Live or Virtual CMDs … Best Practice Considerations

What format will work best … and determining factors

Time
- How much does management want to go back on the road again?
- What willingness is there to travel among the investment community?

Environment
- Focus on carbon neutrality and other ESG metrics have increased significantly during the last 12 months
- Some management and investors might question the need for travelling either to host or attend a CMD
- However, one CMD held every 18-24 months might be seen as a worthwhile investment in terms of large-scale live access to the market

So, why chose **live** versus pure virtual events?

1. **Showcasing a new management team**
   - Looking at Finland – there are a large number of new CEOs – some launching new strategies and financial targets
   - In this case, it is valuable for investors to get a feel for the team and see their interaction face-to-face
   - Live breakout sessions are also a great way of increasing this exposure to management

2. **Bringing products to the investors**
   - For some companies it is critically important that the market can experience a new range of products at first hand
   - And the financial community also want to be able to touch and check out the products

3. **Tying a CMD into a site visit out on location**
   - We know how much these trips are valued, particularly if they are cost and time efficient to attend

However, **virtual** sessions can continue to be an important part of your outreach planning if:

- You just want to do a short strategy update
- Or you want to maintain attention in between your bi-annual CMDs (i.e. every 2 years); companies sometimes use round table sessions to provide a quick deep dive into products or issues which are of interest to the market. Again, it's very time efficient and keeps the stock front of mind for the investors
- Or you may have a CEO who has totally embraced the virtual format – they like it both for saving time and cost, but also for supporting their carbon neutrality targets

What are the key considerations … regardless of whether it's a virtual or live event

1. **Do your homework**
   - Really try to understand what the market is asking for and the level of granularity they hope management will share?
   - Either do that research yourself or use independent consultants to track expectations

2. **Keep messaging strong and clear**
   - Virtual events really showed us that individual presentations longer than 20 minutes lose attention – 15-20 minutes is ideal, and CMD events get best ratings if they are around 2-3 hours in length (virtual events need to be shorter)
   - We all know that attention spans are getting shorter – people want detailed and short updates
   - They also want clear slides which are easy to follow and language which is direct and to the point

3. **Be creative**
   - With the format:
     - Not all presenters need to be in the same room – shoot presentations off site
     - Use fireside chats as well as direct presenting
     - Organise the CMD along with a site visit
   - With the range of presenters selected to talk about the business:
     - Expose the people they don't usually meet but who are responsible for key parts of the operations
   - With the interaction with the audience:
     - Breakout sessions
     - Product or R&D demonstrations
     - Virtual site tours
     - Use the CMD portal more creatively – It's not just there to host the replay …

4. **Be engaging**
   - We have all seen a wide range of presenting skills on display through our screens
   - The bar has just got higher and management need to step up to the plate in performing
   - It's not just the CEO and CFO who need to be good at communicating – it's the rest of the team too
   - No one is born a great presenter – it takes practice … but the rewards are there in getting your equity stories across powerfully, simply and memorably