What science can do
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 12.

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

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

Science and innovation-led

- Research & Development, see from page 32.
- Development Pipeline Supplement, see www.astrazeneca.com/annualreport2021.

- Distinctive R&D capabilities: We use our distinctive scientific capabilities to deliver a pipeline of life-changing medicines.

- 177 projects in our development pipeline

- Phase I
- Phase II
- Late-stage development
- Life-cycle management

- Includes Alexion.

Global R&D centres

- Cambridge, UK
- Gaithersburg, MD, US
- Gothenburg, Sweden

A diversified portfolio with broad coverage across primary, specialty care and rare disease (Product Sales)

- Oncology: We are leading a revolution in oncology to redefine cancer care.

- BioPharmaceuticals: Creating a life without limits for billions of people living with chronic diseases.

- Rare Disease: Transforming the lives of people affected by rare diseases and devastating conditions.

- Other Medicines: We have medicines and vaccines in other disease areas that have an important impact for patients.

- COVID-19: Helping to change the course of the pandemic with our vaccine and a long-acting antibody.

- Disease Area Review, see from page 16 and Research & Development, see from page 32.

- 2021:
  - Respiratory & Immunology: $6,034m, 17% of total
  - Cardiovascular, Renal & Metabolism: $3,070m, 8% of total
    - 2020: $9,020m, 11% of total
      - Sales growth of 4% (10% at CER)
    - 2019: $2,367m, 6% of total
      - Sales growth of 13% (10% at CER)
  - Rare Disease: $3,070m, 8% of total
    - 2020: $7,096m, 18% of total
      - Sales growth of 13% (8% at CER)
    - 2019: $6,906m, 18% of total
      - Sales growth of 13% (8% at CER)
  - Other Medicines: $4,002m, 11% of total
    - 2020: $2,601m, 6% of total
      - Sales decline of 8% (10% at CER)
    - 2019: $2,585m, 6% of total
      - Sales decline of 8% (10% at CER)

- Sales growth of 20% (18% at CER)

- Revenue includes Alexion sales from 21 July 2021

- Other R&D centres and offices:
  - South San Francisco, CA, US
  - New York, NY, US
  - New Haven, CT, US
  - Boston, MA, US
  - Alderley Park and Macclesfield, UK
  - Shanghai, China
  - Osaka, Japan
Global strength, with balanced presence across regions (Product Sales)

Product Sales by Disease Area

- Oncology 36%
- BioPharmaceuticals 38%
- Rare Disease 8%
- Other Medicines and COVID-19 17%

Product Sales by reporting region

- Emerging Markets 33%
- US 33%
- Europe 21%
- Established Rest of World 13%

Commitment to our people

A focus on inclusion and diversity, as well as lifelong learning and development.

- 83,100 employees
  - 2020: 76,100
  - 2019: 70,600
- 48.1% of our senior roles are filled by women
- 87% of employees believe strongly in AstraZeneca’s future direction and key priorities
- 78% of employees believe there is effective collaboration between teams

Commitment to society

We recognise the interconnection between our business, the needs of society and the limitations of our planet. We are harnessing the power of science and innovation to deliver a positive impact to society, healthcare systems and the environment through actions for the long term.

- Priority 1: Access to healthcare
  - Increasing access to life-saving treatments, promoting prevention, and strengthening global healthcare resilience and sustainability.
- Priority 2: Environmental protection
  - Accelerating the delivery of net-zero healthcare, managing our environmental impact, and investing in nature and biodiversity.
- Priority 3: Ethics and transparency
  - Ensuring ethical, open and inclusive behaviour across our organisation and value chain.

84% of employees say they understand their contributions to our sustainability priorities.

Capital allocation priorities

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

- Dividends
  - 2020: $3,856m
  - 2019: $3,572m
- R&D expenditure (Reported)
  - 2020: $9,736m
  - 2019: $6,059m
- Credit rating (Standard & Poor’s)
  - A-: Long term: Stable outlook
- Credit rating (Moody’s)
  - A3: Long term: Negative outlook