

2018 All-Europe Executive Team

BASIC MATERIALS: CHEMICALS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Matthias Zachert , LANXESS		1	Matthias Zachert , LANXESS		1	Kurt Bock , BASF* Patrick Thomas , Covestro* Matthias Zachert , LANXESS*	
2	Kurt Bock , BASF		2	Steve Foots , Croda International		-	-	
3	Thierry Le Hénaff , Arkema		3	Thierry Le Hénaff , Arkema* Kurt Bock , BASF*		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Geraldine Matchett , Royal DSM		1	Geraldine Matchett , Royal DSM		1	Geraldine Matchett , Royal DSM	
2	Hans-Ulrich Engel , BASF		2	Hans-Ulrich Engel , BASF		2	Hans-Ulrich Engel , BASF	
3	Jez Maiden , Croda International		3	Jez Maiden , Croda International		3	Søren Westh Lonning , Chr. Hansen Holding* Tobias Ohler , Wacker Chemie*	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Tobias Erfurth , Symrise		1	Tobias Erfurth , Symrise		1	Tobias Erfurth , Symrise	
2	Evelien Goovaerts , Umicore		2	Evelien Goovaerts , Umicore		2	Ronald Köhler , Covestro	
3	Tim Lange , Evonik Industries		3	Tim Lange , Evonik Industries		3	Martin Liedemit , BASF	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	BASF		1	BASF		1	BASF	
2	Royal DSM		2	Royal DSM		2	LANXESS	
3	LANXESS		3	LANXESS		3	Covestro	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Johnson Matthey							
2	BASF			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Royal DSM							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	BASF							
2	Royal DSM			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Symrise							

41 Chemicals companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

BASIC MATERIALS: METALS & MINING

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Ivan Glasenberg , Glencore		1	Ivan Glasenberg , Glencore		1	Jean-Sébastien Jacques , Rio Tinto	
2	Jean-Sébastien Jacques , Rio Tinto		2	Jean-Sébastien Jacques , Rio Tinto		2	Wolfgang Eder , voestalpine	
3	Mark Bristow , Randgold Resources		3	Andrew Mackenzie , BHP Billiton		3	Ivan Glasenberg , Glencore	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Christopher Lynch , Rio Tinto		1	Christopher Lynch , Rio Tinto		1	Steven Kalmin , Glencore	
2	Steven Kalmin , Glencore		2	Steven Kalmin , Glencore		2	Graham Shuttleworth , Randgold Resources* Håkan Folin , SSAB*	
3	Peter Beaven , BHP Billiton		3	Peter Beaven , BHP Billiton		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	John Smelt , Rio Tinto		1	John Smelt , Rio Tinto		1	Peter Fleischer , voestalpine	
2	Martin Fewings , Glencore		2	Martin Fewings , Glencore		2	Paul Galloway , Anglo American* Hetal Patel , ArcelorMittal*	
3	Paul Galloway , Anglo American		3	Paul Galloway , Anglo American		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Glencore* Rio Tinto*		1	Rio Tinto		1	thyssenkrupp	
-	-		2	BHP Billiton		2	Glencore* Norsk Hydro* Outokumpu*	
3	BHP Billiton		3	Glencore		-	-	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Rio Tinto			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	BHP Billiton							
3	Glencore							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	BHP Billiton			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Rio Tinto							
3	ArcelorMittal							

48 Metals & Mining companies nominated
Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

BASIC MATERIALS: PAPER & PACKAGING

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Anthony Smurfit , Smurfit Kappa Group		1	Anthony Smurfit , Smurfit Kappa Group		1	Anthony Smurfit , Smurfit Kappa Group	
2	Peter Oswald , Mondi		2	Peter Oswald , Mondi		2	José Antonio Canales , Viscofan	
3	Jussi Pesonen , UPM-Kymmene Corp.		3	Miles Roberts , DS Smith		3	Jussi Pesonen , UPM-Kymmene Corp.	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Andrew King , Mondi		1	Andrew King , Mondi		1	Andrew King , Mondi	
2	Tapio Korpeinen , UPM-Kymmene Corp.		-	-		2	Seppo Parvi , Stora Enso* Tapio Korpeinen , UPM-Kymmene Corp.*	
3	Seppo Parvi , Stora Enso		-	-		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Garrett Quinn , Smurfit Kappa Group		-	-		1	Garrett Quinn , Smurfit Kappa Group	
2	Mika Mikkola , UPM-Kymmene Corp.		-	-		2	Mika Mikkola , UPM-Kymmene Corp.	
3	Ulla Paajanen-Sainio , Stora Enso		-	-		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Smurfit Kappa Group		1	Mondi		1	Smurfit Kappa Group	
2	Mondi		2	Smurfit Kappa Group		2	UPM-Kymmene Corp.	
3	UPM-Kymmene Corp.		3	RPC Group		3	Stora Enso	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Mondi							
2	Stora Enso* UPM-Kymmene Corp.*			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	UPM-Kymmene Corp.							
2	Ence Energía y Celulosa* Smurfit Kappa Group*			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							

21 Paper & Packaging companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535



2018 All-Europe Executive Team

CONSUMER: AUTOS & AUTO PARTS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Sergio Marchionne , Fiat Chrysler Automobiles	1	Sergio Marchionne , Fiat Chrysler Automobiles	1	Carlos Tavares , Peugeot
2	Jacques Aschenbroich , Valeo	2	Jacques Aschenbroich , Valeo	2	Jan Carlson , Autoliv* Elmar Degenhart , Continental* Carlos Ghosn , Renault*
3	Carlos Tavares , Peugeot	3	Dieter Zetsche , Daimler	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Wolfgang Schäfer , Continental	1	Wolfgang Schäfer , Continental	1	Wolfgang Schäfer , Continental* Bodo Uebber , Daimler*
2	Bodo Uebber , Daimler	2	Bodo Uebber , Daimler	-	-
3	Michel Favre , Faurecia	3	Nicolas Peter , BMW	3	Michel Favre , Faurecia* Robert Charvier , Valeo*
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Rolf Woller , Continental	1	Rolf Woller , Continental	1	Rolf Woller , Continental
2	Thierry Huon , Renault	2	Thierry Huon , Renault	2	Guy Stainer , GKN* Thierry Huon , Renault**
3	Björn Scheib , Daimler	3	Björn Scheib , Daimler	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Continental	1	Continental	1	Continental* Daimler*
2	BMW	2	BMW	-	-
3	Daimler	3	Daimler	3	Renault
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Valeo		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	Continental				
3	Daimler				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Continental		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	Daimler				
3	BMW				

33 Autos & Auto Parts companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: BEVERAGES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Carlos Brito , Anheuser-Busch InBev		1	Carlos Brito , Anheuser-Busch InBev		1	Jean-François van Boxmeer , Heineken	
2	Jean-François van Boxmeer , Heineken		2	Robert Kunze-Concewitz , Davide Campari-Milano		2	Robert Kunze-Concewitz , Davide Campari-Milano	
3	Robert Kunze-Concewitz , Davide Campari-Milano		3	Ivan Menezes , Diageo		3	Carlos Brito , Anheuser-Busch InBev	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Felipe Dutra , Anheuser-Busch InBev		1	Felipe Dutra , Anheuser-Busch InBev		1	Laurence Debroux , Heineken	
2	Laurence Debroux , Heineken		2	Laurence Debroux , Heineken		2	Felipe Dutra , Anheuser-Busch InBev	
3	Kathryn Mikells , Diageo		3	Kathryn Mikells , Diageo		3	Heine Dalsgaard , Carlsberg* Paolo Marchesini , Davide Campari-Milano*	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Sonya Ghobrial , Heineken		1	Peter Kondrup , Carlsberg		1	Sonya Ghobrial , Heineken	
2	Peter Kondrup , Carlsberg		2	Sonya Ghobrial , Heineken		2	Stephen Nightingale , Britvic	
3	Henry Rudd , Anheuser-Busch InBev* Stephen Nightingale , Britvic*		3	Henry Rudd , Anheuser-Busch InBev		3	Peter Kondrup , Carlsberg	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Diageo		1	Diageo		1	Heineken	
2	Anheuser-Busch InBev		2	Anheuser-Busch InBev		2	Davide Campari-Milano	
3	Heineken		3	Heineken		3	Anheuser-Busch InBev* Diageo*	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Diageo			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Heineken							
3	Anheuser-Busch InBev							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Anheuser-Busch InBev* Diageo*			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							
3	Heineken							

18 Beverages companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: BUILDING & CONSTRUCTION

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Xavier Huillard , VINCI		1	Xavier Huillard , VINCI		1	Xavier Huillard , VINCI	
2	Albert Manifold , CRH		2	Albert Manifold , CRH		2	Bernd Scheifele , HeidelbergCement	
3	Bernd Scheifele , HeidelbergCement		3	Bernd Scheifele , HeidelbergCement		3	Albert Manifold , CRH	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Christian Labeyrie , VINCI		1	Christian Labeyrie , VINCI		1	Ángel García Altozano , ACS Actividades de Construcción y Servicios* Lorenz Näger , HeidelbergCement*	
2	Barbara Richmond , Redrow		2	Barbara Richmond , Redrow		-	-	
3	Senan Murphy , CRH* Ernesto López Mozo , Ferrovial* Geoff Doherty , Kingspan Group*		3	Geoff Doherty , Kingspan Group		3	Senan Murphy , CRH	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Frank Heisterkamp , CRH		1	Frank Heisterkamp , CRH		1	Frank Heisterkamp , CRH	
2	Arnaud Palliez , VINCI		2	Arnaud Palliez , VINCI		2	André Löfgren , Skanska	
3	Christine Kukan , Sika		3	Martijn Schuttevaer , Royal Boskalis Westminster* Christine Kukan , Sika*		3	João Vermelho , Mota-Engil SGPS	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	VINCI		1	VINCI		1	Barratt Developments* CRH*	
2	CRH		2	Ferrovial		-	-	
3	Ferrovial		3	CRH		3	ACS Actividades de Construcción y Servicios	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Ferrovial			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	VINCI							
3	Sika							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	VINCI			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Ferrovial							
3	CRH							

75 Building & Construction companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: FOOD PRODUCERS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Ulf Mark Schneider , Nestlé	1	Ulf Mark Schneider , Nestlé	1	Alf-Helge Aarskog , Marine Harvest			
2	Alf-Helge Aarskog , Marine Harvest	2	Emmanuel Faber , Danone	2	Ulf Mark Schneider , Nestlé			
3	Regin Jacobsen , Bakkafrost	3	Alf-Helge Aarskog , Marine Harvest	3	Regin Jacobsen , Bakkafrost			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	François-Xavier Roger , Nestlé	1	François-Xavier Roger , Nestlé	1	John Bason , Associated British Foods			
2	John Bason , Associated British Foods	2	John Bason , Associated British Foods	2	Ivan Vindheim , Marine Harvest			
3	Ivan Vindheim , Marine Harvest	3	Martin Hug , Chocoladefabriken Lindt & Sprüngli* Brian Mehigan , Kerry Group*	3	François-Xavier Roger , Nestlé			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Steffen Kindler , Nestlé	1	Steffen Kindler , Nestlé	1	Steffen Kindler , Nestlé			
2	Kim Galtung Døsvig , Marine Harvest	-	-	2	Kim Galtung Døsvig , Marine Harvest			
3	Liam Hennigan , Glanbia	-	-	3	Liam Hennigan , Glanbia			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Nestlé	1	Nestlé	1	Nestlé			
2	Danone	2	Danone	2	Marine Harvest			
3	Marine Harvest	3	Marine Harvest	3	Bakkafrost			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	Nestlé							
2	Kerry Group		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Danone							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	Nestlé							
2	Danone		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Marine Harvest							

39 Food Producers companies nominated
Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: HOUSEHOLD & PERSONAL CARE PRODUCTS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Paul Polman , Unilever		1	Paul Polman , Unilever		1	Paul Polman , Unilever	
2	Rakesh Kapoor , Reckitt Benckiser Group		2	Rakesh Kapoor , Reckitt Benckiser Group		2	Jean-Paul Agon , L'Oréal	
3	Jean-Paul Agon , L'Oréal		3	Jean-Paul Agon , L'Oréal		3	Rakesh Kapoor , Reckitt Benckiser Group	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Graeme Pitkethly , Unilever		1	Graeme Pitkethly , Unilever		1	Graeme Pitkethly , Unilever	
2	Adrian Hennah , Reckitt Benckiser Group		2	Adrian Hennah , Reckitt Benckiser Group		2	Carsten Knobel , Henkel	
3	Christian Mulliez , L'Oréal		3	Christian Mulliez , L'Oréal		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Richard Joyce , Reckitt Benckiser Group		1	Richard Joyce , Reckitt Benckiser Group		1	Andrew Stephen , Unilever	
2	Andrew Stephen , Unilever		2	Andrew Stephen , Unilever		2	Richard Joyce , Reckitt Benckiser Group	
3	Isabelle Posth , Groupe SEB		3	Renata Casaro , Henkel		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Unilever		1	Unilever		1	Unilever	
2	Reckitt Benckiser Group		2	Reckitt Benckiser Group		2	Essity	
3	Groupe SEB		3	Groupe SEB		3	Reckitt Benckiser Group	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Unilever							
2	L'Oréal			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Henkel							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Unilever							
2	Henkel			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Reckitt Benckiser Group							

18 Household & Personal Care Products companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● Don't see your company? Contact us for details about your rankings.

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535



2018 All-Europe Executive Team

CONSUMER: LEISURE & HOTELS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Richard Cousins , Compass Group		1	Richard Cousins , Compass Group		1	Richard Cousins , Compass Group	
2	Sébastien Bazin , Accor		2	Sébastien Bazin , Accor		2	Sébastien Bazin , Accor	
3	Kenneth Alexander , GVC Holdings		3	Kenneth Alexander , GVC Holdings		3	Pat McCann , Dalata Hotel Group	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Paul Edgecliffe-Johnson , InterContinental Hotels Group		1	Paul Edgecliffe-Johnson , InterContinental Hotels Group		1	Beatriz Puente Ferreras , NH Hotel Group	
2	Beatriz Puente Ferreras , NH Hotel Group		2	Jean-Jacques Morin , Accor		2	Johnny Thomson , Compass Group	
3	Johnny Thomson , Compass Group		3	Horst Baier , TUI		3	Paul Edgecliffe-Johnson , InterContinental Hotels Group	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Sandra Moura , Compass Group		1	Sandra Moura , Compass Group		1	Javier Vega-Penichet , NH Hotel Group	
2	Sébastien Valentin , Accor		2	Sébastien Valentin , Accor		2	Sandra Moura , Compass Group	
3	Javier Vega-Penichet , NH Hotel Group		3	Nick Batram , GVC Holdings		3	Sébastien Valentin , Accor	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Compass Group		1	Compass Group		1	NH Hotel Group	
2	InterContinental Hotels Group		2	InterContinental Hotels Group		2	Compass Group	
3	Accor		3	Accor		3	InterContinental Hotels Group	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Compass Group							
2	Amer Sports Corp.* InterContinental Hotels Group*			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	InterContinental Hotels Group							
2	Compass Group			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	TUI							

46 Leisure & Hotels companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: LUXURY GOODS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Bernard Arnault , LVMH Moët Hennessy Louis Vuitton	1	Bernard Arnault , LVMH Moët Hennessy Louis Vuitton	1	Bernard Arnault , LVMH Moët Hennessy Louis Vuitton			
2	Kasper Rorsted , adidas	2	Kasper Rorsted , adidas	2	Remo Ruffini , Moncler			
3	Remo Ruffini , Moncler	3	Anders Colding Friis , PANDORA	3	Kasper Rorsted , adidas			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Jean-Jacques Guiony , LVMH Moët Hennessy Louis Vuitton	1	Jean-Jacques Guiony , LVMH Moët Hennessy Louis Vuitton	1	Jean-Jacques Guiony , LVMH Moët Hennessy Louis Vuitton			
2	Jean-Marc Duplaix , Kering	2	Peter Vekslund , PANDORA	2	Jean-Marc Duplaix , Kering			
3	Enrico Cavatorta , YOOX Net-A-Porter Group	3	Jean-Marc Duplaix , Kering	3	Luciano Santel , Moncler			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Paola Durante , Moncler	1	Christopher Hollis , LVMH Moët Hennessy Louis Vuitton	1	Paola Durante , Moncler			
2	Claire Roblet , Kering	2	Paola Durante , Moncler	2	Claire Roblet , Kering			
3	Christopher Hollis , LVMH Moët Hennessy Louis Vuitton	3	Nicoletta Russo , Ferrari	3	Sebastian Steffen , adidas			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	LVMH Moët Hennessy Louis Vuitton	1	LVMH Moët Hennessy Louis Vuitton	1	Moncler			
2	Moncler	2	adidas	2	Kering			
3	adidas	3	PANDORA	3	LVMH Moët Hennessy Louis Vuitton			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	LVMH Moët Hennessy Louis Vuitton							
2	adidas		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study			
3	Kering							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	LVMH Moët Hennessy Louis Vuitton							
2	Kering		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study			
3	adidas							

21 Luxury Goods companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: RETAILING/FOOD

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Dave Lewis , Tesco	1	Dave Lewis , Tesco	1	Dave Lewis , Tesco
2	Charles Wilson , Booker Group* David Potts , Wm Morrison Supermarkets*	2	Charles Wilson , Booker Group	2	Dick Boer , Royal Ahold Delhaize
-	-	3	David Potts , Wm Morrison Supermarkets	3	David Potts , Wm Morrison Supermarkets
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Jeffrey Carr , Royal Ahold Delhaize* Trevor Strain , Wm Morrison Supermarkets*	1	Alan Stewart , Tesco	1	Trevor Strain , Wm Morrison Supermarkets
-	-	2	Duncan Tatton-Brown , Ocado Group	2	Jeff Carr , Royal Ahold Delhaize
3	Alan Stewart , Tesco	-	-	3	Pierre-Jean Sivignon , Carrefour
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Régine Gaggioli , Casino, Guichard-Perrachon* Aurélie Bultynck , Royal Ahold Delhaize*	1	Chris Griffith , Tesco	1	Aurélie Bultynck , Royal Ahold Delhaize
-	-	2	Régine Gaggioli , Casino, Guichard-Perrachon	2	Cláudia Falcão , Jerónimo Martins SGPS
3	Chris Griffith , Tesco	-	-	3	Andrew Kasoulis , Wm Morrison Supermarkets
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Tesco	1	Tesco	1	Royal Ahold Delhaize
2	Royal Ahold Delhaize	2	Jerónimo Martins SGPS	2	Jerónimo Martins SGPS
3	Jerónimo Martins SGPS	3	Royal Ahold Delhaize	3	Casino, Guichard-Perrachon
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Tesco				
2	Distribuidora Internacional de Alimentación		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	Jerónimo Martins SGPS				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Tesco				
2	Royal Ahold Delhaize		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	Carrefour				

27 Retailing/Food companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: RETAILING/GENERAL

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Pablo Isla Álvarez de Tejera , Industria de Diseño Textil		1	Pablo Isla Álvarez de Tejera , Industria de Diseño Textil		1	Pablo Isla Álvarez de Tejera , Industria de Diseño Textil	
2	Simon Wolfson , Next		2	Simon Wolfson , Next		2	Nick Beighton , ASOS	
3	Nick Beighton , ASOS		3	Simon Arora , B&M European Value Retail		3	Simon Wolfson , Next	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Helen Ashton , ASOS		1	Helen Ashton , ASOS		1	Helen Ashton , ASOS	
2	Karen Witts , Kingfisher		2	Karen Witts , Kingfisher		2	Helen Weir , Marks and Spencer Group	
3	Arnaud Louet , Maisons du Monde* Helen Weir , Marks and Spencer Group*		3	Arnaud Louet , Maisons du Monde		3	Nick Wharton , Superdry	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Greg Feehely , ASOS		1	Adam Kay , Just Eat		1	Greg Feehely , ASOS	
2	Adam Kay , Just Eat		2	Greg Feehely , ASOS		2	Adam Kay , Just Eat	
3	Nils Vinge , H&M Hennes & Mauritz		3	Nils Vinge , H&M Hennes & Mauritz* Paul Sharma , Howden Joinery Group* Amie Gramlick , Pets at Home Group*		3	Rafael Duarte , Dufry	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	ASOS		1	Next		1	ASOS	
2	Next		2	Just Eat		2	Next	
3	Just Eat		3	Industria de Diseño Textil		3	Just Eat	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Zalando			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	ASOS							
3	Just Eat							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Zalando			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	ASOS							
3	Next							

55 Retailing/General companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

CONSUMER: TOBACCO

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Nicandro Durante , British American Tobacco	1	Nicandro Durante , British American Tobacco	1	Nicandro Durante , British American Tobacco
-	-	-	-	-	-
-	-	-	-	-	-
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Ben Stevens , British American Tobacco	1	Ben Stevens , British American Tobacco	1	Ben Stevens , British American Tobacco
2	Marlene Forsell , Swedish Match	-	-	-	-
-	-	-	-	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Emmett Harrison , Swedish Match	1	Michael Nightingale , British American Tobacco	1	Emmett Harrison , Swedish Match
2	Mike Nightingale , British American Tobacco	2	Peter Durman , Imperial Brands* Emmett Harrison , Swedish Match*	2	Peter Durman , Imperial Brands
3	Peter Durman , Imperial Brands	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	British American Tobacco	1	British American Tobacco	1	Swedish Match
2	Swedish Match	2	Imperial Brands	2	British American Tobacco
3	Imperial Brands	3	Swedish Match	3	Imperial Brands
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	British American Tobacco				
2	Imperial Brands		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	British American Tobacco				
2	Swedish Match		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				

4 Tobacco companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

ENERGY: OIL & GAS EXPLORATION & PRODUCTION

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Patrick Pouyanné , Total	1	Patrick Pouyanné , Total	1	Patrick Pouyanné , Total
2	Ben van Beurden , Royal Dutch Shell	2	Ben van Beurden , Royal Dutch Shell	2	Ben van Beurden , Royal Dutch Shell
3	Robert Dudley , BP	3	Robert Dudley , BP	3	Matti Lievonon , Neste Corp.
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Brian Gilvary , BP	1	Brian Gilvary , BP	1	Miguel Martínez San Martín , Repsol
2	Patrick de La Chevardière , Total	2	Jessica Uhl , Royal Dutch Shell	2	Patrick de La Chevardière , Total
3	Miguel Martínez San Martín , Repsol	3	Patrick de La Chevardière , Total	3	Brian Gilvary , BP
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Mike Sangster , Total	1	Mike Sangster , Total	1	Pablo Bannatyne , Repsol
2	Otelo Ruivo , Galp Energia SGPS* Pablo Bannatyne , Repsol*	2	Robert Hammond , Total	2	Otelo Ruivo , Galp Energia SGPS
-	-	3	Paul Ferneyhough , Repsol	3	Juha-Pekka Kekäläinen , Neste Corp.
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Royal Dutch Shell	1	Royal Dutch Shell	1	Galp Energia SGPS
2	Total	2	Total	2	Repsol
3	BP	3	BP	3	Total
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Royal Dutch Shell* Total*		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
3	BP				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Royal Dutch Shell		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
2	Total				
3	BP				
34 Oil & Gas Exploration & Production companies nominated					
Not ranked in the top three? Contact II to get your rankings for each category.					

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

ENERGY: OIL SERVICES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Jean Cahuzac , Subsea 7	-	-	1	Jean Cahuzac , Subsea 7
2	Kristian Johansen , TGS-Nopec Geophysical Co.	-	-	2	Luis Araujo , Aker Solutions
3	Luis Araujo , Aker Solutions	-	-	3	Kristian Johansen , TGS-Nopec Geophysical Co.
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Ricardo Rosa , Subsea 7	-	-	1	Ricardo Rosa , Subsea 7
2	David Kemp , John Wood Group	-	-	2	David Kemp , John Wood Group
3	Peter Rose , Hunting* Sven Børre Larsen , TGS-Nopec Geophysical Co.*	-	-	3	Peter Rose , Hunting* Sven Børre Larsen , TGS-Nopec Geophysical Co.*
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Isabel Green , Subsea 7	1	Isabel Green , Subsea 7	1	Isabel Green , Subsea 7
2	Andrew Rose , John Wood Group	2	Marta Gómez de Salazar , Técnicas Reunidas	2	Andrew Rose , John Wood Group* Jonathan Low , Petrofac*
3	Marta Gómez de Salazar , Técnicas Reunidas	-	-	-	-
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Subsea 7	1	Subsea 7	1	Subsea 7
2	John Wood Group	2	John Wood Group	2	John Wood Group
3	Petrofac	-	-	3	Petrofac * TGS-Nopec Geophysical Co. *
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Subsea 7				
-	-		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
-	-				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Petrofac				
2	TGS-Nopec Geophysical Co.		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	Técnicas Reunidas				

26 Oil Services companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

ENERGY: UTILITIES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Francesco Starace , Enel	1	Francesco Starace , Enel	1	José Ignacio Sánchez Galán , Iberdrola
2	José Ignacio Sánchez Galán , Iberdrola	2	José Ignacio Sánchez Galán , Iberdrola	2	Francesco Starace , Enel
3	Henrik Poulsen , Ørsted	3	Henrik Poulsen , Ørsted	3	Paolo Gallo , Italgas
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	José Sáinz Armada , Iberdrola	1	José Sáinz Armada , Iberdrola	1	José Sáinz Armada , Iberdrola
2	Alberto De Paoli , Enel	2	Alberto De Paoli , Enel	2	Alberto De Paoli , Enel
3	Gregor Alexander , SSE	3	Gregor Alexander , SSE	3	Paolo Bondi , Endesa
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Diego Morón Martínez , Iberdrola	1	Diego Morón Martínez , Iberdrola	1	Diego Morón Martínez , Iberdrola
2	Ignacio Cuenca , Iberdrola	2	Luca Passa , Enel* Ignacio Cuenca , Iberdrola*	2	Ignacio Cuenca , Iberdrola
3	Luca Passa , Enel	-	-	3	Luca Passa , Enel
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Iberdrola	1	Iberdrola	1	Iberdrola
2	Enel	2	Enel	2	Enel
3	EDP – Energias de Portugal	3	RWE	3	EDP – Energias de Portugal
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Enel* Iberdrola*		<i>Only available by subscribing to the IR Perception Study</i>	-	-
-	-			-	-
3	National Grid			-	-
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Iberdrola				
2	Enel		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	EDP – Energias de Portugal				

53 Utilities companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

FINANCIAL INSTITUTIONS: BANKS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Jean Pierre Mustier , UniCredit	1	Jean Pierre Mustier , UniCredit	1	Carlo Messina , Intesa Sanpaolo			
2	Carlo Messina , Intesa Sanpaolo	2	Carlo Messina , Intesa Sanpaolo	2	Jean Pierre Mustier , UniCredit			
3	Ralph Hamers , ING Groep	3	Ralph Hamers , ING Groep	3	José Antonio Álvarez , Banco Santander			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Stefano Del Punta , Intesa Sanpaolo	1	Stefano Del Punta , Intesa Sanpaolo	1	Stefano Del Punta , Intesa Sanpaolo			
2	Lars Machenil , BNP Paribas	2	Lars Machenil , BNP Paribas	2	Jaime Sáenz de Tejada Pulido , BBVA* Javier Pano , CaixaBank*			
3	José García Cantera , Banco Santander* Mirko Bianchi , UniCredit*	3	Mirko Bianchi , UniCredit	-	-			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Marco Delfrate , Intesa Sanpaolo	1	Marco Delfrate , Intesa Sanpaolo	1	Andrea Tamagnini , Intesa Sanpaolo			
2	Andrea Tamagnini , Intesa Sanpaolo	2	Peter Grabe , Svenska Handelsbanken	2	Marco Delfrate , Intesa Sanpaolo			
3	Peter Grabe , Svenska Handelsbanken	3	Andrea Tamagnini , Intesa Sanpaolo	3	Gloria Couceiro , BBVA			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Intesa Sanpaolo	1	UniCredit	1	CaixaBank			
2	UniCredit	2	Intesa Sanpaolo	2	Intesa Sanpaolo			
3	Banco Santander	3	Banco Santander	3	BBVA			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	UniCredit							
2	Banco Santander		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Credit Suisse Group							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	UBS Group							
2	Banco Santander		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	BBVA							

89 Banks companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

FINANCIAL INSTITUTIONS: INSURANCE

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Oliver Bäte , Allianz		1	Michael Wells , Prudential		1	Oliver Bäte , Allianz	
2	Michael Wells , Prudential		2	Oliver Bäte , Allianz		2	Ulrich Wallin , Hannover Re	
3	Mario Greco , Zurich Insurance Group		3	Mario Greco , Zurich Insurance Group		3	Mario Greco , Zurich Insurance Group	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Dieter Wemmer , Allianz		1	Dieter Wemmer , Allianz		1	Dieter Wemmer , Allianz	
2	Chris Figee , ASR Nederland		2	Chris Figee , ASR Nederland		2	Jörg Schneider , Munich Re	
3	Jörg Schneider , Munich Re		3	George Quinn , Zurich Insurance Group		3	Jeff Davies , Legal & General Group	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Oliver Schmidt , Allianz		1	Oliver Schmidt , Allianz		1	Oliver Schmidt , Allianz	
2	Richard Burden , Zurich Insurance Group		2	Richard Burden , Zurich Insurance Group		2	Christian Becker-Hussong , Munich Re	
3	Andrew Wallace-Barnett , AXA		3	Andrew Wallace-Barnett , AXA		3	Jarmo Salonen , Sampo	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Allianz		1	Allianz		1	Allianz	
2	Prudential		2	Prudential		2	Munich Re	
3	AXA		3	AXA		3	Sampo	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Prudential							
2	Allianz			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	AXA							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Allianz							
2	Prudential			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	AXA							

51 Insurance companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535



2018 All-Europe Executive Team

FINANCIAL INSTITUTIONS: PROPERTY

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Toby Courtauld , Great Portland Estates	1	Toby Courtauld , Great Portland Estates	1	Toby Courtauld , Great Portland Estates* Ismael Clemente , Merlin Properties*			
2	Anders Jarl , Wihlborgs Fastigheter	2	Anders Jarl , Wihlborgs Fastigheter	-	-			
3	John Burns , Derwent London	3	John Burns , Derwent London	3	Cristina García-Peri , Hispania Activos Inmobiliarios			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	A. Stefan Kirsten , Vonovia	1	Jaap Tonckens , Unibail-Rodamco	1	A. Stefan Kirsten , Vonovia			
2	Jaap Tonckens , Unibail-Rodamco	2	A. Stefan Kirsten , Vonovia	2	Martin Greenslade , Land Securities Group			
3	Martin Greenslade , Land Securities Group	3	Nicholas Sanderson , Great Portland Estates	3	Jaap Tonckens , Unibail-Rodamco			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Harry Stokes , SEGRO	1	Harry Stokes , SEGRO	1	Stephen Burrows , Great Portland Estates			
2	Stephen Burrows , Great Portland Estates	2	Quentin Freeman , Derwent London	2	Isabel Troya , Hispania Activos Inmobiliarios			
3	Quentin Freeman , Derwent London	3	Stephen Burrows , Great Portland Estates	3	Samuel Henry-Diesbach , Gecina			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Great Portland Estates	1	Unibail-Rodamco	1	Hispania Activos Inmobiliarios			
2	Derwent London	2	SEGRO	2	Vonovia			
3	SEGRO	3	Great Portland Estates	3	Great Portland Estates			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	Unibail-Rodamco							
2	Hispania Activos Inmobiliarios* Vonovia*		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
-	-							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	Unibail-Rodamco							
2	Derwent London		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	SEGRO							

106 Property companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

FINANCIAL INSTITUTIONS: SPECIALTY & OTHER FINANCE

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Xavier Rolet , London Stock Exchange Group		1	Xavier Rolet , London Stock Exchange Group		1	Xavier Rolet , London Stock Exchange Group	
2	Simon Borrows , 3i Group		2	Simon Borrows , 3i Group		2	Peter Harrison , Schroders	
3	Boris Collardi , Julius Baer Gruppe		3	Boris Collardi , Julius Baer Gruppe		3	Gian Maria Mossa , Banca Generali	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Dieter Enkelmann , Julius Baer Gruppe		1	Dieter Enkelmann , Julius Baer Gruppe		1	Dieter Enkelmann , Julius Baer Gruppe	
2	David Warren , London Stock Exchange Group	-	-	-		2	Giorgio Modica , Euronext	
3	Julia Wilson , 3i Group	-	-	-		3	Tommaso di Russo , Banca Generali* David Warren , London Stock Exchange Group*	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Fabrizio Armone , Anima Holding		1	Philip Sauer , Partners Group Holding		1	Fabrizio Armone , Anima Holding	
2	Philip Sauer , Partners Group Holding		2	Fabrizio Armone , Anima Holding		2	Paul Measday , Ashmore Group	
3	Paul Measday , Ashmore Group		3	Jan Strecker , Deutsche Börse* Paul Froud , London Stock Exchange Group*		3	Alexander Van Leeuwen , Julius Baer Gruppe	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Anima Holding		1	Anima Holding		1	London Stock Exchange Group	
2	London Stock Exchange Group		2	Partners Group Holding		2	Anima Holding	
3	Partners Group Holding		3	London Stock Exchange Group		3	Schroders	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	London Stock Exchange Group							
2	Banca Generali			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	NEX Group							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Anima Holding* Schroders*							
-	-			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Partners Group Holding							

75 Specialty & Other Finance companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

INDUSTRIALS: AEROSPACE & DEFENSE

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Thomas Enders , Airbus		1	Thomas Enders , Airbus		1	Thomas Enders , Airbus	
2	Warren East , Rolls-Royce Holdings		2	Warren East , Rolls-Royce Holdings		2	Reiner Winkler , MTU Aero Engines	
3	Philippe Petitcolin , Safran		3	Philippe Petitcolin , Safran		3	Warren East , Rolls-Royce Holdings	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Harald Wilhelm , Airbus		1	Harald Wilhelm , Airbus		1	Harald Wilhelm , Airbus	
2	Bernard Delpit , Safran		2	Bernard Delpit , Safran		2	Peter Lynas , BAE Systems	
3	Pascal Bouchiat , Thales		3	Stephen Daintith , Rolls-Royce Holdings		3	Pascal Bouchiat , Thales	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Julie Kitcher , Airbus		1	Julie Kitcher , Airbus		1	Julie Kitcher , Airbus	
2	Michael Röger , MTU Aero Engines		-	-		2	Michael Röger , MTU Aero Engines	
3	Martin Cooper , BAE Systems		-	-		3	Julian Wais , Cobham	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Airbus		1	Airbus		1	Airbus	
2	Safran		2	Safran		2	Thales	
3	Rolls-Royce Holdings		3	Rolls-Royce Holdings		3	MTU Aero Engines	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Airbus							
2	Rolls-Royce Holdings			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	MTU Aero Engines							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Airbus							
2	Rolls-Royce Holdings			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Safran							

20 Aerospace & Defense companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

INDUSTRIALS: BUSINESS & EMPLOYMENT SERVICES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	André Lacroix , Intertek Group	1	Geoffrey Drabble , Ashtead Group	1	André Lacroix , Intertek Group			
2	Geoffrey Drabble , Ashtead Group	2	Frankie Ng , SGS	2	Lindsley Ruth , Electrocomponents			
3	Frankie Ng , SGS	3	André Lacroix , Intertek Group	3	Steve Ingham , PageGroup* Jacques van den Broek , Randstad Holding*			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Brian May , Bunzl	1	Brian May , Bunzl	1	Robert Jan van de Kraats , Randstad Holding			
2	Paul Venables , Hays	2	Georg Müller , Brenntag	2	Brian May , Bunzl			
3	Robert Jan van de Kraats , Randstad Holding	3	Suzanne Wood , Ashtead Group	3	Paul Venables , Hays			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	David Tailleux , Randstad Holding	1	Jean-Luc de Buman , SGS* Quy Nguyen-Ngoc , Teleperformance*	1	David Tailleux , Randstad Holding			
2	David Hancock , Adecco Group* Stuart Ford , Serco Group*	-	-	2	David Hancock , Adecco Group			
-	-	3	Peg Smith , Experian* Stuart Ford , Serco Group*	3	Mark Fearon , Ferguson			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Randstad Holding	1	Experian	1	Randstad Holding			
2	Adecco Group	2	SGS	2	Adecco Group			
3	Experian* SGS*	3	Ashtead Group	3	Cerved Information Solutions			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	SGS							
2	Adecco Group		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Hays							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	Adecco Group							
2	Randstad Holding		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Ashtead Group							

76 Business & Employment Services companies nominated
Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

INDUSTRIALS: CAPITAL GOODS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Johan Molin , Assa Abloy* Joe Kaeser , Siemens*		1	Joe Kaeser , Siemens		1	Johan Molin , Assa Abloy	
-	-		2	Johan Molin , Assa Abloy		2	Björn Rosengren , Sandvik	
3	Björn Rosengren , Sandvik		3	Björn Rosengren , Sandvik		3	Valerio Battista , Prysmian* Martin Lundstedt , Volvo*	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Hans Ola Meyer , Atlas Copco		1	Hans Ola Meyer , Atlas Copco		1	Hans Ola Meyer , Atlas Copco	
2	Ralf Thomas , Siemens		2	Ralf Thomas , Siemens		2	Ralf Thomas , Siemens	
3	Carolina Dybeck Happe , Assa Abloy		3	Carolina Dybeck Happe , Assa Abloy		3	Pier Francesco Facchini , Prysmian	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Alanna Abrahamson , ABB		1	Alanna Abrahamson , ABB		1	Sabine Reichel , Siemens	
2	Sabine Reichel , Siemens		2	Ann-Sofie Nordh , Sandvik		2	Alanna Abrahamson , ABB	
3	Ann-Sofie Nordh , Sandvik		3	Sabine Reichel , Siemens		3	Andreas Schwarzwälder , OC Oerlikon Corp.	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Siemens		1	Siemens		1	ABB	
2	ABB		2	Sandvik		2	Siemens	
3	Sandvik		3	Atlas Copco		3	Atlas Copco	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	ABB* Siemens*			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
-	-							
3	Schneider Electric							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Siemens			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Atlas Copco							
3	ABB							
134 Capital Goods companies nominated								
Not ranked in the top three? Contact II to get your rankings for each category.								

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535



2018 All-Europe Executive Team

INDUSTRIALS: TRANSPORT

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Michael O'Leary , Ryanair Holdings	1	Michael O'Leary , Ryanair Holdings	1	Jens Bjørn Andersen , DSV
2	Jens Bjørn Andersen , DSV	2	Jens Bjørn Andersen , DSV	2	Michael O'Leary , Ryanair Holdings
3	Willie Walsh , International Consolidated Airlines Group	3	Willie Walsh , International Consolidated Airlines Group	3	Willie Walsh , International Consolidated Airlines Group
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Neil Sorahan , Ryanair Holdings	1	Neil Sorahan , Ryanair Holdings	1	Jens Lund , DSV
2	Jens Lund , DSV	2	Jens Lund , DSV	2	Melanie Kreis , Deutsche Post* Neil Sorahan , Ryanair Holdings*
3	Melanie Kreis , Deutsche Post	3	Andrew Findlay , easyJet	-	-
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Shane O'Toole , Ryanair Holdings	1	Shane O'Toole , Ryanair Holdings	1	Andreas Hagenbring , Deutsche Lufthansa
2	Stuart Morgan , easyJet	2	Stuart Morgan , easyJet	2	Christoph Marx , VTG
3	Andreas Hagenbring , Deutsche Lufthansa	3	Sarah Bowman , Deutsche Post	3	Stig Frederiksen , A.P. Møller - Mærsk
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Ryanair Holdings	1	Ryanair Holdings	1	International Consolidated Airlines Group
2	Deutsche Post	2	Deutsche Post	2	Abertis Infraestructuras* Fraport*
3	Deutsche Lufthansa	3	Deutsche Lufthansa	-	-
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS
1	Ryanair Holdings				
2	International Consolidated Airlines Group		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	Deutsche Post				
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE
1	Ryanair Holdings				
2	easyJet		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>
3	Deutsche Post				

60 Transport companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

PHARMACEUTICALS & HEALTH CARE: BIOTECHNOLOGY

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Richard Ridinger , Lonza Group	1	Richard Ridinger , Lonza Group	1	Jan van de Winkel , Genmab			
2	Jan van de Winkel , Genmab	2	Onno van de Stolpe , Galapagos	2	Richard Ridinger , Lonza Group			
3	Onno van de Stolpe , Galapagos	3	Jan van de Winkel , Genmab	-	-			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Rodolfo Savitzky , Lonza Group	1	Rodolfo Savitzky , Lonza Group	1	David Eatwell , Genmab			
2	David Eatwell , Genmab	-	-	-	-			
3	Bart Filius , Galapagos	-	-	-	-			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Dirk Oehlers , Lonza Group	1	Dirk Oehlers , Lonza Group	1	Rachel Curtis Gravesen , Genmab			
2	Rachel Curtis Gravesen , Genmab	2	Klaus Sindahl , Novozymes	2	Rolf Sass Sørensen , Bavarian Nordic			
3	Rolf Sass Sørensen , Bavarian Nordic	3	Elizabeth Goodwin , Galapagos	3	Dirk Oehlers , Lonza Group			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Lonza Group	1	Lonza Group	1	Novozymes			
2	Novozymes	2	Novozymes	2	Lonza Group			
3	Galapagos	3	Galapagos	3	Genmab			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	Lonza Group							
2	Galapagos		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
-	-							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	Novozymes							
2	Genmab		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
-	-							

38 Biotechnology companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

PHARMACEUTICALS & HEALTH CARE: MEDICAL TECHNOLOGIES & SERVICES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Stephan Sturm , Fresenius		1	Stephan Sturm , Fresenius		1	Marco Gadola , Straumann Holding	
2	Marco Gadola , Straumann Holding		2	Hubert Sagnières , Essilor International		2	Stephan Sturm , Fresenius	
3	Lars Rasmussen , Coloplast		3	Marco Gadola , Straumann Holding		3	Lars Rasmussen , Coloplast	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Peter Hackel , Straumann Holding		1	Géraldine Picaud , Essilor International		1	Peter Hackel , Straumann Holding	
2	Marcus Desimoni , GN Store Nord		2	Abhijit Bhattacharya , Royal Philips		2	Marcus Desimoni , GN Store Nord	
3	Géraldine Picaud , Essilor International		3	Graham Baker , Smith & Nephew		3	Alan Ralph , UDG Healthcare	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Peter Justesen , GN Store Nord		1	Markus Georgi , Fresenius* Fabian Hildbrand , Straumann Holding*		1	Søren Andersson , William Demant Holding	
2	Fabian Hildbrand , Straumann Holding		-	-		2	Peter Justesen , GN Store Nord	
3	Markus Georgi , Fresenius		3	Sebastian Frericks , Carl Zeiss Meditec* Dominik Heger , Fresenius Medical Care* Peter Justesen , GN Store Nord* Steve Grobet , Orpéa*		3	Ingeborg Oie , Smith & Nephew	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Fresenius		1	Royal Philips		1	GN Store Nord	
2	Royal Philips		2	Fresenius		2	Fresenius	
3	Essilor International		3	Essilor International		3	Sonova Holding	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Coloplast							
2	Fresenius Medical Care			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Royal Philips							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Essilor International							
2	Royal Philips			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Coloplast							

48 Medical Technologies & Services companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

PHARMACEUTICALS & HEALTH CARE: PHARMACEUTICALS

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Pascal Soriot , AstraZeneca		1	Severin Schwan , Roche Holding		1	Pascal Soriot , AstraZeneca	
2	Severin Schwan , Roche Holding		2	Pascal Soriot , AstraZeneca		2	Lars Fruergaard Jørgensen , Novo Nordisk	
3	Werner Baumann , Bayer		3	Flemming Ornskov , Shire		3	Stefan Oschmann , Merck	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Alan Hippe , Roche Holding		1	Alan Hippe , Roche Holding		1	Jesper Brandgaard , Novo Nordisk	
2	Jesper Brandgaard , Novo Nordisk		2	Harry Kirsch , Novartis		2	Marcus Kuhnert , Merck	
3	Harry Kirsch , Novartis		3	Jesper Brandgaard , Novo Nordisk		3	Harry Kirsch , Novartis	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Karl Mahler , Roche Holding		1	Karl Mahler , Roche Holding		1	Thomas Kudsk Larsen , AstraZeneca	
2	Thomas Kudsk Larsen , AstraZeneca		2	Sarah Elton-Farr , GlaxoSmithKline		2	Karl Mahler , Roche Holding	
3	Sarah Elton-Farr , GlaxoSmithKline		3	Isabella Zinck , Novartis		3	Guillaume van Renterghem , Sanofi	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Roche Holding		1	Roche Holding		1	AstraZeneca	
2	Novo Nordisk		2	Novo Nordisk		2	Novo Nordisk	
3	AstraZeneca		3	Novartis		3	Merck	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	Novartis							
2	Roche Holding			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Bayer							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	Novo Nordisk							
2	Roche Holding			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	AstraZeneca							

42 Pharmaceuticals companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535



2018 All-Europe Executive Team

TECHNOLOGY, MEDIA & TELECOMMUNICATIONS: MEDIA

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Martin Sorrell , WPP	1	Martin Sorrell , WPP	1	Jean-Charles Decaux, Jean-François Decaux , JCDecaux			
2	Jean-Charles Decaux, Jean-François Decaux , JCDecaux	2	Jean-Charles Decaux, Jean-François Decaux , JCDecaux	2	Erik Engstrom , RELX			
3	Erik Engstrom , RELX	3	Erik Engstrom , RELX	-	-			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Ian Griffiths , ITV	1	Paul Richardson , WPP	1	Ian Griffiths , ITV			
2	Paul Richardson , WPP	2	Robyn Perriss , Rightmove	2	Marco Giordani , Mediaset			
3	Nicholas Luff , RELX	3	Mandy Gradden , Ascential	3	Katarzyna Ostap-Tomann , Cyfrowy Polsat* Nicholas Luff , RELX*			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Jean-Michel Bonamy , Publicis Groupe	1	Jean-Michel Bonamy , Publicis Groupe	1	David Gómez Baquero , Atresmedia Corp. de Medios de Comunicación			
2	David Gómez Baquero , Atresmedia Corp. de Medios de Comunicación* Dirk Voigtländer , ProSiebenSat.1 Media*	2	Dirk Voigtländer , ProSiebenSat.1 Media	2	Andrew Buckhurst , RTL Group			
-	-	3	Edouard Lassalle , Criteo	3	Bartłomiej Drywa , Cyfrowy Polsat			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	WPP	1	WPP	1	Cyfrowy Polsat			
2	Publicis Groupe	2	Publicis Groupe	2	Atresmedia Corp. de Medios de Comunicación			
3	ProSiebenSat.1 Media	3	JCDecaux	3	ProSiebenSat.1 Media			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	Axel Springer		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
2	ProSiebenSat.1 Media							
3	Sky							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	WPP		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
2	Sky							
3	ProSiebenSat.1 Media							

53 Media companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535

2018 All-Europe Executive Team

TECHNOLOGY, MEDIA & TELECOMMUNICATIONS: TECHNOLOGY/HARDWARE

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Peter Wennink , ASML Holding		1	Peter Wennink , ASML Holding		1	Peter Wennink , ASML Holding	
2	Rajeev Suri , Nokia Corp.		2	Rajeev Suri , Nokia Corp.		2	Reinhard Ploss , Infineon Technologies* Rajeev Suri , Nokia Corp.*	
3	Reinhard Ploss , Infineon Technologies		3	Reinhard Ploss , Infineon Technologies		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Wolfgang Nickl , ASML Holding		1	Wolfgang Nickl , ASML Holding		1	Dominik Asam , Infineon Technologies	
2	Dominik Asam , Infineon Technologies		2	Dominik Asam , Infineon Technologies		2	Wolfgang Nickl , ASML Holding	
3	Michael Wachslar-Markowitsch , ams* Vincent Pilette , Logitech International*		3	Michael Wachslar-Markowitsch , ams		3	Vincent Pilette , Logitech International	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Craig DeYoung , ASML Holding		1	Craig DeYoung , ASML Holding		1	Craig DeYoung , ASML Holding	
2	Jürgen Rebel , Infineon Technologies		2	Jürgen Rebel , Infineon Technologies		2	Marcel Kemp , ASML Holding	
3	Matt Shimaio , Nokia Corp.		3	Matt Shimaio , Nokia Corp.		3	Guido Pickert , Aixtron	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	ASML Holding		1	ASML Holding		1	ASML Holding	
2	Infineon Technologies		2	Infineon Technologies		2	Nokia Corp.	
3	Nokia Corp.		3	Nokia Corp.		3	Infineon Technologies	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	ASML Holding			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Infineon Technologies							
3	Nokia Corp.							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	ASML Holding			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
2	Infineon Technologies							
3	Nokia Corp.							

38 Technology/Hardware companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

TECHNOLOGY, MEDIA & TELECOMMUNICATIONS: TECHNOLOGY/SOFTWARE

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Bill McDermott , SAP		1	Bill McDermott , SAP		1	Paul Hermelin , Capgemini	
2	Luis Maroto , Amadeus IT Group		2	Luis Maroto , Amadeus IT Group		2	Bill McDermott , SAP	
3	Paul Hermelin , Capgemini		3	Bernard Charlès , Dassault Systèmes		3	Luis Maroto , Amadeus IT Group	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Ana de Pro , Amadeus IT Group		1	Ana de Pro , Amadeus IT Group		1	Aiman Ezzat , Capgemini	
2	Aiman Ezzat , Capgemini		2	Luka Mucic , SAP		2	Ana de Pro , Amadeus IT Group*	
3	Luka Mucic , SAP		3	Aiman Ezzat , Capgemini		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Gilles Arditti , Atos		1	Cristina Fernández , Amadeus IT Group		1	Gilles Arditti , Atos	
2	Cristina Fernández , Amadeus IT Group		2	Stefan Gruber , SAP		2	Vincent Biraud , Capgemini	
3	Katya Zhukova , Yandex		3	Gilles Arditti , Atos		3	Adam Snyder , Temenos Group*	
							Katya Zhukova , Yandex*	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	SAP		1	SAP		1	Atos*	
2	Amadeus IT Group		2	Amadeus IT Group		-	-	
3	Atos		3	Atos		3	Amadeus IT Group	
							Capgemini*	
RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS		RANK	BEST ANALYST DAYS	
1	SAP							
2	Capgemini			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Amadeus IT Group							
RANK	BEST WEBSITE		RANK	BEST WEBSITE		RANK	BEST WEBSITE	
1	SAP							
2	Amadeus IT Group			<i>Only available by subscribing to the IR Perception Study</i>			<i>Only available by subscribing to the IR Perception Study</i>	
3	Sophos Group							

63 Technology/Software companies nominated

Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● **Don't see your company? Contact us for details about your rankings.**

Amani Korayeim

amani.korayeim@institutionalinvestor.com

+44 20 7779 8535

2018 All-Europe Executive Team

TECHNOLOGY, MEDIA & TELECOMMUNICATIONS: TELECOMMUNICATIONS SERVICES

Listed are the winners for Best CEO, CFO, IR Professional, Investor Relations Program, Analyst Days and Website in the **2018 All-Europe Executive Team** rankings. In total, **1,496** investors and **940** sell-side analysts voted across **31** sectors. Best Investor Relations Program rankings are based on top performance in financial disclosure, access to senior management, IR responsiveness, IR knowledge and authority, conference calls, corporate documents and investor kits, and road shows. All winners can be found online at www.institutionalinvestor.com.

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO			
1	Vittorio Colao , Vodafone Group	1	Vittorio Colao , Vodafone Group	1	Timotheus Höttges , Deutsche Telekom			
2	Timotheus Höttges , Deutsche Telekom	2	Timotheus Höttges , Deutsche Telekom	2	Vittorio Colao , Vodafone Group			
3	José María Álvarez-Pallete , Telefónica	3	José María Álvarez-Pallete , Telefónica	3	José María Álvarez-Pallete , Telefónica			
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO			
1	Thomas Dannenfeldt , Deutsche Telekom	1	Thomas Dannenfeldt , Deutsche Telekom	1	Nicholas Read , Vodafone Group			
2	Nicholas Read , Vodafone Group	2	Nicholas Read , Vodafone Group	2	Thomas Dannenfeldt , Deutsche Telekom			
3	Ángel Vilá Boix , Telefónica	3	Ángel Vilá Boix , Telefónica	3	Simon Lowth , BT Group			
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL			
1	Hannes Wittig , Deutsche Telekom	1	Hannes Wittig , Deutsche Telekom* Tim Boddy , Vodafone Group*	1	Hannes Wittig , Deutsche Telekom			
2	Tim Boddy , Vodafone Group	-	-	2	Juan Jose Gaitan Mañoso , Cellnex Telecom			
3	Nick Brown , Altice	3	Nick Brown , Altice	3	Anders Nilsson , Telia Co.			
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM			
1	Vodafone Group	1	Vodafone Group	1	Deutsche Telekom			
2	Deutsche Telekom	2	Deutsche Telekom	2	Orange			
3	Telefónica	3	Telefónica	3	Vodafone Group			
RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS	RANK	BEST ANALYST DAYS			
1	Vodafone Group							
2	Deutsche Telekom		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Telefónica							
RANK	BEST WEBSITE	RANK	BEST WEBSITE	RANK	BEST WEBSITE			
1	Vodafone Group							
2	Telefónica		<i>Only available by subscribing to the IR Perception Study</i>		<i>Only available by subscribing to the IR Perception Study</i>			
3	Deutsche Telekom							

57 Telecommunications Services companies nominated
Not ranked in the top three? Contact II to get your rankings for each category.

*Tie

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
- Country analysis: your detailed rankings compared to peers
- Rankings by voter location, asset size, institution type and more
- Voter commentary from the buy side and sell side
- Two years of historical rankings for trend analysis
- Best practice report from 701 IROs

● Don't see your company? Contact us for details about your rankings.

Amani Korayeim amani.korayeim@institutionalinvestor.com +44 20 7779 8535