TEVA PHARMACEUTICAL INDUSTRIES LTD.



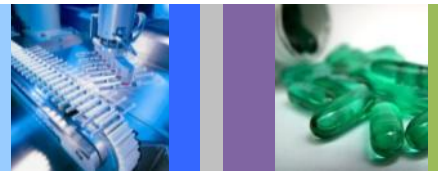


Deutsche Bank
35th Annual Health Care Conference

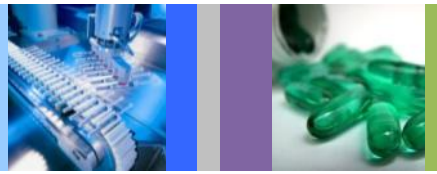
William S. Marth, President and CEO, Teva North America

May 5, 2010

Forward looking statements

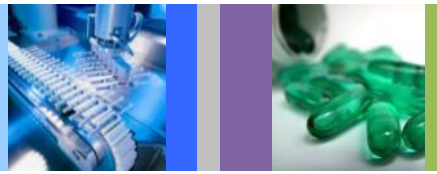


Today's presentation contains forward-looking statements, which express the current beliefs and expectations of management. Such statements involve a number of known and unknown risks and uncertainties that could cause our future results, performance or achievements to differ significantly from the results, 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®, and Protonix®, 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 though 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").



Q1 2010 HIGHLIGHTS

2015 STRATEGY UPDATE



Q1 2010 HIGHLIGHTS

2015 STRATEGY UPDATE

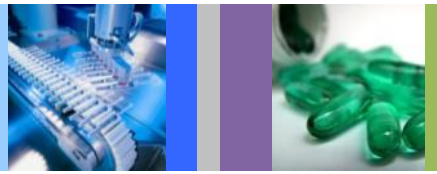
Q1 2010



	Q1/09*	Q1/10*	Change
Sales $m	3,147	3,653	+16%
Operating income $m	826	1,002	+21%
Net income $m	634	830	+31%
EPS $	0.71	0.91	+28%
Cash flow from operations $m	733	886	+21%

* Net income, operating income and EPS are non GAAP results

Q1 – excellent margins

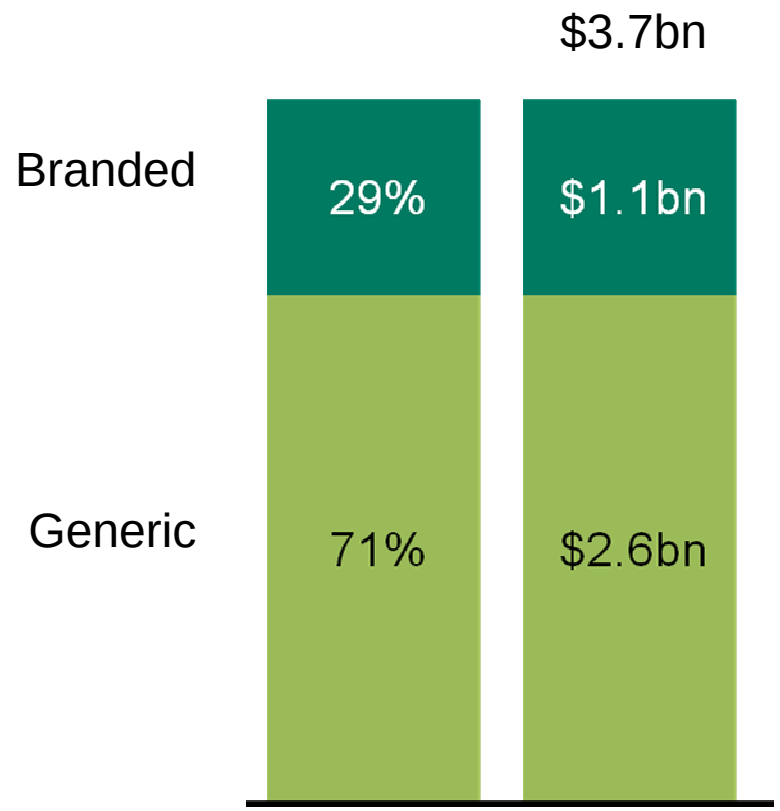


	2009*	2010*	Change
Sales $m	3,147	3,653	+16%
Operating income $m	826	1,002	+16%
Net income $m	634	830	+31%
Gross margin %	58.4	58.4	
Operating margin %	26.2	27.4	
Net margin %	20.1	22.7	

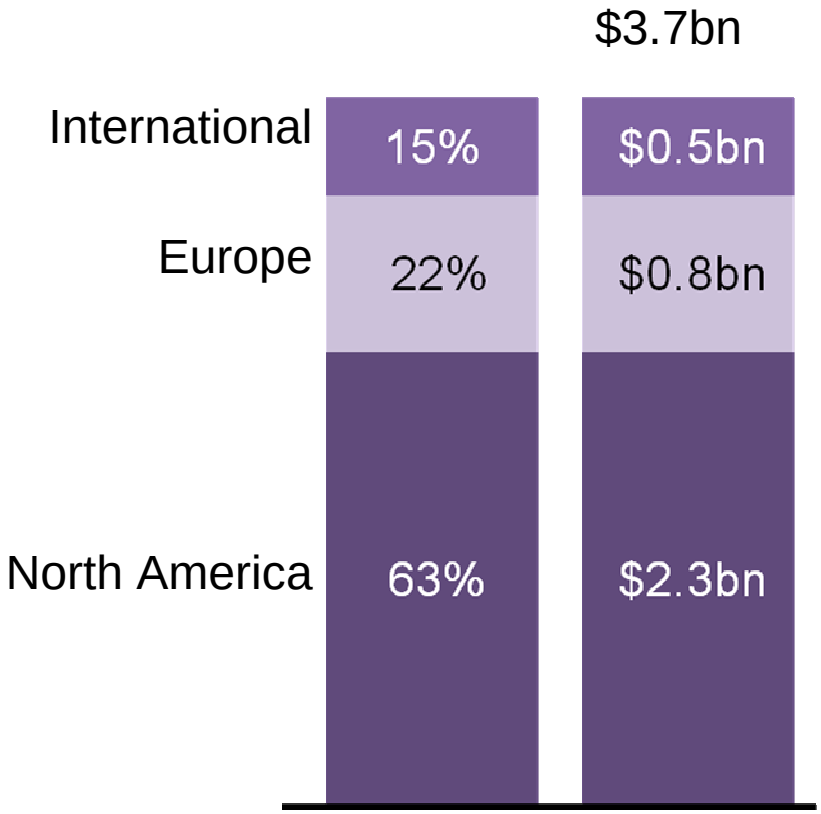
* Operating income, net income, gross margin, operating market and net margin are non GAAP results

Q1 2010 - balanced business model

By business line

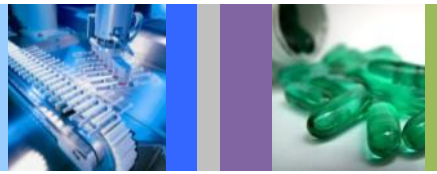


By geography

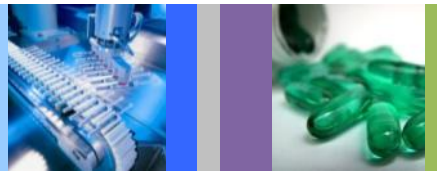


Note: due to rounding, numbers may not add up.

2010 guidance



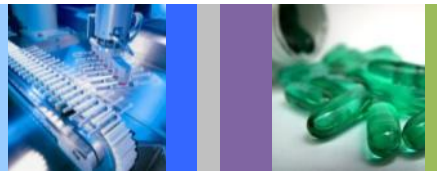
- Net sales around $16 billion
- Non-GAAP EPS between $4.40 – $4.60



2009 HIGHLIGHTS

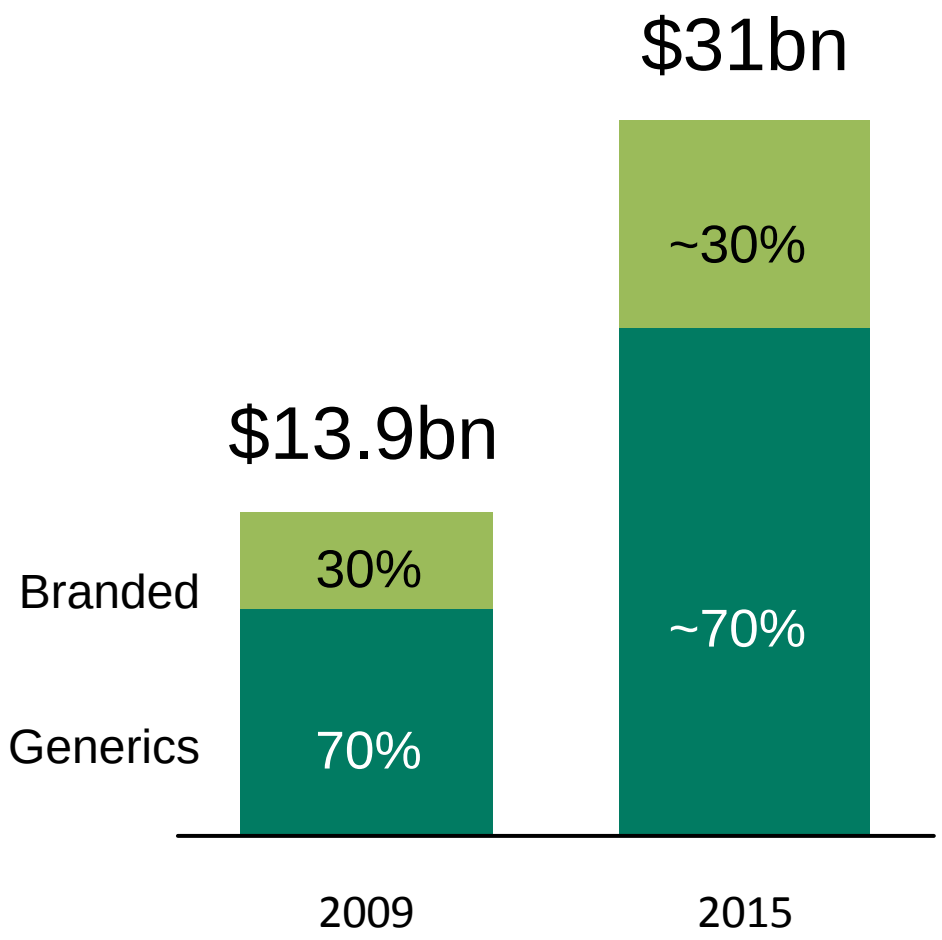
2015 STRATEGY UPDATE

Targets for 2015



Revenues	**$31 bn**
Net income	**$6.8 bn**
Net profitability	**22%**

Maintaining Teva's mix of generics & branded



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%

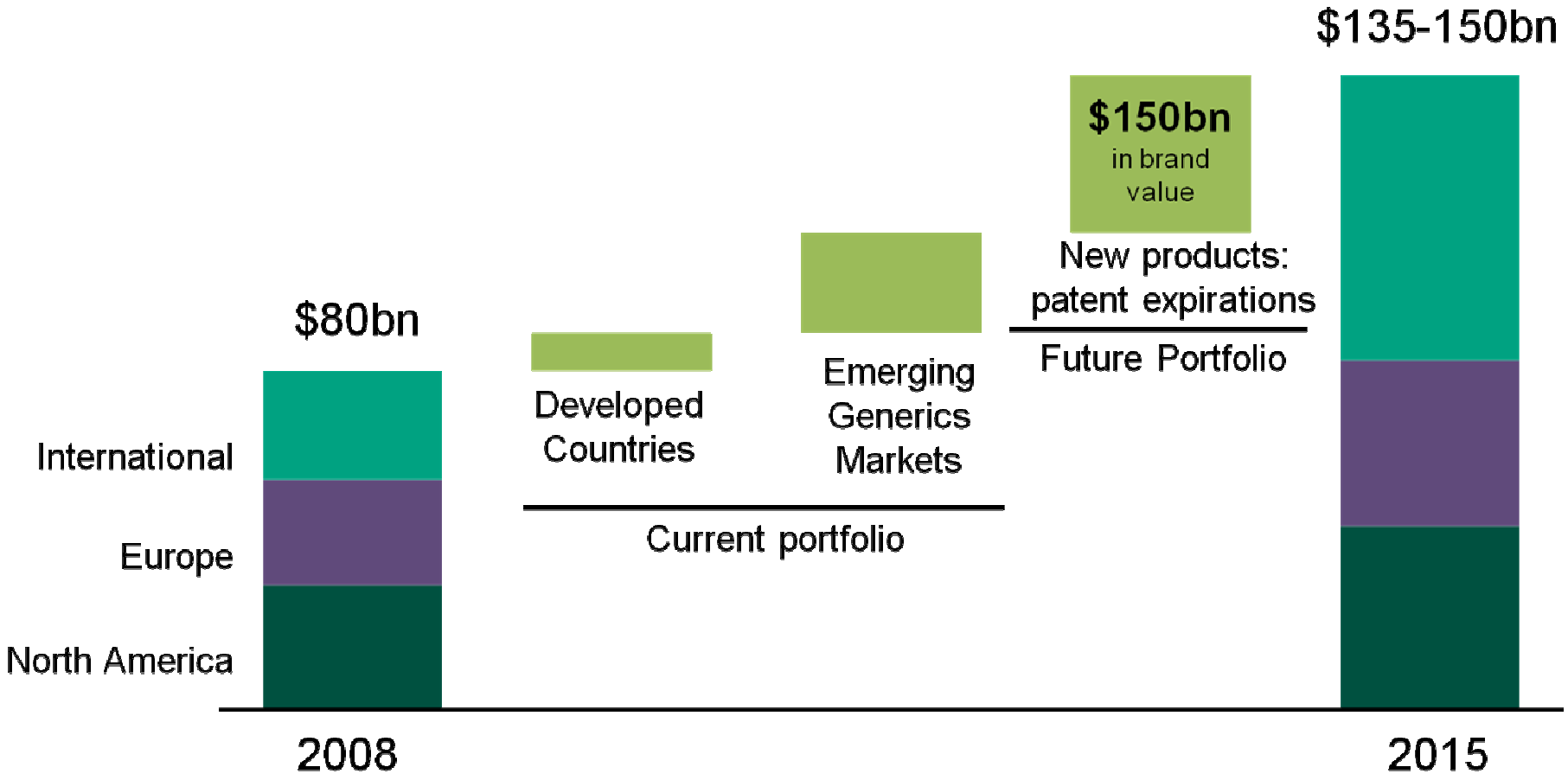
Is there still room to grow in generics? YES!



$135-150 bn in 2015

GROWTH	GROWTH	GROWTH	GROWTH
Increasing opportunities in **emerging generics markets**	People living **longer** and consuming **more** drugs	Healthcare **reforms** and cost saving initiatives	$150bn of brands going **off-patent** in the next 5 years

Growing demand for generics



Source: Exane BNP Paribas, IMS, Espicom, Teva estimates

Teva continues to focus on high priority markets



Priority Growth Markets

8 countries

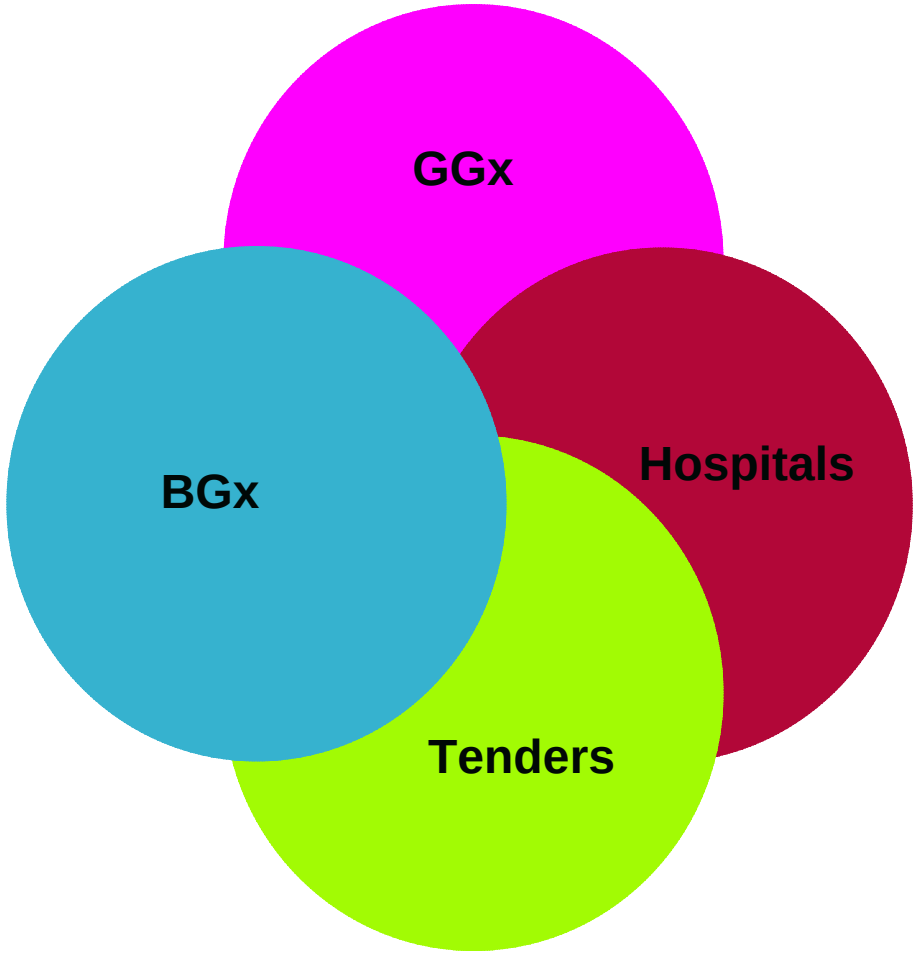
~75% of growth

Established Growth Markets

52 countries

The Teva Advantage crosses all models

Multiple Generic Models



Teva's Advantage

- >1,000 molecules
- Local market knowledge
- Government relationships
- Speed and agility
- High quality products
- Low cost manufacturing

Branded products and growth opportunities

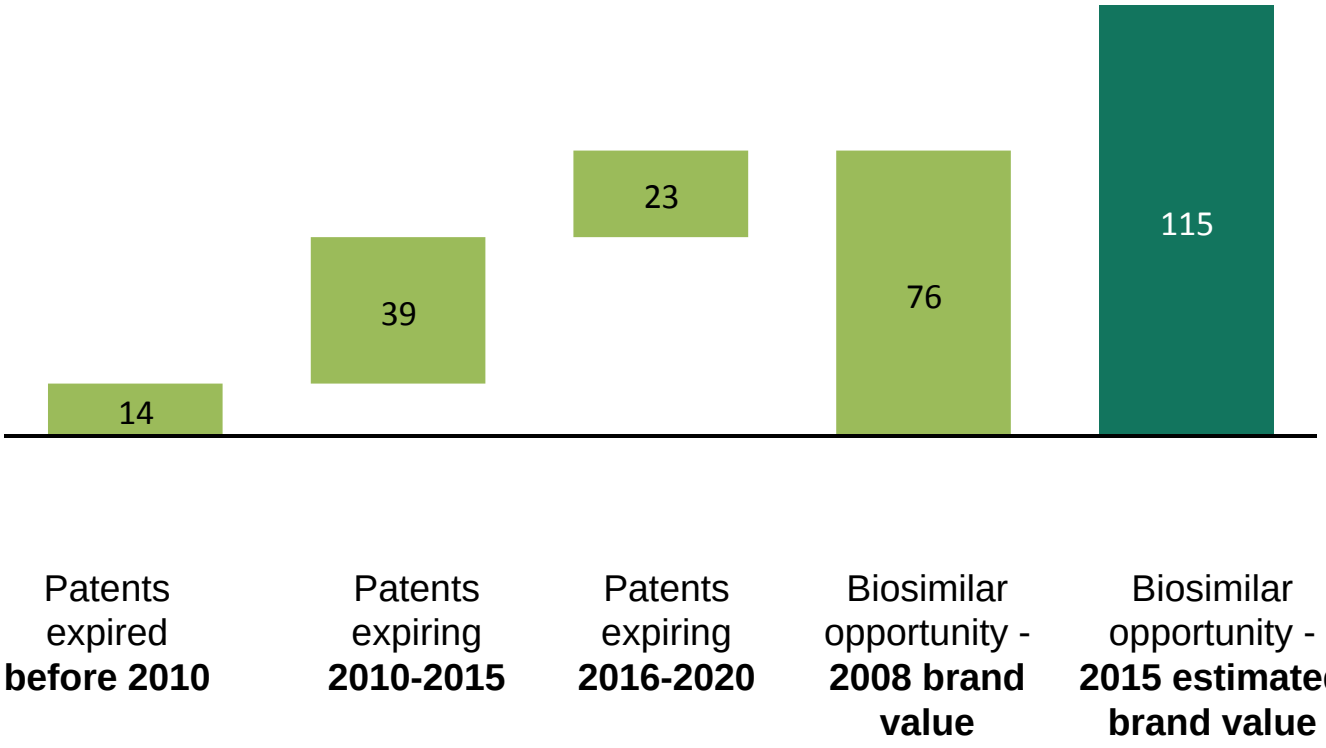


	Marketed	End phase III 2010-2012	End phase III 2013-2015
Innovative	Copaxone® Multiple Sclerosis	Laquinimod – Oral Multiple Sclerosis (Phase III)	
	Azilect® Parkinson's	StemEx® – Hemato-oncological (Phase III)	TV-1101 (OGX-011) Solid Tumors (Phase III)
Respiratory	QVAR® Inhaled Steroid	Debrase – Burns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

* BLA file submitted to FDA in October 2009

Biosimilars: the future

2008 worldwide sales of biologics, $bn

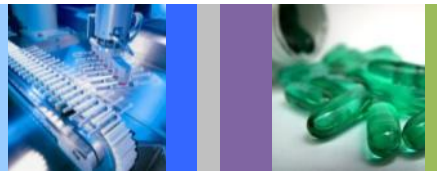


Strategic Alliances
Lonza

Teva's Bio infrastructure
Sicor, IBR&D, CoGenesys

** Not including vaccines and blood products*
Source: IMS, annual reports, Teva analysis

Teva 2010-2015: value creation



- ✓ Growth
- ✓ High profitability
- ✓ Sustainable, balanced business model
- ✓ Financial strength



Q&A