

annual review 2016



dbg

**The
Dental
Directory**

{my}dentist™
helping the nation smile



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“We are Europe’s largest vertically integrated dental business, focused on delivering the best possible patient care, highest clinical standards and a comprehensive choice of treatment through our growing UK practice network”



TERRY SCICLUNA
CHIEF EXECUTIVE OFFICER

chief executive's review

It is a pleasure to present our group's annual review for 2016, and to report another successful year of growth and development for our group.

passionate about progress

Going into my fourth year as CEO I am proud of the significant progress we have made in an ever changing environment.

Patient Services

This year has all been about the continued rollout of the mydentist brand across our estate, which has allowed us to start to leverage our national footprint of over 670 practices and support the education of oral health through national media, events and localised activity.

We have also embarked on our first TV campaign, focused on the importance of visiting a dentist regularly and the statistics behind this. I'm delighted we now have a clear employer brand proposition to support the recruitment of our clinicians and colleagues in the future.

As the largest UK dental corporate, we recognise we have a responsibility to educate patients on the benefits of visiting the dentist regularly, and preventive dental care.

It's incredibly important to ensure we segment our key propositions of NHS and private dentistry + orthodontic centres, therefore offering a clear identity that patients understand and identify with, all under the umbrella of the mydentist brand.

Our NHS practices represent the largest part of our estate and as such have been the priority. We aim to have every practice re-branded during 2017, representing further investment being made by the board which will provide returns both in the medium and long term.

We are constantly looking to improve our service to our patients through additional treatment propositions, improved access, and improved website and online booking services.

We have now carried out our third workplace survey which has generated some really valuable feedback from our teams across the business, allowing us, as a leadership team, to focus on the areas which are key to our colleagues within the IDH group.

We value the investment that we put into our people and have improved our Learning Management System both in functionality and content.

In June, we held our second clinical conference at the VOX conference centre in Birmingham, with over 500 clinicians attending, alongside our suppliers and key strategic partners. We see this as a vital event to ensure we communicate and engage with our clinicians and continue to drive improvements for both them and our patients.

Practice Services

We continue to make good progress on a number of significant changes across the Practice Services Division. The majority of the Patient Services Division's materials and consumables supplies are now supplied by The Dental Directory, which together with engineering and training services, now makes the group fully vertically integrated, delivering significant cost savings and synergies.

In addition we are starting to integrate our most recent acquisitions, PDS, who offer dental laboratory services, and Dolby Medical, who focus on decontamination equipment.

The senior management team continues to drive changes to our product ranges and services and the marketing to our customers, as well as building strong relationships with suppliers.

With the changes to the existing businesses and new business acquisitions, I continue to be very optimistic about the future.

With all these initiatives, the group remains well placed to achieve ongoing economies of scale. The benefits can be shared with both mydentist practices as well as practice services' third party customers.



A hand in a teal sleeve points at a tablet displaying a network diagram. The background is a blurred clinical setting.

focus on patient and customer care

Our top priority is quality patient care, and at mydentist we are dedicated to providing the best service to customers.

We believe great customer service begins with providing more support and training to our practices, so our teams can focus on delivering expert service and providing an exceptional customer experience. We have continuous training for our teams to ensure consistency and high standards throughout the practice network.

To know what we are doing right and what we could do better, we went straight to the source for feedback on the services we provide.

Our mechanisms for receiving feedback include an easily accessible SMS survey facility, allowing patients and customers to tell us exactly what they think; this enables us to monitor and be certain we are delivering on our promise to provide outstanding service through clinical excellence, and focus on what matters most to them.

In the past year, we sent over 500,000 survey texts to customers asking for feedback in four key questions relating to their experience. We achieved a healthy 15% response rate and overall satisfaction was 4.6 out of 5.

We are striving to ensure all customers have access to our services whenever, and wherever, they need them, and in the past year we have continued to improve booking access to clinicians via the increased availability of our online booking and quick SMS re-booking services across all practices.

In addition, we continue to provide access to services to patients via email, SMS and letter campaigns, focused on and relevant to their oral healthcare.

Not only is it now easier for customers to access services than ever before, it is also more convenient, as we provide increased access across many of our practices in the evenings and at weekends, increasing flexible appointment time availability.

The online booking service was launched in 2015 and is now fully established across all practices.

To make sure every visit to our practices is of a high quality, we have developed a patient journey from start to finish, ensuring patients enjoy a professional and caring experience and return to us time after time.

The first 'step' on our customer journey begins right at the recommendation to visit a mydentist practice, which guarantees a prompt response to the initial customer query.

We realise that, to provide great service to patients, we need to make sure our employees and clinicians feel they have a voice, so we know what they need to enable them to continue delivering high quality services.

We continuously undertake engagement surveys for our employees and our clinicians, and we are constantly revising, implementing and testing solutions to address feedback, to ensure our business and services are stronger and more effective based on feedback from our teams.

We feel it is important for every team member to have a voice in the business they support, so we can always make sure that we are providing the best service to our customers.

At mydentist, we know that patients are the most important thing, which is why they are at the forefront of everything we do.



practice services

Introduction to practice services as a division



Dental Directory is a leading provider of dental products and services in the United Kingdom, to third-party dental practices as well as practices within the mydentist network, with 550 people across five locations; it also supplies consumables, materials and equipment.

Our practice services division includes **Dental Directory** and **DBG**, which offers training, compliance, engineering and business services, and **Med-fx**, which supplies toxins, fillers and cosmeceuticals to the burgeoning facial aesthetics market.

Alongside these are **MI-Tec**, which services and repairs handpieces, and **PDS**, whose dental laboratories create crowns, bridges, implants, dentures, orthodontics and gumshields.

Practice Services also includes **Dolby Medical**, our latest acquisition, which focuses on supplying, servicing and repairing equipment, as well as bringing specialist decontamination expertise to the arena.

Dental Directory supplies products and services both within the group to our patient services division and third-party practices, as well as NHS Supply Chain in England and NHS Scotland.

Services are provided to members and customers via telephone, online, outbound calling and through field-based sales representatives and mail-order catalogues.

The Dental Directory distributes a catalogue of around 27,000 products, including approximately 2,870 products via the UnoDent brand from its central logistics platform. This includes dental consumables, specialist products such as orthodontics, endodontics, surgical and oral hygiene and implant products; they also supply dentistry equipment, which ranges from dental chairs and cabinetry to digital imaging systems.

Dental Directory also carries out services such as equipment installation and maintenance, with its own handpiece repair and service business, and DBG offers a suite of training programmes, covering all aspects of the UK's dentistry regulations and clinical compliance, both at a customer's premises or in regional sites.

Beyond that, Med-fx provides products and training to support dentists in offering facial aesthetics.

In the coming year, PDS will see a continued focus on service, quality and investment, to ensure it remains at the forefront of dental technology.

We are also pleased to welcome Dolby Medical to the Practice Services team. They are a great fit and will ensure we are able to continue fulfilling all of our customers' needs.

Through the teams of business consultants and telesales, regular contact is made with our customer base, to provide ongoing updates on our services and product ranges.

Thanks to ongoing investment in our websites, in addition to investments in customer relationship management and field engineering, there are clear opportunities over the coming months to further enhance and increase what we can offer to our customers.

investing in our people

As we invest in colleagues across the mydentist network, the Mydentist Academy continues to go from strength to strength, and over the last 12 months it has provided programmes and projects which illustrate our desire to invest in all of our people.

In 2015, we launched our new online Learning Management System (LMS) which saw engagement increase dramatically across the board.

Log-ins by clinicians jumped to 80 per cent, whilst 90 per cent of our practice teams logged in.

Furthermore, the LMS houses online learning modules which both meet GDC CPD requirements but also provide a gateway to other face-to-face learning opportunities.

In the last year over 300 of our clinicians attended the 'Communicating Effectively with Your Patients' workshop, leading to a five per cent uplift in performance when compared to those who had not attended.

We also provided short term ortho solutions such as the 'Six Month Smiles' and 'Quick Straight Teeth' workshops, which allowed our clinicians to expand their portfolio of available treatments to our patients.

As well as this, we also started management development programmes for our Area Development Managers and Practice Managers, designed to give them the necessary skills, knowledge and behaviours in order for them to have full confidence when undertaking their roles.

The coming year promises to be the best yet for the academy.

We aim to deliver a full programme of customer service training to all our colleagues behind reception, ensuring they are able to provide top-notch quality service. This programme will be linked with the Level 2 in Customer Service Apprenticeship scheme.

Our flagship programme for the next year sees the academy moving the nurse qualification scheme away from the apprenticeship scheme and bringing it in house as a major academy programme.

From September 2016, all our trainee nurses will study via the academy LMS and through face-to-face workshops. Each trainee will be assessed in their role, and a record of achievement will be completed by the clinician and lead nurse, who will sign them off as competent.

Each nurse will then sit the National Examination Board for Dental Nurses (NEBDN) accredited theory and practical exams, ensuring we continue to provide first-class training to produce first-class nurses.

These programmes show a continuing focus on investing in all our people, and how it is a high priority, boosted by the recruitment and deployment of four new trainers. These new trainers will work within our regions to deliver the programmes outlined above.

We want each person working within the business to look at their role and be assured their development and growth is being tracked and looked after by us, as we strive to ensure mydentist remains a great place to work.

As part of our overall development offering, we have improved on our current induction programmes, primarily for our ADMs and PMs; this ensures our new starters, or colleagues promoted to new roles, have a successful start.

We have also put extra effort into communicating internal career paths and the solutions available to our colleagues to support them in achieving their goals, alongside us, to foster a long and fruitful career within the business.

We continue to develop upon our overall employee engagement and involvement projects, and our employee representative forum (Your Voice) has done some fantastic work this year in helping us understand what really matters to our colleagues; this allows us to make mydentist an even better place to work.

Our Your Voice champions give us excellent insight on where we need to focus, and can work with us to make these key changes.

We also took key messages from our most recent Great Place to Work survey and have either already implemented or will soon be implementing changes around simple recognition and celebrations schemes, as well as bringing in an employee discounts platform.

Access to a health cash plan will also be implemented to bolster our current employee offering, which already includes paid GDC membership, medical indemnity cover and a life assurance scheme.

We want to make it clear that this is just the start of our journey to becoming a real employer of choice within the industry.



investing in safety, quality and compliance



mydentist has an ongoing commitment to providing the highest standards of safety and quality in all areas of the business, ensuring our patients, clinicians and employees feel safe at all times.



We are delighted to have been awarded the Royal Society for the Prevention of Accidents' (RoSPA) prestigious Occupational Health and Safety Gold Award for the second year running. This demonstrates our clear commitment to maintaining standards, having also received the QSA Platinum Award in 2015.

The scheme, open to businesses and organisations of all types and sizes from both the UK and overseas, judges the overarching occupational health and safety management systems, including leadership and workforce involvement.

For six decades the RoSPA Awards has bestowed highly-regarded and sought after accolades to businesses which have shown a commitment to accident and ill-health prevention, and we are honoured to have been a winner for two years running.

As the leading corporate dental care provider in Europe, seeing in excess of five million patients, we pride ourselves on being at the forefront in relation to technical medical equipment advances.

Within the dental profession, due to the nature of treatment and procedures, sharps injuries are always a risk, however we aim to continually reduce sharps injuries within our organisation by always adopting new technical innovations and safe working practices.

We are very proud of the reduction of 32 per cent in reported needlestick injuries across the board over the past two years. This was achieved with top level support and positive buy-in from all levels of the business. We feel this clearly demonstrates our commitment, through investment adopting safety engineered needle devices and training, to recognising our obligation to reduce accidents.

Our aim is to provide and maintain a positive health and safety culture throughout the business, supported by strong leadership from the board, and thanks to this, the business has continued its downward trend of reported overall accidents for the year by seven per cent.

The entire Patient Support team has attended Level 3 Safeguarding Training and are at the forefront of the business, supporting our clinicians and practice teams with any safeguarding concerns.

Patient Support has re-written and launched new Safeguarding Policies for both adults and children; the team has worked closely with our Academy training team to provide Safeguarding Level 1 and 2 training courses, available to both staff and clinicians.

The team also successfully completed an enhanced level Information Governance Training course, as well as attending NHS training in dealing with complaints.

The Patient Support Manager was invited by the General Dental Council and British Dental Association to help review and improve the current dental complaints process; this provides us with the opportunity to share best practise and shape how the future of dental complaints will look.

Patient Support has regular high level engagement with NHS England and NHS Area Teams, where any learning points from Complaints and best practise is shared with other, non-mydentist dental providers across England and Wales.

The current focus of the Patient Support Team is to share learning points across practices in the hope that it will prevent common mistakes being made. The team will continue to lead the way in successfully resolving patient complaints, and implementing improved processes and procedures for the benefit of our patients.

The Practice Services Management team have a very similar approach in maintaining the highest standards of safety and quality. This includes ensuring all the products sold through our supply chain and equipment installations in customer practices comply with all MHRA and other applicable regulations.

We have launched our bespoke Information Governance Training across all practices and the Support Centre to improve information management and data protection governance across the entire patient services division, fostering best practice behaviours across the business through education and the introduction of simple, consistent processes. This training is delivered through our new Learning Management System

The Care Quality Commission (CQC) regulates our practices in England and the Regulation and Quality Improvement Authority (RQIA) acts as regulator in Northern Ireland, the HIW for Wales and NHS Scotland for Scotland. Both organisations ensure health and social care services provide people with safe, effective and compassionate, high-quality care.

Both services encourage constant improvement, and they monitor our practices to ensure they meet the standards of quality and safety, publishing all findings for total transparency.

Between March and June 2016, we underwent 25 CQC practice inspections, achieving a 100 per cent success rate thanks to our consistent approach. Mydentist now has a total of 596 CQC registered locations, and our overall CQC inspection score is now 99.3 per cent.

To ensure we meet the standards expected of us, we introduced a compliance self-assessment audit that all of our practices participated in December 2015. The assessment identified levels and gave visibility of compliance within our practices.

Most recently, we introduced a compliance quality assurance application - mycomply - to the business, to allow managers to monitor their compliance activities, in turn providing visibility of compliance within the practice and to the company, region and area.

With this wider visibility we are able to identify trends which the compliance and registration team can use to tailor ongoing help, support and training, ensuring the practices, and the practice teams, are maintaining the highest standards of quality and safety consistently.

This year we also rearranged roles within the Compliance team. The Regulatory Officer is now a field-based position, and they have established excellent working relationships with the regulatory inspectors and dental advisors.

They also attend our practice inspections on behalf of the provider, and offer support to the Practice Manager during the process. The regulators now also have an additional point of contact, giving them more confidence both at the inspection and post-inspection.

brand growth

As a fast-growing and dynamic business providing a trustworthy and professional service, we pride ourselves on the consistent care we provide to all our customers and patients; we want people to be assured they will receive great service wherever they see our brand.



In 2015, the company underwent a total rebrand, changing from IDH into mydentist. This move ensured our brand fully mirrored our ongoing mission to provide the best dental care across our network.

The mydentist name means we can fulfill the expectations of our customers every time, and then go above and beyond.

Rebranding

The rebranding of all our practices is ongoing, and it's not just a new name on the door.

A lot goes into the rebranding process, both internally and externally, due to our desire to ensure the benefits and effects of the mydentist brand are visible in each and every one of our 670+ practices across the UK.

We are striving to create a clean, crisp environment for our patients, with fresh exterior signage and fascias, as well as bold accent colours on walls and seating.

Our priority is to put our brand values into practice every single day. Alongside reinforcing the vision of mydentist via the rebrand, each practice is trained to make sure they fully understand, live and breathe our values and customer journey.

Listening to our customers

When you have over 670 practices, it's important to invest time and research into ensuring each and every one of them is represented in the correct way. We have a mix of NHS, private and orthodontic practices across our network, so we created three separate versions of our brand to suit the wide variety of customers we treat.

This year sees the exciting rollout of our new orthodontic brand, the mydentist Orthodontic Centre, which has been inspired by the young adults who make up 70-85 per cent of our orthodontic patients. Vibrant magentas and a focus on social media have resulted in a youthful, energetic and fun brand which we are excited to see implemented.



We have also catered to practices offering a combination of both private and orthodontic treatments. Our mydentist Advanced Oral Health Centre brand has been developed to create a more luxurious, high-end look and feel, offering a wide range of cosmetic and restorative treatments.

So far, 2016 has proved to be an exciting year for us, with an increase in the number of branded practices we have across the UK. It has allowed us to maximise our work on brand awareness, and our central marketing team has developed a yearlong strategy of campaigns, focusing on raising brand awareness across online, print, radio and TV.

New Horizons

May saw us overseeing the launch of our very first TV advert, aimed at encouraging customers to book themselves in for a checkup. The ad was voiced by TV personality Gyles Brandreth, and focused on the morning routine of seven different characters, including a young mum and her daughter, a pensioner with a spinning bow tie, a 'mini-me' bodybuilder and a carnival queen. We trialled the advert in the Yorkshire region, due to its high volume of branded practices, and found it to be a huge success. We've now moved into the Tyne and Tees region and hope to continue the rollout throughout the rest of the year.

Making things simple for patients and customers

Over the past year we have streamlined a large percentage of our online applications both internally and externally. Before our rebrand, we had over 900 individual practice URLs, which were then migrated into one branded mydentist website.

Each of our practices has their own individual pages which tells customers everything they need to know about their local dentist, including opening times, prices and the opportunity to book online.

This also allows us to offer transparent pricing and a wide range of information, giving our patients choice.

We also wanted to make sure practices have access to all of the mydentist materials they might need in one place, so we created the marketing toolbox, an online portal acting as a one-stop-shop for practices to order all the marketing materials they could need to promote their practice; this included bespoke clinician biographies and event support leaflets.

To make things even simpler, we also introduced our quarterly marketing kits, meaning practices now receive all materials for the next three months of customer campaigns, every quarter. This not only ensures consistent messaging and promotions across the board, but also saved us £30,000 on annual postage cost.

Kids Club

We have also continued our work with our Kids Club over the past year, with the aim of educating the nation on the importance of children's oral health.

With our own mobile dental surgery, the Smiles Mobile, we toured across the UK visiting schools providing a day of fun and learning for the kids.

The day includes role-plays in mini dentist uniforms, good and bad food games and goody-bags for the kids. The initiative has proved successful time and time again, with an average increase of 18 per cent in child appointments after the practice has visited the school.

We are passionate at all levels of the business about our commitment to charitable giving and our environmental duties.

Charitable giving

Throughout 2015, we supported Children with Cancer, our nominated charity partner, and we encouraged all colleagues across the network to do the same. We regularly featured employee charity missions and fundraising events in our internal communications, ensuring everybody had the opportunity to donate.



Colleagues from every section of the group organised fantastic events for the charity, such as the Three Peaks Challenge, a Bakeathon and a Christmas Jumper Day. In 2015 alone we raised £4,245.07 for Children with Cancer.

Throughout 2015/2016 we have continued our partnership with the world's largest precious metal refinery company, Star Refining. This allows us to give patients the opportunity to donate to charity their unwanted metalwork, such as old fillings. Through Star Refining in 2015, we raised £19,221 for Children with Cancer.



This year, staff voted for a new annual charity, Cancer Research UK, which we are now committed to supporting via fundraising. We hope our contributions help to accelerate cancer research and improve survival rates.

Every colleague can now become a Cancer Research UK Ambassador for their practice, allowing them to raise funds from staff and customers via events, and we have numerous exciting national campaigns coming up over the next year.

Volunteering

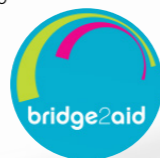
As well as our charity of the year, we're also delighted to be a unity partner of clinical charity Bridge2Aid, which has enabled a number of our clinicians to join annual dental volunteer programmes in Tanzania, training local healthcare providers in emergency dentistry and setting up clinics in remote areas.

At our 2016 clinical conference, Bridge2Aid held a key note presentation about the work the charity does for the second year running, something which always inspires our clinicians to offer their expertise to people in need.

We support Bridge2Aid in a number of ways, including individual practice events such as the 2016 'Smile in Pink' day, we also donate £50 to Bridge2aid every time a dentist refers a friend to our business – something which has raised £9,300 for Bridge2Aid since its launch in October 2015.

In September 2015, mydentist sponsored the training of two clinical officers. During the 6 days of practical training, an incredible 1,315 patients were treated free of charge.

In September, we've fully funded the trips for clinicians, Laura-Anne Johnston (Finty, Dundee) and Yasmin Mehta (Leicester) to travel to Tanzania to spend two weeks training emergency dental care. The business is looking forward to following their journeys and supporting them all the way.



Environmental Sustainability

We are constantly striving to become an environmental industry leader across each and every one of our operations; with the support of our Environmental Committee we are moving ever-closer to implementing a green culture across the entire business.

We try to ensure sustainability and environmental awareness is promoted at all levels of decision making, and we continue to implement and promote paper-free working wherever it is feasible; technology has been installed which allows policy documents, business results and strategy to be accessed and shared electronically, without requiring a hard copy.

We are proud to say our entire recruitment process is now paper-free, with all CVs, candidate interviews and offers saved and sent remotely. We are also piloting the paper-free process in many of our practices.

We have targeted our training to introduce and reinforce environmentally compliant processes such as COSHH training to all practice managers, covering vital points such as how to dispose of chemicals correctly and safely.

corporate responsibility

By sourcing refurbished products and updating our existing IT equipment to be used across the business, we have reduced waste, and we make sure all redundant equipment which cannot be updated is disposed of according to environmental standards and regulations.

A tailored agreement with our clinical waste management company is in place to ensure all of our dental practices are charged for the actual amount of waste they generate, rather than a flat fee. We have also worked with our energy supplier to ensure more than a third of the electricity used across the business is generated from nuclear or renewable sources.

Finally, we are currently targeting utility consumption across the business by looking at systems which can be implemented to reduce both inefficiency and waste.

We are always striving, and will continue to strive, to be a charitable and environmentally conscious business.



gender diversity information



Gender of Directors and employees year ending 31-03-16.

Band no	Band	Female	Male	Total
1	Exec	2	3	5
1.1	Exec - Other divisions		3	3
2.1	Functional Director	2	10	12
2.2	Regional Manager	3	1	4
2.3	Head of Department	5	9	14
3	Senior Manager	12	12	24
none	Other	6534	298	6832
Total		6558	336	6894

Age ranges by gender

Age range	Female	Male	Total
under 20	188	8	196
20-29	2510	110	2620
30-39	1658	105	1763
40-49	1096	57	1153
50-59	841	41	882
60 and over	265	15	280
Total	6558	336	6894

market review

Providing NHS Dentistry



The primary care dentistry market has seen significant growth, with overall spending increasing by an estimated compound annual growth rate of approximately five per cent in nominal terms between the 12 months ending 31 March 1998 and the 12 months ending 31 March 2016.

According to Mintel, the primary care dental market in the United Kingdom generated £3.8b in spending on NHS dentistry services and an estimated £3.4b in spending on private dentistry services in the 12 months ending 31 March 2016, with an overall forecast growth of between 3.5 per cent to 4.2 per cent per year over the next five years.

The NHS funding of NHS dentistry services represents around 53 per cent of the total spend in primary care dentistry, which is less than three per cent of the overall UK Government health expenditure in the NHS.

We believe the group is well placed to benefit from the government's focus on dentistry, and we continue to work with the NHS to improve access and quality of care.

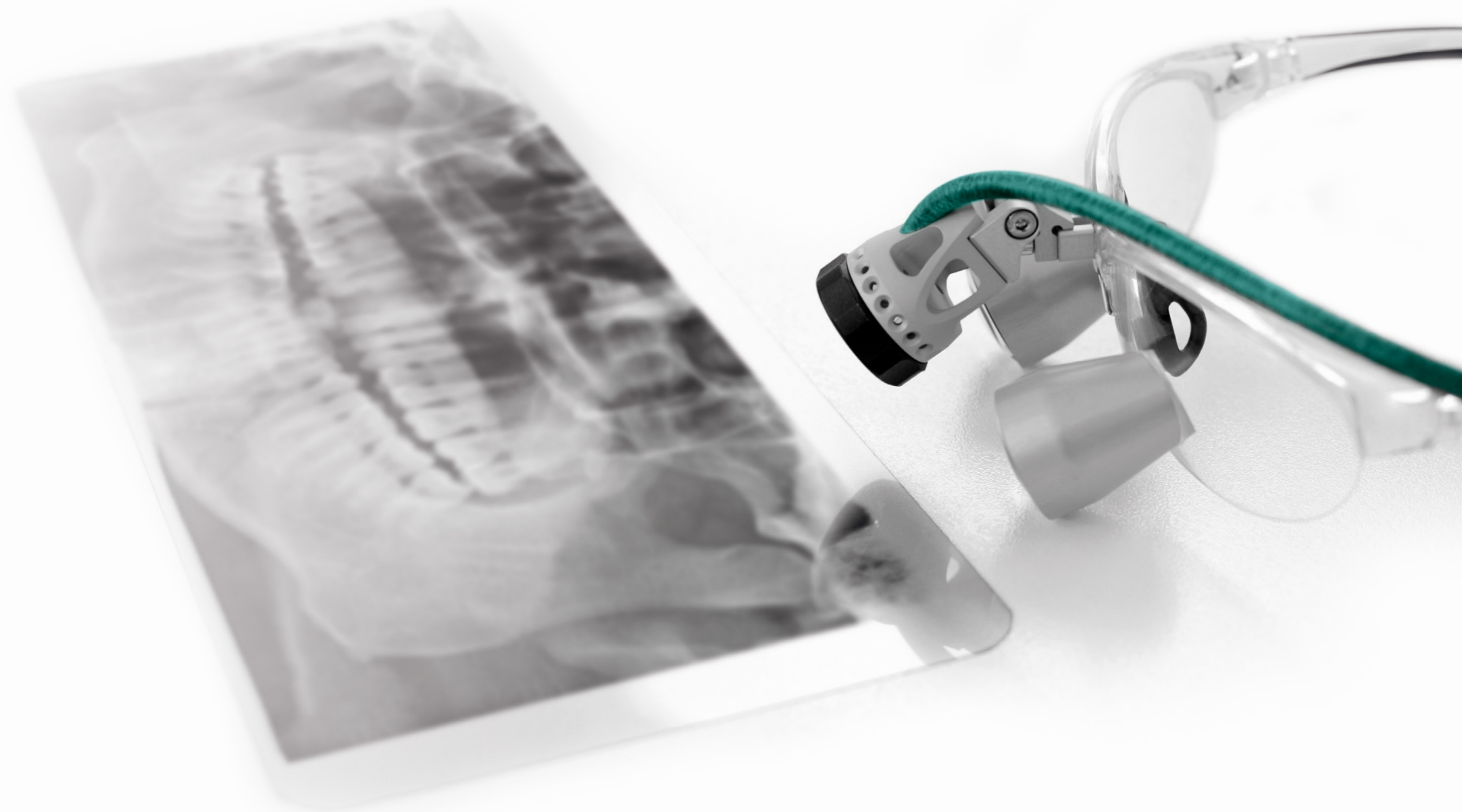
As the largest provider of dental services in the UK, we have streamlined our central services, to make certain we are able to provide the quality of care together with the economies of scale and efficiencies sought by the NHS.

We continue to work tirelessly to deliver our NHS contracts and promote access to NHS services.

As part of the ongoing NHS dentistry contract review, four of our practices commenced the prototype scheme in April 2016, the current trial for a new NHS contract. There are three main components to the contract: capitation linked to patient numbers, activity similar to the current UDA scheme and a suite of qualitative measures.

It is too early to assess the effect of the changes under the prototype contract, but moving forward, we want to make sure we can continue to deliver the same high quality of care that our patients expect, regardless of any changes made to the dental contract, and being part of the prototype scheme will allow us to continue to work with the NHS to help to design a strong framework for NHS dentistry, focused on improved patient quality, experience and treatment outcomes.

We remain focused on our capability to deliver excellence in patient care across both the NHS and private markets, whilst recognising the diverse opportunities which exist for the provision of additional primary care services in the future.



summary of financial performance

In the table below you will find a summary of IDH's financial performance together with the Key Performance Indicators (KPIs), both financial and non-financial.

These KPIs are fundamental to the IDH business, and focus on the drivers of value that will enable and inform the management team to achieve each division's business plans, strategic aims and objectives.

FINANCIAL KPIs				
Year ended 31 March	2016		2015	
	£m	% revenue	£m	% revenue
NHS revenue	386.4	68.3	373.0	69.8
Private revenue	86.4	15.3	69.2	13.0
Practice services revenue*	93.1	16.4	92.1	17.2
Total revenue	565.9	100.0	534.2	100.0
Gross profit	258.4	45.7	239.4	44.8
EBITDA before non-underlying items	80.2	14.2	76.8	14.4
Operating profit	11.6	2.0	24.4	4.6
<hr/>				
Net bank and bond debt	516.8		491.6	
Cash generated from operations	80.0		77.5	
Cash generated from operations net of interest paid	44.7		43.8	
*After elimination of intra-group sales				
Year ended 31 March	2016		2015	
Like for like private revenue growth	11.6%		12.2%	
£/UDA annual contract uplift	1.34%		1.60%	
Overheads as a percentage of revenue ¹	31.8%		30.8%	
Number of practices	672		644	
Employees (average number) ²	7,145		6,710	
UDA delivery (% of total contract)	92.4		95.8	
Net debt to EBITDA	6.45		6.40	
Pro-forma EBITDA ³	£84.8m		£85.1m	
Net debt to Pro-forma EBITDA	6.09		5.78	
Total UDA's delivered (million) ⁴	12.8		12.7	
Total UOA's delivered (million) ⁵	0.5		0.5	

- Overheads as a percentage of revenue represents administrative expenses, plus distribution costs, less depreciation, amortization and non-underlying items.
- Employees - excluding self-employed clinicians.
- Pro-forma EBITDA represents the estimated EBITDA of the group after adjusting for the full year ownership effect of acquisitions completed during the year ended 31 March 2016.
- UDA - Unit of Dental Activity, measures set as part of the NHS contract terms.
- UOA - Unit of Orthodontic Activity, measures set as part of the NHS contract terms.



Management defines net debt as all external bank and bond debt, and therefore this excludes any shareholder loan notes and preference shares; the closing net external bank and bond debt as of 31 March 2016 was as follows:

EXTERNAL BANK AND BOND DEBT		
Year ended 31 March	2016 £m	2015 £m
Senior secured fixed rate notes	200.0	200.0
Floating rate notes	225.0	225.0
Second lien notes	75.0	75.0
Super senior revolving credit facility	39.0	30.5
Less cash at bank	(15.1)	(29.2)
Total	523.9	501.3
Less unamortised issue costs and premiums	(7.1)	(9.7)
	516.8	491.6

Financial reporting

The group reported its financial performance each quarter during the year ending 31 March 2016 with the publication for its bondholders of quarterly financial statements. The Chief Executive Officer and Chief Financial Officer also held quarterly conference calls with investors including a Q&A session. Management has also met with investors where requested.

There are no ongoing quarterly covenant measures that require compliance reports for the fixed or floating rate notes. The covenant requirements of the SSRCF require quarterly

reporting to the banking group, in line with the information provided to bondholders, but also include one reporting covenant that measures amounts drawn under the SSRCF in relation to earnings before interest, depreciation, amortisation and exceptional items (EBITDA). The covenant was passed with ample headroom each quarter.

The group prepared its financial statements for the first time this year in accordance with International Financial Reporting Standards as adopted by the European Union (IFRS). A more

detailed review of our financial performance, as well as details of the transition to IRFS and the principal risks and uncertainties of the group, are set out in the statutory accounts of Turnstone Equityco 1 Limited, the holding company for IDH, and are available on our website: www.mydentist.co.uk

At year end, the group had significant additional facilities to support the future growth of the business including £59.2m undrawn against the £100m super senior revolving credit facility (SSRCF).



board of
directors
and key operational
managers



TERRY SCICLUNA
Chief Executive Officer, IDH Group

Terry Scicluna brings nearly 35 years of UK healthcare and retail experience to the IDH Group. Prior to his appointment as CEO in 2013, he spent nine years with Alliance Boots where he held various senior positions. Most recently, he was International Managing Director and was responsible for all Boots stores and Brands outside of the UK with a turnover of over £2 billion. Prior to that, he was Managing Director of Unichem and Alliance Pharmacy, which at the time had a turnover of £1.2 billion and 1,000 outlets.



MARK ROBSON
Chief Financial Officer and
Company Secretary, IDH Group

Mark Robson joined IDH Group in February 2012. He is a qualified chartered accountant with extensive experience in the consumer and leisure retail sectors, including public and private equity owned entities. He has previously held CFO roles at Thorntons PLC (confectionary retailing and production), Somerfield Limited (food retail), SFI Holdings Limited (pub and bar chain), Claire's Accessories (UK) Limited (children's fashion) and Alldays PLC, the convenience store group.



ANNETTE SPINDLER
Chief Operating Officer,
patient services

Annette is the Chief Operating Officer of mydentist. Her appointment became effective in April 2014. She has a wealth of experience within the retail and healthcare sectors. She was previously Marketing Director of Lloyds Pharmacy, part of parent company Celesio AG, Managing Director of Scholl Retail, which included podiatry clinics (previously owned by Alliance Pharmacy), Marketing Director of Alliance Pharmacy (part of Alliance Boots), Sales, Marketing & Property Director at Brantano Footwear (including international - Middle East).



STEVE WILLIAMS
Clinical Services Director, patient services

Steve qualified as a dental surgeon in 1992 from Manchester University. After an initial period in private practice, Steve joined mydentist in 2004 and has held a series of roles, including Clinical Director, Regional Manager and Director of Clinical Services. In May 2011, he was appointed to the board of mydentist as Clinical Services Director. In this role he leads the clinical, commissioning and health and safety teams in ensuring the best clinical and safety governance regimes are embedded throughout the whole organisation with a focus on improving quality. He manages relationships with both local and central government organisations to ensure protection of existing contracts as well as securing new opportunities.



MARK STEPHENSON
Chief Operating Officer, practice services

Mark Stephenson is the Chief Operating Officer of IDH's Practice Services Division including the Dental Directory and DBG. He joined the business in January 2016. Mark has extensive experience in the healthcare business; prior to IDH he was Managing Director of IPS Specials, a private equity owned specialist pharmaceutical manufacturer. Before this, Mark worked in Alliance Boots for over 10 years, which included managing several businesses in homeware, hospital, contract sales and manufacturer services. Mark's early career included manufacturing, purchasing, sales and general management roles, culminating in 8 years at Total where he managed over 10,000 retail outlets across Europe and introduced the new retail brand "Bonjour".





ERIC KUMP

Non-Executive Director, Carlyle Group

Eric Kump joined Carlyle in 2010 as a Managing Director with responsibility for coverage of the UK market. Prior to joining Carlyle, he was a Managing Director and head of the London based Private Equity team of Dubai International Capital ("DIC"). While at DIC he was on the board of investments including Alliance Medical, Almatris, Travelodge, Mauser Group and Merlin Entertainments Group. Prior to that, he was a Managing Director with Merrill Lynch Global Private Equity (MLGPE) where he was a member of the investment committee and a Director of numerous portfolio companies. While at MLGPE, he focused on investments across a range of industries including financial services, consumer, distribution, industrial and healthcare.



ALEX STIRLING

Non-Executive Director,
Managing Director at Carlyle Group

Alex is a director in Carlyle's European buyout team, with a particular focus on business and consumer services sectors. Prior to joining Carlyle, Alex was an Investment Director with Apax Partners and PPM Capital. Alex is a member of the Board of Directors of mydentist and has previously been an observer on the boards of NBTY Europe, Orizonia, Focus Wickes, PCM Uitgevers and Promethean. He received an M.B.A. from Harvard Business School and a B.A. from Cambridge University.



JEAN BONNAVION

Non-Executive Director,
Palamon Capital Partners

Jean is a Principal at Palamon Capital Partners. Jean has served as an observer or member of the Board for many Palamon investments, including mydentist, Towry, SAV Credit and Nordax. Prior to joining Palamon in 2005, Jean spent eight years working in management consulting for Bain & Company in Paris and London. He also worked for the French Railways in London for two years as part of the Eurostar marketing team. Jean graduated from ESSEC in Paris and holds an M.B.A. from Harvard Business School.



LOUIS G. ELSON

Non-Executive Director,
Palamon Capital Partners

Louis has been active in European private equity for more than two decades, previously as a London-based partner of Warburg Pincus. Louis attended Phillips Academy Andover and Eton College, and he received a B.A. with Honors from Harvard University. He serves as a charter trustee of Phillips Academy Andover and was previously a member of the Harvard University Task Force on Academic Resources. In London, he is vice-chairman of Impetus-PEF, the UK's leading venture philanthropy organization. He serves on the Development Board of The Prince's Trust, the International Development Council of the British Film Institute and is a trustee of The Voices Foundation and The Education Endowment Foundation. He was previously a member of the board of the British Venture Capital Association. He is a Fellow of the Royal Society of Arts and a long standing member of The Pilgrims.



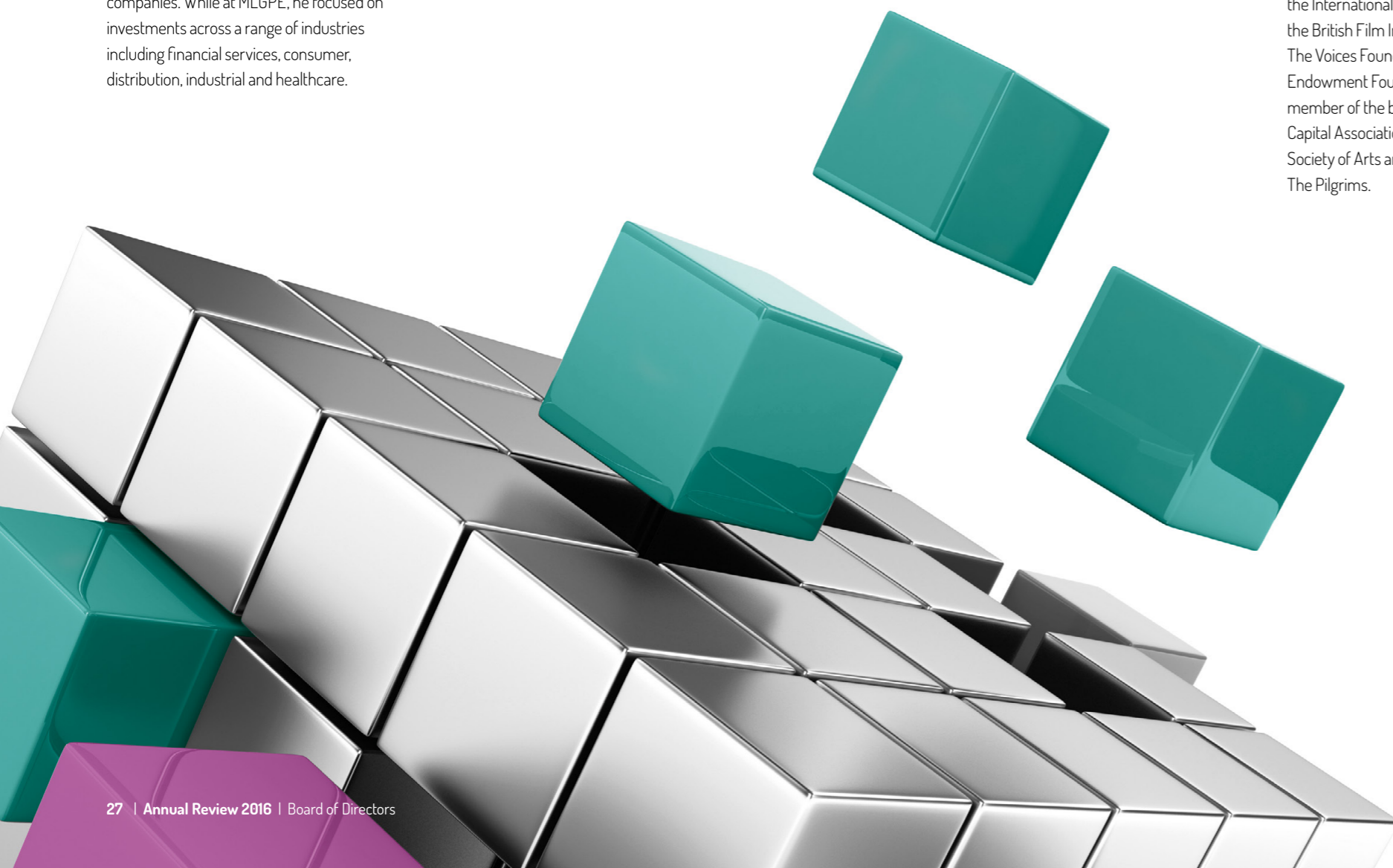
BARRY COCKROFT

Non-Executive Director

Barry joined our Board in July 2015 as a Non-Executive Director. He is a qualified dentist and initially spent more than 25 years in general dental practice where he also represented Coventry, Warwickshire and Solihull on the General Dental Services Committee of the British Dental Association, ultimately becoming the Vice-Chairman of the Committee.

In 2002 Barry joined the Department of Health as Deputy Chief Dental Officer, and was appointed Chief Dental Officer in 2006. During this time, he provided clinical and professional advice to NHS England, the Department of Health and Health Education England and contributed to the development of dental care in the United Kingdom.

Barry was awarded a CBE in 2010 as well as honorary fellowships by the University of Central Lancashire, the Faculty of Dental Surgery in England and the Faculty of General Dental Practice and an honorary doctorate in dental surgery by the University of Plymouth.



BRAND VALUES

Every member of the mydentist team, from clinicians to administrative staff, has a role to play in ensuring our brand values are implemented every day and translated into great service for each customer.

TRUSTED We're the people that customers depend on for their dental care, and we take this responsibility very seriously.

HONEST We're an open and sincere business that exists to provide the best dental care possible, so we strive to demonstrate our honest approach in the way we talk to our customers about the treatments they need, and the potential costs involved.

WARM & WELCOMING Dental care needs to be professional, but that doesn't mean we can't be friendly, compassionate and caring too. We believe that nothing works better than a lovely smile and some warm words to welcome customers to one of our practices.

UNDERSTANDS ME We understand what our customers expect from us, so we are available at times to suit them, with an efficient approach and reasonably priced care, whilst still being kind, sensitive and receptive to their needs.

LOYAL We're in this together, bonded by a solid belief in the worthwhile work that we do, helping the nation improve their dental health. So that's why we always show loyalty to both our customers and communities, as well as to our colleagues.

INNOVATIVE Dental healthcare never stops evolving. That's why we continue to provide the latest treatments and customer service. By always looking to innovate, our customers can rely on us for cutting-edge care.