



We are IVC Evidensia

THE GLOBAL LEADER IN VETERINARY CARE





Values

We care
We dare
We share



Mission

Bringing
people together
to make animal
care better.



Vision

Building the
world's best
veterinary group.

One IVC Evidensia for the future



Purpose

Our purpose is
healthy animals and
happy owners.



Group Strategy

Acquire, build,
and create.



Customer Promise

World-class
veterinary care
delivered locally.

The global leader in veterinary care

IVC Evidensia is the world's leading veterinary care provider with a network of clinics, hospitals and out-of-hour centres based across 19 countries employing over 28,000 staff. We invest in our people, premises and processes to provide clinical excellence.

World-class veterinary care delivered locally

Founded in 2011, we have grown rapidly by offering vets a unique and innovative working environment, promoting the highest standards of care while retaining clinical freedom and the flexibility of local service delivery.

Our mission is bringing people together to make animal care better

We believe the best veterinary practices are those led by local teams, which is why we are pioneers in developing our people, investing in continuous professional development through education, defining best clinical standards and our celebrated academies.

Advised by our Clinical Boards we ensure the best treatments and medicines are available for our clinicians, backed up by expert advice.

We promote the responsible use of antibiotics, raise awareness of infection prevention and champion many animal welfare issues.

Our purpose is simple: healthy animals and happy owners.

Please note all figures quoted in this document are company estimates at time of publication.

2021 Annual
Proforma Sales

c£1,9b

CAGR

(FY18 - FY20 Proforma Sales)

40%

Like-for-like organic
growth over past
12 months

15%

An extensive network of clinics and hospitals across 19 countries

Our growing network of first opinion, referral and out-of-hours sites work together in redefining exceptional veterinary care across the globe.

OUR COUNTRY MANAGERS



**Belgium &
The Netherlands**
Michiel van Silfhout



France
Patrick Govart



VetStrategy Canada
Orin Litman



**Ireland &
United Kingdom**
Duncan Phillips



DACH
Christoph Dänzer



Portugal & Spain
Antonio Clemente



Denmark
Ulla Pless



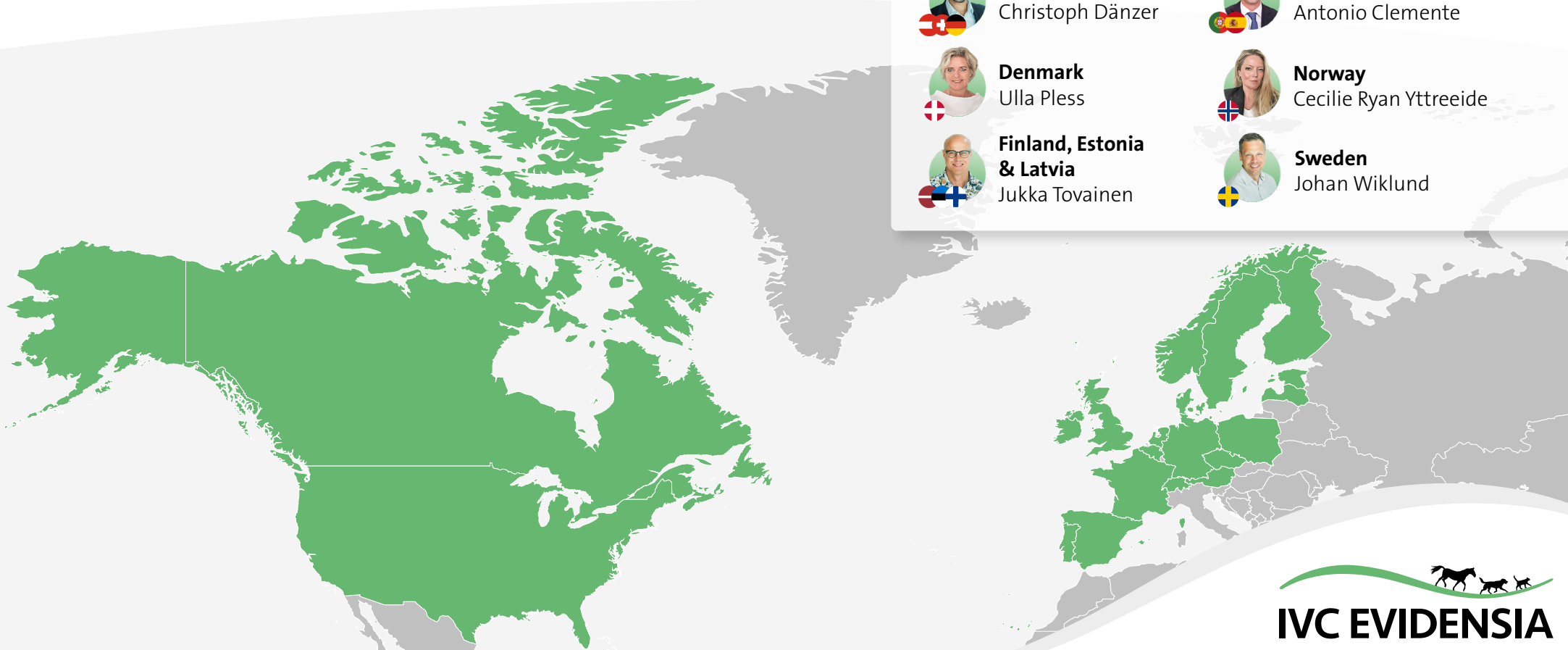
Norway
Cecilie Ryan Yttreide



**Finland, Estonia
& Latvia**
Jukka Tovainen



Sweden
Johan Wiklund



Caring is core to our success

At IVC Evidensia, we share a common vision, mission, customer promise, purpose and group strategy in all of our clinics.

We build and implement common core support processes to gain coherency and transparency, leaving our clinics to focus on what they do best, putting patients and customers first.

We create long-term value by investing in our people, practice and systems to deliver exceptional veterinary care and sustainable organic growth. We create our future through innovation and diversification.

OUR PRINCIPLES

Our whole business is built around six key principles:



Belief in people

The success of a clinic is down to the individuals that work there. We invest in continuous professional development for everyone within IVC Evidensia.



Investment in your practice

We invest our money in refurbishments, facilities, equipment and technology so that our clinics can provide the best possible patient care.



Exceptional care

We know the primary concern is delivering the best possible care. That's why IVC Evidensia practices always put their patients first.



Clinically led practices

We believe that the best practices are led by our vets and we want it to stay that way. That's why we place so much emphasis on our clinical boards.



An independent spirit

Our clinics are the heart of the community and we want it to stay that way. We always keep the spirit of the original practice intact.



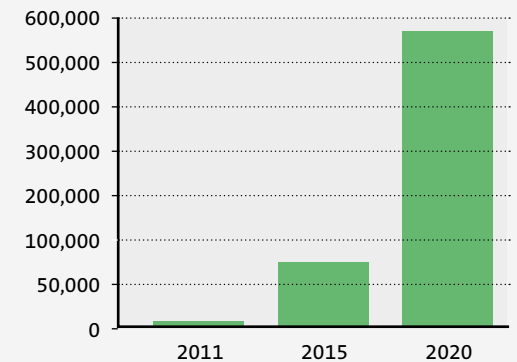
Sharing expertise

We are incredibly proud of the depth of talent among our referral clinicians, as well as their state-of-the-art facilities.

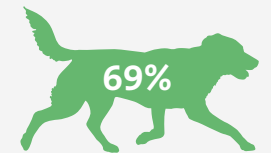
'Exceptional, affordable care'

We offer our clients access to high quality treatment and care, backed by our commitment to value and service delivery.

IVC Evidensia healthplan members



Our most common patients



We are united by our unique values

At IVC Evidensia we share a common vision, mission, customer promise, purpose and group strategy across all of our clinics and hospitals.

We Care

We care for animals and people, keep our promises, and treat each other with decency and respect.

We Dare

We dare to innovate, encourage entrepreneurial thinking and identify opportunities to succeed in a changing world.

We Share

We share knowledge, best practice and make decisions based on trust, dialogue, commitment and engagement.

IVC Evidensia in numbers

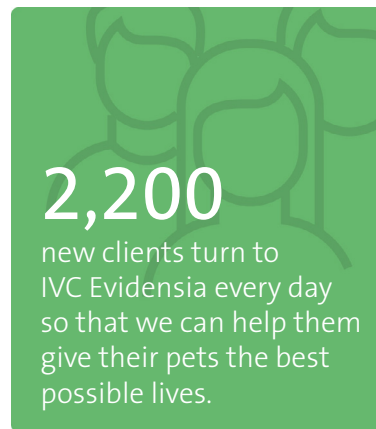
As the leading global veterinary care provider, our statistics grow on a daily basis.

From a small group of practices in the UK and Sweden in 2011 to a network spanning 19 countries, IVC Evidensia has come a long way in just a few years. These figures illustrate our fast and sustained growth as the leading global veterinary services provider.



>6.5m
pets are treated at IVC Evidensia clinics and hospitals per annum.

28,000
employees across the globe including vets, nurses and support staff.




2,200
new clients turn to IVC Evidensia every day so that we can help them give their pets the best possible lives.

8,100
of our vets are working in 19 countries, treating small animals, horses and livestock every day.



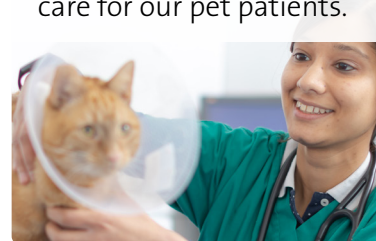
204
Referral centres, referral hospitals and out-of-hours sites and sites offering referral services.

682
referral vets and nurses within our network.



152
diplomates situated across our Group.

10,400
nurses play essential roles in the teams that care for our pet patients.



24 hours a day, 365 days a year - on average we treat a patient every
8 seconds

131
total number of MRI and CT scanners the group had access to in July 2020.



The strength of our group lies in its people

IVC Evidensia has always been veterinary led with a focus on clinical excellence.

IVC Evidensia's international Group Veterinary Medical Board supports each country's clinical board in regard to evidence-based care, quality assurance and medical strategies. It provides IVC Evidensia with a forum to discuss, advise and decide on clinical matters related to the group as a whole.

We build and implement common core support processes to gain coherency and transparency, letting our clinics focus on what they do best, putting patients and customers first.

We create long-term value by investing in our people, practice and systems to deliver exceptional veterinary care and sustainable organic growth. We create our future through innovation and diversification.

Group veterinary advisors and Medical Directors help local clinical teams by using their years of experience to influence policy and practice at every level.

“If we can be seen as a positive influence across the whole profession, why wouldn't we aspire to that?”

ALISTAIR CLIFF – CHAIR, GROUP VETERINARY MEDICAL BOARD

GROUP VETERINARY MEDICAL BOARD (GVMB)



Amanda Boag
Chief Medical Officer



Alistair Cliff
BVM&S CertAVP MRCVS,
Deputy Chief Medical Officer



Marlene Areskog
DVM, PhD, Country Medical
Director Sweden



Edward Davies
BVSc MRCVS, Chairman
Clinical Board UK



Sarah Proot
DVM, Country Medical
Director Netherlands



Anette Spohr
DVM PhD, Country Medical
Director Denmark



Mirja Kaimio
DVM, National Specialist,
Clinical Board Finland



Monica Heggelund
DVM, Country Medical
Director, Norway



Reto Neiger
DECVIM-CA, DACVIM,
PhD, Country Medical
Director DACH



Guillaume Ragetly
Dip ECVS, ACVS, PhD,
Country Medical Director
France



Finbarr Heslin
MVB MRCVS BSc (Hons)
Mgtm Prac, Country Medical
Director Ireland



David Martin
Group Animal Welfare
Advisor



Mark O'Byrne
Group Head of Nutrition



Jan Lievaart
Group Head of Farm
Animal and Equine



Anna-Maria Andersson
Group Hygiene Director

Ethical statement

The IVC Evidensia Ethical Statement outlines the values and responsibilities of our group. It considers our patients, their owners, our staff and colleagues, as well as public health and global sustainability.

For IVC Evidensia, to be a responsible company means to behave ethically in all aspects of our business and to care for the environment. We must set good examples in the way we act towards each other as employees and the way we treat our business partners, always respecting laws and regulations in the countries we do business.

These guidelines direct our everyday work as well as policy decision processes and apply to all activities within the company, extending beyond clinical practice. This is not a complete list, rather a template to guide our ideals.

Read our complete Ethical Statement [here](#).

IVC Evidensia is leading the way in setting a new standard of veterinary care, developing the unique concept of Animal Wellbeing.

People development

The IVC Evidensia Academy is where our employees grow and develop their skills and knowledge. It allows each staff member to choose their own career path. Be it clinical or non-clinical, practical or lecture-based - the IVC Evidensia Academy is the home of learning and development.

IVC Evidensia Academy courses and programmes are targeted at all members of the Practice Team wanting to develop their skills within chosen fields.

Our courses and training programmes are offered to our teams and consist of several international programmes, including the IVC Evidensia Graduate Academy.

Our Key Strategic Priorities are the basis of everything we do:

- Develop careers through Learning & Development
- Develop digital capacity that enables access to responsive, flexible learning
- Develop partnerships that facilitate access to high quality, credible & accredited clinical development
- Promote the wellbeing of our staff

“Our aim is to train our teams to be the best in their field and excel in their career.”

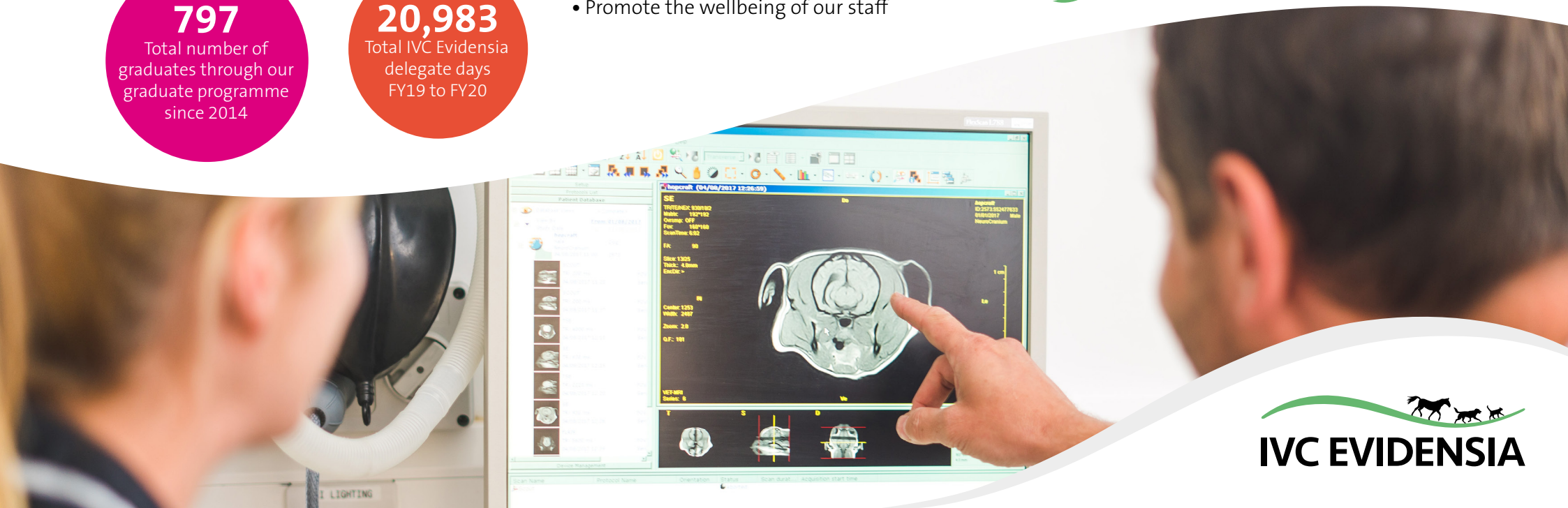
STEPHEN CLARKE – CEO, IVC EVIDENSIA

797

Total number of graduates through our graduate programme since 2014

20,983

Total IVC Evidensia delegate days FY19 to FY20



Our Group Strategy

Our group strategy relies on a framework of developing a growing network of first opinion, referral and emergency clinics and hospitals.

Acquire

Acquiring great veterinary clinics that share our values and want to build their future with us.



Build

Building and implementing common core support processes to gain coherency and transparency, letting our clinics focus on what they do best, putting patients and customers first.



Create

Creating long-term value by investing in our people, practice and systems to deliver exceptional veterinary care and sustainable organic growth. We create our future through innovation and diversification.



Sustainability

The topic of sustainability is growing in importance for IVC Evidensia’s stakeholders, clients and people.

ESTABLISHING THE POSITIVE PAWPRINT

For structural reasons, the veterinary industry has never comprehensively addressed this topic and at IVC Evidensia, progress on sustainability has largely relied on the discretionary efforts of passionate individuals at clinic level.

As part of IVC Evidensia’s vision of building the world’s best veterinary group, we are committed to building a more strategic approach to sustainability for the group - thereby, making a more positive impact on the world, better meeting the expectations of our teams and clients, and ultimately becoming the market leader for sustainability in the sector globally.

At IVC Evidensia, caring is what we do and who we are - by protecting the health and happiness of people and their pets, and the joy their relationships bring. We care every day for animals, clients, colleagues, and for a cleaner environment.

Believing in a sustainable approach to how we operate is the reason that sustainability has become a key part of the Group’s strategy. As well as growing the business and constantly improving clinical standards, this means caring about the difference we make to people and the environment.

It means becoming both the best veterinary group in the world, and the best veterinary group *for* the world.



POSITIVE PAWPRINT

Growing our Group as a force for good

Caring for people

Protect and promote the health and wellbeing of our teams

Offer the highest standards of client care and communication

Create welcoming, diverse and inclusive workplaces

Empower clinics to contribute to their local communities

Ensure human rights are respected across our value chain

Caring for planet

Transition our company toward net-zero climate impact

Minimise our waste footprint through optimal management

Train all clinicians on applied sustainability in veterinary care

Evolve industry-leading sustainable procurement practices

Practice leading standards of chemical and pharma management

Caring for pets

Deliver highest possible standards of care quality and safety

Promote and innovate integrated animal health solutions

Continually grow our clinical knowledge and skills

Continually share knowledge, incidents and best practice

Collaborate with peers to innovate best practice on AMR



View our 2021 Sustainability Report [here](#).



Emergency and out-of-hours care

With over 60 locations including 3 hospitals covering the UK, Vets Now provides emergency and out-of-hours care and referral services to more small animal clinics than anyone else in the region.

Vets Now was founded in 2001 by Richard Dixon, a veterinary surgeon who understood the pressure of being on-call round the clock while also trying to maintain a good quality of life. His solution was Vets Now, a dedicated out-of-hours emergency and critical care service for pets.

In the following years, Richard and his team helped revolutionise the way emergency veterinary care was provided outside of normal surgery hours. He worked in partnership with local veterinary practices to offer vets and their clients an out-of-hours service.

At the heart of this is a team of full-time vets, vet nurses and support staff who only worked at night, over weekends and during public holidays.



170,000
small animals treated
every year by our highly-
skilled staff



Our strength is the size of our herd

With over 400 farm veterinarians working across the UK and Europe, IVC Evidensia Farm Vets is a vibrant and knowledgeable community.

Livestock farming is at the heart of rural life and with the widest farm practice footprint in the UK, our farm teams are woven into the fabric of these communities.

With over 10,000 farms, estates and small holdings under our care, they are our colleagues not customers and we're part of their team. As trusted partners to these businesses we look after the health of 14% of the cattle in the UK (nearly 1.5 million cattle) and 10% or >2.5 million sheep.

IVC EVIDENSIA FARM VETS MISSION STATEMENT

Our mission is to offer excellence in all areas of farm animal health, welfare and food safety.

We strive to support farmers with sustainable production that improves animal welfare, by utilising new technologies, efficiencies and solutions in preventative healthcare.

Our dedicated farm teams across the UK, Ireland and Europe provide our core delivery of local veterinary services, with additional support by experts in their field when required. Their commitment to high quality partnerships with farmers delivers peace of mind as well as value in a fast-paced changing world.

We are committed to investing in our team's continuous professional development, transferring knowledge and expertise to our veterinarians, technicians and support staff.



Preventative healthcare

Research shows more than one third of clinic consultations are related to preventative healthcare.

There are many sources of easily accessible pet health advice, sometimes accurate though also at times conflicting, and as a pet owner it can be confusing to know which advice to trust.

The Pet Health Club (PHC) allows our clinics to bond with their clients in a positive, pro-active fashion. Regular visits and increased communication are an integral feature of the plans and help our clinics to ensure they are providing the best care for their clients.

The PHC is currently on offer in the UK, Ireland and Belgium with Dier en Zorg available in The Netherlands.

“The Pet Health Club is 100% the way to go! Very helpful and everything included is well worth the monthly cost.”

RICHARD – PHC CUSTOMER



Benefits to the pet

- Improved compliance with preventative care, meaning healthier pets
- Routine vaccinations and bi-yearly health checks
- Regular flea and worming treatments
- More regular consults help aid early diagnosis and treatment of illnesses

74% of owners believe preventative healthcare is essential for their pets to live longer, happier lives.

80% of owners would like to follow their vet's recommendation and advice about preventative healthcare.

Benefits to the owner

- Peace of mind that their pet will receive all of the preventative healthcare to maintain a healthy and happy pet
- Monthly payments spread the cost of routine pet healthcare
- Online sign-up allows owners to join the PHC from the comfort of their home
- Regular treatment reminders provide the convenience of not having to remember/record when the next treatment is due
- Membership plans offer significant savings
- Discounts on dental checks and treatments
- Discounts on pet food and medication



Telemedicine

Desktop and smartphone technology enables remote veterinary healthcare, so it is now possible to assess and treat patients whenever and wherever the patient is.

IVC Evidensia recently acquired PawSquad, a pioneer in online veterinary consultations in the UK, to complement our existing portfolio of telemedicine platforms including 'Video Vets Now' (UK) and 'Evidensia Djursjukvård' (Sweden).

In January 2022, we proudly launched a ground-breaking telemedicine app to support Evidensia Djursjukvård, which provides the most complete telemedicine service in Sweden.

Together, Video Vets Now and PawSquad support all our UK IVC Evidensia small animal practices and the Vets Now network of pet emergency clinics, taking considerable pressure off both out-of-hours emergency and daytime provision – especially during the COVID-19 pandemic – enabling us to streamline our services to benefit even more pets in need.

Video Vets Now, launched in March 2020 by Vets Now, the UK's leading provider of veterinary emergency care, offers its service directly to clients. In addition to direct-to-client services, PawSquad also benefits from corporate customers and partners including Direct Line Insurance, and veterinary charities Street Vet, Blue Cross and PDSA.

50,000
telemedicine
consultations performed
in 2021 in the UK and
Sweden combined



65,000
Number of app downloads of our Swedish app in the first 7 days since launch.

480%
Growth in Video Vets Now since March 2020 launch.

28
Number of corporate partners
to PawSquad.



E-commerce

IVC Evidensia E-commerce has been privileged to play a role in helping thousands of pets be well and stay well for over 15 years.

As the world of pet health and wellbeing has grown, we've been able to grow along with it.

Even more importantly, we've helped shape and provide what health and wellbeing means in everyday lives to pets and owners alike.



#1

We are the number 1 online veterinary brand in the UK with [PetDrugsOnline.co.uk](https://www.petdrugsonline.co.uk) and [PetPrescription.co.uk](https://www.petprescription.co.uk)

pet drugs online⁺

 Vet APOTEK

 Dierapotheker.nl

 PetPrescription

 Tiershop.de




IVC EVIDENSIA

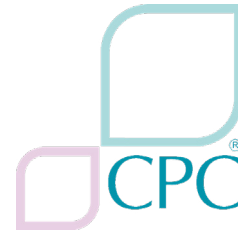
Crematoria

Vetspeed Ltd trading as CPC is one of the UK's leading pet crematoria, providing a range of compassionate pet cremation services to veterinary practices and their clients.

The company has worked with veterinary practices and animal welfare charities for over 40 years and is a strong advocate for providing professional bereavement support and care.

CPC is the only company in the pet cremation industry offering a total veterinary waste solution with coverage for the UK and Ireland, which is made possible through our crematoria located across the UK.

Our mission is to help the veterinary profession achieve ever-higher levels of service, customer satisfaction, revenue and profit. CPC will also ensure compliance with ever-changing waste management legislation through the development of enduring strategic business partnerships.



COMPASSION



CARE



LOYALTY



CUSTOMER SERVICE

MISSION STATEMENT

CPC will build on our 40+ years of heritage to deliver the highest level of customer service available to our clients.

It is our mission to facilitate a meaningful way for our customers to grieve the loss of their beloved pets.

CPC will provide information and guidance throughout this process with the highest level of ethics, competence and compassion.

We will provide respectful and affordable cremation services to our customers within a comfortable and caring environment.





www.ivcevidensia.com