



ANNUAL GENERAL MEETING 2026 PROXY CARD

TO BE HELD AT AND BROADCAST FROM WATERSIDE
HOUSE, 35 NORTH WHARF ROAD, LONDON, W2 1NW
ON TUESDAY 7 JULY 2026 AT 11AM



Board biographies and the full Notice of Meeting can be found in the Annual Report.

To view this online, go to corporate.marksandspencer.com/annualreport2026.

VOTE YOUR SHARES AT THE AGM

If you would like to vote at the AGM, but are unable to participate yourself, you can appoint a Proxy who will vote on your behalf. There are two ways of doing this: 1) vote in advance or on the day via the Lumi website, or 2) complete and return the Proxy voting form below.

To vote via Lumi:

Go to: <https://meetings.lumiconnect.com/100-348-343-158>

SRN:

PIN:

Guidance notes are on the reverse of this card and on pages 190 to 192 of the Notice of Meeting. If you post the voting form within the United Kingdom, no envelope is necessary and there is no postage to pay. If you prefer to use an envelope, please address to Equiniti Limited, FREEPOST RTHJ-CLLL-KBKU, Aspect House, Spencer Road, Lancing, BN99 8LU. If posting from outside the United Kingdom, you should return it in an envelope to the FREEPOST address above. However, you will need to pay the postage.



Task ID

Shareholder Reference No.

2482-0309



VOTE BY POST: AGM 2026 VOTING FORM

If you do not have access to the internet and want to vote your shares, you can do so by completing and returning this part of the form to arrive no later than 11am on Friday 3 July 2026.

I want to give voting instructions

Indicate voting intention by

Resolutions

- | | For | Against | Vote withheld |
|--|--------------------------|--------------------------|--------------------------|
| 1 Receive Annual Report and Accounts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 Approve the Directors' Remuneration Report | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 Approve the Directors' Remuneration Policy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 Declare final dividend | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 Re-elect Archie Norman | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 Re-elect Stuart Machin | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 Re-elect Alison Dolan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 Re-elect Fiona Dawson | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9 Re-elect Evelyn Bourke | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10 Re-elect Tamara Ingram | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11 Re-elect Sapna Sood | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12 Elect Roger Burnley | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13 Elect Sean Doyle | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*special resolution

Resolutions

- | | For | Against | Vote withheld |
|---|--------------------------|--------------------------|--------------------------|
| 14 Re-appoint Deloitte LLP as auditors | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15 Authorise Audit & Risk Committee to determine auditors' remuneration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16 Authorise the Company and its subsidiaries to make political donations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17 Authorise allotment of shares | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18 General disapplication of pre-emption rights* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19 Additional disapplication of pre-emption rights* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20 Authorise purchase of own shares* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21 Call general meetings on 14 days' notice* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

M&S Board voting recommendations

Sign and date this declaration

I/we being the shareholder(s) of Marks and Spencer Group plc (the Company) hereby appoint the Chairman of the meeting, or*

Name and address of Proxy (see notes for voting overleaf)

as my Proxy to vote on my/our behalf at the Annual General Meeting (AGM) of the Company to be held on Tuesday 7 July 2026 at 11am and at any adjournment thereof. In respect of the resolutions referred to in the Notice of Meeting, I/we desire my/our Proxy to vote as indicated.

*If you would like to appoint a Proxy other than the Chairman, insert name and address in the box provided and initial alteration. You may appoint more than one Proxy.

See page 198 of Notice of Meeting (Note 2)

Date

Signature



ANNUAL GENERAL MEETING 2026

AGM INFORMATION

The 2026 Annual General Meeting (AGM) will be a digitally-enabled meeting. You are invited to engage electronically via our dedicated Lumi AGM website at <https://meetings.lumiconnect.com/100-348-343-158>. If you wish to attend in person as part of our studio audience, please register your intention to do so in advance to help manage capacity on the day. Please email privateshareholders@marks-and-spencer.com, providing your full name and Shareholder Reference Number (SRN).

ENGAGING IN ADVANCE

You can vote and submit a question via the Lumi website in advance at <https://meetings.lumiconnect.com/100-348-343-158>. You will need to enter your SRN and PIN as set out on this communication. Once logged in, select the 'Voting' tab and select your voting directions from the options shown on screen. To change your mind, simply select a different option. To submit a question, select the 'Messaging' feature, type your question and click on the arrow to submit it.

You can also send your questions, either written or a recorded video message, direct to us via email to AGMquestionsubmission@marks-and-spencer.com. Please ensure recordings last no longer than one minute. By submitting a video question, you consent to your video being played during the AGM broadcast. Please note, the AGM recording will also be made publicly available on our corporate website after the meeting.

Further information on how to engage with the meeting can be found on pages 190 to 192 of the Notice of Meeting, available at corporate.marksandspencer.com/annualreport2026.

JOINING ON THE DAY

You can watch the broadcast live, vote and ask questions by logging onto the Lumi AGM website from 10am on Tuesday 7 July 2026, using the same details as outlined on this communication. If you are joining us in person, the meeting will be held at our London Support Centre, Waterside House, which is well served by public transport. The meeting will begin at 11am, and you will be able to vote once the poll has been declared open.

ADDITIONAL NOTES FOR VOTING

If you cannot join the AGM on the day, but wish to vote on the resolutions, you are entitled to appoint someone else as a 'Proxy'. A Proxy need not be a member of the Company and can exercise all or any of your rights to electronically attend, ask questions and vote at the meeting. A Proxy must vote as you have instructed.

A Proxy will vote at their discretion or abstain from voting, as they see fit, on any resolution on which you do not give a specific instruction and, unless instructed otherwise, on any other business (including amendments to resolutions) which may properly come before the meeting.

This form constitutes a Form of Appointment of Proxy and enables you to cast votes attaching to your Marks and Spencer Group plc shares.

The 'vote withheld' option is provided to enable you to abstain on any particular resolution. However, it should be noted that a 'vote withheld' is not a vote in law and is not counted in the calculation of the votes 'for' and 'against' a resolution.

This form assumes you wish to vote all of your shares in the same way. To vote only part of your holding or to vote some shares one way and some another, please contact the shareholder helpline on +44 (0) 345 609 0810. Lines open 8.30am to 5.30pm (UK time), Monday to Friday (excluding public holidays in England and Wales). Please use the country code when contacting us from outside of the UK.

Mailboxes are monitored 9.00am to 5.00pm Monday to Friday (excluding public holidays in England & Wales).

Business Reply Plus
Licence Number
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