
Strategy, Rejuvenation, and Transformation

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db Access Berlin Conference, June 2020

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- 2 legislative and regulatory developments and economic conditions;
- 3 delay or inability in obtaining regulatory approvals or bringing products to market;
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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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- 10 loss of key executives or other employees; and
- 11 adverse publicity and news coverage.

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Managing COVID-19 / SARS-CoV-2: Roche's contribution

We are passionate about innovation

Focusing on 4 key areas

Summary

Roche COVID-19 pandemic response

Ramping up SARS-CoV2 testing

SARS-CoV2 PCR test

FDA EUA

cobas 8800
4,128 results in 24h



cobas 6800
1,440 results in 24h

- EUA for the cobas SARS-CoV2 PCR test, developed in a record time of 6 weeks
- Continuously increasing production capacity
- 850 high throughput systems installed globally

SARS-CoV2 antibody test

FDA EUA

e 411



e 601/602



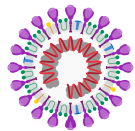
e 801

- Elecsys Anti-SARS-CoV2 serology test for detection of total antibodies (IgA, IgM, IgG) launched in May
- Ramp up to >100 million tests per month by June
- Global cobas e¹ installed base of >40,000

Roche COVID-19 pandemic response

Benefits for the individual and society

Value



Roche PCR test for viral RNA

(or antigen test)

(Nasopharyngeal swab, oropharyngeal swab, sputum, bronchoalveolar lavage fluid, others)

Direct detection of SARS-CoV2

- **Inform individuals / public on infection status to prevent transmission & anticipate course of illness**



Roche Antibody test (serum, plasma)

Detection of Ab response against SARS-CoV-2

- **Inform individuals if potentially immune, screen healthcare workers**
- **Help society return faster to normality**
- **Facilitate contact tracing and surveillance**

Roche COVID-19 response

Placebo controlled Actemra trial initiated

News: Tocilizumab improves significantly clinical outcomes of patients with moderate or severe COVID-19 pneumonia

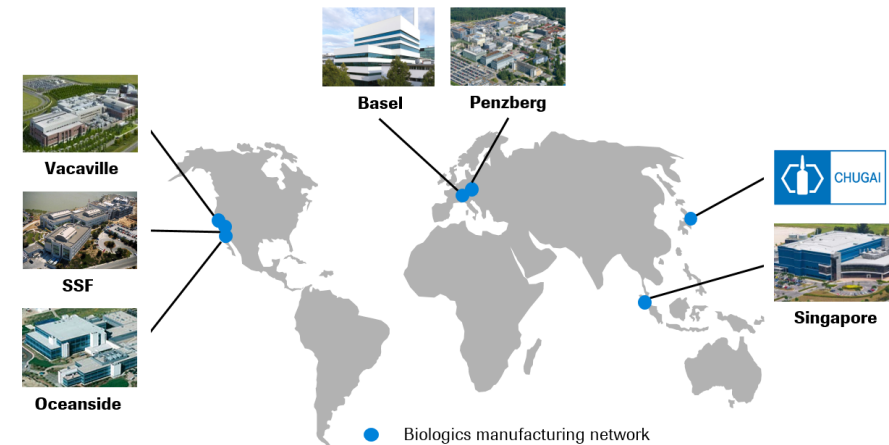


Actemra: Ph III (COVACTA) in hospitalized patients with severe COVID-19 pneumonia



- First-in-class IL-6 receptor antagonist
- Approved in >110 countries
- Initially approved in RA and GCA
- Approved for CAR T-cell-induced cytokine release syndrome (CRS)

Preparing for increased global Actemra supply



- Ph III placebo controlled trial with BARDA started beginning of April
- IV Dose: 8 mg/kg (max 800 mg) + standard of care; if clinical signs do not improve one additional dose can be given, endpoints include clinical status, mortality, mechanical ventilation and intensive care unit variables
- Patients followed for 28 days; read-out expected in early summer

Managing COVID-19 / SARS-CoV-2: Roche's contribution

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Roche business update in light of COVID-19

2020 outlook confirmed

Pharmaceuticals:

- New product sales overcompensate for entry of biosimilars (Q1: +7%)
- Launch of NMEs, pivotal readouts and pivotal trial starts largely on track
- Ph III Actemra readout in severe COVID-19 pneumonia expected in June

Watch-outs:

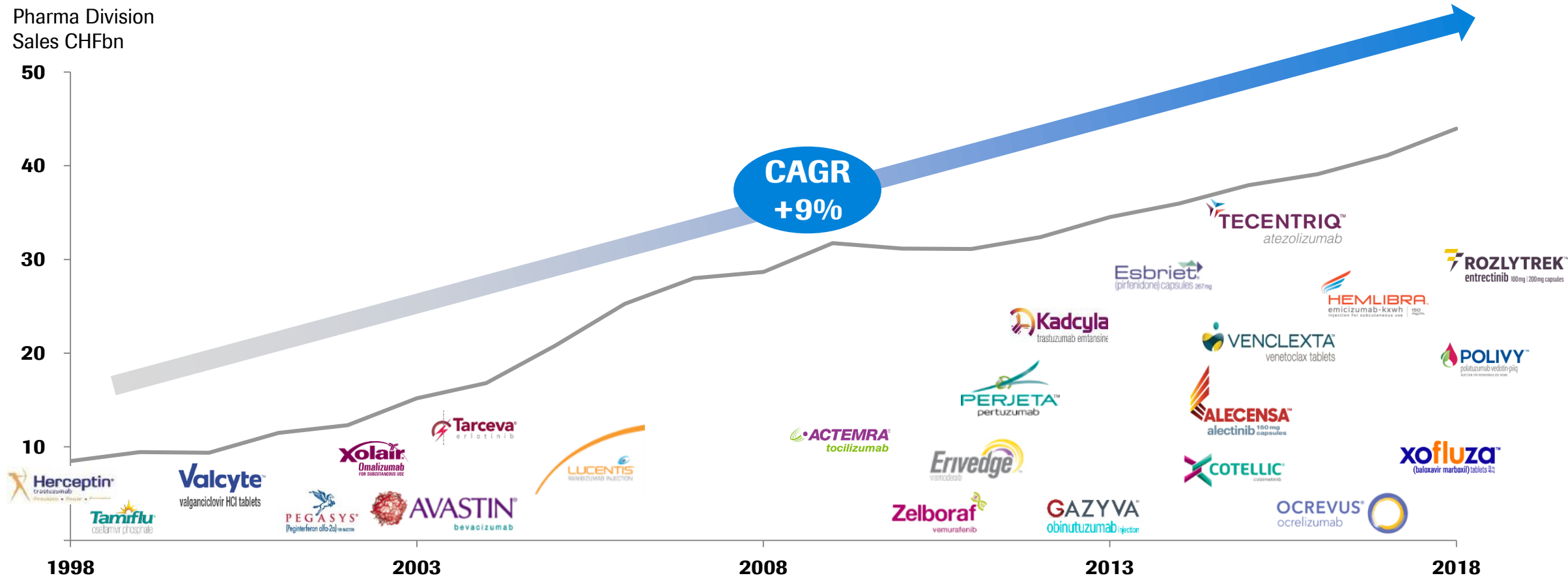
- Chronic diseases: Patients delaying appointments (Ocrevus, Lucentis)
- Potential trial delays for new patients starts (especially outside oncology)

Diagnostics:

- Portfolio shifts from routine testing to COVID-19 testing (Q1: +5%)
- Ramping up SARS-CoV-2 test manufacturing capacity (PCR and antibody)

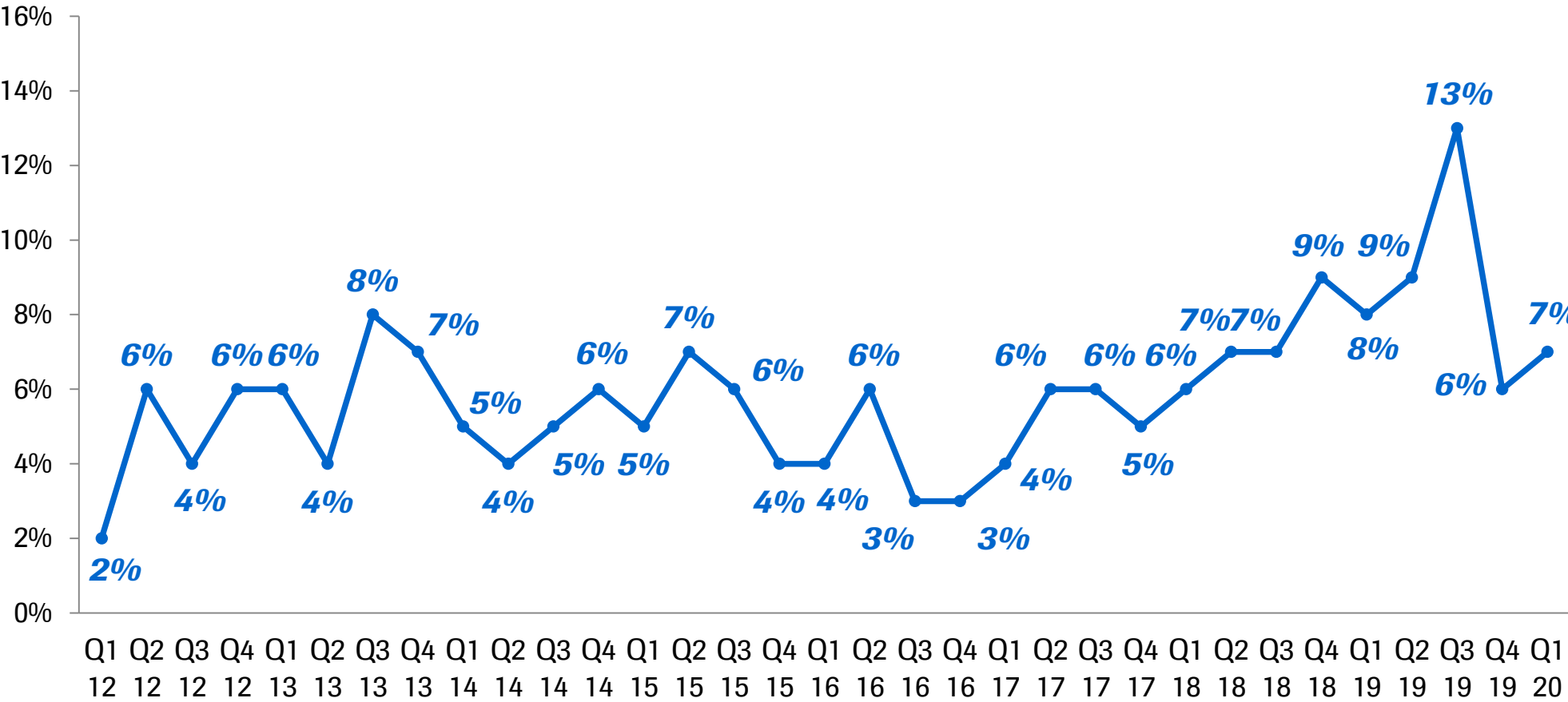
Roche has a strong track record of innovation

Industry leading medicines as basis for our continuous growth



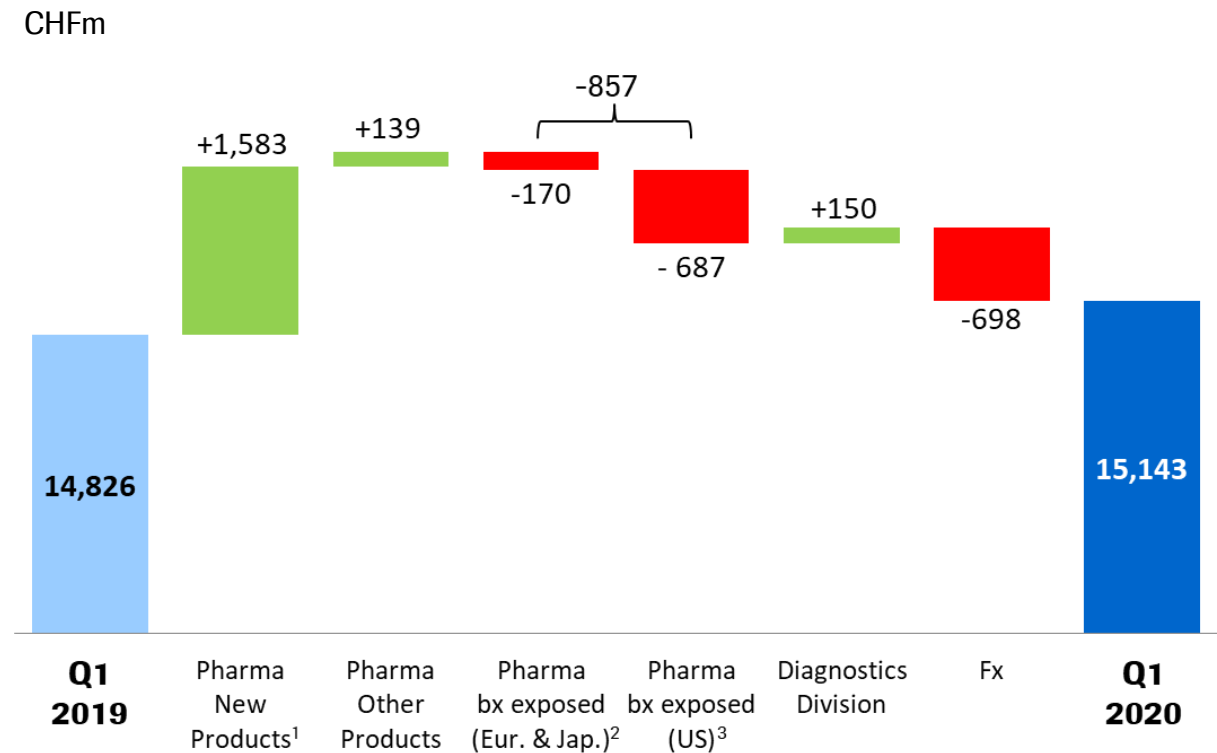
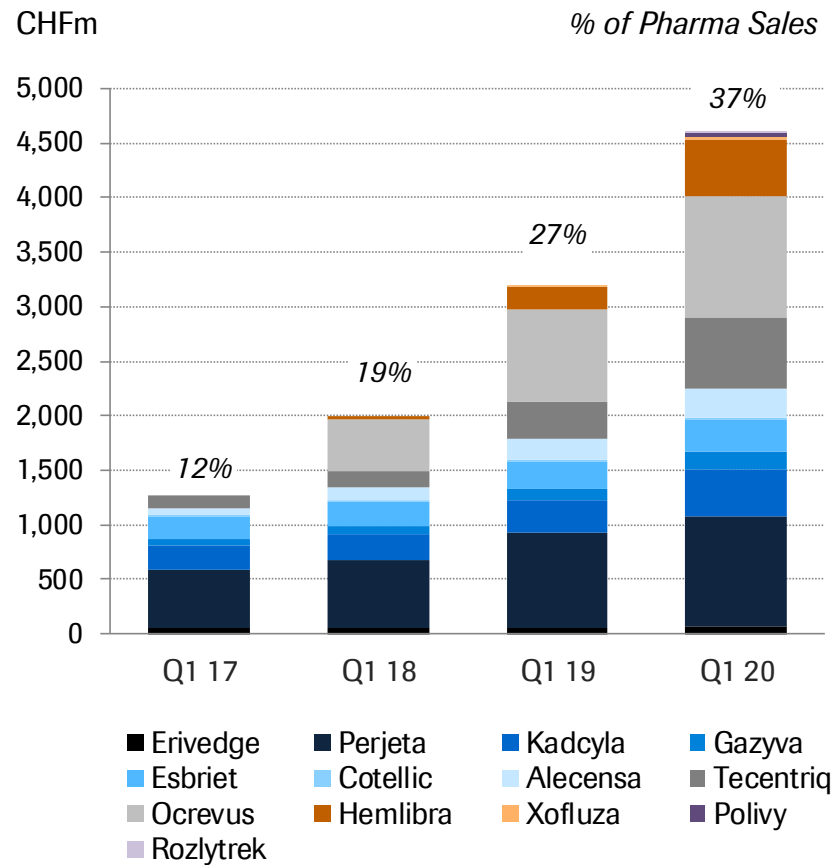
Sales excluding OTC at 2018 average exchange rates; Approved medicines shown do not represent the entire portfolio rather a selection, timeline reflects year of approval

Q1 2020: Group sales growth for the ninth consecutive year



All growth rates at Constant Exchange Rates (CER)

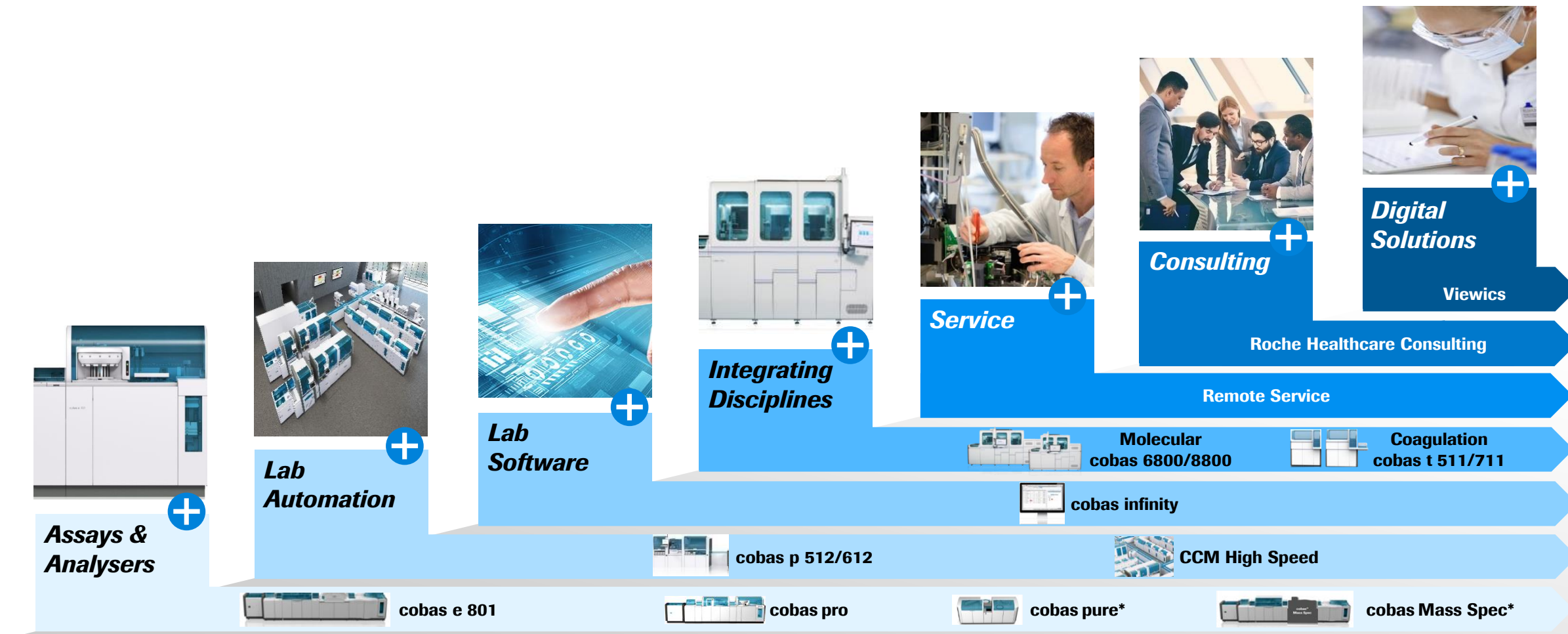
New products with strong momentum



Q1 values in reported CHFm, variances in CERm; ¹ Erivedge, Perjeta, Kadcyla, Gazyva, Esbriet, Cotellic, Alecensa, Tecentriq, Ocrevus, Hemlibra, Xofluza, Polivy & Rozlytrek; ² MabThera & Herceptin in Europe and MabThera, Herceptin & Avastin in Japan; ³ Herceptin, Avastin & MabThera in US

Driving innovation in the integrated core lab

Expansion with additional solutions and entering new disciplines



* cobas pure and cobas Mass Spec have not been launched, yet

2020 outlook confirmed

Further growing top and bottom line

Group sales growth¹

- Low- to mid-single digit

Core EPS growth¹

- Broadly in line with sales growth

Dividend outlook

- Further increase dividend in Swiss francs

¹ At Constant Exchange Rates (CER); based on the current assessment of the COVID-19 impact

Managing COVID-19 / SARS-CoV-2: Roche's contribution

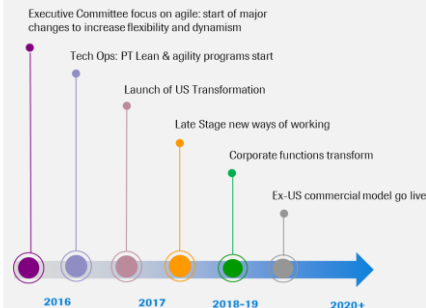
We are passionate about innovation

Focusing on 4 key areas

Summary

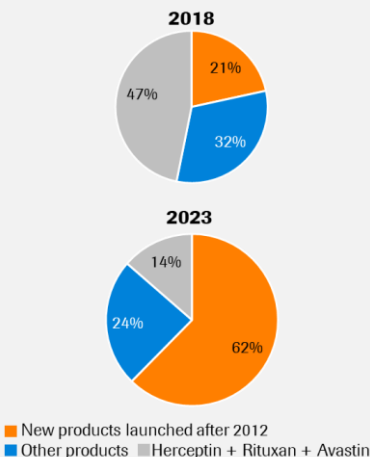
4 Priorities to maintain leadership position

Cultural transformation



Improve structure, processes, behaviour & competitive fitness

New medicines & technology platforms



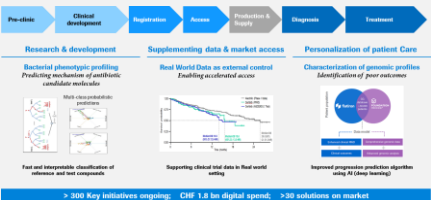
Improve on current standard of care & smart ways of development

Growing installed base & expanding menu



Expansion with additional solutions and entering new disciplines

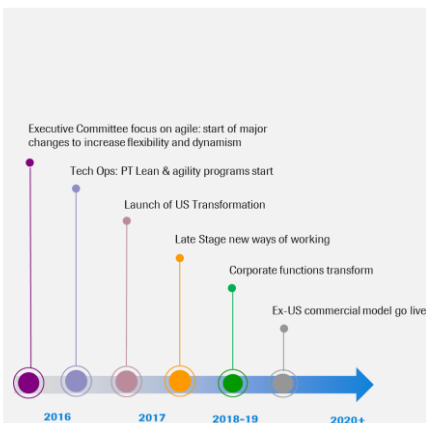
Leading personalized healthcare revolution



Lead in digitalization & transform value chain

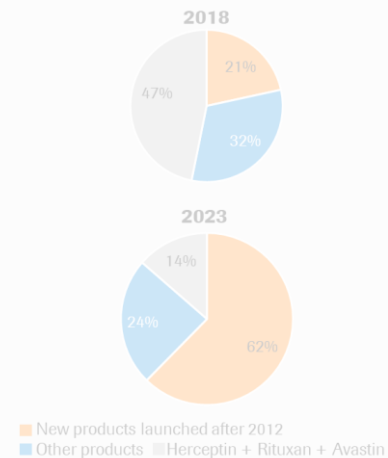
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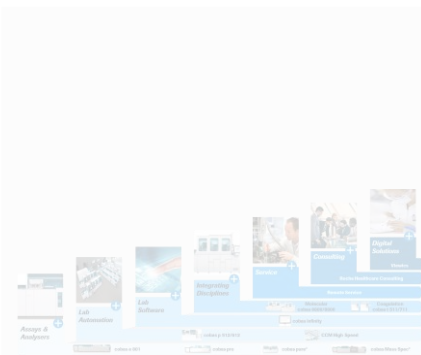
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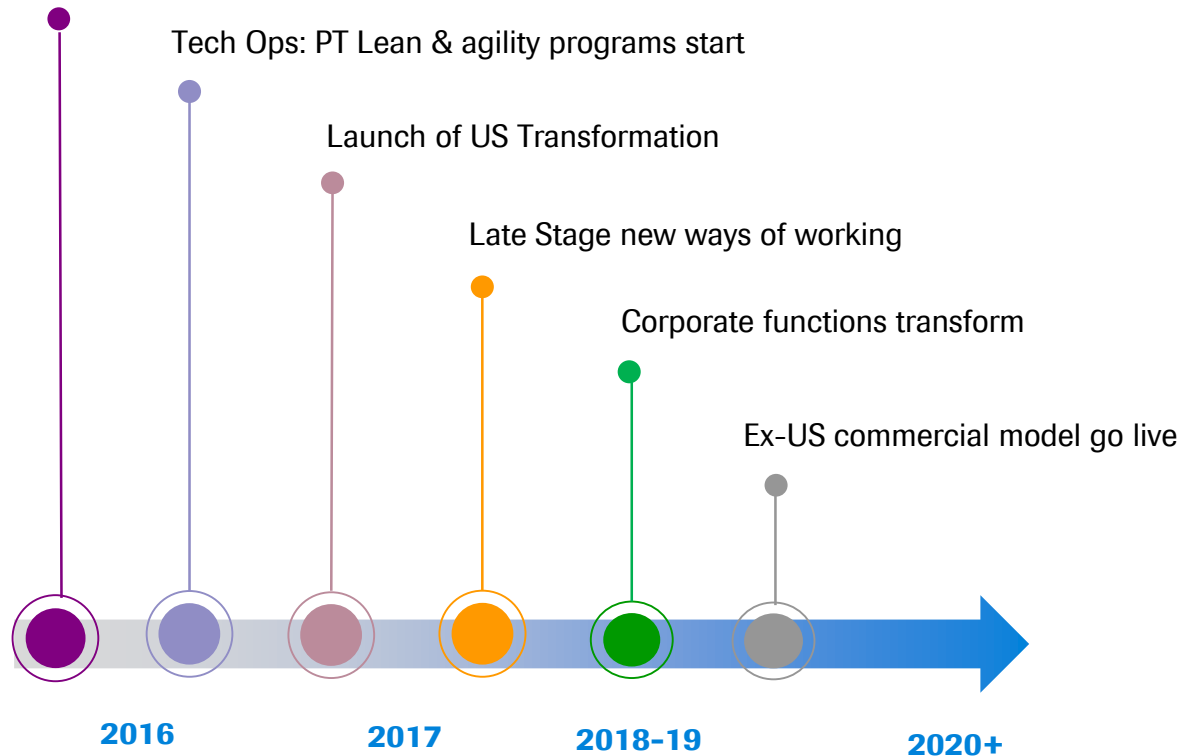
Leading personalized healthcare revolution



Lead in digitalization & transform value chain

Our cultural transformation: Simplify processes and empower our people to enhance productivity in service of patients

Executive Committee focus on agile: start of major changes to increase flexibility and dynamism

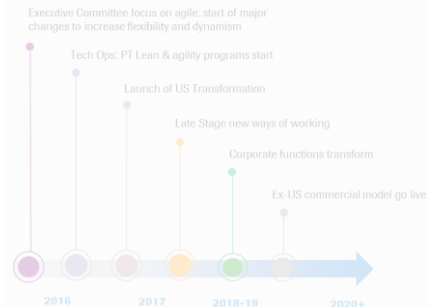


Some of our guiding principles:

- From silos, functional and top down focus to small empowered teams with accountability for results
- From internal / org chart orientation to patient and external focus
- From leadership as command & control to setting a vision, architecting the system, coaching and catalysing change

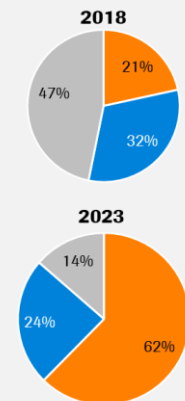
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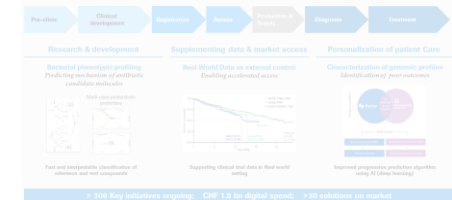
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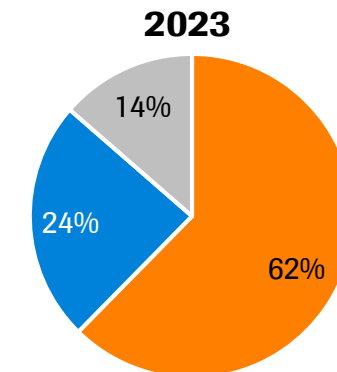
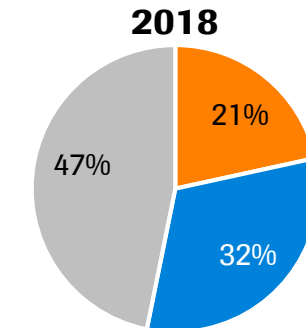
New medicines: Replace and extend the business

Replace/extend existing businesses

Entering new franchises

Sales mix (100%) (Conceptual)

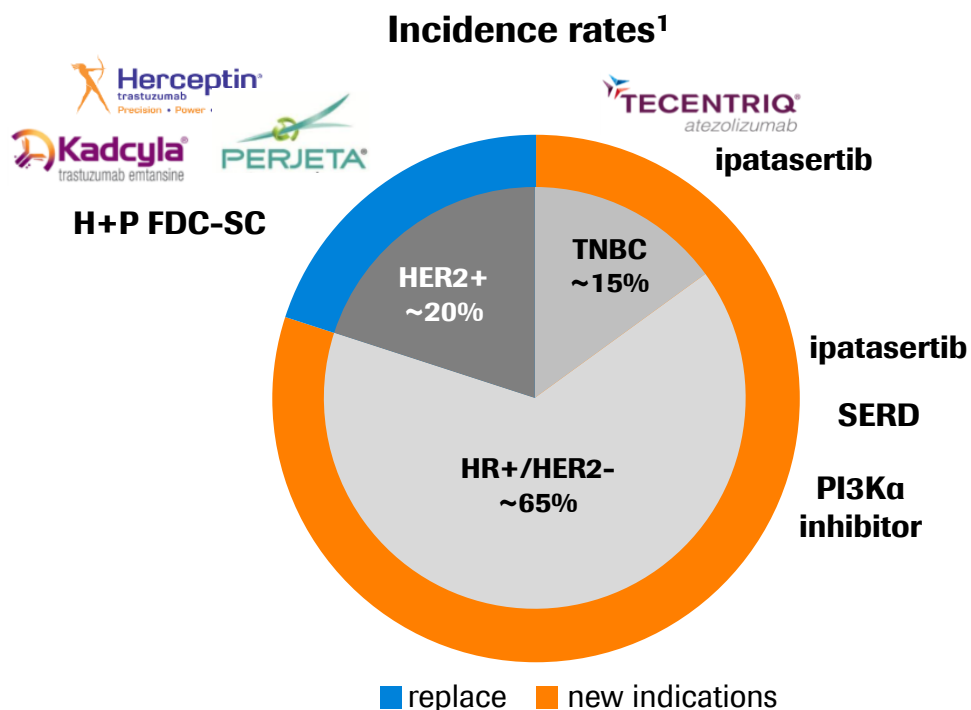
MabThera/Rituxan	Gazyva, Venclexta, Polivy, mosunetuzumab, CD20 x CD3, idasanutlin	Oncology: Tecentriq (mUC, HCC, melanoma)
Herceptin	Perjeta, Kadcyla, Perjeta+Herceptin FDC-SC	MS: Ocrevus
Avastin	Tecentriq, Alecensa, Rozlytrek, ipatasertib	Hemophilia A: Hemlibra
Lucentis	faricimab Port delivery system (PDS)	CNS: satralizumab (NMOSD), risdiplam (SMA), Huntington's, Autism, Alzheimer's
Tamiflu	Xofluza	Immunology: etrolizumab (UC, CD), Gazyva (lupus nephritis)



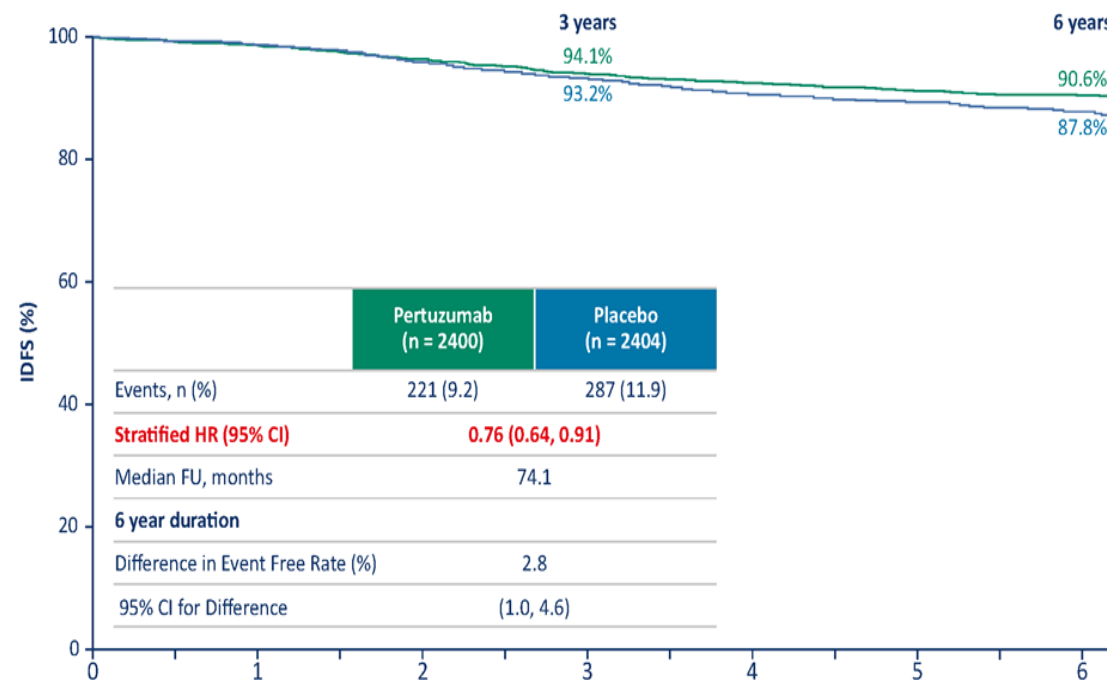
■ New products launched after 2012
■ Other products ■ Herceptin + Rituxan + Avastin

Replacing and extending Breast Cancer franchise

Expanding beyond Her2+ disease



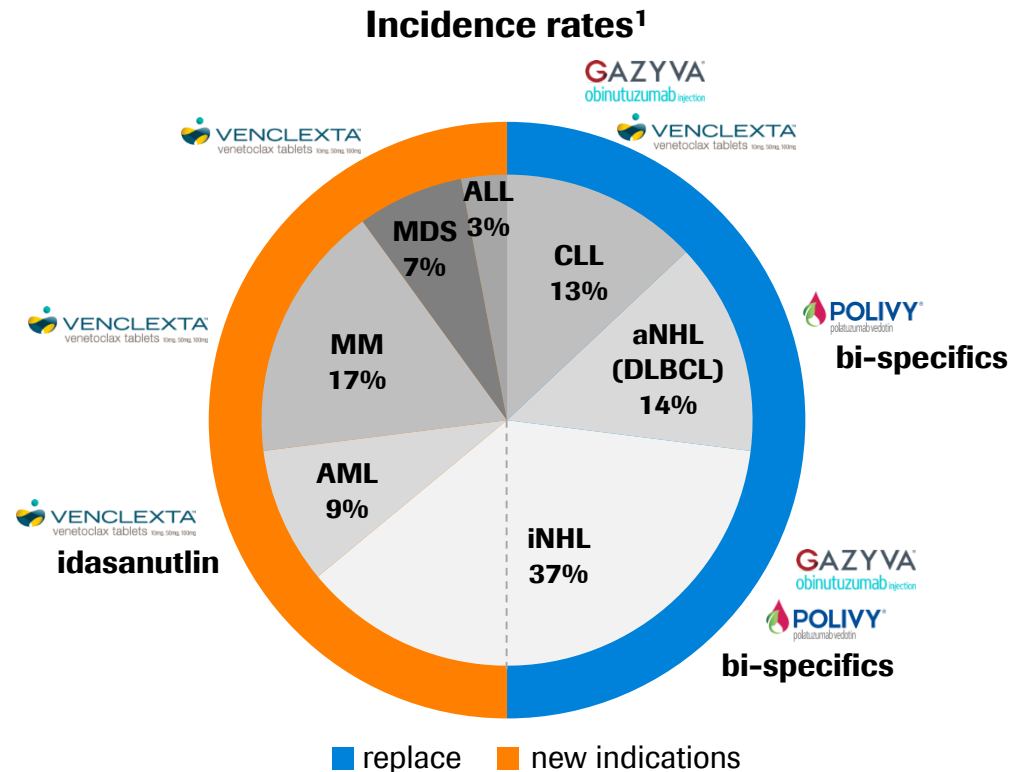
High bar set in adjuvant (Her2+) APHINITY IDFS: ITT Population



Breast cancer market growing from USD ~17bn in 2017 to ~33bn in 2024²

Replacing and extending Hematology franchise

Entering new segments



Mosunetuzumab: Patients with prior CAR-T

Efficacy	N*	%
CR	4/18	22.2%
ORR	7/18	38.9%

CD20xCD3 + Gazyva with promising activity 16 mg and 10/16 mg cohort combined

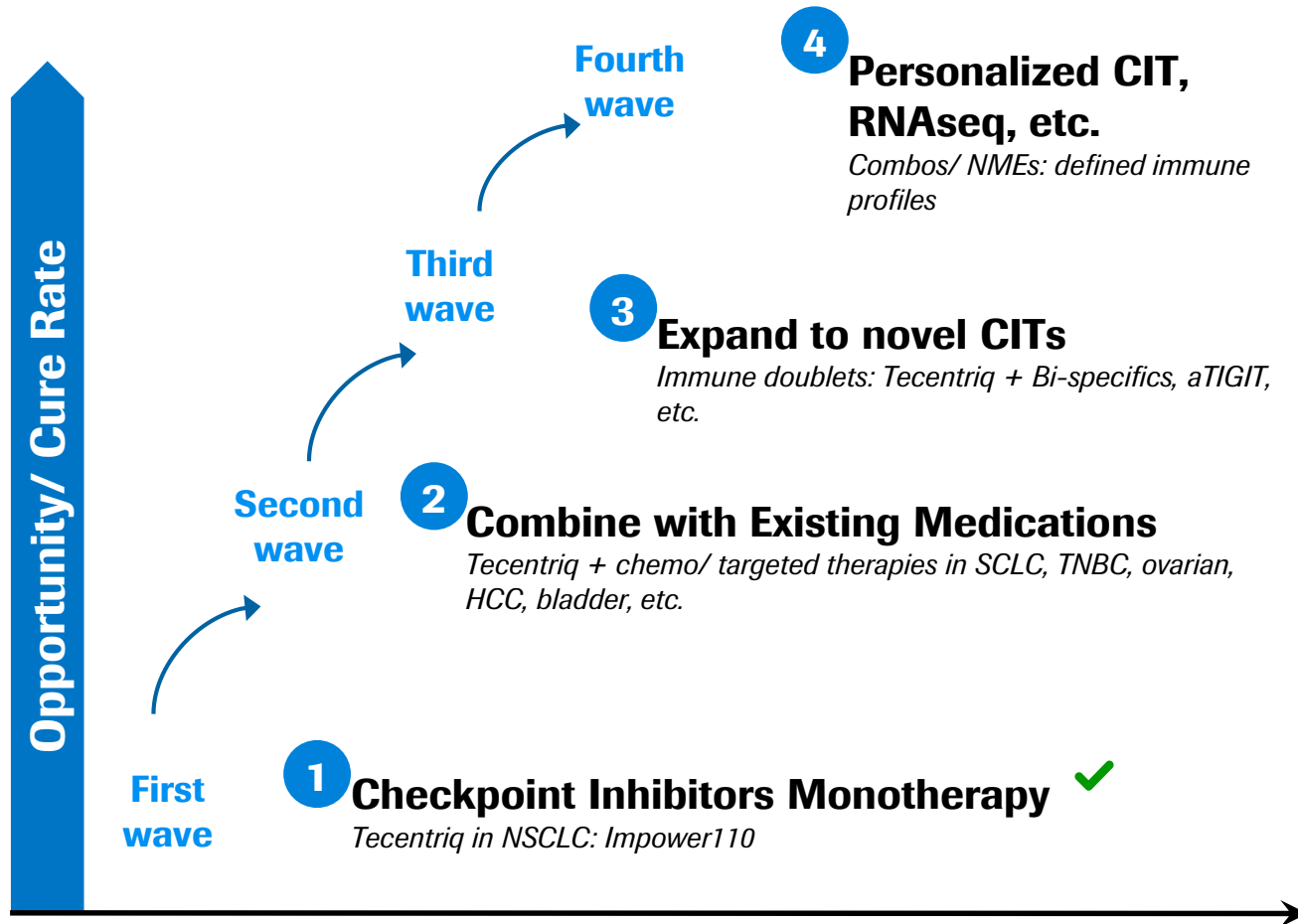
n (%)	aNHL (N=14)	DLBCL (N=9)	FL (N=4)
ORR	10 (71.4)	5 (55.6)	3 (75.0)
CR	8 (57.1)	4 (44.4)	3 (75.0)
PR	2 (14.3)	1 (11.1)	0

Hematology market growing to USD~56bn in 2024²

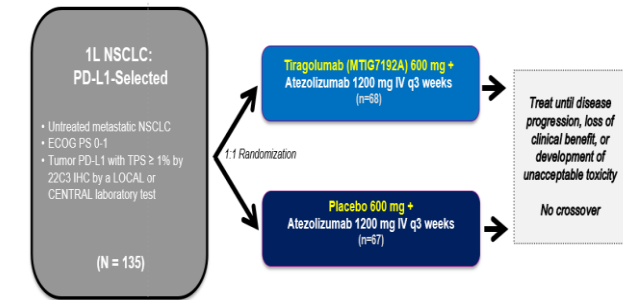
Establishing Tecentriq as Standard of Care in major tumour types

Roche

ASCO

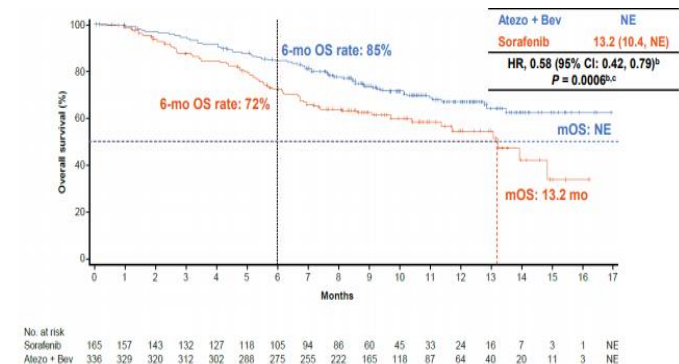


Wave 3 Tecentriq and aTIGIT in various cancer types entering Ph III in Q1 20



Ph II to be presented in H1 2020

Wave 2 Tecentriq + Avastin in HCC Medically meaningful improvement

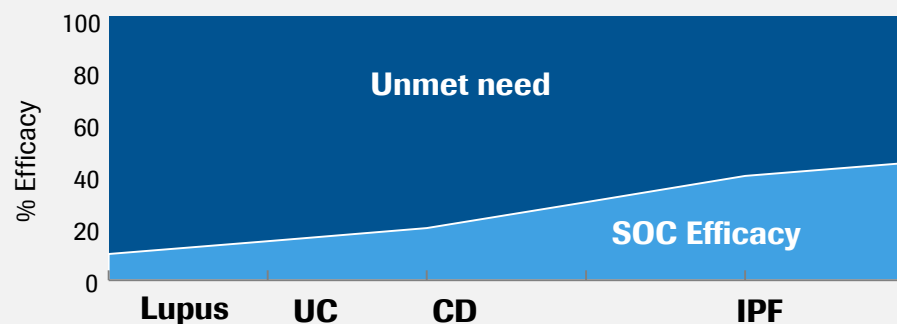


NSCLC=non-small cell lung cancer; SCLC=small cell lung cancer; TNBC=triple-negative breast cancer; HCC=hepatocellular carcinoma

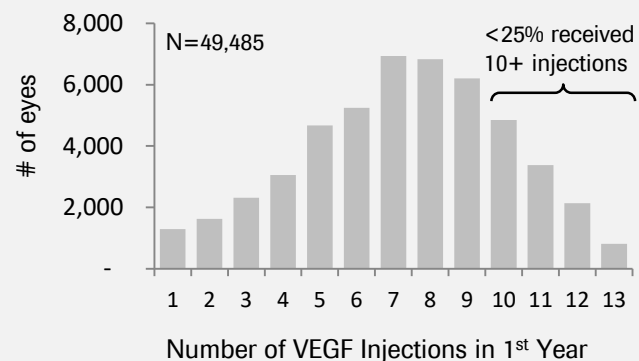
Immunology and Ophthalmology

Addressing high unmet medical need

Immunology: high unmet need



Ophthalmology (nAMD): Decreasing treatment frequency in real world



ULCERATIVE COLITIS (UC)

HIBISCUS I	induction trial comparing eto vs placebo and eto vs. adalimumab in anti-TNF naïve patients
HIBISCUS II	induction trial comparing eto vs. placebo and eto vs. adalimumab in anti-TNF naïve patients
LAUREL	maintenance trial evaluating eto vs. placebo in anti-TNF naïve patients
HICKORY	induction and maintenance; eto vs. placebo in anti-TNF-IR patients
GARDENIA	sustained remission evaluating eto vs infliximab in anti-TNF naïve patients
COTTONWOOD	open-label extension evaluating safety in pts previously enrolled in eto Ph 2 or 3

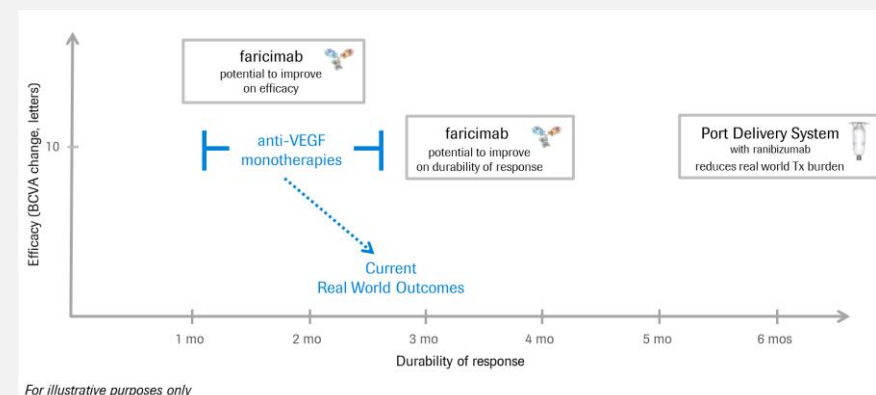
CROHN'S DISEASE (CD)

BERGAMOT	induction and maintenance trial of eto vs. placebo in anti-TNF naïve and IRs
JUNIPER	open-label extension trial evaluating safety in patients enrolled from BERGAMOT

Etrolizumab development program:

8 clinical studies - 6 Ph III trials;
2 open-label extension studies;
TNF-naïve and TNF-IR

Develop industry leading portfolio

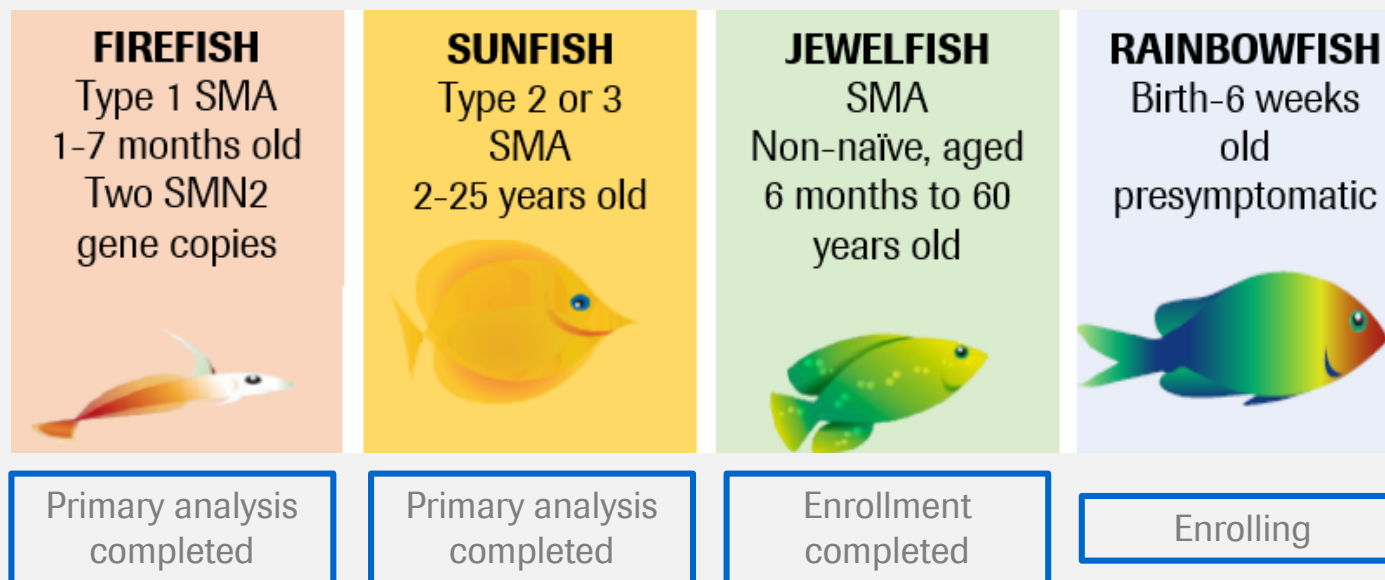


Risdiplam in spinal muscular atrophy (SMA)

Compelling benefit/risk profile in infants, children, teenagers, and adults

Over 450 patients treated with risdiplam to date

- Durably increases SMN protein throughout the CNS and in peripheral tissues
- Positive efficacy in Type 1 infants (n=62 total)
- Positive efficacy in large (n=180) placebo-controlled study in a broad spectrum of Type 2/3 patients
- Consistent safety profile across trials
- No treatment-related safety findings have led to withdrawal in any study



Potential to be the treatment of choice for a majority of patients living with SMA

Pushing towards new frontiers in Neuroscience

Creating new opportunities across modalities

Neuroimmunology disorders

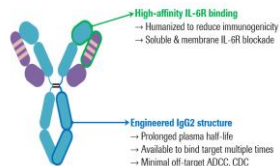
Ocrevus

First B-cell targeted therapy in MS



Satralizumab

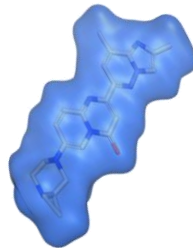
BTB in NMOSD



Neuromuscular disorders

Risdiplam

First oral therapy for spinal muscular atrophy



Neurodegenerative disorders

HTT-ASO

First disease modifying therapy for Huntington's disease



Parkinson's

First disease modifying agent

Smartphone digital biomarkers



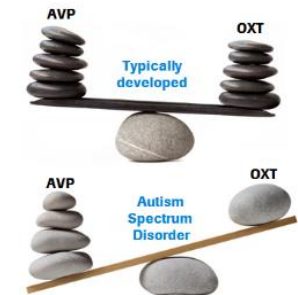
Alzheimer

First disease modifying therapy for Alzheimer Disease, SC convenience

Neurodevelopmental disorders

Balovaptan

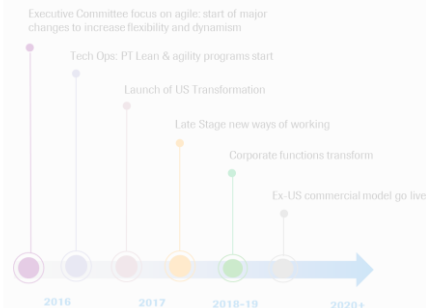
First treatment for core social and communication deficits



Haga G, Houtman AG, and Nienhuis-Lahaye G. The use of social support and communication in the diagnosis and treatment of Autism Spectrum Disorder. J Child Psychol Psychiatry. 2017;58(11):1040-1055.

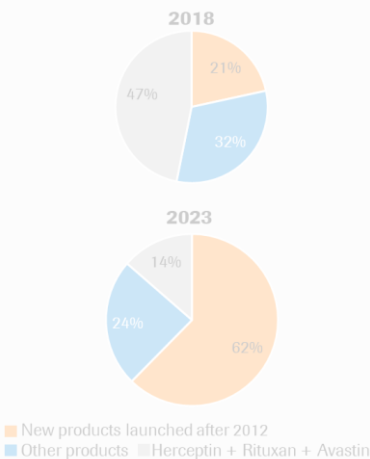
4 Priorities to maintain leadership position

Cultural transformation



Improve structure, processes, behaviour & competitive fitness

New medicines & technology platforms



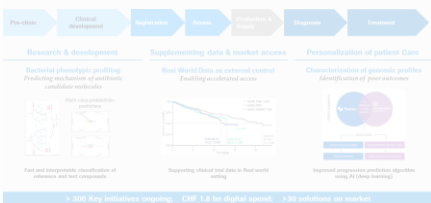
Improve on current standard of care & smart ways of development

Growing installed base & expanding menu



Expansion with additional solutions and entering new disciplines

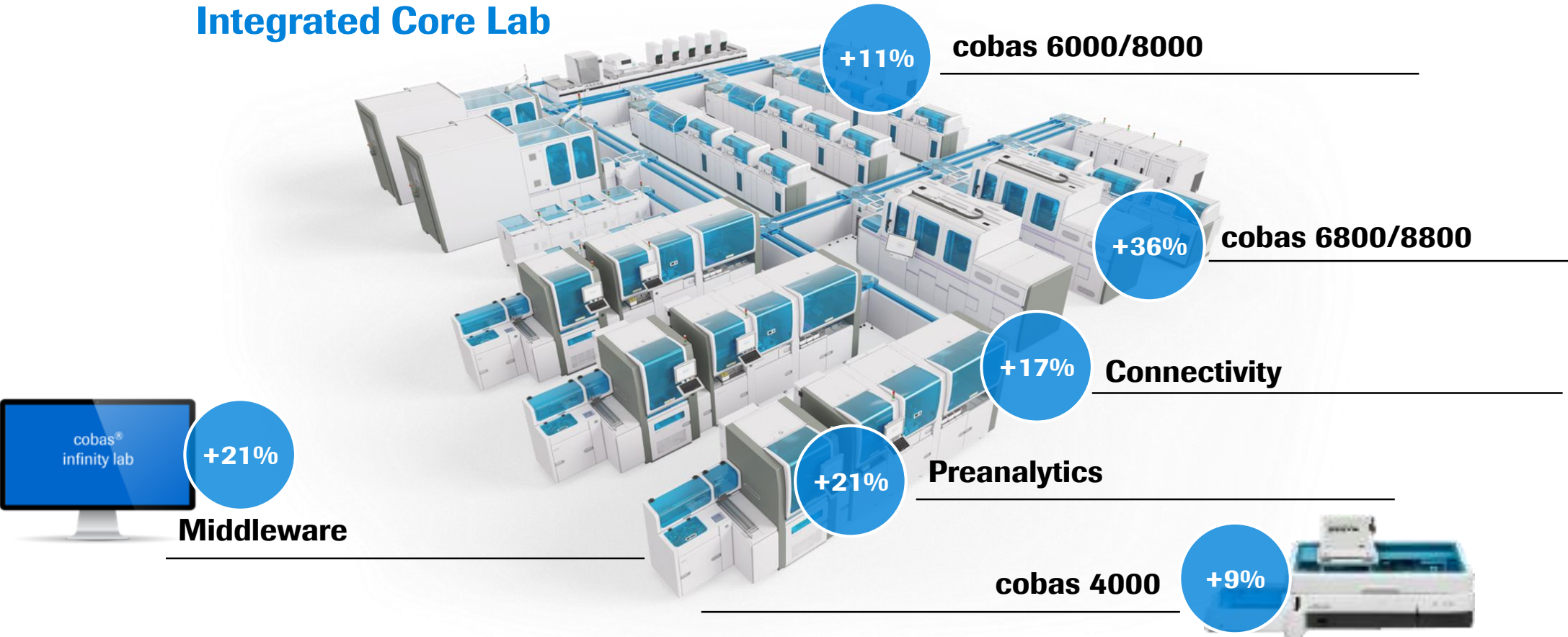
Leading personalized healthcare revolution



Lead in digitalization & transform value chain

Growing installed base worldwide driving reagents consumption

Integrated Core Lab

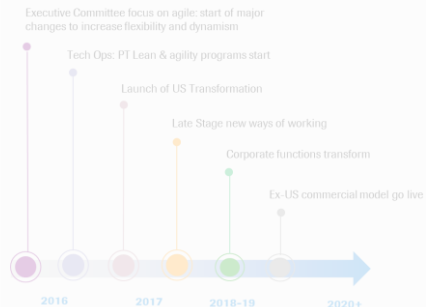


2019
Growth

Growth rates being from the period of January 1, 2019 to December 31, 2019

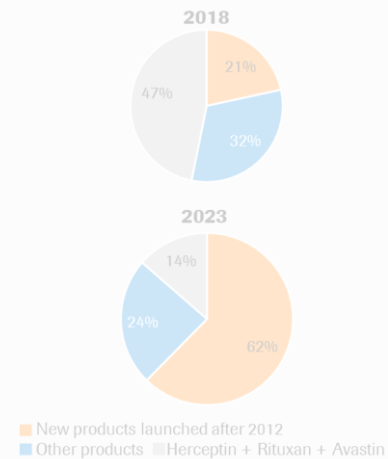
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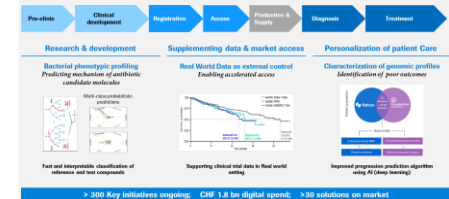
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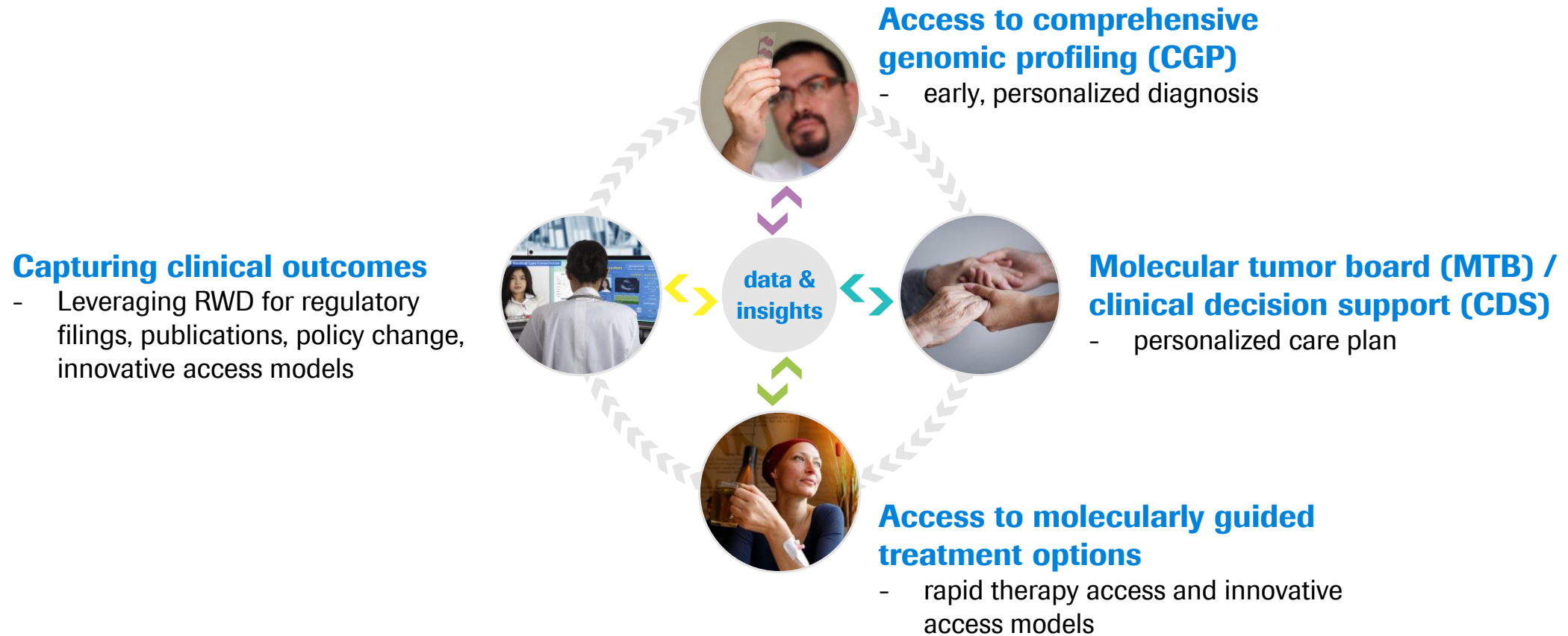
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Lead in digitalization & transform value chain

Building the PHC ecosystem

Using data & insights to improve patient outcomes



More patients on optimal therapy & creation of 'learning healthcare system'

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Strong short term news flow

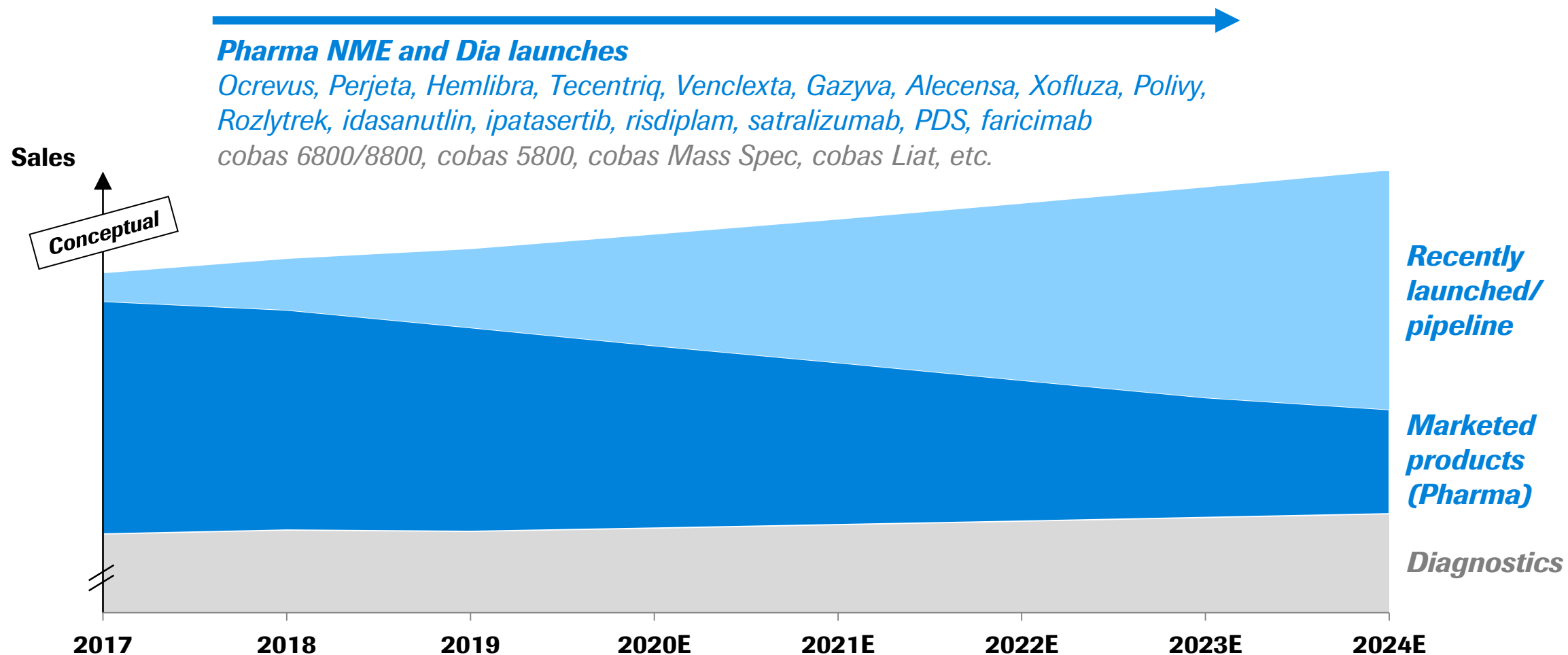
Diversifying late stage pipeline & setting new standards of care

Product	Timing	Population
risdiplam in SMA	Filed for type 1/2/3	~18k (rare disease) ✓
satralizumab in NMOSD	Filed	~21k (rare disease) ✓
HTT-ASO in Huntington's	Ph II & III ongoing; Trial fully recruited	~83k (rare disease)
Gazyva in lupus nephritis	initiating Ph III	~190k
etrolizumab in UC and Crohn's Disease	filing in UC in 2020	UC ~700k CD ~640k (moderate to severe)
PDS in nAMD	fully recruited; filing in 2020	nAMD ~4,090k DME ~4,400k
faricimab in DME/nAMD	recruitment ahead of plan; filing in 2021/22	

- Neuroscience
- Immunology
- Ophthalmology
- Oncology
- ✓ Filing completed or positive pivotal data

Product	Filing date	Population
Tecentriq in 1L HCC	2019	~300k ¹ ✓
Tecentriq in neoadj TNBC	2020	~19k
Tecentriq in adj bladder cancer	2020	~50k
Tecentriq in 1L melanoma	2020	~11k (Dx+) ✓
Tecentriq in FL ovarian cancer	2020	~41k
idasanutlin in R/R AML	2020	~22k
Perjeta + Herceptin FDC-SC	2020	~75k ✓
ipatasertib 1/2L TNBC	2020	~11k (Dx+)
ipatasertib 1L+ HR+ (chemo treated only)	2020	~83k (Dx+) ~15k (Dx+/chemo only)
ipatasertib in 1L mCRPC	2020	~200k (AC) 100k (Dx+)
Polivy in 1L DLBCL	2020/21	~52k
Tecentriq in (neo)adj NSCLC	2021/22	~75k

Positive outlook confirmed



Doing now what patients need next