

## 2017 AGM Questions

Question	Answer
What support has M&S provided to the victims of the Grenfell Tower disaster?	During that tragic weekend there were some 40 of our colleagues working at the site both day and night. We made significant donations of clothing and home products and a refrigerated trailer was sent to provide food and drink to the victims and support teams. Our people reacted in the same way to the Manchester bombing in May. We do not publicise the fact that we get involved in these types of activities but you will find that, whenever a tragedy like this occurs, there will likely be somebody there from M&S doing what they can to help.
Why have you appointed Jill McDonald as Managing Director, Clothing, Home and Beauty?	Jill McDonald brings first-class customer knowledge and great experience of running dynamic, high achieving teams. She has been the CEO of Halfords Group since 2015, and prior to this she was Chief Executive Officer UK and President of North-West Europe for McDonald's. She also spent 16 years of her career with British Airways plc, holding a number of senior marketing positions in the UK and overseas.  The Clothing & Home business is very large with a lot of complexity that needs to be managed, and we believe that Jill is the right person to do this.
Could we eliminate the use of 5p carrier bags and only offer more sustainable bags for life?	Since Plan A was launched ten years ago we have worked hard to take action on waste and M&S has been a zero waste to landfill business in the UK and ROI since 2012. We launched our new Plan A targets this year and have made a new bold goal to be a zero waste business in all that we do. The majority of our packaging is already recyclable and we have committed that all our packaging will be fully recyclable in the UK by 2022.
Can some form of assistance be provided at future AGMs to those who are less able to walk from Wembley Park underground station to Wembley Stadium?	We sympathise for those who had difficulty getting to the venue from Wembley Park this year. If we are here next year we will investigate what form of assistance we are able to provide.

Would the Board consider rotating the AGM location each year to reach more shareholders based outside of London?	This is something the Board has considered. In fact, we previously looked at holding an AGM in Leeds, where the business was founded, but were unable to secure a suitable venue. We will continue to consider alternative locations.
Will the Board re-consider its decision not to withdraw its advertising from the Daily Mail?	Steve Rowe has provided a written response to Global Justice Now's letter on this subject, in which he explained that we advertise across the media outlets that are mostly widely read by our customers. The Board has considered the matter but has no current plans to change this approach.
Why does the Chairman believe he is leaving the Company in a stronger position?	Over the last six years we have invested in the future, and virtually every part of the basic infrastructure of the company has been reviewed and aligned with our strategic priorities. This includes the creation of a modern distribution and logistics backbone and excellent digital, design and sourcing capabilities. The last six years have seen profound changes in the retail market and the wider economy and these will continue into the future. The Company has, and will continue, to meet these challenges.
When will the Board increase shareholder returns?	The Board is committed to creating a sustainable business in the long term. When Steve became CEO last year he set out a series of questions to help provide a platform for growth. A number of actions have been tasked this year including focusing on the customer, our strategy around reduced promotions in Clothing & Home, the store estate strategy and focusing on a profitable franchise-based business in International. The Company has been through a significant transformation over the last seven years which we believe put it in the right position for future growth.
What is your strategy for internal succession planning for senior roles in the organisation?	<p>The Board regularly considers succession planning and reviews the top 100-150 people in the business annually. Succession planning is a key area of focus and is one of the CEO's performance-related Key Performance Indicators.</p> <p>In a business like M&amp;S we need to have a mix of people from different backgrounds, with different experiences and different points of view. For this reason, you will see a mix of great internal talent and also those recruited from outside the business in the Executive Team.</p>

Would the Board would agree to work towards becoming an accredited Living Wage employer?	The welfare of staff has been important to this company since 1884 when it started. It affects everything that we do in the way that we think about the business. The Living Wage has been subject to rigorous debate by the Board on several occasions, and the topic will continue to be revisited. Our current position, however, is that we believe it is right to set our own hourly rates internally rather than relying on a figure calculated by a third party over which we have no control.
At my local M&S branch, exchange rates are only displayed for two currencies at the foreign exchange desk. Why is this?	The reason for showing only the most popular currencies was to allow for a larger font size, in direct response to feedback from customers who found the screens difficult to read. A new solution will be rolled out shortly whereby an alternating display will allow all 16 main currencies to be shown in a larger font
Can you please improve in-store signage to make it easier to find collection desks?	This is a very important point, seeing as nearly 70% of all merchandise ordered online is now collected in store rather than delivered to home. One of the reasons we put 3,000 additional staff in our stores was to assist customers with finding what they needed. We will take this point on board as we roll out our forthcoming store refurbishments.
When are we going to see improved availability in clothing?	<p>We have made improvements in availability both in terms of launch availability, which has increased from around 70% to 91%, and core merchandise availability, which has increased from the around 80% to well above 80%.</p> <p>The implementation of GM4, the General Merchandise, Clothing and Home allocation system, has delivered significant benefits for our Buying departments as it works right from the principle of the critical path when we buy things, how much we buy, when they are due to arrive, all the way from the contracting and then the allocation into our stores.</p> <p>This system is still bedding in and the team are focused on increasing the availability of our core lines to well above 90%.</p>
Why are you removing the Indigo clothing brand?	During the year the Company had over 700,000 individual conversations with customers to find out what they wanted from M&S, and changes such as this are a direct result of listening to our customers. We recognise that some of the

# M&S

	changes we make may not be right for every customer every time. We are, however, much closer to our customers now than ever before. We will continue to listen and to change.
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