

Institutional Investor



Best CEOs, CFOs, IR Professionals, IR Programs,
Best Corporate Governance, ESG/SRI Metrics & Analyst Days

EMPOWER YOUR IR

USING THE IN-DEPTH FEEDBACK FROM THE 2018
EMERGING EMEA EXECUTIVE TEAM RANKINGS

BENCHMARK

your IR program

Examine the strengths and challenges of
your program relative to your peers across
ten specific IR functions

UNCOVER

what investors and
analysts really think

Direct commentary from
voters offers an insider
perspective on your
company, executives and
those of your peers

TARGET

investors you want

It's segmented
rankings—by region,
AUM, and more— offer
insight into your most
sought-after investors

Institutional Investor

IR PERCEPTION STUDY

EVALUATE

executive performance

With in-depth rankings and
voter commentary regarding your
sector's best CEOs and CFOs

BEST PRACTICE

insights from top IR programs
across Emerging EMEA

Based on feedback from
over 111 IROs

**YOUR IR
PERCEPTION
STUDY INCLUDES
RANKINGS IN
THESE "BEST
PRACTICE" AREAS**

SENIOR
EXECUTIVES
ARE
ACCESSIBLE

THE IR TEAM
IS WELL
INFORMED
AND
EMPOWERED
TO SPEAK
AUTHORITA-
TIVELY
ON THE
COMPANY'S
BEHALF

THE
COMPANY
PROVIDES A
TIMELY AND
APPROPRIATE
LEVEL OF
FINANCIAL
DISCLOSURE

QUALITY OF
MEETINGS
THROUGH
ROAD SHOWS/
REVERSED
ROAD SHOWS/
CONFERENCES

THE
COMPANY
RESPONDS
QUICKLY AND
THOROUGHLY
TO REQUESTS

HOSTING THE
MOST CONS-
TRUCTIVE
CONFERENCE
CALLS

QUALITY OF
CORPORATE
DOCUMENTS
AND
INVESTOR KIT
MATERIALS

THE
COMPANY IS
COMMITTED
TO
CORPORATE
GOVERNANCE

THE
COMPANY
DELIVERS
INSIGHT
AND USEFUL
REPORTS
ON ESG/SRI
METRICS

THE
COMPANY'S
WEBSITE
PROVIDES
THOROUGH
AND EASY-
TO-ACCESS
INVESTOR
INFORMATION



Empower your IR today:

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Institutional Investor

EMERGING EMEA'S BEST INVESTOR RELATIONS



TOP-RANKED CEOS, CFOS,
IR PROFESSIONALS,
CORPORATE GOVERNANCE,
ESG/SRI METRICS AND
ANALYST DAYS



The commentary herein is intended to highlight results, trends, and patterns. In no event, however, should this text be construed to constitute any type of managerial or organizational recommendation from *Institutional Investor*. In the course of gathering information for these surveys, *Institutional Investor* seeks the opinions of senior executives in corporations, fund management groups, and securities firms to develop rankings and evaluations of individual teams and firms. These rankings measure qualitative performance based on voters' expressed opinions on research, sales, trading, investment banking, and investor relations. While every care has been taken in researching and compiling the information contained in this publication, the publishers and directors of *Institutional Investor* accept no responsibility for any errors or omissions howsoever arising to the maximum permitted by law.

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OVERVIEW

Who participates in the study?

Institutional Investor is the industry's most trusted source for research and rankings among top analysts and portfolio managers. For the 2018 ranking, we collected the opinions of 328 portfolio managers and buy-side analysts and 189 sell-side analysts.

When is the polling conducted?

Polling is conducted annually from February to March.

How are the results tabulated?

Voters rank the top-four companies that they believe demonstrate excellence in each of seven IR characteristics or performance attributes. Their votes are then weighted by the rank they have assigned each company and aggregated to produce buy-side, sell-side and combined buy- and sell-side rankings for each sector.

How are the results disseminated?

The top-three places in each of our IR rankings are announced in July on our website, which enjoys a global audience of more than 115,000 senior-level executives. The rankings presented include Best IR Program, as well as Best CEO, CFO, IR Professional, Corporate Governance, ESG/SRI Metrics and Analyst Days across 12 sectors.

Best Investor Relations attributes

Buy- and sell-side voters separately evaluate the following attributes of IR programs:

- Senior executives are accessible
- The IR team is well informed and empowered to speak authoritatively on the company's behalf
- The company provides a timely and appropriate level of financial disclosure
- Quality of meetings through road shows/reversed road shows/conferences
- The company responds quickly and thoroughly to requests
- Hosting the most constructive conference calls
- Quality of corporate documents and investor kit materials
- The company is committed to corporate governance
- The company delivers insight and useful reports on ESG/SRI metrics
- The company's website provides thorough and easy-to-access investor information

ABOUT US

For 50 years, Institutional Investor has been the undisputed leader in survey-based rankings. Our Research Team rankings identify the top analysts covering the Asian, European, Japanese, Latin American, and U.S. equity markets. For the past 10 years, Institutional Investor has provided independent analyses of companies' investor-relations programs, in conjunction with our Executive Team rankings.

FOR ADDITIONAL INFORMATION, CONTACT:

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MOST HONORED COMPANIES

2018 EMERGING EMEA EXECUTIVE TEAM

A total of 473 companies in Emerging EMEA received votes in this year's Emerging EMEA Executive Team survey. Of those companies, 64 received a first-, second-, or third-place ranking in one or more of the following categories: Best CEO, CFO, IR Professional and IR Program. Thirty-six companies were distinguished as "Most Honored" for receiving two or more top-three appearances

COMPANY	COMPANY	COMPANY	COMPANY
Acron (Russia)*	Commercial International Bank Egypt (Egypt)	Koc Holding (Turkey)	PhosAgro (Russia)*
Aeroflot (Russia)*	Dallah Healthcare Co. (Saudi Arabia)	Lenta (Russia)*	Polski Koncern Naftowy Orlen (Poland)
Akbank (Turkey)	DAMAC Properties Dubai Co. (United Arab Emirates)*	Life Healthcare Group Holdings (South Africa)*	Polyus (Russia)*
Aldar Properties (United Arab Emirates)	Dangote Cement (Nigeria)*	LPP (Poland)	Rosneft (Russia)*
Almarai Co. (Saudi Arabia)*	DP World (United Arab Emirates)*	LUKOIL (Russia)*	RusHydro (Russia)
Alrosa (Russia)	El Sewedy Electric Co. (Egypt)*	Magnit (Russia)*	Sapfi (South Africa)*
Anadolu Efes Biracilik ve Malt Sanayii (Turkey)	Emirates NBD Bank (United Arab Emirates)	Mail.ru Group (Russia)	Sasol (South Africa)*
Anglo American Platinum (South Africa)*	Enel Russia (Russia)	Mavi Giyim Sanayi ve Ticaret (Turkey)	Sberbank of Russia (Russia)*
Aspen Pharmacare Holdings (South Africa)	First Abu Dhabi Bank (United Arab Emirates)	Mobile TeleSystems (Russia)*	Severstal (Russia)*
Attacq (South Africa)	FirstRand (South Africa)	Mondi (South Africa)*	TAV Havalimanlari Holding (Turkey)*
AVI (South Africa)	Gazprom Neft (Russia)*	NLMK (Russia)*	Turk Traktoer ve Ziraat Makineleri (Turkey)
Budimex (Poland)*	Globaltrans Investment (Russia)	NMC Health (United Arab Emirates)*	Turkcell Iletisim Hizmetleri (Turkey)
CEZ (Czech Republic)*	Growthpoint Properties (South Africa)*	Norilsk Nickel (Russia)	Turkiye Garanti Bankasi (Turkey)*
Ciech (Poland)	Inter RAO UES (Russia)*	Northam Platinum (South Africa)	Turkiye Sise ve Cam Fabrikalari (Turkey)*
Cleopatra Hospital Co. (Egypt)	KAP Industrial Holdings (South Africa)	Novatek (Russia)*	Unipro (Russia)*
		OMV Petrom (Romania)	Vodacom Group (South Africa)*
		PGE Polska Grupa Energetyczna (Poland)*	Yandex (Russia)*

*Most Honored Company

The IR Perception Study - A detailed analysis of the rankings

- Sector Analysis: your detailed rankings compared to peers
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BASIC MATERIALS: CHEMICALS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Andrey Guryev , PhosAgro	1	Vladimir Kunitsky , Acron	1	Andrey Guryev , PhosAgro
2	Vladimir Kunitsky , Acron	–	–	–	–
–	–	–	–	–	–
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Paul Victor , Sasol	1	Paul Victor , Sasol	–	–
2	Alexander Sharabaika , PhosAgro	2	Alexander Sharabaika , PhosAgro	–	–
3	Alexey Milenkov , Acron	3	Alexey Milenkov , Acron	–	–
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Alexander Seleznev , PhosAgro	1	Cavan Hill , Sasol	1	Alexander Seleznev , PhosAgro
2	Cavan Hill , Sasol	2	Alexander Seleznev , PhosAgro	–	–
3	Joanna Siedlaczek , Ciech	–	–	–	–
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Sasol	1	Sasol	–	–
2	PhosAgro	2	PhosAgro	–	–
–	–	–	–	–	–
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	Sasol				
2	PhosAgro		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS
1	Sasol				
2	PhosAgro		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY
1	Sasol				
2	PhosAgro		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
16 Chemicals companies nominated Not ranked in the top three? Contact II to get your rankings for each category.					

*Tie

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THE LEADERS: EMERGING EMEA'S BEST CEOs, CFOs, IR PROFESSIONALS, IR PROGRAMS, CORPORATE GOVERNANCE, ESG/SRI METRICS AND ANALYST DAYS
Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days



BASIC MATERIALS: METALS & MINING

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Christopher Griffith , Anglo American Platinum		1	Sergey Ivanov , Alrosa		1	Vladimir Potanin , Norilsk Nickel	
2	Sergey Ivanov , Alrosa		2	Christopher Griffith , Anglo American Platinum		2	Christopher Griffith , Anglo American Platinum	
3	Paul Dunne , Northam Platinum		3	Srinivasan Venkatakrishnan , AngloGold Ashanti* Paul Dunne , Northam Platinum*		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Mikhail Stiskin , Polyus		1	Mikhail Stiskin , Polyus		1	Mikhail Stiskin , Polyus	
2	Ian Botha , Anglo American Platinum		2	Ian Botha , Anglo American Platinum		-	-	
3	Alexey Kulichenko , Severstal		3	Alexey Kulichenko , Severstal		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Sergey Takhiev , NLMK		1	Sergey Takhiev , NLMK		1	Sergey Takhiev , NLMK	
2	Vladimir Zaluzhsky , Severstal		2	Victor Drozdov , Polyus* Vladimir Zaluzhsky , Severstal*		2	Idil Önay , Ereğli Demir ve çelik Fabrikalari	
3	Victor Drozdov , Polyus		-	-		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Norilsk Nickel		1	Norilsk Nickel		-	-	
2	Severstal		2	Severstal		-	-	
3	NLMK		3	NLMK		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Severstal			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	NLMK							
3	Norilsk Nickel							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Severstal			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Norilsk Nickel							
3	Anglo American Platinum							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Norilsk Nickel							
2	Severstal			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
3	Ereğli Demir ve çelik Fabrikalari* Exxaro Resources* Polymetal International*							

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

*Tie

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BASIC MATERIALS: PAPER & FORESTRY

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Peter Oswald , Mondi	1	Peter Oswald , Mondi	–	–
–	–	–	–	–	–
–	–	–	–	–	–
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Andrew King , Mondi	1	Andrew King , Mondi	–	–
–	–	–	–	–	–
–	–	–	–	–	–
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Robert Rosenthal , Sappi	1	Robert Rosenthal , Sappi	–	–
–	–	–	–	–	–
–	–	–	–	–	–
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	Mondi	1	Mondi	–	–
2	Sappi	2	Sappi	–	–
–	–	–	–	–	–
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	Mondi		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
2	Sappi				
–	–				
RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS
1	Mondi		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
2	Sappi				
–	–				
RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY
1	Mondi		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
–	–				
3 Paper & Forestry companies nominated					
Not ranked in the top three? Contact II to get your rankings for each category.					

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Meeting the challenge: Listed below are the top-ranked companies for CEO, CFO, IR Professional, IR Program, Corporate Governance, ESG/SRI Metrics and Analyst Days



CAPITAL GOODS: INDUSTRIALS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Ahmed Ahmed Sadek Elsewedy , El Sewedy Electric Co.		1	Gary Chaplin , KAP Industrial Holdings		-	-	
2	Gary Chaplin , KAP Industrial Holdings		2	Ahmed Ahmed Sadek Elsewedy , El Sewedy Electric Co.		-	-	
3	Marco Votta , Turk Traktoer ve Ziraat Makineleri		-	-		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Mustafa Gorkem Elverici , Türkiye Sise ve Cam Fabrikalari		1	Mustafa Gorkem Elverici , Türkiye Sise ve Cam Fabrikalari		-	-	
2	Sherif Elzeiny , El Sewedy Electric Co.		2	Sherif Elzeiny , El Sewedy Electric Co.		-	-	
-	-		-	-		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Tarek Yehia , El Sewedy Electric Co.		1	Tarek Yehia , El Sewedy Electric Co.		-	-	
-	-		-	-		-	-	
-	-		-	-		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Türkiye Sise ve Cam Fabrikalari		1	Türkiye Sise ve Cam Fabrikalari		1	El Sewedy Electric Co.	
2	El Sewedy Electric Co.		2	El Sewedy Electric Co.		-	-	
3	Koc Holding		3	Koc Holding		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Koc Holding							
2	Türkiye Sise ve Cam Fabrikalari			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
-	-							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	El Sewedy Electric Co.							
-	-			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
-	-							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
-	-							
-	-			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
-	-							
13 Industrials companies nominated Not ranked in the top three? Contact II to get your rankings for each category.								

*Tie

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CAPITAL GOODS: TRANSPORTATION

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Mustafa Sani Şener, TAV Havalimanlari Holding		1	Vitaly Saveliev, Aeroflot		1	Mustafa Sani Şener, TAV Havalimanlari Holding	
2	Vitaly Saveliev, Aeroflot		2	Mustafa Sani Şener, TAV Havalimanlari Holding		–	–	
3	Sultan Ahmed Bin Sulayem, DP World		3	Sultan Ahmed Bin Sulayem, DP World		–	–	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Shamil Kurmashov, Aeroflot		1	Shamil Kurmashov, Aeroflot		–	–	
2	Alexander Shenets, Globaltrans Investment* Burcu Geris, TAV Havalimanlari Holding*		2	Burcu Geris, TAV Havalimanlari Holding		–	–	
–	–		3	Yuvraj Narayan, DP World		–	–	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Redwan Ahmed, DP World		1	Redwan Ahmed, DP World		1	Mikhail Grigoriev, Global Ports Investments	
2	Andrey Napolnov, Aeroflot* Nursel Ilgen, TAV Havalimanlari Holding*		2	Andrey Napolnov, Aeroflot* Nursel Ilgen, TAV Havalimanlari Holding*		–	–	
–	–		–	–		–	–	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Aeroflot* DP World*		1	DP World		1	TAV Havalimanlari Holding	
–	–		2	Aeroflot		2	Globaltrans Investment	
3	TAV Havalimanlari Holding		3	TAV Havalimanlari Holding		3	Aeroflot	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Aeroflot			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	TAV Havalimanlari Holding							
–	–							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Aeroflot			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	TAV Havalimanlari Holding							
–	–							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	TAV Havalimanlari Holding			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Aeroflot							
3	DP World							
16 Transportation companies nominated								
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CONSUMER: CONSTRUCTION & REAL ESTATE

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Norbert Sasse , Growthpoint Properties		1	Norbert Sasse , Growthpoint Properties		-	-	
2	Dariusz Blocher , Budimex		2	Dariusz Blocher , Budimex		-	-	
-	-		-	-		-	-	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Gerald Volkel , Growthpoint Properties		1	Gerald Volkel , Growthpoint Properties		-	-	
2	Melt Hamman , Attacq* Marcin Węglowski , Budimex* Brian Egan , Dangote Cement*		2	Marcin Węglowski , Budimex		-	-	
-	-		-	-		-	-	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Amr Aboushaban , DAMAC Properties Dubai Co.		1	Amr Aboushaban , DAMAC Properties Dubai Co.		-	-	
2	Lauren Turner , Growthpoint Properties		2	Lauren Turner , Growthpoint Properties		-	-	
3	Chris Wilson , Aldar Properties* Carl Franklin , Dangote Cement*		3	Chris Wilson , Aldar Properties* Carl Franklin , Dangote Cement*		-	-	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Growthpoint Properties		1	Growthpoint Properties		1	Etalon Group	
2	DAMAC Properties Dubai Co.		2	DAMAC Properties Dubai Co.		2	LSR Group	
3	Dangote Cement		3	Dangote Cement		-	-	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Growthpoint Properties							
2	Dangote Cement			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
3	Budimex							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Growthpoint Properties							
2	DAMAC Properties Dubai Co.* Dangote Cement*			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
-	-							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Growthpoint Properties							
2	DAMAC Properties Dubai Co.* LSR Group* PPC*			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
-	-							

60 Construction & Real Estate companies nominated
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CONSUMER: CONSUMER

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Jan Dunning , Lenta		1	Simon Crutchley , AVI* Jan Dunning , Lenta* Ahmet Cuneyt Yavuz , Mavi Giyim Sanayi ve Ticaret*		1	Jan Dunning , Lenta	
2	Simon Crutchley , AVI		–	–		2	John Gavin Hudson , Anadolu Efes Biracilik ve Malt Sanayii	
3	Ahmet Cuneyt Yavuz , Mavi Giyim Sanayi ve Ticaret		–	–		3	Sergey Galitskiy , Magnit	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Jago Lemmens , Lenta		1	Paul-Louis Gay , Almarai Co.		1	Jago Lemmens , Lenta	
2	Przemyslaw Lutkiewicz , LPP		2	David Cleasby , Bid Corp.		2	Stefano Reganzani , Tofas Turk Otomobil Fabrikasi	
3	Paul-Louis Gay , Almarai Co.		3	Noel Patrick Doyle , Tiger Brands Limited		3	Onur Cevikel , Anadolu Efes Biracilik ve Malt Sanayii* Haluk Dortluoglu , BIM Birlesik Magazalar* Przemyslaw Lutkiewicz , LPP*	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Albert Avetikov , Lenta		1	Timothy Post , Magnit		1	Albert Avetikov , Lenta	
2	Timothy Post , Magnit		2	Albert Avetikov , Lenta		2	Cicek Usakligil Ozgunes , Anadolu Efes Biracilik ve Malt Sanayii	
3	Cicek Usakligil Ozgunes , Anadolu Efes Biracilik ve Malt Sanayii		3	Bartłomiej Piekarski , CCC* Karim Sheir , Juhayna Food Industries* Nikki Catrakilis-Wagner , Tiger Brands Limited*		3	Maxim Novikov , X5 Retail Group	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Almarai Co.		1	Almarai Co.		1	Lenta	
2	Lenta		2	Magnit		2	Magnit	
3	Magnit		3	Lenta		3	X5 Retail Group	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Lenta			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Almarai Co.							
3	Clicks Group							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Almarai Co.			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Lenta							
3	Woolworths Holdings							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Almarai Co.			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Magnit							
3	X5 Retail Group							
108 Consumer companies nominated Not ranked in the top three? Contact II to get your rankings for each category.								

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ENERGY: OIL & GAS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Leonid Mikhelson , Novatek		1	Leonid Mikhelson , Novatek		1	Leonid Mikhelson , Novatek	
2	Alexander Dyukov , Gazprom Neft		2	Vagit Alekperov , LUKOIL		2	Mariana Gheorghe , OMV Petrom	
3	Mariana Gheorghe , OMV Petrom* Igor Sechin , Rosneft*		–	–		–	–	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Mark Gyetvay , Novatek		1	Alexei Yankevich , Gazprom Neft* Mark Gyetvay , Novatek*		1	Mark Gyetvay , Novatek	
2	Alexei Yankevich , Gazprom Neft		–	–		2	Dogan Korkmaz , Türkiye Petrol Rafinerileri	
3	Alexander Matytsyn , LUKOIL		3	Alexander Matytsyn , LUKOIL		3	Alexei Yankevich , Gazprom Neft	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Andrey Baranov , Rosneft		1	Dariusz Grebosz , Polski Koncern Naftowy Orlen		1	Alexander Palivoda , LUKOIL	
2	Dariusz Grebosz , Polski Koncern Naftowy Orlen		2	Andrey Baranov , Rosneft		2	Alexander Nazarov , Novatek	
3	Alexander Palivoda , LUKOIL* Alexander Nazarov , Novatek*		3	Agnieszka Klimkiewicz , Polski Koncern Naftowy Orlen		3	Adriana Marin , OMV Petrom	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Novatek		1	Novatek		1	Novatek	
2	LUKOIL		2	LUKOIL		2	LUKOIL	
3	Rosneft		3	Gazprom		3	Polski Koncern Naftowy Orlen	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Novatek							
2	LUKOIL			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
3	Mol Hungarian Oil and Gas							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Novatek							
2	Gazprom			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
3	LUKOIL							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Novatek							
2	Gazprom			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
3	LUKOIL							
24 Oil & Gas companies nominated Not ranked in the top three? Contact II to get your rankings for each category.								

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ENERGY: UTILITIES

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Carlo Palasciano Villamagna, Enel Russia		1	Carlo Palasciano Villamagna, Enel Russia		1	Carlo Palasciano Villamagna, Enel Russia	
2	Daniel Beneš, CEZ* Maxim Shirokov, Unipro*		–	–		2	Daniel Beneš, CEZ* Maxim Shirokov, Unipro*	
–	–		–	–		–	–	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Martin Novák, CEZ		–	–		1	Martin Novák, CEZ	
2	Ulf Backmeyer, Unipro		–	–		–	–	
–	–		–	–		–	–	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Larisa Sadovnikova, Inter RAO UES		1	Larisa Sadovnikova, Inter RAO UES		1	Jakub Frejlich, PGE Polska Grupa Energetyczna	
2	Timur Akhmedzhanov, RusHydro		2	Timur Akhmedzhanov, RusHydro		2	Larisa Sadovnikova, Inter RAO UES* Timur Akhmedzhanov, RusHydro*	
3	Jakub Frejlich, PGE Polska Grupa Energetyczna		–	–		–	–	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	CEZ		1	CEZ		1	Enel Russia	
2	PGE Polska Grupa Energetyczna		–	–		2	CEZ* PGE Polska Grupa Energetyczna*	
3	Inter RAO UES		–	–		–	–	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	CEZ			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Unipro							
–	–							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
–	–			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
–	–							
–	–							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Enel Russia			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Inter RAO UES							
–	–							
21 Utilities companies nominated								
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FINANCIALS: FINANCIALS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Herman Gref , Sberbank of Russia		1	Herman Gref , Sberbank of Russia		1	Herman Gref , Sberbank of Russia	
2	Ali Fuat Erbil , Turkiye Garanti Bankasi		2	Hussein Majid Abaza , Commercial International Bank Egypt		2	Ali Fuat Erbil , Turkiye Garanti Bankasi	
3	Hussein Majid Abaza , Commercial International Bank Egypt		3	Johannes Burger , FirstRand		3	Hakan Binbasgil , Akbank* Segun Agbaje , Guaranty Trust Bank*	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Alexander Morozov , Sberbank of Russia		1	Alexander Morozov , Sberbank of Russia		1	Alexander Morozov , Sberbank of Russia	
2	Surya Subramanian , Emirates NBD Bank		2	Surya Subramanian , Emirates NBD Bank		2	James Burdett , First Abu Dhabi Bank* Raisibe Morathi , Nedbank Group*	
3	Harry Kellan , FirstRand		3	Harry Kellan , FirstRand		–	–	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Sofia El Boury , First Abu Dhabi Bank* Handan Saygin , Turkiye Garanti Bankasi*		1	Handan Saygin , Turkiye Garanti Bankasi		1	Sofia El Boury , First Abu Dhabi Bank	
–	–		2	Artur Kulesza , Bank Millennium* Sofia El Boury , First Abu Dhabi Bank* Anastasia Belyanina , Sberbank of Russia* Maria Shevtsova , Sberbank of Russia*		2	Iza Rokicka , ING Bank Slaski* Handan Saygin , Turkiye Garanti Bankasi*	
3	Maria Shevtsova , Sberbank of Russia		–	–		–	–	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Sberbank of Russia		1	Sberbank of Russia		1	Turkiye Garanti Bankasi	
2	Turkiye Garanti Bankasi		2	Turkiye Garanti Bankasi		2	Akbank	
3	Akbank		3	Emirates NBD Bank		3	First Abu Dhabi Bank	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Sberbank of Russia			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Turkiye Garanti Bankasi							
3	Akbank							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	Sberbank of Russia			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Turkiye Garanti Bankasi							
3	Nedbank Group							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Sberbank of Russia			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Turkiye Garanti Bankasi							
3	Akbank* VTB Bank*							
108 Financials companies nominated								
Not ranked in the top three? Contact II to get your rankings for each category.								

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HEALTH CARE: HEALTH CARE & PHARMACEUTICALS

OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO
1	Prasanth Manghat , NMC Health	1	Prasanth Manghat , NMC Health	1	Stephen Saad , Aspen Pharmacare Holdings
2	Stephen Saad , Aspen Pharmacare Holdings	–	–	–	–
–	–	–	–	–	–
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO
1	Khaled Hassan , Cleopatra Hospital Co.	1	Khaled Hassan , Cleopatra Hospital Co.	–	–
–	–	–	–	–	–
–	–	–	–	–	–
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL
1	Asjad Yahya , NMC Health	1	Asjad Yahya , NMC Health	1	Adam Pyle , Life Healthcare Group Holdings
2	Adam Pyle , Life Healthcare Group Holdings	–	–	–	–
–	–	–	–	–	–
RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM	RANK	BEST INVESTOR RELATIONS PROGRAM
1	NMC Health	1	NMC Health	1	Life Healthcare Group Holdings
2	Life Healthcare Group Holdings	2	Dallah Healthcare Co.	–	–
3	Dallah Healthcare Co.	–	–	–	–
RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE	RANK	BEST CORPORATE GOVERNANCE
1	NMC Health		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
–	–				
RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS	RANK	BEST ESG SRI METRICS
1	NMC Health		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
–	–				
RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY	RANK	BEST ANALYST DAY
1	NMC Health		Only available by subscribing to the IR Perception Study		Only available by subscribing to the IR Perception Study
–	–				
–	–				
19 Health Care & Pharmaceuticals companies nominated Not ranked in the top three? Contact II to get your rankings for each category.					

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TECHNOLOGY: TECHNOLOGY, MEDIA & TELECOMMUNICATIONS

OVERALL			BUY-SIDE			SELL-SIDE		
RANK	BEST CEO		RANK	BEST CEO		RANK	BEST CEO	
1	Mohamed Shameel Aziz-Joosub , Vodacom Group		1	Mohamed Shameel Aziz-Joosub , Vodacom Group		1	Arkady Volozh , Yandex	
2	Arkady Volozh , Yandex		2	Arkady Volozh , Yandex		2	Kaan Terzioglu , Turkcell Iletisim Hizmetleri	
3	Kaan Terzioglu , Turkcell Iletisim Hizmetleri		3	Kaan Terzioglu , Turkcell Iletisim Hizmetleri		3	Andrei Dubovskov , Mobile TeleSystems	
RANK	BEST CFO		RANK	BEST CFO		RANK	BEST CFO	
1	Alexey Kornya , Mobile TeleSystems		1	Matthew Hammond , Mail.ru Group		1	Alexey Kornya , Mobile TeleSystems	
2	Matthew Hammond , Mail.ru Group		2	Gregory Abovsky , Yandex		2	Gregory Abovsky , Yandex	
3	Gregory Abovsky , Yandex		3	Alexey Kornya , Mobile TeleSystems		3	Maciej Nowohonski , Orange Polska	
RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL		RANK	BEST IR PROFESSIONAL	
1	Katya Zhukova , Yandex		1	Nik Kershaw , MTN Group		1	Katya Zhukova , Yandex	
2	Joshua Tulgan , Mobile TeleSystems		2	Meloy Horn , Naspers		2	Bartłomiej Drywa , Cyfrowy Polsat	
3	Shaun van Biljon , Vodacom Group		3	Joshua Tulgan , Mobile TeleSystems		3	Zeynel Korhan Bilek , Turkcell Iletisim Hizmetleri	
RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM		RANK	BEST INVESTOR RELATIONS PROGRAM	
1	Vodacom Group		1	Vodacom Group		1	Mobile TeleSystems	
2	Yandex		2	Yandex		2	Yandex	
3	Mobile TeleSystems		3	MTN Group		3	Turk Telekomunikasyon	
RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE		RANK	BEST CORPORATE GOVERNANCE	
1	Vodacom Group			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Mobile TeleSystems							
3	Yandex							
RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS		RANK	BEST ESG SRI METRICS	
1	MTN Group			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Vodacom Group							
3	Cyfrowy Polsat* Yandex*							
RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY		RANK	BEST ANALYST DAY	
1	Naspers			Only available by subscribing to the IR Perception Study			Only available by subscribing to the IR Perception Study	
2	Turkcell Iletisim Hizmetleri							
3	MTN Group							

51 Technology, Media & Telecommunications companies nominated
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