

Institutional Investor's

2022 IR Best Practice Insights and Trends

GERMANY





Institutional Investor



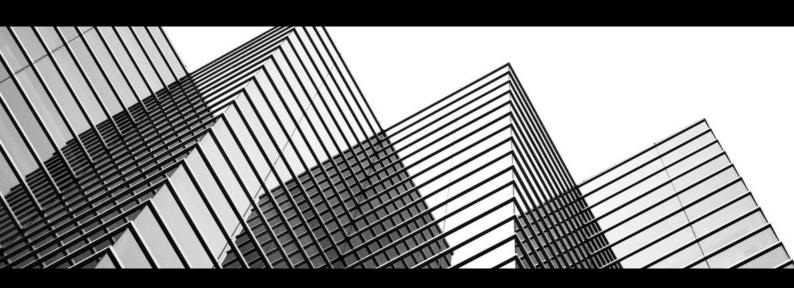
This year marks the 17th anniversary of the partnership between DIRK and Institutional Investor.

Every year, this successful collaboration produces the results for the Deutscher IR Preis and this IR Best Practice Insights and Trends report, exploring new developments in Germany and the region. The data is based on the findings from the prestigious annual Institutional Investor Developed Europe Executive Team Survey.



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SURVEY METHODOLOGY

2022 Developed Europe Executive Team







To determine the members of Institutional Investor's 2022 Developed Europe Executive Team, we surveyed buy-side analysts, money managers and sell-side researchers at securities firms and financial institutions that cover the region, including those who cast and received votes in this year's Europe Research Team survey. Survey results reflect the opinions from 1,380 investment professionals at 632 financial services firms – 888 buy-side professionals from 542 firms and 492 sell-side professionals from 90 firms. We asked the participants to rate companies in their coverage universe across the following voting areas and their underlying qualitative attributes and performance metrics:

EXECUTIVE TEAM			IR PROGRAM FUNCTIONS			
CEO	CFO	IRO	IR PROGRAM	ESG	INVESTOR EVENT	
Leadership Communication Credibility	Financial Stewardship Capital Allocation Communication	Board of Directors	1. FINANCIAL DISCLOSURE Timing to market Granularity Consistency/Comparability 2. SERVICES & COMMUNICATIONS Business & Market Knowledge Productivity of Rd Shows Meetings/Rev Rd Shows/Conferences Quality of Earnings Calls IR Credibility & Authority Responsiveness	Material Disclosure Metrics Engagement Corporate Strategy		

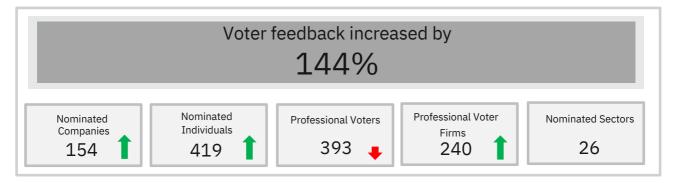
All votes are weighted by rating (five being excellent; one being average) and attributes within each category were aggregated to create the CEO, CFO, IR Professional, IR Program, ESG, Company Board and Analyst/Investor Event rankings. The overall rankings in each of the categories are based on combined buy- and sell-side votes. To be eligible for inclusion on the 2022 Developed Europe Executive Team, a company must be headquartered or have operational or executive headquarters in the region. We keep confidential the identities of the survey respondents to ensure their continuing cooperation. Voters must meet eligibility requirements, and winners must achieve a minimum vote count. All ballots are subject to review by our Research Operations Group.





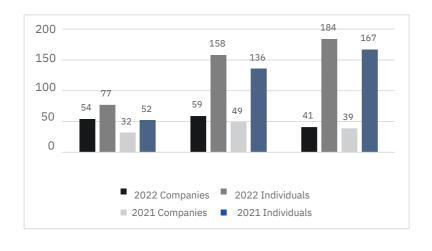
SURVEY STATISTICS - GERMANY

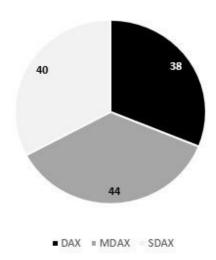
Survey participation remains relatively consistent over the years, with a 5% and 9% increase in in nominated companies and nominated individuals respectively. Although the number of individual voters on the buy and sell-side has only slightly decreased (269 and 124 respectively), we are noticing an astonishing increase in voting comprehensiveness of 144%, showing significantly more breadth in feedback and ratings across the 7 voting areas. The IR Program category received the most votes, followed by ESG, CEO and CFO. The new category 'Best Company Board' has tracked very positively with 100% of the votes obtained by buy-side professionals, assessing composition, diversity and other elements as a generic category without specific attributes underpinning their assessment. More individuals, CEO, CFO and IROs, as well as firms have been nominated than in 2022. The feedback across the voting areas for German companies is consistent with results for all Europe.



Nominee Universe by Market Cap - Germany

The nominee universe increase is consistent across all three market cap categories. The bar charts indicates the market segmentation from the Institutional Investor survey (Small-Cap: Mid-Cap, Large-Cap:) versus the market index of the Deutsche Boerse in the pie chart.

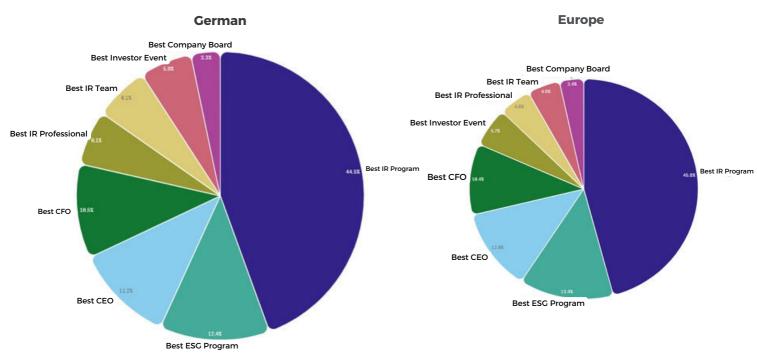


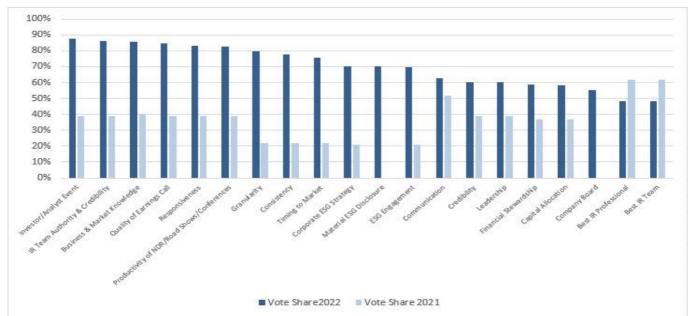




TRENDS IN PERFORMANCE ATTRIBUTES

A greater level of vote contributions and ratings assigned across the individual attributes and performance metrics is evident in 2022. The area that has suffered the most is the IR Professional and IR team (based on the performance results of each nominated individual on the IR team) category. This is important behind the backdrop that 6% more IR Professionals have been nominated this year compared to 2021. Investor Events are becoming increasingly important with a higher number of dedicated feedback on the quality of events provided. Investment professionals are seeking greater level of detail and transparency to help inform their understanding of their equity assets and hence their recommendations and investment decision making, respectively. Access to Business Managers and Operational leadership is key in providing comprehensive insights and access to the backbone of the company.

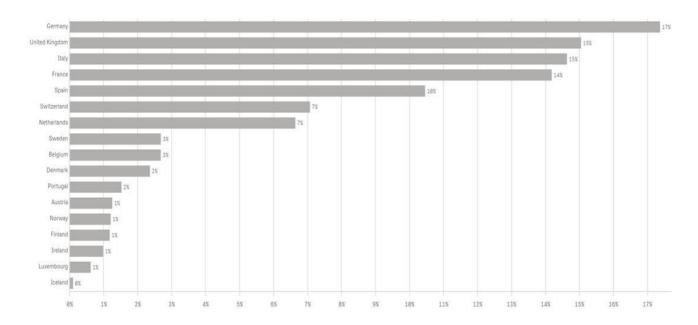






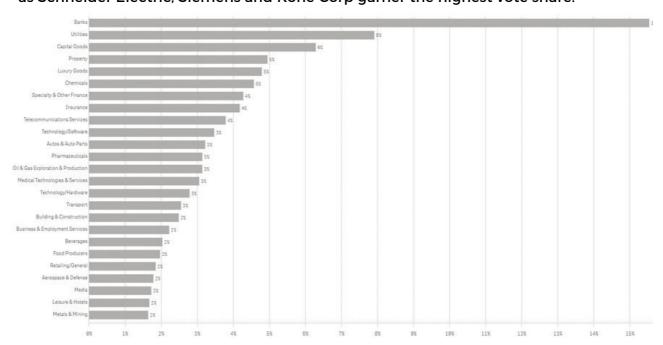
TRENDS BY COUNTRY - EUROPE

This graph illustrates the voting behaviour of investment professionals - Germany garnered the biggest share of votes, owing to the stellar performance of RWE, Deutsche Telekom and Vonovia, who have come in the top three. Germany leading IR efforts in Europe remains a consistent result, albeit the top three may constitute of different companies; previously Deutsche Telekom, RWE and Allianz championed the leader table. UK comes in second with the good work done by HSBC, AstraZeneca and Diageo who dominate the leading positions, also consistent yoy although with AstraZeneca, Barclays and Anglo American as leaders.



TRENDS BY SECTOR - EUROPE

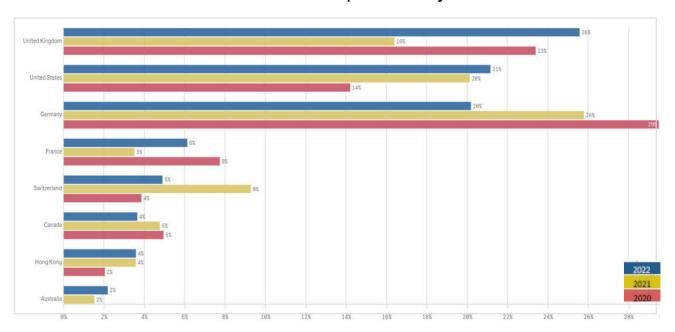
Banks are led by IntesaSanpaolo, Banco Santander and UniCredit, while Utilities is dominated by Iberdrola, RWE and Enel. The Capital Goods sector sees companies such as Schneider Electric, Siemens and Kone Corp garner the highest vote share.





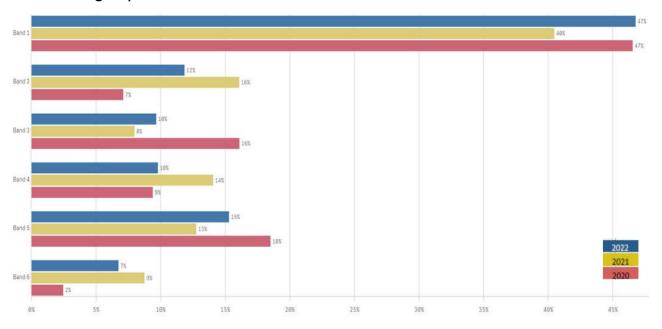
VOTER PROFILE BY COUNTRY

The below bar chart depicts the percentage share of points assigned to German Corporate Issuers based on the geographic location of the buy-side. A notable increase of positive ratings is assigned to German Companies by investors in the UK, US, France, while German investors have down-rated German issuers compared to last year.



BUY-SIDE PROFILE BY AUM

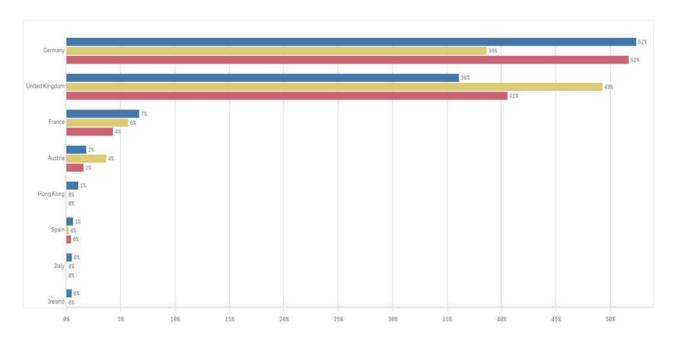
The below bar chart depicts the different buy-side size bands based on their Assets under Management and the respective share of points across German Corporate Issuers. German issuers have more positive traction with investors of AuM Band 1: < \$1bn, consistent with 2020 results, Band 3: \$2.5 - \$4.99bn, and Band 5: \$30 - \$49bn. We see decreasing traction with investors of Band 2: \$1 - \$2.49bn, Band 4: \$5 - \$29.99bn, Band 6: >\$50bn. Across the different size groups, we see German companies restoring their stance with most of the investor tier groups.





SELL-SIDE PROFILE BY COUNTRY

The chart illustrates the percentage share of points the sell-side across these countries have assigned to German corporate issuers. With German sell-side leading the highest percentage in votes for German corporates, a notable yoy increase, Covestro, BASF and Rheinmetall came out as their favourites. Although, the UK sell-side on the other hand, slightly declined yoy, prefering E.ON, RWE and Deutsche Bank. France, albeit a smaller but increasing universe, assigns its top rating to Vonovia, Allianz and Deutsche Euroshop.













The Deutscher IR Preis is presented in collaboration with Institutional Investor for the 17th time. The winners of the Deutscher IR Preis are obtained from the country results of the annual Developed Europe Executive Team Survey, which was conducted over a 5 week period from April through May 2022. The survey is conducted completely independently, adhering to the proven research methodology underpinning Institutional Investor's reputable survey-based research. Buy and sell-side voters must name and rate IROs, compare and assess several IR metrics to determine the best IR Professional and IR Program.

The Deutscher IR Preis is awarded across the SDAX. MDAX and DAX in the IRO and IR Program category. In the DAX we see some consistency in the constituents of the top 3, with RWE topping the IR Progam category this year and Deutsche Telekom coming in second. The IR Professional category is characterised by a complete reshuffle, Vonovia's Rene Hoffmann leads the top 3 in number 1, followed by Tobias Erfurth, previously in the MDAX, but asserted himself this year in 2nd and the IR veteran, Oliver Schmidt of Allianz in 3rd.

The MDAX sees some familiar companies, led in the IR Program category in number 1 by Wacker Chemie, followed by the high frequenter, Fraport in second and in third place Hugo Boss. In the IR Professional category, a very consistent top performance by the newly named Head of IR at Fraport, Florian Fuchs, in close second is Christian Stoehr, who recently closed an exciting investor road show at the Milan Fashion Show, and in joint third, Guido Pickert and Dennis Weber of Aixtron and Deutsche Lufthansa respectively.

The SDAX result surprises with top performances in both IR Program and IR Professionals categories by newly listed company About You coming in first, Deutsche Euroshop who were recently relegated out of the SDAX comes in second and 'crisis management experts' DWS Group secures the third spot in both categories.





The TOP 10 - 2022 Deutsche IR Preis Winners

BEST INVESTOR RELATIONS BY COMPANY

DAX		MDAX		SDAX	
COMPANY	RANK	COMPANY	RANK	COMPANY	RANK
RWE	1	WACKER CHEMIE	1	ABOUT YOU	1
DEUTSCHE TELEKOM	2	FRAPORT	2	DEUTSCHE EUROSHOP	2
VONOVIA	3	HUGO BOSS	3	DWS GROUP	3
DEUTSCHE BANK	4	COMMERZBANK	4	NORMA GROUP	4
MERCEDES BENZ	5	AIXTRON	5	FLATEXDEGIRO	5
ALLIANZ	6	LANXESS	6	AAREAL BANK	6
E.ON	7	DUERR	7	BILFINGER	7
ADIDAS	8	DEUTSCHE LUFTHANSA	8	SYNLAB	8
BMW	9	KNORR-BREMSE	9	DERMAPHARM HOLDING	9
SYMRISE	10	RHEINMETALL	10	JENOPTIK	10



The TOP 10 - 2022 Deutsche IR Preis Winners

BEST INVESTOR RELATIONS BY MANAGER

DAX			N	IDAX			SDAX		
COMPANY	IRO	RANK	COMPANY	IRO	RANK	COMPANY	IRO	RANK	
VONOVIA	RENE HOFFMANN	1	FRAPORT	FLORIAN FUCHS	1	ABOUT YOU	JULIA STOETZL	1	
SYMRISE	TOBIAS ERFURTH	2	HUGO BOSS	CHRISTIAN STOEHR	2	DEUTSCHE EUROSHOP	PATRICK KISS	2	
ALLIANZ	OLIVER SCHMIDT	3	AIXTRON	GUIDO PICKERT	3	DWS GROUP	OLIVER FLADE	3	
RWE	THOMAS DENNY	4	DEUTSCHE LUFTHANSA	DENNIS WEBER	3	DEUTSCHE EUROSHOP	NICOLAS LISSNER	4	
DEUTSCHE TELEKOM	HANNES WITTIG	5	KNORR- BREMSE	ANDREAS SPITZAUER	5	AAREAL BANK	JUERGEN JUNGINGER	5	
RWE	SUSANNE LANG	6	COMMERZBANK	MICHAEL KLEIN	6	DWS GROUP	JANA ZUBATENKO	6	
PUMA	GOTTFRIED HOPPE	7	WACKER CHEMIE	JOERG HOFFMANN	7	SYNLAB	MARK REINHARD	6	
MERCEDE S BENZ	ALEXANDER VOLLMER	8	KION GROUP	SEBASTIAN UBERT	8	DERMA PHARMA	BRITTA HARNBERGER	8	
COVESTRO	RONALD KOHELER	9	KNORR- BREMSE	SOPHIA KURSAWE	8	NORMA GROUP	ANDREAS TOESCH	8	
ADIDAS	SEBASTIEN STEFFEN	10	LEG IMMOBILIEN	FRANK KOPFINGER	8	BILFINGER, BETT CECONOMY, HEND COMPUGROUP MI THOME DEUTSCHE PFAN	DRIK FINGER EDICAL, CLAUDIA	10	
MUNICH RE	CHRISTIAN BECKER- HUSSONG	10	UNIPER	PERTER WITZ	8	AXEL LEUPOLD DEUTZ, CHRISTIA DRAEGERWERK, FLATEXDEGIRO, HELLA, KERSTIN I HORNBACH, ANT	IN LUDWIG THOMAS FISCHLER ACHIM SCHRECK DODEL DE KELBERT E ISABELLE ILTGEN IN PRAUM SANNE SIEVERS		

TRATON, THOMAS PASCHEN



Comments from the winners of the the Deutsche IR Preis on the importance of the award:

Rene Hoffmann, Head of IR, Vonovia:

"Receiving this award is a phenomenal honor at any time. Receiving it for a period that was dominated by a largely frustrating share price performance, a tedious takeover and a massive equity issuance makes it that much more special. And while the award bears my name it is the result of a broad team effort and therefore also a recognition of the great job performed by the people around me",

Joerg Hoffmann, Head of IR, Wacker Chemie:

We are delighted about the award and its recognition. The award represents the task not to become complacent and to service our customers, investors and analysts at the highest standards.(translated from: "Wir freuen uns über die Anerkennung unserer Arbeit, die dieser Preis ausdrückt. Für uns ist die Preisverleihung gleichzeitig ein Auftrag, nicht nachzulassen und weiter unsere Kunden, Investoren und Analysten, vorbildlich zu bedienen.")

Frank Boehme, Head of IR, About You:

To be awarded the Deutscher Investor Relations Preis in the same year as ABOUT YOU's listing on the Frankfurt Stock Exchange and entry into SDAX® is a great recognition for our Management Board and Investor Relations Team. We are very proud of this achievement! Buy- and sell-side professionals gave us their votes although they – unfortunately, due to the pandemic – had never had the chance to physically meet us. This award is a further motivation to continue on our path of strategic, consistent, and transparent Investor Relations work.

Florian Fuchs, Head of IR, Fraport

"For us, the Institutional Investor Survey is a significant support in benchmarking our IR services and an important pillar for the further development of our IR activities. The award as "Top Ranked IR" fills us with pride and is a fantastic motivation."

Thomas Denny, Head of IR, RWE

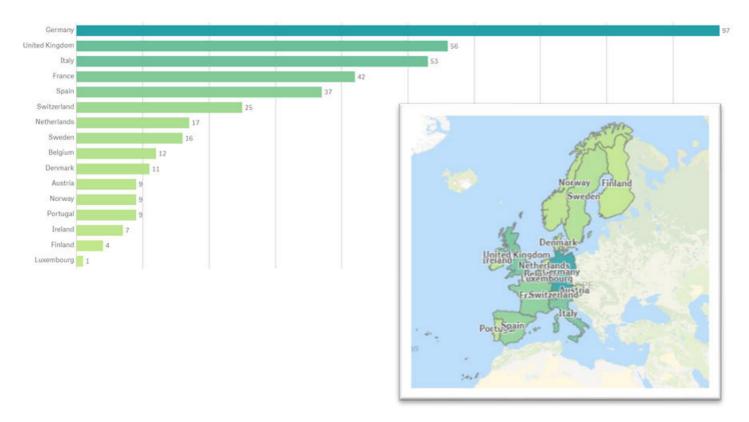
"The results of the Institutional Investor Survey are a great confirmation of our daily work. This is all the more true since the II Survey summarizes the opinion of our customers, i.e. investors and analysts. The success at DIRK's Deutscher IR Preis was a great reward for the entire RWE Investor Relations team for their very hard work, both over the course of the past year and in the years before. And it is, of course, an incentive to aim for the highest standard in IR in the years to come."

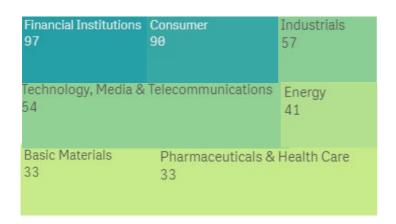




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The Corporate Survey, a separate component conducted as an integral part of the Developed Europe Executive Team captures the views of over 400 Corporate Heads of IR on many aspects of their IR outreach and engagement activities. Feedback spans topics from remuneration, IR budgets, to targeting, best brokers and best investor engagements as well as ESG. Companies from over 31 sectors and 7 categories participated with a fairly even split across the different market segments, although the mid-cap companies represent the largest contributors. Germany saw the highest number of companies participate in the survey, followed by the UK with nearly half as many.



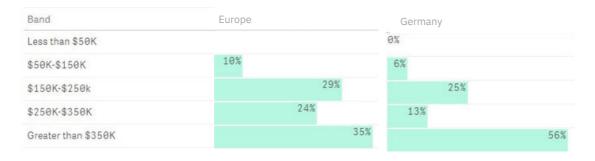




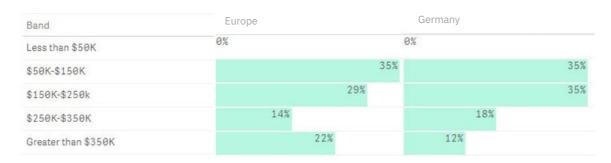


IR REMUNERATION & BUDGETS

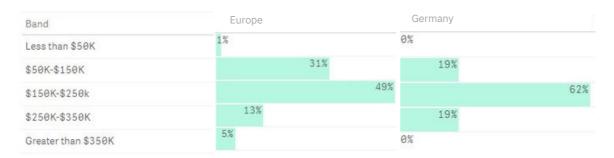
LARGE CAP - REMUNERATION



MID-CAP - REMUNERATION



SMALL-CAP - REMUNERATION



Overall, we can see that German IR appears to be a highly valued function with significant strategic value, considering the remunerations and budgets, but also when reviewing IR team sizes where 38% have 5 and more IR Executives while over 15% have more than 10 members of the team, compared to 29% and 10% respectively at their European peers.



BUDGETS & BUDGET ALLOCATIONS

Band	Q	Europe		Germany	
<\$100K		11%		5%	
\$100K-\$300K			33%	15%	
\$300K-\$500K			24%		39
\$500K-\$700K		15%		20%	
\$700K-\$900K		10%		13%	
>=\$900K		7%		8%	

Budget allocation				
	Europe		Germany	
Roadshows		24%	19%	
AGM/formal disclosure		22%		32%
Investor/analyst day		21%	18%	
External IR services		19%	16%	
Financial PR	15	%	13%	
Shareholder identification	12%		11%	
Reverse road shows & Site Visits	11%		11%	
Perception studies	11%		9%	
Website & Social Media	11%		10%	
Investor Targeting	10%		9%	

Over the last year, we have seen physical road show engagement starting to resume as markets are reopening and travel restrictions loosening or completely removed. Europe's companies are spending the most of their budget on their roadshows, which is 2% more yoy, and consistent with German companies, who have spent 3% more. AGMs in Germany remain the biggest spending item across different IR activities, increasing by 4% yoy. This may already indicate the impact of the new legislation, allowing full virtual AGMs with unrestricted shareholder rights, as has been demonstrated in October 2022 for the first time with Northern Data AG.

Investor Events are an effective tool to cast the spotlight on growth or success stories in specific areas of the business, as well as serve as strategic updates on the business. Europe is slightly ahead of Germany in recognising its intrinsic value and invests resources accordingly. A similar trend prevails in the use of Perception Studies; feedback intelligence to gauge market sentiment is vital to anticipate stakeholder requirements and stay in control of the narrative. Reversed Roadshows and site visits have seen a significant uptake in expenditure in Germany, up by 7%, compared to a slightly less increase in Europe yoy.

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Company Strategy

Cash Flow & Capital Allocation

Top Areas of Interest or Investor & Analysts Identifying what is important investors and analysts as part of the investor engagement activities. important to help focus efforts on the right communication themes topics. Last year we saw that ESG in Europe followed by Access to Executive Team Management was the top priority. This year, ESG drops to 4th place after Mergers and Acquisitions. This may reflect the efforts made to create greater convergence in sustainability field as it becomes a more integral and organic part of business and operational strategy. Alternatively, it may mirror the reaction of corporates to a shift and re-prioritisation of asset managers in their ESG strategy as they are faced with regulatory challenges and market turbulences. Institutional Investor article commented on a recently published KPMG study.

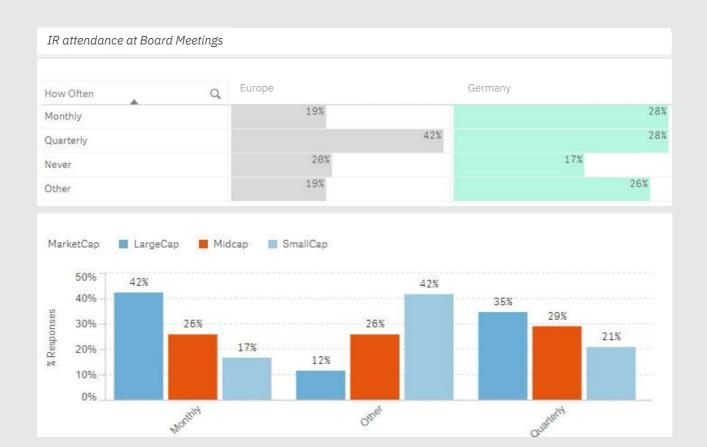
Access to Executive Management

IR AND THE BOARD

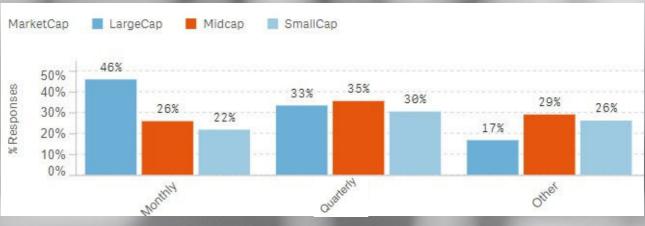
Boards of Directors are getting increasingly involved in Investor Relations efforts, the data shows more IR engage Boards more regularly to update them and keep them abreast of market sentiment and perception. A positive trend for Germany as 6% less companies do not engage with the Board yoy.

Activism of the last few years and clear demands by some of the biggest investment management companies have helped in redirecting efforts of the board to engage more regularly with investors. As markets are moving faster in a more complex and increasingly digitized environment, Corporate strategies seem to be of shorter duration and hard to narrow down, more companies insist that Boards focus on the company strategy to navigate the company forward. The larger the company the more frequent access to the Board of Directors.

Institutional Investor



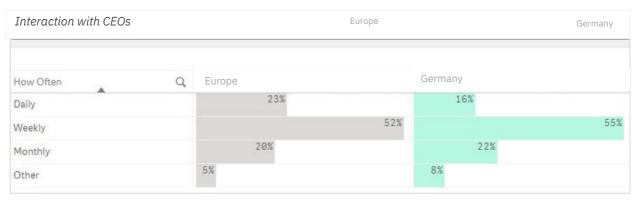


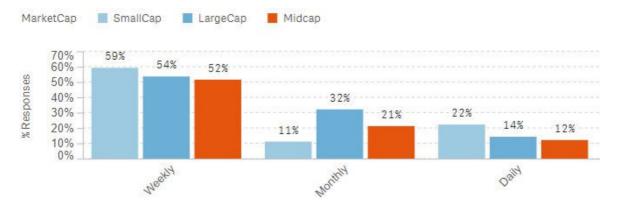




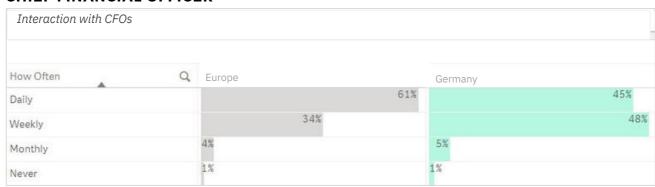
ENGAGEMENT WITH C-SUITE

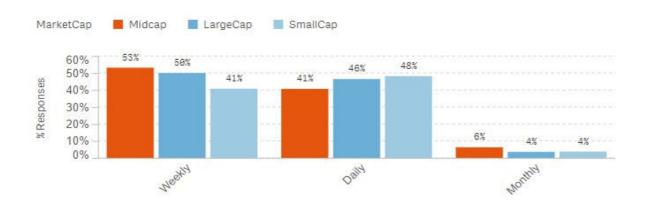
CHIEF EXECUTIVE OFFICER





CHIEF FINANCIAL OFFICER



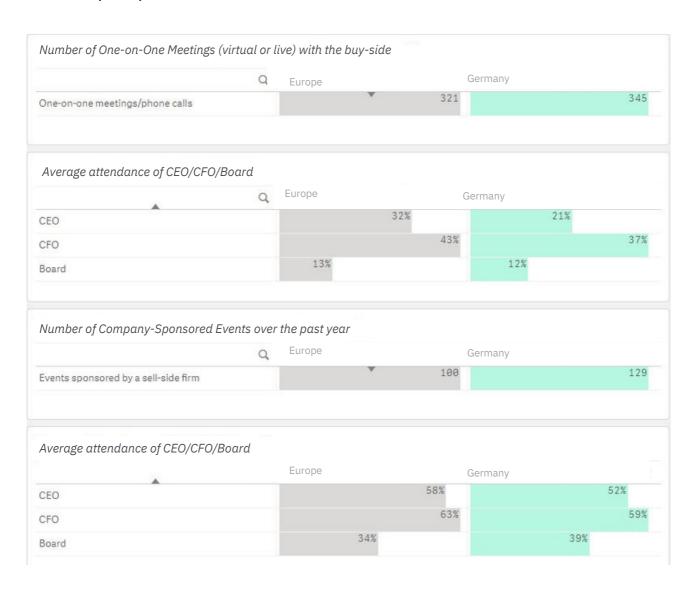




BUY & SELL-SIDE ENGAGEMENT & ACTIVITIES

BUY-SIDE

Overall, we are seeing greater level of active participation of German C-Suite and Boards as part of their investor engagement, be it organised events or one-on-ones compared to their European peers.

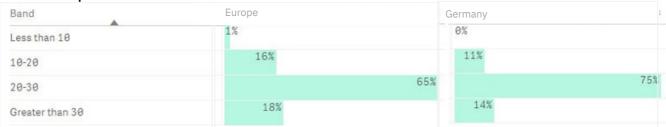




SELL-SIDE

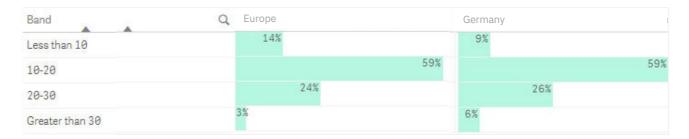
LARGE-CAP COMPANY RESEARCH COVERAGE

Only 17% of large-cap companies in Germany are seeking and considering additional research coverage compared to 50% in Europe. Large-cap corporates tend to have two individuals on the IR team performing a Corporate Access function, compared to one with their European Peers.



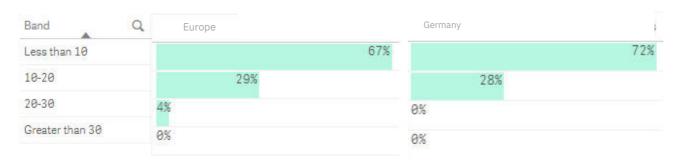
MID-CAP COMPANY RESEARCH COVERAGE

Even though 23% of Germany companies think coverage as being higher or much higher yoy, 65% of German mid-cap companies are considering increasing the size of their sell-side coverage compared to 50% of their European peers. Mid-cap companies in Germany have one designated Corporate Access team member which is consistent with European mid-cap companies.



SMALL-CAP COMPANY RESEARCH COVERAGE

With over 45% of German small-caps citing research coverage to be lower or much lower yoy, increasing research coverage appears to be an important subject for 94% of small-caps, including companies who have not experienced a decline yoy. While the quantity of coverage increases the multiplier effect it is important to ensure that corporates engage with the right sell-side research analysts, which Institutional Investor can assist with. Here are the top performers based on the Europe Research Team results



ESG & SUSTAINABILITY

The sustainability narrative continues to evolve, and companies have invested and continue to invest many resources and manpower into paving the path to transparent and comparable disclosure and communication, integrating ESC and sustainability metrics. Companies in Europe are consistent and still view the top three methods in engaging the market to be in, in order of importance, the sustainability report, designated website areas or micro-sites and the direct outreach to ESC focused investment managers during regular road show engagement. Large-cap German companies consider engaging buy-side professionals, who represent the second most important aspect of their ESC engagement. As an appropriate resource to develop ESC as part of the business strategy of the company, European companies are consistently citing the collaboration with internal CSR and sustainability teams that sit outside of the IR function. Furthermore, all companies now have a designated professional on their IR team who is the internal liaison to create the right communication and disclosure framework, collating relevant information, sourcing expert insights, to weave it into a consistent and clear ESC strategy integral to the business growth of the company.

German small caps are naturally reliant on external ESG advisers who can support an oftenmissing internal ESG focused function. There is also a direct correlation between size of company and confidence in their ESG disclosure. 32% of German small caps are confident or very confident in their ESG disclosure compared to 65% of German mid caps and 92% of German large caps.

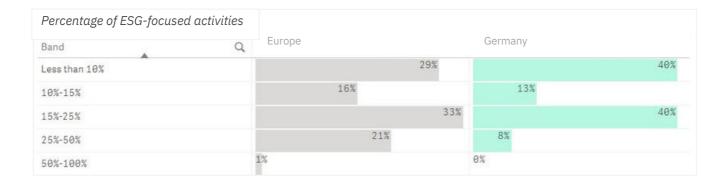
Have you identified your material metrics?

Europe 88%
Germany

Confidence in ESG Corporate Strategy

Europe

4/5
Germany



Institutional

Survey	Q	Europe		Germany	
MSCI			1		1
Sustainalytics			2		2
CDP			3		4
ISS			4		3
Dow Jones Sustainability Indices			5		5
S&P Capital IQ			6		9
Vigeo Eiris (Moody's ESG Solutions)			7		7
S&P Global/RobecoSAM			8	-	
MSCI ESG Research			9		8
EcoVadis			10		6

Board compensation tied to ESG

Europe

Over 64% of German companies use sustainability goals as part of the Board's performance assessment, compared to 42% in Europe. This is consistent with the growing need for Boards to take charge of the strategy and support the company's path to sustainable growth. Using ESG KPIs for Executive Management Teams is a lot more common; 75% of German companies and 79% of European companies fully incorporate relevant performance measures. 17% of German and European Companies use ESG-related KPIs for their IR teams. 10% less IR teams in Germany, compared to 45% of their European counterparts, actively target ESG funds as part of their investor outreach.



IR AND RETAIL INVESTORS

Activities focused on Retail Investors

Europe

1 1 % 12% Germany

Dedicated staff focused on Retail Investors

Europe

15%21% Germany

Compared to other markets, in particular UK and US, the culture of investing in capital markets in Europe is one of reluctance. European households are more prone to holding cash. According to a report by Schroders, currency and deposits have accounted for about one third of household assets over the last 20 years. European households are not looking for specific financial instruments but how to overcome every day problems. Capital markets can only become a viable investment destination, when individuals have the right advice and develop a better understanding of available tools and opportunities, effective Corporate shareholder engagement and communication is therefore critical.

Most effective methods to engage Retail Investors	Europe	Germany	
Dedicated online retail content on corporate website (different from institutional investor content)	(- 100 m)	1	2
Retail Investor conferences		2	4
Increased social media presence with appropriate Retail Investor content		3	(
Virtual Retail Investor events		4	
Dedicated employee reward plans		5	
Hosting presentation via retail brokerage firms and other influencers		6	

lost effective use of digitization in IR	Europe	Germany
Events (AGMs Virtual Site visits Investor Days)	▼ 66	76%
Virtual vs Physical	62%	59%
Communication/Press releases	45%	33%
Executive management Engagement	27%	28%
Contact & Engagement Platforms	24%	24%
Reporting (e.g. AI)	23%	23%
Shareholder ID	23%	24%
Targeting	21%	20%
Translation Tools	14%	29%
Website interaction Tools	14%	11%
Virtual site visits	12%	8%
Newsletter & Mail Bots	7%	7%



DIRK - Deutscher Investor Relations Verband

Der DIRK – Deutscher Investor Relations Verband ist der größte europäische Fachverband für die Verbindung von Unternehmen und Kapitalmärkten. Wir geben Investor Relations (IR) eine Stimme und repräsentieren rund 90% des börsengelisteten Kapitals in Deutschland. Als unabhängiger Kompetenzträger optimieren wir den Dialog zwischen Emittenten, Kapitalgebern sowie den relevanten Intermediären und setzen hierfür professionelle Qualitätsstandards. Unsere Mitglieder erhalten von uns fachliche Unterstützung und praxisnahes Wissen sowie Zugang zu Netzwerken und IR-Professionals aus aller Welt. Zugleich fördern wir den Berufsstand der Investor Relations und bieten umfangreiche Aus- und Weiterbildungsmöglichkeiten in enger Zusammenarbeit mit Wissenschaft und Forschung.

Mehr über unser Selbstverständnis, die Definition und das Leitbild der Investor Relations sowie alles Wissenswerte über den DIRK erfahren Sie in unserer Imagebroschüre (hier geht es zur Imagebroschüre als PDF).

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