

## Strategic performance

**Bring the pet experience to life****Number of customer transactions (m)**

60.0m (4.9)%

2021	60.0
2020	63.1
2019	59.2

Driven by decreased footfall due to COVID-19 related restrictions, however more than offset by increased Average Transaction Value.

**What we are measuring**

Growth in the number of customer transactions across the Group year on year. This includes transactions in-store, online, in our grooming salons, and visits to all First Opinion vet practices.

**Why is it important?**

By providing complete pet care, more customers will visit our locations more frequently and transact more often.

**Future plans**

We will continue bringing our Retail and Vet Group businesses closer together, making it convenient and affordable for customers to shop across our brands. In addition, we will look to expand our pet care ecosystem by considering attractive adjacencies.

**50% of sales from pet services****Customer sales<sup>1</sup> from services (%)**

32.8% (129)bps

2021	32.8%
2020	34.1%
2019	34.0%

Reflecting the disposal of our Specialist Referral hospitals and the strong growth seen in pet product sales.

**What we are measuring**

The proportion of total customer sales contributed by our various pet care services. This is defined as gross customer sales made by both Joint Venture and company managed First Opinion vet practices, grooming salons, omnichannel subscriptions, pet sales and pet insurance commissions.

**Why is it important?**

The ability to offer customers pet care services in addition to pet products is a key competitive differentiator for the Group.

**Future plans**

Generating sales from services is an essential part of being a pet care business and not just a retailer. We will continue to focus on helping our First Opinion vet practices to mature, whilst also growing the number of customers signed up to our subscription platforms.

**Use data and VIP to better serve customers****VIP customer sales<sup>1</sup> (£m)**

£887.1m +8.6%

2021	887.1
2020	817.2
2019	591.6

Driven by a c9% increase in active members, and an increase in members shopping across more than one channel.

**What we are measuring**

The increase in spend from VIP loyalty club members across the Group year on year. This includes all spend across both the Retail and Vet Group businesses.

**Why is it important?**

Our VIP loyalty club of 6.2m active pet owners is a unique asset providing data and insight to help us increase share-of-wallet, attract and retain new customers, and encourage further spend across our ecosystem of products and services.

**Future plans**

Continued investment in our data capabilities is a key underpin of our future growth plans. We are developing deep actionable insights so we can better serve the needs of pet owners and deliver more personalised content and offers relevant to each individual pet.

**Set our people free to serve****Customer sales<sup>1</sup> per colleague (£k)**

£196.7k +5.2%

2021	196.7
2020	187.0
2019	174.1

Achieved through strong sales growth and efficiency initiatives in-store.

**What we are measuring**

Customer sales generated per full-time-equivalent colleague employed directly by the Group.

**Why is it important?**

By creating efficiencies we allow colleagues across the Group to focus on sales generating activities and delivering exceptional service to our customers, Partners and clients.

**Future plans**

Our focus is on operating efficiently across all parts of the Group, ensuring we can remain agile in how we deliver our strategic priorities whilst maintaining an appropriate cost base.