

Presenting the Judging Panel Findings

Corporate Reporting Awards
5 March 2014

Welcome

The Awards

The Process and Review

The Judging Panel

About <IR>

The Ceremony

The Awards

Entities listed on the SEM are automatically considered for the Award.

Non-listed PIEs, state-owned entities and parastatals will only compete if they submit their ARs for review.

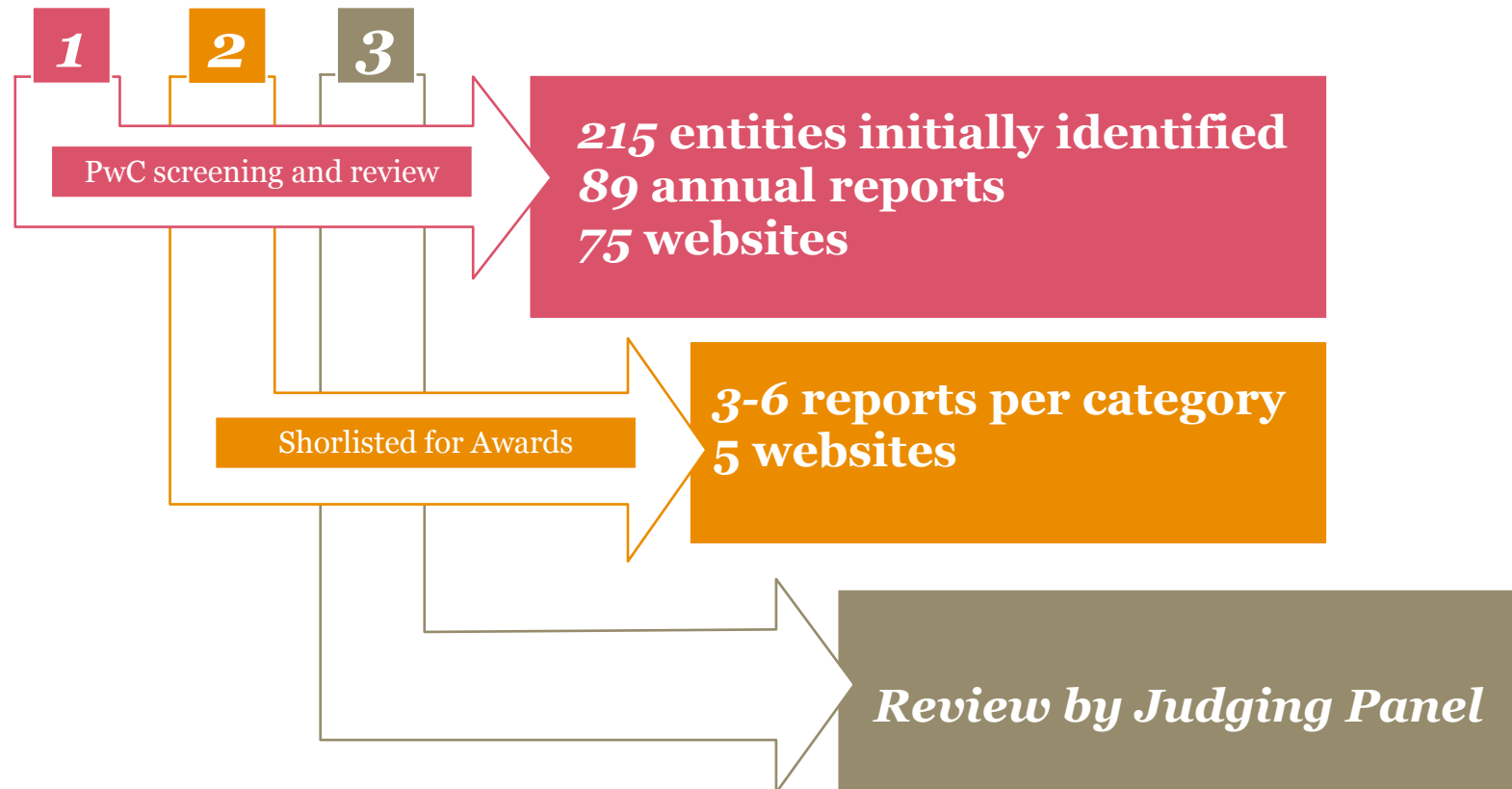
Where an entity has the attributes of more than one category, it will qualify to participate in the top most category.

- **SEM7 Companies**
- **Financial Institutions**
- **Public Interest Entities**

Cross-Category Awards

- **Online Reporting**
- **Corporate Governance Disclosures**
- **Risk Management Disclosures**

Process and Review



The Judging Panel

Mr Jean-Paul de Chazal
Former audit partner

Dr Raj Daliah
NCCG Representative

Mrs Sharona Rambocus
DMH Associates Ltd

Mr Cyril Wong Sun Thiong
Barclays Bank Mauritius Ltd

Mr Maurice de Marassé Enouf
Director

About <IR>

An integrated report explains how an organisation creates value over time. Value is not created by or within an organisation alone. It is influenced by its external environment, by its relationships with stakeholders, and is dependent of various resources.

Integrated Reporting <IR>

The drive for innovation

Integrated thinking and strategy pushed down into your business

International <IR> Framework

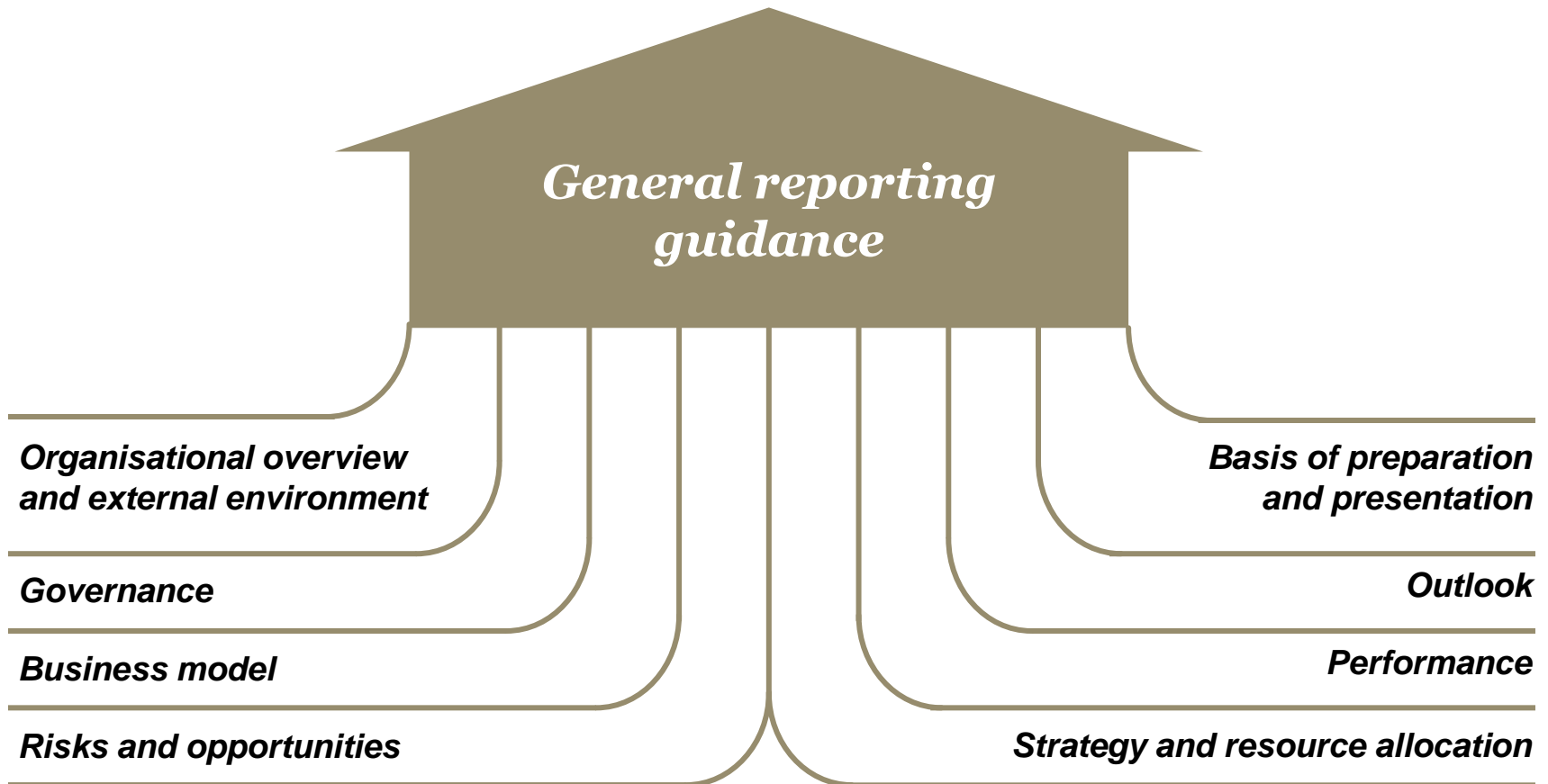
Guiding Principles

www.theiirc.org

- Strategic focus and future orientation
- Connectivity of information
- Stakeholder relationships
- Materiality
- Conciseness
- Reliability and completeness
- Consistency and comparability

International <IR> Framework

Content Elements



Time for the ceremony

Risk Management Disclosures

Risk Management Disclosures

Sponsored by the MIOD

Assessed using a pre-defined checklist and standard guidelines:

- Minimum legal requirements including the risk management section of the Code of Corporate Governance
- Global best practices in risk management disclosures
- Quality of presentation and layout

The Panel's main message

Too much focus on operational and financial risks.

Talk about your Emerging Risks and other opportunities coming from changes in the environment and market.

Risk Management Disclosures

Sponsored by the MIoD

Findings

- More effective use of visual aids
- The majority discussed their risk structure in place and objectives of the Board
- Only a few discussed their strategic risks
- Most do not disclose their risk awareness programmes and how their people are trained
- Sensitivity analysis for banks only
- Banks are still well ahead

Risk Management Disclosures

Sponsored by the MIoD

Recommendations

- Consider emerging risks
- Disclose how you carried out your risk assessment
- Share what is your risk appetite and risk tolerance
- Identify your top risks
- Map your mitigating measures clearly to your top risks
- Use less jargon
- Share what risk has impacted you during the year and how you dealt with it

Risk Management Disclosures

Nominees

AfrAsia

Air Mauritius

Bank One

MCB

Risk Management Disclosures

Winner



The Mauritius Commercial Bank Ltd

Corporate Governance Disclosures

Corporate Governance Disclosures

Sponsored by the NCCG

- Code of Corporate Governance and beyond:

Directors profiles

Attendance

Internal Audit function

Sustainability reporting

**Disclosures which avoid
'boilerplate' recitals**

The Panel's main message

***Over the years, we note a
good improvement in
Corporate Governance
Disclosures***

Corporate Governance Disclosures

Sponsored by the NCCG

Findings

- Real effort to improve the voluntary disclosures
- Tendency towards ‘constrained’ governance reporting
- Effectiveness of Executive Directors sitting on other Boards of listed entities
- Remuneration Philosophy still unclear
- Some Executive Directors earn less than their Non-Executive peers
- Quarterly results reconciled to annual results
- Shareholders’ question time on the Annual Meeting’s agenda

Corporate Governance Disclosures

Sponsored by the NCCG

Recommendations

- Clearly identify your directors as executive, non-executive and independent
- Provide specific information on work done by Board sub-committees
- Show how Executive's remuneration has changed over the year and rationale for change
- State how many years the audit partner is signing the audit report and any agreed period for audit partner rotation

Corporate Governance Disclosures

Nominees

MCB

Rogers

Terra

Corporate Governance Disclosures

Winner



The Mauritius Commercial Bank Ltd

Online Reporting

Online Reporting

Websites were assessed from the perspective of an investor or a provider of financial capital.

Focussed on:

- **Ease of navigation**
- **About YOU**
- **Information needs**
- **Up-to-date news**
- **Graphics and tools**

The Panel's main message

The investor page is still a repository of PDF documents;

Give the ability to users to tailor information

Online Reporting

Findings

- Difficult to find the investors' corner or relations page
- Lots of financial information but in static form
- Analysts meetings are available but some are out-of-date
- Only MCB and AfrAsia have an Annual Report App
- Only AfraAsia has videos
- Contact persons for financial and general queries
- Greater presence on social media
- Livechat

Online Reporting

Recommendations

- Review layout of website
- Test viewing experience
- Put yourself in the shoes of an investor
- Reproduce information of interest
- Provide trend in share price
- Use videos

Web trends

- Enhanced user experience
- Desktop and mobile sites
- Tailored information
- Investor tools
- RSS feeds and email alerts
- Presentations and webcasts
- Analyst forecasts
- Investor Relations Apps

Online Reporting

Nominees

AfrAsia

ENL Group

MCB

Online Reporting Winner

www.afrasiabank.com

The screenshot displays the Afrasia Bank Annual Report website. At the top, a navigation bar includes links for Home, The Annual Report, Investor Relations, Feedback, Download, and Contact. A chat window on the left identifies the user as Shehzana. The main content area features a large background image of a forest with a play button overlay, and a section for mobile app availability on the iPhone App Store and Google Play. The bottom of the page is divided into several sections: Key Performance Highlights (showing growth percentages of +68%, +34%, and +108%), Strategy and Business Model (featuring a circular diagram), Our Operational Footprint (with a map of Africa and Asia), and a CEO Message (dated 05 March 2014, Slide 27).

AFRASIA
bank different

ANNUAL REPORT

Home The Annual Report Investor Relations Feedback Download Contact

Hello! I am Shehzana.
How can I help you?
Click on the icon above to chat.

Available on the iPhone
App Store

ANDROID APP ON
Google play

Key Performance Highlights

Metric	2013: MUR	2013: EUR	2013: USD
Deposits (Bank)	902,895,932	190,167,764	190,167,764
Total Equity (Bank)	684,000,000	147,225,608	147,225,608
Loans and Advances (Bank)	1,000,000,000	210,000,000	210,000,000

Strategy and Business Model

Our Operational Footprint

CEO Message
05 March 2014
Slide 27

The Categories

The Categories

General Comments

“... there are good reasons to believe that this year’s weak performance, affected by ‘one-off’ cases, will not recur in the near future and that next year will see a decline in impairment rates.”

“... the share of losses from that during the year were partly due to restructuring costs.”

The Categories

General Comments

“... we enhance our net asset value after carrying out a revaluation exercise.”

“... a potential surplus of MUR 1.2 billion was estimated by the valuer but was not accounted for in the financial statements.”

Categories

Findings

- One company called its annual report an integrated report
- A few companies are talking about their strategies and venturing in the future orientation space
- Not enough companies are linking objectives to strategies, strategies to performance and performance to remuneration
- Not enough explanation on how you make money
- Lack of connectivity between strategy and KPIs, between performance or outcomes and remuneration
- KPIs disclosed are mostly financials

Categories

Recommendations

- Link your operational segment discussions to IFRS 8 disclosures
- Avoid jargons and technical abbreviations or define them beforehand
- Explain how profits have changed using bridge charts
- Embed future orientation principle into your reporting
- Provide measures that matters and identify your KPIs
- Have your interim statements reviewed and assured

Categories

Accounting remarks

- Accounting for “amalgamations”
- Land revaluations at 70% of the revalued amount
- Costs that are excluded from operating profits
- Bond expenses as an asset
- Liquidity tables that exclude future interest payable

Public Interest Entities

Nominees

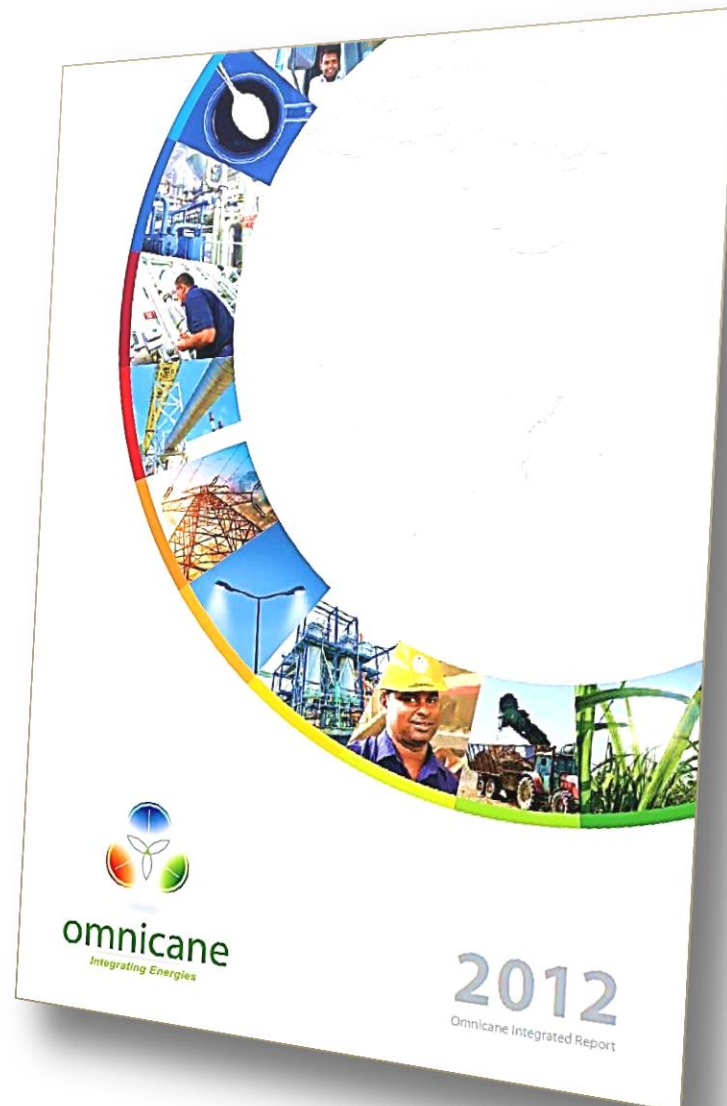
Air Mauritius

Omnicanne

Rogers

Public Interest Entities Winner

***Omnicanne
Limited***



Financial Institutions

Nominees

AfrAsia

Bank One

Standard Bank

Financial Institutions Winner

AfrAsia Bank Limited



SEM-7

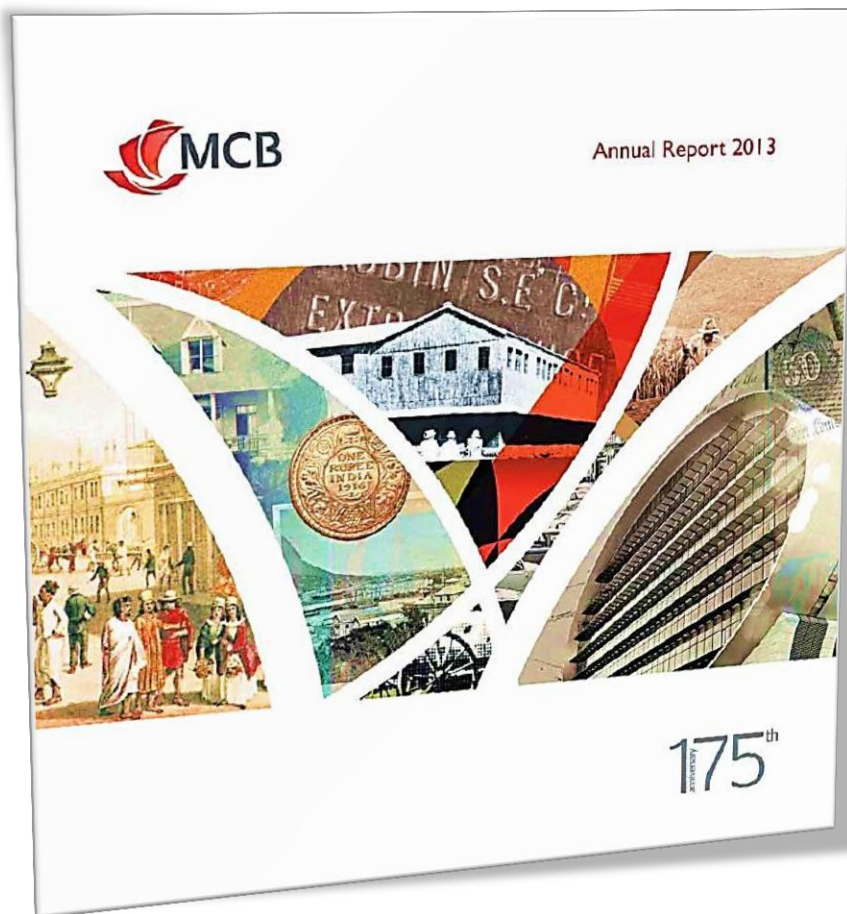
Nominees

Alteo

MCB

Terra

SEM-7 Winner



The Mauritius Commercial Bank Ltd

www.pwc.com/mu

www.corporatereporting.com

www.theiirc.org