“Passion and teamwork were the keys to success.”

*Lee Dunster*

“Medical treatment is just one part of the solution.”

*Lee Dunster*

“Medical treatment is just one part of the solution.”

*Micah Cannarile*

“Medical treatment is just one part of the solution.”

*Michael Cannarile*

“To understand biology, you need to be able to measure it.”

*Catherine Behrens*

“A unique chance to share my skills and a life-changing experience.”

*Katrin Kühhirt*

“A unique chance to share my skills and a life-changing experience.”

*Katrin Kühhirt*

“I want people to see Africa as a continent of opportunities.”

*Charles Fordjour*

“I want people to see Africa as a continent of opportunities.”

*Charles Fordjour*

“Sustainability is part of everything we do.”

*Katie Excoffier*

“Sustainability is part of everything we do.”

*Katie Excoffier*
Roche in brief

From key acquisitions and site expansions to new medical innovations and growing demand for our products, Roche had a solid performance in 2014. Behind our results are many people, committed to developing innovative medicines and diagnostics that improve peoples’ lives.

Roche in Brief 2014 highlights the key figures and performance indicators from across different areas of our business, providing a snapshot of what we are doing today to ensure lasting success.
Roche in 2014

ROCHE IS A RESEARCH-BASED HEALTHCARE COMPANY founded in 1896 and headquartered in Basel, Switzerland. We focus on creating truly innovative medicines and diagnostic tests in areas of unmet medical need. Our business model drives our ambition to make a significant difference to patients, reaching as many people in need as possible whilst continuously reinvesting in innovation to develop diagnostic tests and breakthrough treatments.

47.5 billion Swiss francs

14.29 Swiss francs

229 billion Swiss francs

88,509 employees

No. 1 in biotech

in in-vitro diagnostics

in oncology

in hospital market

* Unless otherwise stated, all growth rates in the document are at constant exchange rates (CER; average full-year 2013).
Pharmaceuticals

• Esbriet approved in idiopathic pulmonary fibrosis
• RoActemra approved in early rheumatoid arthritis
• Avastin approved in cervical cancer and platinum-resistant ovarian cancer
• Gazyvaro approved in chronic lymphocytic leukemia

Diagnostics

• New molecular testing systems, the cobas 6800 and the cobas 8800, launched
• HPV test for primary screening of cervical cancer approved
• New test for syphilis launched
• 450 million Swiss francs for manufacturing facility in China announced

Product pipeline

• Anti-PDL1 immunotherapy medicine in bladder cancer
• Lampalizumab in geographic atrophy of the eye
• Cobimetinib and Zelboraf in advanced melanoma
• ACE910, an innovative bispecific antibody, in hemophilia A

Acquisitions

• InterMune in idiopathic pulmonary fibrosis
• Seragon Pharmaceuticals in hormone receptor-positive breast cancer
• Ariosa Diagnostics in non-invasive pre-natal testing
• Genia Technologies in next-generation gene sequencing
• IQuum in molecular diagnostics

Sustainability

• Dow Jones Sustainability Indices Group leader for sixth year running
• Global access programme testing HIV viral loads launched
• 5.8 million people treated in 20 years through the Phelophepa train, a mobile health clinic in South Africa
• 71% fully engaged employees

Group

• Christoph Franz elected Chairman of the Board
• 4 billion Swiss francs of investments announced in R&D, production facilities and infrastructure
• Dividend increase proposed for the 28th consecutive year
• More than 100 new external partnerships
Our business priorities

We have a clear set of business priorities aimed at achieving sustainable growth and delivering value to all our stakeholders.

Focus on patients

We focus exclusively on developing innovative medicines and diagnostic tests that help patients live longer, better lives. Two thirds of all known diseases are either still not treated adequately or not treated at all. This medical need is an enormous challenge and better diagnostics and medicines can make a huge difference to the lives of millions of patients and their families.

Excellence in science

We strive to address unmet medical needs through excellence in science. Breakthroughs in science and technology increasingly allow us to understand body malfunctions and develop drugs to counter the problem. We focus on oncology, hematology, neuroscience, immunology and inflammation, ophthalmology, infectious and rare diseases.

Personalised healthcare

We combine our strengths in pharmaceuticals and diagnostics to better fit treatments to patients. When genetic differences can be identified, the efficacy and safety of medicines can be improved enormously. To this end, we have a companion diagnostic strategy for every molecule we develop.

Performance in 2014

• 19 million patients on a Roche top 25 selling medicine
• More than 6 million women tested for HPV
• More than 6.5 billion test strips for blood glucose monitoring sold
• 66 new molecular entities (NMEs) in the pipeline
• 11 pharmaceutical product approvals
• Over 170 manuscripts published in top-tier journals
• >350 personalised healthcare collaborations within Roche
• >15 companion tests in development
• 41 NMEs with companion diagnostic programmes in pipeline
Our business priorities

Access to healthcare

We aim to bring our medicines and diagnostic tests to as many people in need as possible. Every healthcare system has different challenges and we customise solutions for individual markets. We work with many different local partners to reduce barriers to access healthcare and establish innovative, sustainable ways to bring effective and affordable healthcare to patients.

Great workplace

We are committed to strengthening highly attractive workplaces where every person feels valued and respected and can grow to their full potential. Our people make our business. They discover, develop and manufacture our products and ensure they reach patients. The key to our success lies in our ability to attract, retain and motivate a highly skilled and diverse workforce.

Sustainable value

We run our business in a way that is ethical and aims to create long-term value for shareholders and all our stakeholders. We want to create value through developing medical solutions and we aim for as many people to benefit from them as possible. We believe that our success lies in our ability to develop strategies where both industry and society benefit in a sustainable way.

Performance in 2014

• 250,000 women screened for breast cancer in North Africa through a Roche mobile unit
• 1.3 million infants tested for HIV as part of Roche’s AmpliCare programme
• Global access programme for HIV viral load testing launched
• 81% of our employees are proud to work for Roche
• 71% fully engaged employees
• 48% of total workforce are women
• 11.5% improvement in eco-impact
• 28th consecutive year dividend increase proposed
• 6 times Group leader Dow Jones Sustainability Indices
Financial performance

Roche posted solid overall results in 2014. Group sales were up 5% at constant exchange rates. Reflecting growing demand for our products, especially our cancer medicines, Pharmaceuticals sales grew by 4%. Diagnostics sales grew by 6%, largely thanks to the strength of our Professional Diagnostics business.

Core earnings per share increased by 5% to 14.29 Swiss Francs; up 7% excluding a one-time double charge of the US Branded Prescription Drug fee. Based on this solid performance, a dividend increase was proposed for the 28th consecutive year.

Key figures

<table>
<thead>
<tr>
<th>47.5</th>
<th>14.29</th>
</tr>
</thead>
<tbody>
<tr>
<td>billion Swiss francs</td>
<td>Swiss francs</td>
</tr>
<tr>
<td>group sales</td>
<td>core earnings per share</td>
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</table>

<table>
<thead>
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<th>17.6</th>
<th>15.8</th>
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<tbody>
<tr>
<td>billion Swiss francs</td>
<td>billion Swiss francs</td>
</tr>
<tr>
<td>core operating profit</td>
<td>operating free cash flow</td>
</tr>
</tbody>
</table>

R&D highlights

As the world’s largest biotech company, we invested heavily in research and development in 2014 — close to 9 billion Swiss francs in core R&D, representing 18.8% of Group sales.

We had some notable R&D success over the year: 3 FDA Breakthrough Therapy Designations; 11 pharmaceutical product approvals; and 14 key diagnostic product launches. We also made significant clinical progress with new data showing that survival for women with an aggressive type of breast cancer has been extended to nearly five years, with Perjeta plus Herceptin and chemotherapy. Another notable advancement was the approval of Roche’s HPV test for the early detection of cervical cancer.
Strategic investments

Roche made a number of acquisitions in 2014, including InterMune, the developer of Esbriet, a treatment for a fatal lung disease, and Seragon Pharmaceuticals, which is researching treatments for hormone receptor-positive breast cancer. In Diagnostics, acquisitions were made to expand into point-of-care molecular testing and add new technologies in gene sequencing.

From an infrastructure standpoint, we also announced investments across several of our sites, largely to provide more space on campus for our employees, state-of-the-art research facilities, and increased production capacities. The biggest investment we announced was in our Basel headquarters, where we aim to invest 3 billion Swiss francs over the next decade.

Access to healthcare

Whilst remarkable progress has been made in diagnosing and treating serious diseases, access to medical innovation and quality healthcare remains difficult, particularly in developing countries.

In 2014, Roche developed a comprehensive strategy in response to this global challenge. We are systematically analysing the root causes of barriers in individual markets—in both developing and established markets. We are also identifying key healthcare stakeholders to partner with and support improvements in access.
Solid growth across both divisions

Newly launched medicines and testing platforms drove growth across both divisions in 2014. In Pharmaceuticals, growth was driven by medicines for HER2-positive breast cancer, including new products Perjeta and Kadcyla, and Avastin. There was also strong demand for our immunology medicines, notably Actemra and Xolair.

In Diagnostics, sales continued to be driven by the Professional Diagnostics business, which grew 8%, whilst Molecular Diagnostics was 6% higher. There was also positive uptake for the new molecular laboratory testing system, the cobas 6800/8800 platform.

36.7 BILLION SWISS FRANCS
PHARMACEUTICALS SALES IN 2014

Growth-driving pharmaceuticals in millions of Swiss francs

<table>
<thead>
<tr>
<th>Medicine</th>
<th>Oncology</th>
<th>Herceptin</th>
<th>Oncology</th>
<th>Actemra/RoActemra</th>
<th>Immunology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avastin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6,417</td>
<td>6,275</td>
<td>1,224</td>
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<td></td>
</tr>
<tr>
<td>+6%</td>
<td>+7%</td>
<td>+23%</td>
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<td></td>
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</tr>
<tr>
<td>Perjeta</td>
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<tr>
<td>918</td>
<td></td>
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<td></td>
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<tr>
<td>Kadcyla</td>
<td></td>
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<tr>
<td>536</td>
<td></td>
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</tr>
</tbody>
</table>
10.8 BILLION SWISS FRANCS
DIAGNOSTICS SALES IN 2014

Top-selling diagnostics in millions of Swiss francs

**cobas e602**
Immunodiagnostics

**2,797** +13%

**cobas c502**
Clinical chemistry

**1,626** +7%

**Accu-Chek Aviva Nano**
Blood glucose meters

**2,159** +1%

**BenchMark Ultra**
Tissue diagnostics

**716** +10%

**cobas 6800**
Virology

**530** +7%
## Pharmaceuticals pipeline

### Products in phase III or registration phase

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Project/Product</th>
<th>Indication</th>
<th>Phase:</th>
<th>III</th>
<th>IV</th>
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<td><strong>Oncology</strong></td>
<td></td>
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<tr>
<td>RG7421</td>
<td>cobimetinib + Zelboraf</td>
<td>metastatic melanoma</td>
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<tr>
<td>RG105</td>
<td>MabThera sc</td>
<td>CLL</td>
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<tr>
<td>RG4352</td>
<td>Avastin</td>
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<td>RG1273</td>
<td>Perjeta</td>
<td>HER2+ BC neoadjuvant</td>
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<tr>
<td>RG435</td>
<td>Avastin</td>
<td>glioblastoma 1st line</td>
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<tr>
<td>RG435</td>
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<tr>
<td>RG435</td>
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<td>Avastin</td>
<td>NSCLC adjuvant</td>
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<tr>
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<td>Perjeta</td>
<td>HER2+ mBC 2nd line</td>
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<tr>
<td>RG1273</td>
<td>Perjeta</td>
<td>HER2+ BC adjuvant</td>
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<tr>
<td>RG1273</td>
<td>Perjeta</td>
<td>HER2+ gastric cancer 1st line</td>
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<tr>
<td>RG3502</td>
<td>Kadcyla</td>
<td>HER2+ gastric cancer 2nd line</td>
<td></td>
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<tr>
<td>RG3502</td>
<td>Kadcyla +/- Perjeta</td>
<td>HER2+ mBC 1st line</td>
<td></td>
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<tr>
<td>RG3502</td>
<td>Kadcyla</td>
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<tr>
<td>RG3502</td>
<td>Kadcyla + Perjeta</td>
<td>HER2+ BC adjuvant</td>
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<tr>
<td>RG3502</td>
<td>Kadcyla + Perjeta</td>
<td>HER2+ BC neoadojuvant</td>
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<td>RG7159</td>
<td>Gazyva</td>
<td>DLBCL 1st line</td>
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<td>RG7159</td>
<td>Gazyva</td>
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<td>RG7159</td>
<td>Gazyva</td>
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<td>RG7204</td>
<td>Zelboraf</td>
<td>melanoma adjuvant</td>
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<td>RG7601</td>
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<td>severe asthma</td>
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<tr>
<td>RG7413</td>
<td>etrolizumab</td>
<td>ulcerative colitis</td>
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<tr>
<td>CHU</td>
<td>Actemra</td>
<td>large-vessel vasculitis</td>
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<td>Alzheimer’s disease</td>
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<td>PPMS</td>
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<td>Lucentis</td>
<td>diabetic retinopathy</td>
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<tr>
<td>RG7417</td>
<td>lampalizumab (factor D)</td>
<td>geographic atrophy</td>
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</table>

∞ Personalised Healthcare project | CHU Chugai managed | RG Roche Genentech managed
# Diagnostics pipeline

## Key product launches planned for 2015

<table>
<thead>
<tr>
<th>Area</th>
<th>Product name</th>
<th>Description</th>
<th>Market</th>
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<tbody>
<tr>
<td><strong>Instruments/Devices</strong></td>
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</tr>
<tr>
<td>Laboratories</td>
<td>cobas c 513</td>
<td>dedicated HbA1C analyzer</td>
<td>EU</td>
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<tr>
<td></td>
<td>cobas t 411</td>
<td>core laboratory coagulation analyzer</td>
<td>EU</td>
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<tr>
<td></td>
<td>cobas 8100 V2</td>
<td>integrated pre- and post-analytical solution</td>
<td>WW</td>
</tr>
<tr>
<td></td>
<td>cobas 6800/8800</td>
<td>medium- to high-volume automated real-time PCR</td>
<td>US</td>
</tr>
<tr>
<td></td>
<td>VENTANA HE 600</td>
<td>automated H&amp;E staining platform</td>
<td>WW</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>Accu-Chek Active no-code</td>
<td>next generation blood glucose meter, no coding of test strips</td>
<td>WW</td>
</tr>
<tr>
<td></td>
<td>Accu-Chek Connect</td>
<td>blood glucose meter with connectivity to smartphones, mobile applications and cloud</td>
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<tr>
<td>Point of care</td>
<td>CoaguChek Pro II</td>
<td>professional system for PT and aPTT testing</td>
<td>EU</td>
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<tr>
<td><strong>Tests</strong></td>
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<tr>
<td>Blood screening</td>
<td>MPX test</td>
<td>multiplex blood screening test for cobas 6800/8800 systems</td>
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<td>Infectious diseases</td>
<td>Influenza A/B + RSV test</td>
<td>point-of-care detection on cobas LIAT</td>
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<td>HTLV test</td>
<td>human T-lymphotropic virus test</td>
<td>EU</td>
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<td>Virology</td>
<td>HBV test</td>
<td>quantitative HBV viral load test for cobas 6800/8800</td>
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<td>HIV-1 test</td>
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<td>HCV test</td>
<td>quantitative HCV viral load test for cobas 4800</td>
<td>EU</td>
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<tr>
<td></td>
<td>HBV test</td>
<td>quantitative HCV viral load test for cobas 4800</td>
<td>EU</td>
</tr>
<tr>
<td>Genomics and Oncology</td>
<td>EGFR test V2</td>
<td>detection of EGFR mutations in plasma</td>
<td>EU</td>
</tr>
<tr>
<td>Cardiology</td>
<td>cobas h 232</td>
<td>point-of-care test version of Elecsys cTNT-hs</td>
<td>EU</td>
</tr>
</tbody>
</table>

WW  Worldwide  |  PT  prothrombin time  |  aPTT  activated partial thromboplastin time
People commitment

At Roche, we strive to create an environment where everyone regardless of gender, race, ethnicity, sexual preference or religious background can contribute to our mission of delivering innovative diagnostics solutions and developing life-saving drugs.

To stay aligned with what drives our employees, we ask for feedback at regular intervals through our company-wide survey. It includes questions that measure engagement through drivers and statements about belief, commitment and action. According to the 2014 survey results, 71% of employees are fully engaged, putting us among the best in class in our industry.

81% OF OUR EMPLOYEES ARE PROUD TO WORK FOR ROCHE
Environmental protection

We approach Safety, Security, Health and Environmental Protection with the same level of commitment as we do with any business-related activity, striving for continuous improvement wherever possible. With our growing business, we are particularly focused on reducing our environmental footprint, in part by increasing the share of sustainable energy. In 2014, approximately 13% of our energy consumption came from sustainable sources, which is a three percentage point improvement from the previous year.

Philanthropic engagement

Roche is committed to supporting people in need through innovative and sustainable partnerships. We carefully choose our projects based on criteria such as commitment, collaboration and continuity to ensure the engagement and impact will be long-lasting.

For example, in 2014, the Transnet-Phelophepa Healthcare Train, a mobile clinic bringing medical care and medicines to remote communities in South Africa, celebrated its 20th anniversary. As the main external sponsor, Roche is proud of the initiative’s long-lasting success and significant impact. Since its start, Phelophepa has provided primary care, dental and eye checks, treatments for diagnosed conditions, health education and counselling to about 5.8 million people.
Doing now what patients need next

We believe it’s urgent to deliver medical solutions right now — even as we develop innovations for the future. We are passionate about transforming patients’ lives. We are courageous in both decision and action. And we believe that good business means a better world.

That is why we come to work each day. We commit ourselves to scientific rigour, unassailable ethics, and access to medical innovations for all. We do this today to build a better tomorrow.

We are proud of who we are, what we do, and how we do it. We are many, working as one across functions, across companies, and across the world.

We are Roche.
For more information

Reporting centre
www.roche.com/investors/reporting

Non-financial reporting
www.roche.com/investors/reporting/non-financial-reporting

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Key performance indicators 2014

Cautionary statement regarding forward-looking statements

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