Full year  
**2010 (FY ending Jan 2010)**

Source: jd-fy-2010-1.pdf, jd-fy-2010-2.pdf

**Full Year:**

* **Revenue:** £769.8m
* **Adjusted Operating Profit:** £64.2m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £67.4m
* **Gross Profit / Margin:** £361.3m / 46.9%
* **Basic EPS:** 55.72p
* **Operating Margin (%):** 8.3%
* **Interim Dividend:** 4.2p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £55.5m
* **Free Cash Flow (FCF):** *not provided*

**2011 (FY ending Jan 2011)**

Source: jd-fy-2011.pdf

**Full Year:**

* **Revenue:** £883.7m
* **Adjusted Operating Profit:** £78.6m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £78.6m
* **Gross Profit / Margin:** £420.9m / 47.6%
* **Basic EPS:** 62.63p
* **Operating Margin (%):** 8.9%
* **Interim Dividend:** 4.5p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £56.8m
* **Free Cash Flow (FCF):** *not provided*

**2012 (FY ending Jan 2012)**

Source: jd-fy-2012.pdf

**Full Year:**

* **Revenue:** £1,060.3m
* **Adjusted Operating Profit:** £72.1m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £67.4m
* **Gross Profit / Margin:** £493.8m / 46.6%
* **Basic EPS:** 48.2p
* **Operating Margin (%):** 6.8%
* **Interim Dividend:** 4.9p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £54.9m
* **Free Cash Flow (FCF):** *not provided*

**2013 (FY ending Jan 2013)**

Source: jd-fy-2013.pdf

**Full Year:**

* **Revenue:** £1,258.0m
* **Adjusted Operating Profit:** £60.7m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £55.1m
* **Gross Profit / Margin:** £578.3m / 46.0%
* **Basic EPS:** 41.6p
* **Operating Margin (%):** 4.8%
* **Interim Dividend:** 5.3p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £55.1m
* **Free Cash Flow (FCF):** *not provided*

**2014 (FY ending Jan 2014)**

Source: jd-fy-2014.pdf

**Full Year:**

* **Revenue:** £1,333.0m
* **Adjusted Operating Profit:** £77.5m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £68.8m
* **Gross Profit / Margin:** £624.6m / 46.9%
* **Basic EPS:** 55.8p
* **Operating Margin (%):** 5.8%
* **Interim Dividend:** 5.8p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £64.2m
* **Free Cash Flow (FCF):** *not provided*

**2015 (FY ending Jan 2015)**

Source: jd-fy-2015.pdf

**Full Year:**

* **Revenue:** £1,522.3m
* **Adjusted Operating Profit:** £100.6m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £100.0m
* **Gross Profit / Margin:** £720.6m / 47.3%
* **Basic EPS:** 70.3p
* **Operating Margin (%):** 6.6%
* **Interim Dividend:** 1.41p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £84.2m
* **Free Cash Flow (FCF):** *not provided*

**2016 (FY ending Jan 2016)**

Source: jd-fy-2016.pdf

**Full Year:**

* **Revenue:** £1,821.7m
* **Adjusted Operating Profit:** £158.9m
* **Net Profit Margin:** *not provided*
* **Adjusted Profit Before Tax:** £157.1m
* **Gross Profit / Margin:** £882.5m / 48.4%
* **Basic EPS:** 100.3p
* **Operating Margin (%):** 8.7%
* **Interim Dividend:** 1.48p
* **Debt-to-Equity Ratio:** *not provided*
* **Net Cash:** £209.4m
* **Free Cash Flow (FCF):** £139.2m

**2017**

* **Revenue: £2,380m**
* **Adjusted Operating Profit: £308.6m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £244.8m**
* **Gross Profit / Margin: *Not reported***
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: *Not reported***
* **Free Cash Flow (FCF): £199.7m**

**2018**

* **Revenue: £3,161m**
* **Adjusted Operating Profit: £385.2m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £307.4m**
* **Gross Profit / Margin: *Not reported***
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: £309.7m**
* **Free Cash Flow (FCF): £157.7m**

**2019**

* **Revenue: £4,718m**
* **Adjusted Operating Profit: £488.4m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £355.2m**
* **Gross Profit / Margin: *Not reported***
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: £125.2m**
* **Free Cash Flow (FCF): £188.9m**

**2020**

* **Revenue: £6,111m**
* **Adjusted Operating Profit: £623.6m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £465.6m**
* **Gross Profit / Margin: *Not reported***
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: *Not reported***
* **Free Cash Flow (FCF): *Not reported***

**2021**

* **Revenue: £6,167m**
* **Adjusted Operating Profit: £649.3m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £460.1m**
* **Gross Profit / Margin: *Not reported***
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: £795.4m**
* **Free Cash Flow (FCF): £651.6m**

**2022**

* **Revenue: £8,563m**
* **Adjusted Operating Profit: £1,196.7m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £957.9m**
* **Gross Profit / Margin: 49.5%**
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: £1,185.9m**
* **Free Cash Flow (FCF): £674.1m**

**2023**

* **Revenue: £10,125m**
* **Adjusted Operating Profit: £1,241.5m**
* **Net Profit Margin: *Not reported***
* **Adjusted Profit Before Tax: £1,000.4m**
* **Gross Profit / Margin: 48.1%**
* **Basic EPS: *Not reported***
* **Operating Margin (%): *Not reported***
* **Interim Dividend: *Not reported***
* **Debt-to-Equity Ratio: *Not reported***
* **Net Cash: £1,469.3m**
* **Free Cash Flow (FCF): £333.0**

2024

 **Revenue:** £10,397.2m  
✅ *Reported in KPI section*

 **Adjusted Operating Profit:** £973.9m  
✅ *Operating profit before adjusting items*

 **Net Profit Margin:** Not directly reported

 **Adjusted Profit Before Tax:** £912.4m  
✅ *Profit before tax and adjusting items*

 **Gross Profit / Margin:** £4,986.3m / 48.0%  
✅ *Gross profit & margin for 52-week period*

 **Basic EPS (Adjusted):** 12.14p  
✅ *Adjusted Basic EPS*

 **Operating Margin (%):** 9.4%  
✅ *Operating margin before adjusting items*

 **Interim Dividend:** Not reported

 **Debt-to-Equity Ratio:** Not reported

 **Net Cash:** £1,032.0m (before lease liabilities)  
✅ *Reported under CFO Statement*

 **Free Cash Flow (FCF):** £215.9m (net cash flow before dividends, acquisitions & disposals)  
✅ *Reported as a proxy for FCF*

2025

 **Revenue:** £11,458m

 **Adjusted Operating Profit:** £937m *(before adjusting items, after lease interest)*

 **Net Profit Margin:** *Not reported directly*

 **Adjusted Profit Before Tax:** £923m

 **Gross Profit / Margin:** £5,472m / 47.8%

 **Basic Earnings Per Share (Adjusted):** 12.39p

 **Operating Margin (%):** 8.2% *(adjusted, after lease interest*

 **Interim Dividend:** *Not reported*

 **Debt-to-Equity Ratio:** *Not reported*

 **Net Cash (before lease liabilities):** £52m

 **Free Cash Flow (proxy: Operating Cash Flow Net of Lease Repayments):** £1,245m

Half year  
**2010 Half-Year (to 31 July 2010) — [Source: JD-HY-2010.pdf]**

* **Revenue:** £405.77m
* **Adjusted Operating Profit:** £21.40m
* **Net Profit Margin:** 4.2% (Net profit £17.06m ÷ Revenue)
* **Adjusted Profit Before Tax:** £22.32m
* **Gross Profit / Margin:** £193.0m / 47.6%
* **Basic EPS:** 35.0p
* **Operating Margin (%):** 5.3%
* **Interim Dividend:** 3.70p
* **Debt-to-Equity Ratio:** Not directly reported
* **Net Cash:** £45.0m
* **Free Cash Flow (FCF):** Not reported

**2011 Half-Year (to 30 July 2011) — [Source: JD-HY-2011.pdf]**

* **Revenue:** £439.77m
* **Adjusted Operating Profit:** £16.25m
* **Net Profit Margin:** 3.3% (Net profit £14.53m ÷ Revenue)
* **Adjusted Profit Before Tax:** £16.04m
* **Gross Profit / Margin:** £211.1m / 48.0%
* **Basic EPS:** 28.51p
* **Operating Margin (%):** 3.7%
* **Interim Dividend:** 4.10p
* **Debt-to-Equity Ratio:** Not directly reported
* **Net Cash:** £19.15m
* **Free Cash Flow (FCF):** Not reported

**2012 Half-Year (to 28 July 2012) — [Source: JD-HY-2012.pdf]JD-HY-2012**

* **Revenue:** £555.99m
* **Adjusted Operating Profit:** £3.19m
* **Net Profit Margin:** 0.38% (Net profit £2.125m ÷ Revenue)
* **Adjusted Profit Before Tax:** £2.88m
* **Gross Profit / Margin:** £269.0m / 48.4%
* **Basic EPS:** 2.74p
* **Operating Margin (%):** 0.57%
* **Interim Dividend:** 4.30p
* **Debt-to-Equity Ratio:** Not directly reported
* **Net Cash:** -£0.98m (i.e. Net debt)
* **Free Cash Flow (FCF):** Not reported

**2013 (26 weeks to 3 August 2013)**

**Source:** JD-HY-2013.pdf

* **Revenue:** £721.5m
* **Adjusted Operating Profit:** £27.0m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £28.4m
* **Gross Profit / Margin:** £359.7m / 49.9%
* **Basic EPS:** 11.12p
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** 1.10p
* **Debt-to-Equity Ratio:** *Not reported*
* **Net Cash:** £55.2m
* **Free Cash Flow (FCF):** *Not reported*

**2014 (26 weeks to 2 August 2014)**

**Source:** JD-HY-2014.pdf

* **Revenue:** £670.3m
* **Adjusted Operating Profit:** £26.5m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £23.7m
* **Gross Profit / Margin:** £321.2m / 47.9%
* **Basic EPS:** 9.38p
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** 1.10p
* **Debt-to-Equity Ratio:** *Not reported*
* **Net Cash:** £76.1m
* **Free Cash Flow (FCF):** *Not reported*

**2015 (26 weeks to 1 August 2015)**

**Source:** JD-HY-2015.pdf

* **Revenue:** £809.9m
* **Adjusted Operating Profit:** £47.6m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £44.7m
* **Gross Profit / Margin:** £384.0m / 47.4%
* **Basic EPS:** 17.62p
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** 1.15p
* **Debt-to-Equity Ratio:** *Not reported*
* **Net Cash:** £88.9m
* **Free Cash Flow (FCF):** *Not reported*

**2016 (26 weeks to 30 July 2016)**

**Source: JD-HY-2016.pdf**

* **Revenue:** £970.6m
* **Adjusted Operating Profit:** £77.6m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £77.4m
* **Gross Profit / Margin:** 48.1%
* **Basic EPS:** *Not reported*
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** 1.25p
* **Net Cash:** £231.8m
* **Free Cash Flow (FCF):** £48.1m
* **Debt-to-Equity Ratio:** *Not reported*

**2017 (26 weeks to 29 July 2017)**

**Source: JD-HY-2017.pdf**

* **Revenue:** £1,367.2m
* **Adjusted Operating Profit:** £103.3m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £102.7m
* **Gross Profit / Margin:** *Not reported*
* **Basic EPS:** *Not reported*
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** *Not reported*
* **Net Cash:** £222.7m
* **Free Cash Flow (FCF):** £24.2m
* **Debt-to-Equity Ratio:** *Not reported*

**2018 (26 weeks to 28 July 2018)**

**Source: JD-HY-2018.pdf**

* **Revenue:** £1,846.3m
* **Adjusted Operating Profit:** £123.9m
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £121.9m
* **Gross Profit / Margin:** *Not reported*
* **Basic EPS:** *Not reported*
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** *Not reported*
* **Net Cash:** -£85.1m (Net Debt)
* **Free Cash Flow (FCF):** -£18.3m
* **Debt-to-Equity Ratio:** *Not reported*

**2019 (26 weeks to 3 August 2019)**

**Source:** JD-HY-2019.pdfJD-HY-2019

* **Revenue:** £2,721.2m
* **Adjusted Operating Profit:** £199.8m (Pre-exceptional)
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £158.6m
* **Gross Profit / Margin:** 47.4%
* **Basic EPS:** *Not reported*
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** *Not reported*
* **Net Cash:** £118.1m
* **Free Cash Flow (FCF):** £82.2m
* **Debt-to-Equity Ratio:** *Not reported*

**2020 (26 weeks to 1 August 2020)**

**Source:** JD-HY-2020.pdfJD-HY-2020

* **Revenue:** £2,544.9m
* **Adjusted Operating Profit:** £95.4m (Pre-exceptional)
* **Net Profit Margin:** *Not reported*
* **Adjusted Profit Before Tax:** £61.9m
* **Gross Profit / Margin:** *Not reported*
* **Basic EPS:** *Not reported*
* **Operating Margin (%):** *Not reported*
* **Interim Dividend:** *Not reported*
* **Net Cash:** £764.9m
* **Free Cash Flow (FCF):** £368.0m
* **Debt-to-Equity Ratio:** *Not reported*

**2021 (26 weeks to 31 July 2021)**

**Source:** JD-HY-2021.pdf

* **Revenue:** £3,885.8m
* **Adjusted Operating Profit:** £439.5m *(Reported as Operating profit excluding exceptional items)*
* **Net Profit Margin:** *Not directly reported*
* **Adjusted Profit Before Tax:** £364.6m
* **Gross Profit / Margin:** £1,909.1m / 49.1%
* **Basic EPS:** 27.08p *(statutory)*
* **Operating Margin (%):** 11.3% *(based on adjusted operating profit)*
* **Interim Dividend:** None declared
* **Debt-to-Equity Ratio:** *Not reported*
* **Net Cash:** £1,274.8m *(cash and cash equivalents before lease liabilities)*
* **Free Cash Flow (FCF):** *Not explicitly reported*

**2022 (26 weeks to 30 July 2022)**

**Source:** JD-HY-2022.pdfJD-HY-2022

* **Revenue:** £4,418.1m
* **Adjusted Operating Profit:** £418.1m (Operating profit excl. exceptionals, IFRS 16)
* **Net Profit Margin:** Not reported
* **Adjusted Profit Before Tax:** £383.5m
* **Gross Profit / Margin:** 49.0%
* **Basic EPS:** Not reported
* **Operating Margin (%):** Not directly stated
* **Interim Dividend:** Not reported
* **Debt-to-Equity Ratio:** Not reported
* **Net Cash:** £1,013.1m
* **Free Cash Flow (FCF):** -£164.0m

**2023 (26 weeks to 29 July 2023)**

**Source**: JD-HY-2023.pdf

* **Revenue**: £4,783.9m
* **Adjusted Operating Profit**: £422.7m
* **Net Profit Margin**: Not clearly stated
* **Adjusted Profit Before Tax**: £397.8m
* **Gross Profit / Margin**: £2,317.4m / 48.4%
* **Basic EPS**: 4.23p
* **Operating Margin (%):** 8.8%
* **Interim Dividend**: 0.30p
* **Debt-to-Equity Ratio**: Not directly reported
* **Net Cash**: £1,276.5m (net cash before lease liabilities)
* **Free Cash Flow (FCF)**: Not directly stated

**2024 (26 weeks to 3 August 2024)**

**Source**: JD-HY-2024.pdf

* **Revenue**: £5,032.2m
* **Adjusted Operating Profit**: £451.1m
* **Net Profit Margin**: Not directly stated
* **Adjusted Profit Before Tax**: £405.6m
* **Gross Profit / Margin**: £2,428.0m / 48.2%
* **Basic EPS**: 0.42p (statutory), 5.15p (adjusted)
* **Operating Margin (%):** 9.0%
* **Interim Dividend**: 0.33p
* **Debt-to-Equity Ratio**: Not directly reported
* **Net Cash**: £40.8m (net cash before lease liabilities)
* **Free Cash Flow (FCF)**: Not directly stated

2025