



Reader's guide

The Annual Report on Annual Reports 2008 is made up of three documents.



Report Ratings & Ranking

Top 500 annual reports
Who ranks where?
Who can compete?
Who is compared?
Reporting in tough times
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

Report Assets & Liabilities

Watching the report flow
200 assets and liabilities
Making reports pay off
Who we are
By the numbers

Report Attributes & Picks

30 report attributes
300 picks
How we do it
Watching the report flow
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

By the numbers

1996: The kick-off year of the *Annual Report on Annual Reports*. The real take-off came one year later. 2008 is thus the twelfth issue.

1,500: The number of companies selected for the *Annual Report on Annual Reports, 2008*. 1,500 is only a small portion of the world's estimated 35,000 companies. 44% of companies are from Europe; 37% from the Americas; 18% from Asia-Pacific; and 1% from Africa. Only listed companies were considered, these were from 48 countries. Selection is primarily based on published rankings from well-known publications. However, a number of privately- or government-owned companies elected to compete.

750: The number of reports shortlisted for the watching, scoring and rating process. Why not considering all of the 1,500? For quantitative, qualitative and timing reasons. ReportWatch strives to have a representative cross section of industries and geographies. Yet not far from perfect, it strikes a rather good balance. Some reports were eliminated because they were simply not made to communicate. While others were shortlisted because of some companies' sustained commitment to quality annuals. And a deadline is needed if the *Annual Report on Annual Reports* has to be released sooner or later.

500: The number of reports rated and compared for the final ranking. Note that some reports excluded in the shortlisting process had to be re-included for the sake of competitive comparison, sometimes in spite of evident weaknesses.

200: Report assets and liabilities shown for two hundred annuals.

100: The maximum score that an annual report can reach. As nothing is perfect, and as the ReportWatch process is based on multiple evaluation criteria (see below), needless to say that even the reports getting "full marks" never score 100 points. Score total and breakdown is not publicly disclosed and only available through a charged Report Scan.

50: Report items or reporting areas subject to evaluation.

41: A-rated reports among 500. From very good A- to excellent A to first-rate A+.

30: Key attributes identified in a report. Ten picks are displayed for each of them.

10: The number of ratings from D (uncompetitive) to A+ (first-rate). The role of ReportWatch panelists is to cross-check and correct selected reports scored by e.com report analysts, and to switch from a quantitative scoring process to a more qualitative rating aspect. As a result, some reports are upgraded while others are marked down. Note that almost 25%+ of "top" annuals are C-rated (i.e. poor, substandard or common).

Top 500 Annual Reports

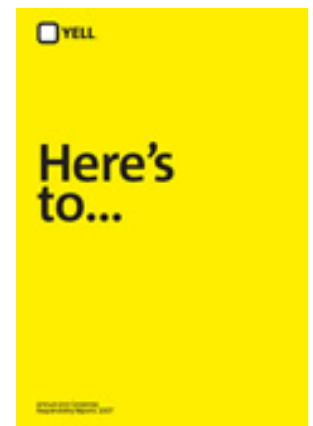


Rank	Company	Country	Report rating	Compare
1	ELECTROLUX	Sweden	A+	WHIRLPOOL
2	POTASHCORP	Canada	A+	MOSAIC
3	TELUS	Canada	A+	BCE
4	SAS	Sweden	A+	LUFTHANSA
5	ADIDAS	Germany	A+	AMER Sports
6	PHILIPS	Netherlands	A+	SONY
7	PEPSICO	U.S.	A+	COCA-COLA
8	CLP	Hong Kong	A+	HK ELECTRIC (Hong Kong Electric)
9	SASOL	South Africa	A+	ROYAL DUTCH SHELL
10	WIENERBERGER	Austria	A+	CRH
11	ATLAS COPCO	Sweden	A	SANDVIK
12	BASF	Germany	A	BAYER
13	VOLVO	Sweden	A	NAVISTAR
14	WPP	UK	A	OMNICOM
15	SCA	Sweden	A	KIMBERLY-CLARK
16	DANONE	France	A	NESTLE
17	BMO Financial	Canada	A	RBC (Royal Bank of Canada)
18	ALFA LAVAL	Sweden	A	TRELLEBORG
19	LAND SECURITIES	UK	A	BRITISH LAND
20	AUTOLIV	Sweden-U.S.	A	DENSO
21	SAINT-GOBAIN	France	A	AGC (Asahi Glass)
22	NOVO NORDISK	Denmark	A	LILLY (Eli Lilly)
23	PROCTER & GAMBLE	U.S.	A	UNILEVER
24	ASAHI BREWERIES	Japan	A	INBEV
25	SEB (Skandinaviska Enskilda Banken)	Sweden	A	NORDEA
26	NOVARTIS	Switzerland	A	ROCHE
27	ALCOA	U.S.	A	RIO TINTO
28	STORA ENSO	Finland	A-	UPM
29	SODEXO	France	A-	COMPASS
30	TOSHIBA	Japan	A-	NEC
31	WOLSELEY	UK	A-	SAINT-GOBAIN
32	BARRICK	Canada	A-	ANGLOGOLD ASHANTI
33	GSK (GlaxoSmithKline)	UK	A-	PFIZER

Annual Report on Annual Reports 2008

34	SONY	Japan	A-	PHILIPS
35	TRELLEBORG	Sweden	A-	BRIDGESTONE
36	SANOFI-AVENTIS	France	A-	NOVARTIS
37	METSO	Finland	A-	ABB
38	RENAULT	France	A-	PSA PEUGEOT CITROEN
39	FORTUM	Finland	A-	VATTENFALL
40	JOHNSON & JOHNSON	U.S.	A-	PFIZER
41	SCOTIABANK	Canada	A-	CIBC (Canadian Imperial Bank of Commerce)
42	ABBOTT	U.S.	B+	WYETH
43	KINGFISHER	UK	B+	WOLSELEY
44	TOTAL	France	B+	BP
45	XEROX	U.S.	B+	CANON
46	ESSILOR	France	B+	ALLERGAN
47	BAYER	Germany	B+	BASF
48	TOYOTA MOTOR	Japan	B+	HONDA MOTOR
49	WÄRTSILÄ	Finland	B+	MITSUBISHI
50	JAMES HARDIE	Australia-Netherlands	B+	SAINT-GOBAIN
51	DAIWA HOUSE	Japan	B+	SHIMIZU
52	AKZONOBEL	Netherlands	B+	DUPONT
53	VATTENFALL	Sweden	B+	FORTUM
54	DAIMLER	Germany	B+	VOLKSWAGEN
55	SECURITAS	Sweden	B+	G4S
56	RANDSTAD	Netherlands	B+	ADECCO
57	NESTE OIL	Finland	B+	STATOILHYDRO
58	BOLIDEN	Sweden	B+	XSTRATA
59	ABB	Switzerland	B+	SIEMENS
60	INFINEON Technologies	Germany	B+	SAMSUNG Electronics
61	AVIVA	UK	B+	PRUDENTIAL
62	TD Bank Financial	Canada	B+	RBC (Royal Bank of Canada)
63	AEGON	Netherlands	B+	ING
64	HOLMEN	Sweden	B+	STORA ENSO
65	HONDA MOTOR	Japan	B+	TOYOTA MOTOR
66	WOOLWORTHS	Australia	B+	AEON
67	PETRO-CANADA	Canada	B+	ENCANA
68	LUFTHANSA	Germany	B+	AIR FRANCE-KLM
69	YAMAHA	Japan	B+	SONY
70	FOSTER'S	Australia	B+	DIAGEO
71	ANGLO AMERICAN	UK	B+	BHP BILLITON
72	PERNOD RICARD	France	B+	DIAGEO
73	TORAY	Japan	B+	DOW Chemical
74	DUKE ENERGY	U.S.	B+	AEP (American Electric Power)
75	COCA-COLA	U.S.	B+	PEPSICO
76	DIAGEO	UK	B+	SABMILLER
77	HARLEY-DAVIDSON	U.S.	B+	HONDA MOTOR
78	BARLOWORLD	South Africa	B+	KOMATSU
79	DEUTSCHE POST	Germany	B+	TNT
80	WEYERHAEUSER	U.S.	B+	STORA ENSO
81	DSM	Netherlands	B+	AKZONOBEL

Annual Report on Annual Reports 2008

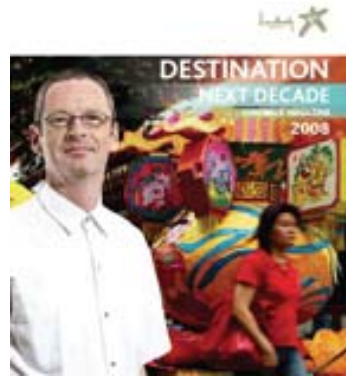


82	IBM	U.S.	B+	MICROSOFT
83	3 I	UK	B+	CANDOVER
84	MATSUSHITA Electric	Japan	B+	SONY
85	SHISEIDO	Japan	B+	L'OREAL
86	BAE Systems	UK	B+	GENERAL DYNAMICS
87	FUJITSU	Japan	B+	TOSHIBA
88	L'OREAL	France	B+	ESTEE LAUDER
89	EXXON MOBIL	U.S.	B+	ROYAL DUTCH SHELL
90	SKANSKA	Sweden	B+	VINCI
91	HENKEL	Germany	B+	UNILEVER
92	ROYAL DUTCH SHELL	Netherlands-UK	B+	BP
93	CIBC (Canadian Imperial Bank of Commerce)	Canada	B+	TD Bank Financial
94	PEARSON	UK	B+	McGRAW-HILL
95	SKF	Sweden	B+	MINEBEA
96	SAPPI	South Africa	B+	STORA ENSO
97	BARCLAYS	UK	B+	ROYAL BANK OF SCOTLAND
98	ANTAM	Indonesia	B+	ANGLOGOLD ASHANTI
99	GFK	Germany	B+	WPP
100	PAPERLINX	Australia	B+	INTERNATIONAL PAPER
101	J SAINSBURY	UK	B+	TESCO
102	FEDEX	U.S.	B+	UPS
103	SAMSUNG Electronics	South Korea	B+	MATSUSHITA Electric
104	VOLKSWAGEN	Germany	B+	DAIMLER
105	MINEBEA	Japan	B+	SKF
106	YELL	UK	B+	ENIRO
107	MICHELIN	France	B+	BRIDGESTONE
108	WALT DISNEY	U.S.	B+	TIME WARNER
109	THYSSENKRUPP	Germany	B+	ARCELORMITTAL
110	GENERAL ELECTRIC	U.S.	B+	SIEMENS
111	AIR LIQUIDE	France	B+	LINDE
112	ERICSSON	Sweden	B+	NORTEL Networks
113	UCB	Belgium	B+	SOLVAY
114	TRANSALTA	Canada	B+	AES
115	EDF	France	B+	ENEL
116	SABMILLER	UK	B+	ANHEUSER-BUSCH
117	OCE	Netherlands	B+	XEROX
118	MARKS & SPENCER	UK	B+	H&M

Annual Report on Annual Reports 2008

119	ACCOR	France	B+	MARRIOTT
120	GENERAL MILLS	U.S.	B+	KELLOGG
121	FORTIS	Belgium-Netherlands	B+	ING
122	HEIDELBERG	Germany	B+	BALDWIN Technology
123	NEXEN	Canada	B+	PETRO-CANADA
124	CADBURY	UK	B+	NESTLE
125	ING	Netherlands	B+	FORTIS
126	HUSQVARNA	Sweden	B+	ELECTROLUX
127	ITOCU	Japan	B+	MITSUBISHI
128	CASCADES	Canada	B+	DOMTAR
129	LUNDBECK	Denmark	B+	GSK (GlaxoSmithKline)
130	RWE	Germany	B+	E.ON
131	VALEO	France	B+	AUTOLIV
132	MITSUBISHI	Japan	B+	SUMITOMO
133	ENTERGY	U.S.	B+	AEP (American Electric Power)
134	CATERPILLAR	U.S.	B+	KOMATSU
135	AMER Sports	Finland	B+	ADIDAS
136	CONOCOPHILLIPS	U.S.	B+	CHEVRON
137	McGRAW-HILL	U.S.	B+	PEARSON
138	POLYTEC	Austria	B+	AUTOLIV
139	MASSMART	South Africa	B+	BARLOWORLD
140	ENIRO	Sweden	B+	YELL
141	ROCHE	Switzerland	B+	NOVARTIS
142	DOMTAR	Canada	B+	CASCADES
143	INVESTOR	Sweden	B+	3 I
144	VEOLIA Environnement	France	B+	SUEZ
145	WYETH	U.S.	B+	ABBOTT
146	ROLLS-ROYCE	UK	B+	GENERAL ELECTRIC
147	TELECA	Sweden	B+	INFOSYS Technologies
148	SHARP	Japan	B+	MATSUSHITA Electric
149	ISS	Denmark	B+	RENTOKIL INITIAL
150	DELHAIZE	Belgium	B+	CARREFOUR
151	BNP PARIBAS	France	B+	HSBC
152	SOLVAY	Belgium	B+	UCB
153	KESKO	Finland	B+	AHOLD
154	ENCANA	Canada	B+	CANADIAN NATURAL Resources
155	FINNAIR	Finland	B+	SAS
156	CHEVRON	U.S.	B+	CONOCOPHILLIPS
157	STANDARD CHARTERED	UK	B+	HSBC
158	SWEDBANK	Sweden	B+	HANDELSBANKEN
159	LANXESS	Germany	B+	BASF
160	JOHNSON MATTHEY	UK	B+	UMICORE
161	E.ON	Germany	B+	RWE
162	WOLTERS KLUWER	Netherlands	B+	REED ELSEVIER
163	RBC (Royal Bank of Canada)	Canada	B+	TD Bank Financial
164	MIZUHO Financial	Japan	B+	MITSUBISHI UFJ FINANCIAL

Annual Report on Annual Reports 2008



Every
Day

165	LVMH	France	B+	PPR
166	RTL	Luxembourg	B+	NEWS CORPORATION
167	INDITEX	Spain	B+	H&M
168	TNT	Netherlands	B+	DEUTSCHE POST
169	ARCELORMITTAL	Luxembourg	B+	NIPPON STEEL
170	LADBROKES	UK	B+	PADDY POWER
171	AVERY DENNISON	U.S.	B+	BEMIS
172	FRANCE TELECOM	France	B+	DEUTSCHE TELEKOM
173	EVN	Austria	B+	NUON
174	PSA PEUGEOT CITROEN	France	B+	RENAULT
175	ALLERGAN	U.S.	B+	ESSILOR
176	AMERICAN EXPRESS	U.S.	B	CAPITAL ONE
177	RECKITT BENCKISER	UK	B	CLOROX
178	COLGATE-PALMOLIVE	U.S.	B	PROCTER & GAMBLE
179	AREVA	France	B	GENERAL ELECTRIC
180	TENNECO	U.S.	B	AUTOLIV
181	BEKAERT	Belgium	B	ARCELORMITTAL
182	CIBA	Switzerland	B	BASF
183	KOMATSU	Japan	B	CATERPILLAR
184	NESTLE	Switzerland	B	DANONE
185	WELLS FARGO	U.S.	B	BANK OF AMERICA
186	BBVA (Banco Bilbao Vizcaya Argentaria)	Spain	B	SANTANDER
187	AXA	France	B	GENERALI Assicurazioni
188	MANPOWER	U.S.	B	ADECCO
189	SANLAM	South Africa	B	OLD MUTUAL
190	REED ELSEVIER	UK-Netherlands	B	WOLTERS KLUWER
191	UPM	Finland	B	STORA ENSO
192	SEIKO EPSON	Japan	B	CANON
193	BURBERRY	UK	B	POLO RALPH LAUREN
194	AGRIUM	Canada	B	POTASHCORP
195	TESCO	UK	B	J SAINSBURY
196	SINGAPORE AIRLINES	Singapore	B	CATHAY Pacific Airways
197	OMRON	Japan	B	HONEYWELL
198	BAXTER	U.S.	B	WYETH
199	SIGNET	UK	B	RICHEMONT
200	VECTURA	UK	B	SHIRE
201	JOHN KEELLS	Sri Lanka	B	HUTCHISON WHAMPOA

Annual Report on Annual Reports 2008

202	VIE (Vienna International Airport)	Austria	B	SCHIPHOL
203	INVENSYS	UK	B	HONEYWELL
204	MONSANTO	U.S.	B	SYNGENTA
205	BELGACOM	Belgium	B	KPN
206	AIR FRANCE-KLM	France	B	LUFTHANSA
207	SYNGENTA	Switzerland	B	MONSANTO
208	GOLDMAN SACHS	U.S.	B	MERRILL LYNCH
209	KIMBERLY-CLARK	U.S.	B	SCA
210	UNILEVER	Netherlands-UK	B	PROCTER & GAMBLE
211	ENERGIZER	U.S.	B	PROCTER & GAMBLE
212	ESPRIT	Hong Kong-Bermuda	B	INDITEX
213	UNITED TECHNOLOGIES	U.S.	B	GENERAL ELECTRIC
214	HYDRO-QUEBEC	Canada	B	TRANSALTA
215	SANYO Electric	Japan	B	MATSUSHITA Electric
216	KAO	Japan	B	SHISEIDO
217	BANCO SABADELL	Spain	B	BBVA
218	HUTCHISON WHAMPOA	Hong Kong	B	SWIRE PACIFIC
219	INBEV	Belgium	B	ANHEUSER-BUSCH
220	OMV	Austria	B	NESTE OIL
221	PIONEER	Japan	B	MATSUSHITA Electric
222	MVV ENERGIE	Germany	B	RWE
223	GENENTECH	U.S.	B	AMGEN
224	AIFUL	Japan	B	AMERICAN EXPRESS
225	UMICORE	Belgium	B	JOHNSON MATTHEY
226	BOUYGUES	France	B	VINCI
227	BHP BILLITON	Australia-UK	B	RIO TINTO
228	OLD MUTUAL	UK-South Africa	B	LEGAL & GENERAL
229	COLOPLAST	Denmark	B	BD (Becton Dickinson)
230	HOLCIM	Switzerland	B	HEIDELBERGCEMENT
231	FUJIFILM	Japan	B	KODAK (Eastman)
232	BRITISH AMERICAN TOBACCO	UK	B	IMPERIAL TOBACCO
233	INFOSYS Technologies	India	B	IBM
234	UNION FENOSA	Spain	B	IBERDROLA
235	OERLIKON	Switzerland	B	POLYTEC
236	NTT DoCoMo	Japan	B	NTT
237	METRO AG	Germany	B	ARCANDOR
238	SWEDISH MATCH	Sweden	B	IMPERIAL TOBACCO
239	HEINEKEN	Netherlands	B	SABMILLER
240	STRABAG	Austria	B	HOCHTIEF
241	CANADIAN NATURAL Resources	Canada	B	ENCANA
242	ASTRAZENECA	UK	B	GSK (GlaxoSmithKline)
243	ERSTE BANK	Austria	B	UNICREDIT
244	WHIRLPOOL	U.S.	B	ELECTROLUX
245	POSTEN	Sweden	B	DEUTSCHE POST
246	BD (Becton Dickinson)	U.S.	B	BAXTER
247	CENTRICA	UK	B	BG
248	ESTEE LAUDER	U.S.	B	L'OREAL

Annual Report on Annual Reports 2008



249	USG PEOPLE	Netherlands	B	RANDSTAD
250	ARKEMA	France	B	LANXESS
251	SARA LEE	U.S.	B	CONAGRA FOODS
252	BP	UK	B	ROYAL DUTCH SHELL
253	NOVOZYMES	Denmark	B	DANISCO
254	CARREFOUR	France	B	WAL-MART Stores
255	PFIZER	U.S.	B	JOHNSON & JOHNSON
256	SANDVIK	Sweden	B	ATLAS COPCO
257	PPR	France	B	LVMH
258	SUZLON Energy	India	B	VESTAS Wind Systems
259	VOSSLOH	Germany	B	SIEMENS
260	PEABODY ENERGY	U.S.	B	DUKE ENERGY
261	KELLOGG	U.S.	B	GENERAL MILLS
262	MEDTRONIC	U.S.	B	JOHNSON & JOHNSON
263	HAKON Invest	Sweden	B	INVESTOR
264	TELE2	Sweden	B	TDC
265	CARLSBERG	Denmark	B	HEINEKEN
266	BILLERUD	Sweden	B	SCA
267	IOI	Malaysia	B	SIME DARBY
268	MERCK KGaA	Germany	B	BAYER
269	TELIASONERA	Sweden	B	TELENOR
270	AHOLD	Netherlands	B	DELHAIZE
271	NOBIA	Sweden	B	STEELCASE
272	KEMIRA	Finland	B	AKZO NOBEL
273	HEIDELBERGCEMENT	Germany	B	HOLCIM
274	HITACHI METALS	Japan	B	MITSUBISHI
275	RIO TINTO	Australia-UK	B	BHP BILLITON
276	NORDEA	Sweden	B	SEB (Skandinaviska Enskilda Banken)
277	BG	UK	B	CENTRICA
278	ROYAL BANK OF SCOTLAND	UK	B	BARCLAYS
279	NATIONAL GRID	UK	B	IBERDROLA
280	XSTRATA	UK-Switzerland	B	BHP BILLITON
281	UBS	Switzerland	B	CREDIT SUISSE
282	BMW	Germany	B	DAIMLER
283	ANZ (Australia and New Zealand Banking)	Australia	B	SCOTIABANK

Annual Report on Annual Reports 2008

284	PUBLICIS	France	B	WPP
285	INDUSTRIAL ALLIANCE	Canada	B	THE HARTFORD
286	NIPPON STEEL	Japan	B-	ARCELORMITTAL
287	ANGLOGOLD ASHANTI	South Africa	B-	BARRICK
288	GENERAL MOTORS	U.S.	B-	TOYOTA MOTOR
289	CHARLES SCHWAB	U.S.	B-	E*TRADE
290	ADECCO	Switzerland	B-	RANDSTAD
291	PORSCHE	Germany	B-	VOLKSWAGEN
292	ALLIANZ	Germany	B-	AIG (American International Group)
293	STATOILHYDRO	Norway	B-	NESTE OIL
294	IBERDROLA	Spain	B-	UNION FENOSA
295	NORSKE SKOG	Norway	B-	ABITIBIBOWATER
296	AUDI	Germany	B-	BMW
297	DUPONT	U.S.	B-	BAYER
298	CORIO	Netherlands	B-	UNIBAIL-RODAMCO
299	SWISS RE	Switzerland	B-	MUNICH RE
300	TUI	Germany	B-	ARCANDOR
301	BRIDGESTONE	Japan	B-	CONTINENTAL
302	CANON	Japan	B-	XEROX
303	NOMURA	Japan	B-	DAIWA SECURITIES
304	KONICA MINOLTA	Japan	B-	CANON
305	HSBC	UK	B-	STANDARD CHARTERED
306	WAL-MART Stores	U.S.	B-	TESCO
307	MOSAIC	U.S.	B-	POTASHCORP
308	G4S	UK	B-	SECURITAS
309	VALSPAR	U.S.	B-	AKZO NOBEL
310	ASSOCIATED BRITISH FOODS	UK	B-	CADBURY
311	UNIBAIL-RODAMCO	France	B-	CORIO
312	ROCKWOOL	Denmark	B-	SAINT-GOBAIN
313	NIPPON MINING	Japan	B-	SINOPEC
314	CASINO	France	B-	CARREFOUR
315	MARRIOTT	U.S.	B-	ACCOR
316	DAIWA SECURITIES	Japan	B-	NOMURA
317	IMMOFINANZ	Austria	B-	UNIBAIL-RODAMCO
318	DOW Chemical	U.S.	B-	DUPONT
319	BARCO	Belgium	B-	MATSUSHITA Electric
320	SAGE	UK	B-	MICROSOFT
321	HOCHTIEF	Germany	B-	BOUYGUES
322	BHARAT PETROLEUM	India	B-	RELIANCE Industries
323	ARCANDOR	Germany	B-	METRO AG
324	BABCOCK	UK	B-	ROLLS-ROYCE
325	MUNICH RE	Germany	B-	SWISS RE
326	IMPERIAL TOBACCO	UK	B-	BRITISH AMERICAN TOBACCO
327	UNICREDIT	Italy	B-	DEUTSCHE BANK
328	SCHIPHOL	Netherlands	B-	VIE (Vienna International Airport)
329	ANHEUSER-BUSCH	U.S.	B-	INBEV
330	WACHOVIA	U.S.	B-	WELLS FARGO
331	H&M (Hennes & Mauritz)	Sweden	B-	INDITEX

Annual Report on Annual Reports 2008



332	DENSO	Japan	B-	AUTOLIV
333	NISSAN MOTOR	Japan	B-	MAZDA
334	CLARIANT	Switzerland	B-	CIBA
335	GILEAD Sciences	U.S.	B-	AMGEN
336	CANDOVER	UK	B-	3 I
337	LOCKHEED MARTIN	U.S.	B-	UNITED TECHNOLOGIES
338	SWATCH	Switzerland	B-	RICHEMONT
339	WHITBREAD	UK	B-	ACCOR
340	CISCO SYSTEMS	U.S.	B-	NORTEL Networks
341	CAMPBELL SOUP	U.S.	B-	H.J. HEINZ
342	SHIRE	UK	B-	UCB
343	EMERSON	U.S.	B-	GENERAL ELECTRIC
344	LOGITECH	Switzerland	B-	MICROSOFT
345	DEUTSCHE TELEKOM	Germany	B-	FRANCE TELECOM
346	THE HARTFORD	U.S.	B-	ALLSTATE
347	TAKEDA Pharmaceutical	Japan	B-	DAIICHI SANKYO
348	BRITISH LAND	UK	B-	LAND SECURITIES
349	RENTOKIL INITIAL	UK	B-	ISS
350	COMPASS	UK	B-	SODEXO
351	LINDE	Germany	B-	AIR LIQUIDE
352	CREDIT SUISSE	Switzerland	B-	UBS
353	PRUDENTIAL	UK	B-	AVIVA
354	SIEMENS	Germany	B-	ABB
355	DANSKE BANK	Denmark	B-	NORDEA
356	RELIANCE Industries	India	B-	BHARAT PETROLEUM
357	SANTANDER	Spain	B-	ROYAL BANK OF SCOTLAND
358	BT	UK	B-	VODAFONE
359	VODAFONE	UK	B-	BT
360	ABITIBIBOWATER	Canada	B-	NORSKE SKOG
361	MOLEX	U.S.	B-	TYCO
362	AGC (Asahi Glass)	Japan	B-	SAINT-GOBAIN
363	LONZA	Switzerland	B-	DSM
364	MYLAN Laboratories	U.S.	B-	NOVARTIS
365	SCHINDLER	Switzerland	B-	KONE
366	HK ELECTRIC (Hongkong Electric)	Hong Kong	B-	CLP
367	BANK OF AMERICA	U.S.	B-	CITIGROUP
368	AEP (American Electric Power)	U.S.	B-	ENTERGY

Annual Report on Annual Reports 2008

369	ESCADA	Germany	B-	HUGO BOSS
370	MERCK	U.S.	B-	ABBOTT
371	DEUTSCHE BANK	Germany	B-	CITIGROUP
372	HANDELSBANKEN	Sweden	B-	SWEDBANK
373	ASTELLAS	Japan	B-	TAKEDA Pharmaceutical
374	TELEKOM AUSTRIA	Austria	B-	DEUTSCHE TELEKOM
375	NUON	Netherlands	B-	EVN
376	RICHEMONT	Switzerland-Luxembourg	B-	SIGNET
377	LEGAL & GENERAL	UK	B-	PRUDENTIAL
378	UPS	U.S.	C+	FEDEX
379	NEWS CORPORATION	U.S.	C+	TIME WARNER
380	KONE	Finland	C+	SCHINDLER
381	TDC	Denmark	C+	TELIASONERA
382	ALTRIA	U.S.	C+	BRITISH AMERICAN TOBACCO
383	AIG (American International Group)	U.S.	C+	ALLIANZ
384	KYOCERA	Japan	C+	SHARP
385	SUMITOMO	Japan	C+	MITSUBISHI
386	NATIONAL BANK OF CANADA	Canada	C+	BMO Financial
387	DANISCO	Denmark	C+	NOVOZYMES
388	OBERBANK	Austria	C+	ERSTE BANK
389	ZURICH Financial Services	Switzerland	C+	AIG (American International Group)
390	PSION	UK	C+	MOTOROLA
391	SWIRE PACIFIC	Hong Kong	C+	HUTCHISON WHAMPOA
392	ACCENTURE	Bermuda-U.S.	C+	IBM
393	BEMIS	U.S.	C+	AVERY DENNISON
394	HONEYWELL	U.S.	C+	UNITED TECHNOLOGIES
395	CONAGRA FOODS	U.S.	C+	NESTLE
396	H.J. HEINZ	U.S.	C+	CAMPBELL SOUP
397	CLOROX	U.S.	C+	RECKITT BENCKISER
398	MAZDA	Japan	C+	NISSAN MOTOR
399	DBS	Singapore	C+	UNITED OVERSEAS BANK
400	M-REAL	Finland	C+	HOLMEN
401	ELCOTEQ	Luxembourg-Finland	C+	FLEXTRONICS
402	CABLE & WIRELESS	UK	C+	BT
403	BILFINGER BERGER	Germany	C+	HOCHTIEF
404	CONTINENTAL	Germany	C+	PIRELLI
405	ALTANA	Germany	C+	3M
406	EGCO	Thailand	C+	CLP
407	UNITED OVERSEAS BANK	Singapore	C+	DBS
408	MITSUBISHI UFJ FINANCIAL	Japan	C+	MIZUHO Financial
409	RICOH	Japan	C+	CANON
410	VINCI	France	C+	BOUYGUES
411	LENOVO	Hong Kong-China	C+	DELL
412	CATHAY Pacific Airways	Hong Kong	C+	SINGAPORE AIRLINES
413	MARIMEKKO	Finland	C+	KESKO
414	NEC	Japan	C+	FUJITSU

Annual Report on Annual Reports 2008



415	SMFG (Sumitomo Mitsui Financial)	Japan	C+	MIZUHO Financial
416	INDIAN OIL	India	C+	SINOPEC
417	SCHERING-PLOUGH	U.S.	C+	BRISTOL-MYERS SQUIBB
418	KPN	Netherlands	C+	BELGACOM
419	FIAT	Italy	C+	PSA PEUGEOT CITROEN
420	GBL	Belgium	C+	INVESTOR
421	TSMC	Taiwan	C+	INTEL
422	QUALCOMM	U.S.	C+	NOKIA
423	DAIICHI SANKYO	Japan	C+	TAKEDA Pharmaceutical
424	GENERAL DYNAMICS	U.S.	C+	BAE Systems
425	PPG Industries	U.S.	C+	AKZO NOBEL
426	NTT	Japan	C+	NTT DoCoMo
427	REPSOL YPF	Spain	C+	TOTAL
428	ALLSTATE	U.S.	C+	THE HARTFORD
429	AEON	Japan	C+	TESCO
430	WOLFORD	Austria	C+	ESCADA
431	STARBUCKS	U.S.	C+	McDONALD's
432	CITIGROUP	U.S.	C+	BANK OF AMERICA
433	TELSTRA	Australia	C+	BT
434	NOKIA	Finland	C+	MOTOROLA
435	DEXIA	Belgium-France	C+	FORTIS
436	McDONALD's	U.S.	C+	WENDY'S
437	AES	U.S.	C+	DUKE ENERGY
438	DEL MONTE Foods	U.S.	C+	SARA LEE
439	PADDY POWER	Ireland	C+	LADBROKES
440	BRISTOL-MYERS SQUIBB	U.S.	C+	LILLY (Eli Lilly)
441	SMITH & NEPHEW	UK	C+	MEDTRONIC
442	SUEZ	France	C+	EDF
443	BRITISH AIRWAYS	UK	C+	LUFTHANSA
444	WASTE MANAGEMENT	U.S.	C	SHANKS
445	TEXAS INSTRUMENTS	U.S.	C	INTEL
446	INTEL	U.S.	C	SAMSUNG Electronics
447	RYANAIR	Ireland	C	SAS
448	SAPPORO	Japan	C	ASAHI BREWERIES
449	POLO RALPH LAUREN	U.S.	C	BURBERRY
450	MERRILL LYNCH	U.S.	C	GOLDMAN SACHS
451	TYCO	Bermuda-U.S.	C	EMERSON

Annual Report on Annual Reports 2008

452	SIME DARBY	Malaysia	C	IOI
453	TORSTAR	Canada	C	TIME WARNER
454	PIRELLI	Italy	C	MICHELIN
455	VESTAS Wind Systems	Denmark	C	SUZLON Energy
456	ENEL	Italy	C	EDF
457	LILLY (Eli Lilly)	U.S.	C	BRISTOL-MYERS SQUIBB
458	SINOPEC	China	C	INDIAN OIL
459	FORD MOTOR	U.S.	C	GENERAL MOTORS
460	METHANEX	Canada	C	SASOL
461	CARMANAH Technologies	Canada	C	KYOCERA
462	MM Karton (Mayr-Melnhof)	Austria	C	HOLMEN
463	NAVISTAR	U.S.	C	VOLVO
464	NIKE	U.S.	C	ADIDAS
465	SHANKS	UK	C	WASTE MANAGEMENT
466	NORTEL Networks	Canada	C	ERICSSON
467	TOTAL PRODUCE	Ireland	C	DEL MONTE Foods
468	SASKTEL	Canada	C	TELUS
469	GENERALI Assicurazioni	Italy	C	AXA
470	CRH	Ireland	C	WIENERBERGER
471	SHIMIZU	Japan	C	DAIWA HOUSE
472	SYMANTEC	U.S.	C	MICROSOFT
473	BALDWIN Technology	U.S.	C	HEIDELBERG
474	CIPLA	India	C	DR. REDDY'S
475	CAPITAL ONE	U.S.	C	AMERICAN EXPRESS
476	EDS (Electronic Data Systems)	U.S.	C	ACCENTURE
477	XILINX	U.S.	C	INTEL
478	WENDY'S	U.S.	C	McDONALD's
479	AMGEN	U.S.	C	GENENTECH
480	GOODYEAR	U.S.	C	BRIDGESTONE
481	OMNICOM	U.S.	C	WPP
482	TELENOR	Norway	C	TELIASONERA
483	HENDERSON LAND DEVELOPMENT	Hong Kong	C	HUTCHISON WHAMPOA
484	KODAK (Eastman)	U.S.	C	FUJIFILM
485	TIME WARNER	U.S.	C	NEWS CORPORATION
486	STEELCASE	U.S.	C	NOBIA
487	SUN Microsystems	U.S.	C	HP (Hewlett-Packard)
488	3M	U.S.	C	AVERY DENNISON
489	INTERNATIONAL PAPER	U.S.	C-	WEYERHAEUSER
490	CELANESE	U.S.	C-	LANXESS
491	E*TRADE	U.S.	C-	CHARLES SCHWAB
492	DELL	U.S.	C-	HP (Hewlett-Packard)
493	HP (Hewlett-Packard)	U.S.	C-	XEROX
494	FLEXTRONICS	Singapore	C-	ELCOTEQ
495	APPLE	U.S.	C-	MICROSOFT
496	BCE	Canada	C-	TELUS
497	MICROSOFT	U.S.	C-	IBM
498	MOTOROLA	U.S.	C-	SAMSUNG Electronics
499	FOREST Laboratories	U.S.	C-	GILEAD Sciences
500	WIPRO	India	C-	INFOSYS Technologies

Who ranks where?

Company	Report rank
ABB	59
ABBOTT	42
ABITIBIBOWATER	360
ACCENTURE	392
ACCOR	119
ADECCO	290
ADIDAS	5
AEGON	63
AEON	429
AEP (American Electric Power)	368
AES	437
AGC (Asahi Glass)	362
AGRIUM	194
AHOLD	270
AIFUL	224
AIG (American International Group)	383
AIR FRANCE-KLM	206
AIR LIQUIDE	111
AKZONOBEL	52
ALCOA	27
ALFA LAVAL	18
ALLERGAN	175
ALLIANZ	292
ALLSTATE	428
ALTANA	405
ALTRIA	382
AMER Sports	135
AMERICAN EXPRESS	176
AMGEN	479
ANGLO AMERICAN	71
ANGLOGOLD ASHANTI	287
ANHEUSER-BUSCH	329
ANTAM	98
ANZ (Australia and New Zealand Banking)	283
APPLE	495
ARCANDOR	323
ARCELORMITTAL	169
AREVA	179
ARKEMA	250
ASAHI BREWERIES	24
ASSOCIATED BRITISH FOODS	310
ASTELLAS	373
ASTRAZENECA	242
ATLAS COPCO	11
AUDI	296
AUTOLIV	20
AVERY DENNISON	171
AVIVA	61

Company	Report rank
AXA	187
BABCOCK	324
BAE Systems	86
BALDWIN Technology	473
BANCO SABADELL	217
BANK OF AMERICA	367
BARCLAYS	97
BARCO	319
BARLOWORLD	78
BARRICK	32
BASF	12
BAXTER	198
BAYER	47
BBVA (Banco Bilbao Vizcaya Argentaria)	186
BCE	496
BD (Becton Dickinson)	246
BEKAERT	181
BELGACOM	205
BEMIS	393
BG	277
BHARAT PETROLEUM	322
BHP BILLITON	227
BILFINGER BERGER	403
BILLERUD	266
BMO Financial	17
BMW	282
BNP PARIBAS	151
BOLIDEN	58
BOUYGUES	226
BP	252
BRIDGESTONE	301
BRISTOL-MYERS SQUIBB	440
BRITISH AIRWAYS	443
BRITISH AMERICAN TOBACCO	232
BRITISH LAND	348
BT	358
BURBERRY	193
CABLE & WIRELESS	402
CADBURY	124
CAMPBELL SOUP	341
CANADIAN NATURAL Resources	241
CANDOVER	336
CANON	302
CAPITAL ONE	475
CARLSBERG	265
CARMANAH Technologies	461
CARREFOUR	254
CASCADES	128

Annual Report on Annual Reports 2008

CASINO	314	E.ON	161
CATERPILLAR	134	EDF	115
CATHAY Pacific Airways	412	EDS (Electronic Data Systems)	476
CELANESE	490	EGCO	406
CENTRICA	247	ELCOTEQ	401
CHARLES SCHWAB	289	ELECTROLUX	1
CHEVRON	156	EMERSON	343
CIBA	182	ENCANA	154
CIBC (Canadian Imperial Bank of Commerce)	93	ENEL	456
CIPLA	474	ENERGIZER	211
CISCO SYSTEMS	340	ENIRO	140
CITIGROUP	432	ENTERGY	133
CLARIANT	334	ERICSSON	112
CLOROX	397	ERSTE BANK	243
CLP	8	ESCADA	369
COCA-COLA	75	ESPRIT	212
COLGATE-PALMOLIVE	178	ESSILOR	46
COLOPLAST	229	ESTEE LAUDER	248
COMPASS	350	EVN	173
CONAGRA FOODS	395	EXXON MOBIL	89
CONOCOPHILLIPS	136	FEDEX	102
CONTINENTAL	404	FIAT	419
CORIO	298	FINNAIR	155
CREDIT SUISSE	352	FLEXTRONICS	494
CRH	470	FORD MOTOR	459
DAIICHI SANKYO	423	FOREST Laboratories	499
DAIMLER	54	FORTIS	121
DAIWA HOUSE	51	FORTUM	39
DAIWA SECURITIES	316	FOSTER'S	70
DANISCO	387	FRANCE TELECOM	172
DANONE	16	FUJIFILM	231
DANSKE BANK	355	FUJITSU	87
DBS	399	G4S	308
DEL MONTE Foods	438	GBL	420
DELHAIZE	150	GENENTECH	223
DELL	492	GENERAL DYNAMICS	424
DENSO	332	GENERAL ELECTRIC	110
DEUTSCHE BANK	371	GENERAL MILLS	120
DEUTSCHE POST	79	GENERAL MOTORS	288
DEUTSCHE TELEKOM	345	GENERALI Assicurazioni	469
DEXIA	435	GFK	99
DIAGEO	76	GILEAD Sciences	335
DOMTAR	142	GOLDMAN SACHS	208
DOW Chemical	318	GOODYEAR	480
DSM	81	GSK (GlaxoSmithKline)	33
DUKE ENERGY	74	H&M (Hennes & Mauritz)	331
DUPONT	297	H.J. HEINZ	396
E*TRADE	491	HAKON Invest	263
E.ON	161	HANDELSBANKEN	372

Annual Report on Annual Reports 2008

HARLEY-DAVIDSON	77	KOMATSU	183
HEIDELBERG	122	KONE	380
HEIDELBERGCEMENT	273	KONICA MINOLTA	304
HEINEKEN	239	KPN	418
HENDERSON LAND DEVELOPMENT	483	KYOCERA	384
HENKEL	91	LADBROKES	170
HITACHI METALS	274	LAND SECURITIES	19
HK ELECTRIC (Hongkong Electric)	366	LANXESS	159
HOCHTIEF	321	LEGAL & GENERAL	377
HOLCIM	230	LENOVO	411
HOLMEN	64	LILLY (Eli Lilly)	457
HONDA MOTOR	65	LINDE	351
HONEYWELL	394	LOCKHEED MARTIN	337
HP (Hewlett-Packard)	493	LOGITECH	344
HSBC	305	LONZA	363
HUSQVARNA	126	L'OREAL	88
HUTCHISON WHAMPOA	218	LUFTHANSA	68
HYDRO-QUEBEC	214	LUNDBECK	129
3 I	83	LVMH	165
IBERDROLA	294	3M	488
IBM	82	MANPOWER	188
IMMOFINANZ	317	MARIMEKKO	413
IMPERIAL TOBACCO	326	MARKS & SPENCER	118
INBEV	219	MARRIOTT	315
INDIAN OIL	416	MASSMART	139
INDITEX	167	MATSUSHITA Electric	84
INDUSTRIAL ALLIANCE	285	MAZDA	398
INFINEON Technologies	60	McDONALD's	436
INFOSYS Technologies	233	McGRAW-HILL	137
ING	125	MEDTRONIC	262
INTEL	446	MERCK	370
INTERNATIONAL PAPER	489	MERCK KGaA	268
INVENSYS	203	MERRILL LYNCH	450
INVESTOR	143	METHANEX	460
IOI	267	METRO AG	237
ISS	149	METSO	37
ITOCHU	127	MICHELIN	107
J SAINSBURY	101	MICROSOFT	497
JAMES HARDIE	50	MINEBEA	105
JOHN KEELLS	201	MITSUBISHI	132
JOHNSON & JOHNSON	40	MITSUBISHI UFJ FINANCIAL	408
JOHNSON MATTHEY	160	MIZUHO Financial	164
KAO	216	MM Karton (Mayr-Melnhof)	462
KELLOGG	261	MOLEX	361
KEMIRA	272	MONSANTO	204
KESKO	153	MOSAIC	307
KIMBERLY-CLARK	209	MOTOROLA	498
KINGFISHER	43	M-REAL	400
KODAK (Eastman)	484	MUNICH RE	325

Annual Report on Annual Reports 2008

MVV ENERGIE	222
MYLAN Laboratories	364
NATIONAL BANK OF CANADA	386
NATIONAL GRID	279
NAVISTAR	463
NEC	414
NESTE OIL	57
NESTLE	184
NEWS CORPORATION	379
NEXEN	123
NIKE	464
NIPPON MINING	313
NIPPON STEEL	286
NISSAN MOTOR	333
NOBIA	271
NOKIA	434
NOMURA	303
NORDEA	276
NORSKE SKOG	295
NORTEL Networks	466
NOVARTIS	26
NOVO NORDISK	22
NOVOZYMES	253
NTT	426
NTT DoCoMo	236
NUON	375
OBERBANK	388
OCE	117
OERLIKON	235
OLD MUTUAL	228
OMNICOM	481
OMRON	197
OMV	220
PADDY POWER	439
PAPERLINX	100
PEABODY ENERGY	260
PEARSON	94
PEPSICO	7
PERNOD RICARD	72
PETRO-CANADA	67
PFIZER	255
PHILIPS	6
PIONEER	221
PIRELLI	454
POLO RALPH LAUREN	449
POLYTEC	138
PORSCHE	291
POSTEN	245
POTASHCORP	2

PPG Industries	425
PPR	257
PROCTER & GAMBLE	23
PRUDENTIAL	353
PSA PEUGEOT CITROEN	174
PSION	390
PUBLICIS	284
QUALCOMM	422
RANDSTAD	56
RBC (Royal Bank of Canada)	163
RECKITT BENCKISER	177
REED ELSEVIER	190
RELIANCE Industries	356
RENAULT	38
RENTOKIL INITIAL	349
REPSOL YPF	427
RICHEMONT	376
RICOH	409
RIO TINTO	275
ROCHE	141
ROCKWOOL	312
ROLLS-ROYCE	146
ROYAL BANK OF SCOTLAND	278
ROYAL DUTCH SHELL	92
RTL	166
RWE	130
RYANAIR	447
SABMILLER	116
SAGE	320
SAINT-GOBAIN	21
SAMSUNG Electronics	103
SANDVIK	256
SANLAM	189
SANOFI-AVENTIS	36
SANTANDER	357
SANYO Electric	215
SAPPI	96
SAPPORO	448
SARA LEE	251
SAS	4
SASKTEL	468
SASOL	9
SCA	15
SCHERING-PLOUGH	417
SCHINDLER	365
SCHIPHOL	328
SCOTIABANK	41
SEB (Skandinaviska Enskilda Banken)	25
SECURITAS	55

Annual Report on Annual Reports 2008

SEIKO EPSON	192	THYSSENKRUPP	109
SHANKS	465	TIME WARNER	485
SHARP	148	TNT	168
SHIMIZU	471	TORAY	73
SHIRE	342	TORSTAR	453
SHISEIDO	85	TOSHIBA	30
SIEMENS	354	TOTAL	44
SIGNET	199	TOTAL PRODUCE	467
SIME DARBY	452	TOYOTA MOTOR	48
SINGAPORE AIRLINES	196	TRANSALTA	114
SINOPEC	458	TRELLEBORG	35
SKANSKA	90	TSMC	421
SKF	95	TUI	300
SMFG (Sumitomo Mitsui Financial)	415	TYCO	451
SMITH & NEPHEW	441	UBS	281
SODEXO	29	UCB	113
SOLVAY	152	UMICORE	225
SONY	34	UNIBAIL-RODAMCO	311
STANDARD CHARTERED	157	UNICREDIT	327
STARBUCKS	431	UNILEVER	210
STATOILHYDRO	293	UNION FENOSA	234
STEELCASE	486	UNITED OVERSEAS BANK	407
STORA ENSO	28	UNITED TECHNOLOGIES	213
STRABAG	240	UPM	191
SUEZ	442	UPS	378
SUMITOMO	385	USG PEOPLE	249
SUN Microsystems	487	VALEO	131
SUZLON Energy	258	VALSPAR	309
SWATCH	338	VATTENFALL	53
SWEDBANK	158	VECTURA	200
SWEDISH MATCH	238	VEOLIA Environnement	144
SWIRE PACIFIC	391	VESTAS Wind Systems	455
SWISS RE	299	VIE (Vienna International Airport)	202
SYMANTEC	472	VINCI	410
SYNGENTA	207	VODAFONE	359
TAKEDA Pharmaceutical	347	VOLKSWAGEN	104
TD Bank Financial	62	VOLVO	13
TDC	381	VOSSLOH	259
TELE2	264	WACHOVIA	330
TELECA	147	WAL-MART Stores	306
TELEKOM AUSTRIA	374	WALT DISNEY	108
TELENOR	482	WÄRTSILÄ	49
TELIASONERA	269	WASTE MANAGEMENT	444
TELSTRA	433	WELLS FARGO	185
TELUS	3	WENDY'S	478
TENNECO	180	WEYERHAEUSER	80
TESCO	195	WHIRLPOOL	244
TEXAS INSTRUMENTS	445	WHITBREAD	339
THE HARTFORD	346	WIENERBERGER	10

Annual Report on Annual Reports 2008

WIPRO	500
WOLFORD	430
WOLSELEY	31
WOLTERS KLUWER	162
WOOLWORTHS	66
WPP	14
WYETH	145
XEROX	45
XILINX	477
XSTRATA	280
YAMAHA	69
YELL	106
ZURICH Financial Services	389

Who can compete?

The ReportWatch monitoring process consists of selecting a sample of **listed companies** around the globe. We do not claim to have all companies from everywhere selected. But it is fair to say that our list of companies is a representative cross section based on the relative importance of stock markets, aiming at reflecting the industrial and geographical diversity. Our selection has always been based on six major criteria:

- Listed companies;
- Company position;
- Market, financial and commercial performance;
- International span;
- Peer groups;
- Past reporting performance.

Those features can either complement or contradict each other. Our selection is based on published company rankings as well as on a continuous internal market monitoring.

Any company -even not listed or currently planning a listing- may submit its report for rating. This year we have received a record number of spontaneous report entries. This translates into the presence of less known or unexpected reports in our ranking, e.g. some from non-listed firms.

A number of companies refused to compete, either explicitly (by declining) or implicitly (by not sending reports). However, as e.com-ReportWatch reserves the right to select, rate and rank any company report, some will be (dis)pleased to be included.

Were not considered for selection:

- Privately owned companies (except those electing to compete);
- Purely government-owned companies (except those electing to compete);
- Wholly-owned subsidiaries (except those electing to compete);
- Investment, income, mutual or real estate funds and trusts;
- Listed stock exchanges;
- Central banks;
- Development or reconstruction banks and similar financial institutions;
- Public agencies;
- Non-profit organizations;
- Reports for a fiscal year before 2007 or interim/quarterly reports.

Who is compared?

A major innovation in this year's ranking is the **Compare** column. Who stands in that column?

A report that is also ranked. No report is compared with one not rated in our competition. A counter-example: Nokia also competes with Sony Ericsson, but this is a joint venture that is not listed and therefore does not qualify to take part in our survey.

How were the choices made?

Naturally, more than one competitor should be shown. No company in the world, even the one who "*embraces, extends and extinguishes*", can claim to have one single rival. So the choice may sound arbitrary but went from obvious to logical to more inventive. Any company is of course free to object to our picks (and even propose any other for a duel).

The obvious: the two leading producers of wind turbines -Vestas (Denmark) and Suzlon- or the top soft-drink bottlers - Coca-Cola and Pepsico- and of course the "business case masters" Procter & Gamble and Unilever are arch-rivals.

The logical: two Finnish (Stora Enso vs? UPM) or American (International Paper vs. Weyerhaeuser) paper giants' reports are benchmarked. Likewise, how would you escape the BP-Shell duel?

The arbitrary: with such diversified portfolios and pipelines, picking the pharmaceutical or chemical groups that compete against each other is not that automatic. GfK is linked to WPP while the latter is much more diversified than market research. Why Randstad vs. Adecco and not vs. Manpower? Why not?

The (possible) investor alternatives: Solvay is compared to UCB because they have family links and had a comparable business portfolio until recently. Kao and Shiseido make up for the same bodies. E.On and RWE rival to electrify investors. NTTDoCoMo and EGCO are considered vs. companies owning big stakes in them. Etc.

The (more?) inventive: it was interesting to put Husqvarna next to Electrolux, from which it was spun off in 2006. Or to check how a U.S. office furniture leader reports compared to a Swedish kitchen manufacturer.

And so on...

Reporting in tough times

Downturn, credit crunch, inflation (or stagflation), subprime and mortgage mess, mergers, acquisitions, delistings, energy prices, food crisis, long-term sustainability vs. quarterly guidance, corporate responsibility vs. financial irresponsibility... Subsequent or parallel to the issues listed above, consider e.g. "*the plethora of restatements (as) one of many factors making it difficult for the average investor to understand reports,*" as Robert Pozen, chair of SEC's Advisory Committee on Improving Financial Reporting, wrote it in the Financial Times (Accountancy column, June 19, 2008).

With such a string of news, events and trends, the task of investor relations officers, corporate communication or media managers, and report makers looks more daunting than ever. More stakeholders raise more **questions**. And the reports' audience must find **answers**. More selfishly, it doesn't make e.com's independent research business of scoring, rating and ranking reports easier. We took the plunge. The results are in this *Annual Report on Annual Reports 2008*.

Let us face it: rating and ranking all reports from all listed companies (about 35,000) would be mission impossible. Our goal is to have a representative survey more than a fully comprehensive one that would anyway be unmanageable. After all, why have indices been invented? That said, and without boasting, selecting 1,500 companies and rating more than 500 reports is still an honorable performance. By comparison, an average analyst at a company (producing a very average report, by the way -no "lynching" intended) covers between five and ten stocks (Yes, we know that a stock is not a report.)

To the ones asking us why we simply don't go for taking a Fortune or FT-something list and rating it, the answer is plain simple: as far as reporting is concerned (and if it was only about this!), **bigger** (companies) does **not** necessarily mean **better** (reports). Some among the largest companies have regularly stood among the laziest -or poorest- annual reporters (see below -all meanings). Some stand in our ranking not necessarily because they stand out as reports but because they are industry/market leaders and thus unavoidable. Yet, as our lists and picks show, small sometimes means more beautiful (reports).

Let's put it clearly: for time and timing reasons the ReportWatch team didn't want to lose too much energy -reviewing churned-out 10-Ks produced only for compliance and not caring about readers (and shareholders, lest we forget) is pointless; didn't go for fault-finding at some-how relevant was it to compare a few aerospace giants playing in war games; and, for various or obvious reasons, didn't write extra problem pages -who needs more?- about Alcatel-Lucent or Lehman Brothers, Halliburton or Société Générale. Perhaps smelling rats, Freddie and Fannie have never been... covered in our survey. Some (names withheld by kindness) have only been rescued "thanks" to a competitor to whom they could be compared! In other words, they are there even though their report hardly qualifies as an "annual report". That said, we have certainly overlooked a number of good companies and great reports. We ask these ones to forgive us for that.

While some understood our viewpoint and liked the renewed format, many of our readers and report users complained about the lack of a formal **ranking** in last year's issue. They will be pleased (well, at least some!) to find one again, in addition to a report **rating** which is based on e.com's **scoring** system (based on 50 report items) cross-checked both internally and externally with a rating panel.

Oh, in case some wouldn't notice, after having put the financial sector in a separate list (in 2006), we have decided to bring it back into the broader (and more real?) reporting world. From a report viewpoint, even though their business is different, and even more in the wake of the largely self-created turmoil, financial institutions' reports should be treated like "ordinary" companies' ones. Isn't the case for higher reporting requirements on the agenda in Basel and other "consensus" places, anyway?

This year's survey is also **more competitive** than ever: from a top 100 ten years ago, 500 reports are now ranked. Moreover, every report ranked directs to a report that can be compared to. With our multifaceted approach, and due to raising reporting standards across the board, the ranking exercise is increasingly difficult and competition is tougher. To give but one example, there is only a ten-point difference (out of 100 marks in total) between reports ranked in the region of 50 and those in the region of 200. The rating step is used to correct, upgrade or mark down, but deciding who is a cut above is not a cakewalk, and may always be argued. One or more **assets** and **liabilities** have been identified for all reports watched. We publish them for 200 of the reports rated.

"*When the going gets tough, the tough get going*", sang Billy Ocean. The next lines of the chorus also suitably apply to today's reporting challenge: "*the tough {report makers} get ready*" or (alternate verse) "*get rough*"... Should tough times -and often consequent poor results- mean rough reports? Good news first: top annuals can be originated from any industry. See how so-called "heavy", "dirty" or fiercely contested businesses sort it out. Sometimes for very different reasons, and often in various styles and tone, our top-rated annuals do not all come from companies pleased to report strong or (really) improved results (e.g. Philips or PotashCorp); but also include ones reporting on stable sales and margin (Electrolux), or in difficult operating contexts (SAS, Autoliv, Stora Enso...). Ah, you may also spot a few financial institutions in the top 50. A further proof that some report makers are able to turn **bad business news** or a market **problem** into a reporting **opportunity**. Incidentally (or rather not), many of this year's top performing annuals have topped our ranking for a few years. Still, a few surprises are in store, from beverages (all kinds) to construction, from services to mining, from France to Japan.

Other side of the coin. It is still baffling to report analysts to see how some market leaders (e.g. Microsoft), top brands (e.g. Apple), growing companies (e.g. Forest Laboratories) or industries (e.g. Vestas), or simply ones having to report good or better year results (a number of them) seem less and less committed to producing good annuals. Less good or worse than e.g. some coming from developing markets (e.g. CLP), some less known or less visible (e.g. Daiwa House), or even from some government-owned firms (e.g. Hydro-Québec), among others. An opportunity for us (and a relief for some) to remind that we assess the reports, and do not judge the companies.

In our continuing search for higher reporting standards, we hope that our survey can bring a contribution towards better reporting practices. Because, to paraphrase Robert Pozen's words, and as the best reports prove it, the annual report remains a much-needed **beacon** for investors and other stakeholders in difficult times.

The Editor of the *Annual Report on Annual Reports*.



Photo by Merel 't Hart. Montage by Jack D.

Postscript 1 (surfing the survey):

For the convenience of our readers the *Annual Report on Annual Reports 2008* is divided into three books: Use our Reader's guide to find your way.

Postscript 2 (just in case):

This survey has not been audited.

Postscript 3 (oh, really?):

The material included in this publication does not represent an advice or offer to buy, sell or trade the securities related to companies herein referred to.

How reports are scored

Report item and reporting area	Mark
1. Packaging	10
2. Highlights	10
3. Strategy	10
4. Business	10
5. Financials	10
6. Investors	10
7. Governance	10
8. Accounting	10
9. Responsibility	10
10. Communication	10

Maximum total score : 100

Notes

- Each set of criteria is split into 5 items. The total number of evaluation criteria is 50, with each item scored on a scale of 0 to 2. The maximum score is 100.
- The scoring process is the first stage of the **Reportwatch** assessment that provides a basis for final ratings and results in the report rankings published in the *Annual Report on Annual Reports*.
- Neither the score nor the breakdown is publicly disclosed. These are only available through an order for a Report Scan (°) placed directly by the company or through an internal representative or external agency. In addition to the marks, the Report Scan gives an overview of pluses and minuses based on e.com's desk research for the *Annual Report on Annual Reports*.

(°) Scans are among the numerous evaluation services that allow e.com to publish a self-financed survey based on independent research. Go to [Making reports pay off?](#) for more information.



How reports are rated

A+	★ ★ ★ ★ ★	First-rate
A	★ ★ ★ ★ ☆	Excellent
A-	★ ★ ★ ★ ☆	Very good
B+	★ ★ ★ ☆ ☆	Sound
B	★ ★ ★ ☆ ☆	Average
B-	★ ★ ☆ ☆ ☆	Uneven
C	★ ★ ☆ ☆ ☆	Common
C+	★ ☆ ☆ ☆ ☆	Substandard
C-	★ ☆ ☆ ☆ ☆	Poor
D	☆ ☆ ☆ ☆ ☆	Uncompetitive



Report scan or duel?

Report scan?



How is your report doing?

What is your report rating? How does it score -in total and on all evaluation criteria used for the *Annual Report on Annual Reports*? Order a REPORT SCAN. An edited output (°) of desk research done by e.com report analysts, it provides your company (or advisers) with the complete score breakdown for 50 report items plus a summary of pluses and minuses for each of them.

The price? € 750 or US\$ 1,000 or £ 600.

(°) For copywriting and editing reasons allow a few weeks for delivery.

E-mail your order to: e.com@reportwatch.net

Report duel?



How does your report compare with a competitor?

What is your report rating and score compared to your closest peer? Order a REPORT DUEL. An edited output (°) of desk research done by e.com report analysts, it provides your company with a comparative review of 25 reporting areas against one major competitor or rival.

The price? € 1,500 or US\$ 2,000 or £ 1,200.

(°) For copywriting and editing reasons allow a few weeks for delivery. The competitor may be the one selected in this survey or any other chosen by the client company. Price applies to a single competitive review. For broader peer review see details on this website.

E-mail your order to: e.com@reportwatch.net

Who we are

e.com - ReportWatch

enterprise.com

enterprise.com (e.com) specializes in report input, evaluation, analysis and benchmarking. Our core business is to assess and compare corporate & financial communication tools and investor & market information vehicles, mainly annual reports.

We have developed an international, independent, integrated and competitive approach to report preparation and evaluation. Our founders, staff and network have operated in 30 countries and consulted for 100-plus corporate clients from Amsterdam to Stockholm to Vancouver; from Connecticut to Surrey to Hong Kong. A spin-off from The Enterprise Group (est. 1986, inc. 1990, liq. 1999), and originally controlled by Dutch and British investors, e.com is now part of U.S.-based Corporate Essentials, Inc. Our operating office is located in the middle of the three largest European stock markets and our team is directly or via network partners in the loop with the major financial centers in America, Europe and Asia-Pacific. The international clientele mainly consists of CFOs, IR and CC managers of listed blue chips, and also includes spin-offs, IPOs, consultants, analysts, design agencies and -private or institutional- investors. e.com provides customized reporting services to companies, while ReportWatch is the name given to the continuous report monitoring, scanning and scoring process that results into the Annual Report on Annual Reports.

Annual Report on Annual Reports

e.com is the researcher and publisher of the "*Annual Report on Annual Reports*" (created in 1996), the only global annual report ranking. Based on a selection of thousands of listed corporations worldwide that results in a scoring and rating of more than 500 annuals, it is often regarded as the most comprehensive, authoritative and international survey on reporting practice.

www.reportwatch.net

e.com is the owner and webmaster of www.reportwatch.net, a website dedicated to state-of-the-art reporting practice and monitoring; report news, trends and essentials; and best-practice benchmarking.

Annual Report on Annual Reports

A publication of enterprise.com (e.com).

Publisher and Editor: Mike Guillaume.

Report Watch research, scanning and scoring: e.com staff, interns and network.

Company selection: Corporate Essentials, Inc.

Report concept: e.com.

Original report template: Dart Design (Amsterdam, The Netherlands).

Web design and layout: Inventis (Limburg, Belgium).

ISSN 1782-1037

Survey and research methodology created in 1996 at The Enterprise Group.

Copying for other than personal or internal company reference is prohibited.

Quoting is authorized with prior permission of the publisher.

Additional copies of this report and back copies of previous issues may be ordered (free of charge) from e.com.

All prices for report evaluation services advertised in this publication are subject to change, due to currency fluctuations, company policy, or modified product content.

The material included in this publication does not represent an advice or offer to buy, sell or trade the securities related to companies herein referred to.

© Copyright 2008 enterprise.com/Corporate Essentials



COMPANY VALUE > REPORT VALUE



Reader's guide

The Annual Report on Annual Reports 2008 is made up of three documents.



Report Ratings & Ranking

Top 500 annual reports
Who ranks where?
Who can compete?
Who is compared?
Reporting in tough times
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

Report Assets & Liabilities

Watching the report flow
200 assets and liabilities
Making reports pay off
Who we are
By the numbers

Report Attributes & Picks

30 report attributes
300 picks
How we do it
Watching the report flow
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

Watching the report flow

Freely inspired by Bob Dylan's "*Watching the river flow*" (1971), which also includes the verse: "*People disagreeing everywhere you look. Makes you wanna stop and read a book*", our title sums up e.com's tireless (and sometimes tiring and tiresome!) job -and our core business.

How did we spend the last months?

We collected hard copies or downloaded soft (not always so soft) versions of hundreds of annual reports. We scored them. We rated them jointly with our panel.

We **watched** them.

We have identified a number of important **report attributes** and picked a number of annual reports doing best -or just better- on those.

We looked at the covers. Yes, we know that, as the bluesman Willie Dixon put it, "*You can't judge a book by the cover*", but that's the starting point, the invitation to go further inside, and this applies even more to annual reports.

We read the report titles. Among the untitled ones, the hackneyed phrases, the fashions, we spotted a few ones that mean something or convey a message.

We pored over key figures, share items, ratios and performance indicators.

We glimpsed the truth through some messages, caught the drift or got the thread of some, and certainly missed the point in many more.

We moved from boring -and bowing- 10-Ks to dull 20-Fs to plainly put accounts of year ended.

We tried to get the picture here and charted the course there.

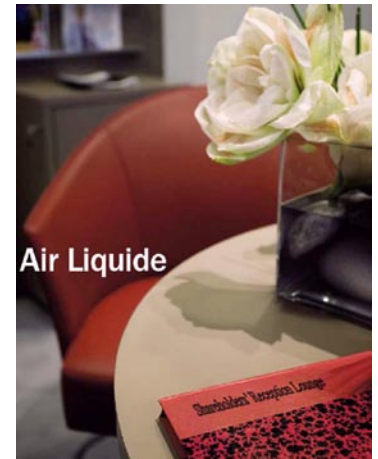
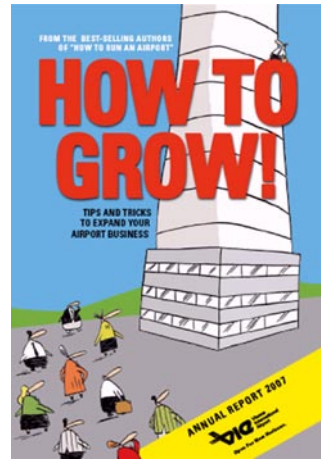
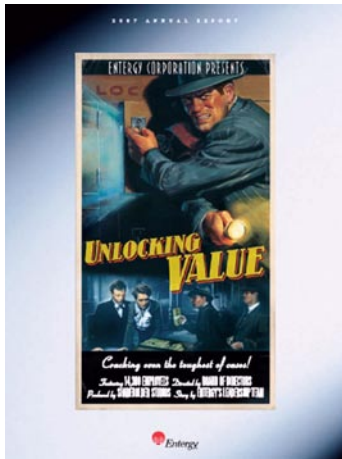
We perused chairman and chief executives' messages and stared at some in disbelief.

We ran past lifeless books and stared at lively reports.

We had to dig deep into financial reviews and, less often, were struck by financial clarity.

We flicked through thousands of pages, glanced at hundreds of ones, and traced some well-balanced reporting exercises, some key **report assets**, and major **report liabilities**.

30 report attributes



- Covers
- Report title
- Design and layout
- Style
- Business at a glance
- Key figures
- Executive message
- Theme - Thread
- Share information
- Branding
- Read appeal
- Visuals
- Photography
- Financial review
- Financial clarity
- Strategy
- Charts - Graphs
- Business/growth drivers
- Goals and targets
- Performance indicators - Ratios
- Historical data
- Risks (all industries)
- Risks (financial sector)
- Outlook
- Governance
- Corporate responsibility - Sustainability
- Non- or partly-listed company report
- Online reporting pluses
- Two- or plus-book management
- Report availability

Note: the reports selected for each attribute are listed alphabetically.

300 picks

Covers

Allergan

Danone

Domtar

Energizer

Entergy



Report assets and liabilities

Covered and threaded as a movie, at least until the financials. The New Orleans utility has stood among the rare U.S. annuals still able to surprise. Yet substance is not always up to style. And the MD&A is difficult to unlock -a tedious silent movie, that is.

J Sainsbury

Ladbrokes

Michelin

Pepsico

Procter & Gamble

Report title

174 pages of strong ratings, revenues and results, by RTL



Report assets and liabilities

Profit centre reviews develop further the eye-catching headlines. However, liquidity analysis is a bit of a postscript that requires subtitles.

Alexander knows how we can make a difference, *by UCB*

Carbon Dioxide + Water + Sunlight Chlorophyll > Glucose + Oxygen, *by Weyerhaeuser*

Here's to..., *by Yell*

If not us, who else, *by RWE*

Something's cooking, *by Sara Lee*

The name the world builds on, *by Wolseley*

There are two ways to make money with property, *by Immofinanz*

Use this annual report any way you want, *by EVN*

We couldn't care less about the annual report 2007, *by Wienerberger*

Design and layout

Caterpillar

Coca-Cola

Daiwa House

Ladbrokes

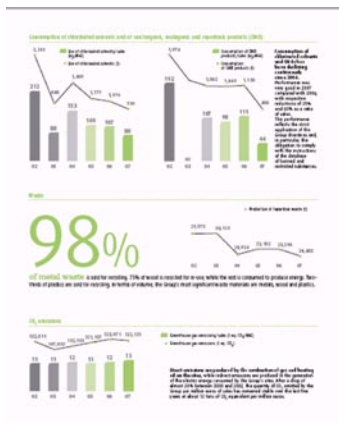
LVMH

Qualcomm

Sanofi-Aventis

Sodexo

Valeo



Report assets and liabilities

Key facts and figures are enhanced with a dashboard in mind and make the whole reading a pleasant drive. For financial engine checks the passenger needs to open the covers of the official document.

Whirpool

Style

ArcelorMittal

Audi

Danone

Domtar

Entergy

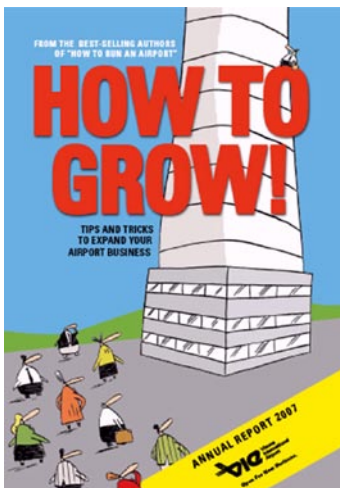
France Telecom

Genentech

Johnson & Johnson

Samsung Electronics

VIE (Vienna International Airport)



Report assets and liabilities

Covered and designed as a book, it makes the airport growth account more gripping than many in-flight stories. A feat of Austrian report baggage handling. A pity that governance is low-cost.

Key figures

Aegon

Asahi Breweries

Bekaert



Report assets and liabilities

Comprehensive *Key figures* all placed in the inside cover flap and featuring charts, ratios and segment data. The title *Financial review* is misleading: it seems that it was wire-cut.

Ericsson

IOI

Itochu

Komatsu

Telus

UPM

Wienerberger

Executive message

ABB

Charles Schwab

Danone

Duke Energy

Pepsico

Philips

Procter & Gamble

Wells Fargo



© 2008 Wells Fargo Bank, N.A.

Turning Over the Reins

Dick Kovacevich joined the former Norwest Corporation, predecessor of Wells Fargo, in 1986 as vice chairman and chief operating officer for banking. In the early '90s Norwest had suffered a series of setbacks in agriculture, energy and foreign lending, mortgage write-downs and a fire that destroyed its Minneapolis headquarters. Norwest reported a loss of \$30 million in 1987, but Kovacevich and Chairman and CEO Lloyd Johnson had already begun shaping a new culture built on the vision of satisfying all our customers' financial needs and helping them succeed financially.

Report assets and liabilities

Stewardship handover -or *Turning Over the Reins*, as the departing CEO puts it- fairly dealt with. As is the credit crunch. Sign of the times: balance sheet analysis is shorter than the opaque *Off-Balance Sheet Arrangements and Aggregate Contractual Obligations*. Still, Table 10 is worth a double-(h)edged look.

WPP

Xerox

Theme - Thread

ABB

Duke Energy

GfK

Gilead Sciences



Report assets and liabilities

The report from the biotech firm doesn't lack perspective. Unfortunately, and in line with thousands of others, financials do not show any sense of (investor) perspective by poorly sticking to the SECish format.

Immofinanz

Land Securities

Nippon Steel

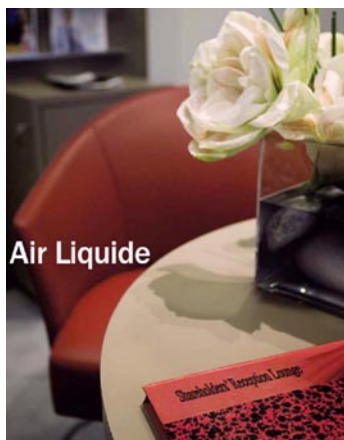
Paperlinx

UCB

USG People

Share information

Air Liquide



Report assets and liabilities

The shareholders can walk on air. After being welcomed at the *Reception Lounge*, they receive details on operations affecting the capital, they can check 30-year solid and sustained performance, and are introduced to the shareholder relations committee. For liquidity and other more solid matters the investor has to go through a 260-page *Reference Document* in which financials are a bit... gas-cooled.

Atlas Copco

Autoliv

BNP Paribas

Electrolux

Investor

Matsushita

SEB

SKF

Stora Enso

Branding

Burberry

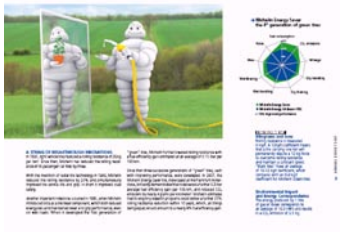
Diageo

Electrolux

Fedex

H&M

Michelin



Report assets and liabilities

The 4th generation of green tires is nicely charted (p 3) in a well-threaded and strongly branded report. Analysis of group results is not tiresome? Perhaps, but definitely too short.

Novo Nordisk

Pepsico

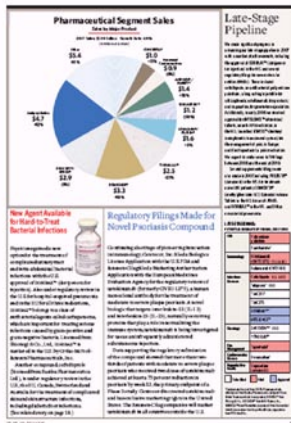
Samsung Electronics

Sodexo

Read appeal

James Hardie

Johnson & Johnson



Report assets and liabilities

Segment sales broken down by *Major Product*, and their grasp is made easy through a very reader-friendly narrative section. Amid worthwhile strategic considerations, the chairman's statement doesn't avoid a number of clichés and business fads.

Lundbeck

Pepsico

Renault

Rolls-Royce

RTL

Sanofi-Aventis

Total

Valeo

Visuals

Adidas

Caterpillar

Duke Energy

Harley-Davidson

J Sainsbury



Report assets and liabilities

Creativity is here in store, from the covers on, and through pictures telling stories - seriously or comically. But the financial review offers a skimpy meal.

Ladbrokes

Pernod Ricard

Publicis

Suzlon

Yamaha

Photography

Abbott

Baxter

BD (Becton Dickinson)

LVMH

Novartis

Samsung Electronics

Teleca

TNT

Toshiba



Report assets and liabilities

High-definition photography, modern typography and other visuals (charts, diagrams) serve a strategic message made clearer than in many low-defined annuals, especially but not only in the industry. Still, governance mainly consists of... *takeover defensive measures*.

Wyeth

Financial review

Agrium

Avery Dennison

Barrick

IBM

Nexen

Philips

RBC

Scotiabank

Telus

TransAlta

Financial Position	
The following information highlights changes in the consolidated balance sheet from Dec. 31, 2007 to Dec. 31, 2008.	
	Page
Debt and commitments	14.1
Accounts receivable	17.0
Inventory	22.0
Prepaid expenses	22.0
Long-term investments	22.0
Other non-current assets	22.0
Property, plant and equipment, net	31.0
Goodwill	31.0
Deferred tax assets	31.0
Intangible assets	31.0
Accounts payable and accrued liabilities	31.0
Accounts payable	31.0
Accrued liabilities	31.0
Other accrued liabilities	31.0
Other non-current liabilities	31.0
Deferred tax liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0
Other non-current liabilities	31.0

Report assets and liabilities

Among other strong points in the financial analysis, a table outlines significant year changes in the balance sheet (p 44). But why stopping the *we're ready* theme as early as after ten pages (out of 112)?

Financial clarity

BMO Financial

CLP

IBM

Minebea

Pepsico

Petro-Canada

Securitas

Telus

Weyerhaeuser

Summary of 2007 Results

Item	2007	2006	2005
Revenue	1,200	1,100	1,000
Operating Profit	200	180	160
Net Income	150	140	130
EPS	1.50	1.40	1.30

Percentage of 2007 Sales by Product

Product	Percentage
Timber	65%
Pulp	25%
Other	10%

Report assets and liabilities

Here steps are effectively taken to make the MD&A and the whole 10-K readable: the reader (and investor) can see the forest and the trees. Many numbers for sure, but not enough gripping overviews about the woodwork operations.

Xerox

Strategy

Konica Minolta

Matsushita

National Grid

Océ



Report assets and liabilities

Ambitions and strategy put in black and white on pp 8-9. From the cover, readers may infer that the sky is the limit. Not for the *Financial review*, which is... limited to five-odd pages.

Saint-Gobain

Skanska

Sodexo

Toshiba

Toyota

Volvo

Charts - Graphs

Aiful

Asahi Breweries

Cathay Pacific Airways



Report assets and liabilities

The *Financial Review* flies thanks to numerous charts putting numbers in a long-haul perspective. The *Review* comments are so short that they could almost stand in a flyer.

Essilor

Itochu

Neste Oil

Pepsico

SAS

Sasol

Union Fenosa

Business/growth drivers

Abbott

Alfa Laval

Boliden

Carlsberg

Cascades

Coloplast

Essilor

PotashCorp



Report assets and liabilities

Strengths, weaknesses, opportunities and threats for each line of business are among the... strengths of a report nurtured with rock-solid strategic, industry, market and performance information.

Randstad

Wärtsilä

Goals and targets

Danske Bank

DSM

Neste Oil

OMV

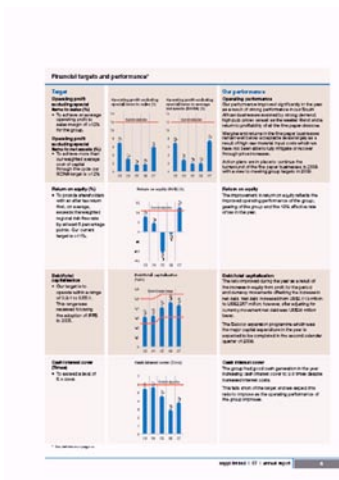
RBC (Royal Bank of Canada)

Santander

Sappi

Report assets and liabilities

Financial targets and performance are reviewed without delay (on p 5), and even include *Cash interest cover*. Not lacking in informative analysis but built as quite dull paperwork.



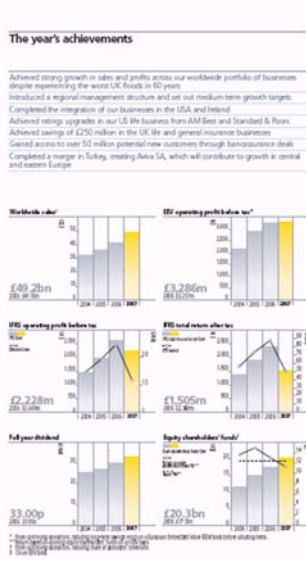
Sapporo

Telus

Trelleborg

Performance indicators - Ratios

Aviva



Report assets and liabilities

Progress on performance indicators is plainly reported, mainly through the use of medium-term charts. The summary *Review* is much welcome to compensate the lengthy 272-page *Report*.

Barloworld

Infosys

Rolls-Royce

SCA

Securitas

Singapore Airlines

Wolseley

Woolworths

Historical data

Bharat Petroleum

Electrolux

Massmart

McGraw-Hill



Report assets and liabilities

The *Investor Fact Book* goes much deeper and clearer than the core annual report, with eleven-year key ratios, among other features. But being *focused on delivering essential analysis* (as stated on p 9) should at least deserve more commitment than just delivering a standard and poorly put financial section.

SAS

Sasol

TeliaSonera

Toshiba

Volvo

Woolworths

Risks (all industries)

Adidas

BAE Systems

Barrick

CLP

Lufthansa

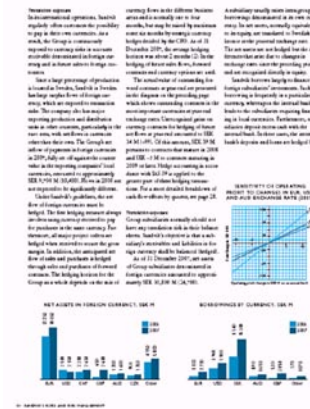
Metso

Philips

Sandvik

Report assets and liabilities

Sensitivity of operating profit to changes in three currencies cleverly charted (p 24). *High total return*, states p 6. A reality check on p 7 is not actually up north.



TDC

Trelleborg

Risks (financial sector)

(this page was intentionally left blank)

Outlook

Adidas



Report assets and liabilities

Risk analysis is here finely balanced with *opportunities*; and the *Outlook* is supported with the order backlog, among others. A certain overweight due to the format -not as sporty as it looks at first glance.

Antam

BASF

CLP

Lanxess

Lufthansa

MVV Energie

Petro-Canada

RWE

TransAlta

Governance

Anglo American

ANZ

AstraZeneca

BG



Report assets and liabilities

Fair disclosure of *Matters reserved to the Board* is one of the pluses of a transparent governance chapter. But *Corporate Responsibility* boiled down to a vague 4-page *The way we work*.

BHP Billiton

Novartis

Reed Elsevier

Sanlam

Whitbreak

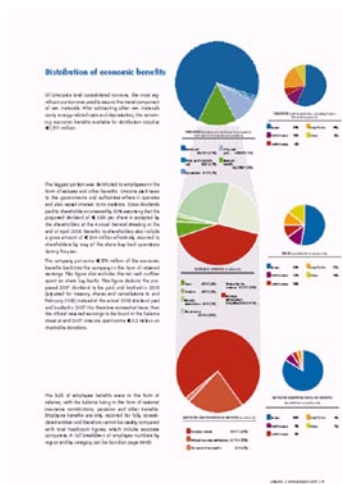
WPP

Corporate responsibility - Sustainability

- Accor
- Danone
- Holmen
- Inditex
- Kyocera
- Metso
- Novo Nordisk
- Royal Dutch Shell
- Toshiba
- Umicore

Report assets and liabilities

Distribution of economic benefits very smartly charted (p 9). And what follows later on responsibility matters really sustains a well-achieved responsibility reporting job. Too bad the review of operations and performance is neither most advanced nor that precious materials.



Non- or partly-listed company report

Antam

Report assets and liabilities

Financial Highlights not only set over ten years (pp 4-5) but also rich in major ratios, and decoded for the reader/investor. Many fully-listed corporations lag behind in the communication effort. Designwise, the whole -and thick- book doesn't live up to the magazine-looking cover promise.

"We have consistently delivered industry-leading performance and growth."

Indicator	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999
Revenue (USD million)	1,172.0	1,022.0	912.0	812.0	712.0	612.0	512.0	412.0	312.0	212.0
Operating Profit (USD million)	212.0	182.0	152.0	122.0	92.0	62.0	32.0	2.0	1.0	0.0
Net Profit (USD million)	152.0	132.0	112.0	82.0	52.0	22.0	12.0	7.0	4.0	2.0
EPS (USD)	0.152	0.132	0.112	0.082	0.052	0.022	0.012	0.007	0.004	0.002
Operating Margin (%)	18.1	17.7	16.7	15.0	12.8	10.8	5.8	0.5	0.3	0.0
Net Profit Margin (%)	12.9	12.9	12.3	10.1	7.3	3.6	2.9	1.7	1.3	0.9
Return on Assets (%)	12.9	12.9	12.3	10.1	7.3	3.6	2.9	1.7	1.3	0.9
Return on Equity (%)	15.2	13.2	11.2	8.2	5.2	2.2	1.2	0.7	0.4	0.2
Dividend Yield (%)	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Operating Assets (USD million)	1,000.0	900.0	800.0	700.0	600.0	500.0	400.0	300.0	200.0	100.0
Operating Liabilities (USD million)	800.0	700.0	600.0	500.0	400.0	300.0	200.0	100.0	50.0	20.0
Operating Assets to Liabilities Ratio	1.25	1.29	1.33	1.40	1.50	1.67	2.00	3.00	4.00	5.00

In 2008, we achieved our target performance, as measured by Return on Average Equity (ROAE) of 15.2% (vs. 13.2% in 2007).
 Our Total Return to Shareholders (TRS) was 15.2% (vs. 13.2% in 2007), due to the strong performance in 2008, and the fact that we started to pay back the dividend in 2008 (vs. 2007).
 Our Total Return to Shareholders (TRS) was 15.2% (vs. 13.2% in 2007), due to the strong performance in 2008, and the fact that we started to pay back the dividend in 2008 (vs. 2007).

EDF

EVN

Finnair

Hydro-Québec

ISS

Neste Oil

Posten

Vattenfall

VIE (Vienna International Airport)

Online reporting pluses

BASF



Report assets and liabilities

Economic, industry and customer trends set up the scene. Crystal-clear performance analysis follows. And the corporate website adds value through functionalities, too. Question: two *Economic Goals* are set versus almost 20 non-economic ones. Responsible? Or overplayed?

British Land

Colgate - Palmolive

Deutsche Post

Fortum

Minebea

Mitsubishi

Novozymes

Repsol YPF

Texas Instruments

Two- or plus-book management

ANZ

Aviva

Electrolux

EnCana

ING

Lundbeck

SEB



Report assets and liabilities

A bank's Senior Economist talks about the credit crisis (p 25) in the summary and reader-friendly *Review*. Having questioned the value of ratings in the *Review*, why stressing their importance in the *Report* (p 25)?

Syngenta

Telus

UCB

Report availability

Ciba

Clariant

Kone

Home » Home » Corporate Governance » Financial Statements » Key Figures » Assets and Liabilities

Values of Financial Assets and Liabilities by Categories

Category	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	
----------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	--

How we do it



How reports are scored

Report item and reporting area	Mark
1. Packaging	10
2. Highlights	10
3. Strategy	10
4. Business	10
5. Financials	10
6. Investors	10
7. Governance	10
8. Accounting	10
9. Responsibility	10
10. Communication	10

Maximum total score : 100

Notes

- Each set of criteria is split into 5 items. The total number of evaluation criteria is 50, with each item scored on a scale of 0 to 2. The maximum score is 100.
- The scoring process is the first stage of the **Reportwatch** assessment that provides a basis for final ratings and results in the report rankings published in the **Annual Report on Annual Reports**.
- Neither the score nor the breakdown is publicly disclosed. These are only available through an order for a Report Scan (°) placed directly by the company or through an internal representative or external agency. In addition to the marks, the Report Scan gives an overview of pluses and minuses based on e.com's desk research for the **Annual Report on Annual Reports**.

(°) Scans are among the numerous evaluation services that allow e.com to publish a self-financed survey based on independent research. Go to [Making reports pay off?](#) for more information.



How reports are rated

A+	★★★★★	First-rate
A	★★★★☆	Excellent
A-	★★★★☆	Very good
B+	★★★★☆	Sound
B	★★★☆☆	Average
B-	★★★☆☆	Uneven
C	★★☆☆☆	Common
C+	★★☆☆☆	Substandard
C-	★☆☆☆☆	Poor
D	★☆☆☆☆	Uncompetitive



Report scan or duel?

Report scan?



How is your report doing?

What is your report rating? How does it score -in total and on all evaluation criteria used for the *Annual Report on Annual Reports*? Order a REPORT SCAN. An edited output (°) of desk research done by e.com report analysts, it provides your company (or advisers) with the complete score breakdown for 50 report items plus a summary of pluses and minuses for each of them.

The price? **€ 750 or US\$ 1,000 or £ 600.**

(°) For copywriting and editing reasons allow a few weeks for delivery.

E-mail your order to: e.com@reportwatch.net

Report duel?



How does your report compare with a competitor?

What is your report rating and score compared to your closest peer? Order a REPORT DUEL. An edited output (°) of desk research done by e.com report analysts, it provides your company with a comparative review of 25 reporting areas against one major competitor or rival.

The price? **€ 1,500 or US\$ 2,000 or £ 1,200.**

(°) For copywriting and editing reasons allow a few weeks for delivery. The competitor may be the one selected in this survey or any other chosen by the client company. Price applies to a single competitive review. For broader peer review see details on this website.

E-mail your order to: e.com@reportwatch.net

Who we are

e.com - ReportWatch

enterprise.com

enterprise.com (e.com) specializes in report input, evaluation, analysis and benchmarking. Our core business is to assess and compare corporate & financial communication tools and investor & market information vehicles, mainly annual reports.

We have developed an international, independent, integrated and competitive approach to report preparation and evaluation. Our founders, staff and network have operated in 30 countries and consulted for 100-plus corporate clients from Amsterdam to Stockholm to Vancouver; from Connecticut to Surrey to Hong Kong. A spin-off from The Enterprise Group (est. 1986, inc. 1990, liq. 1999), and originally controlled by Dutch and British investors, e.com is now part of U.S.-based Corporate Essentials, Inc. Our operating office is located in the middle of the three largest European stock markets and our team is directly or via network partners in the loop with the major financial centers in America, Europe and Asia-Pacific. The international clientele mainly consists of CFOs, IR and CC managers of listed blue chips, and also includes spin-offs, IPOs, consultants, analysts, design agencies and -private or institutional- investors.

e.com provides customized reporting services to companies, while ReportWatch is the name given to the continuous report monitoring, scanning and scoring process that results into the Annual Report on Annual Reports.

Annual Report on Annual Reports

e.com is the researcher and publisher of the "Annual Report on Annual Reports" (created in 1996), the only global annual report ranking. Based on a selection of thousands of listed corporations worldwide that results in a scoring and rating of more than 500 annuals, it is often regarded as the most comprehensive, authoritative and international survey on reporting practice.

www.reportwatch.net

e.com is the owner and webmaster of www.reportwatch.net, a website dedicated to state-of-the-art reporting practice and monitoring; report news, trends and essentials; and best-practice benchmarking.

Annual Report on Annual Reports

A publication of enterprise.com (e.com).

Publisher and Editor: Mike Guillaume.

Report Watch research, scanning and scoring: e.com staff, interns and network.

Company selection: Corporate Essentials, Inc.

Report concept: e.com.

Original report template: Dart Design (Amsterdam, The Netherlands).

Web design and layout: Inventis (Limburg, Belgium).

ISSN 1782-1037

Survey and research methodology created in 1996 at The Enterprise Group.

Copying for other than personal or internal company reference is prohibited.

Quoting is authorized with prior permission of the publisher.

Additional copies of this report and back copies of previous issues may be ordered (free of charge) from e.com.

All prices for report evaluation services advertised in this publication are subject to change, due to currency fluctuations, company policy, or modified product content.

The material included in this publication does not represent an advice or offer to buy, sell or trade the securities related to companies herein referred to.

© Copyright 2008 enterprise.com/Corporate Essentials

By the numbers

1996: The kick-off year of the *Annual Report on Annual Reports*. The real take-off came one year later. **2008** is thus the twelfth issue.

1,500: The number of companies selected for the *Annual Report on Annual Reports*. **2008**. **1,500** is only a small portion of the world's estimated **35,000** companies. **44%** of companies are from Europe; **37%** from the Americas; **18%** from Asia-Pacific; and **1%** from Africa. Only listed companies were considered, these were from **48** countries. Selection is primarily based on published rankings from well-known publications. However, a number of privately- or government-owned companies elected to compete.

750: The number of reports shortlisted for the watching, scoring and rating process. Why not considering all of the 1,500? For quantitative, qualitative and timing reasons. ReportWatch strives to have a representative cross section of industries and geographies. Yet not far from perfect, it strikes a rather good balance. Some reports were eliminated because they were simply not made to communicate. While others were shortlisted because of some companies' sustained commitment to quality annuals. And a deadline is needed if the *Annual Report on Annual Reports* has to be released sooner or later.

500: The number of reports rated and compared for the final ranking. Note that some reports excluded in the shortlisting process had to be re-included for the sake of competitive comparison, sometimes in spite of evident weaknesses.

200: Report assets and liabilities shown for two hundred annuals.

100: The maximum score that an annual report can reach. As nothing is perfect, and as the ReportWatch process is based on multiple evaluation criteria (see below), needless to say that even the reports getting "full marks" never score **100** points. Score total and breakdown is not publicly disclosed and only available through a charged Report Scan.

50: Report items or reporting areas subject to evaluation.

41: A-rated reports among **500**. From very good A- to excellent A to first-rate A+.

30: Key attributes identified in a report. Ten picks are displayed for each of them.

10: The number of ratings from D (uncompetitive) to A+ (first-rate). The role of ReportWatch panelists is to cross-check and correct selected reports scored by e.com report analysts, and to switch from a quantitative scoring process to a more qualitative rating aspect. As a result, some reports are upgraded while others are marked down. Note that almost **25%+** of "top" annuals are C-rated (i.e. poor, substandard or common).



COMPANY VALUE > REPORT VALUE



Reader's guide

The Annual Report on Annual Reports 2008 is made up of three documents.



Report Ratings & Ranking

Report Assets & Liabilities

Report Attributes & Picks

Top 500 annual reports
Who ranks where?
Who can compete?
Who is compared?
Reporting in tough times
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

Watching the report flow
200 assets and liabilities
Making reports pay off
Who we are
By the numbers

30 report attributes
300 picks
How we do it
Watching the report flow
How reports are scored
How reports are rated
Report scan or duel?
Who we are
By the numbers

Watching the report flow

Freely inspired by Bob Dylan's "*Watching the river flow*" (1971), which also includes the verse: "*People disagreeing everywhere you look. Makes you wanna stop and read a book*", our title sums up e.com's tireless (and sometimes tiring and tiresome!) job -and our core business.

How did we spend the last months?

We collected hard copies or downloaded soft (not always so soft) versions of hundreds of annual reports. We scored them. We rated them jointly with our panel.

We **watched** them.

We have identified a number of important **report attributes** and picked a number of annual reports doing best -or just better- on those.

We looked at the covers. Yes, we know that, as the bluesman Willie Dixon put it, "*You can't judge a book by the cover*", but that's the starting point, the invitation to go further inside, and this applies even more to annual reports.

We read the report titles. Among the untitled ones, the hackneyed phrases, the fashions, we spotted a few ones that mean something or convey a message.

We pored over key figures, share items, ratios and performance indicators.

We glimpsed the truth through some messages, caught the drift or got the thread of some, and certainly missed the point in many more.

We moved from boring -and bowing- 10-Ks to dull 20-Fs to plainly put accounts of year ended.

We tried to get the picture here and charted the course there.

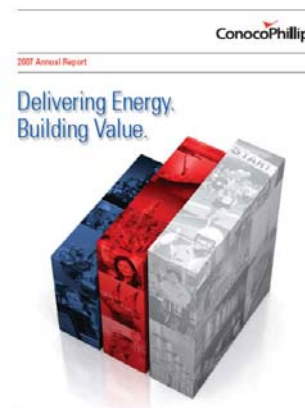
We perused chairman and chief executives' messages and stared at some in disbelief.

We ran past lifeless books and stared at lively reports.

We had to dig deep into financial reviews and, less often, were struck by financial clarity.

We flicked through thousands of pages, glanced at hundreds of ones, and traced some well-balanced reporting exercises, some key **report assets**, and major **report liabilities**.

200 assets and liabilities

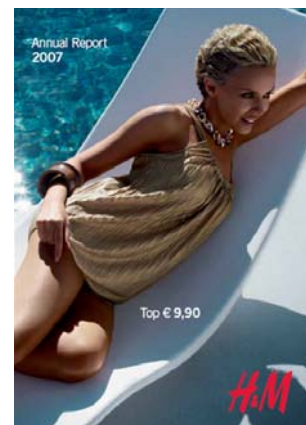


Company	Report Assets (one or more)	Report Liabilities (one or more)
ABBOTT	Well-balanced exercise between strategy and achieved results, products and growth drivers and components.	<i>The Financial Review</i> , pushed after the notes to statements, is far from being up as regards reader-friendliness.
ACCOR	Sustainability objectives, indicators, year results, and commitments for 2010 are set forth over four full pages.	The report itself doesn't make so many efforts to accommodate financial information needs. The official file is required to know more.
AIG (American International Group)	<i>Supplemental Financial Information</i> is made a bit clearer through charts.	Assured? Sorting out the non-gaapish wheat from the sec-ish chaff is not easiest, and certainly not aided with the use of a poorly designed 10-K.
ALLERGAN	The front cover is, er, eye-catching.	<i>Eye Care?</i> Many have felt some pain when trying to read the <i>Condensed (?) Consolidated Statements...</i> on on pp 2-3, with a quantity of footnotes that require a magnifying glass.
ALLIANZ	Well-constructed charts add some value.	Chairman's message: <i>unlike other institutions we do not have a liquidity problem nor indeed and equity shortfall. Unfortunately this was ignored in the knee-jerk reaction of the markets when financial sector valuations plunged...</i> Who is guilty? The markets? To check about other liars, go to p 56 (<i>Banking Operations</i>).
AMERICAN EXPRESS	<i>Those who follow our company know we measure our performance against specific long-term financial targets</i> , states the CEO.	The visual thread stops after ten pages and doesn't look <i>uncommon</i> .
ANZ (Australia and New Zealand Banking)	Among numerous governance strengths, clearly laid-out remuneration tables, transparent compensation structure and contract terms.	Neither the compact <i>Shareholder Review</i> nor the much too short financial review is up to what can be expected from a large bank.
ARCELORMITTAL	Not the <i>bold</i> stuff, but steel yourself for a well-packed <i>Activity Repor</i> paced with Qs and As.	Why does a steel company incorporated in Luxembourg, led by an Indian CEO, and whose major assets and most employees are in Europe and Asia report under IFRS in US\$? Perhaps <i>the promotion of healthy living</i> (inside cover flap) explains the very short responsibility chapter.
ASAHI BREWERIES	A high-calorie brew, with results, but also markets, fact sheets, strategies, plans, targets, and of course beverages.	<i>We offer no excuses for our performance. We escaped direct losses from subprime lending, which we had exited years ago. But we did experience large writedowns in the value of structured products backed by such loans...</i> (Chairman's message). No excuses.
BANK OF AMERICA	<i>A mortgage without the worries</i> , still bravely makes up the first topic in the (very short) review (p 19).	

Annual Report on Annual Reports 2008

BARCLAYS	A 50-page <i>Risk management chapter</i> introduced with a comprehensive index.	<i>Walking away from the opportunity (of "merging" (sic) with ABN Amro) has not caused us to change strategy, and we remain confident in our ability to ... deliver value for shareholders.</i> (Chairman's statement). Following subheading is: <i>Responsible Banking</i> . The major company <i>restructuring</i> (from 8 to 4 divisions) has not been translated into a more practical report handling: a much too thick 284-page book. Better IR logistics expected! Adelante? Pep talk indeed to go through another heavy bank (report): 340 pages.
BARLOWORLD	An extensive (8-page) <i>Consolidated seven-year summary</i> , including most key ratios expected - and defined nearby.	
BBVA (Banco Bilbao Vizcaya Argentaria)	Customer spread smartly charted and followed with a table Breakdown of yields and costs (pp 27-28).	
BHARAT PETROLEUM	<i>Sources and application of funds</i> compared over 25 (twenty-five!) years (pp 86-87).	A crudely drawn and heavily filled book.
BMO Financial	16 five-year charts on the very first page to show <i>Numbers That Matter</i> in the long run. They include standards as well as some less expected at a glance. A solid first step towards what remains a benchmark in financial performance analysis.	Better dealing needed here: a wealth of information can sometimes turn into a certain overload.
BNP PARIBAS	Probably the earliest-placed executive remuneration summary in this year's reports: this one lies on p 11. And is an avant-gout of a thorough governance chapter in the <i>Registration Document</i> .	A 120-page bank's document named <i>Annual Report</i> could at least include a financial and capital management chapter. The reader/holder must therefore dig into another 280-page official <i>Registration Document</i> .
BP	<i>Safety</i> stated as the first priority on the front cover. Even in a broad meaning, this is not common yet explicable in the company's recent -and future- operating context.	BP as an annual report stands for <i>Boring Petroleum</i> . The supposed roles of designer and typesetter are not clear to the reader who was not fortunate to receive the lighter 32-page <i>Review</i> . Who wants to read that, from the raw first page to the last seven ones (<i>intentionally left blank</i>)?
BURBERRY	Stylish yet not lacking in substance, especially on the pursuit of strategic goals: see e.g. the <i>product pyramid, balanced channel mix...</i>	Financial Highlights are skimpy: six items for two years, of which three <i>adjusted</i> .
CASCADES	An appealing <i>Report on Sustainable Development</i> , packed in recycled cardboard.	Risk analysis is not up to the industry and environment picture.
CASINO	Eight sustainability challenges identified. They include waste management and <i>responsible consumption</i> .	Not really the retail volume: the core report is almost 300 pages long.
CATERPILLAR	Nicely shaped and solidly built reports, of which the <i>Sustainability</i> one is slightly longer than the <i>Annual one</i> .	Appearances can be deceptive: if sustainability was as easy as attractive pictures of clear skies, clean roads, undirty workshops, this report would ... sustain it. It's just not that easy.
CHARLES SCHWAB	<i>Growth in client assets and accounts</i> year-on-year and over four years (p 28).	After 28 pages you have to bank on another 10-K.
CHEVRON	MD&A as finely staged as a pipeline, with an itemized review of the income statement.	<i>Energy Terms</i> (p 28) include <i>Biofuel</i> and <i>Renewables</i> but do not define fossil fuels. Weird, isn't it?
CITIGROUP	<i>Exposure to Real Estate</i> tabled (all meanings) from p 48 on.	<i>unprecedented losses resulting from the sudden and severe deterioration in the U.S. sub-prime market</i> , writes the incoming CEO to his <i>Fellow Shareholders</i> . Outside deterioration or inside decisions?
CLARIANT	<i>Disappointing profitability</i> is highlighted (p 2).	<i>A Year of Progress and Challenges</i> is the subtitle of the <i>Financial Review</i> : what follows is not really a master batch to substantiate.
CLP	A report entirely built on a Q&A thread and talking plain financial. This also applies to statements decoding, risks, and some of the notes.	Notes to statements lack the substance shown in the other sections. And the bulbs don't throw sufficient light there.

Annual Report on Annual Reports 2008



COCA-COLA	<i>The language of refreshment (report title) is spoken with a peppy tone of voice.</i>	<i>The language of refreshment is not applied to financials, made of another non-sparkling 10-K.</i>
COLGATE-PALMOLIVE	<i>The painted smile on the cover is inviting.</i>	<i>A Global Financial Review? Global? It just speaks GAAPish (or is it SAPish? See p 14) English and merges Europe and South Pacific.</i>
CONOCOPHILLIPS	<i>A matter-of-fact Financial Review that highlights sources and uses of cash.</i>	<i>ConocoPhillips operates responsibly in nearly 40 countries..., providing reliable and sustainable energy supply (p 2). Next time, also write about a green thumb to complete the -wording- footprint? Financial condition and risk matters are not analyzed deeply.</i>
CORIO	<i>Top 10 by value (pp 18-19), Top 10 tenants at year-end (p 99). In between, a country-based review of properties.</i>	
CREDIT SUISSE	<i>In the financial services industry, professionalism, trustworthiness, diligence... are more than just catchwords (Corporate Citizenship Report, p 12).</i>	<i>In the financial services industry, professionalism, trustworthiness, diligence... are more than just catchwords (Corporate Citizenship Report, p 12).</i>
DAIMLER	<i>Financial performance measures and Value added finely explained.</i>	<i>Has a reshaped company been translated into a reshaped reporting format? Nicht wirklich.</i>
DAIWA HOUSE	<i>A clever way to chart year-on-year ups and downs in the inside cover, sustained through a statement-backed CFO message, and an extensive check of achievements and strategy. Plus an excellent review of businesses.</i>	<i>More solid governance reporting still has to be built.</i>
DANONE	<i>Santé! A compact 100-page magazine-looking report that is meat (well, kind of) and drink to the reader.</i>	<i>Financials not sufficiently fed, even in the much less lively Registration Document. Profits forecasts and estimates? Not applicable (sic).</i>
DANSKE BANK	<i>Targets for risk-adjusted return: a new performance measurement tool (p 31).</i>	<i>An entirely blank report outro.</i>
DBS	<i>Financial Highlights chart eight key indicators in parallel for the last ten years on p 7.</i>	<i>Which way do you read the graphs in Financial Highlights? Many in the east will also see all of them going south.</i>
DELHAIZE	<i>Supplementary information comprises stores, associates, debt and free cash flows, impact of exchange rates.</i>	<i>Financial and business reviews not most thorough.</i>
DEUTSCHE BANK	<i>A forty-page risk report seems to cover... most issues.</i>	<i>New is not only how these changes are happening, but also where they are taking us. (p 1 insert). An answer on directions might lie in the cover sequence. Meanwhile, it's about freeing up capital by reducing non-core assets (sic, p 41).</i>
DEUTSCHE POST	<i>Further Developments and Outlook... developed.</i>	<i>More supervisory role needed here, from restatements (over 7 previous years) to report volume management.</i>
DIAGEO	<i>A sparkling introduction to the legacy and brands, in the Review only, including a sustained application of the theme to show that directors are, well, of age (p 24).</i>	<i>The premium strength of the Review can hardly be found in an indigestible Report where segmentation somewhat apes a procterian recipe and historical data go less further back than Ciroc Vodka (4 years old).</i>

Annual Report on Annual Reports 2008

DOMTAR	<i>It all begins with paper, states the Review back cover. Fit to print, goes the saying (p 26). This Review is fit for a read.</i>	Should it all end in a cheap paperback 10-K? In other words, why not putting the financial report up to the lively <i>Review</i> ? Another cross-border defeat.
DUKE ENERGY	Addressed to all <i>who have an interest in our success</i> , the Chairman's <i>Letter</i> boldly tackles the sustainability and environmental challenges faced by the power-generation companies.	Why following the SECish crowd and publishing such a dry and illegible 440-page 10-K? Even historical statistics are not that cleanly set out.
DUPONT	The <i>Data Book</i> deserves a better treatment than other annual components, with well sorted historical figures.	<i>More Than a Thousand New Products a Year</i> (as written in Review p 4). Shouldn't this justify more than an 8-page <i>Review</i> ? More? You're sent packing to another boring 10-K.
E.ON	Fair description of ROCE and value added.	<i>To have an efficient capital structure, you need the right debt-to-equity ratio</i> (p 11). Why then not providing it and substituting a debt factor?
E*TRADE	Now that TSR performance graph is a duty, it has to be shown even when it goes downhill.	<i>from...sub-prime lending (in which E*Trade did not materially participate) to broader mortgage-related asset classes, the Company began to suffer...</i> (from the incoming CEO message). Many immaterial participants, weren't they?
EDF	<i>Sustainable Development</i> indicators are explained in a separate twenty-page document.	French engineering? Details then analysis. It takes half of a document titled <i>Financial Report</i> to read a... financial report.
ELECTROLUX	Risk management translates sensitivity analysis in pre-tax earnings impact and charts raw materials exposure.	Besides covers that some find cryptic, <i>the new Electrolux Built-In Kitchen</i> is... built in between <i>Quarterly information</i> and <i>shares</i> . Well, why not?
EMERSON	A <i>Financial Review</i> made more readable and comprehensible than in the mainstream U.S. MD&A.	What is the business? What's the contribution? The answer is not quickest.
ENCANA	<i>Highlights show Net Debt to Capitalization, to EBITDA</i> and... <i>to Proved Developed Reserves</i> .	The (re)fine(d) print? Should a 26-page <i>Summary</i> finish with those illegible <i>Advisories</i> ?
ERICSSON	Financial risk management can be found at note C20 and is explanatory.	With so much overlap, is there a need for two documents? The answer is no.
ESCADA	<i>Value performance measures</i> set forth EVA analysis.	Should the fashion reporting model turn around a one-woman show?
ESSILOR	Markets come into view, not least through finely designed graphs.	For financials, the analyst must go through the hefty <i>Registration Document</i> , light on liquidity.
ESTEE LAUDER	Report title in seven languages (only?).	<i>The Beauty of Sustainability</i> (as stated on CSR report cover) is not much shown in figures.
EXXON MOBIL	Rock-solid <i>Financial & Operating Review</i> , made of a mix of raw material and refined tables and charts. Also includes <i>A View to 2030 Energy</i> picture.	<i>Living in harmony with nature?</i> It's about protecting eagles... in Russia. No cold war, thus. And of course incidentally <i>reducing</i> CO2 emissions.
FINNAIR	Key figures include <i>traffic information</i> .	<i>A modern fleet is the best environmental act</i> (p 25). Really?
FORTIS	<i>Our four core businesses comprise Key figures, Business profile, Business strategy, Market position, Key developments</i> . All wrapped up on pp 2-3.	<i>A stable or growing dividend per share</i> , asks the discreetly put heading on p 83. Growing? No. Stable, yes. But there is a price to pay.
FORTUM	Quick, thorough and segmented financial and business profiling.	Commitment to sustainability not fully translated into targets.
FRANCE TELECOM	A lively document, even though the readers might get their wires crossed when they look for 5 priorities apparently lost between 3 and 7.	Liberté, égalité? <i>Investors</i> (sic) are entitled to receive information <i>exclusively reserved for professionals</i> , but not <i>private shareholders</i> , considered like... <i>students</i> (as seen on the financial website).
GENERAL ELECTRIC	The <i>Letter to Investors</i> is supported with six charts that measure the progress made over the last five years.	<i>CEO Goals</i> shown as a kind of postscript on p 35. One of them is <i>Lead the Board activities</i> . What's the measure? <i>GE has an excellent track record on governance</i> . A nice CNBC headline, but hardly a measure.

Annual Report on Annual Reports 2008

GENERAL MILLS	<i>Our Portfolio is a strategic advantage</i> depicts and charts the growth drivers in a few snapshots.	In an anonymous <i>Financial Review</i> , the MD&A is not really structured as a cookbook: try to compare 3-year sales growth and take some snacks to go from balance sheet to liquidity to capital resources.
GENERAL MOTORS	Not evasive about <i>Key Factors Affecting Future and Current Results</i> , which occupy six full pages and even come before <i>Liquidity and Capital Resources</i> .	What's good for GM is... just good for the SEC. The IR website primarily directs to <i>SEC Filings</i> . On April Fool's Day, it was a <i>Report of unscheduled material events or corporate event</i> . But at the end of June, one can get <i>Investor Fun Facts</i> . Lot of fun in Motown, isn't it?
GENERALI Assicurazioni	Presentations for analysts available online go much further than the annuals.	176 years old? Forse. But, bar a few pictures of monuments, this is just a lifeless book lacking in assurance.
GfK	<i>Growth from Knowledge</i> (i.e. GfK) is the watchword. The questions asked and case-study answers talk the talk.	The vehicle looks -and weighs- more like built in heavy industries.
GOLDMAN SACHS	Puts some faces on the <i>We see opportunity</i> theme.	<i>Tangible common shareholders' equity equals total shareholders' equity less... , excluding power contracts. Identifiable intangible assets associated with power contracts are not deducted...</i> (footnote on p 51). Post-Enronish, sort of.
GSK (GlaxoSmithKline)	Taking a leaf out of other pharma reports, the Q&A format makes it straightforwardly, e.g. by asking <i>What are you doing to improve healthcare in the developing world?</i>	A cautionary chilly entry. No e-mail to reach IR and a Q&A format that looks a bit déjà vu in the industry. And the (actual) key figures are not within immediate reach.
H&M (Hennes & Mauritz)	Most photos are price-tagged. Still, the MD is lucky enough not to be.	The <i>Formal Annual Report</i> puts a skimpy dress.
HARLEY-DAVIDSON	Packed in a roaring mag format, the financial performance summary charts the course.	Another U.S. firm that has gone for the 10-K ride. And if you don't like it, perhaps you should meet with the gunnery sergeant on the front cover.
HEINEKEN	Performance highlights rich in ratio calories - and bar charts add the medium-term view.	<i>The risks and rewards in respect of sales of other beverages do not differ significantly from beer, as such no business segments are reported.</i> (note 5, p 87).
HITACHI METALS	Diagrams show the electrical applications of one of the main products and their positive impact on energy conservation.	The <i>Monozukuri</i> way is not most clearly defined.
HOCHTIEF	<i>Typical value curve for a concessions project</i> (p 31).	A foldout section is used to show the past and planned corporate structure. At first glance, the construction is not that different.
HONDA MOTOR	Special feature: <i>Targeting the World's Cleanest Diesel Engine</i> .	Report styling lags behind car modeling efforts.
HSBC	<i>Trend analysis for Financial KPIs</i> on p 11. Mind the footnotes, though.	Does bigger mean better? One more time the answer is a... big no. This 472-page book is not designed to be read, it is made not to be read.
IBERDROLA	As light as... wind: annuals are served as a 10-page booklet and a DVD packed together.	Is the Digi-magazine really a good format for a quick and then deeper look? Not estupendo.
IBM	Working capital and cash flow analysis plainly engineered.	<i>A different company today?</i> Maybe, but why packing it in such a uninspiring book?
IMMOFINANZ	The DIY-thematic introduction is smart diagram-based brickwork.	Statements and notes take two thirds of the report space. Without any index, if the reader wants to know about Klyos Media in Romania, it lies at 2.4.1.3.3.3.2.
INBEV	<i>The Stella Artois Pouring Ritual</i> is worth a stopover.	Too busy planning another gulp? The communication team declined the invitation to the report competition. No explanation can be found to this, even in note 33, for example.
INDIAN OIL	Debt to equity split into total debt and long-term debt <i>at a Glance</i> (p 27).	A legislative piece of work. Even the <i>Directors' Review</i> is not much refined.

Annual Report on Annual Reports 2008

INDITEX	<i>the Inditex Group is best defined by its international outlook</i> (p 123). And it shows, with no less than six pages of maps and the team (p 60) to demonstrate la fuerza.	Zara? Massimo Dutti? Many have seen or bought those. Why then reporting in such a wholesale 408-page book, with key figures as late as on p 37?
INFOSYS Technologies	Ratio analysis among the most comprehensive, yet not that accessible.	<i>We live in exciting times</i> , states p 1. Sure, but this report is not made that exciting, and far from optimally structured.
ING	A matter-of-fact <i>Annual Review</i> is sent a few weeks prior to the main Report.	The report itself is hefty, stodgy and far from optimally sequenced (with risk management pushed as a kind of postscript, for example).
INTEL	<i>Performance inside</i> : this wordplay is the only great thing in the no. 1 semiconductor company report. And it lasts one page (say three).	Where have all the Grove times gone? Is it really intelligent design to fill three pages with results and highlights and then just manufacture another non-performing 10-K?
IOI	Overviews and highlights show trees as much as forests and are thorough, charted and rich in ratios.	<i>Resource-based manufacturing</i> (20% of profit) recipes should apply more effectively to this thick 280-page book that doesn't make the <i>Plantation</i> business (47% of profit) much <i>sustainable</i> .
JAMES HARDIE	Highest degree of transparency on compensation and related matters, including employment contract and benefit details for executives.	Not clearest about place of incorporation and the use of currencies.
JOHN KEELLS	<i>Explanatory highlights</i> for major changes in assets and liabilities.	Designed as an administrative book (structure, style, headings).
KELLOGG	Growth-driven highlights, with comments and charts.	<i>The food company of choice</i> (<i>Vision</i> on p 1) doesn't provide a financial section of choice anymore, but another low-calorie 10-K, introduced with... <i>Sustainable</i> buzzwords.
KINGFISHER	Chairman's statement backed with <i>financial</i> and <i>strategic performance</i> indicators.	Risks and property-related matters seem to weigh more than financial commentary as such.
KONICA MINOLTA	<i>An Intellectual Property Update</i> follows the <i>Financial Review</i> .	The report is too short on a number of ingredients to make it a <i>high value-added film</i> (p 14).
LADBROKES	An excellent pictorial play: see the way it is tackled on p 23, for example.	<i>A Trading summary</i> (p 30) stands as a financial review. For one-minute traders indeed.
LAND SECURITIES	The <i>Financial review</i> is preceded with a note on the impact of REITs, and charts matters such as <i>Future performance drivers</i> of and the <i>Funding structure</i> . One among the many pluses in a report where many ingredients allow access and readability.	Too thickly bound and much heavier to carry than any real estate booklet.
LEGAL & GENERAL L'OREAL	<i>Key features of executive directors' remuneration</i> clearly summed up (p 51). A short yet well-charted insight into market trends in cosmetics.	The <i>Finance Director's Review</i> is far from demonstrating <i>Financial Strength</i> . The <i>Management Report</i> is stuck on p 57 of <i>Volume 2</i> , and liquidity matters aren't included to make up.
LUFTHANSA	Hedging policy and fuel hedge scenario stand among the transparent and thorough report on risks.	<i>Effective and sustainable successes in ecological matters</i> , says p 23. Richtig! Using less than three pages to report on this saves a lot of paper.
LUNDBECK	The Danish specialist in pharmaceuticals for nervous system diseases releases a separate magazine, but, contrary to many, doesn't do it at the expense of its core annuals, rich in substance too.	The financial review is one page long. Short, that is.
LVMH	<i>Passionate about creativity</i> (front cover message)? The report talks the talk through superior photography.	The <i>Rapport financier</i> is not up to the pictures and not really the reader's bag.

Annual Report on Annual Reports 2008



MASSMART	A full cart of historical financial and operational data packed in a twelve-page <i>Seven-year Review</i> .	A mass of thick and heavily bound paper, not most optimally laid out.
McDONALD's	Not fat: the narrative is twenty pages long.	After skimpy highlights, the GAAPish MD&A is just indigestible. Period.
MERRILL LYNCH	<i>Where We Stand</i> is probably not the most inappropriate title for the year report.	For the financial services industry, including Merrill Lynch, 2007 was a sobering year. Sobering? The good news is that most of our businesses continue to perform... And we have moved quickly to strengthen our balance sheet (inside front cover). For the bad news, go to p 7 (about ABN Amro) and p 19 for the bottom line.
MITSUBISHI	Though not most aptly titled, the 16-page <i>Investor's Guide</i> puts a number of figures and ratios in a long-term perspective.	Contribution analysis not made easiest due to the complexity of the 7 business-group framework made up of... 573 companies.
MIZUHO Financial	Although sometimes byzantine, risk management processes, structure and controls are fairly explained; and a <i>Status of Asset Quality</i> is provided (p 90).	How can a CEO accept to deliver a message with such truncated bar charts? Zigzag line or not, they are misleading.
NEC	A bit cloudy yet very enlightening diagram (pp 14-15) to show how to seize <i>Next Generation Networks</i> opportunities.	The change in accounting principles doesn't make year-on-year comparisons fully trustworthy.
NESTLE	With 480 factories in 86 countries, the group feeds the reader with fine <i>Geographic data</i> , e.g. with <i>organic growth</i> for geographic zones (p 53) and changes in sales in 16 markets (p 62).	The Nestlé model is not just about growth; it is about sustainable profitable growth, writes the Chairman, who naturally concludes that it will result in long-term shareholder value creation. Call it greenwashing (vocabulary), or just Davos consensus commonplace?
NEWS CORPORATION	<i>we always have at least one generation of assets that can be considered our growth assets</i> , states the CEO in a not too foxy message.	Key figures are not within reach, and the MD&A is far from being made digestible. And the WSJ acquisition hasn't resulted in cross-fertilization on this. To be fair, the former owner had never excelled at the reporting exercise either.
NEXEN	A well-achieved attempt to translate a 10-K into an intelligible reporting style, without departing from the whole structure.	10-K format not always optimally translated due to layout, successive year reviews, and an arguable logic.
NOVARTIS	The strong black and white photography weaves together the numerous chapters of a report in which citizenship is addressed at length.	Highlighting sales and income as a 100-based index could be double-edged.
NOVO NORDISK	<i>Pipeline overview</i> is followed with a thorough <i>pipeline progress</i> report in a combined report.	The worthwhile <i>economic stakeholder model</i> is buried on p 94.
NTT	Overview of company's <i>Environmental Impacts</i> summed up in a diagram (CSR Report pp 32-33).	Magnifying glass recommended to read the footnotes to <i>Highlights</i> (sic).

Annual Report on Annual Reports 2008

OERLIKON	Six segments <i>classified according to key technology</i> and setting forth (pp 4-5) a selection of clients and partners. For more (including competitors), see also the inside back cover foldout.	Better tuning could probably make it more compact and less heavy.
PAPERLINX	<i>Paper is who we are</i> : finely inked paperwork to write -and show- about the business.	The <i>Full Financial Report</i> is not full at all: statements and notes without comments and analysis. This is wrapped up in one single sheet of paper in the <i>Concise</i> report.
PEABODY ENERGY	In the black: <i>Eight-Fold Return in Five Years</i> , as extracted from the inside front cover.	<i>Coal is the world's most abundant fuel... and black, if you will, is the new green</i> , writes the CEO (p 4). If things could only be as black and white, the world would be, er, greener.
PEPSICO	A review of business and financials made highly palatable to a broader audience, but never at the expense of rich content (e.g. <i>Items Affecting Comparability</i> highlighted, <i>Cash Utilization</i> charted...).	How far is the company effectively international? Online request forms apply to North American states only.
PERNOD RICARD	Designed by an aptly named Terre de Sienne working in an Entente Cordiale mood, the <i>Annual Report</i> is bubbling over with premium content, images, facts, and spirits.	Under a fuzzy (or is it fizzy?) cover the <i>Financial Report</i> is lacking in substance.
PETRO-CANADA	The management discussion is fueled up: 50-plus well-documented pages; with a year-on-year net earnings impact chart (p 21) and <i>Priority-Goals-Results</i> tables.	Sustainability doesn't look like a primary reporting concern.
PIRELLI	One hundred pages on sustainability matters.	Designed by Leftloft (?), this 428-page book is a most tiring read made for rubber-stamping purpose for which many readers would trade the famous calendar.
POLYTEC	Direct questions to and straightforward answers from a Chairman who experienced his first year as head of a listed company.	Risk reporting not up to the winding roads and often difficult driving conditions.
PORSCHE	Not many automakers break down sales by models in their annuals. This one highlights it.	Defensive and aggressive Chairman's message titled <i>Porsche will remain Porsche also in Future</i> (sic). No real kick-start to an otherwise mostly unchanged reporting vehicle packed in a GT-less white cover.
PPR	No frills but an extensive <i>Activity Report</i> put without makeup.	No, it is not skin-deep but either online or on sheets it lacks swing and looks more as a succession of brands than a business portfolio.
PROCTER & GAMBLE	<i>Financial Discipline</i> explained in a diagram where TSR is placed at the top.	Is Procterian still synonymous with marketing in the internet age? After eight (8!) requests for a printed copy, we finally received an automated reply inviting us to download the report or order it via another automatic link.
PRUDENTIAL	<i>Analysis of movement in EEV shareholders' funds</i> (p 36) is made intelligible.	<i>More to Prudential</i> (front cover message), or just <i>more of</i> ? This report uses 348 pages of which more than 200 for notes (including lengthy <i>Background information</i> , probably needed but then).
PSA PEUGEOT CITROEN	A laudable effort to make business and sustainability reports intertwine.	A report that seems to waver between business and responsibility and therefore does not fully convince on both. The <i>greenhouse effect</i> discussion is a bit of a diesel-based smokescreen.
PUBLICIS	The report route is nicely paved with stone-age-looking pages.	As far as financials are concerned, and although based on the Champs Elysées, the communication group should appoint a PR agency to make <i>la différence</i> .
QUALCOMM	Eye-catching photography.	The report? A 22-page company <i>Overview</i> in which key figures are on a p 3 that actually is a p 13, with footnotes pushed to p 22.

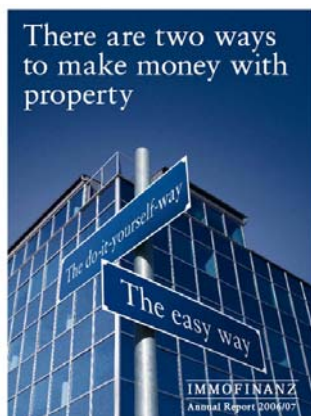
Annual Report on Annual Reports 2008

RBC (Royal Bank of Canada)	64 tables back up a 70-plus-page MD&A.	Another illustration (?) of the difficulty for the banks to show their business: four pictorial spreads over ten pages don't build up a visual route. This would be welcome to breathe among hundreds of words and thousands of numbers.
RECKITT BENCKISER	Towels and plates can help telling about year performance.	A British standard. Want to check share return? Then go to the executive remuneration report.
RELIANCE Industries	An intelligible <i>Product Flow Chart</i> helps checking existing products and purchased raw materials.	Raw report material more than a really finished -and readable- reporting product.
RENAULT	The partnership with Nissan, its commercial results and financial tuning are a fine car-detailing job.	Not a subcompact: 400-plus pages including the full financial and excluding <i>sustainable development</i> .
RICOH	Although much overloaded, a real effort to measure responsibility policies and sustainability practices.	The <i>Economic section of the Sustainability Report</i> (title for all annuals) includes a four-page financial review. Sustainable, really?
ROYAL BANK OF SCOTLAND	<i>Distribution of credit risk</i> assets by quality (p 74) and by product and customer type (p 76).	The 60-page <i>Business review</i> is not an easy read, because of its successive year-on-year comparisons and an unclear structure. And like other banks, it is a heavy load.
ROYAL DUTCH SHELL	The <i>Scorecard</i> used for <i>Key performance indicators</i> (Review pp 31-32).	The heavily fueled 20-F starts with a mixture of not that <i>Selected financial data</i> .
RWE	Climate protection put first on the agenda and demonstrated e.g. through the fine-tuning of hard coal power plants.	Is energy supply really second to climate protection for a utility business, as stated on p 5? Matter of option?
SABMILLER	The <i>Sustainable development framework</i> makes up a good brew, yet lacks the numbers that would substantiate actions and targets.	A report that is not sparkling and doesn't live up to the cover half-full invitation.
SAINT-GOBAIN	A <i>Corporate Brochure</i> built upon diagram and enriched with spotlights on various applications: see e.g. the <i>Multi-Comfort Home concept</i> (p 25).	Annual report packaging could be made lighter and built more optimally to really enhance material performance.
SAMSUNG Electronics	<i>Wide + Slim or Cool + Clever</i> , products are highlighted with <i>Smart + Simple</i> touches that light up the report.	Where is the financial report?
SANLAM	A substantial <i>Capital and risk management report</i> : 35 pages with risks clearly set out and table backing.	Reducing 314 pages to a paperback book format surely helps a bit. But the small print does not.
SANOFI-AVENTIS	Titled <i>Forces for life</i> and indeed livened up with strong headlines and big numbers.	The <i>Review</i> leaves investor and financial matters out.
SANTANDER	Goals set for each business area.	<i>We create value through acquisitions and by selling non-strategic assets</i> , states the Chairman. So it's just about buying and selling?
SCA	<i>Strategic control</i> put on paper, with two <i>Return</i> and three <i>Financial metrics</i> (p 8).	The plastic wrapping hints at the business: tissue is much needed. But will the plastic remain? And why not putting more finishing touches on back covers?
SECURITAS	The financial model is made clearest, through a disclosure of ratios used at division level, as well as to sort of footnotes to statements.	The overload of data in and around statements may blur actual performance analysis.
SINGAPORE AIRLINES	Plenty of two, five- and ten-year statistics. And charts are not airy-fairy.	Not an in-flight magazine format, with thick covers and paper, a number of blanks, and a lack of design control.
STANDARD CHARTERED	<i>Setting high standards</i> (p 16) sums up seven KPIs, of which 4 financial and 3 non-financial.	<i>Sustainability</i> (p 30) probably as innovative as, say, <i>Sukuk</i> (p 22 et al.).
SUZLON Energy	Steering windward, thanks to striking pictures and clear insights into market developments and growth conditions.	<i>Discussion on financial performance</i> as well as the whole financial section are winding.
SWEDBANK	Market shares in percent and volumes for 15 areas (pp 10-11).	Ah, ah: does the sun always shine on Swedish... banking? It seems to be the hidden meaning of the front cover.

Annual Report on Annual Reports 2008

TD Bank Financial	<i>Financial highlights</i> originally displayed "outside" the front cover flap.	Does <i>Reconciliation of non-GAAP measures</i> deserve so much emphasis (p 15) -and such a fine print?
TELECA	Figures are not exactly in the black, but the situation is put in black and white, also through photography.	Directing to a short note 40 for risk analysis is far from acceptable.
TELUS	Among the many superior features of an extraordinarily clear financial analysis stands a <i>financial condition</i> section where significant changes in the balance sheet are shown and explained.	Share-related indicators not up to other fundamentals.
TRELLEBORG	Financial and operational risk management made more intelligible than in hundreds of annuals.	The picture of operating, continuing and affecting items (pp 22-23) is not clearest.
UBS	Risk and capital management make up almost all of the second book, with small <i>audited</i> bars appearing here and there.	<i>Many parts of UBS's risk management and control framework were resilient in the face of 2007's stressful market conditions (Annual Report, book 2, p 4). More stress came in the following quarters...</i>
UCB	A lively account of how a company <i>can make a difference in Key Therapeutic Areas</i> .	Pro forma, actual and their respective variance don't make the figure -and growth- grasp easiest.
UNIBAIL-RODAMCO	<i>Merger update</i> summed up on the first page.	A real exam question: unscrambling (sic) <i>fully-diluted triple net liquidation Net Asset Value</i> (p 86). Do the footnotes help? Mind the <i>changes on a like-for-like basis</i> , too.
UNICREDIT	<i>Loans to Customers Asset Quality</i> featured rather quickly (p 39), as well as the (quote) <i>not significant US Subprime Exposure</i> (p 42).	Size matters, they think. The heavy banking buyer (check IDs on p 20) reports over 580 pages in two volumes (of which two thirds are notes) and highlights market value before anything else (p 10).
UNION FENOSA	Strategic competitive positioning in the energy business clearly defined (p 10).	Are <i>Returns</i> objectives solely defined by doubled earning per share (p 12) at the end of the plan?
UNITED TECHNOLOGIES	<i>Thinking = Results</i> theme that delivers through strong visuals.	<i>Financials</i> that don't lift up: they even start with a page intentionally left blank...
UPM	In the first four pages the reader gets a profile (with sales for top ten markets), twelve 12-year charts, key data, costs and product information.	Quarterly figures should be refined to be more easily readable.
VALSPAR	Nice photos brighten up one of the shortest reports in town: 18 pages.	Can an 18-page book be painted as an <i>Annual Report</i> ?
VEOLIA Environnement	A clear and clean system to caption tables and charts in balloon style.	The 76-page <i>Report</i> doesn't go far on financials, for which the reader badly needs the lengthy official documents (Reference or 20-F).
VESTAS Wind Systems	<i>Environment and occupational health & safety index</i> shown in a diagram.	How can a company that typifies <i>Modern Energy</i> -Vestas is a world leader in wind turbines- make such a dull report?
VODAFONE	Outlook includes revenue growth, EBITDA margin, free cash flow and <i>Capitalised fixed asset additions</i> .	<i>The Group's financial results have not, historically, been subject to significant seasonal trends</i> (p 59). Really? Why not demonstrating it?
VOLKSWAGEN	Deeply segmented production and sales figures.	300 pages, of which about three for governance. Conformity, served here with lip service: the Supervisory Board's report comes very first to save appearances.
VOLVO	Last and next year ambitions compared with the outcome for each business area. This is conveniently displayed as footer section.	Why is last year not highlighted in that truckload of historical data?

Annual Report on Annual Reports 2008



WACHOVIA	<i>This will require that the accumulated excesses in the financial system of the past years will be greatly reduced. (CEO's Letter, p 3).</i>	<i>We've experienced many credit cycles before - and we will remain vigilant and active in monitoring risk in our portfolios. (CEO's Letter, p 7). Write-down and credit loss: \$5 billion at report date.</i>
WAL-MART Stores	Though oddly placed near risk factors, the <i>Expansion Program</i> measured in units is displayed.	<i>Mind the store: there is a stock option committee.</i>
WALT DISNEY	Contrary to the mainstream of U.S. Annuals, Disney goes beyond fiction by publishing a well-broadcast business review.	<i>The MD&A is a slow motion, with its poorly produced and tedious year-on-year comparisons. And CFO's figures excluding non-U.S. areas give a partial picture.</i>
WHIRLPOOL	From the demanding loyalist to the close-knit optimist, a well-illustrated family-based branding thread.	<i>More an advertising campaign than a review of businesses. And the financial section is short and dull as dishwasher.</i>
WIENERBERGER	The CEO and board pictures could not be taken because they were <i>on the road</i> . Still, the Supervisory Board chairman minds the walls (p 22).	<i>Risk Report</i> not as rock solid as the almost wall-to-wall (report) covering.
WOLSELEY	<i>Risk management</i> built in two columns, with the second explaining <i>Resource management</i> .	<i>The name the world builds on is the report title. Such a strong statement could have deserved a better build-up.</i>
WYETH	<i>Late-Stage Drug Development</i> nicely communicated, with candidates and unmet medical needs (Review p 8).	<i>The MD&A is pushed to the end of the second book and in terms of legibility is not worth the wait.</i>
XEROX	A clear description of business streams and a very fathomable review of performance and liquidity.	<i>The covering job is far from high-definition.</i>
XSTRATA	Top five producers in key commodity markets served shown (p 17).	<i>With half of a 280-page book dedicated to notes, these could deserve more explanations. And the layout makes this even more evident.</i>
YAMAHA	A finely crafted pictorial spread (pp 5-6) to depict what the company is proud of.	<i>Notes to statements don't go further than unexplained tables.</i>
YELL	Puts it in yellow and white.	<i>The yellow touch could even be better used, especially to paint the business book.</i>
ZURICH Financial Services	Year-on-year tables are made reader-friendly, especially in the <i>Financial Review</i> .	<i>How can the analyst check <i>Growth and Strength</i>? In the <i>Business Review</i>, not before p 33. In the <i>Financial Report</i>, with unaudited Highlights and KPIs charted in reverse (and truncated) order. And then? Dig in 264 pages.</i>

Making reports pay off

e.com has developed an international, independent, integrated and competitive approach to report preparation and evaluation. Over the years we have set up services and tools to help companies produce better -and greater- reports. Though the emphasis has always been placed on financial reporting and investor indicators, those are based on a well-balanced perspective blending financial and business analysis, short- and long-term performance aspects, strategy and operations, visual and textual elements, share- and broader stake-holders issues, information content and communication style. Evaluation criteria are also updated and upgraded regularly.

The bottom lines?

Mirror company value

Show investor value

Enhance report value

Increase stakeholder value

Report scan?



How is your report doing?

What is your report rating? How does it score -in total and on all evaluation criteria used for the *Annual Report on Annual Reports*? Order a REPORT SCAN. An edited output (°) of desk research done by e.com report analysts, it provides your company (or advisers) with the complete score breakdown for 50 report items plus a summary of pluses and minuses for each of them.

The price? € 750 or US\$ 1,000 or £ 600.

(°) For copywriting and editing reasons allow a few weeks for delivery.

E-mail your order to: e.com@reportwatch.net

Report duel?



How does your report compare with a competitor?

What is your report rating and score compared to your closest peer? Order a REPORT DUEL. An edited output (°) of desk research done by e.com report analysts, it provides your company with a comparative review of 25 reporting areas against one major competitor or rival.

The price? € 1,500 or US\$ 2,000 or £ 1,200.

(°) For copywriting and editing reasons allow a few weeks for delivery. The competitor may be the one selected in this survey or any other chosen by the client company. Price applies to a single competitive review. For broader peer review see details on this website.

E-mail your order to: e.com@reportwatch.net

Who we are

e.com - ReportWatch

enterprise.com

enterprise.com (e.com) specializes in report input, evaluation, analysis and benchmarking. Our core business is to assess and compare corporate & financial communication tools and investor & market information vehicles, mainly annual reports.

We have developed an international, independent, integrated and competitive approach to report preparation and evaluation. Our founders, staff and network have operated in 30 countries and consulted for 100-plus corporate clients from Amsterdam to Stockholm to Vancouver; from Connecticut to Surrey to Hong Kong. A spin-off from The Enterprise Group (est. 1986, inc. 1990, liq. 1999), and originally controlled by Dutch and British investors, e.com is now part of U.S.-based Corporate Essentials, Inc. Our operating office is located in the middle of the three largest European stock markets and our team is directly or via network partners in the loop with the major financial centers in America, Europe and Asia-Pacific. The international clientele mainly consists of CFOs, IR and CC managers of listed blue chips, and also includes spin-offs, IPOs, consultants, analysts, design agencies and -private or institutional- investors. e.com provides customized reporting services to companies, while ReportWatch is the name given to the continuous report monitoring, scanning and scoring process that results into the Annual Report on Annual Reports.

Annual Report on Annual Reports

e.com is the researcher and publisher of the "*Annual Report on Annual Reports*" (created in 1996), the only global annual report ranking. Based on a selection of thousands of listed corporations worldwide that results in a scoring and rating of more than 500 annuals, it is often regarded as the most comprehensive, authoritative and international survey on reporting practice.

www.reportwatch.net

e.com is the owner and webmaster of www.reportwatch.net, a website dedicated to state-of-the-art reporting practice and monitoring; report news, trends and essentials; and best-practice benchmarking.

Annual Report on Annual Reports

A publication of enterprise.com (e.com).

Publisher and Editor: Mike Guillaume.

Report Watch research, scanning and scoring: e.com staff, interns and network.

Company selection: Corporate Essentials, Inc.

Report concept: e.com.

Original report template: Dart Design (Amsterdam, The Netherlands).

Web design and layout: Inventis (Limburg, Belgium).

ISSN 1782-1037

Survey and research methodology created in 1996 at The Enterprise Group.

Copying for other than personal or internal company reference is prohibited.

Quoting is authorized with prior permission of the publisher.

Additional copies of this report and back copies of previous issues may be ordered (free of charge) from e.com.

All prices for report evaluation services advertised in this publication are subject to change, due to currency fluctuations, company policy, or modified product content.

The material included in this publication does not represent an advice or offer to buy, sell or trade the securities related to companies herein referred to.

© Copyright 2008 enterprise.com/Corporate Essentials

By the numbers

1996: The kick-off year of the *Annual Report on Annual Reports*. The real take-off came one year later. 2008 is thus the twelfth issue.

1,500: The number of companies selected for the *Annual Report on Annual Reports, 2008*. 1,500 is only a small portion of the world's estimated 35,000 companies. 44% of companies are from Europe; 37% from the Americas; 18% from Asia-Pacific; and 1% from Africa. Only listed companies were considered, these were from 48 countries. Selection is primarily based on published rankings from well-known publications. However, a number of privately- or government-owned companies elected to compete.

750: The number of reports shortlisted for the watching, scoring and rating process. Why not considering all of the 1,500? For quantitative, qualitative and timing reasons. ReportWatch strives to have a representative cross section of industries and geographies. Yet not far from perfect, it strikes a rather good balance. Some reports were eliminated because they were simply not made to communicate. While others were shortlisted because of some companies' sustained commitment to quality annuals. And a deadline is needed if the *Annual Report on Annual Reports* has to be released sooner or later.

500: The number of reports rated and compared for the final ranking. Note that some reports excluded in the shortlisting process had to be re-included for the sake of competitive comparison, sometimes in spite of evident weaknesses.

200: Report assets and liabilities shown for two hundred annuals.

100: The maximum score that an annual report can reach. As nothing is perfect, and as the ReportWatch process is based on multiple evaluation criteria (see below), needless to say that even the reports getting "full marks" never score 100 points. Score total and breakdown is not publicly disclosed and only available through a charged Report Scan.

50: Report items or reporting areas subject to evaluation.

41: A-rated reports among 500. From very good A- to excellent A to first-rate A+.

30: Key attributes identified in a report. Ten picks are displayed for each of them.

10: The number of ratings from D (uncompetitive) to A+ (first-rate). The role of ReportWatch panelists is to cross-check and correct selected reports scored by e.com report analysts, and to switch from a quantitative scoring process to a more qualitative rating aspect. As a result, some reports are upgraded while others are marked down. Note that almost 25%+ of "top" annuals are C-rated (i.e. poor, substandard or common).



COMPANY VALUE > REPORT VALUE