

**COMBINED PRELIMINARY RESULTS**

	Mar-14			YEAR TO DATE		
	MONTH			YEAR TO DATE		
	ACTUAL	BUDGET	PRIOR YEAR	ACTUAL	BUDGET	PRIOR YEAR
	£000	£000	£000	£000	£000	£000
<b>SALES</b>						
STORES	3,290.2	2,805.8	2,536.4	42,333.8	42,254.0	40,316.1
DIRECT	1,916.9	1,765.3	2,089.8	21,625.5	21,132.4	23,296.1
GAS	3,112.9	4,928.5	3,530.6	25,472.5	25,639.7	24,404.2
CATALOGUE ADVERTISING	2.6	0.0	5.8	930.5	896.3	918.5
REBATE INCOME	1,077.2	669.6	648.0	5,049.7	4,073.8	4,858.0
MISCELLANEOUS INCOME	(1.2)	14.3	(16.1)	193.2	203.7	226.3
<b>TOTAL SALES</b>	<b>9,398.6</b>	<b>10,183.5</b>	<b>8,794.5</b>	<b>95,605.3</b>	<b>94,199.8</b>	<b>94,019.2</b>
<b>Cost of Sales</b>						
STORES	2,173.7	2,133.8	1,950.9	31,680.1	32,037.0	30,467.7
DIRECT	1,704.9	1,587.9	1,911.6	19,526.2	19,034.2	20,790.6
GAS	3,302.5	4,863.9	3,413.2	25,125.0	25,303.4	24,117.5
CATALOGUE ADVERTISING	0.0	0.0	0.0	0.0	0.0	0.0
REBATE INCOME	0.0	0.0	0.0	0.0	0.0	0.0
MISCELLANEOUS INCOME	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL COST OF SALES</b>	<b>7,181.1</b>	<b>8,585.6</b>	<b>7,275.7</b>	<b>76,331.4</b>	<b>76,374.7</b>	<b>75,390.3</b>
<b>Margin</b>						
STORES	1,116.5	672.0	585.5	10,653.7	10,217.0	9,848.4
DIRECT	211.9	177.4	178.2	2,099.3	2,098.2	2,505.5
GAS	(189.6)	64.6	117.3	347.5	336.3	286.7
CATALOGUE ADVERTISING	2.6	0.0	5.8	930.5	896.3	918.5
REBATE INCOME	1,077.2	669.6	648.0	5,049.7	4,073.8	4,858.0
MISCELLANEOUS INCOME	54.3	14.3	(16.1)	248.7	203.7	226.3
<b>TOTAL MARGIN</b>	<b>2,273.0</b>	<b>1,597.8</b>	<b>1,533.1</b>	<b>19,329.4</b>	<b>17,823.2</b>	<b>18,643.4</b>
<b>Margin %</b>	<b>24.2%</b>	<b>15.7%</b>	<b>17.4%</b>	<b>20.2%</b>	<b>18.9%</b>	<b>19.8%</b>
<b>EXPENDITURE</b>						
<b>EMPLOYEES</b>						
Staff	825.0	814.3	1,205.6	9,304.2	9,828.7	9,560.5
Agency/Contract	97.0	27.3	62.4	1,085.3	323.1	830.0
Total	922.0	841.6	1,268.0	10,389.5	10,151.8	10,390.4
<b>OVERHEAD EXPENSES</b>						
Stores	452.6	306.7	229.7	4,095.4	3,684.1	3,837.5
CP	576.6	148.1	70.6	2,461.6	2,169.8	1,731.7
Total	1,029.2	454.8	300.3	6,557.0	5,853.8	5,569.2
<b>TOTAL EXPENDITURE</b>	<b>1,951.2</b>	<b>1,296.4</b>	<b>1,568.3</b>	<b>16,946.6</b>	<b>16,005.6</b>	<b>15,959.6</b>
<b>TRADING SURPLUS</b>	<b>321.8</b>	<b>301.4</b>	<b>(35.2)</b>	<b>2,382.8</b>	<b>1,817.5</b>	<b>2,683.8</b>
<b>EMPLOYEES NUMBERS (Full-time equivalents):</b>						
Stores	170	168	162	163	168	170
Purchasing	102	126	85	97	126	88
Indirects	81	76	82	81	76	83
<b>TOTAL EMPLOYEES</b>	<b>352</b>	<b>371</b>	<b>329</b>	<b>341</b>	<b>370</b>	<b>340</b>
Income per Employee (FTE)	£ 6,450.0	4,312.0	4,654.0	56,723.0	48,136.0	54,767.0
Average Cost per Employee	2,341.0	2,197.0	3,660.0	27,304.0	26,545.0	28,085.0

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