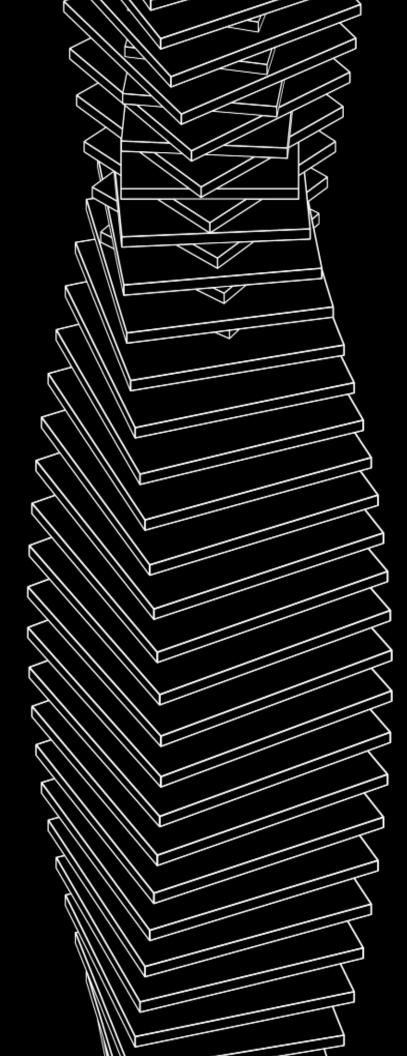


2024
DEVELOPED
EUROPE

EXECUTIVE TEAM



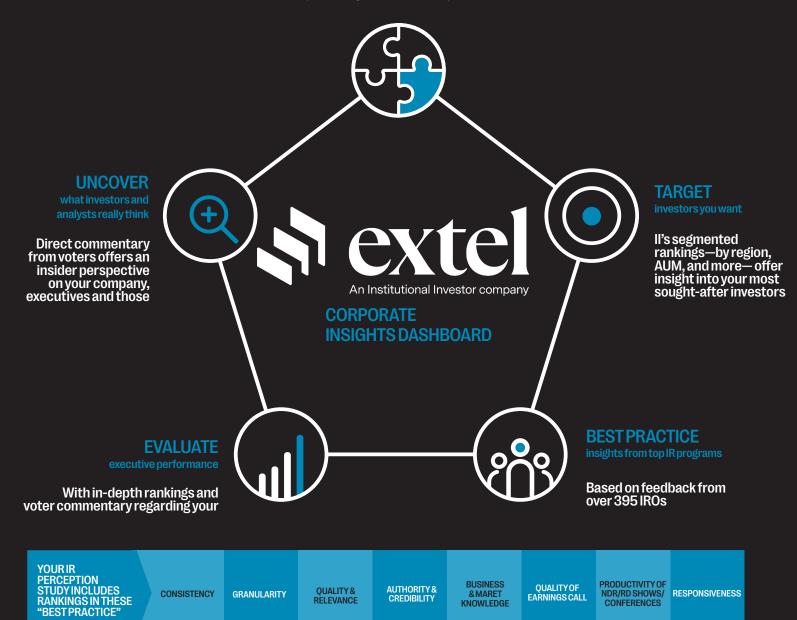
EMPOWER YOURINALL-EUROPE

USINGTHEIN-DEPTH FEEDBACK FROM THE 2024 ALL-EUROPE EXECUTIVE TEAM RANKINGS

BENCHMARK

your IR program

Examine the strengths and challenges of your program relative to your peers



Empower your IR today:

Amani Koravein

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DEVELOPED EUROPE BEST INVESTOR RELATIONS



BEST CEOS, CFOS, IR PROFESSIONAL, IR TEAMS, IR PROGRAM, COMPANY BOARD, ANALYST DAY, AND ESG.



The commentary herein is intended to highlight results, trends, and patterns. In no event, however, should this text be construed to constitute any type of managerial or organizational recommendation from Extel. In the course of gathering information for these surveys, Extel seeks the opinions of senior executives in corporations, fund management groups, and securities firms to develop rankings and evaluations of individual teams and firms. These rankings measure qualitative performance based on voters' expressed opinions on research, sales, trading, investment banking, and investor relations. While every care has been taken in researching and compiling the information contained in this publication, the publishers and directors of Extel accept no responsibility for any errors or omissions howsoever arising to the maximum permitted by law.

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2024 DEVELOPED EUROPE EXECUTIVE TEAM: THE LEADERS

OVERVIEW

Who participates in the study?

Extel, an Institutional Investor company, is the industry's most trusted source for research and rankings among top analysts and portfolio managers. For the 2024 ranking, we collected the opinions of 1,302 portfolio managers and buy-side analysts and 463 sell-side analysts.

When is the polling conducted?

Polling is conducted annually from April to May.

How are the results tabulated?

Voters rate companies that they believe demonstrate excellence in each IR characteristic or performance attribute. Their votes are then weighted by the ratings they have assigned each company and aggregated to produce buy-side, sell-side and combined buy- and sell-side rankings for each sector.

How are the results disseminated?

The top-three places in each of our IR rankings are announced in September on our website, which enjoys a global audience of more than 115,000 senior-level executives. The rankings presented include Best IR Program, as well as Best IR Professional, CEO, CFO, Company Board, Analyst Day and ESG across 31 sectors.

Best Investor Relations attributes

Buy- and sell-side voters separately evaluate the following attributes of IR programs:

Financial Disclosure

- · Consistency
- Granularity
- · Quality & Relevance

Services & Communication

- · Authority & credibility
- · Business & Market Knowledge
- · Quality of Earnings Call
- · Productivity of NDR/RD Shows/Conferences
- · Responsiveness

Best CEO Attributes:

- Communication
- · Credibility
- · Leadership

Best CFO Attributes:

- · Capital Allocation
- Communication
- · Financial Stewardship

ABOUTUS

For more than 50 years, Extel (previously Institutional Investor Research) has been the undisputed leader in survey-based rankings. Our Research Team rankings identify the top analysts covering the Asian, European, Japanese, Latin American, and U.S. equity markets. For the past 20 years, Extel has provided independent analyses of companies' investor-relations programs, in conjunction with our Executive Team rankings.

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THE LEADERS: ALL-EUROPE'S BEST IR PROGRAMS, CEOs, CFOs, IR PROFESSIONALS, IR TEAM, COMPANY BOARD, ANALYST DAY AND ESG
Meeting the challenge: Listed below are the top-ranked companies for IR Programs, CEOs, CFOs, IR Professionals, IR Teams, Company Board, Analyst Day and ESG

RETAILING GENERAL

	OVERALL		BUY-SIDE		SELL-SIDE	
RANK	BEST CEO	RANK	BEST CEO	RANK	BEST CEO	
1	Karsten Wildberger, Ceconomy	1	Thierry Garnier, Kingfisher	1	Karsten Wildberger, Ceconomy	
2	Thierry Garnier, Kingfisher	2	Andrew Livingston, Howden Joinery Group	2	Enrique Martinez, Fnac Darty* Stefano Beraldo, OVS*	
3	Andrew Livingston, Howden Joinery Group	3	Oscar Garcia Maceiras, Industria de Diseno Textil	-	-	
RANK	BEST CFO	RANK	BEST CFO	RANK	BEST CFO	
1	Kai-Ulrich Deissner, Ceconomy	1	Paul Hayes, Howden Joinery Group	1	Nicola Perin, OVS	
2	Paul Hayes, Howden Joinery Group	2	Bernard Bot, Kingfisher	2	Kai-Ulrich Deissner, Ceconomy* Jean-Brieuc Le Tinier, Fnac Darty*	
3	Joao Dolores, Sonae	3	Ignacio Fernández, Industria de Diseno Textil	-	-	
RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	RANK	BEST IR PROFESSIONAL	
1	Fabienne Caron, Ceconomy	1	Fabienne Caron, Ceconomy	1	Fabienne Caron, Ceconomy	
2	Maj Nazir, Kingfisher	2	Maj Nazir, Kingfisher	2	Enrico Giacomazzi, OVS	
3	Enrico Giacomazzi, OVS	-	-	-	-	
RANK	BEST IR TEAM	RANK	BEST IR TEAM	RANK	BEST IR TEAM	
1	Ceconomy	1	Ceconomy	1	Ceconomy	
2	Kingfisher	2	Kingfisher	-	-	
-	-	-	-	-	-	
RANK	BEST IR PROGRAM	RANK	BEST IR PROGRAM	RANK	BEST IR PROGRAM	
1	Ceconomy	1	Ceconomy	1	Ceconomy	
2	Howden Joinery Group	2	Howden Joinery Group	2	OVS	
3	Industria de Diseno Textil	3	Industria de Diseno Textil	3	Fnac Darty	
RANK	OVERALL ESG	RANK	OVERALL ESG	RANK	OVERALL ESG	
1	Industria de Diseno Textil	1	Industria de Diseno Textil	1	OVS	
2	Howden Joinery Group* Kingfisher*	2	Howden Joinery Group* Kingfisher*	-	-	
-	-	-	-	-	-	
RANK	ANALYST DAY	RANK	ANALYST DAY	RANK	ANALYST DAY	
1	Ceconomy	1	Ceconomy	1	Ceconomy	
2	Industria de Diseno Textil	2	Industria de Diseno Textil	2	OVS	
3	Howden Joinery Group	3	Howden Joinery Group	-	-	
	35 Retailing General companies nominated Not ranked in the top three? Contact II to get your rankings for each category.					

*Tie

The IR Perception Study - A detailed analysis of the rankings

- · Sector Analysis: your detailed rankings compared to peers
- $\cdot \ Rankings \, by \, voter \, location, asset \, size, in stitution \, type \, and \, more \,$
- ${\color{gray} \bullet } \ Voter commentary from the buy side and sell side$

- · Two years of historical rankings for trend analysis
- · Best practice report from 395 IROs

Don't see your company? Contact us for details about your rankings.

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