

The background features a complex network diagram with blue lines connecting various nodes. Some nodes are represented by small brown circles, while others are larger blue circles. A prominent blue circle is located at the center of the network. The BNY Mellon logo, consisting of a stylized triangle with a gold and blue gradient, is positioned in the upper left corner.

BNY MELLON

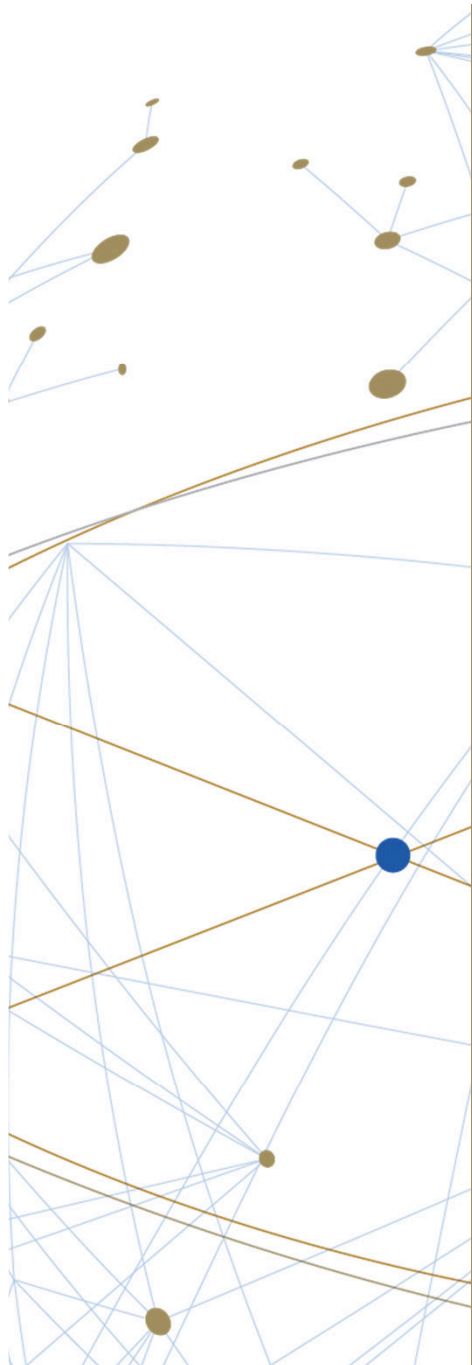
IR and its Strategic Role – Breaking Paradigms and Shaping the Future

IBRI Annual Conference
Sao Paulo, Brazil

Valerie Haertel, IRC

Chair, National Investor Relations Institute (NIRI) and
Global Head of Investor Relations, BNY Mellon

June 21-22, 2017



Agenda

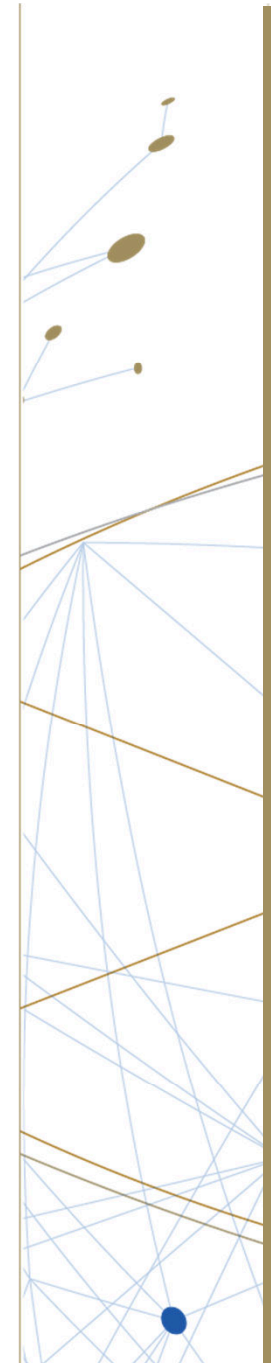
- IR is the Management of Fact, Perception and Expectation
- Investor Relations as a Strategic Partner
- Trends in Investor Relations
- Impact of Technology Acceleration in Investor Relations
- Measuring the Effectiveness of Investor Relations
- Strategic IR – Value Creation Chain Influences Performance and Perception
- Key Takeaways
- Q&A

Investor Relations

A strategic management responsibility integrating finance, communication, marketing and securities law compliance.

The goal is to enable the most effective two-way communication between the company and all constituencies that ultimately contributes to a company's fair valuation.

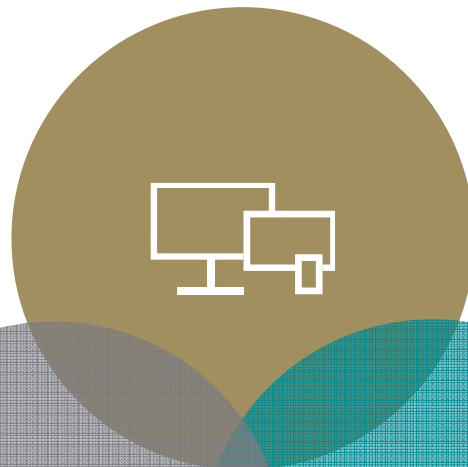
The National Investor Relations Institute (NIRI)



IR is the Management of Fact, Perception and Expectation

FACT

Something that is verifiable and corresponds to experience; true



PERCEPTION

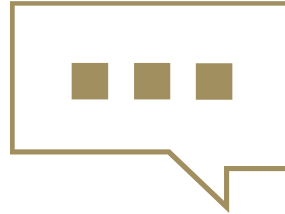
The way you think about or understand someone or something

EXPECTATION

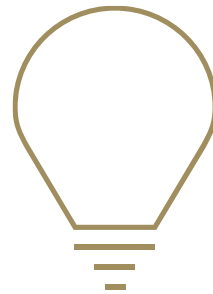
A belief that something will happen or is likely to happen

Investor Relations as a Strategic Partner

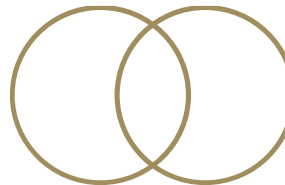
A manager and ambassador of a company's brand and reputation in the marketplace



Communicates in a transparent and balanced manner with the investment community to enable a fair assessment and relative valuation in the marketplace

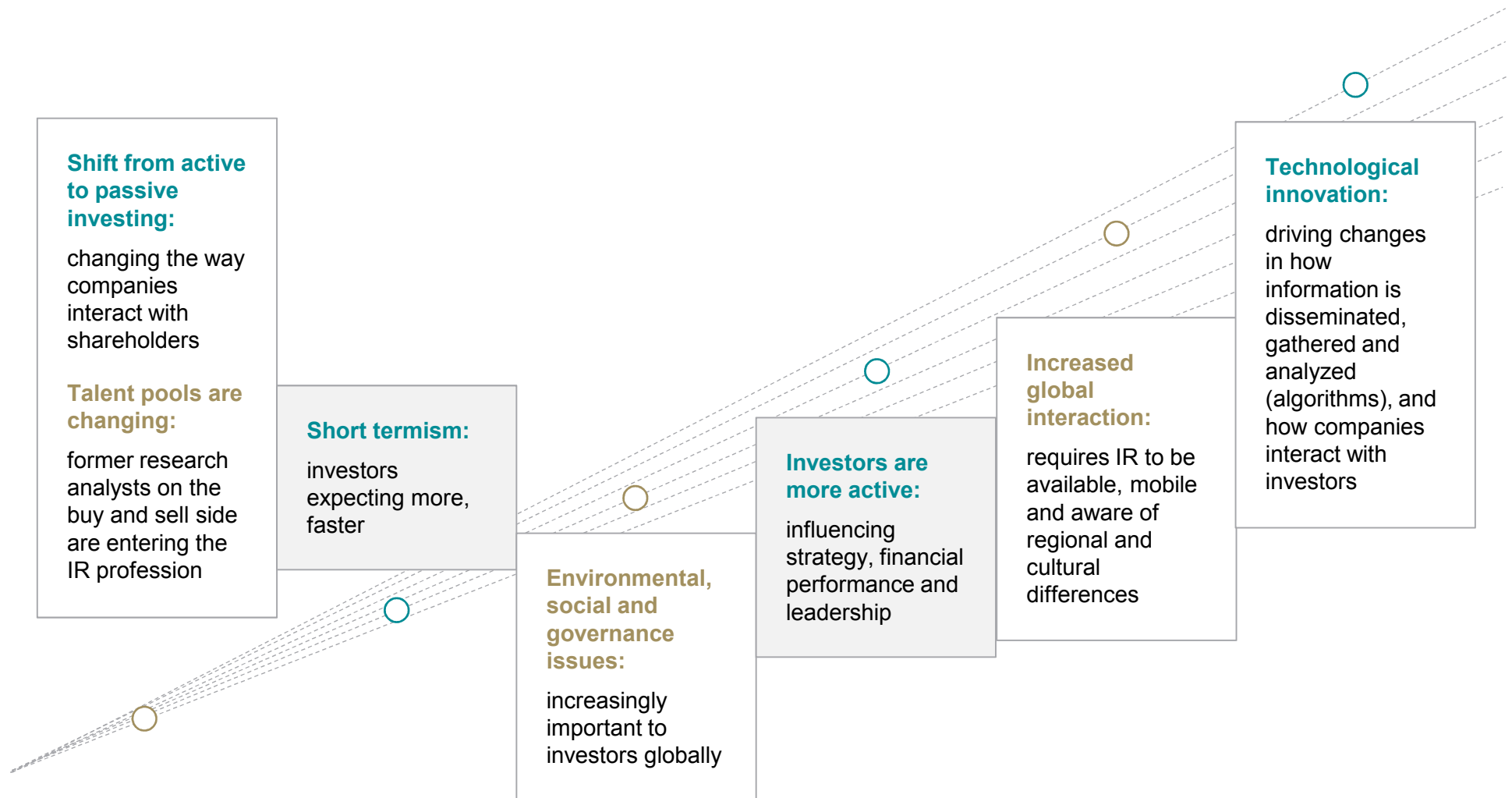


Provides strategic insight and counsel to leadership from an analyst and investor perspective on macroeconomic trends, financial and operational performance, and competitive dynamics



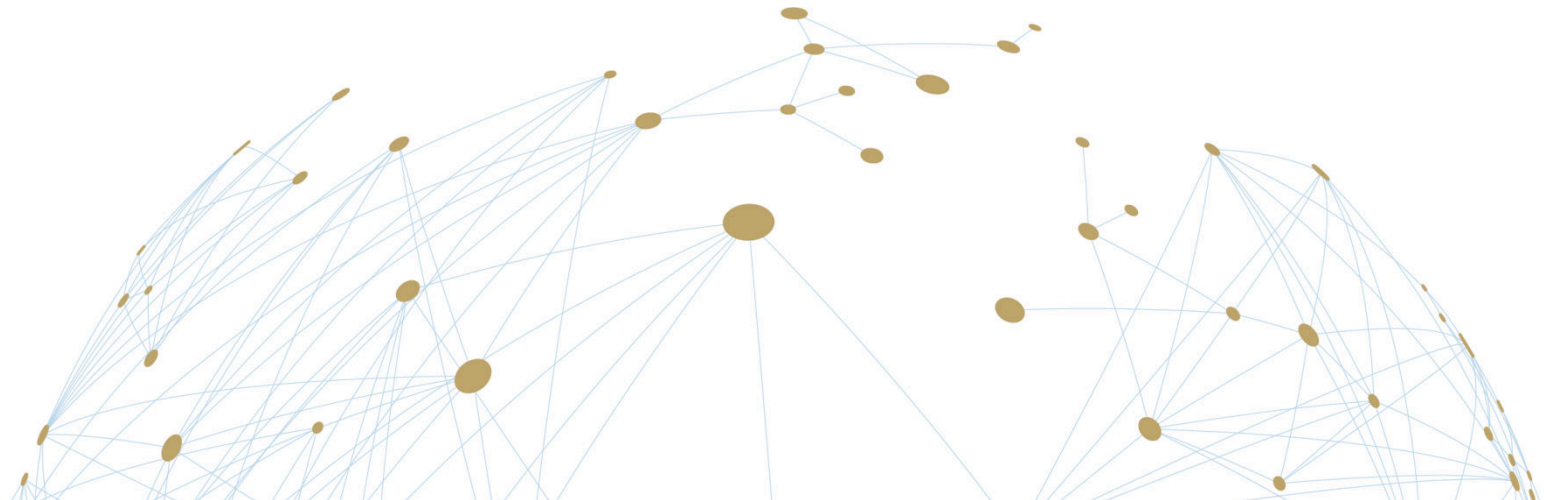
Ensures key message alignment across the organization

Trends in Investor Relations

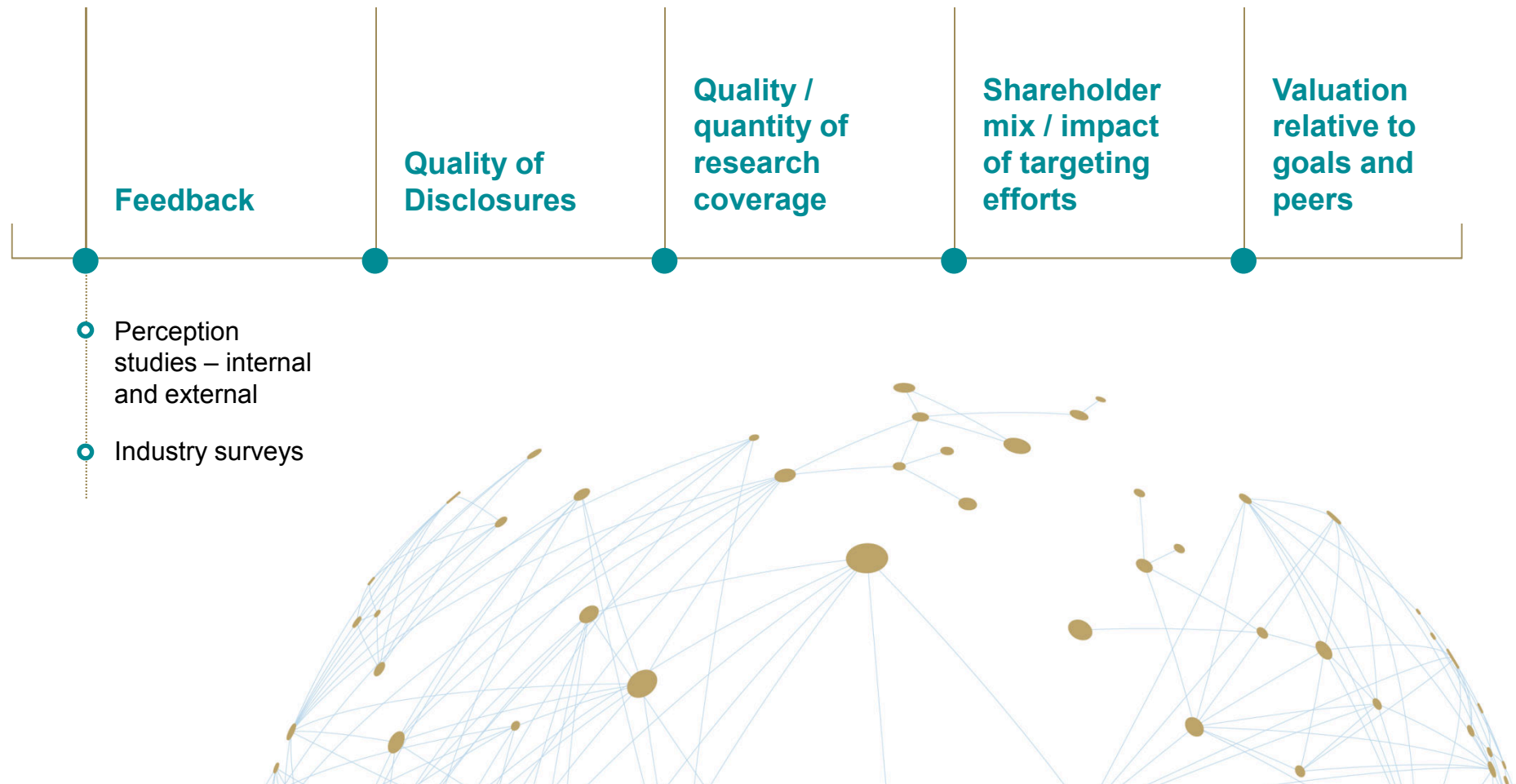


Impact of Technology Acceleration in Investor Relations

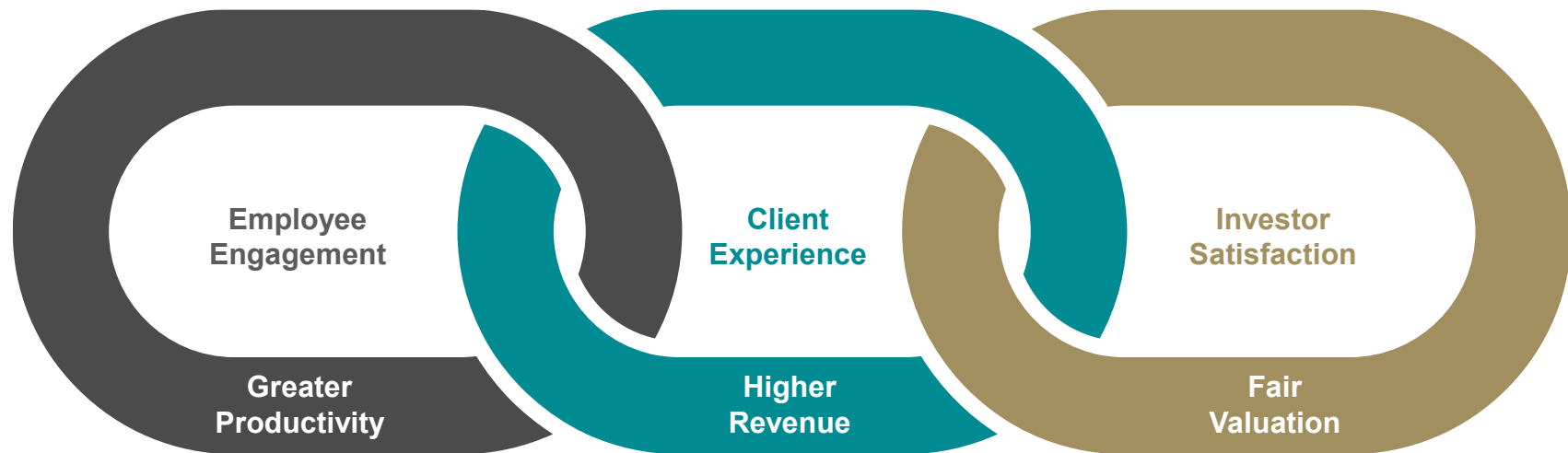
- Around the clock, around the world news flow driven by:
 - Sophisticated analytics tools combined with behavioral science tools
 - > Artificial intelligence and bots being used to mine information
 - Increased influence of social media and other non-traditional information sources
- Investors expect faster responses and technology can support the IRO and create efficiencies
- Requires increased internal collaboration and more active IR efforts externally
- Increased cyber security risk a focus for companies and investors



Measuring the Effectiveness of Investor Relations



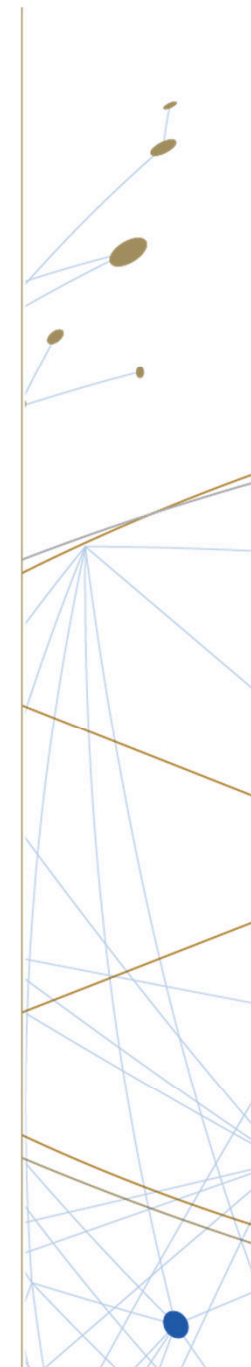
Strategic IR Value Creation Chain Influences Performance and Perceptions



IR Enhancing Value Internally and Externally

Key Takeaways

- The Investor Relations profession has evolved to become a critical strategic partner to leadership
- Strengthen your partnerships internally to help enable greater success by bringing the outside analyst and investor views to the team regularly
- Expand your responsibilities and/or renew focus on most the most impactful activities to continuously provide valued insights to your leadership team and to the investment community
- Leverage the technology tools available to make you and your team smarter and more efficient, enabling more time on value enhancing engagement with the investment community
- Evaluate your effectiveness and set targets to improve your program based on performance goals and feedback
- Stay current on best practices and network with your peers through IBRI and through NIRI, the largest global investor relations association in the world



Q&A



A few NIRI reminders for our ibri friends:



Mark your calendars. The NIRI annual conference is being held at The Wynn Hotel and Casino, Las Vegas, June 10-13, 2018. Please join us!



The Investor Relations Charter (IRC) exam is available in Brazil. NIRI is accepting applications for the September 9-16, 2017 testing window. The initial application deadline is June 29, 2017.



Be a part of the growing NIRI community of professionals setting the standards for best practices globally.

BNY Mellon's IR Survey in its 11th year

Stay tuned on the upcoming BNY Mellon IR Survey. This year, 530 companies participated globally. This is the most extensive and longest running study of its kind.

Thank you IBRI for disseminating the survey and to the Brazilian companies for participating.

We look forward to sharing results in Q3.