

Strategic performance

Bring the pet experience to life

Number of active VIPs (m)

7.3m
+18%



Driven by the success of our Puppy and Kitten clubs, increased marketing activity and supported by a growing pet population.

What we are measuring

Growth in the number of active members of our VIP loyalty club. An active member is defined as a customer who has transacted with the Group in the last 52 weeks.

Why is it important?

By providing complete pet care through a trusted brand, we will attract more pet owners to engage with the Group, increasing our market share.

Future plans

We will continue to leverage our omnichannel pet care model to make it convenient, affordable and rewarding for customers to engage with our suite of products and services. In addition, we will continue to drive our Puppy and Kitten clubs to attract customers at the very start of their pet care journey.

50% of revenue from pet care services

Customer revenue¹ from services (%)

32.1%
(64)bps



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

What we are measuring

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

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 solely a retailer. We will continue to focus on supporting our First Opinion vet practices to mature, whilst also growing the number of customers signed up to our subscription platforms.

Use our data to better serve customers

VIP customer revenue¹ (£m)

£1,107.1m
+26.4%



Driven by growth 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 7.3m 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

Continuing to leverage our data capabilities is a key underpin of our future growth plans. We are harnessing our deep actionable insights to 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 revenue¹ per FTE colleague (£k)

£201.8k
+10.2%



Achieved through strong revenue growth as well as efficiency initiatives in-store.

What we are measuring

Customer revenue 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.