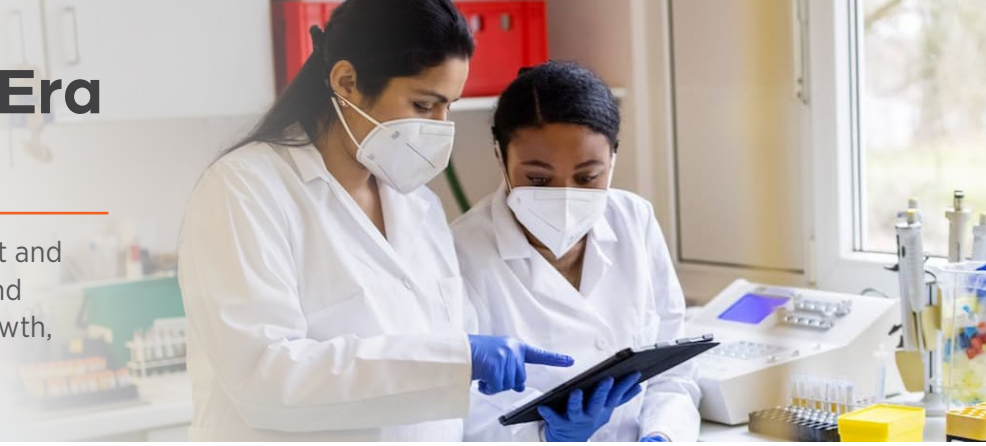


Shaping the Next Era of Animal Health

Leveraging proven innovation model, robust and diversified pipeline, unmatched expertise and unrivaled capabilities to drive sustained growth, profitability and value



FUELING INNOVATION & VALUE CREATION IN MARKET BUILT FOR GROWTH

12

Potential blockbusters¹

\$7B+

Combined total addressable market values in Chronic Kidney Disease, Oncology, Cardiology, Anxiety, Obesity

\$90B+

Animal Health market expected to **grow ~2x** by 2035

ROBUST, DIVERSIFIED & BALANCED PIPELINE



GEOGRAPHIC EXPANSION - 15-20% NEW R&D REVENUE

Extending reach of proven portfolio into new and growing markets



NEW PRODUCT INNOVATION - 40-50% NEW R&D REVENUE

Advances that will substantially enhance standards of care



LIFECYCLE INNOVATION - 35-40% NEW R&D REVENUE

Enhancing value of proven products with new species, formulations, indications, and combinations

INTEGRATED CAPABILITIES

Across all pillars of veterinary science – predicting, detecting, preventing, and treating disease:



Therapeutics



Vaccines & Prevention



Diagnostics



Devices



Precision Animal Health

UNMATCHED R&D EXPERTISE AND SCIENTIFIC SCALE



1,700

R&D colleagues



>\$6B

Invested in R&D²



75+

Years of proprietary research data



90

Therapeutic targets



15

Therapeutic areas of expertise

CROSS-PLATFORM CAPABILITIES ACROSS R&D, MANUFACTURING & COMMERCIAL EXECUTION



Integrated science-to-scale model connects R&D, manufacturing excellence, & commercial execution



AI accelerating discovery & enhancing target validation



Diagnostics & biomarkers enabling earlier detection



Deep customer insights informing innovation & launches

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¹ Products with expected future potential annual sales of \$100M+, not necessarily to be achieved within the disclosed timeframe as presented on December 2, 2025 at the company's Innovation Webcast.

² From 2013 to 2025.

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