Full Year Results
2011
Cautionary statement regarding 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 presentation contains certain forward-looking statements with respect to the operations, performance and financial condition of the Group. 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 presentation 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 patents, marketing exclusivity or trade marks, or the risk of failure to obtain patent protection; the risk of substantial adverse litigation/government investigation claims and insufficient insurance coverage; exchange rate fluctuations; the risk that R&D will not yield new products that achieve commercial success; the risk that strategic alliances and acquisitions 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 failure by third parties to supply materials or services; the risk of failure to manage a crisis; the risk of delay to new product launches; the difficulties of obtaining and maintaining regulatory approvals for products; the risk of failure to observe ongoing regulatory oversight; the risk that new products do not perform as we expect; the risk of environmental liabilities; the risks associated with conducting business in emerging markets; the risk of reputational damage; the risk of product counterfeiting; the risk of failure to successfully implement planned cost reduction measures through productivity initiatives and restructuring programmes; the risk that regulatory approval processes for biosimilars could have an adverse effect on future commercial prospects; and the impact of increasing implementation and enforcement of more stringent anti-bribery and anti-corruption legislation. Nothing in this presentation should be construed as a profit forecast.
Full Year Results
2011

David Brennan, CEO
30,000

CV deaths that could be prevented if Brilinta was used instead of current standard of care in the >3 million annual ACS patients in the G8 countries

65%

of AstraZeneca revenue growth that has come from Emerging Markets in the last 5 years

$3 billion

AstraZeneca revenue in 2011 lost to generic competition and government interventions on pricing
3% to 6%

Industry R&D success rate for pre-clinical to successful registration and launch
3% to 6%

Industry R&D success rate for pre-clinical to successful registration and launch

$4.3 billion

Annual benefits targeted by end of 2014 from AstraZeneca restructuring programmes 2009-11
Driving ROI from R&D

**Investment period**
- Function costs
- Site footprint

**Returns period**
- Supply chain capacity
- Sales and Marketing (mature markets)
- Non-customer facing roles

**Reduce**
- New talent
- Critical capabilities
- Externalisation

**Invest/Innovate**
- New commercial channels
- Emerging Markets
  - Sales and Marketing
  - Manufacturing
10 Percentage points

Improvement in AstraZeneca Core Pre-R&D margin, 2006-11
(from 44% to 54% of revenue)

$9.4 billion
Cash distributions to AstraZeneca shareholders in 2011

$5.0 billion
Core P&L investment in R&D in 2011
Full Year Results
2011
## Headline results FY 2011

<table>
<thead>
<tr>
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<th>Actual growth</th>
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<td>Core EPS</td>
<td>$7.28</td>
<td>$6.71</td>
<td>+9%</td>
<td>+7%</td>
</tr>
<tr>
<td>Restructuring</td>
<td>($0.63)</td>
<td>($0.62)</td>
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<td>MedImmune/Merck amortisation</td>
<td>($0.32)</td>
<td>($0.29)</td>
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<td>Intangible Impairments</td>
<td>($0.01)</td>
<td>($0.29)</td>
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<td>Legal provisions</td>
<td>($0.07)</td>
<td>($0.39)</td>
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<tr>
<td>Employee Benefits</td>
<td>-</td>
<td>$0.40</td>
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<tr>
<td>Astra Tech sale</td>
<td>$1.08</td>
<td></td>
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<tr>
<td><strong>Reported EPS</strong></td>
<td>$7.33</td>
<td>$5.60</td>
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<td>Full Year Dividend</td>
<td>$2.80</td>
<td>$2.55</td>
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Full Year Results
2011

Simon Lowth, Chief Financial Officer
## Core margin: FY 2011

<table>
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<th></th>
<th>$m</th>
<th>% sales</th>
<th>Delta vs PY CER</th>
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<td><strong>Revenue</strong></td>
<td>33,591</td>
<td>-</td>
<td></td>
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<tr>
<td>Core Gross Margin</td>
<td>27,619</td>
<td>82.2</td>
<td>+130 bps</td>
</tr>
<tr>
<td>Distribution</td>
<td>(346)</td>
<td>1.0</td>
<td>-</td>
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<tr>
<td>Core SG&amp;A</td>
<td>(9,918)</td>
<td>29.5</td>
<td>-10 bps</td>
</tr>
<tr>
<td>Core Other Income</td>
<td>845</td>
<td>2.5</td>
<td>-20 bps</td>
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<tr>
<td><strong>Core Pre-R&amp;D Profit</strong></td>
<td>18,200</td>
<td>54.2</td>
<td>+100 bps</td>
</tr>
<tr>
<td>Core R&amp;D</td>
<td>(5,033)</td>
<td>15.0</td>
<td>-220 bps</td>
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<tr>
<td><strong>Core Operating Profit</strong></td>
<td>13,167</td>
<td>39.2</td>
<td>-120 bps</td>
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## Restructuring Programme: Phase 1 complete 2007-2009

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<tr>
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<tbody>
<tr>
<td>Global Supply Chain</td>
<td>4,250</td>
<td>(1,003)</td>
<td></td>
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<tr>
<td>SG&amp;A</td>
<td>6,750</td>
<td>(1,216)</td>
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<tr>
<td>R&amp;D</td>
<td>1,600</td>
<td>(288)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>12,600</strong></td>
<td><strong>(2,506)</strong></td>
<td><strong>2,400</strong></td>
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</table>
### Restructuring Programme: Phase 2 complete 2010-2011

<table>
<thead>
<tr>
<th></th>
<th>Headcount Impact 2010-2012*</th>
<th>Programme Cost 2010-2011 $m</th>
<th>Annual benefits 2014 $m</th>
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</thead>
<tbody>
<tr>
<td>Global Supply Chain</td>
<td>1,700</td>
<td>(198)</td>
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<tr>
<td>SG&amp;A</td>
<td>3,430</td>
<td>(782)</td>
<td></td>
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<tr>
<td>R&amp;D</td>
<td>3,730</td>
<td>(1,122)</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,860</strong></td>
<td><strong>(2,102)</strong></td>
<td><strong>1,900</strong></td>
</tr>
</tbody>
</table>

* Headcount Impact: Some employees for which charges relate remain with the business at Dec 31st 2011 but will leave in 2012.
Net headcount developments: 2006-2011

Headcount Dec 31st 2006 (66,800) Headcount Dec 31st 2011 (57,200)

* Some Employees affected by the Wave 2 programme are still employed at Dec 31st 2011
† Includes the acquisition of MedImmune
## Restructuring Programme: Phase 3 2012-2014*

<table>
<thead>
<tr>
<th></th>
<th>Headcount Impact 2012-2014**</th>
<th>Programme Cost 2012-2014 $m</th>
<th>Annual benefits 2014 $m</th>
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<tr>
<td>Global Supply Chain</td>
<td>1,350</td>
<td>(500)</td>
<td></td>
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<tr>
<td>SG&amp;A</td>
<td>3,750</td>
<td>(800)</td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td>2,200</td>
<td>(800)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>~7,300</td>
<td>(2,100)†</td>
<td>1,600</td>
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</tbody>
</table>

* Subject to completion of requisite consultation process.

** Headcount Impact: Some employees for which charges relate remain with the business at Dec 31st 2011 but will leave in 2012.

† Of which $1.7bn are cash costs.
2011 Use of Cash

$bn, Act RoX

Opening Net Cash
Pre R&D
R&D
Capex
Dividends
Net SBB
Closing Net Cash

40% Reinvestment Rate

$9.4bn Return to Shareholders

AstraTech

1.1

3.3

1.8

11.1

3.8

5.6

2.8
# Cash generation: 2011

<table>
<thead>
<tr>
<th></th>
<th>2011 $m</th>
<th>2010 $m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Closing net cash/(debt)</strong></td>
<td>2,849</td>
<td>3,653</td>
</tr>
<tr>
<td>Gross debt</td>
<td>(9,328)</td>
<td>(9,222)</td>
</tr>
<tr>
<td>Cash/Cash equivalents and STIs</td>
<td>12,177</td>
<td>12,875</td>
</tr>
</tbody>
</table>
Cash priorities

- Invest in the business
- Debt service
- Progressive dividend
- Share repurchases
Cash distributions

• Progressive dividend policy
  - aim to maintain or grow
• Full year dividend increased by 10 percent to $2.80
• Share repurchases
  - 2011: $5.6bn net
  - 2012: Target net $4.5bn
Planning Assumptions 2010-14: Update

• Grow the Business
  - Revenue in the range of $28bn to $34bn per annum over the period
    • Centre of gravity lower half of range going forward
  - Risk adjusted revenue contribution from the pipeline lowered to the range of $2bn to $4bn
  - Double-digit revenue growth in Emerging Markets

• Reshape the business
  - Maintain gross margin >80%
  - Core Pre-R&D operating margin in the range of 48-54 percent
  - Restructuring programmes on track

• Cash generation and investment
  - Achieving revenues and margins within planning range will drive strong cash flow
  - Reinvest 40 to 50% of after tax pre-R&D cash flow to drive future growth and value
  - Cash returns to shareholders via progressive dividend and periodic share repurchases
Guidance for 2012 (Core basis)

Revenue

Low double-digit decline at CER

Gross Margin

Below 2011, but above 80%

Core Pre-R&D Margin

Below 2011, but upper half of mid-term planning range

Net Finance Expense

In line with 2011

Other Operating Income

Low double-digit decline vs 2011

Tax Rate

Effective reported tax rate around 24%

Core EPS

Range $6.00 to $6.30
R&D Update

Martin Mackay, President
Research & Development
Agenda

Portfolio Performance

Key Early Phase Projects

R&D Strategy & Transformation
Made significant progress and delivering on key capabilities

- 90% address Payer Evidence
- 60% involve Personalised Healthcare
- 40% use Predictive Science
- 87% apply new Clinical Trial Design & Interpretation
2011-2012 portfolio

Phase 3

- NKTR-118
- CAZ AVI
- Fostamatinib
- LCM

Submitted

- MEDI-3250
  - USA
- Dapagliflozin
  - Further Markets

New indication approvals

- onglyza
  - Renal impairment
    - USA, Europe
- onglyza
  - Add-on to insulin
    - Europe
- IRESSA
  - 1st Line
    - Japan

Launched/Approved

- onglyza
  - Europe
- Nexium
  - USA
- Faslodex
  - USA
- Symbicort
  - COPD
    - Japan
- Symbicort
  - SMART Asthma TBH
    - Japan
- FLUENZ
  - Europe
- RANMARK
  - Japan
- Vimoov
  - Europe, Canada, Brazil
- Comboglyze
  - EU
- RANMARK
  - EU

Note: 1. LCM – Lifecycle management
AstraZeneca pipeline

- 38 Projects advanced or are new
- 21 Projects discontinued
- Pipeline represents progress since Jan 2011

- Discovery Projects
- Phase 1: 29
- Phase 2: 24
- Phase 3: 4
- Reg: 5
- LCM: 17
- App/Lch: 7
- TOTAL: 86
Phase 3

**FOSTAMATINIB**
Rheumatoid arthritis
- Oral spleen tyrosine kinase (Syk) inhibitor
- Phase 2 results: Significant clinical benefit and manageable safety profile
- Phase 3 studies ongoing
- 2013 filing

**NKTR-118**
Opioid induced constipation
- Peripheral opioid antagonist
- Phase 2 results:
  - Normalization of bowel function without reducing positive opioid analgesic effect
- Phase 3 studies ongoing
- 2013 filing

**CAZ AVI**
Serious gram negative infections
- Beta-lactam/beta-lactamase inhibitor
- Phase 2 results:
  - Similar to meropenem in urinary tract infections and intra-abdominal infections
  - Effective in ceftazidime resistant isolates
- Five Phase 3 trials planned
- 2014 filing
## Setbacks

### Adults with Type 2 Diabetes
- FDA Complete Response Letter
- Additional data to assess benefit-risk profile
- Application in EU and other countries ongoing

### Serous Ovarian Cancer
- Discontinued development
- No overall survival benefit
- In Phase 1 for solid tumours

### Major Depressive Disorder
- Renaissance 2 and 3 did not meet primary endpoint
- Full analysis of data ongoing
- Three remaining studies expected 1H 2012
Phase 3 development decisions

**Assets**

- **AZD1981** (CRTh2 receptor antagonist)
- **AZD8931** (erbB kinase inhibitor)
- **AZD9773** (anti-TNF-alpha polyclonal antibody)
- **AZD6244** – selumetinib (MEK Inhibitor)
- **CXL** (beta lactamase inhibitor and cephalosporin)
- **MEDI1123** – tremelimumab (CTLA-4 monoclonal antibody)
- **MEDI575** (anti-PDGFR-alpha MAb)

**Area under investigation**

- **Asthma / COPD**
- **Breast cancer/Solid tumours**
- **Severe sepsis**
- **NSCLC / Solid tumours**
- **Polymicrobial infections**
- **Solid tumours**
- **Glioblastoma**
Phase 3 development decisions

**AZD6244 – selumetinib**  
*Non-small cell lung cancer*

- MEK inhibitor
- Leading cause of cancer mortality
- 25% have KRAS mutation and poor prognosis
- Phase 2: Significant improvement in Progression-free survival
- Trend for improvement in overall survival
Accelerating the R&D transformation

1. Culture
   - Lean, simple and flexible organization

2. Operating model
   - Match resource to the portfolio

3. Capabilities

4. Portfolio
   - Access best science
Pioneering a virtual Neuroscience model

Higher innovation
- Tap into the richest science available
- Follow breaking science to greater innovation

New ways of working
- Autonomous AZ drug ‘hunters’
- Integrate external activities
- Based in major NS hubs

Improved productivity
- Drive rapid and efficient execution
- Proprietary drug discovery across network of partners
Progress towards becoming a leader in biopharmaceutical R&D innovation & productivity

- High quality early stage pipeline
- Strong Biologics pipeline
- Asia & Emerging Markets
- Capabilities
- Culture, Leadership, Engagement

- Transformed leadership – 60% of senior leaders from outside
- Payer Evidence, Personalised Healthcare, Predictive Science, Innovative Clinical Trial Design & Interpretation
- Quality and speedy delivery of meaningful medicines
- 40% of clinical pipeline is in-licensed
- 8 biologics candidates in Phase 2 development
Full Year Results
2011

Tony Zook, Executive VP, Global Commercial Operations
Regional revenue performance FY 2011

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<td><strong>US</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Crestor</em></td>
<td>3,074</td>
<td>+16%</td>
<td>434</td>
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<tr>
<td><em>Seroquel</em></td>
<td>4,123</td>
<td>+10%</td>
<td>376</td>
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<tr>
<td><em>Symbicort</em></td>
<td>846</td>
<td>+17%</td>
<td>125</td>
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<tr>
<td><em>ONGLYZA</em></td>
<td>156</td>
<td>+189%</td>
<td>102</td>
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<tr>
<td><strong>Nexium</strong></td>
<td>2,397</td>
<td>-11%</td>
<td>(298)</td>
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<tr>
<td><strong>Arimidex</strong></td>
<td>42</td>
<td>-91%</td>
<td>(452)</td>
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<tr>
<td><strong>Toprol-XL</strong></td>
<td>404</td>
<td>-41%</td>
<td>(285)</td>
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<tr>
<td><strong>Merrem</strong></td>
<td>41</td>
<td>-68%</td>
<td>(86)</td>
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<td><strong>Western Europe</strong></td>
<td>8,501</td>
<td>-11%</td>
<td>(1,047)</td>
</tr>
<tr>
<td><em>Seroquel XR</em></td>
<td>490</td>
<td>+30%</td>
<td>107</td>
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<tr>
<td><em>Crestor</em></td>
<td>1,225</td>
<td>+5%</td>
<td>58</td>
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<tr>
<td><em>Nexium</em></td>
<td>762</td>
<td>-39%</td>
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<tr>
<td><em>Arimidex</em></td>
<td>260</td>
<td>-56%</td>
<td>(327)</td>
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<tr>
<td><em>Merrem</em></td>
<td>179</td>
<td>-48%</td>
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<td>Japan</td>
<td>3,064</td>
<td>+6%</td>
<td>162</td>
</tr>
<tr>
<td>Canada</td>
<td>1,604</td>
<td>+1%</td>
<td>20</td>
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<tr>
<td>Other established ROW</td>
<td>1,233</td>
<td>+4%</td>
<td>47</td>
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<td>Emerging Markets</td>
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## Brand revenue performance FY 2011

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<td>6,622</td>
<td>+13</td>
<td>742</td>
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<tr>
<td>Seroquel</td>
<td>5,828</td>
<td>+8</td>
<td>440</td>
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<tr>
<td>Symbicort</td>
<td>3,148</td>
<td>+11</td>
<td>300</td>
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<td>Nexium</td>
<td>4,429</td>
<td>-12</td>
<td>(602)</td>
</tr>
<tr>
<td>Arimidex</td>
<td>756</td>
<td>-53</td>
<td>(794)</td>
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<tr>
<td>Merrem</td>
<td>583</td>
<td>-30</td>
<td>(249)</td>
</tr>
</tbody>
</table>
Crestor

FY 2011 Sales: $6,622m +13% CER

- Global volume growth 2x statin market
- Crestor US TRx +4%
  - Statin market +1%
  - Generic atorvastatin launched end November
    - Crestor TRx volume stable
**Crestor TRx volume stable post generic atorvastatin**

Growth vs prior year
8 weeks pre vs 8 weeks post

**Pre/Post**

- **Generic Atorvastatin November 30th**
  - Pre/Post: +2% / +2%

**Pre/Post**

- Pre/Post: +6% / +1%

**Pre/Post**

- Pre/Post: +4% / -10%

*Source: IMS NPA Market Dynamics, Data Week ending 01/20/12 (TRx, NRx)*

**Source: IMS NPA Market Dynamics, Data Week ending 01/13/12 (NBRx)**
Crestor

FY 2011 Sales: $6,622m +13% CER

- Global volume growth 2x statin market
- **Crestor** US TRx +4%
  - Statin market +1%
  - Generic atorvastatin launched end November
  - *Crestor* TRx volume stable
- Western Europe sales +5%
  - Double-digit growth in France and Spain
- Established ROW sales +15%
  - Japan accounts for half of the increase
- Emerging Markets sales +8%
  - Good growth in Emerging Europe & China
  - Generics in Brazil

**FY 10 FY 11**

- **US**
- **EST ROW**
- **W. EUR**
- **EM ROW**
Brilinta/Brilique

Markets

Approval: 64
Launch: 37
Reimbursement: 20
Formulary & Protocol: Varies by market

Access to new ACS patients

~58% 45% 38% 12%

- Price reflects value proposition of reduced CV mortality
- Price negotiations under way in Germany & France
Brilinta/Brilique

- Germany
  - 1000 key target hospitals
  - On protocol in ~70%
    - Where on protocol, Brilique accounting for 31% of new therapy initiations in ACS patients
      - Second only to clopidogrel
- US
  - Managed care access to ~60% of covered lives
  - Top 400 target hospitals
    - On formulary: ~46%
    - On protocol: 14%
  - Promotional materials available in mid-November
Strong record of commercial achievement
>$1 billion dollar brands

Nexium
Atacand
CRESTOR
Serequel XR
Symbicort
Zoladex
AstraZeneca has built a truly global prescription drug business

2011 Sales

- **Americas**: $16.5bn, 11,200 FTEs
- **EMEA**: $10.6bn, 10,700 FTEs
- **AsiaPac**: $6.5bn, 10,700 FTEs

1 Actual exchange rate. Source: AZ
Our Customers:

We’re experiencing a dramatic shift in customer demographics and expectations…

…and they want more from their brand experiences

Payer’s are gaining influence…

…and are demanding a better value proposition

The Traditional Industry Field Force model is increasingly challenged…
New customer centric approaches…

Service Team
650+ service team members

Sales Representative
>14,000 reps worldwide

Inside Medical
Building our capability

Inside Sales
More than 350 worldwide

Digital
**Nexium Volume vs Investment in US**

**Nexium TRx EU and Expenses**

Source: IMS NPA Monthly (Retail, Mail & LTC)
Following success with *Nexium* in the US we are now rolling out new channels globally.
AstraZeneca has created a Global cross channel capability... with high customer satisfaction

Service Teams
- Teams in 19 countries
- Nearly 14,000 contacts daily
- Satisfaction >80%

Relative cost per contact 28%

Inside sales
- Teams in 24 countries
- More than 6,000 contacts daily
- Satisfaction >75%

Relative cost per contact 20%

Digital
- More than 250 thousand HCPs
- Supporting 12 brands
Commercial priorities

- Deliver the top line while reducing total commercial cost over a product life-cycle
- Enhanced customer satisfaction
- Restructuring
  - Global Marketing and Sales to be consolidated into 3 regions (from 5)
  - Reduce non-customer facing positions
  - Adjust field force to evolving portfolio
- Leverage Pre-R&D operating margin
  - Shareholder returns
  - Investment in the pipeline
Full Year Results
2011
Q&A session

If you wish to take part in the Q&A session you can either email a question or dial into the teleconference using one of the numbers below:

UK (freephone): 0800 694 2370
US (freephone): 1 866 977 7645
Swedish (freephone): 0200 883 079
International: +44 (0)1452 557 749

Conference ID: 37157711

To avoid noise interference please remember to close the webcast.
Full Year Results
2011