

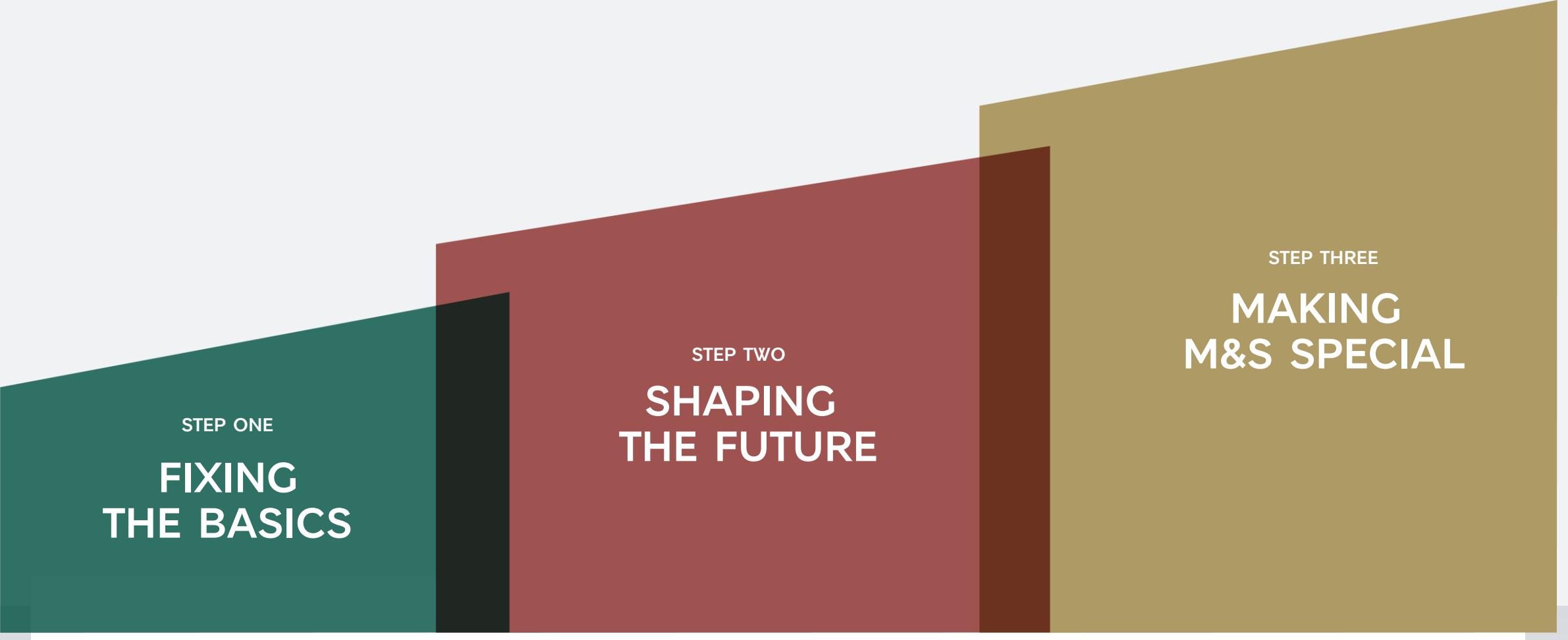
STEVE ROWE
CHIEF EXECUTIVE



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

OUR TRANSFORMATION JOURNEY

M&S
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STEP ONE
**FIXING
THE BASICS**

STEP TWO
**SHAPING
THE FUTURE**

STEP THREE
**MAKING
M&S SPECIAL**

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

TRANSFORMATION AND COVID BOUNCE BACK DRIVES RESULTS



STRONG FINANCIAL RESULTS

Adjusted PBT of £269.4m (2019/20 £176.3m)

Group net debt down 22.6%

Food sales up 10.4% (core Food up 16.9%)

C&H sales down 1% (Full price sales up 17.3%)

Ocado Retail order growth of 19% vs 20/21; profit share of £28.1m

C&H online sales up 60.8% (now 34.4% of C&H sales)



UNDERLYING IMPROVEMENTS IN ALL MAIN BUSINESSES

Food growing market share with improving quality and value perception

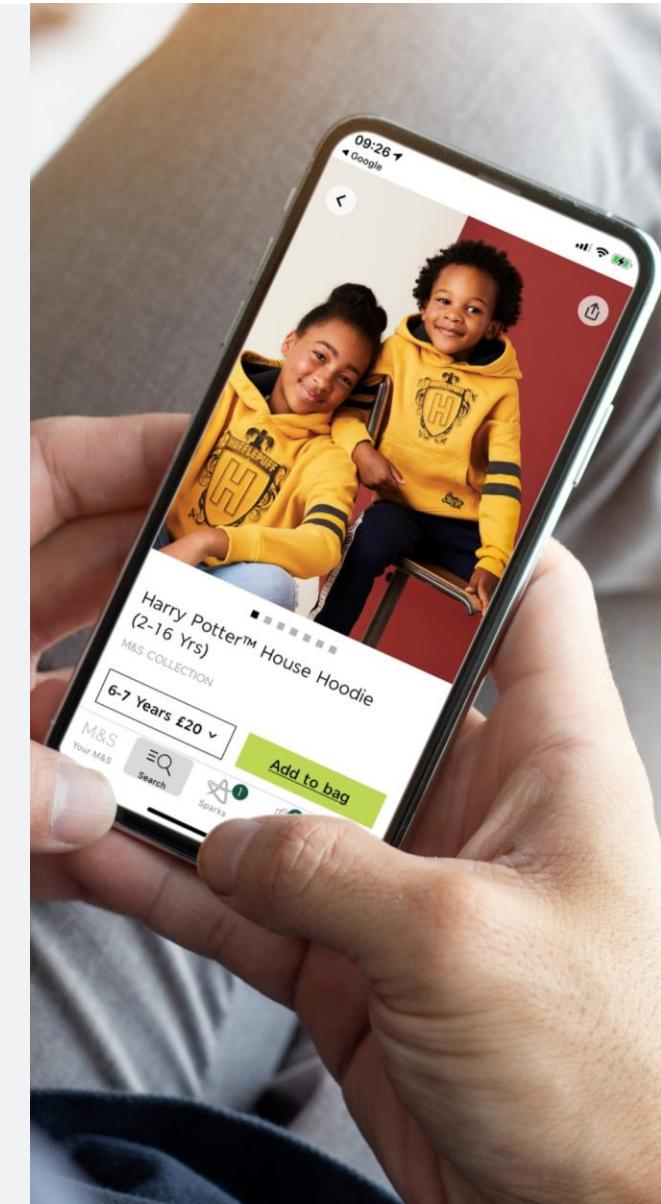
Ocado Retail capacity planned to increase by over 50% since M&S investment

C&H improving style and value perception – market share growth across categories and channels

MS2 driving omnichannel growth with over 9.6m active customers

Store pipeline with over 20 new full line stores

International rebound despite lockdowns and EU border costs



Pure lambswool
crew-necks —
Machine
washable,
tumble dryable



EOIN TONGE
CHIEF FINANCE OFFICER



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
HALF YEAR FINANCIALS AT A GLANCE (VS. 2019/20)

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£5.1bn
+5.2%

Group sales

£269.4m
+52.8%

Profit before tax
& adjusting items

£187.3m
+17.9%

Profit before tax

£287.6m
+£292.3m

Free cashflow

£3.15bn
reduced 22.6%

Net debt

£0.8bn
reduced 46.8%

Net debt
excluding leases



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE FOOD PERFORMANCE

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SALES

| % change to 19/20 | Q1 | Q2 | H1 |
|--------------------------------------|------|------|------|
| Sales | 9.4 | 11.5 | 10.4 |
| Sales exc. franchise and hospitality | 17.0 | 16.8 | 16.9 |

OPERATING PROFIT

| £m | 21/22 | 20/21 | 19/20 | Change vs. 19/20 |
|---|---------|---------|---------|------------------|
| Sales | 3,143.0 | 2,838.6 | 2,845.8 | 10.4% |
| Operating profit before adjusting items | 143.7 | 109.7 | 92.2 | 55.9% |
| Operating margin | 4.6% | 3.9% | 3.2% | + 140bps |



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

FOOD OPERATING PROFIT BRIDGE

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| Operating profit margin before adjusting items | % |
|--|------------|
| 19/20 | 3.2 |
| Gross margin | (0.4) |
| Store staffing | 1.5 |
| Other store costs | 1.0 |
| Distribution and warehousing | (0.8) |
| Central costs | 0.1 |
| 21/22 | 4.6 |

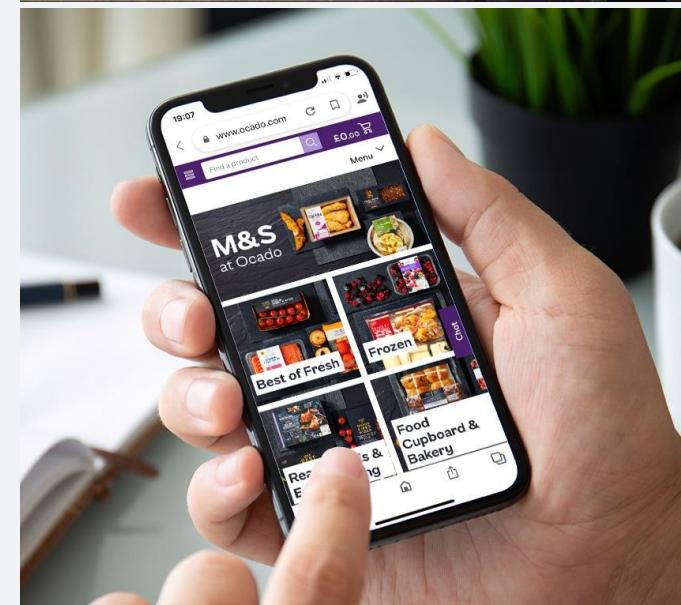


TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
OCADO CONTRIBUTION TO M&S (VS. 2020/21)

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SHARE OF PROFIT

| £m | 26 w/e 29 Aug 21 | 26 w/e 30 Aug 20 | Change % |
|--|---------------------|---------------------|--------------|
| Revenue | 1,136.3 | 1,167.7 | -2.7 |
| EBITDA before exceptional items | 80.7 | 89.1 | -9.4 |
| Exceptional items | 3.4 | 28.5 | -88.1 |
| Operating profit | 64.8 | 100.5 | -35.5 |
| Profit after tax | 56.3 | 77.6 | -27.4 |
| M&S 50% share of profit after tax | 28.1 | 38.8 | -27.6 |
| Memo: M&S sales on Ocado.com | 308.8 | n/a | n/a |



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

CLOTHING & HOME PERFORMANCE

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SALES

| % change to 19/20 | Q1 | Q2 | H1 |
|------------------------|-------|-------|-------|
| Sales | -4.2 | 2.0 | -1.0 |
| Online sales | 59.2 | 62.3 | 60.8 |
| Stores sales | -21.2 | -14.3 | -17.6 |
| Memo: Full price sales | 20.6 | 14.3 | 17.3 |
| Statutory revenue | -4.6 | 1.4 | -1.5 |



ONLINE METRICS

| 26 Weeks Ended | 2 Oct 21 | 26 Sep 20 | 28 Sep 19 | % Change vs. 2019/20 |
|-------------------------|----------|-----------|-----------|----------------------|
| Traffic (m) | 182.9 | 173.7 | 142.4 | 28.4 |
| Active customers (m) | 9.6 | 6.9 | 6.0 | 60.0 |
| Conversion (%) | 7.3 | 7.0 | 6.3 | 1.0 pts |
| Average order value (£) | 55.6 | 49.3 | 51.3 | 8.4 |
| Returns rate (%) | 25.6 | 18.6 | 28.7 | -3.1 pts |
| Sales ex VAT (£m) | 528.4 | 441.4 | 328.6 | 60.8 |

STORES METRICS

| 26 Weeks Ended | 2 Oct 21 | 26 Sep 20 | 28 Sep 19 | % Change vs. 2019/20 |
|--------------------------------|----------|-----------|-----------|----------------------|
| Footfall (m) (average/week) | 3.7 | 1.6 | 5.8 | -36.2 |
| Transaction (m) (average/week) | 1.6 | 0.7 | 2.1 | -23.8 |
| Basket value | 35.0 | 29.9 | 32.4 | 8.0 |
| Sales ex VAT (£m) | 1,006.2 | 475.8 | 1,221.8 | -17.6 |

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
CLOTHING & HOME OPERATING PROFIT

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OPERATING PROFIT

| £m | 21/22 | 20/21 | 19/20 | Change vs. 19/20 |
|--|---------|---------|---------|------------------|
| Sales | 1,534.6 | 917.2 | 1,550.4 | -1.0% |
| Operating profit/(loss) before adjusting items | 156.2 | (107.5) | 109.6 | 42.5% |
| Operating margin | 10.2% | -11.7% | 7.1% | +310bps |



M&S Leamington Spa

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
CLOTHING & HOME OPERATING PROFIT BRIDGE

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| Operating profit margin before adjusting items | % |
|--|-------------|
| 19/20 | 7.1 |
| Gross margin | 0.9 |
| Store staffing | 2.7 |
| Other store costs | 2.2 |
| Distribution and warehousing | (2.4) |
| Central costs | (0.3) |
| 21/22 | 10.2 |



M&S COLLECTION

Authentic Checked Overshirt, £39.50

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
INTERNATIONAL

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REPORTED SALES

| 26 Weeks Ended | 2 Oct 21 £m | 26 Sep 20 £m | 28 Sep 19 £m | Change vs. 19/20 (%) | Change vs. 19/20 (%)¹ |
|-----------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------------|---|
| Clothing & Home | 296.9 | 202.1 | 308.0 | -3.6 | 0.8 |
| Food | 138.4 | 144.2 | 156.7 | -11.7 | -10.7 |
| Total | 435.3 | 346.3 | 464.7 | -6.3 | -3.2 |
| <i>Memo: Online</i> | 84.6 | 66.7 | 35.8 | 136.3 | 142.2 |

¹ At constant currency



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE INTERNATIONAL OPERATING PROFIT

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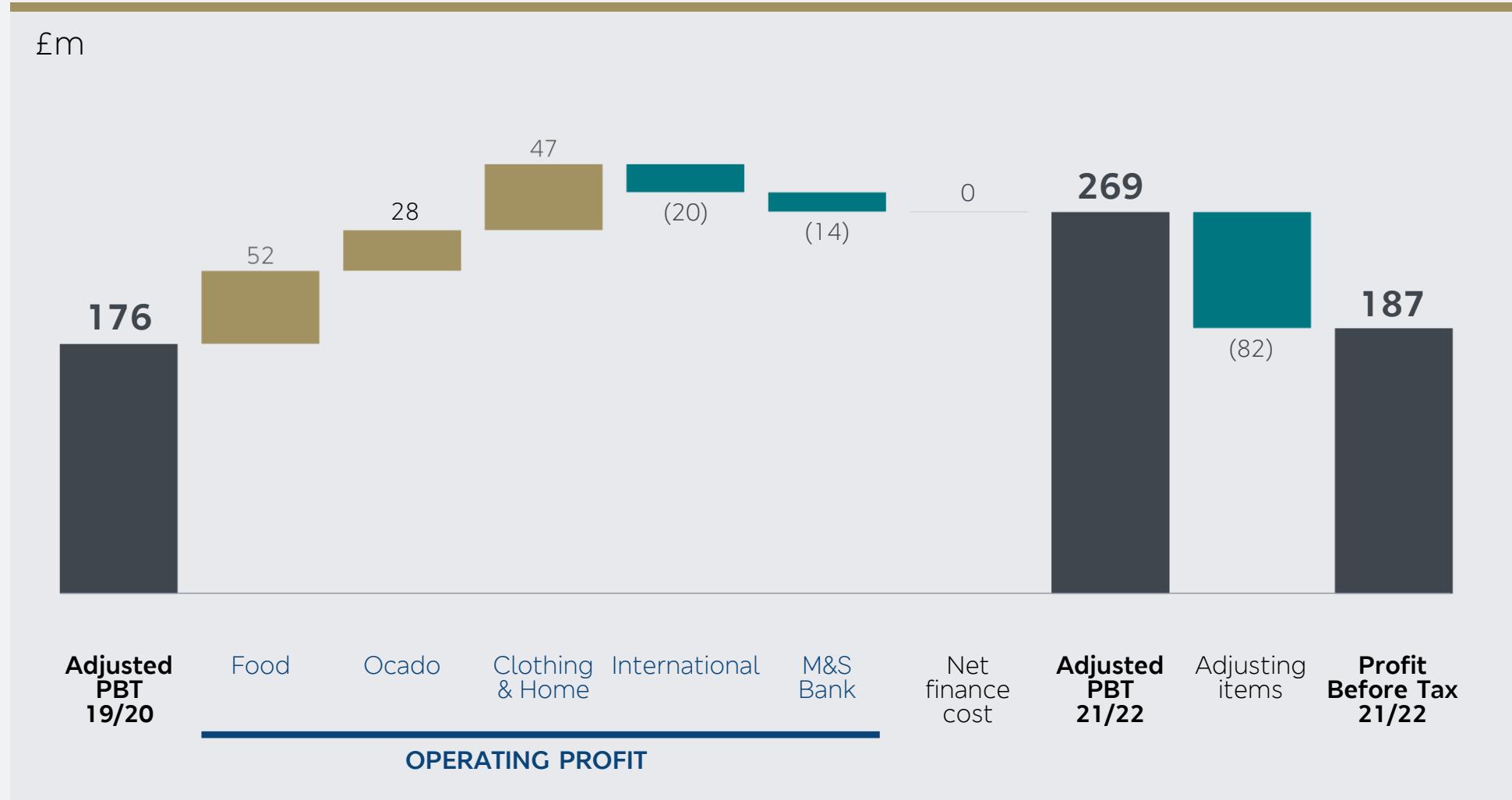
| Operating profit margin before adjusting items | % |
|--|-------------|
| 19/20 | 12.0 |
| Gross margin | (0.8) |
| Store staffing | (0.3) |
| Other store costs | 1.3 |
| Distribution and warehousing | (2.2) |
| Central costs | (1.8) |
| 21/22 | 8.2 |



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

PROFIT BRIDGE

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TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

ADJUSTING ITEMS

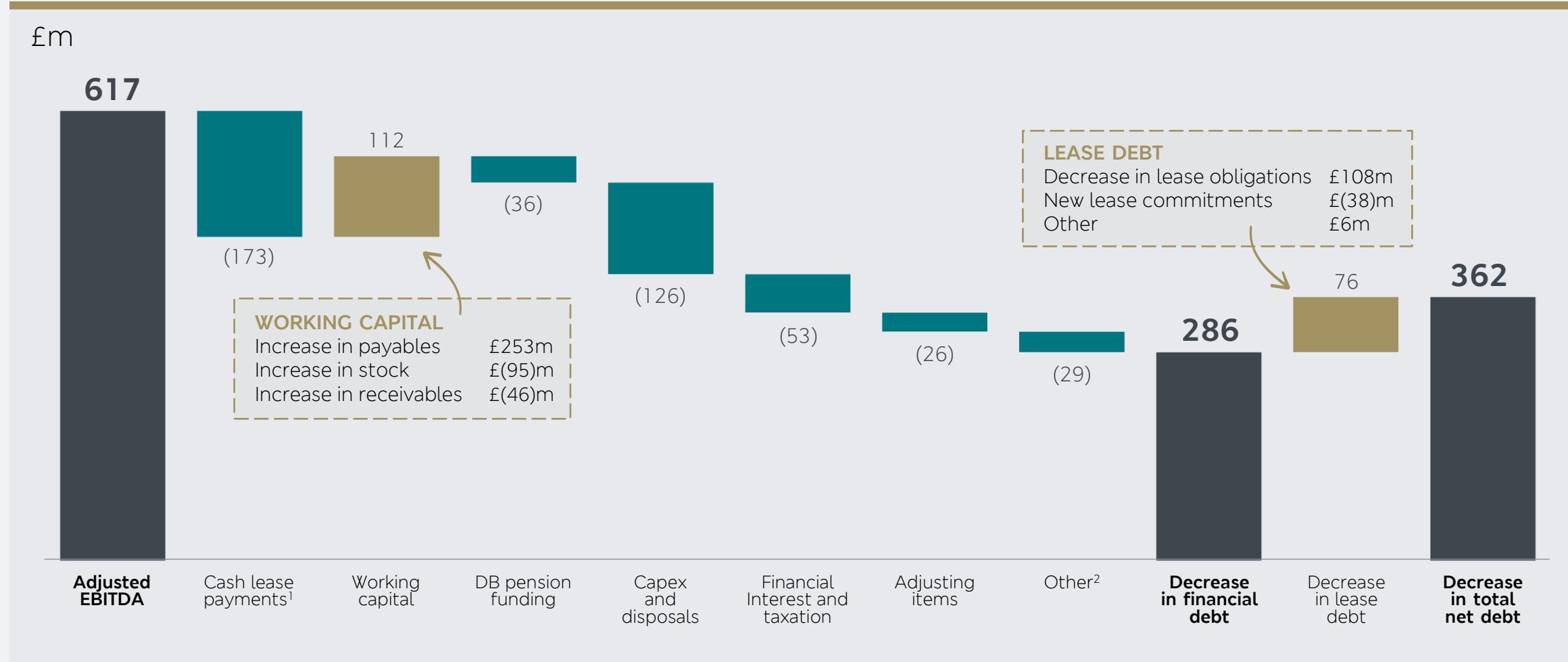
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| 26 Weeks Ended | 2 Oct 21 | 26 Sep 20 |
|-------------------------------------|-----------------|------------------|
| | £m | £m |
| Strategic programmes | | |
| UK store estate | (58.1) | (2.9) |
| Organisation | 1.9 | (92.1) |
| Ocado amortisation and deferred tax | (25.4) | (7.1) |
| Directly attributable to Covid | 15.0 | 49.4 |
| European restructure | (11.9) | - |
| M&S Bank charges | (1.0) | (1.4) |
| Sparks loyalty programme transition | - | (15.3) |
| Other | (2.6) | (0.8) |
| Total adjusting items | (82.1) | (70.2) |



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
CASH FLOW AND CHANGE IN NET DEBT SINCE START OF YEAR

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¹ Cash lease payments includes £108m decrease in lease obligations and £65m interest

² 'Other' includes reversal of Ocado income, Ocado contingent consideration FX and other non-cash movements in net debt, offset by employee related share transactions

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE OUTLOOK FOR 2021/22

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Recent trading consistent with second quarter

Supply chain cost pressures in the second half and beyond

Capex of c.£250m

Our central case is for **adjusted PBT** in the region of £500m

CAPITAL ALLOCATION MODEL

1

Invest in transformation to return to sustainable profit growth

2

Recover balance sheet metrics consistent with investment grade

3

Dividend unlikely in the current year



STEVE ROWE
CHIEF EXECUTIVE

A RESHAPED M&S EMERGING FROM THE PANDEMIC PERIOD



A repositioned **FOOD** business delivering growth



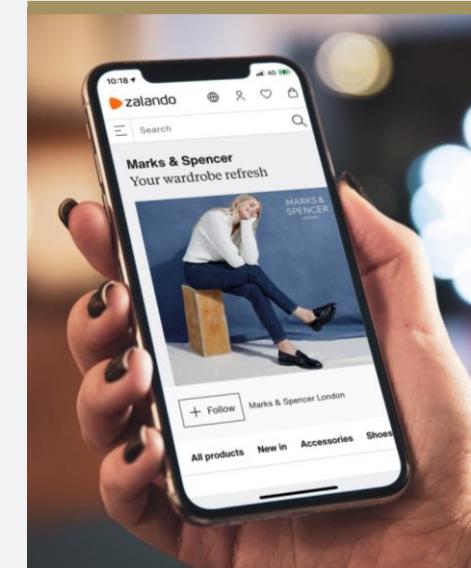
OCADO RETAIL set for rapid capacity expansion



Omni-channel **CLOTHING & HOME** business driven by a re-shaped product engine



Good progress on rotation of the **STORE ESTATE**



INTERNATIONAL focused on strong trading partnerships and global online

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE BROADENING THE APPEAL OF THE M&S FOOD RANGE

M&S
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New product development focused on family favourites

Improved choice across everyday categories such as pasta, ready meals and bakery

"Collection" relaunched for special occasions

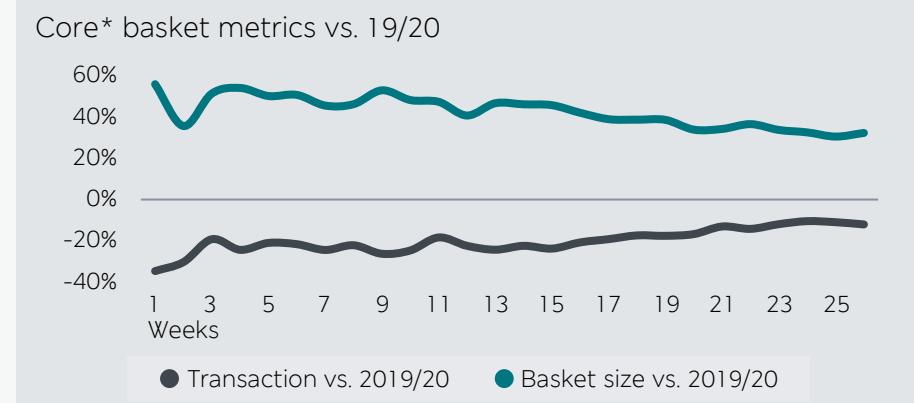
Larger average basket sustaining after ending of restrictions

IMPROVED CHOICE IN CORE DRIVING MARKET SHARE

| | | |
|---|------------|--------------|
|  | Vegetables | 5.6% to 6.3% |
|  | Meat | 6.6% to 7.3% |
|  | Groceries | 1.5% to 1.9% |

Source: Kantar 12 week data Sept '21 vs. Sept '19 / IRI Market Tracker Sept '19 vs. Aug '21

ENCOURAGING CORE BASKET METRICS



*Excluding hospitality and food-on-the-move



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE DELIVERING TRUSTED VALUE EVERYDAY

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Investing in every day prices and reducing promotions

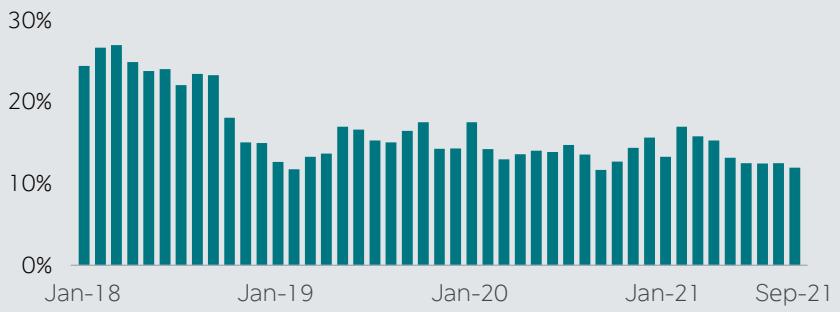
Remarkable, Fresh Market Specials and better value Dine In driving value perception

Everyday great value at M&S quality such as vitamin D enriched bread

Price perception improved ahead of the market

M&S PROMO PARTICIPATION

Average monthly % sales



Sources: Internal reporting

REMARKABLE: EVERYDAY VALUE ON M&S QUALITY PRODUCTS



Bread

Fibre and Vitamin D enriched



Milk

From RSPCA assured farms



Beef

100% traceable to farm



Salmon

Responsibly source from Scotland



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE BIGGER, FRESHER FOOD HALLS

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Renewal format designed for new and prime sites which can carry a fuller range

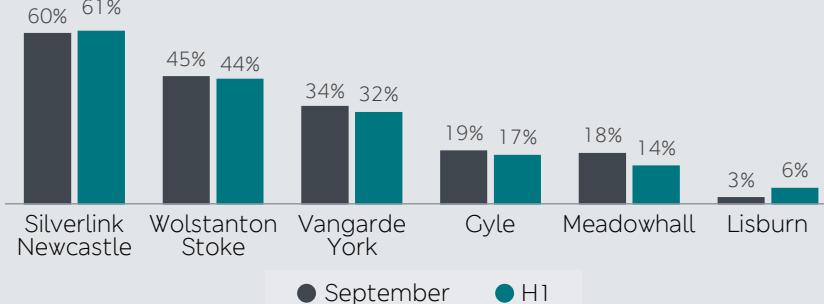
Stores aim to combine the 'mind' of a supermarket with the 'soul' of a fresh food market

Focused on fresh and family food like produce, grocery and frozen

Delivering strong sales uplifts and larger baskets

NEW RENEWAL STORES IN STRONG GROWTH VS. 2019/20

% change vs 2019/20



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE MULTI-YEAR EFFICIENCY PROGRAMME UNDERWAY

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Vangarde process now launched across 75% of stores – less backstage stock and ‘ready to trade’

Rollout of comprehensive new forecasting, order and space planning system – enables better cataloguing and reduces waste

Working with GIST to deliver modern automated DC network

Planning for significant cost pressure in second half – increasing truck, cage and tray-fill to reduce impact

Mitigated by strong supplier relationships and GIST capability



M&S Vangarde, York



M&S Depot, Bradford

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE OCADO RETAIL SET FOR RAPID GROWTH

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Substantial opportunity from greater online grocery penetration

New CFCs open at Purfleet, Andover and Bristol, financed by positive cash flow

Luton and Bicester CFCs already under construction

Zoom, Ocado's version of a micro fulfilment centre, to open on three new sites

M&S share of Ocado sales above 25% and c.£309m in H1

ONLINE SHARE AS % OF TOTAL MARKET STABILISING AT C.12%

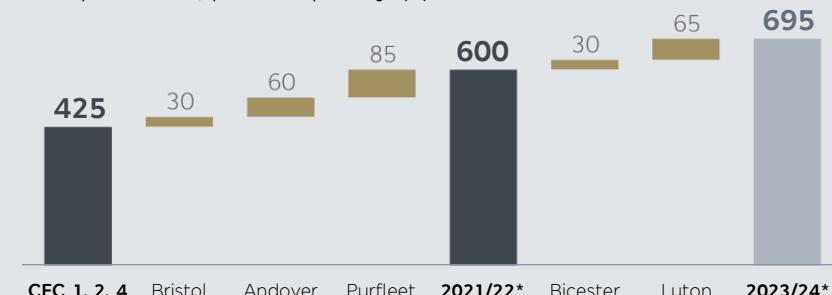
Rolling 4 week data



Source: Kantar

OCADO CAPACITY PLANNED TO BE UP OVER 50% SINCE OUR INVESTMENT

Orders per week, peak capacity (k)



*M&S financial year



New CFC Purfleet



New CFC Andover



New CFC Bristol

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE RE-ENGINEERING THE C&H PRODUCT ENGINE

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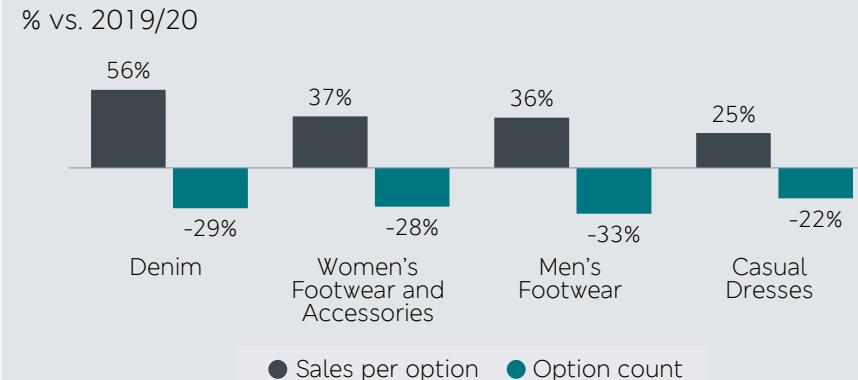
Training academy for 1300 colleagues alongside new tools to support accurate planning and ranking

Backed by in-store merchandising like "The Edit" and "Anything But Ordinary" improving inspiration

Focused category management reducing options while increasing line-item rate of sale

Broadened choice in growth areas like activewear, kids' daywear and home

INCREASING RATE OF SALE PER OPTION



BROADER CHOICE DELIVERING MARKET SHARE GAINS



52 w/e 19 Sept 2021



M&S COLLECTION
The Teddy Shack, £69.00

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE THROUGH BETTER BUYING AND IMPROVED VALUE

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Operating with less stock – down 3 weeks compared with 2019/20

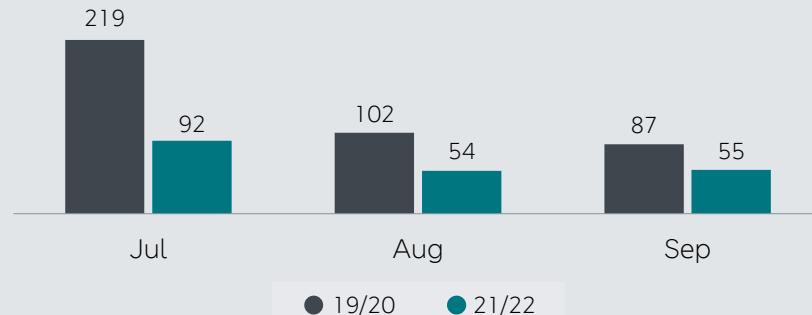
Objective to place orders closer to date of sale - nine weeks removed from womenswear critical path

Moved to personalised offers and removed 'friends and families'. Stock into sale down 50%

Value for money NPS rating now market leading

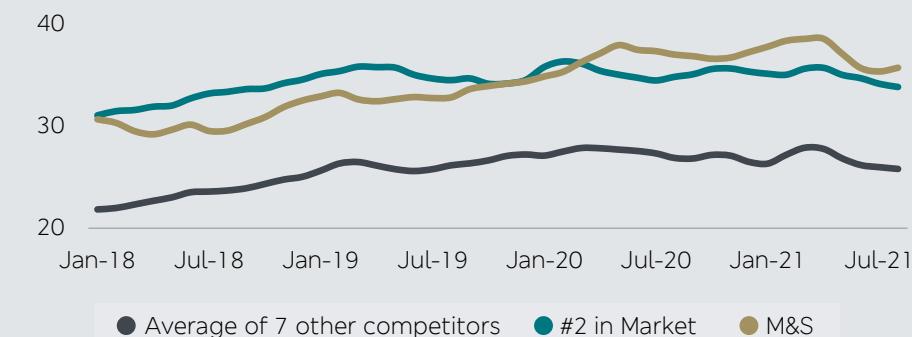
STOCK INTO SALE DOWN OVER 50% IN H1

£m at full price selling value



CUSTOMER VALUE PERCEPTION #1 IN THE MARKET

Net customer perception score



% of positive responses from sample size of c.5000 to the question: Which of the following clothing stores and brands do you think represents GOOD VALUE FOR MONEY? By that we don't mean "cheap," but that the brands offer a customer a lot in return for the price paid



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
MS2 BEGINNING TO PROVE POWER OF OMNICHANNEL

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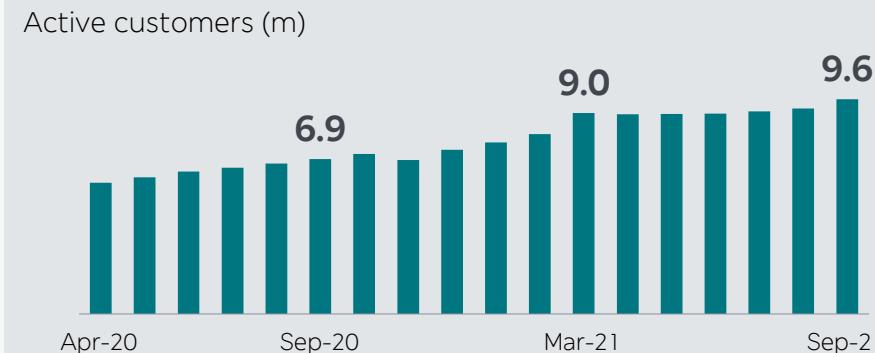
Grown to over 9.6m active customers and 3m App users with online penetration over 34%

Sparks loyalty programme increased to 13m members, creating advantage in online marketing

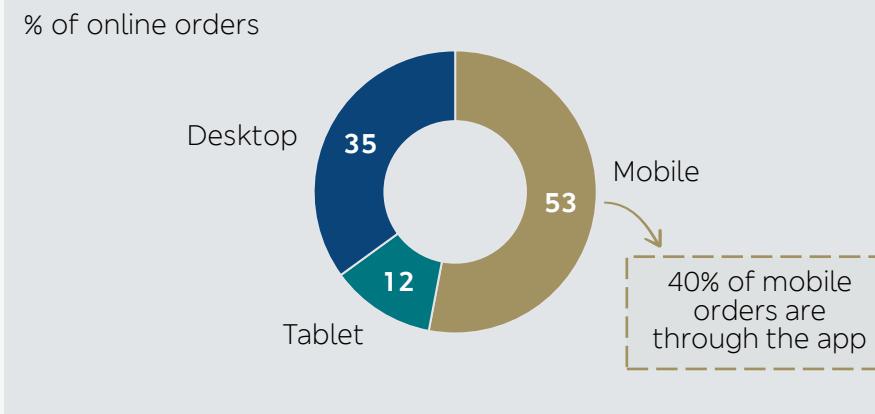
Bra-fit appointments, exclusive offers and scan & shop available on the app

Supports growth in mobile now running at more than 50% of orders, driving improved conversion

ACTIVE CUSTOMERS CONTINUING TO GROW OVER THE PERIOD



MOBILE NOW ACCOUNTING FOR OVER HALF OF ALL ONLINE ORDERS



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE INVESTMENT IN FULFILMENT PROVIDING RESILIENCE

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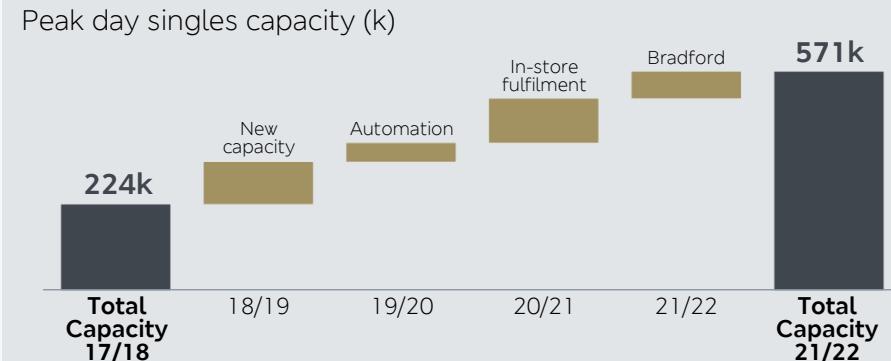
Castle Donington capacity increased alongside investment at Bradford

Rapid growth of store-based fulfilment further proof of omnichannel model

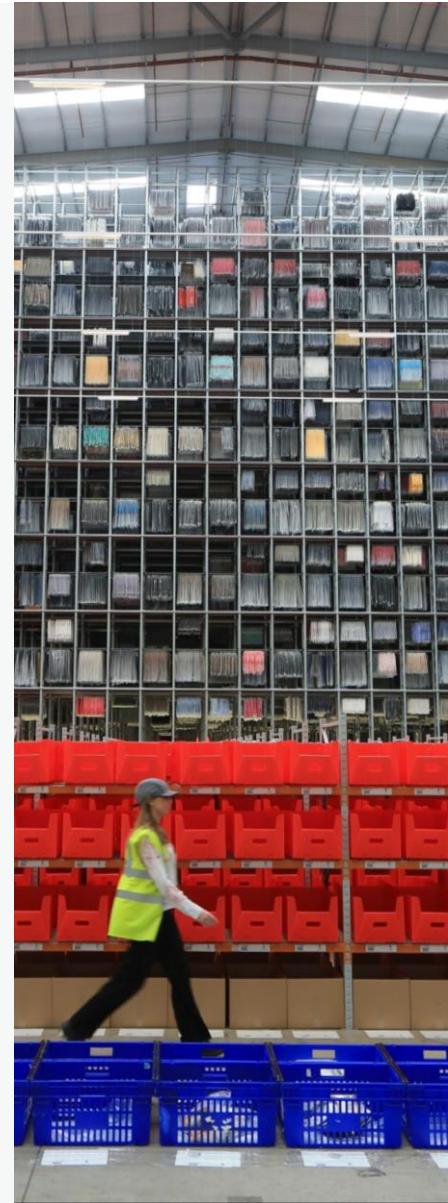
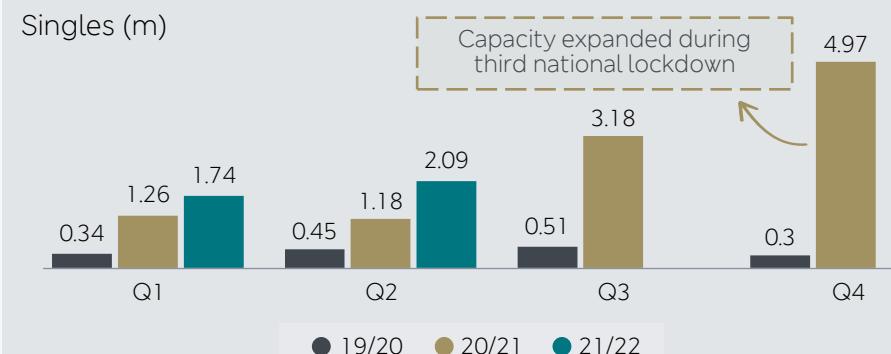
9% of Click & Collect orders in H1 fulfilled from store paving the way to same-day collection and delivery

Volume growth since 2019/20 has delivered a step change in online profitability

INCREASE IN PEAK DAY SINGLES CAPACITY FOR ONLINE



IN-STORE FULFILMENT CAPACITY UP OVER 350% IN H1 ON 2019/20 LEVELS



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE BRAND PLATFORM PRODUCING ENCOURAGING RESULTS

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Now trading with over 30 partner brands broadening choice and relevance for core customers

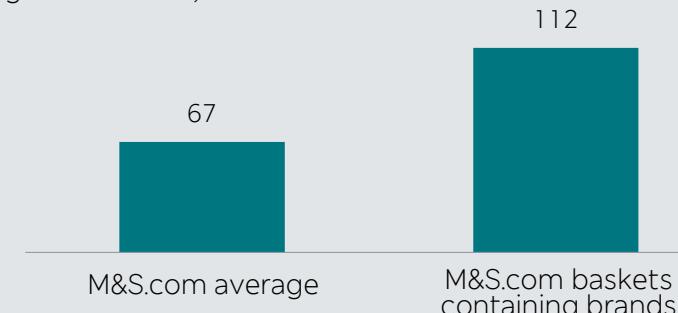
Online basket around double M&S.com average – starting to make a contribution to sales growth

True omni-channel approach with exclusive Ghost dresses and Clarks school shoes available online and in selected stores

Jaeger acquisition already proving positive with first collection showing strong customer response

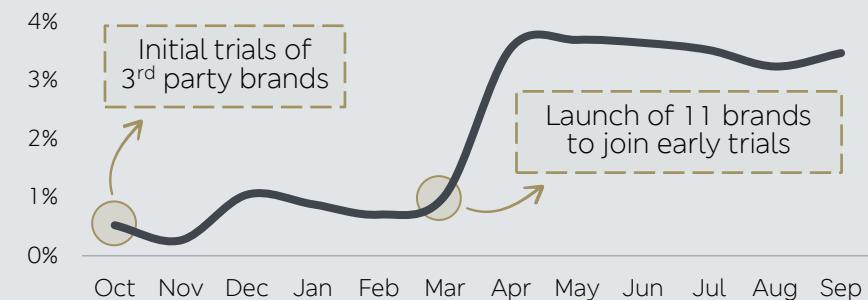
AVERAGE ORDER VALUE OF BASKETS CONTAINING BRANDS DOUBLE AVERAGE

Average order value, £ inc VAT



BRANDS NOW AT OVER 3% OF ONLINE SALES

3rd party brands sales as a proportion of total M&S.com C&H sales



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE SUBSTANTIAL OPPORTUNITIES FOR STORE ROTATION

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Stepping up rotation - pipeline now includes c.20 new full line stores

Good results and strong payback from new locations

6 former Debenhams sites – enabling accelerated shift to out-of-town locations

Accelerating Food openings – average store size increasing

Cash from asset management and new stores funding exit of legacy locations

PLANNING FOR C&H SPACE DOWN 4%, FOOD UP 10% OVER NEXT 3 FINANCIAL YEARS

Selling space excluding outlets and franchise (sq ft, m)



COMPELLING ECONOMICS OF ROTATION IN LEAMINGTON

| Full year metrics | Leamington Town Centre | Warwick Simply Food | Leamington Shopping Park |
|---------------------------|------------------------|---------------------|--------------------------|
| | Actuals | Actuals | Business Case |
| Sales ex VAT (£m) | 5.5 | 4.0 | 21.7 |
| LFL (%) | -6.1 | -2.1 | n/a |
| Cash profit (£m) | 1.3 | 0.3 | 4.0 |
| Net relocation costs (£m) | | | -7.9 |

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE INTERNATIONAL: STRONG PARTNERS AND GLOBAL ONLINE

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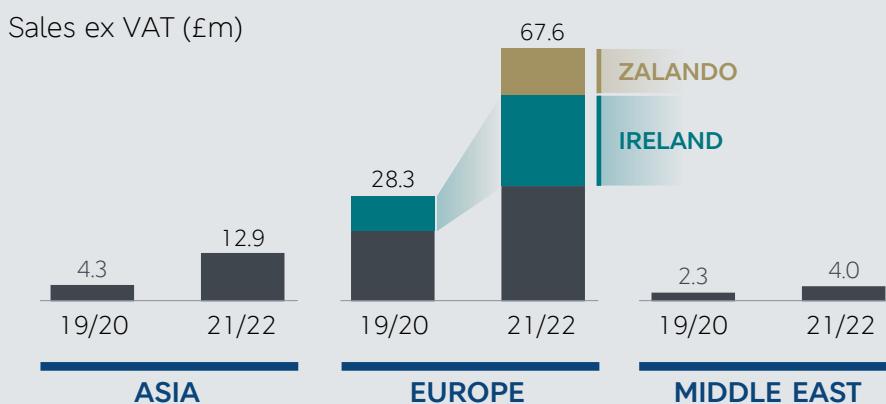
Ambition to drive growth through strong partnerships and global online growth

Very strong online growth on one and two year basis led by omni-channel markets like India and Ireland and marketplace growth

Modernising estate incorporating renewal format and digital innovations

Seeking to mitigate substantial EU border costs and trading impacts through restructuring and local sourcing

ONLINE GROWTH DRIVEN BY MARKETPLACES AND IRELAND



OPERATING COSTS FROM EU BORDER PROCESSES IN LINE WITH EXPECTATIONS

| £m | UK Food | International | Group |
|----------------------|--------------|---------------|---------------|
| Administrative costs | (5.9) | (7.1) | (13.0) |
| Tariffs | - | (6.1) | (6.1) |
| Net costs | (5.9) | (13.2) | (19.1) |



M&S Yas Mall, Dubai

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
RECAP: TRANSFORMATION STARTING TO DRIVE RESULTS

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- Strong sales growth in Food; growing market share in core categories and larger baskets
- Over 50% planned growth in Ocado Retail capacity since M&S investment. Strong results and synergies for M&S
- Better Clothing & Home product driving full price sales, leading value perception and market share growth across channels
- Record online customers and strong retention, mobile-led growth
- Growing pipeline of full line stores enabling closures and a modern, fit for purpose estate
- Substantial International online growth and strong trading partnerships



APPENDICES



TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
QUARTERLY SALES PERFORMANCE (VS. 2019/20)

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| % change to 19/20 | Q1 | Q2 | H1 |
|-------------------------------|------------|------------|------------|
| Food | 9.4 | 11.5 | 10.4 |
| Clothing & Home | -4.2 | 2.0 | -1.0 |
| Total UK Sales | 4.7 | 8.0 | 6.4 |
| International | -6.1 | -0.3 | -3.2 |
| Group Adjusted Sales* | 3.7 | 7.3 | 5.5 |
| Memo | | | |
| M&S.com | 52.6 | 57.3 | 55.0 |
| Clothing & Home.com | 59.2 | 62.3 | 60.8 |
| Food ex hospitality/franchise | 17.0 | 16.8 | 16.9 |

*At constant currency



M&S Vantage York

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
QUARTERLY SALES PERFORMANCE (VS. 2020/21)

M&S
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| % change to 20/21 | Q1 | Q2 | H1 |
|------------------------------|-------------|-------------|-------------|
| Food | 11.8 | 9.7 | 10.7 |
| Food LFL | 8.9 | 7.9 | 8.4 |
| Clothing & Home | 148.8 | 29.6 | 67.3 |
| Clothing & Home LFL | 138.5 | 29.6 | 64.1 |
| Total UK Sales | 35.3 | 15.7 | 24.5 |
| Total UK LFL | 31.2 | 14.5 | 22.0 |
| International | 57.8 | 9.7 | 28.4 |
| Group Adjusted Sales* | 37.0 | 15.2 | 24.9 |
| Memo | | | |
| M&S.com | 15.2 | 8.5 | 11.6 |
| Clothing & Home.com | 31.0 | 10.8 | 19.7 |

*At constant currency



M&S Leamington Spa

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE

DEPRECIATION AND AMORTISATION

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| HY 21/22 | | | | | |
|--|------------|------------|-----------|-----------|------------|
| £m | Food | C&H | Intl | Other | Group |
| Group Adjusted operating profit | 144 | 156 | 36 | 27 | 363 |
| Depreciation | | | | | |
| Tangible asset | 44 | 69 | 5 | - | 118 |
| Right of use asset | 42 | 29 | 12 | - | 83 |
| Amortisation | 20 | 26 | 5 | - | 51 |
| Write off & disposal costs / (gains) | 6 | 1 | (5) | - | 2 |
| Depreciation & Amortisation | 112 | 125 | 17 | - | 254 |
| Underlying EBITDA | 256 | 281 | 53 | 27 | 617 |
| Interest payable on leases | 25 | 27 | 6 | - | 58 |

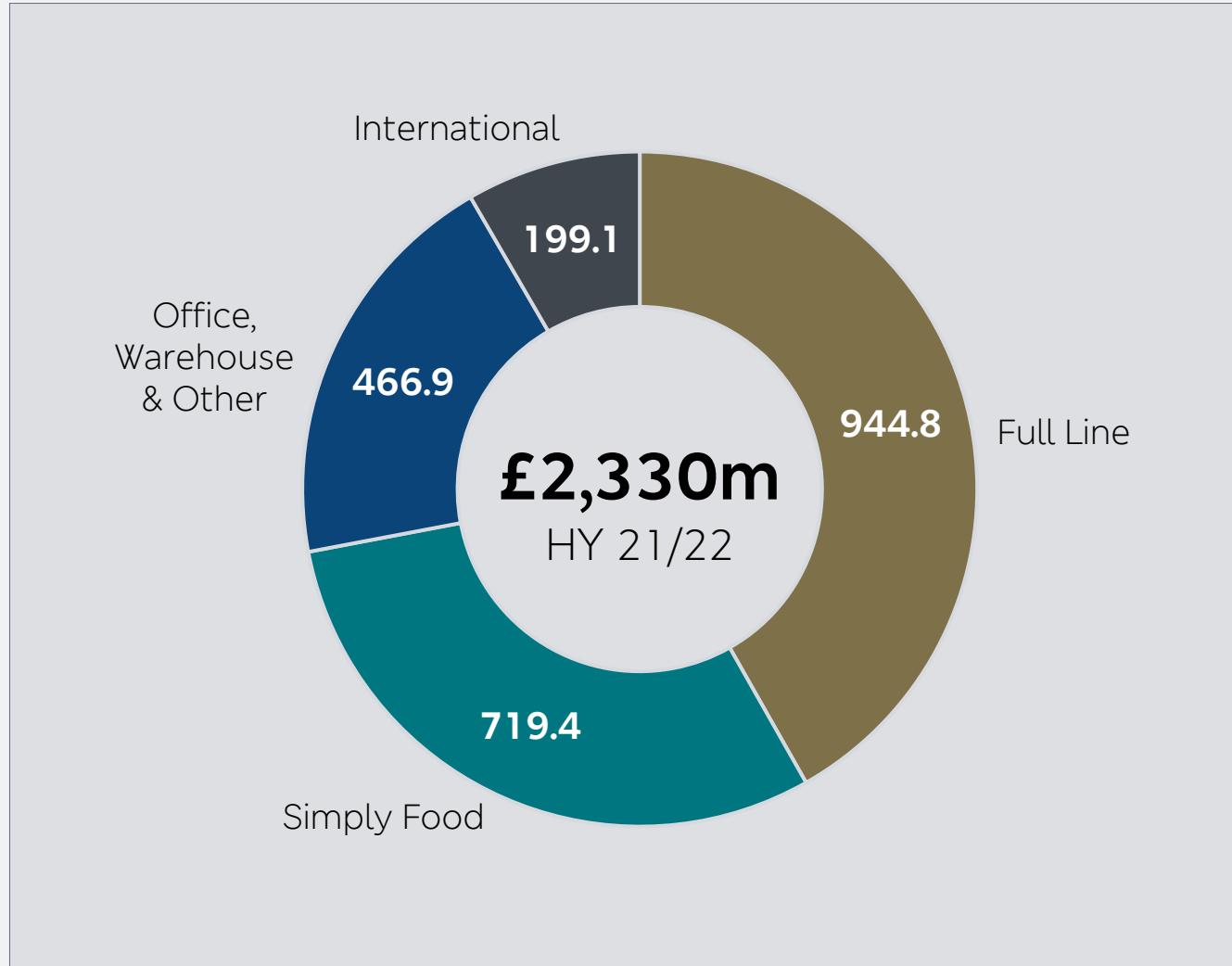
Total Group depreciation & amortisation includes amounts within adjusting items of £41.9m



M&S XXXXX

TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
FINANCE LEASE BREAKDOWN

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TRANSFORMATION AND COVID BOUNCE BACK DRIVES STRONG PERFORMANCE
STORES AND SELLING SPACE

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| | | NUMBER OF STORES | | | | | |
|-----------------------------|-------------------------|------------------|--------------|----------|-------------|------------|--|
| UK | Selling space (m sq ft) | Sep 21 | Mar 21 | Openings | Closures | Change | |
| Shopping Centre | 1.5 | 16 | 16 | 0 | 0 | 0 | |
| Retail Park | 4.3 | 75 | 73 | 2 | 0 | 2 | |
| High Street – large | 5.3 | 79 | 81 | 0 | (2) | (2) | |
| High Street | 2.3 | 83 | 84 | 0 | (1) | (1) | |
| Full line total | 13.4 | 253 | 254 | 2 | (3) | (1) | |
| Outlets | 0.3 | 31 | 32 | 0 | (1) | (1) | |
| Simply Food | 2.5 | 312 | 314 | 2 | (4) | (2) | |
| Simply Food franchise | 0.6 | 436 | 437 | 3 | (4) | (1) | |
| UK stores | 16.8 | 1,032 | 1,037 | 7 | (12) | (5) | |
| C&H | 10.3 | | | | | | |
| Food | 6.5 | | | | | | |
| International | | Sep 21 | Mar 21 | Openings | Closures | Change | |
| Owned/JV | 1.8 | 153 | 154 | 4 | (5) | (1) | |
| Franchise | 3.2 | 315 | 318 | 3 | (6) | (3) | |
| International stores | 5.0 | 468 | 472 | 7 | (11) | (4) | |