

Pets at Home

Preliminary Results
FY25

28 May 2025



Key messages

1. Our business has undergone a **profound transformation**.
2. Petcare remains an **attractive market**, with long term structural growth drivers.
3. Our **differentiated platform** enables us to win in an increasingly **omnichannel** world.
4. Our Vets business is **unique** with **multiple, proven growth** levers.
5. We will deliver increasing **free cash flow**, underpinned by **predictable revenue streams**.

A year of strategic progress and transformation

**Pets Club members
increased 5%**

8.2m

**Another year of
double-digit vet growth**

+13%

Group FCF £84m

+22%

**Average Consumer
Value down 2% to**

£175

Grew vet talent again

+6%

**Children attended Pet
Care Centre workshops**

60,000+

**Subscription
revenues up**

+30%

**Expanded Vets
footprint**

**3 new Practices
15 extensions**

**2 major transformation
projects complete**

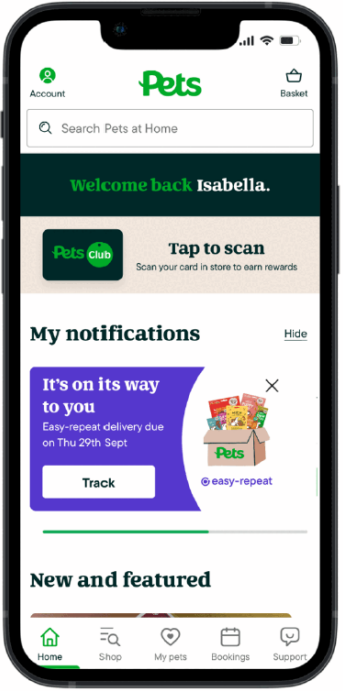
100%

Our business has been transformed

Single Unified Brand



New Digital & Data Platform



Distribution Network Optimised



9% increase in brand consideration

35% growth in Easy Repeat subscriptions

Delivering structurally higher availability

Delivering against a clear strategic vision

A powerful purpose

To create a better world for pets and the people who love them

A clear strategic vision

To build the world's best pet care platform

Integrated

a unified blend of products, services and advice

Omnichannel

seamlessly connected

Consumer-centric

an unrivalled experience

Driving differentiated economics

Delivering economies of scope

**Driving economies of scale
and higher productivity**

**Fuelling consumer and
revenue growth**

Our strategy will reward shareholders

**Mid-single digit
consumer
revenue growth**



**Profits growing
ahead of sales**



**FCF conversion
of PAT at c90%**



**Excess cash
returned to
shareholders**

Winning market
share through vets
and omnichannel
growth



Driving efficiency
and operating
leverage



Delivering cash
profit growth on
normalised capex



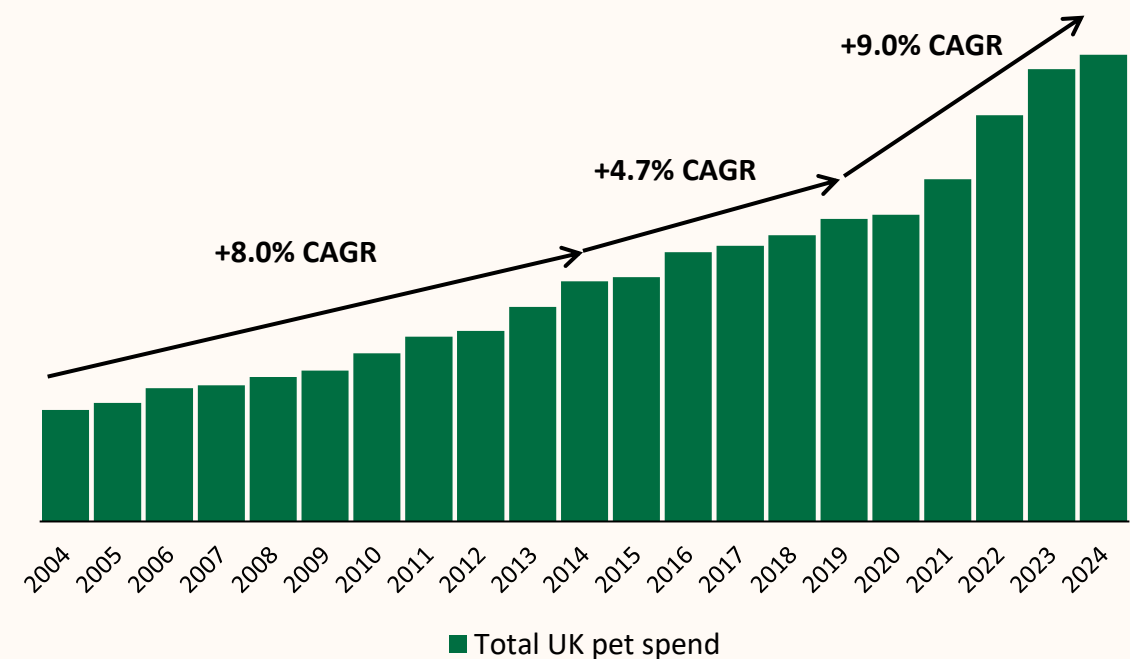
A clear and
consistent capital
allocation policy

UK's leading complete Petcare provider



Petcare remains an attractive market

Structural trends support long term market growth



FY25 was temporarily below trend

Normalisation (post-boom)

Deflation

Subdued consumer confidence

Driven by premiumisation and humanisation

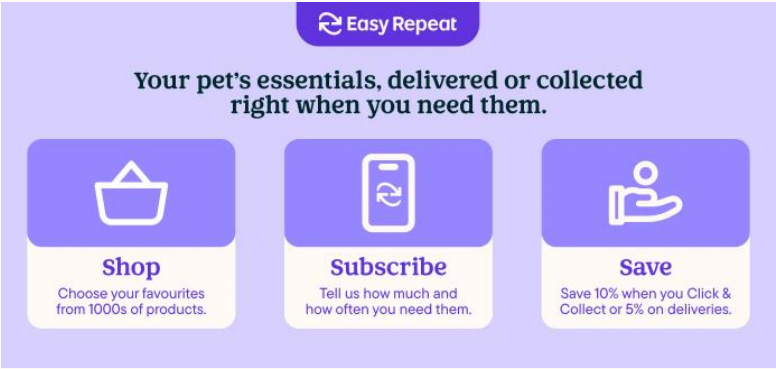
Now phasing back with expectation to return to 4% over time

We are the clear market leader

Transformed digital & data capability



Improved subscriptions functionality



Leading reach



Unique, sector leading vets



Unrivalled expertise and knowhow



Value added adjacent services



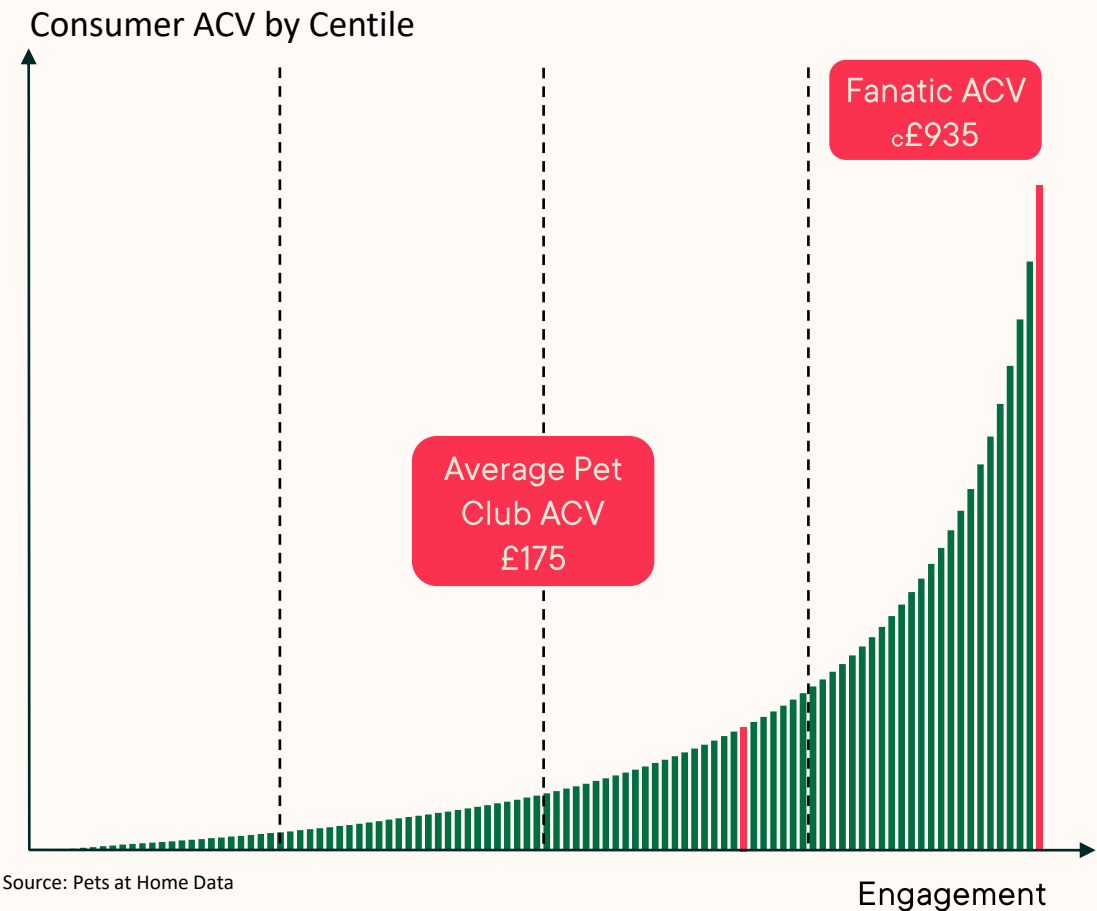
As the market returns to growth our platform will enable us to outperform and win share

Winning in an increasingly omnichannel pet sector



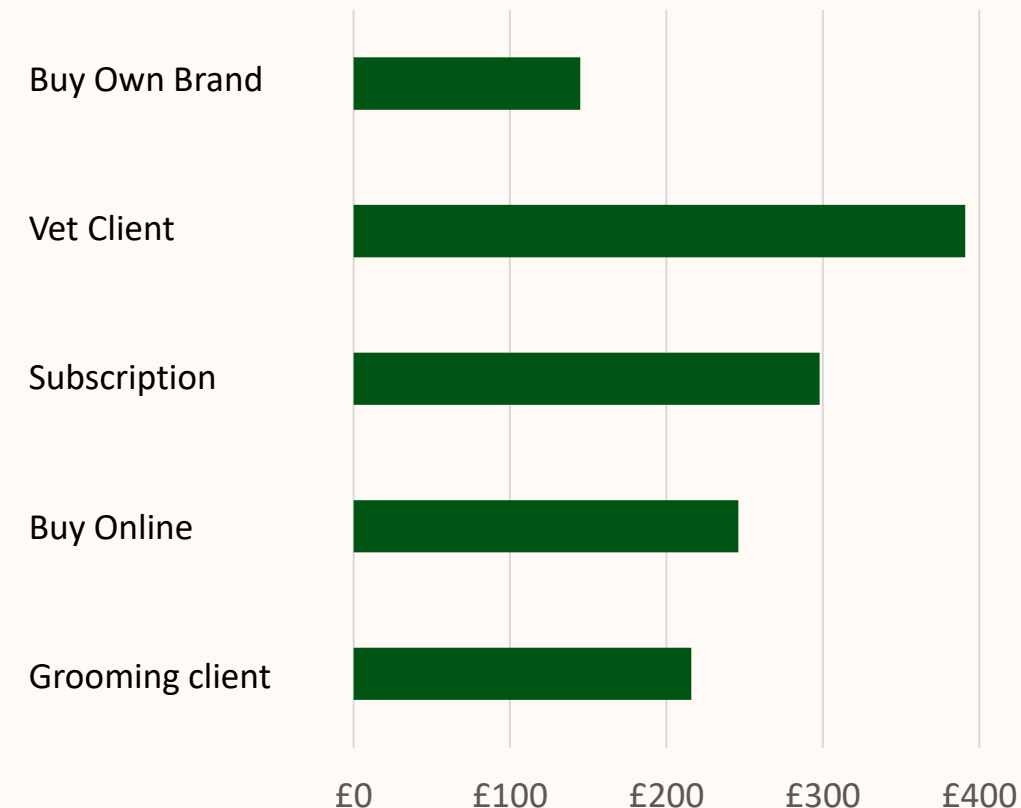
Growing share of wallet is our greatest opportunity

Consumer ACV opportunity is unlocked by increasing share of wallet



Our platform is designed to drive share of wallet via known levers

ACV Uplift of Selected Drivers

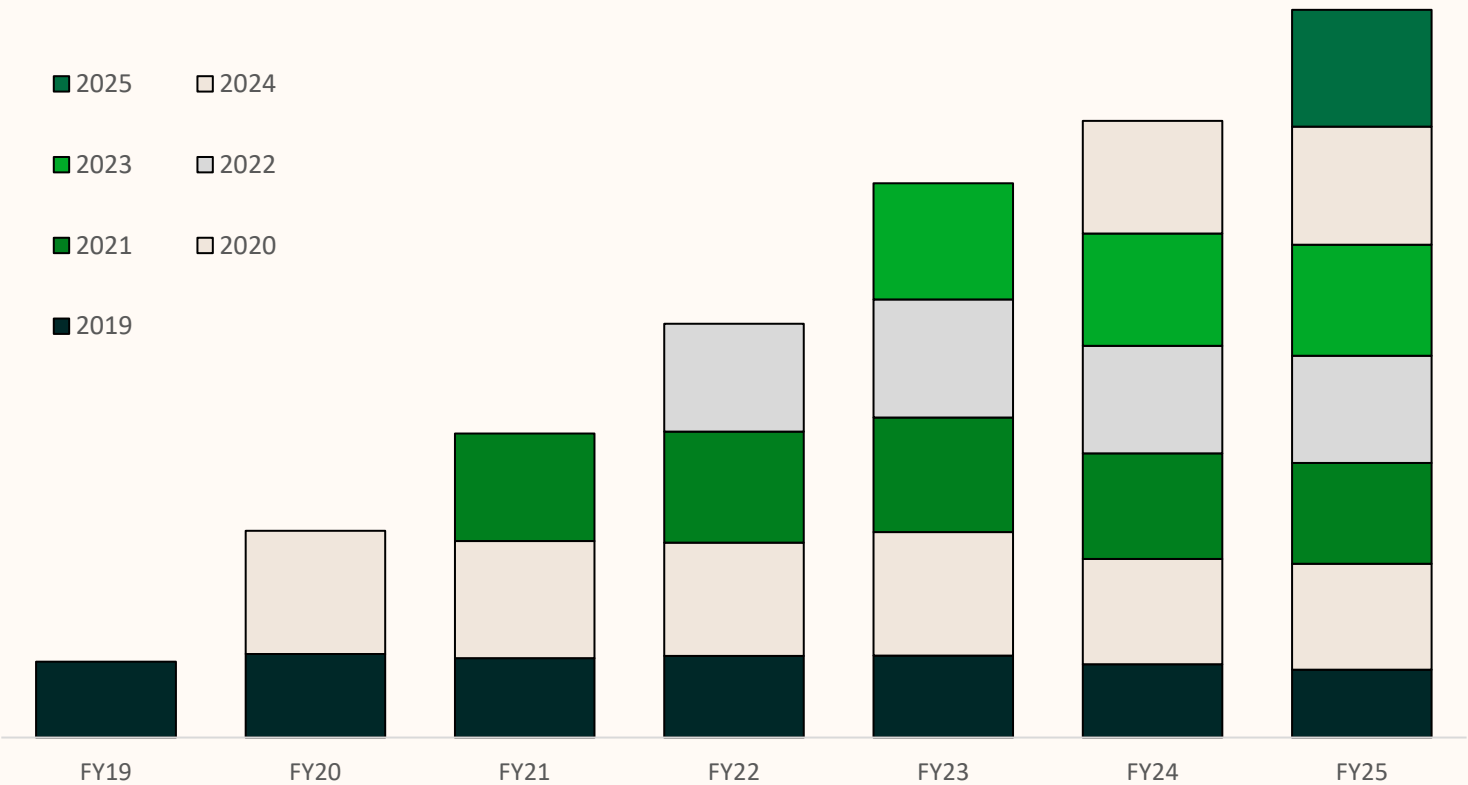


Our revenues are increasingly sticky and predictable

Our consumer spend is sticky and predictable...

...and will accelerate through focused growth in key areas

ACV by year of joining Pets Club



Source: Pets at Home

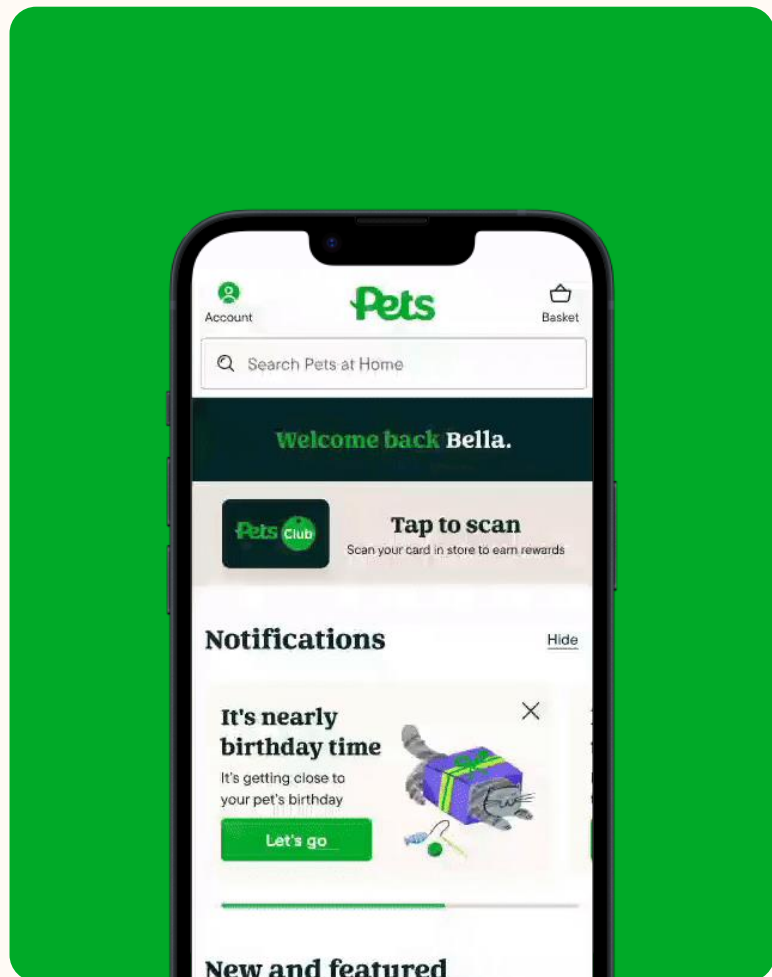


Subscriptions (Care Plans and Easy Repeat)

Insurance

Vets

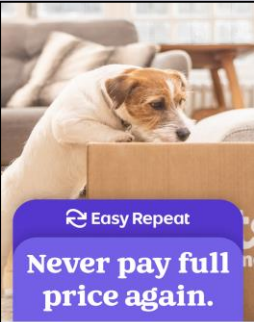
Our new digital and data platform is delivering



- Significantly improved **experience and functionality**
- Higher **consumer satisfaction** and **increased share of wallet**
- Stable, experienced, inhouse squads introducing **new features daily**
- **Seamlessly integrating data** to drive **personalisation**
- **Sales momentum building** with a stable and performant ecommerce distribution operation in Stafford
- Through FY26 we will see **a return to strong growth in ecommerce**

We have radically improved Easy Repeat with our new technology

Landing Page



Easy Repeat

Never pay full price again.

Your pet's essentials at our lowest price. Delivered or collected right when you need.

Look out for the Easy Repeat logo as you shop and **save at least 5%**

Shop

Choose your favourites from 1000s of products.

Subscribe

Tell us how much and how often you need them.

Save


Save 5% on deliveries or 10% when you Click & Collect.

Product Details

Wainwright's Grain Free Adult Dry Dog Food Lamb

by Pets at Home ★★★★★ 24 reviews

Easy Repeat



Weight

2kg 15kg

One time

£54.99
(£3.66/kg)

Easy Repeat

£52.24
(£3.48/kg)

Save 5%

Or Save 10% every time when you choose Click & Collect.

Easy Repeat benefits

- ✓ Add, swap, skip or cancel any time
- ✓ Always get our best deal with our **price match** and discount guarantee
- ✓ Choose how often you want it [More information](#)

Quantity

1

Add to basket

Checkout

1. Delivery 2. Payment 3. Complete

£49.49 (1 item) Basket summary

Choose delivery method

☒ Click & Collect
It's always free to collect in-store

Save 10% every time with Easy Repeat £5.50 saving

☐ Home Delivery
Free standard delivery available


Save 5% every time with Easy Repeat £2.75 saving

Add to order

Add those last-minute extras.

Save time and effort by adding one-time items to your upcoming order.

Go to order




Easy Repeat

Add to order

Choose items you'd like to add to your upcoming order

Search Pets at Home


Recommended for you

 Wainwright's Semi Moist Dog Training Treats Turkey with Vegetables 650g ☐

★★★★★ (0) reviews £9.99

1 650g


[View product details](#)

 Kong Cozie Naturals Dog Toy Medium ☐

★★★★★ (10) reviews £7.46

1 Medium

[View product details](#)

 Pets at Home Cord Dinosaur Dog Toy ☐

★★★★★ (64) reviews £5.00

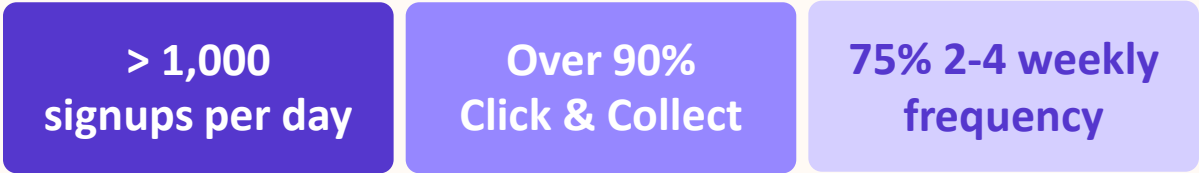
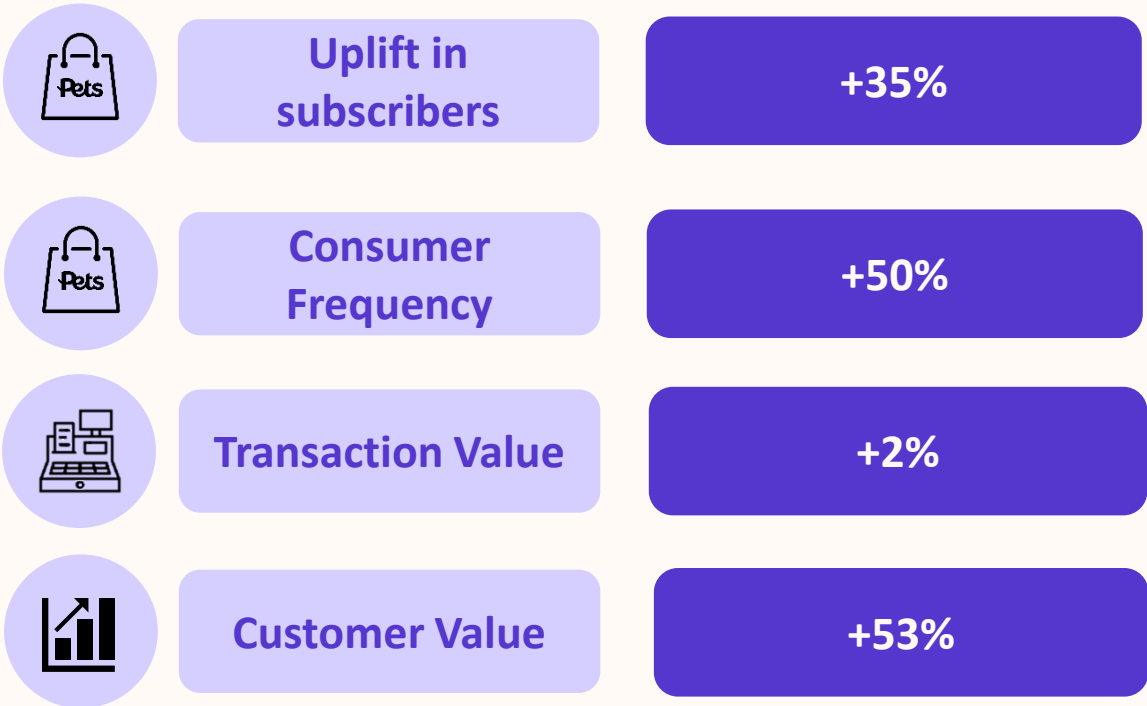
1 One Size

[View product details](#)

New Easy Repeat proposition is driving significant omnichannel uplifts

Online launch Autumn 2024

In-Store Launch April 2025

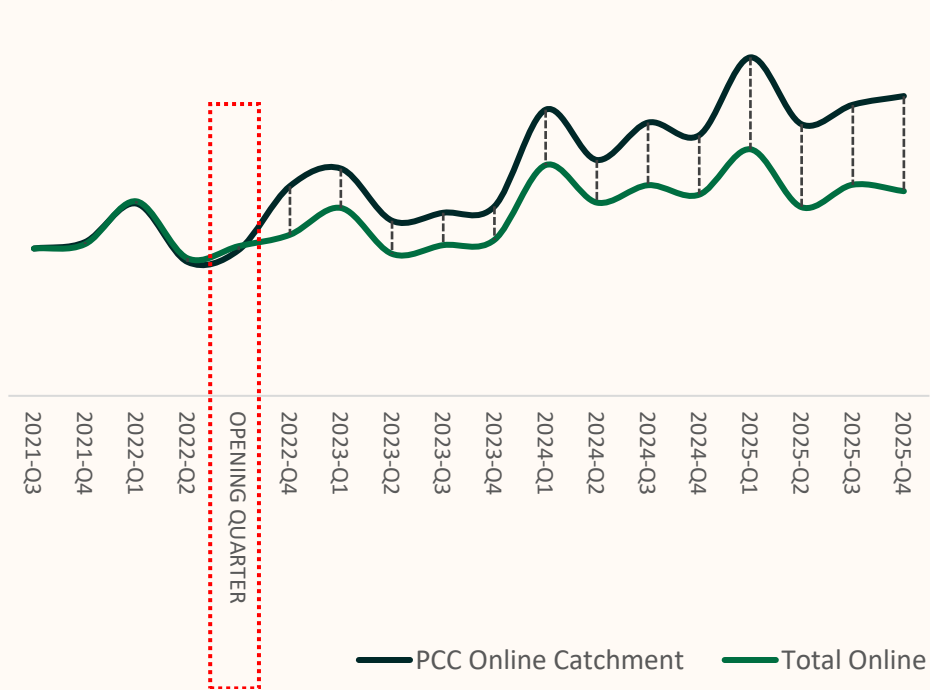


4% of our 8.2m Pets Club members now have an Easy Repeat plan, giving us enormous runway

Our Pet Care Centres are core to our omnichannel strategy

Pet Care Centres provide a halo to online performance

Online catchment (Brighton PCC) vs Total online (Indexed)

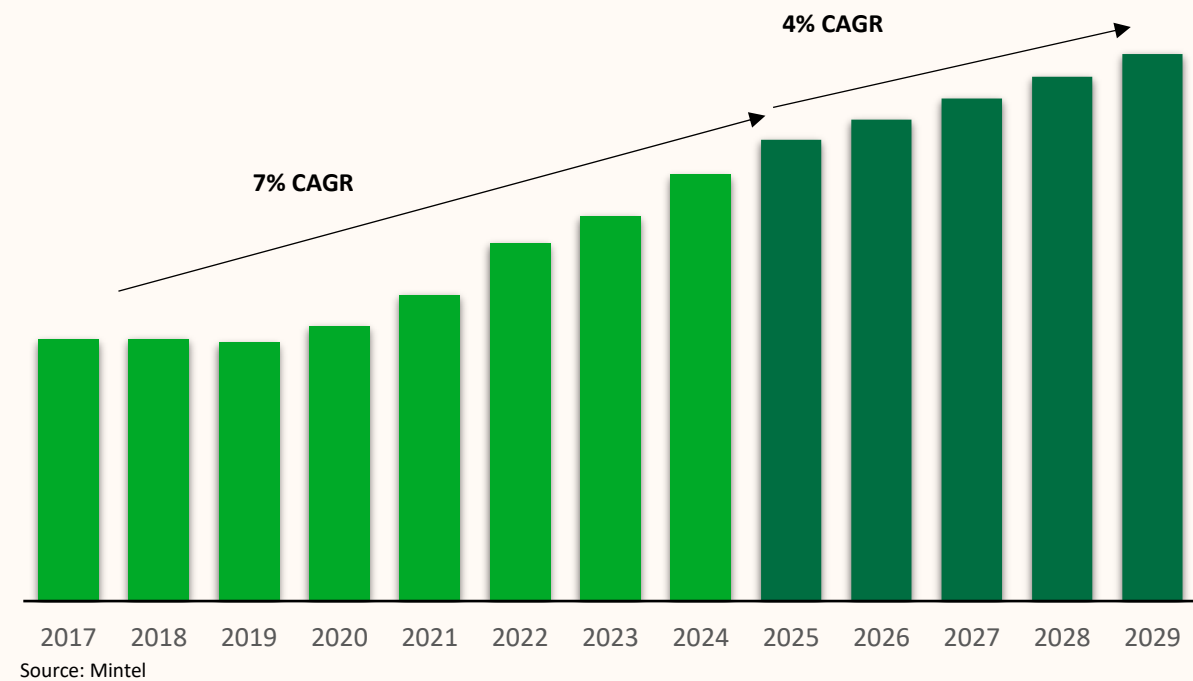


Concept stores hugely successful and now rolling through our refit programme

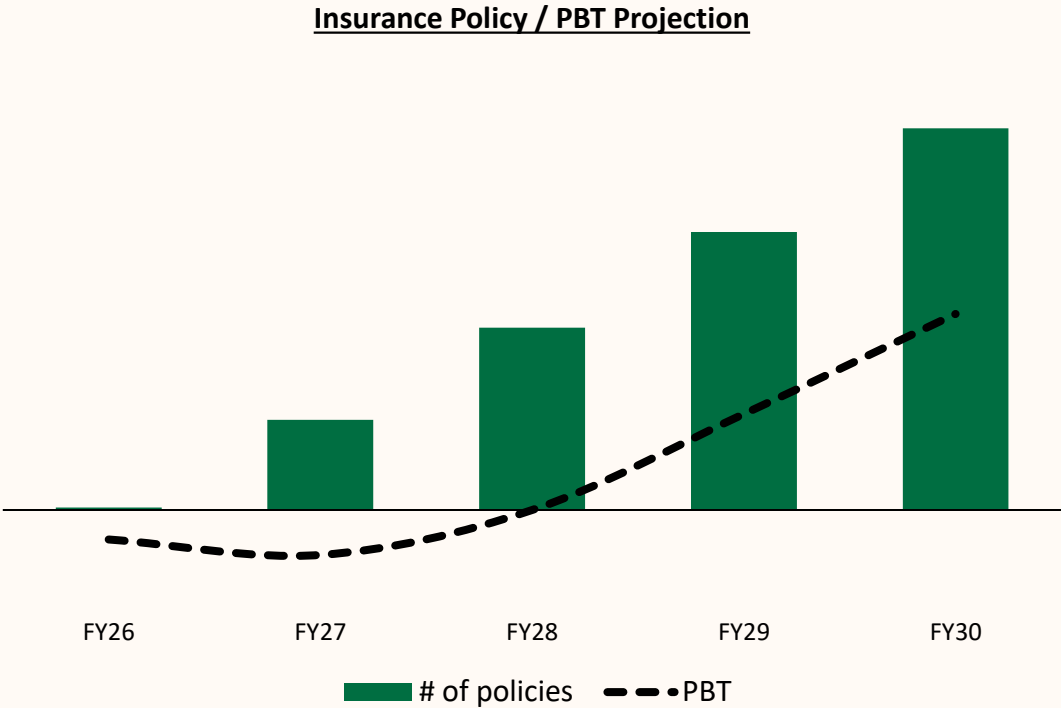


Insurance is a £2bn vertical where we can create consumer and shareholder value

Market Opportunity



Clear plan, fully resourced



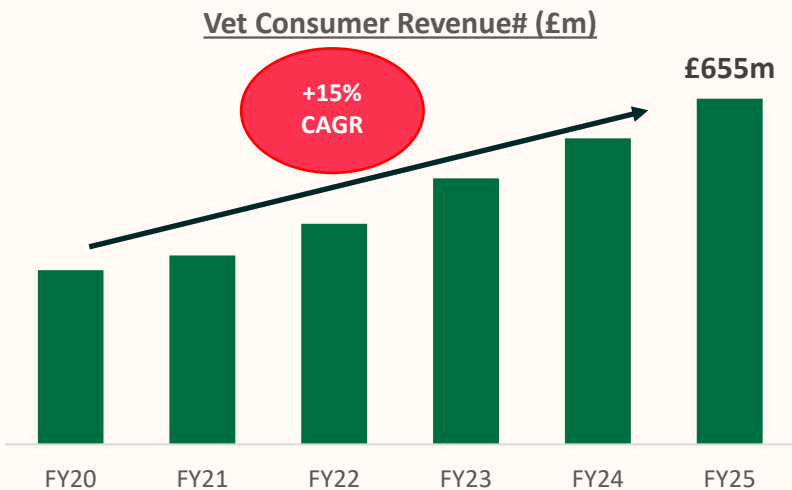
Capital and resource light, leveraging our platform, to deliver attractive returns

A sector leading veterinary business

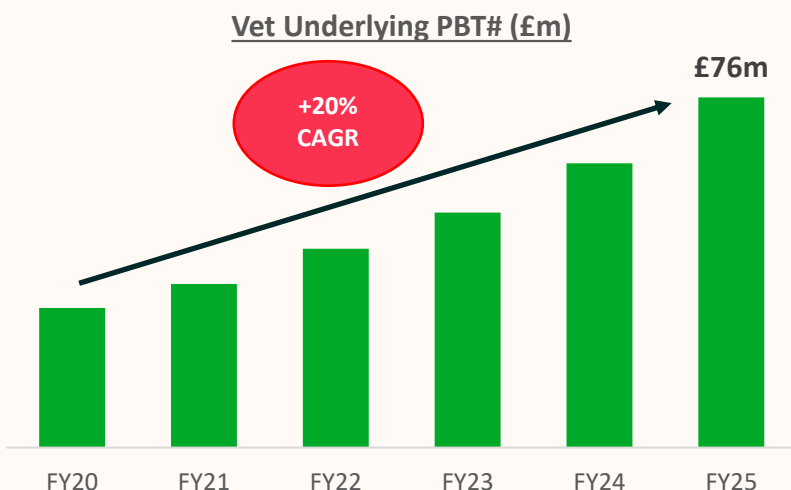


Our Vets business delivered another year of double digit growth

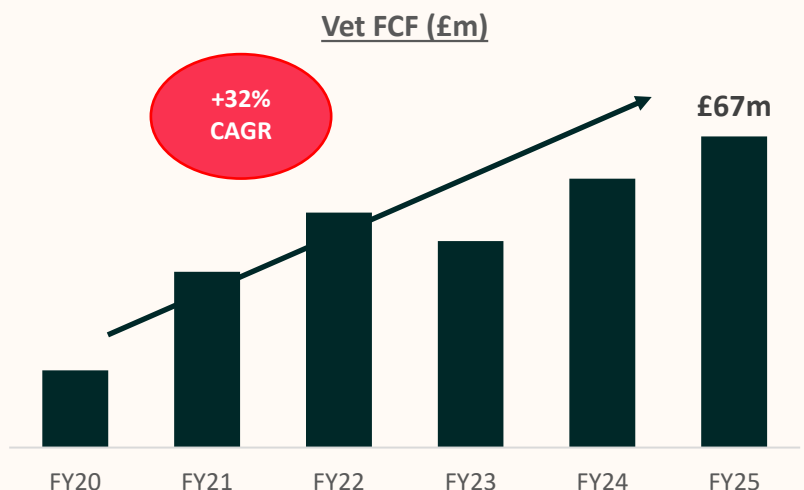
We grew practice revenue strongly...



...driving increased fee income and PBT...



...which dropped through to FCF given the capital light model



Consumer Sales

Visits

Care Plans

Clinical Talent

Ops Loans

Our success is underpinned by our unique JV model

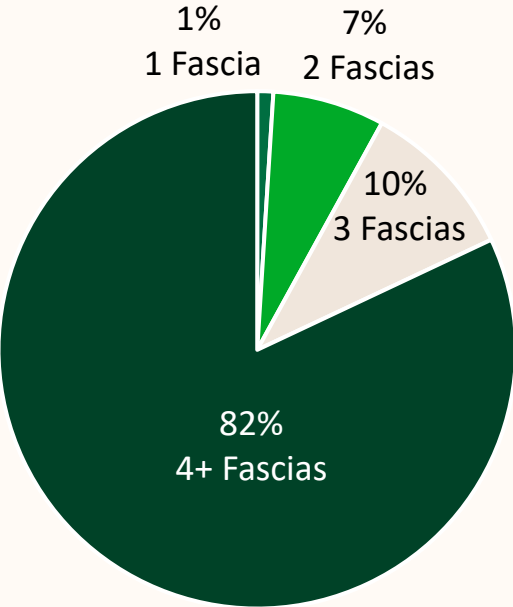


Driving sector-leading outcomes

Our differentiated proposition is winning consumers and taking share

We are winning in highly competitive markets

CMA Analysis of level of competition in catchment for each Vets for Pets Practice



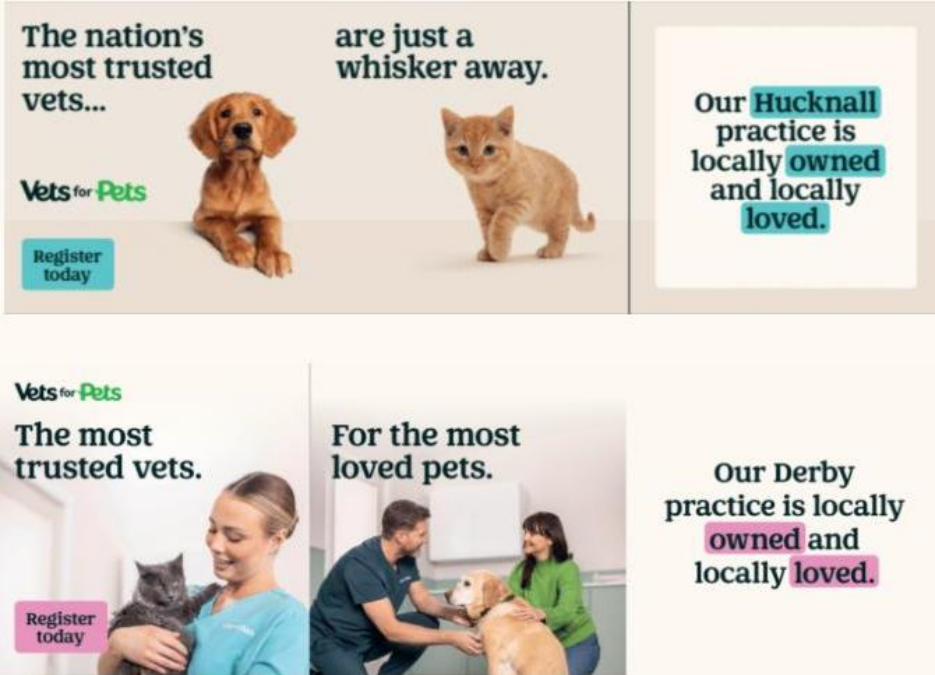
*Fascia means a competitor is counted only once even if it owns multiple FOPs in the catchment

Consumer satisfaction high and increasing

Overall Client Satisfaction



Consumer proposition increasingly well understood



Vets for Pets brand awareness 85%
Consideration up 11pp yoy

Driving differentiated practice economics translating to significant value creation for our partners

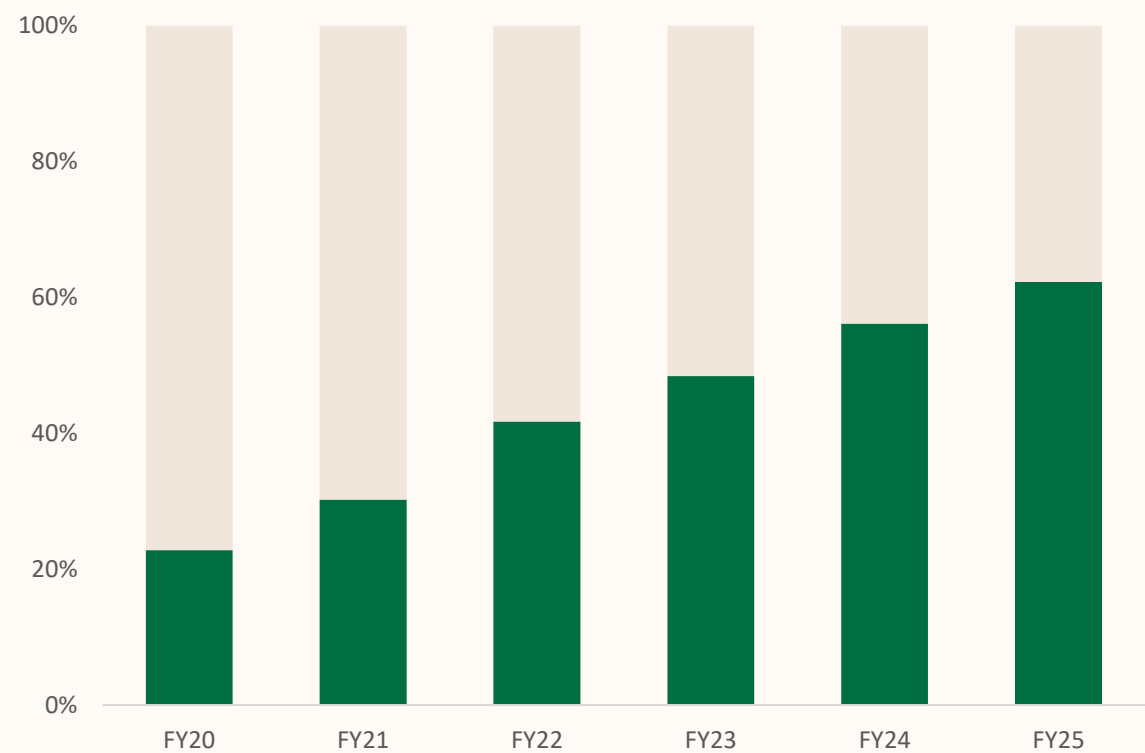
Our practices are more productive than the industry average...

...with Partners increasingly into dividend territory

Comparative Economics

	Vets for Pets	Corporate Competitor
Average Practice Sales	c£1.6m	c£1.1m
Average Practice EBITDA	c£430k	c£210k
Average JVP Dividend Payment	>£150k	£0
Capital Exit Value	100%	0%

Proportion of debt free Vets for Pets practices




Source: last reported accounts for CVS, Medivet, Independent Vet Care & Vet Partners.
Vets for Pets debt free practice used for comparison.

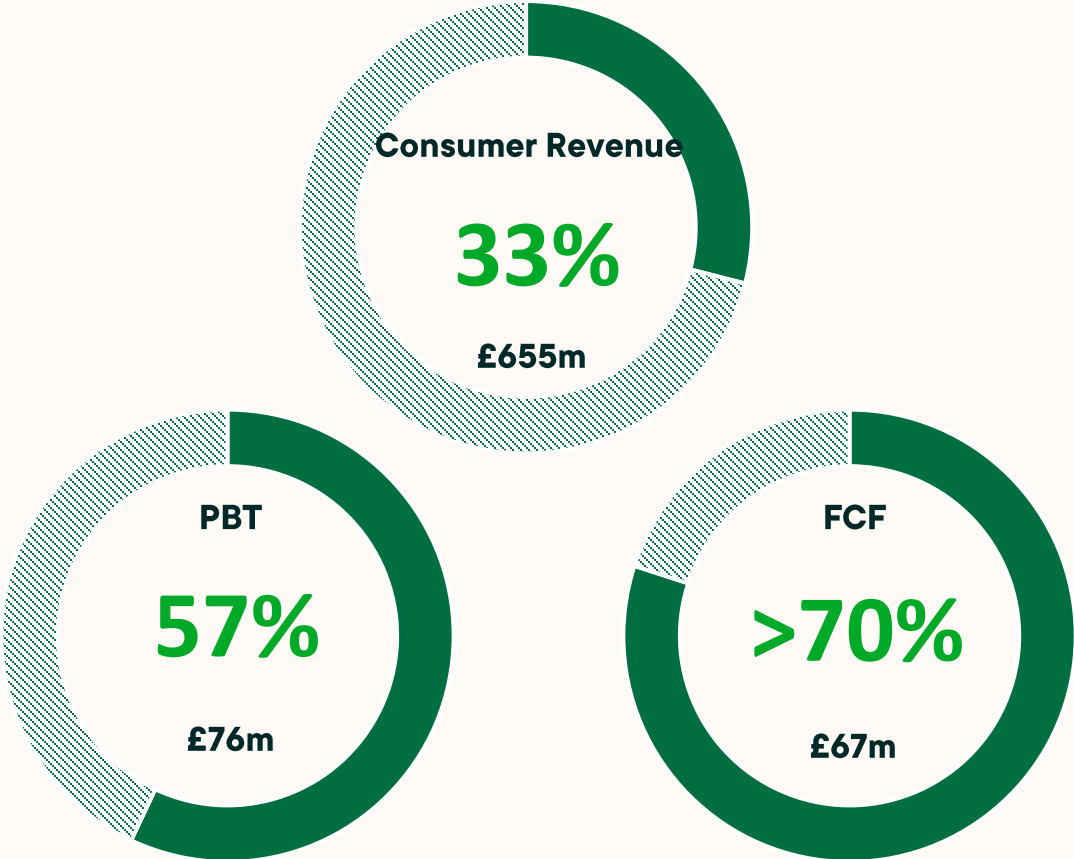


Delivering a sustainable, predictable, capital-light profit stream for us

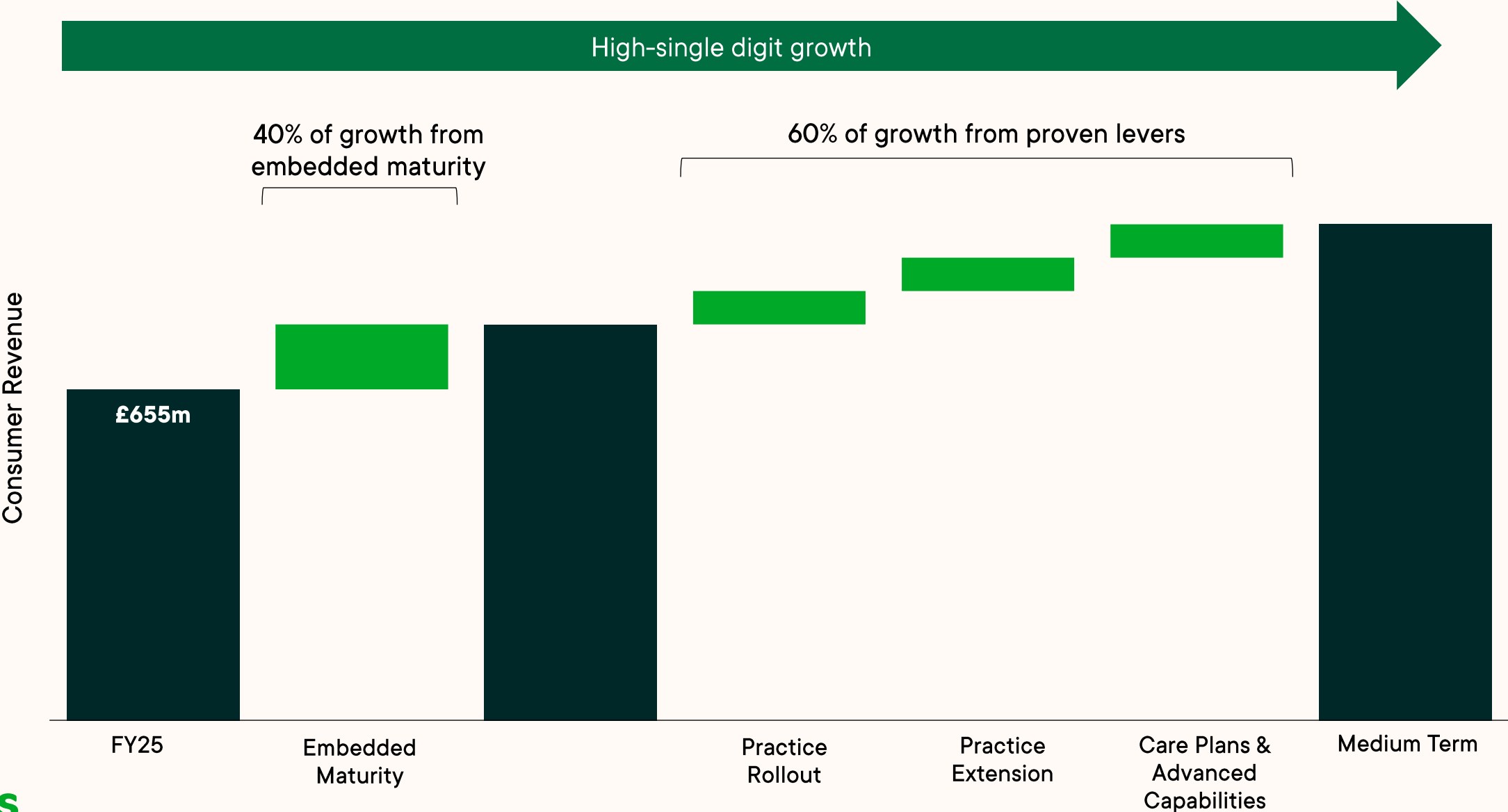
Our model is fundamentally more attractive than our corporate peers...

		Corporate Model
Contribution Margin	c80%	c30%
Impact of cost inflation	Revenue and profit accretive	Margin pressure
Capex requirements	Minimal, non-recourse	Intensive
Cash conversion	High	Lower

...and sustained growth has made it a material contributor to the group



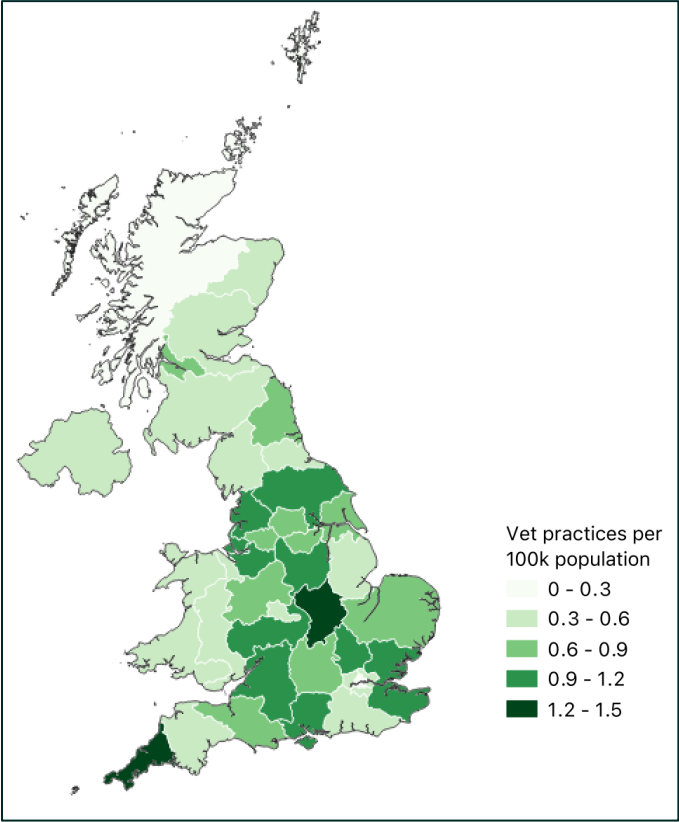
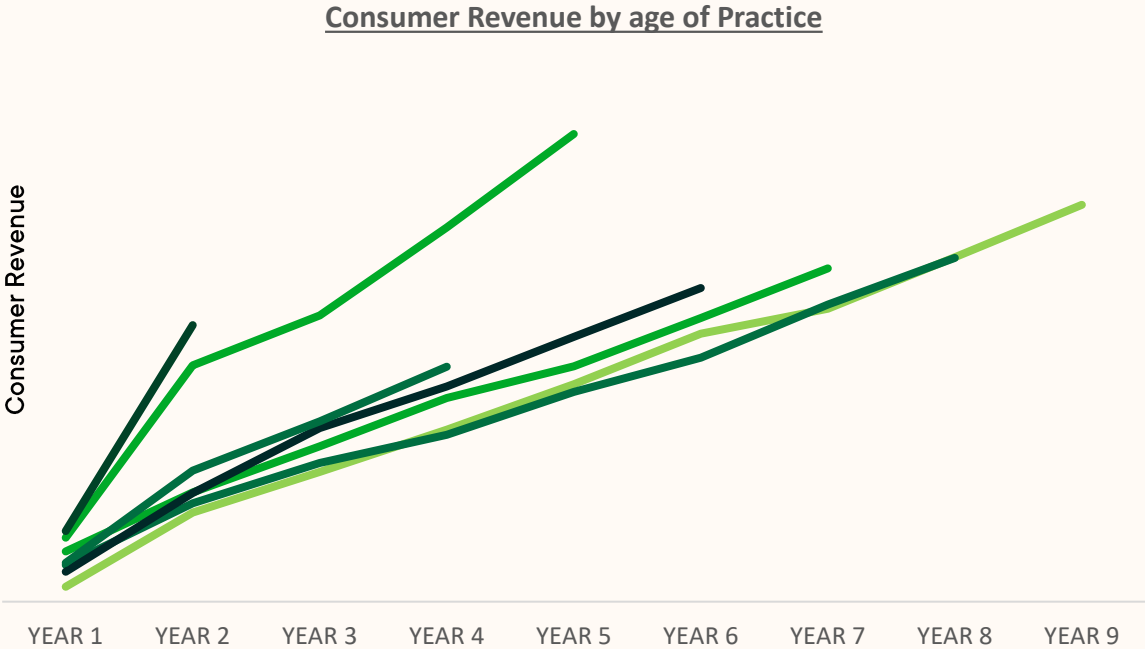
We will leverage proven levers to deliver further growth



We will accelerate our rollout

Our practice maturity is highly consistent and predictable...

...and we have plenty more opportunity to grow

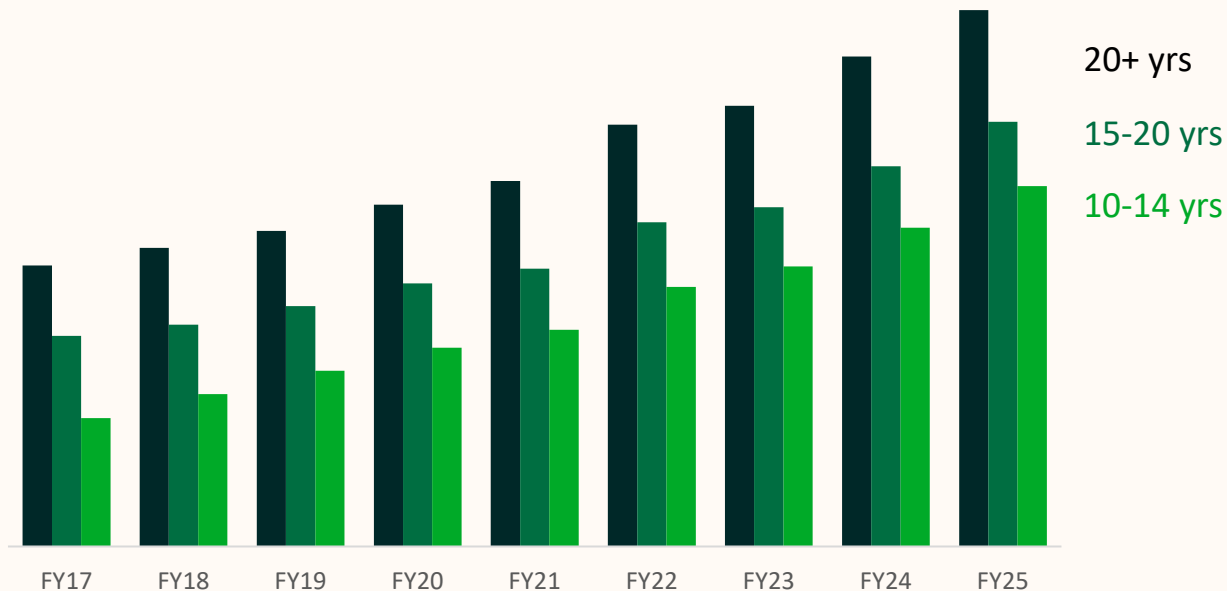


At least 10 new practices planned for FY26 with c100 planned in medium term

We have track record of helping our partners grow beyond initial maturity

Our practices have consistently grown beyond 10 years....

Average consumer revenue by age of practice



...accelerated by extensions and advanced capabilities

Consumer Sales Uplift
+21%

Extensions FY25
15

JV Partner ROI
+20%

Extensions medium term
c100

The Vet business is well set for further growth

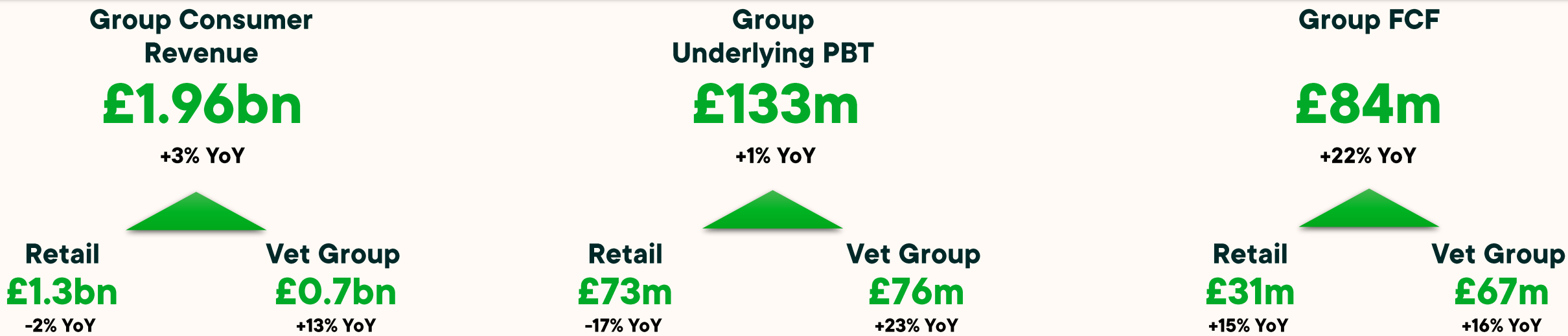
1. Our model is unique, delivering a highly compelling consumer proposition and continuing to **outperform** the market.
2. Our model delivers **superior, sector leading returns** for our partners and shareholders.
3. Our **levers of growth are proven** and will **accelerate**.
4. Our growth will be **capital light** and **highly cash generative**.

Financials

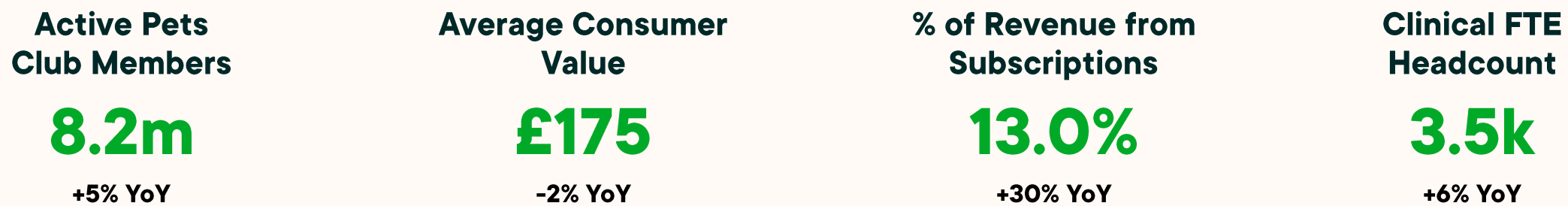


We delivered resilient results through a year of transition to our new digital platform

Financial KPIs



Strategic KPIs



Our Vet business continues to perform very strongly, helping offset a weaker Retail performance

Group Consumer Revenue (£m)	FY25	FY24	YoY %
Total	1,961.9	1,909.9	2.7%

Group Statutory Revenue (£m)	FY25	FY24	YoY %
Total	1,482.1	1,480.2	0.1%
LFL	(0.4)%	5.1%	

Vet Group Revenue (£m)	FY25	FY24	YoY %
Fee income from JV vet practices	103.4	89.3	15.7%
Company managed practices ²	52.5	44.6	17.7%
Other veterinary income ³	15.4	13.0	18.5%
The Vet Connection	4.0	3.2	24.7%
Total	175.3	150.1	16.8%
LFL	16.2%	16.5%	

Retail Revenue (£m)	FY25	FY24	YoY %
Food	804.6	814.2	(1.2)%
Accessories	449.2	465.5	(3.5)%
- Discretionary	277.7	295.2	(5.9)%
- Consumables	171.5	170.3	0.7%
Other ¹	53.0	50.4	5.2%
Total	1,306.8	1,330.1	(1.8)%
LFL	(2.0)%	4.1%	

1. Includes revenue from grooming services, pet sales and insurance commissions

2. Revenue from company managed practices, which is recognised in full from the point they become wholly owned

3. Includes income generated from non-revenue based fees such as supplier income

Group underlying profit of £133m inline with guidance supported by stable margins and strong cost control

Group P&L (£m)	FY25	FY24	YoY %
Group Statutory Revenue ¹	1,482.1	1,480.2	0.1%
Gross Profit	694.7	691.3	0.5%
Gross Margin	46.87%	46.70%	17bps
Operating Costs	(560.5)	(558.5)	0.4%
Other Income	14.6	12.7	15.3%
Interest (Net financing expense)	(15.8)	(13.5)	17.0%
Group Underlying PBT	133.0	132.0	0.7%
Non-underlying items ²	(12.4)	(26.3)	(52.8)%
Group Statutory PBT	120.6	105.7	14.1%
Group Underlying PBT margin	9.0%	8.9%	5bps
Underlying basic EPS (pence)	21.0	20.7	1.6%
Group Underlying PBT (by Segment) £m	FY25	FY24	YoY %
Retail	72.9	87.4	(16.6)%
Vet Group	75.9	61.6	23.3%
Central	(15.8)	(17.0)	(6.7)%

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

We grew FCF by over 20% with a very strong cash result from our Vet Business

Free cash flow (£m) FY25	Group	Retail	Vet Group	Central	Vs FY24
Underlying PBT	133.0	72.9	75.9	(15.8)	1.0
Interest (net)	15.8	12.8	(0.7)	3.7	
Depreciation (underlying)	98.8	94.0	4.3	0.5	
Leases	62.2	61.0	1.2	0.0	
PPE & amortisation of assets	36.6	33.0	3.1	0.5	
Underlying EBITDA	247.6	179.7	79.5	(11.6)	0.4
Share-based payment charge	5.9	0.0	0.0	5.9	
Non-underlying cash costs ¹	(11.3)	(5.0)	0.0	(6.3)	
Lease payments ²	(80.1)	(77.5)	(2.6)	0.0	
WCAP	(3.3)	(9.1)	5.8	(0.0)	
Operating cash flow	158.8	88.1	82.7	(12.0)	10.9
Capex ³	(48.4)	(48.1)	(0.3)	0.0	
Bank interest (net)	(1.8)	0.2	1.0	(3.0)	
Debt issue costs	0.0	0.0	0.0	0.0	
Tax	(20.9)	(9.6)	(15.9)	4.6	
Purchase of own shares (employee share schemes)	(3.9)	0.0	0.0	(3.9)	
Free Cash Flow	83.8	30.6	67.5	(14.3)	14.7 22%

1. Non-underlying cash costs excludes income from disposal of investment (£2.3m) and non-underlying depreciation of right-of-use asset (£3.4m).

2. 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.

3. 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.

We finished the year in a net cash position after returning over £84m to shareholders

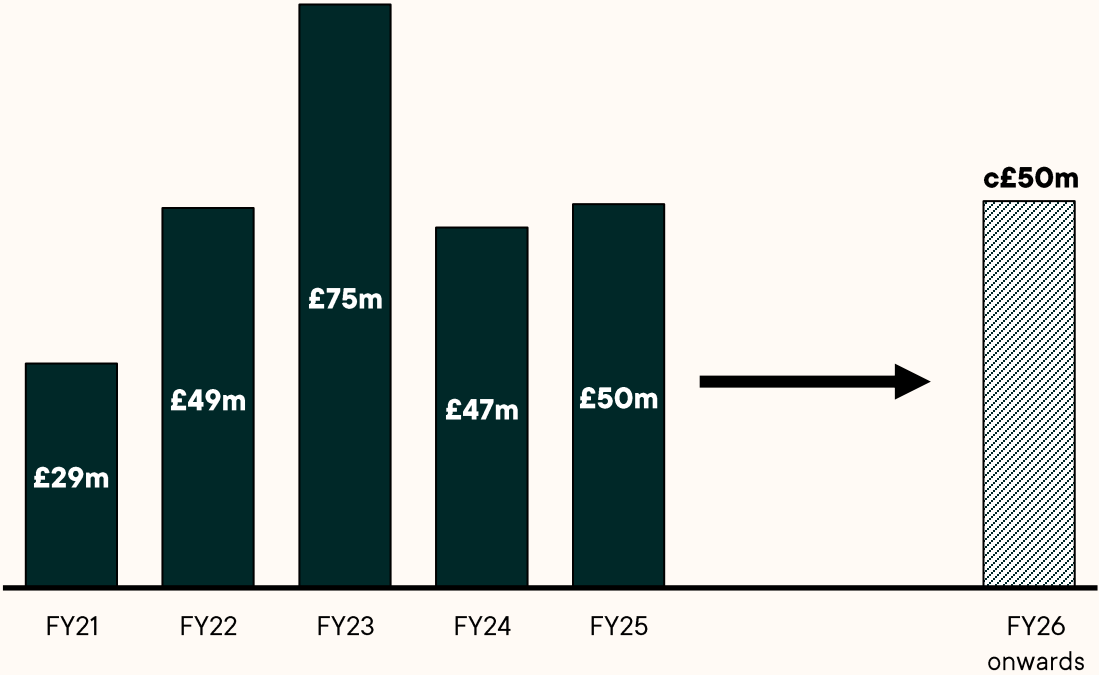
Adjusted Net cash (£m)	FY25	FY24
Opening adjusted net cash	8.8	54.7
Free cash flow	83.8	69.0
Equity dividends paid	(59.7)	(60.7)
Share buyback	(25.1)	(50.3)
Acquisitions	(2.3)	(2.4)
Disposals	0.7	(1.5)
Closing adjusted net cash	6.2	8.8
Pre IFRS 16 leverage	0.0x	(0.1)x
Lease adjusted leverage	1.4x	1.5x

And our capital investment is closely aligned to our strategic priorities

Capital Investment Breakdown

£m	FY25	
New Petcare Centres	3.6	4 new Petcare Centres, 1 Relocation, 1 Rebuild
Petcare Centre refit program	24.3	32 Pet care centre refits including 4 major refits in our new format
Digitising the business	12.1	
Distribution	5.0	Completed network optimisation
Vet Group	0.7	Investment in company managed practices
Other	0.1	
Capex Investment	45.9	
Vet Group Investments in Practice growth	3.7	Growth investment to support extensions, equipment and branding
Total Group Capital Investment	49.6	

Capital Investment now at normalised levels of £50m



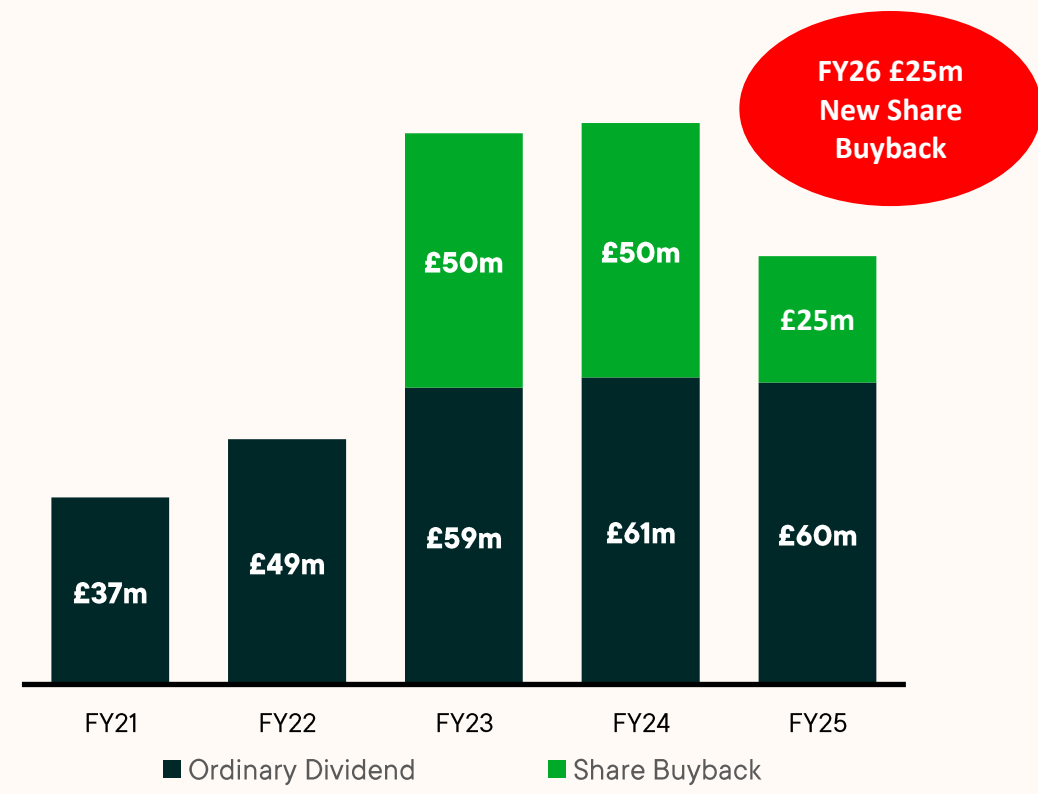
Our balanced capital allocation enables us to grow the business and reward our shareholders

Capital Allocation Priorities

- 1. Investment in the core business
- 2. Ordinary Dividend (progressive targeting 50% payout)
- 3. Value accretive, strategically aligned M&A opportunities
- 4. Return excess cash to shareholders

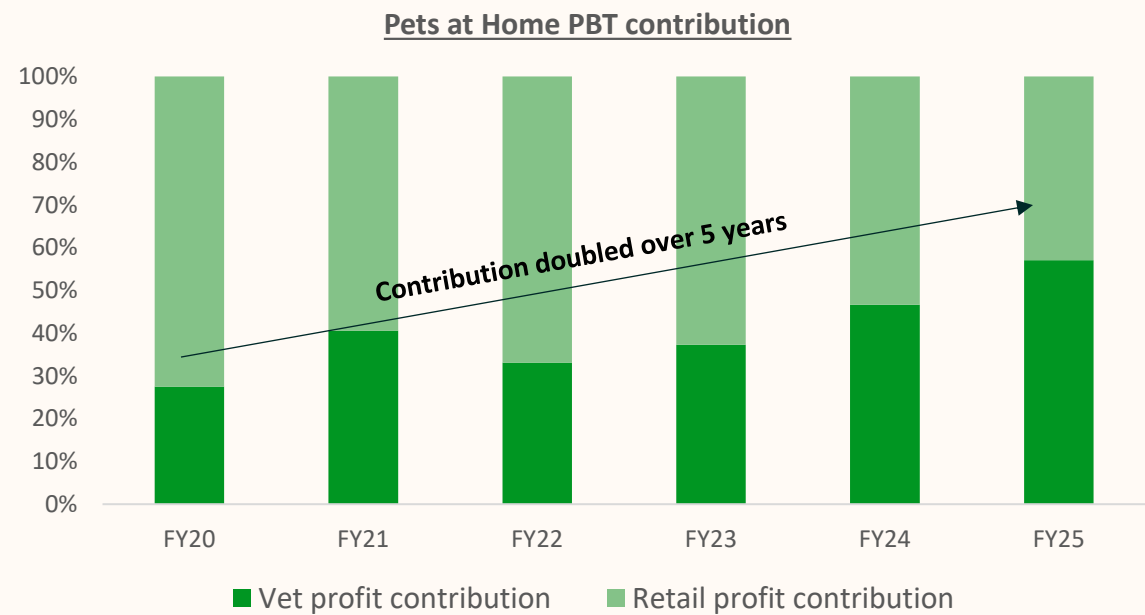
Further returns subject to maintaining a prudent balance sheet whilst not constraining the business

Over £390m returned to shareholders in the last 5 years

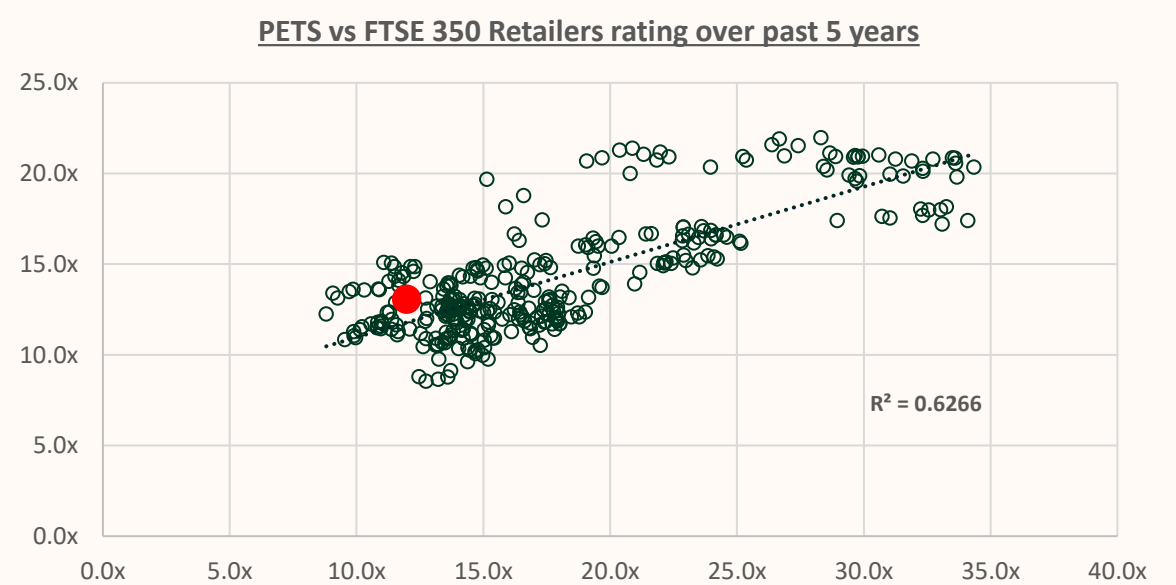


Our Vets Group increasingly underpins the predictability of our profits and cash flow

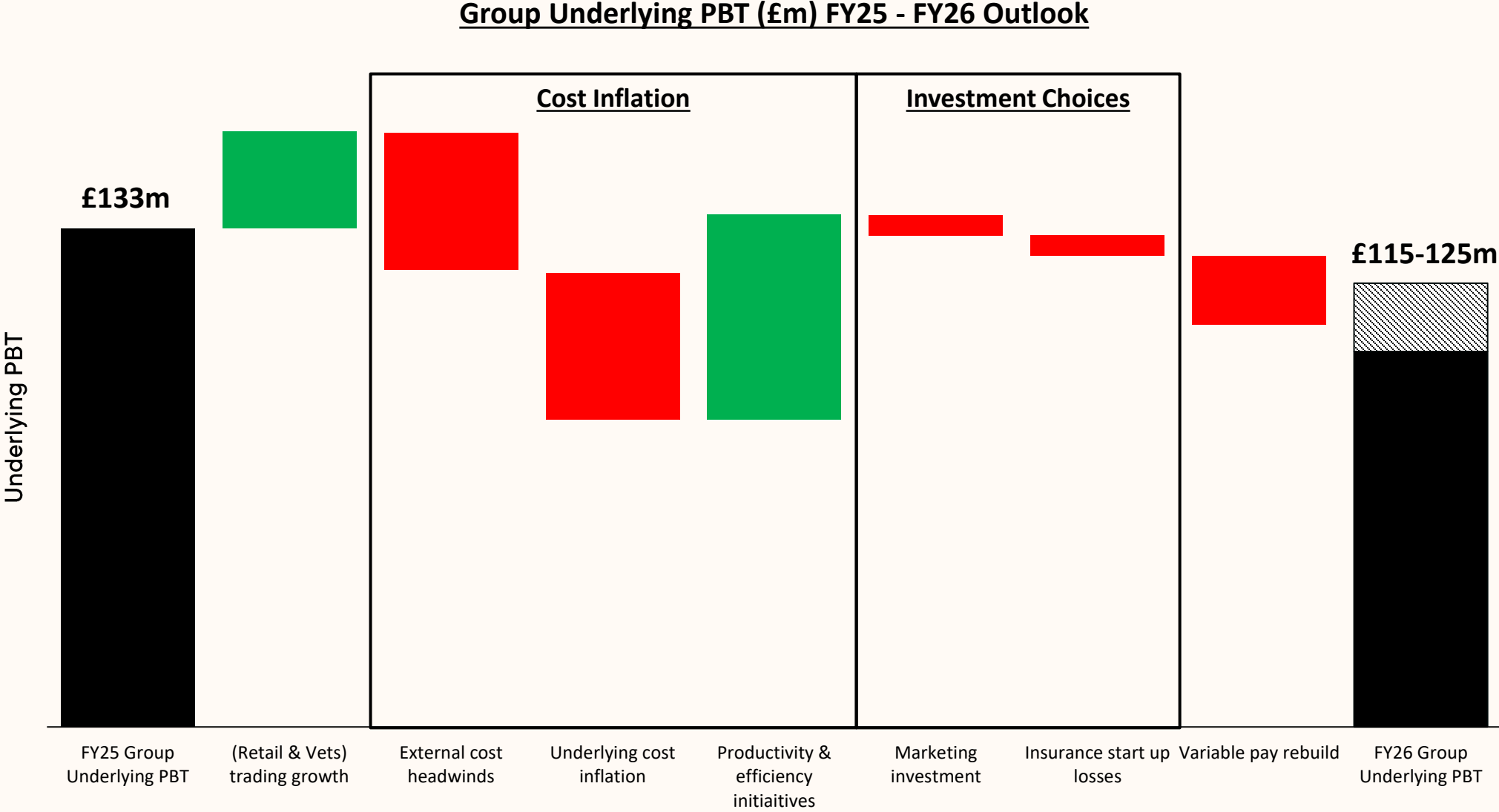
Our vet group now contributes more than half our Group profits...



...but our valuation continues to trade in line with retail peers



In FY26 we face significant cost headwinds, which drives lower profits



We are well positioned to create value for our customers and shareholders

1. The **benefits** from our two scale **transformation projects** are **ahead of us** and the costs and disruption behind us.
2. Our **Vet Business** has genuine momentum with well proven growth drivers and a long runway of **high quality** and **reliable cash flow growth**.
3. We have a **new digital platform** which will deliver a **return to online growth** and we have already seen a step-on in subscriptions.
4. Our **capital allocation** is consistent and disciplined and we continue to **return excess cash** to our **shareholders**.
5. Our strategy is on track, our conviction is strong, and the outlook remains positive.

A reminder of the key messages

1. Our business has undergone a **profound transformation**.
2. Petcare remains an **attractive market**, with long term structural growth drivers.
3. Our **differentiated platform** enables us to win in an increasingly **omnichannel** world.
4. Our Vets business is **unique** with **multiple, proven growth** levers.
5. We will deliver increasing **free cash flow**, underpinned by **predictable revenue streams**.

Q&A



Our FY26 guidance reflects a steady return to a more normalised Petcare market

Group Underlying PBT

£115m - £125m

Operating costs

<5% increase YoY

Non-underlying costs

nil

Effective Tax Rate

26%

Capital investment

c£50m

Shareholder returns

£25m share buyback