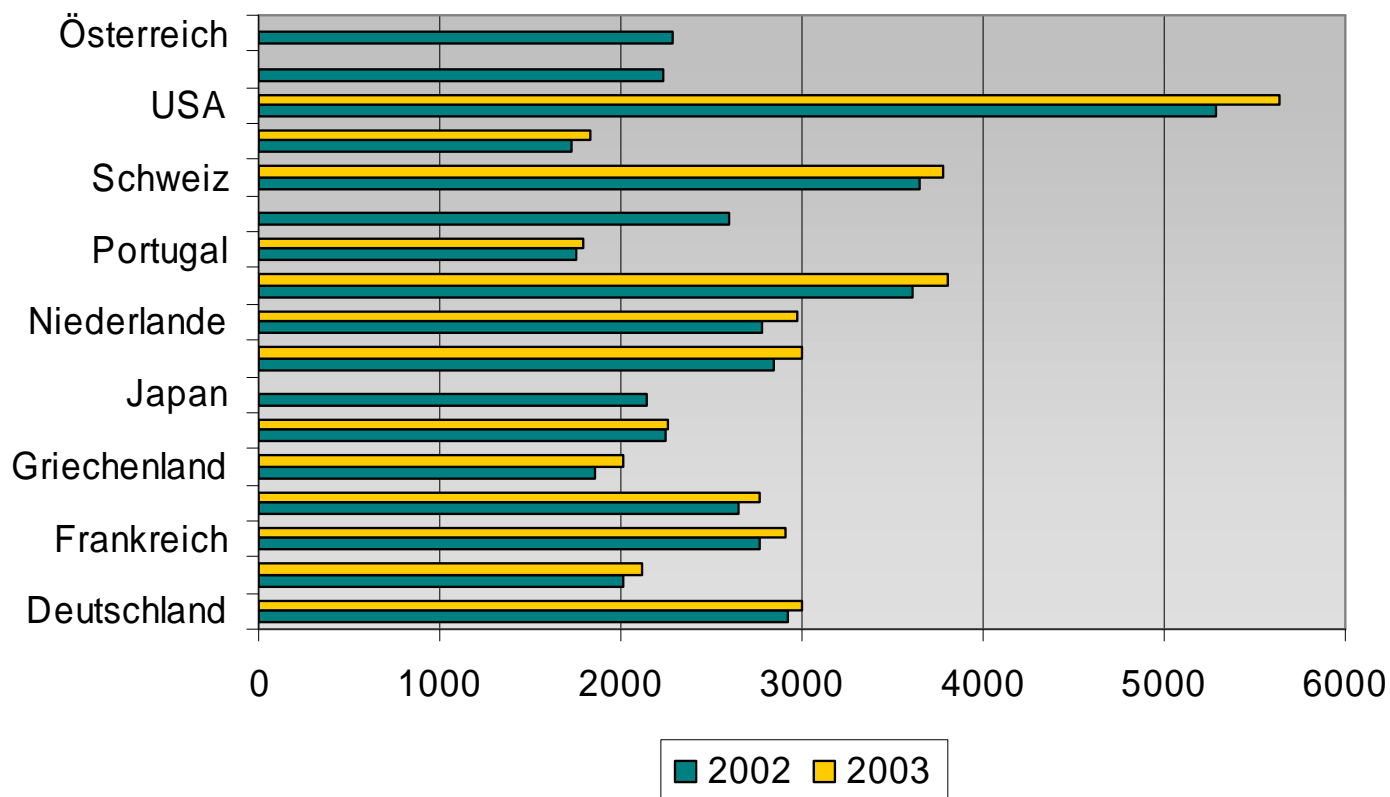


**QUELQUES CONSIDERATIONS SUR  
LE COUT DES MEDICAMENTS ET SUR LA  
TRANSFORMATION DE GALENICA !**

**Etienne Jornod, Président et CEO de Galénica**  
*Quatre Saisons Zurich – 12 octobre 2005*

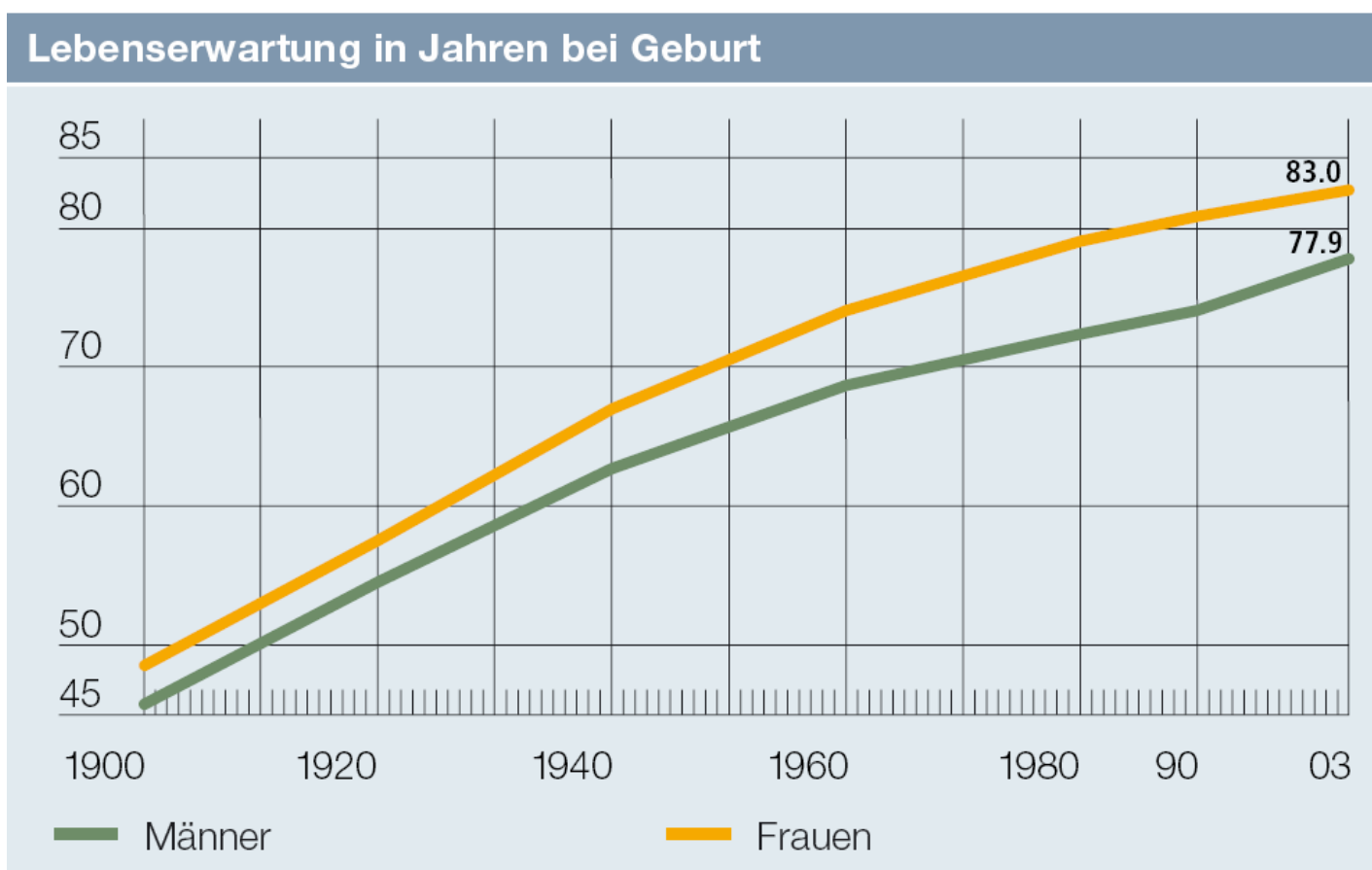
# WELTWEITE GESUNDHEITSAUSGABEN

Gesundheitsausgaben / Kopf, US\$, kaufkraftbereinigt



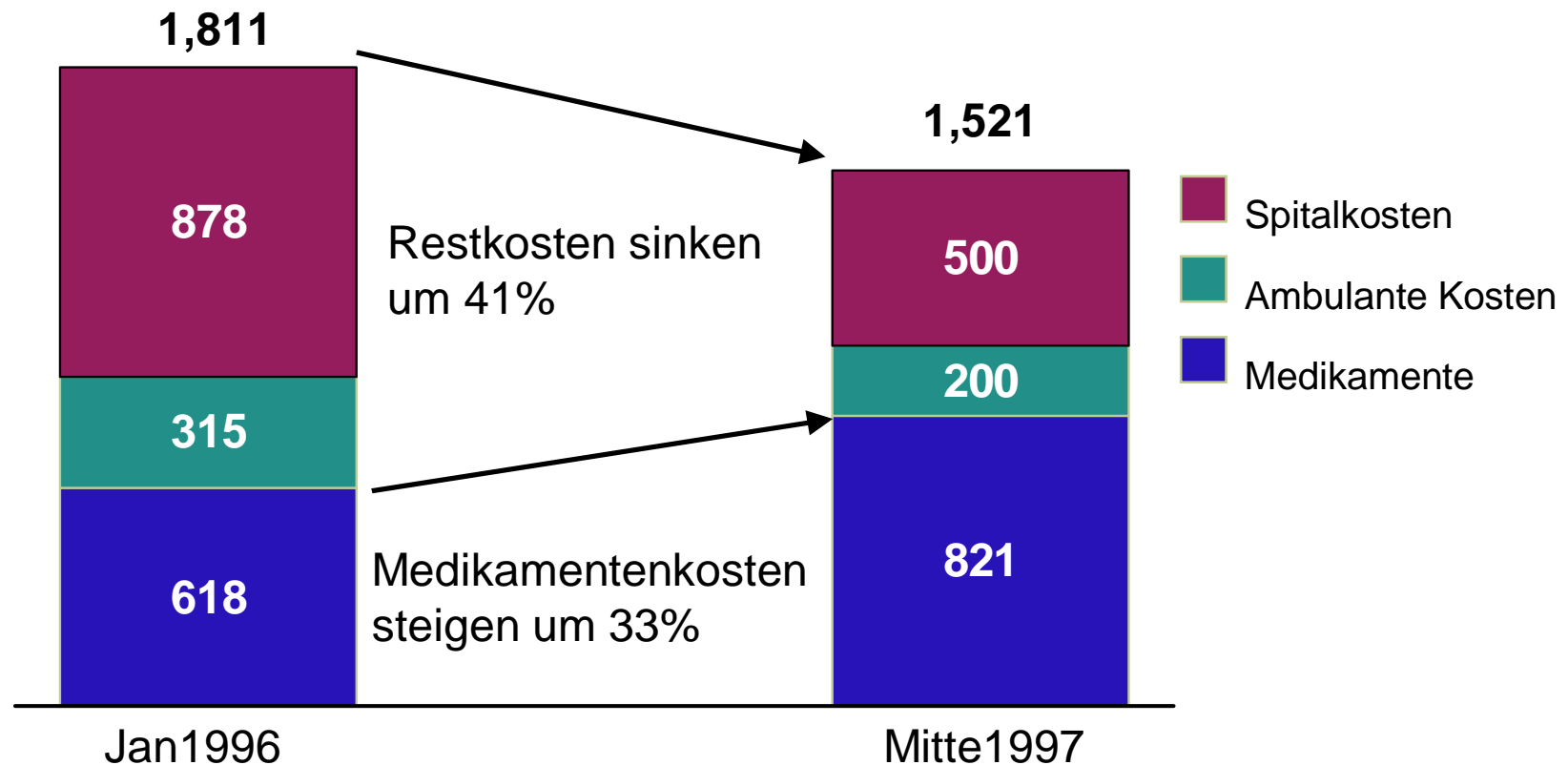
Quelle: OECD, Gesundheitsdaten 2005, Juni 2005

# ENTWICKLUNG DER LEBENSERWARTUNG IN DER SCHWEIZ



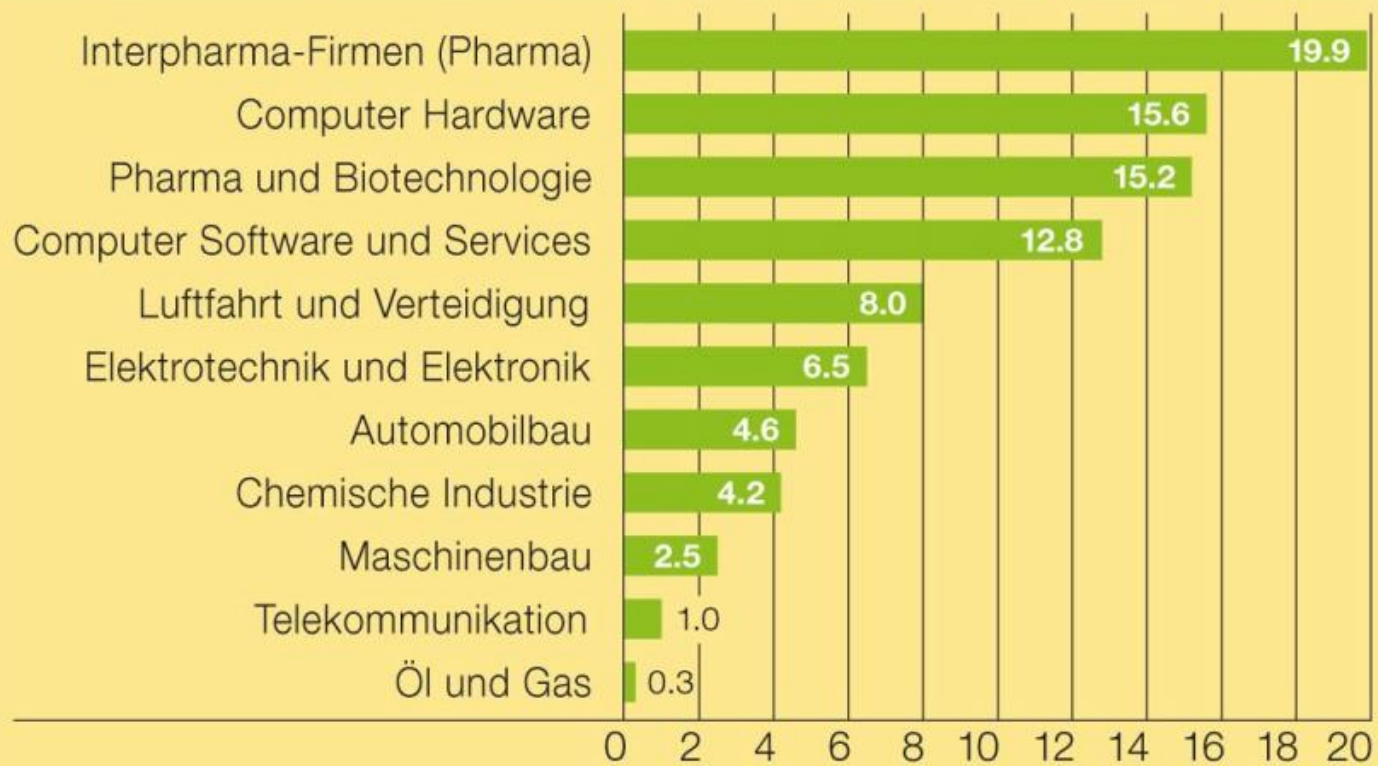
# INNOVATIVE MEDIKAMENTE SENKEN GESAMTKOSTEN

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



# FORSCHUNGS-AUSGABEN IM BRANCHENVERGLEICH

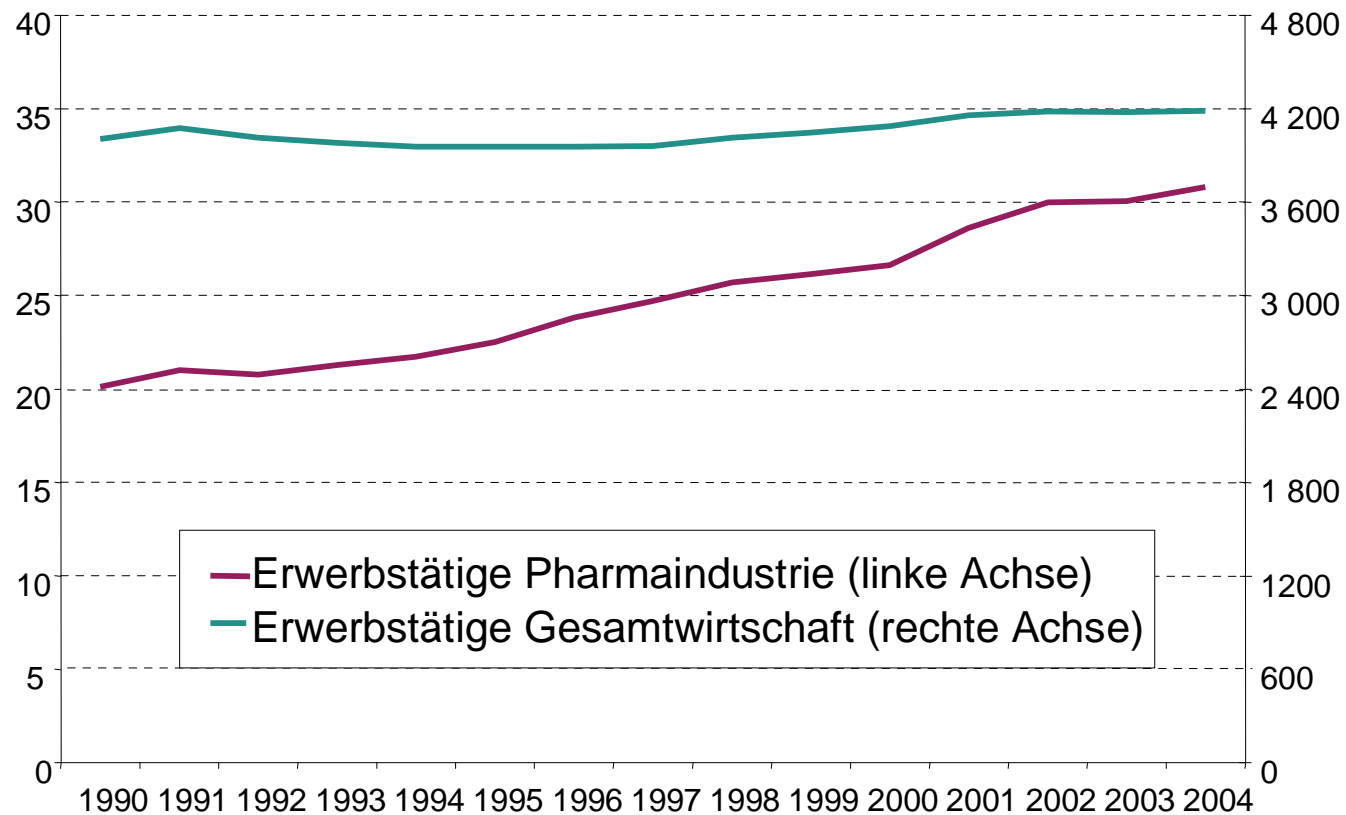
F&E Invest. in % vom Umsatz der Top 500 EU-Firmen (weltweit), 2003



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



# GESUNDHEITSWESEN ALS WICHTIGER ARBEITGEBER



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

\* Immobilien, Vermietung, Informatik, F & E

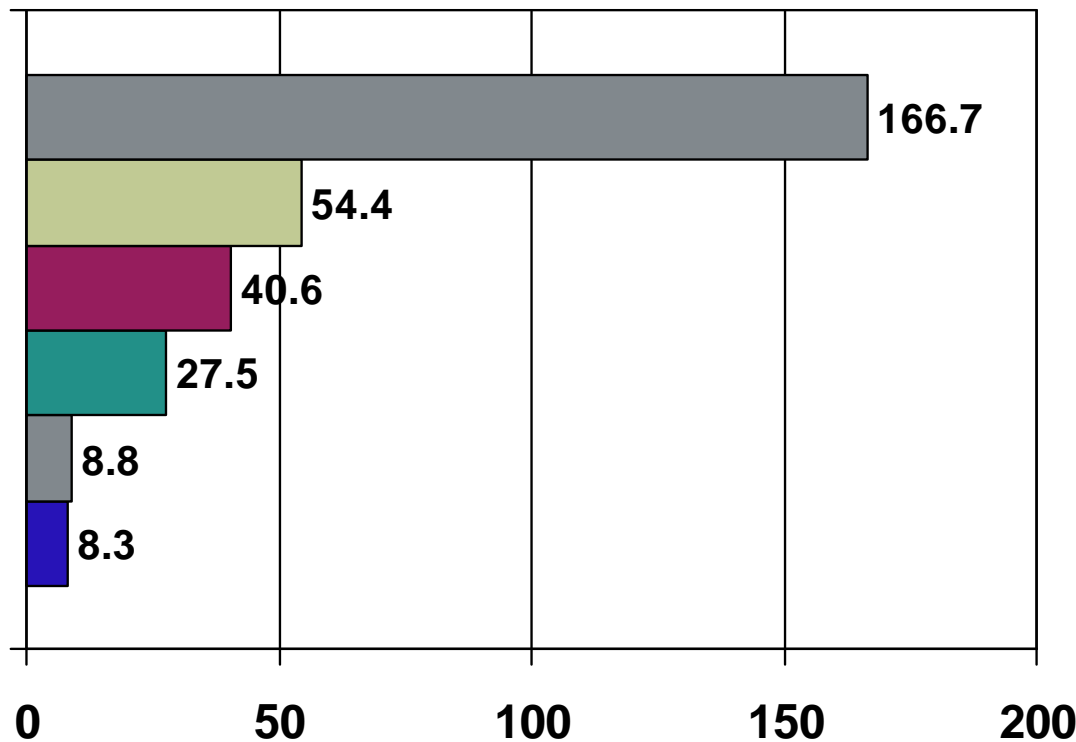
## DOW JONES STOXX 50 INDEX OF 50 EUROPEAN BLUE-CHIP STOCKS

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	



# UMSATZ DER TOP 15 PHARMA-FIRMEN WELTWEIT NACH LÄNDERN 2004

in Mrd. \$

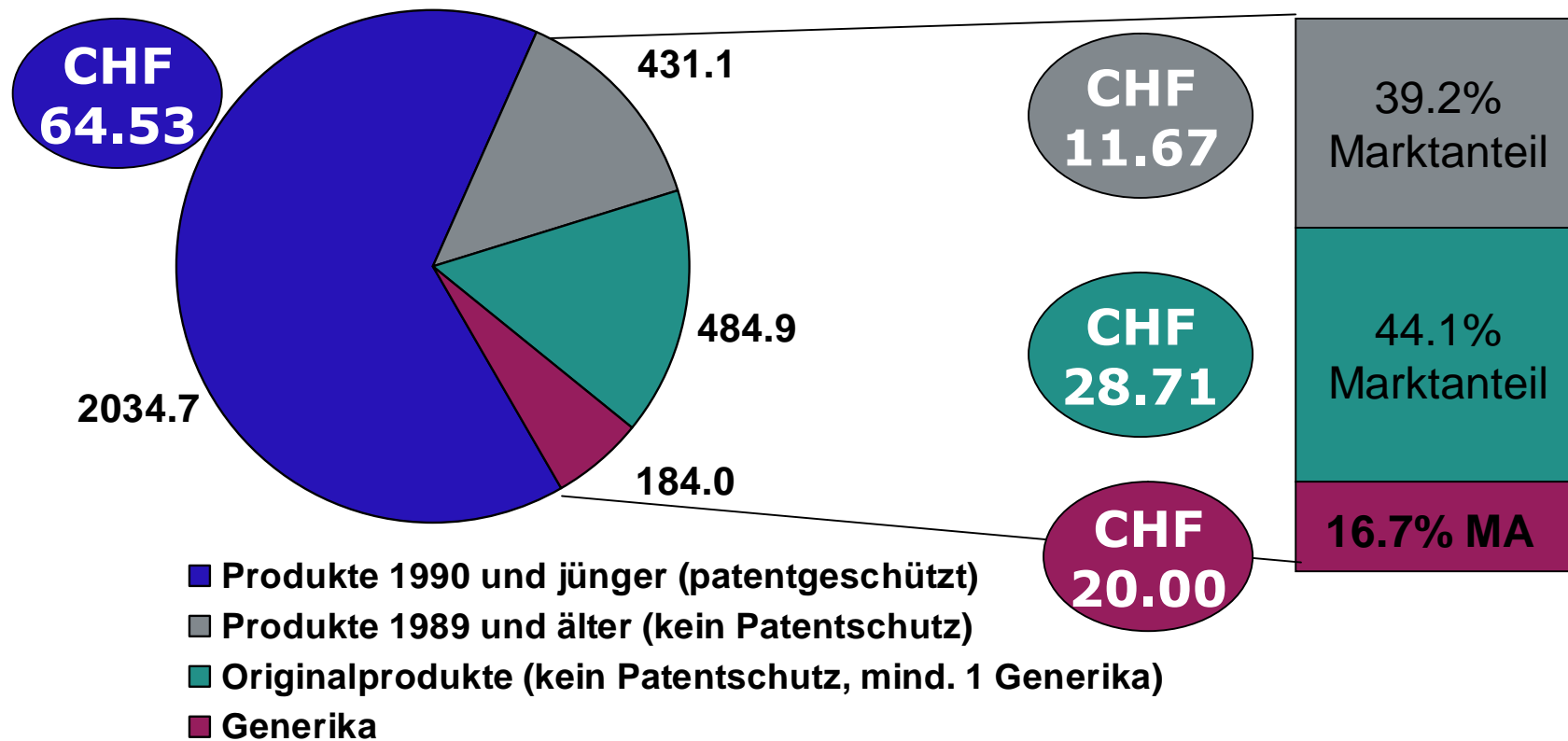


- USA (\*)
- UK (GSK, AstraZeneca)
- CH (Novartis, Roche)
- F (Sanofi-Aventis)
- J (Takeda)
- D (Boehringer Ingelheim)

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

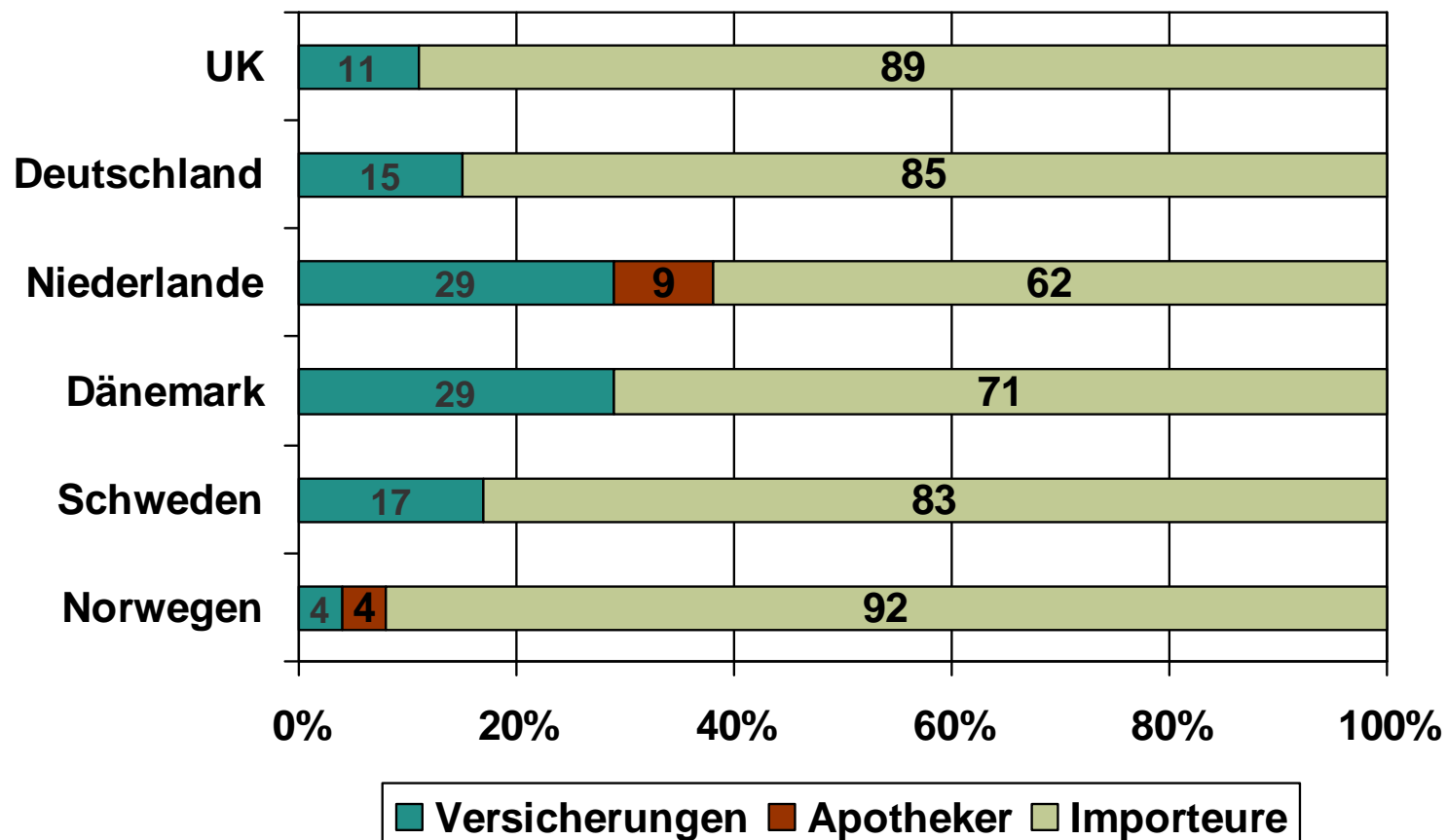
# GENERIKAFÄHIGER MARKT 2004

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



# IMPORTEURE PROFITIEREN AM MEISTEN VON PARALLELIMPORTEN

Prozentuale Verteilung der Gewinne aus Parallelimporten nach Stakeholdern:



1995: DEREGULIERUNG IM GESUNDHEITSMARKT  
→ ZWANG ZUR VERÄNDERUNG

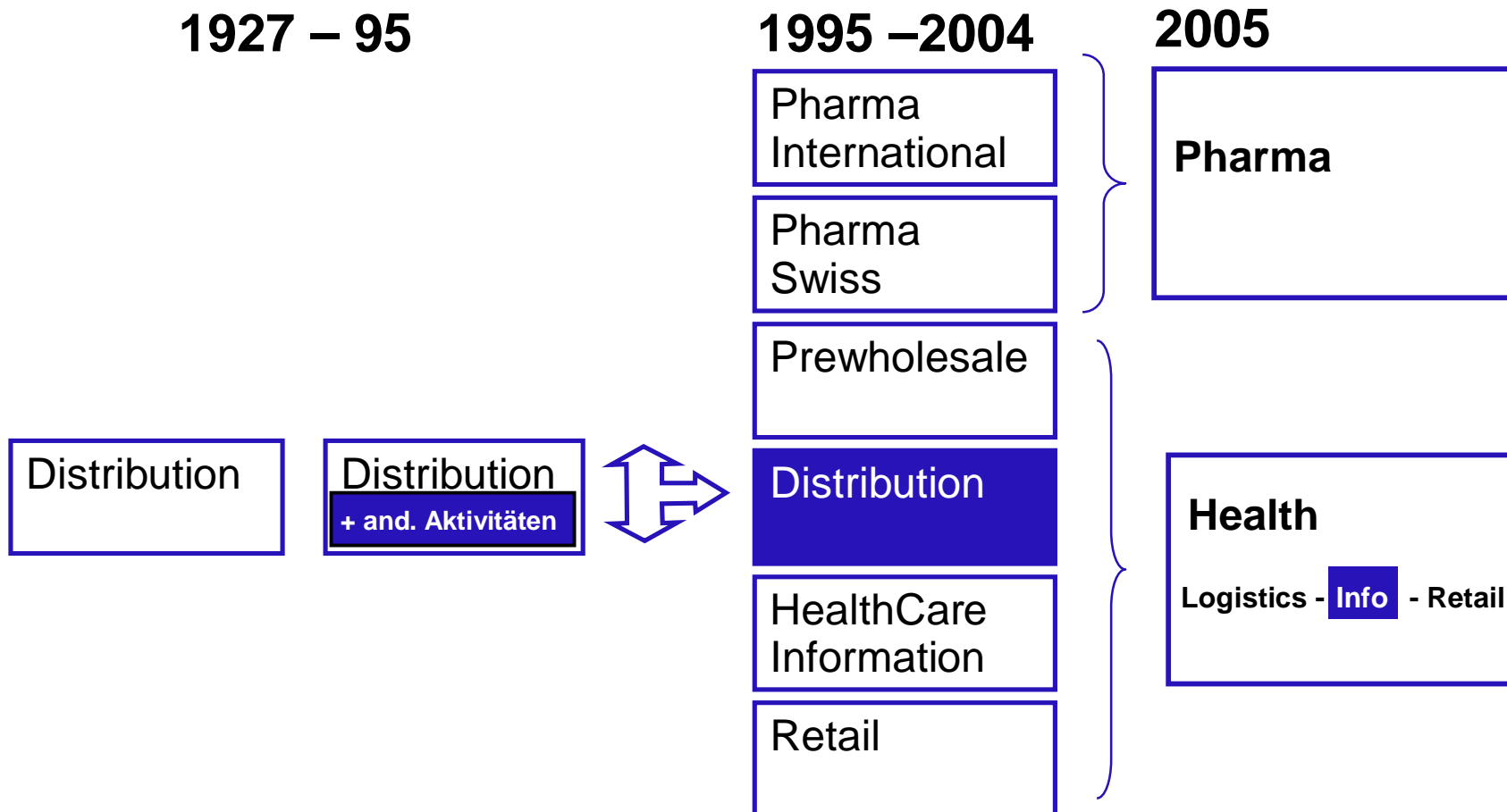
## **Rechtliche Rahmenbedingungen (1995)**

- \_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



# 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**

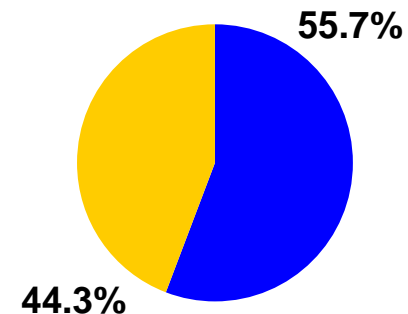
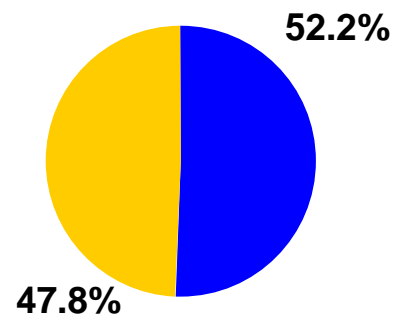
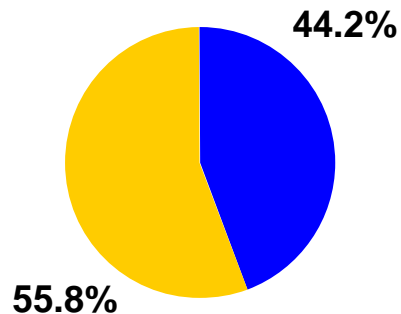
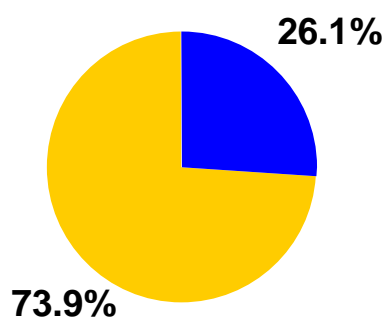
**Logistics - Information - Retail**

# THE PARENTERAL MARKET VENOFER®



# VENOFER® WORLDWIDE MARKET SHARE

**2001** → **2002** → **2003** → **2004**

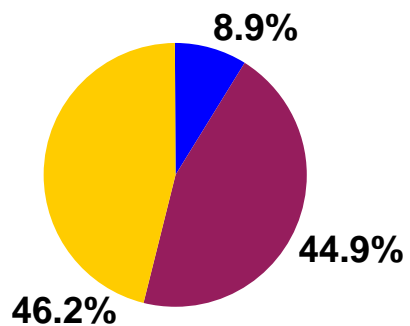


 Market share of Venofer

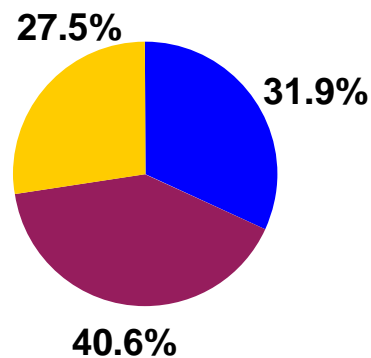


# VENOFER® IN THE USA

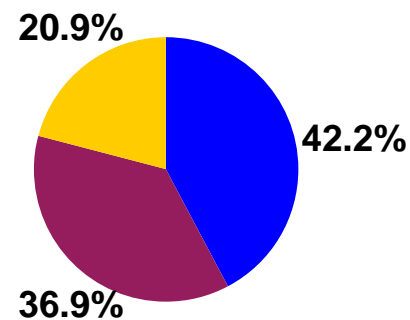
**2001**



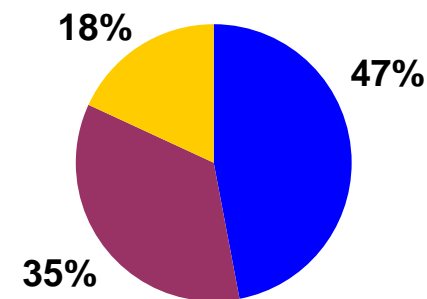
**2002**



**2003**



**2004**



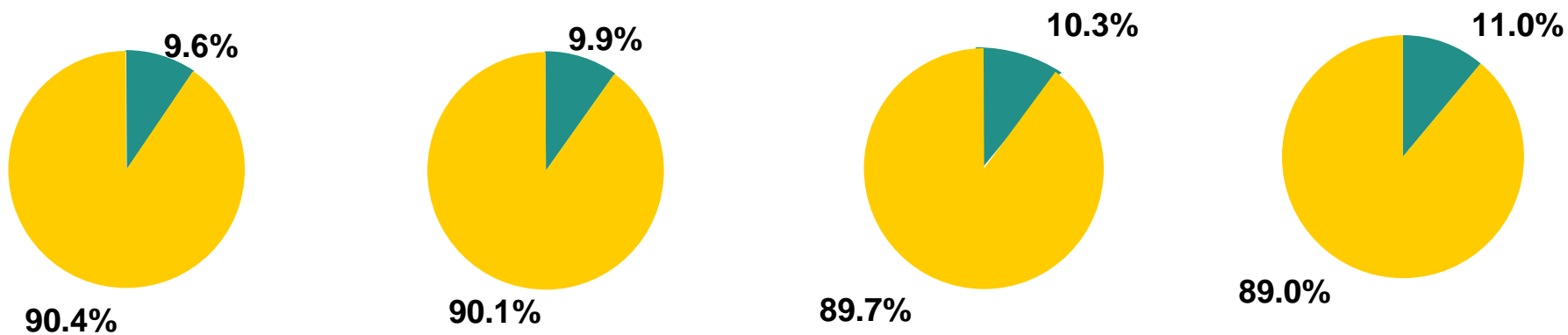
Market share: ■ Venofer® ■ Ferrlecit ■ Others


# MALTOFER® SALES IN 70 COUNTRIES



**MALTOFER®  
WORLDWIDE Nr 1 : MARKET SHARE**

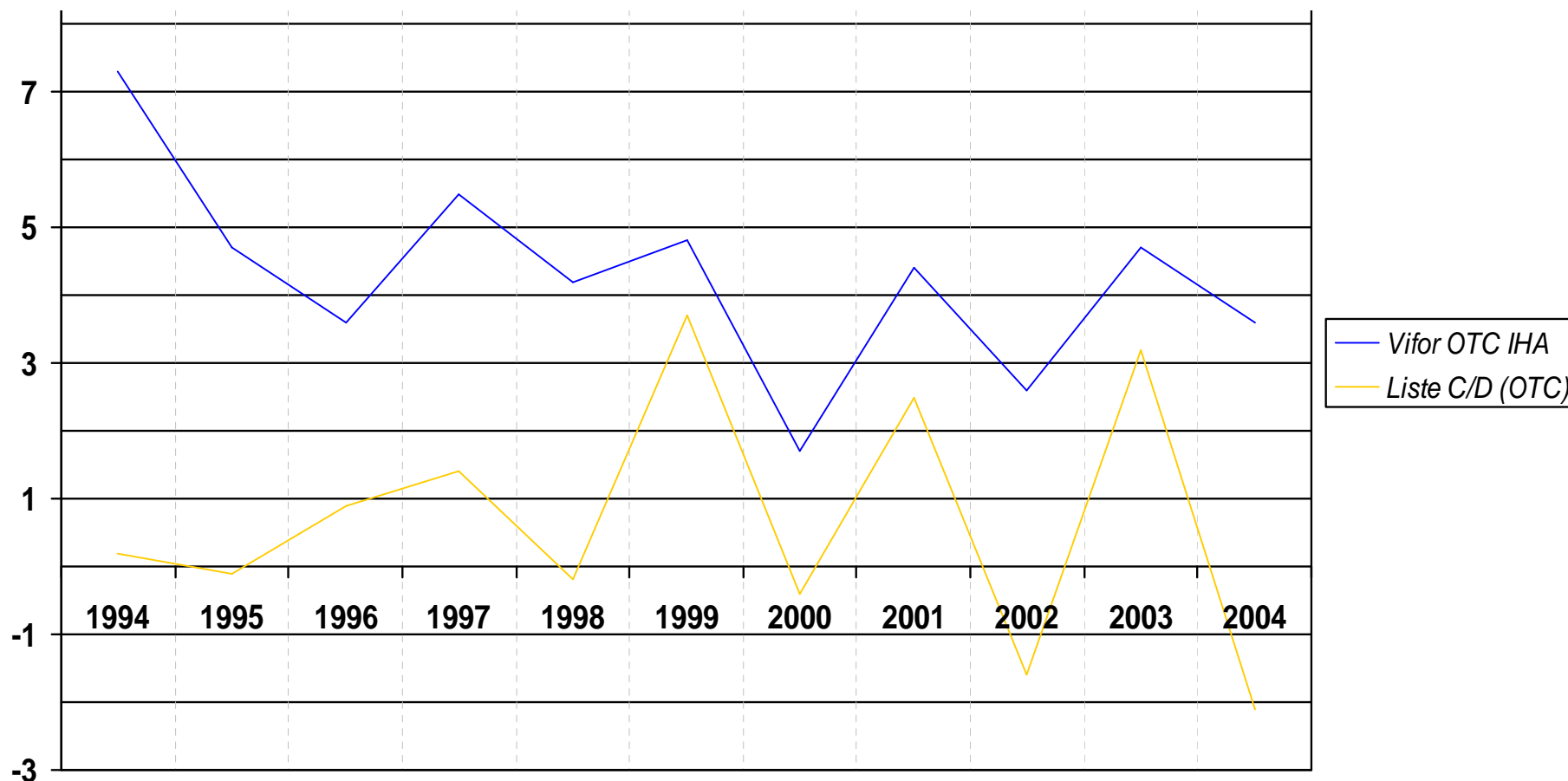
**2001**    **2002**    **2003**    **2004**



 **Market share of Vifor (International)**

# SWITZERLAND: EVOLUTION OF OTC'S 1994 - 2004

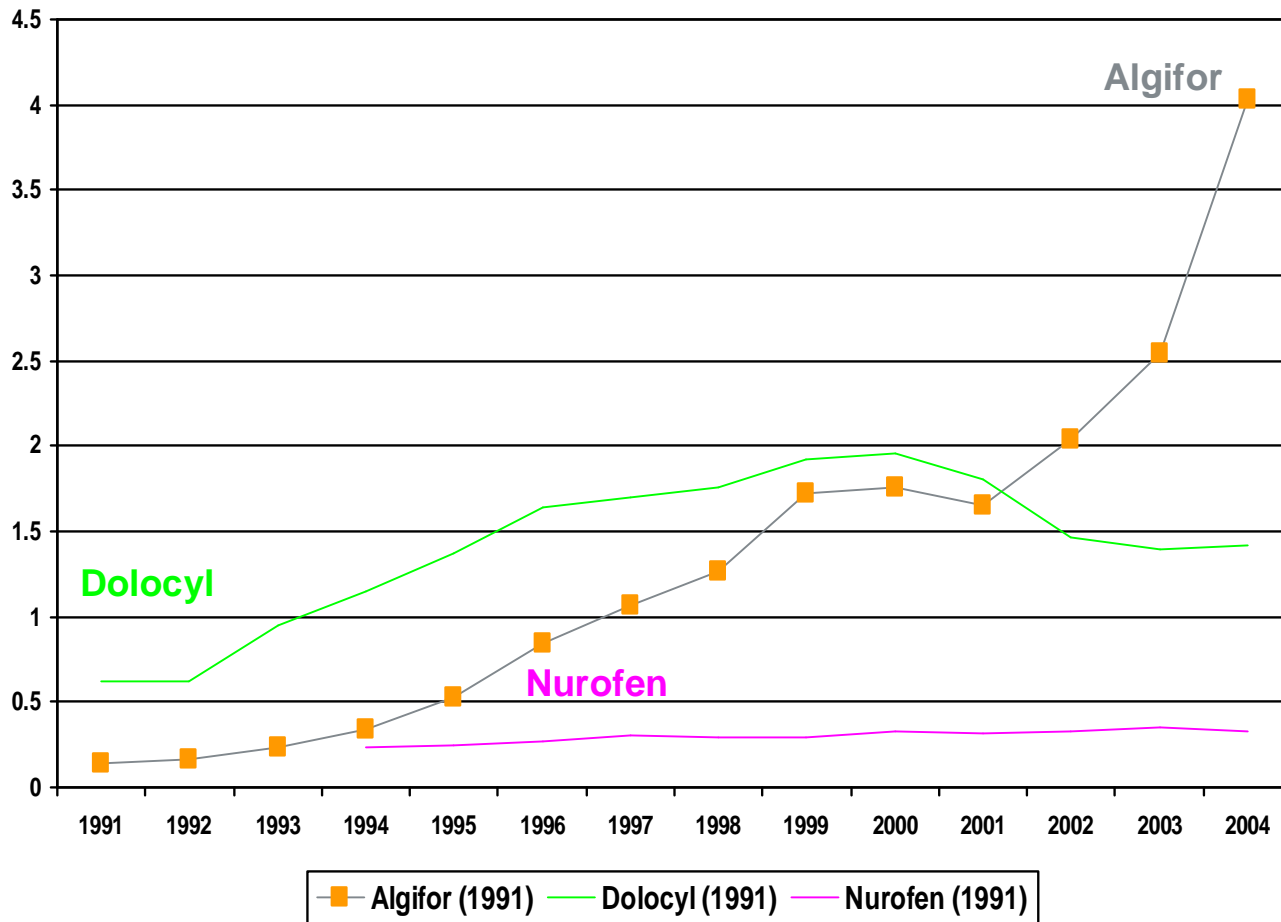
+/- %



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



# EVOLUTION OF ALGIFOR® 1991 – 2004 (IBUPROFEN)



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



# SYNERGIES CAPTURING ADDED VALUE IN SWITZERLAND

A wide range of goods and services

\_Manufacturing

\_Marketing

\_Prewholesale

\_Wholesale

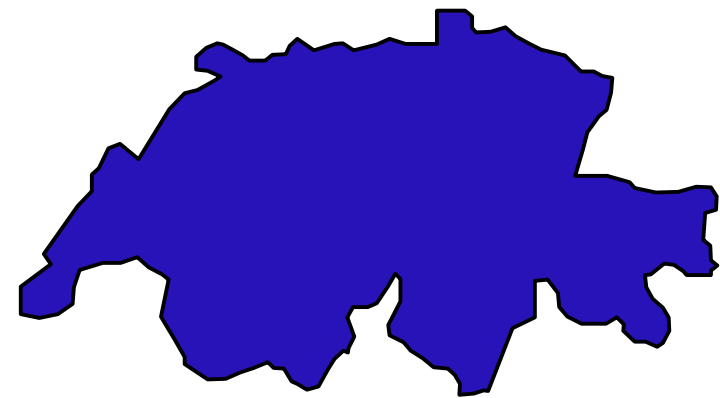
\_Information

\_Retail

**PHARMA**

**HEALTH**

Logistics - Information - Retail



RETAIL  
ONE CHAIN - ONE LOGO

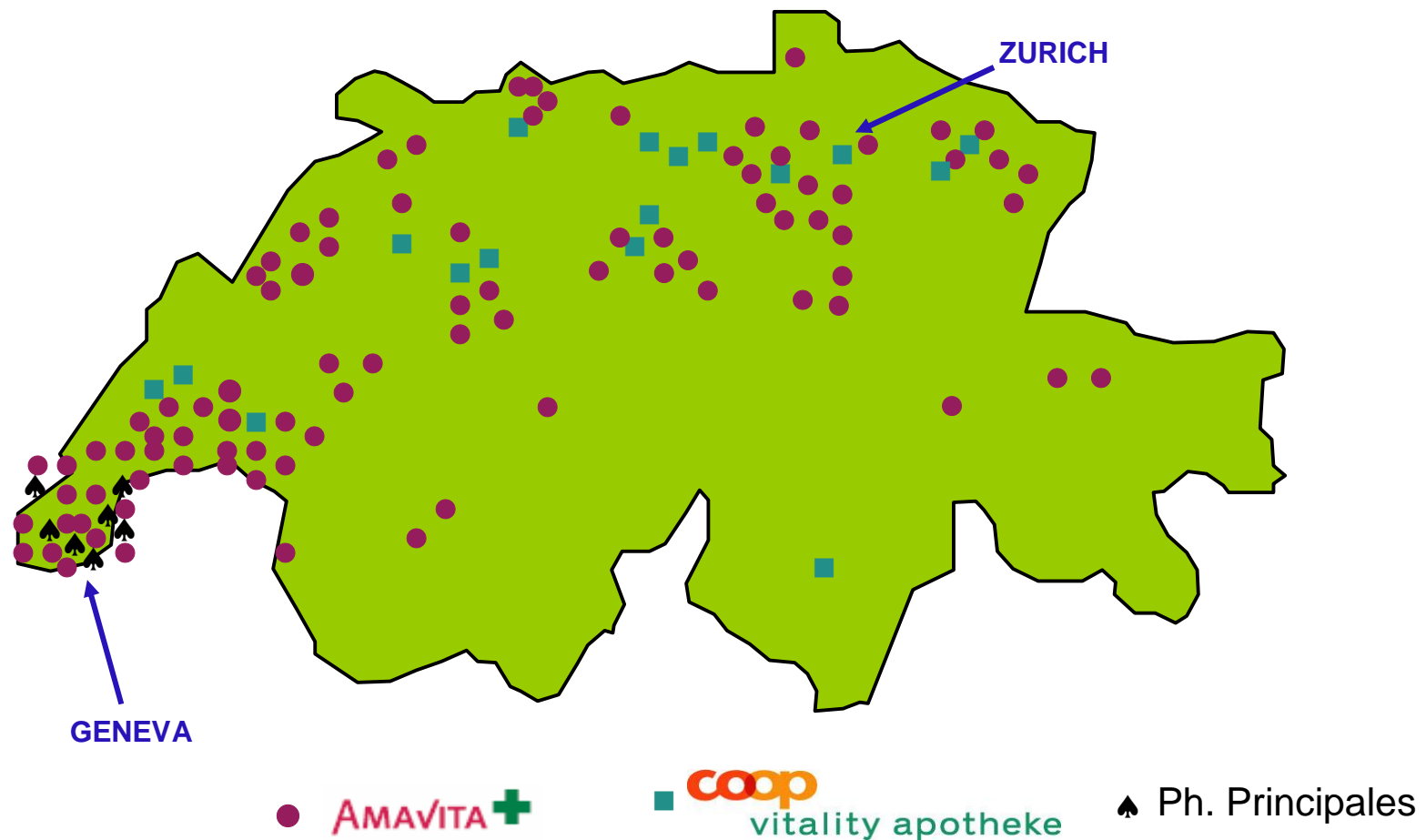
**AMAVITA** 



# AMAVITA ONE CORPORATE IDENTITY



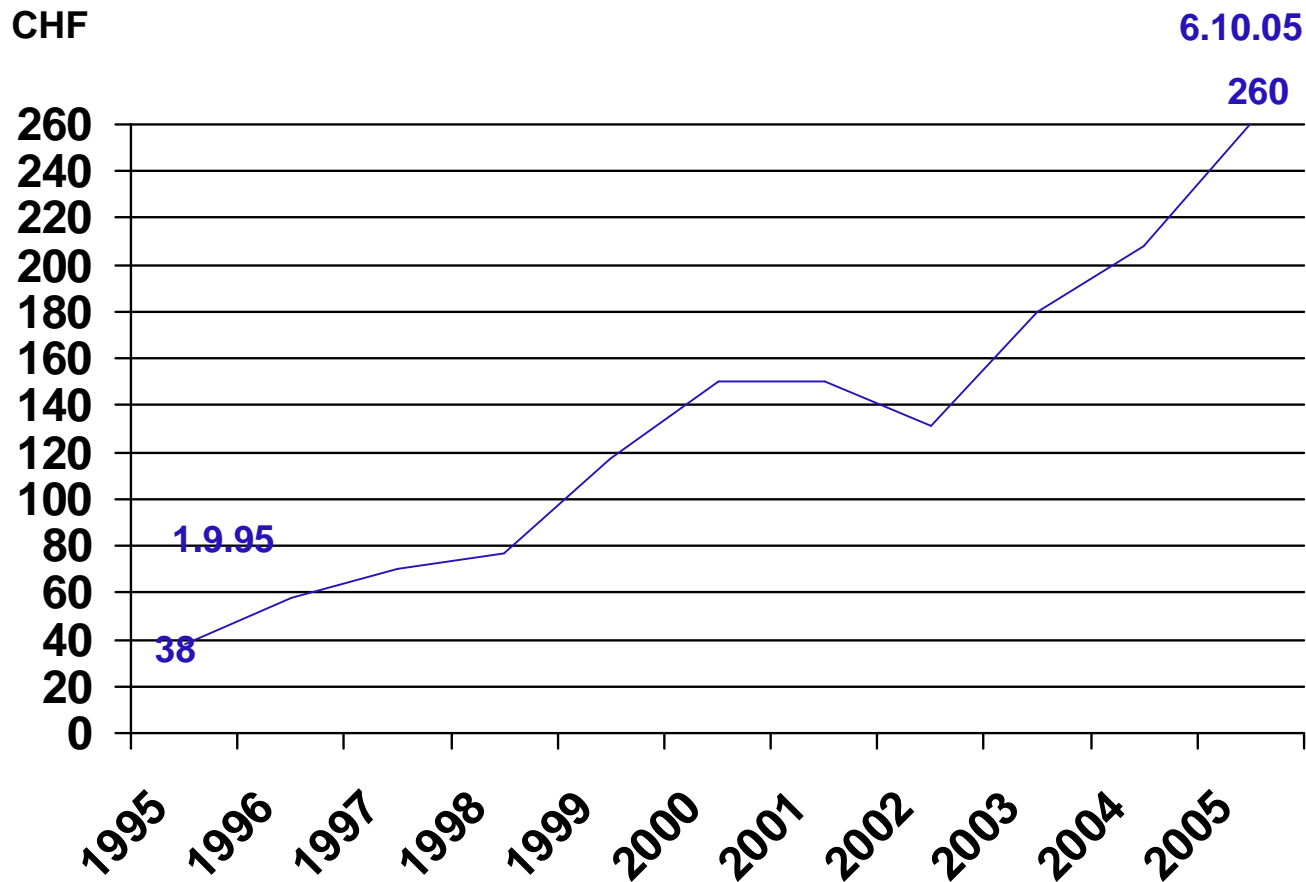
RETAIL (100% OWNED AND ASSOCIATES)



# DIE BILANZ

# 10 YEARS AFTER SHAREPRICE PERFORMANCE

CHF

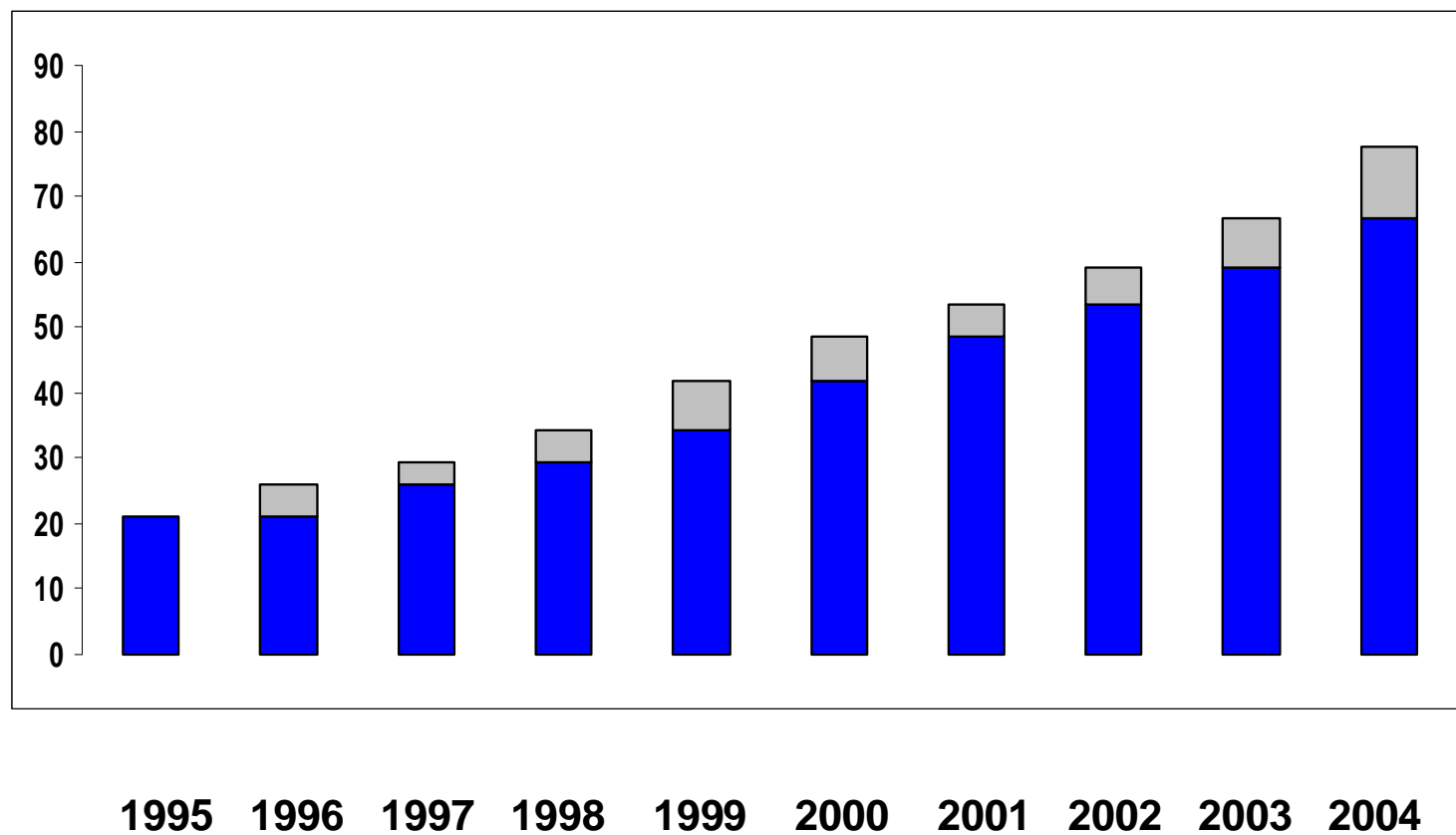


**Cumulative  
growth 584 %**

**Average growth  
rate p.a. 21 %**

# 10 YEARS AFTER CONSOLIDATED PROFIT

Mio. CHF



**Cumulative  
growth 265 %**

**Average growth  
rate p.a. 16 %**

# DIE BILANZ



## Galenica

### 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.

#### Global Equity Research

Switzerland

Retailers, Drug-Based

Rating **Buy 2**

Price target **CHF1,600.00/US\$1,174.44**

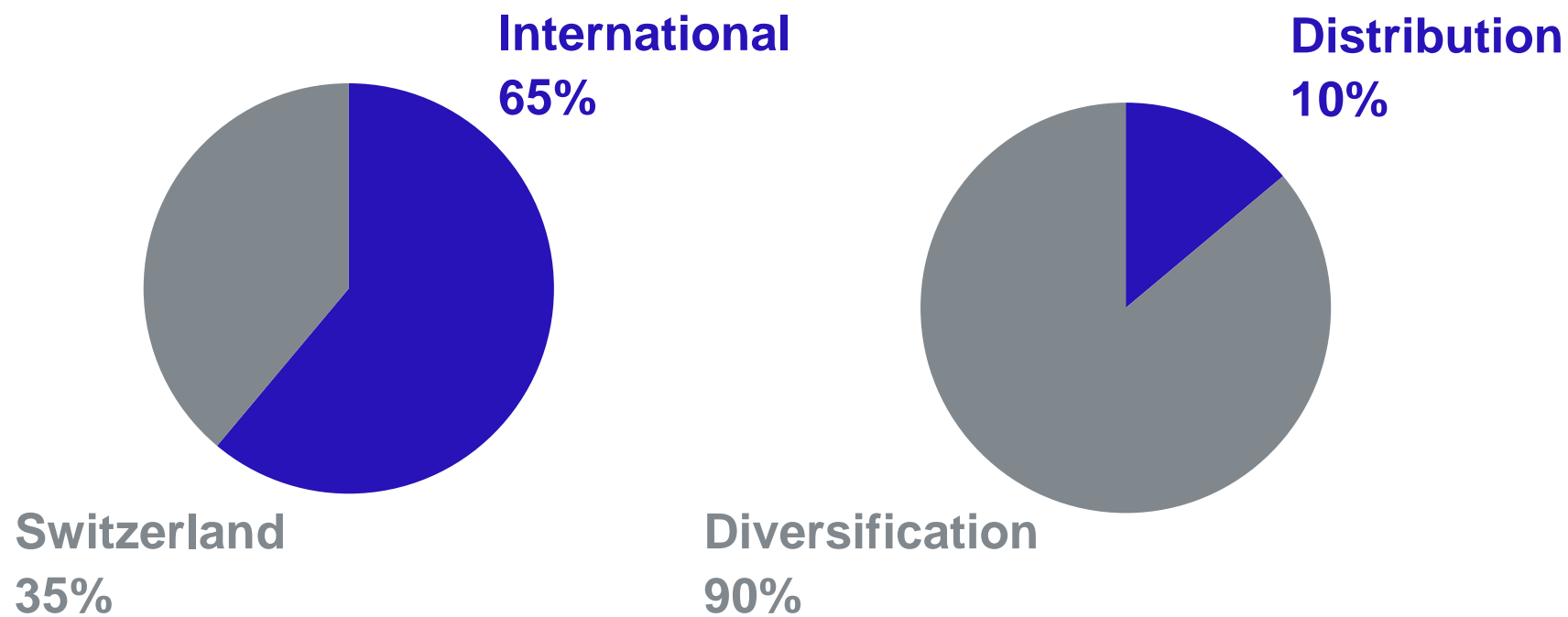
RIC: GALZn.S

27 January 2003

#### 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 - CONFIRMATION 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