

CEO Conclusions Investor Day

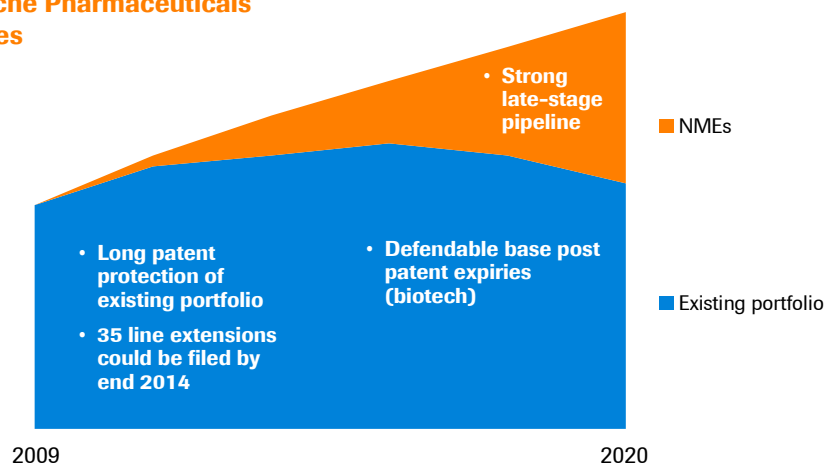
Severin Schwan | Chief Executive Officer
Roche Group

Roche: Uniquely positioned to deliver long-term growth

Combination of biotech portfolio and strong pipeline

Roche Pharmaceuticals sales

Illustrative



Five-year corporate goals (by end 2014)

Our ambitions



Business results

- Pharma: deliver top quartile sales growth within peer group
- Diagnostics: deliver sales growth above market
- Achieve a leading market rank in China

Pharmaceuticals Pipeline

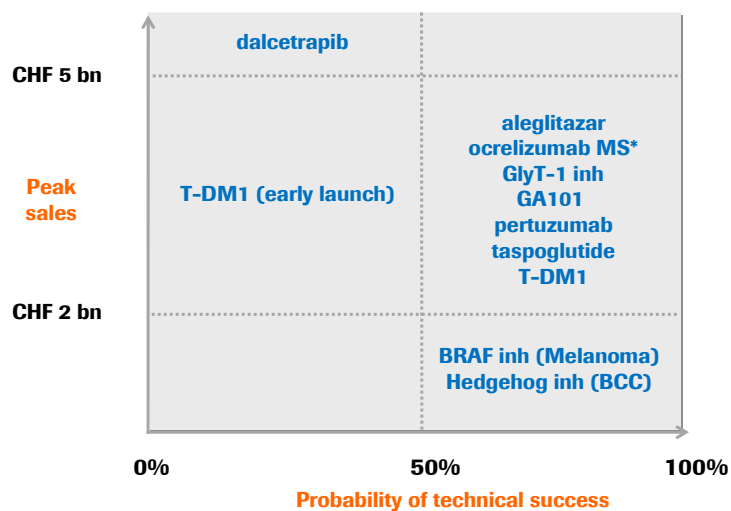
- Achieve at least 20 LIP* transitions
- Launch at least 6 new products (NMEs)

* LIP=Lifecycle Investment Point, i.e. transition to late-stage development

3

Strong late-stage portfolio of NMEs

Limited risk due to rigorous proof of concept studies



* Phase III "go/no go" decision pending

4



We Innovate Healthcare