



Integrated Reporting

MASB Meeting – February 14, 2013

Overview

what	<IR> explained
who	Council members
why	Key drivers
how	Framework, Pilot Program, Database
when	Milestones

what.

<IR> explained



CONCERNS

- Volume and complexity
- Historical focus
- Financial statement focus

<IR> explained



Financial
reporting

CONCERNS

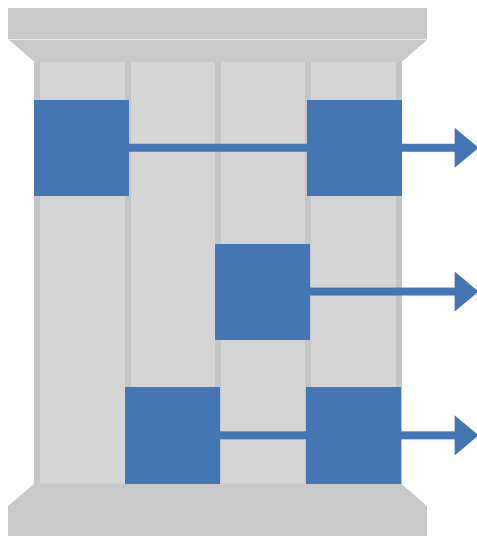
- Limited uptake
- Weak investor link



Non-financial
reporting

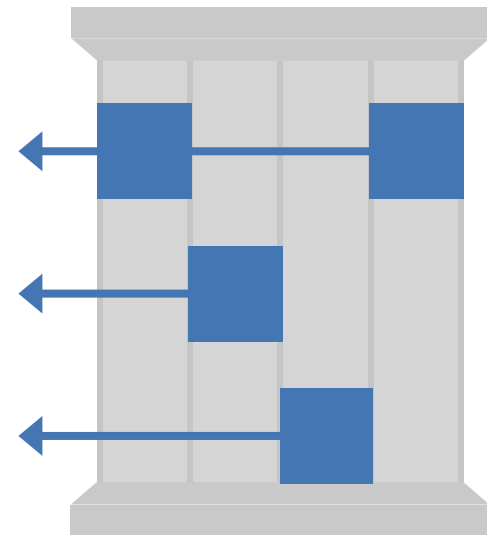
<IR> explained

Financial

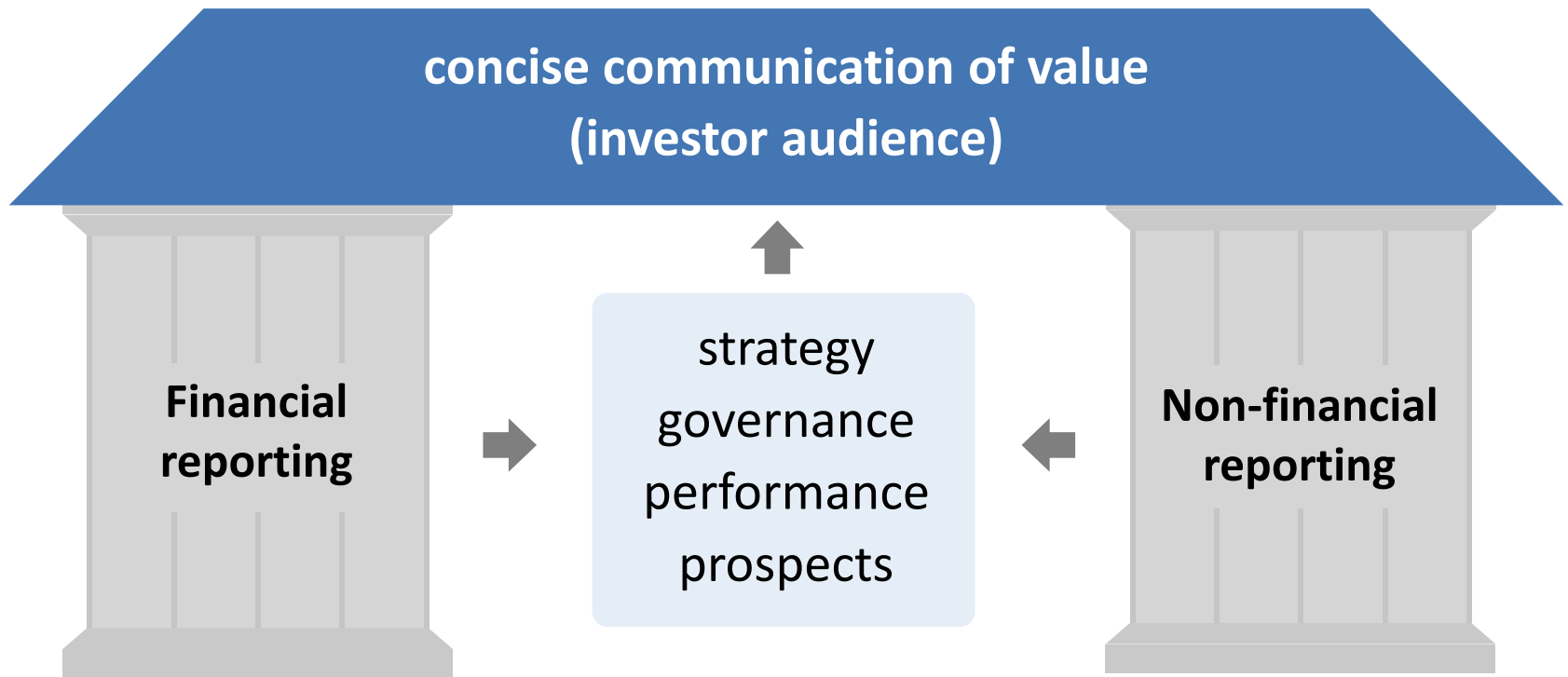


strategy
governance
performance
prospects

Non-financial



<IR> explained



who.

Council

**Standard
setters**

Regulators

**Report
preparers**

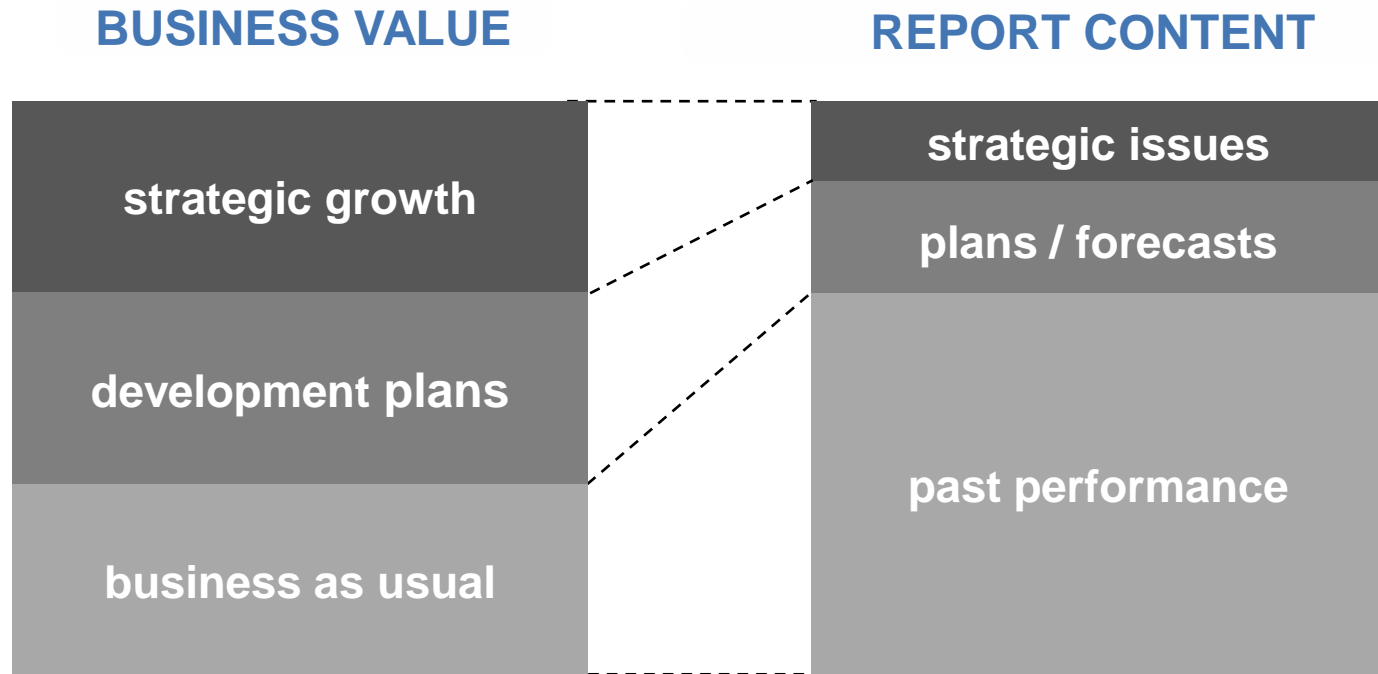
Support

**Report
users**



why.

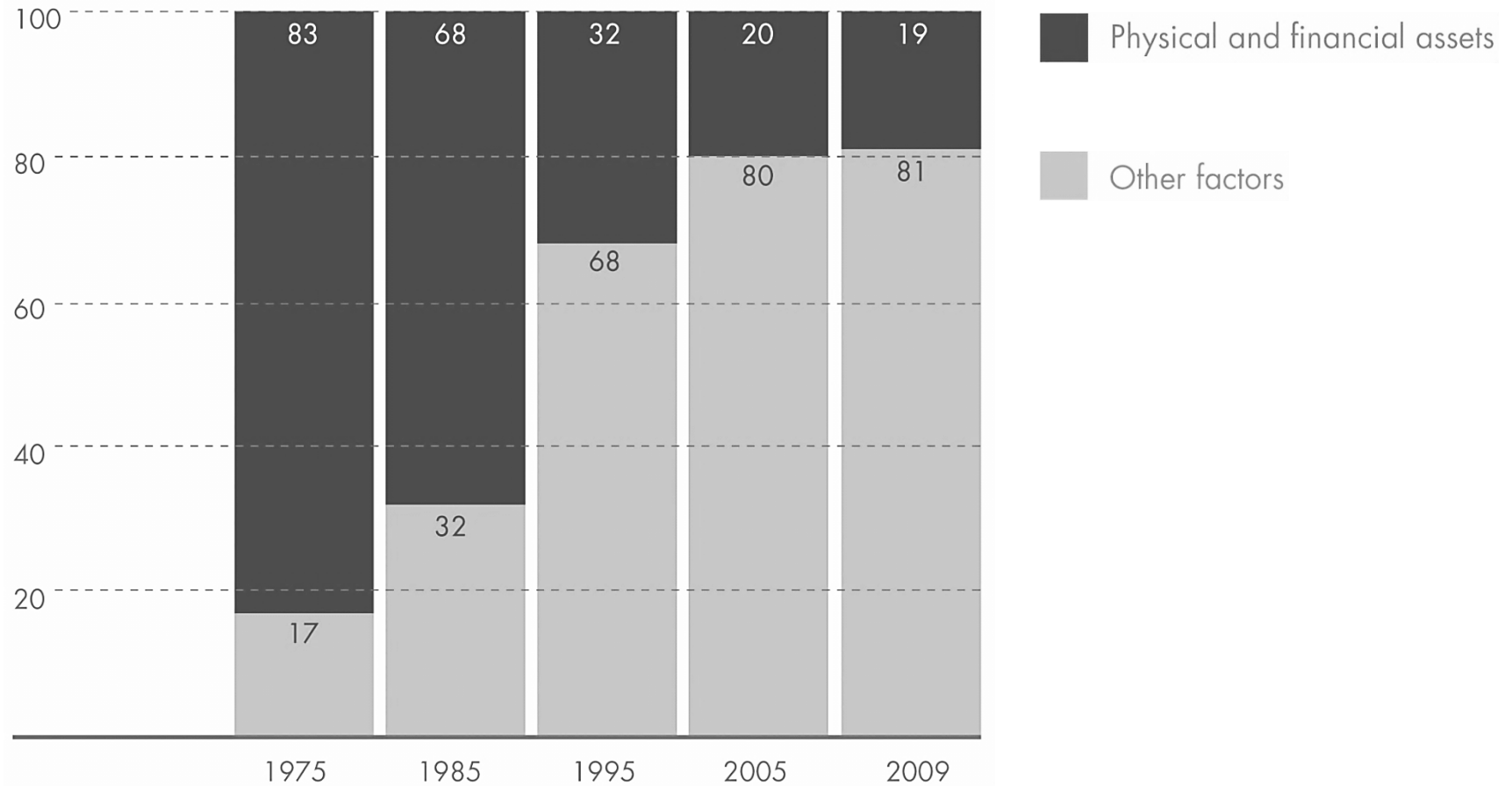
Communicating value



- Issues central to long-term value are under-emphasized
- Markets compensate by pricing in risk
- Investor focus on short term

Communicating value

Components of S&P 500 market value



Source: Ocean Tomo (2010)

**CURRENT
REPORTING**



Past F/S results

**INTEGRATED
REPORTING**



**Strategy, governance,
performance, prospects**



**Value in short,
medium and
long term**

how.

Pilot Program



- 85 businesses testing <IR> Framework
- Expanding to 125 businesses
- Includes Investor Network

Pilot Program

Cliffs Natural Resources



Edelman



Jones Lang LaSalle



Microsoft Corporation



Port Metro Vancouver



Prudential Financial



Teck Resources



The Clorox Company



The Coca-Cola Company



Vancity



Examples

SEARCH



IR Guiding Principles

- Strategic Focus
- Connectivity of Information
- Future Orientation
- Responsiveness of Stakeholder Inclusiveness
- Conciseness, Reliability and Materiality

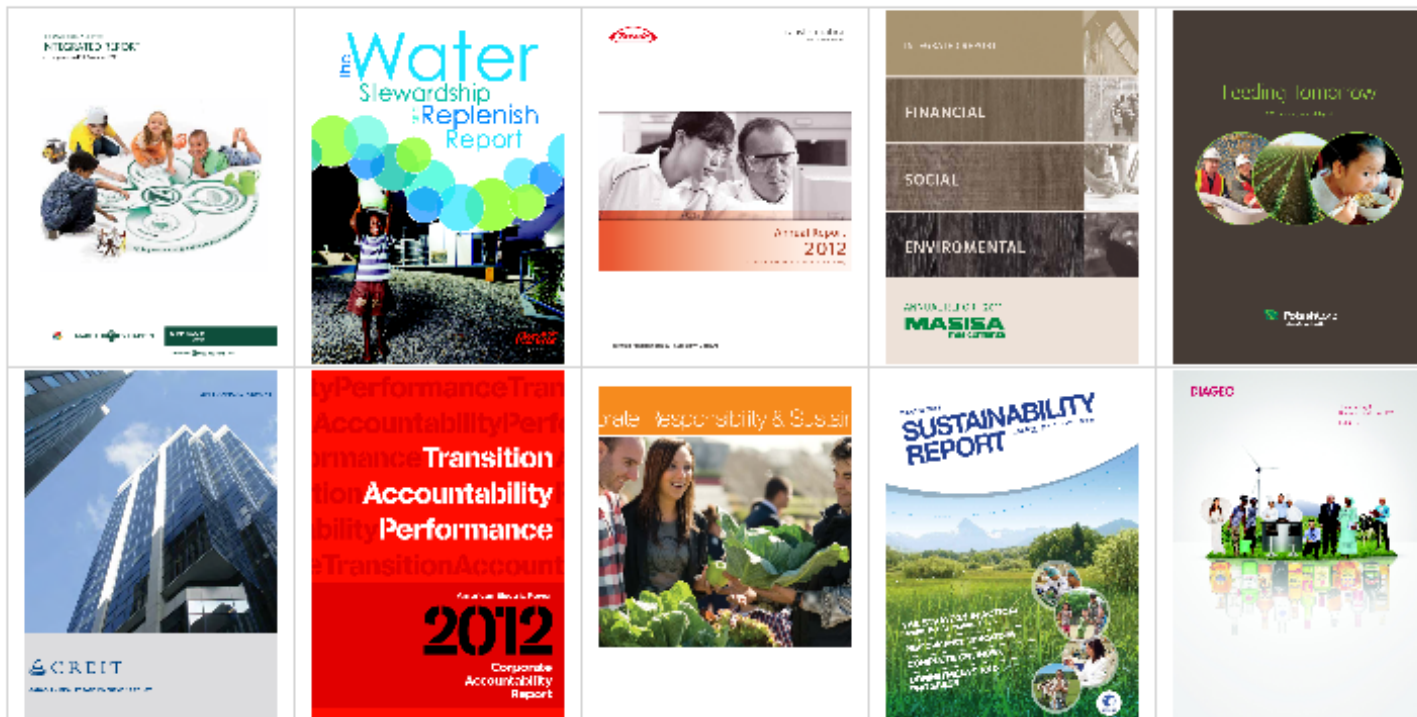
IR Content Elements

- All Contents
- Organisational Overview and Business Model
- Operating Context, Including Risks and Opportunities
- Strategic Objectives and Strategies to Achieve these Objectives
- Governance and Remuneration
- Performance
- Future Outlook

EMERGING INTEGRATED REPORTING DATABASE

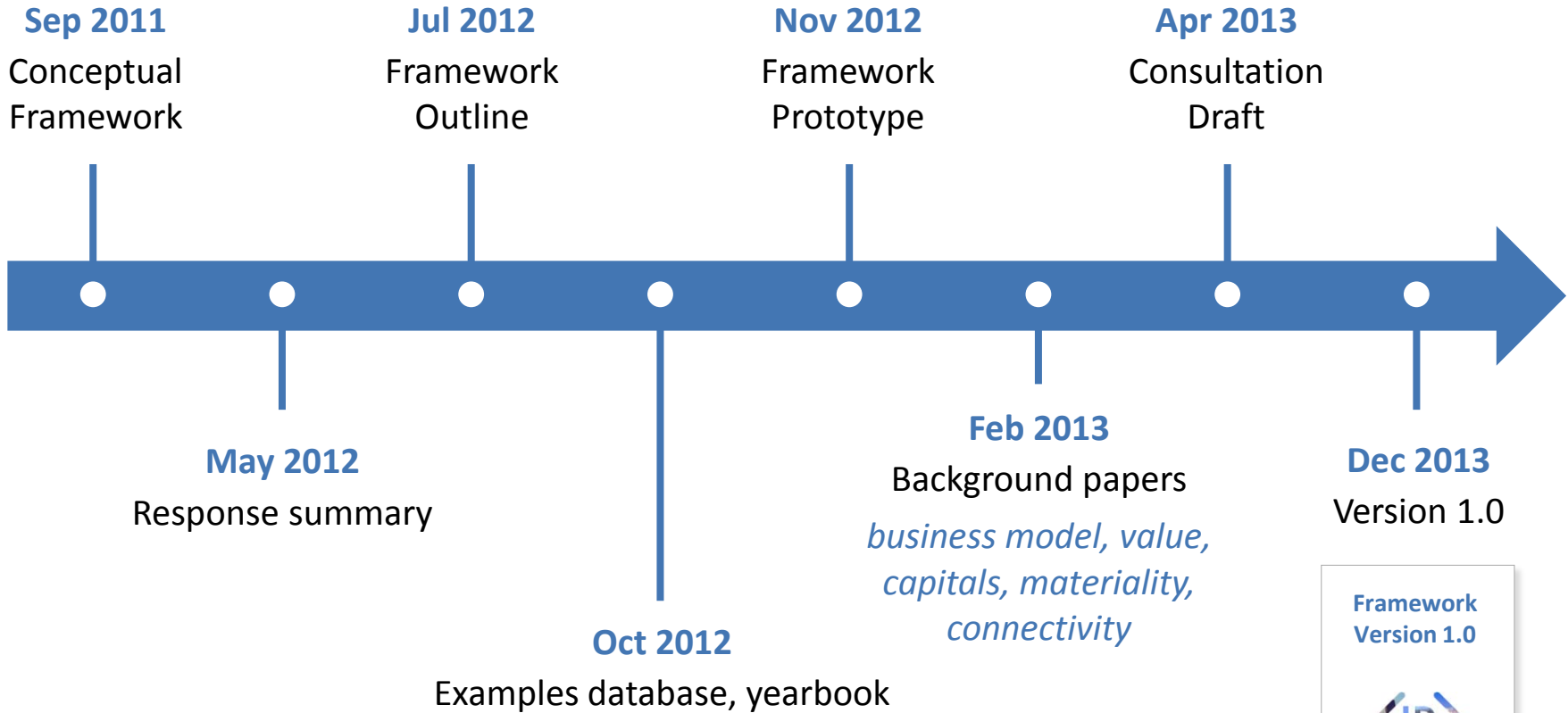
This database is a resource for organisations on the Integrated Reporting journey. It contains examples of emerging practice in Integrated Reporting that illustrate how organisations are currently reporting material information about their strategy, governance, performance and prospects in a clear, concise and comparable format.

Recently Added Reports



when.

Key milestones



learn more.

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