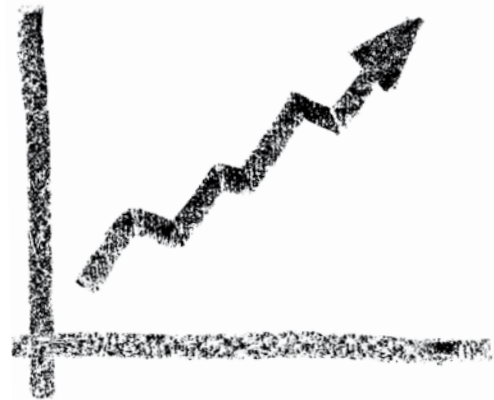


What will investors say about you behind your back?

Delivering positive or challenging financial
results with impact and effectiveness



**Confidence
is the most
precious
commodity
in any market**

When investors and analysts have confidence in a management team they demonstrate far greater patience and support towards the underlying business.

Meanwhile, chief executives who have the acumen to present with confidence can inspire their listeners, and create champions for their key messages.

Therefore, time spent by senior executives and boards preparing themselves before presenting results and strategic developments is never wasted.

Your starting point should be to ask yourself one simple question: What will investors tell their colleagues when they return to their office, after your presentation is complete?

Planning and rehearsing the journey on which you want to take investors and the media will help you make a lasting impression with them, with your customers and with employees.

Doing this well demands a commitment to developing simple messages. This translates the details of your complex business into small digestible chunks. The story can then be delivered in the natural style of the board. The combination of simple messages delivered with a personal touch is a proven winner.

Bladonmore's expertise in advising clients on their stakeholder communications has guided some of the largest global corporations to make a positive impact with key audiences. We can help you prepare your CEO and FD so they deliver their key messages to resonate with a tough audience of investors and journalists.

THE TOP TEN MISTAKES MOST OFTEN REPEATED

- 1 Assuming the audience understands your business, or even knows what you do**
- 2 Not listening to, or responding to, previous analyst comment**
- 3 Not talking the language of investors**
- 4 Not explaining the story behind the numbers**
- 5 Not having a clear story to tell**
- 6 Not having a convincing description of planned future activities**
- 7 Using jargon**
- 8 Rushing your talk**
- 9 Trying to convey too much information**
- 10 Steering away from challenging questions**

Six ideas for the next six months

Ideas to improve the delivery and impact of your next results meeting

While chief executives normally have an in-depth understanding of their business, a surprising number do not really understand how an equity analyst thinks or what makes a story newsworthy for a journalist.

Too many companies attempt to explain everything they are doing.

Finance directors tend to focus on the numbers and not the story behind those numbers.

The following six ideas are intended to demonstrate how we can help.



1. SLIDE DESIGN & CONTENT

Your slides are a canvas to tell the story of your business.

- Create a template for the underlying design of each slide that projects your brand.
- Give each slide an active headline providing a prompt for the management team as they present.

2. USE AN APPENDIX

Nobody ever complained about a presentation being too short.

- Every slide that appears must add material value to the presentation. The job of the board is to illuminate key messages and emphasise the essence of the story.
- Use an appendix to store essential back up material that is not central to the key messages.

3. DEDICATE PRACTICE TIME

Time spent preparing is never wasted and has a huge bearing on the confidence levels of the senior executives.

- Use a professional - preferably Bladonmore - to ensure you get your message across clearly.

4. USE CORPORATE VIDEOS

They help change the pace and engage with a screen orientated audience

- A two minute burst of images and client quotes can do wonders to gee up the atmosphere. Appropriately selected music can add further gravitas and help distinguish your approach.

"We'd like to have Bladonmore as our partner of choice for all of our clients"

JAMES HENDERSON, CEO
Pelham Public Relations

5. INVOLVE SENIOR COLLEAGUES

Investors and analysts are interested to see how the subsidiary executives perform.

- Find a way to demonstrate the breadth of the management team by involving subsidiary managers in your next presentation.

6. LEARN HOW TO BRIDGE

There are a number of techniques that can boost the perception of how you perform.

- Your audience should ask tough questions. So learn how to acknowledge the question, bridge and communicate a key point.



If it works for Mr. Mittal of ArcelorMittal...

It is 11pm in a specially built marquee in the grounds of the Intercontinental Carlton hotel in Cannes on the French Riviera.

Mr. Lakshmi Mittal is practising his keynote speech ahead of the following day's presentation to 500 of the group's key managers from across the globe.

The event, a three-day leadership conference, is the latest plank in an integration programme focused on ensuring that ArcelorMittal makes good on its promises to investors who supported the €26.9bn (\$38bn) merger.

Workmen continue to build the venue around him; lighting engineers ensure the spotlights are set for the following day and the chairs stand in piles waiting to be laid out. The in-house events team looks nervously to the sky as another gust of wind beats down on the roof's fabric, hoping for more temperate weather.

But Mr. Mittal, as everyone inside the business calls him – and that includes his fellow board members – remains resolutely focused on ensuring the key messages are communicated effectively. He is lean and fit, looking every inch the totemic global figure that he has become.

The Tomorrow's Event, which has been months in the making, is not just a platform to unveil the new identity for the merged ArcelorMittal business. It's a chance for Mr Mittal to motivate and enthuse his lieutenants, who are flying in from around the world, for the challenges ahead.

He practices and the clock strikes midnight. He keeps practicing looking up to his Communications Director for a supportive nod every so often. Only when everyone is satisfied that he is poised to deliver an excellent performance does he depart. It is this attitude; attention to detail and determination to communicate key messages effectively that distinguishes great leaders.

"A great team of experts that have wonderful, relevant backgrounds"

DEBORAH WALTER, COO
Gavin Anderson & Associates

Bladonmore has provided and continues to deliver media and presentation training to ArcelorMittal globally. This has extended to delivering individual sessions for each member of the board through to the creation of workshops for country managers in a number of key markets for the business.

THE BENEFITS OF THESE PROGRAMMES FOR ARCELORMITTAL INCLUDE

- Increased confidence of senior executives to deliver key messages in a consistent and engaging fashion
- Enhanced understanding for the board of ArcelorMittal about the agenda and requirements of investors and stakeholders.

Newly researched modules for 2009....

1

Researching and developing new communication modules for Bladonmore's client base is an integral part of the approach. Three new modules designed for 2009 include:

LEADERSHIP COMMUNICATION COACHING

Chief executives and finance directors get one chance to make a first impression with investors when they are face to face with analysts and shareholders. It is absolutely critical that this goes well to develop and build consistent strong relationships. The best presentations from a chief executive, finance director or management team are able to focus on the future without spending an inordinate time looking backwards.

Having a strategic vision, and articulating it clearly is critical. Backing this up with appropriate anecdotes that capture the flavour and feeling of the business is key; as is communicating your financial performance and prospects. Get it right and the share price and investor sentiment is bound to rise. So invest time in securing the right result.

2

THE IR COMMUNICATIONS COACHING PROGRAMME

IR teams meet and speak with investors and analysts every day. They are focused on getting the story out to your investors and bringing back their comments. Like the best political ambassadors, IR professionals need to represent faithfully the CEO and senior executive team. They also need to handle the toughest questions.

While experience plays an important part in IR performance, essential skills that define success in the role include: messaging, presenting, story telling, relationship building, active listening, account management and answering questions effectively.

Bladonmore has developed in-house communication Academy programmes for a number of IR and Corporate Communication departments in the UK and internationally. Bladonmore's training programmes for investor communications ensure IR professions are fully equipped to faithfully represent the company.

3

THE PRIVATE EQUITY BACKED COMMUNICATIONS WORKSHOP

Private equity funds regularly expect their portfolio companies to present their performance to bond holders and prospective equity investors. The private equity community brings a different set of expectations to the art and science of presenting company performance.


Bladonmore uses a bank of existing and former private equity investors to lead these programmes for clients. It has worked for a number of funds – across the spectrum of ventures, development capital, mid market and buy-outs. A number of private equity firms now ensure that the management teams of their portfolio companies undertake a communications programme to maximize the effectiveness of any investor meetings they have to undertake.

The company we keep



ARCELOR MITTAL
Global programmes of media and presentation training for country managers and key spokespeople (see case study above)

Bridgepoint **BRIDGEPOINT**
Produced *The Point*, a bi-annual magazine, an investment memorandum and annual review

 **Grant Thornton** **GRANT THORNTON**
Preparing senior executives to handle media interviews

M: **M: COMMUNICATIONS**
Annual results preparation and media training for global clients




BNP PARIBAS
Media and presentation coaching for key spokespeople in London and Paris

 **DOUGHTY HANSON**
Handled the copywriting, design and production of its first annual review and created case study films for investor meetings


 **Northern Trust** **NORTHERN TRUST**
Media training for senior management throughout the organisation in the UK and overseas

 **PELHAM PUBLIC RELATIONS**
Fundraising preparation and roadshow advice for international clients

 **DUNEDIN**
Preparing partners for their annual investor presentations

 **GAVIN ANDERSON**
Preparing quoted clients for investor presentations, roadshows and analyst meetings

 **PHILIPS** **PHILIPS**
Media and presentation training for senior executives

 **STATOIL HYDRO**
Board coaching for annual capital markets day events in Norway and London

About us

Bladonmore advises organisations, their leaders and executives globally to identify and resolve corporate communication challenges. We do this in print, online, on screen and in person.

TRAINING

Improve presentation, media and business development skills. Coach the senior team to handle the media, give high-impact speeches, present results to financial markets, prepare for roadshows, and win more business.

SCREEN

Create filmed case studies covering portfolio businesses and industry themes. Add a new dimension to your investor events, roadshows, marketing and website.

DESIGN

Produce high quality annual reports, brochures, and marketing materials, branding, online and corporate reporting.

EDITORIAL

Create high quality magazines, corporate content, deliver case studies, and thought leadership reports. Drive responses from investors, management teams and customers.

Bladonmore
COMMUNICATING KNOWLEDGE ●●●

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