

## Management Summary Mar 19

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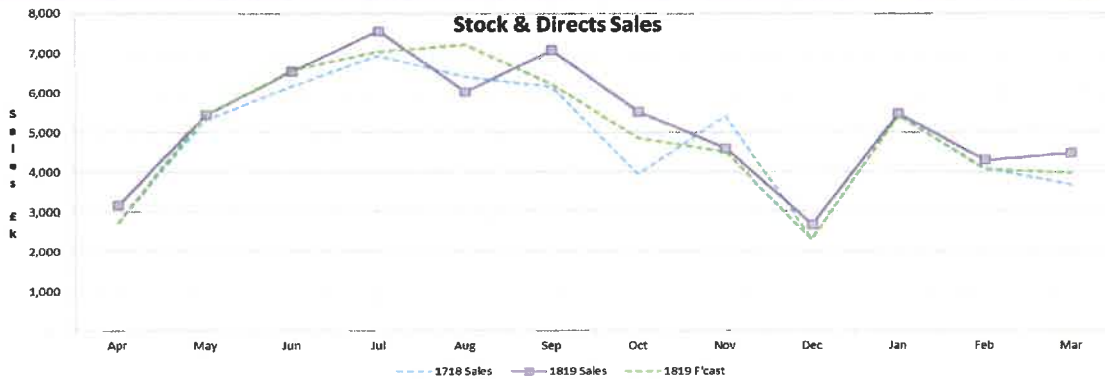
	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stores Sales	£2,858,847	£2,633,327	↑ 8.6%	£44,072,453	↑ 3.5%
Direct Sales	£1,621,021	£1,327,818	↑ 22.1%	£18,797,984	↑ 5.6%
Rebate plus fee income	£717,100	£1,037,700	↓ -30.9%	£7,449,600	↑ 12.0%
Total Sales (Exc Gas)	£5,210,255	£5,014,557	↑ 3.9%	£71,299,928	↑ 4.6%
Stores Margin %	43.16%	30.00%	↑ 13.16pp	28.86%	↓ -0.03pp
Directs Margin %	13.02%	13.50%	↓ -0.48pp	13.06%	↑ 0.16pp
Total Gross Margin inc Consumables Cost	£2,209,168	£2,050,007	↑ 7.8%	£23,978,603	↑ 5.5%
Total Expenditure	£1,729,007	£1,478,189	↓ -17.0%	£18,870,357	↓ -4.0%
Surplus	£480,160	£571,818	↓ -£91,657	£5,108,247	↑ £541,265
Net Profit Margin %	9.22%	11.40%	↓ -2.19pp	7.16%	↑ 0.46pp
Operations cost as a proportion of sales	35.2%	28.0%	↓ -7.19pp	23.8%	↓ -0.17pp
Expenditure as a proportion of Gross Margin	78.3%	72.1%	↓ -6.16pp	78.7%	↑ 1.20pp

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Eduzone Sales	£64,498	£90,000	↓ -28.3%	£586,522	↓ -7.2%

### Customer Order KPI's

	TY YTD	LY YTD	Var
AOV	£154.02	£146.65	↑ £7.37
Prop of orders over £15	97.0%	96.8%	↑ 0.17pp

### Graph - Sales vs. Forecast



### HR

	Actual	Target	Var
Sickness Absence Rates *	9.3	8.5	↓ 0.8
No. of Apprentices	14	7	↑ 7.0

\*Average days lost per FTE in a 12 month rolling period

Mandatory Training Completion	Actual	Target	Var
Fraud	80%	75%	↑ 5.00pp
Data Protection	64%	75%	↓ -11.00pp
Equality & Diversity	54%	75%	↓ -21.00pp
Health & Safety	62%	75%	↓ -13.27pp
GDPR	53%	75%	↓ -22.00pp

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