**H&M**

**Our business concept**

Fashion and quality at the best price in a sustainable way.

H&M should always have the best customer offering in each and every market. We offer collections that are wide-ranging and varied for women, men, teenagers and children.

To us, design, quality and sustainability are not a question of price: we should always offer inspiring fashion with unbeatable value for money.

[Quality](http://about.hm.com/en/About/facts-about-hm/about-hm/hm-group/quality.html) is a central topic, from initial idea to final product. It is our aim to always exceed our customers’ expectations on quality.

We ensure the best price by:

* in-house design
* no middlemen
* large purchasing volumes
* buying the right products from the right markets
* efficient logistics
* cost-consciousness in all parts of the organisation

An important element of our strong offering is that H&M should be the [more sustainable choice](http://about.hm.com/en/About/sustainability.html). Considerable resources are devoted to increasing sustainability.

H&M does not own factories, but instead buys products from independent suppliers that are close long-term partners of H&M. We work to bring about long-term improvement for people and the environment – in the supply chain, the garment lifecycle and the communities in which we are active.

## Global expansion

H&M’s growth target is to increase the number of stores by 10–15 percent per year, and at the same time increase sales in comparable units.

The strong pace of expansion continues into 2016 with a planned 400 new stores net. Most expansion this year will take place in existing markets. New markets planned for 2016 are New Zealand, Cyprus and Puerto Rico. In addition, H&M plans to offer e-commerce in a further nine existing markets.

Before we move into a new country or city an assessment is made of the market’s potential. Factors such as demographic structure, purchasing power, economic growth, infrastructure, political risk, human rights and environmental sustainability are analysed.

### Our stores

### Our stores should always be in the best locations for business. By leasing store premises instead of owning them we remain flexible in a constantly evolving retail landscape, and can make sure we are represented in the most attractive streets and shopping centres in all our markets.

H&M stores are run by H&M, with the exception of some markets where we collaborate with franchising partners. Franchising is not part of the general expansion strategy.\*

To meet the rapid development of the online market, in particular shopping via smart phones and tablets, our investments into distance selling continues.

H&**M’s shop online** is available in 23 markets, including the US. The easily navigated digital store is fully mobile-adapted and very popular with our customers. Roll-out of shop online to other markets of the H&M Group will follow.

**Management**

H&M has a matrix organisation in which the Managing Director appoints the members of the executive management team and the country managers.

The executive management team consists of the Managing Director and sixteen other individuals, seven of whom are women. The executive management team is responsible for the following departments: Finance, Accounts, Buying, Sales & Marketing, Production, Sustainability, Expansion, New Business, Brand, Communications, Investor Relations, Human Resources, IT, Business Development, Logistics and Security.

H&M’s matrix organisation means that the members of the executive management team are responsible for their department’s support, training and best practice, and for each country working efficiently in accordance with the policies and guidelines issued by the Head Office. Country managers have overall responsibility for sales, profitability and all departments in their country.

## The share

The share is traded on Nasdaq Stockholm, Sweden. The symbol is H&M B.

POLAND first shop 2003 now 154 stores

## Controversies

## On January 6, 2010, it was reported that unsold or refunded clothing and other items in one New York City store were cut up before being discarded, presumably to prevent resale or use.[[40]](https://en.wikipedia.org/wiki/H%26M#cite_note-40)

On January 24, 2012, H&M was reported to have stolen an artist's work, using it on multiple items without compensating the artist.[[41]](https://en.wikipedia.org/wiki/H%26M#cite_note-41)

MARKS AND SPENCER

M&S is one of the UK's leading retailers, with over 1,330 stores worldwide.

We are committed to delivering **sustainable value** for our shareholders and enhancing lives every day through the high quality, own brand food, clothing and home products we offer in our stores and online both in the UK and internationally.

Our M&S.com flagship positions us as a leading multi-channel retailer.  Launched in February 2014, the website gives us flexibility to cater to customers' changing shopping habits, whether they are shopping online via their mobile, on a tablet, or at Shop Your Way points in our stores.  The site now has **over 7 million registered users**.

M&S has **480 wholly-owned, jointly-owned or franchised stores in 59 territories** across Europe, Asia and the Middle East.  Our International business now includes a fast-growing standalone Food operation, meaning that more people around the world can enjoy our delicious, innovative food products.  Our significant physical presence overseas is complemented by country-specific General Merchandise websites

**PLANS FOR THE FUTURE**

Using our strengthened capabilities, our priorities, both in the UK and international, will be to accelerate our Food growth, deliver an end-to-end GM operating model and to drive the experience on M&S.com.  We will continue to develop a world class talent pool, further growing our skills in key strategic areas.

The UK food market will remain challenging but we are well positioned with a store format that caters for how shopping habits are changing.  We opened 62 Simply Food stores this year, and we have a strong pipeline with the fastest Food store opening programme planned in M&S's history.

Whilst we expect the Clothing and Home market to remain highly competitive, we will deliver growth through a focus on stylish design, quality and newness, with better availability and more choice.

We anticipate that our International business will continue to be impacted by this year's weakening euro and macroeconomic factors will remain a challenge, particularly in our Middle East region.  However we will focus on delivering relevant ranges to our local customers, improving our like-for-like sales performance across our owned and franchised market and building our international supply chain.

### Problems

M&S's profits peaked in the financial year 1997/1998.[[3]](https://en.wikipedia.org/wiki/Marks_%26_Spencer#cite_note-profit-3) The rising cost of using British suppliers was a burden, as rival retailers increasingly imported their goods from low-cost countries, but M&S's belated switch to overseas suppliers undermined a core part of its appeal to the public. Another factor was the company's refusal until 2001 to accept any credit cards except its own chargecard.[[21]](https://en.wikipedia.org/wiki/Marks_%26_Spencer#cite_note-21)

**Shares –**London Stock Exchange

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