

Strategic alliances between Big Pharma and CRO

Pharma Company	R&D spend, 2015 (% of sales)	CRO partnership	Announcement date	Comments
 Pfizer	US\$ 7.7bn (16%)	 inVentiv	Jun 2016	Runs until 2019, fourth partner for Pfizer
		 PPD	Apr 2015	Third partner for Pfizer
		 ICON A Symbol of Excellence	May 2011	Renewed, terms not disclosed
		 PAREXEL	May 2011	Renewed, terms not disclosed
 Astellas Pharma	US\$ 1.9bn (17%)	 INC Research	Apr 2012	3 years
 Takeda	US\$ 3.5bn (22%)	 COVANCE SOLUTIONS MADE REAL	Feb 2011	Excluded oncology
		 QUINTILES	Feb 2011	Excluded oncology
 Eli Lilly	US\$ 4.8bn (24%)	 PAREXEL	Sep 2010	Focus on Asia / Pacific region
 GSK GlaxoSmithKline	US\$ 5.1bn (13%)	 PAREXEL	Sep 2010	Terms not disclosed
		 PPD	Sep 2010	Terms not disclosed
 Sanofi	US\$ 5.6bn (14%)	 COVANCE SOLUTIONS MADE REAL	Sep 2010	10 years, \$2.2bn