

OUR VISION



Our purpose

- Better feed the planet
- Protect the living
- Promote animal welfare

OUR STRATEGIC AREAS OF FOCUS

Choosing sustainability
(better balance between economic growth, respect for people and the environment)

Ensuring the well-being of our employees (high EHS standards, transparent governance, sharing value created through bonuses)

Expanding internationally
(USA, China, Brazil, India, innovative products & services: busters, vaccines, pet care)

Improving the competitiveness
of our industrial production and systems

Key animal health sector issues



Animal welfare



Feeding the planet
(food security & food safety)



Digitalization and Big Data



Consolidation



Regulations



Quality



One Health



Diversification

OUR VALUE CREATION MODEL

CREATE



Sustainable innovation based on technological advances and listening to caregivers

R&D CENTERS IN 8 COUNTRIES



- France
- United States
- Australia
- Mexico
- Vietnam
- Taiwan
- Chile
- Uruguay

4 SPECIALIZED SEGMENTS



- Companion animals
- Ruminants
- Aquaculture
- Swine

PARTNERSHIPS



Universities
Laboratories
Biotech



RDL INVESTMENT

Approx. **8%** of sales revenue

4,900 EMPLOYEES
in 38 countries



MAKE



Production facilities that meet the highest international quality standards

PLANTS IN 10 COUNTRIES



100% GMP-certified sites

RAW MATERIALS + PACKAGING



800 suppliers
120 M€ in purchases

SUBCONTRACTED PROCESSING



75 subcontractors
78 M€ in purchases

PURCHASES OF FINISHED GOODS



56 suppliers
46 M€ in purchases



SELL



A personalized relationship with veterinarians, farmers, and owners in each country

ANIMALS



59% companion animals



41% food producing animals

CUSTOMERS



Users

- Veterinarians
- Farmers
- Integrators
- Owners

Intermediaries



- Purchasing groups
- Distributors
- Wholesalers

DISTRIBUTION CENTERS



Internal
In countries with industrial facilities



External
Around the world

8,688 REFERENCES

Vaccines, antibiotics, parasiticides, anti-inflammatory drugs, dermatology, dental, specialties, diagnosis, nutrition

OUR ACCOMPLISHMENTS



HUMAN

78% of employees trained
79% of employees proud to say they work at Virbac



FINANCIAL

+6.6% organic growth
Ebita **+3.0 pt** at constant rates
88 M€ debt relief
(at constant scope and rates)



INTELLECTUAL

Animal health awards



INDUSTRIAL

Virbac plants helped generate **65.2%** of Group revenue



SOCIAL AND SOCIETAL

Regionalized R&D Virbac Foundation projects

OUR VALUE SHARING

938 M€

2019 REVENUE



EMPLOYEES

Remuneration
213.8 M€



STOCKHOLDERS

49.6% founder's family
50.4% other
2019 change in share price: **+107.8%**



ABILITY TO FUND FUTURE GROWTH

Operating cash flow
156.5 M€



BANKS/DEBT

Interest on debt
15.7 M€



SUPPLIERS

323.9 M€ in purchases group-wide