

Five Year Summary

	52 Weeks to 27 November 2016 £m	52 Weeks to 29 November 2015 £m	52 Weeks to 30 November 2014 £m	52 Weeks to 1 December 2013 £m	53 Weeks to 25 November 2012 £m
Trading Weeks	52	52	52	52	53
Gross Sales [Ⓐ]	1,386.7	1,204.4	1,026.5	852.4	731.9
Revenue	1,271.0	1,107.6	948.9	792.1	678.6
Gross Profit	435.3	375.1	312.9	247.5	207.3
EBITDA [Ⓐ]	84.3	81.5	71.6	45.8	34.5
Adjusted operating profit/(loss) ¹	21.9	19.1	14.2	1.0	5.4

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

	52 Weeks to 27 November 2016	52 Weeks to 29 November 2015	52 Weeks to 30 November 2014	52 Weeks to 1 December 2013	53 Weeks to 25 November 2012
Average orders per week	230,000	195,000	167,000	143,000	123,000
Average order size (£) ^{1,2}	108.10	111.15	112.66	113.53	112.13
CFC Efficiency (UPH) ³	160	155	145	135	121
DPV/week	176	166	163	160	152
Product waste (%)	0.7	0.7	0.8	1.0	0.7
Items delivered exactly as ordered	99.0	99.3	99.3	99.0	98.0
Deliveries on time or early (%)	94.9	95.3	95.3	95.2	92.7

1. Refers to Ocado.com orders and includes standalone orders for Fetch.co.uk, Sizzle.co.uk and Fabled.com. This is after cancelled orders are deducted.

2. Average order size excludes destination sites from 2014 onwards, prior to this destination sites were not material.

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

A See Alternative Performance Measures on page 194

