

44<sup>TH</sup> ANNUAL J.P. MORGAN  
HEALTHCARE CONFERENCE

# Leading the Future of Animal Health

January 12, 2026



**zoetis**

## Forward-Looking Statements

This presentation contains forward-looking statements, which reflect the current views of Zoetis with respect to: industry growth and market outlook; business plans or prospects; future operating or financial performance; future guidance; future operating models; R&D costs; timing and likelihood of success; expectations regarding products, product approvals or products under development and expected timing of product launches; expectations regarding competing products; expectations regarding the timing and financial impact of divestitures; disruptions in our global supply chain; expectations regarding the performance of acquired companies and our ability to integrate new businesses; expectations regarding the financial impact of acquisitions; future use of cash, dividend payments and share repurchases; foreign exchange rates, tax rates, tariffs, changes in tax regimes and laws and any changes thereto; and other future events. These statements are not guarantees of future performance or actions.

Forward-looking statements are subject to risks and uncertainties. If one or more of these risks or uncertainties materialize, or if management's underlying assumptions prove to be incorrect, actual results may differ materially from those contemplated by a forward-looking statement. Forward-looking statements speak only as of the date on which they are made. Zoetis expressly disclaims any obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. A further list and description of risks, uncertainties and other matters can be found in our most recent Annual Report on Form 10-K, including in the sections thereof captioned "Forward-Looking Statements and Factors That May Affect Future Results" and "Item 1A. Risk Factors," in our Quarterly Reports on Form 10-Q and in our Current Reports on Form 8-

K. These filings and subsequent filings are available online at [www.sec.gov](http://www.sec.gov), [www.zoetis.com](http://www.zoetis.com), or on request from Zoetis.

## Non-GAAP Financial Information

We use non-GAAP financial measures, such as adjusted EBITDA, adjusted net income, adjusted diluted earnings per share, operational results (which exclude the impact of foreign exchange) and organic operational results (which exclude the impact of foreign exchange and certain acquisitions and divestitures), to assess and analyze our results and trends and to make financial and operational decisions. We believe these non-GAAP financial measures are also useful to investors because they provide greater transparency regarding our operating performance. The non-GAAP financial measures included in this presentation should not be considered alternatives to measurements required by GAAP, such as net income, operating income and revenue growth, and should not be considered measures of liquidity. These non-GAAP financial measures are unlikely to be comparable with non-GAAP information provided by other companies. Reconciliations of non-GAAP financial measures and the most directly comparable GAAP financial measures are included in the appendix to this presentation.

A professional headshot of Kristin Peck, a woman with blonde hair, wearing a dark blue blazer over a light-colored top and a necklace. She is smiling and looking directly at the camera. The background is a blurred office setting with large windows.

Kristin Peck

Chief Executive Officer

A professional headshot of Wetteny Joseph, a man with short dark hair, wearing a dark blue blazer over a light blue shirt. He is smiling and looking directly at the camera. The background is a blurred office setting with large windows and a plant.

Wetteny Joseph

Executive Vice President,  
Chief Financial Officer

# What you will hear today

## Animal Health industry poised for significant growth

---

Market expected to nearly double to ~\$90B over next 10 years<sup>1</sup>, with strong tailwinds in both Companion Animal and Livestock

## Capitalizing on trends in a resilient and growing industry

---

Science-to-scale model enables us to bring innovation to customers faster and build durable, sustainable franchises

## Diverse growth drivers

---

Leveraging a diverse, durable portfolio to sustain a trajectory of consistent growth

## Robust pipeline to drive new growth

---

Expecting a major market approval every year for the next several years, with 12 potential blockbusters

## Creating shareholder value

---

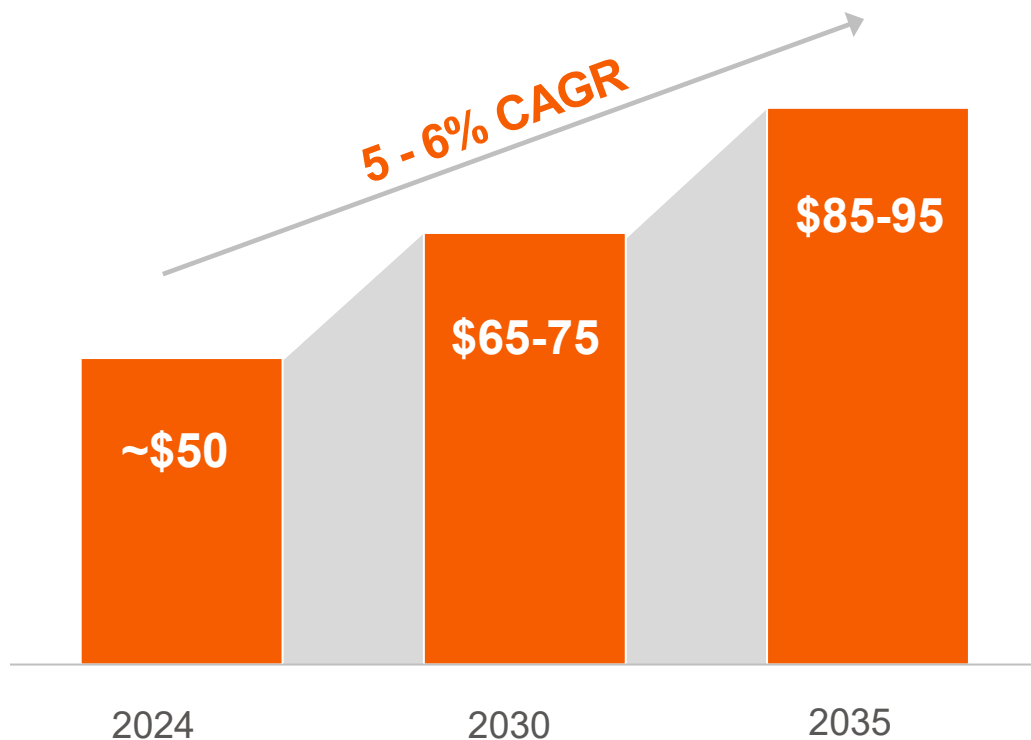
Well-positioned to drive sustained value through revenue growth, strategic investments, margin expansion and ROIC<sup>2</sup>

<sup>1</sup> Source: Vetnosis and internal market forecasts

<sup>2</sup> ROIC stands for Return On Invested Capital

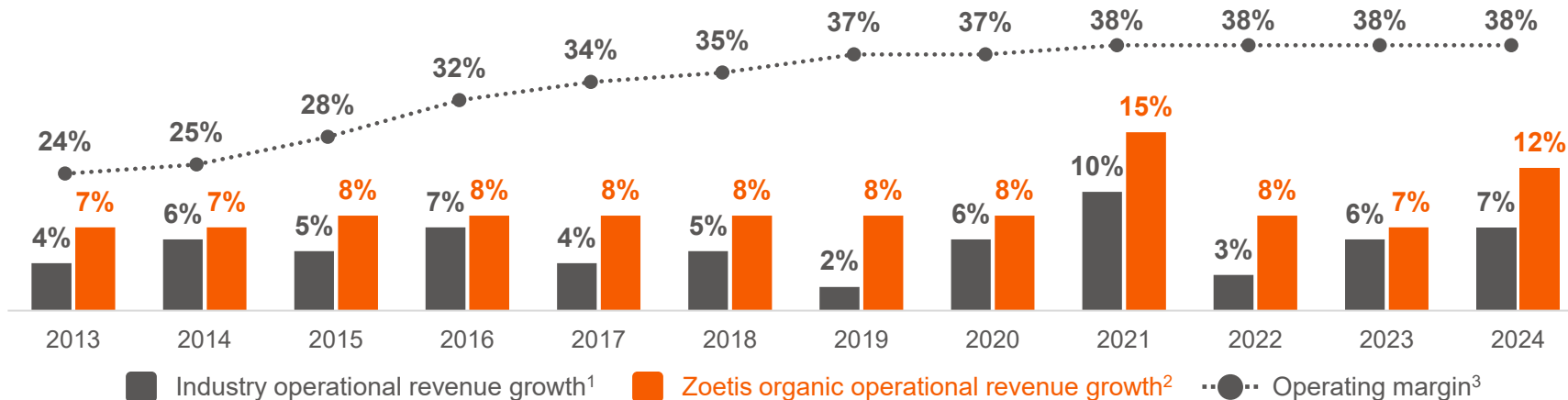
**Animal Health market is poised to reach ~\$90B by 2035**

**Global Animal Health market size, \$B**



Note: Market definition includes core animal health, diagnostics, bio-devices, and genetic testing  
Source: Vetnosis and internal market forecasts

# Zoetis has consistently grown faster than the Animal Health market



**8% Revenue CAGR since our IPO in 2013 compared to 5% for the Animal Health Industry<sup>4</sup>**

<sup>1</sup> Source: Vetnosis for historical core animal health market, including Zoetis, excludes diagnostics, genetic tests, biodevices and precision animal health. Operational growth (a non-GAAP financial measure) excludes the impact of foreign exchange.

<sup>2</sup> Organic operational growth (a non-GAAP financial measure) excludes the impact of foreign exchange, acquisitions and divestitures, and the operational efficiency initiative in 2016.

<sup>3</sup> Operating margin is defined as Adjusted EBIT expressed as a percentage of revenue.

<sup>4</sup> Source: Vetnosis' estimated average annual growth rates from 2013 to 2024 in the core animal health market for Zoetis (~8%) as compared to estimates for the overall industry including Zoetis (~5%). Operational growth (a non-GAAP financial measure) excludes the impact of foreign exchange.

Reconciliations of non-GAAP financial measures are available in the appendix to this presentation.

# Companion Animal growth fueled by secular tailwinds

—  
Younger, wealthier  
generation of pet  
owners

—  
Deeper  
human-animal bond

—  
Increase in pet  
medicalization

—  
Pets living longer

—  
Growing demand for  
advanced treatments

—  
Convenience driving  
momentum in  
alternative channels



# Similarly, Livestock dynamics are driving sustainable growth

Market normalization creating renewed momentum

Shift to prevention driving accelerating vaccines growth

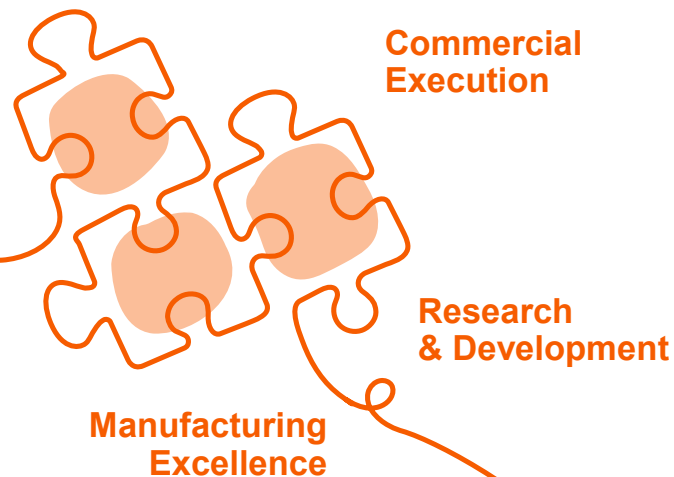
Global population growth

Rising global protein demand



# Building on market leadership to drive the next wave of growth

Poised to deliver sustained value with leading market reach, manufacturing reliability and scale, and unrivaled innovation capabilities



**Unmatched scientific and veterinary expertise**



**1600**

R&D colleagues

**>\$5B**

Invested in R&D<sup>1</sup>



**Unrivaled scientific insight and IP depth**



**~75**

Years of proprietary research data



**300**

Product lines



**Translating into the most comprehensive R&D engine**



**90**

Therapeutic targets<sup>2,3</sup>

**15**

Therapeutic areas

**8**

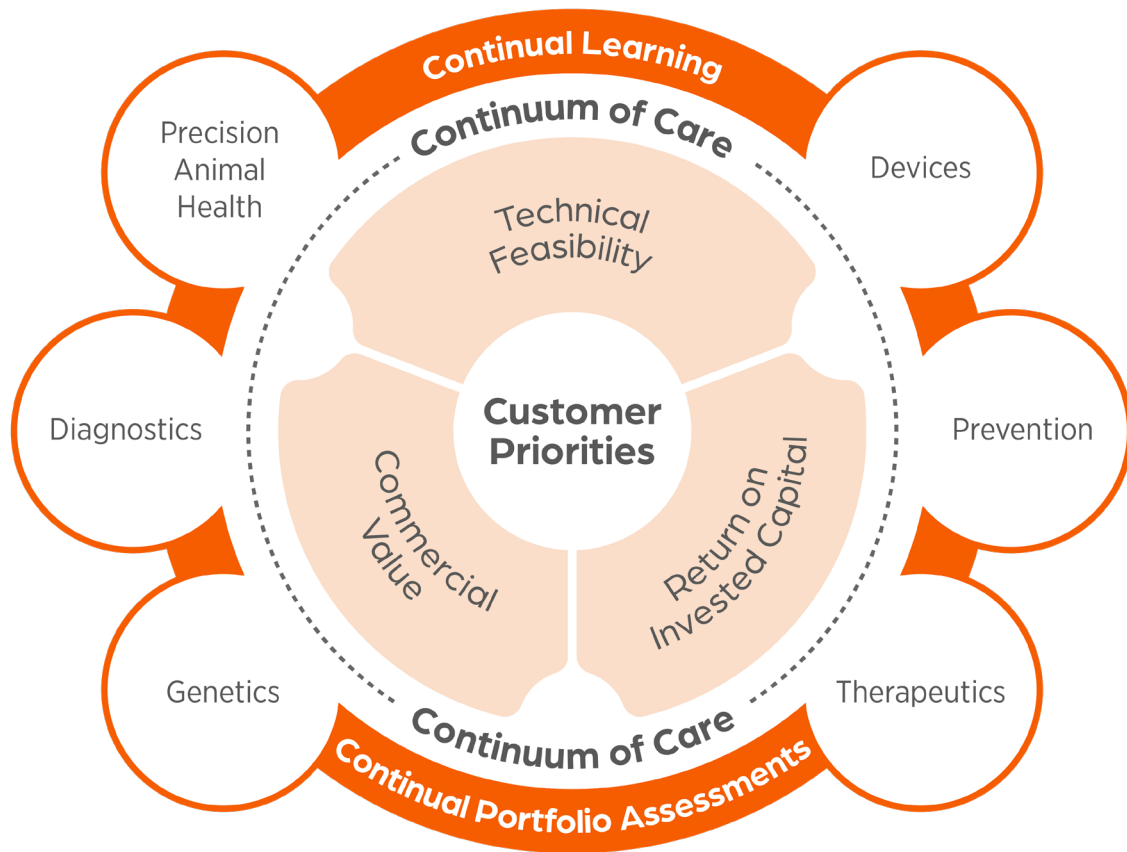
Species

<sup>1</sup> From 2013 to 2024

<sup>2</sup> Therapeutic target defined as a biological pathway, protein, or gene that is involved in a disease, and thus becomes the 'target' area to affect for disease treatment - e.g., JAK inhibitor is the biological target for Apoquel.





<sup>3</sup> As of November 2025





# From discovery to delivery: Science-to-Scale Model













# Robust pipeline with expected major market approvals every year for the next several years

 Expected blockbusters<sup>1</sup>

2025	
Long-Acting OA mAb (Portela)	
Long-Acting OA mAb (Lenivia)	
HPAI Vaccines*	 

Expected 2026	
Next-Gen Chemistry Dx <sup>2</sup>	 
Long-Acting Cytopoint	
HVT-ND	

Expected 2028 – 2029	
Derm mAb	
Convenia® New Formulation	
Oral Vaccines	
Oncology mAb 1*	
Oncology mAb 2*	
DNA Vaccine 1	

Expected 2027	
Renal mAb Therapy*	
Simparica DUO	
HVT-ND-ILT Vaccine	
PCV2a-b mHyo Needle Free Vaccine	

Expected <sup>3</sup> 2030+	
Renal mAb Therapy*	
Obesity Therapeutic	
Anxiety Therapeutic	
Long-Acting Parasiticide	
Cardiology Solution*	
Bacterial Vaccines	
Parasite Vaccines	
mHyo Microdose Vaccine	
Derm Therapeutic*	
DNA Vaccine 2	

## Notes:

Expected approvals in the U.S., EU or other top 10 international market based on 2024 annual revenue (Australia, Brazil, Canada, China, Mexico, Japan, and U.K.).

Content reflects projected approvals based on internal estimates. Actual results may vary due to regulatory review processes and approval requirements, or other internal and external factors, including for programs with longer-term horizons. New product innovation has a higher inherent uncertainty when compared to geographic expansion and lifecycle innovation.

Products are not ordered by value or any other criteria within each date range

<sup>1</sup> Products with expected future potential sales of \$100M+, not necessarily to be achieved within disclosed time horizon






<sup>2</sup> Completion of final validation expected in 2026

<sup>3</sup> Non-exhaustive

\*Conditional licenses or approvals

# Pioneering emerging frontiers in Animal Health

## Why innovation in these therapeutic areas matter

		TAMs <sup>2</sup>
	<b>Chronic Kidney Disease</b>	#1 cause of death in cats, without treatments that directly impact disease. Prevalence estimated at ~8% for dogs and ~15% for cats over the total population
	<b>Oncology</b>	#1 cause of death in dogs and #2 in cats. 1 in 4 dogs and 1 in 5 cats will develop cancer in their lifetime, and these ratios are growing as pets live longer
	<b>Cardiology</b>	Current treatments are not optimized for sick patients, driving low compliance. Prevalence estimated at ~6% <sup>1</sup> of the total dog population
	<b>Obesity &amp; Metabolic Diseases</b>	Nearly ~60% of dogs and cats are obese, and compliance with dietary adjustments being as low as 30%
	<b>Anxiety</b>	70%+ of dogs face anxiety challenges, with no existing gold standard of care
		<b>\$3.0 - 4.0B</b> 7 assets and diagnostics biomarkers under development
		<b>\$1.2 - 1.7B</b> 4 assets and diagnostics biomarkers under development
		<b>\$0.8 - 1.0B</b> 9 assets and diagnostics biomarkers under development
		<b>\$0.8 - 1.0B</b> 2 assets under development
		<b>\$0.7 - 1.4B</b> 3 assets under development

<sup>1</sup>With 4% of the total dog population in early, treatable stages

<sup>2</sup>TAM represents the overall market opportunity within Animal Health, covering the full range of relevant species, customer segments, and areas of unaddressed demand. Addressable market reflects treatable conditions, not all incidence of condition

Note: Assets currently under development and have not yet received regulatory approval

Source: POP survey 2024; Kx Advisors Market Research 2024; Pet Obesity Management Market Opportunity, Growth Drivers, Industry Trend Analysis, and Forecast 2025-2034, Salonen, M., Sulkama, S., Mikkola, S. et al. Prevalence, comorbidity, and breed differences in canine anxiety in 13,700 Finnish pet dogs. Sci Rep 10, 2962 (2020), Veterinary Cancer Society and AVMA

# Commercial Excellence: Delivering value at scale



## Global Scale & Discipline

Commercial presence in 45+ markets with a strong, experienced field force

Omni-channel model meeting customers where they are

Advanced analytics improving forecasting and customer experience



## Proven Model of Execution

Strong track record of market creation and launch excellence

Medical Affairs and Next-Gen sales engine delivering real-world impact

Marketing and DTC programs driving demand and high customer satisfaction



## Deep Customer Insight & Engagement

Insight engine spanning veterinarians, producers, and pet owners

Trusted relationships supported by a world-class field force

Solutions supporting customers across the full continuum of care



## Broad, Differentiated Portfolio & Pipeline

Industry's broadest portfolio with strong, durable franchises

Clinically differentiated products backed by safety and real-world evidence

Pipeline focused on high unmet need and chronic conditions

# Simparica Trio<sup>®</sup> leads the expanding parasiticide segment

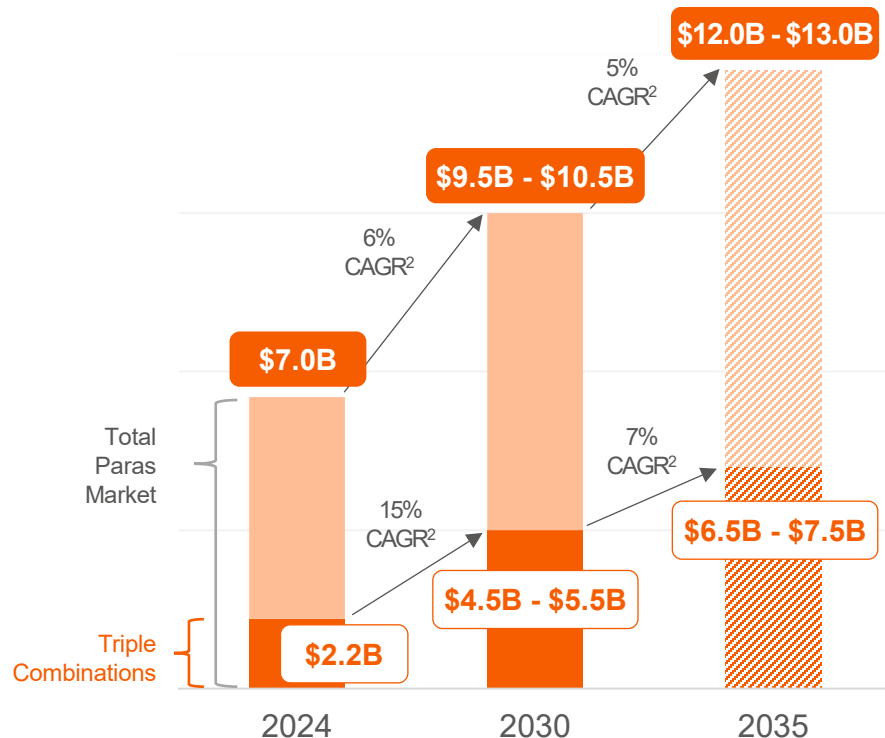
Parasiticides, the largest segment in Animal Health, are evolving toward triple combination oral products, where Simparica Trio leads with:

- Market share in adult dogs and puppies implying long tail of full-life treatments
- Significant first mover advantage with 85%+ pet owner satisfaction

## Category expansion driven by:

- Continued expansion into triple combinations and innovation in injectables
- Retail expansion driving compliance
- Direct-to-consumer marketing to increase awareness

## Expected Parasiticide Market Growth (\$B)<sup>1</sup>



<sup>1</sup> Source: Zoetis internal estimates based on industry data, anticipated launches in injectables and orals, and continued channel shifting. Dog/Cat Mix to remain: 82%/18%.

<sup>2</sup> CAGR calculated from mid-point of ranges.

# Zoetis positioned to continue to lead growing canine dermatology market

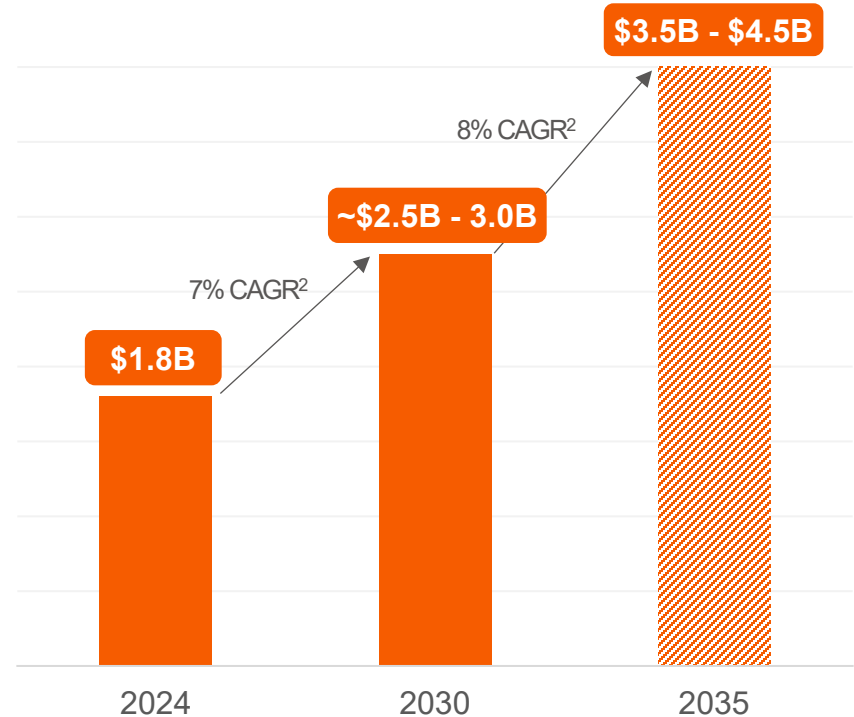
Sustaining leadership through trusted brands, commercial excellence, ongoing innovation

- Apoquel and Cytopoint are recognized, trusted brands, delivering proven efficacy and safety
- Unmatched commercial engine fueled by strong field force with deep customer relationships
- Ongoing investment in scientific studies to differentiate products from new entrants

Category expansion driven by:

- Large untreated and under-treated population
- Advances in testing driving higher diagnosis and treatment rates, supported by a pipeline that will further differentiate and fuel growth

## Expected Dermatology Market Growth (\$B)<sup>1</sup>



<sup>1</sup> Source: Zoetis internal estimates based on industry data for core animal health market.

<sup>2</sup> CAGR calculated from mid-point of ranges.

# Revolutionary medicines continue unlocking significant opportunity in OA pain market

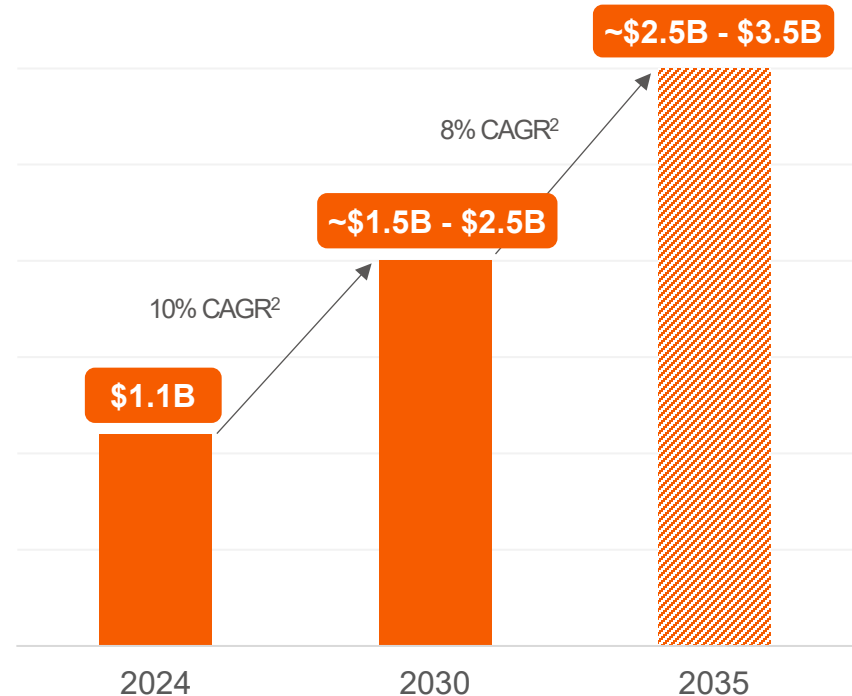
Zoetis continues to expand the market with growing portfolio of innovative, category-creating medicines:

- Librela has improved quality of life for millions of dogs suffering from OA pain
  - Executing a focused, multi-pronged strategy to return Librela to growth
  - +75% of U.S. patients – past and present – report being extremely or very satisfied
- Solensia has expanded the U.S. Feline OA Pain market by 84%, since launch in 2022<sup>3</sup>

## Category expansion driven by:

- Recent approvals expand market opportunity through increased choice and convenience
- Large and growing untreated patient population

## Expected OA Pain Market Growth (\$B)<sup>1</sup>



<sup>1</sup> Source: Zoetis internal estimates based on industry data for Pain Petcare market.

<sup>2</sup> CAGR calculated from mid-point of ranges.

<sup>3</sup> Through Q3 2025.

# Advancing the OA Pain category with new approvals



**Long-acting dosing options** make osteoarthritis pain management more convenient for pet owners and veterinarians

---



**Lenivia**<sup>®</sup>  
Izenivetmab



**Demonstrated improvement** in mobility and quality of life in dogs and cats, with significant pain relief observed within days

---



**Portela**<sup>®</sup>  
Relfovetmab



**Strengthens leadership** in OA pain management, broadening access to high-quality care and expands the OA pain franchise

# Livestock dynamics driving sustainable growth

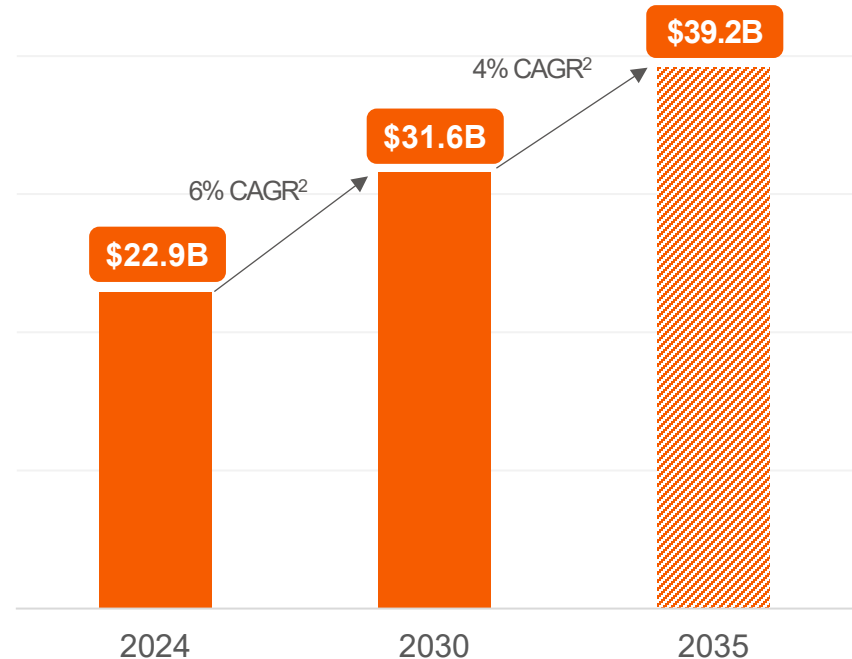
Normalized Livestock market has strengthened demand, enabling us to deliver mid-single-digit growth for three consecutive years, fueled by:

- Growing middle class driving increased consumption of protein
- Rising global demand for safe, sustainable protein

Category expansion driven by:

- Industry shift from treatment to prevention, with increasing investment in herd health
- Vaccine growth outpacing broader Livestock market

## Livestock Animal Health market revenue, \$B<sup>1</sup>



<sup>1</sup> Source: Vetnosis Fx Neutral Growth and internal estimates, OECD/FAO (2025), 'OECD-FAO Agricultural Outlook 2025-2034' UN data and projections, data compiled from multiple sources by World Bank as of 7/2025

<sup>2</sup> CAGR calculated from mid-point of ranges.

# A proven formula for growth and returns

Over the past five years, Zoetis has delivered consistent, high-quality results...



and we have the focus and discipline to keep delivering

## Growth

Revenue growth past 5 years<sup>1</sup>

**8-9%**

## EBITDA Margin

Adjusted EBITDA margin, avg. past 5 years<sup>2</sup>

**41-42%**

## ROIC

Including Goodwill, avg. past 5 years<sup>2</sup>

**26-27%**

- Investing in our pipeline to sustain top-line growth and expand our leadership in innovation
- Allocating capital with discipline to ensure strong returns as we scale new markets
- Executing against clear targets with a model built for durability and compounding value

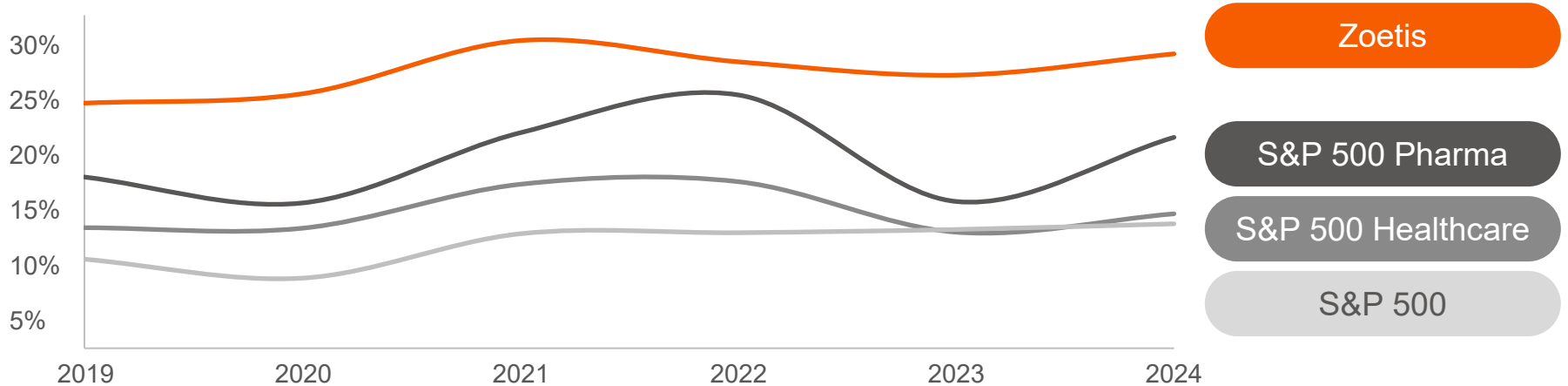
<sup>1</sup> CAGR for GAAP reported revenue 2020-2024

<sup>2</sup> Between 2020-2024

# R&D productivity and ROIC are translating into sustained top- and bottom-line growth

R&D efficiency and portfolio mix are driving margin expansion and double-digit earnings growth

## Weighted average post-tax ROIC (including Goodwill)



Note: ROIC including Goodwill is based on Operating Profit after tax times capital productivity based on two-year average of invested capital; Aggregates are based on the weighted average ROIC of index constituents (sum of operating profit after tax / sum of 2-year average of invested capital); Index constituents are as of Dec. 2024 (S&P 500: 406, S&P 500 Healthcare – GICS Level 1: 55, S&P 500 Pharma – GICS Level 3: 7)

Source: S&P Capital IQ  
(for benchmarked companies)

# Capital Allocation Priorities

Our Capital Allocation strategy is designed to balance investments in growth, shareholder returns, and financial flexibility



## Reinvest in Our Business

Funding our industry-leading R&D programs

Driving Efficiency and Capacity initiatives



## External Business Development Opportunities

Targeting bolt-on acquisitions and complimentary technologies



## Return Cash to Shareholders

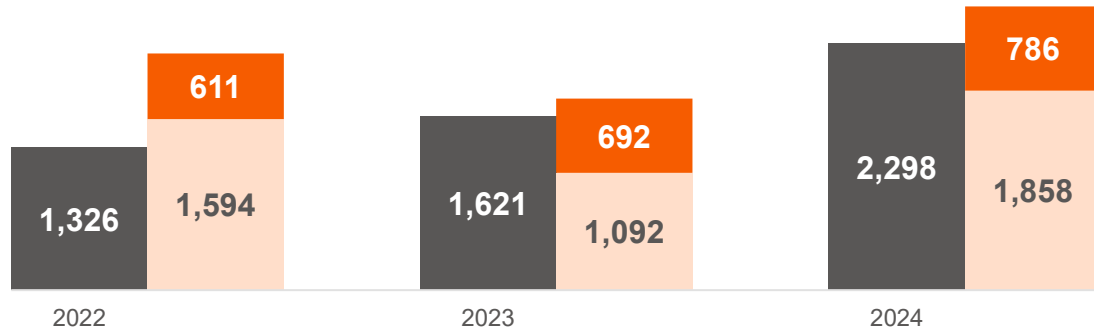
Share Repurchases based on capital deployment needs, ongoing M&A activity, and stock valuation

Dividend commitment to grow at or above adjusted net income growth

# Shareholder Payout Above FCF

## 3-YEAR AVERAGE SHAREHOLDER PAYOUT

>125% of Free Cash Flow returned to shareholders



**13%** CAGR on Dividend Growth<sup>1</sup>



**8%** CAGR on Share Repurchase Growth<sup>1</sup>

■ FCF   ■ Dividends   ■ Share repurchases

- Strong Free Cash Flow growth driven by revenue growth and operating efficiency
- Share repurchases part of broader strategy to return excess capital to shareholders.
- Ongoing commitment to growing our dividend
- Recent convertible note and share repurchase reflect our confidence in the business

# Key Takeaways

## Animal Health industry poised for significant growth

---

Market expected to nearly double to ~\$90B over next 10 years, with strong tailwinds in both Companion Animal and Livestock

## Capitalizing on trends in a resilient and growing industry

---

Science-to-scale model enables us to bring innovation to customers faster and build durable, sustainable franchises

## Diverse growth drivers

---

Leveraging a diverse, durable portfolio to sustain a trajectory of consistent growth

## Robust pipeline to drive new growth

---

Expecting a major market approval every year for the next several years, with 12 potential blockbusters

## Creating shareholder value

---

Well-positioned to drive sustained value through revenue growth, strategic investments, margin expansion and ROIC<sup>1</sup>

# Q&A



# Appendix

# Reconciliation Of GAAP To Non-GAAP Financial Measures

## Reported Revenue Growth to Organic Operational Growth

<i>(Dollars in millions)</i>	Revenue	Change from Prior Year	Foreign Exchange	Operational <sup>1</sup>	Acquisitions / Divestitures	Operational Efficiency Initiative <sup>2</sup>	Organic Operational <sup>3</sup>
2013	\$4,561	5%	(2)%	7%			
2014	\$4,785	5%	(2)%	7%			
2015	\$4,765	—%	(8)%	8%			
2016	\$4,888	3%	(2)%	5%	2%	(5)%	8%
2017	\$5,307	9%	1%	8%			
2018	\$5,825	10%	—%	10%	2%		8%
2019	\$6,260	7%	(3)%	10%	2%		8%
2020	\$6,675	7%	(2)%	9%	1%		8%
2021	\$7,776	16%	1%	15%			
2022	\$8,080	4%	(4)%	8%			
2023	\$8,544	6%	(1)%	7%			
2024	\$9,256	8%	(3)%	11%	(1)%		12%

<sup>1</sup> Operational results (a non-GAAP financial measure) excludes the impact of foreign exchange

<sup>2</sup> Includes product and market rationalizations, as part of the operational efficiency initiative

<sup>3</sup> Organic operational results (a non-GAAP financial measure) excludes the impact of foreign exchange, acquisitions and divestitures, and in 2016, called Normalized Organic Operational Growth, also excluded the operational efficiency initiative

# Reconciliation Of Adjusted Net Income To Adjusted EBIT

<i>(Dollars in millions)</i>	Adjusted Net Income <sup>1</sup>	Interest Expense <sup>2</sup>	Interest Income <sup>2</sup>	Income Taxes <sup>2</sup>	Adjusted EBIT <sup>3</sup>	% of Revenue <sup>4</sup>
2013	\$709	113	(3)	292	\$1,111	24%
2014	\$790	117	(6)	290	\$1,191	25%
2015	\$889	124	(6)	326	\$1,333	28%
2016	\$975	166	(8)	415	\$1,548	32%
2017	\$1,185	175	(13)	465	\$1,812	34%
2018	\$1,525	206	(31)	351	\$2,051	35%
2019	\$1,755	223	(37)	390	\$2,331	37%
2020	\$1,844	231	(12)	413	\$2,476	37%
2021	\$2,240	224	(6)	511	\$2,969	38%
2022	\$2,297	221	(50)	583	\$3,051	38%
2023	\$2,457	239	(103)	618	\$3,211	38%
2024	\$2,693	225	(106)	667	\$3,479	38%

<sup>1</sup> Adjusted net income attributable to Zoetis (a non-GAAP financial measure) is defined as reported U.S. GAAP net income attributable to Zoetis excluding purchase accounting adjustments, acquisition and divestiture-related costs and certain significant items.

<sup>2</sup> As included in adjusted net income.

<sup>3</sup> Adjusted Earnings Before Interest and Taxes (EBIT) (a non-GAAP financial measure) is defined as adjusted net income attributable to Zoetis excluding (i) interest expense and interest income and (ii) income taxes (all as included in adjusted net income).

<sup>4</sup> Adjusted EBIT margin (a non-GAAP financial measure) is defined as EBIT expressed as a percentage of revenue.

*zoetis*