



Five year record

The statistics below reflect the latest published information. For financial years prior to 2020, these figures represent the comparatives from the following years' financial statements, except figures for 2019 and 2018 which have been restated for IFRS 16 'Leases' and IFRS 15 'Revenue from contracts with customers' respectively (see below). 2018 figures have not been restated for IFRS 16. Korea was first classified as a discontinued operation during the 2016 financial year, and Turkey during 2017. In respect of the discontinued operation in Turkey, 2016 statistics have been re-presented to be consistent with 2017.

During the 2018 financial year, the Group reassessed its reportable segments and determined that the retailing and associated activities previously disclosed within the International segment should be disaggregated into the Central Europe and Asia segments. Refer to Note 2. The Group redefined profit APMs during 2019 to exclude the amortisation of acquired intangibles. Historical data for the redefined measures have not been restated as the impact is not considered material. The Group adopted IFRS 9 'Financial instruments' and IFRS 15 during the 2019 financial year, neither of which had a material impact on the Group's performance. The financial data for the 2018 financial year has been restated for IFRS 15.

The Group adopted IFRS 16 during the 2020 financial year. Refer to Notes 1 and 37 for details. Figures for 2019 have been restated but prior historical data has not. Refer to Note 1 and the Glossary for a full list of APMs and their definitions, as well as changes to APMs.

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	2016	2017	2018 (restated) ^(a)	2019 (restated) ^(b)	2020 ^(c)
Financial statistics (£m)					
Sales ^Δ					
UK & ROI	37,189	37,692	38,656	44,883	45,752
Central Europe	5,268	5,977	6,343	6,030	5,332
Asia	4,447	5,186	4,947	4,873	5,218
Tesco Bank	955	1,012	1,047	1,097	1,068



Central Europe	5,451 2018	6,195 2017	6,585 (restated) 2018	6,298 (restated) 2019	5,576 2020
Asia	4,447	5,186	4,947	4,873	5,218
Tesco Bank	955	1,012	1,047	1,097	1,068
Group revenue	53,933	55,917	57,493	63,911	64,760
Operating profit/(loss) before exceptional items and amortisation of acquired intangibles ^{Δ(e)}					
UK & ROI	503	803	1,059	1,868	2,230
Central Europe	102	58	119	221	156
Asia	218	262	299	319	426
Tesco Bank	162	157	169	199	193
Group operating profit/(loss) before exceptional items and amortisation of acquired intangibles ^{Δ(e)}	985	1,280	1,646	2,607	3,005
Operating profit margin before exceptional items and amortisation of acquired intangibles ^Δ	1.8%	2.3%	2.9%	4.1%	4.6%
Operating profit/(loss)					
UK & ROI	597	519	1,205	1,949	1,944
Central Europe	111	190	212	279	85
Asia	203	231	277	252	415
Tesco Bank	161	77	145	169	74
Group operating profit/(loss)	1,072	1,017	1,839	2,649	2,518
Share of post-tax profits/(losses) of joint ventures and associates	(21)	(107)	(6)	32	18
Net finance costs	(849)	(765)	(533)	(1,064)	(1,221)
Profit/(loss) before tax	202	145	1,300	1,617	1,315
Taxation	54	(87)	(306)	(347)	(380)
Profit/(loss) for the year from continuing operations	256	58	994	1,270	935
Discontinued operations	(127)	(112)	216	-	38

Profit/(loss) for the year	2016	2017	2018 (restated)	2019 (restated)	2020
Attributable to:					
Owners of the parent	138	(40)	1,208	1,272	971
Non-controlling interests	(9)	(14)	2	(2)	2
Profit before tax, exceptional items and amortisation of acquired intangibles, net pension finance costs and fair value remeasurements of financial instruments ^{Δ(e)}	509	781	1,284	1,806	2,276
Other financial statistics					
Diluted earnings/(losses) per share – continuing operations	3.22p	0.81p	12.11p	13.04p	9.54p
Diluted earnings per share – continuing operations before exceptional items and amortisation of acquired intangibles, net pension finance costs and fair value remeasurements of financial instruments ^{Δ(e)}	5.79p	7.30p	11.90p	14.01p	18.23p
Dividend per share ^(d)	-	-	3.00p	5.77p	9.15p
Cash generated from retail operating activities (£m) ^Δ	2,581	2,278	2,773	3,637	4,241
Free cash flow (£m) ^Δ	1,482	1,288	1,388	889	1,866
Return on capital employed (ROCE) ^(e)	6.2%	8.1%	11.0%	7.9%	9.1%
Total shareholder return ^(e)	(11.8%)	(7.5%)	8.7%	10.2%	5.2%
Net debt (£m) ^{Δ(e)}	5,110	3,729	2,625	13,204	12,298
Discounted operating lease commitments – continuing operations	7,814	7,440	6,931	-	-
Pension deficit, net of deferred tax – Group (£m)	2,612	5,504	2,728	2,338	2,573
Total indebtedness (£m) ^{Δ(e)}	15,536	16,673	12,284	15,542	14,871
Enterprise value (£m) ^(e)	20,101	19,262	19,452	35,024	34,676
Group retail statistics					

Group Retail statistics					
	2016 6,733	2017 6,809	2018 7,036 (restated)	2019 6,993 (restated)	2020 7,005
Number of stores ^(f)					
Total sales area ('000 sq. ft.) ^(f)	91,195	89,041	92,983	91,298	87,552
Average employees	475,399	464,520	448,988	464,505	423,092
Average full-time equivalent employees (FTE)	351,289	342,770	327,916	321,490	293,963
UK & ROI Retail statistics					
Number of stores ^(f)	3,743	3,739	3,952	3,961	3,968
Total sales area ('000 sq. ft.) ^(f)	45,253	43,610	42,032	50,521	50,401
Average full-time equivalent employees (FTE)	225,378	218,522	210,312	223,542	210,768
Revenue (exc. fuel) (per FTE – £)	165,007	172,486	183,804	200,781	217,073
Weekly revenue (exc. fuel) (per sq. ft. – £)	15.68	16.31	17.36	18.65	17.11

(a) Restated for IFRS 15, excludes Booker.

(b) Restated for IFRS 16.

(c) 53 weeks.

(d) Dividend per share relating to the interim and proposed final dividend.

(e) See Glossary for definitions.

(f) Including franchise stores.

Share price

246.08p

+1.28p +0.52%

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