



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

RAW MATERIALS



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

Nearly 1,000 suppliers
235 M€ of purchases



SUBCONTRACTED & PURCHASES OF FINISHED GOODS

Nearly 220 suppliers
202 M€ of purchases



PURCHASES OF OTHER SERVICES

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



More than 8,000 suppliers
265 M€ of purchases

INVESTMENTS (EXCLUDING ACQUISITIONS)



Tangible assets (buildings, equipment... including rights of use) 100.7 M€

Intangible assets (patents, trademarks, licensing...) 10.3 M€

OUR OPERATIONS

OUR STAFF

6,442 employees in 38 countries (75% of employees proud to say they work at Virbac)



- India, Middle-East and Africa: 1,368
- Far East Asia: 1,037
- Europe: 2,093
- Latin America: 1,051
- North America: 561
- Pacific: 332

R&D CENTERS AT 10 SITES



- Australia • Chile • United States of America • France • India • Japan • Mexico • Taiwan • Uruguay • Vietnam

RDL INVESTMENT

approx. 8.7% 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 • Taiwan • United States of America • Uruguay • Vietnam

36 SALES SUBSIDIARIES



DOWNSTREAM

PORTFOLIO

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



ANIMALS

61% companion animals
39% farm animals



CUSTOMERS

Users
• Veterinarians • Farmers • Integrators • Owners



Intermediaries

• Purchasing groups • Distributors • Wholesalers



DISTRIBUTION CENTERS IN MORE THAN 100 COUNTRIES

Internal
In countries with industrial facilities



External
Around the world



END-OF-LIFE PRODUCTS

Eco-design, country recycling channels



VALUE SHARING

1,465 M€

REVENUE 2025

Organic growth
+7.9% at constant rates and scope



EMPLOYEES

Remuneration 293 M€



STOCKHOLDERS

50.09% founder's family
49.91% others

Share price performance: -6.3%
(calculated on the basis of average prices observed in 2025 vs. 2024)



ABILITY TO FUND FUTURE GROWTH

Operating cash flow 289.1 M€



BANKS/DEBT

Net financial interests (cost) 4.3 M€
Change in net debt +4.2 M€



SUPPLIERS

703 M€ in purchases Group-wide

KEY ANIMAL HEALTH SECTOR ISSUES



Animal welfare



Feeding the planet



Digitalization and big data



Consolidation



Regulations



Quality



One Health



Diversification