

Contents

Our Strategy

- To develop an international high growth, cash generative, specialist veterinary products business; and
- To sustain growth and innovate in our Services business

Our Highlights

- €135 million acquisition of Eurovet® Animal Health B.V. ("Eurovet") completed, funded by successful Rights Issue and debt re-financing
- Strong performance from Pharmaceuticals in both Europe and the USA
- NVS operating margin stabilised in second half
- Investment in product pipeline increased by 10%
- Strong second half cash inflow resulted in a 92% full year conversion rate

Our Key Strengths

- Unique Products
- People and Expertise
- Strategic Focus
- International Footprint
- Strong Financial Platform
- Development Pipeline
- Strong Market Position
- Growing Markets
- Customer Satisfaction
- Innovation

Our Business

- 02 Group at a Glance
- 04 Our Business Model
- 06 Your Questions Answered

Directors' Report: Our Performance

- 08 Chairman's Statement
- 10 Chief Executive's Review
- 14 Key Products and Specialisations
- 16 The Business and its Markets
- 17 Product Development
- 18 Product Pipeline
- 20 Introducing the DVP Country Managers
- 22 European Pharmaceuticals
- 25 US Pharmaceuticals
- 26 Services
- 30 HR
- 32 Key Performance Indicators
- 34 Financial Review
- 38 Risks and Uncertainties

Directors' Report: Our Governance

- 40 Board of Directors
- 42 Senior Management
- 44 Corporate Governance
- 55 Audit Committee Report
- 59 Directors' Remuneration Report
- 71 Social, Ethical and Environmental Responsibilities
- 76 Other Disclosures
- 80 Statement of Directors' Responsibilities

Our Accounts

- 81 Independent Auditor's Report
- 83 Consolidated Income Statement
- 84 Consolidated Statement of Comprehensive Income
- 85 Consolidated Statement of Financial Position
- 86 Consolidated Statement of Changes in Shareholders' Equity
- 87 Consolidated Statement of Cash Flows
- 88 Notes to the Consolidated Financial Statements
- 133 Company Balance Sheet
- 134 Reconciliation of Movements in Shareholders' Funds
- 135 Notes to the Company Financial Statements
- 142 Financial History

Shareholder Information

- 143 Glossary
- 144 Shareholder Information
- IBC Advisers

