Roche Diagnostics Investor Day 2021

23rd March 2021
Roche Diagnostics Investor Day 2021

Welcome

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

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00-2.40pm</td>
<td>Welcome</td>
</tr>
<tr>
<td></td>
<td>Karl Mahler, Head of investor Relations and Roche Group Planning</td>
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<tr>
<td>2.00-2.40pm</td>
<td>Strategy &amp; Organization</td>
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<tr>
<td></td>
<td>Thomas Schinecker, CEO Diagnostics</td>
</tr>
<tr>
<td>2.40-3.05pm</td>
<td>Diagnostics Solutions &amp; Customer Areas</td>
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<tr>
<td></td>
<td>Ann Costello, Global Head Roche Diagnostics Solutions</td>
</tr>
<tr>
<td>3.05-3.10pm</td>
<td>Research &amp; Development</td>
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<tr>
<td></td>
<td>Palani Kumaresan, Head of Research &amp; Development</td>
</tr>
<tr>
<td>3.10-3.35pm</td>
<td>Q&amp;A</td>
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<td></td>
<td>Birgit Masjost, Investor Relations Officer, &amp; speaker panel</td>
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<tr>
<td>3.35-3.55pm</td>
<td>Break</td>
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<tr>
<td>3.35-3.55pm</td>
<td>Systems</td>
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<tr>
<td></td>
<td>Benjamin Lilienfield, Life Cycle Leader Systems</td>
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<tr>
<td>3.35-3.55pm</td>
<td>Infectious Diseases</td>
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<td></td>
<td>Michael Hombach, Global Clinical Leader Infectious Diseases</td>
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<tr>
<td>3.35-3.55pm</td>
<td>Cardiology</td>
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<td></td>
<td>Andre Ziegler, Global Clinical Leader Cardiology</td>
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<tr>
<td>3.35-3.55pm</td>
<td>Oncology</td>
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<tr>
<td></td>
<td>Jill German, Global Head of Pathology Lab</td>
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<tr>
<td>3.55-4.00pm</td>
<td>Q&amp;A</td>
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<tr>
<td>3.55-4.00pm</td>
<td>Closing</td>
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<td></td>
<td>Thomas Schinecker, CEO Diagnostics</td>
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</table>
IVD Market has seen consolidation
Roche staying in the lead

- 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
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Strategy & Organization

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

14 billion CHF revenue in 2020\(^1\)
19\% share as IVD market leader\(^1\)
23.4 billion tests\(^1\)

#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>1</td>
<td>Customers &amp; value pools</td>
</tr>
<tr>
<td>2</td>
<td>Diagnostics portfolio segments</td>
</tr>
<tr>
<td>3</td>
<td>Digital solutions</td>
</tr>
<tr>
<td>4</td>
<td>Geographical focus</td>
</tr>
<tr>
<td>5</td>
<td>People &amp; culture</td>
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<tr>
<td>6</td>
<td>Customer centricity &amp; customer experience</td>
</tr>
<tr>
<td>7</td>
<td>Fuel innovation engine</td>
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<tr>
<td></td>
<td><strong>15+</strong> Workshops</td>
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<td></td>
<td><strong>40+</strong> Customers</td>
</tr>
<tr>
<td></td>
<td><strong>200+</strong> Experts and leaders</td>
</tr>
<tr>
<td></td>
<td><strong>30+</strong> Coaching sessions</td>
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<td></td>
<td><strong>400+</strong> Internal &amp; external expert interviews</td>
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</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 system 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

- 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

- 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

Changes in customer areas reporting

<table>
<thead>
<tr>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diagnostics Division</strong></td>
<td><strong>Diagnostics Division</strong></td>
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<tr>
<td>2020 CHFm</td>
<td>2019 CHFm</td>
</tr>
<tr>
<td>Centralised and Point of Care Solutions</td>
<td>13,791</td>
</tr>
<tr>
<td>Molecular Diagnostics</td>
<td>7,273</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>3,760</td>
</tr>
<tr>
<td>Tissue Diagnostics</td>
<td>1,670</td>
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<tr>
<td></td>
<td>1,088</td>
</tr>
</tbody>
</table>

Changes in regional reporting

<table>
<thead>
<tr>
<th>Region</th>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>+26%</td>
<td>+26%</td>
</tr>
<tr>
<td>Latin America</td>
<td>+14%</td>
<td>+14%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>+6%</td>
<td>+6%</td>
</tr>
<tr>
<td>Japan</td>
<td>-5%</td>
<td>+15%</td>
</tr>
<tr>
<td>EMEA</td>
<td>+4%</td>
<td>+14%</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 Labs(^1)</th>
<th>Pathology Labs(^1)</th>
<th>Points of Care</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Lab" /></td>
<td><img src="image" alt="Lab" /> Systems &amp; assays</td>
<td><img src="image" alt="Lab" /> Digital &amp; IT</td>
<td><img src="image" alt="Lab" /> Services</td>
</tr>
</tbody>
</table>

## Differentiators

<table>
<thead>
<tr>
<th>Medical value</th>
<th>Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digitalisation</td>
<td>Access</td>
</tr>
</tbody>
</table>

\(^1\) 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
# Roche Information Solutions strategic priorities

**Supporting healthcare decisions**

<table>
<thead>
<tr>
<th>Focus on customer solutions and experience</th>
<th>Differentiators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lab Insights</td>
<td>Platform</td>
</tr>
<tr>
<td>Provider Insights</td>
<td>Efficiency</td>
</tr>
<tr>
<td>Patient Insights</td>
<td>Medical Value</td>
</tr>
<tr>
<td>Platforms, applications, marketplace</td>
<td>Insight generation</td>
</tr>
<tr>
<td>Lab and clinical workflow</td>
<td></td>
</tr>
<tr>
<td>Clinical decision support</td>
<td></td>
</tr>
<tr>
<td>Disease management</td>
<td></td>
</tr>
</tbody>
</table>
Disease management solutions

*Improve care along patient journeys*

1. **Value-based solutions**
   - **1**: Deliver medical value on integrated testing solutions
   - **2**: Enable confident healthcare decisions
   - **3**: Improve care along patient journeys
Disease management solutions
Unlocking value through orchestration along patient journey

**Patient journey**
- GP consultation
- IVD test
- Sensors
- Clinical decision support

**Clinical Algorithms**
- Patient self-management
- Care coordination
- Medicines
- Clinical Algorithms
- POC test
- Remote monitoring

**Orchestration through disease management solutions**

**Disease management solution (e.g. AFib)**
- Orchestration through disease management solutions

**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**
- 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

**Value to Patients & Healthcare**
- Outcomes
- Costs

**Grow talent**
**Invest in strategic priorities**
**Grow market share**
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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
- Core Lab
- Molecular Lab
- Pathology Lab
- Point of Care

Customer segments
- Central Labs
- Molecular Labs
- Blood Banks
- Pathology Labs
- Satellite Labs
- ERs/ICUs
- GPs / Specialists
- Patients
- Pharmacies

Solution components
- Systems & assays
- Digital & IT
- Services

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

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

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

**Digitalization**
Digitalize lab operations and test interpretation

**Market access**
Ensure access to novel diagnostics

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**Examples of success**

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

**Pathology Lab:**
- **Point of Care:** vTAC Software

**Pathology Lab:**
- **Pathology Lab:** uPath Software

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

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

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

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

**Instruments**
- 1 new manufacturing space

- CHF >600m investment
- >1,200 new employees
Molecular Lab installed base

*We significantly increased our footprint in the market*

_installed base for cobas® 6800/8800*

- **2018**: ~800
- **2019**: ~1,200 (+42%)
- **2020**: ~
- **2021 aspiration**: ~

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*Note: The 2021 aspiration numbers are not specified in the image.*
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>Molecular point-of-care</th>
<th>Molecular multiplexing</th>
<th>Molecular medium throughput</th>
<th>Molecular high throughput</th>
</tr>
</thead>
<tbody>
<tr>
<td>cobas® Liat(^1)</td>
<td>GenMark</td>
<td>cobas® 5800(^2)</td>
<td>cobas® 6800</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
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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

R&D investments as percentage of revenue for 2019

- **Roche:** 1.5 billion CHF (12% of revenue)
- **Abbott:** 0.7 billion CHF (9% of revenue)
- **Danaher:** 0.5 billion CHF (8% of revenue)
- **Siemens:** 0.3 billion CHF (7% of revenue)

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

Broaddest menu and most differentiated medical value solutions

Medical value solutions\(^2\) 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

With medical value solutions & broad menu we address top healthcare burdens\(^1\)

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\(^1\) 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>
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<tbody>
<tr>
<td>Cardio-metabolic</td>
<td>Atrial fibrillation</td>
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<tr>
<td></td>
<td>HF (incl. HF in T2D)</td>
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<tr>
<td></td>
<td>ACS</td>
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<td>Infectious Diseases</td>
<td>Sepsis</td>
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<td>Tuberculosis</td>
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<td>Vector-borne disease</td>
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<td></td>
<td>Hepatitis</td>
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<td></td>
<td>Respiratory viruses</td>
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<tr>
<td>Oncology</td>
<td>Lung</td>
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<td></td>
<td>Breast</td>
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<td></td>
<td>GU, Gl, Melanoma</td>
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<tr>
<td></td>
<td>Liver</td>
<td></td>
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<tr>
<td>Women’s Health</td>
<td>Endometriosis</td>
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<td></td>
<td>Carrier screening</td>
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<tr>
<td>CNS</td>
<td>Alzheimer’s disease</td>
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<td></td>
<td>Parkinson’s disease</td>
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</table>

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

Core Lab | Molecular Lab | Pathology Lab | Point of Care
---------|--------------|--------------|---------------
On market | In development | Under evaluation
# Recent Breakthrough Device Designations (BDDs)
*Leading innovation recognized by the FDA*

<table>
<thead>
<tr>
<th><strong>Infectious diseases</strong></th>
<th><strong>Oncology</strong></th>
<th><strong>Women's health</strong></th>
<th><strong>CNS</strong></th>
<th><strong>Others</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>cobas® EBV</strong>: EBV in transplant patients</td>
<td><strong>FACT CDx (liquid biopsy assay)</strong>: 70 oncogenes + MSI + bTMB</td>
<td><strong>Elecsys® sFlt-1/PlGF</strong>: rule-out of Preeclampsia within 1 week</td>
<td><strong>Elecsys® β-Amyloid and Elecsys® p-Tau in Cerebro Spinal Fluid assays</strong>: PET concordance and progression in Alzheimer's Disease</td>
<td><strong>CoaguCheck® Direct-X</strong>: Patients on Factor Xa</td>
</tr>
<tr>
<td><strong>cobas® BKV</strong>: BKV in transplant patients</td>
<td><strong>Elecsys® GALAD score</strong>: Diagnosis of early stage hepatocellular carcinoma</td>
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<td></td>
<td><strong>Elecsys® GDF-15</strong>: GDF-15 in cachectic patients with solid tumors¹</td>
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</tbody>
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EBV: Epstein-Barr virus; BKV: BK virus; FDA: Food & Drug Administration; CDx: Companion Diagnostics; CNS: Central nervous system; ¹ 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>Market¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Lab</td>
<td>cobas® pure integrated solutions</td>
<td>Low-to-medium volume SWA</td>
<td>CE</td>
</tr>
<tr>
<td></td>
<td>cobas® 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>cobas® pulse</td>
<td>Successor of Accu-Chek® Inform II</td>
<td>CE</td>
</tr>
<tr>
<td>Molecular Lab</td>
<td>cobas® 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></td>
<td></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>
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<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>
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<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>
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<tr>
<td><strong>Digital Solutions</strong></td>
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<tr>
<td>Insights</td>
<td>NAVIFY Oncology 1.0</td>
<td>Modular Oncology decision support solution</td>
<td>WW³</td>
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<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>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
Q&A
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%
  - Preanalytics / connectivity: +10%
- Histopathology systems
  - cobas® 4800: +12%
  - cobas® 4000/6000/8000: +9%
  - cobas® 6800/8800: +42%
  - cobas® pro: +452%
# 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>
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<tr>
<td>MPX</td>
<td>HIV-1</td>
<td>HPV</td>
<td>CMV</td>
<td>Flu A/B &amp; RSV Not available in the US</td>
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<td>WNV</td>
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<td>CT/NG</td>
<td>EBV</td>
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<td>DPX</td>
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<td>TV/MG</td>
<td>BKV</td>
<td>MAI Not available in the US</td>
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<tr>
<td>HEV</td>
<td>HIV-1/2 Qual</td>
<td>HPV Self-sampling</td>
<td>ADV Quant Not available in the US</td>
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<tr>
<td></td>
<td>HSV-1/2/VZV</td>
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</tr>
<tr>
<td>CHIKV/DENV</td>
<td>HBV RNA (IA)</td>
<td></td>
<td>HSV-1/2/VZV 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>
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<tr>
<td>Global launch in 2023</td>
<td></td>
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</tr>
</tbody>
</table>

- 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; NG = mycoplasma genitalium; Babesia = detection of babesiosis caused by tick-borne 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); PIV-NG = Neisseria Gonorrhoeae Piv Gene Target; CG = Neisseria gonorrhoea (NG) –aka Gonococcus (GC); ADV = Adenovirus; AMER = ADV (Adenovirus); hMPV (Human metapneumovirus), EV/RV (Enterovirus/Rhinovirus) |

- Installed instrument base >1,200

- ~400 new placements in 2020

- Launched in 2020
- In development

- MTB = Mycobacterium tuberculosis; RIF = rifampicin; INH = isoniazid (detection of RIF/INH resistance in MTB positive samples)
- C. diff = Clostridium difficile
- GC Resistance CE-IVD in 2022
- MG Resistance CE-IVD in 2022
- SARS-CoV-2 EUA & CE-mark
- SARS-CoV-2 & Flu A/B EUA & CE-mark
- Influenza A/B & RSV (CE-IVD in 2021)
- AMER (CE-IVD in 2021)
- Parainfluenza 1-4 (CE-IVD in 2021)
- MPLX Respiratory (CE-IVD in 2022, US-IVD in 2023)
- Not available in the US

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; NG = mycoplasma genitalium; Babesia = detection of babesiosis caused by tick-borne 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); PIV-NG = Neisseria Gonorrhoeae Piv Gene Target; CG = Neisseria gonorrhoea (NG) –aka Gonococcus (GC); ADV = Adenovirus; AMER = ADV (Adenovirus); hMPV (Human metapneumovirus), EV/RV (Enterovirus/Rhinovirus)

### Donor Screening
- **MPX**
- **WNV**
- **DPX**
- **HEV**
- **CHIKV/DENV**
- **Zika**
- **Babesia**
- **Malaria**

### Blood Borne Disease
- **HIV-1**
- **HBV**
- **HCV**
- **HIV-1/2 Qual**
- **HSV-1/2/VZV**
- **HBV RNA (IA)**

### Sexual Health
- **HPV**
- **CT/NG**
- **TV/MG**
- **PvNG**
- **HPV Self-sampling CE-IVD in 2022**

### Transplant
- **CMV**
- **EBV**
- **BKV**
- **ADV Quant Not available in the US**
- **HSV-1/2/VZV Not available in the US**

### Respiratory
- **Flu A/B & RSV Not available in the US**
- **MTB Not available in the US**
- **MAI Not available in the US**
- **SARS-CoV-2 EUA & CE-mark**
- **SARS-CoV-2 & Flu A/B EUA & CE-mark**
- **Influenza A/B & RSV (CE-IVD in 2021)**
- **AMER (CE-IVD in 2021)**
- **Parainfluenza 1-4 (CE-IVD in 2021)**
- **MPLX Respiratory (CE-IVD in 2022, US-IVD in 2023)**

### Antimicrobial Stewardship
- **MTB = Mycobacterium tuberculosis; RIF = rifampicin; INH = isoniazid (detection of RIF/INH resistance in MTB positive samples)**
- **C. diff = Clostridium difficile**
- **GC Resistance CE-IVD in 2022**
- **MG Resistance CE-IVD in 2022**
- **SARS-CoV-2 EUA & CE-mark**
- **SARS-CoV-2 & Flu A/B EUA & CE-mark**
- **Influenza A/B & RSV (CE-IVD in 2021)**
- **AMER (CE-IVD in 2021)**
- **Parainfluenza 1-4 (CE-IVD in 2021)**
- **MPLX Respiratory (CE-IVD in 2022, US-IVD in 2023)**

Installed instrument base >1,200

~400 new placements in 2020

Launched in 2020

In development
Roche Serum Work Area menu
Broadest 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
- Preeclampsia
- Anti-HBe
- Alzh CSF biomarkers
- PIVKA II

Clinical chemistry assays

- Kappa FLC
- Lambda FLC
- sdLDL
- iCal
- CRP
- A1MG
- ASTP2
- ALTP2
- Fentanyl
- Ethyl Glucuronide
- sTfR Gen 2
- Benz 2
- Sirolimus

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>Serum Work Area solutions</th>
<th>cobas® pure¹</th>
<th>cobas® pro</th>
<th>cobas® pro (high throughput)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="image1" alt="Image" /></td>
<td><img src="image2" alt="Image" /></td>
<td><img src="image3" alt="Image" /></td>
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</table>

<table>
<thead>
<tr>
<th>Molecular solutions</th>
<th>cobas® 5800¹</th>
<th>cobas® 6800</th>
<th>cobas® 8800</th>
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<td><img src="image4" alt="Image" /></td>
<td><img src="image5" alt="Image" /></td>
<td><img src="image6" alt="Image" /></td>
</tr>
</tbody>
</table>

### Throughput

#### 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

¹ Currently in development and not commercially available
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 Type</th>
<th>Deaths (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiovascular diseases</td>
<td>18</td>
</tr>
<tr>
<td>Infectious diseases</td>
<td>13(^2) + 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

**Is someone actively infected?**
- PCR and Antigen assays:
  - e.g. cobas® SARS-CoV-2 or Elecsys® SARS-CoV-2 Antigen

**IMMUNITY**
- IgG, IgM, IgA
- e.g. SARS-CoV-2 antibodies

**Has someone recovered?**
- Antibody assays:
  - e.g. Elecsys® Anti-SARS-CoV-2 Antibody
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>
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<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/EM</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 IgM</td>
<td>HIV combi PT</td>
<td>Anti-Hbc</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 Duo</td>
<td>Anti-HAV</td>
<td>MAI</td>
<td>&gt;6 more medical value solutions</td>
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<td>Anti-HAV</td>
<td>Anti-HEV IgG</td>
<td>CMV IgG</td>
<td>Dengue Ag</td>
<td>Syphilis</td>
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<tr>
<td>Anti-HAV IgM</td>
<td>Anti-HEV IgM</td>
<td>CMV IgM</td>
<td>Chik IgG</td>
<td>Chagas</td>
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<tr>
<td>HBsAg</td>
<td>Genital Ulcer Panel</td>
<td>CMV Avidity</td>
<td>Chik IgM</td>
<td>HTLV I/II</td>
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<tr>
<td>HBsAg confirmatory</td>
<td>Vaginal Discharge Panel</td>
<td>Toxo IgG</td>
<td>Lyme IgG</td>
<td>CMV IgG</td>
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<td>HBsAg quant</td>
<td>Mycoplasma Panel</td>
<td>Toxo IgM</td>
<td>Lyme IgM</td>
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<td>Anti-HBs</td>
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<td>Toxo Avidity</td>
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<td>WNV</td>
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<td>Anti-HBc</td>
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<td>Anti-HBc IgM</td>
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<td>Anti-HBe</td>
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<td>HBeAg</td>
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<td>Dengue Ag</td>
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<td>HIV confirmatory</td>
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<td>Syphilis</td>
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<td>HSV-2 IgG</td>
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</tr>
</tbody>
</table>

**Sepsis**

- PCT
- IL-6
- IL-6 US neonatal & adult
- New Early Sepsis Marker
- Digital Decision Support

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

50
Roche infectious diseases pipeline
Systematically addressing areas of unmet medical needs


Tuberculosis
10m new cases p. a.
1.4m death p.a.

Sepsis
50m new cases p. a.
11m death p.a.

Dengue Fever
400m new cases p. a.
4bn people at risk

Antimicrobial Resistance
1m death p.a. 2020
10m death p.a. in 2050

Lyme Disease
1.1m new cases p. a.
Rapidly increasing

Adressing >CHF 100bn total healthcare costs per year
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)
Parflu 1, Parflu 2, Parflu 3, Parflu 4 (4-plex)

2023
Influenza A, Influenza B, RSV, HMPV, Adenovirus, Entero/Rhinovirus, Parflu 1, Parflu 2, Parflu 3, Parflu 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

Cardiovascular disease major cost driver for healthcare systems

Disease Burden Index

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

1tn CHF ECONOMIC IMPACT (2020)

Prevalence (per million)
- Coronary Artery Disease: 197
- Strokes: 101
- Heart Failure: 64
- AFib: 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 2019¹

Clinical practice guidelines⁸

“Redefining the gold standard of myocardial infarction using Troponin T”⁴
- Diagnosis²,³
- Risk prediction²,³
- Early invasive strategy²

“NT-proBNP: The gold standard biomarker in heart failure”⁷
- Diagnosis⁵,⁶
- Prognosis⁶

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\(^6,7\)

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Transforming diagnostics in heart failure

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

Stages of heart failure

- Stage A: Structural heart disease
- Stage B: Signs & symptoms
- Stage C: Exacerbation (attack)
- Stage D: Refractory heart failure

NYHA class

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

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

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

Today’s focus:
64 million patients

PONTIAC-I study

∆ 65%

**Improving disease management to reduce strokes**

**Innovation on-market and pipeline for atrial fibrillation**

<table>
<thead>
<tr>
<th>Screening</th>
<th>Diagnosis</th>
<th>Risk stratification</th>
<th>Therapy selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>NT-proBNP¹ and handheld ECG</td>
<td>ECG &amp; new biomarkers³</td>
<td>ABC risk scores with GDF-15 and clinical information</td>
<td>Integrated digital solutions; ABC scores</td>
</tr>
<tr>
<td>Launch in 2021²</td>
<td>Research ongoing³</td>
<td>On-market⁴</td>
<td>Clinical trials (RCT)⁵,⁶</td>
</tr>
<tr>
<td>+29% AFib patients identified</td>
<td>Identify patients at high risk for Afib and recurrence of AFib³</td>
<td>Best available predictors of stroke and bleeding risk⁴</td>
<td>Personalised risk assessment for better outcomes: Reduce stroke risk⁵,⁶ Increase therapy adherence⁵</td>
</tr>
</tbody>
</table>

# Cardiovascular disease solutions

New solutions to impact medical practice

<table>
<thead>
<tr>
<th>Coronary artery disease</th>
<th>New patient population</th>
</tr>
</thead>
<tbody>
<tr>
<td>• TnT-hs in non-cardiac surgeries. Diagnosis of peri-operative myocardial infarction (MI)</td>
<td>300 million surgeries¹,²</td>
</tr>
<tr>
<td>• TnT-hs in asymptomatic population. Long-term risk stratification of cardiovascular events</td>
<td>457 million at age 70+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Heart failure</th>
<th>New patient population</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Heart Failure prevention in diabetes. Identify patients at high CV risk and start protective therapy</td>
<td>463 million with diabetes³</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stroke prevention in atrial fibrillation</th>
<th>New patient population</th>
</tr>
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<tbody>
<tr>
<td>• NT-proBNP + ECG for atrial fibrillation screening in the elderly</td>
<td>457 million at age 70+</td>
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</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

2030

Oncology disease area

+88%

1.7tn CHF

ECONOMIC IMPACT\(^2\)

Global cancer impact 2020\(^3\)

19.3 million
new cancer incidences

10 million
cancer mortalities

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

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\(^1\) 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); \(^3\) Sung S., Ferlay J., Siegel R., et al. Global cancer statistics 2020: GLOBOCAN estimates of incidence and mortality worldwide for 36 cancers in 185 countries. CA Cancer J Clin. 2021;0:1-41
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*

<table>
<thead>
<tr>
<th>Screening</th>
<th>Diagnosis &amp; Classification</th>
<th>Prognosis</th>
<th>Therapy selection</th>
<th>Monitoring/Surveillance</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA (CA 19-9)</td>
<td>IHC (IHC7)</td>
<td>PCR (PCR18)</td>
<td>250+</td>
<td>IA (CA 19-9)</td>
</tr>
<tr>
<td>IA (CA 19-9)</td>
<td>IHC (IHC7)</td>
<td>PCR (PCR18)</td>
<td>5</td>
<td>IA (CA 19-9)</td>
</tr>
<tr>
<td>IA (CA 19-9)</td>
<td>IHC (IHC7)</td>
<td>PCR (PCR18)</td>
<td>2</td>
<td>IA (CA 19-9)</td>
</tr>
<tr>
<td>IA (CA 19-9)</td>
<td>IHC (IHC7)</td>
<td>PCR (PCR18)</td>
<td>7</td>
<td>IA (CA 19-9)</td>
</tr>
</tbody>
</table>

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
Supporting patient journeys with our oncology pipeline

**Pharma partner of choice, driving personalised healthcare**

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<tbody>
<tr>
<td>3</td>
<td>+2</td>
<td>+21</td>
<td>250+</td>
<td>+5</td>
</tr>
<tr>
<td>1</td>
<td>+1</td>
<td>8</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>+4</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>IA (CA 19-9)</td>
<td>HIC (IHC)</td>
<td>PCR (EGRF)</td>
<td>Algorithms</td>
<td>IA (CA 19-9)</td>
</tr>
</tbody>
</table>

1 Predicting the likely or expected development of a disease
2 On-label CDx indications

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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**

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<td>IA</td>
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<td>PCR</td>
</tr>
<tr>
<td>ProGRP</td>
<td>Napsin A, TTF1, CK5/6, p63, p40, ROS1, pan-TRK</td>
<td>EGFR, KRAS, BRAF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ALK, PD-L1</td>
</tr>
<tr>
<td></td>
<td>IHC</td>
<td>NGS</td>
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<tr>
<td></td>
<td>Foundation One CDx</td>
<td></td>
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<tr>
<td></td>
<td>PD-L1 Algorithm</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>IA</td>
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<tr>
<td></td>
<td></td>
<td>PCR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CYFRA 21-1, ProGRP, NSE, SCC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EGFR</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
Q&A
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