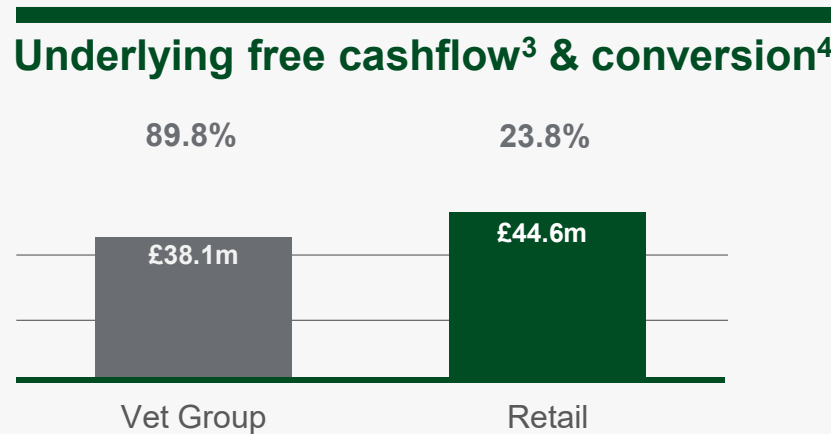
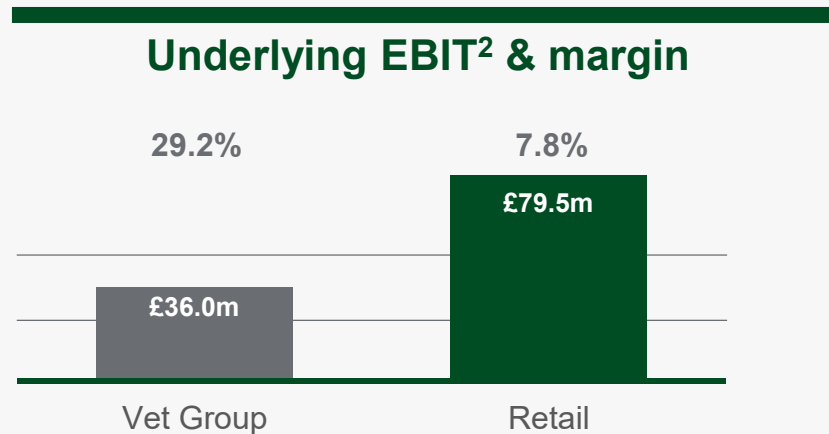
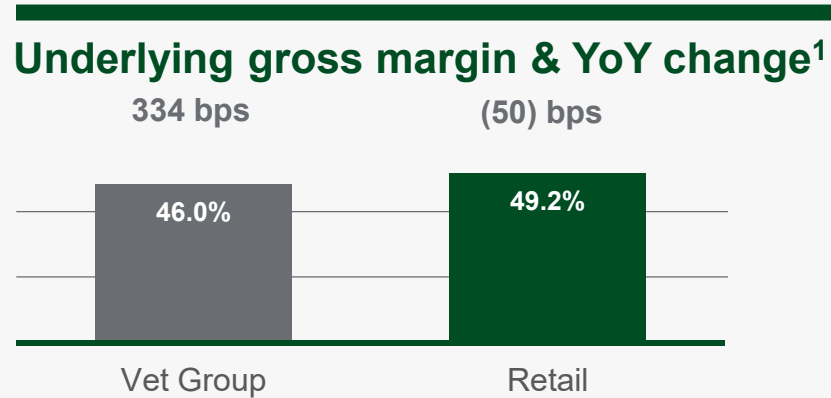
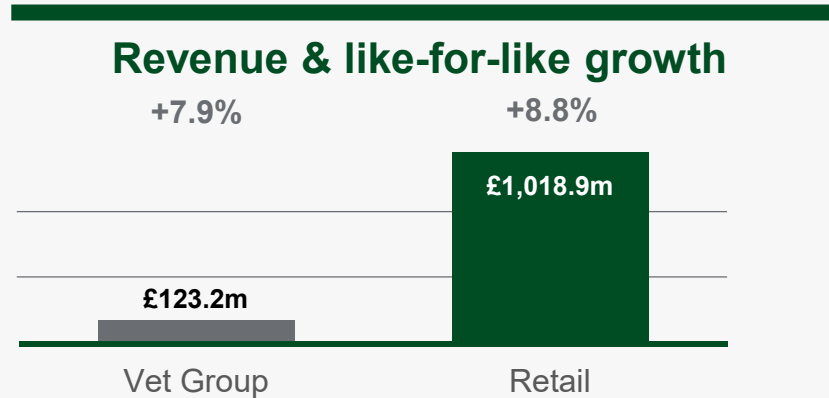


## In summary: FY21 key financial measures



1. In FY21, excludes a £0.6m credit relating to the release of a provision held against property leases. In FY20, excludes non-underlying charges of £6.6m relating to costs incurred for JV practices we have bought out which have been charged against gross margin
2. Excludes non-underlying charge of £1.9m relating to an accounting charge over minority stakes owned by vet partners in the Specialist Group, prior to the disposal on 31 December 2020 (FY20: £1.0m). Excludes non-underlying credits of £30.2m relating to the profit on disposal of the Specialist Group (FY20: £nil).
3. Excludes £(15.4)m of free cashflow allocated as central
4. Calculated as underlying free cashflow as a percentage of underlying EBITDA excluding IFRS2 charges