

TOPIC	SUMMARY OF QUESTION	INDIVIDUAL SHAREHOLDER QUESTION	M&S' POSITION
Products – FH&B	Product style, quality and value.	A few years ago, I dressed solely in M&S - now quality, value for money and decent designs have deteriorated such that I hardly wear M&S. How did the directorial team let things slip so badly?	<i>These questions were answered live in our broadcast at 45:28.</i> - We've made real progress in style, while maintaining quality and value – we continue to hold our #1 position in the market on quality and value across all age groups. - We've improved style perceptions on last year and womenswear hit its highest style perception this year. - We still have opportunities to improve, and our aim is to always design with real women in mind, reflecting a range of needs and lifestyles - For Autumn Winter this year we have learnt those lessons and are confident in our direction.
		Could some of the 'fuss' be toned down on the ladies clothing? I'll look at nice quality pieces only to find it has dated embellishment - lace or cut outs instead of a more classic look.	
		Can M&S please bring back quality 100% wool jumpers?	
		Could we have more short lengths for us short people? I love the fashions, but they're all too long for me.	
		Can the clothing have more colour and why are all the dresses so long?	
	Product availability.	Why are there so few small sizes, i.e. 8/10/12, and so many large? Whenever I go to buy women's clothes there are only ever large sizes left.	- With our product appeal growing, our focus looking ahead is to rewire our supply chain and invest in capacity for growth so we can drive improvements, including on product availability. - Earlier this year we took our first big step forward on this in Fashion, acquiring a 437,000 square foot, modern, fully automated distribution centre in Lichfield. - The new site will add capacity, increase efficiency, reduce cost and improve margins. - For customers, it means better availability and range, faster delivery, later cut off times for next day delivery, and fewer split parcels.
		After a bra fit appointment, I was told my size was the most popular size but there weren't any available. Why are the most popular sizes not available in store?	
	Kidswear age range in certain lines.	There is clothing in kidswear with age ranges of 6-16 years in certain lines. I can't see a problem with basics such as plain t-shirts and jeans, but I don't know of any teenager who would want to be seen in an identical bikini, jumpsuit or dress as a 6-year-old where the design/pattern is distinctive. Could the age ranges be reviewed?	- Our core size range is 6-14 years old which is industry standard and popular with a range of customers. - In certain products such as swimwear, we reduce size ratios to ensure its appropriate for the age. - It is also worth noting that school age children have an extensive variety of heights and sizes therefore we cater for a general average age pitch, but customers may need to purchase sizing above or below their age range. So having a wide variety of sizes means we can offer this with product that appeals.
	Product range online and in store.	Product ranges appear to have been reduced, i.e., in lingerie. Are there plans to reintroduce more colours to allow for a more inclusive customer base?	- In Fashion, our focus is on offering customers the best quality, style and value. - We're introducing more edited ranges in stores to make it easier for customers to shop, however we keep our ranges under review and are always responsive to customer demand. - For example, in lingerie we recently introduced seven new colourways in our £10 bra with a matching 3 pack of knickers alongside, in response to customer requests for more colour variety. - As a result, this year we sold over 2 million of our £10 bras and now over half of women in the UK are wearing an M&S bra.
		Why can't there be more in-store brands rather than online?	
		Are you likely to expand the children's department in Bath?	

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	Plans for Homeware.	What are your plans for homeware?	- In M&S Home, we have made some foundational changes in the last year with a focus on improving and focusing on style, innovation, quality and value. - We have launched several successful ranges within own label including in partnership with Tom Kerridge and Kelly Hoppen which have proved popular with customers. - Own label homeware will continue to be our main focus while we will also offer complementary brands to drive customer appeal and offer a wide variety of categories. - Only 35% of customers cross shop across different departments at M&S so there is plenty of opportunity ahead.
Products – Food	Made without range.	At last year's AGM you promised that Alex was working on a new range of Free From foods. Where are they? Last autumn you brought out a delicious Sticky Toffee Pudding, but it was difficult to find and disappeared in November. I did my own survey amongst your customers. There was general agreement that M&S quality was superior to other retailers but lacking in range and availability. Customers would like more desserts, more ready meals, crumpets, donuts and pancakes. In the week before Shrove Tuesday, I counted 11 varieties of wheat-based pancakes in the chilled and dry sections. There was not 1 in the Free From range. Keep your promise – your customers will thank you.	- Nearly 80% of customers purchase Made Without products for themselves or family. - We are also extending our Made Without range – our 100 SKUs today will increase to 160 later this year. - This year we released our Gluten Free Colin – one of our most requested products ever. 10,000 cakes were sold in the first five days, with distribution across 400 stores. - Our supplier, Park Cakes, has also invested £1.5 million in a dedicated gluten-free production.
	Toxicity of chemicals contained in food products.	Will the board, as a matter of urgency, look into the toxicity of chemicals contained within food products e.g. lemons containing the following: - Fludioxonil, identified as an Endocrine disrupter. - Pyrimethanil, considered a possible human carcinogen and can disrupt the endocrine system. - Imazalil, which is considered harmful as it is classified as a suspected carcinogen and an endocrine disruptor.	- Food safety is our first priority, and we take any concerns seriously. - We work closely with our suppliers and carry out extensive testing and monitoring to ensure our products meet all relevant legal and safety standards. - We will continue to follow the latest science and support measures that protect both our customers and the environment.
	Use of palm oil.	Use of Palm Oil is not necessary and not Plan A! Please will you stop sourcing and selling products with Palm Oil as an ingredient?	- We focus on delivering great tasting, high quality food that is produced with integrity and respect for people, animals and the planet. - We apply robust sourcing standards across key global commodities including palm oil. - Sourcing palm oil sustainably is essential to preventing deforestation, biodiversity loss and carbon emissions. - All palm oil in our own-brand food products is certified by the Roundtable on Sustainable Palm Oil (RSPO), with 99% segregated being traceable back to mill. - This year, we received a score of 10/10 in the RSPO Shared Responsibility Scorecard and were ranked as the number one retailer for our approach to sustainable palm oil.

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	M&S' approach for lab grown meat.	Does M&S intend to sell Lab Grown Meat? If so, will it be clearly marked so that it can be avoided? Will M&S lead the way back to wholesome food and resist the push towards 'chemicalisation'?	- No, M&S does not intend to sell lab-grown meat. - Our focus is on providing high quality, 100% DNA-traceable, high-welfare British meat, backed by our £2.1bn investment into British farming.
	Café product range.	Why have we stopped doing pot pies in cafés in the winter? They were so popular, please bring them back this winter.	Thank you for the feedback which we will pass on to the Hospitality team who keep our ranges under constant review.
		The food range in cafés is good but needs improvement for people who are gluten free or vegetarian please.	
	Pork being included as an ingredient in the Gastropub range meals.	We love your Gastropub meals, but I was disappointed many beef meals have bacon in them, including the beef meatballs which have pork in the small print. Why are you doing this?	<i>This question was answered in the live broadcast at 1:09:55.</i> - Pork is included as an ingredient as customers tell us it improves the texture and flavour. Where it is included, it should be very clearly labelled, and we'll review with our Food technical team. - We do offer beef meals without pork. Our 'Only X Ingredients' range include 98% beef with just salt and pepper.
	Price of bananas.	What's the thinking about charging 18p per banana as opposed to the weight?	Our customers told us they want clear transparent pricing, so we offer a fixed price for individual bananas so that customers know when they pick bananas from the shelf exactly what they'll pay at the till.
	Policy on processed and ultra processed food.	What is Marks and Spencer's strategy in relation to processed food and ultra processed food. How are M&S going to reduce the artificial ingredients that go into it?	- Helping customers eat more healthily is really important to us and we are proud to be the home of health. - We launched Eatwell over 20 years ago to make it easy for customers to shop healthy foods and we're now up to over 1800 products. - This year we also introduced 'Only X Ingredients', getting ahead of demand for clean eating with minimal ingredients, which is now up to 35 products across the Foodhall and popular with customers.
Cafés	Café closures.	Can the board clarify the company's policy regarding the much-loved M&S cafés? Some are being closed (Ashbourne), some new stores no longer include a café (Chesterfield).	<i>These questions were answered in our live broadcast at 38:46.</i> - Cafés are important to us and when they are in the right place with the right space, we invest in them. - But the reality is that some of them are not profitable or are in the wrong format or space. - We assess each store individually – where it makes sense to, we offer a café. - We opened new cafés in Bath and Bristol full line stores this year, and we're rolling out new formats such as in Fosse Park.
		My local Chetham Hill store recently lost its café. Are these decisions good for customers?	
		Why do we continue to hear of M&S Cafés closing? They're very popular, a great way to promote M&S food, and to get people into stores for unplanned purchases.	
		I live in Lancashire and upgrades to local shops are removing cafés, only leaving city cafés. I feel you are missing an opportunity, as many customers go to M&S cafés as part of their shopping experience. As part of the rewards scheme, my wife receives café vouchers and is reconsidering whether the scheme is worthwhile. These changes are	

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		reducing customers loyalty to M&S and will affect the bottom line in future. I was very disappointed with the closing of our M&S café in Ashby De La Zouch. Having a drink after a shop for food at our M&S Foodhall made a visit a pleasure. I feel customers were probably not consulted and the feelings are probably nationwide. As our food rivals are cutting back their café provision, are you able to indicate our own strategy regarding the M&S Café offering?	
Store rotation	The decision to open or close new stores.	How do M&S decide to approve a new food store? The Welwyn Garden City store was closed 3-4 years ago, but you have recently opened a new all Food store at Hatfield. Why do you think the latest will be profitable when the last one seemingly wasn't?	<i>These questions were answered in the live broadcast at 29:30.</i> - We know customers are passionate about stores, and it's a key priority as we reinvest for growth – but we're playing catch up. - This year we completed our most ambitious store openings in a decade. - Our strategy is to have the right stores in the right place, and we don't compromise on quality. - Rotation into new stores with the right space and location attracts more families, drives bigger baskets and supports our goal to double the size of the Food business. A bigger, better range means more sales, and better backstage means improved productivity. - We're making disciplined investments, so shareholders can be confident in returns. - We have lots more ahead – including our largest ever standalone Foodhall at 22k sq. ft, opening soon in Godalming.
		As you are planning to close the M&S foods in Stoneywood Aberdeen, are you planning to replace it with another more suitable in the same area?	
		Why is the southeast being deprived of M&S stores? In recent years, Redhill & Crawley stores have closed with Banstead food hall to close imminently.	
	Size of Foodhalls in renewal or new stores.	You have changed the place of the café at Brookfield Cheshunt and enlarged the food hall. The café was a meeting place of many shoppers. The food hall is now so big and I for one can't be bothered to get fresh fruit and veg. Instead, I get my fruit when getting my Tesco shop. It is a mistake making the food hall so big and one has to walk into the main shop past linen to get a drink etc.	
Changing rooms and toilets	Policy on single sex changing rooms.	What are the board going to do to comply with the requirements to provide single sex facilities for biological women?	<i>These questions were answered in our live broadcast at 1:22:41.</i> - We have fitting rooms in womenswear and fitting rooms in menswear, and a colleague is always on hand to help. - For all customers we offer single, lockable cubicles, which are private spaces.
		In light of the Supreme Court's April 2025 judgment and the EHRC's guidance on single-sex services, why does M&S continue to operate changing room arrangements that do not clearly provide women with a dedicated single-sex space? Does the Board accept that this creates legal and reputational risk for the company?	
		I am concerned at the use of mixed sex changing rooms which are not only off putting to women wishing to change clothes/be measured for bras, but could potentially constitute discrimination.	

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	Providing accessible customer toilet facilities.	I have visited a number of M&S stores and have been disturbed by the lack of toilet facilities – I appreciate these are not profit generating but M&S have a social responsibility.	We offer toilets where we can, but some small stores are not designed for them. However, please talk to one of our colleagues and they will do what they can to help you.
Sustainability	Use of plastic packaging for Men's clothing.	Men's shirts come wrapped in plastic with excessive plastic clips, unnecessary cardboard and pins. Why can't they be displayed and sold on hangers?	- We remain focused on reducing packaging wherever possible. When packaging is essential to protect the product, we aim to ensure it is recycled, recyclable or reusable. - This year we have been tackling excessive packaging on men's shirts and school wear, alongside other initiatives such as switching plastic hooks to paper, and moving from plastic to paper radio frequency identification (RFID) tags. This has resulted in 13.8 million fewer plastic items. - We have a target to remove 1 billion units of plastic from our operations by 2027/28 and are making progress, having removed more than 600m since 2017/18 but we know we have further to go.
	Food waste at the end of the day.	What does M&S plan to do to stop stores throwing away still in date food with undamaged packaging?	<i>These questions were answered in our live broadcast at 56:28.</i> - Our priority is to offer fresh, safe, good quality food and we are also focused on reducing food waste. - We have a clear process in stores: reduce price as product approaches best before, donate through Neighbourly, last resort processing for renewable energy – no food to landfill. - More than 3,000 UK causes have been supported in the past decade and over 100m meals donated. - We've also removed best before dates from over 300 fruit and vegetable products, provide new ripe banana bags for baking, and repurposed unsold baguettes into frozen garlic bread extending shelf life by 40 days.
		When are you going to do something about your Sell By/Use By dates? They have become truly appalling, often either eat on day or the next day dates. Most people don't want to shop every day.	
	Sustainable supply chain practices.	Geopolitical and environmental shocks are creating supply chain risks to supermarkets, increasing the cost of fertilisers to farmers and the price of food for families and households who already face a cost-of-living crisis. On behalf of River Action and ShareAction, how is M&S incentivising and supporting producers in its supply chain to adopt more sustainable production practices?	- We believe that building a more resilient food system requires long-term partnerships with producers, combining clear standards with practical and financial support to help farmers transition to more sustainable production methods. - Through our recently launched Plan A for Farming strategy, we have committed that by 2030, 100% of our British produce will come from farms using regenerative practices. - To help farmers achieve this, we are investing directly in capability, innovation and on-farm support rather than relying solely on compliance requirements.
	Single use cups in cafés.	Can you eliminate one-use cups in M&S cafés please?	- Reducing unnecessary packaging and waste is one of our Plan A commitments. - We have already taken significant action in our cafés including encouraging customers to bring their own reusable cups for which you get a 50p discount. - Our cafés serve drinks in market-leading paper-fibre cups and lids – the first fully recyclable paper cups of their kind in the UK. These can be recycled easily at home or on the go, helping us cut over 20 million plastic items from our food business each year.

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	Plan A.	What is the point of Plan A?	- Plan A is central to how M&S delivers sustainable growth and ensures at M&S we do the right thing. - This is directly linked to growth, resilience and efficiency, and central to the magic of M&S. - We are clear on business-wide campaigns and 2030 targets which includes becoming net zero across our value chain by 2040, designing waste out of products and packaging, and sourcing key materials more responsibly, and we will keep shareholders updated on our progress.
Culture	Embracing a culture of positive dissatisfaction.	Does the Company have further to go in embracing the culture of positive dissatisfaction?	- Our culture is very different today and we showed progress by coming together with our sleeves rolled up during the cyber incident. - But every day we can be better and should always be positively dissatisfied. - We need to be clear eyed and cheer what's been done well but also embrace the issues.
		I worked for M&S for 39 years until 2017 and was always part of a performance led culture from my time in stores and Head Office. Why is the Chairman so dismissive of the way the business operated before he joined?	
		What is the biggest uncomfortable truth about M&S that isn't visible externally but needs addressing?	
	Closer to Customers programme.	The Support Centre staff take part in helping at store level before Christmas. During the year, will store colleagues on the shop floor have the opportunity to have time in goods / warehousing roles?	<i>This question was answered in our broadcast at 1:14:20.</i> - We want all our colleagues to be closer to stores. - Every senior leader joins a store for their first month at M&S and every colleague from support centre helps stores 7 days a year at their busiest time such as Christmas. - There are opportunities for store colleagues to learn about other parts of the business, for example Womenswear Director Maddy Evans reviews the latest ranges with store colleagues from across the country, but there is more we can do and we will take that away.
Ocado – delivery	Extending Ocado delivery area.	I live in Cornwall and would love to order through Ocado. When do you plan to deliver here?	Alongside our partner Ocado, we are always keeping delivery areas under review so we can bring more of the M&S range to more customers. Make sure you are registered online with Ocado who will get in touch should they start delivering to your area.
		Will it be possible soon for customers in Scotland to access a reliable home delivery service of Marks and Spencer food items?	
Sparks	Making the new Sparks more user friendly.	Why can you not make the Sparks card 'user friendly'? Similar to Tesco's that whatever you buy earns points for future vouchers and you get a discount on certain products each week.	<i>These questions were answered in our broadcast at 1:04:45.</i> - New Sparks is based on customer feedback: pounds not points and no tricky pricing. It's a more personalised loyalty scheme than before. - It is early days though, and while the signs are encouraging, there is more to do.
		Why are the sparks offers for such short time limits or use in one shop only?	
		If you have money in your wallet you cannot add more until the money in it has been spent.	

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Tills	Manned tills and continuing to accept cash.	Will the board please ensure that cash is always accepted in stores and that manned tills remain active at all times?	• Every one of our stores accepts cash. • We are committed to helping our customers shop when, where and how they want, by providing a choice of manned checkouts and self-service tills and we always offer customers the option to shop and pay with a colleague's help.
	Gift card acceptance on self-service terminals in cafés.	Can the self-service terminals in the cafés be updated to enable payment by gift card?	• All M&S cafés self-service terminals accept gift cards; simply present the barcode and scan the card as you would your Sparks card. If you need assistance a colleague will always be on hand to help.
Colleague Pay	Real Living Wage accreditation.	I am shocked to discover you have now stopped aligning your staff wages with the Real Living Wage Standard. Your staff need this, particularly now the cost of living is rising. Will you commit to accrediting M&S as a Living Wage Employer?	<i>These questions were answered in our broadcast at 34:05.</i> • Investing in the pay of our colleagues remains a priority. • Over the last four years we've invested more than £350m in colleague pay, and this year we increased hourly pay by 6.4% - double the rate of inflation. • We are one of the best paying retailers in the sector and while we do face headwinds, we will always be focused on doing the right thing for our colleagues.
		Last year, shareholders filed a resolution calling for disclosure of metrics about workforce and pay. M&S has not provided any of the metrics proposed in its reporting this year, so investors lack information on how material workforce risks are managed at M&S. Moreover, this year the company has chosen not to pay staff the real Living Wage for the first time in many years. We continue to urge accreditation as a living wage employer.	
Investing for growth	Funding the ambitious growth plans.	Is the money for the ambitious growth plans coming from borrowing or retained profits?	• Our growth plans are being funded primarily through the cash we generate from the business, not through taking on additional borrowing. • Over the last few years, we've significantly strengthened our balance sheet, reduced debt and improved cash generation. • That gives us the flexibility to invest in new stores, supply chain and technology while continuing to pay a dividend to shareholders.
	Prioritisation of shareholder returns.	Why are you investing so much back into the business instead of prioritising shareholder returns including the dividend?	<i>This question was answered in our live broadcast at 26:05.</i> • We are focused on delivering long term value for shareholders. • We have built a strong balance sheet and are in strong financial health. • As a growth business we are prioritising investment which we are confident will deliver returns. • This year's dividend reflects the next phase of reinvestment for growth with a meaningful 17% increase in the dividend this year and it is our intention that we continue to invest in the business and increase returns to shareholders.
		When will the dividend get back to pre-covid levels?	
Misc. corporate	Date of our AGM.	Why does your AGM always have to be the same date as Youngs?	• Our AGM is planned around our financial year timetable and we must provide a specific amount of notice. We don't refer to other companies' AGM dates when we plan our date.
	AGM format.	Please confirm that you will keep the AGM as physical supported by digital with the shareholders in the room.	<i>This question was answered in our live broadcast at 1:20:30.</i> • Yes, we will continue with our current format of a digitally-enabled AGM, with shareholders welcome to attend in person if they wish.

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	Senior shareholdings.	How many shares have directors and senior managers bought themselves versus receiving as share options?	- Executive directors and senior managers build shareholdings through personal investment and long-term incentive arrangements. Most shares disclosed in our remuneration reporting come from vested or deferred performance-linked awards, rather than traditional share options. - Executive Directors must meet significant shareholding requirements: 300% of salary for the CEO, 250% for other Executive Directors and 100% for Executive Committee members, supporting long-term alignment with shareholders. - The Directors' Remuneration Report discloses beneficial shareholdings and outstanding awards separately, but we do not report aggregate holdings by whether shares were purchased personally or acquired through remuneration plans. Our focus is total share ownership and alignment with shareholders.
	Virtual meetings under the Articles.	Do your articles permit fully virtual meetings?	Yes, our Articles were amended in 2017 to allow for general meetings to be held electronically.
	Annual report disclosures.	Is there anywhere M&S discloses the number of stores at the start of the year versus the end of the year?	- Our total number of stores is included every year in the annual report. - This is not a required disclosure for the Annual Report or ESG report however health and safety always remains a top priority at M&S.
		There is no information in the annual report on lost time accident / injury rates. It wasn't in the ESG report either. Are they disclosed and if so, where?	
AI	M&S' use of AI.	What are the biggest opportunities from AI and technology in improving business decision-making?	<i>These questions were answered in our live broadcast at 50:42.</i> - Investing in Digital & Technology is one of our key strategic priorities and embedding AI sits at the heart of our strategy. Crucially, our AI strategy is helping us transform the way we use data – the foundation of every business. - This year we rolled out Microsoft CoPilot licenses to 11,000 colleagues, including all store managers, to help automate routine tasks such as sales data analysis, product availability and colleague rotas, freeing them up to focus on serving customers. - Other live use cases include using AI to support forecasting, ordering and allocation of products; customer personalisation on the new Sparks; and a colleague 'Help Hub' to provide information they need to do their job.
		Does investing in AI-related marketing provide advantages or risks?	
Crime	Preventing theft in stores.	How will the Company better fight the pandemic of thieving in our stores?	<i>These questions were answered in our live broadcast at 59:52.</i> - Retail crime is a growing issue. - Retailers have invested billions in security, technology and loss prevention. - We are doing our bit – now we need to see action from the authorities.
		What steps are the Company taking to minimise shop lifting and protect staff?	

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Cyber incident	Customer retention following the cyber incident.	Many competitors grew their businesses on the back of the cyber incident hobbling us. Has the Company regained all the lost ground?	- We served over 34 million customers last year – our highest number ever which shows the progress we are making despite the disruption. - In Food, we delivered a standout performance growing our market share to 4.1%. - In Fashion, customer numbers remained broadly the same. We are entering the new financial year in growth with our customer base extending as we broaden appeal.
	Cyber recovery.	Is M&S through its ransomware IT woes, and how good is M&S' security now?	- We ended the year in a strong financial position and back on track. - We have shared learnings with other businesses, and it remains a priority for us.
Global business	Promoting M&S as a trusted brand globally.	We have such a well trusted brand in the UK, how do we use it to support the business' ambitions internationally?	- With M&S having strong UK brand recognition, there is long-term potential to build a global brand presence. - Our approach is through targeted capital light expansion, and we've made real progress with partners who share our ambition to build a global brand.
Ocado – JV	Growing the JV partnership.	When will the ongoing dispute within the Ocado JV be resolved and focus can return to building out capacity to support the impressive growth the JV is delivering?	Ocado delivered a modest profit with sales of M&S products on Ocado up 17%, reaching over £1bn for the first time, and we see more potential for growth ahead.
		What is happening with Ocado?	
Omnichannel	New and existing sales channels.	Are there any new sales channels which the business would like to pursue, or existing ones which we'd like to develop further?	We continuously review new business opportunities so we can grow M&S, but we also have a lot to do within our own business. In the year ahead the priority is reinvesting for growth so we can deliver long-term sustainable growth for shareholders.
Political donations	Political donations.	To whom has the board made political donations in the past 5 years and how much?	- The Company did not make any political donations during the past five years. - M&S has a policy of not making donations to political organisations or independent election candidates. - The authority we're seeking at the AGM is a standard corporate authority we seek approval for every year.
Shareholder vouchers / benefits	Shareholder vouchers.	Previously private shareholders were sent vouchers to encourage spend – any plans to re-introduce such a scheme?	- We are focused on investing in our transformation and delivering long term value for shareholders and have no plans to reintroduce the voucher scheme. - Shareholders are also Sparks customers so when shopping at M&S, you'll get cash back into your digital Sparks wallet to spend. This is great for you and great for the business.
	EQ Boost benefits.	Can we put EQ Boost vouchers on gift cards as they disappear from phone after a while?	EQ boost vouchers are managed by Equiniti and can be downloaded to your phone or printed at home.
Stores	Pedestrianisation of Oxford Circus.	What is the effect that the mayor's pedestrianisation of Oxford Street will have on stores, particularly Marble Arch and Pantheon?	While we are currently assessing the specifics of this plan, we support the overall goal to revive Oxford Street, and we are doing our bit by investing in our Marble Arch and Pantheon stores to deliver improved experiences for customers.

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Heatwave	Planning for heatwaves.	During the first heatwave this year, the M&S Orbital Swindon's fresh food shelves were empty, due to refrigerators breaking down. With global warming, the heatwaves are probably going to happen more frequently, is M&S planning ahead?	<i>These questions were answered in the live broadcast at 42:44.</i> • We're investing in plant equipment and reviewing our refrigeration following the hot weather. • In Food, we're trying to get ahead of the curve: key categories selling well include our brand new range of ice cream which offers 45 new lines such as our only 8 ingredients dark chocolate ice cream which has already increased our market share since launch. • In Fashion, we have recently hosted several events to drive awareness and appeal including a catwalk at Silverstone. • Our linen products are selling well including the £40 linen trousers in menswear.
		Can you tell me if you've got enough hot-weather product in stores and what's been selling well?	