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Forward-looking statements

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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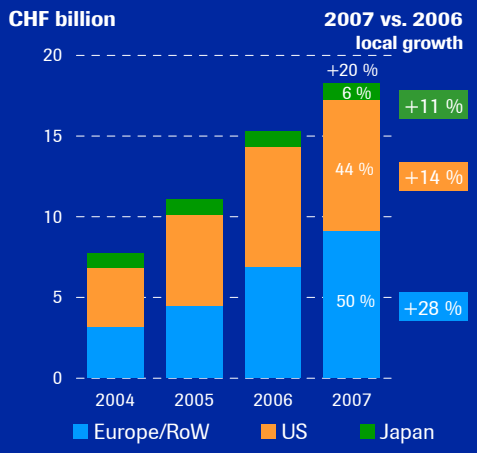
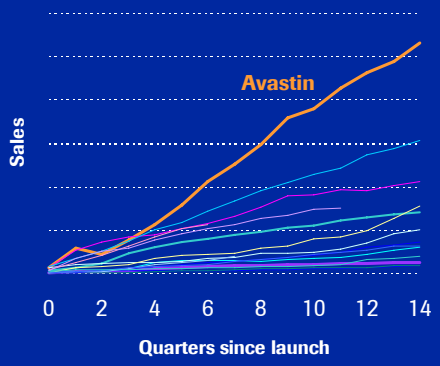
Please see www.roche.com for full information on Roche products mentioned.

Roche Oncology: Strongest growing franchise
Avastin: Best growing oncology brand ever



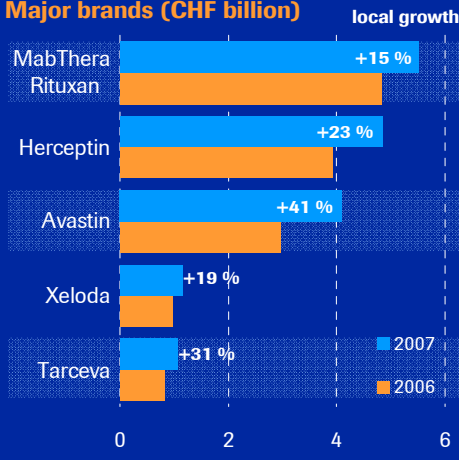
Avastin launch compared to other cancer therapies (US plus top-5 EU markets[1])



[1] Source: IMS. Products included are Avastin, Alimta, Arimidex, Camptosar, Eloxatine, Erbitux, Femara, Gemzar, Glivec, Herceptin, MabThera/Rituxan, Nexavar, Sutent, Tarceva, Taxotere, Xeloda

Roche Oncology: Existing and new indications fuelling growth

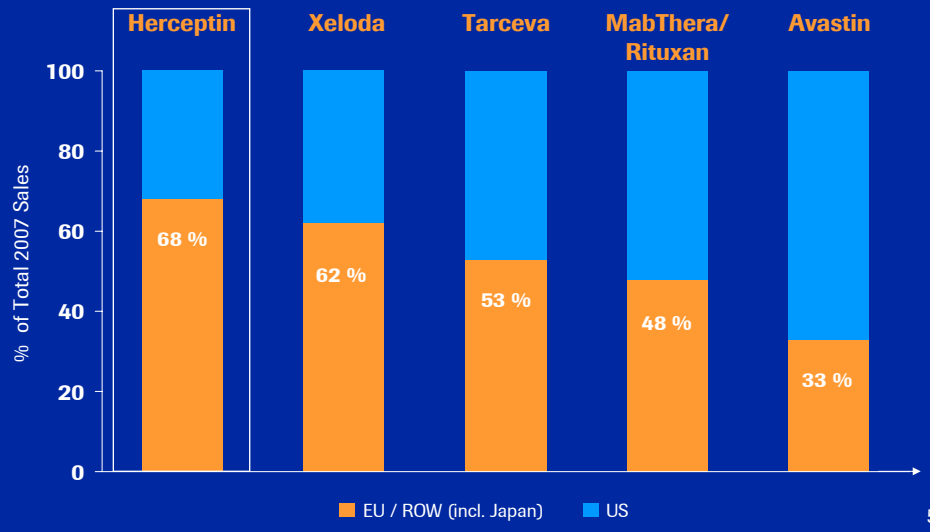
Major brands (CHF billion)



MabThera Rituxan	Growth mainly from use following 1st-line in iNHL & RA (global RA sales: approx. CHF 500 m)
Herceptin	Penetration in adj BC now 70% in top 5 EU and ~75 % in US – still considerably lower in RoW
Avastin	US: Good uptake in NSCLC; EU: Strong growth in mCRC – promising launches in NSCLC, mBC
Xeloda	Increased use in adj CC and mCRC (both EU and US) continues to drive growth
Tarceva	Strong growth in Europe (NSCLC), EU approval for pancreatic cancer received early '07

Major growth opportunities outside the US

Herceptin leading the way



MabThera/Rituxan

Herceptin, pertuzumab, trastuzumab-DM1

Avastin

Xeloda, Tarceva

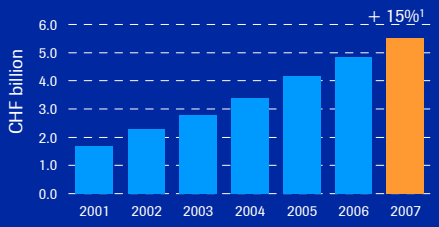
Our integrated approach

Summary

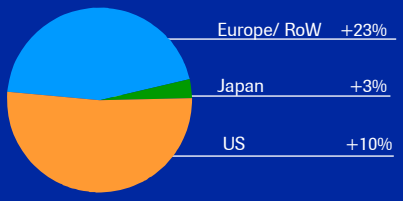
MabThera/Rituxan

Strong double-digit growth continues

Global sales



local growth



- Sales of CHF 5.516 billion
- Oncology:
  - US: growth from increased use following 1st line therapy in iNHL - adoption in other areas stable
  - Top 5 EU: adoption in relapsed iNHL maintenance use strongly increased (from 16% to 61%) – adoption rates in other areas flat to slightly increased from already high levels
- RA: Increasing adoption in US and EU
  - Global RA sales of approx. CHF 500 mn (of which USD 240-260 mn in US)

[1] Growth in local currencies

2nd and 3rd-generation anti-CD20 antibodies in place

Opportunities for improvement

2nd gen. anti-CD20 (ocrelizumab)

Fully humanized

Potential clinical benefits

- Less immunogenicity
- Better tolerability
- Shorter infusion time

In phase III in RA, and SLE
LN to start soon
Phase II in RRMS to start 2008

3rd gen. anti-CD20 (R7159)

Fc engineered (glycosylations)

- Increased CD20 binding and apoptosis
- Increased ADCC (antibody dependent cell-mediated toxicity)
- Reduced CDC (complement dependent cell toxicity)

Potential clinical benefits

- Improved efficacy
- Less infusion reactions

In phase I for oncology/hematology

MabThera/Rituxan

Herceptin, pertuzumab, trastuzumab-DM1

Avastin

Xeloda, Tarceva

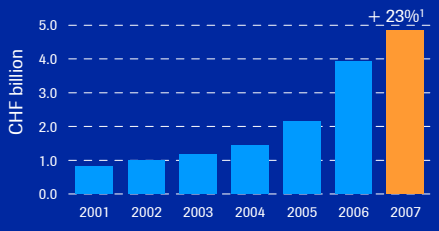
Our integrated approach

Summary

Herceptin

Adjuvant usage keeps increasing in EU/RoW

Global sales



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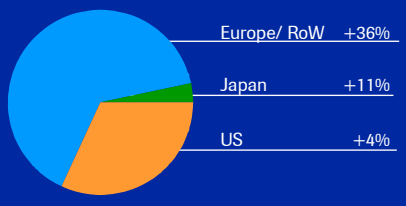


- Sales of CHF 4.852 billion
- US market penetration (Q4 '07)
  - adjuvant: approximately 75%
  - 1st line metastatic: approx. 70%, stable
- Top 5 EU market penetration (Q4 '07)
  - adjuvant: approx. 70%, up from 40% at YE 2006
  - 1st line metastatic: approx. 80%, stable

[1] Growth in local currencies

Attacking the HER2 pathway from multiple angles

Pertuzumab moving forward, trastuzumab-DM1 in phase II

	Herceptin	Pertuzumab	Trastuzumab-DM1
Mechanism	Specifically targeting HER2 Inhibits HER2-mediated signaling	First in class HER dimerization inhibitor Inhibits multiple HER-mediated pathways	Binds to HER2 and delivers intracellularly a potent cytotoxic agent in a targeted manner
Phase of development	Approved for adjuvant and mBC (HER2+)	Phase III CLEOPATRA FPI Q1 2008	Phase II FPI Q3 2007
Efficacy data	Survival benefit In adjuvant and metastatic HER2+ BC	18% response rate 39% clinical benefit rate	Promising phase I data presented at various conferences
Newsflow	Unprecedented benefit – standard of care	Phase II final results in 2008	Partnered with Genentech

Trastuzumab-DM1

Very promising early data (Phase I)

Anti-tumor activity (24 pts evaluated)

- Six objective responses observed, all at dose levels ≤ maximum tolerated dose
- Twelve of the 15 patients in the 3.6 mg/kg group have had a response of stable disease (SD), or partial response
- 5 of the sustained SDs have duration ranging from 130+ to 260+ days
- The median progression-free survival for the entire study population (N=24) was 5.6 months

Adverse events

- Thrombocytopenia: Grade 4 (DLT) in 2 of 3 patients at 4.8 mg/kg
- Other AEs (all Gr 1-2): Most common were transaminase, fatigue, constipation, arthralgias, headache
- No unexpected cardiotoxicity has been observed so far

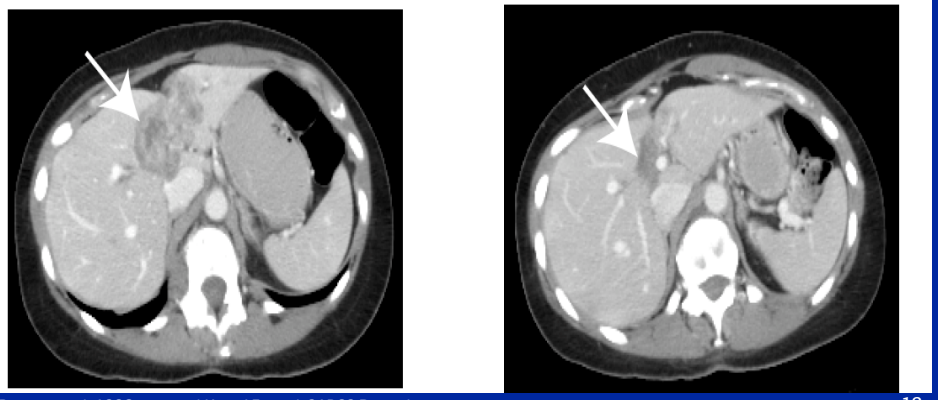
Krop et al, ECCO 2007 and Krop, I.E., et al, SABCS December 2007

Trastuzumab-DM1

Very promising early data (Phase I)

CT liver scan image at baseline

CT liver scan image at end of cycle 2



M. Beeram, et al, ASCO 2007 and Krop, I.E., et al, SABCS December 2007

MabThera/Rituxan

Herceptin, pertuzumab, trastuzumab-DM1

Avastin

Xeloda, Tarceva

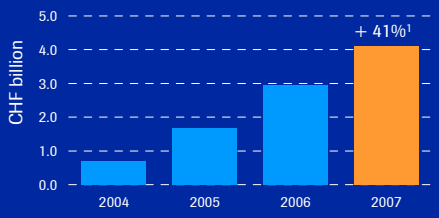
Our integrated approach

Summary

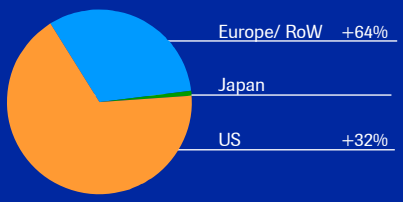
Avastin

Four new indications approved in EU

Global sales



local growth



- Sales of CHF 4.106 billion
- Penetration rate, 1st line mCRC (major EU markets): approx. 60% of on-label market (as of YE2007)
- Launch in 1st line mBC and mNSCLC in EU progressing well
- EU approval in mRCC at the end of 2007: launch in Q1 2008
- Key clinical news flow in 2008: AVADO (reported positive 02-08) and RIBBON-1 (1st line mBC, 2H-08e)

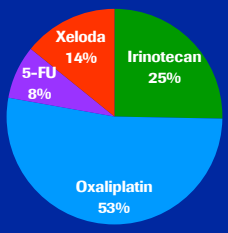
[1] Growth in local currencies

Expanding the market for Avastin and Xeloda in mCRC

Avastin to be combined with any chemo in any line of treatment

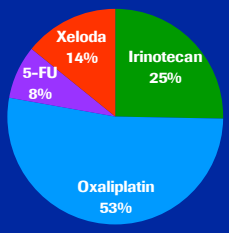
Avastin

Prior EU label:
5-FU or 5-FU + irinotecan



New EU label:
Any fluoropyrimidine combination

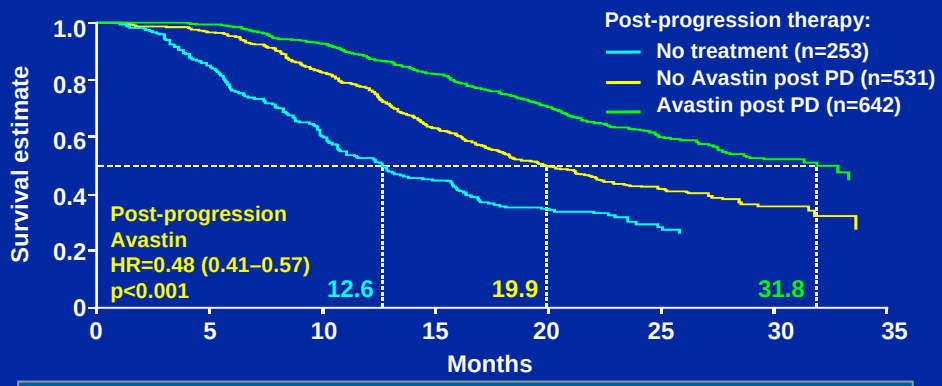
Xeloda



New EU label:
Any combo, including with Avastin

Source: Synovate Healthcare 2005

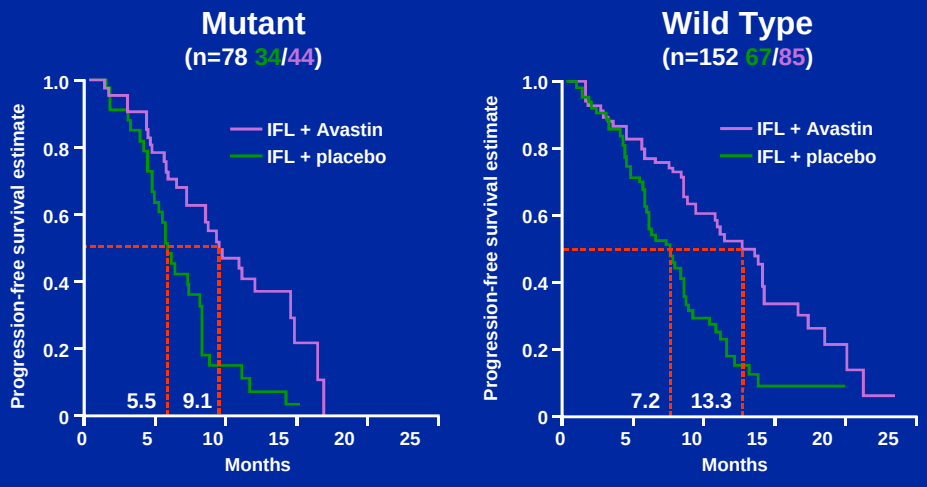
BRiTE trial: Impact of continuing Avastin beyond progression



Promising survival data merit testing in future randomized trials

Grothey, et al. ASCO 2007

Avastin improves survival independent of *K-ras* mutation status



Based on Ince et al. JNCI 2005

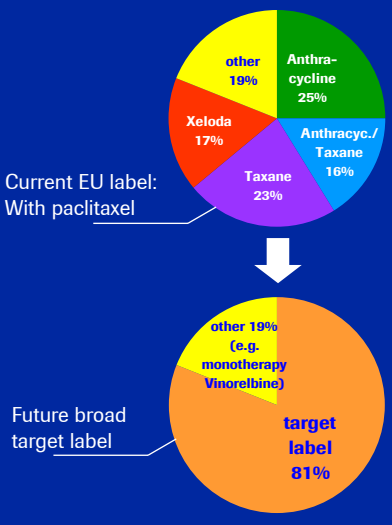
Avastin in adjuvant colon cancer

Key phase III trials fully recruited

	NSABP C-08	AVANT
Treatment regimen	FOLFOX-6 ± Avastin	FOLFOX-4 ± Avastin XELOX + Avastin
Number of patients	2,700	3,450
Recruitment duration	Q3 2004 until Q4 2006	Q4 2004 until Q2 2007
Efficacy analysis	First interim look: Q2 2007 Subsequently every 6 months Next interim look: Q2 2008	Event-driven analysis
Filing	2010 (or earlier)	2010 (or earlier)

Expanding the market for Avastin in breast cancer

Large opportunity – strong commitment



Source: Genactis MBC study Q4 2005

US accelerated approval on February 22

- Full FDA review of AVADO, RIBBON I trials required for accelerated approval to be converted into a full approval

Further phase III studies to report in '08

- AVADO (docetaxel +/- Avastin): Reported positive 02-08; data at ASCO 08
- RIBBON-1 (var. chemos +/- Avastin): Data expected H2 2008

Phase III adjuvant trials started

- E5103 (HER2-), initiated Q4 2007
- BEATRICE (HER2-, ER-, PR-): initiated Q4 2007
- BETH (HER2+) combo with Herceptin to start H1 2008

Avastin for adjuvant therapy of breast cancer

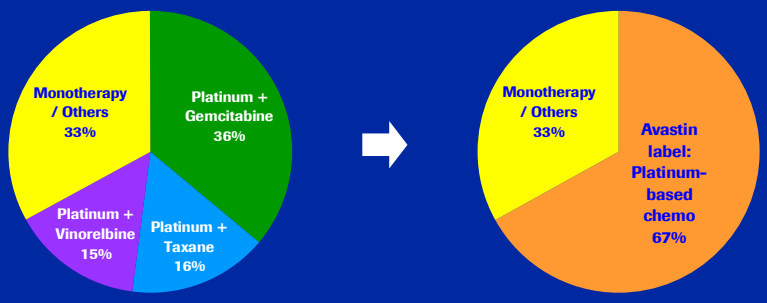
Large opportunity – major phase III trials started

	Phase II E2104	Phase III E 5103	Phase III BEATRICE	Phase III BETH
Patient population	HER2-negative	HER2-negative	HER2-, ER-, PR-negative	HER2-positive
Number of patients	226	4950	2530	~3600
Design	Anthracylines + Avastin followed by paclitaxel + Avastin (2 arms)	AC +/- Avastin followed by paclitaxel +/- Avastin (3 arms)	Antracycline or taxane-based chemos +/- Avastin	Chemo + Herceptin +/- Avastin
Primary endpoint	Safety	Disease-free survival	Disease-free survival	Disease-free survival
Status	Initial safety results presented at SABCS 2007	FPI Q4 2007	FPI Q4 2007	Expect FPI H1 2008

Incidence: 320,000 cases [1)]

[1)] US and top 5 EU

Avastin launching with best-possible label in 1st-line NSCLC market in Europe[1]



Avastin in combo with all current standards (platinum)

Source: Synovate Healthcare, MAT Q3 2007; [1] in non-squamous NSCLC

Avastin still early in its journey

Realizing full potential across tumor types

Tumor	Early/adjuvant (Potential for cure)	Advanced/metastatic (Extending life)	
		1st-line of treatment	2nd-line of treatment
Colon/ rectal	**Phase III** (AVANT, NSABP C-08, E5202, E5204)	✓ **Launched** [EU, US, JP; broad label in 1st and subsequent lines]	
Lung (NSCLC)	**Phase III** (E1505)	✓ **Launched** [EU majority of chemos, US carboplatin/paclitaxel]	**Phase III** (BETA Lung w/Tarceva)
Breast (HER2-)	**Phase III** (BEATRICE, E5103)	✓ **Launched** [EU, US paclitax] **Phase III** (RIBBON-1)	**Phase III** (RIBBON-2, incl. w/Xeloda)
Breast (HER2+)	**Phase III** (BETH w/Herceptin)	**Phase III** (AVEREL w/Herceptin)	–
Kidney (RCC)	–	✓ **Launched** [EU; with interferon]	

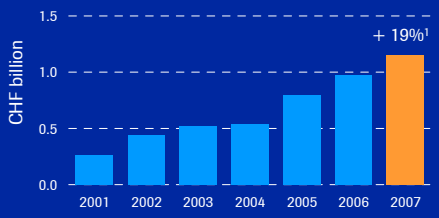
Avastin also trialed in gastric, ovarian, prostate, aNHL, and brain (GBM)

(Trial names) [Approval status]. More trials are ongoing than listed above.

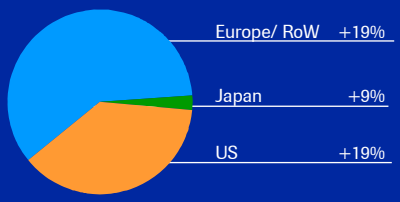
Xeloda

Continuously gaining share

Global sales



local growth



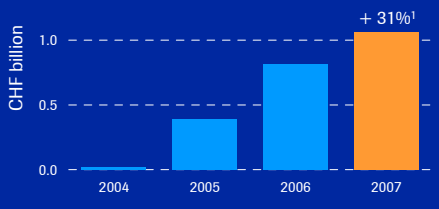
- Sales of CHF 1.151 billion
- Rollout in EU for gastric cancer (approved in EU in March 2007)
- Positive 5-year follow-up overall survival data in adjuvant colon cancer (X-ACT study) presented at ECCO
- Xeloda mCRC label extension approval in EU expected early February 2008

[1] Growth in local currencies

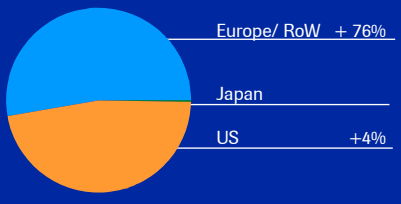
Tarceva

Annual sales of more than CHF 1bn for the first time

Global sales



local growth



- Sales of CHF 1.062 billion
- Market penetration in NSCLC, top 5 EU: 2nd line: 25-30%, 3rd line: approx. 45%
- Successful launch in metastatic pancreatic cancer (EU approval in January 2007)

[1] Growth in local currencies

Xeloda/Tarceva

Expanding to new indications and combinations

Main Indication		Study name	Status
XELODA			
Adjuvant CC	Combo with Avastin XELOX vs. 5FU/LV	AVANT NO16968	Recruitment completed Q2'07 Recruitment completed, final analysis event driven ('08/'09)
Adjuvant BC	AC -> T vs. AC -> TX	NO17629	Recruitment completed in Jan '06, final analysis event driven
TARCEVA			
NSCLC 1st l. maint.	Combo with chemotherapy	SATURN	Init. Q4'05, expect to compl. H1'08
	Combo with Avastin	ATLAS	Init. Q4'05, expect to compl. H1'08
NSCLC 2nd line	Combo with Avastin	BETA Lung	Init. Q2'05, expect to compl. H2'08
Adjuvant NSCLC		RADIANT	Initiated Q3'06

The future: Combination of targeted therapies

Roche in lead

	NSCLC			Breast Cancer				Pancreatic
Study	ATLAS (Phase III)	BETALung (Phase III)	Phase II	AVEREL (Phase III)	Pegram (Phase II)	Phase III	Phase II	AVITA (Phase III)
Patient population	1st line maintenance non-squam.	2nd line	2nd line	1st line	1st line	Adjuvant	2nd line	1st line
Treatment regimen	CT + Avastin -> Avastin ± Tarceva	Tarceva ± Avastin	Avastin + Tarceva vs. Avastin + CT vs. CT	Herceptin + Taxotere ± Avastin	Herceptin + Avastin	Herceptin + Avastin tbd	Herceptin + Omnitarg	Gemcita-bine/ Tarceva ± Avastin
Status	Started Q4'05	Started Q2'05	Presented ASCO'06 SABC '06	Started Q3 '06	Presented SABC '06	Planned	Ongoing	Started H1'06

Potential patient benefits

- Higher efficacy
- Individualized treatment
- Better tolerability

Roche setting the standard of care in combined targeted therapies

MabThera/Rituxan

Herceptin, pertuzumab, trastuzumab-DM1

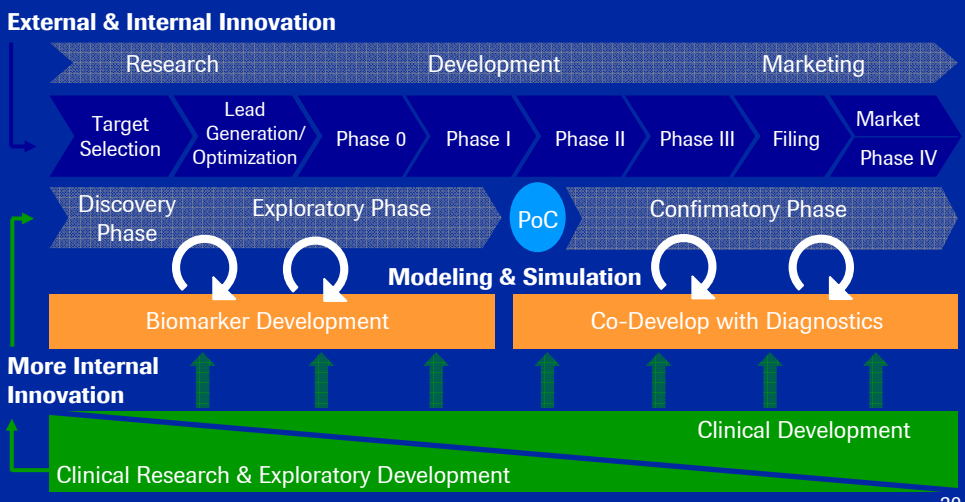
Avastin

Xeloda, Tarceva

Our integrated approach

Summary

Our approach: Integration of biomarkers across development



Investing in our future

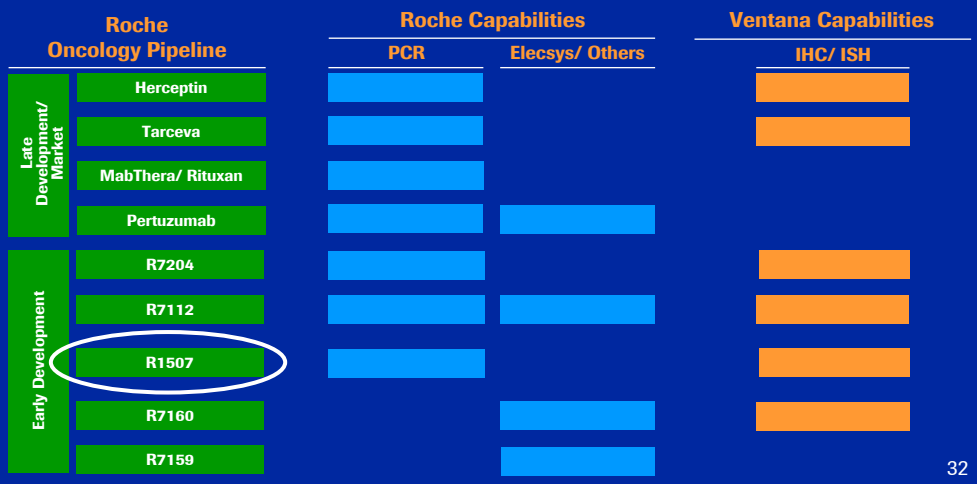
Ventana closes gap in tissue-based cancer testing

- **Leader in tissue-based diagnostics**
  - Large installed base in pathology labs
  - Strong US presence
- **Estimated financials 2007***
  - Revenue `07: USD 296-300 million
  - Operating Margin '07: ~17.5 %
- **Located in Tucson, Arizona**
  - ~1000 employees

* Source: Ventana Q3 News release, Ventana Q2 Earnings and Future Guidance Presentations

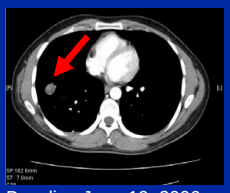
Investing in our future: Companion Diagnostics

Strong oncology drug portfolio, combined with diagnostics capabilities uniquely positions Roche to lead in PHC

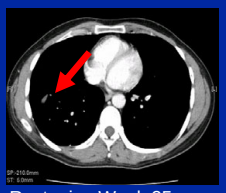


Example: IGF1-R inhibitor – impressive responses in phase I

Serendipity finding investigating multiple tumor types

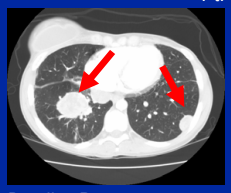


Baseline June 19, 2006

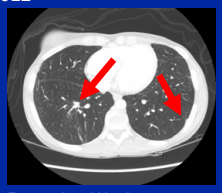


Restaging Week 25
Dec 29, 2006

Pt. 8012



Baseline Dec 8, 2006



Restaging Week 6
Jan 25, 2007

Unique features

- Selective to IGF pathway which is a key factor in tumor growth

Drivers for value

- IGF pathway linked to many tumor types
- Speed: Sarcoma collaborative groups to allow exclusive focused trial and rapid market access

MabThera/Rituxan

Herceptin, pertuzumab, trastuzumab-DM1

Avastin

Xeloda, Tarceva

Our integrated approach

Summary

Oncology in 2008
Preparing for new market opportunities

Breast cancer (BC)

- Phase III data (AVADO, RIBBON-1) to broaden Avastin label for combination with all major chemotherapies
- HER2+ mBC
  - Phase III for pertuzumab to start in Q1
  - Trastuzumab-DM1 in phase II
- Avastin adjuvant trials started: Large potential new market opportunity

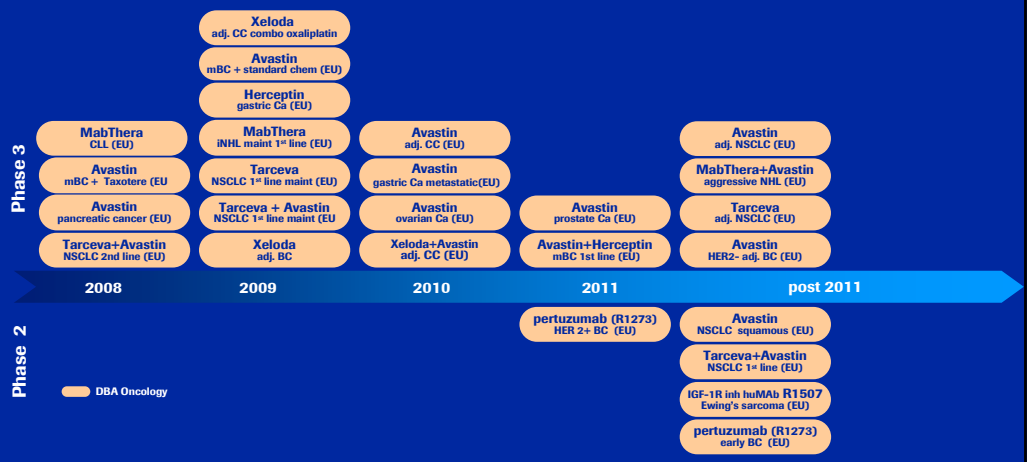
Metastatic colorectal cancer (mCRC)

- Launch of Avastin and Xeloda in 1st and later lines – not restricted by chemo choice (incl. oxaliplatin) (EU)

Chronic lymphocytic leukemia (CLL)

- Positive data in 1st-line: MabThera to enter a new market in Europe

Major Roche-managed projected submissions
Oncology only



Status as of December 31, 2007. Unless stated otherwise, submissions will occur in US and EU.

Roche R&D pipeline today
Oncology only

phase I (34 NMEs + 1 AI)

R547	solid tumors
R1530	solid tumors
R4733	solid tumors
R7112	oncology
R7159	NHL
R7204	malignant melanoma
GEN	anti-cMET – cancer therapy
GEN	hedgehog ant – solid tumors
GEN	anti-CD20 3rd gen –hem malig
GEN	IAP antag – cancer therapy
GEN	MEK inh – cancer therapy
GEN	ABT-263 – sol tumors & hem malig
GEN	CD40 Ab - NHL/MM/rel large B-CL
CHU	CRC

phase II (19 NMEs + 12 AIs)

R435	Avastin	NSCLC squamous
R435	Avastin	NSCLC mCNS treat
R1273	pertuzumab	mBC HER2+
R1273	pertuzumab	EBC HER2+
R1273	pertuzumab	ovarian cancer
R1415+R435	Tarceva+Avastin	NSCLC 1st line
R1507		Ewing's sarcoma
R3502		T-DM1 - mBC
GEN		CD40 Ab – diff large B Cell lymph
GEN		Apomab – sarcoma
GEN		Apomab - cancer
GEN		Apo2L/TRAIL – cancer
GEN		ABT-869 – solid tumors
GEN	Avastin	glioblastoma recurr
GEN	Avastin	extensive SCLC
GEN	Avastin	relapsed MM
ARQ		solid tumors

phase III (2 NMEs + 40 AIs)

R105	MabThera	CLL 1st line
R105	MabThera	CLL relapsed
R105	MabThera	iNHL maint 1st line
R105	MabThera+Avastin	NHL aggr
R340	Xeloda	adj CC combo oxaliplatin
R340	Xeloda	adj CC combo Avastin
R340	Xeloda	adj BC
R435	Avastin	adj CC
R435	Avastin	prostate ca
R435	Avastin	pancreatic cancer
R435	Avastin	ovarian cancer 1st line
R435	Avastin	mBC combo Taxotere 1st L
R435	Avastin	mBC combo std chemos 1st L
R435	Avastin	mBC combo Herceptin 1st L
R435	Avastin	adj NSCLC
R435	Avastin	mgastric cancer
R435	Avastin	adj BC HER2-
R597	Herceptin	mgastric cancer HER2+
R1415	Tarceva	NSCLC maint 1st L
R1415	Tarceva	adj NSCLC
R1415+R435	Tarceva+Avastin	NSCLC maint 1st L
R1415+R435	Tarceva+Avastin	NSCLC 2nd line
GEN	Avastin	ovarian cancer 2nd line
GEN	Avastin	GIST recurr
GEN	Avastin	adj rectal cancer
GEN	Avastin	mBC 2nd line

Registration (2 NMEs + 5 AIs)

R340 *	Xeloda	mCRC combo 1st line
R340 *	Xeloda	mCRC combo 2nd line
R435	Avastin	mBC combo Taxol 1st line
R435 *	Avastin	mCRC 1st combo oxaliplatin
R435 **	Avastin	RCC

* CPMP positive opinion granted Dec 2007
** approved in EU, US to file in 2008

NME
Additional Indication

DBA Oncology

R-No Roche managed
GEN Genentech managed
CHU Chugai managed
ARQ ArQule opt-in

Status as of December 31, 2007

Roche in brief
Unique high-tech healthcare investment

- **Clear and focused strategy**
  - Medically-differentiated products; poised to become leader in Personalized Healthcare
  - Unique innovation network w/ownership in Genentech and Chugai
- **Attractive risk profile**
  - Low generic risk; lowest among Euro / global large-cap players[1]
  - 42 Phase III projects; many additional indications
- **Assets in place for sustained success**
  - World leader in Oncology, emerging Rheumatology & Autoimmune franchises
  - Promising Metabolism/diabetes Phase II/III; earlier-stage compounds in Virology, CNS
- **Industry-leading organic growth & value creation**
  - '07: Sales +10%, Core EPS +20%

Unique high-tech healthcare investment

1 Vontobel research 05-11-07 "Big Pharma..." and CitiBank research 21-11-07 "European Strategy..."


Roche
We Innovate Healthcare