

# Best Practice IR websites

## Moscow, February 2010

# Agenda

- > Introduction: Rupert Spiegelberg
  - > Strategy Director at Investis
- > Why websites matter
- > Best practice for IR websites
- > Going beyond best practice

# Why do websites matte

# The Established View

- > because they say something fundamental about a company's brand and values
- > because they are the preferred resource for investors
- > because of legal and regulatory requirements
- > because they lower the cost and broaden the reach of your communications
- > because companies compete for capital on a global basis and investors are travelling less

# The Analysts' View

Rivel Research Group, survey of 232 buy-side analysts, 2009

What are the most useful sources of information during these 3 stages of research?

- 1) Getting a company on your radar – 43% cited the company website
- 2) Influencing the decision/recommendation – 76% cited the company website
- 3) Keeping a stock in the portfolio – 76% cited the company website

Additional findings:

- This was a substantial increase over prior years' surveys, notably in 2) and 3)
- IR websites have become more robust – so investors use them more
- Being able to see the CEO speak about performance/strategy is valuable
- This is especially true now that travel budgets have been cut

# The Institutional Investors' View

Makinson Cowell/Investis interviews with investors 2007 & 2009

“The best run companies have the best websites. It’s the pervasive culture of the firm”

*Fund Manager, Scottish Widows*

“There is a strong correlation between those companies that are sloppy [in managing their websites] and those companies that are just generally sloppy in the way they run their business”

*Fund Manager, Hermes*

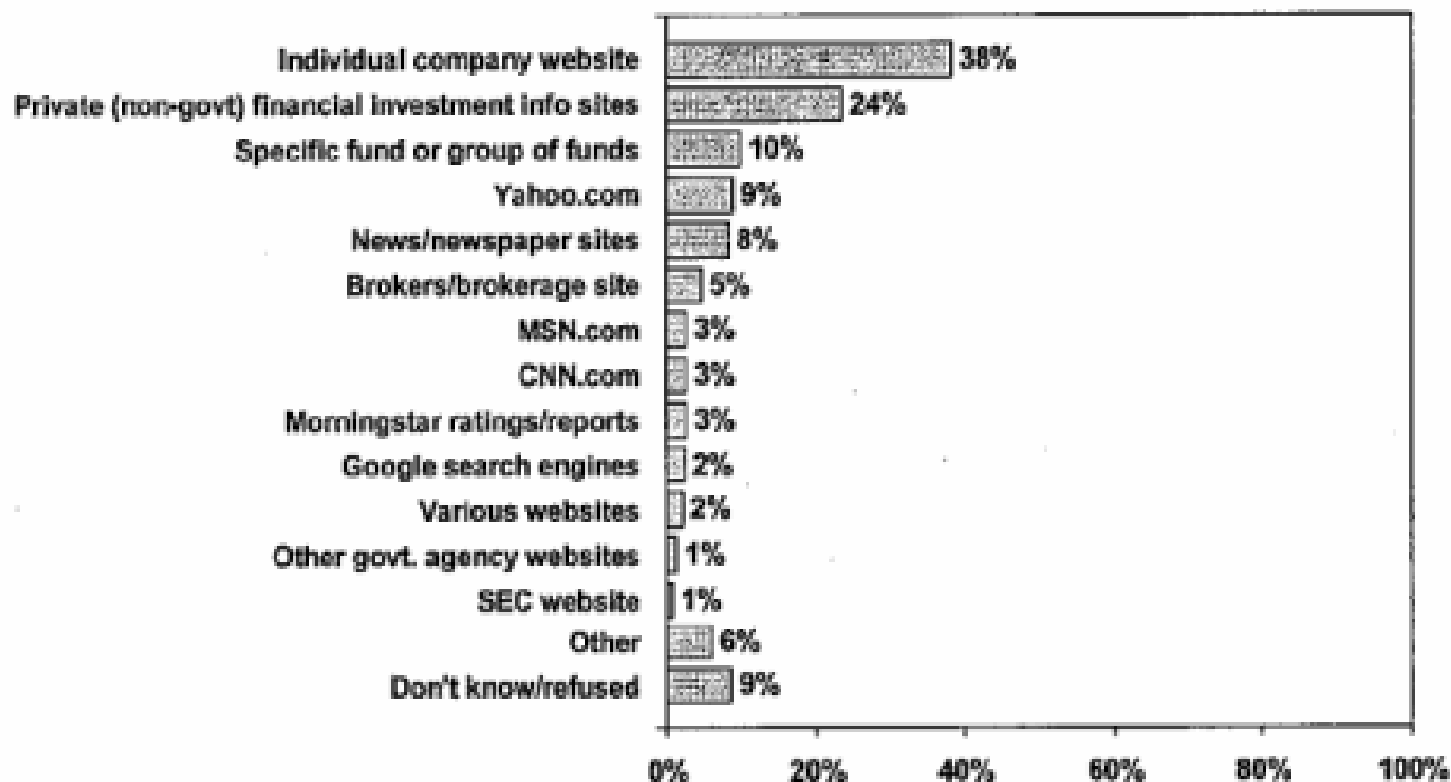
“I am sure that somewhere in the back of your mind you form an opinion, either negatively or positively, based on the quality of their website”

*Fund Manager, Threadneedle*

# The Retail Investors' View

SEC survey of 1,000 retail investors

## Where investors seek information on the Internet

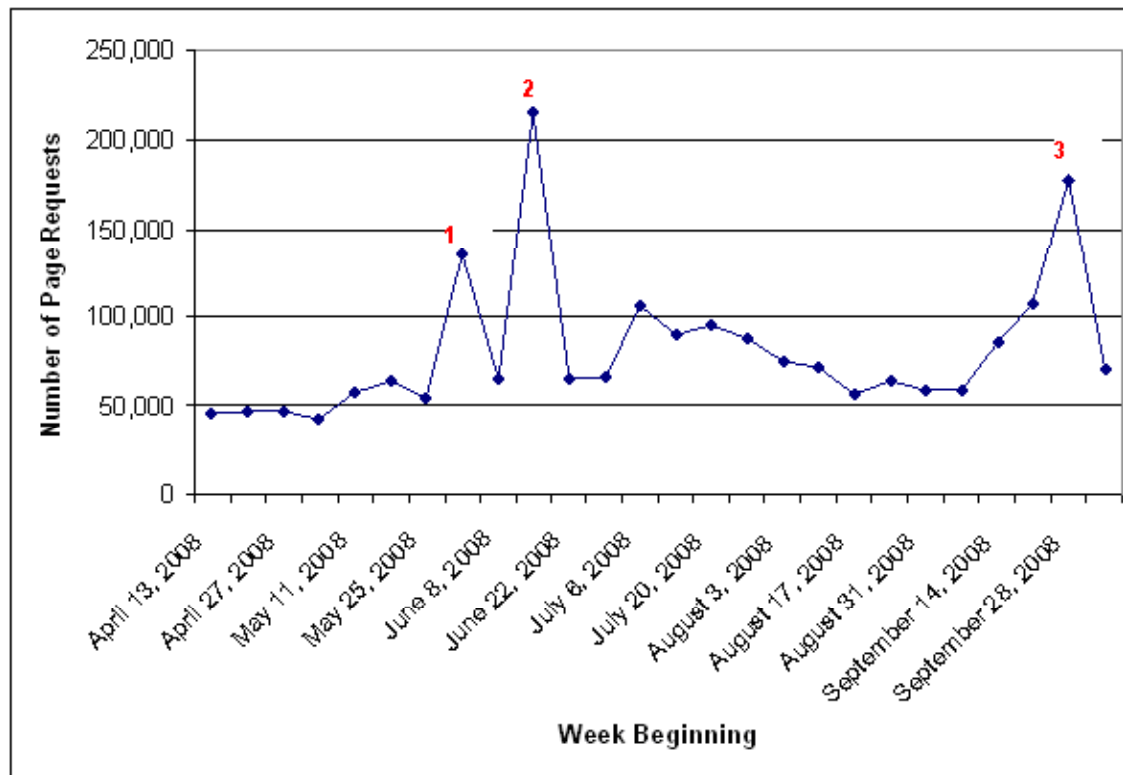


# Still not convinced?



# ...what actually happens

## UK Banking sector corporate website



1. Proposed rights issue
2. New investor takes stake
3. Government steps in

Daily traffic more than 1000% higher than average on key event days

# IR website best practice

# IR Best Practice – web guidelines

The UK Investor Relations Society provides excellent guidelines for all listed companies to follow - <http://www.ir-soc.org.uk/index.asp?pageid=244>

- > Key Principles
  - > Presentation Style
  - > Content
- IR Best Practice  
*Web guidelines*

As well as covering the general aspects every company should consider when putting together a corporate website or investor relations section, it also provides some other ideas and suggestions on subjects such as:

- > awareness      recognisable URL as logical extension of company name and brand
- > usability        keeping the website clear and simple
- > accessibility    ensure that the website meets the basic accessibility requirements (W3C)
- > navigation      easy to navigate and intuitive to use
- > site-wide        suggestions : include search, sitemap, disclaimers, alternative languages
- > timeliness      making information available to everyone at the same time

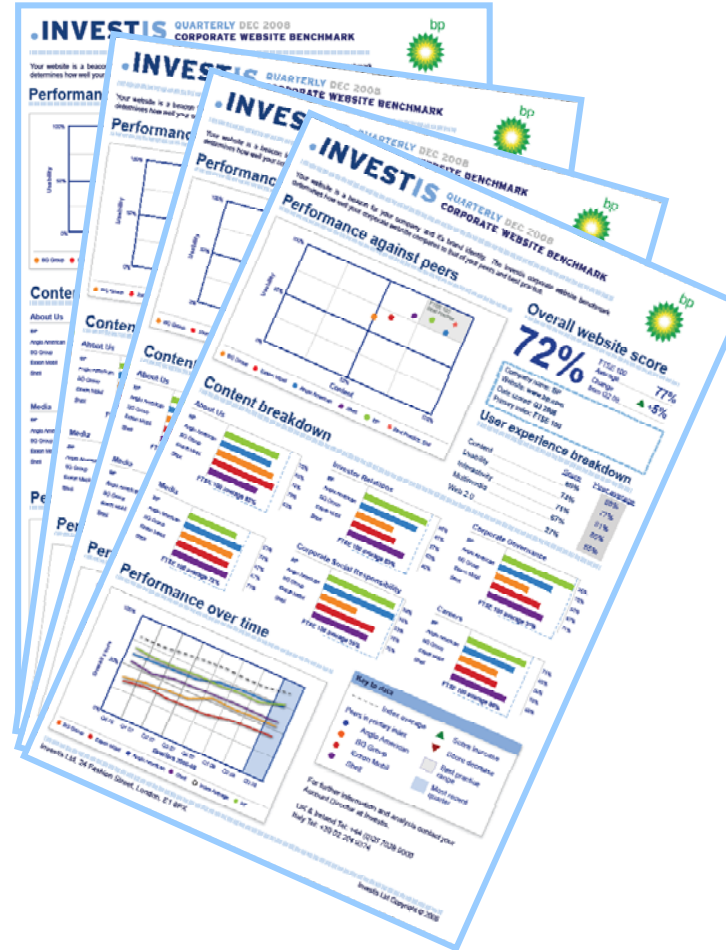
# IR Best Practice – content

Focusing on the content typically required or found within a corporate website:

- > Company info “About Us” > history, profile, presenting the investment case
- > Financial data “IR” > reports, ratios, share price information, financial news
- > Relevant news “News & Media” > press releases, webcasts, presentations
- > Shareholder info “Shareholders” > shareholdings, calendar, AGM, advisors, contacts
- > Corp. governance “Governance” > strategy, Board, committees, risk management
- > Corp. Responsibility “CSR” > health & safety, environmental impact, CR guidelines
- > Employment “Careers” > jobs, graduate schemes, talking heads, online applications

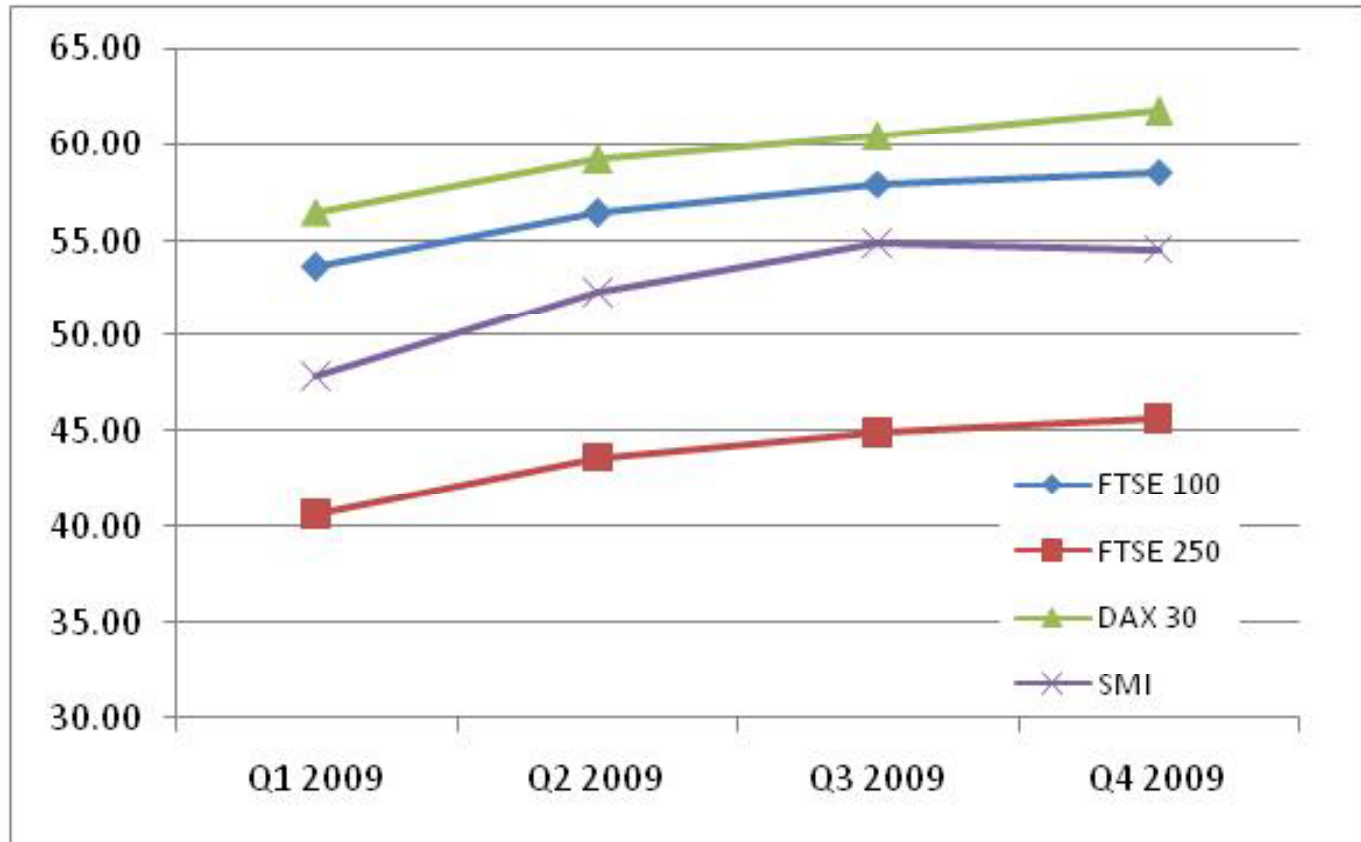
# IQ Website Benchmarking

- > a free service for Investis clients and Partners
- > universe of >600 companies followed
- > quarterly assessment against 190 criteria
- > reports compare company site vs 4 peers
- > analyse data by country/index/sector etc



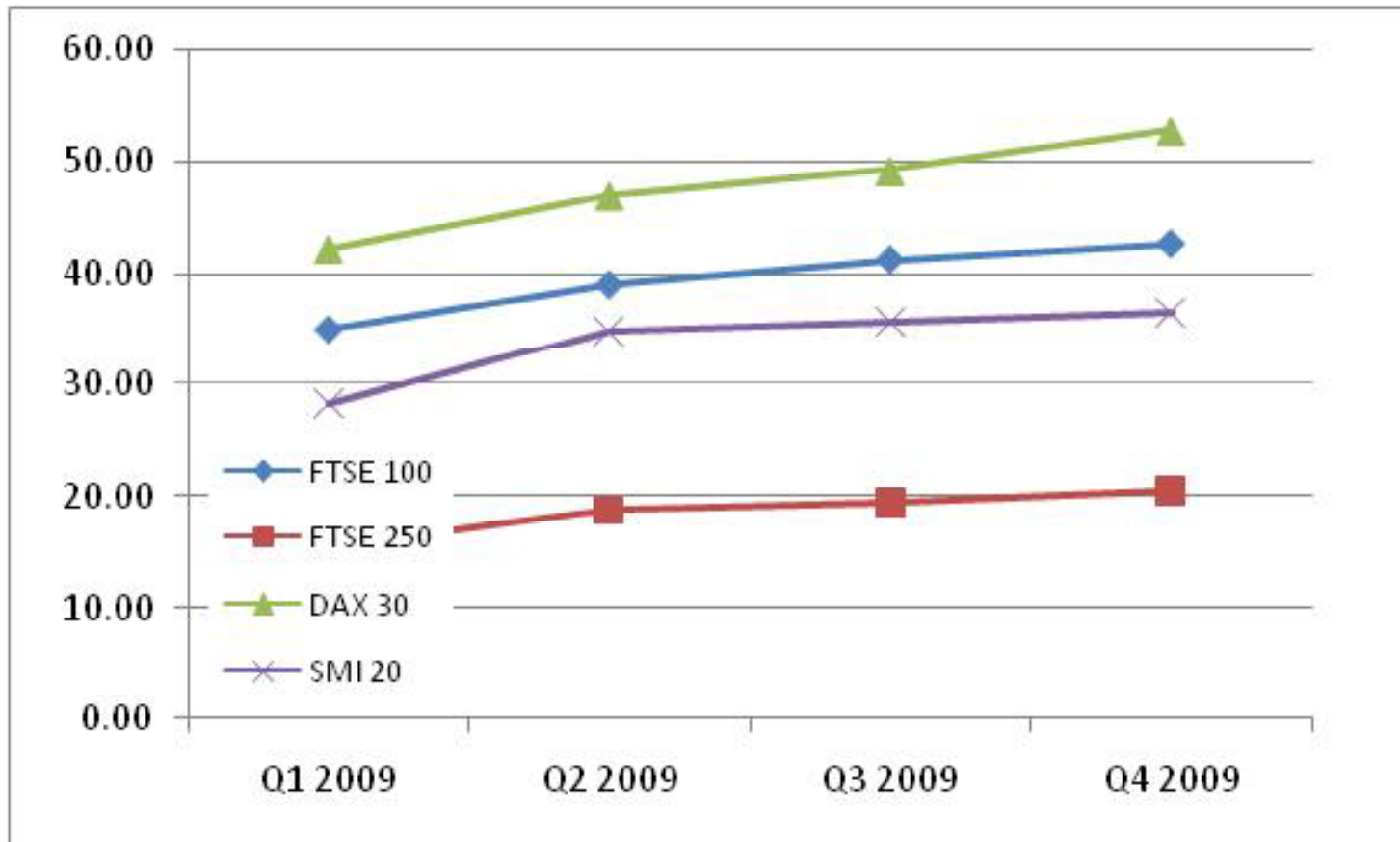
# Best Practice – Constantly Moving

## Average Total IQ Scores by Index



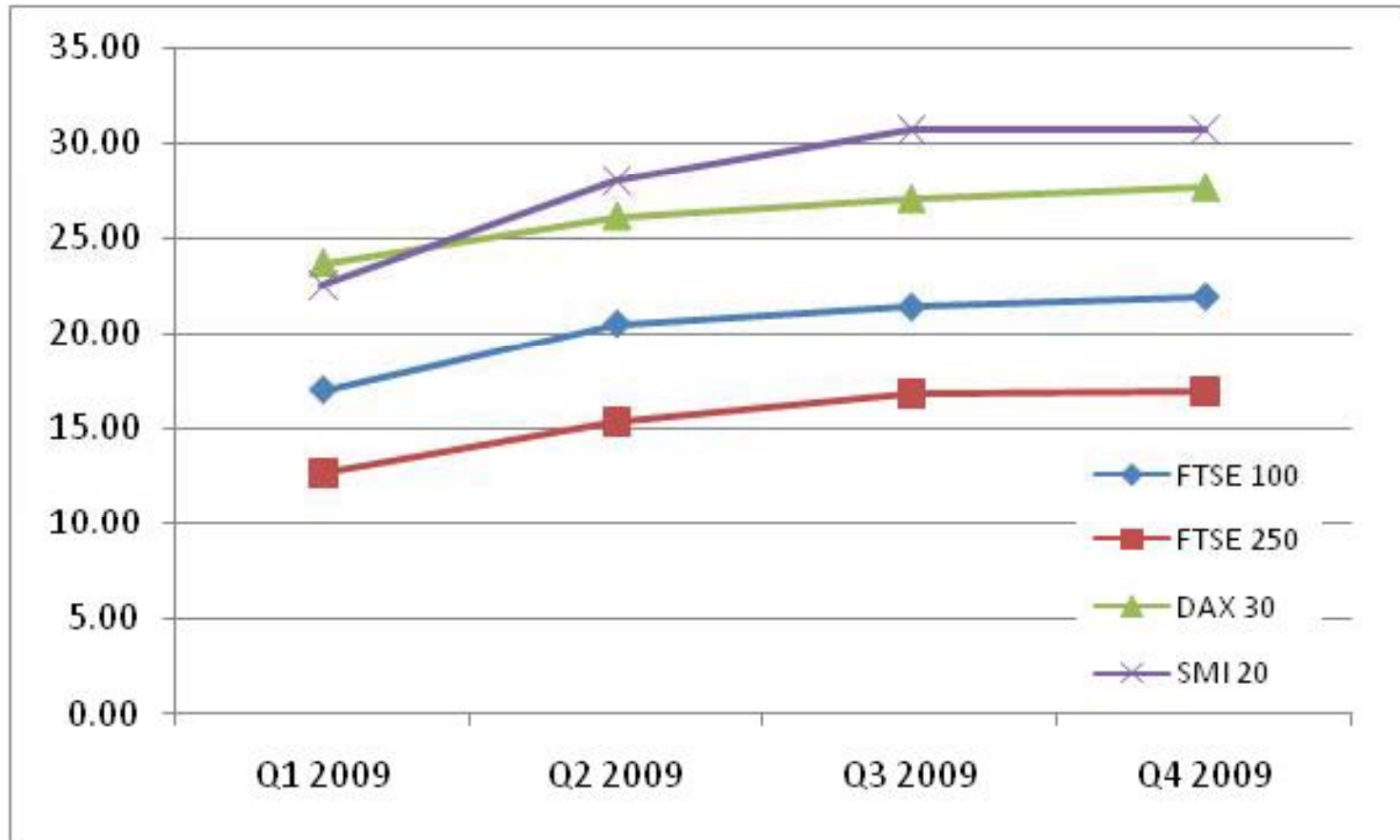
# Best Practice – Biggest Movers

## Average Multimedia Scores by Index



# Best Practice – Biggest Movers

## Average Web 2.0 Scores by Index



# The leaders – UK & Germany

	UK Top 5	Germany Top 5
1	Shell	BASF
2	Centrica	Deutsche Bank
3	Anglo American	Bayer
4	BP	Thyssen Krupp
5	BT	Deutsche Post

# Going beyond best practice

# Questions to ask yourself

- > Am I clear about my target audience and their needs?
- > Is our site easy to use?
- > Have we explained the industry context?
- > Do we provide a rounded view of the investment proposition?
- > Are we using the web medium to communicate effectively?
- > Are we providing reasons (and tools) to come back?

# Using the medium effectively

ANGLO AMERICAN

Low bandwidth version | Accessibility | Contact us

Home About us Our business Sustainable development Media Investors Suppliers Careers

SEARCH

**Global leader**  
Anglo American is one of the world's largest diversified mining and natural resource groups

**Anglo American plc welcomes Sir John Parker as Chairman**  
Sir John Parker is delighted to be part of the team helping to deliver value and growth and building an Anglo for the future. View the full interview in English, Spanish or Portuguese.

Sir John Parker >> Global HIV award for Anglo Coal >> Latest presentations >> 2008 Reports >>

**Global operations**  
Explore the world of Anglo with our global operations map and see our exciting new projects and their impact  
Read more >>

**In the news**  
24 Jul 2009  
Anglo American plc notification: De Beers Société Anonyme interim results 2009 >>  
24 Jul 2009  
Anglo American plc notification: De Beers Société Anonyme interim results 2009 >>  
Read all press releases >>  
Presentations and speeches >>  
Multimedia library >>

**Share price**  
LSE GBP 16:48 24/07/2009  
**1916.00** ▼ -22.00  
JSE ZAc 17:55 24/07/2009  
**24450.00** ▲ 71.00  
NASDAQ USD 11:55 24/07/2009  
**15.67** ▼ -0.24  
Detailed share information >>  
Results centre >>  
Financial reports >>

**Working at Anglo American**  
Find out more about working at Anglo American, apply for jobs and view our scholarships and bursaries programmes.  
Read more >>

- > Writing for the web
  - > Bullet points
  - > Tables
  - > Short pages
  - > Highlights/links
  - > Graphs/images

> 'Show' vs 'Tell'

> Bring your world to life

> Remain appropriate for audience

# Having a clear investment story

The screenshot shows the Aviva Investor Relations website. The header features the Aviva logo, a search bar, and a navigation menu with links for Home, About us, Investor Relations, Media, Corporate Responsibility, Customers, and Careers. The main content area is titled 'Advantages of scale' and includes a quote from Andrew Moss, Group chief executive, stating: 'We operate in a global market. By thinking globally, we shall find ways of releasing more value from our existing businesses and realise the benefits that scale can give us.' Below the quote is a photo of Andrew Moss. The page also contains sections for 'Investor tools' (Log in, Register, What's this?) and 'Subscribe to news' (Get e-mail news, Get RSS news). A bar chart at the bottom shows FY 2007 sales of £49bn, with a breakdown of 9% for Asia Pacific and 25% for General.

**AVIVA** Aviva website in your country

Home About us **Investor Relations** Media Corporate Responsibility Customers Careers

Investor relations

Why invest with Aviva

- Our vision: One Aviva
- Strength through diversity
- Advantages of scale**
- Cost savings
- Sharing knowledge
- Off-shoring
- Realising our potential
- Capital allocation

Business summary

Results and reports

Share Price

Corporate governance

News

Shareholders

Institutional investors

Presentations

Financial calendar

Stay in touch

Contacts

Investor Tools

Home page > Investor relations > Why invest with Aviva > Advantages of scale

## Advantages of scale

We operate in a global market. By thinking globally, we shall find ways of releasing more value from our existing businesses and realise the benefits that scale can give us.

Andrew Moss  
Group chief executive

Aviva is the fifth largest\* insurer in the world and one of the leading providers of life and pensions products in Europe. We have around 50 million customers across the world.

Working together as One Aviva, we deliver operational excellence by sharing knowledge and product development expertise, rationalising our systems and outsourcing efficiently.

From July 2007, Aviva has been structured into four regions: UK, Europe, North America and Asia Pacific.

This structure allows us to better share knowledge and exploit scale across the group, while placing more employees closer to customers, making them accountable for performance across their business.

We are well placed to take advantage of market opportunities, improve our speed of response, eliminate duplication of effort and share best practice in the interest of our customers and shareholders.

**Sales £60bn**

**FY 2007 sales £49bn (1)**

Asia Pacific	9%	25% General
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Investor tools

[Log in](#) | [Register](#) | [What's this?](#)

Subscribe to news

[Get e-mail news](#) >

[Get RSS news](#) >

> What makes you different?

> How will you sustain that advantage?

> Supporting data

> Clear strategy

# Providing the market context

**Mitchells & Butlers**

**Investor Centre**

[About Us](#) | [Investors](#) | [Media](#) | [Careers](#) | [Social Responsibility](#) | [Find a Pub](#)

**Company overview**

**Strategy**

**The market**

Drinking out

Eating out

UK pub market

Pub operating models

Regulatory issues

**Financial information**

**Management**

**Share ownership**

**Securitisation & debt information**

**News, Results & Reports**

**Investor pack**

**Corporate governance**

**Financial calendar**

**Glossary**

**Analysts**

**Contacts**

Search this site:

**Our brands & formats**

We operate a range of market-leading brands and formats.

[View all our brands and formats](#)

**Drinking out**

The value of annual sales in the drinking-out sector is estimated at nearly £28bn. Over the past decade the market has seen a continued decline in draught beer sales but this has been offset by growth in wine and soft drinks sales, leaving the market broadly flat in real terms.

**Share of MAB turnover from drink**

Food	40%
Beer & Cider	29%
Wine & Soft Drinks	14%
Spirits	10%
Other	7%

**Total sales = £1.94bn**

**Growth in drinking and eating out market**

1983 to 2008

Category	Total (Nominal)	Total (Real)
Eating Out	8.3%	3.3%
Wine & Spirits	4.4%	-0.6%
Beer	-4.4%	-0.6%

- > Market drivers
- > Competitors
- > Market shares
- > Other links

# Useful functionality

Contact us | Cadbury worldwide

**Cadbury**

Our Company | Our Brands | Our Responsibilities | **Investors** | Media | Careers

Cadbury Global > Investors > Share Price > UK Share Price Charts

## UK Share Price Charts

Last trade	Last	Change	Volume	Market cap
24/07/2009 16:48	566.00 GBp	+0.98 % +5.50 GBp	4,247,604	7,703.26 mil. GBp

[Help](#)

Today	1 mo.	6 mo.	1 yr	3 yr	5 yr	All	2009
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[Download data as Excel file](#)
[view accessible charts](#)
[View large graph](#)

Exchange	Date	Analyses
<input checked="" type="checkbox"/> Cadbury London	24/01/2009	<input type="checkbox"/> Show Total Return
<input type="checkbox"/> Cadbury NYSE	24/07/2009	<input type="checkbox"/> Moving Avr, period: 20

Peer group	Indices	Lower part of the graph
<input checked="" type="checkbox"/> Danone	<input type="checkbox"/> FTSE 100	<input checked="" type="checkbox"/> Volume

**site tools**

- [Printer friendly page](#)
- [Email page to a friend](#)
- [Add to print basket](#)
- [View Print Basket](#)

**stay informed**

> All-in one share price tools

> Printer-friendly pages

> Print baskets

> E-mail alerts

>RSS news feeds

>Avoid gimmicks

# Web 2.0 – Go Social

**SHARE**

Bookmark & Share

- Email
- Print
- Digg
- MySpace
- Facebook
- Twitter
- Favorites
- Delicious
- Google
- Live
- StumbleUpon
- More... (54)

> Make it easy to get information out onto other sites

## FTSE100 Stats

- > 42% have a Twitter Account
- > 52% a Facebook page
- > 32% a Youtube Channel
- > Only 16% a Blog

**centrica** Share price at 14:51 **263.70p** [More](#) Search  [Go](#)

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Centrica plc > Centrica views > Blog

**Centrica views** [Blog](#) [Videos](#) [Energy debate](#) [Web chats](#)

**Categories**

- All
- Corporate Responsibility
- Graduates
- Innovation
- Research and development
- Security of supply
- Sustainable energy
- Understanding energy

**Search views**

**Author**

Choose contributor [Go](#)

**Search**

[Go](#)

**Simon Henderson**  
Corporate Responsibility

**Global 100 most sustainable large corporations**

**Latest blog**

**29 January 2010**

Earlier this week, Corporate Knights magazine announced its list of the top 100 most sustainable corporations worldwide. Centrica made the cut for the second year running, ranking 31st in the list.

[Read full entry](#) | [Read Simon Henderson's profile](#)

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Graduate scheme

**Recent comments**

Hello Simon, I think this initiative is fantastic - particularly because ...  
[Shoshna Ilesonwe](#)

Hi Paul, I am presently considering ...  
[Paul](#)

# Multimedia - Get Visual

Interactive accounts Danske Bank

Home Financial calendar Glossary Links Contact Disclaimer Investor relations

Highlights Outlook Other financial information Segment analyses Download centre



→ Highlights

- Income statement
- Balance sheet
- Ratios and key figures

→ Outlook 2010

- Outlook 2010

→ Other financial information

- Business units
- Group accounts

→ Segment analyses

- Income analysis
- Costs/expenses analysis
- Profitability analysis
- Analysis of deposit portfolio
- Analysis of lending portfolio

→ Download centre

- Download Annual Report 2009
- Risk Management 2009
- Download Excel tables
- Download Fact Book
- Download Press releases

> Integrate multimedia to enhance communications

> Use webcasts of earnings calls/AGMs, investor days so everyone can hear/see

> Publish corporate/marketing video on your website

# Finally....some things to avoid

## Pet hates of fund managers

- > Out of date information (eg. Financial calendars)
- > Slow page load speeds
- > Site not being updated as soon as news/results are released
- > Lack of a logical structure
- > Poor signposting and navigation which isn't intuitive
- > Not providing named contacts
- > Confusing terminology and labelling
- > Poor translation on dual language sites

Thank you!

[www.investis.com](http://www.investis.com)

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