

Statement of chairman

**Economics**

- 1. Directors News
- 2. Operational performance
- 3. Dividends
- 5. Taxation
- 9. Sales & Economic Environment
- 12. Suppliers - UK and Abroad



**Marks&Spencers**  
5-3-2007 - v3


**10. Technology**

- 11. Department Fittings
- 13. Food and other Products
- 14. Expert Performance




**Policy**

- 4. Business Policy
- 6. Wealth Creation and Society



**Organization**

- 15. Smaller Stores
- 16. Cost control
- 18. Stores Development
- 19. E.E.C. Stores
- 20. Canadian Subsidiary



**People**

- 7. Staff
- 8. Profit-sharing Schemes
- 17. Energy Conservation
- 21. Social Responsibility and Community Projects

