IR Impact Think Tank – Europe

Exclusively for senior IROs

Thursday, June 26, 2025, Bank of America, London

ABOUT OUR THINK TANKS

Join **senior in-house IR professionals** from listed companies for a focused event tackling today's key challenges – strategic investor targeting, crisis communications, AI in IR, digital engagement, ESG evolution, and **defining what IR excellence** looks like.

This isn't your typical conference. We combine expert-led panels with **confidential roundtable discussions** designed for **candid, peer-to-peer conversations**. Nothing is quoted or attributed, so you can speak openly and leave with real, **actionable strategies you can use** straight away.

AGENDA

8.10 am **Registration, refreshments and networking**

8.45 am **Opening remarks: Welcome to the think tank**

Laurie Havelock, editor, IR Impact
Mark Troman, deputy head of EMEA equity research, Bank of America

9.00 am **State of the markets: Communicating with impact amid global uncertainty**

As macro, political, and investor dynamics shift, IR teams must cut through the noise. This session explores what's driving sentiment in 2025 and how to communicate effectively in a volatile, passive-led world.

- Gain expert insight into the shifting macro, political and regulatory landscape
- Identify the key forces shaping the 2025 outlook
- Assess the risks and catalysts for UK and European equities
- Strengthen messaging in a deglobalising, passive-heavy market

Moderator: Steven Wade, head of content, IR Impact
Chiara Angeloni, senior Europe economist and director, BofA Global Research

9.30 am **Strategic investor targeting: Finding the right mix in today's capital markets**

In today's fragmented capital markets, precise investor targeting is crucial. This panel will explore how companies can refine their outreach strategies, from institutional investors to retail and family offices, and adapt to shifting trends for growth.

- Tailoring your targeting mix by size, region, and goals
- Key metrics for prioritizing and segmenting investor targets
- New approaches to corporate access, format, and engagement
- Engaging retail, family offices, and different fund types

- Strategies for expanding into markets like the US

Moderator: Laurie Havelock, editor, IR Impact
Daniel Györy, senior director of investor relations, Infineon
Richard Manning, head of investor relations, International Workplace Group
Lauren Wu Leng, head of investor relations, Burberry

10.00 am **What is driving your stock and a new wave of shareholder activism in the region?**
From rising activism to shifting trading patterns, this session explores what's really driving market activity around your stock. Hear from experts on the forces at play – and how to communicate effectively across your business.

- Unpack the new wave of shareholder activism in the UK and Europe
- Learn about the different factors affecting trading activity in the current climate
- Understand what's behind trading volatility and clarify internal messaging around it
- Navigate opaque registers and identify beneficial owners

Moderator: Steven Wade, head of content, IR Impact
Kate Cooper, partner, Freshfields
Adam Riches, senior managing director, Alliance Advisors
Irina Zhurba, director of investor relations and sustainability, Mister Spex

10.30 am **Roundtables – Communicating with impact in a volatile market**
In today's volatile and fragmented markets, IR teams must adapt how they communicate. This roundtable explores how IROs are refining messaging, targeting and disclosure to meet rising expectations. Share what's working – and what's not – as you navigate activism, global alignment and investor shifts.

11.00 am **Networking break**

11.30 am **New reality: Rethinking your ESG strategy, reporting and investor expectations**
As ESG faces increased scrutiny and shifting global standards, IR teams must navigate new regulations, investor demands, and political pressures. This session explores whether companies should adjust their ESG strategy and how to communicate effectively in this evolving landscape.

- How new rules like CSRD and CSDDD will change sustainability reporting
- Aligning ESG with global frameworks for impact, risk, and opportunity
- Metrics and disclosures investors still value vs those losing relevance
- Managing diverging EU/US ESG expectations
- Integrated annual reports vs standalone disclosures: What works?

- Addressing greenhushing, political backlash, and D&I criticism
- When to adapt, pause, or strengthen your ESG strategy

Moderator: Laurie Havelock, editor, IR Impact
Menka Bajaj, global sustainability strategist, Bank of America
Dr. Michelle de Jongh, managing director of ESG services, Inspired

12.00 pm **Delivering robust investor days during uncertainty: Planning and performance**

Investor days are critical when it comes to meeting the rising expectations for transparency, engagement and seamless delivery. This panel explores how companies are rethinking event strategy – from smarter planning and stakeholder targeting to hybrid formats that drive confidence and deliver impact.

- Building an effective agenda that balances strategy, storytelling and access
- Pre-event preparation: aligning messaging, materials and spokespeople
- Tactics to boost engagement across in-person and virtual audiences
- How to use AI and tech to enhance interactivity, track participation and gather feedback
- Analysis of and lessons learned from recent investor days – what worked, what didn't

Moderator: Laurie Havelock, editor, IR Impact
Hannah Jethwani, head of corporate strategy and investor relations, YouGov
Ben Riley, UK sales director, Lumi Global
Matthew Yates, director, Bank of America

12.30 pm **Roundtables – Maximizing your return on time: How IROs can focus on what matters**

With growing demands and limited resources, IR teams are under pressure to do more with less. This roundtable explores how IROs are spending their time, what's driving the most impact, and how smarter processes and tech can free up hours for high-value work. Join us to share ideas on what to prioritize, how to cut admin, and where others are gaining real efficiencies.

1.00 pm **Lunch**

1.55 pm **Valuation resilience: introducing the Valuation Eight framework**

In a fast-moving macro environment, resilience isn't just operational – it's about sustaining and growing enterprise value. In this session, we'll introduce the idea of 'valuation resilience' and how elements of the Valuation Eight can help shape investor communications and strategic narratives. We'll explore:

- What's changed in the capital markets narrative – and what investors now expect

- How one or two core principles of the Valuation Eight can improve your capital marketsday or earnings story
- A quick look at how leading companies use these tools to build market confidence in uncertain times

Moderator: Steven Wade, head of content, IR Impact
Mark Hayes, partner and head, Breakwater Capital Markets

2.15 pm **Intelligent IR best practices: How modern IR teams use AI and automation**

AI is moving from buzzword to boardroom. This session explores how IR teams use AI to boost efficiency, gain insights and improve investor engagement. Hear practical examples, tool recommendations and advice on balancing innovation with human judgment.

- Real-world AI use cases in IR across company sizes
- How AI drives efficiency and new insights in IR
- Tools and data sets that deliver real results (and what to avoid)
- What AI-literate investors expect and how to stay ahead
- Evaluating AI solutions for your team's needs
- Overcoming barriers to AI adoption in IR
- Future trends: sentiment analysis, predictive insights, and investment analysis

Moderator: Steven Wade, head of content, IR Impact
Souheil Salah, investor relations operations director, GSK
Maria Siano, general manager – corporate governance data and insights, Broadridge Financial Solutions
Isabel Vilela, head of investor relations and corporate communications, GoviEx Uranium

2.45 pm **From good to great: Secrets of award-winning IR teams to get a seat at the table**

What makes an IR team exceptional, and how can you stay ahead as the role evolves? Join award-winning IROs to discuss what sets top teams apart, how to manage priorities, and how to build influence within your company. Leave with practical tips on time management, team development, and securing a seat at the strategic table.

- Key traits of exceptional IR professionals
- Prioritizing time and resources in a fast-paced environment
- Gaining internal influence and driving strategic value
- Career progression in IR – where to go next?
- The future of IR in evolving markets

Moderator: Adam Christensen, chief marketing officer, Notified

Jane Henderson, investor relations manager, BAT
Graham Phillips, IR director, Schneider Electric

3.15 pm **Inside the investor mindset: What the buy side wants now**

What do investors really want from company communication today? In this session, leading buy-side professionals share what's driving their decisions, how they assess management credibility and reporting, and how IR teams can earn attention – and trust – in a noisy market.

- How investors are positioning themselves in current macro conditions
- Red flags and common mistakes that turn investors off
- Tips for access, communication and reporting – direct from the buy side
- Whether and how AI is influencing investor decision-making
- What UK and European companies can do to regain investor confidence
- How small caps can stand out and get meaningful investor attention

Moderator: Steven Wade, head of content, IR Impact
Stefanie Mollin, co-portfolio manager – global equities, GIB Asset Management

3.45 pm **Closing remarks and summary of key takeaways**

4.00 pm **End of think tank**