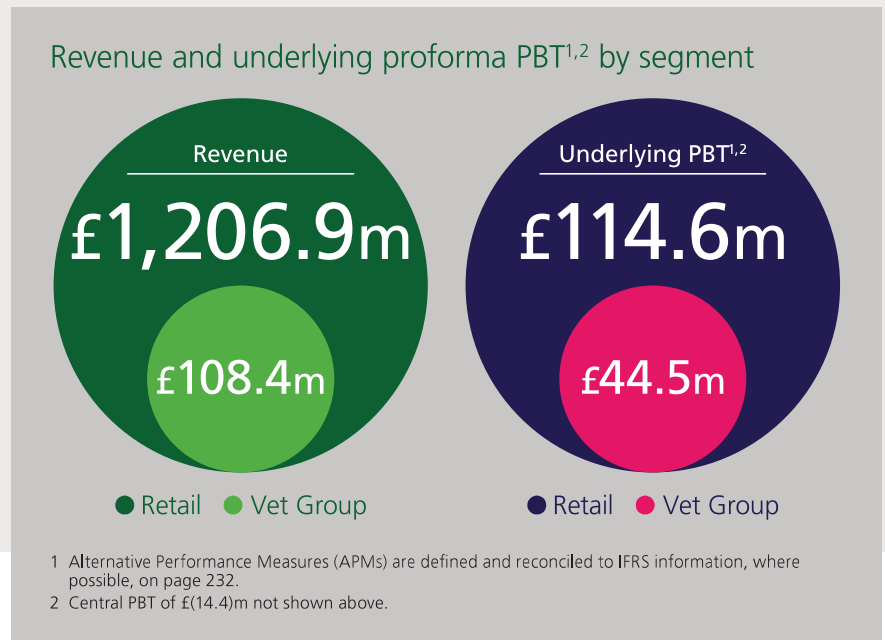


## A unique combination of products, services and advice

Although we report our Retail and Vet Group businesses separately, the two sides of the Group are highly complementary, and allow us to provide a complete pet care solution. We provide customers with everything they need to be the best pet owner they can be.



## Retail



A wide range of pet products are available both online and in our stores, which offer far more to the pet owner than just a place to buy food and accessories. Through a combination of our in-store experience and services, knowledgeable colleagues and award winning VIP loyalty club, we aim to make pet ownership convenient, affordable and rewarding.

→ For more information:  
Operating review, page 68-69

### A pet care destination

In addition to pet products, our stores allow customers to benefit from a range of pet care services such as dog grooming, veterinary services, subscription packages, educational workshops and events, as well as access to expert pet knowledge and advice through our experienced colleagues.

### A true omnichannel model

Our extended range of food and accessories is available for customers to shop online 24/7, with convenient delivery options to choose from, including 1-hour collection in-store and 2-hour home delivery. Alternatively, colleagues can place an order from our extended range whilst the customer is in-store. We also offer subscriptions across monthly flea and worm treatments and regular food deliveries, making pet care even more convenient and affordable.

## Stores

# 457

## Omnichannel

# 41%

Of omnichannel<sup>1</sup> revenues involve a store colleague

## Services

# 57%

Of stores have a vet practice and grooming salon

Customers

7.3m

Active VIP loyalty club members

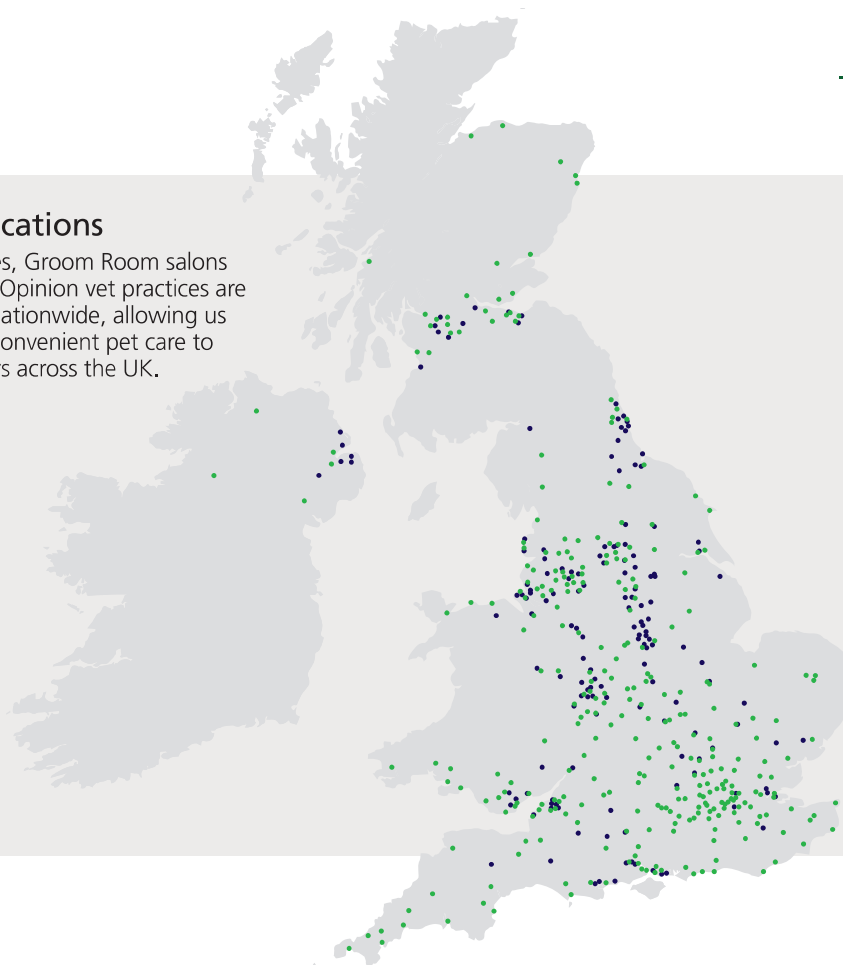
Cross-shopping

27%

Proportion of VIPs who shop across more than one channel

Our locations

Our stores, Groom Room salons and First Opinion vet practices are located nationwide, allowing us to offer convenient pet care to customers across the UK.



Vet Group



We provide a comprehensive range of small animal veterinary services through a network of First Opinion practices which handle all aspects of general veterinary care, as well as offering round-the-clock veterinary telehealth advice and triage so clients can access all their pet healthcare needs whenever they need to.

First Opinion practices

Our nationwide network of First Opinion small animal veterinary practices mostly operate under the Vets4Pets brand and, in conjunction with our Joint Venture Partners, provide the opportunity for entrepreneurial vets to own their own business. This Joint Venture arrangement offers clinical freedom and operational independence to veterinary surgeons, supported by our business expertise. We also operate a number of company managed First Opinion practices, which are owned in full by us.

Digitally-led pet healthcare solutions

Our telehealth business, The Vet Connection, broadens our digital capabilities in providing trusted advice and pet care solutions. It enables us to provide customers with round-the-clock veterinary telehealth advice, triage and ancillary services, meaning pet owners can remotely access quality care for their pet whenever they need to.

Practices

388

Joint Venture First Opinion practices

Practices

55

Company managed First Opinion practices

Consultations

c95,000

Remote consultations each year

→ For more information: Operating review, page 70-71