Roche
A sustainable business model based on innovation and productivity gains

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(2) legislative and regulatory developments and economic conditions;
(3) delay or inability in obtaining regulatory approvals or bringing products to market;
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(6) increased government pricing pressures or changes in third party reimbursement rates;
(7) interruptions in production;
(8) loss of or inability to obtain adequate protection for intellectual property rights;
(9) Litigation;
(10) the inherent uncertainties involved in negotiations with the special committee of Genentech and that there can be no assurances that a negotiated transaction will ultimately be agreed to or consummated;
(11) potential difficulties in integrating the businesses of Genentech and Roche, and that some or all of the anticipated benefits of the proposed transaction may not be realized on the schedule contemplated or at all;
(12) that future dividends are subject to the discretion of the board of directors of Roche and a number of other factors, some of which are beyond the control of Roche;
(13) the ability of Roche to generate cash flow to, among other things, repay acquisition-related debt as currently contemplated;
(14) loss of key executives or other employees; and
(15) adverse publicity and news coverage.

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

Performance up-date

Our strategy

Growth drivers

Summary

2008: Industry-leading sales growth continued

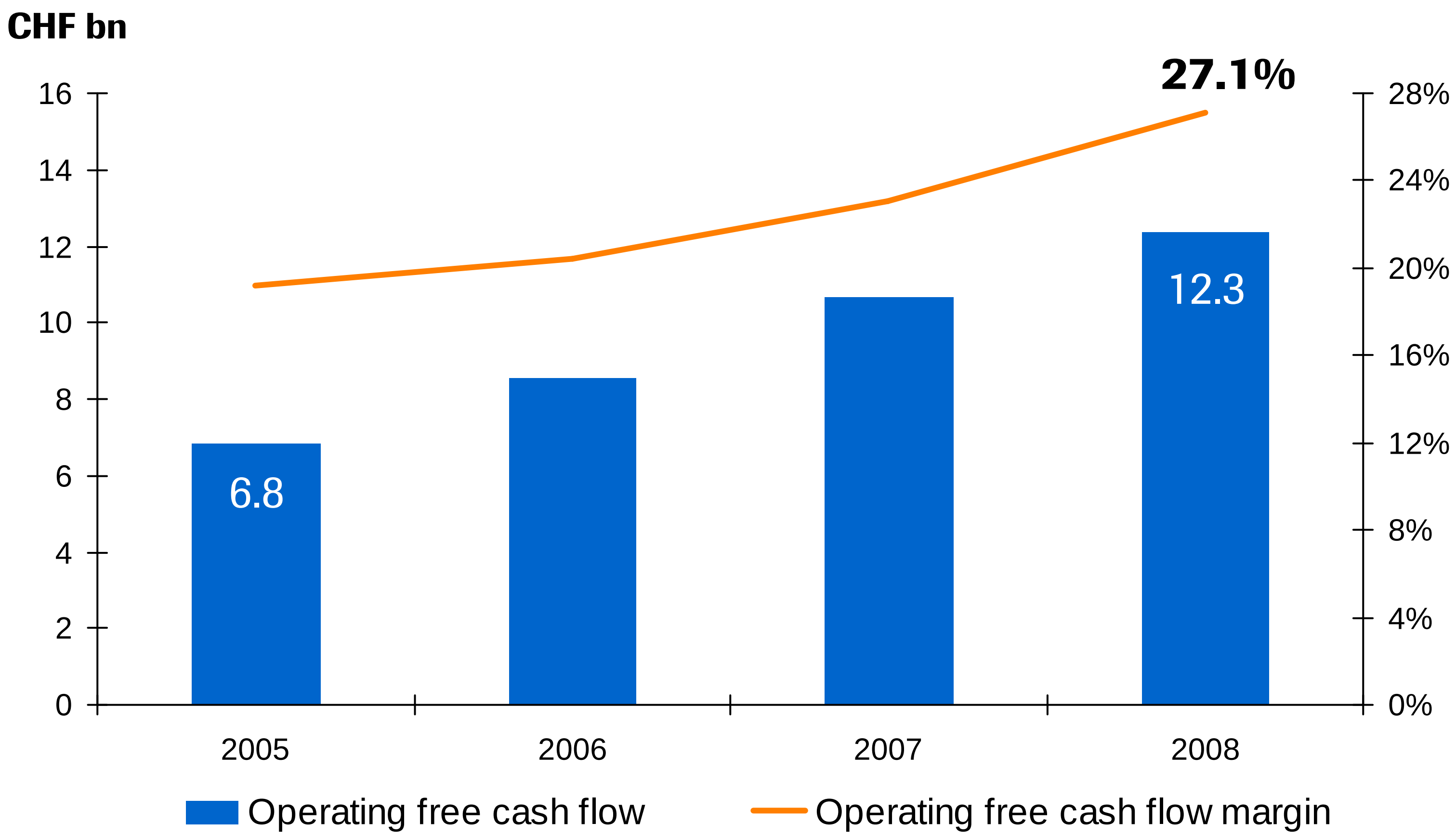
Sales in CHF billion	2007	2008	% change in CHF	% change in local	USD growth
Pharmaceuticals	36.8	36.0	-2	5	8
excl. Tamiflu pandemic	34.9	35.7	2	10	13
Diagnostics	9.4	9.7	3	10	15
Roche Group	46.1	45.6	-1	6	10
excl. Tamiflu pandemic	44.3	45.4	2	10	14

Q1 2009: High single-digit growth for both divisions

Well above world market

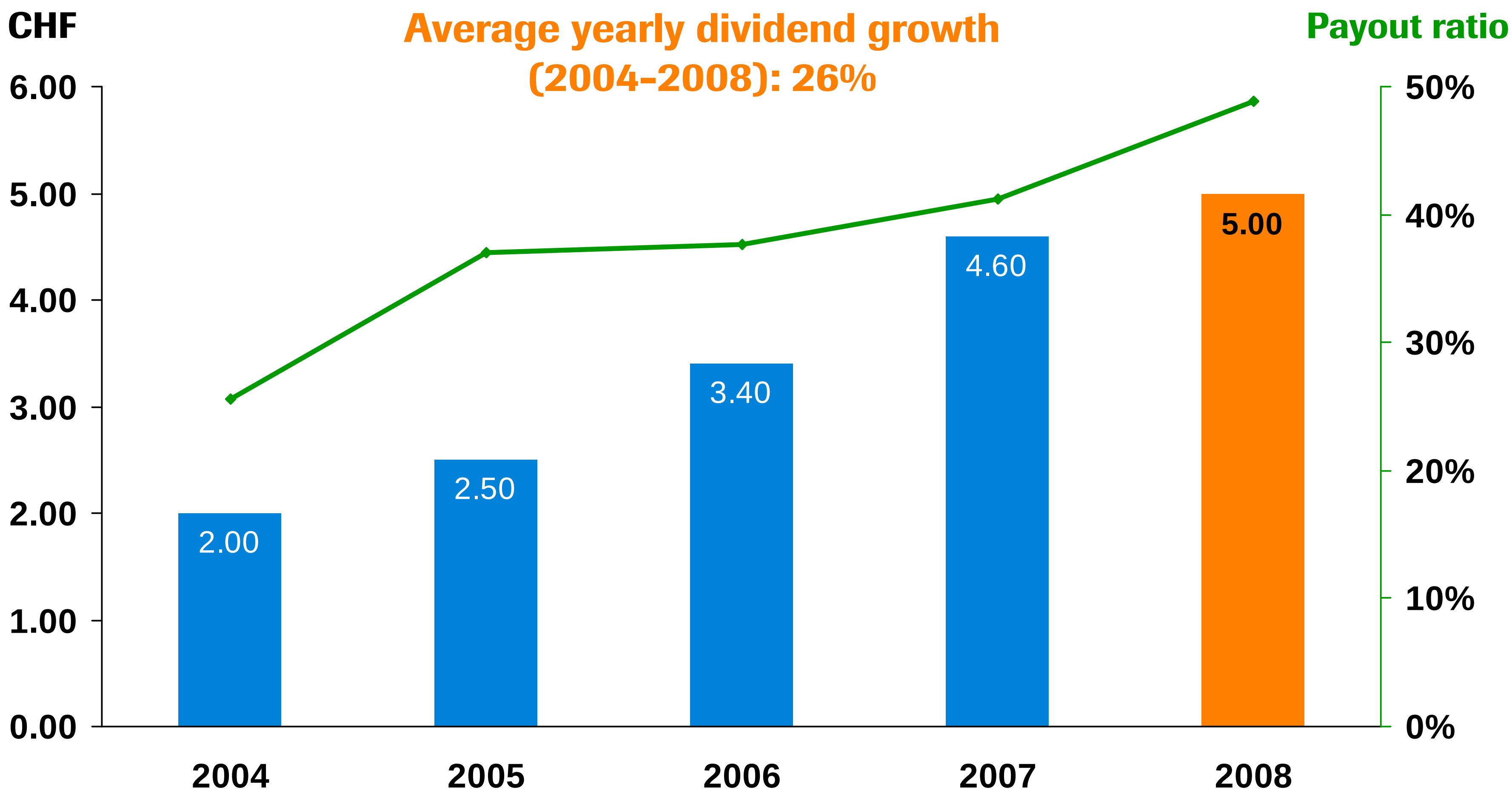
CHF bn	Q1'08	Q1'09	% change in CHF	% change in local
Pharmaceuticals	8.6	9.2	8	8
Diagnostics	2.3	2.4	3	8
Roche Group	10.9	11.6	7	8

Roche Group: Operating free cash flow almost doubled over three years



2005 – 2006: estimates

Committed to continuously increase pay-out ratio over three years[1]



[1] As announced in relation to the financial results for 2007
2008 Dividend: Proposed by the Board of Directors.

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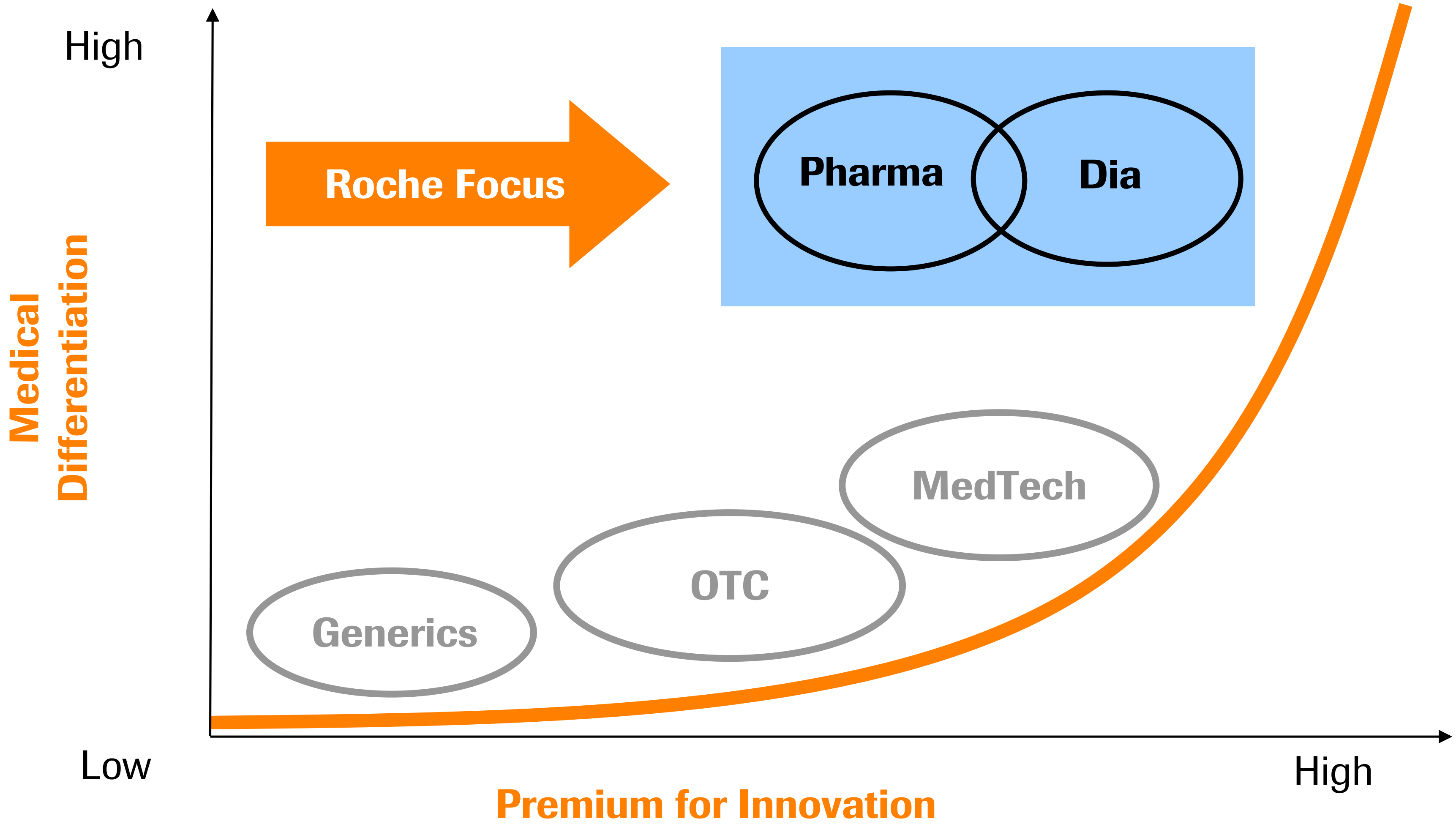
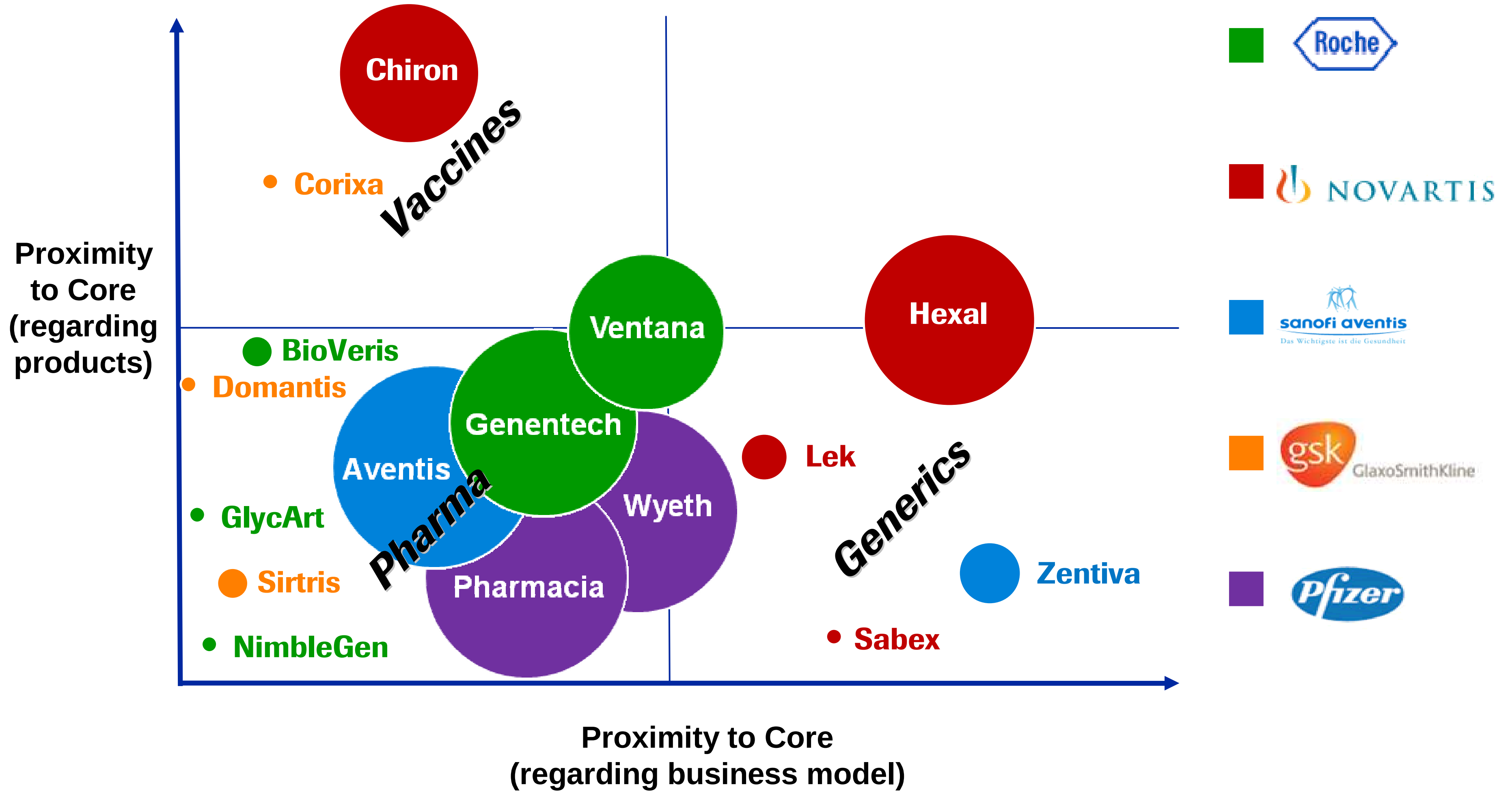
Focus on our core businesses



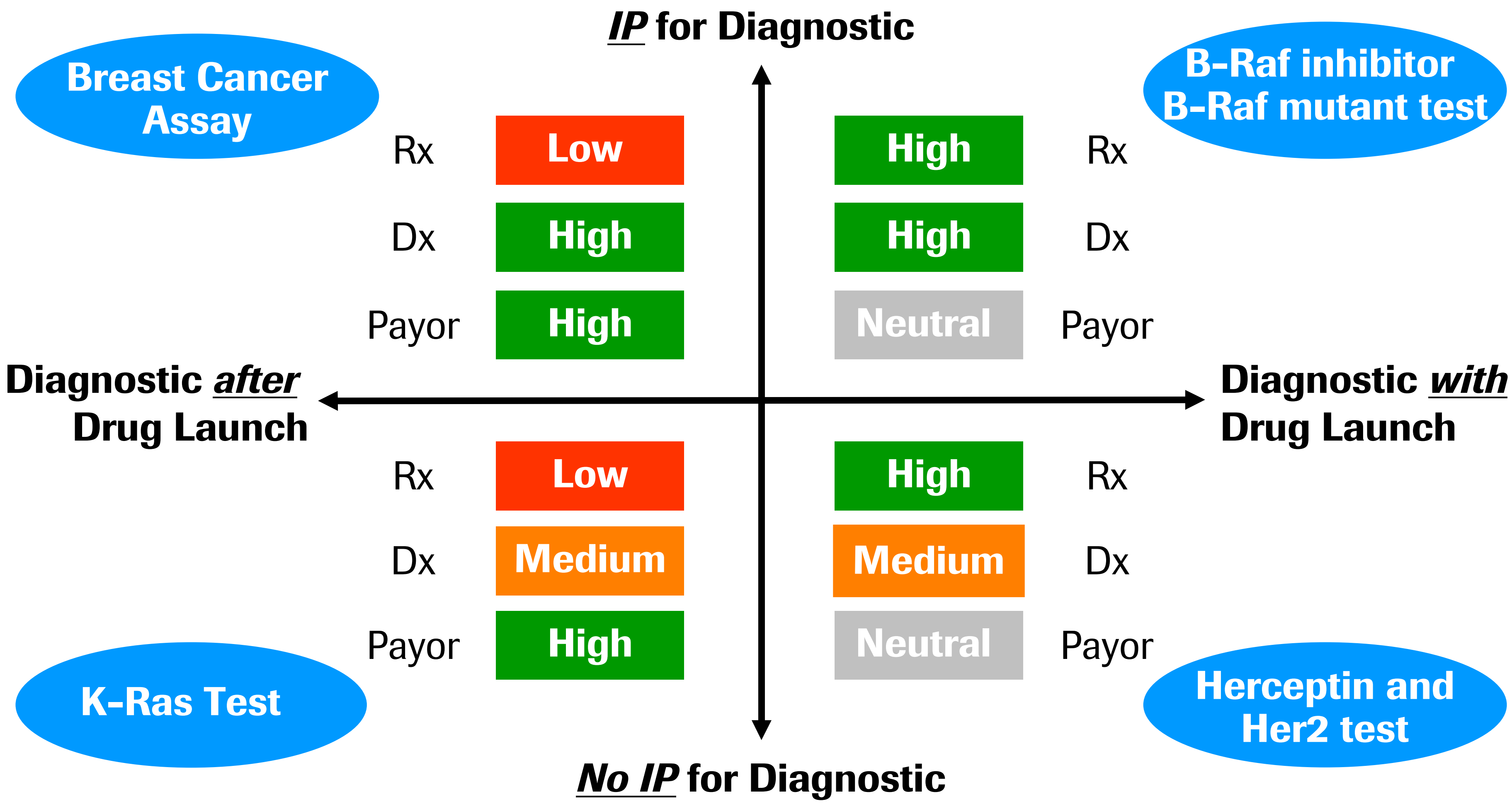
Roche's strategy focuses along either dimension



Source: SDI Analysis

Scenarios for PHC Added Value Distribution

Value captured by different stakeholders depending on IP and timing of diagnostic



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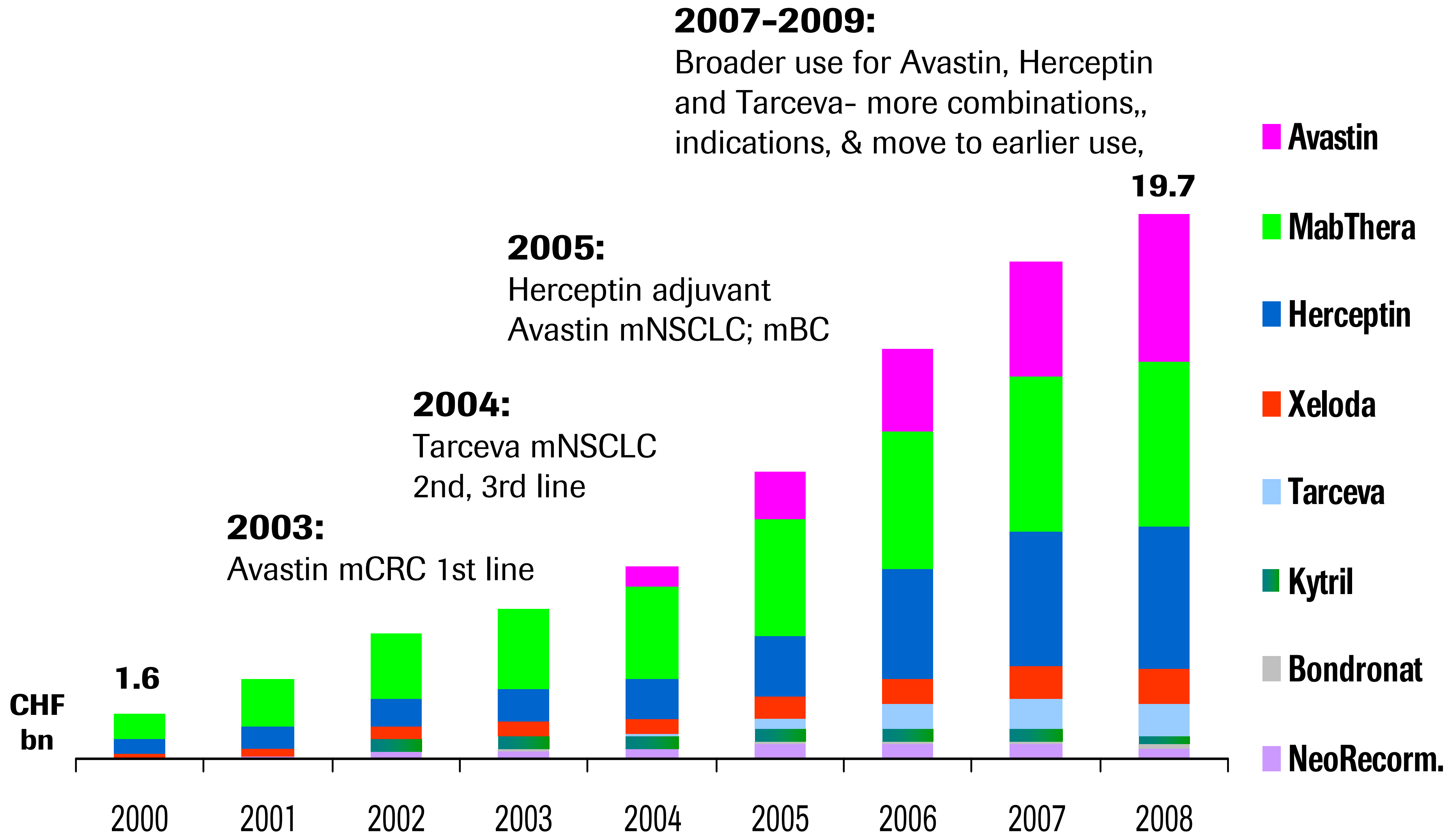
Roche oncology: market leadership driven by innovation

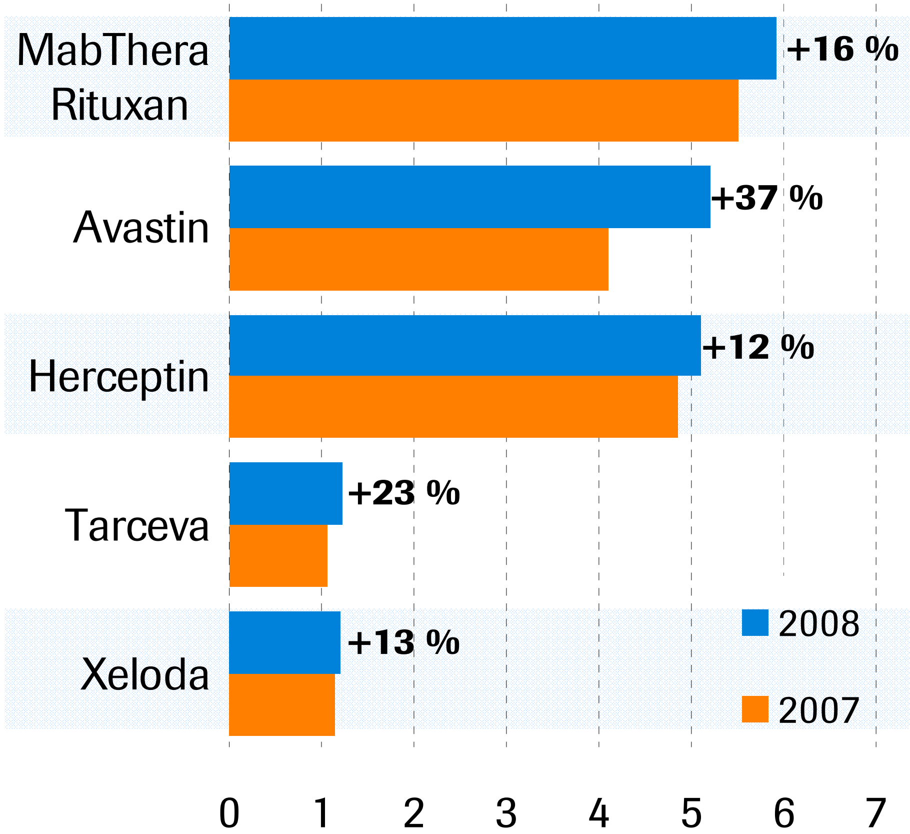
Breakthrough clinical data driving the business



All key oncology brands growing double-digit

Three products with sales exceeding CHF 5 billion

Major brands (CHF billion) **local growth**



Growth mainly from use following 1st l. in iNHL and RA (global RA sales: approx. CHF 800 m)

US: Growth driven mostly by uptake in mBC; EU: Strong growth in mCRC and mBC

Penetration in adj BC now 75% in top 5 EU – strong growth in emerging markets (CEMAI etc)

Strong growth in 2nd and 3rd line NSCLC, good uptake in Asia and Japan

Increased use in adj CC and mCRC (both EU and US) continues to drive growth

Avastin: significant potential for additional indications in the metastatic setting

Important Phase III newsflow over next 2 years

Indication	Study name	Start	Status*	Filing*
Previously-treated glioblastoma	**BRAIN**	2007	May 5, 2009 US FDA granted accelerated approval	2008
1st line metastatic ovarian cancer	**GOG-0218** **ICON-7**	Q3'05 Q4'06	Interim analysis H2'09 Expect data 2010	2010
Relapsed Platinum sensitive ovarian cancer	**OCEANS** **GOG-0213**	Q2'07 Q4'07	Expect data 2010 Expect data 2013	2010-2013
1st line hormone-refractory prostate cancer	**CALGB 90401**	Q4'07	Interim analyses Q2'09 and Q4'09	2011
1st line advanced gastric cancer	**AVAGAST**	Q3'07	Interim analysis H2'09	2010

*Projected timelines for positive results

Personalizing Cancer Treatment

Biomarker development through all stages of the portfolio

Phase I / II		Phase III / Market	
Prospectively assessing opportunities for patient selection		Identifying patients who have an improved clinical benefit	
IGF-1R mAb (R1507)	– range of candidate markers	Herceptin	- HER2 expression - HER2 gene amplification
MDM2 antag (R7112)	- P53 sequence wild-type - Mdm2 expression	Avastin	- Range of candidate markers for hypothesis investigation
PLX4032 (R7204)	- BRAF V600E gene mutation	Pertuzumab	- HER Receptor/ligand mRNA
T-DM1 (R3502)	- HER2 expression - HER2 gene amplification	Tarceva	- EGFR expression (IHC) - EGFR gene copy number (FISH) - EGFR mutations - KRAS mutations

ASCO 2009 Highlights

Roche

Avastin

NSABP C-08: Adjuvant colon cancer efficacy results: **longer treatment suggested**

RIBBON-1: 1st line HER2-negative mBC: **broader indication, confirmation of usage**

Tarceva

ATLAS: 1st line maintenance therapy for NSCL: **strongly improved efficacy**

SATURN: 1st line maintenance therapy for NSCL **strong data in squamous, and EGFR +**

SATURN: 1st line maintenance therapy for NSCL: **biomarker data**

Herceptin

ToGA: 1st line HER2-positive advanced gastric cancer: **potential new standard of care**

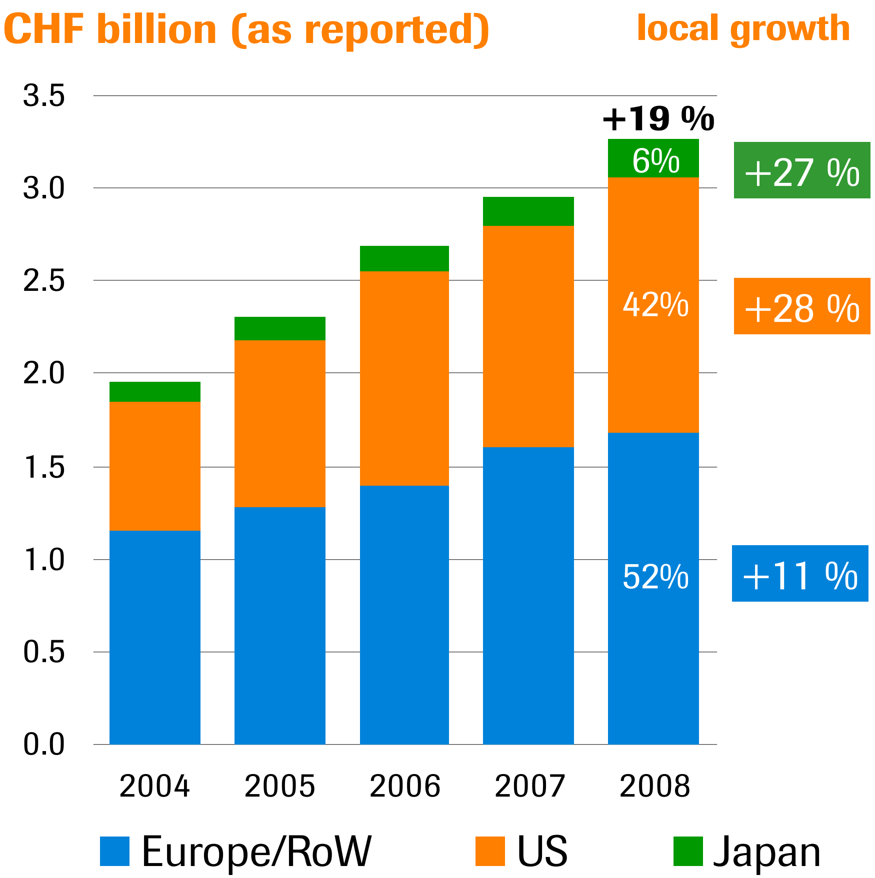
T-DM1

Phase II second-line+ HER2-positive mBC: **strong efficacy with a NCE**

NSABP = National Surgical Adjuvant Breast and Bowel Project

Inflammation/Autoimmune/Transplantation

MabThera in RA on continued growth path



2008

Overall franchise growing +19 %

MabThera RA

RA sales: ~CHF 800 Mio. vs ~CHF 450 Mio. in 2007 (est.)

Actemra: very encouraging launch in Japan

EU approval Jan 09, US: resubmission Q3 2009

CellCept

Sales: CHF 2.1 bn (+13%)

- Patent expiry: US: May 2009; key EU countries: end-2010
- Split Transplantation / Autoimmune sales: 70% / 30% (est.) in the US
- Autoimmune: more exposed to substitution, but sales less profitable (royalty payments)

Strong commitment to innovation: maintaining an unprecedented level

2008: 12 phase III initiations

- Avastin+Herceptin in HER2+ adj BC
- Pertuzumab+Herceptin in 1st l. HER2+ mBC
- Avastin in 2nd line platinum-sensitive ovarian cancer (Genentech)
- Avastin in GIST (Genentech)
- Avastin in high-risk carcinoid (Genentech)
- Avastin+Herceptin in 1st l. HER2+ mBC (2nd study, E1105)
- Avastin in 1st line mBC with hormonal therapy (Genentech)
- Avastin head and neck cancer (Genentech)
- Actemra in sJIA
- Ocrelizumab in lupus nephritis
- Dalcetrapib (CETPi) in dyslipidemia
- Taspoglutide (GLP-1) in T2D

3 NMEs, 7 line extensions

2009: up to 10 phase III starts

- R1507 IGF-1R in 2 cancer types *
- T-DM1 in HER2-positive mBC
- Avastin in glioblastoma 1st line
- Avastin in mBC multiple lines *
- R7159/GA101 in hematology *
- Actemra in early RA
- Actemra comparative study
- Ocrelizumab in progressive MS *
- Aleglitazar (PPAR $\alpha\gamma$) for CV risk reduction *

Up to 4 NMEs, 6 line extensions

* Formal decision to move in phase III pending

Metabolism: a potential new franchise for Roche Highlights at ADA

- Aleglitazar PPAR αγ co-agonist phase II data
  - Michael Lincoff, MD, Professor of Medicine, Department of Cardiovascular Medicine, Cleveland Clinic, Cleveland, USA
- Aleglitazar PPAR αγ co-agonist phase III and future plans
  - Klaus Hinterding, Aleglitazar Lifecycle Leader, Strategic Marketing, Roche Pharma
- Taspoglutide update phase III studies (10 minutes)
  - Rajiv Patni, Taspoglutide Lifecycle Leader, Strategic Marketing, Roche Pharma
- Metabolism/Diabetes franchise update (5 minutes)
  - Luke Miels, Head of Strategic Marketing for Metabolic Diseases, Roche Pharma

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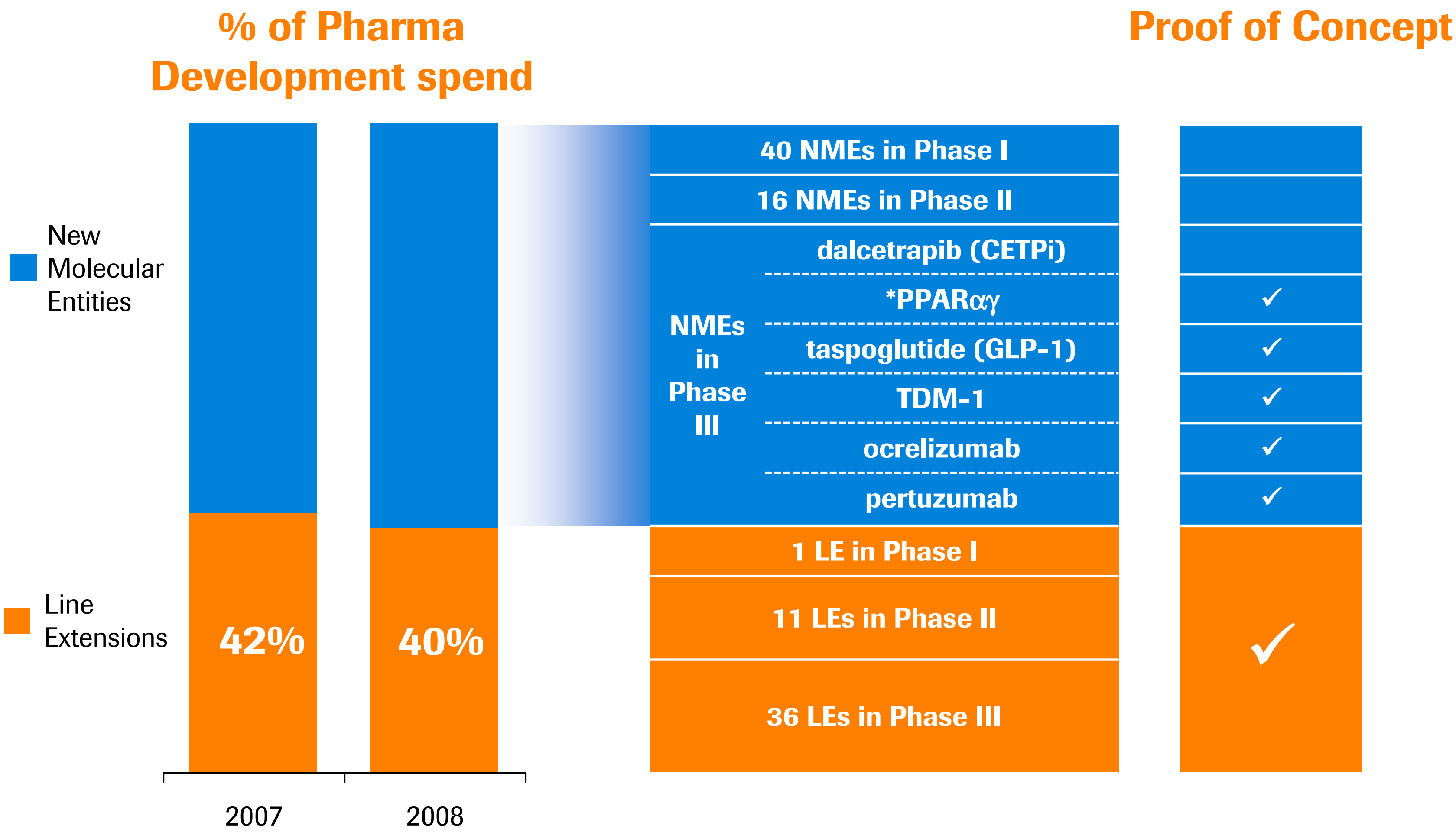
A well risk balanced approach to investment
Most projects in late stage de-risked



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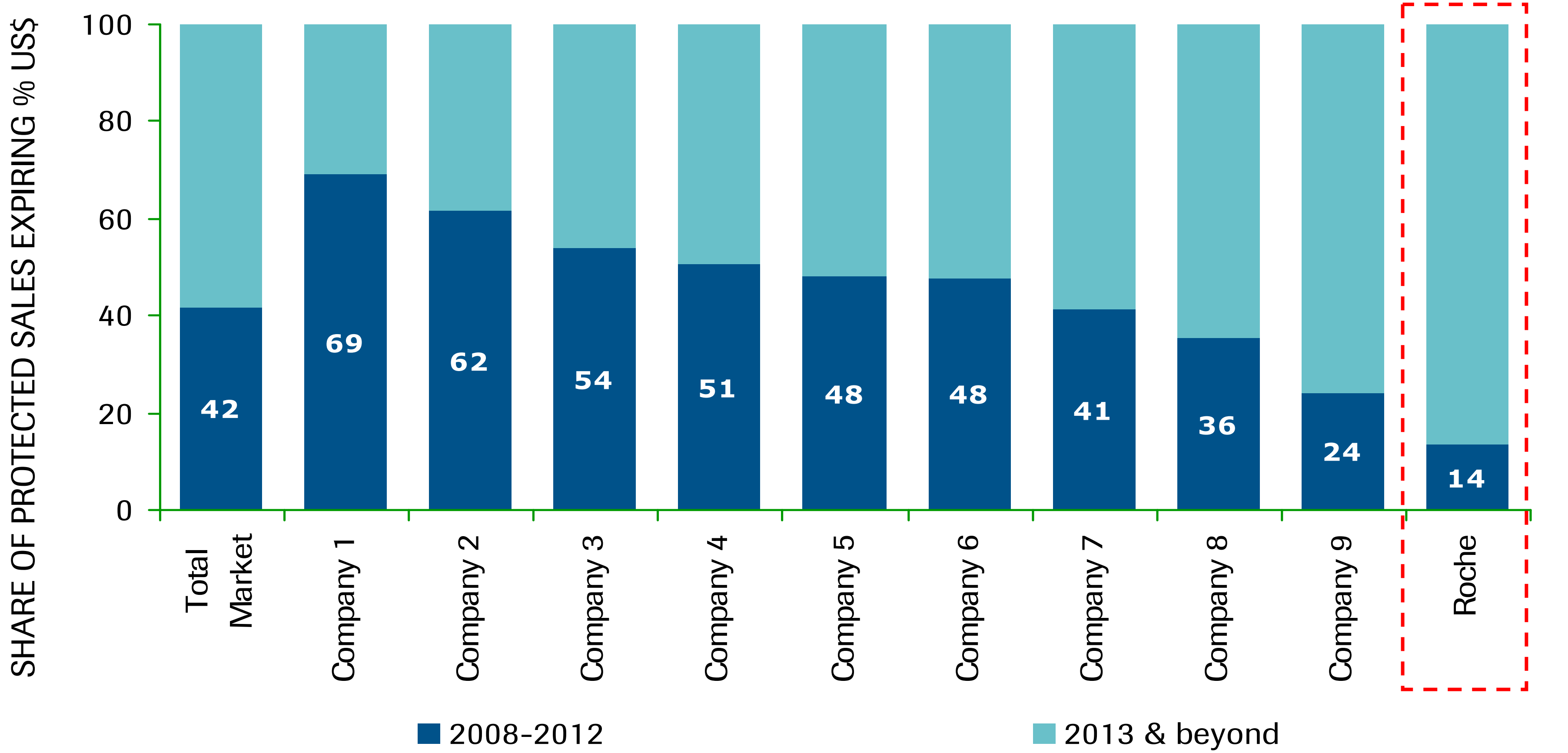
2009: Multiple growth drivers in place

	Rollout of approved indications	Potential approvals
MabThera	**iNHL, aNHL** **RA**	**CLL 1st line and relapsed:** EU
Avastin	**mCRC** **mBC** **mNSCLC** **mRCC**	**GBM relapsed:** US, EU **1st line mRCC:** US **1st line mBC** (with docetaxel): EU
Herceptin	**aBC, mBC**	
Xeloda	**aCC, mCRC, mBC** **met. gastric cancer**	
Tarceva	**NSCLC 2nd, 3rd line, pancreatic**	
Actemra	**RA** (EU, Japan)	

Roche has the strongest patent protected portfolio

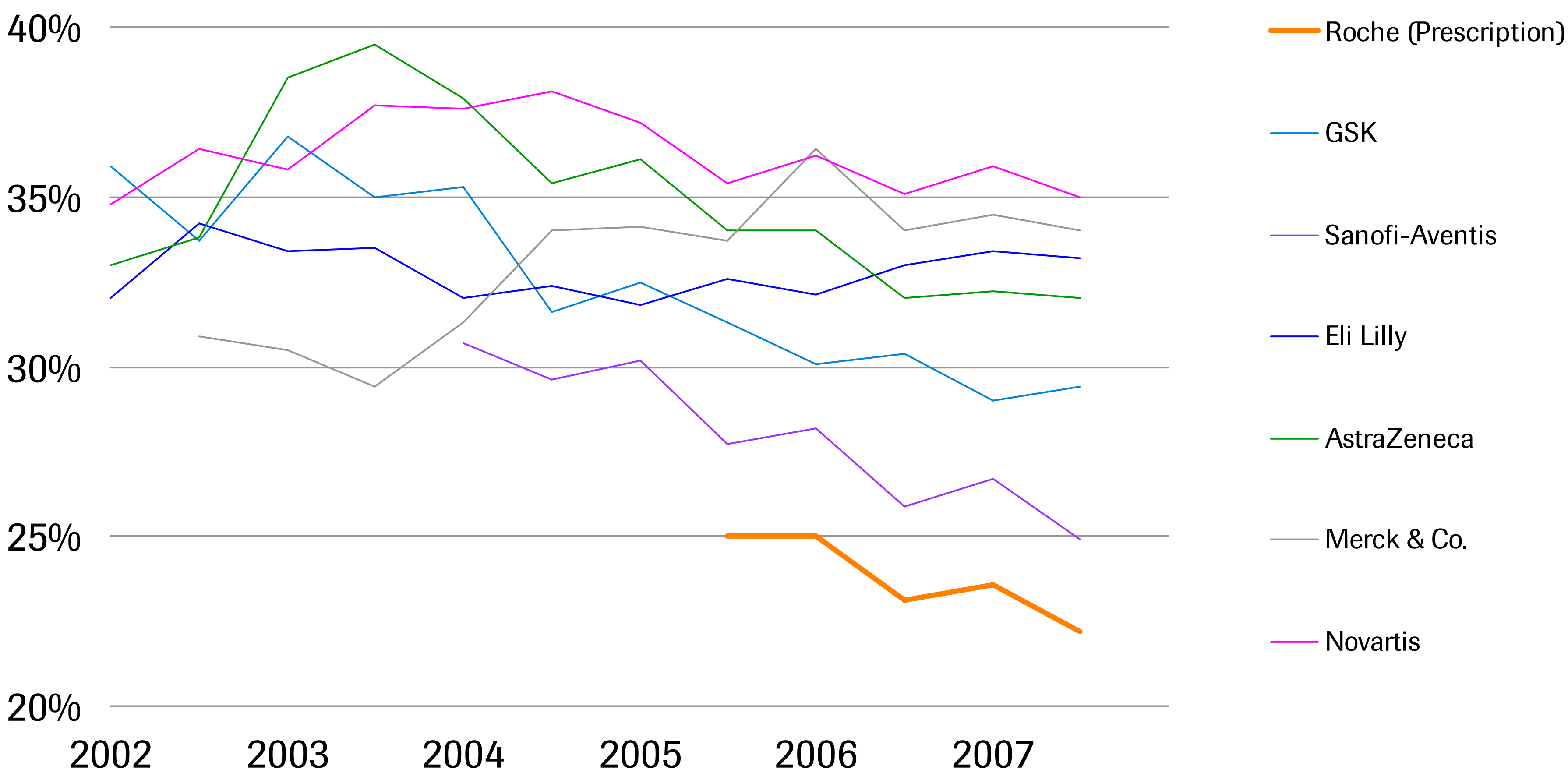
Top 10 Corporations Protected Sales Expiring to 2012 & Beyond (US$ Const)



Source: IMS Health MIDAS Market Segmentation MAT June 2008, Ethical protected brand sales only.

Roche: M&D and G&A % to sales

Freeing up resources for innovation



Roche: A unique "investment case"

Roche

Clear and focused strategy

- Medically differentiated products

Attractive risk profile

- Low generic risk; lowest among European large-cap players

Assets in place for sustained success

- World market leader in Oncology
- Emerging Rheumatology & Autoimmune, and Metabolic franchises

Industry-leading organic growth

Unique high-tech healthcare investment