Ambition 2030 and beyond

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AstraZeneca
Investor Day • 2024

Forward looking statements

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This presentation includes references to new molecular entities and life-cycle management programmes that are being investigated in current or future clinical trials, and as such have not been approved by any regulatory agency. For a list of new molecular entities and indications in development, see pages 7-11 of the Clinical Trials Appendix that accompanied AstraZeneca's Q1 2024 results.

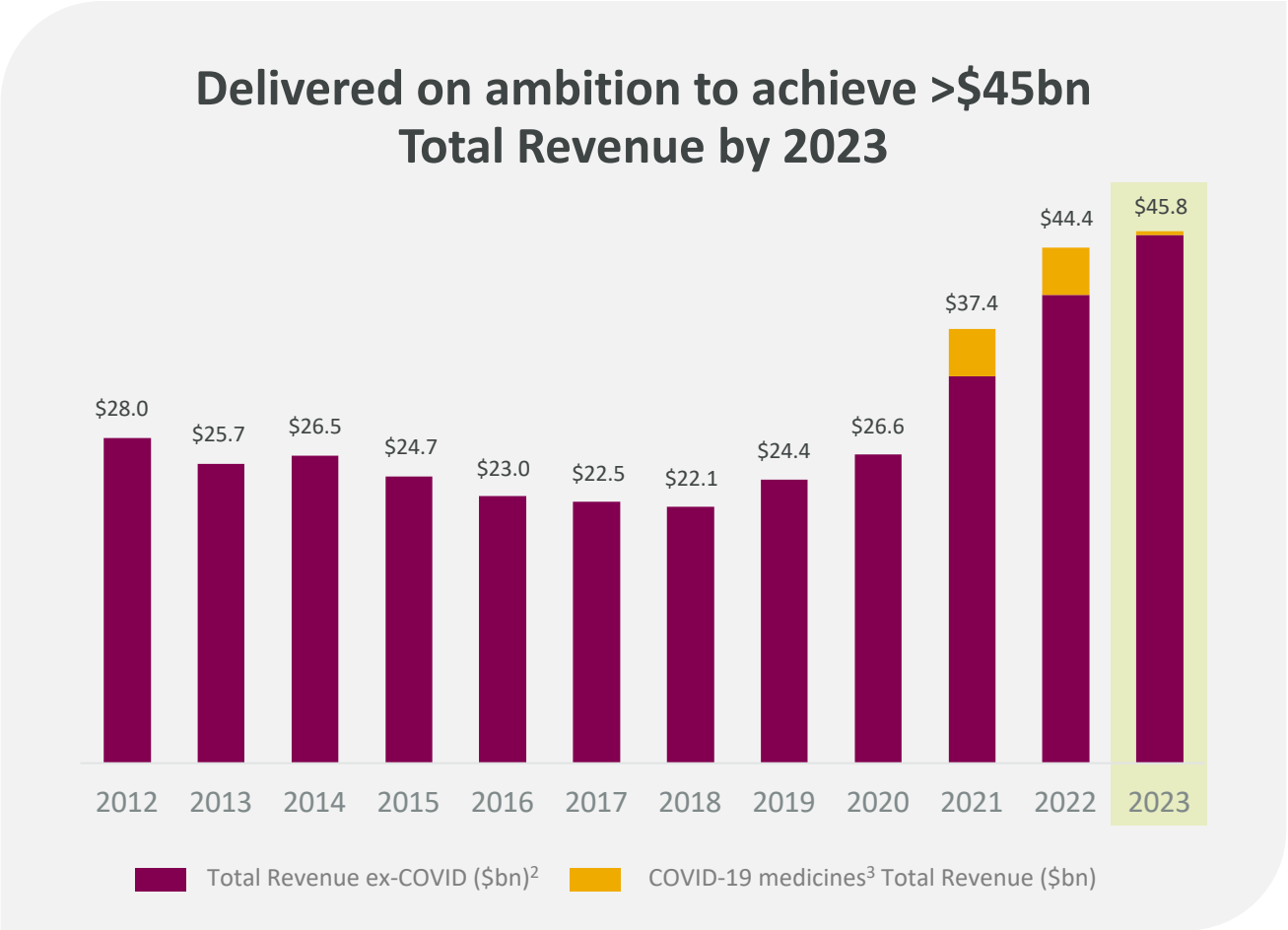
Basis of AstraZeneca ambitions, forecasts and targets

AstraZeneca ambitions, forecasts and targets in this presentation (the "Financial Ambition Statements") are derived from AstraZeneca's most recent risk-adjusted mid- and long-term plans, adjusted for developments in the business since those plans were finalised. Financial Ambition Statements presented are based on management's risk-adjusted projections for individual medicines and individual clinical trials. Estimates for these probabilities are based on industry-wide data for relevant clinical trials in the pharmaceutical industry at a similar stage of development adjusted for management's view on the risk profile of the specific asset. The peak year revenue (PYR) potential for individual medicines referred to in this presentation are the maximum estimated Total Revenue to be recognised by AstraZeneca in a single calendar year, during the lifecycle of the medicine, and are based on management's latest non-risk adjusted forecast estimates. Estimates are based on customary forecasting methodologies used in the pharmaceutical industry. Peak year revenue may occur in different years for each NME depending on trial outcomes, approval label, competition, launch dates and exclusivity periods, amongst other variables. The peak year revenue figures are derived from net sales at nominal values and are not risk-adjusted or time-value discounted. The development of pharmaceutical products has inherent risks given scientific experimentation and there are a range of possible outcomes in clinical results, safety, efficacy and product labelling. Clinical results may not achieve the desired product profile and competitive environment, pricing and reimbursement may have material impact on commercial revenue forecasts. By their nature, forecasts are based on a multiplicity of assumptions and actual performance in future years may vary, significantly and materially, from these assumptions. The Financial Ambition Statements in this presentation are based on Q1 2024 exchange rates; AZ undertakes no obligation to update those statements based on future currency movements

We delivered on our Total Revenue ambition set in 2014

"From **2017 to 2023** AstraZeneca is targeting strong and consistent revenue growth leading to annual revenues of greater than **$45 billion by 2023**"

Press release issued 06 May 2014[1]



1. AstraZeneca Company Statement, 06 May 2014. 2. Total Revenues ex-COVID from 2021 onwards. 3. *Vaxzevria*, *Evusheld, sipavibart*. Acronym definitions can be found in Glossary.

Our strategy is consistent but dynamic

Science & innovation

- Invest in new technologies and modalities
- Leverage global R&D network

Growth & therapy area leadership

- Transform patient outcomes through novel medicines and combinations

Global footprint

- Broad-based network
- Differentiated Emerging Markets presence

Sustainability

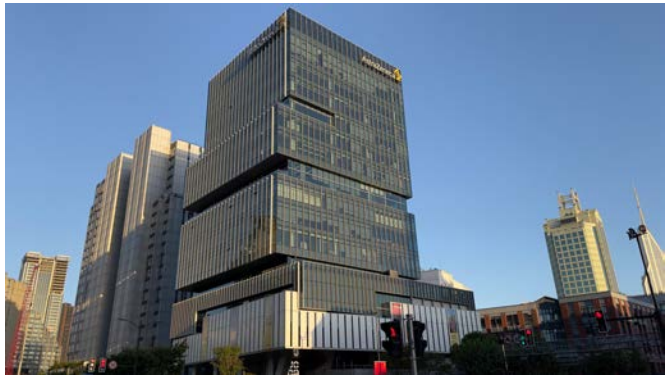
- Expand access, build health system resilience
- Drive industry-leading climate agenda

Acronym definitions can be found in Glossary.

5 strategic R&D centres across Europe, US and China

Cambridge, UK

Gothenburg, Sweden



Shanghai, China

Gaithersburg, MD

Boston, MA – Kendall Square

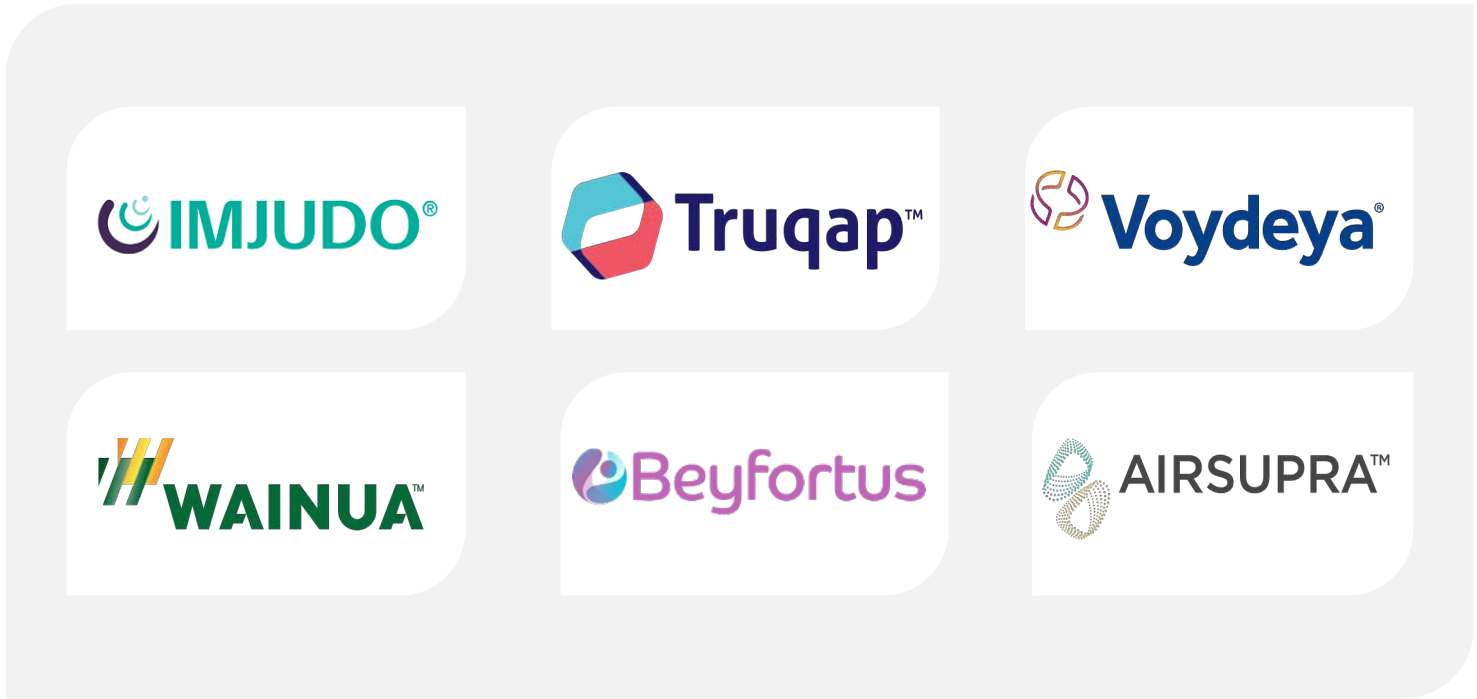
Strategic R&D centre locations enable academic collaborations and ability to attract top-tier global talent

Acronym definitions can be found in Glossary.

Strong, sustained pipeline delivery supports upgraded NME launch ambition

Clear momentum, now expect to

Launch 20 NMEs by 2030[1]



On track to achieve ambition with six NMEs already launched

1. NME ambition tracking from date of first regulatory approval, dated from November 2022. Acronym definitions can be found in Glossary.

Now we have a new ambition to deliver
$80bn in Total Revenue by 2030 with sustained growth thereafter

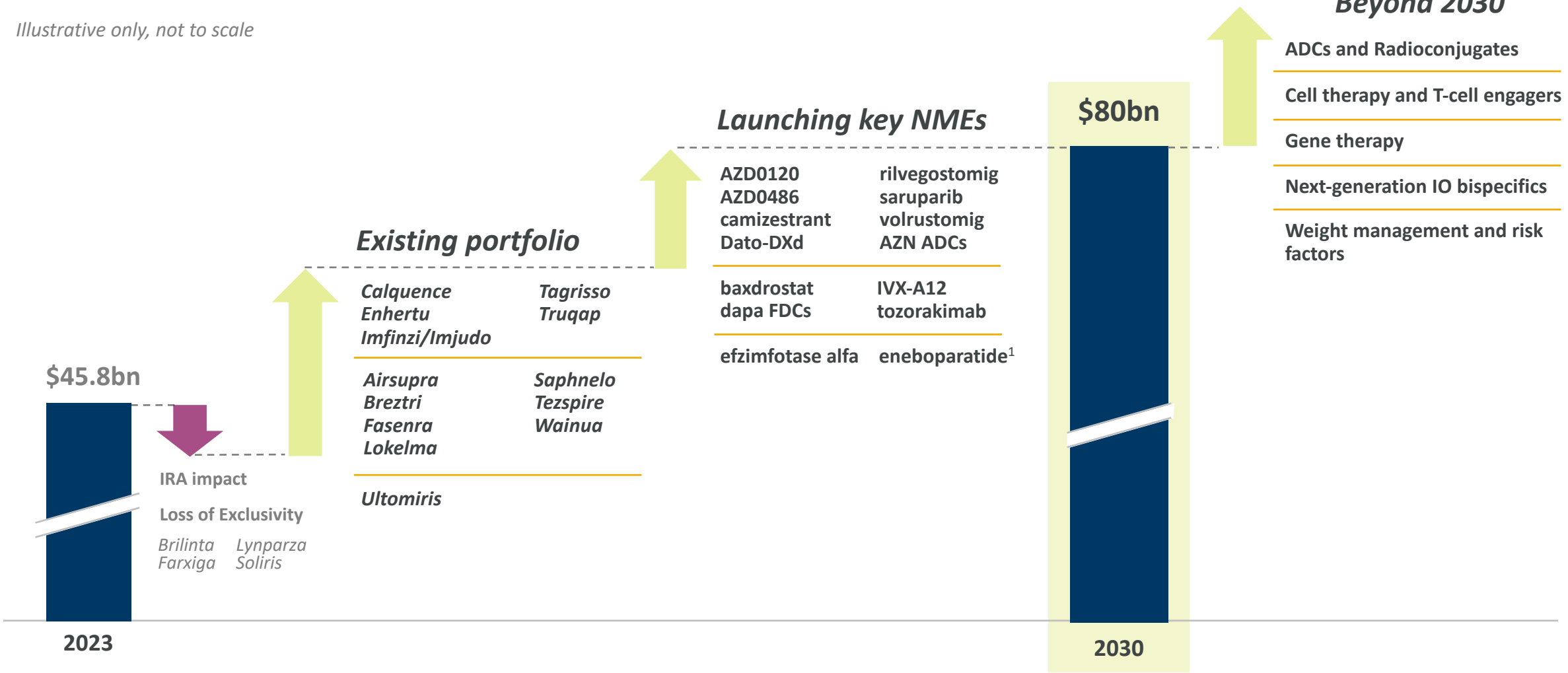
On track to deliver **mid-30s% Core operating margin by 2026**

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

Ambition – $80bn Total Revenue by 2030 and sustained 2030+ growth

Working on “today, tomorrow and the day after”

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. Amolyt Pharma acquisition remains subject to customary external clearances; all clinical development plans mentioned herein subject to deal closure.
Collaboration partners: Daiichi Sankyo (*Enhertu*, Dato-DXd), Amgen (*Tezspire*), Ionis (*Wainua*), Compugen (rilvegostomig), Merck & Co., Inc. (*Lynparza).* Acronym definitions can be found in Glossary.

Strong growth potential 2030+

Multiple NMEs with $5bn+ Peak Year Revenue potential launching by 2030[1]

NMEs currently in Phase III

camizestrant
ngSERD | breast cancer

Dato-DXd
TROP2 ADC | breast, lung, other

rilvegostomig
PD-1/TIGIT | lung, BTC, others

saruparib
PARPi | prostate, others

volrustomig
PD-1/CTLA-4 | lung, HNSCC, others

baxdrostat franchise[2]
ASI | hypertension

dapagliflozin FDCs[3]
SGLT2i/MRM/ET_A | cardiorenal

NMEs currently in Phase I/II

AZN ADCs*,[4]
multiple | solid tumours, haem

AZD0486
CD19/CD3 | haematology

AZD0120 (GC012F)
BCMA/CD19 | haematology

AZD0780
oPCSK9 | dyslipidaemia

weight management*
oGLP-1/FDCs

**Includes several medicines with multi-blockbuster potential*

1. Non-risk adjusted Peak Year Revenue opportunities ($bn). Peak revenues could occur beyond 2030. Estimated launch dates are subject to change. 2. Baxdrostat franchise including dapagliflozin combination. 3. includes fixed-dose combinations with balcinrenone and zibotentan. 4. CLDN18.2, B7H4, EGFR/cMET, FRα, GPRC5D, CD123. Acronym definitions can be found in Glossary.
Collaboration partners: Daiichi Sankyo (Dato-DXd), Compugen (rilvegostomig).

Investing in disruptive categories to drive 2030+ growth

Weight management and risk factors	ADCs and Radioconjugates	Next-gen IO bispecifics	Cell therapy and T-cell engagers	Gene therapy and gene editing
Establish and lead in new weight management paradigm	Replace systemic chemotherapy and radiotherapy	Replace existing PD-1/ PD-L1 inhibitors	Develop scalable cell therapies and T-cell engagers across therapy areas	Make cure possible for a range of rare diseases
oGLP-1 mono and FDCs **Long-acting amylin** **GLP-1/glucagon**	**Six clinical-stage ADCs** **FPI-2265**[1]	**volrustomig** (PD-1/CTLA-4) **rilvegostomig** (PD-1/TIGIT)	**AZD0120** (BCMA/CD19) **Solid tumour cells** **AZD0486** (CD19/CD3 TCE)	**sAAVy and AAV capsid** **TALEN technology**

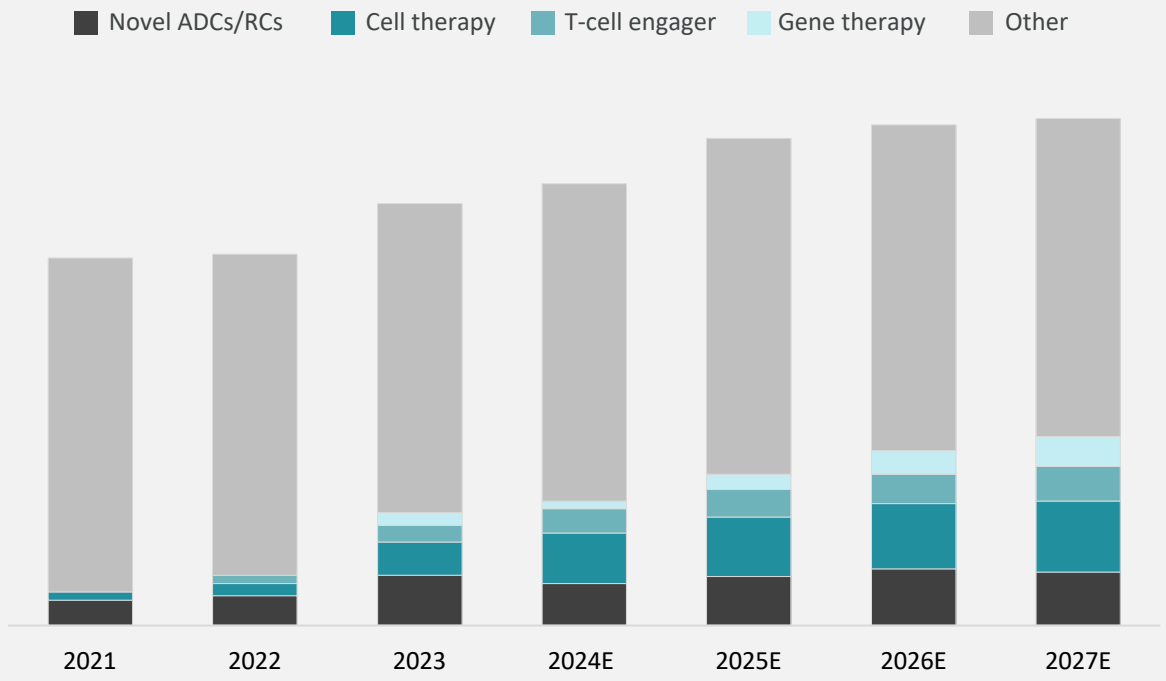
[1]Fusion Pharmaceuticals acquisition remains subject to customary external clearances; all clinical development plans mentioned herein subject to deal closure. Acronym definitions can be found in Glossary.
Collaboration partners: Compugen (rilvegostomig).

Leveraging external and internal innovation to build pipeline of leading new modalities and technologies

NOVEL ADCS	**Foundation in ADCs** Daiichi-Sankyo	**Six clinical-stage internal ADCs**	**Combo opportunities** + IO, + CTx	Oncology
NOVEL RCs[1]	**Internal technologies**	Fusion Pharmaceuticals Inc.	**Combo opportunities** + DDR, + IO, + cell therapy	Oncology
CELL THERAPY	**Internal technologies**	neogene THERAPEUTICS; QuellTX; cellectis EDITING LIFE; GRACELL 亘喜生物		Oncology; BioPharma; Rare Disease
T-CELL ENGAGERS	**Internal technologies**	Ancora Biotech; HARBOUR BIOMED		Oncology; BioPharma; Rare Disease
GENE THERAPY	**Internal technologies**	Pfizer gene therapy portfolio; cellectis EDITING LIFE		Rare Disease

1. 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: Daiichi Sankyo

High-value new modalities and technologies are a growing proportion of our NME pipeline



NME pipeline (volume of ongoing programmes)[1]

Cell therapy | **>$20bn** estimated market[2]

Gene therapy and editing | **>$30bn** estimated market[2]

ADCs and Radioconjugates | **ADCs >$80bn** **RCs >$10bn** estimated market[3]

1. Forward-years (2024E-2027E) reflect risk-adjusted estimates 2. DataHorizzon Research, estimate dated 2032; 3. Precedence Research, estimate dated 2032. Acronym definitions can be found in Glossary.

Pipeline combinations strengthen therapy area leadership

Oncology

Biomarker selected population

Early detection

+

Targeted ADC or RC

Robust clinical portfolio

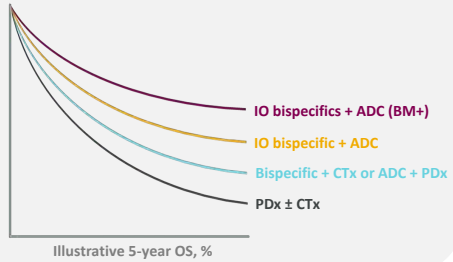
+

Next-generation IO

volrustomig • rilvegostomig

=

Transforming outcomes



CVRM

Early diagnosis and biomarkers

Identify targeted population

+

Targeting new opportunities through novel FDCs

dapagliflozin FDCs address CKD • cardiorenal • cirrhosis

AZD0780 (oPCSK9) and **AZD5004 (oGLP-1)** address dyslipidaemia and weight management

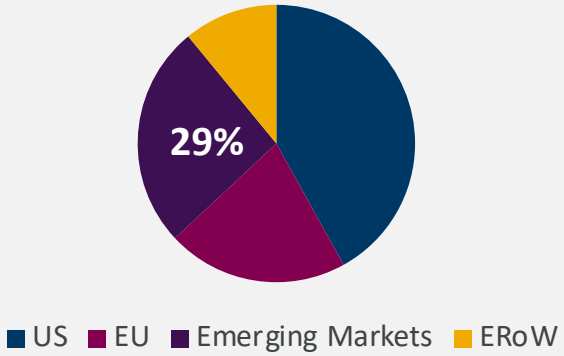
Complementary assets address full spectrum of **cardiomyopathy**

37 ongoing combination trials[1] with potential to transform patient outcomes

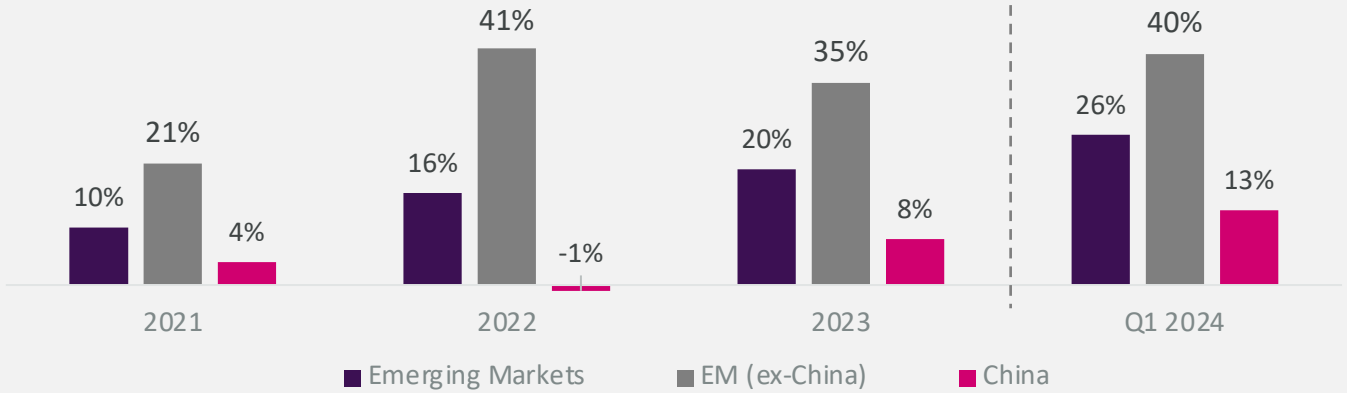
1. Includes basket or signal detection trials and fixed-dose combination programmes. Acronym definitions can be found in Glossary.
Collaboration partners: Daiichi Sankyo (Dato-DXd), Compugen (rilvegostomig).

AstraZeneca Global footprint supports opportunity in the Emerging Markets

Emerging Markets 29% of Total Revenue[1]



Emerging Markets delivering strong Total Revenue growth[2]



Recent EM growth drivers will support growth to 2030[3]

Diabetes | 25%
2019-2023 CAGR

Rare Disease | 22%
2019-2023 CAGR

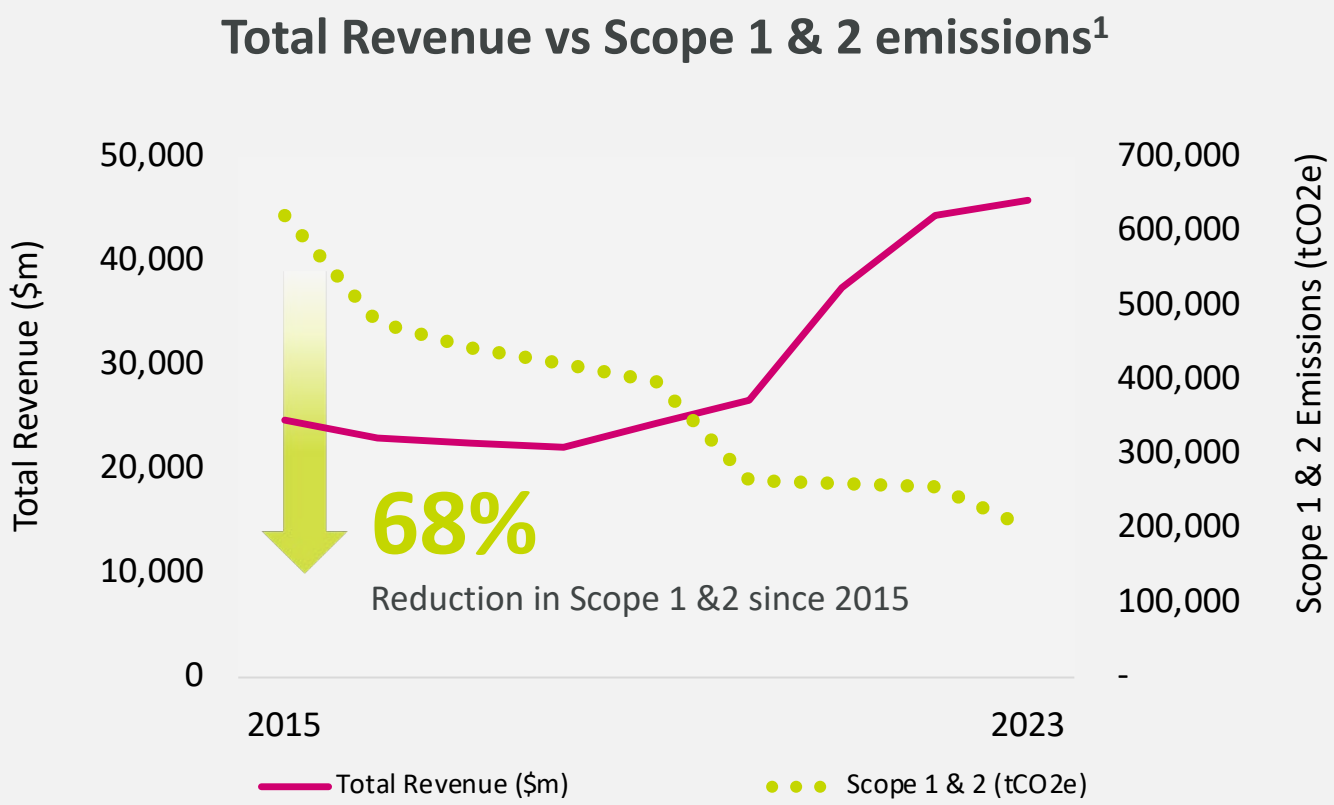
COPD/Asthma | 13%
2019-2023 CAGR

Oncology | 13%
2019-2023 CAGR

1. As of Q1 2024 results, dated 25 April 2024. All growth rates at CER. 2. 2021-2023 growth rates exclude COVID-19 revenues. 3. CAGRs refer to product sales volume. Acronym definitions can be found in Glossary.

Delivering industry-leading sustainability

Decoupling Total Revenue growth from Scope 1 & 2 emissions reduction



Ambition Zero Carbon

- 98% reduction in Scope 1 & 2 emissions by 2026
- 50% reduction in Scope 3 by 2030

Product sustainability

- Reduce energy, water, material use, waste and pollution
- 20% reduction in water since 2015
- 13% reduction in waste since 2015

1. Scope 1 includes emissions from the combustion of fuel and operation of facilities. Scope 2 (market-based) includes emissions from electricity, heat, steam and cooling purchased for own use. Emissions from imported electricity are calculated using the GHG Protocol Scope 2 Guidance (January 2015) requiring dual reporting using two emissions factors for each site—market-based and location-based. AstraZeneca corporate emissions reporting and targets follow the market-based approach. Bureau Veritas has provided limited assurance for 2023 sustainability activities including greenhouse gas emissions, water use and waste management. Acronym definitions can be found in Glossary.

2024 catalysts to date unlock significant growth

Positive Phase III readouts

ADRIATIC

Imfinzi potential first IO therapy in LS-SCLC

2024 ASCO ANNUAL MEETING | plenary

LAURA

Tagrisso expanding in early-stage *EGFR*m NSCLC

2024 ASCO ANNUAL MEETING | plenary

DESTINY-Breast06

Enhertu moving into 2L Breast, benefit in HER2-ultralow

2024 ASCO ANNUAL MEETING

ECHO

Calquence first BTKi to show favourable OS trend in 1L MCL

EHA EUROPEAN HEMATOLOGY ASSOCIATION

Transformative new approvals and launches

Tagrisso + CTx

FLAURA2 reinforces ***Tagrisso*** as TKI backbone in 1L NSCLC

Enhertu

Tumour agnostic approval expands ***Enhertu*** in solid tumours

Ultomiris

Expanding ***Ultomiris*** in neurology with NMOSD approval

Airsupra

Airsupra is first ICS/SABA combination treatment for asthma

Acronym definitions can be found in Glossary.
Collaboration partners: Daiichi Sankyo (*Enhertu*).

40+ Phase III trial readouts expected by end of 2025

~$20bn potential revenue in 2030 (non-risk adjusted) from major 2024/2025 readouts[1] and launches to date in 2024

Major 2024 readouts

Truqap
CAPItello-281 | d*PTEN* mHSPC

Dato-DXd
TROPION-Breast02 | TNBC

Tezspire
WAYPOINT | CRwNP

Major 2025 readouts

Dato-DXd
AVANZAR | 1L NSCLC

camizestrant
SERENA-6 | *ESR1*m HR+ mBC

anselamimab
301/2 | AL amyloidosis

Enhertu
DB09 | HER2+ mBC

baxdrostat
BaxHTN | uHTN

eneboparatide[1]
CALYPSO | hypoparathyroidism

Enhertu
DB11 | HER2+ eBC

Breztri
KALOS/LOGOS | asthma

Ultomiris
TM-313 | HSCT-TMA

Calquence
AMPLIFY | 1L CLL

Fasenra
RESOLUTE | COPD

1. 2024/2025 readouts include those listed within prior slide and anticipated readouts listed on this slide. 2. Amolyt Pharma 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: Daiichi Sankyo (*Enhertu*, Dato-DXd), Amgen (*Tezspire*).

Appendix

Glossary – 1 of 2

1L, 2L, 3L	first-, second-, third-line
6MWT	6-minute walk test
AAV	adeno-associated virus
ACE	angiotensin-converting enzyme
AChR+	acetylcholine receptor-positive
ADC	antibody conjugate
ADsCa	albumin-adjusted serum calcium
AER	annual exacerbation rate
AEs	adverse effects
AGA	actional genomic alteration
aHUS	atypical haemolytic uraemic syndrome
AL amyloidosis	light-chain amyloidosis
AML	acute myelogenous leukaemia
AMR	antibody mediated rejection
anti-PCD	anti plasma cell dyscrasia
AQP4+	aquaporin-4 antibody positive
ARB	angiotensin receptor blockers
ASCO	American Society of Clinical Oncology
ASI	aldosterone synthase inhibitor
ASO	antisense oligonucleotide
ATTR-CM	transthyretin amyloid cardiomyopathy
ATTR-PN	transthyretin amyloid polyneuropathy
B-ALL	B-cell acute lymphoblastic leukaemia
BCMA	B-cell maturation antigen
BRCA	breast cancer gene
BTC	biliary tract cancer
BTKi	Bruton's tyrosine kinase
C5	complement component 5
CAGR	compound adjusted growth rate
cAMR	chronic antibody-medicated rejection
CAR-T	chimeric antigen receptor T-cells
CD19	Cluster of differentiation 19
CD3	Cluster of differentiation 3
CDK4/6i	cyclin-dependent kinase 4/6 inhibitor
CER	constant exchange rates
CI	confidence interval
CKD	chronic kidney disease
CLDN 18.2	Claudin-18.2
CLL	chronic lymphocytic leukaemia
cm	centimetre
CM	cardiomyopathy
cMET	c-mesenchymal epithelial transition factor
COPD	chronic obstructive pulmonary disease
CRwNP	chronic rhinosinusitis with nasal polyps
CSA-AKI	cardiac surgery-associated acute kidney injury
ctDNA	circulating tumour DNA
CTLA4	cytotoxic T-lymphocyte associated protein 4
CTx	chemotherapy
CV	cardiovascular
CVRM	Cardiovascular, Renal and Metabolism
DDR	DNA damage response
DGF	delayed graft function
DLBCL	diffuse large B-cell lymphoma
dnTGFb	dominant-negative transforming growth factor-beta
dPTEN	phosphatase and tensin homolog deficient
EBITDA	Earnings before interest, tax, depreciation and amortisation
EGFR	epidermal growth factor receptor
eGFR	estimated glomerular filtration rate
EGPA	eosinophilic granulomatosis with polyangiitis
EM	Emerging Markets
EOS	eosinophil
EPI	epigenetics
EPS	earnings per share
ERoW	Established Rest of World
ESR1	estrogen receptor alpha
ESRD	end stage renal disease
ETA RA	endothelin receptor A antagonist
ETARA	endothelin receptor A antagonist
FDC	fixed dose combination
FeNO	fractional exhaled nitric oxide
FL	Follicular lymphoma
FLAP	5-lipoxygenase activating protein
FRα	folate receptor alpha
FX	foreign exchange
G7	US, Japan, EU5
GA	geographic atrophy
GLP-1/glu	glucagon-like peptide 1 receptor/glucagon dual peptide agonist
GLP-1RA	glucagon-like peptide 1 receptor agonist
gMG	generalised myasthenia gravis
GN	glomerulonephritis
GPC3	Glypican-3
GPRC5D	G protein-coupled receptor class C group 5 member D
GU	genitourinary
GYN	gynaecologic
HbA1c	glycated haemoglobin
HCC	hepatocellular carcinoma
HER2	human epidermal growth factor receptor 2
HF	heart failure
HFrEF	heart failure with reduced ejection fraction
HK	hyperkalaemia
HLR	high-level results
hMPV	human metapneumovirus
HNSCC	head and neck squamous cell carcinoma
HR	hazard ratio
HR+	hormone receptor positive
HRR	homologous recombination repair
HSCT-TMA	hematopoietic stem cell transplantation-associated thrombotic microangiopathy
i.v.	intravenous
IBD	inflammatory bowel disease
ICS	inhaled corticosteroid
ICU	intensive care unit
IgAN	IgA nephropathy
IIT	investigated initiated trial
iJAK1	inhaled Janus kinase
IL-33	interleukin-33
IL-5	interleukin-5
IND	investigational new drug
IO	Immuno-oncology
IPF	idiopathic pulmonary fibrosis
IRA	Inflation Reduction Act
iTSLP	inhaled thymic stromal lymphopoietin
ITT	intent to treat
IVIg	intravenous immunoglobulin

Glossary – 2 of 2

K+	potassium
KCCQ	Kansas City Cardiomyopathy Questionnaire
LA amylin	long-acting amylin
LABA	long-acting beta 2-agonists
LAMA	long-acting muscarinic antagonists
LCM	life cycle management
LDL-C	low-density lipoprotein cholesterol
LN	lupus nephritis
LoE	loss of exclusivity
LS-SCLC	limited stage small-cell lung cancer
LV	left ventricular
mAb	monoclonal antibody
MASH	metabolic dysfunction-associated steatohepatitis, also known as non-alcoholic steatohepatitis (NASH)
MASLD	metabolic dysfunction-associated steatotic liver disease
mBC	metastatic breast cancer
MCL	mantle cell lymphoma
mDOR	median duration of response
mg/dL	milligrams per decilitre
MGFA	Myasthenia Gravis Foundation of America
mHSPC	metastatic hormone sensitive prostate cancer
mL	millilitre
MM	multiple myeloma
MoA	mechanism of action
MPO	myeloperoxidase
MRA	mineralocorticoid receptor antagonist
MRM	mineralocorticoid receptor modulator
n/m	not material
NBRx	new-to-brand prescription
Neo-adj	neoadjuvant
NF1-PN	neurofibromatosis type 1-plexiform neurofibromas
ngSERD	next-generation oral selective estrogen receptor degrader
NHA	novel hormone agent
NME	new molecular entity
NMOSD	neuromyelitis optica spectrum disorder
NP	nasal polyps
NRDL	national reimbursement drug list
NSCLC	non-small cell lung cancer
NST	neoadjuvant systemic treatment
NT-proBNP	N-terminal pro-B-type natriuretic peptide
NYHA	New York Heart Association
oGLP1	oral glucagon-like receptor peptide 1
oPCSK9	oral protein convertase subtilisin/kexin type 9
ORR	overall response rate
oRXFP1	oral relaxin family peptide receptor 1
OS	overall survival
PALB2m	partner and localizer of BRCA2
PARP1	poly(ADP-ribose) polymerase-1
PARPi	poly-ADP ribose polymerase inhibitor
PD1	programmed cell death protein 1
PD-L1	programmed cell death ligand 1
PFS	progression free survival
PIK3CA	phosphatidylinositol-4,5-biphosphate 3-kinase catalytic subunit
PK/PD	pharmacokinetic/pharmacodynamic
PLEX	plasma exchange
PN	polyneuropathy
PNH	paroxysmal nocturnal haemoglobinuria
PNH-EVH	paroxysmal nocturnal haemoglobinuria with extravascular haemolysis
PNPLA3	phospholipase domain-containing protein 3
PP	plasmapheresis
PSA	prostate-specific antigen
PSA50	prostate-specific antigen 50
PTEN	phosphatase and TENsin homolog deleted on chromosome 10
PYR	peak year revenue
Q2W	every 2 weeks
Q4W	every 4 weeks
Q8W	every 8 weeks
QCS	quantitative continuous scoring
QoQ	quarter on quarter
R&D	research and development
R&I	Respiratory and Immunology
r/r	relapsed/refractory
RA	rheumatoid arthritis
RAGE	receptor for advanced glycation end products
RC	radioconjugates
RP2D	recommended Phase II dose
RSV	respiratory syncytial virus
s. asthma	severe asthma
s.c.	subcutaneous
SABA	short acting beta agonist
SBP	systolic blood pressure
SBRT	stereotactic brain radiotherapy
SC	subcutaneous
SG&A	Selling, General and Administrative
SGLT2i	sodium/glucose cotransporter 2 inhibitor
sK	serum potassium
SLE	systemic lupus erythematosus
SoC	standard of care
ST2	suppression of tumorigenicity 2
Stg. I/II/III	Stage I/II/III
Stg. III u/r NSCLC	Stage III unresectable non-small cell lung cancer
T2D	type-2 diabetes
T8	US, China, Japan, EU5
TCE	T-cell engager
tCO2e	tonnes of carbon dioxide equivalent
TCR	T-cell receptor
TDR	tumour drivers and resistance
TIGIT	T-cell immunoreceptor with immunoglobulin and ITIM domains
TIM-3	T-cell immunoglobulin and mucin domain-containing protein
TKI	tyrosine kinase inhibitor
TNBC	triple negative breast cancer
TP53	tumour protein 53
Treg	Regulatory T-cell
TROP2	trophoblast cell surface antigen 2
TTR	transthyretin
u/r HTN	uncontrolled or treatment resistant hypertension
UACR	urinary albumin/creatinine ratio
ULN	upper limit of normal
V&I	Vaccines and Immune Therapies
VLP	virus-like particle