

Mar-15

	ACTUAL 2014-15 £000	Full Year Forecast 2014-15 £000	BUDGET 2014-15 £000	PRIOR YEAR 2013-14 £000	PRIOR YEAR 2012- 13 £000
<b>SALES</b>					
STORES	43,403.1	43,505.7	44,140.7	42,333.8	40,316.1
DIRECT	20,508.5	19,703.0	19,519.1	21,625.5	23,296.1
GAS	22,710.8	24,945.0	30,582.0	25,472.5	24,404.2
CATALOGUE ADVERTISING	799.7	801.1	940.2	930.5	918.5
REBATE INCOME	5,994.3	5,041.3	4,338.0	5,049.7	4,858.0
MISCELLANEOUS INCOME	172.2	146.7	200.0	193.2	226.3
<b>TOTAL SALES</b>	<b>93,588.5</b>	<b>94,142.8</b>	<b>99,720.0</b>	<b>95,605.3</b>	<b>94,019.2</b>
excluding gas	70,877.7	69,197.8	69,138.0	70,132.8	69,615.0
Cost of Sales					
STORES	32,902.9	32,670.8	33,391.6	31,680.1	30,467.7
DIRECT	18,101.7	17,418.0	17,410.0	19,526.2	20,790.6
GAS	22,387.0	24,655.0	30,224.5	25,125.0	24,117.5
CATALOGUE ADVERTISING	0.0	0.0	0.0	0.0	0.0
REBATE INCOME	0.0	0.0	0.0	0.0	0.0
MISCELLANEOUS INCOME	0.0	0.0	0.0	0.0	0.0
<b>TOTAL COST OF SALES</b>	<b>73,391.7</b>	<b>74,743.8</b>	<b>81,026.1</b>	<b>76,331.4</b>	<b>75,390.3</b>
<b>Margin</b>					
STORES	10,500.2	11,027.7	10,749.1	10,653.7	9,848.4
DIRECT	2,406.7	2,285.0	2,109.1	2,099.3	2,505.5
GAS	323.8	290.0	357.5	347.5	286.7
CATALOGUE ADVERTISING	799.7	801.1	940.2	930.5	918.5
REBATE INCOME	5,994.3	5,041.3	4,338.0	5,049.7	4,858.0
MISCELLANEOUS INCOME	172.2	196.7	200.0	248.7	226.3
<b>TOTAL MARGIN</b>	<b>20,196.8</b>	<b>19,641.9</b>	<b>18,693.9</b>	<b>19,329.4</b>	<b>18,643.4</b>
<b>EXPENDITURE</b>					
<b>EMPLOYEES</b>					
Staff	9,847.5	9,850.1	9,551.7	9,304.2	9,560.5
Agency/Contract	1,467.1	1,363.4	901.8	1,085.3	830.0
<b>Total</b>	<b>11,314.6</b>	<b>11,213.5</b>	<b>10,453.5</b>	<b>10,389.5</b>	<b>10,390.4</b>
<b>OVERHEAD EXPENSES</b>					
Stores	4,157.3	4,163.3	3,960.6	4,095.4	3,837.5
CP	2,503.9	2,244.1	2,108.2	2,461.6	1,731.7
<b>Total</b>	<b>6,661.2</b>	<b>6,407.3</b>	<b>6,068.8</b>	<b>6,557.0</b>	<b>5,569.2</b>
<b>TOTAL EXPENDITURE</b>	<b>17,975.7</b>	<b>17,620.8</b>	<b>16,522.3</b>	<b>16,946.6</b>	<b>15,959.6</b>
<b>TRADING SURPLUS</b>	<b>2,221.1</b>	<b>2,021.0</b>	<b>2,171.5</b>	<b>2,382.8</b>	<b>2,683.8</b>
excl gas					
<b>EMPLOYEES NUMBERS (Full-time equivalents):</b>					
Stores	168		181	163	170
Purchasing	89		106	97	88
Indirects	84		80	81	83
<b>TOTAL EMPLOYEES</b>	<b>342</b>		<b>367</b>	<b>341</b>	<b>340</b>
Income per Employee (FTE)	£ 60,894.0		50,929.0	56,723.0	54,767.0
Average Cost per Employee	28,832.0		26,022.0	27,333.0	28,085.0