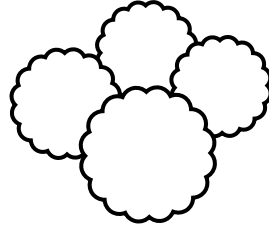


Highlights: Plan A 2025 Commitments



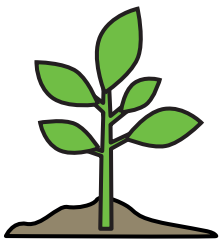
By 2022, all M&S product packaging will be 'widely recycled'



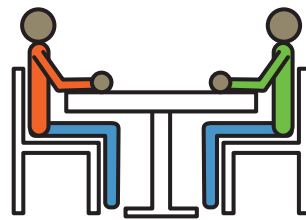
By 2025 all key raw materials M&S uses will come from sustainable sources, including all the cotton we use by 2019



We aim to halve food waste from M&S stores by 2025



We will reduce greenhouse gas emissions by 80% in our own operations by 2030 (compared to 2007 levels) and, during the same period, cut emissions in our supply chain by 13.3m tonnes



By 2025 50% of our Clothing, Home and Food stores and offices will make space available for community groups and charities



Between 2017 and 2025 M&S colleagues will complete a million hours of work-time community volunteering



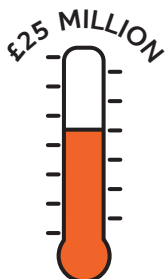
By 2025 all edible surplus food from M&S stores and direct food suppliers will be redistributed to charities



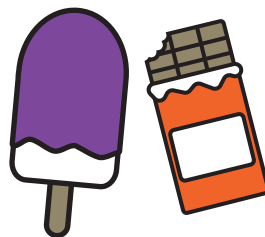
By 2020, in 10 locations we will have completed programmes that aim to secure meaningful economic, social and environmental benefits in the communities around our stores. We'll roll out to 100 locations by 2023 and share learnings with 1,000 locations by 2025



Half of M&S Food sales will come from healthier products by 2022



Between 2017 and 2025 we will help raise £25 million for charities that support people affected by cancer, heart disease, mental health, loneliness and dementia



By the end of 2018 all single portion snacks, confectionery and ice cream will be less than 250 calories



Over the next seven years our Global Community Programme will help a million people in our supply chain communities to help build livelihoods and protect the environment