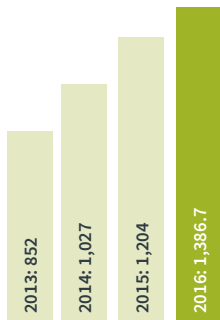


# 10. Key Performance Indicators

## Group Sales (£m)



### Why we use this measure

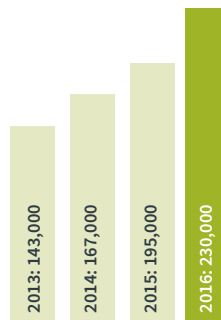
Measures growth at Group level reflecting retail sales and platform business fees

**2016 performance**  
**+15.1%** v 2015

### Strategic link



## Average Orders per Week



### Why we use this measure

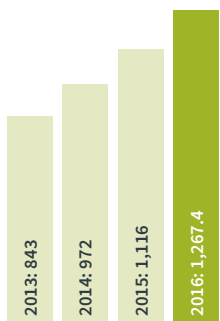
Measures order growth in our retail businesses

**2016 performance**  
**+17.9%** v 2015

### Strategic link



## Gross Sales (Retail) (£m)<sup>A</sup>



### Why we use this measure

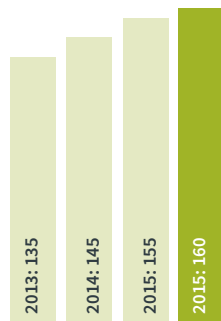
Measures sales growth of our retail business

**2016 performance**  
**+13.6%** v 2015

### Strategic link



## CFC Efficiency (UPH)



### Why we use this measure

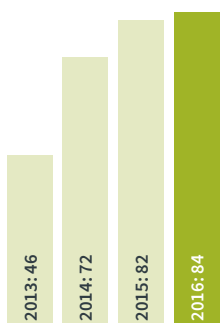
Measures CFC operational efficiency

**2016 performance**  
**+3.5%** v 2015

### Strategic link



## EBITDA (£m)<sup>A</sup>



### Why we use this measure

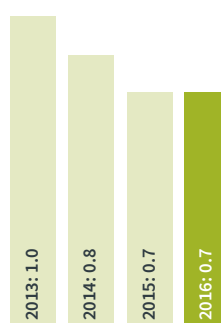
Measures operating profitability

**2016 performance**  
**+3.3%** v 2015

### Strategic link



## Product Waste (%)



### Why we use this measure

Measures efficiency of our operations in terms of waste minimisation: the lower the better

**2016 performance**  
**+0ppt** v 2015

### Strategic link



### Average Order Size (£)

Year	Average Order Size (£)
2013	113.5
2014	112.7
2015	111.2
2016	108.1

**Why we use this measure**  
Measures aggregate impact on average shopping basket

**2016 performance**  
**-2.7%** v 2015

**Strategic link**

### Delivery Punctuality (%)

Year	Delivery Punctuality (%)
2013	95.2
2014	95.3
2015	95.3
2016	94.9

**Why we use this measure**  
Measures punctuality of our delivery operations

**2016 performance**  
**-0.4ppt** v 2015

**Strategic link**

### Average Deliveries per Van per Week

Year	Average Deliveries per Van per Week
2013	160.0
2014	163.0
2015	166.0
2016	176

**Why we use this measure**  
Measures efficiency of our service delivery operation

**2016 performance**  
**+6.3%** v 2015

**Strategic link**

### Active Customer Base

Year	Active Customer Base
2013	385,000
2014	453,000
2015	509,000
2016	580,000

**Why we use this measure**  
Measures growth in our core customers who shopped in the last 12 week

**2016 performance**  
**+13.9%** v 2015

**Strategic link**

### Order Accuracy (%)

Year	Order Accuracy (%)
2013	99.0
2014	99.3
2015	99.3
2016	99.0

**Why we use this measure**  
Measures order accuracy (pre substitution)

**2016 performance**  
**-0.3ppt** v 2015

**Strategic link**

### SKU Count (Hypermarket)

Year	SKU Count (Hypermarket)
2013	34,000
2014	43,000
2015	47,000
2016	50,000

**Why we use this measure**  
Measures growth in range offered at Ocado.com, not including standalone sites

**2016 performance**  
**+6.4%** v 2015

**Strategic link**