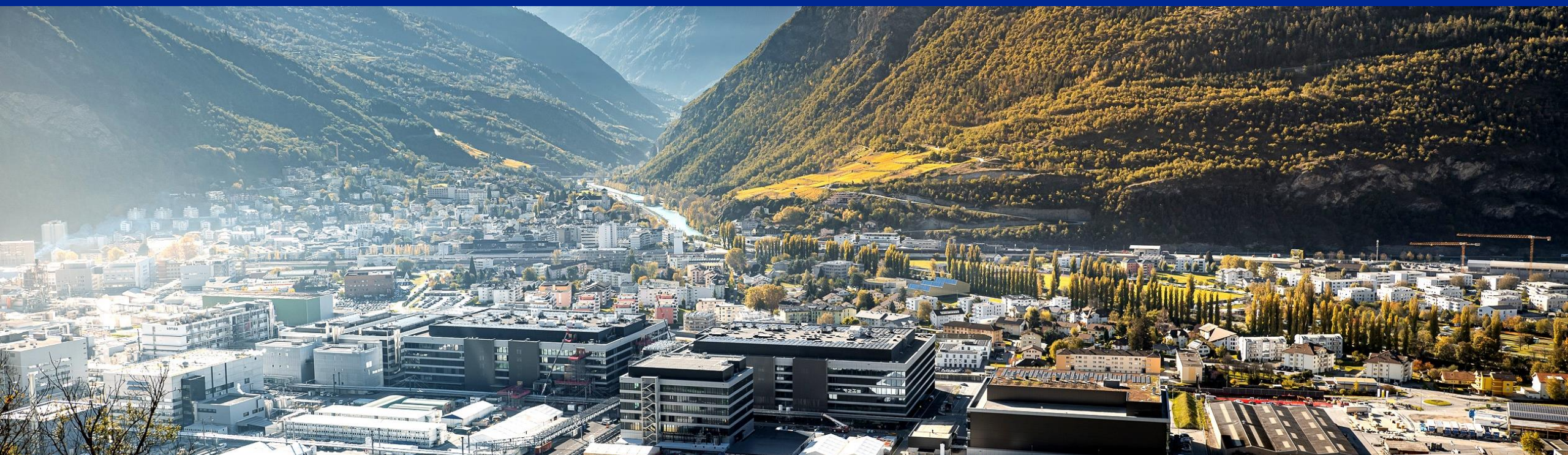


One Lonza

Wolfgang Wienand, CEO

San Francisco, 14 January 2025

 Making the Medicines of Tomorrow



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In particular, the assumptions underlying the slides on Value Creation, the Outlook for 2024 and 2025 and the CDMO Organic Growth Model herein may not prove to be correct. The statements on these slides constitute forward-looking statements and are not guarantees of future financial performance.

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Today will be about five key messages

-  One Lonza is a place of unique opportunity
-  We have a clear strategy – and a clear plan for value creation
-  We have a unique set of strengths – and still can do better
-  We don't waste time taking decisions
-  We expect to deliver strong value creation in the future

My priorities as the new CEO: Lonza is a place of unique opportunity – our 3-step plan to make it fully unfold

“Establish a strong vision of One Lonza”

- Create clarity on ambition and aim high – new **Vision**
- Create a unified culture around new **Purpose** and **Values**

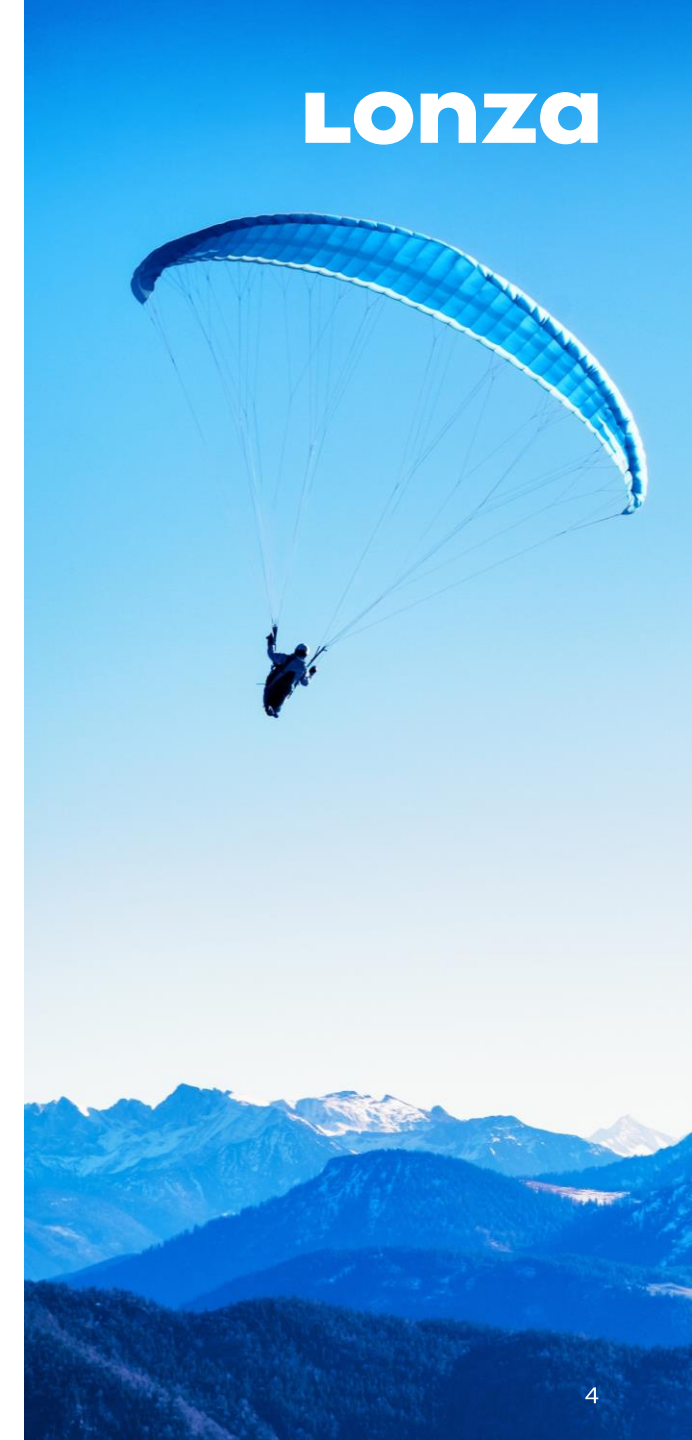
“Assemble the Lonza Engine”

- Identify the unique sources of our success – **Lonza Engine**
- Build a **Unified Strategy** to turn vision into reality

“Tune the Lonza Engine”

- FOCUS – exit of Capsules & Health Ingredients¹
- RESHAPE – new operating model
- ELEVATE – stronger execution in manufacturing and engineering
- EXPAND – growth focus, impartial on build vs. buy

1. At the appropriate time and in the best interest of shareholders and stakeholders.





Our Vision

We are the pioneer and world leader in the CDMO industry, setting the pace with cutting-edge science, smart technology and lean manufacturing



The new vision sets the bar and provides strategic direction: What it takes to create outstanding long-term value for the benefit of all

“pioneer... setting the pace”

“world leader in the CDMO industry”

“cutting-edge science, smart technology and lean manufacturing”



- **Pure-play CDMO** for the biopharma industry – from small Biotechs to Big Pharma
- **World-leading** across modalities, the biopharma value chain and product life-cycle – and in creating value
- **Pioneering** the future with **cutting-edge science, smart technology** and **lean manufacturing**



Market leadership with **outstanding long-term value creation** requires a **robust business model** in an **attractive market** and a unique set of core competences – the **Lonza Engine**

Dynamic underlying market...

Pharma market growth

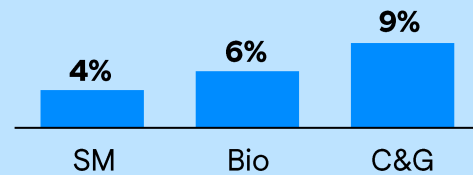


Increase in outsourcing



CDMO market growth

Molecules in development growth, 2024–2029¹



Share of installed mammalian capacity²



8–10%³

... with unique characteristics

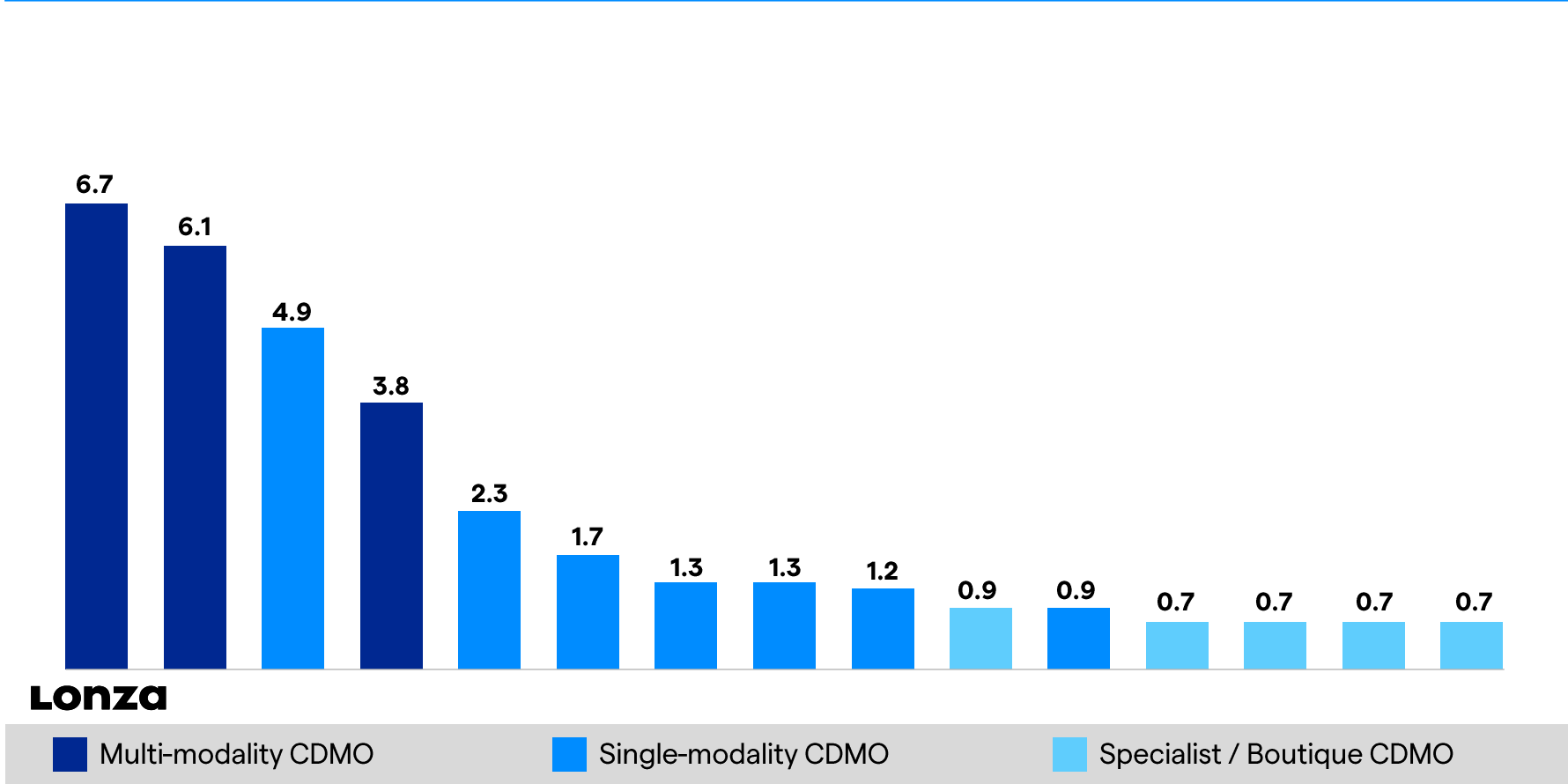
- Non-cyclical underlying market
- Growth captured through investments
- Strong customer loyalty
- Strong revenue visibility
- Significant barriers to entry

Lonza is uniquely positioned: Broadest set of modalities, technologies and significant scale in the largest global network



- Scale is critical to a CDMO's ability to pool and diversify risks efficiently
- Two layers of risk diversification – pooling within and across modalities
- Lonza as only player with full breadth of modalities across regions at scale

Top 15 CDMO players by latest FY sales (bn CHF)



Introducing the unique Lonza Engine: The building blocks

Leading scientific, technological, digital ecosystem

Cutting-edge in chemistry, biology, process engineering

Unparalleled customer partnerships

Based on trust, capabilities, scale, delivery performance

End-to-end execution excellence

Unique development, manufacturing, quality, plant engineering capabilities

High-performance teams

Unified "One Lonza" team with one purpose, one vision, shared values



Plug-and-play investment & integration capabilities

For people, technologies, assets in easy-to-scale operating model, systems, processes

Strong talent base and hard-to-copy culture fuel competitive advantage



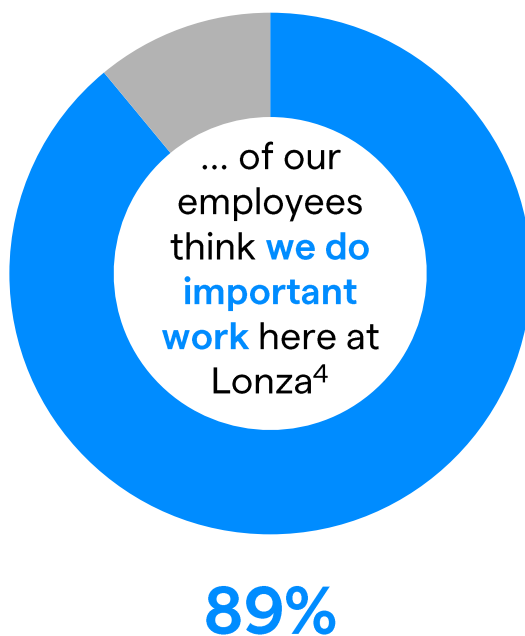
Team & organization

Our scientific talent...



... and unique culture...

2024 employee survey results



... make the difference

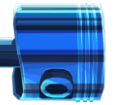
2024 customer survey⁵ results



1. As of 2024. 2. Employees with an academic qualification in a scientific discipline such as chemistry, biology, physics, etc. 3. Globally active patents as of December 2024. 4. Share of employees that agree or strongly agree with the statement. 5. Preliminary results as of November 2024 – survey still ongoing. 6. Share of positive customer comments related to expertise of Lonza's employees.

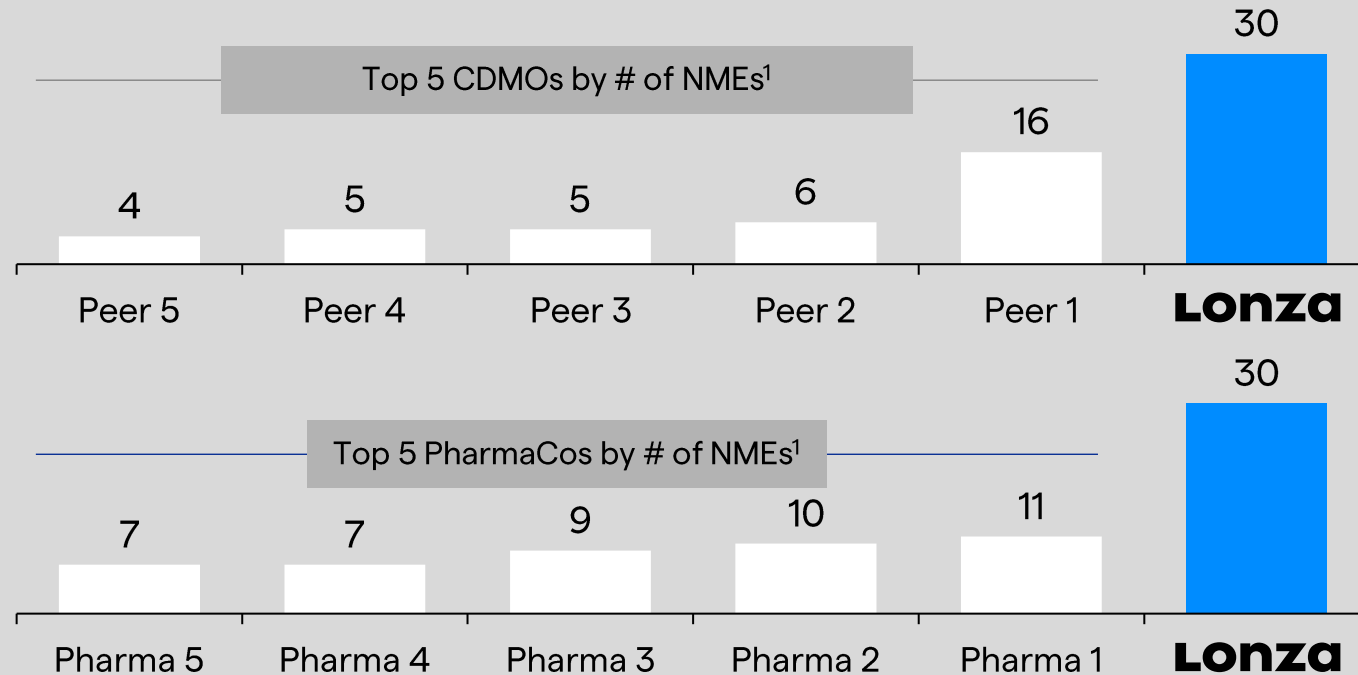


Unmatched track record of enabling launches – with rich pipeline for future growth



Scientific & technological ecosystem

NME launches (2019–2024)¹



Number of molecules in development at Lonza²



1. New Molecular Entity, an active ingredient that contains no active moiety that has been previously approved by the FDA (Lonza analysis). CDMO involvement refers to drug substance manufacturing only
 2. Number of different, currently active molecules in development, Pre-clinical and Phase 1 to Phase 3, incl. EDS molecules

Broad customer base with 50:50 revenue split between Big Pharma & Biotech



Preferred partner of Big Pharma...

95% ➤ of top 100 Big Pharma¹ work with Lonza

12 yrs ➤ average length of relationship with Big Pharma² customers

#1 ➤ Net Promoter Score (NPS) across 18 Biologics CDMOs⁵

CHF 13bn ➤ total signed CDMO business in 2023

... and Small Biotechs³

>600 ➤ CDMO Biotech³ customers

99% ➤ of signed CDMO Biotech³ business 2023 is retention⁴

39 ➤ blockbusters facilitated by Lonza, driving CHF 100bn customer revenue

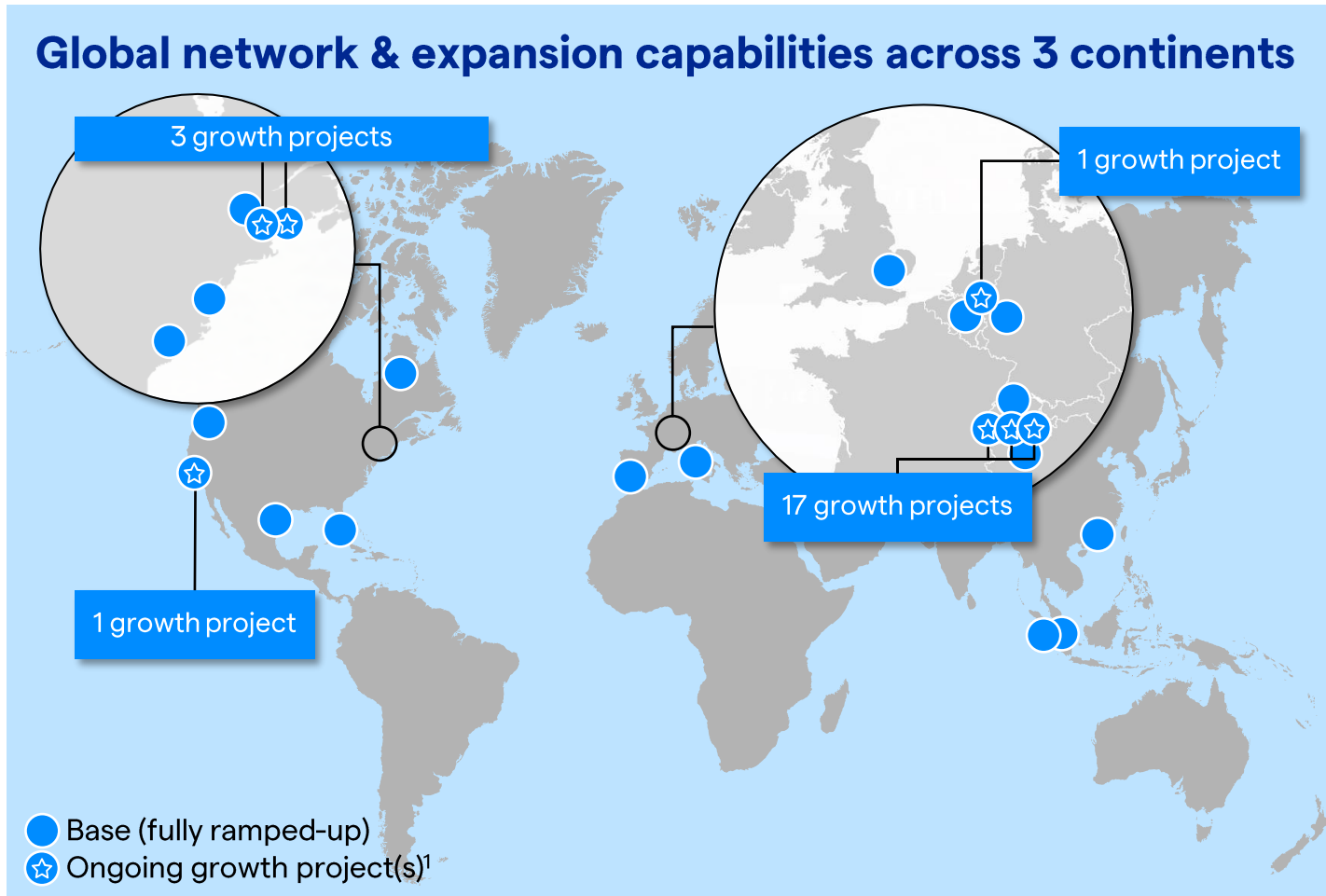
>70m ➤ patients benefited from therapies developed with Lonza technologies

1. Top 100 largest PharmaCos by revenue 2023. 2. Among top 10 customers by revenue 2023. 3. Incl. small-emerging pharma companies. 4. Signed business in CHF; includes retention molecules that move to the next phase and new molecules from existing customers. 5. Based on an independent external survey conducted by a leading international consulting firm.

Unique global network and track record of successful capacity expansions



Execution



Unique global network with strong presence in key regions

Latest addition with largest US-based mammalian capacity: Vacaville site (acquired from Roche)



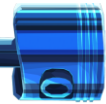
Successful capacity expansion track record across all technology platforms and regions

22 ongoing growth projects¹

Yet, potential to improve on-time and on-budget delivery²

Note: Key sites only.
1. 22 projects with CapEx > CHF 50M; 14 in ramp-up & 8 in construction. 2. Customer delivery not impacted.

Proven capabilities in integrating people, technologies and assets with positive long-term impact

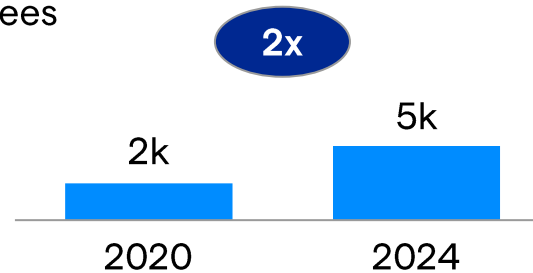


Investment & integration

People

Example: Visp

of employees

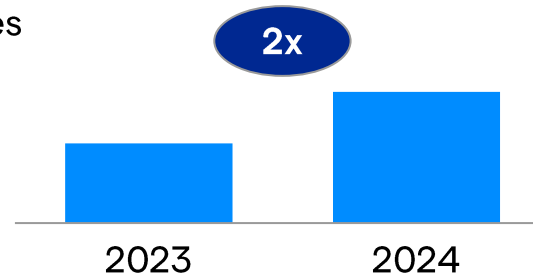


- Onboarded >2k new colleagues in 4 years
- Increased diversity to >70 nationalities
- Upskilled employees and established 16 new teaching positions

Technologies

Example: Synaffix

Synaffix sales

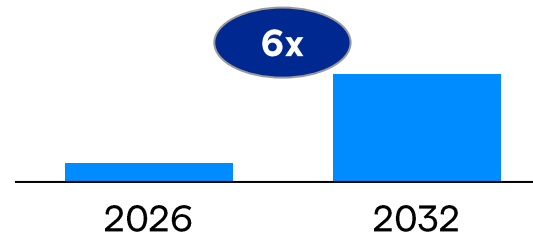


- Expanded E2E lifecycle capabilities
- Integrated offer across clinical stages
- Distinctive IP

Assets

Example: Vacaville

Batches to be produced per year¹



- c.800 new colleagues onboarded
- To deliver >1bn sales beyond 2030
- All integration / modification activities on track and closely monitored

1. Excl. dedicated Roche demand.

Tune the Lonza Engine: Four key initiatives to address improvement opportunities



I

RESHAPE

Roll out simplified **operating model** best supporting our growth

⬆️ *Siloed, complex org.*

II

ELEVATE

Increase excellence in **constructing** and **operating** our assets

⬆️ *Plant engineering & ops. efficiency*
⬆️ *Process harmonization*

III

FOCUS

Exit CHI¹ at the appropriate time and in the best interests of shareholders and stakeholders

⬆️ *Evolve portfolio*

IV

EXPAND

Double down on **strategic priorities** and **opportunities**

⬆️ *Systems harmonization*
⬆️ *Opportunity for bolt-on M&A*



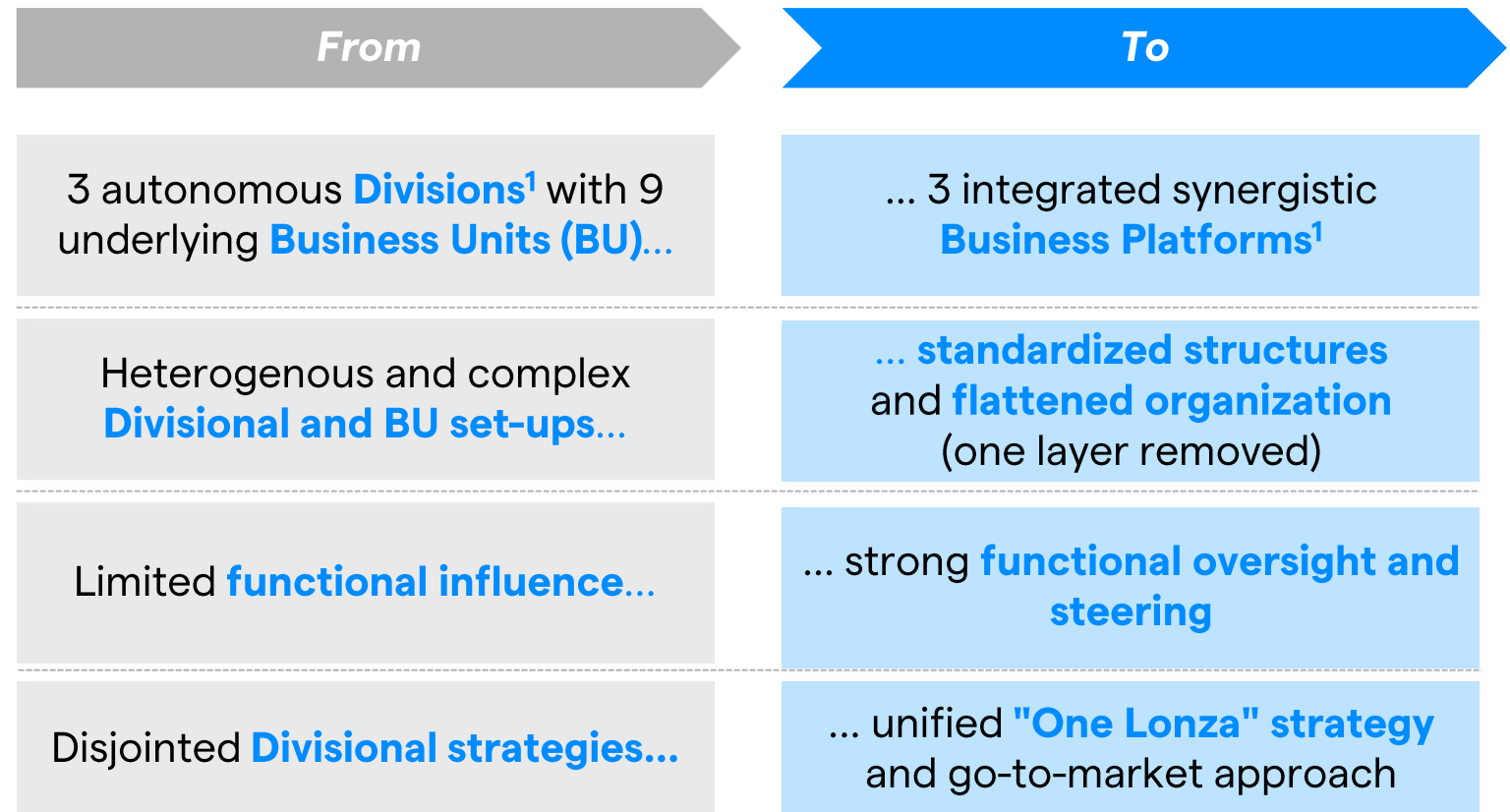
1. Capsules & Health Ingredients.



RESHAPE: One Lonza will be propelled by a lean, simplified operating model – announcement today, implementation in Q2 2025

Key objectives

- Simplified, scalable, and future-proof organization
- Enhancing customer experience & proximity
- Empowering Group functions for global standards
- Strengthening operations with site empowerment
- Leadership closer to business and sites



1. Excl. Capsules & Health Ingredients.



RESHAPE: Three CDMO Business Platforms will host eight technology platforms



Integrated Biologics¹

Advancing best-in-class integrated offerings

Mammalian

Drug Product Services

~50% Lonza CDMO sales²

9 sites (-2³)

10 growth projects (-6³)

Advanced Synthesis

Combining leading hybrid solutions from chemistry and biology

Small Molecules

Bioconjugates

~30% Lonza CDMO sales²

7 sites (+1³)

9 growth projects (+5³)

Specialized Modalities

Pioneering and scaling cutting-edge technologies

Cell & Gene Technologies⁵

mRNA

Microbial

Bioscience

~20% Lonza CDMO sales²

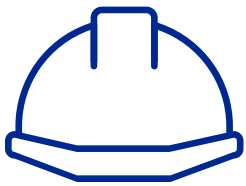
6 sites⁴ (+1³)

3 growth projects (+1³)

Note: Sites counted multiple times if part of more than one Business Platform.

1. Incl. Licensing 2. Excl. CHI and Corporate; 2024 segmental financials in new organizational structure will be published around June 2025. 3. Vs. previous structure (Small Molecules, Biologics, C&G excl. Bioscience).

4. +5 Bioscience sites. 5. Incl. Personalized Medicine.



Excellence in constructing our assets

- Internalize **critical engineering capabilities**
- Refine **management process** for growth projects
- Balance **user requirements** for tech leadership with fit-for-purpose
- Use **modular concepts** and build to **global standards**



Excellence in operating our assets

- Strengthen **checks-and-balances** between Group / Bus. Platforms
- Deepen **operational functional expertise** in Business Platforms
- Further roll out **lean projects** (LBMS¹)
- Focus on **ramp-up efficiency** in new assets



FOCUS: CHI is #1 in its markets with strong margins – but Lonza not best owner anymore

CHI is a highly attractive business...



Sales¹ (in CHF) mainly driven by Hard Empty Capsules and supported by remaining portfolio



Industry-leading profit margins² due to proprietary technologies & premium offerings



Innovator with strong brand – partner of choice for New Chemical Entity launches



Outlook beyond 2025 of low-to-mid single-digit % CER sales growth, CORE EBITDA margin approaching, then exceeding 30%

... but Lonza no longer best owner

Different business model

CHI's product business differs from Lonza's long-term contracted service business

Limited synergies

Different manufacturing model, technologies & very limited actionable customer overlap

Different market dynamics

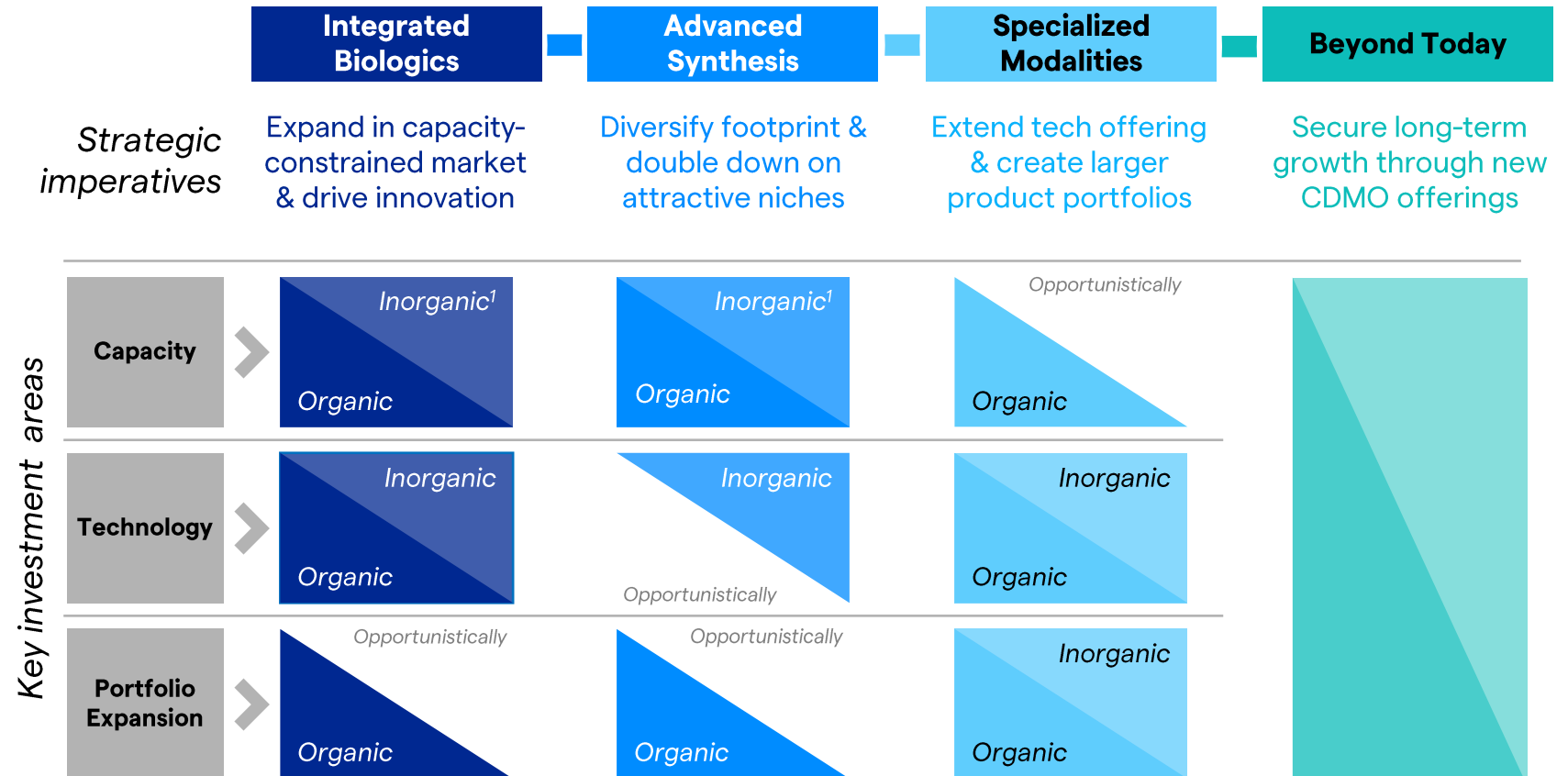
Overall lower growth, impacting Lonza's mid-term sales growth (by ~1 ppt)



Exit CHI at the appropriate time and in the best interest of shareholders and stakeholders

IV EXPAND: Double down on strategic priorities and opportunities

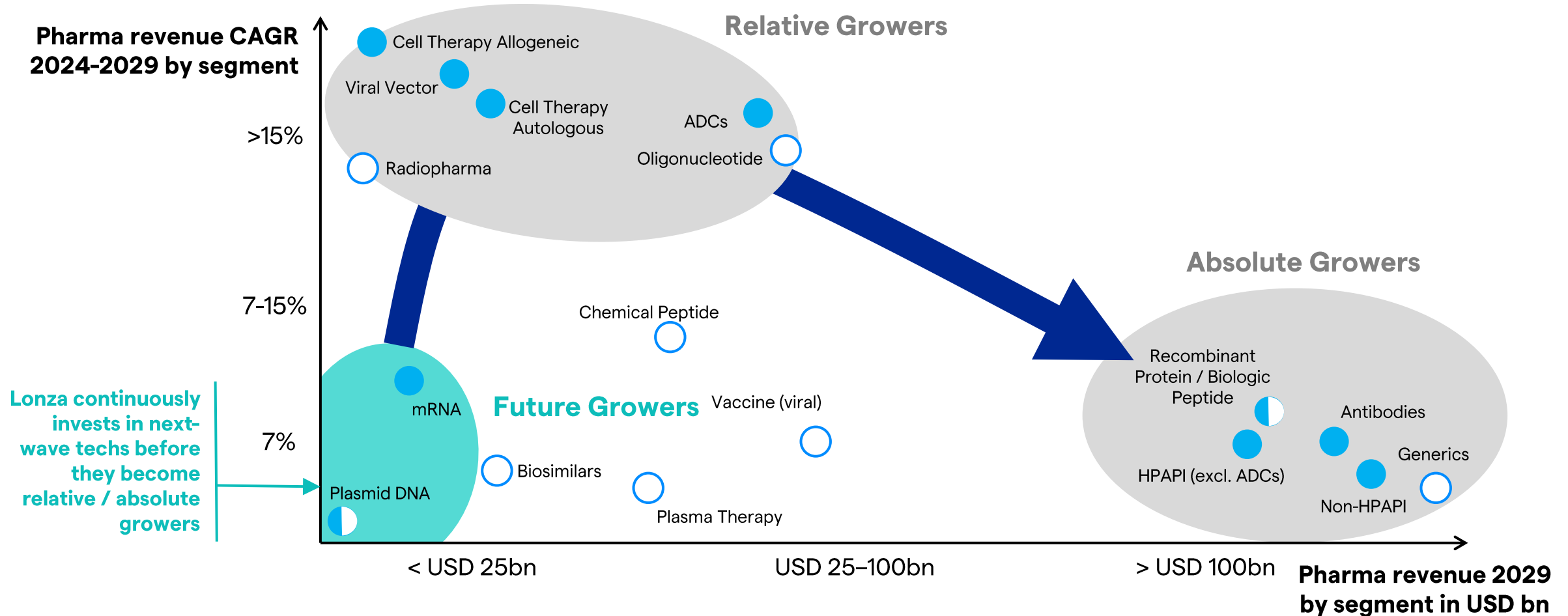
Assessment of new opportunities against Lonza Engine



1. Potential for accelerated and de-risked capacity delivery.

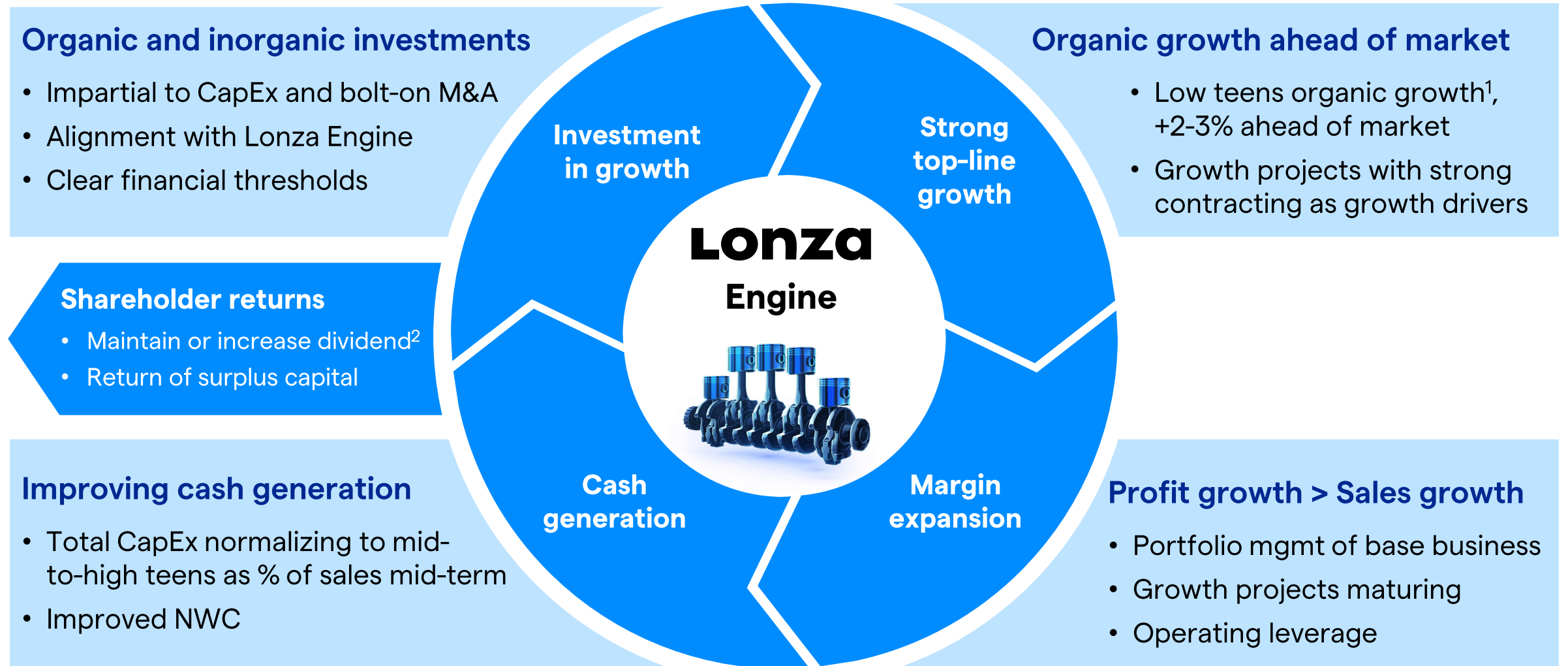
IV

EXPAND: Outgrow the Pharma market by investing in large and highest growth segments along modalities



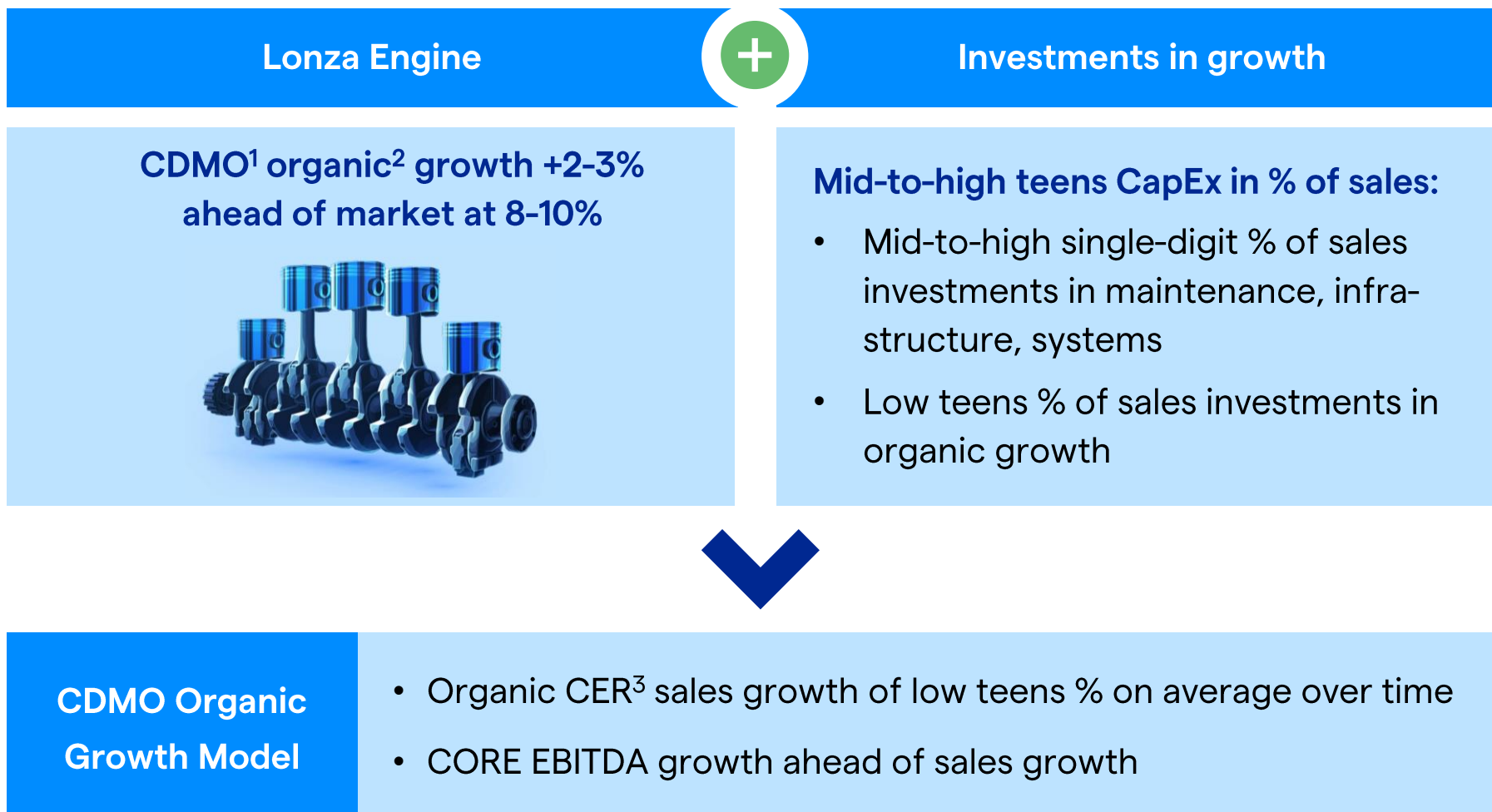
Source: Lonza analysis, EvaluatePharma.
 Note: Modalities presented on the slide account for >90% of global pharma market.

The Lonza Engine drives growth-led value creation



1. CDMO: Lonza excl. Capsules & Health Ingredients (CHI). 2. Pay-out ratio of 35-45%.

The Lonza Engine together with disciplined investments in growth will drive Lonza's CDMO Organic Growth Model



1. CDMO: Lonza excl. Capsules & Health Ingredients (CHI). 2. Excl. M&A. 3. Constant Exchange Rates.

Group Outlook 2024 confirmed – strong profitable growth expected for CDMO business in 2025



Group Outlook 2024

FY 2024 Outlook confirmed at flat CER¹ sales growth and a CORE EBITDA margin in the high twenties (27–29%):

- Higher-than-planned performance of CDMO² business offsets lower-than-planned CHI business performance

CDMO Outlook 2025

2025 Outlook expects strong profitable growth:

- CER sales growth approaching 20% (including around half a billion CHF sales from Vacaville site acquisition) – low teens % organic³ CER sales growth
- CORE EBITDA margin approaching 30%

CHI Outlook 2025

2025 Outlook expects return to sales and margin growth:

- Low-to-mid single-digit % CER¹ sales growth
- Mid twenties % CORE EBITDA margin

One Lonza is a place of unique opportunity: The Lonza Engine will deliver outstanding value creation for the benefit of shareholders and all stakeholders



New Vision of One Lonza

Lonza Engine and One Lonza Strategy

Key initiatives:

Focus – Reshape – Elevate – Expand



One Lonza is a place of unique opportunity



We have a clear strategy for value creation



We have a unique set of strengths



We don't waste time taking decisions



We expect to deliver strong value creation in the future



We are One Lonza – the pioneer and market leader, setting the pace and manufacturing the medicines of tomorrow

Lonza