

# 2016 Summary Annual Report



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# About AmerisourceBergen

AmerisourceBergen is one of the largest global pharmaceutical sourcing and distribution services companies, helping both healthcare providers and pharmaceutical and biotech manufacturers improve patient access to products and enhance patient care. With services ranging from drug distribution and niche premium logistics to reimbursement and pharmaceutical consulting services, AmerisourceBergen delivers innovative programs and solutions across the pharmaceutical supply channel in human and animal health. With over \$145 billion in annual revenue, AmerisourceBergen is headquartered in Valley Forge, PA, and employs approximately 19,000 people around the world. AmerisourceBergen is ranked #12 on the Fortune 500 list.

We distribute a comprehensive offering of brand name and generic pharmaceuticals - including specialty pharmaceutical products - over-the-counter healthcare products, home healthcare supplies and equipment, outsourced compounded sterile preparations, and related services to a wide variety of healthcare providers located in the United States and select global markets, including chain retail and independent pharmacies, mail order pharmacies, acute care hospitals and health systems, physician practices, medical and dialysis clinics, long-term care and other alternate site pharmacies, veterinarians, and other customers. Additionally, we furnish healthcare providers and pharmaceutical manufacturers with an assortment of related services, including reimbursement and pharmaceutical consulting services, niche premium logistics services, inventory management, pharmacy automation, and pharmacy management.

Please visit our website, **AmerisourceBergen.com** for the most current corporate news and financial results.



# Creating Healthier Futures

AmerisourceBergen is shaping healthcare delivery through knowledge, reach and partnership. We provide industry leading services and solutions that improve product access, increase supply chain efficiency and enhance patient care.

**Highly Differentiated & Strongly Positioned for Growth**



**Best Customer Base**



**Innovative Services & Solutions**



**Leadership in Specialty Distribution & Services**



**Successful Financial Stewardship**



## CEO Statement

# To our Stockholders:



**Steve Collis**  
President, Chairman & CEO

I am pleased to report strong financial and operational performance in fiscal 2016. We grew our revenues 8% to nearly \$147 billion, and on the basis of U.S. generally accepted accounting principles, diluted earnings per share was \$6.32. Adjusted diluted earnings per share was up 14% to \$5.62,



We grew our revenues 8% to nearly \$147 billion, and on the basis of U.S. generally accepted accounting principles, diluted earnings per share was \$6.32. Adjusted diluted earnings per share was up 14% to \$5.62, and we generated free cash flow of \$2.7 billion.

and we generated free cash flow of \$2.7 billion.<sup>1</sup> During the year, we improved our balance sheet, repurchased more than \$700 million of stock under our regular share repurchase programs, and successfully mitigated the dilutive impact of the exercise of the two tranches of warrants that were issued to Walgreens Boots Alliance in 2013 in connection with our strategic, long-term relationship. Over the course of my five years as CEO, I am very proud that the Company grew revenues at a compound annual growth rate of 13%, which drove a diluted earnings per share compound annual growth rate of 20% and an adjusted diluted earnings per share compound annual growth rate of 16% over the same period. This performance has provided us with significant financial flexibility in fiscal 2017.

Importantly, we continue to make meaningful progress in addressing the challenging environment our core pharmaceutical distribution business faces as scrutiny of overall healthcare costs and pharmaceutical pricing dynamics has increased. Certain other areas of our business continue to perform very well, including our most recent acquisitions, AmerisourceBergen Animal Health (formerly MWI Veterinary Supply) and PharMEDium. Our Specialty Group also continued its strong performance in fiscal 2016.

Our associates are the key to our success. I take tremendous pride in their passion and drive. They come to work



every day with a focus on positively impacting patients' lives while creating value for our stakeholders. I am also privileged to work with an outstanding group of leaders at AmerisourceBergen, including our most senior executives who serve on the executive management team, and the members of our Board of Directors. Our Board encourages us to develop our talent pipeline while building a diverse workforce. One of the areas we are proud of is the strong role women play in our Company. In particular, I would like to note the impressive female leadership that resides in both the executive management team and the Board, which is especially embodied in our Lead Independent Director, Jane E. Henney, M.D. Dr. Henney is uniquely qualified to serve in this important role due to her extensive background and expertise in healthcare, regulatory oversight, and corporate governance.

In fiscal 2016, we also stepped up our efforts to increase our participation in the communities we serve. Established in 2014, the AmerisourceBergen Foundation makes charitable grants to fund programs and organizations that focus on health-related causes and educational opportunities to enrich the lives of members of the global community. For example, the Foundation provided support to Partners in Health, a global organization devoted to delivering healthcare to underserved populations in the developing world. The Foundation's grant will help build a state-of-the-art pharmaceutical distribution center in Haiti.

We have also been strengthening our commitment to sustainability and developing the tools and analytical capabilities to improve our disclosures on sustainability metrics. We established a steering committee to govern our

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sustainability activities and policies across the enterprise, and oversight of our corporate and social responsibility programs is now part of the charter for our Board's Governance and Nominating Committee. And, we responded to CDP's survey on greenhouse gas emissions this past year, and we will continue to enhance our disclosures in this area in the years ahead.

Let's turn now to the performance in our business units in the fiscal year. AmerisourceBergen Drug Corporation had solid revenue growth of 6% and good performance in all of its customer segments. While our community pharmacy customers certainly face challenges in the rapidly changing environment, I truly believe that this is a time of tremendous opportunity for independent pharmacy. Patients are benefitting from the accessibility to pharmacy care and the expansion of healthcare offerings that are being offered in community pharmacies. Tens of thousands of patients still turn to independent community pharmacy for all of their healthcare needs, and we are working to continue to expand upon that cornerstone of quality healthcare. I believe the programs we are offering in our *Good Neighbor Pharmacy* program and *Elevate Provider Network*, among others, will continue to add value to this important segment and allow our customers to maintain their presence with their patients and the plans they service.

Partnering with key customers and developing lasting, sustainable relationships has been one of our primary objectives for the last several years. We knew the world would be changing quickly, and while we could not foresee every conceivable outcome, we believed that if we could sign up the right customers for the long-term, we would be much better able to face the market challenges together. Being able to take a long view drives innovative thinking.





In addition to having the right customers, we need to make the right investments. A great example of this is our acquisition of PharMEDium. The integration has been seamless and performance has exceeded our expectations. Our health systems customers understand the value of the products and services that PharMEDium provides, and more importantly, it is the quality of its compounded sterile preparations that enables it to earn new business. PharMEDium has been an excellent addition to AmerisourceBergen, and embodies all the important criteria we target for successful acquisitions. It is an outstanding fit strategically, financially and culturally, and we are very excited about the future potential of this business.

AmerisourceBergen Specialty Group once again had a very strong year, with excellent performance across the board. We are the global leader in the distribution of specialty drugs and have long championed patient access to specialty products. The unique portfolio of services we offer makes us a trusted partner in nearly every aspect of bringing specialty products to market. From supporting clinical trial logistics, to consulting on commercialization strategies, we are participating in early life-cycle activities and the development of markets for both innovative new therapies and biosimilars.

Our Specialty Group is comprised of market leaders, including our oncology business, our plasma, vaccine, and other physician office distribution businesses, and our third party logistics business. Together, the group is the undisputed leader

in enabling specialty product success, and is the essential partner for manufacturers, for providers, and ultimately for the patients they serve. This portfolio of offerings we have built will only become more important as the focus on value and cost efficiency increases.

Our consulting and patient services businesses also had a strong year while beginning to implement a new enterprise resource planning system. This information technology platform will enable new possibilities for growth by driving internal efficiencies and expanding our capability to provide



I am confident that the strength of our long-term customer relationships and unique portfolio of integrated services will remain a compelling value proposition to pharmaceutical manufacturers and healthcare provider customers.





custom tailored programs and services to our manufacturer customers. The expertise we have in developing patient access and adherence programs and the experience we bring to bear in the regulatory, compliance, and policy areas are clear differentiators for AmerisourceBergen.

The most significant global footprint we have today is in our World Courier business, which continues to grow. World Courier has been a very consistent performer for our Company, and its team continues to strengthen its position as the undisputed leader in niche premium logistics, particularly in support of clinical trials. World Courier is also undergoing an enterprise resource planning system implementation as well as a new logistics platform implementation, which are both progressing well. These technology and infrastructure enhancements will support World Courier's market leadership for many years to come.

Our market leading animal health business, AmerisourceBergen Animal Health, had a very good year. Its performance is primarily being driven by the companion side of the business where organic growth, new innovative product introductions, and market share gains all contributed. In addition, penetration rates with existing customers are improving. Overall, AmerisourceBergen Animal Health performs exceptionally well from an operational and financial perspective, and its management has made significant and ongoing contributions to our Company. We expect to continue to invest in the animal health business, as it is an area which we have only just begun to realize the full potential of the opportunities that lie ahead.

While we expect fiscal 2017 growth will be somewhat below our historical rate of performance, I believe we have positioned ourselves well to work through the near term headwinds and take advantage of longer term growth opportunities. The

investments we have made will serve us well as we navigate the complex and continuously evolving healthcare landscape. I am very confident that we will continue to drive growth because we provide essential services to the global healthcare system and, most importantly, to patients, in an incredibly efficient and effective manner.

In summary, I have great confidence in AmerisourceBergen's future. Despite many unexpected headwinds in fiscal year 2016, we reported 14% growth in adjusted diluted earnings per share; this growth is on top of two successive 20% growth years in fiscal 2015 and 2014. While I am personally disappointed that we expect fiscal 2017 will not be as strong as our past three years' performance, I am confident that the strength of our long-term customer relationships and unique portfolio of integrated services will remain a compelling value proposition to pharmaceutical manufacturers and healthcare provider customers. Our management team shares my passion and drive for producing strong and sustainable results while also delivering outstanding customer service. We provide a vital service in the global healthcare system, and we do so with the ultimate goal of improving the lives of patients while delivering balanced, long-term value to all of our stakeholders.

Sincerely,

Steven H. Collis  
Chairman, President & Chief Executive Officer

<sup>1</sup> See page 14 of this report for more information regarding the non-GAAP financial measures adjusted diluted earnings per share and free cash flow.

# 2016 Overview



**\$147  
BILLION**  
in annual revenue



**16%**  
**5 YEAR**  
adjusted diluted EPS CAGR



**19,000**  
ASSOCIATES

**#12**

on the 2016  
**FORTUNE 500**

**\$8 BILLION**

**RETURNED TO**  
shareholders through  
our dividend & share  
repurchase programs

IN THE LAST  
FIVE YEARS



**\$7 BILLION**

**INVESTED THROUGH**  
acquisitions & capital  
expenditures



## LARGEST NETWORK *for*



DISTRIBUTING TO  
RETAIL PHARMACIES

**15,000**  
LOCATIONS

SPECIALTY  
PHYSICIAN GPOs

**90%**  
RETENTION

DISTRIBUTING  
TO HOSPITALS

**95%**  
REACH

DAILY DELIVERY TO



**50,000**  
HEALTHCARE FACILITIES

**1.5M** PRODUCT  
LINES

*delivered from*

**30+** DISTRIBUTION  
CENTERS

LARGEST  
DISTRIBUTOR  
of **Animal Health**  
products to  
**35,000**  
customers



Provide global  
specialty logistics  
services to

**50+**  
COUNTRIES



LARGEST DISTRIBUTOR of  
**SPECIALTY PHARMACEUTICALS**

**150+** PHARMACEUTICAL  
MANUFACTURERS

Supported with Pre- and Post-  
**Commercialization Services**



# Management Team



**Steven H. Collis**  
Chairman, President and  
Chief Executive Officer



**Tim Guttman**  
Executive Vice President and  
Chief Financial Officer



**John G. Chou**  
Executive Vice President and  
General Counsel



**Gina K. Clark**  
Executive Vice President and  
Chief Marketing Officer



**James F. Cleary, Jr.**  
Executive Vice President and  
President, AmerisourceBergen  
Animal Health



**Dale B. Danilewitz**  
Executive Vice President and  
Chief Information Officer



**James D. Frary**  
Executive Vice President and  
President, AmerisourceBergen  
Specialty Group



**Kathy H. Gaddes**  
Executive Vice President and  
Chief Human  
Resources Officer



**Peyton R. Howell**  
Executive Vice President and  
President, Global Sourcing &  
Manufacturer Relations



**Robert P. Mauch**  
Executive Vice President and  
President, AmerisourceBergen  
Drug Corporation



**Sun Park**  
Executive Vice President,  
Strategy and Development

## Corporate Officers

### Steven H. Collis

Chairman, President and Chief Executive Officer

### Tim G. Guttman

EVP and Chief Financial Officer

### John G. Chou

EVP and General Counsel

### Gina K. Clark

EVP and Chief Marketing Officer

### James F. Cleary, Jr.

EVP and President, AmerisourceBergen Animal  
Health

### Dale B. Danilewitz

EVP and Chief Information Officer

### James D. Frary

EVP and President, AmerisourceBergen  
Specialty Group

### Kathy H. Gaddes

EVP and Chief Human Resources Officer

### Peyton R. Howell

EVP and President, Global Sourcing &  
Manufacturer Relations

### Robert P. Mauch

EVP and President, AmerisourceBergen Drug  
Corporation

### Sun Park

EVP, Strategy and Development

### Lazarus Krikorian

SVP and Corporate Controller

### Hyung Bak

VP, Group General Counsel and Secretary

### J.F. Quinn

VP and Corporate Treasurer



# Board of Directors



**Steven H. Collis**



**Jane E. Henney, M.D.**



**Ornella Barra**



**Douglas R. Conant**



**D. Mark Durcan**



**Richard W. Gochbauer**



**Lon R. Greenberg**



**Kathleen W. Hyle**



**Michael J. Long**



**Henry W. McGee**

## **Steven H. Collis** <sup>5\*</sup>

Chairman of the Board, President and Chief Executive Officer

## **Jane E. Henney, M.D.** <sup>5\*\*</sup>

Retired Professor, Internal Medicine and Public Health Service, College of Medicine at the University of Cincinnati

## **Ornella Barra** <sup>3</sup>

Co-Chief Operating Officer for Walgreens Boots Alliance, Inc.

## **Douglas R. Conant** <sup>2,4</sup>

Founder and Chief Executive Officer of ConantLeadership

## **D. Mark Durcan** <sup>1,3</sup>

Chief Executive Officer and Director of Micron Technology, Inc.

## **Richard W. Gochbauer** <sup>3\*,4,5</sup>

Retired President & CEO of United Stationers

## **Lon R. Greenberg** <sup>1\*,3,5</sup>

Retired Chairman of the Board and Chief Executive Officer of UGI Corporation

## **Kathleen W. Hyle** <sup>1,2</sup>

Former Senior Vice President of Constellation Energy and Chief Operating Officer of Constellation Energy Resources

## **Michael J. Long** <sup>1,2\*,5</sup>

Chairman, President and Chief Executive Officer of Arrow Electronics, Inc.

## **Henry W. McGee** <sup>2,4\*,5</sup>

Senior Lecturer Harvard Business School

### COMMITTEES OF THE BOARD

As of March 2, 2017

- 1 Audit and Corporate Responsibility Committee
- 2 Compensation and Succession Planning Committee
- 3 Finance Committee
- 4 Governance and Nominating Committee
- 5 Executive Committee

\* Denotes Committee Chair

\*\* Dr. Jane Henney, as Lead Independent Director, serves as an ex-officio member of each of the Committees.

# GAAP / Non-GAAP Financial Measures

To supplement the financial measures prepared in accordance with U.S. generally accepted accounting principles (GAAP), AmerisourceBergen uses certain non-GAAP financial measures. This letter uses the following non-GAAP financial measures: adjusted diluted earnings per share and free cash flow. The non-GAAP financial measures should be viewed in addition to, and not in lieu of, financial measures calculated in accordance with GAAP. These supplemental measures may vary from, and may not be comparable to, similarly titled measures by other companies in our industry.

We have defined the non-GAAP financial measure of adjusted diluted earnings per share as follows: diluted earnings per share, excluding the dilutive impact of the warrants issued to Walgreens Boots Alliance (the "Warrants") prior to their exercise, and the shares purchased under our special share repurchase programs, net of the weighted average number of shares issued related to the March 2016 and August 2016 Warrants exercises. Adjusted diluted earnings per share also excludes the per share impact of adjustments, including Warrants expense/

income and the related interest expense incurred in connection with the \$600 million of 1.15% senior notes due in May 2017; gain from antitrust litigation settlements; LIFO expense; acquisition-related intangibles amortization; employee severance, litigation and other; a charge related to a pension settlement, an impairment charge on an equity investment, and a loss on early retirement of debt; in each case, net of the tax effect calculated using the applicable effective tax rate for those items. We prepare adjusted diluted earnings per share to eliminate the per share impact items that we consider to not be indicative of our ongoing operating performance due to their inherent unusual, non-operating, unpredictable, non-recurring, or non-cash nature. We have defined the non-GAAP financial measure of free cash flow as net cash provided by operating activities minus capital expenditures, which for fiscal 2016 was \$3,178.5 million and \$464.6 million, respectively.

The following is a reconciliation of the GAAP financial measures to their most directly comparable non-GAAP financial measures.

	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011
EPS from Continuing Operations	\$ 6.32	\$(0.63)	\$ 1.20	\$ 2.09	\$ 2.96	\$ 2.51
Gain from Antitrust Litigation Settlements	(0.35)	(0.18)	(0.06)	(0.06)	(0.04)	—
Warrants <sup>1</sup>	(1.66)	3.91	1.73	0.32	—	—
Acquisition-related Intangibles Amortization	0.39	0.15	0.06	0.06	0.04	0.02
LIFO	0.53	1.46	0.92	0.72	—	0.08
Employee Severance, Litigation & Other	0.27	0.10	0.02	0.06	0.11	0.06
Pension Settlement	0.13	—	—	—	—	—
Impairment Charge on Equity Investment	—	0.13	—	—	—	—
Loss on Early Retirement of Debt	—	—	0.09	—	—	—
Rounding	(0.01)	—	—	0.01	0.01	(0.01)
<b>Adjusted EPS from Continuing Operations</b>	<b>\$ 5.62</b>	<b>\$ 4.94</b>	<b>\$ 3.96</b>	<b>\$ 3.20</b>	<b>\$ 3.08</b>	<b>\$ 2.66</b>

<sup>1</sup> For the reconciling items and the non-GAAP presentation, diluted earnings per share from continuing operations and diluted shares outstanding have been adjusted to exclude the impact from the Warrants and the shares repurchased under special share repurchase programs. In connection with the special share repurchase program, which was established to mitigate the dilutive effect of the Warrants, the Company issued \$600 million of 1.15% senior notes due in May 2017. The interest expense incurred relating to this borrowing has been excluded from the non-GAAP presentation.



# Corporate Information

## Cautionary Note Regarding Forward-Looking Statements

Certain of the statements contained in this report are “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Words such as “expect,” “likely,” “outlook,” “forecast,” “would,” “could,” “should,” “can,” “will,” “project,” “intend,” “plan,” “continue,” “sustain,” “synergy,” “on track,” “believe,” “seek,” “estimate,” “anticipate,” “may,” “possible,” “assume,” variations of such words, and similar expressions are intended to identify such forward-looking statements. These statements are based on management’s current expectations and are subject to uncertainty and change in circumstances. These statements are not guarantees of future performance and are based on assumptions that could prove incorrect or could cause actual results to vary materially from those indicated. Among the factors that could cause actual results to differ materially from those projected, anticipated, or implied are the following: competition; industry consolidation of both customers and suppliers resulting in increasing pressure to reduce prices for our products and services; changes in pharmaceutical market growth rates; unfavorable trends in brand and generic pharmaceutical pricing, including in rate or frequency of price inflation or deflation; substantial defaults in payment, material reduction in purchases by or the loss, bankruptcy or insolvency of a major customer; changes to the customer or supplier mix; the retention of key customer or supplier relationships under less favorable economics or the adverse resolution of any contract or other dispute with customers or suppliers; changes to customer or supplier payment terms; the disruption of AmerisourceBergen’s cash flow and ability to return value to its stockholders in accordance with its past practices; risks associated with the strategic, long-term relationship between Walgreens Boots Alliance, Inc. and AmerisourceBergen, including with respect to the pharmaceutical distribution agreement and/or the global sourcing arrangement; changes in the United States healthcare and regulatory environment, including changes that could impact prescription drug reimbursement under Medicare and Medicaid; increasing governmental regulations regarding the pharmaceutical supply channel and pharmaceutical compounding; federal and state government enforcement initiatives to detect and prevent suspicious orders of controlled substances and the diversion of controlled substances; federal and state prosecution of alleged violations of related laws and regulations, and any related litigation, including shareholder derivative lawsuits or other disputes relating to our distribution of controlled substances; increased federal scrutiny and qui tam litigation for alleged violations of fraud and abuse laws and regulations and/or any other laws and regulations governing the marketing, sale, purchase and/or dispensing of pharmaceutical products or services and any related litigation; material adverse resolution of pending legal proceedings; declining reimbursement rates for pharmaceuticals; the acquisition of businesses that do not perform as expected, or that are difficult to integrate or control, including the integration of PharMEDium, or the inability to capture all of the anticipated synergies related thereto; regulatory action in connection with the production, labeling or packaging of products compounded by our compounded sterile preparations (CSP) business; declining economic conditions in the United States and abroad; financial market volatility and disruption; the loss, bankruptcy or insolvency of a major supplier; interest rate and foreign currency exchange rate fluctuations; managing foreign expansion, including non-compliance with the U.S. Foreign Corrupt Practices Act, anti-bribery laws and economic sanctions and import laws and regulations; malfunction, failure or breach of sophisticated information systems to operate as designed; risks generally associated with data privacy regulation and the international transfer of personal data; changes in tax laws or legislative initiatives that could adversely affect AmerisourceBergen’s tax positions and/or AmerisourceBergen’s tax liabilities or adverse resolution of challenges to AmerisourceBergen’s tax positions; natural disasters or other unexpected events that affect AmerisourceBergen’s operations; the impairment of goodwill or other intangible assets, resulting in a charge to earnings; and other economic, business, competitive, legal, tax, regulatory and/or operational factors affecting AmerisourceBergen’s business generally. Certain additional factors that management believes could cause actual outcomes and results to differ materially from those described in forward-looking statements are set forth (i) in Item 1A (Risk Factors) in the Company’s Annual Report on Form 10-K for the fiscal year ended September 30, 2016 and elsewhere in that report and (ii) in other reports filed or furnished by the Company pursuant to the Securities Exchange Act, including the most recent Current Report on Form 8-K under Item 2.02.

## Stockholder Services

Our transfer agent, Computershare, can help you with a variety of stockholder services, including:

- Change of address
- Lost stock certificates
- Stock transfer
- Account consolidation

## Computershare Can Be Reached At:

**Telephone:** 866-233-1957, or TDD 800-231-5469

Outside U.S.: 201-680-6578, or TDD 201-680-6610

**Internet:** [www.computershare.com](http://www.computershare.com)

**Mail:** AmerisourceBergen Corporation

c/o Computershare

P.O. Box 43078 Providence, RI 02940-3078

**Email:** [Support.ServiceCenter@cpushareownerservices.com](mailto:Support.ServiceCenter@cpushareownerservices.com)

## Additional Information

Financial documents, such as our Annual Report on Form 10-K, and quarterly reports on Form 10-Q, and other reports and filings, such as the Company’s Code of Ethics and Business Conduct, may be obtained from the Company website at [www.amerisourcebergen.com](http://www.amerisourcebergen.com), or by calling the Company’s Investor Relations Department at 610-727-7000.

## Investor Relations

Stockholders, security analysts, portfolio managers and other investors desiring further information about the Company should contact:

**Keri P. Mattox**, Vice President, Corporate and Investor Relations

Phone: 610-576-7801

Email: [kmatttox@amerisourcebergen.com](mailto:kmatttox@amerisourcebergen.com)

**Bennett S. Murphy**, Director, Corporate and Investor Relations

Phone: 610-727-3693

Email: [bmurphy@amerisourcebergen.com](mailto:bmurphy@amerisourcebergen.com)

## Annual Meeting of Stockholders

March 2, 2017 at 2:00 p.m. Eastern Time at the Sofitel Philadelphia, in Philadelphia, PA

## Independent Registered Public Accounting Firm

Ernst & Young LLP, Philadelphia, Pennsylvania

## Stock Listing

AmerisourceBergen Corporation is listed on The New York Stock Exchange under the symbol ABC.



Where knowledge,  
reach and partnership  
shape healthcare delivery.