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Social Impact and Sustainability

2024 Report

Alcon

Message from the CEO

To Our Global Community:

Over the past year, Alcon associates continued to pursue our purpose of helping the world **See Brilliantly**. These determined efforts included delivering innovative products to protect, restore or enhance vision; serving eye care professionals through best-in-class customer support and training; and, of course, ensuring that we make a positive impact on the world around us—as a company, as colleagues and as individual associates.

Just as we carefully evaluate the performance of our business, we also measure our progress as a responsible corporate citizen. In that spirit, I am very pleased to share our 2024 Social Impact and Sustainability Report and proud to observe that we produced inspiring results. The following report organizes our enterprise-wide initiatives into our three social impact and sustainability pillars: Brilliant Lives, Brilliant Innovation and Brilliant Planet. Here is a brief sample of our 2024 accomplishments in these areas:

Brilliant Lives

Alcon envisions a world where quality eye care is accessible to all and treatable and where preventable eye health conditions receive the attention they require. Working with a variety of partners, we have strengthened eye health infrastructure and capacity through surgeon training, equipment donations and direct funding, particularly in under-resourced areas of the world. We have also expanded our program to screen school children for vision problems and provide the care they need. Key 2024 milestones include expanding the Phaco Development surgeon training program to Zambia and Kenya; launching the Aravind Alcon Surgical Centre of Excellence, in partnership with the Aravind Eye Care System; and adding a second location to the Alcon Children's Vision Center screening program in Huntington, WV. Additionally, the Alcon Cares program provided \$37.3 million in product and equipment donations, and our foundation donated \$5.4 million to nonprofit partners building global eye care capacity.

Brilliant Innovation

The development of best-in-class products that change lives is at the heart of everything we do at Alcon. Since becoming independent in 2019, we've invested over \$6 billion in innovation to create novel solutions for eye care. This industry-leading commitment has built a robust pipeline of new products across our Surgical and Vision Care franchises. Thanks to significant clinical, development and regulatory progress in 2024, we're positioned to introduce a steady stream of new products, including at least seven major innovations, such as the most advanced cataract and vitreoretinal surgical system ever produced, enhancing patient outcomes and practice efficiency.

Brilliant Planet

As the largest manufacturer of eye care products in the world, Alcon focuses on using resources responsibly and on reducing emissions and waste. In 2024, we made steady progress against our 2030 sustainability goals. In the following pages, you'll see more about the projects that helped us reduce energy use by an estimated 54,294 gigajoules. We also continued our partnership with Plastic Bank to offset the amount of plastic used in select Alcon products. For every ton of plastic used, Plastic Bank collects an equal amount of ocean-bound plastic from vulnerable coastal communities. In 2024, this program prevented the equivalent of 1,774 metric tons of plastic waste from reaching oceans.

In 2024, I'm most proud of the dedication shown by our 25,000+ associates to making a difference. Participation in our employee volunteer program, Alcon in Action, increased by 16%, supporting 146 partner organizations. With a new employee giving platform, more associates contributed to philanthropic causes than ever before. Additionally, a record number of associates completed vision screening certification to support the Alcon Children's Vision Program. This is a grassroots groundswell for good!

Of course, these pillars are supported by our long-standing commitments to building a world-class workforce and to pursuing strong corporate governance. By attracting and retaining the best talent; building an inclusive, integrity-based culture; and engaging our teams in bold innovation, Alcon aims to unleash *everyone's* full potential—associates, customers, patients and the people in the communities in which we live and work. I hope the following pages clearly show the impact of our efforts and how they continue to inspire positive change, creating a brighter, healthier future for all. That is the full meaning of **See Brilliantly**.

Thank you for your interest in Alcon.



David J. Endicott
CEO



2024 Social Impact and Sustainability Report

About Alcon



Alcon


About Alcon

Alcon is the global leader in eye care, dedicated to helping people *See Brilliantly*. With a more than 75-year heritage, we are the largest eye care company in the world, with complementary businesses in Surgical and Vision Care. We operate in 56 countries and serve consumers and patients in more than 140 countries. We invest a substantial amount in research and development (R&D) every year to support ongoing innovation and increase access to quality eye care.

 **\$9.8B** 2024 NET SALES

 **25K+** ASSOCIATES

 **140+** COUNTRIES SERVED

 **70+** PIPELINE PRODUCTS UNDER DEVELOPMENT

 **\$876M** IN R&D INVESTMENT

1. Numbers displayed represent 2024 net sales.

Surgical

Our ophthalmic surgical products enable surgeons to achieve the best results for their patients. Alcon's product line is one of the most complete in the industry, encompassing implantables, consumables, and equipment and accessories for cataract, glaucoma and other surgical procedures. Our portfolio also includes products developed specifically to match the needs of different customer segments. For instance, we offer premium-tier and mid-tier surgical consoles that can be manufactured with specifications and features that meet the needs of the local market.

Product Portfolio¹

Surgical Portfolio: \$5.5B (56%)

Consumables (52%)

- Dedicated consumables
- Custom surgical packs
- Procedural products

Implantables (32%)

- Monofocal intraocular lenses (IOLs)
- Advanced technology IOLs
- Glaucoma implants

Equipment / Other (16%)

- Cataract, glaucoma, retinal and refractive equipment
- Diagnostics and visualization
- Equipment service
- Procedural eye drops

Vision Care

We are one of the largest manufacturers of contact lens and ocular health products. Our Vision Care portfolio includes a range of daily disposable, reusable and color-enhancing contact lenses, along with a comprehensive selection of products for dry eye, glaucoma, ocular allergies and contact lens care. We also offer ocular vitamins and pharmaceutical drops for certain eye conditions.

Vision Care Portfolio: \$4.3B (44%)

Contact Lenses (60%)

- Daily lenses
- Reusable lenses
- Cosmetic lenses

Ocular Health (40%)

- Dry eye products
- Allergy eye drops
- Steroid eye drops
- Glaucoma eye drops
- Contact lens care

Business Model

The ophthalmic Surgical and Vision Care markets are large, dynamic and growing. As the world population grows and ages, the need for quality eye care is expanding, and we estimate the size of these markets are approximately \$35 billion and projected to grow in the mid-single digits per year through 2029.² Alcon has a strong foundation—based on our trusted brand, legacy of breakthrough technology, market positions and commitment to substantial innovation and investment—to continue playing a leading role as the industry continues to evolve.

Innovation

At Alcon, we deliver on our promise to help people **See Brilliantly** through innovation that is rooted in technical expertise and a deep understanding of our customers' needs. We are expanding advanced technology intraocular lenses that optimize the function of the IOL in restoring vision. We are developing next-generation products for the treatment of ocular conditions. And we are launching new contact lens materials, coatings and designs to improve visual performance and improve patient comfort, among other R&D activities. Cross-functional teams drive these innovations, with new projects originating from concepts developed internally by staff scientists and engineers, from external ideas by eye care professionals or from strategic partnerships with academic institutions or other companies.

Marketing and Sales

Our direct-to-customer and distribution methods differ across business lines. Surgical products are sold directly to hospitals and ambulatory surgical centers. We sell through distributors where we do not have local operations or a Research and Development office. Our contact lenses can be purchased from eye care professionals, optical chains and large retailers, subject to country regulation. Alcon ocular health products can be found in major drugstores, pharmacies, food stores and mass merchandising and optical retail chains globally. Alongside our world-class products, Alcon provides best-in-class service, training, education and technical support for our customers.

Manufacturing

Our commercial operations are supported by state-of-the-art manufacturing facilities that are generally organized along product categories. We largely manufacture products internally, which enables us to manage our environmental impact through efficiency and optimization to reduce emissions, water, waste and chemicals of concern.

Supply Chain and Contracting

Alcon works with an extensive network of suppliers worldwide. Our supply chain for Surgical and Vision Care products includes purchasing component parts for manufacturing intricate surgical equipment, contact lenses and related medicinal products. We also outsource some tasks and capabilities to third parties. We strive to ensure all business partners operate with the same high standards of integrity and business conduct to which we hold ourselves.

Human Capital

As of December 31, 2024, we employ more than 25,000 associates globally. Alcon seeks talent and perspectives that enable our company to deeply understand the diverse needs of our global customer base and contribute to our mission to help people **See Brilliantly**. We focus on the care and growth of associates through learning and development, performance feedback, career progression and a focus on associate engagement—all while ensuring competitive compensation and benefits.



Scan QR code to see Eva's story

² MarketScope, GfK and Alcon internal estimates.

2024 Reporting Summary

This report—our sixth annual update on our Social Impact and Sustainability (SIS) strategy and goals—covers Alcon’s enterprise-wide activities across all affiliates as outlined in our 2024 Annual Report from January 1 through December 31, 2024, unless otherwise stated. It has been prepared with reference to the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB) metrics for the Medical Equipment and Supplies industry and Task Force on Climate-Related Financial Disclosures (TCFD). It also provides disclosures on non-financial matters as required by Art. 964a-c of the Swiss Code of Obligations and related Swiss Climate Ordinance, as outlined in our Transparency on Non-Financial Matters Index, TCFD report and the key terms of our first climate transition plan. Reference pages 53-66 for more information on the content of our Swiss Non-Financial Matters Report.

Alcon’s Board of Directors approved this report on March 23, 2025. We also voluntarily engaged the audit firm PricewaterhouseCoopers SA (PwC) to obtain limited assurance on the selected quantitative metrics in this report as indicated by symbol . These selected metrics were prepared in accordance with the accompanying [Basis of Preparation](#) document. Unless otherwise stated, we apply the same boundary used in the consolidated financial statements presented in our 2024

Annual Report for our sustainability main performance indicators. All information contained in this report is based on the best available information as of March 2025, and where data is not available, estimates will be used and noted as such.

All product names appearing in italics are trademarks owned by or licensed to Alcon or its subsidiaries. Product names identified by a “®” or a “™” are trademarks that are not owned by or licensed to Alcon or its subsidiaries and are the property of their respective owners.

Purpose and Strategy

We believe in the power of sight and in a world where all people—regardless of where they live, their age or gender, or how much money they earn—have access to eye care products that improve quality of life. Alcon is in a position to create products that do just that, as well as bring training and infrastructure to parts of the world that are lacking in eye care accessibility and reduce our environmental impact throughout the journey. Our Social Impact and Sustainability strategy is focused on three pillars—Brilliant Lives, Brilliant Innovation and Brilliant Planet. The pillars include social impact and environmental goals.



We Help People See Brilliantly

We believe we can improve lives and strengthen communities through innovative eye care

Alcon Social Impact and Sustainability Strategy Platform



OUR COMMITMENTS:

SOCIAL IMPACT GOALS:

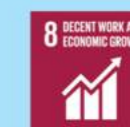
- By 2025, Alcon will work with our partners through philanthropic support and training programs to help improve vision for 5 million people afflicted with untreated cataracts in low- and middle-income countries, including 1 million considered cataract blind^{3,4} (2021 baseline)
- By 2025, Alcon associates will help improve vision and enhance educational success by providing 150,000 vision screenings to children and ensuring comprehensive care for those in need (2021 baseline)

ENVIRONMENTAL IMPACT GOALS:

- By 2030, Alcon will become carbon neutral across global operations (Scope 1 and Scope 2 emissions)
- By 2030, Alcon will divert 100% of non-hazardous waste generated at manufacturing sites and distribution centers from landfill

FOUNDATIONAL TO OUR STRATEGY:

World-Class Talent | Inclusive Culture | Safety | Ethics & Integrity | Strong Governance



³ As defined by the World Health Organization, Blindness and Vision Impairment.
⁴ Low- and middle-income countries (LMIC), as defined by group policy at time of commitment in 2021.

2024 Goal Highlights

More than
1.1M

individuals in low- and middle-income countries reached through philanthropic support and training with our partners in 2024

More than
30K

screenings for children provided in 2024

12.2%

reduction in Scope 1 and Scope 2 emissions in 2024, compared to 2023

More than
96.7%

of non-hazardous waste diverted from landfill in 2024

Sustainability Priorities

Regular engagement with associates, suppliers, customers, healthcare providers, industry groups, investors and nonprofit partners is the primary way we identify, assess and prioritize matters of importance. Our overall SIS strategy is informed by our 2022 Social Impact and Sustainability Priority Topic Assessment, which identified what matters most and where we have the most potential to create value aligned with our purpose. In 2023 and 2024, we reviewed the assessment conducted in 2022, confirming the selection of topics. This assessment is now being complemented by a formal double materiality analysis.

The assessment process, led by a third party, started with a landscape analysis that identified sustainability topics. The topics were generated through a review of industry and sustainability trends, peer company priorities and reporting, and leading frameworks like the Global Reporting Initiative and Sustainability Accounting Standards Board. We then surveyed more than 270 Alcon leaders and associates, suppliers, customers, healthcare providers, industry groups and nonprofit partners to rank the topics and engaged our Board and company leadership to assess each topic's strategic and financial impact on Alcon. These topics were classified according to certain criteria: in particular, importance to stakeholders and business relevance. As a result, the topics described in this report are those that have been identified as the most important to Alcon.

Sustainability-Related Risk Management

Alcon primarily evaluates how sustainability-related matters can affect our business through our annual enterprise risk management process. The potential risks we identify are integrated into our business planning, including investments in reducing safety and health risks to our associates and reducing our impact on the environment. We also have dedicated resources to monitor legislative and regulatory developments and emerging issues to anticipate future requirements and undertake policy advocacy when strategically relevant. Outside our annual enterprise risk management process, we also have a SIS Risk Management Committee, which meets quarterly to identify, analyze and advise leadership on potential social and environmental risks that could impact the enterprise.



2024 Social Impact
and Sustainability Report

**Brilliant
Lives**



Alcon

Brilliant Lives

Alcon works closely with our partners to create a world where eye care is accessible to all and treatable, preventable eye health conditions receive the attention they need. Approximately 90% of vision impairments are curable and often preventable, but large gaps in knowledge and access prevent patients from receiving proper, timely care.⁵ Through training and education programs and partnerships that improve access and affordability, we aim to bring eye care to those who need it.

In 2024, we made strong progress toward our social impact goals, enabling more than 2 million procedures and conducting vision screenings for more than 30,000 students. These efforts were driven by Alcon Cares, the Alcon Foundation and key business initiatives, such as the Phaco Development (PD) and Vitreoretinal Development (VRD) programs.

Social Impact

Our Social Impact strategy focuses on removing barriers to ensure access to the critical eye care services needed to treat conditions and improve lives, as well as strengthening the communities where we live and work. This strategy leverages several components, including monetary contributions, associate time and expertise, and product and equipment donations.

By 2025, our goal is to provide philanthropic support and training programs to help improve vision for at least 5 million people afflicted with untreated cataracts in low- and middle-income countries, including 1 million considered cataract blind. At the same time, our associates will help improve vision and enhance academic success with a goal of conducting at least 150,000 vision screenings for children and ensuring comprehensive care for those in need. These goals are managed by our Social Impact team and Social Impact Committee, which is overseen by our Vice President of SIS.

By leveraging the resources of Alcon Cares, the Alcon Foundation and the talent of our associates, we are able to maximize our impact and improve vision. In 2024, through Alcon Cares, we donated approximately \$37 million in products and equipment, and through the Alcon Foundation, we provided approximately \$5 million in monetary donations to nonprofit partners working to remove barriers to quality eye care globally.

“We are committed to transforming lives by breaking down barriers to quality eye care, empowering healthcare professionals with the training they need and harnessing our resources to create lasting change in communities around the world.”

*Charles Herget
VP, Social Impact and
Sustainability*



5. According to research by The International Agency for the Prevention of Blindness.

Corporate Giving

Alcon Cares and the Alcon Foundation provide product, equipment and monetary donations to qualified charitable organizations whose programs help underserved patients around the world receive the eye care they require. We recognize the need for long-term solutions to build self-sustaining eye health systems worldwide, in addition to providing immediate support for patients. Therefore, we partner with charitable organizations dedicated to supporting vital eye care services, strengthening hospital systems and clinics and helping develop diverse eye care teams of doctors, nurses and technicians—without any expectation or requirement that these organizations use or purchase Alcon products as part of their services.

We work with our partners to ensure their performance and goals align with our social impact and sustainability strategy. To manage this, all in-kind and monetary donations made by Alcon Cares and the Alcon Foundation are overseen by both foundations' Boards of Directors, who use a rubric to evaluate requests. This rubric helps us allocate resources based on needs and objectives, the organization's financial health, program cost and value, impact, internal evaluation metrics and strategic alignment with the foundations' philanthropic goals.

Alcon's Corporate Giving team cultivates and manages Alcon's philanthropic partnerships and conducts due diligence reviews on existing and potential partners through our donation management system to verify and monitor regulatory and transparency requirements. Throughout the partnership, the foundation teams work alongside partners to develop a strategy, track performance and identify additional ways Alcon can provide support.

Key Alcon Cares and Alcon Foundation Programs

Medical Missions

For more than 50 years, Alcon Cares has supported quality eye care services around the world through donations of Alcon products and equipment. Since 2019, Alcon Cares has supported approximately 1,700 medical missions, helping deliver eye care to communities across the globe. During these missions, volunteer medical teams treat patients and train local professionals to help ensure continuity of care.

Aravind Alcon Surgical Centre of Excellence

As part of our expanded partnership with Aravind Eye Care System, Alcon opened the first-of-its-kind Centre of Excellence in Chennai, India. In 2024, Alcon Cares donated various eye screening and surgical equipment to help ensure a successful launch. Through this center, we are helping bring the latest technologies and training to cataract surgeons. This partnership enhances the quality of eye care, builds local capacity and makes a lasting impact on vision health.

SEE International

In 2024, SEE International, a long-time partner of Alcon Cares and the Alcon Foundation, celebrated its 50th anniversary. For five decades, SEE International has joined the global fight against preventable blindness, expanding eye care access for underserved populations worldwide.

SEE's work is driven by a network of over 650 volunteer ophthalmologists who provide critical surgical care and share expertise through education and training. This collaboration not only addresses immediate healthcare needs but also empowers local medical professionals to sustain eye care long-term. SEE has transformed countless lives by restoring sight and delivering essential care in 54 countries, reaching 5 million patients and providing 750,000 surgeries.

Alcon's partnership with SEE spans more than 35 years, supporting their shared mission to eliminate preventable blindness. Alcon has contributed vital support through donations of advanced ophthalmic equipment and products via Alcon Cares, along with monetary donations from the Alcon Foundation.

Orbis

For over 40 years, Alcon Cares has donated state-of-the-art ophthalmic equipment, pharmaceuticals and supplies to Orbis in support of its mission to build strong and sustainable eye care systems globally that put treatment and prevention within reach. The Alcon Foundation also continues to support Orbis' Strengthening Eye Care Globally project, which integrates the nonprofit's Flying Eye Hospital, hospital-based trainings and Cybersight telemedicine and e-learning platform. The project leverages expertise from Orbis' Volunteer Faculty (medical experts) and staff to deliver tailored training programs that increase capacity, develop diverse eye care talent and build sustainable eye care systems in low- and middle-income countries.

In 2024, Orbis developed pediatric ophthalmology, diabetic retinopathy and ophthalmic nursing courses for Cybersight and hosted a three-week surgical training program in Mongolia, through which Orbis clinical and Volunteer Faculty provided hands-on simulation and surgical training to Mongolian eye care professionals.

The Alcon Children's Vision Program

Clear vision is essential for learning. Studies show that 80% of classroom learning is visual,⁶ making clear vision a critical factor in educational success. Children who are not reading on level by third grade are four times more likely not to graduate high school, with even more significant disparities for minority students.⁷ We launched the Alcon Children's Vision Program with the belief that no student should struggle with their education due to undetected vision impairments. Our Alcon Children's Vision Center (ACVC), in partnership with Alcon associates and Fort Worth Independent School District (FWISD), provides comprehensive eye exams and eyewear for eligible students of FWISD. The ACVC was honored with two prestigious awards for its impact on public health—the National Center for Children's Vision and Eye Health at Prevent Blindness' 10th annual Bonnie Strickland Champion for Children's Vision Award and the American Public Health Association Vision Care Section's Distinguished Service Award.

We continued to strengthen our ongoing partnership with FWISD. After Alcon volunteers provide acuity screenings for all FWISD elementary school students, the ACVC provides no-cost eye exams and no-cost glasses to students who need them. In 2024, the ACVC continued to provide essential vision care for qualified FWISD students from pre-kindergarten through 12th grade.

In addition to this, the Center for Research and Reform in Education and the Wilmer Eye Institute at Johns Hopkins University, in collaboration with the Alcon Children's Vision Center and FWISD, are conducting a mixed-methods evaluation study to assess the implementation of the Alcon Children's Vision Program in FWISD during the 2022-2023 and 2023-2024 school years. This partnership aims to evaluate the program's implementation activities and measure its impact on students' attitudes, behaviors and academic performance, providing evidence for continuous improvement.

Building on our initial success with the program in Fort Worth, Texas, we expanded the program, adding a second screening site in Huntington, West Virginia, in 2024. Huntington is home to one of Alcon's largest manufacturing plants, and our many associates based there are invested in actively volunteering and giving back to the community. In partnership with local eye care providers and Prevent Blindness, associates completed vision screening training and volunteered to screen pre-kindergarten through twelfth-grade students at Cabell County Schools in West Virginia. Eligible students will receive comprehensive exams and, if needed, no-cost glasses during the spring 2025 semester—ensuring they have the tools for success ahead of state testing.

Through these efforts, Alcon remains committed to ensuring that every child has the opportunity to **See Brilliantly** and learn to their fullest potential, and we will continue to identify new opportunities to expand the Children's Vision Program into additional communities.

Phaco Development (PD) and Vitreoretinal Development (VRD) Programs

We created the Alcon PD and VRD programs to increase access to eye care by ensuring ophthalmologists, surgeons and their staff have the proper training. Cataracts are one of the leading causes of visual impairment worldwide. While an ophthalmologist can complete up to 2,000 cataract surgeries per year,⁸ patients in many underserved communities are unable to access phacoemulsification (phaco) surgery due to inadequate eye care infrastructure and training.

To help overcome access barriers, Alcon works with ophthalmic teaching institutions and faculty around the world to increase the standard of cataract and retinal care in low- and middle-income⁹ countries by training surgeons on modern procedures. The PD and VRD programs provide intensive training, combining theory and wet lab experiences using artificial eyes.

Through the PD program, we led 291 cataract courses, enrolling over 700 new doctors in 2024. Collectively, participating doctors performed more than 2 million phaco procedures that year. Our improved remote learning systems have enabled increased access to learning around the globe, and there are now 139 medical schools across India and China enrolled in this program. Additionally, we have expanded the Orbis-Alcon International Phaco Development Fellowship program in Africa beyond South Africa to include Kenya and Zambia. Over 60 doctors have enrolled in the Africa program since its inception in November 2023.

In 2024, our VRD program helped train 158 surgeons, who performed nearly 68,000 procedures. In total, the program has enabled more than 286,000 vitreoretinal procedures in China, India, Bangladesh and Nepal since its inception.

Looking ahead, the PD program will coordinate closely with Alcon's Corporate Giving team to support training programs at Alcon's first global Surgical Centre of Excellence for cataracts—the Aravind Alcon Surgical Centre of Excellence at Aravind Eye Hospital in Chennai, India. The goal is to train approximately 100 residents and 50 doctors in advanced phaco techniques. Additionally, in 2025, the PD team plans to launch an international phaco virtual-training program for doctors from low- and middle-income countries across the world.¹⁰

Since launching in 2008, we have facilitated training over 6.9K surgeons through the PD program, and the trained surgeons are estimated to have performed over 12.6 million sight-enhancing or -restoring procedures in locations such as China, India, Nepal, Bangladesh, Vietnam and South Africa.

6. UCLA Study: Impact Analysis of Vision to Learn
7. According to a report by the Annie E. Casey Foundation.
8. International Association for the Prevention of Blindness.
9. As defined by Group policy at the time of commitment.
10. As defined by Group policy at the time of commitment.

Associate Giving

At Alcon, we encourage our associates to volunteer, give and engage in their local communities. Our associates come together to make a positive impact by volunteering their time, contributing through personal charitable giving and engaging in meaningful community partnerships.

The Social Impact and Legal and Compliance teams created comprehensive program guidelines for associate giving. These guidelines highlight the eligibility that a charitable organization or educational institution must meet for Alcon to support them through an Associate Giving Program, such as holding a nonprofit status and refraining from discrimination.

Associate Volunteerism

One of our annual highlights is Alcon in Action, a global day of volunteering that brings together associates around the world to support causes that make a difference in their communities. In 2024, more than 4,500 associates across 61 sites worldwide joined Alcon in Action at 146 partner organization events, including health, hunger, education and housing charities. Projects ranged from planting gardens and cleaning streets to collecting waste with Plastic Bank and volunteering at food banks and kitchens.

Our associates also play a pivotal role in the Alcon Children's Vision Program, performing vision screenings for students. In 2024, Alcon associates conducted screenings for more than 30,000 eligible students in pre-kindergarten through twelfth grade in FWISD in Fort Worth, Texas, and Cabell County Schools in Huntington, West Virginia. Additionally, we certified 95 new Alcon associates as vision screeners in both locations, expanding our team of volunteers dedicated to this important initiative.

In total, our associates volunteered 22,600 personal hours in 2024 with organizations such as Plastic Bank in Thailand and Puerto Rico, OzHarvest in Australia and Habitat for Humanity in Texas and North Carolina.

Global Associate Giving

In 2024, we implemented Benevity as the primary platform to facilitate associate giving. The platform is being piloted with associates in Switzerland, the US, Germany and Japan. Benevity will be a key resource to help Alcon support associate volunteer, giving and engagement activities. The pilot marks the first time associate giving programs have been available to Alcon associates outside of the US.

Matching Gift Programs

Alcon supports associates through the Matching Gift Program, which offers dollar-for-dollar matching donations up to \$500 per associate per year. Alcon associates supported more than 500 charities worldwide, with more than \$400,000 donated. We matched \$134,000 of our associates' donations in 2024.

We also established a new Volunteer Incentive Program (VIP) in 2024 to support causes important to our associates. Alcon will match every personal hour our associates volunteer with a \$25 donation to eligible causes through the VIP. We offer to contribute up to \$500 per associate per year across either program.

Scan QR code to see Luigi's story





2024 Social Impact
and Sustainability Report

Brilliant Innovation

Alcon

Brilliant Innovation

Alcon strives to provide all patients and consumers with the quality eye care they deserve. Through our culture of continuous improvement, we foster increased efficiency in developing more sustainable products that enhance patient outcomes and safety.

Medical Innovation

Innovation drives every aspect of our business as we strive to provide new, cutting-edge products for both customers and patients. With a legacy of pioneering industry firsts, Alcon continues to lead the eye care market through substantial investments in research and development (R&D). Our R&D capabilities span clinical research, optical design, material and surface chemistry, software development, automation and equipment platform engineering.

The Board of Directors' Innovation Committee oversees Alcon's R&D and emerging technologies strategy. The Committee regularly reviews our innovation pipeline, discusses emerging scientific trends and evaluates the challenges, effectiveness and competitiveness of our R&D efforts. Meeting at least three times a year, the Committee works closely with management and reports its findings and recommendations to the full Board on its activities, as outlined in its formal [charter](#).

Alcon's Senior Vice President of Global R&D and Chief Scientific Officer leads our team of over 1,900 R&D associates, including physicians, doctors of optometry and PhDs. We continually expand the scientific advisory capability of this team, which generates new projects and products across our Surgical and Vision Care portfolios,

by hiring additional physicians and experts to bring real-world expertise to eye care innovation and by pursuing strategic partnerships with educational institutions and other companies. Additionally this year, Terry Kim, MD, joined Alcon as Chief Medical Officer (CMO) and Head of Global Medical Safety, bringing his world-renowned expertise in cataract, refractive and corneal surgeries. Dr. Kim's leadership will further strengthen Alcon's clinical and scientific initiatives, driving innovation across our portfolios and enhancing our global medical safety capabilities.

In the spirit of continuous improvement, Alcon is relentless in finding new ways to optimize and accelerate new product development. As part of this effort, we are enhancing our end-to-end enterprise platform capabilities to streamline product development across all stages. In 2024, we continued to expand our R&D footprint at the Alcon Global Services Center in Bengaluru, India, increasing software lab capabilities and strengthening our research and development teams. Additionally, we opened a new research clinic in Fort Worth, further bolstering our efforts to drive innovation in eye care. These initiatives reflect our ongoing commitment to advancing cutting-edge solutions for our customers and patients.

Medical Innovation Data	2022	2023	2024
First-to-Market Launches	10	3	2 ¹¹
Product Approvals in Major Markets ¹²	55	53	37

11. The number of first-to-market launches is driven by timing of new product development activities, market readiness for new product introduction and regulatory review cycles in target markets.
 12. Major markets include locations such as the US, EU, Canada, Japan, Brazil, Korea, Australia, China and India.



Product Innovation

In 2024, Alcon invested \$876 million in R&D and had more than 70 pipeline products under development, including 37 that have been approved for major markets. We launched innovations to address patient and customer needs, including *PRECISION7* and *PRECISION7* for Astigmatism. Additionally, we announced positive top-line results from the Phase 3 COMET-2 and COMET-3 trials for AR-15512, a novel topical treatment for dry eye disease. The trials demonstrated that AR-15512 significantly improved tear production in patients, meeting the primary endpoint with statistical significance ($p < 0.0001$). This promising first-in-class drug candidate offers the potential for rapid, sustained relief for the estimated 38 million people in the US affected by dry eye, addressing a significant unmet need in the market.¹³ Alcon submitted a New Drug Application to the US Food and Drug Administration (FDA) for AR-15512 in May 2024.

Further enhancing our portfolio, Alcon marked a significant milestone with the FDA's 510(k) clearance of our Unity Vitreoretinal Cataract System and Unity Cataract System in June 2024. These advanced systems, the first innovations from Alcon's Unity portfolio, offer improved workflow efficiencies and are designed to enhance cataract and vitreoretinal surgeries. Alcon will begin collecting real-world user feedback in the US before the full commercial launch in 2025, with global regulatory submissions expected to continue through 2024 and 2025.

Market Leadership

In addition to our product innovations, in July 2024, Alcon completed the acquisition of BELKIN Vision Ltd., which expands our glaucoma portfolio with Direct Selective Laser Trabeculoplasty technology. This acquisition strengthens Alcon's position in the evolving glaucoma treatment landscape, offering a first-line laser therapy alongside existing glaucoma solutions, such as pharmaceutical drops and implantables. Alcon plans to drive global adoption of this innovative, patient-friendly technology, with commercialization underway in the US and the EU/UK.

As the global leader in eye care, we recognize the need to support an ecosystem of both disruptive and incremental innovation from internal and external sources. The Alcon Seed Fund (ASF) is an innovation platform between our company and entrepreneurs with early-stage ideas poised to tackle the world's most pressing eye care challenges. To continue expanding its reach, the ASF now actively scouts opportunities in key global regions, engaging with a multitude of early-stage companies.

The ASF's focused efforts align with Alcon's strategic goals to enhance patient outcomes, drive innovation in therapeutic and diagnostic solutions, and support Alcon's leadership. In 2024, ASF's scouting and technology evaluation reach spanned hundreds of innovative opportunities. Investments in eight select promising projects increased the current ASF portfolio size to 22 active engagements. These initiatives underscore the ASF's role as an essential element of Alcon's broader innovation strategy, providing early access to transformative technologies and fostering partnerships that have the potential to shape the future of eye care.

In 2024, we also continued to support the advancement of vision science through the Alcon Research Institute (ARI), one of the world's largest corporate-funded vision research organizations. Each year, we continue to award approximately \$1 million in research grants to senior and young research investigators. Further, the newly launched Alcon Medical Affairs page on LinkedIn, [Alcon Science](#) and the significantly enhanced [AlconScience.com](#) make it easier for healthcare professionals to navigate and connect with us.

Alcon R&D's priorities:

- 1 Attracting, developing and retaining a talented, diverse workforce to drive collaboration, innovation and success
- 2 Advancing intraocular lens capabilities; equipment and instrumentation for cataract, vitreoretinal, refractive and glaucoma surgeries; and new platforms for diagnostics and visualization
- 3 Developing new Vision Care manufacturing platforms; novel contact lens materials, coatings and optical designs for various lens replacement schedules; next-generation contact lens technologies; and ocular health/pharmaceutical products
- 4 Generating robust scientific and medical evidence regarding the safety, efficacy and value of new and existing marketed products
- 5 Executing transformation and continuous improvement initiatives to create new capabilities, enhance technologies and streamline/digitize work processes

¹³ According to a report published in the American Journal of Managed Care.

“Alcon’s commitment to quality is deeply embedded in our culture, empowering every associate to drive continuous improvement while upholding the trust and high standards that customers and healthcare professionals worldwide place in us every day.”

*Heather Attra
SVP, Chief Quality and
Regulatory Affairs Officer*

Product Quality and Patient Safety

Above all, Alcon is committed to delivering quality products that are safe for patients.

This commitment is part of our culture—every Alcon associate is trained to uphold our high safety and quality standards—and supported through a suite of robust policies and standard operating procedures to comply with quality and safety laws and regulations in every country where we do business. We comply with all applicable regulations throughout our products’ life cycles. All dedicated facilities that manufacture Alcon products, whether owned by us or by a third party, must comply with current Good Manufacturing Practices. Our new product designs are extensively studied and meet regulatory and legal criteria before being placed into production.

We provide our associates with comprehensive training to ensure they uphold our high safety and quality standards while also monitoring the quality performance

of our suppliers. Training is tailored to align with each associate’s specific job responsibilities, with instruction on critical safety and quality topics conducted routinely. Additional training sessions occur as needed when there are changes to governing procedures or requirements. When applicable, associates may be required to pass an exam or demonstrate newly acquired skills under supervision, reinforcing the effectiveness of the training process.

Our Quality team collaborates closely with other company functions, including R&D, Manufacturing and Technical Operations (MTO), Supply Chain, Regulatory Affairs and Commercial teams, to ensure safe and effective products are readily available to meet patients’ needs. Alcon’s Senior Vice President and Chief Quality and Regulatory Affairs Officer reports to our Chief Operating Officer, ensuring oversight of product quality and safety. Our Global Quality activities are informed by the work of the Global Medical Safety group, led by our Chief Medical Officer, who monitors emerging concerns and enables the creation of action plans to respond to potential risks.

Alcon’s Quality Management System complies with external standards and regulations, including ISO 13485:2016 and ISO 14971:2019 for medical devices, US Food and Drug Administration Code of Federal Regulations (multiple parts), European Union Medical Device Directive EU 93/42/EEC and European Union Medical Device Regulation EU 2017/745. Global health authorities, notified bodies and third parties audit Alcon to verify compliance to these standards and other applicable regulations.

Additional Quality Monitoring Methods and Procedures

Beyond the Quality Management System, we employ several additional levels of quality monitoring. Our electronic Alcon Quality Analytics (AQA) system keeps track of the key quality and safety metrics at Alcon manufacturing, distribution, R&D and country offices to support compliance and achievement of goals. Audits and other feedback mechanisms help Alcon identify and remedy potentially systemic quality and safety issues either within the production process or during product design.

Quality metrics such as audit and inspection results, post-market surveillance data, product and process conformity metrics, supplier performance indicators and associate training are tracked through our periodic Quality Management Reviews. The Alcon Quality Committee, Global Franchise teams and our Executive Leadership Team (ELT) participate in these reviews, which result in recommendations for improvement and an assessment of the adequacy and effectiveness of the Quality Management System and risk management measures.

Alcon uses qualified internal warehouses and approved distributors, which we routinely audit, to help promote product quality and safety. When engaging a new manufacturing or distribution partner, we deploy a series of evaluation, approval and monitoring procedures, including a review of their Quality Management System and verification of their registrations. Depending on the partner company and associated risk, Alcon may also perform a technical audit. After approval and before engagement, we establish a comprehensive written agreement that details how each party's manufacturing, distribution, vigilance and other activities will comply with governing regulations and Alcon standards. This agreement covers items such as communicating urgent safety issues and collecting post-market reports. We also routinely audit our third-party manufacturing partners for compliance with current Good Manufacturing Practices.

Our supplier quality assurance program evaluates new suppliers to confirm established criteria are met, and ongoing oversight and auditing by Alcon sees that the supplier continues to meet Alcon requirements year after year.

Driving Continuous Improvement

Alcon is focused on continually improving our quality processes and systems, launching quality process improvements that simplify, digitize and improve our process over the entire life cycle. The Quality team regularly monitors industry trends and global regulatory changes, adjusting our processes and procedures as needed.

In 2024, we continued to advance on initiatives designed to simplify, automate and modernize our quality and regulatory processes, including our oversight of manufacturing and supply chain activities. These initiatives focused on mitigating compliance risks and increasing productivity by reducing errors and improving consistency throughout our processes. As part of these advancements, we continued leveraging DigitEYES, our laboratory digitization initiative, to improve compliance, maintain data integrity and reduce the reliance on manual transcription during product release testing. The DigitEYES platform also supports the digital management of instrument qualifications and analytical test method validations. Additionally, the Centralized Labeling Lifecycle Excellence Artwork Review (CLEAR) initiative remains instrumental in streamlining Alcon's labeling operations. By integrating automated digital applications, CLEAR enhances transparency and facilitates greater accuracy in data input, further supporting our commitment to operational efficiency and excellence.

To further mitigate risk and enhance data availability in our supply chain, we have installed SmartSense cloud-based monitoring of remotely stored refrigerated product samples distributed by sales representatives. We have also eliminated paper temperature monitoring records to increase the accuracy of temperature monitoring and enhance oversight by Supply Chain Quality.

With a focus on proactively improving product quality, patient safety and customer satisfaction, Alcon will continue investing in system enhancements and tools that drive future improvements.

Alcon continuously observes quality events and trends externally and internally within the AQA, enabling enhanced oversight across our global production operations, leading to prompt attention and prioritization to more proactively address potentially emerging risks —thereby continuing to protect the quality of our products and the safety of our patients and customers who depend on us every day.

Product Quality and Patient Safety Risks and Impacts

Our position as a global manufacturer of medical devices presents risks that can impact our customers directly, as well as affect Alcon's ability to deliver the products patients need. In addition to natural disasters and climatic events, our operations or those of our suppliers could be disrupted by a number of factors, including strikes and other labor disputes, industrial and other occupational health and safety issues. Supply chain disruptions resulting from global raw material sourcing and manufacturing can lead to availability, quality and safety concerns. We are also sometimes dependent on a single or limited source of suppliers for some components, raw materials and production services, such as sterilization. The loss of these suppliers or their inability to deliver at the quality or timeframe we require could disrupt our operations. As such, we have implemented a global manufacturing strategy to maximize business continuity in case of such events or other unforeseen catastrophic events.

As with all medical products that require regulatory approval, our products deliver medical and clinical benefits that outweigh any potentially inherent risks. To manage product quality and patient safety-related impacts and risks, Alcon employs a formal risk management process aligned with ISO 14971:2019 principles and regulatory standards such as the European Union Medical Device Regulation EU 2017/745. We identify and mitigate potential product quality and safety risks through measures such as design changes, product labeling and user training.

Once products are marketed, we conduct periodic risk reviews with our R&D, Global Medical Safety and Quality teams. Risks are escalated based on their nature and severity, and our ELT is urgently notified of any critical risks. If necessary, Alcon may recall products or conduct field corrections to protect patient safety. Recalls and field corrections are expertly managed by a dedicated team within the Quality function. Alcon's consistently strong compliance record demonstrates the effectiveness of our integrated, holistic approach to quality and safety. Since beginning operations as an independent company in 2019, Alcon has not been subject to warning letters, seizures, injunctions or other similar enforcement actions by global health authorities.

To increase resilience against supply chain risks, Alcon's Supplier Quality Assurance Program evaluates new suppliers to confirm established criteria are met, and ongoing oversight and auditing by Alcon helps suppliers to continue to meet Alcon requirements.

Additionally, customers can report concerns or feedback regarding Alcon products via phone, email or the NotifEYE portal on Alcon.com. Alcon investigates all reports of product quality concerns, notifies regulatory authorities where appropriate and evaluates feedback to update policies and procedures for inclusion in next-generation designs or new products. We have established a formal escalation process through which significant deviations or risks are elevated for review and required actions are determined.

Product Quality and Patient Safety Data

	2022	2023	2024
Vision Care Recall Rate ¹⁴	0%	0%	0.035%
Surgical Recall Rate ¹⁵	0.38%	0.001%	0.902%

¹⁴ Recall rate is defined as the number of units subject to recall per total sold globally, based on recall actions where there is a reasonable chance that a product will cause serious health problems or where a product may cause temporary or medically reversible health problems, or pose a slight chance of causing serious health problems. It excludes units affected by actions where units remained available for use by the customer as-is and where no removal, repair, replacement, update or exchange was performed.
¹⁵ Recall rate is defined as the number of units subject to recall per total sold globally, based on recall actions where there is a reasonable chance that a product will cause serious health problems or where a product may cause temporary or medically reversible health problems, or pose a slight chance of causing serious health problems. It excludes units affected by actions where units remained available for use by the customer as-is and where no removal, repair, replacement, update or exchange was performed.



Scan QR code to see Ron's story

Bioethics

Bioethics—the ethical principles that guide biological research, science and medicine—are essential as we pursue clinical research and trials to test new, innovative and effective products for patients. Alcon understands and takes the responsibilities of patient care, informed consent, data privacy and ethical research seriously.

Clinical Trial Standards

Alcon's clinical trials are governed by rigorous safety and efficacy protocols, and we prioritize data security to protect patients' privacy rights. Our research protocols align with the ethical research principles outlined in the Declaration of Helsinki. The Alcon Quality Manual contains our policies and procedures for all clinical trial phases.

Our Protocol Review Committee, co-chaired by our Chief Medical Officer and Head of Clinical R&D and composed of relevant subject matter experts, reviews all clinical trial designs to ensure scientific integrity, patient safety and compliance with clinical and regulatory requirements. Our Clinical Quality Assurance function audits our clinical trial sites, vendors, country organizations and Alcon as a clinical sponsor. The audits cover both individual projects and the Alcon Quality System and are conducted against various regulations, including ISO 14155 and the International Council for Harmonisation (ICH) E6.

All Alcon trial participants must review and sign the study's Institutional Review Board/Independent Ethics Committee (IRB/IEC)-approved informed consent document, which explains any risks, potential benefits and rights of the participants. The IRB/IEC is an independent body that protects the rights, safety and well-being of the study's participants. Patients involved in a clinical trial are instructed to contact the study doctor or the IRB/IEC if they have questions about the study or their rights as research participants. The contact information is provided in the informed consent document.

The data we receive from clinical trials does not contain participant-identifying information. As part of our informed consent, participants are aware and agree that, while their personal information is kept confidential to

the highest degree possible, absolute confidentiality cannot be guaranteed as Alcon must share information with regulatory agencies or other countries where the study was conducted.

Alcon systematically reviews all active trials for patient safety. Clinical trial site personnel are instructed to enter subject data into the electronic data capture system within five days of a patient visit to protect patient privacy. Serious adverse events must be reported to Alcon within 24 hours of the investigator's or site's awareness.

Alcon's certified investigators examine any observed nonconformance incidents. These incidents are then addressed through corrective and preventive action plans. The nonconformances that meet escalation criteria are submitted to the Global Escalation Management team. Investigations and Corrective Actions and Prevention Actions are reviewed and approved by Alcon Clinical Quality Assurance, which also reviews all nonconformances quarterly.

Clinical Trial Achievements

In 2024, we initiated 57 trials, defined as reaching the "first patient, first visit" milestone. Across new and ongoing clinical trials, 48 reached the end of data collection—or "database lock"—so analysis could begin, and 26 trials were completed and had a corresponding clinical study report produced.

Alcon continues to transition in-market devices in the EU from the Medical Device Directive (MDD) to the Medical Device Regulation (MDR) and remains on schedule to meet the announced MDR timelines. In addition, Alcon's medical device new product development for the EU incorporates the requirements of MDR.

Pharmaceutical Clinical Research

At our new state-of-the-art research clinic in Fort Worth, we will conduct pharmaceutical trials based on newly revised Standard Operating Procedures (SOPs), utilizing advanced technologies like electronic Clinical Outcome Assessments (eCOA) and Randomization and Trial Supply Management (RTSM) to enhance trial efficiency. The Fort Worth clinic, alongside our existing clinic in Johns Creek, Georgia, will enable faster product development and facilitate greater collaboration with local eye care professionals, offering patients early access to groundbreaking vision care solutions while helping share the future of eye care.

Aligned with these advancements, we prioritized bioethics by establishing the Fort Worth clinic as a cornerstone for ethical and innovative research practices. Additionally, our focus on data standardization, including compliance with Clinical Data Interchange Standards Consortium and Analysis Data Model requirements, ensures traceability, efficiency and regulatory alignment for clinical trial data at the US Food and Drug Administration and the Pharmaceuticals and Medical Devices Agency (PMDA) in Japan. These efforts reflect Alcon's unwavering commitment to scientific integrity and global regulatory excellence.

Further enhancing our approach to managing bioethics, Alcon is piloting data-driven, risk-based monitoring procedures in a trial, leveraging advanced AI and machine learning methodologies. This pilot initiative enables more proactive and efficient identification of potential risks in clinical trials, ensuring the safety of participants and the integrity of our data.

Access, Affordability and Pricing

Alcon strives to provide greater access to quality eye care by delivering affordable technologies and by working closely with healthcare decision-makers to continually improve cost, access and quality of care. Our pricing and accessibility efforts are informed by the work of our Market Access team, which tracks performance and collaborates with the R&D, Clinical Research, Marketing and Commercial teams and reports to our Surgical and Vision Care Franchise General Managers. Vision Care and Surgical business leadership makes any pricing decision that falls outside of our standard guidelines.

Our pricing structure aligns with business priorities. Annually setting specific pricing, reimbursement and health economics objectives ensures we have evidence-based resources to demonstrate value and support global access to new products and innovations. Before a new product is launched, we ensure that the price is reflective of value and considers local market dynamics. This process includes providing evidence to support clinical, economic and humanistic requirements, establishing affordability in comparison to other “standard of care” options, and total cost of care considerations. We also develop products by applying market access requirements that help meet healthcare decision-makers’ needs, preferences and budgets. In 2024, we focused on preparing for the launch of new products, particularly focusing on demonstrating the health and economic value of new innovation.

Product pricing is informed by multiple factors, such as the innovation value of the technology and market dynamics. Customer input is also sometimes captured on an anonymized basis through research. Our evidence and value-based propositions expand access to Alcon’s new, innovative technologies with varying features, benefits and value, all at the highest standards of quality. We review and revise our pricing structures annually, which allows customers to select high-quality Alcon products at a value that will enable greater affordability and accessibility for patients.

There are four main elements to our pricing approach:

- **Clinician and healthcare decision-maker collaboration:** We seek to expand funding and insurance coverage for our products by sharing economic and clinical outcomes, such as cost-effectiveness studies, quality-of-life research and budget impact models, with healthcare decision-makers. This serves as evidence of product value in developing reimbursement options for patients.
- **Reimbursement mechanisms and funding flow considerations:** We evaluate available public and private payment opportunities that can make our products more affordable. In cases where reimbursement is not yet available, we demonstrate the value of our products to pave the way for future funding.
- **Market landscape and global environment evaluation:** We aim to set product prices that are accessible and affordable in the local market.
- **Market and patient need innovation:** We develop products using inclusive design principles that help meet customers’ needs, preferences and budgets.

We continue to monitor and update our portfolio pricing strategy to align with current market conditions, providing product options that meet the needs of customers with varying purchasing power. In 2024, we prioritized significant pre-launch activities for our global pricing strategy, including conducting groundbreaking health economics studies to make sure our pricing approach meets all customer needs. On an ongoing basis, the Market Access team tracks product value and price performance in the market, as well as reimbursement and funding dynamics. This team collaborates with the R&D, Clinical Research, Marketing and Commercial teams and provides direct support to Alcon franchises. We continue to utilize the Reimbursement Optimization and Initiative (ROI), a strategic internal process that connects our business strategy and desired product claims with key performance indicators (KPIs), such as economic evidence and price determination. These measures help

ensure transparency, alignment, collaboration and optimal reimbursement execution. By leveraging this ROI process as a core consideration throughout the R&D stages, we expect to better optimize our market access strategy and execution at the time of product launch.

We are also focused on addressing access barriers through our social impact work and business initiatives like our PD and VRD programs—read more about these programs in this report’s Social Impact section.

Access, Affordability and Pricing Impact and Risk Management

Vision impairments impact more than a billion people worldwide and seriously impede the ability to engage in school, work and society. Many of these impediments can be managed by timely, high-quality care. As an industry leader, we can help expand access to affordable eye care. Through our global capabilities, we

demonstrate value and address cost barriers to make these critical products accessible to patients. We engage with healthcare decision-makers, such as payors, to garner reimbursement and/or funding support. We invest substantial resources in generating data to demonstrate the value of our products in support of access and reimbursement.

To manage access, affordability and pricing-related impacts and risks, we thoroughly review our value propositions for validity and efficacy as part of the product development process. This includes conducting pricing and market research as well as economic research and analyses in the lead-up to product launches to better understand market dynamics and needs. It also helps identify the economic resources and requirements needed to differentiate our products and support various value propositions, including clinical, economic, physician and patient.



Incorporating Sustainability into Product Development

Alcon works to mitigate our products' environmental impact while ensuring we provide our customers with safe medical devices. For example, some of our products must be single-use to protect patient safety and/or comply with regional and national waste laws. Addressing these challenges starts with our R&D process. We focus on identifying ways to improve material use in our production process, reducing energy consumption, minimizing packaging, reducing post-consumer waste and using more recycled materials.

Environmental Sustainability Scorecard

Alcon looks to minimize our manufacturing footprint by incorporating sustainability into our product development process through our Environmental Sustainability Scorecard (ESS). The ESS provides quantitative data about manufacturing-based emissions to air, water and waste, which can then be assessed for potential performance improvements in these areas. Manufacturing sites also carry out environmental projects with the goal of minimizing impacts from the manufacturing process.

All new R&D projects generated an initial ESS in the feasibility stage in 2024. We also continued integrating the ESS into late-stage projects in product development, with over 38 projects incorporating the ESS.

When developing a new product, teams must create or update an ESS with oversight by the SIS Steering Committee. Teams can compare their scorecard results to others across the enterprise through our online centralized database and share best practices. We also have embedded an environmental impact assessment into our manufacturing and capital investment approval process, recognizing opportunities to address our impacts during the planning stage of projects.

We are still working toward a better understanding of the overall environmental footprint of our products and believe capacity building to perform life cycle assessments (LCAs) will enable us to drive similar gains to the ESS in all areas of the product life cycle. In 2024, we began working toward LCAs of our products and intend to pilot in-house LCA studies in 2025. These LCAs will provide data representative of the entire life cycle of our products, facilitating an improved understanding of the environmental levers most likely to drive the greatest environmental footprint reductions.

Inclusivity

Alcon designs products for broad access and use through our inclusive design principles. For example, our *Legion Phaco Systems* are smaller and more portable, making them particularly useful in operating rooms in emerging markets. We have also designed surgical instruments for surgeons with different hand sizes, including our *Finesse Reflex Handle*, which is built for surgeons with smaller hands.



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2024 Social Impact
and Sustainability Report

Brilliant Planet

Alcon

Brilliant Planet

At Alcon, we are committed to doing our part to protect the health of our planet. We strive to minimize our environmental footprint by focusing on efficiency and optimization to reduce emissions, water, waste and chemicals of concern. Two ambitious goals drive our efforts to reduce our operational environmental impact: achieving carbon neutrality across global operations for Scope 1 and Scope 2 emissions and achieving 100% landfill diversion of non-hazardous waste at our manufacturing sites and internal distribution centers, both by 2030.

To reach carbon neutrality for Scope 1 and Scope 2 emissions by 2030, we are reducing energy consumption through energy efficiency projects, transitioning to renewable energy sources and implementing responsible business policies and practices. To govern our efforts, we have adopted a Global Health, Safety and Environment (HSE) Policy that codifies our commitment to minimizing our operational impact on the environment, as well as procedures and practices that promote the efficient use of resources. We also maintain an internal Energy Management Standard that describes our sustainable management principles for energy and related GHG emissions throughout our company's activities.

In 2024, these efforts resulted in a reduction of approximately 12.2% in our Scope 1 and Scope 2 emissions compared to 2023. Our Senior Vice President of Global MTO and Vice President of Global HSE oversee progress toward this goal in collaboration with our Vice President of SIS.

Global Environmental Sustainability Strategy and Leadership

At Alcon, we are committed to advancing our environmental sustainability goals through practices that benefit the planet while reflecting our core values of integrity, collaboration and innovation. We stay attuned to the evolving landscape of environmental sustainability regulations, ensuring our strategies and actions remain compliant with current standards. This steadfast commitment to sustainability and regulatory adherence drives us to continuously improve and foster a culture of environmental sustainability throughout Alcon.

Our Global Environmental Sustainability Committee brings together leaders from across Alcon's global operations to establish and implement our environmental goals and ensure our global sustainability strategy is on target. Oversight of our environmental strategy is provided by the Governance and Nomination Committee, which receives regular updates from our Senior Vice President of Global MTO and Vice President of Global HSE.

Alcon's senior management and Board of Directors routinely evaluate financial performance risks, including environmental risks and identify strategies to manage and mitigate these risks. These discussions play a critical role in shaping our operational and investment decisions. We also gather stakeholder feedback through

channels such as our Social Impact and Sustainability Priority Topic Assessment and direct engagement with our Vice President of SIS. Additionally, external frameworks and analysis help us assess areas for improvement, and we take a proactive approach to managing Alcon's potential climate impacts and risks through our Carbon Neutral Goal. Each year, our key sites undergo evaluation by our insurance provider, which includes an assessment of acute physical risks and recommendations for mitigation. Alcon's Corporate Insurance team receives copies of these assessments or has access to the assessment outcomes through a centralized dashboard. The assessments are also shared with the respective Site General Managers and site stakeholders involved in the initial assessment visit, which can include representatives from departments such as Facilities, HSE, Engineering and Distribution/Warehouse teams. We monitor the potential impacts of emerging policy changes, legal requirements, advancements in technology and market shifts, including evolving consumer expectations, ensuring we remain responsive and resilient in the face of climate-related challenges.

Our Global Environmental Sustainability Strategy focuses on four topics:



Sustainable Products and Services



Energy Efficiency and GHG Reduction



Operational Waste



Water Stewardship

“Our commitment to environmental sustainability is grounded in action and accountability. Alcon is deploying global strategies to reduce emissions, promote resource stewardship and strengthen our resilience against climate challenges, all while creating life-changing vision products.”

*Patrick Collier
SVP, Global Manufacturing and Technical Operations*

Climate Change Impact and Risk Management

Climate change presents a global challenge with potential impacts on the health and resilience of the communities we serve. While we do not operate in an emissions-intensive industry, we acknowledge our responsibility to reduce our carbon footprint. At this time, our focus is on reducing Scope 1 and Scope 2 GHG emissions, where we have direct operational control. Our approach prioritizes energy efficiency, emission reduction initiatives and an increased reliance on renewable energy sources. Alcon does not currently utilize carbon offsets.

The nature of the environmental risks we face is multifaceted, encompassing both the physical aspects of climate change as well as regulatory market shifts. Our ability to understand and adapt to these evolving developments is critical. Natural disasters and extreme climatic events could disrupt our operations and supply chains, leading to both financial and reputational risks.

This commitment to proactive risk management is further supported by regular evaluations conducted by Alcon's senior management and the Board of Directors. These reviews assess financial performance risks, including environmental risks, to identify strategies for managing and mitigating these challenges. These evaluations are crucial in guiding our operational and investment decisions. To ensure we are aligned with stakeholder expectations, we gather input through various channels, such as our Social Impact and Sustainability Priority Topic Assessment, as well as direct engagement with our Vice President of SIS.

Reducing Our Operational Footprint

We set annual site environmental targets related to energy, water (for Vision Care and ocular health sites only) and waste. The MTO function is responsible for leading and tracking progress against these targets as well as our Carbon Neutral and Zero Waste to Landfill goals, with support from executive leadership and business functions. The Vice President of Global HSE and Vice President of SIS oversee the implementation of environmental initiatives and periodically engage with Alcon's CEO and ELT to ensure leadership is strategically aligned and informed on emerging risks and impacts.

The HSE Management System is the foundation of our environmental program, embedded throughout the company and aligned with ISO 14001:2015 Environmental Management System, a voluntary and best-practice standard in sustainability. This system provides a framework that eliminates, minimizes or mitigates the environmental impacts associated with products and services offered by Alcon and our operations. It also ensures legal compliance and addresses non-compliance through investigations and corrective and preventive action plans. Information on our environmental policies is available in the Health, Safety and Environmental Management System section of the report on page 42.

We have also implemented annual internal conformance reviews to evaluate performance and require all manufacturing sites to conduct legal compliance assessments covering environmental management, including waste management and permits, with an external party every three years. Sites must report, investigate the root cause and implement corrective actions needed for identified deviations from compliance with regulations or Alcon's established procedures.

GHG Emissions Data

	2022	2023	2024
Total Scope 1 and Scope 2 (market-based) GHG Emissions (tCO ₂ e) ¹⁶	256,010	233,482	204,978
GHG Emissions Intensity Ratio—On-Site Generated Energy (tCO ₂ e/TJ) ¹⁷	51	50	49
GHG Emissions Intensity Ratio—Purchased Energy (tCO ₂ e/TJ)	92	78	64

16. "tCO₂e" - Metric tons of carbon dioxide equivalent.
17. "tCO₂e" - Metric tons of CO₂e per terajoule.

The appropriate site and HSE leaders are informed immediately, and nonconformances are presented to leadership during the management review process. We carefully select vendors to transport and dispose of waste. Additionally, as applicable, we assess HSE risks during our third-party risk assessment process.

Environmental Compliance

Our manufacturing sites and products comply with all applicable legal regulations. We have also implemented detailed standards and policies covering our environmental footprint across all operations, activities and products under Alcon's operational control, such as our HSE Compliance Management and Energy and Waste Management Standards. More information is available in the Health, Safety and Environmental Management System section if the report on page 42.

Climate Change and GHG Emissions

Alcon is committed to being carbon neutral across global operations by 2030 for all Scope 1 and Scope 2 emissions. On an annual basis, we collect, track and compile our Scope 1 and Scope 2 emissions inventory as prescribed by our internal GHG Inventory Management Plan (IMP). Our IMP offers comprehensive guidance, methodologies and tools to support data collection and management, emissions quantification and our reporting process. It also outlines the procedures for estimating emissions in cases where primary data is unavailable. This approach ensures accuracy, reliability and consistency of the results.

Alcon does not currently utilize carbon offsets, as we focus on reducing emissions directly through operational efficiencies and other impactful measures. For example, implementing energy efficiency projects and strategically procuring renewable energy are central to achieving our Carbon Neutral Goal.

As a part of these efforts, we consistently roll out new energy-saving initiatives company-wide. In 2024, our Fort Worth campus and Houston manufacturing site locations received renewable energy. We continue to evaluate renewable energy options for our other operations. This progress contributed to a reduction of our total Scope 1 and 2 GHG emissions by 12.2% compared to 2023. This continued a more than four-year trend in operational emissions reductions, putting us on track to achieve our Carbon Neutral Goal.

The nature of environmental risks to our business depends on both the physical aspects of climate change as well as market regulations and our ability to understand and respond to rapidly evolving developments. Natural disasters and climatic events could disrupt our operations and those of our suppliers and result in financial and reputational impacts. Beyond emissions reductions, Alcon remains vigilant in safeguarding our business against the physical risks associated with climate change. Furthermore, we examine the potential consequences of emerging policy and legal requirements, technology changes and market shifts, including changes in consumer expectations.

Alcon's EU Tiger team, a cross-functional team of associates, plays a crucial role in assessing business opportunities and risks related to sustainability requirements, particularly those outlined in the EU Green Deal. Their work informs our global organization and key stakeholders, including the HSE team and Green Innovations Surgical Team (GreenIST). Beyond their evaluative role, the EU Tiger team actively leads local projects across Alcon's European operations. In 2024, the team spearheaded an initiative to develop and implement training materials for Alcon associates.

Energy

In 2024, we completed 34 energy-saving projects with an estimated energy savings of 54,200 gigajoules (GJ), avoiding 6,651 metric tons (t) of CO₂e. Projects included a switch from fluorescent bulbs to LEDs, roof replacements, optimization of HVAC system operations, replacement of old boilers with energy-efficient boilers, injection molding temperature reduction, temperature adjustment in controlled environment rooms and switching from natural gas to electric heat pumps and roof-top solar array installations. For example, our Grosswallstadt, Germany, site completed multiple energy savings projects like replacing UV Xenon lamps with UV-LED lights and switching raw materials where reduction of temperatures for injection molding is possible. The reduction of operational hours of the warehouse resulted in electricity and heating savings. The realized savings from these initiatives amounted to approximately 8,825 GJ.

Waste

Alcon's operational waste consists of both hazardous and non-hazardous material, including wastes such as solvents, production-related wastes, expired products and packaging. We employ Lean Six Sigma methodology to align with industry best practices for the reduction of waste and improvement of processes and products. Our goal is to divert 100% of non-hazardous waste generated at manufacturing sites and distribution centers from landfill by 2030. In 2024, we achieved a landfill diversion rate of 96.7%. Our Senior Vice President of Global MTO and Vice President of Global HSE oversee progress toward this goal.

For example, our Fort Worth manufacturing site made enhancements to balanced salt solution bags, including a redesigned port and increased bag thickness to boost strength. Consequently, the top cardboard sleeve previously used as a protective barrier against leaks or damage is no longer necessary. This project has eliminated approximately 100 t of cardboard waste. Keeping the end customer in mind, our Huntington site eliminated the plastic overwrap of the final packaging carton and substituted it with tamper seals. This initiative would eliminate approximately nine t of post-consumer waste.

Alcon's Global HSE Policy provides a framework for setting objectives and commitments for protecting the environment, fulfilling compliance obligations and continuously improving environmental performance. Guided by the policy, our work related to waste helps minimize our potential contribution to risks by implementing sound waste management practices and compliance. Our sites are required to comply with our internal Waste Management Standard, which mandates the development and annual review of a detailed Waste

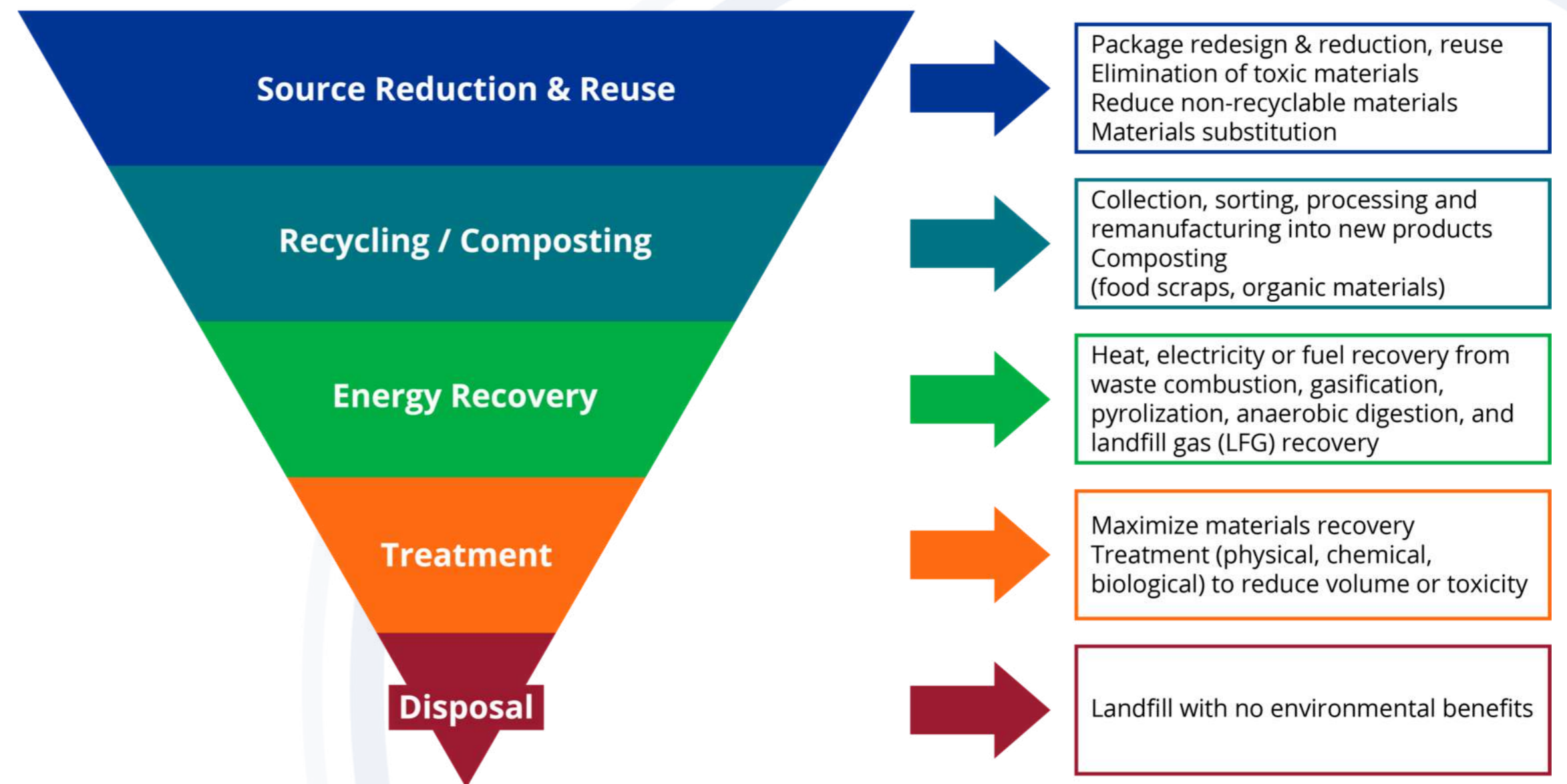
Management Plan (WMP). This WMP includes a comprehensive waste inventory that outlines significant waste streams; classifies waste types (such as hazardous, non-hazardous and medical); and provides information on legal waste codes, responsible contractors, disposal routes and other essential details.

The WMP also incorporates a waste minimization strategy designed to reduce waste generation. It sets requirements for proper on-site waste handling and storage to ensure safe and efficient management. Additionally, the plan outlines procedures for managing waste contractors to maintain compliance and accountability. Finally, it provides detailed processes for the appropriate disposal of all waste materials, ensuring environmental and legal standards are met.

Our Zero Manufacturing Waste to Landfill guidance document defines the scope and requirements for our sites to minimize or eliminate waste streams. Due to changing regulations in the regions where we operate, Alcon is adopting an updated waste management

hierarchy to best fit our operations. It's important to recognize that different waste streams and materials require tailored approaches; one size does not fit all when it comes to waste management. This updated approach considers the cost, impact and environmental benefits to optimize the way we manage waste. By adapting to regulatory changes and embracing sustainable practices, we aim to reduce our environmental footprint while maintaining operational efficiency and cost-effectiveness.

Our waste management strategy continues to emphasize reducing, reusing and recycling as the most preferred ways of managing waste. Sites must develop and annually review a WMP that includes a waste inventory and set waste-reduction targets. We also conduct annual third-party audits for participating sites to validate their Zero Waste to Landfill status. In 2024, sites that have already achieved 100% landfill diversion successfully maintained this status, while all other sites continued progressing toward this objective.



Energy Management Data

	2022	2023	2024
Energy Usage Intensity (GJ/Million Units Produced)	730	717	722

Hazardous Waste

Alcon's Waste Management Standard prohibits sending hazardous waste to landfills unless mandated by the jurisdiction in which a site operates. Waste is handled, stored, labeled and managed within our locations to reduce the risk of contamination. The standard establishes minimum requirements for safe and sustainable waste management programs at our sites and helps ensure that waste is properly stored, treated and disposed of in compliance with federal and local regulations.

Additionally, our Third Party Code of Conduct specifies that business partners must verify the safe handling, storage, recycling, reuse and management of waste. Waste, air emissions and water discharges with the potential to adversely impact human health or the environment (giving priority to Active Pharmaceutical Ingredients) are appropriately minimized, managed, controlled and/or treated prior to release into the environment.

Waste-related metrics are available in the Social Impact and Sustainability Metrics section on page 49.

Waste Impact and Risk Management

Product-related waste is challenging for all companies in the healthcare industry because regulatory bodies often require disposable medical devices and products to protect patient safety and minimize the risk of infection. Addressing this impact starts with the research and development process.

We are subject to numerous national and local laws and regulations related to the discharge of regulated materials into the environment, human health and safety, laboratory procedures and hazardous materials and wastes. Our operations involve using and producing hazardous and flammable materials, including chemicals and biological materials. We generally contract with third parties to dispose of hazardous materials and waste and thus cannot completely eliminate the risk of contamination or injury from these materials. We prohibit sending hazardous waste to landfill and aim to divert all non-hazardous waste generated at manufacturing sites and distribution centers from landfills by 2030.

To manage waste-related impacts and risks, waste generated at Alcon sites is handled, stored, labeled and managed within our locations to reduce the risk of contamination to the environment and communities. We have also developed Standard Operating Procedures that require evaluation and documentation that waste contractors have reviewed pre-treatment and final disposal risks while ensuring that environmental impact is minimal. Our sites use Alcon's risk management process to identify HSE risks and implement necessary controls. The results of this process are shared with senior leadership and considered in developing our HSE annual plan and goals. Internal and external audits of this system are facilitated and conducted at the site level.

Water

Alcon sites are implementing projects to address water consumption based on our Water Conservation and Efficiency Plan. Because contact lens and solution production requires purified water, our focus is on reducing water intake through optimization projects. We also prioritize the incorporation of water recycling and reuse practices where feasible.

In 2024, we implemented 14 water projects, saving more than 180 megaliters (ML) of water across our operations. Our Fort Worth North manufacturing site implemented a project where reverse osmosis and electrodeionization (EDI) reject wastewater from the water treatment system, which is now diverted into the Cogen cooling tower for reuse. This has a potential water savings of 51 ML annually.

Reducing Product-Related Environmental Impact

Alcon is committed to reducing packaging waste and addressing chemicals of concern associated with our products and services wherever feasible. We partnered with external consultants in 2024 to conduct LCAs on specific products, setting a baseline for future product development. We have begun the journey toward capacity building to perform in-house LCAs in the future.

Finding more efficient packaging practices for our products is a core aspect of our strategy to reduce product-related waste. In our Surgical franchise, our GreenIST team identifies opportunities to increase sustainability measures and minimize waste.

Chemicals of Concern

We identify and eliminate chemicals of concern from our products when possible and comply with chemical regulations, including the EU Registration, Evaluation, Authorization and Restriction of Chemicals regulation; the EU Medical Devices Regulation; California Proposition 65; and the EU Restriction of Hazardous Substances. Alcon also leverages our position as a purchaser of extensive raw materials to help our suppliers evaluate their own footprint.

Water Management Data	2022	2023	2024
Total Water Input (ML/Million Units Produced)	1.21	1.19	1.19
Total Water Withdrawal From All Areas (ML)	5,057	5,156	5,106

Product Design and Life Cycle Management Data	2022	2023	2024
Devices and Equipment Reused, Recycled or Donated (t)	100	101.7	100



2024 Social Impact
and Sustainability Report

World-Class Workforce

Alcon

World-Class Workforce

More than 25,000 Alcon associates work together each day to advance our mission to help people [See Brilliantly](#). With a strong culture of integrity, Alcon invests in attracting and retaining talent through competitive pay and benefits, training and development programs and engagement opportunities.

Leaders across our organization are committed to building a culture of inclusion rooted in mutual respect, where everyone feels valued and supported. Our efforts focus on ensuring fair treatment, providing equal opportunities and creating an environment where employees can succeed and grow both personally and professionally.

Alcon also acknowledges the importance and legitimacy of employee representative bodies, such as works councils and unions, and upholds the rights of employees to freely associate in accordance with local regulations.

Inclusive Culture and Engagement

Alcon's Blueprint conveys our purpose, foundational principles and the behaviors that guide how we attract, develop and retain talent across the business. It features seven values that unite us globally in a shared commitment to our integrity-based culture.

All associates are expected to comply with our Code of Business Conduct and Global Policy on Human Rights, which outline expectations for acting respectfully and professionally. We do not tolerate improper conduct toward others in any form.

In 2024, we made significant strides in advancing our Associate Experience strategy, a holistic approach to designing and optimizing key touchpoints of the associate journey—from recruitment to offboarding—to enhance engagement, productivity and well-being. It aligns our

culture, technology and workplace environment to create a seamless, motivating and fulfilling work experience that drives success both for our associates and the business. The focus of our culture and employee engagement priorities was further embedding practices into everyday work. Teams across Alcon selected fit-for-purpose activities that addressed their specific needs, ensuring deeper adoption of the common language and behaviors introduced in the 2023 culture program.

By equipping business and Human Resources (HR) leaders with an associate-focused mindset, we enabled them to navigate the evolving employment landscape and prioritize associate-centric thinking. This initiative emphasized leveraging Alcon's unique strengths to enhance the overall associate experience, supporting our vision of being an Employer of Choice.

Biannually, we conduct an engagement survey called the Associate Experience Dashboard (AED) to collect associate feedback and improve their workplace and

career experience. The survey asks about empowerment to make decisions, inclusion, connection to our purpose, collaboration, opportunities to learn and grow and more. In 2024, we maintained high engagement above external global benchmarks, with approximately 85% of Alcon associates responding. Following years of high employee engagement, we shifted to benchmark against the top quartile for all items across the survey. By referencing more competitive benchmarks, we can strategically identify untapped areas for improvement that will further enhance engagement and performance.

Based on prior survey results, we made inclusion, leaders valuing diverse perspectives, our key enterprise focus for 2024. In response, we developed an Inclusive Communication toolkit and launched a series of new inclusion-building exercises to help teams learn and put inclusion behaviors into practice. Because of our efforts, inclusion scores remain above external global benchmarks.

Among our 2024 cultural initiatives, we introduced the Development in Action (DIA) Journey with Dev, an innovative, digitally delivered 10-week program designed to empower associates to grow and develop in the flow of work. This program supports associates in building new skills—whether technical or behavioral—with guidance from their managers, focusing on areas identified collaboratively, such as mastering technical tools like Excel, crafting effective AI prompts or enhancing behavioral competencies like delegation or influencing skills. During the pilot phase, the program was made available to all associates, with 320 participants embracing the opportunity to advance their development. Recognized by Enboarder with the 2024 JOY Award for Most Innovative Journey, this award-

Alcon has been recognized as an Employer of Choice in markets and countries around the world, including Fortune Best Workplaces in Manufacturing & Production™ 2024, Fortune Best Workplaces in Texas™ 2024, Forbes 2024 World's Top Company for Women, Top Employer Europe 2024, Singapore Best Workplaces In Healthcare and Biopharma 2024 and Top Employer Switzerland 2024.

winning initiative underscores our commitment to fostering a culture of continuous development through personalized, experience-based learning nudges.

In addition to our AED, we assess our performance annually by investing in pay equity analyses and consulting engagements to ensure our compensation and benefits program and strategy are fair, competitive and aligned with our long-term objectives. Our 2024 outlay in compensation engagements totaled approximately \$347,400, and benefits engagements totaled approximately \$152,800. To assess effectiveness, we regularly review associate engagement and attraction data and usage of these programs against external benchmarking. We also monitor shifts in claims trends that may be influenced by Alcon's health and well-being investments.



Compensation and Benefits

Alcon is committed to maintaining competitive compensation policies and practices that reflect our company culture and meet the diverse needs of our associates within applicable laws and regulations. Our Benefits programs include a variety of offerings, including wellness initiatives, such as annual health checks, vaccinations, on-site medical clinics and mental health awareness training. We provide death, accidental death and paid short-term and long-term disability coverage. Additionally, the Alcon Global Employee Assistance Program helps associates access a wide range of medical and social services. We offer competitive pension and retirement benefits in many markets.

Alcon's Total Rewards philosophy and program documents detail our approach to making competitive and equitable pay decisions and administering benefits aligned with locally competitive standards. This philosophy is revised and updated as needed to remain attractive and market-competitive. We also benchmark our fixed and variable compensation targets and plan designs to compete effectively for talent in the markets where we operate.

All global compensation and benefits processes and their results and impacts are managed by the Vice President of Total Rewards and the Chief Human Resources Officer. Under the oversight of Total Rewards, the Global Compensation and Benefits departments have daily oversight of Alcon's compensation and benefits plans. We also partner with internal and external legal experts and vendors who specialize in supporting these programs from a compliance and market prevalence perspective. The Global Compensation and Benefits departments partner with our Employee Relations and Legal teams to ensure we comply with internal governance practices and applicable regulations.

To support and empower our associates, the Total Rewards team provides education about our compensation and benefits, including support to managers as they deliver annual rewards messaging to associates following our planning cycle each year. During the year, we have multiple opportunities for people leaders to learn about key concepts within Total Rewards.

Pay Equity

We are committed—at all levels of leadership, beginning with Alcon's senior leadership—to fair and nondiscriminatory pay practices. Our Total Rewards team conducts recurring pay equity analysis across gender, race, ethnicity and other diversity factors to identify potential disparities and makes appropriate adjustments to address them. Some countries, with the support of Global Compensation, conduct additional local pay equity analyses and report results based on local regulations.

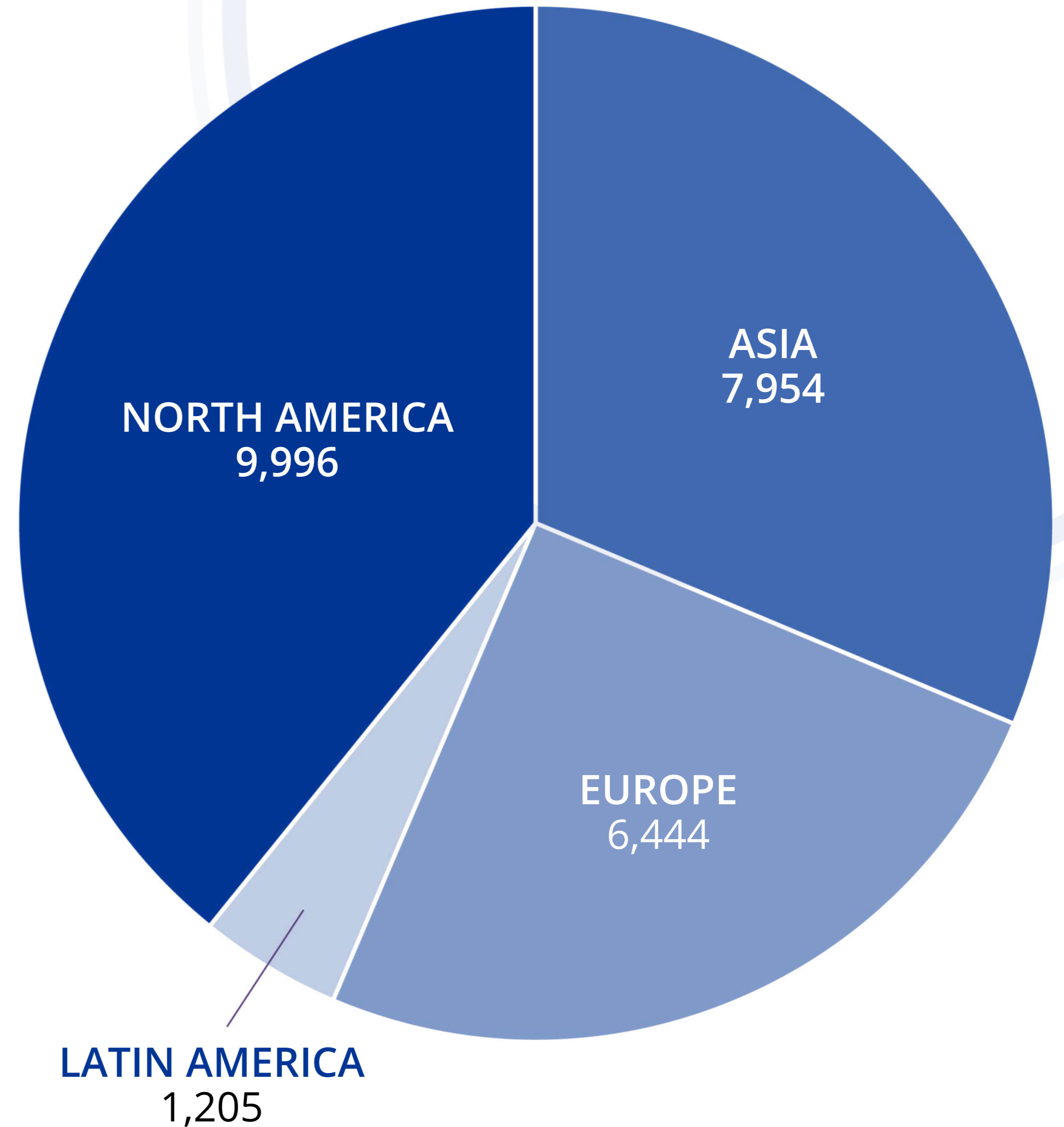
We annually conduct a worldwide study with an independent consulting firm to assess pay equity for gender globally and for gender, race and ethnicity in the US based on annual base salary. This global analysis includes associates in all locations where we have legal entities and covers factors to identify potential disparities. We make appropriate adjustments based on the reviewed, validated information to address disparities. The Global Compensation and HR Leadership team review results of the study.

The Compensation team, in partnership with third-party specialized consulting firms, deploys pay equity training to the HR team and people leaders.

Wellness

Our Benefits program includes wellness initiatives that focus on physical, financial and mental wellness. The program includes annual health checks, vaccinations, virtual fitness programs and subsidies for a gym. Through Alcon's local Employee Assistance Program, associates access confidential personal, workplace, health, legal and financial counseling services. To support and empower our associates, HR provides education about our compensation and benefits for both people leaders and associates, and the topic is covered in manager-associate conversations.

Our Global Workforce: TOTAL 25,599



Diversity and Inclusion

Diversity and inclusion (D&I) is fundamental to Alcon's vision to help people **See Brilliantly**. With breadth, depth and diversity in our experiences, we are better positioned to meet the needs of customers and employees and drive innovation. Our efforts help to increase our associates' awareness of the value of different perspectives and their connection to innovation and collaboration, improve inclusive behaviors and leadership capabilities, and embed fair treatment and equal opportunity in all our talent practices. Our multi-year strategy consists of three pillars.

Strategic Pillars

1. Foster a culture of inclusion
2. Grow our talent
3. Strengthen impactful connections

Implementing Our D&I Strategy

Our Chief Diversity & Inclusion Officer reports directly to the Chief Human Resources (HR) Officer and is responsible for setting our vision and defining and executing our D&I strategy. Each of Alcon's ELT members is engaged in fostering an inclusive culture, growing our talent and making impactful connections.

Our Executive D&I Council, composed of ELT members across major business lines and our Chief D&I Officer, provides guidance and decision-making for our enterprise D&I strategy. We have eight functional D&I councils that support the activation and realization of plans, identify and implement additional tactics and further engage associates. We also have a cross-functional committee focused on ensuring our talent practices are fair and advance dignity and mutual respect.

Insights from a third-party maturity assessment highlighted an opportunity to strengthen and broaden associates' awareness and understanding of our strategy and the business value of our initiatives. In response, we developed a dedicated communications strategy to engage leaders and associates in a more deliberate and strategic way. This approach ensures the delivery of consistent key messages and proof points, leveraging various methods and communication channels to effectively reach and inspire our workforce.

By aligning these initiatives with our overall priorities, we aim to create a more informed, connected and engaged organization.



Fostering a Culture of Inclusion

Different perspectives fuel innovation, helping deliver better outcomes for our customers and their patients. Our efforts to increase our associates' awareness of the value of different perspectives and their connection to innovation and collaboration improve inclusive behaviors and leadership capabilities and embed fair treatment and equal opportunity in all talent practices.

In 2024, we focused on enabling our culture and fostering inclusion:

- Elevate Brilliantly is a culture program designed to enhance cross-cultural competency and enterprise-minded thinking while equipping leaders to navigate collaboration challenges with confidence. In 2024, we introduced three new inclusion-building exercises as part of the Elevate Brilliantly toolkit. The Elevate Brilliantly toolkit is available to all associates and contains tools and resources to help leaders and associates bring Alcon's culture to life and increase performance. This resource, utilized by HR business partners, reinforces our critical culture behaviors of Ownership & Accountability and Speed & Simplicity, all driven by a foundation of inclusion.
- We introduced a collaboration forum for D&I Council leaders, providing a platform to connect, learn, share best practices, collaborate and align on common initiatives and timelines. The forum offers the leaders guidance and tools for annual strategic action plan development and execution. Forum participants provided perspectives that informed our enterprise communication strategy messaging and implementation approaches. The forum uses a technology platform where members can access and share resources, collaborate and maintain connectivity with the broader enterprise and function-level strategies.
- A two-day training for newly hired or promoted people leaders with a focus on inclusive leadership behaviors like empathy and reflective listening.

Growing Our Talent

We have implemented a wide range of programs to grow all our talent at various career stages and levels. When hiring, we leverage Alcon's employer branding strategy and many accolades as an employer of choice in our social media campaigns, and we source highly qualified talent from a myriad of networks and organizations. We continually focus on internal talent development to ready our associates for their next promotional opportunity. We have built a broad network of talent and provide our existing talent with leadership and development opportunities.



Scan QR code to see Alberto's story

Strengthening Impactful Connections

We believe that strong relationships and connections lead to better results, and Alcon offers multiple forums and opportunities to build and strengthen connections. Alcon's 10 Employee Resource Groups (ERGs), with more than 50 global chapters, engage and empower our talent. Our global presence further expanded with the addition of new chapters of the Abilities, Women and Young Professionals ERGs across four Alcon sites.

Our ERGs, open to all associates, lead programming that inspires, engages and provides community for members and associates. ERG leaders have the opportunity to develop and enhance their leadership skills and engage with ELT-level sponsors on the ERG initiatives, strategy and execution. We also host a bi-annual global ERG Summit that includes guest speakers, panels, awards for outstanding leadership, networking events, tours and time devoted to strategic planning and collaboration among ERG leaders. In 2024, additional programs included mentoring, career conversations, guest speakers, community support and volunteering, cultural heritage celebrations and growing customer connections. We also began tracking associate volunteerism within our ERGs using a new third-party online associate giving platform.

Monitoring Progress

We continue scoring 100% on the Human Rights Campaign Foundation's Corporate Equality Index, which named Alcon among the Best Places to Work for LGBTQ+ equality in the US and Mexico. Our Fribourg, Switzerland, office earned the Swiss LGBTI Label certification, signifying our inclusive culture and demonstrating our commitment to equal rights.



Workforce Inclusion Data

US Racial and Ethnic Diversity Data ¹⁸	2022	2023	2024
Workforce	48%	50%	50%
Management	37%	38%	39%
Global Female Representation Data	2022	2023	2024
Workforce	47%	46%	46%
Management	36%	37%	37%

18. Racial and ethnic diversity metrics include American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander and two or more races.

Training and Development

At Alcon, we believe that investing in our associates' growth is essential for driving organizational success and fostering a culture of continuous learning. Our approach to training and development is guided by the 70/20/10 model, which emphasizes 70% experiential learning, 20% learning from others and 10% formal training and development programs. This framework empowers associates and leaders to co-create personalized development plans that leverage diverse learning methods to maximize impact. We continue to evolve our approach to focus on aligning leadership development with other HR functions, systems and practices. Our integrated approach promotes a cohesive framework for cultivating talent and driving organizational success.

One of our 2024 Training and Development priorities focused on equipping leaders with the tools to succeed in their roles and pursue their professional goals. Reflecting this commitment to growth, we expanded Alcon's 2024 Development in Action (DIA) week under the theme "Learn. Grow. Repeat.," which focused on making personal and professional growth a natural part of associates' daily routines. This initiative built on our core values while meeting associates in the flow of work and sharing resources at the right time to create impactful development outcomes. Overall, DIA is intended to:

- Build a muscle for continuous learning
- Attract and retain talent, making Alcon known for enhancing careers through ongoing development opportunities and setting us apart from competitors
- Drive awareness among associates and people leaders by providing simple resources and tools
- Serve as an ever-present symbol of culture and encouragement of development
- Create talent developers by upskilling people leaders to support associates

In alignment with this cultural focus, we also evolved our leadership development strategy in 2024. By integrating coaching, development frameworks and learning programs, we ensured a seamless approach to cultivating talent. For example, we launched Coach to Empower (C2E), Alcon's coaching framework designed to help leaders assess associates' readiness for assignments or decisions and tailor support to foster development and retention. This initiative began with the upskilling of our ELT and will expand deeper into the organization in 2025. To reinforce its principles, C2E is being embedded into our existing learning programs.

Another highlight of 2024 was the pilot of our global New People Leader Program (LD101), designed for newly promoted or newly hired people leaders at Alcon. Designed to build foundational leadership skills, the program aims to ensure a smooth transition into leadership roles across the organization. Participant feedback underscored its impact, with many appreciating the focus on values—both personal values and Alcon's organizational values. This component emphasized the importance of understanding one's own values as well as those of others, fostering a deeper connection to leadership and decision-making practices. One participant shared, "It was very useful for me to be part of this session, and I consider this will be a good practice for new managers in the organization." Looking ahead, we are planning for a global rollout of LD101 to all newly promoted or newly hired people leaders in 2025.

Continuing to nurture leadership capabilities and foster a learning culture in 2024, we completed the second cohort of BLUE: Building Leaders, Unleashing Excellence. This 12-month ELT-facilitated development program for senior leaders continues to build and strengthen our leadership pipeline. We grew participation in our global leadership development portfolio with a focus on reaching associates globally and cross-functionally, and we also continued to invest in an online learning platform to provide on-demand, self-paced learning opportunities for associates globally. In 2024, we also built and launched Co-Lab, a business simulation designed to foster an enterprise approach to collaboration and decision-making, improving business outcomes and the associate experience. Initially introduced to top leaders, the program has since been successfully expanded to key functions across the

organization, including HR, Information Technology (IT), North America Commercial and Vision Care, helping to embed these critical capabilities more broadly.

To meet the growing demand for digital upskilling, we've built Everest, a business analytics and data science program, to develop key competencies in business analytics to better equip associates to make informed, data-driven decisions and drive innovation. We are also using our online learning platform to build learning journeys around generative AI.

Lastly, all associates take part in an annual review process aligned with our Performance Growth and Rewards process. This holistic process begins with goal setting at the start of the year, followed by midyear and end-of-year reviews. Our ELT leads the initial goal-setting process, aligning annual goals with our company's strategic priorities. Leaders communicate with associates regularly to ensure they have clear expectations and individual development goals for the upcoming year. The foundation of our review process is a focus on timely feedback, which we believe is a critical component for our associates' professional and organizational growth.

"Our associates are at the heart of everything we do. Building a culture where everyone feels valued, respected and empowered to contribute their best is not just a priority—it's a core part of Alcon's identity."

Kim Martin

SVP, Chief Human Resources and Corporate Communications Officer

Training and Development Data

	2022	2023	2024
Percentage of Employees Participating in Training and Development	100%	100%	100%
Total Number of Hours Invested in Leadership Development	17,676	18,947	19,972

Talent Attraction and Retention

Our commitment to building a high-performance and inclusive workplace is driven by leadership at the highest levels of Alcon. Alcon’s Chief Human Resources Officer oversees all aspects of the associate experience. Our Vice President of Culture, Capability and Talent, along with our Vice President of Global Talent Acquisition and Chief Diversity & Inclusion Officer, report directly to the Chief Human Resources Officer, ensuring a strategic and integrated approach to talent attraction, retention and development. The Board of Directors, through the Compensation Committee, conducts an annual review of our culture, enterprise talent strategies, succession planning, D&I efforts, pay equity and Human Capital plan, reinforcing the importance of these priorities in shaping our long-term success.

Alcon is recognized as an Employer of Choice in multiple markets and countries around the world, a testament to our ongoing efforts to enhance our employer brand and Employee Value Proposition. In 2024, we continued to build on this momentum, welcoming more than 3,200 new hires globally.

This recognition is further reinforced by numerous prestigious accolades we received in 2024, reflecting our dedication to creating an inclusive, supportive and empowering workplace. These awards highlight not only the rigor of our efforts but also the significance of these achievements, many of which are based on stringent evaluation criteria, independent assessments and public surveys.

Notably, earning distinctions such as a perfect score on the Human Rights Campaign’s Corporate Equality Index (CEI) required meeting rigorous benchmarks that evaluate policies, programs and outcomes. These highly competitive awards highlight our leadership in advancing diversity and inclusion.

Other 2024 recognitions, such as Great Place to Work, Top Employer and Best Places to Work, were granted based on internal surveys and public data, affirming our

dedication to cultivating a positive workplace culture. We were also honored with the Swiss LGBTI Label, the Leading Disability Employer Seal and Newsweek America’s Great Workplaces for Diversity and Women, further validating our efforts to build an equitable environment for all associates.

Additional 2024 accolades included the Rainbow Tick Award, AWEI (Australian Workplace Equality Index) Bronze Employer, UBS Forums Best Workplaces for Women Empowerment, Forbes World’s Top Companies for Women, SSON (Shared Services and Outsourcing Network) Award for Diversity & Inclusion, New Strait Times Award, Life at Work Award, Fortune Best Workplaces in Manufacturing & Production, Yello Top 100 Internship and Vault Internships and Forbes’ 2024 ranking of World’s Top Employers for Women.

Attracting Talent

To ensure our people leaders are adequately equipped and empowered to make the best hiring decisions, we held hiring manager training sessions throughout 2024 designed to strengthen and hone interviewer capabilities. These sessions are rooted in engaging, assessing and selecting talent with a focus on each candidate’s experience throughout the process.

In 2024, we added two more early career rotational programs to attract university talent from high-ranking universities at the graduate and undergraduate levels. Adding to our ENVISION program for early career R&D talent, our most recent programs include the Commercial Leadership Development and Human Resource Leadership Development programs focused on graduate-level talent. Looking ahead to 2025, Alcon will launch a new careers website designed to attract the best talent all over the world.

Additionally, we launched our digitally enabled Onboarding Journey globally to guide new associates and onboarding managers as they integrate into the organization. Our goal is to strengthen their sense of purpose and connection to our mission, which can ultimately enhance performance and retention.

Retention

Our associates drive Alcon’s success, dedicating significant time and personal investment to their jobs and Alcon as a whole. The opportunities, compensation and benefits we offer and the culture we create at Alcon directly impact each of their daily lives and well-being.

Failing to create an inclusive culture that fosters creativity, dedication and performance could result in the loss of top talent, hinder innovation and affect our ability to hire. The loss of key members of our organization—including senior members of our scientific and management teams, high-quality research and development specialists and skilled personnel in developing countries—could delay or prevent the achievement of major business objectives.

To manage talent-related impacts and risks, Alcon invests heavily in recruiting, training and retaining qualified individuals. We regularly assess quantitative performance metrics and qualitative associate feedback. We strive for continual improvement, regularly evaluating our internal practices, reviewing associate survey results and monitoring the market to identify potential changes that could impact our strategy.

To ensure we continue our trend of top-quartile retention, we have a systematic approach of monitoring quarterly attrition insights and partnering with the business to address hot spots as needed.



Talent Attraction and Retention Data	2022	2023	2024
Total Turnover Rate	11.7%	11.8%	10.2%
Voluntary Turnover Rate	8.2%	5.7%	5.3%

Health and Safety

Guided by and aligned with the Global HSE Policy, Alcon and our Global HSE team seamlessly integrate health and safety considerations into daily operations and decision-making processes. Our HSE standards provide Alcon sites with requirements and guidelines on conducting business activities while managing occupational health and safety. These global standards are aligned across all sites and consider compliance with regulations and other statutory obligations. Global HSE standards are implemented at all new sites, and processes are in place to verify effective implementation at existing locations on an ongoing basis.

Our HSE Management System is structured to support environmental and safety compliance, identify the root causes of non-compliance, and implement both corrective and preventive measures. Further details about our HSE Management System, HSE Manual and HSE governance are available in the Health, Safety and Environmental Management System section on page 42.

Each year, the Global HSE team reviews injury and illness trend data, site performance indicators, the outcomes of our HSE Management Review and other relevant inputs to determine actions for the upcoming year. The 2024 HSE Management Review identified hazardous energy control, hazard identification, risk mitigation and control as focus areas, which led to the implementation of site-level action plans and the development of new Global HSE standards.

We provide training tailored to associates' specific job responsibilities to ensure a strong foundation in HSE practices. Upon joining Alcon, all new associates participate in onboarding training that includes general HSE awareness as well as role-specific training designed by their immediate managers. Our training programs cover critical topics such as hearing conservation, hazardous energy control, electrical safety and laser safety. For associates involved in high-risk tasks, professional education, certifications or licenses in the relevant areas are required to maintain the highest standards of safety and compliance.

Following onboarding, all associates continue to participate in annual health and safety training, ensuring a consistent understanding of our standards and practices. Using their knowledge of HSE, we actively encourage associates to voice concerns about unsafe conditions. This can be done directly with management or through HSE Net, our platform where associates can report and track "good catches" and "near misses," fostering a proactive approach to identifying and resolving potential risks. In 2024, we continued the optimization and update of the HSE Net application to better align with business needs.

Regular updates and feedback opportunities related to HSE are provided during Town Halls and Management Reviews, ensuring continuous dialogue around health and safety initiatives. Additionally, sites host Safety Committee meetings, bringing departments and teams together routinely to enhance HSE knowledge, share insights and promote best practices among colleagues and across the organization.

In 2024, a significant milestone for Alcon was the completion, dissemination and initiation of the Global HSE Five-Year Strategic Operational Plan, marking a transformative step forward in our HSE journey. This comprehensive plan not only reflects our commitment to enhancing HSE practices but also introduces six priorities that align with our organizational goals:

- Enable Alcon to proactively and efficiently demonstrate regulatory compliance for our products, ensuring the availability of world-class solutions.
- Implement a standardized, evidence-based global wellness program to enhance associate productivity, improve retention rates and foster an engaged workforce.
- Position Alcon to align with and meet the evolving environmental sustainability expectations of external stakeholders.
- Develop a compliance assessment process that provides sites with tools to self-assess adherence to global HSE standards while increasing organizational visibility into the maturity of site-level HSE programs.

- Establish a sustainable and effective HSE training program that delivers an engaging learning experience and ensures associates understand their HSE roles and responsibilities.
- Launch a leadership engagement program that empowers all people leaders to embed HSE as a core component of their daily actions and team culture.

Alongside the launch of the Global HSE Five-Year Strategic Operational Plan, Alcon prioritized several key initiatives to advance our commitment to HSE excellence. One such initiative was the roll-out and implementation of the Global Serious Injury or Fatality (SIF) Assessment standard across all sites. This initiative is designed to proactively identify and address risks associated with potential SIF scenarios, ensuring a safer work environment for all associates. By integrating the SIF Assessment standard into our ongoing hazard identification and risk assessment processes, we are better equipped to mitigate risks and prevent serious incidents, reinforcing our commitment to health and safety excellence. Additionally, we updated our global Ethylene Oxide (EtO) standard to incorporate new regulatory requirements aimed at reducing EtO emissions from commercial facilities.

We successfully integrated newly acquired Alcon sites into our Global HSE framework, aligning them with established requirements, programs, and management systems to ensure consistency and compliance. Strategic Site Reviews were conducted worldwide, empowering associates to effectively carry out their HSE responsibilities. These reviews emphasized continuous improvement, fostered mutual trust and reinforced alignment with the goals outlined in the Global HSE Five-Year Strategic Operational Plan.

Alcon facilitated a 2024 Global HSE Conference, which proved to be an exceptional platform for advancing health, safety and environmental practices within the organization. The event fostered knowledge sharing and strategic alignment on critical safety initiatives by bringing together Alcon's HSE professionals, industry experts and speakers from our ELT. The focus on data-driven decision-making, best practice sharing and practical learning opportunities enabled attendees to gain insights into innovative approaches for improving safety performance and risk management. Attendees also participated in sessions that cultivated leadership skills, ultimately enhancing the ability of our HSE professionals to drive transformative health, safety and environmental practices. Overall, this event highlights the organization's commitment to safety culture and ongoing initiatives to reduce environmental impact and demonstrates proactive measures to enhance associate well-being.

Associate Well-Being

In 2024, we administered a global wellness survey and are using the results to create a holistic wellness framework aligned with global guiding principles and toolkits. This framework will help HSE teams across our footprint develop effective wellness programs.

In 2024, we also continued to offer wellness benefits. More information is available in the Wellness section located on page 29.

Some Alcon locations have established occupational health services, while others have established partnerships with community medical facilities or other health service providers. Each site has standards, procedures and processes related to medical surveillance (pre-employment screening, audiometry, vision screening, etc.), ergonomic assessments, blood-borne pathogens, injuries and illnesses, vaccinations, first aid and emergency preparedness and response.

Contractor Safety

Alcon holds all third-party personnel to the same high safety standards. Our contractor management process includes a Contractor Safety Management Standard and involves collecting safety information from contractors and suppliers, assessing performance, verifying qualifications and conducting orientations prior to initiation of on-site work. Questions cover topics such as HSE programs, safety trainings and hazardous materials to gauge compliance with the standards.

Active contractors must renew their registration annually and complete an HSE refresher training. We also audit contractor activities on-site to ensure compliance with our HSE policies. In 2024, we continued to leverage online platforms and programs to streamline communication between contractors and Alcon and to better connect services offered by contractors with Alcon's needs.

Health and Safety Impact and Risk Management

As a manufacturing company, we face the risk of workplace incidents. Therefore, safety is always a top priority, especially for our many Manufacturing and Technical Operations (MTO) associates who handle equipment, machinery and materials. Alcon integrates HSE considerations (policies and data) into the life cycle of our business processes to proactively manage HSE risks and impacts. Our global standard for Hazard Identification and Risk Assessment provides sites with an approach for carrying out hazard identification, risk assessment and implementation of control measures. The standard aims to help sites identify hazards that exist or may arise in the workplace and cause harm to employees or visitors. With this information, sites can implement reasonable steps to implement control measures to prevent harm.

To manage compliance risks, each of our sites completes an annual review called a Risk Register to identify and record risks and implement necessary mitigation efforts. Sites complete action plans within an established timeline for identified medium- and high-risk items. This information is shared with senior leadership and helps inform annual HSE planning and goals.

Health and Safety Data

To further enhance workplace health and safety, we continued to track and analyze HSE metrics across the organization. Alcon has a number of different mechanisms in place to assess the effectiveness of our health and safety programs. This data-driven approach provided valuable insights into program effectiveness, pinpointed areas for improvement and informed decision-making. On an annual basis, the Global HSE team and the Vice President of Global HSE set performance targets in the Global HSE Scorecard at the start of the year. Site leadership and HSE teams discuss progress toward established targets during regular management review meetings. During the subsequent year, the Global HSE team and ELT evaluate performance and the program's effectiveness.

Employee Safety Data ¹⁹	2022	2023	2024
Employee Total Recordable Case Rate (TRCR) ²⁰	0.40	0.41	0.53
Employee Lost Time Incident Rate (LTIR) ²¹	0.11	0.13 ²²	0.13
Management Walk-Through Rate ²³	30.14	34.06	33.75
Near Miss and Good Catch Rate ²⁴	35.58	32.93	32.54

19. Associates and third-party personnel.

20. TRCR represents the frequency of recordable cases (injury and illness) for all Alcon associates and third-party personnel. It is calculated as follows: number of all work-related recordable cases divided by the number of hours worked by Alcon associates and third-party personnel, multiplied by 200,000.

21. LTIR represents the frequency of work-related lost time cases (injury and illness). It is calculated as follows: the total number of work-related cases of injury or illness with lost time divided by the number of hours worked by Alcon associates and third-party personnel, multiplied by 200,000.

22. The recent increase in LTIR may be attributed to a slight increase in the percentage of slips, trips and falls in 2023 compared to 2022. Alcon's rate is still well below industry average.

23. Management walk-through rate is the number of HSE-related walkthroughs by management by 200,000 working hours for Alcon associates and third-party personnel.

24. Near Miss and Good Catch Rate is the total number of near misses and good catches divided by number of hours worked by Alcon associates and third-party personnel and multiplied by 200,000.



2024 Social Impact
and Sustainability Report

**Strong
Governance**

Alcon

Strong Governance

We are committed to doing business the right way without exception. Alcon's more than 75-year reputation is grounded in our commitment to ethics, integrity, quality and safety. Our vigilance against corruption and bribery and our compliance with local laws and ethical practices are essential for sustainable growth.

Corporate Governance

At Alcon, we leverage a robust governance structure that integrates SIS objectives into our enterprise decision-making process. Central to this structure is our Board of Directors, which provides vital oversight and ensures alignment with our SIS strategy. The Board comprises 10 independent members, along with our CEO, with a range of backgrounds, expertise and perspectives, enabling us to effectively address the evolving needs of our global business. As of 2024, 36% of our Board members are female.

Supporting the Board are three key committees, each playing a critical role in overseeing specific aspects of our SIS governance:

- **Governance and Nomination Committee:** Supports the Board in overseeing environmental management, including climate change and waste, as well as social impact, governance, SIS strategy and reporting, product pricing and associate health and safety.
- **Compensation Committee:** Supports the Board in overseeing culture, pay equity and diversity and inclusion. It also provides oversight on the inclusion of quantifiable SIS metrics into the incentive compensation for all Alcon Executive Committee members. This linkage reinforces our commitment to aligning leadership incentives with our long-term SIS objectives.
- **Audit and Risk Committee:** Oversees Alcon's overall risk management program and third-party assurance of SIS performance data.

At the executive level, our SIS Steering Committee plays a key role in overseeing SIS and managing sustainability-related risks. The leaders of our SIS Working Group are responsible for driving initiatives and monitoring progress across the business. Additionally, we have established operational committees, such as the Social Impact Committee, Global Environmental Sustainability Committee and Innovation Committee, which bring focused expertise and oversight to key areas of our business.

Alcon's organizational structure further aligns management teams across our core business functions—Innovation and R&D, Manufacturing, and our Surgical and Vision Care businesses—all supported by robust corporate operations and control functions. This structure, along with our policies and processes, ensures that we serve our business, shareholders, associates, partners and communities while promoting accountability at every level of the organization.

Risk Management

The Alcon Board of Directors oversees risk identification and mitigation strategies. This is done, for example, through its review and approval of our annual financial statements; our Annual Report and the risk factors contained therein; our Social Impact & Sustainability Report, including our Swiss Non-Financial Matters Report, and its annual strategic review process. With oversight from the full Board, each Board Committee has a role in the risk oversight matrix, as described in each committee's charter. While the Audit and Risk Committee oversees Alcon's overall Enterprise Risk Management (ERM) program, the full Board and the Board Committees supervise the specific risks within their sphere of responsibilities. Beneath the Alcon Board and Committees, Alcon's senior management develops and oversees organizational resources, policies and processes to effectively manage enterprise risks.

Sustainability-Related Impacts and Risks

Our business has impacts beyond financial performance that must be managed, including on the environment, our communities, access to eye care and patient safety. We manage these risks through the policies, due diligence systems, measures and mechanisms disclosed throughout this report. More information is available in the Sustainability-Related Impacts and Risks section on page 52.



Business Ethics

We consider trust to be a vital form of capital and are committed to upholding the highest standards of ethics and integrity. Every member of Alcon—including full-time and part-time associates, contractors, executives and members of the Board of Directors—is required to adhere to our [Code of Business Conduct](#). Likewise, our business partners are expected to operate in alignment with the principles outlined in our [Third Party Code of Conduct](#).

Alcon’s Audit and Risk Committee, operating under the oversight of the full Board of Directors, oversees our Global Integrity and Compliance program. This committee offers strategic direction and oversight on compliance-related issues. The program is led by our Global Head of Integrity and Compliance, who defines clear expectations for the overall compliance program. Designed to prevent, detect and mitigate compliance risks, the program aligns with the guidance of the US Department of Health and Human Services Office of Inspector General. The Audit and Risk Committee convenes at least quarterly to provide strategic direction and oversight for the program and compliance risk management. Additionally, similar regional- and country-level compliance committees have been established to support the oversight of compliance and ethical practices.

The Ethics and Compliance team is responsible for implementing Alcon’s ethical governance framework. This framework encompasses behavioral expectations, associate training, monitoring, auditing, risk assessment, reporting and remedial action. To ensure accessibility and understanding of our standards of conduct, Alcon’s Code of Business Conduct is provided in 18 languages. During our annual mandatory training and certification process, we reiterate the importance of adhering to the Code and encourage associates to report any instances of non-compliance. The Lens, Alcon’s global policy featuring award-winning interactive compliance training video modules on professional practices, defines how we engage with healthcare professionals and other key influencers in healthcare purchasing decisions. For more details on The Lens, please refer to the Ethical Marketing and Interactions with Healthcare Professionals section of this report.

Anti-Bribery and Anti-Corruption

Alcon’s Code of Business Conduct, Third Party Code of Conduct and Global Policy on Anti-Bribery strictly prohibit all forms of bribery and corruption, mandating adherence to anti-corruption and anti-bribery laws, including the US Foreign Corrupt Practices Act, the UK Bribery Act and other laws. Our internal Global Policy on Fair Competition describes our expectations for fair business dealings consistent with applicable competition laws.

We expect that third-party product distributors operate with integrity and require them to implement their own compliance programs. To support their compliance, we provide a [Distributor Compliance Program Toolkit](#). This toolkit, available in 18 languages, offers resources to help distributors design, communicate and train their employees on their compliance programs. These resources cover multiple risk areas, including:

- Bribery and corruption
- Conflicts of interest
- Interactions with healthcare professionals & government officials
- Keeping good books & records
- Speaking up
- Sanctions, boycotts and money laundering

Bribery and Corruption Impact and Risk Management

Alcon’s extensive international operations and sales distribution include countries that are perceived to have heightened levels of public sector corruption. Operating in such areas subjects us to increased scrutiny and has inherent risks.

We proactively assess ethics and compliance risks, including bribery and corruption risks, at each of our commercial operating locations. Through an annual assessment, we consider internal and external inputs, such as recent regulatory changes, enforcement actions, audit and monitoring findings, Ethics Helpline reports and market-level data. We use the results to select sites and topics for internal audit and monitoring activities for the upcoming year; inform the need for policy, training and other program updates; and make legal and compliance staffing decisions. Additionally, we conduct risk-based screening and due diligence before engaging third parties. Our third-party compliance strategy includes implementing required mitigation measures for identified risks, as well as delivering targeted, risk-based training, monitoring and auditing activities.

Business Ethics Data	2022	2023	2024
Code of Business Conduct Training Completion Rate ²⁵	98%	97%	98%
Number of Grievances Filed Per Year	544	737	783 ²⁶
Grievances Substantiation Rate	54%	54%	49%
Terminations Due to Employee Misconduct	83	123 ²⁷	102

25. Training completion percentage includes full-time associates and contractors.

26. This increase may be attributed to normal variation in annual reporting levels, which is influenced by internal and external factors. Alcon will continue to monitor this metric closely.

27. This increase may be attributed to normal variation in annual reporting levels, which is influenced by internal and external factors. Alcon will continue to monitor this metric closely.

Fair Competition Practices

At Alcon, we build our business success on the strength of our products and services, exceptional customer service and competitive prices. Our Code of Business Conduct, Third Party Code of Conduct and internal Global Policy on Fair Competition establish clear expectations for conducting fair and ethical business practices that are consistent with applicable competition laws.

Assessing Ethics and Compliance Risks

Alcon's Global Integrity and Compliance program is designed to prevent, detect and mitigate compliance risks across our organization. This includes continuous efforts to assess, monitor and audit adherence to our policies and procedures. Prior to contracting and periodically thereafter, we perform risk-based screening and due diligence on third-parties to ensure alignment with our standards. We perform risk-based audits of supplier activities as they relate to our business to confirm supplier compliance with contractual commitments, and performance and quality standards.

With a broad international presence and products sold in over 140 countries, we proactively evaluate ethics and compliance risks—such as bribery and corruption risks—at each commercial operating location. Our tiered program assesses risks related to human rights in general, anti-bribery, conflict minerals and fair labor standards, among other topics. It is of note that these assessments incorporate both internal and external factors, including recent regulatory changes, enforcement actions, audit and monitoring outcomes, Ethics Helpline reports and market-level data related to Alcon's commercial activities. The insights gained guide our site selection and focus areas for internal audit and monitoring activities in the year ahead. They also shape updates to policies, training and program initiatives, while informing legal and compliance resource planning and allocation.

Training and Awareness

Alcon's framework for ethical governance covers behavioral expectations, associate training, monitoring, auditing, risk assessment, reporting and remedial action. We consistently reinforce policy expectations with associates through newsletters and communications from leadership.

Our comprehensive training and awareness program ensures that all associates—including executives, new hires, part-time workers and contractors—understand our expectations for ethical business practices. Each year, our Code of Business Conduct training focuses on rotating topics covered by the Code, such as data protection, anti-bribery, anti-trust and fair competition. Associates also participate in additional targeted training sessions tailored to their specific roles and responsibilities, including region- and locale-specific requirements.

In 2024, our Code of Business Conduct training was completed by 98% of our associates, including contractors. Full-time associates achieved a 99% completion rate.

Reporting Concerns

At Alcon, fostering a speak-up culture is integral to our commitment to integrity. We encourage and expect associates to raise questions and report ethical concerns by reaching out to management, HR or Legal. Additionally, concerns may be reported through the Alcon Ethics Helpline, a confidential online service managed by an independent third-party. Where permitted by law, reports can be made anonymously via the Helpline.

We thoroughly investigate all alleged violations of our Code of Business Conduct and policies, taking prompt action to address and remediate any misconduct. If misconduct is found, appropriate corrective or disciplinary actions are implemented, up to and including termination of employment. In alignment with our Code, we strictly prohibit retaliation against individuals who report concerns in good faith or participate in investigations.

Ethical Marketing and Interactions with Healthcare Professionals

The Lens, Alcon's global policy on professional practices, outlines how we engage with healthcare professionals and others who influence healthcare purchasing decisions. Its requirements align with the principles of the medical device industry association codes applicable to our various regions, including AdvaMed, ABIMED, APACMed and MedTech Europe.

The Lens mandates that all communications about our products and services be accurate, truthful and appropriate for the intended context and consistent with approved uses. To ensure compliance, all promotional materials undergo review and approval by appropriate Medical, Legal and Regulatory teams before being shared externally. The policy strictly prohibits any off-label promotion of our products and services.

In every market or country cluster where Alcon operates, we have established localized procedures to address key aspects of The Lens. These include interactions with healthcare professionals, Alcon-organized events, funding for third-party events, items of value, and demonstration and evaluation products. These procedures are tailored to reflect local legal requirements and industry codes. Associates who engage with healthcare professionals or other relevant stakeholders must complete periodic trainings to ensure adherence to these standards.



Human Rights

Alcon is committed to respecting worker rights; complying with employment and human rights laws; and preventing child labor, modern slavery or human trafficking from occurring in any part of our business operations or supply chain. We also respect the rights of employees to associate freely and to choose collective bargaining.

Our Third Party Code of Conduct and Global Policy on Human Rights outline our policies on labor rights—including expectations around freely chosen labor, child labor and young workers, nondiscrimination, fair treatment, wages, benefits, working hours and freedom of association—and health and safety expectations. Alcon requires all suppliers to commit to this Code, meaning they agree not to use child labor or forced labor of any kind, including bonded, indentured or involuntary prison labor. Suppliers also agree to not engage in any other form of slavery and human trafficking. We will not engage in business with any supplier that fails to meet our human rights standards. Our Supply Chain and Modern Slavery and Human Trafficking Statement also describes our business practices and efforts regarding eliminating slavery and human trafficking, including an overview of our integrity and compliance program, which is designed to support legal and ethical conduct and prevent and detect violations of the law and our company policies.

Human rights are a key part of our risk-based due diligence before contracting suppliers.

During vendor onboarding, factors like commodity code, supplier location and anticipated spending determine the necessary risk assessments. The labor rights risk assessment includes a series of questions for the vendor to answer. This comprehensive review covers policies and practices on labor rights, including child labor, modern slavery and non-discrimination. New vendors undergo this review based on the services or products they supply. It can also be triggered by new contracts, scope extensions or specific labor rights concerns.

In 2024, we updated our labor rights questionnaire to provide enhanced guidance, reducing the time needed to comply with assessment requirements. Our improved tracking system will better identify suppliers who provide inaccurate information and block those who fail to complete or engage in the assessment within 90 days. Suppliers undergoing a labor risk review will be reassessed every three years. These updates help us understand our suppliers better and address potential human rights risks.

Alcon is willing to engage with our partners to ensure compliance with our Third Party Code of Conduct. This collaboration may involve conducting audits, monitoring progress on remediation action plans, connecting suppliers with external experts and taking other reasonable steps to support ongoing improvements.

To reinforce our commitment to human rights across the business, all Alcon associates receive information on our expectations as a part of our annual Code of Business Conduct training. This training covers how inclusivity relates to and furthers our mission and improves business outcomes. We have also established leadership guidelines to encourage effective teamwork and the voicing of concerns and discussion on how to address inclusion issues professionally.

More information on our expectations of business partners is available in the Responsible Procurement and Supply Chain section. For more information on our approach to human rights, see our [Responsible Business Practices](#) materials, including our [Supply Chain and Modern Slavery and Human Trafficking Statement](#), [California Compliance Program Declaration](#) and [Conflict Minerals Report](#).

Human Rights Impact and Risk Management

Our supply chain includes purchasing component parts for manufacturing intricate surgical equipment, contact lenses and related medicinal products. The materials that carry the highest fair labor standards risks in Alcon's supply chain include electronics, electronic components and circuit boards, IT and telecoms hardware and surgical instruments or equipment, in particular when sourced (whether directly or indirectly) from certain countries in Asia.

Alcon has implemented robust HR policies and controls, such as an annual audit of our associate roster, to mitigate the risk of human rights violations within our operations. We continue to screen and monitor new suppliers for risks by collecting information to determine the need for further risk assessments on specific areas, such as labor rights and health and safety. This process has deepened our supplier engagement and understanding of human rights risks within our supply chain.

Scan QR code to see Tess's story



Health, Safety and Environmental Management System

Alcon's commitments to safeguarding the health and safety of our associates, partners and the environment are integrated into our operations through our HSE Management System. This system includes our Global HSE Policy and HSE Manual, which outline compliance requirements and establish minimum expectations for managing HSE aspects, hazards, risks and opportunities. It also defines key HSE roles and responsibilities across the business. Internal and external ISO 14001:2015 audits of the HSE Management System are facilitated and conducted at the site level to ensure ongoing compliance.

Our CEO and ELT provide strategic guidance for the company-wide management of HSE issues and regularly review HSE programs and performance. On a daily basis, our Vice President of Global HSE, supported by our Global HSE team, is responsible for developing and overseeing the implementation of corporate HSE policies, standards, management tools and training to help mitigate risks at our sites. Each Alcon manufacturing site has its own dedicated HSE team and a cross-functional HSE Committee, enabling employees to engage with management and designated HSE champions who promote safety initiatives.

The Global HSE team holds quarterly meetings with site HSE associates to review progress toward our targets and conducts an annual HSE Management Review with the ELT to assess performance and effectiveness. We perform internal strategic reviews to evaluate site performance and require all manufacturing sites to periodically undergo regulatory compliance audits by an external party. If deviations from regulatory compliance or Alcon's procedures are identified, sites are required to report them, investigate the root cause and implement corrective actions. Relevant site and HSE leaders are informed immediately, and nonconformances are presented to leadership during the management review process.

Environmental Management

We have adopted responsible policies, including a Global HSE Policy and procedures and practices that promote the efficient use of resources and protect the environment:

- **HSE Compliance Management Standard:** Describes our approach to managing our HSE compliance obligations, as well as our interactions with governmental agencies regulating HSE aspects of our activities, operations and products
- **Air Permitting, Emissions and Prevention of Significant Deterioration Standard:** Establishes procedures to permit and monitor sources of air emissions at our sites, as well as procedures to evaluate discharges and regulatory requirements and ensure compliance
- **Energy Management Standard:** Describes our sustainable management principles for energy and related GHG emissions throughout all of our company's activities
- **Waste Management Standard:** Establishes minimum requirements for waste management programs at our sites, aiming for safe and sustainable waste management for all types of waste
- **Water Effluent Discharges Standard:** Ensures that sanitary processes and stormwater discharges (effluents) from Alcon facilities comply with legal regulations
- **HSE Risk Management Standard:** Outlines mandatory requirements for our locations to proactively identify and address internal and external HSE hazards and risks

Our sites are required to align with these standards and policies in addition to all applicable legal regulations. They are also required to report, investigate and implement any corrective actions necessary to address instances of noncompliance. Our HSE associates follow our policies and procedures to ensure compliance with all existing permit requirements.

Health and Safety Management

Our HSE standards provide Alcon sites with requirements and guidelines for conducting business activities while managing occupational health and safety. The HSE standards align across all global sites and consider compliance with regulations and other statutory obligations, such as ISO 45001:2018—Occupational Health and Safety. We implement the global standards at all new sites and verify effective implementation at existing locations.

Each site completes a Risk Register, an annual review to identify and record risks and implement necessary mitigation efforts. Action plans are completed within each site's stated guidelines for identified medium- and high-risk items. This information is shared with senior leadership and helps inform annual HSE planning and goals.



Cybersecurity and Data Privacy

Our customers and stakeholders rely on us to protect and secure their personal information and data. To uphold this responsibility, we have implemented a globally centralized, layered cybersecurity organization security framework and risk management program aligned with industry cybersecurity standards, including the National Institute of Standards and Technology (NIST) and ISO 27001.

“At Alcon, we are steadfast in advancing our cybersecurity and privacy programs. By integrating leading technology, rigorous governance and proactive risk management, we enable trust in every interaction as we innovate for the future.”

*Muru Murugappan
SVP, Chief Information and Transformation Officer*

Cybersecurity Governance

Our Chief Information Security Officer, reporting to the Chief Information and Transformation Officer, leads Alcon's IT security and reports annually to the Audit and Risk Committee of the Board of Directors on cybersecurity.

Alcon operates a global Security Operations Center that addresses response and recovery associated with cybersecurity-related events. The Security Operations Center is run by a staff of security professionals who are dedicated to addressing security threats and incidents in the Alcon environment. Alcon employs a third-party security architecture and consulting provider to continually mature processes and technology related to the Security Operations Center, targeting risk reduction and streamlining our incident response and recovery processes. In 2024, we continued to mature in the areas related to automated incident response to improve the resolution time of potential security-related events, focused on the maturity of our Operational Technology program and expanded our Security program to include Alcon's digital initiatives and increased customer protections. The Security team also expanded our coverage on third-party security monitoring to ensure we understand and continually monitor the security posture of our partner environment, including business continuity risks related to third-party cyber incidents.

Our Global IT Security Incident Management Plan establishes procedures to address identified cybersecurity events with appropriate business-level involvement and customer communications. Twice per year, we conduct cross-functional security tabletop exercises in which our teams practice responding to incident scenarios facilitated by external experts. These exercises garner significant participation from the Manufacturing, Commercial and R&D teams. These exercises test different risk scenarios related to the availability, confidentiality and integrity of Alcon information assets. As a result, we have identified and implemented several key improvements, including:

- Establishing playbooks and third-party relationships to assist in the event of a ransomware or extortion attack
- Creating communications templates to support timely and appropriate communications for Alcon's Corporate Affairs teams' public and social media inquiries
- Implementing threat detection capabilities to enhance security monitoring and threat hunting
- Ensuring incident response plans are comprehensive of all Alcon business functions

We engage a third-party every year to conduct a cybersecurity assessment that reviews our IT security programs against industry standards and peers. These assessments are based on NIST's Cybersecurity Framework and measure the maturity of our program based on industry standard maturity models. The results are reported to the Audit and Risk Committee of the Alcon Board of Directors. We have reduced security vulnerabilities and increased our cybersecurity program to advanced levels of maturity. Alcon also monitors our security posture through third-party security rating services, achieving advanced rating scores. Additionally, we have maintained cybersecurity insurance for the organization.

We are committed to reducing cybersecurity risk in the increasingly connected enterprise. We have defined all required security capabilities and set strategic roadmaps for future years, including assessing more ways to use artificial intelligence, machine learning and automation to manage risks and protect Alcon customers and key critical assets.

Privacy Governance

The Alcon Global Privacy Office (GPO) manages privacy compliance through our Global Privacy Compliance Program (the Program), including overseeing privacy policies, procedures and training. The GPO is part of the Legal and Compliance function and works closely with IT Security and other functions across the company. Alcon's Global Head of Privacy, who is also Alcon's Data Protection Officer, leads the GPO, alongside regional privacy officers and local privacy contacts. The Global Head of Privacy provides annual updates to the Audit and Risk Committee of the Board of Directors.

Further, the GPO and internal audit engage a third-party annually to conduct privacy assessments in strategic countries that measure the maturity of the Program against industry standards and certain other benchmark companies. These privacy assessment results are reported to the Audit and Risk Committee during the annual update on the Program.

The Program is implemented globally, regionally and nationally. It takes a uniform global approach to ensure consistency in application, whilst also addressing the legal and regulatory privacy requirements of different countries. The Program is the key driver in maintaining requisite levels of privacy compliance. The Program consists of ten core components drawn from the essential requirements of key privacy regulations globally, the delivery of which is automated through leading privacy compliance software. These components include managing consent, maintaining data inventory, conducting privacy assessments, implementing and overseeing cross-border transfer requirements, global privacy training and educational communications. We regularly assess these components against various internal and external metrics to continually update the Program.

Third-Party Risks

Our Cybersecurity organization manages third-party risk events and conducts vendor cybersecurity due diligence. As part of this overall management process, the Cybersecurity team facilitates privacy and security assessments on Alcon's partners and suppliers to minimize risk. We have strengthened our ability to assess and continually monitor IT service suppliers and their risk levels using an industry-leading cybersecurity scoring platform in partnership with Alcon's Procurement team.

We execute third-party assessments of our security controls and measure these assessments against industry standards to determine gaps in technology, process or staffing. The findings are integrated into our global procurement and legal processes to drive risk-based decisions on vendor management.

Collection and Use of Personal Information

Maintaining privacy and trust are priorities in the collection, use and other processing of personal information. Our Global Policy on the Protection of Personal Information establishes minimum standards for the fair and lawful collection, use, sharing and other processing of this information. Through our Global Privacy Compliance Program, we have established processes to manage various categories of personal information received from associates, customers, consumers, patients and other individuals. When processing personal information, we adhere to robust privacy principles, including transparency, lawfulness and fairness, data minimization, purpose limitation, confidentiality and integrity, accuracy, accountability, privacy rights requests and incident reporting.

Security Awareness

We regularly inform associates about security risks and protective actions to ensure a safe operating environment and the protection of Alcon's and customers' information assets. Alcon's privacy and cybersecurity training programs are comprehensive and business-focused and are offered to all associates and ELT members, including a yearly IT security and data privacy training program for all associates. This program focuses on responsibly and safely collecting, using and disclosing all Alcon data, including personal information. IT security training covers topics such as phishing, credential management and secure file storage. As part of the Global Privacy Compliance Program, we also roll out targeted training to select regions or countries when new privacy laws are released. Additionally, we have monthly security awareness communications, host special events like Cybersecurity Awareness Month and execute scheduled phishing prevention campaigns across the enterprise.

Responsible Artificial Intelligence

Alcon has established a governance process to address the rapid pace of innovation and technology related to artificial intelligence (AI). This governance process includes a global policy on the use of responsible AI, which is the subject of trainings for all employees on a yearly basis, and regular education and reporting to Alcon executives and the Board, and used by the following teams to facilitate decision making and control:

1. Responsible AI Centre of Excellence: Chaired by the Chief Information Security Officer with members from the Privacy Office, and Regulatory, Legal, Cybersecurity and IT Compliance.
2. Enterprise AI Steering Committee: Chaired by the Chief Information and Technology Officer and a subset of the Executive Leadership Team, including our General Counsel and Head of Regulatory; sets strategy and endorses Use Cases.



Responsible Procurement and Supply Chain

Alcon partners with a broad network of suppliers globally, and we strive to ensure that all of our business partners uphold the same high standards of integrity and business conduct that we set for ourselves.

Our Procurement team oversees the supply chain for Surgical and Vision Care products, including sourcing component parts for the manufacturing of complex surgical equipment, contact lenses and related medicinal products. Collaborating with other companies can present unique challenges as we work to understand and mitigate our environmental and social impacts. To address this, Procurement works closely with our Integrity, Compliance and Quality functions to continuously monitor and assess our suppliers, ensuring we maintain our values, uphold high business standards and remain committed to sustainability. We also make efforts to avoid overreliance on any single supplier, except in cases where intellectual property and/or exclusivity agreements apply. In 2024, our annual spend with the largest direct material supplier to Alcon accounted for 4% of our total direct material expenditure.

As part of our Global Master Service Agreement and electronic purchase orders, suppliers are required to comply with our [Third Party Code of Conduct](#). This Code sets expectations for suppliers, distributors, wholesalers, licensors and other business and technology partners, including their agents and subcontractors. It requires them to uphold the same high standards of integrity that we apply to our own operations and to conduct business in a socially and environmentally responsible manner. Topics covered under our commitment to social impact and sustainability include labor rights, health and safety, environment, animal welfare, anti-bribery and fair competition, data privacy and information protection, conflict minerals, management systems, trade sanctions and export controls.

We expect our suppliers to adopt, with their own suppliers, considerations that follow similar principles. Adherence to the Responsible Business Requirements outlined in our Code is a key factor in Alcon's selection and evaluation criteria of third parties.

Supplier Expectations and Quality Audits

Alcon regularly evaluates suppliers to ensure they are meeting delivery, cost, technical and regulatory requirements. This includes quarterly, semi-annual or annual business reviews, with our critical (Tier 1) suppliers undergoing at least one business review per year. All of Alcon's critical suppliers must follow FDA guidelines on Good Manufacturing Practices (GxP) and are subject to the Supply Quality audit program. Critical suppliers are also required to maintain GxP certification, including independent third-party audits. Alcon's internal quality risk assessment determines the criticality of suppliers (Tier 1) and thus triggers auditing requirements. Frequency and duration may vary. Alcon reserves the right to audit for cause (either directly or via third-party) when infractions to agreed quality standards are found. In 2024, we conducted third-party manufacturing and product audits on 100% of our Tier 1 suppliers. 100% of suppliers selected for audit participated.

Supply Chain Continuity and Safety

We use market intelligence providers to monitor global supply chain trends. We also have a track-and-trace program, which complies with global regulatory requirements to monitor end-to-end traceability and identification through all stages of manufacturing and distribution. Unique Device Identifiers (UDIs) are required for medical device packaging and finished product-level serialization on all prescription drugs. The UDI and serialization incorporate human- and machine-readable identification. This allows consumers to trace their products and helps keep our supply chain safe and secure.

Critical Materials

The critical materials and production processes used in our manufacturing are primarily dual-sourced. Our Manufacturing Science & Technology team, along with the Procurement team, manages risks related to critical materials supply, including the raw material component supply to our second- and third-tier vendors. Strategic inventory, supply contracts, alternate primary supplier manufacturing locations and periodic supplier business reviews are the other ways we mitigate risk while also exploring other materials that could be used as alternates or substitutes.

Conflict Minerals

As a purchaser of components, Alcon is many steps removed from the mining of conflict minerals. We evaluate our products annually to assess the presence and sources of conflict minerals. The Alcon Conflict Minerals team relies on standardized documentation to capture data, key decisions and processes and procedures related to the use and sources of conflict minerals. Additional information is available in our [Conflict Minerals Report](#).

We actively seek ways to improve our due diligence process. This involves increasing supplier responses to our Reasonable Country of Origin Inquiry relating to accuracy, timeliness and completeness.

Integrating Sustainability

We are working with EcoVadis, a leading provider of global business sustainability ratings, to track, manage and engage our suppliers around environmental and social KPIs and other SIS-related KPIs. In 2022, we implemented the EcoVadis program with our key suppliers and trained 100% of Alcon's buyers on using the EcoVadis tool. This enables us to integrate suppliers' performance results into our strategic sourcing process. To track performance over time, Alcon also receives enterprise-wide scores for environment, labor and human rights, ethics and sustainable procurement.

Supplier Diversity Program

We recognize the value that a diverse supplier base brings to our business, including working with small businesses to drive innovation, generate savings to the company, strengthen the U.S. economy and to facilitate job growth. We deliver this value by:

- Seeking diverse and small suppliers²⁸ through multiple outreach efforts
- Expanding the inclusion of large and small diverse suppliers in the procurement process
- Communicating the value of suppliers internally to the Procurement team and stakeholders

In support of our supplier diversity approach, we maintain membership in several groups. Alcon is a Regional Corporate Member of the Dallas/Fort Worth Minority Supplier Development Council and Women's Business Council Southwest and attended regional outreach events. In 2024, Alcon also attended each organizations' national conventions and participated in Board of Directors elections for the groups' regional affiliates. Alcon's Senior Manager of Strategic Sourcing continued to serve on the Board of Directors of Women's Business Council Southwest. We also engaged in various other outreach activities, including an annual Small Business Virtual Matchmaker sponsored by the Houston Small Business Administration and quarterly virtual matchmaking events hosted by the National Minority Supplier Development Council.

Public Policy and Political Engagement

Alcon is focused on ensuring patients access to our top-tier medical solutions. To achieve this, we engage in dialogue with policymakers, trade organizations and other external stakeholders to raise awareness and advocate for relevant policy topics—including access policy—while also emphasizing the importance of creating a balanced, predictable and sustainable regulatory framework for the sector that ensures a high level of safety while supporting innovation. This engagement all furthers our mission to help the world **See Brilliantly**.

Our Vice President of Government Affairs and Health Policy, who reports to the Vice President and Global Head of Market Access, leads these efforts and oversees public policy at Alcon, ensuring we align with the policies for engaging with government and public officials outlined in our Code of Business Conduct. Alcon complies with all applicable advocacy and lobbying regulations.

We actively identify, monitor and engage with interested stakeholders to help shape legislation and regulations related to market access, the environment and healthcare systems and other public policies that affect our ability to deliver products to patients. Our efforts are focused on issues that have the most significant impact on patient access to our technologies.

Alcon is a member of many chambers of commerce and medical technology associations in our key markets and regions. To improve patient outcomes and healthcare resilience, we collaborate with our trade associations on topics such as regulations, the digital health environment and reimbursement. In 2024, in collaboration with several trade associations, Alcon successfully advocated to extend the transition pathway for medical technologies under the EU's new Packaging and Packaging Waste Regulation to prevent disruption to patient access to medical technologies.

Alcon associates who engage in the political process on behalf of the company follow designated company processes and applicable laws.

Responsible Procurement and Supply Chain Data

Responsible Procurement and Supply Chain Data	2022	2023	2024
Percentage of Facilities Participating in Third-Party Audit Programs for Manufacturing and Product Quality ²⁹	100%	100%	100%
Percentage of Tier 1 Supplier Facilities Participating in Third-Party Audit Programs for Manufacturing and Product Quality ³⁰	100%	100%	100%

28. We define small business enterprises as those that meet the size standards prescribed in government regulations by the Small Business Administration. The business may be a sole proprietorship.

29. All Alcon production facilities are audited by third-party and regulatory notified bodies for ISO and other GxP compliance certification. Audit frequency and validity varies by audit type.

30. Alcon's internal quality risk assessment determines the criticality of suppliers (Tier 1) and thus triggers auditing requirements. Frequency and duration may vary. Alcon reserves the right to audit for cause (either directly or via third-party) when infractions to agreed quality standards are found. In 2024, we conducted third-party manufacturing and product audits on 100% of our Tier 1 suppliers. 100% of suppliers selected for audit participated.



2024 Social Impact
and Sustainability Report

Social Impact and Sustainability Performance Data



Social Impact and Sustainability Performance Data

Alcon measures our Social Impact and Sustainability performance in the areas most important to our stakeholders and business. Our KPIs are informed by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Task Force on Climate-Related Financial Disclosures (TCFD).

Social Impact

	2022	2023	2024
Number of medical missions supported	229	294	301
Number of surgeries	21,096	26,352	32,199
Number of patients treated (including optometric and surgical care)	78,113	93,852	136,109

Medical Innovation

	2022	2023	2024
Number of first-to-market launches	10	3	2 ³¹
Number of product approvals (major markets) ³²	55	53	37

Product Quality and Patient Safety

	2022	2023	2024
Vision Care recall rate ³³	0%	0%	0.035%
Surgical recall rate ³⁴	0.38%	0.001%	0.902%
Number of FDA-initiated recalls	0	0	0
Percentage of recalls which were voluntary, FDA-requested, or FDA-mandated	100% voluntary	100% voluntary	100% voluntary

Product Safety

	2022	2023	2024
Products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	0	0	1
Number of fatalities related to products in the FDA Manufacturer and User Facility Device Experience	1 ³⁵	0	0

Bioethics

	2022	2023	2024
Number of clinical trial violations ³⁶	6	10	14 ³⁷

Reducing Product-Related Environmental Impact

	2022	2023	2024
Devices and equipment reused, recycled or donated (t)	100	102	100

Reducing Our Operational Footprint

Energy

	2022	2023	2024
Energy usage intensity (GJ/million units produced)	730	717	722
Total fuel consumption—nonrenewable sources (GJ)	1,063,340	1,042,300	1,015,045
Total fuel consumption—renewable sources (GJ)	249,651	778,792	748,696
Electricity consumption (GJ)	1,983,446	2,029,944	2,046,163
Steam consumption (GJ)	20,616	7,587	3,943
Electricity sold (GJ)	289	234 ³⁸	160
Total energy consumption within the organization (GJ)	3,048,079	3,104,115	3,093,039
Total reduction in energy consumption achieved through conservation and efficiency initiatives (GJ) ³⁹	71,619	87,051	54,294

31. The number of first to market launches is driven by timing of new product development activities, market readiness for new product introduction and regulatory review cycles in target markets.

32. Major markets include locations such as the US, EU, Canada, Japan, Brazil, Korea, Australia, China and India.

33. Recall rate is defined as the number of units subject to recall per total sold globally, based on recall actions where there is a reasonable chance that a product will cause serious health problems or where a product may cause temporary or medically reversible health problems, or pose a slight chance of causing serious health problems. It excludes units affected by actions where units remained available for use by the customer as-is and where no removal, repair, replacement, update or exchange was performed.

34. Recall rate is defined as the number of units subject to recall per total sold globally, based on recall actions where there is a reasonable chance that a product will cause serious health problems or where a product may cause temporary or medically reversible health problems, or pose a slight chance of causing serious health problems. It excludes units affected by actions where units remained available for use by the customer as-is and where no removal, repair, replacement, update or exchange was performed.

35. Fatality was published in a third-party article related to a type of product Alcon manufactures. Nothing in the article indicated the product in question was manufactured or sold by Alcon. Alcon conducted numerous follow-up inquiries, but received no response, limiting the ability to confirm whether an Alcon product had been involved in the incident. Alcon reported the fatality to the FDA for purposes of transparency despite the lack of confirmation as to the source of the product in question or the underlying cause of the fatality. Alcon has not observed any trends or signals which would indicate an increased quality or safety concern associated with the product.

36. Defined as nonconformances that are deviations from a specification, standard or expectation. Clinical trial violations include protocol deviations that are critical and/or systemic.

37. This increase may be attributed to year-to-year variation in the number of clinical trials and sites active in 2024.

38. The slight decrease in amount of electricity sold may be attributed to a slight decline in solar energy produced in 2023.

39. Compared to our 2019 baseline. Purchased electricity is included in the reduction.

Reducing Our Operational Footprint (continued)

2022 2023 2024

Emissions

Total Scope 1 and Scope 2 GHG emissions (tCO ₂ e)	256,010	233,482	204,978
Direct (Scope 1) GHG emissions (tCO ₂ e)	73,746	75,183	74,202
Location-based energy indirect (Scope 2) GHG emissions (tCO ₂ e)	232,531	236,380	218,497
Market-based energy indirect (Scope 2) GHG emissions (tCO ₂ e)	182,264	158,299	130,776
GHG emissions intensity ratio—on-site generated energy (t/TJ)	51	49.5	49.4
GHG emissions intensity ratio—purchased energy (t/TJ)	92	77.9	63.9
Production, imports and exports of ozone-depleting substances (ODS) (tR11e)	0.59	0.73	0.79
NOx (t)	38.73	28.23	29.07
SOx (t)	0.88	0.48	0.41
Volatile organic compounds (VOC) (t)	41.55	43.07	41.34
Particulate matter (PM) (t)	8.04	5.75	6.21

Waste

Percentage of manufacturing sites that are 100% landfill free	61.11% ⁴⁰	58.80%	70.59%
Percentage of operational waste recycled	64.36%	61.72%	67.46%
Total waste generated (t)	64,091	52,783	64,579
Total hazardous waste (t)	30,590	22,351	28,702
Total non-hazardous waste (t)	33,501	30,432	35,877

40. This number does not include a December 2022 acquisition. 11 out of 18 sites were landfill-free.
 41. The year-over-year decrease may be attributed to the fact that data was collected up to Q3 for 2023.
 42. The year-over-year decrease may be attributed to the fact that data was collected up to Q3 for 2023.
 43. The year-over-year decrease may be attributed to the fact that data was collected up to Q3 for 2023.
 44. This metric excludes construction waste as most of it is managed by contractors for disposal.
 45. The year-over-year decrease may be attributed to the fact that data was collected up to Q3 for 2023.

Reducing Our Operational Footprint (continued)

2022 2023 2024

Total Waste Diverted from Disposal

Total waste diverted from disposal (t)	54,776	45,164 ⁴¹	54,771
Hazardous waste diverted from disposal (t)	30,272	21,968 ⁴²	28,239
Hazardous waste recycled—offsite (t)	30,230	21,927 ⁴³	28,173
Hazardous waste disposed through other operations—offsite (t)	42	40	66
Non-hazardous waste diverted from disposal (t)	24,503	23,196	26,532
Non-hazardous waste recycled—offsite (t)	11,026	10,652	15,390
Non-hazardous waste disposed through other operations—offsite (t)	13,477	12,545	11,142

Total Waste Directed to Disposal

Total waste directed to disposal (t) ⁴⁴	9,316	7,619	9,808
Hazardous waste directed to disposal (t)	318	383	463
Hazardous waste incinerated with energy recovery—offsite (t)	216	326	374
Hazardous waste incinerated without energy recovery—offsite (t)	101	57 ⁴⁵	88
Hazardous waste landfilled—offsite (t)	0.26	0.09	0
Non-hazardous waste directed to disposal (t)	8,998	7,236	9,345
Non-hazardous waste incinerated with energy recovery—offsite (t)	6,195	5,187	7,063
Non-hazardous waste incinerated without energy recovery—offsite (t)	783	285	361
Non-hazardous waste landfilled—offsite (t)	2,020	1,763	1,921

Water

Total water input (ML/million units produced)	1.21	1.19	1.19
Total water withdraw from all areas (ML)	5,057	5,156	5,106

Diversity and Inclusion ⁴⁶	2022	2023	2024
Global female representation (Management)	36%	37%	37%
Global female representation (Board of Directors) ⁴⁷	36%	36%	36%
Global female representation (new hires)	52% ⁴⁸	50%	51%
US racial and ethnic diversity ⁴⁹	48%	50%	50%
US racial and ethnic diversity (Management)	37%	38%	39%
US racial and ethnic diversity (new hires)	58%	64%	66%

Talent Attraction and Retention	2022	2023	2024
Total turnover rate	11.7%	11.8%	10.2%
Voluntary turnover rate	8.2%	5.7%	5.3%

Training and Development	2022	2023	2024
Total number of hours invested in leadership development	17,676	18,947	19,972
Percentage of associates who participated in training	100%	100%	100%

Employee Health and Safety ⁵⁰	2022	2023	2024
Employee fatalities	0	0	0
Employee fatality rate	0	0	0
High-consequence work-related injuries and illnesses (excluding fatalities)	0	0	0.003
Recordable work-related injuries and illnesses (including fatalities)	120	126	167
Number of fatalities as a result of work-related ill health	0	0	0
Number of recordable cases of work-related ill health ⁵¹	7	0	4
Employee TRCR ⁵²	0.40	0.41	0.53
Employee LTIR ⁵³	0.11	0.13 ⁵⁴	0.13
Management walk-through rate ⁵⁵	30.14	34.06	33.75
Near miss and good catch rate ⁵⁶	35.58	32.93	32.54

Contractor Health and Safety ⁵⁷	2022	2023	2024
Contractor fatalities	0	0	0
Contractor fatality rate	0	0	0
High-consequence work-related injuries and illnesses (excluding fatalities)	0	0	0
High-consequence work-related injuries and illnesses (including fatalities)	0	0	0
Recordable work-related injuries and illnesses (including fatalities)	4	3	3
Number of fatalities as a result of work-related ill health	0	0	0
Contractor TRCR ⁵⁸	0.62	0.42	0.42
Contractor LTIR ⁵⁹	0	0	0.28

46. Racial and ethnic diversity metrics include American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander and two or more races.
47. Includes the Alcon Board of Directors and Compensation Committee.
48. Restated metric due to improvements in methodology.
49. Racial and ethnic diversity metrics include American Indian/Alaska Native, Asian, Black/African American, Hispanic/Latino, Native Hawaiian/Other Pacific Islander and two or more races.
50. Employee refers to all Alcon associates and third-party providers. Please refer to the 2024 Basis of Preparation for Alcon's definition of "employee" and "third-party provider."
51. The main type of work-related ill health and hearing loss.

52. TRCR represents the frequency of recordable cases (injury and illness) for all Alcon associates and third-party personnel. It is calculated as follows: number of all work-related recordable cases divided by the number of hours worked by Alcon associates and third-party personnel, multiplied by 200,000.
53. LTIR represents the frequency of work-related lost time cases (injury and illness). It is calculated as follows: the total number of work-related cases of injury or illness with lost time is divided by number of hours worked by Alcon associates and third-party personnel, multiplied by 200,000.
54. The increase in LTIR may be attributed to a slight increase in the percentage of slips, trips and falls in 2023 compared to 2022. Alcon's rate is still well below industry average.

55. Management walk-through rate is the number of HSE-related walkthroughs by management by 200,000 working hours for Alcon associates and third-party personnel.
56. Near Miss and Good Catch Rate is the total number of near misses and good catches divided by number of hours worked by Alcon associates and third-party personnel and multiplied by 200,000.
57. Please refer to the 2024 Basis of Preparation for Alcon's definition of "contractor."
58. TRCR represents the frequency of recordable cases (injury and illness) for all Alcon contractors. It is calculated as follows: number of all work-related recordable cases divided by the number of hours worked by Alcon contractors and multiplied by 200,000.
59. LTIR represents the frequency of work-related lost time cases (injury and illness). It is calculated as follows: the total number of work-related cases of injury or illness with lost time is divided by the number of hours worked by Alcon contractors and multiplied by 200,000.

Business Ethics

2022 2023 2024

Code of Conduct

Code of Business Conduct training completion rate ⁶⁰	98%	97%	98%
Number of grievances filed per year	544	737	783 ⁶¹
Substantiation rate	54%	54%	49%
Terminations due to employee misconduct	83	123 ⁶²	102

Responsible Procurement and Supply Chain

2022 2023 2024

Supplier Sustainability

Percentage of facilities participating in third-party audit programs for manufacturing and product quality ⁶³	100%	100%	100%
Percentage of Tier 1 supplier facilities participating in third-party audit programs for manufacturing and product quality ⁶⁴	100%	100%	100%

60. Training completion percentage includes full-time associates and contractors.
 61. This increase may be attributed to normal variation in annual reporting levels that is influenced by internal and external factors. Alcon will continue to monitor this metric closely.
 62. This increase may be attributed to normal variation in annual reporting levels that is influenced by internal and external factors. Alcon will continue to monitor this metric closely.
 63. All Alcon production facilities are audited by third-party and regulatory notified bodies for ISO and other GxP compliance certification. Audit frequency and validity vary by audit type.
 64. Percentage of Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality.

Sustainability-Related Impacts and Risks

Our business has impacts beyond financial performance that must be managed, including on the environment, our communities, access to eye care and patient safety. Throughout our 2024 Swiss Non-Financial Matters Report (as defined on pages 53-66 of this report), we have disclosed main performance indicators and discuss the policies, due diligence systems, measures and mechanisms we have in place to manage sustainability-related impacts and risks. Our overall SIS strategy is informed by our 2022 Social Impact and Sustainability Priority Topic Assessment, reaffirmed in 2023 and 2024, which identified what matters most and where we have the most potential to create value aligned with our purpose. This assessment is now being supplemented by a formal double materiality analysis. Please refer to the Purpose and Strategy section of this report for more details on how we identify and manage the impacts and risks detailed below.

Notable Impacts

Carbon Footprint: Climate change is a global challenge with potentially significant impacts on the health and resilience of our communities. We do not operate in an emissions-intensive industry but recognize our responsibility to reduce our emissions. Our current focus is reducing our Scope 1 and Scope 2 greenhouse gas (GHG) emissions where we have direct operational control.

Waste Generation and Management: Product-related waste is challenging for all companies in the healthcare industry because regulatory bodies often require disposable medical devices and products to protect patient safety and minimize the risk of infection. Addressing this impact starts with the research and development process.

Community Investment: Alcon is a large employer and has a physical presence in many areas where we operate. We recognize our opportunity to have a positive impact through our business, partnerships, Alcon Cares and the Alcon Foundation by supporting the strength and vitality of these communities with resources, time and expertise.

Access to Eye Care: Vision impairments impact more than a billion people worldwide and seriously impede the ability to engage in school, work and society.⁶⁵ Many of these impediments can be managed by timely, high-quality care. As an industry leader, we can help expand access to affordable eye care. Through our global capabilities, we demonstrate value and address cost barriers to make these critical products accessible to patients. We engage with healthcare decision-makers, such as payors, to garner reimbursement and/or funding support. We invest substantial resources in generating data to demonstrate the value of our products in support of access and reimbursement.

Patient Health and Safety: As with all medical devices, the products and ophthalmic surgical equipment we produce carry inherent risks to patients if any of our quality and safety measures are missed. These risks are rigorously managed throughout the product life cycle.

Employee Well-Being: Our associates dedicate significant time and personal investment to their jobs and Alcon as a whole. The opportunities, compensation and benefits we offer and the culture we create at Alcon directly impact each of their daily lives and well-being.

Associate Health and Safety: As a manufacturing company, we face the risk of workplace accidents. Therefore, safety is always a top priority, especially for our many Manufacturing and Technical Operations (MTO) associates who handle equipment, machinery and materials.

Labor Standards: Our supply chain includes purchasing component parts for manufacturing intricate surgical equipment, contact lenses and related medicinal products. The materials that carry the highest fair labor standards risks in Alcon's supply chain include electronics, electronic components and circuit boards, IT and telecoms hardware, and surgical instruments or equipment, in particular when sourced (whether directly or indirectly) from certain countries in Asia.

⁶⁵ [World Health Organization](#).

Notable Risks

Climate Change: The nature of environmental risks to our business depends on both the physical aspects of climate change as well as market regulations and our ability to understand and respond to rapidly evolving developments. Natural disasters and climatic events could disrupt our operations and those of our suppliers and result in financial and reputational impacts.

Waste Management: We are subject to numerous national and local laws and regulations related to the discharge of regulated materials into the environment, human health and safety, laboratory procedures and hazardous materials and wastes. Our operations involve using and producing hazardous and flammable materials, including chemicals and biological materials. We generally contract with third parties to dispose of hazardous materials and wastes and thus cannot completely eliminate the risk of contamination or injury from these materials. We prohibit sending hazardous waste to landfills and aim to divert all non-hazardous waste generated at manufacturing sites and distribution centers from landfills by 2030.

Supply Chain or Facility Disruptions: Our position as a global manufacturer of medical devices presents risks that can impact our customers directly, as well as affect Alcon's ability to deliver the products patients need. In addition to natural disasters and climatic events, our operations or those of our suppliers could be disrupted by a number of factors, including strikes and other labor disputes, industrial accidents and other occupational health and safety issues. Supply chain disruptions resulting from global raw material sourcing and manufacturing can lead to availability, quality and safety concerns. We are also sometimes dependent on a single- or limited-source of suppliers for some components, raw materials and production services, such as sterilization. The loss of these suppliers or their inability to deliver at the quality we require could disrupt our operations. Therefore, we have implemented a global manufacturing strategy to maximize business continuity in the case of such events or other unforeseen catastrophic events.

Talent Retention and Attraction: Our associates drive Alcon's success. Failing to create an inclusive culture that fosters creativity, dedication and performance could result in the loss of top talent, hinder innovation and affect our ability to hire. The loss of key members of our organization—including senior members of our scientific and management teams, high-quality research and development specialists and skilled personnel in developing countries—could delay or prevent the achievement of major business objectives.

Anti-Corruption and Anti-Bribery Compliance: Alcon's extensive international operations and sales distribution include countries that are perceived to have heightened levels of public sector corruption. Operating in such areas subjects us to increased scrutiny and has inherent risks.

Swiss Transparency on Non-Financial Matters Index

As a company of public interest with domicile in Fribourg and corporate headquarters in Geneva, Switzerland, we are required to disclose certain non-financial information, including information that is helpful to the understanding of our business performance, business results, the state of our business, our effects on and main performance indicators related to environmental matters, social issues, employee-related issues, combating of corruption and the respect for human rights. We report this information throughout our Social Impact and Sustainability Report (SISR). As such, the following Index provides the required information in accordance with Art. 964a-c of the Swiss Code of Obligations, including the Swiss Ordinance on Mandatory Climate Disclosures (“Index”). The Index, together with our Task Force on Climate-Related Financial Disclosures (TCFD) report (“TCFD Disclosure”) and our climate transition plan’s key terms (CTP Key Terms), both disclosed immediately after the Index, shall form our 2024 Swiss Non-Financial Matters Report, which will be submitted for shareholders’ approval at the Alcon 2025 Annual General Meeting. For the avoidance of doubt, the additional information to selected sections of our SISR to which the Index refers shall be deemed part of our Swiss Non-Financial Matters Report. Alcon’s Board of Directors reviewed and approved the NFM on pages 53-66. Selected metrics have been subject to limited assurance audit by PwC, available on page 67.

Therefore, the Swiss Non-Financial Matters report is composed of: (A) Index, (B) TCFD Disclosures and (C) CTP Key Terms.

A. Index

General Information Required to Understand Our Business	Alcon is the global leader in eye care, dedicated to helping people See Brilliantly . We work directly in 56 countries and serve customers and patients in more than 140 countries. Our Social Impact and Sustainability Strategy leads our commitment to enable communities to access critical eye care services, focused on three areas—Brilliant Lives, Brilliant Innovation and Brilliant Planet. More information: About Alcon (pg. 4), Purpose and Strategy (pg. 6), Corporate Governance (pg. 38).
Description of the Business Model	Alcon researches, develops, manufactures, distributes and sells a full suite of eye care products within our global Surgical and Vision Care businesses. More information: Business Model (pg. 5), Purpose and Strategy (pg. 6), Corporate Governance (pg. 38).
Effects of Activity on Non-Financial Matters	See Sustainability-Related Impacts and Risks (pg. 52).

Environmental Matters

Climate Change	<p>We are committed to being carbon neutral by 2030 (Scope 1 and Scope 2 emissions). Our strategy to achieve carbon neutrality includes reducing energy consumption and strategically procuring renewable energy sources. Every year, we continue to implement new energy-saving projects across the company. To govern our efforts, Alcon has adopted a Global HSE Policy, which codifies our commitment to minimizing our operational impact on the environment. We implement procedures and practices that promote the efficient use of resources and maintain an internal Energy Management Standard that describes our sustainable management principles for energy and related GHG emissions throughout our company’s activities. We have embedded an environmental impact assessment into our manufacturing capital investment approval process, recognizing opportunities to address environmental impacts during the planning stage of projects. Additionally, we look to minimize our emissions footprint by incorporating sustainability into our product development process.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> • Scope 1 GHG Emissions: 74,202 tCO₂e 🟢 (2023: 75,183 tCO₂e) • Scope 2 GHG Emissions (Market-Based): 130,776 tCO₂e 🟢 (2023: 158,299 tCO₂e) • Year-over-Year Reduction in Scopes 1 and 2 GHG Emissions: 28,505 tCO₂e 🟢 (12.21%) <p>More information: Progress Toward Goals (pg. 7), Climate Change and GHG Emissions (pg. 24), Energy (pg. 25), Incorporating Sustainability into Product Development (pg. 21), TCFD Disclosures (pgs. 55-64), Climate Transition Plan Key Terms (pgs. 65-66).</p>
Waste Management	<p>We aim to divert 100% of non-hazardous waste generated at manufacturing sites and distribution centers from landfills by 2030. Alcon’s Global HSE Policy requires the implementation of sound waste management practices and compliance with local laws and regulations. Our waste management hierarchy starts with reduction and prevention, followed by reuse and recycling. To manage waste-related impacts and risks, waste generated at Alcon sites is handled, stored, labeled and managed within our locations to reduce the risk of contamination to the environment and communities. Our sites are required to implement our internal Waste Management Policy, annually develop and review a Waste Management Plan that contains a waste inventory, and set waste reduction targets for waste reduction and recycling projects implemented and hazardous waste landfill diversion. As part of our ISO 14001-certified HSE Management Standard, each site must track and report the type of waste generated and determine the environmental aspects and impacts of its operations.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> • Non-hazardous Waste Landfill Diversion Rate: 96.74% 🟢 • ISO 14001:2015 Certified Sites: 16 🟢 <p>More information: Progress Toward Goals (pg. 7), Waste (pg. 25), Hazardous Waste (pg. 26), Waste Impact and Risk Management (pg. 26), Health, Safety and Environmental Management System (pg. 42).</p>

Social Issues

Social Impact	<p>We strive to have a positive impact on our global communities. Our social impact strategy focuses on removing barriers to ensure access to the critical eye care services needed to treat conditions and improve lives, as well as investing in the communities where we live and work. This strategy leverages financial support, associate time and expertise, and product and equipment donations. To help ensure strategic alignment, all donations made by Alcon Cares and the Alcon Foundation are overseen by a Board of Directors, which uses a rubric to evaluate requests. We also conduct due diligence reviews on existing and potential partners through our donation management system. Our foundation teams work alongside partners to develop strategy, track progress and identify additional ways Alcon can provide support. In 2024, we expanded the Alcon Children’s Vision Program, one of our flagship social impact initiatives, in support of our commitment to improve vision and enhance academic success by providing 150,000 vision screenings to children.</p> <p>Main Performance Indicator:</p> <ul style="list-style-type: none"> Students (Prekindergarten through Twelfth Grade) Screened Through the Alcon Children’s Vision Program in 2024: 31,184 ✓ <p>More information: Progress Toward Goals (pg. 7), Social Impact (pgs. 9-12).</p>
Access, Affordability and Pricing	<p>Alcon is committed to advancing access to eye care by delivering affordable technologies and working closely with healthcare decision-makers to continually improve cost, access and quality of care. We apply evidence- and value-based pricing to all our products, structuring product options differently based on the level of product innovation and other factors like market dynamics. This approach expands access to our new, innovative technologies with varying features, benefits and value, all at Alcon’s highest standard of quality. We review and revise our “good, better and best” pricing structures annually. In addition to collaborating with clinicians and other healthcare decision-makers to expand funding and insurance coverage, we are also addressing access barriers through our PD program.</p> <p>Main Performance Indicator:</p> <ul style="list-style-type: none"> Number of Surgeons Enrolled in Alcon’s PD Program in 2024: 721 ✓ <p>More information: Access, Affordability and Pricing (pg. 20), Social Impact (pgs. 9-12).</p>

Social Issues (continued)

Product Quality and Patient Safety	<p>Product quality and patient safety are two of Alcon’s top priorities. We have established a suite of robust policies and standard operating procedures to comply with quality and safety laws and regulations in every country where we distribute our products. To achieve our quality objectives, we have also implemented a Quality Management System aligned with the internationally recognized ISO 13485 standard. Our approach includes several levels of quality monitoring and regular site audits for compliance and achievement of goals. Further, we are continually improving our quality processes and systems, launching quality process improvements that simplify, digitize and improve our process over the entire life cycle.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> Vision Care Recall Rate: 0.035% ✓ Surgical Recall Rate: 0.902% ✓ Facilities Participating in Third-Party Audit Programs for Manufacturing and Product Quality: 100% ✓ Tier 1 Suppliers Participating in Third-Party Audit Programs for Manufacturing and Product Quality: 100% ✓ <p>More information: Product Quality and Patient Safety (pgs.16-18).</p>
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Employee-Related Issues

Inclusive Culture and Engagement	<p>The Alcon Blueprint articulates our purpose, foundational principles and behaviors that guide how we attract, develop and retain talent and shape our culture across the enterprise. All associates are expected to comply with our Code of Business Conduct and Global Policy on Human Rights, which outline our expectations for acting respectfully and professionally. Alcon supports the success of our associates through training and development by maintaining compensation policies and practices that reflect our company culture and ensure compliance with local regulations and laws. We biannually conduct an Associate Experience Dashboard engagement survey to collect associate feedback. We also conduct a recurring pay equity analysis and invest in consulting engagements to ensure our compensation and benefits program and strategy are fair, competitive and aligned with our long-term objectives.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> Female Representation in Global Workforce: 46% ✓ Female Representation in Management: 37% ✓ Female Representation on the Board of Directors: 36% ✓ Amount of Dollars Invested by Alcon in 2024 for Benchmarking Benefits Globally: approximately \$152,800 ✓ Amount of Dollars Invested by Alcon in 2024 for Benchmarking Compensation Globally: approximately \$347,400 ✓ <p>More information: Inclusive Culture and Engagement (pgs. 28-29), Compensation and Benefits (pg. 29), Diversity and Inclusion (pgs. 30-32).</p>
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Employee-Related Issues *(continued)*

Health and Safety	<p>We are committed to providing safe working conditions and protecting our associates, contractors, visitors, communities and customers from potential health hazards and injuries. To carry out this commitment, we maintain a Global HSE Policy, HSE Manual and an HSE Management System. We strive for continuous improvement, setting annual performance targets, undergoing internal and external audits of our management system, and reviewing injury and illness trend data.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> • Total Recordable Case Rate (TRCR): 0.53 ✓ • Lost Time Incident Rate: 0.13 ✓ • Fatality Rate: 0 ✓ <p>More information: Health and Safety (pgs. 35-36), Health, Safety and Environment Management System (pg. 42).</p>
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Respect for Human Rights

Respect for Human Rights	<p>As codified in our Global Policy on Human Rights, Code of Business Conduct and Third Party Code of Conduct, Alcon is committed to upholding the rights of workers; prohibiting child labor, modern slavery and human trafficking within our operations and supply chain; and fostering a respectful work environment free of discrimination. Our approach includes risk-based due diligence assessments of suppliers, creation of a speak-up culture where associates can raise concerns and biannual training for all managers and leaders.</p> <p>More information: Human Rights (pg. 41).</p>
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Combating Corruption

Combating Corruption	<p>Alcon's Global Integrity and Compliance program sets clear expectations for operating with integrity and is designed to support legal and ethical conduct and to prevent and detect violations of the law and company policies. Our Code of Business Conduct—which, along with our Third Party Code of Conduct and Global Policy on Anti-Bribery, prohibits bribery and corruption in any form—is the foundation of this program. As part of our approach, we have designed a robust training and awareness program to clearly communicate our expectations for ethical business practices to executives and associates. We have also established a policy, called The Lens, on specific expectations for interactions with healthcare professionals and others in positions of influence over healthcare purchasing decisions.</p> <p>Main Performance Indicators:</p> <ul style="list-style-type: none"> • Associate Code of Business Conduct Training Completion Rate: 98% ✓ • Grievances Filed: 783 ✓ • Grievance Substantiation Rate: 49% ✓ <p>More information: Business Ethics (pgs. 39-41), Anti-Bribery and Anti-Corruption (pg. 39), Bribery and Corruption Impact and Risk Management (pg. 39).</p>
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B. TCFD Disclosure

Alcon is a global leader in eye care, dedicated to helping people **See Brilliantly**. With over 75 years of heritage, we are the largest eye care company in the world, with complementary businesses in Surgical and Vision Care. As a leading medical device company, we recognize the critical importance of addressing risks and opportunities related to SIS in our business operations and across the value chain. To show our commitment to sustainability, we've included disclosures aligned to the TCFD to enhance transparency and provide detailed information on our SIS program governance, strategy, risks and metrics and targets.

This disclosure is guided by the TCFD standards and provides relevant metrics and targets that can be easily understood and used by both internal and external stakeholders. In 2024, we conducted a qualitative scenario analysis of climate-related risks and opportunities across Alcon's operations and global supply chain. By leveraging this analysis, we intend to make informed decisions and implement effective strategies to address the climate-related risks and opportunities present across both our operations and value chain.

Governance

Board Oversight of Climate-Related Risks and Opportunities

Alcon leadership considers climate-related risks and opportunities as part of our strategic process and business plan. Leadership and oversight of climate risk starts with Alcon's Board of Directors, who along with senior management regularly assess financial performance risks, including environmental risks, and identify ways to manage and mitigate these risks. These discussions are critical in our operating and investment decision-making processes. The specific board committees with key roles for climate-related risks and opportunities are:

- **Governance and Nomination Committee (GNC):** Supports the Board in overseeing our overall SIS strategy and reporting, including environmental management and climate change. Sustainability-related topics are a standing agenda item at GNC meetings. At least three times per year, the GNC meets with the General Counsel, Head of Corporate Legal and the Vice President of SIS. During these meetings, the GNC receives updates on programs and potential risks and issues, as needed.
- **Compensation Committee:** Supports the Board in overseeing culture, pay equity and diversity and inclusion. They also provide oversight on the inclusion of quantifiable SIS metrics into the incentive compensation for all Alcon Executive Committee members. This linkage reinforces our commitment to aligning leadership incentives with our long-term SIS objectives.
- **Audit and Risk Committee (ARC):** Supports the Board in overseeing the limited assurance of select SIS reporting metrics, some of which fall under climate-related risks and opportunities. Additionally, the Audit and Risk Committee approves our Enterprise Risk Management plan, which covers SIS matters such as climate change.

Annually, the Global Treasury team and the Manufacturing and Technical Operations team update the ARC on business continuity that includes content related to climate-related risks and opportunities. In addition, the Board of Directors regularly receives updates on the execution of our SIS strategy, including progress toward our goals and targets, from our General Counsel, Head of Corporate Legal and Vice President of Social Impact and Sustainability.

Management Oversight of Climate-Related Risks and Opportunities

Sustainability and environmental topics are integrated into our overall management model. The SIS Executive Steering Committee, which consists of executives from across the business—including Legal, Innovation, Quality, Finance and Manufacturing operations—meets quarterly to discuss SIS risks and opportunities (including climate-related risks) and how to apply policies and strategies to address those in each aspect of the business. The Committee, led by our Vice President of SIS, is accountable for the development of the actions identified to deliver on our Climate Transition Plan by ensuring appropriate resource allocation to effectively execute the plan.

Our Vice President of SIS, General Counsel and Head of Corporate Legal regularly report to the Board of Directors' Governance and Nomination Committee on our SIS Strategy, including on progress toward goals and targets. Our Global Environmental Sustainability Committee is responsible for creating and implementing our environmental strategy, identifying priorities and establishing environmental goals. This senior management team includes executives from across the business, including Legal, Innovation, Manufacturing, SIS, Government Affairs, Supply Chain and Vision Care and Surgical Franchise leaders, and meets three times annually. The team reviews and updates, if needed, climate-related performance and activities.

The Global Environmental Sustainability Committee includes the Vice President of SIS and a number of other leaders who sit on the SIS Executive Steering Committee, ensuring alignment between the committees and on Alcon's overall environmental priorities. Matters covered by the Global Environmental Sustainability Committee that require executive attention are raised with the SIS Executive Steering Committee. Alcon's Global Environmental Sustainability Committee updates the CEO annually on progress, accomplishments and challenges.

The MTO function, led by the Senior Vice President of MTO, who reports directly to the Chief Operating Officer, is responsible for leading and tracking progress against our targets as well as our carbon neutral and Zero Waste to Landfill goals, with support from executive leadership and business functions. The Vice President of Global HSE, who reports to the Senior Vice President of MTO, and Vice President of SIS, who reports to the General Counsel oversees the implementation of environmental initiatives and periodically engages with Alcon's CEO and ELT to ensure leadership is strategically aligned and informed on emerging risks and impacts. More information on our governance structure is available in the Corporate Governance section on page 38.

Oversight

Board of Directors

Responsible for overall Social Impact and Sustainability strategy

Governance and Nomination Committee

Assists the Board in its oversight of Social Impact and Sustainability initiatives

Social Impact and Sustainability Steering Committee

Executives from across departments, including Corporate Affairs, HR, Innovation, Legal and Compliance, Manufacturing and Global Quality, and Regulatory Affairs, oversee related topics and are responsible for identifying and managing Alcon's environmental and social impacts

Day-to-Day

Global Head of Social Impact and Sustainability

Social Impact Team

Oversees the Alcon Foundation, Alcon Cares and community and employee engagement programs

Sustainability Team

Oversees all environment and innovation goals, programs and performance; leads company reporting

Topic-Specific Oversight

Social Impact Committee

Implements and tracks social commitments and identifies innovative ways to expand eye care access

Global Environmental Sustainability Committee

Responsible for setting and achieving environmental goals

Alcon Foundation Board

Oversees Alcon Foundation giving programs

Innovation Council

Assists the Board in its oversight of strategy and investments in R&D and emerging technologies

Alcon Cares Board

Oversees Alcon Cares product and equipment donation programs

Executive Diversity Council

Provides guidance and decision-making on D&I strategy and executive sponsorship for our ERGs

Strategy

Climate-Related Risks and Opportunities

We are aware of the business risks from climate change, and we continuously monitor environment-related risks and opportunities that may impact our business over the short-, medium- and long-term. The nature of these risks depends on both the physical aspects of climate change as well as market regulations and our ability to understand and respond to rapidly evolving developments. Our identified risks include regulatory risks and risks related to resource use, whereas climate change also represents an opportunity for cost reduction. Cost savings for Alcon and our customers could be achieved through energy efficiency initiatives and efforts to reduce our use of raw materials in both device manufacturing and packaging. Additionally, energy consumption throughout our supply chain also has implications for climate change and product costs.

In 2024, we conducted a qualitative climate scenario analysis to assess climate-related risks and opportunities impacting our direct operations as well as our global value chain. Climate scenario analysis inherently necessitates taking a longer-term view compared to more traditional business risks. We assessed physical and transition risks and opportunities on short-, medium- and long-term horizons.

Our scenario analysis indicated that climate change presents both risks and opportunities for Alcon. Alcon's current long-term SIS strategy will allow for resiliency against potential climate change impacts, including meeting emission reduction and waste targets and the continued use of our Environmental Sustainability Scorecard (ESS) to assess the overall impact of our products on the environment. We intend to continually monitor climate-related risks and opportunities that may impact our business and value chain over the short-, medium- and long-term.

To determine the potential material impact posed to Alcon's direct operations or supply chain, each climate-related risk and opportunity identified was evaluated through qualitative scenario analysis by determining the potential magnitude of impact and the likelihood of occurrence. The risks and opportunities identified in this process were then prioritized based on relative significance and overall potential level of impact to Alcon.

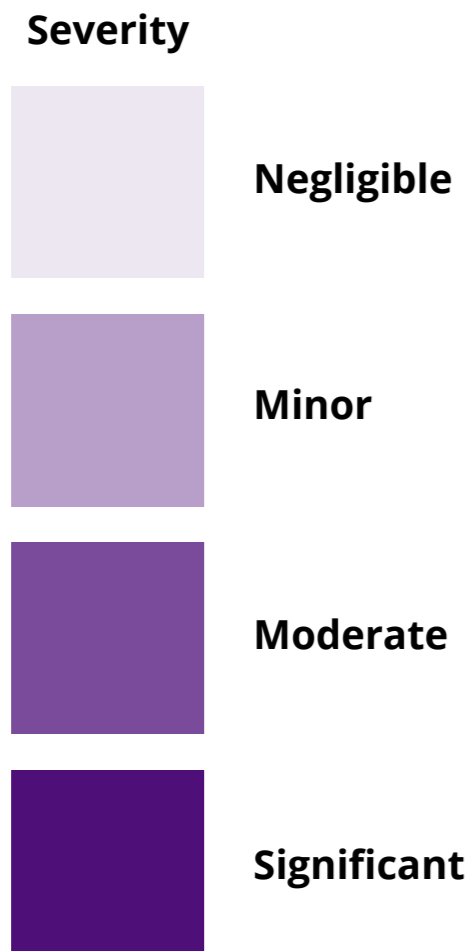
Recognizing the importance of considering sustainability in the planning stages of projects, we have incorporated an environmental impact assessment into our manufacturing capital investment approval process since 2021. Alcon has not performed a quantitative scenario analysis to determine the potential financial impact of our priority risks or opportunities but plans to do so in the next few years.



Scan QR code to see Mike's story

Transition Risk

We assessed transition risks across 2030, 2040 and 2050 time horizons, using two Network for Greening Financial System climate scenarios: Net Zero by 2050 (1.5°C) and Current Policies (4°C). The Net Zero by 2050 scenario incorporates ambitious CO2 emissions reductions aimed at limiting global warming to 1.5°C, while the Current Policies scenario assumes the continuation of currently implemented policies. Through a combination of industry benchmarking, desktop research and internal subject matter expert engagement, we identified potential risks and opportunities. Then, by scoring the magnitude and likelihood across the selected time horizons, we were able to determine three primary transition risks under each scenario. The top risks under the Net Zero by 2050 scenario focused on regulation-based risks and the Current Policies scenario focused on market-based risks.



		1.5°C		
		Likelihood		
Risk Type	Risk	2030	2040	2050
Regulation	Responsible Procurement: The increase in decarbonization requirements for tenders in certain regions may necessitate the increased integration of sustainability criteria and GHG reduction targets. These requirements carry the potential to significantly increase compliance costs and could present the risk of not meeting these requirements, thus being ineligible for the tender bids. This risk is expected to increase in the long term in a 1.5°C scenario due to anticipated increased climate change regulations both globally and regionally.			
	Carbon Pricing: The potential introduction of a carbon price on GHG emissions could have a potential material impact on Alcon through increased operating and compliance costs in the medium- to long-term due to the price of the carbon tax, costs passed through from our upstream suppliers, as well as the investments needed to implement emissions reduction measures.			
	Product End-of-Life: The potential implementation of end-of-life regulations, such as the European Union Extended Producer Responsibility (EU EPR) legislation, poses a significant risk. These regulations focus on the disposal and recycling of products and packaging, which, given the specialized nature of medical device products, may involve intricate and costly disposal or recycling complications, increasing compliance costs. Additionally, failure to comply with the evolving end-of-life regulations can result in reputational damage and potential legal repercussions. This risk is expected to be more pronounced in the long-term in a 1.5°C scenario due to the likely increase of climate-related regulations.			

		4°C		
		Likelihood		
Risk Type	Risk	2030	2040	2050
Market	Fuel Costs: Alcon faces a significant risk stemming from Alcon's reliance on non-renewable resources throughout manufacturing operations. This dependence exposes us to several potential challenges, including increased costs, volatility in global oil prices, and potential disruptions in our supply chain due to geopolitical issues or resource scarcity. As the global economy increasingly transitions towards sustainable practices, the reliance on non-renewable resources may pose financial and operational risks due to non-renewable fuel price volatility.			
	Insurance Risk: Transitioning to carbon-reduced or -free energy sources carries multiple risks which are relevant for insurance: 1. The installation involves building risks and can have structural consequences for property damage insurance. 2. Some installations are exposed to risks that are covered under insurance policies (e.g. damage to solar panels from extreme weather events, fire) or add risks to existing structures (e.g. the electricity transformation and feed into the grid of the factory). 3. New technologies may be used where risk-wise not much experience exists, also in terms of established risk management practice. Thus, for example, large hydrogen cells and their feeding infrastructure is new and unpracticed for many corporations.			
	Supplier Dependency: Our reliance on certain suppliers who serve as single or limited sources for critical components, raw materials and production services (e.g. sterilization) presents a notable risk to our operations. This dependency exposes Alcon to potential disruptions arising from severe weather or non-compliance with climate regulations by these suppliers. As climate-related weather events intensify, suppliers may encounter challenges in their operations due to extreme weather events, resource scarcity or non-compliance with evolving climate regulations. This risk is likely to be more pronounced in a 4°C scenario due to the likely increase in climate-related extreme weather events.			
	Manufacturing Disruption: The concentration of manufacturing for certain products at a single facility poses a significant risk to Alcon's supply chain. In the event of disruptions at these manufacturing sites, such as power grid failures or physical disruptions caused by climate-related weather events, the potential consequences could include increased costs and operational challenges. Disruptions could lead to production delays, reduced productivity and increased expenses associated with alternative sourcing or additional logistics. This risk is expected to be more pronounced in a 4°C scenario as more frequent and higher intensity climate-related weather events are expected.			

- **Responsible Procurement:** The increase in decarbonization requirements for tenders in certain regions may necessitate the increased integration of sustainability criteria and GHG reduction targets. These requirements carry the potential to significantly increase compliance costs and could present the risk of not meeting these requirements, thus being ineligible for the tender bids. This risk is expected to increase in the long term in a 1.5°C scenario due to anticipated increased climate change regulations both globally and regionally.
- **Carbon Pricing:** The potential introduction of a carbon price on GHG emissions could have a potential material impact on Alcon through increased operating and compliance costs in the medium- to long-term due to the price of the carbon tax, costs passed through from our upstream suppliers and the investments needed to implement emissions reduction measures.
- **Product End-of-Life:** The potential implementation of end-of-life regulations, such as the EU EPR legislation, poses a significant risk. These regulations focus on the disposal and recycling of products and packaging, which, given the specialized nature of medical device products, may involve intricate and costly disposal or recycling complications, increasing compliance costs. Additionally, failure to comply with the evolving end-of-life regulations can result in reputational damage and potential legal repercussions. This risk is expected to be more pronounced in the long-term in a 1.5°C scenario due to the likely increase of climate-related regulations.
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- **Insurance Risk:** Transitioning to carbon-reduced or -free energy sources carries multiple risks which are relevant for insurance:
 1. The installation involves building risks and can have structural consequences for property damage insurance.
 2. Some installations are exposed to risks that are covered under insurance policies (e.g., damage to solar panels from extreme weather events, fire) or add risks to existing structures (e.g., the electricity transformation and feed into the grid of the factory).
 3. New technologies may be used where there is limited experience in risk management and in the implementation of risk management practices. Thus, for example, large hydrogen cells and their feeding infrastructure is new and unpracticed for many corporations.
- **Supplier Dependency:** Our reliance on certain suppliers who serve as single or limited sources for critical components, raw materials and production services (e.g., sterilization) presents a notable risk to our operations. This dependency exposes Alcon to potential disruptions arising from severe weather or non-compliance with climate regulations by these suppliers. As climate-related weather events intensify, suppliers may encounter challenges in their operations due to extreme weather events, resource scarcity or non-compliance with evolving climate regulations. This risk is likely to be more pronounced in a 4° scenario due to the likely increase in climate-related extreme weather events.

- **Manufacturing Disruption:** The concentration of manufacturing for certain products at a single facility poses a significant risk to Alcon's supply chain. In the event of disruptions at these manufacturing sites, such as power grid failures or physical disruptions caused by climate-related weather events, the potential consequences could include increased costs and operational challenges. Disruptions could lead to production delays, reduced productivity and increased expenses associated with alternative sourcing or additional logistics. This risk is expected to be more pronounced in a 4° scenario as more frequent and higher intensity climate-related weather events are expected.

Transition Opportunities

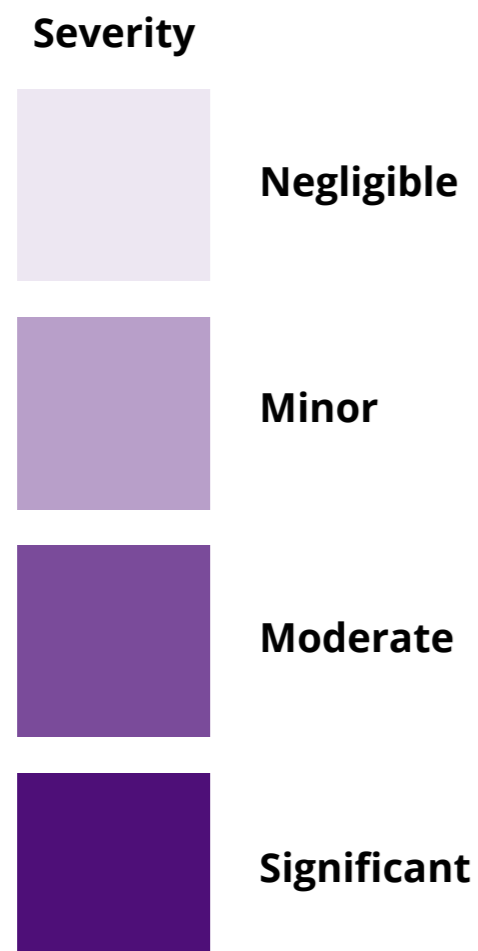
- **Renewable Energy:** An opportunity exists for Alcon to take advantage of long-term cost savings from the installation of solar panels on owned sites both in the US and globally, as well as procuring clean energy through power purchase agreements.
- **Transportation Efficiency:** Alcon can potentially decrease transportation and operational costs by maximizing route efficiency by collaborating with customers to forecast order patterns and consolidate orders, resulting in reduced fuel costs as well as reduced GHG emissions.



Physical Risk

We assessed physical risks for 2030 and 2050 time horizons, focusing on impacts from extreme weather events and changing environmental conditions. Our scenarios for physical risk analysis are based on the following Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways (SSP) 1-2.6, IPCC SSP2-4.5 and IPCC SSP5-8.5.⁶⁶ We considered the impact on our value chain including manufacturing (18 active sites) and major logistics locations (8 sites), main operations offices (5 sites) and key suppliers (10). Physical risks have been selected based on existing risk mapping⁶⁷ and using the Swiss Re Risk Data and Services (RDS) Sustainability Compass modelling tool.⁶⁸

For each location, we assessed changes to acute and chronic physical climate hazards with the RDS modelling tool for each SSP scenario and time horizon. Across our production sites, only one has shown to be at a high flood risk and another at very high Storm surge risk. For suppliers, two sites have been shown to be at a high flood risk and one at a very high Storm surge risk. The numbers are two and one respectively.



		1.5°C		
		Likelihood		
Risk Type	Risk	2030	2040	2050
Acute	Extreme Precipitation: Localized, convective storm-related rainfall over a short period of time, over-powering drainage systems, leading to flood-like events which can be accompanied by earth movements or underground erosion			
Chronic	Heat Waves: Sustained long, uninterrupted periods of heat, probing infrastructures and supplies, exercising extreme physical stress on nature and human beings			
	Drought: Desiccation of soil and over-ground water reserves and conducts, including depletion of ground water availability. General water scarcity caused by long periods without rainfall or the absence or insufficiency of water inbound from remote regions (e.g. mountains or other geographically separated water sources)			

		4°C		
		Likelihood		
Risk Type	Risk	2030	2040	2050
Acute	Extreme Precipitation: Localized, convective storm-related rainfall over a short period of time, over-powering drainage systems, leading to flood-like events which can be accompanied by earth movements or underground erosion			
Chronic	Heat Waves: Sustained long, uninterrupted periods of heat, probing infrastructures and supplies, exercising extreme physical stress on nature and human beings			
	Drought: Desiccation of soil and over-ground water reserves and conducts, including depletion of ground water availability. General water scarcity caused by long periods without rainfall or the absence or insufficiency of water inbound from remote regions (e.g. mountains or other geographically separated water sources)			

Physical Risk	Value Chain Impact	Potential Impact
Acute		
Flood	Infrastructure disruptions Damage to buildings	Inaccessibility to Alcon sites; production and distribution interruptions; damage to buildings
Extreme Precipitation	Infrastructure disruptions Damage to buildings	Inaccessibility to Alcon sites; production and distribution interruptions; load to physical building structure and water effluents
Storm	Power cuts Shutdowns Damage to infrastructure and to buildings	Business interruption and damage to buildings and infrastructure
Chronic		
Heat Waves and Heat Stress	Workforce health and work comfort Energy supply	Workforce distress and productivity could impact Alcon's production and sales capacity Stress on energy production and distribution could impact Alcon's energy supply
Drought	Water availability Energy supply	Water rationing or more onerous water sourcing could impact production
Sea Level Rise	Storm surges Flooding of access routes Structural building resistance and damages	Coastal buildings and reliance on distribution by sea could be impacted

66. Shared Socioeconomic Pathway (SSP) SSP 1-2.6; SSP 2-4.5; SSP 5-8.5
 67. Swiss Re NatCat/CatNet
 68. Swiss Re RDS for Corporates, Sustainability Compass

SSP	Future Climate Risk Scores CRS			Year
	Acute Extreme Precipitation	Chronic Heat Waves	Drought	
SSP 1-2.6	3.52	2.45	2.83	2030
SSP 2-4.5	2.73	2.23	2.58	
SSP 5-8.5	2.26	3.17	3.31	
SSP 1-2.6	3.78	2.89	2.69	2050
SSP 2-4.5	3.42	3.83	4.37	
SSP 5-8.5	4.28	6.28	4.96	

CRS 0-2 Negligible; CRS 2-4 Minor; CRS 4-6 Moderate; CRS 6-8 Significant; CRS 8-10 Severe

Table 3: Climate Risk Score changes for SSP and 2030 and 2050 time horizons (Alcon production sites portfolio view)

We have benchmarked our production assets against future Climate Risk Scores (CRS), using the Swiss Re RDS Future Risks models, focusing on Extreme Precipitation (acute risk), Heat Waves and Drought (chronic risks) (Table 3: Climate Risk Score changes for SSP and 2030 and 2050 time horizons). The Swiss Re CRS reflect changes in acute and chronic physical risk and serve as a proxy to actual weather-related catastrophes.

CRS change rates for the majority of Alcon's assets worldwide are generally in the minor range (CRS 2-4). Moderate changes (CRS 4-6) are found for heat waves and drought on the 2050 horizon. The 2050 SSP 5-8.5 scenario shows significant change (6.28) for heat waves.

Alcon sites where these trends are likely to be observed have been identified and included into our response plan to help operations adopt to climate change and better prepare for weather-related risks over time.

Potential Impacts of Climate-Related Risks and Opportunities

Alcon primarily evaluates how sustainability-related matters can affect our business through our annual enterprise risk management (ERM) process. As part of this process, we have identified that natural and man-made disasters, including climatic events and any potential effects of climate change, could disrupt our operations and those of our suppliers and result in financial, reputational and customer impacts. We have assessed the following areas where climate-related risks and opportunities may impact Alcon's business and strategy:

Operations: We regularly assess how potential business disruptions from extreme weather and natural disasters could impact our business. Key sites are periodically reviewed by a third-party and the Alcon Insurance team, including a review of current acute physical risks and mitigation recommendations. Recognizing the importance of considering sustainability in the planning stages of projects, we have incorporated an environmental impact assessment into our manufacturing capital investment approval process since 2021.

Products and Services: Alcon may experience increased costs and complications due to potential end-of-life regulations of medical device products. Alcon may also face increased compliance costs from potential regulatory action and pressure to reduce the carbon footprint associated with plastics used in products or packaging, including microplastics. Additionally, we may be unable to use recycled and low carbon materials for products or packaging due to the need to prioritize safety and durability in medical device products. Alcon has identified resource efficiency as an opportunity by reducing packaging waste, eliminating Styrofoam, substituting virgin packaging material with recycled material and reusing byproduct where feasible and applicable.

Supply Chain: As part of the scenario analysis process undertaken, we identified single-source supplies and manufacturing disruptions as potential risks present across our operations and value chain. As climate-related weather events intensify, suppliers may encounter challenges or disruptions in their operations due to extreme weather events, resource scarcity or non-compliance with evolving climate regulations. Likewise, increased disruptions across transportation routes are likely due to increased climate-related weather events. To mitigate this risk, we are building in resiliency plans and redundancies across our supply chain.

Adaptation and Mitigation Activities: Due to the likelihood of increased climate-related regulations, such as a carbon price, Alcon is at risk of increased compliance and operating costs. Alcon is also working on our adaptation and mitigation approach for impending legislation mandating reporting requirements, including the Corporate Sustainability Reporting Directive (CSRD) from the European Union, and plans to disclose on progress in future reporting.

Research and Development: As climate change can increase droughts and water scarcity, there is growing scrutiny on use of water in manufacturing processes. Pressure from regulators, consumers and other stakeholders to find alternatives or green solutions to reduce our use of natural resources is escalating. In the EU, for example, end-of-life and plastics regulations and taxes are increasingly being introduced and pose significant compliance risk to our business. To address these challenges, we have embedded sustainability into our product development process through the ESS, which provides quantitative data on manufacturing-related emissions to air, water and waste. We also measure emissions intensity at each product development stage, including the early stage of research and development. This data can be used to assess potential performance improvements in those areas. Additionally, in 2024, we began our journey toward life cycle assessments (LCAs) of our products and plan to pilot in-house LCA studies in 2025. These comprehensive assessments will help us identify the levers most likely to drive reductions in our environmental footprint.

Risk Management

Processes for Identifying and Assessing Climate-Related Risks

Alcon primarily identifies and assesses climate-related risks through our ERM process. The potential risks we identify are integrated into our business planning, including investments in reducing safety and health risks to our associates and reducing our impact on the environment. Consideration of such risks is implemented as part of operating and investment decision-making processes in all aspects of the business. Our senior leadership team and Board of Directors manage and mitigate risks to our business and financial performance, including climate-related risks. The GNC is responsible for reviewing and providing guidance on the company's climate change-related programs and policies as part of its wider sustainability oversight. Sustainability is a subject discussed at least annually by the full Board, and sustainability-related topics are a standing agenda item at GNC meetings.

Outside of our ERM process, Alcon quarterly convenes a SIS Risk Management group to identify, analyze and advise leadership on potential social and environmental risks impacting the enterprise. Findings have helped influence management decision-making such as a more robust TCFD cross-functional alignment and have allowed progress on reporting.

Alcon has also conducted a qualitative scenario analysis to identify climate-related risks and determine their significance in relation to other risks. The qualitative scenario analysis was conducted by identifying and prioritizing climate-related risks and opportunities across two NGFS scenarios: Net Zero by 2050 (1.5°C) and Current Policies (4°C). To evaluate the potential size and scope of climate risks through scenario analysis, we utilized a comprehensive framework that considers multiple dimensions:

- **Magnitude:** Assesses the intensity of the impact, ranging from severe to minor. The severity is defined qualitatively, taking into account factors such as revenue loss and increased costs, negative long-term media coverage and decreased market share.
- **Likelihood:** Evaluates the probability of the risk or opportunity materializing.
- **Time Horizon:** Evaluates how quickly Alcon would be impacted, considering the years 2030, 2040 and 2050.

For each scenario, we identified single-source suppliers and manufacturing disruptions as potential risks present across our operations and value chain. This introduces consideration of complexities due to the uncertainty surrounding government and consumer decisions, economic trends and the resulting physical climate impacts. Alcon's process to determine the significance of climate-related risks assesses the relative impact of the risk on Alcon's operations and value chain across short-, medium- and long-term time horizons, and prioritizes risks based on the magnitude and likelihood of each risk or opportunity. By evaluating multiple scenarios, Alcon can consider a range of possibilities and future outcomes between 1.5°C and 4°C scenarios.

The potential risks we identify through these processes are integrated into our business planning, including investments in reducing safety and health risks to our associates and reducing our impact on the environment. We also have dedicated resources to monitor legislative and regulatory developments and emerging issues to anticipate future requirements and undertake policy advocacy when strategically relevant. Identified risks include a potential price on carbon, the potential implementation of end-of-life regulations such as the EU EPR legislation and the increase in decarbonization requirements for tenders in certain regions.

We also recognize the importance of staying ahead of both existing and emerging regulatory requirements, including those related to environmental issues such as climate change and emissions. To address this, we launched our Global Regulatory Surveillance Project, a structured approach to manage our non-financial compliance obligations across over 60 countries. This initiative includes monitoring regulatory changes that encompass environmental practices and other relevant factors, ensuring compliance with evolving local and global standards. Alcon's compliance framework includes a centralized database of regulations, visual tools like a global map of compliance obligations and a biannual review process to keep the system updated and aligned with current and future regulatory challenges. This proactive approach supports our commitment to transparency, accountability and responsible business practices.



Managing Climate-Related Risks

Our senior leadership team and Board of Directors are focused on managing and mitigating various risks to our business and financial performance, including environmental risks. Such risk management topics are reviewed and discussed on an annual basis among our leadership team across the entire organization. Consideration of such risks is implemented as part of operating and investment decision-making processes in all aspects of the business.

Climate-Related Risk	Management Approach
Transition Risk	
Decarbonization Requirements	We incorporate sustainability into our product development process through our ESS. The ESS measures emissions intensity and other environmental KPIs at each development stage, including the early stage of research and development. This data can be used to assess potential environmental performance improvements. Additionally, in 2024, we began our journey toward LCAs of our products and plan to pilot in-house LCA studies in 2025. These comprehensive assessments will help us identify the levers most likely to drive reductions in our environmental footprint. Given the significant share of Scope 3 in Alcon's total GHG emissions, we recognize the need to establish a reduction target. We plan to define this target in 2025, along with developing a roadmap and action plan for decarbonizing Scope 3 emissions. Alcon does not currently utilize carbon offsets.
Carbon Pricing	By 2030, we are committed to being carbon neutral across our global operations for Scope 1 and Scope 2 emissions. Alcon will achieve our carbon neutral goal utilizing three main mechanisms: <ul style="list-style-type: none"> • Energy efficiency improvements—by using and strategically procuring renewable energy and developing energy projects. • Renewable energy procurement—by procuring renewable energy over the next four to five years, located in regions which contribute the most to our total Scope 2 emissions globally. • Electrification of our sales fleet—by incorporating hybrid and electric vehicles into our sales fleet. <p>As we plan to define a Scope 3 decarbonization roadmap, we will identify the Scope 3 levers that can be actioned in the future.</p>
End-of-Life Regulations	Alcon has identified resource efficiency as an opportunity by reducing packaging waste, eliminating Styrofoam, substituting virgin packaging material with recycled material and reusing byproduct where feasible and applicable.
Reliance on Non-renewable Resources	Alcon is reducing energy consumption, transitioning to renewable energy sources and adopting responsible business policies and procedures. As part of this, Alcon will utilize power purchase agreements as a mechanism to achieve our goal to being carbon neutral across our global operations for Scope 1 and Scope 2 emissions.

Climate-Related Risk	Management Approach
Transition Risk	
Insurance Risk	Alcon's risk management response for such transitions risks is to adapt our insurance coverage for adequately protecting such installations and cover associated risks. Nevertheless, Alcon could risk seeing insurers not sufficiently cover such energy transition measures, both in terms of insured limits and restrictive insurance conditions. And in general risk management terms, such energy technology adds a new layer of risk management not necessarily familiar to companies (despite the fact that many technical aspects are outsourced to specialized providers). <p>When Alcon's Insurance team and third-party insurers visit sites for regular risk engineering reviews, new energy-related assets are inventoried and assessed. The objective is always to then include these into the existing insurance coverage for the concerned site. Insurers provide risk management recommendations which Alcon reviews and implements where indicated.</p> <p>In situations where Alcon joins clean energy initiatives with third parties, we look into the legal setup and how insurance coverage is organized.</p>
Operations	Yearly, the Senior Vice President of MTO gives an overview to the Board of Directors Audit and Risk Committee on business continuity that includes single source manufacturing risk (i.e., products that can only be made at one facility) and related mitigations. To further address this risk, each production site has a Business Continuity Plan that provides the site guidance on what to do when faced with a disaster such as a climate-related weather event, to limit the impact of disruptions. These site-specific plans are reviewed yearly.
Supply Chain	We are working with EcoVadis to track, manage and engage our suppliers on environmental, social and other SIS-related KPIs. Since its launch in 2021, we have implemented the program with our key suppliers and have trained Alcon's buyers on using the tool. This integration with suppliers will help us in measuring Scope 3 emissions. It will also enable us to integrate suppliers' performance into our strategic sourcing process and help us engage and encourage them to reduce energy consumption, emissions and resource use, as well as share best practices. <p>To mitigate this risk, we are building resiliency plans and redundancies.</p>

For physical risks, management reviews these on a site basis as part of our insurance risk management process. Treasury performs the risk engineering visits with our current lead property insurance provider on an annual basis. The on-site visits are conducted together with our local teams and results are shared on the site level as well as with the larger MTO/HSE organization. All production sites are visited approximately every three years, and risk improvement recommendations are followed up yearly to check progress and implementation.

Metrics and Targets

Alcon is committed to being carbon neutral across our global operations (Scope 1 and Scope 2 emissions) by 2030. We have also established site-level environmental goals at our facilities, including energy and carbon emissions reduction goals. We are working to achieve carbon neutrality across global operations for our Scope 1 and Scope 2 emissions by 2030 by reducing energy consumption and transitioning to renewable energy sources wherever possible. We strive to minimize the environmental impact of our business activities by adopting responsible policies, procedures and practices that promote the efficient use of resources and protect the environment. Through this work, we reduced our Scope 1 and Scope 2 emissions by 12.21% in 2024 compared to 2023.

To measure and manage progress against climate risk mitigation strategies and targets, we use changes in climate-related indicators such as Scope 1 and 2 emissions, as well as waste, water, energy and product life cycle metrics.

Alcon's GHG Inventory Management Plan (IMP) describes the processes and procedures implemented to prepare a corporate-wide GHG emissions inventory for Scope 1 and Scope 2 emissions.

The IMP outlines the data, methodologies and tools required to perform the annual GHG inventory. The document also identifies the procedures that are used for the estimation of emissions when primary data is not available. The IMP directs data collection, data management, emissions quantification and reporting to facilitate accuracy, consistency, comparability and transparency.

For more details on our environmental data management system, GHG emissions and performance, please refer to the Climate Change and GHG Emissions section of this report on page 24, as well as our Social Impact and Sustainability Performance Data on pages 47-51. The Alcon Basis of Preparation document is informed by the GRI and the Greenhouse Gas Protocol for Scope 1 and Scope 2.

Scope 3

We aspire to disclose Scope 3 emissions and to establish emissions targets for both 2040 and 2050, in alignment with the Swiss Ordinance on Climate Disclosures and the associated Swiss Climate Goals.⁶⁹ We will continuously refine our strategy and provide an annual update on progress.

Given the significant share of Scope 3 in Alcon's total GHG emissions, we recognize the need to establish a reduction target. We are working toward defining this target, along with a roadmap and action plan for decarbonizing Scope 3 emissions. We will also consider estimating the associated costs to deliver against any future Scope 3 target when it is defined. In the interim, Alcon's short-term goal for Scope 3 is to refine emissions data for its priority categories—that is, purchased goods and services along with upstream transportation and distribution.

Additional Environmental Metrics

Energy Efficiency Improvement. As part of our efforts toward energy efficiency, Alcon manufacturing sites are tasked with identifying an annual target for energy savings and specific projects to be implemented. This target is documented in the Global and Site Annual HSE Plan.

Waste Diversion. Another of our goals is to divert 100% of non-hazardous waste generated at manufacturing sites and distribution centers from landfills by 2030. In 2024, we achieved a landfill diversion rate of 96.74%.

Remuneration

The Board's Compensation Committee is responsible for designing the remuneration system and defining individual remuneration packages. Alcon's compensation structure, including executive remuneration, considers progress toward SIS commitments through the short-term incentives plan.

Alcon Operational Footprint

Additional information on Alcon's Operational Footprint is available in the Energy, Climate Change and GHG Emissions and Waste sections of this report.

Conclusion

Alcon is driven by our company-wide purpose—helping people around the world **See Brilliantly**. This purpose inspires our pursuit of innovation, our investments in training and education, our promise of unwavering quality for customers and patients and our support for communities and the planet we share. Our vision for the world includes being responsible stewards of our resources. Across the enterprise, from manufacturing and facility operations to product design and packaging, we are implementing projects to reduce the environmental impact of our activities.

We recognize the importance of identifying and measuring and climate-related risks and opportunities. To that end, we established internal systems to assess current and future risk—whether transition or physical—and have worked to integrate management of climate-related risks into our broader ERM processes. We have also committed to carbon neutrality across our global operations (Scope 1 and 2) by 2030 and aspire to include Scope 3 emissions targets for both 2040 and 2050.

Looking forward, we plan to continue operationalizing our climate risk strategy, including quantifying potential financial impacts and enhancing our public disclosures to Alcon stakeholders.

Annual Energy Targets (GJ)	2022	2023	2024
	37,611	13,295	20,496

69. Switzerland Ordinance on Climate Disclosure: [Ordinance on Climate Disclosures](#) and the Federal law on climate protection targets, innovation and strengthening energy security [BBl 2022 2403 - Bundesgesetz über die Ziele im K...](#) | [Fedlex](#)

C. Climate Transition Plan (CTP) Key Terms

The following pages give an overview of the key terms of Alcon's first CTP, which will evolve over time.

Our Commitments

By 2030, we are committed to being carbon neutral across our global operations for Scope 1 and Scope 2 emissions. Given the significant share of Scope 3 in Alcon's total GHG emissions, we recognize the need to establish an emission reduction target for both 2030 and 2050 and are working toward defining this target, along with a roadmap and action plan for decarbonizing Scope 3 emissions.

Applicable Regulations and Standards

Headquartered in Switzerland, Alcon is subject to Swiss law, notably the Swiss Ordinance on Climate Disclosure, which requires companies to report on climate-related topics. The first climate transition plan is the foundation of Alcon's aspiration to embark on a decarbonization pathway. Moreover, this plan will also serve as a basis to meet future requirements of other regulations applicable to Alcon, notably the EU Corporate Sustainability Reporting Directive (CSRD).

Decarbonization Pathways and Levers

Alcon plans to achieve its carbon neutral goal covering Scope 1 and 2 utilizing notably the following three mechanisms:

- **Energy efficiency improvements** by using and strategically procuring renewable energy and developing energy projects. In 2024, we reduced our total Scope 1 and 2 GHG emissions by 12.2% compared to 2023 by securing the physical delivery of renewable energy to our Fort Worth campus and Houston manufacturing site.
- **Renewable energy procurement** by executing renewable energy purchases over the next four to five years located in regions which contribute the most to our total Scope 2 emissions globally.
- **Electrification of our sales fleet** by incorporating hybrid and electric vehicles into our sales fleet.

As we plan to define a Scope 3 decarbonization roadmap, we will identify the Scope 3 levers that can be actioned in the future.

Building on our collaboration with EcoVadis, which we launched in 2021, and the insights received from this platform, we are working to define a Scope 3 decarbonization roadmap.

On top of these, Alcon also looks to minimize our emissions footprint by incorporating sustainability into our product development process. We measure products' emissions intensity and other key environmental performance indicators such as water, energy use, and waste at each development phase, including the early stage of the R&D phase using our Environmental Sustainability Scorecard (ESS). Today, all products in the stage-gate process must have an ESS, and Alcon is taking steps towards bringing Life Cycle Assessment (LCA) capabilities in-house.

We note, however, that the successful execution of our plan may face challenges and uncertainties arising from external factors that we cannot entirely control and that will evolve over time.

Climate-Related Risks and Opportunities

We are aware of the business risks from climate change, and we continuously monitor environment-related risks and opportunities that may impact our business over the short-, medium- and long-term. The nature of these risks depends on both the physical aspects of climate change as well as market regulations, pressure to reduce our carbon footprint and our ability to understand and respond to rapidly evolving developments. Our identified risks include regulatory risks and risks related to resource use, whereas climate change also represents an opportunity for cost reduction. Cost savings for Alcon and our customers could be achieved through energy efficiency initiatives and efforts to reduce our use of raw materials in both device manufacturing and packaging. Additionally, energy consumption throughout our supply chain also has implications for climate change and product costs.

For a more comprehensive overview of our climate-related risks and opportunities, please refer to our TCFD Disclosure section on pages 55-64 of this report.

Transition Plan Governance

The Board approves the climate-related targets, including Alcon's carbon neutral goal, and will approve the climate transition plan and oversee its execution. The Governance and Nomination Committee is responsible for reviewing and providing guidance on the company's climate change-related programs and policies as part of its wider sustainability oversight. Alcon's Global Environmental Sustainability Committee is responsible for annually identifying and managing our environmental reporting to the ESG Steering Committee, which is accountable for the development and execution of the actions identified to deliver on our climate transition plan by ensuring appropriate resource allocation for the effective execution of the plan.

Climate targets, and more specifically Scope 1 and 2 commitments, are integrated into the organization's objectives, which play a role in the performance metrics and short-term incentive payouts for senior executives of the company, including the CEO.

Metrics and Targets

Alcon's GHG inventory and reporting is prepared following the methods aligned with the World Resources Institute and the World Business Council on Sustainable Development's **The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol)**, revised edition; 2004 and its annexes. Alcon monitors the following key metrics and performance, which are shared with our Executive Leadership Team during the Annual HSE Management Review and reported externally in the Social Impact and Sustainability Report:

- **Energy Consumption** is the energy (natural gas, fuel oil and electricity) utilized by Alcon's global operations and is reported and tracked in the HSE Data Management System (DMS).
- **Energy Usage Intensity** is the metric reported externally to demonstrate the energy efficiency performance of our global operations.
- **GHG Emission Intensity** is the metric reported externally to demonstrate the emission efficiency performance of our global operations.

Energy Data	2022	2023	2024
Energy Usage Intensity (GJ/million units produced)	730	717	722
Total Energy Consumption Within the Organization (GJ)	3,048,079	3,104,115	3,093,039
Total Reduction in Energy Consumption Achieved Through Conservation and Efficiency Initiatives (GJ)	71,619	87,051	54,294

Emissions Data	2022	2023	2024
Total Scope 1 and 2 GHG Emissions (tCO ₂ e)	256,010	233,482	204,978
GHG Emissions Intensity Ratio—On-Site Generated Energy (t/TJ)	51	50	49
GHG Emissions Intensity Ratio—Purchased Energy (t/TJ)	92	78	64


Target Setting: Manufacturing sites identify an annual target for energy savings and specific projects to be implemented. This target is documented in the Global and Site Annual HSE Plan.

Alcon plans to refine Scope 3 data so we have clarity on our impact and can use this data as a baseline to set a Scope 3 target.

Annual Energy Savings Targets (GJ)	2022	2023	2024
Performance	37,611	13,295	20,496
Performance	71,600	87,000	51,900
Performance Status	Exceeded	Exceeded	Exceeded

Independent practitioner's limited assurance report


on the selected 2024 sustainability indicators (including GHG emissions) included in Swiss Transparency on Non-Financial Matters Index to the Board of Directors of Alcon Inc, Fribourg, Switzerland

We have been engaged by Board of Directors to perform assurance procedures to provide limited assurance on the selected 2024 sustainability indicators (Annex A) of Alcon Inc as disclosed in the Swiss Transparency on Non-Financial Matters Index – A. Index within the Social Impact and Sustainability 2024 Report for the period from 1 January 2024 to 31 December 2024. All selected 2024 sustainability indicators are identifiable by the check mark .

Criteria

The selected 2024 sustainability indicators (including GHG emissions) were prepared by Alcon Inc (the 'Company') based on the Alcon Basis of Preparation on <https://investor.alcon.com/Swiss-Non-Financial-Matters-Report-Basis-of-Preparation> defining those principles and methodologies, by which the related indicators are internally gathered, collated and aggregated. The Alcon Basis of Preparation document is informed by the Global Reporting Initiative (GRI), the Greenhouse Gas Protocol for Scope 1 and Scope 2 and by internally developed metrics as disclosed in the Basis of Preparation on <https://investor.alcon.com/Swiss-Non-Financial-Matters-Report-Basis-of-Preparation>. The Report was prepared to adhere to articles Art. 964a to 964c of the Swiss Code of Obligations.

Inherent limitations

The accuracy and completeness of the selected 2024 sustainability indicators (including GHG emissions), with the check mark , are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the selected 2024 sustainability indicators (including GHG emissions) is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the selected 2024 sustainability indicators (including GHG emissions) and the values needed to combine e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the Alcon Basis of Preparation used by Alcon Inc, its definitions and procedures in the document "Basis for preparation, Alcon 2024 Non-Financial Matters Report".

Board of Directors' responsibility

The Board of Directors of Alcon Inc is responsible for preparing and presenting the selected 2024 sustainability indicators (including GHG emissions) in accordance with Alcon Basis of Preparation document. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation of the selected 2024 sustainability indicators (including GHG emissions) that are free from material misstatement, whether due to fraud or error. Furthermore, the Board of Directors is responsible for the selection and application of the Alcon Basis of Preparation and adequate record keeping.

Independence and quality management

We are independent of the Alcon Inc in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

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PricewaterhouseCoopers SA applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to perform an assurance limited engagement and to express a conclusion on the selected 2024 sustainability indicators (including GHG emissions). We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the selected 2024 sustainability indicators (including GHG emissions), with the check mark ✓, were not prepared, in all material aspects, in accordance with the Alcon Basis of Preparation.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement under ISAE 3000 (Revised) and ISAE 3410 is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

We performed the following procedures :

- Reviewing the Alcon's policies, manuals and Basis of Preparation;
- Interviewing Alcon's representatives at Group and entity level from the Management, Sustainability (environment and social), Human Resources, Health & Safety and Environment;
- Inquiring of personnel responsible for the preparation and presentation of the Report regarding the preparation process and selection of the selected 2024 sustainability indicators in the Report;
- Evaluating the appropriateness and consistency of the reporting Criteria used and selected 2024 sustainability indicators (Annex A) in the Sustainability Report subject to our limited assurance engagement;
- Analytical evaluation of selected 2024 sustainability indicators;
- Performance of site visits as part of the understanding of processes and guidelines for data collection at the following locations: Grosswaldstadt, Germany and Fort Worth, Texas;
- Inspecting the relevant documentation on a sample basis;
- Performing tests of details on a sample basis of evidence supporting the selected 2024 sustainability indicators with the check mark ✓ concerning completeness, accuracy, adequacy and consistency;
- Evaluating the disclosures in, and overall presentation of, the selected indicators information through critical reading of the Swiss Transparency on Non-Financial Matters Index.


We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion


Based on the work we performed, nothing has come to our attention that causes us to believe that the selected 2024 sustainability indicators (including GHG emissions), with the check mark ✓, of Alcon Inc in the Swiss Transparency on Non-Financial Matters Index – A. Index, are not prepared, in all material respects, in accordance with the suitable Alcon Basis of Preparation.

Reporting on Other Information

The other information comprises all information in the 2024 Social Impact and Sustainability Report, other than the selected 2024 sustainability indicators with the check mark ✓, is presented by the Board of Directors to provide

additional information. Such information has not been subjected to the assurance procedures applied in the limited assurance engagement of the selected 2024 sustainability indicators (including GHG emissions), with the check mark , and accordingly, we express no conclusion on it.

Restriction of use and purpose of the report

This report is prepared for, and only for, the Board of Directors of Alcon Inc, and solely for the purpose of reporting to them on the selected 2024 sustainability indicators (including GHG emissions) with the check mark  as presented in the Swiss Transparency on Non-Financial Matters Index and no other purpose. We do not, in giving our conclusion, accept or assume responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the Alcon Basis of Preparation, to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the selected 2024 sustainability indicators (including GHG emissions) without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we will not accept or assume responsibility to anyone other than the Board of Directors of Alcon Inc. for our work or this report.

PricewaterhouseCoopers SA



Claudia Benz



Sidi Tangara

Genève, 24 March 2025

The maintenance and integrity of Alcon Inc's website and its content are the responsibility of the Board of Directors; the work carried out by us as the assurance practitioner does not involve consideration of the maintenance and integrity of the Alcon Inc's website, accordingly, we accept no responsibility for any changes that may have occurred to the reported selected 2024 sustainability indicators (including GHG emissions) or Basis of Preparation, Alcon 2024 Non-Financial Matters Report since they were initially presented on the website.

Annex A – Selected 2024 sustainability indicators subject to limited assurance

Selected 2024 sustainability indicators in Scope	Related GRI Standard
Scope 1 GHG emissions	GRI 305-1 GHG Protocol
Scope 2 GHG emissions	GRI 305-2 GHG Protocol
Year-over-Year Reduction in Scopes 1 and 2 GHG Emissions	GRI 305-5 GHG Protocol
Non-hazardous Waste Landfill Diversion Rate	GRI 306-4(c)
ISO 14001 – Certified Sites	ISO 14001
Students (Prekindergarten through Twelfth Grade) Screened Through the Alcon Children’s Vision Program in 2024	GRI 413-1
Number of Surgeons Trained in Alcon’s PD Program in 2024	GRI 413-1
Surgical Recall Rate	GRI 416-1
Vision Care Recall Rate	GRI 416-1
Facilities Participating in Third-Party Audit Programs for Manufacturing and Product Quality	GRI 416
Tier 1 Suppliers Participating in Third-Party Audit Programs for Manufacturing and Product Quality	GRI 416
Female Representation in Global Workforce	GRI 405-1(b)
Female Representation in Management	GRI 405-1(b)
Female Representation on the Board of Directors	GRI 405-1
Amount of Dollars Invested by Alcon in 2024 for Benchmarking Benefits Globally	GRI 2-20
Amount of Dollars Invested by Alcon in 2024 for Benchmarking Compensation Globally	GRI 2-20
Total Recordable Case Rate	GRI 403-9(a&b)
Lost Time Incident Rate	GRI 403-9(a&b)
Fatality rate	GRI 403-9(a&b)
Associate Code of Business Conduct Training Completions Rate	GRI 205-2
Grievances Filed	GRI 2-16
Grievances Substantiation Rate	GRI 2-16



2024 Social Impact
and Sustainability Report

Reporting Frameworks

Alcon

SASB Index

Topic	Accounting Metric	Alcon's Response
Affordability and Pricing	HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the US Consumer Price Index
	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or their agents
Product Safety	HC-MS-250a.1	Number of recalls issued; total units recalled
	HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database
	HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience
Ethical Marketing	HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products

GRI Index

GRI Disclosure	Disclosure Title	Location/Notes
General Disclosures		
GRI 2-1	Organizational details	See our 2024 Annual Report .
GRI 2-2	Entities included in the organization's sustainability reporting	This report covers all Alcon business entities and consolidated subsidiaries. For more information, see the Group Structure and Shareholders section of our 2024 Annual Report .
GRI 2-3	Reporting period, frequency and contact point	Period: January 1 through December 31, 2024 Publication date: March 2024 Frequency: Annual Contact: sis.team@alcon.com
GRI 2-4	Restatement of information	Any restatements of information are disclosed via the Basis of Preparation.
GRI 2-5	External assurance	Alcon currently conducts external limited assurance of the Swiss NFM elements of our Sustainability and Social Impact Report via PwC.
GRI 2-6	Activities, value chain and other business relationships	See the About Alcon section and our 2024 Annual Report .
GRI 2-7	Employees	Total number of associates: 25,599 <ul style="list-style-type: none"> • Number of permanent associates: 23,647 • Number of temporary associates: 1,952 • Number of full-time associates: 25,111 • Number of part-time associates: 488 • Total number of contractors: 2,438 • Total number of associates (Asia) 7,954 • Total number of associates (Europe) 6,444 • Total number of associates (LATAM): 1,205 • Total number of associates (North America): 9,996 For more employee diversity data, please see Social Impact and Sustainability Performance Data . ^{70,71,72,73,74}
GRI 2-8	Workers who are not employees	As of December 31, 2024, Alcon engaged 2,438 contract workers including external sales representatives, specialty consultants, warehouse clerks and customer care associates, among other service providers.
GRI 2-9	Governance structure and composition	See Social Impact and Sustainability Performance Data, the Governance and Committee Composition pages of our Investor Relations website and our 2024 Annual Report .
GRI 2-10	Nomination and selection of the highest governance body	See the Governance and Nomination Committee charter .
GRI 2-11	Chair of the highest governance body	See our 2024 Annual Report and the Committee Composition page of our Investor Relations website .
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	See the Corporate Governance section and Governance and Nomination Committee charter .
GRI 2-13	Delegation of responsibility for managing impacts	See the Corporate Governance section and Governance and Nomination Committee charter .

70. The number of part-time associates represents the full-time equivalent of part-time associates.
 71. Region mapping is reflective of geographical location as opposed to Alcon market.
 72. Region mapping is reflective of geographical location as opposed to Alcon market.
 73. Region mapping is reflective of geographical location as opposed to Alcon market.
 74. Region mapping is reflective of geographical location as opposed to Alcon market.

GRI Disclosure	Disclosure Title	Location/Notes
General Disclosures		
GRI 2-14	Role of the highest governance body in sustainability reporting	The Governance and Nomination Committee of Alcon's Board of Directors reviewed and approved this report.
GRI 2-15	Conflicts of interest	See our Code of Business Conduct and the Regulations of the Board of Directors, its Committees and the Executive Committee of Alcon Inc.
GRI 2-16	Communication of critical concerns	See the Business Ethics section and the Information Policy section of our 2024 Annual Report. Alcon is not able to disclose the number and nature of critical concerns as it is proprietary and confidential.
GRI 2-17	Collective knowledge of the highest governance body	See the Board of Directors Composition section of our 2024 Annual Report.
GRI 2-18	Evaluation of the performance of the highest governance body	See the Board Evaluation and Education section of our 2024 Annual Report.
GRI 2-19	Remuneration policies	See the Compensation section of our 2024 Annual Report and the Compensation Committee charter.
GRI 2-20	Process to determine remuneration	See the Compensation section of our 2024 Annual Report and the Compensation Committee charter.
GRI 2-21	Annual total compensation ratio	Alcon does not disclose this metric publicly.
GRI 2-22	Statement on sustainable development strategy	See the Message from the CEO.
GRI 2-23	Policy commitments	See our Code of Business Conduct, Third Party Code of Conduct and Global HSE Policy, as well as our Responsible Business Practices webpage.
GRI 2-24	Embedding policy commitments	We discuss our approach to embedding policy commitments for responsible business conduct throughout this report. For example, see the Health and Safety and Business Ethics sections of this report.
GRI 2-25	Processes to remediate negative impacts	We discuss our managerial and programmatic approach to addressing material environmental, social and governance issues throughout this report. For example, see the Reducing Product-Related Environmental Impacts section.
GRI 2-26	Mechanisms for seeking advice and raising concerns	See the Business Ethics section and our Code of Business Conduct.
GRI 2-27	Compliance with laws and regulations	See the Business Ethics section.
GRI 2-28	Membership associations	Alcon is a member of many chambers of commerce and medical devices and pharmaceutical industry associations in key markets. Examples of our memberships include AdvaMed, Medical Device Manufacturers Association, APACMed, MedTech Europe, Euromcontact, COCIR, Swiss Medtech, SwissHoldings, Consumer Healthcare Products Association, Global Business Alliance, Contact Lens Institute, Health Care Alliance for Patient Safety, The Vision Council, AdvaMed China and ABIMED Brazil.
GRI 2-29	Approach to stakeholder engagement	Alcon's Social Impact and Sustainability Working Group is responsible for identifying and engaging stakeholders on sustainability-related matters.
GRI 2-30	Collective bargaining agreements	9% of Alcon's associates were covered by collective bargaining agreements in 2024.

GRI Disclosure	Disclosure Title	Location/Notes
Material Topics		
GRI 3-1	Process to determine material topics	See the Corporate Governance section.
GRI 3-2	List of material topics	See the Corporate Governance section.

GRI Disclosure	Disclosure Title	Location/Notes
Product Quality and Patient Safety		
GRI 3-3	Management of Material Topic	See the Corporate Governance section.
N/A	N/A	Product Quality and Patient Safety Alcon discloses SASB metrics related to product safety. See the Product Quality and Patient Safety section and Social Impact and Sustainability Performance Data (Product Quality and Quality Management System) for the number of recalls issued, number of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database, number of fatalities related to products as reported in the FDA manufacturer and user fatality device experience, and the number of FDA-enforced actions taken in response to violations of current Good Manufacturing Practices.

GRI Disclosure	Disclosure Title	Location/Notes	
Ethics and Compliance			
GRI 3-3	Management of Material Topic	See the Business Ethics section.	
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	See the Business Ethics section.
	205-2	Communication and training about anti-corruption policies and procedures	See the Business Ethics section.

GRI Disclosure	Disclosure Title	Location/Notes
Environmental Compliance		
GRI 3-3	Management of Material Topic	See the Reducing Our Operational Footprint section.
N/A	N/A	Environmental Compliance See GRI 2-27.

GRI Disclosure	Disclosure Title	Location/Notes
Customer Privacy and Cybersecurity		
GRI 3-3	Management of Material Topic	See the Cybersecurity and Data Privacy section.
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

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GRI Disclosure	Disclosure Title	Location/Notes
Health and Safety		
GRI 3-3	Management of Material Topic	See the Health and Safety section.
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system
	403-2	Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services
	403-4	Worker participation, consultation and communication on occupational health and safety
	403-5	Worker training on occupational health and safety
	403-6	Promotion of worker health
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
	403-8	Workers covered by an occupational health and safety management system
	403-9	Work-related injuries
	403-10	Work-related ill health

GRI Disclosure	Disclosure Title	Location/Notes
Human Rights		
GRI 3-3	Management of Material Topic	See the Business Ethics section and our Global Human Rights Policy .
GRI 408: Child Labor 2016	408-1a	Operations considered to have significant risks for incidents of child labor
	408-1a	Suppliers considered to have significant risks for incidents of child labor
	408-1b	Operations considered to have significant risks for incidents of young workers exposed to hazardous work
	408-1b	Suppliers considered to have significant risks for incidents of young workers exposed to hazardous work

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GRI Disclosure	Disclosure Title	Location/Notes
Innovation/Medical Innovation		
GRI 3-3	Management of Material Topic	See the Medical Innovation section.
N/A	N/A	Medical Innovation

We incurred \$876 million in R&D expenses in 2024 to create innovative products that meet our customers' and patients' needs. See the Medical Innovation section and Social Impact and Sustainability Performance Data (Medical Innovation) for the number of first-to-market launches and product approvals.

GRI Disclosure	Disclosure Title	Location/Notes
Access, Affordability and Pricing		
GRI 3-3	Management of Material Topic	See the Medical Innovation section.
N/A	N/A	Access, Affordability & Pricing

Alcon discloses SASB metrics related to access, affordability and pricing. See the Access, Affordability and Pricing section and Social Impact and Sustainability Performance Data (Affordability and Pricing) for the ratio of weighted average rate of net price increases (for all products) to the annual increase in the US Consumer Product Index and for a description of how price information for each product is disclosed to customers or to their agents.

GRI Disclosure	Disclosure Title		Location/Notes
Pay Equity			
GRI 3-3	Management of Material Topic		See the Diversity and Inclusion section.
Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	See Social Impact and Sustainability Performance Data (Diversity and Inclusion).

GRI Disclosure	Disclosure Title		Location/Notes
Corporate Governance			
GRI 3-3	Management of Material Topic		See the Corporate Governance section.
N/A	N/A	Corporate Governance	See our 2024 Annual Report , Governance website and Social Impact and Sustainability Governance section.

GRI Disclosure	Disclosure Title		Location/Notes
Compensation and Benefits			
GRI 3-3	Management of Material Topic		See Inclusive Culture and Engagement section.
GRI 401: Employment 2016	401-1	New Employee Hires and Employee Turnover	In 2024, Alcon had 3,265 new hires. See Social Impact and Sustainability Performance Data (Diversity and Inclusion and Talent Attraction and Retention).
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	In the US, all regular associates working at least 20 hours a week are eligible for all benefits, including paid parental leave. Regular associates working less than 20 hours per week are eligible to participate in Alcon's US retirement plans but are not entitled to other benefits. Temporary employees are not eligible for US benefits. Outside the US, there are some limited differences in benefits for full-time vs. part-time regular employees, but this is country- and benefit-specific. In addition, it is a common practice to include fixed-term temporary employees in Alcon's benefit programs (this varies from country to country). See Talent Attraction and Retention for more information about our global benefits.
	401-3	Parental Leave	Parental Leave—US Only Data Total number of associates who were entitled to parental leave: • Female: 4,218 • Male: 5,544 Total number of associates who took parental leave: • Female: 138 • Male: 178 Total number of associates who returned to work in the reporting period after parental leave ended: • Female: 137 • Male: 170 Total number of associates who returned to work after parental leave ended that were still employed 12 months after their return to work: • Female: 110 • Male: 152 Return-to-work rate of associates who took parental leave: • Female: 99.28% • Male: 95.51%

GRI Disclosure	Disclosure Title		Location/Notes
Product-Related Waste			
GRI 3-3	Management of Material Topic		See Reducing Product-Related Environmental Impact section.
GRI 301: Materials 2016	301-1	Materials Used by Weight or Volume	See Social Impact and Sustainability Performance Data (Reducing Product-Related Environmental Impact).
	301-2	Recycled Input Materials	See Social Impact and Sustainability Performance Data (Reducing Product-Related Environmental Impact).
	301-3	Reclaimed Products and Their Packaging Materials	See Social Impact and Sustainability Performance Data (Reducing Product-Related Environmental Impact).

An underwater photograph showing two divers in full scuba gear. The diver on the left is a man with a beard, wearing a black wetsuit and a black hood. The diver on the right is a woman with blonde hair, also in a black wetsuit. They are surrounded by vibrant coral reefs and several clownfish. The water is clear and blue. A large blue circular graphic with an orange border is overlaid on the right side of the image.

2024 Social Impact
and Sustainability Report

Disclaimer

The Alcon logo, consisting of the word "Alcon" in a bold, blue, sans-serif font, centered within a white circular background.

Alcon

ABOUT THIS REPORT

Only metrics with symbol: [☒] are limited assured. This report covers our business and does not address the performance or operations of our suppliers, our contractors, our customers or other third parties, unless otherwise noted. All financial information is presented in US dollars. The goals and projects described in this report are aspirational; as such, no guarantees or promises are made that these goals and projects will be met or successfully executed. Furthermore, data, statistics and metrics included in this report have not been prepared in accordance with international financial reporting standards (IFRS), continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation, but should not be considered guarantees and may be subject to future revision. This report uses certain terms including those that the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures, or others refer to as “material” to reflect the issues of greater importance or priorities of Alcon and our stakeholders. Used in this context, however, these terms are distinct from, and should not be confused with, the terms “material” and “materiality” as defined by or construed in accordance with securities, or other, laws or as used in the context of financial statements and reporting.

This report, which speaks only as of its date, is not comprehensive, and for that reason, this report should be read in conjunction with our 2024 Annual Report and subsequent interim financial reports, particularly the “Forward-Looking Statements” and “Risk Factors” sections, all of which can be found at <https://investor.alcon.com/financials>.

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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This document contains, and our officers and representatives may from time to time make, certain “forward-looking statements” within the meaning of the safe harbor provisions of the US Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words such as “anticipate,” “intend,” “commitment,” “look forward,” “maintain,” “plan,” “goal,” “seek,” “target,” “assume,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “will” and similar references to future periods. Examples of forward-looking statements include, among others, statements we make regarding our liquidity, revenue, gross margin, operating margin, effective tax rate, foreign currency exchange movements, earnings per share, our plans and decisions relating to various capital expenditures, capital allocation priorities and other discretionary items such as our market growth assumptions, our social impact and sustainability plans, targets, goals and expectations, and generally, our expectations concerning our future performance.

Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties and risks that are difficult to predict such as: cybersecurity breaches or other disruptions of our information technology systems; our ability to effectively manage the risks associated with the ethical use of disruptive technologies; compliance with data privacy, identity protection and information security laws, particularly with the increased use of artificial intelligence; the impact of a disruption in our global supply chain, including the effect of tariffs, or important facilities, particularly when we single-source or rely on limited sources of supply; our ability to manage social impact and sustainability matters; our reliance on outsourcing key business functions; global and regional economic, financial, monetary, legal, tax, political and social change; the increasingly challenging economic, political and legal environment in China; terrorism, war and other resulting events such as economic sanctions

and trade restrictions; our ability to manage the risks associated with operating as a third party contract manufacturer; our ability to forecast sales demand and manage our inventory levels and the changing buying patterns of our customers; our success in completing and integrating strategic acquisitions, including equity investments in early-stage companies; the success of our research and development efforts, including our ability to innovate to compete effectively; our ability to comply with the US Foreign Corrupt Practices Act of 1977 and other applicable anti-corruption laws; pricing pressure from changes in third party payor coverage and reimbursement methodologies; our ability to properly educate and train healthcare providers on our products; our ability to protect our intellectual property; our ability to comply with all laws to which we may be subject; the ability to obtain regulatory clearance and approval of our products as well as compliance with any post-approval obligations, including quality control of our manufacturing; the effect of product recalls or voluntary market withdrawals; the accuracy of our accounting estimates and assumptions, including pension and other post-employment benefit plan obligations and the carrying value of intangible assets; the impact of unauthorized importation of our products from countries with lower prices to countries with higher prices; our ability to service our debt obligations; the need for additional financing through the issuance of debt or equity; the effects of litigation, including product liability lawsuits and governmental investigations; supply constraints and increases in the cost of energy; our ability to attract and retain qualified personnel; legislative, tax and regulatory reform; the impact of being listed on two stock exchanges; the ability to declare and pay dividends; the different rights afforded to our shareholders as a Swiss corporation compared to a US corporation; the effect of maintaining or losing our foreign private issuer status under US securities laws; and the ability to enforce US judgments against Swiss corporations.

Additional factors are discussed in our filings with the United States Securities and Exchange Commission, including our Form 20-F. Should one or more of these uncertainties or risks materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated. Therefore, you should not rely on any of these forward-looking statements. Forward-looking statements in this document speak only as of the date of its filing, and we assume no obligation to update forward-looking statements as a result of new information, future events or otherwise.