CORE
CONCEPT

Investor Relations: Equity Story, Earnings Calls and Disclosure Practice

21 – 25 December 2026
Paris - Right Bank business hotel

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Introduction:

Investor relations often falls short when the equity story is vague, results materials are drafted late, guidance is set without a policy, analysts receive uneven access to management and the shareholder register is never analysed. The outcome is a valuation gap, volatile consensus and disclosure risk. This Core Concept course gives IR, CFO office and corporate communication staff a working method for investor relations: equity story, shareholder targeting, results announcements, earnings calls, guidance, disclosure control, roadshows, ESG questions and crisis IR. Participants build an IR Programme and Equity Story Pack for their own company.

Course Objectives:

- Define the mandate, reporting line and annual work plan of the investor relations function within the CFO office
- Build an equity story and investment case that links strategy, value drivers and key performance indicators to proof points investors can test
- Analyse the shareholder register and rank target investors by style, turnover and fit with the equity story
- Prepare results announcements, earnings call scripts and investor presentations to a fixed results cycle timetable
- Apply a guidance policy, a disclosure policy and inside information controls when dealing with analysts, investors and market-moving events
- Measure IR effectiveness and plan the IR response to profit warnings, share price shocks and activist approaches

Target Audience:

- Staff responsible for day-to-day contact with institutional investors, analysts and shareholders
- CFO office and financial planning staff who prepare results materials, guidance and consensus analysis
- Corporate communication staff who share responsibility for results day, the investor website and market announcements
- Company secretarial and governance staff who administer disclosure procedures and insider lists
- Finance and strategy staff preparing a company for listing and first contact with investors
- Treasury and corporate finance staff who support roadshows, capital raising dialogue and shareholder analysis

Course Outline:

Day 1: The IR Function, Its Mandate and Digital Baseline

- Investor Relations Mandate: Two-Way Dialogue Between the Company and the Financial Community
- IR Reporting Line to the CFO and Interfaces With CEO, Board, Legal and Company Secretary
- Buy-Side, Sell-Side, Retail and Credit Investor Landscape Map
- NIRI IR Competency Framework as a Role Profile for the IR Team
- IR Website and Digital Channel Audit: Results Archive, Webcasts, Investor Alerts and Social Media

Day 2: Equity Story, Investment Case and Shareholder Targeting

- Equity Story Architecture: Strategy, Market Position, Growth Drivers and Capital Allocation
- Investment Case Matrix: Value Drivers, Key Performance Indicators and Proof Points
- Shareholder Register Analysis by Investor Type, Style, Turnover and Location
- Investor Targeting Model: Peer Holder Screening, Style Fit and Priority Ranking
- Peer Valuation Benchmarking Worksheet: Trading Multiples and Relative Share Performance

Day 3: Results Cycle, Earnings Calls and Investor Meetings

- Results Cycle Timetable: Close, Drafting, Approval Sign-Off and Quiet Period
- Results Announcement Structure: Headline Numbers, Segment Review and Outlook Statement
- Earnings Call Script: Safe Harbour Statement, Prepared Remarks and Q&A Moderation
- Investor Presentation Deck Build and Anticipated Analyst Question Bank
- Roadshow and Conference Planning: One-to-One Schedules, Briefing Notes and Feedback Logs

Day 4: Guidance, Disclosure Control, ESG and IR Under Pressure

- Guidance Policy and Sell-Side Consensus Management: Ranges, Metrics and Model Review Boundaries
- Disclosure Policy and Inside Information Handling: Materiality Test, Insider Lists and Selective Disclosure Controls
- ESG Investor Questions, Rating Agency Engagement and Sustainability Data in the IR Deck
- Crisis IR Playbook: Profit Warning Preannouncement, Share Price Shock and Activist Approach
- IR Effectiveness Scorecard: Perception Study, Register Movement and Meeting Conversion Metrics

Day 5: Case Work and the IR Programme and Equity Story Pack

- Case Study: Pre-IPO Company Equity Story and Anchor Investor Targeting
- Case Study: Listed Industrial Group Earnings Call After a Guidance Miss
- Case Study: Consumer Company Profit Warning and Roadshow Recovery Plan
- IR Programme and Equity Story Pack Drafting: Calendar, Targets, Messages and KPIs
- Peer Review Panel Against an IR Programme Scorecard and Disclosure Checklist

Skills You Will Gain:

- Equity Story Development
- Shareholder Register Analysis
- Investor Targeting
- Earnings Call Preparation
- Guidance Setting
- Disclosure Control
- Analyst Consensus Tracking
- IR Performance Measurement

Why Attend This Course:

- Return with an IR Programme and Equity Story Pack ready for review by your CFO
- Run results day to a tested timetable, with a call script and question bank prepared well before the call
- Reduce disclosure risk by applying one set of rules to guidance, analyst contact and market-moving events
- Compare IR practice with peers from listed and pre-IPO companies across industrial, consumer and financial sectors

Conclusion:

Investor relations works when the company tells one consistent equity story, knows who owns and who should own its shares, and runs results, guidance and disclosure to a clear discipline. This course moves from the IR mandate and digital channels, through the equity story, investment case and investor targeting, to results announcements, earnings calls, roadshows, guidance, inside information handling, ESG questions and crisis IR. The final day applies the method to pre-IPO and listed company cases and produces an IR Programme and Equity Story Pack.