

A focused biopharmaceutical company

General presentation



Forward-looking statements

In order, among other things, to utilise the 'safe harbour' provisions of the US Private Securities Litigation Reform Act 1995, we are providing the following cautionary statement:

This document contains certain forward-looking statements with respect to the operations, performance and financial condition of the Group, including, among other things, statements about expected revenues, margins, earnings per share or other financial or other measures. Although we believe our expectations are based on reasonable assumptions, any forward-looking statements, by their very nature, involve risks and uncertainties and may be influenced by factors that could cause actual outcomes and results to be materially different from those predicted. The forward-looking statements reflect knowledge and information available at the date of preparation of this document and AstraZeneca undertakes no obligation to update these forward-looking statements. We identify the forward-looking statements by using the words 'anticipates', 'believes', 'expects', 'intends' and similar expressions in such statements. Important factors that could cause actual results to differ materially from those contained in forward-looking statements, certain of which are beyond our control, include, among other things: the loss or expiration of, or limitations to, patents, marketing exclusivity or trademarks, or the risk of failure to obtain and enforce patent protection; the risk of substantial adverse litigation/government investigation claims and insufficient insurance coverage; effects of patent litigation in respect of IP rights; exchange rate fluctuations; the risk that R&D will not yield new products that achieve commercial success; the risk that strategic alliances and acquisitions, including licensing and collaborations, will be unsuccessful; the impact of competition, price controls and price reductions; taxation risks; the risk of substantial product liability claims; the impact of any delays in the manufacturing, distribution and sale of any of our products; the impact of any failure by third parties to supply materials or services; the risk of failure of outsourcing; the risks associated with manufacturing biologics; the risk of delay to new product launches; the difficulties of obtaining and maintaining regulatory approvals for products; the risk of failure to adhere to applicable laws, rules and regulations; the risk of failure to adhere to applicable laws, rules and regulations relating to anti-competitive behaviour; the risk that new products do not perform as we expect; failure to achieve strategic priorities or to meet targets or expectations; the risk of an adverse impact of a sustained economic downturn; political and socio-economic conditions; the risk of environmental liabilities; the risk of occupational health and safety liabilities; the risk associated with pensions liabilities; the risk of misuse of social media platforms and new technology; the risks associated with developing our business in emerging markets; the risk of illegal trade in our products; the risks from pressures resulting from generic competition; the risk of failure to successfully implement planned cost reduction measures through productivity initiatives and restructuring programmes; economic, regulatory and political pressures to limit or reduce the cost of our products; the risk that regulatory approval processes for biosimilars could have an adverse effect on future commercial prospects; the impact of failing to attract and retain key personnel and to successfully engage with our employees; the impact of increasing implementation and enforcement of more stringent anti-bribery and anti-corruption legislation; and the risk of failure of information technology and cybercrime. Nothing in this presentation / webcast should be construed as a profit forecast.



Strategic priorities

1

**Achieve
scientific
leadership**

2

**Return
to growth**

3

**Be a great
place to work**



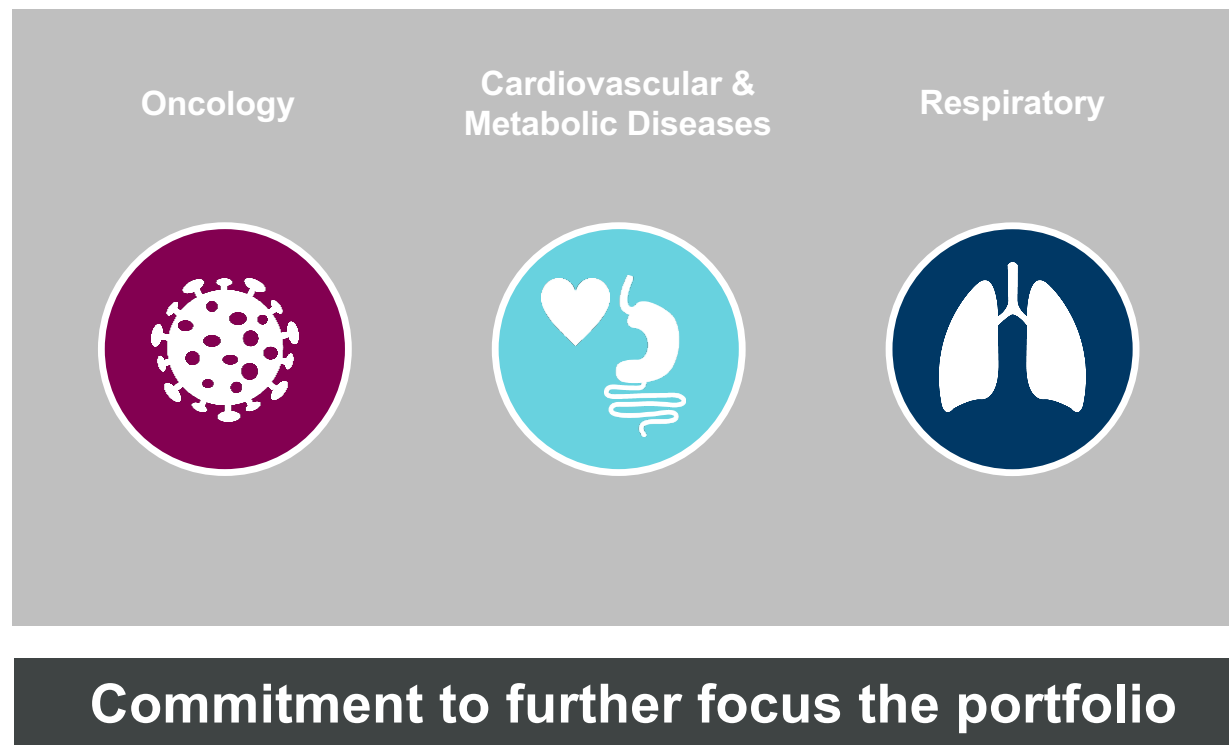
New Cambridge, UK R&D centre and HQ

Scientific collaborations key driver behind move



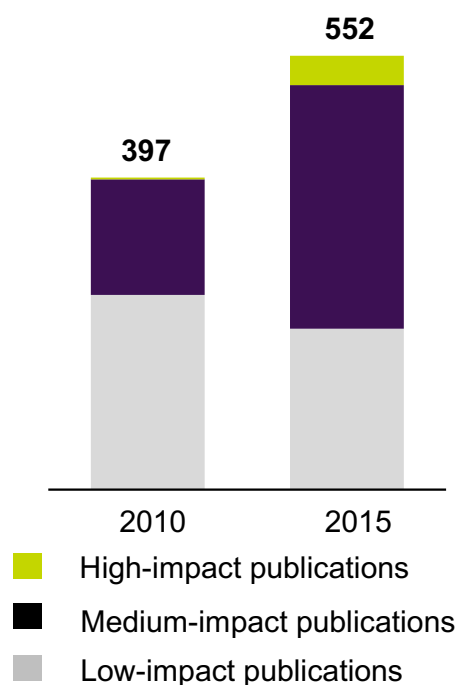
Focused strategy

Three therapy areas

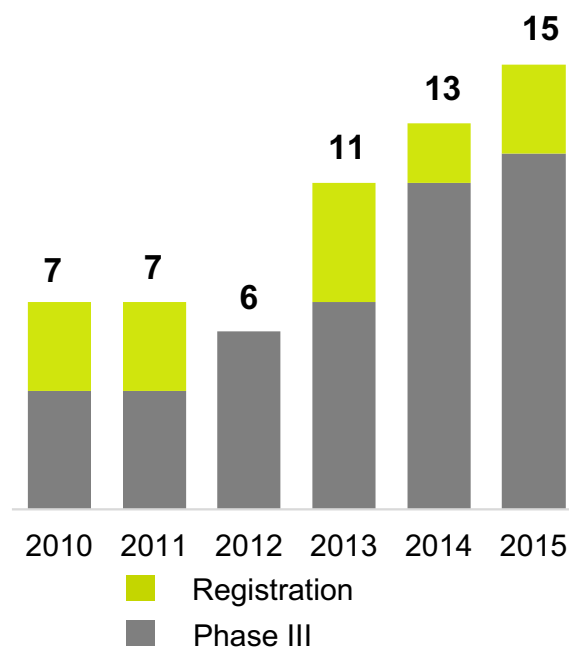


R&D productivity increase

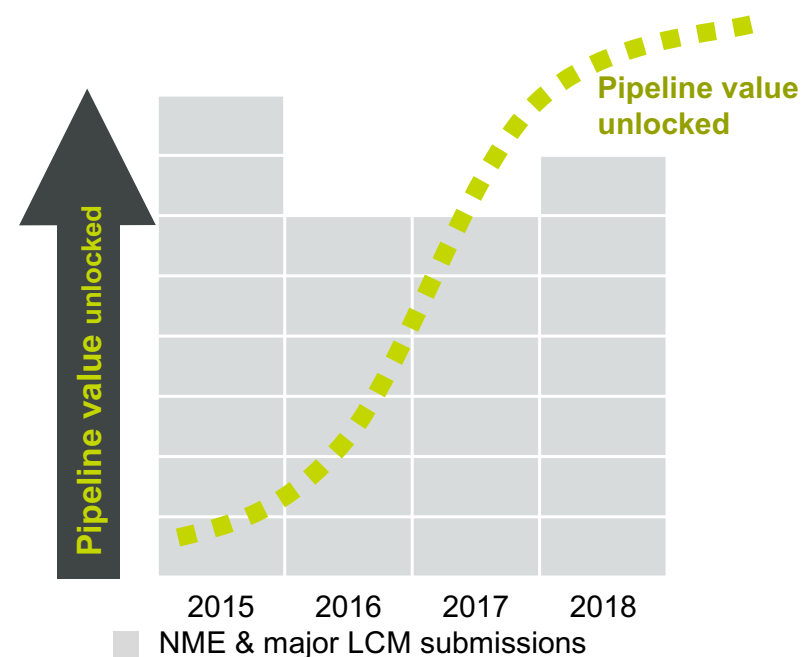
Publications



Phase III / Registration NMEs



Unlocking pipeline value



Delivering sustainable R&D productivity improvements

High-impact (rating > 15); medium-impact (rating > 5); low-impact (rating < 5)

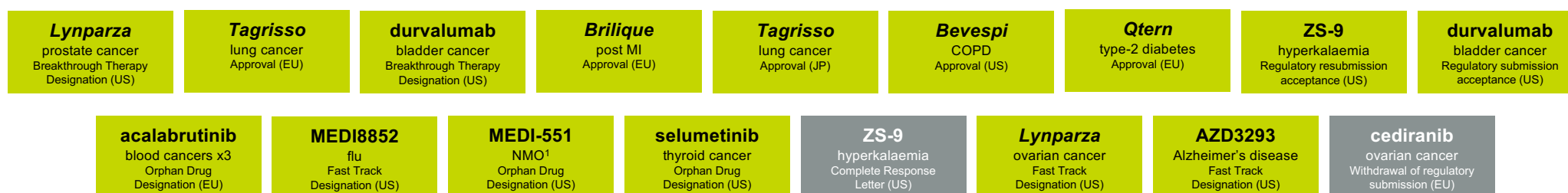
Reflects Phase III / Registration volumes at year-end

Reflects expected regulatory submissions of key NMEs and major lifecycle management programmes



Key 2016 news flow from late-stage pipeline

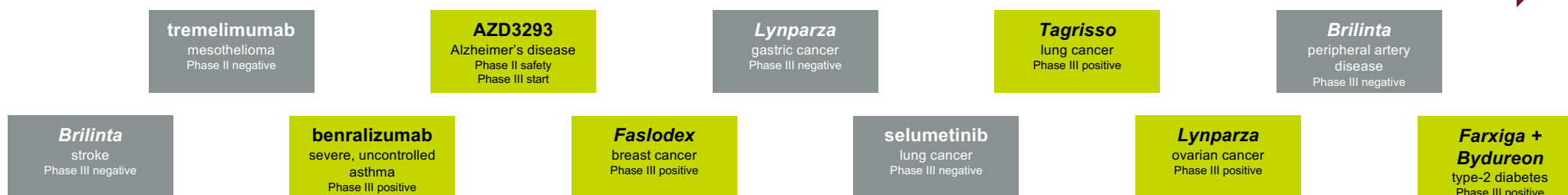
Supporting on-going pipeline-driven transformation



Regulatory news

2016: Encouraging news flow for patients and company

Clinical news



1. NMO = Neuromyelitis Optica
Status as of 14 December 2016

■ Favourable ■ Unfavourable



Key Phase III medicines & lifecycle

Rich pipeline across three therapy areas

Oncology
durvalumab¹ multiple cancers
durva + treme multiple cancers
acalabrutinib blood cancers
moxetumomab leukaemia
selumetinib thyroid cancer
Lynparza² multiple cancers
Tagrisso^{1,2} lung cancer

Cardiovascular & Metabolic Diseases
ZS-9¹ hyperkalaemia
roxadustat anaemia

Other
anifrolumab lupus
AZD3293 Alzheimer's disease

Respiratory
benralizumab severe, uncontrolled asthma / COPD
tralokinumab severe, uncontrolled asthma
PT010 COPD / asthma

1. Under regulatory review in major jurisdiction 2. Life-cycle development programme
Status as of 14 December 2016



Full pipeline of new medicines (NMEs)



■ Oncology
 ■ Cardiovascular & Metabolic Diseases
 ■ Respiratory
 ■ Other

Phase I			Phase II		Phase III		Applications Under Review	
31 New Molecular Entities			25 New Molecular Entities		10 New Molecular Entities		1 New Molecular Entities	
Small molecule		Large molecule	Small molecule	Large molecule	Small molecule	Large molecule	Small molecule	Large molecule
AZD0158 ATM solid tumours	AZD4831 MPO HFpEF	MEDI0562# hOX40 solid tumours	AZD3759 or Tagrisso BLOOM EGFR NSCLC CNS mets	MEDI-573# IGF metastatic breast cancer	acalabrutinib# BTK inhibitor B cell malignancy	durvalumab#¶ solid tumours	ZS-9 potassium binder hyperkalaemia	
AZD1775# Wee1 solid tumours	AZD5719 FLAP CAD	MEDI0680 PD-1 solid tumours	AZD4547 FGFR solid tumours	MEDI0382 GLP-1/glucagon diabetes/obesity	selumetinib# ASTRA MEK 2L diff. thyroid	moxetumomab pasudotox# PLA1T CD22 HCL		
AZD2811# Aurora solid tumours	AZD1419# TLR9 asthma	MEDI1873 G1TR solid tumours	AZD5363# AKT breast cancer	MEDI4166 PCSK9/GLP-1 diabetes/CV	roxadustat# HIFPH anaemia CKD/ESRD	benralizumab# IL-5R severe asthma		
AZD4635 A2aR inhibitor solid tumours	AZD5634 inhaled ENaC cystic fibrosis	MEDI4276 HER2 solid tumours	savolitinib# MET pRCC	MEDI6012 LCAT ACS	PT010 LABA/LAMA/ICS COPD	tralokinumab IL-13 severe asthma		
AZD6738 ATR solid tumours	AZD7986# DPP1 COPD	MEDI-565# CEA BITE GI tumours	vistusentib (AZD2014) mTOR 1/2 solid tumours	AZD9412# Inhaled β1FN asthma/COPD	AZD3293# BACE Early Alzheimer's disease	anifrolumab# TULIP IFNαR SLE		
AZD8186 PI3Kβ solid tumours	AZD8871# MABA COPD	MEDI9197# TLR 7/8 solid tumours	abediterol# LABA asthma/COPD	tezepelumab# TSLP asthma/atopic dermatitis				
AZD9150# STAT3 haems & solids	AZD9567 SGRM RA	MEDI9447 CD73 solid tumours	AZD7594 Inhaled SGRM asthma	MEDI5872# primary Sjögren's syndrome				
AZD9496 SERD ER+ breast	AZD8108 NMDA suicidal ideation	MEDI8111 Rh-Factor II trauma/bleeding	AZD3241 MPO Multiple System Atrophy	inebilizumab# CD19 neuromyelitis optica				
AZD4076 miR103/107 NASH		MEDI9314 IL4R atopic dermatitis	verinurad URAT-1 hyperuricemia/gout	mavrilimumab# GM-CSFR rheumatoid arthritis				
		MEDI1814 amyloidβ Alzheimer's disease	ATM AVI# BL/BLI SBI	MEDI2070# IL-23 Crohns				
		MEDI7352 NGF/TNF osteoarthritis pain	CXL# BLI/cephalosporin MRSA	MEDI3902¶ Psl/PcrV pseudomonas				
		MEDI0700# BAFF/B7RP1 SLE		MEDI4893 staph alpha toxin SSI				
		MEDI4920 CD40L-Tn3 pSS		MEDI8852 influenza A treatment				
		MEDI7734 ILT7 myositis		MEDI8997# RSV passive prophylaxis				
				MEDI7510 sF+GLA-SE RSV prevention				

¹ Includes significant fixed-dose combination projects, and parallel indications that are in a separate therapy
(See LCM chart for other parallel indications and oncology combination projects)

[#] Partnered and/or in collaboration; [¶]Registrational P2/3 study

¹ Includes significant fixed-dose combination projects, and parallel indications that are in a separate therapy area
 (See LCM chart for other parallel indications and oncology combination projects)
 # Partnered and/or in collaboration; ¶ Registrational P2/3 study

Status as of Year-To-Date and Q3 2016 Results on 10 November 2016



Late-stage pipeline news flow 2017 & 2018

Unlocking and realising potential of new medicine



	H1 2017	H2 2017	2018
Regulatory decisions	Faslodex - breast cancer (1L) (JP) durvalumab - bladder cancer (US) saxa/dapa - type-2 diabetes (US) ZS-9 - hyperkalaemia (US, EU) brodalumab - psoriasis (US, EU)	Tagrisso - lung cancer (CN) Tagrisso - lung cancer (US, EU) (AURA3) benralizumab - severe, uncontrolled asthma (US)	benralizumab - severe, uncontrolled asthma (EU)
Regulatory submissions	Faslodex - breast cancer (1L) (US, EU) Lynparza - ovarian cancer (2L) acalabrutinib - blood cancer (US) ¹ Bydureon - autoinjector (US) Bevespi - COPD (EU) benralizumab - severe, uncontrolled asthma (JP)	Lynparza - breast cancer durvalumab - lung cancer (PACIFIC) (US) durva +/- treme - lung cancer (MYSTIC) - lung cancer (ARCTIC)	Lynparza - ovarian cancer (1L) Tagrisso - lung cancer (1L) durva +/- treme - lung cancer (NEPTUNE) - head & neck cancer (KESTREL, EAGLE) - bladder cancer (DANUBE) moxetumomab - leukaemia selumetinib - thyroid cancer Bydureon - CVOT roxadustat - anaemia tralokinumab - severe, uncontrolled asthma Duaklir - COPD (US) PT010 - COPD
Key Phase III/II* data anticipated	Lynparza - breast cancer durva +/- treme - lung cancer (MYSTIC) - lung cancer (ARCTIC) acalabrutinib - blood cancer* ¹	Lynparza - ovarian cancer (1L) Tagrisso - lung cancer (1L) durvalumab - lung cancer (PACIFIC) durva +/- treme - head & neck cancer (KESTREL) moxetumomab - leukaemia roxadustat - anaemia ² tralokinumab - severe, uncontrolled asthma	durva +/- treme - lung cancer (NEPTUNE) - head & neck cancer (EAGLE) - bladder cancer (DANUBE) selumetinib - thyroid cancer Brilinta - T2D/CAD Bydureon - CVOT PT010 - COPD anifrolumab - lupus

1. Potential fast-to-market opportunity ahead of randomised, controlled trials

2. AstraZeneca-sponsored trial
Status as of 14 December 2016



Growth platforms

New Oncology added in 2016

2

Return
to growth



	FY 2015 \$m	% change	% Total Revenue	Q4 2015 \$m	% change
Growth Platforms	14,003	+11	57	3,588	+11
Respiratory	4,987	+7	-	1,289	+4
<i>Brilinta/Brilique</i>	619	+44	-	174	+43
Diabetes	2,224	+26	-	585	+24
Emerging Markets	5,822	+12	-	1,428	+10
Japan	2,020	+4	-	541	+8
New Oncology	119	n/m	-	57	n/m

Absolute values at actual exchange rates. Growth rates at Constant Exchange Rates (CER)



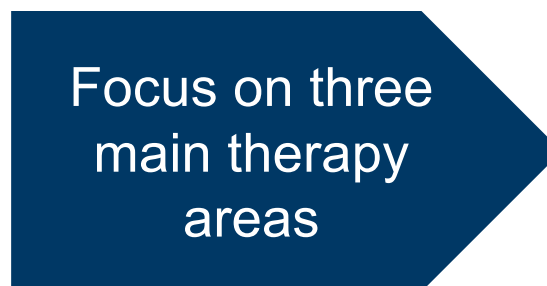
Strategic value-creation framework

R&D productivity & focus drive decisions

2
Return
to growth



‘Following the science’
leads to innovation
in and outside areas of
focus



Oncology
CVMD - Cardiovascular &
Metabolic Diseases
Respiratory

Externalisation¹
(milestones/royalty)
Accelerate/enhance value; or
new medicines outside focus

Product Sales
(Including Growth Platforms)

**Other Operating
Income²**
Disposal, typically of legacy
medicines outside focus

1. Medicines in which AstraZeneca maintains a significant future interest. Income through (recurring) milestones & royalty

2. One-off disposal income and legacy royalty income



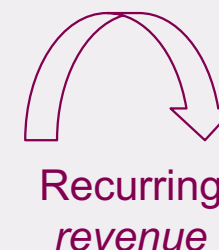
Building a pure-play innovator in three therapy areas

Focusing and slimming down portfolio to optimise resource allocation.

2
Return
to growth

1. Accessing Therapy Area (TA) capability / upside

- ✓ BACE inhibitor
- ✓ Brodalumab
- ✓ Tralokinumab (AD¹)
- ✓ Durvalumab (haematology)



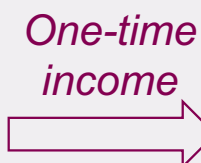
2. Increasing commercial reach

- ✓ *Movantik/Moventig*
- ✓ *Plendil*
- ✓ Anaesthetics



3. Streamlining portfolio / divestment

- ✓ *Myalept*
- ✓ *Imdur*



- R&D investment in main TAs
- Dividend commitment

1. AD = Atopic Dermatitis



Emerging Markets

Geographic platform for growth

2

Return
to growth

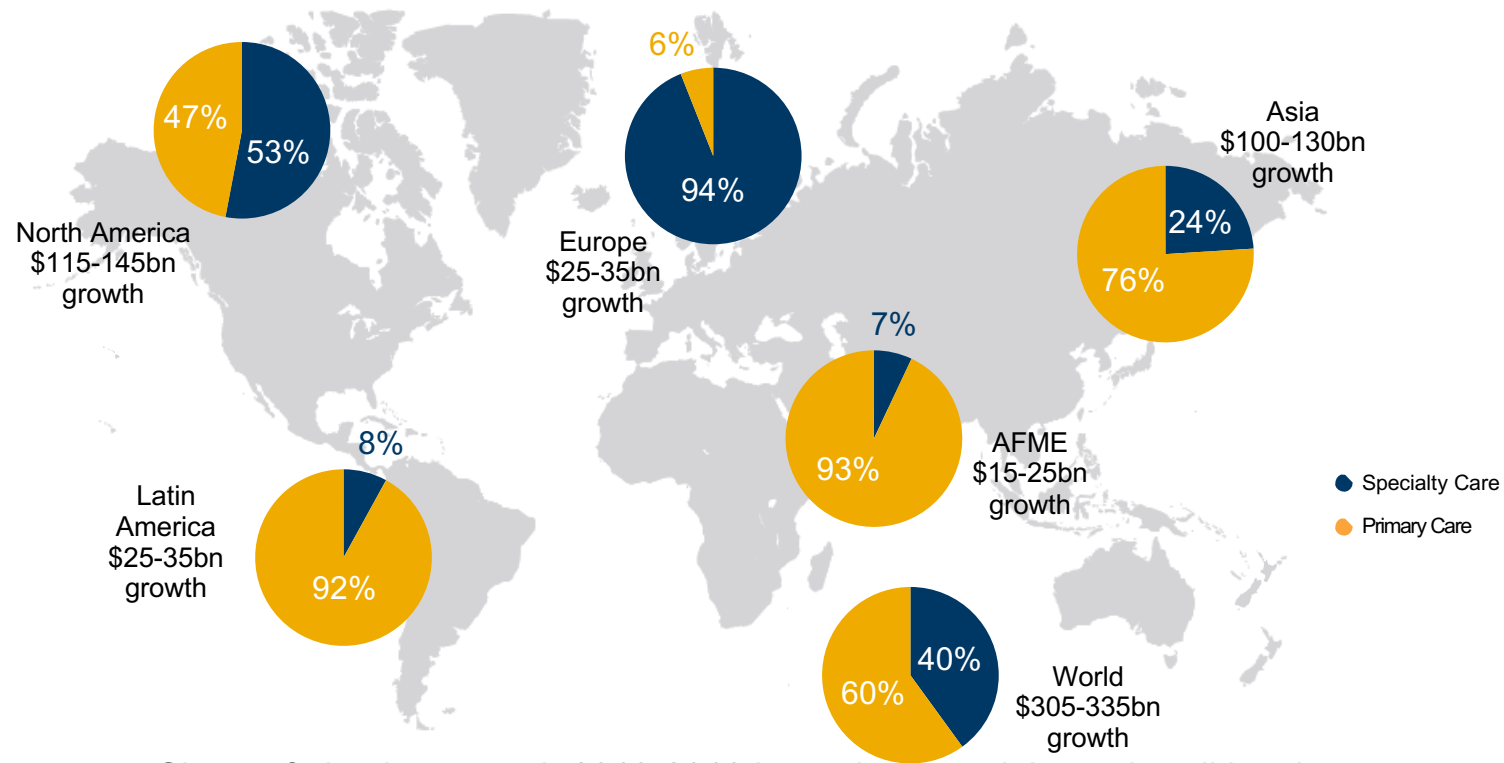


2015 Product Sales as reported



Emerging Markets

Primary care key to success



Share of absolute growth 2013-2018 by region, specialty and traditional

Source: Source: IMS Market Prognosis, September 2014; IMS Institute for Healthcare Informatics, October 2014
 Chart notes: Growth in US\$ using constant exchange rates. Developed countries are U.S., Japan, Germany, France, Italy, Spain, Canada, U.K. and South Korea. Specialty/Traditional are defined using IMS MIDAS market segmentation methodology and IMS Institute analysis. Asia: China, India, Russia, CIS states, SE Asia, Oceania and Japan. AFME: Africa and Middle East.



Profit & Loss

Leveraging top-line resilience

2

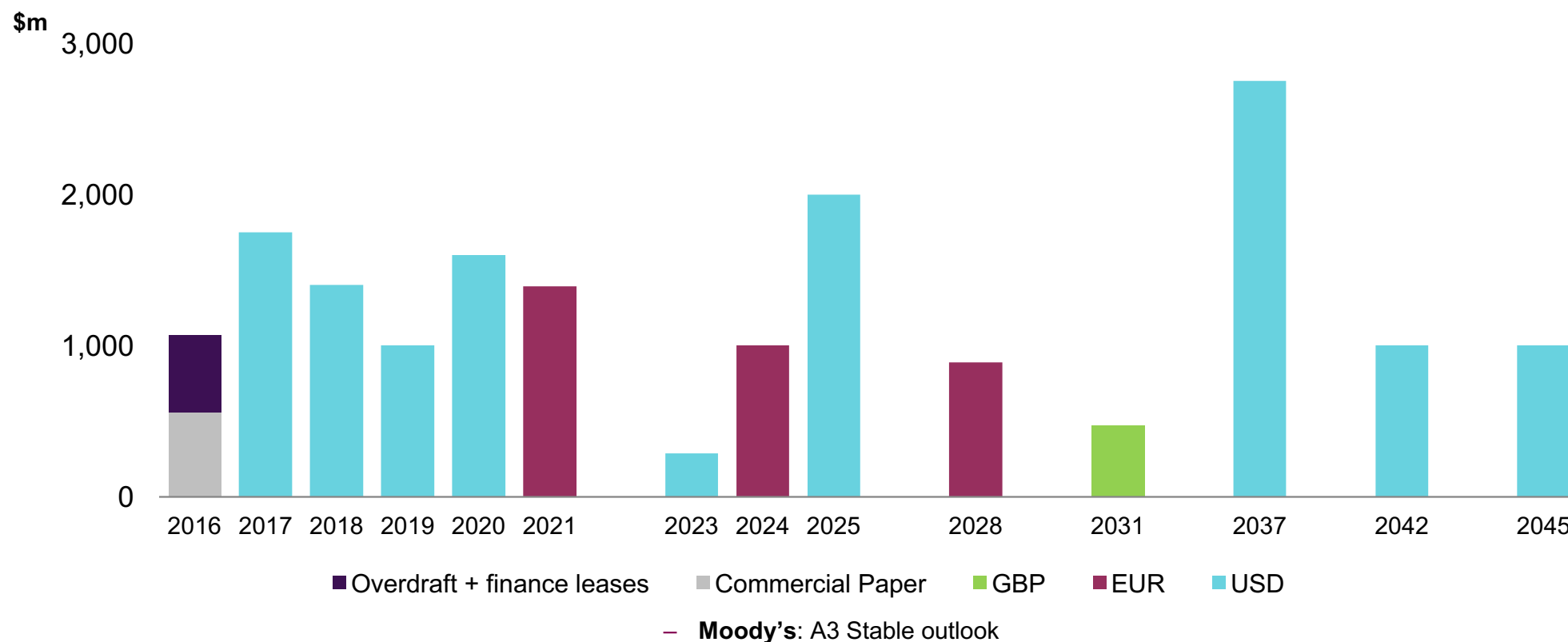
Return
to growth

	FY 2015 \$m	% change	% Total Revenue	Q4 2015 \$m	% change
Total Revenue	24,708	+1	100	6,399	+2
Product Sales	23,641	(1)	96	6,207	-
Externalisation Revenue	1,067	+140	4	192	+490
Core Cost of Sales	(4,119)	(6)	17	(1,209)	+3
Core Gross Profit	20,589	+2	83 ¹	5,190	+2
Core R&D	(5,603)	+21	23	(1,567)	+21
Core SG&A	(9,265)	(2)	37	(2,461)	(11)
Core Tax Rate	16%	-	-	14%	3% points
Core EPS	\$4.26	+7		\$0.94	+22

Gross Profit as % of Total Revenue reflects Gross Profit derived from Product Sales, divided by Product Sales
Absolute values at actual exchange rates. Growth rates at CER



Debt profile and credit ratings



Status as of H1 2016 Results on 28 July 2016. Foreign currency converted at end June 2016 spot rates



Sustainability

As a company built on delivering positive health outcomes, sustainability underpins everything we do

Our five pillars of sustainability

				
Access to healthcare	Environmental sustainability	Great place to work	Responsible research	Ethical business practices
Increasing access to healthcare for underserved patient populations in a sustainable way.	Managing our environmental impacts with a focus on: • Carbon emissions • Waste • Water use • Product stewardship.	Building an inclusive, safe and trusting organisation that embraces the skills, knowledge and unique ability of our employees. Supporting them to make a positive contribution to local communities.	Underpinning innovation with sound bioethics worldwide. Maintaining a strong focus on patient safety. Taking responsibility for our medicines throughout research and development, and after launch.	Delivering globally consistent standards of ethical sales and marketing. Working only with suppliers who have standards consistent with our own. Taking a responsible and fair approach to tax.

- As we strive to reach 200 million patients by 2025, we are evolving our approach and in 2017 will roll out a roadmap that will further embed sustainability into our DNA
- This will ensure we effectively address the most fundamental issues for our business, our shareholders, society and the environment



Sustainability - recent highlights



#2 Overall in Pharmaceuticals, Biotechnology and Life Sciences industry group
#1 in sector: Health Outcomes Contribution, Marketing Practices, Climate Strategy

Access to
healthcare



Healthy Heart Africa Program: Over one million patients screened in 2015, exceeding its year-one target

Environmental
sustainability



Achieved a 21.2% cut in our greenhouse gas footprint from 2010 levels

Great place
to work



Increased the number of senior managers who are women to 42%

Ethical business
practices

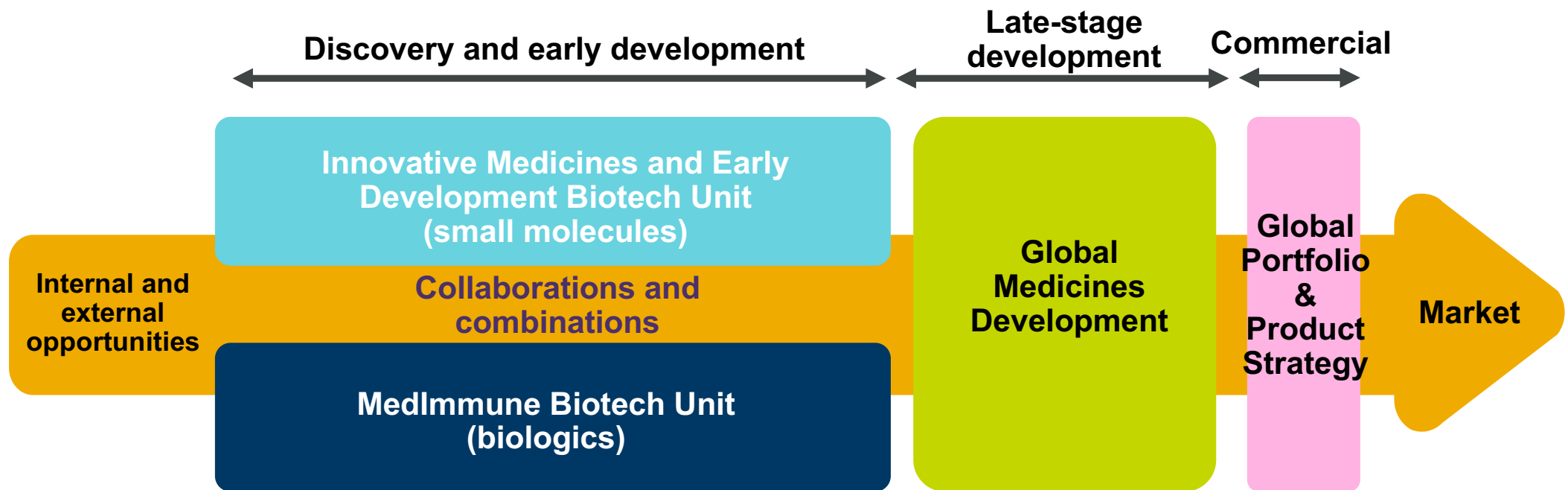
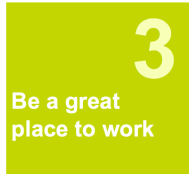


100% of employees trained on Code of Conduct



Great place to work

Discovery, development and commercial structure



Great place to work

3

Be a great
place to work



Gothenburg, Sweden

Strategic R&D Centre

Cambridge, UK

Headquarters



Gaithersburg, US

Strategic R&D Centre



Great place to work

Realising company vision

3
Be a great
place to work

1. A passion for **people development**

2. Strong, supportive, **leadership** at all levels

6. **Access** to medicines & social responsibility

Values and Purpose

3. Flawless **technology** and ways of working

5. **Environmental sustainability**

4. Energizing sites and **workplaces**

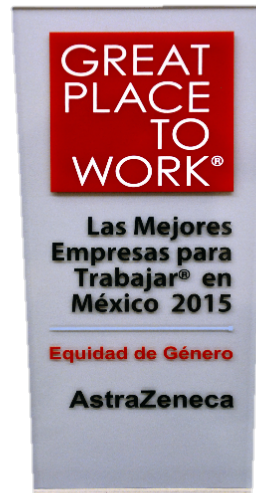


Great place to work

External recognitions

3

Be a great place to work



On track: Pipeline-driven transformation

New AstraZeneca is emerging from patent cliff

- On track with financials and long-term goals
- 13 new potential medicines in Phase III/under registration
- Oncology progressing ahead of expectations
 - *Tagrisso* and *Lynparza*
 - Immuno-Oncology
- Busy news flow over next 12 months



On track: Long-term goals



Target is at constant exchange rates (2013) which is equivalent to ~\$40bn at current exchange rates



Investor Relations



Investor Relations

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