



The Human – Animal Bond


"52% of pet owners prepare special meals for their pet"



VCA

The Human – Animal Bond


"67% of pet owners take their pet on vacations with them"



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The Human – Animal Bond

"93% of pet owners would risk their own life for their pet"



VCA

Transforming Pet Care - 25 Years of Leadership

- 
 - Providing seller's liquidity
 - Creating an industry & providing careers
 - Increasing training and technology
 - Delivering higher quality medicine
- 
 - From a fragmented ("garage") business to a nationwide platform; research centers
 - Superb service and quality
- 
 - X-ray film to digital
 - Same day telemedicine services
- 
 - Bonding the client and the veterinarian
 - Maintaining the vet's influence through "keep in touch"

VCA

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Touching the Lives of Our Clients and Pets



VCA
Animal Hospitals

6.6 million annual pet visits

vetSTREET
all roads lead to you

Email over 9 million pet owners with over 11 million pets

ANTECH
DIAGNOSTICS

Over 16,000 animal hospital clients

sound-eklin

5 million X-rays per year
Largest Ultra-Sound Training Facility in the US

VCA

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VCA
Animal Hospitals

VCA

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VCA Animal Hospitals



- Employ over 3,300 doctors
- Over 2.5 million pets
- Over 6.6 million annual visits

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Investing in People



- Over 3,300 Veterinarians
- Over 400 Specialists
- Over 1,400 Interns Trained
- 161 Interns in 28 Programs this Year (2013-2014)

VCA

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Investing in People



- Over 1,000 Veterinary Student Externs Hosted Each Year in our Hospitals
- Plus Vet Technician Interns



- 60 Sponsored Residents:**
- 31 in 12 Universities
 - 28 in VCA Specialty Hospitals
 - 1 at AMC in NYC



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Investing in Specialty Hospitals



- Expanding the base of specialty/referral hospitals
- Building flagship specialty hospitals
- Operate over 67 specialty & specialty/hybrid hospitals
- Over 400 veterinary specialists
- Host of internship programs
- 95% of visits referred from non-VCA hospitals



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Investing in Hospitals

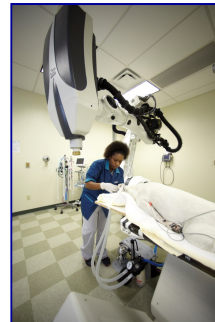
VCA Veterinary Referral Associates,
Gaithersburg, MD



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Investing in Technology

CyberKnife



MRI



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Investing in Technology

VCA WEST L.A.
Premiered on February 12, 2013
State-of-the-art, 42,000 sq. ft.
facility
design by veterinarians

VCA West L.A. Animal Hospital – Los Angeles, CA



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VCA West L.A. Animal Hospital



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VCA West L.A. Animal Hospital - Ultrasound



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VCA West L.A. Animal Hospital – Linac System



VCA West L.A. Animal Hospital - CT



Transforming the Lab



VCA Overview

2013	
Revenue	\$1.8B
EBITDA	\$340M
Dollars Invested	\$126M
# Employees	16,500+
# Doctors	3,000+
# Specialists	400+
Management Careers	3,000+



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Investing in Training



VCA Animal Hospitals

▪ Veterinarians on Staff	3,300
▪ Board Certified Specialists	403
▪ Number of Different Specialties	16
▪ Number of Hospitals With Specialists	65

Antech Diagnostics

▪ Antech Diagnostic Consultants	45
▪ Anatomic Pathologists	25
▪ Clinical Pathologists	30
▪ Antech Imaging Services Radiologists	25



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Investing in Training

▪ Interns with VCA 2013-14	162
▪ Number of Internship Programs	27
▪ First Year Rotating	147
▪ Number of schools	38
▪ Second Year Specialty Internships	14
▪ Emergency/Critical Care, Ophthalmology, Surgery, Internal medicine, Neurology	
▪ Help prep candidates for residencies	
▪ Residency Programs Funded	60
▪ % of Residencies in the U.S.	>25%
▪ Externs Hosted	>800
▪ Universities with Student Reps	33



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VCA Residents

University Based	30	Hospital Based	29
Cardiology	3	Cardiology	1
Dermatology	1	Emergency / CC	8
Diagnostic Imaging -Antech Imaging Services	7	Internal Medicine	6
Emergency/CC	1	Neurology	2
Internal Medicine	4	Oncology	3
Neurology	2	Surgery	8
Nutrition	1	Surgery (AMC, New York)	1
Ophthalmology	3		
Oncology	2		
Surgery	6		

Total Number of VCA Residents 59



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VCA Animal Hospitals Board Certified Specialists

Anesthesiology	3	Nutrition	1
Behavior	5	Oncology	29
Cardiology	20	Ophthalmology	17
Dentistry	1	Radiation Oncology	11
Dermatology	16	Radiology	36
Emergency / CC	51	Surgery	89
Internal Medicine	98	Theriogenology	1
Neurology	25		

Number of Boarded Specialists: 403



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ER/Specialty Discussion Points

- Assessment of the economics of companion animal practices
- Assessment of the economic future of ER/Specialty practices
- The market for purchasing, merging or starting new ER/Specialty practices
- Exit strategy for current ER/Specialty practices
- Challenges and opportunities observed in the ER/Specialty arena
- VCA's plan for the ER/Specialty market
- Challenges in merging existing practices, cultures and finances



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