



TEVA PHARMACEUTICAL INDUSTRIES LTD.



Introducing the world leader in generic pharmaceuticals

Bill Marth, President and CEO, Teva North America

Cowen 29th Annual Health Care Conference

Wednesday, March 18, 2009

Forward looking statements



TODAY'S PRESENTATION CONTAINS FORWARD-LOOKING STATEMENTS, WHICH EXPRESS THE CURRENT BELIEFS AND EXPECTATIONS OF MANAGEMENT. SUCH STATEMENTS ARE BASED ON MANAGEMENT'S CURRENT BELIEFS AND EXPECTATIONS AND 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, COMPETITION FROM BRAND-NAME COMPANIES THAT ARE UNDER INCREASED PRESSURE TO COUNTER GENERIC PRODUCTS, OR COMPETITORS THAT SEEK TO DELAY THE INTRODUCTION OF GENERIC PRODUCTS, THE IMPACT OF CONSOLIDATION OF OUR DISTRIBUTORS AND CUSTOMERS, 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® AND PROTONIX®, THE EFFECTS OF COMPETITION ON OUR INNOVATIVE PRODUCTS, ESPECIALLY COPAXONE® SALES, THE IMPACT OF PHARMACEUTICAL INDUSTRY REGULATION AND PENDING LEGISLATION THAT COULD AFFECT THE PHARMACEUTICAL INDUSTRY, THE DIFFICULTY OF PREDICTING U.S. FOOD AND DRUG ADMINISTRATION, EUROPEAN MEDICINES AGENCY AND OTHER REGULATORY AUTHORITY APPROVALS, THE REGULATORY ENVIRONMENT AND CHANGES IN THE HEALTH POLICIES AND STRUCTURES OF VARIOUS COUNTRIES, OUR ABILITY TO ACHIEVE EXPECTED RESULTS THROUGH OUR INNOVATIVE R&D EFFORTS, OUR ABILITY TO SUCCESSFULLY IDENTIFY, CONSUMMATE AND INTEGRATE ACQUISITIONS, INCLUDING THE INTEGRATION OF BARR PHARMACEUTICALS INC., POTENTIAL EXPOSURE TO PRODUCT LIABILITY CLAIMS TO THE EXTENT NOT COVERED BY INSURANCE, DEPENDENCE ON THE EFFECTIVENESS OF OUR PATENTS AND OTHER PROTECTIONS FOR INNOVATIVE PRODUCTS, SIGNIFICANT OPERATIONS WORLDWIDE THAT MAY BE ADVERSELY AFFECTED BY TERRORISM, POLITICAL OR ECONOMICAL INSTABILITY OR MAJOR HOSTILITIES, SUPPLY INTERRUPTIONS OR DELAYS THAT COULD RESULT FROM THE COMPLEX MANUFACTURING OF OUR PRODUCTS AND OUR GLOBAL SUPPLY CHAIN, ENVIRONMENTAL RISKS, FLUCTUATIONS IN CURRENCY, EXCHANGE AND INTEREST RATES, AND OTHER FACTORS THAT ARE DISCUSSED IN THIS REPORT AND IN OUR OTHER FILINGS WITH THE U.S. SECURITIES AND EXCHANGE COMMISSION ("SEC").

Introducing Teva

2008 at a glance

The future of generics

Outlook

Introducing Teva



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Established 1901

2008 sales \$11bn,
\$14bn pro forma
including Barr

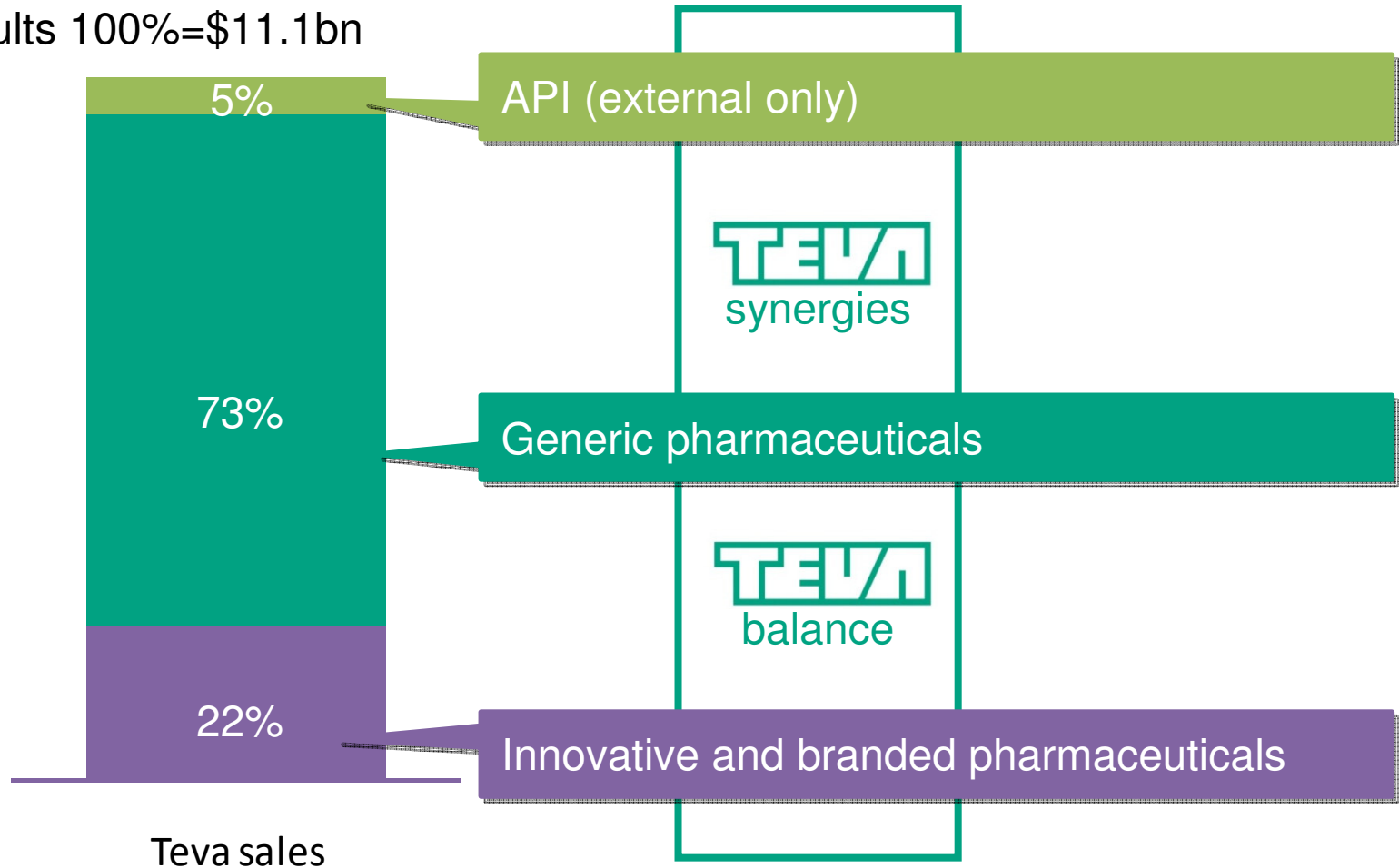
65 countries

38,000 employees

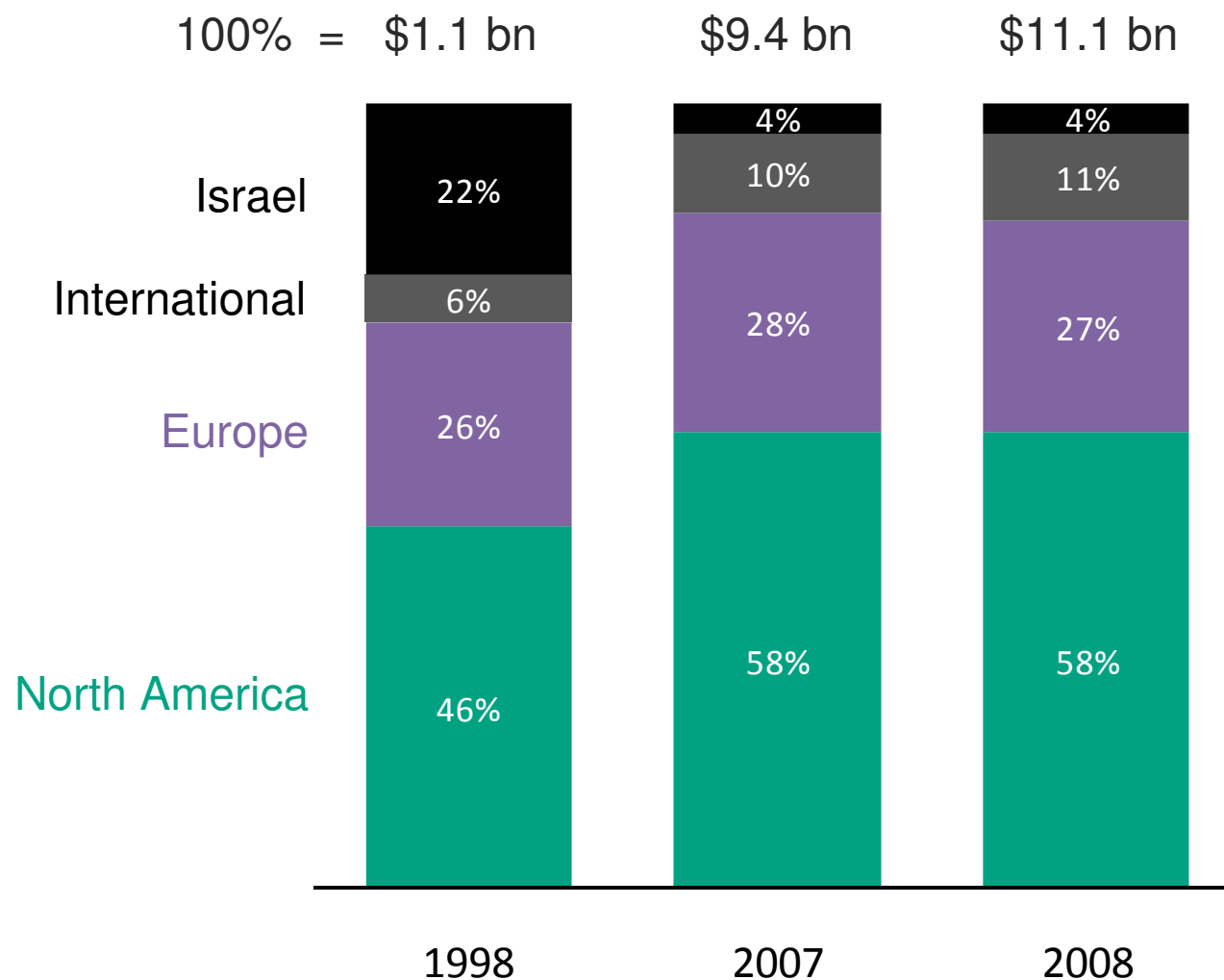
Three lines of business



2008 results 100%=\$11.1bn



Globally diversified business

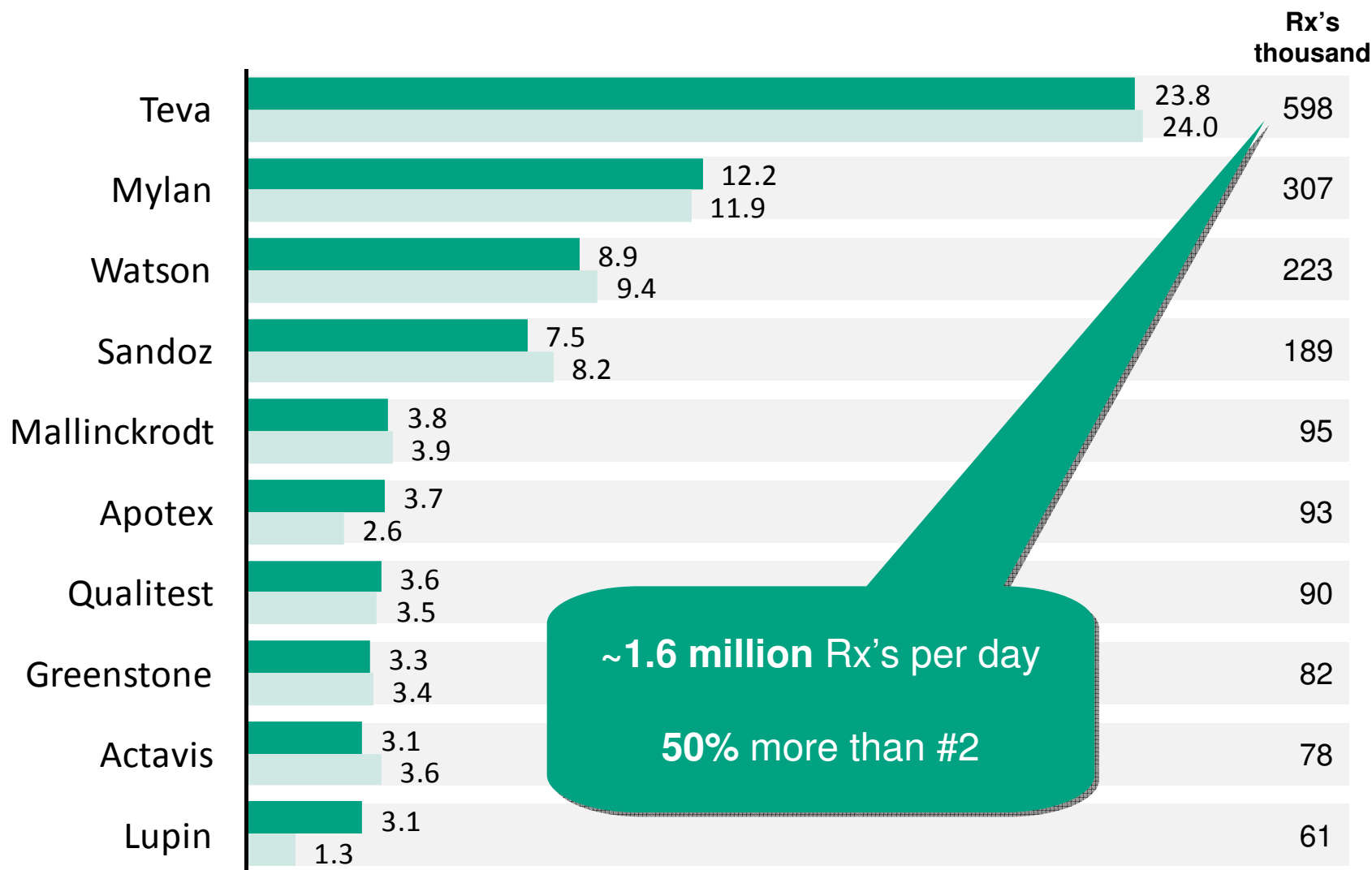


Leadership in U.S. generics



% of total Rx's, full year, generics only

2008
2007

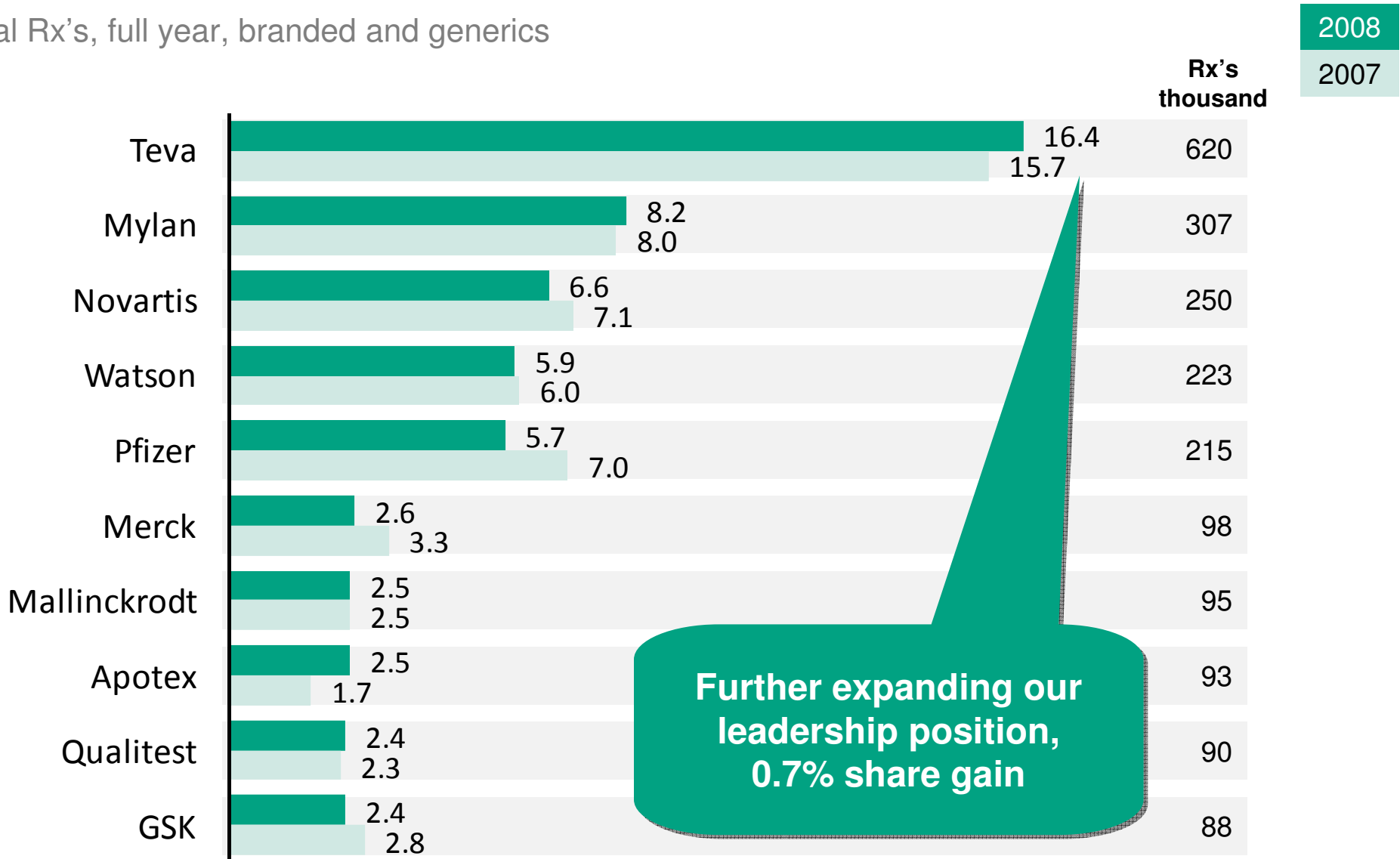


~1.6 million Rx's per day
50% more than #2

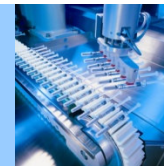
But also leading the total pharma market



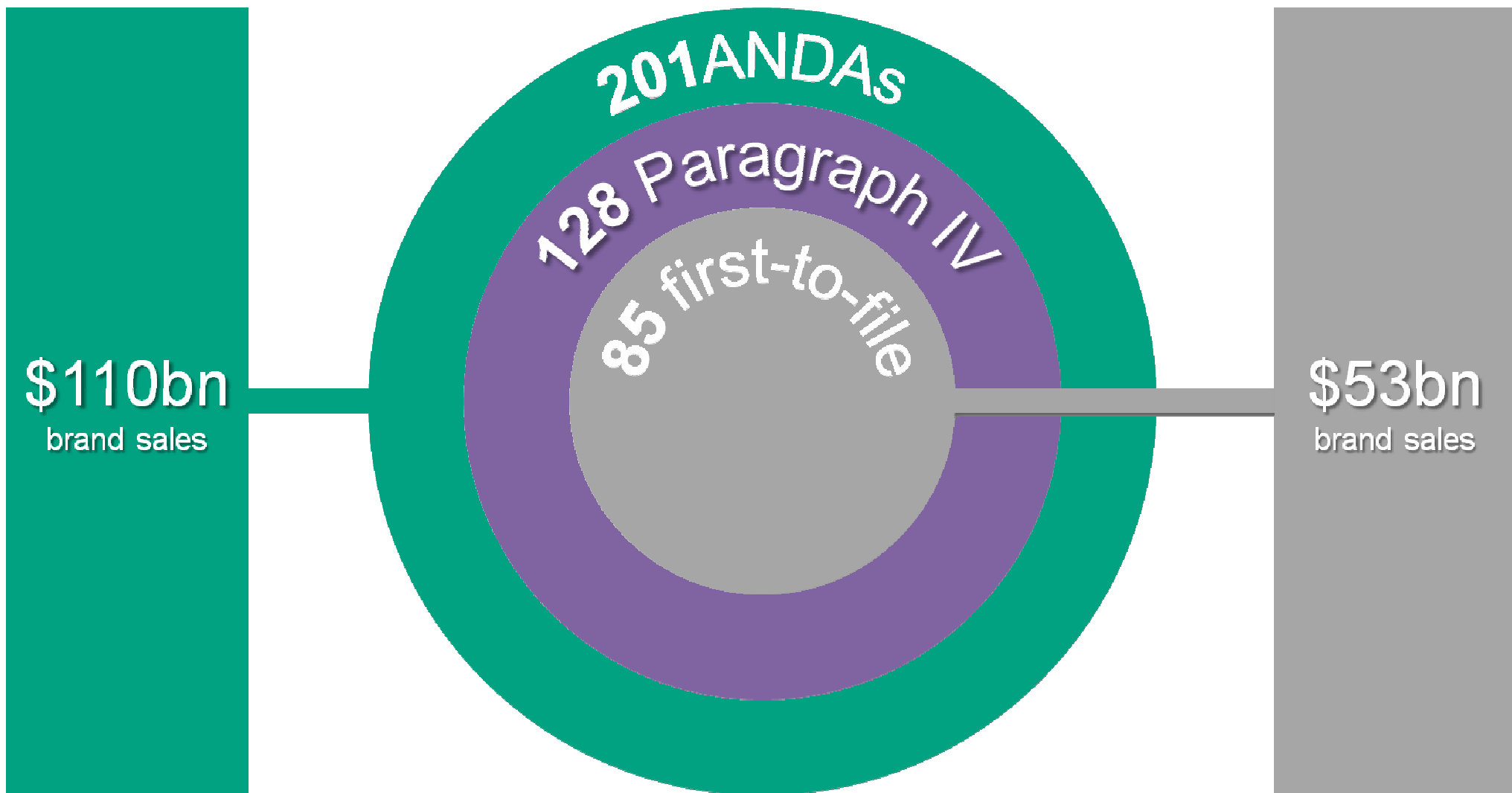
% of total Rx's, full year, branded and generics



The most valuable generic pipeline



U.S., February 5, 2009 (Teva + Barr)

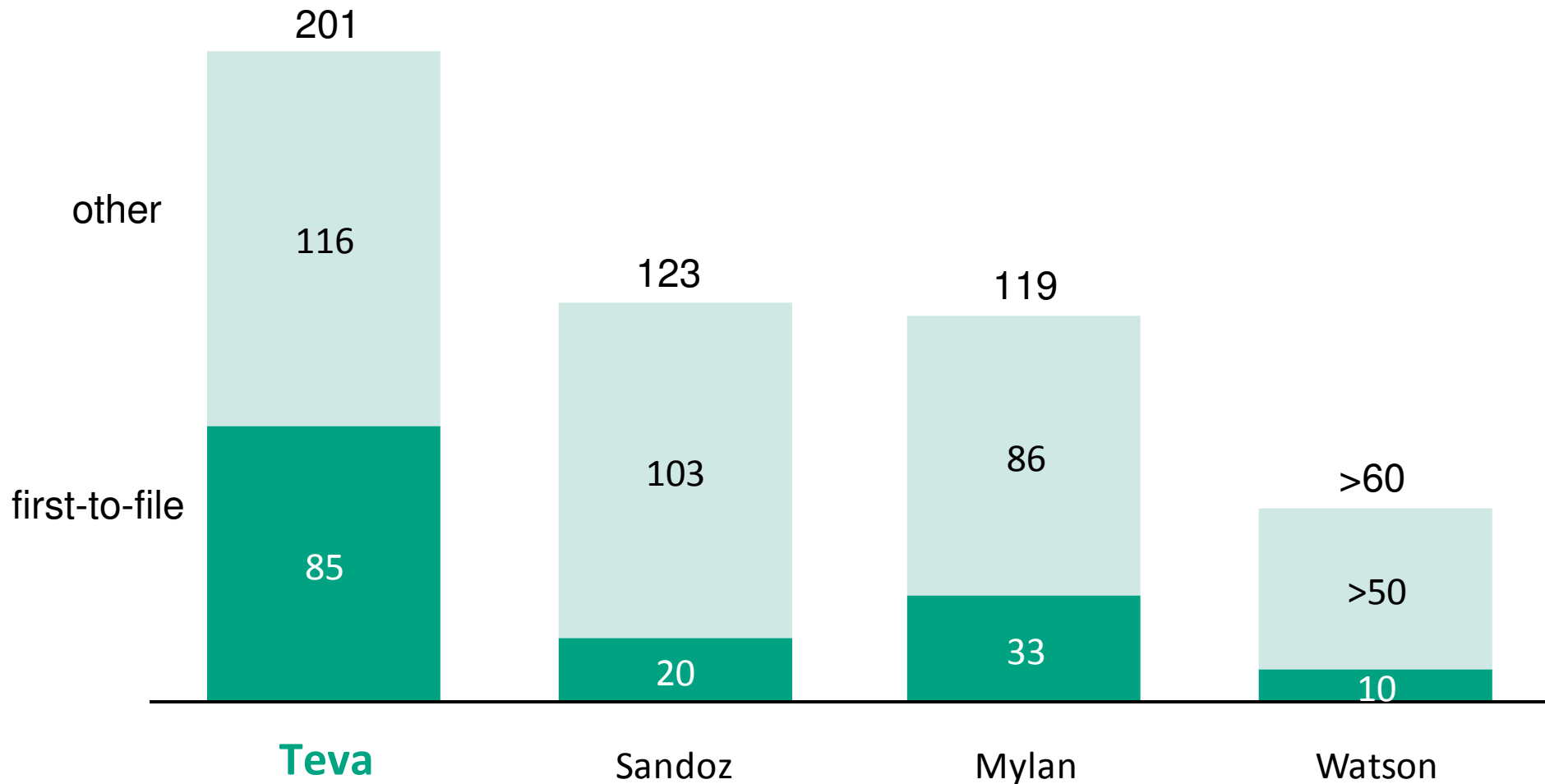


Teva has the largest generic pipeline



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Number of ANDAs pending, U.S., February 5, 2009

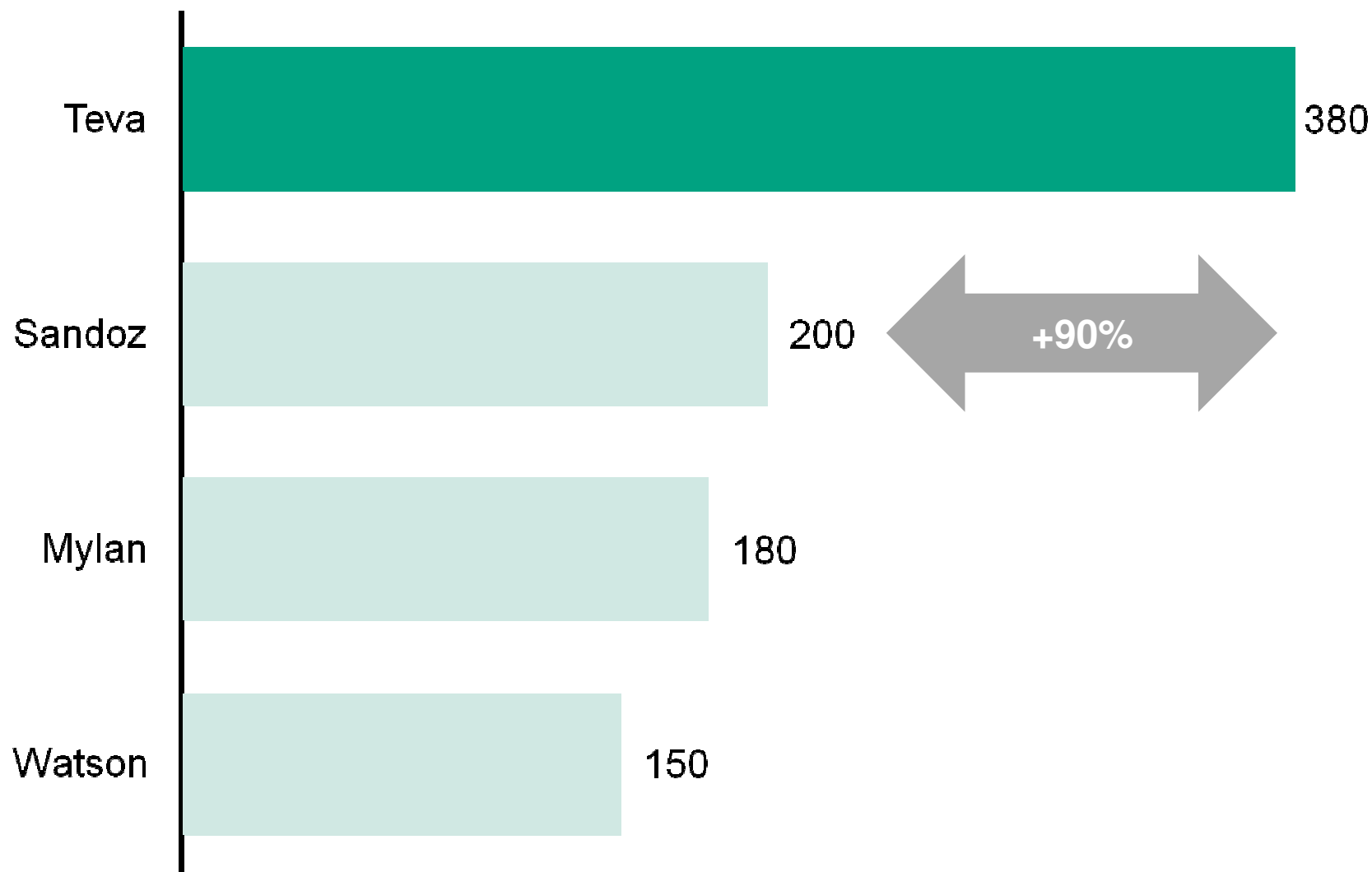


Source: Investor earnings call transcripts and company statements

As well as the broadest product portfolio

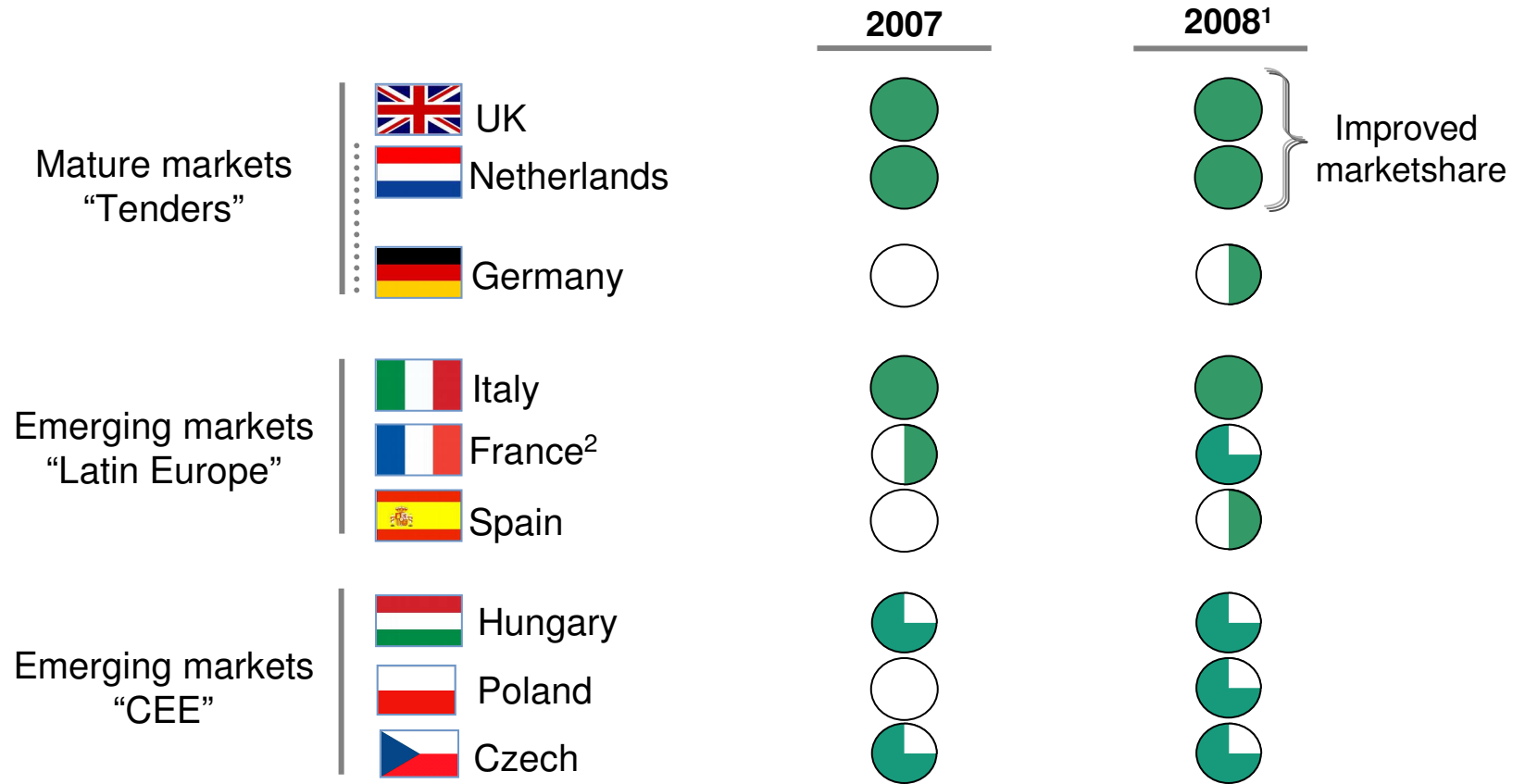


Number of products



Source: Investor earnings call transcripts and company statements

Teva's position in key European countries



1
 In top 3
 In top 10
 Not in top 10

¹ includes Barr, ² top 3 in certain months

With 4 strong branded operations



Multiple sclerosis



Parkinson's



Respiratory



Women's health



Supports balanced business model

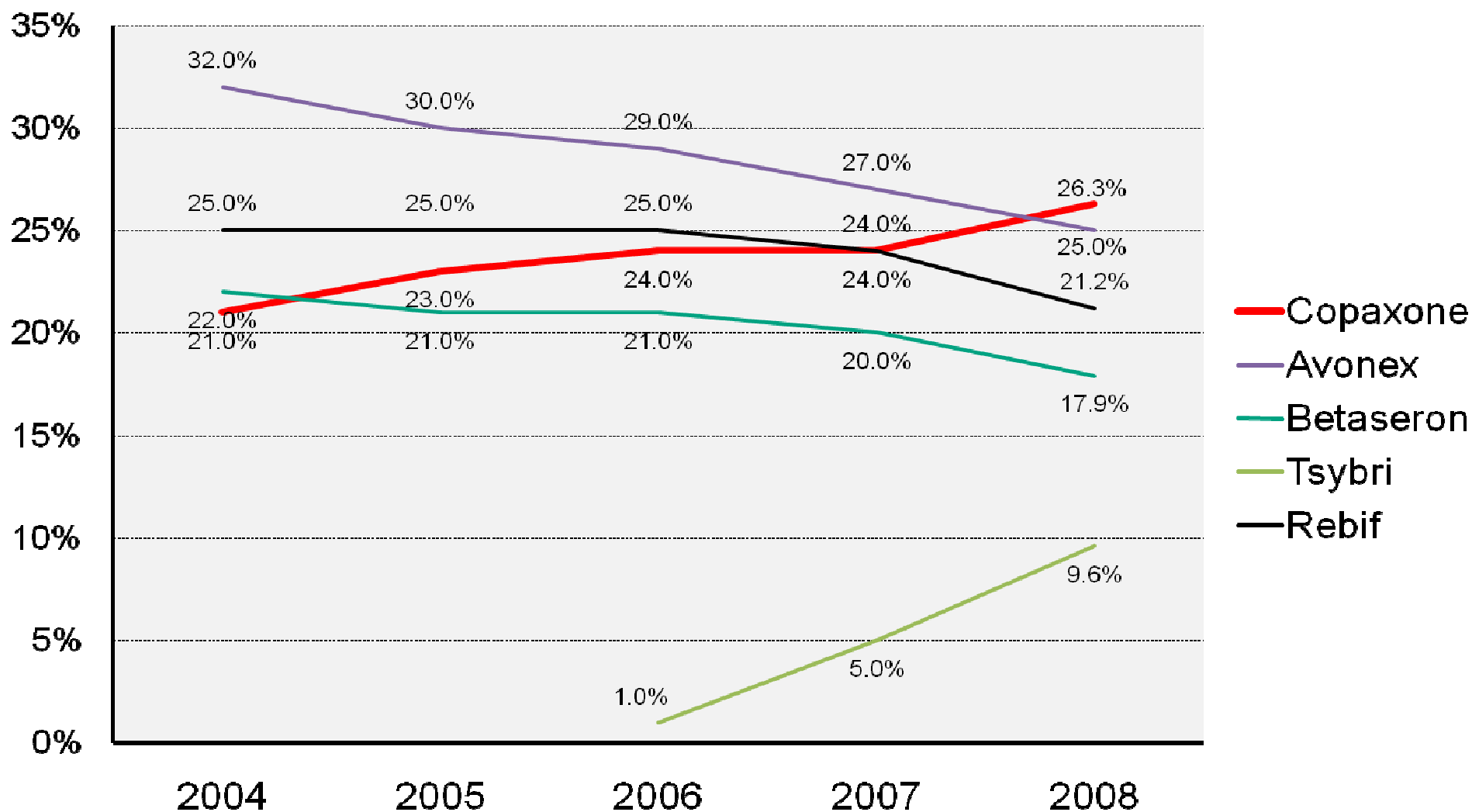
Marketing/branding skills for branded generics

Highly profitable business

Copaxone® is the MS therapy market leader

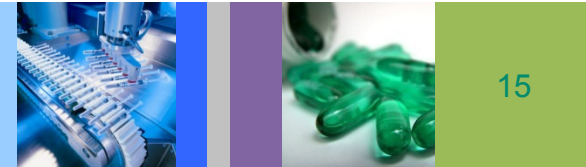


Global market share, value, %

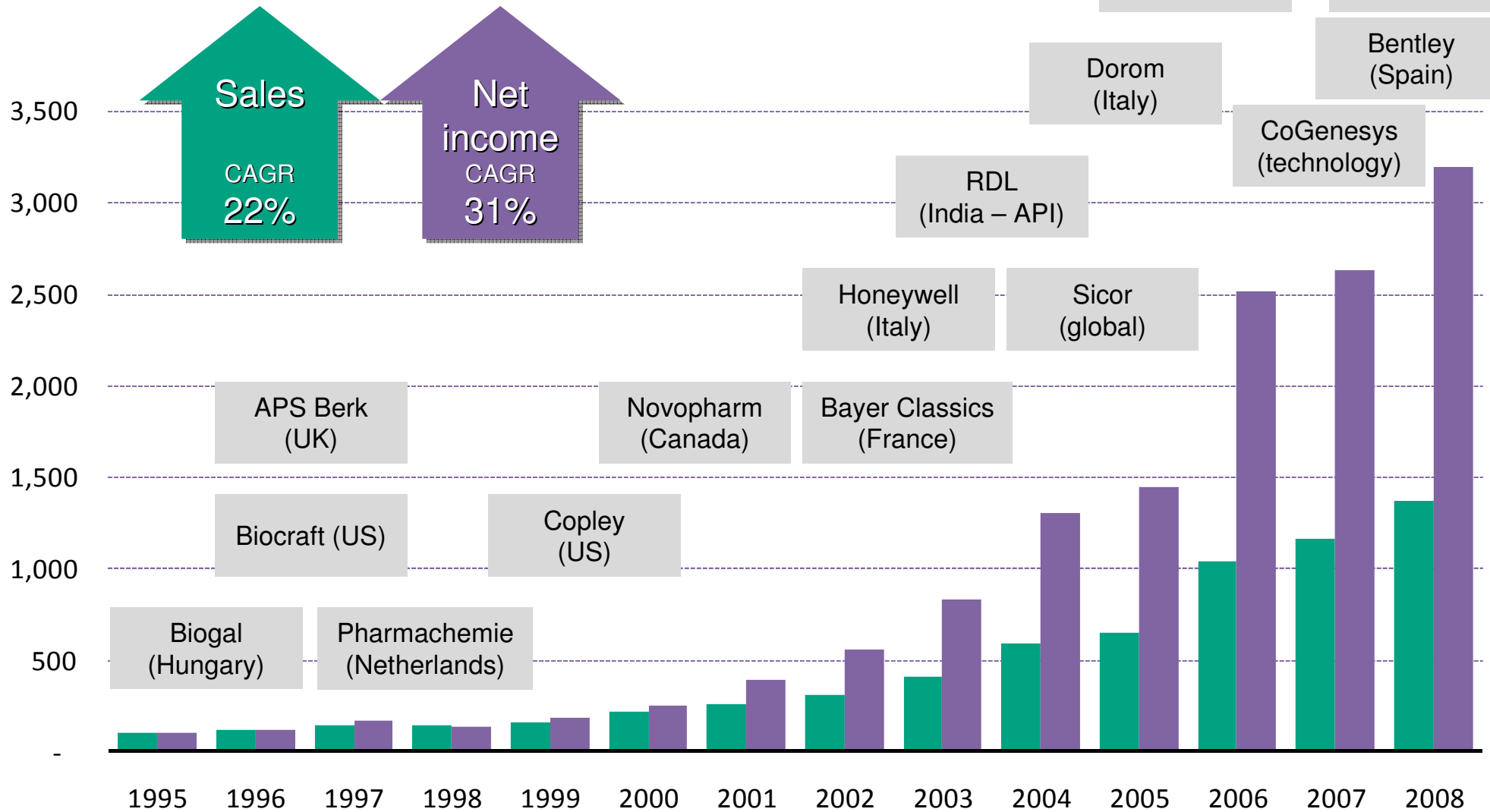


Note: based on company publications

Successful M&A track record



Index, 1995 = 100



IVAX (global) Barr (global)

Bentley (Spain)

Dorom (Italy)

CoGenesys (technology)

RDL (India - API)

Honeywell (Italy)

Sicor (global)

APS Berk (UK)

Novopharm (Canada)

Bayer Classics (France)

Biocraft (US)

Copley (US)

Biogal (Hungary)

Pharmachemie (Netherlands)

Introducing Teva

2008 at a Glance

The future of generics

Outlook

Strong 2008 results



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	2007	2008*	Change
Sales \$m	9,408	11,085	+18%
Net income \$m	1,952	2,374	+22%
EPS \$	2.38	2.86	+20%

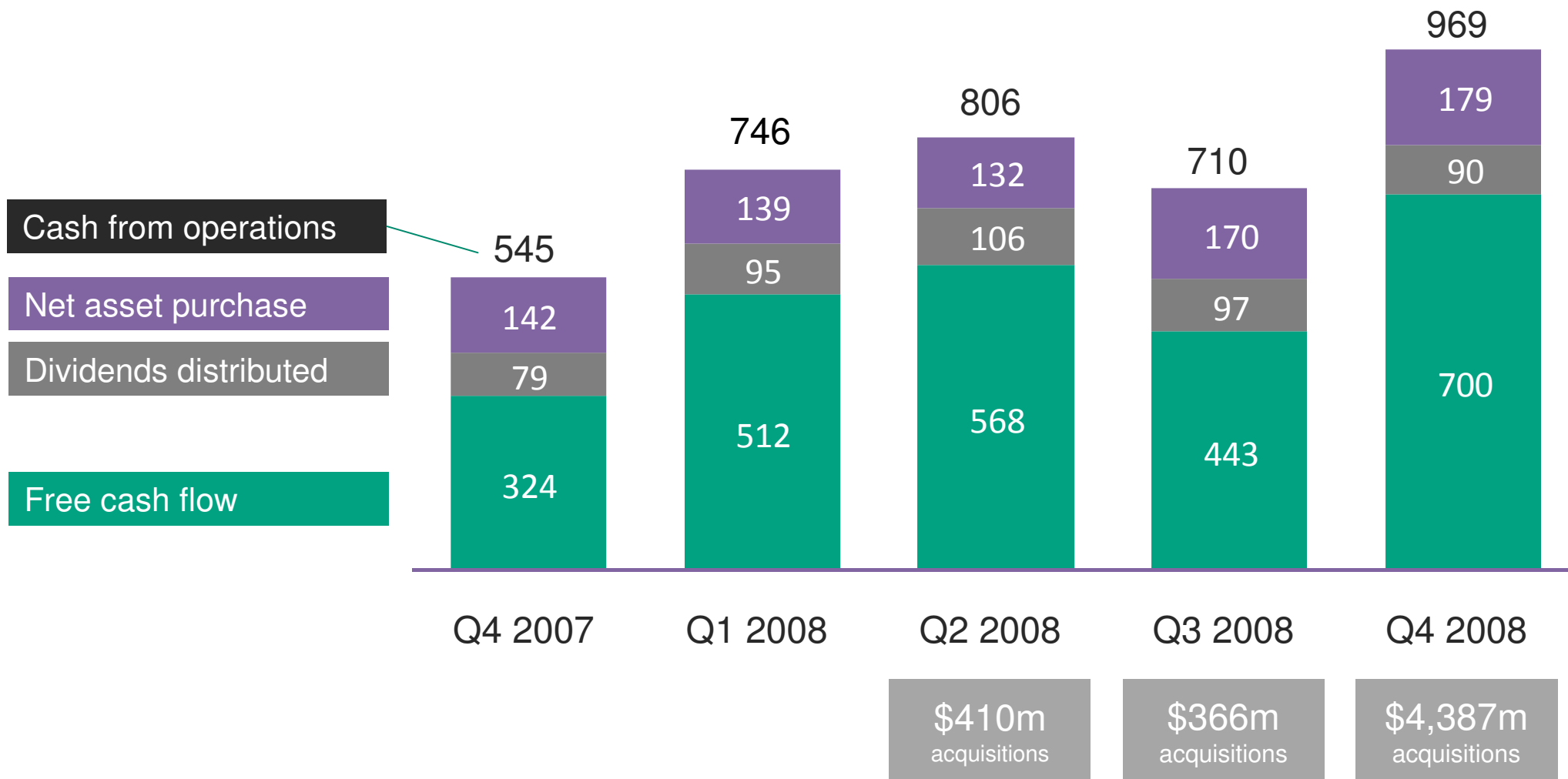
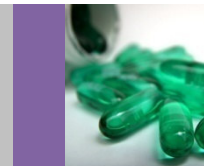
* Net income and EPS are non-GAAP results

Sources of sales growth

\$ million

	2007	2008	Change
North America - pharma	5,162	6,139	19%
Europe - pharma	2,465	2,782	13%
International - pharma	1,223	1,561	28%
Total - pharma	8,847	10,482	18%
API (external sales)	561	603	7%
Total	9,408	11,085	18%

Cash generation



Introducing Teva

2008 in a glance

The future of Generics

Outlook



- Worldwide demographics – **aging population**
- U.S. and West Europe – **controlling healthcare costs**
 - Growing pressure to reduce costs by payers (governments, insurance companies)
- Emerging markets – **economic growth**
 - Healthcare costs grow faster than GDP
 - Appearance of “First World” diseases
 - New focus on quality

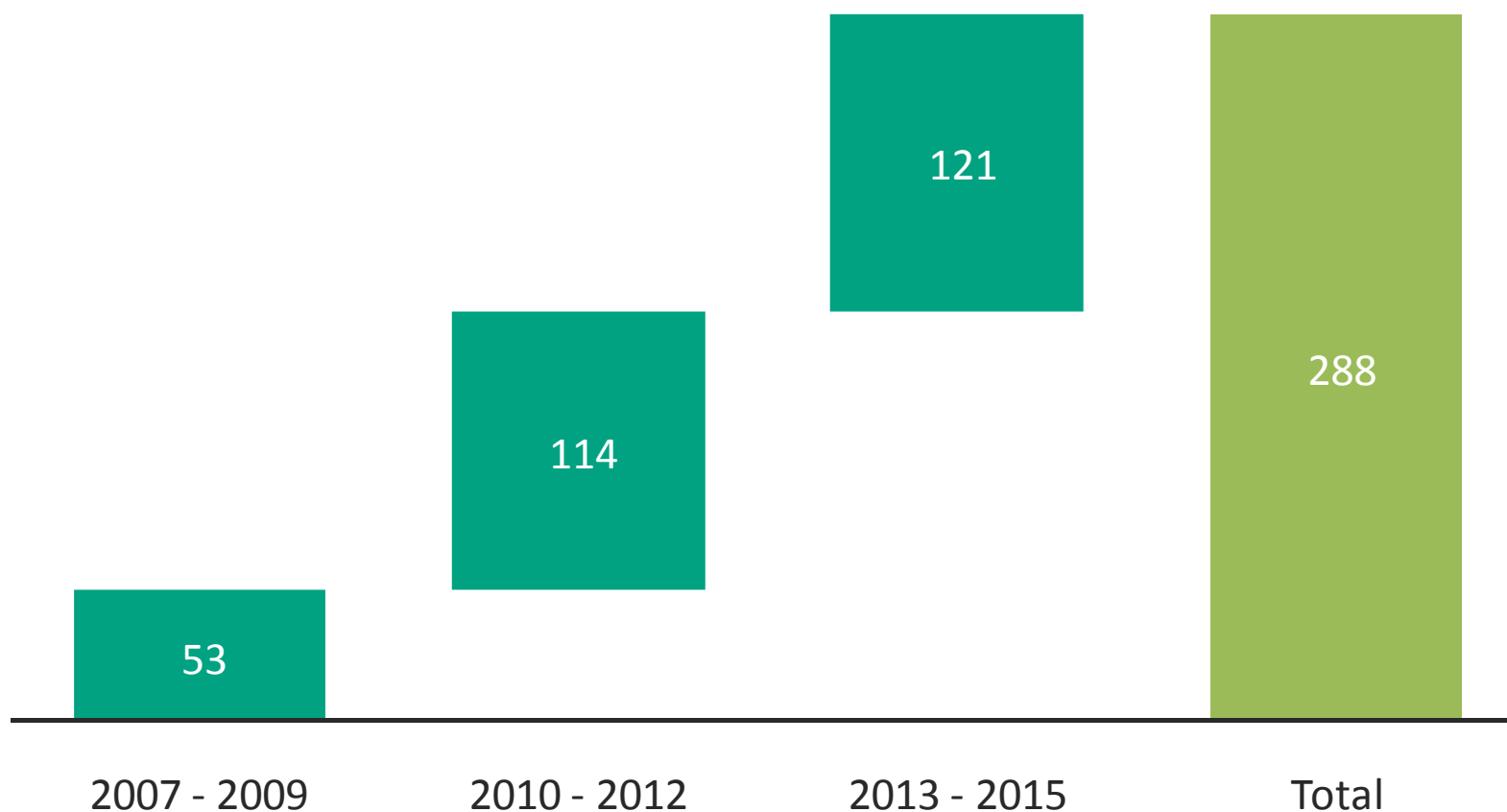


Governments to Facilitate Generic Penetration

Generics growth driven by patent expirations



Sales by patent expiration, \$ bn

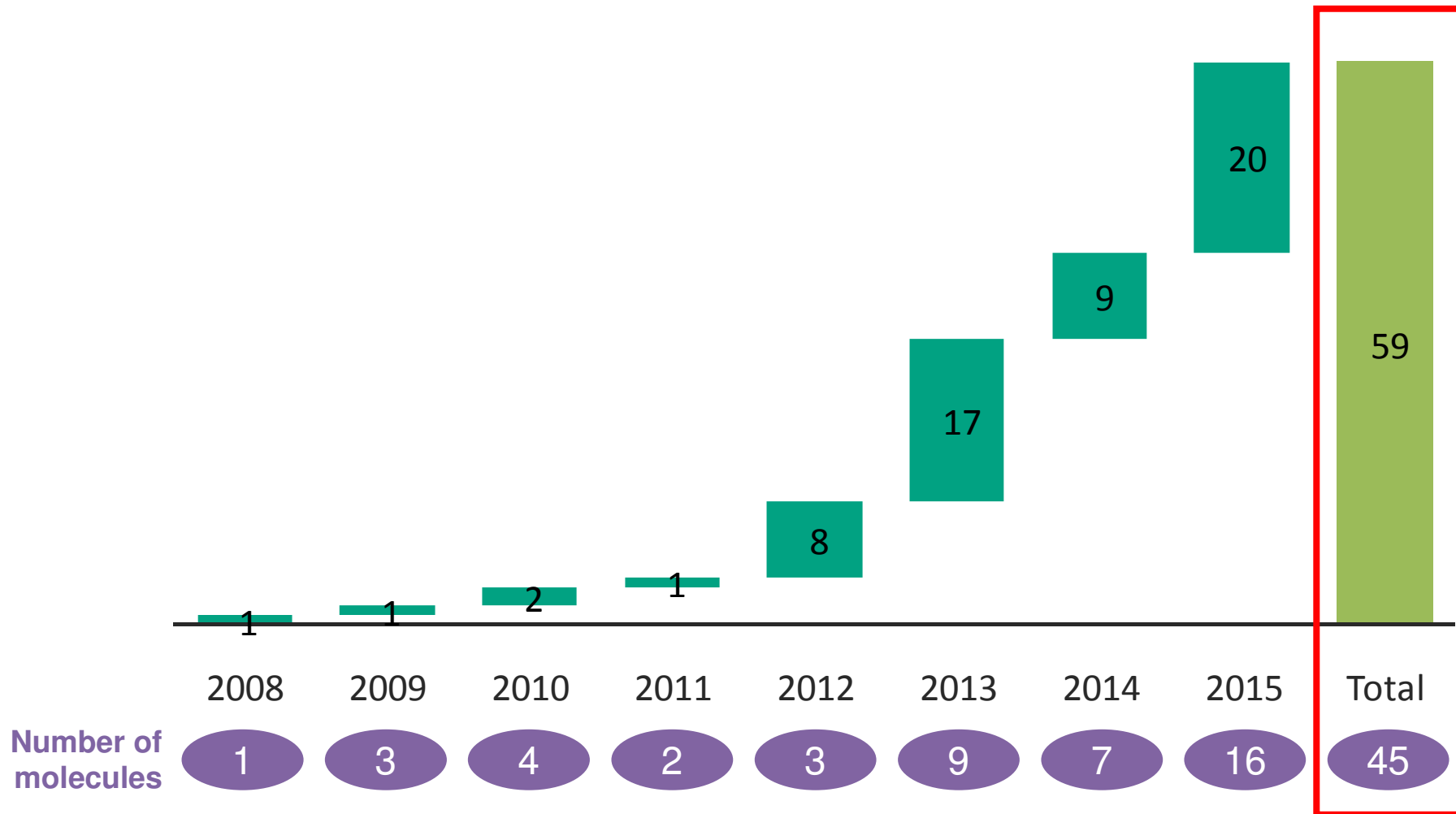


Source 2008-2012: IMS Health, MIDAS, MAT Jun 2008; IMS Therapy Forecaster, Jun 2008; IMS Market Insights Oct 2008
Source 2013-2015: Company estimates (includes Biologics)

Biogenerics – the opportunity



World-wide sales of biologics by patent expiration year, \$bn



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2009

Sales \$14.1bn - \$14.6bn

EPS* \$3.20 - \$3.40



2010

Initial projections:
EPS growth of 30%-35% over
2009 projected EPS

Major sources of growth include:

- Take back of Copaxone[®] in North America
- Venlafaxine (Effexor XR[®]) launch
- Paragraph IV Opportunities
- Realization of greater Barr synergies



- Strong ending to a better than forecasted year
- Positive outlook for 2009 and 2010
- Foreign exchange impact
- Very strong cash generation
- Solid balance sheet, leverage better than planned
- Barr integration – better than originally anticipated
- Macro & external conditions support continued growth of generic pharmaceuticals, including biologics



Thank you!