

**COMBINED PRELIMINARY RESULTS**

Jul-14

Appendix 1

YEAR TO DATE

	ACTUAL	BUDGET	PRIOR YEAR
	£000	£000	£000

SALES

STORES	16,091.1	16,270.7	15,541.5
DIRECT	6,603.1	5,801.1	6,346.6
GAS	6,629.6	10,290.7	8,734.3
CATALOGUE ADVERTISING	734.9	772.4	764.4
REBATE INCOME	1,028.7	1,018.3	928.3
MISCELLANEOUS INCOME	12.2	63.7	95.3

**TOTAL SALES**

	<b>31,099.6</b>	<b>34,216.8</b>	<b>32,410.4</b>
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Cost of Sales

STORES	12,048.0	12,361.6	11,642.7
DIRECT	5,855.1	5,173.7	5,669.0
GAS	6,489.5	10,170.4	8,584.1
CATALOGUE ADVERTISING	0.0	0.0	0.0
REBATE INCOME	0.0	0.0	0.0
MISCELLANEOUS INCOME	0.0	0.0	0.0

**TOTAL COST OF SALES**

	<b>24,392.6</b>	<b>27,705.7</b>	<b>25,895.9</b>
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Margin

STORES	4,043.1	3,909.1	3,898.7
DIRECT	748.0	627.3	677.6
GAS	140.1	120.3	150.2
CATALOGUE ADVERTISING	734.9	772.4	764.4
REBATE INCOME	1,028.7	1,018.3	928.3
MISCELLANEOUS INCOME	12.2	63.7	95.3

**TOTAL MARGIN**

	<b>6,707.7</b>	<b>6,511.0</b>	<b>6,519.5</b>
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**Margin %**

	<b>21.6%</b>	<b>19.0%</b>	<b>20.1%</b>
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EXPENDITURE

EMPLOYEES			
Staff	3,276.7	3,143.9	2,941.0
Agency/Contract	473.2	380.3	435.9
Total	<b>3,749.9</b>	<b>3,524.2</b>	<b>3,377.0</b>

## OVERHEAD EXPENSES

Stores	1,354.6	1,348.5	1,320.9
CP	915.8	883.9	680.6
Total	<b>2,270.4</b>	<b>2,232.5</b>	<b>2,001.5</b>

## TOTAL EXPENDITURE

	<b>6,020.3</b>	<b>5,756.7</b>	<b>5,378.4</b>
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## TRADING SURPLUS

	<b>687.4</b>	<b>754.4</b>	<b>1,141.1</b>
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## EMPLOYEES NUMBERS (Full-time equivalents):

Stores	173	182	159
Purchasing	94	101	88
Indirects	83	80	82

TOTAL EMPLOYEES	<b>350</b>	<b>363</b>	<b>330</b>
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Income per Employee (FTE)	£	19,165.0	17,943.0	19,779.0
Average Cost per Employee		9,362.0	8,664.0	8,922.0

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