

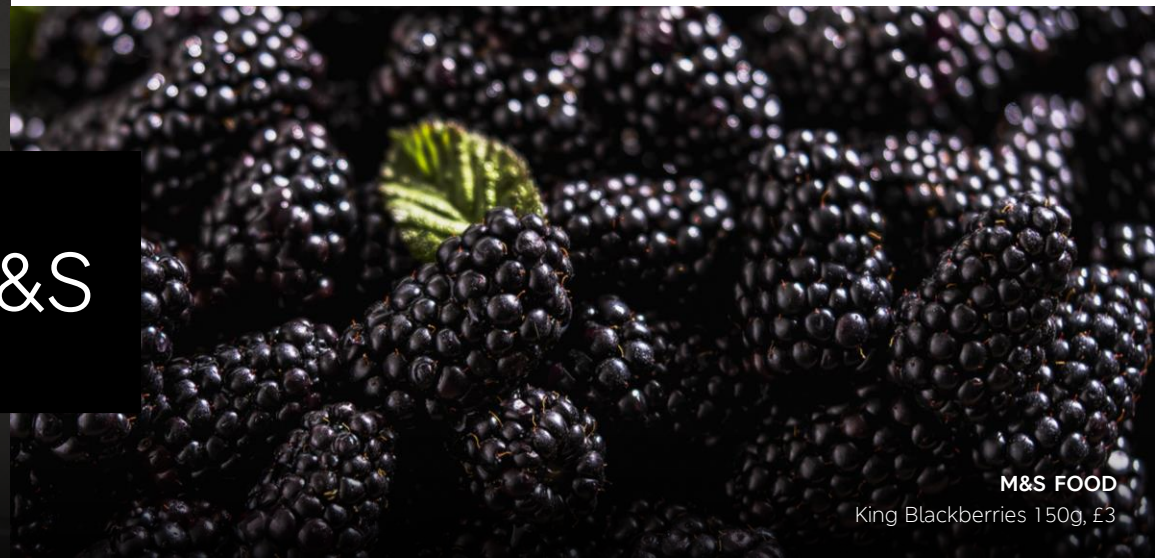
M&S COLLECTION
Linen Cropped Blazer, £55
Linen Crew Neck Waistcoat, £35
Linen Short, £25

FULL YEAR RESULTS

THE BEGINNINGS OF A NEW M&S

22 MAY 2024

M&S



M&S FOOD
King Blackberries 150g, £3

STUART MACHIN

Chief Executive



M&S FOOD
King Asparagus, £5

M&S



M&S COLLECTION
Cotton Rich Textured Knitted Midi Skirt, £35
Cotton Rich Textured Knitted Top, £29.50
Leather Grab Bag, £55

THE BEGINNINGS OF A NEW M&S

ANOTHER YEAR OF STRONG FINANCIAL PERFORMANCE

M&S

- Profit before tax and adjusting items £716.4m, up 58%
- Food sales up 13%, adjusted operating profit of £395.3m and margin of 4.8%
- Clothing & Home sales up 5.3%, adjusted operating profit of £402.8m and margin of 10.3%
- International (excl. Republic of Ireland) constant currency sales down 1%, adjusted operating profit of £47.7m and margin of 6.6%
- M&S share of Ocado Retail loss £37.3m vs loss of £29.5m LY
- Return on capital employed of 14.1% up from 10.6% LY
- Free cash flow of £413.7m and net funds of £45.7m



THE BEGINNINGS OF A NEW M&S

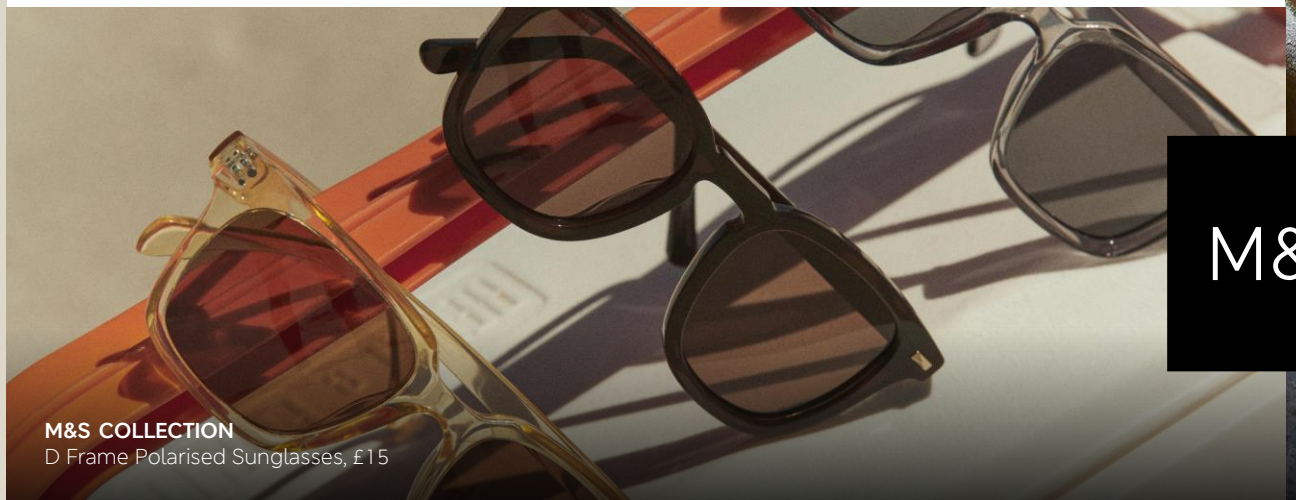
- Food delivers market-leading volume growth and strong innovation whilst broadening customer appeal
- C&H delivers market-leading share growth, with the transition to a new trading model delivering style, trusted value and lower markdowns
- Strong returns from store rotation and renewal, with pipeline of new stores developing
- M&S.com accelerating growth, attracting new customers and increasing profitability
- Gist acquisition generating quick payback, creating foundations for Food distribution network development
- Structural cost savings of £180m in 2023/24, with 5-year objective increasing from £400m to £500m
- Capacity to accelerate high returning investment and restore a dividend of 3 pence per share



M&S FOOD
Trifle Caked Alaska Fully Loaded Ice Cream, £4

JEREMY TOWNSEND

Chief Financial Officer



M&S COLLECTION
D Frame Polarised Sunglasses, £15

M&S



M&S FOOD
Zesty Guacamole 170g, £1.90
Seeded Sourdough, £4
Just Add British Piri Piri Chicken Slices, £3.75
Tangy Tomato Salsa, £1.75
Tabbouleh Salad 340g, £4.25
Marinated Chili & Coriander King Prawns 80g, £3.25

FULL YEAR FINANCIALS AT A GLANCE

M&S

£13.1bn
+9.4%
Group sales

£716.4m
+58.0%
Profit before tax and adjusting items[1]

£672.5m
+41.4%
Profit before tax

£413.7m
+£243m better
Free cashflow from operations

£45.7m
+£401m better
Net funds excluding leases

£2.17bn
+£0.47bn better
Net debt

[1] Adjusted measures for 1 April 2023 have been restated as a result of net pension finance income being reclassified as an adjusting item (2023/24 £24.0m, 2022/23 £28.7m).



M&S COLLECTION
White Beaded Swimsuit, £35
Pure Linen Long-Sleeve Shirt, £40
Embroidered Shirt, £29.50
2pc Pure Cotton Shirt and T-Shirt (6-16 Yrs), £16
Denim Shorts (6-16 Yrs), £12
Frill Sparkle Swimsuit (2-8 Yrs), £13.50

FOOD PERFORMANCE

M&S

	2023/24	2022/23	Change vs. 2022/23
Sales (£bn)	8.2	7.2	13.0%
LFL Sales %	*11.3*	*5.4*	
Operating profit before adjusting items (£m)	395.3	248.0	59.4%
Operating margin %	*4.8*	*3.4*	*1.4% pts*



M&S FOOD
Zoe Gut Shot, £2

FOOD OPERATING PROFIT MARGIN BRIDGE

Operating profit margin before adjusting items	%
22/23	**3.4**
Gross margin	0.7
Operating costs	0.7
23/24	**4.8**

Operating costs to sales	%
Store staffing	0.3
Other store costs	0.0
Distribution and warehousing	0.2
Central costs	0.2
Total	**0.7**

Gross margin improvement driven through benefits of lowering cost programme and focused promotions

Food volume growth of greater than 5% has driven fixed cost leverage and an improvement in operating profit margin to greater extent than in C&H

C&H PERFORMANCE

	2023/24	2022/23	Change vs. 2022/23[1]
Sales (£bn)	3.9	3.7	5.3%
Store Sales	*2.6*	*2.5*	*4.1%*
Online Sales	*1.3*	*1.2*	*7.8%*
LFL Sales %	*5.2*	*11.2*	
Operating profit before adjusting items (£m)	402.8	323.8	24.4%
Operating margin %	*10.3*	*8.7*	*1.6% pts*

[1] % change calculated to financial review



C&H OPERATING PROFIT MARGIN BRIDGE

Operating profit margin before adjusting items	%
22/23	**8.7**
Gross margin	1.5
Operating costs	0.1
23/24	**10.3**

Gross margin increase as buying headwinds including currency, were more than offset by the annualisation of pricing action and increased full price sales

Operating costs to sales	%
Store staffing	(0.3)
Other store costs	0.7
Distribution and warehousing	0.5
Central costs	(0.8)
Total	**0.1**

INTERNATIONAL PERFORMANCE

INTERNATIONAL EXCLUDING REPUBLIC OF IRELAND

	2023/24	Change vs. 2022/23
Sales (£m)	719.1	(1.0%)[1]
Operating profit before adjusting items (£m)	47.7	(29.7%)
Operating margin %	*6.6*	*(2.6% pts)*

REPUBLIC OF IRELAND

	2023/24	Change vs. 2022/23
Sales (£m)	320.7	2.4%[1]
Operating profit before adjusting items (£m)	27.9	65.1%
Operating margin %	*8.7*	*3.3% pts*

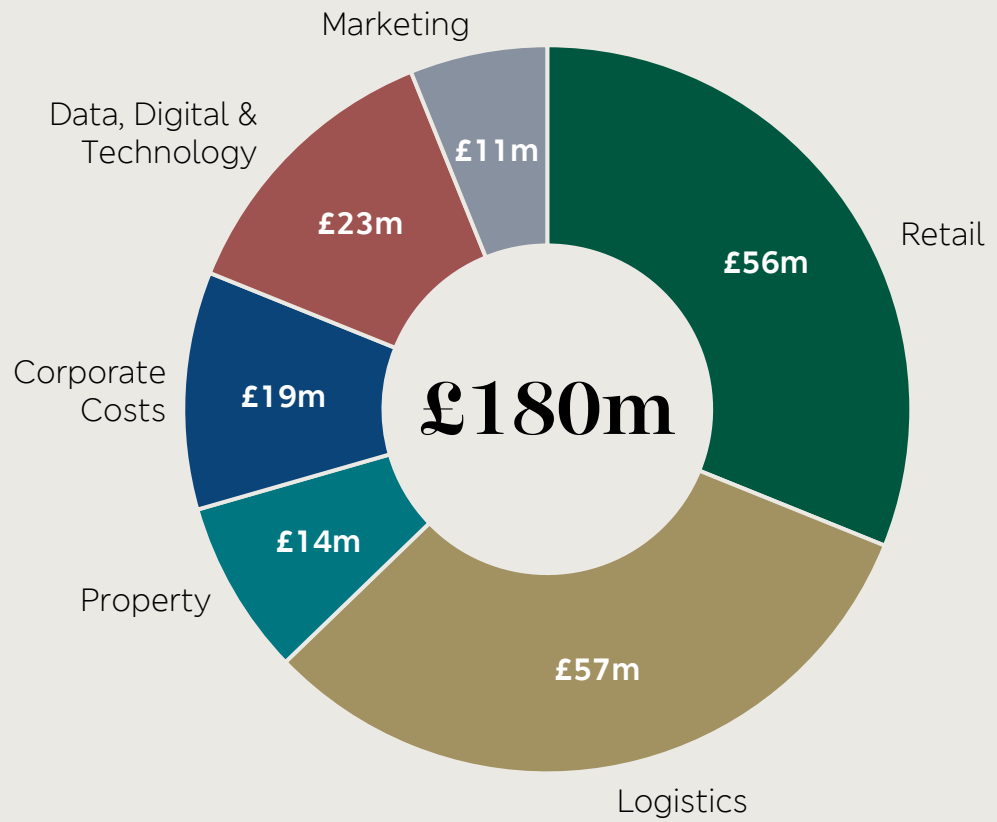
[1] At constant currency



M&S Riyadh Park Saudi Arabia

STRUCTURAL COST PROGRAMME

2023/24 DELIVERED

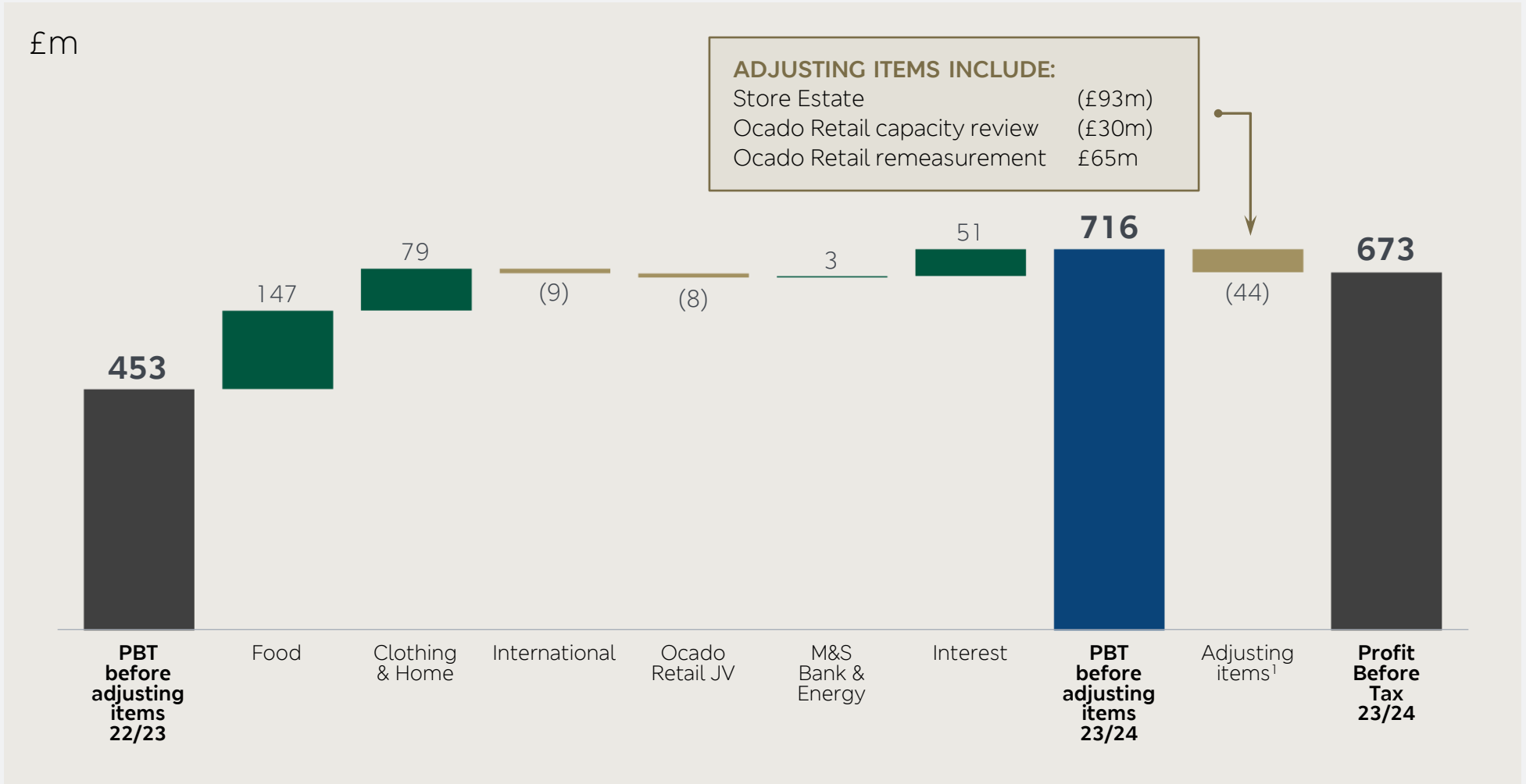


INCREASED OPPORTUNITY (2023 – 2028)



THE BEGINNINGS OF A NEW M&S

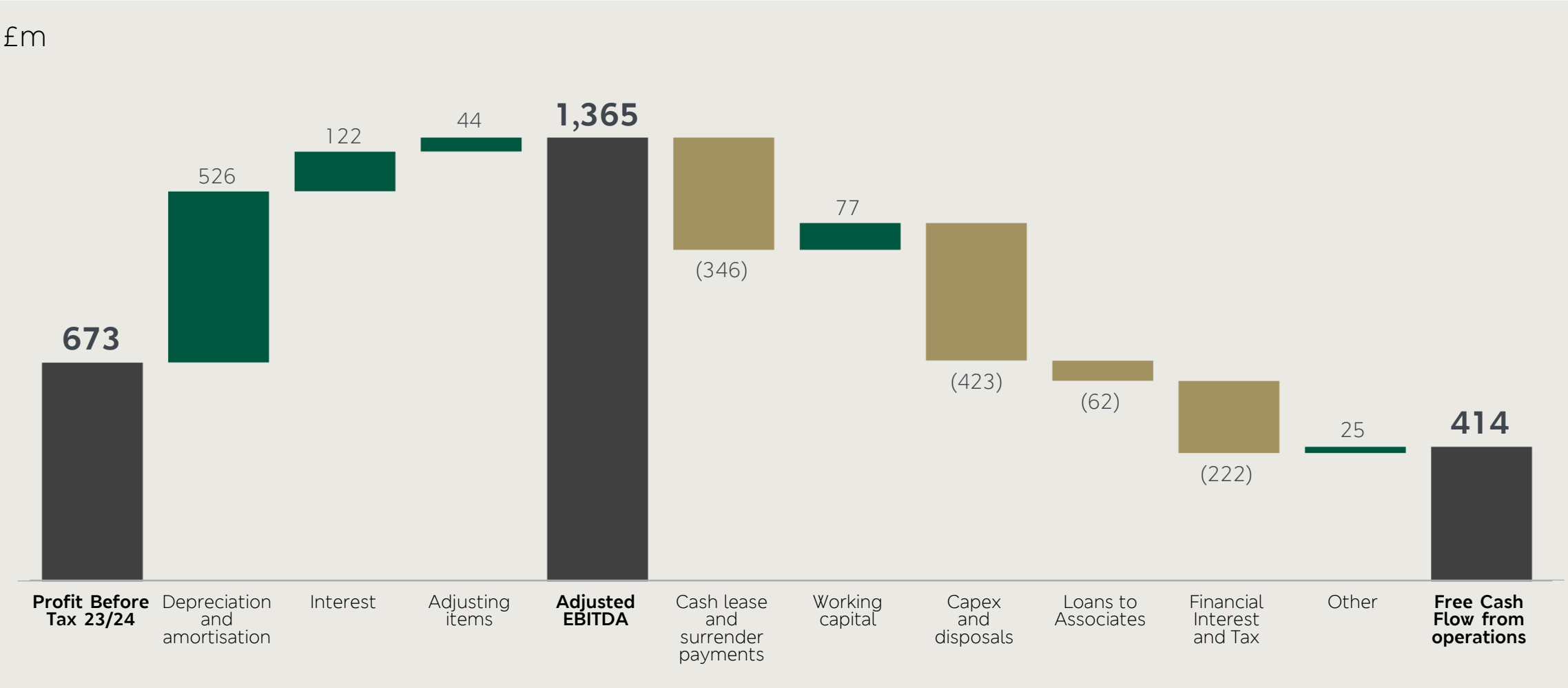
GROUP PROFIT BRIDGE



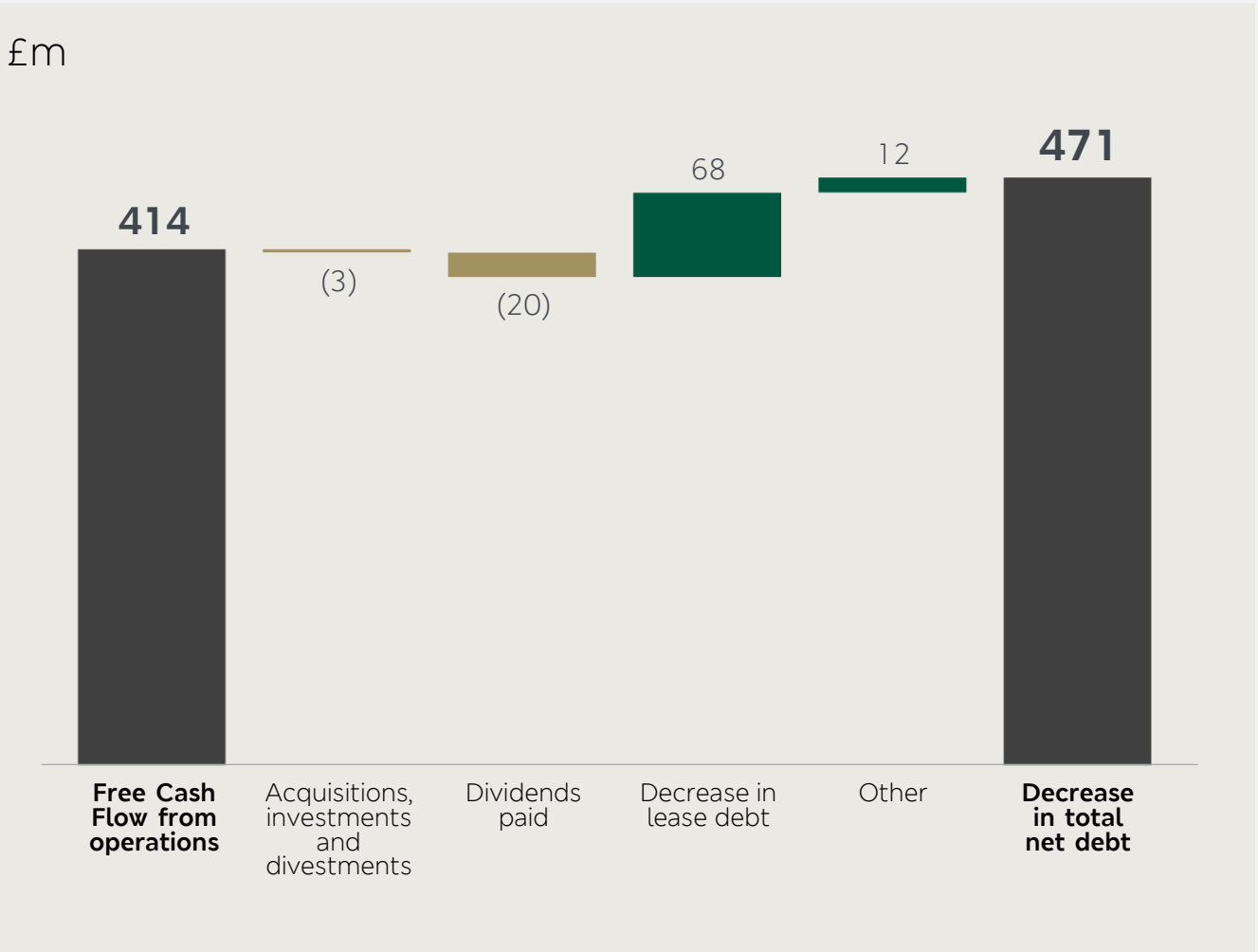
[1] Adjusting measures for 1 April 2023 have been restated, as a result of net pension finance income being reclassified as an adjusting item (2023/24 £24.0m, 2022/23 £28.7m).



FREE CASH FLOW GENERATION



CHANGE IN NET DEBT

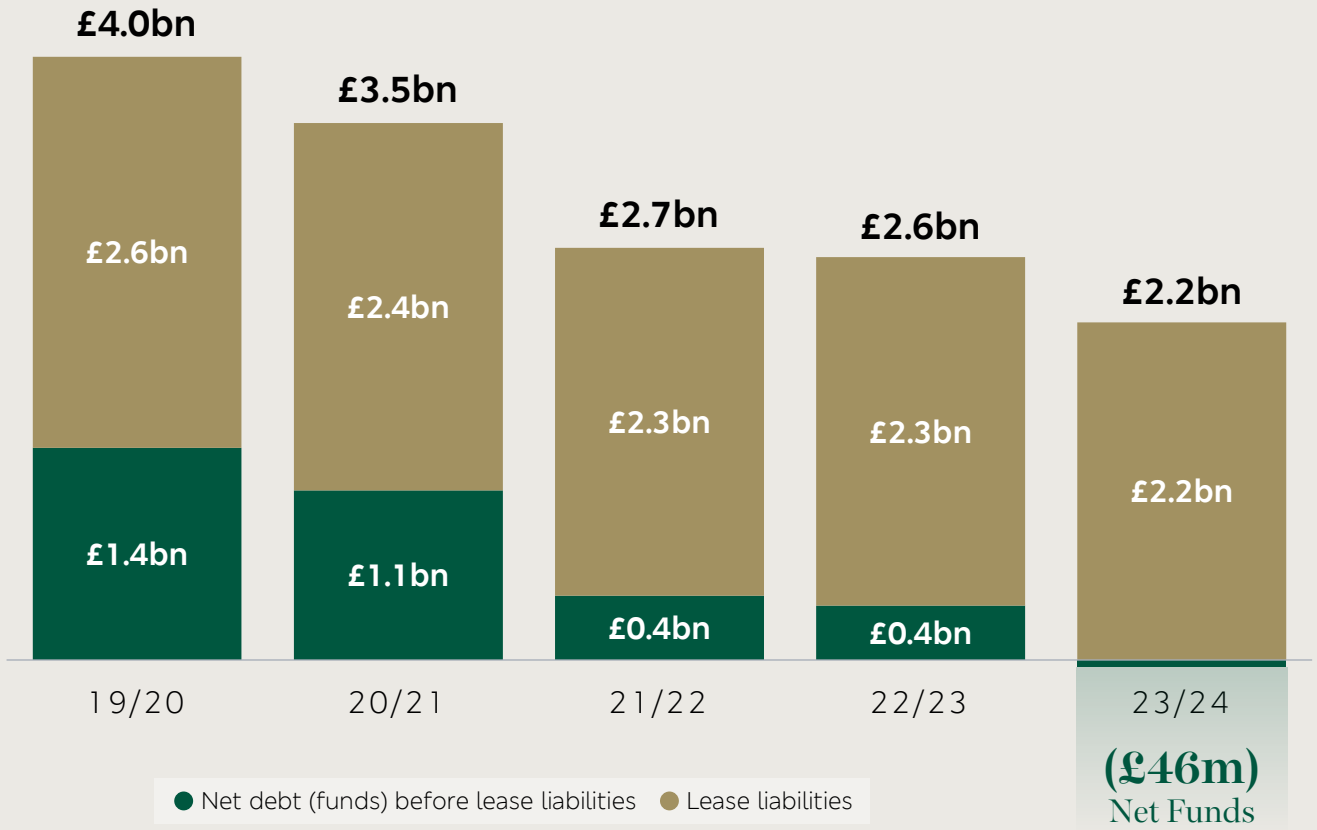




M&S Liverpool One

BALANCE SHEET METRICS

REDUCING NET DEBT



(£46m)
Net Funds



THE BEGINNINGS OF A NEW M&S

INVESTMENT PERFORMANCE

STORE ROTATION[1]



NEW STORES

5 years payback

▼

Full Line payback **2.0** years
Food payback **3.1** years

STORE ROTATION[1]



STORE RENEWALS

5 years payback

▼

Payback **4.0** years

M&A



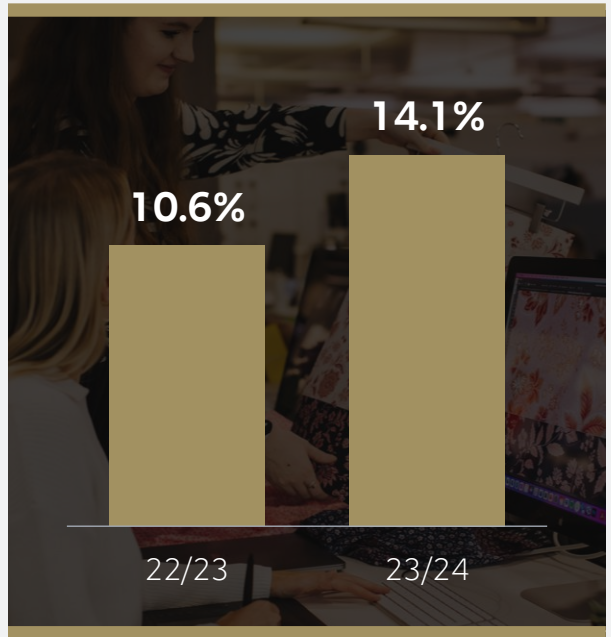
GIST ACQUISITION

4 years payback

▼

Payback <**4** years

STRONG RETURNS



INCREASING RETURN ON CAPITAL EMPLOYED

[1] Store rotation payback for stores which have traded for more than one year, opening from 19/06/2019 – 30/11/2022.

CAPEX EXPENDITURE NET OF DISPOSALS

CAPEX IN 2023/24

£390m

UK new stores	77
UK store renewals	52
Property asset replacement, acquisition, disposals & other	111
Supply Chain	69
IT and M&S.com	81

PLAN FOR 2024/25

c.£500m

- Stores
- Supply Chain
- Data, Digital & Technology



M&S Leeds White Rose

SUMMARY

Sustained trading momentum driven through strong LFL sales, store rotation returns and attraction of new customers

Structural cost reduction exceeded targets, with programme objectives increased to fund further value and quality improvements and offset inflation

Continued focus on free cash flow to deliver balance sheet capacity and fund investment in the reshaping M&S strategy

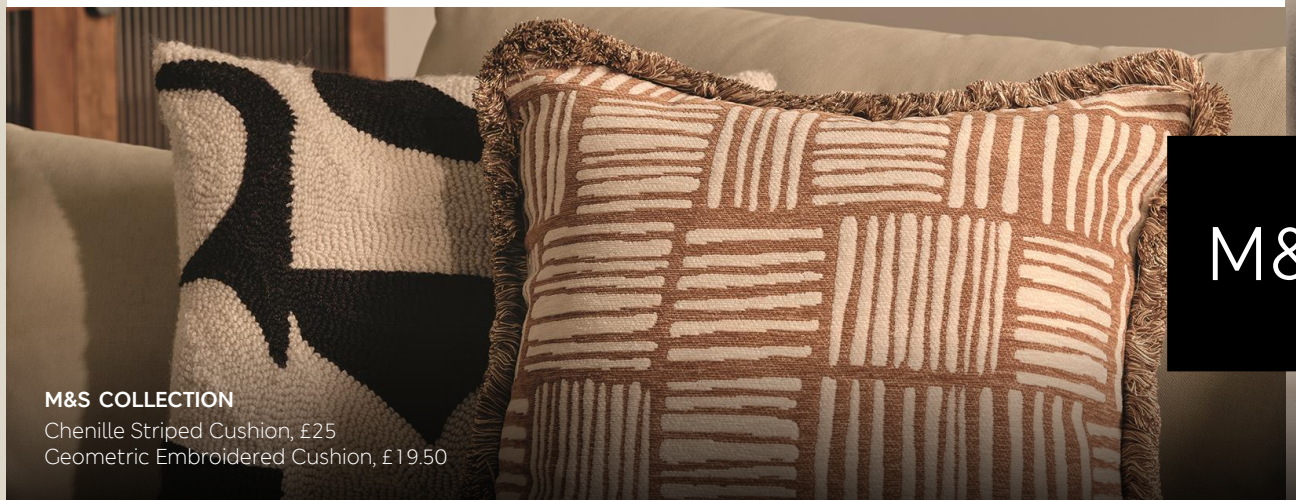
Dividend restored, with the strong balance sheet also creating capacity for nominal dividend payment



STUART MACHIN

Chief Executive





M&S COLLECTION
Chenille Striped Cushion, £25
Geometric Embroidered Cushion, £19.50

FOOD

Investing in innovation and value, attracting family shoppers



M&S FOOD
Salt & Black Pepper Wedges, £3.50
Mediterranean Style Veg, £3.50
Cajun Salmon, £7



M&S FOOD
COLLECTION Fine Beans with Truffle Butter, £5

THE BEGINNINGS OF A VIRTUOUS CIRCLE



INVESTING IN TRUSTED VALUE



UPGRADING AND INNOVATING 1/3 OF THE RANGE



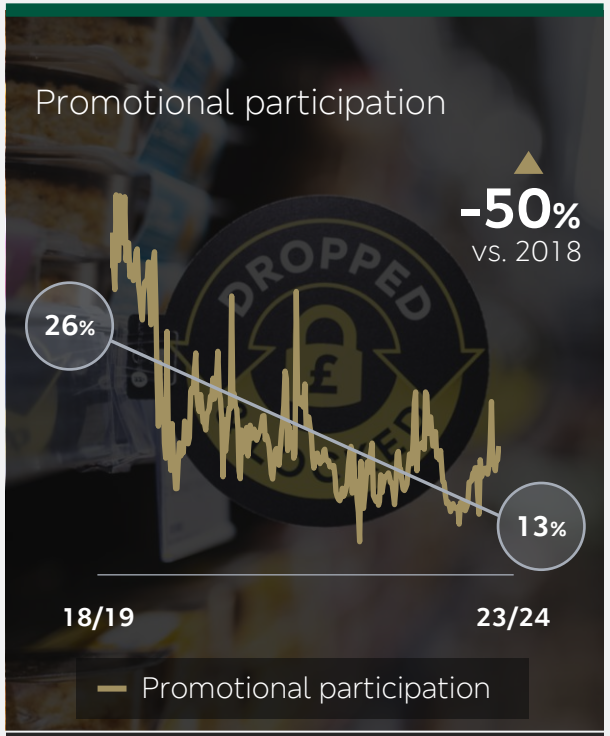
DEVELOPING BIGGER FRESH MARKET RENEWAL STORES



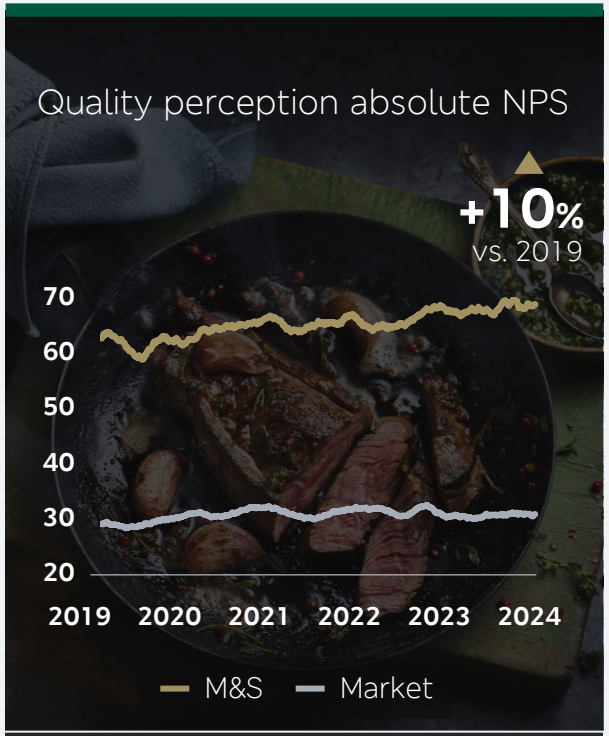
INCREASING SHARE OF LARGER BASKETS

THE BEGINNINGS OF A VIRTUOUS CIRCLE

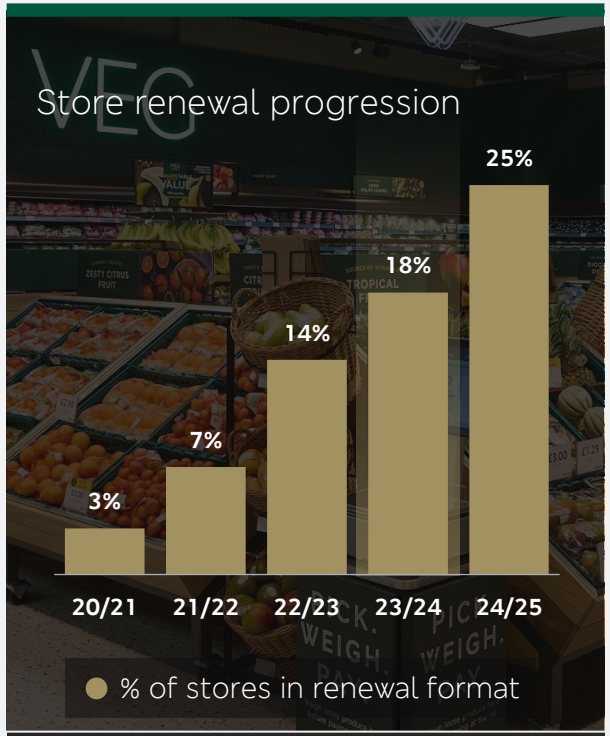
M&S



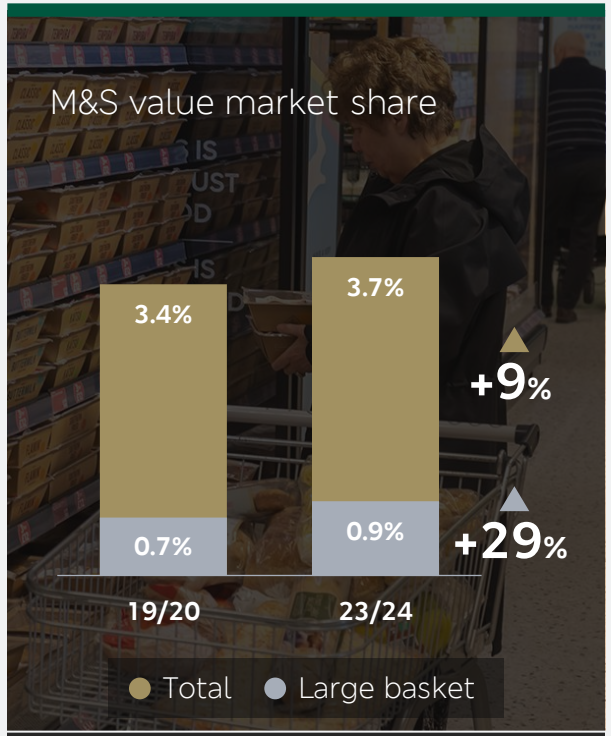
INVESTING IN TRUSTED VALUE



UPGRADING AND INNOVATING 1/3 OF THE RANGE



DEVELOPING BIGGER FRESH MARKET RENEWAL STORES



INCREASING SHARE OF LARGER BASKETS

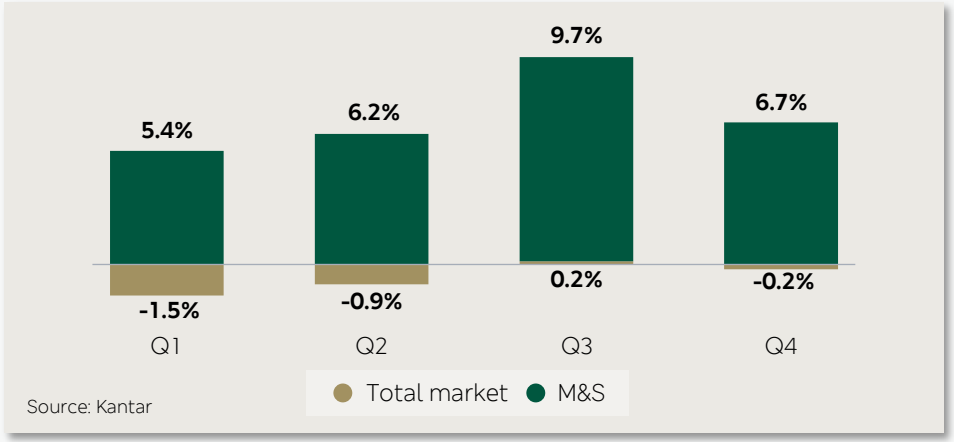
FOOD DELIVERS MARKET LEADING VOLUME GROWTH

c.£60M FURTHER INVESTMENT IN TRUSTED VALUE
Lower prices: 'Remarksable' sales grow a further +34%
Building trust: 90 prices 'Dropped & Locked'
Focusing promotions: 'Dine-In' sales growth +40%

INCREASING QUALITY AND CUSTOMER APPEAL
Category resets with NPD in high protein and gut health
Over 1000 quality upgrades in our most important lines
Market share on track +15bps, volume share +20bps
Perceptions of value, quality and sustainability improved

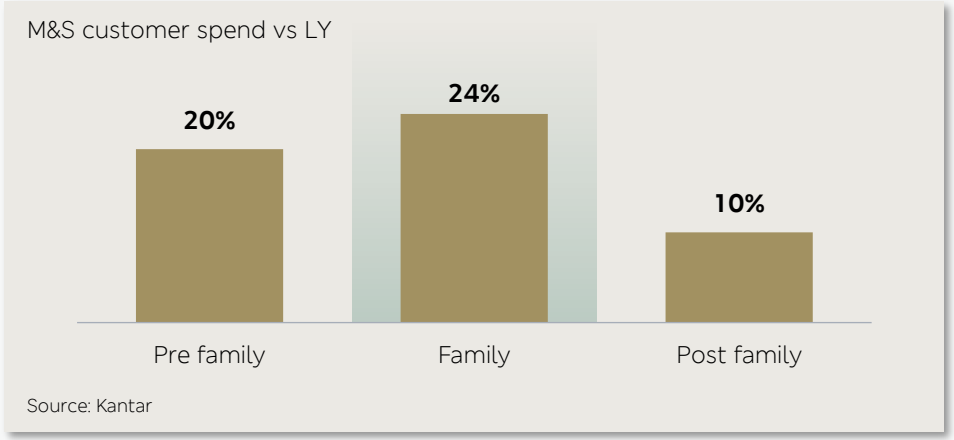
AIMING TO MAINTAIN 'VIRTUOUS CIRCLE' IN 2024/25
Planning value investment, with volume growth the focus
Innovating key ranges such as the 'Cook' Dine-In
Going again on quality, with 1000 upgrades planned

M&S VOLUME GROWTH CONSISTENTLY AHEAD OF THE MARKET



Source: Kantar

CUSTOMER APPEAL BROADENING TO FAMILY SHOPPERS



Source: Kantar



M&S FOOD
Cherry Kefir Drink, £2.90
Natural Kefir Drink, £2.90
Super Seeded Granola, £3.50
2 Mango & Peach & 2 Strawberry Yoghurts, £2.40
2 Rhubarb & 2 Black Cherry Yogurts, £2.40

BIGGER FRESHER FOOD STORES DELIVERING STRONG RETURNS

BETTER STORES ATTRACTING FAMILY SHOPPERS

New Food stores c.13k sq ft, showing growth opportunity
Customers able to complete more of the weekly shop
Supporting 15% growth of baskets over £30

NEW AND RENEWAL FOOD STORES DRIVING GROWTH

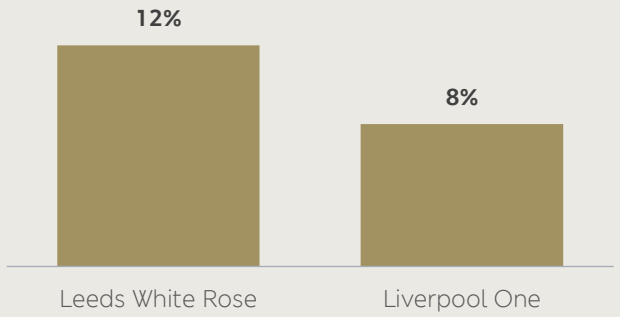
8 new Simply Food & 6 new full line Foodhalls
8 renewals in year, bringing total to 104
Focus on growing pipeline given proven share potential

ACCELERATING RENEWAL INVESTMENT ROLLOUT

Strong sales performance, +14% in second year of trading
Healthy paybacks of 4 years on maturing renewals
Around 25 projects planned in 2024/25

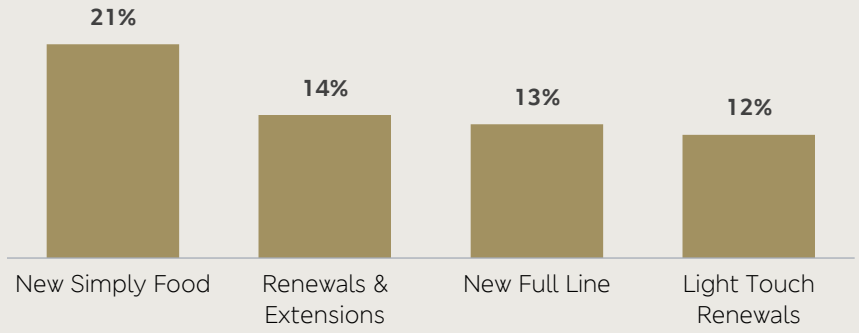
SIZE OF BASKET INCREASING IN NEW STORES

Foods basket value growth vs old/control store



NEW STORES SALES MOMENTUM CONTINUING INTO YEAR 2

Foods year 2 sales growth vs LY





M&S Coleraine

THE BEGINNINGS OF A NEW M&S

‘BACKBONE’ PROGRAMME DRIVES AVAILABILTY AND EFFICIENCY

A MORE EFFICIENT, SUSTAINABLE SUPPLY BASE

Working with dedicated suppliers to grow long term
Increased efficiency enabling investment in trusted value
Removing plastic packaging and developing bio-diversity

LONG TERM INVESTMENT IN LOGISTICS NETWORK

Gist integration driving rapid payback on investment
Further potential to invest and to improve cost to serve
First steps on long term network plan in 2024/25

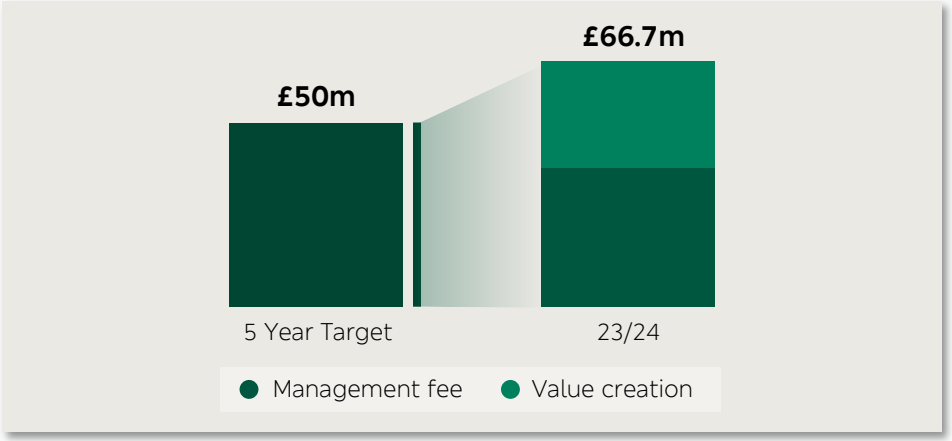
BETTER FORECASTING, ORDERING AND ALLOCATION

FOA roll across ‘fresh’ lines largely complete
Increased in availability in H2, supported by new system
Expect to complete roll out in 2024/25

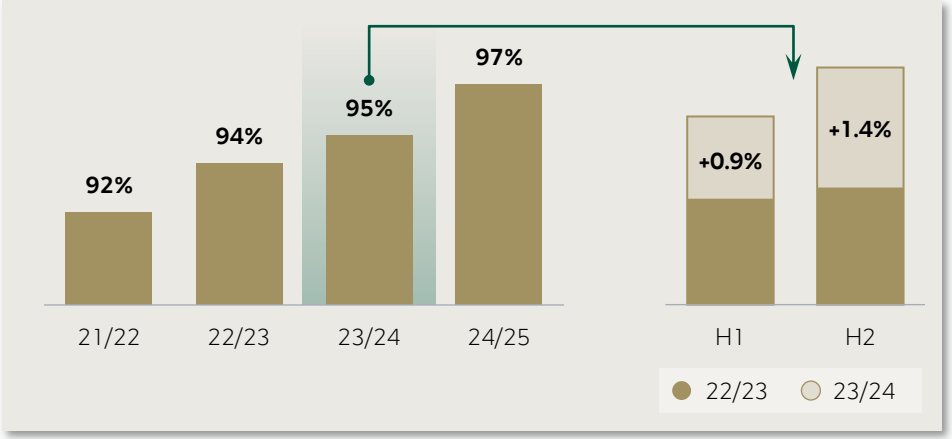
IMPROVED IN STORE PROCESSES UNDERWAY

New framework tested for store operations
Improved backstage operation, lowering stock
Aiming for progressive roll out in 2024/25

GIST ACQUISITION GENERATING STRONG RETURNS



FOA FURTHER SUPPORTS AVAILABILITY[1], ACCELERATING IN H2



[1] Availability relates to M&S owned stores only, excluding Franchise



CLOTHING & HOME

Growth reflecting the transition to a new trading model



M&S COLLECTION
Pure Cotton Striped Shirt Navy Mix, £40
Dark Navy Crew Sweat, £25
Flex Jean, Regular, £45
Comfort Stretch Denim Jacket, £39.50
Denim Collared Pintuck Shirt, £35
Women's Supersoft Ivy Skinny Jean, £32.50



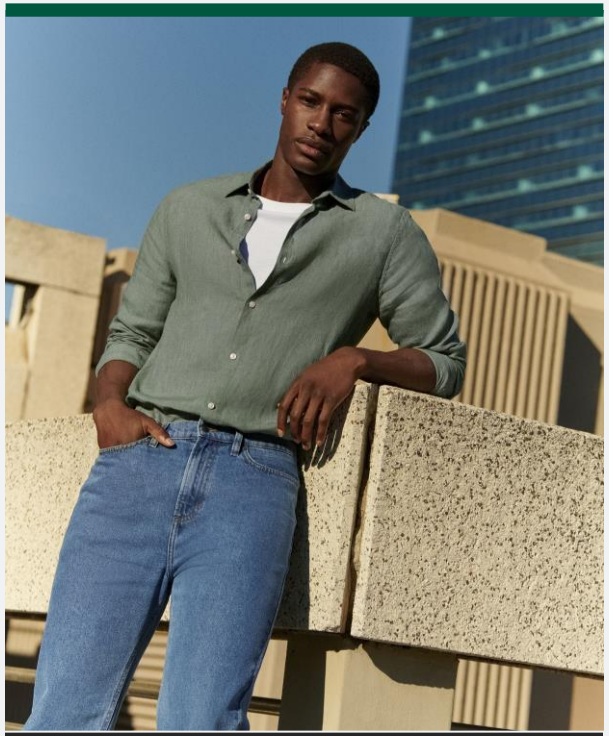
M&S COLLECTION
Summer Resort Picnic Tray, £14
Pure Cotton Summer Resort Table Runner, £15
Set of 3 Summer Resort Picnic Nibble Bowls, £8

THE BEGINNINGS OF A NEW M&S

C&H GROWTH REFLECTING TRANSITION TO NEW TRADING MODEL



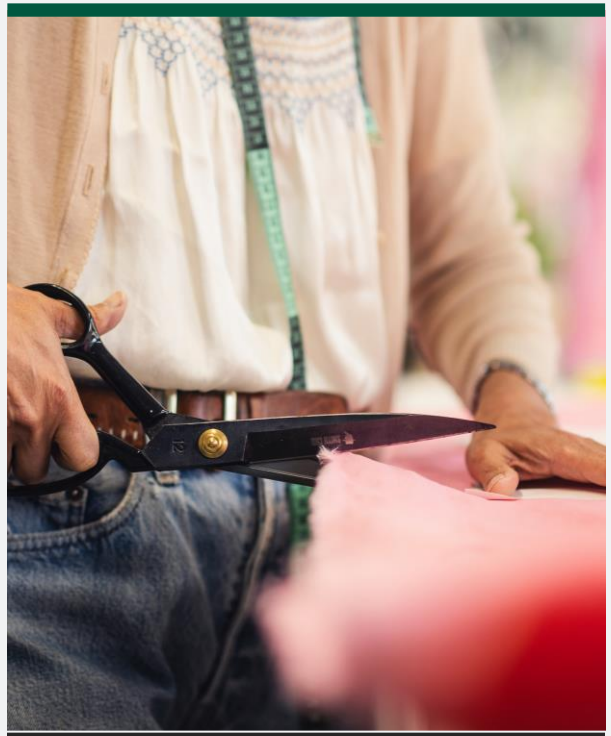
FOCUSING OPTIONS



BUYING BOLDER AND DEEPER



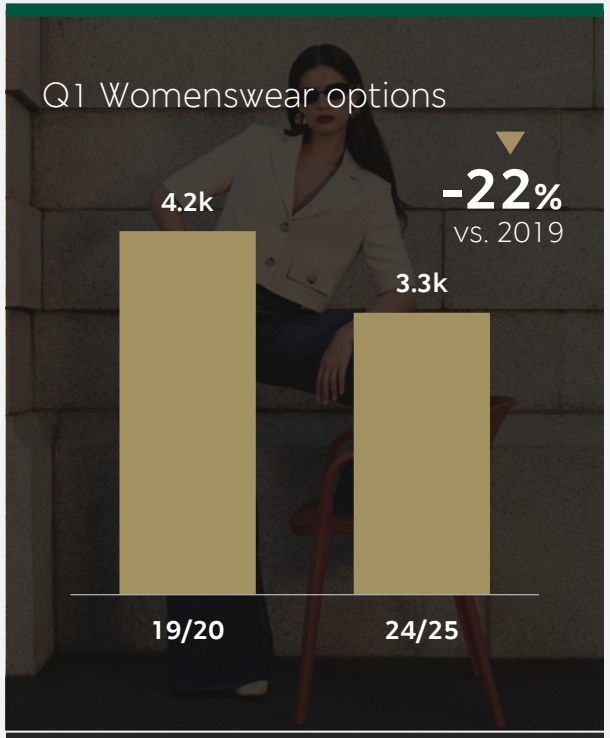
SHIFTING TO TRUSTED VALUE



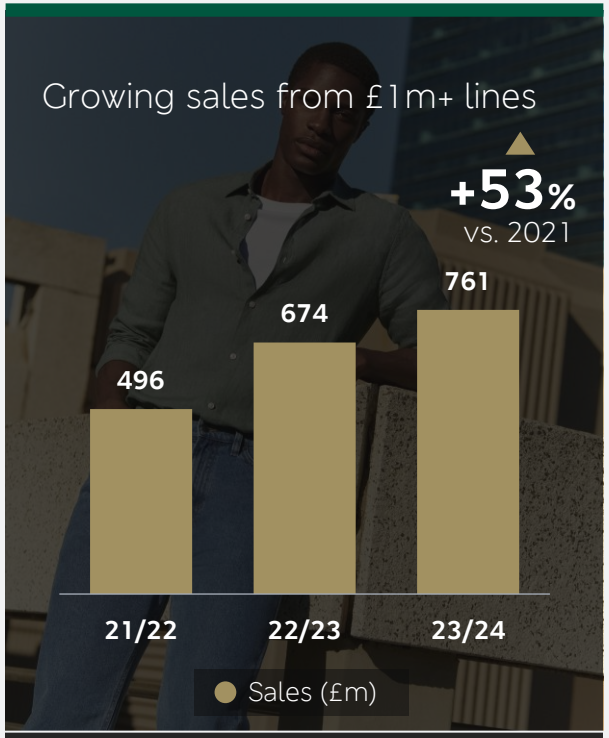
IMPROVING STOCK COVER

THE BEGINNINGS OF A NEW M&S

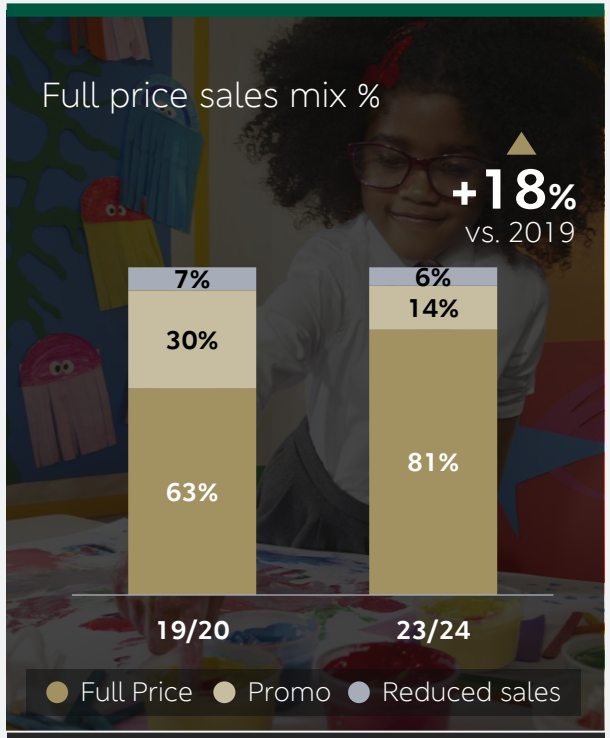
C&H GROWTH REFLECTING TRANSITION TO NEW TRADING MODEL



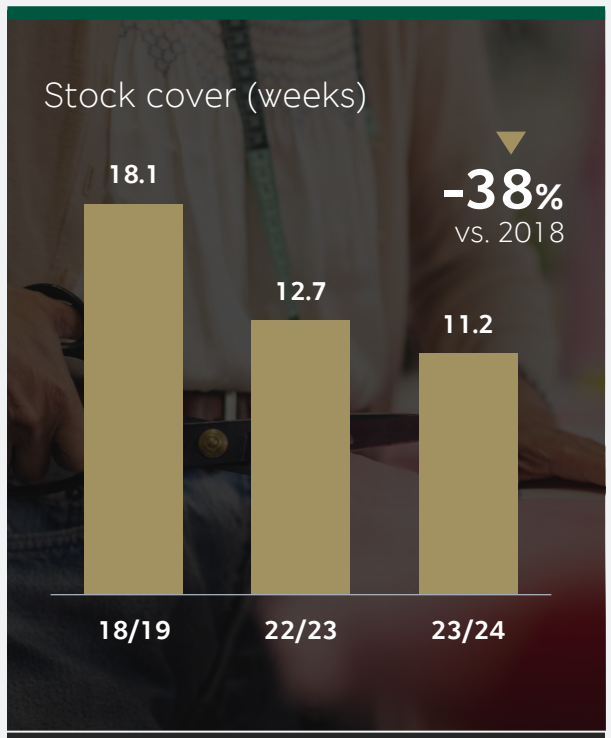
FOCUSING OPTIONS



BUYING BOLDER AND DEEPER



SHIFTING TO TRUSTED VALUE



IMPROVING STOCK COVER[1]

[1]Stock cover at year end lower than expectations impacted by supply chain disruption from the Suez Canal

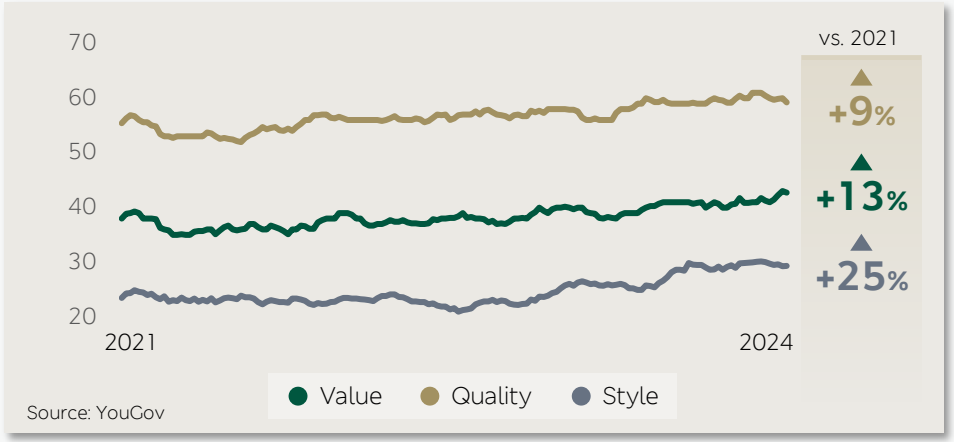
DELIVERING SALES & SHARE GROWTH ACROSS CATEGORIES

STRONG PERFORMANCE IN CORE AND BEST
Women's denim/trousers +15%, knitwear +13% and bras +5%
Quality driving top tier sales, with men's Autograph +50%
Women's holiday +15%, with growth of travel and events

GROWTH IN MARKET SHARE AND CUSTOMER APPEAL
Clothing market share on track +40bps, full price +80bps
Further increase in full price mix; now 81% sales vs. 78% LY
Perception scores for style, value & quality improved

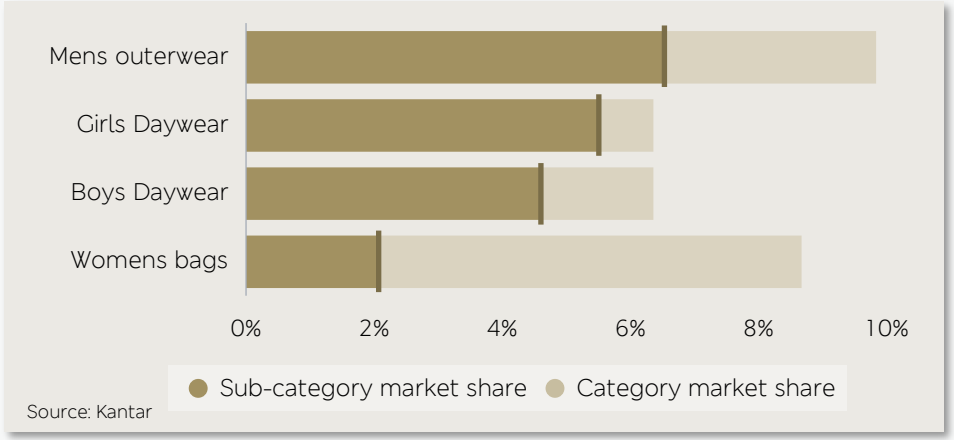
SUBSTANTIAL POTENTIAL IN UNDER-INDEXED AREAS
Exit of bulky furniture and refocus on bed, bath and kitchen
Opportunity areas: occasionwear, men's outerwear and kids
Category potential online in men's formal and footwear

IMPROVED CUSTOMER PERCEPTIONS ACROSS VALUE, QUALITY & STYLE



Source: YouGov

FURTHER OPPORTUNITITES TO INCREASE SHARE



Source: Kantar



M&S COLLECTION
Cotton Rich Sweatshirt (6-16 Yrs), £16
Pure Cotton Ombre T-Shirt (6-16 Yrs), £10

STRONG RESULTS FROM FULL LINE STORE ROTATION

M&S

NEW STORES DRIVING CUSTOMER REAPPRAISAL

Stores attracting more family customers

Change in product mix, strong performance of beauty

Omni-channel services improving experience

INCREASED PRODUCTIVITY AND RAPID PAYBACKS

Strong results – over 50% more sales from similar space

Paybacks of c.2 years on new full line stores

Successful exit from legacy sites over the past 12 months

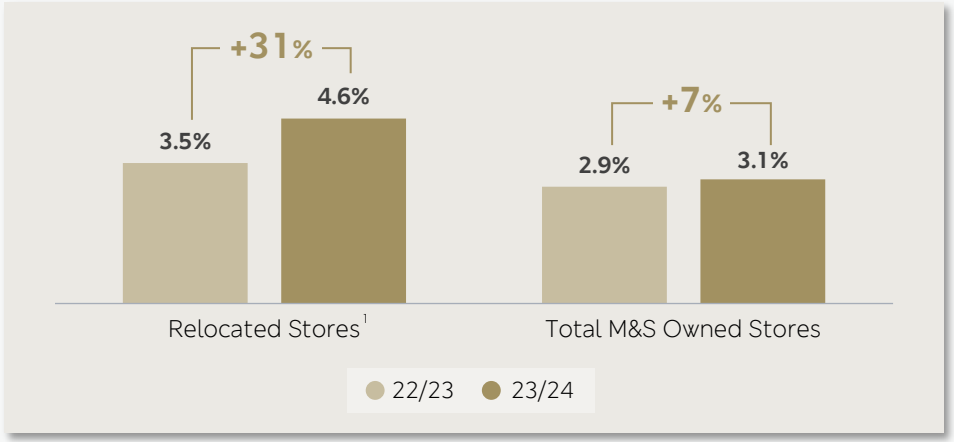
FOCUS ON PIPELINE TO ACCELERATE THE PLAN

Target remains 180 full line stores in growth locations

Up to 4 new FL stores expected in 2024/25; pipeline developing

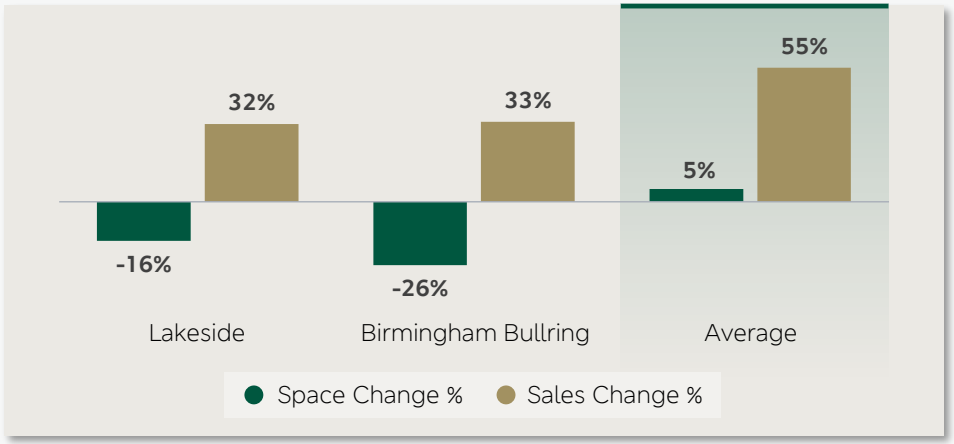
Planning for asset disposals in 2024/25

STRONG BEAUTY SALES MIX GROWTH IN RELOCATED STORES



[1]Relocated stores performance for 5 stores, applicable time period since opening for both years

SALES OUTPERFORMING SPACE CHANGE





M&S Birmingham Bullring

C&H ONLINE GROWTH

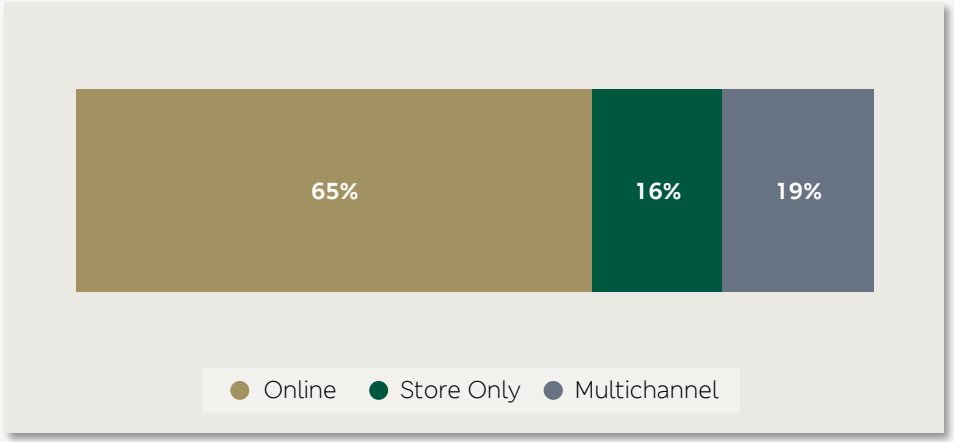
M&S

BETTER PRODUCT DRIVING FASTER ONLINE GROWTH
Refocused marketing spend attracting new customers
44% of orders now through the M&S App (37% last year)
Third party brand sales up 33%, with top tier partnerships

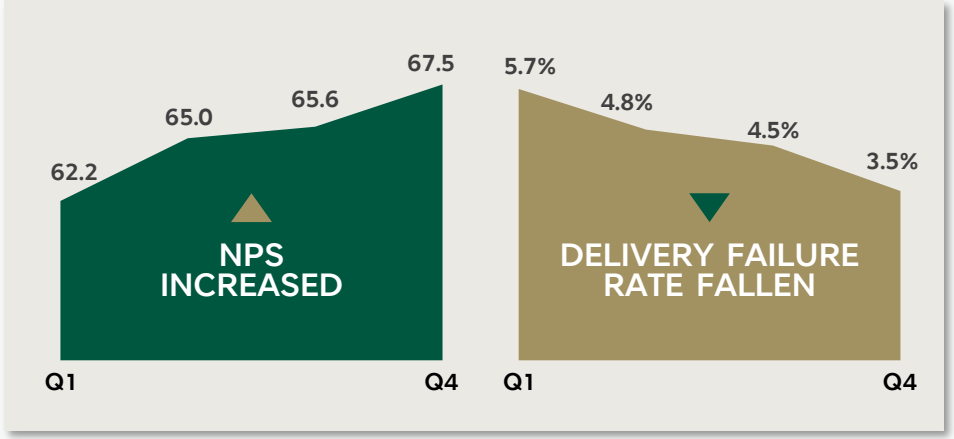
IMPROVED CUSTOMER SERVICE AND HIGHER MARGINS
Reduced delivery failure and more rapid returns process
Resetting online ranges, removing unprofitable lines
Supply chain efficiencies, driving reduced cost to serve

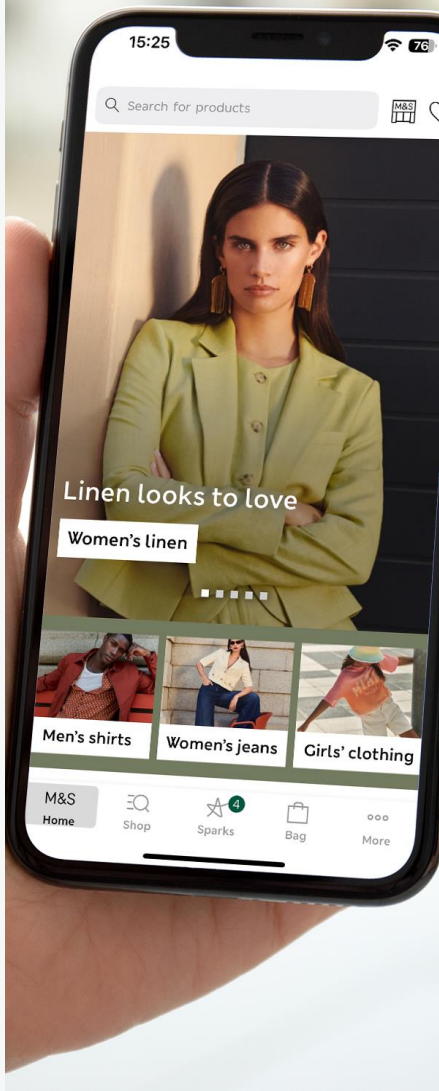
AMBITION TO STEP CHANGE EXPERIENCE IN 2024/25
Increasing newness and online availability
Creating a more fashion-led customer experience
Systems investment to grow third party brands

TWO THIRDS OF NEW CUSTOMERS ONLINE



IMPROVED CUSTOMER EXPERIENCE DRIVING NPS





PROGRESS ON THE END-TO-END SUPPLY CHAIN PROGRAMME

M&S

STRATEGIC SOURCING UNDERWAY

Consolidating buying in core categories from AW24

Combining volumes across key fabrics

70% recycled polyester, 100% responsibly-sourced cotton in clothing

NETWORK EFFICIENCIES DRIVING DOWN COSTS

Rationalisation of DCs & increased omni-channel capacity

Faster returns processing and use of hub stores

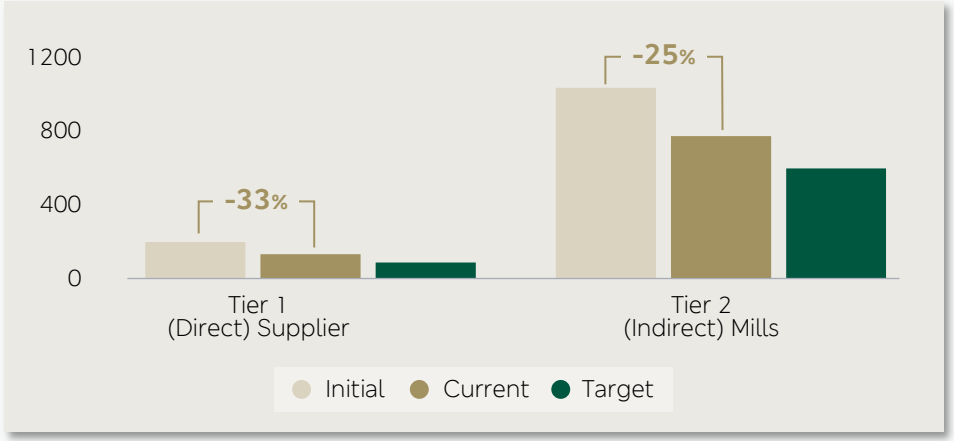
Investing in boxed and hanging capacity for future growth

FIRST STEPS ON NEW PLANNING PLATFORM IN 2024/25

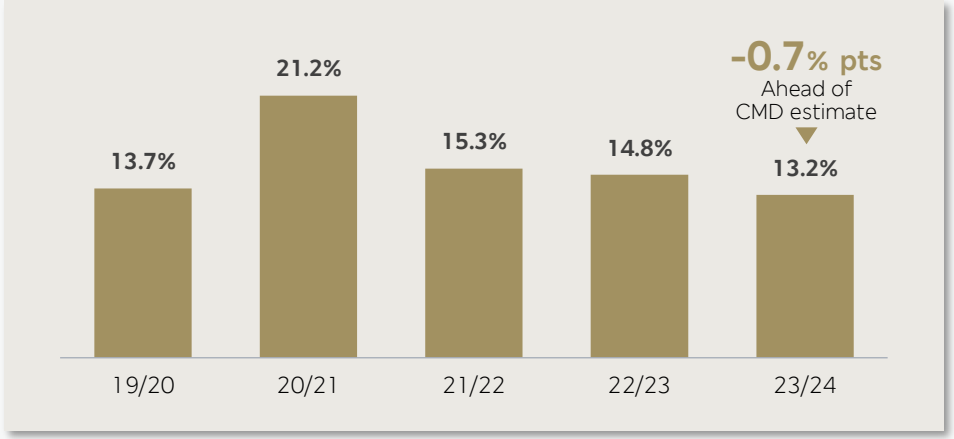
Stock flow visibility from supplier to stores and online

Opportunity for savings in the planning process, in sourcing and in reduced stock holding

STRATEGIC SOURCING CONSOLIDATION PROGRESSES



LOGISTICS C&H COST TO SERVE REDUCING





M&S Castle Donington



INTERNATIONAL

Reset to address slow growth

M&S



INTERNATIONAL RESET TO ADDRESS SLOW GROWTH

LONG TERM AMBITION OF GLOBAL REACH

Growth potential with partnerships in high growth markets
Wholesale operation with developing online sales mix
Challenge to deliver growth consistently

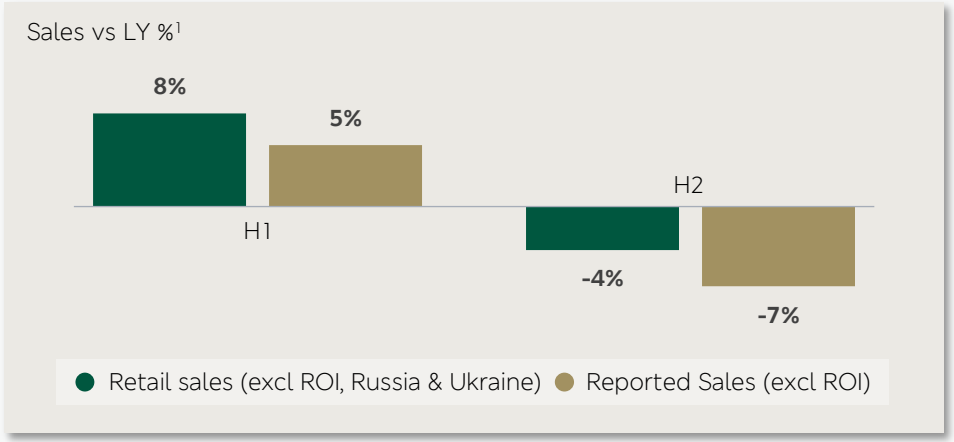
ACTION TO REDUCE STOCK LEVELS IN 2023/24

Shipments decline in H2, following softer retail sales
Weak performance in India and provision for surplus stock
Online sales down as we focus on improving profitability

CHANGE UNDERWAY TO FOCUS BUSINESS PLANS

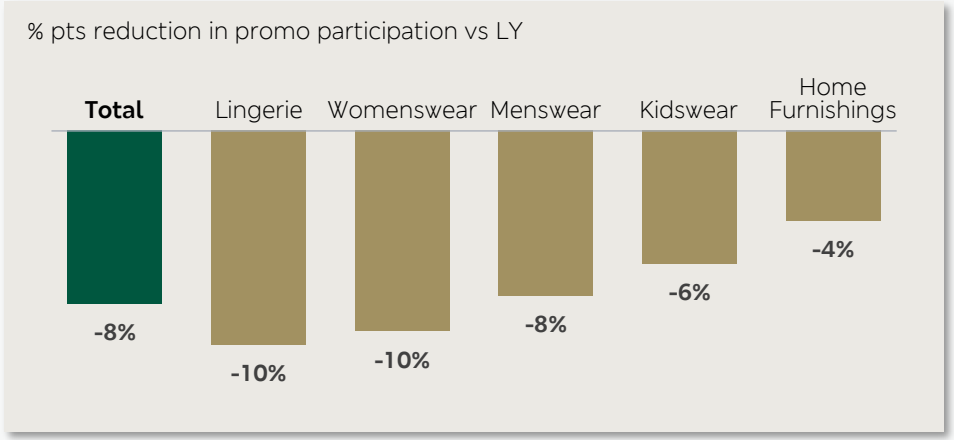
New MD appointed, creating a simpler strategic plan
Focus on operational model to bring best of UK to Global
Developing Europe online with new EDC in Poland in 2024/25

CHALLENGING SECOND HALF SALES PERFORMANCE



[1] At constant currency

PROMOTIONAL ACTIVITY REDUCING ONLINE









OCADO RETAIL

Starting to deliver improved growth

M&S



OCADO RETAIL STARTING TO DELIVER IMPROVED GROWTH

SALES PERFORMANCE IMPROVING UNDER NEW TEAM

Revenue growth of 11%, with growth accelerating in H2
Adjusted EBITDA £26.8m vs (£15.1m) LY
Profit below original business plan – scope for improvement

INCREASED CHOICE, AVAILABILITY AND VALUE

4,800 M&S Food products compared with c.4,000 last year
ASP up just 2.1% in Q4 and availability up 4% in Q4
M&S sales growth on Ocado accelerates, growing 18% in Q4

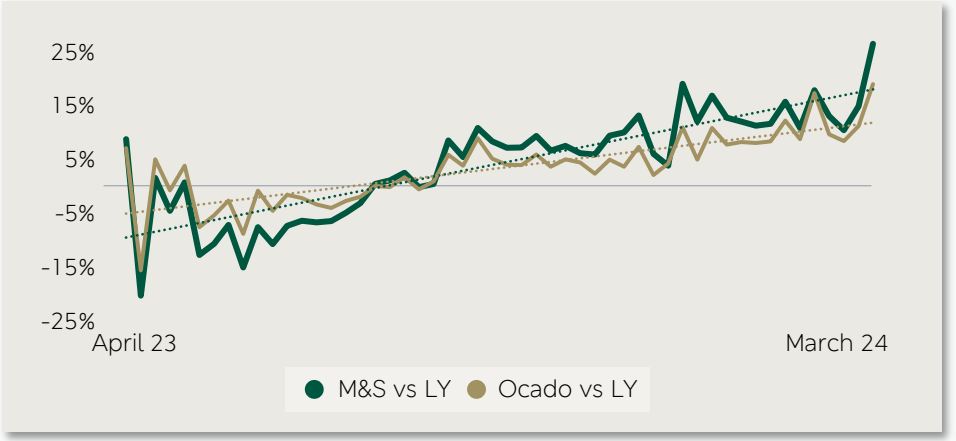
MORE EFFECTIVE AND EFFICIENT OPERATIONS

Rapid ramp of Luton CFC, as orders transfer from Hatfield
Luton an important test bed for on-grid robotic pick
Continued Hatfield fees limit financial benefits of change

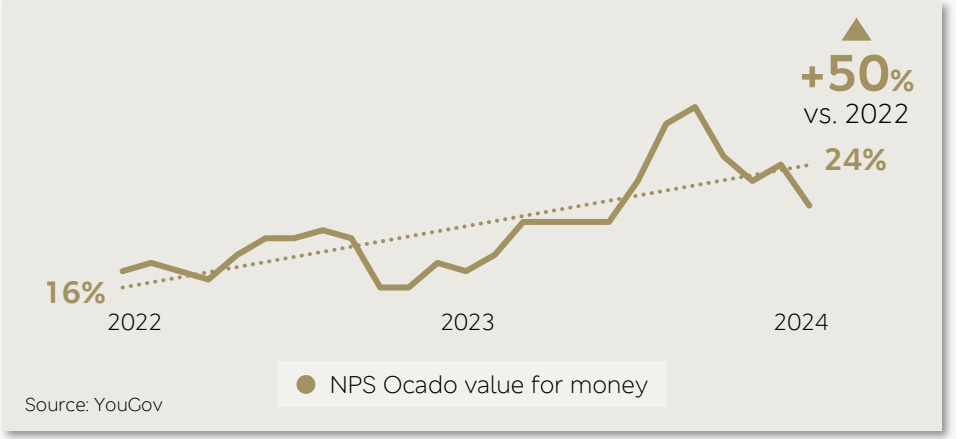
SERVICE AND SYSTEM UPGRADES STARTING IN 2024/25

Migrating to Ocado's 'OSP' solution over next 18 months
Greater customer convenience and personalisation
Improved automation, optimisation of last mile delivery and in the supply chain

M&S VOLUME GROWTH DRIVING ORL PERFORMANCE



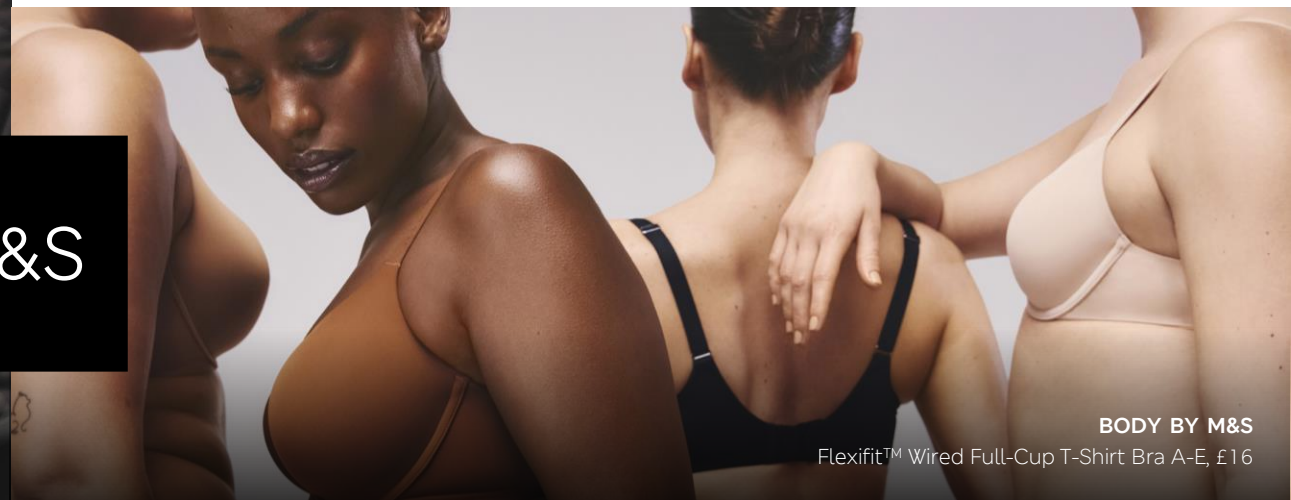
OCADO VALUE FOR MONEY PERCEPTION IMPROVING






COLOUR
PERFECT POINTED PEPPERS

OUTLOOK


M&S
BODY BY M&S
Flexifit™ Wired Full-Cup T-Shirt Bra A-E, £16

OUTLOOK FOR 2024/25

Focus remains on growing volume and market share and offering trusted value supported by our sourcing programmes

Investment in colleague pay will be funded by structural cost reductions and other efficiencies

Other cost inflation will largely be offset by reduced energy costs

Given our track record of delivering volume growth, market share and free cash flow we are confident that we will make further progress in 2024/25 and beyond



M&S Birmingham Bullring

OUR M&S BEHAVIOURS

SOMETIMES TODAY...		M&S MOVING FORWARD...
We aren't curious enough and look inwards too much	▶	WE ARE CLOSE TO CUSTOMERS AND CLOSE TO COLLEAGUES
We avoid making the tough decisions	▶	WE SAY IT, WE DO IT
We believe our own hype and avoid criticism	▶	WE TELL IT AS IT IS
We accept average performance	▶	WE ALWAYS AIM HIGHER
We obsess about promoting ourselves and our own self-interest	▶	WE ARE SELFLESS
We get carried away with our spending	▶	WE SPEND WISE, SAVE WELL

THE BEGINNINGS OF A NEW M&S

STRATEGIC PRIORITIES FOR 2024/25

M&S

EXCEPTIONAL PRODUCT, TRUSTED RETAILER

Food: Invest in value, volume innovation, 1,000 upgrades
C&H: Refocus on core home & under indexed categories

CUSTOMER CENTRIC BUSINESSES

Drive growth and upgrade fashion experience at M&S.com
Test and implement OSP at Ocado Retail

EXPANDED GLOBAL REACH

Reset operating model to drive long term growth
Stabilise India and improve profitability



DELIVER PROFITABLE SALES *growth*



IMPROVE OPERATING *margins*

STRUCTURALLY LOWER COSTS

Increased 5-year objective from £400m to £500m
+£100m savings: stores, supply chain & support centre

HIGH PERFORMANCE CULTURE

Closer to customers and colleagues
Developing internal and external talent
Embed M&S behaviours

ACCELERATING STORE ROTATION

Up to 4 new Full Line, 12 Food stores and 25 renewals
Implementing refreshed renewal format

MODERNISED SUPPLY CHAIN

Food network plan and investing in new capacity
Investing in boxed & hanging capacity in C&H

DATA, DIGITAL AND TECHNOLOGY

Complete roll out of Food FOA system
First steps on new C&H planning platform

DISCIPLINED INVESTMENT *choices*



DRIVE SHAREHOLDER *returns*



DISCIPLINED CAPITAL ALLOCATION

Free cashflow focus; maintaining strict hurdle rates
Increased investment in store rotation and sustainable dividend for shareholders

APPENDICES



M&S COLLECTION
Satin Look Belted Longline Waistcoat, £45



M&S FOOD
Raspberries 250g, £3.75

QUARTERLY SALES PERFORMANCE

% change vs 2022/23	Q1	Q2	Q3	Q4	FY
Food	15.1	14.2	10.5	13.0	13.0
Food LFL	12.5	11.0	9.9	11.9	11.3
Clothing & Home	7.4	4.1	4.8	5.0	5.3
Clothing & Home LFL	7.2	3.8	4.8	5.1	5.2
Total UK Sales	**12.5**	**10.6**	**8.5**	**10.6**	**10.4**
Total UK LFL	10.7	8.5	8.1	9.8	9.2
International[1]	2.9	4.8	(6.4)	0.2	(0.0)
Group Sales	**11.7**	**10.1**	**7.2**	**9.7**	**9.5**
Memo					
M&S.com	2.8	5.5	10.3	9.4	7.3
Clothing & Home.com	3.1	6.0	10.9	10.3	7.8

[1] At constant currency



M&S APOTHECARY
Sleep Mini Scenting Set, £10
Calm Boxed Scented Candle Gift, £10

TRADING PERFORMANCE IN FOOD

FOOD SALES

% Change from 2022/23	H1	H2	FY
Total Food	14.7	11.7	**13.0**
LFL	11.7	10.9	11.3

DRIVERS OF FOOD SALES

52 Weeks	2023/24	2022/23	% Change
Transaction (m) (average/week)	9.7	9.0	7.8
Basket value inc VAT (£)	16.0	15.2	5.3
Sales ex VAT (£m)	**8,158.8**	**7,218.0**	**13.0**



TRADING PERFORMANCE IN CLOTHING & HOME

CLOTHING & HOME SALES

% Change from 2022/23	H1	H2	FY
Total C&H	5.7	4.9	5.3
LFL	5.5	4.9	5.2
Online sales	4.6	10.7	7.8
Store sales	6.2	2.2	4.1

DRIVERS OF ONLINE SALES

52 Weeks Ended	2023/24	2022/23	% Change
Active customers (m)[1]	9.4	9.2	2.2
Frequency[2]	3.5	3.4	2.9
Transactions (m)	33.2	31.1	6.8
Average basket value (£)[3]	63.7	61.7	3.2
Returns rate (%)[4]	31.3	29.5	1.8% pts
Sales ex VAT (£m)	**1,268.4**	**1,176.4**	**7.8**

DRIVERS OF STORE SALES

52 Weeks Ended	2023/24	2022/23	% Change
Transaction (m) (average/week)	1.8	1.8	-
Basket value inc. VAT (£) pre returns	39.2	37.4	4.8
Sales ex VAT (£m)	**2,642.3**	**2,538.6**	**4.1**

[1] Active customers is the count of unique customers who transacted online in the last 52 weeks.
[2] Frequency is the count of purchasing transactions divided by customers.
[3] Prior year average basket value has been restated to reflect alternative source data as a result of cookie compliance tracking.
[4] Returns rate represents returns on dispatch sales.

ADJUSTING ITEMS

	£m
Strategic programmes	**(109.5)**
Store estate	(93.0)
Furniture simplification	(18.3)
Organisation	(3.5)
Structural simplification	-
UK logistics	5.3
Other adjusting items	**65.6**
Store impairments & other property charges	35.1
Acquisition of Gist Limited	(0.4)
Amortisation and fair value adjustments arising as part of the investment in Ocado Retail Ltd	(12.9)
M&S Bank transformation and insurance mis-selling provisions	(7.0)
Ocado Retail - UK network capacity review	(29.7)
Remeasurement of Ocado Retail Limited contingent consideration	64.7
Net finance costs incurred in relation to Gist Limited deferred and contingent consideration	(8.2)
Pension net finance income	24.0
Total adjusting items	**(43.9)**



M&S Birmingham Bullring

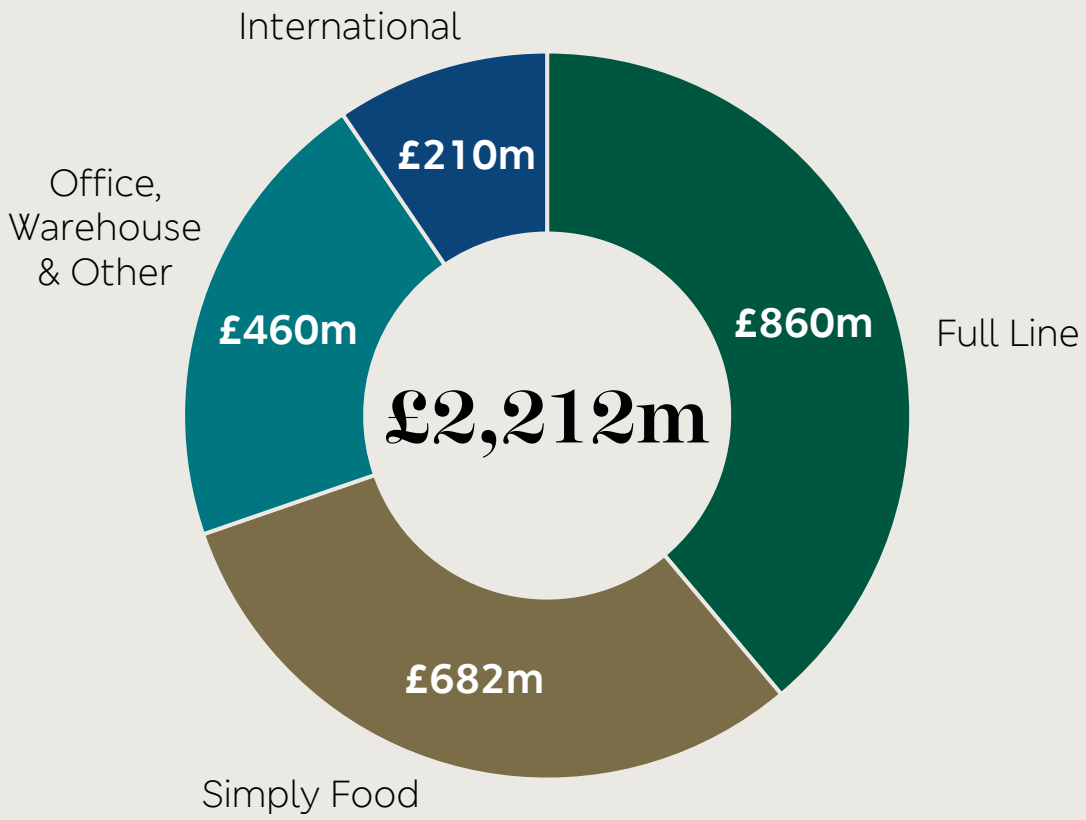


DEPRECIATION AND AMORTISATION

	2023/24				
£m	**Food**	**C&H**	**Intl**	**Other**	**Group**
Adjusted operating profit	**395.3**	**402.8**	**75.6**	**(35.1)**	**838.6**
Depreciation					
Tangible asset	142.9	134.3	15.0	-	292.2
Right of use asset	78.2	56.2	25.3	-	159.7
Amortisation	21.5	25.9	7.3	-	54.7
Impairment & Disposals	9.5	10.2	-	-	19.7
Depreciation & Amortisation	**252.1**	**226.6**	**47.6**	**-**	**526.3**
Adjusted EBITDA	**647.4**	**629.4**	**123.2**	**(35.1)**	**1,364.9**
Interest payable on leases	46.6	49.7	12.7	-	109.0



LEASE LIABILITY BREAKDOWN





M&S Lakeside

STORES AND SELLING SPACE

		NUMBER OF STORES					
UK	**Selling space (m sq. ft)**	**Mar 24**	**Mar 23[2]**	**Openings**	**Closures**	**Change**	***Memo: Closures of which are relocations***
Shopping Centre	1.6	17	16	3	(2)	1	*2*
Retail Park	4.6	81	81	1	(1)	0	*1*
High Street – large	4.5	68	71	2	(5)	(3)	*2*
High Street	2.1	74	78	0	(4)	(4)	*2*
Full line total	**12.8**	**240**	**246**	**6**	**(12)**	**(6)**	***7[1]***
Outlets	0.3	30	30	0	0	0	*0*
Food Stores - Owned	2.7	325	322	8	(5)	3	*1*
Food Stores - Franchise	0.8	463	460	8	(5)	3	*0*
UK stores	**16.6**	**1,058**	**1,058**	**22**	**(22)**	**0**	***8***
C&H – Owned	9.8						
Food – Owned	6.1						
International		**Mar 24**	**Mar 23[2]**	**Openings**	**Closures**	**Change**	
Owned/JV	1.9	170	159	12	(1)	11	
Franchise	2.7	264	244	27	(7)	20	
International stores	**4.6**	**434**	**403**	**39**	**(8)**	**31**	

[1] Full line relocations includes 2 full line stores (high streets) which relocated as Food Stores
[2] March 2023 figures have been restated