

SERVICE LINE ANALYSIS

Dec-17

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ACTUAL	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	32,286	0	0	0	32,286
DIRECT	0	13,142	0	0	13,142
GAS	0	0	8,281	0	8,281
CATALOGUE ADVERTISING	806	0	0	0	806
REBATE INCOME	0	0	712	3,308	4,019
MISCELLANEOUS INCOME	53	0	1	27	81
Total Sales	33,145.0	13,141.6	8,993.6	3,334.4	58,614.6
Less Cost of Sales	23,390	11,402	8,006	0	42,798
Surplus on Trading Account	9,754.6	1,739.8	987.6	3,334.4	15,816.3
Wages and Salaries	3,383	771	284	1,798	6,236
Agency Costs	896	7	0	17	920
Other Expenses	1,493	169	45	395	2,103
Transport	1,359	0	0	0	1,359
Total Expenditure	7,132	947	329	2,210	10,618
Operating Surplus	2,622.8	792.5	658.9	1,124.0	5,198.3
%	7.9%	6.0%	7.3%	33.7%	8.9%
<u>Contribution to Central Costs</u>					
Finance and IT	822	411	82	329	1,643
Marketing	0	0	0	0	0
Directorate	401	200	40	160	801
Net Surplus	1,400.6	181.4	536.7	635.1	2,753.9
	4.2%	1.4%	6.0%	19.0%	4.7%
Check Balance					0

Warehouse	Commercial
£000	£000
32,286	0
0	13,142
0	8,281
806	0
0	4,019
53	28
33,145.0	25,469.6
23,390	19,408
9,754.6	6,061.8
3,383	2,853
896	24
1,493	610
1,359	0
7,132	3,486
2,622.8	2,575.5
7.9%	47.1%
822	822
0	0
401	401
1,400.6	1,353.3
4.2%	26.4%

BUDGET	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	32,558	0	0	0	32,558
DIRECT	0	14,733	0	0	14,733
GAS	0	0	9,601	0	9,601
CATALOGUE ADVERTISING	855	0	0	0	855
REBATE INCOME	0	0	695	2,780	3,475
MISCELLANEOUS INCOME	85	0	0	43	128
Total Sales	33,497.7	14,733.0	10,296.3	2,822.6	61,349.6
Less Cost of Sales	23,694	12,748	9,329	0	45,771
Surplus on Trading Account	9,804.0	1,984.5	967.4	2,822.6	15,578.6
Wages and Salaries	3,716	771	288	1,799	6,573
Agency Costs	816	7	0	17	840
Other Expenses	1,495	185	62	432	2,175
Transport	1,370	0	0	0	1,370
Total Expenditure	7,397	963	350	2,247	10,958
Operating Surplus	2,406.5	1,021.3	617.2	575.1	4,620.2
%	7.2%	6.9%	6.0%	20.4%	7.5%
<u>Contribution to Central Costs</u>					
Finance and IT	815	407	81	326	1,629
Marketing	0	0	0	0	0
Directorate	414	207	41	165	827
Net Surplus	1,178.3	407.2	494.4	83.9	2,163.9
	3.5%	2.8%	4.8%	3.0%	3.5%
Check Balance					0

Warehouse	Commercial
£000	£000
32,558	0
0	14,733
0	9,601
855	0
0	3,475
85	43
33,497.7	27,851.9
23,694	22,077
9,804.0	5,774.6
3,716	2,857
816	24
1,495	680
1,370	0
7,397	3,561
2,406.5	2,213.7
7.2%	33.3%
815	815
0	0
414	414
1,178.3	985.6
3.5%	10.5%

ACTUAL V BUDGET VARIANCE	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	(272)	0	0	0	(272)
DIRECT	0	(1,591)	0	0	(1,591)
GAS	0	0	(1,320)	0	(1,320)
CATALOGUE ADVERTISING	(49)	0	0	0	(49)
REBATE INCOME	0	0	17	528	544
MISCELLANEOUS INCOME	(32)	0	1	(16)	(47)
Total Sales	(352.7)	(1,591.4)	(1,302.7)	511.7	(2,735.0)
Less Cost of Sales	(303)	(1,347)	(1,323)	0	(2,973)
Surplus on Trading Account	(49.4)	(244.7)	20.1	511.7	237.8
Wages and Salaries	333	0	4	0	337
Agency Costs	(80)	0	0	0	(80)
Other Expenses	2	16	17	37	72
Transport	11	0	0	0	11
Total Expenditure	266	16	22	37	340
Operating Surplus	(315.1)	(260.6)	(1.4)	474.6	578.1
%					
<u>Contribution to Central Costs</u>					
Finance and IT	(7)	(3)	(1)	(3)	(14)
Marketing	0	0	0	0	0
Directorate	13	6	1	5	26
Net Surplus	222.3	(225.8)	42.3	551.2	590.0

Warehouse	Commercial
£000	£000
(272)	0
0	(1,591)
0	(1,320)
(49)	0
0	544
(32)	(15)
(352.7)	(2,382.3)
(303)	(2,669)
(49.4)	287.2
333	5
(80)	0
2	70
11	0
266	75
216.3	361.8
(7)	(7)
0	0
13	13
222.3	367.7

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