

*Презентация
Драфта Международного Стандарта
Интегрированной Отчетности для
Общественных Консультаций
26 апреля 2013 года*



РОССИЙСКАЯ РЕГИОНАЛЬНАЯ СЕТЬ
ПО ИНТЕГРИРОВАННОЙ ОТЧЕТНОСТИ

Международный Стандарт Интегрированной Отчетности: структура и содержание

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Структура Драфта Стандарта

1. Общая информация
2. Ключевые концепции ИО
3. Основные принципы
4. Элементы содержания
5. Рекомендации по подготовке и презентации отчета
6. Приложения



Три Background Papers по бизнес-модели, капиталам и существенности отчетной информации

Общая информация

1. Определение и цели интегрированной отчетности
2. Целевая аудитория («провайдеры капитала»)
3. Задача и область применения Стандарта (рассказать о создании стоимости)
4. Интегрированное мышление
5. Соотношение с другими отчетными практиками (ИО – самостоятельная форма отчетности)

Ключевые концепции

- 1. Капиталы**
- 2. Бизнес-модель**
- 3. Создание стоимости**

Основные принципы

1. Стратегическая направленность и ориентация на будущее
2. Связность информации
3. Реагирование и вовлечение стейкхолдеров
4. Существенность и краткость
5. Достоверность и полнота
6. Сравнимость и постоянство

Стратегическая направленность и ориентация на будущее

Содержание	Как раскрывать
Интегрированный отчет должен представлять стратегию организации, а также то, как стратегия соотносится со способностью компании создавать стоимость в кратко-, средне- и долгосрочной перспективе, и как стратегия соотносится с использованием капиталов (и влиянием на них).	<p>Базовые полагания ИО:</p> <ol style="list-style-type: none">1. отчет - о прошлом, ИО – во многом, документ о будущем,2. ИО должен показывать устойчивость бизнеса, <p>поэтому:</p> <ul style="list-style-type: none">• не только отдельный раздел о стратегии, но и все основные разделы/темы/направления деятельности должны показывать вклад в реализацию стратегии;• тщательное раскрытие тем, близких к теме «стратегия»: внешняя среда (ситуация на рынках, возможности, риски, капиталы и ресурсы, прогнозные оценки и пр.);• удержание «временного дискурса» по всем основным темам.

Стратегическая направленность и ориентация на будущее

Пример Xstrata Annual Report 2011

Progress against our priorities

Strategic priorities	Progress in 2011	Priorities in 2012	Key performance indicators
To deliver a Tier 1 portfolio of projects to increase our production volumes and meet society's demands	<ul style="list-style-type: none"> 10 projects successfully commissioned during 2011, four of which were delivered ahead of schedule. Seven projects approved with a capital spend of \$2.6 billion. 	<ul style="list-style-type: none"> Deliver seven major projects during the year across five countries and four commodities. 	<ul style="list-style-type: none"> Targeted 50% volume growth over 2009 levels by the end of 2014. 20% reduction in operating costs by the end of 2014.
To increase the net present value of our business by improving the quality of our assets and by operating safely and efficiently	<ul style="list-style-type: none"> Real cost savings of \$391 million delivered, moving all businesses into the lower half of industry cost curves. 26% improvement in total recordable injury frequency rate on 2010. 	<ul style="list-style-type: none"> Ongoing focus on improving the quality of our assets through year-on-year cost reductions, mine life extensions and productivity and safety improvements. 	<ul style="list-style-type: none"> Real costs savings (page 31). Total recordable injury frequency rate (page 32).
To maintain our industry-leading standards of health, safety and environmental performance and to be viewed as a responsible partner within the communities in which we operate	<ul style="list-style-type: none"> Six fatalities at our managed operations. 26% improvement in total recordable injury frequency rate on 2010. Zero category 3 environmental incidents. Corporate social involvement of \$102 million. 	<ul style="list-style-type: none"> Zero fatalities. Further reduction in our total recordable injury frequency rate. Zero category 3 environmental incidents. 	<ul style="list-style-type: none"> Zero fatalities. Total recordable injury frequency rate (page 32). Environmental incidents (page 33). Corporate social involvement (page 35).
To foster a high-performance, entrepreneurial, non-hierarchical culture that attracts the best people, and empowers them to succeed and build the capabilities necessary to deliver our strategy	<ul style="list-style-type: none"> On average 48 hours of training provided for each employee. \$1,028 spent on training, on average, for each employee – 9% more than in 2010. Career development programmes in place that include annual reviews. 	<ul style="list-style-type: none"> Rollout of employment value proposition programme that supports the retention and attraction of high-calibre individuals. 	<ul style="list-style-type: none"> Voluntary turnover (page 35). Training hours and spend (page 35).
To conduct our business activities in an ethical and commercially transparent manner	<ul style="list-style-type: none"> Training across all businesses on our Code of Conduct. Courses undertaken on human rights training. No confirmed transgressions of human rights. 	<ul style="list-style-type: none"> Ongoing human rights training and awareness-raising across our business. 	<ul style="list-style-type: none"> Zero incidents of bribery, fraud or corruption.
To maintain a strong and flexible capital structure capable of supporting our growth plans	<ul style="list-style-type: none"> Our syndicated loan facilities were renegotiated into a \$6 billion five-year facility. \$3 billion bond successfully launched. 	<ul style="list-style-type: none"> Continued cash generation to support the development of our project pipeline. 	<ul style="list-style-type: none"> Gearing (net debt/net debt + equity). Cash generation from operations (page 42). Net debt position (page 43).
To identify and take advantage of opportunities to deliver value through strategic partnerships, acquisitions or divestments	<ul style="list-style-type: none"> We acquired First Coal Corporation in Canada, E1 and Monakoff copper tenements in Australia, and Hackett River and Washbone exploration properties in Canada. 	<ul style="list-style-type: none"> To continue our disciplined approach towards acquisitions and divestments. 	<ul style="list-style-type: none"> Successful integration of acquired assets, realisation of anticipated synergies.

Xstrata's approved copper equivalent production growth



The second major project to start up this year, our Koniambo nickel project, is advancing at a good pace. Our teams are progressively starting up the key elements of the substantial infrastructure involved in building this remote, large-scale project ahead of delivering first ore to the furnace later this year. Koniambo will ramp up to full production in 2014 and will transform our nickel business in terms of volumes, costs and industry position.

The greenfield Las Bambas project will share some of the infrastructure at Antapaccay and early works and detailed engineering started during the second half. Las Bambas will be a major, low cost new copper mine producing 400,000 tonnes per year and will contribute to our projected total copper production of 1.5 million tonnes by 2015. Despite some severe cost pressures, and the incorporation of detailed engineering design into the cost estimates, the copper team has contained capital costs to 15% of the original indicative \$4.23 billion budget we approved last year. Uncontrollable costs of \$460 million represent over two-thirds of the total and include inflation in

the cost of land acquisition and social infrastructure, a challenge we are facing around the world, and delays to our permitting process resulting from the wholesale change in the civil service which followed the Peruvian presidential election in July. The project remains on schedule for commissioning in the second half of 2014.

We approved a further seven growth projects in 2011 with a total capital commitment of \$2.6 billion, including a significant expansion to the Cerrejón thermal coal joint venture in Colombia, and the development of the Ulan Open Cut coal mine and the greenfield Lady Loretta zinc mine in Australia. We also remain alive to prospective opportunities to replenish our growth pipeline and we completed six bolt-on acquisitions in copper, zinc and coal.

Our strategy to execute the best growth options within our portfolio is now well underway and will reduce average operating costs, increase volumes and deliver significant value to our shareholders over the coming years to respond to the positive market outlook we see for commodities.

Связность информации

Содержание	Как раскрывать
Интегрированный отчет должен отражать <u>взаимосвязь и взаимозависимость</u> между компонентами, которые имеют существенное значение для способности организации создавать стоимость с течением времени.	<p>Связи между:</p> <ul style="list-style-type: none">• «Частями» бизнес-модели• Элементами содержания (стратегия и результаты года, КПЭ и стратегия, КПЭ и вознаграждения и пр)• Прошлым, настоящим и будущим• Финансовой и нефинансовой информацией• Количественной и качественной информацией (в том числе «цифры + анализ») <ul style="list-style-type: none">• С другими источниками информации• С предыдущим отчетом• Связанность текста внутри (внутренние ссылки, размещение значимой информации не только в «своем» разделе, графические связующие элементы и пр.)

Связность информации

Пример AEGON Annual Review 2011 (1/2)

View file in Read Mode

10 AEGON 2011 REVIEW

OUR STRATEGY / HOW OUR BUSINESS IS CHANGING

11

The life insurance, pensions and asset management sectors are undergoing a period of profound change.

HOW OUR BUSINESS IS CHANGING

FIVE KEY TRENDS

1

AGING POPULATIONS

Populations are aging, particularly in Europe and Asia. At the same time, working populations are shrinking. In many cases, this means governments are no longer able to fund current pension payments, and individuals are looking instead to private sector companies to provide long-term financial security.

Where are the opportunities?

Rising life expectancy is opening up new opportunities for AEGON. Demand is growing for products that not only help people save for their retirement, but also help them manage their assets once they have retired.

What are the risks for AEGON?

As life expectancy rises, AEGON expects benefit payments on certain products and services also to rise. If life expectancy increases more quickly than projected, we may also have to increase reserves to cover future payments, reducing our earnings.

2

CHANGING CUSTOMER BEHAVIOR

Customers have become more aware of financial risk in recent years. As a result, they demand products that are clear and easy to understand – products that will deliver sound financial returns. Distribution patterns are changing as more people use the Internet to research and purchase financial services, and regulation brings a more direct relationship between provider and customer.

Where are the opportunities?

AEGON sees an opportunity to respond to changing customer needs by developing simpler, easier-to-understand products and services. There are also opportunities to invest in new distribution channels: partnerships with banks, more direct marketing and utilization of social media.

What are the risks for AEGON?

For AEGON, there are clear risks both in terms of sales and market share if the company does not respond to changes to customer behavior and patterns of distribution.

3

RISING STAKEHOLDER EXPECTATIONS

Companies are under greater pressure to manage their resources responsibly and engage with stakeholders, giving an account not only of their financial performance, but also their contribution to society as a whole. Attitudes are also changing in the workplace: jobseekers want to work for companies that share their values, the concept of “a job for life” has almost disappeared, and skills shortages – especially in emerging markets – make it difficult to recruit and retain talented staff.

Where are the opportunities?

Greater openness and transparency will help us improve our processes and decision making; in addition, we can engage more with our stakeholders, which will help build trust.

What are the risks for AEGON?

AEGON's reputation both as an employer and a provider of financial services could be affected if the company does not respond to social pressures and rising stakeholder expectations. This could impact not only our financial performance, but also our ability to attract and recruit talented staff.

4

ECONOMIC UNCERTAINTY

Economic and financial market conditions have proved extremely volatile since 2008. Growth has slowed, while unemployment in many parts of the world has risen, leading to lower consumer spending and greater economic uncertainty. In Europe, the debt crisis in the euro zone has contributed to renewed difficulties in the financial services sector, and there remains a significant risk of further economic downturn in 2012 and into 2013.

Where are the opportunities?

Given the continued economic turbulence, AEGON has reduced its exposure to movements in financial markets, including low interest rates. Because of this, we have taken steps to significantly improve our “risk-reward” balance for investors. Shifts in the global economy have also opened up important opportunities for us in China, India and other emerging markets in Asia, Latin America and Central & Eastern Europe.

What are the risks for AEGON?

AEGON's financial performance will be adversely affected by any prolonged economic downturn or increased volatility in financial markets. Low interest rates and lower returns on equity investments also affect the company's earnings. In turn, poor economic conditions could reduce demand for AEGON's products and services.

5

REGULATORY CHANGES

Recent years have brought a loss of trust in the financial services sector. Regulators have responded with tighter consumer protection legislation that, in some markets, will remove the payment of commissions to intermediaries and bring customers and insurers closer. New international rules will change the way insurers manage capital and risk; these rules may bring higher overall capital requirements, but should also reward those insurers with sound and effective risk management.

Where are the opportunities?

AEGON believes new solvency rules will bring benefits, in particular, increased protection for customers and policyholders. A more integrated approach to risk, capital and product pricing will result in stronger management and improved performance. AEGON also sees new legislation in the United Kingdom and the Netherlands as an opportunity to forge closer relations with customers.

What are the risks for AEGON?

New solvency rules may mean insurance companies holding more capital than they did in the past. Companies will also have to change the way they manage both capital and risk. New legislation in the United Kingdom and the Netherlands is expected to bring significant changes to the relationship between insurers, intermediaries and customers.



Social pressure means more scrutiny, but it also means greater openness and transparency.

Связность информации

Пример AEGON Annual Review 2011 (2/2)



As we have seen, the business environment in which AEGON operates has changed significantly in recent years. In response, AEGON has reduced costs and restructured operations in the United States, the Netherlands, the United Kingdom and Canada. We have lowered risk exposure and exited businesses that were no longer core to our strategy.

OUR STRATEGIC OBJECTIVES

HOW WE ARE

These measures have transformed AEGON, making the company less vulnerable to fluctuations in world financial markets and more efficient in control of costs and its use of capital and resources. We want to build on this progress, and become a leader in all our chosen markets by 2015 – not necessarily the biggest, but the “most recommended” among our customers, employees and distributors, as well as the “most respected” insurer in wider society. Our long-term goal is to create sustainable earnings growth, an improved risk-return profile for our investors, and a company focused on the needs of its customers.

OUR BUSINESS IS CHANGING...



Aging populations

Changing customer behavior

Rising stakeholder expectations

Economic uncertainty

Regulatory changes

IN RESPONSE, WE HAVE SET FOUR STRATEGIC OBJECTIVES...



WITH A CLEAR AMBITION FOR THE FUTURE...



Optimize Portfolio by:

- Using capital efficiently, ensuring that it is targeted at those areas that offer the best returns and the strongest growth.
- Reducing exposure to fluctuations in financial markets, and releasing more capital for reinvestment in the business.



Enhance Customer Loyalty by:

- Building new distribution capabilities.
- Offering simple, easy-to-understand products that strengthen trust and inspire loyalty among customers.



Deliver Operational Excellence by:

- Reducing costs while further improving customer service.
- Encouraging greater efficiency in leveraging resources and capabilities.



Empower Employees by:

- Creating a culture of innovation and accountability.
- Using greater employee engagement to drive improvements in efficiency and customer service.

To be a leader in all our chosen markets by 2015

Реагирование и вовлечение стейкхолдеров

Содержание	Как раскрывать
<p>В интегрированном отчете должен предоставляться взгляд на качество отношений организации с ключевыми стейкхолдерами, а также то, как и в какой степени организация понимает, принимает во внимание и реагирует на их законные потребности, интересы и ожидания.</p>	<p>Взаимодействие со стейкхолдерами: в целом и в рамках подготовки отчета</p> <p><u>Реагирование</u>: решения, действия и результаты деятельности, равно как и через постоянную коммуникацию со стейкхолдерами</p> <p><u>Взаимодействие</u> – регулярно в ходе обычной деятельности и для конкретных целей</p> <p><u>Баланс учета запросов</u>: существенные вопросы от основных стейкхолдерских групп</p>

Реагирование и вовлечение стейкхолдеров

Пример годового отчета Росатома 2011 (1/2)



Реагирование и вовлечение стейкхолдеров

Пример годового отчета Росатома 2011 (2/2)

УЧЕТ НАИБОЛЕЕ СУЩЕСТВЕННЫХ ПРЕДЛОЖЕНИЙ

Предложения заинтересованных сторон	Учет предложений
Дать в отчете разъяснения про индивидуальные радиологические риски, эта информация важна для персонала Корпорации и населения ЗАТО.	Учтено в разделе «Управление персоналом».
Отражать в отчете информацию о правовых аспектах деятельности Госкорпорации «Росатом», основных нормативных актах, регулирующих работу предприятий отрасли и вменяющих отрасли определенные нормы деятельности.	Учтено частично в разделах: «Стратегия Корпорации и ее реализация», «Выполнение государственных функций», «Комплекс по обеспечению ядерной и радиационной безопасности» и др.
Включить в отчет информацию о проведении стресс-тестов на российских АЭС.	Учтено в разделе «Атомная отрасль после аварии на АЭС «Фукусима-1: новые вызовы развития».
Освещать в отчете взаимодействие Госкорпорации «Росатом» с вузовской наукой и научным сообществом, так как эта деятельность получила в 2011 году серьезную поддержку и развитие.	Учтено в разделах «Управление персоналом», «Научно-технический комплекс».
Раскрывать в отчете информацию о значении генерируемой на АЭС электроэнергии для населения регионов.	Учтено в разделе «Экономическое влияние».
Провести сравнительный анализ атомной отрасли России и других стран.	Учтено в разделах «Международный бизнес», «Горнорудный дивизион», «Топливный дивизион» и др.
Предоставлять в отчете информацию прогнозного и планового характера.	Учтено в разделах «Стратегия деятельности Корпорации и ее реализация», «Риск-менеджмент», «Международный бизнес», «Горнорудный дивизион», «Топливный дивизион» и др.
В разделе, посвященном экологической безопасности, ввести три подраздела: обращение с РАО, обращение с ОЯТ, противоаварийная готовность.	Учтено в разделе «Комплекс по обеспечению ядерной и радиационной безопасности».
Подготовить подраздел отчета, посвященный теме физической защиты объектов и использования атомной энергии.	Учтено в разделе «Комплекс по обеспечению ядерной и радиационной безопасности».
В разделе «Стратегия деятельности Корпорации и ее реализация» расширить информацию про реализацию стратегии.	Учтено.
Уделить больше внимания теме нераспространения ядерного оружия.	Учтено в разделе «Международное сотрудничество».
Ввести в отчет новый показатель – дозы, появляющиеся за счет воздействия деятельности предприятий на население (в сравнении с природным фоном).	Учтено в разделе «Экологическая безопасность».
Разместить в отчете комментарии компаний-партнеров.	Учтено в разделе «Международный бизнес».
Ввести новый раздел «Нерешенные проблемы и подходы к их решению».	Не учтено, нерешенные проблемы раскрываются по каждому направлению деятельности в соответствующих разделах отчета.

ОБЯЗАТЕЛЬСТВА ГОСКОРПОРАЦИИ «РОСАТОМ» ПО УЧЕТУ ПРЕДЛОЖЕНИЙ

Предложения заинтересованных сторон	Обязательства Корпорации
Разместить в отчете информацию о подходах, используемых при проектировании и строительстве АЭС малой мощности (в том числе в части безопасности).	Будет учтено при формировании концепции отчета за 2012 год.
Сделать приоритетной темой отчета за 2012 годы вопросы культуры безопасности и кадрового обеспечения предприятий.	Предложение будет рассмотрено при формировании концепции отчета за 2012 год.
В ходе подготовки отчета использовать опыт компании Skoda J.S. a. s.	Опыт подготовки публичных отчетов компании Skoda J.S. a. s. будет изучен.
Часть тематических диалогов в будущем посвящать раскрытию общих (неспециализированных) тем отчета.	Предложение будет рассмотрено при формировании концепций отчетов за 2012 год и последующие годы.
Представителям Госкорпорации «Росатом» принять участие в форуме-диалоге (сентябрь 2012 года) с докладом о результатах первого этапа внедрения публичной отчетности в атомной отрасли.	Представители Госкорпорации «Росатом» примут участие в форуме-диалоге.

Существенность и краткость

Содержание	Как раскрывать
<p>В интегрированном отчете должна предоставляться краткая информация, которая является существенной для оценки способности организации создавать стоимость в кратко-, средне- и долгосрочной перспективе.</p>	<p>Определение существенных вопросов (для организации, для основных стейкхолдеров, их соотношение), - таких, которые могут повлиять на стратегию организации, ее бизнес-модель, капиталы.</p> <p>Дополнительная важная информация – ссылки на другие источники информации (сайты, другие отчеты и пр.).</p> <p>Краткость (сжатие инф-ции) – за счет графической визуализации (схемы, таблицы, диаграммы и пр.).</p>

Существенность и краткость

Пример Hyundai Engineering&Construction CSR Report 2012

Materiality Analysis

Determining the content to be included in the report – Materiality Analysis

Through the publication of the Sustainability Report for the last 2 years, Hyundai E&C is undertaking sustainable management in the economic, environmental and social aspects. To determine the key issues per area to improve the sustainable management of Hyundai E&C, the materiality of each issue was selected through a 3x3 matrix from the "materiality for stakeholders" and "materiality for Hyundai E&C" perspectives. The materiality of issues was determined in accordance with the materiality analysis framework, which has been used for Hyundai E&C since 2010. 18 key issues out of a total of 227 were selected, and the major reporting content was determined by the significance on these issues. These selected issues and reporting content were confirmed by a third party verification institution for compliance with the 3 principles of AA1000AS: responsiveness, completion, and diversity.

Step1.

Creating the Issue Pool
Understanding major issues related to sustainable management

Analysis of trends in the domestic / foreign engineering industry
Review of global standards
Analysis of channel dialogue per stakeholder
Inside interview

Step2.

Stakeholders' Survey

Evaluating interest level and current status per issue
- Collecting opinions from employees and proprietors as well as outside opinions

2012 Stakeholder Engagement Survey

Step3.

Selecting Important Issues
Inducing important reporting issues through the materiality matrix

Business influence, policy directions, issue within the same company, stakeholders' interest, social regulation

2012 Stakeholder Engagement Survey

Since 2009, Hyundai E&C has surveyed its stakeholders with regard to its sustainability management. And from June to July 2012, it carried out a survey targeting internal and extra stakeholders and identified their recognition on its sustainability management.

Summary of the Survey

Survey period	from June 18 to July 6, 2012.
Survey method	Survey announcements on intranet & corporate websites, email survey
Number of participants	3,784 persons

Major issues by areas

Environment	Building of an eco-friendly supply chain
Society	Fairness and transparency in suppliers evaluation
Economy	Strengthening of risk management

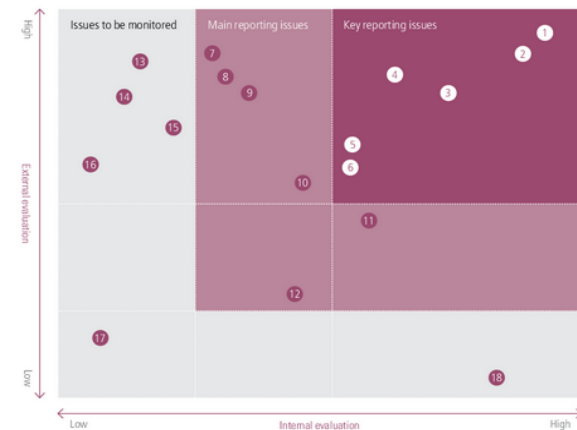
Structure of survey questions for internal and external stakeholders

Recognition level on Hyundai E&C's sustainability management	I. Level of promotion of sustainability management
	II. Level of sustainability management
	III. Level by areas (economy, society, environment)
Evaluation of sustainability management issues	IV. Evaluation of interest in each issue
Direction of sustainability management	V. Measures for sustainable growth

We Build Tomorrow
2012 Carbon Management
To Build Green Value
To Build Social Value
To Build Economic Value
Appendix

9

Materiality Matrix



Results of the 2012 materiality test

The 2012 materiality test revealed high interest mainly in social issues, including talent nurturing, ethical management and customer privacy protection, and both internal and external stakeholders have very high interest in such issues. Eco-friendly R&D-related issues were identified as key issues as in the previous year's test. Environmental issues were highly material to stakeholders but relatively low in regards to internal impact.

Key reporting issues	Main reporting issues	Issues to be monitored
1 Program for systematic talent nurturing p.41	7 Employees' health and safety p.45	13 Various social contribution programs p.52
2 Implementation of transparent ethical management p.43	8 Independence and transparency of the Board of Directors p.58	14 Protection of biodiversity p.33
3 Fairness and transparency in suppliers evaluation p.48	9 Training and support for suppliers p.47	15 Eco-friendly design p.26
4 Strengthening of quality competence p.49	10 Strengthening of risk management p.63	16 Eco-friendly supply chain p.37
5 Expansion of eco-friendly R&D p.22	11 Providing various welfare benefits p.42	17 Eco-friendly transportation p.30
6 Stricter management of customer information p.51	12 Active collection of customer opinions p.50	18 Diversification of overseas businesses p.67

Достоверность и полнота

Содержание	Как раскрывать
Информация в интегрированном отчете должна быть достоверной и сбалансированной.	<p>Достоверность:</p> <ul style="list-style-type: none">• внешнее независимое заверение,• хорошо отлаженное вовлечение стейкхолдеров. <p>• <u>Полнота</u>: вся существенная информация (отчеты других организаций отрасли)</p> <p>• <u>Нейтральность</u>: сбалансированность (сильные и слабые стороны, позитивные и негативные результаты, уменьшение и увеличение капиталов и пр.; отчетность о ранее заявленных целях, прогнозах)</p> <p>• <u>Свобода от ошибок</u>: внутренний контроль (подтверждающие документы)</p> <p>• <u>Ориентация на будущее</u>: приведение прогнозов менеджмента по ключевым показателям, а также информации по потенциальной волатильности данных прогнозов, и вероятности их изменения</p>

Достоверность и полнота

Пример Pretoria Portland Cement Company Integrated Report 2011

Combined assurance

This table summarises key business processes/measures and their associated assurance provider.

Business process	Output from assurance	Status	Provider
Financial Financial reporting	Zero audit findings.	Audited.	Deloitte & Touche
Environmental Direct consumption by primary energy source.	Verified consumption.	Assured.	Deloitte & Touche
Indirect consumption by primary source.	Verified consumption.	Assured.	Deloitte & Touche
Total direct and indirect greenhouse gas emissions.	Confirmed GHG emissions.	Assured.	Deloitte & Touche
Significant fines, sanctions for non-compliance with environmental laws and regulations.	Statement.	Assured.	Deloitte & Touche
Environmental management systems.	ISO 14001 – 10 operations.	Certified.	Dekra
People Workforce analysis.	Verified.	Assured.	Deloitte & Touche
HIV/Aids.	National standards.	All SA cement and lime operations certified.	SANS 16000:2007
Lung function testing.	All operations' clinics now comply.	Compliant.	SANS 451:2008
Workplace safety systems.	OHSAS 18001:2007 – 9 operations.	All relevant operations certified.	SABS
Lost-time injury frequency rate (LTIFR).	Verified LTIFR statistics.	All operations audited.	Deloitte & Touche
Integrated safety, health and environment standards.	All aggregates operations.	Compliant.	ASPASA-ISHE, About Face.
Rail safety.	Rail regulator safety permit issued to PPC.	Compliant.	National Railway Safety Regulator.
Quality Quality assurance.	ISO 9001 – 12 operations.	Certified.	SABS/Dekra
Cement strength test	National audit of SANS 50196-1.	Zero-findings audit for PPC Group Laboratory Services.	Cement and Concrete Institute (C&CI).
Risk Business continuity	Standardise business continuity management across group (BS 25999).	Under way.	Ernst & Young
Information security	ISO 27000:2005	Reviewing processes and controls.	Ernst & Young
Risk management		External surveys.	Willis
Black economic empowerment	Improved level of BBBEE contribution.	Level 3.	Empowerlogic

Сравнимость и постоянство

Содержание

Информация должна быть представлена так, чтобы возможно было сравнивать:

- разные организации между собой, в том числе в динамике,
- саму организацию в разные периоды времени

(в пределах существенных вопросов).

Как раскрывать

- Использование индикаторов и показателей
- Постоянные показатели из года в год/пояснение изменений
- Информация в разных отчетах не должна расходиться/пояснение расхождений

В настоящей ситуации:

- обращение к Элементам содержания
- контрольные данные по отрасли/региону
- стандартизированные отраслевые КПЭ
- относительные показатели

Сравнимость и постоянство

Пример PotashCorp Annual Report 2011 (1/2)

GOAL

Create superior long-term shareholder value

Why Our Performance Matters

Strong financial performance enables us to generate superior returns for our shareholders, which makes it possible for us to access capital to help grow our business. Further, it affords us the ability to maintain employment and create new jobs, to support our communities, to contribute taxes to local economies and to invest in the people and resources that will serve the long-term needs of our customers.



Targets

Total Shareholder Return (TSR)

Context

By tracking the return to investors through capital gains and dividends, then comparing that number to the performance of our peers and benchmark, we measure our ability to create and execute strategies that deliver shareholder value.

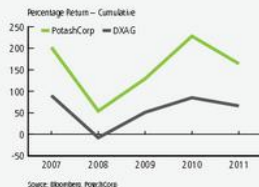
Target

Exceed TSR performance for our sector* and the DAXglobal Agribusiness Index (DXAG)

Performance partially achieved ①

PotashCorp's TSR of -19.5 percent outperformed the sector's return of -22.8 percent. However, our performance trailed the DAXglobal Agribusiness Index return of -10.2 percent. While we outperformed this index for most of 2011, the slowdown in fertilizer demand in the fourth quarter resulted in weaker relative performance for the balance of the year.

Total Shareholder Return



Cash Flow Return (CFR)

Context

Calculated on the total cost basis of the company's assets rather than on their depreciated value, cash flow return measures the effectiveness of our investment outlay.

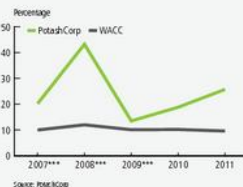
Target

Exceed CFR** for our sector*

Performance achieved ②

We continue to generate CFR above our weighted average cost of capital (WACC), which was 9.6 percent. This produced positive returns for investors on capital deployed. Our 2011 CFR of 26 percent exceeded that of our sector. This was driven primarily by a 66 percent increase in our operating income due to improved earnings across all three nutrients.

Cash Flow Return**



External Acceptance Rate

Context

The company's growth and the need to replace employees at or nearing retirement make it necessary for us to attract a significant quantity of new talent. This is a key metric to determine our attractiveness in an increasingly competitive labor market.

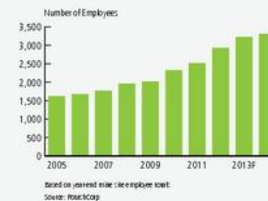
Target

Achieve an acceptance rate of 85 percent on all external staff-level employment offers made

Performance achieved ③

An acceptance rate of 93 percent indicates that we remain competitive in the industry and an employer of choice in the regions where we operate.

PotashCorp Potash Segment Employment



Progress Toward Our Goal

1 Partnering with the Aboriginal community

We are making significant efforts to build a more diverse workforce. We signed a Memorandum of Understanding with the Saskatoon Tribal Council – rooted in common values of respect, communication and education – designed to increase opportunities for First Nations workers and suppliers.

2 Developing tomorrow's leaders

We estimate that in the next three years, we will add almost 800 positions in potash and need to replace approximately 300 retiring employees. With such significant growth, leadership training is a primary focus. All our sites have adopted leadership core competencies, and many have incorporated these guidelines into their selection criteria and performance evaluations.

3 Enhancing recruitment outreach

PotashCorp participated in more career fairs and student events across Canada and the US in 2011 than ever before. We have developed partnerships with post-secondary institutions and other mining companies to attract required talent to Saskatchewan. We have also significantly enhanced our scholarships to build a talented and diversified workforce.

69

Students hired into summer internships or co-op positions in 2011

136

Average number of training hours per employee in 2011

61%

2011 increase in scholarship and bursary funds awarded

* Sector: Weighted average (based on market capitalization) for Agrium, APC, CF Industries, ICL, Intrepid, K+S, Mosaic, SQM, Uralkali and Yara for most recent four fiscal quarters available

** See reconciliation and description of certain non-IFRS measures on Page 78 of the 2011 annual report

*** Figures prepared in accordance with previous Canadian GAAP

Сравнимость и постоянство

Пример PotashCorp Annual Report 2011 (2/2)

GOAL

Achieve no harm to people and no damage to the environment

Why Our Performance Matters

Creating safe and environmentally sound operations is so vital to our company that it is embedded in our goals and Core Values. Rooted in respect for people and the planet, this goal reflects our priority of doing the right thing – and doing it well.



Targets

Site Severity Injury Rates and Life-Altering Injuries

Context

Our No. 1 focus is to keep our people safe. We strive to continually improve our safety systems, to prevent accidents and promote safe behavior, and to ensure accountability throughout our operations by reporting on our performance.

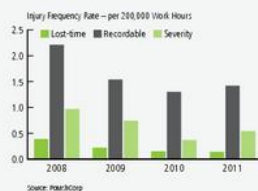
Target

- Achieve zero life-altering injuries at our sites
- Reduce total site* severity injury rate** by 35 percent from 2008 levels by the end of 2012

Performance

not achieved
 Sadly, we had a fatality at our Aurora phosphate facility in 2011.
 on track
 We have achieved a 44 percent reduction from 2008 through 2011.

Total Site* Injury Frequency Rate



* Total site includes PotashCorp employees, contractors and all others on site.

** Severity injury rate is the total of lost-time injuries and modified work injuries for every 200,000 hours worked.

Greenhouse Gas Emissions

Context

Our target to reduce total greenhouse gas (GHG) emissions by 10 percent is voluntary and not required by regulations.

Our nitrogen production is responsible for more than 85 percent of our total GHG emissions, mostly through ammonia and nitric acid production. An ammonia plant emits CO₂ by burning fuel and as a byproduct of production. Some of this CO₂ is sold as a product, while some is used to make urea. The remainder is vented as process CO₂.

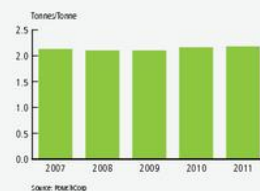
Target

Reduce company-wide GHG emissions per tonne of product by 10 percent by the end of 2012, compared to 2007

Performance

on track
 We installed GHG controls at our largest nitric acid plant in 2011, which is expected to lower overall company-wide emissions in future years.

Greenhouse Gas Emissions



Reportable Environmental Incidents

Context

To be a good neighbor, we must care for our resources and pay attention to our environmental footprint. We measure and report all environmental incidents that occur within our operations while looking for ways to reduce all negative impacts.

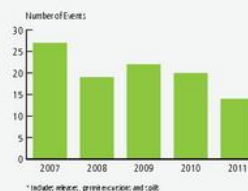
Target

Reduce total reportable incidents (releases, permit excursions and spills) by 10 percent from our 2010 levels

Performance

achieved
 We had 14 reportable incidents in 2011, which represented a 30 percent reduction from 2010 levels. This was the lowest number of incidents since we began reporting these data.

Reportable Environmental Incidents*



Water Usage per Product Tonne

Context

After evaluating our use, discharges and local availability in 2010, we established a new water use efficiency target in 2011. Most of our operations are closed loop by design to minimize water losses.

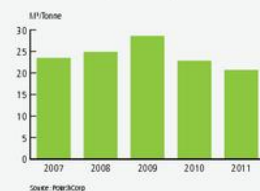
Target

Maintain or reduce company-wide water usage per tonne of product

Performance

achieved
 Company-wide water usage in processing plants decreased by 9 percent from 2010 levels. In 2011, 92 percent of the water used in our operations was recycled.

Fresh Water Used for Operations per Tonne



Элементы содержания интегрированного отчета

1. Обзор организации и внешней среды
2. Управление
3. Возможности и риски
4. Стратегия и планы по распределению ресурсов
5. Бизнес-модель
6. Результаты отчетного периода
7. Перспективы на будущее

Обзор организации и внешней среды

Содержание

Интегрированный отчет должен отвечать на вопрос: “Чем занимается организация, и в каких условиях она существует?”

Необходимая информация

- миссия и видение организации;
- структура владения и операционная структура организации;
- ключевые направления деятельности, товары и услуги, положение на рынках
- ключевые факторы, определяющие внешнюю среду, в которой действует организация;
- ключевые характеристики организации (выручка, количество сотрудников, страны, в которых ведется деятельность);
- границы отчетности и существенные изменения в деятельности по сравнению с предыдущими периодами.

Обзор организации и внешней среды

Пример годового отчета НЛМК-2011

О НЛМК: СТРУКТУРА ГРУППЫ

ВЕРТИКАЛЬНО-ИНТЕГРИРОВАННАЯ СТРУКТУРА ГРУППЫ

Вертикально-интегрированная структура Группы распределена по географическому принципу на три укрупненных дивизиона, которые включают в себя все производственные процессы от добычи сырья до переработки стали в готовую продукцию. Сервисные компании обеспечивают поддержку каждому из региональных дивизионов.



ВИД ДЕЯТЕЛЬНОСТИ

ПРОДУКЦИЯ

РЫНКИ

ОБОЗР ПРОДУКЦИИ

СОТРУДНИКИ

НЛМК РОССИЯ

Ключевой бизнес-сегмент Группы, который включает в себя горнодобывающие, коксохимические, сталелитейные и прокатные мощности Компании. Более 90% мощностей по производству стали расположены в России. На их долю приходится 70% листового проката и 100% сортовой продукции. В состав НЛМК Россия входят три дивизиона: Плоский прокат, Сортовой прокат и Сырьевой дивизион.

ПЛОСКИЙ ПРОКАТ:

- ОАО «НЛМК»
- ООО «ВЗС-Сталь»

СОРТОВОЙ ПРОКАТ:

- ОАО «НЛМКЗ»
- ООО «УЗПС»
- ЗАО «ИЛТМЗ»
- (г. Калуга, на стадии строительства)

СЫРЬЕВЫЙ ДИВИЗИОН:

- ОАО «Стойленский ГОК»
- ОАО «Алтай-кокс»
- ОАО «Стагдок»
- ОАО «Долomite»
- Вторчермет НЛМК (Сеть активов по сбору и переработке лома черных металлов)

Слиты
Горячекатаный прокат
Холоднкатаный прокат
Оцинкованный прокат
Прокат с полимерными покрытиями
Волк
Известняк
Доломит
Трансформаторная сталь

Сортовая заготовка
Арматура и канатка
Метизы
Железнодорожный концентрат
Алсруда
Волк
Известняк
Доломит
Металлолом

Доля продаж на мировом рынке слитков **7%**
Доля продаж на российском рынке:
• х/к прокат – **21%**
• прокат с полимерными покрытиями – **26%**

• оцинкованный прокат – **19%**
• сортовой прокат – **17%**
• кокс – **13%**
Доля в производстве российского железнодорожного концентрата – **23%**

Производство стали – **11,2 млн т** (+2% к 2010 г.)
Производство плоского проката – **4,8 млн т** (+1% к 2010 г.)
Производство сортового проката и метизов – **1,5 млн т** (+10% к 2010 г.)
Производство кокса (6% влажности) – **6,6 млн т** (+9% к 2010 г.)

Производство ЖРС – **15,1 млн т** (+9% к 2010 г.)
Производство доломита – **2,1 млн т** (+39% к 2010 г.)
Производство известняка – **3,3 млн т** (-1% к 2010 г.)
Переработка лома – **2,2 млн т** (+12% к 2010 г.)

~53,7 тыс. чел

58 более подробная информация об операционных результатах НЛМК Россия

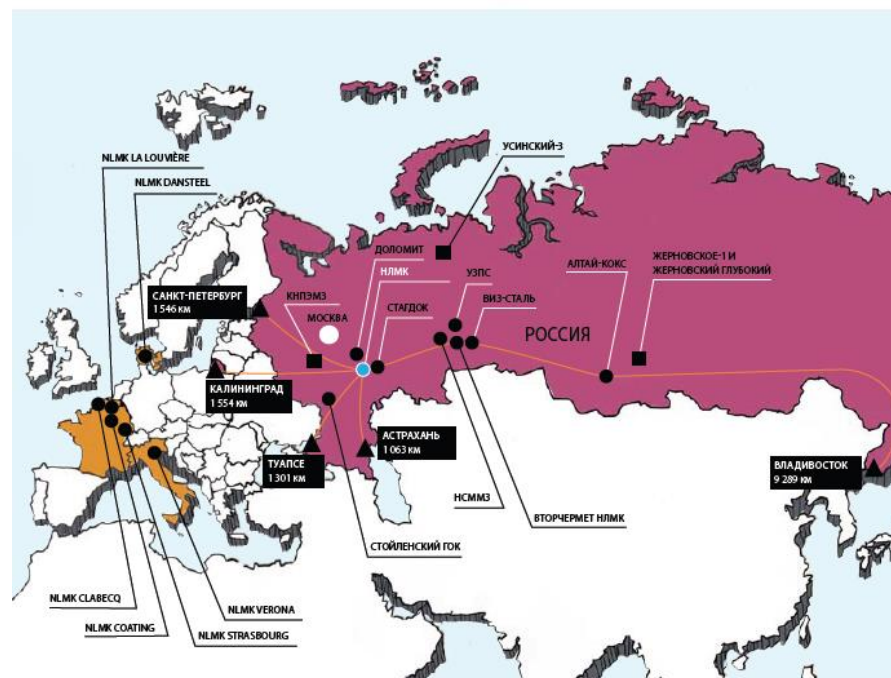
ГЕОГРАФИЧЕСКАЯ СТРУКТУРА БИЗНЕС-МОДЕЛИ (РАСПРЕДЕЛЕНИЕ МОЩНОСТЕЙ)



ВСПОМОГАТЕЛЬНЫЕ АКТИВЫ

Вспомогательные активы НЛМК, осуществляющие закупку и сбыт продукции, расположены в России, Европе и Азии. Они способствуют оптимизации продаж на ключевых рынках и обеспечивают прямой доступ к конечным потребителям.

57 более подробная информация о наших консолидированных операционных результатах



Управление

Содержание

Интегрированный отчет должен отвечать на вопрос:
“Какова управленческая структура организации, и как она поддерживает способность организации создавать стоимость в кратко-, средне- и долгосрочном периоде.”

Необходимая информация

- структура органов управления, включая компетенции менеджмента;
- связь между вознаграждением менеджмента и различными показателями деятельности организации, включая воздействие на основные капиталы;
- внедрение лучших практик в области корпоративного управления;
- ответственность органов управления за продвижение инноваций;

Управление

Пример BHP Billiton Annual Report 2011

5 Corporate Governance Statement continued

5.3.3 Skills, knowledge, experience and attributes of Directors continued

Skills and experience	Board	Risk and Audit	Nomination	Remuneration	Sustainability
Managing and leading Sustainable success in business at a very senior level in a successful career.	11 Directors	3 Directors	3 Directors	3 Directors	3 Directors
Global experience Senior management or equivalent experience in multiple global locations, exposed to a range of political, cultural, regulatory and business environments.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Governance Commitment to the highest standards of governance, including experience with a major organisation, which is subject to rigorous governance standards and an ability to assess the effectiveness of senior management.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Strategy Track record of developing and implementing a successful strategy, including appropriately probing and challenging management on the delivery of agreed strategic planning objectives.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Financial acumen Senior executive or equivalent experience in financial accounting and reporting, corporate finance and internal financial controls, including an ability to probe the adequacies of financial and risk controls.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Capital projects Experience working in an industry with projects involving large-scale capital outlays and long-term investment horizons.	10 Directors	3 Directors	3 Directors	2 Directors	3 Directors
Health, safety and environment Experience related to workplace health and safety, environmental and social responsibility, and community.	11 Directors	4 Directors	3 Directors	2 Directors	3 Directors
Remuneration Board remuneration committee membership or management experience in relation to remuneration, including incentive programs and pension/superannuation and the legislation and contractual framework governing remuneration.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Mining Senior executive experience in a large mining organisation combined with an understanding of the Group's corporate objective to create long-term value for shareholders through the discovery, development and conversion of natural resources.	4 Directors	1 Director	0 Directors	0 Directors	2 Directors
Oil and gas Senior executive experience in the oil and gas industry, including in depth knowledge of the Group's strategy, markets, competitors, operational issues, technology and regulatory concerns.	4 Directors	1 Director	2 Directors	2 Directors	1 Director
Marketing Senior executive experience in marketing and a detailed understanding of the Group's corporate objective to create long-term value for shareholders through the provision of innovative customer and market-focused solutions.	10 Directors	3 Directors	3 Directors	3 Directors	3 Directors
Public policy Experience in public and regulatory policy, including how it affects corporations.	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors
Total Directors	12 Directors	4 Directors	3 Directors	3 Directors	3 Directors

Director qualifications



Non-executive Director locations



6 Remuneration Report continued

6.2.2 Our remuneration policy underpins our Group strategy

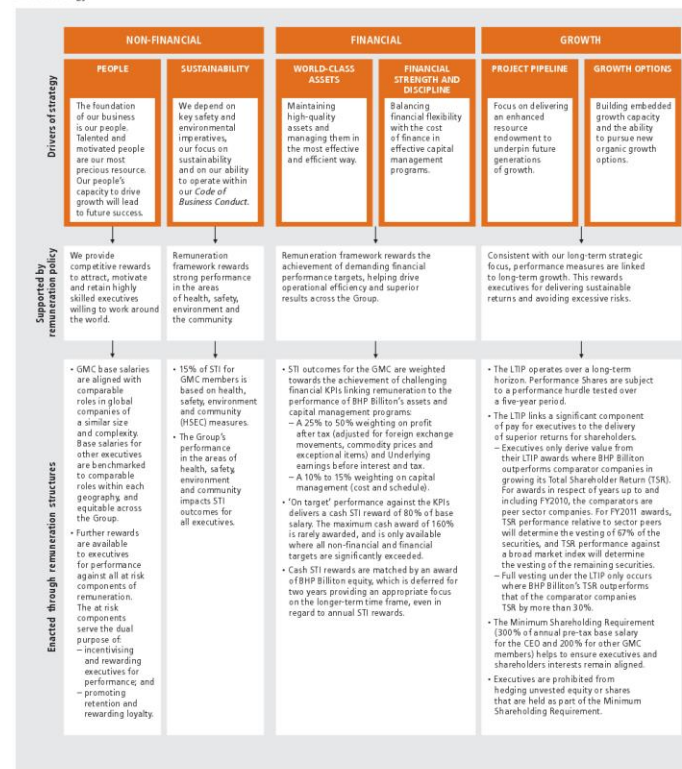
The Remuneration Committee recognises that the implementation of the Group's strategy and our ongoing performance depends on the quality and motivation of our people.

Our purpose is to create long-term shareholder value through the discovery, acquisition, development and marketing of natural resources.

Our strategy is to own and operate large, low-cost, expandable, upstream assets diversified by commodity, geography and market.

Our focus on the safety and health of our workforce, our fundamental drive for sustainability across all our business operations, our concern for the environment and communities within which we work, and our management of operational risks are reflected through our remuneration policy and structures.

The diagram below illustrates how BHP Billiton's remuneration policy and structures serve to support and reinforce the six key drivers of our strategy.



Возможности и риски

Содержание	Необходимая информация
<p>Интегрированный отчет должен отвечать на вопрос:</p> <p>“С какими возможностями и рисками сталкивается организация в процессе своей деятельности?”.</p>	<ul style="list-style-type: none">• как различные возможности и риски влияют на доступность и качество основных капиталов;• природа различных возможностей и рисков;• прогнозы компании по вероятности осуществления событий, связанных с возможностями и рисками, и их потенциальное влияние на создание стоимости;• стратегия компании по управлению возможностями и рисками.

Возможности и риски

Пример Gold Fields Integrated Report 2011 (1/2)

management requirements of South Africa's King III Code.

The ERM process is comprised of two integrated and well-aligned components: operational risk management and strategic risk management (see Figure 2.8). It is aligned with the ISO 31000 international standard on risk management.

Figure 2.8: Enterprise Risk Management process – definition

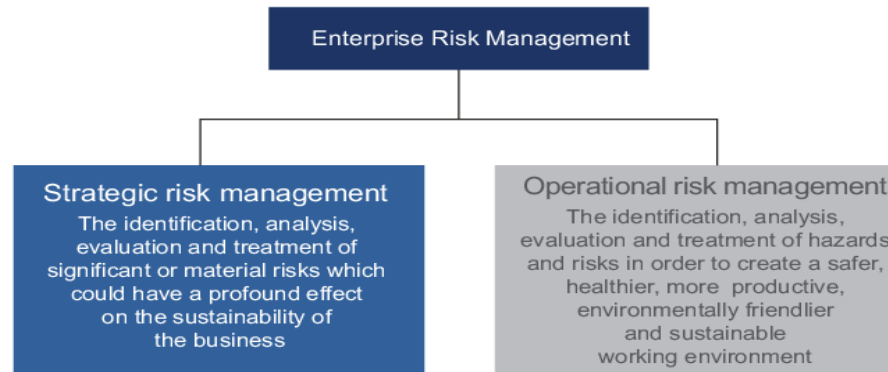





Figure 2.9: Risk management review process



Возможности и риски

Пример Gold Fields Integrated Report 2011 (2/2)

Figure 2.10: Risk, strategy and performance (within the tolerance levels set by the Board)

Risk Area	Aspirations	Tolerance level	Targets	2010	2011
Optimise our assets					
Safety	Zero Harm	Zero Harm	FIFR – Zero	0.11	0.12
			SIFR – 25% less ¹	2.22	2.64
			LTIFR – 25% less ¹	4.39 ²	4.69
			MTIFR – 25% less ¹	7.16 ²	5.68
Health	Zero Harm	Zero Harm	2013 MHSC milestones for Silicosis & NIHL	On track	On track
Environment	Zero Harm	Zero Level 4 and 5 incidents	Zero	Zero	Zero
Gold Delivery	5Moz by 2015	95% compliance	3.5Moz	3.5	3.5
	NCE 25%		NCE 15% - 20%	16%	25%
Securing our future					
Human Resources	Pipeline of scarce and critical skills	60% – successor cover ratio for top 250 employees	60%	50%	70%
Licence to operate	Global leader in sustainable gold mining	Full compliance with all legal and community commitments	Full compliance	100%	100%
Ethics and Corporate Governance	Full compliance – SOX and substantial compliance to King III	No material / significant failures	No material / significant failures	Nil	Nil
Growing Gold Fields					
Capital Projects	Project delivered on time / budget	7% - 10% overrun	South Deep, Chucapaca, FSE, APR, Yanfolila	On track	On track
Mergers & Acquisitions	Proper assessment of risk and returns commensurate with the risk	IRR ³ 5% – Near-mine IRR 10% – Greenfields	As per IRR	On track	On track
Exploration	Appropriate balance between geological potential & political risk	Leaning towards greater geological potential in high risk areas	As per GBAR ⁴	On track	On track
Legend:  Targets achieved  Improved on previous year  Targets not achieved					

■ Targets achieved

■ Improved on previous year

■ Targets not achieved

¹ South Africa only – other regions are subject to a 20% reduction target for SIFR, LTIFR and MTIFR

² Restatement – LTIFR previously reported as 4.38 and MTIFR previously reported as 7.09. Please see p4 for explanation

³ Internal Rate of Return

⁴ Global Business Area Rating system

Risk review process

The multi-stage strategic risk management process starts with quarterly strategic risk management assessments at each of our mines and service divisions. In addition, all sites regularly conduct operational risk assessments compliant with standards set by Simrac (Safety in Mines Research Advisory Committee) in South Africa and the AU/NZ Standard 4360 in Australasia. Key strategic risks are identified and analysed, and mitigating actions are put in place (or reviewed if already in place). The regions' top risks are forwarded to the regional executive committees, which review the risk register and decide on appropriate mitigating actions.

The Group's top strategic risks are then reviewed by the Gold Fields Executive Committee (ExCo) on a biannual basis. Mitigation strategies are developed on the basis of this review, which are presented at the Audit Committee's dedicated risk meetings and reviewed after six months.

The Board and company management are responsible for risk governance and management. Nonetheless, the integral involvement of all line managers in the process is essential to ensure the effectiveness of the system.

Risk management assurance

Our Risk Management Charter provides for four levels of ERM process assurance: (1) Financial Internal Controllers review mitigating strategies on a regular basis to ensure they are being implemented. These reviews must be captured in the Cura risk management software system; (2) Internal Audit conducts an annual review on the effectiveness of the risk management process; (3) Internal Audit provides assurance to the Board that the risk management plan is integrated into the daily business activities of Gold Fields; (4) Internal Audit conducts an annual review of the mitigating strategies of the top risks in the risk registers to ensure they are being implemented.

Стратегия и планы по распределению ресурсов

Содержание	Необходимая информация
<p>Интегрированный отчет должен отвечать на вопрос: “Чего хочет достичь организация, и как она планирует это сделать?”.</p>	<ul style="list-style-type: none">• кратко-, средне- и долгосрочные стратегические цели организации;• планы по распределению ресурсов, с целью реализации стратегических целей;• методика оценки и мониторинга достижения стратегических целей;• связь стратегии с операционным контекстом, в котором действует организация;• конкурентные преимущества организации (инновации, интеллектуальный капитал);• социальные и экологические аспекты стратегии.

Стратегия и планы по распределению ресурсов

Пример Eskom Integrated Report 2011

Eskom's purpose, values and strategic objectives

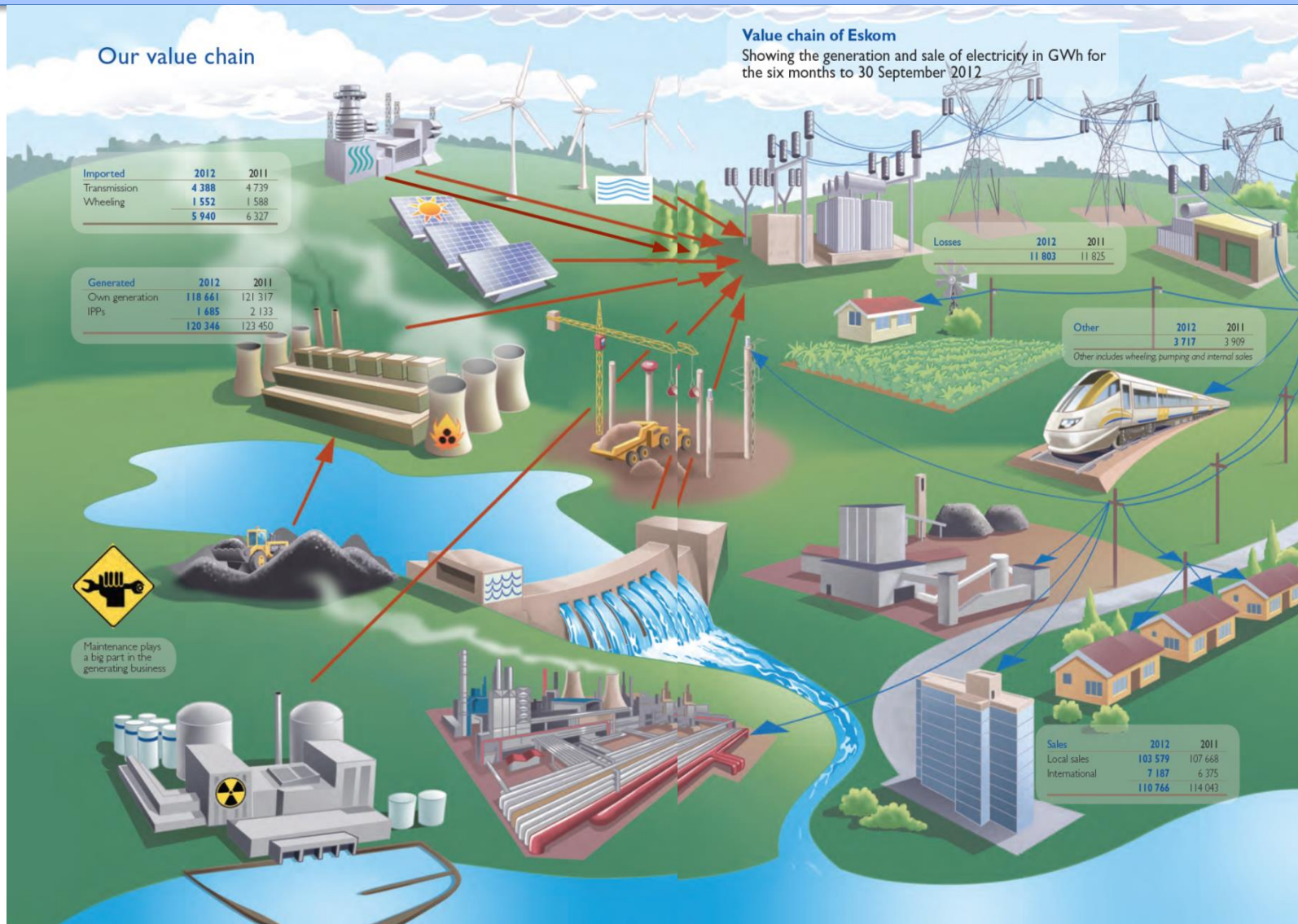


Бизнес-модель

Содержание	Необходимая информация
<p>Интегрированный отчет должен отвечать на вопрос: “Какова бизнес-модель организации, и насколько она устойчива?”.</p>	<ul style="list-style-type: none">• входные ресурсы и их связь с основными капиталами;• ключевые операции, при помощи которых организация создает добавленную стоимость;• товары, услуги, побочные продукты, отходы, создаваемые организацией на выходе своей деятельности;• результаты бизнес-модели (прибыль, налоги, удовлетворение потребностей потребителей, влияние на окружающую среду) и их влияние на основные капиталы.

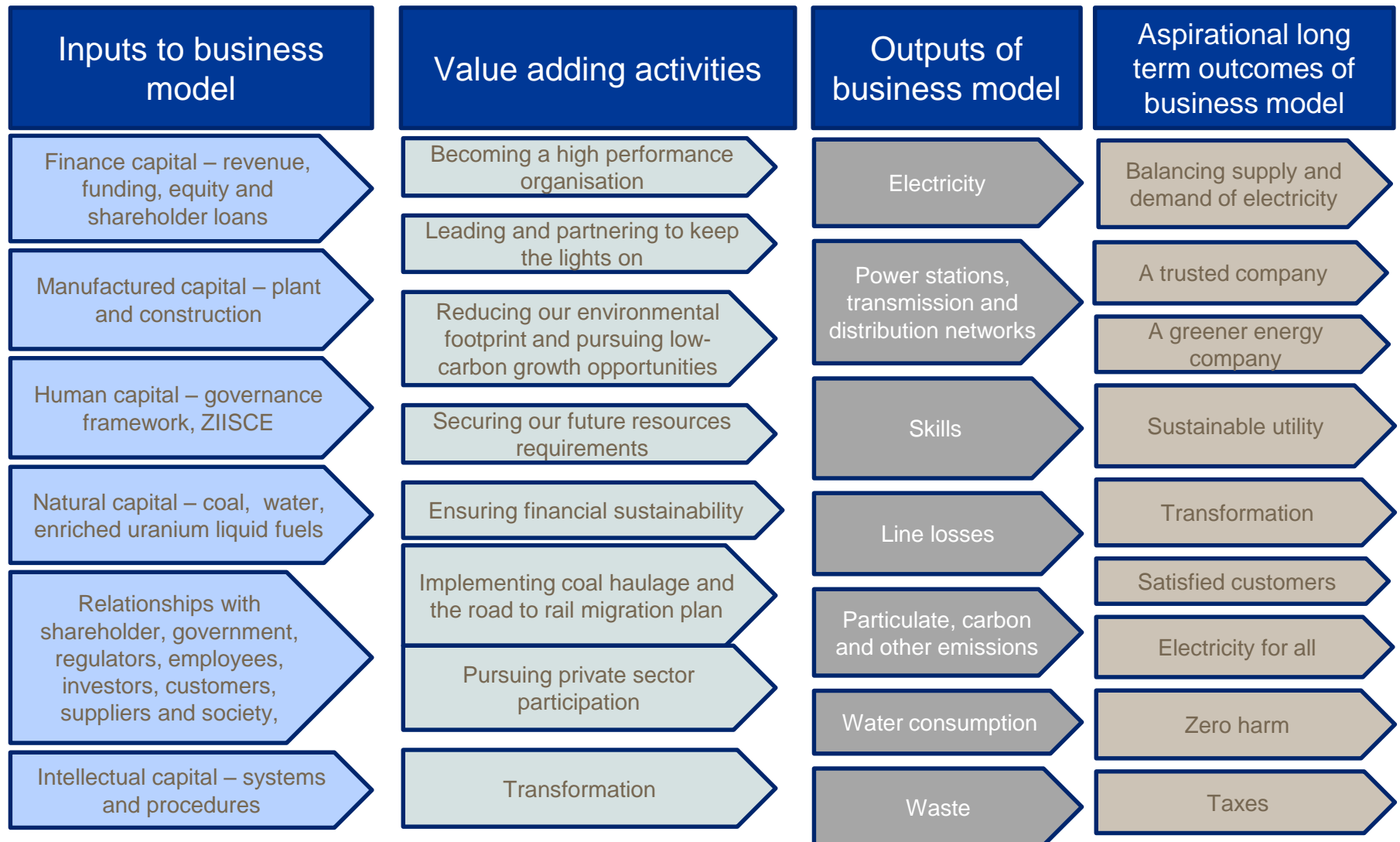
Бизнес-модель

Пример Eskom Integrated Report 2012 (1/2)



Бизнес-модель

Пример Eskom Integrated Report 2012 (2/2)



Результаты отчетного периода

Содержание	Необходимая информация
<p>Интегрированный отчет должен отвечать на вопросы: “Каковы успехи организации в реализации ее стратегии, каковы ключевые результаты ее деятельности, и каково влияние организации на основные капиталы?”.</p>	<ul style="list-style-type: none">• количественные и качественные показатели деятельности за отчетный период;• влияние организации на основные капиталы в отчетном периоде;• результаты взаимодействия со стейкхолдерами и состояние ключевых взаимоотношений в отчетном периоде.

Результаты отчетного периода

Пример Marks & Spencer Annual Report 2011

Financial performance

Group revenue

£m	07/08	08/09	09/10	10/11
UK	8,300.1	8,164.3	8,567.9	8,733.0
International	712.9	897.8	955.7	1,007.3
Total	9,022.0	9,062.1	9,536.8	9,740.3

In November 2010 we set out plans to invest an additional £850m to £900m over the next three years to enhance our UK business and develop our multi-channel and international capabilities. As a result, we have set a target to grow Group revenue to between £11.5bn and £12.5bn by 2013/14.

Underlying Group operating profit

£m	07/08	08/09	09/10	10/11
UK	972.9	652.8	701.2	677.9
International	115.4	115.1	143.7	147.0
Total	1,089.3	768.9	843.9	824.9

	10/11	09/10	08/09	07/08
£824.9m				
£843.9m				
£768.9m				
£1,089.3m				

Underlying Group profit before tax

£714.3m	+2.8% (53 wks) +8.5% (52 wks)	09/10 £704.1m 08/09 £694.4m 07/08 £1,007.1m
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The statutory results for the prior year are for the 53 weeks ended 3 April 2010. In order to be able to compare these with this year's 52 week period, where appropriate, the 52 week comparative results have been stated. The Financial review on page 35 explains the calculation of the 52 week results in 2009/10. The underlying profit measures are consistent with how the underlying business is measured internally. For more details see page 36 of the Financial review.

Group profit before tax

£780.6m	+11.1% (53 wks) +21.5% (52 wks)	09/10 £782.1m 08/09 £709.2m 07/08 £1,100.1m
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Underlying earnings per share

34.8p	+5.6% (53 wks) +16.0% (52 wks)	09/10 31.0p 08/09 28.6p 07/08 43.0p
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Performance against our plan

Focusing on the UK

UK market share clothing and footwear

Value	11.7%	+0.5%pts	Volume	12.3%	+0.3%pts
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Analysis This year we grew market share across all areas of our clothing business, as we offered customers greater choice at the same unrivalled quality and value. More information on our clothing performance is set out on page 16.

Source: Kantar Worldpanel/Clothing and footwear share 52 w/e 17 April 2011

UK market share food

3.9%	+0.1%pts
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Analysis Our food market share increased this year as customers did more of their shopping with M&S, recognising the great value and quality we offer. Our performance in this area is detailed on page 20.

Source: Kantar Worldpanel Food and Drink share 52 w/e 17 April 2011

UK mystery shopping programme

Average scores	78%
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Analysis In April 2010 we rebased our mystery shopping scores to help us target even higher standards of customer service. This year we conducted around 6,800 visits to stores and have seen a steady improvement in performance over the course of the year, with average scores increasing by 11%.

Average weekly footfall

20.7m	-0.3%	10/11 20.7m 09/10 21.0m 08/09 21.6m 07/08 21.8m
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Analysis Customer visits to our stores were broadly stable in 2010/11. Concerns about rising petrol prices meant footfall slowed slightly in the second half of the year. However, we remained ahead of the overall market figure of -1.4%.

Drive UK space growth

Annual space growth

1.4%

Analysis This year we have set out a commitment to deliver c.3% UK space growth per annum until 2015/16. This programme will help us create a store portfolio that delivers a leading multi-channel shopping experience.

Becoming a leading multi-channel retailer P26

M&S Direct sales*

£543m	+31%	09/10 £413m 08/09 £324m 07/08 £303m
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Analysis Our Multi-channel business continues to grow as we introduce new and more convenient ways to shop with M&S. This year we announced plans to invest £150m in our multi-channel capabilities and have targeted sales growth of £300m to £500m by 2013/14.

* 52 week comparative

Percentage of population within a 30 minute drive of a full line store

93%

Analysis Under our space growth programme, our aim is for 95% of the population to be within a 30 minute drive of a full line store by 2015. This will help to ensure we can deliver a leading multi-channel shopping experience throughout the UK.

Building an international company P28

International sales*

£1,007.3m	+6.1%	09/10 £949.4m 08/09 £897.8m 07/08 £712.5m
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Analysis Over the next three years we will invest £150m to strengthen our international capabilities and make M&S a truly international company. In line with these plans we have set a target to increase international sales by £300 to £500m by 2013/14.

* 52 week comparative

Making Plan A how we do business P30

Improve carbon efficiency

In tonnes CO₂e per 1,000 sq ft of sales floor

2008/07	2010/11	Improvement	2012 target
51	38	25%	0

Store, office, warehouse, business travel and logistics carbon dioxide emissions in tonnes CO₂e per 1,000 sq ft of sales floor. Residual emissions will be offset by 2012.

Why carbon efficiency? Improving carbon efficiency reduces greenhouse emissions and costs.

Improve store energy efficiency

In kWh per sq ft of sales floor

2008/07	2010/11	Improvement	2012 target
67.9	52	23%	51

Store energy usage in kWh/bq ft of sales floor

Why energy efficiency? Improving energy efficiency reduces costs and helps to meet the requirements of new legislation effective from 2011.

Send no operational waste to landfill in tonnes

2008/09	2010/11	Improvement	2012 target
69,000	5,000	93%	0

Waste sent to landfill from M&S stores, offices and warehouses in tonnes. **Why no waste to landfill?** Sending no waste to landfill will reduce costs in the longer term and help reduce carbon emissions.

Перспективы на будущее

Содержание	Необходимая информация
<p>Интегрированный отчет должен отвечать на вопросы:</p> <p>“С какими возможностями, задачами и факторами неопределенности может столкнуться организация, придерживаясь своей стратегии, и какие потенциальные последствия существуют для ее бизнес-модели и будущей результативности?”</p>	<ul style="list-style-type: none">• ожидания менеджмента в отношении факторов внешней среды, которые могут повлиять на деятельность организации, в кратко-, средне-, и долгосрочном периоде;• информация о том, насколько организация готова к реагированию на различные риски в будущем.

Перспективы на будущее

Пример Vodafone Annual Report 2011

Vodafone Group Plc Annual Report 2011

Mobile telecommunications industry

An industry with 5.6 billion customers with growth driven by increasing global demand for data services and rising mobile penetration in emerging markets

Where the industry is now

Revenue and customers

- The mobile industry generates around US\$900 billion of annual revenue and accounts for around 1.5% of world GDP.
- There are 5.6 billion mobile customers which is equivalent to around 80% of the world population.
- Approximately 75% of mobile customers are in emerging markets such as India and China.

Mobile services account for around 60% of telecommunications revenue with the remainder coming from fixed. Within mobile the majority of income comes from voice calls in mature markets such as Europe. However, the fastest growing revenue segment is data services such as access to the internet through laptops, tablets and smartphones.

The number of mobile customers far exceeds other forms of electronic communication. Only 1.3 billion people have fixed line telephones, 2.1 billion have access to the internet and 1.2 billion have televisions.

The mobile proportion of voice calls has increased over the last five years and now accounts for 82% of all calls made, with the remainder over fixed lines, reflecting the benefits of mobility, lower cost handsets and cheaper calling plans.

Competition and regulation

- There are typically between three to five mobile network operators per market, although in some markets, such as India, there are considerably more.
- Regulators continue to seek to impose policies to lower the cost of access to mobile networks.

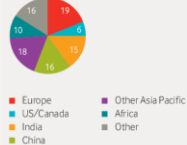
The telecommunications industry is competitive with consumers having a large choice of mobile and fixed line operators from which to select services. Newer competitors, including handset manufacturers, internet companies and software providers, are also entering the market offering integrated communications services.

Industry regulators continue to impose lower mobile termination rates (the fees mobile companies charge for calls received from other companies' networks) and lower roaming prices.

The combination of competition and regulatory pressures contributed to a 10% decline in the global average price per minute in the 2010 calendar year. However, price pressures are being partly offset by increased mobile usage leading to a 6% increase in mobile service revenue over the same period.

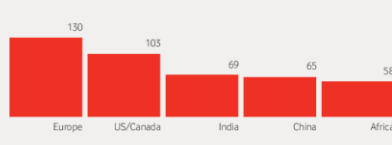
Mobile customers

March 2011: 5.6 billion (%)



Mobile penetration

March 2011 (%)



The industry data on pages 8 and 9 has been sourced from Wireless Intelligence, Strategy Analytics, Merrill Lynch, Informa WGS and CSCG.

Business review

Vodafone Group Plc Annual Report 2011 9

A growing industry
Data traffic has more than doubled year-on-year due to usage of smart connected devices and significant progress in mobile network technology.



Where the industry is going

Mobile data and networks

- Mobile data traffic is driving revenue growth.
- Network speeds are increasing dramatically because of improving technology.
- The pace of product innovation remains high.

In 2006 data accounted for 3% of industry revenue. In 2010 it reached 13% and by 2014 it is expected to be 21%. Demand is being driven by the widening range of smart connected devices, such as mobile broadband sticks, smartphones and tablets, greater network speeds and an increased range of applications with greater functionality. Smartphone sales grew by 66% in the 2010 calendar year, compared to a 16% increase in the 2009 calendar year, and are expected to continue to grow due to lower entry prices, device innovation and attractive applications.

Today's 3G networks offer typically achieved data download speeds of up to 4 Mbps which is around 100 times faster than that delivered by 2G networks ten years ago. The industry has recently begun to deploy 4G/LTE networks which will provide typically achieved rates of up to 12 Mbps, depending on the capability of the devices and the network.

Device innovation is a key feature of our industry. Recent developments include femtocells which enhance customers' indoor 3G signals via a fixed line broadband connection and mobile Wi-Fi devices which allow customers to share their mobile broadband connection with others.

Mobile data demand is being accelerated by devices and network improvements

	2006	2010
Smartphone share of industry handset shipments (%)	8	21
Typically achieved data download speeds (Mbps)	2.2	4

Emerging markets

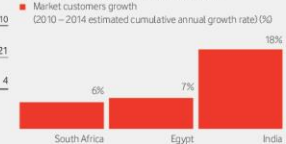
- Mobile phone usage continues to grow rapidly.
- Data represents a significant growth opportunity.

The number of customers using mobile services in emerging markets such as India and Africa has grown rapidly over the last ten years, increasing by over 17 times, compared to nearly 150% in more mature markets such as Europe. The key driver of growth has been a fundamental need for communication services against a background of often low quality alternative fixed line infrastructure and strong economic growth.

Most of the future growth in mobile customers is expected to continue to be in emerging markets where mobile penetration is only around 70% compared to approximately 150% in mature markets such as Europe, supported by the expectation of continued strong economic growth.

Data also represents a substantial growth opportunity in emerging markets both in terms of mobile broadband and mobile internet services. It is being driven partly by the lack of fixed line broadband infrastructure but also by locally relevant content and services in local languages, and software innovations that give customers a high-quality mobile internet experience on affordable handsets.

Emerging market customer growth will be driven by rising mobile penetration and GDP growth



The industry data on pages 8 and 9 has been sourced from Wireless Intelligence, Strategy Analytics, Merrill Lynch, Informa WGS and CSCG.

Рекомендации по подготовке и презентации отчета

1. Периодичность выпуска отчетов
2. Процесс определения существенности и раскрытие существенных элементов
3. Вовлечение топ-менеджмента
5. Подтверждение достоверности информации
6. Определение временных рамок кратко-, средне- и долгосрочного периодов
7. Границы отчета (контур влияния)
8. Сбор и консолидация информации
9. Использование информационных технологий

Спасибо за внимание!

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