interactions help to ensure we continue our open and transparent dialogue. During 2025 we had dedicated engagements with external stakeholders in relation to our remuneration approach, governance and remuneration system evolution. Our discussions covered matters relating to changes to the Executive Committee and the Board of Directors, peer group simplification, plan design enhancements, as well as overall company developments.

Reflecting the importance of these interactions, we have introduced a new section in this Remuneration Report on Shareholder Engagements, summarizing the key discussions held and the actions taken in response to stakeholder feedback.

2025 Performance Outcomes

Lonza presents strong 2025 performance outcomes which have benefited our shareholders, our employees and the public. The RemCo measured the 2025 Lonza Bonus performance outcomes and payout levels against predetermined performance targets. The Group performance outcomes against all four KPIs (sales, CORE EBITDA, free cash flow and ESG) resulted in a company performance factor of 107%. When combined with varying personal performance factors the average total payout factor is 114% of target for Executive Committee members including the CEO. For the CEO the personal performance factor is 130% which leads to an overall payout factor of 139% of target. See page 188 to 191 for more details.

The 2023 – 2025 Long-Term Incentive Plan (LTIP) performance outcomes, and in turn payout levels, were measured against 2023 performance targets. Overall Group performance against CORE EPS and ROIC targets, measured at the end of the 2023–2025 performance period, positively impacted the 2023 LTIP achievement level which vested at 120% of target.

We explain in this report how our company performance impacts the compensation under the incentive plans for the EC.

2025 Committee Activities

The RemCo focused in 2025 on the determination of the compensation for the members of the Executive Committee and Board of Directors. We include in the Remuneration Report an overview of the schedule and key activities of the RemCo.

After three years of consistent fee levels, the RemCo reviewed the Board of Director fees in 2025. This review recognized the increasing workload arising from growth at Lonza and after reviewing against the peer group, the Chair fee was increased and separate committee fees were applied per committee. More information can be found in pages 177 and 193.

Following the announced plans to exit the Capsules and Health Ingredients (CHI) business, the RemCo reviewed the Executive Committee peer group. Our talent and leadership increasingly operate in a global market, given Lonza's significant presence in the US, and the overall growth trajectory of the company, the new peer group reflects where we compete for skills and expertise. The peer group is formed of global Life Sciences, Biotech and Pharma companies. More details on the peer group can be found on page 180.

During 2025, the RemCo advanced a comprehensive review of the Total Rewards framework to support the full implementation of the One Lonza strategy as well as the defined growth ambitions. This effort ensures to ensure continued alignment with new and evolving business priorities and long-term value creation under the new strategic direction and reinforce the link of pay for performance. The EC remuneration structure reflects that of the wider organization and provides a well-balanced mix of cash and equity, reflecting both annual and long-term performance orientation. The RemCo made a number of decisions in relation to EC Compensation Policy related to 2025 and 2026.

In 2025 the annual target awards for EC members were adapted to 75% – 100% (compared to 75% in 2024), reflecting a more differentiated and market aligned structure for our most strategic roles. In 2025, 100% was applied in one case only. The CEO target award is 100% and has not been adapted in 2025.

Similarly, the RemCo adapted LTIP 2025 target award levels to 100% – 125% (compared to 125% in 2024) for EC members. This allows the RemCo to position awards in line with experience, role scope and market. More information about the application of this policy in 2025 can be found on page 189.

The RemCo monitored and determined the relevance of the KPIs in the Lonza Bonus and LTIP. We concluded that the existing KPIs for the Lonza Bonus plan should continue for the 2025 plan year, reflecting both top and bottom line performance as well as ESG goals.

In relation to the LTIP 2025, the RemCo determined that the KPIs of Core Earnings Per Share (EPS), Return on Invested Capital (ROIC), and relative Total Shareholder Return (rTSR) continued to be relevant given Lonza's CapEx strategy, aligning the interests of employees and investors on sustainable profitability, shareholder value, and competitive performance. The three KPIs EPS, ROIC and rTSR are equally weighted and will be measured over the three-year LTIP performance period 2025 – 2027. Further, in line with feedback received from stakeholders, the 2025 rTSR vesting corridor is disclosed in this report

Looking ahead to 2026, the RemCo determined to cap the Lonza Bonus maximum achievement to 200%. More information can be found in page 185.

Further, the RemCo reviewed the LTIP target for the CEO and, in consideration of the One Lonza growth strategy, market benchmark, and the objective of strengthening the link between reward and long-term company performance, the LTIP target level was adapted with effect from 2026 to 200% (from 150% in 2025). With this review, the LTIP target is now closer to the market median. There are no other changes in compensation for the CEO planned for 2026 and no changes were applied in 2025.

The RemCo also revised the KPIs in the Lonza Bonus and LTIP for 2026 onwards. The future KPIs reflect the continued journey to achieve our One Lonza strategic ambitions. As part of our focus on delivering sustainable value creation, the company performance targets for the Lonza Bonus 2026 will be based on sales growth (reflecting our focus on revenue expansion and competitive growth), CORE EBITDA margin (to reinforce strong financial discipline and sustainable profitability year-over-year), trade working capital (to support robust cash management) and ESG. From 2026, ESG KPIs will be streamlined and simplified to the five KPIs most relevant to Lonza's sustainability strategy – climate, water, employee development, supply chain sustainability and supplier decarbonization (Scope 3), reflecting all three dimensions: Environmental, Social and Governance.

The LTIP KPIs were reviewed for 2026, and will remain as EPS, ROIC and rTSR with equal one-third weighting per KPI. The peer group for rTSR will be revised for 2026.

The RemCo also reflected on feedback received from stakeholders in respect of replacement awards. With effect from 2026, the primary vehicle for replacement awards for new Executives will be Performance Share Units (PSUs) with a three year vesting period, granted on a like for like basis to align with the vesting year of forfeited compensation. In the event of new EC appointments in future years, full details of related replacement awards will be disclosed in the relevant remuneration report.

The RemCo commits to providing additional and clarifying detail on the 2026 changes in the relevant 2026 Remuneration Report.

Changes to the Executive Committee and Board of Directors during 2025

During the year, the RemCo supported leadership transitions within the Executive Committee that were aligned with the introduction of the One Lonza strategy. These changes focused on placing the right leaders in the right roles to strengthen execution capabilities and accelerate progress toward Lonza's growth ambitions. The updated leadership structure enhances strategic alignment and operational agility, positioning the organization to effectively navigate future opportunities and challenges. On 1 July 2025, Andreas Bohrer was appointed to the Executive Committee in the role of Chief Legal & Corporate Affairs Officer. Additionally, effective 1 October 2025, Jason Berndt was appointed as Head of Group Operations. Maria Soler Nunez, previously serving in that role, transitioned to the position of Chief Quality Officer and continues to serve as a member of the Executive Committee, reflecting the critical importance of the Quality function.

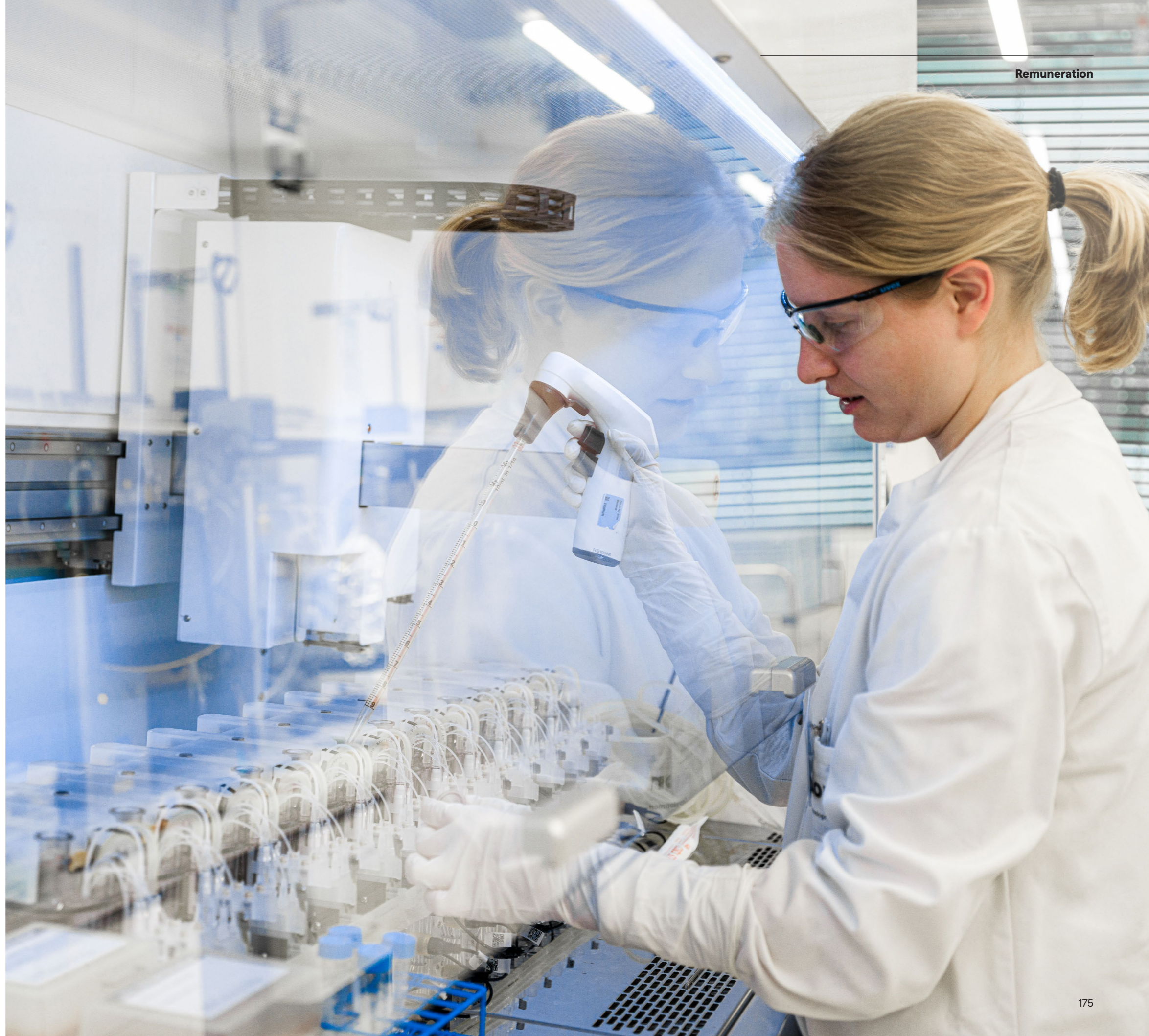
All compensation decisions relating to the appointments and departures were made in line with our Executive Compensation Appointment and Termination Policies outlined on page 181.

In respect of the Board of Directors, Oliver Verscheure decided not to stand for re-election at the Annual General Meeting (AGM) in May 2025. David Meline, Juan Andres and Eric Drapé were elected as Independent Board Members at the AGM 2025.

On behalf of the RemCo, I thank our shareholders for the continued dialogue during 2025. We respectfully ask for your endorsement of this Remuneration Report 2025 and approval of Executive Compensation that will be put forward to you at the 2026 AGM.

Yours faithfully,
Christoph Mäder

Chair of the Remuneration Committee
Lead Independent Director



2025 at a Glance

Compensation Principles

Pay for Performance – our compensation programs are performance-based, linking employee reward with individual and company performance, both financial and non-financial. Non-financial targets focus on ESG goals to support UN Sustainable Development Goals.

Drive Sustainability – our compensation programs are linked to our sustainability strategy. Strategic decisions that drive competitive advantage are encouraged but excessive risk taking is discouraged to avoid jeopardizing the financial health, reputation or sustainability of the company. We believe in equal pay for equal work. Our compensation programs are simple, transparent and communicated internally and externally.

Create Shareholder Value – our share-based compensation encourages long-term performance and alignment of interests of our management with those of our shareholders. Our executives are required to hold a minimum level of shares to ensure they have a stake and interest in the long-term success of the company.

Drive Strategy – a strong focus on growth, sustainability and personal contribution means our incentive programs support the One Lonza strategy powered by the Lonza Engine® – our unique set of core competencies that work together to generate long-term value: high performing teams; leading scientific, technological, digital ecosystem; unparalleled customer partnerships; end-to-end execution excellence and plug-and-play investment & integration capabilities. Our competitive compensation programs are designed to attract and retain diverse talent who drive these strategic priorities.

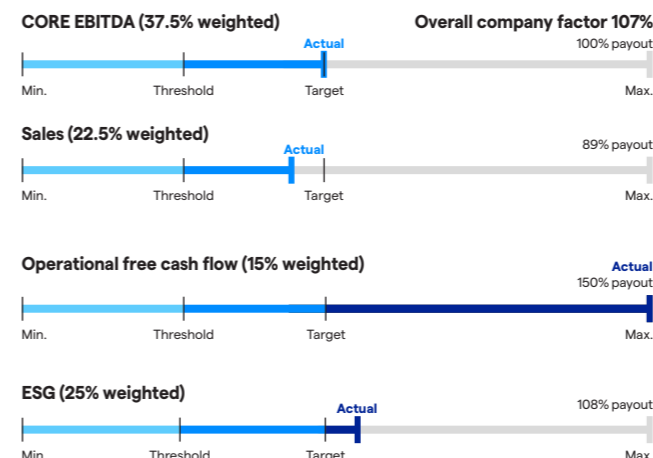
2025 Executive Committee Compensation Structure

	Fixed pay and benefits		Performance related variable pay		
	Base Salary	Pension and Benefits	Lonza Bonus	Long-term Incentive Plan (LTIP)	Lonza Restricted Share Plan (LRSP)
Purpose	Attract and retain Payment for role	Attract and retain Protection against risk and retirement savings	Reward for year-over-year performance	Retain Reward for long-term performance Align to shareholders	Attract and retain including employees in the wider organization Supports EC Appointment Policy
Form of payment	Cash	Pension contributions Benefits, allowances and insurances	100% cash; or 50% cash and 50% equity until shareholding guidelines are met	Performance Share Units (PSUs) subject to a three-year vesting period	Restricted Share Units (RSUs) subject to a two to five year vesting period
Drivers	<ul style="list-style-type: none"> Role and responsibilities Skills and experience Market value 	<ul style="list-style-type: none"> Market practice Role 	Performance against annual company financial and ESG objectives, individual goals, values and behaviors	Business performance over 3 years	<ul style="list-style-type: none"> Replacement award if on joining Lonza, certain compensation at their previous employer is forfeited Level is set lower than forgone awards
Performance measures			<ul style="list-style-type: none"> Sales CORE¹ EBITDA Free cash flow ESG KPIs Personal performance 	<ul style="list-style-type: none"> CORE¹ Earnings per share (EPS) Return on invested capital (ROIC) Relative Total Shareholder Return (rTSR) 	<ul style="list-style-type: none"> Sustained performance in role Continued employment

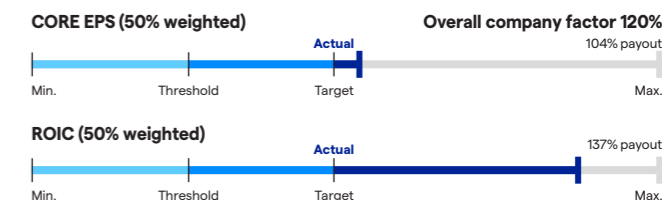
¹ CORE results for incentive plans are adjusted for divestitures, acquisitions, restructuring and extraordinary one-time events and as approved by the RemCo including rounding.

2025 Outcomes

2025 Lonza Bonus

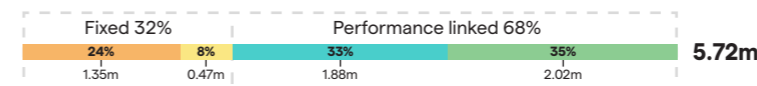


2023–2025 Long-term Incentive Plan

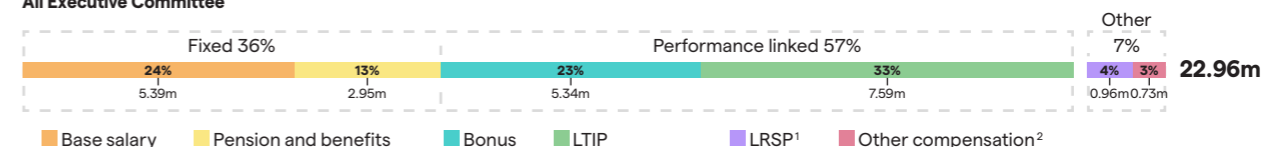


2025 Total Remuneration Paymix (CHF)

Highest Paid Member of the Executive Committee (Wolfgang Wienand, CEO)



All Executive Committee



¹ LRSP awards are separate from typical total compensation and are awarded at appointment and only in cases where a new Executive Committee member forgoes compensation at their previous employer and in line with Lonza's EC Appointment Policy.
² Cash payment (including base salary, other benefits, bonus and social security) and shares (LTIP) received by departed members of the Executive Committee during 2025 in line with contractual obligations and in line with applicable plan rules as well as a replacement cash payment of CHF 290,000 to Jason Berndt in lieu of compensation forfeited at his previous employer with vesting period of less than 12 months. More information can be found in page 191.

Board of Directors Compensation Policy

Compensation of Board of Directors from Annual General Meeting (AGM) 2025 to 2026 excluding employer social security contributions.

	Annual board retainer	Annual committee fees
Chair of the Board of Directors¹	CHF 950,000	Not eligible to committee fees
Vice-Chair of the Board of Directors	CHF 250,000	CHF 80,000 (committee chair) CHF 40,000 (committee member)
Member of the Board of Directors²	CHF 225,000	
The additional responsibilities of Lead Independent Director ³ do not attract any additional fees		
Form of payout	50% in Lonza Group shares (blocked for three years) and 50% in cash and paid in quarterly installments	

¹ The compensation of the Chair of the Board of Directors is inclusive of all committee work.
² The compensation for a Committee Chair amounts to CHF 305,000 where chairing one committee. In the case of multiple committee memberships each attracts a separate fee.
³ The roles and responsibilities of such Lead Independent Director are in line with sect. 18 para. 2 of the Swiss Code of Best Practice for Corporate Governance, requiring adequate control mechanisms, and commensurate to such position.

Compensation Governance

Rules in the Articles of Association

Lonza's Articles of Association contain rules regarding the approval of compensation by the Shareholders' Meeting (Article 22), the supplementary amount in the event of changes in the Executive Committee (Article 23), compensation of the members of the Board of Directors and the Executive Committee, including the principles applicable to performance-related compensation and the allocation of equity awards (Article 24), the agreements with members of the Board of Directors and the Executive Committee (Article 25), the mandates outside the Lonza Group Ltd (Article 26) and loans to members of the Board of Directors and the Executive Committee (Article 27).

Responsibilities of Board of Directors

The Board of Directors has the following roles and responsibilities as outlined in the Articles of Association and Organizational Rules.

Responsibilities of the Remuneration Committee

The RemCo has the following roles and responsibilities as outlined in the Organizational Regulations and RemCo Charter. After each RemCo meeting the Board of Directors is informed of the topics discussed and decisions taken. RemCo meeting minutes are available to all members of the Board of Directors. The RemCo continuously reviews the aspects of executive compensation and compliance with good governance standards and also in light of continuous growth and transformation of the Company.

	RemCo	Board of Directors	Annual General Meeting
Compensation strategy and design	Proposes	Approves	
Maximum aggregate compensation of the Board of Directors	Proposes	Reviews	Approves (binding vote)
Individual compensation of the members of the Board of Directors	Proposes	Approves (within the budget approved at the AGM)	
Maximum aggregate compensation for the Executive Committee	Proposes	Reviews	Approves (binding vote)
Individual compensation of the members of the Executive Committee	Approves (within the budget approved at the AGM)		
Performance target setting and performance assessment for the purpose incentive plans	Approves		
Remuneration Report	Proposes	Approves	Consultative vote

Annual Remuneration Committee Schedule

	Q1	Q2	Q3	Q4
Remuneration Governance				
Preparation of Remuneration Report	•			•
Approval of Remuneration Report	•			
Review of the shareholdings of Board and Executive Committee	•			
Proposal of remuneration AGM motions to be submitted to shareholder vote		•		
AGM retrospective and review of feedback on policy and disclosures			•	
Approval of RemCo meeting schedule				•
Compensation of Board of Directors				
Determination of compensation for following compensation period (AGM to AGM)		•		
Benchmark of compensation of the Board of Directors (every 2-3 years)			•	
Compensation of the Executive Committee				
Performance Evaluation	•			
Determination of the annual bonus payout (prior year)	•			
Determination of long-term incentive vesting (end of prior 3-year period)	•			
Compensation review for current year	•			
Review compensation peer group			•	
Determination of plan design and performance targets for annual bonus and LTIP for next financial year			•	
Forecast of expected incentive payouts for current year			•	•
Benchmarking Executive Committee compensation	•			•
Determination of Executive Committee compensation for the coming year	•			•

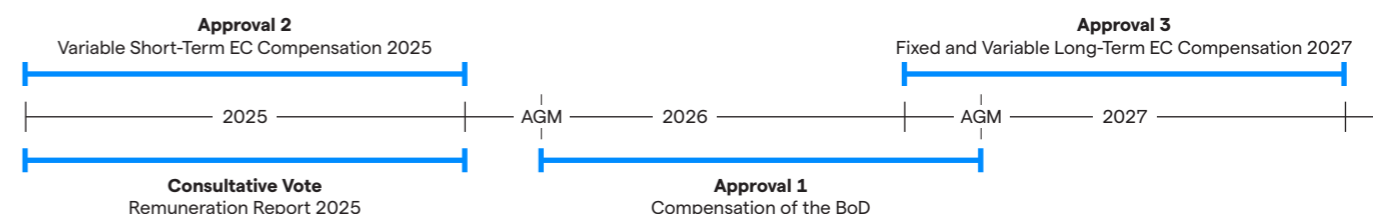
Shareholders' Meeting

The Shareholders' Meeting approves annually the compensation of the Board of Directors and the Executive Committee in accordance with the Lonza's Articles of Association and Organizational Regulations. In relation to the Board of Directors, prospective approval is sought for the compensation of the Board of Directors from AGM to AGM.

for the prior financial year. This maintains our commitment to pay for performance. In addition, a prospective approach is sought for the maximum aggregate amount of fixed compensation and variable long-term compensation (LTIP) for the upcoming financial year.

Retrospective approval is sought for the aggregate amount of variable short-term compensation of the Executive Committee

This Remuneration Report shall be submitted to a consultative vote by the shareholders at the AGM 2026. The voting mechanism that will be conducted at the AGM 2026 is described below.



Shareholder Engagements

Shareholder Outreach

The RemCo Chair conducted an extensive shareholder outreach program in 2025, engaging with institutional investors representing over 24% of our shareholder base. The objective was to gather feedback on our executive compensation framework, governance practices, and evolving expectations around transparency and sustainability-linked pay.

Similarly, to provide greater clarity and alignment with best practices, we have expanded our disclosure on annual bonus outcomes. The Remuneration Report now includes a detailed explanation of performance achievements particularly on the individual goals.

We are pleased to report continued support for our executive compensation philosophy, which emphasizes pay-for-performance, long-term value creation, and alignment with shareholder interests. Below, we summarize the key themes from our engagement and the actions taken in response.

This approach ensures transparency on how performance translates into payouts and reinforces the link between pay and performance.

In addition, several shareholders expressed a desire for greater transparency around the performance metrics and outcomes of our long-term incentive plans. In response, we have enhanced the disclosure of our 2022-2025 LTI payout table, including further details of the payout corridor in relation to the rTSR KPI.

Enhanced Disclosure on Compensation Elements

In response to shareholder feedback requesting greater transparency, we have expanded our disclosure on base salary adjustments for Executive Committee members. The Remuneration Report now provides additional context on the rationale for any changes, including market positioning, individual performance. This approach reflects our commitment to transparency, clarity and alignment with best governance practices.

Review of Compensation Peer Group

Following feedback received, the Board conducted a comprehensive review of the compensation peer group in 2025. The purpose of this review was to ensure that the peer group remains appropriate for benchmarking EC compensation, considering factors such as company size, industry, and growth trajectory. This review forms the foundation for subsequent benchmarking of total rewards. More information about the Peer Group can be found on page 180.

Link between Sustainability and Executive Pay

Lonza recognizes the importance of integrating sustainability objectives into executive compensation as part of our long-term strategy. The Lonza Bonus currently includes measurable ESG-related objectives, such as progress on emissions reduction and workforce diversity. These goals are reviewed annually to ensure they remain relevant and balanced within the overall incentive framework.

We remain committed to transparent reporting on progress against our sustainability roadmap, which is aligned with our corporate strategy and stakeholder expectations.

Looking Ahead

We value the ongoing dialogue with our shareholders and remain committed to evolving our compensation practices in line with market standards, regulatory expectations, and stakeholder feedback.

External Advisors

Lonza engages with external advisors on an ad hoc basis as required. In 2025, the RemCo obtained external market and legal insights from WTW¹, PWC¹ and Obermatt¹ reflecting a total cost of approximately CHF 80,000. The CHRO and relevant HR specialists support the RemCo in preparing the RemCo meetings and materials. These individuals have an advisory function without voting rights.

Market Benchmarking

Lonza reviews the total compensation of the Executive Committee, wider employees and Board of Directors through regular benchmarking analysis versus market practice, to ensure that compensation levels remain competitive and support the retention and attraction of talents. The total compensation (base salary, variable incentives, pension and other benefits) for Executive Committee members is benchmarked against a relevant peer group every two to three years or when fundamental company parameters alter (e.g. acquisition or divestment). Benchmarking was last performed in 2025. In 2025 the peer group was modified to focus on global pharmaceutical, life sciences and CDMO businesses of a similar size. This enhanced peer group best represents the talent market in which Lonza competes.

In relation to the revised peer group (please see table below) and considering company scope factors such as market capitalization and revenue, Lonza is well positioned around the median of the peer group. CEO base salary and target bonus are also positioned around the median of the peer group while the LTI target opportunity for 2025 is at the lower quartile.

Alcon	Siemens Healthineers
Danaher Corporation	Sonova Holding
Givaudan	Straumann Holding
Merck KGaA	Teva Pharmaceutical Industries Limited
Mettler-Toledo International Inc	Thermo Fisher Scientific
Novartis	UCB
Roche	Vertex Pharmaceuticals, Inc
Sandoz Group	WuXi AppTec Co
Samsung Biologics	WuXi Biologics
Sartorius Aktiengesellschaft	

¹ Both PWC and WTW have further consulting arrangements with Lonza Human Resources. Obermatt has no other consulting arrangements.

Executive Committee Appointments Policy

Compensation Element	Policy
Levels and Structure	<ul style="list-style-type: none"> Total compensation and components for an incoming Executive Committee member will be directly aligned with the Executive Committee compensation structure (page 176)
Base Salary	<ul style="list-style-type: none"> The RemCo will set base pay levels in a reasonable range around market level considering scope of role responsibilities, experience, skills and internal relativities If the scope of an Executive Committee member's role changes significantly the RemCo may make adjustments in line with benchmark and defined budget The RemCo will review Executive Committee base salary as part of the merit based annual salary review, with increases based on strong performance and proven contributions in role over a sustained period
Incentives	<ul style="list-style-type: none"> Incoming Executive Committee members are eligible for incentive target levels in line with their role (see page 185)
Pension and benefits	<ul style="list-style-type: none"> Incoming Executive Committee members are eligible for pension and benefits in line with the wider workforce in the country in which they are employed
Replacement Awards	<ul style="list-style-type: none"> The RemCo will consider making replacement awards at the commencement of the employment relationship using equity (LRSP) or in exceptions cash. Such awards compensate forfeited awards at the previous employer, as a result of accepting the Lonza appointment (see page 190) Details of any such replacement award for Executive Committee members will be disclosed at the time of grant, in the relevant Remuneration Report In line with mandatory Swiss law, Lonza does not give any "golden handshakes" or sign-on awards Effective from 2026, replacement awards will be granted under the LTIP framework, with the applicable performance conditions applying

Executive Committee Termination Policy

The employment agreements of the Executive Committee members are in line with the below provisions.

Termination type	Treatment of compensation
Death, Disability and Retirement Termination by the Company Without Cause	<ul style="list-style-type: none"> Payment of base salary and benefits over the 12-month notice period, except in the case of retirement. In the case of death, this is paid out to the next of kin Pro-rata annual bonus payment relating to year of termination, measured up to the termination date (payout subject to shareholder vote at the relevant Annual General Meeting) Unvested LTIP awards will be pro-rated, based on number of months employed (including the notice period) during the 36-month performance period (this applies to all outstanding LTIP awards) and will vest on the ordinary vesting date for each plan Unvested LRSP awards will be pro-rated, based on number of months employed (including the notice period) during the relevant vesting period and will vest on the ordinary vesting date for each plan No new LTIP awards will be made where the grant date is in the notice period
Resignation by the Executive	<ul style="list-style-type: none"> Payment of base salary and benefits over the 12-month notice period No entitlement to annual bonus award with respect to the plan year in which the termination date occurs, except if both of the following apply: <ul style="list-style-type: none"> I. Termination is after 31 December of the plan year; and II. Executive was not released from their obligation to work during the plan year All unvested LTIP / LRSP awards will lapse
Termination by the Company for Cause	<ul style="list-style-type: none"> Payment of base salary and benefits over the 12-month notice period No entitlement to annual bonus award relating to plan year in which employment is terminated All unvested LTIP / LRSP awards will lapse
Change of Control	<ul style="list-style-type: none"> Payment of base salary and benefits up to point of transaction if moving to new entity following transaction or up to the end of the notice period, if terminated by the Company without cause Within 18 months following a change of control, an annual bonus payment will be made on a pro-rata basis reflecting the period up to the end of the notice period. The payment will also be based on actual (to the extent that it may be determined) or presumed achievement and, if to the extent that the executive is released from an obligation to work, target achievement (100%) will be assumed Unvested LTIP / LRSP awards shall vest immediately and the granted price shall be the price at which the shares are sold in the transaction resulting in the Change of Control
Non-Compete	<ul style="list-style-type: none"> For a period of six months (for Executive Committee members) and 12 months (for the Chief Executive Officer) following the end of the notice period individuals will not be partially or fully employed by any entity that materially competes with the Company In case of a breach of the non-competition clause, the executive shall pay damages to the Company Compensation for the period of non-competition, will be a monthly consideration equal to the executive's last monthly base salary minus any new income earned in the relevant month In line with the Code of Obligations (art. 735c para 2) compensation will not exceed the average compensation paid to the EC Member in the three previous financial years and will only be paid when commercially justifiable The Company may elect to fully or partially release the departing Executive Committee member from the non-competition obligation no later than six months prior to the end of the notice period

Clawback and Malus

The Lonza Clawback and Malus Policy applies to Executive Committee members and covers all new, future and outstanding variable compensation including Lonza Bonus, LTIP and LRSP awards. In instances of gross misconduct, material breach of duties, violation of code of conduct, material misstatement of and error in calculation of performance (company or personal), the Clawback and Malus policy allows Lonza to recover any relevant compensation from Executive Committee members and / or to forfeit or reduce in whole, or in part, any future awards or payments. The clawback and malus period applies until the third anniversary of the vesting date.

Shareholding Guidelines

Executive Committee members and other senior managers must meet minimum shareholding requirements to strengthen their alignment with our shareholders' interests. The minimum shareholding levels must be achieved within a specified five-year period which begins on the date of commencing the relevant role. Progress towards achieving the guideline levels is measured in January of each calendar year.

CEO	300% of base salary
Other Executive Committee members	200% of base salary
Other senior managers	Annual LTIP grant value

The RemCo periodically reviews the minimum shareholding requirements. No changes were made to the guidelines during 2025.

Executive Committee Performance Management Annual Process

Executive Committee members are subject to a performance management process, broadly aligned with the process for the wider organization. The RemCo works to set robust targets to drive sustainable results.

Both group wide goals and personal goals (financial and ESG) are set after iterative reviews and are ultimately approved by the Board of Directors. At year-end, a performance assessment takes place. Each Executive Committee member conducts a self-assessment of their performance, considering the deliverables of their role, including Business Platform financial targets and company-wide ESG targets, achievement of annual personal goals, and values and behaviors.

A discussion is held between each Executive Committee Member and the CEO who recommends a performance rating for RemCo endorsement. The Executive Committee members are not present during RemCo meetings when their own performance and compensation is discussed.

The Chair of the Board of Directors assesses the performance of the CEO, including: a review of company targets set at the beginning of the year (financial and ESG), personal goals and values and behaviors, in order to determine a performance rating approved by the RemCo. The CEO is not present during the section of the RemCo meeting when their own performance and compensation is discussed.

1. Target Setting

- Company (financial and ESG) targets proposed to the Board with inputs from relevant functions. Robust iterative review process ensures targets are stretching to drive competitive advantage, whilst discouraging excessive risk taking
- Personal goals proposed by each EC member, including values and behaviors
- CEO sets personal goals with the Chair of the Board. Other EC members set goals with CEO

2. Year-End Performance Assessment

Company Performance

- Outcomes for financial and ESG targets are calculated against each weighted metric considering constant exchange rates and result in a company performance factor

Personal Performance

- EC members conduct self-assessment
- CEO performance assessed by Chair of the Board to determine a performance rating considering a review of company targets set at beginning of the year (financial and ESG), personal goals, and values and behaviors
- EC Member performance is assessed by CEO to determine a performance rating considering deliverables of their role including: Business Platforms' financial targets and company-wide ESG targets, achievement of annual personal goals, and values and behaviors
- The personal performance assessment may result in a rating of Outstanding Performance (exceptional contributions and performance over and above expectation and exemplifying Lonza's values and behaviors), Successful Performance (strong performance in line with expectation and having delivered defined goals), or Developing Performance (performing generally in line with expectations, yet may not have fully delivered defined goals or had effective business impact). In rare cases a rating of Unsatisfactory may apply
- CEO and EC ratings endorsed by RemCo resulting in a personal performance factor as outlined on page 188 and 191

3. Determining CEO and EC Compensation

- Base salary is reviewed by RemCo in line with performance, market benchmarks, internal relativities, experience and scope of role, and is put to the AGM
- Annual bonus outcomes are formulaic (using the company and personal performance factors) and are put to the AGM
- Long-term incentive outcomes are formulaic based on outcomes of the relevant financial metrics



Compensation of the Executive Committee 2025



Base Salary

Objective and overview	<ul style="list-style-type: none"> • Paid as a fixed cash amount • Basis for total compensation (incentives target amounts set in percentage of base salary) • Reviewed annually, taking into consideration the scope and responsibilities of the position, market benchmark and base salary increase made across the Company, as well as the personal performance of the individual • May be adjusted in case of change in scope of role
2025 implementation	<ul style="list-style-type: none"> • Base salary for those appointed to the Executive Committee during 2025 was set taking in consideration the experience of individual and relevant market levels • Base salary for specific Executive Committee members was adjusted during 2025 in line with the objectives above • Base salary for the CEO was not adjusted during 2025

Benefits

Objective and overview	<ul style="list-style-type: none"> • Complement the total compensation offering on a country or market specific basis • Includes retirement benefits and risk benefits such as life, health insurance and medical allowance, as well as perquisites such as transportation allowance and expense allowance
2025 implementation	<ul style="list-style-type: none"> • Administered in line with country benefit policies • Provided to Executive Committee members on the same terms as the wider workforce in the country in which they are employed

Lonza Bonus

Objective	A reward for year-over-year performance, providing potential for an annual bonus payment based on Group and personal performance			
Overview and payout method	Bonus performance conditions are defined for each financial year ahead of the relevant annual bonus cycle based on the company's short-term objectives, and include a mix of financial, ESG and individual goals			
	Annual bonus target amount Annual bonus target	\times Company performance factor Sales CORE ¹ EBITDA Free cash flow ESG KPIs	\times Personal performance factor Personal factor based on personal performance rating considering delivery of: role deliverables; annual goals; values and behaviors	$=$ Bonus award Bonus award is paid 100% in cash or, 50% cash and 50% shares if shareholding guidelines have not been met
Levels	CEO 100% of base salary at target Other Executive Committee members 75%–100% of base salary at target	0–150% of target	<ul style="list-style-type: none"> • Outstanding Performance 125–135% • Successful Performance 95–105% • Developing Performance 75–85% • Unsatisfactory 0–40% 	Realized bonus award ranges from 0–202.5% of target.
2025 implementation	A 100% target was applied in one case in 2025, to reflect a more differentiated approach considering role scope and taking into account market benchmarking. The maximum bonus opportunity increased from 195% to 202.5% of target as a result of the increase in the maximum personal performance factor to 135% for all Lonza employees. This maximum level did not apply to any Executive Committee member in 2025. For 2026, the maximum bonus opportunity will be capped at 200%.			
Company performance conditions	The 2025 annual bonus was based on company performance and personal performance measures with financial and ESG target performance results derived from the audited 2025 results. These financial KPIs measures were selected to reflect company performance holistically considering topline revenue generation as well as bottom line operational efficiencies, cost and expense management. Core metrics are used to provide a more accurate and transparent reflection of achievements by normalizing for non-recurring, non-operational items or events, ensuring our incentive structures are aligned with sustainable value creation. Targets are rigorously reviewed and calibrated and set annually. They are coupled with ESG goals which are outlined in the following section. As outlined on page 177, for 2026, company performance conditions will be based on sales growth (reflecting our focus on revenue expansion and competitive growth), CORE EBITDA margin (to reinforce strong financial discipline and sustainable profitability year-over-year), trade working capital (to support robust cash management) and ESG.			
Definition	Sales Measures revenue generated	CORE¹ EBITDA Measures Group operating performance and profitability	Free cash flow Measures the company's ability to generate cash	ESG Measures the company's contribution to seven UN Sustainable Development Goals
Weighting	22.5%	37.5%	15.0%	25.0%

¹ CORE results for incentive plans are adjusted for divestitures, acquisitions, restructuring and extraordinary one-time events and as approved by the RemCo including rounding.



Environmental, Social and Governance (ESG)

Lonza has prioritized seven of the United Nations Sustainable Development Goals as the most relevant to our commitment to supporting our customers to bring medicines and therapies to patients, investing in the development of our people and reducing the environmental impact of our operations and supply chain. This commitment is anchored in our annual bonus for the Executive Committee and the wider employee population, with the equally weighted targets set out below. The Executive Committee have a collective responsibility for the achievement of the ESG goals and its members sponsor the goals to ensure a dedicated focus.

2025 Payout Factor

ESG

2025 Achievement (% of target)						
Sustainable Development Goal	Objective Description	2025 Achievements	Threshold	Target	Maximum	2025 Payout
3. Good Health and Wellbeing	Lonza contributes to the wellbeing of the world and global society, measured by the satisfaction of our customers who bring medicines and therapies to patients	Customer satisfaction for our CDMO products and services offerings increased 11 points year over year				150%
	Annual progress on our ESG roadmap	We improved our ESG risk management, governance and reporting by enhancing our supply chain climate risk assessment process and financial quantification and our materiality assessment				125%
13. Climate Action	Annual progress in reducing Scope 1 and 2 emissions with the long-term goal of cutting our GHG emissions by 42% by 2030 vs 2021	Absolute emissions decreased year over year, and we continue our work to reduce Scope 1 and 2 emissions in the mid – long term. Our emissions intensity (tons of CO ₂ /m CHF) continues to decrease year over year ¹				54%
	Enhancement of roadmap and commitment to reduce Scope 1 and 2 emissions	The majority of our sites further developed plans identifying projects to reduce emissions in mid to long term, and projects are included in the financial planning				52%
9. Industry, Innovation and Infrastructure	Lonza further reduces the environmental impact of our operations through innovation for efficiency in growth projects and investment	We continue to expand and implement Sustainable Design Standards for all relevant capital expansion and refurbishment projects worldwide and their estimated carbon footprint. We challenge each project to make sure that sustainability principles were implemented in the design of our assets and utilities				150%
12. Responsible Consumption and Production	Lonza improves ESG throughout its supply chain	We continued our progress on performing sustainability evaluations for our suppliers, covering more than 85% by spend				150%
	Enhancement of roadmap and commitment to reduce Scope 3 emissions	We work towards our Scope 3 science-based supplier target, by engaging more than 700 suppliers to improve their decarbonization maturity				150%
5. Gender Equality	Annual progress towards our global ambition of ensuring equal employment	We continue our equal employment opportunity efforts, and we maintained the percentage of females in management positions globally ²				0%
6. Clean Water and Sanitation	Annual progress towards reducing industrial water intensity by 50% by 2030 vs. 2021	We reduced industrial water intensity (m ³ /m CHF) year over year with a slight decrease in absolute water consumption ¹				70%
	Enhancement of roadmap and commitment to reduce water consumption	Many industrial water reduction projects are underway, already delivering actual water savings year-on-year				134%
4. Quality Education	Lonza supports the learning and development of its employees, measured by the completion of individual development plans	We focus on the development of our employees, supported by meaningful manager conversations, with more than 68% coverage				149%
Total ESG Factor						108%

¹ Greenhouse gas and water figures have been adjusted to reflect acquisitions and external events.

² This target is the global (where permitted by local law) performance indicator of our efforts to remove any gender-related obstacles in the workplace, ensuring each person is assessed fairly based on merit.

Overall Company Performance

2025 Group performance targets and outcomes

	Weighting	Target	Maximum	Actual	2025 Payout (% of target)
CORE ¹ EBITDA	37.5%	2,351	2,451	2,352	100%
Sales	22.5%	7,670	7,970	7,607	89%
Free Cash Flow	15.0%	202	302	700	150%
ESG	25.0%				108%
Total Company Performance Factor	100%	-	-	-	107%

¹ CORE results for incentive plans are adjusted for divestitures, acquisitions, restructuring and extraordinary one-time events and as approved by the RemCo including rounding.

The 2025 annual bonus will be paid to eligible Executive Committee members in May 2026 subject to shareholder approval at the 2026 Annual General Meeting.

CEO Personal Performance

In addition to company financial and ESG targets outlined above, the Board also set strategic objectives for the CEO. The table below outlines the CEO performance against the Lonza

Bonus targets. These targets were structured to ensure delivery against the announced One Lonza strategy, driven by the Lonza Engine[®] to create long-term value.

Achievement of CEO's achievements against strategic objectives:

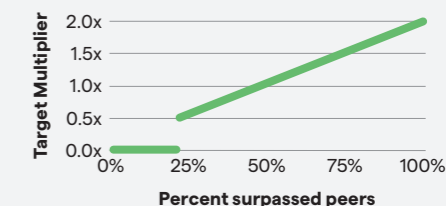
In 2025, the CEO continued to successfully drive transformative change toward the new One Lonza vision, in line with the new One Lonza strategy, with execution at speed and a strong focus on results. By collaborating closely with his leadership team and employees across the company, he efficiently introduced a streamlined operating model, reorganizing Lonza into three specialized business platforms supported by enhanced group functions. The transformation to a pure-play CDMO progressed through strategic investments and targeted divestments, while the CEO's direct engagement on executive level with customers further elevated Lonza's reputation as a trusted strategic partner. Commercial success was evident through the signing of numerous customer contracts totaling multi-billion CHF and a significantly increased Net Promoter Score. Disciplined operational execution and effective cost management delivered significant sales growth of 21.7% (CER) and CORE EBITDA of over CHF 2bn at a 31.6% margin, surpassing upgraded guidance.

Personal Performance Factor 130%
Overall, the CEO delivered a strong and balanced performance in 2025 and, based on the assessment of the Chairman of the Board and as approved by the Remuneration Committee, was awarded an Outstanding performance rating with a personal performance factor of 130%.

CEO Overall Payout Factor 139.1%

Long-term Incentive Plan (LTIP)

Objective and overview	<ul style="list-style-type: none"> As part of variable compensation, the LTIP aligns the interests of participants with those of Lonza's shareholders. It also contributes towards the offering of a competitive total reward package Executive Committee members are awarded the conditional right to receive a number of Lonza shares in the future, provided that performance and employment conditions are achieved over a three-year performance period The LTIP design and performance targets are determined at the beginning of each three-year performance period 																												
Levels	<ul style="list-style-type: none"> CEO: 150% of base salary at target Other Executive Committee members: 100% – 125% of base salary at target Minimum payout is 0% of target levels Maximum payout is up to 200% of target levels 																												
Payout ranges	<p>Payout ranges from 0% to 200% of target opportunity levels</p> <table border="1"> <thead> <tr> <th>Performance</th> <th>Payout (% of target)</th> </tr> </thead> <tbody> <tr> <td>Minimum</td> <td>0%</td> </tr> <tr> <td>Threshold</td> <td>50%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> <tr> <td>Maximum</td> <td>200%</td> </tr> </tbody> </table>	Performance	Payout (% of target)	Minimum	0%	Threshold	50%	Target	100%	Maximum	200%																		
Performance	Payout (% of target)																												
Minimum	0%																												
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Performance Conditions	2025 KPIs are CORE ¹ EPS, ROIC and rTSR each weighted at one-third. These KPIs align the interests of the Executive Committee with Lonza's long-term performance and thus the interests of our shareholders.																												
2023 LTIP award – performance and payout	<p>The 2023 LTIP award was granted in 2023 with the KPIs relevant at that time.</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">2023–2025 LTIP performance</th> <th rowspan="2">2025 Payout (% of target)</th> </tr> <tr> <th>Weighting</th> <th>Target</th> <th>Maximum</th> <th>Actual¹</th> </tr> </thead> <tbody> <tr> <td>CORE EPS (earnings per share)</td> <td>50%</td> <td>16.7</td> <td>23.4</td> <td>17.0</td> <td>104%</td> </tr> <tr> <td>ROIC (return on invested capital)</td> <td>50%</td> <td>8.4%</td> <td>11.8%</td> <td>9.7%</td> <td>137%</td> </tr> <tr> <td>Total</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>120%</td> </tr> </tbody> </table> <p>This resulted in a payout of 120% of target LTIP levels for Executive Committee members participating in this award.</p>		2023–2025 LTIP performance				2025 Payout (% of target)	Weighting	Target	Maximum	Actual ¹	CORE EPS (earnings per share)	50%	16.7	23.4	17.0	104%	ROIC (return on invested capital)	50%	8.4%	11.8%	9.7%	137%	Total	-	-	-	-	120%
	2023–2025 LTIP performance				2025 Payout (% of target)																								
	Weighting	Target	Maximum	Actual ¹																									
CORE EPS (earnings per share)	50%	16.7	23.4	17.0	104%																								
ROIC (return on invested capital)	50%	8.4%	11.8%	9.7%	137%																								
Total	-	-	-	-	120%																								
2024 LTIP award	The 2024 LTIP award was granted in 2024 and will vest in early 2027 following a three year performance period. Full details were provided in the 2024 Remuneration Report.																												
2025 LTIP award – grant	<p>Overview The 2025 LTIP budget value for the Executive Committee was approved by the Board of Directors and submitted to the 2024 AGM. Following shareholder approval at this meeting, the awards were subsequently administered. Similar to previous years, the 2025 LTIP awards include minimum, threshold, target and stretch goals, as outlined in the table above.</p> <p>Performance measures 2025 and target setting The respective performance targets at the threshold (50%), target (100%) and maximum (200%) payout levels were recommended by the RemCo and approved by the Board of Directors in January 2025. They are commercially sensitive at this time and will not be disclosed publicly until after the awards have vested.</p> <p>CORE¹ EPS EPS (Earnings per share) is defined as CORE net income divided by the average number of outstanding shares and measures profitability and excludes financial income and expenses. The 2025 LTIP award threshold performance level remains consistent with prior years. The maximum performance level requires significantly better performance than target. CORE EPS is used as a metric to provide a more accurate and transparent reflection of achievements by normalizing for non-recurring, non-operational items or events, ensuring our incentive structures are aligned with sustainable value creation.</p> <p>ROIC ROIC (return on invested capital) is defined as adjusted net operating profit after tax divided by average invested capital. This measures the return the company generates on its investments for both organic, and inorganic expansion. The measure is a reflection of the effect of decisions taken by Executive Committee members and senior management over the course of the relevant LTIP performance period. The 2025 LTIP award threshold performance level remains consistent with prior years. The maximum performance level requires significantly better performance than target.</p> <p>rTSR rTRS (relative total shareholder return) ranks Lonza's performance against all members of the peer group. This measure aligns the interests of our executives with shareholders over a multi-year period. The target (100%) payout level is achieved with a median ranking relative to the peer group. The threshold payout (50% of target) is achieved with Percentile 25 relative to peer group. The maximum payout level (200% of target) is achieved at 100 Percentile relative to the peer group. All performances in between are linearly interpolated. rTSR is measured against the SMI peer group and is calculated by an independent third-party advisor, and subsequently approved by the Board and assured by an external auditor.</p>																												



¹ CORE results for incentive plans are adjusted for divestitures, acquisitions, restructuring and extraordinary one-time events and as approved by the RemCo including rounding.

Lonza Restricted Share Plan (LRSP)

Objective, overview and performance measures	<ul style="list-style-type: none"> A replacement award instrument for Executive Committee members awarded solely at the commencement of the employment relationship if certain compensation is forfeited at their previous employer as a result of joining Lonza. It is used as a vehicle to support the Executive Committee Appointment Policy and replicates existing vesting schedule at previous employer Two to five-year time-based vesting period, depending on the structure of the forgone compensation Replacement awards subject to continued employment and sustained performance in role
Levels	<ul style="list-style-type: none"> Levels set less than forgone awards, considering, but not limited to, previous employer variables such as historical company performance, volatility and the equity instrument
Payout method	<ul style="list-style-type: none"> 100% equity following a two to five-year time-based vesting period
2025 Implementation	<ul style="list-style-type: none"> Jason Berndt received an award of CHF 0.96m as a replacement for compensation forfeited at his previous employer when joining Lonza. The award has a three-year vesting period in yearly tranches at 12, 24 and 36 months to closely match vesting dates for forfeited compensation Effective from 2026, replacement awards will be granted under the LTIP framework, with the applicable performance conditions applying

The LTIP and LRSP outlined above are the only share-based programs provided.

Highest Compensation Paid to a Member of the Executive Committee

The table below shows the breakdown of compensation for Wolfgang Wienand, CEO, as the highest-paid Executive Committee member in 2025 and 2024. The 2024 figures reflect pro-rata compensation from his hire date of 1 July 2024, whereas 2025 reflects compensation for the full calendar year.

The total remuneration in 2025 is lower than in 2024 (CHF 5.72m in 2025 compared to CHF 6.42m in 2024) due to the one-time replacement award in 2024 for compensation forfeited at the prior employer when accepting the role at Lonza.

The actual bonus payout is based on outstanding individual performance driven by delivering above expectations against the One Lonza strategy. Under his leadership the Lonza Engine[®] moved from strategic concept to high-performing reality in 2025 capturing double digit sales growth, streamlining the business to remove complexity and strengthening customer confidence. Combined with strong company performance in 2025 this has contributed to the Lonza Bonus payout outlined in the table below. More details of the personal performance can be found on page 188.

The fixed and variable long-term compensation budgets are based on shareholders' approval during the 2024 Annual General Meeting.

Million CHF (gross)	2025	2024
Fixed pay		
● Base salary	1.35	0.67
● Benefits ¹	0.35	0.36
● Pension	0.11	0.06
Variable pay		
● Lonza Bonus (cash) ²	1.88	0.47
● Lonza Bonus (shares) ²	0.00	0.47
● LTIP (grant value) ³	2.02	1.69
Other pay		
● LRSP (grant value)	0.00	2.70
● Other compensation	0.00	0.00
Total remuneration	5.72	6.42

¹ The disclosed amounts on this line include the full costs of employer contributions for social security.

² For those Executive Committee members who are yet to reach the minimum shareholding, the 2025 Lonza Bonus will be paid out 50% in cash and 50% in shares.

³ The fair value is determined using the target award (as a percentage of base salary at grant date) and the grant share price.

Aggregate Compensation of the Executive Committee

The table below shows the aggregated breakdown of all compensation provided to Executive Committee members¹ in 2025 and 2024.

Million CHF (gross)	2025	2024
Fixed pay		
● Base salary ²	5.39	4.66
● Benefits ³	1.99	1.64
● Pension	0.96	0.79
Variable pay		
● Lonza Bonus (cash) ^{4,5}	5.20	3.62
● Lonza Bonus (shares) ⁵	0.14	0.69
● LTIP (grant value) ⁶	7.59	5.96
Other pay		
● LRSP (grant value) ⁷	0.96	2.90
● Other compensation ⁸	0.73	1.29
Total	22.96	21.55

¹ 8.8 members in 2025 and 8.3 members in 2024. Andreas Bohrer was appointed on 1 July 2025. Jason Berndt was appointed on 1 October 2025.

² Base salary levels paid for the periods when individuals were members of the Executive Committee during 2025 and 2024.

³ The disclosed amounts on this line include the full costs of employer contributions for social security and the fair value of the other benefits.

⁴ The Company performance factor for 2025 was 107% (2024: 107%) and the rounded average personal factor for the Executive Committee members was 106% (with personal performance ratings in the range of Successful and Outstanding performance) (2024: 108%). Payouts will be made with the first possible payroll after shareholders' approval at the AGM 2026.

⁵ Two active Executive Committee members as at 31 December 2025, are developing their shareholding in line with the shareholding guidelines and, where eligible for a payout, will receive the 2025 Lonza Bonus 50% in cash and 50% in shares.

⁶ The fair value is determined using the target award (as a percentage of base salary at grant date) and the grant share price.

⁷ In line with the Executive Committee Appointment Policy (see page 181), replacement awards at the commencement of the employment relationship were made in 2025 to Executive Committee members (Jason Berndt) under the LRSP compensated for equity awards which were forfeited when leaving the previous employer. The award was made in accordance with Article 23 (Supplementary Amount in the Event of Changes in the Executive Committee) of Lonza's Articles of Association. The fair value at grant was calculated using the 1-month trading day average closing share price prior to the grant date. The awards will vest over a three-year vesting period in yearly tranches (CHF 0.43m, CHF 0.24m and CHF 0.29m respectively), subject to continued employment, sustained performance and clawback and malus, under the Clawback and Malus Policy. See page 190 for full details on the award.

⁸ Cash payment (including base salary, other benefits, bonus and social security) and shares (LTIP) received by departed members of the Executive Committee during 2025 in line with contractual obligations and in line with applicable plan rules as well as a replacement cash payment of CHF 290,000 to Jason Berndt in lieu of compensation forfeited at his previous employer with vesting period of less than 12 months.

The aggregated base salary levels increased by 15.6% in 2025 (as compared to a 7% increase in 2024). This is primarily due to the increase in active EC members from 8.3 to 8.8, reflective of the portion of time held by Executive Committee members during each year. Excluding the increase in members, the aggregated base salary levels increased by 8.9% in 2025. Base salaries were adjusted for two Executive Committee members in line with market value, scope of role and experience. The decision was made after conducting a full market benchmark. The resulting compensation for both Executive Committee members was positioned competitively yet conservatively compared with the peer group midpoint.

The proposed payments under the Lonza Bonus for 2025 are reflective of the 2025 Group financial and ESG target performance, as outlined on page 188 of this report. The Company performance factor of 107% combined with varying personal factors resulted in a proposed average total payout of 114% of target for Executive Committee members. The aggregated bonus payouts increased as compared to 2024 as a result of an increase in eligible Executive Committee members (8.5 active members as compared to 7.9 in 2024). In addition, base salary increases (reflecting expanded scope and responsibilities and ensuring market competitive compensation) for two EC members in 2025 led to a corresponding increase to the target bonus awards. Further the adaption of the EC bonus policy to 75-100%, also led to a corresponding increase to target bonus awards, after 100% was applied in one case.

The aggregated 2025 LTIP grant value increased compared to 2024. The increase arises from a higher number of Executive Committee members eligible to receive awards (8.8 in 2025 as compared to 8.2 in 2024) in combination with the flow through impact of higher base salaries in 2025.

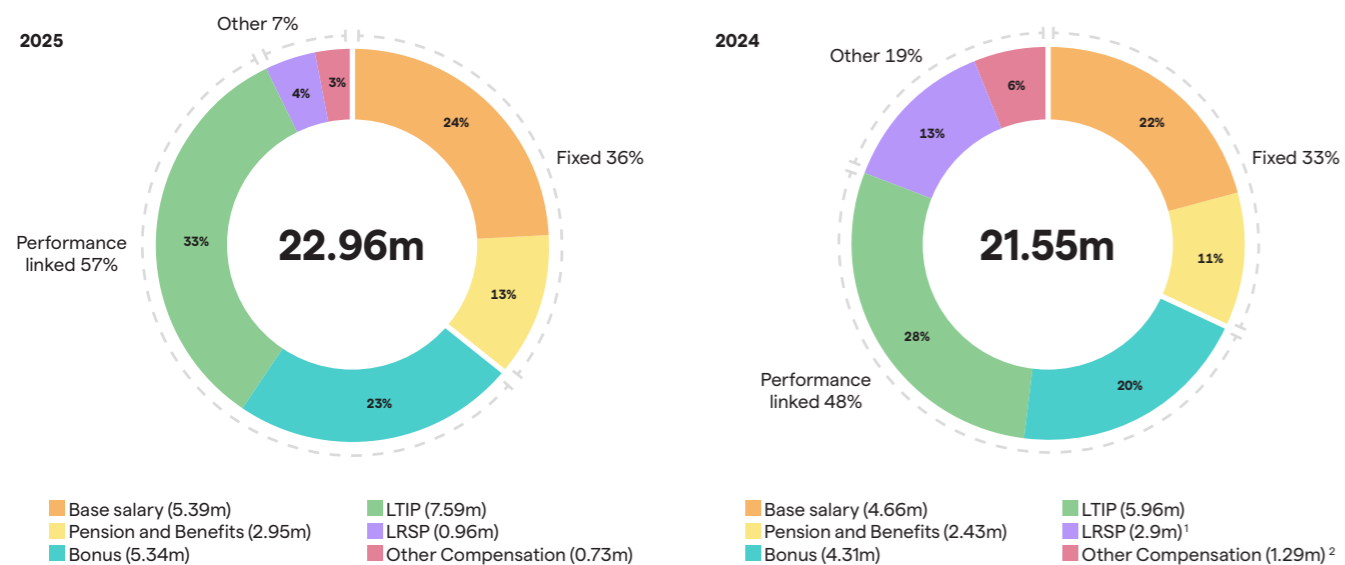
The Lonza Bonus of CHF 5.87m (inclusive of social security) for active and departed Executive Committee Members will be subject to shareholders' approval at the AGM 2026. Fixed compensation of CHF 8.63m exceeds the CHF 7.25m approved for 2025 fixed compensation at the AGM 2024, as the approved amount was based on the budget assumptions at that time. Andreas Bohrer and Jason Berndt's appointments were not known at the time of the AGM 2024 when the budget for 2025 was approved and hence their compensation was authorized under Article 23 of the Articles of Association.

The LTIP grants in the amount of CHF 7.59m are within the amount of CHF 7.63m approved at the AGM 2024.

No loans or credits were outstanding as of 31 December 2025. During 2025, no payments (or waiver of claims) other than those disclosed in this report were made to current or departed Executive Committee members, nor to persons closely linked to them.

No member of the Executive Committee benefits from any contract between a Lonza company and a third party.

2025 Fixed Versus Variable Pay Mix



¹ Lonza Restricted Share Unit Plan (LRSP) awards are separate from typical total compensation and are awarded only in cases where a new Executive Committee member forgoes compensation at their previous employer.
² Cash payment (including base salary, other benefits, bonus and social security) and shares (LTIP) received by departed members of the Executive Committee during 2024 and 2023.

Appointments to the Executive Committee in 2025

Effective 1 July 2025, Andreas Bohrer was appointed as Chief Legal & Corporate Affairs Officer.

On 1 October 2025, Jason Berndt was appointed as Head of Group Operations. The previous Head of Group Operations, Maria Soler Nunez, transitioned to the position of Chief Quality Officer and remains a member of the Executive Committee.

All appointments and their compensation packages were in line with the EC appointments policy.

Payment to Departed Executive Committee Members in 2025

Ulrike K ppler stepped down as CHRO on 31 May 2024 with notice period to 31 May 2025.

Her departure continued to be treated in accordance with contractual obligations and in line with applicable plan rules, including the Executive Committee Termination Policy.

No other payments (or waiver of claims) were made to former Executive Committee members in 2025.

Compensation Compared to the Lonza Workforce

Executive Committee members received in average an increase of 5.8% in an annual salary review process for existing members. In comparison, eligible employees in the wider Lonza workforce in Switzerland received an average base salary increase of 1.8% as part of the annual salary review in April 2025. As the Executive Committee is primarily Swiss based, comparison is made to Swiss based employees. Any workforce representation wider than this would not enable a fair comparison due to varying inflation, currency exchange and market levels across the world.

Compensation of the Board of Directors 2025

Policy

Objective and Market Benchmarking

The Board of Directors reviews the compensation of its members in general on a biennial basis, including the Chair, based on a proposal by RemCo, including relevant benchmarking information. After three years of consistent fee levels, a review of Board of Director fees was undertaken in 2025. This review recognized the increasing workload arising from growth at Lonza and after reviewing against the peer group, the Chair fee and Vice-Chair fee were increased and separate committee fees were applied per committee. The present benchmarking peer group consists of Swiss companies of various sectors that are comparable in type of business, complexity of operations, size (market capitalization) and global presence to Lonza. The peer group comprises ABB, Alcon, Galderma, Geberit, Givaudan, Holcim, Richemont, Sandoz, Sika, Sonova and Straumann.

The number of shares granted for Board of Directors' compensation is based on the average closing share price of the last five business days of each quarter. Share restrictions lapse after three years from the grant date. Shares are eligible for a dividend. With this structure the Board of Directors' compensation is closely aligned with our shareholders' interests. The members of the Board of Directors do not receive variable compensation. The members of the Board of Directors are reimbursed for travel and other related expenses associated with their responsibilities as members of the Board of Directors of Lonza.

Compensation Components

For the period from the AGM 2025 to the AGM 2026, the members of the Board of Directors receive fixed gross compensation for Board of Directors' membership and additional compensation for Committee Chair and committee members as described in the table below. The additional responsibilities of Vice-Chair attract CHF 25,000 reflecting the increased activities carried out under this role. The Lead Independent Director role does not attract any additional fees.

Where legally required, Board Members have the opportunity to contribute to a fully self-funded pension fund. No company contributions are made to the plan.

Structure and Level of Compensation

To strengthen their independence, the Chair and members of the Board of Directors receive fixed remuneration only, paid in cash and restricted shares (blocked for three years) in quarterly instalments. Remuneration includes an annual board retainer and committee fees. In the case of multiple committee memberships each attracts a separate fee.

Compensation of Board of Directors from Annual General Meeting (AGM) 2025 to 2026 (excluding social security contributions)

	Annual board retainer	+	Annual committee fees
Chair of the Board of Directors¹	CHF 950,000		Not eligible to committee fees
Vice-Chair of the Board of Directors	CHF 250,000		CHF 80,000 (committee chair) CHF 40,000 (committee member)
Member of the Board of Directors²	CHF 225,000		
The additional responsibilities of Lead Independent Director ³ do not attract any additional fees			
Form of payout	50% in Lonza Group shares (blocked for 3 years) and 50% in cash and paid in quarterly installments		

¹ The compensation of the Chair of the Board of Directors is inclusive of all committee work.
² The compensation for a Committee Chair amounts to CHF 305,000 where chairing one committee. In the case of multiple committee memberships each attracts a separate fee.
³ The roles and responsibilities of such Lead Independent Director are in line with sect. 18 para. 2 of the Swiss Code of Best Practice for Corporate Governance, requiring adequate control mechanisms, and commensurate to such position.

Implementation

No loans or credits were outstanding as of 31 December 2025. During 2025, no payments (or waiver of claims) other than those disclosed in this report were made to current or departed Board of Directors members, nor to persons closely linked to them.

No member of the Board of Directors benefits from any contract between a Lonza company and a third party.

The Board of Directors compensation approved by shareholders reflects the period (12 months) following each AGM. As such, any year-on-year change for this period impacts the financial years within which this period falls. The compensation disclosed in the Remuneration Report includes the respective calendar year (January to December). However, shareholders approve the compensation for the period AGM to AGM.

At the AGM 2025, shareholders approved an aggregate maximum compensation amount of CHF 4.25m for the Board of Directors for the period from the AGM 2025 to the AGM 2026. This compensation period is not completed yet.

At the AGM 2024, shareholders approved an aggregate maximum compensation amount of CHF 3.02m for the Board of Directors for the period from the AGM 2024 to the AGM 2025. The compensation effectively paid for this period was CHF 2.9m and is therefore within the approved limits. Compensation levels for the AGM 2026 to 2027 period are proposed in the 2026 AGM invitation.

Board of Directors Compensation¹

CHF	Board Functions as at 31/12/2025	2025					2024				
		Net cash payment	Number of shares	Value of shares ²	Social security and taxes ³	Total	Net cash payment	Number of shares	Value of shares ²	Social security and taxes ³	Total
Jean-Marc Huët ⁴	C	70,310	778	423,457	395,891	889,658	82,663	541	280,054	185,025	547,742
Albert M. Baehny ⁴	n/a	n/a	n/a	n/a	n/a	n/a	84,853	175	93,282	17,794	195,929
Jürgen Steinemann	VC	85,462	286	155,609	72,038	313,109	69,500	244	127,439	58,833	255,773
Christoph Mäder	LID	150,816	304	165,495	31,683	347,993	143,901	306	159,556	31,382	334,839
Juan Andres ⁵	M	41,331	139	75,540	34,919	151,790		n/a			
Eric Drapé ⁵	M	33,113	139	75,540	49,724	158,378		n/a			
Marion Helmes	M	82,027	275	149,644	69,224	300,894	69,500	244	127,440	58,833	255,773
Angelica Kohlmann	M	150,816	304	165,495	30,868	347,178	145,088	306	159,556	29,825	334,469
David Meline ⁵	M	41,331	139	75,540	34,919	151,790					
Roger Nitsch	M	135,216	275	149,644	30,709	315,569	114,502	244	127,439	26,304	268,245
Barbara Richmond	M	70,778	266	144,818	80,708	296,304	69,010	266	138,714	108,764	316,488
Olivier Verscheure	n/a	53,631	109	59,454	13,010	126,095	106,991	228	118,889	24,660	250,540
Total		914,831	3,014	1,640,236	843,693	3,398,758	886,008	2,554	1,332,369	541,420	2,759,798

C: Chair
VC: Vice-Chair
LID: Lead Independent Director
M: Member

¹ Total compensation amounts refer to gross payments, including social security and withholding tax, except where stated otherwise.

² The fair values were calculated using the average closing share price of the last five business days of each quarter, see note 24 in the Financial Report.

³ The social security amounts disclosed in this column represent the full costs of the employer and employee social security contributions and withholding tax.

⁴ This compensation is inclusive of all committee work.

⁵ Juan Andres, Eric Drapé and David Meline were appointed to the Board of Directors at the AGM 2025.

Share Ownership of the Members of the Board of Directors and the Executive Committee

Board of Directors

Based on information available to Lonza, the members of the Board of Directors and parties closely associated with them held, as of 31 December 2025: 25,561 (2024: 23,958)¹ registered shares of Lonza Group Ltd and controlled <0.1% (2024: <0.1%) of the share capital.

Board of Directors¹

	Numbers of shares	
	2025	2024
Jean-Marc Huët	1,144	366
Jürgen Steinemann	10,087	9,460
Christoph Mäder	4,937	4,633
Juan Andres ²	139	n/a
Eric Drapé ²	139	n/a
Marion Helmes	899	633
Angelica Kohlmann	2,291	1,987
David Meline ²	289	n/a
Roger Nitsch	899	633
Barbara Richmond	4,737	4,473
Olivier Verscheure	n/a	1,775
Total	25,561	23,958

¹ Board of Director members, spouse, children below 18, any legal entities that they own or otherwise control, or any legal or natural person who is acting as their fiduciary.

² Juan Andres, Eric Drapé and David Meline were appointed to the Board of Directors at the AGM 2025.

Executive Committee

The members of the Executive Committee and parties closely associated with them held, as of 31 December 2025: 37,613 (2024: 10,292)¹ shares and controlled <0.1% (2024: <0.1%) of the share capital. The individual control rights are proportional to the holdings shown below. In addition they hold unvested equity rights as outlined in the table below. These will vest only in line with the LTIP and LRSP parameters (see pages 189 and 190).

Executive Committee^{1,2}

	Shareholding	Unvested equity rights (LTIP / LRSP)	Total 31 December 2025	Total December 2024
Wolfgang Wienand	11,706	10,178	21,884	9,449
Philippe Deecke	4,835	4,333	9,168	7,406
Maria Soler Nunez	2,427	3,438	5,865	4,650
Nicoleta Baumgärtner	212	1,961	2,173	1,535
Andreas Bohrer ³	8,876	2,306	11,182	n/a
Jason Berndt ³	0	2,614	2,614	n/a
Gordon Bates	2,939	3,245	6,184	5,005
Christian Seufert	1,842	3,438	5,280	4,477
Daniel Palmacci	1,266	3,588	4,854	3,586
Jean-Christophe Hyvert	3,510	4,516	8,026	6,347
Total			77,230	42,455

¹ Executive Committee member, spouse, children below 18, any legal entities that they own or otherwise control, or any legal or natural person who is acting as their fiduciary.

² Two active Executive Committee members are developing their shareholding in line with the shareholding guidelines.

³ Andreas Bohrer and Jason Berndt appointed to the Executive Committee on 1 July 2025 and 1 October 2025 respectively.

None of the members of the Board of Directors or Executive Committee owns shares in the Group's subsidiaries or associated companies.

Mandates of the Members of the Board of Directors and the Executive Committee

Board of Directors

	Organization Name ¹	Function
Jean-Marc Huët	Heineken Holding NV (since 2025)	Chair of the Board of Directors
	Schuberg Phillis (since 2025)	Chair of the Board of Directors
Jürgen Steinemann	Viega (since 2025)	Chair of the Supervisory Board
	Barentz International B.V. (since 2020)	Member of the Supervisory Board
	JBS Holding GmbH (since 2017)	Managing Director
	Bankiva B.V. (since 2017)	Member of the Supervisory Board
	Big Dutchman AG (since 2015)	Deputy Chair of the Supervisory Board
Christoph Mäder	Schindler Holding Ltd (since 2024)	Member of the Board of Directors
	Swiss National Bank (since 2021)	Member of the Bank Council
	Economiesuisse (since 2020)	Chair
	Baloise Holding AG (since 2019)	Member of the Board of Directors
	Assivalor AG (since 2019)	Member of the Board of Directors
	Accenture Switzerland (since 2019)	Member of the Advisory Board
	Becker, Gurini, Partner law firm (since 2019)	Partner
	VSUD (Vereinigung Schweizerischer Unternehmen in Deutschland) (since 2016)	Member of the Advisory Board
	Loeba GmbH (since 2014)	Member of the Advisory Board
	Juan Andres	USA National Academy of Engineering (since 2022)
Avantor (since 2019)		Independent Member of the Board of Directors
Eric Drapé	Laboratoires Guerbet (since 2025)	Independent Member of the Board of Directors
	Eukarÿs (since 2025)	Member of the Board of Directors
	LFB (since 2018)	Independent Member of the Board of Directors
Marion Helmes	Heineken N.V. (since 2018)	Member of the Board of Directors, Chair of the Audit Committee
	Siemens Healthineers AG (since 2018)	Member of the Board of Directors, Chair of the Audit Committee
Angelica Kohlmann	Foundation Prince Liechtenstein SFLIII (since 2025)	Member of the Board
	Bloom Diagnostics AG (since 2018)	Chair of the Board of Directors
	IE University and Business School, Madrid (since 2017)	Member International Advisory Board
	Kohlmann & Co AG (since 2013)	Chair of the Board of Directors
	Peter Drucker Society Europe / Global Peter Drucker Forum, Vienna (since 2009)	Chair of the Advisory Board
David Meline	Eikon Therapeutics (since 2025)	Non-Executive Member of the Board and Audit Committee
	HP Inc (since 2023)	Member of the Board and member of the Finance, Investment & Technology Committee (since 2023) and Chair of the Audit Committee (since 2024)
	ABB Ltd (since 2016)	Non-Executive Member of the Board and Chair of the Finance, Audit & Compliance Committee
Roger Nitsch	OphthaNova Therapeutics AG (since 2025)	Member of the Board of Directors
	Neurimmune Group (since 2006)	CEO and President of the Board of Directors
	PUREOS Bioventures (since 2017)	Member of the Advisory Board
	NOVAGO Therapeutics AG (since 2015)	Member of the Board of Directors
	INTEGRA Biosciences Holding AG (since 2002)	Member of the Board of Directors
Barbara Richmond	Barry Callebaut AG (since 2024)	Member of the Board of Directors

¹ Companies shown in blue indicate publicly listed organizations

Executive Committee

	Organization Name	Function
Wolfgang Wienand	Mettler-Toledo International Inc (since 2023)	Non-executive Director of the Board
Philippe Deecke	Assura (since 2023)	Member of the Board of Directors
Maria Soler Nunez	No external mandates	
Nicoleta Baumgärtner	No external mandates	
Andreas Bohrer	Representation of Lonza only in business associations: BIAC/Business at OECD (business association, since 2025)	Member of the Executive Board
	SwissHoldings (association of the multinational companies in Switzerland, since 2025)	Chair of the Board (Board member since 2024)
	Scienceindustries (association of the life sciences companies in Switzerland, since 2025)	Vice-Chair of the Board (Board member since 2019)
	Economiesuisse (association of the Swiss economy, since 2024)	Member of the Board Committee (Board member since 2021)
Jason Berndt	No external mandates	
Gordon Bates	No external mandates	
Christian Seufert	No external mandates	
Daniel Palmacci	LOWENCO (since 2022)	Member of the Board of Directors
Jean-Christoph Hyvert	Solvias (since 2025)	Member of the Board
	Astorg (2025–2026)	Senior Advisor



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To the General Meeting of
Lonza Group Ltd, Basel

Report on the audit of the remuneration report according to Art. 734a-734f CO

Opinion

We have audited the remuneration report of Lonza Group Ltd (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables in the sections “Highest Compensation Paid to a Member of the Executive Committee” (page 190), “Aggregate Compensation of the Executive Committee” (page 191), “Compensation of the Board of Directors 2025” (pages 193 and 194), “Share Ownership of the Members of the Board of Directors and the Executive Committee” (page 195), and “Mandates of the Members of the Board of Directors and the Executive Committee as at 31 December 2025” (pages 196 and 197), of the remuneration report.

In our opinion, the information pursuant to Art. 734a-734f CO in the remuneration report complies with Swiss law and the Company’s articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the remuneration report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report but does not include the tables in the sections “Highest Compensation Paid to a Member of the Executive Committee”, “Aggregate Compensation of the Executive Committee”, “Compensation of the Board of Directors 2025”, “Share Ownership of the Members of the Board of Directors and the Executive Committee”, and “Mandates of the Members of the Board of Directors and the Executive Committee as at 31 December 2025” in the remuneration report, the consolidated financial statements, the stand-alone financial statements and our auditor’s reports thereon.

Deloitte.

Lonza Group Ltd
Report on the audit of the remuneration report
for the year ended
31/12/2025

In connection with our audit of the remuneration report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the remuneration report, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the remuneration report

The Board of Directors is responsible for the preparation of a remuneration report in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a remuneration report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.

Auditor's Responsibilities for the Audit of the remuneration report

Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this remuneration report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the remuneration report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

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Lonza Group Ltd
Report on the audit of the remuneration report
for the year ended
31/12/2025

We communicate with the Board of Directors and its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors and its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Deloitte AG



Fabien Lussu
Licensed Audit Expert
Auditor in Charge



Jan Meyer
Licensed Audit Expert

Zurich, 30 March 2026