

Full-Year Results 2025

Dr. Wolfgang Wienand – Chief Executive Officer
Philippe Deecke – Chief Financial Officer

Zurich, 28 January 2026



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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 section "Outlook 2026" herein may not prove to be correct. The statements in the section "Outlook 2026" constitute forward-looking statements and are not guarantees of future financial performance.

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Full-Year 2025
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Q&A



In the first year of the One Lonza strategy, we have delivered strong profitable growth and progressed well on our transformation journey

Lonza



Sales of CHF 6.5 billion with 21.7% CER¹ sales growth and CORE EBITDA of CHF 2.1 billion at 31.6% margin (+1.4ppts)² – ahead of upgraded Outlook



Low-teens CER sales growth and expanding margins excluding Vacaville – in line with Lonza's CDMO Organic Growth Model



Successful launch of the new One Lonza operating model – Vacaville integration seamless and completed as planned



Strong continuing business momentum across technologies with a high level of commercial contracting – Lonza well positioned for regional supply chains



Outlook 2026: CER sales growth of 11-12% and further CORE EBITDA margin expansion, reaching a level above 32%



CHI³ business delivered in line with Outlook and is now reported as a Discontinued Operation – exit process advancing as planned



One Lonza

Lonza





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

L

The five building blocks of the unique Lonza Engine®

Lonza

Leading scientific,
technological, digital ecosystem

Cutting-edge in chemistry,
biology, process
engineering

High-performance teams

Unified “One Lonza” team with one
purpose, one vision, shared values

Unparalleled customer partnerships

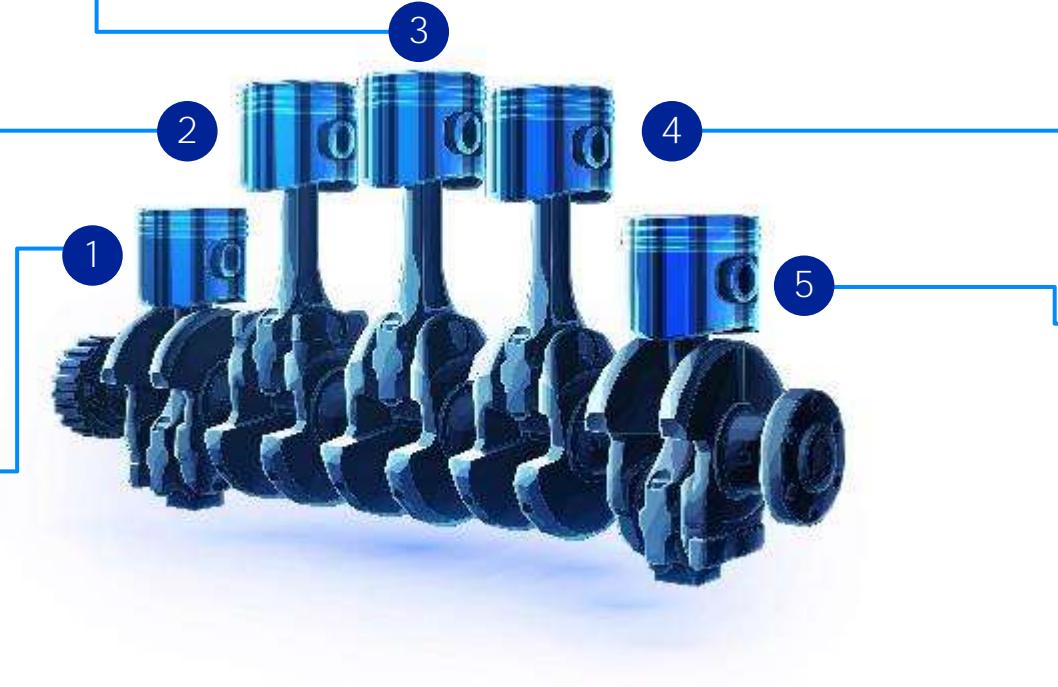
Based on trust, capabilities, scale, delivery
performance

End-to-end execution excellence

Unique development,
manufacturing, quality, plant
engineering capabilities

Plug-and-play investment &
integration capabilities

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



Leading scientific, technological, digital ecosystem

Biologics
>100 commercial molecules
2,000+ clinical molecules
Lonza GS System® (since 2012)

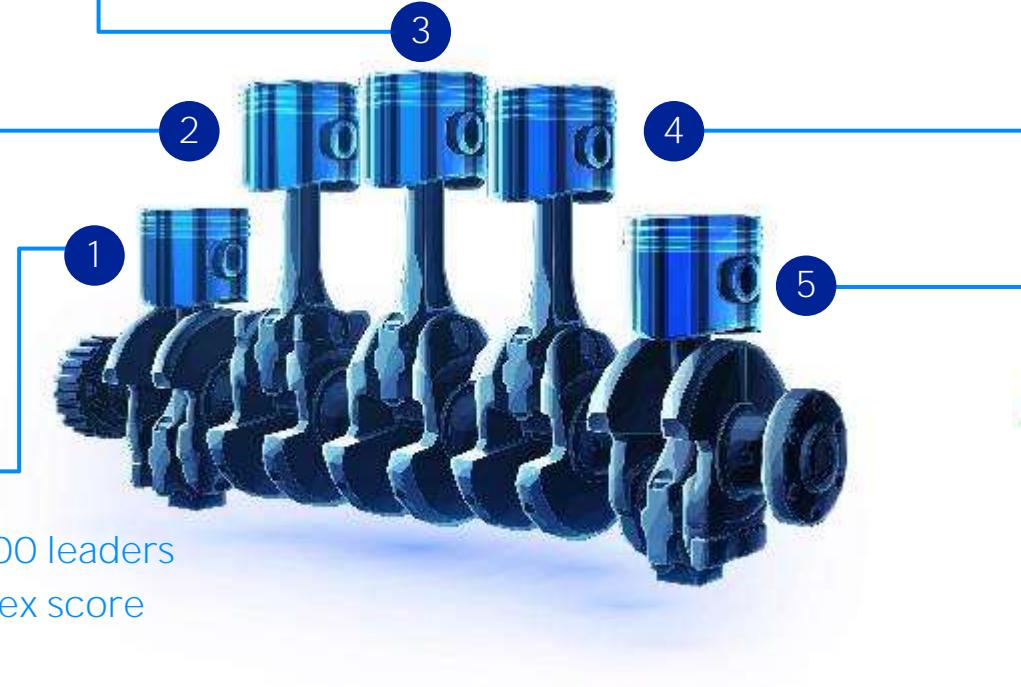
Unparalleled customer partnerships

Market-leading Net Promoter Score
x2 Improvement (since 2024)
Big Pharma
x1.5 Small Pharma / Biotech

High-performance teams

95% of Top 200 leaders strongly support the Lonza mission and, Purpose (2025)

>80% Top 200 leaders engagement index score (2025)



End-to-end execution excellence

Increase in integrated programs in mammalian
+50% Pre-clinical / Phase II / Phase III
+35% Phase II / Phase III

Plug-and-play investment & integration capabilities



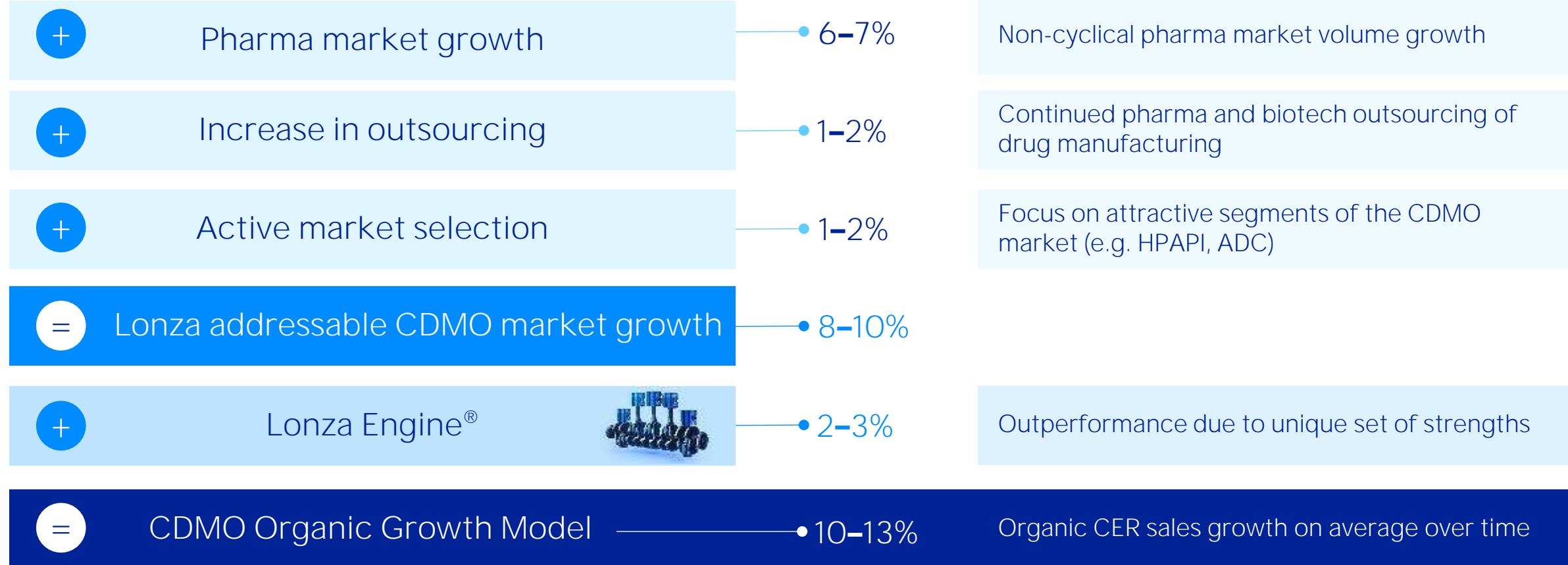
Integration Q1 2024



Integration mid-2025

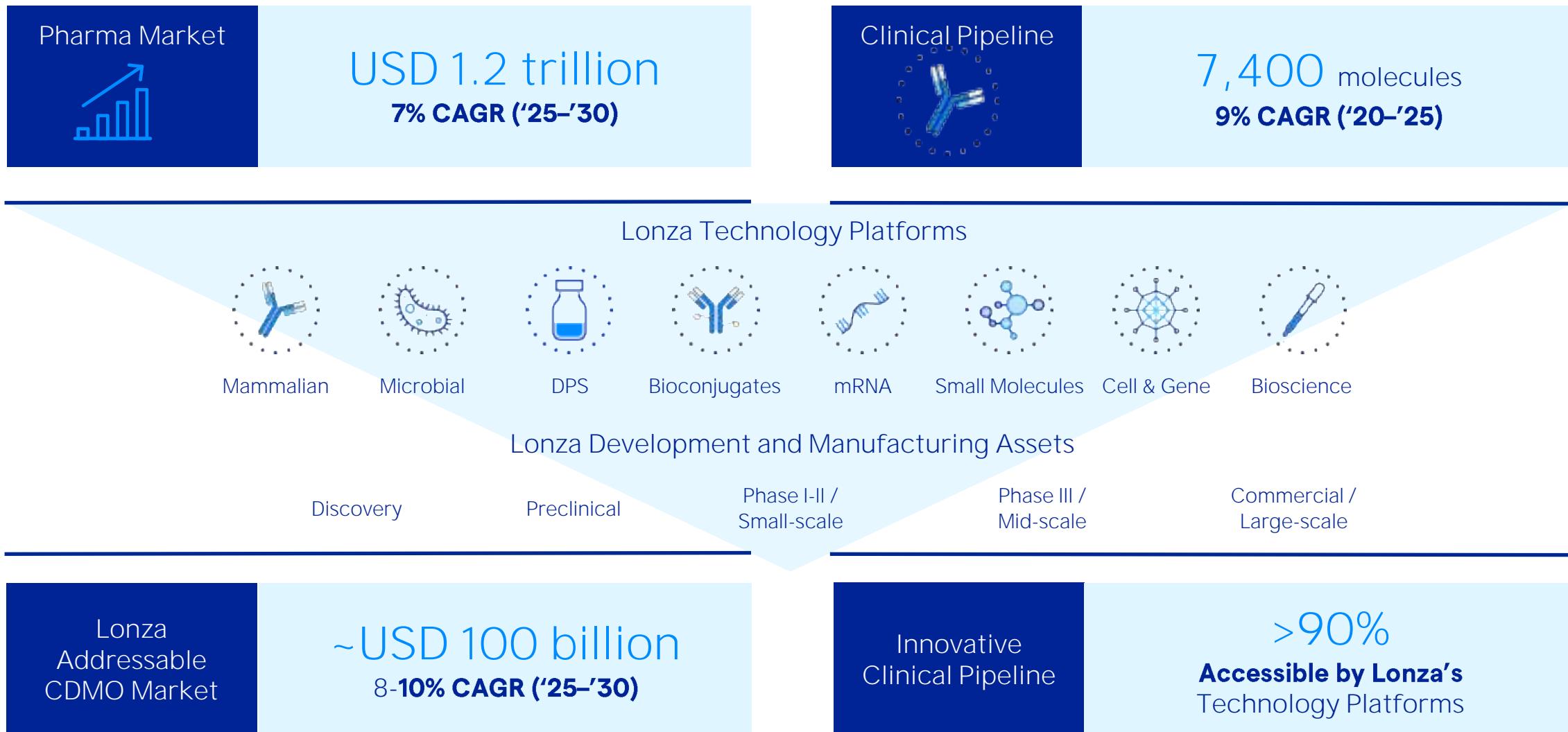
The Lonza Engine® enables us to outgrow our attractive underlying markets

Lonza



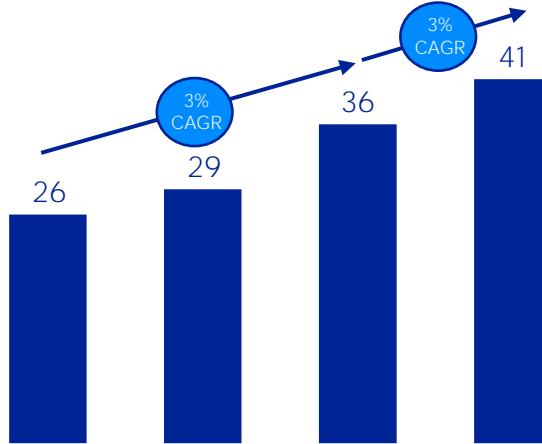
The pharmaceutical market is growing | By design, Lonza operates in the most attractive segments with access to >90% of the innovative clinical pipeline

Lonza

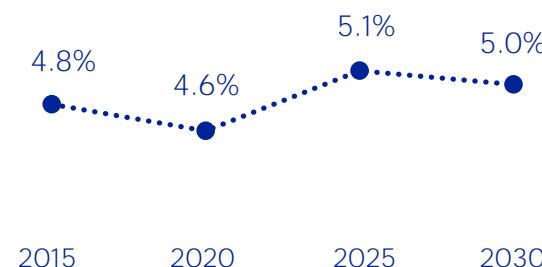


Outsourcing is – and will remain – a strategic imperative for large and small pharma companies to enable efficient global supply

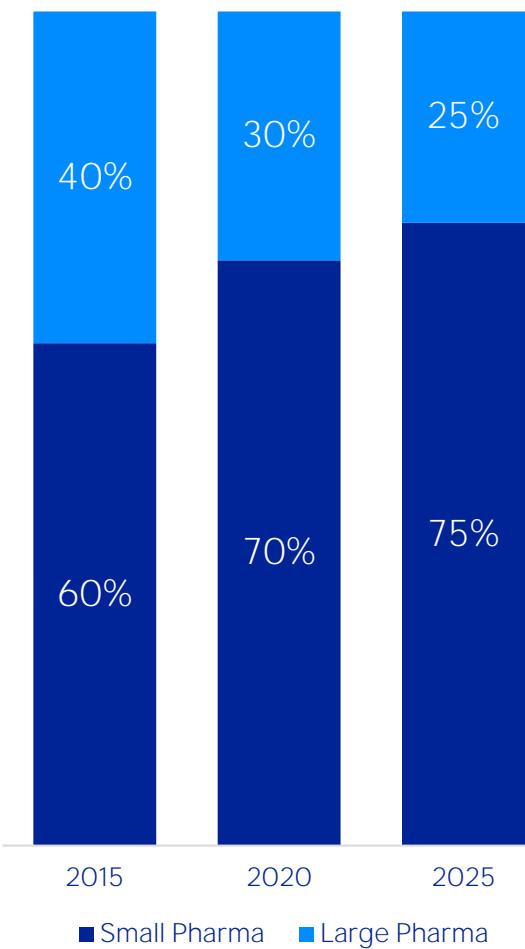
Top 20 Pharma¹ CapEx [USDbn]



Top 20 Pharma¹ CapEx / Sales ratio



Share of global clinical pipeline by company size [# molecules]



Overall, the strong economic rationale to outsource to CDMOs is unchanged

In mammalian, CDMO capacity has increased to >50% of global capacity

Future large pharma CapEx is expected to grow in line with historic trends – shift to the US likely

Continued rise of biotechs in innovation will further drive outsourcing – no own manufacturing capacities

Regionalization will favor CDMOs with sizeable global networks

1. Top 20 publicly-listed pharma companies excluding Eli Lilly & Novo Nordisk based on 2024 Rx sales. Forecasts based on Bloomberg consensus estimates. For reference, CAGR of CapEx including Eli Lilly & Novo Nordisk is 4%.

Increasing regionalization favors Lonza with its strong global presence



Global biologics volume demand¹



Lonza manufacturing network²

Vacaville, CA	Slough, UK	Nansha, CN
Portsmouth, NH	Visp & Stein, CH	Singapore, SG
Houston, TX	Porriño, ES	
Bend, OR	Verviers, BE	
Walkersville, MD	Geleen, NL	
	Cologne, DE	

Lonza ready for supply chain regionalization

Sizeable manufacturing presence across three main demand regions



Largest US mammalian CDMO with >35% US CDMO capacity share

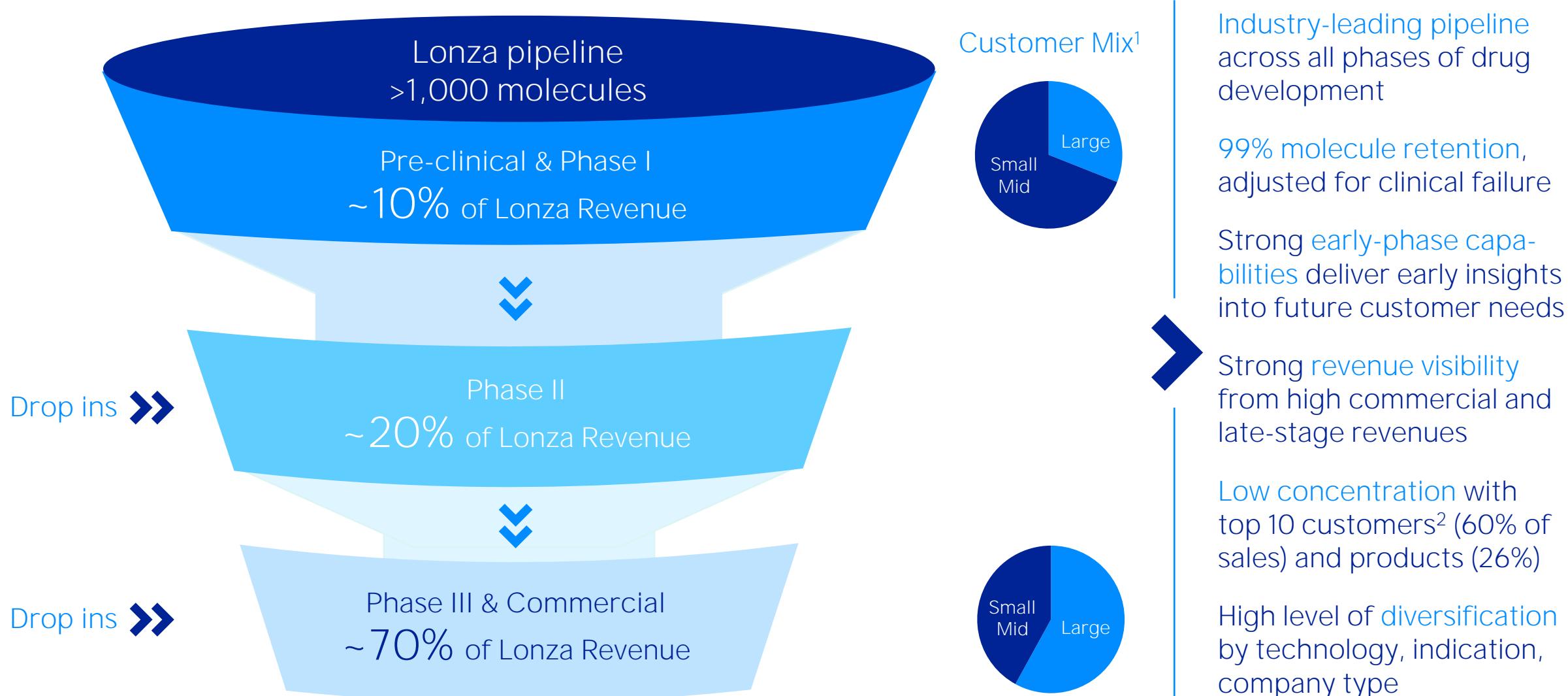
Around CHF 3bn total investments in the US in last 5 years

1. Based on Lonza estimate for global biologics (mammalian, microbial and ADC) volume demand. 2. Excluding smaller sites.

From 2020 to 2025, Lonza invested CHF 10 billion across the globe and across technologies, further strengthening its world-leading manufacturing network – in the US alone CHF 3 billion

Lonza's ever growing global asset footprint and technology breadth enable an ever growing, well-diversified portfolio with low volatility over time

Lonza



1. Top 30 largest pharma companies by revenue are attributed to large pharma. 2. Including the effect of acquisitions.

Full-Year 2025 Performance



Lonza

In 2025, Lonza delivered strong growth driven by sustained high demand across technologies | High level of commercial contracting

Business highlights

Robust sales momentum in Mammalian, Small Molecules, Bioconjugates, Drug Product and Bioscience Technology Platforms, among others driven by:

- Strong double-digit sales growth in Mammalian small-scale assets
- Maturing growth projects, e.g. small-scale mammalian plant in Portsmouth (US), HPAPI¹ plants in Visp (CH), bioconjugation suites in Visp (CH)

Sustained commercial contracting across technologies and sites, altogether worth well above CHF 10 billion:

- A fifth significant long-term contract for Vacaville & further in late-stage negotiations
- Multiple clinical and commercial integrated DS-DP² contracts

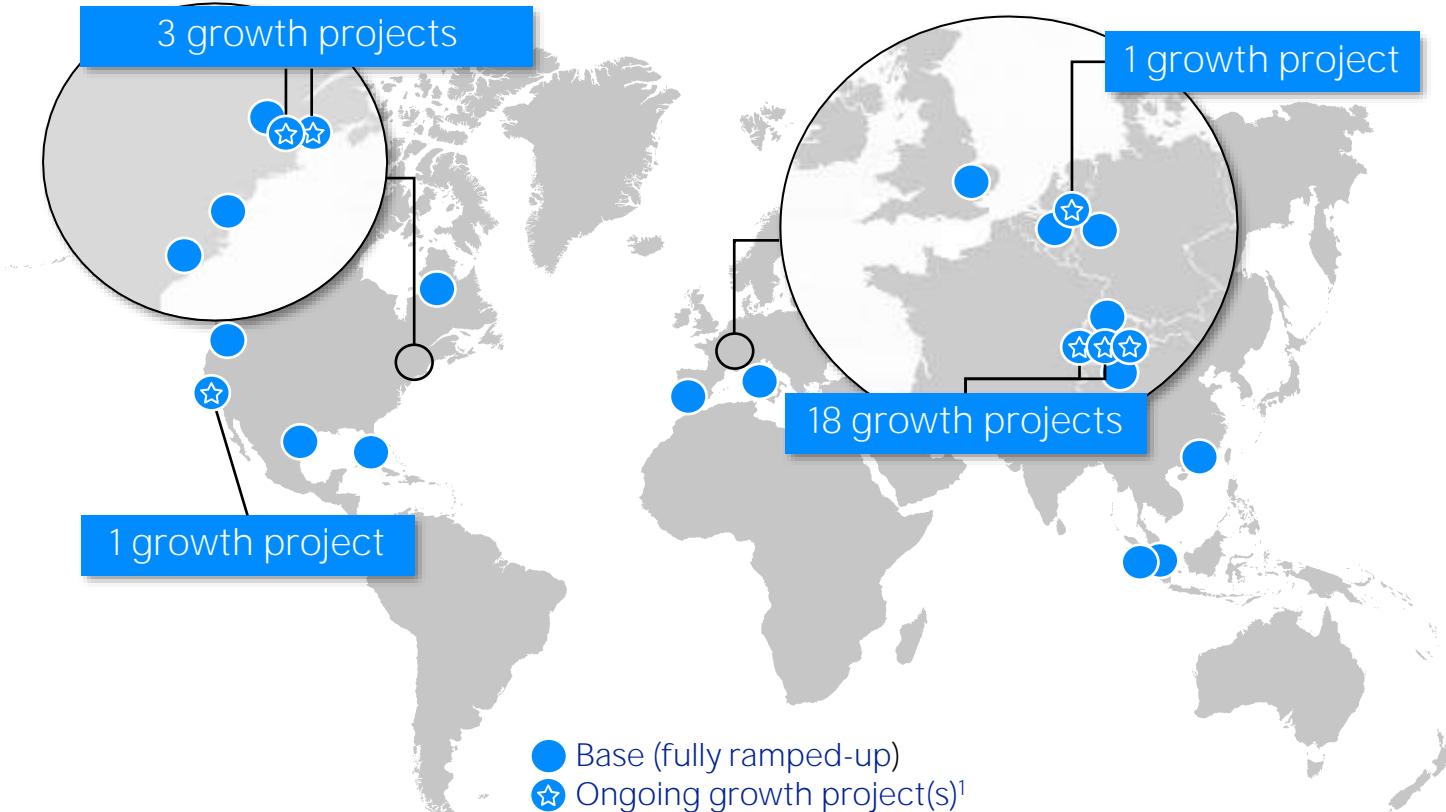
CHI recovery as planned, with +3.9% CER growth (+8% in H2) and CORE EBITDA margin expanding to 25.9% – exit process advancing, CHI reported as Discontinued Operations



In 2025, Lonza continued to invest in future growth across technologies |
Strong track record to build, operate and deliver around the world

Lonza

Global network and ongoing expansion



23 large ongoing CapEx projects¹

CHF 7 billion
Cumulative investment

90%
In commercial / mixed assets

9
Modalities / technologies

100%
Invested in Europe / US

1. CapEx >CHF 50m under construction or operational since 2025, incl. Vacaville acquisition (considered accelerated growth CapEx).

Lonza's ongoing growth investments are creating the broadest offering at scale in the global CDMO industry | Selected highlights

Lonza

Large-scale mammalian
(Visp, CH)



- Large CapEx
- Fermentation capacity of 120,000 liters
- Start in 2025
- Peak sales expected around 2030

Commercial
bioconjugation
(Visp, CH)

Large-scale aseptic
fill & finish
(Stein, CH)

Type 1 diabetes
cell therapy
(Portsmouth, US)



- Medium-size CapEx
- Multipurpose bioconjugation suites
- Stepwise from 2029
- Peak sales expected early to mid 2030s



- Medium-size CapEx
- Dedicated commercial cell therapy capacity
- Start expected in 2027
- Peak sales expected around 2030

Acquisition of Genentech facility in 2024 | A great fit to Lonza coming at a great point in time, creating the largest US CDMO mammalian network in one go

Lonza

Large-scale mammalian
(Vacaville, US)



- Acquisition price of CHF 1.1 billion
- Fermentation capacity of 332,000 liters
- Closing on 1 October 2024
- Peak sales expected in early 2030s



Strong and stable local team, reinforced by Lonza leaders / experts from global network

High-quality assets ready for new business – CapEx of CHF 500 million to increase flexibility

High customer interest with many visits – and now with five contracts

First successful US FDA audit under new ownership – strong quality track record

First successful tech transfer of a new product – quick adaptation to CDMO

Post-merger integration successfully completed – now regular part of global network

"A truly seamless tech transfer into Vacaville – execution at a level I have rarely experienced in my career"

Head of External Manufacturing & Supply, *third-party customer*

Financial Performance 2025



Strong 2025 financial performance



Financial performance summary AER^{1,2} in CHF million

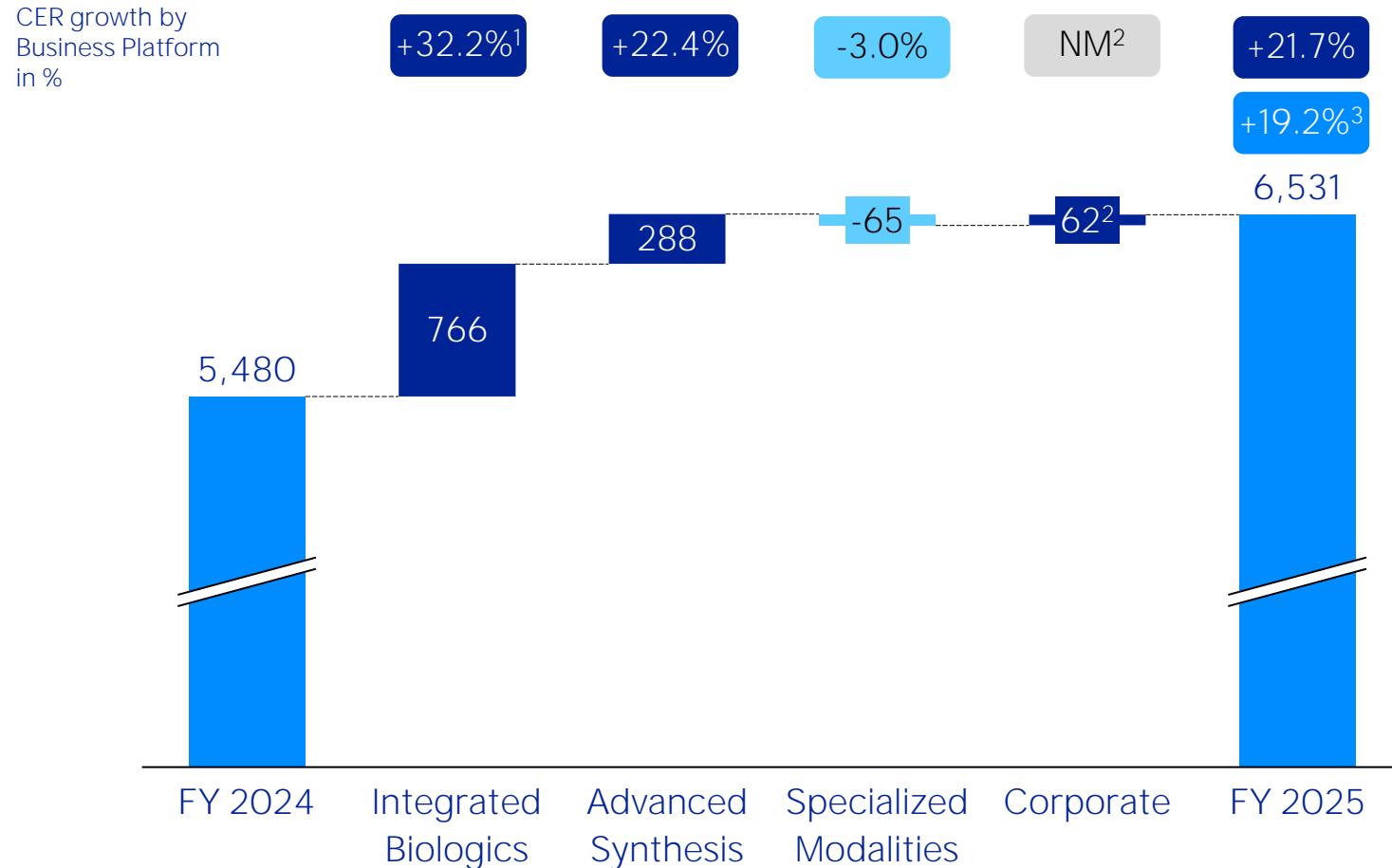
	H2 2025	FY 2025	
Sales	3,500	6,531	Strong H1 momentum maintained in H2
CER ³ growth	+20.4%	+21.7%	Dynamic sales progression from organic growth and Vacaville acquisition impact
AER ² growth	+17.3%	+19.2%	
CORE EBITDA	1,144	2,064	
Growth	+27.5%	+24.9%	Strong EBITDA growth with +1.4ppts margin improvement to 31.6% from maturing growth projects and operating leverage
Margin	32.7%	31.6%	
YoY margin change	+2.6ppts	+1.4ppts	

1. All financial information for FY 2025 is unaudited and for Lonza's continuing CDMO business (excluding CHI); the audited 2025 consolidated financial statements will be published in April as part of Lonza's 2025 Annual Report.

2. Actual Exchange Rates. 3. Constant Exchange Rates.

2025 with exceptional top-line performance in Advanced Synthesis

Lonza



Strong organic sales growth in ADS⁴ driven by rapid ramp-up of multiple growth projects

Vacaville with around CHF 0.6bn sales contribution in 2025

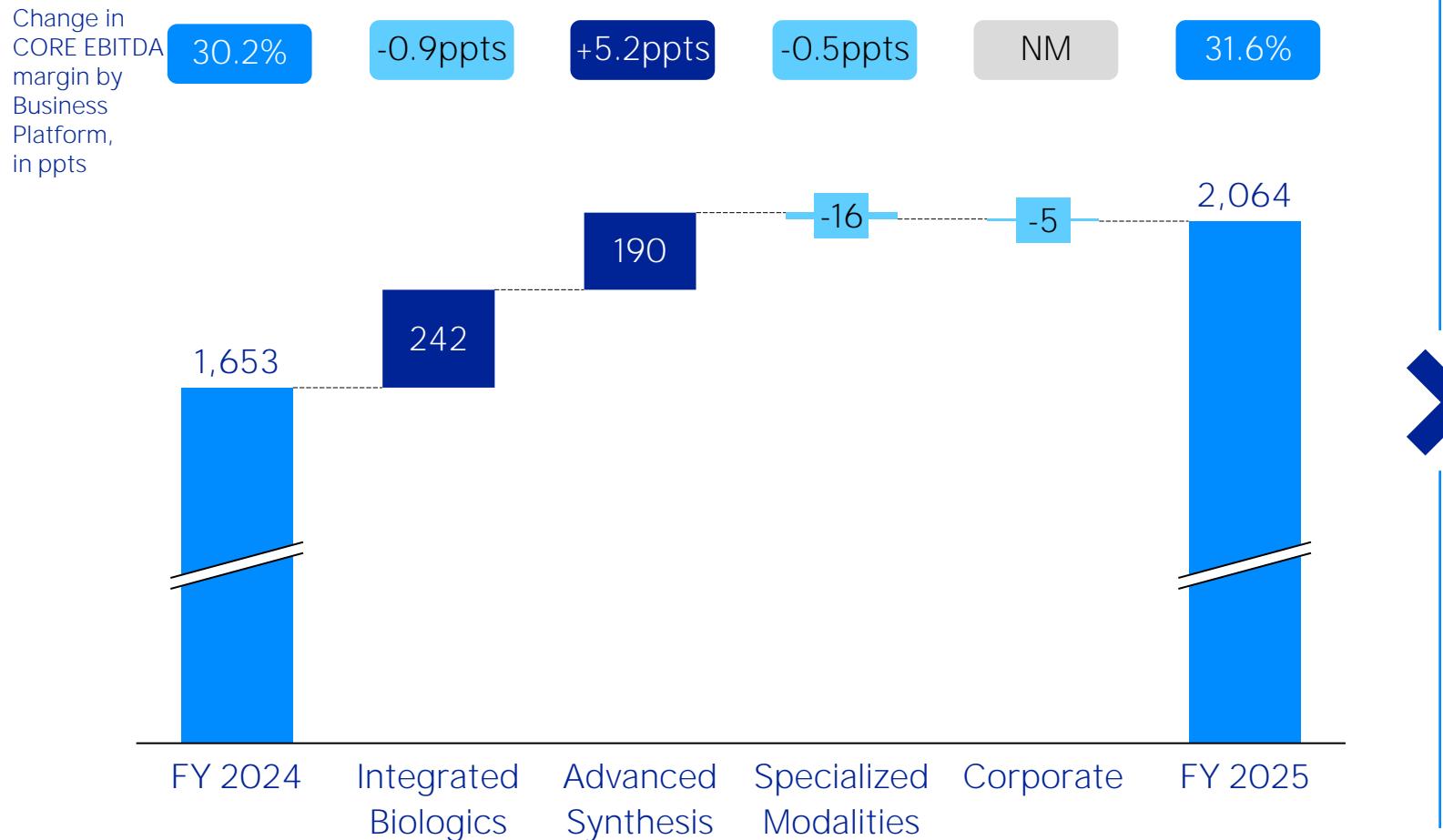
Excluding Vacaville, low-teens organic CER sales growth

SPM⁵ with improved H2 but softer performance in CG⁶ and Microbial phasing affecting growth

1. Biologics CER growth including Vacaville. 2. Includes around CHF 70m positive hedging effect compared to 2024, which results in positive Corporate sales growth, but not included in CER growth.

3. Growth in AER including FX impact. 4. Advanced Synthesis. 5. Specialized Modalities. 6. Cell & Gene.

CORE EBITDA margin up 1.4pps driven by growth projects maturing and operating leverage



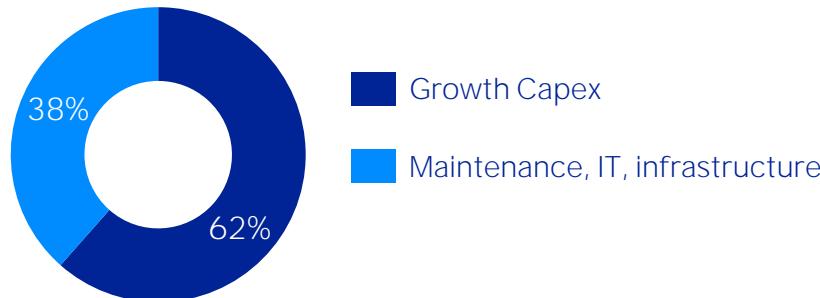
Positive operating leverage, maturing growth projects and operational excellence as margin drivers

High asset utilization in INB¹ and ADS² supporting margins

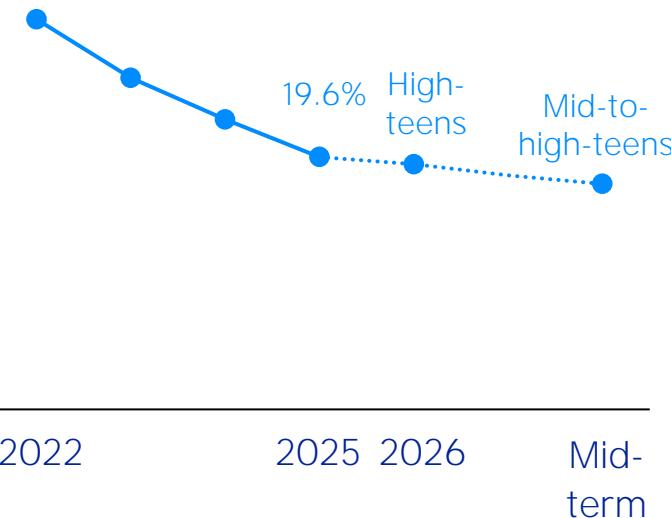
Improved underlying CORE EBITDA margin³

Continued growth project progress across technologies in 2025 | CapEx intensity gradually reducing

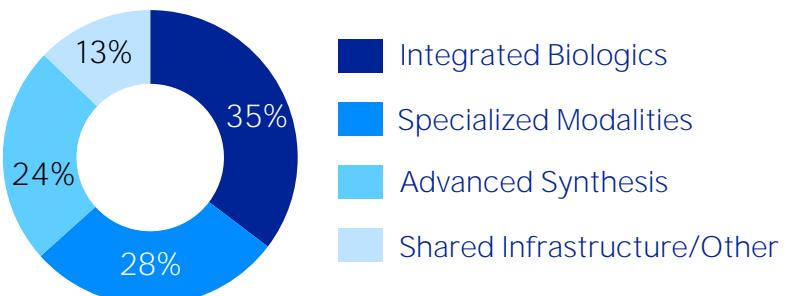
2025 CapEx spending [in %]
1,277 CHF m - 19.6% of sales



Lonza CapEx evolution over time
in % of sales



CapEx breakdown by Business Platform [in %]



Around 60% of CapEx invested into a diversified portfolio of growth projects across technologies

Key CapEx for large projects in Mammalian, Drug Product, Bioconjugates and Cell & Gene

19.6% CapEx/sales in 2025 slightly lower than expected

CapEx peak behind, with intensity gradually reducing

Expected high-teens CapEx/sales level for 2026 in line with CDMO Organic Growth Model

Strong FCF generation reaching 28% of sales before growth CapEx¹



Operational Free Cash Flow (FCF)¹

In CHF million

	FY 2025	Change vs. FY 2024
EBITDA	1,970	518
Change in Trade Working Capital (TWC) ²	-223	-73
CapEx	-1,277	43
Other	75	-256
Operational FCF before acq./div.	545	232
<i>Operational FCF as % of sales</i>	<i>8.3%</i>	<i>2.6ppts</i>
<i>TWC² as % sales</i>	<i>34.2%</i>	<i>-4.6ppts</i>
<i>CapEx as % sales</i>	<i>19.6%</i>	<i>-4.5ppts</i>



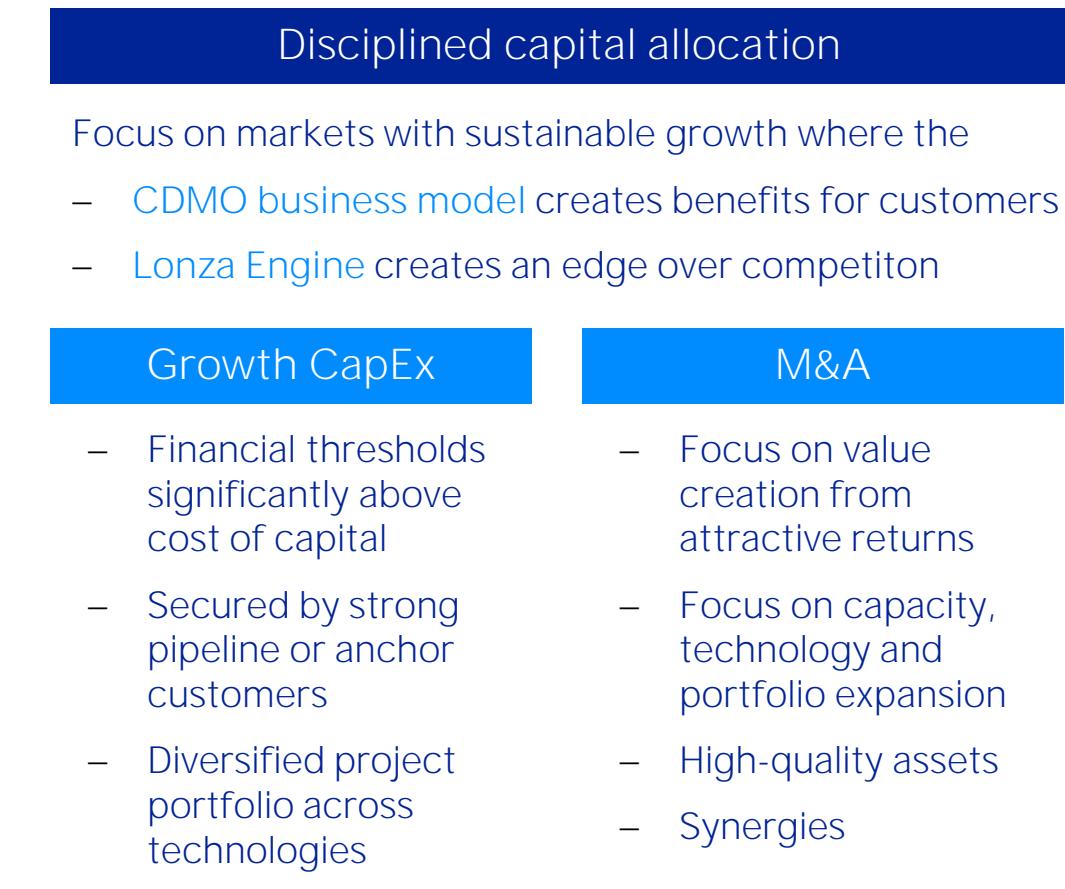
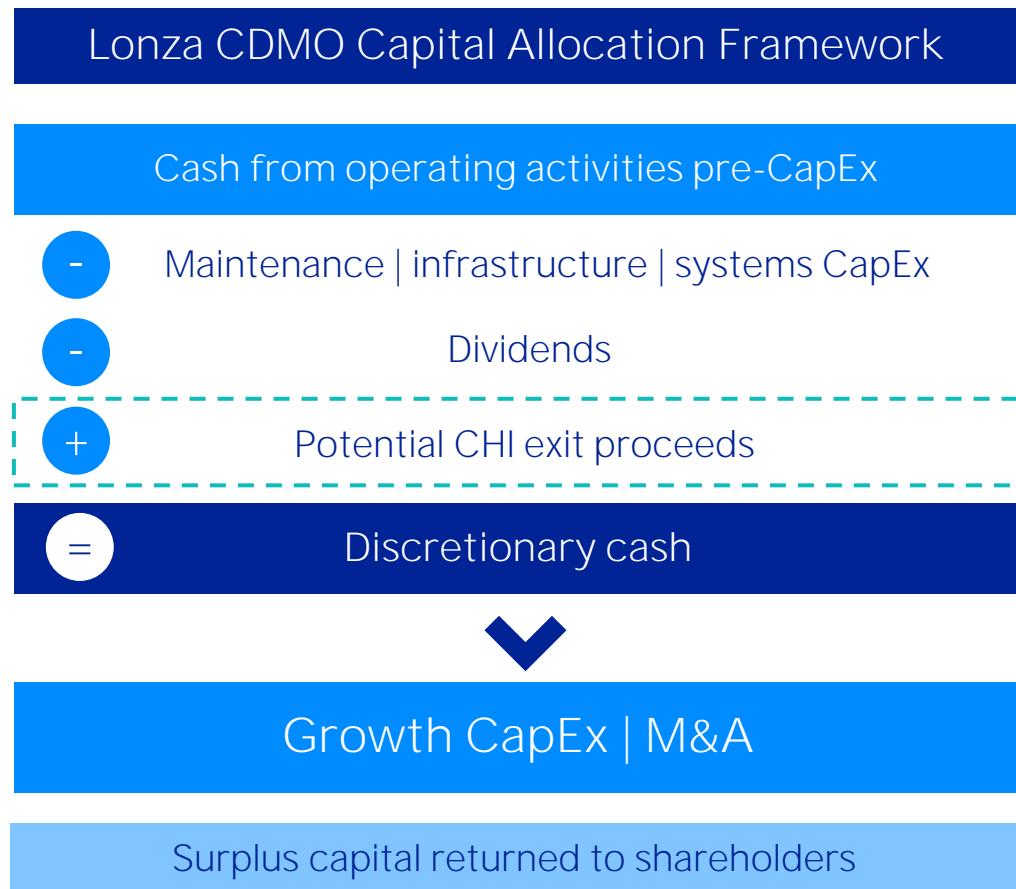
Strong improvement in FCF driven by higher absolute earnings level and gradual CapEx intensity reduction

Decline in TWC as % of sales from improved inventory management

1. All financial information for FY 2025 is unaudited and for Lonza's continuing CDMO business (excluding CHI). The audited 2025 consolidated financial statements will be published in April as part of Lonza's 2025 Annual Report.

2. Trade Working Capital = Inventories + Trade receivables – Trade payables.

Lonza's CDMO Capital Allocation Framework ensures a disciplined approach to capital expenditure and expected returns



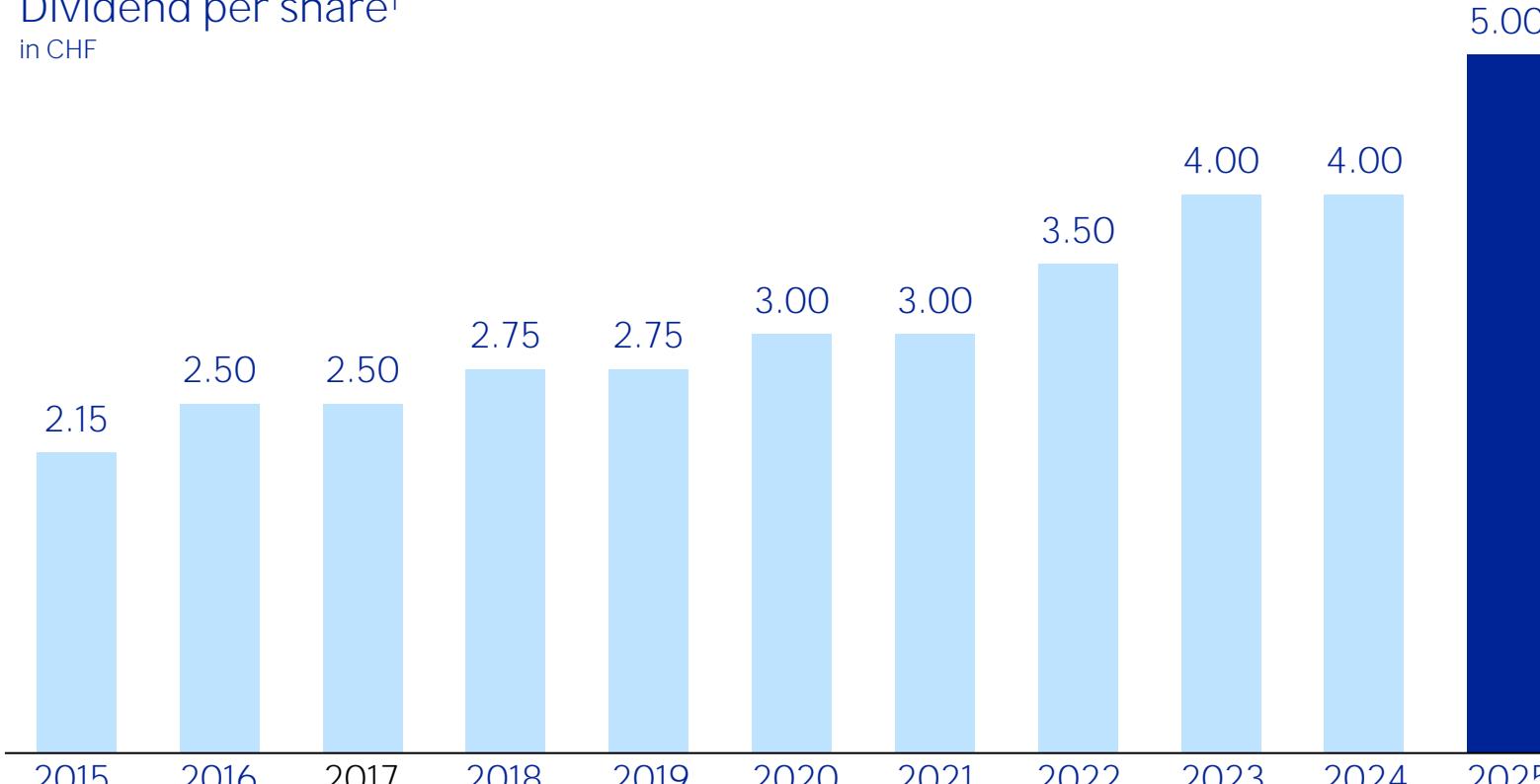
1. In line with Lonza's CDMO Organic Growth Model, excluding M&A.

Lonza intends to invest above CHF 7 billion¹ until 2030 – majority thereof in future growth

Proposed dividend increase of 25% to CHF 5.00 per share reflecting the strong performance

Lonza

Dividend per share¹
in CHF



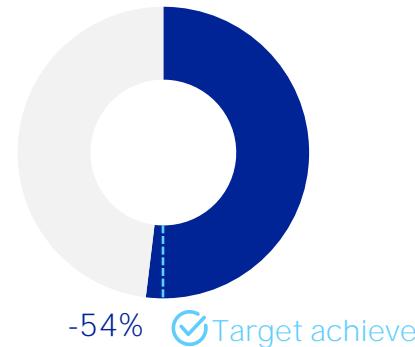
Proposed dividend increase to CHF 5.00 reflects 25% increase

Aligned with our capital allocation framework

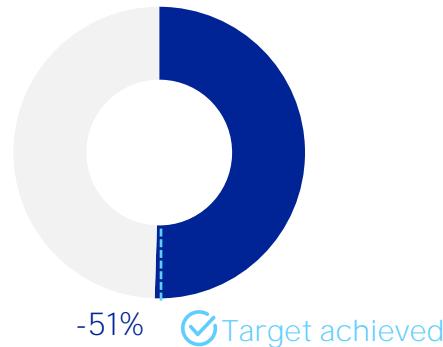
Progressive² dividend policy with strong track record of stable or increasing dividend per share

ESG performance | Strong progress in 2025, with several 2030 intensity targets already achieved

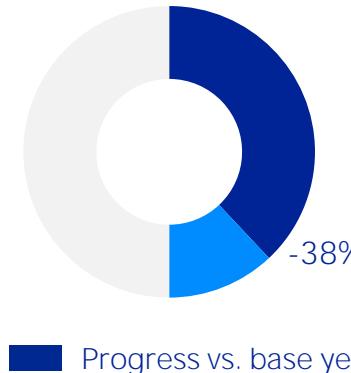
GHG emissions intensity reduction^{2,3}
vs 2018 base year



Waste intensity reduction^{2,3}
vs 2018 base year



Energy intensity reduction^{2,3}
vs 2018 base year



Water intensity reduction²
vs 2021 base year



 Progress vs. base year

 2030 Target: 50% reduction

Achieved GHG and waste intensity targets ahead of schedule¹

As of January 2026, 100% of electricity purchased across the US, Europe and China from renewable sources

Good progress on science-based near-term GHG emissions reduction target

Progress on improving supply chain engagement and sustainability performance, more than 85% suppliers with sustainability assessment

Recognition of our ESG program:



1. Base year will be changed from 2018 to 2021, targets unchanged. 2. Based on Q1-3 2025 data plus Q4 2025 estimates. Full-Year numbers will be published in the Lonza Sustainability Report in April 2026.

3. Rebased intensity target performance vs 2021 base year: GHG -33% / Energy -24% / Waste -32%.

Full-Year 2025 Business Platforms



Integrated Biologics | Robust sales and margins driven by strong demand and operational execution

Lonza

3,649^m

Sales
(CHF)

+32.2%¹

1,287^m

CORE EBITDA
(CHF)

+23.2%

35.3%

CORE EBITDA
Margin

-0.9ppts



Robust commercial demand driving momentum in Mammalian

Good contributions from commercial and clinical small-scale Mammalian business, supported by maturing growth projects

Vacaville site maintained strong operational execution and delivered ahead of expectations

Margin accretion from strong operational execution more than offset by growth project dilution and unfavorable portfolio mix

Drug Product with robust growth and improving margins

INB² with continued high contracting volumes

Note: Boarded figures are a comparison vs. Full-Year 2024.

1. Sales growth at Constant Exchange Rates (CER). 2. Integrated Biologics.

Advanced Synthesis | Exceptional profitable growth driven by maturing growth projects

Lonza

1,611m

Sales
(CHF)

+22.4%

674m

CORE EBITDA
(CHF)

+39.3%

41.8%

CORE EBITDA
Margin

+5.2ppts



Exceptional sales growth driven by rapid simultaneous ramp-up of recently added growth projects in Small Molecules and Bioconjugates

Bioconjugates benefitted from robust late-stage pipeline and commercial demand

Continued strong demand for complex and highly-potent APIs driving growth in Small Molecules

Margin sustained at above 40% due to efficient growth project ramp-ups, robust operational performance and operating leverage

Note: Boarded figures are a comparison vs. Full-Year 2024, adjusted for a site which was allocated to the Capsules & Health Ingredients business and is thus reported as part of Discontinued Operations

1. Sales growth at Constant Exchange Rates (CER).

Specialized Modalities | Improved momentum in H2 2025 with margins largely protected



1,034m

Sales
(CHF)

-3.0%¹

176m

CORE EBITDA
(CHF)

-8.3%

17.0%

CORE EBITDA
Margin

-0.5ppts



Pipeline variability and softer operational performance weighing on performance in CG²

Microbial with healthy H2 growth following successful plant adaptation, partly offset by phasing into 2026

Return to high growth in Bioscience supported by market recovery

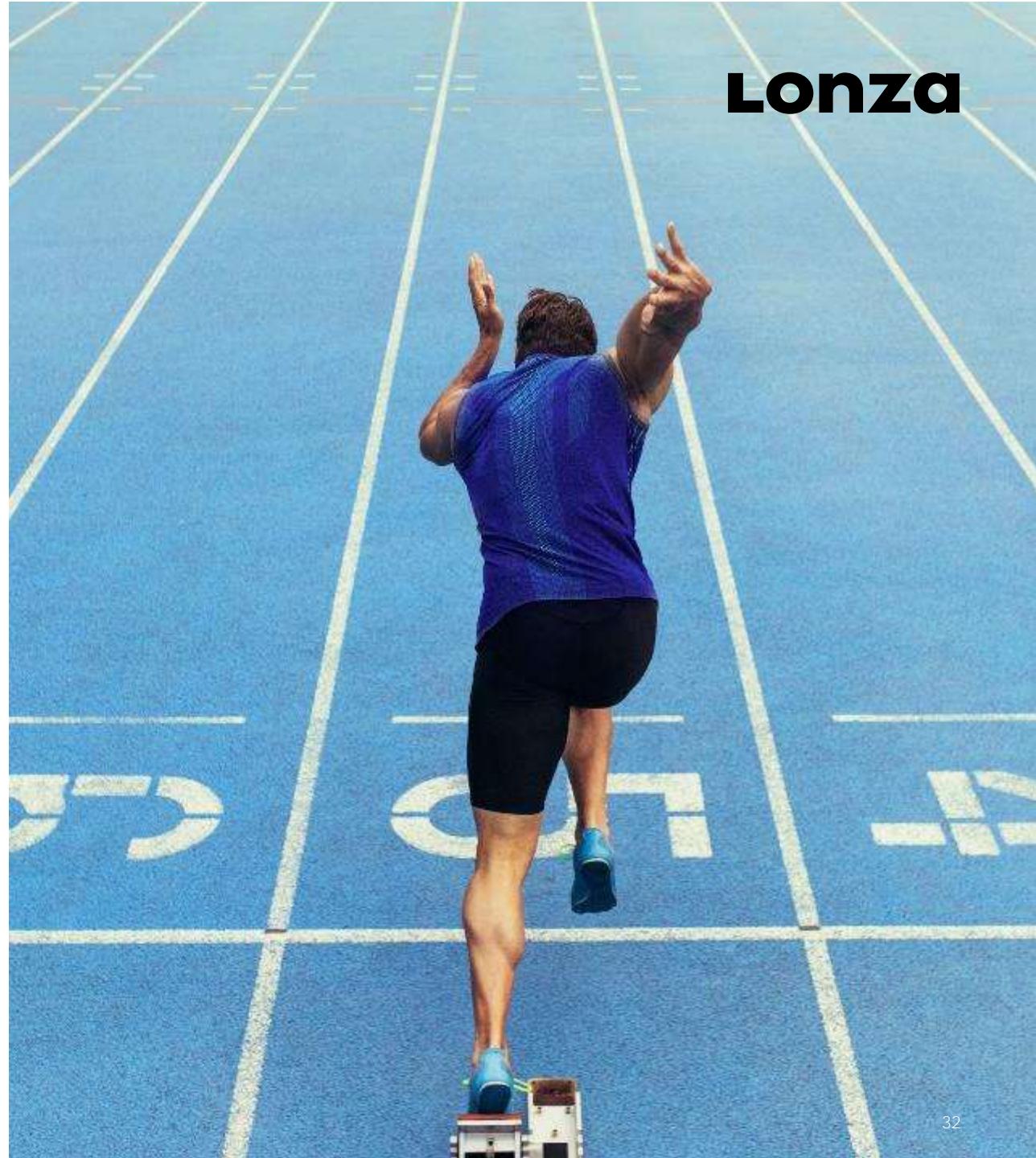
SPM³ with gradual improvement over the course of 2025, returning to solid CER growth in Q4

Favorable portfolio mix and strict cost discipline protected margin level, despite operational challenges

All CG² sites are now contracted to manufacture at least one approved commercial therapy

Outlook 2026

Lonza



2026 will become a year of continued strong growth and organizational progress as One Lonza

Business outlook for 2026¹

Sales growth driven by unchanged high demand for outsourcing plus maturing growth projects – stronger CER² growth in H1 versus H2

Focus on regionalization of supply chains in new business allocation, portfolio management and network strategy

Business Platforms: Continued robust growth in INB with stable Vacaville sales until 2028, normalization in ADS, acceleration in SPM

CORE EBITDA margin: Expansion from maturing growth projects, productivity, cost discipline, operating leverage

FX impact³: Around -2% on sales and CORE EBITDA

Key priorities for 2026

Customers: Further elevate the One Lonza experience across all technologies

Base business: Execute with rigor and drive operational excellence

Cash: Strong focus on cash generation across all levers

Growth: Execute projects as planned, increase CapEx efficiency, kick-off new projects, drive M&A agenda

Group functions: Further elevate impact and drive standardization across One Lonza

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

The Lonza Engine and disciplined investments will drive continued profitable growth in 2026 and beyond

Lonza

Lonza Engine®



Investments in growth



CDMO¹ organic² growth +2-3%
ahead of market at 8-10%

Mid-to-high teens CapEx in % of sales:

- Invest mid-to-high single-digit % of sales in maintenance, infrastructure, systems
- Invest low teens % of sales in organic growth



CDMO Organic
Growth Model

- Organic Growth Model: CER³ sales growth of low teens % on average over time, and CORE EBITDA growth ahead of sales growth

CDMO Outlook
2026⁴

- CER sales growth of 11-12%
- Further CORE EBITDA margin expansion, reaching a level above 32% of sales

Lonza has delivered in 2025 – and is well prepared for the ongoing journey of transformation and growth in 2026 and beyond

Lonza



We have delivered a Full-Year 2025 with strong profitable growth – ahead of the upgraded CDMO guidance



We have made progress as promised and are set up for success – consistent delivery of business and growth projects including Vacaville, organizational evolution



For 2026, we expect again a year of significant profitable growth – and will continue on our transformation journey as One Lonza



For the longer term, we have a clear strategy for value creation and capital allocation to deliver in line with our CDMO Organic Growth Model



We are One Lonza – the pioneer and global CDMO market leader, manufacturing the medicines of tomorrow for our customers and their patients worldwide

Questions?



Event Calendar and Contacts

lonza

Upcoming roadshows/conferences

29 January 2026	ZKB, Zurich (CH)
30 January 2026	Redburn, London (UK)
2-3 February 2026	UBS, New York (US)
4 February 2026	Goldman Sachs, Chicago (US)
5 February 2026	Jefferies, Boston (US)
11 February 2026	Morgan Stanley, Abu Dhabi (UAE)
3-5 March 2026	Redburn, Australia/New Zealand (virt.)
24 March 2026	BNP, London (UK)
25 March 2026	ZKB, Edinburgh (UK)

Upcoming announcements

1 April 2026	Publication of Annual and Sustainability Reports
8 May 2026	Q1 2026 Qualitative Update
8 May 2026	Annual General Meeting
15 May 2026	Dividend-Payment Date
22 July 2026	Half-Year Results 2026



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Appendices



FX Impact ²	Around -2% for sales and CORE EBITDA
Phasing 2026	CER sales growth expected to be stronger in H1 than in H2
CapEx	High-teens as % of sales
Effective tax rate	18 to 20%
Net financial result	CHF -140 to -160 million
Number of shares outstanding	70.2 million

1,047m

Sales
(CHF)

+3.9%^{2,3}

271m

CORE EBITDA
(CHF)

+5.9%

25.9%

CORE EBITDA
Margin³

+1.6ppts



Return to positive CER growth, both in nutra and in pharma capsules across geographies, with +8% CER growth in H2

CORE EBITDA margin benefiting from recovery in volumes and productivity measures

Strong US manufacturing presence supports customer needs in evolving tariff landscape

Final affirmative anti-dumping/ countervailing ruling, restoring competitive balance in the US

Mid-single-digit CER sales growth and further CORE EBITDA margin expansion

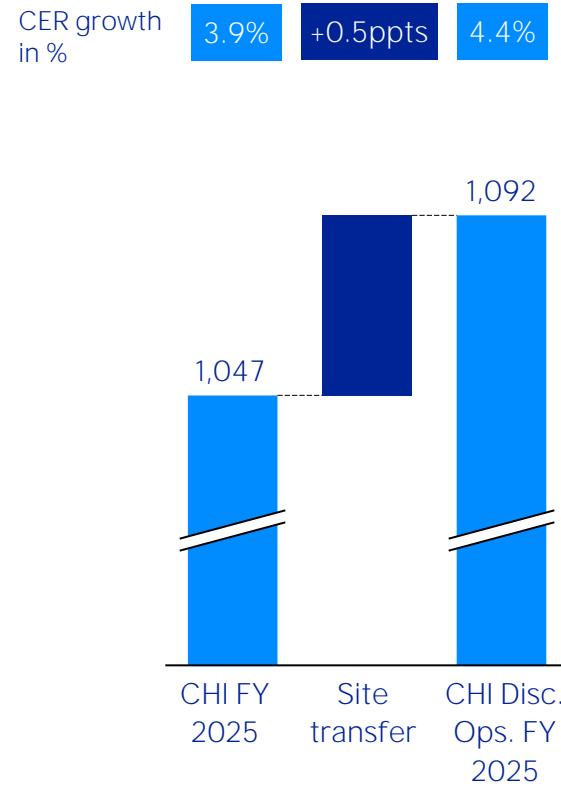
Boarded figures are a comparison vs. Full-Year 2024.

1. The Capsules & Health Ingredients business excludes costs directly attributable to discontinued operations. See page 41 for a bridge to discontinued operations. 2. Sales growth at Constant Exchange Rates (CER).

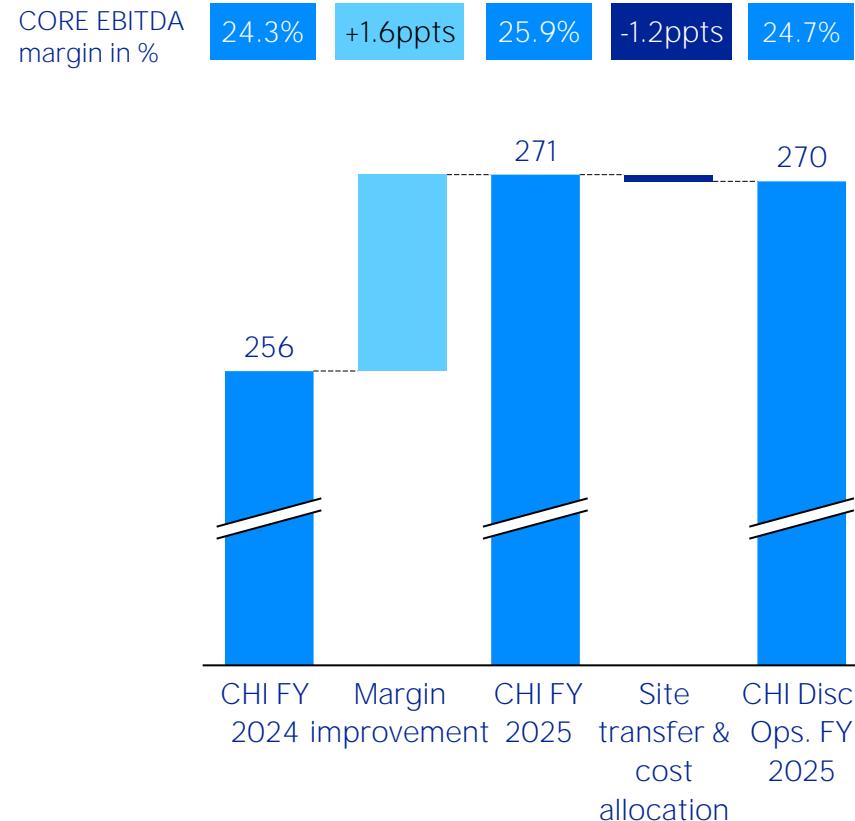
3. +4.4% CER sales growth and 24.7% CORE EBITDA margin for CHI as discontinued operation.

Capsules & Health Ingredients sales and CORE EBITDA margin reconciliation

Sales (in CHFm)



CORE EBITDA (in CHFm)



Transfer of a site from Advanced Synthesis adding to growth momentum in CHI¹

Healthy like-for-like CORE EBITDA margin progression of +1.6ppts to 25.9%

-1.2ppts margin impact from site transfer and separation of corporate costs for Lonza and CHI¹

Full-Year 2025 financial highlights (1/2)

Lonza

CHF million	FY 2025 ¹	FY 2024 ¹	YoY (in %)
Sales	6,531	5,480	19.2
CORE EBITDA	2,064	1,653	24.9
Margin in %	31.6	30.2	1.4ppts
EBITDA	1,970	1,452	35.7
Margin in %	30.2	26.5	3.7ppts
EBIT	1,239	908	36.5
Margin in %	19.0	16.6	2.4ppts
ROIC in %	11.9	10.9	1.0ppts
Net Financial Result	-140	-199	70.4
Tax Rate ² in %	17.4	15.0	2.4ppts
Profit for the Period ²	949	637	49.0

1. All financial information for FY 2025 is unaudited and for Lonza's continuing CDMO business (excluding CHI). FY2024 financials were restated accordingly. The audited 2025 consolidated financial statements will be published in April as part of Lonza's 2025 Annual Report. 2. Lonza Group, incl. Discontinued Operations

Full-Year 2025 financial highlights (2/2)

Lonza

CHF million	FY 2025 ¹	FY 2024 ¹	YoY (in %)
CORE EPS basic (CHF)	15.08	13.12	14.9
EPS Basic (CHF)	13.04	8.51	53.2
CORE EPS Diluted (CHF)	15.03	13.10	14.7
EPS Diluted (CHF)	13.00	8.49	53.1
Change of Net Working Capital	-775	-282	n/a
Capital Expenditures	1,277	1,321	-3.3
Operational Free Cash Flow	545	313	74.1
Number of Employees (Full-Time Equivalent) ²	19,771	18,686	5.8
Net debt / (net cash) ²	3,258	2,859	n/a
Net debt-equity ratio ²	0.4	0.3	n/a
Net Debt / CORE EBITDA ratio ²	1.4	1.5	n/a

1. All financial information for FY 2025 is unaudited and for Lonza's continuing CDMO business (excluding CHI). FY2024 financials were restated accordingly. The audited 2025 consolidated financial statements will be published in April as part of Lonza's 2025 Annual Report. 2. Lonza Group, incl. Discontinued Operations

ROIC increase driven by strong earnings growth

ROIC¹
in m CHF

	FY 2025	YoY change	FY 2024
Net Operating Profit before taxes	1,387	233	1,154
Taxes in % of Net Op. Profit before taxes	-241 17.4%	-68 2.4ppcts	-173 15.0%
NOPAT	1,146	165	981
Average Invested Capital	9,625	615	9,008
ROIC	11.9%	+1.0ppcts	10.9%



Strong earnings growth as ROIC driver

Higher Invested Capital from growth in NWC and CapEx program

Tax rate at lower end of 17-19% guided range, normalizing versus 2024