



BofA Merrill Lynch Global Healthcare Conference

Dr. Gerard van Odijk
President and CEO, Teva Europe
London, 17 September 2010

Investor
Relations

Forward looking statements



TODAY'S PRESENTATION CONTAINS FORWARD-LOOKING STATEMENTS, WHICH EXPRESS THE CURRENT BELIEFS AND EXPECTATIONS OF MANAGEMENT. SUCH STATEMENTS INVOLVE A NUMBER OF KNOWN AND UNKNOWN RISKS AND UNCERTAINTIES THAT COULD CAUSE OUR FUTURE RESULTS, PERFORMANCE OR ACHIEVEMENTS TO DIFFER SIGNIFICANTLY FROM THE RESULTS, PERFORMANCE OR ACHIEVEMENTS EXPRESSED OR IMPLIED BY SUCH FORWARD-LOOKING STATEMENTS. IMPORTANT FACTORS THAT COULD CAUSE OR CONTRIBUTE TO SUCH DIFFERENCES INCLUDE RISKS RELATING TO: OUR ABILITY TO SUCCESSFULLY DEVELOP AND COMMERCIALIZE ADDITIONAL PHARMACEUTICAL PRODUCTS, THE INTRODUCTION OF COMPETING GENERIC EQUIVALENTS, THE EXTENT TO WHICH WE MAY OBTAIN U.S. MARKET EXCLUSIVITY FOR CERTAIN OF OUR NEW GENERIC PRODUCTS AND REGULATORY CHANGES THAT MAY PREVENT US FROM UTILIZING EXCLUSIVITY PERIODS, POTENTIAL LIABILITY FOR SALES OF GENERIC PRODUCTS PRIOR TO A FINAL RESOLUTION OF OUTSTANDING PATENT LITIGATION, INCLUDING THAT RELATING TO THE GENERIC VERSIONS OF NEURONTIN®, LOTREL®, PROTONIX® AND YAZ®, CURRENT ECONOMIC CONDITIONS, THE EXTENT TO WHICH ANY MANUFACTURING OR QUALITY CONTROL PROBLEMS DAMAGE OUR REPUTATION FOR HIGH QUALITY PRODUCTION, THE EFFECTS OF COMPETITION ON OUR INNOVATIVE PRODUCTS, ESPECIALLY COPAXONE® SALES, DEPENDENCE ON THE EFFECTIVENESS OF OUR PATENTS AND OTHER PROTECTIONS FOR INNOVATIVE PRODUCTS, ESPECIALLY COPAXONE®, THE IMPACT OF CONSOLIDATION OF OUR DISTRIBUTORS AND CUSTOMERS, THE IMPACT OF PHARMACEUTICAL INDUSTRY REGULATION AND PENDING LEGISLATION THAT COULD AFFECT THE PHARMACEUTICAL INDUSTRY, OUR ABILITY TO ACHIEVE EXPECTED RESULTS THROUGH OUR INNOVATIVE R&D EFFORTS, THE DIFFICULTY OF PREDICTING U.S. FOOD AND DRUG ADMINISTRATION, EUROPEAN MEDICINES AGENCY AND OTHER REGULATORY AUTHORITY APPROVALS, THE UNCERTAINTY SURROUNDING THE LEGISLATIVE AND REGULATORY PATHWAY FOR THE REGISTRATION AND APPROVAL OF BIOTECHNOLOGY-BASED PRODUCTS, THE REGULATORY ENVIRONMENT AND CHANGES IN THE HEALTH POLICIES AND STRUCTURES OF VARIOUS COUNTRIES, ANY FAILURES TO COMPLY WITH THE COMPLEX MEDICARE AND MEDICAID REPORTING AND PAYMENT OBLIGATIONS, THE EFFECTS OF REFORMS IN HEALTHCARE REGULATION, SUPPLY INTERRUPTIONS OR DELAYS THAT COULD RESULT FROM THE COMPLEX MANUFACTURING OF OUR PRODUCTS AND OUR GLOBAL SUPPLY CHAIN, INTERRUPTIONS IN OUR SUPPLY CHAIN OR PROBLEMS WITH OUR INFORMATION TECHNOLOGY SYSTEMS THAT ADVERSELY AFFECT OUR COMPLEX MANUFACTURING PROCESSES, POTENTIAL TAX LIABILITIES THAT MAY ARISE SHOULD OUR AGREEMENTS (INCLUDING INTERCOMPANY ARRANGEMENTS), BE CHALLENGED SUCCESSFULLY BY TAX AUTHORITIES, OUR ABILITY TO SUCCESSFULLY IDENTIFY, CONSUMMATE AND INTEGRATE ACQUISITIONS AND OTHER BUSINESS COMBINATIONS (INCLUDING OUR PENDING ACQUISITION OF RATIOPHARM), THE POTENTIAL EXPOSURE TO PRODUCT LIABILITY CLAIMS TO THE EXTENT NOT COVERED BY INSURANCE, OUR EXPOSURE TO FLUCTUATIONS IN CURRENCY, EXCHANGE AND INTEREST RATES, AS WELL AS TO CREDIT RISK, SIGNIFICANT OPERATIONS WORLDWIDE THAT MAY BE ADVERSELY AFFECTED BY TERRORISM, POLITICAL OR ECONOMICAL INSTABILITY OR MAJOR HOSTILITIES, OUR ABILITY TO ENTER INTO PATENT LITIGATION SETTLEMENTS AND THE INCREASED GOVERNMENT SCRUTINY OF OUR AGREEMENTS WITH BRAND COMPANIES IN BOTH THE U.S. AND EUROPE, THE TERMINATION OR EXPIRATION OF GOVERNMENTAL PROGRAMS AND TAX BENEFITS, IMPAIRMENT OF INTANGIBLE ASSETS AND GOODWILL, ANY FAILURE TO RETAIN KEY PERSONNEL OR TO ATTRACT ADDITIONAL EXECUTIVE AND MANAGERIAL TALENT, ENVIRONMENTAL RISKS, AND OTHER FACTORS THAT ARE DISCUSSED IN OUR ANNUAL REPORT ON FORM 20-F FOR THE YEAR ENDED DECEMBER 31, 2009, IN THIS REPORT AND IN OUR OTHER FILINGS WITH THE U.S. SECURITIES AND EXCHANGE COMMISSION ("SEC").

Targets for 2015

TEVA

Revenues

\$31 bn

Net income

\$6.8 bn

Net profitability

22%

Growth through market share



	2015 sales targets	2009-2015 CAGR
North America	\$15bn	9.5%
Europe	\$9bn	18.6%
International	\$7bn	23.2%
Total	\$31bn	14.3%

Still room for growth in generics? - YES!

\$135-150 bn in 2015

GROWTH

Increasing opportunities in **emerging generics markets**

GROWTH

People living **longer** and consuming **more** drugs

GROWTH

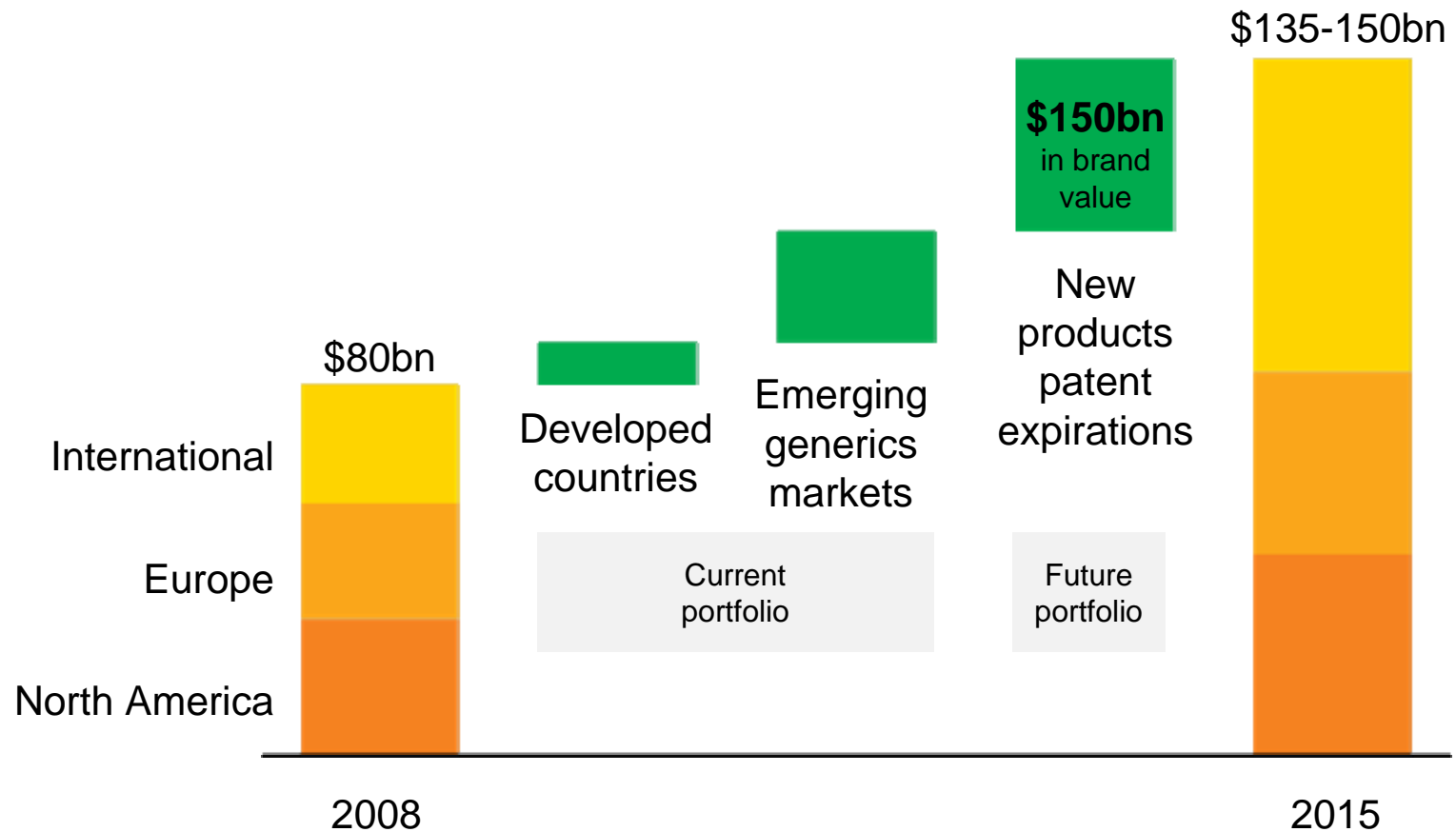
Healthcare **reforms** and cost saving initiatives

GROWTH

\$150bn of brands going **off-patent** in the next 5 years

Growing demand for generics

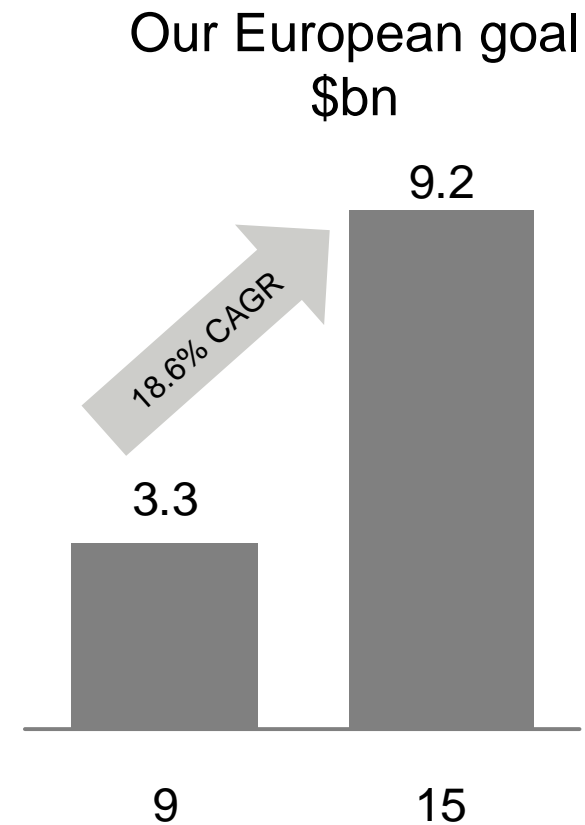
Market outlook for global generic sales



Europe is an important growth engine



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Total	\$31bn	14.3%



ratiopharm acquisition – supports 2015 strategic goal



Indisputable leadership, #1 in Europe



#2 in Germany



Balanced: countries, customers, products



Strong operational platform

1	UK
1	Italy
1	Spain
1	Netherlands
1	Hungary
2	Germany
2	Czech Republic
3	France
3	Poland

**Strong platform
for future growth**

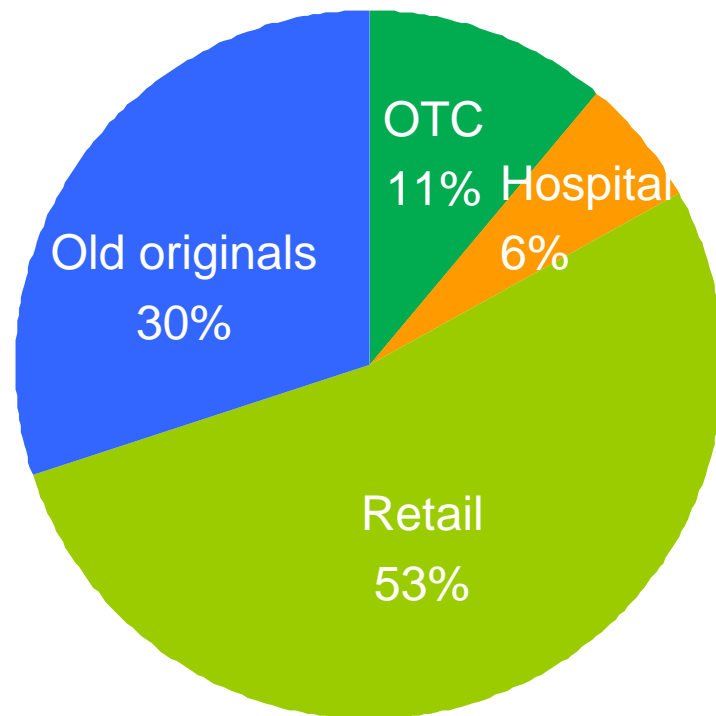
**Strong
pan-
European
footprint**

**#1 in 10
EU
markets**

**Top 3 in 7
other EU
markets**

The German generics market

Generics market segments (value) - 2010



#1 market in Europe
#2 market globally

Market size: ~€9.5bn* gross

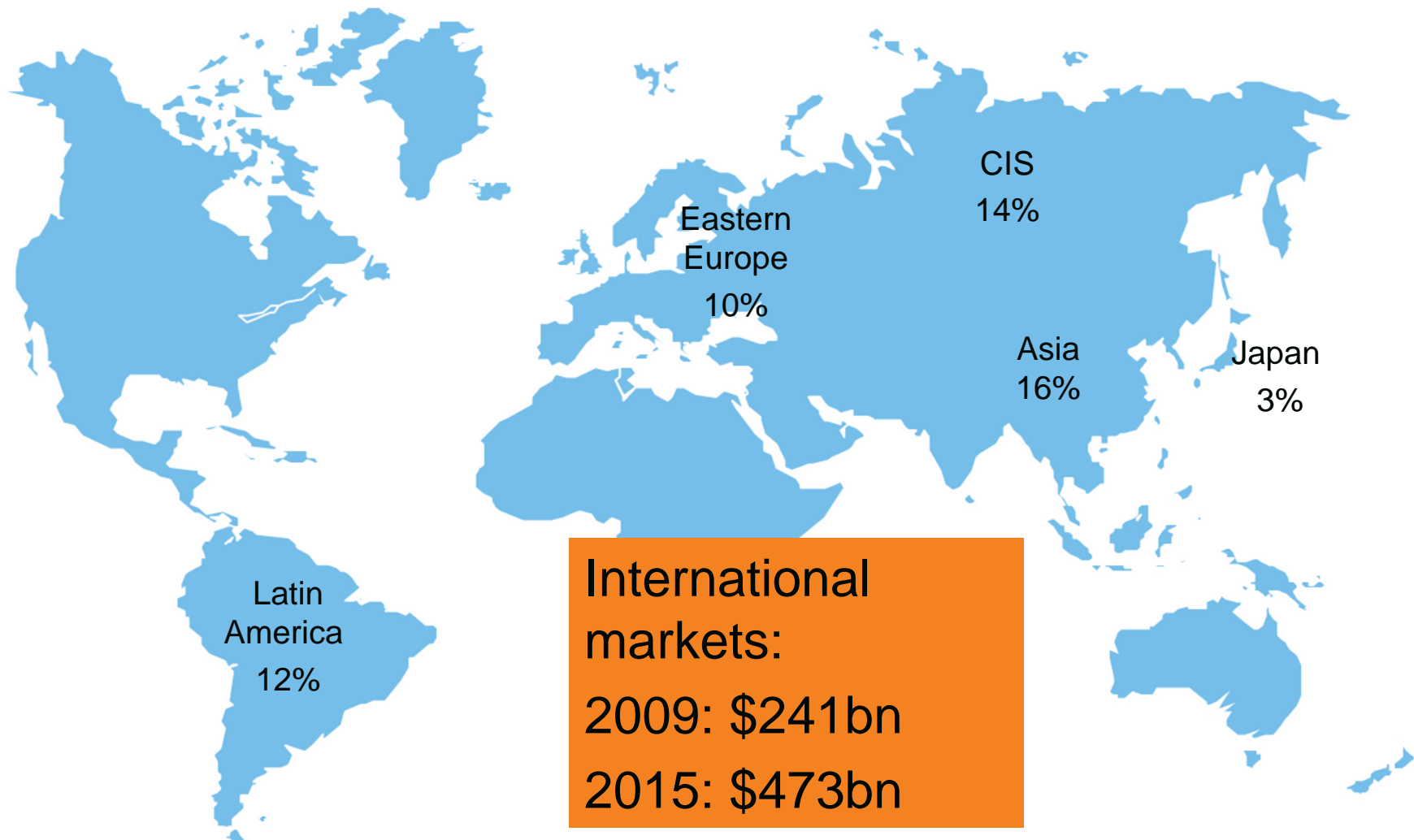
Multiple segments

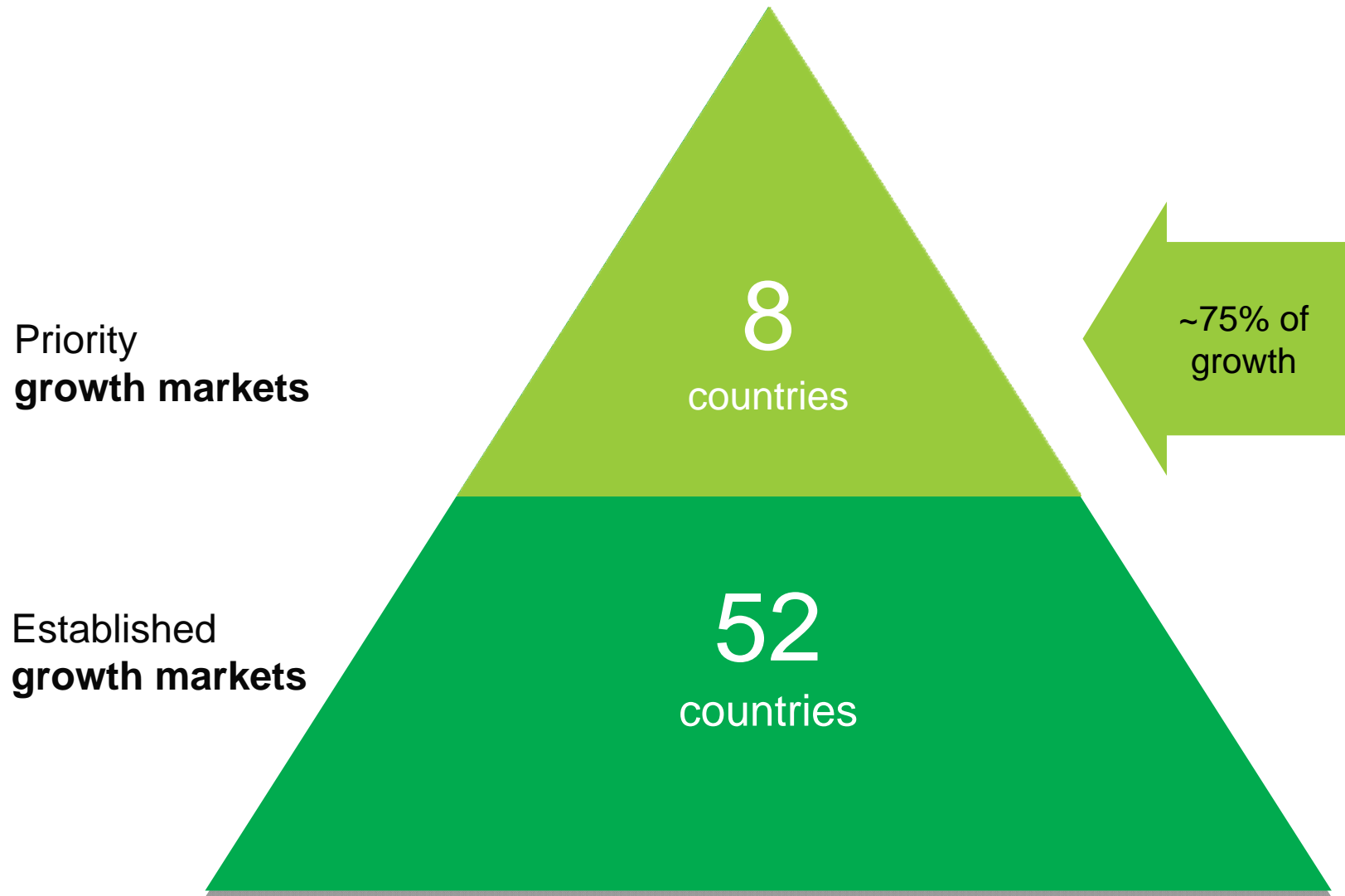
Only part of the retail segment is subject to tenders

* Retail, Hospital, OTC and old originals

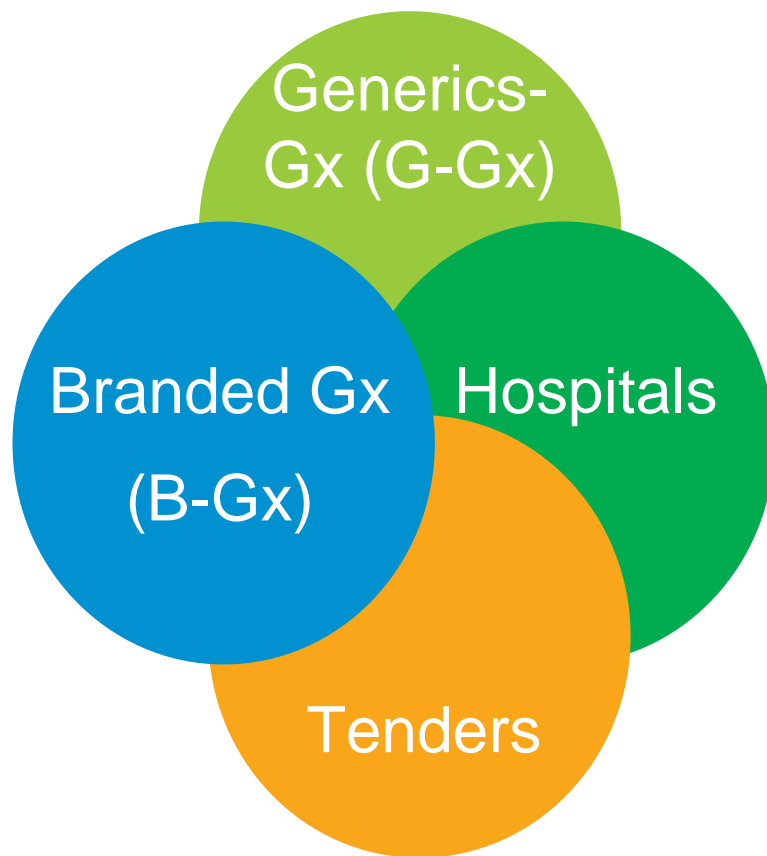
Strong international growth

Pharma market (CAGRs 2009-2015)





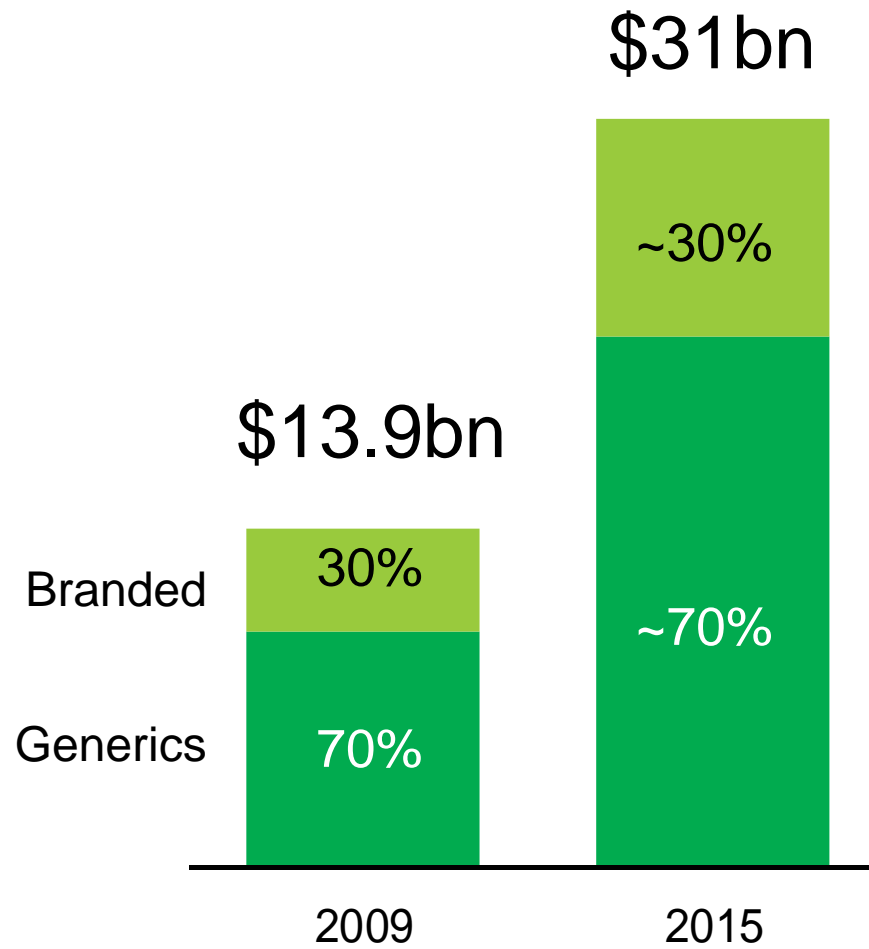
Multiple generics models



Teva's advantages

- 1,250 generic molecules
- Local market knowledge
- Relationships: payers & buyers
- Regulatory expertise
- Vertical integration
- Speed & agility
- High quality products
- Low cost manufacturing
- Global supply chain

Maintaining Teva's mix of generic/branded



Continued performance

No.1 MS therapy in the U.S. and globally
Continued solid growth: 13% QoQ
Record U.S. share: 39.7% TRxs / 38.4% NRxs

Copaxone improvements

SONG (low dose Copaxone) FDA action date: 01/01/11
GALA – 3x / week 40 mg - began recruiting in Q2 2010

Oral therapies

Inferior safety profile
2nd line therapy / new potential patients

Laquinimod

2 global phase III trials; results expected in 2011
Immuno-modulatory compound – best safety profile among orals



Loaded innovation pipeline



	Marketed Products	End phase III 2010-2012	End phase III 2013-2015
Innovative	Copaxone® Multiple Sclerosis		TV-1101 (OGX-011) (Phase III) Prostate Cancer 1st line
	Azilect® Parkinson's	Laquinimod – Oral Multiple Sclerosis (Phase III)	TV-1101 (OGX-011) (Phase III) Prostate Cancer 2nd line
Respiratory	QVAR® Inhaled Steroid	StemEx® – Hemato-oncological (Phase III)	TV-1101 (OGX-011) Lung Cancer (Phase III)
	ProAir™ Inhaled short acting beta-mimetic	Debrase – Burns (Phase III)	DiaPep-277 – Type I Diabetes (Phase III)
	Easi-Breathe products Asthma & COPD	BDP HFA Nasal – Respiratory (Phase III)	Laquinimod – Crohn's disease (Phase II)
	Seasonique® / LoSeasonique™ Extended Regimen Contraception	4 Respiratory projects (undisclosed)	CT-011 – Hemato-Oncological (Phase II)
Women's health	Plan B® One-Step Emergency Contraception	DR-103 – Contraception (Phase III)	CT-011 – Solid Tumor Oncology (Phase II)
	ParaGard® Intrauterine Contraception	Oxybutynin Vaginal Ring – Overactive Bladder (Phase III)	Laquinimod – Lupus (Phase II)
	Enjuvia™ Hormone Therapy	Progesterone Vaginal Ring - Infertility (Phase III)	TV-1390 – Multiple Sclerosis (Phase I)
Biologics	TEV-TROPIN® Growth Hormone Deficiency	DR-102 – Contraception (Phase III)	2 Respiratory projects (undisclosed)
	TevaGrastim®/RatioGrastim® Hematology	Neugranin – Hematology (Phase III)	3 Biosimilars projects (undisclosed)

* BLA file submitted to FDA in October 2009



Growth



Sustainable, balanced business model



High profitability



Financial strength



TEVA

Q&A