

A woman with blonde hair tied back is shown in profile, looking towards a large screen. The screen displays a complex data visualization with multiple columns of numbers and some highlighted rows in purple and yellow. The background is slightly blurred, focusing attention on the woman and the data.

# The **SAP** Integrated Report A Journey

James Dymond, Johannes Buerkle – SAP Investor Relations  
DIRK Konferenz, 13. Juni 2017

# Agenda

The starting point

The project setup

The journey

What's next

Conclusion

**The starting point**

# It all began with a new vision ...

**“Helping the world run better and improving people’s lives”**



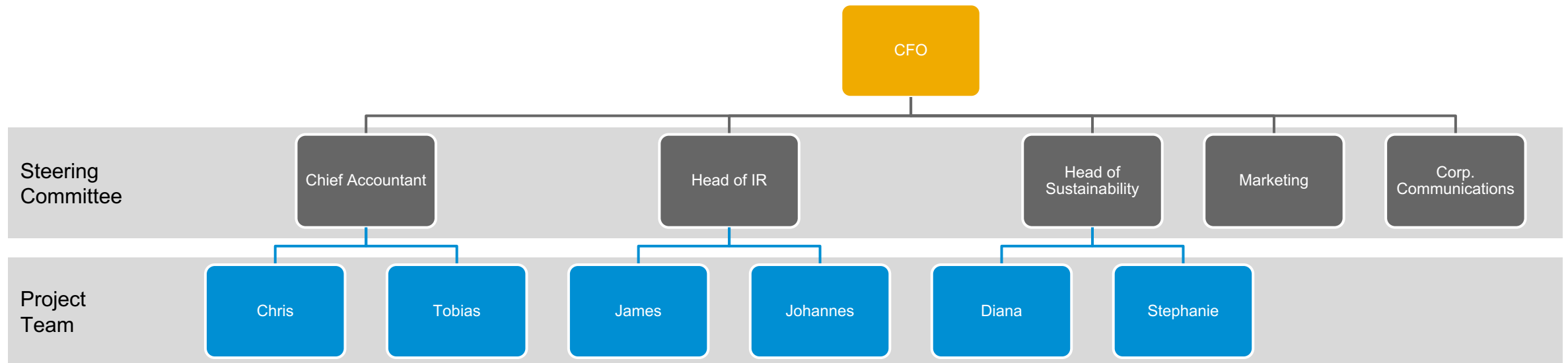
The world is facing unprecedented challenges and companies are looking for ways to react

An integrated management approach gives management better information for decision making

Integrated reporting gives investors a more complete basis for their investment decisions

# The project setup

# How we run the project



An integrated project team, staffed with members from Accounting, IR, and Sustainability is responsible for the SAP Integrated Report. This integrated team helps anchor the mindset of integrated thinking in various LoB's.

# The journey

# Traditional reporting



**<2010**

- 2007: First sustainability report

**2010**

- New corporate vision



**2011**

- IIRC initiative
- Non-financials included in main KPIs
- SAP decides to pilot integrated reporting



# Start of integrated reporting



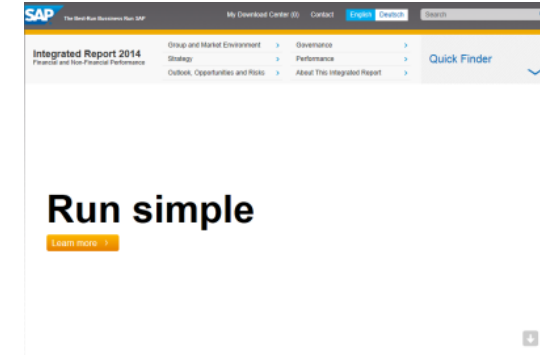
**2012**

- Pilot project SAP Integrated Report
- Reduction of print version (no image section in print)
- Connectivity shown as “integrated performance analysis”



**2013**

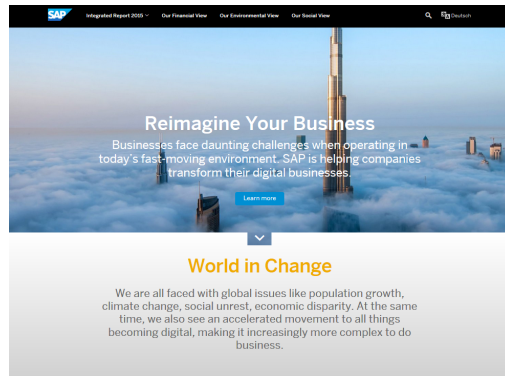
- Focus on online report – move to online-first
- Rethinking of key content areas



**2014**

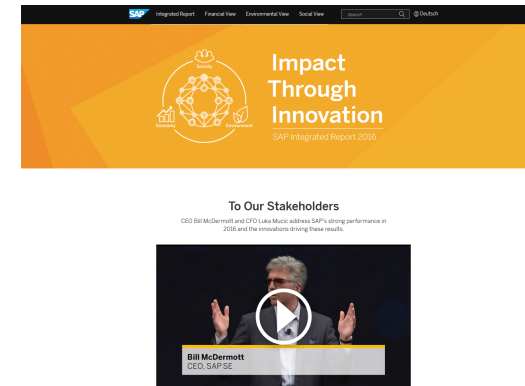
- Monetization of 4 connectivity metrics

# Mature integrated reporting



**2015**

- Change in production process
  - No desktop publishing
  - Media breaks removed
  - SAP owned corporate Web CMS

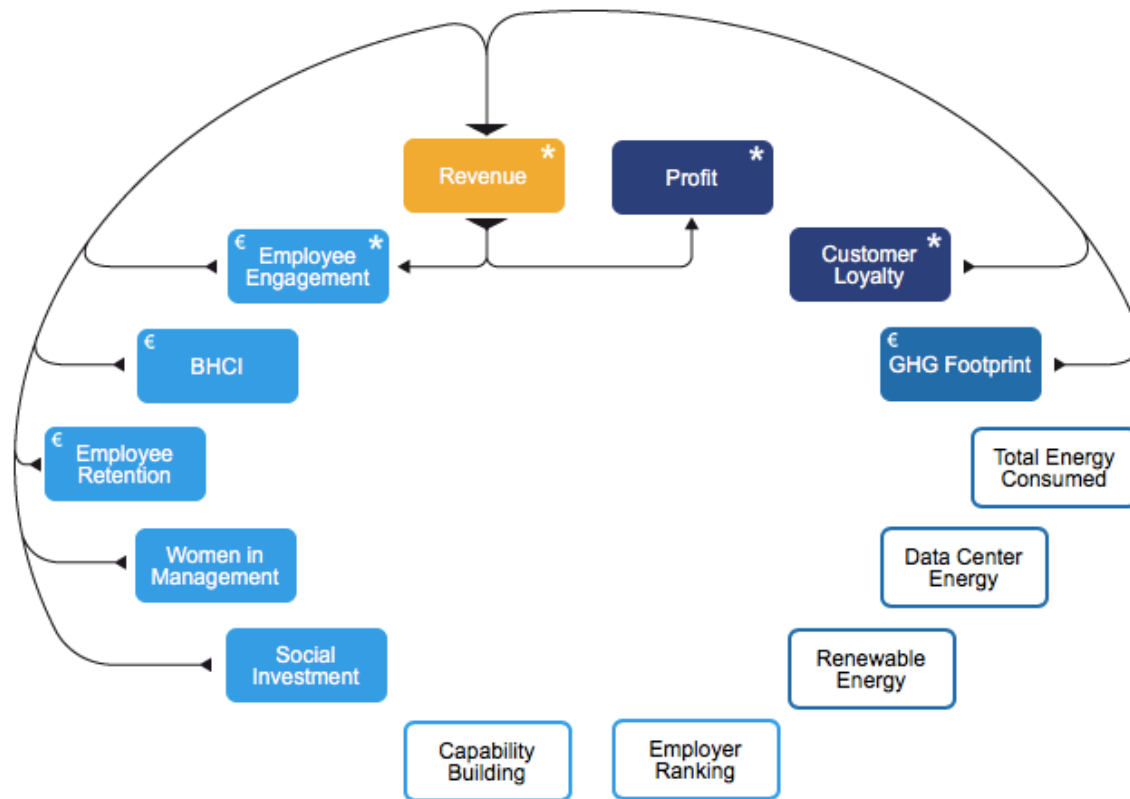


**2016**

- Evolution of connectivity
- Full realization of efficiency from production process changes

# Evolution of connectivity

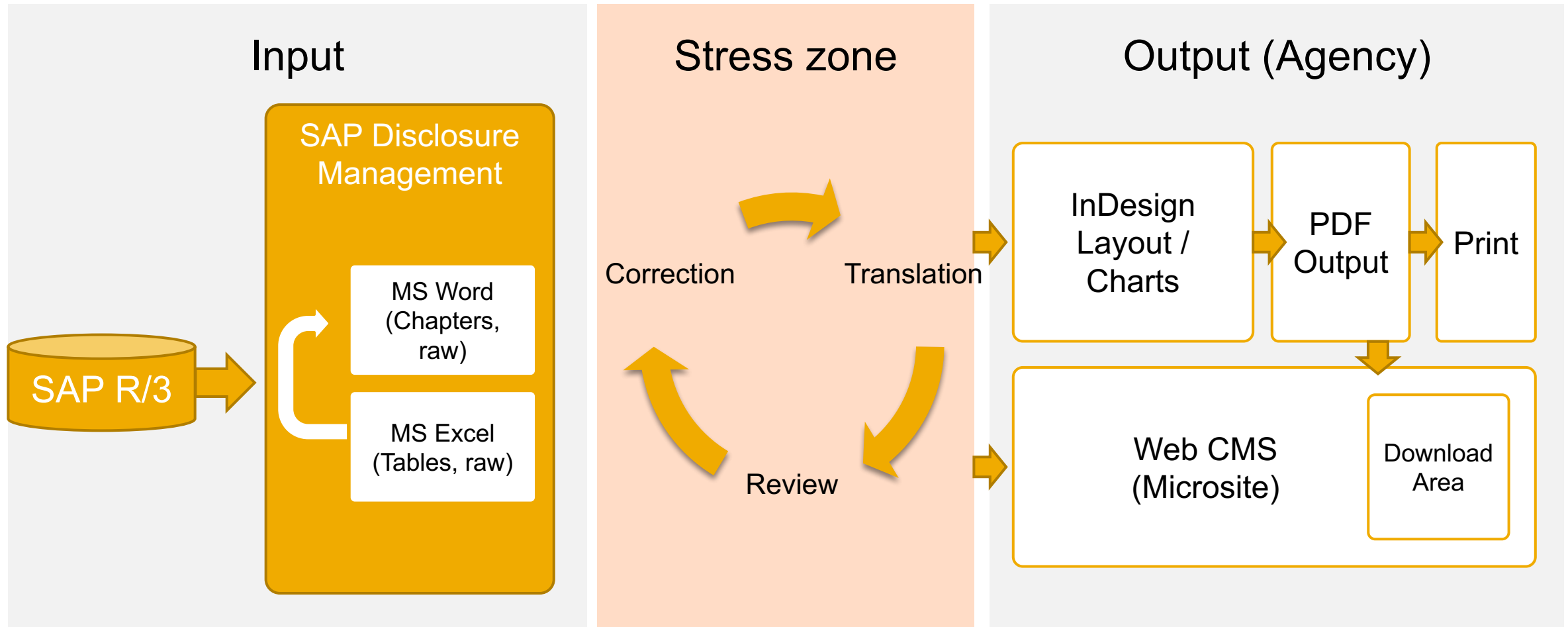
2012



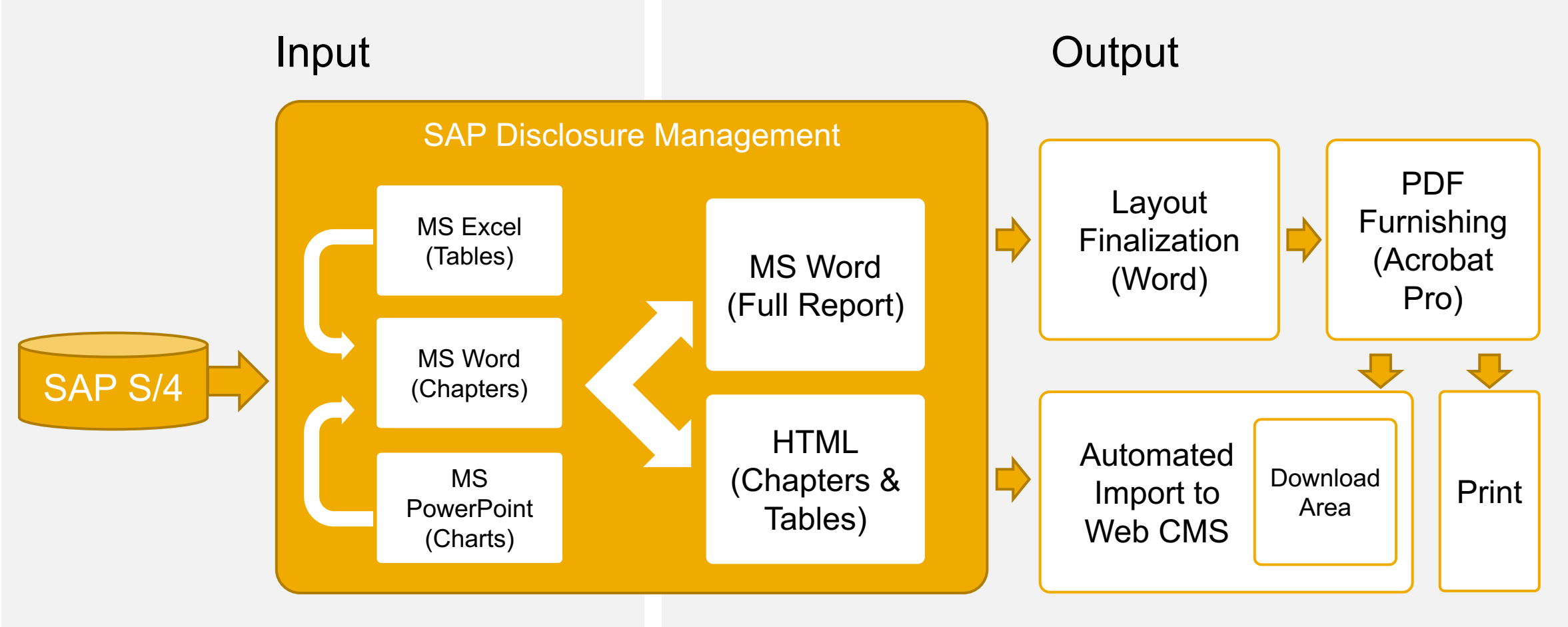
2016



# Production process before 2015

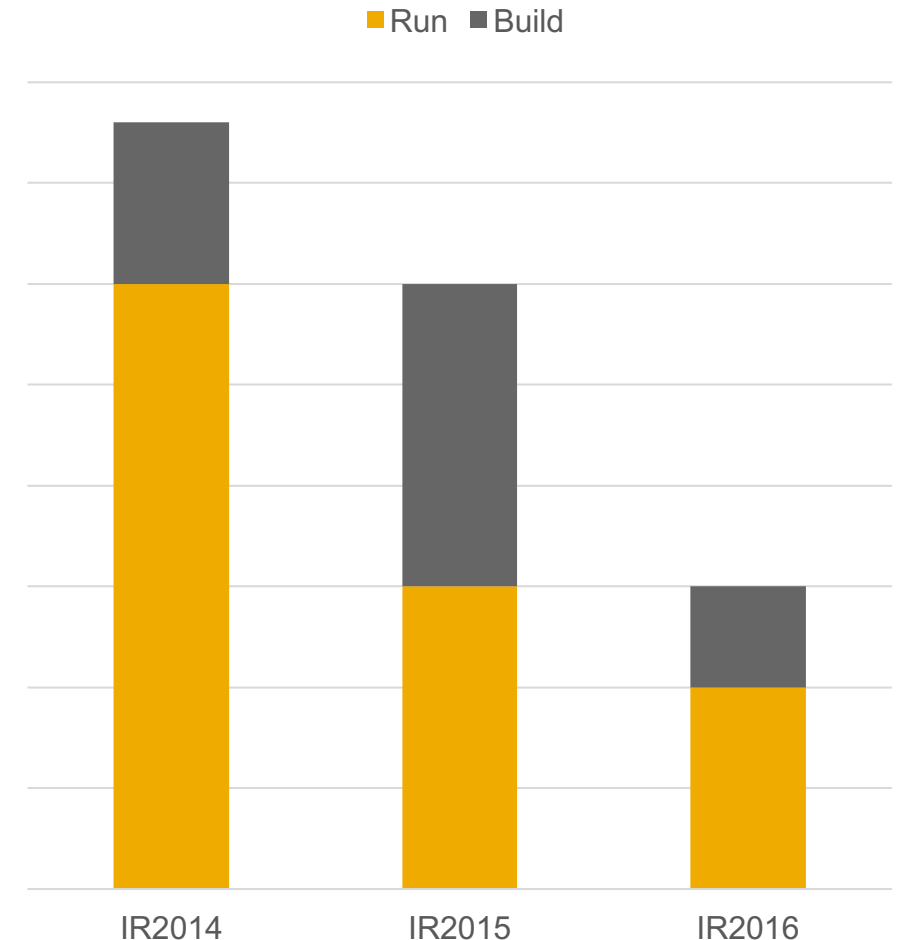


# Production process as of 2015



# Benefits after production change

- External spend down by > 50%
- Faster publication (- 4 weeks)
- Media breaks eliminated > higher quality, fewer errors
- Optimized correction and review phase
- Translation process improved
- Full version control until output



**What's next**

# What's next? > 2017

	2017
Drivers	CSR Directive Usage statistics XBRL level 4 (SEC guideline)
Planned approach	Focus on key audiences
Expected Outcomes	Further focusing of content Improved readability Optimized usage tracking



# Conclusion

# Our experiences in 5 years of Integrated Reporting

It's not easy!

It's a long-term project and integrated management/thinking should be the starting point, not the other way around

Support from the executive level is a must

Cross-departmental team helps remove silo thinking in other projects

Use detailed web analytics to understand the user journey and be bold to change things that don't work.

# Thank you.

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