2024

Process, Methodology & Insights 2024 Japan Executive Team

Strengthen your investor outreach with Institutional Investor Research





Who we are

Institutional Investor Research (II Research)

is recognised as the leading provider of independent performance validation and a source of qualitative market intelligence for Corporates and Investment Professionals globally.



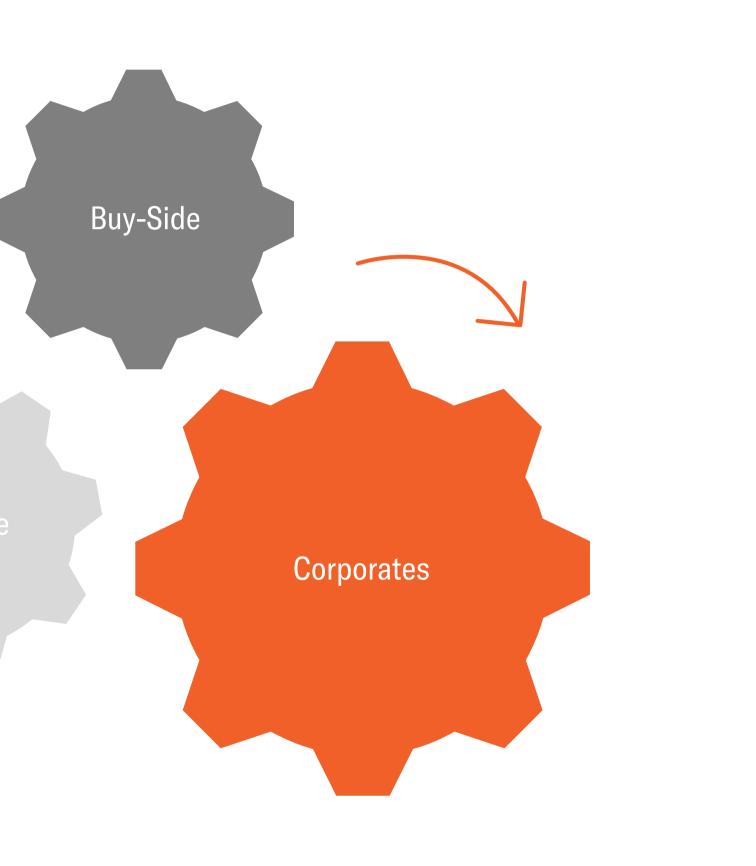
GOLD STANDARD

of market intelligence for Equities, Fixed-Income and Corporate Executive Team performance.

RESEARCH - RANKINGS - DATA - INSIGHTS

In-depth data allows firms to refine business models using independent and comprehensive feedback.





Institutional Investor Research (II Research)

II Research produces unique insights and actionable data, based on annual performance and market penetration assessments across 10 different global markets and key capital market players.

INDEPENDENT DATA-DRIVEN INSIGHTS

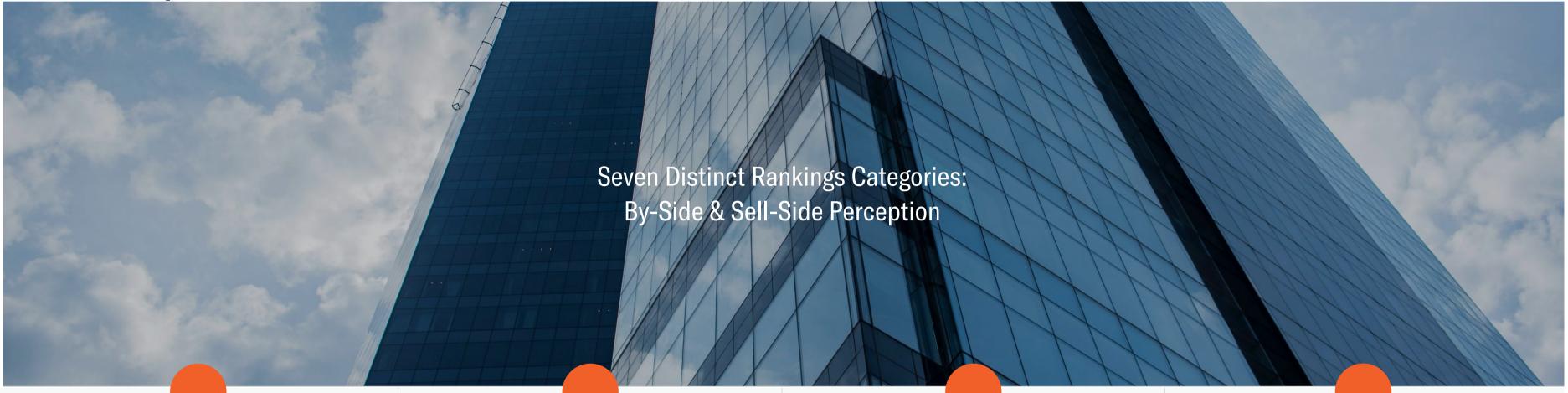
The research data:

- Independently captures evaluations of companies, brokers and executives from investment managers, broker firms and corporate issuers.
- Delivers detailed peer-to-peer comparative analyses every year.

The feedback helps inform strategic decision making and improve resource and process management.



2024 Japan Executive Team



CEO & CFO

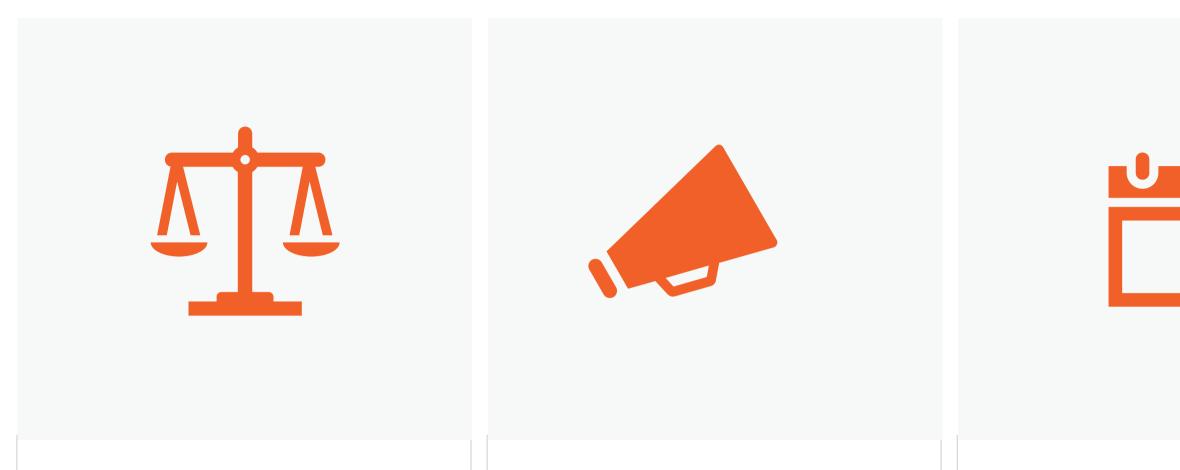
IROs and IR Teams

IR Program

RESEARCH | RANKINGS | DATA | INSIGHTS

ESG and **Investor** / Analyst Event

What's in it for you?



Understand what investors want

Leverage independent perception insights from your most sought after investors to engage stakeholder groups more effectively.

IR & Executive Peer Benchmark

How does your IR outreach measure up against your peers? Get qualitative and quantitative comparative issuer evaluation.

Resource Allocation

Identify your relative strengths and weaknesses to align IR activities and outreach with your strategic goals.





Identify Partners

Engage the best-in-class – learn which sell-side firms/individuals provide the best coverage and access to institutional investors?

Methodology & Voting Guide

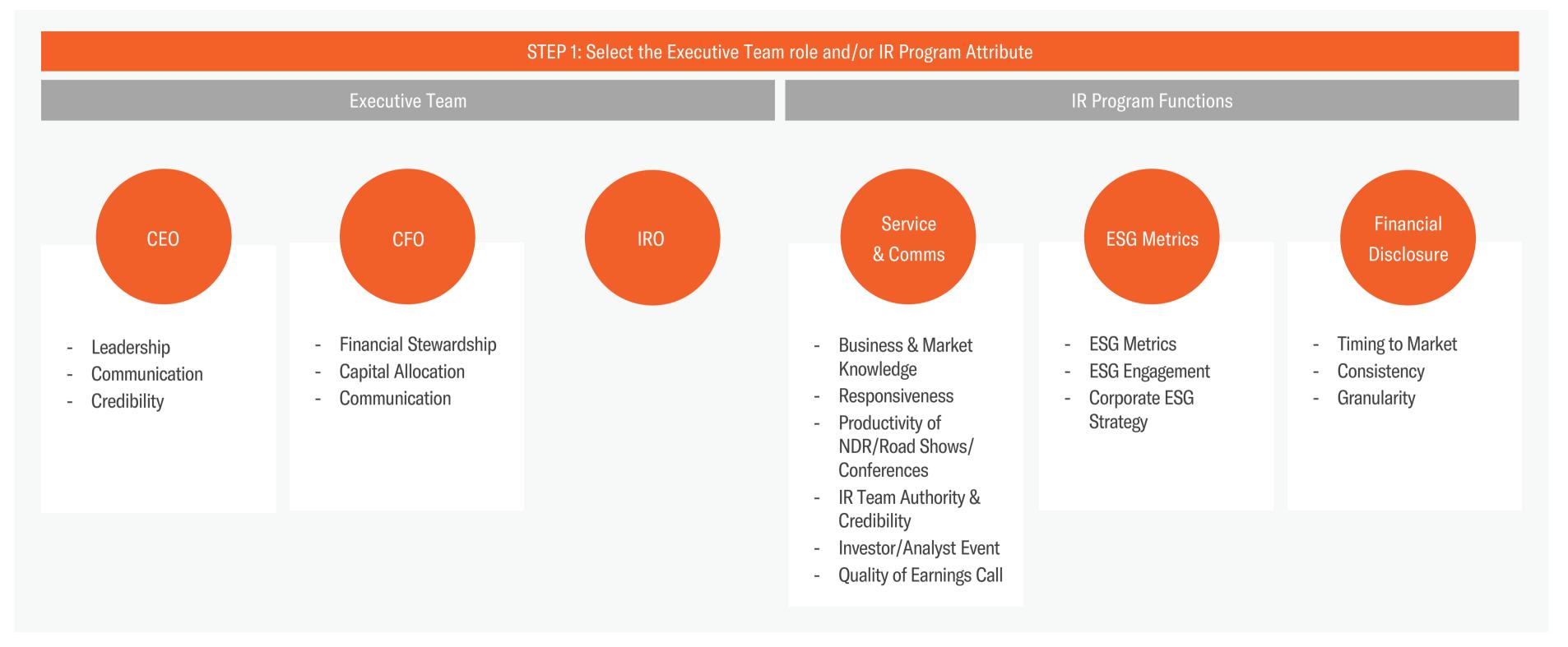
RESEARCH | 2024 Japan Executive Team | Process, Methodology & Insights



Methodology – Research Categories

Sell-side analysts are encouraged to vote for Corporates in the Executive Team Survey.

Portfolio Managers and Buy-side Analysts are encouraged to vote for Corporates in the Executive Team Survey.



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Methodology – Research Categories

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STEP 2: Select the company

All listed companies in the Developed or Emerging EMEA universe should be available in the auto-fill box. If not, there is an option to "Add a Firm".

STEP 3: Rate the company

Ratings are on a scale of 5 (Excellent to 1 (Average)

STEP 4: Add comments

For each of the ratings and attributes above, add comments in two boxes:

- Constructive
- Positive

Note: Comments are anonymous and II Research reserves the right to edit any defamatory content!

Note: Quant Analysts, Economists, Strategists and Traders are exempt from this requirement.

Methodology

GENERAL

- Research cycle 4-6 weeks
- Independently conducted research
- Unprompted voting no pre-selected company list
- Rating based evaluation 1-5 (1=average, 5=excellent)
- Rating 5 = 5 Points
- Score obtained from total points divided by sum of votes
- Results are not weighted by function, size etc.

OUTPUT

- Country and Sector analysis
- Voter demographic (Location, Domicile, AuM, Inst. Type, Research Team etc.)
- Transparency on participating firms
- Core and Small/Mid-Cap Reports
- Complete *comparative peer analysis*

- Global voter universe _
- _
 - AuM
 - Research coverage - No sales people
- _

VOTING PROCESS

- _
- New voter entries assessed carefully for eligibility before permitted/rejected _

TARGET UNIVERSE

Leading professionals from II proprietary database Voter eligibility criteria includes but not limited to Sector/Region orientation

- Investment profile

Corporate must be headquartered and listed in survey region

Corporates verify company details/executives through Corporate Insights and Verification (CIV) form. Verified information used for ballot roster. Voters pre-verified and indexed and invited to participate (following GDPR rules)

Survey Process – Phase 1

CORPORATE INSIGHTS AND VERIFICATION (CIV)

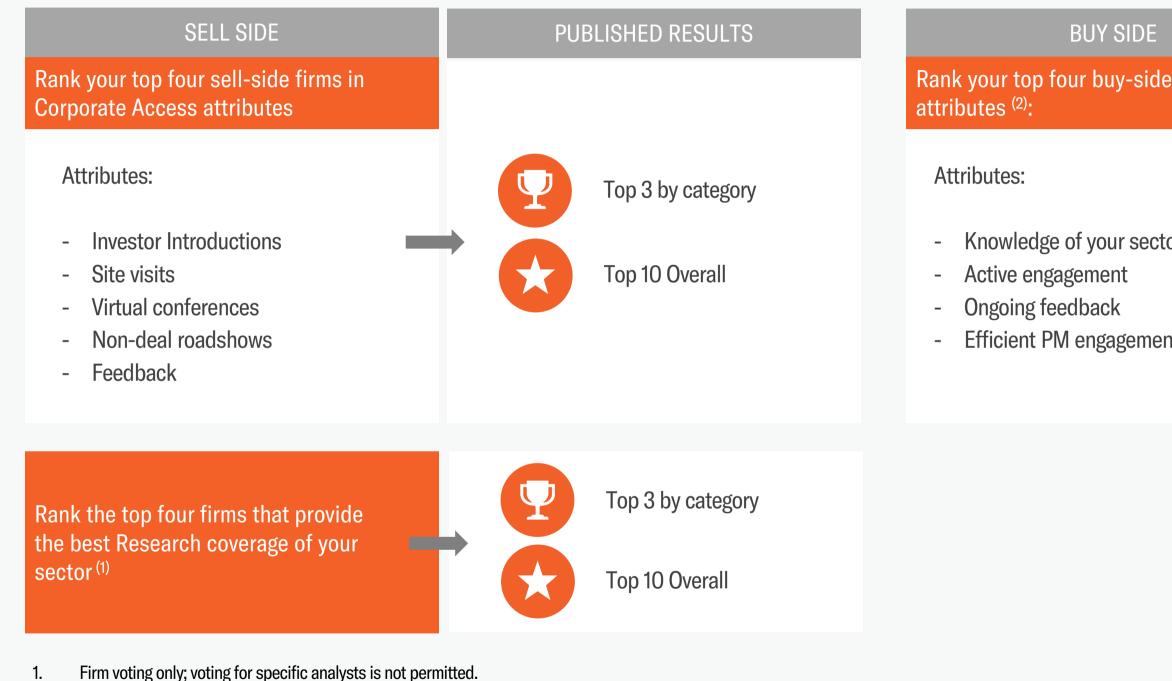
Verify your company details – ensure the correct CEO, CFO and IROs are listed on our ballot

- 1. Provide information about IR programme/structure responses are anonymised and aggregated from hundreds of companies to produce IR Best Practices
- 2. Assess and vote for buy and sell-side1 firms to help their performance evaluation

1. Detail on how to vote on the sell side is on the following slide.

Corporates Voting Through CIV For..

Contributions are invited for listed companies to rate the research and corporate access of the sell-side firms that cover them, and the engagement of asset managers. The CIV (Corporate Insights & Verification) form is distributed to listed companies ahead of the research survey and includes details of their Executive Team, Investor Relations Program and their relationships across the sell-side and buy-side.



2. Buy side results are not published.

	Institutional Investor 2021 Developed Europe & Emerging EMEA - Corporate Insights & Verification
e firms in these	ABOUT YOUR SELL-SIDE ANALYSTS How many sell-side firms publish research about your company?
	How has this figure changed over the past year? Increased Decreased Unchanged Not sure/don't know
or	Are you actively trying to increase the number of sell-side firms that follow your company? Ves No No Not sure/don't know
nt	CORPORATE RANKING OF SELL-SIDE FIRMS In this section, please rank sell-side firms on the quality of their research, virtual conferences and corporate access over the past 12 months.
	Please rank the sell-side firms that you believe provide the best research coverage of your sector: 1st 2nd 3rd 4th
	Please rank the best corporate access providers based on the following activities or performance metrics. Investor introductions
	Corporate Access Providers Reason for Selection 1st
	3rd

Survey Process – Phase 2

- Buy-side voting on corporates and IR programs 7th Nov 1st Dec 2023
- Sell-Side voting on corporates and IR programs 7th Nov 1st Dec 2023

Tell your buy and sell-side contacts about the survey: 'Please vote in the survey, the results are important for our IR evaluation'

- We will provide a banner link to the voting platform for your communication





Buy & Sell – Side Voting: Registration

https://voting.institutionalinvestor.com

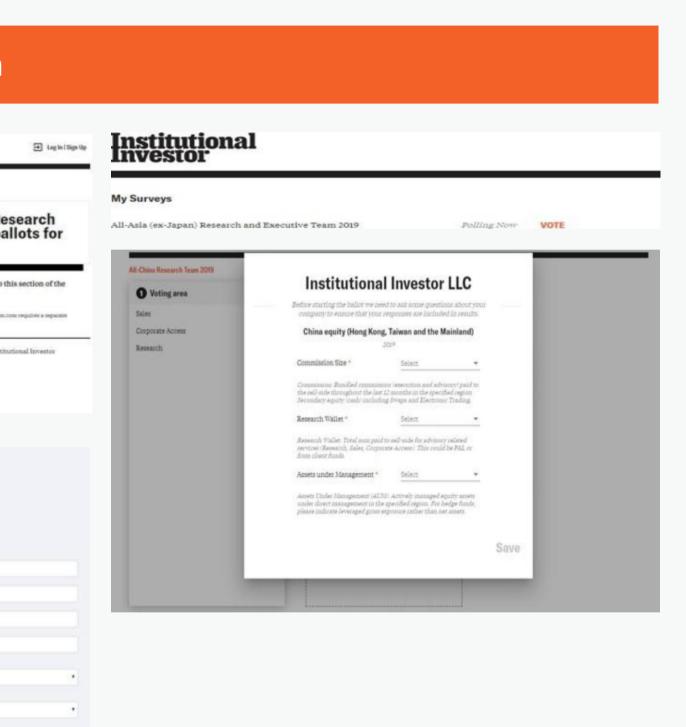
Institutional

- First time users can sign up with their professional email address using the link on the page. An email will be sent to verify their email address.
- New users can request a ballot after verifying their email address. They will be asked complete basic information about their firm and job title. Requests will be reviewed to determine eligibility. If approved, they will be able to see the survey under 'My Surveys'. Eligible voters will be able to see the survey when it is open.
- O3. Voters are asked for the approximate AUM, commission and research wallets for their firm.

Image: Construction of the sector o

All-Asia (ex-Japan) Research and Executive Team 2019 Request a Vote

To request a ballot enter the required information. All fields must be con	rpleted.
Please note that not all requests will receive a ballot.	
Rist Name *	
Last Name *	
[-\\a]+	
Telephane na * (Including country code) •	
Primary Area of Responsibility * (i.e. analyst, portfolio manager)	Select
Please select the institution type that best describes the company (or division) you work for $^{\rm th}$	Select institution type
Please search for the company or institution you work for *	Search institutions by name



Executive Team Vote

https://voting.institutionalinvestor.com



Select the Executive Team Vote

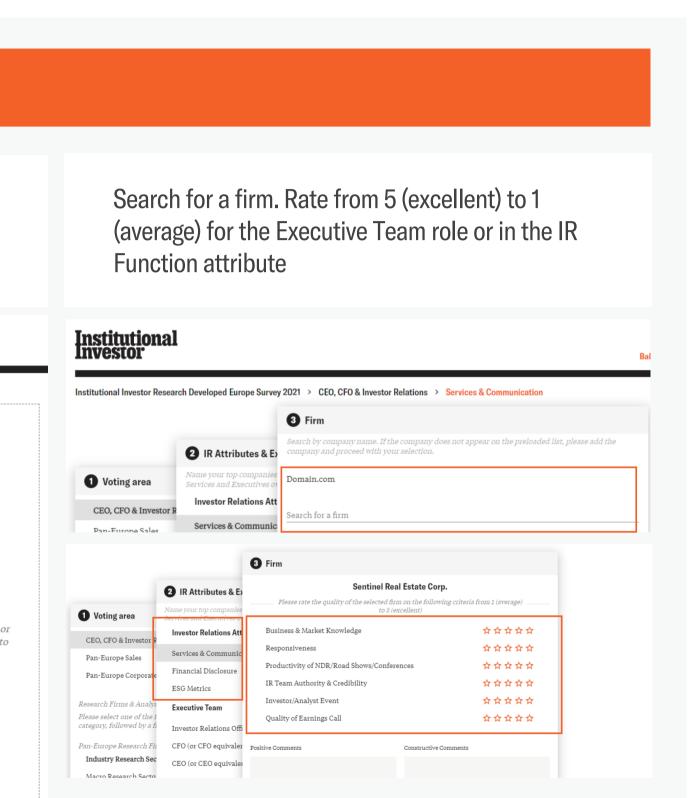
Select either CEO/CFO/IRO or IR Program:

Institutional Investor

Institutional Investor Research Developed Europe Surve	y 2021
1 Voting area	
CEO, CFO & Investor Relations	
Pan-Europe Sales	
Pan-Europe Corporate Access	
Research Firms & Analysts	
Please select one of the following areas, then a category, followed by a firm and its analysts	
Pan-Europe Research Firms & Analysts	
Industry Research Sectors	
Macro Research Sectors	
UK Small & Midcap Broking	
UK Small & Midcap	
Countries/Regions (incl. Country/Region Research, Sales, Corporate Access & Trading)	
Austria	← Please select a Voting Area to proceed to the next step
Benelux	
France	

Institutional Investor

nstitutional Investor Researcl	h Developed Europe Survey 2021 > CEO, CFO & Investor	r Relations
	2 IR Attributes & Executive Team	
1 Voting area	Name your top companies and evaluate their IR Services and Executives over the past year.	
•	Investor Relations Attributes	
CEO, CFO & Investor R	Services & Communication	
an-Europe Sales		
an-Europe Corporate	Financial Disclosure	
1 1	ESG Metrics	
Research Firms & Analys	Executive Team	
lease select one of the t ategory, followed by a fi	Investor Relations Officer	
n-Europe Research Fii	CFO (or CFO equivalent)	
stry Research Sec	CEO (or CEO equivalent)	Please select an IR attribute o
lacro Research Secto:		next step
K Small & Midcap Brok		
UK Small & Midcap		
Countries/Regions (incl. Research, Sales, Corpora		
Austria		
Alternatively, search for or last name		
Analyst First Name or La		



13.

Published Results

LEADER	S TABLES
Executive Team	
The top 3 individuals per sector will be published for:	The top 3 firms pe
 Best CEO (or CEO equivalent) Best CFO (or CFO equivalent) Best IR Professionals Best IR Team 	 IR Program Over Best ESG Metri Best Investor D

Notes: All results are presented Overall, all market caps, and by small and mid-cap companies (<\$10bn market cap) Results are also presented by combined rankings as well as buy side only and sell side only rankings

IR Program Functions

per sector will be published for:

/erall

rics

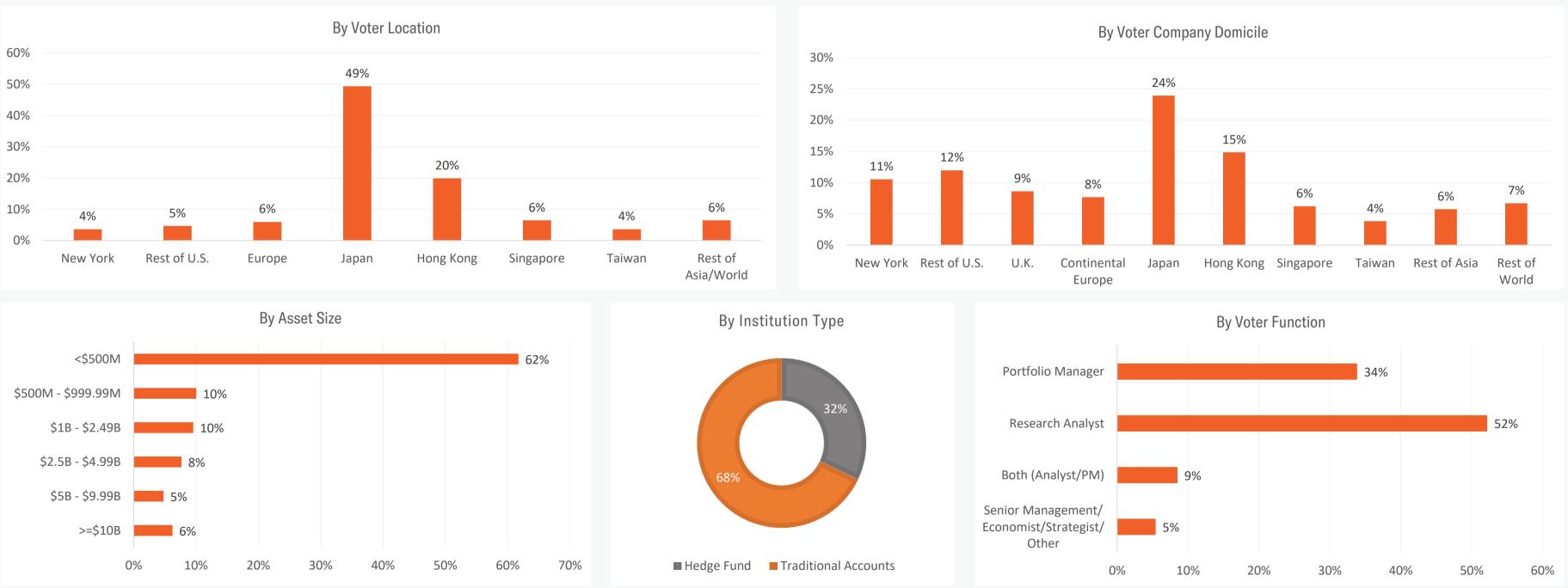
Days

2024 Japan Executive Team Survey Statistics



Compiling the Buy-Side Universe

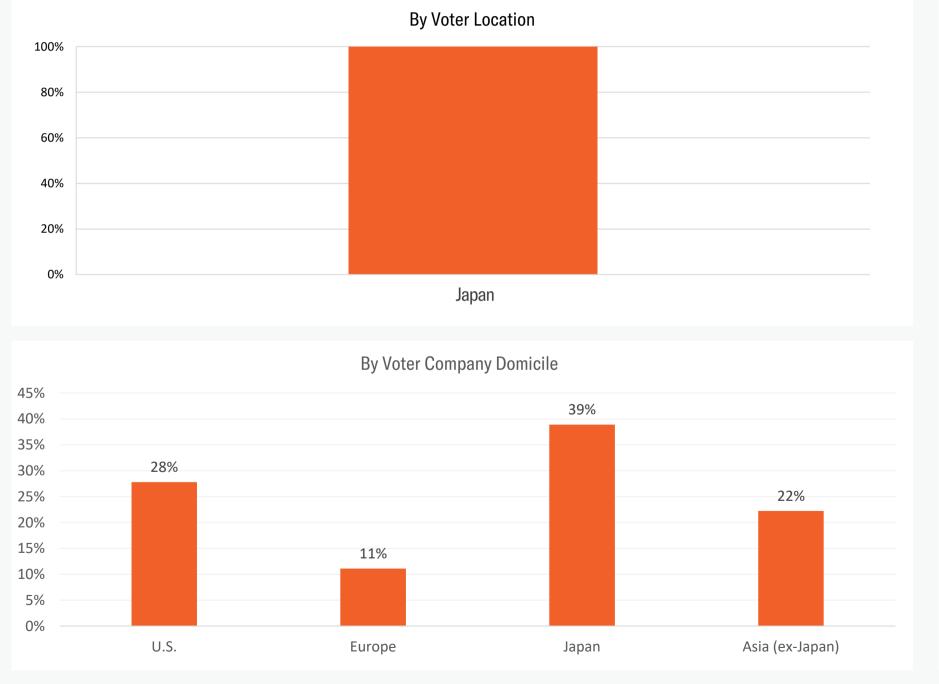
A total of 387 buy-side analysts and portfolio managers at 209 firms voted in the Executive Team rankings. They nominated 377 Japanese companies across 27 sectors. バイサイド投票について 209社における合計387人のバイサイドアナリスト及びポートフォリオマネジャーがエクゼクティブチー ムランキングに投票しました。彼らは27セクターにおける、377社の日本企業をノミネートいたしました。



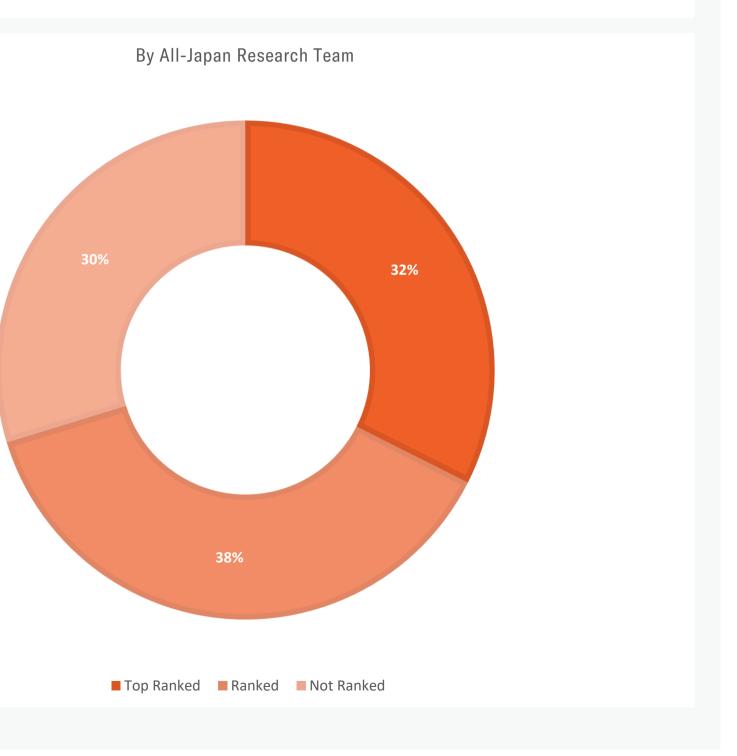
The 2023 All-Japan Investor Relations Perception Study | © 2023 Institutional Investor LLC

Compiling the Sell-Side Voting Universe

A total of 123 sell-side analysts at 18 firms voted in the Executive Team rankings. They nominated 301 Japanese companies across 27 sectors. セルサイド投票について 18社における合計123人のセルサイドアナリストがエクゼクティブチームのベストアナリストデーランキ ングに投票いたしました。彼らは27セクターにおける、301社の日本企業をノミネートしました。



The 2023 All-Japan Investor Relations Perception Study | © 2023 Institutional Investor LLC



IR Best Practices

RESEARCH | 2024 Japan Executive Team | Process, Methodology & Insights

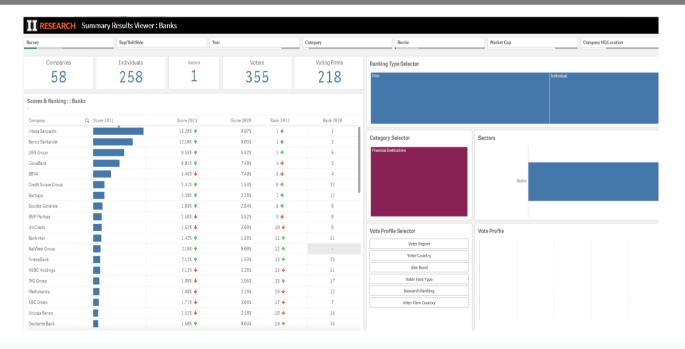


Results – II Corporate Dashboard

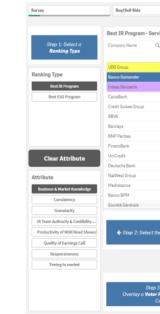
The Corporate Dashboard is an interactive data visualisation and mapping tool, providing business management insights to inform strategic outreach and resource allocation for more effective IR engagement and communication. The data insights are the first-choice source and global industry benchmark for independent performance validation, market intelligence and competitor analysis.



Summary by Research Category for Country/Sector – Leader table



Ranking Type



RESEARCH CATEGORIES: Peer Sector/Country Benchmarking by Stakeholder Target Group



IR ATTRIBUTES: Peer Sector/Country Benchmarking by Stakeholder Target Group

	Company HQ Loca	tion Market Cap		Year	Category	lame	SectorNar	ne	Corporate Nam	ie
Services & Commu	nication - Overall \$	Scores : Banks		own by Business & Market						
Q. Services &	Services &	Services & Communication Rank	Overall Voter Profile shown	in Orange: Select up to 3 company	ies from Table to compare					
Communicati Score	Communication Score			Vote Profile	Score	Rank	Score Delta vs Attribute Grouping	Rank Delta vs Attribute Grouping	Score Delta vs 2020	Rank Delta vs 2020
<u> </u>	20.78%	1 🛧	Europe	58%						
	11.42%	2 🗲	Banco Santander	52%	13.01%	3 🗧	1			
	11.37%	3 🔶	Intesa Sanpaolo	63%	16.89%	2 🔶	1.1			
	6.07%	4 🛧	UBS Group	43%	18.95%	1 🕈	1.1			
	4.74%	5 🛧	U.K.	24%						
1 B. C. C.	4.01%	6 🔶 🖉	Banco Santander	22%	7.23%	3 🔸				
	3.79%	7 🛧	Intesa Sanpaolo	29%	10.69%	1 🕈				
1 B	3.36%	8 🔶	U.S.	151					-	
1 A A A A A A A A A A A A A A A A A A A	2.97%	9 🛧	Banco Santander	17%	12.59%	2 👳				
1.1	2.63%	10 🔸	UBS Group	38%	54.55%	1 🕈	-			
1.1	2.48%	11 🛧	Rest of World	11%	-	-			-	
1	2.07%	12 🔶	UBS Group	12%	32.86%	1 0				
1	2.05%	13 🔶								
1	2.02%	14 🛧								
1	1.96%	15 🔶								
		No Voter Profiles								
		No voter profiles								
t the Attribute leve	l to analyse	Vote Profile Dimension								
		Voter Region								
		Voter Country								
		Size Band								
p 3 - Optional 🔶		Voter Firm Type								
ter Profile and sele	ct max 3	Research Ranking								
Companies		Voter Firm Country	NO 0	dden if vote count below minimun	- 45 1 1 1 1 1 1 1.					

Insights from Investor Relations Officers

Listed below are the additional components of the Insights from Investor Relations Officers section of the IR Perception Study.

Time Dedicated to Financial Audiences and IR Services

- Annual IR Budget
- **Time Spent Communicating with Financial Audiences**
- Time Spent Communicating with Internal Audiences vs. External
- Use of Third-Party Vendors

Buy-Side and Sell-Side Interaction

- What is the change in hedge fund coverage over the past year?
- How many sell-side firms publish research about your company?
- Are you actively trying to increase the number of sell-side firms that follow your company?
- How many of these sell-side analysts do you read consistently?
- How many sell-side conferences does your company attend each year?

Executive Interaction

- On average, how often do executive teams initiate contact with thebuy side and the sell side?
- Has there been a change in executive team interaction with the buy sideand the sell side?

LISTS OF "THE BEST" "最優秀"のリストについて



Best sell-side analysts: Institutional Investor's Research Team rankings

ベストセルサイドアナリスト: インスティテューショナルインベスタ リサーチチームランキング

IR担当者からの洞察

バイサイドとセルサイドの相互作用

- ?御社のリサーチを公表しているブローカレッジ会社は平均何社ありますか?それに関 して変化はありましたか?
- 御社は、更にセルサイドのカバレッジを探していますか?
- 御社は、御社を担当しているアナリストレポートを一貫して、いくつ読んでいますか?
- 御社について、セルサイドのリサーチはどれくらい正確ですか?

役員(エクゼクティブ)との対応

イドのとコンタクトをとりますか

Sell-side firms providing the best coverage (overall and sector level) ベストカバレージを提供しているバイサイ ドとセルサイドの会社 (全般とセクター別)

| Rパーセプションスタディの| Rオフィサーセクションから更なる洞察の構成要素は下記の通りです。

金融オーディエンスとIRサービスにかける時間

- 財務質問者とのコミュニケーションにおける時間 - 社内質問者VS社外質問者とのコミュニケーションにおける時間第三者ベンダーの使用

- 新規機関投資家を惹きつけるもっとも効果的な手段は何ですか?

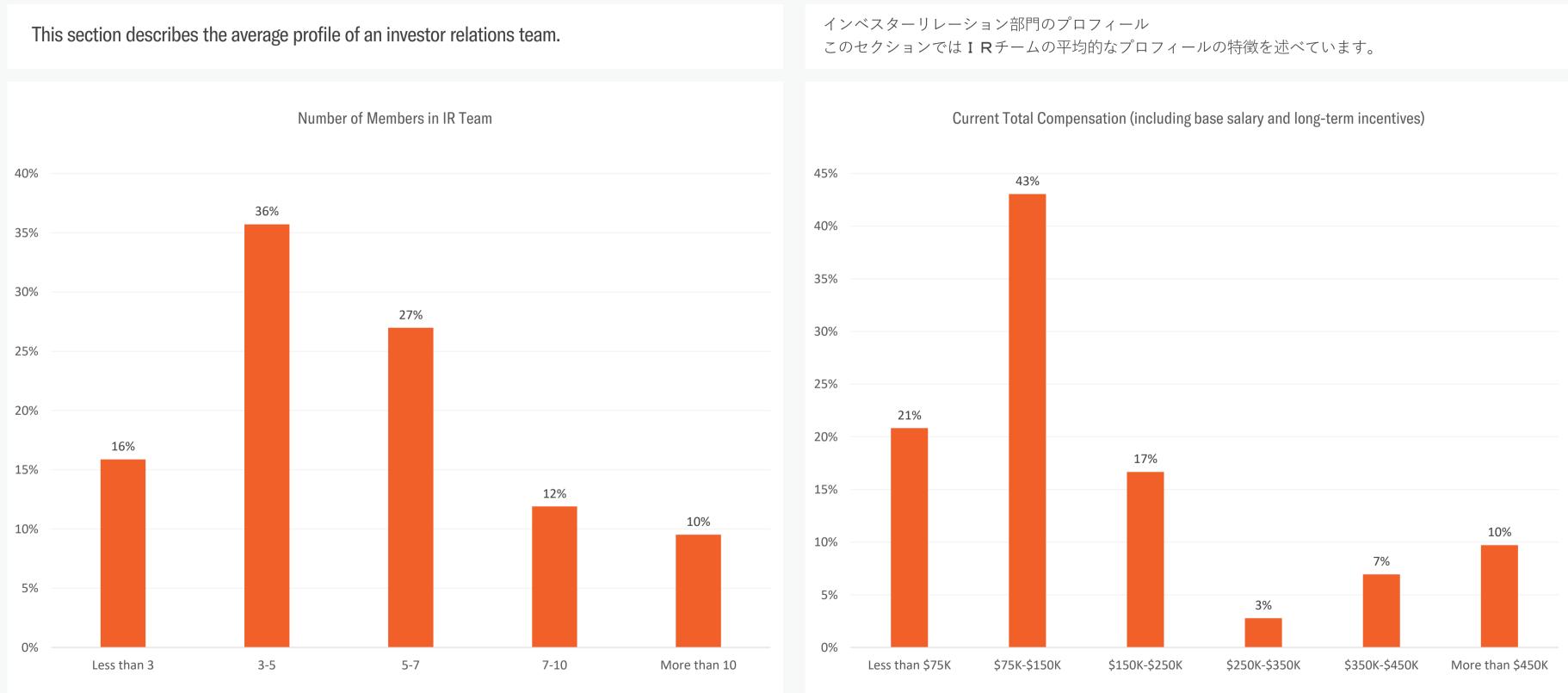
過去1年において、ヘッジファンドのカバレージに関して、変化はありましたか

平均して、どれくらいの頻度で経営陣(エクゼクティブチーム)はバイサイドとセルサ

Sell-side firms asked about most knowledgeable buyside firms (overall and sector level)

ベストカンファレンスを主催するセルサイド の会社 (全般とセクター別)

Profile of Investor Relations Department



Insights from Investor Relations Officers

This section describes Japanese executives' participation and buy-side coverage trends.

投資家とのコミュニケーション

CEO is present at: CFO is present at: Board is present at: B	
At least once a week	000/
	26%
23 events sponsored 44% 57% 42% At least once a month At least once a quarter	25% 41%
by a sell-side firm Out of 23 Out of 23 Out of 23 At least twice a year	8%
31 events sponsored by my company52% 52% Out of 3162% 	

RESEARCH | RANKINGS | DATA | INSIGHTS

このセクションでは日本のエクゼクティブの方々の参加とバイサイドのカバレージの傾向について説明します。

IR Perception Study - Sample

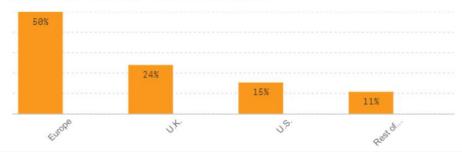


Buy-Side Rankings of Best CEO by Attribute

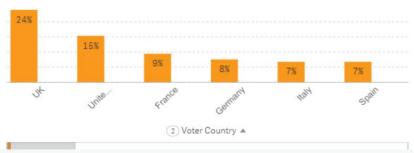
This page presents a comparative analysis between your company and all other companies nominated in your sector by buy-side individuals for Best CEO category. Market-share scores give added insights into the strength of each company's position. Results for CEO "Overall" are an aggregate of all three attributes: Leadership, Communication, Credibility

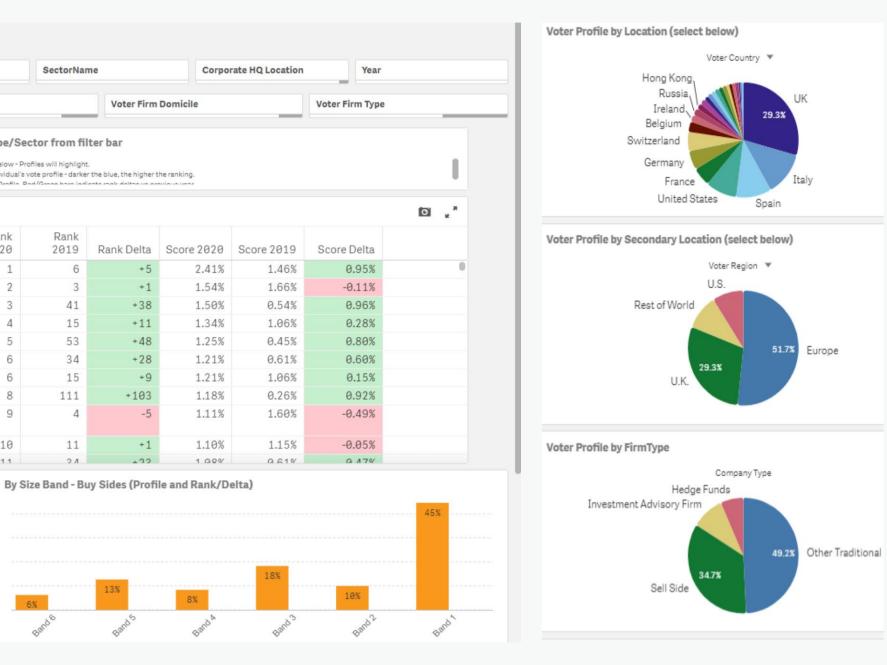
Survey Buy/S	ell Side	F	anking Type		Market	Cap	Corporate Name	CategoryName	SectorName		ne	Corpo
Voter Region	Voter Country			Size Band	1		Research Rank	Voter Functio	n		Voter Firm	Domicile
Corporates 459 ⁴²³ 2819	Sec. 31	tors 31 2019			372		Voting Firms 260 ⁵⁴⁷ 2019	Select Survey/V Click/Select a Firm or In Blue Bar shows selecte	ndividual below - Pri d Firm/Individual's	ofiles will highlight. vote profile - darker	the blue, the higher t	
Corporates - Overall Scores/Ranking	- Best CEO						Named Individuals - Best Cl	0				
Corporate	Q Rank 2020	Rank 2019	Rank Delta	Score 2020	Score 2019	Score Delta	IndividualNameCompany	Q	Rank 2020	Rank 2019	Rank Delta	Score 2020
Intesa Sanpaolo	1	6	+5	2.41%	1.46%	0.95%	Carlo Messina - Intesa Sanpa	olo	1	6	+5	2.41%
Enel	2	3	+1	1.54%	1.66%	-0.11%	Francesco Starace - Enel		2	3	+1	1.54%
Banco Santander	3	41	+38	1.50%	0.54%	0.96%	José Antonio Álvarez - Banco	Santander	3	41	+38	1.50%
AstraZeneca	4	15	+11	1.34%	1.06%	0.28%	Pascal Soriot - AstraZeneca		4	15	+11	1.34%
Roche Holding	5	53	+48	1.25%	0.45%	0.80%	Severin Schwan - Roche Hold	ing	5	53	+48	1.25%
Nestle	6	15	+9	1.21%	1.06%	0.15%	Jean-Pascal Tricoire - Schneid	der Electric	6	34	+28	1.21%
Schneider Electric	6	34	+28	1.21%	0.61%	0.60%	Ulf Mark Schneider - Nestle		6	15	+9	1.21%
UBS Group	8	111	+103	1.18%	0.26%	0.92%	Sergio Ermotti - UBS Group		8	111	+103	1.18%
LVMH Moët Hennessy Louis Vuitton	9	4	-5	1.11%	1.60%	-0.49%	Bernard Arnault - LVMH Moët	Hennessy Louis	9	4	-5	1.11%
ASML Holding	10	11	+1	1.10%	1.15%	-0.05%	Vuitton		10.020	12.2		
Cellnex Telecom	11	167	+156	1.08%	0.17%	0.90%	Peter Wennink - ASML Holdir	Ig	10	11	+1	1.10%

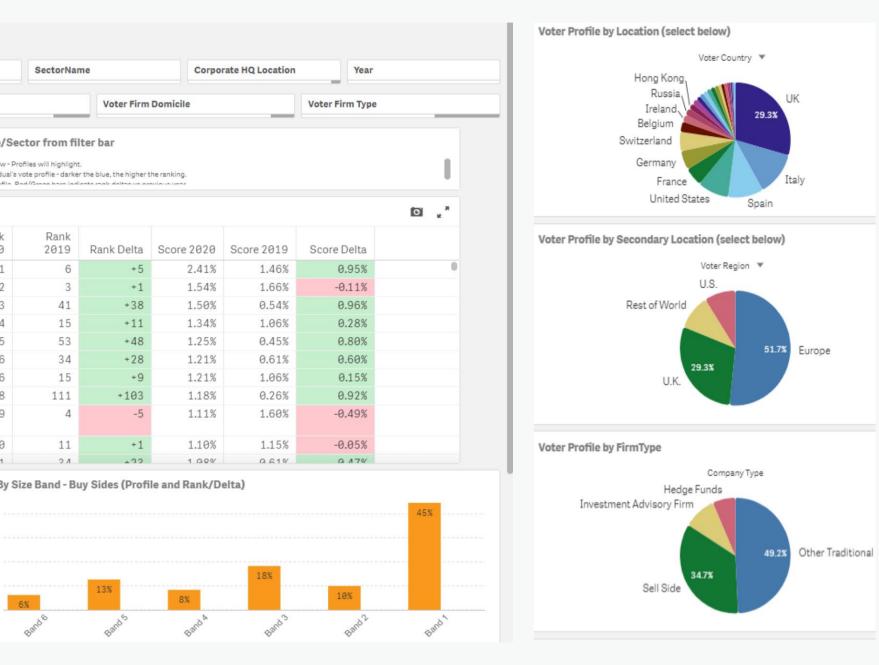
By Location (select below) - Profiles and Rank/Delta







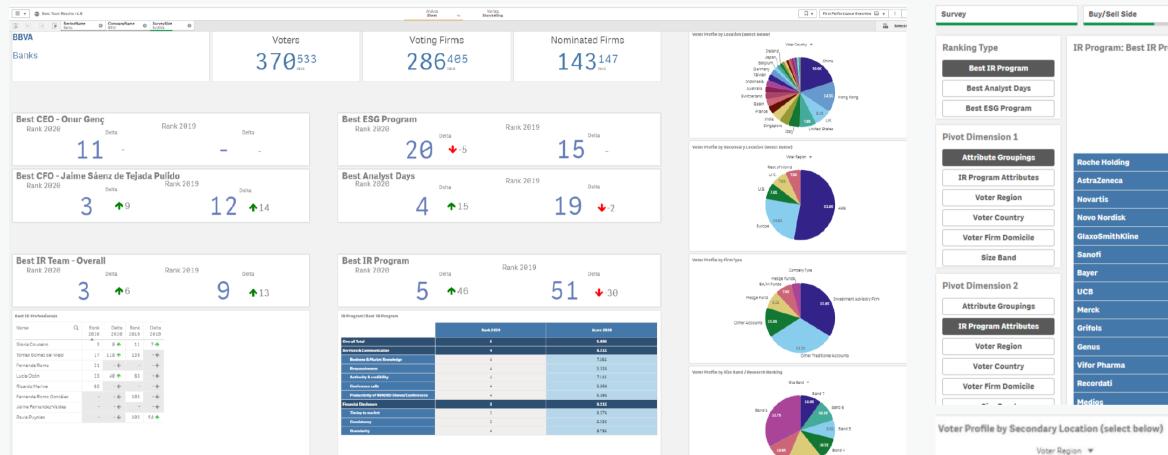




Buy-Side Rankings of Best IR Programme

by Demographics of the Voter and Attributes

Buy-side rankings are also offered by specific voter demographic segments, which reveal the types of investors with whom your IR program is effective and the types with whom it needs to improve. These buy-side rankings are segmented by the voter's location (where the voter is stationed), assets under management, function (title), and institution type. Results for IR Program "Overall" are an aggregate of all 9 attributes



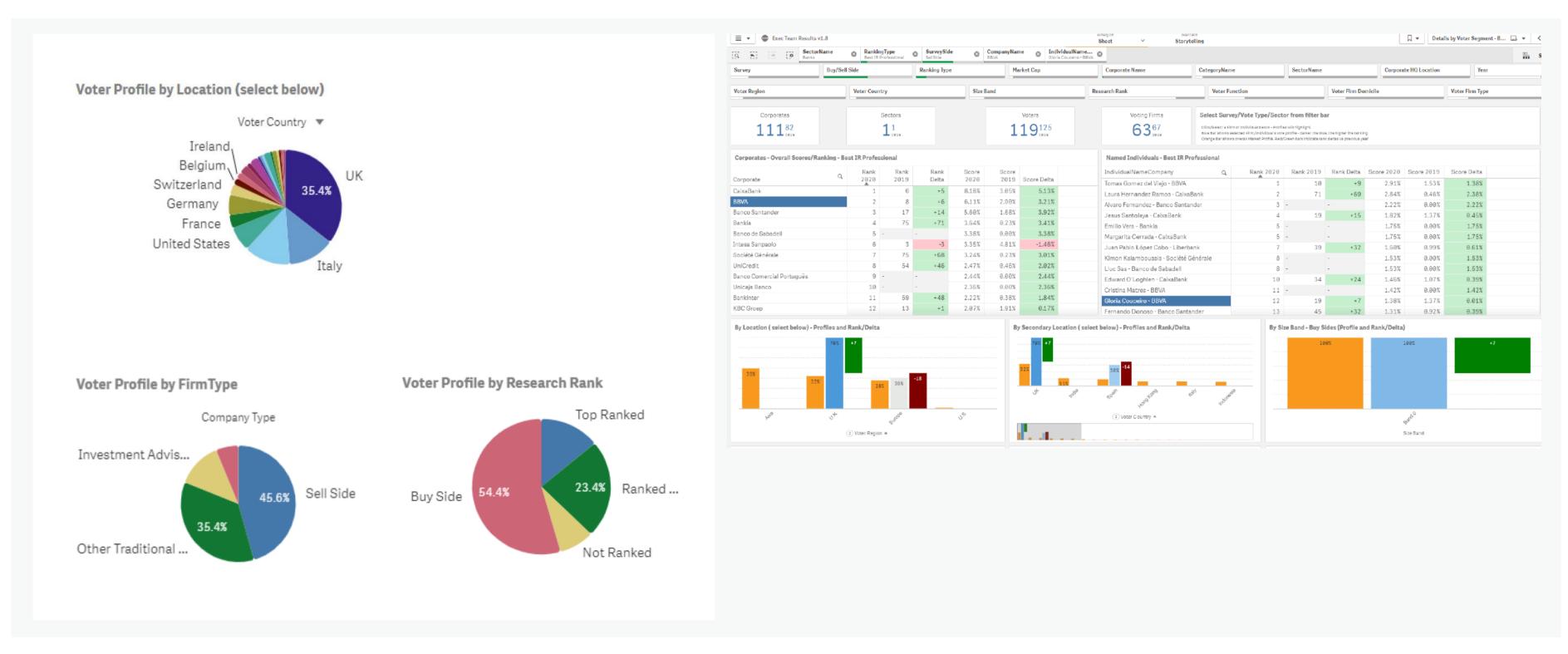


	Attribut	e Grouping		Marke	t Cap		Yea	r			CategoryNam	e	
rogram													
	Overa	Overall Total Services & Communication											
			Sub	-Total	I Responsiveness I			Business & Market Knowledge			Confere	Product NDR, Shows/Co	
	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020	Score 2020	Rank 2020
	1	22.33% *	1	21.54%	1	20.83%	1	20.20%	1	22.86%	1	23.60%	2
	2	19.50% *	2	20.13%	2	20.59%	2	19.45%	2	19.10%	2	20.05%	1
	3	13.14% *	3	11.17%	3	11.52%	4	11.22%	4	11.06%	3	10.91%	3
	4	11.11% *	4	10.92%	4	10.78%	3	11.47%	3	11.81%	4	9.90%	4
	5	7.33% ×	5	8.00%	5	7.60%	5	7.48%	5	7.79%	5	9.14%	5
	6	4.79% *	6	5.64%	6	4.90%	6	5.49%	6	5.53%	6	6.35%	6
	7	4.36% *	7	4.23%	7	4.66%	7	4.74%	7	3.52%	7	4.57%	8
	8	3.70% *	8	3.27%	9	3.43%	9	3.24%	9	3.02%	8	3.30%	9
	9	3.49% *	9	3.17%	10	2.94%	9	3.24%	10	2.26%	9	3.05%	7
	10	3.16% *	10	3.12%	8	3.68%	8	3.99%	8	3.27%	10	1.52%	10
	11	1.42% *	11	1.21%	11	1.23%	11	1.25%	11	1.26%	14	1.02%	11
	12	0.91% ×	13	1.01%	11	1.23%	11	1.25%	11	1.26%	11	1.27%	-
	13	0.84% *	12	1.16%	17	0.98%	11	1.25%	11	1.26%	14	1.02%	11
	14	0.73% ×	13	1.01%	11	1.23%	-	-	11	1.26%	11	1.27%	11
	er Profile b		ny Type 73.6X	Ither Traditi			58.2%		nd 5 Band 4	Voter P		uy Side 100.0X	IK
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Sell-Side Rankings of Best Investor Relations Professional

by Demographics of the Voter

This page presents a comparative analysis between your company and all other companies nominated by sell-side analysts for Best Investor Relations Professional. Market-share scores give added insight into the strength of each individual's position.



Fee Schedule

COMPLETE PERCEPTION STUDY: \$15,000

Sector Rankings

- Buy-side, sell-side and combined buyand sell-side sector rankings and scores for Best Investor Relations, across ten performance attributes
- Buy-side, sell-side and combined buyand sell-side sector rankings and scores for Best CEO's, CFO's and IR **Professionals**

Sector Voter Breakouts

Buy-side and sell-side ranks provided by location, domicile, asset size, voter function, institution type and Research Team across all four ranking categories.

Insights from IR Directors

Advice and practices from IR Directors in Japan

Historical Sector Rankings

Two years of historical rankings for Best Investor Relations, CEOs, CFOs and IR Professionals

Voter Commentary

Buy-side and sell-side sector commentary for Best Investor Relations, Best CEO, CFO and IR Professional

ADDITIONAL ANALYSES*

High Level Global Summary Sector Report

Summary of best practice of global peers in your sector and suggested actionable and ideas

Custom Peer Group Analysis

Tailored Report that compares a list of specific companies, regardless of sector, with your own

All-Japan Research Team Sector Report (Complete Version)

Complete list of the best sell-side analysts by sector, as voted from the buy-side, including voter breakouts and history

*Note: A la carte pricing is available upon request.

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We offer 4 types of display items (plaque, crystal, framed print, and poster) for an additional fee.



Contact

Questions

For inquiries concerning the methodology and detailed reports, please contact:

Michael Clemons II Japan, Research & Sales michael.clemons@iiresearch.com

John Stone II Japan, Research & Sales john.stone@iiresearch.com

ご質問?

方法論とレポートの詳細については下記にご連絡くだ

Michael Clemons II Japan, Research & Sales <u>michael.clemons@iiresearch.com</u>

John Stone II Japan, Research & Sales john.stone@iiresearch.com



Marketing

marketing@iiresearch.com

Website: <u>www.iiresearch.com</u> LinkedIn: <u>Institutional Investor Research</u>