

AmeriVet's Veterinary Advisory Board (VAB) Meeting

October 4, 2023

Key Takeaways

1

We reinforced the strategic purpose of VAB meetings.

- Provide an understanding to VAB members of how we make strategic decisions as a company
- Enable two-way communication with DVMs via your VAB representatives to inform company initiatives
- Help inform the overall strategic direction of AmeriVet via direct VAB input

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AmeriVet's Field Operations are guided by our partnership model.

- COO Joe Willey's vision for helping you to practice Best Medicine is one of transparency, accessibility, and enabling every Operations employee to remove any barriers to your success
- E.g.: Committing to speedy and timely inventory order approvals to prevent client appointment cancelations

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We will focus on better defining roles/responsibilities for Practice Managers.

- VAB members asked us to help you better define the duties of PMs to help them feel less overwhelmed, prevent burnout, and avoid heavy multitasking
- Together with the VAB, we'll look into adding clarity to PMs' roles for optimal practice operations and less burnout
- Members also encouraged us to give Support Center employees direct exposure to actual practices to better understand dynamics and opportunities

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We got valuable input on driving a clear understanding of pricing strategies.

- The field wants more transparency into how and when we implement pricing recommendations, and we will involve you more. A subgroup of VAB members will help us think through this
- In addition, we will work to provide more guidance on how to deliver the message to minimize the emotional toll (pricing guides, talk paths, PM training)

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Our partnership model is grounded in balancing AmeriVet operational support while allowing autonomy in our practices.

- The VAB reinforced an important tenet of our strategy: understanding how to best work together and ensuring your success starts by listening
- Through individual conversations around suggestions you may have to improve your practice's operations, growth and efficiency, we will better understand how to assist addressing issues and opportunities

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We will develop mechanisms to better understand time-off schedules to help you cover appointments - while helping to reduce DVM burnout.

- The more advance notice we get when you plan to take time off, the better we can take action to ensure a seamless client experience and coverage
- A subgroup of VAB members will help us develop a solution. We will brainstorm how to ensure PMs are giving us insights, develop relief DVM programs, and using current systems to input PTO in advance

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VAB members will play a key role in evaluating and implementing PIMS for a unified IT network across practices.

- We are closely listening to concerns you have as we select a preferred PIMS; we'll make sure it helps improve practice operations and client experience
- We will also ensure a smooth implementation, transition, and training. VAB members will help us review the system, in addition to those assisting already, and advise along the way

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Our newly-created Procurement function's sole focus is helping your practice be more cost-effective and benefit from the collective buying power of AmeriVet

- The near-term focus on Procurement is to drive consistency in vendor selection and contracts to reduce costs and improve operational efficiency
- We will continuously seek the VAB's advice to ensure we clearly communicate the value of Procurement initiatives in terms of cost, savings, EBITDAC impact and improved operations

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With the guidance of the VAB and your direct input and feedback, we continue to enhance the way we communicate with you.

- We are reimagining how you receive news and updates about AmeriVet, the industry, plus other relevant information
- In partnership with the VAB, we will focus on delivering to you the right content -- when, where, and how you want it

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Attracting, developing and retaining talent is truly a collective partnership.

- VAB members will continue to inform new DVM onboarding . They already play a key role in ensuring our mentoring program is of high value
- New sourcing and recruiting tools are already available to place DVMs in practices where we need them. The VAB's input will continue to be invaluable.
- The VAB's valuable advice on deploying StandOut, a human engagement tool, will help to ensure the highest value to personal/professional development