

# Our performance

## Financial performance

### Group revenue



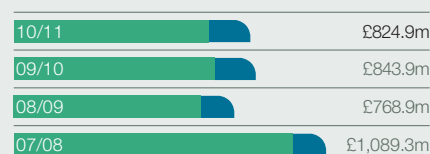
£m	07/08	08/09	09/10	10/11
UK	8,309.1	8,164.3	8,567.9	8,733.0
International	712.9	897.8	968.7	1,007.3
Total	9,022.0	9,062.1	9,536.6	9,740.3

In November 2010 we set out plans to invest an additional £850m to £900m over the next three years to enhance our UK business and develop our multi-channel and international capabilities. As a result, we have set a target to grow Group revenue to between £11.5bn and £12.5bn by 2013/14.

### Underlying Group operating profit



£m	07/08	08/09	09/10	10/11
UK	972.9	652.8	701.2	677.9
International	116.4	116.1	142.7	147.0
Total	1,089.3	768.9	843.9	824.9



## Performance against our plan

### Focusing on the UK

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#### UK market share clothing and footwear



**Analysis** This year we grew market share across all areas of our clothing business, as we offered customers greater choice at the same unrivalled quality and value. More information on our clothing performance is set out on page 16.

Source: Kantar Worldpanel Clothing and footwear share 52 w/e 17 April 2011

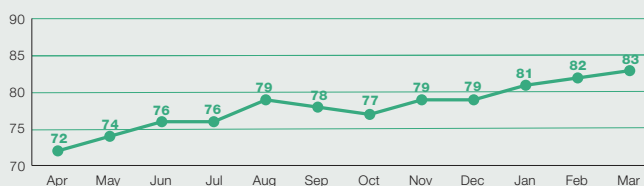
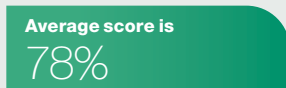
#### UK market share food



**Analysis** Our food market share increased this year as customers did more of their shopping with M&S, recognising the great value and quality we offer. Our performance in this area is detailed on page 20.

Source: Kantar Worldpanel Food and Drink share 52 w/e 17 April 2011

#### UK mystery shopping programme



**Analysis** In April 2010 we rebased our mystery shopping scores to help us target even higher standards of customer service. This year we conducted around 6,800 visits to stores and have seen a steady improvement in performance over the course of the year, with average scores increasing by 11%.

#### Average weekly footfall



10/11	20.7m
09/10	21.0m
08/09	21.6m
07/08	21.8m

**Analysis** Customer visits to our stores were broadly stable in 2010/11. Concerns about rising petrol prices meant footfall slowed slightly in the second half of the year. However, we remained ahead of the overall market figure of -1.4%.

### Drive UK space growth

#### Annual space growth



**Analysis** This year we have set out a commitment to deliver c.3% UK space growth per annum until 2015/16. This programme will help us create a store portfolio that delivers a leading multi-channel shopping experience.

**Underlying Group profit before tax**



The statutory results for the prior year are for the 53 weeks ended 3 April 2010. In order to be able to compare these with this year's 52 week period, where appropriate, the 52 week comparative results have been stated. The Financial review on page 35 explains the calculation of the 52 week results in 2009/10. The underlying profit measures are consistent with how the underlying business is measured internally. For more details see page 36 of the Financial review.

**Group profit before tax**



**Underlying earnings per share**



**Becoming a leading multi-channel retailer** P26 ▶

**M&S Direct sales\***



**Analysis** Our Multi-channel business continues to grow as we introduce new and more convenient ways to shop with M&S. This year we announced plans to invest £150m in our multi-channel capabilities and have targeted sales growth of £300m to £500m by 2013/14.

\* 52 week comparative

**Percentage of population within a 30 minute drive of a full line store**



**Analysis** Under our space growth programme, our aim is for 95% of the population to be within a 30 minute drive of a full line store by 2015. This will help to ensure we can deliver a leading multi-channel shopping experience throughout the UK.

**Building an international company** P28 ▶

**International sales\***



**Analysis** Over the next three years we will invest £150m to strengthen our international capabilities and make M&S a truly international company. In line with these plans we have set a target to increase International sales by £300 to £500m by 2013/14.

\* 52 week comparative

**Making Plan A how we do business** P30 ▶

**Improve carbon efficiency**

in tonnes CO<sub>2</sub>e per 1,000 sq ft of salesfloor



Store, office, warehouse, business travel and logistics carbon dioxide emissions in tonnes CO<sub>2</sub>e per 1,000 sq ft of salesfloor. Residual emissions will be offset by 2012.

**Why carbon efficiency?** Improving carbon efficiency reduces greenhouse emissions and costs.

**Improve store energy efficiency**

in kWh per sq ft of salesfloor



Store energy usage in kWh/sq ft of salesfloor

**Why energy efficiency?** Improving energy efficiency reduces costs and helps to meet the requirements of new legislation effective from 2011.

**Send no operational waste to landfill**

in tonnes



Waste sent to landfill from M&S stores, offices and warehouses in tonnes.

**Why no waste to landfill?** Sending no waste to landfill will reduce costs in the longer term and help reduce carbon emissions.