

What science can do

AstraZeneca Annual Report and Form 20-F Information 2020



Inspired by our Values and what science can do, we are focused on accelerating the delivery of life-changing medicines that create enduring value for patients and society.

Our strategic priorities

Our Strategy and Key Performance Indicators, see from page 18.

Our priorities reflect how we are working to deliver our growth through innovation strategy and achieve our Purpose: to push the boundaries of science to deliver life-changing medicines.

- 1. Deliver Growth and Therapy Area Leadership
- 2. Accelerate Innovative Science
- 3. Be a Great Place to Work

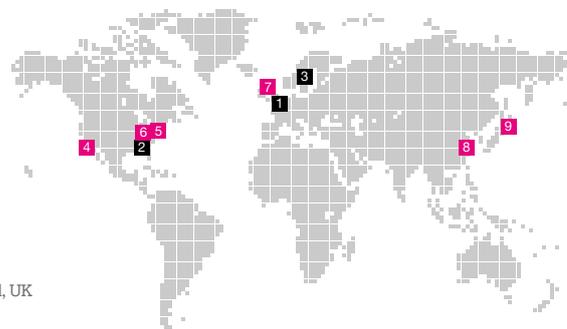
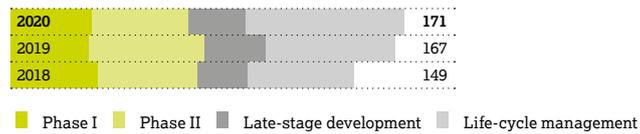
A science-led value proposition

Research & Development, see from page 53 and Development Pipeline, see from page 245.

Distinctive R&D capabilities

Small molecules, biologics, protein engineering and innovative delivery devices, as well as new scientific modalities, new technologies and new biology.

171
projects in our development pipeline



- Strategic R&D centres**
1. Cambridge, UK (HQ)
 2. Gaithersburg, MD, US
 3. Gothenburg, Sweden
- Other R&D centres and offices**
4. South San Francisco, CA, US
 5. Boston, MA, US
 6. New York, NY, US
 7. Alderley Park and Macclesfield, UK
 8. Shanghai, China
 9. Osaka, Japan

Focus on three main therapy areas

Therapy Area Review, see from page 30 and Research & Development, see from page 53.

Oncology

Our ambition is to provide cures for cancer in every form. We are following the science to understand cancer and all its complexities to discover, develop and deliver life-changing treatments and increase the potential for cure.

Cardiovascular, Renal & Metabolism

Our mission is to protect the lives of people from the consequences of CVRM diseases. We are committed to their seamless management, improving patient outcomes and decreasing the mortality rate.

Respiratory & Immunology

We aim to transform the treatment of R&I diseases, with the bold ambition to eliminate preventable attacks and achieve durable remission or even cure for millions of people with these potentially devastating conditions.

Other Medicines and COVID-19

We have medicines and vaccines in other disease areas that have an important impact for patients. We are working to defeat the COVID-19 pandemic by advancing and accelerating the development of potential medicines.

Diversified portfolio of specialty and primary care medicines (Product Sales)

\$10,850m
42% of total

2019: \$8,667m
2018: \$6,028m

Sales growth of 25%
(26% at CER)

\$7,096m
27% of total

2019: \$6,906m
2018: \$6,710m

Sales growth of 3%
(5% at CER)

\$5,357m
21% of total

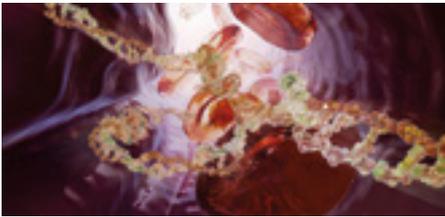
2019: \$5,391m
2018: \$4,911m

Sales decline of 1%
(0% at CER)

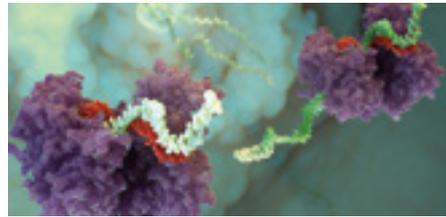
\$2,587m
10% of total

2019: \$2,601m
2018: \$3,400m

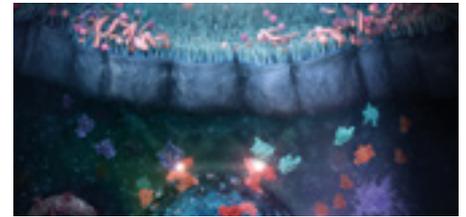
Sales decline of 1%
(0% at CER)



Oncology. See page 30.



Cardiovascular, Renal & Metabolism. See page 36.



Respiratory & Immunology. See page 42.

Global strength, balanced presence across regions (Product Sales)

Commercial, see from page 57.

Emerging Markets

\$8,679m

34% of total
2019: \$8,165m
2018: \$6,891m

Sales growth of 6%
(10% at CER)

US

\$8,638m

33% of total
2019: \$7,747m
2018: \$6,876m

Sales growth of 12%
(12% at CER)

Europe

\$5,059m

20% of total
2019: \$4,350m
2018: \$4,459m

Sales growth of 16%
(15% at CER)

Established Rest of World

\$3,514m

14% of total
2019: \$3,303m
2018: \$2,823m

Sales growth of 6%
(6% at CER)

Commitment to people

A focus on inclusion and diversity, as well as life-long learning and development.

People, see from page 68.

76,100

employees
2019: 70,600
2018: 64,600

46.9%

of our senior roles are filled by women

92%

of employees believing strongly in AstraZeneca's future direction and key priorities

81%

of employees believing there is effective collaboration between teams

Commitment to society

Improving access to healthcare, environmental protection and ethics and transparency, including delivering our Ambition Zero Carbon programme.

Sustainability, see from page 72.

Priority

1

Access to healthcare

Priority

2

Environmental protection

Priority

3

Ethics and transparency

87%

of employees saying they understand their contribution to our sustainability priorities



7th overall



A List for Climate and Water Security



World and Europe constituent



Index Series constituent

Capital allocation priorities

After providing for investment in the business, supporting the progressive dividend policy and maintaining a strong, investment-grade credit rating, we keep under review potential investment in immediately earnings-accretive, value-enhancing opportunities.

Financial Review, see from page 82.

Dividends

\$3,572m

2019: \$3,592m
2018: \$3,484m

R&D expenditure (Reported)

\$5,991m

2019: \$6,059m
2018: \$5,932m

Credit rating (Standard & Poor's)

BBB+

Long term: CreditWatch
Positive outlook

Credit rating (Moody's)

A3

Long term: Negative outlook

Comprehensive response to the COVID-19 pandemic

Our response was consistent with our Values of following the science, putting patients first and doing the right thing.

COVID-19 pandemic, see from page 28.

Helped ensure the safety of patients and their continued access to care and medicines.

Protected our employees and critical operations to ensure the continued supply of our medicines.

Contributed to the process of scientific innovation to combat the virus.

Contributed more broadly to society, including emergency relief.