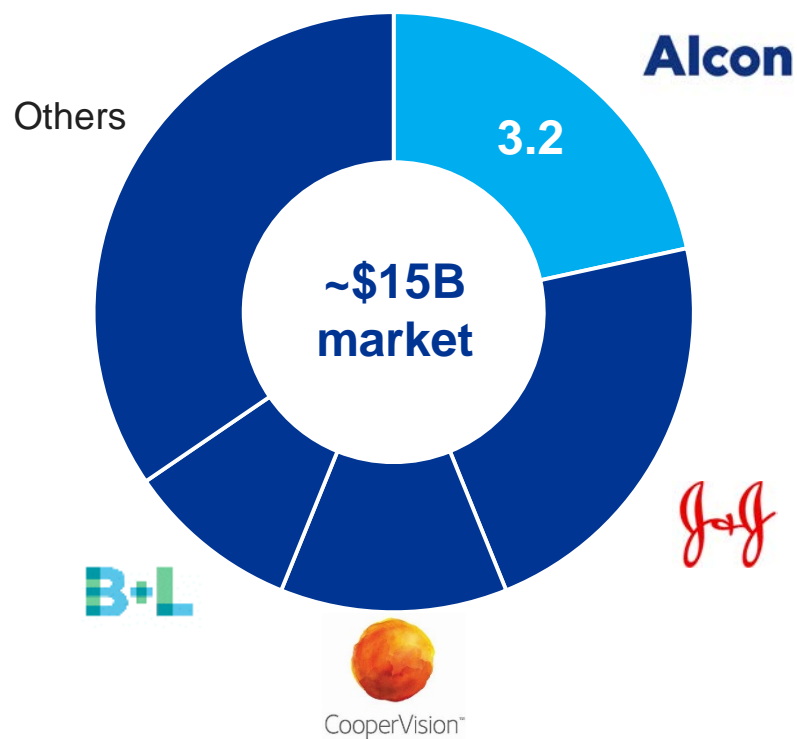




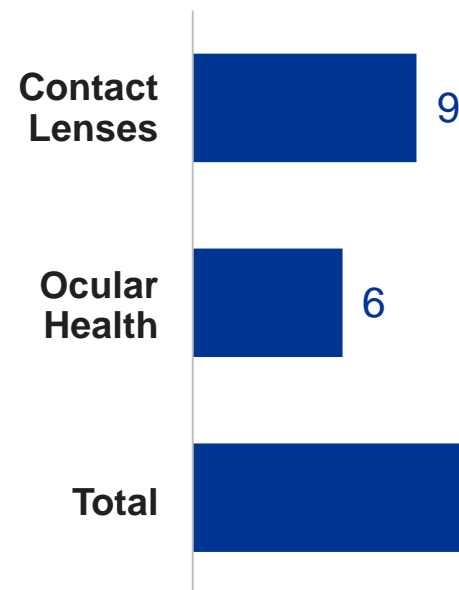
ACCELERATING GROWTH IN VISION CARE
ANDY PAWSON, PRESIDENT VISION CARE

Leading position in the global vision care market

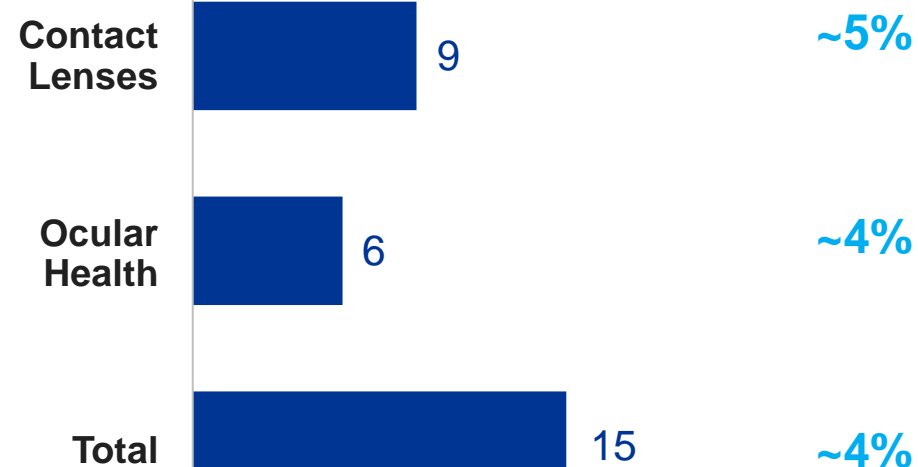
2019 global vision care sales¹ (\$B)



2019 industry sales¹ (\$B)



2019-2025E industry CAGR¹



Delivering on our 2018 commitments:

What we said we would do

- Win in daily disposables

- Deliver 3 novel lens designs on a new flexible manufacturing base

- Drive Ocular Health with *Systane Complete*

What we did

- Grew *DAILIES TOTAL1* multifocal share to 45% in total daily multifocal lens category¹
- Launched *PRECISION1* to lead in share of new fits in US

- Initiated manufacturing on 2 new novel lens designs

- Launched *Systane Complete* in over 30 countries
- Completed OTC switches of *Pataday* Once Daily and Twice Daily

What's next

- Continue *PRECISION1* rollout with *PRECISION1* for Astigmatism
- Specialty expansion with *DAILIES TOTAL1*

- Launch *TOTAL30* in the reusable family (pending approval)

- MDPF (three variants)
- *Pataday* Extra Strength OTC switch

What's next: winning in dailies with a superior mainstream SiHy platform



Alcon's leading brand in new and switch fits in 2020

Bringing benefits of daily SiHy to wider customer base

SMARTSURFACE: a permanent, high performance layer of moisture at the lens surface

Concurrent *PRECISION1* sphere and toric launches to drive share in daily SiHy toric, where Alcon is under-indexed

What's next: launching best-in-class, only water gradient lens in the \$4B reusables market



Leveraging *DAILIES TOTAL1* water gradient technology

New biomimetic surface properties

“Feels like nothing” even on day 30

Upgrade monthly wearers to the *Total* platform

Favorable cost profile driving attractive economics and margin at launch

Launch planned for 2022



What's next: continued innovation in dry eye and allergy



- Building on *Systane* family blockbuster potential, in the high growth and margin dry eye market
- Launching 3 Multi-Dose Preservative-Free variants in the next few years
 - Entering ~\$1B global segment where Alcon is under-indexed with single-digit share
 - Marriage of best dry eye formulation with preservative-free technology



- *Pataday* family has captured #1 US share position and Alcon now holds more than 50% US market share
- *Pataday* Once Daily Extra Strength currently executing full retail launch with patent protection for several years
- Driving market growth through commercial execution and investment in direct-to-consumer advertising

Vision Care pipeline: rich product flow fueling growth



Key Takeaways



Rich product flow driving growth ahead of market



Winning in daily disposables with *PRECISION1* and *DAILIES TOTAL1* and entering the fast-growing toric segment



Reigniting the reusable segment with *TOTAL30*



Taking share in new segments with *Systane Multi-Dose Preservative Free* and *Pataday*