

# Cautionary Statement Regarding Forward-Looking Statements



In order to utilise the 'Safe Harbor' provisions of the United States Private Securities Litigation Reform Act of 1995, AstraZeneca is providing the following cautionary statement. This presentation contains forward-looking statements with respect to the financial condition, results of operations and businesses of AstraZeneca. By their nature, forward-looking statements and forecasts involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from that expressed or implied by these forward-looking statements. These factors include, among other things, the loss or expiration of patents, marketing exclusivity or trade marks; exchange rate fluctuations; the risk that R&D will not yield new products that achieve commercial success; the impact of competition, price controls and price reductions; taxation risks; the risk of substantial product liability claims; the impact of any failure by third parties to supply materials or services; the risk of delay to new product launches; the difficulties of obtaining and maintaining governmental approvals for products; the risk of failure to observe ongoing regulatory oversight; the risk that new products do not perform as we expect; and the risk of environmental liabilities.



Annual Results 2008

David Brennan

CEO



# Strategic priorities

**“MAKING  
THE MOST MEANINGFUL DIFFERENCE  
TO PATIENT HEALTH THROUGH GREAT MEDICINES”**



**Strengthen  
the pipeline**



**Grow  
the  
business**



**Reshape  
the  
business**



**Change our  
behaviour  
and our  
culture**

**OUR VALUES**



# Headline results FY08

	<b>2008 \$m</b>	<b>2007 \$m</b>	<b>Actual growth</b>	<b>CER growth</b>
Sales	31,601	29,559	+7%	+3%



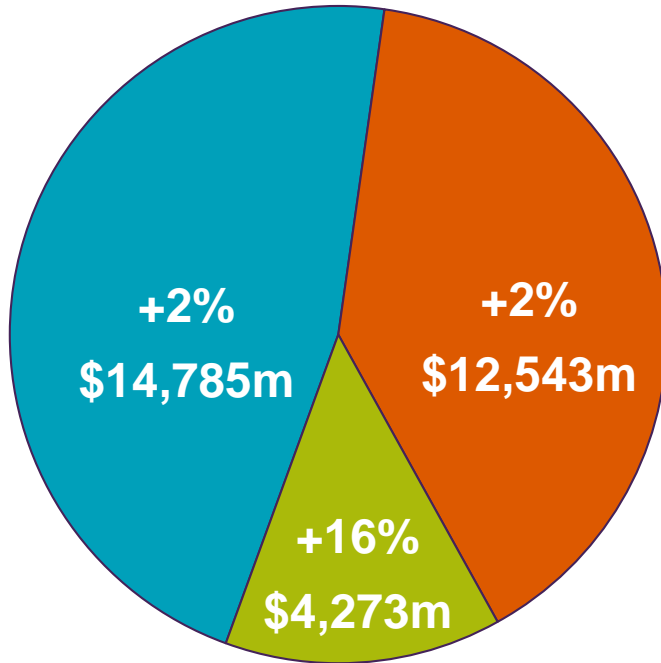
# Sales highlights

- Key brands drive outperformance in the US
- Strong growth in emerging markets

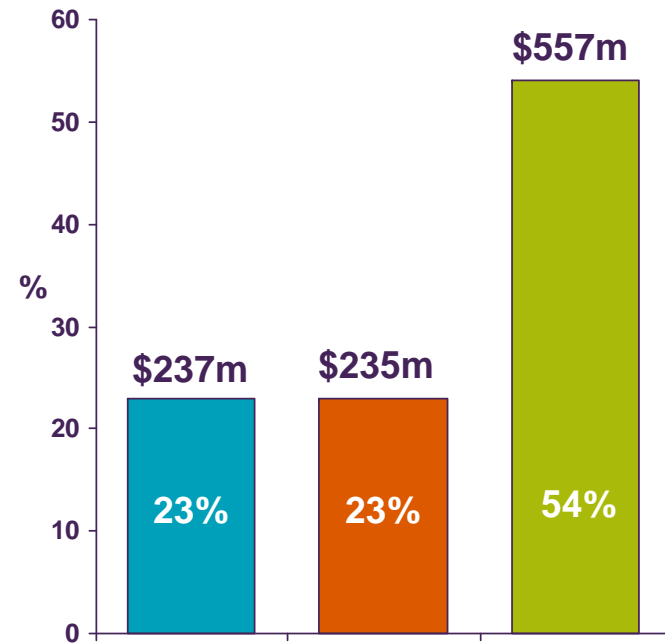


# Strong growth in emerging markets

### 2008 Sales



### 2008 CER Sales Growth



- North America
- Established RoW
- Emerging Markets



# Strong positioning in emerging markets

## IMS Ranking

Latin America Q3 2008 YTD Growth		Asia Pacific Q3 2008 YTD Growth		CEEMEA Q3 2008 YTD Growth	
<b>Market</b>	<b>12.5%</b>	<b>Market</b>	<b>16.1%</b>	<b>Market</b>	<b>12.5%</b>
1. AstraZeneca	20.8%	1. AstraZeneca	19.2%	1. Roche	16.7%
2. EMS	15.6%	2. Novartis	17.2%	2. Pfizer	14.4%
3. Novartis	15.4%	3. Bayer	16.4%	3. AstraZeneca	13.9%
4. Schering	8.6%	4. Wyeth	11.2%	4. Bayer	13.0%
5. Sanofi-Aventis	8.3%	5. J&J	11.0%	5. Sanofi-Aventis	11.4%
6. J&J	8.3%	6. Sanofi-Aventis	10.9%	6. Novartis	9.6%
7. Bayer	7.4%	7. Pfizer	10.8%	7. GSK	8.7%
8. Boehringer Ingel	6.1%	8. Merck & Co	10.8%	8. Servier	5.4%
9. Pfizer	5.1%	9. Roche	6.7%	9. J&J	3.8%
10. Roche	4.8%	10. GSK	2.3%	10. Zentiva	-3.8%

Definition:

Top 10 corporations based on sales @ actual USD value ranked on growth rates. Growth rates quoted at constant USD value.

CEEMEA data includes results for 10 markets only; Algeria, Czech Rep R&H, Egypt, Estonia, Latvia, Lithuania, Morocco, Poland, S.Africa, S.Arabia, Slovakia R&H, UA.

Source: IMS Health, Jan 09



# Sales highlights

- Key brands drive outperformance in the US
- Strong growth in emerging markets
- Successful mitigation of patent risks
  - *Nexium*
  - *Seroquel*
  - *Pulmicort Respules*

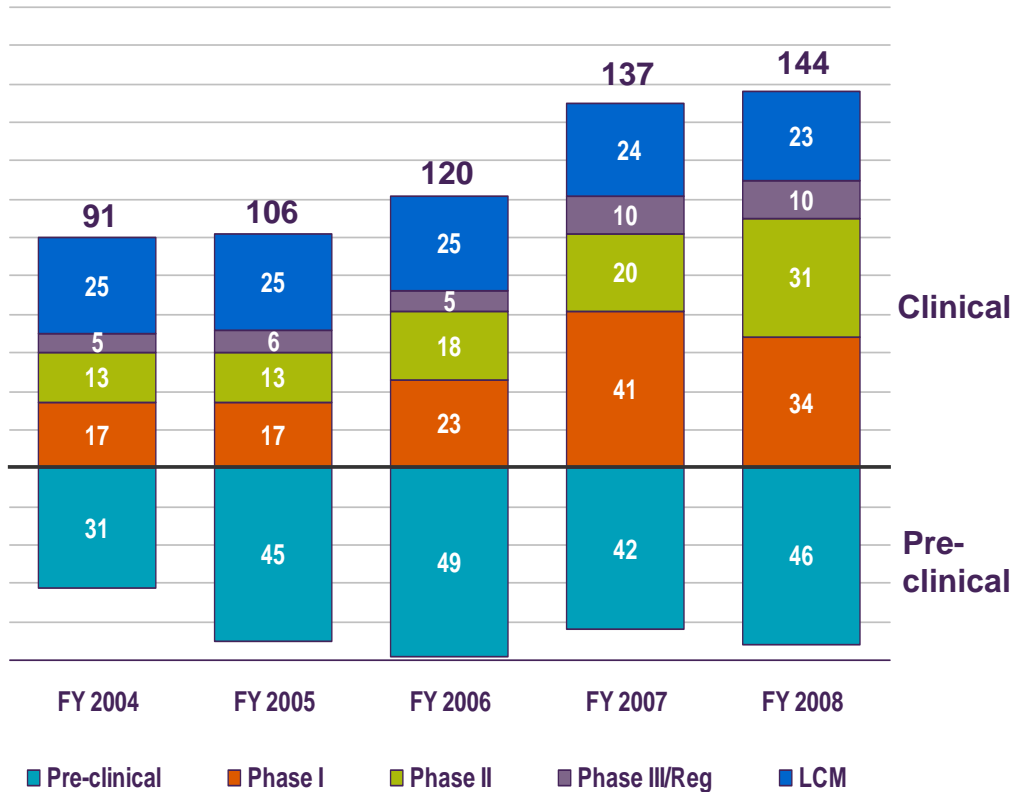


# Headline results FY08

	<b>2008</b> <b>\$m</b>	<b>2007</b> <b>\$m</b>	<b>Actual</b> <b>growth</b>	<b>CER</b> <b>growth</b>
Sales	31,601	29,559	+7%	+3%
Core Operating Profit	10,958	9,411	+16%	+9%
Core EPS	\$5.10	\$4.38	+16%	+8%
Reported EPS	\$4.20	\$3.74	+12%	+2%
Dividends	\$2.05	\$1.87	+10%	
Net Share Repurchase	\$451	\$3,952		



# Strengthening the pipeline



- Clinical projects increased by 60%
- Phase III/Registration doubled
- Phase II portfolio increased by >50% in 2008
- Up to 4 new product filings planned for 2009



Annual Results 2008

Simon Lowth

Chief Financial Officer



# Headline results FY08

	<b>2008</b> <b>\$m</b>	<b>2007</b> <b>\$m</b>	<b>Actual</b> <b>growth</b>	<b>CER</b> <b>growth</b>
<b>Sales</b>	<b>31,601</b>	<b>29,559</b>	<b>+7%</b>	<b>+3%</b>
Core Operating Margin	34.7%	31.8%	+290 bps	+160 bps



# Headline results FY08

	<b>2008</b> <b>\$m</b>	<b>2007</b> <b>\$m</b>	<b>Actual</b> <b>growth</b>	<b>CER</b> <b>growth</b>
<b>Sales</b>	<b>31,601</b>	<b>29,559</b>	<b>+7%</b>	<b>+3%</b>
Core Operating Profit	10,958	9,411	+16%	+9%
Net Finance Expense	(463)	(111)		
Core EPS	\$5.10	\$4.38	+16%	+8%
Restructuring/Synergy	(\$0.43)	(\$0.46)		
MedImmune amortisation	(\$0.21)	(\$0.12)		
Ethyol and other impairments	(\$0.19)	-		
Merck amortisation	(\$0.07)	(\$0.06)		
Reported EPS	\$4.20	\$3.74	+12%	+2%



# Regional sales performance FY08

	2008 \$m	CER growth
<b>Sales</b>	<b>31,601</b>	<b>+3%</b>
<b>North America</b>	<b>14,785</b>	<b>+2%</b>
US	13,510	+1%
<b>ROW Established Markets</b>	<b>12,543</b>	<b>+2%</b>
Western Europe	9,743	+1%
Japan	1,957	+4%
Other Established	843	+15%
<b>ROW Emerging Markets</b>	<b>4,273</b>	<b>+16%</b>

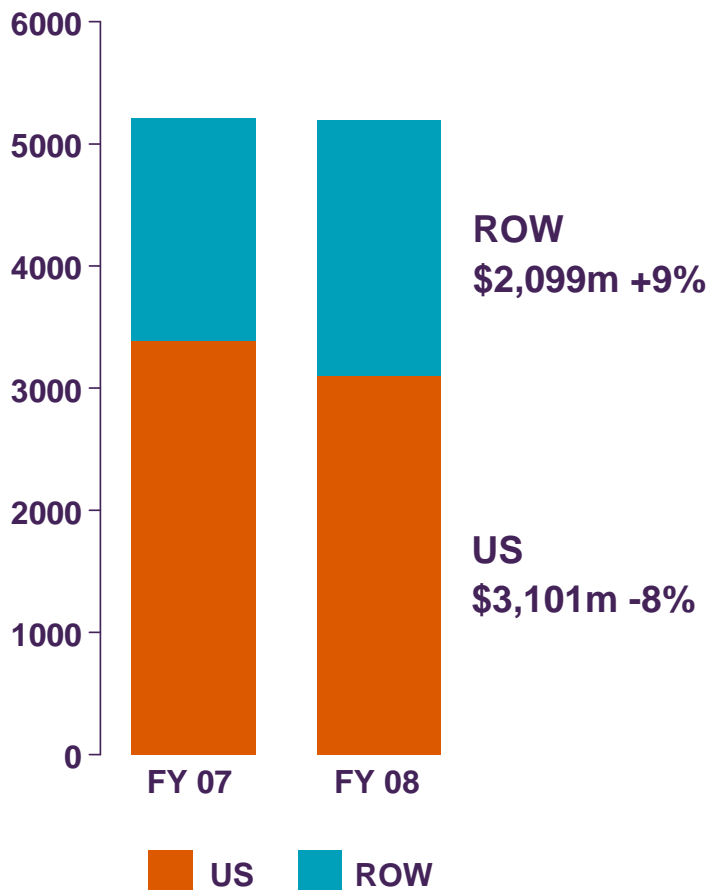


# Sales summary: FY08

	<b>2008 \$m</b>	<b>CER %</b>	<b>CER \$m</b>
<i>Nexium</i>	5,200	-2	(121)
<i>Seroquel</i>	4,452	+9	346
<i>Crestor</i>	3,597	+26	714
<i>Arimidex</i>	1,857	+4	69
<i>Symbicort</i>	2,004	+22	346
<b>Total Key Brands</b>	<b>17,110</b>	<b>+9</b>	<b>1,354</b>



## FY 08 Sales: \$5,200m -2%



### US

- Dispensed retail tablet volume up 2%\*
- Only major PPI brand to grow volume\*
- Price variance normalised Q408
- FY08 average prices down 11%

### RoW

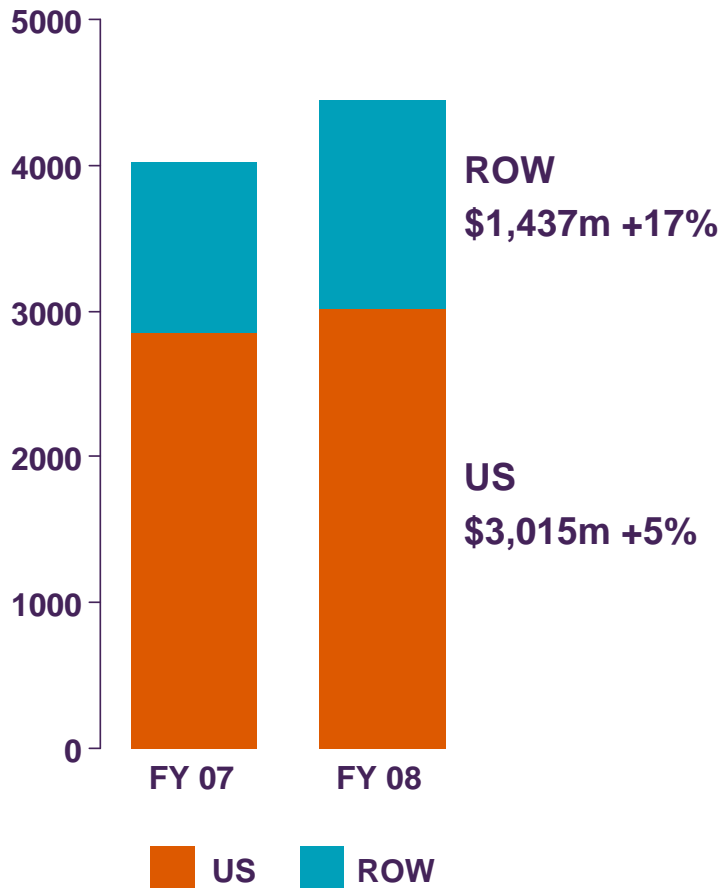
- Emerging markets +26%
- Western Europe +2%
  - Reference pricing in Germany

\* Note: This information is an estimate derived from the use of information under license from IMS NPA for the period Dec 2008. IMS expressly reserves all rights, including rights of copying, distribution and republication



# Seroquel

**FY 08 Sales: \$4,452m +9%**



- **US**

- *Seroquel* TRx's +6.5%\*
- Market TRx's +5%
- Market leading TRx share 31.6%
- *Seroquel XR*: 37% of Rx growth

- **RoW**

- Value & volume growth ahead of market

- ***Seroquel XR* LCM launches planned for 2009**

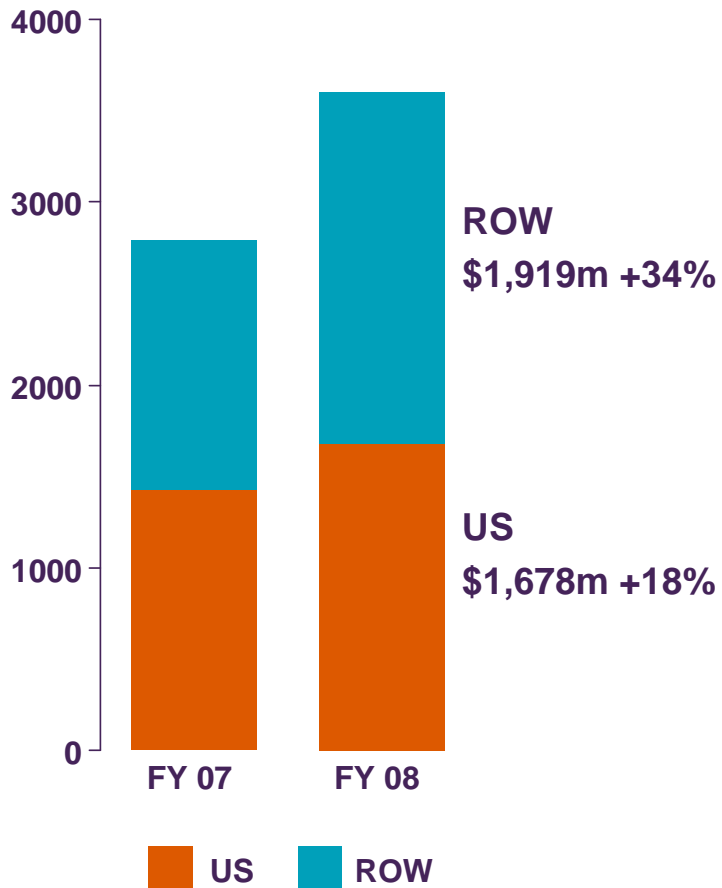
- Bipolar mania & depression
- Major Depressive Disorder
- Generalised Anxiety Disorder

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# Crestor

**FY 08 Sales: \$3,597m +26%**



## ■ US

- *Crestor* TRx's +10.8%\*
- Market TRx's +4.4%
- *Crestor* TRx share 9.9% Dec 08
- New patient share 12.5% end Dec 08
- Positive net switches from other statins

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# Crestor: Only brand to gain TRx share

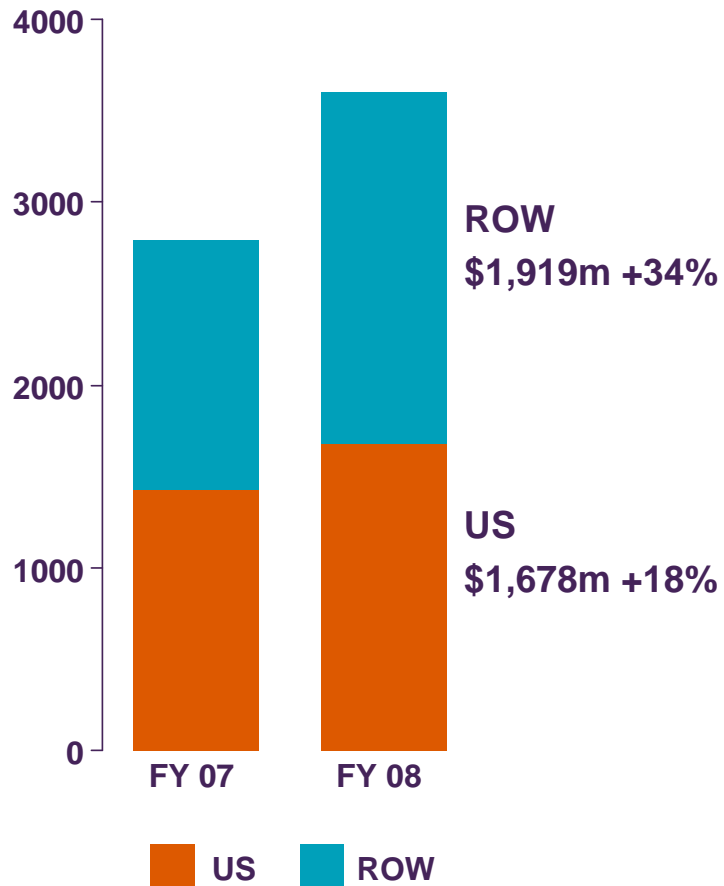
	<u>Dec 07</u>	<u>Dec 08</u>	<u>Change</u>
<i>Crestor</i>	8.6%	9.9%	<b>1.25%</b>
Vytorin	12.4%	6.9%	<b>-5.46%</b>
Lipitor	32.8%	28.5%	<b>-4.29%</b>
Generics	44.5%	53.1%	<b>8.69%</b>
Other	1.7%	1.5%	<b>-0.20%</b>

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## ■ RoW

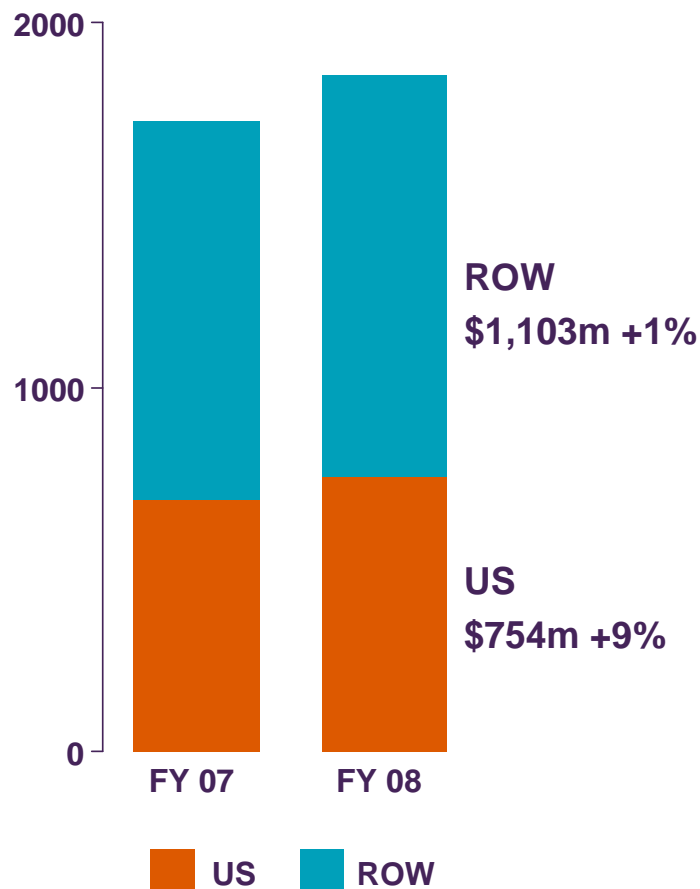
- Western Europe +16%
- Canada +30%
- Japan +93%
  - #1 in Dynamic Share: 26.4%
- Australia sales doubled
- Emerging markets +41%

## ■ Jupiter filings from Q209

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**FY 08 Sales: \$1,857m +4%**

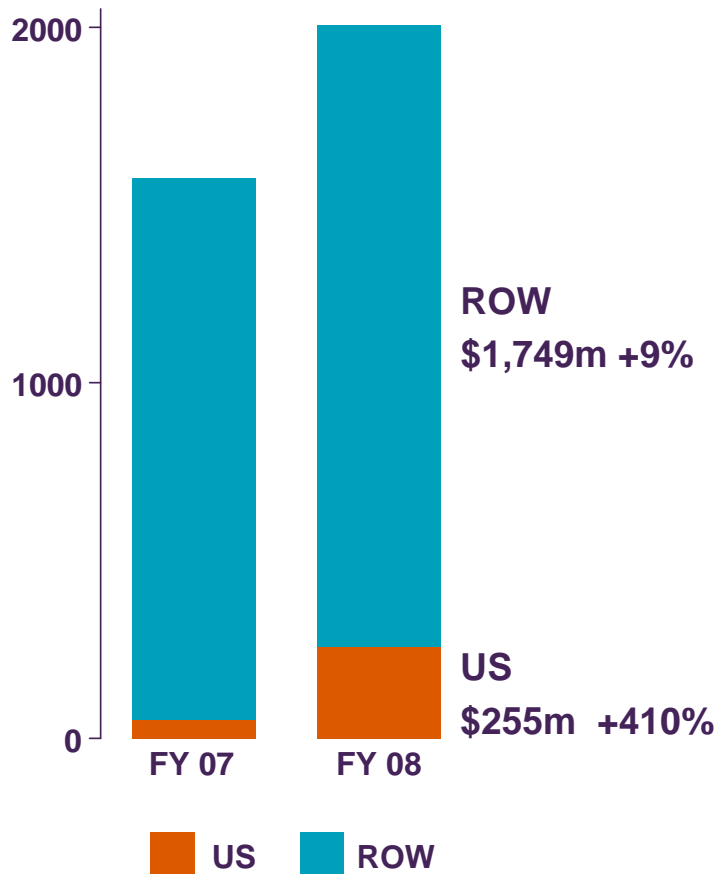


- Q4 sales -1%
- Maturing class
  - Tamoxifen share stabilising
- Patients begin to reach end of 5 year treatment term



# Symbicort

**FY 08 Sales: \$2,004m +22%**



## ■ US

- Specialist trial rate ~90%
  - >30% share of new starts\*\*
- Primary care trial: >50%
  - >17% share of new starts\*\*
- Overall market (w/e 16 Jan)
  - NRx share 11.7%\*
  - New start share 18.3%\*\*

## ■ RoW

- Western Europe +6%
- Emerging Markets +21%
- Growth in COPD: Gain in asthma share
- *Symbicort SMART* approved 91 markets

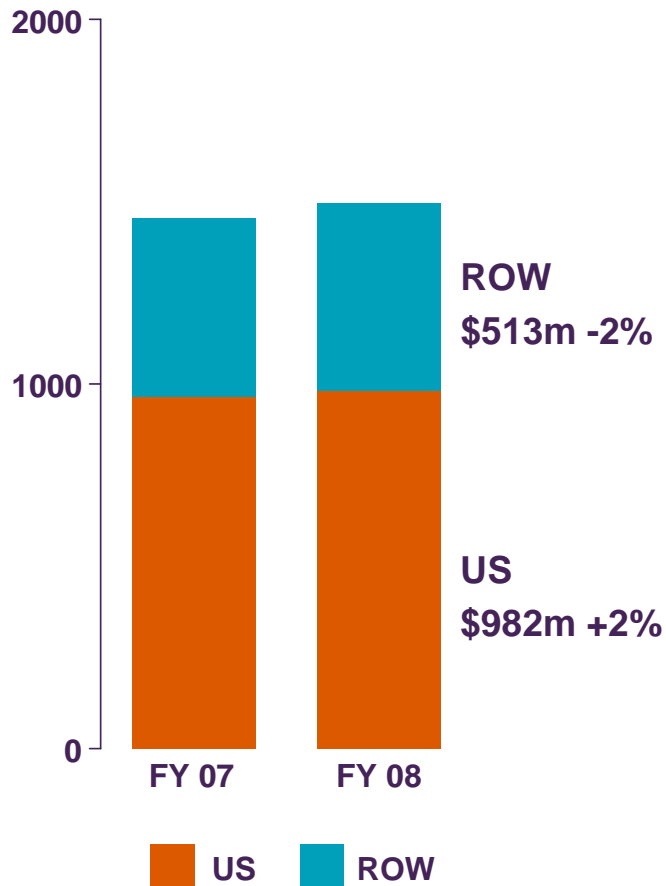
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\*\* Verispan VONA weekly patient level data.



# Pulmicort

**FY 08 Sales: \$1,495m 0%**



## ■ US

- *Pulmicort Respules* ~90% of total sales
- Q408 *Pulmicort Respules* -18%
- Settlement with TEVA
  - 26 November
- “At Risk” shipments remains in market
  - Generic share of TRx 15% in Q408
  - Generic share: 40% in Dec 08



# Sales summary: FY08

	<b>2008 \$m</b>	<b>CER %</b>	<b>CER \$m</b>
<i>Nexium</i>	5,200	-2	(121)
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# Sales summary: FY08

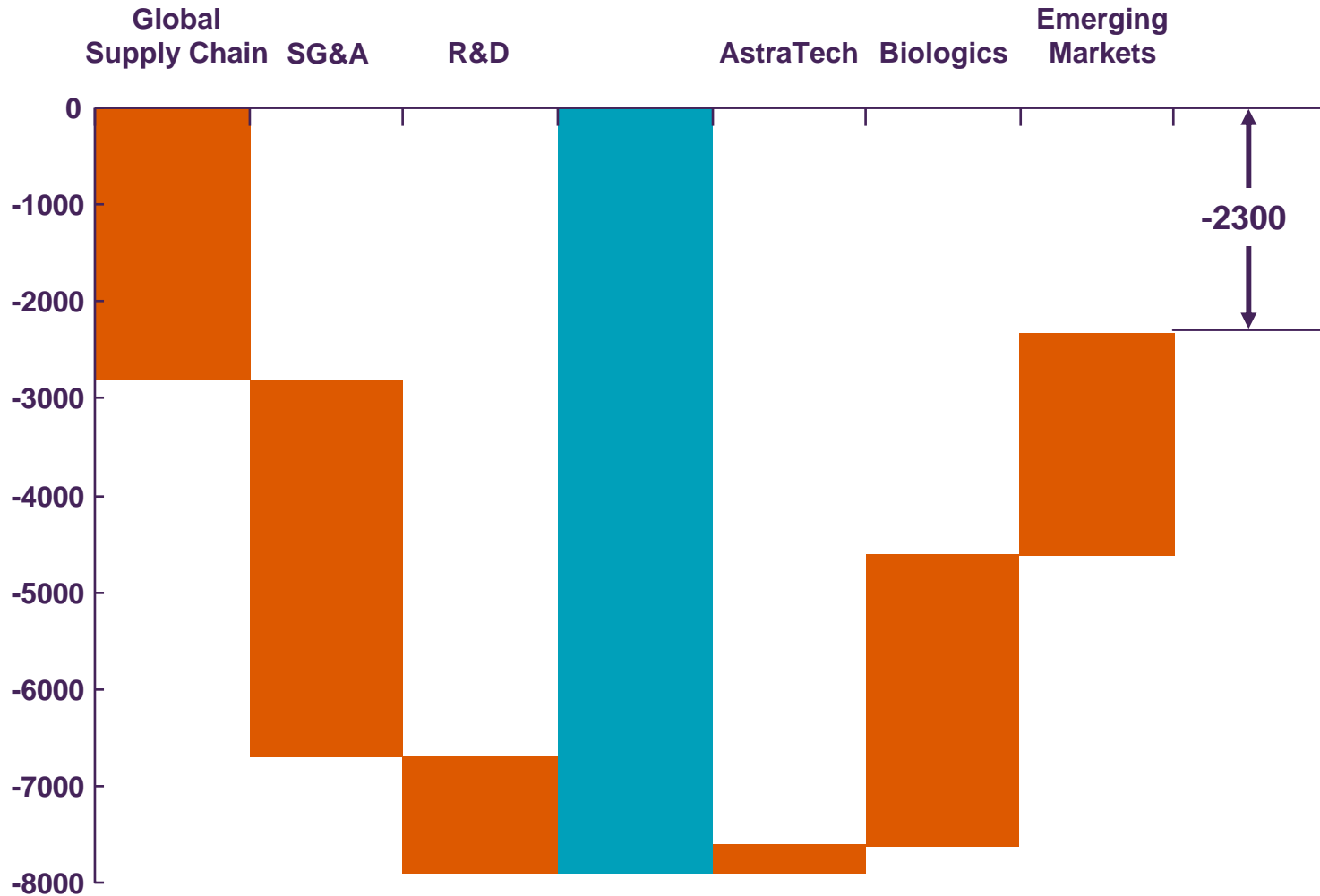
	<b>2008 \$m</b>	<b>CER %</b>	<b>CER \$m</b>
<b>Total Key Brands</b>	<b>17,110</b>	<b>+9</b>	<b>1,354</b>
MedImmune Products	1,362	n/m	648
<i>Toprol-XL/Seloken</i>	807	-46	(667)
<i>Casodex</i>	1,258	-12	(161)
<i>Losec</i>	1,055	-14	(156)
<i>Pulmicort</i>	1,495	-	7
All others	8,514	-	4
<b>Total Sales</b>	<b>31,601</b>	<b>+3</b>	<b>1,029</b>

# Core margin: FY08



	<b>\$m</b>	<b>CER%</b>	<b>% sales</b>	<b>Delta vs PY CER%</b>
Gross Margin	25,408	+4	80.4	+80 bps
Distribution	(291)	+16	0.9	-10 bps
R&D	(4,953)	-1	15.7	+80 bps
SG&A	(9,940)	+3	31.4	+10 bps
Other Income	734	+3	2.3	—
Core Operating Profit	10,958	+9	34.7	+160 bps

# Restructuring and synergies: 2006 – 2008



2006-2008 headcount movements are shown on a Full Time Equivalent basis and include AZ employees and contractors



# Restructuring and synergies: Expanded scope

	2007-2008	Total Programme Cost		Headcount Reduction	
	Cost to Date \$m	Original Guidance \$m	Latest View \$m	Original Guidance	Latest View
Global Supply Chain	(820)	(750)	(1,250)	3,300	6,150
SG&A	(806)	(850)	(1,400)	3,600	7,450
R&D	(221)	(375)	(300)	700	1,400
<b>Total</b>	<b>(1,847)</b>	<b>(1,975)</b>	<b>(2,950)</b>	<b>7,600</b>	<b>15,000</b>

## Annual Benefits

	Original Guidance 2010 \$m	Latest View 2010 \$m	Latest View 2013 \$m
<b>Total</b>	<b>1,400</b>	<b>2,100</b>	<b>2,500</b>



# Cash generation: FY08

	2008 \$m	2007 \$m
<b>Opening net cash/(debt)</b>	<b>(9,112)</b>	<b>6,537</b>
EBITDA	11,764	9,950
Movement in working capital	(210)	(443)
Interest paid	(690)	(335)
Tax paid	(2,209)	(2,563)
Other non-cash movements	87	901
<b>Net cash from operating activities</b>	<b>8,742</b>	<b>7,510</b>



# Cash generation: FY08

	<b>2008</b> <b>\$m</b>	<b>2007</b> <b>\$m</b>
<b>Opening net cash/(debt)</b>	<b>(9,112)</b>	<b>6,537</b>
<b>Net cash from operating activities</b>	<b>8,742</b>	<b>7,510</b>
Merck	(2,630)	-
Net Acquisitions (incl. MedImmune)	-	(14,891)
Other capital expenditure	(1,371)	(1,625)
<b>Dividends/Net share buy-back</b>	<b>(3,190)</b>	<b>(6,593)</b>
<b>Other movements</b>	<b>387</b>	<b>(50)</b>
<b>Closing net cash/(debt)</b>	<b>(7,174)</b>	<b>(9,112)</b>
<b>Debt</b>	<b>(11,505)</b>	<b>(10,876)</b>
<b>Short term borrowings</b>	<b>(343)</b>	<b>(4,280)</b>
<b>Cash/Current investments</b>	<b>4,674</b>	<b>6,044</b>



# 2009 performance priorities

- Drive growth of key brands and markets
  - Life Cycle Management
  - Sales and Marketing Effectiveness
  - Emerging Markets
- Progress productivity initiatives and restructuring
- Increased focus on cash management
- Continued investment in R&D



# Guidance for 2009 (Core basis)

<b>Sales</b>	In line with FY08 level at CER
<b>Core EPS</b>	Growth at CER
<b>Gross Margin</b>	Slightly ahead of FY08 level (CER)
<b>SG&amp;A</b>	} Flat at CER
<b>R&amp;D</b>	
<b>Other Income</b>	Higher than FY08 on disposable gains
<b>Net Finance Expense</b>	Higher than FY08
<b>Tax Rate</b>	~ 29.5%



# Currency basis for 2009 guidance

- Currency: January 2009 average rates:
  - \$1 = £0.691
  - \$1 = €0.751
  - \$1 = SEK 8.081
  - \$1 = JPY 90.3
- Core EPS range of \$5.15 to \$5.45
- Actual 2009 rates may differ materially from January 2009 rates upon which guidance is based
- 2009 currency sensitivity estimator is available



# Core EPS adjustments

	<b>2008</b>	<b>2009 est.</b>
Restructuring/Synergy	\$0.43	~\$0.24
MedImmune amortisation	\$0.21	~\$0.21
Merck amortisation	\$0.07	~\$0.07
Impairments	\$0.19	



# Distribution policy

- Dividends
  - Second interim dividend increased by 11% to \$1.50
  - Full year increase of 10% to \$2.05
  - To grow in line with reported earnings (pre-restructuring costs) maintaining at least 2x dividend cover
- Share repurchases
  - Reflective of stated financial priorities
  - No share repurchases in 2009 in order to maintain the flexibility to invest in the business

AstraZeneca 

Annual Results 2008

John Patterson

Executive Director, Development



# Delivering on our promise

**Differentiated  
& Targeted  
Medicines**



**Strengthen  
our pipeline**

## 2008 achievements

- 2 NCE submissions
- 8 New Life Cycle Management submissions
- 18 Phase II starts
  
- Ongoing productivity improvements
  - Faster cycle times
  - Leaner & cost efficient organisation
  
- Investment in externalisation and biologics delivering results



**4 NEW PRODUCT SUBMISSIONS PLANNED 2009**



# Phase III portfolio



PN400	ONGLYZA™
<i>Crestor/ TriLipix</i>	<i>Zactima</i>
	<i>Recentin</i>
	<i>Recentin</i>
	<i>Brilinta (AZD6140)</i>
	Dapagliflozin
	ZD4054
	Motavizumab

# Phase III update CVGI – ONGLYZA™



- Delivered NDA submission Jun 08
- EU MAA Jul 08 (15 months early)
  - Over 5,000 individuals involved in clinical trials
  - No CV safety signal
- Registration process ongoing
  - US – PDUFA date end of April
  - EU – Accepted for review by CHMP

# Phase III update CVGI



## Project

## Update

Dapagliflozin

Phase IIb data presented at ADA and EASD 08  
4 of 9 ongoing Phase III studies fully recruited  
6 month interim data of 2 pivotal studies  
available in-house – 1H09  
Expanding alliance and development to Japan

*Brilinta* (AZD6140)

PLATO completed recruitment  
Event driven follow up phase  
Data available mid year, presented 2H09  
EU and US submissions – 4Q09  
Safety monitoring committee engaged  
throughout trial

# Phase III update CVGI & CNS/Pain



## Project

## Update

*Crestor/TriLipix*

TriLipix monotherapy approved by FDA – Dec 08  
FDC NDA on target for 3Q09

AZD0837

Investigating a stability limitation with formulation  
Making progress in resolving  
Estimated start of Phase III – 2H09

PN400

On track for mid 2009 NDA  
First two Phase III studies met their  
primary end-point  
FDA confirmed endpoint



# Phase III Update Oncology – *Zactima*

- All four Phase III studies completed recruitment on schedule:
  - ZEST (monotherapy vs erlotinib)
  - ZODIAC (docetaxel combination)
  - ZEAL (pemetrexed combination)
  - ZEPHYR (monotherapy in EGFR failure)
- ZODIAC is the pivotal study, clinical benefits supported by ZEAL



# Phase III Update Oncology – *Zactima*

- Plan to file *Zactima* (100mg combination) submission for NSCLC – 2Q09
- ZEST showed *Zactima* 300mg monotherapy has non-inferior efficacy to erlotinib and will support a monotherapy indication based on positive ZEPHYR data
- ZEPHYR completed recruitment and will report 2H09
- ZETA (Thyroid) ongoing – data expected in 2009



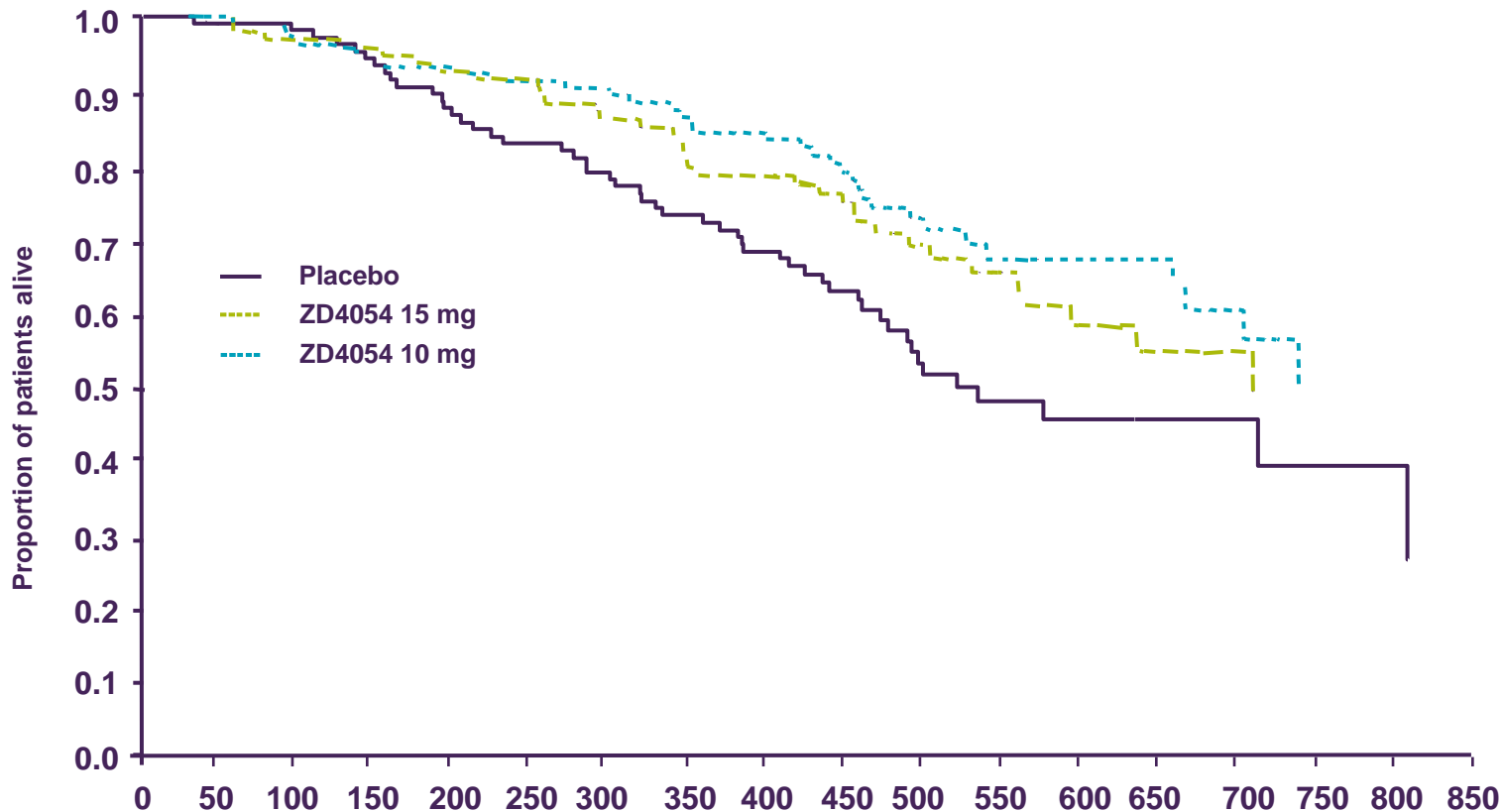
# Phase III update Oncology – *Recentin*

- CRC
  - Go into Phase III as achieved efficacy trigger – Feb 08
  - HORIZON Phase III recruitment completed on schedule (end 08)
  - On track for submissions – 2H10
- Recurrent Glioblastoma
  - Phase III REGAL study recruiting
  - On track for submission – 2H10
- NSCLC
  - BR24 Chemo combination not tolerated at 30mg
  - New 20mg programme with NCIC starting
- Other tumours
  - Extensive programme in wide range of tumours progressing



# Phase III update Oncology – ZD4054

- ENTHUSE programme actively recruiting
- M1 study ahead of schedule
- Phase II (EPOC - Study 6) results published in European Urology – Dec 08





- Motavizumab
  - US BLA for premature and CLD – 1Q08
  - Received CRL from FDA in 4Q08
  - Further clarifications expected in discussions with the FDA – Feb 09
  - Timeline for completion of response to CRL and subsequent filing of applications with EMEA to be determined after Feb meeting
- Live Attenuated Influenza Vaccine (LAIV)
  - MAA submission accepted for review by EMEA – 4Q08



# LCM update

## Unit Dose Budesonide

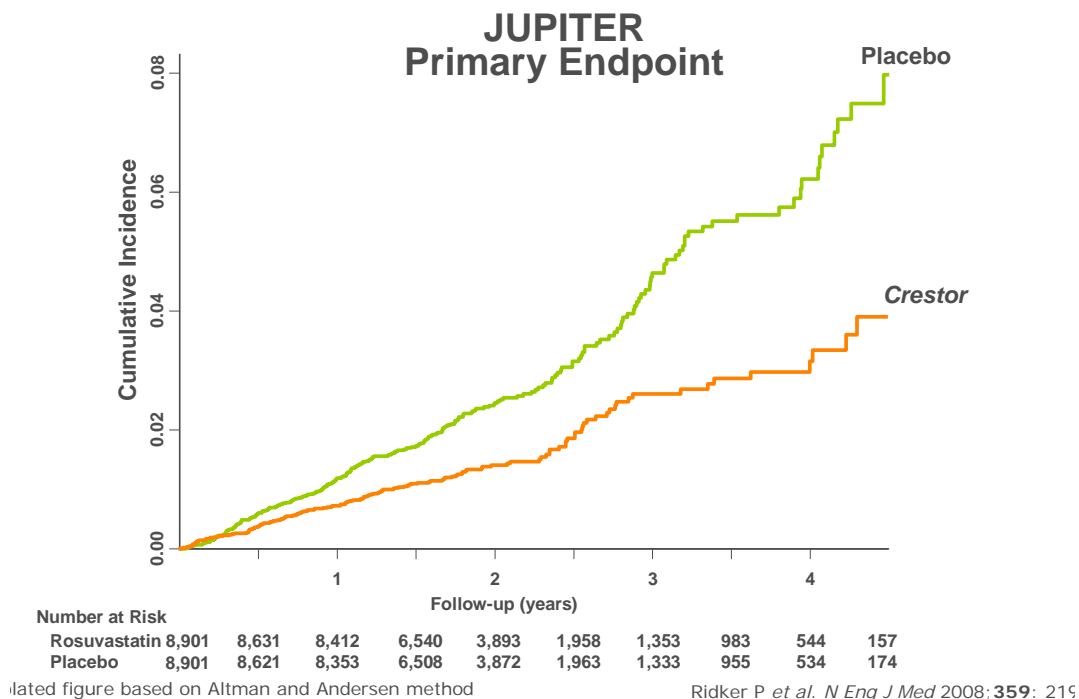
- Collaboration signed with MAP Pharmaceuticals to develop and commercialise Unit Dose Budesonide (UDB) for paediatric asthma
- Compatible with new generation of nebulisers
- Potential to be nebulised more quickly than commercially available product
- Subject to review under HSR

# LCM update

## Crestor



- Crestor outcomes programme showing strong safety data
- JUPITER demonstrated unprecedented risk reduction
- Regulatory submission – 2Q09
- Successful repeat MRP process gained approval in 5 new EU markets
- Crestor EU Paediatric Plan progressing



# LCM update

## Seroquel



Regulatory update:	Filed	Approval	Review Date
<b>US</b>			
IR Bipolar Depression	✓	✓	
IR Bipolar Maintenance	✓	✓	
XR Schizophrenia	✓	✓	
XR Bipolar Mania	✓	✓	
XR Bipolar Depression	✓	✓	
XR Bipolar Maintenance	✓	✓	
XR Major Depressive Disorder	✓		CRL
XR Generalised Anxiety Disorder	✓		1Q 2009
<b>EU</b>			
IR Bipolar Depression	✓	✓	
IR Bipolar Maintenance	✓		3Q 2009
XR Schizophrenia	✓	✓	
XR Bipolar Mania	✓	✓	
XR Bipolar Depression	✓	✓	
XR Bipolar Maintenance	✓		3Q 2009
XR Major Depressive Disorder	✓		1Q 2009
XR Generalised Anxiety Disorder	✓		3Q 2009

# LCM update

## *Symbicort*



- sNDA delivered in US for COPD
  - PDUFA date – Feb 09
- sNDA delivered in US for paediatric asthma – Jun 08
- pMDI filing in UK for asthma/COPD – Sept 08
- Japan anticipated approval 4Q09 due to agency resources
- FDA Advisory Committee on benefits/risks of LABA containing products in the treatment of asthma concluded that benefits outweigh risks for *Symbicort* – Dec 08



- IPASS (*Iressa* Pan-Asia Study)
  - *Iressa* vs carboplatin/paclitaxel in 1st line adv NSCLC in a selected patient population
  - Superior progression-free survival (PFS) for *Iressa* compared to doublet chemotherapy
  - More favourable tolerability profile and superior quality of life (QoL)
- MAA submitted for advanced NSCLC May 08



# Faster, Leaner, Better

## Quality driving cost and speed

### **Leaner**

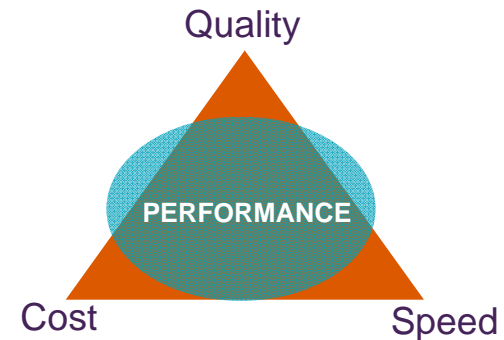
- \$100m MedImmune synergies
- Continuous Improvement
- Clinical data outsourcing of 82 studies
- 5 drug campaigns supplied from Bangalore at 1/3<sup>rd</sup> cost
- More Cost Effective

### **Faster**

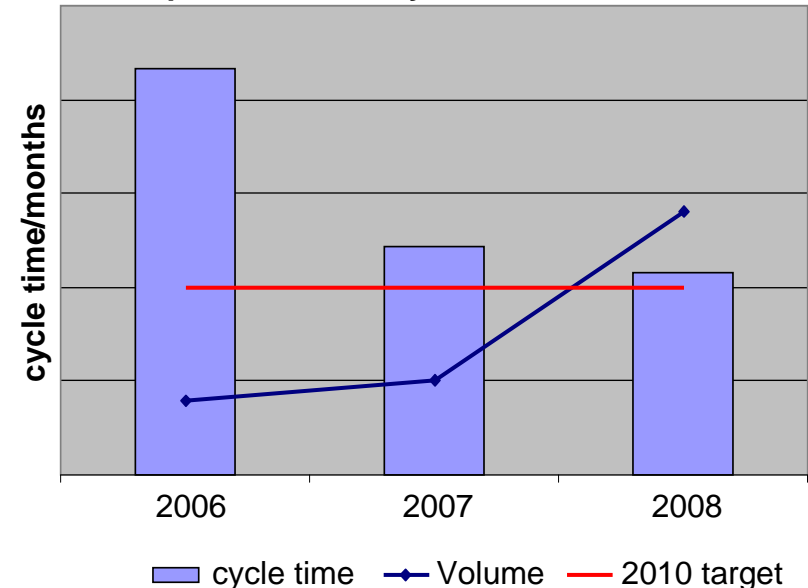
- Preclinical and Phase I on target for 2010 speed with increased volumes and decreased cost
- Focus on Phase II in 2009

### **Better**

- Patient Stratification

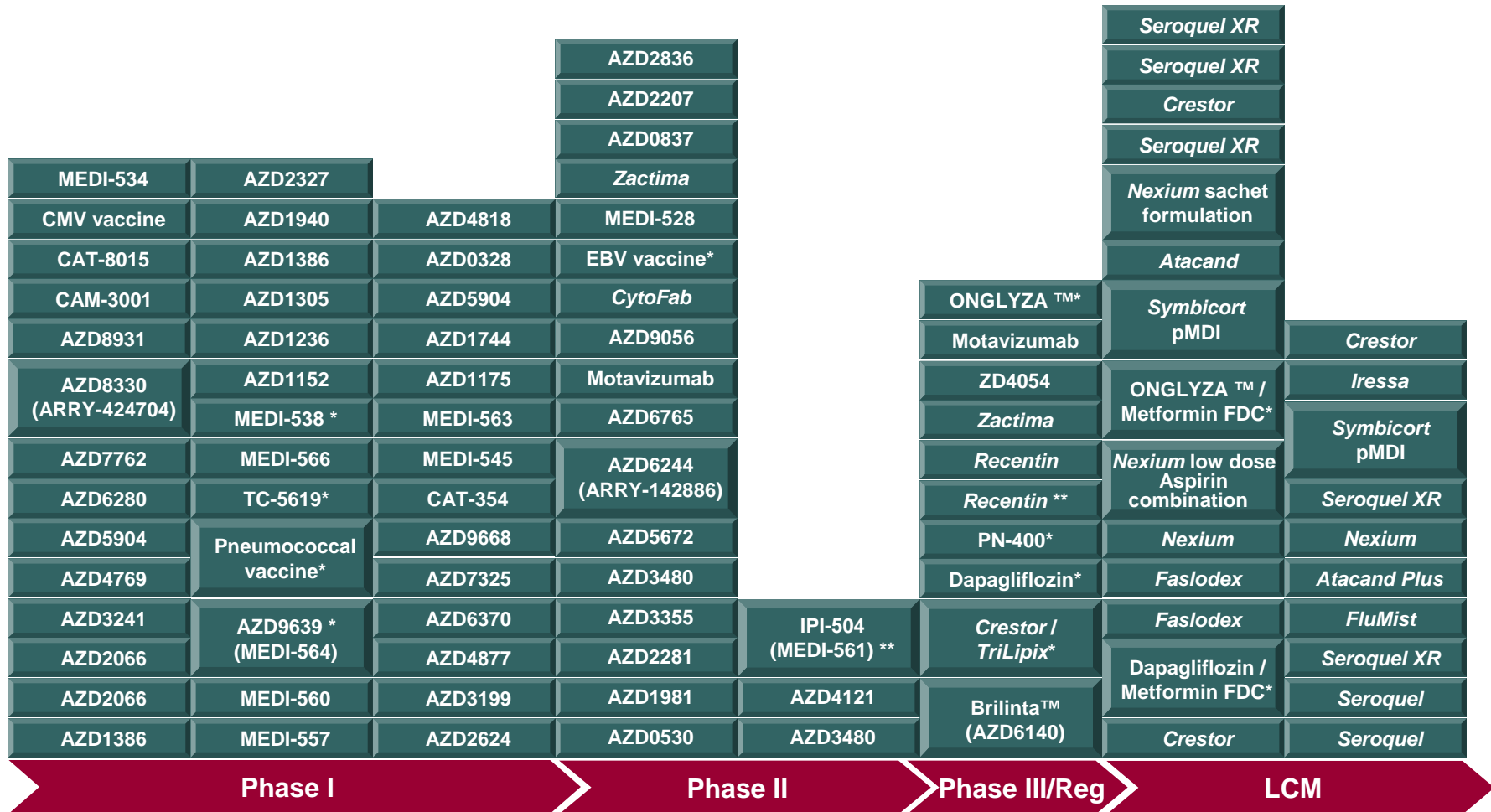


Completed Phase I cycle times and volumes





# Stronger pipeline: January 2008

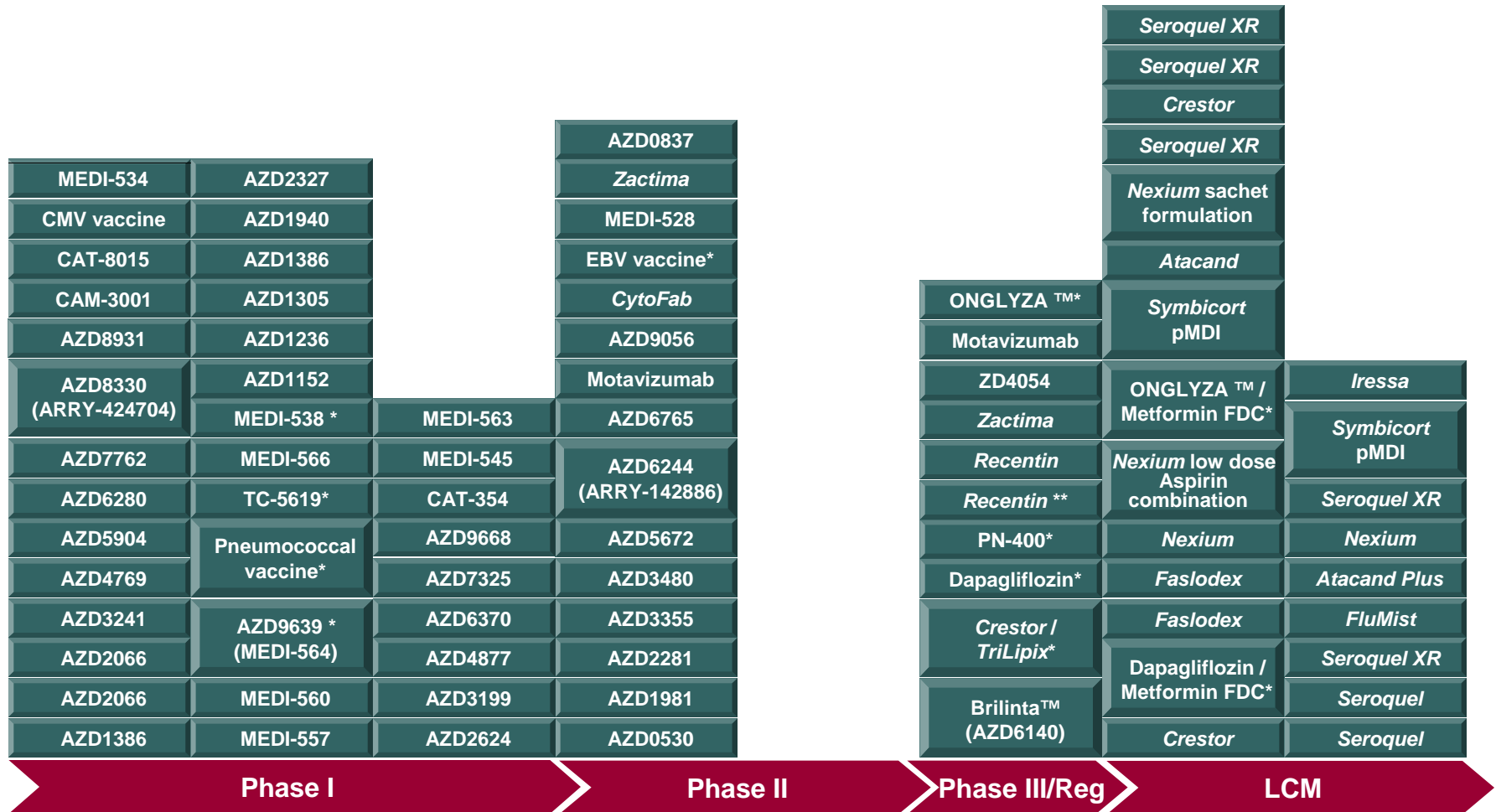


\*Note: Partnered product    \*\*Note: Orphan indication





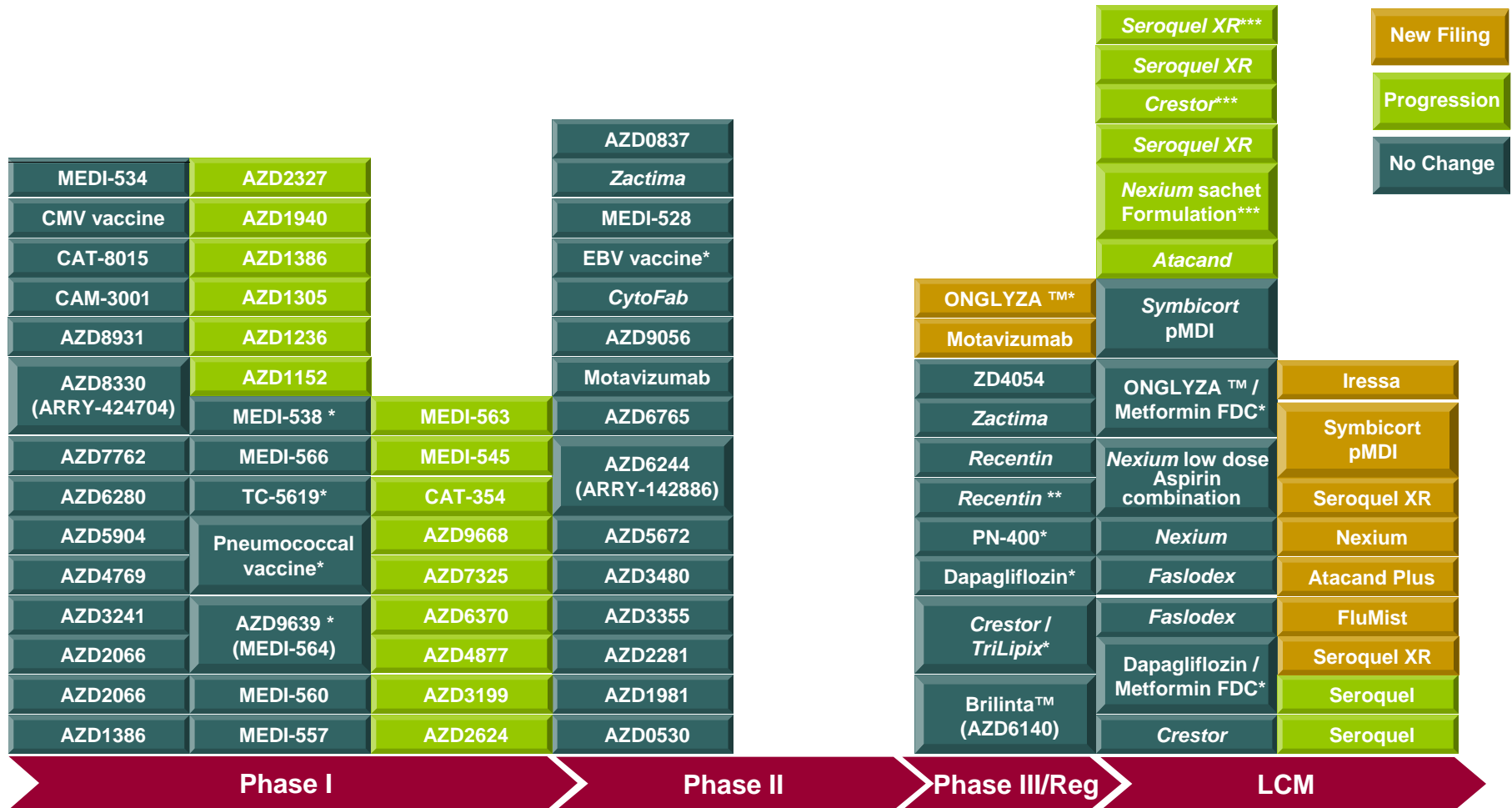
# Stronger pipeline: Withdrawals



\*Note: Partnered product    \*\*Note: Orphan indication



# Stronger pipeline: Progressions



New Filing

Progression

No Change

Phase I

Phase II

Phase III/Reg

LCM

\*Note: Partnered product

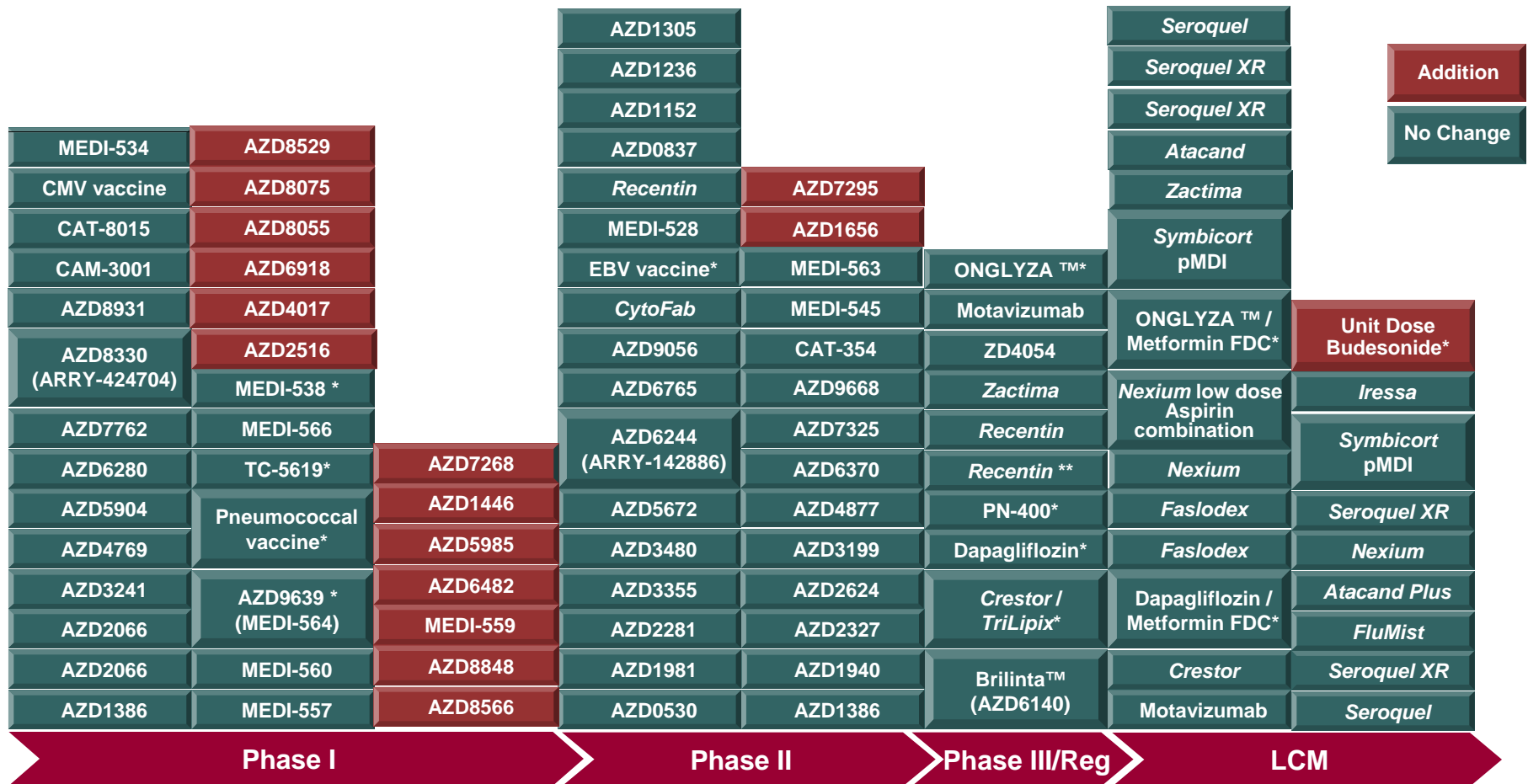
\*\*Note: Orphan indication

\*\*\*Note: Launched





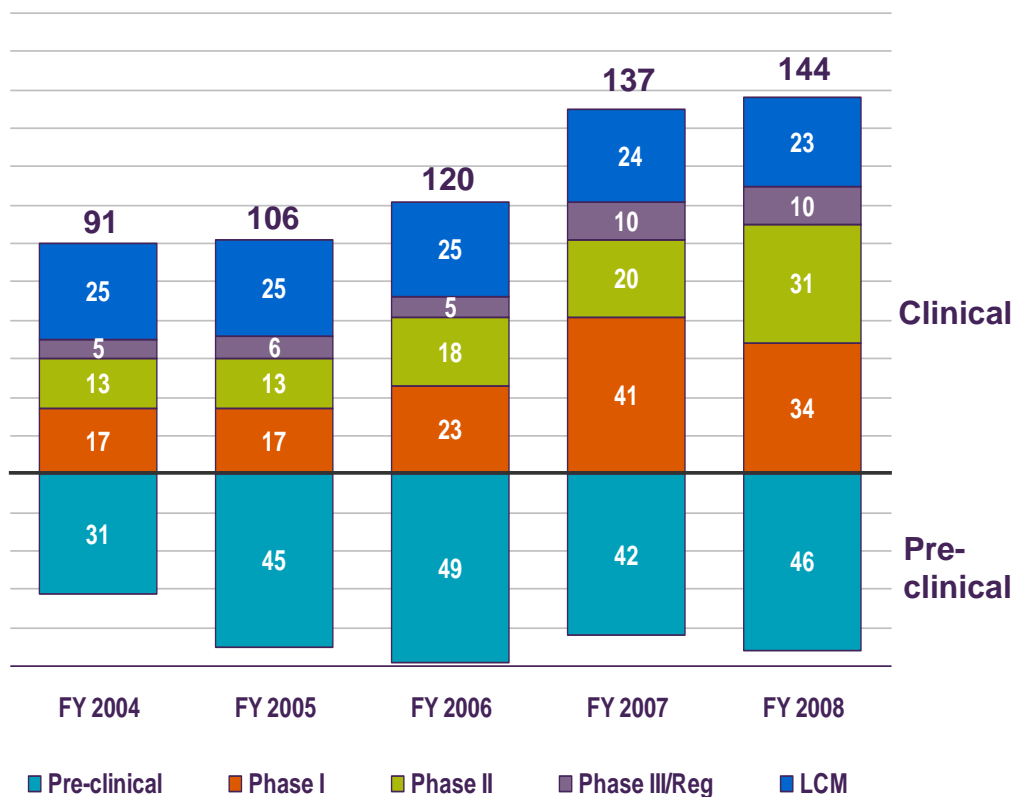
# Stronger pipeline: Additions



\*Note: Partnered product    \*\*Note: Orphan indication



# Delivering on our promise: Strengthening the pipeline



## 2007 – 2008

- Better vertical distribution across the phases
- Significant flow into Phase I in 2007 translated into a record year for 2008 Phase II entries
- 6 Projects reached approval to progress Ph IIb development

## 2004 - 2008

- Strong year on year growth in overall pipeline volume

# Delivering on our promise: 2004 – 2008



- Optimise marketed products through LCM
- Increase discovery output
- Speed up development processes
- Improve quality of molecules
- Strengthen portfolio through externalisation and biologics

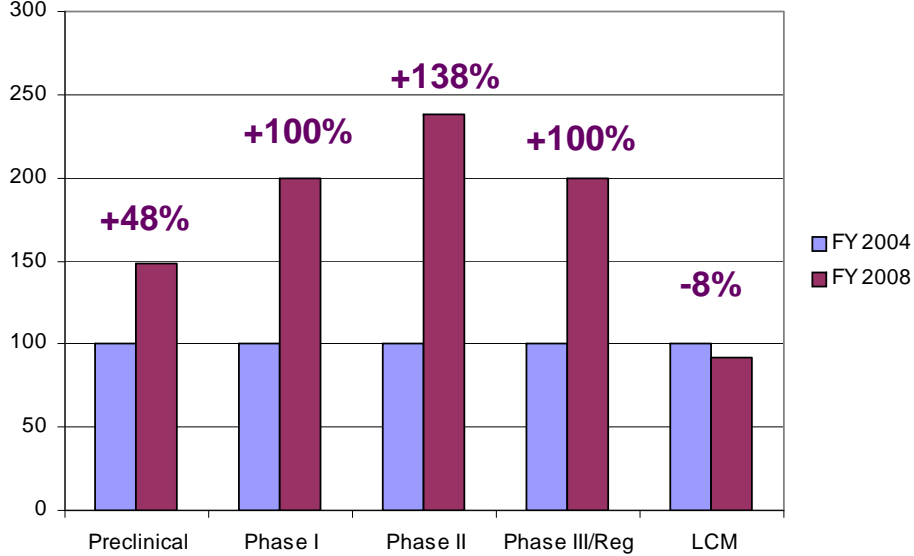


# Delivering on our promise: 2004 – 2008

## Bringing new medicines to markets

- **LCM**; 33 significant approvals since 2005
- **Mix**; Improved mix of NMEs v LCM
- **NME Submissions**;
  - 2 NMEs submitted in 2008 (Motavizumab and ONGLYZA™)
  - 4 potential filings in 2009 (Zactima, PN400, Brilinta (AZD6140), Crestor/TriLipix)

**NMEs up 86% since 2004**

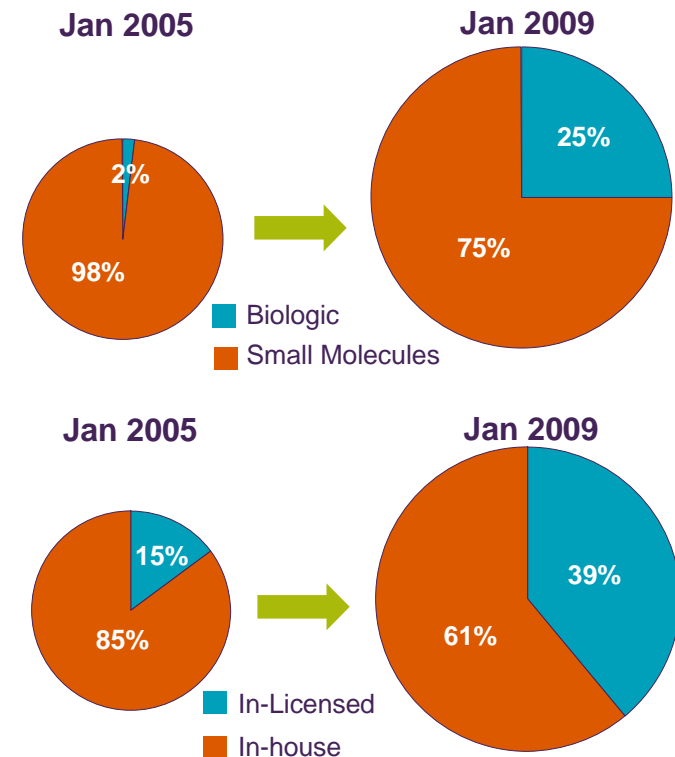




# Delivering on our promise: 2004 – 2008

## Strategically positioned for long-term success

- **Focused Disease Area Strategy**
  - Major review in 2006
  - Refined in 2007
  - Albireo GI spin-off Feb 2008
- **Biologics**
  - Creation of a significant biologics portfolio - approx. one quarter of the total AZ NME portfolio
  - CaT in June 2006, MedImmune in June 2007
  - Fully-integrated biologics pipeline, regulatory expertise and manufacturing capacity
- **Externalisation**
  - 26 major deals since 2004 including:
    - Acquisitions; CaT, MedImmune, KuDos, Arrow
    - In-licensing; Abbott, Pozen, BMS
  - Approx 40% of our portfolio





# Conclusions

- A bigger better pipeline
- Developing progressively towards our 2010 goals of
  - 2 new product launches pa on average
  - 8 year median development cycle time
- Life Cycle Programmes for all major products
  - Jupiter could change cardiology
- Improved efficiency and effectiveness

## **A CULTURE OF CONTINUOUS IMPROVEMENT**



Annual Results 2008

David Brennan

CEO



# Summary

- Robust performance in challenging conditions
- Earnings growth ahead of sales growth
- Expanded scope of restructuring
- Investing to drive long-term performance