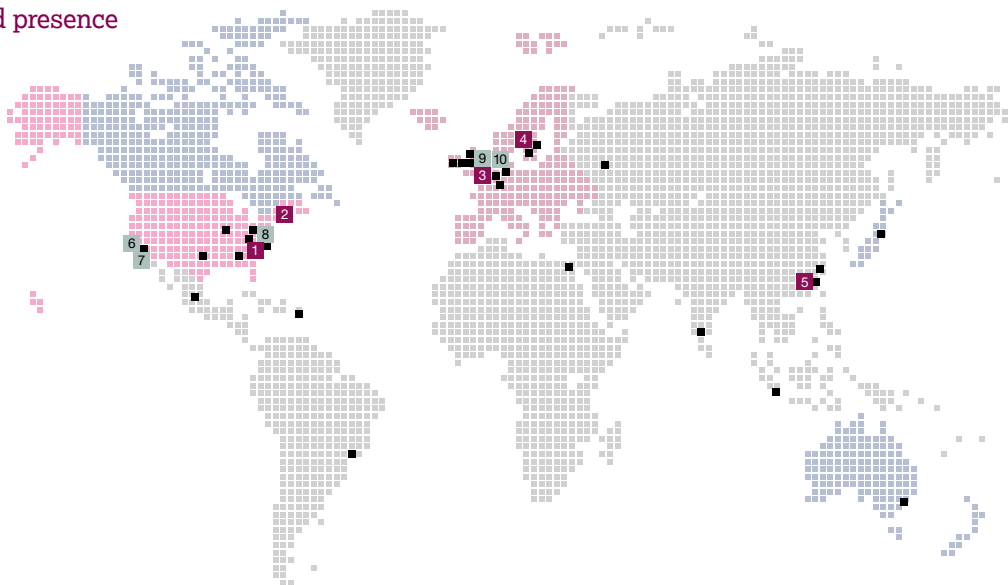


Business Review

Our ambition is to transform care for billions of people living with chronic diseases and deliver long-lasting immunity.

Our business is organised to deliver our Growth Through Innovation strategy. We are a talented team delivering our strategic priorities sustainably, supporting scientific innovation and commercial success. Our R&D and Commercial functions promote accelerated decision making and the launches of new medicines across our therapy areas.

Global reach and presence



Science and Innovation

We are using our distinctive scientific capabilities to deliver a pipeline of life-changing medicines. Our R&D functions enable the launches of new medicines across our therapy areas.

Strategic R&D centres¹

1. Gaithersburg, MD, US
2. Boston, MA, US
3. Cambridge, UK (HQ)
4. Gothenburg, Sweden
5. Shanghai, China

Other R&D centres with discovery research labs¹

6. San Francisco, CA, US
7. Santa Monica, CA, US
8. New Haven, CT, US
9. Macclesfield, UK
10. Amsterdam, Netherlands

13,000+
R&D employees
across our global sites

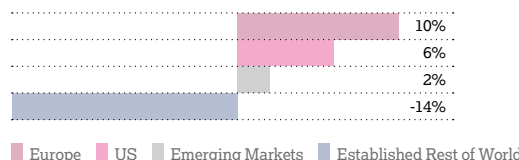
Growth and Therapy Area Leadership

We work to meet our goals through innovation and commercial excellence. We have an active presence in 85 countries and sell our products in more than 125 countries.

Operations sites¹

27
Operations sites
in 16 countries

Total Revenue growth by reporting region²



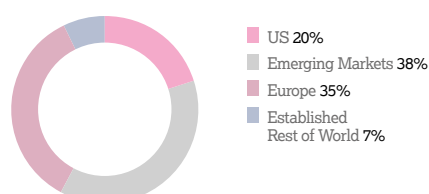
\$45.8bn
Total Revenue

¹ Inclusive of Alexion and Neogene.
² Actual growth percentage.

People and Sustainability

Our success depends on recruiting, retaining and developing talented people while operating in a responsible and sustainable way to build a healthy future for people, society and the planet.

Employees by reporting region



89,900
employees

50.1%
of our senior roles are
filled by women

 Science and Innovation

We plan to meet our growth and profitability goals through innovation, commercial excellence and the creation of sustainable profitability.

Our performance in 2023

\$10.9bn

invested in our R&D.

3 x 1st

Three first approvals for new medicines in 2023; a fourth was approved in January 2024.

56

regulatory events and 30 pipeline progressions.

178

pipeline projects, of which 160 are in the clinical phase of development.

808

manuscripts published with 158 in 'high-impact' journals.



Invested in new modalities such as cell and gene therapies, epigenetics and oligonucleotides.

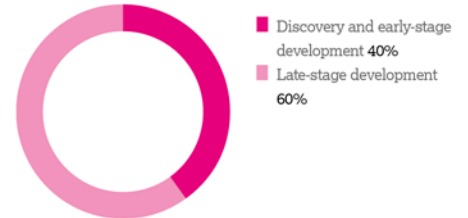
>2000

people working in our Discovery Centre in Cambridge, UK.

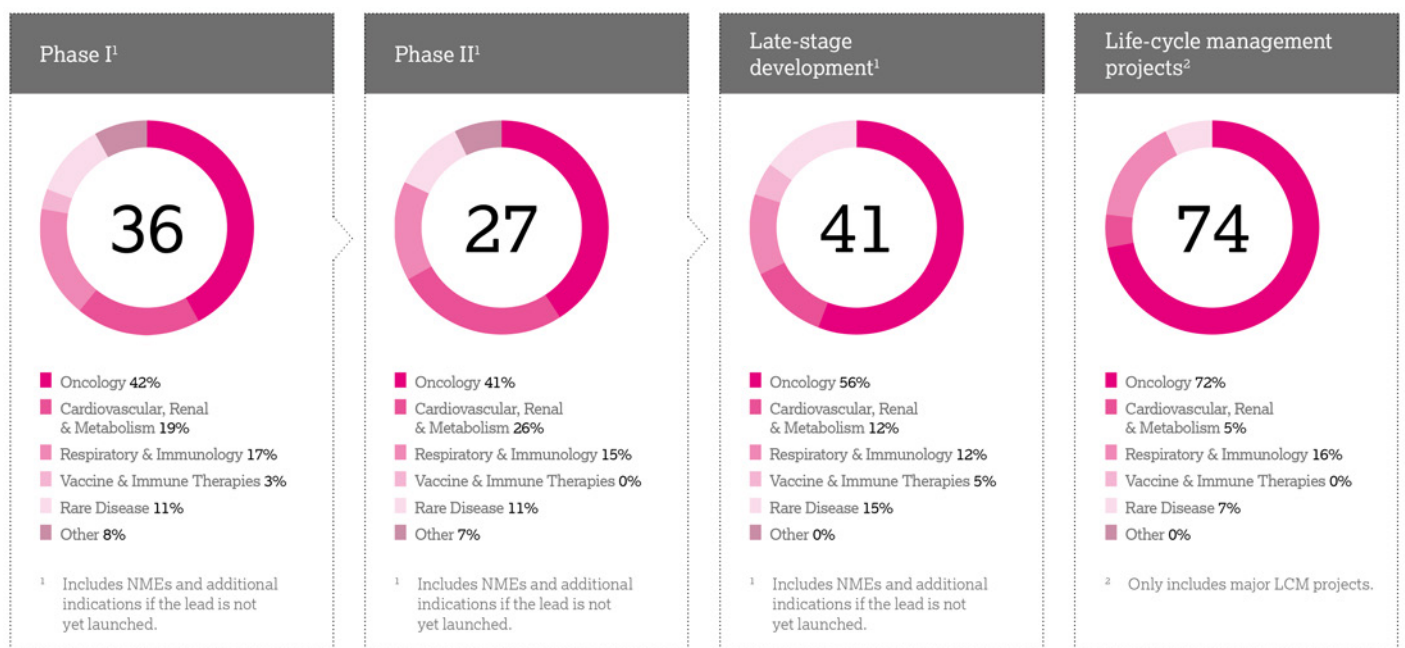


Evinova launched to accelerate innovation.

Research & Development



2023 was another remarkable year for pipeline development



 Growth and Therapy Area Leadership

We are using our distinctive scientific capabilities to deliver a pipeline of life-changing medicines.

Our performance in 2023

Total Revenue

\$45,811m

Up 3%

Total Revenue, comprising Product Sales, Alliance Revenue and Collaboration Revenue, increased by 3% (6% at CER) to \$45,811 million. Total Revenue excluding COVID-19 medicines increased by 13% (15% at CER) to \$45,488 million.

US Revenue

\$19,077m

Up 6%

In the US, Total Revenue increased by 6% to \$19,077 million.

Europe Revenue

\$9,611m

Up 10%

In Europe, Total Revenue increased by 10% (8% at CER) to \$9,611 million.

Emerging Markets Revenue

\$12,025m

Up 2%

Total Revenue in Emerging Markets increased by 2% (9% at CER) to \$12,025 million, with an increase in China of 1% (7% at CER) to \$5,876 million.

Established Rest of World Revenue

\$5,099m

Down 14%

Total Revenue fell by 14% (8% at CER) in Established Rest of World.

Sales and marketing

We strive to meet our growth and profitability goals through commercial excellence in each of our global reporting regions.

45,888

Our Commercial teams employed 45,888 people at the end of 2023. During the year, we had an active presence in 85 countries and sold our products in more than 125 countries.

Committed to high ethical standards: 296 employees and third parties were removed from their roles for breaches of sales and marketing regulations or codes.

Operations

Our manufacturing and supply function continued to support our growth and pipeline, demonstrating excellence in product launches, quality and supply, with focus on progressive, sustainable processes.

282

successful major market launches delivered.



Progressed our investments in manufacturing technologies, new modalities and digital innovations.

Five

sites within the network - Nijmegen, Cairo, Cikarang, Lomas Verdes and Cotia - delivered a 98% reduction in Scope 1 and Scope 2 GHG emissions (from 2015 baseline) measured against science-based targets.

IT and IS resources

Demonstrating what is possible when digital technology meets science.

8 x AI

We have created a robust, in-house programme for generative AI, identifying eight architecture patterns that cover use cases across AstraZeneca.

10/10

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.

Business development

Our business development teams pursue opportunities to access the best science and stimulate innovation. Business development is an essential part of our strategy and portfolio prioritisation process, contributing to accelerating delivery of new medicines targeting unmet medical need.

>1000

We currently have more than 1,000 ongoing collaborations worldwide and completed more than 20 major, or strategically important, business development transactions in 2023.



 **People and Sustainability**

Our success depends on recruiting, retaining and developing talented people while operating in a responsible and sustainable way.

People

Attracting, retaining and developing talented individuals is key to our growth and success. We achieve this by cultivating a great place to work that values and rewards innovation, entrepreneurship and outstanding performance.

Our performance in 2023 

Fully integrated Alexion employees.

25,660

employees hired (7,727 internal and 17,933 external).

5,290

of these hires were a direct result of our employee referral scheme.

4,401

employees attended a development programme (an increase in participation of 9% since 2022).

50.1%

of our senior middle management roles are filled by women.

88%

of employees believe they have improved their existing skills, learned new skills or had a development opportunity.

83%

of employee survey respondents feel they can speak their mind at work.

69%

of employees accessed our global learning platform.

Featured in Forbes World's Top Companies for Women and Forbes World's Best Employers.

Sustainability 

Sustainability at AstraZeneca means harnessing the power of science and innovation, and our global reach, to build a healthy future for people, society and the planet.

3

ground-breaking renewable energy initiatives announced.

>66m

people reached through our flagship access to healthcare programmes.

>47m

Healthy Heart Africa trained more than 11,300 healthcare workers (cumulatively) and conducted more than 47 million screenings (cumulatively) for elevated blood pressure.

>15m

Since its launch in 2010, the Young Health Programme has directly reached more than 15 million young people (cumulatively) and trained over 580,000 as Peer Educators in more than 40 countries.

Published 2023 Partnership for Health System Sustainability and Resilience (PHSSR) Summary Report and expanded the programme in Asia-Pacific.

↓67.6%

Reduced Scope 1 and Scope 2 GHG emissions by 67.6% from 2015 baseline year.

↓17.5%

17.5% reduction in energy consumption since 2015.

↓19.5%

19.5% reduction in water usage and 13.2% reduction in our waste since 2015.

↑200m

Raised AZ Forest commitment to 200 million trees planted and stewarded by 2030 (from 50 million by 2025).

AA

rating (on a scale of AAA-CCC) received in the MSCI ESG Ratings assessment.

Top 20%

Included in Dow Jones Sustainability Index Top 20% of 2,500 of the world's largest companies and in Europe Index.

3rd year

Listed in Financial Times European Climate Leaders for the third consecutive year.

