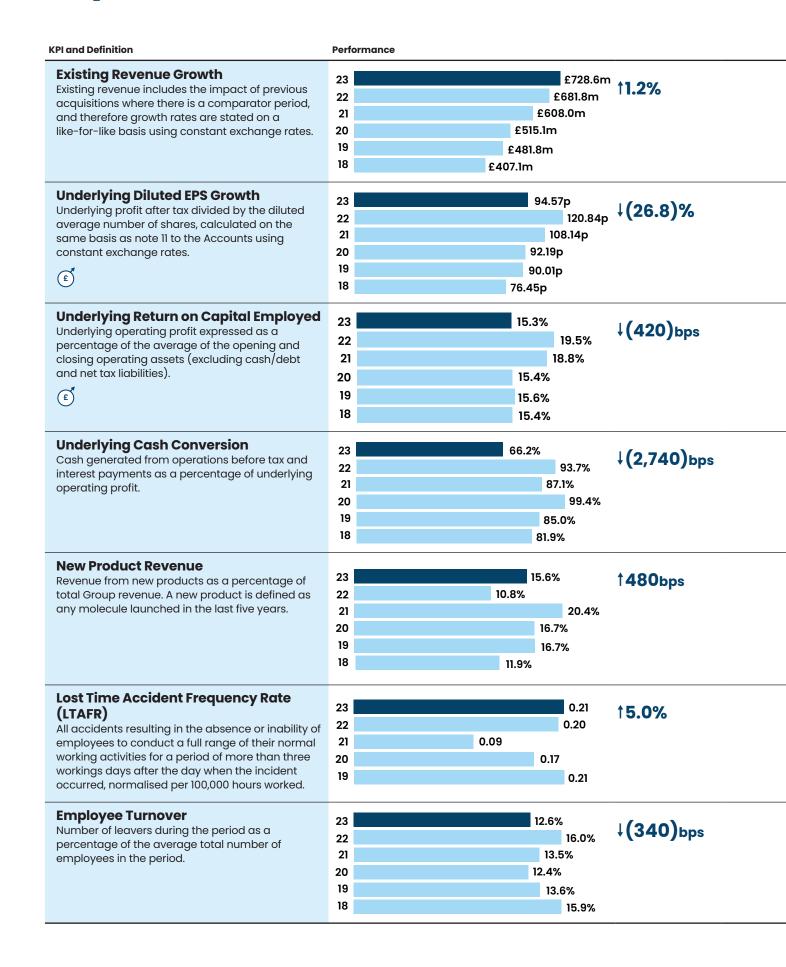
Key Performance Indicators



Commentary

Relevance to Strategy

A 000 A 50

conditions of the LTIP.

Dechra's existing business grew by 5.5% in EU Pharmaceuticals (excluding third party manufacturing) which was offset by the one-off adverse impact of the US wholesaler destocking in NA Pharmaceuticals.



A key driver of our strategy is to deliver sustainable sales growth through delivering our pipeline, maximising our existing portfolio and expanding geographically.

Strategic Driver/Enabler Key:



0.0.0

Pipeline Delivery Portfolio Focus





Geographical

Expansion

Acquisition



Manufacturing & Supply Chain

Technology







Long Term Incentive Plan (LTIP) performance condition

This reflects a lower operating profit, higher financing costs and the dilutive impact of the July 2022 equity raise.

A decline in the underlying return on

capital employed reflects the lower level

of profitability during the year and the investments made in Piedmont and

Med-Pharmex.







Underlying EPS is a key indicator of our performance and the return we generate for our stakeholders. It is one of the performance

As we look to grow the business, it is important that we use our capital efficiently to generate returns superior to our cost of capital in the medium to long term. It underpins the performance conditions of the LTIP.

Lower cash conversion is driven by an investment in stock levels to maintain a robust supply chain, and higher nonunderlying cash outflows driven by acquisition costs and cloud computing arrangement costs.





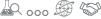


Our stated aim is to be a cash generative business. Cash generation supports investment in the pipeline, acquisition and people.

Increase in new product revenue is driven by the acquisition of Med-Pharmex during the year.







This measure shows the delivery of revenue in each year from new products launched in the prior five years, on a rolling basis. It shows the performance of our R&D and sales and marketing organisations when launching newly developed or in-licensed products.

The lost time accidents increased to 0.21. The majority of the incidents occurred at our Manufacturing sites with one incident at our central logistics centre in Denmark. None of these incidents resulted in a work related fatality or disability.





The safety of our employees is core to everything we do. We are committed to a strong culture of safety in all our workplaces.

We are pleased to see that moving annual turnover has reduced back to 12.6%. We felt the post Covid impact of the changing nature of the workforce and increased competition for talent, particularly in more specialist roles. We have introduced a range of measures to manage turnover.



Attracting and retaining the best employees is critical to the successful execution of our strategy.

53 Stock Code: DPH