

Five Year Summary

	52 Weeks to 29 November 2015	52 Weeks to 30 November 2014	52 Weeks to 1 December 2013	53 Weeks to 25 November 2012	52 Weeks to 27 November 2011
	£m	£m	£m	£m	£m
Trading Weeks	52	52	52	53	51
Gross Sales	1,204.4	1,026.5	852.4	731.9	642.8
Revenue	1,107.6	948.9	792.1	678.6	598.3
Gross Profit	375.1	312.9	247.5	207.3	184.7
EBITDA	81.5	71.6	45.8	34.5	27.9
Adjusted operating profit/(loss) ¹	19.1	14.2	1.0	5.4	1.1

1. Adjusted to exclude exceptional items and share of result from joint venture

	52 Weeks to 29 November 2015	52 Weeks to 30 November 2014	52 Weeks to 1 December 2013	53 Weeks to 25 November 2012	52 Weeks to 27 November 2011
Average orders per week	195,000	167,000	143,000	123,000	110,000
Average orders size (£)	109.95	112.25	113.53	112.13	112.15
CFC Efficiency (UPH) ¹	155	145	135	121	111
DPV/week	166	163	160	152	145
Product waste (%)	0.7	0.8	1.0	0.7	0.7
Items delivered exactly as ordered	99.3	99.3	99.0	98.0	98.3
Deliveries on time or early (%)	95.3	95.3	95.2	92.7	92.3

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