



2000 Annual Media Conference

30 March 2000

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Record Group results in 1999 (actual)

in millions of CHF

	1999	1998	% chg
Sales	27,567	24,662	+ 12 %
Net income	5,764	4,392	+ 31 %
• Operating profit	6,421	4,371	+ 47 %
• Financial income, net	1,134	1,083	+ 5 %
EBITDA*	8,874	6,444	+ 38 %

* Earnings before interest, tax, depreciation and amortisation

An exceptionally successful and eventful year

- Record sales and profit
- Strengthened position as a leading healthcare company
- Pharmaceuticals and diagnostics businesses grew faster than the market
- Very successful Xenical launch
Third product, alongside Rocephin and Roaccutane, with expected annual sales > 1 billion CHF
- Spin-off of fragrances and flavours business / focus on healthcare
- Genentech transactions
- Vitamin case



1999 Group results at a glance (actual and adjusted)

Net income (actual): + 31 % to 5,764 million CHF

Special items

Genentech
Vitamin case } Net effect: +733 mCHF

Results (adjusted)

	<u>in mCHF</u>	<u>% chg 98/99</u>	<u>as % of sales</u>
EBITDA*	7,324	+ 14 %	27
Operating profit	5,064	+ 16 %	18
Net income	5,031	+ 15 %	18

* Earnings before interest, tax, depreciation and amortisation

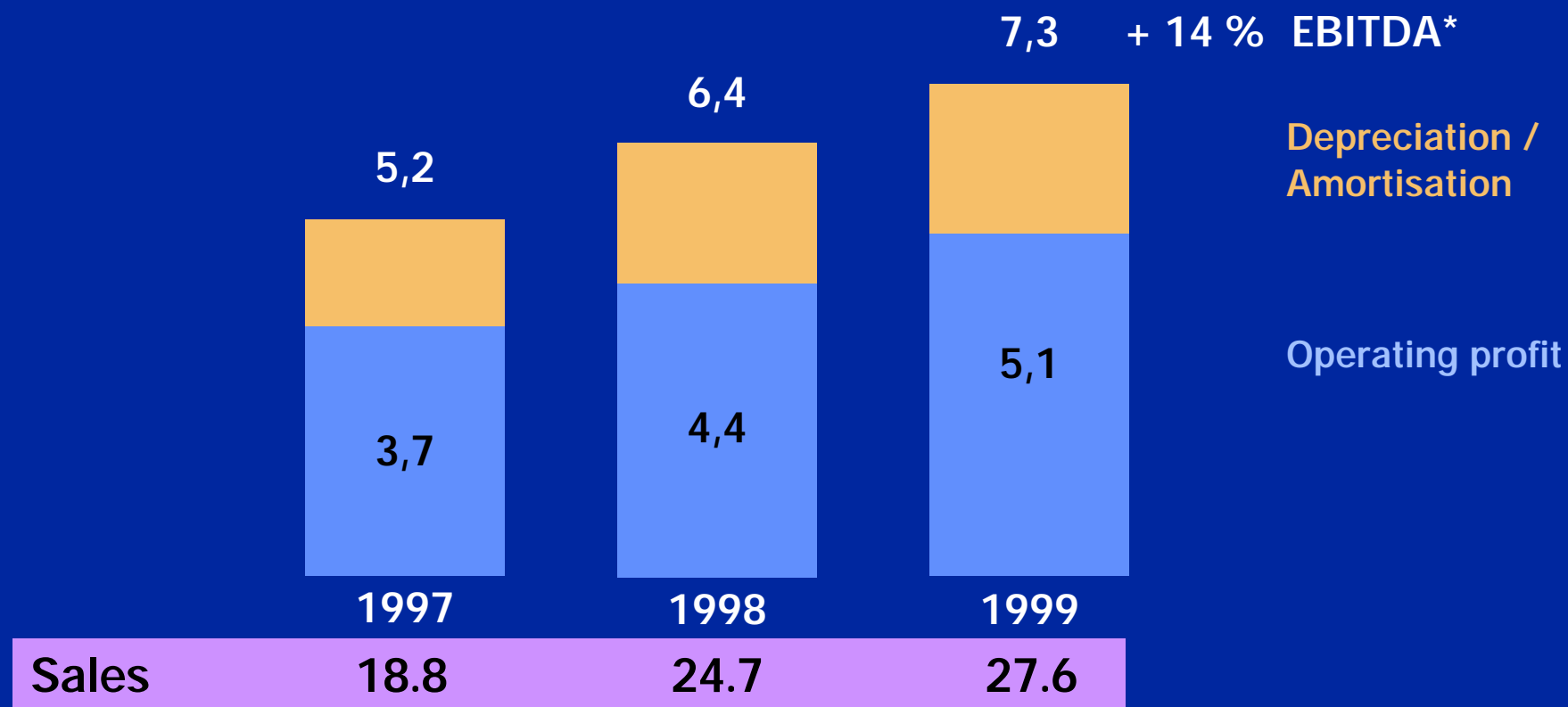
Financial position

Equity ratio: 43 %
Net debt as of 31 Dec. 99: 2.9 billion CHF



Operating results 1997-1999 (adjusted)

in billions of CHF



* Earnings before interest, tax, depreciation and amortisation

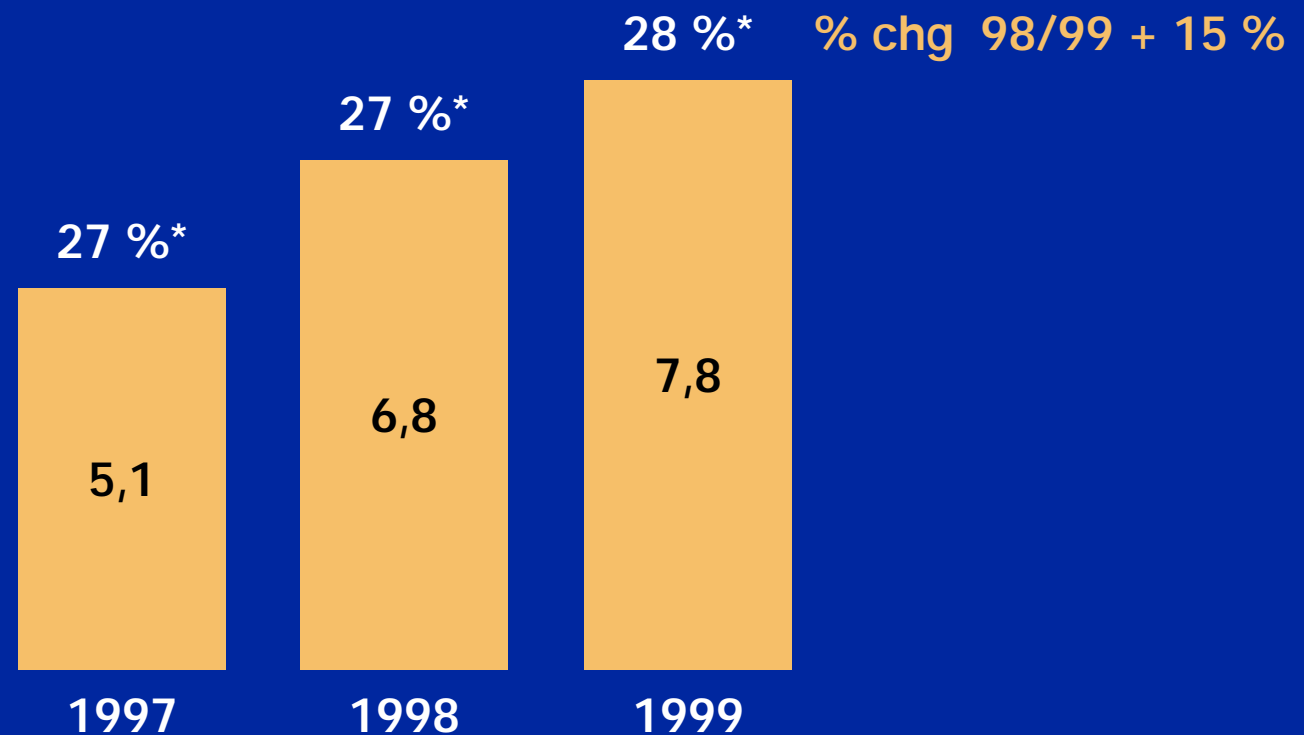


Marketing and distribution 1997-1999

Investing in our market presence

in billions of CHF

Group



* as % of sales



Research and development, 1997-1999

A pledge to innovation

in billions of
CHF

Group

as % of sales

15

14

14

2,9

3,4

3,8

Pharma

as % of sales

21

19

18

2,6

2,7

3,0

1997

1998

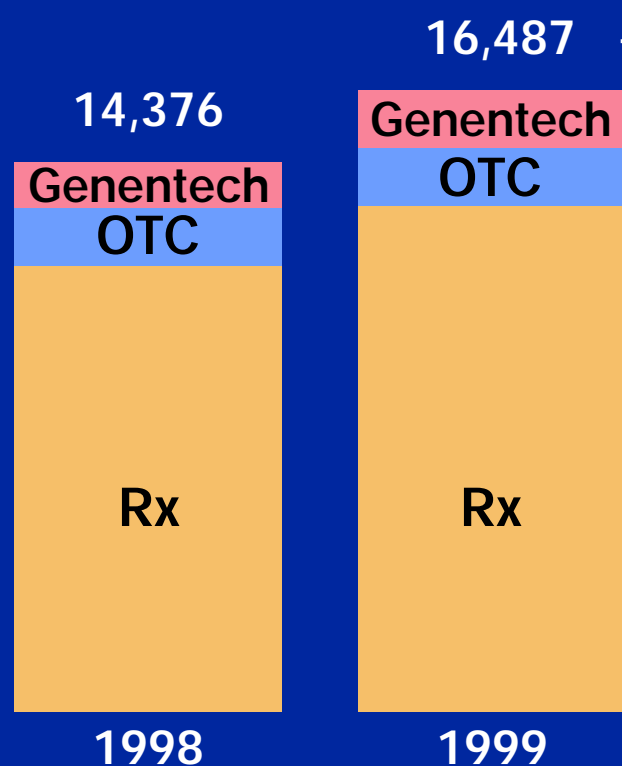
1999



Pharmaceuticals, 1999

Strong growth outpaces market average

in millions of CHF



1999	mCHF	as % of sales
Sales	16,487	
EBITDA*	4,759	29
Operating profit	3,504	21
Employees	~40,000	

* Earnings before interest, tax, depreciation and amortisation



Roche Pharma's "Top Ten" in 1999*

A broad, well-balanced portfolio

	1999 sales in mCHF	Growth in CHF	Growth in local currencies
Rocephin	1,760	7 %	5 %
Roaccutan/Accutane	1,040	23 %	20 %
Xenical	940	630 %	620 %
Dormicum/Versed	840	14 %	11 %
CellCept	560	54 %	50 %
NeoRecormon	480	21 %	23 %
Viracept	430	112 %	111 %
Invirase/Fortovase	350	- 23 %	- 25 %
Lexotan	280	- 2 %	- 4 %
Roferon-A	280	- 10 %	- 11 %

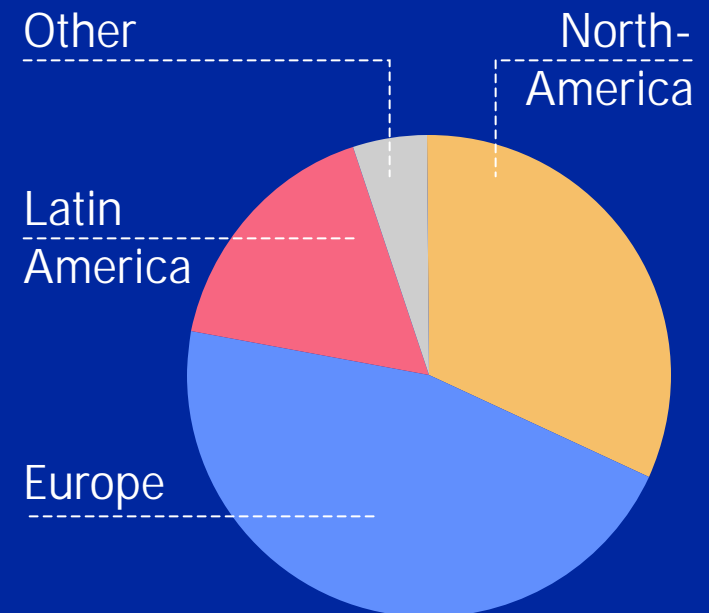
* Excludes Genentech products

Xenical

A very successful launch

- US launch in April 1999
- Sales: 940 million CHF
> 5 million patients
- Pharmacoeconomic evidence supporting reimbursement / new clinical findings
- Direct-to-consumer campaigns launched in the USA and other markets
- Clinical trials in treatment and prevention of type II diabetes (2000+)

1999 sales





Successful new launches*

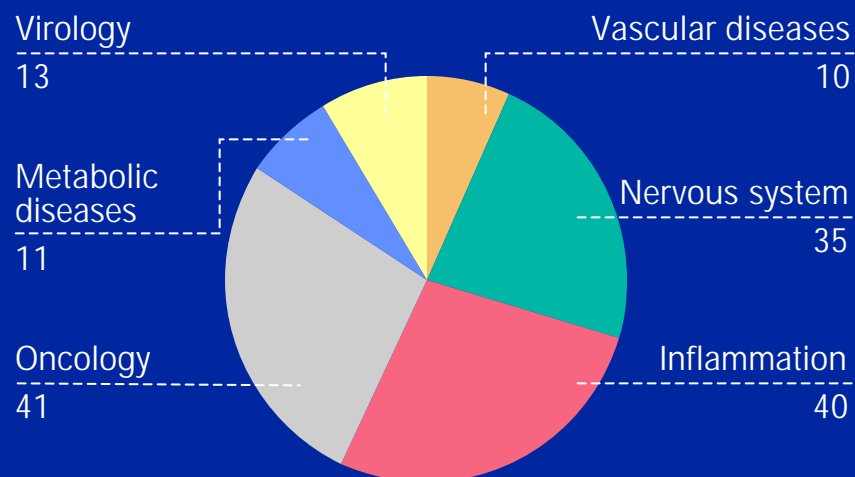
1998-1999

Product	Indication	1999 sales <i>in millions of CHF</i>
CellCept	Transplantation	560
Herceptin	Breast cancer	300 ¹⁾
Invirase/Fortovase	HIV infection	350
Mabthera/Rituxan	Non-Hodgkin's lymphoma	490 ¹⁾
Roferon-A	Cancer	280
Tamiflu	Influenza	60
Viracept	HIV infection	430
Xeloda	Breast cancer	90
Xenical	Obesity	940
Zenapax	Transplantation	30

* Includes supplementary indications ¹⁾ Combined sales by Roche and Genentech

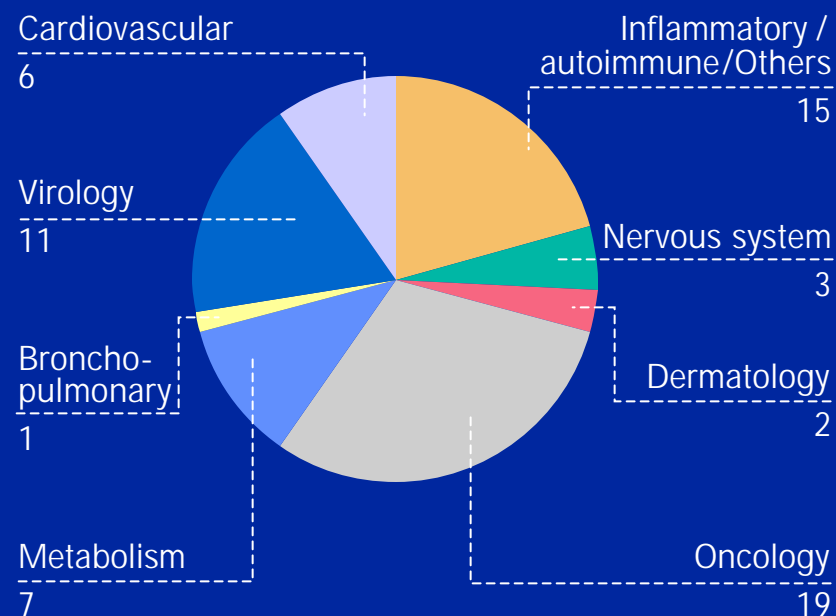
A rich R&D pipeline

Research



150 projects

Development



64 projects:

29 (45 %) new market entries

35 (55 %) supplementary indications



A rich product pipeline

Product

TNK ¹⁾
Anti-IgE antibody²⁾
Tamiflu ³⁾
Bonviva
Cymeval
Pegasys
NeoRecormon
Xenical
Zenapax
Dilatrend/Coreg
Herceptin ⁴⁾
Mabthera/Rituxan ⁴⁾
CellCept
Pulmozyme ⁴⁾
T-20/T-1249 ⁵⁾
Bondronat
Anti-CD11a antibody ¹⁾
Activase ¹⁾

Indication

Acute myocardial infarction
Allergic asthma and allergic rhinitis
Prevention of influenza A and B
Osteoporosis
Cytomegalovirus retinitis
Chronic hepatitis C
Hematologic cancers
Long-term obesity management; prevention of type II diabetes
Kidney transplantation
Chronic heart failure, angina pectoris, myocardial infarction
Metastatic breast cancer
Low-grade/aggressive non-Hodgkin's lymphoma
Liver transplantation
Early treatment of cystic fibrosis
HIV infection
Breast cancer
Psoriasis
Catheter clearance

¹⁾ Genentech project

²⁾ Jointly developed by Genentech, Tanox and Novartis

³⁾ Jointly developed by Roche and Gilead Sciences

⁴⁾ Jointly developed and marketed by Roche and Genentech

⁵⁾ Jointly developed by Roche and Trimeris

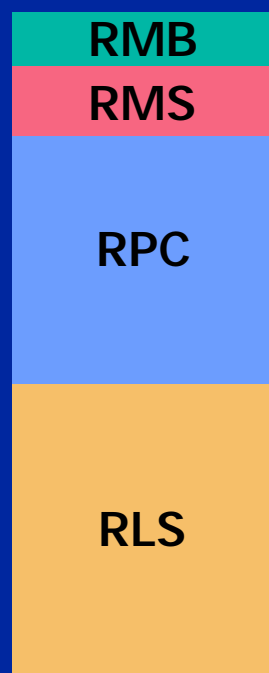


Roche Diagnostics, 1999

Expanding our leading market position

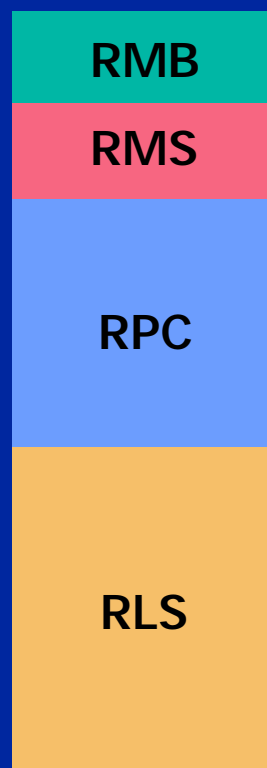
in millions of
CHF

4,616



1998

5,282 + 14 %



1999

1999

mCHF

as % of
sales

Sales

5,282

EBITDA*

1,430

27

Operating profit

771

15

Employees

~ 15,000

* Earnings before interest, tax, depreciation and amortisation

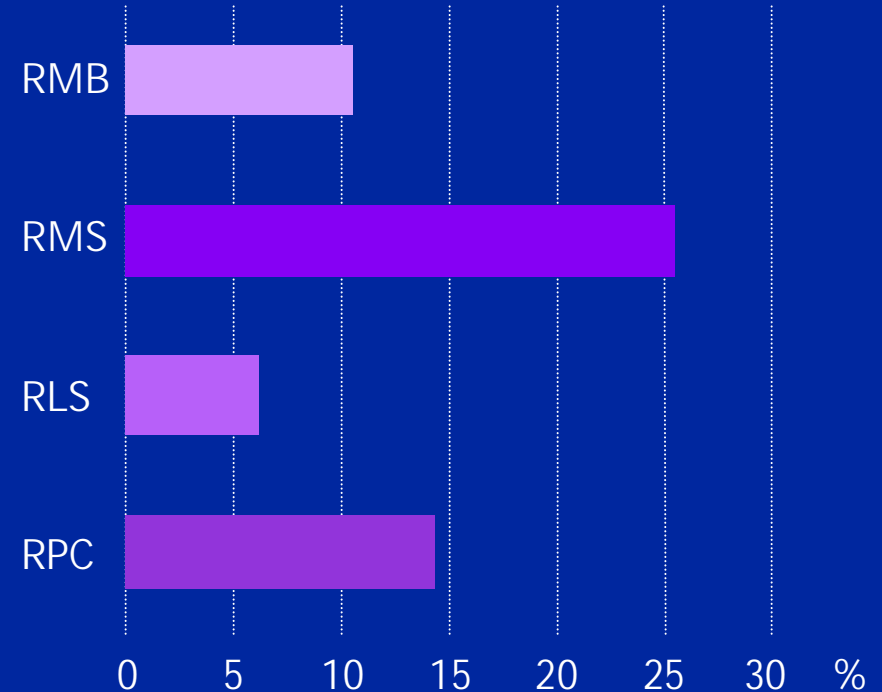
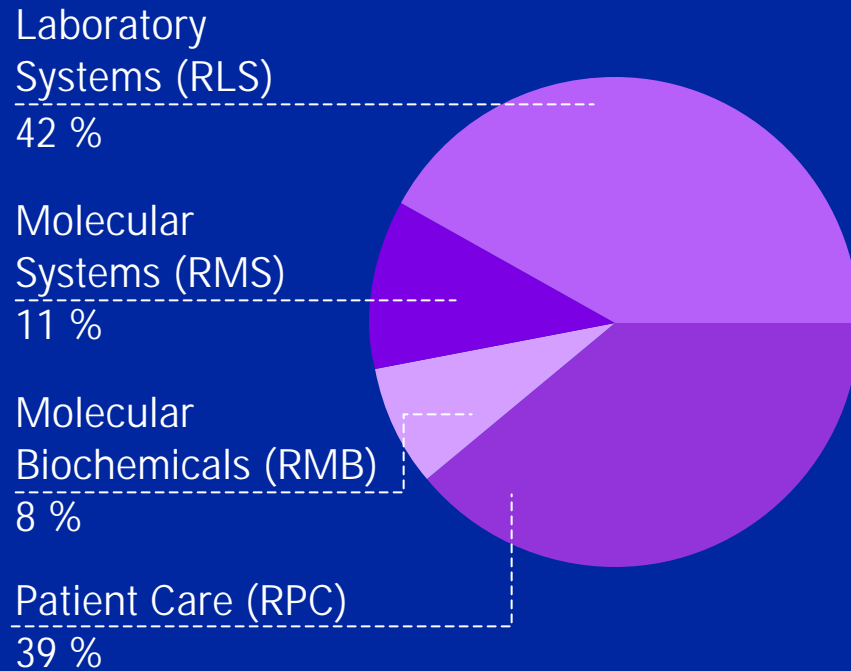


Diagnostics sales, 1999

All business units successful

5,282 million CHF

Growth in local currencies



Percentage increase over 1998: 14 % (CHF), 12 % (local currencies)



Integrated Health Care Solutions



Achievements '99

- Rapid flu test FDA approval

- Tamiflu

- Rapid flu test
- New heart failure marker
- Troponin T-positive patients
- HIV genotyping

- Tamiflu
- Carvedilol

- Anti-HIV drugs
- HIV genotyping

Outlook

- Genetic markers (deCode etc.)

- Prediabetes
- Bone loss
- Metastasis

- Xenical
- Insulin sensitizer
- Bonviva
- Bondronat

- Diabetes
- Osteoporosis
- HCV viral load and genotyping
- Prediction of response to anticancer drugs

- Xenical
- Insulin sensitizer
- Bonviva
- Pegasys
- Xeloda
- Herceptin

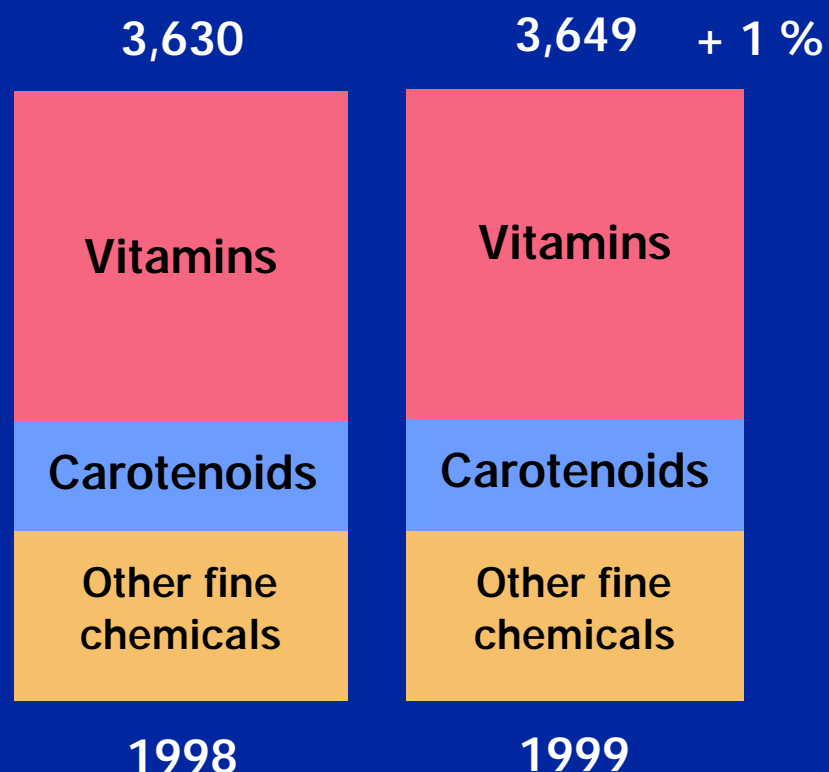
- Bone resorption
- HCV viral load and genotyping



Vitamins and Fine Chemicals, 1999

Upturn in second half-year

in millions of CHF



1999	mCHF	as % of sales
Sales	3,649	
EBITDA*	799	22
Operating profit	584	16
Employees	~7,500	

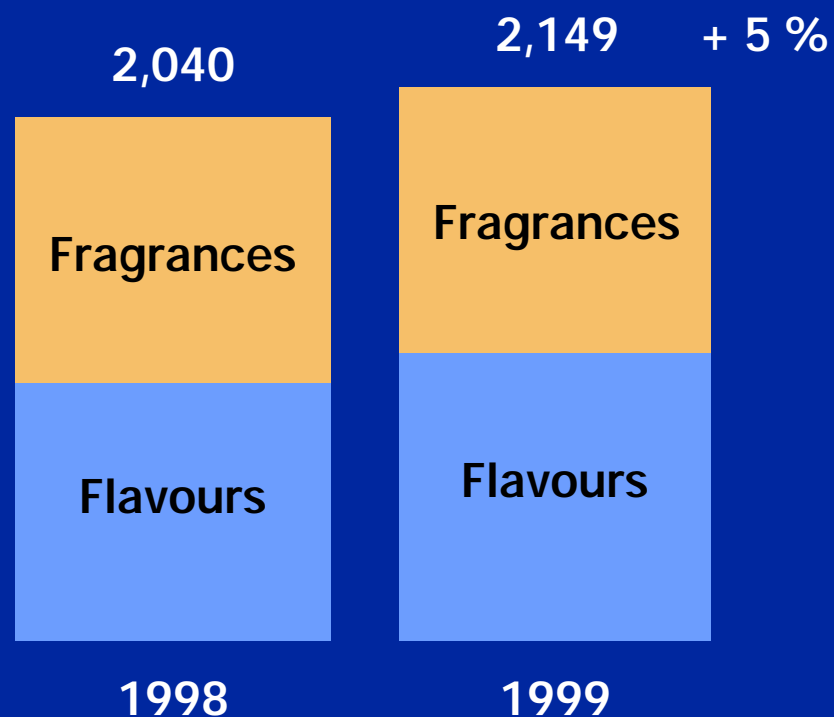
* Earnings before interest, tax, depreciation and amortisation



Fragrances and Flavours, 1999

Spin-off of the global market leader

in millions of CHF



	1999	mCHF	as % of sales
Sales		2,149	
EBITDA*		524	24
Operating profit		397	19
Employees		~5,000	

* Earnings before interest, tax, depreciation and amortisation



Roche