



# Корпоративная отчетность для международных компаний

# Black Sun



**75** сотрудников

**20** лет опыта  
в корпоративной  
отчетности

# Black Sun Для кого мы работаем

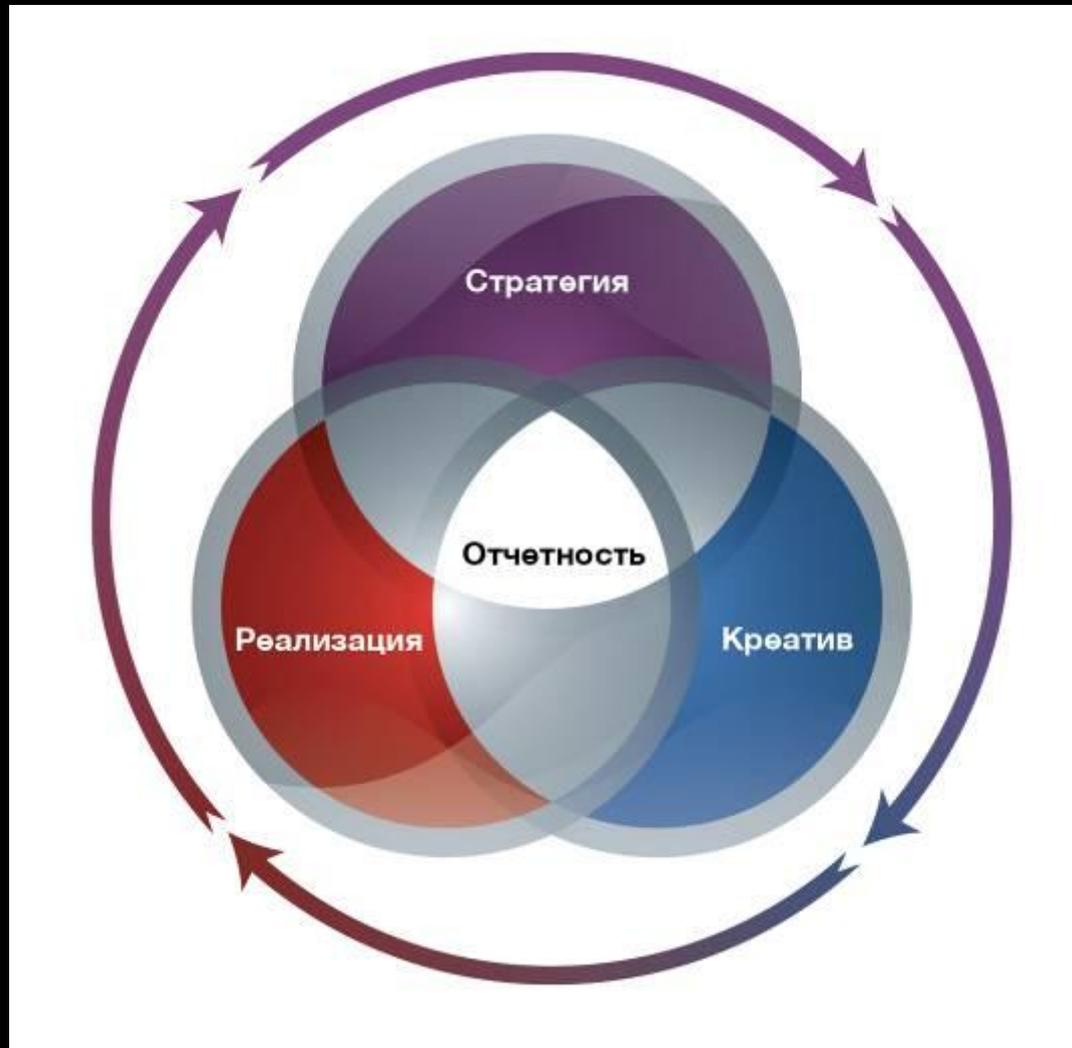


## Награды



# Black Sun

## Контент-ориентированный подход



# Корпоративная отчетность

## Выстраивание доверительных отношений

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# НОВЫЕ ВЫЗОВЫ

## Более требовательная аудитория



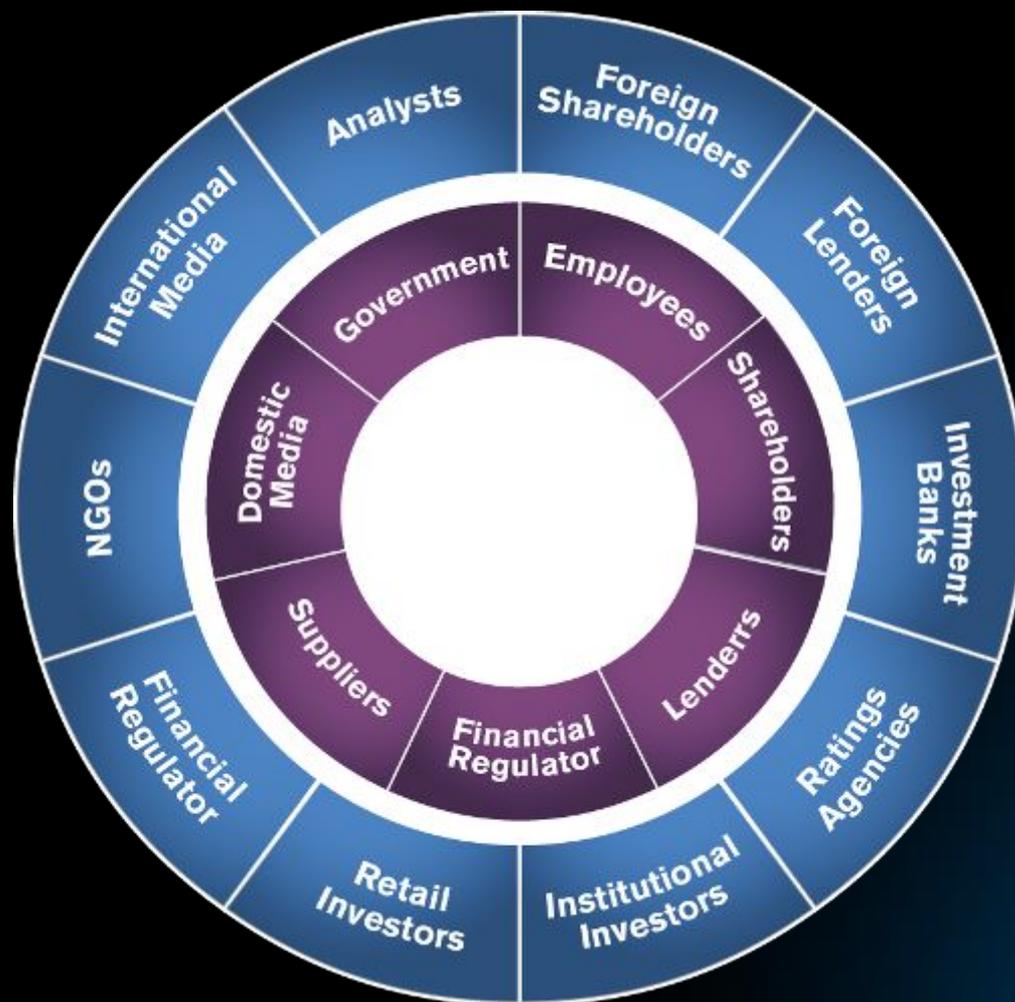
# НОВЫЕ ВЫЗОВЫ

## 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

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Годовой отчет

Веб сайт

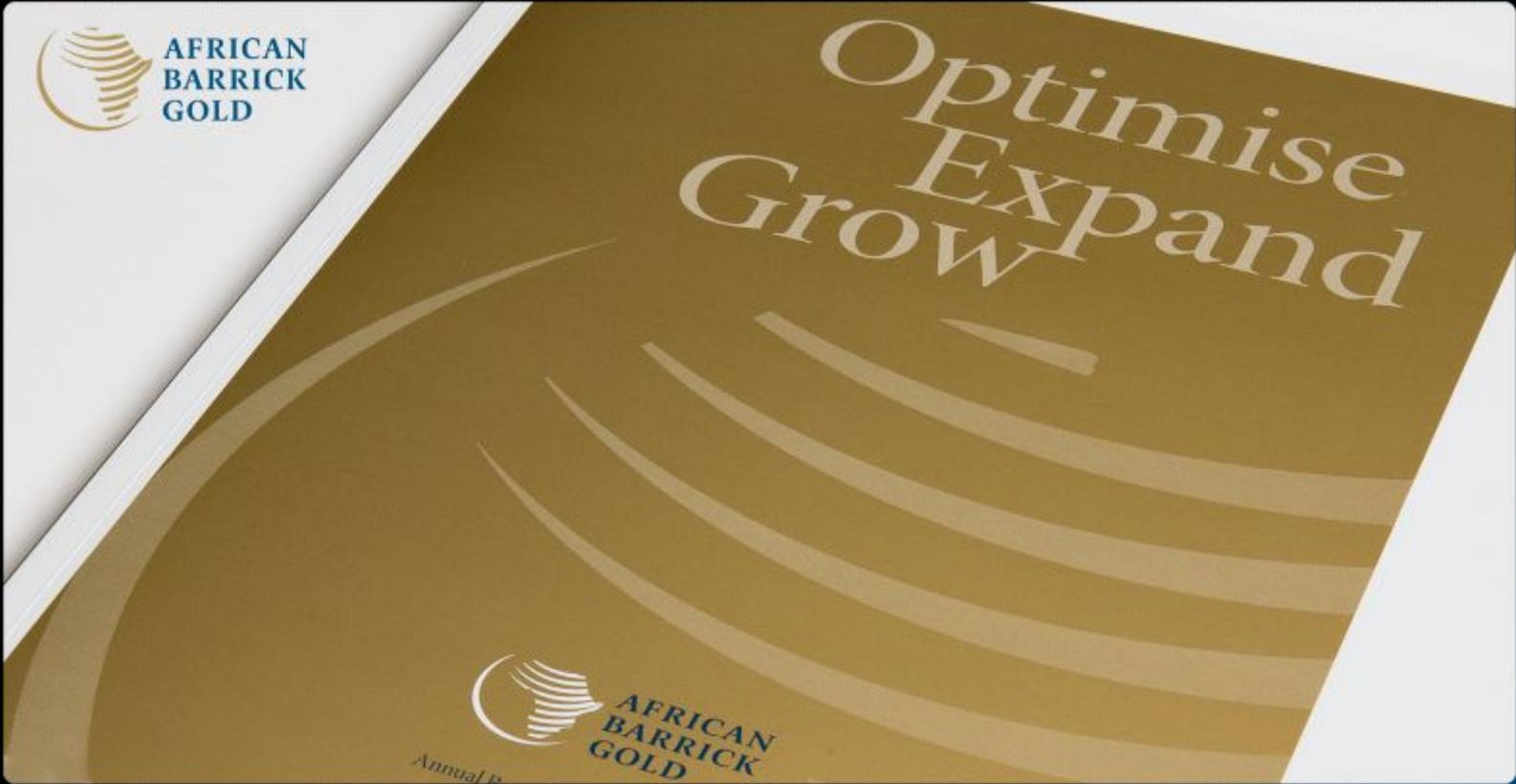
Социальный отчет

Презентация для инвесторов

Внутренние коммуникации

# African Barrick Gold

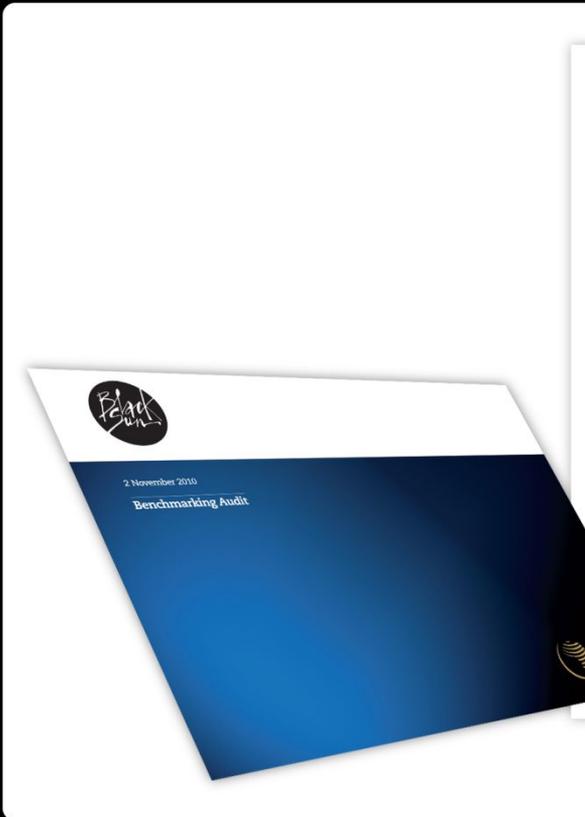
Case study



# 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

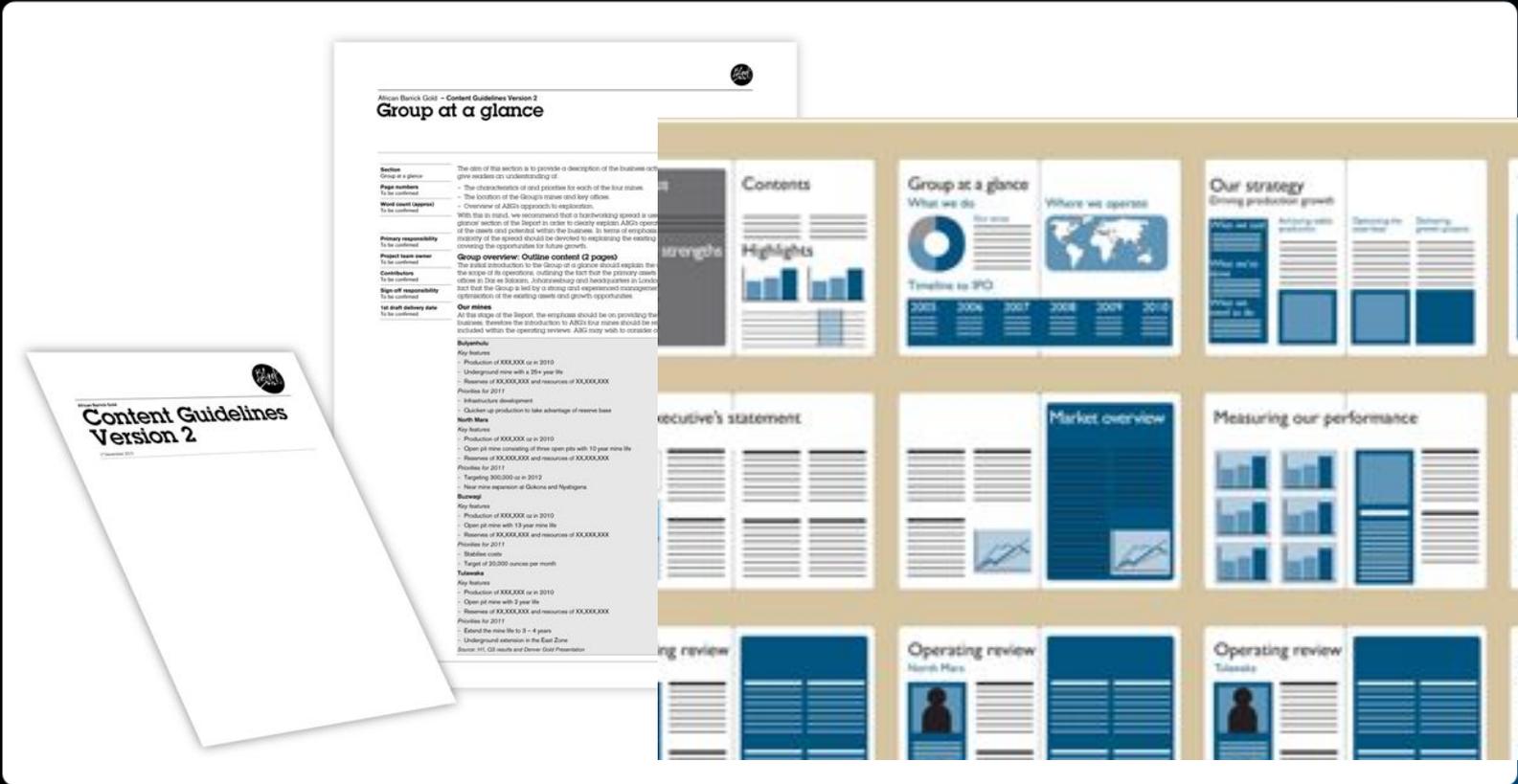
	Anglo American	Antofagasta	Fresnillo	Hochschild Mining	Lonmin	Randgold	Tullow Oil
Year end	Dec	Dec	Dec	Dec	SEP	Dec	Dec
FTSE index	100	100	100	250	100	100	100
Additional listing	JSE	-	-	-	JSE	NASDAQ	-
No. of pages: Annual Report	192	125	173	167	148	166	168
No. of pages: CSR Report	53	79	-	-	103	-	64
HTML 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 636,000 tonnes of copper, making us the world's largest producer. We also produced 732 tonnes of silver, as well as 100,000 tonnes of molybdenum, 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 19 countries. The Diamonds group is one of the world's leading diamond producers, active in mining, sorting and marketing. The Minerals group includes a broad range of iron ore and nickel, with mines, processing plants, commercial and research facilities. Rio Tinto has 6 diamonds in an industry leader in high grade diamond blocks.

**Products**  
Diamonds, iron ore, manganese dioxide, nickel, high purity iron, natural gas, zinc, zinc



Find more on page 20

**Underlying earnings\***  
% change

2%

### Energy

We are a leading supplier of thermal and cooling coal to the Asian and other markets and are one of the world's largest owners of coal-fired power and electric power stations worldwide. Our Energy portfolio includes the Three-Cool, a coal-fired coal mine at Colorado in Colorado, US Energy Resources of Asia in the which produces steam coal from its large operations and Energy a South African electric utility producer.

**Products**  
Thermal coal, cooling coal, electricity



Find more on page 21

**Underlying earnings\***  
% change

8%

### Iron Ore

We are the second largest iron ore exporter in 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 mineral reserves.

Patrol The 2.6 acre venture is intended for development and operation. These have included two of the largest copper operations in the world at Nevada in 1990s, 19 and La Granda in Peru. Exploration has also delivered one of the world's largest iron ore and developed high grade iron ore deposits at Sisonio in Guinea, as well as the Cullinan diamond mine in South Africa.

Find more on page 23

### Technology & Innovation

Our centralised research and development focus on improving our assets and operations, with emphasis on project development, reserves 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 Energy R&D, such as Energy Centre, is dedicated to supporting the future use of energy producing processes, gas conversion and carbon capture. The effects of climate change in our operations and projects.

Find more on page 23





# Imperial Tobacco

Case study



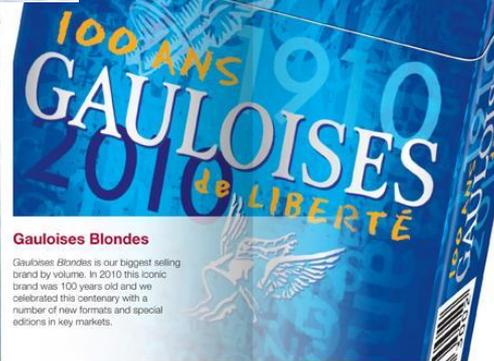
Our global strategic cigarette brands *Davidoff*, *Gauloises Blondes* and *West* have benefited from brand rejuvenations to ensure they remain dynamic and aligned to consumer preferences.



### 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

2. Further enhance programme execution

Programme performance

Other objectives

Leadership, resource availability, operational performance and key suppliers

### Responsible Behaviour<sup>4</sup>

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

#### 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 and movements 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 TRAINING<sup>5</sup>

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.

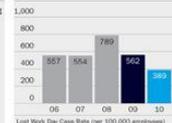
Objective ongoing

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 Training<sup>6</sup> 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%.

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

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**