Rejuvenation and Transformation
UBS European Virtual Conference, 11 November 2020

Teresa Graham, Head of Global Product Strategy (GPS)
Karl Mahler, Head of Investor Relations and Roche Group Planning
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2. legislative and regulatory developments and economic conditions;
3. delay or inability in obtaining regulatory approvals or bringing products to market;
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5. uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of clinical trials or research projects, unexpected side-effects of pipeline or marketed products;
6. increased government pricing pressures;
7. interruptions in production;
8. loss of or inability to obtain adequate protection for intellectual property rights;
9. litigation;
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COVID-19: Our contribution to bring society back to normal

We are passionate about innovation

Focusing on 4 key areas

Outlook
## SARS-CoV-2 diagnostics portfolio

*Comprehensive portfolio launched in a very short time*¹

### Clinical Labs

<table>
<thead>
<tr>
<th>Molecular solutions</th>
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<tbody>
<tr>
<td></td>
<td>• cobas® SARS-CoV-2</td>
<td>• cobas® SARS-CoV-2 &amp; Influenza A/B</td>
<td>• TIB MOLBIOL LightMix® Modular SARS-CoV-2</td>
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<td></td>
<td>Capacity increased to 20 million tests per month; further ramp-up planned for 2021</td>
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<tr>
<td>Immunology solutions</td>
<td>• Elecsys® Anti-SARS-CoV-2</td>
<td>• Elecsys® Anti-SARS-CoV-2 S²³</td>
<td>• Elecsys® Anti-SARS-CoV-2 antigen</td>
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<td></td>
<td>• Elecsys® IL-6 Test to diagnose cytokine release syndrome</td>
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<td></td>
<td>Scale up to 100 million tests per month</td>
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### Near Patient

<table>
<thead>
<tr>
<th>Molecular solutions</th>
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<tbody>
<tr>
<td></td>
<td>• cobas® SARS-CoV-2 &amp; Influenza A/B</td>
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</tr>
<tr>
<td>Immunology solutions</td>
<td>• SARS-CoV-2 rapid antibody</td>
<td>• SARS-CoV-2 rapid antigen</td>
<td></td>
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<tr>
<td></td>
<td>• SARS-CoV-2 rapid antigen (saliva)</td>
<td>• SARS-CoV-2 &amp; Influenza A/B rapid antigen</td>
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<tr>
<td></td>
<td>Scale up from 40 million to 80 million tests per month</td>
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¹ not all products are available in all countries; ² external distribution partnership; ³ not yet approved in the U.S.; *S*spike protein
Neutralizing Ab cocktail against SARS-CoV-2
Promising for treatment and prophylaxis

REGN-COV2 (nAb cocktail)

- Two potent, virus-neutralizing Abs binding non-competitively to the critical receptor-binding domain of the virus’ spike protein
- The virus would need to have multiple simultaneous mutations at multiple genetic sites in order to escape the nAb cocktail, which is an unlikely scenario*

nAb cocktails for treatment & prophylaxis

Currently enrolling trials:
- Ph II/III study in hospitalized COVID-19 patients
- Ph II/III study in non-hospitalized COVID-19 patients
- Ph I multidose study in adult volunteers (pre-exposure)
- Ph III prophylaxis of housemates of infected individuals**

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* A. Baum et al., Science 10.1126/science.abd0831 (2020); In collaboration with Regeneron; ** In collaboration with NIAID; nAb=neutralizing antibody
COVID-19: Our contribution to bring society back to normal

We are passionate about innovation

Focusing on 4 key areas

Outlook
Roche has a strong track record of innovation

*Industry leading medicines as basis for our continuous growth*

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Sales excluding OTC at 2019 average exchange rates; Approved medicines shown do not represent the entire portfolio rather a selection, timeline reflects year of approval
Strong commercial potential throughout late stage portfolio

<table>
<thead>
<tr>
<th>2018 Blockbusters</th>
<th>2020 Consensus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocrevus</td>
<td>MabThera</td>
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<tr>
<td></td>
<td>Esbriet</td>
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</tbody>
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*Venclexta sales are booked by partner AbbVie

15 Blockbusters

+23 late-stage assets with large sales potential

- Phesgo ✔
- Polivy ✔
- Xofluza ✔
- Evrysdi ✔
- Enspryng ✔

- Gavreto ✔
- fenebrutinib
- crotalimab
- SRP-9001
- SERD
- tominersen
- PI3Kα (REG14)
- gantenerumab
- Tiraogulumab
- faricimab
- Glofitamab
- PDS w/ ranibizumab
- Mosunetuzumab
- pentaxin-2
- Ipatasertib
- Gazvy
- Enspryn
- Etrolizumab

**Neuroscience**
**Oncology/Hematology**
**Immunology**
**Infectious diseases**
**Ophthalmology**

✔ launched
COVID-19: Our contribution to bring society back to normal

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Outlook
4 Priorities to maintain leadership position

Transformation

- Improve structures, processes, behaviour & competitive fitness

New medicines & technology platforms

- Improve on current standard of care & smart ways of development

Growing installed base & expanding menu

- Expansion with additional solutions & entering new disciplines

Leading personalized healthcare revolution

- Lead in digitalization & transform value chain
4 Priorities to maintain leadership position

- **Transformation**
  - Improve structures, processes, behaviour & competitive fitness

- **New medicines & technology platforms**
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- **Growing installed base & expanding menu**
  - Expansion with additional solutions & entering new disciplines

- **Leading personalized healthcare revolution**
  - Lead in digitalization & transform value chain
Transformation is a key enabler of our Pharma Vision

Guiding principles & decentralized execution for maximum impact

Executive Committee focus on agile: start of major changes to increase flexibility and dynamism

Tech Ops: PT Lean & agility programs start

Launch of US Transformation

Lifecycle teams, iSquads, Focused areas in PD

Corporate functions transform

International commercial model go live, GPS, pRED

Product Development 2\textsuperscript{nd} phase

Guiding principles:

- From silos, functional and top down focus to small empowered accountable teams
- From internal/organization chart orientation to patient and external focus
- From leadership as command & control to setting a vision, architecting the system, coaching, and catalyzing change
In focus: The VITAL model

*Dynamic resource allocation*

**Vision:** Align work to our vision and purpose

**Improve Performance:** Lower costs for same output

**Talent Flow:** Move talents to highest priority work

**Accountable to Peers:** Share learnings to enhance decision making

**Lucid to All:** Transparency on results, accountable for continuous improvement
Increasing our productivity and financial flexibility

<table>
<thead>
<tr>
<th>Pharma Technical (HY20 vs. HY16)</th>
<th>Pharma US (HY20 vs. HY16)</th>
<th>Pharma International (HY20 vs. HY16)</th>
<th>Pharma China (HY20 vs. HY16)</th>
<th>Pharma Development (HY20 vs. HY16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume growth +55%</td>
<td>Sales growth +34%</td>
<td>Sales growth +14%</td>
<td>Sales growth +110%</td>
<td>Late stage portfolio* +26%</td>
</tr>
<tr>
<td>Direct spend +1% and headcount -19%</td>
<td>OPEX +5% and headcount -19%</td>
<td>OPEX +10% and headcount -3%</td>
<td>OPEX +8% and headcount +25%</td>
<td>PD spend +23% and headcount +14%</td>
</tr>
</tbody>
</table>

Maturity of transformation efforts

* Project count growth
4 Priorities to maintain leadership position

**Transformation**
- Improve structures, processes, behaviour & competitive fitness

**New medicines & technology platforms**
- Improve on current standard of care & smart ways of development

**Growing installed base & expanding menu**
- Expansion with additional solutions & entering new disciplines

**Leading personalized healthcare revolution**
- Lead in digitalization & transform value chain
Innovation driving portfolio rejuvenation
Increasing share of sales coming from recent launches

Pharma sales mix

<table>
<thead>
<tr>
<th></th>
<th>HY 2019</th>
<th></th>
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<tbody>
<tr>
<td>New products</td>
<td>28%</td>
<td>30%</td>
<td>42%</td>
</tr>
<tr>
<td>Other products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herceptin + Avastin + Rituxan</td>
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<table>
<thead>
<tr>
<th></th>
<th>HY 2020</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>New products</td>
<td>38%</td>
<td>30%</td>
<td>32%</td>
</tr>
<tr>
<td>Other products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herceptin + Avastin + Rituxan</td>
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<tr>
<th></th>
<th>2024E</th>
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</thead>
<tbody>
<tr>
<td>New products</td>
<td>~60%</td>
<td>~30%</td>
<td>~10%</td>
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<tr>
<td>Other products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herceptin + Avastin + Rituxan</td>
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</table>

All absolute values are presented in CHFm reported.
# Replace and extend the business: Improve on the standard of care

Most significant pipeline advances in a year ever

<table>
<thead>
<tr>
<th>Replace/extend existing businesses</th>
<th>Entering new franchises</th>
</tr>
</thead>
<tbody>
<tr>
<td>MabThera/Rituxan</td>
<td>Gazyva, Venclexa, Polivy, mosunetuzumab, glofitamab</td>
</tr>
<tr>
<td>Herceptin</td>
<td>Gazyva, Venclexa, Polivy, mosunetuzumab, glofitamab</td>
</tr>
<tr>
<td>Avastin</td>
<td>Tecentriq, Alecensa, Rozlytrek, tiragolumab</td>
</tr>
<tr>
<td>Lucentis</td>
<td>Port delivery system (PDS) faricimab</td>
</tr>
<tr>
<td>Tamiflu</td>
<td>Xofluza</td>
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</table>

## New pivotal trial starts in 2020 YTD

<table>
<thead>
<tr>
<th>Drug</th>
<th>Disease Area</th>
<th>Phase</th>
<th>Study Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>tiragolumab</td>
<td>mNSCLC (Ph III: SKYSCRAPER-01), ES-SCLC (Ph III: SKYSCRAPER-02), stage III NSCLC (Ph III: SKYSCRAPER-03), cervical cancer (Ph II: SKYSCRAPER-04), stage III esophageal cancer (Ph III: SKYSCRAPER-07)</td>
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<tr>
<td>PI3Kai (RG6114)</td>
<td>HR+ mBC (Ph III: INAVO120)</td>
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<td>SERD (RG6171)</td>
<td>1L mBC (Ph III: BO41843)</td>
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<tr>
<td>crovalimab</td>
<td>PNH (Ph III: COMMODORE 1 &amp; 2)</td>
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<tr>
<td>Gavreto</td>
<td>1L RET+ mNSCLC (Ph III: AcceleRET Lung)</td>
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<tr>
<td>Venclexa+Gazyva</td>
<td>1L fit CLL (Ph III: CristaLLo)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Venclexa</td>
<td>1L MDS (Ph III: VERONA)</td>
<td></td>
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</tr>
<tr>
<td>Tecentriq</td>
<td>NSCLC CPI exp. (Ph III: CONTACT-01), RCC (Ph III: CONTACT-03)</td>
<td></td>
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</tr>
<tr>
<td>Hemlibra</td>
<td>Mild to moderate HemA (Ph III: HAVEN 6)</td>
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<tr>
<td>Actemra</td>
<td>severe COVID-19 pneumonia (Ph III: COVACTA, REMDACTA, EEMPACTA)</td>
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</tr>
<tr>
<td>Gazyva</td>
<td>lupus nephritis (Ph III: REGENCY)</td>
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<tr>
<td>REGN-COV2</td>
<td>COVID-19 treatment/prophylaxis</td>
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<tr>
<td>PDS</td>
<td>Diabetic retinopathy without CI-DME (Ph III: PAVILION)</td>
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</tbody>
</table>

**Notes:**
- mUC=metastatic urothelial carcinoma; TNBC=triple negative breast cancer; SCLC=small cell lung cancer; HCC=hepatocellular carcinoma; mM=malignant melanoma; mCRPC=metastatic castration resistant prostate cancer; BC=breast cancer; RMD=metabolism-resistant diabetes; AJD=Alzheimer's disease; SMA=spinal muscular atrophy; AD=Alzheimer’s disease; DMD=duchenne muscular dystrophy; CD=Crohn’s disease; NSCLC=non-small cell lung cancer; ES-SCLC=extensive-stage small cell lung cancer; LLB=diffuse large B-cell lymphoma; FL=follicular lymphoma; AML=acute myeloid leukemia; CLL=chronic lymphocytic leukemia; MDS=myelodysplastic syndromes; PNH=paroxysmal nocturnal hemoglobinuria; CI-DME=center-involved diabetic macular edema

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**Drug/Condition**
- Oncology: Tecentriq (mUC, TNBC, SCLC, HCC, mM), ipatasertib (mCRPC), SERD (HR+ BC)
- Hemophilia A: Hemlibra
- Neuroscience: Ocrevus (RMS, PPMS), Enspryng (NMOSD), Evrysdi (SMA), tominersen (Huntington), gantenerumab (AD), SRP-9001 (DMD)
- Immunology: etrolizumab (CD), Gazyva (Lupus nephritis)
- Infectious diseases: REGN-COV2 (COVID-19)
# Neuroscience franchise: Pushing towards new frontiers

*Creating new opportunities across modalities*

<table>
<thead>
<tr>
<th>Neuroimmunology</th>
<th>Neuromuscular</th>
<th>Neurodegenerative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocrevus</td>
<td>Evrysdi (risdiplam)</td>
<td>tominersen</td>
</tr>
<tr>
<td><em>First B-cell targeted therapy in MS</em></td>
<td><em>First oral therapy for spinal muscular atrophy</em></td>
<td><em>First disease modifying therapy for Huntington’s disease</em></td>
</tr>
<tr>
<td>Enspryng (satralizumab)</td>
<td>SRP-9001 (Sarepta)</td>
<td>prasinezumab</td>
</tr>
<tr>
<td><em>First IL-6 targeted therapy in NMOSD</em></td>
<td><em>Gene therapy in Duchene Muscular Dystrophy</em></td>
<td><em>First disease modifying agent in Parkinson’s disease</em></td>
</tr>
</tbody>
</table>

**Note:**
- NMOSD = Neuromyelitis optica spectrum disorder
- SRP-9001 (Sarepta) Gene therapy in Duchene Muscular Dystrophy
- Gantenerumab: First disease modifying therapy for Alzheimer’s disease, SC convenience
4 Priorities to maintain leadership position

- **Transformation**
  - Improve structures, processes, behaviour & competitive fitness

- **New medicines & technology platforms**
  - Improve on current standard of care & smart ways of development

- **Growing installed base & expanding menu**
  - Expansion with additional solutions & entering new disciplines

- **Leading personalized healthcare revolution**
  - Lead in digitalization & transform value chain
Growing installed base worldwide driving reagents consumption

Integrated Core Lab
- cobas 6000/8000: +11%
- cobas 6800/8800: +36%
- cobas 4000: +9%

Middleware
- +21%

Preanalytics
- +21%

Connectivity
- +17%

Growth rates being from the period of January 1, 2019 to December 31, 2019
cobas® 6800/8800 menu expansion driving growth in molecular
More than 1000 systems installed

<table>
<thead>
<tr>
<th>Donor Screening</th>
<th>Infectious Disease</th>
<th>Sexual Health</th>
<th>Transplant</th>
<th>Respiratory</th>
<th>Antimicrobial Stewardship</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPX</td>
<td>HIV-1</td>
<td>HPV</td>
<td>CMV</td>
<td>MTB</td>
<td>MTB-RIF/INH</td>
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<tr>
<td>WNV</td>
<td>HBV</td>
<td>CT/NG</td>
<td>EBV</td>
<td>MAI</td>
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<tr>
<td>DPX</td>
<td>HCV</td>
<td>TV/MG</td>
<td>BKV</td>
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<tr>
<td>HEV</td>
<td>HIV-1/2 Qual</td>
<td>HPV Self-sampling</td>
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<tr>
<td>CHIKV/DENV</td>
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<td>Zika</td>
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<tr>
<td>Babesia</td>
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<tr>
<td>Malaria</td>
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</table>

*Installed instrument base > 1,000*

MPX=multiplex detection of HIV-1, HIV-2, HCV and HBV; WNV=West Nile virus; DPX=duplex detection of parvovirus B19 and HAV; HEV=Hepatitis E virus; CHIKV=chikungunya virus; DENV=Dengue virus; CMV=CMV; MTB=Mycobacterium tuberculosis; MAI=Mycobacterium avium-intracellulare infection; RIF=rifampicin; INH=isoniazid; TV=trichomonas vaginalis; MG=mycoplasma genitalium; Babesia=detection of babesiosis caused by tick-born parasites; EBV=Epstein-Barr virus post-transplant monitoring; BKV= Baba virus post-transplant monitoring; ADV=Adenovirus post-transplant monitoring; HSV-1/2/VZV=multiplex detection of Herpes simplex virus 1 and 2 and Varicella-zoster virus; MPLX=detect and discriminate multiple (up to 14) pathogens associated with a clinical syndrome, including SARS-CoV-2; Malaria=mosquito-borne infectious disease; SARS-CoV-2=2019 novel coronavirus

Launched in 2020
In development
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Leading personalized healthcare revolution

- Lead in digitalization & transform value chain
Clinico-Genomic Database

Addition of genomics increases depth and impact of RWD

<table>
<thead>
<tr>
<th>Flatiron-FMI Clinico-Genomic (CG) Database</th>
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<tbody>
<tr>
<td>CG Database enabling multiple applications</td>
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</tbody>
</table>

- Understanding the genomics of rapidly progressive disease
- Natural history cohorts for molecularly defined populations (ALK, NTRK, EGFR, ROS-1, RET, KRAS, etc.), including patterns of metastatic spread
- Mechanisms of resistance
- Improved prognostic classifiers
- Higher resolution representation of patients for downstream analysis, including external controls

RWD = real world data
COVID-19: Our contribution to bring society back to normal

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Focusing on 4 key areas

Outlook
2020: Positive outlook re-iterated

**Pharma NME and Dia launches**
Ocrevus, Perjeta, Hemlibra, Tecentriq, Venclexta, Gazyva, Alecensa, Xofluza, Polivy, Rozlytrek, Evrysdi, Enspryng, Gavreto, ipatasertib, tiragolumab, etrolizumab, PDS, faricimab, tominersen, gantenerumab, etc.
cobas 6800/8800, cobas 5800, cobas Mass Spec, cobas Liat, etc.
Doing now what patients need next