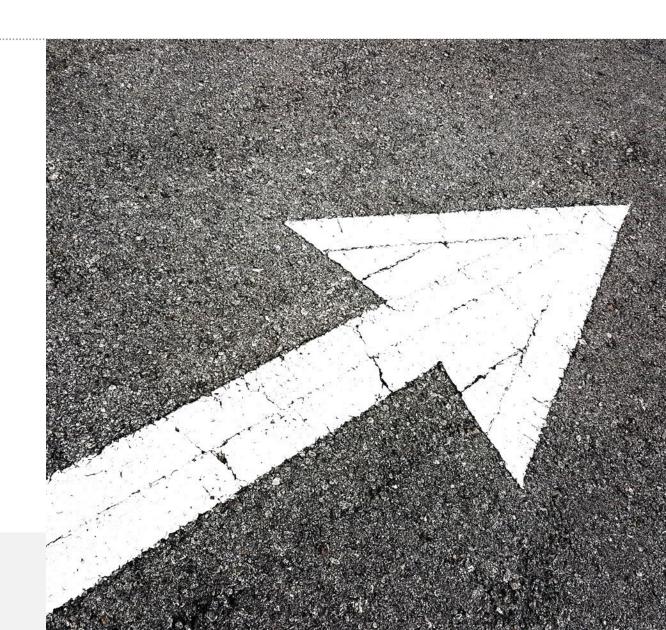


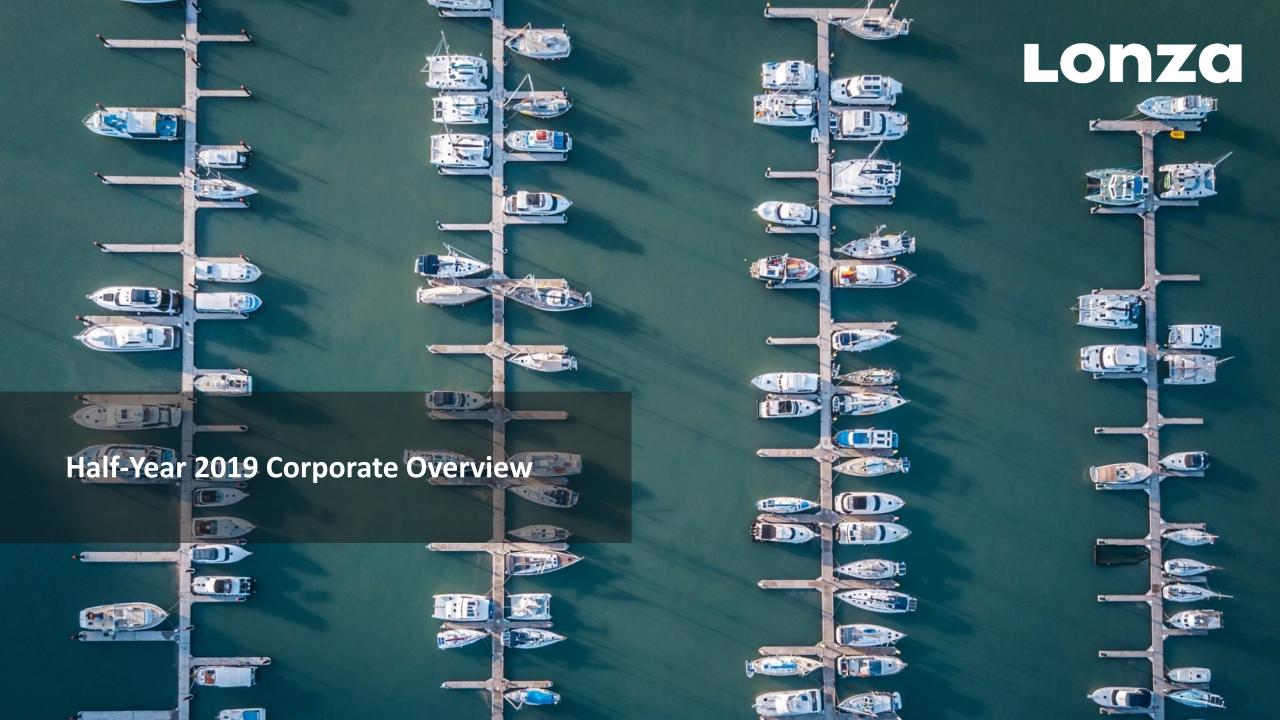
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Lonza

- Half-Year 2019 Corporate Overview
- Half-Year 2019 Financial Summary
- Lonza Segments
 - Pharma Biotech & Nutrition (LPBN)
 - Specialty Ingredients (LSI)
- Outlook 2019
- Appendices



Note: Since 1 March 2019, Lonza has been operating in a Lonza Pharma Biotech & Nutrition segment and a Lonza Specialty Ingredients segment. Restated 2018 financials are published here.



Half-Year 2019 Corporate Overview



Double-digit sales growth in Pharma Biotech & Nutrition, continued headwinds in Specialty Ingredients

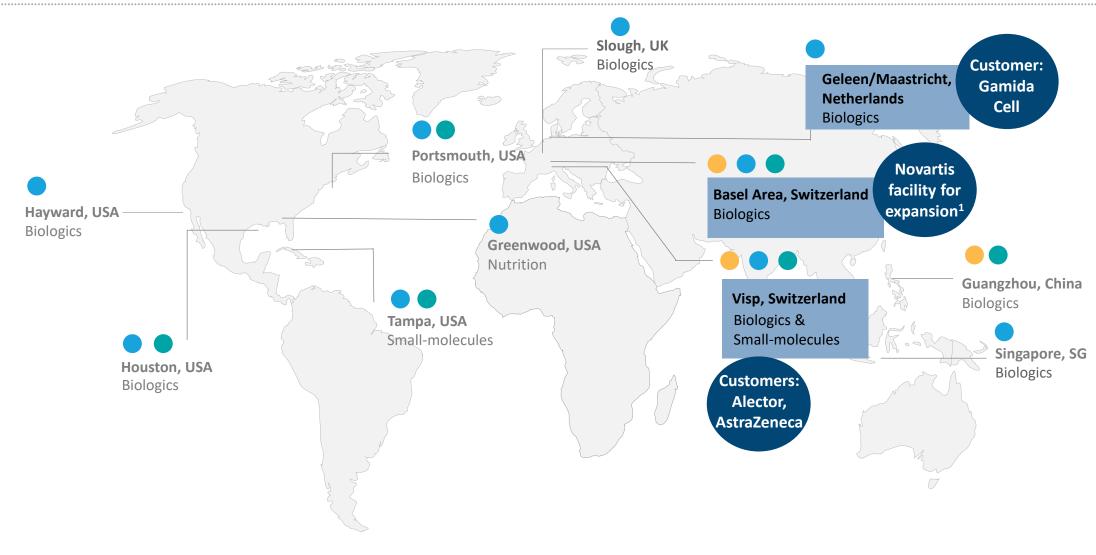
- Outlook 2019 confirmed with high singledigit sales growth in LPBN and start of recovery in LSI expected
- Ongoing efficiency measures across all businesses
- Talent acquisition for strategic growth projects geared towards H2 2019 and 2020
- Focus on execution of CAPEX investments and new partnerships in LPBN
- LSI carve-out progresses on time and on budget



Update on Strategic Growth Investments in Pharma Biotech & Nutrition



New investments and customers announced in H1 2019





Half-Year 2019 Financial Highlights Continuing Operations



Delivering on our guidance

Margin in %

Half-Year Results 2019			
CHF million	HY 2019	% YoY	HY 2018 (restated) ¹
Sales ²	2,976	6.4	2,796
CORE EBITDA	828	7.7	769
Margin in %	27.8	30 bps	27.5
CORE EBITDA excl. IFRS 16	814	5.9	769
Margin in %	27.4	(10 bps)	27.5
CORE EBIT	643	7.0	601
Margin in %	21.6	10 bps	21.5
CORE EBIT excl. IFRS 16	641	6.7	601

0 bps

21.5

21.5

¹Restated to reflect the classification of Water Care business as discontinued operations (see note 5 of <u>Half-Year Results 2019 Report</u>). Prior year information has not been restated to reflect the adoption of IFRS 16 (see note 2 of <u>Half-Year Results 2019 Report</u>)

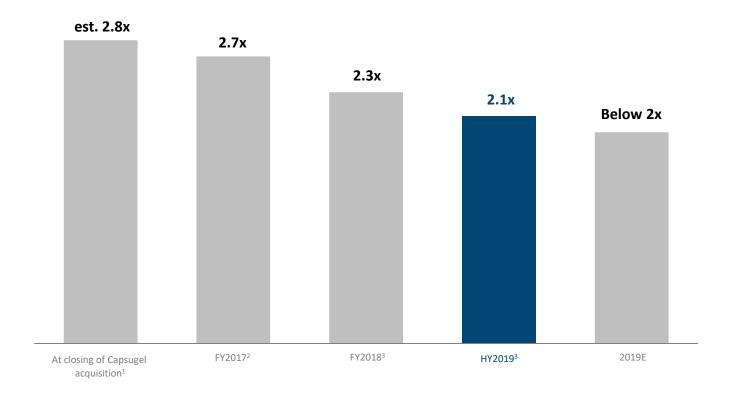
² Currency exchange effects had 30bps positive impact on actual exchange rate (AER) results. Further information about constant exchange rates (CER) is displayed in the Half-Year Results 2019 Report.

Net Leverage 2017 to 2019



Continued deleveraging on the back of strategic growth investments

Net Leverage (Net Debt / CORE EBITDA)



- Divestment of Water Care business unit resulted in cash proceeds of CHF 620 million in H1 2019
- Using proceeds for financing high-return, risk-adjusted growth initiatives in LPBN and for further deleveraging
- CHF 308 million CAPEX spent in H1 2019, expected to increase in H2 2019

¹Net debt/CORE EBITDA is calculated based on the CORE EBITDA of the last 12 months, including Capsugel. The Capsugel acquisition closed on 5 July 2017

² 2017 including Capsugel as of 5 July 2017, restated for IFRS 15

³ Net debt/CORE EBITDA is calculated based on the CORE EBITDA of the last 12 months

Lonza



Pharma Biotech & Nutrition Financial Highlights



Achieving double-digit sales growth

Half-Year Results 2019

CHF million	HY 2019	% YoY	HY 2018 (restated) ¹
Sales ²	2,088	10.8	1,884
CORE EBITDA	693	9.7	632
Margin in %	33.2	(30 bps)	33.5
CORE EBITDA excl. IFRS 16	682	7.9	632
Margin in %	32.7	(80 bps)	33.5
CORE EBIT	571	8.8	525
Margin in %	27.3	(60 bps)	27.9
CORE EBIT excl. IFRS 16	569	8.4	525
Margin in %	27.3	(60 bps)	27.9

¹ Restated to reflect the 2019 realignment of Lonza's segments into Pharma Biotech & Nutrition and Specialty Ingredients. Prior year information has not been restated to reflect the adoption of IFRS 16 (see note 2 of Half-Year Results 2019 Report)

² Currency exchange effects had 50bps positive impact on actual exchange rate (AER) results. Further information about constant exchange rates (CER) is displayed in the Half-Year Results 2019 Report

Lonza



CDMO Services within LPBN



Half-Year 2019 CDMO Services Overview





Mammalian and Microbial

Strong performance of clinical and commercial with batch releases ahead of schedule

Continued high demand for development activities already allows visibility into 2021

Expansion areas: complex protein expression technologies; drug product for commercial launch

Cell and Gene

Continued momentum in a dynamic market environment

Strong interest in Lonza technology offerings and comprehensive service portfolio including process development and commercial manufacturing

New customers signed and further evolving pipeline

Aim to enhance profitability

Small-Molecules

Expansion in pre-clinical services, HPAPI and bioconjugates to meet growing market for early stage and complex molecules

New customers signed: AstraZeneca for long-term manufacturing of HPAPI

Ongoing demand for specialty polymer offerings in pharma hard capsules

Bioscience

Strong performance based on media sales, continued expansion of quality control software, and supply recovery

Positive impact from new products launched, e.g. robotic solutions for endotoxin testing

Aim to enhance profitability

Cell and Gene Technologies with New Contracts in H1 2019



High demand for Lonza offerings across all modalities, supporting a leading market position

Lonza Offerings in Cell and Gene Technologies Across Four Global Centers of Excellence



Autologous and allogeneic cell therapy

Cell Therapy



Viral vectors for *ex vivo* gene therapy e.g. Lenti virus





Autologous or allogeneic cells



Virally modified cells (classified as gene therapies, e.g. CAR-T)



Viral vectors for *in* vivo gene therapy e.g. AAV

Gene Therapy

Cell and Gene Technologies Performance in H1

- New clinical and commercial contracts signed in H1 2019
- Strong sales pipeline going forward
- High volume of inquiries for viral vector production and cell therapies from both emerging biotech and large pharma

Commercial manufacturing agreement with Gamida Cell:

- Phase 3 investigational advanced cell therapy omidubicel to treat hematologic malignancies
- Based on long-term partnership, serviced from Lonza Geleen (NL)



Lonza's Expansion in Drug Product Services (DPS)



With additional drug product capabilities coming online, Lonza will cover the full product lifecycle

2019 H1



Start of DPS with 25 FTEs, led by Prof. Hanns-Christian Mahler in Q4 2016: from zero customers, projects, molecules to 76, 280, 122 respectively

- 3000 m²
- 120 employees
- Tox-/non-cGMP production

2019 H2



Entering into a binding commitment to acquire Novartis facility for drug product manufacturing to complement existing development services with sterile fill and finish of drug product

- Clinical & Commercial Launch (Liquid-/Lyovials)
- Space for additional production line

2020

Basel – Stuecki (Building 60G)



Development Services & QC

Expansion of Basel (Stücki) facilities based on market demand and Lonza customer enquiries

- 8000 m²
- 200 employees
- Tox-/non-cGMP production

2021



DPS as part of IbexTM Design & Develop clinical and IbexTM Dedicate commercial offerings

- Clinical & Launch (Liquid-/Lyovials)
- Space for additional lines
- Gene-to-patient offering



Half-Year 2019 Consumer Health & Nutrition Overview



Nutrition businesses experience softer demand against strong year-on-year comparison; pick-up in H2 2019 expected

Nutrition Hard Capsules

Continued market momentum for specialty polymer capsules, a focal area going forward

Increased competition and softer demand for gelatin capsules across regions

Several product launches for clean-label and natural capsules

Focus on commercial initiatives with stronger H2 compared to H1 2019 expected

Dosage Form Solutions

Ongoing momentum for innovative dosage form solutions, benefitting from strong market potential for nutritional applications

Optimization of Lonza-Capsugel synergies driving successful launch of finished formulated solutions

H1 with supply limitations for intermediates used in high-demand premium dosage forms; diversification of supply chain underway

Nutritional Ingredients

Marginally softer sales globally due to customer inventory pre-build in 2018 and subsequent Lonza supply challenges

Additional capacity coming on-stream within existing footprint in 2019, with significant expansion starting mid-2020

Expansion of premium science-backed UC-II® ingredient for joint health into new markets, regions, and applications

Strong performance of Carnipure® L-Carnitine ingredient for sports nutrition

Delivering Constant Innovation for Consumer Goods Markets



Lonza at the forefront of new science-based formulations and extended clean-label capabilities

Clean-Label Capabilities

Increased focus on natural, vegetarian and vegan products, which are free from additives or preservatives

E.g. Launch of Vcaps ® Plus White Opal™ plant-based, titanium dioxide-free capsule



Organic Food Colorants

Expansion of offering with Capsugel® Vcaps® Plus Red Radish, Spicy Yellow and Purple Carrot, following launch of Vcaps® Plus Blue Spirulina as industry's first clean-label food colored capsule





Innovative Finished Products

Introduction of innovative finished formulated UC-II products, which are combined with other ingredients in daily dose Vcaps® Plus capsules for complementary benefits

E.g. With omega-3s, curcumin for antiinflammatory effects, vitamin K2 for all-inone bone and joint health solution





Specialty Ingredients Financial Highlights



Sales decline against a strong year-on-year comparison while profit margins were maintained

Half-Year Results 2019

	HY 2019	% YoY	HY 2018 (restated) ¹
Sales ²	859	(3.8)	893
CORE EBITDA	163	(3.0)	168
Margin in %	19.0	20 bps	18.8
CORE EBITDA excl. IFRS 16	161	(4.2)	168
Margin in %	18.7	(10 bps)	18.8
CORE EBIT	124	(3.9)	129
Margin in %	14.4	0 bps	14.4
CORE EBIT excl. IFRS 16	123	(4.7)	129
Margin in %	14.3	(10 bps)	14.4

¹Restated to reflect the 2019 realignment of Lonza's segments into Pharma Biotech & Nutrition and Specialty Ingredients, as well as the classification of Water Care business as discontinued operations. Prior year information has not been restated to reflect the adoption of IFRS 16 (see note 2 of Half-Year Results 2019 Report)

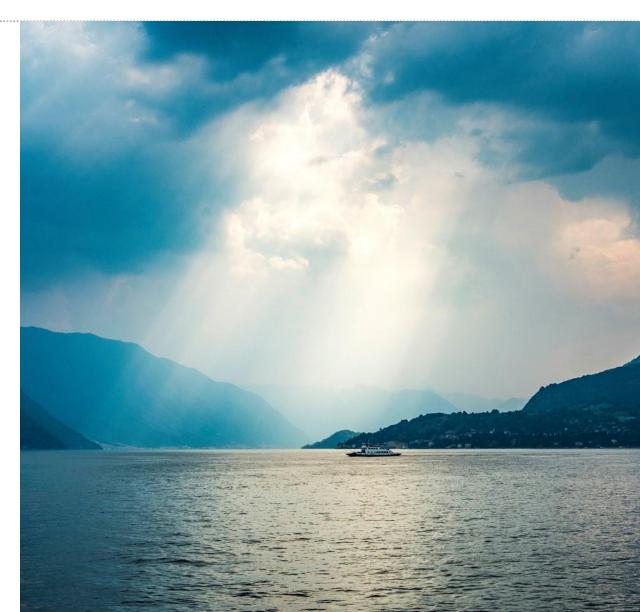
² Currency exchange effects had 10bps negative impact on actual exchange rate (AER) results. Further information about constant exchange rates (CER) is displayed in the Half-Year Results 2019 Report

Half-Year 2019 Specialty Ingredients Overview



Continued headwinds in line with broader sector, however, profit margins were maintained

- Topline decline against a strong H1 2018 comparison driven by softer end-markets, especially in Asia, and significantly constrained BIT (1,2-Benzisothiazolin-3-one)
- LSI on track to diversify supply base, especially into India, with continuing uncertainties regarding Chinese BIT supply
- Stable profit margin as raw material price increases partly passed on to customers and LSI overhead cost control measures begin to deliver benefits
- Start of sales recovery expected in H2, however profitability below H1 caused by scheduled site maintenance



Half-Year 2019 Specialty Ingredients Overview



Start of sales recovery expected; CORE EBITDA margin pressure caused by site maintenance in H2 2019

Industrial Applications

Below previous year based on continued supply shortage of BIT

Extensive measures taken by value chain and price management

Encouraging results end of H1 with further recovery in H2 anticipated

Personal and Home Care Preservation

Robust performance of Home Care in China and North America

Soft performance of Personal Care caused by increased competition and lower demand in skin and hair care

Professional Hygiene

Continued healthy demand and performance above previous year

Wood Applications

Solid performance despite weather-related challenges in North America market

Composites

Negatively affected by soft demand for electronics, especially out of Asia

Uptake expected in H2 2019 based on increased demand following 5G introduction

Agricultural Offerings

Suffered from customer destocking after dry European summer in 2018

Supply chain challenges, competitive pressure and increasing feedstock cost

Increased demand for CMO

Vitamin B3 prices behind previous year; price increases expected in H2 2019

Delivering Innovation in Microbial-Control Applications

Specialty Ingredients' focus on strengthening its market leadership



Some recent examples

Next Generation Antidandruff Active

Strengthening position as world's leading antidandruff active supplier

Commenced manufacturing of Piroctone Olamine (PO) to broaden portfolio



Keeping our World Healthy®

New additions to regulated Professional Hygiene offerings

Introduction of hydrogen peroxide-based hard surface disinfectants and FDA-approved non-alcohol hand sanitizers



Regulatory Support

Introduction of microbial-control alternatives, e.g. Triclosan-free antibacterial personal care, Creosate-free protection for timber, regulatory approved fungicides for open system metalworking fluids



Bioactives

Product launches for personal care "aspirational" consumers

Introduction of naturally derived polyglycerol esters for non-ionic emulsifiers and surfactants, and bioactives for scalp and skin





Confirming Outlook 2019



A balance between positive momentum in LPBN and recovery in LSI

- Outlook 2019 anticipates a year of significant investments in Biologics and headwinds in the cyclical parts of Specialty Ingredients
- High single-digit sales growth in LPBN, start of recovery in LSI in H2 2019 anticipated
- Efficiency measures across all businesses ongoing with strategic investments in LPBN geared towards the second half of 2019 and regularly scheduled maintenance of LSI sites
- Continuing focus on growth project execution and delivery

Mid-to-high single-digit sales growth

Sustained high CORE EBITDA margin level

Outlook 2019 is based on Lonza's continuing operations (excluding the Water Care business unit), the present macro-economic environment, current visibility and constant exchange rates



Confirming Mid-Term Guidance 2022



Adjustment after Water Care disposal, while emphasizing growth

- Mid-Term Guidance based on contribution of all Lonza businesses
- Recent investments in LPBN segment to capitalize on anticipated market growth, mainly expected to contribute to Lonza financial performance beyond 2022
- Proceeds of Water Care disposal used for financing high-return, commercially de-risked growth initiatives in healthcare businesses alongside continuing focus on deleveraging



Mid-Term Guidance 2022 is based on Lonza's continuing operations (excluding the Water Care business unit), the present macro-economic environment, current visibility and constant exchange rates

Half-Year 2019 Financial Highlights Continuing Business (1/2)



Presenting Half-Year 2019 results – Full report accessible online

CHF million	HYR 2019	HYR 2018 (restated) ¹	% YoY	
Sales ²	2,976	2,796	6.4	
CORE EBITDA ³	828	769	7.7	
Margin in % ³	27.8	27.5	30 bps	
CORE EBIT ⁴	643	601	7.0	
Margin in % ⁴	21.6	21.5	10 bps	
EBITDA	787	746	5.5	
Margin in %	26.4	26.7	(30 bps)	
EBIT	509	497	2.4	
Margin in %	17.1	17.8	(70 bps)	
Net Financing Costs	(64)	(18)	(255.6)	
Tax Rate	11.1%	18.3%	-	
CORE Profit for the Period	520	475	9.5	
Profit from Continuing Operations	393	391	0.5	

¹Restated to reflect the classification of Water Care business as discontinued operations (see note 2 of the Half-Year Results 2019 Report). Prior year information has not been restated to reflect the adoption of IFRS 16 (see note 2 of the Half-Year Results 2019 Report).

² Currency exchange effects had 30bps positive impact on actual exchange rate (AER) results. Further information about constant exchange rates (CER) is displayed in the Half-Year Results 2019 Report

³ IFRS 16 accounting adjustment on leases had a positive CORE EBITDA impact of CHF 14 million in H1 2019 (40 bps positive CORE EBITDA margin impact)

⁴ IFRS 16 accounting adjustment on leases had a positive CORE EBIT impact of CHF 2 million in H1 2019 (10 bps positive CORE EBIT margin impact)

Half-Year 2019 Financial Highlights Continuing Business (2/2)



Presenting Half-Year 2019 results – Full report accessible online

CHF million	HYR 2019	HYR 2018 (restated) ¹	% YoY	
CORE EPS basic (CHF)	7.00	6.36	10.1	
EPS Basic (CHF)	5.29	5.23	1.1	
CORE EPS Diluted (CHF)	6.96	6.32	10.1	
EPS Diluted (CHF)	5.26	5.20	1.2	
Operational Free Cash Flow	555	351	58.1	
Change of Net Working Capital	(500)	(285)	(75.4)	
Capital Expenditures	(308)	(179)	(72.1)	
CORE RONOA in %	30.8	32.5	(5.2)	
ROIC in %	9.4	8.3	13.3	
Net debt	3,334	3,715	(10.3)	
Debt-equity ratio	0.53	0.58	(8.6)	
Net debt / CORE EBITDA ratio ²	2.12	2.52	(15.9)	
Number of Employees	14,700	14,882	(1.2)	

¹Restated to reflect the classification of Water Care business as discontinued operations (see note 5 of the Half-Year Results 2019 Report). Prior year information has not been restated to reflect the adoption of IFRS 16 (see note 2 of the Half-Year Results 2019 Report).

² Net debt/CORE EBITDA is calculated based on the CORE EBITDA of the last twelve months

Restated H1 2018 Financial Information



as of 30 June 2018 – Full report accessible online

Restated FH1 2018						
million CHF	LPBN¹	LSI ²	Corporate	Group (continuing)	Water Care	Group (total)
Sales	1,884	893	19	2,796	283	3,079
CORE EBITDA	632	168	(31)	769	33	802
CORE EBITDA Margin in %	33.5	18.8		27.5	11.7	26.0
CORE EBIT	525	129	(53)	601	25	626
CORE EBIT Margin in %	27.9	14.4		21.5	8.8	20.3
EBITDA				746	33	779
EBIT				497	22	519

Restatement Impacts H1 2018

CHF million	LPBN ¹	LSI ²	Corporate	
Sales	321	(321)	<u>-</u>	
CORE EBITDA	115	(115)	-	
CORE EBIT	100	(100)	-	

¹Lonza Pharma Biotech & Nutrition

² Lonza Specialty Ingredients

Events Calendar & Contacts



■ 27 – 28 Aug 2019	Roadshow Singapore, SG ((UBS)
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27 – 29 Aug 2019 Roadshow NY / Boston, USA (BoAML)

29 – 30 Aug 2019 Roadshow Hong Kong, CN (UBS)

29 Aug 2019 Reverse Roadshow, Basel, CH (Octavian)

Mizuho Investor Conference, Tokyo, JP

Morgan Stanley Healthcare Conference, NY, USA

Roadshow Frankfurt, DE (MainFirst)

Swiss Equity Conference, Zurich, CH (ZKB)

Full-Year Results 2019

Information about investor relations events is constantly updated on the website:

www.lonza.com/about-lonza/investor-relations



2 – 4 Sept 2019

9 – 11 Sept 2019

12 – 13 Sept 2019

6 Nov 2019

21 Jan 2020

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CORE Definition





Lonza believes that disclosing CORE results of the Group's performance enhances the financial markets' understanding of the company because the CORE results enable better comparison across years.



Therefore, the CORE results exclude exceptional expenses and income related to e.g. restructuring, environmental-remediation, acquisitions and divestitures, impairments and amortization of acquisition-related intangible assets, which can differ significantly from year to year.

For this same reason, Lonza uses these CORE results in addition to IFRS as important factors in internally assessing the Group's performance.

In Lonza's <u>2019 Half-Year Results report</u>, the reconciliation of IFRS to CORE results provides further details on the adjustments.

Additional Information and Disclaimer



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 Outlook 2019 and Mid-Term Guidance 2022 herein may not prove to be correct. The statements in the section on Outlook 2019 and Mid-Term Guidance 2022 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 Outlook 2019 and Mid-Term Guidance 2022 as a result of the factors described above or other factors. Investors should not place undue reliance on the statements in the section on Outlook 2019 and Mid-Term Guidance 2022. 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.

Glossary



ADC Antibody Drug Conjugate

AAV Adeno Associated Virus

Autologous Autologous cell-based therapy uses a person's own stem cells

Allogeneic Allogeneic cell-based therapy uses stem cells from a matched related or unrelated dono

bps Basis Points

CAPEX Capital Expenditure

CAR-T cells Chimeric antigen receptor-redirected T cells

CDMO Contract Development and Manufacturing Organization

cGMP Current good manufacturing practices

EBIT Earnings before interest and taxes

EBITDA Earnings before interest, taxes, depreciation, and amortization

EPS Earnings per share

HP(API) Highly Potent (Active Pharmaceutical Ingredient)

IFRS International Financial Reporting Standards

IRR Internal Rate of Return

OPEX Operating Expense

QC Quality Control

ROIC Return On Invested Capital

RONOA Return on Net Operating Assets

Small-Molecules Low molecular weight molecules that include lipids, monosaccharides, second messengers, other natural products and metabolites, as well as drugs and other xenobiotics

YoY Year over year