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 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.

AstraZeneca Annual Report & Form 20-F Information 2020 / Strategic Report

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

A science-led value proposition

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

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Late-stage development</th>
<th>Life-cycle management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>171</td>
<td></td>
<td></td>
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<tr>
<td>2019</td>
<td>167</td>
<td></td>
<td></td>
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<tr>
<td>2018</td>
<td>149</td>
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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
7. Alderley Park and Macclesfield, UK
8. Shanghai, China
9. Osaka, Japan

Focus on three main therapy areas

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)

<table>
<thead>
<tr>
<th>Therapy Area</th>
<th>2019</th>
<th>2018</th>
<th>Sales growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oncology</td>
<td>$10,850m</td>
<td>$8,667m</td>
<td>42% of total, 26% at CER</td>
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<tr>
<td>Cardiovascular, Renal &amp; Metabolism</td>
<td>$7,096m</td>
<td>$6,906m</td>
<td>27% of total, 5% at CER</td>
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<tr>
<td>Respiratory &amp; Immunology</td>
<td>$5,357m</td>
<td>$5,391m</td>
<td>21% of total, 5% at CER</td>
</tr>
<tr>
<td>Other Medicines and COVID-19</td>
<td>$2,587m</td>
<td>$3,400m</td>
<td>10% of total, 0% at CER</td>
</tr>
</tbody>
</table>
Global strength, balanced presence across regions (Product Sales)

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.

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.

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

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-accrue, value-enhancing opportunities.

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+

Credit rating (Moody’s)
A3

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.

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.

Oncology. See page 30. Cardiovascular, Renal & Metabolism. See page 36. Respiratory & Immunology. See page 42.