



Inspired **励** Reporting
The Journey Begins

Black Sun
STAKEHOLDER COMMUNICATIONS

IR
TRAINING
PARTNER





White rabbit in a snow storm

What is Integrated Reporting?



- Long term thinking is essential for long term success
- Challenge is not to provide more information but better information
- “The IIRC’s long-term vision is a world in which integrated thinking is embedded within mainstream business practice in the public and private sectors, facilitated by Integrated Reporting (<IR>) as the corporate reporting norm.” The International <IR> Framework

From short-term and disconnected
to progressive and holistic



**Today's
questions**



**Tomorrow's
questions**



Today's questions

What does our company do?

How did our company perform?

Do we understand our company's performance?

Is our reporting compliant?

How effective are our financial systems and processes?

Does our sustainability reporting meet stakeholder expectations?

Has each department provided its part of the report?



Tomorrow's questions



Does the world know what makes us tick?

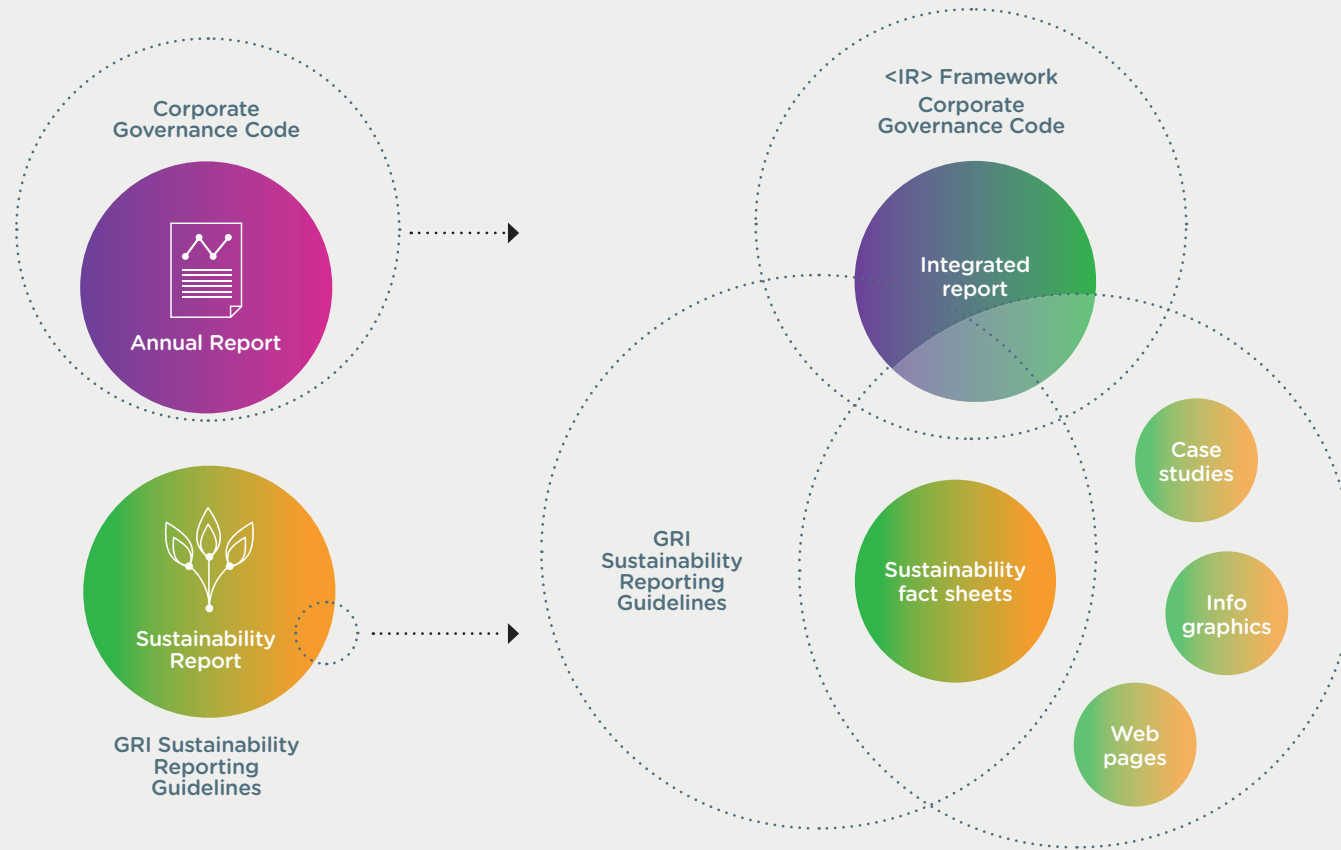
What is the long-term value proposition of our business?

Do we have the data about resources and relationships that we depend on?

Do we know everything we need to know about our business?

Do we understand how our sustainability performance contribute to strategic business goals?

Have we worked together to develop metrics and messaging meaningful to our company's



Current reporting

Future reporting



What does good look like?

- Clear statement of purpose, mission and values
- An explanation of how business model creates long term value
- Management's market view of trends impacting potential for growth
- Clear articulation of competitive advantage

- Strategic roadmap that defines short medium and long term actions
- Meaningful metrics which indicate company's ability to delivery on strategy and targets
- Integrated risks and opportunities
- Explanation of how governance is integral to long term value creation and strategic goals and how links to compensation

The challenge is not to produce more information, but
better integrated information



FRC Report on Corporate Culture and the Role of Boards

“A healthy corporate culture leads to long-term success by both protecting and generating value in the UK economy. It is therefore important to have a consistent and constant focus on culture, rather than wait for a crisis. A strong culture will endure in times of stress and change.”

“Boards should devote sufficient resource to evaluating culture and consider how they report on it”

Sir Winfried Bischoff, Chairman of the FRC, 20 July 2016



Inspired 励 Achievements

Our awards

IR SOCIETY BEST PRACTICE AWARDS

Barclays

Best use of digital – FTSE 100

Coca-Cola Hellenic

Best Sustainability Reporting

Go-Ahead Group

The best use of digital communications – FTSE 250

DIGITAL IMPACT AWARDS

De Beers Group

Best corporate website
Best use of digital from the extractives sector
Best digital re-brand

ICSA

Babcock

Best Strategic Report – FTSE 100

Tullow Oil

Best Annual Report – FTSE 100

CORPORATE & FINANCIAL AWARDS

Inchcape

Gold award: Best FTSE 250 corporate website

Sage

Silver Award: Best FTSE 100 Annual Report

LONDON DESIGN AWARDS

De Beers Insight Report

Website digital experience

INNOVA AWARDS EXCELLENCE IN CORPORATE WEBSITES

De Beers Group

Best corporate website

Shaftesbury

Best of show – FTSE 100

CORPCOMMS AWARDS

SUEK

Best Annual Report 2014 private sector

PWC AWARDS

Hammerson

Best Reporting – FTSE 100

Rank group

Best Reporting – FTSE 250

Kingfisher

Best Sustainability Reporting – FTSE 100

VISION AWARDS

CCB

Annual Report – Gold Winner, Worldwide

CCB

Annual Report – Top 50 Reports, China

Our clients





Do your reports tell your value
creation story effectively?
Is your Annual Report inspiring?
If not... we should talk.
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