

# Traditionally

Ahead of Our Time

2. November 1896

MÜNDLICHE ERKLÄRUNG

Fritz Hoffmann-La Roche und Fritz Hoffmann-Merian, Beide von und in Basel, haben unter der Firma F. Hoffmann-La Roche & Co<sup>o</sup> in Basel eine Kommanditgesellschaft eingegangen, welche mit dem 1. Oktober 1896 begonnen und Aktivus und Passiva der vorerwähnten Firma Hoffmann-Fraub & Co<sup>o</sup> übernommen hat. - Fritz Hoffmann-La Roche ist unbeschränkt haftender Gesellschafter, Fritz Hoffmann-Merian ist Kommanditist mit dem Betrage von Hundertachtzigtausend Franken. (Fr. 180000.-). - Die Firma erhält Prokura an Edward Heutz von und in Basel und an St. Carl Schärger von München, rechtschaft in Basel. - Fabrikation und Handel in pharmazeutischen und chemischen Produkten. - Gründungstermin 1896.

Anwendungsbeleg: Erklärung des Kommanditisten vom 2. Nov. 1896.

F. Hoffmann-La Roche

F. Hoffmann-La Roche

ppa F. Hoffmann-La Roche & Co<sup>o</sup>  
Ed. Heutz  
ppa F. Hoffmann-Merian  
Abt. Basel

R. L. Heusinger

*Title page: Oral declaration of 2 November 1896 in  
which Fritz Hoffmann-La Roche and his  
father proclaim the foundation of  
F. Hoffmann-La Roche & Co.*

*View of the Kleinbasel (northern) bank of the Rhine around 1896. Basel's initial economic success can be traced to the bridge over the Rhine built in 1225 and its favourable location on the north-south trade route. The Council of Basel in 1439 made the city a centre of paper manufacture. Letterpress printing was introduced in Basel shortly after the founding of the University by Pope Pius II around 1460, and the city gradually became a printing and publishing centre. A textile industry developed in parallel, increasingly specialising in the production of silk ribbons in the 17th century. Dyeing and processing these ribbons required dyes, soaps and lyes, which were produced by a supplier industry*

*with the help of simple extraction and reaction processes. After the Briton William Henry Perkin invented his textile dye Mauvein, the first commercially viable synthetic product, in 1856, interest in the chemicals capable of producing these novel, brilliant hues grew in Basel as well. As early as 1859, textile industrialist Alexander Clavel began producing synthetic dyes, an event that marked the start of the expansion of Basel's chemical industry. Aerial photo from Eduard Spelterini's balloon*





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In 1894 banker Fritz Hoffmann-La Roche, 26, joined Max Carl Traub to take over a small factory in Basel's Grenzacherstrasse from druggists Bohny, Hollinger & Cie. Following a difficult first two years, Hoffmann bought out his partner and entered F. Hoffmann-La Roche & Co. in the Commercial Register. On the lookout for a lucrative product, Hoffmann, the scion of an old Basel textile manufacturing and merchant family, hit on the idea of internationally marketing medicinal products with standardised dosages and effects under uniform brand names. The manufacturing basis for the idea was the extraction chemistry process, in which the active ingredients of drugs are extracted from natural raw materials. As early as 1897, before having a single successful product on the market, Hoffmann established subsidiaries in Italy and Germany in pursuit of his aims. The first hit product did not appear until 1898 in the form of Sirolin, a cough syrup based on the company's antitubercular agent Thiocol.

1. Fritz and Adèle Hoffmann-La Roche
2. The first product: Airol powder wound disinfectant
3. Roche general agency in Milan, 1897
4. F. Hoffmann-La Roche & Co., Basel, around 1903
5. The newly established plant in Grenzach with the first automobile, around 1900



5.

In 1894 banker Fritz Hoffmann-La Roche, 26, joined Max Carl Traub to take over a small factory in Basel's Grenzacherstrasse from druggists Bohny, Hollinger & Cie. Following a difficult first two years, Hoffmann bought out his partner and entered F. Hoffmann-La Roche & Co. in the Commercial Register. On the lookout for a lucrative product, Hoffmann, the scion of an old Basel textile manufacturing and merchant family, hit on the idea of internationally marketing medicinal products with standardised dosages and effects under uniform brand names. The manufacturing basis for the idea was the extraction chemistry process, in which the active ingredients of drugs are extracted from natural raw materials. As early as 1897, before having a single successful product on the market, Hoffmann established subsidiaries in Italy and Germany in pursuit of his aims. The first hit product did not appear until 1898 in the form of Sirolin, a cough syrup based on the company's antitubercular agent Thiocol.

**F**ritz Hoffmann was born in Basel on 24 October 1868, the scion of an important manufacturing and merchant family. In 1885 he started an apprenticeship at a bank in Yverdon, followed by a further apprenticeship in 1889 at grocers and chemists Bohny, Hollinger & Cie. in Basel. In 1891 he moved to London, then on to Hamburg in 1892 to work for grocers G. Lipman & Geffcken. Here he experienced the great cholera epidemic. To protect themselves against infection, the young employees drank great quantities of cognac, using orange peel to improve the flavour. This experience would one day inspire Fritz Hoffmann to add orange flavouring to his bitter Thiocol cough syrup to create the successful product Sirolin. In 1893 he returned to Basel, where his father contributed 200,000 francs towards the purchase of an interest in Bohny, Hollinger & Cie. But Fritz Hoffmann's superiors, uncomfortable with his dynamic style of doing business, proposed that he take over the small chemical factory in Grenzacherstrasse on his own account. He accepted, taking charge of the factory together with the company's chemist, Max Carl Traub. Thus Hoffmann, Traub & Co. was born on 2 April 1894 in a small, five-year-old factory between the Rhine and Grenzacherstrasse, producing extracts, tinctures, salves, pills, linseed-oil varnish and floor waxes. On 2 May 1895 Fritz Hoffmann married Adèle La Roche. Their son Emanuel was born on 4 May 1896, followed by Alfred on 25 July 1898. On 1 October 1896, shortly after the establishment of the first foreign branch office in Grenzach, Max Carl Traub left the company. The business was recapitalised in 1898 and found itself with a successful product in Sirolin.



Not until the outbreak of World War I would the company again face significant difficulties. But the Russian Revolution in 1917 was a much heavier blow. With the loss of the Russian market, the company needed an immediate infusion of capital. Ultimately, with the help of Basler Handelsbank (which was headed by Hoffmann's brother-in-law Rudolf Albert Koechlin-Hoffmann), the enterprise was restructured through the formation of a limited company in 1919. The founder retained only a minority interest in the new company, F. Hoffmann-La Roche & Co. Ltd. All these nerve-racking events took their toll, and Hoffmann's health worsened dramatically from 1918. In 1919 Hoffmann and his wife decided to dissolve their shaky marriage. Fritz Hoffmann later married divorcée Elisabeth Von der Mühl, formerly Staehelin. Fritz Hoffmann died in Basel on 18 April 1920 aged only 52.

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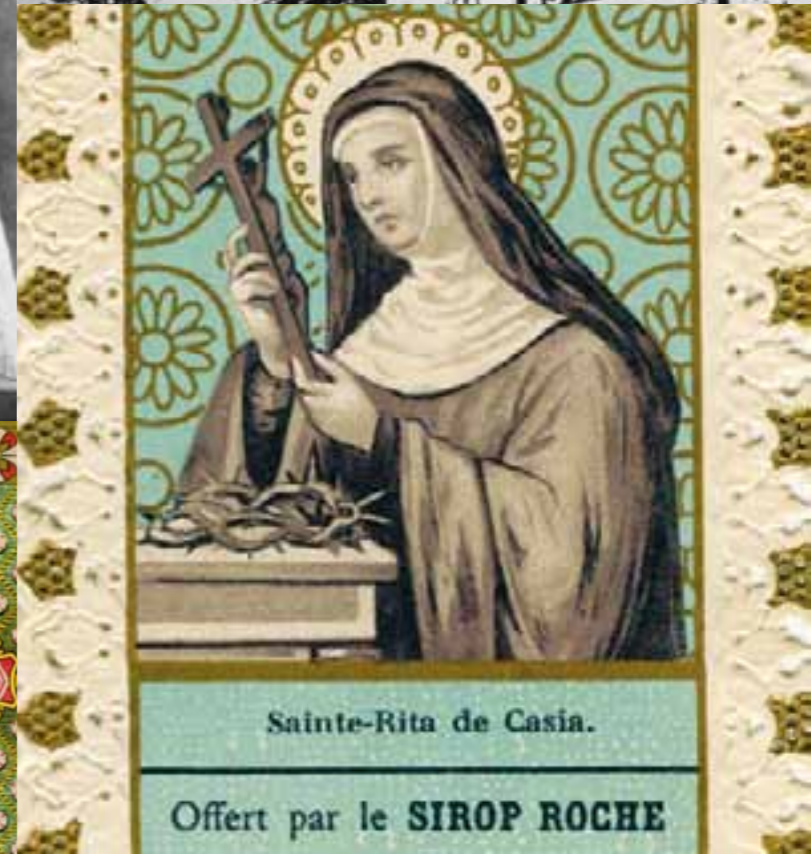
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Sirolin rapidly became a best-seller thanks to Hoffmann's exceptional marketing talents. Hoffmann drove the Group's international expansion relentlessly: by 1912 Roche had branches in nine countries on three continents.

1. Roche headquarters at the Place des Vosges in Paris, 1903
2. Roche in New York, 1905
3. A shipment of medicinal goods arrives in Yokohama, 1920
4. Roche London managing director's office, 1908
5. Sirolin advertisements, 1899–1915



С.-Петербургъ, Мартъ 1910 г.

М. Т.

Настоящимъ имѣемъ честь до Вашего свѣдѣнія,  
что для производства и продажи химическихъ продуктовъ  
нами учрежденъ въ С.-Петербургѣ

Торговый Домъ  
ПОДЪ ФИРМОЮ

**Ф. Гофманъ-Ла Рошъ и К<sup>о</sup>.**

Въ означенномъ Торговомъ Домѣ единственнымъ полнымъ  
товарищемъ является Ф. Гофманъ-Ла Рошъ; вкладчикъ-же не  
пожелалъ быть поименованнымъ.

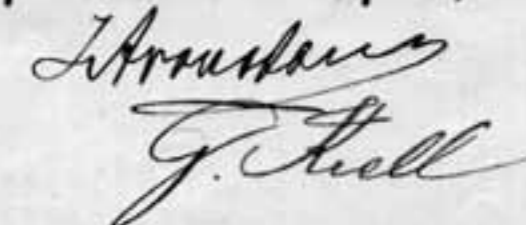
ныи товарищъ будетъ

подписывать:



Представителями нашими для веденія всѣхъ торговыхъ  
нашихъ операцій, коимъ представлено право подписи совместно,  
являются: **Л. С. Ароштанъ и Л. Крелль**, которые будутъ

подписывать:



Съ совершеннымъ почтеніемъ

Торговый Домъ

**Ф. Гофманъ-Ла Рошъ и К<sup>о</sup>.**



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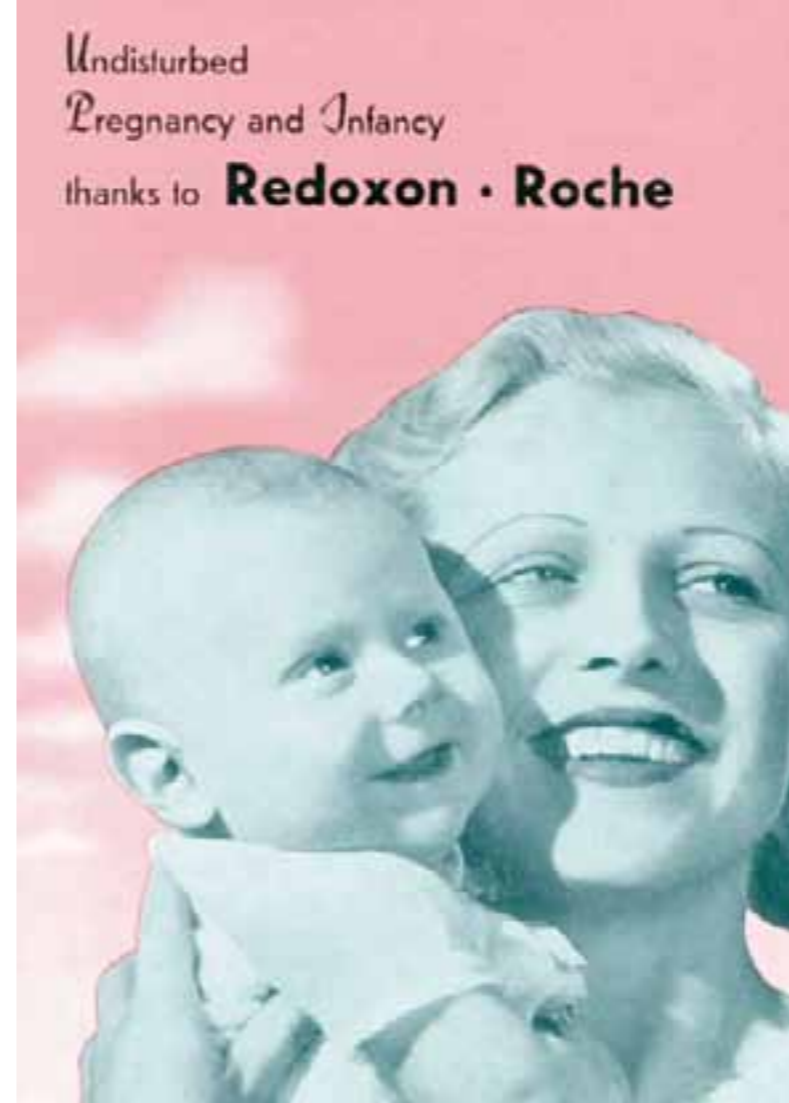
In 1904 Roche introduced the heart tonic Digalen, and in 1909 the painkiller Pantopon, two of the most important medical innovations of their time. The company's growth stalled during World War I as Roche was black-listed in both France and Germany for its international connections. The outbreak of the Russian Revolution in 1917 proved a far greater blow, as Fritz Hoffmann-La Roche had made Russia Roche's biggest market in the preceding years. With Roche near bankruptcy in 1919 as a result, the company was transformed into a limited company with the financial support of Basler Handelsbank. Fritz Hoffmann died soon afterwards in 1920.

1. Digalen Roche against heart conditions, in heart-shaped bottle, 1904
2. Pantopon Roche, an anaesthetic and painkiller, 1909
3. Bond certificate, 1919
4. Bearer share certificate, 1932
5. Advertisements for Digalen and Pantopon, 1900–1935
6. Founding of St. Petersburg branch, 1910

After Hoffmann's death, management of the company was taken over by Dr Emil Christoph Barell. Dr Barell had been hired as a chemist in 1896. In 1899 he became head of Roche Germany, where he soon showed exceptional ability. As head of the parent company, Barell launched a turnaround process that sometimes involved harsh measures. In 1920 Roche brought its first synthetic product, the sleeping drug Allonal, to market. In 1933 Roche acquired Tadeusz Reichstein's process for synthesizing vitamin C and began to scale it up for mass production. Vitamin C marked the start of the company's full commitment to chemical synthesis. While other companies, fearing bacterial contamination of their production sites, balked at a biotechnological production step in the Reichstein process, Roche was able to master the challenge. The difference most likely lay in Roche's lack of a technological paradigm: most had arisen either from former dye factories based on chemical synthesis or from pharmacies and were thus fixated either on a technology (such as synthetic chemistry) or on the craft of the apothecary. Roche, however, was considerably more open to innovative and untried technologies and was able to focus its business on the medical problem early on.



1. Chemical pavilion at the Swiss National Exposition, 1939
2. Laboratory at Roche Grenzach,  
Dr Markus Guggenheim on right
3. Redoxon Roche, synthetic vitamin C, 1933
4. Advertisements and collateral for Redoxon, 1930s



**Redoxon · Roche**  
en chirurgie



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**E**mil Christoph Barell entered this world on 13 January 1874, son of draper Benjamin Barell of Gressonay-Saint-Jean in Piedmont. The family was registered in Schaffhausen from 1878, but Barell's father died five years later. His mother Anna (née Hügi) married industrialist Josef Treu in Basel shortly thereafter. After his school-leaving exam in the autumn of 1892, Barell studied chemistry at the Swiss Federal Institute of Technology in Zurich, earning his doctorate in 1895. On 1 February 1896 he joined Hoffmann, Traub & Co. as a chemist. In May he married Ida Leuzinger (née Studer), a woman nearly twenty years his senior. As head of Roche Grenzach, Barell demonstrated extraordinary talent as both a scientist and businessman. During World War I he was accused of a customs infraction by a recently dismissed employee and detained involuntarily for some time in Berlin. Barell was appointed managing director after Fritz Hoffmann's death. He acquired Alfred Hoffmann's interest in the company soon after, becoming one of its most important shareholders. Extensive and far-reaching restructuring proved necessary at first to save the company. Among other things Barell was forced to dismiss half the workforce. Gradually, however, a tentative recovery set in, giving Barell an opportunity to remodel Roche in accordance with his own notions. There is little doubt that Barell practically 'invented' large portions of the modern pharmaceutical industry as we know it today, or at least left a decisive mark on them. The death of his cosmopolitan wife Ida, an avid traveller and lover of the arts, in 1927 was a heavy blow. One year later Barell married Colette Sachs, a woman 25 years



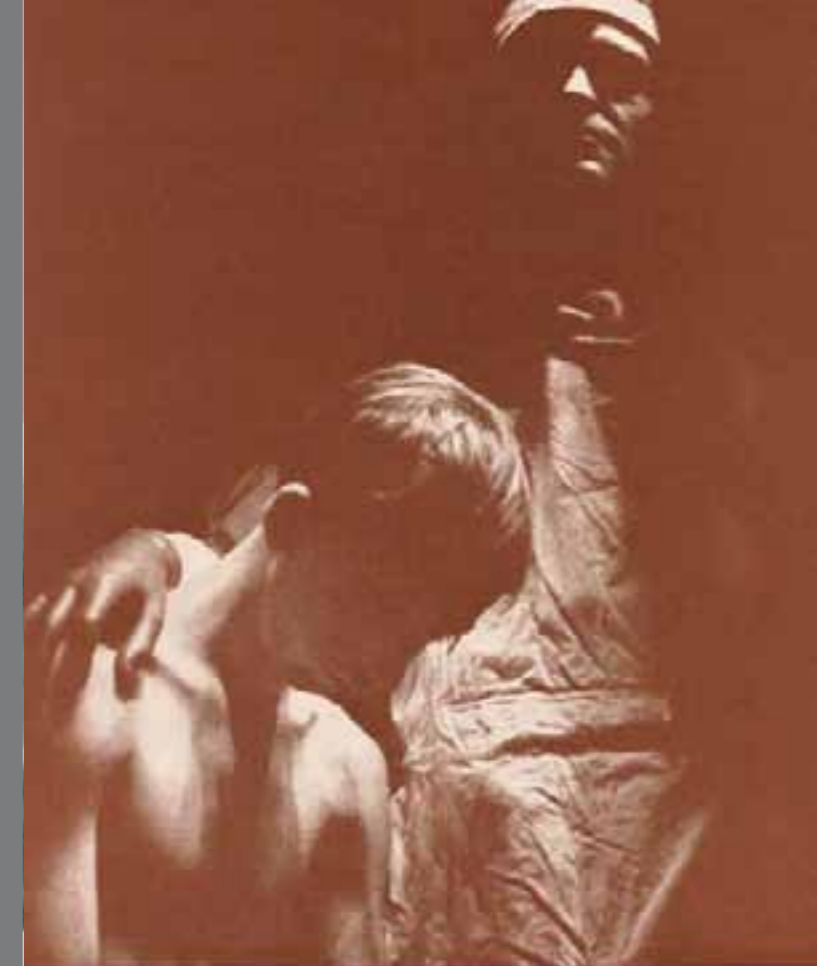
younger. In 1938 he was elected Chairman of the Board of Directors of F. Hoffmann-La Roche & Co. Ltd. Sensitised by his experiences in World War I, Barell and his wife moved to Nutley, New Jersey, in 1940, managing the Group from the United States until his return after the end of World War II. Where the pre-war Barell was notoriously strict, as countless anecdotes relate, he was deeply affected by the experience of World War II. As the softer side of his character began to emerge, he found his health ever more impaired by a nervous disorder. A stroke led to a loss of memory. He died on 18 March 1953 having been recognised for the medical and scientific accomplishments of his full and varied life with four honorary doctorates.

**T**adeusz Reichstein was born on 20 July 1897 in Włocławek, Poland. He moved to Switzerland at the age of eight and studied chemistry at the Swiss Federal Institute of Technology in Zurich. In 1938 he became head of the Pharmaceutical Institute at the University of Basel and also took the chair for organic chemistry in 1946. He was awarded the Nobel Prize in Medicine in 1950 for his work on the adrenal cortical hormones aldosterone and cortisone. Reichstein died on 1 August 1996 in Basel.



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**M**arkus Guggenheim came into this world on 24 February 1885 in Endingen, Switzerland. He studied chemistry at the University of Basel from 1903, graduating in 1908. From 1907 to 1910 he worked at universities in Berlin before being hired by Roche as a research chemist in 1909. He soon became head of research for Roche, where he took a special interest in hormones, amines, amino acids, steroids and vitamins. As early as 1913 he synthesised dioxyphenylalanine (DOPA), which 50 years later would lead to one of the first effective drugs against Parkinson's disease. Although Guggenheim was almost completely blinded in a laboratory accident in May 1916, he continued to serve as head of research until his retirement in 1950. Markus Guggenheim died in Basel in 1970.

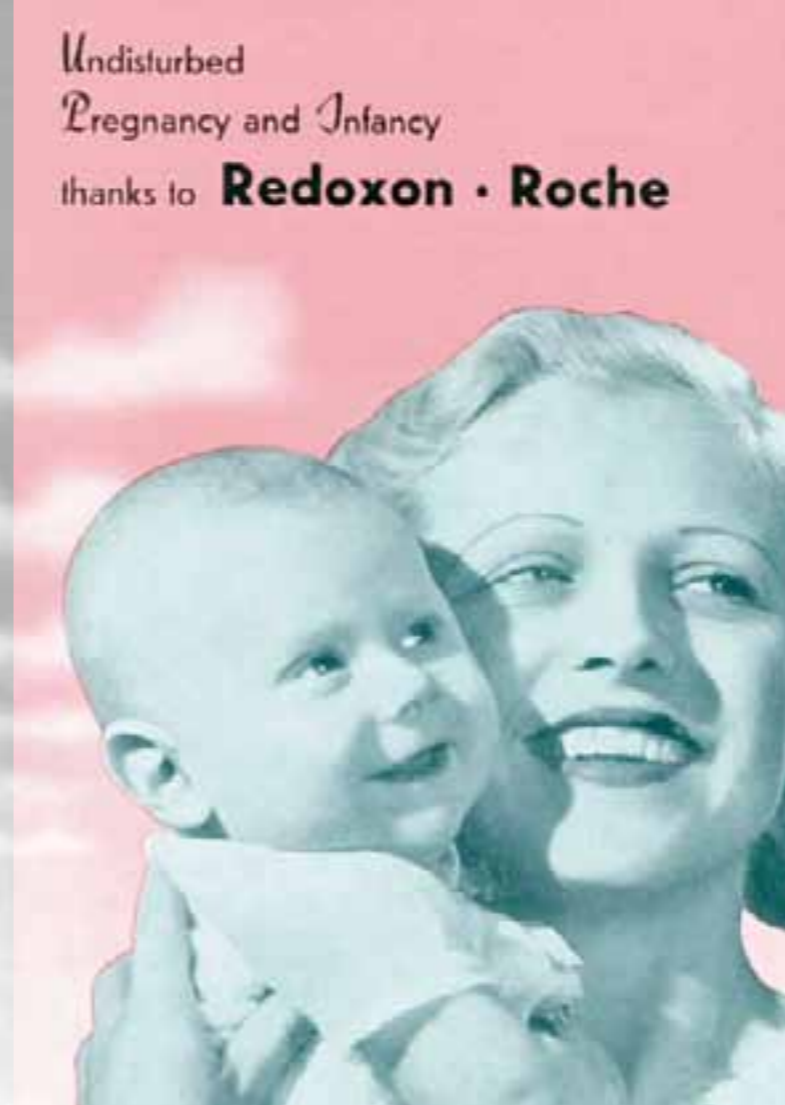


**Redoxon · Roche**  
en chirurgie



Seul, le  
**Kina-Redoxon · Roche**

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In 1934 Dr Emil C. Barell commissioned a private home in Basel from the leading Swiss architect Prof. Otto R. Salvisberg. Shortly thereafter Salvisberg was also invited to design production and office buildings for Roche, some of them decorated with important works of art. In this way Barell established a tradition of patronage of art and architecture that Roche upholds to the present day. After Salvisberg's death in 1940, his student Roland Rohn took charge of Roche's architectural expression. He continued in that capacity even after Barell's death, thanks largely to the interest shown in his work by Maja Sacher, Roche's single biggest shareholder at the time.

1. Roche Basel foyer (1971) by Roland Rohn, Corten steel sculpture by Eduardo Chillida
2. Walter Trier mural, Welwyn, UK, image crop
3. Exterior view of Administrative Building 21, 1936
4. E.C. Barell's office, designed by Prof. O.R. Salvisberg
5. Roche Welwyn Garden City (UK), Salvisberg 1938
6. Roche Basel staff amenities building (1971) by Roland Rohn, facade sculpture by Ödön Koch
7. Niklaus Stoecklin mural, Basel, image crop



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**M**aja Sacher was born on 7 February 1896 in Basel. Her father was the well-known architect Fritz Stehlin, who contributed numerous distinctive buildings to Basel. She herself wanted to become an architect, but since the profession was not a common one for women at the time, she instead entered an apprenticeship in sculpting with Emile Antoine Bourdelle in Paris. In 1921 she married Emanuel Hoffmann, Fritz Hoffmann-La Roche's older son. In 1925 Emanuel became the head of Roche Brussels and the young family (including two sons and a daughter) moved to Belgium. Here the couple began to build up an extensive collection of modern



art. In 1932, two years after the family's return to Basel, Emanuel Hoffmann lost his life in a traffic accident. In 1933 Maja established the Emanuel Hoffmann Foundation in her late husband's memory to support progressive art. She married the young Basel conductor Paul Sacher in 1934. In 1936 she built a house she had designed herself for

her family in Basel. In the decades to come this house would become a focal point of Europe's cultural life in which the Roche management community also took part. It was Maja who, following the death of Barell, ensured that Roche continued the architectural path on which it had embarked. The systematic development of the Roche art collection in Basel can also be traced to her initiative. 1980 saw the inauguration of the Basel Museum of Contemporary Art, a project that Maja Sacher had initiated, largely financed and had a hand in constructing. Maja Sacher died on 8 August 1989 in Basel.

**O**tto Rudolf Salvisberg first saw the light of day on 19 October 1882 in Köniz, Switzerland. In 1901 he entered the Technikum in Bienne, earning a diploma in 1904. In 1908 he reached Berlin, where he initially worked as a staff architect. He married Emmy Roloff from Berlin in 1912 and established his own atelier in 1914. He soon became one of the best-known architects in the Weimar Republic. His fame was underscored by his appointment in 1927 to the powerful Berlin Council of Three, which was responsible for final ap-



approval of major building projects. Salvisberg's exquisite sensitivity to political changes led him to return to Switzerland soon after. He became a professor at the Swiss Institute of Technology in Zurich in 1930. From that point he again launched a building career that is impressive not only for its quantity, but above all for the exceptional

attention to detail, function and technology that was his hallmark. Following the successful construction of Barell's private residence in 1934, he became Roche's house architect until his death on 23 December 1940.

**A**fter Salvisberg's death the role of house architect for Roche passed to his assistant Dr Roland Rohn. Rohn was born in 1905 in Sterkrade, Germany. He studied architecture at the Swiss Institute of Technology in Zurich. At first Rohn's style was so strongly influenced by his mentor Salvisberg that many early designs cannot be assigned with certainty to one or the other. Rohn not only inherited Salvisberg's studio in 1940, he also married Emmy Salvisberg-Roloff the same year. Afterwards Rohn erected numerous buildings for Roche and other clients, successively bringing Salvisberg's design principles over into a contemporary vocabulary of materials and shapes and ultimately creating his own outstandingly craftsmanlike style. Roland Rohn died shortly after completing his most important buildings for Roche in 1971.



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By 1938 Roche had branches in 35 countries on all five continents and employed some 1800 people. This was the year when Barell became Chairman of the Board. Shortly before World War II, Barell moved to Nutley, New Jersey. At the same time Roche decided for security reasons to move its headquarters to Lausanne, a city less close to international borders than Basel. The company had been split into two corporate groups since the late 1930s. All territories in continental Europe were serviced by F. Hoffmann-La Roche & Co. Ltd in Basel, while the United Kingdom and all other territories fell to SAPAC Inc., based in Montevideo, Uruguay. However, the two companies remained tightly linked through their shares. If all of Europe had fallen to the Third Reich, SAPAC would have been able to continue functioning independently.



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1. Major compounds, around 1935
2. Pantopon packaging at Roche Tokyo, 1935
3. Quinine production for Roche in Java, around 1925
4. Office at Roche Montevideo, 1941
5. Building 1, Roche Nutley, 1929
6. Pharmacy in Shanghai, around 1920



Alice Keller was born in Basel on 18 April 1896. In 1914 she began studying macroeconomics at the University of Basel, completing her studies in the early 1920s. She later earned her doctorate with a dissertation on the alcohol monopoly. Alice Keller joined Roche in 1925, and she went to Tokyo to become head of Roche Japan in 1926. She was promoted to become Roche's first woman senior executive in 1929. In 1939, shortly before the start of World War II, Alice Keller returned to Basel, where she retired in 1952. She died in Basel in 1992.

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Shortly before the outbreak of World War II, Roche helped numerous scientists from Europe, most of them Jews, to flee to the United States. Many of these scientists were employed by Roche Nutley, where they helped build up the research centre. World War II was an unusual test of strength for an international enterprise like Roche. Although sharply rising demand, particularly for vitamins, provided a significant boost in sales, war taxes in various countries and difficulties in conducting international freight transport and financial transactions left the company with few opportunities to earn a profit and develop. Moreover, several subsidiaries attempted to leave the Group. In 1940, for example, the branches within the Third Reich attempted to split from the parent company and become independent. These tendencies were checked in 1941 by the vigorous intervention of Dr Waldemar Hellmich, head of Roche Grenzach (Baden).

1. *Design of new building for Roche Berlin (O.R. Salvisberg, architect), 1935*
2. *Roche Nutley research building (Roland Rohn, architect), 1948*
3. *Laboratory at Roche Nutley (Dr Leo Sternbach and Dr Max Hoffer), 1941*
4. *Impressions of the Roche Welwyn (UK) works team, 1942–1945*



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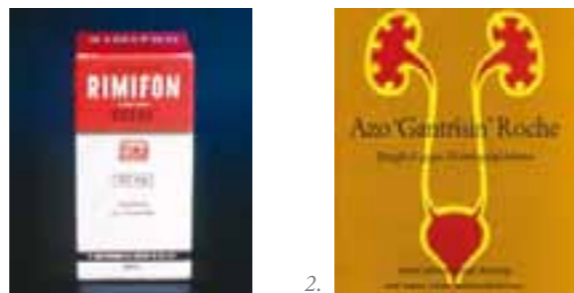
**W**aldemar Hellmich first glimpsed the light of day in Breslau on 21 August 1880. After completing his schooling in Oppeln he studied engineering at Breslau Technical University and Berlin Technical University. From 1907 to 1910 he held various municipal and industrial jobs. In 1910 he became an employee of the management board of the Association of German Engineers, rising to deputy director in 1915 and director of the Association in 1919. From 1917 Hellmich also served as head of the Standards Association of German Industry.



In 1921 he was appointed managing director of the German Standards Committee, becoming its curator in 1933. He was awarded an honorary doctorate by Braunschweig Technical University in 1923 in recognition of his service in creating the German Industrial Standards (DIN). After falling out with the new masters of the Third Reich, he was hired by Roche in 1934 as plant manager in Grenzach. Waldemar Hellmich died on 1 October 1949 in Grenzach. Today his memory is preserved in the Waldemar Hellmich Circle of the German Institute for Standardisation (DIN).



On the other side of the Atlantic, Elmer Bobst, head of Roche USA, likewise planned to split the US business from the rest of the Group. Bobst had achieved extraordinary successes in the preceding years; it was only under his leadership that the US business had become profitable at all. The spin-off plans were blocked only through a supreme personal effort by the director of finance, Alfred J. Fuchs, who found himself battling not only Bobst, but also the Roche Board of Directors. In 1945, soon after the end of the war, a new application was found for vitamin B derivatives in the field of hair care. Roche established a new subsidiary, Pantene AG, to develop this new line of business. In 1946 Barell returned to Basel, bringing Roche's wartime state of emergency to a close. The same year saw the introduction of Roche's first successful sulfonamide, Gantrisin, followed by Rimifon, the first effective treatment for tuberculosis, in 1952.



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1. Rimifon against tuberculosis, 1952
2. Cover of a Gantrisin brochure. Design by typographer Jan Tschichold, employed by Roche 1955–1968
3. Press article on effectiveness of Rimifon, 1952
4. Gantrisin against infectious illnesses, 1949
5. The original Pantene signet, designed by Herbert Leupin



*Pantène*

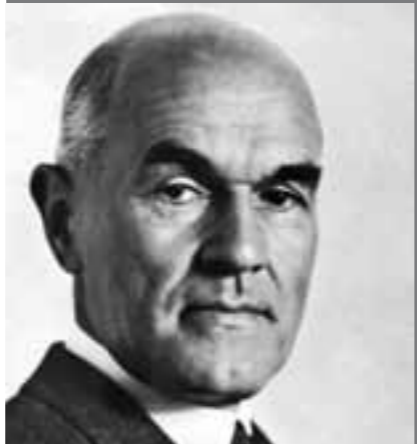
**LA PREMIÈRE LOTION CAPILLAIRE VITAMINÉE**

F. HOFFMANN-LA ROCHE & CIE, SA, BÂLE

5.

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**A**lfred Jean Fuchs came into the world in Basel on 17 November 1884. After completing his schooling he was meant to have studied at the Swiss Federal Institute of Technology in Zurich. Instead he chose a career in business. Following family tradition he took an apprenticeship with a bank in Basel, then worked five years in London and one year at a private bank in New York. In 1910 he moved to a French bank in Mulhouse, whence he was summoned to Handelsbank Bern in 1914. In 1916 Alfred Fuchs married Erna Haefely. Turning his back on a bright future in banking, he became director of finance at his father-in-law's electrical engineering firm. The relationship between Fuchs and his father-in-law



was a difficult one, and led to Fuchs moving to F. Hoffmann-La Roche & Co. Ltd in 1927. Here he was initially charged with managing cartel issues, with a particular interest in defending the company's interests in the quinine cartel. When Roche's head of finance died unexpectedly, Fuchs took over the post, eventually becoming a close confidante

to Emil C. Barell. During World War II it was Fuchs whose fiercely argued convictions kept the Roche Group together. His is the credit for the Group's survival of World War II as a united entity. Following the stressful war years he requested early retirement on 31 July 1948, which he spent in Vitznau. He died after a lengthy stay in hospital on 1 December 1968.

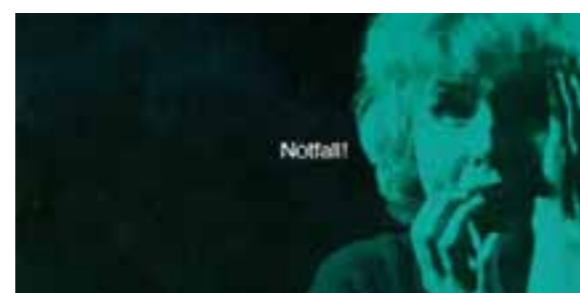
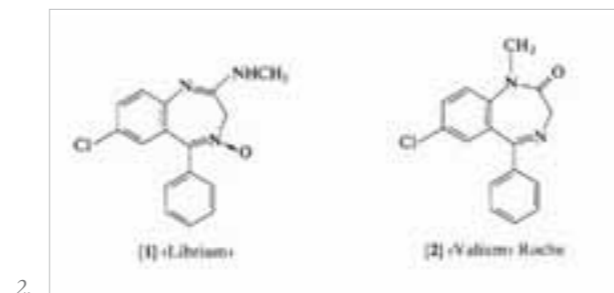


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After nearly 60 years in top positions in the Group, Dr Barell died in 1953. His successor as Chairman was Dr Albert Caflisch, a finance expert. Caflisch continued the internationalisation of the Group. He granted wide-ranging autonomy to the managers of the subsidiaries, giving Roche the character of a modern corporate group for the first time. In 1957 Roche USA began to research fragrances and flavours in a new department it had established specially for this purpose. 1960 saw the introduction of Librium, the first benzodiazepine tranquilliser, which had been developed by Dr Leo Sternbach. In 1962 Roche brought the first anticancer chemotherapy drug, Fluoro-Uracil, to market. During this exceptional growth period for the relatively young pharmaceutical industry, Roche's introduction of Valium in 1963 was a milestone whose impact on medicine is still felt today. In addition to infectious diseases, Roche's research department was now tackling mental illnesses as well and launched an ambitious programme of central nervous system research.



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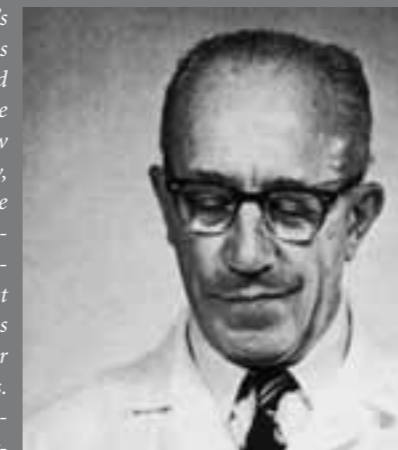
**A**lbert Caflisch was born on 2 October 1898 in Naples. After attending primary school in Italy he continued his education in Switzerland, studying law at the universities of Zurich, Geneva and Bern. In 1923 he earned his doctorate at the University of Bern with a dissertation on breach of the peace. During this time he worked as a lawyer under Maître Adrian Lachenal in Geneva. Next he became staff lawyer for private bank Hentsch & Cie. In 1935 Caflisch became Secretary General of the Swiss Bankers Association in Basel. In addition to this post, in 1939 he assumed leadership of the Société Financière Italo-Suisse. He led both institutions with great diplomatic finesse during World War II. In 1946 Albert Caflisch joined the Board of Directors of Roche while remaining a board member of the Swiss Bankers Association. He was elected Vice Chairman of Roche at the 1947 Annual



General Meeting, becoming CEO in 1951. It would be nearly seven years before he was able to assume the official leadership of Roche after the death of Dr E.C. Barell in 1953, a period requiring an exceptionally sensitive touch and great tactical adroitness. In 1949 he married Jeanne Alice Marie de Weck, the widowed Comtesse de

Zurich, who accompanied him on numerous business trips abroad and supported him in his activities representing Roche. A year after her death in 1961 Albert Caflisch married Marie de Léon, née Saltiel. In 1964 he was diagnosed with an incurable illness to which he succumbed on 14 January 1965.

**L**eo Henryk Sternbach came into this world in Opatija, Croatia, on 7 May 1908. He studied first pharmacy and then chemistry at Jagiellonian University in Krakow. He submitted his dissertation in chemistry in 1931 and received his doctorate the same year. In 1937 he moved to Switzerland, where he became assistant to Lavoslav Ružika at the Federal Institute of Technology in Zurich. Roche hired Sternbach in



1940. Like many of Roche's Jewish chemists, he was transferred to the United States to take part in the development of the new research centre in Nutley, New Jersey. Shortly before emigrating in 1941 Sternbach married Herta Kreuzer. As a research chemist in Nutley, Sternbach was able to resume his earlier work on benzodiazepines. Through a fortunate coincidence, a young pharmacologist named Lowell Randall applied a novel method in testing one of the synthesised molecules, chlordiazepoxide. As a result the calming effect of Librium was discovered. Roche brought Librium to market in 1960, following up with Valium in 1963. Sternbach was a curious and tireless researcher with over 240 Roche patents in his name. Although he retired in 1973, he kept his office at Roche Nutley and could often be seen on the premises even at an advanced age. Already honoured in the New Jersey Hall of Fame, he was inducted into the National Inventors' Hall of Fame in 2005. Shortly thereafter, on 28 September 2005, Leo Sternbach passed away surrounded by loved ones in Chapel Hill, North Carolina.



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**A**dolf Walter Jann first saw the light of day on 22 September 1911 in Altdorf, Canton Uri. He studied law in Bern, Paris and London. From 1937 to 1945 Jann worked in the administration of the Swiss Bankers Association before moving to Union Bank of Switzerland, where he was appointed to the General Directorate in 1949. In 1957 Jann was elected to the Board of Directors of F. Hoffmann-La Roche & Co. Ltd and named Vice Chairman and CEO. After the death of Dr Albert Cafilisch in 1965 he assumed the overall leadership of the Roche Group as Chairman, a position he held until his retirement due to advanced age in 1978. To honour his services in biomedical research, the University of Basel awarded him the title of Dr. med. honoris causa in 1972. Adolf Walter Jann died in Zurich on 24 November 1983.



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While the newly acquired or established companies formed the core of Roche's future Diagnostics Division, the two independent research institutes were destined to play a key role in the Group's biotechnology activities. At the Roche Institute of Molecular Biology Sidney Pestka succeeded in isolating interferon, leading to Roche's first biotechnologically produced cancer drug, Roferon-A, in 1986. In the 1970s Georges Köhler of the Institute for Immunology developed a process for producing monoclonal antibodies, a key area for Roche today. Köhler's work was recognised with a Nobel Prize in 1984. A late success in sulphonamide research was scored in 1969 with the market launch of the antibiotic Bactrim. In 1970 the twisted nematic field effect, the basis for production of liquid crystal displays (LCDs), was discovered in the Roche laboratories. Roche's launch of Madopar in 1973 was the first significant success in the treatment of Parkinson's disease. 1974 saw the introduction of the highly successful mild tranquilliser Lexotanil.

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**E**rika Böhni was born on 13 January 1922 in Stein am Rhein. In 1941 she began her biology studies at the Swiss Federal Institute of Technology in Zurich, which she completed in 1947. In 1949 Böhni earned her doctorate with a dissertation on bitter rot in cherries. In 1951 she joined Roche Basel, where microbiology research was undergoing a rapid expansion. Along with many other projects, Erika Böhni played a key role in the development of the chemotherapeutic agent Bactrim and broadband antibiotic Rocephin. She retired in 1984 but remained active as an author of books for children and adolescents. She died in Stein am Rhein on 3 February 1999.



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**G**eorges Jean Franz Köhler entered this world on 17 April 1946 in Munich. In 1965 he commenced his biology studies at the University of Freiburg im Breisgau. Next he joined the Institute for Immunology in Basel and earned his doctorate at the University of Freiburg in 1974. From 1974 to 1976 Köhler worked with César Milstein as a postdoctoral fellow at the Medical Research Council Laboratory in Cambridge, UK. They succeeded in forming monoclonal antibodies through cell fusion of B-lymphocytes with myeloma cells. Köhler returned to the Institute for Immunology from 1976 to 1984. In 1984 he was appointed director of the Max Planck Institute for Immunobiology. That same year he was awarded the Nobel Prize for Physiology or Medicine together with César Milstein and Niels Kaj Jerne. He died at the young age of 48 on 1 March 1985 from the consequences of a lung infection in Freiburg im Breisgau.



In 1984 he was appointed director of the Max Planck Institute for Immunobiology. That same year he was awarded the Nobel Prize for Physiology or Medicine together with César Milstein and Niels Kaj Jerne. He died at the young age of 48 on 1 March 1985 from the consequences of a lung infection in Freiburg im Breisgau.

**N**iels Kaj Jerne first saw the light of day in London on 23 December 1911. During the First World War his parents moved to the Netherlands, where Jerne began physics studies at the University of Leiden. After two years he moved to the University of Copenhagen, where he continued his studies in medicine, earning a doctorate in 1951. From 1943 to 1956 Jerne worked in the research department of the National Danish Serum Institute, where he developed a revolutionary, highly regarded theory on the formation of antibodies. In 1956 he took up new challenges as head of the WHO section for biological standards and immunology in Geneva. In 1962 he was appointed to the University of Pittsburgh microbiology chair, which he held until 1966. That year he moved to the University of Frankfurt, where he became professor of experimental therapy. When Roche offered him the opportunity to head the development of the new Institute for Immunology in 1969 he moved to Basel, where he led the Institute until his retirement in 1980. He died on 7 October 1994. Among the many honours he received during his career, the 1984 Nobel Prize in Physiology or Medicine, which he received together with Georges Köhler and César Milstein, was among the most important. Jerne was also a Fellow of the Royal Society (1980), member of the Académie des Sciences (1981), the American Society of Arts and Sciences (1967) and the Royal Danish Academy of Sciences and Letters (1969) and an Associate of the National Academy of Sciences (1975).



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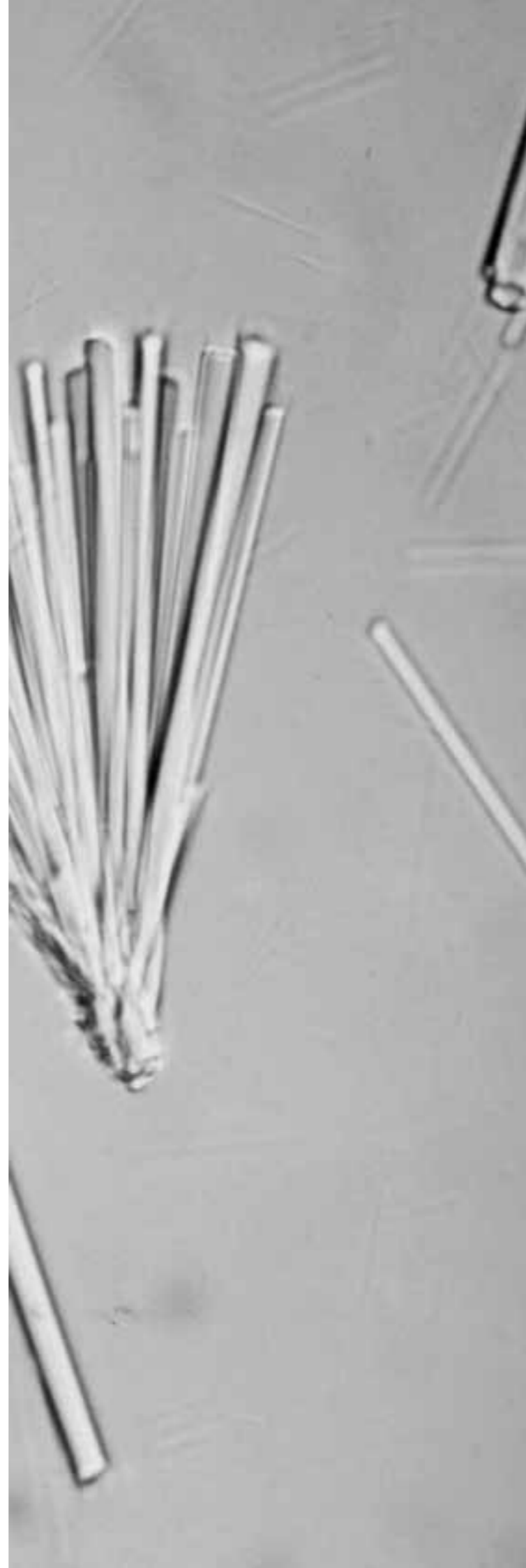


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8.

From the mid-1970s the company found itself increasingly on the defensive due to a weakening economy and the imminent expiry of patents on several benzodiazepine products such as Librium and Valium. The already difficult business environment worsened further in 1993 when a scandal involving collusion in vitamin prices came to light. A Roche employee, Stanley Adams, had leaked confidential agreements to the EC, triggering a scandal that led to legal action by the EC Commission in 1974. Moreover, in 1976, an incident that would have severe repercussions for Roche took place at Icmesa, a Givaudan subsidiary in Seveso, northern Italy. A reactor explosion released a cloud of dioxin, the impact of which was initially unclear. Roche's response to the accusations that soon arose was clumsy, giving rise to one of the first major environmental scandals taken up by the press. The company would be occupied with the consequences of this incident for a long time to come. In 1983 it emerged that barrels of materials from the reactor involved in the incident had not been disposed of, as agreed with the contractor, but placed in temporary storage at an unknown location. Roche eventually succeeded in recovering the barrels for controlled incineration in 1985 at Ciba-Geigy's toxic waste incinerator in Basel.

In 1978 Dr Jann resigned as Chairman of the Board, handing the reins over to Fritz Gerber. The same year saw the start of collaboration between Roche and the newly founded biotech company Genentech Inc., which worked with Roche on the production of interferon. To improve the difficult market situation, Fritz Gerber quickly initiated a broad-based consolidation programme within the company. Numerous units were sold off over the next few years, among them Pantene AG.



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1. Fritz Gerber, Chairman of the Board of Directors 1978–2001
2. Aerial view of Genentech Inc., San Francisco
3. 41 barrels of dioxin-laced residues from the Seveso incident, 1983
4. Decontamination of parts of the Icmesa incident site in Seveso, 1983
5. Celebration of the announcement of the Nobel Prize award to Niels K. Jerne, Georges J.F. Köhler and César Milstein, 1984; l. to r.: G. Köhler, N. Jerne, L. Pauling





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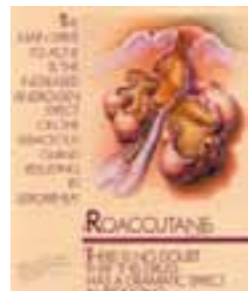
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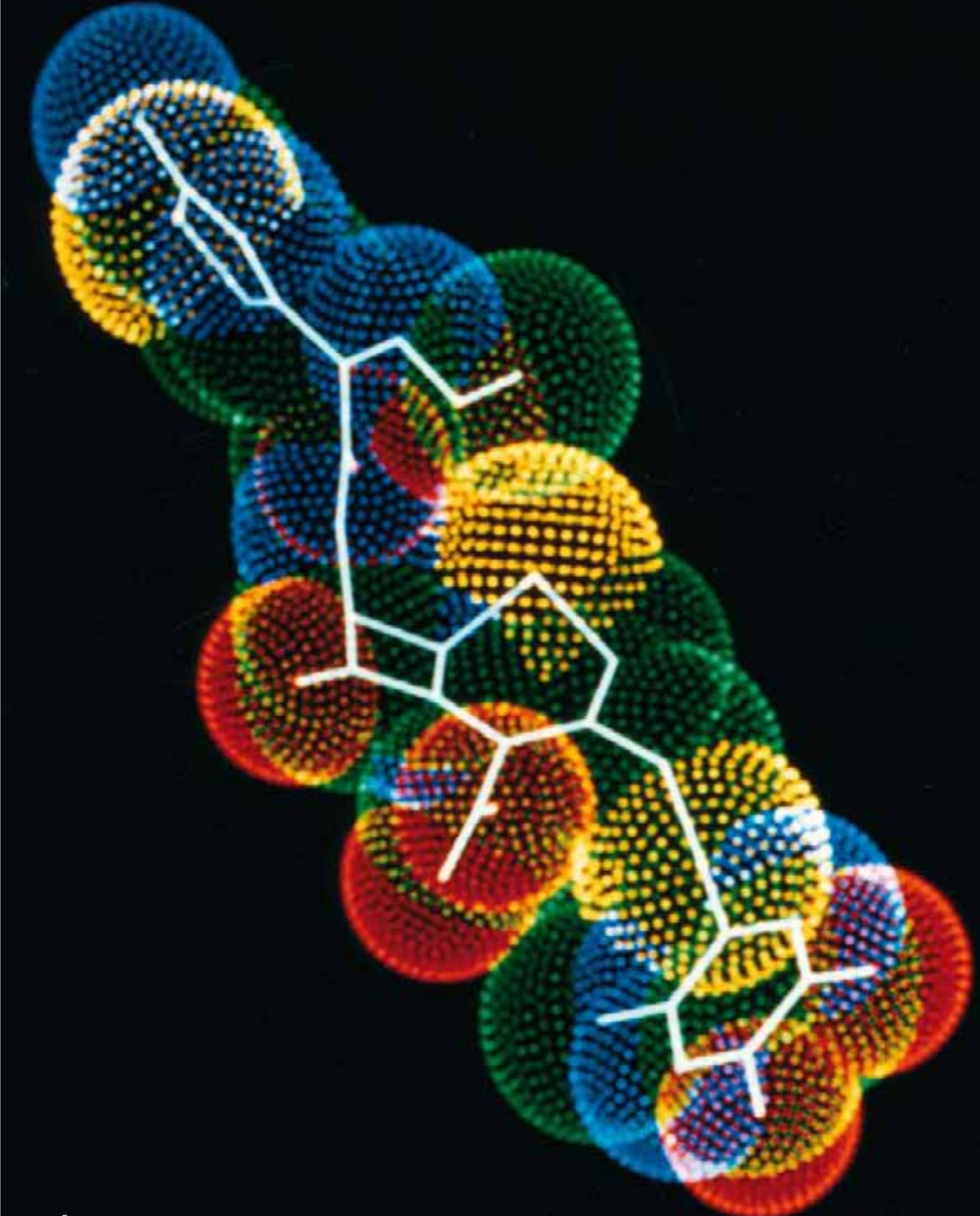
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The first automated laboratory diagnostic device developed in-house by Roche, the Cobas Bio, was brought to market in 1979. In 1982 a whole series of significant new products was introduced: the anaesthetic Dormicum, the antibiotic Rocephin, the acne medication Roaccutane and the first effective psoriasis treatment, Tigason. The new products brought a significant improvement in Roche's business outlook. Roche Diagnostics introduced the first product based on monoclonal antibodies, the CEA cancer test, the same year. As early as 1988 Roche established a joint venture in Moscow, a first tentative return to the once so important market behind the Iron Curtain. In 1989 the obsolete dual structure of the Group was finally eliminated when the businesses of F. Hoffmann-La Roche & Co. Ltd and SAPAC Inc. were combined in the newly founded Roche Holding Ltd.

1. The Rocephin development team, 1981
2. Dormicum, an anaesthetic and sleep aid, 1982
3. CEA-EIA test from Roche Diagnostics, 1982
4. Advertisement for Rocephin, 1980s
5. Advertisement for Roaccutane, 1980s
6. Molecular structure of Rocephin, a broadband cephalosporin antibiotic



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To further strengthen its biotech activities, Roche acquired 60% of Genentech Inc. in 1990, followed by the acquisition of rights to polymerase chain reaction (PCR) technology, another significant investment in the company's future. This led in 1992 to the founding of Roche Molecular Systems, which brought the first Amplicor test kits to market in 1993. In 1994 Roche acquired 100% of the American Syntex Group, a major company whose highly regarded research division in Palo Alto now became part of Roche under the name Roche Bioscience. In 1995 Roche introduced the immunosuppressant CellCept and the first protease inhibitor against AIDS, Invirase, developed in Palo Alto. In 1997 Roche brought the cancer drug Mabthera to market, the first drug of the monoclonal antibody series.

1. Syntex campus, Palo Alto, USA, 1994
2. Aerial view of Roche Molecular Systems Inc., Pleasanton, USA
3. Cobas Amplicor, 1995
4. Invirase against AIDS, 1996
5. CellCept against transplant rejection, 1994
6. Mabthera against cancer, 1997
7. Roche's 100-year jubilee 1996 was the occasion for the endowment of the Jean Tinguely Museum in Basel (architect Mario Botta)
8. Jean Tinguely (1925–1991) in his studio, 1980s



8.

The 1998 acquisition of the Corange Group, including such companies as Boehringer Mannheim, made Roche the global market leader in diagnostics and put Roche in the diabetes business for the first time. In 1999 Roche introduced Tamiflu against influenza, Xenical against obesity and Herceptin against breast cancer. That same year the company was shaken by new revelations of price collusion on the vitamin market. Besides Roche, numerous other vitamin producers from the EU, the US and Japan were involved. The financial and other consequences for Roche were painful and led to the implementation of strict competition policies.

As part of Roche's ongoing strategy of focusing on fields with high profit margins, the Givaudan fragrances and flavours division based in Vernier near Geneva was spun off in an IPO in 2000. The same year, the Institute for Immunology in Basel, the driver of development in the field of monoclonal antibodies, was transformed into the Roche Centre for Medical Genomics. Fritz Gerber resigned his post as Chairman of the Board at the 2001 Annual General Meeting. Dr Franz B. Humer assumed the chairmanship of the Group in addition to his duties as CEO, a post he had held since 1998. With the sale of the Vitamins and Fine Chemicals Division to DSM in 2002 Roche left another traditional field with little potential for innovation behind. This tightening of Roche's focus is part of a long-term corporate strategy based on the insight that patients require treatments that are cost-effective and have the lowest possible side effects profile. This goal can only be achieved with treatments tailored to each patient's physiological profile, a vision Roche is well-equipped to pursue thanks to its combined expertise in biopharmaceuticals and diagnostics. In Herceptin, which is effective against a certain form of breast cancer and, due to its selectivity, was approved only in combination with an appropriate diagnostic test, Roche brought out one of the first commercial products with the potential to underscore this concept of 'personalised medicine' in 1999.



1. Herceptin against breast cancer, 1999
2. Tamiflu against influenza, 1999
3. A perfumer formulating a new fragrance, Givaudan SA
4. Dr Franz B. Humer, Chairman of the Board of Directors since 2001
5. Aerial view of the Mannheim, Germany, site, around 2000
6. Aerial view of the Penzberg, Germany, site, late 1990s
7. Test strip, a diagnostic breakthrough, brought to market for the first time by Boehringer Mannheim in 1956



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The year 2002 was one of significant expansion. The Roche product family was extended with the introduction of the Pegasys/Copegus combination for hepatitis-C. To strengthen its business in Japan, Roche acquired a 50.1% stake in the pharmaceutical company Chugai. In return Roche brought its own well-established Japanese business, including the Japanese research department, into the new combined company, making Roche the biggest foreign pharmaceutical company in Japan. In 2003 Roche announced a new cultural initiative, Roche Commissions, launched to commemorate Paul Sacher. It sponsors the commissioning and premiere performances of new musical compositions. The newly created scores are donated to the Paul Sacher Foundation, which specialises in the musical bequests of composers. With the AmpliChip CYP 450, developed in collaboration with Affymetrix, Roche brought the first pharmacogenomic biochip to market in 2003. The extremely complex HIV drug Fuzeon, the world's first HIV fusion inhibitor, was approved in the United States. With the purchase of Disetronic in Burgdorf, a major producer of insulin pumps was added to the diabetes unit the same year. To further augment its activities in China, which had been steadily expanding since the 1980s, the company announced the establishment of a research and development centre in Shanghai in 2004. The same year the cancer drug Avastin became the latest beacon of hope among monoclonal antibody products when it won approval in Switzerland, the EU and the United States. Finally, Roche's oldest product line, over-the-counter drugs, was sold to Bayer AG the same year, a further expression of Roche's determined pursuit of the strategy of personalised medicine. Consolidated sales for 2007 came to CHF 46 billion, generated by approximately 78,000 employees.



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1. Chugai's Utsunomiya site, Japan
2. Disetronic Medical Systems AG, Burgdorf, Switzerland
3. Accu-Chek D-TRONplus, insulin pump components
4. AmpliChip CYP 450, 2003
5. Fuzeon against AIDS, 2003
6. Pegasys and Copegus against hepatitis-C, 2002
7. Avastin against cancer, 2004
8. Roche Shanghai, China, around 2005

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**P**aul Sacher entered this world in Basel on 28 April 1906. In 1925 he began to study music with Karl Nef, Jacques Handschin and Felix Weingartner. The Basel Chamber Orchestra was founded at his initiative in 1926, and he served as its conductor until it dissolved in 1987. The heterogeneity of its first concert in 1927, with works from many eras including the baroque (Handel, Bach), classical (Mozart) and contemporary (Rudolf Moser's Suite for Cello and Orchestra op. 35) periods would become a lasting mark of Sacher's legendary programmes. In 1931 he was elected to the board of the Swiss Association of Musicians, where he served as honorary chairman from 1955. Here he especially championed early music. In 1933 he founded and became director of the Schola Cantorum Basiliensis, a position he held until 1969. In 1934 Paul Sacher married Maja Hoffmann-Stehlin, the widow of Emanuel Hoffmann. From 1938 to 1997, at her urging, he represented the interests of the Roche founding family on the Board of Directors. In the mid-1930s Sacher gave one of the first commissions for a composition to Béla Bartók, marking the first of a long series patronage initiatives for the creation of new



works of music. In 1941 he founded the Collegium Musicum Zurich, which he also headed as artistic director. In 1973 Sacher turned over the administration of his extensive collection of original manuscripts to the newly founded Paul Sacher Foundation in Basel. The acquisition of the musical estate of Igor Stravinsky in 1983 marked a milestone, establishing the Foundation as one of the world's most important centres for research in contemporary classical music. Paul Sacher died on 26 May 1999 in Basel.



## Founding of Roche affiliates

1897	Milan (Italy)	1961	Hong Kong	1986	San Salvador (El Salvador)
	Grenzach (Germany)		Caracas (Venezuela)	1990	Tunis (Tunisia)
1903	Paris (France)	1963	Santo Domingo (Dom. Republic)	1991	Panama City (Panama)
1905	New York (USA)	1964	Karachi (Pakistan)		San José (Costa Rica)
1906	Barcelona (Spain)	1965	Managua (Nicaragua)		Bratislava (Slovak Republic)
1907	Vienna (Austria)		Guatemala City (Guatemala)		Belgrade (Serbia)
1908	London (UK)		Manila (The Philippines)	1992	Prague (Czechoslovakia, new)
1910	St. Petersburg (Russia)		Syria		Tegucigalpa (Honduras)
1912	Yokohama (Japan)	1968	Mijdrecht (The Netherlands)	1993	Warsaw (Poland, new)
1920	Brussels (Belgium)	1970	Copenhagen (Denmark)	1994	Shanghai (China, new)
	Riga (Latvia)		Teheran (Iran)		Moscow (Russia)
1922	Bucharest (Romania)	1971	Santiago de Chile (Chile)	1996	Almaty (Kazakhstan)
1923	Warsaw (Poland)		Jakarta (Indonesia)		Ljubljana (Slovenia)
	Prague (Czechoslovakia)		Taipei (Taiwan)		Tashkent (Uzbekistan)
1926	Shanghai (China)		Bangkok (Thailand)	1998	Dhaka (Bangladesh)
1929	Bombay (India)	1972	Singapore		Sarajevo (Bosnia-Herzegovina)
	Belgrade (Yugoslavia)		Kuala Lumpur (Malaysia)		Petach Tikva (Israel)
1930	Buenos Aires (Argentina)		Dublin (Ireland)	1999	Yerevan (Armenia)
	Rio de Janeiro (Brazil)	1973	Lisbon (Portugal)		Baku (Azerbaijan)
1931	Montreal (Canada)		Auckland (New Zealand)		Phnom Penh (Cambodia)
	Montevideo (Uruguay)	1974	La Paz (Bolivia)		Tbilisi (Georgia)
1939	Stockholm (Sweden)		San Juan (Puerto Rico)		Beirut (Lebanon)
1947	Johannesburg (South Africa)	1975	Nairobi (Kenya)		Skopje (Macedonia)
1948	Mexico City (Mexico)	1976	Lagos (Nigeria)	2003	Tirana (Albania)
1954	Sydney (Australia)	1978	Athens (Greece)	2004	Sofia (Bulgaria)
	Saigon (South Vietnam)	1980	Quito (Ecuador)		Zagreb (Croatia)
1955	Havana (Cuba)	1982	Helsinki (Finland)		Ashgabat (Turkmenistan)
1957	Bogotá (Colombia)	1983	Seoul (South Korea)	2006	Minsk (Belarus)
1958	Istanbul (Turkey)		Jeddah (Saudi Arabia)		Prishtina (Kosovo)
1960	Casablanca (Marocco)	1984	Oslo (Norway)	2007	Podgorica (Montenegro)
	Lima (Peru)	1985	Cairo (Egypt)		

### Headcount and consolidated sales (CHF million)

Year	Headcount	Sales
1896	38	0.6
1914	700	19.1
1926	1'425	34.8
1937	2'013	46.9
1946	3'928	221.0
1956	9'293	494.6
1966	17'595	2'352.6
1971	32'494	4'144.5
1976	38'305	5'115.4
1986	46'513	7'822.4
1989	50'203	9'813.9
1996	48'972	15'966.0
2000	64'758	28'672.0
2006	74'372	42'041.0

1. Roche Basel production facility, 1899
2. Analytical laboratory, 1920s
3. Office in Administrative Building 21, 1950s



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## Major acquisitions and disposals

1917	Glasfabrik Liestal AG, Switzerland (glassware)	1980	Seymour Chemicals Inc., Lincolnshire, USA (intermediate chemical products)	1998	Corange Group, Hamilton, Bermudas (includes Boehringer Mannheim, DePuy) Disposal of DePuy Inc., Warsaw, Indiana (orthopaedic products)
1918	Disposal of Glasfabrik Liestal AG, Switzerland (glassware)	1982	Disposal of Pantene AG, Basel, Switzerland (cosmetics)	2000	Spin-off of Givaudan-Roure SA, Vernier, Switzerland (fragrances and flavours)
1919	Chemische Fabrik Altstetten AG, Switzerland (wound up 1927)		Colborn-Dawes, Great Britain (feed and food supplements)		AVL Medical Instruments, Graz, Austria (blood analysis products)
1958	Laboratoires Sauter S.A., Vernier, Switzerland (pharmaceutical specialities, wound dressings)	1984	Disposal of Société Genevoise d'Instruments de Physique, Geneva, Switzerland (engineering)	2001	Disposal of Laboratory Corporation of America Holdings (diagnostic services) Majority interest in Chugai Pharmaceutical Co., Ltd., Tokyo, Japan
1963	Givaudan S.A., Vernier, Switzerland (fragrances and flavours)	1985	Disposal of interest in Xyrofin AG, Baar, Switzerland (sugar substitutes)		Amira Medical Inc., Scotts Valley, California (diabetes products)
1964	Roure, Bertrand, Dupont S.A., Grasse, France (fragrances)	1989	Disposal of Kontron Instruments AG, Zurich, Switzerland (electronics and devices)	2002	Disposal of Vitamins and Fine Chemicals
1966	Electronics division of Radio Corporation of America, Cranbury, New Jersey, USA (electronics)		Dr. Andreu, Spain (medicinal goods)	2003	Disetronic AG, Burgdorf, Switzerland (injection pumps)
1968	Diagnostics division of Chemische Fabrik Schweizerhall, Switzerland (diagnostics)	1990	Majority interest in Genentech Inc., San Francisco, USA (biotechnology)	2004	Disposal of Roche Consumer Health (over-the-counter drugs)
1968	Biochemica Roche sold to Fluka Chemie AG, Buchs, Switzerland		Fritzsche, Dodge & Olcott, USA (flavourings and scents)	2005	GlycArt Biotechnology AG, Schlieren, Switzerland (biotech research)
1969	Tegimenta AG, Rotkreuz, Switzerland (devices)		Disposal of Dr. R. Maag AG, Dielsdorf, Switzerland (agrochemicals)	2007	BioVeris Inc., Gaithersburg, Maryland, USA (immunochemistry)
1970	Dr. R. Maag AG, Dielsdorf, Switzerland (agrochemicals)	1991	ABX SA, Montpellier, France (haematology diagnostics)		NimbleGen Inc., Madison, USA (DNA microarrays)
	Medi-Lab, Copenhagen, Denmark (diagnostic services)		Laboratoires Nicholas SA, Gaillard, France (over-the-counter drugs)		454 Life Sciences Inc., Branford, USA (DNA sequencing)
1974	Kontron AG, Zurich, Switzerland (electronics and devices)		Disposal of Nihon Medi-Physics, Tokyo, Japan (nuclear medicine)		Therapeutic Human Polyclonals Inc., USA (therapeutic antibodies)
1975	Nihon Medi-Physics, Tokyo, Japan (nuclear medicine)	1992	OTC business of Fisons plc, Ipswich, UK (over-the-counter drugs)	2008	Ventana Medical Systems Inc., Tucson, USA (diagnostics, histopathology)
1977	Citrique Belge, Tienen, Belgium (citric acid)	1994	Syntex Inc., Palo Alto, California (medicinal products)		Mirus Bio Corporation, Madison, USA (gene therapy)
1979	La Quinoléine et ses Dérivés S.A., Paris, France (seeds)	1995	Sale of Japanese portion of Roche Liquid Crystals (liquid crystals)		Arius Research Inc., Toronto, Canada (antibody therapy)
	Société Genevoise d'Instruments de Physique, Geneva, Switzerland (engineering)	1996	Sale of ABX SA, Montpellier, France (haematology diagnostics)		
		1997	Tastemaker Inc., Cincinnati, Ohio, USA (flavourings)		



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**Important**

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