



*Healthcare. We Care.*



Sustainability Data Supplement 2020

# Contents

1	About Aspen
2	About this data supplement
4	Our sustainable business strategy
6	Our approach to sustainability
8	Intellectual capital
8	Manufactured capital
9	Human capital
14	Social & relationship capital
16	Natural capital
22	Financial capital
24	Abbreviations
25	Calculation of ratios supporting material sustainability KPIs

 This icon directs you to related information in the 2020 Integrated Report

 Further information is available online at [www.aspenpharma.com](http://www.aspenpharma.com)






## About Aspen

We are a global specialty and branded pharmaceutical company, improving the health of patients across the world through our high quality and affordable medicines. Active at every stage of the value chain, we are uniquely diversified by geography, product and manufacturing capability, positioning us well to maximise the value we create for our business and our diverse stakeholders.




### Navigation

For easy navigation and cross-referencing, we use the following icons throughout this report.

#### Strategic objectives

-  To deliver a differentiated portfolio of high quality and affordable medicines to improve the health and quality of life of patients
-  To optimise the strategic advantage of our integrated value chain
-  To develop and retain a talented, agile and diverse workforce inspired to achieve operational excellence.
-  To be a good corporate citizen by conducting our business in a responsible, inclusive and sustainable way.
-  To create sustainable economic value for all of our stakeholders.


#### Six capitals

	Intellectual
	Manufactured
	Human
	Social & Relationship
	Natural
	Financial

# About this data supplement

In preparing the Group's 2020 Integrated Report, we were guided by the International Integrated Reporting Framework ("IFRS"), published by the International Integrated Reporting Council in December 2013. We have therefore integrated key material sustainability matters into the Integrated Report and accordingly, a separate Sustainability Report is not prepared.


This Sustainability Data Supplement is designed to provide our stakeholders with more data on sustainability-related indicators.

In addition to the Group's 2020 Integrated Report, the following supplementary documents are available  online and provide further detail and context to the key sustainability matters:

- Group and Company Annual Financial Statements for the year ended 30 June 2020
- Supplementary documents:
  - Unabridged Corporate Governance report
  - Social & Ethics Committee report
  - Audit & Risk Committee report
  - BBBE report
- 2020 Climate Change CDP and Water Security CDP submissions
- Communication on Progress report in respect of the UN Global Compact's 10 Principles for 2020
- Stakeholder Engagement report

## Combined assurance

Selected sustainability information in the Integrated Report has been independently assured by IBIS Environmental Social Governance Consulting Africa Proprietary Limited ("IBIS") in accordance with the AA1000 Assurance Standard (2008) with 2018 Addendum (AA1000AS) – Type II moderate level requirements on whether Aspen adheres, in all material respects, to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact. Our Broad-Based Black Economic Empowerment ("BBBE") scorecard has been assured by Empowerdex. All material KPIs have been verified, using a combined assurance approach.

The 2020 sustainability assurance statement from IBIS can be accessed  online and the PricewaterhouseCoopers ("PwC") assurance statement can be made available on request. Our Group Internal Audit function ("Internal Audit") also provided limited assurance on selected KPIs and, based on the audit work performed, concluded that the tested KPIs have been prepared in accordance with the defined reporting criteria and are free from material misstatements. Recommendations for improvement arising from the 2020 combined assurance processes will be addressed as part of the continuous improvement processes.

## Scope and boundaries

Except for as set out in this section, the information reported in this Sustainability Data Supplement includes all operating subsidiaries controlled by the Group.

For the purposes of the Sustainability Data Supplement, data has been grouped into the following regional categories:

- Asia Pacific;
- Europe and the Commonwealth of Independent States and the former Soviet Republics ("Europe & CIS");
- Latin America;
- Sub-Saharan Africa ("SSA"), which comprises South Africa and Rest of SSA; and
- Rest of the world ("RoW"), which includes Canada, Mauritius, Middle East, North Africa and the United States of America.

The SSA region includes South Africa and the rest of Sub-Saharan African countries. For the purpose of reporting, due to its nature and size, the active pharmaceutical ingredient ("API") manufacturing site, API Inc., based in Sioux City, USA is combined with the Netherlands-based Oss site and is therefore included in the Europe & CIS region.

The scope and boundary for each key performance indicator ("KPI") is set out in the table on the following page. KPIs are implemented across business units with reference to the following criteria:

- relevance and suitability of the KPI to the effective measurement of performance at a commercial, manufacturing or combined business unit;
- relevance of these KPI measures to the key risk management objectives at a business unit level; and
- the maturity of the business unit in terms of integration into the Group's business model and existence of appropriate reporting infrastructure and systems.

During January 2020, the Japanese Business was divested. Data relating to this business has been disclosed on a discontinued basis.

**The following material KPIs are only relevant to selected business units:**

Material KPIs	Applicable business unit	Rationale
<p>All environmental KPIs including:</p> <ul style="list-style-type: none"> <li>• carbon emissions;</li> <li>• waste recycled;</li> <li>• water withdrawn; and</li> <li>• electricity used.</li> </ul>	Manufacturing business units only	<ul style="list-style-type: none"> <li>• environmental indicators are not measured and reported on for the commercial business units as their environmental impact is not material.</li> </ul>
<p>Safety KPIs including:</p> <ul style="list-style-type: none"> <li>• disabling incident frequency rate ("DIFR"); and</li> <li>• lost work day frequency rate ("LWDFR").</li> </ul>		<ul style="list-style-type: none"> <li>• the risk of work-related safety incidents and occupational diseases is highest at the manufacturing facilities, where employees are directly exposed to and in contact with production machinery as well as pharmaceutical and chemical materials;</li> <li>• permanent disabling injuries are monitored and measured at the manufacturing business units only; and</li> <li>• occupational fatalities are monitored and measured across both the manufacturing and commercial business units.</li> </ul>
<p>Commercial KPIs including:</p> <ul style="list-style-type: none"> <li>• number of product recalls.</li> </ul>	Commercial business units only	<ul style="list-style-type: none"> <li>• the affected product is registered in the name of the relevant commercial business unit and not the supplying manufacturing site. It should be noted that quality management and quality assurance processes are in place at the manufacturing sites to ensure compliance with pharmaceutical good manufacturing practice. These processes aim to release products to the commercial business units only after the requisite quality checks have been passed. Products are blocked for release by our Quality Assurance department in instances where requisite quality standards are not met. This does not, however, constitute a product recall from customers; and</li> <li>• the commercial business units are responsible for identifying and launching commercially viable molecules from the product pipeline.</li> </ul>
<p>Promoting equality KPIs including:</p> <ul style="list-style-type: none"> <li>• Broad-based Black Economic Empowerment ("BBBEE") accreditation;</li> <li>• percentage of black employees in South Africa; and</li> <li>• percentage of black employees in top management positions in South Africa.</li> </ul>	South African business units only	<ul style="list-style-type: none"> <li>• the BBBEE legislation and related transformation objectives are only applicable to the South African business; and</li> <li>• employment equity is a key focus for the South African business.</li> </ul>

**Stakeholder engagement**

Stakeholder management forms part of our day-to-day business activities and the Group promotes an appropriately consultative and constructive approach to stakeholder engagement. Designated representatives, at the Group and business unit levels, are entrusted with the management of key stakeholder relationships, and engagement takes place through appropriate mechanisms including meetings, electronic communication, participation in industrial forums, regulated communication protocols and the media. The expectations of key stakeholders are considered in formulating the Group's strategy, in evaluating material risks and in reviewing business unit performance. The most material stakeholder engagement for the Group undertaken since the publication of the previous year's Integrated Report are set out on [pages 26 to 27](#) of the 2020 Integrated Report.

**Contact details**

Queries regarding our sustainability information can be directed to the Group Risk and Sustainability Manager at [jenglund@aspenspharma.com](mailto:jenglund@aspenspharma.com).

# Our sustainable business strategy

We recognise that doing business in a sustainable and responsible manner is integral to ensuring our future viability. Sustainability considerations underpin our strategy and are integrated into the way we do business.

## Our vision

### Our vision unites us in our purpose

To deliver value to all of our stakeholders as a responsible corporate citizen that provides high quality, affordable medicines globally.

## Our values

### Our shared values are the foundation as we work toward achieving our vision

**Teamwork:** We optimise our performance by pulling together. Our combined capabilities exceed the sum of each individual.

**Innovation:** We constantly search for better ways of doing things and are solution oriented.

**Commitment:** We go the extra mile, seeking to exceed expectations.

**Excellence:** We strive to be the best we can be and to deliver to the highest standards.

**Integrity:** Our integrity is not negotiable.



### To deliver a differentiated portfolio of high quality and affordable medicines to improve the health and quality of life of patients

#### Our focus areas

- develop and strengthen pipeline and accelerate product launches;
- expand presence in emerging markets with a focus on establishing a meaningful presence in countries with high growth potential;
- implement initiatives to achieve security of supply; and
- explore opportunities to reshape, optimise and revitalise product portfolio.

#### KPI

- Number of product recalls ▲



### To optimise the strategic advantage of our integrated value chain

#### Our focus areas

- optimise operations and drive efficiencies and reduce cost of goods;
- achieve the transfer of the manufacture of complex, sterile products to Aspen sites over the next three years;
- focus on supply performance and optimise carrying levels of inventory;
- partner with multinationals to leverage excess manufacturing capacity in niche specialty sterile manufacturing; and
- advance digital transformation across our value chain.

#### KPI

- Gross profit percentage ●



### To develop and retain a talented, agile and diverse workforce inspired to achieve operational excellence

#### Our focus areas

- build a culture of operational excellence and cross-functional collaboration;
- strengthen leadership capacity across the Group;
- harness the benefits of diversity and inclusion;
- focus on the development and retention of required skills;
- maintain a strong health and safety culture across our operations; and
- align organisational design to position the Group for success.

#### KPIs

- average staff turnover; ▲
- average training spend per employee; ▲
- percentage of females in top management roles in the Group; ▲
- percentage of black employees in top management roles in South Africa; and ▲
- LWDFR. ◆

## Healthcare. We Care.

**Our credo underpins our commitment to create value for all our stakeholders in a manner that is responsible, transparent and respects the rights of all.**

Our sustainability themes (refer to [🔗](#) page 42) are integrated in our corporate strategy:

- Patients
- Society
- Employees
- Environment

## Strategic positioning

### Our strategic positioning supports delivery of our vision.

We seek to achieve this through developing a differentiated portfolio of relevant intellectual property ("IP"), creating value through our complex manufacturing capabilities and enabling access through our globally integrated supply chain.

Our market positioning is focused on leveraging opportunities presented by emerging markets, balanced with presence in more established, stable developed markets.

Through our dynamic portfolio management model, we build, maximise and reshape our basket of products to achieve a global product portfolio of niche, specialty products complemented by leading Regional Brands, aligned to our manufacturing capability.

### We implement our strategy by applying the resources we have available in execution of our business model to achieve sustainable growth and value creation

([🔗](#) page 10).

We have identified KPIs designed to provide a defined measure of performance against our strategic objectives. We track our performance by reporting against these KPIs to the Board on a quarterly basis. In this way, the performance of executive directors, executives and senior management is aligned to our sustainable business strategy. Reporting on our performance against our strategic objectives is included in 'Our strategic business performance', ([🔗](#) pages 50 to 59).



### To be a good corporate citizen by conducting our business in a responsible, inclusive and sustainable way

#### Our focus areas

- maintain high governance and ethical standards;
- enhance relationships and reputation with our various stakeholders;
- recalibrate sustainability strategy and align environmental, social and governance ("ESG") priorities; and
- explore resource efficiency projects to secure security of supply and minimise impact on the environment.

### To create sustainable economic value for all our stakeholders

#### Our focus areas

- drive organic growth through maximisation of the potential of existing portfolio and markets;
- Increase operating margins and generate strong free cash flow;
- remain alert to acquisition, disposal and collaboration opportunities which present strategic value;
- optimise the allocation of available capital; and
- deliver economic benefits to suppliers, employees, governments, communities and shareholders.

#### Assurance on our KPIs

We obtain assurance on these reported KPIs through a combined assurance approach:

- Empowerdex ■
- IBIS ◆
- Internal Audit ▲
- PwC ●

Further discussion on combined assurance is included on [🔗](#) page 03.

Page references on [🔗](#) pages 04 to 07 of the Sustainability Data Supplement relate to our 2020 Integrated Report.

#### KPIs

- BBBEE accreditation in South Africa; ■
- FTSE/JSE Responsible Investment Index score;
- carbon emissions; ◆
- waste recycled; ◆
- water withdrawn; and ◆
- electricity used. ◆

#### KPIs

- revenue growth; ●
- normalised headline earnings per share ("NHEPS") growth; ●
- normalised earnings before interest, tax, depreciation and amortisation ("EBITDA") growth; ●
- normalised EBITDA margin percentage; ●
- return on ordinary shareholders' equity; ●
- operating cash flow per share; and ●
- leverage ratio. ●

# Our approach to sustainability

We are committed to creating value for all of our stakeholders in a manner that is responsible, transparent and respects the rights of all. We recognise that to achieve long-term success, we need to deliver our business strategy in a way that creates value not only to Aspen and our shareholders, but also to society and the planet.

## Our sustainability commitments

We believe that doing business in a sustainable and responsible manner is integral to our purpose, our values and our philosophy “Healthcare. We Care”. Our sustainability commitments are integrated into the Group’s strategic objectives and underpin the way we do business. Our sustainability commitments are determined with consideration to the following key aspects:

### United Nations Global Compact (“UN Global Compact”)

We are signatories to the UN Global Compact and have aligned our sustainability commitments with the principles outlined in the UN Global Compact, which cover human rights, labour, environment and anti-corruption. Our Communication on Progress report, available [online](#), sets out our approach to the application of these principles.

### United Nations Sustainable Development Goals (“SDGs”)



Launched in September 2015, the United Nations 2030 Agenda for Sustainable Development is a global action plan for people, planet and prosperity. The 17 SDGs aim to tackle the world’s most pressing challenges through the promotion of sustainable development. As a multinational pharmaceutical company, we have an important role in contributing to the delivery of the SDGs. While all of the SDGs are essential, we have identified eight goals where we believe we are able to have the greatest impact, and linked these to our sustainability themes and material sustainability topics.

## Material sustainability topics

We performed a sustainability-related materiality assessment to identify the sustainability issues that are most critical to our business and our stakeholders. This process assists us in identifying sustainability focus areas and informs our strategy and the content of our reporting. We align our identification of material sustainability topics with the GRI standards, UN Global Compact, the FTSE/JSE Responsible Investor Index assessment criteria, as well as considering information relating to the pharmaceutical sector, our regulatory requirements and matters raised during engagement with our people and our external stakeholders.

## Our sustainability themes

We have grouped our sustainability commitments into four key themes:

Patients	
<p><b>Strategic objectives</b></p>  <p><b>Capitals</b></p>  	<p>We are committed to enhancing access to medicines and providing reliable supply of quality products, improving the health and quality of life of patients and enhancing access across the geographies of our operations.</p> <div style="border: 1px solid #ccc; padding: 10px; margin-top: 10px;"> <p><b>Material topics</b></p> <ul style="list-style-type: none"> <li>• Access to healthcare <a href="#">(page 77)</a></li> <li>• Patient safety <a href="#">(page 79)</a></li> <li>• Reliable supply of quality products <a href="#">(page 84)</a></li> <li>• Responsible marketing <a href="#">(page 78)</a></li> </ul> </div>
	<p><b>SDG</b></p> 

## Employees

### Strategic objectives



### Capital



We are committed to creating a healthy and safe work environment, where everyone is treated fairly and with respect and have the opportunity to develop to their full potential.

### SDGs



### Material topics

- Employee health and safety (🔗 page 93)
- Labour rights (🔗 page 91)
- Diversity and inclusion (🔗 page 91)
- Workforce development (🔗 page 90)

## Society

### Strategic objectives



### Capitals



We strive to operate an ethical and responsible business underpinned by our shared values and governance structures. We uphold the dignity, fundamental freedoms and human rights of our employees, contractors and the communities in which we live and work, and others affected by our activities.

### SDG



### Material topics

- Human rights (🔗 page 97)
- Ethical business culture (🔗 page 96)
- Transformation in South Africa (🔗 page 99)
- Socio-economic development and investment in communities (🔗 page 98)
- Creating economic value for stakeholders (🔗 page 104)
- Fair taxation (🔗 page 104)

## Environment

### Strategic objectives



### Capital



We are committed to practicing responsible environmental stewardship, seeking to minimise any negative impact our operations have on the environment and to comply with applicable laws, regulations and other environmental management requirements.

### SDGs



### Material topics

- Carbon emissions (🔗 page 100)
- Electricity (🔗 page 103)
- Water and effluent (🔗 page 102)
- Waste (🔗 page 102)



# Intellectual capital

(This information is designed to supplement the disclosures made on [pages 77 to 81](#) of the Integrated Report.)

Sustaining life and health through access to high quality, affordable medicines

<b>Material KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Number of product recalls	Number	<b>10</b>	11	17	7	11
<b>Additional KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Product launches	Number	<b>40</b>	47	36	31	42

# Manufactured capital

(This information is designed to supplement the disclosures made on [pages 82 to 87](#) of the Integrated Report.)

Sustaining a cost-competitive manufacturing base

<b>Material KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Gross profit percentage	%	<b>50,0</b>	52,3*	51,4	48,3	50,3

\* Restated for discontinued operations.

# Human capital

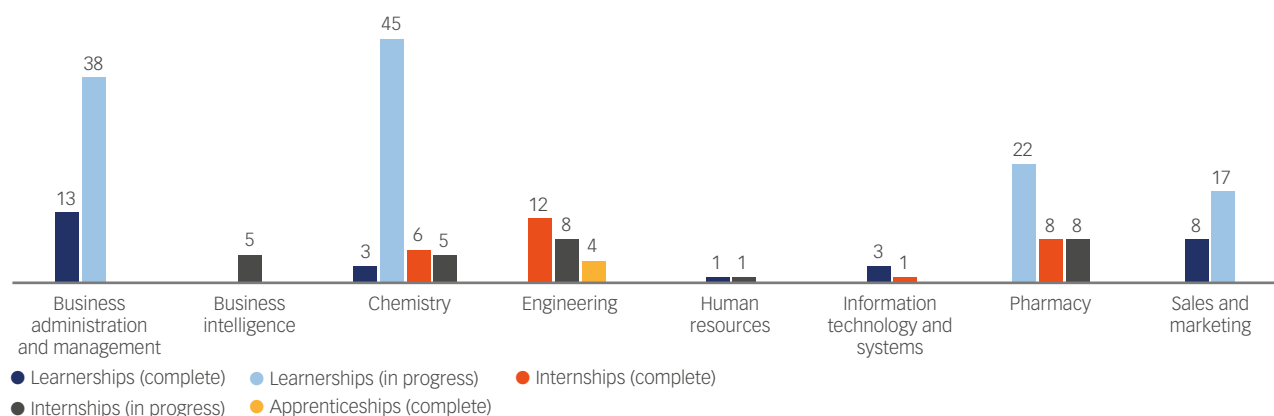
(This information is designed to supplement the disclosures made on [pages 88 to 95](#) of the Integrated Report.)

## Creating an environment in which our employees can thrive

Material KPIs		2020	2019	2018	2017	2016
Average staff turnover	%	<b>13</b>	14	12	13	13
Average training spend per employee	Rand	<b>4 624</b>	5 875	6 742	4 987	5 829
Additional KPIs		2020	2019	2018	2017	2016
Group employee trends						
Average voluntary staff turnover	%	<b>10</b>	11*	9*	8*	8
Average staff turnover (including disposals)	%	<b>14</b>	23	12	14	14
Permanent employees	%	<b>92</b>	93	93	93	87
Net growth in permanent employees	%	<b>(2)</b>	(7)	5	3	1
Investment in employee training trends						
Investment in training and development	R'million	<b>42,4</b>	56,6	65,5	46,5	53,3
Employees trained	Number of people	<b>6 873</b>	8 447	8 441	7 426	7 288
Training spend per employee	Rands	<b>4 624</b>	5 875	6 742	4 987	5 829
Permanent employees trend by region						
Group	Number of people	<b>9 069</b>	9 289	9 965	9 454	9 184
South Africa	Number of people	<b>3 451</b>	3 566	3 984	3 837	3 882
Rest of SSA	Number of people	<b>362</b>	383	386	401	427
Asia Pacific	Number of people	<b>1 688</b>	1 699	1 439	1 213	772
Europe & CIS	Number of people	<b>2 492</b>	2 530	2 579	2 570	2 646
Latin America	Number of people	<b>736</b>	773	1 248	1 158	1 245
RoW	Number of people	<b>340</b>	338	329	275	212

\* Average voluntary staff turnover restated due to change in definition.

### Skills development programmes for South Africa (number of participants)



# Human capital continued

## Additional KPIs for 2020 per region

		SSA						
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America	RoW
<b>Employee movement</b>								
Opening number of employees	Number of people	10 001	3 904	404	1 741	2 752	840	360
Appointment of employees	Number of people	1 591	490	56	407	397	182	59
Additions through acquisitions	Number of people	—	—	—	—	—	—	—
Termination of employment contracts	Number of people	(1 541)	(453)	(64)	(327)	(393)	(235)	(69)
Terminations through disposal of a business	Number of people	(100)	—	—	(87)	—	(13)	—
Transfers between business segments	Number of people	—	1	—	(1)	—	—	—
Retirements	Number of people	(56)	(29)	(3)	(5)	(19)	—	—
Medical retirements	Number of people	(14)	(6)	—	—	(8)	—	—
Deaths	Number of people	(13)	(10)	(2)	—	—	(1)	—
Total employees at the end of the year	Number of people	9 868	3 897	391	1 728	2 729	773	350
Percentage of Group total	%	100	38	4	18	28	8	4
Permanent employees	Number of people	9 069	3 451	362	1 688	2 492	736	340
Temporary employees	Number of people	799	446	29	40	237	37	10
Percentage of permanent employees	%	92	89	93	98	91	95	97
Percentage of temporary employees	%	8	11	7	2	9	5	3
Total female employees	Number of people	4 808	2 116	109	791	1 141	458	193
Total male employees	Number of people	5 060	1 781	282	937	1 588	315	157
<b>Permanent employee ratios</b>								
Percentage of permanent female employees	%	49	54	28	46	42	59	55
Percentage of permanent male employees	%	51	46	72	54	58	41	45
Ratio of new hires to average employees	%	10	4	11	22	8	18	15
Average staff turnover	%	13	8	17	18	12	25	17

		SSA						
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America	RoW
<b>Key performance assessments ("KPAs")</b>								
Percentage of permanent employees for whom KPAs are in place	%	96	87	100	100	99	99	99
<b>Collective bargaining units#</b>								
Percentage of employees belonging to collective bargaining units	%	31	38	4	0	47	36	0
<b>Trade unions#</b>								
Percentage of employees belonging to trade unions	%	24	29	27	46	1	36	0
<b>HIV/AIDS</b>								
Employees who participated in the voluntary HIV/AIDS testing*	Number of people	239	239	n/a	n/a	n/a	n/a	n/a
Employees who tested HIV positive as a percentage of total employees*	%	0	0	n/a	n/a	n/a	n/a	n/a
<b>Employee wellness</b>								
Employees participating in the voluntary counselling programme		258	258	—	—	—	—	—
<b>Number of people</b>								
<b>Employee training</b>								
Total investment in training and development	R'million	42,4	13,6	1,6	6,7	15,5	0,9	4,1
Investment in training and development as a percentage of the Group's total	%	100	31	5	16	36	2	10
Training spend per employee	Rand	4 624	3 867	4 355	3 932	6 186	1 257	12 143
Employees trained during the year	Number of people	6 873	1 857	361	1 324	2 167	826	338
Employees trained as a percentage of the Group's total	%	100	27	5	19	32	12	5
Training hours per employee	Hours	16	12	14	23	15	29	18

\* Includes contract workers who could not be isolated due to confidentiality of individuals.

# Some employees may be members of a trade union and be represented by a collective bargaining council.

# Human capital continued

## Providing a safe working environment

Material KPIs		2020	2019	2018	2017	2016
DIFR	Rate	<b>0,56</b>	0,89	0,82	0,93	1,06
LWDFR	Rate	<b>0,51</b>	0,82	0,78	0,85	0,84

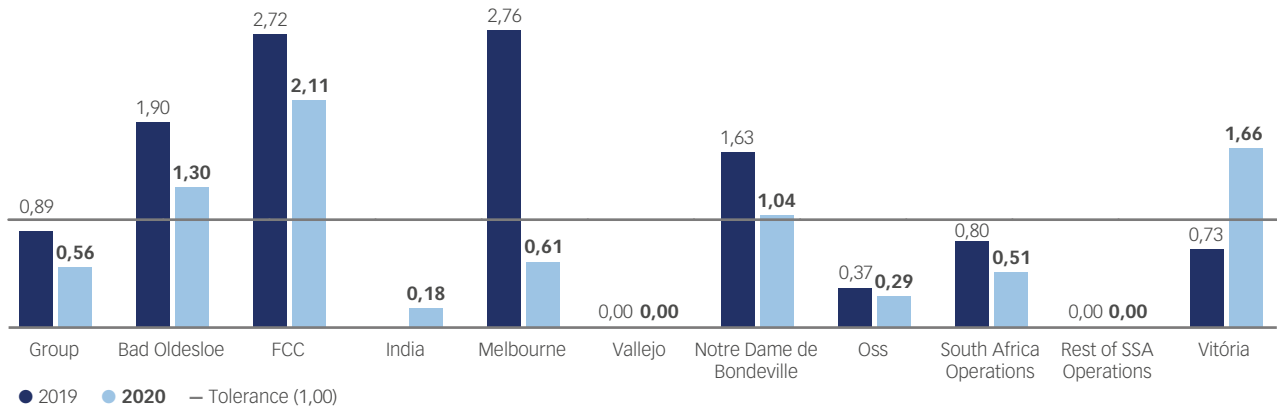
### Additional KPIs for 2020 per region

		SSA					
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America
<b>Number of incidents classified as disabling</b>							
Occupational fatalities (manufacturing and commercial)	Number	—	—	—	—	—	—
Irreversible occupational diseases	Number	<b>3</b>	<b>1</b>	—	—	<b>2</b>	—
Permanent disabilities	Number	<b>1</b>	<b>1</b>	—	—	—	—
Reversible occupational disease	Number	—	—	—	—	—	—
Lost work day cases	Number	<b>36</b>	<b>21</b>	—	<b>1</b>	<b>12</b>	<b>2</b>
Disabling injury cases	Number	<b>40</b>	<b>22</b>	—	<b>3</b>	<b>13</b>	<b>2</b>
<b>Number of incidents by other classification</b>							
High consequence cases	Number	<b>4</b>	<b>2</b>	—	—	<b>2</b>	—
Minor medicals	Number	<b>49</b>	<b>34</b>	<b>7</b>	<b>5</b>	<b>3</b>	—
Occupational illness cases (ergonomic and health exposure cases)	Number	<b>31</b>	<b>22</b>	—	<b>3</b>	<b>6</b>	—
Employee hours worked	Thousand hours	<b>14 228</b>	<b>6 222</b>	<b>2 490</b>	<b>1 761</b>	<b>3 348</b>	<b>407</b>
<b>DIFR</b>	Rate	<b>0,56</b>	<b>0,71</b>	<b>0,00</b>	<b>0,34</b>	<b>0,78</b>	<b>0,98</b>
DIFR tolerance level	Rate	<b>1,00</b>	<b>1,00</b>	<b>1,00</b>	<b>1,00</b>	<b>1,00</b>	<b>1,00</b>
<b>LWDFR</b>	Rate	<b>0,51</b>	<b>0,68</b>	<b>0,00</b>	<b>0,11</b>	<b>0,72</b>	<b>0,98</b>
LWDFR tolerance level	Rate	<b>0,75</b>	<b>0,75</b>	<b>0,75</b>	<b>0,75</b>	<b>0,75</b>	<b>0,75</b>
Lost work days	Days	<b>1 342</b>	<b>220</b>	—	<b>37</b>	<b>1 077</b>	<b>8</b>

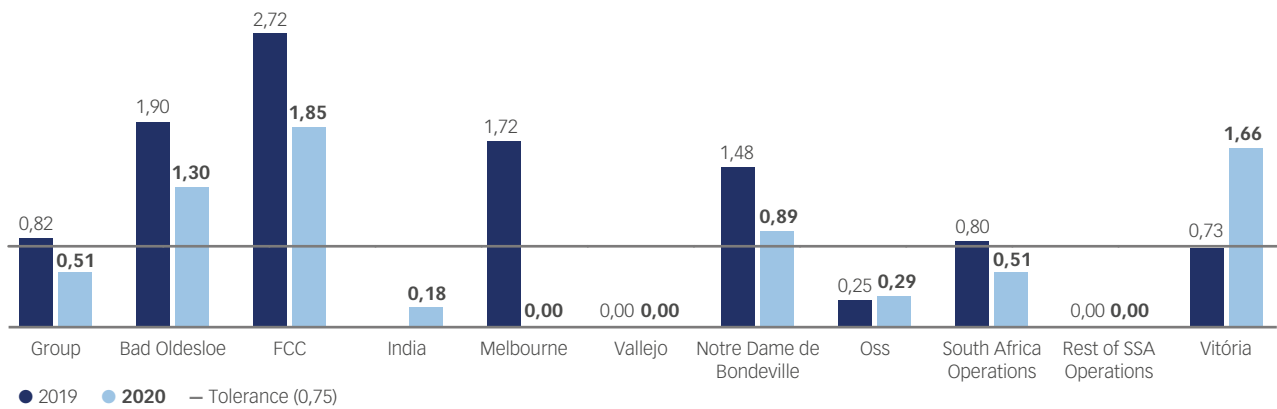
### 2020 certifications for the Group

		Number of facilities	Energy certifications		Health and safety certifications		
			ISO 50001	ISO 14001	ISO 45001	OHSAS 18001	
<b>Type of facility</b>							
Regional	Number	<b>8</b>	—	<b>4</b>	—	<b>4</b>	
API	Number	<b>7</b>	<b>2</b>	<b>6</b>	<b>6</b>	—	
Primary site	Number	<b>8</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>5</b>	
<b>Total facilities</b>	Number	<b>23</b>	<b>4</b>	<b>17</b>	<b>8</b>	<b>9</b>	

### DIFR trend (ratio)



### LWDFR trend (ratio)



# Social & relationship capital

(This information is designed to supplement the disclosures made on [pages 96 to 99](#) of the Integrated Report.)

## Conducting our business in a responsible manner

Material KPIs		2020	2019	2018	2017	2016
FTSE/JSE Responsible Investment Index score	Score	<b>4,5</b>	3,7	4,0	3,4	2,5

### Additional KPIs for 2020 per region

	Group	SSA					RoW	
		South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America		
Employees who have completed the required annual Aspen Code of Conduct & Conflict of interest declaration*	%	<b>91</b>	<b>62<sup>#</sup></b>	<b>100</b>	<b>100</b>	<b>98</b>	<b>100</b>	<b>100</b>

\* As at 23 October 2020.

<sup>#</sup> Challenges were experienced in obtaining employee certifications from employees in certain businesses who were working from home with digitalised solutions not being available to employees in these businesses for purposes of processing the required certifications.

## Promoting equality

Material KPIs		2020	2019	2018	2017	2016
Percentage of female employees	%	<b>49</b>	48	50	49	48
Percentage of females in top management positions in the Group	%	<b>19</b>	17	n/a*	n/a*	n/a*
Percentage of black employees in South Africa	%	<b>82</b>	82	82	81	80
Percentage of black employees in top management positions in South Africa	%	<b>27</b>	19	n/a*	n/a*	n/a*
BBBEE accreditation in South Africa	Level	<b>4</b>	4	4	4	4

\* KPIs were introduced in 2020 and therefore no comparative data earlier than 2019 is available

Additional KPIs		2020	2019	2018	2017	2016
Female Board members	%	<b>30</b>	36	33	30	30
Black Board members	%	<b>40</b>	36	33	40	40

## Contributing to enhancement of healthcare, education and basic needs in communities

Material KPIs		2020	2019	2018	2017	2016
Socio-economic development ("SED") spend	R'million	20,6	20,4	19,0	17,7	16,3

### Additional KPIs for South Africa

		2020	2019	2018	2017	2016
<b>SED projects supported by type</b>						
Community upliftment	Number	44	59	52	38	41
Education and training	Number	40	34	24	28	32
Healthcare	Number	8	11	7	38	4
HIV/AIDS	Number	1	—	—	—	1
Mandela Day	Number	5	6	7	10	10
Total SED projects	Number	98	110	90	114	88
SED project spend	R'million	16,1	15,9	15,0	14,9	13,9

### Additional KPIs for South Africa for 2020

		Total	Community upliftment	Education and training	Healthcare	HIV/AIDS	Mandela Day
SED project spend as a percentage of the total	%	100	36	57	5	1	1

### Additional KPIs for 2020 per region

		SSA						RoW
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America	RoW
<b>SED spend by project type</b>								
Clinics	R'million	0,1	—	—	—	0,1	—	—
Community upliftment	R'million	6,3	5,8	—	0,4	—	0,1	—
Education and training	R'million	9,7	9,1	—	0,2	—	0,3	0,1
Healthcare	R'million	2,7	0,8	—	0,1	—	0,7	1,1
HIV/AIDS	R'million	0,2	0,2	—	—	—	—	—
Mandela Day	R'million	1,6	0,2	0,2	0,1	0,5	0,4	0,2
Total SED spend	R'million	20,6	16,1	0,2	0,8	0,6	1,5	1,4
SED spend as a percentage of the Group's total spend	%	100	78	1	4	3	7	7



# Natural capital

(This information is designed to supplement the disclosures made on [pages 100 to 103 of the Integrated Report.](#))

## Preserving the environment

Material KPIs		2020	2019	2018	2017	2016
Scope 1 emissions*	tCO <sub>2</sub> e	<b>43 122</b>	48 095	44 305	48 435	43 588
Scope 2 emissions*	tCO <sub>2</sub> e	<b>154 027</b>	158 899	148 912	160 237	158 260
Waste recycled	Tonnes	<b>51 854</b>	72 269	80 973	76 577	70 740

\* The carbon footprint is calculated in accordance with the Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard. DEFRA 2019 and local emission factors, for natural gas and electricity, have been used to calculate the GHG emissions. The emission factors used in the calculations take into account the seven main GHGs that contribute to climate change. Biogenic emissions are not calculated or measured.

Additional KPIs		2020	2019	2018	2017	2016
Non-hazardous waste generated	Tonnes	<b>44 153</b>	65 451	71 937	72 662	67 392
Hazardous waste generated	Tonnes	<b>20 667</b>	21 453	27 858	21 345	19 411
Total waste generated	Tonnes	<b>64 820</b>	86 904	99 795	94 007	86 803
Non-hazardous waste generated as a percentage of waste generated	%	<b>68</b>	75	72	77	78
Recycled waste	Tonnes	<b>51 854</b>	72 269	80 973	76 577	70 740
Non-recycled waste	Tonnes	<b>12 966</b>	14 635	18 822	17 430	16 063
Total waste generated	Tonnes	<b>64 820</b>	86 904	99 795	94 007	86 803
Waste recycled as a percentage of waste generated	%	<b>80</b>	83	81	81	81

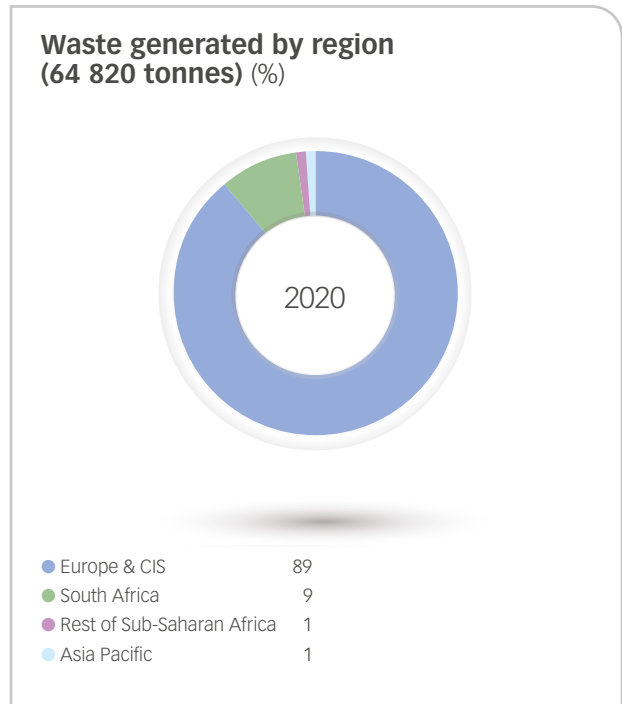
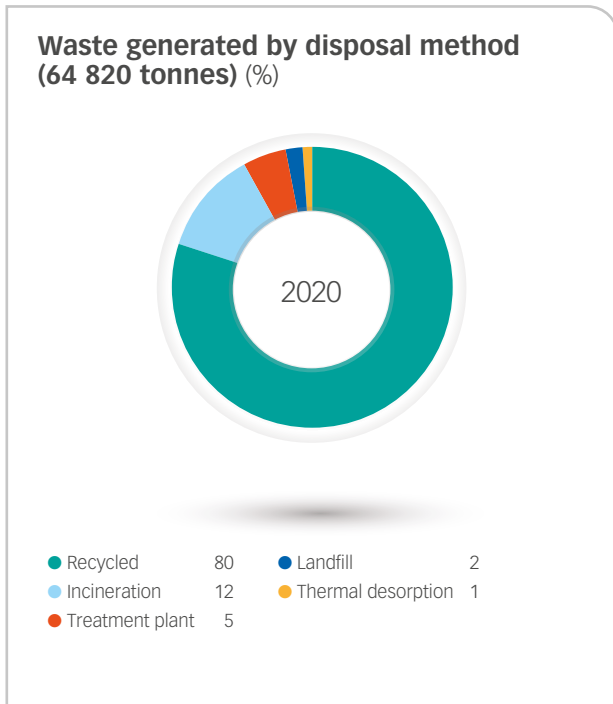
## Additional KPIs for 2020 per region

		SSA					
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America
<b>Carbon emissions</b>							
Scope 1 emissions*	tCO <sub>2</sub> e	43 122	12 702	1 926	3 217	24 199	1 078
Scope 2 emissions*	tCO <sub>2</sub> e	154 027	114 899	1 184	17 021	20 410	513
Total carbon emissions	tCO <sub>2</sub> e	197 149	127 601	3 110	20 238	44 609	1 591
Scope 1 emissions as a percentage of the Group total	%	100	30	4	7	57	2
Scope 2 emissions as percentage of the Group total	%	100	75	1	11	13	0
<b>Waste generated categorised</b>							
Hazardous waste	Tonnes	20 667	4 545	143	105	15 730	144
Non-hazardous waste	Tonnes	44 153	1 365	485	467	41 727	109
Total waste generated	Tonnes	64 820	5 910	628	572	57 457	253
<b>Waste recycled categorised</b>							
Hazardous waste	Tonnes	8 407	3 367	—	—	5 040	—
Non-hazardous waste	Tonnes	43 447	1 275	174	260	41 654	84
Total waste recycled	Tonnes	51 854	4 642	174	260	46 694	84
<b>Waste generated by disposal method</b>							
Biological treatment	Tonnes	782	—	—	—	782	—
Composting	Tonnes	28	—	—	—	17	11
Energy recovery	Tonnes	3 172	1 314	—	—	1 858	—
Reclamation	Tonnes	2 594	—	—	—	2 594	—
Recycling	Tonnes	21 146	3 284	148	260	17 381	73
Reuse	Tonnes	24 132	44	26	—	24 062	—
Total waste recycled	Tonnes	51 854	4 642	174	260	46 694	84
Co-processing	Tonnes	20	—	—	3	—	17
Incineration	Tonnes	7 810	58	119	81	7 550	2
Landfill	Tonnes	1 340	596	335	224	83	102
Thermal desorption	Tonnes	562	562	—	—	—	—
Treatment plant	Tonnes	3 234	52	—	4	3 130	48
Total waste non-recycled	Tonnes	12 966	1 268	454	312	10 763	169
Total waste generated	Tonnes	64 820	5 910	628	572	57 457	253
Waste generated per region	%	100	9	1	1	89	0
Waste recycled as a percentage of waste generated	%	80	79	28	46	81	33

\* The carbon footprint is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. DEFRA 2019 and local emission factors, for natural gas and electricity, have been used to calculate the GHG emissions. The emission factors used in the calculations take into account the seven main GHGs that contribute to climate change. Biogenic emissions are not calculated or measured.

# Natural capital continued

		SSA					
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America
<b>Spillages</b>							
Number of spillages	Number	6	—	—	2	4	—
Volume of spillages	kℓ	2,6	—	—	1,1	1,5	—
Material of spillages					Hydraulic motor oil and Panadol Orange	Methanol, cooling water and synthetic oil	
Impact of spillages on the environment					No impact	None to limited impact	



## Managing the efficient utilisation of scarce natural resources

<b>Material KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Water withdrawn	Mℓ	<b>1 204</b>	1 693	1 584	1 667	1 789
Electricity used	GJ	<b>660 017</b>	689 873	663 557	692 449	689 048
<b>Additional KPIs</b>		<b>2020</b>	2019	2018	2017	2016
<b>Water withdrawn by region</b>						
South Africa	Mℓ	<b>314</b>	366	306	383	321
Rest of SSA	Mℓ	<b>92</b>	72	158	143	57
Asia Pacific	Mℓ	<b>78</b>	53	45	42	47
Europe & CIS	Mℓ	<b>673</b>	1 075	922	943	1 204
Latin America	Mℓ	<b>47</b>	127	153	156	160
Group	Mℓ	<b>1 204</b>	1 693	1 584	1 667	1 789
<b>Water by source and destination</b>						
<b>Water withdrawn by source*</b>						
Third party (municipal)	Mℓ	<b>1 042</b>	1 134	1 206	1 357	1 285
Ground	Mℓ	<b>162</b>	559	378	310	504
<b>Water discharged by destination</b>						
Third party (municipal)	Mℓ	<b>773</b>	1 279	1 191	1 212	1 439
Ground	Mℓ	<b>84</b>	—	—	—	—
Water recycled for third-party use (donated)	Mℓ	<b>—</b>	29	29	14	8
Water consumed	Mℓ	<b>347</b>	385	364	441	342
Recycled water	Mℓ	<b>11</b>	12	19	24	21
<b>Electricity used</b>						
South Africa	GJ	<b>390 856</b>	404 382	370 302	388 242	353 346
Rest of SSA	GJ	<b>15 587</b>	14 991	13 243	12 365	11 512
Asia Pacific	GJ	<b>61 950</b>	47 331	46 109	46 829	52 332
Europe & CIS	GJ	<b>168 343</b>	173 495	183 224	195 559	221 015
Latin America	GJ	<b>23 281</b>	49 674	50 679	49 454	50 843
Group	GJ	<b>660 017</b>	689 873	663 557	692 449	689 048

Refer to energy certifications on [page 12](#) of this Supplement

# Natural capital continued

## Additional KPIs for 2020 per region

		SSA					
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America
<b>Water</b>							
<b>Water withdrawn by source</b>							
Third party (municipal)	Mℓ	1 042	314	71	48	562	47
Ground	Mℓ	162	—	21	30	111	—
Total volume of water withdrawn	Mℓ	1 204	314	92	78	673	47
<b>Water discharged by destination</b>							
Third party (municipal)	Mℓ	773	237	8	31	492	6
Ground	Mℓ	84	—	—	—	84	—
Total water discharged	Mℓ	857	237	8	31	576	6
Quality of water discharged		Compliant with the required local municipal and/or legal standards with isolated minor non-compliances at the East London, FCC and Beta sites.					
<b>Recycled water</b>							
Water recycled for own use	Mℓ	11	11	—	—	—	—
Water recycled for own use as a percentage of water withdrawn	%	0	0	0	0	0	0
Water consumed	Mℓ	347	77	84	47	97	41

## Water stressed areas\*

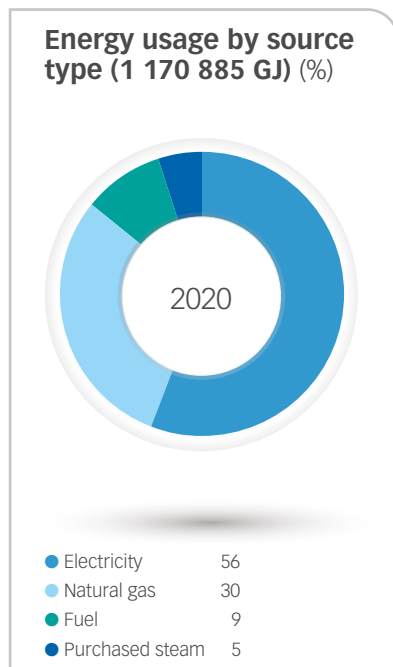
			Extremely high and high water stressed	Medium-high to low water stressed	Total
Water withdrawn	Mℓ		447	757	1 204
Water discharged	Mℓ		250	607	857
Water consumed	Mℓ		197	150	347
Water withdrawn	%		37	63	100
Water discharged	%		29	71	100
Water consumed	%		57	43	100

\* As determined by the World Resource Institute in the Aqueduct World Risk Atlas

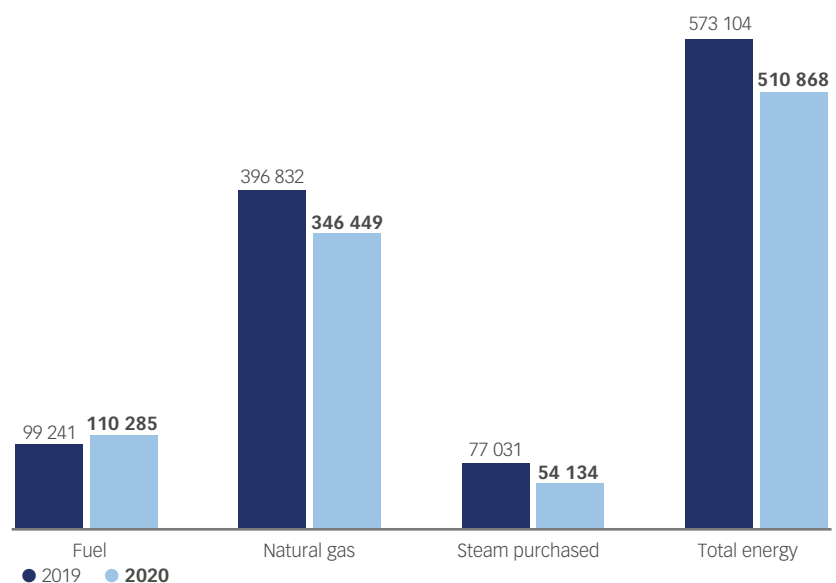
### Additional KPIs for 2020 per region

		SSA					
		Group	South Africa	Rest of SSA	Asia Pacific	Europe & CIS	Latin America
<b>Energy consumption</b>							
Electricity	GJ	660 017	390 856	15 587	61 950	168 343	23 281
Natural gas (excluding natural gas used to produce steam consumed by third parties)	GJ	346 449	—	—	46 193	286 414	13 842
Steam purchased	GJ	54 134	54 134	—	—	—	—
Fuel	GJ	110 285	86 639	13 609	9 275	603	159
Total energy consumption	GJ	1 170 885	531 629	29 196	117 418	455 360	37 282
Natural gas used to produce steam consumed by third parties	GJ	124 370	—	—	—	124 370	—
<b>Resource savings*</b>							
Volume of water saved	Mℓ	5 120	60	—	—	5 060	—
Electricity saved	GJ	18 091	15 784	313	—	1 994	—
<b>Environmental monetary fines and non-monetary sanctions issued by authorities</b>							
Number of non-monetary sanctions	Number	3	0	1	0	2	0
Number of monetary fines	Number	0	0	0	0	0	0
Total number of sanctions and fines	Number	3	0	1	0	2	0
Total monetary value of fines	Rand	—	—	—	—	—	—

\* Amounts reported have either been estimated or measured internally and have not been subject to audit.



#### Energy usage by source type excluding electricity (Gigajoules)



# Financial capital

(This information is designed to supplement the disclosures made on pages 104 to 108 of the Integrated Report.)

## Adding economic value to stakeholders

Material KPIs		2020	2019	2018	2017	2016
Revenue growth	%	9 <sup>^</sup>	2	3	16	(2)
NHEPS growth	%	9 <sup>^</sup>	(7)	10	16	10
Normalised EBITDA growth	%	7 <sup>^</sup>	(2)	5	13	4
Normalised EBITDA margin	%	28,4	28,9*	28,8	27,7	28,4
Return on ordinary shareholders' equity	%	7,7	12,3	13,4	12,2	10,6

<sup>^</sup> Growth calculated on 2019 restated figure for discontinued operations.

\* Restated for discontinued operations.

Additional KPIs		2020	2019*	2018	2017	2016
Weighted number of permanent employees	Number of employees	9 069	9 289	9 128	9 155	9 174
Revenue	R'million	38 647	35 514	38 314	41 213	35 559
Value added from operations	R'million	16 848	13 574	17 304	16 615	17 642
Revenue per employee	R'000	4 261	3 823	4 197	4 161	3 386
Value added per permanent employee <sup>#</sup>	R'000	1 858	1 461	1 896	1 815	1 923
Wealth per employee	R'000	1 875	1 509	1 933	1 846	1 957

### Components of value distribution as a percentage of the total

Employees	%	47	55	43	42	41
Finance costs	%	10	16	12	14	18
Capital distribution and dividends paid to shareholders	%	0	10	7	7	5
Governments	%	7	9	7	8	10
Reinvested in the Group	%	36	10	31	29	26

<sup>#</sup> The value added per employee using the total weighted number of employees of 9 868 (2019: 10 001), with the inclusion of total temporary employees, is R1 707 thousand (2019\*: R1 357 thousand).

\* Restated for discontinued operations.

## Maintenance of financial health

<b>Material KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Operating cash flow per share	Cents	<b>1 800,2</b>	1 238,0*	1 455,3	1 421,4	706,7
Leverage ratio	Ratio	<b>2,90</b>	3,62	3,78	3,25	3,31

<b>Additional KPIs</b>		<b>2020</b>	2019	2018	2017	2016
Net interest cover	Times	<b>6,2</b>	3,1*	6,3	5,8	6,1
<b>Capital composition</b>						
Net borrowings	R'million	<b>35 228</b>	38 984	46 780	37 131	32 694
International	R'million	<b>25 255</b>	29 634	34 708	25 860	19 849
South Africa	R'million	<b>7 696</b>	7 661	9 932	8 706	10 071
Asia Pacific	R'million	<b>2 277</b>	1 689	2 140	2 565	2 774
Ordinary shareholders' equity	R'million	<b>69 217</b>	54 213	49 375	43 138	42 535
Capital	R'million	<b>104 445</b>	93 197	96 155	80 269	75 229

\* Restated for discontinued operations.



# Abbreviations

Abbreviation	Full name
Asia Pacific	Includes Australasia, China, India and Other Asia
Aspen and/or Group	Aspen Pharmicare Holdings Limited and/or its subsidiaries
API Inc.	Aspen API Incorporated, incorporated in the United States
Bad Oldesloe	The manufacturing site based in Bad Oldesloe, Germany
BBBEE	Broad-Based Black Economic Empowerment
DIFR	Disabling injury frequency ratio
Normalised EBITDA	Normalised EBITDA, comprising of operating profit before depreciation and amortisation adjusted for specific non-trading items
Empowerdex	An independent economic empowerment rating agency in South Africa
Europe & CIS	Europe and the Commonwealth of Independent States and the former Soviet Union. Includes Developed and Developing Europe
FCC	Fine Chemicals Corporation (Pty) Limited
GHG	Greenhouse gas
GJ	Gigajoules
IBIS	IBIS Environmental Social Governance Consulting Africa Proprietary Limited
India	Alphamed Formulations Private Limited
Internal Audit	The Aspen Group Internal Audit function
International	Includes all businesses except for those in Asia Pacific and South Africa
Kama	Kama Industries Limited
KPA	Key performance area
KPI	Key performance indicator
LWDFR	Lost work day frequency ratio
Mandela Day	The Nelson Mandela International Day
Mℓ	Megalitres
Melbourne	The manufacturing site based in Dandenong, Melbourne in Australia
NHEPS	Normalised headline earnings per share
Notre Dame de Bondeville	The manufacturing site based in Notre Dame de Bondeville in France
Oss	The manufacturing sites based in Moleneind, De Geer and Boxtel in the Netherlands and the API Inc., a API manufacturing site in Sioux City, USA
PwC	PricewaterhouseCoopers Inc.
Rand	South African Rand
Rest of SSA	Includes Accra, Ghana; Dar es Salaam, Tanzania; Kampala, Uganda; Lagos, Nigeria; and Nairobi, Kenya
Rest of World	Includes Canada, Mauritius, Middle East, North Africa and the United States of America
SDG	United Nations Sustainable Development Goals
SED	Socio-economic development
South African Operations	The manufacturing sites in Port Elizabeth, East London and Johannesburg
SSA	Sub-Saharan Africa, which includes South Africa and Rest of SSA
Rest of SSA Operations	The manufacturing sites in Dar es Salaam, Tanzania and Nairobi, Kenya
tCO <sub>2</sub> e	Tonnes of carbon dioxide equivalent
UN Global Compact	United Nations Global Compact
Vallejo	The leased manufacturing site based in Vallejo, Mexico
Vitória	The manufacturing site based in Vitória, Brazil

# Calculation of ratios supporting material sustainability KPIs

Ratio	Calculation
Average staff turnover (%)	$\frac{\text{Total number of permanent employee departures excluding business disposals}}{\text{Average number of permanent employees}}$
Average training spend per employee (Rand)	$\frac{\text{Total investment in employee training during the year + value of bursaries granted}}{\text{Average number of permanent employees}}$
DIFR (rate)	$\frac{\text{Sum of qualifying disabling incident}^1 \text{ cases} \times 200\,000}{\text{Number of employee hours worked over rolling 12 months}}$ <i>(<sup>1</sup> A disabling incident includes a work related injury that results in death, permanent disability or temporary disability. Disabling injuries include lost work day cases, restricted work day cases and occupational diseases and excludes minor (first aid level) injuries.)</i>
Gross profit percentage	$\frac{\text{Gross profit from continuing operations}}{\text{Revenue from continuing operations}}$
Leverage ratio <sup>^</sup>	$\frac{\text{Net debt}^{\wedge}}{\text{Normalised EBITDA}^{\wedge}}$
LWDFR (rate)	$\frac{\text{Sum of qualifying lost work day incident cases}^2 \times 200\,000}{\text{Number of employee hours worked over rolling 12 months}}$ <i>(<sup>2</sup> A lost work day occurs when an employee, as a result of the injury, or disease, is unable to carry on with all normal duties on the next day or shift (including weekends, off duty days and public holidays), as verified by a medical practitioner.)</i>
NHEPS growth (%)	$\frac{\text{NHEPS (current year)} - \text{NHEPS (prior year)}}{\text{NHEPS (prior year)}}$
Normalised EBITDA growth (%)	$\frac{\text{Normalised EBITDA from continuing operations (current year)} - \text{Normalised EBITDA from continuing operations (prior year)}}{\text{Normalised EBITDA from continuing operations (prior year)}}$
Normalised EBITDA margin (%)	$\frac{\text{EBITDA from continuing operations}}{\text{Revenue from continuing operations}}$
Normalised headline earnings from continuing operations	Normalised headline earnings from continuing operations are headline earnings from continuing operations adjusted for specific non-trading items, being transaction costs and other acquisition and disposal-related gains or losses (including any gains or losses arising from the re-measurement of the fair value of liabilities for future contingent and/or milestone payments relating to intangible asset acquisitions accounted for under the cost accumulation method), restructuring costs, settlement of product-related litigation costs, net monetary adjustments and currency devaluations relating to hyperinflationary economies and significant once-off tax provision charges or credits arising from the resolution of prior year tax matters
Percentage of black employees	$\frac{\text{Permanent black}^* \text{ employees in South Africa}}{\text{Permanent employees in South Africa}}$
Percentage of black employees in top management positions in South Africa	$\frac{\text{Number of black}^* \text{ employees in top management positions in South Africa}}{\text{Number of top management positions in South Africa}}$
Percentage of female employees	$\frac{\text{Permanent female employees}}{\text{Total permanent employees}}$
Percentage of females in top management positions in the Group	$\frac{\text{Number of females in top management positions in the Group}}{\text{Number of top management positions in the Group}}$
Operating cash flow per share (cents)	$\frac{\text{Cash generated from operating activities}}{\text{Weighted number of shares in issue}}$
Return on ordinary shareholders' equity (%)	$\frac{\text{Profit attributable to equity holders of the parent}}{\text{Weighted average ordinary shareholders' equity}}$
Return on total assets (%)	$\frac{\text{Normalised EBITDA from continuing operations}}{\text{Total weighted average assets (excluding cash and cash equivalents)}}$
Revenue growth from continuing operations (%)	$\frac{\text{Revenue (current year) from continuing operations} - \text{Revenue from continuing operations (prior year)}}{\text{Revenue from continuing operations (Prior year)}}$

\* As defined in the Employment Equity Act.

<sup>^</sup> Calculated in accordance of the Group's long-term debt agreements.

**Disclaimer**

We may make statements that are not historical facts and relate to analyses and other information based on forecasts of future results and estimates of amounts not yet determinable. These are forward looking statements as defined in the U.S. Private Securities Litigation Reform Act of 1995. Words such as “prospects”, “believe”, “anticipate”, “expect”, “intend”, “seek”, “will”, “plan”, “indicate”, “could”, “may”, “endeavour” and “project” and similar expressions are intended to identify such forward looking statements, but are not the exclusive means of identifying such statements. By their very nature, forward looking statements involve inherent risks and uncertainties, both general and specific, and there are risks that predictions, forecasts, projections and other forward looking statements will not be achieved.

If one or more of these risks materialise, or should underlying assumptions prove incorrect, actual results may be very different from those anticipated. The factors that could cause our actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward looking statements are discussed in each year’s Annual Report. Forward looking statements apply only as of the date on which they are made, and we do not undertake other than in terms of the Listings Requirements of the JSE Limited, any obligation to update or revise any of them, whether as a result of new information, future events or otherwise.



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