

Our Business Model

Our business model is designed to create value by delivering on our strategy. Our culture, values and behaviours underpin everything we do.

What we do

We provide expert outsourced healthcare services specialising in advisory, communications, commercial, clinical and packaging.

Our purpose is to partner with clients to deliver innovative healthcare solutions that improve patients' lives.

How we do it

Employees

We are committed to building a culture that fosters the development of our people. We reward talent, provide competitive salaries and invest in training and development.

8,700

Number of employees

[Read more on pages 54-57](#)

Capital

Our strong balance sheet supports the delivery of continued growth through acquisitions to supplement organic growth. We are continuously identifying and acquiring highly complementary businesses that drive value and generate attractive returns. In 2019, we completed two acquisitions, which further enhanced our capabilities.

\$104.6m

M&A spend

[Read more on pages 30-33](#)

Facilities and Infrastructure

We are well-positioned to execute our business model, having a robust operating platform, a diverse geographical footprint and the capability to consistently improve our client offering through our state-of-the-art facilities.

\$39.5m

Capital expenditure

[Read more on pages 34-45](#)

Stakeholders and Relationships

We proactively engage with all our stakeholders including our clients, healthcare professionals, patients, employees, communities and shareholders. We build strong sustainable relationships and are a long-term business partner with many of our clients.

300+

Number of clients

[Read more on pages 68-69](#)

Our Divisions

Ashfield



[Read more on pages 34-39](#)

Sharp



[Read more on pages 40-45](#)

Our strategy underpins our business model

1.

Developing and growing market leading positions

2.

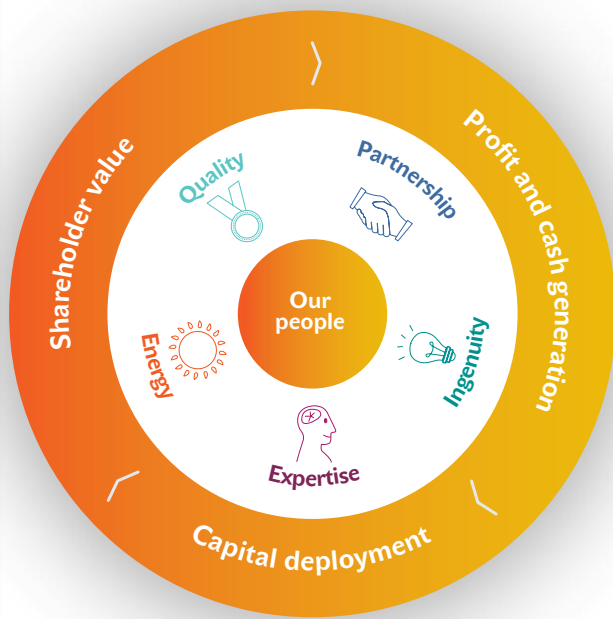
Transforming through people

3.

Continuous improvement

[Read more about our strategy on pages 16-17](#)

How we create value



Our unique combination of talented people, expertise, ingenuity, stakeholder partnerships and disciplined capital deployment enables us to deliver high-quality outsourced healthcare services and solutions that set us apart and support us in adding value.

What we deliver

Clients

Our focus is to be a leading international partner of choice so that, together with our clients, we can help improve patients' lives.

30

We partner with the top 30 global pharmaceutical companies

Shareholders

Our business model delivers sustainable long-term value for our shareholders and we operate a progressive dividend policy.

\$40.3m

Dividend to shareholders

Employees

We have a unique culture and are committed to investing in our people by offering rewarding salaries and investing in their development.

\$640.0m

Remuneration to employees

Patients

Our service offering provides patients with insights and solutions to help improve their lives.

100+

Number of active patient support programmes globally

Local Communities

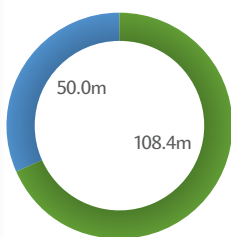
In addition to selecting three official charity organisations, we partner with a significant number of charity groups globally.

c.70

Number of charities supported globally

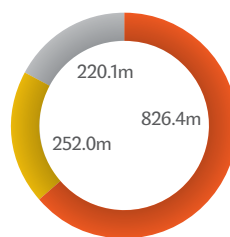
What drives our growth – a diversified business

Business unit operating profit



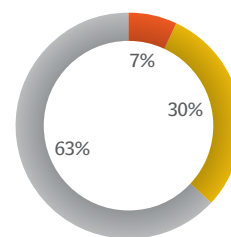
● Ashfield
● Sharp

Geographic revenue



● North America
● U.K.
● Rest of world/other

Customer concentration (net revenue)



● #1 Customer
● #2-10 Customers
● Other Customers