

# Accelerating delivery of enhanced value in Global Operations

At the end of 2023, we employed 15,609 people at 27 Operations sites in 16 countries.

We continue to automate our manufacturing facilities to drive productivity improvement through optimising material and information flow, increasing process yields and driving right first-time quality.

Innovative technology platforms will transform the way new medicines are developed, manufactured and launched. Integrating digital solutions, data science and AI with continuous manufacturing platforms will enable shorter lead times, increased productivity and a reduced environmental impact.

For example, one of our global 'digital lighthouse' sites in Wuxi, China has already achieved top decile performance in quality, speed and performance through the use of an integrated Lean Digital approach.

We also invest in talent at our Global Technology Innovation Centres in Guadalajara, Mexico and Chennai, India as we prepare to scale our business for future growth.

The next phase of our Operations 2025 programme includes implementing next-generation manufacturing technologies and smart factory capabilities whilst playing our part in protecting the planet by reducing GHG emissions from our global operations and fleet by 98% by 2026 and halving our entire value chain footprint by 2030.

