

M&S

STORES FOR A  
**NEW ERA**


How our newly transformed stores  
are the talk of the town

**FUTURE PROPERTY OPPORTUNITIES**

A PLACE IN THE  
**NATION'S  
HEART**

From a Penny Bazaar in 1884 to a leading British retailer today, our focus has always been on bringing high quality, great value food, clothing, homeware and services to millions of customers who love and trust us.





“Now’s the time.  
Now’s the moment.  
We are emerging  
as a reshaped  
business”

ARCHIE NORMAN,  
CHAIRMAN, M&S

The M&S brand is steeped in history and occupies a special place in people’s hearts. For over 130 years, we’ve played a significant role in their lives. From first school uniform to first bra, first ever chicken Kiev for dinner to ‘Our Best Ever’ prawn sandwich for lunch, we’ve constantly evolved and responded to our customers’ needs. But M&S does more than move with the times. We’re used to setting the standard. That’s why, today, you’ll find us transforming our stores from the dependable, uninspiring grey boxes in the corner of every shopping centre, to vibrant, buzzing stores, full of surprise, driving footfall and talkability alike.

Welcome to the new M&S.  
Inspiring, surprising and a joy to shop.

MORE THAN  
**70,000**  
COLLEAGUES

OVER  
**1,500**  
STORES

SERVING ALMOST  
**30,000,000**  
CUSTOMERS



INTRODUCING

# THE M&S STORE OF THE FUTURE

Since 2019, as part of our Never The Same Again programme, we've been transforming our store estate to forge a reshaped M&S, fit for the future

We're doing this by opening brand new stores, 'rotating our estate' by relocating our smaller stores to new and bigger sites, or redefining existing full-line stores that sell clothing, home and food to our brand new 'bigger, better, fresher' Foodhall concept.

The aim is to create an exciting new format that's appropriate to our brand, scalable, able to deliver long-term, sustainable returns for our investors, colleagues and wider communities – and, crucially, to surprise and delight our customers – putting M&S back at the forefront of British retail.



## Bigger, better, fresher Food stores

Our strategy in Food is simple: to protect the magic and modernise the rest. That means retaining the high quality, differentiated product range customers love us for, while investing in our stores to dramatically change the shopping experience. Focusing on freshness, showcasing the full range, embracing digital solutions and allowing ease of shop through clear navigation and moments of inspiration are all ways we are staying true to our vision: to marry the soul of a fresh market, with the mind of a supermarket.

## Cafés go digital

Our store of the future concept includes a new café in selected stores, with an enhanced menu focusing on brunch, lunch and afternoon that showcases the best M&S ingredients and quality food. A more contemporary environment means dwell times are longer. While digital comes to the fore, with state of the art tech that sees both digital screen and app-based ordering replacing the traditional queuing model, to deliver an elevated customer experience and efficiency.

## Clothing gets stylish

We're leading the way in modern mainstream style, sustainability, quality and value in Clothing and Home. Introducing third party brands into our stores like Jaeger and Clarks has contributed to a 17.3% growth in Clothing and Home sales in 2020/21. This, coupled with a digitally enhanced proposition that includes self-service tills, has seen our Clothing and Home offer leap into the future, changing perceptions and broadening appeal.

Customer behaviour is shifting. Compared with 2 years prior, 2021/22 M&S Food sales on retail parks were up 23.3%, while Food sales in city centre stores were down 18.4%

# 107 FOOD STORES

AND

# 12 FULL-LINE STORES

OPENED BETWEEN 2016  
TO END OF MARCH 2021

THAT'S

# 909,000 FT<sup>2</sup>

OF FOOD SPACE AND

# 361,000 FT<sup>2</sup>

OF CLOTHING AND  
HOME SPACE

THE  
**SCALE**  
OF OUR  
**AMBITION**

We've got big plans.  
Will you be part of them?





In 2020 63% of the population had access to an M&S Food store\* within a 10-minute drive and 84% within 15 minutes. We're looking to be within a 15-minute drive for 90%.

We have over 100 new stores in our pipeline to launch in the next few years, as we aim to drive our average food sales area from 7,500 ft<sup>2</sup> to 15,000 ft<sup>2</sup>. Along with increased footfall and average spend, they'll create thousands of jobs, giving a real boost to local communities.

\*excluding our franchise stores

Every year, our Marks & Starts recruitment programme helps around 1,200 young people from disadvantaged backgrounds into work across the UK

# HERE'S WHAT WE'RE LOOKING FOR...

## FOOD STORE

An ideal site for our 'bigger, better, fresher' concept would meet these criteria:

TOTAL SITE AREA	1.5+ acres
BUILDING GIA	21,500 ft <sup>2</sup>
CRITICAL DIMENSIONS	46.5m x 43.2m
SALES AREA	15,000 ft <sup>2</sup>
PARKING	Dedicated parking



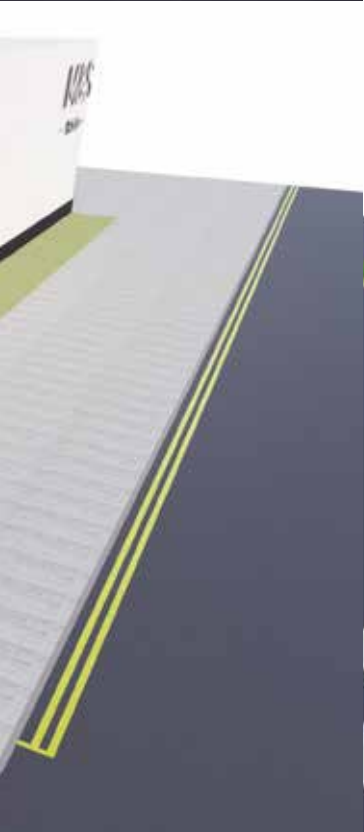
With so many large department stores leaving, M&S has become one of the last – and best – anchors for shopping centres and retail parks



## FULL LINE STORE

These stores sell our whole assortment across Food, Clothing and Home.

<b>TOTAL SITE AREA</b>	From 5 to 6 acres
<b>BUILDING GIA</b>	80,300 ft <sup>2</sup> to 133,800 ft <sup>2</sup>
<b>CRITICAL DIMENSIONS</b>	From 69m x 58.5m to 95.5m x 72m
<b>SALES AREA</b>	From 66,500 ft <sup>2</sup> to 115,000 ft <sup>2</sup>
<b>PARKING</b>	500 dedicated spaces



# ALWAYS



# MOVING WITH THE



# TIMES

From our groundbreaking products to our innovative partnerships, we're constantly evolving to meet the needs of customers, today and tomorrow



## FASHION-FORWARD: BRANDS AT M&S

2021 saw the launch of 'Brands at M&S', making us more relevant to more customers, more often.

We introduced a range of complementary fashion brands to sit alongside our own, including Hobbs, Nobody's Child, Joules, and the purchase of Jaeger, giving our 22 million clothing customers more reasons to shop. Each range is carefully curated to attract new customers and introduce existing customers to something new.

## OCADO & M&S: BRINGING THE BEST TOGETHER

2020 marked the beginning of our transformational partnership with the UK's most progressive online food delivery platform.

For the first time ever, M&S products are available to shop online at Ocado, bringing our brilliant quality, great value food straight to our customers' doors. On launch day alone, 20,000 bags of Percy Pigs were ordered!



## THINK M&S, THINK...

Dine-in, Knickers, Chicken Kiev, StayNew™... we're famous for many products and initiatives, leading the way in innovation since 1884.

We have a reputation for product-led innovation. We were the first major UK retailer to sell organic Fairtrade cotton clothing, the first to sell only Fairtrade coffee, the first to introduce sweat-free shirts and the first to have an own-brand range of gluten-free pastries. We were even the first to launch a range of co-ordinating bras and girdles! Such is our commitment to innovation, we now have our very own Innovation Hub, a team dedicated to creating industry-leading products and addressing some of the biggest sector-wide challenges.

**“Our Innovation Hub will enable us to track emerging trends and insights, so we're one step ahead in responding to our customers' needs in the future”**

STUART MACHIN,  
CHIEF OPERATING OFFICER &  
MANAGING DIRECTOR OF M&S FOOD

WE'RE WORKING TO BE

# NET ZERO BY 2040

At M&S, caring about the impact we have on the world around us is part of who we are. We launched Plan A, our sustainability action plan, in 2007 – because we knew there is no Plan B when it comes to our planet. Across the estate, we are focused on delivering energy efficiency and generating our own energy on site, either for our own use or for others to use. Here's what else we've been up to...



WE WERE THE FIRST  
MAJOR RETAILER IN THE UK  
AND ROI TO ACHIEVE



CARBON  
NEUTRAL  
STATUS

WE'RE USING

100%

FSC ACCREDITED  
EQUIPMENT AND  
PRODUCTS

IN ALL OUR NEW AND  
RENEWED STORES

WE'RE

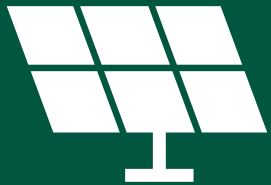
REDUCING AND  
SELF-GENERATING  
ENERGY



AS PART OF OUR STORE  
TRANSFORMATION PROGRAMME

WE'VE LAUNCHED A

SINGLE ROOF-  
MOUNTED SOLAR  
PANEL ARRAY



IN OUR CASTLE DONINGTON  
WAREHOUSE, HELPING TO IMPROVE  
ENERGY EFFICIENCY



ALL OUR STORES  
IN THE UK AND ROI  
ARE POWERED BY

100%

RENEWABLE  
ELECTRICITY

CASE STUDY

# SILVERBURN

• **Location:** Shopping centre • **Transformation:** Existing full-line store to a bigger Foodhall • **Landlord:** Hammerson • **Date opened:** 2 December 2021

Silverburn Shopping Centre is Hammerson's flagship destination in Glasgow. It's a 15-minute drive from the city centre, provides over 4,500 free parking spaces and attracts 14m annual visitors. The M&S store is one of three anchor stores.

## THE M&S DIFFERENCE

We expanded our Foodhall here with our new concept, adding several new propositions, increasing square footage by 54% and frozen food and ambient lines by 62% and 22% respectively.



FILL YOUR OWN  
FOR AMBIENT  
& FROZEN



COFFEE &  
WINE TASTING  
MACHINES



CHEESE & DELI  
BARGE FOR  
SPECIALITY ITEMS



SCAN & SHOP

22%

UPLIFT IN  
FOOD SALES

18%

UPLIFT IN  
FOOTFALL





EASIER TO SHOP  
WITH FOCUS ON  
EAT NOW



BIGGER BAKERY  
VISIBLE FROM  
FRONT OF STORE



DIGITAL  
CLICK &  
COLLECT



SCAN & SHOP

CASE STUDY

# FALKIRK

- **Location:** Retail park • **Transformation:** Existing Foodhall expanded
- **Landlord:** Brookfield • **Date opened:** 15 September 2021

# 58%

INCREASE IN  
SELLING FOOTAGE

# 52%

INCREASE  
IN SALES

Falkirk sits in the Central Lowlands of Scotland, almost equidistant between Glasgow and Edinburgh, with both of these cities having a significant impact on customer shopping behaviour in the catchment. Our store, situated on the retail park here is one the most progressive of our food stores with sales growth from 2019 to 2021 of 22%.

## THE M&S DIFFERENCE

We've expanded the store space by 58% through the acquisition of the neighbouring unit, taking the store from 9.5k ft<sup>2</sup> of sales space to 14,934 ft<sup>2</sup> and offering 25% more range.



CASE STUDY

# PAISLEY

- **Location:** Retail park • **Transformation:** Relocation of high street Food store
- **Landlord:** LSPIM • **Date opened:** 26 May 2021

Paisley is a retail park half a mile from the high street, and is occupied by 3 other tenants. The new M&S store here is a standalone 13,500 ft<sup>2</sup> sales area Foodhall relocated from our previous high street Outlet store.

## THE M&S DIFFERENCE

The store is a brand new format, both in terms of format design, construction and

marketing (including a 9-metre high totem and eye catching billboard facing the main road). It delivers an authentic fresh market feel and bold, regional messaging highlighting our Scottish suppliers and locally sourced products. It's also the testbed for our new rear-fed milk units and backstage bakery freezer access.



FRESH AMBIENT  
PRODUCE  
DISPLAYS



IN GRID  
FREEZERS FOR  
CROSS SELLING



'COLIN AND  
PERCY  
WORLD'



REAR-FED  
MILK FROM  
COLDROOM

68

COLLEAGUES  
TRANSFERRED FROM  
HIGH STREET STORE

820

YEARS COMBINED  
SERVICE IN  
THE STORE





EASIER TO SHOP  
WITH FOCUS ON  
EAT NOW



SCAN & SHOP



DIGITAL  
CAFÉ



LOOSE  
EGGS

CASE STUDY

# LEAMINGTON

- **Location:** Retail park • **Transformation:** Relocation of two food stores to build one larger full-line store with a Foodhall • **Landlord:** Abrdn
- **Date opened:** Foodhall 11 August 2021, Clothing, Home and Café 13 October 2021

# 68%

INCREASE IN  
FOOD SALES

# 41%

INCREASE IN  
CLOTHING &  
HOME SALES

Leamington Shopping Park is an out of town location. Here we've 'rotated the estate', closing our stores in Warwick and Leamington town centre to build a bigger, better full-line store on the nearby retail park.

## THE M&S DIFFERENCE

Our food store is a development on land

that was previously the Focus DIY garden centre, prior to Debenhams taking the store in 2013. We then took over the remaining vacant former Debenhams unit, which is directly adjacent, to provide the Clothing and Home offer. The store delivers a 45k ft<sup>2</sup> full-line store, all trading on one level. The two units combine to allow customers to seamlessly shop the full M&S offer as one store.



MARK

S & SPEN



# LIKE WHAT YOU SEE?

To get your whole town talking about  
their new M&S, drop us an email today

CONTACT DETAILS

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M&S