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.

Any statements regarding earnings per share growth is not a profit forecast and should not be interpreted to mean that Roche’s earnings or earnings per share for this year or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Roche.

For marketed products discussed in this presentation, please see full prescribing information on our website – www.roche.com

All mentioned trademarks are legally protected
Committed to innovation and growth

*Karl Mahler – Head Investor Relations
Roland Diggelmann - COO Roche Diagnostics

Paris, March 26th 2013
2012 Results

Diagnostics
- IVD Market & Roche Strategy
- Sales Performance
- Companion Diagnostics

Outlook
2012: Financial targets fully achieved

<table>
<thead>
<tr>
<th>Targets for 2012</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharma</td>
<td>+5%</td>
</tr>
<tr>
<td>Diagnostics</td>
<td>+4%</td>
</tr>
<tr>
<td>Group</td>
<td>+4%</td>
</tr>
<tr>
<td>Core EPS</td>
<td>+10%</td>
</tr>
<tr>
<td>Dividend</td>
<td>CHF 7.35</td>
</tr>
</tbody>
</table>

¹At CER=Constant Exchange Rates

2012 dividend as proposed by the Board of Directors
2012: Sales growth accelerating

At CER=Constant Exchange Rates
**2012: US and Emerging markets driving growth**

<table>
<thead>
<tr>
<th>Pharma</th>
<th>Growth vs. market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>15%</td>
</tr>
<tr>
<td>Latin America</td>
<td>11%</td>
</tr>
<tr>
<td>CEMAI</td>
<td>8%</td>
</tr>
<tr>
<td>US</td>
<td>7%</td>
</tr>
<tr>
<td>Japan</td>
<td>2%</td>
</tr>
<tr>
<td>WE</td>
<td>-2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diagnostics</th>
<th>Growth vs. market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>15%</td>
</tr>
<tr>
<td>Latin America</td>
<td>15%</td>
</tr>
<tr>
<td>North America</td>
<td>3%</td>
</tr>
<tr>
<td>Japan</td>
<td>7%</td>
</tr>
<tr>
<td>EMEA</td>
<td>-1%</td>
</tr>
</tbody>
</table>

All growth rates at CER=Constant Exchange Rates; CEMAI=Central and Eastern Europe, Middle East, Africa, Central Asia, Indian Subcontinent; EMEA=Europe, Middle East and Africa. Source: IMS, company and independent estimates
2012: Operating profit and margin further increased

Group core operating profit and margin

- 2008: 15.07 CHF bn, 33.0%
- 2009: 16.27 CHF bn, 33.2%
- 2010: 16.59 CHF bn, 34.9%
- 2011: 15.15 CHF bn, 35.6%
- 2012: 17.16 CHF bn, 37.7%

% of sales

+11%¹

¹ At CER=Constant Exchange Rates
2012: Dividend further increased

Average yearly dividend growth 
(2004-2012): 18%

Pay-out ratio calculated as dividend per share divided by core earnings per share (diluted); 2012 as proposed by the Board of Directors
Roche: R&D well balanced from a risk & disease point of view

Source: Bernstein Equity Research, Tufts University and Roche analysis
Changing the standard of care in HER2
Securing future growth by improving the standard of care

- **Adjuvant BC**
  - Herceptin + chemo (HannaH)

- **1st line mBC**
  - Herceptin + chemo
  - Herceptin & Perjeta + chemo (CLEOPATRA)
  - T-DM1 & Perjeta (MARIANNE)

- **2nd line mBC**
  - Xeloda + lapatinib
  - T-DM1 (EMILIA)

- **Potential new standard of care**
  - Herceptin & Perjeta + chemo (APHINITY)
  - T-DM1 & Perjeta + chemo

- **Established standard of care**
  - T-DM1 & Perjeta

**Biosimilars launch (EU)**

**Filing timelines**

- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
## Changing the standard of care in hematology

### Different mechanisms of action

<table>
<thead>
<tr>
<th>2012</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MabThera</strong>&lt;br&gt;<strong>Rituxan</strong>*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GA 101</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bcl-2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Anti-CD22 ADC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Anti-CD79b ADC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Potential filing of first indication

* Patent expiry in the US: 2018
**2013: A rich year for late-stage enabling studies**

**Major upcoming decision points**

<table>
<thead>
<tr>
<th><strong>Ph III NMEs</strong></th>
<th><strong>Late stage enabling data expected in 2013</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>aleglitazar</td>
<td>metGLU2 antagonist</td>
</tr>
<tr>
<td></td>
<td>treatment-resistant depression</td>
</tr>
<tr>
<td>lebrikizumab</td>
<td>anti-EGFR ADCC MAb (GA201)</td>
</tr>
<tr>
<td></td>
<td>solid tumours</td>
</tr>
<tr>
<td>gantenerumab*</td>
<td>onartuzumab (MetMAb)</td>
</tr>
<tr>
<td></td>
<td>triple-negative breast cancer</td>
</tr>
<tr>
<td>ocrelizumab</td>
<td>Anti-EGFL7</td>
</tr>
<tr>
<td></td>
<td>solid tumours</td>
</tr>
<tr>
<td>bitopertin</td>
<td>Anti-PD-L1</td>
</tr>
<tr>
<td>schizophrenia</td>
<td>solid tumours</td>
</tr>
<tr>
<td>MEKi</td>
<td>onartuzumab (MetMAb)</td>
</tr>
<tr>
<td>melanoma</td>
<td>Anti-EGFL7</td>
</tr>
<tr>
<td></td>
<td>solid tumours</td>
</tr>
<tr>
<td>onartuzumab (MetMAb)</td>
<td>EGFR ADCC MAb (GA201)</td>
</tr>
<tr>
<td>NSCLC</td>
<td>Anti-EGFL7</td>
</tr>
<tr>
<td></td>
<td>solid tumours</td>
</tr>
<tr>
<td>obinutuzumab (GA101)</td>
<td>Anti-PD-L1</td>
</tr>
<tr>
<td>CLL</td>
<td>Anti-EGFL7</td>
</tr>
<tr>
<td></td>
<td>solid tumours</td>
</tr>
<tr>
<td>T-DM1</td>
<td>bitopertin</td>
</tr>
<tr>
<td>HER2+ BC</td>
<td>treatment-resistant depression</td>
</tr>
<tr>
<td></td>
<td>mGlur5 antagonist</td>
</tr>
<tr>
<td></td>
<td>treatment-resistant depression</td>
</tr>
</tbody>
</table>

*Phase II/III label enabling

**2013 R&D to remain stable**
2012 Results

Diagnostics
- IVD Market & Roche Strategy
- Sales Performance
- Companion Diagnostics

Outlook
**IVD market overview**

*Large and growing market; Roche is market leader*

**Market share**

- Roche: 20%
- Abbott: 12%
- Siemens: 10%
- Biomerieux: 9%
- Danaher: 8%
- J&J: 9%
- Others: 38%

**Market size**

- **USD bn**
  - 2011: 48
  - 2016E: 62

  **CAGR +5%**

  - Tissue: 10%
  - Molecular: 9%
  - Professional: 5%
  - Diabetes Monitoring: 4%

Source: Roche Analysis, Company reports for 2011 validated by an independent IVD consultancy
Roche Diagnostics portfolio overview

**Industry leading businesses covering the entire IVD spectrum**

<table>
<thead>
<tr>
<th>Life Science</th>
<th>In Vitro Diagnostics</th>
</tr>
</thead>
<tbody>
<tr>
<td>App. Science</td>
<td></td>
</tr>
<tr>
<td>Academia &amp; Pharma</td>
<td>Molecular Dx</td>
</tr>
<tr>
<td></td>
<td>Molecular lab</td>
</tr>
<tr>
<td></td>
<td>Blood screen.</td>
</tr>
<tr>
<td></td>
<td>Tissue Dx</td>
</tr>
<tr>
<td></td>
<td>Pathology lab</td>
</tr>
<tr>
<td></td>
<td>Professional Dx</td>
</tr>
<tr>
<td></td>
<td>Central lab</td>
</tr>
<tr>
<td></td>
<td>ER / ICU</td>
</tr>
<tr>
<td></td>
<td>Doc. office</td>
</tr>
<tr>
<td></td>
<td>Diabetes Care</td>
</tr>
<tr>
<td></td>
<td>Diabetes Patient</td>
</tr>
</tbody>
</table>

- **7% of sales** for Life Science
- **68% of sales** for In Vitro Diagnostics
- **25% of sales** for Diabetes Care
Roche Diagnostics’ strategy
Differentiation through innovation in testing efficiency and medical value

Drivers of competitive differentiation

Medical Value

Testing Efficiency

2012

2020
Testing efficiency

Increasing productivity in labs

Testing efficiency value for customers

• Saving costs via automation
• Fast turnaround times due to high throughput
• Efficient workflow from sample preparation to test results
• Modular and scalable solutions with flexibility for growth

Largest worldwide installed base across 130 countries
Medical value strategy

Providing clinical data to guide treatment decisions with use of diagnostics

Heart Failure (HF)

- Over 5% of US healthcare spending\(^1\)
- Limited tools for treatment decision
- Unmet need for a biomarker to guide therapy titration

NT-proBNP

- **Intended uses of NT-proBNP supported by clinical data**
  - Rule in/out and early detection of HF; Risk stratification of ACS\(^2\); Therapy monitoring\(^3\)

- **GUIDE-IT Trial: NT-proBNP target to guide medical therapy in HF**
  - 1100 patient study in collaboration with Duke University and NIH
  - To repeat key results from PROTECT\(^4\)
  - Targeting new intended use in the US in a large and growing market

---

\(^1\) 2008 AHA Statistical Update; \(^2\) Acute Coronary Syndrome; \(^3\) CE only; \(^4\) Januzzi et al., Journal of the American College of Cardiology, 2011
Medical value benefits

Higher value through clinical utility and health economics

Price per test

Clinical Trials
- Health Economics
- KOLs guidelines

Reimbursement & medical marketing

Medical value IVD test

Standard IVD test
Medical value benefits
Significant contribution to the healthcare system

*In vitro* diagnostics (IVD) testing has long been a silent champion of healthcare

- IVD < 2% total worldwide healthcare spending
- Influences > 60% of critical decision-making
2012 results

Diagnostics
- IVD Market & Roche strategy
- Sales Performance
- Companion Diagnostics

Outlook
## 2012: Diagnostics Division sales

**Sustained growth above the market**

<table>
<thead>
<tr>
<th>Diagnostics Division</th>
<th>2011 CHF m</th>
<th>2012 CHF m</th>
<th>CHF growth</th>
<th>in % CER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Diagnostics</strong></td>
<td>9,737</td>
<td>10,267</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Professional Diagnostics</td>
<td>4,709</td>
<td>5,165</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Diabetes Care</td>
<td>2,652</td>
<td>2,566</td>
<td>-3%</td>
<td>-4%</td>
</tr>
<tr>
<td>Molecular Diagnostics</td>
<td>1,094</td>
<td>1,168</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Applied Science</td>
<td>740</td>
<td>737</td>
<td>0%</td>
<td>-3%</td>
</tr>
<tr>
<td>Tissue Diagnostics</td>
<td>542</td>
<td>631</td>
<td>16%</td>
<td>12%</td>
</tr>
</tbody>
</table>

*IVD market growth estimated at 3% as of end Oct 2012 by independent IVD consultancy; CER=Constant Exchange Rates
Professional Diagnostics: Industry leader growing twice as fast as the market

Reagent pull-through model

2012
- Instrument placements in SWA\(^1\): +13%
- Expanded immunoassay menu with >100 tests

RPD\(^2\) sales vs. market growth (%)

1Serum Work Area: Immunoassays and Clinical Chemistry;
2RPD=Roche Professional Diagnostics; Market estimates from independent IVD consultancy, Q4 2012 forward estimate;
2012: Strong sales growth in emerging markets

Market leader in all regions

North America
+3%
26% of divisional sales

Latin America
+15%
8% of divisional sales

EMEA\(^1\)

-1%
46% of divisional sales

Japan
+7%
6% of divisional sales

Asia Pacific
+15%
14% of divisional sales

17% growth in E7 countries\(^2\)

\(^1\)Europe, Middle East and Africa; \(^2\)Brazil, China, India, Mexico, Russia, South Korea, Turkey
All growth at CER=Constant Exchange Rates)
Emerging Markets

Strong growth trajectory expected to continue

**IVD MARKET SALES**

USD mn

**ROCHE SALES GROWTH**

- **FY 2012**
  - Russia: 8%
  - Middle East: 11%
  - Brazil: 11%
  - China: 26%

---

1 Roche internal analysis, validated by external IVD consultancies; 2 in constant exchange rate
2012 results

Diagnostics
- IVD Market & Roche strategy
- Sales Performance
- Companion Diagnostics

Outlook
Roche strategy: Focused on medically differentiated therapies and personalised healthcare

**Regulators:**
Optimised benefit / risk ratio

**Payors:**
Optimised benefit / cost ratio
Importance of Personalised Healthcare

Majority of our pipeline with Companion Diagnostics

Compounds with a PHC approach

- aleglitazar
  - metabolic diseases
- lebrikizumab
  - asthma
- gantenerumab*
  - Alzheimer’s
- ocrelizumab
  - MS
- bitopertin
  - schizophrenia
- MEKi
  - melanoma
- onartuzumab (MetMAb)
  - NSCLC
- obinutuzumab (GA101)
  - CLL
- T-DM1
  - HER2+ BC

- Anti-PD-L1
  - solid tumours
- onartuzumab (MetMAb)
  - triple-negative breast cancer
- EGFR ADCC MAb (GA201)
  - solid tumours
- PI3 kinase
  - solid tumours
- dual PI3 kinase/mTOR
  - solid tumours

- mGluR2 antagonist
  - treatment-resistant depression
- crenezumab
  - Alzheimer’s
- mGluR5 antagonist
  - treatment-resistant depression
- etrolizumab
  - ulcerative colitis
- Anti-factor D
  - geographic atrophy
- Anti-PCSK9
  - metabolic diseases
- inclacumab (P selectin MAb)
  - ACS/CVD

Ph III NMEs

Late stage enabling data expected in 2013

2013 R&D to remain stable

*Phase II/III label enabling

Oncology
Neuroscience
Virology
Immunology
Ophthalmology
Metabolism

Roche
SPHERE Project in China
CDx collaboration for HER 2 testing & Herceptin

Integrated HER 2 testing expands patient access to Herceptin

Instrument placements and sales growth for all advanced tissue staining tests

BenchMark automated slide staining platform

PATHWAY (4B5) IHC
INFORM Dual ISH

Patients starting therapy

Table:

<table>
<thead>
<tr>
<th>Year</th>
<th>AS placements</th>
<th>AS assays sales CER growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>32</td>
<td>240%</td>
</tr>
<tr>
<td>2010</td>
<td>58</td>
<td>158%</td>
</tr>
<tr>
<td>2011</td>
<td>103</td>
<td>101%</td>
</tr>
<tr>
<td>2012</td>
<td>123</td>
<td></td>
</tr>
</tbody>
</table>
Roche Diagnostics enables PHC
Preferred Partner for companion diagnostics (CDx)

Why partner with Roche

- Proven partnership track record
- Regulatory Expertise with CDx
- Tools and Technologies
- Largest Instrument Installed Base
- World Class R&D

Selected Partners

- Clovis Oncology
- Æterna Zentaris
- Pfizer
- Merck
- Transgene
- Syndax
- Seattle Genetics
- Takeda
- Millennium

Monoclonal Antibody Therapies for Cancer
2012 results

Diagnostics
- IVD Market & Roche strategy
- Sales Performance
- Companion Diagnostics

Outlook
Outlook: Roche Diagnostics
Sustained sales growth driven by leading IVD business

Drivers

• Further growth of installed base
• Expansion of test menu
• Emerging markets
• Stabilise Diabetes Care
• Increasing CDx collaborations
## 2013 Outlook: Roche Group

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group sales growth¹</strong></td>
<td>In line with sales growth recorded in 2012</td>
</tr>
<tr>
<td><strong>Core EPS growth¹</strong></td>
<td>Ahead of sales growth</td>
</tr>
<tr>
<td><strong>Dividend outlook</strong></td>
<td>Further increase dividend</td>
</tr>
</tbody>
</table>

¹At constant exchange rates