

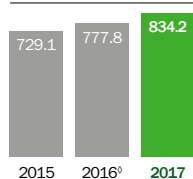
## The year in review

# Growing our specialist capabilities

## Financial highlights

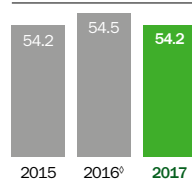
Revenue (£m)

**£834.2m** +7.2%<sup>◊</sup>



Gross margin (%)

**54.2%** -35bps<sup>◊</sup>



<sup>1</sup> Excludes exceptional costs.

<sup>◊</sup> FY16 comparative information presented on a 52 week basis. For reconciliation to a 53 week statutory basis see page 179.

FY16 53 week statutory revenue was £793.1m.

FY16 53 week statutory basic earnings per share was 14.6p.

## Operational highlights



### Growing our presence...

Delivered our rollout targets for both stores and services, and grew our VIP loyalty club by 300,000 members.

**15**

new Pets at Home superstores  
total stores 434

**50**

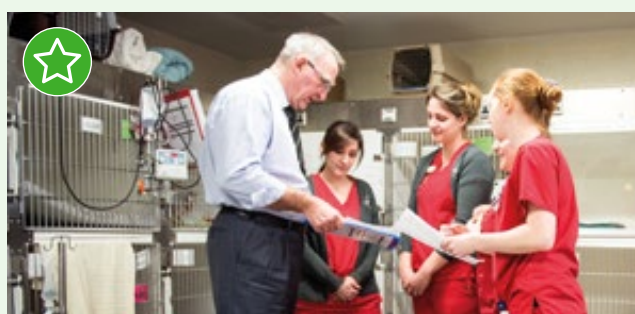
new grooming salons  
total salons 290

**50**

new vet practices  
total practices 438

**3.7m**

active VIP club members



### Growing our specialist services...

Increased our presence in the veterinary specialist services market through the acquisition of two referral centres.

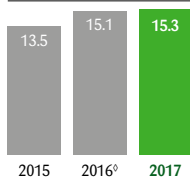
**4**

specialist veterinary  
referral centres  
in the Group



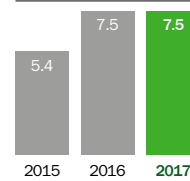
Basic pre-exceptional earnings  
per share (pence)<sup>1</sup>

15.3p +1.0%<sup>o</sup>



Dividend per share (pence)

7.5p



Growing our online capabilities...

Ongoing investment has delivered a better online experience for customers, leading to higher order volumes and basket spend.

Nearly

50%

of online orders are collected  
by customers in-store

Order in-store

Launched 'order in-store', where colleagues can place an online order for our entire extended range of 11,000 products, through their PetPads.



Growing our responsibility...

Our programme to equip stores with LED lighting and a Building Energy Management System is delivering immediate financial savings, reducing our environmental impact and delivering welfare improvements for our pets.

Over

50%

of stores now fitted with LED  
lights & Energy Management  
Systems