



BNY MELLON

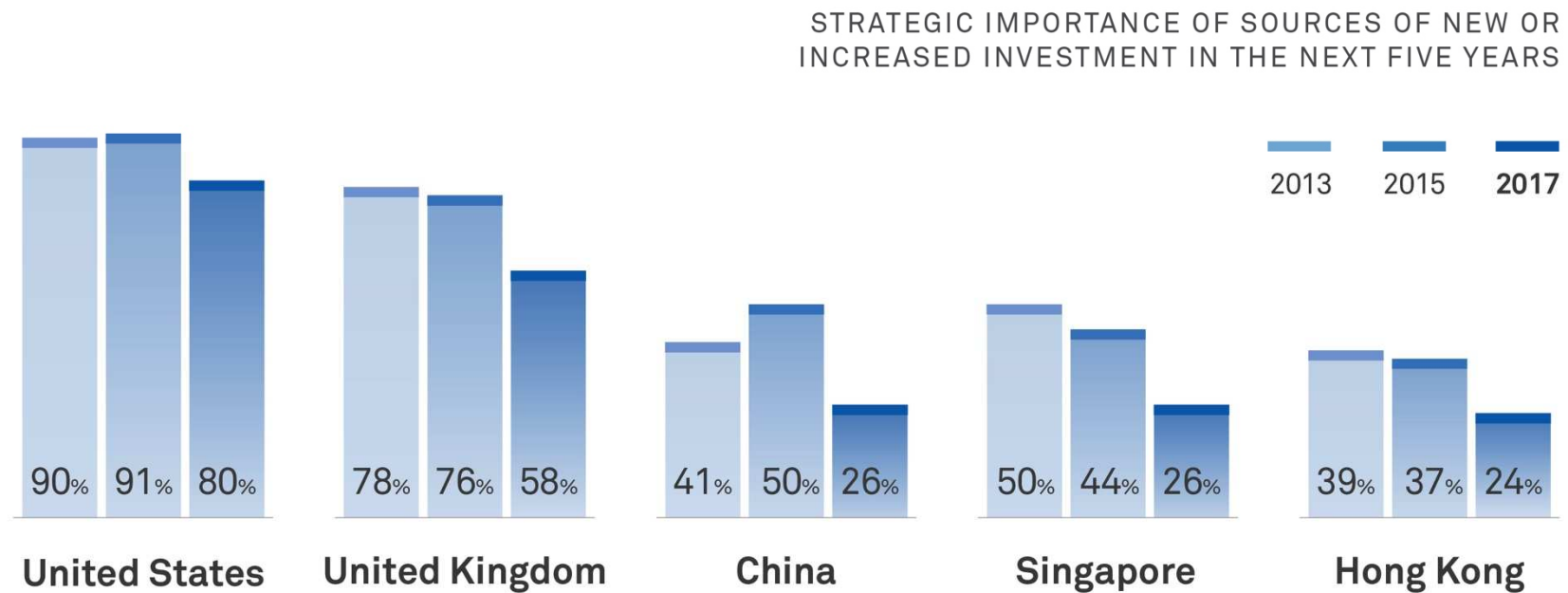
2017

Global Trends in Investor Relations

ELEVENTH EDITION



Perceived Decline in the Influence of Global Markets

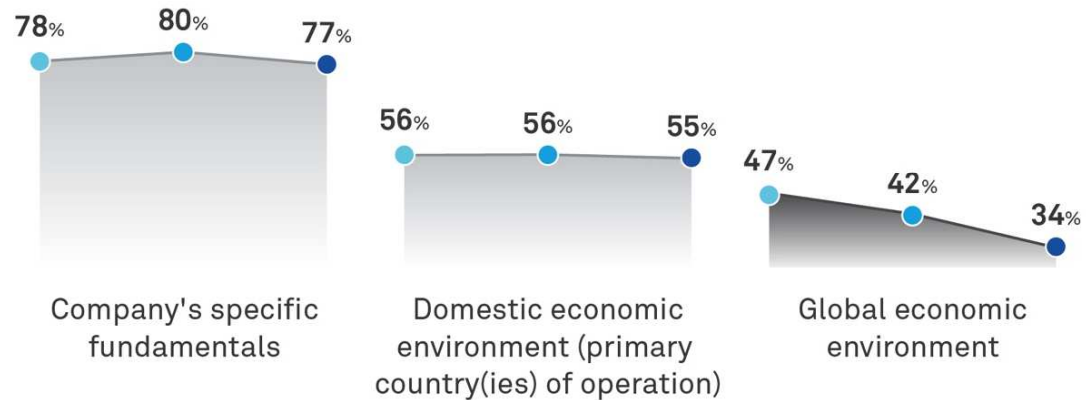


Perceived Decline in the Influence of Global Markets

↓ 27%

Decrease in the perceived
influence of global
economic environment
since 2013

FACTORS INFLUENCING INVESTORS' DEMAND FOR COMPANIES



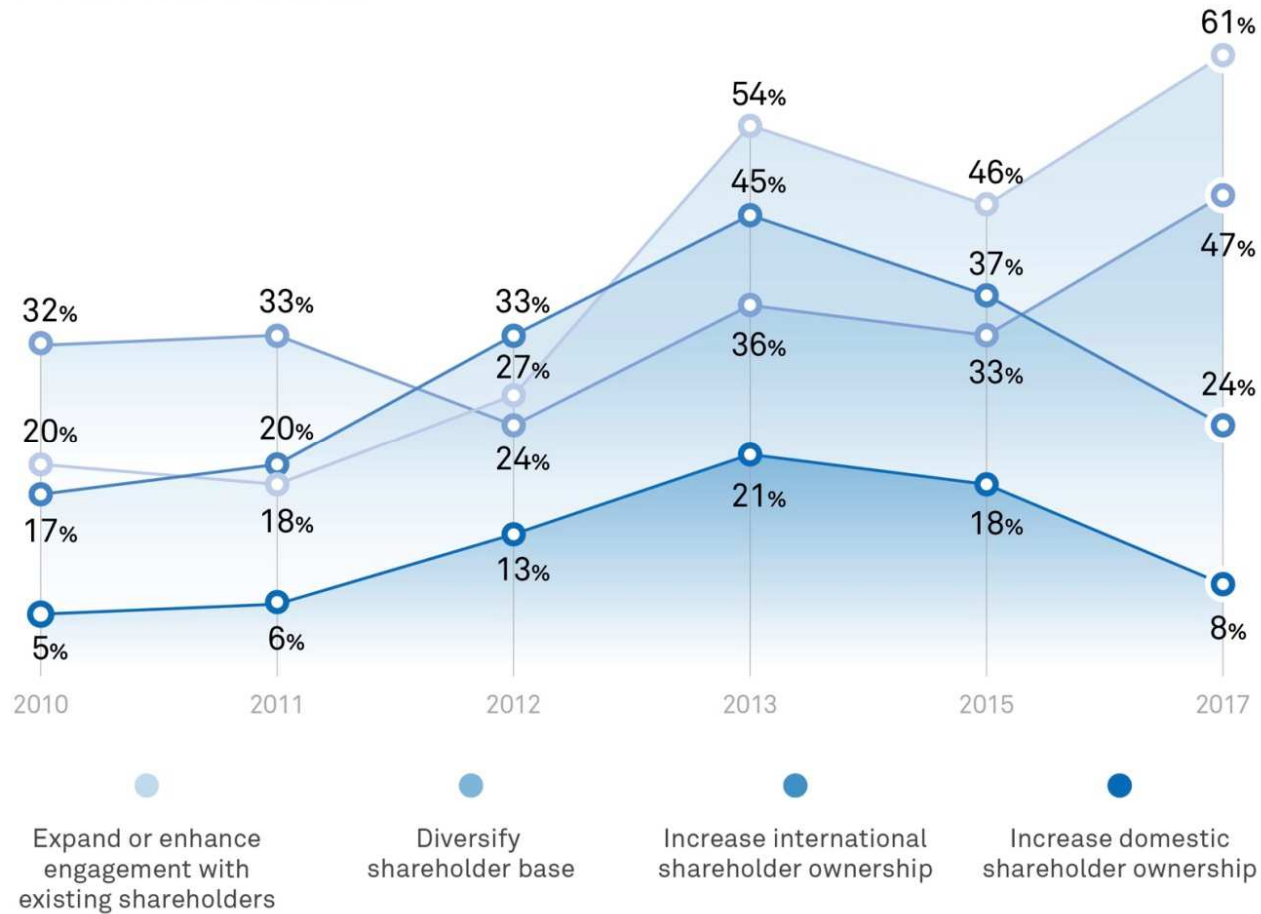
Primacy of Geopolitical Risk

HOW IMPORTANT AN IMPACT DO YOU BELIEVE EACH OF THE FOLLOWING ISSUES CURRENTLY HAS ON OVERALL GLOBAL MARKET CONFIDENCE?



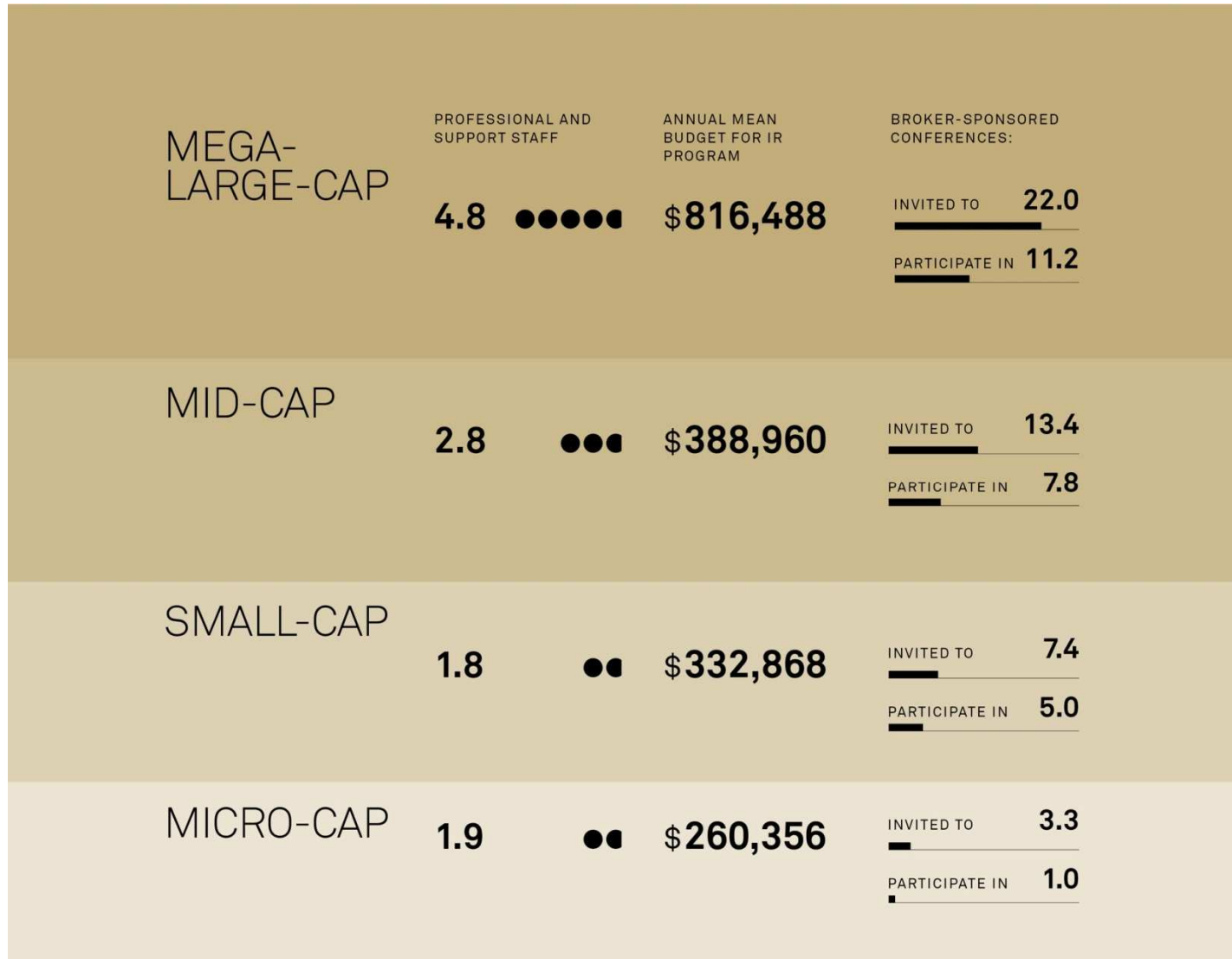
Shifting Focus in Shareholder Targeting

GOALS FOR THE INVESTOR RELATIONS FUNCTION/PROGRAM
FOR THE NEXT 12 MONTHS

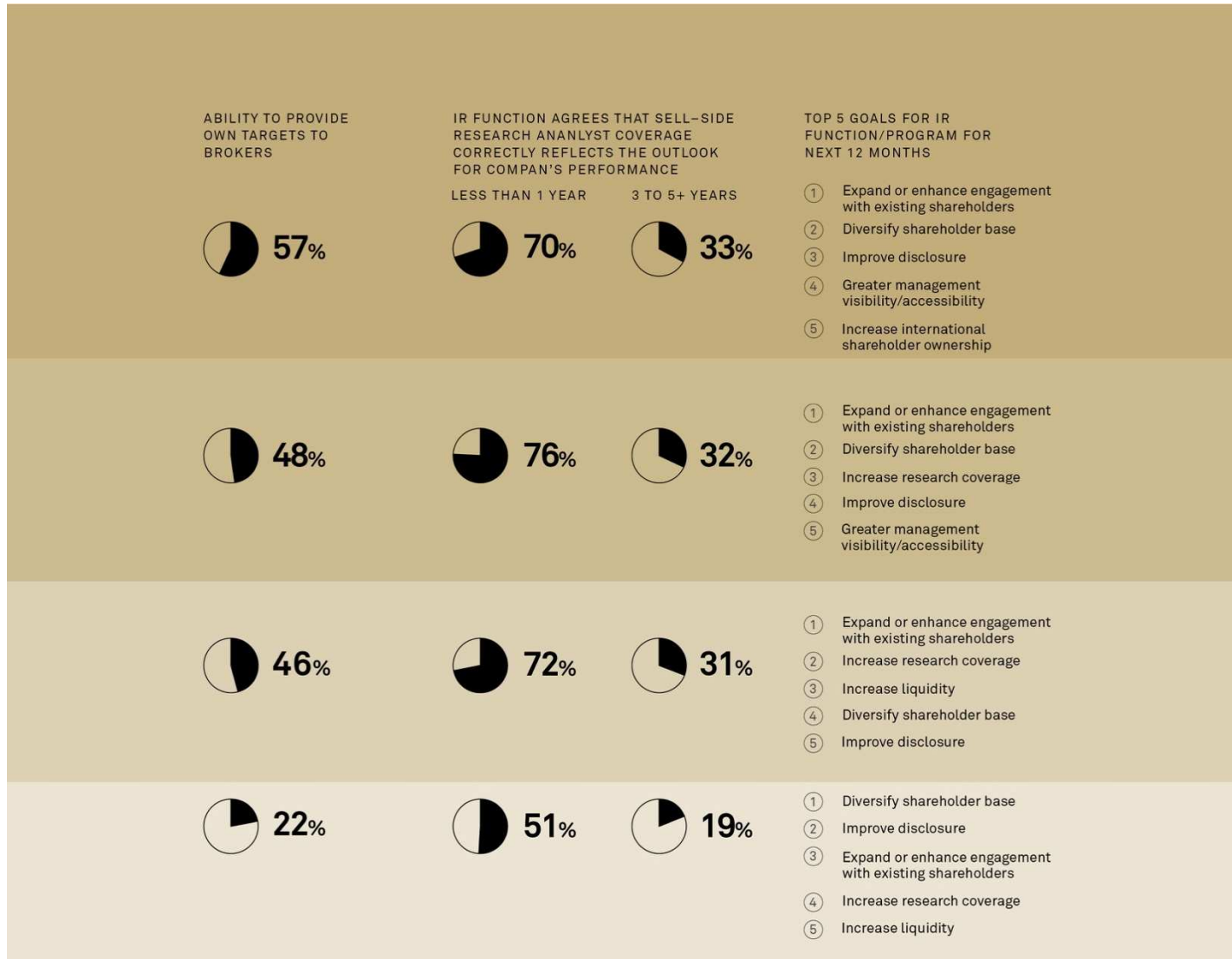


Survey conducted biennially as of 2013.

The Market Cap Challenge



The Market Cap Challenge



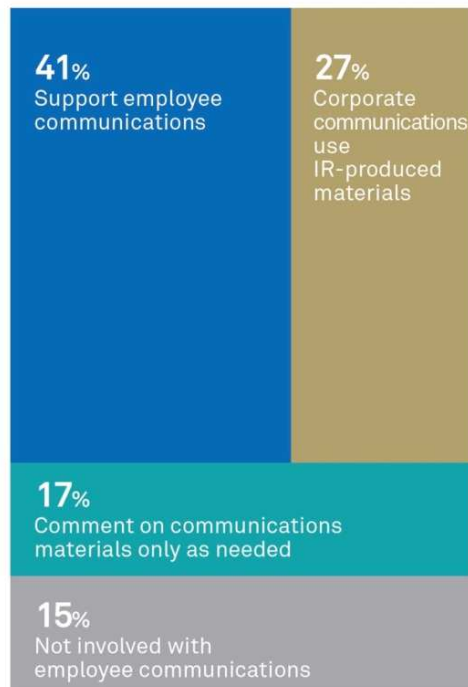
Opportunities for Increased Engagement



Engaging Internal Stakeholders

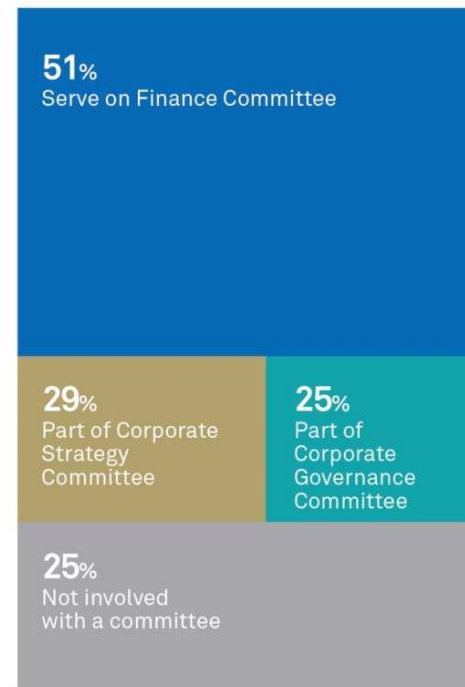
85%

of investor relations teams
have been involved with
employee communications



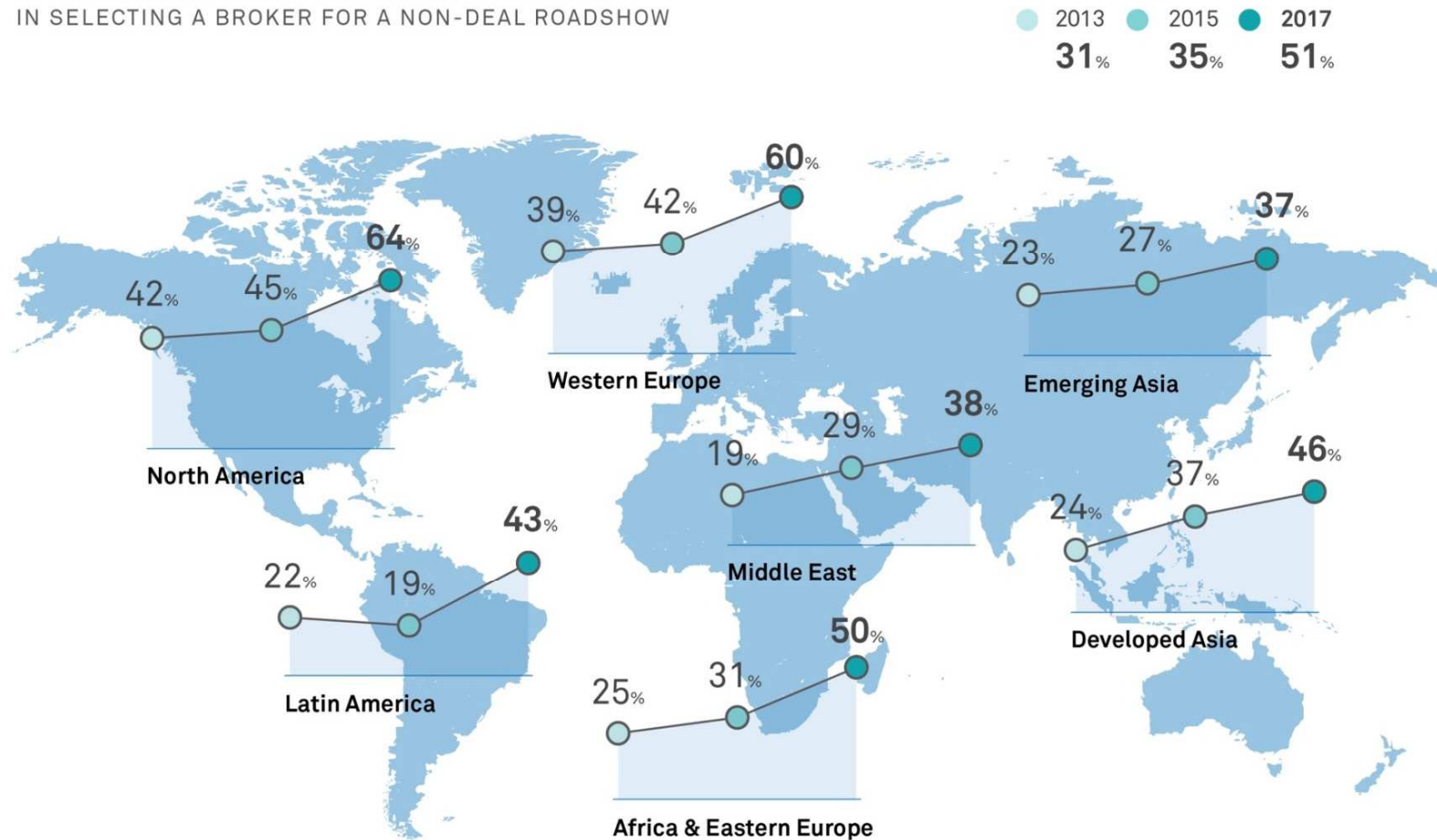
75%

of the most senior investor relations
officers are currently a member of at
least one management committee



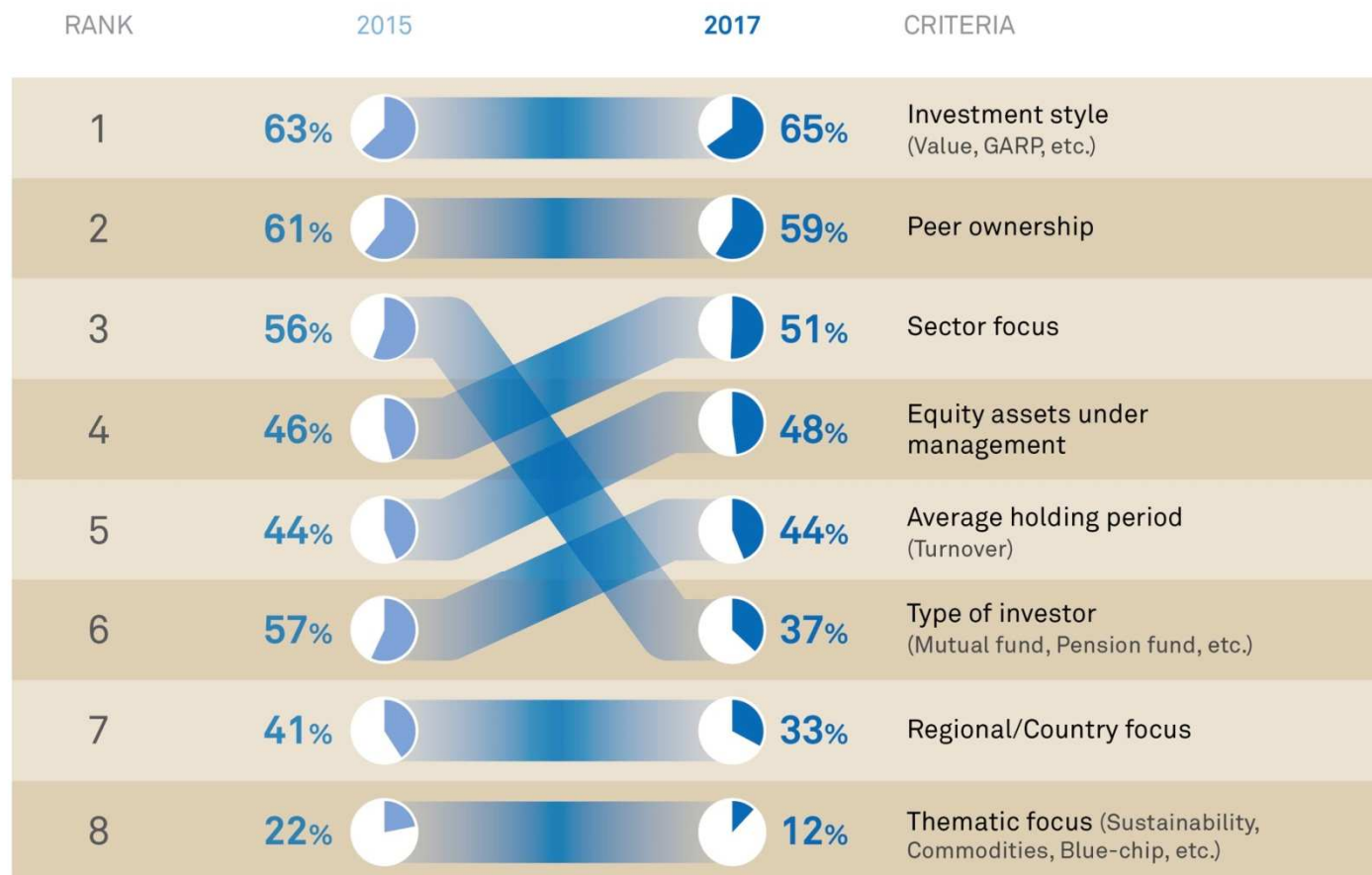
Investor Relations in the Driver's Seat

IR PRIORITIZING USE OF OWN INVESTOR TARGETS
IN SELECTING A BROKER FOR A NON-DEAL ROADSHOW



Criteria for Investor Targeting

CRITERIA USED BY THE INVESTOR RELATIONS DEPARTMENT
TO TARGET NEW EQUITY INVESTORS



Global Gender Snapshot: Female

TOTAL SURVEY
RESPONDENTS



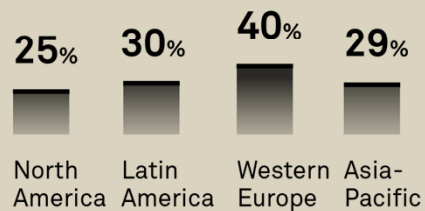
OF WHICH
ARE FROM:
DEVELOPED
MARKETS



EMERGING
MARKETS



TOTAL SURVEY
RESPONDENTS BY REGION



TOTAL MEAN BASE
SALARY + BONUS

\$189,928

OF WHICH
ARE FROM:
DEVELOPED
MARKETS

\$233,874

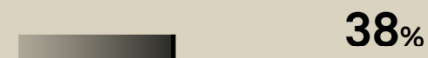
EMERGING
MARKETS

\$133,225

CONCENTRATION IN:
MEGA- LARGE-CAP



MID-CAP



SMALL- MICRO-CAP



LARGEST
CONCENTRATION
OF FEMALE
PROFESSIONALS



Financials



Consumer Staples



Healthcare

Represents data for company respondents most senior IR professionals.

Global Gender Snapshot: Male

LARGEST
CONCENTRATION
OF MALE
PROFESSIONALS

Technology



TOTAL MEAN BASE
SALARY + BONUS

\$275,355

EMERGING
MARKETS
\$221,130

OF WHICH
ARE FROM:
DEVELOPED
MARKETS
\$296,841

TOTAL SURVEY
RESPONDENTS



OF WHICH
ARE FROM:
DEVELOPED
MARKETS

EMERGING
MARKETS

Basic Materials



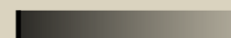
CONCENTRATION IN:
MEGA- LARGE-CAP



Telecommunications



50%



MID-CAP

33%

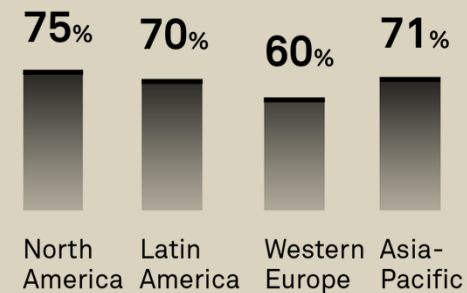


SMALL- MICRO-CAP

17%



TOTAL SURVEY
RESPONDENTS BY REGION



Global Snapshot: Professional Background

Transfer from
internal function

Investor
Relations

Sell Side

Buy Side

MEMBER OF FOLLOWING MANAGEMENT COMMITTEES

Finance



63%

48%

47%

57%

Corporate Strategy



37%

48%

29%

19%

Business Segment/Operating Committee



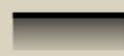
30%

27%

18%

24%

Corporate Governance



22%

19%

16%

28%

Corporate Social Responsibility



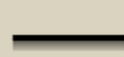
19%

22%

14%

13%

Human Resources



8%

4%

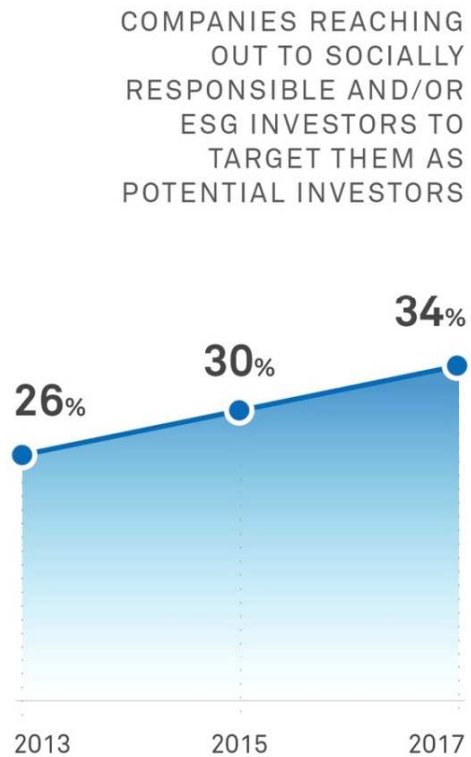
1%

2%

Global Snapshot: Professional Background

	Transfer from internal function	Investor Relations	Sell Side	Buy Side
	TOP FIVE METRICS USED TO EVALUATE THE EFFICIENCY/PERFORMANCE OF THE IR PROGRAM			
①	Quality of investor one-on-one meetings	Quality of investor one-on-one meetings	Quality of investor one-on-one meetings	Quality of investor one-on-one meetings
②	Quality of information in analyst reports/ recommendations	Quality of information in analyst reports/ recommendations	Efficient use of senior management's time	Number of investor one-on-one meetings
③	Number of investor one-on-one meetings	Number of investor one-on-one meetings	Quality of information in analyst reports/ recommendations	Efficient use of senior management's time
④	Efficient use of senior management's time	Efficient use of senior management's time	Number of investor one-on-one meetings	Number of analysts covering the stock
⑤	Perception study ("formal") feedback	Number of analysts covering the stock	Number of analysts covering the stock	Quality of information in analyst reports/ recommendations

Growing ESG Engagement



Passive Investor Communication

32%

OF COMPANIES GLOBALLY
COMMUNICATED WITH
PASSIVE INVESTORS

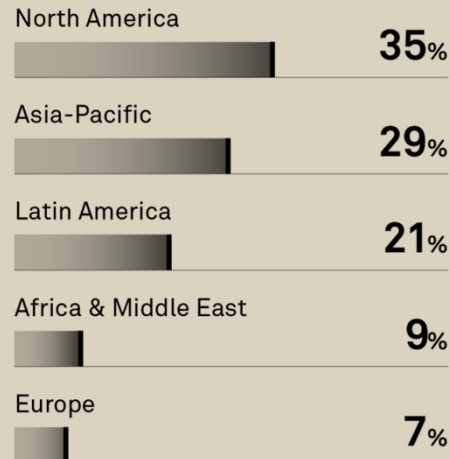
56%

OF SUCH COMPANIES ARE
MEGA- AND LARGE-CAPS

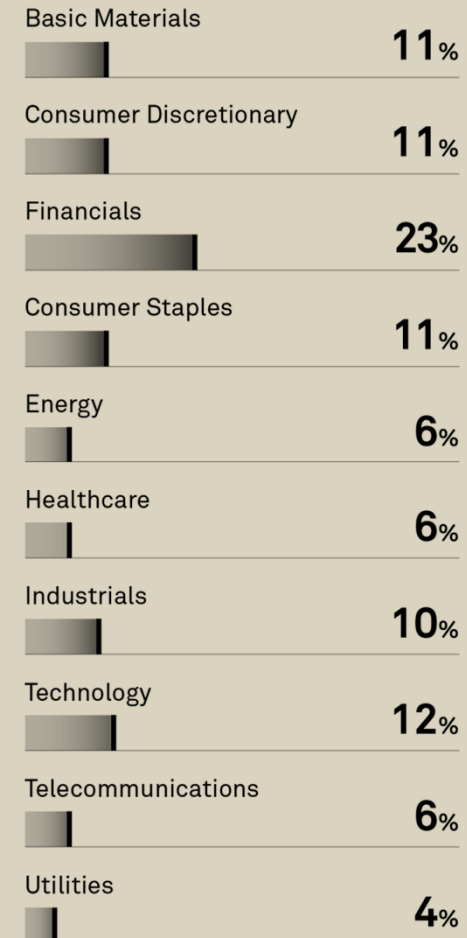
62%

OF NORTH AMERICAN RESPONDENTS SAID THEY EXPECT THE
INCREASE IN THE PROPORTION OF PASSIVE INVESTORS IN
THEIR SHAREHOLDER BASE TO HAVE THE GREATEST INFLUENCE
ON THE JOB OF INVESTOR RELATIONS OVER THE NEXT 10
YEARS, COMPARED TO 41% OF RESPONDENTS FROM
COMPANIES GLOBALLY

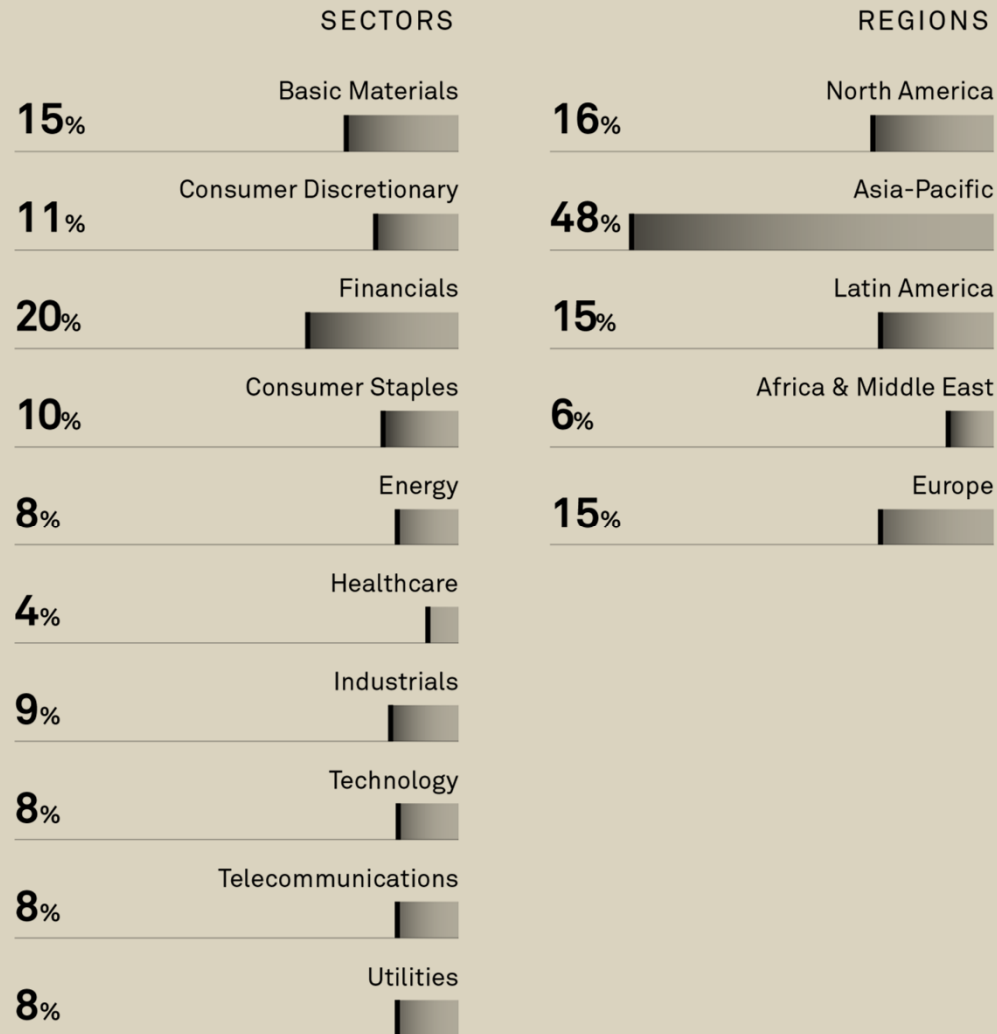
REGIONS



SECTORS



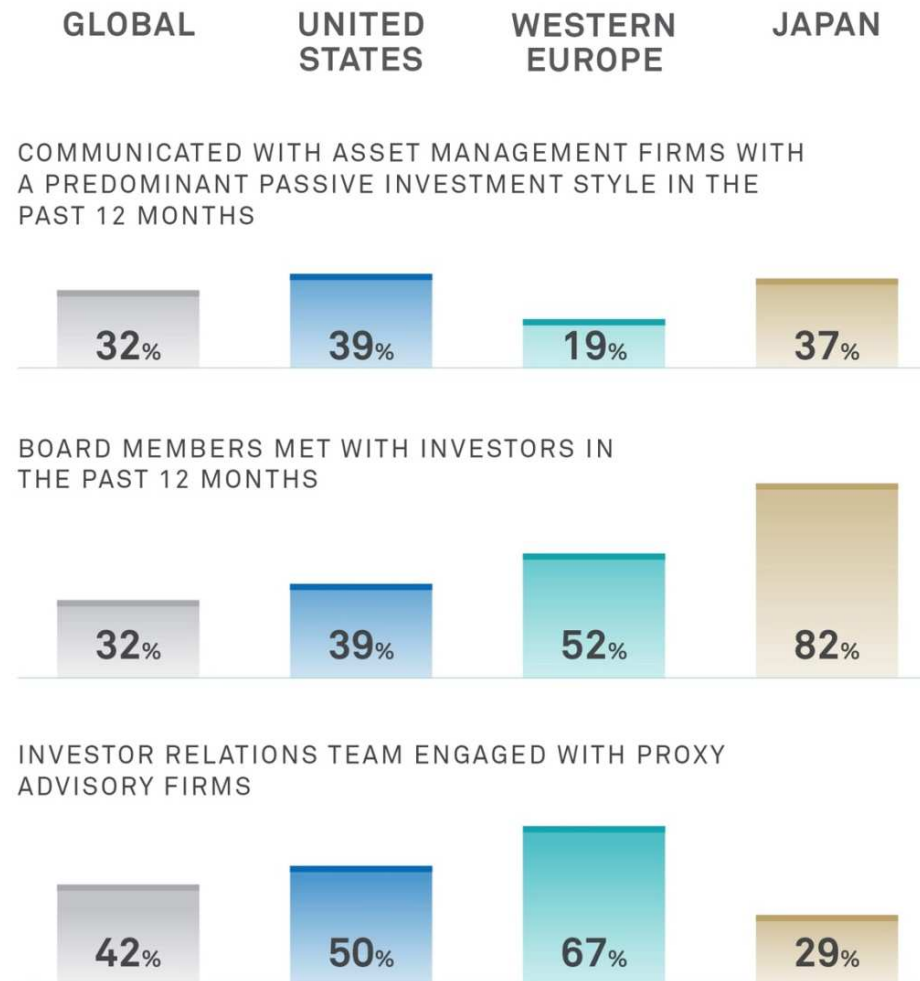
ESG Investor Communication



34%
OF COMPANIES GLOBALLY
COMMUNICATED WITH
ESG INVESTORS

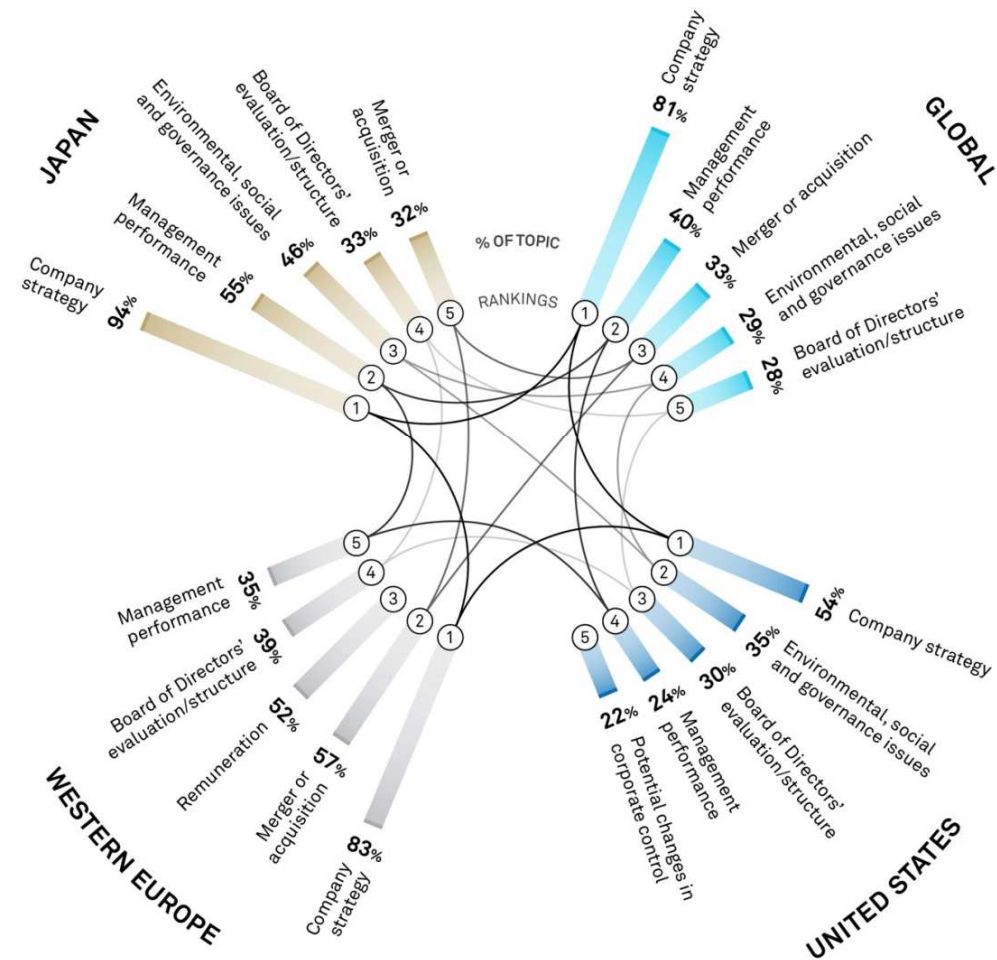
61%
OF SUCH COMPANIES ARE
MEGA- AND LARGE-CAPS

Global Approaches to Stewardship



Global Approaches to Stewardship

TOP FIVE TOPICS DISCUSSED WHEN MEMBERS OF THE BOARD OF DIRECTORS MET WITH INVESTORS



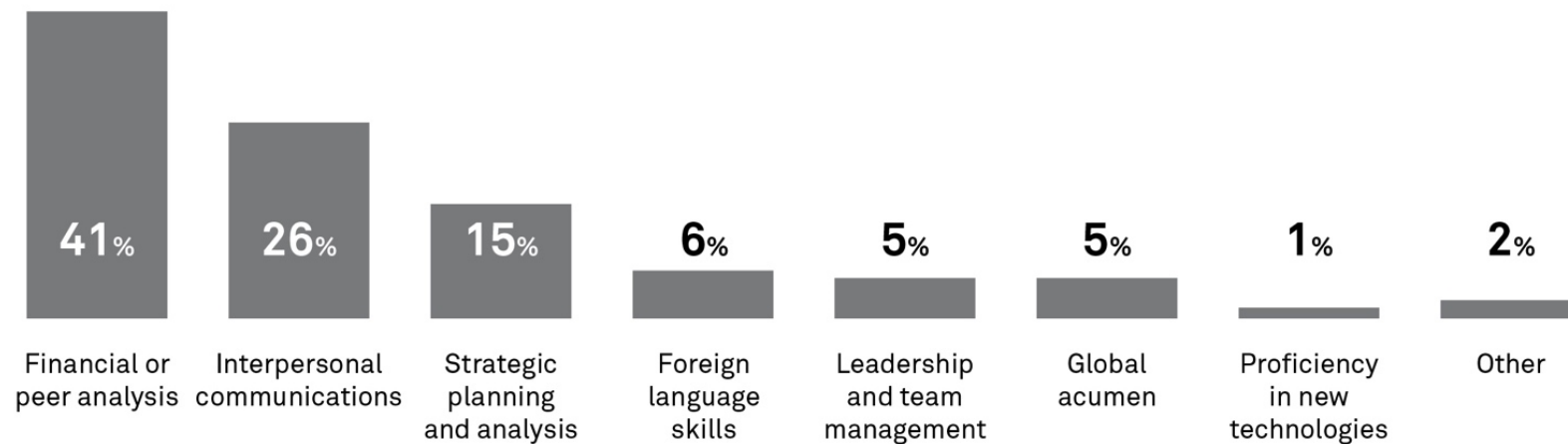
An Eye for the Future of Investor Relations

AREAS THAT WILL HAVE THE GREATEST INFLUENCE ON THE FUNCTION OF INVESTOR RELATIONS OVER THE NEXT 10 YEARS



An Eye for the Future of Investor Relations

THE MOST ESSENTIAL SKILLS FOR FUTURE INVESTOR RELATIONS PRACTITIONERS



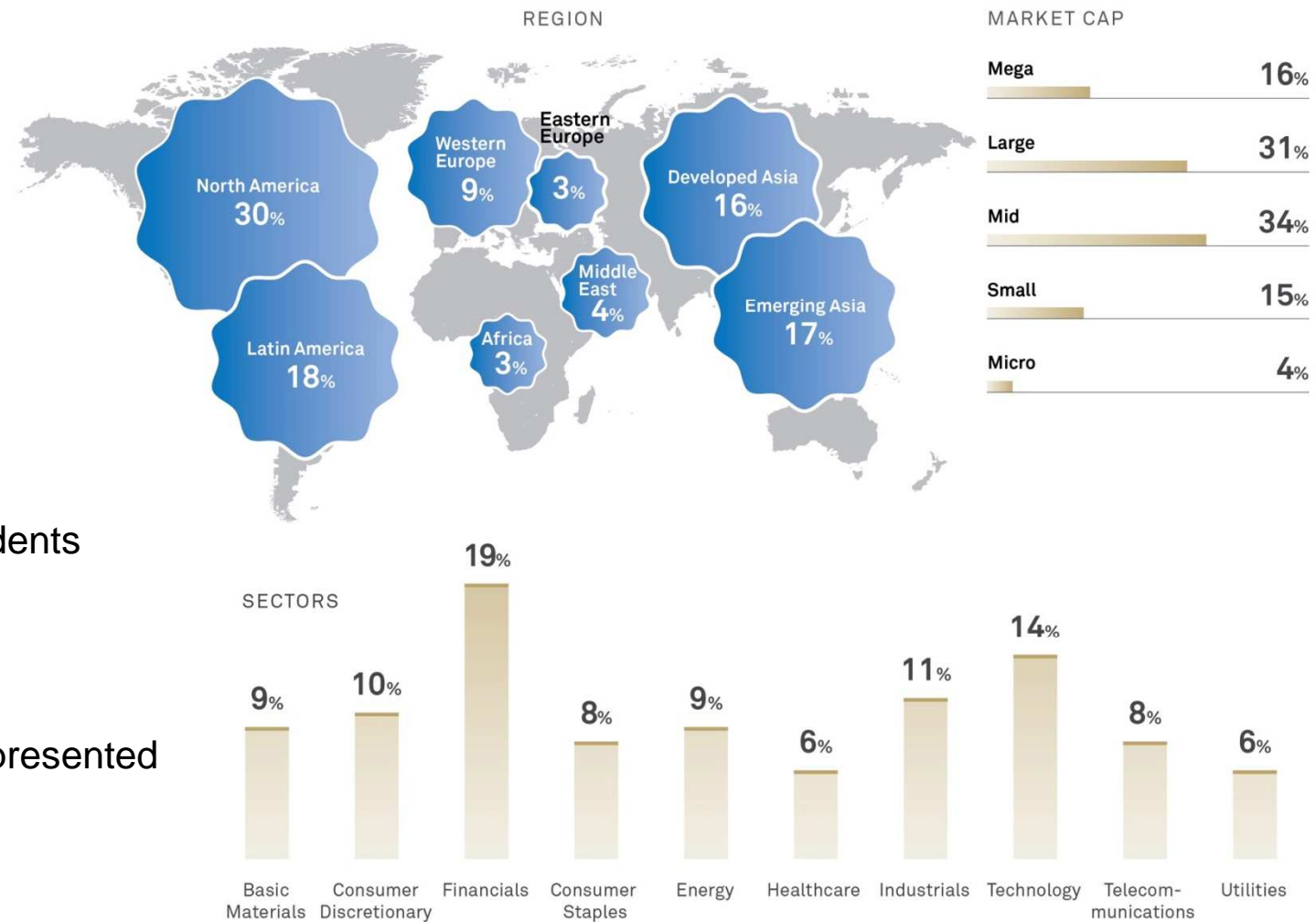
Methodology: Respondent Profiles

537

Total Respondents

51

Countries Represented



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