



TEVA PHARMACEUTICAL INDUSTRIES LTD.



## Rolling Out Our GGR Strategy

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September 9, 2008  
Jerusalem

## Key Themes



**Goal of Global  
Generic  
Resources**

**Enable Teva to win  
in all markets where  
we compete**

# Key Pillars of Our Strategy



Increase Teva's market share in key markets

- **Extend leadership in U.S.**
- **Establish leadership in key EU and International markets**

Double our product portfolio

- **Double R&D capabilities**
- **Focus on first-to-market / Paragraph IVs**
- **Double production capacity**

Redefine customer service

- **Develop big-to-big offerings**
- **Create new go-to-market initiatives**

Biotechnology: Next growth wave in generics

- **Invest in the next wave of technology and Generics**
- **Create affordable Biogenerics: lower cost, greater value**

Innovative business

- **Focus on niche specialty areas**
- **Leverage unique sourcing, development and go-to-market approaches**

# Key Pillars of Our Strategy



## GR&D

Increase Teva's market share in key markets

Double our product portfolio

### *Achieve 2x Submissions*

- Globalize and Integrate product selection
- Develop Earlier
- Strengthen Scientific Know-how
- Establish Regional Managers: US, EU, International
- Globalize Biopharmaceutics
- Focus on Value and Quality of Submissions

# Teva Global Generic R&D Sites

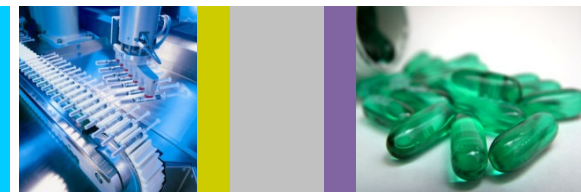


GR&D sites

16



# Global Portfolio Uses U.S. as Springboard



## Leverage Know How

- API development
- Formulation technology
- Bioequivalence studies
- Manufacturing process

	2007	→	2010
# Global Files	126		More than double
High Portfolio Value: Total Value and Value per File			



## What Makes Teva Generic R&D Successful



- Truly globalized Generic R&D
- People and management experience
- Legal and regulatory expertise
- Leveraging files between markets
- Vertical integration with Teva API
- Teva is a preferred customer (API vendors, CRO's)

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# Key Pillars of Our Strategy



## Operations

Increase Teva's market share in key markets

Double our product portfolio

Redefine customer service

### *Supply Chain Infrastructure*

- Double manufacturing infrastructure
- Develop “customer focused” packaging solutions
- Adjust the plant-product portfolio according to the strategic profiling
- Invest in Quality and GMP compliance
- Improve effectiveness and competitiveness

### *Supply Chain Processes*

- Build segmented “End-to-End” Supply chain processes
- Build “End-to-End” new product launch processes
- Increase back integration with Teva API
- Complete the supporting IT systems

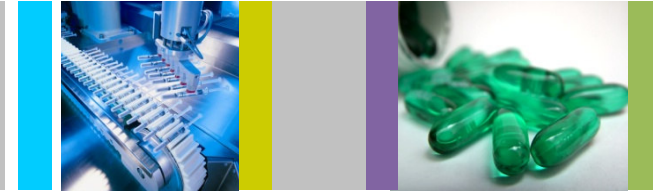
# Operations – Global Presence



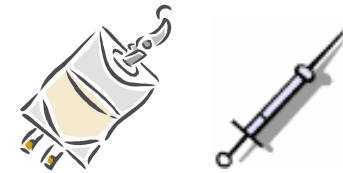
Manufacturing sites 30



# Wide Range of Technologies



Tablets, Capsules, MR Tablets,  
Powders for suspension



Pre-filled syringes, Vials, Ampoules,  
Infusion Bags, Nebules (BFS),  
Ophthalmics



Metered Dose Inhalers (MDI's)  
Metered Dose Powder Inhalers (MDPI's)  
Breath Actuated Inhalers (BAI's)



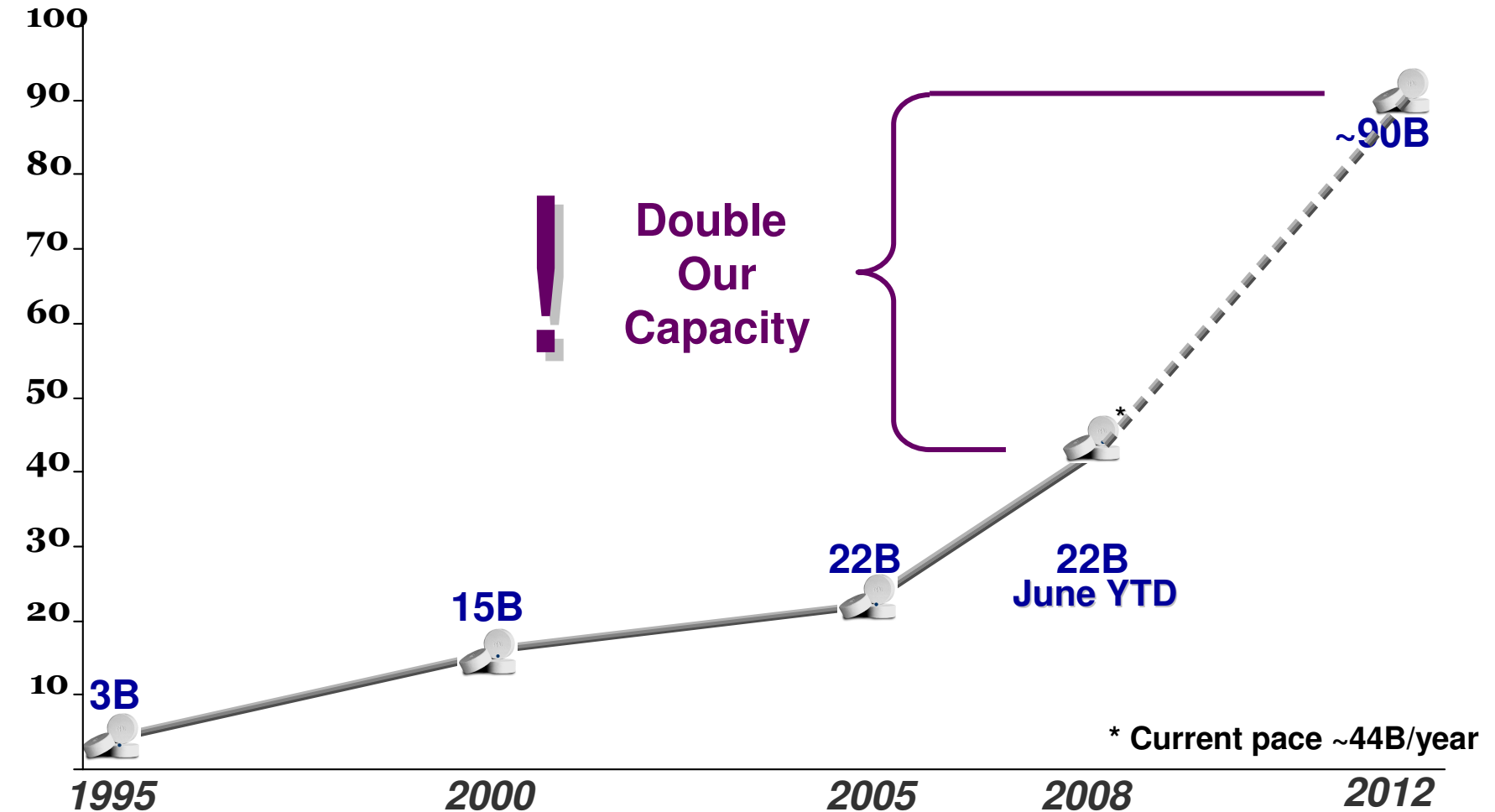
Liquids, Creams & Ointments,  
Nasal sprays, Suppositories, SGC's

# Unmatched Capacity – Foundation For Global Leadership



## Planned capacity to exceed 90B by 2012

Volume  
Produces  
Tabs/Caps



# Quality System Approach



## Quality By Design

Building-in quality from development throughout a product's life-cycle

## Quality By Conformance

Compliance with regulatory requirements, including GMP and product specifications

## Quality Profile

Internal and external assessment of the quality performance



## Strong strategic fit with attractive economics

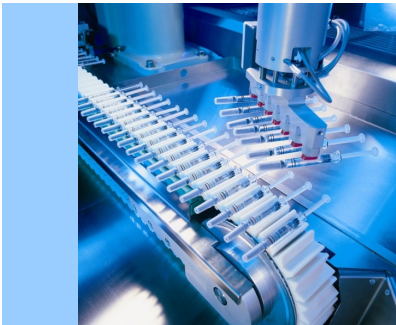
- Generic R&D capabilities
- Production infrastructure
- Women's health segment
- Potential synergies:
  - GR&D
  - Pharmaceutical production
  - Teva API
  - Materials purchasing

# Global Leadership



- Double portfolio value and capacity of global core functions
- Maintain and enhance service leadership
- Separate from the pack – unmatched global generic resources

**Enable Teva to win in all markets where we compete**



Thank You!