

Evolving IR KPIs

As the Need for Management
Access Accelerates

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About Rivel

ESTABLISHED

1991

Pioneered Investor
Perception Research

EXPERTISE

IR & ESG

Strategic
Communications

CONSULTED

2,000+

Management
and Boards

GLOBAL

700+

Clients on
Six Continents

S&P 100

68%

CLIENT LIST

20%

FTSE 100

65,000

Number of meetings one of the
Top 5 hedge funds had with
public companies in 2025!

65,000

Surprising?

Representative?

Rising?

What does this mean for IR?

What does **Rivel** data show?

**Demand for
CEO/CFO access
has nearly doubled ...**

**... and is expected
to increase**

Number of meetings investors expect
to have with CEO/CFO **annually**

Average

CEO

2018

1.3

2024

2.0

?

2027

2.?

CFO

2018

1.4

2024

2.5

?

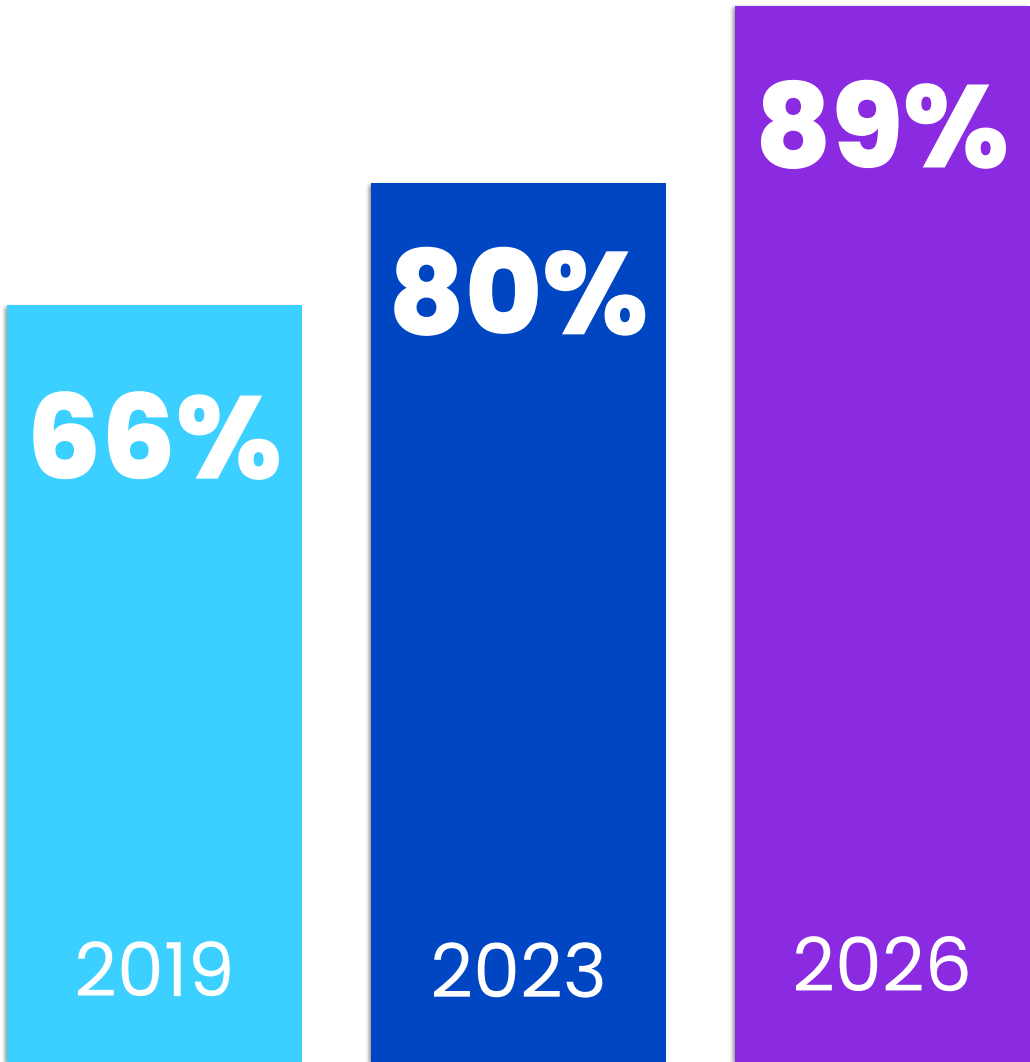
2027

2.?

Among those holding a meaningful stake in a company

What Rivel Data Shows

ONE-ON-ONES:
Their **influence**
is rising

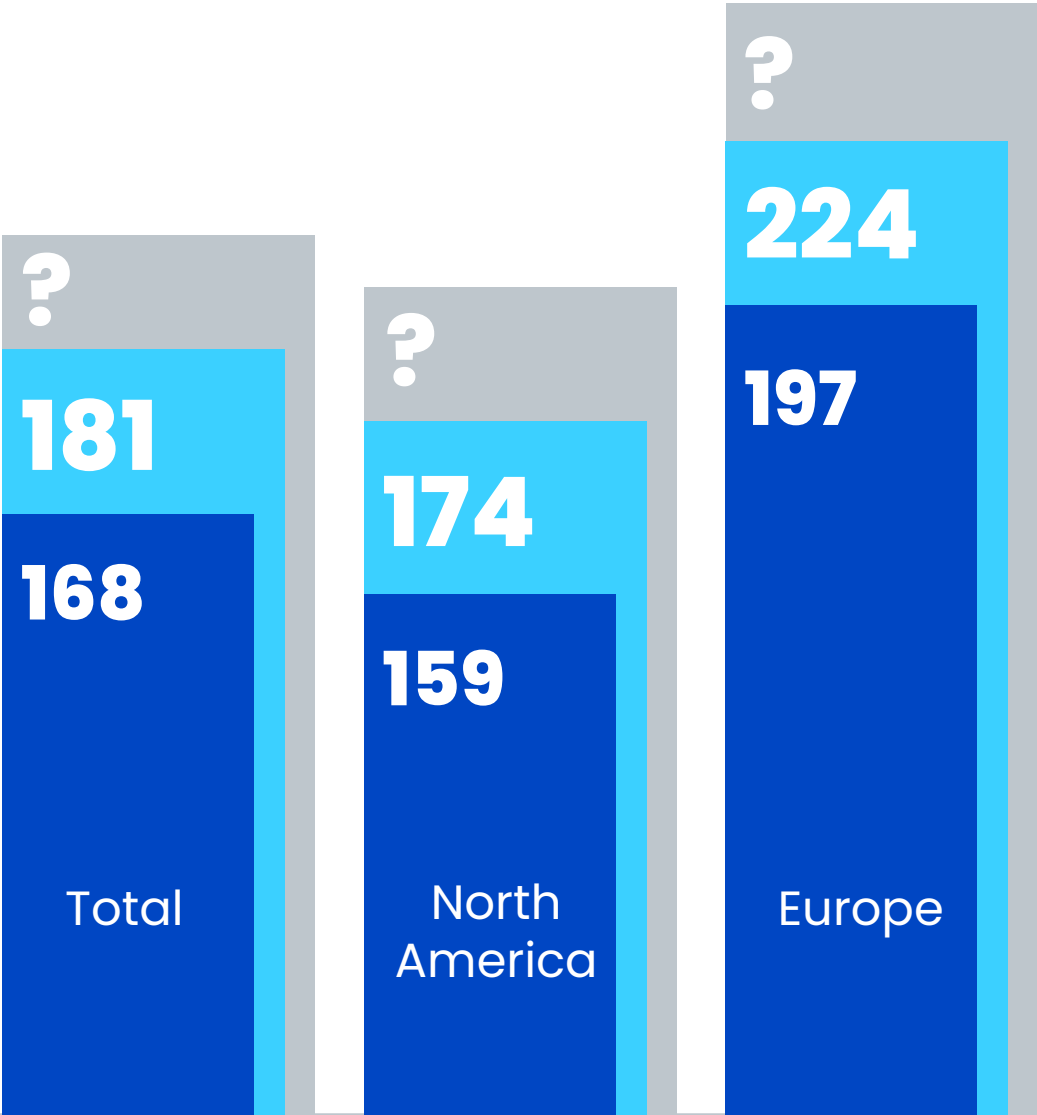


What Rivel Data Shows

Issuers are responding

- 2021
- 2024
- 2027?

Number of one-on-one, small group meetings issuers typically conduct

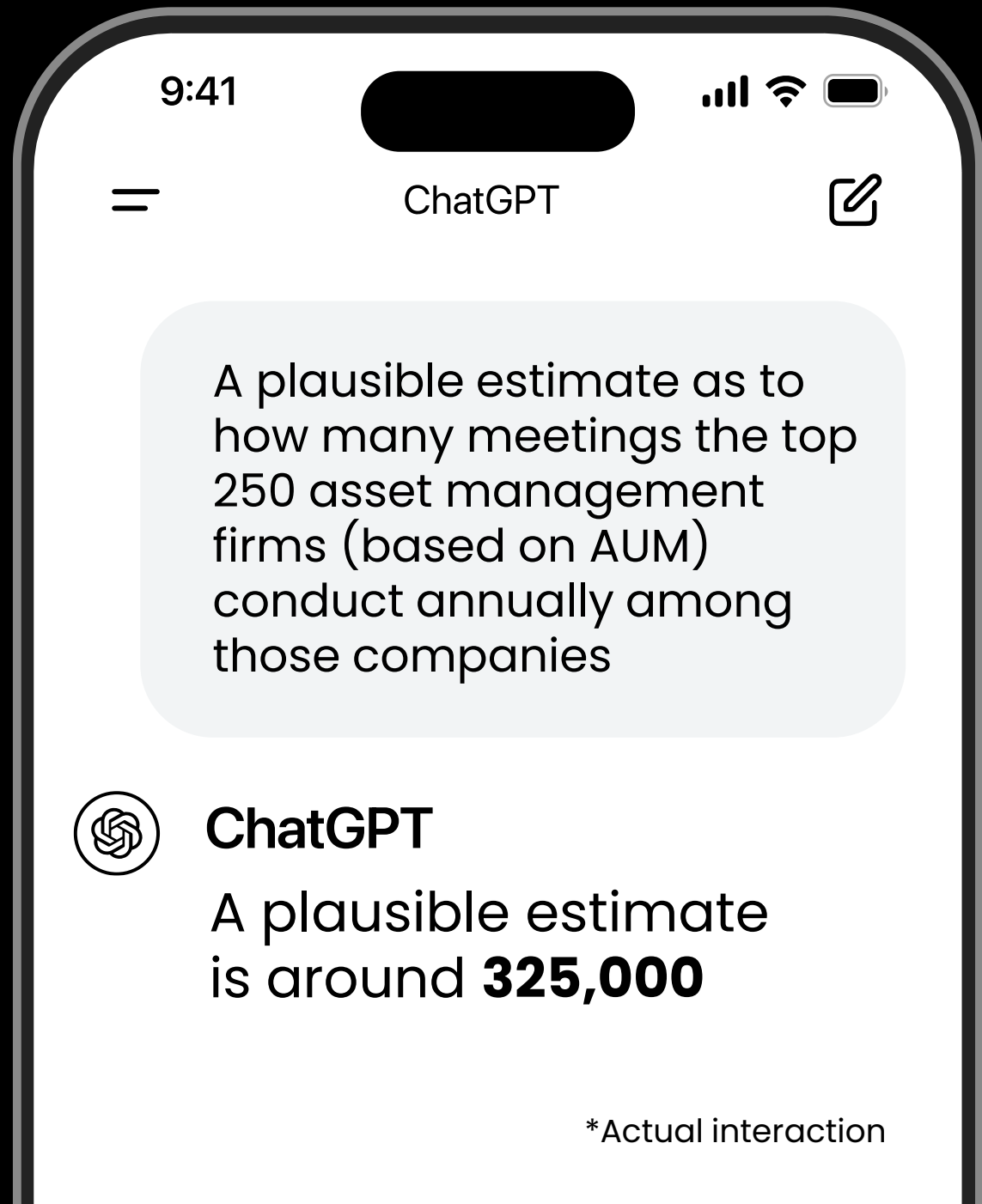


What Does AI* Say?



~900

Public companies
globally with market
caps of \$50B or higher





ChatGPT

A plausible
estimate is:

~325,000

Investor meetings

361

Per company per year

~1

Per day for a CEO/CFO if
they attended each one!

Another AI Hallucination??

Why?

Actives losing ground to passives

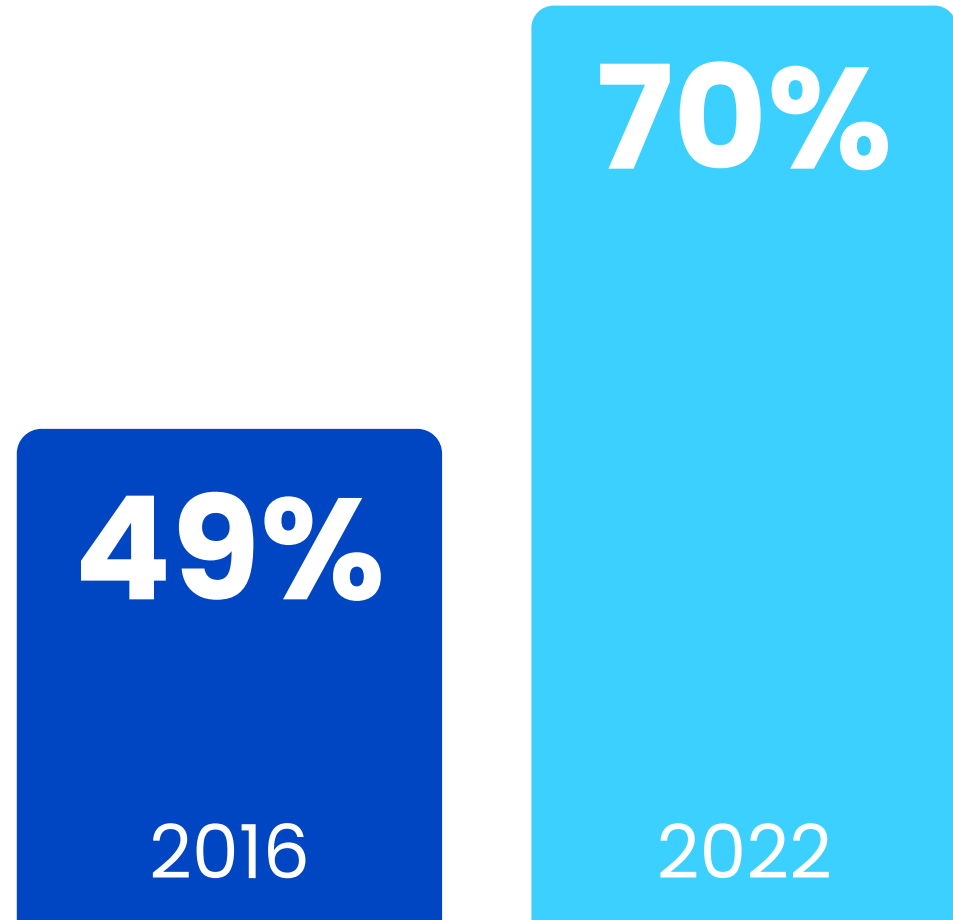
AI makes "in person" a differentiator

Activism is no longer a unique event ... it's a year-round sport

**What does this mean for
IROs going forward?**

What Rivel Data Shows

Importance of IR
Involvement in
Strategic Decisions



Percentage of the global buy-side that considers it very important **IROs be in the loop** when it comes to corporate strategy and decisions

“Seat at the table”

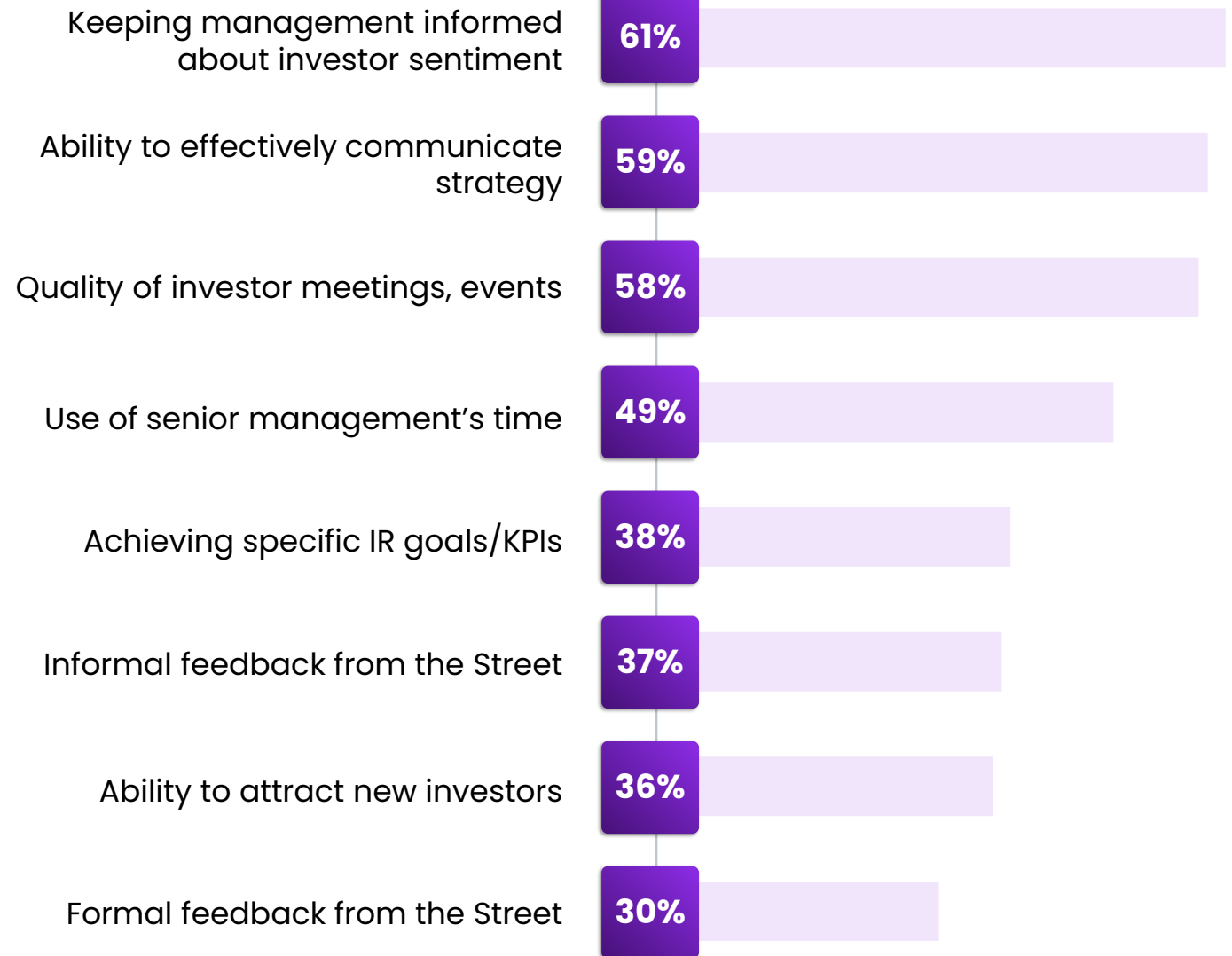
You (IRO) are directly involved in internal strategic discussions so you can:

Credibly communicate the rationale externally

Inform decisions with investor insight

How IRO Performance Has Traditionally Been Measured

Top Means/Metrics Used to Judge Performance of Senior-Most IRO When it Comes to Salary*



*Multiple responses accepted; aided list
Items cited by <30% not shown
Among European IROs in 2025, n=208

Do the KPIs Need to Be Adjusted?

Should “seat at the table” be a KPI?

How do we measure its success?

How do we get internal buy-in?



Thank you!

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