

# **BUSINESS MODEL**

Our purpose: advancing the health of animals with those who care for them every day, so we can all live better together

### **UPSTREAM**

# **OUR OPERATIONS**

## **DOWNSTREAM**

# **VALUE SHARING**

#### **RAW MATERIALS**

**Pharma and bio** (active ingredients, diluents, excipients...) and **packagings** (glass, cardboard, plastic...)

Nearly 1,000 suppliers **183 M€** of purchases



#### SUBCONTRACTED **& PURCHASES OF FINISHED GOODS**



Nearly 220 suppliers 232 M€ of purchases



#### **PURCHASES OF OTHER SERVICES**

(marketing, research partners: universities, laboratories, biotechs)

More than 8,000 suppliers 250 M€ of purchases



### **INVESTMENTS**

Tangible assets (buildings, equipment... including rights of use) 90 M€

Intangible assets (patents, trademarks, licensing...) 10 M€



#### **OUR STAFF**

**6,365** employees in **38 countries** (75% of employees proud to say they work at Virbac)

• India, Middle-East and Africa: 1,299

**R&D CENTERS AT 10 SITES** 

of America • France • India • Japan • Mexico • Taiwan • Uruguay • Vietnam

• Australia • Chile • United States

- Far East Asia: 1.122
- Europe: 2.028
- Latin America: 1.030
- North America: 547
- Pacific: 339



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62% companion animals





• Purchasing groups • Distributors



#### **RDL INVESTMENT**

approx. 8.6% of sales revenue (before deducting the research tax credit)

# **PRODUCTION AT 12 SITES**



### 100% GMP-certified sites

- Australia Chile France India Japan Mexico New-Zealand
- South Africa TaiwanUnited States of America
- Uruguay Vietnam



#### 35 SALES **SUBSIDIARIES**



#### **PORTFOLIO**

Nearly 1,000 products (over 10,000 references) Vaccines, antibiotics, parasiticides, anti-inflammatory drugs, dermatology, dental, specialties, diagnosis, nutrition



### **ANIMALS**

38% farm animals

#### **CUSTOMERS**



- Veterinarians Farmers
- Integrators Owners



#### **Intermediaries**

- Wholesalers



In countries with industrial facilities



#### **External**

Around the world



#### **END-OF-LIFE PRODUCTS**

Eco-design, country recycling channels



#### **REVENUE 2024**

Organic growth +7.5% at constant rates



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#### **EMPLOYEES**

Remuneration 285 M€

# **STOCKHOLDERS**



Share price performance: +24.1% (calculated on the basis of average prices observed in 2024 vs. 2023)



**FUTURE GROWTH** Operating cash flow 280.3 M€





#### **BANKS/DEBT**

Net financial interests (cost) **4.7 M€** Change in net debt +220.9 M€





**665 M€** in purchases Group-wide

### **KEY ANIMAL HEALTH SECTOR ISSUES**



**Animal welfare** 



**Feeding the planet** 



and Big data





Regulations



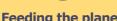
**Quality** 







**Diversification** 



Digitalization

Consolidation