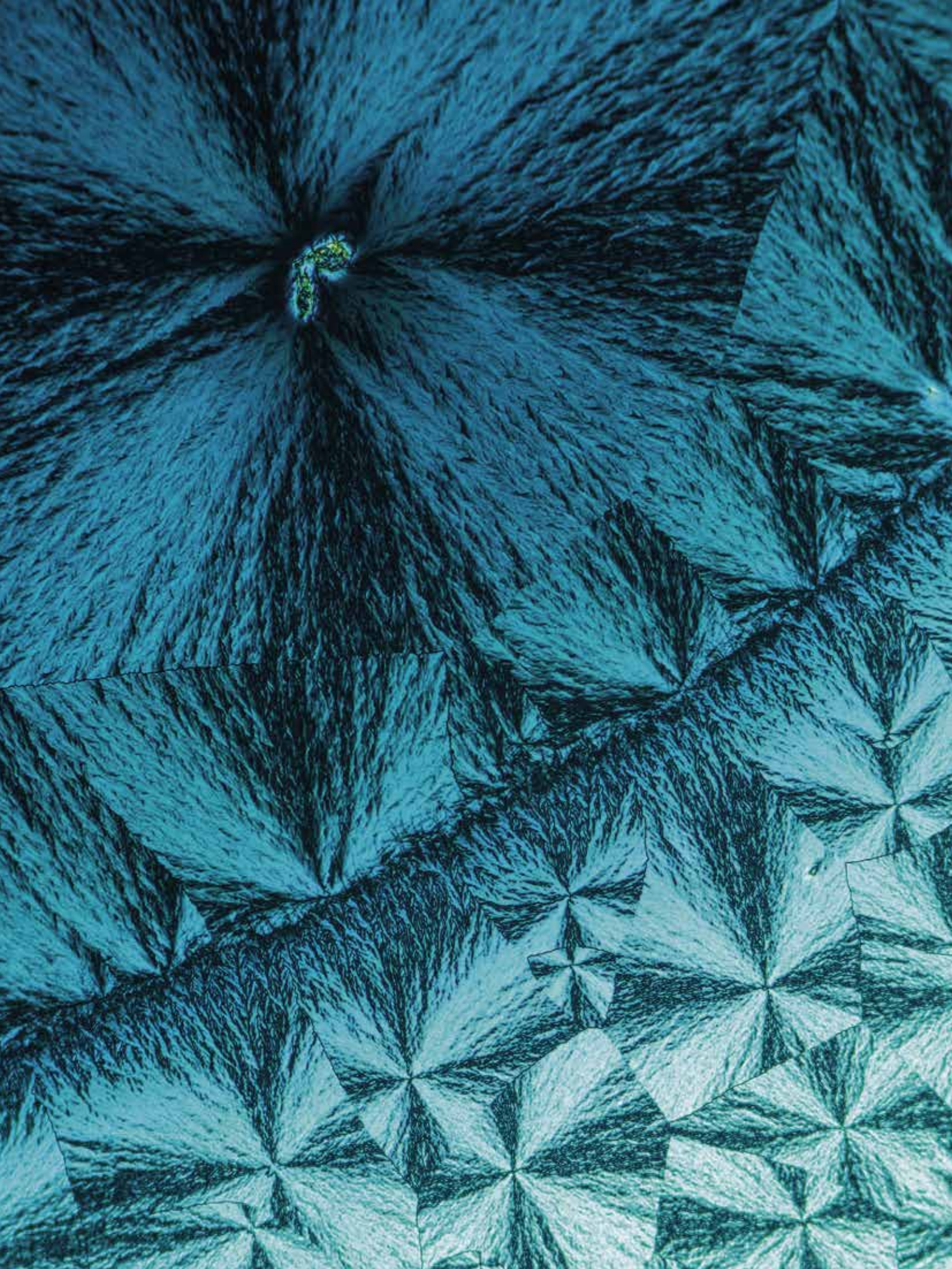
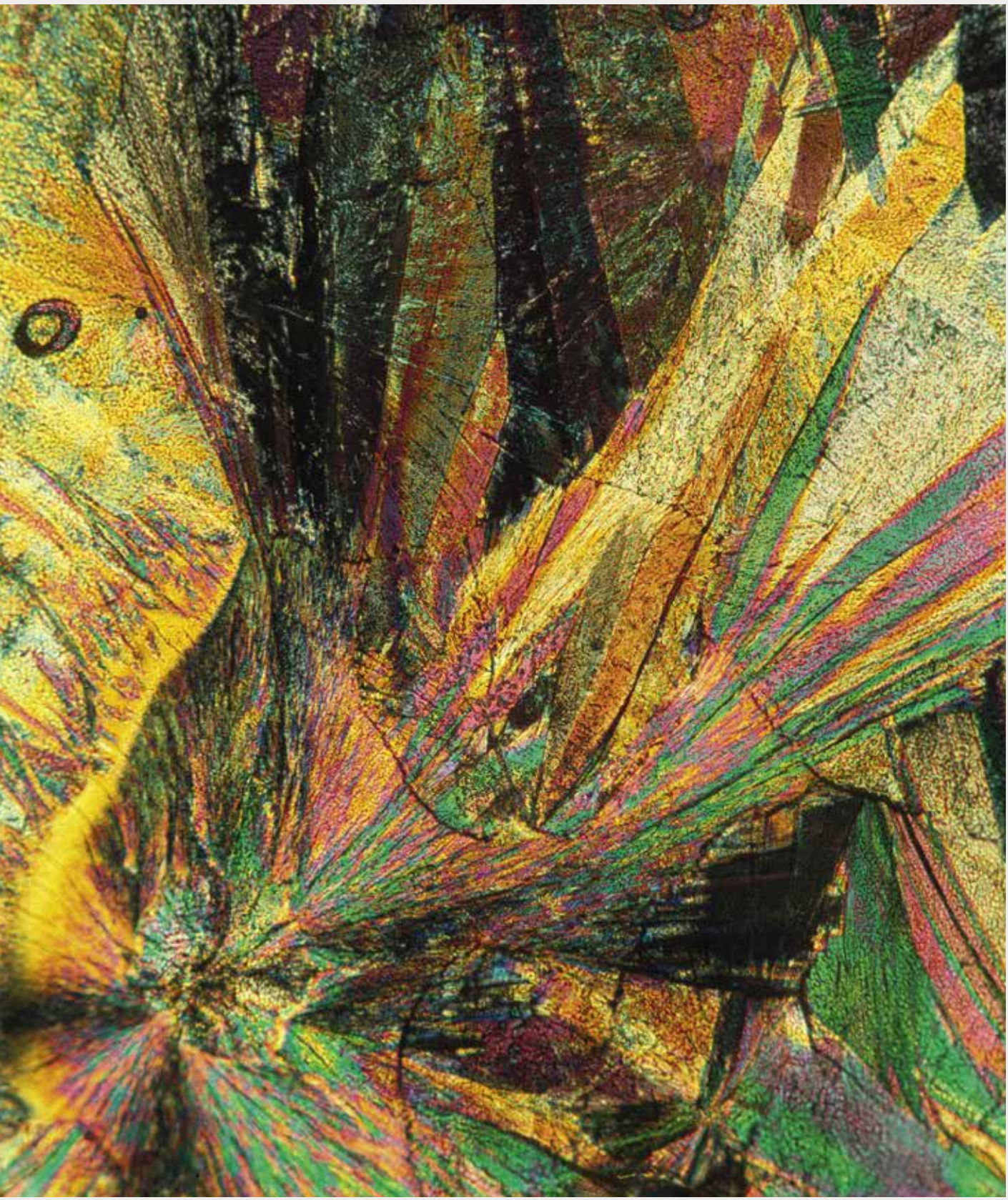


Sustainability Report

A recrystallised thin film of the **risdiplam** drug substance, viewed using hot-stage polarised light microscopy. The vibrant, radiating patterns are known as 'spherulites'. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.



1. Business performance

In 2025, Roche once again made significant progress. We continued on our growth path, launched important medical innovations and further strengthened our pipeline. With our strong financial performance and our continued progress in innovation, we are well positioned for growth.

A recrystallised thin film of the **risdiplam** drug substance, viewed using hot-stage polarised light microscopy. The radiating pattern at the bottom is known as a 'spherulite', while the upper part of the image shows 'bladed' polycrystalline structures. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

1.1 Roche Group

In 2025, Roche achieved sales growth of 7%* (2% in CHF) to CHF 61.5 billion due to strong demand for pharmaceutical products and diagnostic solutions.

The appreciation of the Swiss franc against most currencies, notably the US dollar, had a significant impact on the results reported in Swiss francs compared to constant exchange rates.

Core operating profit increased by 13% (5% in CHF) to CHF 21.8 billion, driven by higher sales and efficiency gains. Core earnings per share increased by 11% (4% in CHF).

IFRS net income increased by 58% (50% in CHF) to CHF 13.8 billion due to the strong operating performance in 2025 and the base effect of impairment charges in 2024.

Sales in the Pharmaceuticals Division increased by 9% (3% in CHF) to CHF 47.7 billion, with medicines for severe diseases continuing their strong growth.

The top five growth drivers – Phesgo (breast cancer), Xolair (food allergies), Ocrevus (multiple sclerosis), Hemlibra (haemophilia A) and Vabysmo (severe eye diseases) – achieved total sales of CHF 21.4 billion, an increase of CHF 3.2 billion (CER) compared to 2024.

Sales of products with expired patents – Avastin (various types of cancer), Herceptin (breast and gastric cancer), MabThera/Rituxan (blood cancer, rheumatoid arthritis), Esbriet (lung disease), Lucentis (severe eye diseases) and Actemra/RoActemra (rheumatoid arthritis) – decreased by a combined CHF 0.7 billion (CER).

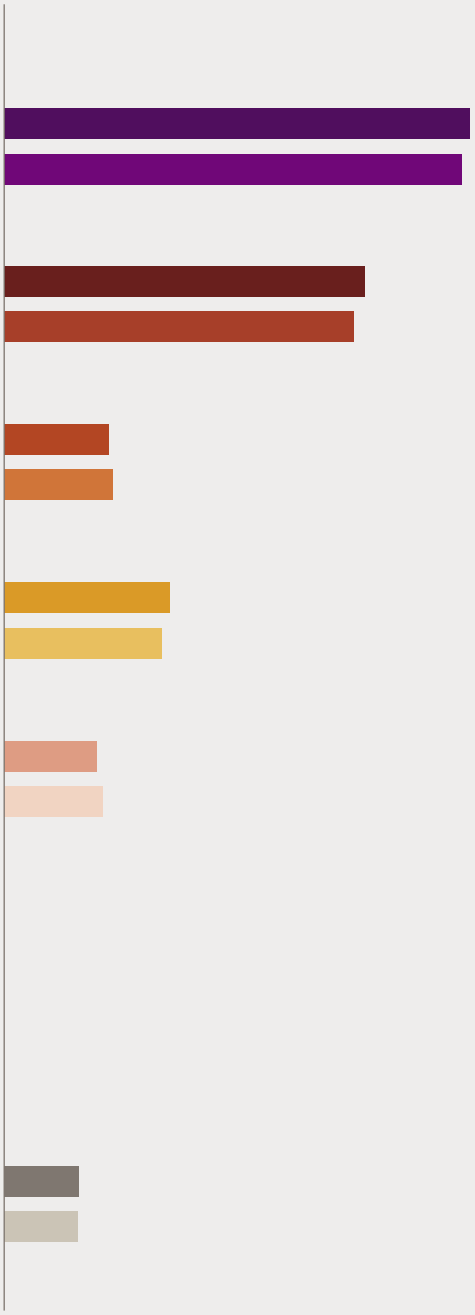
The Diagnostics Division's sales increased by 2% (–3% in CHF) to CHF 13.8 billion as growth in demand for pathology and molecular solutions more than offset the impact of healthcare pricing reforms in China.

Outlook for 2026

Roche expects an increase in Group sales in the mid single digit range (CER) for 2026. Core earnings per share are targeted to develop in the high single digit range (CER). Roche expects to further increase its dividend in Swiss francs.

* All growth rates and year-on-year comparisons are at constant exchange rates (CER; 2024 average) and all total figures are reported in Swiss francs.

Key figures 2025



	CHF millions	
Group sales		
2025	**61,516**	**+7%**
2024	60,495	+7%
Pharmaceuticals sales		
2025	**47,669**	**+9%**
2024	46,171	+8%
Diagnostics sales		
2025	**13,847**	**+2%**
2024	14,324	+4%
Core operating profit		
2025	**21,833**	**+13%**
2024	20,823	+14%
R&D core investments		
2025	**12,243**	**–3%**
2024	13,042	+1%
Dividend	CHF	
2025	**9.80**	
2024	9.70	

1.2 Diagnostics

The Diagnostics Division's sales increased by 2%* (–3% in CHF) to CHF 13.8 billion as growth in demand for pathology and molecular solutions more than offset the impact of healthcare pricing reforms in China.

Sales in the Europe, Middle East and Africa (EMEA) region increased by 6%, driven by higher sales of clinical chemistry and immunodiagnostic products. In North America, sales increased by 9%, with growth across all customer areas. Sales in Asia-Pacific decreased by 12% due to healthcare pricing reforms in China. Latin America sales grew by 11%.

Core Lab
This customer area focuses on central labs and provides diagnostics solutions in the areas of immunoassays, clinical chemistry and custom biotech.

Sales remained stable, as the decline in China due to healthcare pricing reforms for products such as oncology, cardiac and thyroid tests was offset by growth in demand for immunodiagnostic and clinical chemistry products across all other regions, in particular EMEA and North America.

Molecular Lab
This customer area focuses on molecular labs and provides diagnostics solutions for the detection and monitoring of pathogens, donor screening, sexual health and genomics and includes the Foundation Medicine business.

The 4% sales increase included growth from blood screening as well as higher sales of Foundation Medicine's genomic profiling tests. This growth was partially offset by lower sales in HIV testing in Africa driven by changes in USAID funding.

Near Patient Care
This customer area provides diagnostics solutions in decentralised settings such as in emergency rooms, general practitioners' practices and directly with patients, and includes integrated personalised diabetes management solutions.

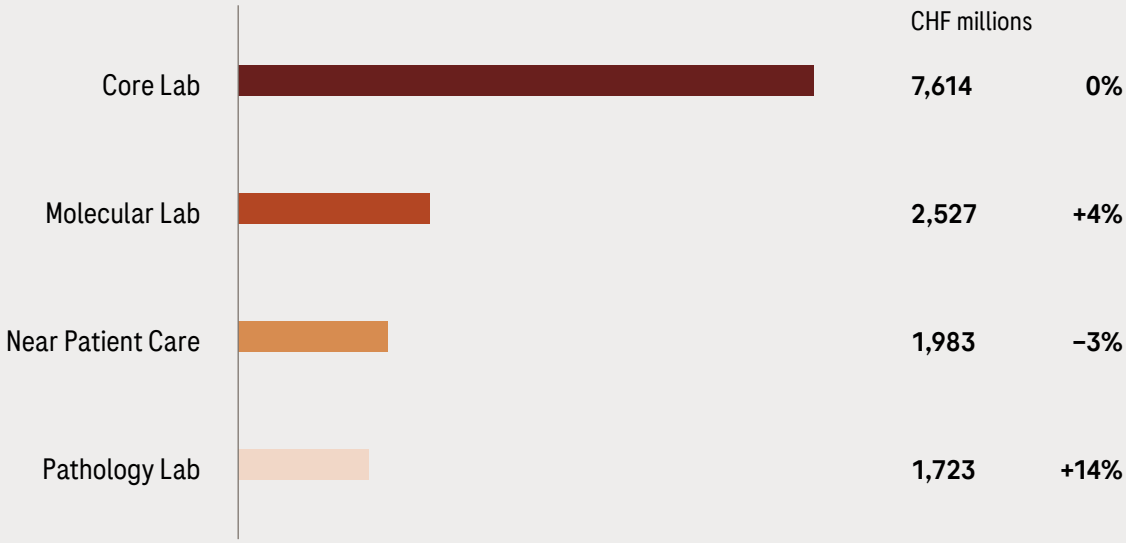
The main drivers of the 3% sales decrease were reduced lateral flow testing and lower respiratory illness-related sales as well as lower sales in blood glucose monitoring, due to competitive pressure.

Pathology Lab
This customer area focuses on pathology labs and provides diagnostics solutions for tissue biopsies and companion diagnostics. These are targeted diagnostics to aid in the choice of specific therapies for each patient.

Sales increased by 14% across all regions due to growth in advanced staining, companion diagnostics and primary staining.

* All growth rates and year-on-year comparisons are at constant exchange rates (CER; 2024 average) and all total figures are reported in Swiss francs.

Sales by customer area in 2025



Advancing diagnostics to transform healthcare delivery

The year 2025 was marked by meaningful progress for Roche Diagnostics. Across the globe, healthcare systems continued to face immense pressure – from stretched budgets and staffing shortages to ageing populations and rising disease burdens.

In response, we advanced diagnostic solutions for better health outcomes at lower cost to society, supporting the shift towards more efficient, preventive, patient-centred care. Our work spanned both centralised and decentralised settings, introducing diagnostic devices, tests and digital health solutions enabling earlier detection, more precise diagnosis and improved treatment and monitoring across disease areas with the greatest burden for patients and healthcare systems. Together, these advances help people live longer, healthier lives while strengthening the efficiency and sustainability of healthcare delivery.

A key focus for 2025 was advancing three transformative innovations: our predictive continuous glucose monitoring (CGM) solution, the first fully automated and standardised mass spectrometry system and our sequencing by expansion (SBX) technology.

AI-enabled glucose monitoring
Launched in 2024, the Accu-Chek SmartGuide CGM solution provides greater peace of mind for people with diabetes. It is the first AI-enabled CGM system that can predict glucose levels up to two hours ahead and seven hours overnight. In 2025 we expanded its reach to more than 30 countries and secured the CE mark for its integration with mySugr, a popular diabetes management app with over six million registered accounts.

The new app function, mySugr Glucose Insights, lets users view and analyse their CGM data, patterns and predictions in one place – alongside other features like bolus calculations for accurate insulin dosing. Combining predictive capabilities with accessible digital tools helps turn complex data into steady, actionable insights and enhances diabetes management.

Fully automated mass spectrometry
Mass spectrometry offers unmatched sensitivity, specificity and accuracy for complex diagnostic testing but has traditionally been confined to specialist labs. The cobas Mass Spec solution changes that.

Within a year of the 2024 launch, we reached another milestone: CE mark for our antibiotic drug-monitoring tests. Our platform now offers the industry's broadest in vitro diagnostic menu with 39 assays, spanning tests for steroid hormones and vitamin D metabolites, and therapeutic drug monitoring for immunosuppressants and antibiotics.

Precise antibiotic monitoring is vital for optimising therapy in critically ill patients and combatting antimicrobial resistance. Integrating this gold-standard technology into everyday lab workflows makes therapeutic drug monitoring faster, more accessible and meaningful for patient care.

Rewriting the rules of genomics
Genomic sequencing can unlock deeper biological insights and personalise medicine. In 2025 Roche unveiled SBX – a next-generation technology delivering new speed, flexibility and scalability, with longer read lengths and ultra-fast turnaround.

To develop and pilot research applications ahead of the technology's near-future launch, we established collaborations with world-leading institutions like Hartwig Medical Foundation, the Wellcome Sanger Institute and Broad Clinical Labs.

Demonstrating SBX's speed, Broad Clinical Labs with Roche Sequencing Solutions and Boston Children's Hospital set a world record for the fastest DNA sequencing technique by sequencing a human genome in under four hours. This highlights the transformative power of SBX.

Peter Berry and Deb Bunt with their book, 'Slow Puncture, Living Well with Dementia'. The sequel, 'Patching the Puncture, Continuing to Live Well with Dementia', is set to be published in February 2026.

CASE STUDY

Beyond memory – making moments that matter

Peter Berry was 50 when his world collapsed. "Tests kept saying I was OK, until scans showed the truth." His three-year path to an early-onset Alzheimer's diagnosis felt "cold and fast" – a five-minute verdict landing on the whole family. "A diagnosis isn't just for me," Peter says. "It's for all of us."

Then he met Deb Bunt, who became his closest friend and external memory. "We can't change it, but we can adapt," she says, with measures like laminated route notes on his bike – they are both passionate cyclists –, a special text tone and simple choices in cafés. Together they show life with dementia is lived, not paused. Peter sums it up: "People like me don't need to make memories – we need to make moments."

Purpose maintains identity. Cycling thousands of miles and answering questions instead of engaging in long talks – small redesigns let Peter remain himself. And they give hope. "Had I known sooner, I could have acted sooner," he says. Today, new diagnostics – like Roche's blood-based biomarker tests – can reveal Alzheimer's-related changes earlier. These advances let families gain clarity sooner, opening doors to treatment, planning and support when most needed.

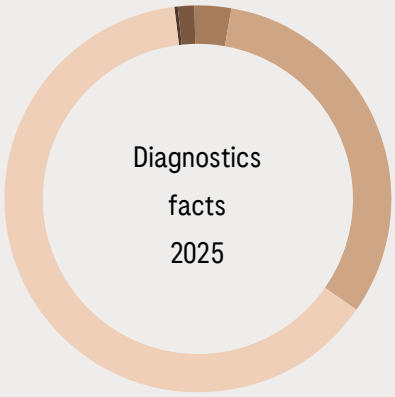
Tools alone aren't enough. Respectful delivery, clear next steps and follow-up matter as much as results. Diagnostics can help turn a frightening unknown into a navigable road – so people can focus on living, not fearing. "I can't stop my memory declining," Peter says, "but with the right support I can slow it down and keep being Peter."

Roche Diagnostics tests delivered to our customers
31 billion

- FDA Breakthrough Device Designations **2**
- Active out-licensing agreements **128**
- Active in-licensing agreements **323**

Analytical units placed in the cobas pro* line **6,700+**
+52% growth in installed base versus 2024

Analytical units placed in the cobas pure* line **3,400+**
+55% growth in installed base versus 2024



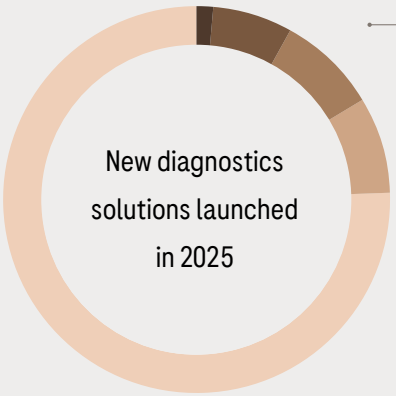
Molecular Lab
New test **1**

Pathology Lab
New platform **1**
New tests **3**

Roche Information Solutions
New digital solutions **5**

Core Lab
New digital solution **1**
New tests **45**

Near Patient Care
New platform **1**
New tests **4**



Platforms **2**

Digital solutions **6**

Tests **53**

* cobas pro is for our mid-high throughput and cobas pure is for our low-mid throughput Core Lab customers. These instruments are used for the measurement of over 200 parameters.

Earlier answers for Alzheimer's disease
Around 75% of people with Alzheimer's symptoms remain undiagnosed, often enduring years of uncertainty. In 2025 Roche took major steps to change that.

Our Elecsys pTau181 blood test became the first CE-marked and IVDR-certified assay to rule out Alzheimer's-related amyloid pathology with a simple blood draw, reducing costly imaging studies. Complementary data for our Elecsys pTau217 assay, a test to rule in and rule out amyloid pathology, which holds FDA Breakthrough Device Designation, demonstrated accuracy comparable to PET scans in routine laboratory settings.

Together, these advances promise earlier clarity for patients and families, lower diagnostic costs and a more efficient pathway to treatment, marking a pivotal step in making neurological diagnosis as routine as a standard blood test.

Cardiovascular, renal and metabolic care
Cardiovascular and metabolic diseases are leading causes of death, demanding faster, more precise diagnostics. Our sixth-generation Elecsys Troponin T test, CE-marked in 2025, sets a new benchmark for early and accurate detection or ruling out of heart attacks with market-leading analytical characteristics. In addition to this assay, the Chest Pain Triage algorithm, developed with Heidelberg University Hospital and available through the navify Algorithm Suite, helps clinicians make quicker, more accurate emergency decisions on who needs urgent cardiac care and who could be discharged sooner, cutting down emergency department visit times and thereby easing pressure on healthcare resources.

Beyond the heart, the Elecsys PRO-C3 test improves assessment of liver fibrosis in metabolic dysfunction-associated steatotic liver disease, enabling earlier, more targeted care.

To tackle chronic kidney disease (CKD), Roche and Klinrisk, Inc. introduced the Kidney Klinrisk Algorithm, the first CE-marked AI tool to predict kidney function decline from routine clinical data. Integrated into Roche's new CKD algorithm panel on the navify Algorithm Suite, it supports proactive, personalised management across disease stages, and helps foresee risk before symptoms appear.

Responding to infectious diseases
Roche continued to lead in infectious-disease diagnostics with faster, more accessible solutions. Following the launch and CE-marking in 2024, the FDA granted clearance and CLIA waiver for our cobas liat molecular tests for sexually transmitted infections (CT/NG and CT/NG/MG), delivering accurate PCR-based results in 20 minutes at the point of care.

We also launched the first point-of-care PCR test to detect and differentiate Bordetella infections within 15 minutes, including whooping cough, enabling earlier intervention for vulnerable populations. In parallel, our Elecsys Dengue Ag assay, CE-marked in 2025, supports high-throughput detection amid rising global dengue cases, helping clinicians manage outbreaks more effectively.

Each of these advances underscores Roche's commitment to protecting communities through rapid, reliable diagnostic answers when they matter most.

Advancing oncology diagnosis
In oncology, diagnostics are the gateway to personalised treatment. Roche continues to lead in companion diagnostics (CDx), which match the right therapy to the right patient.

In 2025 the FDA approved an expansion of the PATHWAY HER2 (4B5) test, the first and only assay to identify patients with 'HER2-ultralow' metastatic breast cancer, opening targeted-therapy options for many patients previously classified as HER2-negative.

For lung cancer, the VENTANA MET (SP44) RxDx Assay received FDA approval to guide therapy in non-squamous non-small cell lung cancer. The FDA also granted Breakthrough Device Designation for the VENTANA TROP2 (EPR20043) RxDx Device, making it the first AI-powered computational pathology CDx to receive this designation.

Our Elecsys Pepsinogen I/II tests enable screening and triage for patients at high risk of atrophic gastritis in China, providing a non-invasive, rapid testing option for a disease with high medical burden and increased risk of gastric cancer.

1.3 Pharmaceuticals

Sales in the Pharmaceuticals Division increased by 9%* (3% in CHF) to CHF 47.7 billion, with medicines for severe diseases continuing their strong growth. The top five growth drivers – Phesgo (breast cancer), Xolair (food allergies), Ocrevus (multiple sclerosis), Hemlibra (haemophilia A) and Vabysmo (severe eye diseases) – achieved total sales of CHF 21.4 billion, an increase of CHF 3.2 billion (CER) compared to 2024.

Sales of products with expired patents – Avastin (various types of cancer), Herceptin (breast and gastric cancer), MabThera/Rituxan (blood cancer, rheumatoid arthritis), Esbriet (lung disease), Lucentis (severe eye diseases) and Actemra/RoActemra (rheumatoid arthritis) – decreased by a combined CHF 0.7 billion (CER).

In the United States, sales rose by 8% due to continued growth of Xolair and continuing uptake of Ocrevus, Phesgo, Hemlibra and Polivy (blood cancer). This growth more than compensated for the decline in sales of medicines with expired patents.

Sales in Europe grew 5% as strong demand for Ocrevus and Vabysmo and the continuing uptake of Polivy, Hemlibra and Phesgo more than compensated for the lower sales of Perjeta (breast cancer) due to the ongoing conversion of patients to Phesgo, and the impact of biosimilar competition on Actemra/RoActemra sales.

In Japan, sales increased by 5%, mainly due to the strong uptake of Phesgo, Vabysmo, Hemlibra, Enspryng (acute inflammation of optic nerve and spinal cord) and PiaSky (paroxysmal nocturnal haemoglobinuria). Sales growth was partially offset by the decline in sales of Avastin because of biosimilar erosion and Perjeta due to the continued conversion of patients to Phesgo.

Sales in the International region rose by 14%, led by Phesgo, Xofluza (influenza), Hemlibra, Vabysmo, Elevidys (Duchenne muscular dystrophy) and Polivy. In China, sales rose by 10%, driven by the uptake of Phesgo due to the inclusion in the National Reimbursement Drug List, strong sales of Xofluza and the continued roll-out of Vabysmo and Polivy.

Ocrevus (CHF 7.0 billion, +9%)
For multiple sclerosis.

Sales grew across all regions driven by continuous and increasing demand from both new and existing patients. The recently launched subcutaneous formulation has driven the growth in the European markets and in the US. Ocrevus remains a market leader in the treatment of multiple sclerosis.

Hemlibra (CHF 4.8 billion, +11%)
For haemophilia A.

Sales grew across all regions as the medicine is being increasingly established as the standard of care in the treatment of haemophilia A. The US remains the largest market for Hemlibra, and sales there grew by 6%. The growth in the International region was driven by higher demand, resulting from expanded access as more patients switched from existing treatments.

Vabysmo (CHF 4.1 billion, +12%)
For neovascular or 'wet' age-related macular degeneration (nAMD), diabetic macular oedema (DME) and macular oedema following retinal vein occlusion (RVO).

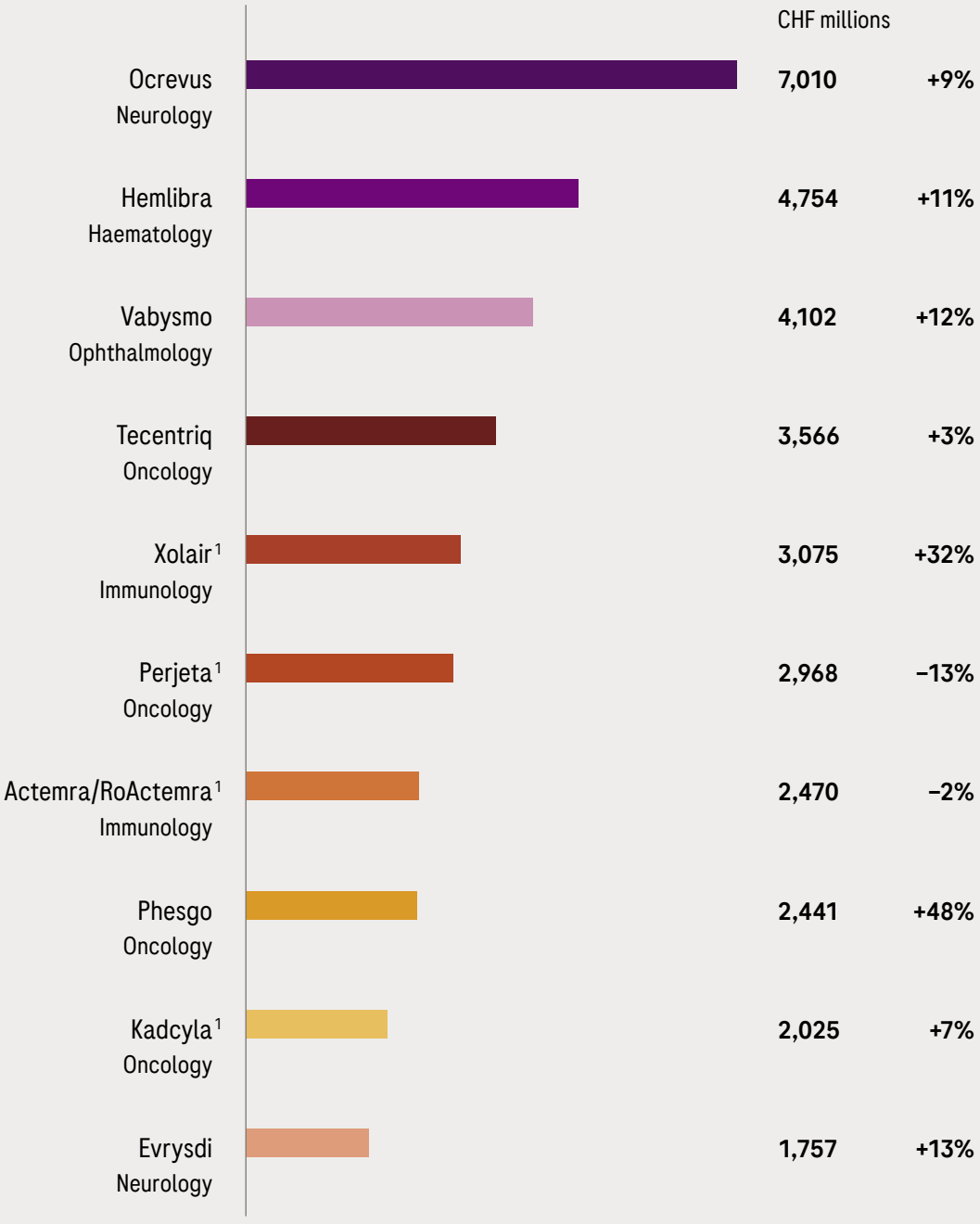
Vabysmo continued to be a key growth driver in 2025. The US remained the largest market for Vabysmo as the most prescribed FDA-approved drug in nAMD treatment, with the overall growth rate reduced by the contraction of the branded market. The roll-out of Vabysmo in Europe continued. Sales also increased in the International region driven by China following the inclusion of the medicine in the National Reimbursement Drug List in 2025.

Tecentriq (CHF 3.6 billion, +3%)
Cancer immunotherapy for various types of cancer.

Sales increased by 3%, driven by growth in the International region, notably China. This growth

* All growth rates and year-on-year comparisons are at constant exchange rates (CER; 2024 average) and all total figures are reported in Swiss francs.

Top-selling pharmaceuticals in 2025



1 Products launched before 2015

was partially offset by the decline in the US and Japan due to competitive pressure in the hepatocellular carcinoma and non-small cell lung cancer indications.

Xolair (CHF 3.1 billion, +32%)
Asthma, food allergies, chronic spontaneous urticaria.

Sales increased by 32% driven by the recent launch of the medicine in the food allergy indication and the growth in the chronic spontaneous urticaria indication. Xolair is the only biologic medicine approved for chronic spontaneous urticaria and food allergies and remains a market leader in the larger allergic asthma indication.

Delivering on our ambition

The year 2025 was a very successful year in which we made significant progress on achieving our Pharmaceuticals Division's ambition, through a rigorous approach to science and discipline in the business, enabling us to bring life-changing medicines to people who need them all over the globe.

A year on from unveiling our updated strategy, which includes bringing 20 transformative medicines to patients across diseases with the highest societal burden by 2029, we are seeing increased clarity and focus across the enterprise. Underpinning this strategy is our focus on five therapeutic areas encompassing our prioritised end-to-end disease areas, which account for 60% of the total worldwide disease burden. In 2025 we established tailored strategies for each of our focus areas, which were subsequently embedded and activated across the organisation. In addition, our strategy outlines our ambitions, ensuring that 80% of our pipeline offers best-in-disease potential, to increase pipeline peak sales by 40% and to treat three times as many patients as we did when we adopted the strategy. At the end of 2025, we were halfway there with ten transformative medicines having been brought to patients and 66% of our late-stage portfolio having best-in-disease potential. We made incredible progress, delivering over and above what we set out to achieve: the total value of our pipeline is now amost 50% higher than at the end of 2023, and the expected peak sales per project have increased by 60%.

We are particularly proud of having advanced ten assets into phase III in 2025 – breaking our previous record of six assets in a single year – which is a testament not only to the potential of our future portfolio but also to our consistent application of the Bar, our decision framework for ensuring successful development of innovative and transformative medicines. With up to 19 new molecular entities that could potentially launch by 2030, we are well on track to achieve our goal. Our on-market portfolio, consisting of 16 blockbusters, also performed very well.

In Oncology/Haematology (6% growth), our industry-leading HER2 franchise was a significant growth driver, and with the global approval of Itovebi and positive giredestrant data presented at the San Antonio Breast Cancer Symposium 2025, we were confidently expanding into the segment of hormone receptor-positive cancer. We continued to have one of the most successful and established portfolios for the treatment of non-Hodgkin lymphoma, poised for more growth with entering into earlier lines of treatment and with the potential of further bispecific antibodies. Haemophilia A remained an area of strong growth and focus with our established product Hemlibra and our next-generation investigational bispecific antibody NXT007.

In Neurology (11% growth), we continued to strengthen our position in multiple sclerosis with Ocrevus, driven by the strong uptake of the subcutaneous formulation, and were especially

Thanks to receiving treatment for haemophilia A through the WFH Humanitarian Aid Program, Ream Rithy can now attend school regularly and work towards his dream of becoming a teacher of Khmer literature.

CASE STUDY

Giving people with haemophilia A their lives back

Around the world, many people with the blood-clotting disorder haemophilia A still have no access to treatment – which restricts their daily lives and reduces life expectancy. For children with severe, untreated haemophilia A, reaching adulthood can too often feel out of reach.

Through our partnership with the World Federation of Hemophilia (WFH) Humanitarian Aid Program, we're working to change that. Together, we bring our prophylactic treatment Hemlibra to people in regions with little to no access to haemophilia care. The WFH is ensuring that the local physicians are well-trained in the use of the therapy and organise the distribution of the product to ensure the treatment reaches those who need it most. The partnership, originally formed by Roche and the WFH in February 2019, has been extended to the end of 2028. This long-term commitment enables continued preventive treatment for people living with haemophilia A. Today, more than 1,240 people across 36 developing countries are benefitting from Roche's donations through this global collaboration.

For Ream Rithy from Cambodia, accessing Hemlibra through the WFH programme has been life-changing. Before starting treatment at the age of 15, frequent hospital stays made school – and a normal childhood – almost impossible. With preventive therapy, his physical and mental health has strengthened, he attends school regularly and his ambition to become a teacher of Khmer literature is now within reach.

encouraged by the positive results for fenebrutinib in both relapsing multiple sclerosis (RMS) and primary progressive multiple sclerosis (PPMS). Evrysdi, our medicine to treat spinal muscular atrophy (SMA), continued to grow across key markets.

In Immunology (12% growth), we saw very strong momentum and growth of Xolair in food allergies, and the approval by the FDA for Gazyva/Gazyvaro in lupus nephritis as well as in systemic lupus erythematosus.

In Ophthalmology (10% growth), we have one of the most diverse portfolios in the industry, with Vabysmo, which continued to reinforce its efficacy, safety and durability across multiple retinal conditions, and Susvimo, which provides optionality through its convenient route of administration.

We are very pleased with the progress we made in 2025 and the difference we made to more than 39 million patients who were treated with one of our medicines globally. We are confident that the steps we are taking to deliver on our strategy position us well to reach our ambition by 2030, bringing even more transformative medicines to the people who need them most.

Business development

In 2025 Roche entered into several notable strategic partnership agreements aligned to our strategy, supporting our commitment to delivering on our Pharmaceuticals Division's ambition. Over the year, we established 51 new partnerships covering assets and technologies across all development stages within the therapeutic areas defined in our strategy. The acquisitions and partnerships, particularly within our core Cardiovascular/Renal/Metabolism therapeutic area, underscore our focus on advancing science, driving innovation and enhancing patient outcomes.

A key highlight of the year was our exclusive collaboration and licensing agreement with Zealand Pharma to co-develop and co-commercialise petrelintide, a potential foundational therapy for people with obesity. The partnership could bring a range of potentially best-in-class treatment options for patients, including therapy options as monotherapy and combination with Roche's lead incretin asset CT-388. Obesity is a complex, heterogeneous disease associated with more than 200 comorbidities, including cardiovascular and metabolic diseases, and is projected to affect over four billion people globally by 2035. Together, we aim to develop best-in-class therapies that address this growing global health challenge.

Another significant achievement in 2025 was our entering into a definitive merger agreement to acquire 89bio, expanding our Cardiovascular/Renal/Metabolism portfolio with its phase III fibroblast growth factor 21 (FGF21) analogue for the treatment of metabolic dysfunction-associated steatohepatitis (MASH). 89bio's molecule, pegozafermin, has the potential to become a best-in-disease treatment for patients with moderate to severe MASH – one of the most prevalent and serious comorbidities associated with obesity.

Through these strategic developments, Roche continues to strengthen its leadership in addressing diseases with significant societal burden, advancing our mission to bring transformative therapies to patients worldwide.

Regulatory milestones

In 2025 we celebrated numerous significant approvals that marked a leap forward in treating a variety of serious health conditions for patients around the world.

Fighting cancer

- Itovebi received EU approval for ER-positive, HER2-negative advanced breast cancer with a PIK3CA mutation. This approval was based on data from the INAVO120 study, showing that the combination regimen with Itovebi more than doubled progression-free survival (compared with palbociclib and fulvestrant alone), making it the first PI3K-targeted therapy to significantly extend survival in this setting and underscoring the need for biomarker testing.
- Similarly, the EU approved the Columvi combination for people with relapsed or refractory (R/R) diffuse large B-cell lymphoma, an aggressive cancer. The phase III STARGLO study demonstrated a 41% reduction in the risk of death (compared to MabThera/Rituxan

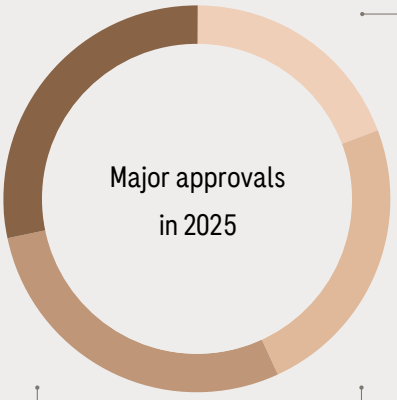
Major approvals
21

US 6

- Lunsumio SC
  Follicular lymphoma, third-line treatment
- Tecentriq + lurbinectedin
  Small cell lung cancer, first-line maintenance treatment
- Gazyva/Gazyvaro
  Lupus nephritis
- TNKase
  Stroke
- Susvimo
  Diabetic macular oedema
- Susvimo
  Diabetic retinopathy

China 4

- Columvi + chemotherapy
  Diffuse large B-cell lymphoma, second-line treatment
- Itovebi + palbociclib + fulvestrant
  Hormone receptor-positive, PIK3CA-mutated, metastatic breast cancer, first-line treatment
- Lunsumio
  Follicular lymphoma, third-line treatment
- Ocrevus
  Relapsing multiple sclerosis and primary progressive multiple sclerosis



Japan – Chugai 6

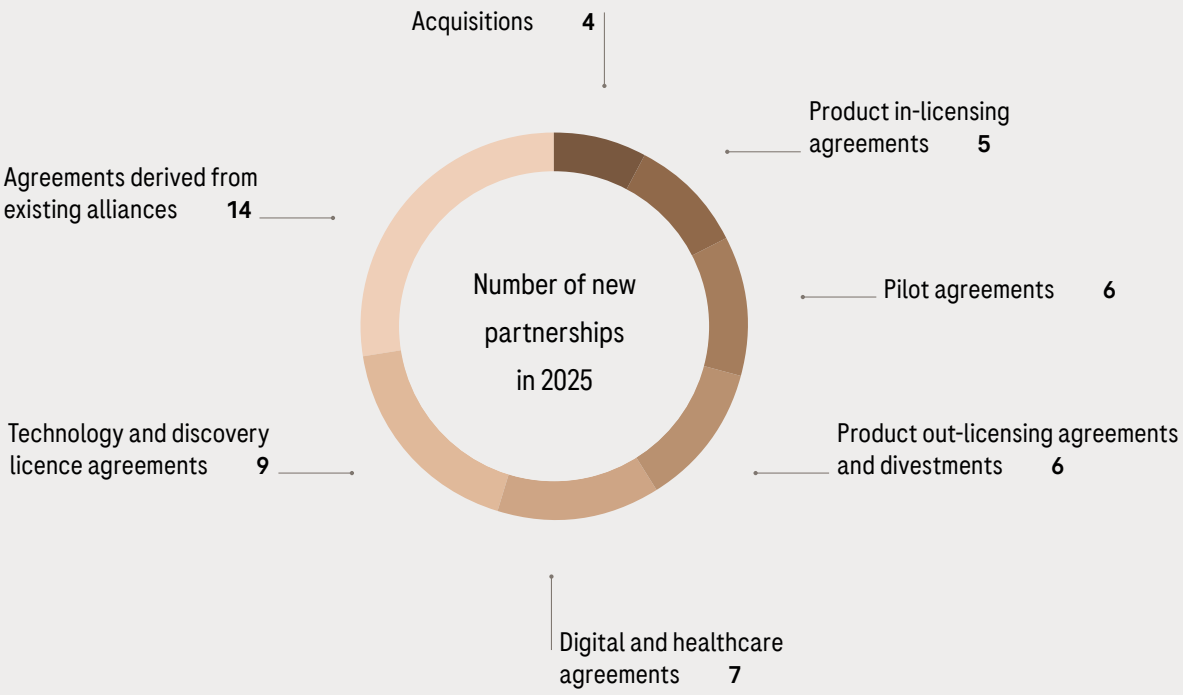
- Tecentriq
  Alveolar soft part sarcoma
- Tecentriq
  Extranodal natural killer/T-cell lymphoma
- Tecentriq
  Unresectable thymic carcinoma
- CellCept
  Refractory nephrotic syndrome
- Elevidys
  Duchenne muscular dystrophy (ambulatory)
- Vabysmo
  Angioid streaks

Europe 5

- Columvi + chemotherapy
  Diffuse large B-cell lymphoma, second-line treatment
- Itovebi + palbociclib + fulvestrant
  Hormone receptor-positive, PIK3CA-mutated, metastatic breast cancer, first-line treatment
- Lunsumio SC
  Follicular lymphoma, third-line treatment
- Gazyva/Gazyvaro
  Lupus nephritis
- Xofluza
  Influenza, paediatric (0–1 years)

Oncology/Haematology · Immunology · Neurology · Ophthalmology · Other

New partnerships
51



plus chemotherapy), offering a much-needed off-the-shelf and fixed-duration treatment option for patients ineligible for transplant.
- Phesgo, for the treatment of HER2-positive breast cancer, received an EU label update to allow for administration at home, which has the potential to substantially reduce treatment administration costs by up to 80% in Western Europe, with 85% of patients preferring the subcutaneous over intravenous administration. This label update is based on clinical, real-world and bioequivalence data supporting feasibility and safety of the administration outside clinical settings.
- The subcutaneous formulation of Lunsumio for R/R follicular lymphoma received a recommendation by the Committee for Human Medicinal Products (CHMP) for approval. Lunsumio provides high and long-lasting response rates, with approximately two-thirds of patients with a complete response in remission after four years. The subcutaneous formulation could significantly reduce administration time (injection of approximately one minute versus intravenous infusion of 2–4 hours) and would be the first fixed-duration, subcutaneously administered treatment available for patients who have gone through two or more lines of systemic therapy.
- The FDA approved Tecentriq plus lurbinectedin as the first and only combination therapy for first-line maintenance treatment of extensive-stage small cell lung cancer. The approval was based on phase III IMforte data showing a 46% reduction in the risk of disease progression or death, and a 27% reduction in the risk of death.
- Beyond approvals, two key assets advanced in their development: cevostamab moved into phase III development for R/R multiple myeloma, and the highly selective, brain-penetrant HER2 tyrosine kinase inhibitor, ZN-1041/RG6596, entered pivotal phase II/III development for HER2-positive breast cancer.

Addressing diseases of the nervous system
- The FDA approved a new tablet formulation of Evrysdi for the treatment of SMA. Already established as the only non-invasive, disease-modifying SMA treatment approved in over 100 countries, Evrysdi now offers a new tablet formulation that provides patients with the same demonstrated efficacy and safety profile as the oral solution, but allows for greater freedom and independence due to its simplified, room-temperature dose administration.
- Furthermore, our pipeline saw significant advancement with prasinezumab for early-stage Parkinson's disease moving into phase III development. Trontinemab for Alzheimer's disease also moved into phase III development.

Improving eye care
- Susvimo received FDA approval for diabetic macular oedema (DME) and diabetic retinopathy. This approval is particularly notable as Susvimo is the first and only continuous-delivery treatment, offering an alternative to regular eye injections to help people with DME maintain their vision. This marks the third indication for Susvimo, building upon its success in neovascular or 'wet' age-related macular degeneration.

Driving progress in Immunology and tackling infectious diseases
- The FDA approved Gazyva/Gazyvaro for the treatment of adult patients with active lupus nephritis who are receiving standard therapy, as well as a shorter 90-minute infusion time after the first infusion, for eligible patients.
- Zosurabalpin moved into phase III for multidrug-resistant bacterial infections, underscoring our commitment to addressing high unmet needs in infectious diseases.

Treating blood disorders
- NXT007 advanced into phase III development for haemophilia A, including a head-to-head study against Hemlibra.

Data achievements

In 2025 our pipeline continued to advance, achieving pivotal phase III read-outs representing significant progress in addressing diseases with the highest societal burden, aligned with our Pharmaceuticals Division's ambition. Beyond those mentioned in the section above, key highlights include:

Progress in multiple sclerosis

- Data from the high-dose Ocrevus studies MUSETTE and GAVOTTE in RMS and PPMS underscore our commitment to improving long-term outcomes for people living with these debilitating chronic conditions.
- Fenebrutinib showed unprecedented phase III results with the first of two pivotal RMS studies, FENhance 2, meeting its primary endpoint, showing investigational fenebrutinib significantly reduced relapses compared to teriflunomide. In the FENtrepid study, fenebrutinib in PPMS slowed disability progression at least as effectively as Ocrevus, the only approved therapy in PPMS.

Advancing immunotherapy in bladder cancer

- Results from the IMvigor011 study showed that Tecentriq as an adjuvant treatment in muscle-invasive bladder cancer represents a step forward in managing a high-risk, aggressive form of this disease.

Expanding breast cancer care

- The pivotal giredestrant study evERA in ER-positive advanced breast cancer offered new data, focusing on improved, endocrine-based treatment for this prevalent cancer type. The evERA study data showed that giredestrant significantly improved progression-free survival in people with ER-positive advanced breast cancer. Results from the second pivotal study for giredestrant, lidERA, were also positive, making giredestrant the first oral SERD to demonstrate superior invasive disease-free survival in early breast cancer.

Addressing chronic respiratory disease

- The astegolimab pivotal phase IIb ALIENTO study met its primary endpoint; however, the phase III ARNASA study did not meet its primary endpoint. The results were generally consistent across secondary endpoints in both studies.

Transforming lymphoma care

- Results from the Lunsumio and Polivy combination study SUNMO in R/R large B-cell lymphoma demonstrated the potential for new, fixed-duration treatment regimens in this aggressive cancer, offering a critical alternative for patients.

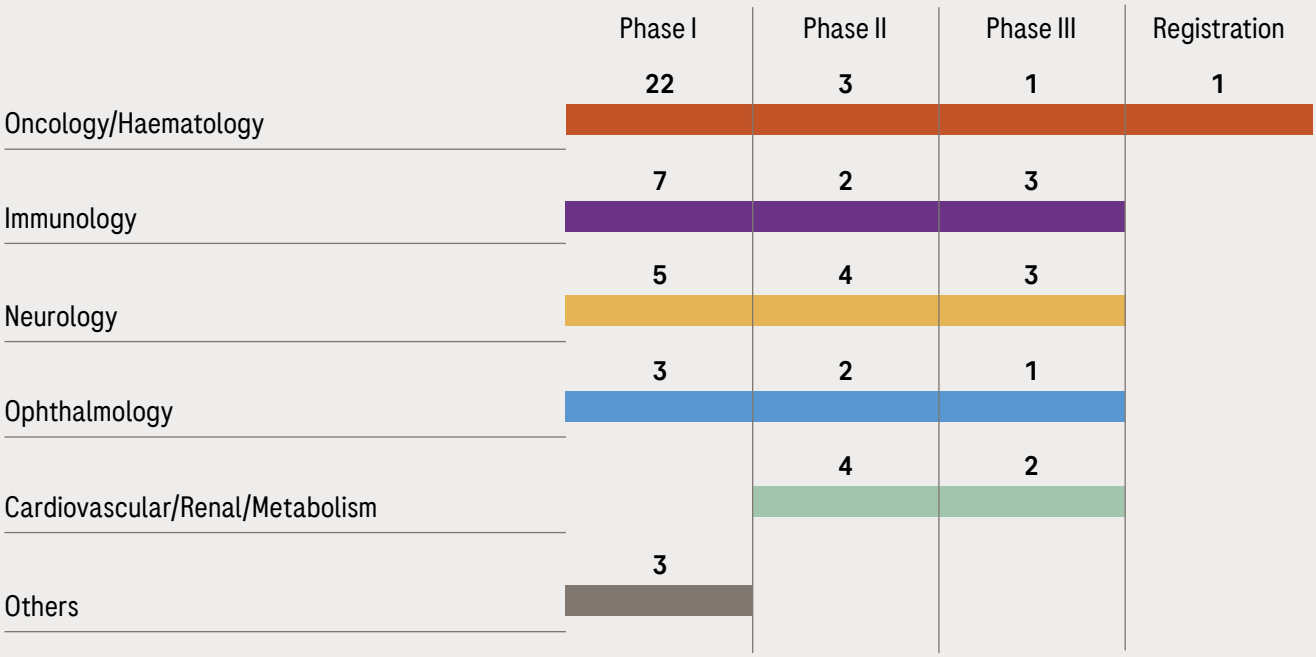
New options for lung cancer

- The Tecentriq and lurbinectedin combination study IMforte provided important data for the first-line treatment of extensive-stage small cell lung cancer, a disease with a critical need for improved long-term survival and quality of life.

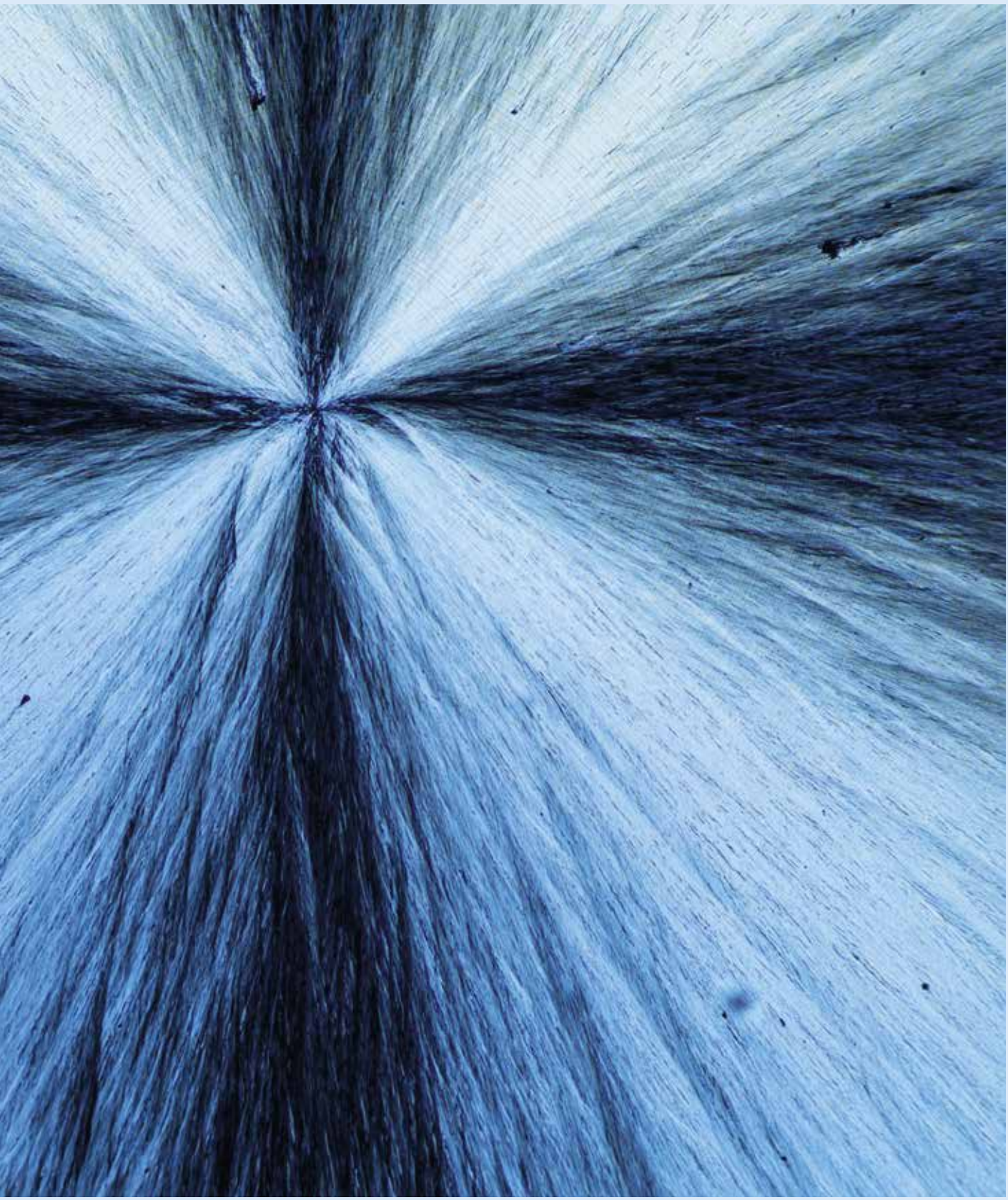
Further important read-outs and data presentations

- Positive phase III data for Roche's Gazyva/Gazyvaro showed significant reduction in disease activity for systemic lupus erythematosus.
- Trontinemab data from the phase Ib/IIa Brainshuttle Alzheimer's disease study showed a rapid and deep, dose-dependent reduction of amyloid plaques.
- NXT007 demonstrated the potential to provide haemostatic normalisation in people with haemophilia A.
- A phase III study of Xolair for food allergies showed that it may be more effective with fewer side effects than oral immunotherapy.
- Ten-year APHINITY data showed that the regimen based on Perjeta reduced the risk of death by 17% in people with HER2-positive early-stage breast cancer.
- Tecentriq demonstrated significant overall and disease-free survival benefits in bladder cancer with ctDNA-guided treatment.

Pharmaceuticals clinical pipeline



Our pipeline of 66 new molecular entities covers a broad range of diseases, and highly innovative technologies are applied to create and produce the active molecules.



2. General information

Roche has prepared this Sustainability Report in accordance with the Swiss Code of Obligations and with reference to the European Sustainability Reporting Standards. This reflects our commitment to transparency, ensuring that essential sustainability information across environmental, social, governance and human rights aspects is fully integrated into our reporting.

A recrystallised thin film of the **fenebrutinib** drug substance, viewed using hot-stage polarised light microscopy. The vibrant, radiating pattern is known as 'spherulite'. The colours, shapes and thermal behaviour of this structure reveals important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

2.1 Basis of preparation

General basis of preparation of the Sustainability Report

The Roche Sustainability Report ('Sustainability Report') forms part of the Roche Annual Report and discloses our sustainability information for the financial year 2025. The report includes mandatory disclosures based on our double materiality assessment. In addition to these, we include certain information on a voluntary basis on topics that have not been identified as material.

In accordance with the Swiss Code of Obligations (CO), Roche publishes this Sustainability Report to fulfil the non-financial reporting requirements set out in Article 964b CO.

For climate-related information, Roche prepares its disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), as foreseen by the Swiss Ordinance on Climate Disclosures.

The CO also requires companies to comply with due diligence obligations relating to child labour and to minerals and metals from conflict-affected areas. These obligations are further specified in the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO). Roche is out of scope of the due diligence and reporting requirements on minerals and metals from conflict-affected and high-risk areas. Being in scope of the DDTrO on child labour, Roche performed a risk-based due diligence in accordance with Articles 964j–l CO and the corresponding Ordinance requirements.

The Sustainability Report has been prepared with reference to the European Sustainability Reporting Standards (ESRS), in preparation for the mandatory reporting under the Corporate Sustainability Reporting Directive (CSRD). Data on greenhouse gas emissions (scopes 1, 2 and 3) follows the Greenhouse Gas Protocol, and our reduction targets are validated by the Science Based Targets initiative (SBTi).

Scope

This Sustainability Report covers Roche Holding Ltd, a company registered in Switzerland, and its subsidiaries ('the Group'), consistent with the reporting boundaries applied for the Roche Group Consolidated Financial Statements, unless otherwise stated. Certain entities are excluded based on materiality considerations.

The reporting period is from 1 January to 31 December 2025. Newly acquired entities are included in the scope of sustainability reporting as soon as reasonably practicable. This integration occurs once the relevant data collection and reporting processes are operationally implemented, enabling reliable and consistent reporting. Divested entities are excluded from the date on which control ceases.

In this report, Chugai Pharmaceutical Co., Ltd. ('Chugai') is excluded from certain policies[1], metrics and the Roche Group speak-up channel. LITE companies[2] are excluded from selected metrics. These have a different human resources system from the one used across the wider Group. The integration of these entities into Group sustainability reporting is being addressed progressively as systems and processes are harmonised over time.

The Sustainability Report covers upstream activities, own operations and selected downstream activities.

Time horizons

Where this report references time horizons, we apply the following definitions in alignment with ESRS 1:

- Short-term (ST): within 1 year
- Medium-term (MT): 1 to 5 years
- Long-term (LT): beyond 5 years

1 Risk Management Policy, Data Protection and Information Security, Group Directive: Business Partner Management, Roche Directive on Adequate Handling and Reporting of Business Ethics Incidents (BEI Directive), Directive on Mandatory Global Behaviour in Business e-Learning Programs

2 Foundation Medicine, Inc., Flatiron Health, Inc., Flatiron Health UK Ltd, Flatiron Health GmbH, Flatiron Health K.K., Spark Therapeutics, Inc., Spark Therapeutics UK Ltd, Foundation Medicine GmbH, RoX Health GmbH, Roche mtm Laboratories AG

For specific topics that materialise over longer periods, such as our climate resilience analysis or our science-based targets, we use topic-specific time horizons.

Disclosures in relation to specific circumstances

Data collection and estimation
We use primary data from our operations whenever feasible. For certain metrics – particularly in the value chain – proxies, estimates or extrapolated data are applied when direct measurement is not possible or full-year data are not yet available. Estimates are based on documented judgements and assumptions and take into account historical trends, industry benchmarks and comparable data. Extrapolation is used only where patterns are considered stable over time.

Quality and consistency checks are applied across reporting entities and progressively integrated into our internal control processes. Due to inherent limitations associated with data collection, estimation and consolidation process, sustainability information may be subject to uncertainties, and immaterial inaccuracies may remain undetected despite the application of reasonable processes and controls. Improving data quality, including greater reliance on primary data from third parties, remains an ongoing priority. We also contribute to selected industry and scientific collaborations, such as the Value Balancing Alliance, which aim to enhance the consistency and comparability of sustainability data across value chains.

Details of the applied methodology, including topic-specific assumptions and estimation methods, are provided in sections 3. Environment, 4. Social, 5. Governance and 6. Human rights of this report.

Comparative information
For environmental metrics, comparative information from the preceding year is included where relevant, available and appropriate to support meaningful interpretation. For social and governance metrics, the comparative information is not included in the first year of reporting as certain methodologies were newly introduced or revised. Comparatives for these metrics will be included in future reporting once data availability and methodological consistency allow.

2.2 Sustainability governance

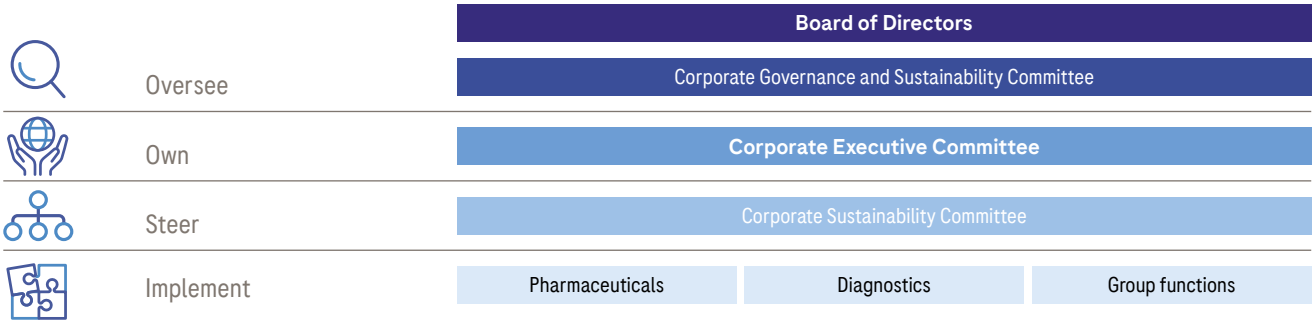
Sustainability governance model

As sustainability is built into our business strategy, a shared commitment from all business areas and senior management is reflected in our sustainability governance structure.

Oversight of sustainability at Roche
The Board of Directors is ultimately responsible for the overall management of the company and the supervision thereof including the related topics pertaining to sustainability. In accordance with the Bylaws, the Board has established the Corporate Governance and Sustainability Committee, which supports and manages the oversight and governance of sustainability at Roche.

The Corporate Governance and Sustainability Committee assists in an advisory and preparatory role to the Board of Directors in fulfilling its ultimate responsibility and accountability for corporate governance, sustainability and non-financial reporting at Roche. Within that framework, the Corporate Governance and Sustainability Committee monitors and approves the governance and management of sustainability matters at Roche.

Sustainability governance model



In 2025 all the members of the Board of Directors, except for the Chairman, were independent directors. The Board comprised five nationalities, with 60% of positions held by men and 40% by women. There are no employee representatives, as the Board is elected solely by shareholders.

Ownership of sustainability at Roche
The Corporate Executive Committee has operational responsibility for sustainability at Roche, including the implementation of the sustainability strategy. The Head of Corporate Strategy and Sustainability, supported by the Chief Sustainability Officer, is responsible for establishing, managing and coordinating the implementation of the sustainability strategy.

In 2025 the Corporate Executive Committee comprised four nationalities, with 60% of positions held by men and 40% by women.

The Corporate Sustainability Committee, chaired by the Head of Corporate Strategy and Sustainability, steers sustainability at Roche through strategic advice and guidance. It reviews progress on sustainability ambition and targets and facilitates the removal of potential barriers. The Corporate Sustainability Committee reports regularly to the Corporate Executive Committee and the Corporate Governance and Sustainability Committee.

Implementation of sustainability at Roche
Implementation is integrated in the Pharmaceuticals and Diagnostics Divisions and in Group functions. The divisions and Group functions set specific sustainability targets, as well as define and implement actions to deliver on these targets. These divisions and functions also assign business owners who are accountable for reaching the ambition and goals, ensuring collaboration across the Group and fostering a unified approach to sustainability.

Integration of sustainability-related performance in incentive schemes
Environmental and social targets are integrated into our annual variable bonus. Further information can be found in the Remuneration Report.

Statement on due diligence

Our due diligence framework is based on the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. It applies across our value chain and covers the main aspects as described in the table below.

Sustainability due diligence

Core elements of due diligence	Details	References in the report
Embedding due diligence in governance, strategy and business model	Responsibility for due diligence is embedded in our governance structure. The Board of Directors, the Corporate Executive Committee and the Corporate Sustainability Committee oversee the integration of impacts into strategy and decision-making, supported by internal controls and reporting lines.	2.2 Sustainability governance 2.3 Strategy, business model and value chain 3.1 Climate change 5.1 Corporate culture and business ethics and integrity 6.1 Human rights
Engaging with affected stakeholders in all key steps of the due diligence process	We regularly engage stakeholders to inform our due diligence processes. This includes input gathered through the double materiality assessment and dialogue with employees, suppliers, industry initiatives and civil society organisations. Relevant external indices such as the Global Slavery Index and UNICEF's Children's Rights in the Workplace Index also support risk identification and prioritisation.	2.3 Strategy, business model and value chain 2.4 Double materiality assessment 3.1 Climate change 3.2 Pollution 3.3 Water 3.4 Biodiversity 3.5 Product sustainability 4.1 Our people 4.2 Workers in the value chain 4.3 Consumers and end users 5.1 Corporate culture and business ethics and integrity 6.1 Human rights
Identifying and assessing negative impacts on people and the environment	Impacts are identified and assessed through our double materiality assessment, complemented by internal compliance processes, site assessments, supplier audits and human rights risk assessments.	2.4 Double materiality assessment 3.1 Climate change 3.2 Pollution 3.3 Water 3.4 Biodiversity 3.5 Product sustainability 4.1 Our people 4.2 Workers in the value chain 4.3 Consumers and end users 5.1 Corporate culture and business ethics and integrity 6.1 Human rights
Taking action to address adverse impacts	Group-wide policies guide the mitigation of identified negative impacts. We set measurable targets to drive sustainability performance and define action plans that mitigate negative impacts and deliver on our targets.	
Tracking the effectiveness of these efforts and communicating	We monitor effectiveness through regular reporting to the Corporate Executive Committee and function heads, supported by established internal controls and oversight processes. Reporting is coordinated through the Corporate Sustainability Committee, which consolidates progress updates for the Corporate Executive Committee and the Corporate Governance and Sustainability Committee. Concerns can be raised confidentially via our grievance mechanisms including the Roche Group speak-up channel, which are accessible to employees and external stakeholders. Severe supplier violations are managed through corrective action plans or, if unresolved, may lead to termination of the relationship.	2.2 Sustainability governance 3.1 Climate change 3.2 Pollution 3.3 Water 3.4 Biodiversity 3.5 Product sustainability 4.1 Our people 4.2 Workers in the value chain 4.3 Consumers and end users 5.1 Corporate culture and business ethics and integrity 6.1 Human rights

Further details on due diligence processes for environmental, social and employee-related matters, respect for human rights and combatting corruption, including topic-specific impacts, risks, opportunities and actions, are presented in sections 3. Environment, 4. Social, 5. Governance and 6. Human rights of this report.

Risk management and internal controls over sustainability reporting

In 2025 we started the implementation of Roche's Internal Control over Sustainability Reporting (ICSR) framework, which follows the principles of our established Internal Controls over Financial Reporting framework. Following our transition to sustainability reporting with reference to ESRS, the ICSR framework is being implemented in a phased approach. The framework includes a comprehensive risk assessment and thorough evaluation of our underlying data collection and reporting processes, supplemented by development of internal controls to mitigate key risks in sustainability reporting. Currently, it primarily focuses on material risks and key controls to ensure the complete and accurate reporting of selected metrics.

Key risks in sustainability reporting are related to the completeness, availability and integrity of data, as well as the usage of estimated, extrapolated and proxy data. To mitigate these risks, data collection and reporting processes are formally designed and documented. Internal controls over sustainability reporting are implemented for data consolidation, review and validation processes. The Corporate Executive Committee and the Audit Committee are updated about the internal control framework and assurance reviews as part of the regular governance cycle. Furthermore, selected sustainability information in the Sustainability Report is also subject to limited assurance procedures performed by independent external auditors.

2.3 Strategy, business model and value chain

Business model and value chain

At Roche, our combined strengths of the Pharmaceuticals and Diagnostics Divisions enable us to improve health outcomes for patients throughout the entire patient care pathway – from prevention and screening to diagnosis, treatment and monitoring. By bringing together deep scientific expertise and global reach, we deliver innovative solutions to improve patient outcomes and strengthen healthcare systems.

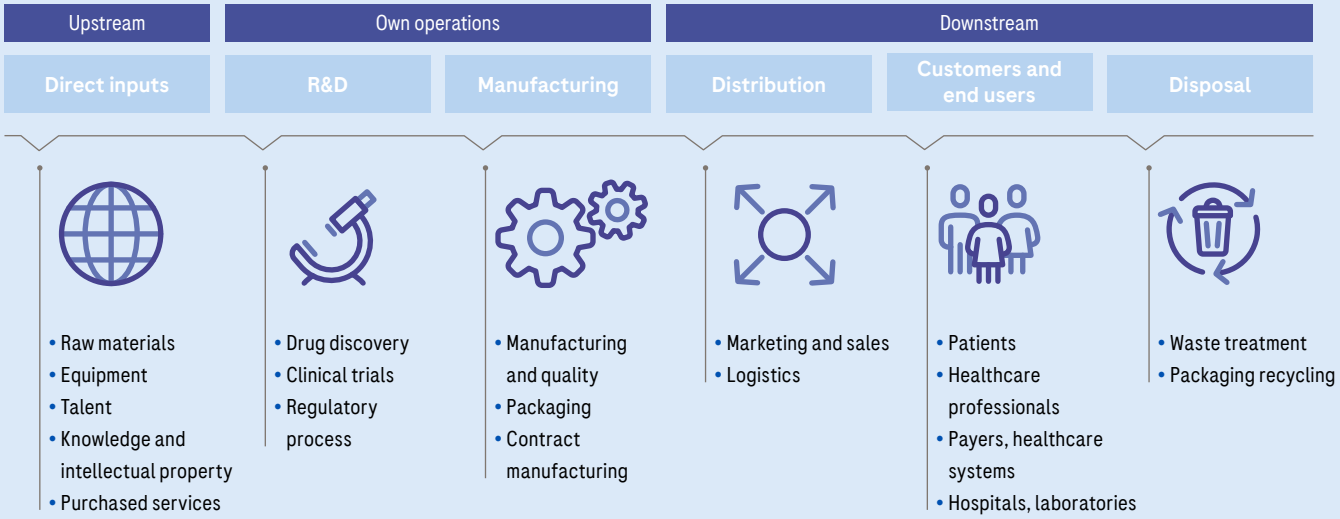
Business model

Our Pharmaceuticals Division researches, develops, manufactures and commercialises innovative medicines in therapeutic areas including Oncology/Haematology, Neurology, Immunology, Ophthalmology and Cardiovascular/Renal/Metabolism. The Diagnostics Division provides laboratory systems, point-of-care devices and digital solutions for early detection, diagnosis and monitoring of diseases as well as digital health activities which focus on laboratory insights, clinical decision support, workflow optimisation and remote patient monitoring.

We serve patients and healthcare professionals worldwide, working closely with payers and healthcare systems to secure access and reimbursement, and with authorities and regulators to meet safety and compliance requirements. Our operations span major and emerging healthcare markets worldwide, supported by a global network of affiliates and business partners.

As a healthcare company, Roche is positioned in the pharmaceutical sector, distinct from the agrochemical sector. Any chemical production is part of pharmaceutical manufacturing only.

Our value chain



Our value chain
The main inputs, operations and outputs of our value chain are illustrated in the diagram above. For our Pharmaceuticals Division, inputs include chemical and biological materials, such as active pharmaceutical ingredients, excipients and packaging. For the Diagnostics Division, inputs include electronic components for instruments and chemical and biological materials for reagents. Together with our business partners, we transform these inputs through research and development, manufacturing and commercialisation activities into medicines and diagnostic solutions for customers.

Through our activities along the value chain, we generate economic and socio-economic value by delivering innovative medicines and diagnostic solutions to patients and healthcare systems. These activities contribute to employment, income generation and improved health outcomes, thereby supporting productivity and economic development.

At the same time, our operations and value chain have environmental impacts through emissions, waste and the consumption of energy and natural resources. These impacts and the actions we take to address them are described in sections 3. Environment, 4. Social, 5. Governance and 6. Human rights of this report.

Material impacts, risks and opportunities and the resilience of our strategy and business model

Integration with strategy and business model
We address complex healthcare challenges by investing in research and development to deliver innovative medicines and diagnostic solutions. Our goal is to serve patients throughout their care pathway, from prevention and screening to diagnosis, treatment and monitoring, by translating scientific advancements into solutions.

Sustainability is integral to who we are and how we operate. We focus where we have the greatest impact and have identified sustainability priorities related to access to innovation, people and the environment. These priorities are embedded across our value chain, from research and development to sourcing, manufacturing and commercialisation.

- **Access to innovation.** Advance equitable health outcomes so patients benefit from earlier detection, targeted treatment and better outcomes and provide new ways to bring our medicines and diagnostic solutions to more patients, faster.
- **Work environment.** Foster a safe and inclusive workplace where people can thrive.
- **Environment.** Reduce our environmental impact, work across our value chain to cut emissions, conserve water and protect biodiversity, and minimise the footprint of our products and processes.

These are long-term commitments guided by targets and metrics, and underpinned by established governance, as described in sections 3. Environment, 4. Social, 5. Governance and 6. Human rights of this report.

Risk and opportunity management
Our risk and opportunity management process is embedded at all levels of the Group and formally anchored in the Risk Management Policy. Divisions and Group functions conduct structured risk and opportunity assessments at least annually and develop response plans for their most material risks and opportunities. This is performed in parallel with business planning. Identified risks and opportunities are consolidated into a Group risk report, which is reviewed by the Corporate Executive Committee and the Board of Directors. Effectiveness is monitored by the Group Risk Advisory team. The overall process is reviewed by the Audit Committee and, where appropriate, through external review.

Complementary to the risk and opportunity management process, Group Risk Advisory is responsible for identifying and assessing social, environmental, economic and governance trends that could impact our business. This is achieved through our annual business environment trend analysis. Every year, the most relevant trends are integrated into the risk and opportunity management process and considered in the development of our sustainability strategy.

Resilience of our strategy and business model
We integrate sustainability-related impacts, risks and opportunities into strategic planning and core business processes to strengthen the long-term resilience of our business model. Scenario analyses are conducted for physical and transition climate risks in line with TCFD recommendations, considering short-, medium- and long-term horizons. More detail about our approach to risk and opportunity assessment for specific sustainability topics can be found in the respective sections of this report.

Interests and views of stakeholders

Establishing an open and constructive dialogue with internal and external stakeholders is essential for creating sustainable value and building long-term trust. By actively listening to stakeholder feedback, we gain insights that help shape our strategy and inform risk management. Engagement is conducted regularly through formal meetings, consultations and surveys as well as via channels such as websites and publications.

The resulting insights inform every stage of our products' life cycle – from early design and research and development to manufacturing, distribution and end-of-life considerations. Stakeholder input also guides our global business operations and supports our collaboration with patient communities, healthcare professionals and governments to strengthen healthcare systems and improve access to care.

Stakeholder engagement

Stakeholder groups	Purpose of the engagement	Main engagement channels	How we reflect stakeholders' interests in our work
Patients	To understand patient needs and expectations, in line with our purpose of 'Doing now what patients need next' and to ensure that our medicines and diagnostic solutions address real-world healthcare challenges	The International Experience Exchange with Patient Organisations and other collaborations with patient organisations and advocacy groups	Insights from patient engagement inform disease area strategies, the design of clinical trials and the development of products and services. They also shape our policy dialogue, access approaches and commercialisation planning.
Employees	To foster an inclusive and safe workplace that enables our people to thrive and develop their professional growth	Global Employee Opinion Survey, town halls, focus groups, performance reviews and works councils such as the Roche Europe Forum	Feedback from our employees is used to enhance employee experience, well-being initiatives and development programmes, and is integrated into leadership and organisational decisions.
Regulatory and industry bodies	To contribute to policy and regulatory discussions that sustain innovation and improve access to healthcare	Regular dialogue with the authorities, participation in industry associations and contribution to consultations and health technology assessments	Stakeholder perspectives influence Roche's positions on regulatory changes and healthcare policies and guide our collaborative efforts to strengthen healthcare systems.
Healthcare professionals	To ensure appropriate use of our medicines and diagnostic solutions and to gather feedback that enhances patient care	Scientific congresses, advisory boards, clinical trial steering committees	Insights from healthcare professionals inform product profiles, development plans and disease awareness activities, supporting responsible prescribing and improved patient care.
Suppliers	To promote responsible business conduct, environmental stewardship and resilience across our supply chain	Supplier audits, sustainability assurance visits, training workshops and collaborative initiatives such as the Pharmaceutical Supply Chain Initiative	Partnership with our suppliers supports improvements in supplier practices, drives decarbonisation efforts and strengthens compliance with the Roche Supplier Code of Conduct.
Communities and NGOs	To support local development, advance equitable health outcomes and strengthen social impact	Collaboration with NGOs, employee volunteering, donations and community projects, as well as long-standing initiatives in science, education, arts, culture and the environment	Engagement with communities and NGOs ensures that our contributions respond to local needs and create lasting value in health, education and the environment areas.
Investors	To ensure transparency on our strategy, performance and sustainability progress, and to maintain long-term trust	Annual General Meeting, investor briefings and the Roche Annual Report	Feedback from investors informs our disclosure priorities and reinforces Roche's focus on innovation, performance and long-term value creation.

2.4 Double materiality assessment

Methodology and processes

Our double materiality assessment (DMA) was carried out with reference to the ESRS. The methodology combines an inside-out perspective, which considers our impacts on people and the environment, with an outside-in perspective, which assesses how sustainability matters affect our business model and financial performance.

We focused the assessment on our own operations and on upstream activities covering first-tier suppliers, while including selected downstream activities. This focus reflects where we currently have the greatest influence and most reliable data. We plan to expand downstream coverage as systems and data quality improve, as we are transitioning to be fully compliant with the ESRS.

Our assessment followed a bottom-up approach, leveraging insights from subject-matter experts across both divisions and Group functions. This internal expertise was validated and enriched through the integration of external benchmarks and industry analyses. The alignment between DMA outcomes and sustainability priorities is an ongoing process as sustainability becomes further embedded across the Group.

For environmental topics, we applied impact valuation methods to assess the scale and scope of impacts. Using these methods, we first assessed the impact in physical units, such as tonnes of greenhouse gas emissions, which was then converted into monetary equivalents.

All identified impacts were evaluated against defined criteria: scale, scope, remediability (for negative impacts) and likelihood. Financial materiality was assessed separately, considering the potential magnitude and probability of financial impacts.

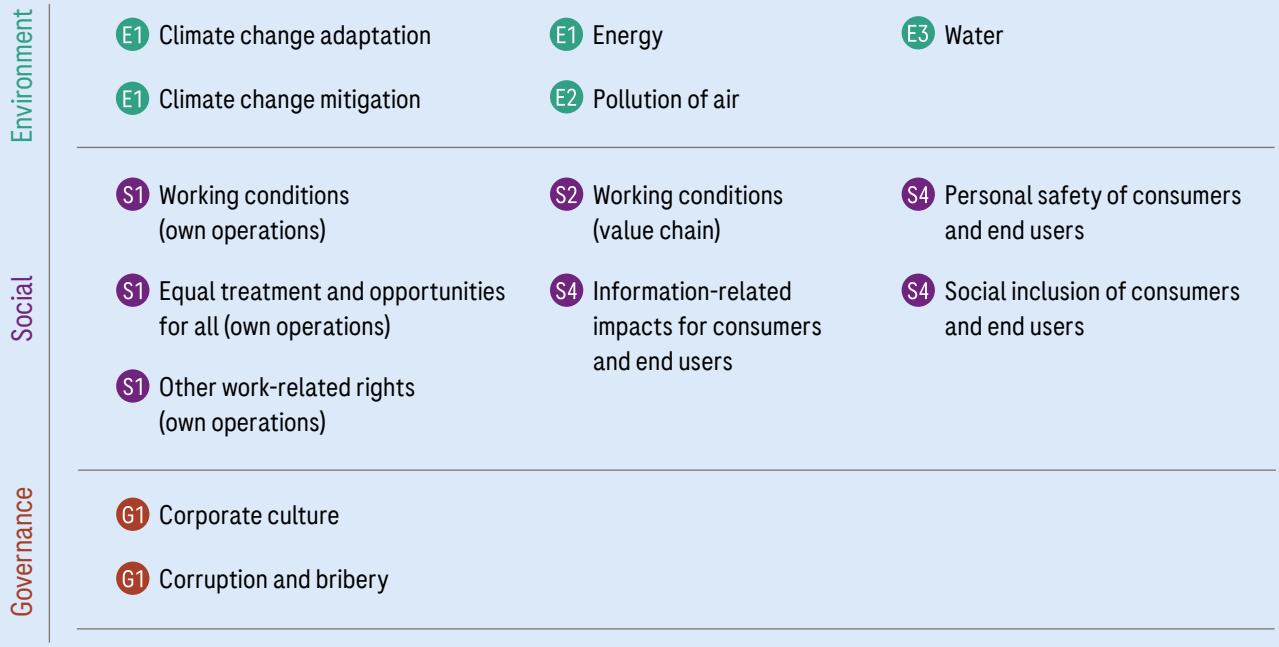
To determine the material impacts, risks and opportunities (IROs) and subtopics, we applied a scoring-based prioritisation method, which ranks the IROs by their environmental, social or economic impact and their financial materiality. Subject-matter experts validated the results, and the process and conclusions were endorsed by the Corporate Governance and Sustainability Committee, the Chief Sustainability Officer and by the relevant business owners.

Potential IROs have been identified across the short-term (ST), medium-term (MT) and long-term (LT) horizons, as described in section 2.1 Basis of preparation. The management of these IROs, along with their expected timeframes, is detailed in the respective topical sections of this report.

Outcomes of the DMA

The DMA identified 14 material sustainability subtopics, which form the basis of our Sustainability Report. In addition to these subtopics, we report on other matters which are part of our sustainability strategy. These include biodiversity and product sustainability, which were not identified as material in our 2025 DMA, as both fell below the threshold of our assessment methodology. While currently not material, these topics are becoming increasingly relevant for our business and stakeholders and are therefore included in section 3. Environment of this report.

14 material sustainability subtopics



Overarching policies regulating sustainability topics

At Roche, we manage our material IROs through a set of enterprise-wide policies and directives (collectively referred to as policies) that guide ethical conduct, environmental stewardship, respect for human rights and responsible business practices. These establish uniform minimum standards across the Roche Group and provide a framework for implementation with our business partners where applicable. Together, they form the foundation for managing material IROs and provide a consistent framework to ensure compliance with international regulations and meet stakeholder expectations.

Roche Group Code of Conduct

The Roche Group Code of Conduct defines our standards for ethical and responsible business conduct across the company. It sets clear expectations for employee behaviour and establishes how we operate with integrity, comply with laws and regulations and uphold high ethical standards.

The Roche Group Code of Conduct reinforces our dedication to product and service quality and safety, ethical conduct, honesty, transparency and accountability. It commits Roche to a respectful and inclusive workplace culture and affirms no acceptance of discrimination and harassment. Employees can raise compliance concerns in good

faith without fear of adverse consequences. The Roche Group Code of Conduct recognises privacy as a fundamental human right and requires the processing of personal data in line with applicable laws and regulations like the EU General Data Protection Regulation (GDPR) and the US Health Insurance Portability and Accountability Act.

The Roche Group Code of Conduct applies international good practice standards, including Good Clinical Practice, Good Pharmacovigilance Practice, Good Laboratory Practice and Good Manufacturing Practice. It aligns with international frameworks such as the UN Guiding Principles on Business and Human Rights, the UN Global Compact, the Universal Declaration of Human Rights, and the International Labour Organization's (ILO) Fundamental Principles and Rights at Work.

All Roche Group employees, and anyone acting on Roche's behalf, must adhere to the Roche Group Code of Conduct as a condition of employment and collaboration with Roche. As an overarching policy, it underpins our approach across all sustainability topics.

Roche Supplier Code of Conduct

The Roche Supplier Code of Conduct sets minimum standards for ethical, sustainable and responsible business practices across our suppliers. It outlines our commitment to integrity, respect for human rights, environmental stewardship and fair working conditions. It requires suppliers to uphold the same level of responsibility in relation to compliance and sustainability.

It applies to all suppliers working with the Roche Group and requires them to comply with applicable laws and to extend equivalent standards throughout their supply chains. Non-compliance may lead to corrective action, exclusion from future opportunities or termination of the business relationship.

The Roche Supplier Code of Conduct details our expectations with regard to ethics, human rights and labour, health and safety, environment and management systems. It states that suppliers shall not use child labour, forced labour and discrimination; shall provide safe and healthy workplaces; and shall respect freedom of association and ensure fair remuneration. Environmental standards include efficient use of resources, emissions management, mitigation of climate change, waste reduction and responsible chemical handling. Ethical conduct requires strict prohibitions on corruption, bribery and conflicts of interest and the protection of confidential information and intellectual property.

The Roche Supplier Code of Conduct aligns with internationally recognised standards, including the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, ISO 26000, ILO Core Conventions, and the Pharmaceutical Supply Chain Initiative Principles. Implementation is supported by Roche's procurement processes, supplier audits and engagement programmes such as the Supplier Sustainability Assurance Visit.

Roche Policy on Third Party Spend

The Roche Policy on Third Party Spend defines the rules and criteria for procuring goods and services, embedding sustainable practices within our procurement activities. The policy outlines key procurement management practices to manage sustainability performance and ensure suppliers meet our standards throughout the supplier life cycle, as described in the Roche Supplier Code of Conduct. These practices include risk management, supplier due diligence, performance monitoring and procedures for managing non-compliance.

Roche Directive on the Protection of Personal Data

The Roche Directive on the Protection of Personal Data safeguards the privacy rights of employees, patients, clinical trial participants and suppliers. It applies globally across all Roche companies and functions and sets uniform minimum standards for handling personal data. Third-party data processors must apply comparable measures.

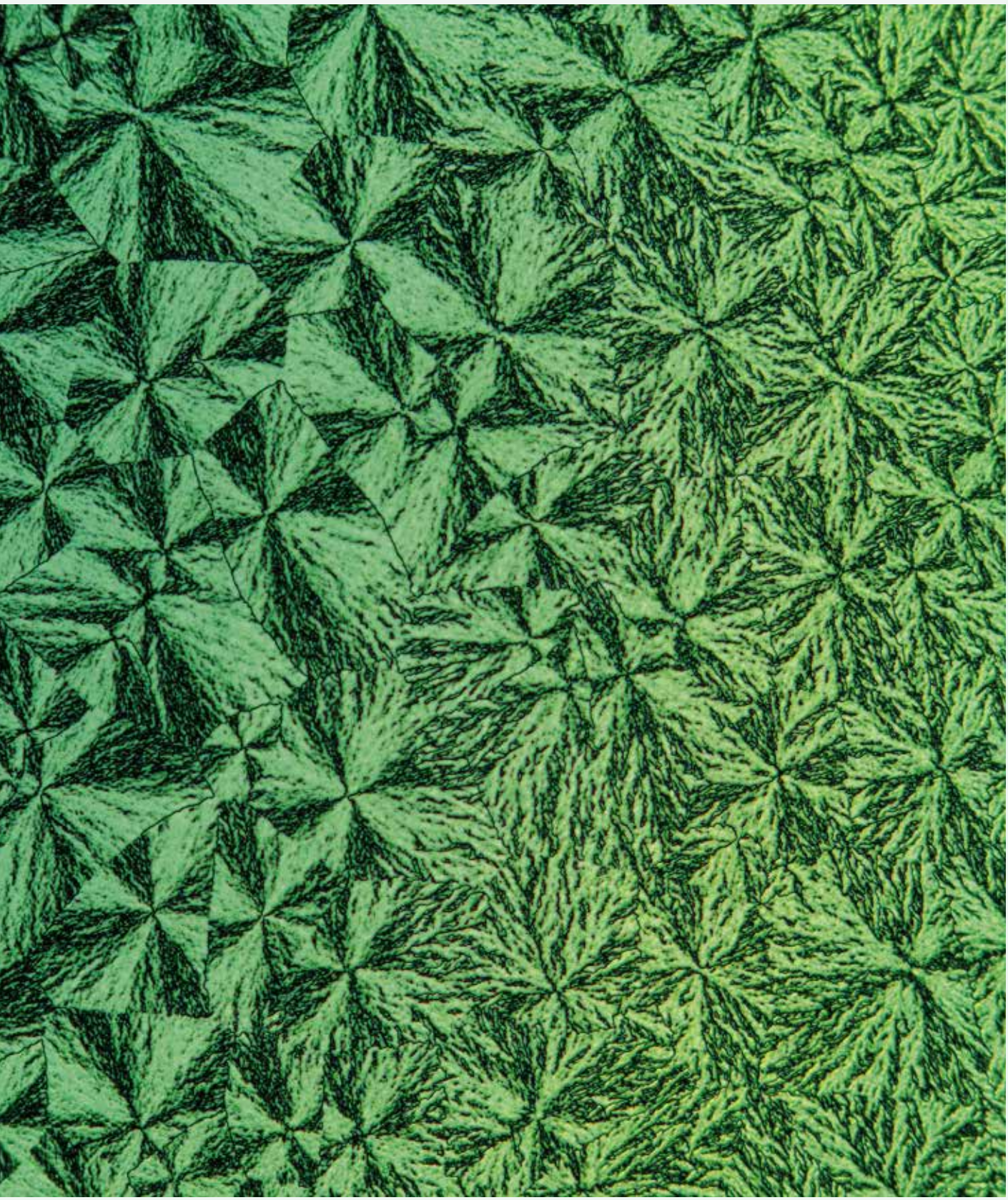
The Roche Directive on the Protection of Personal Data requires that personal data are processed lawfully, fairly and securely. Actions must be supported by training programmes such as the Global Information Security Awareness Training and the Data Privacy Awareness course. It aligns with international data protection laws, including the EU GDPR.

Safety, Security, Health and Environmental Protection (SHE) Policy

The Safety, Security, Health and Environmental Protection (SHE) Policy sets out Group-wide commitments to safe and healthy workplaces, secure operations, environmental stewardship and sustainable products. SHE matters are addressed with the same priority as quality, productivity and cost efficiency, with prevention embedded as a guiding principle.

This policy applies to all Roche companies and employees. We expect suppliers to apply comparable standards. Employees are required to report violations to managers or SHE representatives. No employee will be disadvantaged if they report a violation or demand the application of this policy.

The Safety, Security, Health and Environmental Protection (SHE) Policy aligns with recognised frameworks, including the International Chamber of Commerce Business Charter for Sustainable Development, relevant international conventions, ISO standards and the UN Sustainable Development Goals. Performance is monitored through defined indicators and objectives to drive continuous improvement in safety, security, health and environmental protection.



3. Environment

Respect for the environment has always been a priority for Roche. We are accelerating our efforts to address our impacts across the company and are actively collaborating within our value chain and industry to make a positive contribution to the health of people and our planet.

A recrystallised thin film of the **risdiplam** drug substance, viewed using hot-stage polarised light microscopy. The vibrant, radiating patterns are known as 'spherulites'. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

3.1 Climate change

At Roche, we recognise climate change as one of the defining challenges of our time, with profound implications for both planetary and human health. Rising temperatures, shifting disease patterns and extreme weather events affect the resilience of healthcare systems and the well-being of the communities we serve.

Our approach focuses on both climate change mitigation – by reducing greenhouse gas (GHG) emissions and improving energy performance – and climate change adaptation by strengthening resilience across our operations and value chain. We embed environmental considerations into decision-making, guided by collaboration, such as our participation in the Sustainable Markets Initiative's Health Systems Task Force (SMI HSTF), and a commitment to sustainable healthcare.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Climate change adaptation	Insufficient adaptation to physical climate risks across sites and the value chain may negatively influence financial performance and reputation.	Physical risk	Upstream, own operations, downstream	ST–MT–LT
Climate change mitigation	GHG emissions across operations and the value chain contribute to climate change.	Actual negative impact	Upstream, own operations, downstream	ST–MT–LT
	Climate-related investments misaligned with strategy or customer needs may underperform and negatively affect financial performance and reputation.	Transition risk	Own operations	ST–MT–LT
	Active employee engagement on climate action strengthens our sustainability culture and supports our reputation as a responsible healthcare company.	Transition opportunity	Own operations	ST–MT
Energy	Energy consumption generates emissions and pressures local grids, reducing reliable energy access for communities.	Actual negative impact	Own operations	ST–MT
	Supplier and transport energy use generates emissions that contribute to climate change.	Actual negative impact	Upstream, downstream	ST–MT
	Infrastructure constraints and growing energy demand may cause shortages affecting financial performance.	Transition risk	Own operations	MT
	Expanding renewable energy capacity and efficiency reduces reliance on fossil fuels and strengthens reputation.	Transition opportunity	Own operations	MT–LT

Interaction of material impacts, risks and opportunities with strategy and business model

Our primary climate impact stems from GHG emissions across our value chain. In line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and requirements of the European Sustainability Reporting Standards (ESRS), we systematically identify and assess the resulting physical and transition climate-related risks and opportunities, including their interaction with our business model. This assessment process is integrated into our broader enterprise risk management system and directly supports strategic planning and investment decisions.

Climate-related risks are embedded in the way we manage risks across our organisation. The Corporate Governance and Sustainability Committee and the Corporate Executive Committee regularly discuss identified risks, opportunities and mitigation measures. Our sustainability governance is further described in section 2. General information of this report.

Resilience analysis

Since 2023 we have conducted resilience analyses of our strategy under multiple climate scenarios. In 2025 we enhanced our methodology by broadening the physical risk assessment to include additional sites and climate hazards and by introducing quantitative modelling for transition risks. The results will support site-level adaptation planning, business continuity management and the integration of climate considerations into our investment decisions.

Climate scenarios

Roche's climate risk assessments are based on three Shared Socioeconomic Pathways (SSPs), consistent with guidance from the Intergovernmental Panel on Climate Change (IPCC). These scenarios were selected to reflect a range of plausible global future pathways and to assess resilience across multiple time horizons. The physical risk assessment was performed for three time horizons covering the current, 2030 and 2060 time horizons. For transition risks, time horizons reflect our science-based targets and our transition plan covering 2029, 2045 and 2050.

- ***Low-emissions scenario (Paris-aligned)***
  SSP 1–1.9, projecting global warming to be limited to around 1.5°C by 2100 compared to pre-industrial levels, with net-zero CO_2 emissions reached by mid-century.
- ***Medium-emissions scenario***
  SSP 2–4.5, forecasting global warming between 2.0°C and 3.0°C compared to pre-industrial levels by 2100.
- ***High-emissions scenario***
  SSP 5–8.5, forecasting global warming above 4.0°C compared to pre-industrial levels by 2100.

These scenarios support our analysis of acute and chronic physical hazards and also provide a consistent basis for evaluating transition risks and opportunities across different emission pathways.

Physical risks

In 2024 we prioritised Roche's key production sites, assessing them against nine different climate hazards: flooding, precipitation, wind, hail, thunderstorms, drought, heat, wildfires and cold. The assessment included a site-level evaluation for each hazard, considering the local environment and infrastructure. The results indicated that the assessed hazards can lead to infrastructure damage and/or disruption of operations. The assessment of these sites confirmed that existing preparations, such as emergency response and business continuity management plans, are sufficient to manage these events. The identified physical climate risks are mitigated for the current, 2030 and 2060 time horizons.

Based on the 2024 results and insights, we evolved our scope and focus in 2025 and performed a company-wide climate hazard exposure assessment for a total of 228 sites. The assessment examined exposure to acute hazards such as drought, flooding, windstorms and wildfires and to chronic hazards such as heat stress and temperature shifts.

We used a methodology provided by our insurance provider, which ingests our site geolocation data and integrates it with climate and hazard data sets. This methodology first determined the specific exposure level for each of our 228 sites (e.g. low, medium, high or very high) based on defined physical metrics for each hazard that classify the potential intensity, duration or frequency of the hazard. Using the SSP 2–4.5 (medium emissions) and SSP 5–8.5 (high emissions) climate scenarios, we then projected this exposure for the current, 2030 and 2060 time horizons.

The table below shows the resulting percentage of our sites that meet the high or very high exposure threshold for the respective climate hazards, corresponding to the medium- and high-emission scenarios. These quantitative findings have been consolidated to represent different percentage ranges of sites impacted.

Percentage of sites with high or very high exposure to climate hazards

Risk category	Climate hazard	Current	2030	2060
Acute	Drought	●	●	●
	Flood (fluvial and pluvial)	●	●	●
	Hail	●	●	●
	Extreme precipitation	●	●	●
	Storm surge	●	●	●
	Tornado	●	●	●
	Wildfire	●	●	●
	Wind	●	●	●
Chronic	Frost days	●	●	●
	Hot days	●	●	●

% of sites: ● (0%–10%) ● (11%–30%) ● (31%–50%) ● (51%–70%)

In future assessments, we plan to quantify gross physical risks for all major sites with high or very high exposure. Subsequently, we will perform a net risk assessment calculating the residual risk after adaptation and mitigation measures.

Our risk assessments continue to inform the development of our site-level adaptation planning, including prioritised infrastructure improvements and targeted adaptation measures.

Transition risks

Our previous analysis identified transition risks and opportunities relevant to the Group, stemming from policy and legal, technology, market and reputation changes. Building on that work, we assessed the potential financial implications of these climate transition risks, which included expected future carbon pricing, energy market volatility and evolving regulation. The quantitative analysis focused on the implications of different forward-looking scenarios for carbon and energy costs. The results are not forecasts, but rather exploratory views of potential future risks related to our emission pathways and different climate scenarios.

The 2025 assessment covered our own operations (scope 1 and 2 emissions and energy costs) and our value chain (for relevant categories of our scope 3 emissions), evaluating potential financial impacts across the Group. We compared two pathways: i) a business-as-usual (BAU) trajectory with ii) our transition plan, which is anchored in our science-based net-zero targets and our scope 1 and 2 absolute zero ambition. The BAU trajectory, used as a baseline emission pathway to assess gross risks, assumes continued energy consumption and emissions growth with no further progress towards sustainability targets beyond current levels. We then compared this to a scenario reflecting our transition plan, enabling us to estimate potential net risks. Impacts from transition risks were modelled for both pathways using multiple climate scenarios developed by the Network for Greening the Financial System (NGFS) and the International Energy Agency (IEA), with an emphasis on scenarios that are comparable to the low-emissions (Paris-aligned) scenario.

According to the outcomes of our analysis, executing our transition plan materially reduces our projected financial exposure to energy price volatility and carbon pricing risks.

By driving the shift towards electrification, renewable energy and energy efficiency improvements, our analysis of direct energy costs indicates that the transition plan pathway may result in lower long-term energy costs compared to the BAU trajectory. This quantitative analysis provides us with the necessary foresight into future price scenarios based on various energy efficiency assumptions, improving decision-making to effectively manage energy costs.

Regarding carbon costs, the modelling indicates our transition plan pathway avoids the majority of carbon costs by 2050, with costs from our own operations (scopes 1 and 2) being eliminated through the achievement of our 2050 absolute zero target for those scopes. This positive financial impact extends to our value chain (scope 3). The following tables provide a detailed overview of the projected impacts for our own emissions as well as emissions from procuring products and services, quantifying the scale of this cost avoidance. The tables display key metrics from our quantitative analysis based on Paris-aligned scenarios developed by the NGFS and the IEA, reflecting the full range of outcomes for direct emissions and a median-based threshold for supplier emissions.

Carbon costs levied on scope 1 and 2 emissions (in millions of CHF)

	Pathway	2029	2045	2050
Carbon costs for scopes 1 and 2	Business as usual (gross)	5–75	80–335	95–550
	Transition plan (net)	0–25	5–30	0

Carbon costs levied on products and services (in millions of CHF)

	Pathway	2029	2045	2050
Carbon costs for products and services sourced from suppliers	Business as usual (gross)	<700	>1,000	>1,000
	Transition plan (net)	<700	<300	<300

Our ongoing work is focused on further developing these models and integrating the insights into our core business processes, such as strategic planning, risk management and supplier engagement.

Opportunities
We continuously monitor climate-related risks and opportunities. For an overview of identified opportunities, refer to the summary provided in the material climate impacts, risks and opportunities table.

Policies

Our approach to climate change is guided by policies designed to address material climate-related impacts, risks and opportunities.

These policies apply across our operations and set minimum standards for managing GHG emissions, energy use and climate-related risks. They support our response to risks such as energy market volatility and reputational exposure, and they create opportunities to strengthen efficiency and lead to innovation. They align with international frameworks, including the Paris Climate Agreement, the Greenhouse Gas Protocol and our science-based targets validated by the Science Based Targets initiative (SBTi).

Our most significant climate policies include the Roche Position on Greenhouse Gases / Climate Change, the Group Directive K18: Energy and our Risk Management Policy, together with the Roche Supplier Code of Conduct, which defines climate- and environment-related expectations for suppliers. A detailed description of the Supplier Code of Conduct is provided in section 2. General information of this report.

Roche Position on Greenhouse Gases / Climate Change
The Roche Position on Greenhouse Gases / Climate Change sets out our commitment to mitigate climate change and transition to a low-carbon future. It also outlines our approach to managing the risk of climate impacts on our business through scenario analysis.

The policy requires prevention and emissions reductions at source for operations and energy-consuming processes under our direct control. It outlines our commitment to achieving our scope 1 and 2 GHG emission long-term targets by 2050 fully through mitigation rather than compensation or offsetting measures.

We prepare and report our GHG inventory in line with the Greenhouse Gas Protocol.

Group Directive K18: Energy
The Group Directive K18: Energy sets a global minimum standard for energy management across all our sites. It requires sites to implement energy optimisation plans, design energy-consuming items for maximum efficiency and integrate energy efficiency into daily operations and investment decisions.

It is consistent with the emission pathways described by the IPCC (special report on global warming of 1.5°C). The policy supports the Paris Climate Agreement and follows the Greenhouse Gas Protocol for GHG accounting and performance tracking.

Risk Management Policy
The Risk Management Policy sets out our approach to identifying, assessing and managing risks with the same diligence as quality, compliance and business performance. It applies systematically across the Group and is aligned with recognised external frameworks such as COSO ERM (2017) and ISO 31000:2018.

We require risks to be systematically reported, assessed and addressed. Performance against targets is reviewed regularly with internal KPIs, and our approach evolves in line with emerging regulations and stakeholder expectations.

Targets and actions related to climate change

We have set GHG reduction targets for the Group, covering scopes 1, 2 and 3. A specific set of the near-term (2029) and long-term (2045) targets were validated by the SBTi. All climate change targets

disclosed below apply the same organisational boundary as SBTi-validated GHG targets; in line with this boundary, Chugai is excluded from all targets in this section as it maintains its own climate strategy, targets and transition plan and has a separate SBTi validation.

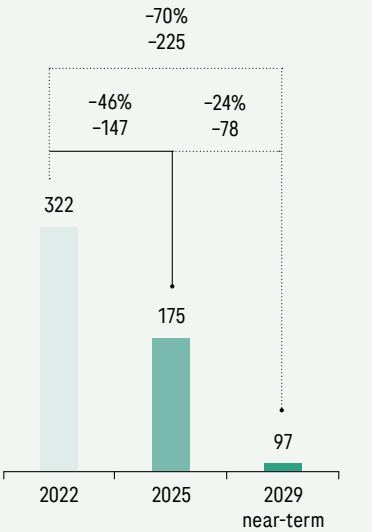
- Scope 1 and 2 GHG emissions decreased from 266,859 tonnes in 2024 to 175,051 tonnes in 2025, a reduction of 34%. This reduction was driven by the implementation of site-level CO_2 reduction and efficiency projects, increased electrification of the European fleet and achieving 100% sustainable electricity coverage across our sites.
- Scope 3 GHG emissions decreased from 5,363,038 tonnes in 2024 to 5,156,886 tonnes in 2025, reflecting a reduction of 4%. This mainly reflects shifts in spend profile, including lower capital project spend versus 2024. Downstream impact of our diagnostics instruments decreased, mainly due to an increasing proportion of electricity generated by renewable sources in customer energy grids. Our share of upstream supply chain emissions covered by suppliers with science-based targets increased to 49%.

Mitigation targets are summarised below, alongside key actions and the supporting levers identified in the transition plan.

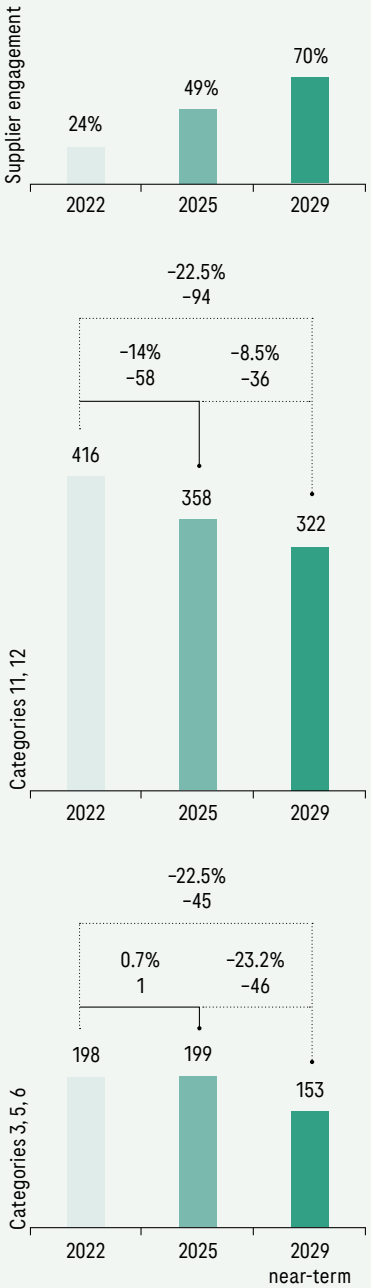
Targets and actions related to climate change

Target	Target baseline	Actions
Reduce scope 1 and 2 GHG emissions by 70% by 2029	2022	**Sustainable sources:** transitioning to renewable electricity for example through on-site generation of solar energy and power purchase agreements **Efficiency:** implementing building and technology upgrades, such as optimising heating, ventilation and air conditioning systems and improving low-temperature heat processes
Reduce delivered energy consumption per employee (scopes 1 and 2) by 5% by 2029	2025	**Efficiency:** reducing energy use by monitoring site-level consumption and implementing low-energy infrastructure upgrades
Reduce fleet-related emissions by 85% by 2029	2022	**Efficiency:** accelerating fleet electrification and expanding employee electric vehicle programmes in key locations
Power all sites with 100% sustainable electricity throughout the goal period (2025–2029)	–	**Sustainable sources:** sourcing certified green electricity and expanding site-based renewable energy generation
Reduce absolute scope 3 GHG emissions from fuel- and energy-related activities, waste generated in operations and business travel by 22.5% by 2029	2022	**Circularity:** reducing waste and diverting materials from landfill **Efficiency:** scaling lower-carbon travel modes and increasing use of digital collaboration **Sustainable sources:** transitioning logistics to cleaner fuels
Reduce absolute scope 3 GHG emissions from use of sold products and end-of-life treatment of sold products by 22.5% by 2029	2022	**Circularity:** embedding eco-design and recyclability improvements across the product life cycle **Efficiency:** increasing energy efficiency in diagnostic equipment during the use phase
Ensure 70% of suppliers by GHG emissions for purchased goods and services, capital goods and upstream transportation and distribution have science-based targets by 2029	2022	**Supplier engagement:** advancing supplier decarbonisation and enabling scope 3 reductions by scaling science-based target adoption campaigns, onboarding partners to the Energize programme and supporting joint renewable initiatives
Reduce scope 1, 2 and 3 GHG emissions by 90% by 2045	2022	**All levers:** deploying the decarbonisation roadmap including site-level transitions, supplier decarbonisation, sustainable sourcing and product circularity

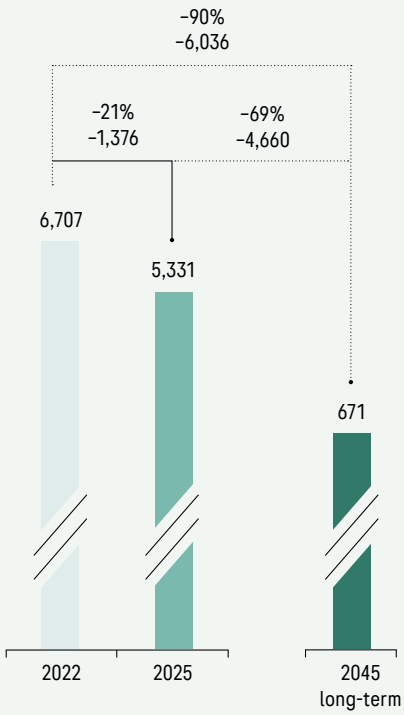
Progress on our science-based targets



Scope 1 and 2 GHG emissions ($ktCO_2e$)



Scope 3 GHG emissions ($ktCO_2e$)



Scope 1, 2 and 3 long-term goal ($ktCO_2e$)

Transition plan implementation

Roche's transition plan translates the 2045 net-zero ambition into decarbonisation levers applied across the value chain:

- Efficiency involves reducing energy demand and improving performance through facility upgrades, product design, digitalisation and mobility strategies.
- Sustainable sources focus on adopting renewable electricity, electrifying heating and transport and sourcing fossil-free alternatives.
- Supplier engagement involves partnering with suppliers to help them set science-based targets and improve data transparency and access to renewable energy.
- Circularity means applying eco-design, packaging optimisation, recycling and waste reduction to cut embedded emissions.

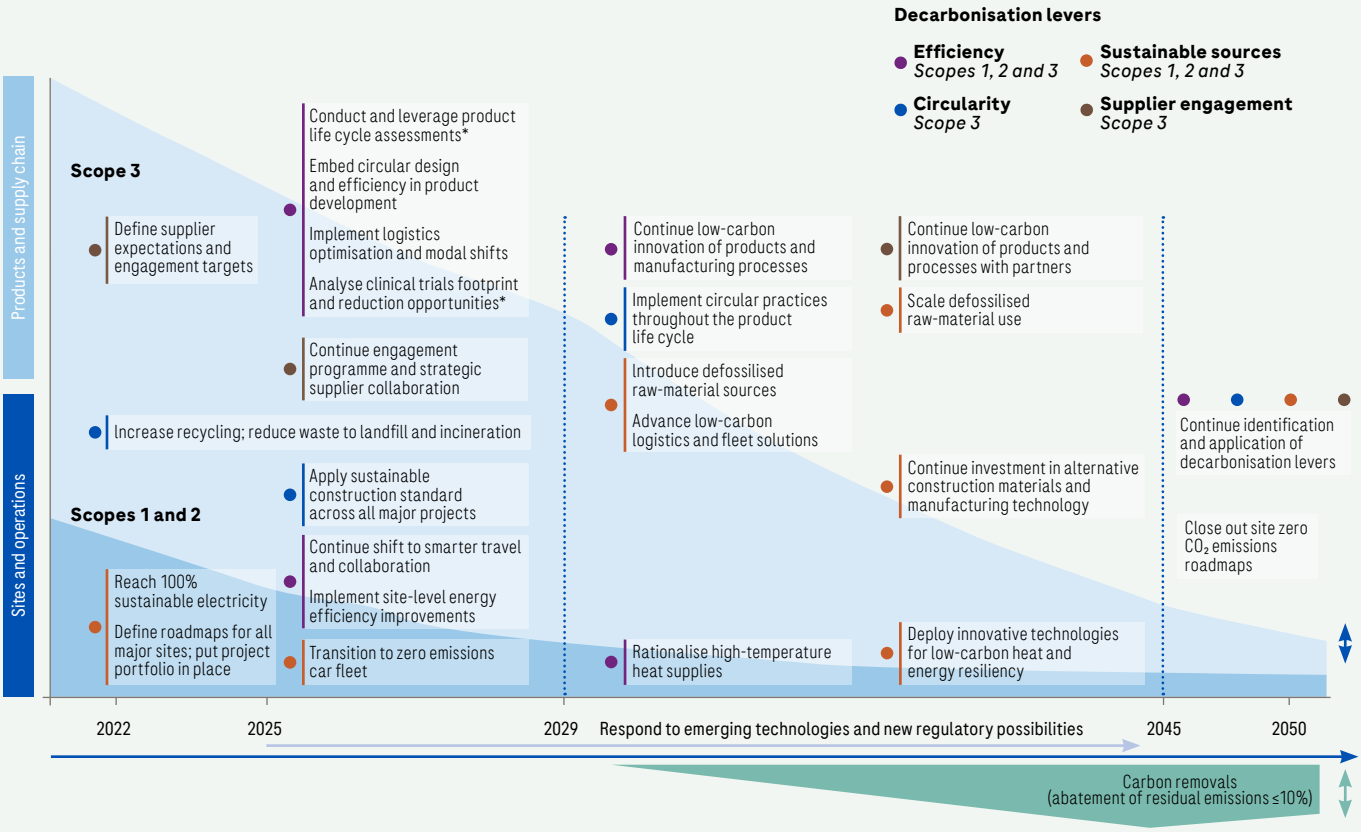
Responsibility for progress against our scope 1 and 2 targets sits with the Head of Group Safety, Security, Health and Environmental Protection (SHE). The overarching strategy and associated investments are defined and coordinated centrally, while all major sites must implement their own local zero GHG roadmaps to meet the Group targets.

Responsibility for progress against our scope 3 targets rests with the relevant business and Group functions. Delivery of the transition plan and decarbonisation targets is coordinated and supported by the Scope 3 Decarbonisation Centre of Excellence.

Progress is reviewed regularly against absolute emissions reductions (scopes 1, 2 and 3) and related metrics, including renewable-electricity coverage and levels of supplier engagement.

Oversight of the transition plan follows the sustainability governance described in section 2. General information of this report.

Our roadmap to net zero 2045



Emissions across scopes are not illustrated to scale. Timeline is indicative of phasing of decarbonisation strategies and does not denote a specific year of implementation.
This roadmap is a living document and will evolve over time to respond to business change and emerging opportunities and technology.

* Approach includes industry peer collaboration through Sustainable Markets Initiative.

Energy consumption and mix	**Unit**	**2025**	**2024**
Total energy consumption	MWh	2,219,696	2,358,895
Fossil sources	MWh	1,048,277	1,353,440
Share of fossil sources in total energy consumption	%	47	57
· Crude oil and petroleum products	MWh	183,581	188,948
· Natural gas	MWh	812,388	976,847
· Other fossil fuels	MWh	0	0
· Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources	MWh	52,308	187,645
Renewable sources[1]	MWh	1,171,419	1,005,455
Share of renewable sources in total energy consumption	%	53	43

1 Includes self-generated renewable energy consumption of 34,824 MWh (2024: 41,137 MWh).

Scope 1, 2 and 3 GHG emissions (in tonnes CO_2e)	**2025**	**2024**
Scope 1	211,962	245,832
Scope 2 market-based	8,529	69,198
Scope 2 location-based	292,543	–
Scope 3[2]		
· Category 1: Purchased goods and services[3]	3,824,588	3,900,865
· Category 2: Capital goods[3]	465,796	531,996
· Category 3: Fuel- and energy-related activities	69,600	79,790
· Category 4: Upstream transportation and distribution[4]	234,012	240,168
· Category 5: Waste generated in operations	38,436	40,408
· Category 6: Business travel[5]	109,402	112,607
· Category 7: Employee commuting[6]	44,647	46,246
· Category 9: Downstream transportation and distribution[7]	2,448	3,193
· Category 11: Use of sold products	187,801	200,753
· Category 12: End-of-life treatment of sold products[8]	170,147	169,947
· Category 15: Investments	28,237	56,457
Biogenic emissions scope 1	386	–
Biogenic emissions scope 2	0	–
Biogenic emissions scope 3	289	–

2 Scope 3 categories 8, 10, 13, 14 have been assessed and confirmed to have no material impact.
3 Purchased goods and services and capital goods emissions have been restated for 2024 to reflect spend corrections made following year-end and corrections of activity-based emissions factors.
4 Upstream transportation and distribution figures have been restated following a migration to a new calculation and reporting platform. Distribution locations previously reported using estimates are now included within the activity-based measurement boundary. Data for 2022–2024 have been adjusted.
5 Business travel emissions factors have been updated in line with latest UK-Government-published data. COVID-19-impacted load factors previously used for passenger kilometre data in 2023–2024 have been updated to reflect normal loading, with figures restated. COVID-19-impacted load factors were applied for 2022.
6 Inclusion criteria for non-permanent employees have been revised and prior-year values have been restated on a consistent basis.
7 Downstream transportation and distribution figures have been restated for 2022–2024. The product weight used in the calculation has been adjusted to reflect improved data following the transition of distribution locations from estimates to the activity-based measurement boundary.
8 End-of-life treatment of sold products emissions have been restated for 2024 to reflect the corrections of activity-based emissions factors.

Roche prioritises supplier engagement and works with industry peers to drive collective action towards its climate goals.

CASE STUDY

Partnering with suppliers to achieve our near- and long-term targets

Achieving ambitious climate goals requires collective action across the entire supply chain. With more than 80% of our emissions embedded in the supply chain, partnering with suppliers is critical for us to achieve our climate targets.

We have designed our Sustainability Supplier Engagement Programme considering the supplier's sustainability maturity, size and scale of business with Roche. The expectations we set for our suppliers have been published[9] and we actively support suppliers by offering capability-building webinars and enabling access to renewable energy solutions. A cross-functional team is working on scaling the programme beyond carbon emissions (e.g. to cover water stewardship) to foster an even more resilient and sustainable supply chain for the future.

Beyond our Sustainability Supplier Engagement Programme, Roche participates in industry-wide initiatives such as the Sustainable Markets Initiative (SMI), helping to create an updated version of the SMI supplier targets in September 2025. We are also an active member of the Pharmaceutical Supply Chain Initiative, which hosted a decarbonisation summit to accelerate the pharmaceutical industry's progress to a low-carbon future.

9 https://suppliers.roche.com/sustainability

Reporting methodology

All GHG emissions are calculated in accordance with the Greenhouse Gas Protocol and Roche's internal standards for entities within the financial control boundary.

Scope 1 GHG emissions
These are direct emissions from sources that are owned or controlled by the Group, such as stationary combustion (e.g. boilers), mobile sources (e.g. company vehicles), process emissions and fugitive emissions including losses from halogenated refrigerants. Activity data is collected at site level and converted into carbon dioxide equivalents (CO_2e) using internationally recognised emission factors, including those from the IEA and national inventories. Emission factors are reviewed periodically to reflect the latest scientific and regulatory guidance. Where direct measurement is not feasible, we apply standardised estimation methods and assumptions in line with our internal standards.

Scope 2 market-based GHG emissions
To account for our indirect emissions from purchased electricity, contractual instruments are used. These include bundled sources such as power purchase agreements and sustainable electricity supply contracts, which are prioritised where available. Where bundled sourcing is not feasible, unbundled energy attribute certificates, including guarantees of origin and international renewable energy certificates, are used. These instruments are centrally managed to ensure quality, traceability and alignment with reporting standards. At Roche Group level, the share of unbundled certificates is limited to a maximum of 10% of total renewable electricity claims.

Scope 2 location-based GHG emissions
These emissions reflect the average carbon intensity of the electricity grids for purchased or acquired electricity, steam, heat and cooling. The calculation uses site-level energy consumption data multiplied by corresponding grid-average emission factors. These factors are drawn from recognised international and regional sources, including the IEA, the eGRID database for the United States and the Association of Issuing Bodies for Europe.

Scope 3 GHG emissions
These emissions are attributed to business activities from entities within our financial control. Emission methods vary by category depending on data availability and quality, using activity-based, hybrid or spend-based approaches. Emissions factors are obtained from internationally recognised sources including those published by ecoinvent, the UK's Department for Energy Security and Net Zero, WifOR Institute and the IEA. Primary data is used when available.

Category 1[10]:
Purchased goods and services
Upstream emissions associated with acquired goods and services are determined using a hybrid activity-based approach. Procurement data are mapped to activity-based emissions factors where available, including supplier- and material-specific data. Where such data are not available, emission factors from environmentally extended input-output models are applied based on procurement category.

Category 2[10]:
Capital goods
Emissions from capital goods, such as equipment and construction, are calculated using the hybrid activity-based approach described for category 1.

Category 3:
Fuel- and energy-related activities
Emissions related to the production and distribution of fuels and energy consumed by the Group are calculated based on Roche's scope 1 and 2 energy use, applying standard well-to-tank and transmission and distribution loss factors.

Category 4[10]:
Upstream transportation and distribution
Emissions from inbound transport, inter-company transport, and outbound logistics purchased by the Group are calculated based on an activity-based approach using shipment and transport mode data.

10 Excluding Chugai

Category 5:
Waste generated in operations
These emissions are calculated using waste volume data reported by sites. Waste streams are disaggregated by treatment type (e.g. incineration, landfill, recycling) and matched with corresponding emission factors to estimate total emissions.

Category 6:
Business travel
Emissions from business travel are estimated using actual travel booking data. Flight distances and travel class are matched to relevant activity-based emissions factors.

Category 7[11]:
Employee commuting
Emissions from the transportation of employees between home and work sites are determined with an average data estimation method based on secondary data for the number of employees, their location and a country-specific average travel profile.

Category 9[11]:
Downstream transportation and distribution
Emissions from transportation and distribution of products sold in the reporting period in vehicles and facilities not owned or controlled by the Group are determined with an average data estimation method based on the sold weight of products and average journey assumption for product distribution.

Category 11[11]:
Use of sold products
Emissions from the energy consumed during the use phase of diagnostic instruments sold or leased to customers are calculated based on the installed instrument base, estimated power consumption by model type and country-specific grid emission factors.

Category 12[11]:
End-of-life treatment of sold products
End-of-life emissions are estimated using product composition data and assumptions on disposal methods. Emission factors are applied for treatment pathways such as landfill, incineration or recycling, based on typical end-of-life scenarios in Roche's key markets.

Category 15[11]:
Investments
Financed emissions from the Group equity investments are estimated using an economic activity-based emissions factor approach in line with Partnership for Carbon Accounting Financials guidance.

Remaining scope 3 categories have been assessed and confirmed to have no material impact. Exclusions were based on factors such as inclusion under other scopes, immaterial contribution to total emissions or non-applicability to the company's business model.

Biogenic emissions
These emissions are derived from the combustion or degradation of biomass-based fuels (e.g. wood, biogas, bioethanol) that are compliant with our Group Directive K18: Energy. Site-level reporting includes the quantity and type of bio-based fuel used. Emissions are then calculated centrally using fuel-specific calorific values and emission factors aligned with internationally recognised sources such as the IPCC guidelines. Only fuels meeting our sustainability criteria are included, and biogenic CO_2 is not counted towards net GHG totals.

11 Excluding Chugai

Roche sources 100% of the electricity used to power our operations from sustainable sources, prioritising dedicated supply contracts or on-site installations where possible.

CASE STUDY

Achieving our goal of 100% sustainable electricity

In 2025 we successfully achieved our target of sourcing 100% of our electricity from sustainable sources across our operations. This milestone reflects our ongoing commitment to reducing our environmental footprint and represents a significant step towards our longer-term sustainability goals.

By transitioning fully to renewable electricity, we are advancing our decarbonisation roadmap, strengthening resilience against energy market volatility and supporting the development of renewable energy infrastructure in the regions where we operate. To this end, Roche requires sustainable electricity to be sourced within the same grid as our operations wherever possible.

Globally, we strive to purchase sustainable electricity through dedicated supply contracts or on-site installations, limiting the purchase of unbundled green electricity certificates to a maximum of 10% of Roche's electricity consumption.

3.2 Pollution

Air pollution is one of the leading environmental risks to human health, with direct links to respiratory and cardiovascular diseases.

Our approach prioritises prevention, minimising environmental releases and aligning site-level practices with scientific and regulatory frameworks. This approach extends to our value chain: we address pollution-related risks through our supplier due diligence, and our science-based targets further contribute by reducing non-GHG air pollutants.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Air pollution	Pollution from supplier manufacturing and logistics, including non-GHG pollutants, degrades the environment and poses health risks to communities.	Actual negative impact	Upstream, downstream	ST-MT-LT
	Emission of hazardous pollutants during manufacturing may impair air quality, degrading the environment and posing health risks to communities.	Potential negative impact	Own operations	ST-MT
	Pollution incidents or non-compliance with environmental standards in the value chain may disrupt manufacturing and distribution and negatively affect financial performance and reputation.	Risk	Upstream, downstream	ST-MT

Policies

Our approach to pollution prevention is guided by policies that set expectations for management of emissions and pollutants across our operations. These policies underpin our environmental targets for minimising releases, protecting human health and complying with regulations. The implementation of these policies at site level ensures the adequate management of negative impacts.

The Stationary Source – Air Emission Guidance addresses pollutants other than GHG. In addition, the Roche Position on Greenhouse Gases / Climate Change (see section 3.1 Climate change) supports our air quality targets, as measures designed for GHG reduction also lower non-GHG pollutants due to the phase-out of fossil fuels.

Stationary Source – Air Emission Guidance
This policy establishes prevention as a guiding principle and commits us to prevent pollution and manage emissions from stationary sources with the same priority as quality and cost efficiency. It applies to all our sites with manufacturing or utility operations and defines minimum standards for managing nitrogen oxides, sulphur oxides, particulates and hydrocarbons. Pollutants covered by the Group Directive K18: Energy (CO_2) are excluded.

Roche sites must apply recognised methodologies and continuous improvement programmes for monitoring and reducing emission.

The policy aligns with internationally recognised frameworks, including the eco-balance method referenced by the Swiss Federal Office for the Environment and the air pollutant emission inventory guidebook by the European Environment Agency.

Targets and actions related to pollution

We have defined targets to address material pollution-related impacts and risks across our operations and value chain. These voluntary targets include reducing direct emissions and addressing pollution-related risks in our value chain through supplier due diligence. Our decarbonisation targets for scopes 1, 2 and 3 (see section 3.1 Climate change) further support the reduction of non-GHG air pollutants across the value chain.

Targets and actions related to pollution

Target	Baseline	Actions
Reduce nitrogen oxide emissions from on-site energy production by 50% by 2029	2025	Transitioning to low nitrogen oxide energy systems at major sites Implementing Group-wide decarbonisation levers
Assess 95% of high-risk business partners by 2029	–	Integrating high-risk business partners into business continuity planning Conducting audits and inspections for high-risk business partners

Transitioning to low nitrogen oxide energy systems at major sites

We are phasing out fossil fuel-based systems at major production and research sites, replacing them with cleaner alternatives. Examples include high-efficiency boilers with emission controls and, where feasible, electrified or low-carbon heating. Technology choices depend on local site conditions, regulation and integration with the transition plan.

Implementing Group-wide decarbonisation levers

Our decarbonisation levers (efficiency, sustainable sources, circularity and supplier engagement) support both climate and air quality objectives. Site-level roadmaps, supported by Group functions, translate the transition plan into local action. Though primarily designed for GHG reductions, these measures also reduce non-GHG pollutants due to the phase-out of fossil fuels. Further details on the decarbonisation levers are available in section 3.1 Climate change of this report.

Integrating high-risk business partners into business continuity planning

Business partners identified as presenting high health, safety and environmental risks are included in our business continuity planning. This helps safeguard product compliance and availability in the event of environmental non-compliance, supply interruptions or pollution-related risks.

Conducting audits and inspections for high-risk business partners

We audit and inspect business partners with exposure to high safety, health and environmental risks, including chemical producers, waste vendors and critical equipment manufacturers. These assessments verify compliance with our standards and regulatory requirements. Audits may be conducted directly by the Group or through third parties.

The new high-efficiency boilers at our Genentech campus avoid an estimated 5,000 tonnes of CO_2 emissions and almost half a tonne of nitrogen oxide emissions annually, compared to the previous versions.

CASE STUDY

Optimising boiler capacity to reduce emissions at our Genentech campus

Replacing two boiler burners at our Genentech campus in South San Francisco is part of our commitment to reduce operational emissions and contributes to cleaner air for the communities in which we operate. It also supports our goal to reduce our nitrogen oxide emissions from on-site energy production by 50% by 2029.

When we decommissioned three manufacturing buildings at the campus, steam and hot water demand dropped significantly. The site services teams reassessed the existing boiler plant and installed two smaller burners with higher efficiency to align capacity with actual demand. This avoided excess steam, wasted fuel and unnecessary nitrogen oxide emissions.

The new burners have a minimum output of less than half that of the previous equipment, enabling more stable and efficient operation while preventing an estimated 5,000 tonnes of CO_2 emissions and almost half a tonne of nitrogen oxide emissions per year. The burner replacement project demonstrates how adjusting our energy supply to on-site needs reduces wasted energy and improves local air quality.

Air pollution

In 2025 we continued to monitor air emissions as part of our global environmental management system. We report annually on key air pollutants, such as nitrogen oxides, sulphur dioxide, non-methane volatile organic compounds and particulates, in accordance with applicable local and regional regulations. In 2025 all our facilities worldwide remained below their respective regulatory reporting thresholds for these pollutants.

Total nitrogen oxide emissions increased from 112 tonnes in 2024 to 159 tonnes in 2025. This increase is primarily attributed to a methodological update at one of our manufacturing sites, where we transitioned from using default values to a more representative emission factor based on actual fuel consumption.

Excluding this adjustment, nitrogen oxide emissions decreased in line with our absolute scope 1 GHG emissions reductions. This trend demonstrates that our scope 1 mitigation measures are effective and directly improve air quality.

Emissions to air (in tonnes)	**2025**	**2024**
Nitrogen oxides	159	112
Sulphur dioxide	4	3
Non-methane volatile organic compounds	70	75
Particulates	15	16

Reporting methodology

Emissions to air
Pollutant emissions to air – including nitrogen oxides, sulphur dioxide, non-methane volatile organic compounds and particulates – are directly measured where technically and economically feasible. Where required or permitted by authorities, emissions may be calculated using site-specific emission factors or modelled from substance use and process data. We prioritise recognised regulatory and industry-standard methods, aligned with our internal standards.

3.3 Water

Access to a clean and reliable water supply is a fundamental human right and is crucial for producing our medicines and diagnostic solutions. We acknowledge that effective water stewardship is vital for our operations and to manage potential negative impacts on local communities and the environment.

Our approach focuses on reducing water consumption, preventing pollution and protecting ecosystems. The Roche water programme includes managing phosphorus and nitrogen in wastewater discharges, lowering consumption in high-risk areas and ensuring that wastewater treatment meets stringent standards. We align our approach with recognised frameworks such as the Science Based Targets Network (SBTN) and the Alliance for Water Stewardship (AWS).

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Water	Responsible water management practices improve quality and availability of water resources to affected communities and ecosystems.	Actual positive impact	Own operations	ST
	Supplier and customer water use reduces availability for communities and ecosystems, creating competition for resources and environmental degradation.	Actual negative impact	Upstream, downstream	ST–MT
	Discharge of insufficiently treated wastewater degrades water quality, damaging ecosystems and reducing the usability or safety of water.	Actual negative impact	Upstream, downstream	ST–MT
	Operations in water-stressed regions may face supply disruptions, which may affect continuity of manufacturing and commercial activities.	Risk	Upstream, own operations	MT–LT

Policies

Our approach to water stewardship is guided by policies that reduce water-related impacts, improve water quality and support sustainable use across our operations and value chain.

Two key policies govern our activities: the Roche Position on Water, which specifies water-related standards and defines our commitments on responsible use and stewardship, and the Roche Supplier Code of Conduct for our suppliers (described in more detail in section 2. General information of this report). Together, these policies provide a consistent framework for addressing water risks and contributing to global water security.

Roche Position on Water

The Roche Position on Water defines our approach to water stewardship, recognising access to clean water, sanitation and hygiene as a human right. The policy applies to the Group, covering direct water use, wastewater and pharmaceuticals in the environment. We expect third-party manufacturers and instrument users to align with our position on responsible water management. Delivery is achieved through site-level assessments, conservation measures and stringent discharge requirements along with responsible water management.

Targets and actions related to water

We have defined a set of water-related targets to guide our response to material impacts and risks across the value chain. Targets span near- and long-term horizons and are informed by guidance from the SBTN and the AWS frameworks. These voluntary targets reflect leading practices in corporate water stewardship.

Targets and actions related to water

Target	Baseline	Actions
Reduce phosphorus emissions to wastewater by 64% by 2029	2025	Minimising polluting nutrient discharges to receiving waters
Reduce Roche's risk-weighted water consumption by 5% by 2029	2025	Implementing site-specific water efficiency projects
Get certified for biodiversity and water stewardship at relevant Roche sites through their projects by 2030	–	Defining high-risk sites and suppliers guided by the SBTN methodology Pursuing water stewardship certification
Incorporate true cost of water and natural commodities into business decisions by 2045	–	Developing methodologies and gathering baseline data

Minimising polluting nutrient discharges to receiving waters

We minimise nutrient discharges through both the reduction of phosphorus-containing chemicals used in our processes and the enhancing of wastewater treatment across relevant sites. For wastewater containing certain active pharmaceutical ingredients, we implement additional measures such as pretreatment or chemical neutralisation before it enters treatment plants, applying strict wastewater management protocols.

Implementing site-specific water efficiency projects

We implement tailored measures at our sites to improve water efficiency. These include water recycling, closed-loop systems and efficiency upgrades. For example, at our Basel and Kaiseraugst sites, energy systems draw water from the Rhine river and reuse it before discharging it back into the Rhine.

Defining high-risk sites and suppliers guided by the SBTN methodology

To identify high-risk sites and suppliers in water-stressed regions, we utilise an assessment informed by guidance from the SBTN. Assessment tools include the WWF Water Risk Filter, the World Resources Institute's Aqueduct database, the WWF Biodiversity Risk Filter and climate hazard data. This analysis guides how we prioritise sites and suppliers for stewardship certification.

Pursuing water stewardship certification

Where sites and suppliers are identified as high-risk or key by our water and biodiversity risk analysis, we pursue globally recognised water stewardship certification. This ensures the sites and suppliers collaborate with stakeholders and local communities to address local challenges such as water scarcity, pollution and biodiversity loss.

Developing methodologies and gathering baseline data

We develop methodologies to capture the real cost of water- and nature-related dependencies. This work builds on analyses such as value chain water footprints and will inform future strategic decisions.

Water consumption

In 2025 we reduced water consumption in our operations by 11%. This reflects the cumulative effect of long-term investments in water efficiency and infrastructure upgrades as part of the Roche water programme.

Water metrics (in m³)	**2025**	**2024**
Water consumption	2,320,840	2,594,838
Water consumption in areas at high and very high water stress	551,365	–
Water withdrawal	14,403,225	15,516,484
Water discharge	12,082,385	12,921,646
Water storage	31,106	31,635

Reporting methodology

Water consumption
Water consumption is defined as the difference between the volume of water withdrawn from all sources (including surface water, groundwater, municipal supply, rainwater and wastewater from third parties) and the volume of water discharged to receiving freshwater bodies.

Water consumption in areas at high and very high water stress
This consumption is defined as the sum of water consumption from sites located in high or very high water stress locations. To define sites located in high or very high water stress locations we use external tools such as the Aqueduct Water Risk Atlas.

Water withdrawal
Water withdrawal is defined as the total volume of water withdrawn from external sources for operational use. It includes surface water, groundwater, municipal supply, rainwater and third-party wastewater. All inputs are measured or estimated according to our internal policies.

Water discharge
Water discharge is defined as the aggregate volume of water released from a Roche site to a receiving water body or a third party. It includes water sent to destinations such as freshwater bodies, groundwater, salt water and municipal wastewater treatment plants, regardless of whether it has undergone on-site wastewater treatment. Wastewater sent for incineration is excluded.

Water storage
Water storage is defined as the total volume of water retained on site (e.g. tanks, reservoirs) at the end of the reporting period. Values are measured directly or estimated based on capacity and historical trends.

3.4 Biodiversity

Biodiversity underpins the natural systems that support human health, from clean air and water to the raw materials we use in the discovery and development of new medicines. Protecting and restoring biodiversity helps ensure the long-term availability of essential resources, strengthens supply chain resilience and supports healthy ecosystems.

At Roche we include biodiversity as part of our sustainability strategy, particularly for its importance in areas such as the responsible use of genetic resources, raw-material sourcing, water security and site-level environmental management. While it has not been identified as a material topic in our double materiality assessment (DMA), we recognise its growing importance to our business and our stakeholders. We apply an ecosystem perspective that recognises the interconnection between biodiversity, water and climate, especially in ecologically sensitive regions or areas facing high water stress.

Impacts, risks and opportunities

Guided by recognised frameworks and databases such as the Taskforce on Nature-related Financial Disclosures (TNFD), SBTN and ENCORE tool, we assessed the healthcare sector's dependencies on nature. Water supply, water purification, flow regulation and use of genetic resources and raw materials are the highest dependencies for Roche, both upstream and in our own operations. These dependencies may impact biodiversity due to water use, water pollution and land use affecting the availability of natural resources in the locations and communities where we and our suppliers operate.

Dependencies on natural resources create business risks in the healthcare sector, such as declining water quality and availability impacting manufacturing continuity. These risks also include transition risks from evolving regulations like the EU deforestation-free products standard.

We are developing internal capabilities to assess location-specific risks, dependencies and impacts. This includes working closely with internal and external stakeholders, such as suppliers and local stakeholders, to integrate ecosystem considerations into our site and supplier management practices.

Policies

We commit to protecting biodiversity and minimising ecological impact across our operations and value chain. This commitment is reflected in the Roche Position on Biodiversity and the Roche Position on Pharmaceuticals in the Environment (PIE). Both policies define a precautionary, science-based approach to environmental stewardship. We support the core objectives of the Convention on Biological Diversity and the Nagoya Protocol and comply with access and benefit-sharing requirements when using genetic resources or traditional knowledge. Internal guidance and training help ensure legal and ethical sourcing of natural materials.

Recognising that active pharmaceutical ingredients can enter the environment, our manufacturing processes apply strict wastewater management and adopt risk-based design controls and pretreatment technologies to ensure that, as far as practicable, they are not discharged into the wastewater. For externally manufactured products, we require equivalent standards and verify compliance through supplier audits (see information on the Roche Supplier Code of Conduct in section 2. General information of this report). We also support PREMIER, a project of the Innovative Health Initiative to identify and address the environmental risks of medicines, and the AMR Industry Alliance to combat the global threat of antimicrobial resistance.

Further measures include patient education, product take-back programmes to prevent improper disposal and industry collaboration to improve risk assessment methods. Expanding the share of biopharmaceuticals in our portfolio also reduces environmental risk due to their favourable degradation profiles.

Targets and actions related to biodiversity

Our biodiversity targets are guided by long-term goals informed by frameworks such as the one provided by the SBTN.

Targets and actions related to biodiversity

Target	Actions
Get certified for biodiversity and water stewardship at relevant Roche sites through their projects by 2030	Defining high-risk sites and suppliers guided by using the SBTN-aligned methodology (for more information see section 3.3 Water)
Procure key natural commodities (e.g. agricultural and forestry-derived inputs) from credible, certified sources by 2030	Defining our key natural commodities through an assessment guided by SBTN and TNFD frameworks Identifying high-impact materials and evaluating available certification schemes Developing a procurement roadmap
Incorporate true cost of water and natural commodities into business decisions by 2045	Developing methodologies and gathering baseline data (for more information see section 3.3 Water)

Roche is working together with local and regional authorities and other organisations to support the restoration of the valuable Kirnbergmoor peatland ecosystem near our Penzberg site.

CASE STUDY

Protecting and enhancing biodiversity at our Penzberg site expansion

As part of the expansion of our Penzberg site in Germany, initiated in October 2022, we are executing a comprehensive plan to mitigate the biodiversity impacts of the expansion while enhancing local biodiversity. To compensate for the 14 hectares of forest removed for the site expansion, we established 7 hectares of new woodland and improved the ecological quality of a further 7 hectares of existing forest near the expansion area. These efforts were guided by ecological assessments to create and strengthen habitats for local biodiversity.

Our commitment to protect biodiversity and water resources goes beyond compensation measures. In addition to the project at our Penzberg site, we are working together with local and regional authorities and other organisations to support the restoration of the valuable Kirnbergmoor peatland ecosystem near our Penzberg site. Restoring this area will enhance local habitats and contribute to climate mitigation, adaptation and freshwater management. Detailed studies of the moor's flora, fauna and hydrology inform targeted restoration actions, including removal of invasive species and reintroduction of peat mosses. By supporting this project, we further increase the biodiversity benefits of our site expansion project.

These ongoing measures contribute to strengthening regional biodiversity and preserving this unique habitat for future generations.

3.5 Product sustainability

Product-related environmental performance has become a business imperative, shaping market access, procurement decisions and stakeholder trust. This growing importance is driven by increasing demands from customers, regulators and healthcare systems. While product sustainability was not identified as one of our material topics in the DMA, advancing product sustainability is a core part of our sustainability strategy and supports our efforts on climate action, responsible resource use and the transition to a circular economy.

Our approach is designed to minimise resource use, emissions and waste across the entire value chain while strictly maintaining patient safety and product efficacy. We integrate life cycle thinking into our decision-making, treating sustainability as a core factor alongside traditional metrics like cost, speed and quality. This means environmental impacts are assessed across the product life cycle – from early design and manufacturing to packaging, distribution, use and end-of-life disposal.

Impacts, risks and opportunities

Guided by life cycle thinking and supported by internal expertise in eco-design and green chemistry, we assess the environmental footprint of our products across all stages of the life cycle, from raw-material sourcing to end of life.

Product sustainability risks and opportunities are identified through life cycle assessments, product stewardship reviews and regulatory horizon scanning. These processes consider impacts and trade-offs (e.g. development, manufacturing, packaging, distribution, use and disposal) and are informed by evolving market expectations and legislative trends such as the EU Packaging and Packaging Waste Regulation.

We work closely with internal stakeholders across research and development, manufacturing, procurement and regulatory affairs, as well as with suppliers, customers and industry associations, to understand emerging requirements and innovation opportunities. This collaboration allows us to anticipate regulatory changes, align with customer expectations and identify ways to enhance resource efficiency and circularity in the healthcare value chain.

Policies

Product sustainability is anchored in the Roche Position on Product Stewardship, which is guided by the principle that all involved stakeholders are responsible for minimising the negative impacts on people and the environment. The policy requires us to integrate green chemistry and eco-design into product development through internal training, guidance and expert workshops. Products undergo sustainability performance checks, including life cycle assessments, so that their environmental profile can be evaluated and improved.

We also provide consumers and end users with information on appropriate disposal and, in some regions, operate take-back programmes that support circular-economy principles.

Targets and actions related to product sustainability

Our targets are based on long-term goals aligned with our environmental commitments and science-based targets.

Targets and actions related to product sustainability

Target	Baseline	Actions
Reduce GHG emissions from product use and end-of-life treatment by 22.5% by 2029	2022	Embedding eco-design and recyclability improvements across the product life cycle Increasing energy efficiency in diagnostic equipment during the use phase
Reduce overall product environmental impact by 50% by 2029 – measured by the Product Sustainability Performance (PSP) tool	2020	Training stakeholders on product sustainability topics Measuring progress with subset of products that represent product portfolio (pharmaceutical products spanning modalities, diagnostics instruments, assays and near-patient products) Defining broad sustainability criteria for all Roche products
Have sustainability criteria integrated in all product-related decision-making processes across the product life cycle by 2028	–	Further refining sustainability criteria by product family Embedding product sustainability criteria into product design processes Integrating PSP scoring into product governance Expanding the application of life cycle assessment methodologies
Have all products meet sustainability criteria of their product family by 2045	–	Expanding the application of product sustainability criteria to all products Establishing improvement targets by product family

The PSP tool evaluates environmental performance across development, manufacturing, packaging, product use and end of life. The scores can then inform decisions in design, manufacturing and procurement for further product development, redesign or new products.

To deliver on these goals, Roche embeds sustainability criteria into product design, applies life cycle assessment methodologies and integrates PSP scoring into product governance. The following graphic illustrates the sustainability levers used to implement these actions, highlighting our approach across product development, manufacturing, packaging, distribution, use and disposal.

CASE STUDY

Improving access while eliminating 90% of plastic waste

In our Pharmaceuticals Division we received approval for a new oral tablet formulation of Evrysdi, serving an unmet need of patients living with spinal muscular atrophy. The tablet can be swallowed whole or taken as suspension by patients who have difficulty swallowing. The regulatory approval not only benefits patients, it also substantially simplifies the material and storage conditions required to maintain product safety and quality. Unlike the previous oral solution, the tablet does not require a dosing device. It also eliminates the need for cold storage.

In addition, these simplifications reduce the size of the overall product for distribution. Savings in material add up to a reduction of plastic waste by more than 90% (by weight).

Our updated cobas liat system kit qualifies for an ACT Ecolabel. It uses 25% less packaging material than the previous system, reducing CO_2 emissions per package by 30%.

CASE STUDY

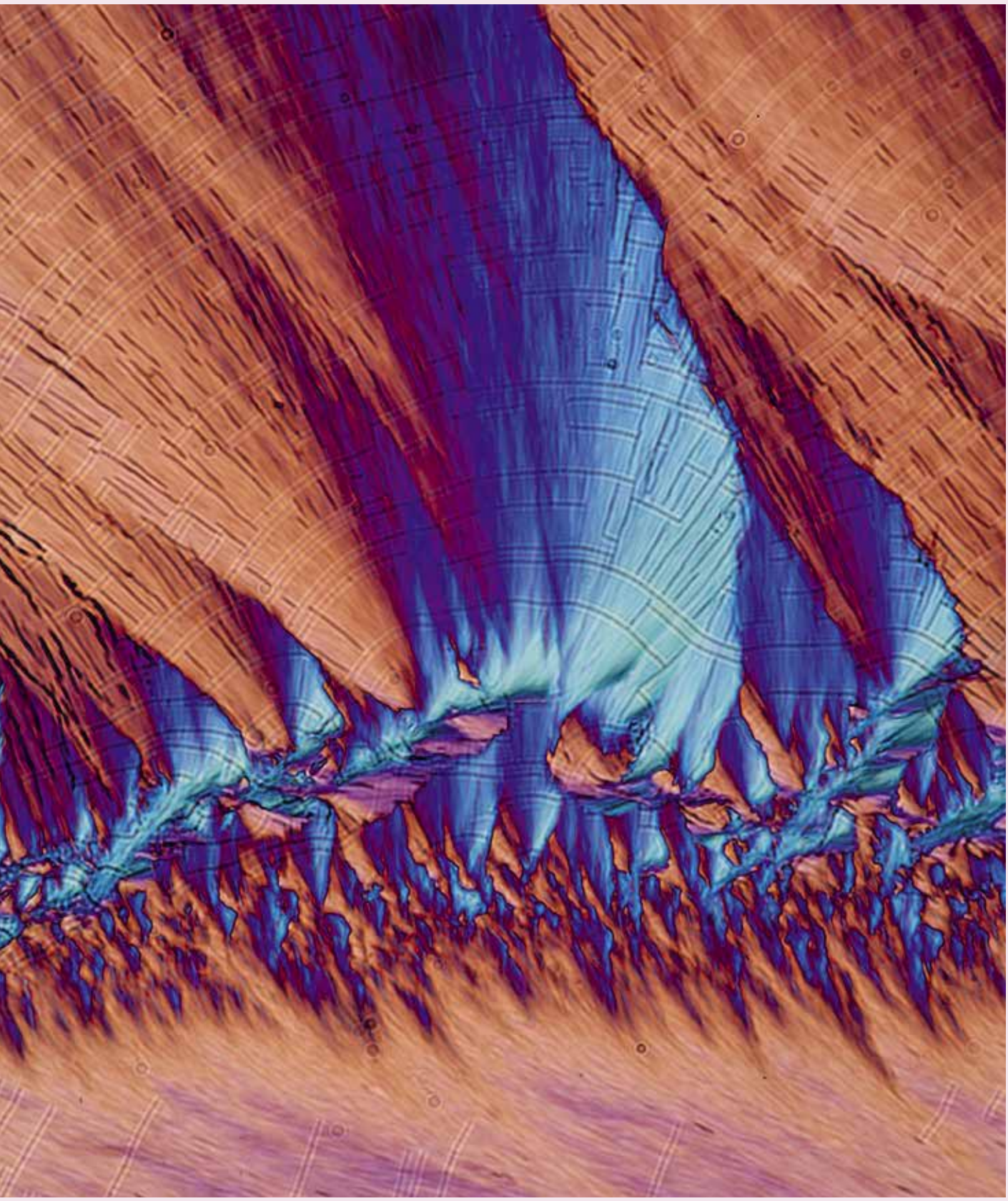
Driving resource efficiency across the cobas liat life cycle

In our Diagnostics Division we updated the cobas liat system to reduce its environmental impact. The system is designed to deliver PCR testing at the point of care, offering a compact, user-friendly and rapid solution.

Continuous improvements in the use of consumables and packaging have reduced product weight and improved resource efficiency. We now use 25% less packaging material, reducing CO_2 emissions per package by 30%. This improvement also positively impacts the distribution phase, as twice as many cobas liat systems can now be packed on a pallet.

Reformatting the usage instructions into a foldable format will save 13.4 metric tonnes of paper per year.

Following these improvements, the cobas liat system reagent kits qualify for an ACT Ecolabel, the leading eco-nutrition label for laboratory products, including consumables, chemicals and equipment.



4. Social

We are committed to advancing equitable health outcomes by maximising access to our innovative solutions for patients worldwide. We also foster a thriving work environment where our people are valued, safe and empowered to consistently deliver their best work.

A recrystallised thin film of the **fenebrutinib** drug substance, viewed using hot-stage polarised light microscopy. The distinct bands of colour and the 'brushed' textures of different size and direction show the growth of crystals with different kinetics at different temperatures. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

4.1 Our people

At Roche, our people are at the core of our work to advance science and improve patient outcomes. Organisational health is fundamental to our long-term success, linking employee well-being and performance directly to sustainable growth.

Our approach centres on fostering engagement, inclusion and professional growth, with focus on safe and healthy workplaces. People & Culture teams strive to attract and retain talent, design competitive compensation and benefits and enable a high-performance environment. Leadership is a further priority, with a focus on how leaders shape employee experience and outcomes. Insights from the Global Employee Opinion Survey (GEOS) are used to enhance employee experiences, thereby strengthening the overall workplace environment and improving organisational effectiveness.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Equal treatment and opportunities for all	Fostering an inclusive culture provides equal opportunities, ensures fair treatment and pay and creates a workplace that values and empowers employees while enhancing their well-being.	Actual positive impact	Own operations	ST–MT–LT
	Continuous learning and career development enhance employee well-being, engagement and employability.	Actual positive impact	Own operations	MT–LT
	Failure to uphold a commitment to equal employment opportunity and non-discrimination in hiring, promotion and retention practices may result in unfair treatment and reduced employee trust.	Potential negative impact	Own operations	ST–MT–LT
Other work-related rights	Breaches in data privacy and IT security controls may jeopardise data confidentiality, compromising personal rights.	Potential negative impact	Own operations	MT–LT
	Non-compliance and IT vulnerabilities may increase regulatory costs and complaints, which may affect financial performance.	Risk	Own operations	ST
Working conditions	Secure employment, fair wages and safe working conditions enable employees to thrive, enhancing their well-being.	Actual positive impact	Own operations	ST–MT–LT
	Rapid business changes may affect well-being, work-life balance and mental health, reducing employee engagement and productivity if not effectively managed.	Potential negative impact	Own operations	ST–MT–LT
	Exposure to inherent operational health and safety hazards may lead to accidents involving employees.	Potential negative impact	Own operations	ST–MT–LT

Policies

Our approach to working conditions and employee rights is anchored in corporate policies covering fair employment, health and safety, equitable remuneration and data protection. These policies mitigate risks such as discrimination and unsafe working practices and also support our due diligence obligations under Swiss law.

Implementation is embedded in our People & Culture processes, supported by local policies and training programmes, to support consistent application across the Group. The framework also includes Roche Group policies on data protection and information security, which safeguard personal data and information across the Group. The following section introduces the most relevant employment-related policies, while overarching enterprise

policies such as the Roche Group Code of Conduct are presented in section 2. General information of this report.

Roche Group Employment Policy
The Roche Group Employment Policy mandates minimum global standards for fair, inclusive and responsible employment practices. It covers recruitment, retention, training and development, remuneration and safe and respectful workplaces. The policy also requires compliance with all locally applicable regulations on working hours and employee programmes supporting physical and mental well-being. We respect human rights and prohibit forced and child labour, human trafficking, discrimination and harassment. Freedom of association and collective bargaining are upheld. Flexible working arrangements are supported within local legal frameworks, with on-site presence expected to enable and nurture collaboration and innovation. Working time is managed in line with local rules and regulations.

Our People & Culture processes are designed to uphold the employment practices outlined in the policy, including transparent performance management, fair treatment and equal opportunity. Employees may raise concerns through established channels (line managers, People & Culture contacts or the Roche Group speak-up channel). We implement principles to ensure fair and equitable pay in alignment with the Roche Group Remuneration Policy.

The policy is aligned with the UN Guiding Principles on Business and Human Rights and ISO 26000. The policy also adheres to all human and labour rights as enshrined in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its Follow-up.

Roche Group Remuneration Policy
The Roche Group Remuneration Policy is designed to attract, motivate and retain employees globally, while reinforcing a high-performance culture aligned with long-term value creation and sustainability.

As a core element of our employment strategy, the policy ensures that compensation is fair, competitive and aligned with both individual performance and our overall success. It is guided by key principles of value creation, sustainability, fairness, market competitiveness and a balanced approach between short- and long-term rewards.

The policy applies across the Roche Group and encompasses base pay, variable compensation, equity participation and locally relevant employee benefits.

Roche Group Benefits Policy
The Roche Group Benefits Policy sets out our commitment to providing attractive and locally competitive benefit programmes that support employee health and well-being, provide protection for life events, help employees plan for retirement and support the diverse needs of employees.

The policy applies across the Group and outlines the guiding principles for the design, funding, governance and communication of employee benefits.

Our employee benefit programmes are an important component of our employment and remuneration policies and play a key role in attracting, motivating and retaining a healthy and engaged workforce. We aim to be locally competitive with the local median practice and trends and strive to provide the same benefits programmes within the same country. Benefits must be compliant with local legislation, coordinated with social security systems and transparent in design and communication.

Data protection and information security
We safeguard the confidentiality, integrity and availability of personal and business information through a comprehensive framework of policies and directives. This framework includes the Roche Information Security Policy, the Information Security Management Directive, the Information Security Incident Response Plan, the Informatics Policy HIPAA Security and the Roche Directive on the Protection of Personal Data.

The framework establishes uniform minimum standards for the Group and defines requirements for risk management, incident response and regulatory compliance. It ensures compliance with international regulations such as the EU General Data Protection Regulation, ISO/IEC 27001/27701 and the US Health Insurance Portability and Accountability Act. It sets expectations for employees covering administrative, physical and technical safeguards, and mandates training programmes to strengthen awareness and accountability.

Engagement with our people and employee representatives

At Roche, engaging with employees and their representatives is essential to fostering an inclusive workplace culture and aligning our people strategy with business priorities.

We primarily gather feedback through the annual GEOS, which invites all employees (excluding temporary employees) to provide feedback and share their experiences of and thoughts about their workplace. We use the GEOS results to inform leadership and guide follow-up actions at team and organisational levels. We run pulse surveys throughout the year as needed to complement the yearly GEOS.

We maintain an open dialogue with employees through town halls, focus group discussions and company-wide events such as the Senior Leaders Dialogue. These forums enable two-way communication, connecting employees directly with senior leadership and providing management with insights for management consideration and action.

We respect the right to freedom of association and collective bargaining. Employee representatives are engaged in major projects affecting employee interests through mechanisms such as the Roche Europe Forum, which serves as our European Works Council. It is our key platform for structured dialogue and information exchange between our management and employee representatives, which informs management's decision-making on relevant matters. All our Roche entities in the European Union and Switzerland are represented in the Roche Europe Forum.

Remediation and grievance mechanisms

We maintain grievance mechanisms to enable employees to raise concerns in a confidential and retaliation-free manner. Employees may report potential issues of unethical behaviour, misconduct or violations of the Roche Group Code of Conduct to Compliance Officers or through the Roche Group speak-up channel.

The Roche Group speak-up channel operates in 104 countries, supports 42 languages and allows anonymous reporting with follow-up capability. Reports submitted through the Roche Group speak-up channel are reviewed and investigated by the Compliance or People & Culture functions. Outcomes are monitored and corrective actions are taken as appropriate. Substantial violations and subsequent corrective actions are regularly reported to the Corporate Governance and Sustainability Committee and the Audit Committee.

Non-retaliation is a core principle of our grievance processes. Oversight of grievance mechanisms rests with the Chief Compliance Officer (CCO), supported by local Compliance Officers. The CCO provides regular updates to senior management. Our Roche Group Code of Conduct underpins these mechanisms, providing the foundation for compliance-related training and communication and reinforcing our commitment to ethical conduct and regulatory integrity.

Targets and actions

Our People & Culture strategy includes targets for fair remuneration, inclusion and belonging and data protection. These commitments respond to material workforce impacts, risks and opportunities.

We measure progress through regular remuneration analysis, review of GEOS results and tracking completion rates of cybersecurity awareness training and certifications. The table below summarises our key targets and the actions we take to achieve them.

Targets and actions related to our workforce

Target	Actions
Annually verify that employee pay aligns with local laws and market competitiveness	Conducting annual compensation reviews Conducting regular analysis on equity and living wage
Increase Inclusion Index score in GEOS to ≥80 by 2029[1]	Implementing global inclusion and belonging strategy Monitoring and analysing the Inclusion Index
Achieve zero significant data breaches and ≥90% completion of mandatory data protection and IT security training[1]	Maintaining and monitoring compliance with data protection laws and regulations Delivering cybersecurity training and certification

1 Excluding Chugai and LITE companies

Conducting annual compensation reviews
We conduct annual reviews of compensation practices against local market benchmarks and regulatory requirements to ensure that base pay and overall compensation remain competitive and compliant with legal standards.

Conducting regular analysis on equity and living wage
We regularly analyse our remuneration practices to ensure similar pay for similar work across employee groups, in accordance with our Roche Group Remuneration Policy. In 2025 we established a living-wage analysis as a new process based on independent external data. We aim to conduct this analysis annually to uphold our commitment to fair remuneration.

Implementing global inclusion and belonging strategy
We embed inclusion across all our People & Culture processes, for example by integrating inclusion practices into talent and leadership development. To strengthen a sense of belonging, we implement initiatives that enable full digital accessibility to ensure content is understandable for everyone, and we support the grassroots employee-initiated impact networks dedicated to furthering our inclusion and belonging strategy.

Monitoring and analysing the Inclusion Index
Embedded in our GEOS, the Inclusion Index enables us to measure and track progress on employee inclusion and belonging across the Group. The results are analysed annually and at organisational levels to identify strengths and gaps, guiding further actions towards our targets.

Maintaining and monitoring compliance with data protection laws and regulations
We have comprehensive technical and organisational measures in place to ensure compliance with applicable laws and regulations. Dedicated teams manage and respond to any data breaches and other security incidents to ensure timely and compliant resolution.

Delivering cybersecurity training and certification
We require employees and contractors to complete mandatory e-learning on data protection and IT security. We reinforce this learning through ongoing awareness programmes and by maintaining key certifications such as ISO 27001, ISO 27701, SOC 2 Type 2 and Cyber Essentials+.

Metrics

In 2025 our global workforce totalled 112,774 employees based on headcounts (HC) (2024: 103,249 based on full-time equivalents, FTE). The change reflects the shift from FTE to HC and the broader reporting scope aligned with European Sustainability Reporting Standards (ESRS), which now includes additional employee categories such as apprentices, interns and individuals on unpaid leave. On a comparable basis, the underlying workforce remained broadly unchanged from 2024. The number of employees is distributed across the Group as follows: Roche Pharmaceuticals (46,289), Diagnostics (43,102), Chugai (7,965) and Corporate (15,418).

The following table provides a detailed breakdown of our workforce by gender, age group and selected countries, reflecting the composition of our global employee base as at 31 December 2025.

Workforce by gender, age group and selected countries

Data point	Unit	Total
Total number of employees by gender	HC	112,774
Female	HC	56,435
Male	HC	56,202
Other / not reported	HC	137
Total number of employees by selected countries	HC	112,774
Germany	HC	18,768
Switzerland	HC	17,752
Others	HC	76,254
Total number of employees by age range	HC	112,774
Under 30 years old	HC	13,333
Between 30 and 50 years old	HC	71,225
Over 50 years old	HC	28,216
Total distribution by age group	%	100
Under 30 years old	%	12
Between 30 and 50 years old	%	63
Over 50 years old	%	25

In 2025 the global employee turnover rate was 7.8% (2024: 8.0%), with 7,928 employees leaving the organisation. The year-on-year change reflects normal workforce dynamics, including retirements, voluntary resignations and restructuring measures. While turnover varies across geographies and business areas, we continue to focus on maintaining a healthy level of movement by fostering inclusion, supporting employee growth and ensuring fair treatment, as measured through annual engagement surveys.

We assess remuneration at least annually against applicable market benchmarks, and, where applicable, we ensure alignment to collective bargaining agreements, statutory minimum wages or recognised living wage where available. Our assessment confirms that our remuneration levels meet or exceed adequate wage benchmarks in all countries of operation, upholding our commitment to fair pay.

Top management composition

Data point	Unit	Total	Male	Female	Other / not reported
Total number of employees in top management roles	HC	477	308	168	1
Gender top management distribution	%	100	65	35	0

Reporting methodology

Employee headcount, gender, age, country and turnover
Headcount refers to the total number of employees recorded on 31 December each year, based on legally binding employment contracts. Data are reported at Group level and disaggregated by gender, age and geography.

In 2025 we updated our methodology for reporting employee figures to be based on headcount, in line with ESRS requirements (until 2024, we reported employee figures as FTEs where part-time employees were counted proportionally to their contracted hours). Under the new method, each employee with an active employment contract is counted as one, regardless of working hours. As part of the methodology update, the reporting perimeter was also aligned with the ESRS, resulting in inclusion of categories such as apprentices, interns and employees on unpaid leave that were not previously reported.

Number of leavers[2]
The number of leavers reflects permanent employees whose employment was terminated on a voluntary or involuntary basis during the reporting period. Temporary contracts ending at their expected date are excluded.

Employee turnover[2]
Turnover is calculated as the ratio of permanent employee departures during the reporting period to the average permanent headcount for the same period. Departures include both voluntary and involuntary exits.

Age distribution
The age distribution metric categorises year-end headcount into three defined groups (<30, 30–50, >50) and presents each group as a percentage of the total workforce.

Adequate wage[3]
Adequate wage is determined by comparing guaranteed employee pay at 100% FTE with applicable benchmarks. Benchmarks are applied hierarchically, starting with collective-bargaining agreements, followed by statutory minimum wages and if none of those exists, where available, living wage benchmarks. This calculation excludes interns and apprentices, whose remuneration is often determined by educational institutions or national regulations and whose roles are primarily learning-focused. In addition, employees on long-term leave with zero payment are also excluded.

Top management and gender distribution[3]
Top management is defined as senior executive positions, including members of the Corporate Executive Committee and the Enlarged Corporate Executive Committee. Gender distribution is presented as the percentage of men and women in these roles.

2 Excluding LITE companies | 3 Excluding Chugai and LITE companies

4.1.1 Health and safety

At Roche, protecting the health, safety and well-being of our people is foundational for creating sustainable value for patients, our business and society. Our approach is guided by three ambitions: keeping our people safe and healthy, strengthening business resilience through simplified safety and health practices and continuously advancing workplace safety and well-being in line with recognised standards. As part of our safety and health strategy, we address the main challenges to employee health and safety – workplace accidents, psychosocial risks and disruptive events.

Our approach combines compliance with laws and standards, proactive prevention and initiatives to support well-being and is supported by digital tools and a comprehensive emergency management framework.

Policies

Our health and safety practices are guided by the Roche Group Safety, Security, Health and Environmental Protection (SHE) Policy. The policy establishes uniform minimum health and safety standards for the Group. More information regarding this policy is provided in section 2. General information.

Targets and actions

In 2025 the Corporate Executive Committee approved the health and safety targets for 2029, which are aligned across the Group and focus on employee well-being, prevention of injuries and illnesses, as well as emergency management.

Targets and actions related to health and safety

Target	Actions
Achieve a Health and Well-being Index of >75 by 2029[4]	Advancing global mental health and well-being strategy Monitoring and analysing the Health and Well-being Index
Reduce Lost Time Injury & Illness Rate (LTIR) to below 1.0 by 2029	Improving SHE programmes and fostering an advanced safety culture to prevent incidents Enhancing monitoring and investigation of SHE events
Ensure all Roche sites have a local emergency plan in place, tested annually, by 2029	Rolling out a global emergency management programme

4 Excluding Chugai and LITE companies

Advancing global mental health and well-being strategy
Our mental health and well-being efforts are structured around the three pillars of protection, promotion and support. This ensures employees have awareness of and access to mental health and well-being resources to support and strengthen personal well-being and resilience, and leaders are educated on how to support and boost their team's well-being. The execution of the strategy is achieved through the combination of global and local affiliate initiatives, resources and support.

Monitoring and analysing the Health and Well-being Index
Embedded in GEOS, the Health and Well-being Index enables us to measure and track progress in the areas of employee well-being and resilience. Results are analysed annually to identify strengths and gaps, guiding further actions towards our targets.

Improving SHE programmes and fostering an advanced safety culture to prevent incidents
To further develop our SHE programmes, we are revising our SHE management system across the Roche Group. Based on the international

Roche Diagnostics Vietnam offered employees vital activities to pause, reflect and learn about four health practices: recharging by short breaks, scientific breathing for stress management, disease awareness and engaging in the company's sports clubs.

CASE STUDY

Promoting mental health and well-being through LiveWell@Roche

Roche's Live Well programme reinforces our commitment to creating a work environment where people can thrive. Dedicated to promoting mental health and well-being among employees, the global initiative is supported by our 250 Live Well Champions, who help spread awareness and drive impact throughout the year.

Each year our sites organise two Live Well Weeks to promote healthier lifestyles. In 2025, guided by the theme 'Be Well to Do Well', the events focused on the importance of mental health and well-being as the foundation for sustained high performance and a healthy lifestyle.

Roche employees were invited to reflect on and implement practical lifestyle changes to support them to thrive. For example, participants in our 'Working smarter, not harder' session learnt how to swap the stress of multitasking for focused attention.

In 2025 we engaged more than 7,700 people through over 50 events, including 'Be Well to Do Well' challenges, talks and articles on our intranet. According to a survey, 91% of respondents said the initiative motivated them to focus more on their well-being.

ISO standards 14001 and 45001, we are developing global standard processes that apply across the Group, providing global guidance and tools for sites to manage occupational health and safety. They cover prevention, risk assessment and employee well-being and support consistent implementation of the SHE policy.

Enhancing monitoring and investigation of SHE events
Learning from incidents is crucial to prevent recurrence or avoid similar incidents. We are continuously optimising our processes to identify unsafe conditions, to monitor SHE events and to share insights and learnings from incidents across the Group.

Rolling out a global emergency management programme
Each Roche site maintains a documented local emergency plan, which is tested annually. Plans are tailored to site-specific risks and aligned with international best practices. The programme is supported by incident response plans, training and regular drills, with oversight from Group SHE.

Metrics

In 2025 we had 442 work-related accidents leading to injuries. No fatalities were reported.

The majority of reported work-related accidents occurred in manufacturing facilities, and the dominant mechanisms of injuries were slips, trips and falls as well as cuts or lacerations. Incident reporting is supported by our Roche Group health and safety online reporting system, which is accessible year-round to employees and contractors across our Roche sites.

Health and safety

Data point	Unit	Employees
Workforce covered by health and safety management system	%	100
Fatalities as result of work-related injuries and work-related ill health	Number	0
Number of recordable work-related accidents	Number	442

CASE STUDY

Promoting data-driven safety at Genentech Oceanside

At our Genentech Oceanside campus, we prioritise employee well-being and sustained high performance so our people can continue the essential work of manufacturing innovative medicines.

We take a disciplined, data-driven approach to safety, ensuring we not only address immediate incidents but also proactively prevent recurring accidents. Using robust safety incident data, we conduct deep data analysis to identify trends and inform our risk-based approach to mitigation.

Genentech Oceanside has a systematic process for performing root cause analysis (RCA), which is essential to establish effective mitigation strategies, and is developing an AI-powered RCA tool to further increase efficiency and reinforce skilful investigation. By understanding the underlying issues, we can allocate resources where they will have the greatest impact on reducing high-risk, recurring safety events. This strategy enables us to reduce incidents to progress towards the Roche Group goal of reducing our LTIR to below 1.0 by 2029.

Reporting methodology

Workforce covered by health and safety management system
Coverage is defined as the percentage of the Roche sites covered by health and safety management systems. It is determined based on legal requirements and recognised international standards.

Fatalities as result of work-related injuries and work-related ill health
The number of fatalities at Roche sites includes all incidents that are deemed work-related under Roche's Global Incident Management Standard. Classification follows internationally recognised occupational health definitions.

Number of recordable work-related accidents
Recordable work-related accidents are defined as fatalities, lost-time injuries and illness, restricted and/or modified duty cases or medical treatment beyond first aid. Data is reported through the Group SHE reporting system and consolidated in line with Roche's Global Incident Management Standard.

4.2 Workers in the value chain

Our suppliers and business partners are essential for Roche to deliver medicines and diagnostic solutions to patients worldwide. The well-being of workers in this value chain underpins the resilience of our operations and trust with patients, communities and stakeholders. Global supply chains face challenges, including compliance with labour laws and human rights standards, as well as maintenance of grievance mechanisms for affected workers.

Our approach combines policies, supplier due diligence and proactive engagement setting expectations to suppliers and business partners in regard to business ethics, human rights, labour rights and health and safety standards for workers in the value chain.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Working conditions	Inadequate working conditions and health and safety practices in the value chain may undermine worker well-being.	Potential negative impact	Upstream, downstream	ST-MT-LT
	Failure to ensure supplier adherence to wage regulations and fair remuneration principles may negatively affect financial performance and reputation.	Risk	Upstream	ST-MT-LT

Policies

We employ a range of policies and procedures to govern our business conduct and to safeguard the well-being, working conditions and health and safety of workers throughout our value chain.

Our policies apply to suppliers and business partners, setting minimum standards for labour rights, health and safety and human rights across geographies and industries. These expectations mitigate risks of regulatory non-compliance, forced or child labour and unsafe working environments, while supporting operational resilience and enabling responsible innovation.

The Roche Supplier Code of Conduct (described in section 2. General information of this report) sets expectations about working conditions in the supply chain. It is supported by two additional policies providing further specific guidance on these issues: the Roche Directive on Human Rights Due Diligence for Business partners and the Group Directive: Business Partner Management.

Roche Directive on Human Rights Due Diligence for Business partners
The Roche Directive on Human Rights Due Diligence for Business partners establishes the framework to protect human rights across the Group value chain. It applies to Roche Group employees, contractors, external workers and business partners engaging with us along the value chain. The policy covers both upstream activities (direct materials, products and indirect goods and services) and downstream activities (distribution of products and services).

It sets out principles for human rights due diligence, including identification and assessment of high-risk operations, stakeholder engagement to understand potential concerns, and the design of effective responses. It integrates human rights risk management into the Group due diligence processes and establishes ownership and accountability for implementation.

The policy is anchored in internationally recognised frameworks, including the UN Guiding Principles on Business and Human Rights, the Ten Principles of the UN Global Compact, the Universal Declaration of Human Rights and the Fundamental Principles and Rights at Work stipulated by the International Labour Organization (ILO) (specifically Conventions No. 138 and 182, and the ILO-IOE Child Labour Guidance Tool for Business).

Group Directive: Business Partner Management
The Group Directive: Business Partner Management defines Roche's framework for managing business partner relationships, requiring business partners to uphold sustainability, integrity and compliance with the Group's high ethical and quality standards. It applies to Roche's Pharmaceuticals and Diagnostics Divisions. Minimum expectations cover responsible conduct, risk mitigation and consistent application across the business partner life cycle.

The policy sets out structured processes for partner onboarding, monitoring and review, with the goal of mitigating risks and providing assurance that our business partners are managed responsibly. It links business partner management to the Group sustainability and compliance objectives.

Engagement with supply chain workers

Engaging with suppliers is essential to manage labour rights risks and maintain business resilience. Our approach is anchored in the Roche Supplier Code of Conduct.

We engage suppliers through structured initiatives, such as the Supplier Sustainability Assurance Visit (SSAV) programme to identify risks and implement corrective actions. In addition, we participate in the Pharmaceuticals Supply Chain Initiative (PSCI) to share knowledge and build partner capabilities. We complement these activities with targeted supplier dialogues, such as Supplier Day, and dedicated training modules to strengthen awareness of labour rights and workplace standards. External indices, such as the Global Slavery Index and UNICEF's Children's Rights in the Workplace Index, support our process to identify and prioritise suppliers for engagement based on the regions and industries with the highest labour rights risks.

Remediation and grievance mechanisms

We maintain grievance and remediation mechanisms to address potential health, safety and human rights violations in the value chain through a multilingual, confidential global speak-up channel. Reports are independently assessed, investigated and resolved with non-retaliation safeguards, and findings are escalated to senior management up to the Board of Directors.

In line with the Roche Supplier Code of Conduct, suppliers are expected to establish their own accessible and retaliation-free grievance mechanisms for employees and external stakeholders. Where severe violations are identified, Roche requires corrective action plans and may support suppliers in remediation, including through PSCI platforms and capacity-building programmes.

CASE STUDY

Strengthening compliance and labour practices through supplier audits

We collaborate closely with our suppliers to drive continuous improvement in their business conduct. Following a Roche audit that identified non-compliances at their facilities, one supplier took swift action to achieve compliance and improve their labour practices.

Our partner implemented a comprehensive corrective action plan that included:

- initiating a system to monitor compliance with labour laws, including annual accreditation by local labour authorities;
- establishing a comprehensive supply chain risk assessment process to promote responsible business practices, including the roll-out of a responsible procurement policy, a supplier code of conduct and an update to their human rights policy;
- implementing ISO 14001 and ISO 45001 standards to establish robust environmental, health and safety management systems;
- updating job postings and collaborating with external labour agencies to ensure non-discriminatory recruitment practices;
- installing physical machinery guards for all conveyor belts at their facilities to improve safety.

To share their learnings and drive progress beyond their own operations, the supplier hosted an event in Bangkok, bringing together regional stakeholders for workshops on human rights, value chain collaboration and sustainability. Their journey demonstrates how genuine partnership can help build a stronger, more ethical supply chain.

Targets and actions

We recognise the importance of protecting human rights and fair working conditions for workers in the value chain. We have defined targets to address labour practices, workplace safety and more effective grievance mechanisms across our value chain.

Targets and actions related to workers in the value chain

Target	Actions
Assess 95% of high-risk business partners by 2029	Delivering supplier training and capacity building Collaborating and taking part in industry initiatives Conducting audits and inspections for high-risk business partners

Delivering supplier training and capacity building
We deliver structured training and e-learning for suppliers on the principles of the Roche Supplier Code of Conduct. Suppliers are also made aware of PSCI training materials to further support their understanding and implementation of responsible business practices. These programmes strengthen supplier capacity to uphold ethical conduct, fair working conditions, health and safety standards, and support proactive prevention of non-compliance.

Collaborating and taking part in industry initiatives
As a founding member of the PSCI, we actively contribute to audit protocols, management systems and sector projects, such as decarbonisation initiatives. This engagement strengthens supplier oversight, creates industry alignment and reinforces our commitment to responsible sourcing.

Conducting audits and inspections for high-risk business partners
We audit and inspect business partners with significant labour, safety and human-rights exposure, prioritising high-risk suppliers based on their industry, location or past behaviour related to human rights and compliance with the Roche Supplier Code of Conduct. These assessments verify compliance with our standards and regulatory requirements. Audits may be conducted directly by the Group or through third parties.

4.3 Consumers and end users

Access to safe and effective medicines and diagnostic solutions is essential to improve health outcomes. Any diagnostic or pharmaceutical product may cause unintended consequences or side effects in some patients. At Roche, our priority is to make sure the therapeutic benefits outweigh the risks. Clinical trials evaluate the benefits and risks of all our products before approval from health authorities is sought. Following regulatory approval, we deepen our understanding through post-launch clinical studies and by continuously monitoring patient safety in real-world settings.

Access to high-quality patient data is essential to our goal of developing the medicines and diagnostic solutions that help people live longer and better lives. We deploy robust processes to manage information, ensuring we protect data privacy, security and integrity, while maintaining the ability to use the information to derive new insights and accelerate health innovation.

Ensuring patients have access to innovative diagnostics and medicines is an imperative for securing healthier economies. We are committed to advancing equitable health outcomes: we partner with governments and healthcare organisations to develop sustainable solutions that strengthen health systems, and we identify access solutions that respond to affordability and health systems capacity concerns.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Personal safety	Failure to monitor and evaluate product benefit–risk profiles may expose patients to adverse effects, which may undermine health outcomes and trust.	Potential negative impact	Downstream	ST–MT–LT
	Clinical trials not conducted safely, transparently and in alignment with best practices and regulations may adversely impact patients' health and well-being.	Potential negative impact	Own operations, downstream	MT–LT
Information-related impacts	Failure to comply with data privacy regulations, or breaches of patient data, may negatively affect financial performance and reputation.	Risk	Downstream	ST–MT–LT
Social inclusion	Fiscal constraints, demographic pressures and ageing population may delay reimbursement, limit market access or reduce healthcare budgets, which may restrict uptake of our medicines and diagnostic solutions and negatively affect our financial performance.	Risk	Downstream	ST–MT–LT
	Strategic commitment to broadening patient access to innovative medicines and diagnostics solutions – through value-based pricing models and partnerships with healthcare systems – may strengthen business growth.	Opportunity	Downstream	MT–LT

Policies

Our practices are guided by policies that ensure patient safety, respect for privacy and compliance with applicable laws, regulation and international standards. These policies provide a framework for minimising risks and safeguarding the benefit–risk profile of our products throughout the life cycle – from research and development to post-market monitoring. They establish minimum standards for pharmacovigilance and data protection, compliant with global regulations and expectations. Risks addressed include potential side effects, breaches of data privacy and insufficient transparency in clinical activities. By anchoring our work in clear standards, we strengthen trust with patients, healthcare professionals and regulators. Our Global Pharmacovigilance Policy as well as access and patient partnering policies are presented below, while the Roche Group Code of Conduct and the Roche Directive on the Protection of Personal Data are described in section 2. General information of this report.

Global Pharmacovigilance Policy
Our Global Pharmacovigilance Policy defines our commitment to maintaining the benefit–risk profile of our medicines and medical devices via pharmacovigilance activities. It ensures compliance with pharmacovigilance requirements under global, regional and local regulations. The policy emphasises proactive safety monitoring, transparent communication and continuous improvement, protecting patients and strengthening confidence in our products.

The policy applies across the Group and our business partners. All employees and business partners are responsible for reporting adverse events associated with Roche products to their local safety unit within one business day. The policy covers activities with pharmacovigilance implications throughout the entire product life cycle – from first entry into human use to licence withdrawal or divestment.

Pharmacovigilance processes and activities are supported by our quality management system. This includes global quality manuals for Good Pharmacovigilance Practice (GVP) and for Good Clinical Practice (GCP) which monitor and manage patient safety in pre-approval clinical studies and post-marketing settings.

Overall activities across GVP and GCP include regular review and evaluation of safety data, proactive risk identification and minimisation, and communication of safety information to patients, healthcare professionals and regulators. Systematic audits and quality assurance processes verify compliance with GCP, GVP and other applicable areas (e.g. Medical Device Regulations and aspects of Good Manufacturing Practice that relate to the monitoring of product quality or complaints that could be relevant to patient safety). Quality events trigger corrective and preventive actions, including root cause analysis, to ensure lessons learnt and continuous improvement.

We track progress through defined pharmacovigilance, safety and quality indicators, with regular reporting to management and regulators.

Access and patient partnering policies
Our long-standing approach to equitable access is anchored in the Roche Group Code of Conduct, Roche's Position on Partnering with Patient Communities and the Roche Directive on Collaborating with Patient Groups and Patients. These frameworks embody our commitment to mutual value and respect, integrity, equity, independence and transparency.

Employees must ensure that access programmes comply with relevant laws, regulations and industry codes and that they engage transparently and responsibly with various stakeholders to facilitate access to our products and services. Our policies offer guidance on ethical collaboration with a range of stakeholder groups, including patients and patient organisations, healthcare professionals, healthcare organisations and government officials. They are based on and include elements of training offered by organisations such as Patient-Focused Medicines Development and the European Patients Academy on Therapeutic Innovation. They also serve as the foundations of our training programme for all employees who may interact with patients.

Engagement with consumers and end users

Engaging with consumers and end users is central to understanding patient needs, improving benefit–risk profiles and ensuring transparency of our medicines and diagnostic products. Our approach is guided by the Roche Group Code of Conduct, which defines standards for interactions with patients, caregivers, healthcare professionals and healthcare organisations. We engage with consumers and end users through structured initiatives, including collaborations with patient organisations and advisory boards and participation in clinical trial and diagnostic study design. We also gather insights through the interaction with patients, which provides accessible and balanced information on diseases, clinical studies and trial results in local languages. Our interactions with healthcare professionals are guided by ethical, legal and regulatory principles, ensuring all engagements serve legitimate purposes and prioritise patient well-being.

We collaborate with health systems, organisations and governments to understand and overcome barriers to healthcare and to Roche innovations for the people who need them. In 2025 we continued to work with partners both locally and globally to provide sustainable patient access to quality and affordable healthcare.

Remediation and channels to raise concerns with consumers and end users

We maintain structured grievance and remediation mechanisms to address potential product- or service-related concerns from patients, consumers and healthcare stakeholders. Clear and accessible channels are available to report adverse events, product quality issues or other concerns, including e-mail, telephone, dedicated webpages and Roche entities. Reports are handled by trained medical information and pharmacovigilance teams who ensure timely assessment, transparent communication and compliance with regulatory requirements. Our global Roche Group speak-up channel provides an additional way for reporting potential human rights or compliance risks, with confidentiality safeguards and protection against retaliation.

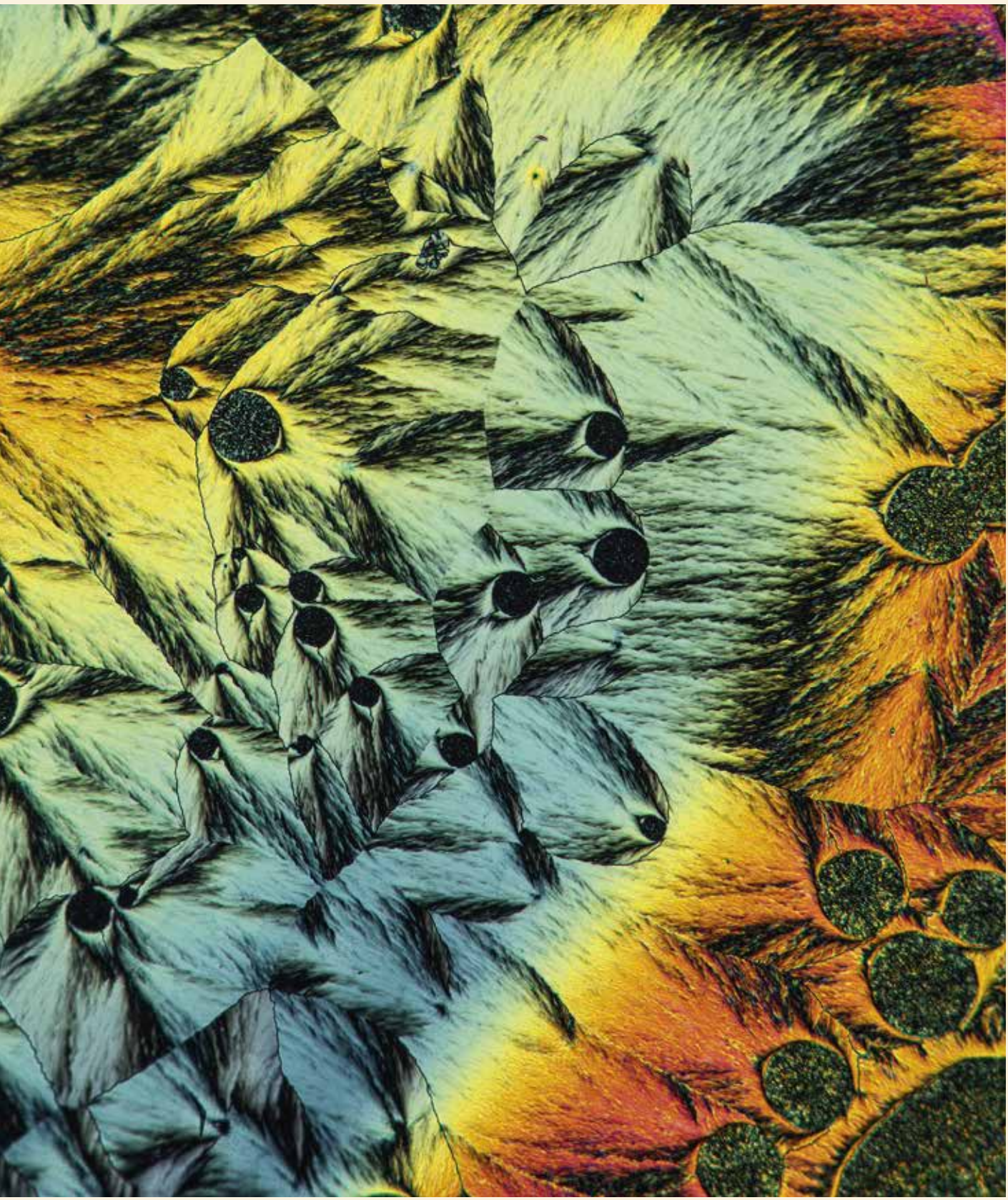
Targets and actions related to consumers and end users

In line with our access-to-innovation strategy, we have defined goals to address our impacts on consumers and end users by addressing access barriers to high-medical-value diagnostics solutions and medicines. Progress in 2025 is described through actions implemented.

Targets and actions related to consumers and end users

Target	Baseline	Actions and progress
Diagnostics Reach twice as many patients (~230 million lives) with high-medical-value diagnostics solutions by 2029	2020	Reached 258 million patients with our high-medical-value diagnostics solutions in 2025.[5] Strengthened health-system partnerships and local laboratory capacity to increase reach and reliability. Integrated inclusive research and redesigned study criteria to ensure diagnostic solutions serve diverse populations.
Pharmaceuticals Treat three times as many patients with our strategic pharmaceuticals portfolio by 2029	2023	Treated more than 39 million patients with our medicines in 2025.[6]
Pharmaceuticals Double the number of patients receiving our core pharmaceutical therapies in low- and lower-middle-income countries (LLMICs)[7] by 2026	2021	Achieved our goal one year ahead of schedule (2025), reaching over 59,000 patients in LLMICs with our core pharmaceutical therapies compared to 27,000 in 2021.
Pharmaceuticals Triple the societal impact delivered with our strategic pharmaceuticals portfolio by 2029	2023	The societal impact of Hemlibra prophylaxis in Greece, Slovenia, and France was quantified through a study projecting that the treatment could avert over 40,000 bleeding episodes annually, resulting in EUR 300 million in direct and indirect healthcare savings per year. In 2025 our multiple sclerosis medicines are projected to have contributed USD 2.1 billion in Annual Social Impact to the GDP of ten countries.
Global health security Advance R&D of new antibiotics and testing solutions with partners	–	Progressed zosurabalpin, a novel antibiotic, into phase III development. Renewed our commitment to the Global Fund to drive comprehensive improvements across the diagnostics ecosystem.

5 Representing a 15% increase from the previous year and outperforming our target for 2029
6 Representing a 62% increase from the previous year; in addition, we registered a 28% growth in patients treated with our strategic pharmaceuticals portfolio, keeping us firmly on track to triple our reach by 2029.
7 LLMICs covered by our access goal are Egypt, Indonesia, Morocco and Vietnam.



5. Governance

Our governance processes uphold high standards of business ethics and integrity, ensuring a strong foundation for our strategic priorities. This includes diligently managing risks and enabling transparent reporting on our sustainability progress.

A recrystallised thin film of the **risdiplam** drug substance, viewed using hot-stage polarised light microscopy. The vibrant, radiating patterns are known as 'spherulites'. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

5.1 Corporate culture and business ethics and integrity

At Roche, integrity and ethical conduct form the foundation of our corporate culture. Upholding high standards of business ethics across our value chain is essential to maintaining trust and sustainable performance.

We achieve this through a comprehensive compliance management programme that includes training, risk management, anti-corruption policies, due diligence and systems for reporting and investigating issues, all while protecting individuals who report concerns in good faith.

The effectiveness of our compliance management depends on how accessible and embedded it is across the organisation, so we continue to integrate our culture of integrity into daily operations and decision-making.

Material impacts, risks and opportunities (IROs)

Subtopic	IRO description	Type	Value chain	Time horizon
Corporate culture	We cultivate a culture of integrity, transparency and ethical decision-making among our employees and workers throughout the value chain.	Actual positive impact	Upstream, own operations	ST–MT–LT
Corruption and bribery	Failure to comply with anti-corruption, anti-bribery or competition laws may result in financial penalties, reputational damage and increased compliance costs.	Risk	Own operations	ST–MT–LT

Policies

Our business conduct is guided by a set of policies that define ethical standards and compliance expectations across the Roche Group. These policies help prevent misconduct, safeguard integrity and mitigate risks such as corruption, antitrust violations and reputational harm. Overarching enterprise policies, such as the Roche Group Code of Conduct and the Roche Supplier Code of Conduct, are presented in section 2. General information of this report. In addition, we have complementary policies that strengthen our governance practices related to business ethics and integrity, which include:

Directive on Compliance Risk & Opportunity Assessment and Management for the Roche Group
This policy establishes a harmonised framework for identifying, assessing and managing compliance risks and opportunities across the Roche Group. It supports effective governance by strengthening transparency, consistency and accountability. The policy applies to all fully owned Roche entities, excluding Spark Therapeutics, Inc., Foundation Medicine, Inc., Flatiron Health, Inc., and GenMark Diagnostics, Inc.

Each entity must perform a comprehensive risk and opportunity assessment at least every three years, with annual reviews for significant events. Roche entities identify risks, assign risk owners and develop mitigation or remediation plans. All processes are documented in a centralised risk management tool, which enables consistent tracking, transparency and continuous improvement. The policy integrates risk and opportunity management into core business practices and supports compliance resilience.

Behaviour in Competition – Directive on Competition Law
This policy sets out our principles on fair competition and compliance with national and international antitrust regulations. It establishes clear standards to prevent anti-competitive behaviour and to foster transparent and ethical commercial practices across the Roche Group.

The policy applies globally to all employees. Compliance is mandatory regardless of function, geography or seniority to safeguard integrity in every market across the Roche Group.

The policy prohibits agreements or coordinated practices with competitors – whether horizontal or vertical – that could prevent, restrict or distort competition, such as price-fixing, market allocation or exclusivity. It also forbids the abuse of a dominant market position, including discriminatory sales conditions, predatory pricing or improper bundling. Furthermore, the policy establishes standards for ethical conduct in tenders and merger processes. We expect employees to understand these rules, seek legal advice in case of doubt and use the Roche Group speak-up channel to report suspected violations. Non-compliance is never acceptable.

The policy implements requirements, among others, from EU competition law, notably Articles 101 and 102 of the Treaty on the Functioning of the European Union, and from US antitrust statutes, including the Sherman Act, the Clayton Act, the Federal Trade Commission Act and the Robinson–Patman Act.

Roche Directive on Adequate Handling and Reporting of Business Ethics Incidents (BEI Directive)
The BEI Directive defines how we handle and report business ethics incidents across the Roche Group. It outlines principles for categorising incidents, investigating cases and applying corrective measures and sanctions. The policy covers employees and relevant business partners.

Reporting of suspected incidents is mandatory, and all individuals raising concerns are protected from retaliation. The policy requires clear reporting channels, assigns responsibilities for investigations and provides for corrective measures where misconduct is confirmed. We provide regular training for employees and relevant partners to build awareness of corruption, bribery and other ethics risks.

The policy aligns with industry standards for ethical business conduct, such as those issued by the International Federation of Pharmaceutical Manufacturers and Associations, the European Federation of Pharmaceutical Industries and Associations, MedTech Europe and the Advanced Medical Technology Association.

Directive on Mandatory Global Behaviour in Business e-Learning Programs
This policy defines the framework for Roche's compulsory compliance training programmes. It ensures that employees, business-critical contractors and consultants understand the Roche Group's core values and standards of conduct as outlined in the Roche Group Code of Conduct. The policy sets uniform expectations, strengthens awareness of compliance risks and reinforces Roche's ethical culture across the Roche Group.

It applies globally to all our employees and business-critical contractors and consultants. The policy sets minimum timelines for course completion, defines accountability at both local and Group levels and requires systematic progress monitoring.

The role of the administrative, management and supervisory bodies related to business ethics and integrity

The Chief Compliance Officer (CCO) is responsible for the global compliance framework. The CCO reports directly to the General Counsel, a member of the Enlarged Corporate Executive Committee, and provides regular updates to the Corporate Governance and Sustainability Committee and, when required, to the Audit Committee.

The CCO is supported by more than 150 local Compliance Officers across the Roche Group. Local Compliance Officers foster a culture of integrity by providing guidance, delivering training, monitoring adherence to compliance standards and documenting and addressing ethical concerns. They also contribute to risk management and encourage employees to raise potential misconduct through established channels. In addition, they are responsible for identifying human rights risks, particularly in the supply chain.

Prevention and detection of corruption and bribery

We maintain a zero-tolerance policy towards corruption and bribery. Our global framework addresses unethical behaviour including bribery, improper advantages, theft, fraud, embezzlement and misuse of company assets.

We require all our employees and anyone acting on our behalf to complete global mandatory training on the Roche Group Code of Conduct. This training covers bribery and corruption risks, conflicts of interest, gifts and entertainment, discrimination and harassment, use of digital communication and engagement with business partners and the supply chain.

Roche Behaviour in Business (RoBiB) training	Unit	Employees
Employees within the scope of this policy	%	100
Functions at risk	%	100
Training completion rate	%	99.4

Anti-corruption and anti-bribery actions

To address material impacts related to corruption and bribery, we implement a range of targeted actions that strengthen compliance and reinforce ethical business conduct:

Mandatory training
We deliver compulsory training on the Roche Group Code of Conduct through the Roche Behaviour in Business (RoBiB) programme. All employees complete this training when they join Roche, at regular intervals during their career with Roche and whenever the policy is updated.

Continuous education
Dedicated compliance sessions provide a forum for local Compliance Officers to discuss case management and emerging risks. These sessions promote consistent practice across the Roche Group and support early identification of concerns.

Engagement with public officials
We apply a global framework that governs professional interactions with government officials. Engagement is guided by honesty, integrity and compliance with applicable laws. The Roche Group does not tolerate any form of corruption or improper influence.

Business partner management tool
To uphold ethical standards across our value chain, we currently rely on a directive and a self-assessment checklist, the business partner management tool. It digitises the comprehensive life cycle approach to managing partner relationships, integrating ethical and compliance standards seamlessly from the initial market assessment and onboarding phase through the contract renewal or termination.

Reporting methodology

Percentage of functions at risk covered by training programmes[1]
Completion of the mandatory Roche Behaviour in Business (RoBiB) compliance training is required for all employees, with 100% of functions included in scope. The completion rate is determined by dividing the number of employees who have completed the training by the total number of employees at year end. Local management is responsible for monitoring completion rates to ensure consistent compliance across the Group. Calculation excludes employees on leave and those who joined shortly before the reporting period.

CASE STUDY

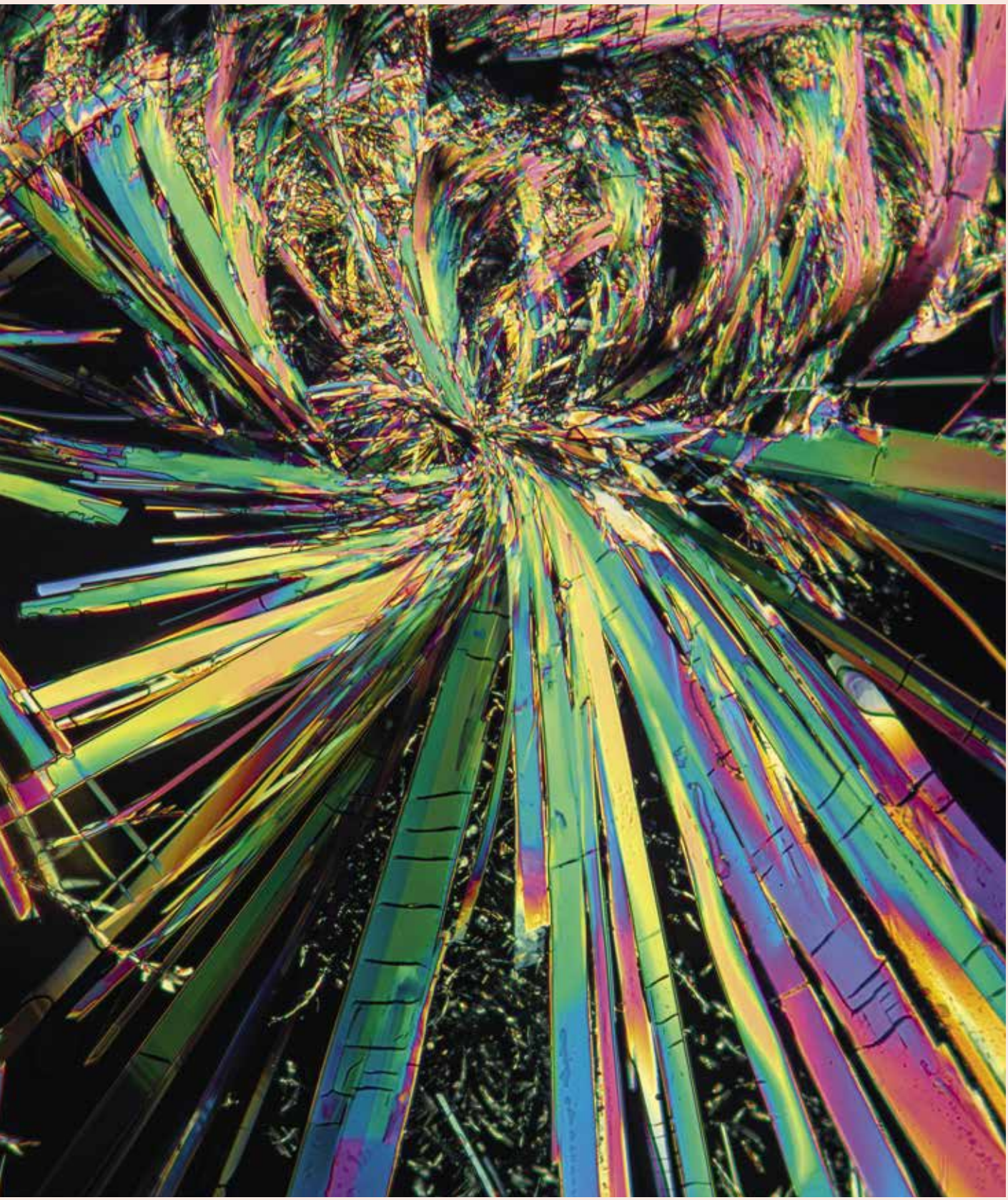
Enabling ethical decisions through AI

As part of our commitment to integrity and our focus on simplifying compliance governance, we launched the Compliance MindMap – an AI-powered tool that transforms how employees access compliance information. The platform empowers Roche Group employees to make informed, ethical decisions in their day-to-day work by providing them instant answers to compliance-related queries, complete with direct links to relevant global and local policies. This replaces manual searches for answers to compliance questions, ensuring critical information is readily accessible to support responsible decision-making across the Group.

The Compliance MindMap was co-developed by our compliance and IT teams, incorporating valuable user feedback from the pilot phase ahead of its 2025 launch. The Compliance MindMap is designed to be scaled across the Roche Group, with Roche entities able to upload country-specific policies to ensure relevance to everyone at the Roche Group.

This initiative reinforces our strategic priority to advance digitalisation and AI, while strengthening our global compliance programme – creating a unified approach to ethical decision-making across the Roche Group.

1 Excluding Chugai and LITE companies



6. Human rights

We respect and proactively support human rights. We are committed to upholding human rights across our corporate strategy, governance and daily operations as well as throughout our value chain.

A recrystallised thin film of the **HER2 tyrosine kinase inhibitor,** viewed using hot-stage polarised light microscopy. Long, blade-like crystals erupt from a central point where the first nucleus originated. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

6.1 Human rights

Respecting and promoting human rights is fundamental, both within our operations and across the value chain. By embedding human rights due diligence into our business practices, we help safeguard patients, employees and communities while strengthening trust and long-term business resilience.

At Roche, we are committed to upholding human rights across our corporate strategy, governance and daily operations as well as throughout our value chain. Our approach is grounded in existing legislation and internationally recognised frameworks, including the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the Ten Principles of the UN Global Compact, the UN Sustainable Development Goals (SDGs), the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, the Convention on the Rights of the Child (prohibition of child labour) and the Pharmaceutical Supply Chain Initiative (PSCI).

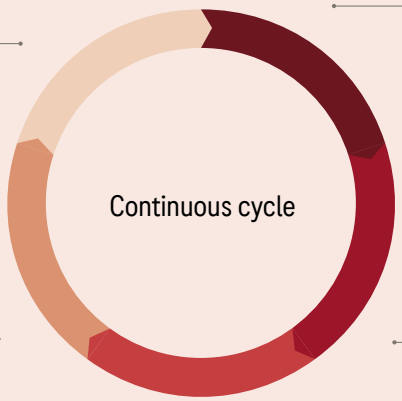
Human rights risk management and due diligence

We are committed to continuously improving human rights practices through our policies, processes, risk management and mitigation. We monitor, investigate and address any deviations from our human rights commitments and collaborate with business partners to prevent misconduct. We apply internal policies and a systematic risk management process for child labour and broader human rights violations across our operations and supply chain, evaluating risks like health and safety and adequate wages.

We conduct Group human rights risk assessments every three years with annual reviews. These assessments identify and evaluate potential negative human rights impacts arising from our activities and business relationships, which allows us to prioritise risks according to their potential impact and develop tailored mitigation strategies.

Roche Group human rights due diligence

Three-year cycle, review and update



1. Scoping, planning and value chain mapping

- Identify and evaluate the relevant business relationships across our value chain
- Gain a comprehensive understanding of the human rights risks that may arise throughout our value chain
- Identify areas for potential improvement

2. Data gathering

- Review human rights standards
- Examine Roche's own policies and practices
- Evaluate corporate performance
- Conduct internal interviews
- Engage with rights holders

3. Risk assessment

- Identify human rights risks Roche may potentially cause or contribute to through its own activities or which are directly linked to its operations, products or services by its business relationships
- Assess, consolidate and prioritise impact-based risks
- Define risk mitigation strategies/plans

4. Integration and tracking

- Monitor risk mitigation strategies/plans
- Collect feedback from both internal and external affected stakeholders (leverage materiality assessment process where possible)

5. Communication

- Establish form and frequency of communication accessible to all intended audiences
- Educate internal and external stakeholders

Our human rights risk assessment 2023 cycle, reviewed and reconfirmed in 2025, identified the following key focus areas to human rights and societal well-being, with respective commitments and actions.

Focus areas for human rights risks – own operations

Focus areas	Background and commitments	Prevention and mitigation
Data privacy	Data is a critical enabler of innovative treatments and diagnostic solutions for patients and a key driver of business excellence. We aim to be a trusted and preferred partner to all individuals and groups who share data with us, including employees, patients and healthcare stakeholders. We are committed to collecting and using data in a lawful, fair, legitimate and ethical manner, consistently upholding individual privacy to earn and maintain trust.	We collect data in full compliance with relevant laws, such as the Swiss Federal Act on Data Protection, the EU General Data Protection Regulation and the US Health Insurance Portability and Accountability Act. Comparable adherence is expected from our service providers and collaboration partners. We implement a comprehensive risk assessment and mitigation process to ensure data privacy. Other governance and protective measures are in place, led by the Chief Privacy Officer and the Global Privacy Office, in coordination with other functions.
Access to healthcare	As a healthcare company committed to advancing global health and achieving the UN SDG 3, ensuring healthy lives and promoting well-being for all at all ages, we leverage our expertise in pharmaceuticals and diagnostics to make a significant impact on people and health systems. We strive to ensure that patients can benefit from our medicines and diagnostic solutions in a fast, broad and sustainable fashion, working on products that meet patients' needs wherever they live. Our strategic ambition is to double the number of patients treated with innovative therapies in low- and lower-middle-income countries (LLMICs) by 2026, and to double global patient access to high-medical-value diagnostics by 2029.	We forge trusted global, regional and national partnerships to address critical access gaps and ensure continuous investment in healthcare innovation and services. We collaboratively develop and implement initiatives that advance the prevention, treatment and management of diseases with the highest societal burden. These include non-communicable diseases such as cancer, diabetes and cardiovascular diseases, as well as infectious diseases like HPV and HIV infection, tuberculosis and hepatitis C. We support countries in tailoring people-centric access initiatives to address their unique healthcare challenges, especially LLMICs, which, according to the World Bank, are home to 75% of the world's population. Through our Global Access Program in the Diagnostics Division, we combine world-class expertise and innovation to expand access to reliable diagnostics, which is critical for controlling and advancing progress towards the World Health Organization's infectious disease elimination goals.

Focus areas for human rights risks – own operations (continued)

Focus areas	Background and commitments	Prevention and mitigation
Fair and safe work environment	We are committed to fair working conditions and respecting human rights, which is reflected in the Roche Group Code of Conduct and the Roche Group Employment Policy. We condemn all forms of child, forced or compulsory labour. The employment of juveniles is only permitted when legally compliant and under conditions that fully protect their well-being. We do not tolerate: • any form of psychological, physical or sexual harassment or any other violation of the dignity and respect of employees in the workplace; • any form of workplace discrimination based on gender, age, ethnicity, national origin, religion, disability, sexual orientation, HIV/AIDS status, citizenship, genetic information or any other relevant characteristics protected under applicable law. Prevention is the key driver for all SHE-related activities, decisions and measures at Roche. Our comprehensive approach to well-being thoughtfully integrates both organisational and individual perspectives.	We aim to prevent non-compliant behaviour by fostering a culture of openness, providing designated contacts to address questions and uncertainties about the Roche Group Code of Conduct. Roche Group companies are committed to properly implementing the Roche Group Employment Policy. Local policies are developed and communicated to meet the minimum standards. We observe all regulations in the SHE area in respect of all our employees and of anyone else potentially affected by our activities. Workplace risk assessments with mitigation plans are performed by every affiliate. A management system approach is in place to identify and control safety, security, health and environmental risks. Occupational health hazards are prevented or controlled through documented workplace health risk assessments, health surveillance, information and training for employees.

Focus areas for human rights risks – supply chain

Focus areas	Background and commitments	Prevention and mitigation
Working conditions	Suppliers shall adhere to applicable wage laws, including minimum wages, overtime hours and mandated benefits, and consider remuneration in accordance with the skills, performance and experience of their workers based on local competitive conditions. Overtime work shall be voluntary and suppliers are responsible for ensuring work schedules and hours comply with national and international standards.	We require our suppliers to explicitly acknowledge and adhere to the principles of the Roche Supplier Code of Conduct. Suppliers shall ensure compliance with these principles along their own supply chains. Suppliers shall allow Roche to verify compliance with the Roche Supplier Code of Conduct through our PSCI-based Supplier Sustainability Assurance Visit (SSAV) programme. Suppliers at higher risk for human rights violations are included in a list of business partner auditable entities and scheduled for PSCI-based audits. Suppliers failing to meet Roche Supplier Code of Conduct expectations risk disqualification from working with Roche. Current suppliers not meeting expectations will have a mitigation plan; non-compliance may lead to termination.
Healthy working environment	Suppliers are expected to be committed to protecting human health, to understanding relevant workplace hazards and to effectively communicating such hazards and related protection to all potentially impacted workers.	
Fair treatment and non-discrimination	Suppliers are expected to be committed to ensuring a workplace free of harsh and inhumane treatment, harassment and discrimination. This is especially important for migrant workers due to factors like national origin.	

Respecting human rights in our supply chain

Roche upholds our suppliers to high performance standards for human rights, anticipating their proactive assessment and management of risks with their partners, which enhances transparency within Roche's sphere of influence. Our commitment is underpinned by the PSCI Principles, which are incorporated into all contractual agreements and integrated with the Roche Supplier Code of Conduct. The code addresses critical areas such as freely chosen labour, child labour and young workers, fair treatment and non-discrimination, wages, benefits and working hours, forced or compulsory labour, and responsible sourcing of minerals and metals. We systematically embed these principles into a risk-based human rights due diligence framework for our suppliers, which encompasses three-year cycle risk assessments with annual reviews, continuous monitoring and active stakeholder engagement.

Our human rights due diligence approach for protecting human rights with suppliers encompasses the following principles:

- Actual and potential risks are identified, weighted and prioritised according to their severity and likelihood. We provide mechanisms for our employees and business partners to raise concerns so that corrective and remedial measures can be implemented if needed.
- Continuous risk identification, impact assessment and active risk management processes involve all stakeholders.
- Due diligence documentation is stored according to Roche's corporate records management requirements and applicable laws. Human rights-related activities and metrics are reported and maintained for transparency.

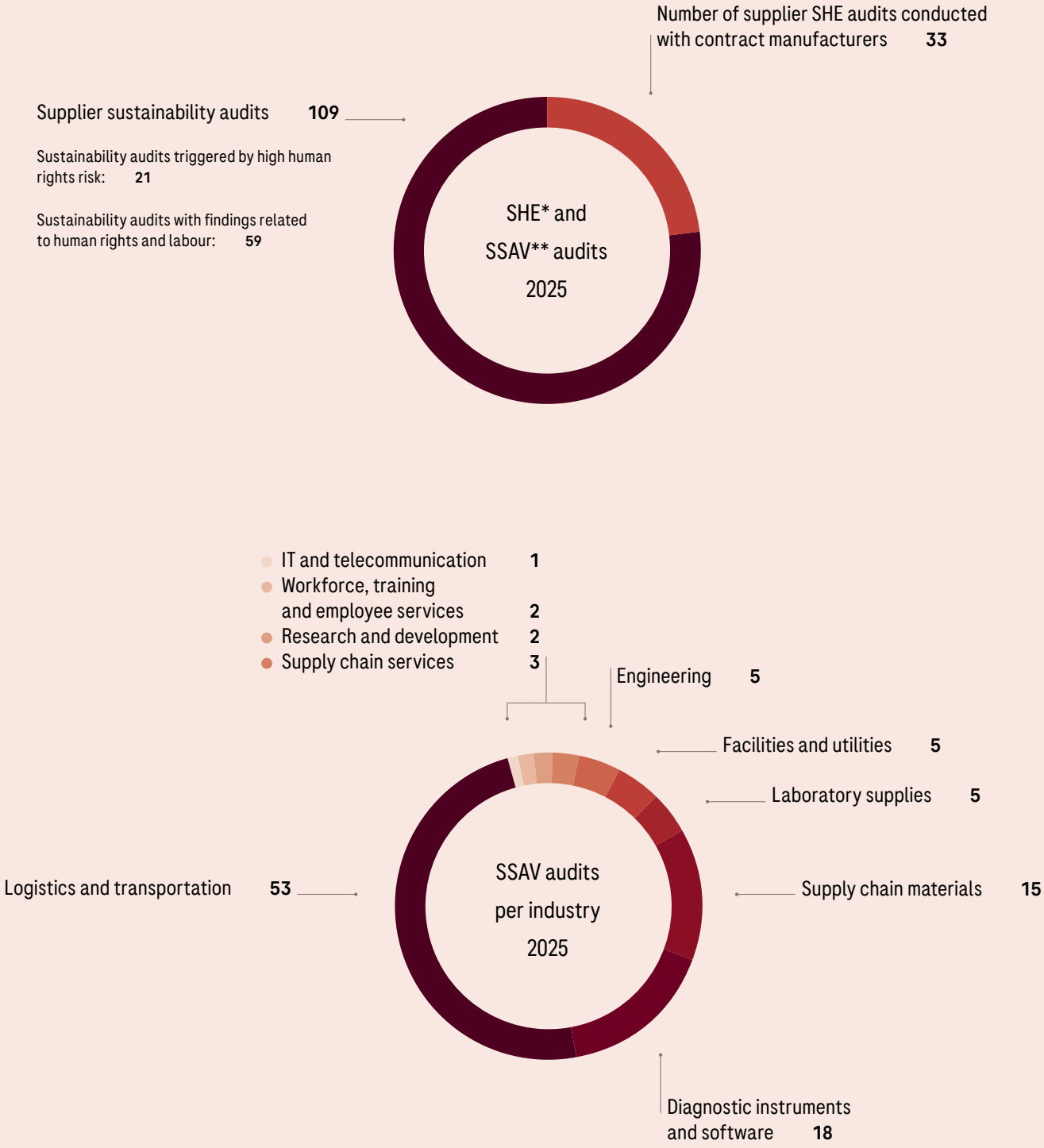
To address identified actual material negative impacts, we have implemented several remedial actions:

Pre-contract
We conduct human rights due diligence for all new suppliers. We use the due diligence process to assess suppliers' human rights violation risks. No supplier can be engaged without this assessment.

Ongoing risk assessment (human rights audit and SSAV programme)
We regularly assess and monitor our suppliers for human rights compliance against the Roche Supplier Code of Conduct. We achieve this through two pathways: human rights risk assessment and the Supplier Sustainability Assurance Visit (SSAV) programme.

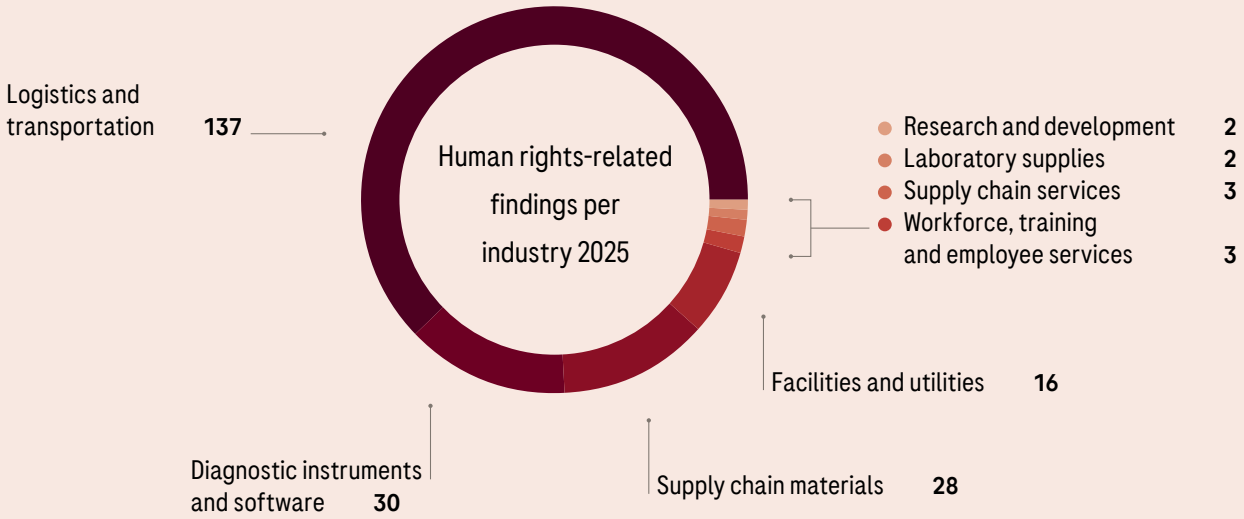
Ongoing human rights risk management

Identification of suppliers subject to human rights audit	Supplier Sustainability Assurance Visit (SSAV) programme
We have a formal, annual process and methodology to assess suppliers in order to identify those at higher risk for human rights violations. High-risk suppliers are subject to formal audits which assess their industry types (likely to employ vulnerable populations), region, association with government, media or internal reports of alleged behaviour or operations that indicate real or potential non-compliance with the Roche Supplier Code of Conduct. We consider four main external indexes in our human rights risk assessment: UNICEF's Children's Rights at the Workplace Index, Global Slavery Index, OECD Participants' Country Risk Classification and Global Rights Index. The assessment utilises suppliers' data such as industry, product or service, location, potential risks identified from their external reports, and concerns raised about a particular supplier, region or industry. High-risk suppliers are included in a list of suppliers auditable entities and are scheduled for PSCI-based audits as part of our SSAV programme.	Depending on the circumstances, further risk-based due diligence actions may be undertaken to ensure that issues such as human rights violations (including child labour) are detected and addressed, as per the principles of the OECD Due Diligence Guidance for Responsible Business Conduct as 2018. We conduct on-site audits at high-risk suppliers to directly evaluate their human rights compliance against our Roche Supplier Code of Conduct, using our PSCI-based SSAV. The SSAV audits also assess human rights and labour compliance of sub-tier suppliers working at our suppliers' sites during the time of the audits, to the extent possible. In case of non-compliance, we collaborate with the suppliers to demand immediate corrective action, or where immediate corrective action is not possible, a proposal to correct issues with a concrete timeline. As a last resort, we will terminate business relationships with the suppliers and disqualify them from future opportunities.



* Safety, security, health and environmental protection

** Supplier Sustainability Assurance Visit



A	Number of findings regarding child labour and young workers	**11**
B	Number of findings regarding freely chosen employment	**33**
C	Number of findings regarding overtime payments	**75**
D	Total of all findings with any human rights impacts (including A to C)	**221**

In 2025, 34% of human rights and labour-related findings pertained to unverified voluntary overtime. Regarding child labour and young workers, all findings were restricted to improper implementation of policies and governing guidelines; no active violations of child or young workers' rights were identified during the reporting period.

Grievance mechanism

Details of grievance mechanisms can be found in section 4. Social, while information on the role of the administrative, management and supervisory bodies related to business ethics and integrity is provided in section 5. Governance.

Incident reporting

In 2025, 10 substantiated incidents of human rights violations occurred which led to contract terminations. 9 incidents were linked to discrimination and harassment and 1 to data privacy, with 8 involving our employees and 2 our contractors; no incidents involved a business partner directly.

Reporting methodology

Supplier Sustainability Assurance Visits (SSAVs)[1]
Defined as the number of formal SSAV audits performed in the reporting period.

Safety, security, health and environmental protection (SHE) audits[1]
Defined as the number of formal SHE audits performed in the reporting period.

SSAV audits per industry[1]
Defined as the number of formal SSAV audits performed in the reporting period categorised by the industry sector.

Human rights-related findings per industry[1]
Defined as the number and type of human rights violations identified during SSAV audits within a specific industry.

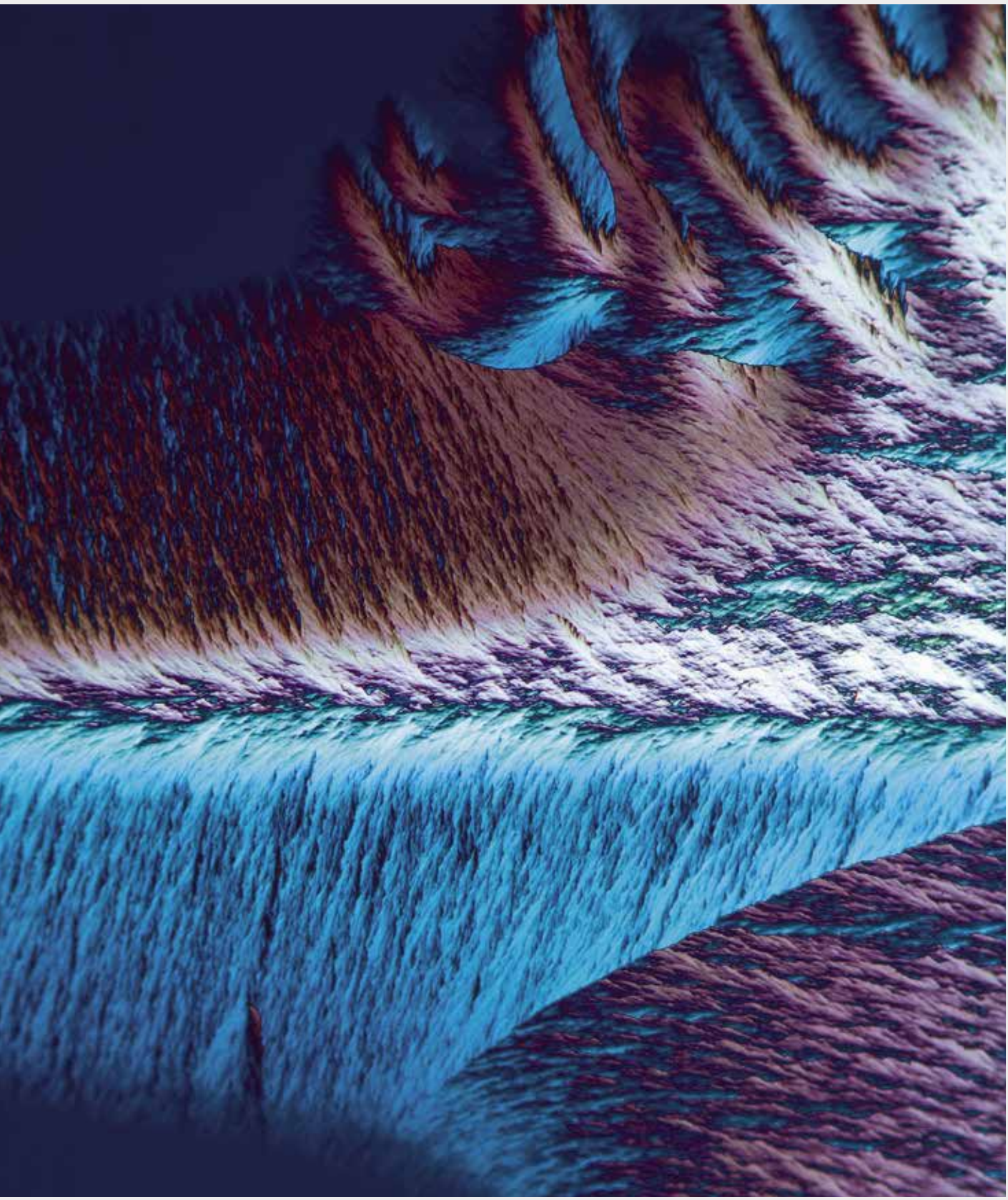
Findings regarding child labour and young workers[1]
Defined as the number of findings related to child labour or young workers identified in SSAV audits conducted in the reporting period.

Findings regarding freely chosen employment[1]
Defined as the number of findings related to freely chosen employment identified in SSAV audits conducted in the reporting period.

Findings regarding overtime payments[1]
Defined as the number of findings related to overtime payments identified in SSAV audits conducted in the reporting period.

Substantiated incidents related to human rights violations which triggered termination of contracts[1]
Defined as the number of contracts that were terminated as a direct consequence of substantiated incidents involving human rights violations.

1 Excluding Chugai and LITE companies



7. Appendix

A recrystallised thin film of the **risdiplam** drug substance, viewed using hot-stage polarised light microscopy. The distinct bands of colour and the 'brushed' textures show the growth of crystals in an amorphous phase. The colours, shapes and thermal behaviour of these structures reveal important information about the drug's crystal form, which directly impacts its stability, processability and bioavailability.

7.1 Reference table

ESRS disclosures referenced in the Sustainability Report

ESRS reference	Disclosures	Sustainability Report section	Page
ESRS 2	**General disclosures**	2. General information	75
BP-1	General basis for preparation of sustainability statements	2.1 Basis of preparation	76
BP-2	Disclosures in relation to specific circumstances		
GOV-1	The role of the administrative, management and supervisory bodies	2.2 Sustainability governance	77
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies		
GOV-3	Integration of sustainability-related performance in incentive schemes		
GOV-4	Statement on due diligence		
GOV-5	Risk management and internal controls over sustainability reporting		
SBM-1	Strategy, business model and value chain	2.3 Strategy, business model and value chain	80
SBM-2	Interests and views of stakeholders		
SBM-3	Material IROs and their interaction with strategy and business model		
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities (IROs)	2.4 Double materiality assessment	84
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	7.1 Reference table	154
ESRS E1	**Climate change**	3.1 Climate change	90
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related IROs		
E1-1	Transition plan for climate change mitigation		
E1-2	Policies related to climate change mitigation and adaptation		
E1-3	Actions and resources in relation to climate change policies		
E1-4	Targets related to climate change mitigation and adaptation		
E1-5	Energy consumption and mix		
E1-6	Gross scopes 1, 2, 3 and Total GHG emissions		
ESRS E2	**Pollution**	3.2 Pollution	104
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
E2-1	Policies related to pollution		
E2-2	Actions and resources related to pollution		
E2-3	Targets related to pollution		
E2-4	Pollution of air, water and soil		
ESRS E3	**Water and marine resources**	3.3 Water	107
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
E3-1	Policies related to water and marine resources		
E3-2	Actions and resources related to water and marine resources		
E3-3	Targets related to water and marine resources		
E3-4	Water consumption		

ESRS disclosures referenced in the Sustainability Report (continued)

ESRS reference	Disclosures	Sustainability Report section	Page
ESRS E4	**Biodiversity and ecosystems**	3.4 Biodiversity	111
ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities		
E4-2	Policies related to biodiversity and ecosystems		
E4-3	Actions and resources related to biodiversity and ecosystems		
E4-4	Targets related to biodiversity and ecosystems		
ESRS E5	**Resource use and circular economy**	3.5 Product sustainability	114
ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities		
E5-1	Policies related to resource use and circular economy		
E5-2	Actions and resources related to resource use and circular economy		
E5-3	Targets related to resource use and circular economy		
ESRS S1	**Own workforce**	4.1 Our people	120
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
S1-1	Policies related to own workforce		
S1-2	Processes for engaging with own workforce and workers' representatives about impacts		
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concern		
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions		
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		
S1-6	Characteristics of the undertaking's employees		
S1-9	Diversity metrics		
S1-10	Adequate wages		
S1-14	Health and safety metrics		
ESRS S2	**Workers in the value chain**	4.2 Workers in the value chain	129
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
S2-1	Policies related to value chain workers		
S2-2	Processes for engaging with value chain workers about impact		
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns		
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions		
ESRS S4	**Consumers and end users**	4.3 Consumers and end users	132
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
S4-1	Policies related to consumers and end-users		
S4-2	Processes for engaging with consumers and end-users about impacts		
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns		
ESRS G1	**Business conduct**	5. Governance	137
ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	5.1 Corporate culture and business ethics and integrity	138
ESRS 2 SBM-3	Material IROs and their interaction with strategy and business model		
G1-1	Business conduct policies and corporate culture		
G1-3	Prevention and detection of corruption and bribery		

KPMG

Independent limited assurance report on selected Sustainability Information of Roche Holding Ltd

To the Corporate Governance and Sustainability Committee of Roche Holding Ltd, Basel

We have undertaken a limited assurance engagement on Roche Holding Ltd's (hereinafter "Roche") and its subsidiaries (the Group) following selected Sustainability Information in the Sustainability Report for the year 2025 (hereinafter "Sustainability Information"), which are listed in detail in the appendix "Assurance Scope 2025" of this report.

Our Limited Assurance Conclusion

Based on the procedures we have performed as described under the '*Summary of the work we performed as the basis for our assurance conclusion*' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the selected Sustainability Information is not prepared, in all material respects, in accordance with the criteria detailed in the appendix of this report.

Our assurance report and our assurance conclusion on the selected Sustainability Information do not extend to any other information in respect of earlier periods or forward-looking information that accompanies or contains the Sustainability Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Understanding how Roche Holding Ltd has Prepared the Sustainability Information

The European Sustainability Reporting Standards (ESRS) as published in the Official Journal of the European Union on 22 December 2023 have been used as criteria references for the disclosures of the detailed KPIs and disclosures listed in the appendix. Consequently, the Sustainability Information needs to be read and understood together with the criteria detailed in the appendix of this report.

Inherent Limitations in Preparing the Sustainability Information

Due to the inherent limitations of any internal control structure, as well as an inherent uncertainty in the quantification of greenhouse gases, it is possible that errors or irregularities may occur in disclosures of the Sustainability Information and not be detected. Our engagement is not designed to detect all internal control weaknesses in the preparation of the Sustainability Information because the engagement was not performed on a continuous basis throughout the period and the audit procedures performed were on a test basis.

Corporate Governance and Sustainability Committee's Responsibilities

The Corporate Governance and Sustainability Committee of Roche is responsible for:

- selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information;
- preparing the Sustainability Information in accordance with the criteria; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, due to fraud or error;

- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our independent conclusion to the Corporate Governance and Sustainability Committee of Roche Holding Ltd.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by the Corporate Governance and Sustainability Committee, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

Professional Standards Applied

We performed a limited assurance engagement in accordance with International Standard on *Assurance Engagements 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000)* and in respect of greenhouse gas emissions, with the International Standard on Assurance Engagements 3410 *Assurance Engagements on Greenhouse Gas Statements (ISAE 3410)*, issued by the International Auditing and Assurance Standards Board (IAASB).

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

Summary of the Work we Performed as the Basis for our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. Carrying out our limited assurance engagement on the Sustainability Information included, among others:

- evaluation of the design and implementation of systems and processes for the collection, processing, monitoring and validation of the Sustainability Information included in the scope of this engagement, including the consolidation of data;
- (virtual) site visits (5 selected sites) and inquiries of group-level personnel who are responsible for determining and consolidating disclosures and for performing internal controls, including the explanatory notes;
- inspection of selected internal and external documents; and
- analytical procedures for the evaluation of data and trends of the quantitative disclosures as reported at group level by all sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

KPMG AG

Silvan Jurt
Licensed Audit Expert

Paul Nichols

Zurich, 27 January 2026

Appendix: Assurance Scope 2025

Appendix: Assurance Scope 2025

Topic	Criteria	Datapoint	Datapoint Name	Page	Explanation/ Limitation
General disclosures	ESRS 2 GOV-1	21 d	Percentage of members of administrative, management and supervisory bodies by gender and other aspects of diversity	78	See third paragraph in section *Oversight of sustainability at Roche* and second paragraph in section *Ownership of sustainability at Roche* Datapoint is reported for BOD and CEC.
	ESRS 2 GOV-1	21 d	Board's gender diversity ratio	78	See third paragraph in section *Oversight of sustainability at Roche*
	ESRS 2 GOV-1	21 e	Percentage of independent board members	78	See third paragraph in section *Oversight of sustainability at Roche*
Climate change	ESRS E1.SBM-3	19 b	Disclosure of when resilience analysis has been conducted	91	See *Resilience analysis*
	ESRS E1-3	29 b	Achieved GHG emission reductions	96	The data point is calculated at consolidated level following the consolidation scope for the SBTi submission, i.e. Chugai is excluded from GHG targets.
	ESRS E1-3	29 b	Expected GHG emission reductions	96	
	ESRS E1-4	34 a, 34 b	Tables: Multiple Dimensions (baseline year and targets; GHG Types, Scope 3 Categories, Decarbonisation levers, entity-specific denominators for intensity value)	98	See *Our roadmap to net zero 2045* The data point is calculated at consolidated level following the consolidation scope for the SBTi submission, i.e. Chugai is excluded from GHG targets. This is applicable for all E1-4 datapoints in this table.
	ESRS E1-4	34 a, 34 b	Absolute value of total Greenhouse gas emissions reduction	96	
	ESRS E1-4	34 a, 34 b	Percentage of total Greenhouse gas emissions reduction (as of emissions of base year)	96	
	ESRS E1-4	34 a, 34 b	Absolute value of Scope 1 Greenhouse gas emissions reduction	96	
	ESRS E1-4	34 a, 34 b	Percentage of Scope 1 Greenhouse gas emissions reduction (as of emissions of base year)	96	
	ESRS E1-4	34 a, 34 b	Absolute value of Scope 2 Greenhouse gas emissions reduction	96	Market-based calculation approach is applied.
	ESRS E1-4	34 a, 34 b	Percentage of Scope 2 Greenhouse gas emissions reduction (as of emissions of base year)	96	
	ESRS E1-4	34 a, 34 b	Absolute value of Scope 3 Greenhouse gas emissions reduction	96	
	ESRS E1-4	34 a, 34 b	Percentage of Scope 3 Greenhouse gas emissions reduction (as of emissions of base year)	96	
	ESRS E1-5	37	Total energy consumption related to own operations	99	
	ESRS E1-5	37 a	Total energy consumption from fossil sources	99	
	ESRS E1-5	37 c	Total energy consumption from renewable sources	99	
	ESRS E1-5	38 b	Fuel consumption from crude oil and petroleum products	99	
	ESRS E1-5	38 c	Fuel consumption from natural gas	99	
	ESRS E1-5	38 d	Fuel consumption from other fossil sources	99	

Appendix: Assurance Scope 2025 (continued)

Topic	Criteria	Datapoint	Datapoint Name	Page	Explanation/ Limitation
Climate change	ESRS E1-5	39	Renewable energy production	99	
	ESRS E1-6	44	Gross Scopes 1, 2, 3 and Total GHG emissions – GHG emissions per scope [table]	95, 99	Total gross Scope 3 emissions (excl. Chugai) – see third paragraph in section *Targets and actions related to climate change.*
	ESRS E1-6	50	Gross Scopes 1, 2 and Total GHG emissions – financial and operational control [table]	96, 99	The financial control approach is applied. However, for the entities in scope emissions were allocated to Scope 1 and 2 instead of Scope 3 cat. 8 (as prescribed by the operational control approach).
	ESRS E1-6	AR 46 d	Gross Scopes 1, 2, 3 and Total GHG emissions – Scope 3 GHG emissions (GHG Protocol) [table]	96, 99	For Scope 3: Categories 1, 2, 4, 7, 9, 11, 12 and 15 do not include Chugai.
	ESRS E1-6	48 a	Gross Scope 1 greenhouse gas emissions	99	
	ESRS E1-6	49 a	Gross location-based Scope 2 greenhouse gas emissions	99	
	ESRS E1-6	49 b, 52 b	Gross market-based Scope 2 greenhouse gas emissions	96, 99	For ESRS E1-6 52 b: *See Scope 1, 2 and 3 long-term goal* in section *Progress on our science-based targets;* the calculation of total greenhouse gas emissions is based on Scope 2 emissions, which are measured using the market-based method.
	ESRS E1-6	51	Gross Scope 3 greenhouse gas emissions	96	Categories 1, 2, 4, 7, 9, 11, 12 and 15 do not include Chugai. Category 3: Upstream emissions of renewable energies are not considered. Total gross Scope 3 emissions (excl. Chugai) – see third paragraph in section *Targets and actions related to climate change.*
	ESRS E1-6	AR 43 c	Biogenic emissions of CO_2 from the combustion or bio-degradation of biomass not included in Scope 1 GHG emissions	99	
	ESRS E1-6	AR 45 e	Biogenic emissions of CO_2 from combustion or bio-degradation of biomass not included in Scope 2 GHG emissions	99	
	ESRS E1-6	AR 46 j	Biogenic emissions of CO_2 from combustion or bio-degradation of biomass that occur in value chain not included in Scope 3 GHG emissions	99	

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Topic	Criteria	Datapoint	Datapoint Name	Page	Explanation/ Limitation
Pollution	ESRS E2-4	28 a	Emissions to air by pollutant	107	
Water	ESRS E3-4	AR 32	Total water withdrawal	110	
	ESRS E3-4	AR 32	Total water discharges	110	
	ESRS E3-4	28 a	Total water consumption	110	
	ESRS E3-4	28 b	Total water consumption in areas at water risk, including areas of high-water stress	110	
	ESRS E3-4	28 d	Total water stored	110	
Own workforce	ESRS S1-6	50 a	Characteristics of undertaking's employees – number of employees by gender [table]	124	
	ESRS S1-6	50 a	Number of employees (head count)	124	
	ESRS S1-6	50 a	Characteristics of undertaking's employees – number of employees in countries with 50 or more employees representing at least 10% of total number of employees [table]	124	
	ESRS S1-6	50 a	Number of employees in countries with 50 or more employees representing at least 10% of total number of employees	124	
	ESRS S1-6	50 c	Number of employees who have left undertaking	124	See third paragraph in section *Metrics*. Scope: Roche Group excl. LITE companies
	ESRS S1-6	50 c	Percentage of employee turnover	124	
	ESRS S1-9	66 a	Gender distribution in number of employees (head count) at top management level	125	Scope: Roche Group excl. Chugai and LITE companies
	ESRS S1-9	66 a	Gender distribution in percentage of employees at top management level	125	
	ESRS S1-9	66 b	Distribution of employees (head count) under 30 years old	124	
	ESRS S1-9	66 b	Distribution of employees (head count) between 30 and 50 years old	124	
	ESRS S1-9	66 b	Distribution of employees (head count) over 50 years old	124	
	ESRS S1-10	70	Countries where employees earn below the applicable adequate wage benchmark [table]	124	See fourth paragraph in section *Metrics*.
	ESRS S1-10	70	Percentage of employees paid below the applicable adequate wage benchmark	124	Scope: Roche Group excl. Chugai and LITE companies

Appendix: Assurance Scope 2025 (continued)

Topic	Criteria	Datapoint	Datapoint Name	Page	Explanation/ Limitation
Health and Safety	ESRS S1-14	88 a	Percentage of people in its own workforce who are covered by health and safety management system based on legal requirements and (or) recognized standards or guidelines	128	
	ESRS S1-14	88 b	Number of fatalities in own workforce as result of work-related injuries and work-related ill health	128	
	ESRS S1-14	88 c	Number of recordable work-related accidents for own workforce	128	
Governance	ESRS G1-3	21 b	Percentage of functions-at-risk covered by training programmes	140	Scope: Roche Group excl. Chugai and LITE companies