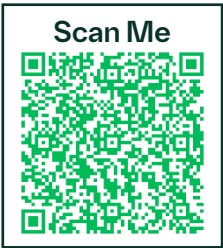


Making new and better medicines for patients is at the heart of what we do. And collaborations with colleagues across the life-science community play a vital role as we connect to advance innovation for patients. We believe that by working together we can bring critical diversity to innovation and accelerate the breakthroughs that will transform patients' lives now, and in generations to come.



## Partnering Interests

- Focusing on **first-in-class innovations** in our key scientific areas of interest
- Addressing unmet need with opportunities for **therapeutic breakthroughs** that change patients' lives
- Anticipating **future trends** across the research spectrum that complement our research strategy

### Investing in Innovation

<p><b>€4.6 billion</b> R&amp;D for new medicines</p> <p><b>&gt;10,000</b> staff in research, development and medicine</p>	<p><b>Global</b> R&amp;D presence in Europe, N. America, Asia</p> <p><b>&gt;150</b> innovation collaborations</p>
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**OFEV<sup>®</sup>**  
(nintedanib) capsules 150mg



**Spevigo<sup>®</sup>**  
(spesolimab-sbzo) injection  
for intravenous use



**Jardiance<sup>®</sup>**  
(empagliflozin) tablets  
10mg/25mg



**SPIRIVA<sup>®</sup> RESPIMAT<sup>®</sup>**  
(tiotropium bromide) INHALATION SPRAY

## Science Focus





- Cardio-Renal-Metabolic Diseases**
- Pursuing the next wave of breakthroughs for obesity, kidney and liver diseases.
- Immunology & Respiratory Diseases**
- Applying pioneering, patient-centric science to develop the next breakthroughs that address unmet need in chronic inflammatory diseases
- Mental Health Disorders**
- Focusing on understanding and manipulating maladaptive brain circuitry.
- Oncology**
- Advancing a comprehensive clinical development pipeline of cancer cell-directed agents, immun-oncology therapies and combination approaches.
- Retinal Diseases**
- Aiming to prevent vision loss in people at risk and to preserve or restore vision in those with retinal diseases.
- Research Beyond Borders**
- Exploring new frontiers in science and technology, irrespective of therapeutic area and modality.

### R&D Pipeline

<p><b>&gt;10</b></p> <p><b>New phase II and phase III</b> starts over the next 12-18 months</p>	<p><b>&gt;15</b></p> <p>Potential <b>first-in-class assets</b> anchored in an innovation led portfolio</p>
<p><b>&gt;20</b></p> <p>Potential new <b>medicine approvals</b> over the next seven years</p>	<p><b>50%</b></p> <p>Of pipeline anchored in <b>external collaborations*</b></p>

\*Across research, pre-clinical and clinical portfolios.

### Enabling Science

 <p><b>BD&amp;L</b></p> <p>Scouts for and facilitates academic and industry partnerships</p>	 <p><b>Corporate Venture Fund</b></p> <p>Drives innovation through investments in early-stage science and technology</p>
 <p><b>Grass Roots</b></p> <p>Provides mentoring, networking and resources for life-science entrepreneurs</p>	 <p><b>openMe.com</b></p> <p>Fosters open science through dedicated scientific crowdsourcing initiative</p>