This presentation contains certain forward-looking statements. These forward-looking statements may be identified by words such as ‘believes’, ‘expects’, ‘anticipates’, ‘projects’, ‘intends’, ‘should’, ‘seeks’, ‘estimates’, ‘future’ or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward-looking statements contained in this presentation, among others:

1. pricing and product initiatives of competitors;
2. legislative and regulatory developments and economic conditions;
3. delay or inability in obtaining regulatory approvals or bringing products to market;
4. fluctuations in currency exchange rates and general financial market conditions;
5. uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of clinical trials or research projects, unexpected side-effects of pipeline or marketed products;
6. increased government pricing pressures;
7. interruptions in production;
8. loss of or inability to obtain adequate protection for intellectual property rights;
9. litigation;
10. loss of key executives or other employees; and
11. adverse publicity and news coverage.

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Performance update

Diagnostics
Sales on track for full year guidance

- Group and Pharma: low-single digit sales growth \(^1,2\) (+2\% \& +1\%)
- Diagnostics: above market sales growth (+6\%)

Currency impact

- Reported sales significantly impacted by strong Swiss franc (-13\%p)

Outlook confirmed

- Core EPS growth target ‘around 10\%’ \(^1\)

Newsflow

- US launch of Zelboraf for metastatic melanoma
- US filing of vismodegib (hedgehog inh.) for advanced and metastatic BCC
- Avastin: CHMP positive recommendation in 1L met. ovarian cancer and mBC approval in Japan

\(^1\) at Constant Exchange Rates, \(^2\) excluding Tamiflu
YTD Sept 2011: Group sales
Supporting full-year guidance, strong currency impact

<table>
<thead>
<tr>
<th>CHF bn</th>
<th>2010</th>
<th>2011</th>
<th>change in % CHF</th>
<th>change in % CER</th>
<th>Excluding Tamiflu¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmaceuticals Division</td>
<td>28.4</td>
<td>24.4</td>
<td>-14</td>
<td>-1</td>
<td>+1</td>
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<tr>
<td>Diagnostics Division</td>
<td>7.7</td>
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<td>-8</td>
<td>+6</td>
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<tr>
<td>Roche Group</td>
<td>35.3</td>
<td>31.5</td>
<td>-13</td>
<td>0</td>
<td>+2</td>
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</table>

¹ at Constant Exchange Rates, CER (average full year 2010)
YTD Sept 2011: Diagnostics Division sales
Continued solid growth above the market

<table>
<thead>
<tr>
<th></th>
<th>2010 CHF m</th>
<th>2011 CHF m</th>
<th>CHF growth</th>
<th>CER growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Diagnostics</td>
<td>3,602</td>
<td>3,430</td>
<td>-5%</td>
<td>9%</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>2,191</td>
<td>1,938</td>
<td>-12%</td>
<td>1%</td>
</tr>
<tr>
<td>Molecular Diagnostics</td>
<td>900</td>
<td>801</td>
<td>-11%</td>
<td>3%</td>
</tr>
<tr>
<td>Applied Science</td>
<td>646</td>
<td>544</td>
<td>-16%</td>
<td>-2%</td>
</tr>
<tr>
<td>Tissue Diagnostics</td>
<td>393</td>
<td>382</td>
<td>-3%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Diagnostics Division</strong></td>
<td><strong>7,732</strong></td>
<td><strong>7,095</strong></td>
<td><strong>-8%</strong></td>
<td><strong>6%</strong></td>
</tr>
</tbody>
</table>

CER = Constant Exchange Rates (average full year 2010)
Performance update

Diagnostics
Roche Diagnostics: Leading business in IVD

**Number 1 in In-Vitro Diagnostics…**

- Roche: 20%
- Abbott: 12%
- Siemens: 11%
- J&J: 9%
- Beckman Coulter: 7%
- bioMérieux: 3%
- Bayer: 3%
- Inverness: 3%

* incl. Diabetes Monitoring

Over 160 Personalised Healthcare projects

**Leading growth**

- Roche: 8%
- Siemens: 3%
- Abbott: 4%
- JNJ: 2%
- BEC: 2%
- Bayer: -5%
- BD: 4%
- IVD Market: 5%

Source: Industry Analyst Report

**Core operating profit and margin**

- 2009: 17.3%
- 2010: 21.1%

All based on 2010 data
Our Business Model
Place instruments to generate recurring revenues through reagent usage (razor - razorblades)
Our Strategy
Differentiation through innovation in testing efficiency and medical value

Drivers of competitive differentiation

Testing Efficiency

Medical Value

- Focus on unmet needs
- Get access & create IP
- Deliver clinical evidence

- Provide lab solutions
- Offer complete menus

2020
Overview

Strategic objectives for Roche Diagnostics

1. Strengthen market leadership in growing IVD market

2. Provide testing efficiency and demonstrate medical value

3. Enable Personalised Healthcare
Roche clear leader in the IVD Market
Continue leveraging key strengths

Build on Roche Strengths

- Total solution offering
  - Breadth of technologies
  - IT and workflow connectivity
  - Completeness of menu
- Strong commercial presence
  - Operates in >130 countries

Roche Analysis, Company reports
Excludes Life Sciences & insulin pumps
Strategic market focus and offering
Widen the gap & continue differentiation

**Instrument Placement Strategy**
- Win placements with flexible solutions that meet diverse customer needs

**Reagent flow through**
- Broadest test menu with many high value assays

**Focus on Service & Consulting as key differentiator**
- Support customer efficiency with workflow & lab IT management

**Direct presence through affiliates in emerging markets such as China**
- Proximity to customers with local solutions
Overview
Strategic objectives for Roche Diagnostics

1. Strengthen market leadership in growing IVD market

2. Provide testing efficiency and demonstrate medical value

3. Enable Personalised Healthcare
Testing Efficiency: Roche cobas Solutions Strategy
Complete product offering worldwide, and industry leading lab solutions
Testing efficiency impact
Professional Diagnostics: Strong growth continues

YTD Sept 2011

CHF 3.4 bn, +9% CER growth

- **Testing efficiency** results in solid instrument placements
- Growth driven by immunoassays and coagulation monitoring tests that provide medical value
- Continued roll-out of Vitamin D Total test in EU and ROW, strengthening bone marker offering and leading to reagent pull-through

CER = Constant Exchange Rates (average full year 2010)
EMEA = Europe, Middle East, Africa
Demonstrating Medical Value: HPV Test
HPV genotype 16/18 testing identifies women at highest risk for cervical cancer

Three results per test
- 12 HR HPV pool
- HPV Genotype 16
- HPV Genotype 18
- Control

Fully automated platform

Individual HPV-16/18 genotyping
1 in 10 women who had normal pap & tested positive for HPV-16 and/or 18 had pre-cancer

Driving cobas HPV Test adoption
Overview

Strategic objectives for Roche Diagnostics

1. Strengthen market leadership in growing IVD market
2. Provide testing efficiency and demonstrate medical value
3. Enable Personalised Healthcare
Roche’s Personalised Healthcare (PHC) Strategy
Group’s focus in PHC exploits advantages of Diagnostics and Pharma
Roche Pharma & Diagnostics
Collaborating throughout, from discovery to market

Pharmaceuticals

Research

Unrestricted know-how and IP exchange

Development

More efficient development

Commercialisation

Faster adoption of PHC solutions (medicine and test)

Diagnostics

Research assay

Technically validated IVD assay

Clinically validated IVD assay
PHC: Internal collaborations at Roche Group
Significant increase due to focused PHC strategy

- **Companion Dx Projects**
- **R&D Collaborations**

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<th>Year</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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<td>10</td>
<td>25</td>
<td>38</td>
<td>69</td>
<td>101</td>
<td>169</td>
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- Genentech Privatisation
- Ventana Acquisition
Roche Pharma: a leading pipeline
12 NMEs in late-stage development

New molecular entities (NMEs)
- Virology
- CNS
- Metabolic
- Inflammation
- Oncology

<table>
<thead>
<tr>
<th>Year</th>
<th>Virology</th>
<th>CNS</th>
<th>Metabolic</th>
<th>Inflammation</th>
<th>Oncology</th>
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<tbody>
<tr>
<td>2007</td>
<td>ocrelizumab</td>
<td>Actemra</td>
<td>taspoglutide</td>
<td>dalcetrapib</td>
<td>pertuzumab</td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2009</td>
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<tr>
<td>2010</td>
<td></td>
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</tbody>
</table>

1 LIP decision made, phase III start pending
Personalised Healthcare becoming a reality
Six late-stage compounds in Roche’s pipeline require a companion diagnostics test

T-DM1
Metastatic breast cancer
(HER-2 expression level)

Pertuzumab
Metastatic breast cancer
(HER-2 expression level)

RG 7128¹
Hepatitis C
(HCV viral load, genotype)

MetMAb¹
Non-small cell lung cancer
(MET status)

Lebrikizumab¹
Asthma
(periostin level)

Zelboraf
Metastatic melanoma
(BRAF V600E mutation)

¹ LIP decision made, phase III start pending
Personalised Healthcare becoming a reality
Commercialisation of cobas BRAF test in US and EU

Zelboraf - 5 years from IND to Launch

- Joint US launch of Zelboraf and cobas BRAF test
- Roche Pharma sales force direct oncologists to labs offering cobas BRAF

ZELBORAF™ (vemurafenib) tablets
Approved in US for people with BRAF V600E mutated metastatic melanoma

cobas BRAF test
- Identifies patients with BRAF V600E mutations
- Detects patients missed by sequencing
- Provides consistent and reliable results

BRAF gene mutations detected in ~8% of all cancers, over 50% of malignant melanomas
Personalised Healthcare becoming a reality
Phase III trials planned for MetMAb & cMET test

MetMAb and Tarceva
Met Dx+ mNSCLC\(^1\) patients lived more than three times as long compared to placebo and Tarceva

---

1 metastatic non-small cell lung cancer
2 overall survival
3 hazard ratio

Source: Spigel D., et al., ASCO 2011
Summary
Roche Diagnostics well positioned to continue outgrowing the market

1. Strengthen market leadership in growing IVD market
   Leveraging global installed base and delivering new key products

2. Provide testing efficiency and demonstrate medical value
   Complete menu offering with many high value assays

3. Roche Diagnostics enabling Personalised Healthcare
   Large companion diagnostics pipeline driving value for the Group
Roche Group
Reconfirming increased outlook for 2011

| **Sales growth (CER)** | Group & Pharma (excl. Tamiflu): low single-digit  
Diagnostics: significantly above market |
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<tbody>
<tr>
<td><strong>Genentech synergies</strong></td>
<td>2011+ : CHF 1.0 bn*</td>
</tr>
</tbody>
</table>
| **Operational Excellence savings** | 2011 : CHF 1.8 bn  
2012+ : CHF 2.4 bn |
| **Core EPS growth target (CER)** | Around 10% |
| **Dividend outlook** | Grow in-line with Core EPS; maintain at least last year’s dividend in CHF |

Barring unforeseen events; CER=Constant Exchange Rates; * vs. 2010: CHF 0.8 bn
We Innovate Healthcare