

**MARKS AND SPENCER GROUP PLC**  
**(the 'Company')**  
**MARKS AND SPENCER CHAIRMANSHIP**

After extensive consultation with shareholders, executives, and advisers the Committee of Non-Executive Directors, led by the Senior Independent Director Fiona Dawson CBE, has decided to extend Archie Norman's tenure as Chairman for the next phase of the "reshaping of M&S" growth strategy.

Archie started as Chairman in 2017 and therefore will reach the "comply or explain" nine-year point in eleven months' time. The Board is unanimous in its conviction that his continuation as Chairman is in the best interests of the Company and there is widespread support for this view across the shareholder base. M&S is a rapidly changing business with a recently strengthened executive team but there is a long way to go in delivering the Reshaping for Growth strategy and the Company will benefit from the continued strong leadership and stability Archie's Chairmanship will bring.

The extension of his term will, in principle, last for three years from September 2026 but will be subject to a comprehensive annual review by a committee of independent directors and no major change of circumstances.

The appointment will be put to annual shareholder approval at the AGM in the normal way.

Fiona Dawson commented, "Archie has been an exceptional Chair, steering an effective, engaged Board and putting in place a highly capable leadership team under Stuart Machin which is transforming M&S and building a stronger, better business. There remains much to do, and Archie's deep knowledge of the business, drive and unique experience will be invaluable as we move to the next phase of the Reshaping for Growth plan."

-Ends-

For more information, please call:  
Corporate Press Office: +44 (0) 20 8718 1919

This information is provided by RNS, the news service of the London Stock Exchange. RNS is approved by the Financial Conduct Authority to act as a Primary Information Provider in the United Kingdom. Terms and conditions relating to the use and distribution of this information may apply. For further information, please contact [ms@seg.com](mailto:ms@seg.com) or visit [www.ms.com](http://www.ms.com).

RNS may use your IP address to confirm compliance with the terms and conditions, to analyse how you engage with the information contained in this communication, and to share such analysis on an anonymised basis with others as part of our commercial services. For further information about how RNS and the London Stock Exchange use the personal data you provide us, please see our [Privacy Policy](#).

END

BOAUSSWRVSURARA