

# Shareholder information

**AGM 2014**  
This year's AGM will be held at Wembley Stadium, Wembley, London, HA9 0WS on Tuesday 8 July 2014. The meeting will start at 11am and registration will be available from 9.30am.

## How to get in touch

**Registered office and Head Office**  
Marks and Spencer Group plc  
Waterside House, 35 North Wharf Road, London W2 1NW  
Telephone +44 (0)20 7935 4422  
Registered in England and Wales (no. 4256886)

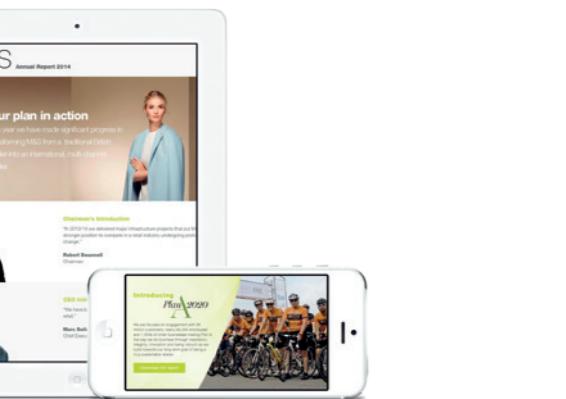
**Registrars**  
Equiniti Limited, Aspect House, Spencer Road, Lancing, West Sussex BN9 6DA United Kingdom  
Telephone 0845 609 0810 and outside the UK +44 (0) 121 415 7071  
Online: [help.shareview.co.uk](http://help.shareview.co.uk)  
From here, you will be able to securely email Equiniti with your enquiry.

**Group Secretary and Head of Corporate Governance**  
Amanda Mellor

**Additional documents**  
For both the Annual Report or the Strategic Report go to [marksandspencer.com/annualreport2014](http://marksandspencer.com/annualreport2014)

Alternatively, call 0800 591 697  
Students are requested to source information from our website.

**Contact us**  
email us at [chairman@marks-and-spencer.com](mailto:chairman@marks-and-spencer.com)  
Customer queries: 0845 302 1234  
Shareholder queries: 0845 609 0810



## Key dates

<b>28 May 2014</b>	Ex-dividend date
<b>30 May 2014</b>	Record date
<b>8 July 2014*</b>	Results – Quarter 1 <sup>t</sup>
<b>8 July 2014</b>	Annual General Meeting
<b>11 July 2014</b>	Final dividend payment date
<b>5 November 2014*</b>	Results – Half Year <sup>t</sup>
<b>13 November 2014*</b>	Ex-dividend date
<b>14 November 2014*</b>	Record date
<b>January 2015*</b>	Results – Quarter 3 <sup>t</sup>
<b>9 January 2015*</b>	Interim dividend payment date

\* Provisional dates

<sup>t</sup> Those registered for electronic communication or news alerts at [marksandspencer.com/investors](http://marksandspencer.com/investors) will receive notification by email when this is available.

## Discover more online

Our online reporting suite keeps shareholders fully up-to-date whilst helping us reduce our paper usage.

Around 27,000 shareholders have signed up for electronic communications and are benefiting from more accessible and interactive information. To register simply go to [marksandspencer.com/investors](http://marksandspencer.com/investors) and follow the 'Electronic Shareholder Communication' link.



This booklet provides an overview of the business. It is not intended to be a summary of the Annual Report and financial statements 2014 and should not be regarded as a substitute Annual Report. For a copy of the full Annual Report go to [marksandspencer.com/annualreport2014](http://marksandspencer.com/annualreport2014) Those with a QR Reader app can use this link.

# Performance against the plan

## Key Performance Indicators

Our KPIs have been updated in line with our future plans for the business. This includes our growth ambitions in online and international, a greater focus on margin improvements and recognition of sales through our franchise partners reported as global retail sales.

### Financial highlights

#### Group Revenue

**£10.3bn**  
↑2.7%

**£622.9m**  
↓3.9%

**£714.3m<sup>1</sup>**  
£705.9m<sup>2</sup>  
£648.1m<sup>3</sup>

**10/11**  
16.7%<sup>2</sup>  
10.0%<sup>3</sup>

**11/12**  
16.4%<sup>2</sup>  
15.8%<sup>3</sup>

**12/13**  
16.7%<sup>2</sup>  
15.8%<sup>3</sup>

**13/14**  
10.3%<sup>2</sup>  
10.3%<sup>3</sup>

**£bn**  
UK  
International

**9.7**  
9.9  
10.0  
10.3

**8.7**  
8.8  
8.9  
9.1

**1.0**  
1.1  
1.1  
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**10/11**  
17.0  
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**11/12**  
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**12/13**  
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**13/14**  
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**10/11**  
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**11/12**  
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**12/13**  
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**13/14**  
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**10/11**  
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**11/12**  
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**12/13**  
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17.0

**13/14**  
17.0  
17.0  
17.0

#### Underlying Group profit before tax

**£32.2p**  
↑0.9%

**£10.8m**  
↑2.7%

**£7.9m<sup>1</sup>**  
£7.9m<sup>2</sup>  
£7.9m<sup>3</sup>

**10/11**  
34.8%<sup>2</sup>  
31.9%<sup>3</sup>

**11/12**  
34.9%<sup>2</sup>  
31.9%<sup>3</sup>

**12/13**  
34.9%<sup>2</sup>  
31.9%<sup>3</sup>

**13/14**  
34.9%<sup>2</sup>  
31.9%<sup>3</sup>

**£bn**  
UK  
International

**3.8**  
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**10/11**  
31.9%<sup>2</sup>  
31.9%<sup>3</sup>

**11/12**  
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**13/14**  
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31.9%<sup>3</sup>

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International

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**£bn**  
UK  
International

**3.8**  
3.9  
3.9

# Chief Executive's overview



**Marc Bolland**  
Chief Executive

I am pleased to say that this year we have taken several significant steps forward. The last three years have been a period of unprecedented change within M&S, and as we come to the end of our transformation programme much of our investment is starting to bear fruit. We have built a business that is more relevant for the future retail marketplace.

**International**  
Our international strategy continues to deliver strong results, with our priority markets delivering double-digit growth. We opened 55 new stores overseas this year, including flagship stores in India, the Middle East and the Netherlands. We also announced a partnership with Relay France to open franchised Food stores in Paris, a model that we will replicate in other markets.

## General Merchandise

Over the year we faced a difficult trading environment, with a highly promotional market and, at times, unseasonal conditions. Although our overall GM performance during the year was not satisfactory, the team we appointed last year to turn around our clothing divisions is making good progress.

I am particularly pleased that our core Womenswear ranges have started to gain momentum. Customers tell us they like the improvements in the quality, newness and style of our ranges.

## Food

Our Food business continues its strong performance, and has now seen 18 consecutive quarters of like-for-like growth. Our performance this year was ahead of plan and ahead of the market, with sales rising by 4.2%. Our unique position as an own-brand, specialist food retailer with a sizeable high street presence means that we can reach millions of customers a week with a range of at least 5,000 products out of our range of 6,400. We continue to lead on speciality, quality and innovation.

**Marc Bolland**  
Chief Executive

**M&S.com**  
We have become a more multi-channel and agile business. Our new M&S.com flagship opened in February after over two years of extensive customer research and testing. Where previously we operated on an Amazon platform, we now have a powerful and flexible platform of our own. The site is backed by our new 900,000 sq ft distribution centre in Castle Donington. Our online sales continued to grow as more customers shopped via their computer, tablet or mobile phone.

## Stores

The roll out of our new store formats continued apace this year. Our top 70 stores have refreshed Womenswear departments, and we are introducing revamped Footwear, Menswear and Beauty departments.

## International

Online sales rose 2.7% over the year in an economic climate that remained challenging. Our Food business had another excellent year, and our General Merchandise division started to show clear signs of improvement. Our online sales rose 22.8% over the year.

## General Merchandise

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**Revenue**

<b>General Merchandise</b>	<b>£4.1bn</b>
→ level	
<b>Food</b>	<b>£5.1bn</b>
↑ 4.2%	
<b>M&amp;S.com</b>	<b>£800.1m</b>
↑ 22.8%	
<b>International</b>	<b>£1.2bn</b>
↑ 6.2%	

**International**

## 23% International

### Our plan for the future

We must now build on the foundations we have laid.

In clothing, we will continue to drive the improvements in our ranges, with a focus on quality and style, and increase levels of newness and availability. We believe we can improve margins in GM through better sourcing.

We will continue to grow our Food business with 150 new UK M&S Simply Food stores over the next three years.

In our new M&S.com flagship, we have a flexible and modern web infrastructure. We believe that the site will be at least as profitable as our store channel.

There remain significant expansion opportunities overseas, where we see the potential for 250 new stores in the next three years.

Now that our period of significant investment is over, our capex will fall over the coming years. We have exciting years ahead of us; we are fit for the future and focused on delivery.

# Our plan in action

## Three years of transformation

This year we have made significant progress in transforming M&S from a traditional British retailer into an international, multi-channel retailer. The changes that we have made to our ranges, our stores and our website – as well as to our infrastructure behind the scenes – mean that we are well-placed for the future.

## Focus on the UK

### Vibrant stores

We are currently rolling out phase two of our store refurbishment programme, giving customers clearer, better-merchandised and more exciting stores.

## M&S.com

### Find our full range online

Shop your way – mobile, online & via our apps

## 23% International

### Extending our reach

This year we opened our largest international store in Kuwait, our first store in Lebanon and our biggest store in India.

## Plan A

### A global Plan

Plan A is not just about the UK. We are now carbon neutral in all our operated and joint venture locations worldwide.

## Trusted for special occasions

We had a record Christmas in Food, with sales up 6.1%, including our biggest ever day at £63m. We sold 1.3 million Christmas puddings and one in four families enjoyed an M&S turkey on Christmas Day.

## Our new flagship

We call M&S.com our new flagship. Radically different and significantly better, it's the best representation of what M&S stands for today. The site contains a range of new features and functions.

## The Hague

In February we opened a 51,700 sq ft flagship in The Hague. The store, which sells extensive food and clothing ranges, forms part of our 'bricks and clicks' strategy in the Netherlands. It sits alongside our Dutch site, marksandspencer.nl, our Kalverstraat multi-channel store in Amsterdam and a series of food stores.

## Youth employment

We know that the high level of youth unemployment is one of the biggest issues facing the country. Through our Make your Mark scheme, we are giving young people the confidence and skill sets they need to make the all-important first steps on the career ladder.

## M&S on the catwalk

We participated in London Fashion Week for the first time this year, with a preview of our 2014 Best of British Autumn/Winter Womenswear collection. The 54-piece collection was well received by the fashion press.

## Quality and style

Customers are responding to the improved quality and style of our clothing ranges and we returned our Womenswear sales to growth for the first time in three years.

## Style & Living

Style & Living is the independent editorial section of our new website, offering customers everything from Editor's Picks of all the latest trends to in-depth articles.

## Fresh food overseas

We now have 10 Food stores overseas, with plans to open more in key travel locations in major cities, meaning that more customers can enjoy fresh M&S food every day.

## Multi-channel

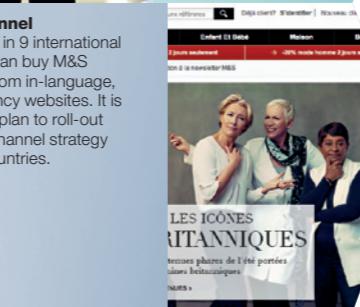
Customers in 9 international territories can buy M&S products from in-language, local currency websites. It is part of our plan to roll-out our multi-channel strategy to more countries.

## Plan A products

Over half of all the products we sell now have at least one Plan A attribute to them, either relating to the materials they are made of or to the processes by which they were manufactured.

## Fundraising

Our employees and customers have raised £4.2m this year through various fundraising initiatives and charity events, including a 24-hour bike relay and participation in the World's Biggest Coffee Morning.



# Board of directors

The full biographies of our directors are available to view in our online annual report [marksandspencer.com/annualreport2014](http://marksandspencer.com/annualreport2014)



**Robert Swannell**  
Chairman



**Marc Bolland**  
Chief Executive Officer



**Alan Stewart**  
Chief Financial Officer



**Patrick Bousquet-Chavane**  
Executive Director, Marketing and Business Development



**John Dixon**  
Executive Director, General Merchandise



**Steve Holliday**  
Non-executive Director



**Amanda Miller**  
Group Secretary and Head of Corporate Governance  
Steve will leave the Board following the AGM in July.

