pets at home
Group plc

FOR IMMEDIATE RELEASE, 28 MAY 2025

Pets at Home Group Plc: FY25 Preliminary Results

for the 52 week period to 27 March 2025

Platform in place to support future growth

Key financial results

Statutory Metrics	FY25	FY24	YoY %
Group Statutory Revenue (£m)	1,482.1	1,480.2[1]	0.1%
Group Statutory PBT (£m)	120.6	105.7	14.1%
Statutory Basic EPS (p)	19.0	16.6	14.5%
Dividend (p)	13.0	12.8	1.6%
Total Indebtedness# (£m)	(342.1)	(372.0)	(8.0)%

Financial Performance Metrics	FY25	FY24	YoY %
Group Consumer Revenue# (£m)	**1,961.9**	**1,909.9**	**2.7%**
- Retail	*1,306.8*	*1,330.1*	(1.8)%
- Vet Group	*655.1*	*579.8*	13.0%
Group Underlying PBT# (£m)	**133.0**	**132.0**	**0.7%**
- Retail	*72.9*	*87.4*	(16.6)%
- Vet Group	*75.9*	*61.6*	23.3%
Free Cash Flow# (£m)	**83.8**	**69.0**	**21.5%**
- Retail	*30.6*	*26.7*	14.6%
- Vet Group	*67.5*	*58.3*	15.8%
Adjusted Net Cash# (£m)	6.2	8.8	(30.1)%
Underlying Basic EPS# (p)	21.0	20.7	1.6%

1. *See note 1.26 for an explanation of the prior year restatement.*

Lyssa McGowan, Chief Executive Officer:

"The past two years have seen a profound transformation at Pets at Home. We have moved from a business with a strong presence in pet retail and vets, to a true pet care platform.

We now have a platform that is fit for the future and capable of delivering sustained outperformance and market share gains through delighting consumers and increasingly fulfilling all of their pet care needs. During this period of transformation, we have completely replatformed our digital infrastructure, built new capabilities around our data, brand & marketing, and simplified our distribution network to a single distribution centre fulfilling stores, online and subscriptions, and we have achieved this against the backdrop of a normalising pet care market and low consumer confidence.

In FY25, we also saw another outstanding year of growth in our vets business, fuelled by the commitment and expertise of our partners, supported by our best-in-class scale services, platform benefits and industry knowhow. Our practices significantly outperformed a more subdued industry backdrop and delivered this progress despite the ongoing uncertainty of the CMA investigation – further demonstration of the power of our unique joint venture model.

I am tremendously proud of our colleagues and partners for navigating this challenging but critical period which leaves us in a position to look to the future with confidence. While FY26 comes with its own challenges as we digest externally imposed cost headwinds and heightened macro uncertainty, our objective is clear - to deliver outperformance against our underlying markets, across our business."

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Financial Highlights

- **Group consumer revenue[#] up 2.7%** to £1.96bn, against a subdued but resilient market backdrop.
    - **Vet Group consumer revenue[#] up 13.0%**, record sales supported by high quality growth driven by higher visits, average transaction values and significant growth in Care Plan revenues.
    - **Retail consumer revenue[#] down 1.8%**, impacted by a period of subdued growth in the pet sector due to a soft UK consumer backdrop throughout FY25, deflation and normalising levels of new pet ownership. In addition, we saw some transitionary impacts from our digital platform launch. However, the fundamentals of the business remain healthy with consumer satisfaction improving through the year.
- **Total Group statutory revenues up 0.1% to £1.48bn**, with Group like-for-like[#] (LFL) revenue -0.4%. Vet Group revenues up +16.8% (LFL[#] +16.2%) to £175.3m, with Retail revenues -1.8% (LFL[#] -2.0%) to £1.31bn.
- **Group underlying PBT[#] of £133.0m, up 0.7% YoY, in line with guidance, with Group underlying PBT margin[#] +5bps**.
    - **Vet Group underlying PBT[#] of £75.9m up 23.3%**, driven by the increase in fee income YoY whilst maintaining a broadly flat cost base.
    - **Retail underlying PBT[#] of £72.9m down 16.6%,** driven by the impact of lower revenues with gross margins broadly stable and good cost control.
- **Group statutory PBT £120.6m, up 14.1%** with the underlying profit fall offset by a £13.9m reduction in non-underlying costs YoY to £12.4m in FY25.
- **Underlying EPS[#] 21.0p**, up 1.6% with a 1.4% underlying profit for the period decline, offset by 3.0% share buyback accretion.
- **Total dividend per share of 13.0p** (up 1.6%), final dividend held at 8.3p.
- **Free cash flow[#] up 21.5% to £83.8m,** reflecting the increase in underlying PBT[#], lower non-underlying costs and lower share purchases linked to our employee benefit trust (EBT).
    - **Vet Group £67.5m up 15.8%** driven by strong sales growth, leveraged through our capital light model**.**
    - **Retail £30.6m up 14.6%** with lower non-underlying costs helping offset lower underlying profits.
- **Balance sheet remains robust with adjusted net cash**[#] of £6.2m (FY24: £8.8m), before lease liabilities of £348.3m. Cash and cash equivalents of £39.5m at the end of the year (FY24: £57.1m).
- **£25m share buyback announced for FY26**, having already completed £125m in buybacks in last 3 years.

Strategic Highlights

FY25 was a year of strategic progress against a more challenging macro backdrop. Importantly, the key elements of our strategy are now complete and will underpin future growth. Highlights include:

- **Pets Club members grew 5% to 8.2m** helped in part by auto-enrolment on the new digital platform, further increasing our active consumer base from which we can drive share of wallet gains in the future.
- **Our retained consumers[2] continue to see higher ACV[3]** – faster consumer growth than anticipated diluted our total consumer ACV[3] (down 2% to £175) but retained consumer[2] ACV[3] growing 1% to £216.
- **Digital platform fully transitioned** providing the foundations to leverage our Pets Club data to drive an increasingly personalised consumer experience.
- **Distribution network optimisation complete,** with all sales channels now being fully serviced by our single site distribution centre in Stafford.
- **Subscription revenues[4] +30%**, with 13.0% (from 10.0%) of Group Consumer revenue[#] now generated via subscriptions. Particularly strong growth across Easy Repeat and Care Plans as our improved offer and functionality resonates with consumers.
- **Retail consumer satisfaction +10pts since start of year** driven by improvements in availability, service and value for money.
- **Further growth in vet footprint** – 3 new JV practices and 15 JV extensions completed in the year with accelerated ambitions for future supported by a robust partner pipeline. In FY26 we plan to open at least 10 new JV practices alongside 15 extensions.
- **Continued investment in our Pet Care Centres** with 4 new openings and 32 Pet Care Centre refits including 4 major refits in our new trial format.
- **Progressed our sustainability agenda –** In partnership with Meatly we supported the launch of the world's first cultivated meat dog treat and over 250 own brand pet food ranges have been carbon footprinted.

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Building the world's best pet care platform

Our strategy is clear. We are the UK's only complete pet care provider, and our recent transformational investments will provide a platform for outperformance through unlocking new areas of growth in existing and adjacent markets, generating long-term sustainable value for all stakeholders.

FY25 has been a critical year in the delivery of our strategy, completing and bedding in two major investment programs, our distribution network optimisation and our digital platform. This investment has been critical to futureproof the business and has required significant focus and resource to deliver, against a challenging and uncertain trading backdrop.

With these two key programs now complete, our focus is now firmly on delivering the omnichannel benefits of these investments across our 8.2m Pets Club members. We will continue to improve our experience and broaden our appeal as we fully integrate vets, grooming and insurance going forward. Our vision is on track to build the world's best pet care platform, bringing together a best-in-class omnichannel retail proposition with our unique blend of services, through an integrated and consumer centric experience.

An integrated consumer experience

- Our new digital platform is now live, completing a key building block of our strategy. As consumers interact with our platform, we are seeing increased conversion as consumer journeys are simplified, and higher average baskets as consumers engage with new features.
- While FY25 was impacted by the transition to the new platform, we have a long track record of growing our online sales. We expect to return to market outperformance in FY26 and beyond as we leverage our improved capability with a particular focus on subscriptions growth and improved mix through growing own brand and accessories participation.
- Our Pet Care Centres remain central to our omnichannel experience. High quality assets in their own right, and also providing an important digital halo, with online sales increasing over 25% in areas with a new Pet Care Centre opening[5]. Our new format stores have performed well, with stronger subscription and Pets Club sign-ups, supporting a broader rollout, with 30 refreshes planned for FY26.
- Consumers will continue to benefit as we further enhance our experience, truly integrating our unique blend of products, services and advice. Most importantly, we can begin to use our best-in-class, first party data much more effectively to better meet consumer needs and drive incremental demand.

Growing our recurring revenue streams

- Our revenues are increasingly predictable as our business mix improves, with more of our revenues coming from areas such as vets, grooming, and subscriptions. We plan to continue to grow this further with subscription participation still fairly low across our 8.2m Pets Club members and 0.6m non-Pets Club vet clients (of 1.7m total active vet clients).
- The new digital platform has already unlocked strong growth in Easy Repeat subscriptions, which are +35% YoY. These consumers are showing c50% higher frequency and c50% higher ACV[3] than prior to taking out a plan.
- We have also recently launched Easy Repeat sign up in store, with over 1,000 sign-ups a day so far. 75% of these in-store sign-ups are opting for 2-4 weekly frequency vs 80% of online sign-ups being 4-12 weeks. In addition, over 90% of new sign-ups are opting for Click & Collect.
- Our headroom for growth remains significant, with only c3% of our 8.2m Pets Club members having an active Easy Repeat subscription compared to over 50% of our vet clients who have a Care Plan. Each 1% of consumers moved onto Easy Repeat would add £10m to our revenues.
- Our relaunched Care Plans have been a success in driving practice revenue growth. Our Care Plans contributed 9% to Vet Consumer revenue[#] growth as our relaunched plans resonated well with consumers and we sold more, higher value plans, increasing the stickiness and predictability of our vet revenues.

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Differentiated, sector-leading vets

- Our unique JV model has delivered another year of double-digit growth and market share gains. Our vet group is a clear #2 in the UK First Opinion sector and is responsible for 33% of our consumer revenues, over 50% of Group underlying PBT# and the majority of Group Free Cash Flow#.
- The Nation's Local Vet. The success of our vets business begins with delivering the best outcomes for consumers and their pets. Our practice owners operate with clinical freedom, build their business with a long term, community focus and compete effectively to grow their consumer base, supported by our national brand, platform and industry leading support.
- This shows up in differentiated economics for us and our partners. In FY25:
  - We increased our brand consideration by 7pts and delivered a 4pts increase in consumer satisfaction from already high levels.
  - Average practice revenues grew 12.8% to £1.4m.
  - Joint Ventures practices reduced total indebtedness by £6.4m to £24.8m and paid c£46m out to partners in dividends, averaging over £150k per debt-free practice.
- This year we surpassed our vets FCF# target of £60m. But the ambitions of us and our partners are not satisfied. We will deliver further growth through embedded maturity, the rollout of new practices, and investments in advanced capabilities and extensions. While we expect recovery in Retail FCF# in future, we expect Vets to continue to contribute the majority of Group FCF#.
- Practice maturity is not a constraint on our growth, in FY25 sales growth in our 10+ year old practices was 11%. We have a clear track record of growing practice revenues beyond 10-years old through extensions and advanced capabilities and plan for c15 further extensions in FY26 and c100 over the medium term. We also plan to accelerate our openings, delivering >10 in FY26 and c100 over the medium term.
- We remain confident and consistent in our view that our unique JV model still insulates us from many areas of the CMA's concern and await the CMA's provisional findings in July 2025.

Insurance

- Our new insurance venture will bring a disruptive, Pets branded proposition to the c£2bn pet insurance market. Pet insurance is the largest vertical outside of Pets at Home's current core operations. It is expected, by Mintel, to grow at c4% per annum reaching c£2.5bn by 2029.
- We have secured an experienced team, who have a 20% minority stake, to build a capital light, Pets at Home insurance proposition leveraging our brand, data and leading consumer base. We will deliver a disruptive consumer experience by leveraging AI to remove key areas of consumer friction.
- We expect to incur start-up losses for around 2 years as we move towards launch and begin building our book of business. We expect to reach break-even point during FY28 before generating meaningful profits thereafter. We believe over time the business is capable of contributing c10% of Group Profits.

Spotlight on Sustainability

Acting responsibly has always been at the heart of our business. Our sustainability agenda is fully integrated into our strategy, centred around a shared purpose of creating a better world for pets and the people who love them.

Progress we have made this year includes:

- We have carbon footprinted over 250 of our own brand complete cat and dog food products representing over 65% of own brand complete cat and dog food sales, this is a key enabler to understanding our Scope 3 emissions and prioritising where we take action.
- We have Pet food bank collection points in all our Pet Care Centres, in partnership with the Blue Cross, helping to keep pets in loving homes. In FY25 we collected 1.6m meals bringing the total since this initiative was launched to over 4 million.
- Over 60,000 children attended one of our 'My Pet pals' or 'Scout Association' Pet Care Centre workshops over the course of the year.

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Our financial framework

As we look forward, we have refined our medium-term framework reflecting the shape of growth and profits we expect to deliver over the medium term.

- **Grow consumer revenue# at mid-single digit rate per year, outperforming the UK pet care market.**
  - Industry growth in 2024 has been low as we have seen subdued consumer confidence, lower inflation and the normalisation of the UK pet market drag on growth.
  - But the pet care market remains an attractive one, with growth supported by premiumisation and humanisation, as consumers treat their pets increasingly as members of the family.
  - So, while we expect consumer confidence to remain subdued in 2025, it is expected that industry growth will improve gradually towards historic norms.
  - We expect to outperform the market as we continue to benefit from our unique JV Vet model, alongside an accelerated vet rollout, and we begin to deliver the benefits of our new digital platform.
  - We would expect faster growth in vets consumer revenue# than in retail with vets growing on average at high single digit rates with Retail at a low to mid-single digit rate.
- **PBT growth ahead of sales growth through operational leverage and productivity gains.**
  - Improving retail sales growth will drop through to profit growth. In addition, as we move beyond a phase of heavy investment in the business, we will continue to work hard driving efficiency through our cost base, driving profit growth ahead of sales growth.
  - We also expect margin accretive growth in the vets business to continue, driven by operational gearing and improving the mix of our business further.
- **Normalised capex of c£50m to drive FCF# conversion of profit after tax to c90%.**
  - Our period of major investment is now complete and investment levels going forward will reflect normalised levels required to maintain a well invested, competitive platform.
- **Unchanged Capital Allocation Policy and maintained capital discipline prioritising:**
  1. Responsible investment in the core operations.
  2. A progressive ordinary dividend targeting 50% EPS payout.
  3. Inorganic growth opportunities with a focus on strategic investments and bolt-on M&A.
  4. Return excess cash to shareholders subject to maintaining a strong balance sheet and not constraining the business.

FY26 Guidance

- Our objective for FY26 is to deliver outperformance versus the market in Vets and Retail, alongside building towards the launch of our insurance offering.
- We expect the current market conditions and subdued consumer backdrop to remain in FY26, with retail market growth of c2% expected.
- The first 6 weeks of the year have begun as expected with group profits tracking in line with guidance.
- In Retail:
  - We expect revenues to outperform the underlying market as our digital investments bear fruit.
  - Operating costs to increase no more than 5%, which includes productivity initiatives of c£30m to offset higher than usual underlying cost inflation including externally imposed headwinds of national living wage / national insurance contributions (c£18m), new packaging regulations (c£2m), the rebuild of variable pay (c£10m) and we are investing a further £3m in marketing costs to drive sales.
  - Overall, with our current view of demand and costs we expect Retail underlying PBT# to decline YoY.
- In our Vet Group:
  - We expect further progress in underlying PBT# albeit against the comparative of the exceptional levels of growth delivered in FY24 and FY25.
  - We will deliver >10 new vet practices in FY26, together with a further 15 extensions.
- We will invest c£3m in our new insurance proposition.
- We expect to deliver Group underlying PBT# in the range of £115-125m.
- We do not expect to incur any non-underlying costs.
- Effective tax rate is expected to be 26%.
- Capital investment at normalised levels of below £50m.
- £25m share buyback, following the £125m completed over the last 3 years.

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Key Performance Indicators[6]

Strategic KPIs	FY25	FY24	YoY
Number of active Pets Club members[7] (m)	8.2	7.8	5.0%
Average Consumer Value[3] (£)	175	178	(1.7)%
% of Consumer Revenue from Subscriptions[8] (%)	13.0%	10.0%	30.0%
Clinical FTE Headcount[9] (k)	3.5	3.3	6.0%

2. *Retained consumers are active Pets Club members who transacted across the group in the last 365 days prior to the end of the reporting period for both the current and prior year.*
3. *Average consumer value (ACV) is the average spend of active Pets Club members across the group over the last 365 days based on consumer revenue as defined above, rather than statutory revenue.*
4. *Subscription revenue includes our Flea & Worm, Easy Repeat, Complete Care and Vac4Life plans.*
5. *Performance of the online catchment surrounding the new Pet Care Centre relative to the total online performance over the same period. Performance is analysed prior to the new Pet Care Centre opening vs the performance 3 years post opening.*
6. *Financial KPIs represent those used by the business to monitor performance. Management recognise that as Alternative Performance Measures they differ to statutory metrics, but believe they represent the most appropriate KPIs.*
7. *Number of active Pets Club members who transacted across the group in the last 365 days prior to the end of the reporting period.*
8. *Subscription revenue includes our Flea & Worm, Easy Repeat, Complete Care and Vac4Life plans and is divided by Group consumer revenue.*
9. *Full time equivalent number of all vets and nurses working across the group, based on standard working hours.*

Results presentation

A presentation for analysts and investors will be held today at 9:30am at Deutsche Numis, 45 Gresham Street, London, EC2V 7BF, attendance is by invitation only. To access a live streaming of the event, please click on the following link https://brrmedia.news/PETS_FY25. A webcast and statement of these results will be available for playback after the event at www.petsathomeplc.com.

Our next scheduled update will be our Q1 FY26 trading statement on 31 July 2025.

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About Pets at Home

Pets at Home Group Plc is the UK's leading pet care business, providing pets and their owners with the very best advice, products and care. Pet products are available online or from over 450 Pet Care Centres, many of which also have vet practices and grooming salons. The Group also operates a leading small animal veterinary business, with over 440 veterinary general practices located both in our Pet Care Centres and in standalone locations. For more information visit: http://investors.petsathome.com/

Disclaimer

Chief Financial Officer's Review

The FY25 period represents the 52 weeks from 29 March 2024 to 27 March 2025. The comparative period represents the 52 weeks from 31 March 2023 to 28 March 2024.

The Group's results are shown as three segments that represent the size of the respective businesses and our internal reporting structures; Retail (includes products purchased online and in-store, pet sales, grooming services and insurance commissions), Vet Group (includes general practices and our veterinary telehealth business) and Central (includes Group costs and finance expenses).

	FY25	FY24	YoY
Group statutory revenue (£m)	1,482.1	1,480.2[1]	0.1%
Retail	1,306.8	1,330.1	(1.8)%
Vet Group	175.3	150.1	16.8%
Group consumer revenue (£m)[#]	1,961.9	1,909.9	2.7%
Retail	1,306.8	1,330.1	(1.8)%
Vet Group	655.1	579.8	13.0%
Group like-for-like revenue growth[#]	(0.4)%	5.1%	
Retail	(2.0)%	4.1%	
Vet Group	16.2%	16.5%	
Group gross profit margin	46.9%	46.7%	17bps
Retail	46.1%	46.2%	(7)bps
Vet Group	52.6%	51.5%	118bps
Group statutory PBT (£m)	120.6	105.7	14.1%
Group statutory PBT margin	8.1%	7.1%	99bps
Group underlying PBT[1,2,#] (£m)	133.0	132.0	0.7%
Retail	72.9	87.4	(16.6)%
Vet Group	75.9	61.6	23.3%
Central	(15.8)	(17.0)	(6.7)%
Group underlying PBT margin[1,2,#]	9.0%	8.9%	5bps
Retail	5.6%	6.6%	(99)bps
Vet Group	43.3%	41.0%	229bps
Statutory basic EPS (p)	19.0	16.6	14.8%
Statutory diluted EPS (p)	18.8	16.4	14.6%
Underlying basic EPS[1,2,#] (p)	21.0	20.7	1.6%
Non-underlying items[2] (£m)	(12.4)	(26.3)	(52.8)%
Free cash flow[#] (£m)	83.8	69.0	21.5%
Cash and cash equivalents (£m)	39.5	57.1	(30.9)%
Total indebtedness[#] (£m)	(342.1)	(372.0)	(8.0)%
Adjusted net cash[#] (£m)	6.2	8.8	(30.1)%
Dividend (p)	13.0	12.8	1.6%
Number of			
Pet Care Centres	459	458	1
Grooming salons	343	347	(4)
Joint Venture vet practices	396	391	5
Company managed vet practices	52	56	(4)

1. *See note 1.26 for an explanation of the prior year restatement.*
2. *FY25 non-underlying items of £12.4m. £6.9m relating to our distribution network optimisation program, £4.5m relating to restructuring of certain support functions, £3.3m relating to the CMA investigation. Alongside this we had a disposal on investment gain of £2.3m which relates to the disposal of Pure Pet Food. FY24 non-underlying items of £26.3m. £21.5m relate to our distribution network optimisation program, £3.7m relating to restructuring of certain support functions, and £1.1m relating to the write down of investments.*

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Revenue

Group consumer revenue# grew 2.7% to £1,961.9m (Vet Group[3] up 13.0% to £655.1m, Retail down 1.8% to £1,306.8m).

Consumer Revenue YoY Growth#	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	H2 24	FY 24
Retail	7.1%	2.9%	5.2%	3.5%	2.0%	2.7%	4.0%
Vet Group	17.9%	15.6%	16.9%	12.9%	13.3%	13.1%	15.1%
Group	**10.2%**	**6.5%**	**8.6%**	**6.0%**	**5.3%**	**5.6%**	**7.2%**

Consumer Revenue YoY Growth#	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	H2 25	FY 25
Retail	(0.8)%	1.1%	0.1%	(2.4)%	(5.2)%	(3.7)%	(1.8)%
Vet Group	13.3%	12.6%	13.0%	14.2%	11.9%	13.0%	13.0%
Group	**3.6%**	**4.7%**	**4.1%**	**2.3%**	**0.2%**	**1.2%**	**2.7%**

3. *Vet Group consumer revenue# consists of revenue from both Joint Venture and company managed practices, income generated from non-revenue based fees such as supplier income and income from our telehealth business 'The Vet Connection'*

Group statutory revenue grew 0.1% to £1,482.1m with like-for-like (LFL#) revenue down 0.4%.

Vet Group statutory revenue was up 16.8% to £175.3m with LFL# revenue up 16.2%.

- LFL# growth was higher than Joint Venture fee income which grew by 15.2% to £103.4m, due to the unwind of fee remediation (c£3m lower YoY).
- Revenues from company managed practices increased by 17.7% to £52.5m.
- The Vet Connection (our telehealth business), generated revenue of £4.0m, +24.7% YoY.
- During FY25 it became necessary to reappraise our approach to Care Plan recognition due to changes in the consumer proposition that resulted in a mismatch between cash receipts and revenue recognised using the previous approach. Under the new approach cash receipts and revenue recognised are closely aligned.
- This change resulted in a £19.9m increase in consumer revenues# recognised in FY25 and a £4.9m increase in underlying PBT#. The £4.9m increase in underlying PBT# is greater than previously expected due to a higher level of consumer revenues# from Care Plans and a higher proportion coming through our full consolidated company managed practices than previously expected.

Retail statutory revenue was down 1.8% to £1,306.8m with -2.0% LFL# growth.

- Throughout FY25 our LFL# performance was impacted by a subdued UK consumer backdrop, a deflationary environment and the impacts of normalisation of new pet ownership.
- We also experienced some disruption in our online revenues from transitioning to our new digital platform and, in the latter part of the year, in moving our online sales across to our Stafford distribution centre, which was expected.
- By category, Food sales declined 1.2% where we saw elements of deflation due to higher promotional participation across the industry. Accessories was down 3.5%. Discretionary accessories remains the most impacted area due to the subdued consumer backdrop, down 5.9%. Consumable accessories was up 0.7% reflecting strong volume performance.

LFL# Revenue Growth	Q1 24	Q2 24	H1 24	Q3 24	Q4 24	H2 24	FY 24
Retail	7.1%	2.8%	5.2%	3.7%	2.1%	2.9%	4.1%
Vet Group	16.6%	18.3%	17.3%	13.3%	17.8%	15.6%	16.5%
Group	**7.9%**	**4.1%**	**6.2%**	**4.4%**	**3.4%**	**3.9%**	**5.1%**

LFL# Revenue Growth	Q1 25	Q2 25	H1 25	Q3 25	Q4 25	H2 25	FY 25
Retail	(0.8)%	0.9%	(0.0)%	(2.8)%	(5.5)%	(4.1)%	(2.0)%
Vet Group	19.5%	15.3%	17.6%	19.9%	9.6%	14.5%	16.2%
Group	**1.0%**	**2.2%**	**1.5%**	**(1.0)%**	**(4.0)%**	**(2.5)%**	**(0.4)%**

Gross margin

Group gross margin[4] increased YoY by 17bps to 46.9%. Vets contributed 22bps towards the Group movement, with Retail down 5bps.

- Gross margin[4] within the Vet Group increased by 118bps to 52.6%. The main contributor being strong sales performance within our Joint Venture estate leveraging a relatively fixed cost base and we also saw strong sales and profit conversion within our company managed practices.
- Gross margin[4] within Retail was 46.1%, a 7bps YoY reduction due to adverse mix due to faster growth in food and non-discretionary accessories. FX partially offset this due to a favourable FX contracted rate in FY25 ($1.26) vs FY24 ($1.19). For FY26 we are currently hedged at a rate of $1.27.

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Operating costs

We managed our cost base tightly in FY25. Operating costs[5] of £558.3m were 2.4% lower, driven by a £13.9m reduction in non-underlying costs. In FY25, we incurred a total of £12.4m of non-underlying operating costs (FY24: £26.3m). Before non-underlying costs, underlying operating costs[5] were flat YoY despite the headwinds of National Living Wage increases (c£16m) and the removal of business rates relief (c£2m).

(£m)	FY25	FY24	YoY
Group statutory revenue	*1,482.1*	*1,480.2[1]*	0.1%
Selling and distribution expenses	442.9	442.2	0.2%
Administrative expenses	117.6	116.3	1.1%
Other Income	(14.6)	(12.7)	15.3%
Underlying operating costs	**545.9**	**545.8**	**0.0%**
Non-underlying costs	12.4	26.3	(52.8)%
Operating costs[5]	**558.3**	**572.1**	**(2.4)%**
Underlying operating costs to sales ratio	*36.8%*	*36.9%*	*(4)bps*

4. Gross margin is calculated as gross profit as a percentage of revenue.
5. Operating costs are the sum of selling and distribution expenses, administrative expenses, other income and non-underlying costs.

For FY26 we will continue to keep a tight grip on our costs. FY26 will be another year where we face higher than usual cost inflation including externally imposed cost headwinds of:

- +6.7% National Living Wage increase and higher National Insurance contributions - c£18m in FY26 taking the cumulative cost of NLW and NICs absorbed over the last 3 years to c£48m.
- New plastic packaging regulations - c£2m.

In addition, we have made choices to continue to invest in the future of the business in the form of higher marketing (c£3m) and the rebuild of bonuses (c£10m).

Where possible we will be mitigating these costs as well as other cost headwinds we face through our ongoing productivity initiatives, our investments in automation and our ongoing program of lease renegotiations totalling c£30m in FY26.

As a result of our productivity actions, in FY26 our operating costs[5] will grow no more than 5%, against gross cost inflation closer to 10%. The extent to which we can further mitigate cost inflation will depend on the rate of sales growth we are able to deliver, which is dependent on how consumer demand evolves and how inflation comes through.

Finance expense

The net finance expense, including interest charged on lease liabilities, increased to £15.8m (FY24: £13.6m). Of this, £13.2m (FY24: £13.3m) related to interest expense on lease liabilities.

Profit before tax (PBT)

Group statutory PBT of £120.6m increased £14.9m (14.1% YoY) due to a £13.9m reduction in non-underlying costs. The bulk of non-underlying costs were due to the completion of our distribution network optimisation program. No non-underlying costs are expected to be incurred in FY26.

Group underlying PBT[#] was £133.0m (FY24: £132.0m), with underlying PBT margin[6] of 9.0%, up 5bps YoY, due to a greater profit contribution from the Vet Group, which has now overtaken Retail contribution.

- Vet Group statutory PBT was £75.9m (FY24: £58.8m). Vet Group underlying PBT[#] was £75.9m (FY24: £61.6m) with underlying PBT margin[6] of 43.3% (FY24: 41.0%), driven by a strong sales performance leveraging a broadly flat cost base.
- Retail statutory PBT was £66.9m (FY24: £64.8m). Retail underlying PBT[#] was £72.9m (FY24: £87.4m) with underlying profit margin[6] of 5.6% (FY24: 6.6%). With gross margins broadly stable and operating costs held flat, the profit decline was driven by the decline in sales.
- Central costs of £15.8m (FY24: £17.0m) includes payroll costs for Group functions, professional fees, and PLC related costs. Central costs also include the initial Insurance set up costs of £0.4m which were incurred in FY25, with c£3m expected to be incurred in FY26.

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

(£m)	FY25	FY24	YoY
Group statutory PBT (£m)	**120.6**	**105.7**	14.1%
Retail	66.9	64.8	3.2%
Vet Group	75.9	58.8	29.1%
Central	(22.2)	(17.9)	24.0%
Group statutory PBT margin	**8.1%**	**7.1%**	**99bps**
Non-underlying items (£m)	(12.4)	(26.3)	(52.8)%
Group underlying PBT# (£m)	**133.0**	**132.0**	**0.7%**
Retail	72.9	87.4	(16.6)%
Vet Group	75.9	61.6	23.3%
Central	(15.8)	(17.0)	(6.7)%
Group underlying PBT margin[6]	**9.0%**	**8.9%**	**5bps**

6. *Underlying PBT margin is calculated as underlying profit before tax as a percentage of revenue.*

Taxation, profit after tax & EPS

- Total tax expense was £32.4m for the period. The effective tax rate for FY25 is 26.7% (FY24 25.1%), which is higher than the UK corporation tax rate due to prior year adjustments in relation to deferred tax which is expected to unwind in future years with no future impact on cash tax.
- Statutory profit after tax increased by 11.4% to £88.2m.
- Statutory basic earnings per share (EPS) were 19.0 pence (FY24: 16.6 pence) and underlying basic EPS# were 21.0 pence (FY24: 20.7 pence).

Working capital

The cash flow movement in working capital[7] for FY25 was an outflow of £3.3m, (FY24: £4.6m outflow).

Compared to FY24 last year:

- Inventories increased by £9.4m YoY as we intentionally built up online stock levels to support the operation as we transitioned to Stafford DC, which is expected to unwind in FY26.
- Trade and other receivables increased by £0.9m YoY, driven by the reducing Vet Group operating loan balance offset by timing differences in supplier-funded marketing activity.
- Trade and other payables have increased by £10.7m YoY linked to higher levels of inventory.
- Provisions decreased by £3.7m YoY as we unwound the restructuring costs provided for in FY24 linked to the now complete Distribution network optimisation program.

Investment

Capex was £45.9m (FY24: £42.9m/FY23 £75.4m) signalling an end to peak investment in our strategy. Investment remained focused on three strategic growth areas; £12.1m (FY24: £9.5m) digitising the business via our new digital platform, £5.0m (FY24: £6.4m) investment into distribution via our network optimisation, and £27.9m (FY24: £25.9m) investment into our Pet Care Centre estate including new Pet Care Centres and refits.

Free cash flow#

Free cash flow# (FCF) was £83.8m (FY24: £69.0m) represents an 86% FCF# conversion against underlying profit after tax.

- Vet Group FCF# £67.5m up 15.8% due to double digit consumer revenue# growth flowing into JV fee income.
- Retail FCF# £30.6m up 14.6% due to lower non-underlying costs YoY offsetting the reduced Underlying PBT#.

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Free cash flow (£m) FY25	Group	*Retail*	*Vet Group*	*Central*	FY24 Group
Underlying PBT	**133.0**	***72.9***	***75.9***	***(15.8)***	**132.0**
Interest (net)	15.8	*12.8*	*(0.7)*	*3.7*	13.4
Depreciation (underlying)	98.8	*94.0*	*4.3*	*0.5*	101.7
Leases	*62.2*	*61.0*	*1.2*	*0.0*	*65.1*
PPE & amortisation of assets	*36.6*	*33.0*	*3.1*	*0.5*	*36.6*
Underlying EBITDA	**247.6**	***179.7***	***79.5***	***(11.6)***	**247.2**
Share-based payment charge	5.9	*0.0*	*0.0*	*5.9*	5.9
Non-underlying cash costs[8]	(11.3)	*(5.0)*	*0.0*	*(6.3)*	(18.3)
Lease payments[9]	(80.1)	*(77.5)*	*(2.6)*	*0.0*	(82.2)
WCAP	(3.3)	*(9.1)*	*5.8*	*(0.0)*	(4.6)
Operating cash flow	**158.8**	***88.1***	***82.7***	***(12.0)***	**147.9**
Capex[10]	(48.4)	*(48.1)*	*(0.3)*	*0.0*	(48.0)
Bank interest (net)	(1.8)	*0.2*	*1.0*	*(3.0)*	1.0
Debt issue costs	0.0	*0.0*	*0.0*	*0.0*	(0.9)
Tax	(20.9)	*(9.6)*	*(15.9)*	*4.6*	(20.2)
Purchase of own shares (employee share schemes)	(3.9)	*0.0*	*0.0*	*(3.9)*	(10.8)
Free Cash Flow	**83.8**	***30.6***	***67.5***	***(14.3)***	**69.0**

The cash generation described above, enables us to invest to grow our business as well as fund our dividend payment and £25m buyback programme. Our closing net cash position# at the end of the period was £6.2m (cash £39.5m, debt £33.3m), and total indebtedness# was £342.1m post lease liabilities (£348.3m). This represents a leverage ratio# of 0.0x underlying EBITDA or 1.4x on a lease adjusted basis.

Adjusted Net cash (£m)	FY25	FY24
Opening adjusted net cash#	**8.8**	**54.7**
Free cash flow#	83.8	69.0
Equity dividends paid	(59.7)	(60.7)
Share buyback	(25.1)	(50.3)
Acquisitions	(2.3)	(2.4)
Disposals	0.7	(1.5)
Closing adjusted net cash#	**6.2**	**8.8**
Pre IFRS 16 leverage	0.0x	(0.1)x
Lease adjusted leverage	**1.4x**	**1.5x**

7. *Working capital is the sum of YoY movements in trade and other receivables, inventories, trade and other payables, and provisions.*
8. *Non-underlying cash costs excludes income from disposal of investment (£2.3m) and non-underlying depreciation of right-of-use asset (£3.4m).*
9. *Lease payments are cash payments for the principal portion of the right-of-use lease liability, they also include costs to acquire right-of-use assets and the right-of-use asset costs.*
10. *Capex is proceeds from the sale of property, plant and equipment less costs to acquire right-of-use assets and acquisition of property, plant and equipment and other intangible assets. It also includes investment capital contributions and proceeds from repayment of partner loans.*

The Group's underlying cash return on invested capital (CROIC)# in the period decreased to 18.5% (FY24: 19.4%) having been through a period of peak investment as we built our digital platform and optimised our distribution network down to a single site, with the cash benefits to come in future years.

Capital allocation

Our capital allocation policy prioritises investing cash in areas that will expand the Group and deliver attractive returns. These areas include organic investment (into our digital capability, our infrastructure, and our store refit program), our dividend policy (targeting a payout of 50% of earnings per share over the medium term) and value-accretive opportunities including M&A (which are strategically aligned to expanding our platform in core and adjacent markets). We will return to shareholders any surplus cash after these items, and it is the Board's intention to review this on an annual basis. Having completed £125m in share buybacks over the past three years, reducing the shares in issue by c8%, we plan a further £25m buyback in the current financial year.

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Dividend

The Board has recommended a final dividend of 8.3 pence per share, taking the total dividend for the year to 13.0 pence per share (FY24 12.8 pence per share). The final dividend will be payable on 16 July 2025 to shareholders on the register at the close of trading on 6 June 2025.

Mike Iddon
Chief Financial Officer
28 May 2025

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Alternative Performance Measures (APMs) are defined and reconciled to IFRS information, on pages 74- 76.

Financial statements

Section 435 statement

The financial information set out below does not constitute the company's statutory accounts for the periods ended 27 March 2025 or 28 March 2024 but is derived from those accounts. Statutory accounts for 2024 have been delivered to the registrar of companies, and those for 2025 will be delivered in due course. The auditor has reported on those accounts; their reports were (i) unqualified, (ii) did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their report and (iii) did not contain a statement under section 498 (2) or (3) of the Companies Act 2006.

Consolidated income statement for the 52 week period ended 27 March 2025

		52 week period ended 27 March 2025			52 week period ended 28 March 2024 (restated)[1]		
	Note	Underlying trading £m	Non-underlying items (note 3) £m	Total £m	Underlying trading £m	Non-underlying items (note 3) £m	Total £m
Revenue	2	1,482.1	–	1,482.1	1,480.2	–	1,480.2
Cost of sales[2]		(787.4)	–	(787.4)	(788.9)	–	(788.9)
Gross profit		694.7	–	694.7	691.3	–	691.3
Selling and distribution expenses		(442.9)	(8.3)	(451.2)	(442.2)	(21.4)	(463.6)
Administrative expenses	3	(117.6)	(6.4)	(124.0)	(116.3)	(4.8)	(121.1)
Other income	3	14.6	2.3	16.9	12.7	–	12.7
Operating profit	2,3	148.8	(12.4)	136.4	145.5	(26.2)	119.3
Financial income	6	2.9	–	2.9	4.0	–	4.0
Financial expense	7	(18.7)	–	(18.7)	(17.5)	(0.1)	(17.6)
Net financing expense		(15.8)	–	(15.8)	(13.5)	(0.1)	(13.6)
Profit before tax		133.0	(12.4)	120.6	132.0	(26.3)	105.7
Taxation	8	(35.5)	3.1	(32.4)	(33.1)	6.6	(26.5)
Profit for the period		97.5	(9.3)	88.2	98.9	(19.7)	79.2

[1] See note 1.26 for an explanation of the prior year restatement.

[2] Impairment gains on receivables of £nil (52 weeks to 27 March 2025 £1.0m) are reported within cost of sales.

Basic and diluted earnings per share attributable to equity shareholders of the Company:

	Note	52 week period ended 27 March 2025	52 week period ended 28 March 2024
Equity holders of the parent – basic	5	19.0p	16.6p
Equity holders of the parent– diluted	5	18.8p	16.4p

Dividends paid and proposed are disclosed in note 9.

The notes on pages 20 to 69 form an integral part of these financial statements.

Consolidated statement of comprehensive income for the 52 week period ended 27 March 2025

	Note	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Profit for the period		88.2	79.2
Other comprehensive income			
Items that are or may be recycled subsequently into profit or loss:			
Effective portion of changes in fair value of cash flow hedges	22	0.6	3.3
Net change in fair value of cash flow hedges reclassified to profit or loss	22	0.1	1.3
Other comprehensive income for the period, before income tax		0.7	4.6
Deferred tax on changes in fair value of cash flow hedges	15,22	-	(0.3)
Other comprehensive income for the period, net of income tax		0.7	4.3
Total comprehensive income for the period		88.9	83.5

The notes on pages 20 to 69 form an integral part of these financial statements.

Consolidated balance sheet at 27 March 2025

	Note	At 27 March 2025 £m	At 28 March 2024 £m
Non-current assets			
Property, plant and equipment	11	161.7	158.1
Right-of-use assets	12	284.6	319.3
Intangible assets	13	985.1	979.7
Other financial assets	16	15.0	10.9
		1,446.4	1,468.0
Current assets			
Inventories	14	106.9	97.5
Derivative financial assets	16	0.5	0.3
Income tax receivable		0.2	–
Trade and other receivables	17	63.3	60.9
Cash and cash equivalents	18	39.5	57.1
		210.4	215.8
Total assets		1,656.8	1,683.8
Current liabilities			
Trade and other payables	20	(255.6)	(249.2)
Income tax payable		–	(1.4)
Other interest-bearing loans and borrowings	19	(4.7)	(2.2)
Lease liabilities	12	(78.5)	(79.8)
Provisions	21	(5.1)	(7.6)
Derivative financial liabilities	16	(1.7)	(1.0)
		(345.6)	(341.2)
Non-current liabilities			
Other interest-bearing loans and borrowings	19	(26.7)	(43.3)
Lease liabilities	12	(269.8)	(301.0)
Provisions	21	(3.9)	(5.1)
Deferred tax liabilities	15	(17.6)	(4.7)
		(318.0)	(354.1)
Total liabilities		(663.6)	(695.3)
Net assets		993.2	988.5
Equity attributable to equity holders of the parent			
Ordinary share capital	22	4.6	4.7
Consolidation reserve	22	(372.0)	(372.0)
Merger reserve	22	113.3	113.3
Translation reserve	22	(0.1)	(0.1)
Capital redemption reserve	22	0.4	0.3
Cash flow hedging reserve	22	(1.2)	(0.5)
Retained earnings	22	1,248.2	1,242.8
Total equity		993.2	988.5

On behalf of the Board:

Mike Iddon
Chief Financial Officer
28 May 2025

Company number: 08885072

The notes on pages 20 to 69 form an integral part of these financial statements.

Consolidated statement of changes in equity as at 27 March 2025

	Share capital £m	Consolidation reserve £m	Merger reserve £m	Cash flow hedging reserve £m	Translation reserve £m	Capital redemption reserve £m	Retained earnings £m	Total equity £m
Balance at 28 March 2024	4.7	(372.0)	113.3	(0.5)	(0.1)	0.3	1,242.8	988.5
Total comprehensive income for the period								
Profit for the period	–	–	–	–	–	–	88.2	88.2
Other comprehensive income (note 22)	–	–	–	0.7	–	–	–	0.7
Total comprehensive income for the period	–	–	–	0.7	–	–	88.2	88.9
Hedging gains and losses reclassified to inventory	–	–	–	(1.6)	–	–	–	(1.6)
Deferred tax on hedging gain and losses				0.2				0.2
Total hedging gains and losses reclassified to inventory	–	–	–	(1.4)	–	–	–	(1.4)
Transactions with owners, recorded directly in equity								
Equity dividends paid	–	–	–	–	–	–	(59.7)	(59.7)
Credit to equity for share based payments	–	–	–	–	–	–	5.9	5.9
Share buyback	(0.1)	–	–	–	–	0.1	(25.1)	(25.1)
Purchase of own shares	–	–	–	–	–	–	(3.9)	(3.9)
Total contributions by and distributions to owners	(0.1)	–	–	–	–	0.1	(82.8)	(82.8)
Balance at 27 March 2025	**4.6**	**(372.0)**	**113.3**	**(1.2)**	**(0.1)**	**0.4**	**1,248.2**	**993.2**

Consolidated statement of changes in equity as at 28 March 2024

	Share capital £m	Consolidation reserve £m	Merger reserve £m	Cash flow hedging reserve £m	Translation reserve £m	Capital redemption reserve £m	Retained earnings £m	Total equity £m
Balance at 30 March 2023	4.8	(372.0)	113.3	(1.6)	(0.1)	0.2	1,280.5	1,025.1
Total comprehensive income for the period								
Profit for the period	–	–	–	–	–	–	79.2	79.2
Other comprehensive income (note 22)	–	–	–	4.3	–	–	–	4.3
Total comprehensive income for the period	–	–	–	4.3		–	79.2	83.5
Hedging gains and losses reclassified to inventory	–	–	–	(3.2)	–	–	–	(3.2)
Total hedging gains and losses reclassified to inventory	–	–	–	(3.2)	–	–	–	(3.2)
Transactions with owners, recorded directly in equity					–	–		
Equity dividends paid	–	–	–	–	–	–	(60.7)	(60.7)
Credit to equity for share based payments	–	–	–	–	–	–	5.9	5.9
Deferred tax movement on IFRS2 reserve	–	–	–	–	–	–	(1.0)	(1.0)
Share buyback	(0.1)	–	–	–	–	0.1	(50.3)	(50.3)
Purchase of own shares	–	–	–	–	–	–	(10.8)	(10.8)
Total contributions by and distributions to owners	(0.1)	–	–	–	–	0.1	(116.9)	(116.9)
Balance at 28 March 2024	4.7	(372.0)	113.3	(0.5)	(0.1)	0.3	1,242.8	988.5

Consolidated statement of cash flows for the 52 week period ended 27 March 2025

	Note	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Cash flows from operating activities			
Profit for the period		88.2	79.2
Adjustments for:			
Depreciation and amortisation	11, 12, 13	102.2	109.6
Non underlying profit on disposal		(2.3)	-
Financial income	6	(2.9)	(4.0)
Financial expense	7	18.7	17.6
Share-based payment charges	3	5.9	5.9
Taxation	8	32.4	26.5
		242.2	234.8
Increase in trade and other receivables		(0.9)	(6.3)
(Increase)/decrease in inventories		(9.4)	11.1
Increase/(decrease) in trade and other payables		10.7	(5.3)
Decrease in provisions		(3.7)	(4.1)
Movement in working capital		(3.3)	(4.6)
Tax paid		(20.9)	(20.2)
Net cash flow from operating activities		218.0	210.0
Cash flows from investing activities			
Acquisitions of other Investments		(1.0)	(1.0)
Proceeds from the sale of other investments		2.3	-
Investment capital contributions		(0.9)	(2.5)
Proceeds from repayment of initial partner loans		1.5	2.1
Interest received		3.0	4.1
Costs to acquire right-of-use assets		(0.4)	(0.5)
Acquisition of subsidiaries, net of cash acquired	10	(1.3)	(1.0)
Disposal of subsidiaries, net of cash disposed		(1.6)	(1.5)
Acquisition of property, plant and equipment and other intangible assets		(49.0)	(48.0)
Net cash used in investing activities		(47.4)	(48.3)
Cash flows from financing activities			
Equity dividends paid	9	(59.7)	(60.7)
Repayment of borrowings	23	(15.0)	(75.0)
Debt issue costs	23	–	(0.9)
Cash payments for the principal portion of the right-of-use lease liability		(66.5)	(68.4)
Purchase of own shares		(3.9)	(10.8)
Share buyback		(25.1)	(50.3)
Interest paid		(4.8)	(3.2)
Interest paid on lease obligations		(13.2)	(13.3)
Net cash used in financing activities		(188.2)	(282.6)
Net decrease in cash and cash equivalents		(17.6)	(120.9)
Cash and cash equivalents at beginning of period	18	57.1	178.0
Cash and cash equivalents at end of period	18	39.5	57.1

The notes on pages 20 to 69 form an integral part of these financial statements.

Notes to the consolidated financial statements

Pets at Home Group Plc (the Company) is a company incorporated in the United Kingdom and registered in England and Wales and its registered office is Epsom Avenue, Stanley Green, Handforth, Cheshire, SK9 3RN.

1 Accounting policies

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these consolidated financial statements.

1.1 Basis of preparation

The Group financial statements of Pets at Home Group Plc have been prepared in accordance with UK-adopted international accounting standards (UK-adopted IFRS) and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

The Parent Company financial statements in the prior year were prepared in accordance with UK-adopted International Financial Reporting Standards and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

These Parent Company financial statements have been prepared in accordance with FRS 101 Reduced Disclosure Framework (FRS 101) for all periods presented, under the historical cost convention, and in accordance with the Companies Act and other applicable law. The transition has not had an impact on the values of balances previously presented and therefore no changes are required in the presentation of the prior period balances.

As permitted by FRS 101, the Parent Company has taken advantage of the disclosure exemptions available under that standard in relation to standards not yet effective and presentation of a cash flow statement. The accounting policies adopted for the Parent Company are otherwise consistent with those used for the Group as set out within this note. The Company has also taken advantage of the following disclosure exemptions under FRS 101:

- The requirement of paragraphs 91-99 of IFRS 13 ‘Fair Value Measurement’
- The requirement of IFRS 7 ‘Financial Instruments: Disclosure’
- The requirements of 45 (b) and 46-52 of IFRS 2 ‘Share-based payments’
- The requirements in IAS 24 ‘Related Party Disclosures’ to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member.

On publishing the Parent Company financial statements here together with the Group financial statements, the Company has also taken advantage of the exemption provided under section 408 of the Companies Act 2006 not to publish its individual income statement and related notes that form a part of these approved Financial Statements.

New standards and interpretations issued by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretations Committee (IFRIC) becoming effective during the 52 week period ended 27 March 2025 have not had a material impact on the Group’s financial statements, these include IAS 8 amendments and IAS 1 amendments on current/non-current classification of liabilities.

The OECD Pillar Two GloBE model rules introduce a global minimum corporation tax rate of 15% applicable to multinational enterprise groups with global revenue over €750m. Pillar Two legislation was substantively enacted on 20 June 2023 in the UK, the jurisdiction in which the Group’s ultimate parent company is incorporated, and came into effect from 1 January 2024. The Group applies the mandatory temporary exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023.

1.2 Measurement convention

The consolidated financial statements are prepared on the historical cost basis except that the following assets and liabilities are stated at their fair value: derivative financial instruments, financial instruments classified as fair value through the profit or loss.

1.3 Going concern

The Group and Company’s business activities, together with the factors likely to affect its future development, performance and position, are set out in the Strategic Report. The financial position of the Group and Company, its cash flows, liquidity position and borrowing facilities are described in the Chief Financial Officer’s review. In addition, note 23 to the financial statements includes the Group and Company’s objectives, policies and processes for managing its capital; its financial risk management objectives; details of its financial instruments and hedging activities; and its exposures to credit risk and liquidity risk.

The Directors of the Group have prepared cash flow forecasts for a period of at least 12 months from the date of the approval of these financial statements which indicate that, despite taking account of reasonably possible downsides, the Group will have sufficient funds, through its revolving credit facility, to meet its liabilities as they fall due for that period.

In preparing the forecasts for the Group, the Directors have carefully considered the impact of consumer confidence, geopolitical tensions and the actual and potential impact on supply chains, as well as energy cost inflation on liquidity and future performance. The Group has also considered the impact of climate change and the Task Force on Climate Related Financial Disclosures (‘TCFD’) scenario analysis conducted in undertaking this assessment.

The Group has access to a revolving credit facility of £300m which expires on 30 September 2028 and a £23.3m asset backed loan which expires on 27 March 2030. The Group has £33.3m drawn down at 27 March 2025 and cash balances of £39.5m. The lowest level of headroom forecast over the next 12 months from the date of signing of the financial statements is in excess of £329.0m in the base case scenario. On a sensitised basis, the lowest level of headroom forecast over the next 12 months from the date of approving of the financial statements is £301.9m due to the removal of the dividend payment in an extreme scenario.

The Group has been in compliance with all covenants applicable to this facility within the financial year and is forecast to continue to be in compliance for 12 months from the date of signing of the financial statements.

A number of severe but plausible downside scenarios were calculated compared to the base case forecast of profit and cash flow to assess headroom against facilities for the next 12 months. These scenarios included:

- Scenario 1: Reduction on Group like-for-like sales growth assumptions of 1% in each year throughout the forecast period, but ordinary dividends continue to be paid.
- Scenario 2: Using scenario 1 outcomes and further impacted by a conflated risk impact of £64.8m on sales and £25.1m on PBT per annum (using specific financial

1 Accounting policies (continued)

1.3 Going concern (continued)

- risks taken from Group risk register with sales and PBT financial impact quantified), with dividends held at 13.0p per share per annum.
- Scenario 3: Group like-for-like sales growth at 0% in each year and a conflated risk impact of £144.8m on sales and £44.2m on PBT is applied (using the top risks from Group risk register with sales and PBT impact quantified), with dividends cut to nil to conserve cash.

Against these negative scenarios, adjusted projections showed no breach of covenants. Further mitigating actions could also be taken in such scenarios should it be required, including reducing capital expenditure.

Despite net current liabilities of £135.2m at Group level and £922.8m in the Company, the Directors of Pets at Home Group Plc, having made appropriate enquiries including the principal risks and uncertainties on pages 21 to 29 of the Annual Report 2025, consider that the Group and Company will have sufficient funds to continue to meet their liabilities for a period of at least 12 months from the date of approval of these financial statements and that, therefore, it is appropriate to adopt the going concern basis in preparing the Group consolidated financial statements and the Company only financial statements as at and for the period ended 27 March 2025.

1.4 Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. In assessing control, the Group takes into consideration potential voting rights that are currently exercisable. The acquisition date is the date on which control is transferred to the acquirer. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

The Group and Company operate an Employee Benefit Trust (EBT) for the purposes of acquiring shares to fund share awards made to employees. The EBT is deemed to be a subsidiary of the Group and Company as Pets at Home Group Plc is considered to be the ultimate controlling party for accounting purposes. The assets and liabilities of this trust have been included in the consolidated financial information. The cost of purchasing own shares held by the EBT is accounted for in retained earnings.

Investment in Joint Venture veterinary practices

The Group has a number of non-participatory shareholdings in veterinary practice companies, which are considered Joint Venture partnerships . The veterinary practices were established under terms that require mutual agreement between the Group and the Joint Venture Partner, and do not give the Group power over decision making, nor joint control, to affect its exposure to, or the extent of, the returns from its involvement with the practices and therefore are not consolidated in these financial statements. Further, the Group is not entitled to profits, losses, or any surplus on winding up or disposal of the Joint Venture veterinary practices, and as such no participatory interest is recognised. The Group's category of shareholding in the Joint Venture veterinary practices entitles the Group to charge management fees for support services provided. For further details see notes 1.22, 16, 17 and 27. The Group's shares are non-participatory, and therefore the Group does not share in any profits, losses or other distribution of value from the Joint Venture company; the investments are held at cost less impairment, which is deemed to be their carrying value as explained further in note 16.

1.5 Foreign currency

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated to the Group's presentational currency, sterling, at foreign exchange rates ruling at the balance sheet date. The revenues and expenses of foreign operations are translated at an average rate for the period where this rate approximates to the foreign exchange rates ruling at the dates of the transactions. Exchange differences arising from this translation of foreign operations are reported as an item of other comprehensive income and accumulated in the translation reserve or non-controlling interest, as the case may be.

Functional currency

The consolidated financial statements are presented in sterling which is the functional currency of the parent company and the presentational currency of the Group and Company, these have been rounded to the nearest £0.1m.

1.6 Classification of financial instruments issued by the Group

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument. These are recognised initially at fair value. Subsequent recognition is measured in accordance with the substance of the contractual agreement.

1.7 Non-derivative financial instruments

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, cash and cash equivalents, other interest-bearing loans and borrowings, and trade and other payables.

Trade and other receivables

Trade receivables are recognised initially at their transaction price and other receivables are initially recognised at fair value. Subsequent to initial recognition they are both measured at amortised cost using the effective interest method, less any expected credit loss.

Trade and other payables

Trade payables and other payables are initially recognised at fair value. Subsequent to initial recognition they are both measured at amortised cost using the effective interest method.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purposes of the cash flow statement and are only offset for balance sheet purposes where the offsetting criteria are met.

1 Accounting policies (continued)

1.7 Non-derivative financial instruments (continued)

Other interest-bearing loans and borrowings
Interest-bearing borrowings are recognised initially at fair value, net of attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method.

Investments in equity
Investments in equity are initially and subsequently measured at fair value through profit or loss ('FVTPL'), with changes recognised in the profit or loss.

As disclosed in note 1.6: Classification of financial instruments issued by the Group.

1.8 Derivative financial instruments and hedging

Derivative financial instruments
Derivative financial instruments are recognised at fair value. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss. However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the item being hedged (see below).

Cash flow hedges
Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognised asset or liability, or a highly probable forecast transaction, the effective part of any gain or loss on the derivative financial instrument is recognised directly in the hedging reserve. Any ineffective portion of the hedge is recognised immediately in the income statement.

If a hedge of a forecast transaction subsequently results in the recognition of a financial asset or a financial liability, the associated gains and losses that were recognised directly in equity are reclassified into profit or loss in the same period or periods during which the asset acquired or liability assumed affects profit or loss, i.e. when interest income or expense is recognised.

When the hedged forecast transaction subsequently results in the recognition of a non-financial item such as inventory, the amount accumulated in the hedging reserve and the cost of hedging is included directly in the initial cost of the non-financial item when it is recognised. For all other hedging forecast transactions, the amount accumulated in the hedging reserve and the cost of hedging is reclassified to profit or loss in the same period or periods during which the hedged expected future cash flows affect the profit or loss.

For cash flow hedges, other than those covered by the preceding two policy statements, the associated cumulative gain or loss is removed from equity and recognised in the income statement in the same period or periods during which the hedged forecast transaction affects profit or loss.

When a hedging instrument expires or is sold, terminated or exercised, or the entity revokes designation of the hedge relationship but the hedged forecast transaction is still expected to occur, the cumulative gain or loss at that point remains in equity and is recognised in accordance with the above policy when the transaction occurs. If the hedged transaction is no longer expected to take place, the cumulative unrealised gain or loss recognised in equity is recognised in the income statement immediately.

1.9 Intra-group financial instruments

Financial guarantee contracts issued to guarantee the indebtedness of companies within the Group are accounted for in accordance with 'IFRS 9 - Financial Instruments'. These guarantees are initially recognised at fair value and subsequently measured at the higher of:

- The amount of the expected credit loss (ECL) determined in accordance with the ECL model under IFRS 9, and
- The amount initially recognised, less any cumulative income recognised in accordance with IFRS 15.

1.10 Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and accumulated impairment losses. Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Depreciation is charged to the income statement on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Land and assets under construction are not depreciated. The estimated useful lives are as follows:

Freehold property	– 50 years
Fixtures, fittings, tools and equipment	– 3 to 20 years
Leasehold improvements	– the term of the lease

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date.

The impact of climate change, particularly in the context of risks identified in the TCFD scenario analysis have been considered and no material impact on the carrying value, useful lives or residual values have been identified.

1.11 Intangible assets

Intangible assets acquired in a business combination
Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost). Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Customer lists are valued based on the forecast net present value of the future economic relationship with those customers, adjusted for forecast retention rates. Technology based 'know how' assets are valued based on the expected cost to reproduce or replace the asset, adjusted for the functional or economic obsolescence, if present and measurable. Software is stated at cost less accumulated amortisation.

1 Accounting policies (continued)

1.11 Intangible assets (continued)

Amortisation is charged to the income statement on a straight-line basis over the estimated useful life of an asset. The estimated useful lives are as follows:

Software	– 2 to 7 years
Customer lists	– 10 years
Technology based know-how	– 10 years

Amortisation methods, useful lives and residual values are reviewed at each balance sheet date.

Expenditure on Software as a Service ('SaaS') customisation and configuration that is distinct from access to the cloud software can only be capitalised to the extent it gives rise to an asset, i.e. where the Group has the power to obtain the future economic benefits and can restrict others' access to those benefits, otherwise such expenditure in relation to developing SaaS for use is expensed.

The impact of climate change, particularly in the context of risks identified in the TCFD scenario analysis have been considered and no material impact on the carrying value, useful lives or residual values have been identified.

1.12 Leases

On completion of a lease, the Group recognises a right-of-use asset, representing its right to use the underlying asset and a lease liability, representing its obligation to make lease payments. The lease liability is measured at the present value of the lease payments over the term of the lease, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate. This rate is adjusted to take into account the risk associated with the length of the lease. Lease payments will include any fixed payments, including as a result of stepped rent increases.

The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the lease commencement date and any lease incentives received or premiums paid.

The Group has lease contracts in relation to property and equipment. There are recognition exemptions for low-value assets and short-term leases with a lease term of 12 months or less. Any leases under a short-term licence agreement are excluded as they fall into the lease term of 12 months or less. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the term of the lease. The total value of leases where the Group has taken a recognition exemption is disclosed in note 12.

The Group has a small number of leases where it is an intermediate lessor. For these leases, it accounts for the interest in the head lease and sub-lease separately. It assesses the lease classification of the sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset.

The Group currently receives rental income from related Joint Venture veterinary practices which are located within the Group's retail stores. These rental incomes are disclosed in note 3. Under IFRS16, the lease classification of sub-leases is assessed by reference to the right-of-use asset under the head lease rather than the underlying asset. This rental income is presented in other income in the Consolidated Income Statement.

Right-of-use assets may be impaired if the lease becomes onerous. Impairment costs would be charged to administrative expenses if this occurred.

1.13 Business combinations

Business combinations are accounted for by applying the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group.

Acquisitions on or after 26 March 2010

For acquisitions on or after 26 March 2010, the Group measures goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss. Costs related to the acquisition, other than those associated with the issue of debt or equity securities, are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not remeasured, and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss. If contingent consideration is payable and is dependent on future employment, it is recognised as an expense over the relevant period as a cost of continuing employment. There can be significant timing difference between the charges that are recorded in the Consolidated Income Statement to reflect movements in the fair value of the liability and the actual cash payments made to settle the liability.

On settlement of the liability, the part of each payment relating to the original estimate of the fair value of the contingent consideration on acquisition is reported within investing activities in the cash flow statement and the part relating to the increase in the liability since the acquisition is reported within operating cash flows. Any contingent deferred consideration receivable is recognised at fair value.

On a transaction-by-transaction basis, the Group elects to measure non-controlling interests, which have both present ownership interests and are entitled to a proportionate share of net assets of the acquiree in the event of liquidation, either at its fair value or at its proportionate interest in the recognised amount of the identifiable net assets of the acquiree at the acquisition date. All other non-controlling interests are measured at their fair value at the acquisition date.

Acquisitions prior to 26 March 2010 (date of adoption of IFRS)

IFRS1 grants certain exemptions from the full requirements of Adopted IFRS for first time adopters. In respect of acquisitions prior to 26 March 2010, goodwill is included on the basis of its deemed cost.

1 Accounting policies (continued)

1.14 Investments

Investments in associates and joint ventures are carried in the Consolidated Balance Sheet at cost and of their post-acquisition retained profits or losses and other comprehensive income together with any goodwill arising on the acquisition. The Group recognises the assets, liabilities, revenue and expenses of joint operations in accordance with its rights and obligations.

Assessment of control with regard to Joint Ventures
Disclosed in 1.22: Accounting estimates and judgements

1.15 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is based on the weighted average cost principle and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs in bringing them to their existing location and condition, less rebates and discounts.

Provision is made against specific inventory lines where market conditions identify an issue in recovering the full cost of that Stock Keeping Unit ('SKU'). The provision focuses on the age of inventory and the length of time it is expected to take to sell and applies a progressive provision against the gross inventory based on the numbers of days' stock on hand. Where necessary, further specific provision is made against inventory lines, where the calculated provision is not deemed sufficient to carry the inventory at net realisable value.

To the extent that the ageing profile of gross inventory as calculated by this provision methodology results in a material provision, it will be disclosed as an estimate that may have an impact on subsequent periods. To the extent this is material, it will be disclosed in note 1.22.

1.16 Impairment excluding inventories

Financial assets (including receivables)

Measurement of Expected Credit Losses ('ECLs') and definition of default
ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

The definition of default is applicable to intercompany and related party receivables but not relevant to trade receivables where the lifetime expected credit loss is considered. The Group considers Joint Venture receivables (operating loans) to be in default when the underlying veterinary practice is significantly under-performing against its business plan, assessed based on future cashflow forecasts for the individual practices which utilise consistent assumptions across all practices. Any shortfall in repayment of the Joint Venture loans and receivables following the 10-year forecast period are considered to be in default as repayment is expected during this time. Loss given default is also determined based on the forecast shortfall amount. Those within the performing credit risk category are deemed to have low credit risk. Practices categorised within the in default credit risk categories are those considered to be in default based on their cashflow forecast. Significant increase in credit risk is not applicable to Joint Venture operating loans due to the on-demand payment terms.

Initial set up loans are considered in default if they cannot be settled within one day of year end. These loans have no set repayment date but are expected to be recovered within 15 years. There is no significant increase in credit risk of any practice which has an operating loan as these are considered to be on demand, as defined above. All other loans are considered to be performing and have low credit risk.

The Group considers other intercompany and related party assets to be in default when the entity does not have the forecast future funds available to repay the balance, if recalled.

Write-offs
The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. Details of these provisions are explained in note 16.

Non-financial assets
The carrying amounts of the Group's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each period at the same time.

The recoverable amount of an asset or cash-generating unit as defined by IAS36 is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated post-tax future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the 'cash-generating unit'). The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to cash-generating units ('CGUs'). Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment is tested reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Notes to the consolidated financial statements (continued)

1 Accounting policies (continued)

1.17 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

Short term benefits

Short term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Share-based payments

A number of employees of the Company's subsidiaries (including Directors) receive an element of remuneration in the form of share-based payments, whereby employees render services in exchange for shares in Pets at Home Group Plc or rights over shares.

Share-based payments are measured at fair value at the date of grant. The fair value of transactions involving the granting of shares is determined by the share price at the date of grant. The fair value of transactions involving the granting of share options is calculated based on a binomial model. In valuing share-based payments, no account is taken of any performance conditions, other than conditions linked to the price of the shares of Pets at Home Group Plc ('market conditions').

The cost of share-based payments is recognised, together with a corresponding increase in equity, on a straight-line basis over the vesting period based on the Company's estimate of how many of the awards will eventually vest. No expense is recognised for awards that do not ultimately vest, except for awards where vesting is conditional upon a market condition, which are treated as vesting irrespective of whether or not the market condition is satisfied, provided that all other performance conditions are satisfied. Where the terms of a share-based payment award are modified, as a minimum, an expense is recognised as if the terms had not been modified. In addition, an expense is recognised for any increase in the value of the transaction as a result of the modification, as measured at the date of the modification.

Where a share-based payment award is cancelled, it is treated as if it had vested on the date of cancellation and any expense not yet recognised for the award is recognised immediately. However, if a new award is substituted for the cancelled award and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification to the original award, as described in the previous paragraph. The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

Employee Benefit Trust

The assets and liabilities of the Employee Benefit Trust ('EBT') have been included in the Group and Company accounts. The assets of the EBT are held separately from those of the Company. Neither the purchase nor sale of own shares leads to a gain or loss being recognised in the Group consolidated statement of comprehensive income.

Investments in the Company's own shares held by the EBT are presented as a deduction from reserves and the number of such shares is deducted from the number of shares in issue when calculating the diluted earnings per share. The trustees of the holdings of Pets at Home Group Plc shares under the Pets at Home Group Employee Benefit Trust have waived or otherwise foregone any and all dividends paid.

1.18 Provisions

A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

1.19 Revenue and cost of sales

Revenue represents the total amount receivable for goods and services, net of discounts, coupons, returns and excluding value added tax, sold in the ordinary course of business, and arises substantially from activities in the United Kingdom.

Revenue is recognised when the Group transfers control of goods or services to a customer at the amount to which the Group expects to be entitled, and substantially all of the Group's performance obligations have been fulfilled. Depending on whether certain criteria are met, revenue is recognised either over time, in a manner that best reflects the Group's performance, or at a point in time, when control of the goods or services is transferred to the customer.

Sale of goods in-store and online

Retail revenue from the sale of goods is recorded net of value added tax, colleague discounts, coupons, vouchers, returns and the free element of multi-save transactions. Sale of goods represents food and accessories sold in-store and online, with revenue recognised at the point in time the customer obtains control of the goods and substantially all of the Group's performance obligations have been fulfilled, which is when the transaction is completed in-store and at point of delivery to the customer for online orders. Revenue is adjusted to account for estimates for anticipated returns and a provision is recognised within trade and other payables. Estimates for anticipated returns are calculated using past data for both in-store and online transactions. No separate asset has been recognised (with no corresponding adjustment to cost of sales) in relation to the value of products to be recovered from the customer as the products are not always in a resaleable condition.

Gift vouchers and cards

Revenue from the sale of gift vouchers and cards is deferred until the voucher is redeemed, at which point performance obligations have been fulfilled. In line with IFRS15 the value of revenue deferred is based on expected redemption rates. The Group continues to assess the appropriateness of the expected redemption rates against actual redemptions.

Pets Club loyalty scheme

Under the Pets Club loyalty scheme, points are earned by customers upon the purchase of goods and services. These points can be converted by nominated charities into gift cards for redemption against goods and services in-store and online. The sales value of the points earned under the Pet Club scheme are treated as deferred income; the sales are only recognised once the points have been redeemed by the charities, at which point performance obligations have been fulfilled. The points do not expire and have no value to the customer.

1 Accounting policies (continued)

1.19 Revenue and cost of sales (continued)

Subscription orders

Revenue for subscription orders is recognised at the point of delivery of each incremental order to the customer at which point performance obligations have been fulfilled. Subscription services primarily relate to the repeat order of products sold online and in-store.

Provision of services

Revenue from the provision of services is recorded net of value added tax, colleague discounts, coupons and discount vouchers. Provision of services represents veterinary group income, grooming revenue and insurance commissions, with revenue recognised upon provision of the service to the customer at the point at which the Group has substantially fulfilled its performance obligations.

i) Veterinary Group income

Veterinary Group income represents revenue recognised at a point in time from the provision of veterinary services from Company managed practices and income from the provision of administrative support services to Joint Venture veterinary practices. Revenue received for the provision of veterinary services is recognised at the point of provision of the service and is recognised net of value added tax, colleague discounts, coupons and vouchers. Fee income received from the Joint Venture veterinary practice companies for administrative support services is recognised in the period the services relate to and recorded net of value added tax. Fee income received from Joint Venture companies in relation to network purchasing arrangements is recognised as the contractual commitments are fulfilled to create an entitlement to the revenue. The Group also receives revenue in relation to business development for the Joint Venture companies and recognises this within operating income.

The Group launched the new 'Complete Care Health' plans in June 2023, which offered a more comprehensive package of services available to customers adding discretionary elements such as clinic visits and telehealth services. Now that sufficient data is available to assess the membership usage of the component parts of the health plans we have reviewed the point at which we consider the treatment/services have been provided. Revenue is recognised in line with specific performance obligations of the plan as they are completed in line with the contract. The majority of these are met at a point in time, with the remainder over time and have been assessed based on the nature of the individual components.

Under the previous application of the policy, revenue from care plans was deferred and recognised at the point at which treatment and/or services were provided against the plan at an amount that reflected the consideration to which the entity expected to be entitled in exchange for those goods or services. Once the plan had expired, any unutilised deferred revenue was recognised as revenue. The impact of this accounting policy application in the financial statements for the 52 week period ended 27 March 2025 is £4.9m.

Revenue from 'Vac4Life' plans is deferred when payment is received and then recognised in reducing proportions over the first three years of the plan when vaccinations/boosters are provided.

Revenue derived from the veterinary telehealth business ('TVC') is recognised over time on a pro-rated basis over the period the customers have access to the telehealth service through subscriptions.

Rental income received from in-store Joint Venture veterinary practices is disclosed within note 3 and is categorised as other income.

ii) Grooming revenue

Grooming revenue is recognised net of value added tax, colleague discounts, coupons and vouchers, at the point of provision of the service to the customer. Deposits received are deferred until the grooming service has been performed.

iii) Insurance commissions

Insurance commissions are recognised over time on a pro-rated basis over the period the insurance policy relates to.

Accrued income

Accrued income relates to income in relation to fees from Joint Venture veterinary practices, and overrider and promotional income from suppliers which has not yet been invoiced. Accrued income has been classified as current as it is expected to be invoiced and received within 12 months of the period end. Supplier income is recognised on an accruals basis, based on the expected entitlement that has been earned up to the balance sheet date for each relevant supplier contract.

Cost of sales

Cost of sales includes costs of goods sold and other directly attributable costs, promotional income and rebate income received from suppliers, including costs to deliver administrative support services to Joint Venture veterinary practices and costs to deliver grooming services. Supplier early payment discounts are also included within cost of sales, these are offered from certain inventory suppliers based on payment of invoices within a certain time frame resulting in a percentage discount to reduce cost of sales.

Supplier income

A number of different types of supplier income are negotiated with suppliers via the joint business planning process in connection with the purchase of goods for resale, the largest of which being overrider income and promotional income, which are explained below. The supplier income arrangements are typically not coterminous with the Group's financial period, instead running alongside the calendar year. Such income is only recognised when there is reasonable certainty that the conditions for recognition have been met by the Group, and the income can be measured reliably based on the terms of the contract. Where the income is directly related to inventory, it is recognised as a credit within gross margin to cost of sales. To the extent that the rebate relates to unsold stock purchases it is recognised as a reduction in the cost of inventory. Where the income is in relation to a distinct service, it is recognised as other income.

Supplier income is recognised on an accruals basis, based on the expected entitlement that has been earned up to the balance sheet date for each relevant supplier contract. The accrued incentives, rebates and discounts receivable at period end are included within trade and other receivables.

Given the presence of the joint business plans, on the basis of the historic recoverability of accrued balances, and as amounts are typically agreed with suppliers prior to recognition, supplier income is not considered to be an area of significant estimation that could impact on the following financial year.

1 Accounting policies (continued)

1.19 Revenue and cost of sales (continued)

Supplier income comprises:

Overrider income

Overrider income comprises three main elements:

1. Fixed percentage-based income: These relate largely to volumetric rebates based on the joint business plan agreements with suppliers. The income accrued is based on the Group's latest forecast volumes and the latest contract agreed with the supplier. Income is not recognised until the Group has reasonable certainty that the joint business agreement will be fulfilled, with the amount of income accrued regularly reassessed and remeasured throughout the contractual period, based on actual performance against the joint business plan.

2. Fixed lump sum income: These are typically guaranteed lump sum payments made by the supplier and are not based on volume. Fixed lump sum income is usually predicated on confirmation of a supplier contract and typically includes performance conditions upon the Group, such as marketing and promotional campaigns. These amounts are recognised periodically when contractual milestones have been met such as the promotion being run or marketing in-store.

3. Growth income: These are tiered volumetric rebates relating to growth targets agreed with the supplier in the joint business planning process. These are retrospective rebates based on sales volumes or purchased volumes. Income is recognised to the extent that it is reasonably certain that the conditions will be achieved, with such certainty increasing in the latter part of the calendar year.

Promotional income

Promotional income relates to supplier funded rebates specific to promotional activity run in agreement between the Group and its suppliers. Rebates are agreed at an individual inventory article level for agreed periods of time and are systemically calculated based on article sales information. No estimation is applied in calculating the promotional income receivable.

1.20 Finance income and expenses

Financing expenses

Financing expenses comprise interest payable under the effective interest rate method, incorporating amortisation of loan arrangement fees, interest on lease liabilities and non-underlying interest on lease liabilities.

Financing income

Financing income comprises interest receivable on funds invested and other interest receivable. Interest receivable is recognised in profit or loss as it accrues, using the effective interest method.

1.21 Taxation

Tax on the profit or loss for the period comprises current and deferred tax. Tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable or receivable on the taxable income or loss for the period, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination; and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

1.22 Accounting estimates and judgements

The preparation of consolidated financial statements in conformity with UK adopted IFRS requires management to make judgements, estimates and assumptions concerning the future that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. These judgements are based on historical experience and management's best knowledge at the time and the actual results may ultimately differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis and revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical accounting judgements

Assessment of control with regard to Joint Ventures

The assessment of control with regard to Joint Ventures is now considered to be a critical accounting judgement. This is not a change in the judgement itself which remains unchanged.

The Group has assessed, and continually assesses, whether the level of an individual Joint Venture veterinary practice's indebtedness to the Group, particularly those with high levels of indebtedness, implies that the Group has the practical ability to control the Joint Venture, which would result in the requirement to consolidate. In making this judgement, the Group reviewed the terms of the Joint Venture agreement and the question of practical ability, as a provider of working capital to control the activities of the practice. This included consideration of barriers to the Group's ability to exercise such practical or other control which include difficulty in replacing Joint Venture Partners due to the shortage of veterinarians in the UK and reputational damage within the veterinary network should the Group attempt to exercise control, as well as potential barriers to the Joint Venture Partner exercising their own power over the activities of the practice. We note that under the terms of the Joint Venture agreement, the partners run their practices with complete operational and clinical freedom. The Group is satisfied that on the balance of evidence from the Group's experience as shareholder and provider of working capital support to the practices, it does not have the current ability to exercise control over those practices to which operating loans are advanced, and therefore non-consolidation is appropriate.

1 Accounting policies (continued)

1.22 Accounting estimates and judgements (continued)

There are no significant estimates or assumptions which would cause a material change to the carrying value of asset and liabilities within the next 12 months. Other estimates, which are not key source of estimates which could lead to a material change in carrying value within the next 12 months are explained below.

Impairment of goodwill and other intangibles (other estimate).

Determining whether goodwill and other intangibles are impaired requires an estimation of the value in use of the cash-generating units to which goodwill and other intangible assets have been allocated. The value in use calculation requires estimation of future cash flows expected to arise from the CGU and a suitable discount rate in order to calculate present value. Details of CGUs as well as further information about the assumptions made are disclosed in note 13. The Directors consider that it is not reasonably possible for the assumptions for the current financial year to change so significantly to warrant inclusion as a significant estimate but acknowledge that there is estimation uncertainty over the assumptions used in future financial periods when calculating future cash flows.

1.23 Dividends

Final dividends are recognised in the Group's financial statements as a liability in the period in which the dividends are approved by shareholders such that the Company is obliged to pay the dividend. Interim equity dividends are recognised in the period in which they are paid.

1.24 Non-underlying items

Income or costs considered by the Directors to be non-underlying are disclosed separately to facilitate year-on-year comparison of the underlying trade of the business. The Directors consider non-underlying costs to be those that are not generated from ordinary business operations, infrequent in nature and unlikely to reoccur in the foreseeable future.

1.25 Alternative Performance Measures

The Directors measure the performance of the Group based on a range of financial measures, including measures not recognised by UK-adopted IFRS. These Alternative Performance Measures may not be directly comparable with other companies' Alternative Performance Measures and the Directors do not intend these to be a substitute for, or superior to, IFRS measures. Further information can be found in the Glossary on page 74 to 76.

1.26 Prior year restatement on supplier discounts

In the current year the Directors have reconsidered the presentation of other income earned from marketing fees, previously offset against expenses within cost of sales. Comparatives have been restated for consistency. As a result, both revenue and cost of sales have increased by £3.6m. There is no effect on profit for the year or net assets.

2 Segmental reporting

The Group has three strategic business units, Retail, Vet Group and Central. These are consistent with those reported in the 52 week period ended 28 March 2024. The Group's operating segments are based on the internal management structure and internal management reports, which are reviewed by the Executive Directors on a periodic basis. The Executive Directors are considered to be the Chief Operating Decision Makers.

The Group is a pet care business with the strategic advantage of being able to provide products, services and advice, addressing all pet owners' needs. The strategic business units offer different products and services, are managed separately and require different operational and marketing strategies.

The operations of the Retail reporting segment comprise the retailing of pet products purchased online and in-store, pet sales, grooming services and insurance commissions. The operations of the Vet Group reporting segment comprise General Practice and the veterinary telehealth business. Central includes group costs and finance expenses.

The following summary describes the operations in each of the Group's reportable segments. Performance is measured based on segment underlying operating profit, as included in the management reports that are reviewed by the Executive Directors. These internal reports are prepared in accordance with IFRS accounting policies consistent with these financial statements. All material operations of the reportable segments are carried out in the UK and all revenue is from external customers. A large proportion of revenue recognised within the Vet Group relates to fee income from joint venture veterinary partners which are considered to be related parties. Further information regarding these related party transactions is disclosed in note 27.

2. Segmental reporting (continued)

Income statement	Retail £m	Vet Group £m	Central £m	Total £m
				52 week period ended 27 March 2025
Revenue	1,306.8	175.3	–	1,482.1
Gross profit	602.4	92.3	–	694.7
Depreciation and amortisation	(97.4)	(4.3)	(0.5)	(102.2)
Underlying operating profit/(loss)	85.8	75.1	(12.1)	148.8
Non-underlying items	(6.0)	–	(6.4)	(12.4)
Operating profit/(loss)	79.8	75.1	(18.5)	136.4
Net financing expense	(12.9)	0.8	(3.7)	(15.8)
Profit/(loss) before tax	66.9	75.9	(22.2)	120.6
Non-underlying items	6.0	–	6.4	12.4
Underlying profit/(loss) before tax	72.9	75.9	(15.8)	133.0

Non-underlying operating expenses in the periods ended 27 March 2025 and 28 March 2024 are explained in note 3.

Income statement	Retail £m	Vet Group £m	Central £m	Total £m
				52 week period ended 28 March 2024 (restated)[1]
Revenue	1,330.1	150.1	–	1,480.2
Underlying gross profit	614.1	77.2	–	691.3
Depreciation and amortisation	(102.9)	(6.2)	(0.5)	(109.6)
Underlying operating profit/(loss)	100.4	60.9	(15.8)	145.5
Non-underlying items	(22.5)	(2.8)	(0.9)	(26.2)
Operating profit/(loss)	77.9	58.1	(16.7)	119.3
Underlying net financing expense	(13.0)	0.7	(1.2)	(13.5)
Non-underlying net financing expense	(0.1)	–	–	(0.1)
Profit/(loss) before tax	64.8	58.8	(17.9)	105.7
Non-underlying items	22.6	2.8	0.9	26.3
Underlying profit/(loss) before tax	87.4	61.6	(17.0)	132.0

[1] See note 1.26 for an explanation of the prior year restatements.

Segmental revenue analysis by revenue stream	Retail £m	Vet Group £m	Total £m
			52 week period ended 27 March 2025
Retail – Food	804.6	–	804.6
Retail – Accessories	449.2	–	449.2
Retail – Services	53.0	–	53.0
Vet Group – Joint Venture fee income	–	103.4	103.4
Vet Group – Company managed practices	–	52.5	52.5
Vet Group – Other income	–	15.4	15.4
Vet Group – Veterinary telehealth services	–	4.0	4.0
Total	1,306.8	175.3	1,482.1

Segmental revenue analysis by revenue stream	Retail £m	Vet Group £m	Total £m
			52 week period ended 28 March 2024 (restated)[1]
Retail – Food	814.2	–	814.2
Retail – Accessories	465.5	–	465.5
Retail – Services	50.4	–	50.4
Vet Group – Joint Venture fee income	–	89.3	89.3
Vet Group – Company managed practices	–	44.6	44.6
Vet Group – Other income	–	13.0	13.0
Vet Group – Veterinary telehealth services	–	3.2	3.2
Total	1,330.1	150.1	1,480.2

[1] See note 1.26 for an explanation of the prior year restatement.

3 Expenses

Included in operating profit are the following:

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Non-underlying items		
Costs relating to the implementation of the new Distribution Centre		
Provisions for retention and relocation bonuses for colleagues at existing Distribution Centres	0.4	2.4
Provisions for voluntary redundancies for colleagues at existing Distribution Centres	-	0.8
Dual running costs of operating new and existing Distribution Centres	1.9	4.5
Depreciation of right-of-use assets	3.4	3.1
Project management costs of opening new Distribution Centre	-	1.8
Onerous lease provision	1.6	-
Depreciation of property plant and equipment at legacy sites	-	3.4
Transitional costs of opening a new Distribution Centre	-	5.4
	7.3	21.4
Store redundancy costs	1.0	-
Total included within selling and distribution expenses	8.3	21.4
Group restructure and legal settlement costs	3.1	2.3
Legal costs associated with the CMA review	3.3	-
Depreciation of property plant and equipment (Group restructure costs)	-	0.8
Depreciation of right-of-use assets (Group restructure costs)	-	0.6
Impairment of investment	-	1.1
Total included within administrative expenses	6.4	4.8
Included within other Income - Disposal of investment	(2.3)	-
Total non-underlying cost within operating profit	12.4	26.2
Interest expense on the lease liabilities of the Distribution Centres	-	0.1
Total net non-underlying items	12.4	26.3
Underlying items		
Impairment gains on receivables	-	(1.0)
Depreciation of property, plant and equipment	28.5	26.5
Amortisation of intangible assets	8.1	10.1
Depreciation of right-of-use assets	62.2	65.1
Share-based payment charges	5.9	5.9
Other income		
Rental income from sub-leasing right-of-use assets to third parties	(0.2)	(0.2)
Rental and other occupancy income from related parties[1]	(13.0)	(12.7)
Supplier funding income	(1.6)	-

[1]Rental and other occupancy income from related parties is included in other income.

The presentation of non-underlying costs presented above have been changed to reflect the income statement categories (selling and distribution expenses, administrative expenses and other income).

Non-underlying items in operating profit

Stafford Distribution Centre

During the 52 week period ended 27 March 2025, the Group continued to incur a number of costs in the process of bringing into operation a new Distribution Centre to replace the existing legacy Distribution Centres. The process was a significant operational change for the Group, outside of the ordinary course of business and has now concluded.

As part of the transition, the Group has incurred £7.3m operational costs which it has classified as non-underlying (£21.4m in the 52 week period ended 28 March 2024)

- £0.4m relates to costs for retention bonuses (£2.4m in the 52 week period ended 28 March 2024) for colleagues at the existing Distribution Centres to remain employed by the Group until the point at which the sites closed.
- £1.9m (£4.5m in the 52 week period ended 28 March 2024) relates to costs incurred whilst the legacy Distribution Centres and the new Distribution Centres were both in operation.

3 Expenses (continued)

Non-underlying items in operating profit (continued)

- £3.4m in relation to depreciation of the right-of-use assets for the legacy sites (£3.1m in the 52 week period ended 28 March 2024), which includes £1.7m in relation to accelerated depreciation of the legacy site.
- All operations ceased at the legacy site before the 27 March 2025. At this date the remaining right of use asset of the legacy site was fully impaired (£1.7m included in the number above) and an onerous lease provision (£1.6m) was created in relation to the remaining lease associated costs.
- Additional non-underlying charges made during the 52 weeks ending 28 March 2024 relate to:
  - £0.8m provision for redundancy
  - £1.8m project management costs
  - £3.4m is in relation to depreciation charges of the legacy property, plant and equipment assets;
  - £5.4m relates to costs incurred to transition the operations over to the new site. These costs included costs incurred in training new employees, and £1.8m in relation to project management costs of opening new Distribution Centre.

Store redundancy costs
Store redundancy costs of £1.0m relate to expected store redundancy costs following the announcement of the store colleague operating model simplification process.

Group restructure and legal settlement costs

- Non-underlying Group restructure costs in the 52 week period ended 27 March 2025 of £3.1m primarily relate to redundancy payments from a central one-off group- wide redundancy programme.
- Non-underlying charges made during the 52 week period ended 28 March 2024 relate to: £2.3m for a restructure within the Vet Group, £0.8m in relation to accelerated depreciation of premises no longer required and £0.6m in relation to depreciation of the associated right-of-use assets.

Legal costs
- Legal costs associated with the CMA review totalled £3.3m (£nil in the 52 week period ended 28 March 2024)

Impairment of investments
- During the 52 week period ended 28 March 2024 the Group impaired its investment in Dog Stay Limited ('Tailster') resulting in £1.1m of non-underlying charges.

Other income
- During the 52 week period ended 27 March 2025, the Group disposed of its investments in Pure Pet Food Limited which resulted in a profit on disposal of £2.3m within retail which has been recognised in other income.

Auditor's remuneration

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Audit of the parent company financial statements	–	–
Amounts receivable by the Company's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries pursuant to legislation	**1.5**	1.3
Review of interim financial statements	**0.1**	0.1
Other assurance services (sustainability assurance)	**0.1**	–
	1.7	1.4

Prior year auditor remuneration relates to services provided by KPMG.

4 Colleague numbers and costs

The average number of persons employed by the Group (including Directors) during the period, analysed by category, was as follows:

	52 week period ended 27 March 2025 Number	52 week period ended 28 March 2024 Number
Sales and distribution – FTE	**6,830**	7,297
Administration – FTE	**1,075**	1,072
	7,905	8,369
Sales and distribution – total	**10,493**	10,924
Administration – total	**1,104**	1,107
	11,597	12,031

4 Colleague numbers and costs (continued)

The aggregate payroll costs of these persons were as follows:

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Wages and salaries	**288.1**	282.9
Social security costs	**24.5**	24.8
Contributions to defined contribution pension plans	**10.9**	10.0
	323.5	317.7

Remuneration of Directors and Executive Management Team

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Executive Directors' remuneration paid in respect of qualifying services	**1.2**	2.3
Non-Executive Directors' remuneration paid in respect of qualifying services	**0.5**	0.6
Executive Directors' amount of gains on the exercise of share options	**0.6**	0.7
Executive Directors' pension contributions	**0.1**	0.1
Total Directors' remuneration	**2.4**	3.7
Executive Management Team remuneration paid in respect of qualifying services	**3.1**	6.5
Executive Management Team amount of gains on the exercise of share options	**0.9**	2.6
Executive Management Team pension contributions	**0.2**	0.2
Total Executive Management Team remuneration	**4.2**	9.3

In the opinion of the Board, the key management as defined under revised IAS24 Related Party Disclosures are the Executive Directors, Non-Executive Directors and the Executive Management Team. Executive Directors' emoluments are also included within the Executive Management Team emoluments disclosed above. There are no further amounts, other than those noted above, receivable under long term incentive schemes by the Directors or Executive Management team.

The number of directors who received pensions contributions in the 52 weeks period ended 27 March 2025 is two for executive directors (two in the 52 week period ended 28 March 2024) and eight in the executive management team (nine in the 52 week period ended 28 March 2024).

5 Earnings per share

Basic earnings per share is calculated by dividing the net profit for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period.

Diluted earnings per share is calculated by dividing the net profit for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period plus the weighted average number of ordinary shares that would be issued on the conversion of all dilutive potential ordinary shares into ordinary shares.

	52 week period ended 27 March 2025		52 week period ended 28 March 2024	
	Underlying trading	**After non-underlying items**	Underlying trading	After non-underlying items
Profit attributable to equity shareholders of the parent (£m)	**97.5**	**88.2**	98.9	79.2
Basic weighted average number of shares	**463.5**	**463.5**	477.7	477.7
Dilutive potential ordinary shares	**5.0**	**5.0**	5.0	5.0
Diluted weighted average number of shares	**468.5**	**468.5**	482.7	482.7
Basic earnings per share	**21.0p**	**19.0p**	20.7p	16.6p
Diluted earnings per share	**20.8p**	**18.8p**	20.5p	16.4p

6 Finance income

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Interest receivable on loans to Joint Venture veterinary practices	0.5	0.5
Other interest receivable	2.4	3.5
Total finance income	2.9	4.0

7 Finance expense

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Bank loans at effective interest rate	4.7	3.5
Amortisation of debt issue costs	0.8	0.8
Underlying interest expense on lease liability	13.2	13.2
Non-underlying interest expense on lease liability	–	0.1
Total finance expense	18.7	17.6

8 Taxation

Recognised in the income statement

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Current tax expense		
Current period	23.2	22.7
Adjustments in respect of prior periods	(3.9)	(1.4)
Current tax expense	19.3	21.3
Deferred tax expense		
Origination and reversal of temporary differences	7.8	6.9
Adjustments in respect of prior periods	5.3	(1.7)
Deferred tax expense	13.1	5.2
Total tax expense	32.4	26.5

The UK corporation tax standard rate for the period was 25% (2024: 25%). Deferred tax at 27 March 2025 has been calculated based on the rate of 25% which is the rate at which the majority of items are expected to reverse.

Deferred tax recognised in comprehensive income

	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Deferred tax on changes in fair value of cash flow hedges (note 22)	-	(0.3)

8 Taxation (continued)

Reconciliation of effective tax rate

	52 week period ended 27 March 2025			52 week period ended 28 March 2024		
	Underlying trading £m	Non-underlying items £m	Total £m	Underlying trading £m	Non-underlying items £m	Total £m
Profit for the period	97.5	(9.3)	88.2	98.9	(19.7)	79.2
Total tax expense/(credit)	35.5	(3.1)	32.4	33.1	(6.6)	26.5
Profit excluding taxation	133.0	(12.4)	120.6	132.0	(26.3)	105.7
Tax using the UK corporation tax rate for the period of 25%	33.3	(3.1)	30.2	33.0	(6.6)	26.4
Depreciation on expenditure not eligible for tax relief	0.8	–	0.8	1.1	–	1.1
Expenditure not eligible for tax relief	–	–	–	2.1	–	2.1
Adjustments in respect of prior periods	1.4	–	1.4	(3.1)	–	(3.1)
Total tax expense	35.5	(3.1)	32.4	33.1	(6.6)	26.5

The UK corporation tax standard rate for the 52 week period ended 27 March 2025 was 25% (52 week period ended 28 March 2024: 25%). The effective tax rate before non-underlying items for the 52 week period ended 27 March 2025 was 26.7% (52 week period ended 28 March 2024: 25.1%). The effective tax rate after non-underlying items for the 52 week period ended 27 March 2025 was 26.8% (52 week period ended 28 March 2024: 25.1%).

9 Dividends paid and proposed

	Group and Company	
	52 week period ended 27 March 2025 £m	52 week period ended 28 March 2024 £m
Declared and paid during the period		
Final dividend of 8.3p per share (2023: 8.3p per share)	38.4	39.5
Interim dividend of 4.7p per share (2024: 4.5p per share)	21.3	21.2
Proposed for approval by shareholders at the AGM		
Final dividend of 8.3p per share (2024: 8.3p per share)	38.1	38.8

The trustees of the following holdings of Pets at Home Group Plc shares under the Pets at Home Group Employee Benefit Trust have waived or otherwise foregone any and all dividends paid in relation to the periods ended 27 March 2025 and 28 March 2024 and to be paid at any time in the future (subject to the exceptions in the relevant trust deed) on its respective shares for the time being comprised in the trust funds:

Computershare Nominees (Channel Islands) Limited (holding at 27 March 2025: 5,670,000 shares; holding at 28 March 2024 5,564,701 shares).

10 Business combinations

In the 52 week period ended 27 March 2025, the Group has acquired 100% of the 'A' shares of eight veterinary practices which were previously accounted for as Joint Venture veterinary practices. These practices were previously accounted for as Joint Venture veterinary practices as the Group only held 100% of the non-participatory 'B' ordinary shares, equating to 50% of the total shares. Acquisition of all or the majority of the 'A' shares has led to the control and consolidation of these practices. The primary reason for the business combination is to hold these practices as company-owned until a suitable Joint Venture Partner is found at which point the intention is to convert them into Joint Venture partnerships. A detailed explanation for the basis of consolidation can be found in note 1.4.

Up to the date of acquisition and in the comparative period being the 52 week period ending 28 March 2024, these entities listed below were all accounted for as a Joint Venture veterinary practice where the Group held 100% of the non-participatory 'B' ordinary shares. Acquisition of the 'A' shares has led to the control and consolidation of these practices on the dates below, leading to control from the date of acquisition and consolidation from that date forward.

10 Business combinations (continued)

Subsidiaries acquired in the 52 week period ended 27 March 2025

	Principal activity	Date of acquisition	Proportion of voting equity instruments acquired	Total proportion of voting equity instruments owned following the acquisition	Cash consideration transferred £m
Lichfield Vets4Pets Limited	Veterinary practice	04/04/2024	50%	100%	0.1
Bishop's Stortford Vets4Pets Limited	Veterinary practice	02/04/2024	50%	100%	–
Trafford Park Vets4pets Limited	Veterinary practice	04/04/2024	50%	100%	0.1
Merthyr Tydfil Vets4Pets Limited	Veterinary practice	17/10/2024	50%	100%	–
Llanrumney Vets4Pets Limited	Veterinary practice	25/10/2024	50%	100%	0.5
Companion Care (Scarborough) Limited	Veterinary practice	25/10/2024	50%	100%	0.2
Warminster Vets4Pets Limited	Veterinary practice	24/01/2025	50%	100%	0.2
Bath Vets4Pets Limited	Veterinary practice	24/01/2025	50%	100%	0.2

In the 52 week period ended 28 March 2024, the Group has acquired 100% of the 'A' shares of eight veterinary practices and 75% of the 'A' shares of one veterinary practice, which were previously accounted for as Joint Venture veterinary practices. These practices were previously accounted for as Joint Venture veterinary practices as the Group only held 100% of the non-participatory 'B' ordinary shares, equating to 50% of the total shares. Acquisition of all or the majority of the 'A' shares has led to the control and consolidation of these practices. A detailed explanation for the basis of consolidation can be found in note 1.4.

During the 52 week period ended 27 March 2025, £1.7m of operating loans which were deemed to be in default were written off in advance of the acquisition of the 'A' shares (52 week period ended 28 March 2024: £1.6m) which led to the control and consolidation of these practices.

Subsidiaries acquired in the 52 week period ended 28 March 2024

	Principal activity	Date of acquisition	Proportion of voting equity instruments acquired	Total proportion of voting equity instruments owned following the acquisition	Cash consideration transferred £m
Leigh Vets4Pets Limited	Veterinary practice	22/06/2023	50%	100%	–
Companion Care (Telford) Limited	Veterinary practice	07/07/2023	50%	100%	0.2
Companion Care (Farnham) Limited	Veterinary practice	10/11/2023	50%	100%	0.1
Wakefield Vets4Pets Limited	Veterinary practice	22/12/2023	50%	100%	0.2
Tilehurst Vets4Pets Limited	Veterinary practice	08/01/2024	50%	100%	0.1
Companion Care (Salisbury) Limited	Veterinary practice	24/01/2024	50%	100%	0.2
Companion Care (Kings Lynn) Limited	Veterinary practice	13/02/2024	50%	100%	0.1
Larne Vets4Pets Limited	Veterinary practice	14/03/2024	50%	100%	0.1
Gamston Vets4Pets Limited	Veterinary practice	29/02/2024	50%	75%	–

Assets acquired and liabilities recognised at the date of acquisition
On acquisition, assets and liabilities are revalued to fair value. Pre existing arrangements between the Group and acquired Joint Venture Practice are not considered part of the business combination and have been removed from the fair values of assets and liabilities recognised on acquisition. The fair value of net assets of acquisitions during the year was £0.6m (2024: nil) and is immaterial to the Group.

Goodwill arising on acquisition

	27 March 2025 £m	28 March 2024 £m
Consideration	1.3	1.0
Less: Fair value of assets acquired	(0.6)	–
Goodwill arising on acquisition	0.7	1.0
Impairment of goodwill	–	–
Carrying value of goodwill	0.7	1.0

The consideration shown within the table above relates to both consideration for the purchase of A-shares and cash settlement of 'A' shareholder Joint Venture Partner loans, which were repaid to the 'A' shareholder at the point of acquisition.

The goodwill acquired on the purchase of the eight (2024: nine) Joint Venture practices has been allocated to the Vet Group of CGUs and relates to expected future cashflows from combining operations.

11 Property, plant and equipment

	Freehold property £m	Leasehold improvements £m	Fixtures, fittings, tools and equipment £m	Assets under construction £m	Total £m
Cost					
Balance at 28 March 2024	2.4	82.5	345.4	14.4	444.7
Additions	–	9.8	25.9	3.9	39.6
On acquisition (note 10)	–	1.2	0.8	–	2.0
Transfers[1]	–	–	(5.7)	–	(5.7)
Brought into use	–	–	14.4	(14.4)	–
Disposals	–	(8.4)	(22.9)	–	(31.3)
Balance at 27 March 2025	**2.4**	**85.1**	**357.9**	**3.9**	**449.3**
Depreciation					
Balance at 28 March 2024	0.4	41.5	244.7	–	286.6
Depreciation charge for the period	–	5.3	23.2	–	28.5
Transfers[1]	–	–	1.7	–	1.7
On acquisition	–	0.8	0.9	–	1.7
Disposals	–	(8.0)	(22.9)	–	(30.9)
Balance at 27 March 2025	**0.4**	**39.6**	**247.6**	**–**	**287.6**
Net book value					
At 28 March 2024	2.0	41.0	100.7	14.4	158.1
At 27 March 2025	**2.0**	**45.5**	**110.3**	**3.9**	**161.7**

[1] The transfers balance of £5.7m and £1.7m accumulated depreciation is in relation to assets previously categorised within fixtures, fittings, tools and equipment being transferred to software within intangibles.

	Freehold property £m	Leasehold improvements £m	Fixtures, fittings, tools and equipment £m	Assets under construction £m	Total £m
Cost					
Balance at 30 March 2023	2.4	78.0	296.4	28.5	405.3
Additions	–	5.9	30.9	–	36.8
On acquisition (note 10)	–	0.4	–	–	0.4
Transfers[2]	–	–	–	5.7	5.7
Brought into use	–	(0.1)	19.9	(19.8)	–
Disposals	–	(1.7)	(1.8)	–	(3.5)
Balance at 28 March 2024	2.4	82.5	345.4	14.4	444.7
Depreciation					
Balance at 30 March 2023	0.4	36.7	221.3	–	258.4
Depreciation charge for the period	–	5.9	24.8	–	30.7
Disposals	–	(1.1)	(1.4)	–	(2.5)
Balance at 28 March 2024	0.4	41.5	244.7	–	286.6
Net book value					
At 30 March 2023	2.0	41.3	75.1	28.5	146.9
At 28 March 2024	2.0	41.0	100.7	14.4	158.1

[2] The transfers balance of £5.7m is in relation to assets previously categorised within software under construction within intangibles.

12 Leases

As lessee

The majority of the Group's trading stores, standalone veterinary practices, distribution centres and support offices are leased under operating leases with remaining lease terms of between 1 and 20 years. The Group also has a number of non-property operating leases relating to vehicle, equipment and material handling equipment with remaining lease terms of between 1 and 6 years.

Right-of-use assets

	Property £m	Equipment £m	Total £m
Cost			
Balance at 28 March 2024	640.5	22.2	662.7
Additions	24.6	6.3	30.9
Disposals	(16.1)	(8.6)	(24.7)
Balance at 27 March 2025	**649.0**	**19.9**	**668.9**
Depreciation			
Balance at 28 March 2024	327.8	15.6	343.4
Depreciation charge for the period[1]	61.9	3.7	65.6
Disposals	(16.1)	(8.6)	(24.7)
Balance at 27 March 2025	**373.6**	**10.7**	**384.3**
Net book value			
At 28 March 2024	312.7	6.6	319.3
At 27 March 2025	**275.4**	**9.2**	**284.6**

[1]The depreciation charge for the period includes £1.7m in relation to an impairment charge recognised during the year. See note 3 for further disclosure.

The costs relating to leases for which the Group applied the practical expedient described in paragraph 5a of IFRS16 (leases with a contract term of less than 12 months) amounted to £0.0m (2024: £0.0m) in the 52 week period ended 27 March 2025.

	Property £m	Equipment £m	Total £m
Cost			
Balance at 30 March 2023	614.8	20.3	635.1
Additions	27.2	2.6	29.8
Disposals	(1.5)	(0.7)	(2.2)
Balance at 28 March 2024	640.5	22.2	662.7
Depreciation			
Balance at 30 March 2023	263.5	12.0	275.5
Depreciation charge for the period	64.5	4.3	68.8
Disposals	(0.2)	(0.7)	(0.9)
Balance at 28 March 2024	327.8	15.6	343.4
Net book value			
At 30 March 2023	351.3	8.3	359.6
At 28 March 2024	**312.7**	**6.6**	**319.3**

The following table sets out the maturity analysis of lease payments, showing the undiscounted lease payments to be paid after the reporting date:

Maturity analysis – contractual undiscounted cash flows

	At 27 March 2025 £m	At 28 March 2024 £m
Less than one year	**78.5**	79.8
Between one and three years	**124.9**	133.9
Between three and five years	**77.8**	86.1
Between five and ten years	**83.1**	96.5
More than ten years	**35.7**	43.0
Total undiscounted lease liabilities	**400.0**	439.3
Carrying value of lease liabilities included in the statement of financial position	**348.3**	380.8
Current	**78.5**	79.8
Non-current	**269.8**	301.0

For the lease liabilities at 27 March 2025 a 0.1% change in the discount rate used would have increased the carrying value of lease liabilities by £0.3m (28 March 2024: £1.0m).

12 Leases (continued)

In relation to new leases and lease extensions entered into by the Group during the period, these are discounted at the rate implicit in the lease which ranges from 5.2% to 6.1% depending on the length of the lease and reflect the impact of increases to the Bank of England base rate during the period.

Surplus and short term leases

The Group has a small number of surplus leases on properties from which it no longer trades. A small number of these properties are currently vacant or the sublet is not for the full term of the lease and there is deemed to be a risk on the sublet. These leases are included within the lease balances disclosed on the face of the balance sheet and a related provision has been made for other property costs relating to these properties in note 21.

The Group has a small number of short term leases on properties from which it no longer trades, or a subsection of a trading retail store. These properties are sublet to third parties at contracted rates.

In line with IAS36, the carrying value of the right-of-use asset is assessed for indicators of impairment and an impairment charge will be recognised where management believes there is a risk of default or where the property remained vacant for a period of time. As part of this review the Group has assessed the ability to sub-lease the property and the right-of-use asset has been written down to £nil where the Group does not consider a sublease likely. The remaining right-of-use asset at the legacy distribution centre has been impaired in the period following cessation of operations resulting in an impairment charge of £1.7m.

13 Intangible assets

	Goodwill £m	Customer lists and 'know-how' £m	Software £m	Software under construction £m	Total £m
Cost					
Balance at 28 March 2024	959.5	6.6	80.1	0.2	1,046.4
Additions	0.7	–	6.3	–	7.0
Transfers[1]	–	–	5.7	–	5.7
Impaired	(0.2)	–	–	–	(0.2)
Disposals	(0.6)	(0.2)	(8.1)	–	(8.9)
Balance at 27 March 2025	**959.4**	**6.4**	**84.0**	**0.2**	**1,050.0**
Amortisation					
Balance at 28 March 2024	0.1	1.7	64.9	–	66.7
Amortisation charge for the period	–	0.2	7.9	–	8.1
Transfers[1]	–	–	(1.7)	–	(1.7)
Disposals	–	(0.1)	(8.1)	–	(8.2)
Balance at 27 March 2025	**0.1**	**1.8**	**63.0**	–	**64.9**
Net book value					
At 28 March 2024	959.4	4.9	15.2	0.2	979.7
At 27 March 2025	**959.3**	**4.6**	**21.0**	**0.2**	**985.1**

[1] The transfers balance of £5.7m and £1.7m accumulated depreciation is in relation to assets previously categorised within fixtures, fittings, tools and equipment being transferred to software within intangibles.

	Goodwill £m	Customer lists and 'know-how' £m	Software £m	Software under construction £m	Total £m
Cost					
Balance at 30 March 2023	959.3	7.0	71.7	8.3	1,046.3
Additions	1.0	–	6.1	–	7.1
Transfers	–	–	–	(5.7)	(5.7)
Brought into use	–	–	2.4	(2.4)	–
Disposals	(0.8)	(0.4)	(0.1)	–	(1.3)
Balance at 28 March 2024	959.5	6.6	80.1	0.2	1,046.4
Amortisation					
Balance at 30 March 2023	0.1	1.7	55.0	–	56.8
Amortisation charge for the period	–	0.2	9.9	–	10.1
Disposal	–	(0.2)	-	–	(0.2)
Balance at 28 March 2024	0.1	1.7	64.9	–	66.7
Net book value					
At 30 March 2023	959.2	5.3	16.7	8.3	989.5
At 28 March 2024	959.4	4.9	15.2	0.2	979.7

13 Intangible assets (continued)

Impairment testing

Cash-generating units

For impairment testing of other intangible assets, property plant and equipment and right of use assets, the Group treats each store as a separate cash-generating unit ('CGU'). Distribution costs are apportioned to stores and online sales are apportioned to stores because there is a clear link between the online sale and the store such as 'click and collect', order in store, deliver to store and deliver from store stock. Within the Vet Group, each Company managed practice is considered to be a separate CGU in addition to the veterinary telehealth business, hereafter disclosed as The Vet Connection ('TVC'). The Joint Venture General Veterinary practices are collectively considered to be one CGU due to the structure of the agreements with the Company.

Goodwill generated from an acquisition is allocated to groups of CGUs at an operating segment level as shown in the table below as this represents the lowest level at which goodwill is monitored by management.

Within the Retail operating segment, the group of CGUs comprises the body of stores, online operations and grooming operations. Within the Vet Group operating segment, the group of CGUs comprises the Joint Venture General Veterinary practices, Company Managed practices and TVC.

Within the Vet Group Goodwill balance shown below is £3.8m relating to the Company Managed veterinary practices. The goodwill is allocated to individual balances and assessed annually for impairment. In the year we have impaired £0.2m in relation to one Company Managed practice which was underperforming. This is not considered to be an indicator of impairment for the remaining Vet Group goodwill.

As at 27 March 2025 and 28 March 2024, the Group is deemed to have CGUs and groups of CGUs as follows:

	Goodwill	
	At 27 March 2025 £m	At 28 March 2024 £m
Retail	**586.1**	586.1
Vet Group	**373.2**	373.3
Total	**959.3**	959.4

The recoverable amount of the CGU has been calculated with reference to its value in use. The key assumptions of this calculation are shown below:

	52 week period ended 27 March 2025		52 week period ended 28 March 2024	
	Retail	Vet Group	Retail	Vet Group
Period on which management approved forecasts are based (years)	**5**	**5**	5	5
Growth rate applied beyond approved forecast period	**2.0%**	**2.0%**	2.0%	3.5%
Discount rate (pre-tax)	**12%**	**13%**	11%	12%
Gross profit margin (average over next 5 years)	**45%**	**58%**	45%	60%

The goodwill is considered to have an indefinite useful economic life and the recoverable amount is determined based on 'value-in-use' calculations. The key assumptions used in estimating the value in use calculations were:

Forecasted cash flows - These calculations use a post-tax cash flow projection based on a five-year strategic plan approved by the Board. The model has been adjusted to remove all cash flows associated with business units (for example stores or practices yet to open, but within the planning horizon) which the Group has a strategic intention to invest capital in, but has not yet done so, thus ensuring that the future cash flows used in modelling for impairment exclude any cash flows where the investment is yet to take place, in accordance with the requirements of IAS36 to exclude capital expenditure to improve asset performance. Contributions from and costs associated with new stores and veterinary practices which are already operational at the impairment test date are included in the cash flows. Cashflows related to the central segment have been allocated between both groups of CGUs on a proportionate basis. The Group reviews individual CGUs such as stores and groups of veterinary practices for indicators of impairment. This approach is consistent with impairment reviews carried out in the 2024 financial statements.

The Retail forecast assumptions reflect continual innovation and our deep understanding of our customers, incorporating assumptions based on past experience of the industry, products and markets in which the CGU or group of CGUs operate, in order to generate the detailed assumptions used in the annual budget setting process, and five year strategic planning process. The Vet Group forecast assumptions are based on a deep understanding of the maturity profile of the practices and their performance, incorporating assumptions based on past experience of the industry, services and markets in which the CGU operates in order to generate the detailed assumptions used in the annual budget setting process, and five year strategic planning process. These linkages are embedded in the revenue growth assumption as a result of offering online veterinary consultations as an additional service to Joint Venture veterinary practices. The projections are based on all available information. A different set of assumptions may be more appropriate in future years depending on changes in the macro-economic environment and the industry in which each CGU operates. The Group has considered key risk factors such as the continuing issues throughout our global supply chains and climate change and the likely outcome of the Competition and Markets Authority ('CMA') review of the veterinary sector. We have also started assessing the possible long term impacts of the likely levels of tariffs that may be applied by the USA and retaliatory measures from countries where our supply chains are located. The situation is developing and at this stage we are keeping a close watch on the likely long term impacts.

Long-term growth rates - The Directors have assumed a growth rate projection beyond the projection period of 2% for both units which is lower than market growth rates based on past experience within the Group, taking into account the economic growth forecasts within the relevant industries.

Discount rates - The discount rate was estimated based on past experience and the weighted average cost of capital is adjusted to reflect a market participant view. A post tax discount rate was used within the value in use calculation and adjustments made to calculate the pre-tax discount rate which is disclosed above in line with IAS36 requirements.

13 Intangible assets (continued)

Outcome and sensitivity analysis - The total recoverable amount in respect of goodwill for the groups of CGUs as assessed by the Directors using the above assumptions is greater than the carrying amount and therefore no impairment charge has been recorded in each period.

Within the Retail and Vet Group CGUs, a number of sensitivities have been applied to the assumptions in reaching this conclusion including:

- Reduction in growth rate applied beyond forecast period by 100 bps
- Increasing the discount rate by 100 bps
- Reduction in gross margin percentage of 100 bps

None of the above, considered reasonably possible changes in assumptions, would result in impairment when applied either individually or collectively, after inclusion of mitigating actions which are considered within the collective sensitivity analysis.

The Directors consider that it is not reasonably possible for the assumptions to change so significantly as to eliminate the excess of the recoverable amount over the carrying value.

14 Inventories

	At 27 March 2025 £m	At 28 March 2024 £m
Finished goods	106.9	97.5

The cost of inventories recognised as an expense and included in 'cost of sales' is £677.4m (52 week period ended 28 March 2024: £687.1m).

Inventory expensed to cost of sales includes the cost of the Stock Keeping Units ('SKUs') sold, supplier income, stock wastage and foreign exchange variances. At 27 March 2025 the inventory provision amounted to £4.4m (28 March 2024: £4.1m). The inventory provision is calculated by reference to the age of the SKU and the length of time it is expected to take to sell. The value of inventory against which an ageing provision is held is £9.9m (28 March 2024: £8.5m).

The provision percentages applied in calculating the provision are as follows:

- Discontinued stock greater than 365 days: 100%
- Current stock greater than 365 days with a use by date: 50%
- Current stock within 180 and 365 days with a use by date: 25%
- Greater than 180 days with no use by date: 25%

Included in the provision is an amount held to account for store stock losses during the period since which the SKU was last counted.

In the 52 week period ended 27 March 2025, the value of inventory written off to the income statement amounted to £10.1m (52 week period ended 28 March 2024: £10.3m).

15 Deferred tax assets and liabilities

Recognised deferred tax assets and liabilities
Deferred tax assets and liabilities are attributable to the following:

	At 27 March 2025			At 28 March 2024		
	Assets £m	Liabilities £m	Total £m	Assets £m	Liabilities £m	Total £m
Property, plant and equipment	–	(20.2)	(20.2)	–	(6.1)	(6.1)
Financial assets	0.4	–	0.4	0.2	–	0.2
Other short term temporary differences	2.9	(0.8)	2.1	1.9	(0.8)	1.1
Share based payments	0.1	–	0.1	0.1	–	0.1
Net deferred tax assets/(liabilities)	3.4	(21.0)	(17.6)	2.2	(6.9)	(4.7)

Movement in deferred tax during the period

	28 March 2024 £m	Recognised in income £m	Recognised in equity £m	27 March 2025 £m
Property, plant and equipment	(6.1)	(14.1)	–	(20.2)
Net financial assets	0.2	–	0.2	0.4
Other short term timing differences	1.1	1.0	–	2.1
Share based payments	0.1	–	–	0.1
	(4.7)	(13.1)	0.2	(17.6)

Other short-term timing differences primarily relate to inventory provisions.

15 Deferred tax assets and liabilities (continued)

Movement in deferred tax during the prior period

	30 March 2023 £m	Recognised in income £m	Recognised in equity £m	28 March 2024 £m
Property, plant and equipment	(2.2)	(3.9)	–	(6.1)
Net financial assets/(liabilities)	0.5	–	(0.3)	0.2
Other short term timing differences	2.5	(1.4)	–	1.1
Share based payments	1.1	–	(1.0)	0.1
	1.9	(5.3)	(1.3)	(4.7)

16 Other financial assets and liabilities

	At 27 March 2025 £m	At 28 March 2024 £m
Non current- other financial assets		
Investments in Joint Venture veterinary practices	**2.7**	2.7
Loans to Joint Venture veterinary practices – initial set up loans	**3.9**	5.2
Loans to Joint Venture veterinary practices – other loans	**–**	0.5
Other investments	**3.0**	2.0
Other receivables	**5.4**	0.5
	15.0	10.9

Investments in Joint Venture veterinary practices

The Investments in Joint Venture veterinary practices balance of £2.7m (2024: £2.7m) comprises of two parts; nil (2024: £0.2m) represents the 'B' share capital in Joint Venture veterinary practice companies and £2.7m (2024: £2.5m) relates to capital contributions made to these companies for extensions and improvements to their practice residences. These investments are held at cost less impairment. In relation to the share, the fair values of investments in unlisted equity securities are considered to be their carrying value which is the cost to the Group on recognition, as the impact of discounting future cash flows has been assessed as not material and the investment is non-participatory. The share capital of the veterinary practice companies is split equally into 'A' ordinary shares (held by Joint Venture Partners) and 'B' ordinary shares (held by the Group). Any operational decisions require the agreement of the Joint Venture Partner. Under the terms of the agreements, the Group ('B' shareholder) is not entitled to any profits, losses or dividends, or any surplus on winding up or disposal, although it is entitled to appoint Directors to the Board and carry the same shareholder voting rights as 'A' ordinary shareholders. The agreements entitle the Group to receive income in relation to support services offered in such areas as clinical development, promotion and methods of operation as well as service activities including accountancy, legal and property.

Loans to Joint Venture veterinary practices – initial set up loans

Loans to Joint Venture veterinary practices of £3.9m (2024: £5.2m) are provided to Joint Venture veterinary practice companies trading under the Companion Care, Vets4Pets or VetsforPets brands, in which the Group's share interest is non-participatory. These loans support their initial set up and working capital, and are held at carrying value . Under the terms of the loans provided to veterinary companies trading under the Companion Care, Vets4Pets or VetsforPets brands the loans attract varying interest rates between 2% and 3%. There is no set date for repayment of the loans due to the Group. The balances are shown net of an expected credit loss ('ECL') of £0.4m (2024: £0.6m).

	Gross loan value £m	Expected credit loss £m	Carrying value of loan £m
As at 28 March 2024	5.8	(0.6)	5.2
Net repayment and further advances	(1.5)	–	(1.5)
Provisions released during the period	–	0.2	0.2
As at 27 March 2025	**4.3**	**(0.4)**	**3.9**

Analysis of expected credit loss by risk category
The following table presents an analysis of the credit risk and credit impairment of initial set up loans held at amortised cost. The loans are categorised as performing, or in default in accordance with the policy set out in note 1.16. The loss allowance is calculated depending on the credit risk of each loan, the Group's expectations of future cash flow recoverability and practice age in accordance with the policy set out in note 1.16.

16 Other financial assets and liabilities (continued)

Credit risk	At 27 March 2025 £m	At 28 March 2024 £m
Performing	**1.3**	1.2
In default	**3.0**	4.6
Gross carrying amount	**4.3**	5.8
Loss allowance	**(0.4)**	(0.6)
Net carrying amount	**3.9**	5.2

The presentation of performing and in default loans have been revised to better align with the requirements of IFRS 9. Initial set up loans are considered in default if they cannot be settled within one day of year end. This has no impact on the estimated credit loss which is made based on the 10-year cashflow forecast.

Other investments
The balance of £3.0m (2024: £2.0m) relates to investments in Good Dog Food Limited ('Meatly') and Project Blu Limited as disclosed in Note 28. Other investments are initially and subsequently measured at FVTPL, with changes recognised in the profit or loss. The fair values of investments in unlisted equity securities are considered to be their carrying value.

Other receivables
Included within other receivables is £1.5m which represents deferred rebates paid to JV practices to support their rebrand and expansion. The rebate will be released as a deduction to fee income over a period of up to 10 years which represents the period of time the Group expects to receive economic benefits from enhanced fee income. Also included within other receivables is £3.7m which relates to sublet leases.

Derivative financial assets and liabilities
Derivative financial assets and liabilities are held at fair value through profit or loss.

	At 27 March 2025 £m	At 28 March 2024 £m
Current assets		
Fuel forward contracts	–	0.1
Forward exchange contracts	0.2	0.2
	0.2	0.3

Derivative financial liabilities	At 27 March 2025 £m	At 28 March 2024 £m
Current liabilities		
Forward exchange contracts	(1.7)	(1.0)
	(1.7)	(1.0)

17 Trade and other receivables

	At 27 March 2025 £m	At 28 March 2024 £m
Current assets		
Trade receivables	16.4	13.9
Amounts owed by JV practices - funding for new practices	–	0.4
Amounts owed by Joint Venture veterinary practices – operating loans	3.9	5.8
Amounts owed by Joint Venture veterinary practices – trading balances	14.3	10.9
Other receivables	2.6	6.3
Prepayments	9.9	9.3
Accrued income	16.2	14.3
	63.3	60.9

Trade and other receivables
The carrying amount of trade and other receivables approximates to the fair value. Supplier income is included with trade and other receivables, this has been invoiced where there is no legal right to offset.

The Group applied the simplified approach under IFRS9 and default to lifetime expected credit loss based on historical data. The ECL is immaterial on the trade receivables balance for the 52 week period ended 27 March 2025 (52 week period ended 28 March 2024: £nil).

17 Trade and other receivables (continued)

Amounts owed by Joint Venture veterinary practices

Amounts owed by Joint Venture veterinary practices represent trading balances and operating loans owed by Joint Venture veterinary practices to the Group.

The impairment of amounts owed by Joint Venture veterinary practices relating to trading balances are assessed in line with IFRS 9. As at 27 March 2025 and 28 March 2024, the impact of expected credit loss on these balances was deemed to be immaterial due to the short term nature of these balances and as such no provision has been made.

Operating loans are provided on a short-term monthly cycle to the extent that a practice requires additional funding above their external bank loan. Practices generate cash on a monthly basis which is applied to the repayment of brought forward operating loans. For immature practices, loan balances may increase due to operating requirements. Based on a projected cash flow forecast on a practice by practice basis, the funding is expected to be required for a number of years, however as cash is applied against opening loan balances, the Group's expectation is that the brought forward balance will be repaid in cash within 12 months. The loans have been classified as current on this basis and the Group has chosen not to charge interest on these balances, and they are initially recognised under IFRS9 at their nominal value as the effect of discounting the expected cash flows based on the effective interest rate at the market rate of interest is not material. The loans advanced to the practices are interest free and either repayable on demand or repayable within 90 days of demand. No facility exists and the levels of loans are monitored in relation to review of the practices' performance against business plan and a number of financial and non-financial KPIs in accordance with the policy set out in note 1.16.

For those practices in default, a credit impairment charge is recognised under IFRS9 taking into account the Group's expectations of future cash flow recoverability. For other practices, a credit impairment charge is recognised under IFRS9, taking into account both the probability of loss and the loss proportion given default.

The balances above are shown net of allowances for expected credit losses held for operating loans of £1.3m (2024: £3.0m). The basis for this allowance and the movement in the period is set out below.

	Gross loan value £m	Expected credit loss £m	Carrying value of loan £m
As at 28 March 2024	8.8	(3.0)	5.8
Loans written off	(1.7)	–	(1.7)
Net repayment and further advances	(1.9)	–	(1.9)
Utilisation of provision	–	0.9	0.9
Provisions made during the period	–	0.8	0.8
As at 27 March 2025	**5.2**	**(1.3)**	**3.9**

During the 52 week period ended 27 March 2025, £1.7m of operating loans which were deemed to be in default were written off in advance of the acquisition of the 'A' shares (52 week period ended 28 March 2024: £1.6m) which led to the control and consolidation of these practices. Further details of these acquisitions are provided in note 10.

The Group continues to work with a number of Joint Venture Partners, where the partners choose to follow the Group's recommendations on remediation plans aimed at improving practice performance. Further details regarding credit risk are provided in note 1.16.

The following table presents an analysis of the credit risk and credit impairment of operating loans held at amortised cost. Based on their future cashflow forecast, loans are categorised as performing or in default. The loss allowance is calculated in accordance with the policy set out in note 1.16, depending on the credit risk of each loan.

Credit risk	At 27 March 2025 £m	At 28 March 2024 restated £m
Performing	–	–
In default	**5.2**	8.8
Gross carrying amount	**5.2**	8.8
Loss allowance	**(1.3)**	(3.0)
Net carrying amount	**3.9**	5.8

The presentation of performing and in default loans have been revised to better align with the requirements of IFRS 9. Operating loans are considered in default if they cannot be settled within one day of year end. This has no impact on the estimated credit loss which is made based on the 10-year cashflow forecast.

Should forecast cash flows, as defined by the risk criteria in note 1.16, decrease by 0.5% over the 10-year time horizon, this would lead to an increase in the required provision for operating loans of £0.5m (28 March 2024: £0.8m). This sensitivity is considered by management to represent a reasonably possible range of estimation uncertainty, based on the variance in current trading performance within these Joint Venture veterinary practices. The factors which give rise to the estimation uncertainty include macro-economic and industry specific factors, including the level of industry growth, as well as gross margin percentages achieved within the industry, which contain a number of factors including the availability of suitably qualified veterinary personnel. Further details are provided in note 27.

Accrued income

Accrued income relates to income in relation to fees to Joint Venture veterinary practices and overrider and promotional income from suppliers which have not yet been invoiced. Accrued income is classified as current as it is expected to be invoiced and received within 12 months of the period end date. Supplier income is recognised on an accruals basis, based on the expected entitlement that has been earned up to the balance sheet date for each relevant supplier contract. As detailed in note 1.19, supplier income is recognised as a credit within gross margin to cost of sales and is outside of the scope of IFRS15. Further detail of the Group's revenue recognition policy is provided in note 1.19.

Notes to the consolidated financial statements (continued)

18 Cash and cash equivalents

	At 27 March 2025 £m	At 28 March 2024 £m
Cash at bank	39.5	57.1

19 Other interest-bearing loans and borrowings

	At 27 March 2025 £m	At 28 March 2024 £m
Non-current liabilities		
Unsecured bank loans	8.1	22.2
Asset backed loans	18.6	21.1
Total	26.7	43.3

	At 27 March 2025 £m		At 28 March 2024 £m
Current liabilities			
Asset backed loans	4.7	–	2.2

Terms and debt repayment schedule

	Currency	Nominal interest rate	Year of maturity	Face value at 27 March 2025 £m	Carrying amount at 27 March 2025 £m	Face value at 28 March 2024 £m	Carrying amount at 28 March 2024 £m
Revolving credit facility	GBP	SONIA +1.30%	2028	**10.0**	**8.1**	25.0	22.2
Asset backed loan	GBP	SONIA +1.50%	2030	**23.3**	**23.3**	23.3	23.3
Total				**33.3**	**31.4**	48.3	45.5

The drawn amount on the £300.0m revolving credit facility was £10.0m at 27 March 2025 (drawn amount on the £300.0m revolving credit facility was £25.0m at 28 March 2024) and this amount is reviewed each month. Interest is charged at SONIA plus a margin based on leverage on a pre-IFRS16 basis (adjusted net debt: EBITDA). The loan also has environmental, social and corporate governance (ESG) linked metrics which will be reflected in the margin payable, which is +/- 5bps. Face value represents the principal value of the revolving credit facility. The facility is unsecured.

On 27 March 2023, the Group entered into a loan agreement to fund the purchase of capital items. Interest is charged on the amount drawn at SONIA plus 1.5%. The loan will be repaid in monthly repayments from April 2025 until the loan matures on 27 March 2030.

Interest-bearing borrowings are recognised initially at fair value, being the principal value of the loan net of attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at a carrying value, which represents the amortised cost of the loans using the effective interest method.

The analysis of repayments on the loans is as follows:

	At 27 March 2025 £m	At 28 March 2024 £m[1]
Within one year or repayable on demand	**4.7**	2.2
Between one and three years	**9.3**	8.6
Between three and five years	**19.3**	33.6
Greater than five years	–	3.9
	33.3	48.3

[1] The presentation of ageing analysis has been revised to align with the ageing buckets presented in note 23.

The £10.0m revolving credit facility at 27 March 2025 is held by the Company. The £23.3m of asset backed loan are held by Pets at Home Limited, a 100% owned subsidiary company.

The Group's policy with regard to interest rate risk is to hedge the appropriate level of borrowings by entering into fixed rate agreements where the Company forecast gross debt at the balance sheet date is no more than £100m, no interest rate hedging is required. Subsequently, as at 27 March 2025, there were no hedging derivatives held by the Group.

19 Other interest-bearing loans and borrowings (continued)

Analysis of changes in adjusted net cash

	At 28 March 2024 £m	Cash flow £m	Non-cash movement £m	At 27 March 2025 £m
Cash and cash equivalents	57.1	(17.6)	–	**39.5**
Debt due within one year	(2.2)	–	(2.5)	**(4.7)**
Debt due after one year	(46.1)	15.0	2.5	**(28.6)**
Adjusted net cash	8.8	(2.6)	–	**6.2**

20 Trade and other payables

	At 27 March 2025 £m	At 28 March 2024 £m
Current		
Trade payables	138.5	138.2
Accruals and deferred income	73.3	74.9
Amounts owed to Joint Venture veterinary practices	8.2	0.8
Other payables including tax and social security	35.6	35.3
	255.6	249.2

Amounts owed to Joint Venture veterinary practices that relate to trading balances are interest free and repayable on demand.

Within accruals and deferred income above, contract liabilities under IFRS15 of £0.4m (2024: £0.4m) relate to advanced consideration received from customers in relation to gift vouchers, cards and points redeemable by charities. This revenue will be recognised as the vouchers, cards and points are redeemed, which is expected to be over the next two years from the balance sheet date.

Within accruals above, contract liabilities under IFRS15 of £1.8m (2024: £1.3m) relate to advanced consideration received from customers in relation to online orders which have not yet been delivered. This revenue will be recognised as the online orders are delivered to customers, which is expected to be in less than one week from the balance sheet date.

21 Provisions

	Dilapidation provision £m	Closed stores provision £m	Provisions for exit and closure costs relating to Joint Venture veterinary practices £m	Provision for exit and closure costs relating to legacy Distribution Centres £m	Total £m
Balance at 28 March 2024	4.2	0.1	4.5	3.9	12.7
Provisions made during the period	0.7	0.1	0.8	1.6	3.2
Provisions utilised during the period	(1.2)	–	(1.5)	(3.5)	(6.2)
Provisions released	(0.3)	–	–	–	(0.3)
Reclassify to other creditors	–	–	–	(0.4)	(0.4)
Balance at 27 March 2025	**3.4**	**0.2**	**3.8**	**1.6**	**9.0**

	At 27 March 2025 £m	At 28 March 2024 £m
Current	**5.1**	7.6
Non-current	**3.9**	5.1
	9.0	12.7

As at 28 March 2024, the Group had a provision of £1.4m for voluntary redundancies for colleagues employed at legacy Distribution Centres and a provision of £2.5m for retention bonuses payable to colleagues who remain from the previous Distribution Centres provided they remain employed by the Group until the remaining sites close. £3.5m was paid out during the year and the remaining provision of £0.4m has been reclassified to other creditors as at 27 March 2025. The remaining provision relates to property costs associated with the lease of the legacy Distribution Centre which expires in March 2026. Further information is provided in note 3.

The closed stores provision relates to the rates, service charge and utilities payable on vacant stores. The timing of the utilisation of these provisions is variable dependent upon the lease expiry dates of the properties concerned, which vary between one and three years. Market conditions have an impact and hence the assumptions on future cash flows are reviewed regularly and revisions to the provision made where necessary.

The dilapidations provision relates to the expected cost of repairs on leased properties at future lease expiry dates, all of which are expected to be within 2 years of

21 Provisions (continued)

the 52 weeks ending 27 March 2025, therefore the provision is not discounted. The timing of the utilisation of these provisions is variable depending on the expiry dates of the property leases concerned.

The provisions for exit and closure costs relating to Joint Venture veterinary practices relate to expenses for any Joint Venture veterinary practices that the Group has bought out or has offered to buy out from Joint Venture Partners, and therefore which have been provided for under IAS37. The timing of the utilisation of these provisions is variable dependent upon the lease expiry dates of the properties concerned, which vary between 2 and 13 years. Market conditions have a significant impact and hence the assumptions on future cash flows are reviewed regularly and revisions to the provision made where necessary.

22 Capital and reserves

Share capital

	Share capital Number	Share capital £m
At 30 March 2023	483,197,785	4.8
At 28 March 2024	467,911,542	4.7
At 27 March 2025	**459,491,054**	**4.6**

In the 52 week period ended 27 March 2025, the Company bought back and cancelled 8,420,488 (1.8%) ordinary shares for total consideration including stamp duty of £25.1m, at an average market value of 297 pence per share.

	Share capital 27 March 2025 £m	Share capital 28 March 2024 £m
At beginning of period	**4.7**	4.8
Nominal value of shares cancelled in year following purchase by the Group	**(0.1)**	(0.1)
On issue at period end - authorised	**4.6**	4.7

In the 52 week period ended 28 March 2024, the Company bought back and cancelled 15,286,243 (3.2%) ordinary shares for total consideration including stamp duty of £50.3m, at an average market value of 327 pence per share.
The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

Consolidation and Merger reserves
The consolidation reserve and the merger reserve arose as a result of the creation of Pets at Home Group Plc and its purchase of the existing group of companies as part of the Initial Public Offering in 2014. As part of the IPO, a number of shares in Plc were issued in exchange for various instruments or cash. The premium arising on the issue was allocated between the share premium and merger reserve. A consolidation reserve was also created which reflected the difference between Plc reserves and the consolidated equity of PAH Lux S.a.r.l as part of the IPO in 2014.

Capital redemption reserve
The capital redemption reserve comprised the par value of the 8.4m (2024:15.3m) shares purchased and cancelled as part of the share buyback programme completed in the 52 week period ended 27 March 2025.

Translation reserve
The translation reserve comprises all foreign exchange differences arising since 21 November 2011, the date of incorporation of Pets at Home Asia Ltd where the functional currency differs from that of the rest of the Group.

Cash flow hedging reserve
The cash flow hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred.

Included within the Group retained earnings is the Pets at Home Employee Benefit Trust ('EBT'). The EBT purchases shares to fund the share option schemes. As at 27 March 2025, the EBT held 5,670,000 ordinary shares (2024: 5,564,701) with a cost of £20,268,243 (2024: £20,300,288). The average purchase value of these shares as at 27 March 2025 was 357.5 pence per share (2024: 364.8 pence per share).

Other comprehensive income
27 March 2025

	Translation reserve £m	Cash flow hedging reserve £m	Total other comprehensive income £m
Other comprehensive income	-	-	-
Effective portion of changes in fair value of cash flow hedges	-	0.6	0.6
Net change in fair value of cash flow hedges reclassified to profit or loss		0.1	0.1
Total other comprehensive income	-	0.7	0.7

22 Capital and reserves (continued)

Other comprehensive income (continued)
28 March 2024

	Translation reserve £m	Cash flow hedging reserve £m	Total other comprehensive income £m
Other comprehensive income	–	–	–
Effective portion of changes in fair value of cash flow hedges	–	3.3	3.3
Net change in fair value of cash flow hedges reclassified to profit or loss	–	1.3	1.3
Deferred tax on changes in fair value of cash flow hedges	–	(0.3)	(0.3)
Total other comprehensive income	–	4.3	4.3

23 Financial instruments

Financial risk management
The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk and cash flow interest rate risk), credit risk and liquidity risk.

Risk management framework
Risk management in respect of financial risk is carried out by the Group Treasury function under policies approved by the Board of Directors. The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board provides written principles through its Group Treasury Policy for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

The main objectives of the Group Treasury function are:

- To ensure shareholder and management expectations are managed on cash flow and earnings volatility resulting from financial market movements;
- To protect the expected cash flow and earnings from interest rate and foreign exchange fluctuations to within parameters acceptable to the Board and shareholders; and
- To control banking costs and service levels.

Market risk
Foreign currency risk
The Group sources a significant level of purchases in foreign currency, in the region of US$110m each financial year, and monitors its foreign currency requirements through short, medium and long-term cash flow forecasting. The value of purchases in US dollars fluctuates each year and the risk management policy has evolved with this increased risk.

At 27 March 2025, the Group's policy is to hedge up to 95% of the next 12 months and additionally up to 60% of the following six months out to 18 months forecast foreign exchange transactions, using foreign currency bank accounts and forward foreign exchange contracts. The transactions are deemed to be 'highly probable' and are based on historical knowledge and forecast purchase and sales projections.

The Group's exposure to foreign currency risk is as follows. This is based on the carrying amount for monetary financial instruments, except for derivatives which are based on notional amounts:

27 March 2025

	Euro £m	US Dollar £m	HKD £m	Total £m
Cash and cash equivalents	1.1	–	–	1.1
Trade payables	(2.4)	(4.1)	–	(6.5)
Forward exchange contracts	-	(1.5)	–	(1.5)
Balance sheet exposure	(1.3)	(5.6)	–	(6.9)

28 March 2024

	Euro £m	US Dollar £m	HKD £m	Total £m
Cash and cash equivalents	0.4	6.1	–	6.5
Trade payables	(2.8)	(3.2)	–	(6.0)
Forward exchange contracts	(0.2)	(0.6)	–	(0.8)
Balance sheet exposure	(2.6)	2.3	–	(0.3)

23 Financial instruments (continued)

Sensitivity analysis

A 5% weakening of the following currencies against the pound sterling at the period end date in both years would have increased profit or loss or equity by the amounts shown below. This calculation is post the impact of hedging and assumes that the change occurred at the balance sheet date and had been applied to risk exposures existing at that date.

This analysis assumes that all other variables, in particular other exchange rates and interest rates, remain constant.

	Equity		Profit or loss	
	27 March 2025 £m	28 March 2024 £m	27 March 2025 £m	28 March 2024 £m
US Dollar	**0.1**	**–**	**0.2**	(0.1)
Euro	**–**	**–**	**0.1**	0.1

A 5% strengthening of the above currencies against the pound sterling in any period would have had the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

Interest rate risk

Cash flow and fair value interest rate risk

The Group's interest rate risk arises from long-term borrowings. As at 27 March 2025 the Group had a revolving credit facility with a face value totalling £10.0m (2024: £25.0m) and an asset backed loan with a face value of £23.3m (2024: £23.3m). The Group's borrowings as at 27 March 2025 incur interest at a rate of 1.3% to 1.5% plus SONIA at the leverage prevalent in the period, which exposes the Group to cash flow interest rate risk. The analysis of loan repayments is detailed in note 19.

The Group's policy with regard to interest rate risk is to hedge the appropriate level of borrowings by entering into fixed rate agreements. As at 27 March 2025, the Group held no fixed rate swap agreements since the forecast level of outstanding debt for the next year was below the de-minimis hedging requirements as set out in the Group's Treasury Policy. In the 52 week period ended 28 March 2024, the Group had fixed interest rate swap agreements covering £50.0m of senior facility borrowing at a blended fixed rate of 5.058% which expired in September 2024. The hedging structure as at 28 March 2024 was to hedge at least 70% of the forecast outstanding debt for the next year.

Profile

At the balance sheet date the interest rate profile of the Group's interest-bearing financial instruments was:

	Book value At 27 March 2025 £m	Book value At 28 March 2024 £m
Fixed rate instruments		
Financial liabilities	-	48.3
Variable rate instruments		
Financial liabilities	33.3	–
Total financial liabilities	33.3	48.3

All borrowings bear a variable rate of interest based on SONIA. Subject to a de-minimis level, the Group policy is to hedge at least 70% of forecast loan balances. As at 27 March 2025, there were no interest rate swaps in place. As at 28 March 2024, fixed rate instrument above related to the portion of the loan hedged by a fixed rate interest rate swap.

Sensitivity analysis

A change of 50 basis points in interest rates at the period end date would have increased/(decreased) profit or loss by the amounts shown below. This calculation assumes that the change occurred at the balance sheet date and had been applied to risk exposures existing at that date.

This analysis assumes that all other variables, in particular foreign currency rates, remain constant and considers the effect of financial instruments with variable interest rates and financial instruments at fair value through profit or loss. The analysis is performed on the same basis for the comparative period.

	At 27 March 2025 £m	At 28 March 2024 £m
Equity		
Increase	-	0.1
Decrease	-	(0.1)
Profit or loss		
Increase	0.2	0.1
Decrease	(0.2)	(0.1)

23 Financial instruments (continued)

Credit risk

Financial risk management

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers, investment securities and operating loans to Joint Venture veterinary practices. Credit risk also arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions. The Group ensures that the banks used for the financing of the revolving credit facilities and interest rate swap agreements have investment-grade credit ratings.

The Group has in place certain guarantees over the bank loans taken out by a number of Joint Venture veterinary practice companies in which it holds an investment. Further details of these guarantees are disclosed in note 27. The performance of the Joint Venture veterinary practice companies is reviewed on an ongoing basis.

Exposure to credit risk

The Group's maximum exposure to credit risk, being the carrying amount of financial assets, is summarised in the table within the fair values section below.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. Management prepares and monitors rolling forecasts of the Group's cash balances based on expected cash flows to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without risking damage to the Group's reputation. Covenants are monitored on a regular basis to ensure there is no risk or breach which would lead to an 'Event of Default' and compliance certificates are issued as required to the syndicate agent.

The following are the contractual maturities of financial liabilities including estimates of interest payable based on SONIA rates at the end of the financial period:

Group

27 March 2025

	Carrying amount £m	Contractual cash flows £m	1 year or less £m	1 to 3 years £m	3 to 5 years £m	5 years and over £m
Non-derivative financial liabilities						
Bank loans (note 19)	**31.4**	**33.3**	**4.7**	**9.3**	**19.3**	–
Trade payables (note 20)	**138.5**	**138.5**	**138.5**	–	–	–
Lease liabilities (note 12)	**348.3**	**400.0**	**78.5**	**124.9**	**77.8**	**118.8**
Amounts owed to joint venture veterinary practices (note 20)	**8.2**	**8.2**	**8.2**	–	–	–
	526.4	**580.0**	**229.9**	**134.2**	**97.1**	**118.8**

28 March 2024

	Carrying amount £m	Contractual cash flows £m	1 year or less £m	1 to 3 years £m	3 to 5 years £m	5 years and over £m
Non-derivative financial liabilities						
Bank loans (note 19)	45.5	48.3	2.2	8.6	33.6	3.9
Trade payables (note 20)	138.2	138.2	138.2	–	–	–
Lease liabilities (note 12)[1]	380.8	439.3	79.8	133.9	86.1	139.5
Amounts owed to joint venture veterinary practices (note 20)[1]	0.8	0.8	0.8	–	–	–
	565.3	626.6	221.0	142.5	119.7	143.4

[1] The presentation of non-derivative financial liabilities has been revised to include lease liabilities and amounts owed to joint venture veterinary practices. The ageing of the buckets have been revised to align with the presentation in note 12 and note 19.

Liquidity risk and cash flow hedges

Cash flow hedges

The following table indicates the periods in which the cash flows associated with cash flow hedging instruments are expected to occur and to affect profit or loss:

Group

27 March 2025

	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to <2 years £m	2 to <5 years £m	5 years and over £m
Forward exchange contracts:						
Current liabilities (note 16)	**(1.7)**	**(1.7)**	**(1.7)**	–	–	–
	(1.7)	**(1.7)**	**(1.7)**	–	–	–

28 March 2024

	Carrying amount £m	Expected cash flows £m	1 year or less £m	1 to <2 years £m	2 to <5 years £m	5 years and over £m
Forward exchange contracts:						
Current liabilities (note 16)	(1.0)	(1.0)	(1.0)	–	–	–
	(1.0)	(1.0)	(1.0)	–	–	–

23 Financial instruments (continued)

Fair values of financial instruments

Investments

The fair values of investments are considered to be their carrying value as the impact of discounting future cash flows has been assessed as not material and the investment is non-participatory.

Trade and other payables and receivables

The fair values of these items are considered to be their carrying value as the impact of discounting future cash flows has been assessed as not material.

Cash and cash equivalents

The fair value of cash and cash equivalents is its carrying amount where the cash is readily available. The fair value of short term deposits approximates to the carrying amount because of the short maturity of these instruments.

Amounts owed to Joint Ventures

The fair value of amounts owed to Joint Ventures are considered to be their carrying value as the impact of discounting future cash flows has been assessed as not material.

Long term and short term borrowings

The fair value of bank loans and other loans approximates their carrying value as they have interest rates based on SONIA. The impact of credit risk has an immaterial impact on the fair value.

Short term deposits

The fair value of short term deposits is considered to be their carrying value as the balances are held in floating rate accounts where the interest rate is reset to market rates.

Derivative financial instruments

The fair values of forward exchange contracts and interest rate swap contracts are calculated by management based on external valuations received from the Group's bankers and are based on forward exchange rates and anticipated future interest yield respectively.

Fair values

The fair values of all financial assets and financial liabilities by class together with their carrying amounts shown in the balance sheet are as follows:

Fair value hierarchy

The table below shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The following tables show the fair values and carrying amounts of financial assets and liabilities as well as their fair value hierarchy. The tables do not include fair value detail for financial assets and liabilities not measured at fair value if their carrying value is a reasonable approximation of fair value.

23 Financial instruments (continued)

27 March 2025

Carrying amount	Fair value – hedging instruments £m	FVTPL – equity instruments £m	Financial assets at amortised cost £m	Other financial liabilities £m	Total carrying amount £m
Financial assets measured at fair value					
Other investments (note 16)	–	3.0	–	–	3.0
Forward exchange contracts used for hedging (note 16)	0.2	–	–	–	0.2
	0.2	3.0	–	–	3.2
Financial assets not measured at fair value					
Investments in Joint Venture veterinary practices (note 16)	–	–	2.7	–	2.7
Current trade and other receivables (note 17)	–	–	19.0	–	19.0
Amounts owed by Joint Venture veterinary practices – funding, trading and operating loans (note 17)	–	–	18.2	–	18.2
Cash and cash equivalents (note 18)	–	–	39.5	–	39.5
Loans to Joint Venture veterinary practices – initial set up loans (note 16)	–	–	3.9	–	3.9
Current other receivables (note 16)	–	–	0.3	–	0.3
Non-current other receivables (note 16)	–	–	5.6	–	5.6
	–	–	89.2	–	89.2
Financial liabilities measured at fair value					
Forward exchange contracts used for hedging (note 16)	(1.7)	–	–	–	(1.7)
	(1.7)	–	–	–	(1.7)
Financial liabilities not measured at fair value					
Current lease liabilities (note 12)	–	–	–	(78.5)	(78.5)
Non-current lease liabilities (note 12)	–	–	–	(269.8)	(269.8)
Trade payables (note 20)	–	–	–	(138.5)	(138.5)
Amounts owed to Joint Venture veterinary practices (note 20)	–	–	–	(8.2)	(8.2)
Other interest-bearing loans and borrowings (note 19)	–	–	–	(31.4)	(31.4)
	–	–	–	(526.4)	(526.4)

27 March 2025

Fair value	Level 1 £m	Level 2 £m	Level 3 £m	Total £m
Financial assets and liabilities measured at fair value				
Other investments (note 16)	–	–	3.0	3.0
Forward exchange contracts used for hedging (note 16)	–	0.2	–	0.2
Forward exchange contracts used for hedging (note 16)	–	(1.7)	–	(1.7)

23 Financial instruments (continued)

28 March 2024

Carrying amount	Fair value – hedging instruments £m	FVTPL – equity instruments £m	Financial assets at amortised cost £m	Other financial liabilities £m	Total carrying amount £m
Financial assets measured at fair value					
Other investments (note 16)	–	2.0	–	–	2.0
Forward exchange contracts used for hedging (note 16)	0.2	–	–	–	0.2
Fuel forward contracts used for hedging (note 16)	0.1	–	–	–	0.1
	0.3	2.0	–	–	2.3
Financial assets not measured at fair value					
Investments in Joint Venture veterinary practices (note 16)	–	–	2.7	–	2.7
Current trade and other receivables (note 17)	–	–	20.2	–	20.2
Amounts owed by Joint Venture veterinary practices – funding, trading and operating loans (note 17)	–	–	17.1	–	17.1
Cash and cash equivalents (note 18)	–	–	57.1	–	57.1
Loans to Joint Venture veterinary practices – initial set up loans (note 16)	–	–	5.2	–	5.2
Loans to Joint Venture veterinary practices – other loans (note 16)	–	–	0.5	–	0.5
Non-current other receivables (note 16)	–	–	0.5	–	0.5
	–	–	103.3	–	103.3
Financial liabilities measured at fair value					
Forward exchange contracts used for hedging (note 16)	(1.0)	–	–	–	(1.0)
Interest rate swaps used for hedging (note 16)	–	–	–	–	–
	(1.0)	–	–	–	(1.0)
Financial liabilities not measured at fair value					
Current lease liabilities (note 12)	–	–	–	(79.8)	(79.8)
Non-current lease liabilities (note 12)	–	–	–	(301.0)	(301.0)
Trade payables (note 20)	–	–	–	(138.2)	(138.2)
Amounts owed to Joint Venture veterinary practices (note 20)	–	–	–	(0.8)	(0.8)
Other interest-bearing loans and borrowings (note 19)	–	–	–	(45.5)	(45.5)
	–	–	–	(565.3)	(565.3)

28 March 2024

Fair value	Level 1 £m	Level 2 £m	Level 3 £m	Total £m
Financial assets and liabilities measured at fair value				
Other investments (note 16)	–	–	2.0	2.0
Forward exchange contracts used for hedging (note 16)	–	0.2	–	0.2
Fuel forward exchange contracts used for hedging (note 16)	–	0.1	–	0.1
Interest rate swaps used for hedging (note 16)	–	–	–	–
Forward exchange contracts used for hedging (note 16)	–	(1.0)	–	(1.0)

Measurement of fair values

The following table shows the valuation techniques used in measuring Level 2 and Level 3 fair values at the balance sheet dates, as well as the significant unobservable inputs used.

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Forward exchange contracts and interest rate swaps	Market comparison technique – the fair values are based on broker quotes. Similar contracts are traded in an active market and the quotes reflect the actual transactions on similar instruments.	Not applicable	Not applicable
Other investments	The fair values of investments are considered to be their carrying value.	Forecasted cashflows. Any changes to the unobservable input would have an immaterial impact on the valuation.	Not applicable

Notes to the consolidated financial statements (continued)

23 Financial instruments (continued)

Changes in liabilities arising from financing activities
Group

	Loans and borrowings £m	Lease liabilities £m	Total £m
Balance at 28 March 2024 (note 12,19)	**45.5**	**380.8**	**426.3**
Changes from financing cash flows			
Repayment of borrowings	(15.0)	–	(15.0)
Interest payment of borrowings	(4.7)	–	(4.7)
Payment of lease liabilities	–	(79.7)	(79.7)
Total changes from financing cash flows	(19.7)	(79.7)	(99.4)
Other changes			
Interest expense on lease liabilities (note 7)	–	13.2	13.2
Interest expense on borrowings (note 7)	4.7	–	4.7
Amortisation of debt issue costs (note 7)	0.8	–	0.8
Additions to lease liabilities	–	34.0	34.0
Movement on accrued interest	0.1	–	0.1
Total other changes	5.6	47.2	52.8
Balance at 27 March 2025 (note 12, 19)	**31.4**	**348.3**	**379.7**

	Loans and borrowings £m	Lease liabilities £m	Total £m
Balance at 30 March 2023	120.5	421.4	541.9
Changes from financing cash flows			
Repayment of borrowings	(75.0)	–	(75.0)
Interest payment of borrowings	(3.2)		(3.2)
Payment of lease liabilities	–	(81.7)	(81.7)
Total changes from financing cash flows	(78.2)	(81.7)	(159.9)
Other changes			
Interest expense on lease liabilities (note 7)	–	13.3	13.3
Interest expense on borrowings (note 7)	3.5	-	3.5
Amortisation of debt issue costs	0.8	–	0.8
Additions to lease liabilities	–	29.8	29.8
Disposal of lease liabilities	–	(2.0)	(2.0)
Capitalisation of debt issue costs	(0.9)	–	(0.9)
Movement on accrued interest	(0.2)	–	(0.2)
Total other changes	3.2	41.1	44.3
Balance at 28 March 2024	45.5	380.8	426.3

	Cash flow hedge reserve 2025 £m	2024 £m
Foreign currency risk		
Inventory purchases	**(1.1)**	(0.6)
Commodity price risk		
Fuel purchases	–	0.1

23 Financial instruments (continued)

	Commodity price risk		Foreign currency risk		Interest rate risk	
	Forward exchange contracts- fuel		Forward exchange contracts- inventory		Interest rate swaps	
	2025	2024	2025	2024	2025	2024
	£m	£m	£m	£m	£m	£m
Nominal amount						
Carrying amount- asset (note 16)	–	0.1	0.2	0.2	–	–
Carrying amount- liability (note 16)	–	–	(1.7)	(1.0)	–	–
Changes in the value of hedging instrument recognised in OCI						
Amount of hedging reserve transferred to cost of inventory	–	–	(1.6)	(3.3)	–	–
Net change in fair value of cash flow hedges reclassified to profit or loss	0.1	(0.3)	–	–	–	1.6

The following table provides a reconciliation by risk category of hedging reserve and analysis of OCI items, net of tax, resulting from cash flow hedging accounting:

	27 March 2025 £m	28 March 2024 £m
Balance brought forward	(0.5)	(1.6)
Changes in fair value		
Foreign currency risk- inventory purchase	(0.7)	2.6
Commodity risk- fuel	(0.1)	0.4
Interest rate risk	–	(1.6)
Tax on movements on reserves during the year	0.2	(0.3)
Balance carried forward	(1.1)	(0.5)

Hedge accounting

Cash flow hedges

At 27 March 2025 and 28 March 2024, the Group held the following instruments to hedge exposures to changes in foreign currency. There were no instruments in relation to interest rate swaps as at 27 March 2025.

	Maturity			
	1-6 months	6-12 months	1-6 months	6-12 months
	2025	2025	2024	2024
Foreign currency risk				
Forward exchange contracts				
Net exposure (£m)	51.4	33.0	50.4	29.1
Average GBP-USD forward contract rate	1.28	1.27	1.24	1.27
Average GBP-EUR forward contract rate	1.19	1.19	1.14	1.16
Interest rate risk				
Interest rate swaps				
Net exposure (£m)	–	–	50.0	–
Average fixed interest rate	–	–	5.06%	–

Capital management

The Group's objectives when managing capital, which is deemed to be total equity plus total debt, are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, through the optimisation of the debt and equity balance, and to maintain a strong credit rating and headroom on financial covenants. The Group manages its capital structure and makes appropriate decisions in light of the current economic conditions and strategic objectives of the Group.

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the Group. The funding requirements of the Group are met by the utilisation of external borrowings together with available cash, as detailed in note 19.

A key objective of the Group's capital management is to maintain compliance with the covenants set out in the revolving credit facility and to maintain a comfortable level of headroom over and above these requirements. Management have continued to measure and monitor covenant compliance throughout the period and the Group has complied with the requirements set.

24 Share-based payments

At 27 March 2025 and 28 March 2024, the Group has four share award plans, all of which are equity settled schemes.

1 Company Share Ownership Plan ('CSOP')

On 25 February 2014 the Company adopted the CSOP. Part I of the CSOP is tax approved under Schedule 4 to the Income Tax (Earnings and Pensions) Act 2003 and provides for the grant of tax approved options. Part II of the CSOP provides for the grant of unapproved options.

The tax approved options under Part I of the CSOP will be exercisable between the third and tenth anniversary of the date of grant, subject to continued employment with the Group. These awards will be granted with an exercise price equal to the market value of the shares at the grant date (as agreed with HMRC).

(a) Eligibility

All colleagues, including the Executive Directors and Senior Executives, are eligible to participate in the CSOP, at the discretion of the Remuneration Committee.

(b) Grant of options

No options may be granted more than ten years after the adoption of the CSOP. Options under the CSOP will not form part of a colleague's pensionable earnings.

(c) Vesting and performance

Colleagues who receive options under the CSOP and under the PSP in connection with Admission will be subject to the same performance conditions described in Section 1 (d) above in respect of both grants. Colleagues who only receive options under the CSOP in connection with Admission will not be subject to performance conditions.

(d) Exercise price

The price at which an option holder may acquire shares on the exercise of an option shall be determined by the Board but shall not be less than the greater of market value of a share at the time of grant and its nominal value. The exercise price is therefore fixed at grant date.

(e) Individual limits

No option may be granted to an eligible colleague under Part I of the CSOP which would result in the aggregate exercise prices of shares comprised in all outstanding options granted to him/her under Part I, when aggregated with outstanding options held under any other tax approved executive share option scheme established by the Company, exceeding the tax approved limit (currently £30,000).

In addition, (both under Part I and II of the CSOP) the aggregate exercise price of shares comprised in options granted to a colleague under the CSOP and the PSP in any financial year shall not exceed 150% of his/her annual salary for that year.

For the purposes of these limits, market value will be calculated by reference to the market value of the shares on or prior to the relevant date of grant as determined by the Board (following consultation with the Remuneration Committee) and subject to HMRC approval if applicable.

Part II of the CSOP provides for the grant of unapproved options. This enables options to be granted under the same terms as Part I of the CSOP but without complying with the particular requirements of the legislation applicable to tax approved CSOP Schemes. The provisions of the CSOP that do not apply under Part II include the £30,000 limit and the need to seek HMRC approval for the scheme and subsequent amendments (as applicable).

2 Save As You Earn ('SAYE')

On 25 February 2014, the Company adopted the SAYE (which was registered with and self-certified with HMRC on 4 April 2015). The rules of the SAYE were adopted pursuant to Schedule 3 of the Income Tax (Earnings and Pensions) Act 2003 and provide for the grant of tax approved options. In September each year, the Company issues invitations under the rules of the SAYE which provides eligible colleagues with an opportunity to receive share options at a 20% discount to the market price. The maximum monthly savings is £500 per month. During the 52 weeks ending 27 March 2025, the Executive Directors have elected to participate in the SAYE, along with 9.73% of eligible colleagues.

The options are granted once a year, and in normal circumstances they are not exercisable until completion of a savings period, beginning on 1 December each year, and will then be exercisable for a period of six months following completion of the relevant savings period.

(a) Eligibility

All colleagues and full-time Directors of the Group, who have been in continuous service for such period of time (not exceeding five years) as may be determined by the Board prior to the relevant date of grant of an option and who are liable to UK income tax, are eligible to participate in the SAYE.

Participation may also be offered, at the discretion of the Board (taking account of the recommendations of the Remuneration Committee), to other Directors or employees who otherwise do not satisfy all of the above criteria, although Non-Executive Directors are not eligible to participate in the SAYE.

(b) Issue of invitations

Invitations to participate in the SAYE may be made during each 42 day period from (and including) (i) the date on which any amendment to the SAYE is approved or adopted by the Company's shareholders, (ii) the announcement of the Company's final or interim results for any financial period, (iii) the occurrence of an event which the Remuneration Committee considers to be an non-underlying event concerning the Group or (iv) changes to the legislation affecting tax approved SAYE option schemes coming into effect. If any of the above periods is a 'close period' as a result of the application of the Model Code for Securities Transactions by Directors of Listed Companies (or as a result of the Company's equivalent internal share dealing rules) and the Company is prohibited from issuing invitations and/or granting options as a result, then invitations may be made within 42 days of the end of the close period.

Invitations may be issued by the trustee of an employee benefit trust. No invitations may be issued or options granted more than ten years after the adoption of the SAYE.

(c) Exercise price

The price at which an option holder may acquire shares on the exercise of an option shall be determined by the Board but shall not be less than the greater of 80% of the market value of a share at the time of grant and its nominal value.

24 Share-based payments (continued)

(d) Savings contract

Options may be granted by the Board or the trustee of an employee benefit trust. Upon applying for an option, the colleague will be required to enter into an approved savings contract with a savings institution nominated by the Company which lasts for three years. The maximum amount which an employee is permitted to contribute under SAYE contracts is £500 per month. The Board may set lower savings limits than this for different colleagues by reference to objective criteria such as levels of salary or length of service. The minimum contribution is £5 per month (or such greater amount as the Board may specify, not to exceed £10). The total exercise price of the shares over which the option is granted may not exceed the aggregate of the monthly contributions and bonus payable at the end of the colleague's related SAYE contract.

(e) Scheme limits

The number of newly issued shares over which (or in respect of which) options may be granted under the SAYE on any date of grant shall be limited so that the total number of shares issued or capable of being issued in any ten year period under all the Company's employee share schemes (including the CSOP, PSP and RSA but other than to satisfy dividend equivalent payments) is restricted to 10% of the Company's issued shares calculated at the relevant time. Any options or rights to acquire shares granted before, on or in connection with Admission will be excluded from this limit, and no account will be taken of options or awards which have lapsed, been surrendered or otherwise become incapable of exercise or vesting.

(f) Exercisability

Options will normally be exercisable during a period of six months following the allocation of a bonus under the related SAYE contract and will normally lapse upon cessation of employment. Earlier exercise is, however, permitted if the colleague dies or leaves employment through injury, disability, redundancy or retirement or where a colleague leaves employment of the Group by reason of his employing company ceasing to be a member of the Group, or if the undertaking in which he is employed is sold outside the Group. Early exercise will also be permitted in the event of a takeover, reconstructions or voluntary winding up of the Company.

3 Restricted Stock Plan ('RSA')

On 20 July 2017 the Company adopted the RSA. Awards under the RSA were made on 20 July 2017 and annually thereafter and will be exercisable between the third and tenth anniversary of this date, subject to continued employment with the Group and the satisfaction of performance conditions. These awards are granted at nil cost.

(a) Eligibility

All colleagues, including the Executive Directors and Senior Executives, are eligible to participate in the RSA, at the discretion of the Remuneration Committee.

(b) Grant of awards

Awards under the RSA will not form part of a colleague's pensionable earnings. Awards are not transferable (other than on death) without the consent of the Remuneration Committee.

(c) Exercise price

The price at which a colleague may acquire shares on the exercise or vesting of an award under the RSA shall be determined by the Remuneration Committee on the date of grant, and may, if the Remuneration Committee determines, be nil or nominal value only.

(d) Scheme limits

The number of newly issued shares over which (or in respect of which) awards may be granted under the RSA on any date shall be limited so that: (i) the total number of shares issued and issuable in respect of options or awards granted in any ten year period under the RSA and any other discretionary share option scheme of the Company (including the PSP and the CSOP but other than to satisfy dividend equivalent payments) is restricted to 5% of the Company's issued shares calculated at the relevant time; and (ii) the total number of shares issued and issuable pursuant to options or awards granted in any ten year period under the RSA and any other employee share scheme operated by the Company (including the CSOP, SAYE and PSP but other than to satisfy dividend equivalent payments) is restricted to 10% of the Company's issued shares calculated at the relevant time.

For the purposes of these limits, no account will be taken of options or awards granted before, on or in connection with Admission and no account will be taken of options or awards which have lapsed, been surrendered or otherwise become incapable of exercise or vesting. Shares held in treasury will be treated as newly issued shares for the purposes of these limits (as long as this is required by institutional investor guidelines), but (for the avoidance of doubt) shares acquired in the market will not.

(e) Individual limits

The aggregate market value of shares comprised in awards granted to a colleague under the RSA, PSP and the CSOP in any financial year shall not exceed 100% of their annual salary for that year. Market value for these purposes will be calculated by reference to the market value of the shares on the relevant date of grant as determined by the Board (following consultation with the Remuneration Committee) in its absolute discretion.

Fair value of share awards

The expected volatility is based on historical volatility of a peer group of companies over a relevant period prior to award. The expected life is the average expected period to exercise, which has been taken as three years. The risk free rate of return is the yield on zero-coupon UK government bonds with a life equal to this expected life.

Options are valued using a Black-Scholes option-pricing model for the non-market based (EPS element) performance conditions and a Monte-Carlo simulation for the market-based (TSR element) performance conditions.

Special provisions allow early exercise in the case of death, injury, disability, redundancy, retirement or because the Company which employs the option holder ceases to be part of the Group or in the event of a change in control, reconstruction or winding up of the Company.

4 Deferred Share Bonus Plan ('DSBP')

On 24 March 2022 the Company adopted the DSBP. Awards under the DSBP represent the deferral of the discretionary bonus awarded to eligible colleagues into shares. Awards under the DSBP will be exercisable between the second anniversary of the first day following the end of the Year in respect of which the Bonus in question is earned or would have been earned notwithstanding that it was deferred and the tenth anniversary of the Date of Grant. These awards are granted at nil cost.

24 Share-based payments (continued)

(a) Eligibility
All colleagues, including the Executive Directors and Senior Executives, are eligible to participate in the DSBP, at the discretion of the Remuneration Committee.

(b) Grant of awards
Awards under the DSBP will not form part of a colleague's pensionable earnings. Awards are not transferable (other than on death) without the consent of the Remuneration Committee.

(c) Exercise price
The price at which a colleague may acquire shares on the exercise or vesting of an award under the DSBP shall be determined by the Remuneration Committee on the date of grant, and may, if the Remuneration Committee determines, be nil or nominal value only.

(d) Scheme limits
The number of newly issued shares over which (or in respect of which) awards may be granted under the DSBP on any date shall be limited so that: (i) the total number of shares issued and issuable in respect of options or awards granted in any ten year period under the DSBP and any other discretionary share option scheme of the Company (including the PSP and the CSOP but other than to satisfy dividend equivalent payments) is restricted to 5% of the Company's issued shares calculated at the relevant time; and (ii) the total number of shares issued and issuable pursuant to options or awards granted in any ten year period under the DSBP and any other employee share scheme operated by the Company (including the CSOP, SAYE and PSP but other than to satisfy dividend equivalent payments) is restricted to 10% of the Company's issued shares calculated at the relevant time.

For the purposes of these limits, no account will be taken of options or awards granted before, on or in connection with Admission and no account will be taken of

options or awards which have lapsed, been surrendered or otherwise become incapable of exercise or vesting. Shares held in treasury will be treated as newly issued shares for the purposes of these limits (as long as this is required by institutional investor guidelines), but (for the avoidance of doubt) shares acquired in the market will not.

(e) Individual limits
The aggregate market value of all the shares awarded to an eligible employee in respect of any financial year (calculated on the Date of Grant) comprised in awards granted to them in respect of that financial year under the plan, shall not exceed 100 percent of the bonus the eligible employee has agreed to, or has been required to, defer for that financial year.

Fair value of share awards
The expected volatility is based on historical volatility of a peer group of companies over a relevant period prior to award. The expected life is the average expected period to exercise, which has been taken as three years. The risk free rate of return is the yield on zero-coupon UK government bonds with a life equal to this expected life.

Options are valued using a Black-Scholes option-pricing model for the non-market based (EPS element) performance conditions and a Monte-Carlo simulation for the market-based (TSR element) performance conditions. Special provisions allow early exercise in the case of death, injury, disability, redundancy, retirement or because the Company which employs the option holder ceases to be part of the Group or in the event of a change in control, reconstruction or winding up of the Company.

The key assumptions used in the fair value of the awards were as follows:

	RSA							
	2024	2023	2022	2021	2020	2019	2018	2017
At grant date								
Share price	£2.91	£3.75	£3.47	£4.57	£2.28	£1.87	£1.37	£2.59
Exercise price	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Expected volatility	30%	37%	32%	32%	32%	32%	32%	32%
Option life (years)	10	10	10	10	10	10	10	10
Expected dividend yield	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Risk free interest rate	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.005
Weighted average fair value of options granted	£2.91	£3.75	£3.47	£4.57	£2.28	£1.87	£1.37	£2.06

	DSBP		CSOP		SAYE				
	2023	2022	2016	2015	2024	2023	2022	2021	2020
At grant date									
Share price	£3.78	£3.10	£2.75	£2.31	£3,14	£3.49	£3.05	£5.13	£2.87
Exercise price	£0.00	£0.00	£2.75	£2.31	£2.51	£2.79	£2.44	£4.10	£2.29
Expected volatility	37%	37%	32%	37%	30%	37%	37%	33%	32%
Option life (years)	10	10	10	10	3	3	3	3	3
Expected dividend yield	2%	2%	2%	2%	2%	2%	2%	2%	2%
Risk free interest rate	n/a	n/a	2%	2%	4%	4%	1%	1%	0%
Weighted average fair value of options granted	£3.78	£3.10	£0.89	£0.75	£1.12	£1.36	£1.16	£1.68	£0.95

24 Share-based payments (continued)

For both the RSA and DSBP awards, the fair value is the share price at the date of the grant so the risk free rate has no impact on the fair value calculation.

Movements in awards under share-based payment schemes:

	CSOP 000	SAYE 000	RSA 000	DSBP 000	Total 000
Outstanding at start of year	201	3,398	4,287	250	8,136
Granted	–	1,026	2,098	–	3,124
Forfeited	(4)	(1,094)	(634)	–	(1,732)
Exercised	(32)	(181)	(809)	(145)	(1,167)
Lapsed	(31)	(75)	(52)	–	(158)
Outstanding at end of year	**134**	**3,074**	**4,890**	**105**	**8,203**
Weighted average exercise price	**2.65**	**2.64**	–	–	–

The Group income statement charge recognised in respect of share-based payments for the 52 week period ended 27 March 2025 is £5.9m (52 week period ended 28 March 2024: £5.9m).

25 Commitments

Capital commitments
At 27 March 2025, the Group is committed to incur capital expenditure of £1.1m (28 March 2024: £1.9m). At 27 March 2025, the Group has a commitment to increase the loan funding to Joint Venture companies of £0.2m (28 March 2024: £0.3m), this increase in funding is written into the Joint Venture agreements and becomes payable when certain criteria are met.

26 Contingencies

Veterinary practices
During the period, the Group also had in place certain guarantees over the bank loans taken out by a number of veterinary practice companies in which it holds an investment in non-participatory share capital. Under IFRS 9, the Group holds provision against a proportion of the guarantees where the practices are in default in accordance with the policy set out in note 1.16. At 27 March 2025, the total amount of bank overdrafts and loans guaranteed by the Group amounted to £4.0m (28 March 2024: £4.5m). The Group is a guarantor for the lease for veterinary practices that are not located within Pets at Home stores. The Group is also a guarantor to a small number of third parties where the lease has been reassigned.

Exemption from audit by parent guarantee
The wholly owned subsidiaries with the exception of Pets at Home Limited, Companion Care (Services) Limited and Vets4Pets Limited are covered by a guarantee provided by Pets at Home Group Plc and are consequently entitled to an exemption under s479A from the requirement of the Act relating to the audit of individual accounts. Under this guarantee, the Group will guarantee all outstanding liabilities of these entities. No liability is expected to arise under the guarantee. The entities covered by this guarantee are disclosed in note 28 below.

27 Related parties

Joint Venture veterinary practice transactions
The Group has entered into a number of arrangements with third parties in respect of veterinary practices. These veterinary practices are deemed to be related parties due to the factors explained in note 1.4. Financial commitments provided to related party veterinary practices for funding are set out in note 25.

During the period, the Group had in place certain guarantees over the bank loans taken out by a number of veterinary practice companies in which it holds an investment in non-participatory share capital. At the end of the period, the total amount of bank overdrafts and loans guaranteed by the Group amounted to £4.0m (28 March 2024: £4.5m).

27 Related parties (continued)

The transactions entered into during the period and the balances outstanding at the end of the period are as follows:

	27 March 2025 £m	28 March 2024 £m
Transactions		
– Fees for services provided to Joint Venture veterinary practices	103.4	89.3
– Rental and other occupancy charges to Joint Venture veterinary practices	13.0	12.7
Total income from Joint Venture veterinary practices	116.4	102.0
Acquisitions		
- Consideration for Joint Venture veterinary practices acquired (note 10)	1.3	1.0
Included within investments		
– Capital contributions for extensions and improvements of practices (note 16)	2.7	2.5
– B Share Capital (note 16)	–	0.2
Included within trade and other receivables (note 17):		
– Operating loans		
– Gross value of operating loans	5.2	8.8
Allowance for expected credit losses held for operating loans	(1.3)	(3.0)
– Net operating loans	3.9	5.8
– Trading balances	14.3	10.9
– Deferred fee income rebate	1.7	–
Included within other financial assets and liabilities (note 16):		
– Loans to Joint Venture veterinary practices – initial set up loans		
– Gross value of initial set up loans	4.3	5.8
– Allowance for expected credit losses held for initial set up loans	(0.4)	(0.6)
– Net initial set up loans	3.9	5.2
– Loans to Joint Venture veterinary practices – other loans (note 16)		
– Gross value of other loans	–	0.5
– Allowance for expected credit losses held for other loans	–	–
– Net other loans	–	0.5
Included within trade and other payables (note 20):		
– Trading balances	(8.2)	(0.8)
Total amounts receivable from veterinary practices (before provisions)	17.3	25.2

Fees for services provided to related party veterinary practices are included within revenue and relate to charges for support services offered in such areas as clinical development, promotion and methods of operation as well as service activities including accountancy, legal and property. In accordance with IFRS15, revenue in the 52 week period ended 27 March 2025 and the 52 week period ended 28 March 2024 excludes irrecoverable fee income from Joint Venture veterinary practices.

Funding for new practices represents the amounts advanced by the Group to support veterinary practice opening costs. The funding is short term and the related party Joint Venture veterinary practice draws down their own bank funding to settle these amounts outstanding with the Group shortly after opening.

Trading balances represent costs incurred and income received by the Group in relation to the services provided to the Joint Venture veterinary practices that have yet to be recharged.

Operating loans represent amounts advanced to related party Joint Venture veterinary practices to support their working capital requirements and longer term growth. The loans advanced to the practices are interest free and either repayable on demand or repayable within 90 days of demand. No facility exists and the levels of loans are monitored in relation to review of the practice's performance against business plan. Based on the projected cash flow forecast on a practice by practice basis, the funding is often expected to be required for a number of years. As practices generate cash on a monthly basis it is applied to the repayment of brought forward operating loans. For immature practices, loan balances may increase due to operating requirements. The balances above are shown net of allowances for expected credit losses held for operating loans of £1.3m (28 March 2024: £3.0m).

Loans to Joint Venture veterinary practices for other related parties - other loans are provided to Joint Venture veterinary practice companies trading under the Companion Care and Vets4Pets brands, in which the Group's share interest is non-participatory. These loans represent a long-term investment in the Joint Venture, supporting their initial set up and working capital, and are held at amortised cost under IFRS9. The balances above are shown net of allowances for expected credit losses held for initial set up loans of £0.4m (28 March 2024: £0.6m).

In the 52 week period ended 27 March 2025, the value of loans written off recognised in the income statement amounted to £1.7m which relates to operating loans. In the 52 week period ended 28 March 2024 the value of loans written off recognised in the income statement amounted to £1.6m, which relates to operating loans. At 27 March 2025, the Group had a commitment to increase the loan funding to Joint Venture companies of £0.2m (28 March 2024: £0.3m); this increase in funding is written into the Joint Venture agreements and becomes payable when certain criteria are met.

The Group is a guarantor for the leases for veterinary practices that are not located within Pets at Home stores.

Key management personnel. Details of remuneration paid to key management personnel are set out in note 4.

28 Investment in subsidiaries

	Investments in subsidiaries £m
At 27 March 2025 and 28 March 2024	936.2

Impairment testing

Management have conducted a full impairment review which has been undertaken on the Group's cash generating units of which the Company's investments form part. Management considers whether any impairment triggers existed by comparing the net assets value of the subsidiary to the carrying value of the investment. Management have concluded that under IAS36, no impairment trigger has been identified with regard to the Company's investments in subsidiaries.

In the 52 week period ended 27 March 2025 the Group acquired 100% of the 'A' shares of eight companies. These practices were previously accounted for as Joint Venture veterinary practices as the Group held 100% of the non-participatory 'B' ordinary shares. Acquisition of the 'A' shares has led to the control and consolidation of these companies. A detailed explanation for the basis of consolidation can be found in note 1.4. Further details of these acquisitions can be found in note 10.

Subsidiaries incorporated within the United Kingdom

The following wholly owned subsidiaries, with the exception of Pets at Home Limited, Companion Care (Services) Limited and Vets4Pets Limited are covered by a guarantee provided by Pets at Home Group Plc and are consequently entitled to an exemption under s479A from the requirement of the Act relating to the audit of individual accounts. This exemption has been disclosed in note 26 above.

Registered office address

VetsDirect Limited: Dickson Minto, 16 Charlotte Square, Edinburgh, Scotland, EH2 4DF

The registered office of all the remaining companies incorporated within the United Kingdom for which the Group has an interest in the share capital is Epsom Avenue, Stanley Green, Handforth, Cheshire, England SK9 3RN.

Company	Registered number	Holding	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Brand Development Limited	00039522	Indirect	Ordinary	100	100
Companion Care (Services) Limited	04141142	Indirect	Ordinary	100	100
Companion Care Management Services Limited	08878037	Indirect	Ordinary	100	100
Pet Advisory Services Limited	09180974	Indirect	Ordinary	100	100
Pet Investments Limited	04428715	Indirect	Ordinary	100	100
PAH Financial Services Limited	04635676	Indirect	Ordinary	100	100
Pets at Home Holdings Limited	03864149	Indirect	Ordinary	100	100
Pets at Home Limited	01822577	Indirect	Ordinary	100	100
Pets at Home No.1 Limited	08887355	Direct	Ordinary	100	100
Pets at Home Superstores Limited	03119594	Indirect	Ordinary	100	100
Pets at Home Vets Group Limited	08595290	Indirect	Ordinary	100	100
Pets at Home (ESOT) Limited	03911784	Indirect	Ordinary	100	100
Pet City Holdings Limited	02342109	Indirect	Ordinary	100	100
Pet City Limited	02466773	Indirect	Ordinary	100	100
Pet City Resources Limited	02634797	Indirect	Ordinary	100	100
Vets4Pets (Services) Limited	04317414	Indirect	Ordinary	100	100
Vets4Pets Services Limited	05055601	Indirect	Ordinary	100	100
Vets4Pets UK Limited	03940967	Indirect	Ordinary	100	100
Vets4Pets Limited	00038174	Indirect	Ordinary	100	100
Vets4Pets Veterinary Group Limited	04263054	Indirect	Ordinary	100	100
VetsDirect Limited	SC230445	Indirect	Ordinary	100	100
Aberdeen North Vets4Pets Limited	11024679	Indirect	Ordinary	100	50
Accrington Vets4Pets Limited	10015704	Indirect	Ordinary	100	100
Alton Vets4Pets Limited	08132407	Indirect	Ordinary	100	100
Andover Vets4Pets Limited	08132407	Indirect	Ordinary	100	100
Bangor Wales Vets4Pets Limited	08314827	Indirect	Ordinary	100	100
Bath Vets4Pets Limited	09639978	Indirect	Ordinary	100	100
Bearsden Vets4Pets Limited	07780175	Indirect	Ordinary	100	100
Bedminster Vets4Pets Limited	09267870	Indirect	Ordinary	100	100
Belfast Stormont Vets4Pets Limited	09022077	Indirect	Ordinary	100	100
Bicester Vets4Pets Limited	10285804	Indirect	Ordinary	100	100

Company	Registered number	Holding	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Bishop's Stortford Vets4Pets Limited	09674508	Indirect	Ordinary	100	50
Bolton Central Vets4Pets Limited	11047742	Indirect	Ordinary	100	100
Bonnyrigg Vets4Pets Limited	10757330	Indirect	Ordinary	100	100
Borehamwood Vets4Pets Limited	09319066	Indirect	Ordinary	100	100
Bourne Vets4Pets Limited	10200670	Indirect	Ordinary	100	100
Bracknell Vets4Pets Limited	10605544	Indirect	Ordinary	100	100
Bradford Idle Vets4Pets Limited	04238792	Indirect	Ordinary	75	50
Bramley Vets4Pets Limited	04238788	Indirect	Ordinary	100	100
Bramley Vets4Pets (Newco) Limited	09772761	Indirect	Ordinary	100	100
Brighton Vets4Pets Limited	13539268	Indirect	Ordinary	100	100
Carmarthen Vets4Pets Limited	09498169	Indirect	Ordinary	100	100
Clacton Vets4Pets Limited	13668587	Indirect	Ordinary	100	100
Clitheroe Vets4Pets Limited	09878308	Indirect	Ordinary	100	100
Companion Care (Ballymena) Limited	08294444	Indirect	Ordinary	100	100
Companion Care (Banbury) Limited	08606393	Indirect	Ordinary	100	100
Companion Care (Barnsley Cortonwood) Limited	08314805	Indirect	Ordinary	100	100
Companion Care (Chippenham) Limited	08107702	Indirect	Ordinary	100	100
Companion Care (Ely) Limited	04417089	Indirect	Ordinary	100	100
Companion Care (Exeter Marsh) Limited	08314727	Indirect	Ordinary	100	100
Companion Care (Exeter) Limited	04930076	Indirect	Ordinary	100	100
Companion Care (Farnham) Limited	07877541	Indirect	Ordinary	100	100
Companion Care (Kings Lynn) Limited	06797982	Indirect	Ordinary	100	100
Companion Care (Llantrisant) Limited	08080307	Indirect	Ordinary	100	100
Companion Care (Macclesfield) Limited	08285995	Indirect	Ordinary	100	100
Companion Care (Newport) Limited	08425358	Indirect	Ordinary	100	100
Companion Care (Nottingham) Limited	04289970	Indirect	Ordinary	100	100
Companion Care (Salisbury) Limited	06457719	Indirect	Ordinary	100	100
Companion Care (Scarborough) Limited	06555344	Indirect	Ordinary	100	50
Companion Care (Speke) Limited	07149744	Indirect	Ordinary	100	100
Companion Care (Telford) Limited	04417091	Indirect	Ordinary	100	100
Craigavon Vets4Pets Limited	08846831	Indirect	Ordinary	100	100
Davidsons Mains Vets4Pets Limited	07726992	Indirect	Ordinary	100	100
Denbigh Vets4Pets Limited	10976376	Indirect	Ordinary	100	100
Didcot Vets4Pets Limited	14091352	Indirect	Ordinary	100	100
East Kilbride South Vets4Pets Limited	09725644	Indirect	Ordinary	100	100
Ellesmere Port Vets4Pets Limited	09269582	Indirect	Ordinary	100	100
Gamston Vets4Pets Limited	10970617	Indirect	Ordinary	75	75
Gillingham Vets4Pets Limited	08361049	Indirect	Ordinary	100	100
Guildford Vets4Pets Limited	13470077	Indirect	Ordinary	100	100
Haverfordwest Vets4Pets Limited	09485504	Indirect	Ordinary	100	100
Horsham Vets4Pets Limited	14345928	Indirect	Ordinary	100	100
Huddersfield Vets4Pets Limited	07207906	Indirect	Ordinary	100	100
Inverurie Vets4Pets Limited	11056047	Indirect	Ordinary	100	100
Kendal Vets4Pets Limited	10163314	Indirect	Ordinary	100	100
Larne Vets4Pets Limited	11121715	Indirect	Ordinary	100	100
Leeds Kirkstall Vets4Pets Limited	10291543	Indirect	Ordinary	100	100
Leicester St Georges Vets4Pets Limited	09881176	Indirect	Ordinary	100	100
Leigh Vets4Pets Limited	10601393	Indirect	Ordinary	100	100
Linlithgow Vets4Pets Limited	09966547	Indirect	Ordinary	100	100
Lichfield Vets4Pets Limited	11180484	Indirect	Ordinary	100	50
Liverpool OS Vets4Pets Limited	06959208	Indirect	Ordinary	100	100
Llanrumney Vets4Pets Limited	08291716	Indirect	Ordinary	75	50
Malvern Vets4Pets Limited	10516552	Indirect	Ordinary	100	100
Market Harborough Vets4Pets Limited	10602806	Indirect	Ordinary	100	100
Marlborough Vets4Pets Limited	09869384	Indirect	Ordinary	100	100
Melton Mowbray Vets4Pets Limited	07893688	Indirect	Ordinary	100	100
Merthyr Tydfil Vets4Pets Limited	09847728	Indirect	Ordinary	100	50
Monmouth Vets4Pets Limited	10756991	Indirect	Ordinary	100	100
Musselburgh Vets4Pets Limited	10425760	Indirect	Ordinary	100	100
Newbury Vets4Pets Limited	04633009	Indirect	Ordinary	100	100

Company	Registered number	Holding	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Newton Mearns Vets4Pets Limited	07957431	Indirect	Ordinary	100	100
Newtownards Vets4Pets Limited	10067571	Indirect	Ordinary	100	100
Northwich Vets4Pets Limited	11107287	Indirect	Ordinary	100	100
Pentland Vets4Pets Limited	09360949	Indirect	Ordinary	100	100
Prescot Vets4Pets Limited	08878815	Indirect	Ordinary	100	100
Rawtenstall Vets4Pets Limited	09009519	Indirect	Ordinary	100	100
Redditch Vets4Pets Limited	05612150	Indirect	Ordinary	100	100
Runcorn Vets4Pets Limited	11446894	Indirect	Ordinary	100	100
Sheldon Vets4Pets Limited	08822150	Indirect	Ordinary	100	100
South Shields Quays Vets4Pets Limited	09848857	Indirect	Ordinary	100	100
St Austell Vets4Pets Limited	09878373	Indirect	Ordinary	95	95
St Neots Vets4Pets Limited	09811640	Indirect	Ordinary	100	100
Staines Vets4Pets Limited	13584062	Indirect	Ordinary	100	100
Sudbury Vets4Pets Limited	09916308	Indirect	Ordinary	100	100
Thamesmead Vets4Pets Limited	09881179	Indirect	Ordinary	100	100
Tilehurst Vets4Pets Limited	10573329	Indirect	Ordinary	100	100
Tiverton Vets4Pets Limited	11023079	Indirect	Ordinary	100	100
Trafford Park Vets4pets Limited	08915152	Indirect	Ordinary	100	50
Uttoxeter Vets4Pets Limited	11145982	Indirect	Ordinary	100	100
Wakefield Vets4Pets Limited	04262693	Indirect	Ordinary	100	100
Wallasey Bidston Moss Vets4Pets Limited	09190138	Indirect	Ordinary	100	100
Warminster Vets4Pets Limited	10067591	Indirect	Ordinary	76	76
Wellingborough Vets4Pets Limited	07620413	Indirect	Ordinary	100	100
Whetstone Vets4Pets Limited	16120022	Indirect	Ordinary	100	0
Wokingham Vets4Pets Limited	09869355	Indirect	Ordinary	100	100
Wrexham Vets4Pets Limited	07103838	Indirect	Ordinary	100	100

Subsidiaries incorporated outside of the United Kingdom

Registered office address

Les Boues Limited: Herald House, 8 Hill Street, St Helier, Jersey, JE4 9XB

PAH Pty Limited: Herbert Greer and Rundle, Level 21, 385 Bourke Street, Melbourne, VIC 3000, Australia

Pets at Home (Asia) Limited: Units 704 5A, 7/F, Tower B, Manulife Financial Centre, 223-231 Wai Yip Street, Kwun Tong, Kowloon, Hong Kong

Vets4Pets Holdings Limited: Vets4pets, Support Centre, Les Merriennes, St Martins, Guernsey, GY4 6NS

Vets4Pets I.P. Limited: Vets4pets, Support Centre, Les Merriennes, St Martins, Guernsey, GY4 6NS

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Les Boues Limited	Indirect	Guernsey	Ordinary	100	100
PAH Pty Limited	Indirect	Australia	Ordinary	100	100
Pets at Home (Asia) Limited	Indirect	Hong Kong	Ordinary	100	100
Vets4Pets Holdings Limited	Indirect	Guernsey	Ordinary	100	100
Vets4Pets I.P. Limited	Indirect	Guernsey	Ordinary	100	100

28 Investment in subsidiaries (continued)

Investments in Joint Venture practices and other investments

Registered office address
VetsDirect Limited: Dickson Minto, 16 Charlotte Square, Edinburgh, Scotland, EH2 4DF

Project Blu Limited: 34 Cardiff Road, Dinas Powys, Wales CF64 4JS

Good Dog Food Limited ('Meatly'): Hill Dickinson Llp, The Broadgate Tower, 20 Primrose Street, London, United Kingdom, EC2A 2EW

The registered office of all the remaining companies in which the Group has an interest in the share capital is Epsom Avenue, Stanley Green, Handforth, Cheshire, England SK9 3RN.

The Group holds an indirect interest in the share capital of the following companies:

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Aberdeen Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Abingdon Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
ABTW Limited	Indirect	United Kingdom	Ordinary	50	50
Airdrie Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Alsager Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Altrincham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Amesbury Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bagshot Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bangor Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Barnsley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Barnstaple Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Barnwood Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Barry Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Beckenham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	0
Bedford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bedlington Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Beeston Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Beverley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Biggleswade Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bishop Auckland Cockton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	0
Bishopston Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bitterne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Blackburn Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Blackheath Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Blackpool Squires Gate Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Blackpool Warbreck Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	100
Blackwood Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bodmin Launceston Road Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	0
Bolton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bracknell Peel Centre Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Brighouse Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bristol Emerson Green Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bristol Imperial Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bristol Kingswood Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bristol Longwell Green Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bromsgrove Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Buckingham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bulwell Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Burscough Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Burton-On-Trent Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bury St Edmunds Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Bury Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Byfleet Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Caerphilly Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Camborne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cannock Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Canterbury Sturry Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cardiff Ely Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cardiff Newport Road Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Carlisle Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Carrickfergus Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Castleford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Catterick Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Chadwell Heath Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cheadle Hulme Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Chester Caldy Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Chester Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Chesterfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cirencester Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Clevedon Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cleveleys Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Clifton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Clowne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Coalville Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Colchester Vets4Pets Advanced Practice Limited	Indirect	United Kingdom	Ordinary	50	50
Colne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Aintree) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Andover) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Ashford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Ashton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Aylesbury) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Ayr) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Basildon Pipps Hill) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Basildon) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Basingstoke) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Beckton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bedford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Belfast) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bishopbriggs) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bletchley) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bolton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bournemouth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Braintree) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Brentford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bridgend) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bridgwater) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Brislington) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Bristol Filton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Broadstairs) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Burgess Hill) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cambridge Beehive) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cambridge) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cannock) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Canterbury) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cardiff) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Charlton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Chatham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Chelmsford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cheltenham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Chesterfield) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Chichester) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Chingford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Christchurch) Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Companion Care (Colchester) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Corstorphine) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Coventry Walsgrave) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Cramlington) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Crawley) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Crayford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Croydon) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Derby Kingsway) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Derby) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Dunstable) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Eastbourne) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Enfield) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Falmouth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Fareham Collingwood) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Fareham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Farnborough) Limited	Indirect	United Kingdom	Ordinary	50	100
Companion Care (Folkestone) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Fort Kinnaird) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Friern Barnet) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Gloucester) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Harlow) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Hatfield) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Hemel Hempstead) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (High Wycombe) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Hove) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Huddersfield) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Huntingdon) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Ilford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Ipswich Martlesham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Keighley) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Kidderminster) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Kirkcaldy) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Leicester Beaumont Leys) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Leicester Fosse Park) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Leighton Buzzard) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Linwood) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Lisburn) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Liverpool Penny Lane) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Livingston) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Maidstone) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Merry Hill) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Milton Keynes) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (New Malden) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Newbury) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Newcastle Kingston Park) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Northampton Nene Valley) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Norwich Hall Road) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Norwich Longwater) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Norwich) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Oldbury) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Oldham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Orpington) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Oxford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Perth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Peterborough Bretton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Peterborough) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Plymouth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Poole) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Portsmouth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Preston Capitol) Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Companion Care (Pudsey) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Reading) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Redditch) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Redhill) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Romford) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Rotherham) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Rustington) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Slough) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Southampton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Southend-On-Sea) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Stevenage) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Stirling) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Stockport) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Stoke Festival Park) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Stratford-Upon-Avon) Limited	Indirect	United Kingdom	Ordinary	50	100
Companion Care (Swansea) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Swindon) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Tamworth) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Taunton) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Truro) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Tunbridge Wells) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Wakefield) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Weston-Super-Mare) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Winchester) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Winnersh) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Woking) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Woolwell) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Worcester) Limited	Indirect	United Kingdom	Ordinary	50	50
Companion Care (Wrexham Holt Road) Limited	Indirect	United Kingdom	Ordinary	50	50
Corby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	100
Craigleith Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Crescent Link Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Crewe Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cross Hands Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Cumbernauld Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dagenham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Darlington Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Daventry Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Denton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dewsbury Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Doncaster Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dorchester Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dover Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Droitwich Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Drumchapel Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dudley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dumbarton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Dunfermline Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Durham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
East Kilbride Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Eastleigh Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Eastwood Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Eccleshill Vets4Pets (Newco) Limited	Indirect	United Kingdom	Ordinary	50	50
Epsom Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Evesham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	100
Falkirk Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Feltham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Filton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Gateshead Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Glasgow Forge Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Glasgow Pollokshaws Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Goldenhill Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Good Dog Food Limited	Indirect	United Kingdom	Ordinary	9	9
Gosport Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Grantham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	100
Gravesend Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Greasby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Greenford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Grimsby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Guernsey Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Halesowen Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Halifax Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Handforth Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hamilton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Harrogate New Park Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Harrogate Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hartlepool Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hastings Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Havant Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Haverhill Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hayling Island Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Heanor Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hedge End Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hemel Hempstead Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hendon Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hereford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hertford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
High Wycombe Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hinckley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hucknall Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hull Anlaby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hull Stoneferry Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Hull Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Ilkeston Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Ipswich Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Irvine Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Kettering Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Kidderminster Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Kilmarnock Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Kirkby in Ashfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Lancaster Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Launceston Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leamington Spa Myton Road Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leeds Birstall Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leeds Colton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leeds Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leigh-On-Sea Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Letchworth Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Leyland Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Lincoln South Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Lisburn Longstone Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Llandudno Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Llanelli Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Llanrumney Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Longton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Loughborough Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Loughton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Luton Gipsy Lane Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Luton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Lytham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Maidstone Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	100
Maidenhead Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Maldon Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Manchester Fort Vets4Pets Limited	Indirect	United Kingdom	Ordinary	100	0
Mansfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Mapperley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Middlesbrough Cleveland Park Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Middlesbrough Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Middleton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Millhouses Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Morpeth Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
New Milton Vets4pets Limited	Indirect	United Kingdom	Ordinary	50	50
Newcastle-Upon-Tyne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Newmarket Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Newport Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Newton Abbot Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Newtownabbey Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
North Tyneside Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Northallerton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Northampton Riverside Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Northampton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Nottingham Chilwell Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Nottingham Netherfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Nuneaton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Oadby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Old Kent Road Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Oxford Cowley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Paisley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Penrith Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Pentland Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Penzance Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Peterborough Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Pontypridd Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Poole Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Portishead Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Portsmouth Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Prenton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Preston Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Prestwich Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Project Blu Limited	Indirect	United Kingdom	Ordinary	9	9
Quinton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rayleigh Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rhyl Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Richmond Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rochdale Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rotherham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rugby Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rugby Central Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Ruislip Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Rushden Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Saffron Walden Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Salford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Selly Oak Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sevenoaks Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sheffield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sheffield Drakehouse Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sheffield Wadsley Bridge Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Shelfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Shrewsbury Meole Brace Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Shrewsbury Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50

Company	Holding	Country of incorporation	Class of shares held	At 27 March 2025 %	At 28 March 2024 %
Sidcup Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sittingbourne Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Solihull Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Somercotes Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
South Shields Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Southampton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Southend Airport Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Southend-On-Sea Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Southport Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
St Albans Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
St Helens Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Stafford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Stechford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Stockton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Stourbridge Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Street Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sunderland South Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sunderland Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sutton Coldfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sutton In Ashfield Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Swindon Bridgemead Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Swinton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Sydenham Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Telford Madeley Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Thurrock Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Torquay Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Totton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Trowbridge Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Walkden Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Walsall Reedswood Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Waltham Abbey Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Walton on Thames Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Walton Vale Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Warrington Riverside Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Warrington Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Washington Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Waterlooville Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Watford Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
West Bromwich Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Weymouth Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Whitstable Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Widnes Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Wigan Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Wimbledon Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Wolverhampton Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Worksop Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Worthing Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
WSM Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Yate Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
Yeovil Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
York Clifton Moor Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50
York Vets4Pets Limited	Indirect	United Kingdom	Ordinary	50	50

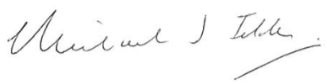
During the 52 week period ended 27 March 2025, the Group has sold 100% of the ‘A’ shares in nine companies which were previously classified as subsidiaries, and subsequent to sale of the ‘A’ shares, have been accounted for as Joint Venture veterinary practices, which has led to the reduction in the holding in nine entities listed above to 50% investment.

Company balance sheet at 27 March 2025

	Note	At 27 March 2025 £m	At 28 March 2024 £m
Non-current assets			
Investments in subsidiaries	C4	**936.2**	936.2
Deferred tax asset	C5	**1.6**	0.9
Trade and other receivables	C6	**741.0**	663.3
		1,678.8	1,600.4
Current assets		**–**	–
Total assets		**1,678.8**	1,600.4
Current liabilities			
Trade and other payables	C7	**(941.2)**	(816.3)
		(941.2)	(816.3)
Non-current liabilities			
Other interest-bearing loans and borrowings	C8	**(8.1)**	(22.2)
		(8.1)	(22.2)
Total liabilities		**(949.3)**	(838.5)
Net assets		**729.5**	761.9
Equity attributable to equity holders of the parent			
Ordinary share capital	C9	**4.6**	4.7
Merger reserve		**113.3**	113.3
Capital redemption reserve		**0.4**	0.3
Retained earnings		**611.2**	643.6
Total equity		**729.5**	761.9

As permitted by section 408 of the Companies Act 2006, the Company's income statement has not been included in these financial statements. The Company's profit for the 52 week period ended 27 March 2025 was £50.4m (profit for the 52 week period ended 28 March 2024 was £75.9m).

On behalf of the Board:



Mike Iddon
Chief Financial Officer
28 May 2025

Company number: 08885072

The notes on pages 72 to 73 form an integral part of these financial statements.

Company statement of changes in equity as at 27 March 2025

	Share capital £m	Merger reserve £m	Cash flow hedging reserve £m	Capital redemption reserve £m	Retained earnings £m	Total equity £m
Balance at 28 March 2024	4.7	113.3	–	0.3	643.6	761.9
Total comprehensive income for the period						
Profit for the period	–	–	–	–	50.4	50.4
Total comprehensive income for the period	–	–	–	–	50.4	50.4
Transactions with owners, recorded directly in equity						
Equity dividends paid	–	–	–	–	(59.7)	(59.7)
Share-based payment charge	–	–	–	–	5.9	5.9
Share buyback	(0.1)	–	–	0.1	(25.1)	(25.1)
Purchase of own shares	–	–	–	–	(3.9)	(3.9)
Total contributions by and distributions to owners	(0.1)	–	–	0.1	(82.8)	(82.8)
Balance at 27 March 2025	4.6	113.3	-	0.4	611.2	729.5

Company statement of changes in equity as at 28 March 2024

	Share capital £m	Merger reserve £m	Cash flow hedging reserve £m	Capital redemption reserve £m	Retained earnings £m	Total equity £m
Balance at 30 March 2023	4.8	113.3	1.2	0.2	684.6	804.1
Total comprehensive income for the period						
Profit for the period	–	–	–	–	75.9	75.9
Other comprehensive income	–	–	(1.2)	–	–	(1.2)
Total comprehensive income for the period	–	–	(1.2)	–	75.9	74.7
Transactions with owners, recorded directly in equity						
Equity dividends paid	–	–	–	–	(60.7)	(60.7)
Share-based payment charge	–	–	–	–	5.9	5.9
Deferred tax movement on IFRS2 reserve	–	–	–	–	(1.0)	(1.0)
Share buyback	(0.1)	–	–	0.1	(50.3)	(50.3)
Purchase of own shares	–	–	–	–	(10.8)	(10.8)
Total contributions by and distributions to owners	(0.1)	–	–	0.1	(116.9)	(116.9)
Balance at 28 March 2024	4.7	113.3	–	0.3	643.6	761.9

Notes the parent company financial statements

C1. Accounting policies

The principal activities of the Company and the nature of the Company's operations is as a holding entity.

The Parent Company financial statements of Pets at Home Group Plc have been prepared in accordance with the Companies Act 2006 as applicable to companies using Financial Reporting Standard 101 "*Reduced disclosure framework*" ("FRS 101"). FRS 101 enables the financial statements of the Parent Company to be prepared in accordance with IFRS but with certain disclosure exemptions. The main areas of reduced disclosure are in respect of equity-settled share-based payments, financial instruments, the Cash Flow Statement, and related party transactions with Group companies. The accounting policies adopted for the Parent Company, Pets at Home Group Plc, are otherwise consistent with those used for the Group which are set out on pages 20 to 69.

Critical accounting judgements or key sources of estimation uncertainty

There were no critical accounting judgements that would have a significant effect on the amounts recognised in the parent company financial statements or key sources of estimation uncertainty at the balance sheet date that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

C2. Profit for the year

As permitted by s408 of the Companies Act 2006, no separate profit and loss account or statement of comprehensive income is presented in respect of the parent Company. The profit attributable to the Company is disclosed in the footnote to the company's balance sheet.

The auditor's remuneration for the audit and other services is disclosed in note 3 to the consolidated financial statements.

C3 Colleague numbers and costs

The number of people employed by the Company during the year was 3 (2024: 3) and relates to Directors. The costs associated with them were borne by a subsidiary undertaking and included in the disclosure in note 4 on pages 31 to 32.

The Company participates in a defined contribution scheme in which the assets are held independently. The total net defined contribution costs of this fund is borne by a subsidiary undertaking and therefore in accordance with IAS 19, no net defined contribution costs are recognised in the Company's financial statements. Note 4 to the consolidated financial statements provides further details regarding the pension costs incurred during the year.

C4. Investment in subsidiaries

Management have conducted a full impairment review which has been undertaken on the Group's cash generating units of which the Company's investments form part. Management considers whether any impairment triggers existed by comparing the net assets value of the subsidiary to the carrying value of the investment. Management have concluded that under IAS36, no impairment trigger has been identified with regard to the Company's investments in subsidiaries.

The impairment assessment is disclosed in note 28 to the consolidated financial statements.

C5. Deferred tax

Movement in deferred tax during the period

	28 March 2024 £m	Recognised in income £m	27 March 2025 £m
Other short term timing differences	0.8	0.7	1.5
Share based payments	0.1	–	0.1
	0.9	0.7	1.6

The rate used to calculate deferred tax assets and liabilities is 25% based on the rate at which the majority of items are expected to reverse.

Movement in deferred tax during the period

	30 March 2023 £m	Recognised in income £m	Recognised in equity £m	28 March 2024 £m
Net financial liabilities	(0.4)	–	0.4	–
Other short term timing differences	2.1	(1.3)	–	0.8
Share based payments	1.1	–	(1.0)	0.1
	2.8	(1.3)	(0.6)	0.9

The rate used to calculate deferred tax assets and liabilities is 25% based on a blended rate at which the majority of items are expected to reverse.

C6. Trade and other receivables

	At 27 March 2025 £m	At 28 March 2024 £m
Non-current assets		
Amounts owed by Group undertakings	741.0	663.3
	741.0	663.3

Amounts owed by Group undertakings are repayable on demand bearing no interest and with no expectation that it will be settled within the next 12 months. The ECL calculated under IFRS 9 is not material.

Notes the parent company financial statements (continued)

C7. Trade and other payables

	At 27 March 2025 £m	At 28 March 2024 £m
Current		
Accruals and deferred income	2.7	2.8
Amounts owed to Group undertakings	938.5	813.5
	941.2	816.3

Amounts owed to Group undertakings are repayable on demand bearing no interest and with no expectation that it will be settled within the next 12 months.

C8. Other interest- bearing loans and borrowings

	At 27 March 2025 £m	At 28 March 2024 £m
Non-current liabilities		
Unsecured bank loans	8.1	22.2
Total	8.1	22.2

Interest-bearing borrowings are recognised initially at fair value, being the principal value of the loan net of attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at a carrying value, which represents the amortised cost of the loans using the effective interest method.

Terms and debt repayment schedule

	Currency	Nominal interest rate	Year of maturity	Face value at 27 March 2025 £m	Carrying amount at 27 March 2025 £m	Face value at 28 March 2024 £m	Carrying amount at 28 March 2024 £m
Revolving credit facility	GBP	SONIA +1.30%	2028	10.0	8.1	25.0	22.2
Total				10.0	8.1	25.0	22.2

The drawn amount on the £300.0m revolving credit facility was £10.0m at 27 March 2025 (drawn amount on the £300.0m revolving credit facility was £25.0m at 28 March 2024) and this amount is reviewed each month. Interest is charged at SONIA plus a margin based on leverage on a pre-IFRS16 basis (adjusted net debt: EBITDA). The loan also has environmental, social and corporate governance (ESG) linked metrics which will be reflected in the margin payable, which is +/- 5bps. Face value represents the principal value of the revolving credit facility. The facility is unsecured.

The analysis of repayments on the loans is as follows:

	At 27 March 2025 £m	At 28 March 2024 £m[1]
Within one year or repayable on demand	–	–
Between one and three years	–	–
Between three and five years	10.0	25.0
Greater than five years	–	–
	10.0	25.0

[1] The presentation ageing analysis has been revised to align with the ageing buckets presented in note 23.

C9. Capital and reserves

As disclosed in note 22: capital and reserves in the notes to the consolidated financial statements.

Glossary – Alternative Performance Measures

Guidelines on Alternative Performance Measures (APMs) issued by the European Securities and Markets Authority came into effect for all communications released on or after 3 July 2016 for issuers of securities on a regulated market.

In the reporting of financial information, the Directors have adopted various APMs of historical or future financial performance, position or cash flows other than those defined or specified under International Financial Reporting Standards (IFRS).

The Directors measure the performance of the Group based on the following financial measures which are not recognised under UK-adopted international accounting standards and consider these to be important measures in evaluating the Group's strategic and financial performance. The Directors believe that these APMs assist in providing additional useful information on the underlying trends, performance and position of the Group.

APMs are also used to enhance the comparability of information between reporting periods by adjusting for non-underlying items, to aid the user in understanding the Group's performance.

Consequently, APMs are used by the Directors and management for performance analysis, planning, reporting and incentive setting purposes and have remained consistent with prior year. These APMs may not be directly comparable with other companies' APMs and the Directors do not intend for these to be considered superior to, or a substitute for, IFRS measures.

All APMs relate to the current period results and comparative period where provided.

Several APMs exclude non-underlying items (see definition below) in order to reflect management's view of the performance of the business. Due to this, APMs should not be regarded as a complete picture of the Group's financial performance, which is presented in its financial statements. The exclusion of non-underlying items may result in adjusted earnings being materially higher or lower than total earnings.

References to **Underlying GAAP measures and Underlying APMs** throughout the financial statements are measured before the effect of non-underlying items.

APM	Definition	Reconciliation

Consumer revenue

Consumer revenue being statutory Group revenue, less Joint Venture veterinary practice fee income (which forms part of statutory revenue within the Vet Group), plus gross consumer sales made by Joint Venture veterinary practices (unaudited). This is an important measure as it includes the revenue from all vet practices whether they be under the Joint Venture or Company managed model which is used in the assessment of market share.

Consumer revenue (£m)	FY25	FY24 (restated)[1]	Note
Statutory Group revenue	1,482.1	1,480.2	CIS
Joint Venture fee income	(103.4)	(89.3)	2
Revenue by Joint Venture practices	583.2	519.0	2
Consumer revenue[1]	1,961.9	1,909.9	

[1] See note 1.26 for an explanation of the prior year restatement.

[2]*Consumer revenue cannot be directly referenced in the financial statements as revenue by all veterinary practices relates to all Joint Venture customer revenue.*

CIS = Consolidated income statement

Like-for-like revenue

Like-for-like revenue growth comprises total revenue in a financial period compared to revenue achieved in a prior period for stores, online operations, grooming salons and veterinary practices that have been trading more than 52 weeks prior to both the current and prior period reporting date, excluding fee income from Joint Venture Practices where the Group has bought out the Joint Venture Partners. The measure is used widely as an indicator of sales performance.

Like-for-like revenue (£m)	FY25	FY24	Growth	Note
Retail revenue	1,306.8	1,330.1	(1.8)%	2
New stores and grooming salons	(8.2)	(5.5)		
Retail like-for-like revenue	1,298.6	1,324.6	(2.0)%	
Vet Group revenue	175.3	150.1	16.8%	2
New practices	(11.9)	(9.6)		
Vet Group other income	(15.4)	(13.1)		
Vet Group like-for-like revenue	148.0	127.4	16.2%	
Statutory Group revenue	1,482.1	1,480.2	0.1%	CIS
New stores, grooming salons and practices	(20.0)	(15.3)		
Vet Group other income	(15.4)	(13.1)		
Group like-for-like revenue	1,446.7	1,451.8	(0.4%)	

CIS = Consolidated income statement

Underlying profit before tax

Underlying profit before tax (PBT) is based on pre-tax profit before the impact of certain costs or incomes that are excluded as they are not generated from ordinary business operations, infrequent in nature and unlikely to reoccur in the foreseeable future in order to reflect management's view of the performance of the Group. The underlying profitability of the Group is an important measure of delivery against strategic objectives.

Underlying PBT (£m)	FY25	FY24	Note
Underlying PBT	133.0	132.0	CIS
Non-underlying items	(12.4)	(26.3)	CIS
Profit before tax	120.6	105.7	

CIS = Consolidated income statement

APM	Definition	Reconciliation

Underlying basic EPS

Underlying basic earnings per share (EPS) is based on earnings per share before the impact of certain costs or incomes that derive from events or transactions that fall outside the normal activities of the Group and are excluded by virtue of their size and nature in order to reflect management's view of the performance of the Group.

Underlying basic EPS (p)	FY25	FY24	Note
Underlying basic EPS	21.0	20.7	5
Non-underlying items	(2.0)	(4.1)	
Basic earnings per share	19.0	16.6	5

Free cash flow

Net increase (decrease) in cash before the impacts of dividends paid, share buybacks, investment movements, acquisition and disposal of subsidiaries, proceeds from new loans and repayment of borrowings. This measure shows the cash generated by the Group during the year that is available for strategic investments or returning to shareholders.

Free cash flow (£m)	FY25	FY24	Note
Net decrease in cash	(17.6)	(120.9)	CFS
Remove effects of:			
Dividends	59.7	60.7	CFS
Repayment of borrowings	15.0	75.0	CFS
Share buyback	25.1	50.3	CFS
Investment movements	(1.3)	1.4	CFS
Acquisition of subsidiaries	1.3	1.0	CFS
Disposal of subsidiaries	1.6	1.5	CFS
Free cash flow	83.8	69.0	

CFS = Consolidated statement of cash flows

Underlying CROIC

Cash return on invested capital, represents cash returns divided by the average of gross capital invested (GCI) for the last 12 months. Cash returns represent underlying operating profit before share-based payments subject to tax, then adjusted for depreciation of PPE, right-of-use assets and amortisation. GCI represents gross PPE, right-of-use assets and software, and other intangibles excluding the goodwill created on the acquisition of the Group by KKR (£906,445,000) plus net working capital, before the effect of non-underlying items in the period. It is used as a measure of the level of cash generated from the business.

Net working capital movement is a measure of the cash required by the business to fund its inventory, trade and other receivables and payables. Payables includes trade and other payables, and other financial liabilities.

Underlying CROIC	FY25	FY24	Note
Cash returns:			
Underlying operating profit	148.8	145.5	CIS
Share-based payment charges	5.9	5.9	3
	154.6	151.4	
Tax rate	25%	25%	
Tax charge on above	(38.7)	(37.9)	
	116.1	113.5	
Underlying depreciation and amortisation	98.8	101.7	3
Cash returns	214.9	215.2	
Gross capital invested (GCI):			
Gross property, plant and equipment	449.3	444.7	11
Gross right-of-use assets	668.9	662.7	12
Intangibles	1,050.0	1,046.4	13
Less KKR goodwill	(906.4)	(906.4)	
Investments	9.7	9.9	
Net working capital:	(100.8)	(106.7)	see definition
Trade and other receivables	*63.3*	60.9	CBS
Inventory	*106.9*	97.5	CBS
Payables	*(262.0)*	(252.4)	CBS
Provisions	*(9.0)*	(12.7)	CBS
GCI (at period end)	1,170.7	1,150.6	
Average	1,160.8	1,109.2	
Underlying CROIC	18.5%	19.4%	

CIS = Consolidated income statement
CBS = Consolidated balance sheet

Adjusted net cash

Cash and cash equivalents less the face value of loans and borrowings. Lease liabilities are excluded.

Adjusted net cash (£m)	FY25	FY24	Note
Cash and cash equivalents	39.5	57.1	CBS
Loans and borrowings (face value)	(33.3)	(48.3)	19
Adjusted net cash	6.2	8.8	

CBS = Consolidated balance sheet

Total indebtedness

Cash and cash equivalents less face value of loans and borrowings plus lease liabilities.

Total indebtedness (£m)	FY25	FY24	Note
Net cash (above)	6.2	8.8	
Lease liabilities	(348.3)	(380.8)	12
Total indebtedness	(342.1)	(372.0)	

APM	Definition	Reconciliation
Pre IFRS 16 leverage	Adjusted net cash (above) divided by underlying earnings before interest, taxes, depreciation and amortisation ('EBITDA') less expected rental charges. Figures have been presented on a rolling 52 week proforma basis. This measure is important because it is a covenant metric.	See table below
Lease adjusted leverage	Total indebtedness divided by underlying EBITDA. Underlying EBITDA has been presented on a rolling 52 week proforma basis.	See table below

Pre IFRS 16 leverage	FY25	FY24	Note
Net cash (above)	6.2	8.8	
Statutory operating profit	136.4	119.3	
Underlying depreciation of property, plant and equipment	28.5	26.5	3
Underlying depreciation of right-of-use assets	62.2	65.1	3
Amortisation of intangible assets	8.1	10.1	3
Non-underlying depreciation of property, plant and equipment	—	4.2	3
Non-underlying depreciation of right-of-use assets	3.4	3.7	3
Other non-underlying items in EBITDA	9.0	18.3	3
Underlying EBITDA	247.6	247.2	
Less:			
Proforma rental charges pre IFRS 16	(78.1)	(78.6)	
Underlying EBITDA (pre IFRS 16)[1]	169.5	168.6	
Pre IFRS 16 leverage	(0.0)x	(0.1)x	

[1]Proforma rental charges pre IFRS 16 cannot be directly referenced in the financial statements as the balance represents 52 weeks (FY24: 52 weeks) of rental charges for each lease held at the balance sheet date.

Lease adjusted leverage	FY25	FY24	Note
Total indebtedness (above)	342.1	372.0	
Underlying EBITDA (above)	247.6	247.2	
Lease adjusted leverage	1.4 x	1.5 x	