

Our business model

What makes Morrisons different from other supermarkets is that we control our supply chain – we are closer to source by ‘cutting out the middleman’. The advantages of this business model are:

- our customers get great value for money and fresh food at great prices; and
- we can react earlier to consumer trends and bring seasonal food in-store quicker than other supermarkets.

From
selection...

Being closer to source means we can better control the provenance and quality of our food. Ethical and sustainable sourcing is important to us and we work with the producers to develop a relationship that is reasonable and fair to all parties.

to the
packhouse...

We own all our manufacturing facilities, which means we reduce our supply chain lead times allowing us to maximise the freshness in-store and reduce waste and costs. Many of these facilities are situated close to our distribution centres, enabling us to also reduce our food miles. The vast majority of our fresh food is prepared by our production plants providing us with security of supply.

delivered
to...

We own and operate a very modern transport fleet, ensuring freshness and cost control. We believe we have the quickest turnaround time between order and delivery compared to any other supermarket.

all our
stores.

Because we prepare food in-store, we can react to customer trends throughout the day, only producing what the customer wants. This reduces waste, makes us cost efficient and keeps our prices low to the customer, as well as ensuring our products are always freshly made.



UK arable and livestock farmers

Our buyers deal directly with the producer to either select the livestock we believe is good enough or to purchase whole crops of produce which is fairer to the farmer.

100% British

We sell only 100% British pork, beef and lamb.

Overseas

We source entire containers of produce from overseas which is individually packed and graded to our own standards. This effective method of buying also passes on great value to the customer.

Manufacturing sites

We have 13 manufacturing sites in total comprising:

**12 in the UK; and
1 in the Netherlands**

We also own:

- 3 Abattoirs**
- 3 Bakeries**
- 6 Fruit & vegetable packhouses**
- 1 Food preparation factory**

Top 5

UK food producer

Source: The OC&C Grocer Index, Top 150 suppliers

90% of all meat and the majority of our fresh food is selected and packed through our manufacturing facilities.

Our transport fleet

We have 680 tractor units and 2,000 trailers moving over 16 million cases of products to stores each week.

12 distribution centres

We have 12 distribution centres operated by ourselves and specialist providers.

External suppliers

Some of our suppliers deliver directly to our stores.

MARKET STREET

Our craft skilled staff prepare more fresh food in-store than any other supermarket.

**2,000 Bakers
1,500 Butchers
800 Fishmongers**

Rest of store

We take pride in great shopkeeping and having the right produce available for the customer. We have product ranges to suit all budgets.

18,000

product lines in a typical store, 32% of which are our own-brand labels.