Roche Diagnostics Investor Day 2021

Welcome

Karl Mahler | Head of Investor Relations and Roche Group Planning
## Agenda

### Welcome
Karl Mahler, *Head of investor Relations and Roche Group Planning*

### Strategy & Organization
Thomas Schinecker, *CEO Diagnostics*

### Diagnostics Solutions & Customer Areas
Ann Costello, *Global Head Roche Diagnostics Solutions*

### Research & Development
Palani Kumaresan, *Head of Research & Development*

### Q&A
Birgit Masjost, *Investor Relations Officer, & speaker panel*

### Break

### Systems
Benjamin Lilienfield, *Life Cycle Leader Systems*

### Infectious Diseases
Michael Hombach, *Global Clinical Leader Infectious Diseases*

### Cardiology
Andre Ziegler, *Global Clinical Leader Cardiology*

### Oncology
Jill German, *Global Head of Pathology Lab*

### Q&A

### Closing
Thomas Schinecker, *CEO Diagnostics*
IVD Market has seen consolidation

Roche staying in the lead

Insights

- Roche staying in the lead with 4% growth (CAGR 2009-2019)
  - broadest menu, highest automation

- Significant M&A activities / consolidation with Abbott (Alere), Danaher (Radiometer, Leica, Beckman Coulter, Cepheid), bioMérieux (BioFire) etc.

- «Other» category has expanded driven by specialty players like Sysmex or low-cost entrants like Mindray (China based)

Source: Divisional MCI, IVD Market Books 2009-2019; CAGR: Compound Annual Growth Rate; ¹ Market size accounts for IVD incl. Blood Glucose Monitoring; ² Growth in constant exchange rate adjusting for currency fluctuations
Roche Diagnostics Investor Day 2021

Strategy & Organization

Thomas Schinecker | CEO Diagnostics
Roche clear leader in growing IVD market

14 billion CHF revenue in 2020¹
19% share as IVD market leader¹
23.4 billion tests¹
#1 in Clinical Chemistry & Immunodiagnostics
#1 in Molecular Diagnostics
#1 in Tissue Diagnostics
#3 in Point-of-Care Diagnostics
#1 in Workflow & IT

IVD: In-Vitro Diagnostics; ¹ Incl. Diabetes Care
Global transformation exercise

*Develop strategic options and recommendations*

<table>
<thead>
<tr>
<th>Strategic topics ...</th>
<th>... addressed by cross-functional teams of experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers &amp; value pools</td>
<td><strong>15+</strong> Workshops</td>
</tr>
<tr>
<td>Diagnostics portfolio segments</td>
<td><strong>40+</strong> Customers</td>
</tr>
<tr>
<td>Digital solutions</td>
<td><strong>200+</strong> Experts and leaders</td>
</tr>
<tr>
<td>Geographical focus</td>
<td><strong>30+</strong> Coaching sessions</td>
</tr>
<tr>
<td>People &amp; culture</td>
<td><strong>400+</strong> Internal &amp; external expert interviews</td>
</tr>
<tr>
<td>Customer centricity &amp; customer experience</td>
<td></td>
</tr>
<tr>
<td>Fuel innovation engine</td>
<td></td>
</tr>
</tbody>
</table>
Healthcare objectives

*Improve patient outcomes and reduce costs*

Healthcare systems aim to…

---

**Improve outcomes**

Better outcomes and better social and economic benefits for patients, healthcare providers and the healthcare system as a whole

**Reduce costs**

Lower total care delivery costs with more effective prevention, diagnosis, treatments and care along patient journey
Patient journey: sequence of care events (e.g. diagnosis steps, medical procedures, medicines) which a patient has to go through for a specific disease from the point where the patient enters the healthcare systems to the point of exit due to any cause; ECL: Electrochemiluminescence; RDS: Roche Diagnostics Solutions; NGS: Next Generation Sequencing; PCR: Polymerase chain reaction; H&E: Hematoxylin & Eosin
Strategy and financial ambitions

Value to Patients & Healthcare: Outcomes

Improve care along patient journeys
- Improve patients’ lives via ‘OneRoche Approach’

Enable confident healthcare decisions
- Build the leading, profitable insights business

Deliver medical value on integrated testing solutions
- Double patient access to novel, high-medical-value diagnostics solutions

Costs

Grow talent

Invest in strategic priorities

Grow market share
Organizational transformation enabling new strategic priorities

*Simplification and focus through customer & function centricity*

---

1. Roche Diabetes Care excluded based on previous transformation
Diagnostics reporting 2021 onwards

Moving from business to customer areas and adjusting regions

**Old**

<table>
<thead>
<tr>
<th>Diagnostics Division</th>
<th>2020 CHFm</th>
<th>2019 CHFm</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralised and Point of Care Solutions</td>
<td>13,791</td>
<td>12,950</td>
<td>6</td>
</tr>
<tr>
<td>Molecular Diagnostics</td>
<td>7,273</td>
<td>7,819</td>
<td>-7</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>3,760</td>
<td>2,109</td>
<td>78</td>
</tr>
<tr>
<td>Tissue Diagnostics</td>
<td>1,670</td>
<td>1,918</td>
<td>-13</td>
</tr>
</tbody>
</table>

**New**

<table>
<thead>
<tr>
<th>Diagnostics Division</th>
<th>2020 CHFm</th>
<th>2019 CHFm</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralised and Point of Care Solutions</td>
<td>6,194</td>
<td>7,078</td>
<td>-12</td>
</tr>
<tr>
<td>Molecular Lab</td>
<td>3,760</td>
<td>2,109</td>
<td>78</td>
</tr>
<tr>
<td>Point of Care</td>
<td>1,079</td>
<td>741</td>
<td>46</td>
</tr>
<tr>
<td>Pathology Lab</td>
<td>1,088</td>
<td>1,104</td>
<td>-1</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>1,670</td>
<td>1,918</td>
<td>-13</td>
</tr>
</tbody>
</table>

CER: Constant Exchange Rates; ¹ Includes Roche Information Solutions sales; ² Europe, Middle East and Africa
Funding the Strategy

*Shifting investments into strategic priorities*

Free resources due to increased efficiencies

Re-invest in strategic focus areas

Margin improvement

**Fund strategic priorities:**
- Medical value solutions
- Digital solutions & insight generation
- Disease management
- Access capabilities
Diagnostics solutions

Deliver medical value on integrated testing solutions

1. Deliver medical value on integrated testing solutions

2. Enable confident healthcare decisions

3. Improve care along patient journeys
## Diagnostics Solutions strategic priorities

*Developing comprehensive solutions for our customers*

### Focus on customer solution and experience

<table>
<thead>
<tr>
<th>Core Labs</th>
<th>Molecular Labs¹</th>
<th>Pathology Labs¹</th>
<th>Points of Care</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Systems &amp; assays</td>
<td>Digital &amp; IT</td>
<td>Services</td>
</tr>
</tbody>
</table>

### Differentiators

- **Medical value**
- **Efficiency**
- **Digitalisation**
- **Access**

¹ Sequencing as key technology to address needs of molecular and pathology labs customer segments
Healthcare decision support solutions

Enable confident healthcare decisions

1. Deliver medical value on integrated testing solutions

2. Enable confident healthcare decisions

3. Improve care along patient journeys

Value to Patients & Healthcare

Outcomes

Costs
Roche Information Solutions strategic priorities
Supporting healthcare decisions

Focus on customer solutions and experience

Lab Insights
- Platforms, applications, marketplace
- Lab and clinical workflow
- Clinical decision support
- Disease management

Provider Insights

Patient Insights

Differentiators

Platform

Efficiency

Medical Value

Insight generation
Disease management solutions

*Improve care along patient journeys*

**Value-based solutions**

1. **Deliver medical value on integrated testing solutions**
   - *Outcomes*
   - *Costs*

2. **Enable confident healthcare decisions**

3. **Improve care along patient journeys**

Patient journey unmet needs
Disease management solutions

Unlocking value through orchestration along patient journey

Orchestration through disease management solutions

Disease management solution (e.g. AFib)

Disease management solution (e.g. Diabetes)

AFib: Atrial Fibrillation; GP: General Practitioners; IVD: In-Vitro Diagnostics; POC: Point Of Care
Strategy and financial ambitions

Improve care along patient journeys

Outcomes

Costs

Enable confident healthcare decisions

Double patient access to novel, high-medical-value diagnostics solutions

Improve patients’ lives via ‘OneRoche Approach’

Build the leading, profitable insights business

Grow talent

Invest in strategic priorities

Grow market share

Invest in strategic priorities
Roche Diagnostics Investor Day 2021

Diagnostics Solutions & Customer Areas

Ann Costello | Global Head Roche Diagnostics Solutions
Diagnostics solutions: Strategic priorities
Providing comprehensive solutions for our key customer segments

Customer area

<table>
<thead>
<tr>
<th>Core Lab</th>
<th>Molecular Lab¹</th>
<th>Pathology Lab¹</th>
<th>Point of Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
</tbody>
</table>

Customer segments

<table>
<thead>
<tr>
<th>Central Labs</th>
<th>Molecular Labs</th>
<th>Blood Banks</th>
<th>Pathology Labs</th>
<th>Satellite Labs</th>
<th>ERs/ICUs</th>
<th>GPs / Specialists</th>
<th>Patients</th>
<th>Pharmacies</th>
</tr>
</thead>
</table>

Solution components

<table>
<thead>
<tr>
<th>Systems &amp; assays</th>
<th>+ Digital &amp; IT</th>
<th>IT</th>
<th>+ Services</th>
</tr>
</thead>
</table>

¹ Sequencing as key technology to address needs of molecular and pathology labs customer segments
Diagnostics solutions: Strategic priorities
Achieving differentiation based on four distinct pillars

Address **top disease areas** and unmet clinical needs

Drive **integration & connectivity** from labs to patients

Digitalize **lab operations and test interpretation**

Ensure **access to novel diagnostics**

**Examples of success**

- **Molecular Lab & Core Lab, Point of Care:**
  - 9 FDA Breakthrough Device Designations since 2018

- **Molecular Lab:**
  - cobas® prime

- **Point of Care:**
  - cobas® pulse¹

- **Pathology Lab:**
  - uPath Software

- **Point of Care:**
  - v-TAC Software

- **Molecular & Pathology Lab:**
  - Cervical Cancer Screening

- **Core Lab:**
  - Pre-eclampsia in guidelines

¹ Product to be launched in 2021
## SARS-CoV-2 diagnostics portfolio¹

### Comprehensive portfolio of tests and digital solutions

<table>
<thead>
<tr>
<th>Clinical Labs</th>
<th>Near Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Molecular solutions</strong></td>
<td><strong>Launched</strong></td>
</tr>
<tr>
<td>• cobas® SARS-CoV-2</td>
<td></td>
</tr>
<tr>
<td>• cobas® SARS-CoV-2 Variant</td>
<td></td>
</tr>
<tr>
<td>• cobas® SARS-CoV-2 &amp; Influenza A/B</td>
<td></td>
</tr>
<tr>
<td>• TIB MOLBIOL LightMix® Modular SARS-CoV-2</td>
<td></td>
</tr>
<tr>
<td><strong>Immunology solutions</strong></td>
<td><strong>Launched</strong></td>
</tr>
<tr>
<td>• Elecsys® Anti-SARS-CoV-2</td>
<td>• SARS-CoV-2 rapid antibody</td>
</tr>
<tr>
<td>• Elecsys® Anti-SARS-CoV-2 S²</td>
<td>• SARS-CoV-2 rapid antigen</td>
</tr>
<tr>
<td>• Elecsys® SARS-CoV-2 antigen</td>
<td>• SARS-CoV-2 rapid antigen nasal</td>
</tr>
<tr>
<td>• Elecsys® IL-6 Test to diagnose cytokine release syndrome</td>
<td>• SARS-CoV-2 rapid antigen nasal self-testing</td>
</tr>
<tr>
<td><strong>Digital solutions</strong></td>
<td><strong>Launched</strong></td>
</tr>
<tr>
<td>• Viewics LabOps COVID-19 for efficiency improvements</td>
<td>• NAVIFY Remote Monitor⁶</td>
</tr>
<tr>
<td></td>
<td>• v-TAC⁷ digital algorithm for blood-gas</td>
</tr>
<tr>
<td></td>
<td>• iThemba Life COVID-19</td>
</tr>
<tr>
<td></td>
<td>• cobas Infinity POC COVID-19</td>
</tr>
<tr>
<td></td>
<td>• NAVIFY Pass</td>
</tr>
</tbody>
</table>

**Launched**

CER: Constant Exchange Rates (avg FY 2020); ¹ Not all products are available in all countries; ² Spike protein; ³ External distribution partnership; ⁴ Not yet approved in the U.S; ⁵ Germany only; ⁶ US only; ⁷ v-TAC: venous to arterial conversion
Investing CHF >600m to increase supply chain capacities
Driving to unprecedented volume in record time

Consumables
• 60 new manufacturing lines
• 17 locations with 5 new partners

Reagents
• 20 new manufacturing lines
• 4 major facility expansions

Raw materials
• 8 new manufacturing lines
• 1 new biotech facility

CHF >600m investment
• >1,200 new employees

Instruments
• 1 new manufacturing space
Molecular Lab installed base

We significantly increased our footprint in the market

Installed base for cobas® 6800/8800

2018

2019

2020

2021

+42%

~800

~1,200

2021 aspiration
Levering our installed base in the future

*Enabler to sell high medical value biomarkers*

Further consolidation of labs & customer preference for fully automated solutions

Our aim to bring more menu to installed base focusing on medical value

*Increase of installed base for cobas® 6800/8800 in 2020*

We built a strong position for sustainable performance
Roche molecular solutions portfolio

GenMark\(^1\) Diagnostics fills the portfolio gap in molecular multiplexing

---

Throughput

<table>
<thead>
<tr>
<th>cobas® Liat(^5)</th>
<th>GenMark</th>
<th>cobas® 5800(^2)</th>
<th>cobas® 6800</th>
<th>cobas® 8800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Molecular point-of-care</td>
<td>Molecular multiplexing</td>
<td>Molecular medium throughput</td>
<td>Molecular high throughput</td>
<td></td>
</tr>
</tbody>
</table>

---

\(^1\) GenMark Diagnostics offering is subject to successful closing of the merger agreement dated March 12, 2021; \(^2\) Currently in development and not commercially available
Roche Diagnostics Investor Day 2021

Research & Development

Palani Kumaresan | Head of Research & Development
Our commitment to innovation

*We invest more in our IVD portfolio than other companies*

125 CHF million per month

<table>
<thead>
<tr>
<th>Company</th>
<th>Investment</th>
<th>% of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roche</td>
<td>1.5 billion CHF</td>
<td>12%</td>
</tr>
<tr>
<td>Abbott</td>
<td>0.7 billion CHF</td>
<td>9%</td>
</tr>
<tr>
<td>Danaher</td>
<td>0.5 billion CHF</td>
<td>8%</td>
</tr>
<tr>
<td>Siemens</td>
<td>0.3 billion CHF</td>
<td>7%</td>
</tr>
</tbody>
</table>

Ref: Roche estimates for IVD portfolio based on annual reports together with independent 3rd parties (including diabetes care); Product names and trademarks are the property of their respective owners.
R&D efficiencies
Implementing our new strategy will improve productivity

- Improved standardization and cross-pollination of best practices
- Greater shift of funds to projects versus non-project activities

- More rigorous portfolio prioritization
- Internalize learnings from unprecedented development timelines of COVID solutions
Strategy around menu expansion

Broader menu and most differentiated medical value solutions

Medical value solutions that are differentiated, based on clinical evidence and improve the standard of care

Broad menu that allow customers to consolidate various tests on a single platform

Cardiometabolic diseases
Infectious diseases
Oncology
Central nervous system

With medical value solutions & broad menu we address top healthcare burdens

1 Based on Divisional Medical & Scientific Affairs definitions and disease burden; 2 Including both top disease burden areas and other disease areas
Approach to medical value solutions

Multi-modal, multi-parametric approach along continuum of care

Disease areas

- Cardio-metabolic
- Infectious Diseases
- Oncology
- Women’s Health
- CNS

Indications

- Atrial fibrillation
- Heart failure
- Acute coronary syndrome

Addressing unmet medical needs along the care continuum

- Screening
- Diagnosis
- Risk stratification
- Therapy selection monitoring
A broad portfolio of solutions across the care continuum

<table>
<thead>
<tr>
<th>Disease area</th>
<th>Indication</th>
<th>Screening</th>
<th>Diagnosis</th>
<th>Risk stratification</th>
<th>Therapy selection / monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardio- metabolic</td>
<td>Atrial fibrillation</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>HF (incl. HF in T2D)</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>ACS</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td>Infectious Diseases</td>
<td>Sepsis</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Tuberculosis</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Vector-borne disease</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Hepatitis</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Respiratory viruses</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td>Oncology</td>
<td>Lung</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Breast</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>GU, GI, Melanoma</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Liver</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td>Women’s Health</td>
<td>Endometriosis</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Carrier screening</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td>CNS</td>
<td>Alzheimer’s disease</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Parkinson’s disease</td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
<td><img src="link" alt="Diagram" /></td>
</tr>
</tbody>
</table>

ACS: Acute Coronary Syndrome
HF: Heart failure; T2D: Type 2 Diabetes;
GU: genitourinary; GI: Gastrointestinal;
CNS: Central nervous system

Core Lab | Molecular Lab | Pathology Lab | Point of Care
---|---|---|---
On market | In development | Under evaluation

ACS: Acute Coronary Syndrome
HF: Heart failure; T2D: Type 2 Diabetes;
GU: genitourinary; GI: Gastrointestinal;
CNS: Central nervous system
Recent Breakthrough Device Designations (BDDs)
Leading innovation recognized by the FDA

**Infectious diseases**
- **cobas® EBV**: EBV in transplant patients
- **cobas® BKV**: BKV in transplant patients

**Oncology**
- **FACT CDx (liquid biopsy assay)**: 70 oncogenes + MSI + bTMB
- **Elecsys® GALAD score**: Diagnosis of early stage hepatocellular carcinoma
- **Elecsys® GDF-15**: GDF-15 in cachectic patients with solid tumors

**Women’s health**
- **Elecsys® sFlt-1/PlGF**: rule-out of Preeclampsia within 1 week

**CNS**
- **Elecsys® β-Amyloid and Elecsys® p-Tau in Cerebro Spinal Fluid assays**: PET concordance and progression in Alzheimer's Disease

**Others**
- **CoaguCheck® Direct-X**: Patients on Factor Xa

---

EBV: Epstein-Barr virus; BKV: BK virus; FDA: Food & Drug Administration; CDx: Companion Diagnostics; CNS: Central nervous system; Treated with Pfizer Inc.’s investigational drug PF-06946860
# Key launches 2021

<table>
<thead>
<tr>
<th>Area</th>
<th>Product</th>
<th>Description</th>
<th>Market</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Lab</td>
<td><strong>cobas®</strong> pure integrated solutions</td>
<td>Low-to-medium volume SWA</td>
<td>CE</td>
</tr>
<tr>
<td></td>
<td><strong>cobas®</strong> pro integrated solutions</td>
<td>New high throughput configurations of the cobas pro instrument</td>
<td>US &amp; CE</td>
</tr>
<tr>
<td>Point of Care</td>
<td><strong>cobas®</strong> pulse</td>
<td>Successor of Accu-Chek® Inform II</td>
<td>CE</td>
</tr>
<tr>
<td>Molecular Lab</td>
<td><strong>cobas®</strong> 5800</td>
<td>Fully automated low throughput PCR system</td>
<td>CE</td>
</tr>
<tr>
<td></td>
<td>AVENIO Edge System</td>
<td>Automated sequencing library preparation and target enrichment instrument</td>
<td>WW</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>Accu-Chek Instant</td>
<td>New features for the monitoring system to increase performance and user experience</td>
<td>WW</td>
</tr>
<tr>
<td><strong>Tests</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Lab</td>
<td>Elecsys® SARS-CoV-2 Antigen</td>
<td>Automated laboratory assay intended as an aid in the diagnosis of SARS-CoV-2 infection</td>
<td>US</td>
</tr>
<tr>
<td></td>
<td>Elecsys® NT-proBNP IU</td>
<td>A set of 5 intended use extensions in the Coronary Arterial Disease, Atrial Fibrillation &amp; Heart Failure Space</td>
<td>CE</td>
</tr>
<tr>
<td></td>
<td>• extensions in Heart Failure</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• extension for Atrial Fibrillation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elecsys® TnT–hs 3 claim extensions in Coronary Arterial Disease</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Molecular Lab</td>
<td>AVENIO FoundationOne kit (RUO)</td>
<td>Decentralized kit of the FoundationOne test</td>
<td>WW</td>
</tr>
<tr>
<td></td>
<td>KAPA HyperPETE kit</td>
<td>New targeted sequencing portfolio using primer extension for small targets</td>
<td>WW</td>
</tr>
<tr>
<td>Pathology Lab</td>
<td>uPath 2.0</td>
<td>First IVD release and version of Open API of the clinical pathologist workflow module for NAVIFY Digital Pathology &amp; on-premise uPath</td>
<td>WW</td>
</tr>
<tr>
<td></td>
<td>RUO Algorithms</td>
<td>Whole slide image analysis algorithms (ER (SP1), Ki-67 (30-9), and PR (1E2))</td>
<td>WW</td>
</tr>
<tr>
<td>Insights</td>
<td>NAVIFY Oncology 1.0</td>
<td>Modular Oncology decision support solution</td>
<td>WW³</td>
</tr>
<tr>
<td></td>
<td>NAVIFY Pass 1.0</td>
<td>Solution for providers to communicate SARS-CoV-2 rapid antigen test results to a mobile app</td>
<td>US &amp; CE³</td>
</tr>
<tr>
<td><strong>Digital Solutions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Lab</td>
<td>Elecsys® GAAD Algorithm</td>
<td>Algorithm for early detection of HCC in patients with chronic liver disease.</td>
<td>CE</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>RocheDiabetes RemoteCare</td>
<td>Module within the RocheDiabetes Care Platform enabling remote interactions between HCPs and patients, including a patient dashboard, check-in and chat functionality</td>
<td>WW³</td>
</tr>
<tr>
<td></td>
<td>Accu-Chek SugarView</td>
<td>Meter-free blood glucose testing using a smartphone app and test strips</td>
<td>OUS³</td>
</tr>
</tbody>
</table>

RDCP: Roche Diabetes Care Platform; ¹ CE: European Conformity, US: FDA approval, WW: Worldwide, OUS: Outside the US; ² Research Use Only; ³ Only a few selected countries
Roche Diagnostics Investor Day 2021

Systems

Benjamin Lilienfield | Life Cycle Leader Systems
Largest installed base worldwide with significant growth in 2020

Lab SW solutions
- cobas® infinity lab: +23%

Histopathology systems
- Preanalytics / connectivity: +10%
- cobas® 4800: +12%
- cobas® pro: +452%

- cobas® 4000/6000/8000: +9%
- cobas® 6800/8800: +42%

- cobas® 4000/6000/8000: +9%
- cobas® 6800/8800: +42%

- Preanalytics / connectivity: +10%
## cobas® 6800/8800 menu expansion driving growth in molecular

### Further growing the installed base in 2021

<table>
<thead>
<tr>
<th>Donor Screening</th>
<th>Blood Borne 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>Flu A/B &amp; RSV</td>
<td>MTB-RIF/INH</td>
</tr>
<tr>
<td>WNV</td>
<td>HBV</td>
<td>CT/NG</td>
<td>EBV</td>
<td>MTB</td>
<td>Not available in the US</td>
</tr>
<tr>
<td>DPX</td>
<td>HCV</td>
<td>TV/MG</td>
<td>BKV</td>
<td>MAI</td>
<td>C.diff</td>
</tr>
<tr>
<td>HEV</td>
<td>HIV-1/2 Qual</td>
<td>PvNG</td>
<td>ADV Quant</td>
<td>Not available in the US</td>
<td>Not available in the US</td>
</tr>
<tr>
<td>CHIKV/DENV</td>
<td>HSV-1/2/VZV</td>
<td>HPV Self-sampling CE-IVD in 2022</td>
<td>HSV-1/2/VZV</td>
<td>Not available in the US</td>
<td>MG Resistance</td>
</tr>
<tr>
<td>Zika</td>
<td>HBV RNA (IA)</td>
<td></td>
<td></td>
<td>SARS-CoV-2 &amp; Flu A/B</td>
<td>CE-IVD in 2022</td>
</tr>
<tr>
<td>Babesia</td>
<td></td>
<td></td>
<td></td>
<td>SARS-CoV-2 Variant (RUO in 2021)</td>
<td></td>
</tr>
<tr>
<td>Malaria</td>
<td></td>
<td></td>
<td></td>
<td>Influenza A/B &amp; RSV</td>
<td>AMER (CE-IVD in 2021)</td>
</tr>
</tbody>
</table>

- **Installed instrument base >1,200**
- **~400 new placements in 2020**

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; MAI=Mycobacterium avium-intracellulare infection; RIF=isoniazid (detection of RIF/INH resistance in MTB positive samples); TV=trichomonas vaginalis; NG=mycoplasma genitalium; Babesia=detection of babesiosis caused by tick-born parasites; EBV=Epstein-Barr virus post-transplant monitoring; BKV= BK 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; HSV=Herpes Simplex Virus; VZV=Varicella-zoster virus, the cause of chickenpox and herpes zoster (also called shingles); PvNG=Neisseria Gonorrhoeae Piv Gene Target; CG=Neisseria gonorrheae (NG)-aka Gonococcus (GC); ADV=Adenovirus; AMER=ADV (Adenovirus); hMPV (Human metapneumovirus), EV/RV (Enterovirus/Rhino); HPV Self-sampling CE-IVD in 2022; HSV-1/2/VZV Not available in the US; Flu A/B & RSV Not available in the US; MTB-RIF/INH Not available in the US; C.diff Not available in the US; AMER (CE-IVD in 2021); Influenza A/B & RSV (CE-IVD in 2021); SARS-CoV-2 Variant (RUO in 2021); Parainfluenza 1-4 (CE-IVD in 2021); MPLX Respiratory (CE-IVD in 2022, US-IVD in 2023); SARS-CoV-2 & Flu A/B EUA & CE-mark; SARS-CoV-2 EUA & CE-mark; GC Resistance CE-IVD in 2022; MTB Not available in the US; MAI Not available in the US; GC Resistance CE-IVD in 2022; C.diff Not available in the US; MTB-RIF/INH Not available in the US; Influenza A/B & RSV (CE-IVD in 2021); AMER (CE-IVD in 2021); Parainfluenza 1-4 (CE-IVD in 2021).
Roche Serum Work Area menu
Broaderest menu on one integrated platform

Breadth of assay menu

Launched in 2020 & upcoming launches in 2021

Immuno chemistry assays
- HBsAg II Auto Conf
- Androstenedione
- Anti-SARS-CoV-2
- Anti-SARS-CoV-2 S
- SARS-CoV-2 Ag
- IL6 (EUA)
- HIV Duo
- EBV EBNA IgG
- EBV VCA IgG
- EBV IgM
- Anti-p53
- HCV Duo
- GAAD
- NT-proBNP claim extension
- TnT-hs claim extension
- PCT CE claim extension
- Vit D total III
- Preeclampsia
- Anti-HBe
- A1h CSF biomarkers
- PIVKA II

Clinical chemistry assays
- Kappa FLC
- Lambda FLC
- sdLDL
- fCal
- CRP
- A1MG
- ASTP2
- ALTP2
- Fentanyl
- Ethyl Glucuronide
- stTFR Gen 2
- Benz
- Sirolimus

Roche cobas®
SWA solutions

231 assays

IM: Immunochemistry; CC: Clinical chemistry; ¹ Not including confirmatory tests, stat tests and special assays in the allergy panel. Variants of the same assay (e.g. for HIV AG/Ab, different kit sizes) are counted once; ² Core unit| ISE | c 702 | c 702 | e 801 | e 801; ³ Partner Channel; ⁴ Product update
New systems launches in 2021

Enabling comparable results in different size laboratories

<table>
<thead>
<tr>
<th>Throughput</th>
<th>Serum Work Area solutions</th>
<th>Molecular solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>cobas® pure</strong>¹</td>
<td><strong>cobas® 5800</strong>¹</td>
</tr>
<tr>
<td></td>
<td><img src="image" alt="cobas® pure" /></td>
<td><img src="image" alt="cobas® 5800" /></td>
</tr>
<tr>
<td></td>
<td><strong>cobas® pro</strong></td>
<td><strong>cobas® 6800</strong></td>
</tr>
<tr>
<td></td>
<td><img src="image" alt="cobas® pro" /></td>
<td><img src="image" alt="cobas® 6800" /></td>
</tr>
<tr>
<td></td>
<td><strong>cobas® pro (high throughput)</strong></td>
<td><strong>cobas® 8800</strong></td>
</tr>
<tr>
<td></td>
<td><img src="image" alt="cobas® pro (high throughput)" /></td>
<td><img src="image" alt="cobas® 8800" /></td>
</tr>
</tbody>
</table>

¹ Currently in development and not commercially available

---

**Improved outcomes**

Family concept addressing needs of all lab sizes to increase access

**Increased profitability**

Up to 50% lower SMCs per test and 20% lower service cost

**More sustainable**

Up to 80% less plastic waste per test
Live Stream Demo
New innovations driving market access

Mass Spectrometry
First fully integrated mass spectrometry

- Integration of mass spec into the Core Lab
- Sample in - result out
- Increase patient access to mass spec technology
- Promising new high medical value biomarkers

Emerging Market Analyzer
Routing testing in remote areas

- Designed for the specific needs of emerging markets
- Compact, easy-to-operate benchtop analyzer
- Combines immunochemistry and clinical chemistry into one box

CHF 2.1 billion accessible market

CHF 2 billion accessible market
Roche Diagnostics Investor Day 2021

Infectious Diseases

Michael Hombach | Global Clinical Leader Infectious Diseases
Infectious Diseases are still causing global harm

*Cause of death globally (millions per year)*$^{1,2}$

<table>
<thead>
<tr>
<th>Disease Category</th>
<th>Cause of Death (millions per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiovascular diseases</td>
<td>18</td>
</tr>
<tr>
<td>Infectious diseases</td>
<td>13 +2 COVID-19 2020</td>
</tr>
<tr>
<td>Cancer</td>
<td>10</td>
</tr>
<tr>
<td>Injuries</td>
<td>4</td>
</tr>
<tr>
<td>Neurological disorders</td>
<td>3</td>
</tr>
</tbody>
</table>

Pathogen, immunity and host belong together

*Developing comprehensive disease-based solutions for patients*
What are the medical use cases across the patient journey?

**PATHOGEN**

- e.g. SARS-CoV-2

**PCR and Antigen assays:**

- e.g. cobas® SARS-CoV-2 or Elecsys® SARS-CoV-2 Antigen

**Is someone actively infected?**

**IMMUNITY**

- IgG, IgM, IgA

- e.g. SARS-CoV-2 antibodies

**Antibody assays:**

- e.g. Elecsys® Anti-SARS-CoV-2 Antibody

**Has someone recovered?**
Global emerging and re-emerging infectious diseases

Source: National Institute of Allergy and Infectious Diseases (NAID) 2017
Roche infectious diseases pipeline

*Holistic portfolio coverage is a key medical value*

<table>
<thead>
<tr>
<th>Viral Hepatitis + STDs</th>
<th>Pregnancy + Transplant</th>
<th>Respiratory</th>
<th>Vector Borne</th>
<th>Donor Screening</th>
<th>Vaccination Panel</th>
<th>Gastrointestinal</th>
<th>Antimicrobial Stewardship</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV-1</td>
<td>CT/NG</td>
<td>CMV</td>
<td>Zika IgG</td>
<td>Anti-HCV</td>
<td>Anti-HBs</td>
<td>MTB</td>
<td>MTB-RIF/INH</td>
</tr>
<tr>
<td>HBV</td>
<td>TV/CM</td>
<td>HSV-1/2/VZV</td>
<td>Zika IgM</td>
<td>HBSAg</td>
<td>Rubella IgG</td>
<td>MAI</td>
<td>&gt;3 more medical value solutions</td>
</tr>
<tr>
<td>HCV</td>
<td>HPV</td>
<td>EBV</td>
<td>Dengue IgG</td>
<td>HIV combi PT</td>
<td>HIV Duo</td>
<td>MAI</td>
<td>&gt;6 more medical value solutions</td>
</tr>
<tr>
<td>HIV-1/2 Qual</td>
<td>HCV DUO</td>
<td>BKV</td>
<td>Dengue IgM</td>
<td>HIV combi PT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HAV</td>
<td>Anti-HEV IgG</td>
<td>CMV IgG</td>
<td>Dengue Ag</td>
<td>HIV Duo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HAV IgM</td>
<td>Anti-HEV IgM</td>
<td>CMV IgM</td>
<td>Chik IgG</td>
<td>SYPHILIS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HBsAg</td>
<td>Genital Ulcer Panel</td>
<td>CMV Avidity</td>
<td>Chik IgM</td>
<td>Chagas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HBsAg confirmatory</td>
<td>Vaginal Discharge Panel</td>
<td>Toxo IgG</td>
<td>Lyme IgG</td>
<td>HTLV I/II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HBsAg quant</td>
<td>Mycoplasma Panel</td>
<td>Toxo IgM</td>
<td>Lyme IgM</td>
<td>CMV IgG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HBs</td>
<td>HBeAg quant</td>
<td>Toxo Avidity</td>
<td>&gt;2 more medical value solutions</td>
<td>MPX</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HBc</td>
<td>Anti-HBc quant</td>
<td>EBV EBNA IgG</td>
<td></td>
<td>WNV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HBc IgM</td>
<td></td>
<td>EBV VCA IgG</td>
<td></td>
<td>DPX</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HBe</td>
<td></td>
<td>EBV IgM</td>
<td></td>
<td>CHIKV/DENV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HBsAg</td>
<td></td>
<td>Adeno Quant</td>
<td></td>
<td>Zika (USD)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-HCV</td>
<td></td>
<td>HSV-1/2/VZV</td>
<td></td>
<td>Babesia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIV combi PT</td>
<td></td>
<td>&gt;3 more medical value solutions</td>
<td></td>
<td>CHIKV/DENV</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIV DUO</td>
<td></td>
<td></td>
<td>Zika (CE-IVD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIV confirmatory</td>
<td></td>
<td></td>
<td>&gt;2 more medical value solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HTLV I/II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Syphilis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RPR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSV-1 IgG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSV-2 IgG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IA: Investigational Assay, US-IVD: Exclusive to US

**On market**

**In development**

**Considered**
Roche infectious diseases pipeline

Systematically addressing areas of unmet medical needs

- **Tuberculosis**: 10m new cases p. a. 1.4m death p.a.¹
- **Sepsis**: 50m new cases p. a. 11m death p.a.²
- **Dengue Fever**: 400m new cases p. a. 4bn people at risk¹
- **Antimicrobial Resistance**: 1m death p.a. 2020 10m death p.a. in 2050²
- **Lyme Disease**: 1.1m new cases p. a. Rapidly increasing³⁴

Adressing >CHF 100bn total healthcare costs per year¹⁴

Molecular Diagnostics respiratory multiplex panel

Breaking the barriers of syndromic testing

Empowered by TAGS
5 channels = 15 targets

Channel 1  Channel 2  Channel 3  Channel 4  Channel 5

- High unmet medical need: differential diagnosis between viruses
- Cost-efficient approach
- Fully automated high throughput
- Utilizes the cobas® 6800/8800 install base

Respiratory Panels Timeline (launch timing per year is illustrative):

2020
- SARS-CoV-2, Influenza A, Influenza B (3-plex)

2021
- HMPV, Adenovirus, Entero/Rhinovirus (3-plex)
- Paraflu 1, Paraflu 2, Paraflu 3, Paraflu 4 (4-plex)

2023
- Influenza A, Influenza B, RSV, HMPV, Adenovirus, Entero/Rhinovirus, Paraflu 1, Paraflu 2, Paraflu 3, Paraflu 4, SARS-CoV-2, Coronavirus (12-plex)

1 TAGS: Temperature Activated Generation of Signal; 2 Common cold coronaviruses including HKU1, OC43, NL63, 229E
“I share Alfred Nobel's conviction that war is the greatest of all human disasters. Infectious disease runs a good second.”

Peter C. Doherty, 1996 Nobel Prize Laureate in Physiology or Medicine
Roche Diagnostics Investor Day 2021

Cardiology

Andre Ziegler | Global Clinical Leader Cardiology
Cardiovascular disease is #1 killer in the world

Cause of 18 million deaths globally per year\(^1\)

### Disease Burden Index

<table>
<thead>
<tr>
<th>Year</th>
<th>Cardiac disease area</th>
<th>2010</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+78%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1tn CHF

ECONOMIC IMPACT\(^2\) (2020)

### Cardiovascular disease major cost driver for healthcare systems\(^5\)

**Prevalence** (per million)

- Coronary Artery Disease\(^3\): 197
- Strokes\(^3\): 101
- Heart Failure\(^4\): 64
- AFib\(^3\): 60

---

Roche is an IVD market leader in cardiovascular diseases

Highest benefit class and evidence level in major cardiac guidelines

Core Lab cardiovascular market share in 2019

- Roche: 34%
- Abbott: 19%
- Siemens: 17%
- Others: 16%
- Dianova: 9%
- Quidel: 6%

Clinical practice guidelines

“Redefining the gold standard of myocardial infarction using Troponin T”
- Diagnosis
- Risk prediction
- Early invasive strategy

“NT-proBNP: The gold standard biomarker in heart failure”
- Diagnosis
- Prognosis

---

Leading coronary artery disease

Setting new standards of care in diagnosing heart attacks

Elecsys® Troponin T-high sensitive (TnT-hs) test

1 hour decision algorithm

- Shortened hospital stay in suspected heart attack leading to reduced clinical costs\(^1,2\)
- Algorithm confirmed in interventional studies and included in treatment guidelines\(^3,4,5,6\)
- 100 million chest pain patients treated globally

New data on cardiac risk in non-cardiac surgery

- TnT-hs test able to predict heart attack risk and mortality in non-cardiac surgeries
- > 80% of myocardial injuries after non-cardiac surgery are clinically asymptomatic
- 300 million non-cardiac surgeries globally\(^6,7\)

Transforming diagnostics in heart failure

Type-2 diabetes: Identifying heart failure early to improve outcome

Stages of heart failure

Tomorrow's focus:
463 million
type-2 diabetes patients

Today's focus:
64 million
patients

New NT-proBNP intended use (IU) to be launched in 2021

PONTIAC-I study

- proBNP > 125 pg/mL + treatment (N = 150)
- Controls (N = 150)
p = 0.035

Tomorrow's focus:
65%

• Identify type-2 diabetes patients with high cardiovascular risk to start effective drug treatment

Improving disease management to reduce strokes

Innovation on-market and pipeline for atrial fibrillation

**Screening**

- NT-proBNP¹ and handheld ECG

  - Launch in 2021²

  - +29% AFib patients identified

**Diagnosis**

- ECG & new biomarkers³

  - Research ongoing³

  - Identify patients at high risk for Afib and recurrence of AFib³

**Risk stratification**

- ABC risk scores with GDF-15 and clinical information

  - On-market⁴

  - Best available predictors of stroke and bleeding risk⁴

**Therapy selection**

- Integrated digital solutions; ABC scores

  - Clinical trials (RCT)⁵,⁶

  - Personalised risk assessment for better outcomes: Reduce stroke risk⁵,⁶

  - Increase therapy risk adherence⁵

---

Cardiovascular disease solutions

New solutions to impact medical practice

**Coronary artery disease**

- TnT-hs in non-cardiac surgeries. Diagnosis of peri-operative myocardial infarction (MI)
- TnT-hs in asymptomatic population. Long-term risk stratification of cardiovascular events

**Heart failure**

- Heart Failure prevention in diabetes. Identify patients at high CV risk and start protective therapy

**Stroke prevention in atrial fibrillation**

- NT-proBNP + ECG for atrial fibrillation screening in the elderly

---

Launch new intended uses in 2021

<table>
<thead>
<tr>
<th>New patient population</th>
</tr>
</thead>
<tbody>
<tr>
<td>300 million surgeries¹,²</td>
</tr>
<tr>
<td>457 million at age 70+</td>
</tr>
<tr>
<td>463 million with diabetes³</td>
</tr>
<tr>
<td>457 million at age 70+</td>
</tr>
</tbody>
</table>

---

Roche Diagnostics Investor Day 2021

Oncology

Jill German | Global Head of Pathology Lab
Global cancer burden projected to increase

Significant impact to both human lives and world economy

Disease Burden Index\(^1\)

**2010**
- Oncology disease area
- +88% increase

**2030**

Global cancer impact 2020\(^3\)

- **19.3 million**
  new cancer incidences

- **10 million**
  cancer mortalities

**ECONOMIC IMPACT**\(^2\)**

1.7tn CHF

It is estimated that **1 in 10 women** and **1 in 8 men** will be diagnosed with cancer during their lifetime

---

\(^1\) Disease burden: Impact of a health problem as measured by mortality, prevalence, quality of life and economic costs;  
\(^2\) Global economic impact of Oncology estimated at more than 2% of GDP (WHO); 
The field of oncology is evolving and increasing in complexity

Driving the need for novel diagnostic solutions

Oncology market is rapidly evolving

New therapies and therapy combinations emerging to prolong patients’ lives

5,000+ clinical trials are now exploring the utility of cancer immunotherapy

Growing understanding of the biological complexity of immune oncology

New diagnostics and digital tools are required

Innovation is needed to identify optimal therapies for individual patients

- Multi-modal diagnostics
- Clinical decision support
Supporting patient journeys with our oncology portfolio

Sales of oncology reagents surpassing CHF 1.8 bn in 2020

Decision support: NAVIFY Mutation Profiler, NAVIFY Tumor Board, NAVIFY guidelines

1 Predicting the likely or expected development of a disease
2 On-label CDx indications
Supporting patient journeys with our oncology pipeline

Pharma partner of choice, driving personalised healthcare

1 Predicting the likely or expected development of a disease

2 On-label CDx indications

Decision support: NAVIFY Mutation Profiler, NAVIFY Tumor Board, NAVIFY guidelines
+ Patient Journey, Guidelines adherence tracking, quality reporting, therapy matching
Example: Our comprehensive solution for lung cancer

Innovating clinical decision making and improving patient care

<table>
<thead>
<tr>
<th>Diagnosis &amp; Classification</th>
<th>Therapy selection</th>
<th>Monitoring/Surveillance</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA ProGRP</td>
<td>PCR EGFR, KRAS, BRAF</td>
<td>IA CYFRA 21-1, ProGRP, NSE, SCC</td>
</tr>
<tr>
<td>Napsin A, TTF1, CK5/6, p63, p40, ROS1, pan-TRK</td>
<td>IHC ALK, PD-L1</td>
<td>PCR EGFR</td>
</tr>
<tr>
<td></td>
<td>IHC Foundation One CDx</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PD-L1 Algorithm</td>
<td></td>
</tr>
</tbody>
</table>

Decision Support: NAVIFY Tumor Board, NAVIFY Mutation Profiler
Integrated oncology decision support

AI-enabled digital solutions for informed, efficient patient management

**NAVIFY® Digital Pathology PD-L1 Algorithm**
Interpretation of biomarker

**NAVIFY® Mutation Profiler**
Therapy options & clinical trials

**NAVIFY® Tumor Board**
Radiology, pathology & clinical data together

**Flatiron and Foundation Medicine**
Access to clinico-genomics database

Quick, accurate answers for patients

Confident decisions & standardized care
Roche Diagnostics Investor Day 2021

Closing

Thomas Schinecker | CEO Diagnostics
## Setting up Diagnostics for a sustainable and successful future

### Point of departure
Healthcare is shifting to reward improved patient outcomes at reduced cost of care
Roche as a market leader is uniquely positioned to address the evolving healthcare needs

### Strategy
Expand the business model from diagnostics solutions to healthcare decision support and disease management to improve patient outcomes
Invest in innovation, access and partnering

### Implications
The new Diagnostics strategy will contribute to the Roche strategic ambitions
Shift investments and realign the operating model to implement the strategy
Diagnostics investor day summary

**Grow our market share**

- Larger installed base and new systems launches fueling growth
- Differentiation through medical value
- Broad and innovative testing pipeline portfolio

**Invest in strategic priorities**

- Increase productivity by simplifying the organization
- Reallocate investments to drive innovations
Doing now what patients need next