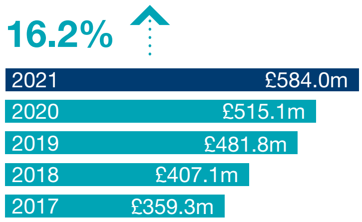
Key Performance Indicators

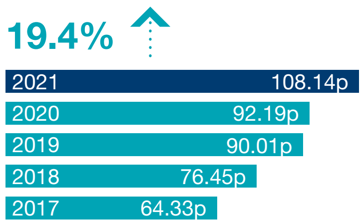
1 Existing Revenue Growth
Year-on-year CER sales growth including new products and excluding revenue from acquired businesses.



Commentary
Dechra's existing business grew by 16.7% in EU Pharmaceuticals (excluding third party contract manufacturing which declined), and by 16.7% in NA Pharmaceuticals.

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

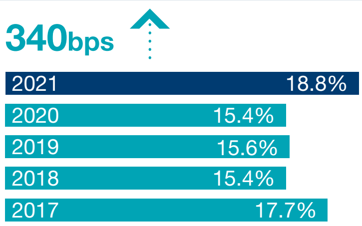
2 Underlying Diluted EPS Growth
Underlying profit after tax divided by the diluted average number of shares, calculated on the same basis as note 11 to the Accounts.



Commentary
This includes a 29.2% increase in underlying operating profit, offset by higher net finance costs, tax charges and the full year impact of the equity placing in June 2020.

Relevance to Strategy
Underlying diluted EPS is a key indicator of our performance and the return we generate for our stakeholders. It is one of the performance conditions of the LTIP.

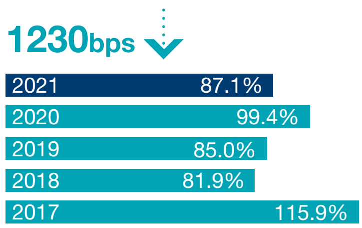
3 Underlying Return on Capital Employed
Underlying operating profit expressed as a percentage of the average of the opening and closing operating assets (excluding cash/debt and net tax liabilities).



Commentary
There was an increase in ROCE during the year reflecting the increased contribution from the Group's existing business. The Group's target is 15%.

Relevance to Strategy
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.

4 Cash Conversion
Cash generated from operations before tax and interest payments as a percentage of underlying operating profit.

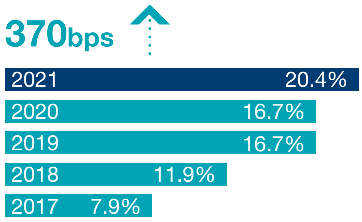


Commentary
Cash conversion decreased during the year as a result of increased working capital. This was primarily due to increases in inventory as a result of additional stock cover due to the growth of the Group's trading activities including the acquisition of *Mirataz* and *Osurnia.*

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

5 New Product Revenue

Revenue from new products as a percentage of total Group revenue. A new product is defined as any molecule launched in the last five financial years.



Commentary

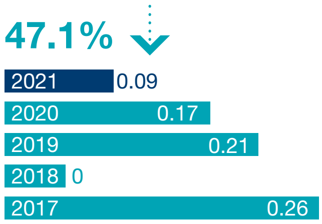
New product revenues reflect the strong market penetration of products launched in the year to 30 June 2021 and the previous four years, including the acquisitions of *Osurnia* and *Mirataz*.

Relevance to Strategy

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 or acquired products.

6 Lost Time Accident Frequency Rate (LTAFR)

All accidents resulting in the absence or inability of employees to conduct the full range of their normal working activities for a period of more than three working days after the day when the incident occurred, normalised per 100,000 hours worked.



Commentary

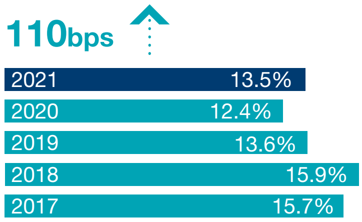
The LTAFR decreased from 0.17 to 0.09. None of these incidents resulted in a work-related fatality or disability.

Relevance to Strategy

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

7 Employee Turnover

Number of leavers during the period as a percentage of the average total number of employees in the period.



Commentary

We saw an increase in employee turnover in the period due to the planned closure of the Mexican manufacturing facility in October 2020.

Relevance to Strategy

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

Key to Strategic Growth Drivers:

- Pipeline Delivery
- Portfolio Focus
- Geographical Expansion
- Acquisition

Key to Strategic Enablers:

- Technology
- People
- Manufacturing and Supply Chain
- ESG

Long Term Incentive Plan (LTIP) performance condition