

## Appendix A – Balanced Scorecard

## Management Summary Jan 24

## Management Summary

	Actual	Budget /LY	Var	YTD Actual	YTD Var
Stores Sales	£3,877,368	£4,550,279	↓ -14.8%	£48,759,564	↓ -2.5%
Direct Sales	£1,099,016	£1,342,755	↓ -18.2%	£16,354,123	↑ 0.2%
Rebate plus fee Income (£k)	£1,336,007	£1,708,143	↓ -21.8%	£10,572,189	↑ 7.8%
Total Sales (Exc Gas)	£6,379,821	£7,630,864	↓ -16.4%	£76,861,350	↑ 0.1%
Stores Margin %	34.9%	29.5%	↑ 5.37%	31.1%	↑ 1.5%
Directs Margin %	13.0%	14.7%	↓ (1.69%)	15.6%	↑ 0.91%
Total Gross Margin Inc Consumables Cost	£2,928,727	£3,306,835	↓ -11.4%	£29,787,788	↑ 5.9%
Total Expenditure	£2,101,654	£2,188,684	↓ -4.0%	£21,522,865	↓ -1.6%
Surplus	£827,074	£1,118,150	↓ -£291,076	£8,264,923	↑ £2,011,520
Net Profit Margin %	13.0%	14.7%	↓ -1.7%	10.8%	↑ 2.6%

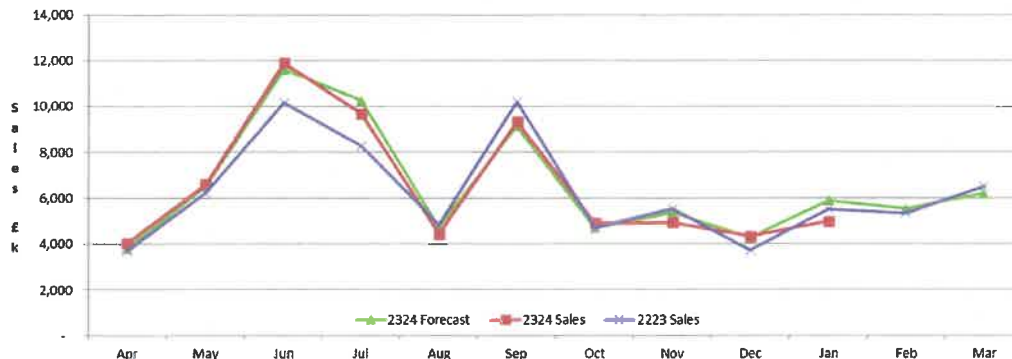
	Actual	Budget /LY	Var	YTD Actual	YTD Var
Eduzone Sales	£54,971	£86,639	↓ -36.6%	£513,760	↓ -37.8%

## Customer Order KPI's

	TY YTD	LY YTD	Var
AOV	£228.03	£201.93	↑ £26.10
Prop of orders over £15	97.1%	96.9%	↑ 0.20pp

## Graph - Sales vs. Forecast

## Stock &amp; Directs Sales



This page is intentionally left blank