

FIVE YEAR SUMMARY

The following table sets out a summary of selected unaudited operating information for the business:

	52 weeks to 30 November 2014 £m	52 weeks to 1 December 2013 £m	53 weeks to 25 November 2012 £m	52 weeks to 27 November 2011 £m	52 weeks to 28 November 2010 £m
Trading weeks	52	52	53	51	52
Gross sales	1,026.5	852.4	731.9	642.8	551.1
Revenue	948.9	792.1	678.6	598.3	515.7
Gross profit	312.9	247.5	207.3	184.7	161.6
EBITDA	71.6	45.8	34.5	27.9	22.0
Adjusted operating profit/(loss) ¹	7.5	1.0	5.4	1.1	(1.8)

1. Adjusted to exclude exceptional items.

The following table sets out a summary of selected unaudited key performance indicators for the business:

	52 weeks to 30 November 2014	52 weeks to 1 December 2013	53 weeks to 25 November 2012	52 weeks to 27 November 2011	52 weeks to 28 November 2010
Average orders per week	167,000	143,000	123,000	110,000	93,000
Average order size (£)	112.25	113.53	112.13	112.15	114.06
CFC efficiency (UPH) ¹	145	135	121	111	121
Average deliveries per van per week (DPV/week)	163	160	152	145	133
Product waste (%)	0.8	1.0	0.7	0.7	0.6
Items delivered exactly as ordered (%)	99.3	99.0	98.0	98.3	99.0
Deliveries on time or early (%)	95.3	95.2	92.7	92.3	94.9

¹ Mature CFC operations (CFC is considered mature if it had been open 12 months by the start of the half year reporting period).