



CUSTOMER & SHOPPING EXPERIENCE

SHAREHOLDER PANEL

7 JUNE 2017

M&S

EST. 1884

BUILDING A PROFITABLE, SUSTAINABLE M&S



Customer &
Brand

Recover
and grow
Clothing
& Home

Continue
to grow
Food

UK store
estate

International

Organisation &
Cost

Financial Plan

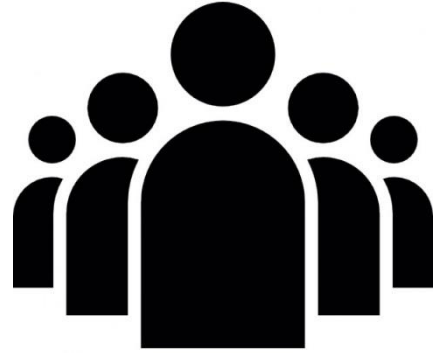


THE M&S CUSTOMER

NATHAN ANSELL, GLOBAL CUSTOMER INSIGHT DIRECTOR

LISTENING TO OUR CUSTOMERS

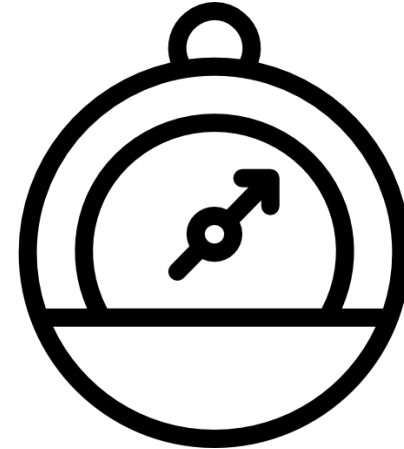
700,000
Customer
Interviews



External Data



Internal Analytics



Consumer
Barometer

CUSTOMER DRIVEN

32 million customers



50+
Female



38%
Male



23%
Under 35



40%
Shop Food and
Clothing & Home

Core customer front of mind

CHANGING BEHAVIOURS

In a challenging market, customer behaviour is changing

Clothing

More style conscious

Value savvy

Using multiple channels

Shopping multiple retailers

Expecting personalisation

Food

Shopping for today

Prioritising health

Eating out

Demanding convenience

Tailored products

It's about attitude, not age



EVOLVING OUR SHOPPING CHANNELS

STEVE ROWE, CHIEF EXECUTIVE

WHAT IT MEANS FOR RETAILERS



Multichannel Shopping



Convenience



Experience



Talent

CHANNEL PRIORITIES



UK store estate plan

Simply Food growth opportunity

Improve experience in store
and online

International partnership model

UK STORE ESTATE PLAN

Food

250 new
stores by
19/20

Clothing & Home
over five years

Close & Reduce

Relocate & Open

Net 60 fewer stores: 25% churn, 10% less space

Changes in over 100 locations

UK STORE ESTATE PROGRAMME – CLOTHING & HOME



Relocations



New Location Openings



Space Change

IMPROVED CLOTHING & HOME LAYOUT



Easier Navigation



More Inspiration



Clearer on Price

More flexible space

SIMPLY FOOD GROWTH PROGRAMME

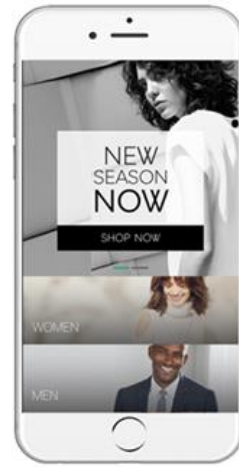
68 New Simply Food locations



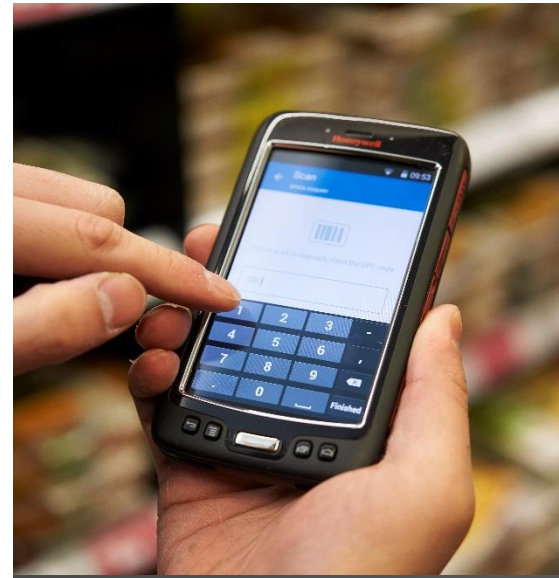
ENHANCE MULTICHANNEL EXPERIENCE



Delivery
Proposition



Universal App



Honeywell Device
in Stores



More Collection
Points

MOVING FORWARD



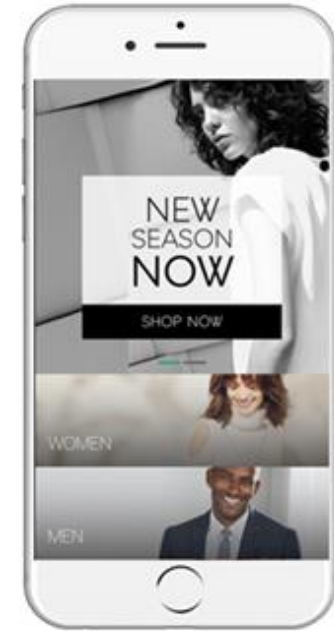
Rebalance c.50 stores to growth areas

Improve availability & choice in smaller stores



Open c.90 new Simply Food stores

London Opportunity



Extend Delivery options

Food Online



IN STORE EXPERIENCE

JO MORAN, HEAD OF CUSTOMER SERVICE & SACHA BERENDJI, RETAIL DIRECTOR

INVESTING IN OUR PEOPLE



OVER 3,000 EXTRA
COLLEAGUES

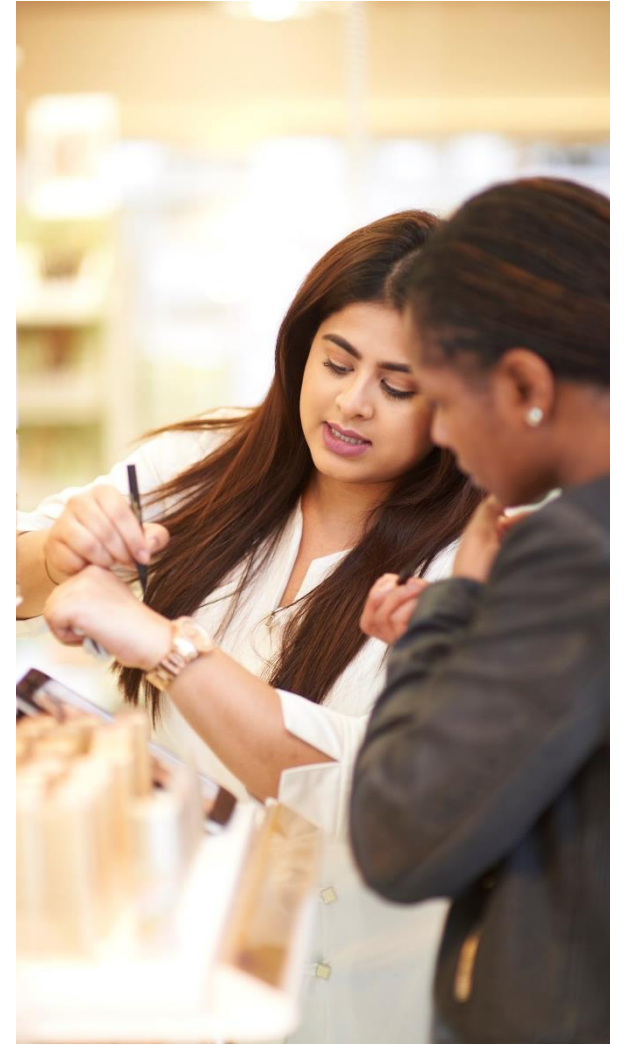


FOCUS ON AREAS THAT
MATTER

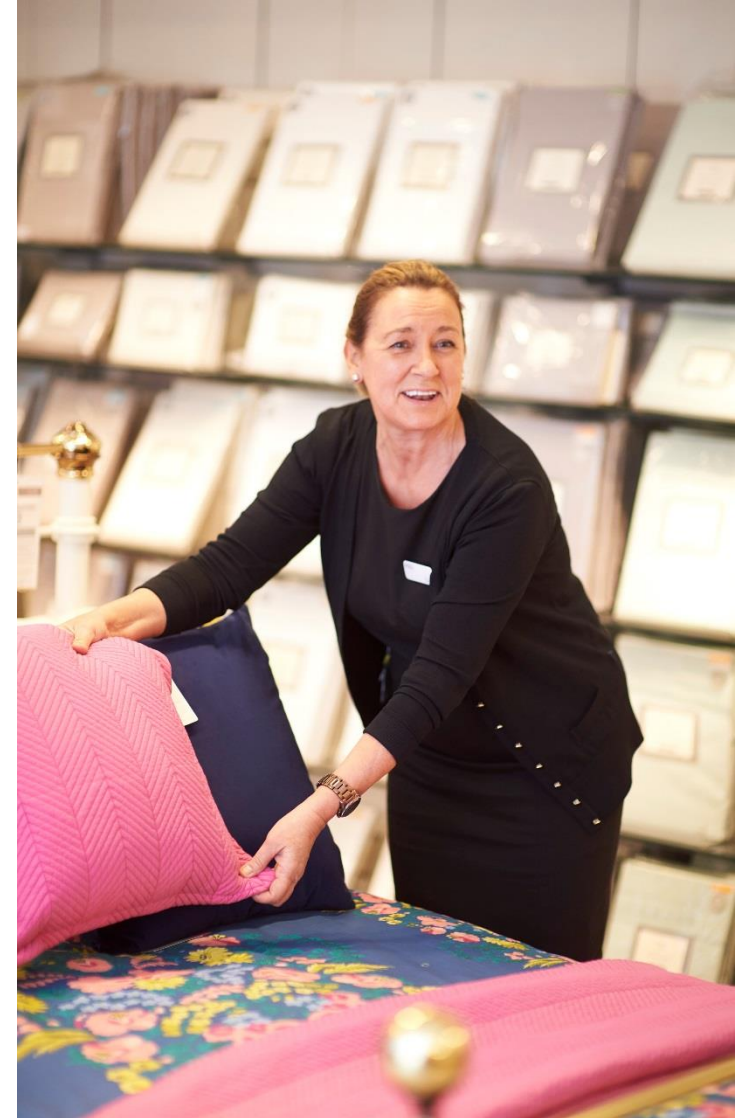


LEADING REWARD
PACKAGE IN RETAIL

MAKING EVERY MOMENT SPECIAL



SHOWCASING OUR EXPERTISE



EXPERIENCE



OUR ROLE IN THE COMMUNITY



CUSTOMERS ARE NOTICING THE DIFFERENCE

“Massive thank you to Les for helping me select a suit! It was my first suit so his helpful approach was great”



“I just wanted to tell you how amazing one of your bra fitters is. Alison has measured all three of my daughters for their first bra and has always taken the time to make them feel comfortable”



“Julie is an asset to M&S and we will never forget the service she gave us today and for making shopping for the Mother of the Bride outfit a very special one”





SUMMARY

STEVE ROWE, CHIEF EXECUTIVE

M&S

EST. 1884