

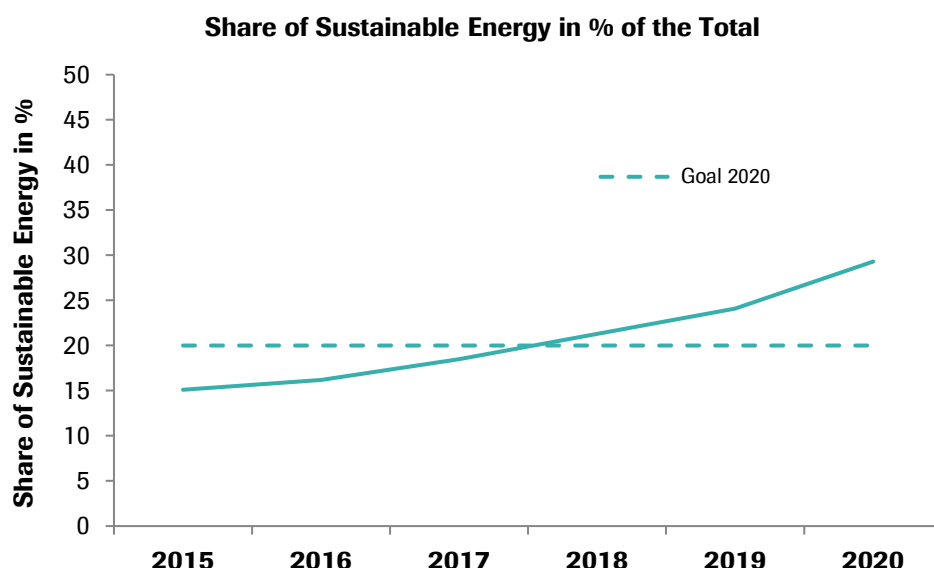
Our SHE goals and performance

Energy consumption

Roche requires energy to operate. We use energy mainly to heat and cool production processes, run machinery and equipment, maintain controlled air environments, provide comfort heating and cooling and for transportation and business travel. Globally, the demand for energy is growing and is being paralleled with rising energy prices, issues surrounding the reliability of the grid and a growing concern about global warming. Being energy efficient means using natural resources responsibly, thereby reducing greenhouse gas emissions. This will contribute to reduce Roche's ecological footprint and to Roche's reputation as a socially and environmentally responsible organisation. Energy efficiency also reduces operating costs which leads to more competitive pricing in the market place and therefore a bigger net profit for the company. Such issues highlight a clear business case and the need to be energy efficient, environmentally responsible and financially successful.

We have set two goals relating to energy. First, to increase the share of sustainable energy to 20% of the total energy consumption by 2020 and secondly, to reduce energy consumption (GJ_{FFE}¹ per employee) (scope 1+2) by 15% by 2025.

Since the start of the goal period in 2015, the Roche Group has outperformed the goal of increasing the share of sustainable energy already in 2018 reaching to 21.3%. We continued this success into 2019 (24.1%) and finally reached prominent 29.3% in 2020.



¹ Fossil Fuel Equivalents

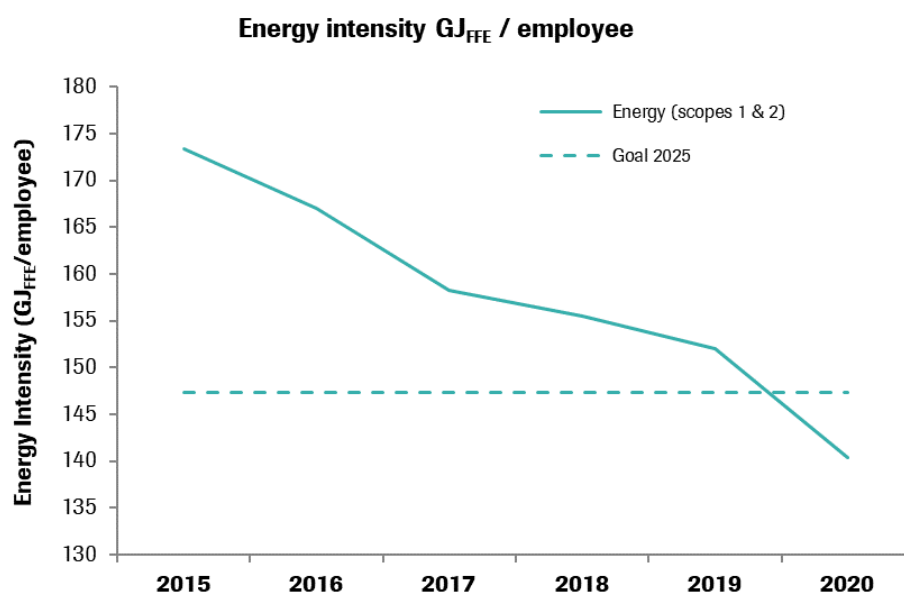
We did not continue the goal related to the share of sustainable energy but focused on areas where we can have most immediate impact, i.e. increase *electricity* from sustainable sources.

It is particularly pleasing to see that in 2021 already 71.8% of the procured electrical power comes from sustainable sources. The goal is 100% by 2025.

Approximately 30 Roche sites source their electricity from either:

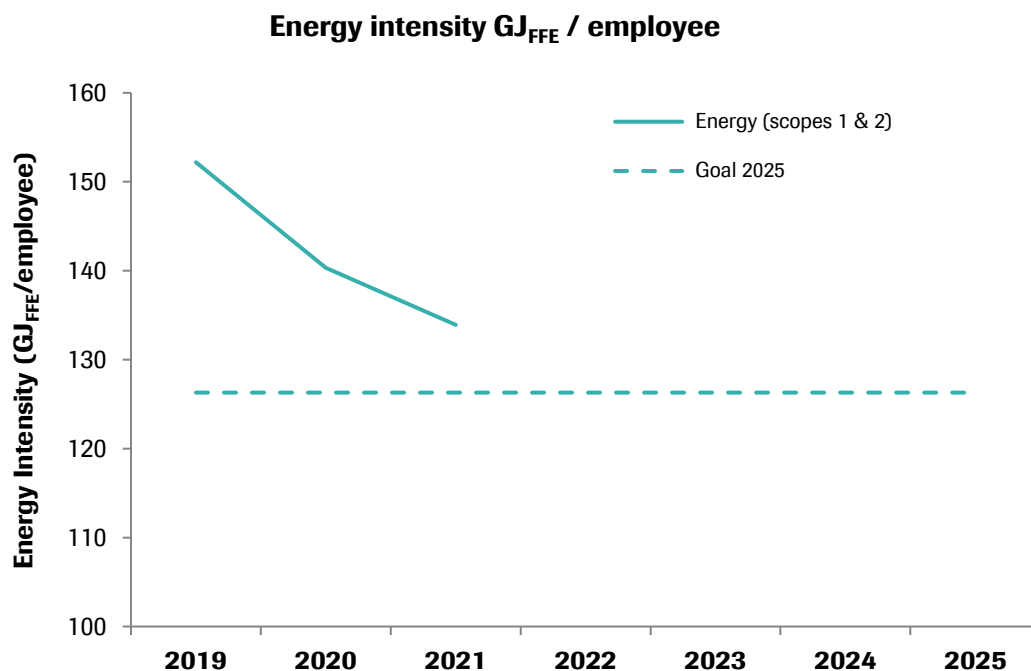
- energy providers who generate electricity from water, solar or wind power or
- solar panels installed on site. A solar panel system meets a percentage of the site's total electricity requirements. The rest comes from energy providers.

Furthermore, the Roche Group reduced scope 1 and 2 energy consumption per employee by approximately 19%, from 173 to 140 GJ_{FFE} in 2020 and approximately 7.8% from 2019 to 2020 (see **Figure**).



Hence, in 2020 we have already outperformed the 2025 goal by 4.8%. As a consequence, another ambitious 10% reduction goal of scope 1 and 2 energy consumption per employee has been defined until 2025, starting from 2020 (target: 126.30 GJ_{FFE} per employee).

In 2021, we already improved our energy consumption per employee by 4.6% compared to 2020 (2020: 140.33; 2021: 133.92 GJ_{FFE} /e - see **Figure**).



Regarding fuel efficiency of the car fleet, many sites have achieved the fuel efficiency goal of 2 MJ/km for their car fleet, but some are still well above (some still have more than 3 MJ/km). Indeed, car fleet performance of the Group went up by approximately 4% in 2021 (2.26 MJ/km) compared to 2020 (2.18 MJ/km, see **Figure**).

