



A Letter From Our Chairman and CEO Daniel O'Day

When I joined Gilead in early 2019, I saw tremendous potential to build on the company's legacy — a legacy that includes two of the most extraordinary advances in healthcare of the past decade: transforming HIV into a chronic disease and curing hepatitis C. As I reflect on the progress that we made together over the course of the year, I am pleased with how far we have come and tremendously optimistic about our future. We are more than ready for the many opportunities ahead to improve global health.

For Gilead's next chapter, we are applying the same high bar that led to such remarkable advances in HIV and hepatitis therapies, to all the areas in which we believe we can make a difference today. We are building on our strength in antiviral medicine, as well as our expertise in immunomodulation, as we expand into inflammatory diseases and oncology.



As we move forward together, we will continue to focus on our impact beyond innovative medicines: supporting communities, working in partnerships and meeting our significant responsibilities to society as a whole.

We will do all of this from a place of strength. This strength comes from the foundations we put in place in 2019 and all the work done over the past three decades to make Gilead the remarkable company it is today.

A Strategy Focused on Innovation

In 2019 we defined our corporate strategy with three core ambitions: to deliver 10+ transformative therapies over the next 10 years, to become employer and partner of choice, and to provide shareholder value in a sustainable, responsible manner. We have a clear path forward for achieving these ambitions, and the work is already underway.

To deliver medicines that are truly transformational for patients, we are working from our core areas of expertise. That includes, for example, applying our decades of experience in antiviral medicine to developing the next wave of innovation in HIV with long-acting therapies. One example of using our immunomodulation expertise is harnessing a patient's immune system to fight cancer, as with Kite's leading work in cell therapy and our growing pipeline of cancer immunotherapies. We will maintain a focused approach as we grow our diverse network of innovation to access the world's best science and technologies.

People and Partnerships

One of my immediate priorities on joining Gilead was to ensure we have a team of outstanding leaders to shape the company's future. I am very pleased to have such a highly experienced executive team in place, with a diverse mix of experience across specialties and geographies. One of the most important responsibilities of this team is to harness the potential of our ~12,000 talented employees across the globe. I am immensely proud of the work of our global Gilead community. Our employees bring a genuine care and passion to their work that shows up in everything they do.

Gilead knows that no single company or organization can tackle the existing challenges in global health alone. This is why we put so much emphasis on our partnerships at both the community level and with other innovators. In 2019, for example, we partnered with the Elton John AIDS Foundation to introduce a program called RADIANT to address HIV/AIDS in Eastern Europe.

Among our various strategic partnerships and alliances is a partnership that we entered in 2019 with Galapagos, a European-based company focused on inflammatory, fibrotic and other diseases such as rheumatoid arthritis. This partnership expanded our research base overnight and should accelerate the progress of both Gilead and Galapagos in bringing new solutions to patients.

Gilead's strong spirit of collaboration also drove our swift response to the COVID-19 outbreak as we worked in close partnership with governments, regulatory agencies and health organizations to help address this significant challenge to global health.



Moving Forward Sustainably

To reinforce our commitment to the well-being of our employees, the patients we serve, the communities in which we operate and society in general, Gilead considers sustainability in every decision we make.

We publicly committed to reducing our greenhouse gas emissions by 25% by 2025 compared to our 2016 baseline. We continue to utilize the United Nations Sustainable Development Goals as an anchor to our corporate responsibility priorities and remain fully committed to the principles of the United Nations Global Compact.

Throughout this report, you can learn about several initiatives that Gilead has championed, all of which are aimed at ensuring we make a positive social impact while operating in an environmentally responsible manner.

All of us at Gilead are inspired by the opportunities to create a better, healthier world for everyone. As we enter the next decade, we are committed and ready to make that possible. Our next chapter is underway, and I am honored to be part of it.

Sincerely,

Daniel O'Day

