

Alcon
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JP Morgan Healthcare Conference

Investor Presentation

January 12, 2021

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We aspire to lead the world in eye care innovation

Commitment to innovation



with increased investments in R&D

Pipeline fueled for growth

100+

active projects and 35+ with positive proof of concept or under regulatory review

Close partnerships across the eye care industry



and with key research institutions

Accelerating innovation

>20

key product launches since 2019

Legacy of industry firsts and advancements



have built a strong reputation

Focused on eye care with leading talent and expertise

>1,200

employees in R&D with over 11,000 granted patents

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Strong demographic tailwinds



Aging population with growing eye care needs

Population over age 60 will **double** by 2050 (**>1b people**)[1]



Increasing wealth and growth from emerging economies

Middle class will grow by **~1.7b people** in the next 10-15 years[2]



Innovation improving the quality of eye care

Patients have more options and **better outcomes**



Myopia prevalence is growing; increased screen time

Half the world, **~5b people**, will be **myopic** by 2050[3]

1. United Nations (UN), http://www.un.org/en/sections/issues-depth/ageing/
2. A global tipping point: Half of the world is now middle class of wealthier, Hamel & Kharas 2018
3. Global Prevalence of Myopia and High Myopia and Temporal Trends from 2000 through 2050, Holden, Brien A. et al., Ophthalmology , Volume 123 , Issue 5 , 1036 - 1042

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Making progress in 2020



Completing Separation, Continuing Transformation

- Transitioned several business-critical systems and processes
- Completing separation frees up resources to the business
- Transforming culture around Speed & Simplicity
- New innovative contact lens manufacturing platform on-track



Expanding Our Portfolio With Innovation

- Outperformed market growth with new product launch momentum
- Innovating into fast-growing markets and categories with significant share opportunities
- Innovation that addresses significant doctor, patient and customer pain points



Protecting Our People, Serving Our Customers

- Market-leading brand equity[1]
- Maintained full employment of associates while managing costs
- Associate engagement scores remain above industry benchmarks

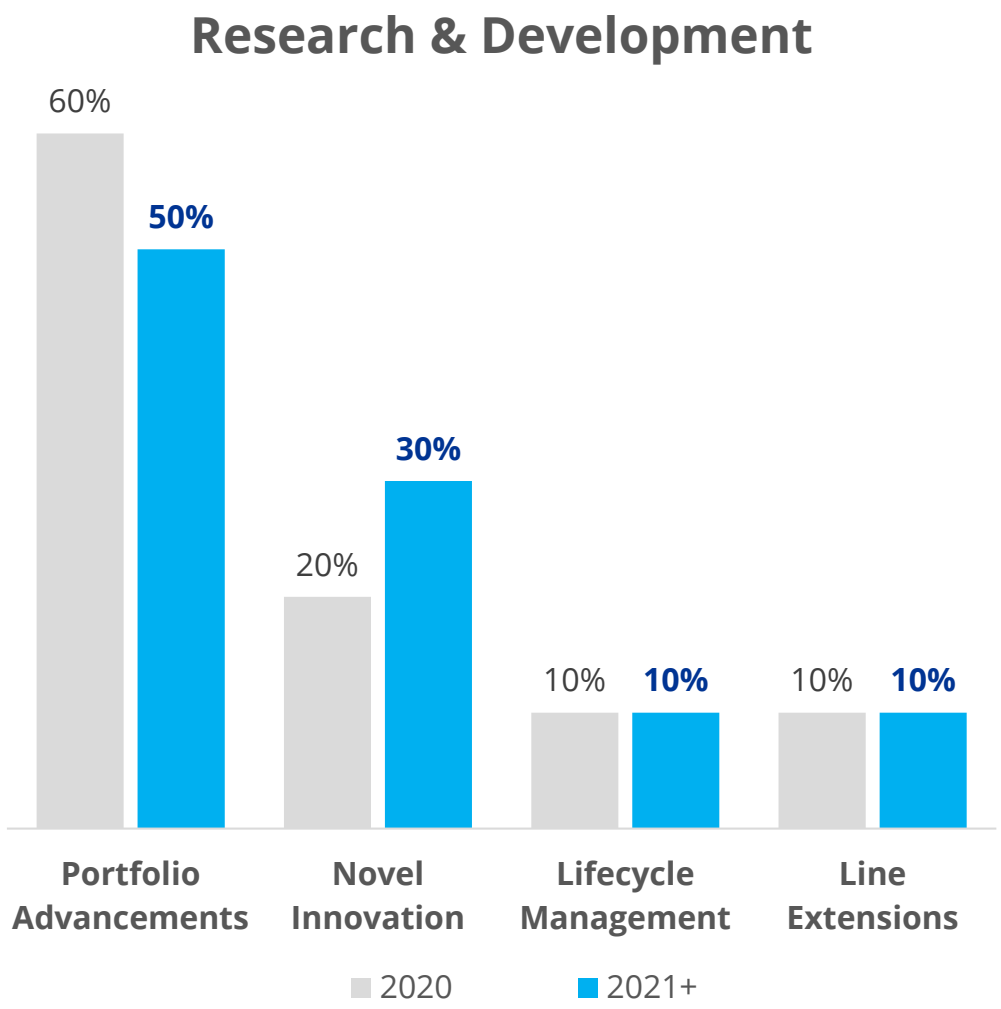
1. Source: IPSOS (n=153 ECPs)

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Investing in growth

Balancing near and long-term innovation



Building our portfolio

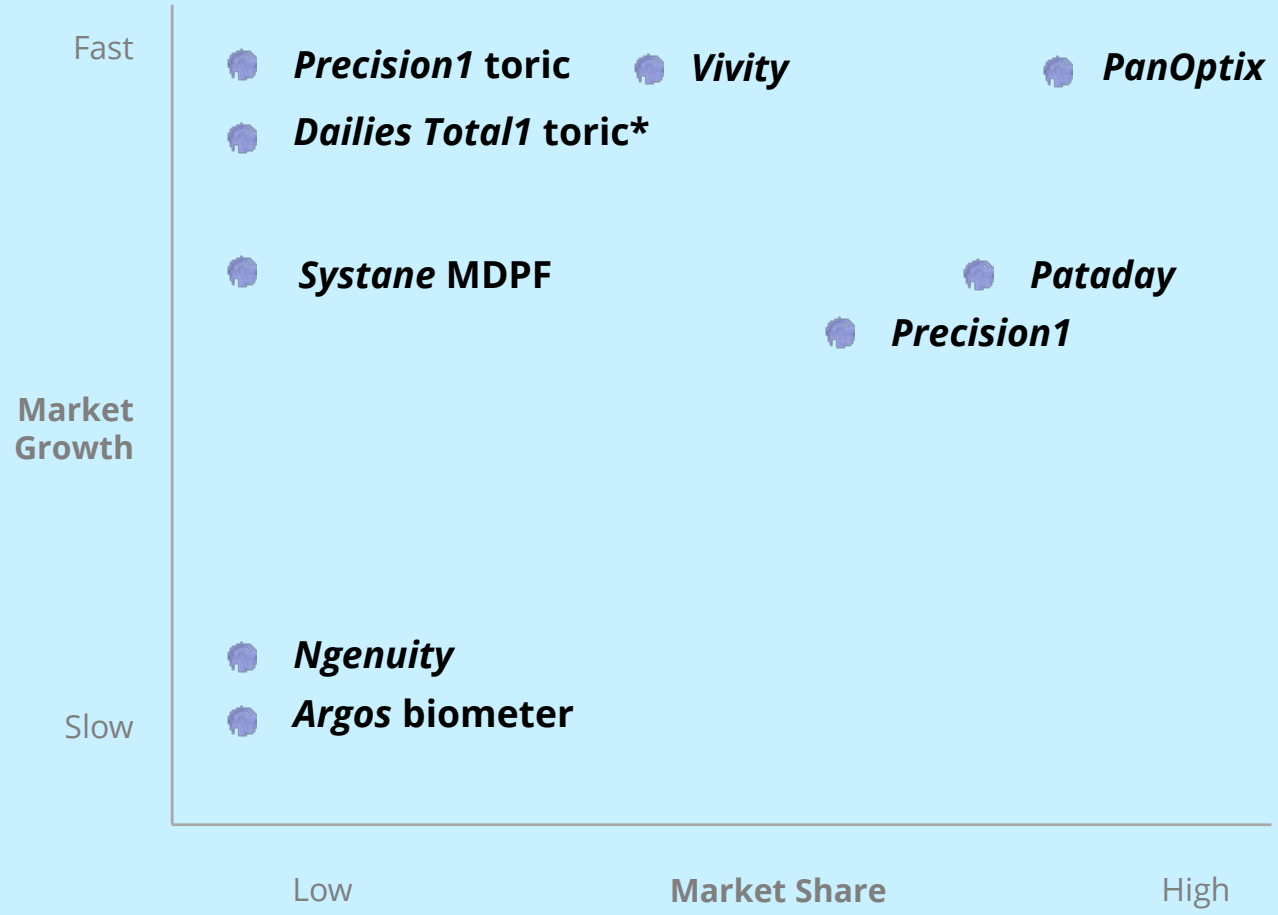
- AT-IOL advancements
- Novel SiHy contact lenses
- Toric and multi-focal lenses
- Multi-Dose Preservative-Free
- Surgical instrumentation

Investing for the future

- New IOL platforms
- Next generation equipment
- Digital surgical suite
- New presbyopia solutions
- Unique eye drop delivery systems

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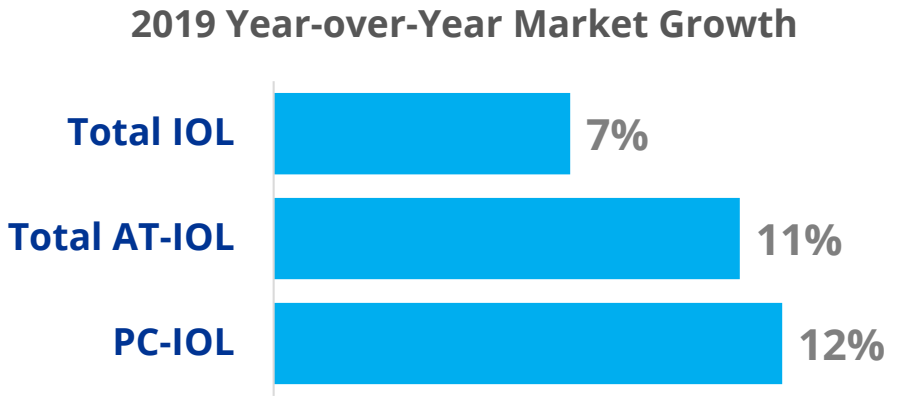
Investing in high-growth markets and share opportunities



Illustrative purposes only
MDPF: Multi-Dose Preservative-Free
* Not currently in market



PanOptix: Driving Alcon's leadership in the AT-IOL category



Source: Alcon data on file

Continued growth expected as the launch enters its second year in the US and Japan

Initial launch underway in China

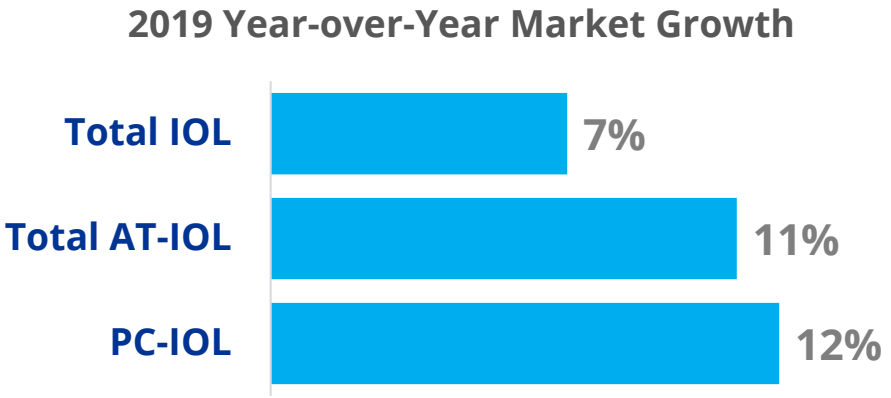
Ideal for presbyopic patients seeking acuity across near, intermediate and distance vision

Typically active patients with high-performance visual needs, seeking to be spectacle free

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Vivity: AT-IOL performance with the ease of monofocal patient management



Source: Alcon data on file

First and only non-diffractive Extended Depth of Focus (EDOF) lens in the US

An estimated 2 to 3 out of 10 AT-IOL candidates are unsuitable for diffractive AT-IOLs and may benefit from a non-diffractive AT-IOL

Excellent intermediate and distance vision, while achieving functional near vision

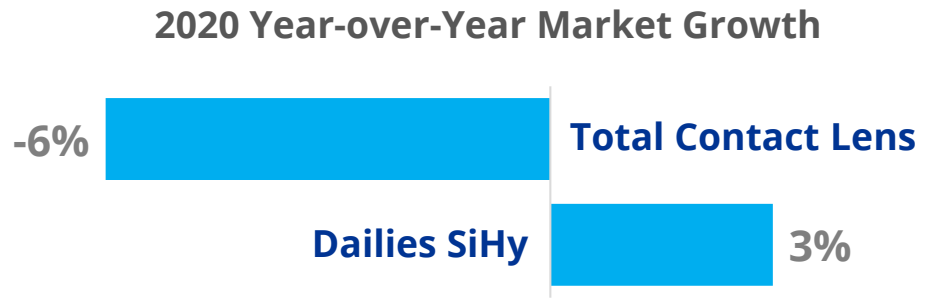
Positive results from European and US pilot

Advancing to full launch in 2021

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Precision1: Growing share in the fastest growing contact lens subcategories



Source: GfK POS Tracking, value percent changes vs. prior year, as of November 2020.
Data represents 18 of 26 globally tracked markets

Precision1 sphere and toric, *Dailies Total1* sphere and multifocal target fast-growing subcategories, all available in 2021

New manufacturing capacity underpins product launches

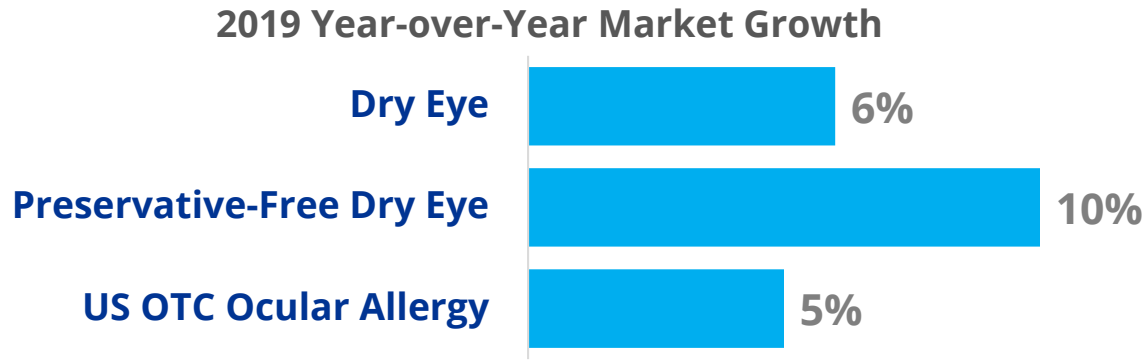
Precision1 continues to gain momentum in US; early feedback on *Precision1* toric strong

Concurrent launch of sphere and toric strengthens brand family; EU launch in 2021

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Pataday & *Systane:* expanding Alcon's leadership in ocular health



Source: Alcon data on file
Note: *Pataday* made its OTC switch in 2020

Systane: #1 in artificial tears & #1 doctor recommended

Highly differentiated proposition as provider for long-lasting relief from dry eye

Continuing *Systane's* expansion in the MDPF market, with *Systane Hydration MDPF* in North America in 2021

Pataday attracted >50% of new consumers to the ocular allergy category, with 25% entirely new to allergy*

* Source: Catalina UPS / Card data
MDPF: Multi-Dose Preservative-Free; OTC: Over-the-counter

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Surgical innovation engineered to deliver better outcomes

Pre-operative Diagnostics

Argos

Faster image acquisition and accuracy
Improved precision of optical corneal tomography

Intra-operative Equipment

Ngenuity

Increased 3D depth of field provides better visualization and ergonomics

Active Sentry

Real-time surge control improves response time and intraocular performance

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Capital Allocation Priorities

Invest in organic growth

Research & Development behind IOLs, surgical suite, contact lens and ocular health

Marketing key product launches across geographies

New contact lens manufacturing expansion

Invest in BD&L & M&A

Agnostic to source of innovation

Bolt-on acquisitions and adjacencies

White space opportunities, e.g.:

- New device categories
- Eye drop delivery devices
- Ophthalmic pharma

Return to shareholders

Initiation of dividend in 2021

Payout policy of 10% of Core Net Income*

* Subject to Board and shareholder approval

Maintain Investment Grade Credit Rating

Key takeaways

- Healthy long-term growth fundamentals
- Leadership in markets with durable growth prospects
- Revenue growth coupled with smart expense management should enable strong operating leverage over the long-term
- Increasing investments in R&D to build innovative pipeline
- Expanded manufacturing capacity fueling new products with significant revenue potential

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Serving doctors, patients and customers
See Brilliantly


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