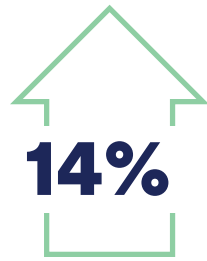
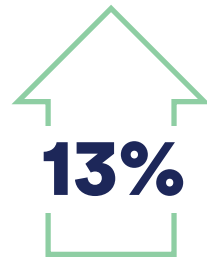




Powerful Top & Bottom Line Growth



COMP SALES



REVENUE



NET INCOME



**24.1M TOTAL ACTIVE CUSTOMERS
~800K NET NEW CUSTOMERS**

Compelling Multi-channel Ecosystem

25%
Digital revenue growth

22%
Services and vet revenue growth

82%
Digital orders processed through 1,433 U.S. and P.R. pet care centers

10%
Pet care center revenue growth



Our results demonstrate that our focus on long-term, sustainable growth — powered by continued delivery against our strategic growth opportunities — is working. Our category remains strong and resilient; our competitive moats are deepening and our world-class team is executing to deliver purpose-driven performance. With an integrated omnichannel infrastructure, robust services offerings — including 197 veterinary hospitals — and millions of net new customers, we're well positioned to drive long-term shareholder value.

- Ron Coughlin, Chief Executive Officer and Chairman



Health & Wellness



197

Total vet hospitals (+24 opened in Q4)

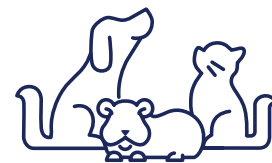


~1K

Weekly mobile vet clinics in pet care centers by end of Q4



Purpose Driven Performance



~100K
Animals saved



1.6M+
Reduction of plastic poly bags in owned brands



2M lbs
Reduction of cardboard from multi-channel fulfillment



Recurring Revenue & Loyalty



~50%
Recurring customer revenue



~160K
Vital Care subscriptions



~1.2M
Nutrition and Grooming Club members