



Корпоративная отчетность для международных компаний

Black Sun



75 сотрудников

20 лет опыта
в корпоративной
отчетности

Black Sun Для кого мы работаем

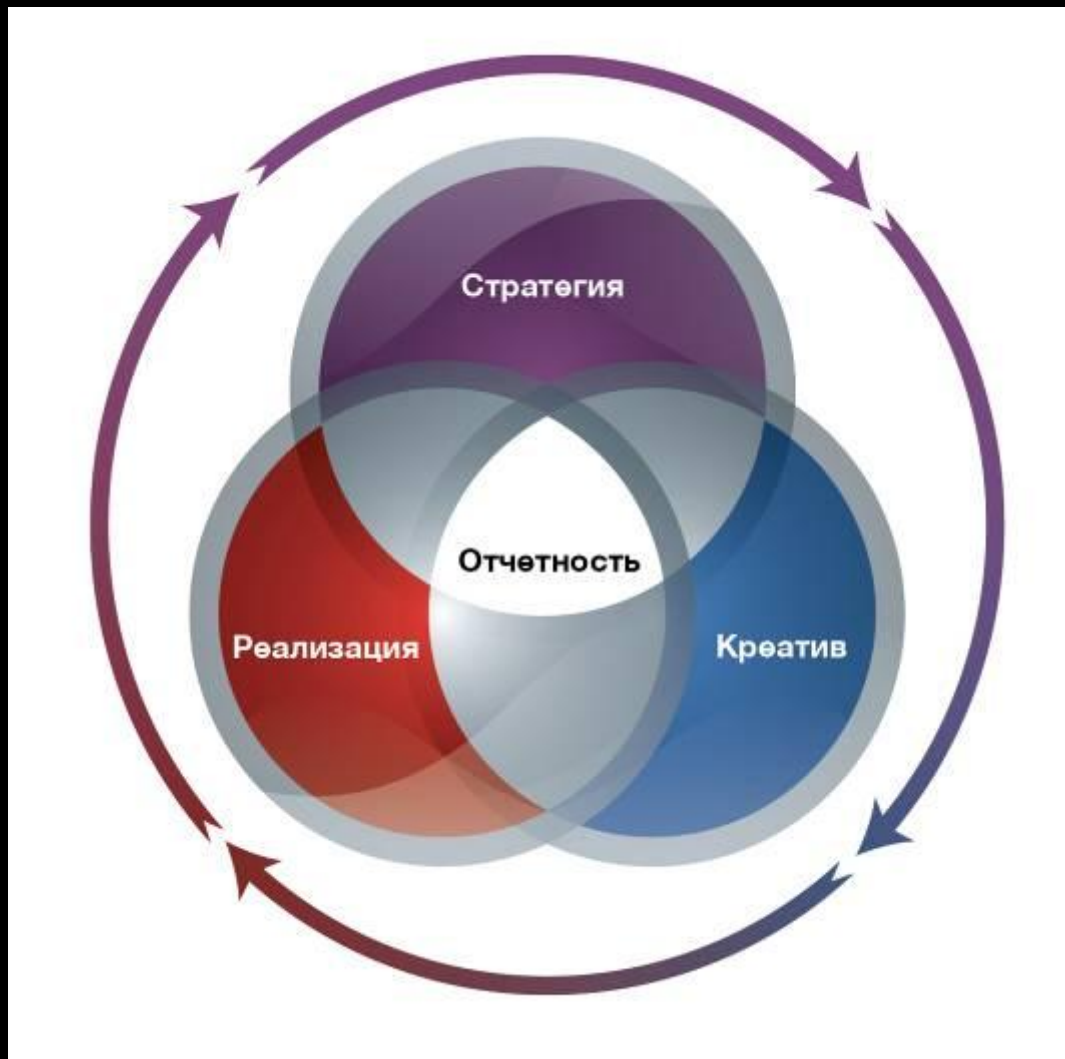


Награды



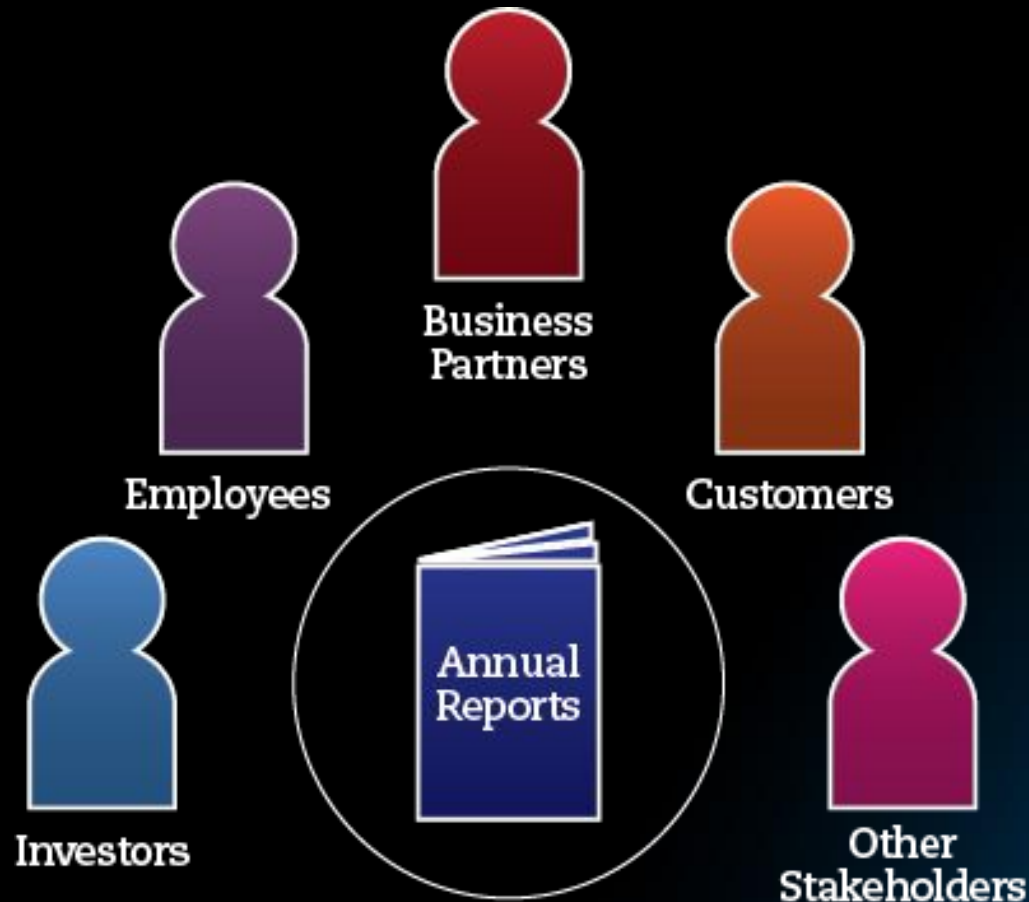
Black Sun

Контент-ориентированный подход



Корпоративная отчетность

Выстраивание доверительных отношений



НОВЫЕ ВЫЗОВЫ

Более требовательная аудитория



НОВЫЕ ВЫЗОВЫ

Различные стандарты отчетности



НОВЫЕ ВЫЗОВЫ

Расширение аудитории



Необходим ответ на вопросы:

1. Чем вы занимаетесь?

2. Какая у вас бизнес-модель?

4. Какая у вас стратегия?

4. Как вы измеряете свою успешность?

5. Какие у вас риски?

6. Что делает вас особенными?

Годовой отчет

Определяющее положение



Годовой отчет

Веб сайт

Социальный отчет

Презентация для инвесторов

Внутренние коммуникации

African Barrick Gold

Case study



African Barrick Gold

Оценка относительно сектора

Case study



A summary of the companies featured in this analysis is included in the table below.

African Barrick Gold peer group: Key statistics

	Anglo American	Antofagasta	Fresnillo	Hochschild Mining	Lonmin	Randgold	Tullow Oil
Year end	Dec	Dec	Dec	Dec	SEP	Dec	Dec
FTSE index	100	100	100	250	100	100	100
Additional listing	JSE	-	-	-	JSE	NASDAQ	-
No. of pages: Annual Report	192	125	173	167	148	166	168
No. of pages: CSR Report	53	79	-	-	103	-	64
HTML Annual Report	Yes	Yes	-	-	-	Yes	Yes

Page numbers include the cover.



African Barrick Gold Рекомендации по содержанию

Case study



African Barrick Gold

Case study



African Barrick Gold

Case study



African Barrick Gold

Case study



Group overview

Opportunities for long term growth

Our assets are ideally positioned to serve our customers worldwide. The majority of our operations are in Australia and North America, but we also have businesses in South America, Europe, southern Africa and Asia. While our operating heartland is in OECD (Organisation for Economic Co-operation and Development) countries, much of our sales are to emerging economies – which are driving the anticipated growth in metals and minerals demand. To meet rising demand, we will continue to pursue value-adding organic growth, plus targeted small to medium sized acquisitions.



Aluminium

We are a global leader in the aluminium industry. Our diverse regional facilities include high quality bauxite mines and alumina refineries, as well as some of the world's lowest cost primary aluminium smelters.

Products
Alumina, aluminium, aluminium



Find more on page 18

Underlying earnings*
% change

6%

Copper

We have world class and leading technologies. Our Copper group is uniquely positioned to supply growing global demand. In 2013, we produced 6.9 billion kilograms of copper, making us the world's largest producer. We also produced 732 tonnes of silver, as well as 100 million ounces of gold, as by products of our copper operations.

Products
Copper, gold, molybdenum, silver, nickel



Find more on page 19

Underlying earnings*
% change

18%

Diamonds & Minerals

The Diamonds & Minerals group comprises mining, refining and marketing operations across its markets. The Diamonds & Minerals division is the world's leading diamond producer, active in mining, sorting and marketing. The Minerals division is a world leader in iron ore and nickel, with mines, processing plants, commercial and research facilities. Rio Tinto has 11 diamonds in an industry leader in high grade diamond blocks.

Products
Diamonds, iron ore, titanium dioxide, nickel, high purity iron, natural gas, coal, crude



Find more on page 20

Underlying earnings*
% change

2%

* All applicable product group underlying earnings are based on 2013 figures unless indicated otherwise. See the applicable section for Other Income and Other Expenses.

Energy

We are a leading supplier of thermal and cooling coal to the Asian seaboard. Our assets are one of the world's largest sources of coal-fired power, electric power and steam. Our Energy portfolio includes the Three-Cool, a world-class coal mine at Colorado in Colorado, US. Energy Resources of Australia, which produces steam coals from its large operations and through a South African partner, exports products.

Products
Thermal coal, cooling coal, steam



Find more on page 21

Underlying earnings*
% change

8%

Iron Ore

We are the second largest and are expanding the global seaborne iron ore trade. After a decade of massive expansion in Australia, and more recent growth in both Africa and Canada, we believe we are well positioned to benefit from the continuing demand for iron ore in China and other fast growing economies. We are taking positive action through effective asset management and enhanced operational efficiency.

Products
Iron ore, pellets



Find more on page 22

Underlying earnings*
% change

73%

Exploration

Exploration is one of the Group's core activities – largely paying for itself through the sale of successful discoveries. Pastoral Therapeutics is a world leader in the development and operation of three base metal mines of the largest copper operations in the world at Nevada in Arizona, TX and La Granja in Peru. Exploration has also delivered one of the world's largest newly developed high grade iron ore deposits at Sisonio in Guinea, as well as the Cadiz project, based near the project in the Philippines.

Find more on page 23

Technology & Innovation

Our centralised research and development focus on improving current and emerging operations, with emphasis on project development, execution and production. The Group's investment in R&D is a commitment to top change that will give us competitive advantages in developing the coal and iron ore. A special thanks to Rio Tinto's Technology Centre, which is supporting the Group's use of emerging technology, providing gas analysis and understanding the effects of air change in our operations and projects.

Find more on page 23

HSBC at a Glance: Our regions

HSBC is the world's local bank. Founded in Hong Kong and Shanghai in 1865, we now serve around 55 million customers in 27 countries and territories around the world. Headquartered in London, we do business in Asia, Europe, the Middle East, Latin America and North America. HSBC was profitable in all regions in 2010.

Europe	Hong Kong	Rest of Asia-Pacific	Middle East	North America	Latin America
<p>Overview</p> <p>Profit After Finance Costs of Services and Commercial Banking showed strong growth. This was offset by a lower contribution from Global Banking. HSBC's financial activity fell. We continued to build long-term value by increasing the amount of Premier and Advance customers, growing loans and deposits to customers in our Personal Finance Services business by 2 per cent, and expanding our total UK mortgage market share to 23 per cent. Commercial Banking we remained open for business increasing new lending, but net and medium-sized enterprises in the UK by 15 per cent and further widening export finance.</p>	<p>Overview</p> <p>HSBC is the number one bank in Hong Kong and two of the top six banks in 2010, supported by another strong financial performance. Notably we moved to the top revenue power, as we capitalised on increased loan and deposit activity. Our business with higher quality insurance and investment products, and increased volume of lending and assets. Our Commercial Banking lending volumes grew by 73 per cent. Our commercial and institutional customer relations, including Premier, also increased. We developed our wealth services and proposition which we maintained our position as a market leader.</p>	<p>Overview</p> <p>HSBC is the leading international bank in India and China. Across the region, profit rose significantly, a 33% on the same basis as Hong Kong in 2009 and loans trading volume increased across the region, and we saw new retail long-term growth markets. We sold 200 professional services, opening new businesses in mainland China, Singapore, South East Asia, Hong Kong and Malaysia. We opened our 100th branch in India in 2010, expanded the number of Advance customers in Malaysia by two, and announced our first investment in India in two years.</p>	<p>Overview</p> <p>HSBC is the leading international bank in the Middle East, where we have been trading for over 100 years. Profit doubled in 2010 as we managed to meet 1.5 billion loan portfolio. Loan impairment charges falling sharply and lending volumes rose. We capitalised on long-established relationships with local business and trade flows between the region and the rest of the world, particularly in the oil and gas sector.</p>	<p>Overview</p> <p>HSBC returned to profit in North America in 2010. The improved performance was largely due to the gradual decline in loan impairment charges, as we focused on the restoration of our core business and average loan loss ratio. Growth in our Client and Retail Services, however, remained flat, with an 8 year trough in the financial crisis. Profit doubled in Canada where we reported our Commercial Banking business. We also increased Premier customer numbers by 2 per cent across the region with 700,000 net new customers and opened two new branches in three US states.</p>	<p>Overview</p> <p>Profitably recovered by nearly 20 per cent. Loan impairment charges fell materially, due to improved economic conditions and returning to a more favourable asset portfolio and strengthening underwriting and risk management. We grew lending by a healthy 27 per cent, driven by Commercial and Global Banking.</p>
<p>Highlights of 2010</p> <ul style="list-style-type: none"> Increased net lending by US\$171 billion or 4 per cent Supported 2,400 non-bank business relationships in the UK 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Number one provider of mortgage services, the maximum and excess is Best Bank in Hong Kong (Financially) 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Top-rated Aaa bond league table (excluding Japan) with 38 Indian high yield US\$27.5bn Met our five-year target in terms of product development, with new products in 36 countries across six continents 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Net new Premier customers increased by 36,000 Leading Trade Services Bank in the Middle East and Global Trade Services (Best International Bank in the Middle East) Customer 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Made a profit before tax for the first time since 2008 Card and Retail Services business saw a net gain of US\$2 billion 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Highest ever profits in Brazil - over US\$1 billion for the first time Completed our new committed funds platform in the US and Mexico
<p>Contribution to profit before tax</p> <p>US\$4,138m</p>	<p>Contribution to profit before tax</p> <p>US\$5,562m</p>	<p>Contribution to profit before tax</p> <p>US\$5,691m</p>	<p>Contribution to profit before tax</p> <p>US\$934m</p>	<p>Contribution to profit before tax</p> <p>US\$246m</p>	<p>Contribution to profit before tax</p> <p>US\$1,795m</p>
<p>2 HSBC Holdings plc Annual Report 2010</p>					<p>HSBC Holdings plc Annual Report 2010 3</p>

Imperial Tobacco



Chief Executive's Review continues

We delivered a strong line of tobacco performance, with excellent share gains in Double Double. We grew our net revenues in the UK, Germany and in Hong Kong and in the rest of the World region.

Our cost reduction was very strong. Of the cost and volume reduction our sales by 21.6 billion with strong volume reduction of 15.5 billion.

Brand Equity

Double Double brand has been effectively positioned to capitalise on consumer trends, growing volumes by 20 per cent and 20 per cent respectively.

In Eastern Europe, we have grown volumes of Double by 20 per cent. With particular success in the growing superstore and hypermarket segments. We continued to grow Double's market share in many markets including in Ukraine, Saudi Arabia and Greece.

We grew volumes of West in the value cigarette segment and delivered additional brand innovation with specialist filters and variants adding an extra dimension for consumers, resulting in particularly impressive growth in Turkey and Russia.

Double Double has continued to consolidate its position with a further 100 million packs in 2013 with a range of limited edition packs and new variants which was well received by consumers. We have further expanded the brand's reach with a particular focus on Eastern Europe and notable very successful success in the Balkans.

Complementing our strategic brands in our portfolio of regional and local cigarette brands with consumer insight driving our brand and product portfolio choices at a market level. Our regional value brand, W2, is a best-seller in Hong Kong and we have grown volumes by 12 per cent and achieved significant market share growth in a number of our major European markets including in the UK and Germany and in Australia. Other notable achievements include the launch of Double in Africa and Mexico in Eastern Europe.

Special Tobacco

Our Latin American portfolio provides consumers with a non-palatable cigarette. Mexico products.

By introducing local consumer requirements we grew our M&L line of tobacco volumes by 6.7 per cent on a value like-for-like basis. We made very good progress in Double Double, with volumes growing strongly by 14 per cent across the region and packaging up by 12 per cent. Another notable success during the year was the launch of Double Double in Russia. This new expanded makes our over 100 brands available in the market. Last week in July, it has been captured to the top 10 of the special line of tobacco market. In addition, we had another excellent performance with our M&L products, with volume up 2.5 per cent.

In Japan, despite the challenging environment we grew sales and profits with very strong volume growth of our Habano brand.

Market Feedback

Our portfolio now better cover 100 markets and our tobacco group offers consumers greater opportunities to customise the product to their needs.

Alex Cooper

Alex Cooper
Chief Executive

Our Strategy

We are focused on delivering sustainable sales growth through the smart leverage of our assets.

The Once sales growth across all markets with our global strategy. Double Double complemented for our Double and local brand portfolio. We balance our market share targets with sustainable profit growth in mature markets, while our investment priorities target Eastern Europe, Africa, the Middle East and Asia to further build our position in emerging markets.

We are focused on brand portfolio innovation, with several new products and promotions expected in the year, building our market footprint. We announced a licence agreement with H&M for the non-alcoholic and alcohol Double's in South Korea, consumer culture and licence agreement to meet our Double's in Mexico and to give consumers an improved experience in China. In addition, we signed an import and distribution agreement for Double's in India.

People

Since the appointment of Chief Executive in May, I have spent time in each of our regions discussing opportunities to further develop and maximise our sales growth strategy. This engagement has been extremely positive – with our growth strategy aligned to a shared vision and focus.

Logistics

In logistics, we achieved another positive return. Our tobacco logistics business performed strongly with particularly notable and effective cost management. Key to maintaining our profit levels in both our tobacco logistics and our other logistics businesses.

Our Responsible Approach

We recognise the considerable reliance of tobacco and tobacco products on the tobacco products manufacturing and sold by legitimate, responsible businesses. Our commitment to managing our business responsibly has been again been recognised and formally recognised by the Community with a gold award being given. More details on our responsible performance are included on page 41 to 52.

Outlook: Our Priorities and Challenges

Driving sustainable sales growth is at the heart of our shareholder value agenda. We will continue to build sales across our tobacco geographic footprint and among our cigarette and product portfolio remains resilient and appealing to evolving consumer preferences.

Our focus on cost and efficiency continues as well as effectively utilising the cash we generate. We have the assets, the opportunities and the ingredients, the capabilities and the vision enabling us to succeed and I believe we are well placed to continue to create sustainable value for our shareholders in the years ahead.

Delivering sustainable shareholder returns

Growth drivers			
Cost Optimisation	Sales Growth	Cash Dividends	
Our key assets			
Market Footprint	Brand Tobacco	Brand Equity	People
How we leverage our assets			
Consumer Centric	Operational Excellence	Future Formations	

Growth Drivers

The growth drivers of our business are sales, cost optimisation and cash dividend. At the heart of our strategy is our focus on growth aligned to our focus on utilising our assets and creating our shareholder value through sustainable additional value for our shareholders.

Our Key Assets

Our growth strategy is based on leveraging our four key assets – our brands, our market footprint, our people and our people. (see pages 12 to 13 for more detail).

How we Leverage our Assets

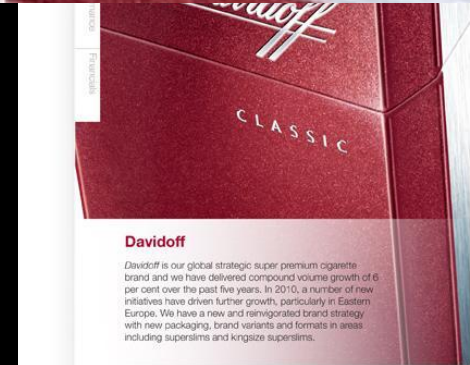
Smart leverage of these assets drives sales growth with focus on our areas of focus – consumer centric, operational excellence and brand innovation. (see pages 12 to 13 for how we apply these in practice and measures of our achievements in 2013).

Imperial Tobacco

Case study



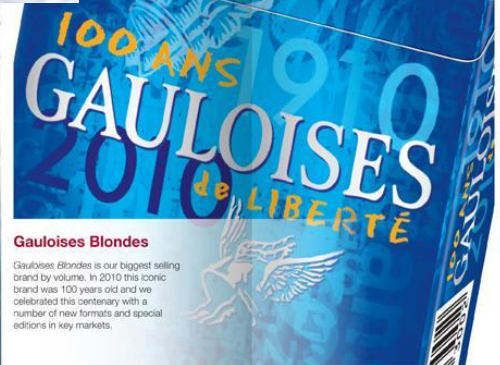
Our global strategic cigarette brands *Davidoff*, *Gauloises Blondes* and *West* have benefited from brand rejuvenations to ensure they remain dynamic and aligned to consumer preferences.



Davidoff

Davidoff is our global strategic super premium cigarette brand and we have delivered compound volume growth of 6 per cent over the past five years. In 2010, a number of new initiatives have driven further growth, particularly in Eastern Europe. We have a new and reinvigorated brand strategy with new packaging, brand variants and formats in areas including superslims and kingsize superslims.

12



Gauloises Blondes

Gauloises Blondes is our biggest selling brand by volume. In 2010 this iconic brand was 100 years old and we celebrated this centenary with a number of new formats and special editions in key markets.

13



West

Our global strategic value for money brand is West. New pack designs and variants have been well received by our consumers with positive results in Taiwan and Turkey and in a number of markets in Central and Eastern Europe. We grew West cigarette volumes by 2 per cent during the year.

Directors' Report: Business Review
Key Performance Indicators (KPIs) continued

Customer Focus

The Group's priority is to understand its customers' needs and expectations, and deliver on its commitments throughout the life of its products and services.

Link to 2010 Executive Committee to our objectives p12

Link to executive directors' 2010 annual incentive p107

Link to principal risks

3. Focus on our commitments to our customers through schedule performance

Other objectives

Defence spending, government customers, global market, contract award timing

Programme Execution

The Group's performance is dependent on the successful execution of projects. It is important that the Group sets and controls for high quality new programmes, and delivers on its projects with high standards of quality, time and cost performance.

Link to 2010 Executive Committee to our objectives p12

Link to executive directors' 2010 annual incentive p107

Link to principal risks

3. Further enhance programme execution

programme performance

Other objectives

Legislative, regulatory compliance, resource availability, technological performance and key supplier

Responsible Behaviour⁴

High standards of business conduct are essential to the Group's mission to deliver sustainable growth.

Link to 2010 Executive Committee to our objectives p12

Link to executive directors' 2010 annual incentive p107

Link to principal risks

4. Progress towards recognised leadership position in Responsible Behaviour

Business conduct, safety

Legal and regulations

Target achieved

Part of the executive directors' 2010 annual incentive

Schedule adherence measures the timing of achievement of key milestones. It shows how well the Group is performing against key contracts.

p32 For more information on LCM, which provides a structured approach to managing contractual commitments and investments throughout project and product lifecycles

PROGRAMME MARGIN VARIATION

The Group targets an aggregated year-on-year improvement in programme margin across its major contracts.

Programme margin variation metrics can only be fully interpreted and understood on a contract-by-contract basis and, therefore, aggregated data is not presented.

Target achieved

Part of the executive directors' 2010 annual incentive

Programme margin variation measures return on investment in margin of key customer-funded projects. It provides an indicator of the Group's ability to effectively manage major programmes.

The data for the programme margin variation metric included 105 (2009: 105) contracts reported in Contract Review prepared under LCM, representing over 70% of the Group's order book. The target was achieved despite the impact of the termination of the Trinidad and Tobago ship contract.

RESPONSIBLE BUSINESS CONDUCT AWARENESS TRAINING⁵

The Group's target is to train all employees during the period May 2010 to May 2011.

During the period to 31 December 2010, more than 90% of employees were trained.

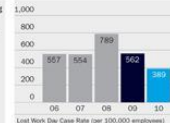
Objective ongoing

The global Code of Conduct was launched in January 2009. It defines the principles and standards of responsible business conduct. The Group expects of employees wherever they work globally. Following the completion of the roll-out of the global Code of Conduct in early 2010, managers throughout the Group were asked to lead face-to-face training on responsible business conduct to raise further the ethical awareness of its employees. Accordingly, this year, the global Code of Conduct KPI has been replaced by the Responsible Business Conduct Awareness Training⁶ KPI.

Training was completed by employees in the Electronics, Intelligence & Support and Land & Armaments businesses. All other businesses are on track to complete training by the end of May 2011.

An update on performance to 31 May 2011 will be provided in next year's Annual Report.

SAFETY



The Group targeted a 20% improvement in the Lost Work Day Case Rate compared with 2009.

Target achieved

Part of the executive directors' 2010 annual incentive

The number of incidents resulting in days lost to injuries per 100,000 employees is monitored, and actions taken to minimise the risk to the Group's employees and its operations, and drive continual performance improvement.

In 2010, the overall Group improvement was 31%.

p45 For more information on the Group's corporate responsibility performance

p66-72 For more information on the safety performance of the operating groups

1. In the Annual Report 2010, a KPI was presented relating to a 20% targeted improvement in the Group's Operational Assurance Statement (OAS) scores below the minimum standard. In 2010, the Executive Committee's objective relating to OAS was to agree action plans in respect of all scores below minimum standards. Whilst this objective has been achieved, it is not presented as a responsible behaviour KPI this year. Further information on OAS is provided on page 67.

2. The Responsible Business Conduct Awareness Training objective is not a 2010 Executive Committee objective, but the Executive Committee has committed to complete this for all employees by 31 May 2011.



**Спасибо
за внимание**