



DRIVING GROWTH IN EYE CARE

DAVID ENDICOTT, CEO

Top Five Reasons to Invest in Alcon

1. Highly attractive markets
2. Global leader in eye care
3. Delivering on strategic initiatives
4. Innovating products that improve outcomes
5. Creating shareholder value

1.

**Operating
in Attractive
Markets**

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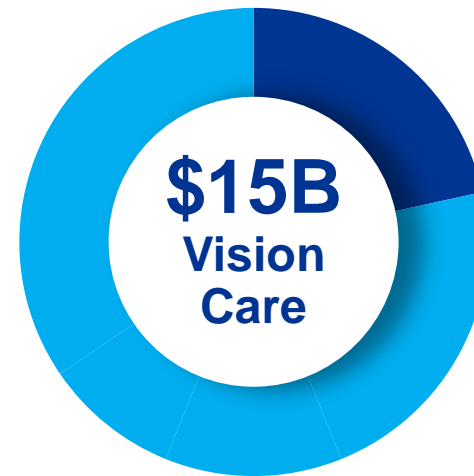
End markets growing 4% historically¹

2015-2019



#1

in Implantables,
Consumables,
Equipment/Other,
Ocular Health



#2

in Contact
Lenses

Favorable megatrends underpinning solid markets



Aging population

By 2050, more than 2 billion people will be over age 60¹



Increasing wealth

The middle class will grow by ~1.7 billion people in 10-15 years²



Increasing myopia

An estimated 50% of the world will be myopic by 2050³



New technologies

Improving patient outcomes and increasing access



Increasing sense of wellness

People are more determined to stay fit and healthy

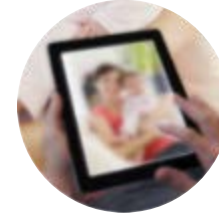
Creating solutions for significant unmet needs

**2.2
billion**

people with some form
of visual impairment
or blindness¹



65 million
with moderate to severe
vision impairment
from **cataracts**¹



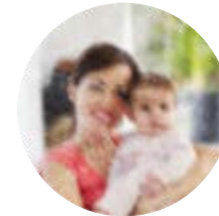
1.8 billion
have **presbyopia**¹



146 million
have **diabetic
retinopathy**¹



153 million
with uncorrected
refractive errors¹



1.4 billion
live with **dry eye**²



76 million
live with
glaucoma¹

Creating solutions for significant unmet needs



~37%
of US population
with presbyopia¹



**146
million**
individuals with
diabetic
retinopathy²

2.

**Global Leader
in Eye Care**

Alcon

Market leader focused solely on eye health

One of the
most complete
brand portfolios



Leading expertise in eye care
& strong innovation engine



History of
industry firsts



Long-standing partnerships
with customers




Increasing access
to eye care



Brand Portfolio

Surgical


Implantables



Cataract Suite



Consumables



Refractive Suite



Vitreoretinal



Vision Care

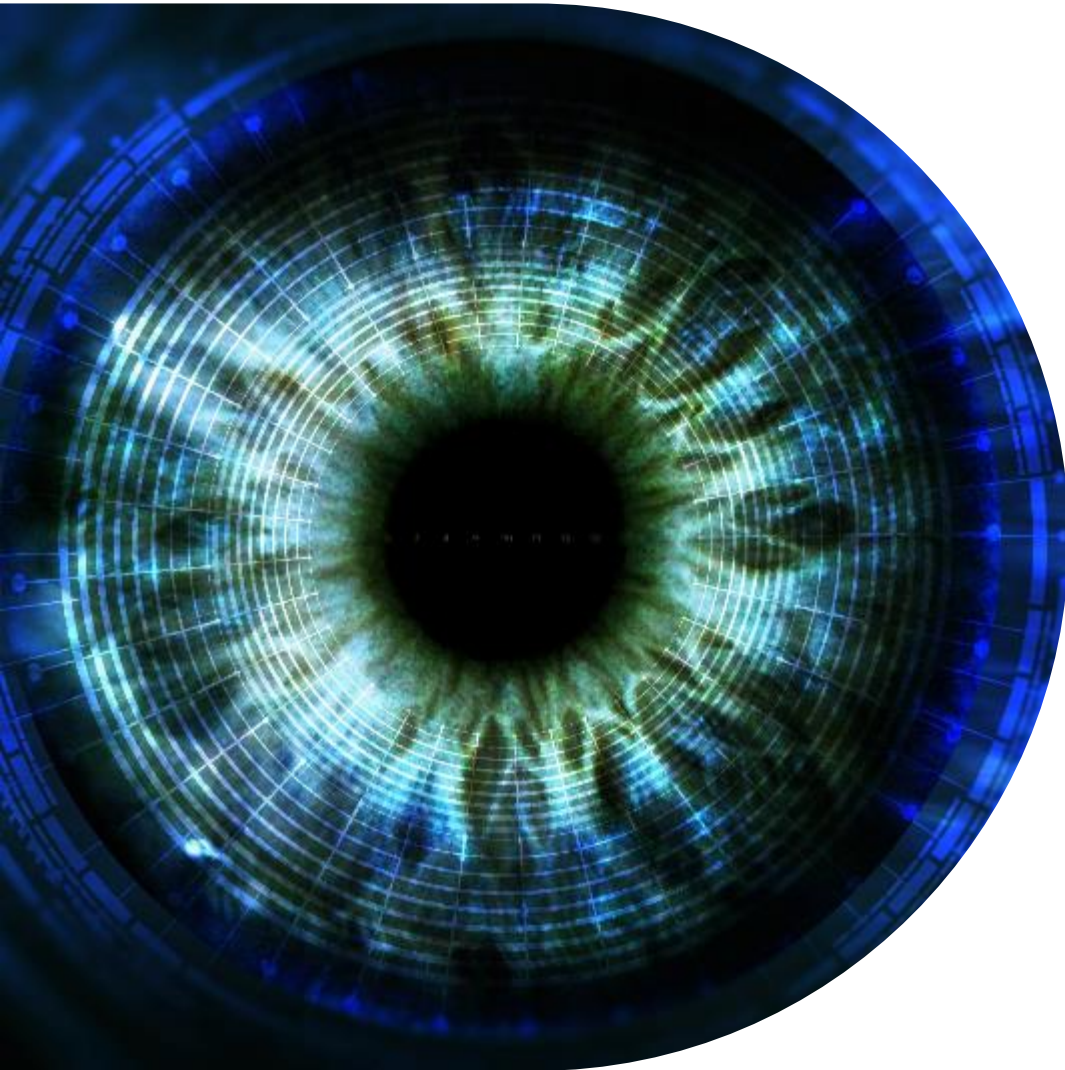
Contact Lenses



Ocular Health



Driving industry-leading expertise in eye care



CATARACT

Diagnostic, visualization, microscope, phaco-emulsification, laser guided capsulotomy, optical lens design and manufacturing, ophthalmic pharma solutions, consumable manufacturing and distribution, digital systems

RETINA

Diagnostic, visualization, vitrectomy, instrumentation, consumable manufacturing and distribution

REFRACTIVE

Diagnostic, visualization, femtosecond and excimer laser technology, instrumentation, digital systems

CONTACT LENS

Optical design, material and surface chemistry, contact lens manufacturing

OCULAR HEALTH AND DRY EYE

Artificial tears, tear film optimization, drug delivery solutions, manufacturing and distribution

Delivering first-to-market innovations for 75 years



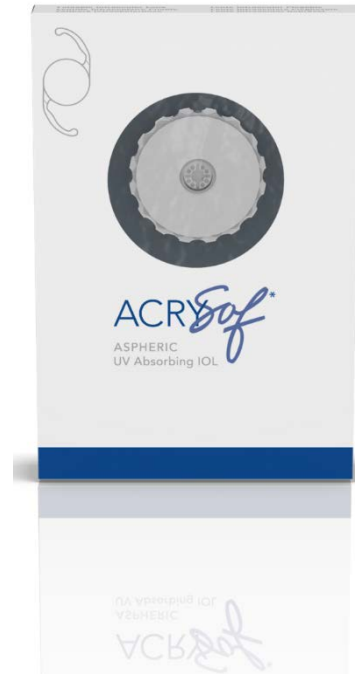
Ocular Health

1950

Alcon's first two ophthalmic products for minor eye infections and red, itchy eyes

1953

Founder Robert Alexander created the DROPTAINER eye drop dispensing bottle, the standard in eye care



Intraocular lens (IOL)

2005

First material designed as an IOL (*AcrySof*), with 125M implants in the last 30 years



Vit-ret surgery

2008

Launched *CONSTELLATION* Vision System, the leader in vit-ret surgical equipment



Daily silicone hydrogel lens

2011

Launched the world's first and only water gradient daily contact lens



Developing new products with a customer-centric approach

75 years

serving the eye care industry

70 training centers

with state-of-the-art facilities

18,000 doctors

attended Alcon's educational programs in 2020

Building medical capacity in underdeveloped markets

5.5 million

patients served by doctors trained under the Phaco Development Program; now replicating in vit-ret

4,000+ doctors

in Russia, China, India, Vietnam, Bangladesh, Indonesia, and Nepal trained in the Phaco Development Program

500+ medical missions

in 69 countries serving 38,000 patients in 2019



3.

**Delivering
on Strategic
Initiatives**

Alcon



Alcon

STANDING UP OF ALCON IS COMPLETE

On track with strategic priorities



Separation primarily complete

- Enterprise-wide systems enabling speed and agility: Workday, Veeva Vault and SAP
- IT site migration complete, significantly de-risked
- Manufacturing facilities transitioned
- TSAs primarily complete



Transforming Alcon

- Four shared service centers in low-cost countries
- Franchise-centered model
- Streamlined international structure
- Accelerating innovation
- New stage-gate process aligns R&D, manufacturing and commercial teams



Expanding capabilities

- State-of-the-art proprietary manufacturing technology successfully installed and quality certified at three regional sites; capacity ramp up ongoing
- Advanced inventory build for new product launches during 2020 downturn

Foundation for a stronger culture in place

Speed

US OTC switch of *Pataday*, leading ocular allergy eye drop, just 17 days post-FDA approval

Concurrent launches of *PRECISION1* sphere and toric in Europe



Simplicity

Consolidation of 500+ brand websites in six months

Ongoing rollout of *MyAlcon* to every international market



Accountability

Aligned incentive compensation with critical key performance indicators for Alcon's long-term success, including specific innovation milestones



Ownership

Celebrating brilliant contributions to Alcon innovation

New Ways of Working workshops to help clarify decision rights for business functions



4.

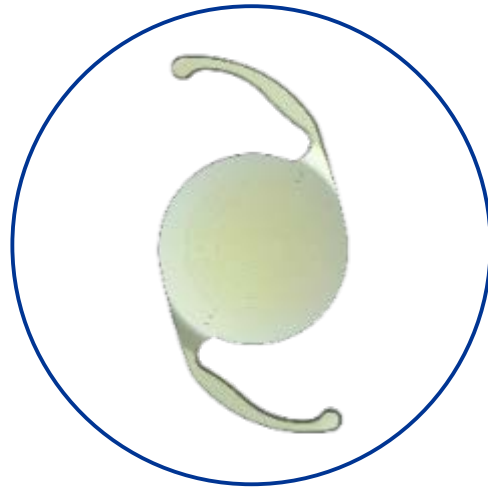
**Innovating
to Improve
Outcomes**

Alcon

Accelerating innovation near-term



**Silicone hydrogel
or SiHy
contact lenses**



ATIOLs

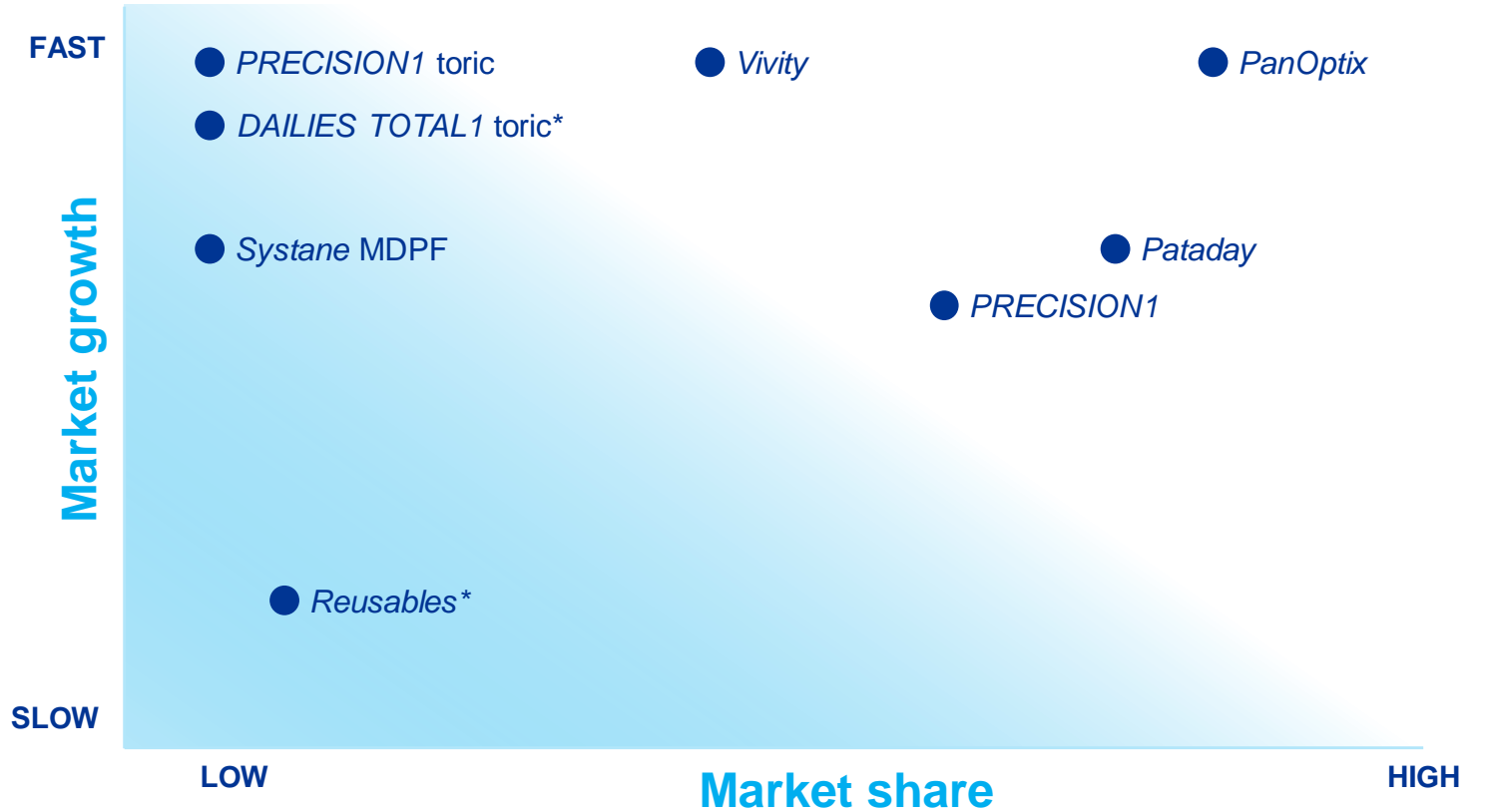


Eye drops



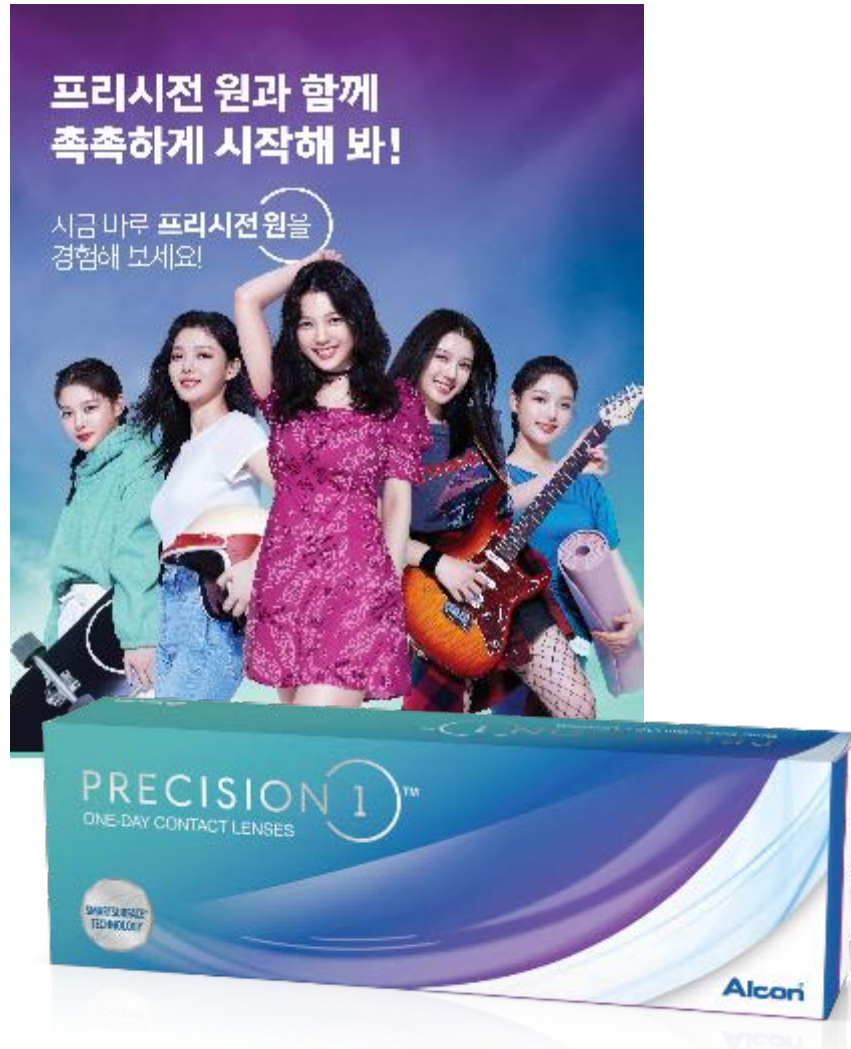
**Interconnected
equipment**

Gaining share in fast growing markets



Illustrative purposes only.
* Not currently in market.

Gaining momentum with *PRECISION1* sphere



First contact lens manufactured on our new contact lens platform

Democratizes silicone hydrogel for more consumers

Improve retention among first-time users dropping out due to poor comfort, end of day acuity or handling issues

Establishing a presence in SiHy toric with *PRECISION1* for Astigmatism



Settles in less than 60 seconds¹

Less than 3° of oscillation with each blink¹

Stabilized 8 and 4 o'clock points help reduce lower lid interaction¹

Reigniting the reusable market with *TOTAL30*



Second lens manufactured on our new contact lens platform

Premium-ize reusable SiHy with a unique water gradient surface

Leveraging the outstanding comfort of *DAILIES TOTAL1* for a lens that feels like nothing on Day 1 and Day 30

Broadening patient options with two unique PCIOLs



PanOptix: first trifocal IOL in the US for spectacle independence

Vivity: first non-diffractive EDOF in the industry

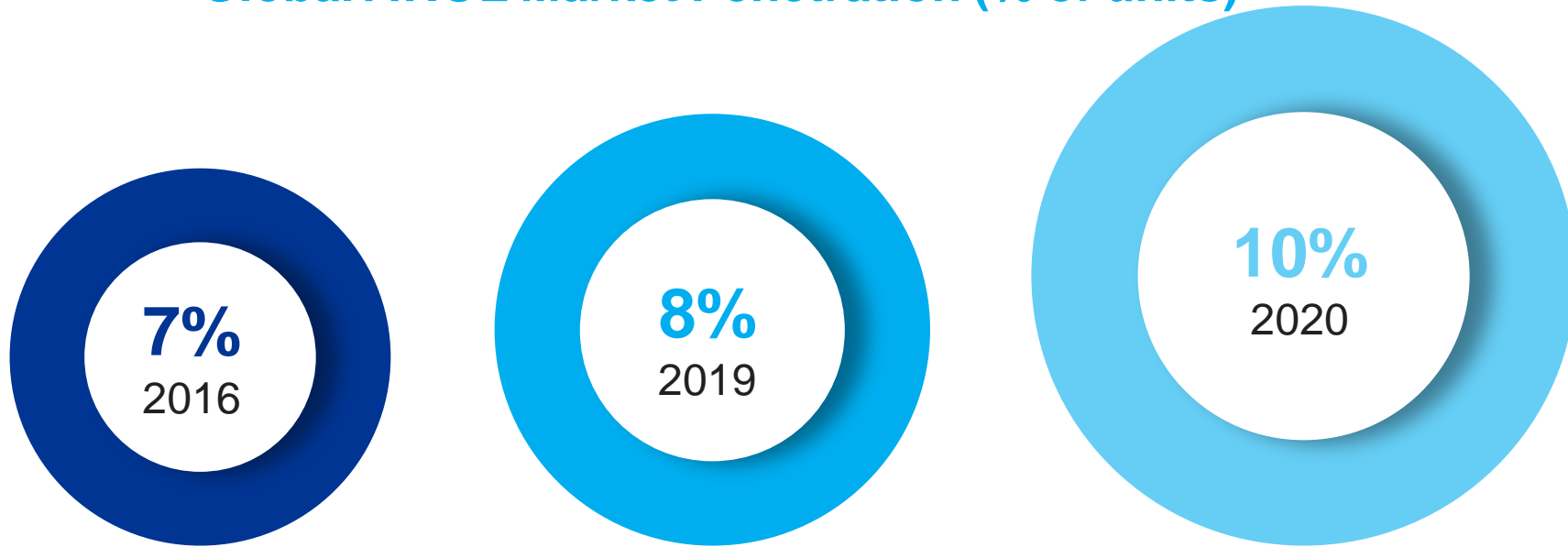
Patented *X-WAVE* technology delivers presbyopia correction with no halos or glare

Incremental innovations in IOL delivery systems

ATIOL penetration continues to increase

New IOL designs, better IOL placement tools and surgeon experience

Global ATIOL Market Penetration (% of units)



4 out of 10

US patients are willing to pay for a better performing IOL¹

Increasing access to industry leading Ocular Health solutions

Help uw patiënten met

LANGDURIGE VERLICHTING VOOR DROGE OGEN¹⁻³

- VRIJ VAN BEWAARMIDDELEN
- SUPERIEURE OCULAIRE RE-EPITHELIALISATIE⁴
- 2 X BETERE VOCHTRETENTIE VS HA ALLEEN¹

Adviseer Systane® HYDRATION ZONDER BEWAARMIDDELEN

2 DRUPPELS EN NIETS HOUDT JE NOG TEGEN

** Your evaluation, costs included on non-prescription products and lower the total assembly of low molecular weight 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100. © 2022 Alcon Inc. 0000000000000000

Alcon

WWW.SYSTANE.BE



Grow the *Systane* brand with formulations to address different forms of dry eye

Expand into important preservative-free category

Broaden access to the leading Rx ocular allergy solution with the OTC switches of *Pataday* family

Expanding into the \$400M diagnostics and visualization market



LuxOR with ***ORA*** technology:
perform pre-operative diagnostics
and digital guidance

NGENUITY: 3D visualization for
heads-up surgery on complex cases

ARGOS: advanced biometry for
easier IOL planning and greater
precision in cataract surgery

Robust innovation engine pushing the boundaries of eye care today



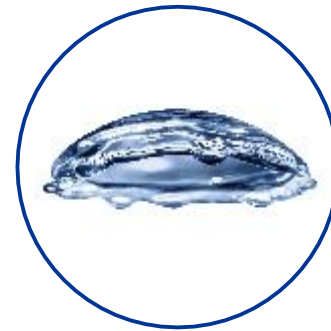
**Disruptive
ATIOLs**



**Digital Health
Solutions**



**Next generation
contact
lens design**



**Presbyopia
solutions**



**Novel delivery
beyond the drop**

5.

**Unlocking
Shareholder
Value**

Alcon



Unlocking shareholder returns

SALES

~\$10B

by 2025¹

CORE OPERATING MARGIN

approaching mid-20s

by 2025² (%)

1. 5-year outlook is subject to various risks and uncertainties. See Legal Disclaimers on page 2 and the assumptions underlying our outlook on page 41 for more information.
2. For additional information regarding the core results discussed above, which are non-IFRS measures, see Appendix starting on page 88.

Key Takeaways



Alcon maintaining leadership in an attractive market



Accelerating innovation that improves patient and customer outcomes



Progress on strategic priorities, supporting long-term financial goals



Roadmap for \$10B sales by 2025, with optionality from market adjacencies