

Key performance indicators of the Roche Group

Economic and business performance

	2007	2006	2005
Sales (mCHF)	46,133	42,041	35,511
Research and development (mCHF)	8,385	7,365	5,672
Research and development as % of sales	18.2%	17.5%	16.0%
Operating profit before exceptional items (mCHF)	14,468	11,730	9,189
Operating profit margin	31.4%	27.9%	25.9%
Net financial income (mCHF)	834	855	328
Profit from continuing business (mCHF)	11,437	9,151	6,878
Core earnings per share (CHF)	11.85	9.86	7.84
Cash flows from operating activities (before income taxes paid) (mCHF)	16,222	13,126	11,972
Net assets (mCHF)	53,307	46,814	40,158
Net cash (mCHF)	17,336	16,088	11,215
Equity ratio	68.20%	62.9%	58.0%

Increasing value for our shareholders and investors

Dividend per share (CHF) ¹⁾	4.60	3.40	2.50
Dividend (mCHF) ¹⁾	3,968	2,933	2,156
Dividend as % of sales	8.6%	7.0%	6.1%
Price of non-voting equity security (Genussschein) at 31 st of December (CHF)	195.60	218.50	197.30
Market capitalisation (CHF billions)	171	192	171
Total Shareholder Return (TSR) at 31 st of December	-9.8%	12.6%	52.1%
Dow Jones World, Dow Jones STOXX and FTSE4Good sustainability indexes	Included	Included	Included

Access to healthcare & patients benefits

Number of marketing approvals received	18	14	16
Patients actively participating in clinical trials ²⁾	201,752	166,070	151,272
Patients benefiting from Patient Assistance Programs (US only)	34,480	75,500	n.a.
Number of phase I-III clinical trials ran during the year	108	92	89
Number of clinical trial protocols (Phase I-IV) published	480	375	259
% of all HIV/AIDS patients living in countries eligible for no-profit Roche medicines	70%	69%	66%
% of all HIV/AIDS patients living in countries eligible for reduced-price Roche medicines	86%	93%	85%
Technology Transfer Initiative (TTI) agreements with companies covering sub-Saharan Africa and the least developed countries (LDCs)	9	3	n.i.

Commitment to our employees

Number of employees (full-time equivalent - FTE)	78,604	74,372	69,795
Growth in full-time equivalent employees	4,232	4,577	2,952
Total employees' remuneration (mCHF)	10,767	10,116	8,726
Total employees' remuneration as % of sales	23.3%	24.1%	24.6%
Percentage of women in total workforce	45%	45%	43%
Percentage of women in management positions	32%	31%	32%
Percentage of affiliates with local general manager	76%	52%	60%
Staff turnover (fluctuation)	8.7%	6.6%	6.7%
Regretted losses (those not initiated by Roche)	2.0%	2.1%	2.2%
Average number of training hours per employee	34.5	34.5	26.7

	2007	2006	2005
Number of Employees on Roche secondment	3	n.a.	n.a.
Percentage of eligible employees purchased shares through Roche CONNECT	36.0%	34%	30%

Commitment to society and the communities we operate in

Income taxes (mCHF)	3,867	3,436	2,284
Income taxes as % of sales	8.4%	8.2%	6.4%
Community support by area:			
- Humanitarian and social projects	85.50%	82.8%	64.0%
- Science and education	11.20%	14.0%	28.0%
- Arts and culture	1.80%	1.9%	5.0%
- Community and environment	1.50%	1.3%	3.0%

Safety, health and environmental protection

Investments in SHE (mCHF)	215	271	240
Operating costs for SHE (mCHF)	306	351	356
Roche Accident Rate	0.076 (0.162) ³⁾	0.083	0.099
Occupational accidents	482	473	563
Occupational accidents per million working hours	3.46	3.67	4.66
Occupational illnesses	311	302	333
Eco-Efficiency Rate	67.19	49.97	24.39
Eco-balance	5.15	5.42	6.58
Total energy consumption (TJ/year)	13,664	12,467	12,515
Total energy consumption (TJ/year per mCHF sales)	0.296	0.297	0.352
Greenhouse gas emissions (tonnes CO ₂ equivalents)	1,052,407	980,009	1,078,445
Greenhouse gas emissions (tonnes CO ₂ equivalents per mCHF sales)	22.81	23.31	30.37
NO _x (t/year)	169	219	363
SO ₂ (t/year)	12	15	151
Volatile organic compounds (VOCs) (t/year)	240	281	604
Particulate matter (t/year)	25	27	50
Water consumption (million cubic meters per year)	2.3	4.27	3.9
Water consumption (cubic meters per year per mCHF sales)	50.3	101.4	109.8
Total organic carbon (TOC) (t/year)	641	313	1,830
Heavy metals (kg/year)	605	1,086	1,463
Chemical waste (t/year)	38,167	51,155	38,380
General waste (t/year)	17,480	20,719	17,604

1) For the year 2007 as proposed by the Board of Directors

2) Development phases I to IV

3) Including fatality

Figures for 2005 as in Annual Report 2006

n.a. = not available

n.i. = not yet initiated