

# Key Performance Indicators of the Roche Group

## Economic and business performance

	2011	2010	2009
Sales (mCHF)	42,531	47,473	49,051
Research and development (mCHF) <sup>1)</sup>	8,073	9,050	9,509
– Research and development as % of sales	19.0%	19.1%	19.4%
M&D costs (mCHF) <sup>1)</sup>	-7,967	-9,167	-9,472
– M&D as % of sales	-18.7%	-19.3%	-19.3%
Operating profit (mCHF) <sup>1)</sup>	15,149	16,591	16,272
– Operating profit margin	35.6%	34.9%	33.2%
Net financial income (mCHF) <sup>1)</sup>	-1,581	-2,272	-1,668
Net Income (mCHF)	9,544	8,891	8,510
Core Earnings Per Share (CHF)	12.30	12.78	12.34
Operating free cash flow	13,733	14,149	15,722
– Operating free cash flow as % of sales	32.3%	29.8%	32.1%
Net assets (mCHF)	14,482	11,662	9,414
Net debt (mCHF)	-15,566	-19,157	-23,867
Equity ratio	24%	19%	13%

## Increasing value for our shareholders and investors

	2011	2010	2009
Dividend per share (CHF) <sup>2)</sup>	6.80	6.60	6.00
Dividend (mCHF) <sup>2)</sup>	5,865	5,693	5,175
– Dividend as % of sales	13.8%	12.0%	10.6%
Payout ratio (dividend per share divided by core EPS)	55%	52%	49%
Price of non-voting equity security ( <i>Genussschein</i> ) at 30 <sup>th</sup> of December (CHF)	159.20	137.00	175.80
Market capitalisation (CHF billions)	136	118	151
Total Shareholder Return (TSR) at 31 <sup>st</sup> of December	22%	-19%	12%
Dow Jones and FTSE4Good sustainability indexes	Sector leader/ Included	Sector leader/ Included	Sector leader/ Included

## Access to healthcare & patients benefits

	2011	2010	2009
Patients actively participating in clinical trials <sup>3)</sup>	332,183	277,079	268,614
Number of Clinical trials	2,174	2,173	2,182
Number of new molecular entities in clinical development	79	62	51
Number of major regulatory filings (Pharma)	21	15	23
Number of major regulatory approvals received (Pharma)	24	18	13
Patients benefiting from Patient Assistance Programs (US only)	40,000	47,000	40,000
Number of countries where we dont file or enforce our patents	54	55	49

## Commitment to our employees

	2011	2010	2009
Number of employees (full-time equivalent – FTE)	80,129	80,653	81,507
Growth in full-time equivalent employees	-524	-854	1,427
Total employees' remuneration (mCHF)	10,300	11,934	12,080
– Total employees' remuneration as % of sales	24.2%	25.1%	24.6%
Percentage of eligible employees purchased shares through Roche CONNECT	37%	37%	37%
Percentage of women in total workforce	46%	46%	46%
Percentage of women in management positions	35%	37%	37%
Percentage of women in key positions	18%	16%	13%
Percentage of women in top 120 executives	15%	15%	9%
Percentage of women on the Board	15%	15%	15%
Employee total turnover rate (fluctuation)	10.1%	9.5%	7%
Average number of training hours per employee	26	23	26
Business ethics incident cases reported	114	110	141
Roche Group SpeakUp Line cases <sup>4)</sup>	81	122	n.i.

## Commitment to society and the communities we operate in

	2011	2010	2009
Income taxes (mCHF) <sup>1)</sup>	2,895	3,135	3,287
– Income taxes as % of sales	6.8%	6.6%	6.7%
Community support by area:			
– Humanitarian and social projects	88%	87%	75%
– Science and education	4%	6%	17%
– Arts and culture	5%	4%	5%
– Community and environment	3%	3%	3%
Contributions to Healthcare Institutions			
Education of patients and general public	7%	6%	6%
Education of Healthcare Professionals	41%	50%	53%
Research	52%	44%	41%
Contributions to Patient organisations			
Disease awareness and general education	36%	59%	67%
Treatment adherence projects	45%	24%	15%
Workshops, seminars and meetings	9%	4%	3%
Educational grants	10%	15%	14%

## Safety, health and environmental protection

	2011	2010	2009
Investments in SHE (mCHF)	118	163	159
Operating costs for SHE (mCHF)	311	311	294
Roche Accident Rate	0.067	0.065	0.074
Occupational accidents	390	432	392
- Occupational accidents per million working hours	2.67	2.97	2.92
Occupational illnesses	141	184	227
Eco-Efficiency Rate	0.538	0.414	0.46
eco-balance	6.88	7.17	7.27
Total energy consumption (TJ/year)	13,372	14,495	13,898
- Total energy consumption (TJ/year per mCHF sales)	0.314	0.305	0.283
Greenhouse gas emissions (tonnes CO <sub>2</sub> equivalents)	1,023,521	1,077,301	1,053,118
- Greenhouse gas emissions (tonnes CO <sub>2</sub> equivalents per mCHF sales)	24.23	22.69	21.47
NO <sub>x</sub> (t/year)	222	262	286
SO <sub>2</sub> (t/year)	8	7	9
Volatile organic compounds (VOCs) (t/year)	124	164	177
Particulate matter (t/year)	20	33	27
Water consumption (million cubic meters per year)	3.3	3.6	2.8
- Water consumption (cubic meters per year per mCHF sales)	76.89	75.70	56.12
Total organic carbon (TOC) (t/year)	228	242	154
Heavy metals (kg/year)	288	463	426
Chemical waste (t/year)	30,170	29,020	27,605
General waste (t/year)	24,121	27,249	19,828
Number of Fatalities	0	0	0

1) Core results.

2) For the year 2011 as proposed by the Board of Directors.

3) excludes number of patients in Genentech studies initiated prior to the merger (historical figures got restated).

4) Case collection started 1st december 2009 period 2010 covers 13 months.

n.i. = not yet initiated