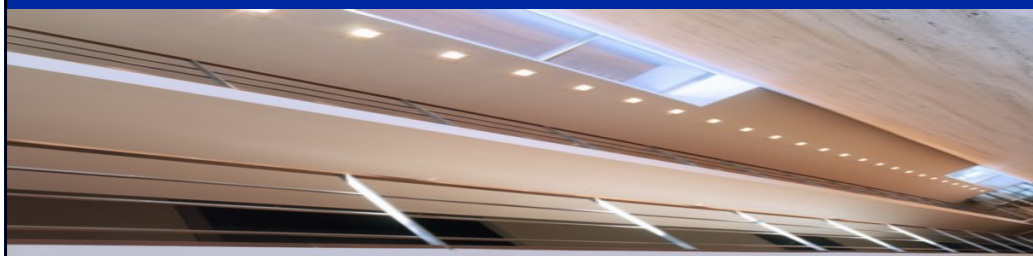


Roche: Defining priorities for a high tech healthcare company

Erich Hunziker, Deputy Head of the Corporate Executive Committee and CFO



This presentation contains certain forward-looking statements. These forward-looking statements may be identified by words such as 'believes', 'expects', 'anticipates', 'projects', 'intends', 'should', 'seeks', 'estimates', 'future' or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward-looking statements contained in this presentation, among others:

- 1 pricing and product initiatives of competitors;
- 2 legislative and regulatory developments and economic conditions;
- 3 delay or inability in obtaining regulatory approvals or bringing products to market;
- 4 fluctuations in currency exchange rates and general financial market conditions;
- 5 uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of clinical trials or research projects, unexpected side-effects of pipeline or marketed products;
- 6 increased government pricing pressures;
- 7 interruptions in production
- 8 loss of or inability to obtain adequate protection for intellectual property rights;
- 9 litigation;
- 10 loss of key executives or other employees; and
- 11 adverse publicity and news coverage.

Any statements regarding earnings per share growth is not a profit forecast and should not be interpreted to mean that Roche's earnings or earnings per share for this year or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Roche.

For marketed products discussed in this presentation, please see full prescribing information on our website - www.roche.com

All mentioned trademarks are legally protected

Performance up-date

Our priorities

Q1 2008: Outperforming in our markets

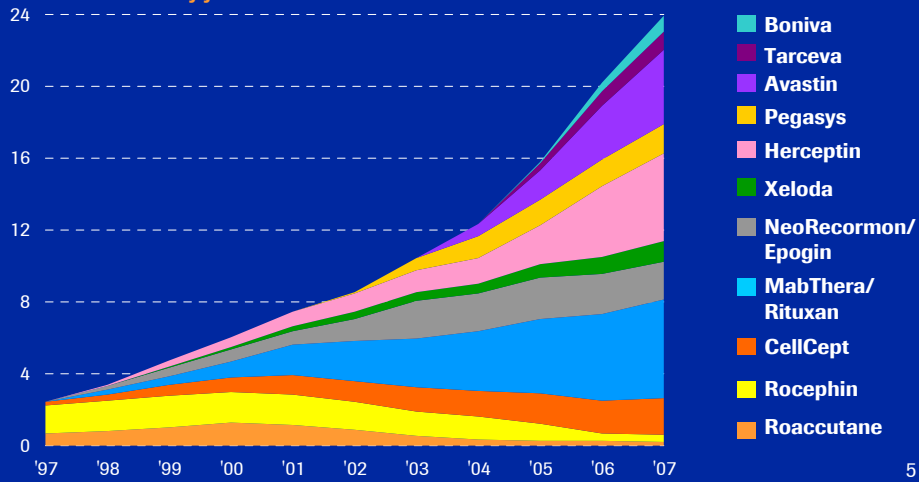
CHF bn	Q1'07	Q1'08	% change in		USD growth
			CHF	local	
Pharmaceuticals	9.1	8.6	-6	1	8
excl. Tamiflu pandemic	8.4	8.5	2	9	17
Diagnostics	2.2	2.3	3	9	19
Roche Group	11.4	10.9	-4	2	10
excl. Tamiflu pandemic	10.6	10.8	2	9	17

Differentiated and rejuvenated product portfolio

From 1 to 9 products with sales at or above CHF 1 billion



Pharmaceuticals key products (CHF billion)
By year of market introduction

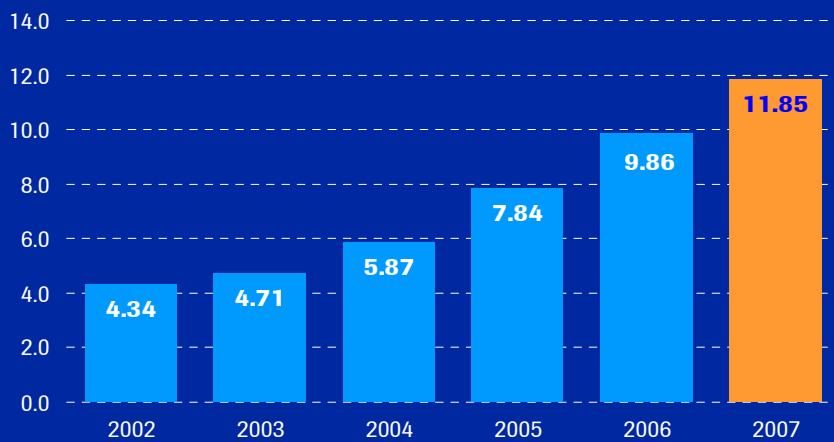


5

Core EPS continued to rise rapidly



CHF Core EPS CAGR¹ ('02 - '07): 22%

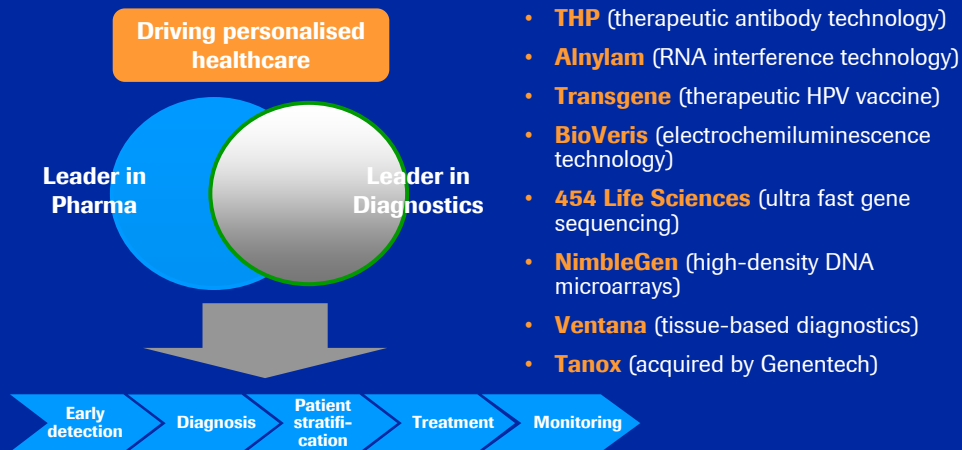


¹ Compound Annual Growth Rate

6

Strategic acquisitions and portfolio enhancements

Committed to technology leadership



7

Our objectives for 2008



Sales

- High single-digit local currency sales increase for Roche Group (excl. Tamiflu pandemic¹)
- Above-market sales growth¹ in both divisions

Core EPS

- Core earnings per share target² at least at record 2007 level despite significant increase in R&D investment and considerably lower Tamiflu pandemic sales

Shareholder return

- Continuous increase in dividend pay-out ratio over the next 3 years

¹ Excluding government and corporate stockpiling orders of Tamiflu for pandemic use
² At constant exchange rates

Barring unforeseen events

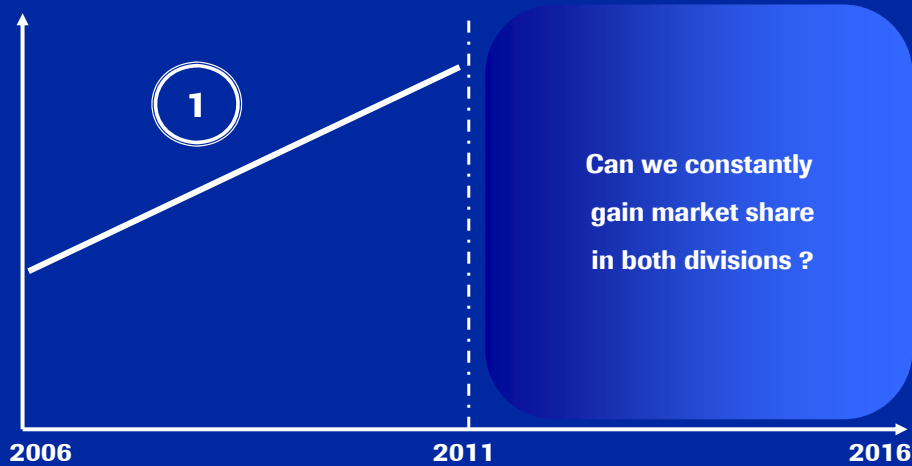
8

Performance up-date

Our priorities

Roche Challenge # 1

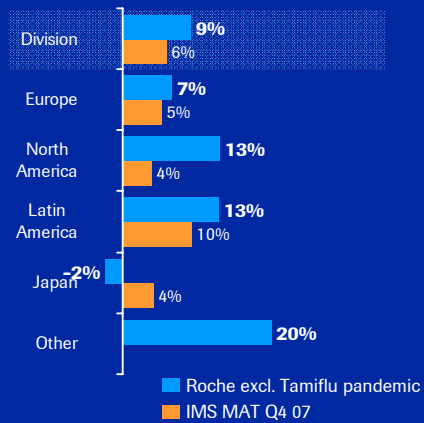
Achieve above peer level sales growth for both divisions



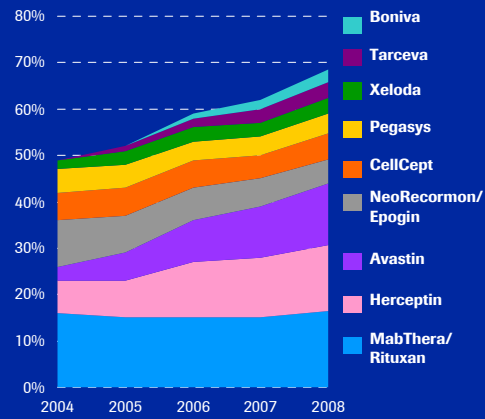
Q1 2008: Continuing to outperform the market



Local sales growth

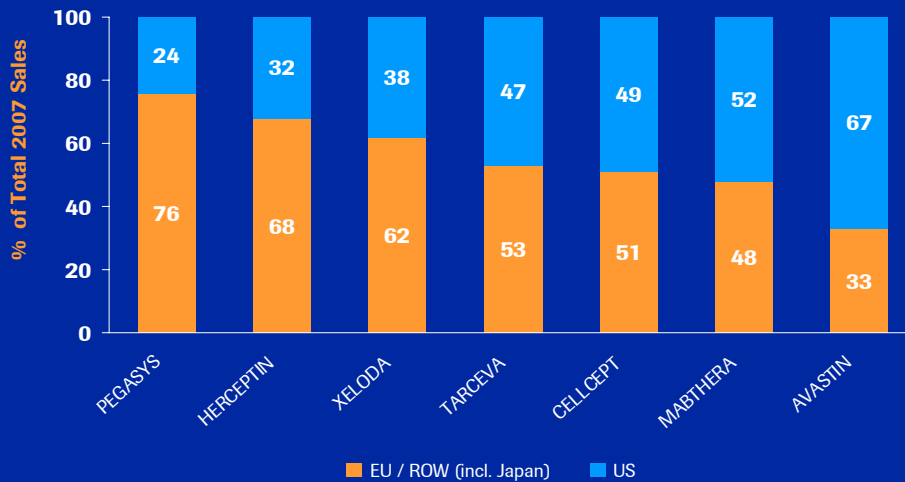


% Key products of total pharmaceutical sales



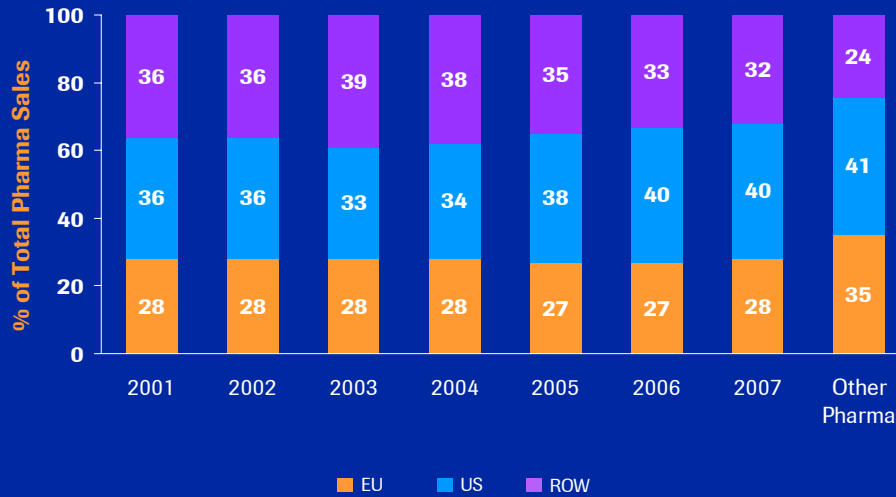
11

Major growth opportunities outside the US



12

A well balanced geographic split ROW of continued importance



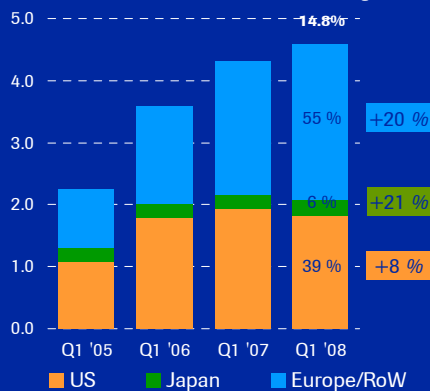
13

Oncology: Europe/RoW particularly strong

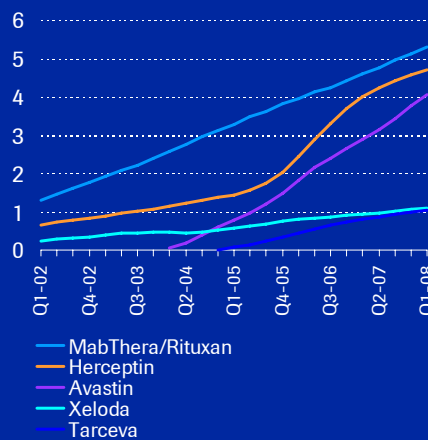


CHF bn

Q1 '08 vs. Q1 '07
local growth



Sales, key oncology products
(MAT, CHF bn at Q1-08 avg. exchange rates)



14

Our oncology strategy: Setting new standards of care

New tumor types, new combinations, new lines of intervention



Clinically differentiated product

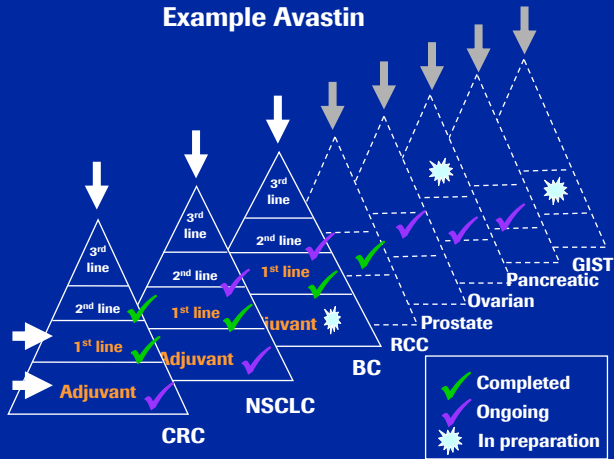
target all tumor types

target all possible combinations

target earlier (adjuvant) intervention

Superior outcome for patients

Example Avastin



15

Avastin still early in its journey

Realising full potential across tumour types



Tumour

Early/adjuvant
(Potential for cure)

Advanced/metastatic
(Extending life)

1st-line of treatment

2nd-line of treatment

Tumour	Early/adjuvant (Potential for cure)	1 st -line of treatment	2 nd -line of treatment
Colon/rectal	Phase III (AVANT, NSABP C-08, E5202, E5204)	✓ Launched [EU, US, JP; broad label in 1st and subsequent lines]	
Lung (NSCLC)	Phase III (E1505)	✓ Launched [EU majority of chemos, US carboplatin/paclitaxel]	Phase III (BETA Lung w/Tarceva)
Breast (HER2-)	Phase III (BEATRICE, E5103)	✓ Launched [EU paclitaxel] Phase III (AVADO, RIBBON-1)	Phase III (RIBBON-2, incl. w/Xeloda)
Breast (HER2+)	Phase III (BETH w/Herceptin)	Phase III (AVEREL w/Herceptin)	-
Kidney (RCC)	-	✓ Launched [EU; with interferon]	

Avastin also trialed in gastric, ovarian, prostate, aNHL, and brain (GBM)

(Trial names) [Approval status]. More trials are ongoing than listed above.

16

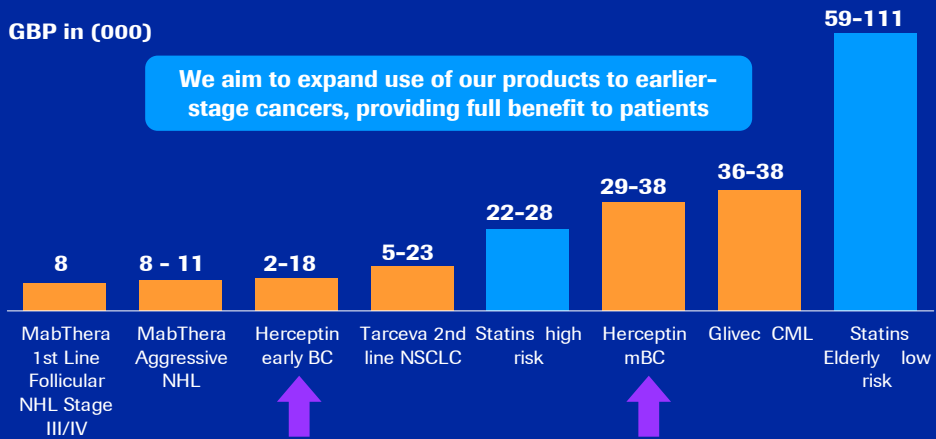
Funding

Roche oncology products are cost-effective



Cost per QALY for selected drugs (UK data – NICE/SMC)

GBP in (000)

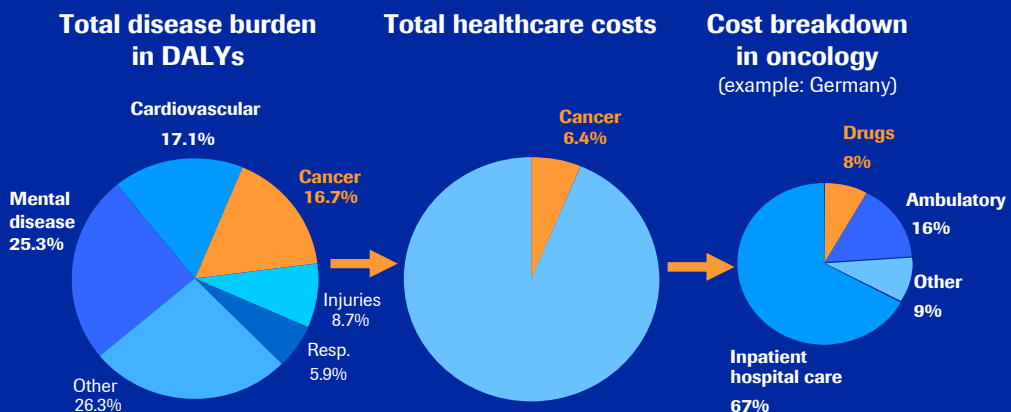


We aim to expand use of our products to earlier-stage cancers, providing full benefit to patients

17

Oncology is still dramatically under funded

Compared to other disease areas

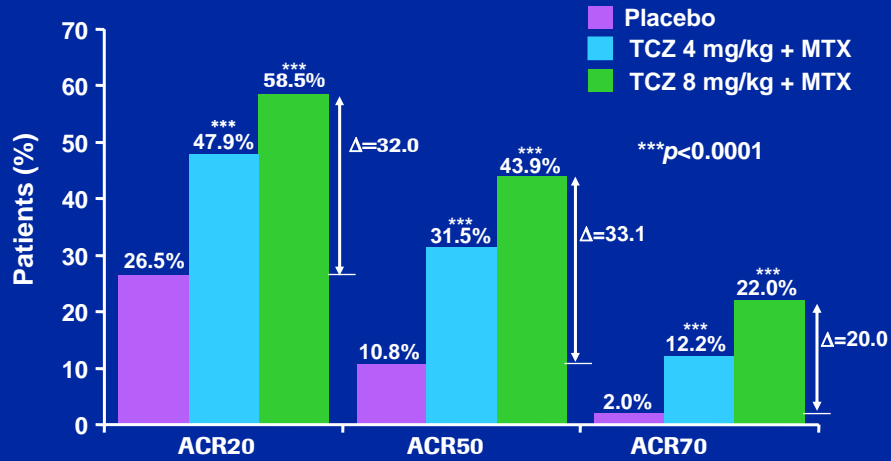


Source: A pan-European comparison regarding patient access to cancer drugs, Karolinska Institute
DALY: Disability-Adjusted Life Years, figures from 2002/3; Commonly used measure of the burden of disease

18

Actemra: Significant clinical benefit

Strong improvement also at higher ACR scores



Source: Roche's OPTION trial. All comparisons are to placebo + MTX
Cochran-Mantel-Haenszel analysis was used to calculate p-values

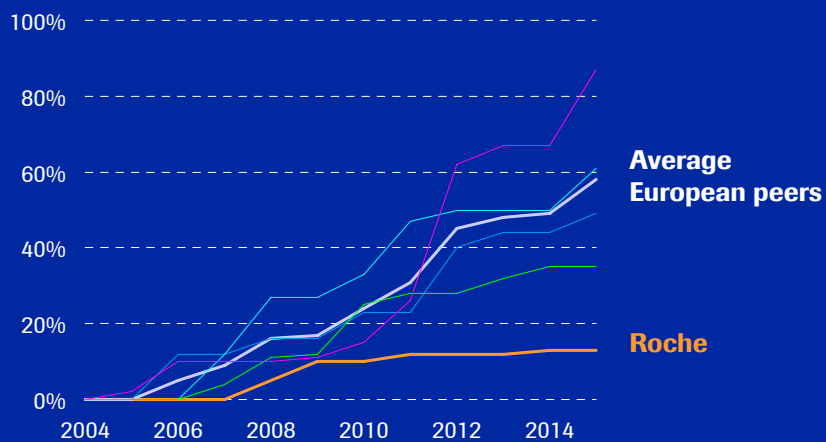
19

Roche has a low exposure to generics

Long-term sustainable business



Sales erosion due to generisation (% of 2004 sales)



20

Roche has a unique „investment case“



Roche: Unique geographic risk diversification

USA

(Greater)
Europe

Japan

Asia China

Latin
America

Roche: Unique “pillars of value” risk diversification

Avastin
in CRC

Avastin
in NSCL

Avastin
in BC

MabThera

Xeloda

Herceptin

Tarceva

Actemra

MabThera in RA

Pegasys

Neo Recormon

Mircera

Diabetes Care

Immuno-
Diagnostics

Boniva

CellCept

Molecular
Diagnostics

Avastin adjuvant
CRC

Avastin adjuvant
NSCLC

Avastin adjuvant
in BC

CETP i

GLP - 1

Pertuzumab

Ocrelizumab (AD)

FUTURE PILLARS

21

The short/medium term *sales* perspective



Challenge # 1:

Achieve above industry-standard sales growth

Conclusion # 1:

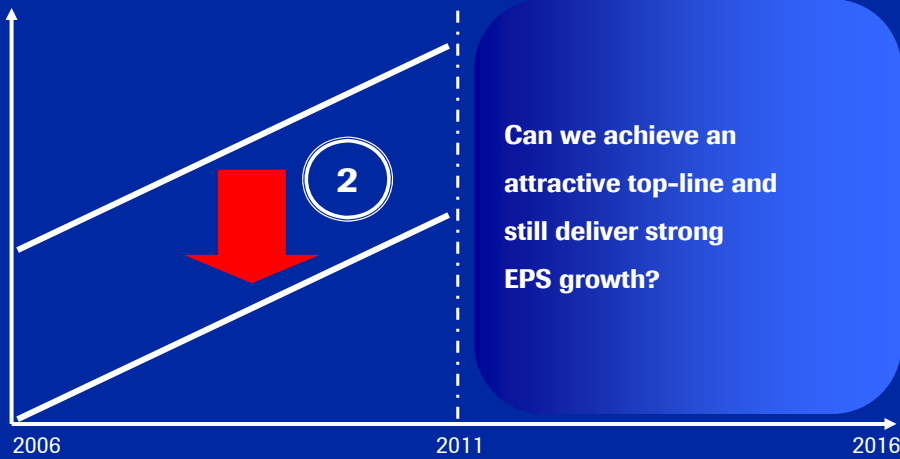
Roche wants to maximize assets on hand –
and to translate value opportunities into reality



22

Challenge # 2

Turn attractive top line into attractive bottom line



23

Doing the right things *right*

Three focus areas



- **People are key!**

Activate potential and constantly educate: to learn faster than our competitors is the only sustainable factor of success!

- **The right “quantum” size for Roche ?**

Fixed cost versus variable cost

- **Operational productivity**

24

Activate our employees' potential

Constant education to overcome fear of change

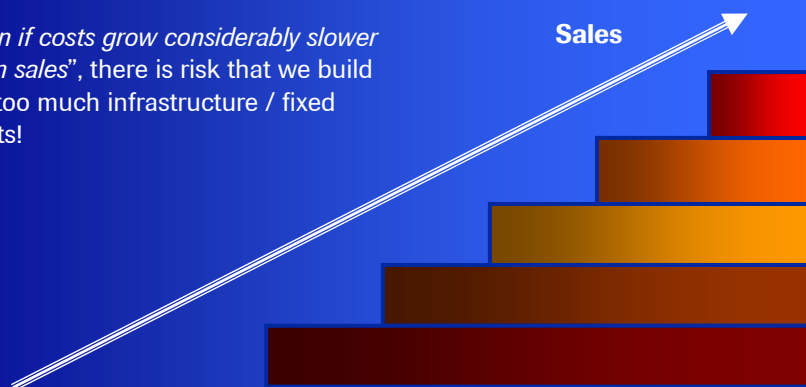


25

What is the right quantum size for a “sustainable” Roche?



Even if costs grow considerably slower than sales”, there is risk that we build up too much infrastructure / fixed costs!

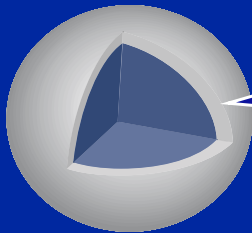


26

Constantly improving operational productivity



Operational productivity is an important key enabler for the Roche Group



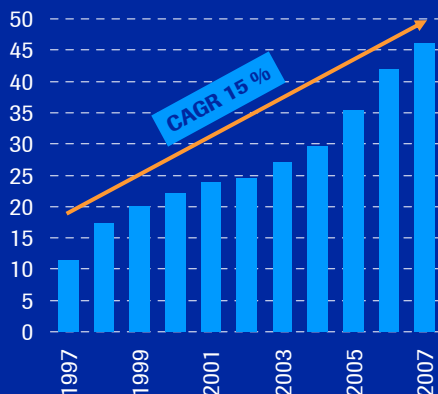
We must become better and cheaper in whatever we do!

27

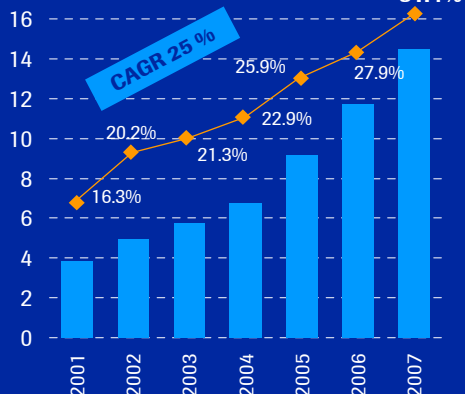
Focus on differentiated products paying off *Outstanding long-term value creation*



Group sales¹ (CHF billion)



Group operating profit² (CHF billion)

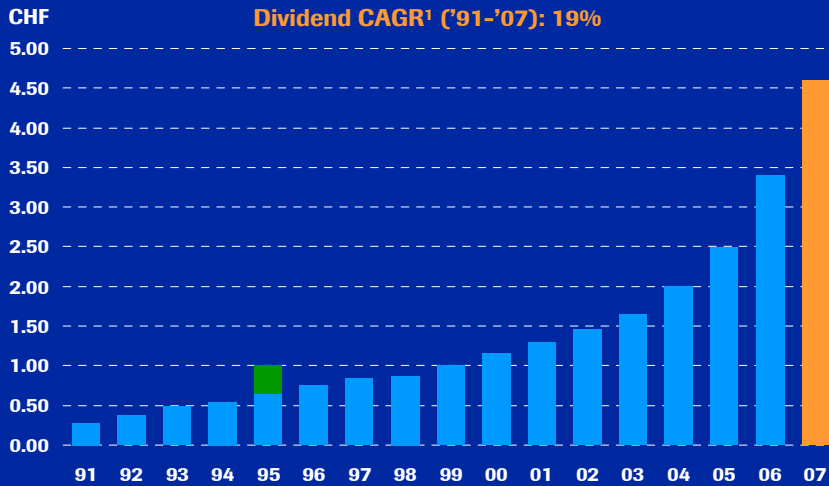


Continuing to focus on our core assets

¹ Prescription and Diagnostics
² Continuing businesses, before exceptional items

28

Committed to continuously increase pay-out ratio over the next 3 years



¹ Compound Annual Growth Rate.
1995 includes centenary bonus. 2007 Dividend: Proposed by the Board of Directors.

29

Short/medium term *bottom-line* perspective



Challenge # 2:

Achieve above industry-standard value creation

Conclusion # 2:

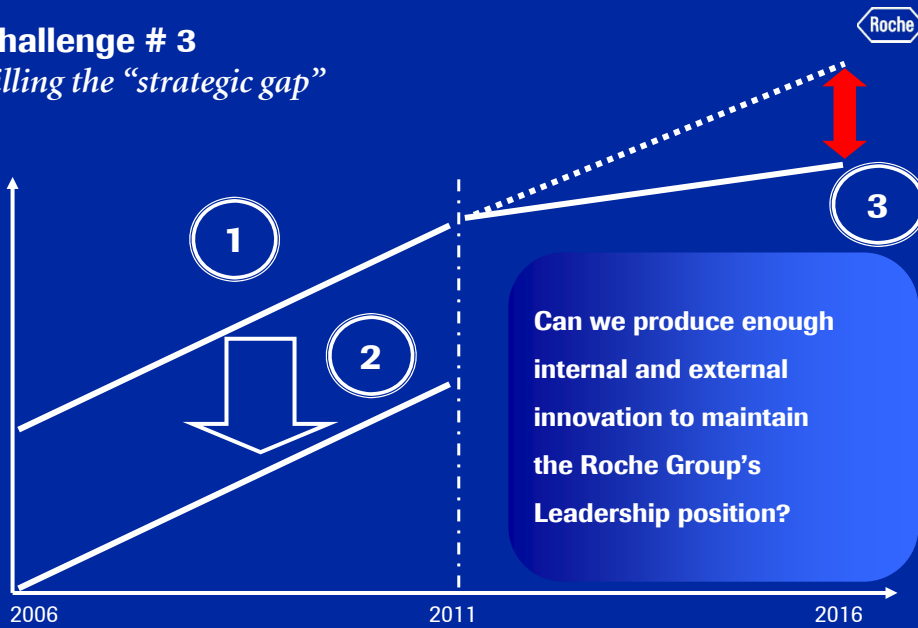
Roche has many programs running to ensure above industry standard EPS-growth



30

Challenge # 3

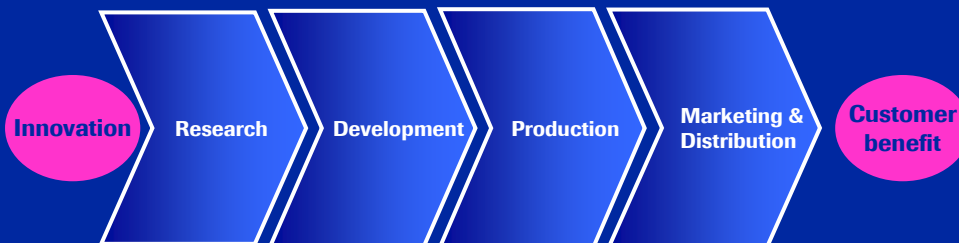
Filling the “strategic gap”



31

Sustainable leadership

How can we constantly provide benefit to customers?

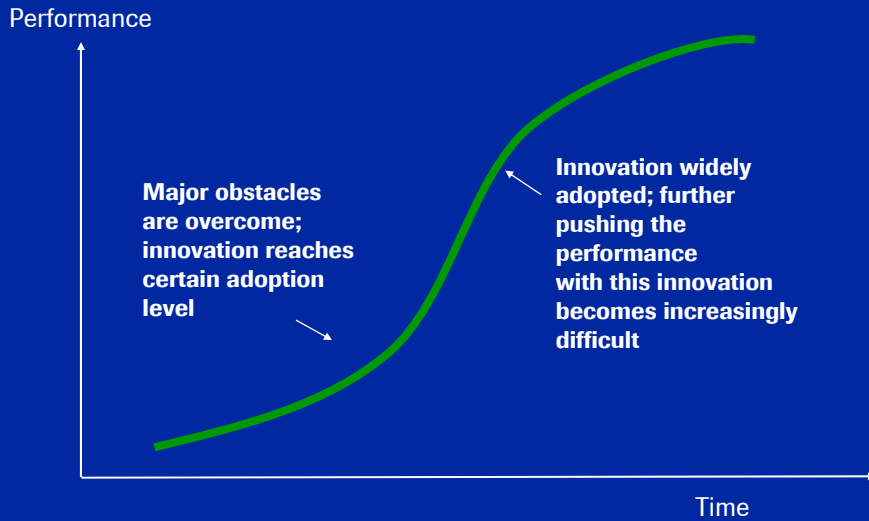


Which degree of innovation (= medical differentiation) is necessary to jump regulatory and reimbursement hurdles?

32

Innovation and Change Management

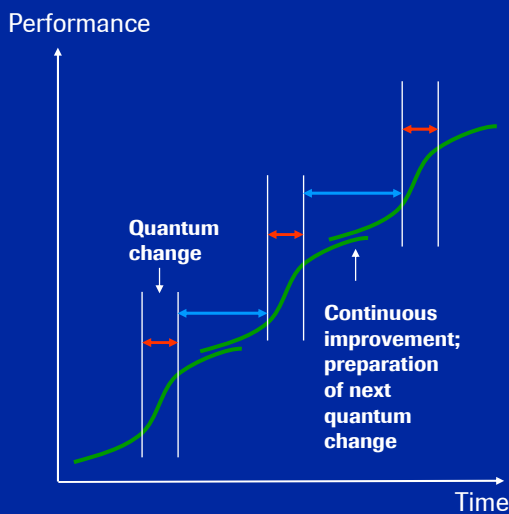
Performance improvements are not linear



33

Large-Scale Transformation

Requires multiple S-Curves building on each other

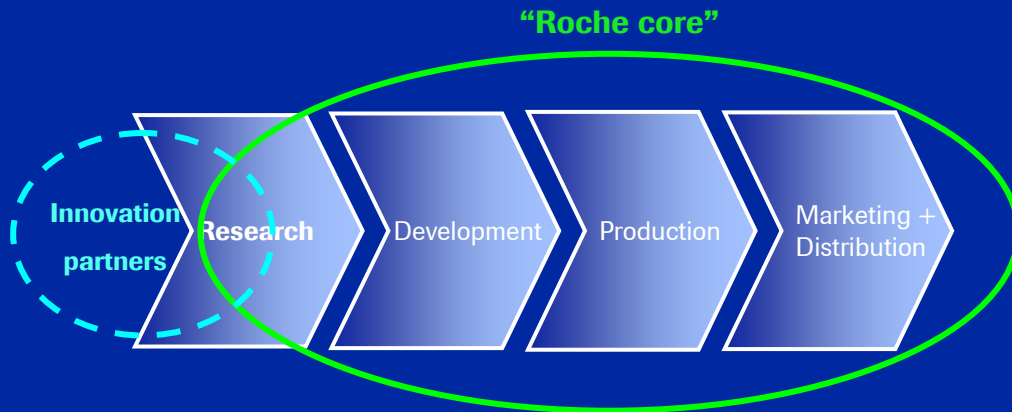


- Critical for large scale transformation is that major innovations build on each other
- Combination of quantum-leap progress and continuous improvement
 - Organisation needs a major step change every few years followed by a period of stability to digest, optimize and continuous improvements

34

The Roche “hub & spoke”-model:

Roche controls the global value chain, but is open for Research partnerships



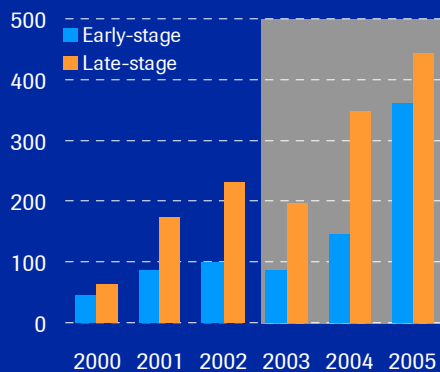
35

Access to Innovation is key - competition growing

Costs of third party innovation is raising steeply!



Average cost of in-licensing (Rx), \$m



- Average cost of in-licensing deals rose 40% (CAGR) since 2000
- By 2010, 40% of Pharma peers' revenues expected to come from external sources of innovation

36

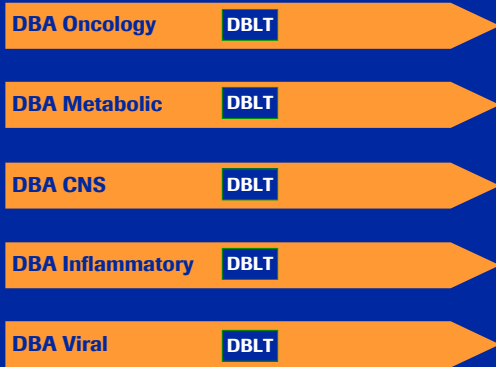
Roche 2015: Disease Biology Areas (DBAs)



Alignment and focus

Disease Biology Areas

Idea ←————→ Market



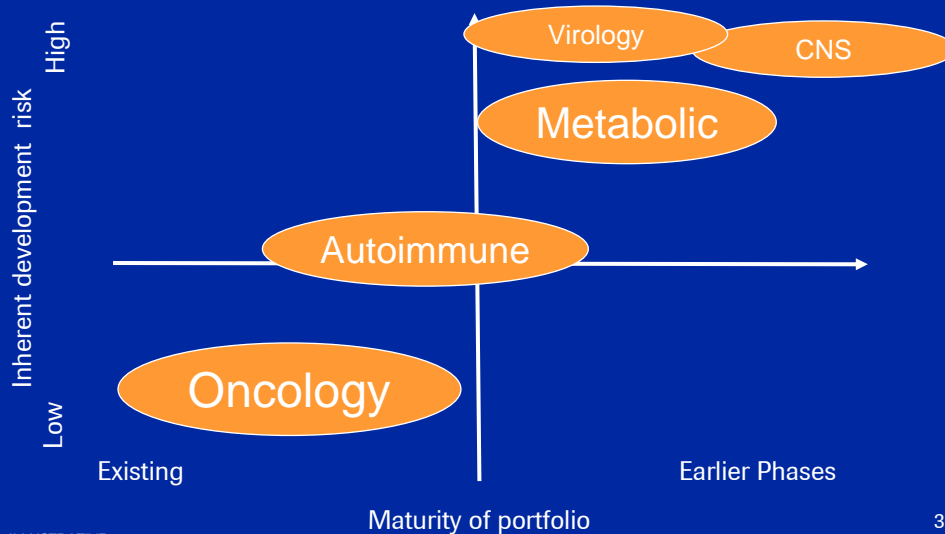
- Focus on five DBAs
- Decisions made by Disease Biology Leadership Teams (DBLTs) against measurable metrics
- **Up to Proof of Concept:** DBLTs manage compound progression within respective DBA
- **After Proof of Concept:** DBLTs responsible for conducting scientific/ medical reviews and providing options to Pharma Leadership Team

- Clear focus
- More independent and flexible disease areas
- Faster and simpler decision processes

Key drivers for long term development in place



Develop the short term drivers while shaping the others



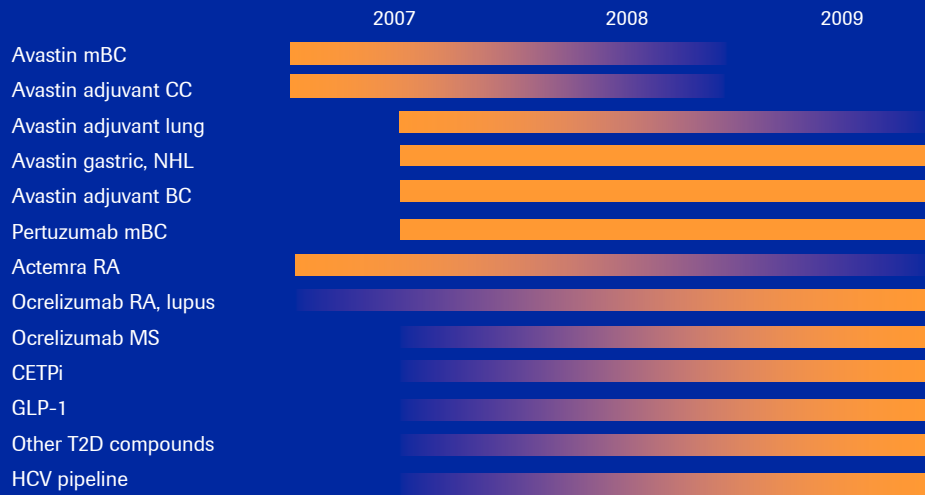
ILLUSTRATIVE

38

Major phase III commitments – large investments



Additional large phase III trials started or starting soon

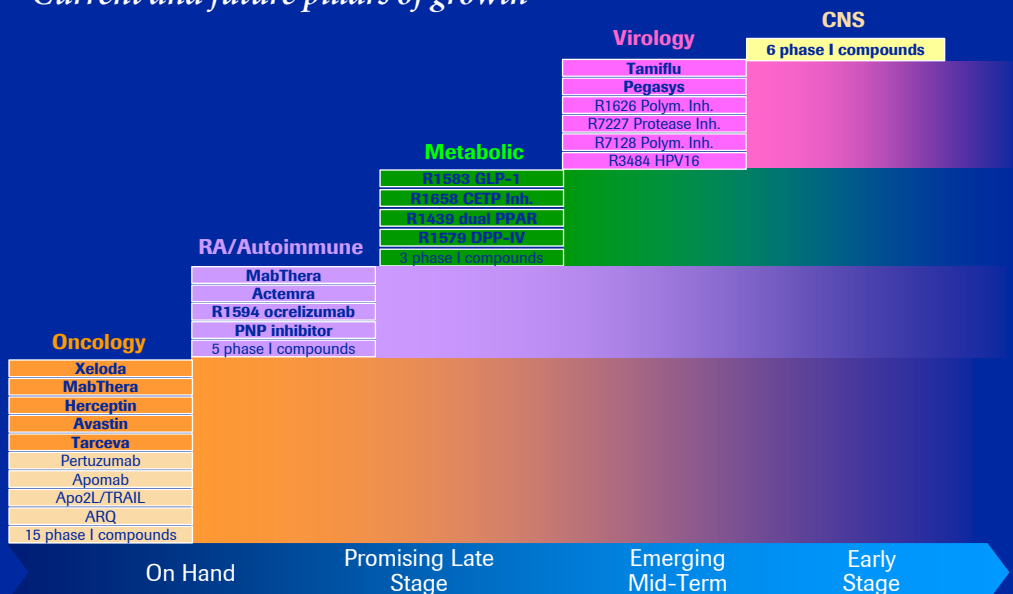


41

Roche key therapeutic areas



Current and future pillars of growth



Long-term perspective
Roche 2015 is a crucial platform



Challenge # 3:
Filling the value gap



Conclusion 3:
With Roche 2015 we have the right platform in place
to identify the right priorities

43



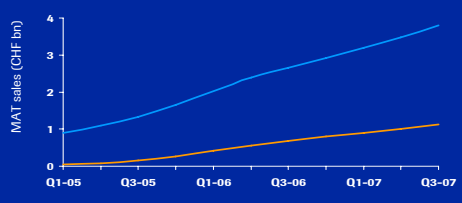
We Innovate Healthcare



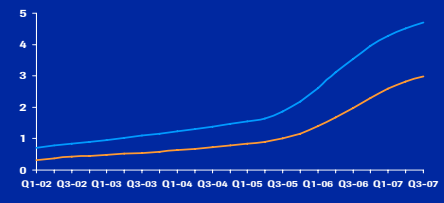
Key products on growth path

New indications provide fresh growth opportunities

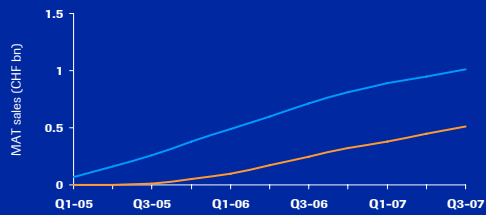
Avastin



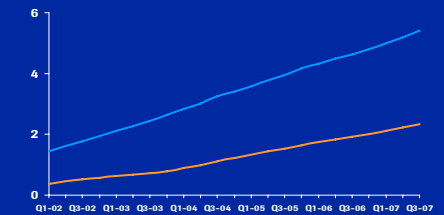
Herceptin



Tarceva



MabThera



■ Pharma Division sales
■ Roche Pharma sales

MAT = Rolling 4 quarter sales at avg. YTD Sept. '07 exchange rates