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April 16, 2020

Dear Generals:

On behalf of Johnson & Johnson, we would like to share the latest information regarding the company's multifaceted response to the threat of the novel coronavirus (COVID-19) outbreak. As you may know, in early January when its DNA sequence first became available, Johnson & Johnson began to rapidly mobilize resources in response to the virus. Recently, we marked a significant milestone in our efforts, including:

- The selection of a lead COVID-19 vaccine candidate;
- The significant expansion of our existing partnership between the Janssen Pharmaceutical Companies of Johnson & Johnson and the Biomedical Advanced Research and Development Authority (BARDA); and
- The rapid scaling of our manufacturing capacity with the goal of providing global supply of more than one billion doses of a vaccine.

Through a landmark new partnership, BARDA, which is part of the Office of the Assistant Secretary for Preparedness and Response (ASPR) at the U.S. Department of Health and Human Services, and Johnson & Johnson together have committed more than \$1 billion of investment to co-fund vaccine research, development, and clinical testing. The company will use its validated vaccine platform and is allocating resources—including personnel and infrastructure globally—as needed, to focus on these efforts. Separately, BARDA and Johnson & Johnson have provided additional funding that will enable expansion of ongoing work to identify potential antiviral treatments against the novel coronavirus.

Johnson & Johnson is also expanding global manufacturing capacity, including through the establishment of new U.S. vaccine manufacturing capabilities and scaling up capacity in other countries. The additional capacity will assist in the rapid production of a vaccine and will enable the supply of more than one billion doses of a safe and effective vaccine globally.

Johnson & Johnson plans to begin production at risk imminently and is committed to bringing an affordable vaccine to the public on a not-for-profit basis for emergency pandemic use.

Now more than ever, Johnson & Johnson is applying all its capabilities to the needs of nurses, doctors, midwives and community health workers. That's why in addition to vaccine development efforts, Johnson & Johnson has mobilized quickly to provide financial donations and support to organizations and healthcare workers on the front lines.

In January, the company announced a \$250 million commitment over 10 years to the Johnson & Johnson Center for Health Worker Innovation. In response to the immediate COVID-19 pandemic, the company is increasing that commitment by \$50 million to support and sustain the health and well-being of frontline workers. Likewise, Johnson & Johnson is supporting the American Nurses Foundation with a \$1.5 million

donation which will be used to respond to nurses' immediate needs, training and education, and mental health and well-being.

The company is also donating additional funds to support the CDC Foundation's ALL OF US Campaign. Johnson & Johnson employee contributions will be matched dollar-for-dollar.

We are proud to contribute to the efforts to combat the novel coronavirus through both humanitarian donations and the development of a vaccine and treatment for COVID-19, and thank you for your leadership and efforts to confront the COVID-19 pandemic.

If you have any questions, please feel free to contact us at your convenience.

Sincerely,



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