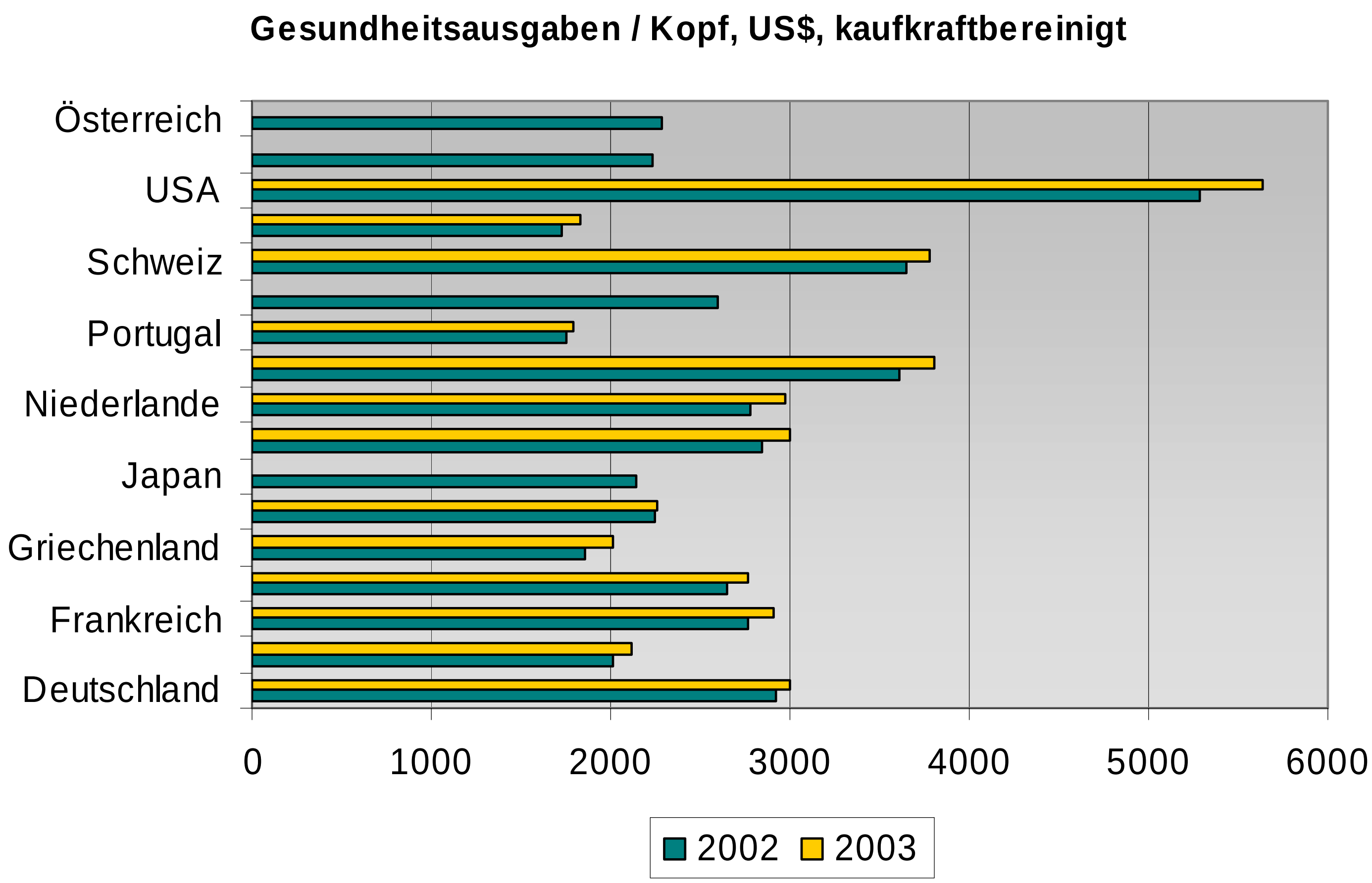
QUELQUES CONSIDERATIONS SUR LE COUT DES MEDICAMENTS ET SUR LA TRANSFORMATION DE GALENICA !

Etienne Jornod, Président et CEO de Galenica

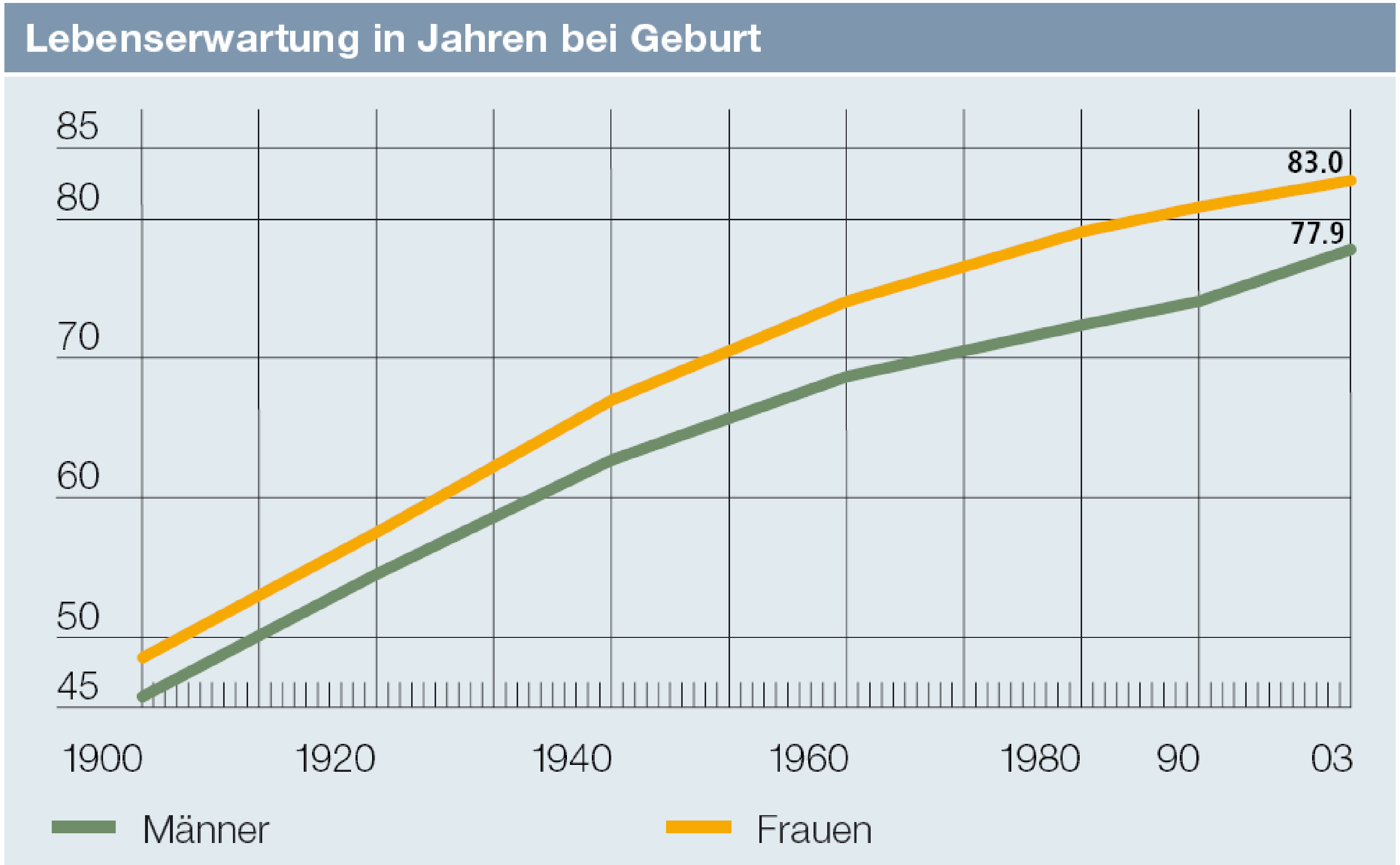
Quatre Saisons Zurich – 12 octobre 2005

WELTWEITE GESUNDHEITSAUSGABEN



Quelle: OECD, Gesundheitsdaten 2005, Juni 2005

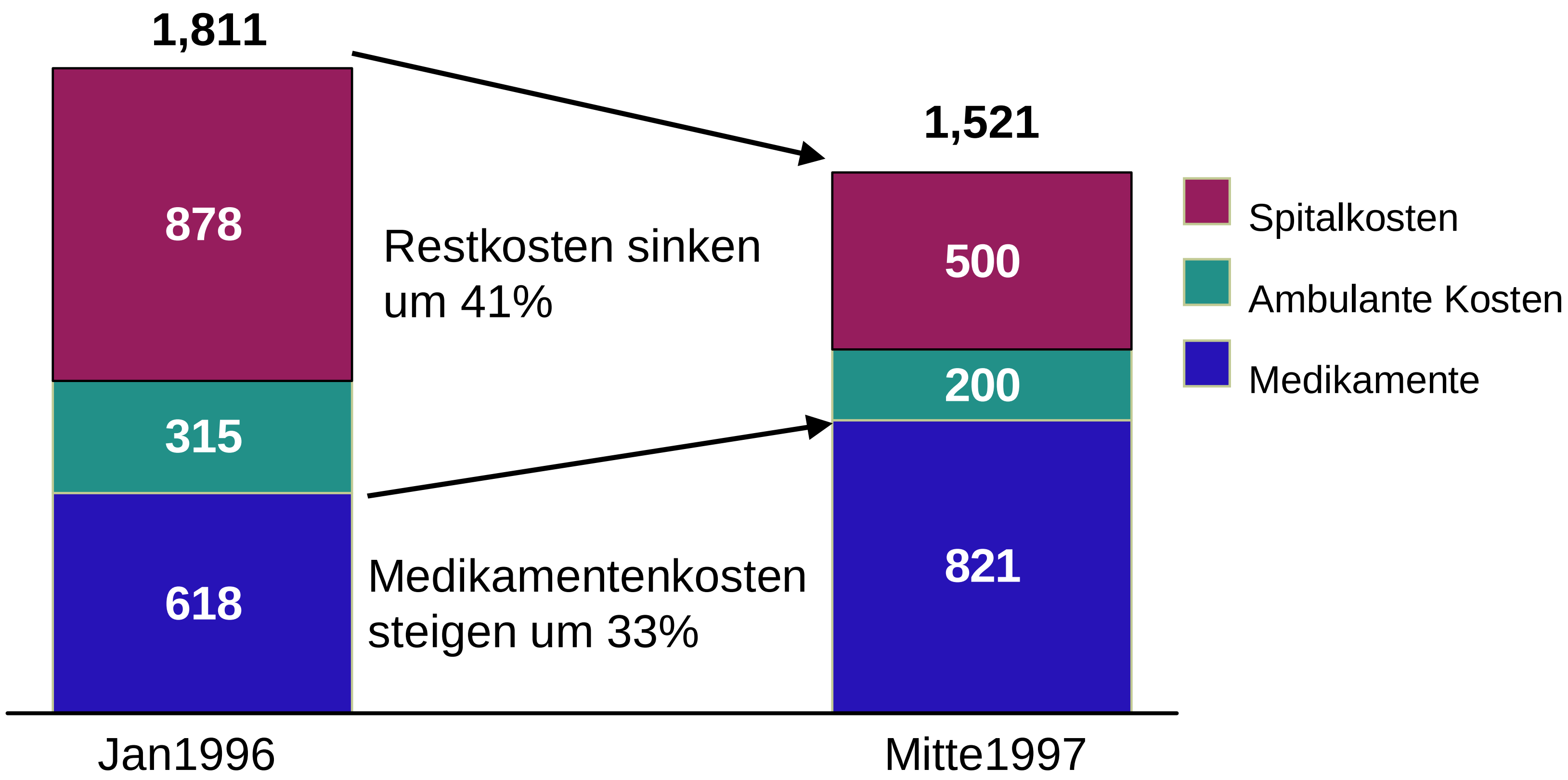
ENTWICKLUNG DER LEBENSERWARTUNG IN DER SCHWEIZ



Quelle: Bundesamt für Statistik, Neuchâtel, Interpharma

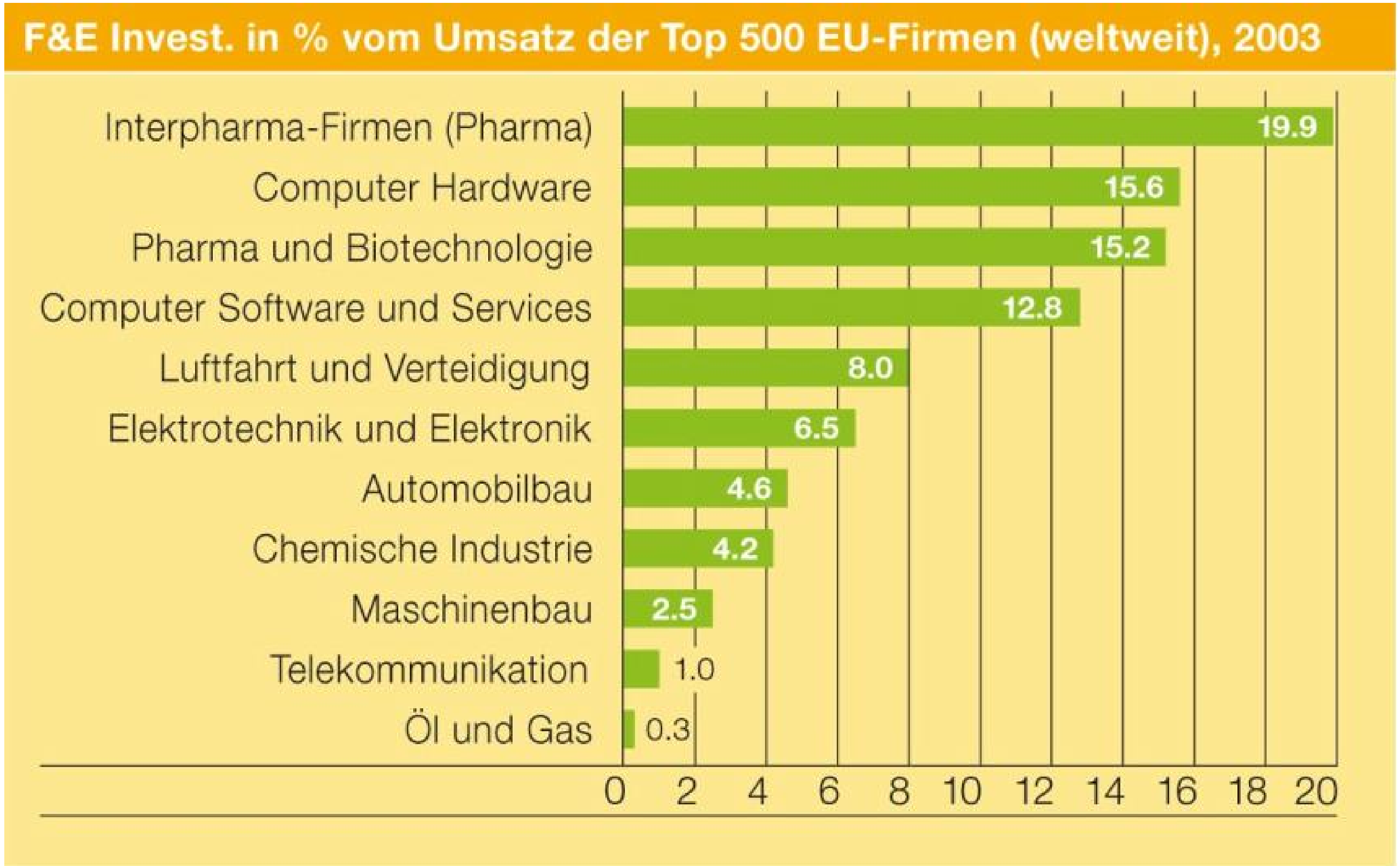
INNOVATIVE MEDIKAMENTE SENKEN GESAMTKOSTEN

Gesamtkosten von Aids-Patienten sanken mit Einführung der Medikamentenkombination um 16% monatlich



Quelle: Bozzete et al., New England Journal of Medicine 2001

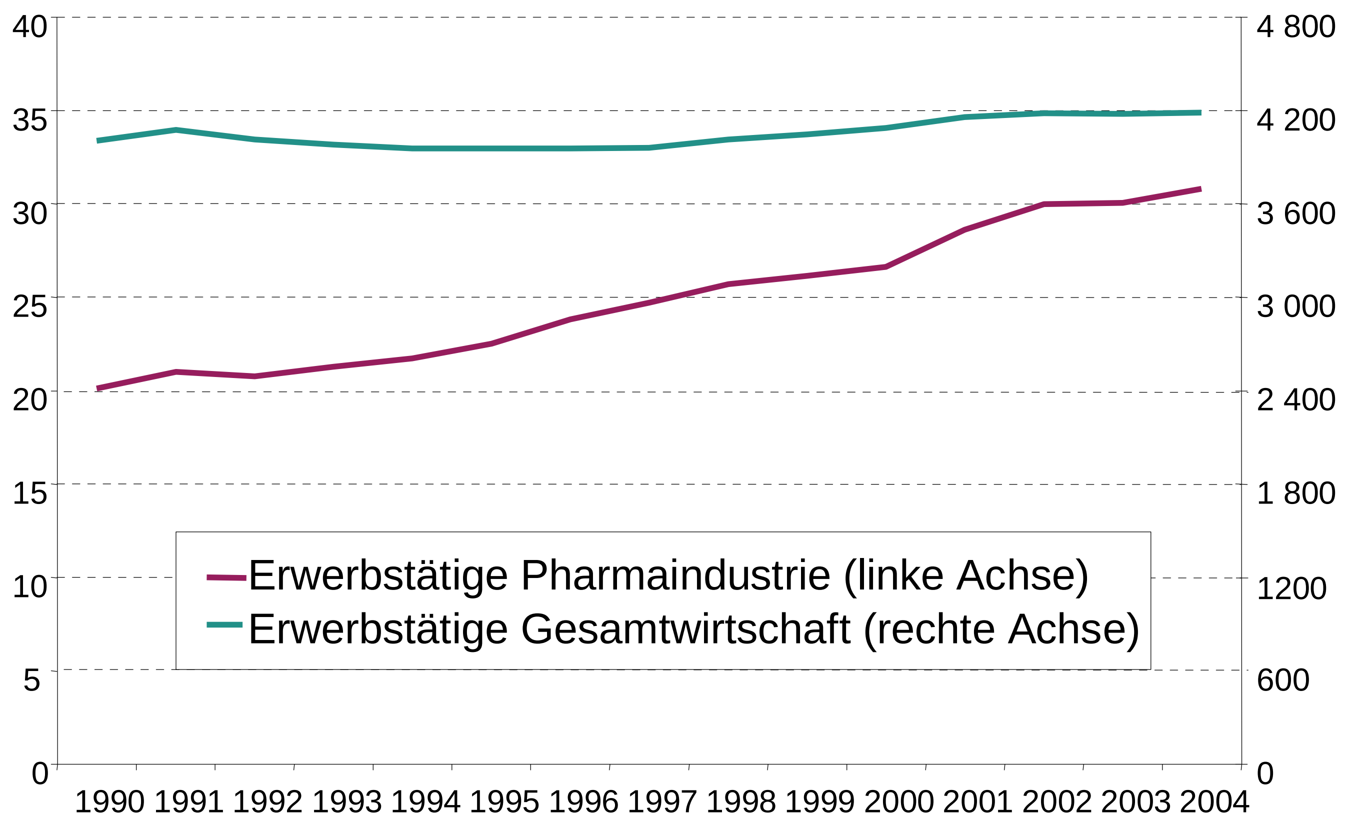
FORSCHUNGSAUSGABEN IM BRANCHENVERGLEICH



Quelle: The 2004 EU industrial R & D investment scoreboard. Interpharma.

ERWERBSTÄTIGENZAHL WÄCHST IN DER PHARMAINDUSTRIE SCHNELLER ALS IN DER GESAMTWIRTSCHAFT

Entwicklung der Arbeitsplätze in 1000



Quelle: Plaut Economics; Interpharma, 2005

GESUNDHEITSWESEN ALS WICHTIGER ARBEITGEBER

Quelle: Statistisches Jahrbuch der Schweiz 2005. Bundesamt für Statistik, Neuchâtel.

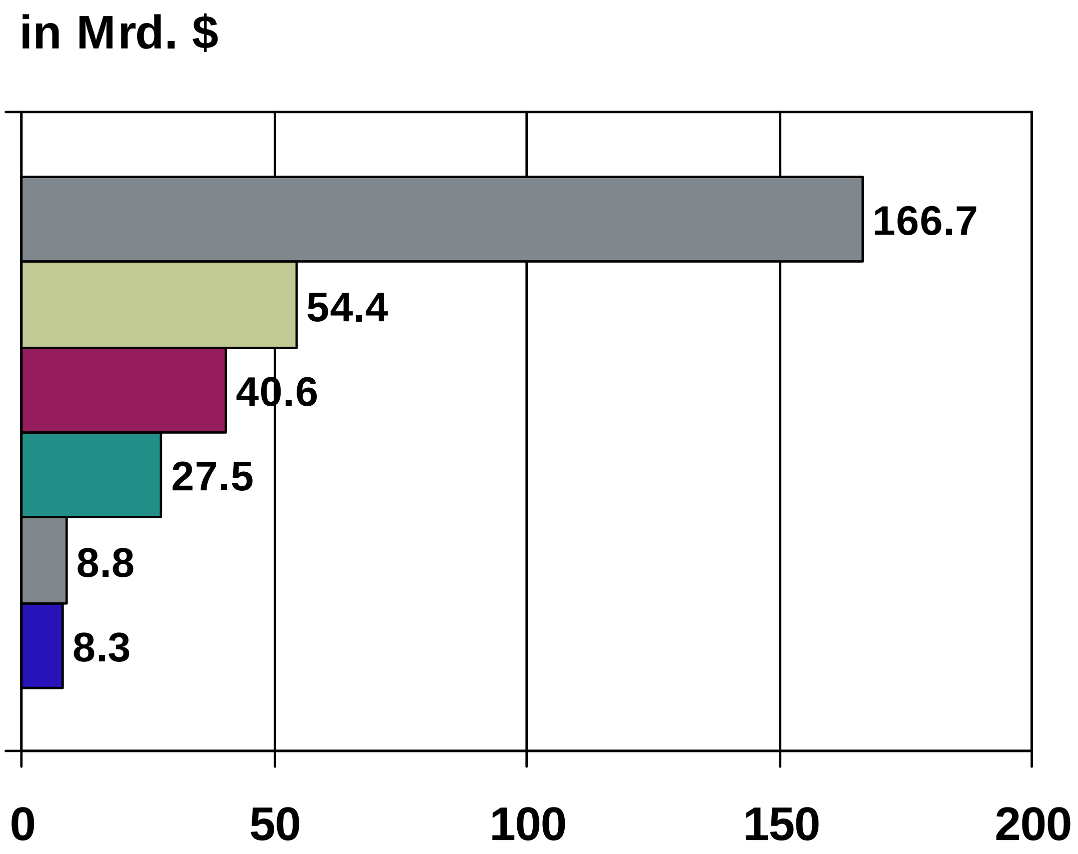
* Immobilien, Vermietung, Informatik, F & E

DOW JONES STOXX 50
INDEX OF 50 EUROPEAN BLUE-CHIP STOCKS

United Kindom	14 companies	
France	8 companies	
Germany	8 companies	
Switzerland	5 companies	Novartis, Roche, Nestlé, UBS, CS,
Italy	3 companies	
Spain	3 companies	
Sweden	1 company	

NL = also 5 cpies

UMSATZ DER TOP 15 PHARMA-FIRMEN WELTWEIT NACH LÄNDERN 2004



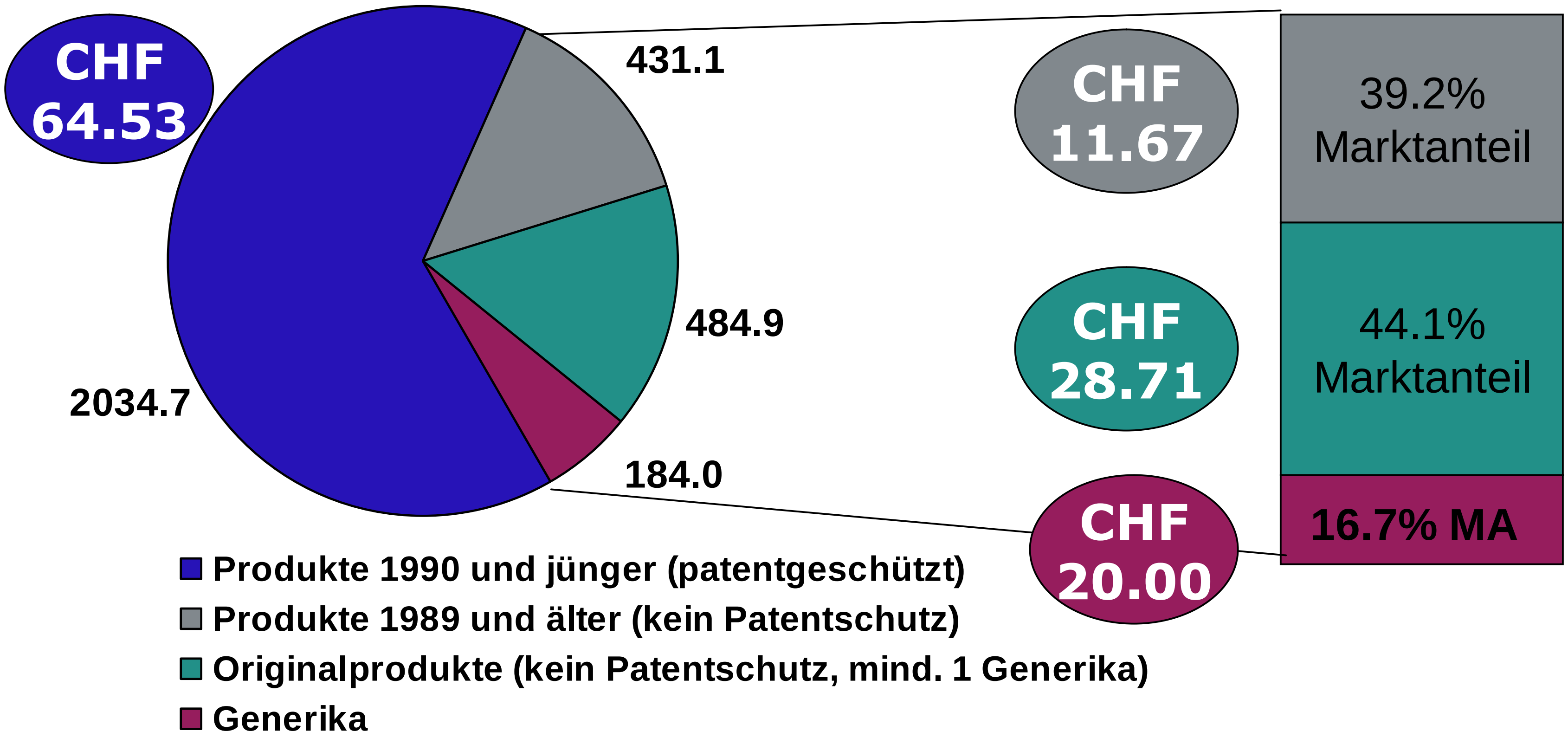
(*)
(GSK, AstraZeneca)
(Novartis, Roche)
(Sanofi-Aventis)
(Takeda)
(Boehringer Ingelheim)

* Pfizer, Johnson &Johnson, Merck, Bristol-Myers Squibb, Wyeth, Abbott, Lilly, Amgen

Quelle: IMS Health, IMS World Review 2005

GENERIKAFÄHIGER MARKT 2004

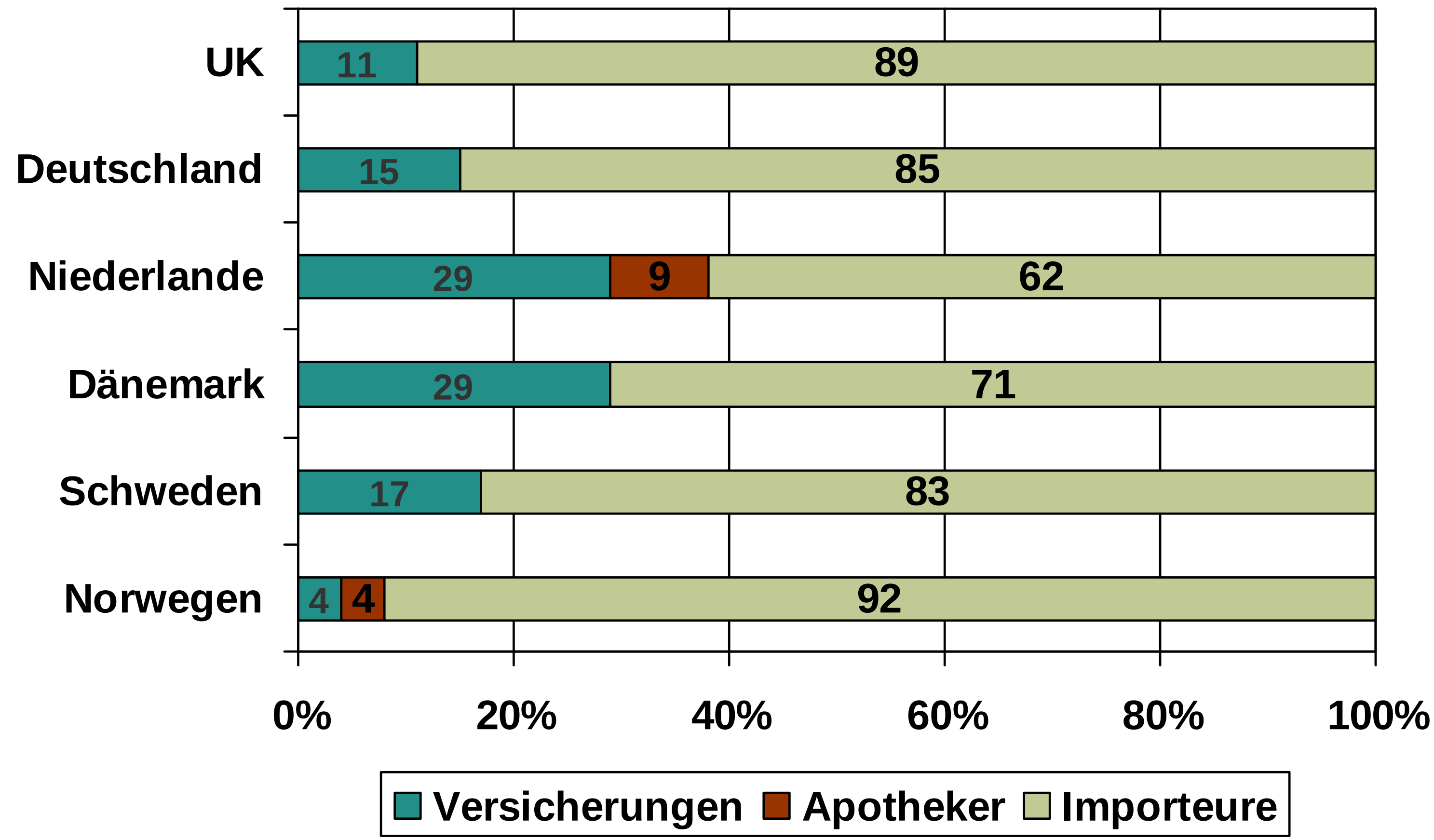
In Mio. Franken zu ex-factory Preisen, inkl. Durchschnittspreise (Kreis)



Quelle: IMS Health GmbH; kassenzulässige Produkte (BAG), Kanäle Apotheken, Ärzte, Spitäler

IMPORTEURE PROFITIEREN AM MEISTEN VON PARALLELIMPORTEN

Prozentuale Verteilung der Gewinne aus Parallelimporten nach Stakeholdern:



Quelle: Panos Kanvos, London School of Economics, 2004.

1995: DEREGULIERUNG IM GESUNDHEITSMARKT → ZWANG ZUR VERÄNDERUNG

Rechtliche Rahmenbedingungen (1995)

_KVG → Wettbewerb unter den Leistungserbringern
_Wettbewerbsgesetz → Ende des Arzneimittel-Kartells

Veränderung als Überlebens-Strategie → Identifikation der Kernkompetenzen der Gruppe

_Pharma: Weltmarktnische „Eisenmangel-Anämie"
_Grossist: Apothekenkette + Kooperationsmodelle mit der Ärzteschaft
_Medizinische und kommerzielle Informationsverarbeitung:
→ **e-Health**

FOKUSSIERUNG DER STRATEGIE

1927 – 95

Distribution

Distribution
+ and. Aktivitäten

1995 –2004

Pharma International

Pharma Swiss

Prewholesale

Distribution

HealthCare Information

Retail

2005

Pharma

Health

Logistics - Info - Retail

THE FUTURE OF GALENICA IN THE HEALTHCARE MARKET

Sustainable development in the interest of all the stakeholders by:

- specific pharmaceutical products on certain international markets

PHARMA

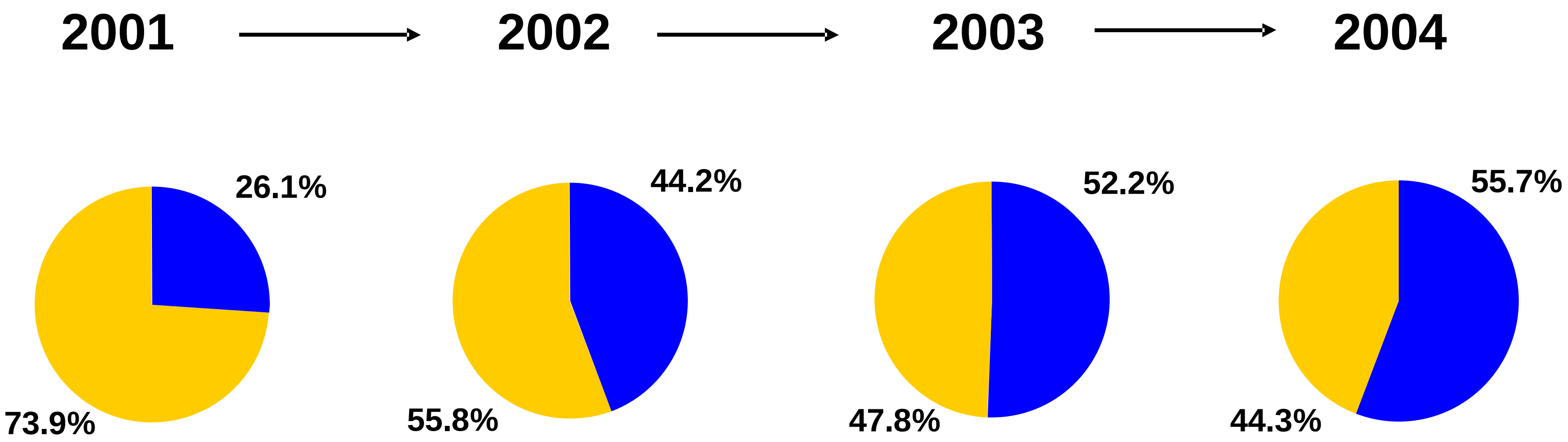
- a wide range of good and services for the Swiss healthcare market

HEALTH

Logistics - Information - Retail

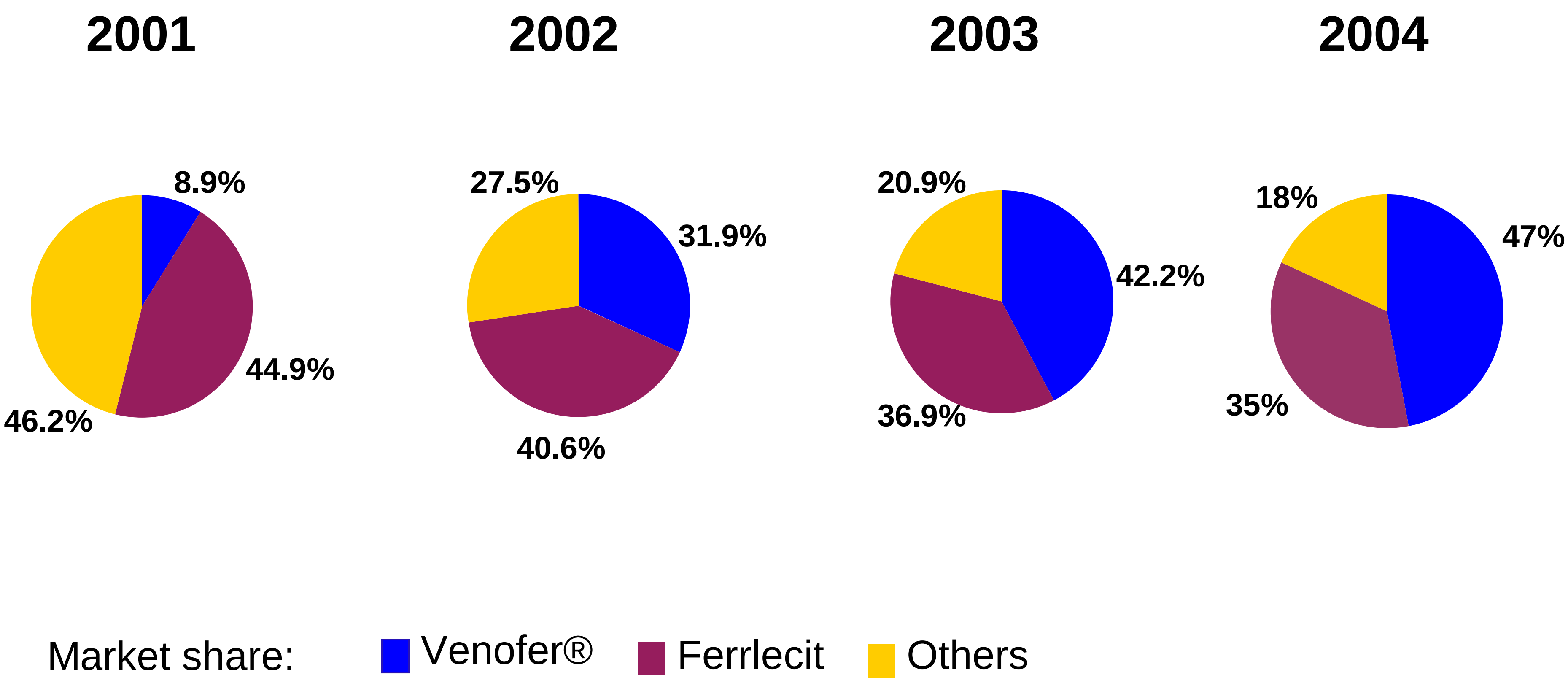
THE PARENTERAL MARKET
VENOFER®

VENOFER®
WORLDWIDE MARKET SHARE



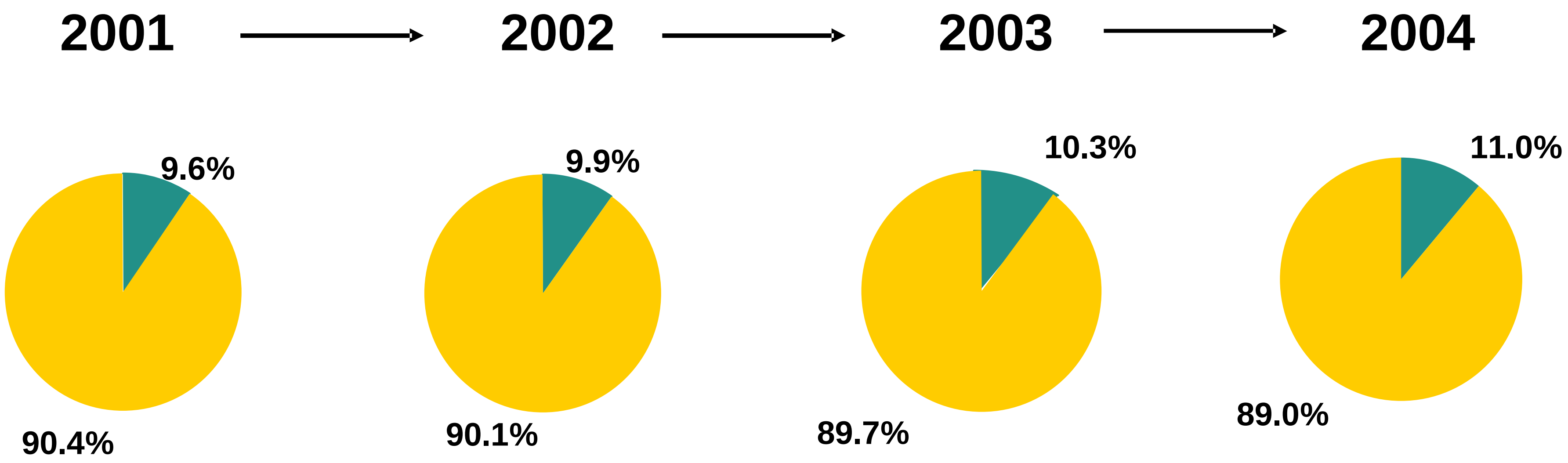
Market share of Venofer

VENOFER® IN THE USA



MALTOFER®
SALES IN 70 COUNTRIES

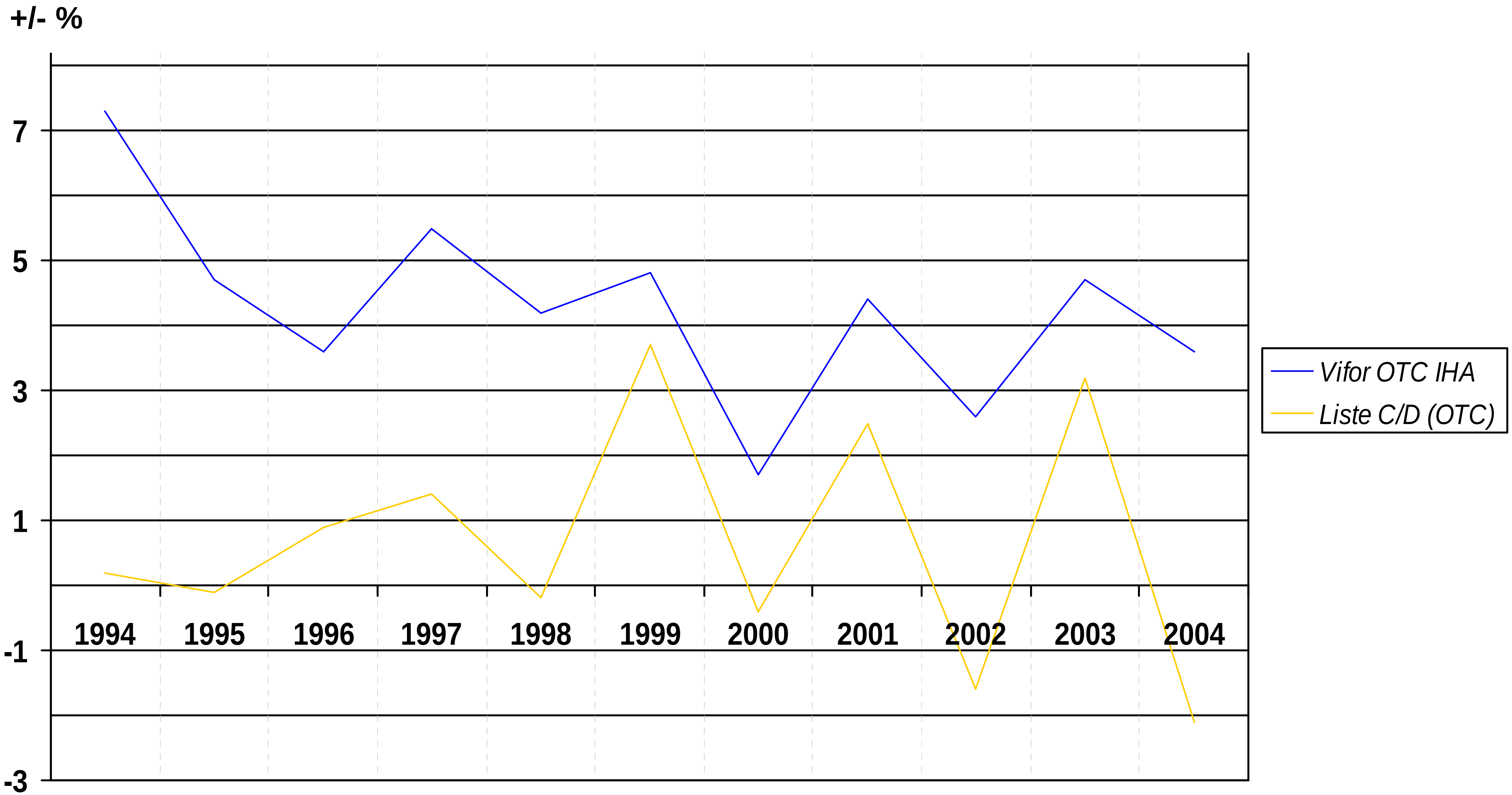
MALTOFER®
WORLDWIDE Nr 1 : MARKET SHARE



Market share of Vifor (International)

GALENICA

SWITZERLAND:
EVOLUTION OF OTC‘S 1994 - 2004

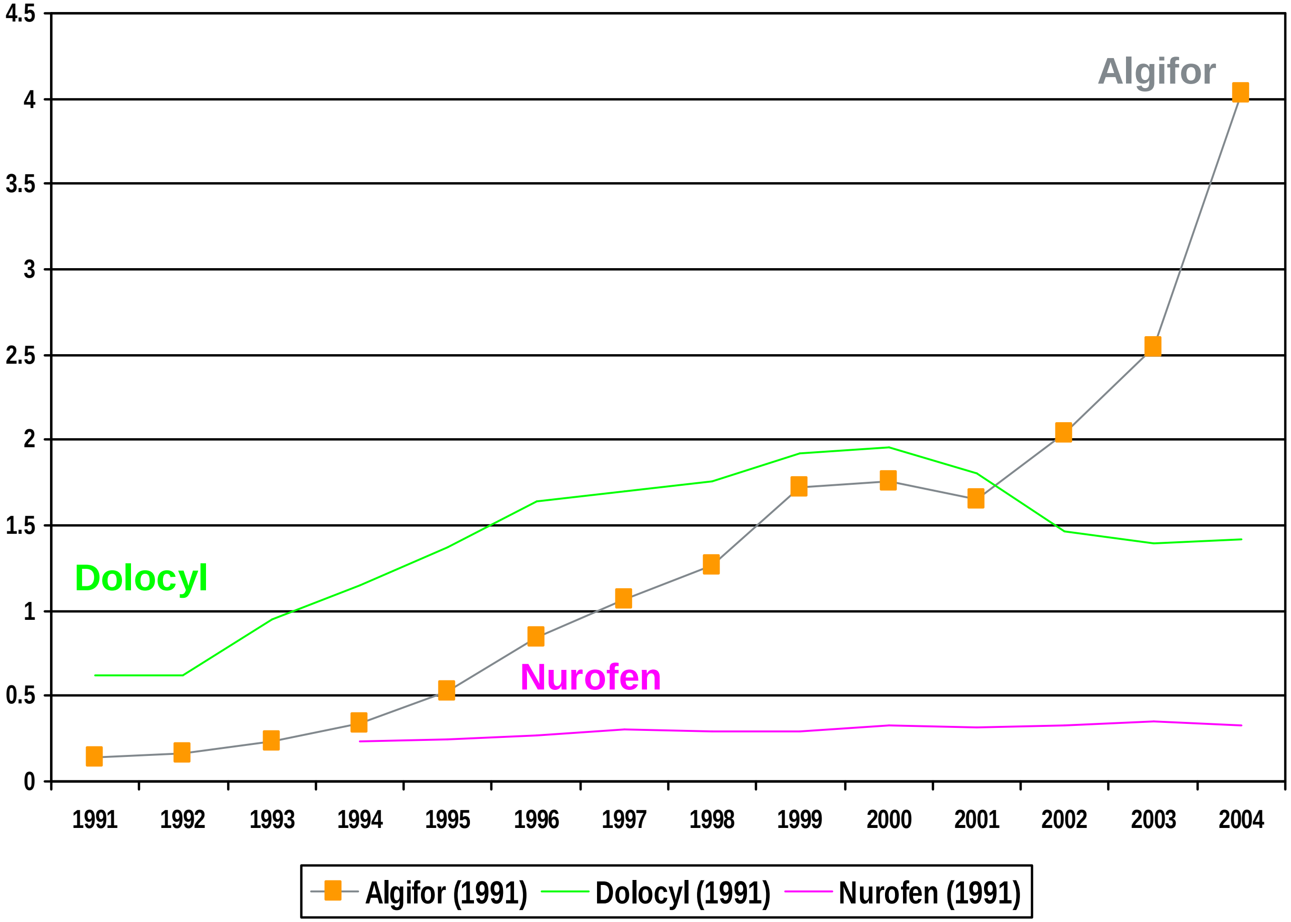


GALENICA

PERSKINDOL® (OTC) - ONE OF THE BEST UMBRELLA BRANDS IN SWITZERLAND

GALENICA

EVOLUTION OF ALGIFOR® 1991 – 2004 (IBUPROFEN)



	Turnover million.	internal +/- %
2004	4.03	+ 56.8

Source : IHA•IMS Panel APO/SD/DRO

SYNERGIES
CAPTURING ADDED VALUE IN SWITZERLAND

A wide range of goods and services

_Manufacturing

_Marketing

_Prewholesale

_Wholesale

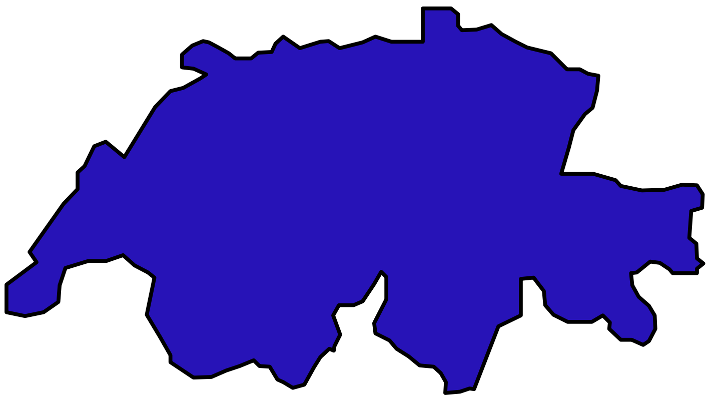
_Information

_Retail

PHARMA

HEALTH

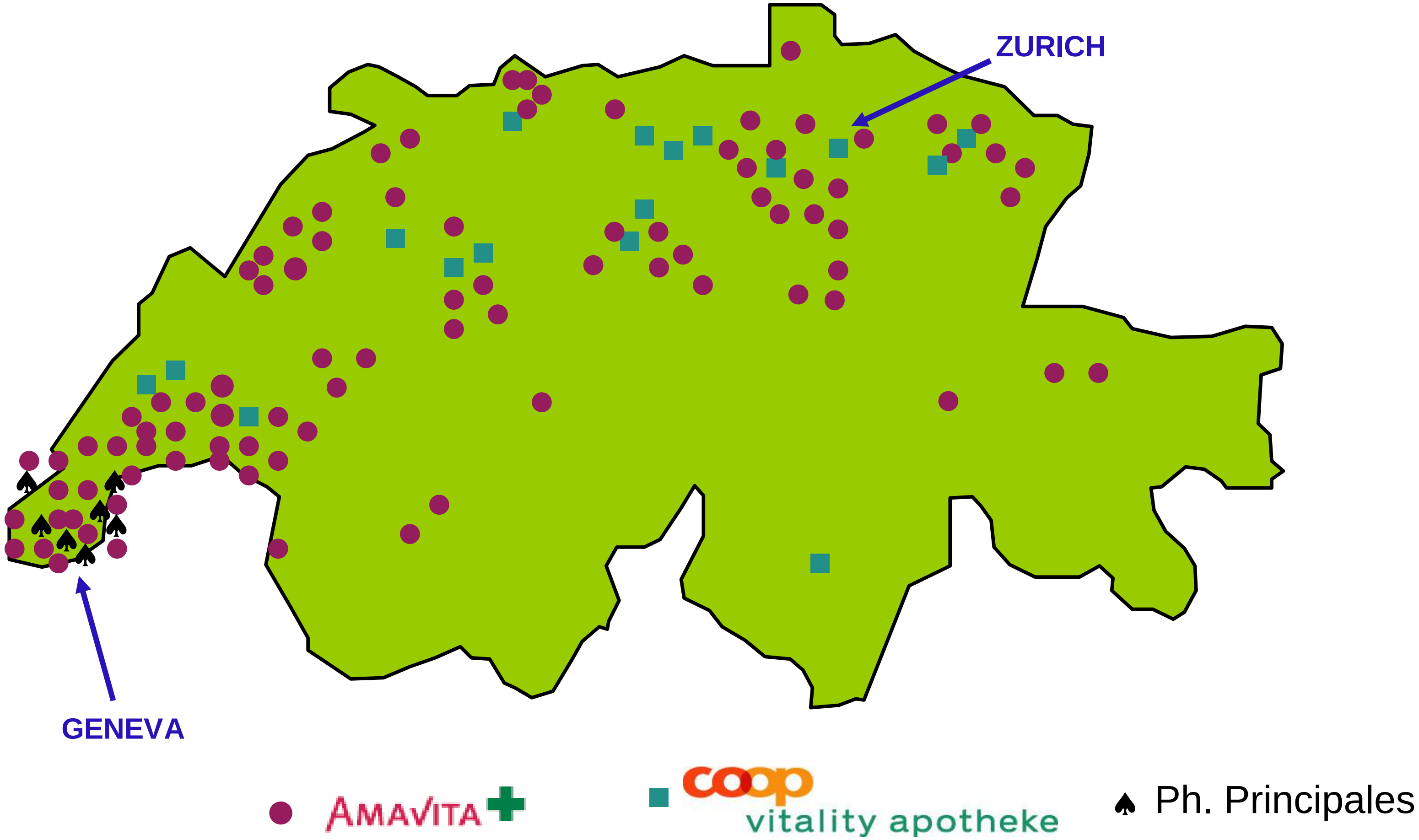
Logistics - Information - Retail



RETAIL
ONE CHAIN - ONE LOGO

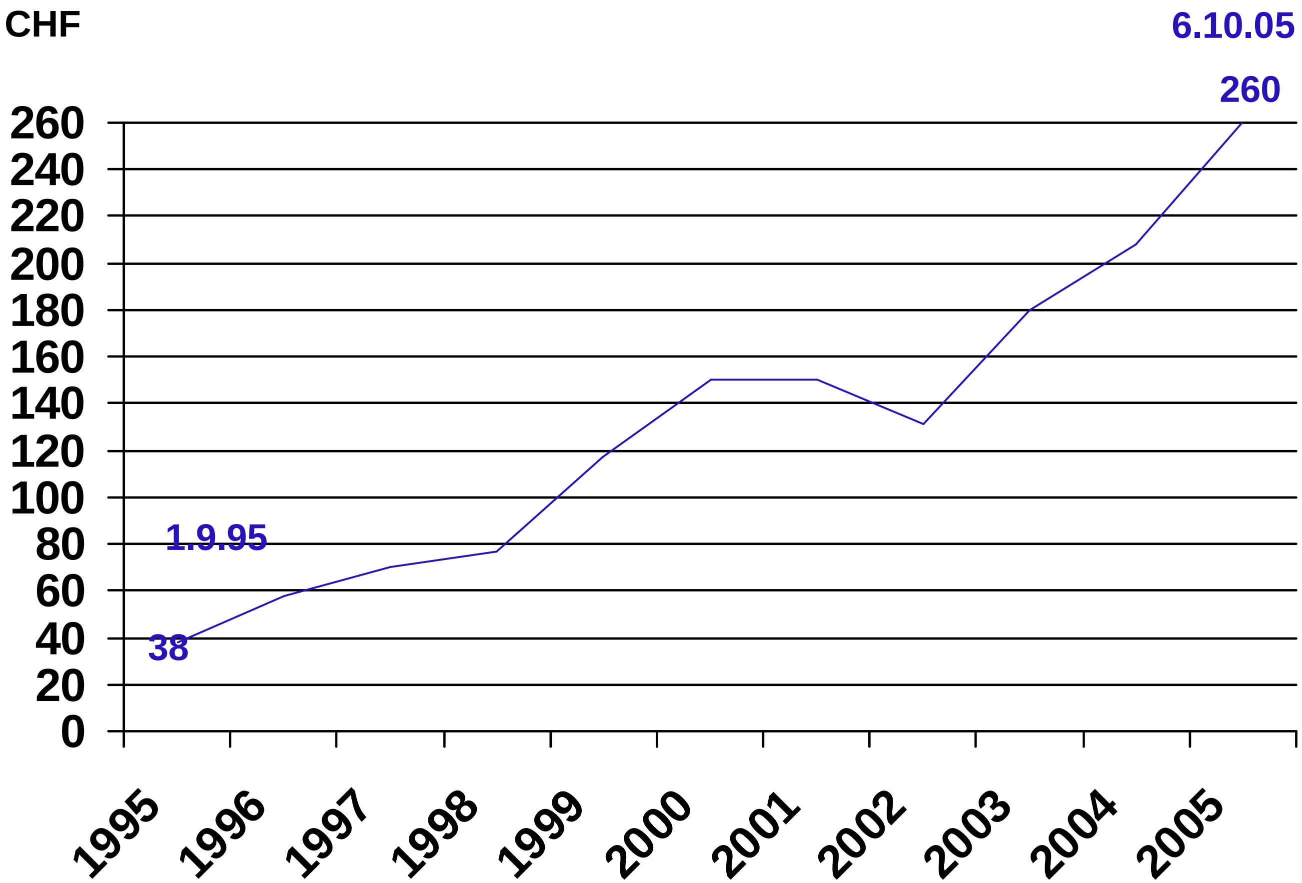
AMAVITA
ONE CORPORATE IDENTITY

RETAIL (100% OWNED AND ASSOCIATES)



DIE BILANZ

10 YEARS AFTER
SHAREPRICE PERFORMANCE

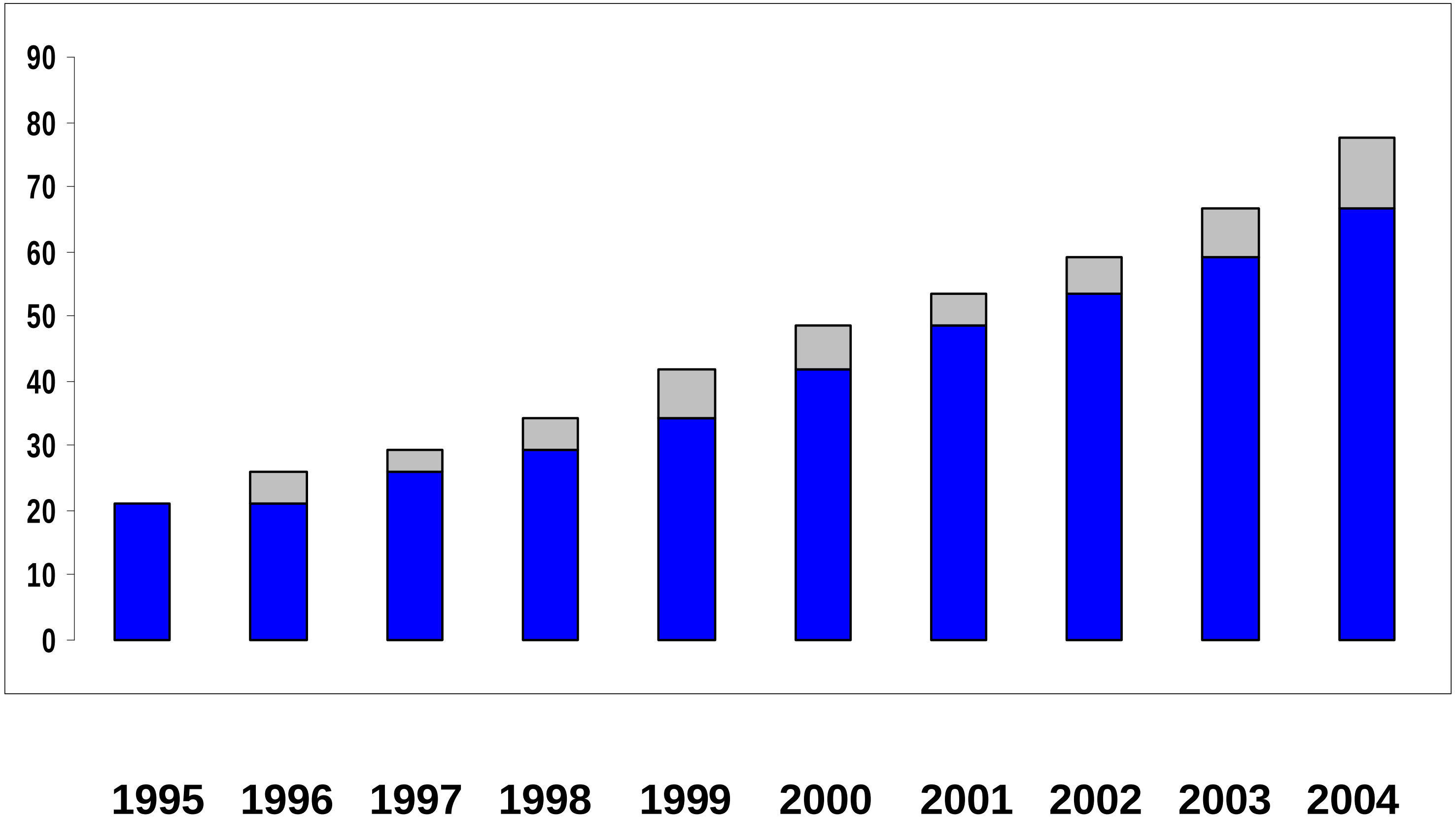


Cumulative growth 584 %

Average growth rate p.a. 21 %

10 YEARS AFTER
CONSOLIDATED PROFIT

Mio. CHF



Cumulative growth 265 %

Average growth rate p.a. 16 %

GALENICA

DIE BILANZ

UBS Warburg

Galenica

Global Equity Research

Switzerland

Retailers, Drug-Based

Rating	**Buy 2**
Price target	**CHF1,600.00/US$1,174.44**

RIC: GALZn.S

27 January 2003

A hidden treasure to be discovered

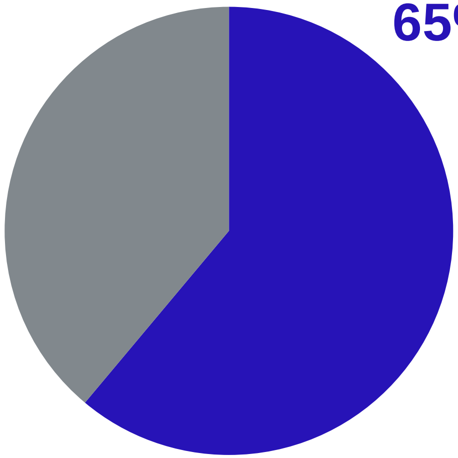
■ **Fully integrated strategy ensuring EPS growth of c11%**

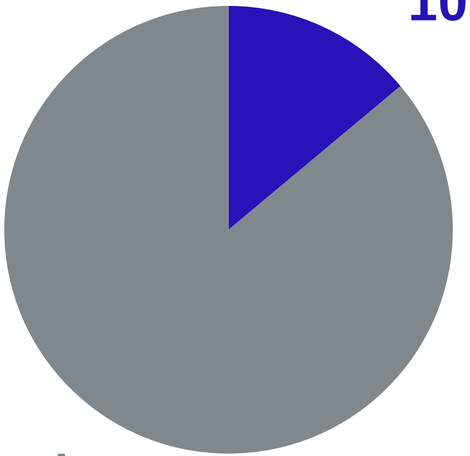
Galenica's fully integrated business model has enabled the company to deliver good profits in a challenging healthcare environment with changing rules. Its diversified business strategy should allow the company to withstand difficult times in a tough regulatory environment and grow earnings on average by 11% over the next three years.

Potential returns

Price target upside	+19%
Dividend per share (E)	CHF31.63/US$20.39
Dividend yield (E)	2.3%
Total return potential	+21%

10 YEARS AFTER - CONFIRMATON OF STRATEGY EBIT





CONCLUSION

- Le plus difficile reste à faire : confirmer !
- Des défis très grands nous attendent,

  En **Suisse**, la baisse du prix des médicaments nous obligera à prendre des mesures difficiles, mais indispensables

  A l'**International**, nous devons tenir notre marché face aux génériques jusqu'à l'arrivée de notre nouveau produit qui apportera une innovation très prometteuse