

Pets at Home is the UK's leading pet care business, operating 457 retail stores, 337 grooming salons, and 443 First Opinion vet practices.

We offer an extensive range of pet products available both online and in our stores, as well as providing a range of pet care services such as dog grooming, veterinary services including telehealth, subscription packages, educational workshops and events.

Through our unique combination of products, services and expertise, we provide customers with everything they need to look after their pet, making pet care convenient, affordable and rewarding.

Our market

Market size	£6.7bn
Market growth FY22	+8%
Market share	24%
Market share gain FY22	+100bps

Our pet care ecosystem

VIP loyalty club members	7.3m
VIPs shopping >1 channel	27%
Subscriptions	1.5m
Customer revenue* from subscriptions	£120m

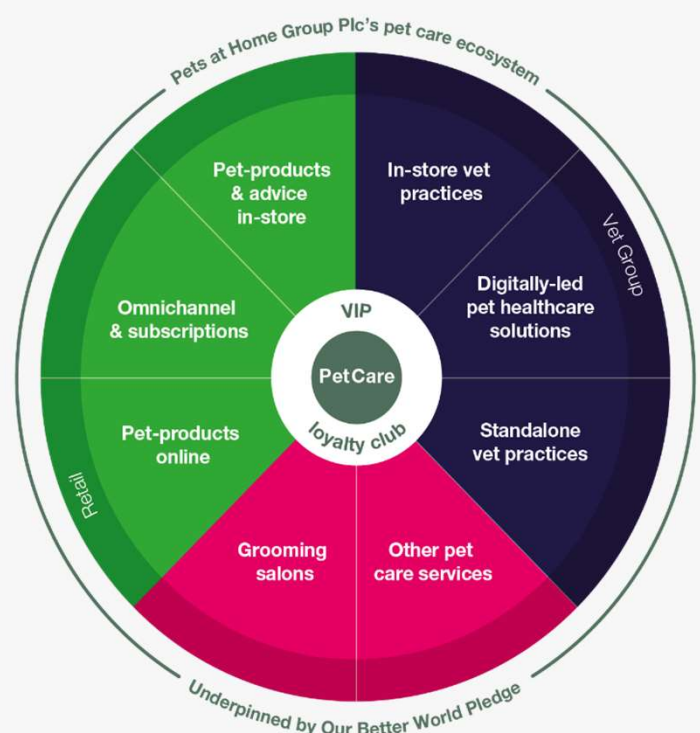
Financial highlights

Statutory revenue	£1.3bn
Customer revenue*	£1.7bn
Underlying PBT	£144.7m
Underlying FCF	£95.0m

Strategic KPIs

VIP loyalty club members	7.3m
Customer revenue* from services	32.1%
VIP customer revenue*	£1,107.1m
Customer revenue* per FTE colleague	£201.8k

Our business model



* The majority of our First Opinion vet practices operate as Joint Ventures (JV) and, rather than consolidating the financial results, we receive a management fee. Customer revenue includes sales made by JV practices, and therefore differs to statutory revenue.