Capital Markets Day 2018
Talent 2022 – The Human Capital Perspective
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Agenda

- Lonza at a glance
- Lonza human resources
- Strategic workforce planning
- Lonza as employer of choice
- Talent development approach
- Capsugel integration
Lonza at a Glance
Our workforce …

- is 32% female
- includes 40% female BU leads
- has a 30% female board

- comprises more than 100 nationalities
- is mainly from the United States and Switzerland

- is balanced across all age groups

- is mainly based in EMEA
- has increased in APAC and the Americas due to recent acquisitions

- is highly engaged according to our regular Life@Lonza employee survey
  - 80% response rate
  - 2000+ follow-up actions
Lonza Human Resources
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Lonza human resources

**Corporate strategy**
- Healthcare continuum
- Mid-Term Guidance 2022
  - Sales CHF 7.5 bn
  - CORE EBITDA margin 30%
  - CORE RONOA 35%
  - Double-digit ROIC

**Lonza – Employer of choice**
- Performance
- Innovation
- Collaboration

**Human capital trends**
- Talent – First
- Agility – Culture / organization
- Data as opportunity and risk
- Integrating people, AI and robotics

**Talent development**
- From careers to experiences
- Character and personality
- Agility management

Need for High-Performing Teams

CORE definition: See appendix
Strategic Workforce Planning
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Strategic workforce planning: Preparing for the future

- Growth-driven additional demand
- Baby-boomer generation retirement
- Natural attrition
- Technology and process innovation like robotics, AI

- Analyze future workforce demand

- Strategic workforce planning (SWP)
- Operational workforce planning (OWP)
- Talent attraction, recruiting and retention
- Change management
- Labor relations
- Training & development
- Infrastructure & politics

- Set up dedicated workstreams

We continuously invest in training and development of our people to continue to be a leader in biological, fine chemical, analytical and process technology including manufacturing excellence, regulatory and quality.
Lonza as Employer of Choice
We at Lonza have constantly evolved and reinvented ourselves. Relentlessly seeking new solutions to empower our customers. Always looking to learn, to grow and to push ourselves further. Working at Lonza means seeing your future career through fresh eyes. And finding far more possibilities to make an impact on the world around you.

Rethink. Reinvent. Redefine.
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Lonza as employer of choice: Employee value proposition

VIDEO: Careers with Lonza in Visp – The Best of Both Worlds
Talent Development Approach
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Talent development approach: Personalized, agile and holistic

Who am I?

Who are we?

Where do we go?

Core performance

Building High-Performing Teams
Capsugel Integration
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Capsugel integration

5 July 2017: Deal closing

End 2017: Successful functional integration

End 2018: Business integration complete

2019: Business and functional excellence

Ongoing: Leveraging the combined operational footprint and synergistic commercial positioning

Integrating High-Performing Teams
We have a highly engaged and diverse workforce.

We know our current and future talent needs.

We have state-of-the-art recruitment processes and a well-recognized employer brand.

We grow individuals and leaders holistically, focusing on agility, change, innovation and personal growth.

We are experts in M&A, functional and business integration.

**KEY TAKEAWAYS**
Thank you for your attention.
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 2018 Half-Year Results report, the reconciliation of IFRS to CORE results provides further details on the adjustments.
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,” “believes,” “plans,” “anticipates,” “expects,” “estimates” and similar expressions) should be considered to be forward-looking statements. Investors are therefore cautioned that all forward-looking statements involve risks and uncertainty. 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 Outlook 2018 and Mid-Term Guidance 2022 herein may not prove to be correct. The statements in Outlook 2018 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 Outlook 2018 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 Outlook 2018 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 made.