Strategy, Culture, and Rejuvenation

Severin Schwan | CEO

The Octavian Seminar, January 2021
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3. delay or inability in obtaining regulatory approvals or bringing products to market;
4. fluctuations in currency exchange rates and general financial market conditions;
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;
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COVID-19: Roche’s contributions

Priorities to maintain leadership position

Environment, Governance, and Social Responsibility

Outlook
Roche’s response to the pandemic

Potential use cases for Dia/Pharma COVID-19 portfolio

**Diagnostics**
- **Pre-exposure/asymptomatic** (screening and prophylaxis)
  - PCR
- **Symptomatic** (diagnosis and treatment)
  - Antigen Test
  - IL-6
- **Post-vaccination** (confirmed protection)
  - Antibody Test

**Pharma**
- Oral antiviral (DAA)
- Neutralizing antibody
- Immunomodulators

- **Low risk**
- **High risk**
- **Mild**
- **Hospitalized**

*Use cases will continue to persist with vaccine rollout*
- People not yet vaccinated
- Vaccine ineffective/wore off
- Antibody testing
- Population surveillance
- Screening
- Flu/COVID diagnosis

**PCR** = polymerase chain reaction test
Responding quickly and broadly to the pandemic

- Collaboration with Regeneron on REGN-COV2 global supply
- SARS-CoV-2 Rapid Antigen Test announced
- FDA EUA granted in mild-moderate adults and adolescents
- Collaboration with Atea on development of AT-527

**Overview:** not all COVID-19 related developments captured; EUA=emergency use authorization; WHO=world health organization
### Increasing testing capacity and installed base

<table>
<thead>
<tr>
<th>High throughput</th>
<th>Installed base</th>
<th>Test capacity</th>
</tr>
</thead>
</table>
| **cobas 6800/8800**<br>~1,500–4,000 tests in 24h | • cobas® SARS-CoV-2  
• cobas® SARS-CoV-2 & Influenza A/B | >1,000 | >20m per month |

| **cobas e411/601/602/801**<br>~300 tests / hour | • Elecsys® Anti-SARS-CoV-2  
• Elecsys® Anti-SARS-CoV-2 S  
• SARS-CoV-2 rapid antibody  
• Elecsys® Anti-SARS-CoV-2 antigen | ~40,000 | ~100m per month |

| **cobas Liat**<br>~1 test in 20 minutes | • cobas® SARS-CoV-2 & Influenza A/B (POC) | >5,000 | ~1m per month |

| **Rapid Antigen**<br>~1 test in 20 minutes | • SARS-CoV-2 rapid antigen  
• SARS-CoV-2 rapid antigen (nasal)*  
• SARS-CoV-2 & Influenza A/B rapid antigen* | Non-instrumented | ~80m per month |

### Developing tests in months instead of years

| Serology solutions | 42 days | ~3–5 years on average
|-------------------|---------|---------------------|

| PCR solutions | 35 days | ~3–5 years on average

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* In development; 1. Unique set of circumstances e.g. EUA FDA has allowed; 2. cobas® SARS-CoV-2 test based on first regulatory approval; 3. Elecsys® Anti-SARS-CoV-2 test based on first regulatory approval; 4. Based on internal calculated averages
COVID-19: Roche’s contributions

Priorities to maintain leadership position

Environment, Governance, and Social Responsibility

Outlook
4 Priorities to maintain leadership position

**Innovation:** Replace & extend the business

- 2018: 50%, 31%, 19%
- 2023: 62%, 14%, 24%

*New products launched after 2012: Herceptin + Rituxan + Avastin

Improve on current standard of care & smart ways of development

**Diagnostics:** Growing installed base & expanding menu

Expansion with additional solutions and entering new disciplines

**Leading personalized healthcare revolution**

Lead in digitalization & transform value chain

**Transformation**

Improve mind-set, structure, processes
4 Priorities to maintain leadership position

Innovation: Replace & extend the business

- 2018: 47%, 31%, 22%
- 2023: 50%, 24%, 26%

Expand on current standard of care & smart ways of development

Diagnostics: Growing installed base & expanding menu

Lead in digitalization & transform value chain

Transformation

- Improve mind-set, structure, processes
- Lead in digitalization & transform value chain
- Expansion with additional solutions and entering new disciplines
- Improve on current standard of care & smart ways of development

Innovation: Replace & extend the business

Diagnostics: Growing installed base & expanding menu

Leading personalized healthcare revolution

Transformation
## New medicines: Replace and extend the business

<table>
<thead>
<tr>
<th>Replace/extend existing businesses</th>
<th>Entering new franchises</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MabThera/Rituxan</strong></td>
<td><strong>Oncology:</strong> Tecentriq (mUC, HCC, Mel), tiragolumab, giredestrant (HR+ BC) inavolisib (HR+BC) ipatasertib (mCRPC)</td>
</tr>
<tr>
<td><strong>Herceptin</strong></td>
<td><strong>Hematology:</strong> Hemlibra, crovalimab (PNH), cevostamab (MM)</td>
</tr>
<tr>
<td><strong>Avastin</strong></td>
<td><strong>MS:</strong> Ocrevus, fenebrutinib</td>
</tr>
<tr>
<td><strong>Lucentis</strong></td>
<td><strong>CNS:</strong> Enspryng (NMOSD), Evrysdi (SMA), tominersen (HTT), gantenerumab (Alzh.), SRP-9001 (DMD)</td>
</tr>
<tr>
<td><strong>Tamiflu</strong></td>
<td><strong>Immunology:</strong> etrolizumab (CD), Gazyva (LN), rhPTX-2 (IPF)</td>
</tr>
<tr>
<td></td>
<td><strong>Infectious Disease:</strong> casirivimab &amp; imdevimab, AT-527</td>
</tr>
</tbody>
</table>

FDC = fixed dose combination; mUC = metastatic urothelial carcinoma; HCC = hepatocellular carcinoma; Mel = melanoma; mCRPC = metastatic castration-resistant prostate cancer; NMOSD = neuromyelitis optica spectrum disorder; SMA = spinal muscular atrophy; CD = Crohn’s disease; MM = multiple myeloma; HTT = huntington’s disease; DMD = Duchenne muscular dystrophy; LN = lupus nephritis; PNH = paroxysmal nocturnal hemoglobinuria
**Strong short- and mid-term news flow**

*Diversifying the late stage pipeline and setting new standards of care*

<table>
<thead>
<tr>
<th>Product</th>
<th>Indication</th>
<th>Filing</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>tominersen</td>
<td>Huntington's</td>
<td>2022</td>
<td>~83k</td>
</tr>
<tr>
<td>gantenerumab</td>
<td>Alzheimer's</td>
<td>2022</td>
<td>~9,300k (prodromal) ~3,600k (mild)</td>
</tr>
<tr>
<td>SRP-9001</td>
<td>DMD</td>
<td>2023 /24</td>
<td>~21k</td>
</tr>
<tr>
<td>etrolizumab</td>
<td>Crohn's</td>
<td>2022</td>
<td>~570k (moderate/severe)</td>
</tr>
<tr>
<td>PDS</td>
<td>nAMD DME</td>
<td>2020 2022</td>
<td>nAMD ~3,600k DME ~4,700k</td>
</tr>
<tr>
<td>faricimab</td>
<td>DME nAMD</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>Actemra + remdesivir</td>
<td>COVID-19</td>
<td>2021</td>
<td>n/a</td>
</tr>
<tr>
<td>casirivimab &amp; imdevimab</td>
<td>COVID-19</td>
<td>2021</td>
<td>n/a</td>
</tr>
<tr>
<td>crovalimab</td>
<td>PNH</td>
<td>2022</td>
<td>~14k</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Product</th>
<th>Indication</th>
<th>Filing</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gavreto</td>
<td>RET+ NSCLC</td>
<td>filed</td>
<td>~2k (Dx+)</td>
</tr>
<tr>
<td></td>
<td>thyroid cancer</td>
<td>filed</td>
<td>~6k (Dx+)</td>
</tr>
<tr>
<td>Tecentriq*</td>
<td>NeoAdj TNBC</td>
<td>2020</td>
<td>~23k</td>
</tr>
<tr>
<td></td>
<td>Adj SCCHN</td>
<td>2021</td>
<td>~8k</td>
</tr>
<tr>
<td></td>
<td>Adj RCC</td>
<td>2021/22</td>
<td>~20k</td>
</tr>
<tr>
<td></td>
<td>(Neo)Adj NSCLC</td>
<td>2021/22</td>
<td>~100k</td>
</tr>
<tr>
<td></td>
<td>Adj HCC</td>
<td>2022</td>
<td>tbd</td>
</tr>
<tr>
<td>Tecentriq + P+H</td>
<td>NeoAdj HER2+ BC</td>
<td>2021</td>
<td>~40k</td>
</tr>
<tr>
<td>ipatasertib</td>
<td>1L mCRPC</td>
<td>2021**</td>
<td>~100 (Dx+)</td>
</tr>
<tr>
<td>Polivy</td>
<td>1L DLBCL</td>
<td>2021</td>
<td>~51k</td>
</tr>
<tr>
<td>tiragolumab + T</td>
<td>1L SCLC</td>
<td>2022</td>
<td>~57k</td>
</tr>
<tr>
<td>mosunetuzumab</td>
<td>R/R FL</td>
<td>2021</td>
<td>~3k</td>
</tr>
<tr>
<td>golfitamab</td>
<td>R/R DLBCL</td>
<td>2022</td>
<td>~24k</td>
</tr>
<tr>
<td>Venclexta</td>
<td>R/R MM t(11;14)</td>
<td>2022</td>
<td>~6k (Dx+)</td>
</tr>
<tr>
<td>giredestrant</td>
<td>2L/3L mBC</td>
<td>2022</td>
<td>~74k</td>
</tr>
</tbody>
</table>

Source: Roche/Genentech, incidence/prevalence in the major markets (US, FR, DE, IT, ES, GB); DMD=duchenne muscular dystrophy; nAMD=neovascular age-related macular degeneration; DME=diabetic macular edema; NSCLC=non-small cell lung cancer; TNBC=triple-negative breast cancer; SCOHN=squamous cell carcinoma of the head and neck; RCC=renal cell carcinoma; HCC=hepatocellular carcinoma; mCRPC=metastatic castration resistant prostate cancer; DLBCL=diffuse large B-cell lymphoma; SCLC=small cell lung cancer; FL=follicular lymphoma; PNH=paroxysmal nocturnal hemoglobinuria; *all adjuvant studies are event driven, timelines / readout depending on events; **met primary endpoint, data further maturing
Strong replacement power of franchises - example of Lung Cancer
Early disease, novel combinations, targeted agents

### Cancer immunotherapy

Tecentriq neoadjuvant and adjuvant data in 2021; Tiragolumab BTD in PD-L1 high NSCLC

### Driver mutations

Rare mutations (≤2%) add up to ~10% of the lung cancer market: ~4bn opportunity

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<table>
<thead>
<tr>
<th>Neo-/ Adj</th>
<th>NSCLC (NSq)</th>
<th>NSCLC (Sq)</th>
<th>SCLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALK</td>
<td>Non-Driver</td>
<td>PD-L1+</td>
<td>PD-L1-</td>
</tr>
<tr>
<td>EGFR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROS1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NTRK</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RET</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage III</th>
<th>IMpower010 (adjuvant) Tecentriq</th>
<th>IMpower030 (neoadjuvant) Tecentriq + platinum-based chemo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neo-/ Adj</td>
<td>SKYSCRAPER-03 tiragolumab + Tecentriq</td>
<td></td>
</tr>
<tr>
<td>1L</td>
<td>IMpower110 Tecentriq</td>
<td>IMpower150 Tecentriq + Avastin + CP</td>
</tr>
<tr>
<td></td>
<td>SKYSCRAPER-01 tiragolumab + Tecentriq</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IMpower130 Tecentriq + CnP</td>
<td>IMpower132 Tecentriq + pemetrexed</td>
</tr>
<tr>
<td></td>
<td>IMpower131 Tecentriq + CnP</td>
<td>IMpower133 Tecentriq + carboplatin + etoposide</td>
</tr>
<tr>
<td></td>
<td>SKYSCRAPER-02 tiragolumab + Tecentriq + chemo</td>
<td></td>
</tr>
<tr>
<td>2L</td>
<td>OAK, POPLAR, BIRCH</td>
<td>Tarceva</td>
</tr>
</tbody>
</table>

* IMpower132 approved in Japan

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Tiragolumab granted Breakthrough Therapy Designation (BTD)
Replace and extend current business – example Ophthalmology

Improve on durability, extend geographical outreach

**Adherence to IVT therapies is low and infrequent dosing in the real world correlates with vision loss**

![Graph showing adherence to IVT therapies]

*Only 50% of patients can be extended to Q3M dosing with current IVT therapies*

**PDS and faricimab have the potential to improve real world outcomes with longer durability**

- **Port Delivery System (PDS):** permanent, refillable intraocular implant. One-time ~30 min outpatient surgical procedure. *Refill twice yearly in-office*

- **Faricimab:** in DME met primary endpoint, strong durability across all studies (>50% for 16 weeks); nAMD phase 3 to read out in 2021

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1. Source: Evaluate Pharma; DME = diabetic macular edema; nAMD = neovascular AMD; IVT = intravitreal
Investing in external innovations¹
Accelerate drug discovery and diagnostic technologies

Technology stage at the time of licensing

<table>
<thead>
<tr>
<th>Research technologies</th>
<th>Early stage assets</th>
<th>Late stage assets</th>
<th>Digital &amp; PHC</th>
<th>Diagnostics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spark (gene therapy)</td>
<td>Dicerna (HBV)</td>
<td>SAREPTA (SRP-9001/DMD)</td>
<td>FOUNDATION MEDICINE (molecular information)</td>
<td>SD BIOSENSOR (SARS-CoV-2 rapid antibody &amp; antigen test)</td>
</tr>
<tr>
<td>VIVIDION (E3 ligases)</td>
<td>IONIS (tominersen)</td>
<td>Promedior (RII-pentraxin-2)</td>
<td>(electronic health records)</td>
<td>(clinical decision support)</td>
</tr>
<tr>
<td>santaris pharma as (RNA-targeting)</td>
<td>Jnana (SLC transporters)</td>
<td>REGENERON (REGN-COV2)</td>
<td>flatiron (digital remote monitoring system)</td>
<td>illuminä (molecular information)</td>
</tr>
<tr>
<td>(gene therapy manufacturing)</td>
<td>Jecure (NLRP3 inhibitors)</td>
<td>blueprint (Gavreto)</td>
<td>FRED HUTCH (clinical trials)</td>
<td>GE Healthcare (diabetes management)</td>
</tr>
<tr>
<td>Adaptive (T-cell therapies)</td>
<td>PTC Therapeutics (Evrysdi)</td>
<td>ATEA</td>
<td>(molecular information)</td>
<td></td>
</tr>
<tr>
<td>4DMT (choroideremia)</td>
<td>(AT-527/direct acting antiviral)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

132 new agreements in 2020 focused on

High disease burden / Promising targets / Novel enabling technologies / Decision support

¹ Non-exhaustive overview
Innovation driving portfolio rejuvenation
Increasing share of sales coming from recent launches

All absolute values are presented in CHFm reported; YTD reported in Q3
Launching new medicines in virtual environment; example Evrysdi US launch

SMA Patients:
Evrysdi shipped to patient’s home through contactless delivery

Health Care Professionals:
Digital tools and resources to educate HCPs and their staff

SMA Community:
Virtual webinars and social media events in partnership with patient advocacy groups

Strong launch and initial uptake: Evrysdi projected to become treatment of choice in the US for the majority of patients in 2021
4 Priorities to maintain leadership position

**Innovation: Replace & extend the business**
- Improve on current standard of care & smart ways of development

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

**Leading personalized healthcare revolution**
- Lead in digitalization & transform value chain

**Transformation**
- Improve structure, processes, behaviour & competitive fitness
Role of in-vitro diagnostics
Playing a foundational role to improve outcomes & lower costs

Sources: Roche Diagnostics, Medical and Scientific Affairs (MSA); EAC / based on 2013 EAC interviews with cardiologists and oncologists in Germany and the US (N=40); European Diagnostic Manufacturers Association (EDMA), 2009; based on: The Lewin Group, commissioned by Advamed, "The Value of Diagnostics", 2005; Roche Diagnostics market; MRI = Magnetic Resonance Imaging; hsTnT = high sensitivity Troponin-T
4 Priorities to maintain leadership position

**Innovation:**
Replace & extend the business

**Diagnostics:**
Growing installed base & expanding menu

**Leading personalized healthcare revolution**
Lead in digitalization & transform value chain

**Transformation**
Improve mind-set, structure, processes

---

**Innovation:**
Replace & extend the business

**Diagnostics:**
Growing installed base & expanding menu

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Lead in digitalization & transform value chain

**Transformation**
Improve mind-set, structure, processes
Pharma digital strategic priorities

Pre-clinic → Clinical development → Registration → Access → Production & Supply → Diagnosis → Treatment

**Research & development**
- Single cell and spatial genomics
  - Discovering previously unknown cell types

**Supplementing data & market access**
- Real World Data as external control
  - Enabling accelerated access

**Personalization of patient care**
- Characterization of genomic profiles
  - Identification of poor outcomes

Examples:
- Using massively parallel methods to profile millions of cells per day
- Supporting clinical trial data in Real world setting
- Improved progression prediction algorithm using AI (deep learning)

> 300 Key initiatives ongoing and >30 solutions on market
4 Priorities to maintain leadership position

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

**Leading personalized healthcare revolution**
- Lead in digitalization & transform value chain

**Transformation**
- Improve mind-set, structure, processes
Adjusting to a changing environment

Initiatives across the entire company/value chain

Improve processes & simplify decision taking

- Pre-clinic
- Clinical development
- Registration

R&D interfaces & governance

Optimization manufacturing & logistics

- Production & Supply
- Manufacturing strategic alignment & lean production

Improving structures & processes

- Sales & Marketing
- Resourcing flexibility & digital go-to-market models

Diagnostics division transformation across the value chain

Finance / Procurement / IT / HR (end-2-end enterprise planning & centers of excellence)

New ways of working: mindset and processes
Strategic re-allocation of resources: example Pharma

Pharma cost structure

<table>
<thead>
<tr>
<th>Cost of sales M&amp;D G&amp;A</th>
<th>R&amp;D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illustrative</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost of sales M&amp;D G&amp;A</th>
</tr>
</thead>
</table>

| HY 2020 | Outlook |

Principles for resource allocation

- Re-allocate resources into R&D while working on and protecting profitability
- Optimizing costs and efforts by
  - More targeted and often virtual stakeholder engagement
  - Personalized, digital content & services
- Improve performance by dynamic resource allocation
Invest in innovation: Assets in Ph III & registration

*Strong momentum in the second half 2020*

<table>
<thead>
<tr>
<th>Year</th>
<th>NMEs</th>
<th>AIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>FY 2017</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>FY 2018</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>FY 2019</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>HY 2020</td>
<td>13</td>
<td>2</td>
</tr>
</tbody>
</table>

**Outlook FY 2020**

- **23** NMEs to be added in 2H’20
- **2** NMEs in RET+ NSCLC & thyroid cancer
- **6** NMEs in 1L HR+ mBC
- **3** NMEs in IPF
- **10** NMEs in 1L HR+ mBC
- **2** NMEs in 1L HR+ mBC
- **2** NMEs in 1L HR+ mBC
- **Gavreto** in RET+ NSCLC & thyroid cancer
- **giredestrant** Ph III in 1L HR+ mBC
- **glofitamab** Ph III in r/r DLBCL
- **mosunetuzumab** Ph III in r/r FL
- **crovalimab** Ph III in PNH
- **REGN-COV2** Ph III in COVID-19 (run by Regeneron)
- **rhPentaxin-2** Ph III in IPF
- **Gazyva** Ph III in Lupus nephritis
- **fenebrutinib** Ph III in RMS & PPMS
- **SRP-9001** Ph III in DMD (run by Sarepta)

NME=new molecular entity; AI=additional indication
COVID-19: Roche’s contributions

Priorities to maintain leadership position

Environment, Governance, and Social Responsibility

Outlook
Our impact on society
Roche ranked most sustainable healthcare company by DJSI for the 11th time

Environment

Providing a great workplace

Access to our products

Goal: scope 1&2 greenhouse gas emissions to real zero by 2050\(^1\)

32% of key leadership roles held by women

Personalized Reimbursement Models deliver benefits to multiple stakeholders

1. Without buying CO2 certificates
2. Genentech’s annual average net price increase in the U.S., weighted by sales
3. for inflation CPI-U Medical Care is used for all medical care expenditures (incl. prescription and non-prescription drugs, medical supplies, physicians’ services, hospital services, and health insurance) – source: U.S. Bureau of Labor Statistics (US BLS)
COVID-19: Roche’s contributions

Priorities to maintain leadership position

Environment, Governance, and Social Responsibility

Outlook
Defending margins despite headwinds and investment in innovation

**Core operating profit**

<table>
<thead>
<tr>
<th>% of sales</th>
<th>HY 2018</th>
<th>HY 2019</th>
<th>HY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.7%</td>
<td>40.6%</td>
<td>40.2%</td>
<td></td>
</tr>
</tbody>
</table>

+2% at CER

**Sales**

**New Product Growth:** 40% of sales YTD Sep 20 (up from 29% YTD Sep 19)

**Diagnostics:** COVID-19 testing

**Biosimilars / COVID-19:** contraction in AHR in 2020

**Diagnostics:** routine business

**Expenses**

<table>
<thead>
<tr>
<th>HY 2019</th>
<th>HY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D as % of sales</td>
<td>18% 20%</td>
</tr>
<tr>
<td>COS, M&amp;D, G&amp;A as % of sales</td>
<td>45% 43%</td>
</tr>
</tbody>
</table>

CER=Constant Exchange Rates
Growing through biosimilar transition

**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.

Sales

Conceptual

Pharma recently launched/pipeline

Pharma marketed products

Diagnostics

Doing now what patients need next
Growing installed base worldwide driving reagents consumption

Growth rates being from the period of January 1, 2019 to December 31, 2019

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

Middleware
- +21%

Preanalytics
- +21%

Connectivity
- +17%

Middleware
- +21%

Middleware
- +9%

Growth rates being from the period of January 1, 2019 to December 31, 2019
Roche-sponsored/partnered trials for COVID-19

Pursuing multiple options to maximize public health impact

<table>
<thead>
<tr>
<th></th>
<th>Pre-exposure prophylaxis</th>
<th>Post-exposure prophylaxis</th>
<th>Outpatient treatment &amp; high risk pts.</th>
<th>Hospitalized mild/moderate</th>
<th>Hospitalized Severe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actemra</strong></td>
<td></td>
<td></td>
<td></td>
<td>COVACTA (Ph 3) X</td>
<td>EMPACTA (Ph 3) ✓</td>
</tr>
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<td></td>
<td></td>
<td>REMDACTA (Ph 3)</td>
<td>MARIPOSA (Ph 2)</td>
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<tr>
<td><strong>casirivimab &amp; imdevimab</strong></td>
<td>Study 2093 (Ph 1)¹</td>
<td>Study 2069 (Ph 3)¹</td>
<td>Study 2067 (Ph 1/2/3)²</td>
<td></td>
<td>Study 2066 (Ph 1/2/3)¹</td>
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<tr>
<td><strong>AT-527</strong></td>
<td></td>
<td></td>
<td></td>
<td>AT-030-001 *(Ph 2)²</td>
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<tr>
<td><strong>ST-2 and IL-22Fc</strong></td>
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<td></td>
<td></td>
<td>COVASTIL (Ph 2)</td>
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</table>

1. Conducted by Regeneron; 2. Conducted by Atea
Hematology: continuing to redefine the standard of care in B-cell malignancies and expanding into new diseases

<table>
<thead>
<tr>
<th>Disease</th>
<th>mAb</th>
<th>Small Molecule</th>
<th>ADC</th>
<th>Bispecific</th>
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</thead>
<tbody>
<tr>
<td>CLL</td>
<td></td>
<td>GAZYVA</td>
<td>VENCLEXTA</td>
<td></td>
</tr>
<tr>
<td>iNHL/FL</td>
<td>GAZYVA</td>
<td>tiragolumab</td>
<td>POLIVY</td>
<td>mosunetuzumab glofitamab</td>
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<tr>
<td>DLBCL</td>
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<td>VENCLEXTA</td>
<td>POLIVY</td>
<td>mosunetuzumab glofitamab</td>
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<tr>
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<td>POLIVY</td>
<td>cevoostamab</td>
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<tr>
<td>AML</td>
<td></td>
<td>VENCLEXTA</td>
<td></td>
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<tr>
<td>MDS</td>
<td></td>
<td>VENCLEXTA</td>
<td></td>
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</tr>
</tbody>
</table>

B-cell malignancies

Polivy 1L DLBCL data in 2021; mosun/glofit advanced to randomized Ph 3 trials in NHL

New hematologic diseases

Venclexta >40% US market share in AML; ongoing Ph 3 trials in MM and MDS

CLL=Chronic lymphoid leukemia; iNHL=Indolent Non-Hodgkin’s lymphoma; FL=Follicular lymphoma; DLBCL=Diffuse large B-cell lymphoma; MM=Multiple myeloma; AML=Acute myeloid leukemia; MDS=Myelodysplastic syndrome; Venclexta in collaboration with AbbVie
Replace and extend franchises: the example of Breast Cancer: 
Expanding into TNBC and HR+ BC

<table>
<thead>
<tr>
<th>mAb</th>
<th>Small Molecule</th>
<th>ADC</th>
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</thead>
</table>
| Neoadj | \[
\begin{align*}
\text{PERJET}\text{A}/\text{PHESGO}^\text{TM} \\
\text{TECENTRIQ}
\end{align*}
\] | HER2+ BC  
Phesgo approved in US and EU in 2020 (SC fixed dose combination of Herceptin + Perjeta) |
| Adj. |  |  |
| 1L mBC |  |  |
| 2L mBC |  |  |

<table>
<thead>
<tr>
<th>HER2+</th>
<th>eBC</th>
<th>giredestrant</th>
</tr>
</thead>
<tbody>
<tr>
<td>1L mBC</td>
<td>giredestrant inavolisib</td>
<td></td>
</tr>
<tr>
<td>2L+ mBC</td>
<td>giredestrant</td>
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</table>

<table>
<thead>
<tr>
<th>HR+</th>
<th>eBC</th>
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<tbody>
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<tr>
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</tbody>
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<table>
<thead>
<tr>
<th>TNBC</th>
<th>eBC</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1L mBC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

✓ = approved  ■ Indications where Herceptin approved  ■ Indications where Herceptin not approved

TNBC  
Tecentriq positive Ph III results in neoadjuvant TNBC
Doing now what patients need next