



Корпоративная отчетность для международных компаний

Black Sun



75 сотрудников

20 лет опыта
в корпоративной
отчетности

Black Sun Для кого мы работаем

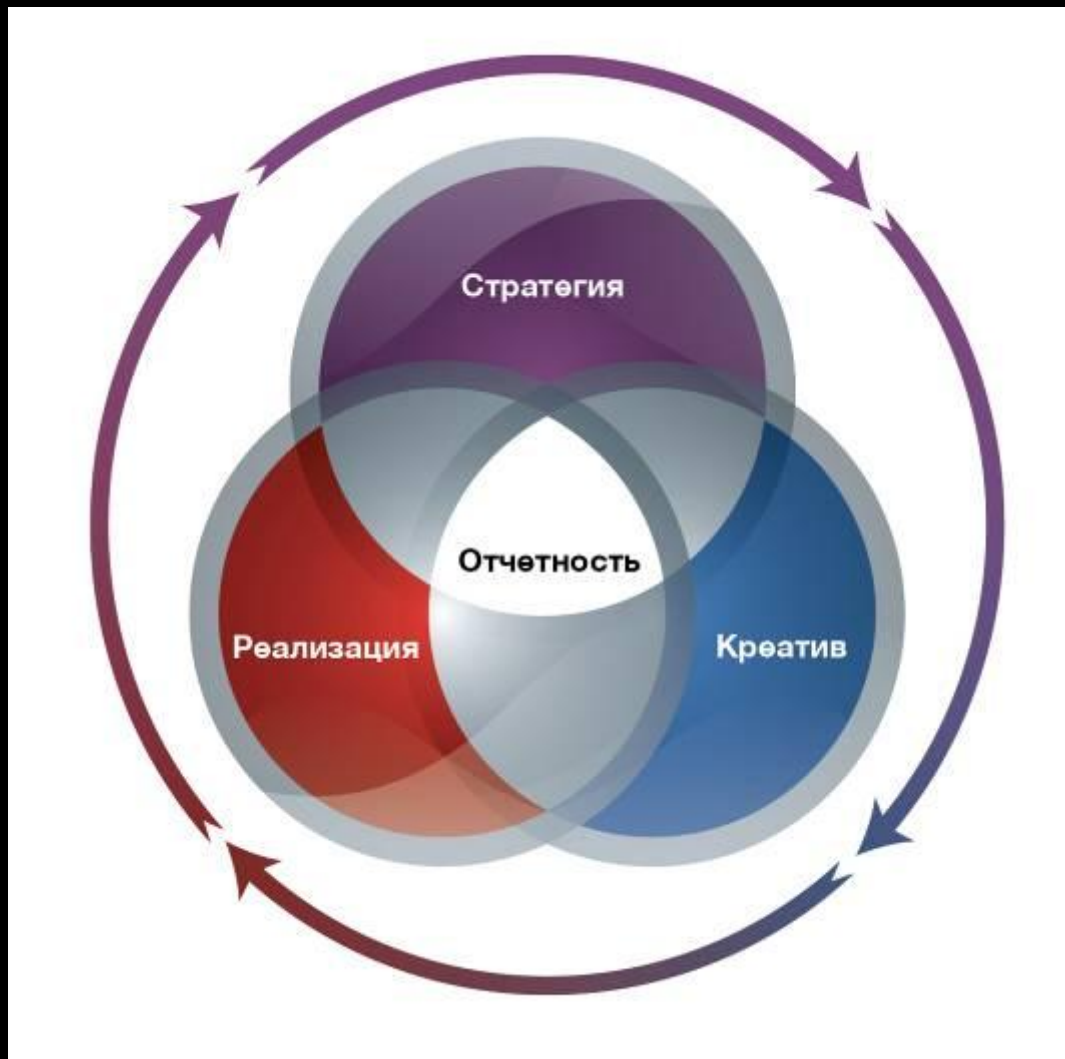


Награды



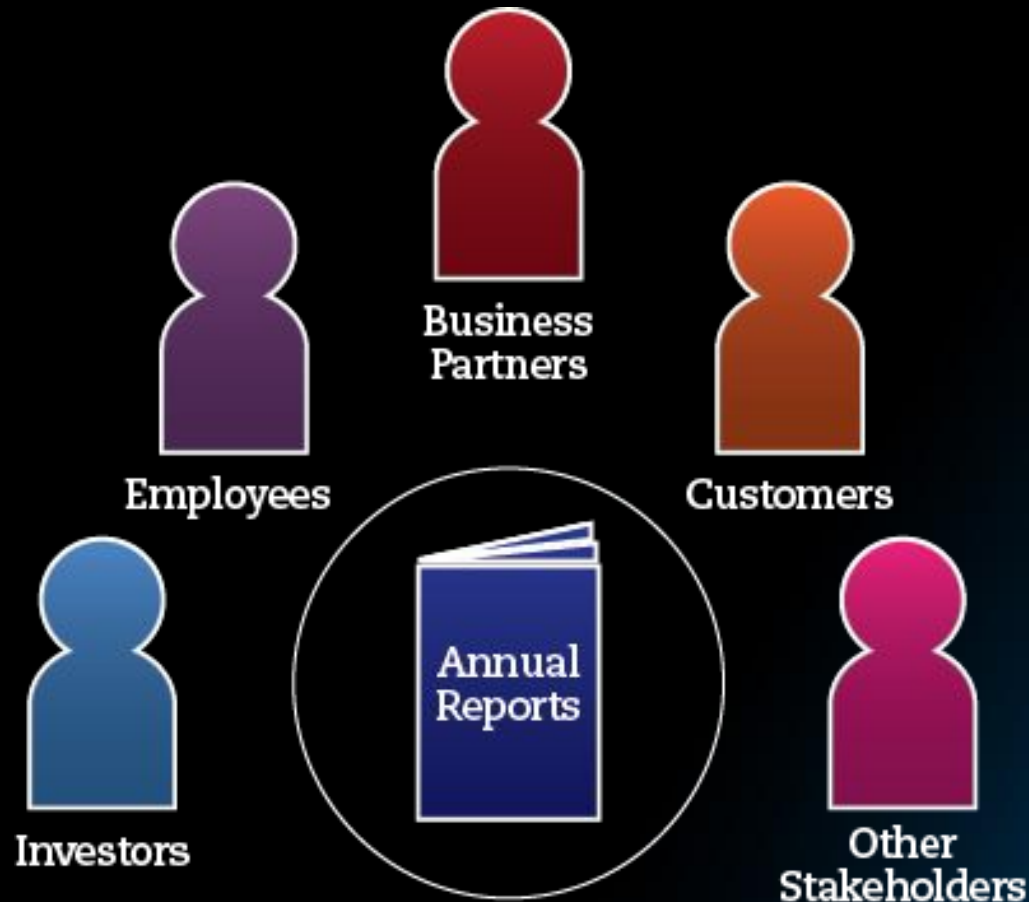
Black Sun

Контент-ориентированный подход



Корпоративная отчетность

Выстраивание доверительных отношений



НОВЫЕ ВЫЗОВЫ

Более требовательная аудитория



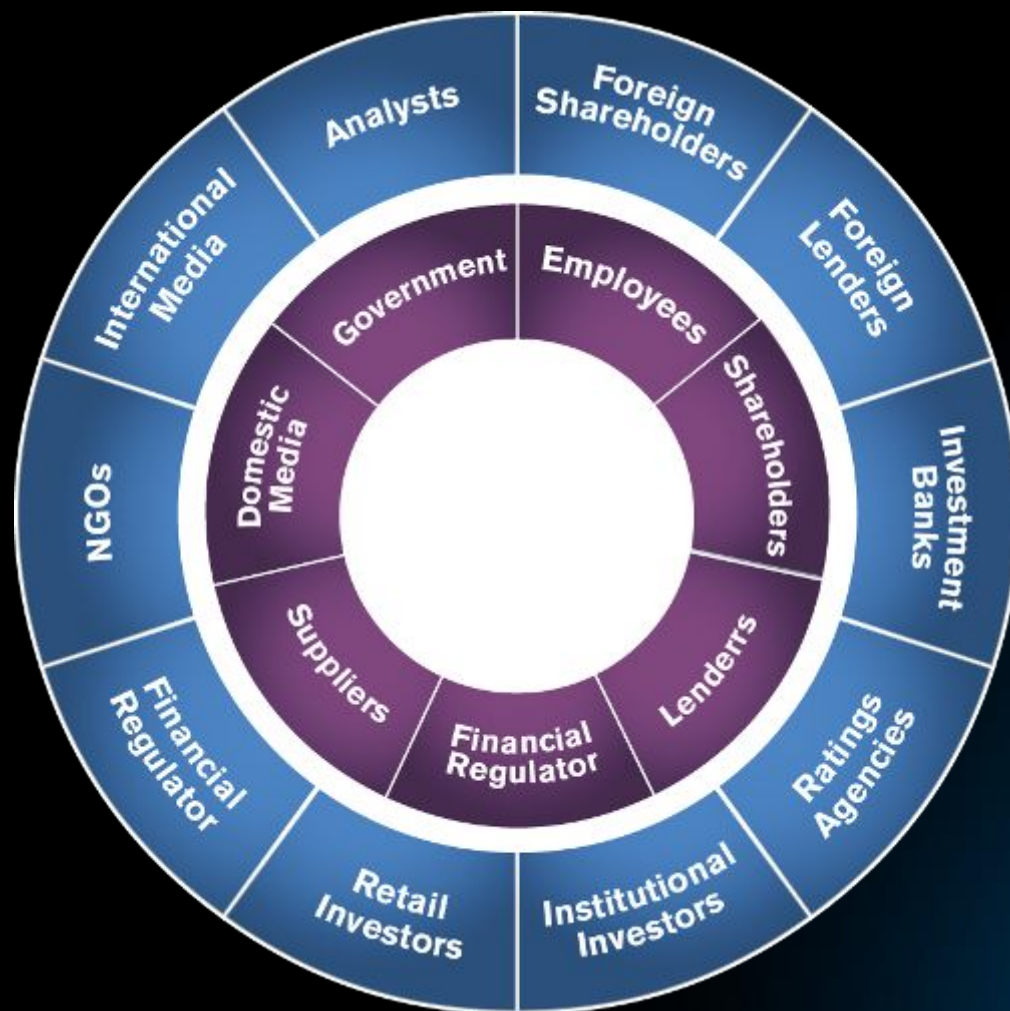
НОВЫЕ ВЫЗОВЫ

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 - Content Guidelines Version 2
Group at a glance

Section: Group at a glance
The aim of this section is to provide a description of the business and give readers an understanding of:

- The characteristics of and priorities for each of the four mines.
- The location of the Group's mine and key sites.
- Overview of ASG's approach to exploration.

Page numbers: To be confirmed

Word count (approx): To be confirmed

Primary responsibility: To be confirmed

Project team member: To be confirmed

Contributors: To be confirmed

Sign-off responsibility: To be confirmed

1st draft delivery date: To be confirmed

Group overview: Outline covered (2 pages)
The main introduction to the Group at a glance should explain the scope of its operations, including the fact that the primary cash office is in the UK. It should also explain the Group's strategy for growing the responsible for future growth.

Our mines:
At the start of the report, the emphasis should be on providing the business. Therefore the introduction to ASG's four mines should be included within the operating review. ASG may wish to consider of:

Subsidiaries:
Key features:
- Production of XXX,XXX or in 2010
- Underground mine with a 20+ year life
- Reserves of XX,XXX,XXX and resources of XX,XXX,XXX
- Production for 2011

North Mara:
Key features:
- Production of XXX,XXX or in 2010
- Open pit mine consisting of three open pits with 10 year mine life
- Reserves of XX,XXX,XXX and resources of XX,XXX,XXX
- Production for 2011
- Targeting 300,000 or in 2012
- Tailings reprocessing at Gubara and Nyatanga

Burway:
Key features:
- Production of XXX,XXX or in 2010
- Open pit mine with 13 year mine life
- Reserves of XX,XXX,XXX and resources of XX,XXX,XXX
- Production for 2011
- Stabilise costs
- Target of 20,000 ounces per month

Tulawe:
Key features:
- Production of XXX,XXX or in 2010
- Open pit mine with 2 year life
- Reserves of XX,XXX,XXX and resources of XX,XXX,XXX
- Production for 2011
- Extend the mine life to 3 - 4 years
- Underground extension in the East Zone
- Source: 1st, 2nd, 3rd and 4th Quarter Data Presentation

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 over 50 years of leading technology. 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 fifth largest producer. We also produced 732 tonnes of silver, as well as 100,000 tonnes of gold, 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 15 countries. The Diamonds group is one of the world's leading diamond producers, active in mining as well as marketing. Rio Tinto Minerals is a world leader in iron ore and nickel, with mines, processing plants, commercial and research facilities. Rio Tinto has 61 diamonds in an industry leader in high grade diamond blocks.

Products
Diamonds, iron ore, titanium dioxide, nickel, high purity iron, natural gas, zinc, rare earths



Find more on page 20

Underlying earnings*
% change

2%

Energy

We are a leading supplier of thermal and cooling coal to the Asian seaboard. Australia is one of the world's largest sources of coal, with growing electric power demand worldwide. Our Energy portfolio includes the Three-Cool, its smaller coal mine at Gallegos in Colorado, US Energy Resources of Australia, which produces steam coal, and Rio Tinto's large operations and growing a South African iron-ore products.

Products
Thermal coal, cooling coal, iron ore



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 in China and other Asia markets. 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 2.0 investment model for development and operations. These have included two of the largest copper operations in the world at Nevada in 2013 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 Cullinan diamond mine in South Africa.

Find more on page 23

Technology & Innovation

Our centralised research and development focus on improving current and emerging 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 cost base of the firm. A special focus is on the energy Centre for Innovation to support the transition to low carbon and sustainable production processes and technologies. The effects of climate change on our operations and projects.

Find more on page 23

* See Appendix for further details on the methodology of the underlying earnings.

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 Advisor customers, growing loans and deposits to customers in our Personal Financial 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 our 100th branch in India. We expanded the number of Spanish branches in 2010 by 14, and announced our first investment in Brazil this year.</p>	<p>Overview</p> <p>HSBC is the leading international bank in the Middle East, where we have been operating for over 50 years. Profit doubled in 2010 on a pro-rata basis. 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 increased flows with India.</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 reduced the proportion of our core business and average loan size. 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 customer deposits and five 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 across 15 Best Bank in Hong Kong (Financially) 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Top-rated Aaa bond issue (single issue) with 30 billion worth over US\$27.5 bn Met our five-year target in terms of product development with 10 new products in 30 countries across the continent 	<p>Highlights of 2010</p> <ul style="list-style-type: none"> Net new Premier customers increased by 36,000 Lending Trade Services Bank in the Middle East at the start of 2010 (Global Trade Services) (Best Investment 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 new deposit 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>

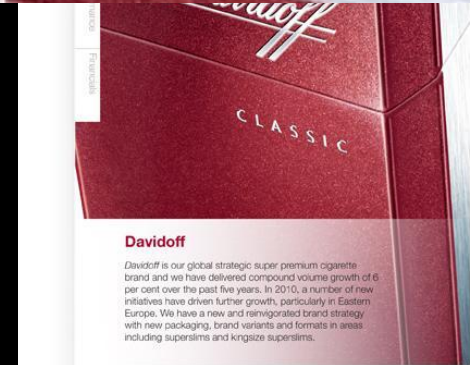
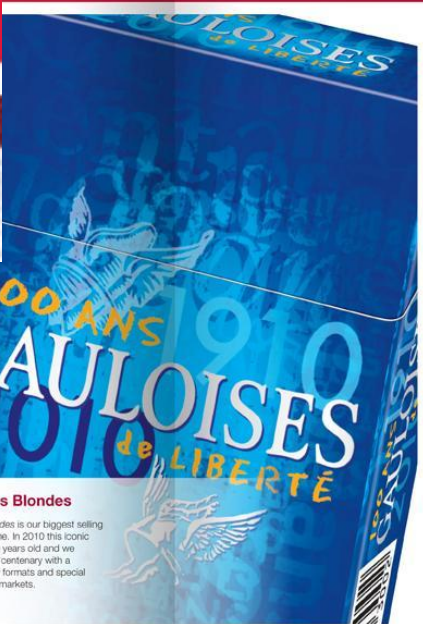


Imperial Tobacco

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.

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.

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

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 of 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 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.

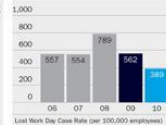
Objective ongoing

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%.

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**