

## OUR VISION



### Our purpose

Advancing the health of animals with those who take care of them every day, so that we can all live better together.

## OUR STRATEGIC AREAS OF FOCUS

### Choosing sustainability

(focus on societal issues for a better balance between economic growth and consideration for people and the environment)

### Providing for the well-being of our employees

(high EHS standards, transparent governance, working environment, remote working agreement, distribution of created value through rewards and bonuses)

### Accelerating development abroad

(United States, China, Brazil, India, innovative products and services: pharmaceutical specialty products, vaccines, petfood/pet care)

### Improving the competitiveness

of our industrial production and digitalizing our 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 CENTER AT 9 SITES

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



#### 4 SPECIALIZED SEGMENTS

- Companion animals
- Ruminants
- Aquaculture
- Swine



#### PARTNERSHIPS

- Universities
- Laboratories
- Biotech



#### RDL INVESTMENT

Approx. **8.3%** of sales revenue  
(Before deducting the research tax credit)

**5,400 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

**899** suppliers  
**135 M€** in purchases



#### SUBCONTRACTED PROCESSING

**111** subcontractors  
**95 M€** in purchases



#### PURCHASES OF FINISHED GOODS

**76** suppliers  
**60 M€** in purchases

### SELL



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



#### ANIMALS

**60%** companion animals  
**40%** farm animals



#### CUSTOMERS

**Users**

- Veterinarians
- Farmers
- Integrators
- Owners



#### Intermediaries

- Purchasing groups
- Distributors
- Wholesalers



#### DISTRIBUTION CENTERS

**Internal**  
In countries with industrial facilities



**External**  
Around the world

### 9,000 REFERENCES

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

## OUR ACCOMPLISHMENTS



#### HUMAN

**93%** of employees trained

**86%** of employees proud to say they work at Virbac



#### FINANCIAL

**+9.6%** organic growth at constant rates

Ebita **-0.8 pts** at constant rates

**5.5 M€** debt relief



#### INTELLECTUAL

Animal health awards



#### INDUSTRIAL

Virbac plants helped generate **59.7%** of Group revenue



#### SOCIAL AND SOCIETAL

Regionalized R&D  
Virbac Foundation projects

## OUR VALUE SHARING

**1,216 M€**

2022 REVENUE



#### EMPLOYEES

Remuneration  
**239.1 M€**



#### STOCKHOLDERS

**49.7%** founder's family  
**50.3%** other

Share price performance in 2021: **-46.8%**



#### ABILITY TO FUND FUTURE GROWTH

Operating cash flow  
**229.9 M€**



#### BANKS/DEBT

Net financial interests (profit) **-1.1 M€**



#### SUPPLIERS

**529 M€** in purchases  
Group-wide