Rejuvenation and Transformation
Jefferies Virtual London Healthcare Conference, 19 November 2020

Alan Hippe, Chief Financial and IT Officer Roche
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4. fluctuations in currency exchange rates and general financial market conditions;
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6. increased government pricing pressures;
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8. loss of or inability to obtain adequate protection for intellectual property rights;
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COVID-19: Our contribution to bring society back to normal

We are passionate about innovation

Focusing on 4 key areas

Outlook
# SARS-CoV-2 diagnostics portfolio

*Comprehensive portfolio launched in a very short time*

## Clinical Labs

<table>
<thead>
<tr>
<th>Molecular solutions</th>
<th>• cobas® SARS-CoV-2</th>
<th>• cobas® SARS-CoV-2 &amp; Influenza A/B</th>
<th>• TIB MOLBIOL LightMix® Modular SARS-CoV-2</th>
<th>Capacity increased to 20 million tests per month; further ramp-up planned for 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immunology solutions</td>
<td>• Elecsys® Anti-SARS-CoV-2</td>
<td>• Elecsys® Anti-SARS-CoV-2 S(^*)</td>
<td>• Elecsys® Anti-SARS-CoV-2 antigen</td>
<td>Scale up to 100 million tests per month</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Elecsys® IL-6 Test to diagnose cytokine release syndrome</td>
<td><strong>Launched</strong></td>
</tr>
</tbody>
</table>

## Near Patient

<table>
<thead>
<tr>
<th>Molecular solutions</th>
<th>• cobas® SARS-CoV-2 &amp; Influenza A/B</th>
<th><strong>Launched</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Immunology solutions</td>
<td>• SARS-CoV-2 rapid antibody</td>
<td><strong>Launched</strong></td>
</tr>
<tr>
<td></td>
<td>• SARS-CoV-2 rapid antigen</td>
<td><strong>Launched</strong></td>
</tr>
<tr>
<td></td>
<td>• SARS-CoV-2 rapid antigen (saliva)</td>
<td><strong>In-development</strong></td>
</tr>
<tr>
<td></td>
<td>• SARS-CoV-2 &amp; Influenza A/B rapid antigen</td>
<td><strong>In-development</strong></td>
</tr>
</tbody>
</table>

1 not all products are available in all countries; 2 external distribution partnership; 3 not yet approved in the U.S.; *S=spike protein
Neutralizing Ab cocktail against SARS-CoV-2
Promising for treatment and prophylaxis

REGN-COV2 (nAb cocktail)

- Two potent, virus-neutralizing Abs binding non-competitively to the critical receptor-binding domain of the virus’ spike protein
- The virus would need to have multiple simultaneous mutations at multiple genetic sites in order to escape the nAb cocktail, which is an unlikely scenario*

nAb cocktails for treatment & prophylaxis

Currently enrolling trials:
- Ph II/III study in hospitalized COVID-19 patients
- Ph II/III study in non-hospitalized COVID-19 patients
- Ph I multidose study in adult volunteers (pre-exposure)
- Ph III prophylaxis of housemates of infected individuals**

* A. Baum et al., Science 10.1126/science.abd0831 (2020); In collaboration with Regeneron; ** In collaboration with NIAID; nAb=neutralizing antibody
COVID-19: Our contribution to bring society back to normal

We are passionate about innovation

Focusing on 4 key areas

Outlook
Roche has a strong track record of innovation

*Industry leading medicines as basis for our continuous growth*

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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
Strong commercial potential throughout late stage portfolio

**15 blockbusters**

- MabThera
- Avastin
- Perjeta
- Ocrevus
- Herceptin
- Actemra
- Lucentis
- Xolair

**+23 late-stage assets with large sales potential**

- Phesgo
- Polivy
- Xofluza
- Evrysdi
- Enspryng
- Hemlibra
- Tecentriq
- Alecensa
- Kadcyla
- Venclexta
- Actemra
- Lucentis
- Xolair
- Ocrevus

**2018**

- Ocrevus
- MabThera
- Herceptin
- Avastin
- Perjeta
- Esbriet
- Actemra
- Lucentis
- Xolair
- Activase

**2020 consensus**

- Ocrevus
- MabThera
- Herceptin
- Avastin
- Perjeta
- Esbriet
- Actemra
- Lucentis
- Xolair
- Activase

* Venclexta sales are booked by partner AbbVie
COVID-19: Our contribution to bring society back to normal

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Focusing on 4 key areas

Outlook
4 Priorities to maintain leadership position

**Transformation**

- Improve structures, processes, behaviour & competitive fitness

**New medicines & technology platforms**

- Improve on current standard of care & smart ways of development

**Growing installed base & expanding menu**

- Expansion with additional solutions & entering new disciplines

**Leading personalized healthcare revolution**

- Lead in digitalization & transform value chain
4 Priorities to maintain leadership position

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- Lead in digitalization & transform value chain
Adjusting to a changing environment across the Group

Initiatives across the entire company/value chain

**Improve processes & simplify decision taking**
- Pre-clinic
- Clinical development
- Registration

**Optimization manufacturing & logistics**
- Production & Supply
- Manufacturing strategic alignment & lean production

**Improving structures & processes**
- Sales & Marketing
- Resourcing flexibility (Coms, Ops, GPS, sites, affiliates, etc.)

**R&D Interfaces**
- Finance and Procurement: ASPIRE, CoFi, etc.
- IT: Group Functions Informatics
- HR: Transformation, working in networks

**New ways of working: Mindset and processes**

Pharma | Diagnostics | Corporate
Finance is enabling transformation

*Great progress & continues improvement to operating model*

Centralized global Group Procurement organization

Single global operating model (Shared Service Center enabled)

Procurement service proposition driving value beyond savings

Next generation technology aligned digital roadmap

Harmonized process landscape

Developing talent while delivering on cost reduction targets
4 Priorities to maintain leadership position

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Innovation driving portfolio rejuvenation

Increasing share of sales coming from recent launches

All absolute values are presented in CHFm reported.
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 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>MabThera/Rituxan</td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Tiragolumab mNSCLC (Ph III: SKYSCRAPER-01), ES-SCLC (Ph III: SKYSCRAPER-02), stage III NSCLC (Ph III: SKYSCRAPER-03), cervical cancer (Ph II: SKYSCRAPER-04), stage III esophageal cancer (Ph III: SKYSCRAPER-07)</td>
</tr>
<tr>
<td>Herceptin</td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>PI3Kαi (RG6114) HR+ mBC (Ph III: INAVO120)</td>
</tr>
<tr>
<td>Avastin</td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>SERD (RG6171) 1L mBC (Ph III: BO41843)</td>
</tr>
<tr>
<td>Lucentis</td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Crodalimab PNH (Ph III: COMMODORE 1 &amp; 2)</td>
</tr>
<tr>
<td>Tamiflu</td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Gavreto 1L RET+ mNSCLC (Ph III: AcceleRET Lung)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Venclexta + Gazyva 1L fit CLL (Ph III: CristaLLo)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Venclexta 1L MDS (Ph III: VERONA)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Tecentriq NSCLC CPI exp. (Ph III: CONTACT-01), RCC (Ph III: CONTACT-03)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Hemlibra Mild to moderate HemA (Ph III: HAVEN 6)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Actemra severe COVID-19 pneumonia (Ph III: COVACTA, REMDACTA, EMPACTA)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>Gazyva lupus nephritis (Ph III: REGENCY)</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>REGN-COV2 COVID-19 treatment/prophylaxis</td>
</tr>
<tr>
<td></td>
<td>Gazyva, Venclexta, Polivy, mosunetuzumab, glofitamab</td>
<td>PDS Diabetic retinopathy without CI-DME (Ph III: PAVILION)</td>
</tr>
</tbody>
</table>

Oncology: Tecentriq (mUC, TNBC, SCLC, HCC, mM), ipatasertib (mCRPC), SERD (HR+ BC)

Hemophilia A: Hemlibra

Neuroscience: Ocrevus (RMS, PPMS), Enspryng (NMOSD), Evrysdi (SMA), tominersen (Huntington), gantenerumab (AD), SRP-9001 (DMD)

Immunology: etrolizumab (CD), Gazyva (Lupus nephritis)

Infectious diseases: REGN-COV2 (COVID-19)

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=nemotoyelitis optic 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=paroxysmal nocturnal hemoglobinuria; CI-DME=center-involved diabetic macular edema
# Neuroscience franchise: Pushing towards new frontiers

*Creating new opportunities across modalities*

<table>
<thead>
<tr>
<th>Neuroimmunology</th>
<th>Neuromuscular</th>
<th>Neurodegenerative</th>
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</thead>
<tbody>
<tr>
<td><strong>Ocrevus</strong></td>
<td><strong>Evrysdi (risdiplam)</strong></td>
<td><strong>tominersen</strong></td>
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<tr>
<td><em>First B-cell targeted therapy in MS</em></td>
<td><em>First oral therapy for spinal muscular atrophy</em></td>
<td><em>First disease modifying therapy for Huntington’s disease</em></td>
</tr>
<tr>
<td><strong>Enspryng (satralizumab)</strong></td>
<td><strong>SRP-9001 (Sarepta)</strong></td>
<td><strong>prasinezumab</strong></td>
</tr>
<tr>
<td><em>First IL-6 targeted therapy in NMOSD</em></td>
<td><em>Gene therapy in Duchene Muscular Dystrophy</em></td>
<td><em>First disease modifying agent in Parkinson’s disease</em></td>
</tr>
</tbody>
</table>

NMOSD = neuromyelitis optica spectrum disorder

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4 Priorities to maintain leadership position

Transformation

- Improve structures, processes, behaviour & competitive fitness

New medicines & technology platforms

- Improve on current standard of care & smart ways of development

Growing installed base & expanding menu

- Expansion with additional solutions & entering new disciplines

Leading personalized healthcare revolution

- Lead in digitalization & transform value chain
Growing installed base worldwide driving reagents consumption

Integrated Core Lab
- cobas 6000/8000: +11%
- cobas 6800/8800: +36%
- cobas 4000: +9%

Middleware
- +21%

Preanalytics
- +21%

Connectivity
- +17%

Growth rates being from the period of January 1, 2019 to December 31, 2019
cobas® 6800/8800 menu expansion driving growth in molecular
More than 1000 systems installed

<table>
<thead>
<tr>
<th>Donor Screening</th>
<th>Infectious 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>MTB</td>
<td>MTB-RIF/INH</td>
</tr>
<tr>
<td>WNV</td>
<td>HBV</td>
<td>CT/NG</td>
<td>EBV</td>
<td>MAI</td>
<td></td>
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<tr>
<td>DPX</td>
<td>HCV</td>
<td>TV/MG</td>
<td>BKV</td>
<td></td>
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<tr>
<td>HEV</td>
<td>HIV-1/2 Qual</td>
<td>HPV Self-sampling</td>
<td></td>
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<tr>
<td>CHIKV/DENV</td>
<td>Not available in the US</td>
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<tr>
<td>Zika</td>
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<tr>
<td>Babesia</td>
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<tr>
<td>Malaria</td>
<td></td>
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<tr>
<td>Global launch in 2023 (pre-DG est)</td>
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</tbody>
</table>

Installed instrument base >1,000

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; CMV=Cytomegalovirus; MTB=Mycobacterium tuberculosis; MAI=Mycobacterium avium-intracellulare infection; RIF=rifampicin; INH=isoniazid (detection of RIF/INH resistance in MTB positive samples); TV=trichomonas vaginalis; MG=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
4 Priorities to maintain leadership position

Transformation

New medicines & technology platforms

Growing installed base & expanding menu

- Improve structures, processes, behaviour & competitive fitness
- Improve on current standard of care & smart ways of development
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Leading personalized healthcare revolution

- Lead in digitalization & transform value chain
Our approach to advancing personalized healthcare

Applying AI to high-quality data to improve clinical outcomes

Data from the real world and clinical studies 

Meaningful data at scale 

Advanced analytics 

Insights generated will inform future studies 

Smarter, more efficient R&D 

Improved access and personalized care 

Personalized healthcare – begins and ends with the patient
Clinico-Genomic Database
Addition of genomics increases depth and impact of RWD

Flatiron-FMI Clinico-Genomic (CG) Database

CG Database enabling multiple applications

- Understanding the genomics of rapidly progressive disease
- Natural history cohorts for molecularly defined populations (ALK, NTRK, EGFR, ROS-1, RET, KRAS, etc.), including patterns of metastatic spread
- Mechanisms of resistance
- Improved prognostic classifiers
- Higher resolution representation of patients for downstream analysis, including external controls
COVID-19: Our contribution to bring society back to normal

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Outlook
2020: Positive outlook re-iterated

**Pharma NME and Dia launches**
Ocrevus, Perjeta, Hemlibra, Tecentriq, Venclexta, Gazyva, Alecensa, Xofluza, Polivy, Rozlytrek, Evrysdi, Enspryng, Gavreto, ipatasertib, tiragolumab, etrolizumab, PDS, faricimab, tominersen, gantenerumab, etc.
cobas 6800/8800, cobas 5800, cobas Mass Spec, cobas Liat, etc.
Doing now what patients need next