



ALCON LABORATORIES, INC.
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Enhancing Alcon's Global Leadership in Eye Care

Dear Eye Care Professional,

It is my pleasure to inform you that Novartis and Alcon have closed the merger, uniting the strengths of Alcon, CIBA VISION and Novartis Ophthalmics into one eye care business with an unparalleled breadth of product offerings, market access and innovation capability. With the completion of this merger, the newly formed Alcon Division of Novartis will become one company dedicated to providing the widest spectrum of eye care products in surgical, pharmaceutical and vision care to you and your patients.

Focus on Innovation for the Eye

Alcon's leadership in eye care is founded in pharmaceutical and surgical products as well as over-the-counter ophthalmic products including contact lens care, with differentiated technology, created through dedicated research and development. The integration of CIBA VISION into Alcon adds a comprehensive contact lens and lens care business to Alcon's current portfolio. In addition, the Novartis ophthalmic product line will further enhance our pharmaceutical product offerings. Through this merger, Alcon now truly serves the full lifecycle of patient needs across acute and chronic eye diseases, ophthalmic conditions treated with surgical procedures, and multiple options to address the correction of refractive error.

To transform eye care possibilities into therapeutic realities, Alcon makes the largest corporate commitment to research and development in the eye care industry. We are planning to spend approximately USD 4 billion in R&D over the next five years to drive research and new product development in eye care. I am especially excited about the opportunity to partner with the Novartis Institutes for BioMedical Research (NIBR) to accelerate product innovation for the eye.

Continuity of Service

Ensuring continuity with our customers and growing our relationship with you is critical to our future success. While we are integrating our businesses into one new Alcon, we will do everything we can to make the transition as seamless as possible for you, your practice and your patients.

You will continue to have your dedicated sales representative to take care of your specific business needs. In the short-term, you should expect no changes, as ordering and customer service systems will remain in place. In the second half of this year, we expect our business structure to be fully operational which will help you start to see the value of our combined capabilities and the benefit of the merger. Your local sales and management team will be in direct contact with you to communicate any changes as a result of the operational implementation of the integration.

Building on our Legacy & Shaping a New Future

With this merger, we are opening a new chapter in Alcon's history. We are building on our customer- and patient-focused heritage in eye care. Our partnership with the eye care community remains at the core of what we do every day, and our passion for improving lives globally by helping people see better continues to be our joint mission.

We appreciate the trust and confidence you have in us. We are committed to continuing to earn that trust as one organization that is stronger together. On behalf of Alcon's 22,000 associates worldwide, we look forward to growing our partnership by delivering even more value to you and your patients in the years to come.

Warm regards,

Kevin Buehler
Head, Alcon