

**VÉTOQUINOL,**  
80 years striving  
for animal health worldwide



**80** years  
1933 - 2013

**Vétoquinol**  
*a Sign of Passion*



Founded in 1933, Vétoquinol is now a leading global animal health company.

The number 10 global animal health company and the third largest in France, the Vétoquinol Group combines sustainability, growth and independence in an increasingly competitive world market.

Committed to the protection and well-being of both animals and people, Vétoquinol creates, develops and sells veterinary drugs and non-medical products all over the world.

The company is widely reputed for its expertise in the fields of infectious diseases, pain and inflammation in livestock (cattle and pigs) and pets (dogs and cats).

For over 80 years, Vétoquinol's pursuit of growth has been underpinned by strong values of team spirit, performance and the sharing of corporate culture and know-how with customers, vets, breeders, partners and employees alike.

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**No. 10**  
GLOBAL ANIMAL  
HEALTH COMPANY

OVER **80%**  
OF SALES EARNED  
OUTSIDE FRANCE

OVER **1,800**  
EMPLOYEES BASED  
IN 23 COUNTRIES

**€298.3M**  
2012  
SALES

# A WORD FROM MATTHIEU FRECHIN

In 2013, Vétoquinol celebrates its 80<sup>th</sup> anniversary and looks forward to a future full of promise.

Our market, our teams, our culture, our expertise and our products are all developing in the right direction, and we have every intention of continuing along this road to success.

For 80 years, our invaluable assets have helped us to drive our growth and contribute towards making the world a healthier place for animals and humans alike.

We want to build up a company geared towards ongoing progress in its target areas and markets, freedom of decision-making based on its independence and long-term investment and growth.

Our goal is to achieve excellence through continuous change and improvement. Our future is built on solid foundations, namely the Group's worldwide geographical footprint. It only took us a few decades to become, first a European company, then a global company operating directly in 23 countries and on four continents spanning Europe, North and South America and the Asia Pacific region.

We are very proud of our 1,800 employees whose daily efforts are gratefully appreciated by customers, vets, farmers and pet owners all over the world.

The Group continues to grow, driven by a proactive strategy based on strong values to which the group is deeply committed: boldness, performance, team spirit and commitment are values enshrined in the genes of a company that is at once family-based, independent and global.

Our human size is a determining factor for our future progress. Our response to a fiercely competitive market is based on quick decisions, a focus on the essentials, exploration of new markets and constant development of our scientific culture.

All staff share one common goal: to ensure that the passion for animal health that is the hallmark of Vétoquinol is conveyed through its products and services to the customers whose lives we are committed to improving.

**Matthieu Frechin,**  
Chief Executive Officer

“

Our size allows faster and nimbler decision-making, which gives us an advantage over the competition.

”





Our new proactive strategy is totally in line with our family shareholder's ambitions and long-term vision. It sets the priorities and operating targets for all staff. ”

**Hans Hollegien**  
Executive Committee member responsible for Strategy



# VÉTOQUINOL, A GLOBAL FAMILY-BASED ANIMAL HEALTH COMPANY

**A visionary pharmacist, a country vet and a globally-oriented industrialist transformed a promising start-up into an international group with over 1,800 employees. Now the tenth largest animal health company in the world, with operations spanning four continents, Vétoquinol pursues its human adventure under the sign of passion.**



## A LONG HISTORY

It all started in a pharmacy in the town of Lure in south-east France, near the Swiss border. Acting on his entrepreneurial instincts, Joseph Frechin expanded his pharmacy business to include the production of specialized human pharmaceuticals, naming his company "Laboratoires Biochimiques de l'Est". Very soon, he came up with the idea of exploiting the antiseptic properties of oxyquinoline in the treatment of animals. The result, named Vétoquinol, soon proved its merits and Joseph Frechin added a veterinary department to his company.

## AN ENTREPRENEURIAL VISION

Over ten years, Vétoquinol gradually built up its sales support facilities by setting up a production line, storage areas and a packaging plant. In 1948, the Vétoquinol portfolio contained over 80 products, to the great delight of veterinaries, and by 1970 this had increased to 250. Vétoquinol's key strength was its ability to come up with new, faster acting and more effective active ingredients.

## GLOBALIZATION

By stepping up growth and developing exports, Vétoquinol reached the stage where, from the 1980s onwards, 20% of sales arose outside France. The first subsidiaries were established in the Netherlands, Ireland and Belgium. In 2004, Vétoquinol opened an office in China to provide technical and marketing support for product sales via its distribution network in Asia. Vétoquinol has now extended its network all over the world, with 140 distributors and 1,800 employees operating in 23 countries and on four continents, including Europe, North and South America and the Asia Pacific region.

## COMMON VALUES

Strong roots are vital for balanced growth. Vétoquinol's roots are the values it has espoused since its inception: a common passion, energy and commitment shared by all of its research, production, sales and administrative teams. All Vétoquinol employees worldwide share the same pride in contributing towards a single goal: improving animal health for the well-being of men, women and children.

## STRENGTHS FOR THE FUTURE

In order to achieve future milestones in its progress, Vétoquinol will remain an independent company, free to make its own decisions and to gear its investment and growth strategy towards sustainability in the future. Its human size and family-based shareholder structure guarantee reactivity and flexibility. The 2006 initial public offering enhanced the Group's reputation in France and worldwide, enabling it to strengthen its network of scientific, industrial and business partners throughout the world.



## VÉTOQUINOL, 80 YEARS STRIVING FOR ANIMAL HEALTH

Founded in 1933, Vétoquinol celebrates its 80<sup>th</sup> anniversary in 2013. Started on the French market, Vétoquinol grew into a European company, then a global company present in more than 100 countries on four continents. During this period, the Group has benefited from taking on board new cultures, new technological advances and new products. Vétoquinol's entire expertise is dedicated to serving its customers with a view to improving the well-being and bond between animals and people.



The basic idea is to offer good quality, reliable products, a comprehensive range that meets the needs of farmers. The key to its success is helping farmers, backed by vets and new, innovative products that make their lives a whole lot easier thanks to their efficacy and simple use. ”

Luiz Mauro Motta Anzai,  
Breeder and farm owner in Brazil

# DEVELOPING A UNIQUE GLOBAL OFFERING

**Vétoquinol has established itself as a partner whose role is to help veterinarians deliver effective solutions to pet owners and livestock farmers.**

**Its product range is designed to cover the main health problems suffered by these animals. The Group also helps veterinarians to develop their practice through training, customer communication tools, diagnostic tools and technical advice.**

## STRATEGIC ADAPTATION

Vétoquinol is constantly improving the efficacy of its product range and adapting it to the changing needs of its customers. The Group regularly supplements its range with new products developed in-house or with partners.

Vétoquinol has set up a transparent and efficient organisational system that is tailored to the two main segments of the animal health market, pets and livestock.

A different marketing approach is required for these two markets, and the needs of pet owners and farmers are not the same.

The specific product range offered on each of these two markets is the result of intensive teamwork involving constant interaction between country representatives, customers and various Group departments including research, development, industrial and international marketing.

## RIGOROUS SELECTION OF PATHOLOGY AND PRODUCTS

Vétoquinol selects future products based on market demands and trends, degree of competition and customer expectations.

In the pets sector, the Group's range includes internally and externally administered parasiticides, anti-infectives, pain-killers and anti-inflammatives, cardio-nephrology products, behavioral treatment, medication for enuresis and liver diseases, and care and hygiene products.

A large portion of the livestock range consists of anti-infectives designed to cover the main types of disease: respiratory, digestive, musculoskeletal, reproductive system disorders, udder infections and related anti-inflammatives. This range is completed with products specifically designed for particular countries including cleaning products and disinfectants for factory farming, hormone ranges, etc.



Excellence 2016 is a strategic plan for the creation of a unique, global product offering geared to essential needs and targeted to a clientele of pet owners and cattle and pig farmers in 16 strategic countries.



Our global range mainly consists of products researched and developed in-house; in order to meet the specific needs of vets in particular countries, we supplement our range with products developed in partnership. ”

Marie-Bénédicte Charpentier  
International Marketing Director (Pets)

Jean Louineau  
International Marketing Director (Livestock)

# FOCUS ON STRONG POSITIONING

Since its inception, Vétoquinol has set out to be an animal health specialist, pursuing independent growth and overseas expansion from an early stage. This is shown by its position as the world's no. 10 animal health company.

## 4 STRATEGIC SPECIES

In order to optimize its R&D and marketing endeavors, the Group focuses on four key species: dogs, cats, cattle and pigs.

### > Livestock

The ever-increasing demand for animal proteins is forcing farmers worldwide to look for ways of increasing productivity, particularly through paying extra attention to the health of their livestock.

In the areas of dairy and meat (beef and pork) production, via the veterinary network, Vétoquinol provides advice, products and services designed to help farmers meet the challenges facing them.

### > Pets

The pets segment is characterized by growth in mature economies and high growth potential in emerging economies.

Sensitive to the emotional ties built up between pets and their owners, Vétoquinol has developed a line of products that combine efficacy and simplicity of use.

## 3 THERAPEUTIC SEGMENTS

Vétoquinol has chosen to focus on three major therapeutic segments: infectious diseases, pain/inflammation and cardio-nephrology.

### > Infectious diseases

Having developed a range of innovative antibiotics, Vétoquinol has established itself as one of the European leaders in anti-infectives, whilst ensuring that the use of antibiotics remains reasonable.

The recent launch of Forcyl®, a livestock product, exemplifies this approach through the concept of SISAAB (Single Injection Short Acting Antibiotic).

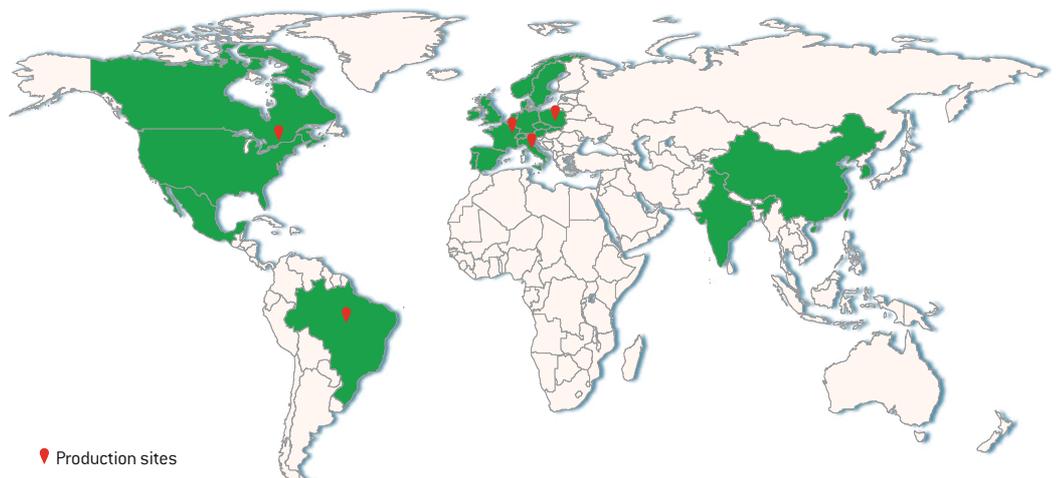
### > Pain and inflammation

Vétoquinol offers a comprehensive range of products designed to prevent and relieve pain. With this contribution to animal well-being, the Group meets a requirement that is at once ethical and therapeutic, since the detrimental effects of pain on health are universally recognized.

### > Cardio-nephrology

In addition, Vétoquinol was one of the first pharmaceutical companies to offer therapeutic solutions in the area of cardio-nephrology. In order to develop its expertise in this field, Vétoquinol supports research teams at a number of veterinary colleges.

## AN INTERNATIONAL NETWORK ENSURING PROXIMITY TO CUSTOMERS



📍 Production sites

## SISAAB INNOVATION FOR BETTER ANTIBIOTIC USE

The SISAAB concept (Single Injection Short Acting Antibiotic) enables effective treatment of acute respiratory diseases in cattle while minimizing the danger of developing bacterial resistance to antibiotics.



Vétoquinol is one of the rare companies in its sector with a team totally dedicated to innovation. Our work primarily involves defining the attractiveness (both economic and strategic) and feasibility (R&D, industrial, legal) of all potential projects so that only the best ones are selected. ”

Michaël Donabedian,  
Director of Group Research and Medical



# DIFFERENTIATION THROUGH INNOVATION

In order to boost market share, Vétoquinol constantly has to find a balance between incremental innovation, aimed at improving existing products, and radical research-based innovation resulting in new technologies and new product launches.

## PRAGMATIC ORGANIZATION

Vétoquinol's R&D division, which was set up to meet demand for new products, is constantly evolving through a process of continuous improvement. It employs 150 researchers and technicians worldwide.

## A LONG AND COSTLY PROCESS

Bringing new drugs to market is a lengthy process, which takes 5 to 7 years on average and requires the involvement of multidisciplinary teams and major expenditure ranging from €1 million to €15 million. The process is complicated and the outcome uncertain: only 5% of Vétoquinol's new project launches actually end up as marketable drugs.

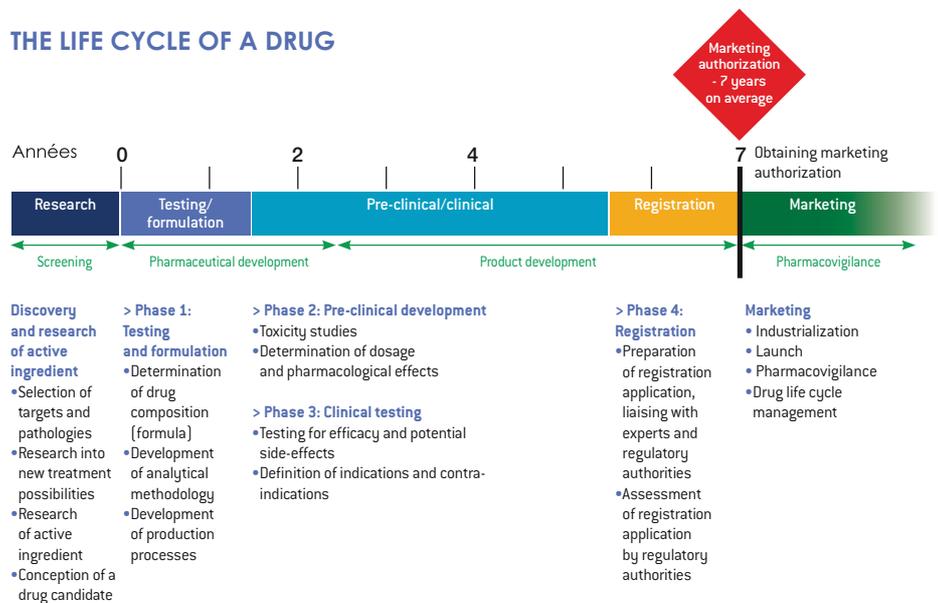
## A PROMISING INITIATIVE

Vétoquinol's new "Technological Innovation" program covers most of the formulation issues encountered. This ensures that our understanding of the issues of efficacy, tolerance and treatment method will improve constantly.

The highly innovative pharmaceutical formulation technologies developed under this program are applied to a variety of different dosage forms. This technology is employed for products destined for both pets and livestock.

Through these technological advances, Vétoquinol develops the ability to meet the essential requirements of its customers by producing new generation drugs: modified release, enhanced bioavailability and making drugs more appetizing by disguising the taste of active ingredients.

## THE LIFE CYCLE OF A DRUG



## INNOVATION MEANS TEAMWORK

Formulation is the art of developing the pharmaceutical form of products from one or more active ingredients. The job of Vétoquinol's multidisciplinary team is to create unique formulations suited to the way in which the product will be administered and the prescribed dosage. They aim to provide maximum assurance of efficacy and quality whilst eliminating any harmful side-effects. The formulation stage is one of the key phases in the development of a new product. The development of the project involves close collaboration between several departments.

This collaboration ensures that internal resources are combined in the most efficient way, maximizing synergies. Essential to the Group's success, it is a manifestation of one of Vétoquinol's fundamental values, teamwork, which is the key to its future prosperity.



The ACACIA project is designed to increase the capacity of the tablet plant and associated facilities. Tablet production involves three main processes: granulation, compression and packaging.

The tablet form is of strategic importance for the pets sector: it was essential, therefore, that Vêtoquinol increase its production capacity and acquire technology capable of producing next-generation tablets. ”

**Antoine Thuet,**  
Industrial Director of Lure and Tarare plants



# INVESTING FOR THE FUTURE

**Vétoquinol paves the way for the future by anticipating developments in its sector, in terms of emerging regional markets and new requirements. Vétoquinol is able to mobilize its internal forces and motivate staff who are proud to belong to a company in which shared goals are a key strength underpinning its success.**

## FOCUSING RESEARCH ON NEW CHALLENGES

The Group aims to become more competitive by developing a more comprehensive, globally-oriented range of products. Within the range, marketing innovations involving different presentations of the same product and/or various brand names are designed to sustain demand. Our investments and efforts are focused on gaining new market share for new products including Cimalgex®, Forcyl®, Flevox® and Zylkène®, to name but a few.

### > Structuring the industrialization process

The new extension for development and production of innovative tablets (ACACIA project) is designed to employ cutting edge methodology and technology. Once operational, it will increase the Group's tablet production capacity to 200 million units.

### > Boost marketing

Vétoquinol has fine-tuned its marketing techniques in order to develop in-depth knowledge of customer requirements and tighten its management of customer accounts backed by new CRM software.

## REVIEWING POTENTIAL ACQUISITIONS

Vétoquinol has chosen to expand its geographical footprint by acquiring up local companies in accordance with strict predefined criteria. Targets are analyzed with a view to their potential for supplementing the product range or opening up new product-customer markets. In all cases, the Group aims to acquire companies that have a similar culture and values to those of the Group.

### The Group focuses on three major markets:

- North America. Present in the United States, the world's largest animal health market, Vétoquinol plans to develop an innovative approach to this market.
- Brazil, the world's second largest market, where the Group has recently established a subsidiary (2011).
- Asia, an area of high potential growth, especially in the pets sector.





“

I have been working with Vétoquinol for 26 years. Every French vet uses your products right from the start of their career: Vétoquinol is a household name amongst our community. The first time I held a Vétoquinol product in my hands must have been during my first internship. ”

Dr. Hamon,  
Partner in a veterinary practice, Morbihan



# MAINTAINING LONG-STANDING RELATIONSHIPS WITH CUSTOMERS

**In permanent contact with its customers, Vétoquinol is constantly fine-tuning its product offering so as to keep up with their changing requirements. Constantly on the look out for market developments, the Group aims to establish long-standing partnerships with various animal health companies in order to bring continuous improvements to treatment and relationships with animals.**

## IN THE MIDST OF THE PROFESSIONAL COMMUNITY

Veterinarians are an essential link in the animal health chain. New drug projects regularly spring forth from the Group's various scientific partnerships with veterinary colleges. Its daily presence goes beyond the mere supply of products: the Group provides real support for vets and offers them training programs to improve the treatment they administer to animals. The strong link with vets and pet owners is reinforced by the "educational" resources provided to veterinary practices to promote proper use of drugs. Technical training, sales brochures, prescription monitoring, continuous improvement of practices are the daily preoccupation of our field representatives.

## DAILY ANSWERS TO QUESTIONS

In North America, Vétoquinol offers pig and poultry farmers, with the co-operation of veterinarians, disinfection services for their premises to adapt them to the requirements of anti-infective treatment. We are so close to our customers that best practices and concern for animal health as a whole are a common goal for both parties.

In the same way as for human health, customers inquire about the precautions to be taken in looking after their animals. By means of its websites and mobile applications, Vétoquinol helps its customers to find the information they are looking for.

The Group also makes use of social networks as a powerful communication tool, a sign of the Group's desire to support its customers on a daily basis. With Equistro®, the Group's range of products for horses, the relationship Vétoquinol maintains with its customers is as close as that which exists between its products and the animals themselves.





“

The Group's HR principles and values allow colleagues from different backgrounds to find professional fulfillment and work better together on projects and organizations that are increasingly cross-functional.”

**Isabelle Proust-Cabrera**  
Group Director, Human Resources

# COMMITMENT NOW FOR THE FUTURE

Through its services to animal health, Vétoquinol invests its skills and resources in the 23 countries in which it operates in order to promote economic and social development and environmental protection.

## RESPONSIBLE BEHAVIOR THROUGHOUT THE WORLD

In 2008, Vétoquinol enshrined its approach to sustainable development in the form of a Guide to Good Business Practices.

The guide sets out clearly what Vétoquinol expects of each of its employees, regardless of their rank or position: obedience to the law, compliance with the Vétoquinol code of conduct with regard to competitors, customers and suppliers, protection of the Group's assets and total avoidance of fraud, bribery and corruption. The guide is circulated to all employees and all Group establishments.

## THE ENVIRONMENT, OUR SHARED RESPONSIBILITY

As risk management is key to the Group's business, Vétoquinol has set up dedicated processes and teams in all production sites. The Group's HSE engineer (Health, Safety, Environment) carries out regular safety and environmental audits on each of the Group's production facilities.

In view of the nature of its business, Vétoquinol endeavors to minimize pollution and optimize waste management. For example, the site at Lure in France has its own biological sewage plant, which is currently undergoing improvements. This should place Vétoquinol well ahead of the field in terms of treatment of pollutants.

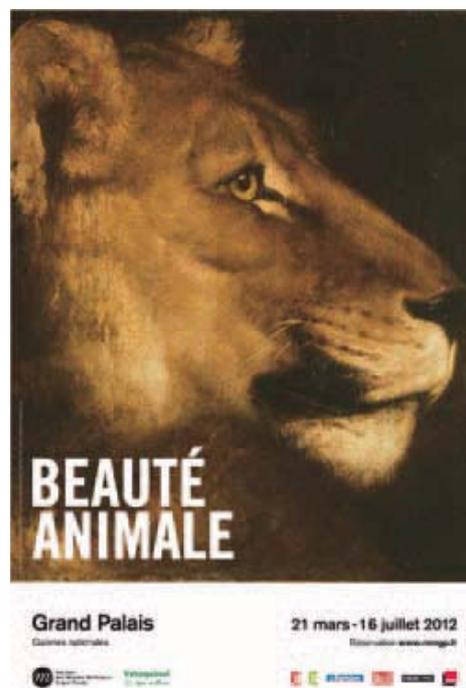
## AN ACTIVE SOCIAL AGENDA

Vétoquinol supports local communities through its involvement in and support of a large number of social, environmental and humanitarian schemes.

- In Canada, through the Vétoquinol employees' organization of numerous initiatives in aid of Centraide, a charity that helps individuals and families to escape from poverty and exclusion.
- In France, partnership with the French national employment agency (Pôle Emploi) at the Lure site.  
Results: hiring and one-year training cycle for 7 job-seekers, who will then take qualified jobs as technical operators in industrial and pharmaceutical production. This scheme is part of the company's policy to use alternative hiring methods to fill these highly specialized production positions.
- Sponsorship of the "Animal Beauty" exhibition in the National Galleries of the Grand Palais, Paris in 2012.



The Gaïa Index is the first SRI index applied to French Small & Mid Cap companies. Set up in partnership with IDMidCaps, Ethifinance, the French Society of Financial Analysts (SFAF) and MiddleNext, the index consists of 70 companies selected in accordance with non-financial criteria from a pool of 230 French companies whose combined revenues add up to 140 billion. Among the companies with sales between 150 million and 500 million, Vétoquinol joined the Top 5 in 2012 ranking third.





Our main challenge is the roll-out of our new Excellence 2016 strategy. The success of this strategy will be achieved through even closer ties between all our partners and an ever more motivated and efficient management control team working for our internal customers. ”

Michel Convert  
Group Management Control Director



# VÉTOQUINOL ON THE STOCK MARKET

**The company's successful listing on the Paris stock exchange in 2006 boosted its international reputation, which has turned into a powerful asset. The Group financial reporting policy aims at strict compliance with reporting best practices as officially recognized by the financial community.**

## INITIAL PUBLIC OFFERING, A KEY MILESTONE

Vétoquinol's November 2006 IPO was a key milestone in the Group's development that has now opened the doors to additional sources of funding. The listing also considerably enhanced the Group's reputation, acting as a springboard for the creation of new partnerships. Regular financial reporting requirements for listed companies compel them to adopt strict procedures and maintain total compliance with the principles of financial transparency. Vétoquinol has successfully implemented the required procedures and has gained strong credence amongst its customers, bankers and investors in France and worldwide. Vétoquinol now has a large number of French and foreign investors, each of whom plays a vital role in the Group's development.

## GOOD GOVERNANCE, A GUARANTEE OF SUSTAINABILITY

### >The Board of Directors

The Group is committed to the highest standards of corporate governance and transparency, as shown by its adherence to the AFEP-MEDEF code of corporate governance for listed companies.

The Board of Directors consists of eight members, including two independent members. It is chaired by Étienne Frechin, who has been in charge of the operational management of the Vétoquinol Group for over 30 years. The audit, compensation and strategy committees supply additional information to the Board members.

The Board meets at least four times a year and whenever the company's interests so require.

### >The Executive Committee

The Executive Committee is the sole management body of the Vétoquinol Group. It is chaired by Vétoquinol's CEO, Matthieu Frechin. He is responsible for managing Group operations and is assisted in this task by eight other members. The Executive Committee meets once a month.

It takes all the necessary steps to ensure that Group strategy is implemented. It is responsible for human resources development. It sets the corresponding operational targets and the actions to be implemented in order to achieve them.



In 2011 Vétoquinol was awarded 3<sup>rd</sup> prize for Corporate Governance by the *AGEFI* business and financial newspaper. The award shows how successfully the company has implemented corporate governance best practices. It is also a recognition of the quality and structure of Vétoquinol's Board of Directors and the talent and commitment of its members.

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**Vétoquinol**  
*a Sign of Passion*