

## Management Summary Sep 19

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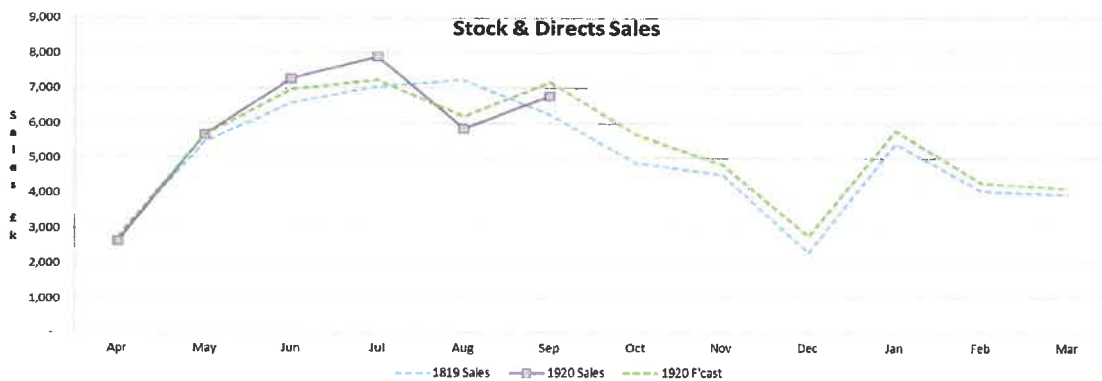
	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stores Sales	£4,602,537	£5,067,754	↓ -9.2%	£26,432,520	↓ -1.4%
Direct Sales	£2,160,561	£2,093,258	↑ 3.2%	£9,613,516	↑ 5.4%
Rebate plus fee income	£604,053	£356,533	↑ 69.4%	£3,383,131	↑ 40.1%
Total Sales (Exc Gas)	£7,440,735	£7,550,471	↓ -1.5%	£40,324,040	↑ 3.3%
Stores Margin %	29.25%	29.41%	↓ -0.16pp	28.64%	↑ 0.05pp
Directs Margin %	11.63%	13.56%	↓ -1.93pp	13.04%	↓ -0.52pp
Total Gross Margin inc Consumables Cost	£2,301,825	£2,191,022	↑ 5.1%	£13,289,734	↑ 8.8%
Total Expenditure	£1,743,203	£1,623,375	↓ -7.4%	£9,768,955	↓ -1.3%
Surplus	£558,622	£567,647	↓ -£9,025	£3,520,779	↑ £948,169
Net Profit Margin %	7.51%	7.52%	↓ -0.01pp	8.73%	↑ 2.14pp
Operations cost as a proportion of sales	21.1%	17.9%	↓ -3.24pp	20.9%	↓ -1.19pp
Expenditure as a proportion of Gross Margin	75.7%	77.2%	↑ 1.48pp	73.5%	↑ 5.43pp

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Eduzone Sales	£77,676	£72,631	↑ 6.9%	£384,234	↓ -2.5%

### Customer Order KPI's

	TY YTD	LY YTD	Var
AOV	£193.78	£181.84	↑ £11.94
Prop of orders over £15	97.2%	97.1%	↑ 0.07pp

### Graph - Sales vs. Forecast



### HR

	Actual	Target	Var
Sickness Absence Rates *	8.9	8.5	↓ 0.4
No. of Apprentices	20	7	↑ 13.0

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

Mandatory Training Completion	Actual	Target	Var
Fraud	91%	75%	↑ 15.70pp
Data Protection	80%	75%	↑ 4.80pp
Equality & Diversity	66%	75%	↓ -9.10pp
Health & Safety	82%	75%	↑ 7.30pp
GDPR	72%	75%	↓ -2.60pp

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