Full year  
**2010**

**Source**: *Ocado-FY-2011.pdf*

* **Revenue**: £515.7m
* **Adjusted Operating Profit**: Not reported
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: (£8.7m)
* **Gross Profit**: £161.6m
* **Gross Margin**: 29.3%
* **Basic EPS**: Not reported
* **Operating Margin**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £154.6m
* **Free Cash Flow (FCF)**: Not reported

**2011**

**Source**: *Ocado-FY-2012.pdf*

* **Revenue**: £598.3m
* **Adjusted Operating Profit**: Not reported
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: (£2.4m)
* **Gross Profit**: £184.8m
* **Gross Margin**: 30.9%
* **Basic EPS**: (0.10p)
* **Operating Margin**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £92.1m
* **Free Cash Flow (FCF)**: Not reported

**2012**

**Source**: *Ocado-FY-2013.pdf*

* **Revenue**: £664.0m
* **Adjusted Operating Profit**: Not directly labeled
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: £1.3m
* **Gross Profit**: £202.8m
* **Gross Margin**: 30.5%
* **Basic EPS**: (0.54p)
* **Operating Margin**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £89.6m
* **Free Cash Flow (FCF)**: Not reported

**2013**

**Source**: *Ocado-FY-2014.pdf*

* **Revenue**: £792.1m
* **Adjusted Operating Profit**: £1.9m
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: (£5.1m)
* **Gross Profit**: £247.5m
* **Gross Margin**: 31.2%
* **Basic EPS**: (2.16p)
* **Operating Margin**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £110.5m
* **Free Cash Flow (FCF)**: Not reported

**2014**

**Source**: *Ocado-FY-2015.pdf*

* **Revenue**: £948.9m
* **Adjusted Operating Profit**: Not reported
* **Net Profit Margin**: —
* **Adjusted Profit Before Tax**: £10.1m
* **Gross Profit**: £312.9m
* **Gross Margin**: 32.3%
* **Basic EPS**: Not stated
* **Operating Margin**: 7.5% (via EBITDA %)
* **Interim Dividend**: —
* **Debt-to-Equity Ratio**: —
* **Net Cash**: Not clearly specified
* **Free Cash Flow (FCF)**: Not directly stated

**2015**

**Source**: *Ocado-FY-2016.pdf*

* **Revenue**: £1,107.6m
* **Adjusted Operating Profit**: Not directly labeled
* **Net Profit Margin**: —
* **Adjusted Profit Before Tax**: £13.7m
* **Gross Profit**: £375.1m
* **Gross Margin**: 32.3%
* **Basic EPS**: Not reported
* **Operating Margin**: 7.4% (via EBITDA %)
* **Interim Dividend**: —
* **Debt-to-Equity Ratio**: —
* **Net Cash**: £45.8m (as of end FY15)
* **Free Cash Flow (FCF)**: Not reported

**2016**

**Source**: *Ocado-FY-2017.pdf*

* **Revenue**: £1,271.0m
* **Adjusted Operating Profit**: Not labeled
* **Net Profit Margin**: —
* **Adjusted Profit Before Tax**: £14.5m
* **Gross Profit**: Not reported
* **Gross Margin**: 32.0% (approx, based on other years’ trend but not directly reported)
* **Basic EPS**: Not stated
* **Operating Margin**: 6.6% (via EBITDA %)
* **Interim Dividend**: —
* **Debt-to-Equity Ratio**: —
* **Net Cash**: Not reported
* **Free Cash Flow (FCF)**: Not reported

**FY 2017**

**Source:** Ocado-FY-2017.pdf

* **Revenue:** £1,465.5m
* **Adjusted Operating Profit:** *(Not explicitly reported)*
* **Net Profit Margin:** *(Not reported)*
* **Adjusted Profit Before Tax:** *(Not labeled as adjusted)*
* **Gross Profit / Margin:** *(Not found clearly)*
* **Basic Earnings Per Share:** 0.54p
* **Operating Margin (%):** *(Not directly stated)*
* **Interim Dividend:** 0.72p
* **Debt-to-Equity Ratio:** *(Not found)*
* **Net Cash:** £150.6m
* **Free Cash Flow (FCF):** *(Not stated)*

**FY 2018**

**Source:** Ocado-FY-2018.pdf

* **Revenue:** £1,598.8m
* **Adjusted Operating Profit:** *(Not stated as "adjusted")*
* **Net Profit Margin:** *(Not given)*
* **Adjusted Profit Before Tax:** -£0.5m
* **Gross Profit / Margin:** Gross margin: 28.8% (Retail)
* **Basic Earnings Per Share:** -2.48p
* **Operating Margin (%):** *(Not given)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(Not reported)*
* **Net Cash:** *(Not found)*
* **Free Cash Flow (FCF):** *(Not stated clearly)*

**FY 2019**

**Source:** Ocado-FY-2019.pdf

* **Revenue:** £1,755.6m
* **Adjusted Operating Profit:** *(Not specified as "adjusted")*
* **Net Profit Margin:** *(Not provided)*
* **Adjusted Profit Before Tax:** *(Not explicitly found)*
* **Gross Profit / Margin:** Gross margin (Retail): 29.3%
* **Basic Earnings Per Share:** -11.79p
* **Operating Margin (%):** *(Not given)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(Not reported)*
* **Net Cash:** £1,035.3m (includes treasury deposits)
* **Free Cash Flow (FCF):** *(Not clearly reported)*

**FY 2020**

**Source:** Ocado-FY-2020.pdf

* **Revenue:** £2,331.8m
* **Adjusted Operating Profit:** EBITDA: £73.1m
* **Net Profit Margin:** *(Not reported)*
* **Adjusted Profit Before Tax:** *(Not labeled)*
* **Gross Profit / Margin:** 34.2% (Retail, incl. media income)
* **Basic Earnings Per Share:** *(Not explicitly stated)*
* **Operating Margin (%):** *(Not reported)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(Not reported)*
* **Net Cash:** £2,076.8m (cash + treasury deposits)
* **Free Cash Flow (FCF):** *(Not isolated)*

**FY 2021**

**Source:** *Ocado-FY-2021.pdf*

* **Revenue:** £2,498.8m
* **Adjusted Operating Profit:** *(not labeled)*
* **Net Profit Margin:** *(not reported)*
* **Adjusted Profit Before Tax:** *(not reported)*
* **Gross Profit / Margin:** *(not reported)*
* **Basic Earnings Per Share:** *(not stated)*
* **Operating Margin (%):** *(not stated)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(not reported)*
* **Net Cash:** £1,468.6m
* **Free Cash Flow (FCF):** *(not isolated)*

**FY 2022**

**Source:** *Ocado-FY-2022.pdf*

* **Revenue:** £2,517m
* **Adjusted Operating Profit:** *(not labeled)*
* **Net Profit Margin:** *(not reported)*
* **Adjusted Profit Before Tax:** *(not reported)*
* **Gross Profit / Margin:** *(not reported)*
* **Basic Earnings Per Share:** *(not found)*
* **Operating Margin (%):** *(not stated)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(not found)*
* **Net Cash:** Approx. £1.5bn liquidity including treasury deposits
* **Free Cash Flow (FCF):** *(not directly reported)*

**FY 2023**

**Source:** *Ocado-FY-2023.pdf*

* **Revenue:** £2,766m
* **Adjusted Operating Profit:** Adjusted EBITDA: £52m
* **Net Profit Margin:** *(not reported)*
* **Adjusted Profit Before Tax:** (£418m)
* **Gross Profit / Margin:** Retail margin: 33.8%
* **Basic Earnings Per Share:** *(not found)*
* **Operating Margin (%):** *(not labeled)*
* **Interim Dividend:** 0.0p
* **Debt-to-Equity Ratio:** *(not given)*
* **Net Cash:** *(not clearly found)*
* **Free Cash Flow (FCF):** Underlying cash outflow: (£473m)

**FY 2024**

**Source:** *Ocado-FY-2024.pdf*

* **Revenue:** £3,156m
* **Adjusted Operating Profit:** Adjusted EBITDA: £153m
* **Net Profit Margin:** *(not found)*
* **Adjusted Profit Before Tax:** (£379m)
* **Gross Profit / Margin:** Retail margin: 34.0%
* **Basic Earnings Per Share:** *(not reported)*
* **Operating Margin (%):** *(not stated)*
* **Interim Dividend:** *(not listed)*
* **Debt-to-Equity Ratio:** *(not reported)*
* **Net Cash:** *(not listed separately)*
* **Free Cash Flow (FCF):** Underlying cash outflow: (£224m)

Half year  
**2010 H1 (24 weeks ended 16 May 2010)**

**Source**: *Ocado-hy-2010.pdf*

* **Revenue**: £230m
* **Adjusted Operating Profit**: Not reported
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: Not reported
* **Gross Profit / Margin**: Not directly reported
* **Basic EPS**: Not reported
* **Operating Margin (%)**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £124.6m
* **Free Cash Flow (FCF)**: Not reported

**2011 H1 (24 weeks ended 15 May 2011)**

**Source**: *Ocado-hy-2011.pdf*

* **Revenue**: £276.6m
* **Adjusted Operating Profit**: Not reported
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: £0.2m
* **Gross Profit / Margin**: £85.0m / 28.6%
* **Basic EPS**: Not reported
* **Operating Margin (%)**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £49.4m
* **Free Cash Flow (FCF)**: Not reported

**2012 H1**

Source: *Ocado-hy-2012.pdf*

* **Revenue: £308.0m**
* **Adjusted Operating Profit: Not reported**
* **Net Profit Margin: Not reported**
* **Adjusted Profit Before Tax: £0.4m**
* **Gross Profit / Margin: £93.8m / 30.5%**
* **Basic Earnings Per Share: 0.03p**
* **Operating Margin (%): Not reported**
* **Interim Dividend: Not reported**
* **Debt-to-Equity Ratio: Not reported**
* **Net Cash: £65.4m**
* **Free Cash Flow (FCF): -£52.0m**

**2013 H1**

**Source**: *Ocado-hy-2013.pdf*

* **Revenue**: £355.9m
* **Adjusted Operating Profit**: £1.7m
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: -£1.0m
* **Gross Profit / Margin**: £108.9m / 30.6%
* **Basic EPS**: -0.66p
* **Operating Margin (%)**: Not reported
* **Interim Dividend**: Not reported
* **Debt-to-Equity Ratio**: Not reported
* **Net Cash**: £63.0m
* **Free Cash Flow (FCF)**: -£19.1m

**2014 H1**

**Source**: *Ocado-hy-2014.pdf*

* **Revenue**: £429.7m
* **Adjusted Operating Profit**: £10.9m
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: £7.5m
* **Gross Profit / Margin**: Not explicitly separated; gross margin ≈ 29.9%
* **Basic EPS**: Not found
* **Operating Margin (%)**: Not directly given
* **Interim Dividend**: Not stated
* **Debt-to-Equity Ratio**: Not found
* **Net Cash**: £64.1m
* **Free Cash Flow (FCF)**: £8.9m

**2015 H1**

**Source**: *Ocado-hy-2015.pdf*

* **Revenue**: £507.7m
* **Adjusted Operating Profit**: £7.2m
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: £7.2m
* **Gross Profit / Margin**: Not isolated; margin ≈ 29.1%
* **Basic EPS**: Not found
* **Operating Margin (%)**: Not reported
* **Interim Dividend**: Not listed
* **Debt-to-Equity Ratio**: Not provided
* **Net Cash**: £24.9m
* **Free Cash Flow (FCF)**: £0.5m

**2016 H1**

**Source**: *Ocado-hy-2016.pdf*

* **Revenue**: £584.2m
* **Adjusted Operating Profit**: Not labeled
* **Net Profit Margin**: Not reported
* **Adjusted Profit Before Tax**: £8.5m
* **Gross Profit / Margin**: Margin ≈ 28.8%
* **Basic EPS**: Not reported
* **Operating Margin (%)**: Not reported
* **Interim Dividend**: Not stated
* **Debt-to-Equity Ratio**: Not available
* **Net Cash**: Not stated separately
* **Free Cash Flow (FCF)**: Not isolated

**2017 H1**

* **Revenue:** £713.8m
* **Adjusted Operating Profit:** £45.2m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** £7.7m | **Gross Profit / Margin:** ~29.4%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** ~6.3% (EBITDA%)
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** -£250m | **Free Cash Flow (FCF):** -£40.6mOcado-hy-2017

**2018 H1**

* **Revenue:** £799.9m
* **Adjusted Operating Profit:** £38.9m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£9.0m | **Gross Profit / Margin:** ~28.6%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** 6.2%
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £448m | **Free Cash Flow (FCF):** —Ocado-hy-2018

**2019 H1**

* **Revenue:** £882.3m
* **Adjusted Operating Profit:** £18.7m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£43.0m | **Gross Profit / Margin:** ~29.0%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** 5.5%
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £360m | **Free Cash Flow (FCF):** —Ocado-hy-2019

**2020 H1**

* **Revenue:** £1,086.8m
* **Adjusted Operating Profit:** £19.8m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£40.6m | **Gross Profit / Margin:** 32.0%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** 4.5%
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** — | **Free Cash Flow (FCF):** -£288mOcado-hy-2020

**2021 H1**

* **Revenue:** £1,319.9m
* **Adjusted Operating Profit:** £61.0m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£23.6m | **Gross Profit / Margin:** 36.0%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** 8.5%
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £1,658m | **Free Cash Flow (FCF):** -£297mOcado-hy-2021

**2022 H1**

* **Revenue:** £1,262.4m
* **Adjusted Operating Profit:** -£13.6m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£204.3m | **Gross Profit / Margin:** 34.3%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** 2.8%
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £1,083m | **Free Cash Flow (FCF):** -£288mOcado-hy-2022

**2023 H1**

* **Revenue:** £1,371m
* **Adjusted Operating Profit:** £17m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£212m | **Gross Profit / Margin:** 33.1%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** —
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £1,309m | **Free Cash Flow (FCF):** -£288mOcado-hy-2023

**2024 H1**

* **Revenue:** £1,543m
* **Adjusted Operating Profit:** £71m | **Net Profit Margin:**
* **Adjusted Profit Before Tax:** -£154m | **Gross Profit / Margin:** 34%
* **Basic Earnings Per Share:** — | **Operating Margin (%):** —
* **Interim Dividend:** — | **Debt-to-Equity Ratio:** —
* **Net Cash:** £1,047m | **Free Cash Flow (FCF):** -£197m