

RULES OF CONDUCT

**PETCO HEALTH AND WELLNESS COMPANY, INC.
Annual Meeting of Stockholders
Monday, July 22, 2024
8:00 a.m. Pacific Time**

We welcome you to the company's 2024 Annual Meeting of Stockholders (the "Annual Meeting"). The following procedures have been established to provide for a fair and informative Annual Meeting. We thank you in advance for your cooperation in adhering to them.

1. The Chairman of the Annual Meeting (the "Chairman") shall preside over the Annual Meeting and shall make any and all determinations with respect to the conduct of the Annual Meeting and procedures to be followed during the Annual Meeting.

2. Only stockholders as of the close of business on May 28, 2024 may submit questions and vote while attending the Annual Meeting via the Internet. Stockholders will be required to enter the 16-digit control number included on the Notice of Internet Availability of Proxy Materials, proxy card or voting instruction form, or the control number that was otherwise provided to them by the bank, broker, broker dealer or other nominee that holds their shares. Stockholder need not vote at the Annual Meeting if they have already voted by proxy. If stockholders wish to change their vote or if they have not voted, stockholders may do so in the online meeting tool prior to the time at which the closing of the polls is announced.

3. Subject to the discretion of the Chairman or the Chairman's delegates, the business of the Annual Meeting will be taken up precisely as set forth in the agenda.

4. If a stockholder has a question about one of the matters to be acted upon at the Annual Meeting, such question may be made via the online meeting tool and, if appropriate, will be addressed after such matter has been presented.

5. In order for the business of the Annual Meeting to be accomplished in a timely manner, questions on the matters to be voted upon at the Annual Meeting will be limited to a total of fifteen (15) minutes for all such questions.

6. If a stockholder has a question about any matter other than those being acted upon at the Annual Meeting, such question should be submitted in the field provided in the online meeting tool.

7. During the question and answer session at the end of the Annual Meeting, subject to Rules 8 and 9 below, questions received from stockholders will be read aloud and answered as time allows.

8. Stockholders should make their questions succinct and limit themselves to one topic per question. In order to give as many stockholders as possible the opportunity to ask questions, we ask that you please limit yourself to one question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together. All questions relating to any one topic (as determined by the Chairman or the Chairman's delegates) may not exceed five (5) minutes.

9. The views of each stockholder are welcome. However, conducting the business set out in the agenda, for the benefit of all stockholders, will be paramount and the company reserves the right to edit or reject



questions we deem profane or otherwise inappropriate. The company does not intend to address any questions that are, among other things:

- irrelevant to the business of the company or to the business of the Annual Meeting;
- related to material non-public information of the company;
- related to ongoing or threatened litigation (to the extent not covered by the bullet point above);
- related to personal grievances;
- derogatory references to individuals or that are otherwise in bad taste;
- repetitious of questions already submitted by another stockholder;
- not a matter of interest to stockholders, generally;
- addressed in the 2024 Proxy Statement or in the company's other public disclosures;
- related to proposals or director nominations that were not previously submitted properly under SEC Rule 14a-8 or in accordance with the company's advance notice Bylaw provisions, as applicable;
- in furtherance of the stockholder's personal or business interests; or
- out of order or not otherwise appropriate or suitable for the conduct of the Annual Meeting as determined by the Chairman or the Secretary of the Annual Meeting in their reasonable judgment.

10. If there are any matters of individual concern to a stockholder and not of general concern to all stockholders, or if a question posed was not otherwise answered, such matters should be raised separately after the Annual Meeting by emailing investorrelations@petco.com.

12. In the event of a technical malfunction or other significant problem that prevents the Chairman from communicating with stockholders on the Annual Meeting website within sixty (60) minutes of the scheduled start time for the Annual Meeting, the Chairman has determined that the meeting will be adjourned and will reconvene at the same virtual location on July 22, 2024 at 10:00 a.m. Pacific Time, unless stated otherwise. Once the Annual Meeting starts, in the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chairman may adjourn, recess, or expedite the Annual Meeting, or take such other action that the Chairman determines is appropriate in light of the circumstances. If the Annual Meeting is adjourned to another date, time and/or place, this information, as well as the means of remote communication (if applicable), will be displayed during the Annual Meeting prior to adjournment, posted on the Annual Meeting login page and/or posted on our Investor Relations page at ir.petco.com. These rules will apply at any reconvened meeting.

If you experience technical difficulties either during the check-in process or during the Annual Meeting, a technical assistance phone number will be made available on the virtual meeting registration page approximately 15 minutes prior to the start of the Annual Meeting.

Thank you for your cooperation and for joining the Annual Meeting!

