Letter from the Board Chair

24 March 2022

Dear Shareholders,

Ahead of our upcoming 2022 Annual General Meeting, the Board and I want to take an opportunity to address with you how the Board has sought, considered and adopted your feedback.

In the weeks leading up to the 2021 AGM and in the back half of the year, we engaged in a robust shareholder outreach effort to discuss our corporate governance, compensation and ESG practices. I personally attended many of these meetings, which are extremely insightful for both management and the Board. While we have engaged in an annual outreach program since our inception as a public company in 2019, in 2021 we reached out to an even larger number of shareholders to ensure we received the broadest perspectives. During the outreach, we received insights on director mandates, executive compensation, including the use of discretion and disclosure around compensation targets, as well as on matters of corporate responsibility. I will address each of these in turn.

Director Mandates

This Board's engagement and dedication continues to impress me, and this applies to all our Directors. Last year, we received feedback from many shareholders that they viewed one of our directors, Keith Grossman, as having too many outside mandates. We are

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pleased to report that Mr. Grossman has satisfactorily resolved this issue. Outset Medical publicly announced on February 16, 2022 that Mr. Grossman had stepped down from his Chair role on its board, thereby reducing his total number of mandates. Further, in 2021, Mr. Grossman also reduced the number of committees on which he serves for the Alcon Board. While Mr. Grossman has always been a dedicated and valued contributor to our Board with a perfect attendance record, we hope this reduction in mandates will alleviate any concerns.

Executive Compensation

Use of Discretion in Incentive Plan Awards

Alcon's short- and long-term incentive plans consist of robust and meaningful targets, and the Board firmly prefers not to use discretion in connection with any awards. The Board will consider using discretion in assessing performance incentive compensation only for exceptional, rare circumstances, and always to serve the interests of shareholders. In 2020, the Board exercised discretion during an extraordinary year beset by a global pandemic to provide an STI award of 75% of target. In making the decision to use positive discretion, the Board considered many factors including company actions taken to mitigate the business impacts of the pandemic, market share gains, stock price performance, continued delivery of innovation pipeline, associate experience, including Alcon's ability to maintain full employment and pay, the refusal to accept any government funding, as well as shareholder feedback. We previewed our planned use of discretion during our shareholder outreach in late 2020 and incorporated the feedback we received into our final decision and the associated disclosures. We also paid our essential workers 100% of STI target and the

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general associate population received an average of 85% of STI target, each greater than the award to the ECA. Further, no discretion was applied to any mid-cycle LTI awards and targets set prior to the impacts of the pandemic were not altered. The circumstances surrounding the pandemic and its impact on Alcon simply created an extraordinary situation.

Moving into 2021, no discretion was applied to our STI award. Our current compensation program remains well-suited to effectively align pay and performance with robust and meaningful targets.

Quantum of Pay

Compensation is key to talent retention. In 2020, the Board increased our CEO's compensation to reflect his new responsibilities as the head of a publicly traded company, bringing his total compensation from well below median to closer to the median of our peer group. This increase was administered solely through Performance Share Units (PSUs), not through an increase in fixed base salary. We believe this approach is consistent with a strong pay-for-performance philosophy. In 2021, to reward performance and maintain a competitive pay level within range of the peer group median, the Board granted the CEO and other executive committee members an incremental salary increase of 3%, which was in line with the salary increase of our broader associate population.

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Disclosure around Incentive Compensation Plan Targets

During our outreach, we also received feedback for greater transparency regarding our incentive plan payouts. Based on this valuable feedback, we have increased the amount of disclosure around our STI targets. In our 2021 Compensation Report, we added retroactive disclosure of our 2021 STI targets, illustrating the robust targets and the resulting payout level for each metric. For our LTI awards, we provided more details on the qualitative approach to setting and evaluating the Share of Peers and Innovation metrics. We also provided a more detailed explanation of our CEO and other executives' individual performance goals, including how their respective ESG targets are linked to their STI award. I encourage you to read our 2021 Compensation Report [LINK] for more information.

Retention Award

During out 2021 outreach, we shared our approach to attracting and retaining talent and the Board's responsibility to ensure Alcon retains the strong talent of its leadership team. During our outreach, our shareholders have indicated broad support for the performance of our management team and have recognized that retention of our key talent is critical to our success. The competition for specialized talent in the fields necessary for Alcon's success is significant and growing – particularly in the United States. Recent changes in the landscape for ophthalmic talent led the Company to assess potential vulnerabilities to competitive threats for talent. As a result of that assessment, Alcon in 2021 made retention equity awards to certain key associates in its US organization, including an award to an ECA member, Sergio Duplan, based in the US. Mr. Duplan received an award of Alcon Performance Share Units (PSUs) that cliff-vest after three years at a target opportunity

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equal to 1 times his annual LTI award. The award is subject to the same performance conditions as our annual PSU award (sales growth; earnings growth; market share growth and achievement of key innovation metrics). We believe this one-time award was appropriate to ensure Alcon retains key talent.

Corporate Responsibility

Further demonstrating the Board's and management's attention to the growing importance of environmental, social and governance matters, we published our second Corporate Responsibility Report in 2021. We enhanced our disclosure and discussion in many areas, including our efforts to expand access to eye care, drive diversity and inclusion and reduce our environmental footprint.

Through Alcon-led training initiatives for eye care practitioners in underserved areas around the world, as well as partnerships with international NGOs, we are focusing on improving the volume and quality of eye care in low- and middle-income countries. We are pleased to have been named a Top Noteworthy Company by DiversityInc in our first attempt toward the DiversityInc Top 50 Companies List. Additionally, we continue to implement and assess enterprise-wide and site-specific programs to advance our four environmental priorities: water stewardship, sustainable products and services, energy efficiency and GHG reduction, and operation waste reduction.

In 2021, we also included ESG metrics in the executive leadership team's individual's goals, thereby directly linking ESG performance to their STI payouts.

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Shareholder feedback is extremely important to us. As you can see, we listened and carefully considered the feedback we received at our 2021 AGM and during our 2021 outreach. We used this feedback to help guide the development of our practice and disclosures. On behalf of the Board, I'd like to thank you for your continued trust and support, and I look forward to our future engagement.

Yours sincerely,



F. Michael Ball

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