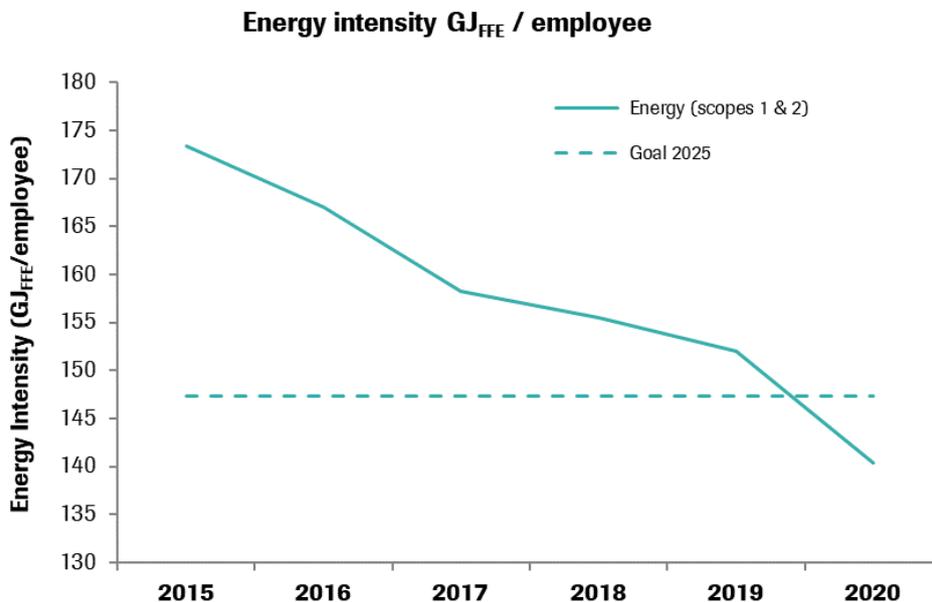


Our SHE goals and performance

Energy consumption

Roche requires energy to operate. We use energy mainly to heat and cool production processes, run machinery and equipment, maintain controlled air environments, provide comfort heating and cooling and for transportation and business travel. Globally, the demand for energy is growing and is being paralleled with rising energy prices, issues surrounding the reliability of the grid and a growing concern about global warming. Being energy efficient means using natural resources responsibly, thereby reducing greenhouse gas emissions. This will contribute to reduce Roche’s ecological footprint and to Roche’s reputation as a socially and environmentally responsible organisation. Energy efficiency also reduces operating costs which leads to more competitive pricing in the market place and therefore a bigger net profit for the company. Such issues highlight a clear business case and the need to be energy efficient, environmentally responsible and financially successful.

We have set two goals relating to energy. First, to reduce energy consumption (GJ_{FFE}^1 per employee) (scope 1+2) by 15% by 2025 and secondly, to increase the share of sustainable energy to 20% of the total energy consumption by 2020. Since the start of the goal period in 2015, the Roche Group has reduced scope 1 and 2 energy consumption per employee by approximately 19%, from 173 to 140 GJ_{FFE} in 2020 and approximately 7.8% from 2019 to 2020 (see **Figure**).



¹ Fossil Fuel Equivalents

Hence, in 2020 we already outperformed the 2025 goal by 4.8%. As a consequence, another ambitious 10% reduction goal of scope 1 and 2 energy consumption per employee has been defined until 2025, starting from 2020.

In 2018, we already outperformed the goal of increasing the share of sustainable energy reaching to 21.3%. We continued this success into 2019 (24.1%) and finally reached prominent 29.3% in 2020. However, this is not the end of the story, long-term, we need to substitute all non-sustainable energy with energy from a sustainable source. Still further contributions will be needed, and our sites are encouraged to seek for opportunities to procure or generate sustainable energy.

It is particularly pleasing to see that 67.8% of the procured electrical power comes from sustainable sources. Approximately 30 Roche sites source their electricity from either:

- energy providers who generate electricity from water, solar or wind power or
- solar panels installed on site. A solar panel system meets a percentage of the site's total electricity requirements. The rest comes from energy providers.

Regarding fuel efficiency of the car fleet, many sites have achieved the fuel efficiency goal of 2 MJ/km for their car fleet, but some are still well above (some still have more than 3 MJ/km). Indeed, fleet performance of the Group further improved by approximately 7% in 2020 (2.18 MJ/km).

