

INTERNATIONAL INTEGRATED REPORTING COUNCIL

IIRC



INTEGRATED REPORTING <IR>



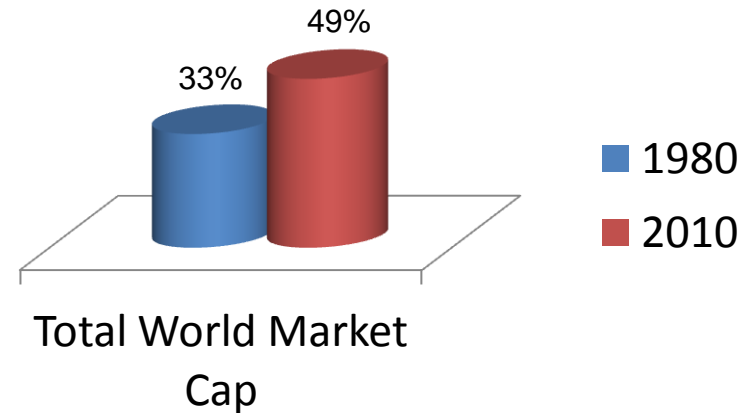
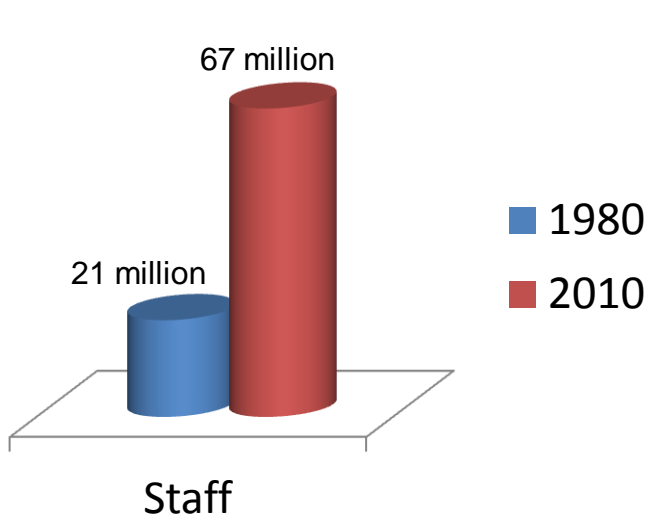
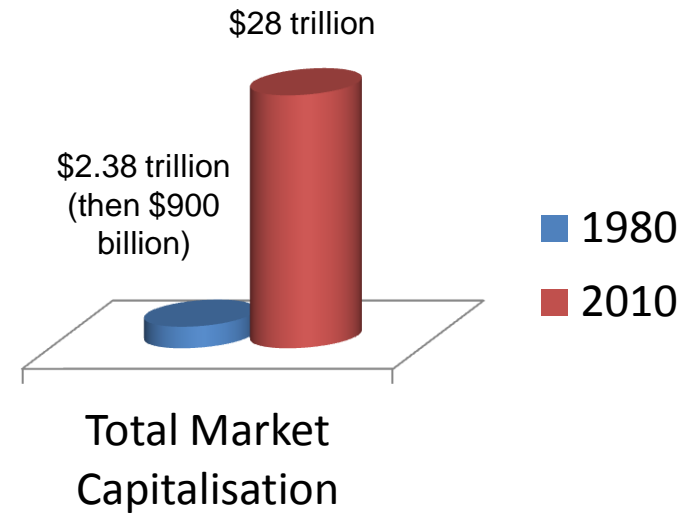
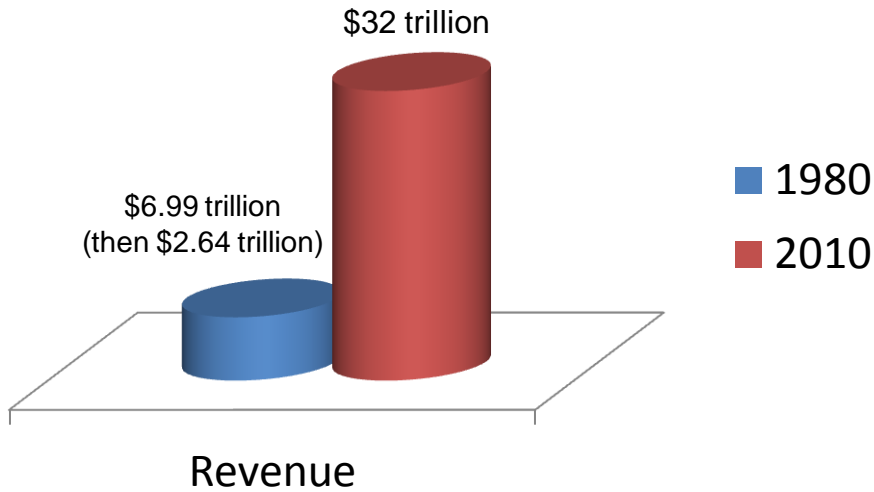
TOP ASSET OWNERS HAVE POWER

TOP **10** FUND MANAGERS
ACCOUNT FOR 1/3 OF THIS

TOP **50** FUND MANAGERS ACCOUNT FOR 2/3 OF THIS

TOP **500** FUND MANAGERS HAVE OVER \$42 TRILLION IN ASSETS UNDER MANAGEMENT

Top 1,000 companies power



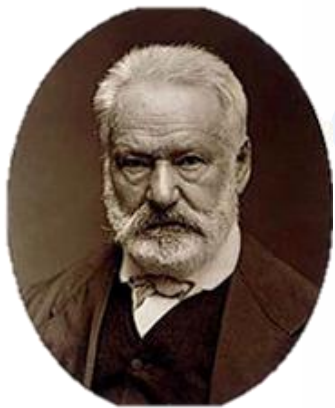
The 172nd largest corporation, the Russian oil company Rosneft Oil, had revenue equivalent to the GDP of the 74th largest country, Uruguay



*"The over whelming predominance
of short termism in markets
Compounded by a system ill-suited to
integrate and account for externalities
simply removes many of the
broader systemic risks from the
financing and investment equation".*

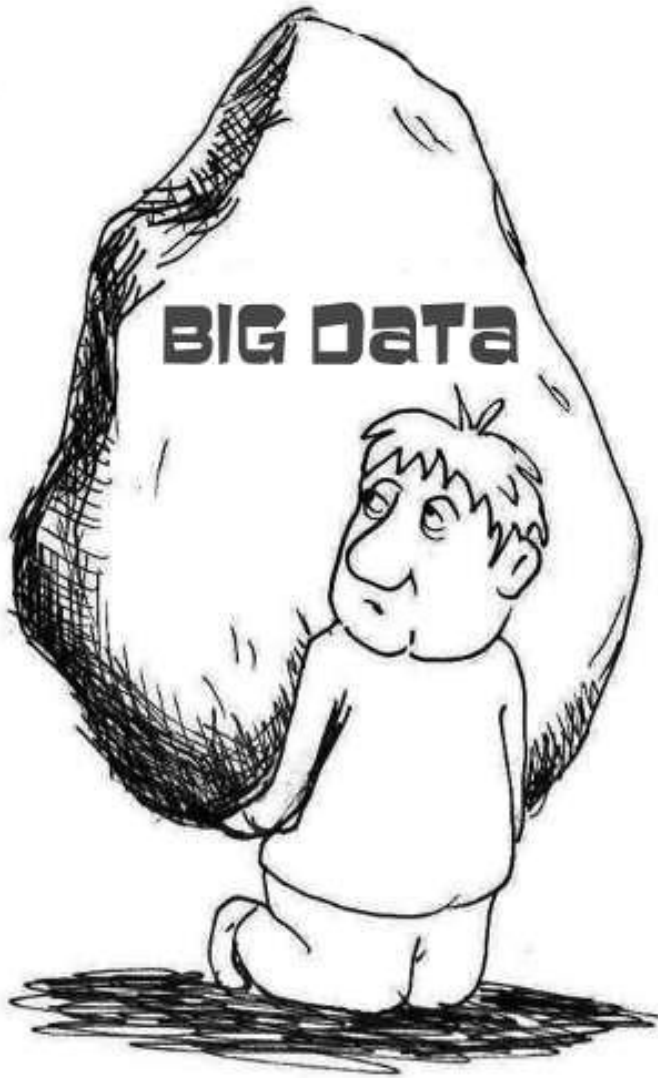
*Andrew Haldane
Executive Director of the Bank of England*

Professor Mervyn King
often borrows words
from Victor Hugo noting:



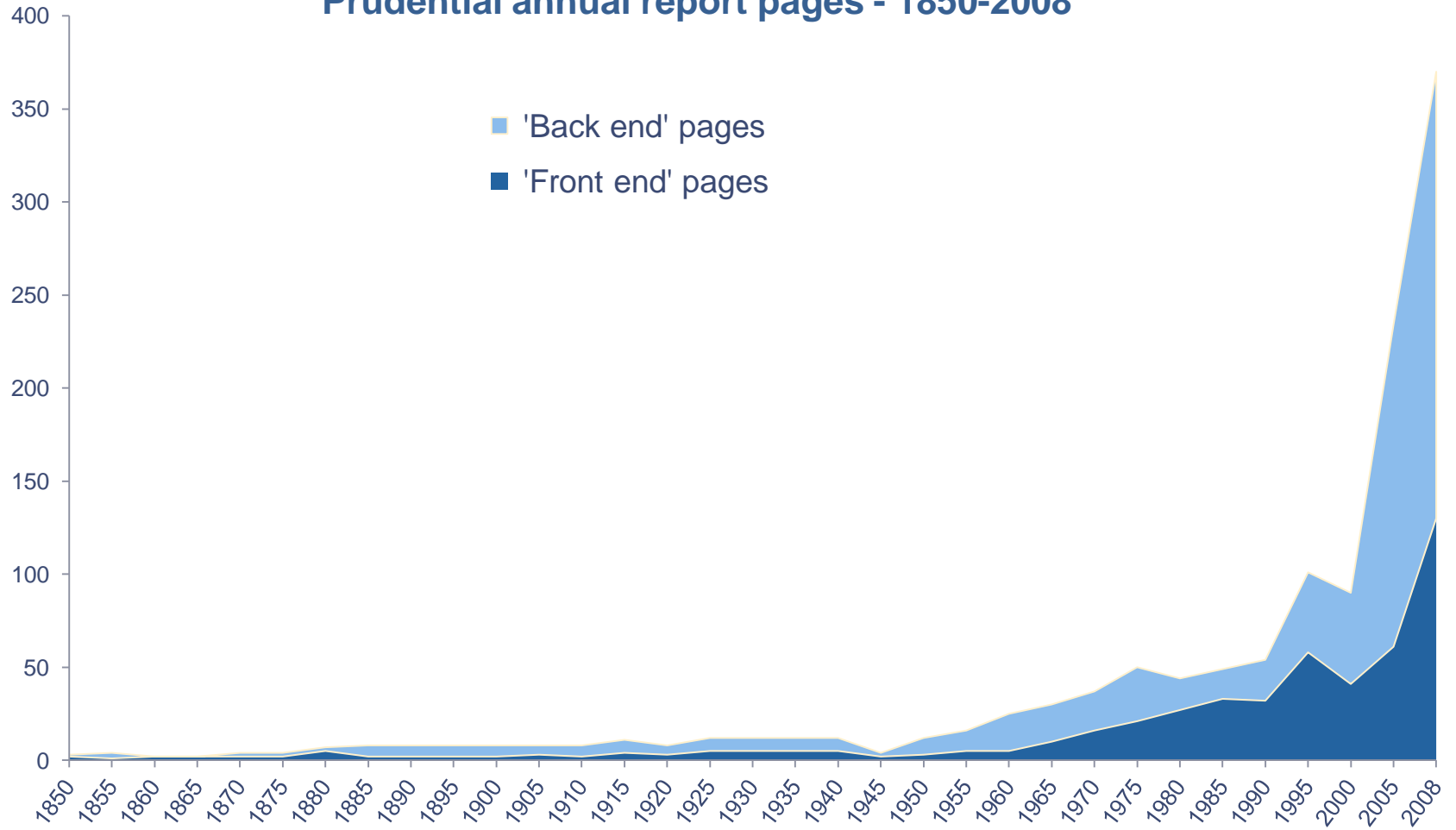
***“Nothing else in the world...
is so powerful as an idea
whose time has come”.***

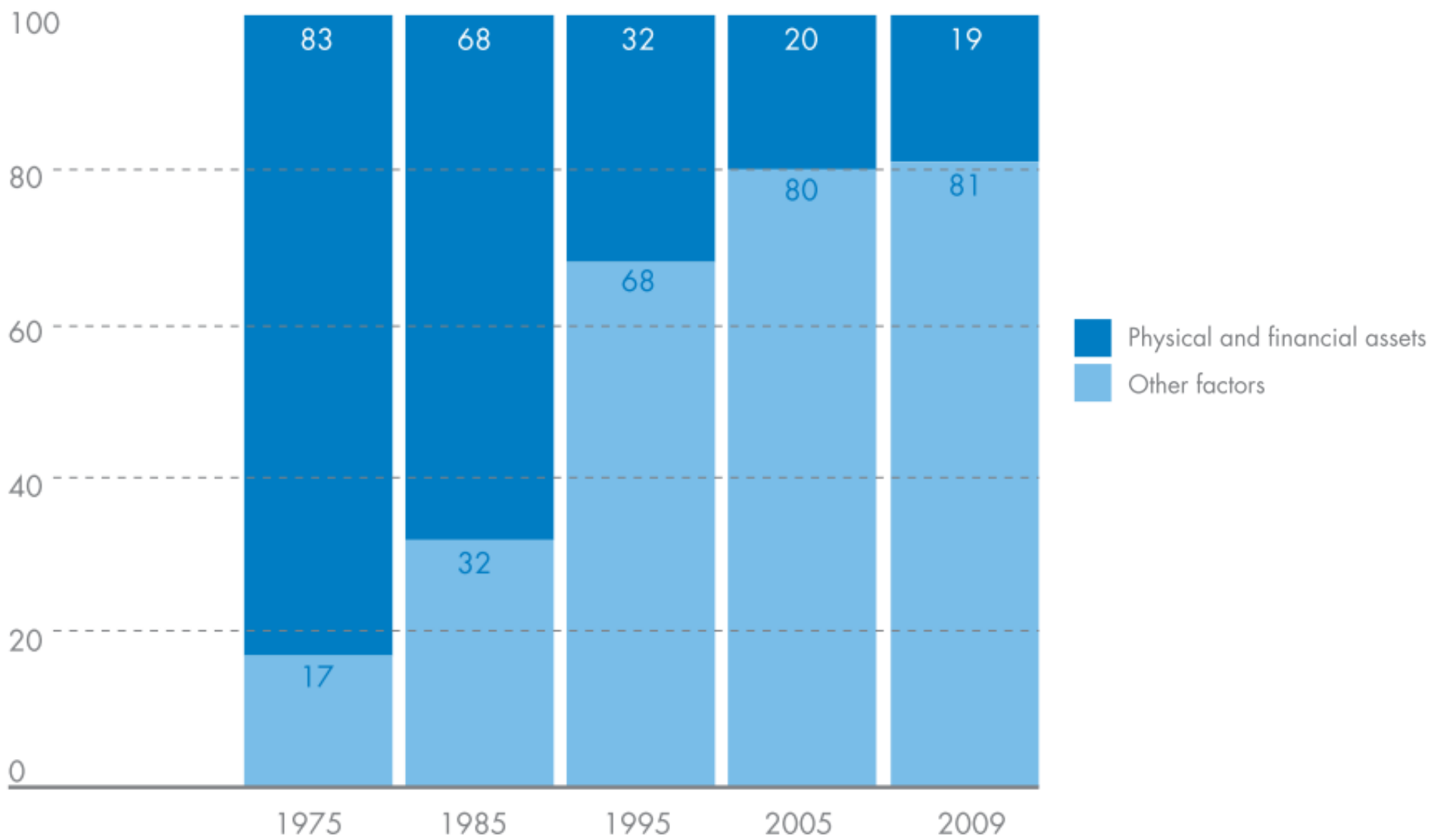
**The way in which <IR> is capturing the
imagination of the world suggests that its
time has come.**



“in the last 2 years mankind produced the equivalent amount of data as in the time mankind has existed”

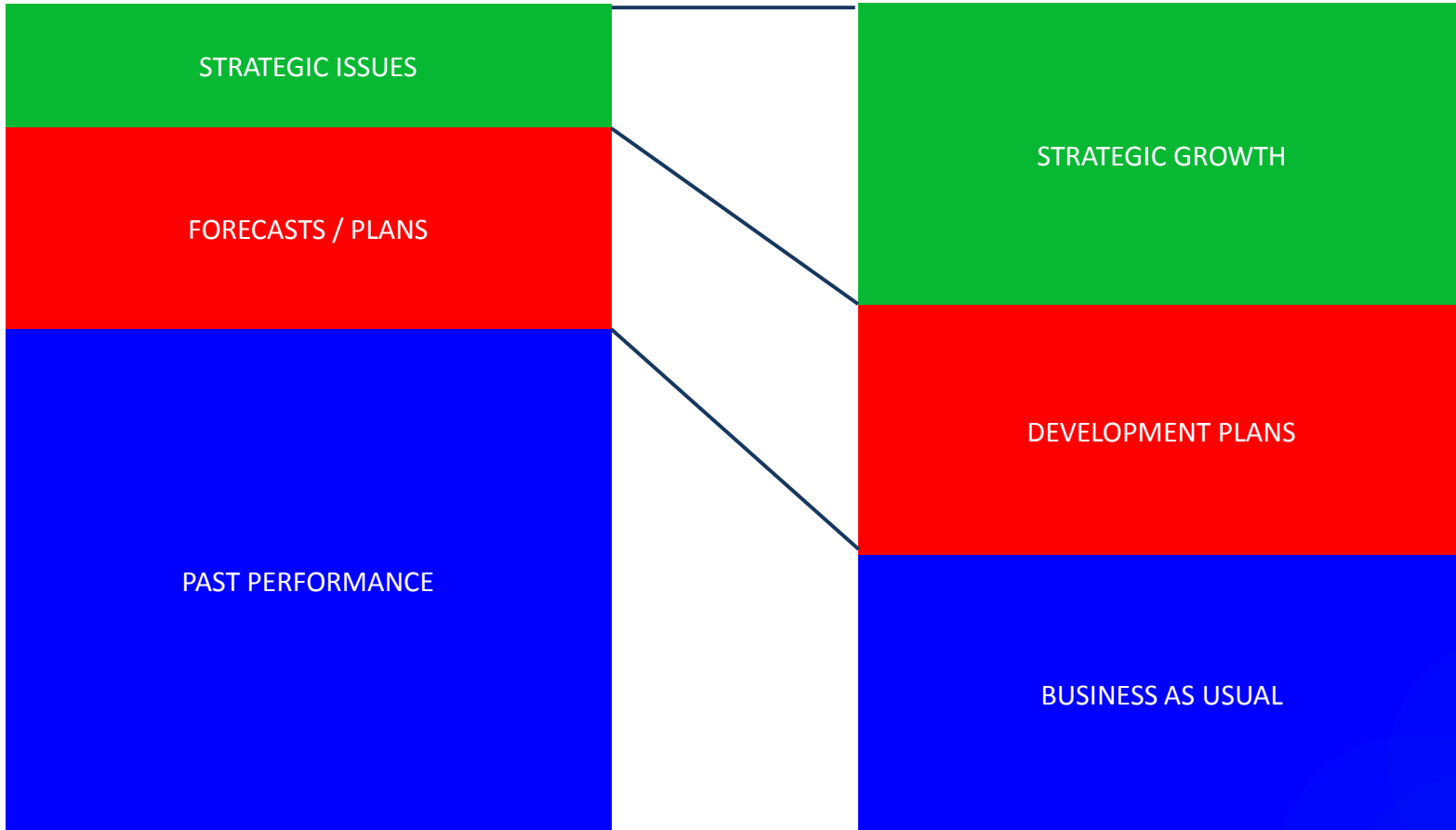
Prudential annual report pages - 1850-2008



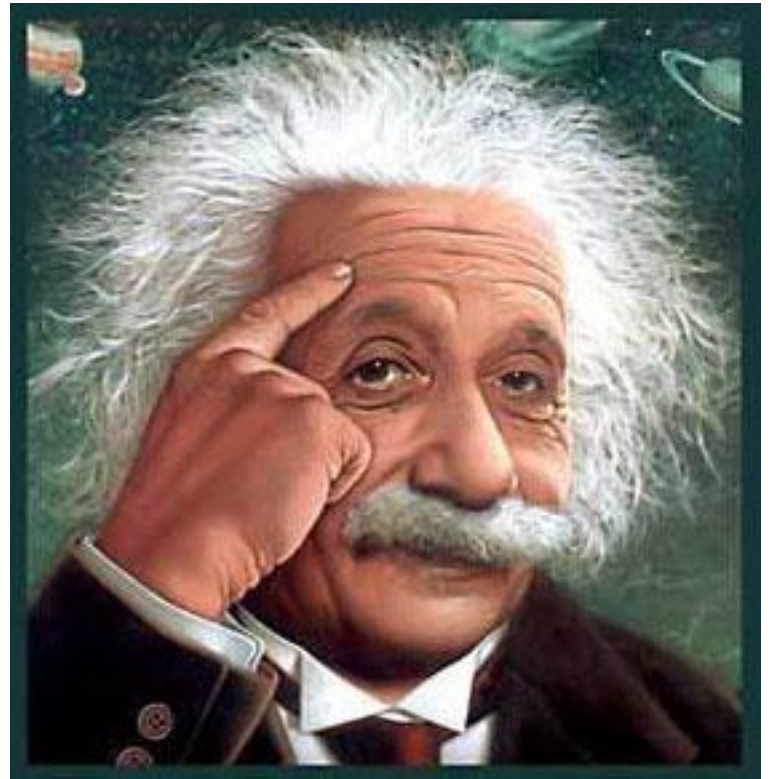


Reporting content

Business value



“we cannot solve our problems with the same thinking we used to create them”



Albert Einstein

What's Integrated Reporting?



<IR> explained

**Financial
reporting**

CONCERNS

Strategy?

Historical focus

Financial focus

Volume and complexity

<IR> explained

**Financial
reporting**

CONCERNS

Limited uptake

Weak investor link

Historical focus

Volume & complex

**Non-financial
reporting**

<IR> explained



<IR> explained



The Framework will help policy-makers by....



Promoting financial stability



Help businesses by enhancing their ability to create and preserve value over the short, medium and long term

Why should companies care about integrated reporting?

COMMUNICATING VS. COMPLYING

REPORTING THE INTANGIBLES

BREAKING DOWN SILOS

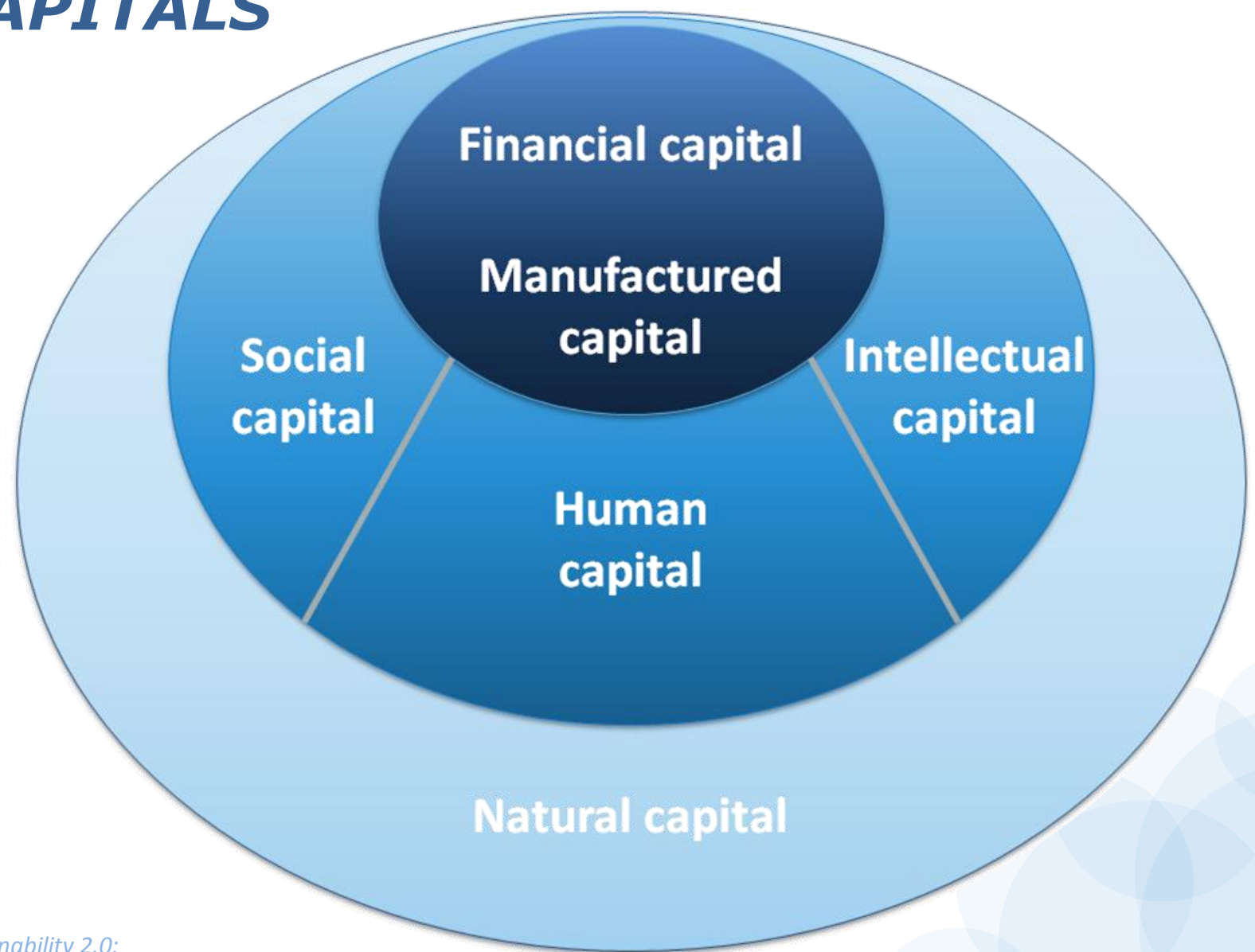
INCREASING TRANSPARENCY



“Ours is a compelling story and the principles of integrated reporting have enabled us to give a holistic view of the Pick n Pay Group, focusing not merely on current financial performance, but on telling the story of who we are, what we do, and where we are going”

Published 9th October 2012 in the corporate legal quarterly called "The Corporate Report", published by Juta in S.A.

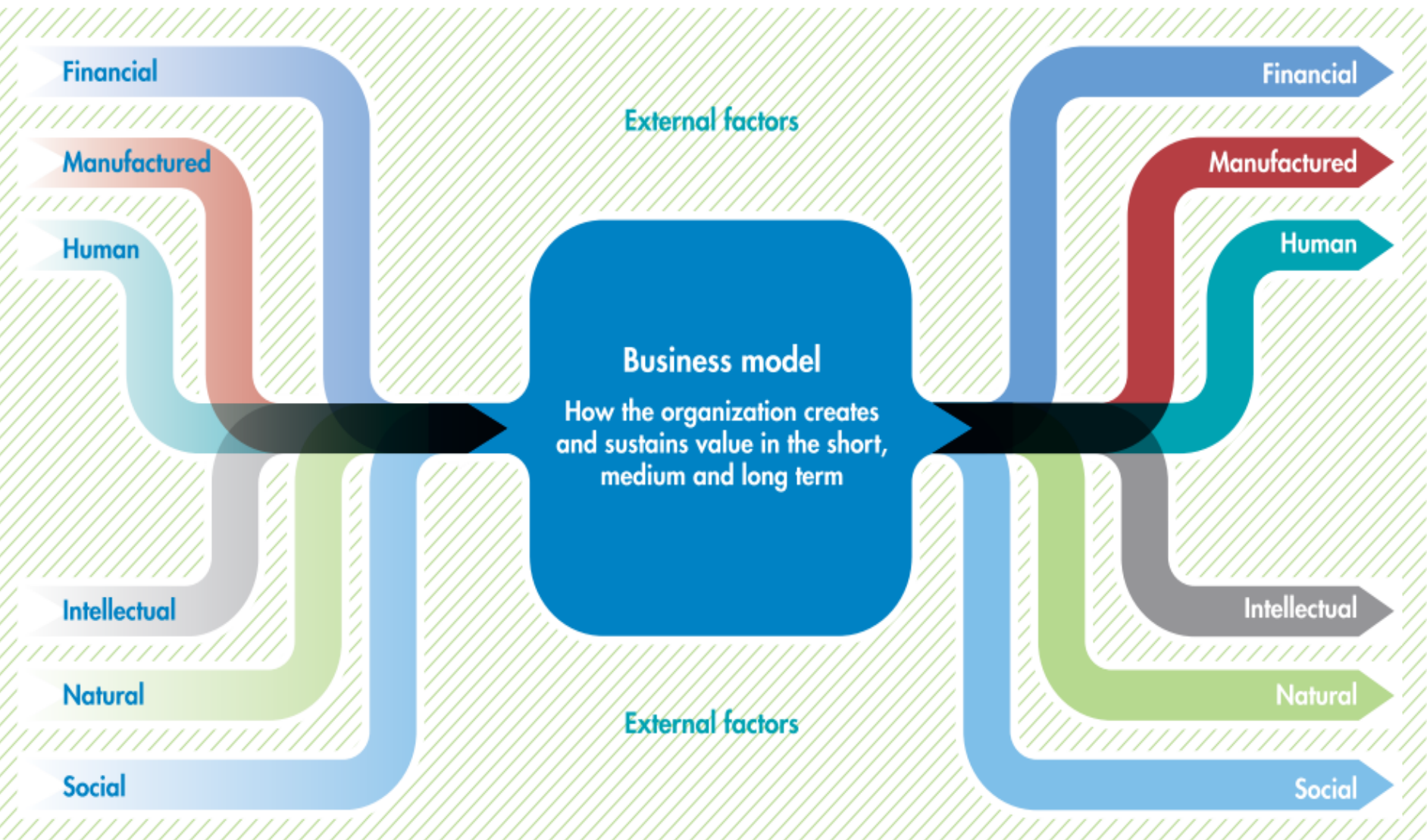
THE CAPITALS



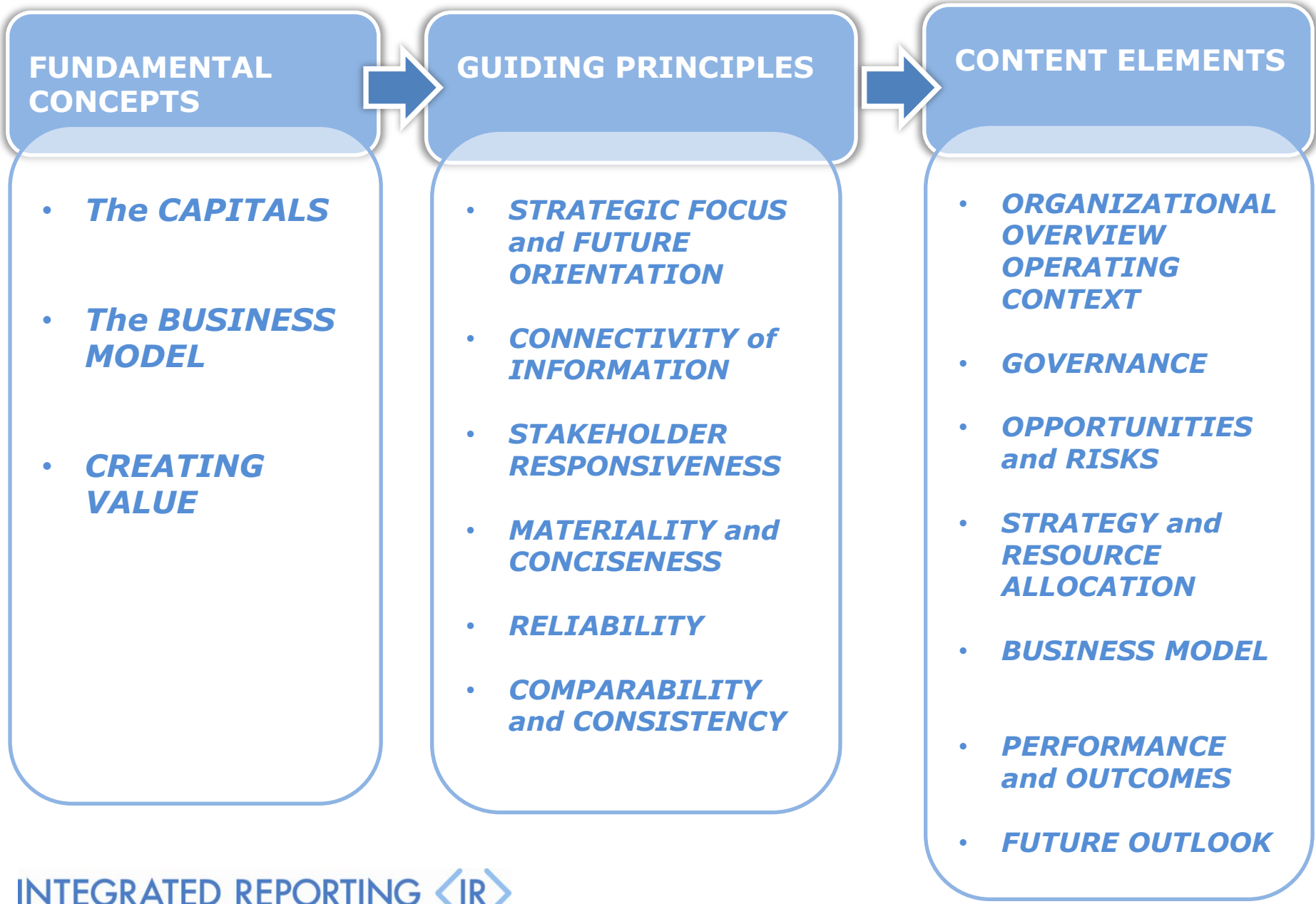
*Source: Incite 'Sustainability 2.0:
A Guide to Competing in a Changing World'*



INTEGRATED THINKING : CREATING VALUE



THE FRAMEWORK – CORE FEATURES



The Projects

Business model

Materiality

Connectivity

Value

Capitals

Assurance

Users information needs



***The IIRC
Pilot Programme
Yearbook***

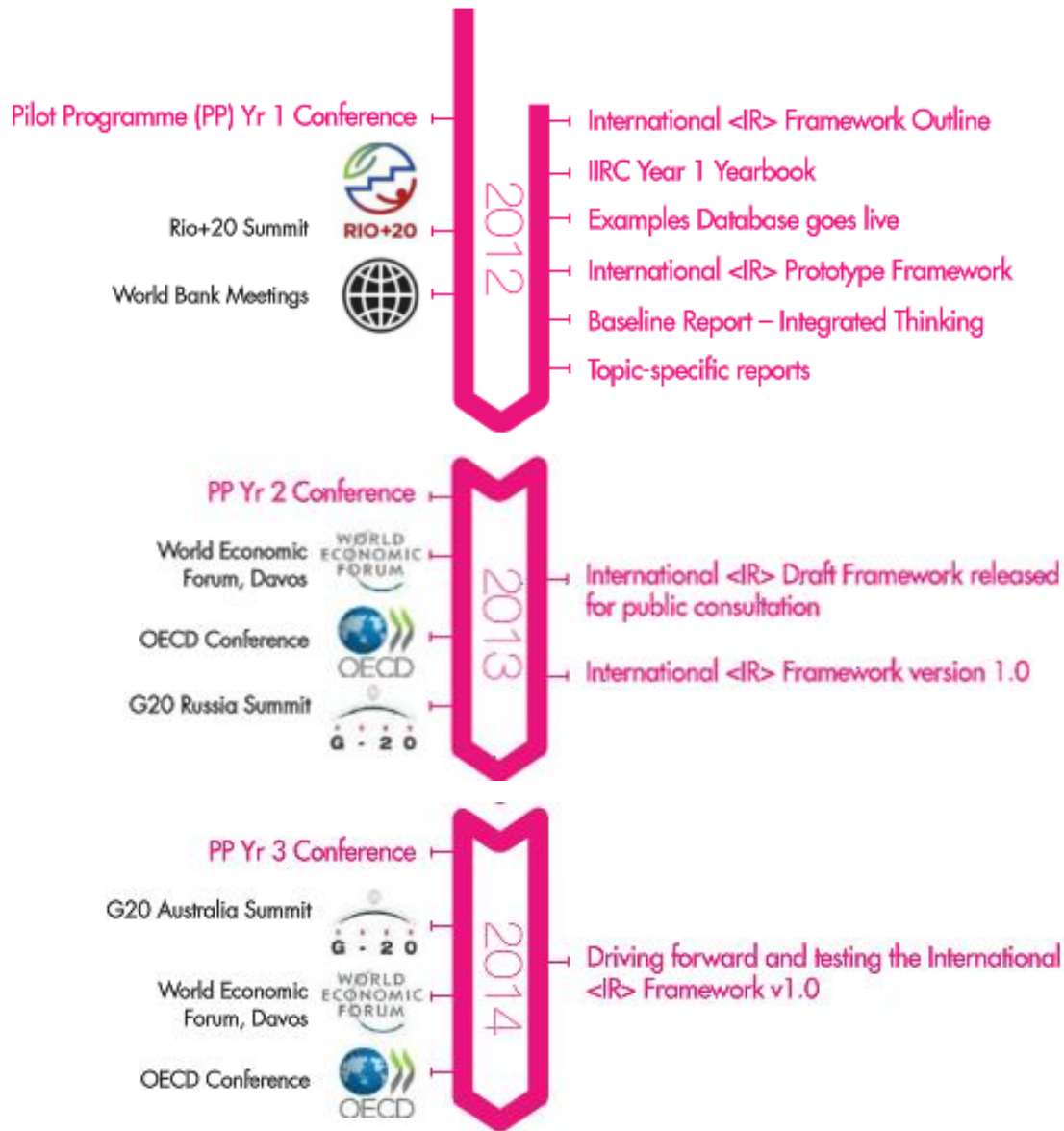


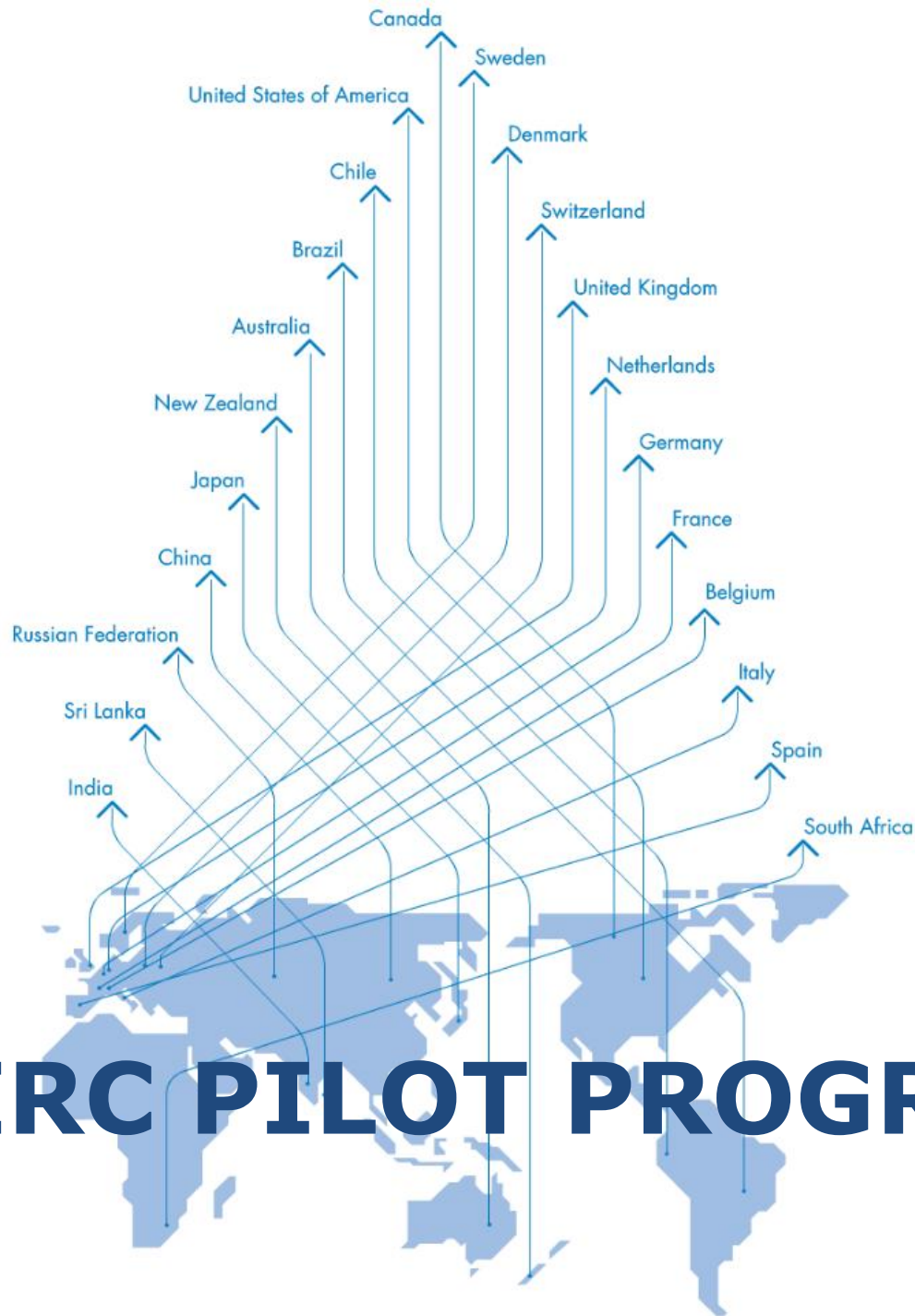
Examples Database



IIRC Draft Prototype Framework

THE IIRC CRITICAL PATH





THE IIRC PILOT PROGRAMME

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