

Management Summary Apr 20

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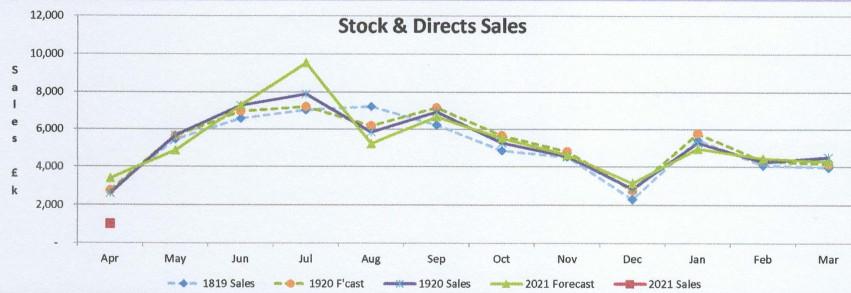
| | Actual | Budget /LY | Var | YTD Actual | Budget YTD | YTD Var |
|--|------------|------------|-------------|------------|------------|-------------|
| Stores Sales | £760,320 | £2,295,512 | ↓ -66.9% | £760,320 | £2,295,512 | ↓ -66.9% |
| Direct Sales | £250,572 | £1,088,973 | ↓ -77.0% | £250,572 | £1,088,973 | ↓ -77.0% |
| Rebate plus fee income | £682,265 | £455,198 | ↑ 49.9% | £682,265 | £455,198 | ↑ 49.9% |
| Total Sales (Exc Gas) | £2,145,089 | £4,312,330 | ↓ -50.3% | £2,145,089 | £4,312,330 | ↓ -50.3% |
| Stores Margin % | 29.74% | 30.00% | ↓ -0.26pp | 29.74% | 30.00% | ↓ -0.26pp |
| Directs Margin % | 6.52% | 12.93% | ↓ -6.41pp | 6.52% | 12.93% | ↓ -6.41pp |
| Total Gross Margin inc Consumables Cost | £1,412,095 | £1,788,160 | ↓ -21.0% | £1,412,095 | £1,788,160 | ↓ -21.0% |
| Total Expenditure | £1,661,085 | £1,751,390 | ↑ 5.2% | £1,661,085 | £1,751,390 | ↑ 5.2% |
| Surplus | £-248,991 | £36,770 | ↓ -£285,761 | £-248,991 | £36,770 | ↓ -£285,761 |
| Net Profit Margin % | -11.61% | 0.85% | ↓ -12.46pp | -11.61% | 0.85% | ↓ -12.46pp |
| Operations cost as a proportion of sales | 118.1% | 42.7% | ↓ -75.44pp | 118.1% | 42.7% | ↓ -75.44pp |
| Expenditure as a proportion of Gross Margin | 109.1% | 122.5% | ↑ 13.42pp | 109.1% | 130.4% | ↑ 21.31pp |

| | Actual | Budget /LY | Var | YTD Actual | Budget YTD | YTD Var |
|----------------------|---------|------------|----------|------------|------------|----------|
| Eduzone Sales | £30,596 | £45,644 | ↓ -33.0% | £30,596 | £45,644 | ↓ -33.0% |

Customer Order KPI's

| | TY YTD | LY YTD | Var |
|--------------------------------|---------|---------|-----------|
| AOV | £141.37 | £134.91 | ↑ £6.45 |
| Prop of orders over £15 | 96.0% | 97.0% | ↓ -1.01pp |

Graph - Sales vs. Forecast



HR

| | Actual | Target | Var |
|---------------------------------|--------|--------|-------|
| Sickness Absence Rates * | 9.6 | 8.5 | ↓ 1.1 |
| No. of Apprentices | 13 | 7 | ↑ 6.0 |

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

| Mandatory Training Completion | Actual | Target | Var |
|---------------------------------|--------|--------|------------|
| Fraud | 80% | 75% | ↑ 4.50pp |
| Data Protection | 63% | 75% | ↓ -11.60pp |
| Equality & Diversity | 54% | 75% | ↓ -21.00pp |
| Health & Safety | 74% | 75% | ↓ -0.60pp |
| GDPR | 53% | 75% | ↓ -21.90pp |

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