



Upgrading your CMD to best in class ... and how leading IROs do it



Jane-Astrid More, SPC-IR
jane-astrid.more@spcnetwork.eu

Finnish IRO's consistently achieve #1 ratings ...



And why is that ... ?

They are very
TOUGH

They are well
PREPARED

They are super
ORGANISED



**TOUGH TIMES
NEVER LAST.
BUT TOUGH PEOPLE DO.**

~ DR. ROBERT SCHULLER

If your key messages are clear ...

On track for 2021 targets with further opportunities ahead

Delivering on targets

Sales and margin targets within reach

More business opportunities ahead

New outsourcing opportunities beyond CIT and CMS

Introducing services on new payment platforms

Managing cash and payments in society

... they will be reflected in market comment

“CMD feedback: Financial targets on track, new business opportunities look promising”
Goldman Sachs

“CMD update - Optimistic management”
Carnegie

“New opportunities highlighted at 2019 CMD update”
SEB

“Impressions from the CMD: a lot of untapped potential”
Handelsbanken

“CMD: As expected, but not what we hoped”
ABG



**KEEP
CALM
AND
BE
PREPARED**

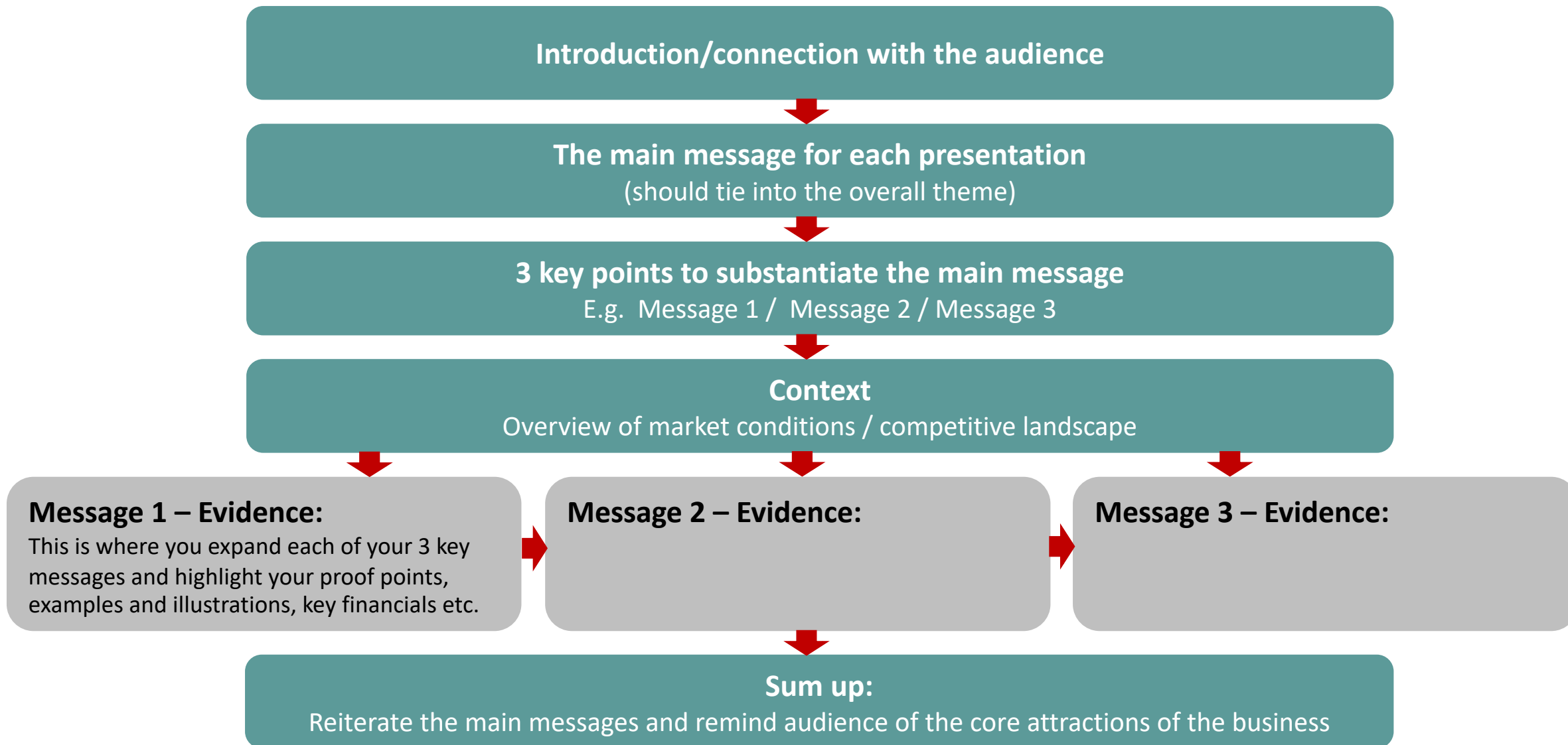
Pre-event intelligence is critical to manage expectations ...

“This CMD was a case study in how not to do it. You need to be aware of what investors and analysts are thinking going into the event and be well aware what the expectations are.

If you want to host a CMD, you need to beat those expectations because, if you don't, you will be taken apart. The best CMDs are the ones where there is a little tit bit that is better than what people think, so there is a positive message.”

Barclays sell-side

... and helps you to shape the story





**I love being
organised**



Tell the market



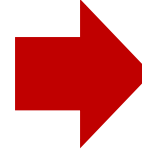
**Good logistics
= happy
audiences**



**Optimise the
impact**

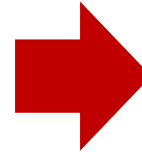
You don't need to re-create the wheel ... just learn from the best !

**Push your
management**



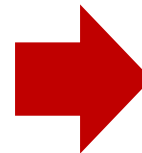
- What do you want to achieve?
- What is the key message?
- What will help the market?

Pre-prep is critical



- Do your homework
- Scope your presentations
- Coach your management

**Good organisation
maximises impact**



- Alert the market
- Shake up the format
- Optimise the impact

Jane-Astrid More, SPC-IR

Jutta Rahikainen, SEB

Juha Varis, Corvus Consulting

Moderaattori: Hanna Jaakkola, Kesko



**SUOMEN
IR-YHDISTYS**

PANEELIKESKUSTELU

**Capital Market Days – do's
and don'ts**