Dear Mrs Gauer and Mr Vandenbergh,

As a short follow up our industry meeting on Tuesday and our call earlier this morning, I wanted to confirm the interest of Janssen/J&J for a bilateral discussion.

The reason to have the discussion sooner than later is to be ready with sufficient Covid-19 vaccines when clinical data are expected later this year or early next year. We have a goal on providing Covid-19 vaccines to the world in 2021 under emergency use conditions. Expanding our production capacity cannot wait for the global multilateral discussion and decision on financing and commitment. It will delay availability of vaccines in Europe and ROW, by several months if not years. It takes 8-12 months to adapt production plants, install the right equipment, hire the expert people, and transfer vaccine technology and validate the production batches from a new plant.

Over the last 7 days, we announced expanding our capacity for Covid-19 vaccine production. The tech transfer is starting now to enable delivery. See below the press coverage.

While we have currently production capacity for Covid-19 vaccines available, we are working on a similar scenario for Europe looking to increase available annual capacity by .

We are discussing similar collaboration.

Based on our experience with our vaccine platform and currently available data on Covid-19 vaccine candidate, we are committed to move forward starting to contract/build additional capacity. We would very much appreciate to have the opportunity to address potential ways to collaborate in a first bilateral discussion.

We will connect early next week to plan for a meeting.

Thank you for your commitment and best regards,

Johnson & Johnson