Roche Pharma Day 2020

Pharma Strategy: Sustainable growth, more patient benefits, and less cost to society

Bill Anderson | CEO Roche Pharmaceuticals
Roche has a strong track record of innovation
*Industry leading medicines as basis for our continuous growth*

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.
Innovation driving portfolio rejuvenation

Increasing share of sales coming from recent launches

Pharma sales mix

All absolute values are presented in CHFm reported
New product growth with strong momentum
Considerable optionality

Biosimilar gap (19-24)

Consensus sales growth (19-24)

Sensitivity analysis: Assuming conservative planning assumptions of 60-70% erosion from biosimilars

Post-HY 2020 consensus survey

<table>
<thead>
<tr>
<th>Product</th>
<th>Sales (bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocrevus</td>
<td>3.1</td>
</tr>
<tr>
<td>Tecentriq</td>
<td>4.1</td>
</tr>
<tr>
<td>Hemlibra</td>
<td>3.0</td>
</tr>
<tr>
<td>Gazyva</td>
<td>0.7</td>
</tr>
<tr>
<td>Alecensa</td>
<td>0.8</td>
</tr>
<tr>
<td>Polivy</td>
<td>1.1</td>
</tr>
<tr>
<td>Enspryng</td>
<td>0.4</td>
</tr>
<tr>
<td>Evrysdi</td>
<td>1.4</td>
</tr>
<tr>
<td>Other in-market</td>
<td>(0.3)</td>
</tr>
<tr>
<td>Pipeline value</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17.7</strong></td>
</tr>
</tbody>
</table>

Gap value including the total HER2+ franchise change from 2019 to 2024; 2 Xolair, Pulmozyme, CellCept, Activase/TNKase, Actemra, Lucentis, Erivedge, Esbriet, Cotellic, Xofluza, Rozlytrek; 3 glofitamab, tiragolumab, ipatasertib, faricimab, tominersen

Up-side potential to consensus above are:

**Oncology** (Gavreto, mosunetuzumab, PI3Kαi, SERD), **Ophthalmology** (PDS), **Neuroscience** (gantenerumab, prasinezumab, SRP-9001), **Immunology** (Gazyva in lupus, rhPentraxin-2, crovalimab, etrolizumab in CD), **Infectious diseases** (REGN-COV2, chronic HBV)
What has changed since our Pharma day a year ago?

*Further increased confidence in delivering growth*

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2018-2023 consensus view\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>Gap to fill</th>
<th>New product contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2023</td>
<td>9.6 bn</td>
<td>16.3 bn</td>
</tr>
<tr>
<td>Gap to fill</td>
<td>+6.7 bn CHF</td>
<td></td>
</tr>
</tbody>
</table>

2019-2024 consensus view\(^2\)

<table>
<thead>
<tr>
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<th>Gap to fill</th>
<th>New product contribution</th>
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</thead>
<tbody>
<tr>
<td>2019-2024</td>
<td>9.6 bn</td>
<td>17.7 bn</td>
</tr>
<tr>
<td>Gap to fill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New product contribution</td>
<td>+8.1 bn CHF</td>
<td></td>
</tr>
</tbody>
</table>

*Strong new product contribution and ongoing launches driving growth*

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\(^1\) Roche Post-HY 2019 consensus survey; \(^2\) Roche Post-HY 2020 consensus survey
Strong commercial potential throughout late stage portfolio

- **15 blockbusters**
  - MabThera
  - Herceptin
  - Avastin
  - Perjeta
  - Ocrevus
  - Esbriet
  - Actemra
  - Lucentis
  - Xolair
  - Activase

- **10 blockbusters**
  - MabThera
  - Herceptin
  - Avastin
  - Perjeta
  - Ocrevus
  - Esbriet
  - Actemra
  - Lucentis
  - Xolair
  - Activase

+23 late-stage assets with large sales potential

- **Phesgo** ✔
- **Polivy** ✔
- **Xofluza** ✔
- **Evrysdi** ✔
- **Enspryn** ✔

- Gavreto ✔
- fenebrtinib
- crovalimab
- SRP-9001
- SERD
- tominersen
- PI3Kα
- gantenerumab
- tiragolumab
- faricimab
- glofitamab
- PDS w/ ranibizumab
- mosunetuzumab
- rhPentraxin-2
- ipatasertib
- Gazya
- REGN-COV2
- etrolizumab

1 Venclexta sales are booked by partner AbbVie; 2 RG6171 (GDC-9545); 3 RG6114 (GDC-0077)
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 2nd 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</th>
<th>Pharma US</th>
<th>Pharma International</th>
<th>Pharma China</th>
<th>Pharma Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>(HY20 vs. HY16)</td>
<td>(HY20 vs. HY16)</td>
<td>(HY20 vs. HY16)</td>
<td>(HY20 vs. HY16)</td>
<td>(HY20 vs. HY16)</td>
</tr>
<tr>
<td>Sales Volume growth</td>
<td>Sales growth</td>
<td>Sales growth</td>
<td>Sales growth</td>
<td>Sales growth</td>
</tr>
<tr>
<td>+55%</td>
<td>+34%</td>
<td>+14%</td>
<td>+110%</td>
<td></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
Strong profitability development despite challenging environment

<table>
<thead>
<tr>
<th></th>
<th>HY 2016</th>
<th>HY 2017</th>
<th>HY 2018</th>
<th>HY 2019</th>
<th>HY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of sales</td>
<td>46.2%</td>
<td>45.1%</td>
<td>47.2%</td>
<td>47.5%</td>
<td>47.2%</td>
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<tr>
<td>CHFm</td>
<td>19,460</td>
<td>20,521</td>
<td>21,847</td>
<td>24,194</td>
<td>23,202</td>
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<tr>
<td>Sales</td>
<td>8,984</td>
<td>9,257</td>
<td>10,301</td>
<td>11,500</td>
<td>10,961</td>
</tr>
<tr>
<td>Core OP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All absolute values are presented in CHFm reported.
Our Pharma Vision 2030

Providing more patient benefit at less cost to society

1. **Doubling of medical advances**:  
   - Re-allocation of resources into R&D, while working on and protecting profitability  
   - R&D Mission Support

2. **Significantly progress other patient benefits**:  
   - Integrated solutions and new engagement models  
   - Improved outcomes via enhanced disease management

3. **Less cost to society**:  
   - Breakthrough science and insights to reduce cost of disease  
   - Reducing societal costs beyond the cost of therapy

Transformation as a key enabler

---

1 First approval of a new molecule in a new indication
Our Pharma Vision 2030

Providing more patient benefit at less cost to society

More patient benefit

1. Doubling of medical advances
   - Re-allocation of resources into R&D, while working on and protecting profitability
   - R&D Mission Support

2. Significantly progress other patient benefits
   - Integrated solutions and new engagement models
   - Improved outcomes via enhanced disease management

3. Less cost to society
   - I.e.: Earlier, more targeted, efficacious & shorter interventions
   - Breakthrough science and insights to reduce cost of disease
   - Reducing societal costs beyond the cost of therapy

Transformation as a key enabler

1 First approval of a new molecule in a new indication
**Invest in innovation: Assets in Ph III & registration**

**Strong momentum in the second half 2020**

<table>
<thead>
<tr>
<th>NMEs</th>
<th>HY 2016</th>
<th>HY 2017</th>
<th>HY 2018</th>
<th>HY 2019</th>
<th>HY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11</td>
<td>11</td>
<td>9</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>NMEs</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>32</td>
<td>38</td>
<td>40</td>
<td>39</td>
<td>41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2020</th>
<th>+10 NMEs to be added until year end</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Gavreto in RET+ NSCLC &amp; thyroid cancer</td>
</tr>
<tr>
<td></td>
<td>REGN-COV2 Ph III in COVID-19 (run by Regeneron)</td>
</tr>
<tr>
<td>2</td>
<td>SERD Ph III in 1L HR+ mBC</td>
</tr>
<tr>
<td>6</td>
<td>rhPentaxin-2 Ph III in IPF</td>
</tr>
<tr>
<td>2</td>
<td>glofitamab Ph III in r/r DLBCL</td>
</tr>
<tr>
<td>3</td>
<td>Gazyva Ph III in Lupus nephritis</td>
</tr>
<tr>
<td>10</td>
<td>mosunetuzumab Ph III in r/r FL</td>
</tr>
<tr>
<td></td>
<td>fenebrutinib Ph III in RMS &amp; PPMS</td>
</tr>
<tr>
<td></td>
<td>crovalimab Ph III in PNH</td>
</tr>
<tr>
<td></td>
<td>SRP-9001 Ph III in DMD (run by Sarepta)</td>
</tr>
</tbody>
</table>
Strategic re-allocation of resources

**Pharma cost structure**

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

**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 (VITAL model)
Recent deals and partnerships¹
Accelerate drug discovery and driving personalized healthcare

Early stage assets
- Dicerna (HBV)
- Ionis (tominersen)²
- Secure (NLRRP3 inhibitors)
- Adaptive (T-cell therapies)
- 4DMT (choroideremia)

Late stage assets
- Sarepta (SRP-9001/DMD)
- Promedior (rhPentraxin-2)
- Blueprint (Gavreto)
- Regeneron (REGN-COV2)

Research technologies
- Spark (gene therapy; SPK-8011)
- Vividion (E3 ligases)
- Santaris Pharma A/S (mRNA for the 21st Century)
- Jnana (RNA-targeting)
- E3 ligases
- SLC transporters
- Molecular information
- Electronic health records
- Digital remote monitoring system

Digital & PHC
- Foundation Medicine
- Fred Hutch Clinic Start-Ups
- Flatiron

78 new agreements in 2019
focused on

High disease burden / Promising targets / Novel enabling technologies

¹ Non-exhaustive overview; ² at the time of licensing
Our Pharma Vision 2030

*Providing more patient benefit at less cost to society*

**More patient benefit**

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**Transformation as a key enabler**

---

1 First approval of a new molecule in a new indication
# Go-to-market Model

## Strategic shifts until 2030

<table>
<thead>
<tr>
<th></th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engagement</strong></td>
<td>&quot;Mass field&quot; largely in-person</td>
<td>More targeted and often virtual</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>Static information</td>
<td>Personalized, digital content and services</td>
</tr>
<tr>
<td><strong>Content release</strong></td>
<td>Synchronized with field force cycles</td>
<td>Continuous and real-time</td>
</tr>
<tr>
<td><strong>Customer targeting</strong></td>
<td>Decided by sales representatives</td>
<td>Supported by advanced analytics</td>
</tr>
<tr>
<td><strong>Conference</strong></td>
<td>Physical attendance</td>
<td>Virtual and real-time exchange</td>
</tr>
</tbody>
</table>
Evolving customer engagement models: US
Early progress in ”Pioneer” go-first areas

First large pharmaceutical company in US market to develop Eco-system approach
Delivering Integrated Solutions
Using data & insights to improve patient outcomes

- Access to comprehensive genomic profiling (CGP)
  - early, personalized diagnosis

- Molecular tumor board (MTB) / clinical decision support (CDS)
  - personalized care plan

- Access to molecularly guided treatment options
  - rapid therapy access and innovative access models

Capturing clinical outcomes
- Leveraging RWD for regulatory filings, publications, policy change, innovative access models

More patients on optimal therapy and creation of ‘learning healthcare system’

PHC=personalized healthcare; RWD=real world data
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1 First approval of a new molecule in a new indication
Responsible pricing strategy: Impact of medicines is at the core, while considering WHO’s fair pricing dimensions

**HEALTH IMPACT**

Positive impact of medicine for **patients**, **healthcare systems** and **society**.

**FUTURE INNOVATION**

Pricing strategy allows to **invest** into **high risk** and complex disease areas.

Meeting the needs of patients of tomorrow.

**SYSTEM CONTEXT**

Pricing reflects different **healthcare systems & regulatory environments**.

Make medicines as affordable as possible.

Innovation available for **patients today and tomorrow**
Responsible and innovative pricing solutions

Recent examples of responsible pricing

- **OCREVUS®** (ocrelizumab)
  - ~25% discount to Rebif list price in the US

- **HEMLIBRA®**
  - ~50% discount to BPA prophylaxis in the US

- **ROZLYTREK®**
  - ~50% discount to Vitrakvi list price in the US

Net price increases in line with medical inflation in the US

- US net price increase\(^1\) below inflation for all medical care expenditures\(^2\)
- US net price increase\(^1\) above inflation for all medical care expenditures\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price Increase</td>
<td>-5.0%p</td>
<td>-5.0%p</td>
<td>+5.0%p</td>
<td>-5.0%p</td>
<td>+5.0%p</td>
</tr>
</tbody>
</table>

Price ceiling for Evrysdi

- Infants
  - USD <100K / year
  - 7kg (~2 yrs old)\(^5\)
  - Maximum Price
  - USD 340k / year
  - 20kg (~6 yrs old)

- Evrysdi
  - ~25% discount to Spinraza in the US

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\(^1\) Genentech’s annual average net price increase in the U.S., weighted by sales; \(^2\) 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); \(^3\) discount at launch; \(^4\) discount over 5-yrs (at max Evrysdi price); \(^5\) average infant weight from the FIREFISH trial; * TTM for CPI-U Medical Care in 2020
Costs to society

Reducing societal costs of disease beyond the cost of therapy

Actemra in COVID-19:
Positive trend in time to hospital discharge

Time to hospital discharge/ready for discharge to day 28

![Graph showing time to hospital discharge](image)

Median Time to Response:
TCZ=20.0 [17.0 to 27.0]; PBO=28.0 [20.0 to NE]

Potential for freeing up hospital capacity if confirmed in additional studies

Venclexta + Gazyva in CLL:
Potential for shorter/curative treatment

Ph III (CLL14) results

- 90% of MRD-negative patients remained in remission 2 years after treatment
- Fixed treatment duration avoids long term side effects of chronic therapy & generates savings to HC system

Ocrevus in MS:
Delaying the need for walking aid

Disability progression in patients with RMS

- Consequences of reaching EDSS score ≥6.0 walking aid required
- Irreversible disability
- Decreased employment

Expanding the time patients can live independently & continue working

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1 Rosas, et al., 2020, doi: https://doi.org/10.1101/2020.08.27.20183442; * Fischer, et al., ASH 2019; 1 Tomassini V, et al., MSJ 2019;25:1306–1315; 2 Kobelt G, et al., MSJ 2017;23:1123–1136; ICU=intensive care unit; CLL=Chronic lymphoid leukemia; MRD=minimal residual disease; HC=healthcare; RMS=relapsing multiple sclerosis; EDSS=Expanded Disability Status Scale; Venclexta in collaboration with AbbVie
**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>latest 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>latest 2023</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>REGN-COV2</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>
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<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</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/2L TNBC</td>
<td>2020</td>
<td>~11k (Dx+)</td>
</tr>
<tr>
<td></td>
<td>1L mCRPC</td>
<td>2020</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>glofitamab</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>SERD (RG6171)</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; SCCHN=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
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>
<th>New pivotal trial starts in 2020</th>
</tr>
</thead>
</table>
| MabThera/Rituxan                  | Gazyva, Venclexa, Polivy, mosunetuzumab, glofitamab | **tiragolumab**
|                                   |                         | mNSCLC (SKYSCRAPER-01)          |
|                                   |                         | **ES-SCLC (SKYSCRAPER-02)**     |
|                                   |                         | stage III unresectable NSCLC (SKYSCRAPER-03) |
|                                   |                         | locally adv. esophageal cancer (SKYSCRAPER-07/08) |
| Hceptin                           | Perjeta, Kadcyla, Phesgo| **PI3Kα (RG6114)**
|                                   |                         | HR+ mBC (INAVO120)             |
| Avastin                           | Tecentriq, Alecensa, Rozytik, tiragolumab | **SERD (RG6171)**
|                                   |                         | 1L HR+ mBC, 2/3L mBC           |
| Lucentis                          | Port delivery system (PDS) faricimab | **glofitamab**
|                                   |                         | 2L+ DLBCL                      |
| Tamiiflu                          | Xofluza                 | **mosunetuzumab**               |
|                                   |                         | 2L+ FL                         |
|                                   |                         | **Venclexa**                    |
|                                   |                         | 1L fit AML, 1L fit CLL          |
|                                   |                         | **cromalimab**                  |
|                                   |                         | PNH (COMMODORE 1/2)            |
|                                   |                         | **REGN-COV2**                   |
|                                   |                         | COVID-19 treatment/prophylaxis  |
|                                   |                         | **Gazyva**                      |
|                                   |                         | Lupus nephritis (REGENCY)       |
|                                   |                         | **rhPentraxin-2**               |
|                                   |                         | Idiopathic pulmonary fibrosis   |
|                                   |                         | **SRP-9001**                    |
|                                   |                         | Duchenne muscular dystrophy     |
|                                   |                         | **fenebrutinib**                |
|                                   |                         | RMS (FENhance 1/2), PPMS (FENtrepid) |
|                                   |                         | **Ocrevus higher dose**         |
|                                   |                         | RMS (MUSETTE), PPMS (GAVOTTE)   |
|                                   |                         | **PDS**                         |
|                                   |                         | Diabetic retinopathy without CI-DME (PAVILION) |

mUC=metastatic urothelial carcinoma; TNBC=triple negative breast cancer; SCLC=small cell lung cancer; HCC=hepatocellular carcinoma; mM=metastatic melanoma; mCRPC=metastatic castration resistant prostate cancer; BC=breast cancer; RMS=relapsing multiple sclerosis; PPMS=primary progressive MS; NMOSD=neuromyelitis optica spectrum disorder; 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; DLBCL=diffuse large B-cell lymphoma; FL=follicular lymphoma; AML=acute myeloid leukemia; CLL=chronic lymphocytic leukemia; MDS=myelodysplastic syndromes; PNH=pannaroyal nocturnal hemoglobinuria; CI-DME=center-involved diabetic macular edema

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## Late stage pipeline update

### 1. Hematology franchise
- DLBCL: Polivy, glofitamab, mosunetuzumab
- FL: mosunetuzumab, glofitamab, Polivy
- AML: Venclexta
- MM: Venclexta
- MDS: Venclexta

### 2. Breast Cancer franchise
- TNBC: Tecentriq, ipatasertib
- HR+: SERD (RG6171), PI3Kαi (RG6114)
- HER2+: Tecentriq

### 3. Lung Cancer franchise
- NSCLC: Tecentriq, tiragolumab
- SCLC: Tecentriq, tiragolumab
- ALK+: Alecensa
- ROS1+/NTRK+: Rozlytrek
- RET+: Gavreto
- KRAS G12C+: GDC-6063

### 4. Other oncology
- CRPC: ipatasertib
- Thyroid cancer: Gavreto
- Esophageal cancer: tiragolumab
- Melanoma: Tecentriq, Cotellc, Zelboraf

### 5. Non-malignant hematology
- Hemophilia A: Hemlibra
- Hemophilia A: Factor VIII Gene Therapy
- PNH: crovalimab

### 6. Neuroscience
- MS: Ocrevus; fenebrutinib
- SMA: Evrysdi
- NMOSD: Enspryng
- AD: gantenerumab, anti-Tau, brain shuttle
- Huntington’s disease: tominersen
- DMD: Micro-dystrophin Gene Therapy
- Parkinson’s disease: prasinezumab

### 7. Immunology
- IPF: rhPentraxin-2, Esbriet
- Myelofibrosis: rhPentraxin-2
- Lupus nephritis: Gazyva
- Crohn’s disease: etrolizumab

### 8. Ophthalmology
- nAMD, DME, DR: Port Delivery System
- nAMD, DME, RVO: faricimab

### 9. Infectious diseases
- HBV: TLR7 agonist, CpAM, RG6346, RG6084
- Influenza A/B: Xofluza
- SARS-CoV2: Actemra
- SARS-CoV2: REGN-COV2

* For further information on target patient populations please consult the appendix; For further details on the late stage pipeline please consult the HY 20 results presentation appendix or visit the IR homepage
2020: Positive outlook re-iterated

**NME launches**
Ocrevus, Perjeta, Hemlibra, Tecentriq, Venclexta, Gazyva, Alecensa, Xofluzza, Polivy, Rozlytrek, Phesgo, Evrysdi, Enspryng, Gavreto, mosunetuzumab, glofitamab, ipatasertib, PI3Kαi, SERD, tiragolumab, faricimab, PDS, tominersen, gantenerumab, prasinezumab, SRP-9001, SPK-8011, rhPentraxin-2, crovalimab, etc.
Doing now what patients need next