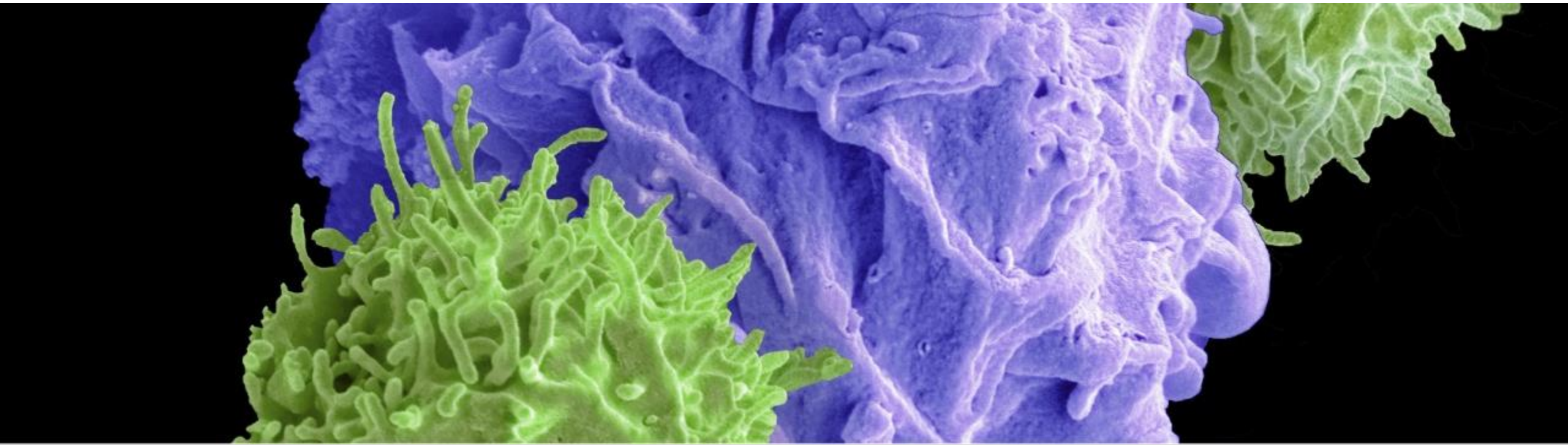


Lonza – Capturing Value in the CDMO Market

Pierre-Alain Ruffieux, Chief Executive Officer

11 January 2023



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A leading strategic partner to the healthcare industry

Our company in numbers

Lonza

>30

Sites across the
global network

>16k

FTEs¹

7

SDGs as focus
for sustainability ambitions

Strong top-line growth and profitability

CHF 5.4_{bn}

Sales '21

13%

Sales CAGR '18-'21

31%

C. EBITDA margin '21

Large CAPEX securing future growth

CHF 2.9_{bn}

Cumulative CAPEX over
last 3 years²

24%

CAPEX as % of Sales '21

11%

ROIC '21

Supporting the molecule journey from discovery to commercialization

Role of Lonza as a CDMO



Contract Development Manufacturing Organization (CDMO)

Trusted partner across customers' technical journey

Pre-clinical

- Development services
- Proprietary gene expression systems
- Fast gene to IND¹
- Regulatory support expertise for IND¹ filing

Clinical

- Process development and optimization
- Drug substance and drug product manufacturing

Launch

- Expertise in BLA² filing
- Derisked capacity and tailormade solutions through Ibex[®] Dedicate

Commercial

- Commercial drug substance and drug product manufacturing
- Process optimization
- Expertise in supplementary BLA² filing

Lonza provides CDMO services across Biologics, Cell & Gene and Small Molecules

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Our strong market value proposition

Full offering creating sustainable competitive advantage



✓ Capabilities offered by Lonza

		Pre-clinical & phase I	Phase II & Phase III	Commercial
Biologics	Mammalian	✓	✓	✓
	Bioconjugates	✓	✓	✓
	mRNA	✓ ¹	✓ ¹	✓
	Microbial	✓	✓	✓
	Drug Product	✓	✓	✓ ²
Small Molecules		✓	✓	✓
Cell & Gene		✓	✓	✓
Capsules & Health Ingredients		✓	✓	✓



- 1 Seamless Network
- 2 Trusted Quality
- 3 Unmatched Breadth
- 4 Innovation Leader

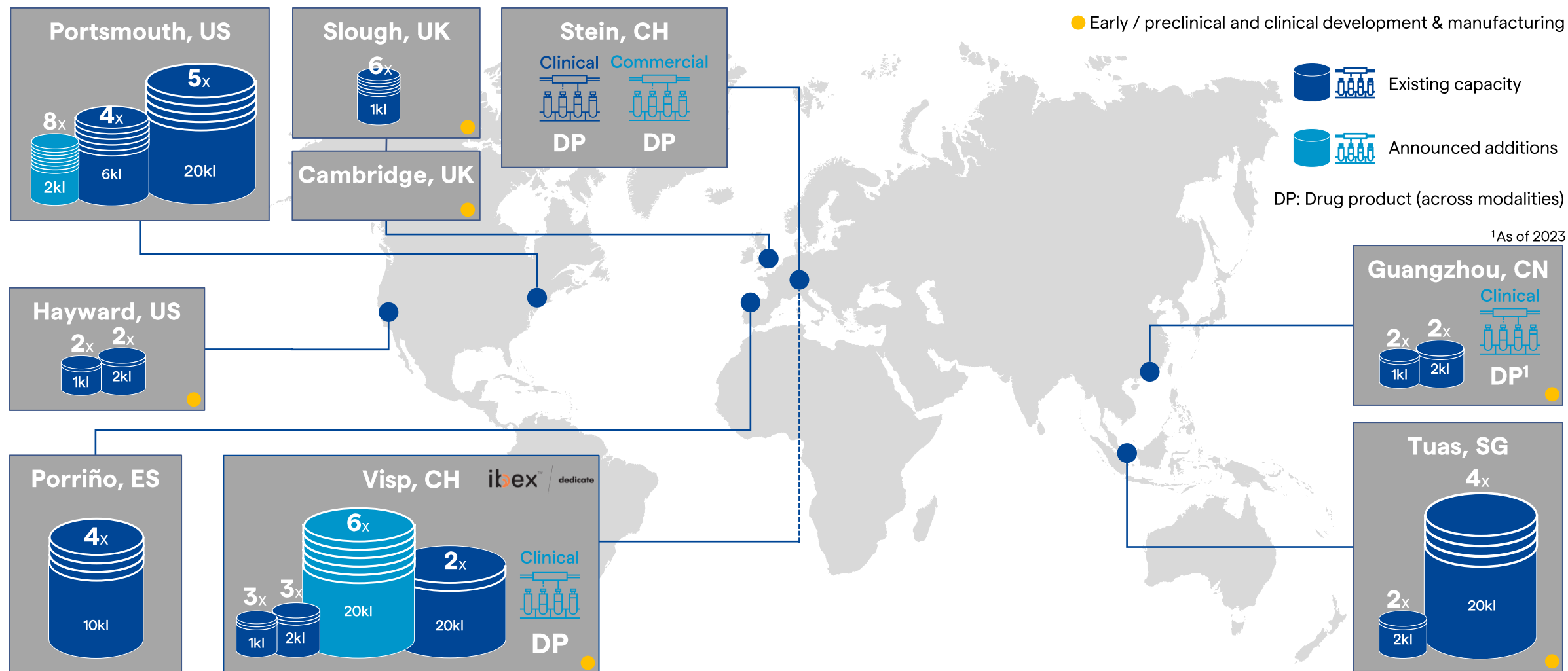
Sustainable competitive advantage in technology, geographic location and end-to-end offering

1. Process Development and Analytical Development as of 2023, cGMP manufacturing as of 2024
2. Full commercial as of 2026

1 Tailored customer offerings on global scale

Lonza global Mammalian and Drug Product network

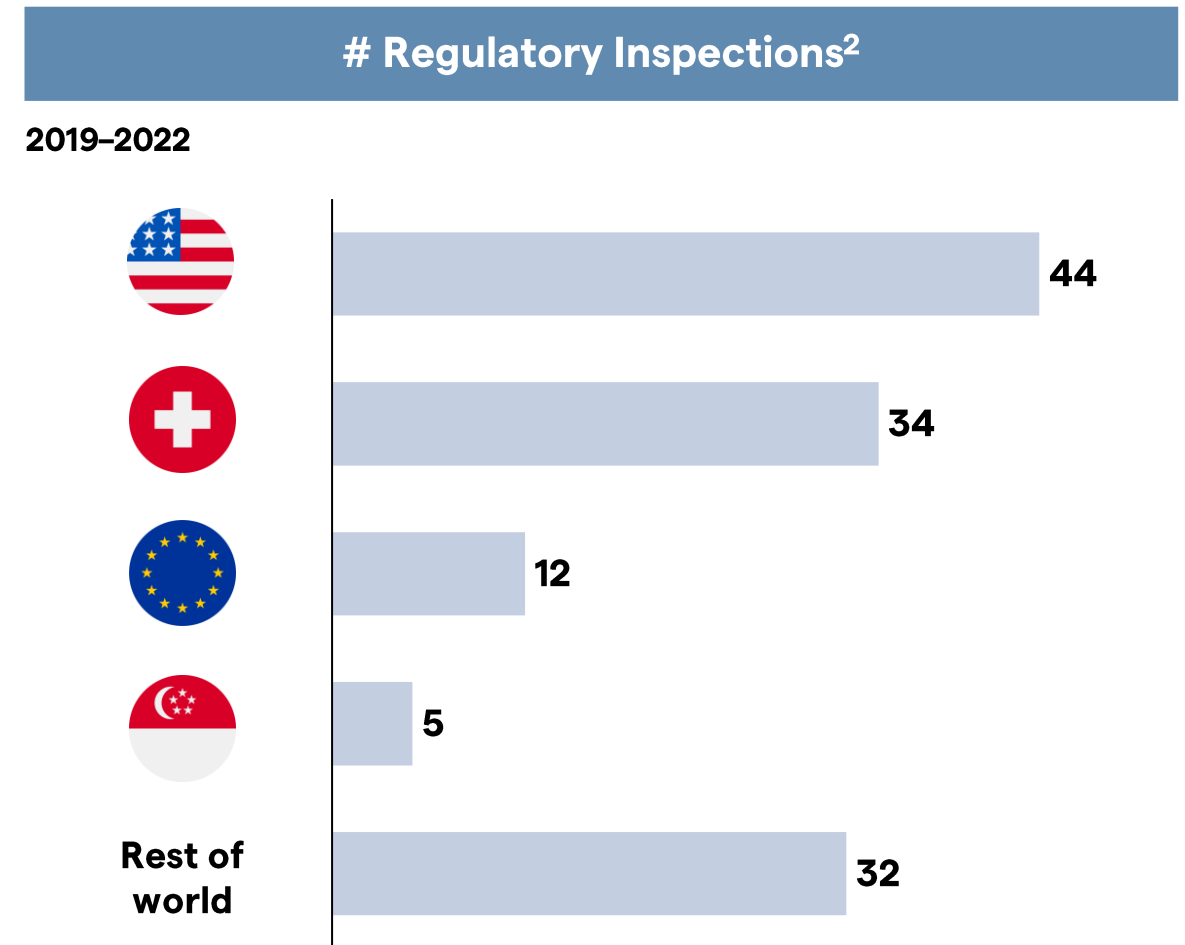
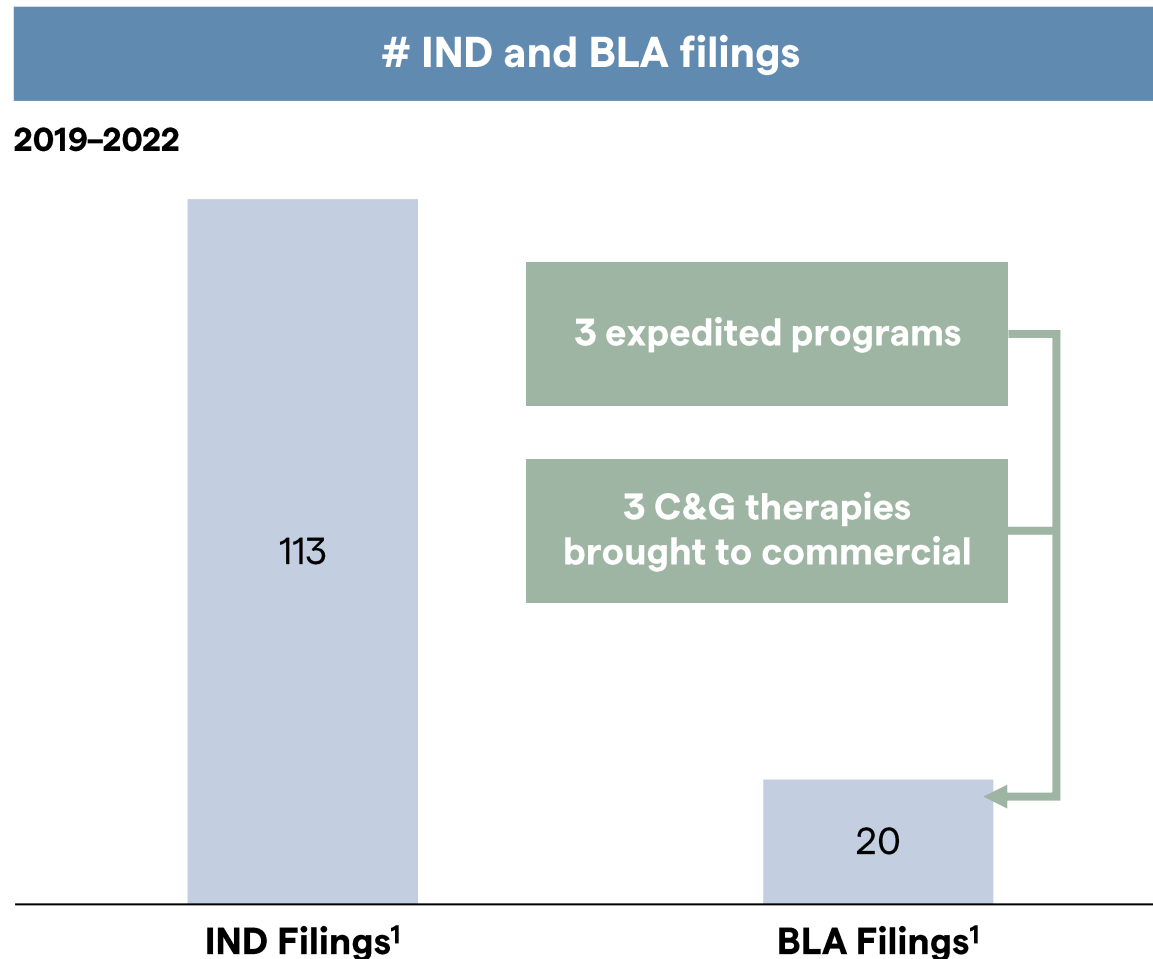
Lonza



2 Proven regulatory track record in supporting our customers

Regulatory filings and inspections supported by Lonza

Lonza



3 Driving value in antibody drug conjugates

Integrated capabilities in bioconjugation

Antibody
Targets cancer cells



Linker
Joins antibody and drug



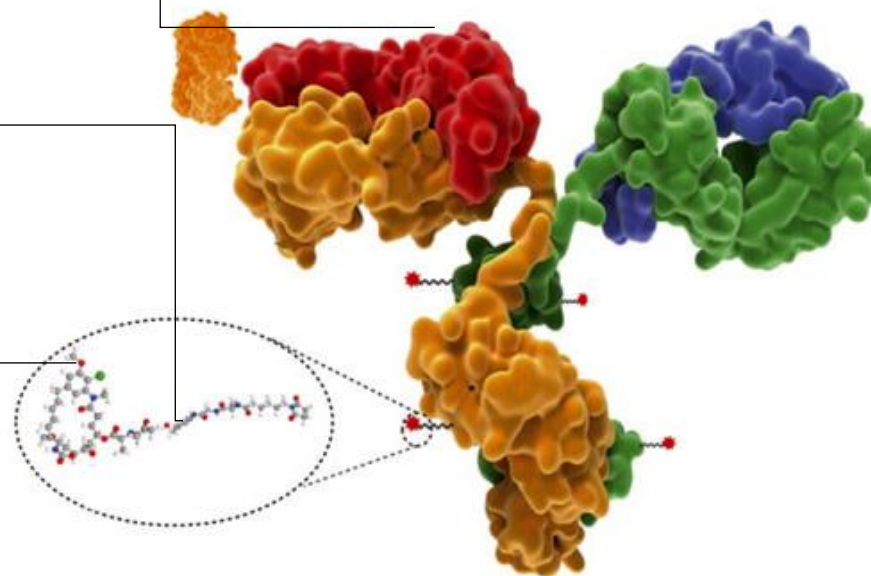
Cytotoxic drug
Destroys cancer cells



Bioconjugation



Drug product services¹



- Lonza's enhanced opportunity for value creation
 - Integrated offering across divisions
 - Strong technical capabilities from discovery to commercialization
 - Unmatched capabilities under one roof
- Manufacturing majority of commercially approved antibody drug conjugates
- Attractive and growing Bioconjugate market / pipeline

4 Innovation drives unique customer offerings

Selected examples of current innovation priorities

Lonza

Ibex®



- Fully customizable, technology agnostic solution
- Faster time to market with Ibex®

Inhaled mAbs



- Local delivery of mAbs for treatment of lung indications
- Reduced dose, improved patient compliance

Cocoon™ + Exosomes



- Potential to make CGT commercially viable for large populations
- Exosomes allow for targeted delivery of therapies

Enteric capsules



- Enprotect™ the first ever coating-free enteric capsule
- Supports intestinal delivery of acid-sensitive APIs

Setting industry standard with R&D investment of ~CHF 180m in 2021

Pioneering role in high-growth mRNA CDMO market

Partnership approach to deliver end-to-end offering



- Delivered Spikevax™ in record time
- Landmark ten-year strategic collaboration with Moderna on the mRNA platform. New product introduction on the way (beyond COVID)
- COVID manufacturing footprint resized during 2022, with peak sales expected in 2022
- mRNA services expanded by adding clinical development and manufacturing capabilities to the Geleen (NL) site

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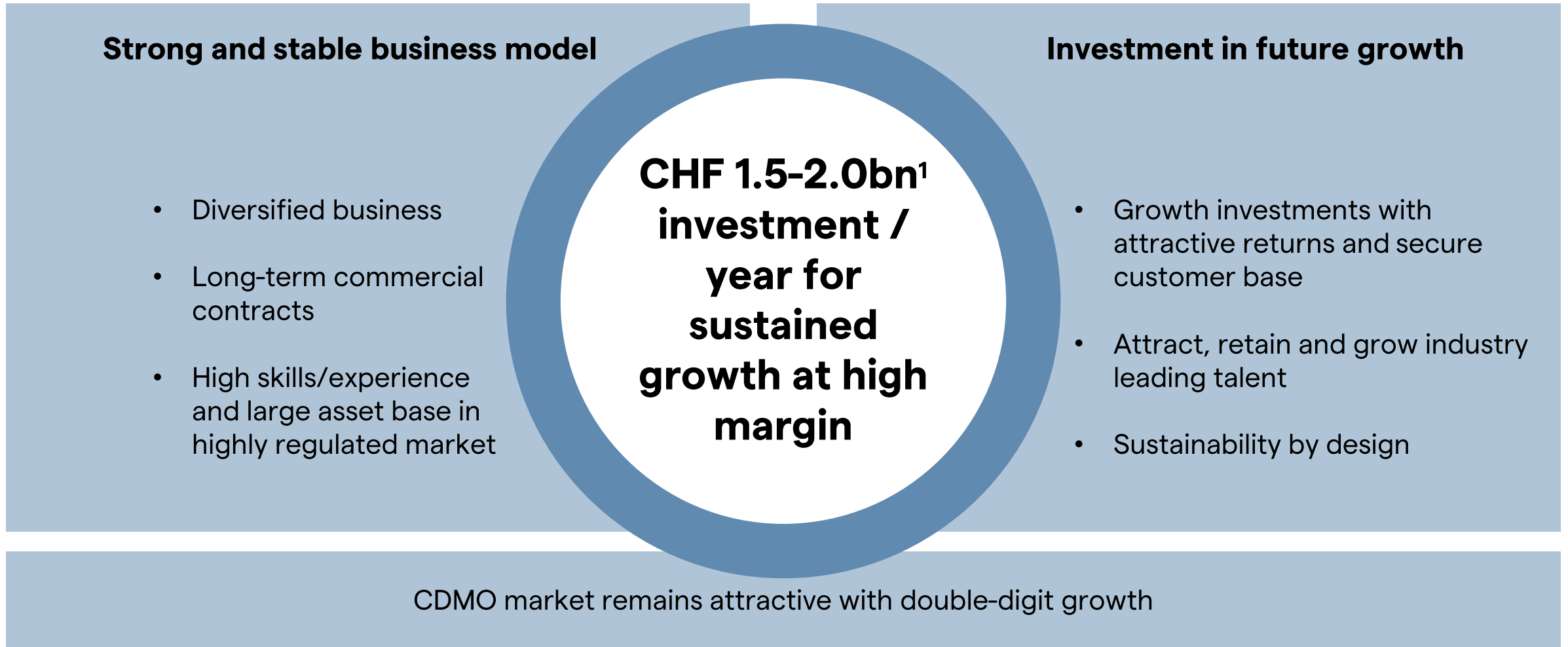
Set-up for success

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Lonza is set up for success in CDMO industry

Delivering sustainable value now and in the future

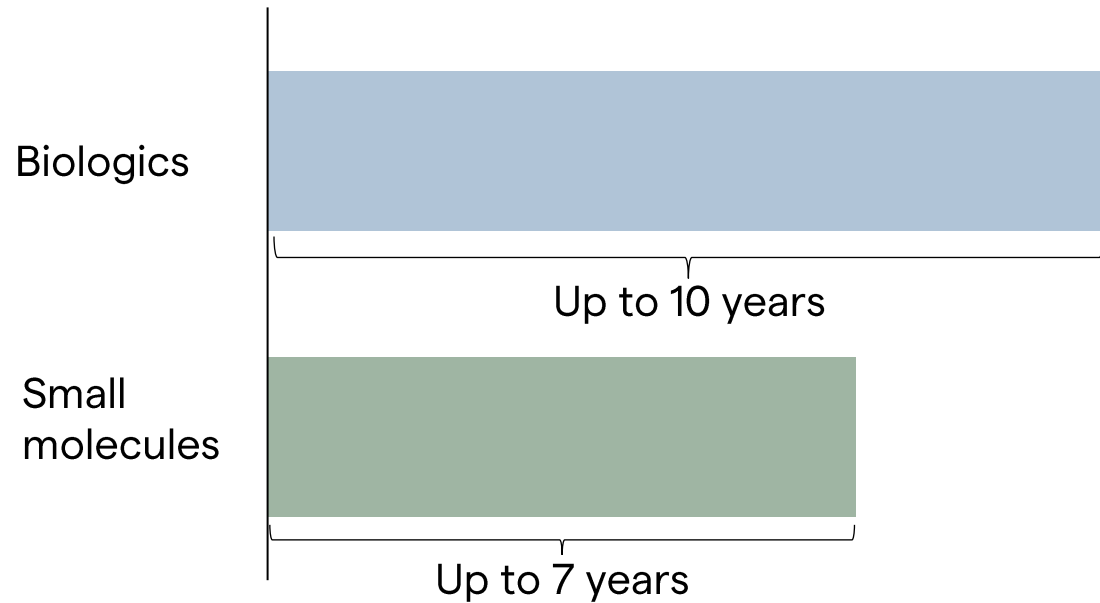


High revenue visibility across the business

Drivers for revenue visibility

CDMO manufacturing

Typical Lonza commercial contract duration



CDMO business strength

- Broad-based, solid project portfolio
- 70% commercial business
- Full orderbook and healthy pipeline
- Essential nature of products and services

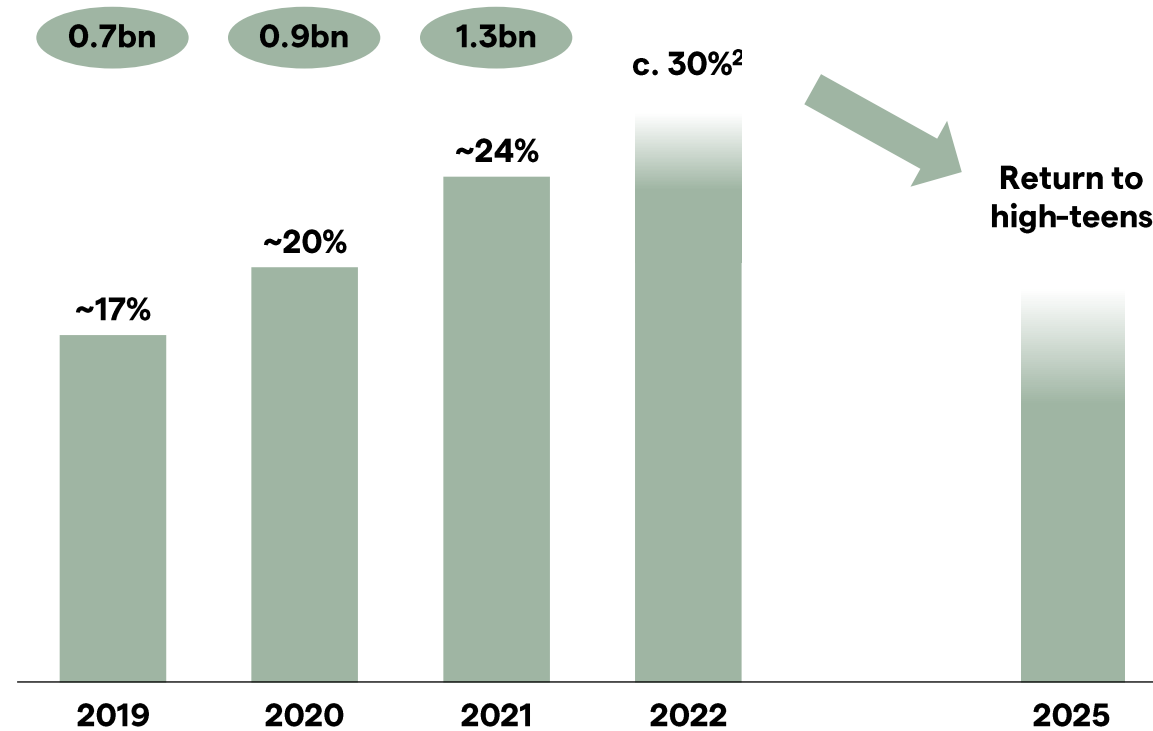
Lonza continues to invest in organic growth

CAPEX overview



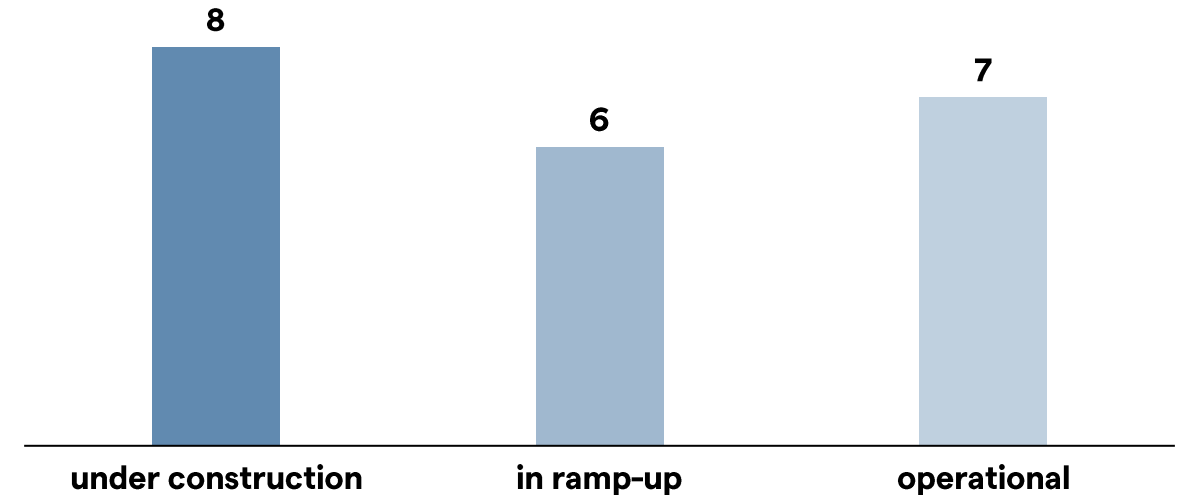
CAPEX trajectory

as % of sales and in CHF



Growth project portfolio

large projects¹ by phase; construction start date 2019 or later



Growth projects offer an attractive financial return: IRR 15-20%, ROIC 30%+, 1 : 1.1 ratio CAPEX to peak sales

Large expansion securing future growth

Visp site evolution

Lonza

2019

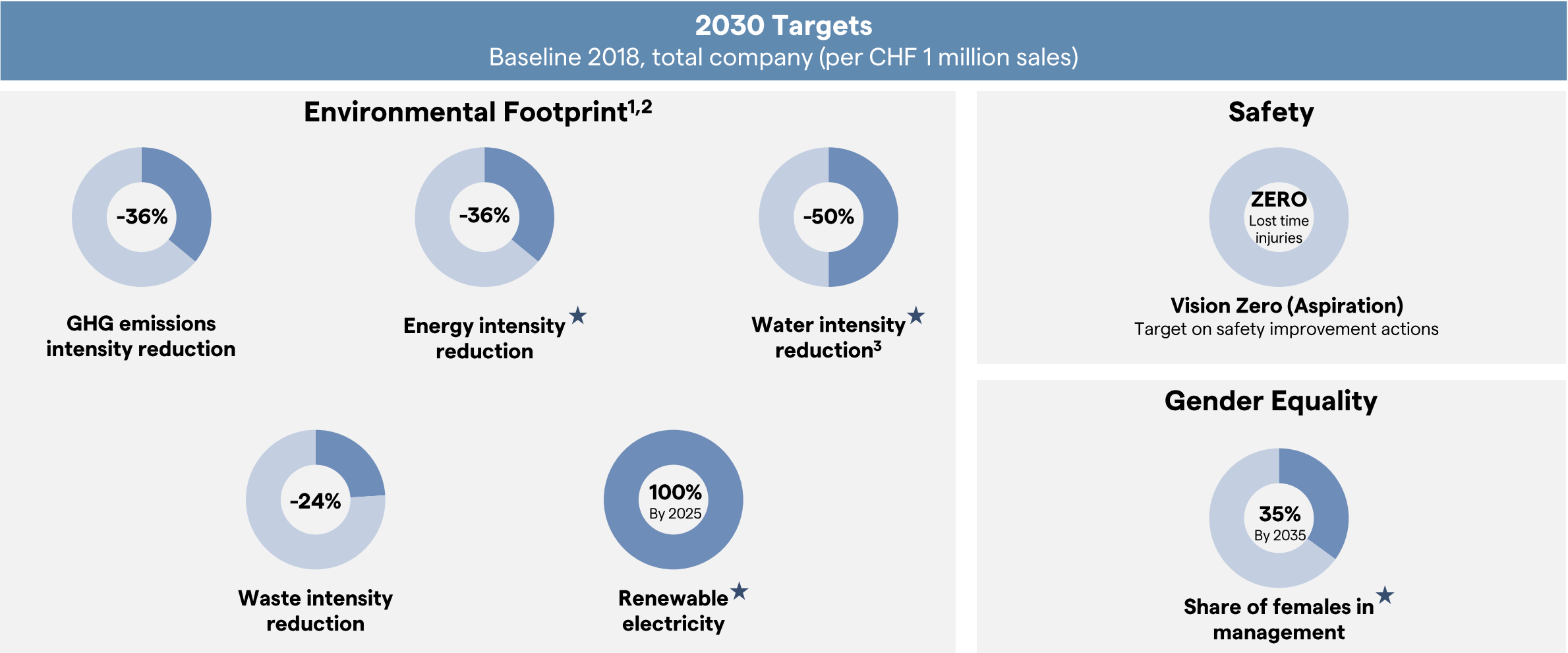


2022



Long-term commitment to sustainable business practice

Our ESG credentials and ambitions



Business fundamentals are resilient to macroeconomic environment

Lonza

Our business in the current macroeconomic context

Strong, stable late-stage business



70% of CDMO sales in commercial

Solid contracts



Pass-through clauses

Multi geography exposure

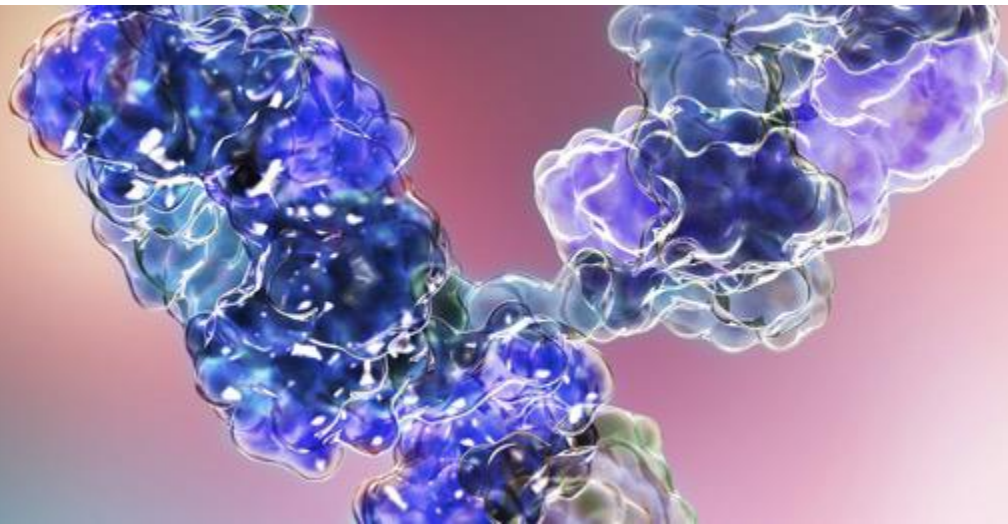


Natural currency hedging

Cyclical resistant business







Limited exposure to consumer spend



Actions in place to mitigate most of inflation impact

Inflation impact 2022 & 2023

2022 Headwinds		Trend '23	Implemented Actions	
Wages	Selective increases in high inflation markets		<ul style="list-style-type: none">▪ Leveraging pass-through clauses▪ Consistently applying inflation clauses in contracts▪ More systematic price increases▪ Accelerated productivity▪ Double down on strategic procurement	
Raw Materials	Time lag in contract adjustment / price increases			
Energy	2022 energy prices mostly hedged in 2021			
Capital Investment	Impact on capitalized spend in services and equipment			

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Capturing value in the Healthcare market

Lonza

Geographic footprint
to deliver global and
local customer
requirements

Long-term success
driven by sustained
growth investments
in capacity and
technology

Broad range of
technologies and
capabilities to meet
complex needs

High customer value
driven by technical
and regulatory
expertise

Lonza is uniquely positioned to capture value in the Healthcare market as the leading CDMO player



Announcing 2023 Capital Markets Day



Lonza

Capital Markets Day planned for Q4 2023

Update on Divisional
strategies

Update to Mid-term
outlook

Combined with
on-site visit

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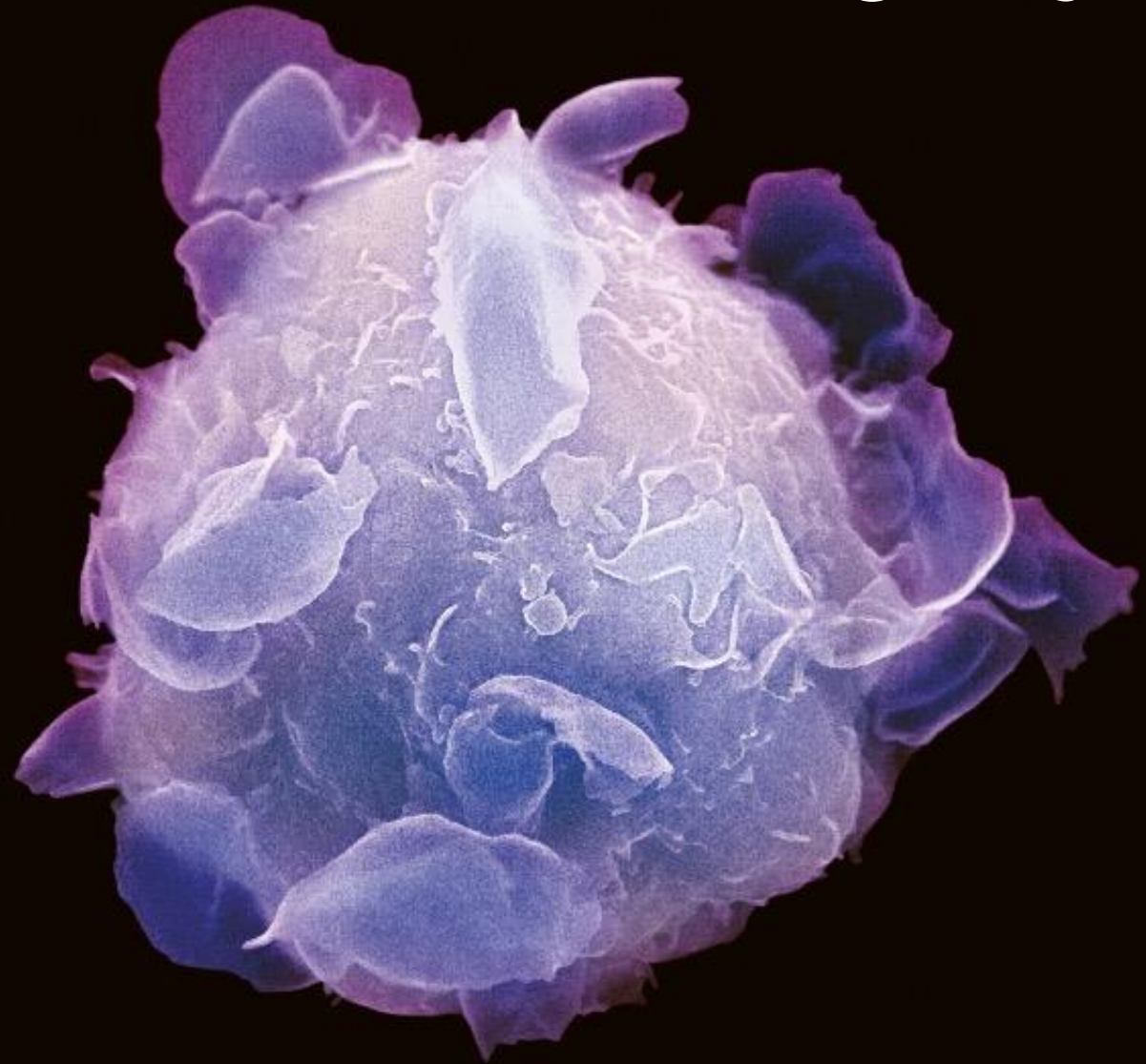
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Cell therapy bone marrow stem cell

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Lonza

E coli bacteria

Lonza Group Ltd has its headquarters in Basel, Switzerland, and is listed on the SIX Swiss Exchange. It has a secondary listing on the Singapore Exchange Securities Trading Limited ("SGX-ST"). Lonza Group Ltd is not subject to the SGX-ST's continuing listing requirements but remains subject to Rules 217 and 751 of the SGX-ST Listing Manual.

Forward-looking statements contained herein are qualified in their entirety as there are certain factors that could cause results to differ materially from those anticipated. Any statements contained herein that are not statements of historical fact (including statements containing the words "outlook," "guidance," "believes," "plans," "anticipates," "expects," "estimates" and similar expressions) should be considered to be forward-looking statements. Investors are cautioned that all forward-looking statements involve risks and uncertainty.

There are a number of important factors that could cause actual results or events to differ materially from those indicated by such forward-looking statements, including the timing and strength of new product offerings; pricing strategies of competitors; the company's ability to continue to receive adequate products from its vendors on acceptable terms, or at all, and to continue to obtain sufficient financing to meet its liquidity needs;

difficulty to maintain relationships with employees, customers and other business partners; and changes in the political, social and regulatory framework in which the company operates, or in economic or technological trends or conditions, including currency fluctuations, inflation and consumer confidence, on a global, regional or national basis.

In particular, the assumptions underlying the Mid-Term Guidance 2024 herein may not prove to be correct. The statements in the section on Mid-Term Guidance 2024 constitute forward-looking statements and are not guarantees of future financial performance.

Lonza's actual results of operations could deviate materially from those set forth in the section on Mid-Term Guidance 2024 as a result of the factors described above or other factors. Investors should not place undue reliance on the statements in the section on Mid-Term Guidance 2024. Except as otherwise required by law, Lonza disclaims any intention or obligation to update any forward-looking statements as a result of developments occurring after this presentation was published.