Alcon

Baird 2025 Global Healthcare Conference

David Endicott
Chief Executive Officer

September 9th, 2025

Safe harbor

Forward-looking statements

This press release 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 2025 outlook, 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 press release 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. We also undertake no obligation to update the 2025 outlook as circumstances evolve.

Intellectual property

This report may contain references to our proprietary intellectual property. All product names appearing in *italics* or ALL CAPS are trademarks owned by or licensed to Alcon Inc. 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.

Non-IFRS measures

Alcon uses certain non-IFRS metrics when measuring performance, including when measuring current period results against prior periods, including core results, percentage changes measured in constant currencies and free cash flow. Because of their non-standardized definitions, the non-IFRS measures (unlike IFRS measures) may not be comparable to the calculation of similar measures of other companies. These non-IFRS measures are presented solely to permit investors to more fully understand how Alcon management assesses underlying performance. These non-IFRS measures are not, and should not be viewed as, a substitute for IFRS measures.

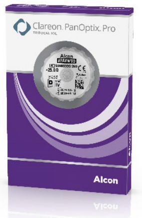
Alcon

New product launches

Launching new products in attractive areas of unmet need

Cataract

UNITY CS
Cataract System



PanOptix Pro

ALLY ® Cataract Laser System[1]

Retina

UNITY VCS

Valeda® Light Delivery System

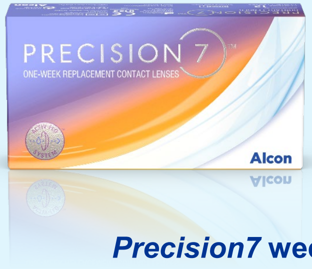
Glaucoma

Voyager DSLT

Refractive

EVO
Visian ICL

Evo ® Visian ICL[2]



Precision7 weekly contact lens

Dry Eye

Systane Pro PF

Tryptyr prescription eye drop for treatment of dry eye

Slide is for illustrative purposes only and is not an exhaustive list of launches. Not all products are available in all markets.

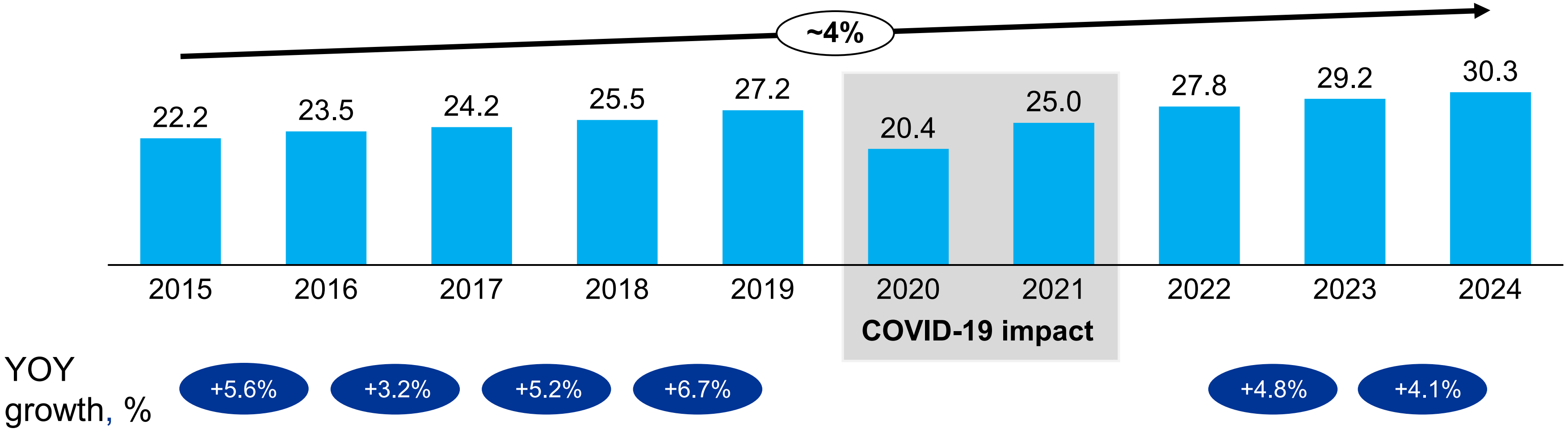
1. Alcon agreed to acquire LensAR on 24 March 2025. The transaction has not yet closed and is subject to customary closing conditions.
2. Alcon agreed to acquire STAAR Surgical on 5 August 2025. The transaction has not yet closed and is subject to customary closing conditions.

Alcon

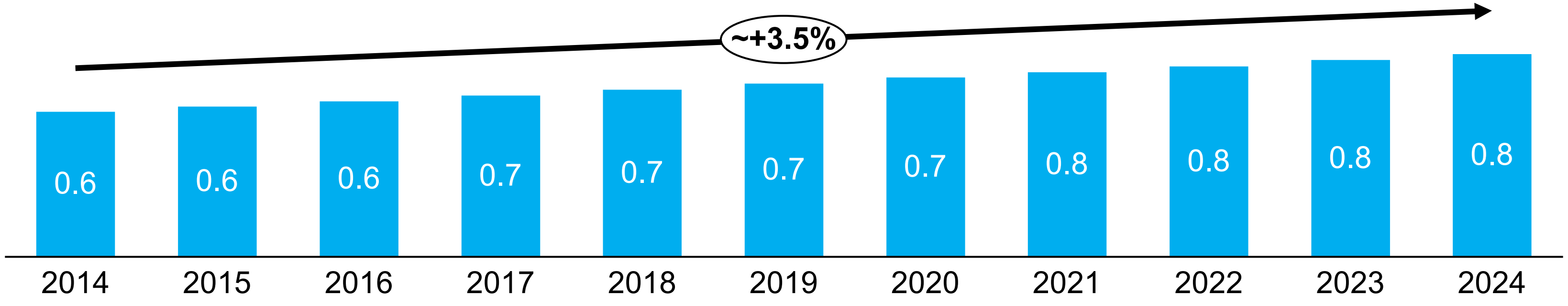
Cataract market trends

Global cataract procedure volumes grow in line with population...

Global Cataract surgery volume, 2015-2024
MM units



Global population for 65+, 2014-2024, B



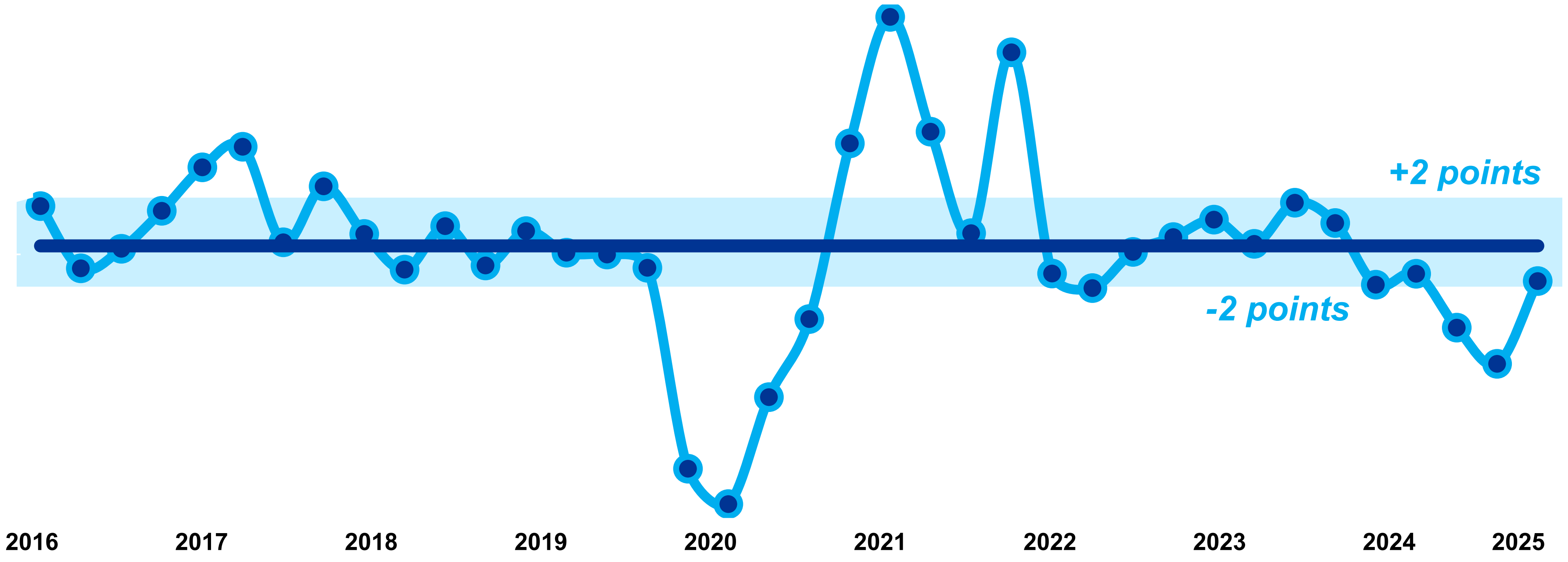
- Cataract procedure volumes have grown steadily in line with the aging population, reflecting stable demand
- YoY procedure growth is typically **within ±2% of population growth**

Source: MarketScope; UN population data (OurWorldinData – 65+ population Link)

US cataract procedure volumes grow ~3% annually on average, ±2 points

US cataract procedure growth

as measured by foldable intraocular lens volume
Quarterly data, year-over-year procedure growth %



~3%

average annual US procedural growth

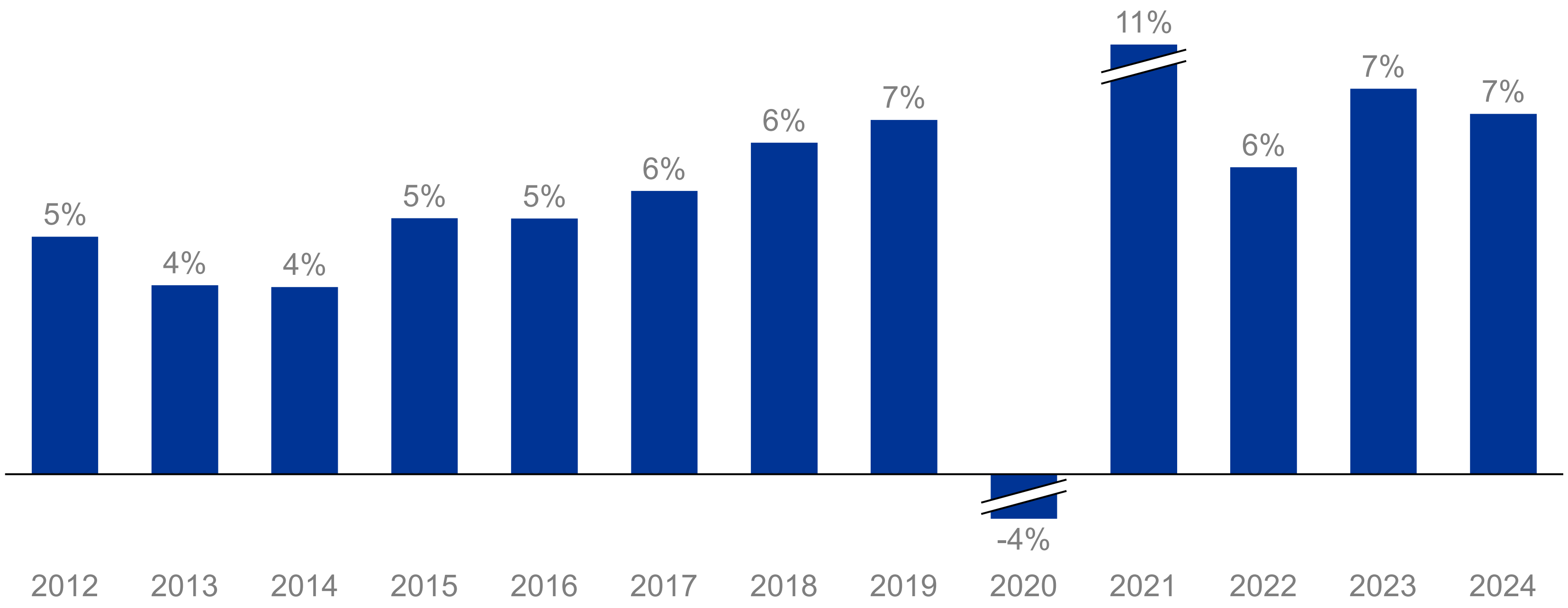
Alcon

Contact lens market trends

The contact lens market reliably grows mid-single digits

Global contact lens market value growth

Annual data, year-over-year growth %



- Consistent mid-single digit growth over 10+ years
- Stronger contribution from price in 2023 and 2024
- Sticky customers and long growth tailwinds

Estimated year-over-year market growth. Data on file.

Alcon

Unity VCS & CS Launch Update

Unity VCS & CS: on track to ~3,000+ installations per year

CENTURION & CONSTELLATION

30K+ units placed worldwide[1] (#1)

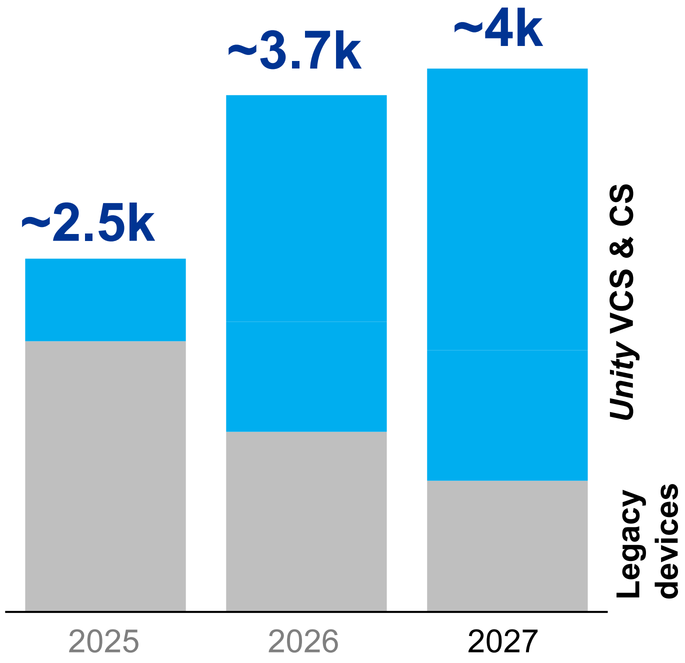
UNITY VCS and CS

UNITY VCS launched May 2025[2], *UNITY* CS launching late 2025[2]

UNITY VCS Vitreoretinal Cataract System

UNITY CS Cataract System

Annual installations,
Illustrative data



Vitreoretinal Cataract System

- Deliberately managing pace of installations
- Launched vit-ret (dual function) first to address older installed base and more complicated surgeries

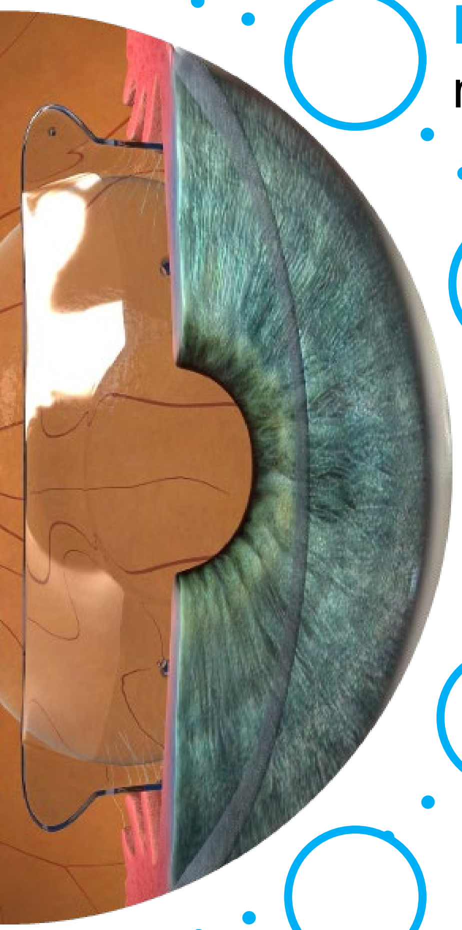
Alcon

1. Alcon data on file
2. 2025 launches are first market launches, other key market launches will occur across 2025-2026+ based on regulatory timing

Alcon

Intended acquisition of STAAR Surgical

Implantable collamer lenses are a natural, unique adjacency for Alcon



- **Expands Alcon's presence** in the rapidly growing myopia market with entry into the ICL category
- **Complementary to Alcon's existing refractive portfolio**, allowing us to provide solutions across the spectrum of myopia
- **Category leadership** with EVO, the ICL market leader with 3+ million lenses implanted
- **Significant synergies**, with robust plans to leverage Alcon's existing infrastructure
- **Attractive financial profile**, with EPS accretion in year two

Transaction details

Purchase price	• $28 per share in cash, which represents a ~59% premium to STAAR's 90-day volume-weighted average price prior to the announcement • Represents a total equity value of ~$1.5 billion
Financial impact	• Immediately growth accretive • Significant synergy potential leveraging Alcon's global infrastructure • Accretive to core diluted EPS in year two
Regulatory process	• Subject to customary closing conditions, including regulatory approval and approval by STAAR's shareholders • Unanimously approved by both companies' boards of directors
Sources of financing	• Expected to be funded through the issuance of short- and long-term credit facilities • Expected to maintain a strong balance sheet post-close

Alcon

Thank you