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**P&G**

**The Future of Consumer Health Care**



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**Coming Together To Lead The  
Consumer Health Care Industry**



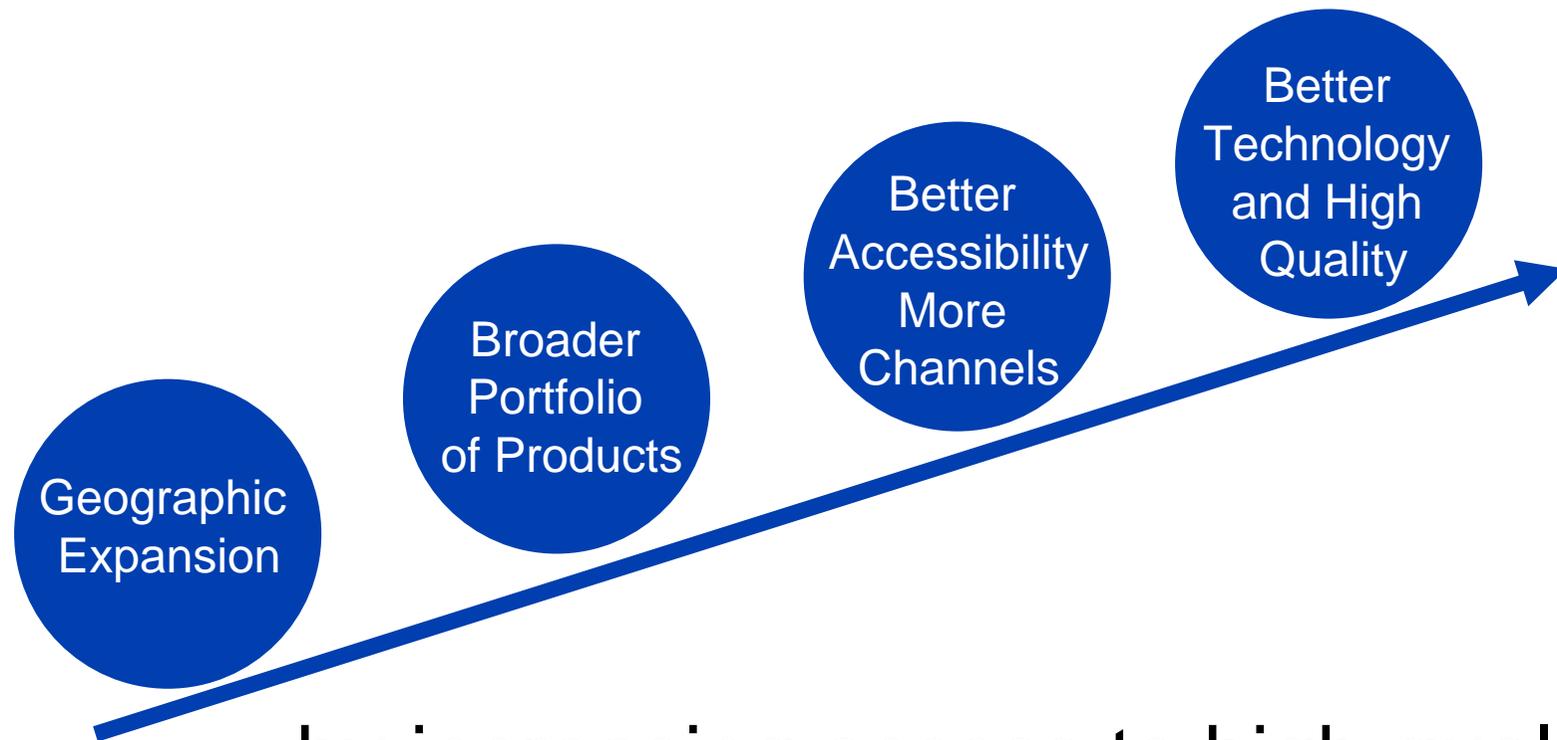
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**Creating a New Business Model  
in Consumer Health Care**

# Serve More Consumers In More Parts of the World, More Completely...



...by increasing access to high-quality,  
affordable OTC medicines

# Consumer Health Care Partnership

- Joint Venture for OTC businesses outside North America
- Teva to take global manufacturing responsibility
- Global collaboration on new product development and new brand creation, including North America



Consumer Health Care Partnership  
Nearly \$200B Global Market\*

Demographic

# MEGATRENDS

1  
aging  
population

*\*estimated global retail sales*

Consumer Health Care Partnership  
Nearly \$200B Global Market\*

Demographic

# MEGATRENDS

1

aging  
population

2

focus on  
wellness

*\*estimated global retail sales*

Consumer Health Care Partnership  
Nearly \$200B Global Market\*

Demographic

# MEGATRENDS

**1**  
aging  
population

**2**  
focus on  
wellness

**3**  
consumer  
involvement  
& purchasing  
power

*\*estimated global retail sales*

# OTC Products Offer Untapped Growth Potential



# Building Consumer Health Brands

## Potential Rx-to-OTC Switches and New Trusted Brands





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Coming Together  
to Accelerate Growth!

# Creating a New Business Model in Consumer Health Care

- Unique partnership
- First of its kind in the industry
- Best-in-class joint capabilities



# Industry Leading Capabilities

No. **1** generic pharmaceutical company

Top **15** global pharmaceutical company

**63** billion tablets manufactured in 2010

Operations in **60** countries

Distribution of products to over **100** markets

Global product portfolio of nearly **1,500** molecules



- Leading capabilities in development, registration, production & selling of medicines
- Pharmacy channel coverage



# P&G Industry Leading Capabilities

- Core capabilities in brand-building, consumer-led innovation and mass trade retailing
  - Leading consumer and pharmacist-recognized brands
  - World's top advertiser



# P&G Industry Leading Capabilities

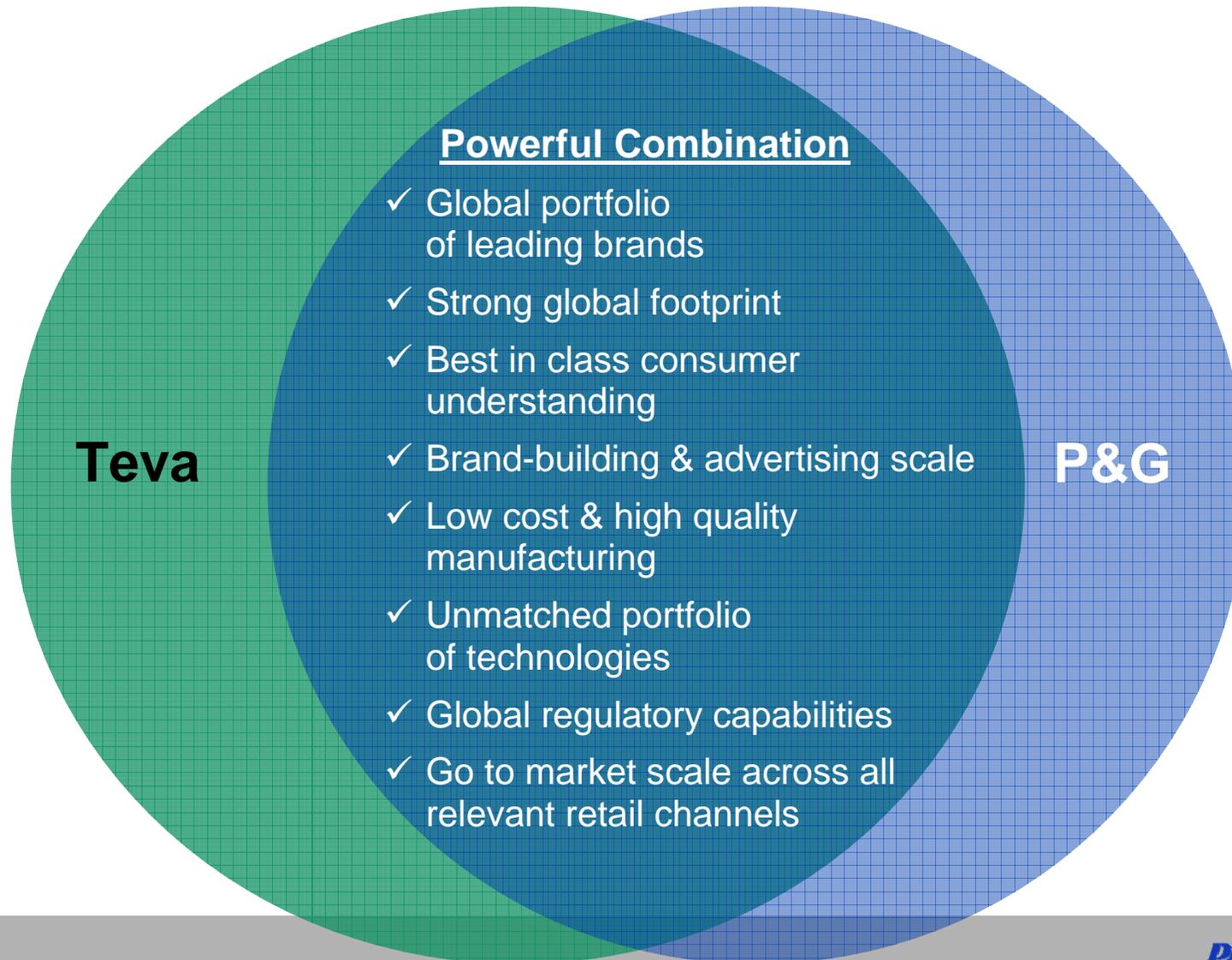
- Core capabilities in brand-building, consumer-led innovation and mass trade retailing
  - Consumer products innovation leadership



- P&G - excellence with mass/grocery channels and high-frequency stores in developed and developing markets
- Teva - pharmacy channel coverage



# World's Leading Seller of Medicines and World's Leading Brand-Builder Coming Together

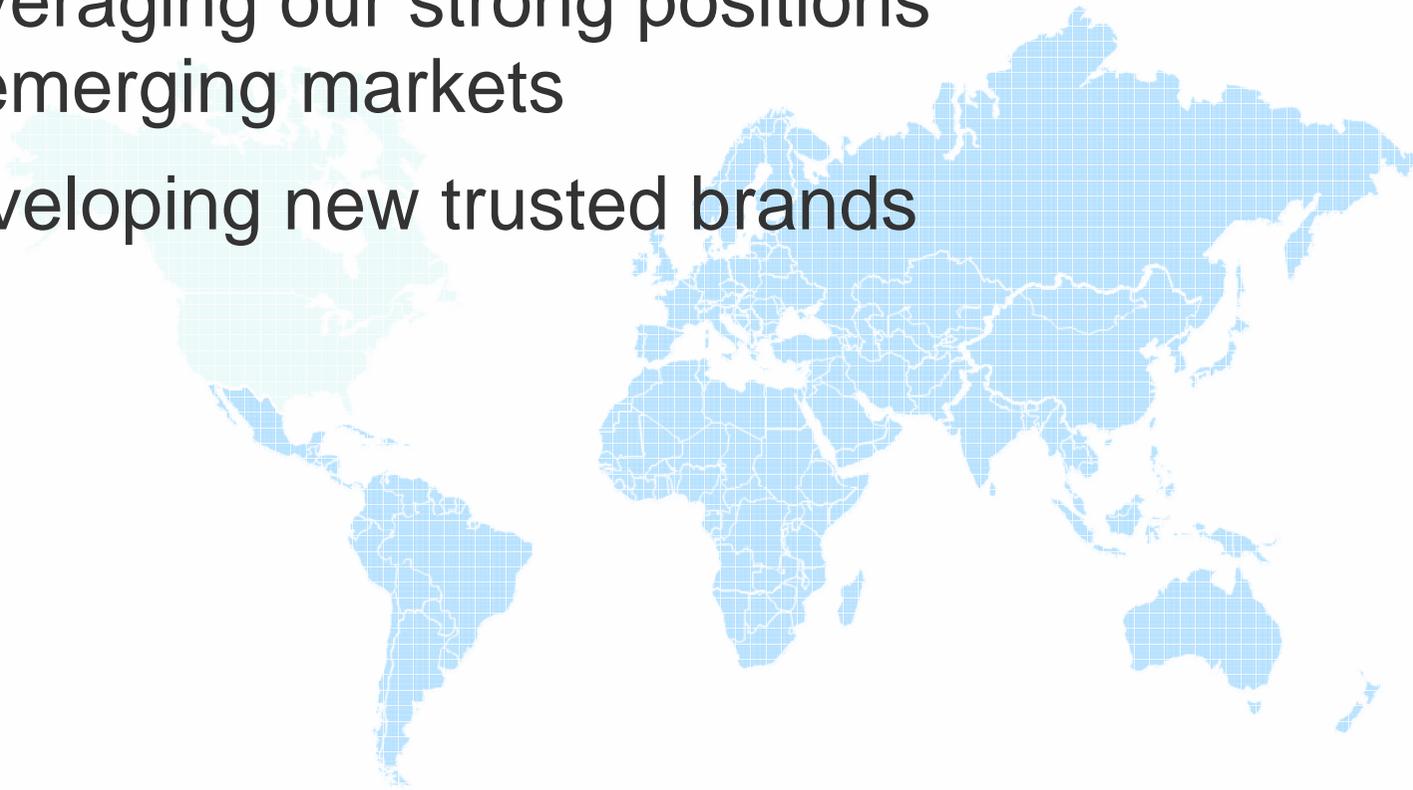


# Consumer Health Care Partnership Immediate Scale



# Consumer Health Care Partnership Growth Plans

- Leveraging our strong positions in emerging markets
- Developing new trusted brands



# Consumer Health Care Partnership Growth Plans

- Outpacing OTC market growth
- Projecting sales of \$4bn in the coming years

**\$1bn**

**\$4bn**

- Potential upside: Global market growth and robust pipeline of Rx-to-OTC switches

# The Future of Consumer Health Care

## Key Points

- A win for both companies
  - Ideal partnership creates new business model for industry
  - Enables both companies to generate greater value
- A win for consumers around the world
- Expected closing - Fall 2011



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The Future of Consumer Health Care

# P&G Forward Looking Statement

All statements, other than statements of historical fact included in this release or presentation, are forward-looking statements, as that term is defined in the Private Securities Litigation Reform Act of 1995. Such statements are based on financial data, market assumptions and business plans available only as of the time the statements are made, which may become out of date or incomplete. We assume no obligation to update any forward-looking statement as a result of new information, future events or other factors. Forward-looking statements are inherently uncertain, and investors must recognize that events could differ significantly from our expectations. In addition to the risks and uncertainties noted in this release or presentation, there are certain factors that could cause actual results for any quarter or annual period to differ materially from those anticipated by some of the statements made. These include: (1) the ability to achieve business plans, including growing existing sales and volume profitably despite high levels of competitive activity and an increasing volatile economic environment, especially with respect to the product categories and geographical markets (including developing markets) in which the Company has chosen to focus; (2) the ability to successfully manage ongoing acquisition and divestiture activities to achieve the cost and growth synergies in accordance with the stated goals of these transactions without impacting the delivery of base business objectives; (3) the ability to successfully manage ongoing organizational changes designed to support our growth strategies, while successfully identifying, developing and retaining key employees, especially in key growth markets where the depth of skilled employees is limited; (4) the ability to manage and maintain key customer relationships; (5) the ability to maintain key manufacturing and supply sources (including sole supplier and plant manufacturing sources); (6) the ability to successfully manage regulatory, tax and legal requirements and matters (including product liability, patent, intellectual property, and tax policy), and to resolve pending matters within current estimates; (7) the ability to resolve the pending competition law inquiries in Europe within current estimates; (8) the ability to successfully implement, achieve and sustain cost improvement plans in manufacturing and overhead areas, including the Company's outsourcing projects; (9) the ability to successfully manage currency (including currency issues in certain countries, such as Venezuela, China and India), debt, interest rate and commodity cost exposures and significant credit or liquidity issues; (10) the ability to manage continued global political and/or economic uncertainty and disruptions, especially in the Company's significant geographical markets, as well as any political and/or economic uncertainty and disruptions due to a global or regional credit crisis or terrorist and other hostile activities; (11) the ability to successfully manage competitive factors, including prices, promotional incentives and trade terms for products; (12) the ability to obtain patents and respond to technological advances attained by competitors and patents granted to competitors; (13) the ability to successfully manage increases in the prices of raw materials used to make the Company's products; (14) the ability to stay close to consumers in an era of increased media fragmentation; (15) the ability to stay on the leading edge of innovation and maintain a positive reputation on our brands; and (16) the ability to rely on and maintain key information technology systems, including the transition of our ordering, shipping and billing systems in North America and Western Europe to a new system. For additional information concerning factors that could cause actual results to materially differ from those projected herein, please refer to our most recent 10-K, 10-Q and 8-K reports.

# Teva Forward Looking Statement

**This release 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 reaching final agreement with Proctor & Gamble regarding the terms of the proposed partnership, consummation of the transaction, including receipt of regulatory approvals and satisfaction of other closing conditions, the ability of the proposed partnership and the partners to achieve expected results and expectations regarding growth of the OTC market, 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 Gemzar®, the extent to which any manufacturing or quality control problems damage our reputation for high quality production, the effects of competition on sales of our innovative products, especially Copaxone® (including potential generic and oral competition for Copaxone®), the impact of continuing consolidation of our distributors and customers, our ability to identify, consummate and successfully integrate acquisitions (including the acquisition of ratiopharm), interruptions in our supply chain or problems with our information technology systems that adversely affect our complex manufacturing processes, intense competition in our specialty pharmaceutical businesses, any failures to comply with the complex Medicare and Medicaid reporting and payment obligations, our exposure to currency fluctuations and restrictions as well as credit risks, the effects of reforms in healthcare regulation, adverse effects of political or economical instability, major hostilities or acts of terrorism on our significant worldwide operations, increased government scrutiny in both the U.S. and Europe of our agreements with brand companies, dependence on the effectiveness of our patents and other protections for innovative products, 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, uncertainties surrounding the legislative and regulatory pathway for the registration and approval of biotechnology-based products, potentially significant impairments of intangible assets and goodwill, potential increases in tax liabilities resulting from challenges to our intercompany arrangements, our potential exposure to product liability claims to the extent not covered by insurance, the termination or expiration of governmental programs or tax benefits, current economic conditions, 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 and other filings with the U.S. Securities and Exchange Commission.**