

A large red circle is positioned in the upper left quadrant of the page. It contains the text 'AR: Review 2010' in white, bold, serif font.

**AR:
Review
2010**

A new
framework for
best practice
annual report
information
design.

Truly Deeply
Brand Strategy & Design



Business Strategy; where's your company headed?

Most shareholder reporting contains a clear commentary on the strategic thinking that is driving the organisation. Most businesses have become confident in their ability to blow their own strategic horns.

The great area for potential improvement is in flowing the strategic plan through the organisation, it's business execution and divisional and individual KPIs. It's no surprise that the organisations who are most successful at executing their strategy, are the ones who link it to KPIs as a discipline of tracking progress. For those organisations, their strategy weaves through their annual report like a vibrant thread.

Best Practice Principles

- What does your organisation set out to achieve? Identify your strategy, and explain your rationale.
- What are your organisation's marketing and pricing strategies, and how do they relate to the business strategy?
- Does your business strategy run like a thread throughout the report?
- Are all strategic outcomes specific and measurable, set-out as clear goals and objectives linked to your organisational KPIs?

'Respect the rights of shareholders. Communicate the strategy with shareholders to encourage participation.' Criteria statement: Australasian Reporting Awards.

'The OFR should set-out the directors' strategies for achieving the objectives of the business.' Reporting statement: Operating and Financial Review. Accounting Standards Board (UK).

Our business goal and strategy

Our goal is to deliver value to all our stakeholders.

Our straightforward goal is to continue developing Capita as a long term, sustainable business that can deliver value to all its stakeholders.

- Delivering operational excellence and added value for all clients
- Achieving a good return for shareholders
- Creating a supportive, rewarding and inspiring environment for employees
- Developing mutually beneficial relationships with suppliers
- Making a positive impact on the communities in which we work.

Our strategy is clear, straightforward and pragmatic:

To meet the needs of all our stakeholders now and into the future, we have created a clear, straightforward business strategy.

strength. To differentiate are significant participant

Extensive infrastructure, flexible delivery

55 Business centres

Our extensive infrastructure of business centres onshore, nearshore and offshore, allows us to deliver services in the most effective and appropriate way. As we increase our economies of scale through our growing infrastructure, we drive down our operating costs, add greater value and flexibility to our clients and increase our competitive advantage.

The Capita Group Plc Annual Report and Accounts 2007

Grow a diversified global business

We are increasing our business portfolio, identifying new products and new markets, and also identifying opportunities for new products across all geographic boundaries.

The three main strategic objectives are:

- Drive growth in the pharmaceutical business in the UK market
- Expand our activities in other markets
- Build the pipeline of emerging products
- Expand our business in Latin America
- Grow the consumer healthcare business

To find out more go to page 11

Deliver more products of value

We are driving the delivery of the strongest products in the industry, and are focused on how to ensure that we can only deliver the highest quality products to our clients in a form of new products for your business.

The three main strategic objectives are:

- Expand on the best products
- Identify through innovation
- Improve our products
- Expand on other markets

To find out more go to page 11

Simplify the operating model

With a credible, transparent, and recognizable business model to support our strategic goals, we are changing the way we work, ensuring our processes are efficient and effective in the way we deliver our services.

The three main strategic objectives are:

- Reduce our operational costs
- Improve our manufacturing
- Improve our processes
- Reduce our waste

To find out more go to page 11



GlaxoSmithKline Annual Report 2008

www.hsbc.com

Our Strategy

Our strategy is to deliver value to all our stakeholders, and to ensure that we are a long-term, sustainable business that can deliver value to all its stakeholders.

Key Performance Indicators

Our key performance indicators are used to measure progress against our strategy.

Strategic Objectives

- Deliver value to all our stakeholders
- Ensure that we are a long-term, sustainable business that can deliver value to all its stakeholders
- Improve our operational costs
- Improve our manufacturing
- Improve our processes
- Reduce our waste

Key Performance Indicators

- Return on Equity (ROE)
- Customer Satisfaction
- Operational Costs
- Environmental Impact

Key Performance Indicators

Our key performance indicators are used to measure progress against our strategy.

Market share* of Household Insurance	General Insurance sales (GWP)
7 %	1,709 Bn
7 %	1,786 Bn

* based on Gross Written Premiums (GWP) **excluding Paymentables

Market Share of Investment Sales (APE)*	Investment Business sales (PvNGP)
8 %	66.3 Bn
8 %	64.4 Bn

Market Share** of Assets under Management

8 %	2007
5 %	2006

* Annual Premium Equivalent (calculated as annual premium plus 50% of single premium) ** Estimated

HBOS plc Annual Report and Accounts 2007

If you would like to know more about our methodology for transforming good annual reports to great shareholder communications and how it may be applied to your report, call our client services director Malcolm on (03) 9693 0000.