



IR Going Global: When, Where, Why and How to Market and Target Abroad

Panelists:

- Elizabeth Allen, CFA, Manager, Investor Relations, FedEx Corp.
- Rupert Della-Porta, Chief Operating Officer and Partner, Atlantic Equities
- Steve Eschbach, CFA, Principal and Founder, Eschbach & Associates
- Lisa Maret Traeger, Corporate Relationship Officer and Partner, Atlantic Equities
- **Moderator:** Tina Ventura, Vice President, Investor Relations, Horizon Pharma

Key Takeaways

- **Regardless of the continent, it takes time, consistency and a realistic budget to market your company's investment story outside the United States.** One-to-one visits over the course of years are needed to develop relationships that will lead targets to invest in your company. Local brokers acting as intermediaries are invaluable resources to help arrange one-on-ones. Analyst-sponsored marketing trips and global investor conferences are efficient and effective for getting in front of global investors.

Elizabeth Allen from Fed Ex said her company has been marketing in Asia for more than 10 years and she herself has been marketing in Brazil for more than five years. She travels almost exclusively without management, but when possible, she will leverage a facility tour with regional management to attract local investors. Do not overlook Australia, she advises, where national pension money is accumulating in superannuation funds.

- **Appetite for U.S. companies in Europe is “off the charts.”** Rupert Della-Porta from Atlantic Equities made a strong case for U.S. companies to invest IR resources in Europe. Foreign investors hold about 10 percent of outstanding U.S. stocks, and 8 percent of these investors are in Europe. Collectively, Europeans hold stocks for an average of between one and three years. Currently, Europeans are looking for liquidity and portfolio diversification. Emerging markets have displaced small-cap companies (defined as less than \$3 billion in market capitalization) in many of these European-held portfolios. However, more funds are going global and can allocate a percentage of their holdings to global companies. A European investor can now take a larger position in a mid-size U.S. company than it may have in the past. “Follow the money,” said Lisa Maret Traeger from Atlantic, and visit investors in London/Scotland, Switzerland and Frankfurt.
- **Management meetings are not critical.** European investors are more interested than U.S. investors in the technical fundamentals of capital stewardship, cash and the balance sheet. Because CEOs tend to speak at a high, strategic level, they are less important at early-stage meetings than a well-informed IRO who can answer the technical questions.

IROs of American companies are expected to present in English. While most European investors also speak English, it's important to slow down your speech and avoid using jargon and acronyms. The core investor deck can and should be the same, but these investors will welcome additional info on corporate governance, the board of directors, management succession and your company's environmental sustainability strategy.

– Bess Gallanis