

# Integrated Long-Term Plan Presentation



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**Interviewer**  
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The Wall Street Journal



# Growth through Innovation

CECP Investor Presentation

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Aradhana Sarin, Chief Financial Officer  
19 November 2024



# Forward looking statements

In order, among other things, to utilise the 'safe harbour' provisions of the US Private Securities Litigation Reform Act of 1995, AstraZeneca (hereafter 'the Group') provides 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 the Group believes its 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 the Group undertakes no obligation to update these forward-looking statements. The Group identifies 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 the Group's control, include, among other things: the risk of failure or delay in delivery of pipeline or launch of new medicines; the risk of failure to meet regulatory or ethical requirements for medicine development or approval; the risk of failures or delays in the quality or execution of the Group's commercial strategies; the risk of pricing, affordability, access and competitive pressures; the risk of failure to maintain supply of compliant, quality medicines; the risk of illegal trade in the Group's medicines; the impact of reliance on third-party goods and services; the risk of failure in information technology or cybersecurity; the risk of failure of critical processes; the risk of failure to collect and manage data in line with legal and regulatory requirements and strategic objectives; the risk of failure to attract, develop, engage and retain a diverse, talented and capable workforce; the risk of failure to meet regulatory or ethical expectations on environmental impact, including climate change; the risk of the safety and efficacy of marketed medicines being questioned; the risk of adverse outcome of litigation and/or governmental investigations; intellectual property related risks to the Group's products; the risk of failure to achieve strategic plans or meet targets or expectations; the risk of failure in financial control or the occurrence of fraud; the risk of unexpected deterioration in the Group's financial position; the impact that global and/or geopolitical events may have or continue to have on these risks, on the Group's ability to continue to mitigate these risks, and on the Group's operations, financial results or financial condition. Nothing in this document, or any related presentation/webcast, should be construed as a profit forecast.



# At a Glance

global, science-led biopharmaceutical company



**\$39.2bn**

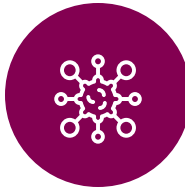
9M 2024 Total Revenue  
+19% vs. 9M 2023

**\$6.12**

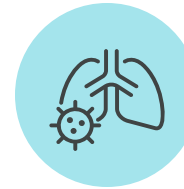
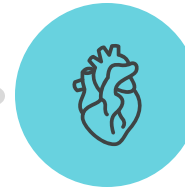
9M 2024 Core EPS  
+11% vs. 9M 2023

## Strategic focus on only 5 disease areas

### Oncology



### BioPharmaceuticals



### Rare Disease

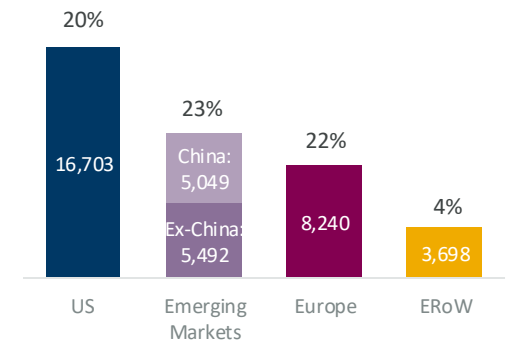
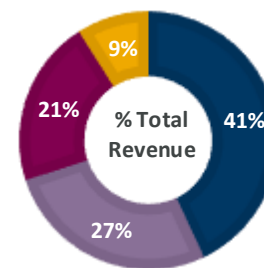
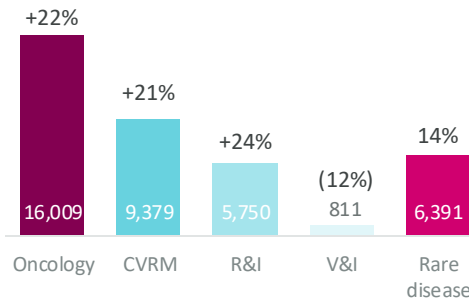
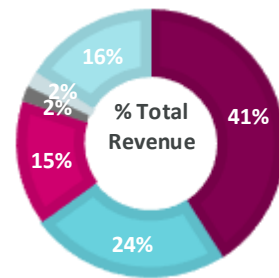


Cardiovascular, Renal & Metabolism (CVRM)

Respiratory & Immunology (R&I)

Vaccines & Immune Therapies (V&I)

## Broad-based, diverse source of Total Revenue and growth | 9M 2024



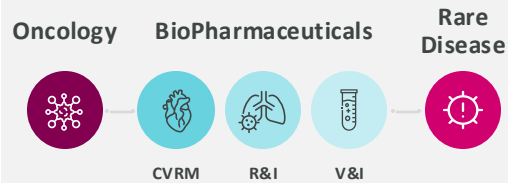
# AstraZeneca – industry-leading fundamentals

Unique investment opportunity with sustained growth and focus on profitability



## Diversified portfolio

across focus disease areas with broad geographic presence



## Innovative pipeline

focused on clearly differentiated new medicines

**~200** Projects in our development pipeline

**20** potential NMEs launched by 2030



## Focused reinvestment

coupled with commitment to progressive dividend policy

Focused reinvestment in

- indication expansion
- innovative platforms and technologies
- value-enhancing business development



## Science-led execution

driven by 83,500 talented employees in >100 countries

**>85%** employees voted **GREAT PLACE TO WORK** since 2019



**On track to achieve our strategic ambitions**

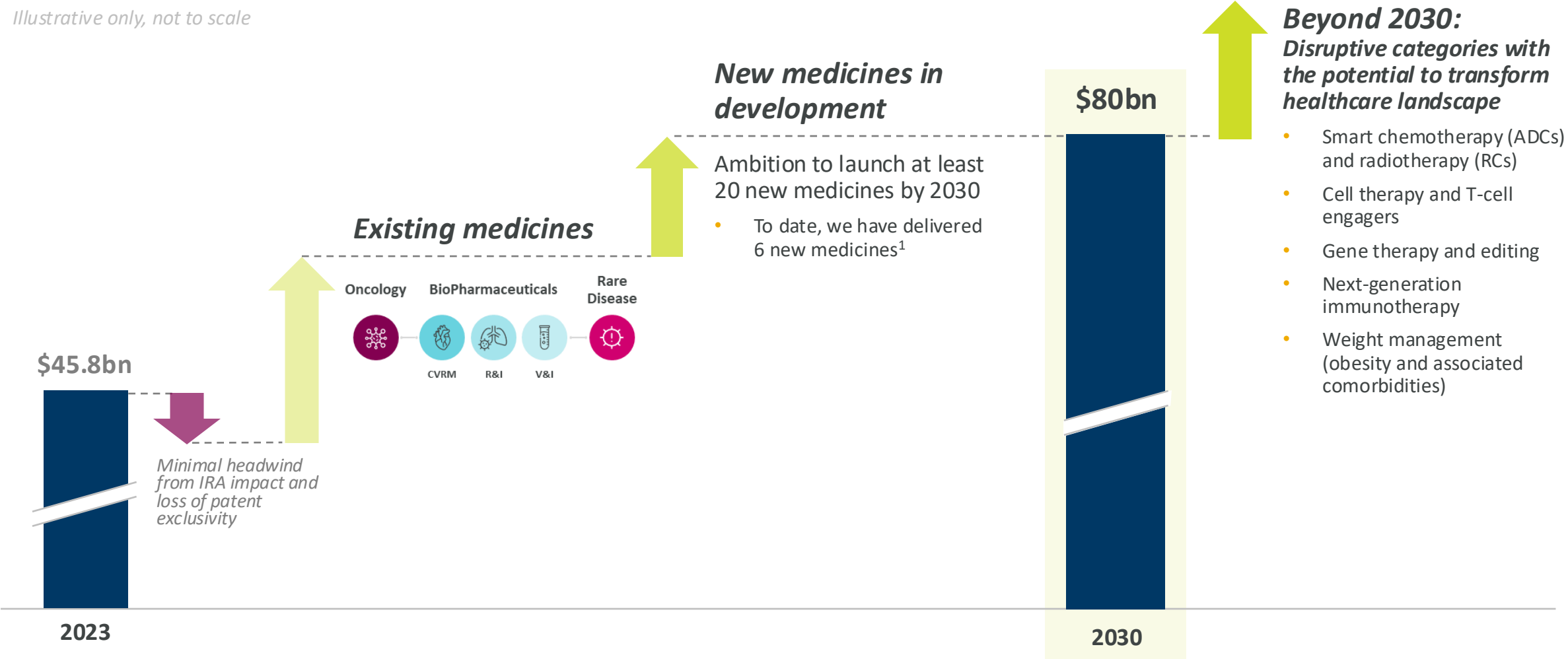
**\$80bn Total Revenues by 2030 | mid30% operating margin by 2026 | 20 NMEs by 2030**



# AstraZeneca strategic ambition

Deliver \$80bn Total Revenue by 2030 and sustained 2030+ growth

*Illustrative only, not to scale*



Note: Ambition to achieve \$80bn in Total Revenue by 2030 is risk-adjusted, based on latest long-range plan – see ‘Forward looking statements’ slide for forward looking statement.. Medicines and assets listed reflect key contributors to 2030 Total Revenue ambition; however, this list is not exhaustive. Medicines and assets listed in alphabetical order and sorted by therapy area.  
 1. NME ambition tracking from date of first regulatory approval, dated from November 2022.



# Long-term value creation

on track to deliver on our strategic ambitions through 2030 and beyond



Ambition to deliver **\$80bn** in  
**Total Revenue by 2030<sup>1</sup>**



On track to deliver **mid-30s%**  
**Core operating margin by 2026**

Beyond 2026, Core operating margin will be influenced by portfolio evolution and the Company will target at least mid-30s%



Ambition to deliver at least **20**  
**NMEs by 2030**

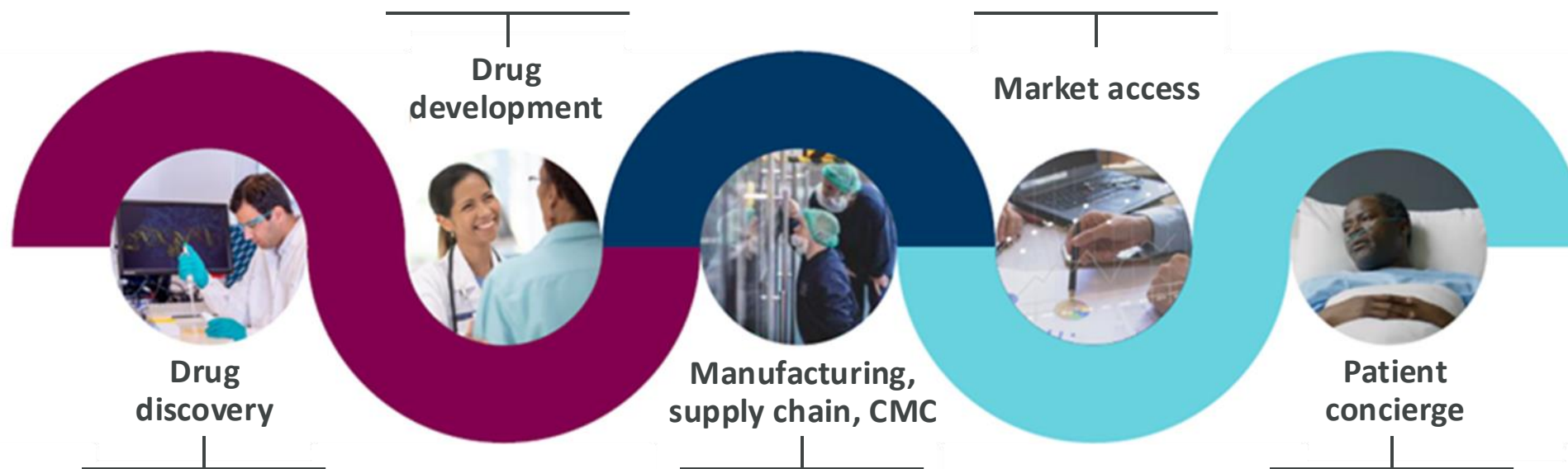
1. 2030 Total Revenue ambition at CER, risk adjusted and not dependent upon future M&A. Appendix: [Glossary](#).



# We are strategically driving innovation

- Co-pilots for creation of clinical study report and submissions documents
- Co-pilot for combinatorial AI-driven image
- Pharmacovigilance monitoring/reporting

- Automate customer interactions
- Content generation
- Driving best offers in real time



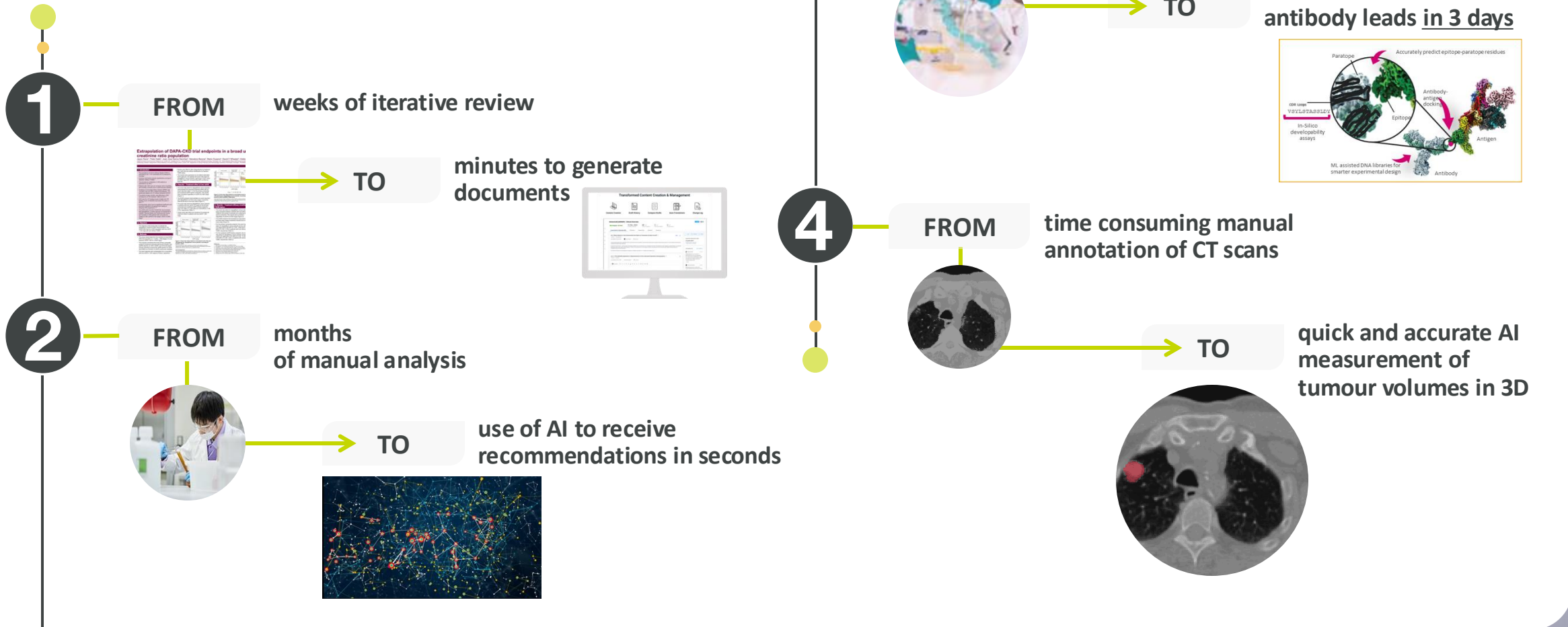
- AI predict and recommend which molecules to synthesise and which experiments to run
- Co-pilots to take meeting notes and draft experiment write ups
- AI assistant to simplify literature search

- GenAI-linked digital twins accelerate CMC development
- AI-tools (CT-fast) for clinical supply planning and waste reduction
- AI-enabled Ops command center to connect, visualize and orchestrate the network in real time

- Accelerates patient onboarding to therapy
- Enable patient answers without live agents



# AI accelerating R&D



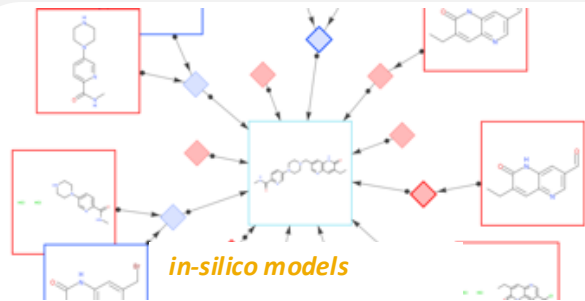
400+ data scientists employed in our global R&D organisation with 100+ AI projects ongoing



# AI embedded in end-to-end supply chain

## Drug development

digital synthetic route design



**50%** reduction in route design lead time with AI-enabled predictive tools

Solving for optimised routes with:

- Fewest synthetic steps
- Lowest potential COGS
- Lowest carbon footprint

## Manufacturing

advanced analytics and optimization



**>20%** increased yield with AI-enabled analytic tools



Identify new parameters



Target process adjustments



Define new process ranges

## Supply chain

digital twins for raw material planning



**90%** reduction in dispensing planning time with AI-enabled digital twins

- 1 | balance material, asset, resource availability
- 2 | balance for various operations and products

while ensuring "just-in-time" process



# AI in Finance

automate, transform and disrupt, driving better insights and controls



Automate existing processes

## AI guided process execution

Accounts Payable | Order-to-cash

## GenAI in financial analysis

Analysis, narrative and data visualisation



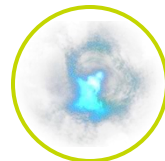
Transform to optimise insights

## SMART process and controls

SOx compliance | automated controls | P2P and R2R apps | auditor feedback



Disrupt to drive outcomes



## SubZero | scalable generative AI platform

— designed to optimise financial transaction processing and governance



# AI in Commercial

## Driving faster, better decision making and Digital Health delivery



proprietary AI learning system

Enriching data sources onto common backbone



Application of proprietary algorithms

Eligible patient prediction

Segmentation and targeting

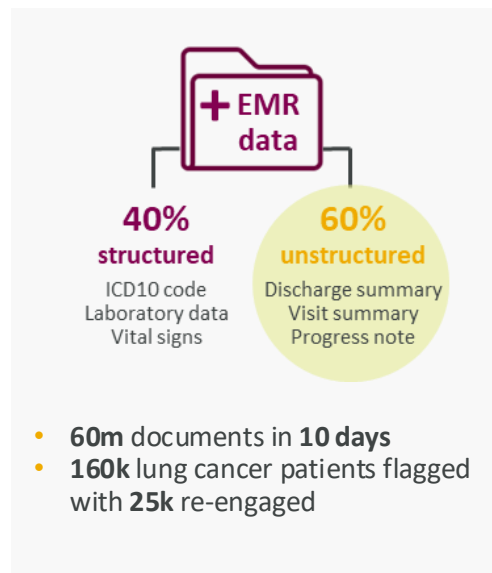
HCP influence networks

Treatment gaps

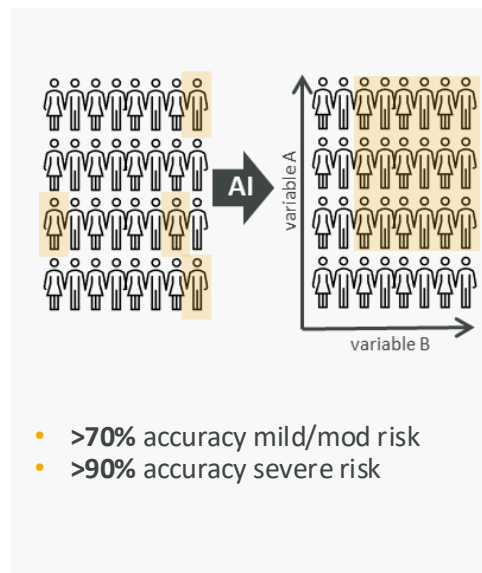
Actionable intelligence platform improving commercial effectiveness

### Leveraging AI to help identify unmet needs earlier and to optimize the delivery of care

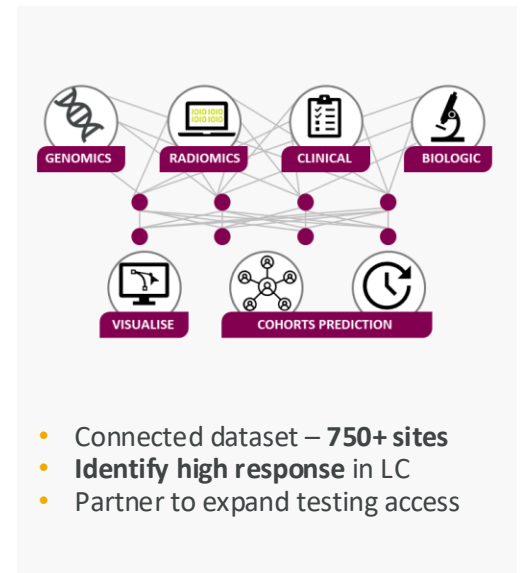
#### AI with written EMR Notes to diagnose earlier



#### AI identify patients at high risk for COVID-19



#### AI and data optimise treatment with digital biomarkers



# Progressing our sustainability ambitions

Reinforcing our commitment to driving change for people, society and the planet



## HEALTH EQUITY

Removing barriers to healthcare by:

- Ensuring equitable benefit from **trials, science and capabilities**
- Focusing on **closing care gaps** across geographies and income segments
- Collaborating with **global and local stakeholders** to drive impact

Achieved 2025 ambition to reach **>50m people** through global access programmes<sup>1</sup> two years early



## AMBITION ZERO CARBON

SCOPE 1 & 2

BY 2026:  
**98% reduction**  
vs. baseline<sup>2</sup>

SCOPE 3

BY 2030:  
**50% reduction**  
vs. baseline<sup>3</sup>

SBTi-verified targets



## ETHICS AND TRANSPARENCY

ethical behaviour focused on:



INNOVATIVE  
CULTURE



INCLUSION  
and DIVERSITY



SAFETY  
and HEALTH

### Ambition

reach **gender equality** in management positions **by 2025**

maintain employees trained on **Code of Ethics through 2025**

Committed to building a more sustainable and resilient healthcare systems across the world

<sup>1</sup>Fusion Pharmaceuticals acquisition remains subject to customary external clearances; all clinical development plans mentioned herein subject to deal closure. Acronym definitions can be found in Glossary.  
Collaboration partners: Compugen (rilvegostomig).





CEO  
Investor  
Forum