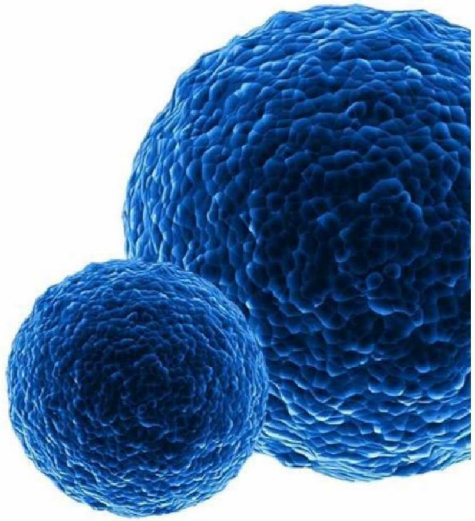
CORNING

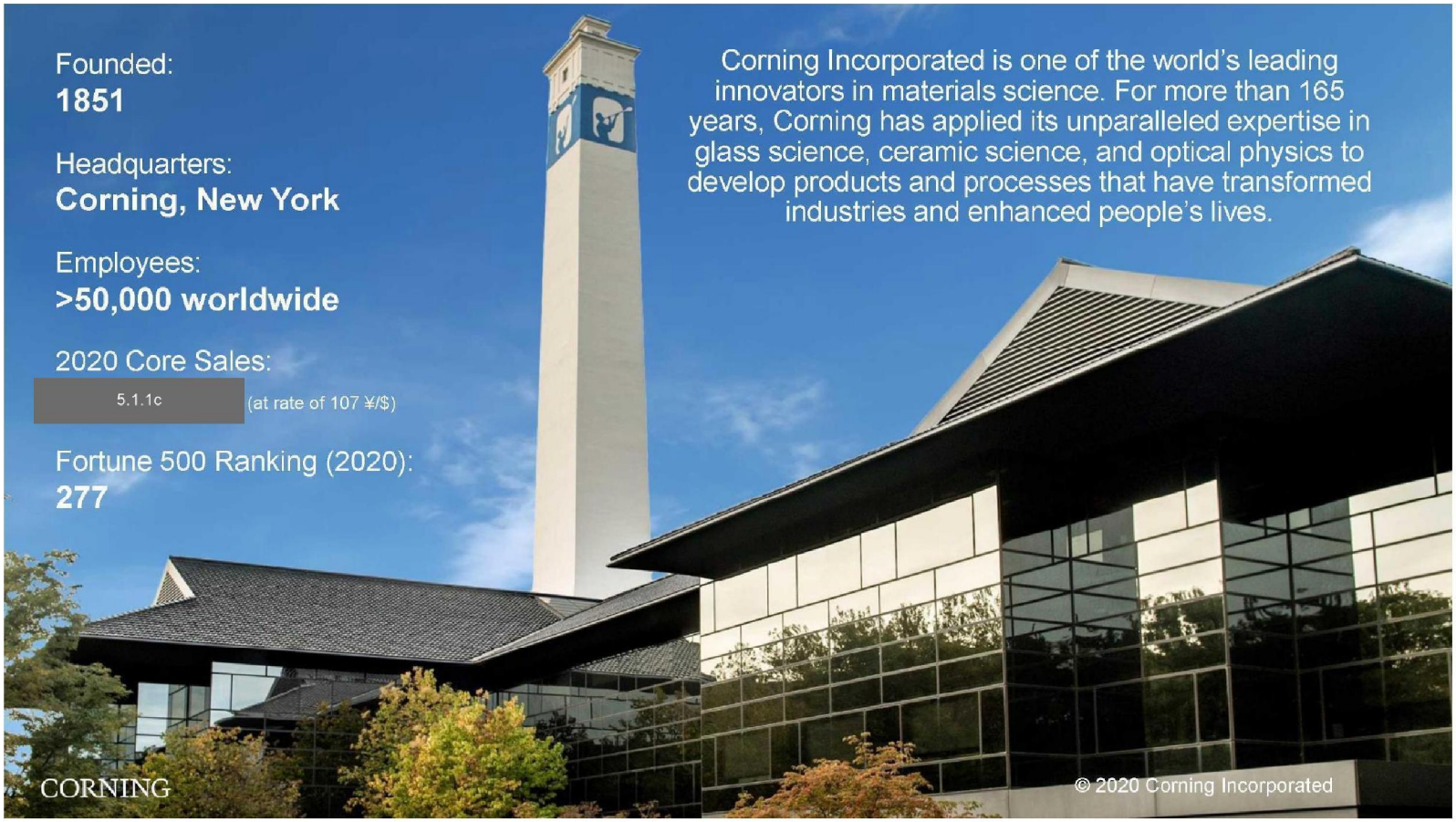
A proposed partnership to build Corning Life Sciences production capacity in the Netherlands

June 23, 2021
Amsterdam



Agenda

1. Introductions
2. Presentation of Corning – 5.1.2e
3. High-level investment proposal – 5.1.2e
4. Questions


Founded:
1851
Headquarters:
Corning, New York
Employees:
>50,000 worldwide
2020 Core Sales:
5.1.1c
(at rate of 107 ¥/$)
Fortune 500 Ranking (2020):
277
Corning Incorporated is one of the world's leading innovators in materials science. For more than 165 years, Corning has applied its unparalleled expertise in glass science, ceramic science, and optical physics to develop products and processes that have transformed industries and enhanced people's lives.
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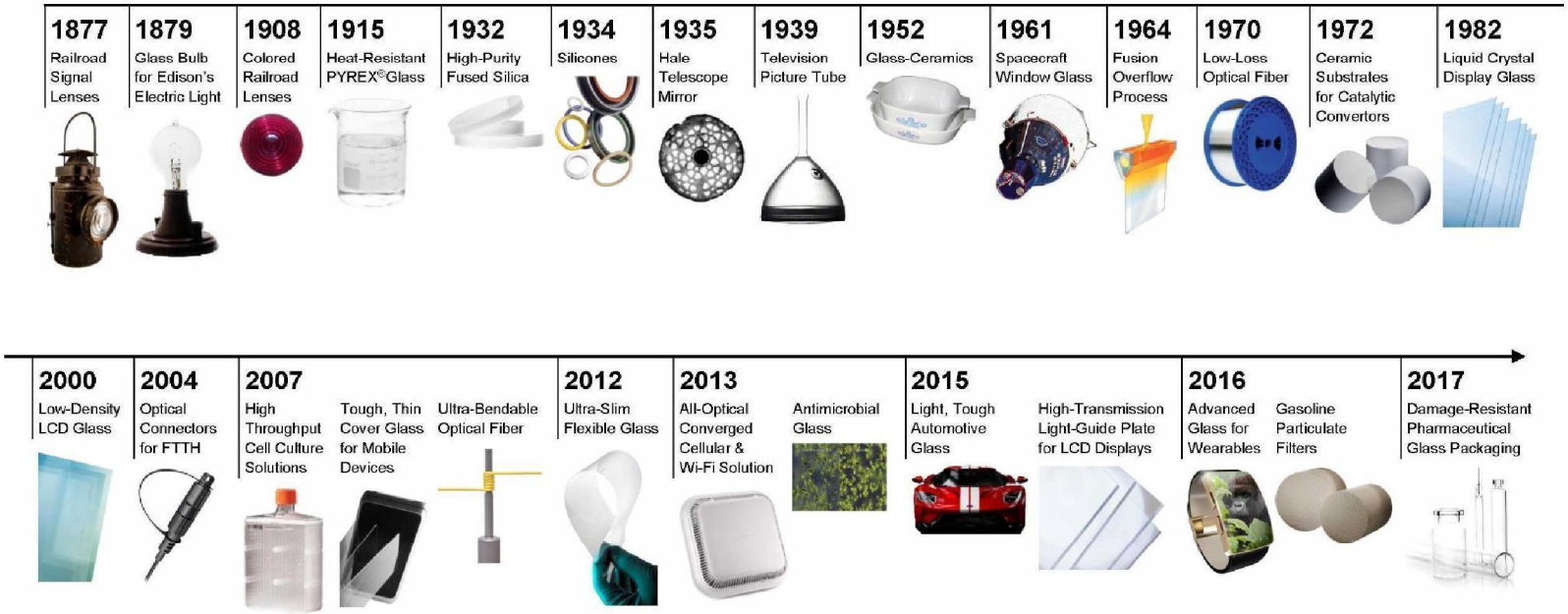
A Track Record of Innovation




Sustainability
We strive every day to make a positive difference in the world by supporting our people and communities, preserving our environment, and engaging in responsible business and manufacturing processes.
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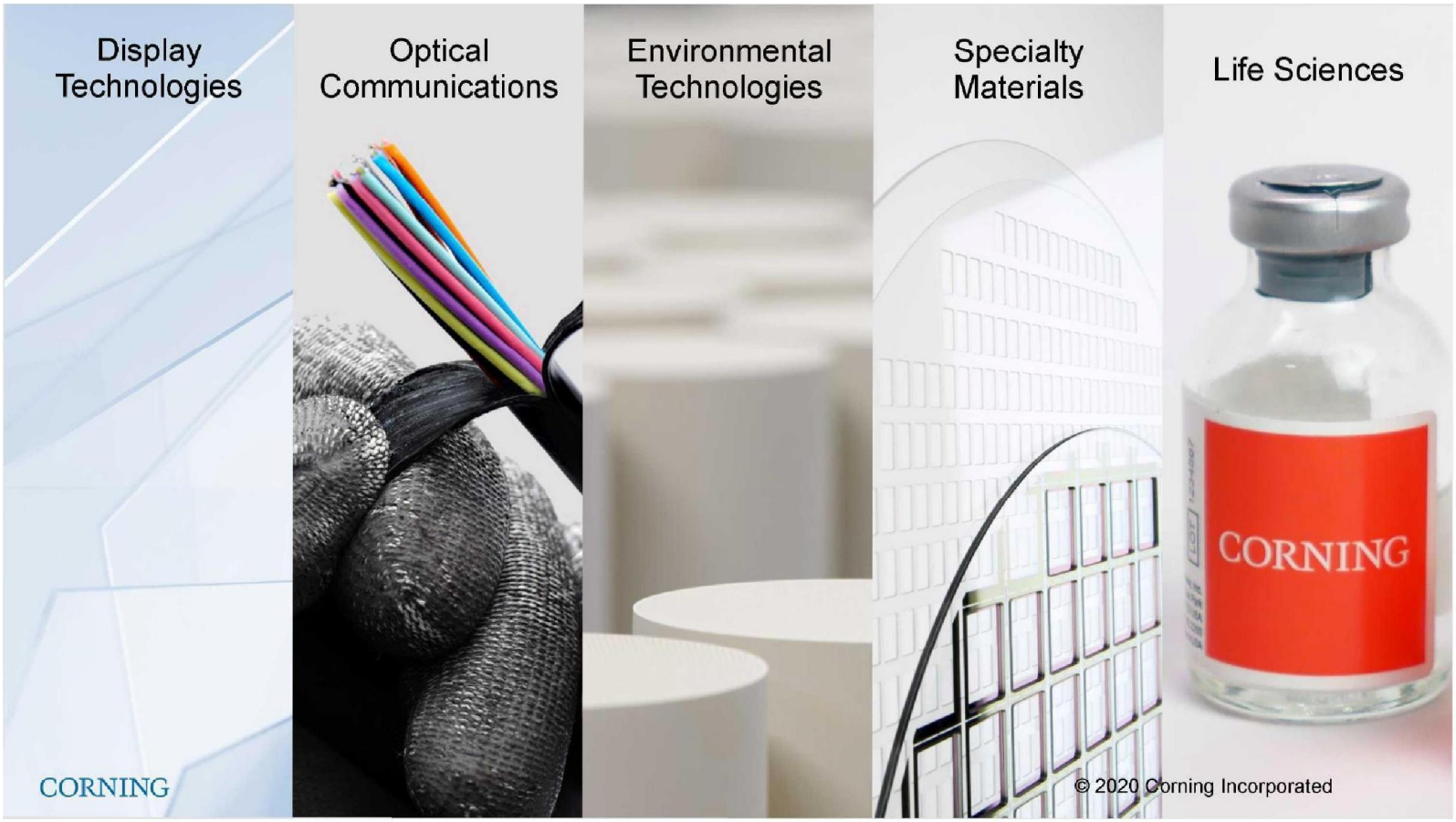
Display Technologies
Optical Communications
Environmental Technologies
Specialty Materials
Life Sciences
CORNING
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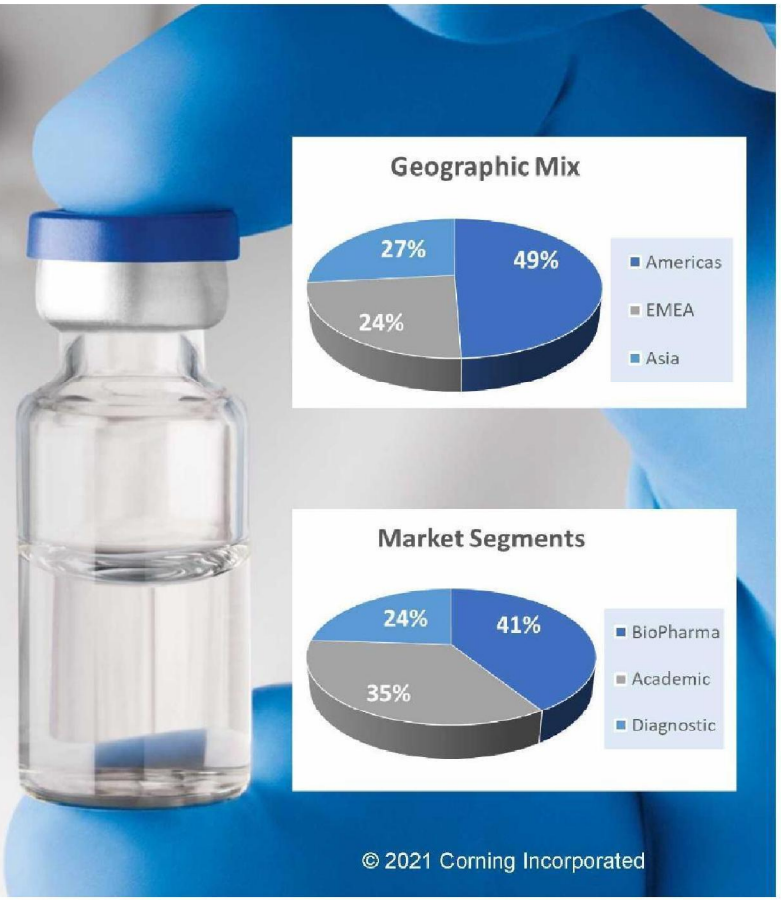
Life Sciences

- 2020 turnover: ~ 5.1.1c
- 5.1.1c in EMEA, ~150 distributors
- Corning has been a trusted supplier to the healthcare and pharmaceutical industries since we introduced PYREX® glass in 1915.
- Our 25,000 products cover all sectors of the life sciences: cell culture, molecular biology, bioprocesses and diagnostics
- Response to industry trends:
  - Investments in technologies for the emerging **cell and gene therapy market**
  - Development of our offer for **3D cell culture**
  - Acceleration in the areas of **viral diagnostics and vaccine production** - but also **vaccine storage and distribution**



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Industry-Leading Brands
5.1.2e
CORNING
FALCON®
A Corning Brand
AXYGEN®
A Corning Brand
PYREX®
A Corning Brand
CORNING | FALCON AXYGEN PYREX
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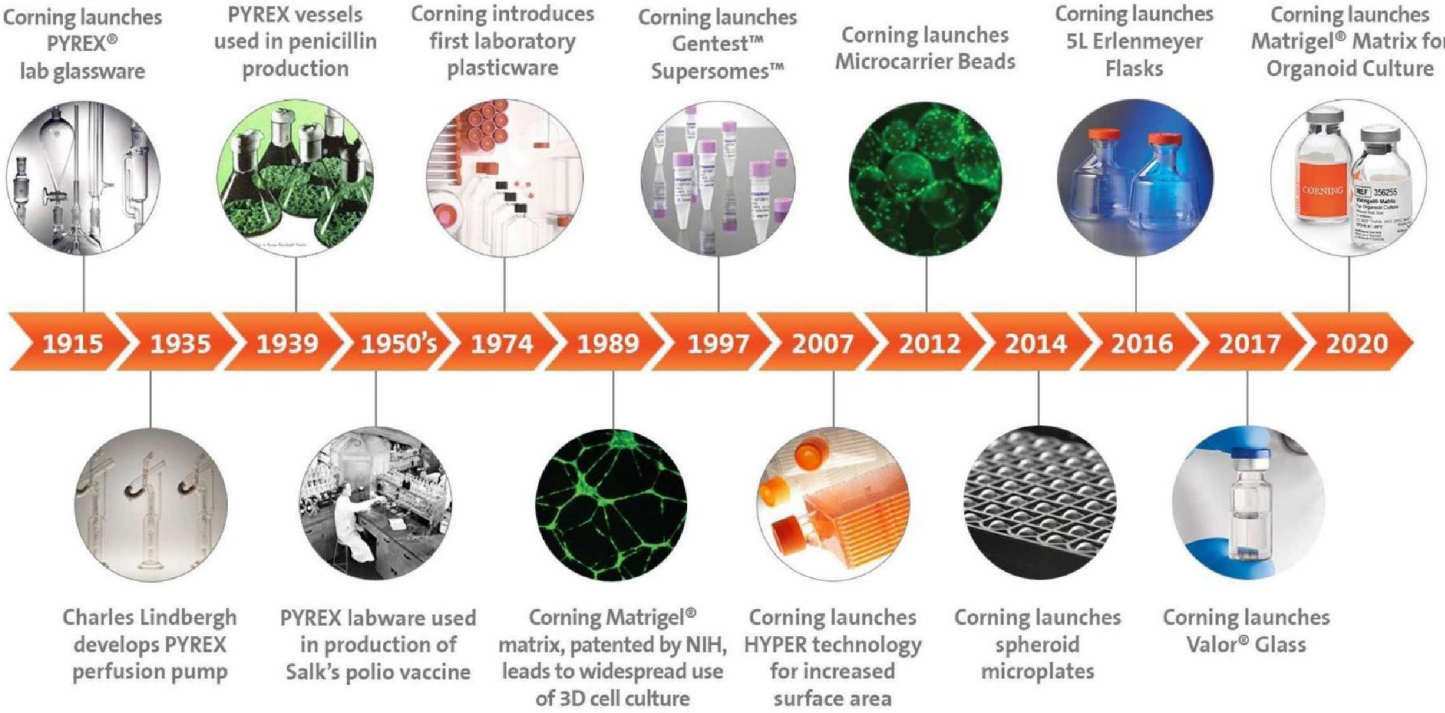
A Culture of Innovation



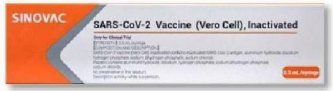
CORNING | FALCON AXYGEN PYREX

We are helping to combat the pandemic in many ways

Research

Characterization of spike protein in Corning ELISA plate

Production



Diagnostic

Automated PCR testing

Provided consumables for > 5.1.1c *Diagnostic Tests*

Tubing & Vials

Pharmaceutical tubing and vials

Provided CoVid-19 tubing for 5.1.1c *vials*

CUSTOMER BASE:

>100,000 customers

MAJOR CUSTOMERS:

AstraZeneca · GSK · Pfizer · ThermoFisher Scientific · Sanofi

CORNING | FALCON · AXYGEN · PYREX

Life Science Technologies Global Presence

Site Capabilities:

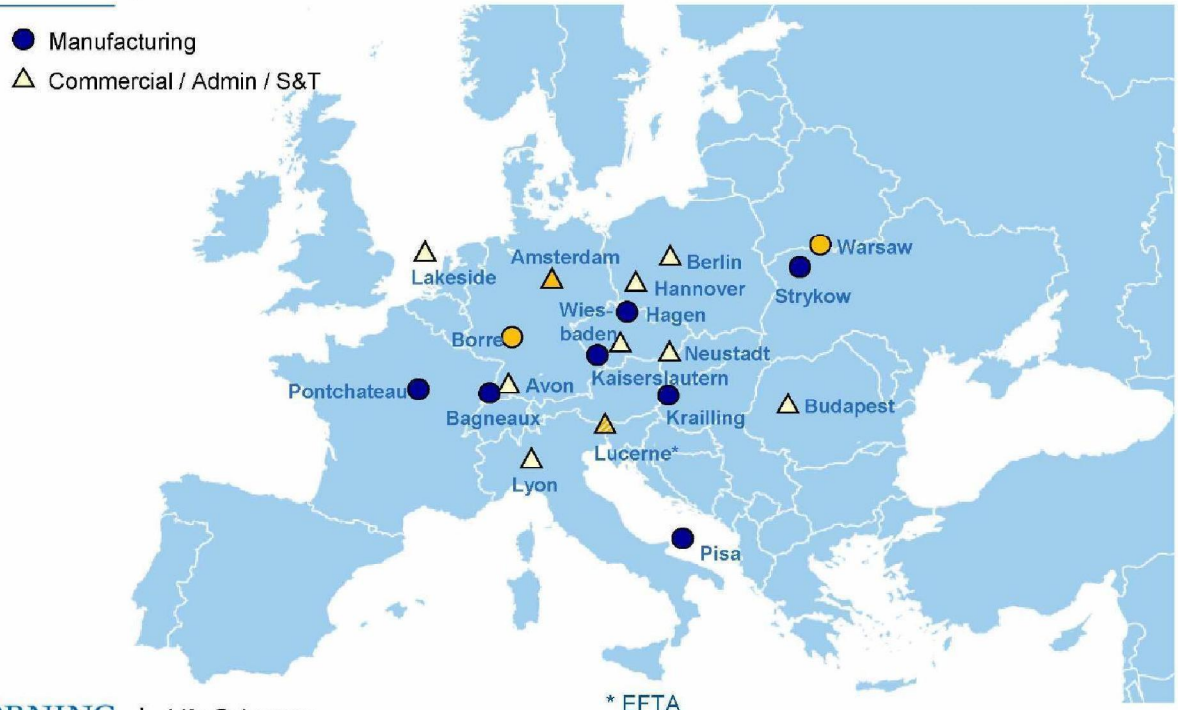
- 19 Manufacturing Plants globally
- *ISO 13485*
- *ISO 15378*
- *8 FDA-registered (7 Class I, 1 Class II)*
- *23 medical device registrations OUS*
- 3 Distribution Centers in US, EU, China
- *Cold-chain capabilities*
- 2 Sterilization sites: gamma and e-beam (Us and France)

ORGANIZTION

: **5,100**

HQ: Corporate/R&D
HQ: Corning Life Sciences
Distribution Center
Manufacturing
Commercial Office
R&D Center
R&D Center located on site

Corning in the EU & the UK



Corning Employees in Sales / Other Offices, Home Offices, Field:

- Austria
- Belgium
- Czech Rep
- Luxemburg
- Portugal
- Spain
- Sweden

Context of supply constraints driven by Covid pandemic

Providing a better regional answer to the market demand is critical

Growing dynamic Market

- Life Sciences & Diagnostic markets entered a new era of accelerated growth with the pandemic.
- Corning Life Sciences is a key player in the Covid pandemic from the population testing to the vaccines productions with market leader position and long term growth plans.

Global supply shortage

- Overall manufacturing capacity constraint driving shortage of supply all over the globe.
  - CLS backorder grew 20x in 12 months and more in EU due to higher Covid demand.
  - Average lead time increased from few weeks to many months.

Addressing the situation

- EU commission creating the Health Emergency Response Agency
- CLS is willing to accelerate regional manufacturing investments in EU
- Regional economical development

Unique opportunity to invest together in the Netherlands generating employment and revenues in the region.

The growth in demand since the pandemic has extended supply delays to an unacceptable level for those involved in diagnostics and life sciences

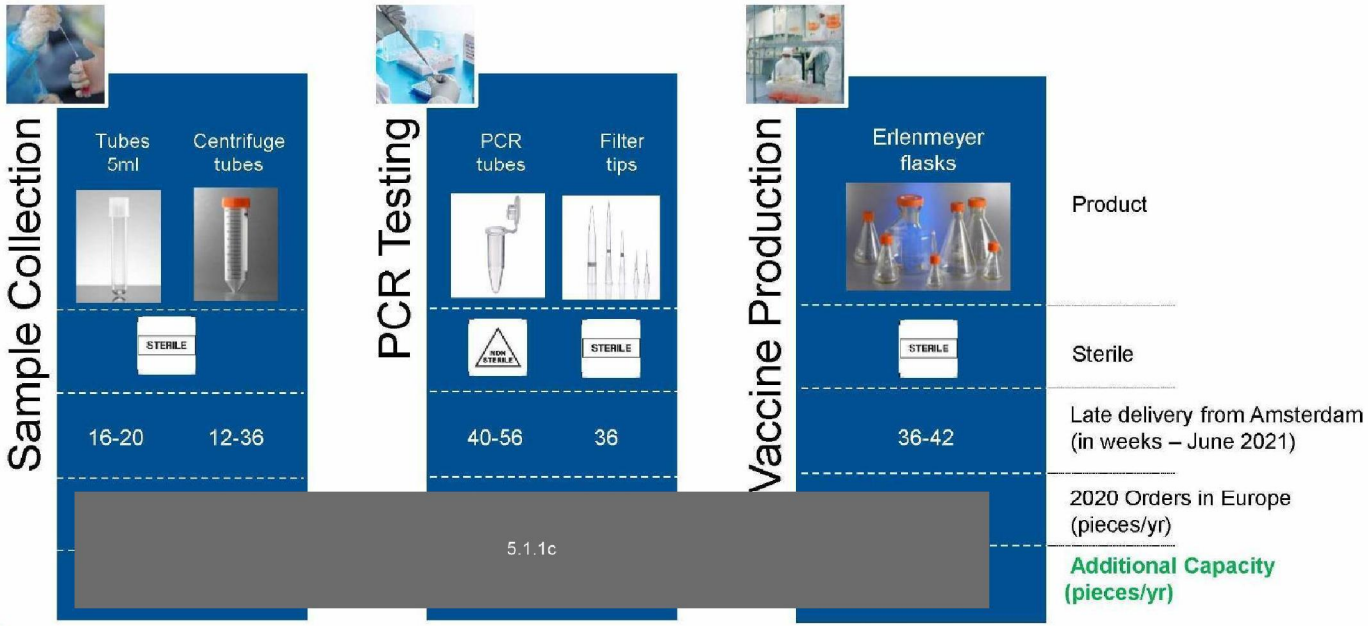
Product portfolio	Late delivery (€) / growth factor over the last 12 months	Order growth in 2021	Evolution of the average delivery time over the last 12 months
Centrifuge tubes 	/ 15x	31%	from 2 to 36 weeks
Round-bottom tubes 	/ 10x	18%	from 4 to 20 weeks
PCR 	/ 10x	22%	from 3 to 45 weeks
Erlenmeyer flasks 	/ 25x	63%	from 2 to 42 weeks
Filter tips 	/ 20x	23%	from 3 to 36 weeks

5.1.1c

Solution : increase in capacity and production in EU to reduce lead times

Products under consideration and their roles in diagnostic testing, vaccine production and research

The total future capacity will allow manufacturing in Europe ~ 80% of the volumes ordered in 2020



Invest to create large plastic laboratory consumables campus in the Netherlands

- Ensure access to critical products for research, diagnosis, vaccine production, and the fight against COVID
- Increase the production and sterilization capacities of CLS in Europe

- Selection of products routinely used in all diagnostic and research laboratories to minimize the post-COVID risk

- Several options to consider:
  1. **"Greenfield" campus in Europe** (country to be determined, the Netherlands?) or Corning co-location in Poland (Warsaw, Stryków): ~ 5.1.1c
  2. **Borre site (FR): ~** 5.1.1c
     i. Modernization and capacity increase + sterilization at the Borre site: 5.1.1c
     ii. Extension of the existing site, new buildings, ISO 7/8 rooms for, among other things, cell culture for biotherapies: ~ 5.1.1c

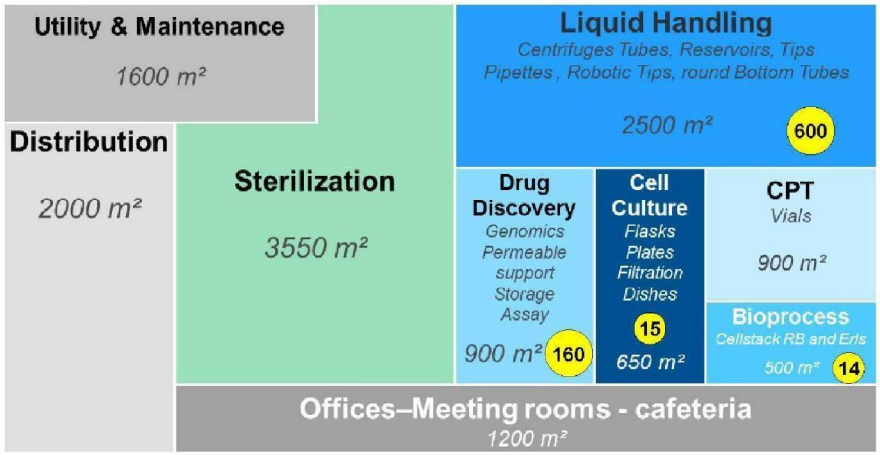
1 *'Greenfield' campus in Europe*

Netherlands or co-location with Corning site in Poland

Campus Netherlands

Capacity installation for Europe with nearly 800M parts per year

- **13,800 m²** footprint
- Investment of ~ 5.1.1c distributed as follows
  1. Building: 5.1.1c
  2. Equipment/molds: 5.1.1c
  3. Sterilizer: 5.1.1c
- Creation of **200 - 250 jobs**



1 *'Greenfield' campus in Europe*

Supporting Netherlands Public Health Emergency preparedness and response

An "all-in-one" campus design in Greater-Amsterdam covering production, sterilization, and distribution would enable an efficient end-to-end supply chain of finished goods to support production of life-saving products.
Highly automated production and packaging processes coupled with the upgraded on-site sterilization capacity will reduce distribution times, getting products to end-users quickly during public health emergencies

Workforce and Economic Benefits

- Investment in "MRA" region, beneficial for the other suppliers and sub-contractors
- Creation of 250 full-time permanent
- Preservation of the existing 130 jobs

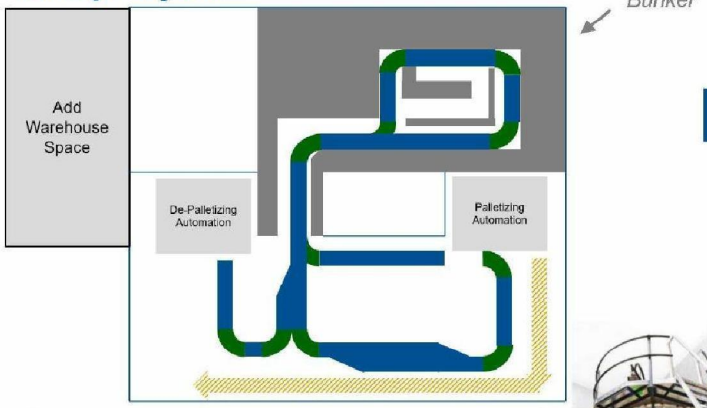
Supply Chain, Environmental Benefits

- Streamlines complex supply chain and transportation requirements; reducing the time needed to bring products to patients
- Reduces carbon footprint and emissions

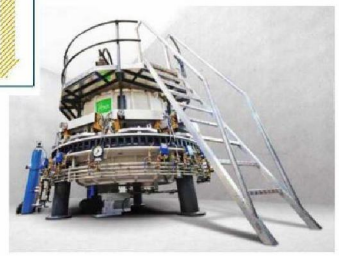
① *'Greenfield' campus in Europe*

Sterilization equipment proposal - high-voltage, high-power electron beam accelerator

Concept Layout



INDUSTRIAL SOLUTIONS



Estimated ~ 5.1.1c

Rhodotron TT100
10 MeV - 45 kW

3 - 4x times our current capacity in France

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Questions ?


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