

Pets at Home is the UK's leading pet care business, operating 452 retail stores, 316 grooming salons, and 441 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	<b>£6.2bn</b>
Market share	<b>23%</b>
Market share gain FY21	<b>+3%</b>
Growth in Pet population	<b>+8%</b>

**Our pet care ecosystem**

VIP loyalty club members	<b>6.2m</b>
VIPs shopping >1 channel	<b>26%</b>
Subscription customers	<b>&gt;1m</b>
Customer sales* from subscriptions	<b>£90m</b>

**Financial highlights**

Statutory revenue	<b>£1.1bn</b>
Customer sales*	<b>£1.4bn</b>
Underlying PBT	<b>£87.5m</b>
Underlying FCF	<b>£67.4m</b>

**Strategic KPIs**

No. of customer transactions	<b>60.0m</b>
Customer sales* from services	<b>32.8%</b>
VIP customer sales*	<b>£887.1m</b>
Customer sales* per colleague	<b>£196.7k</b>

**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 sales include gross sales made by JV practices, and therefore differs to statutory revenue.