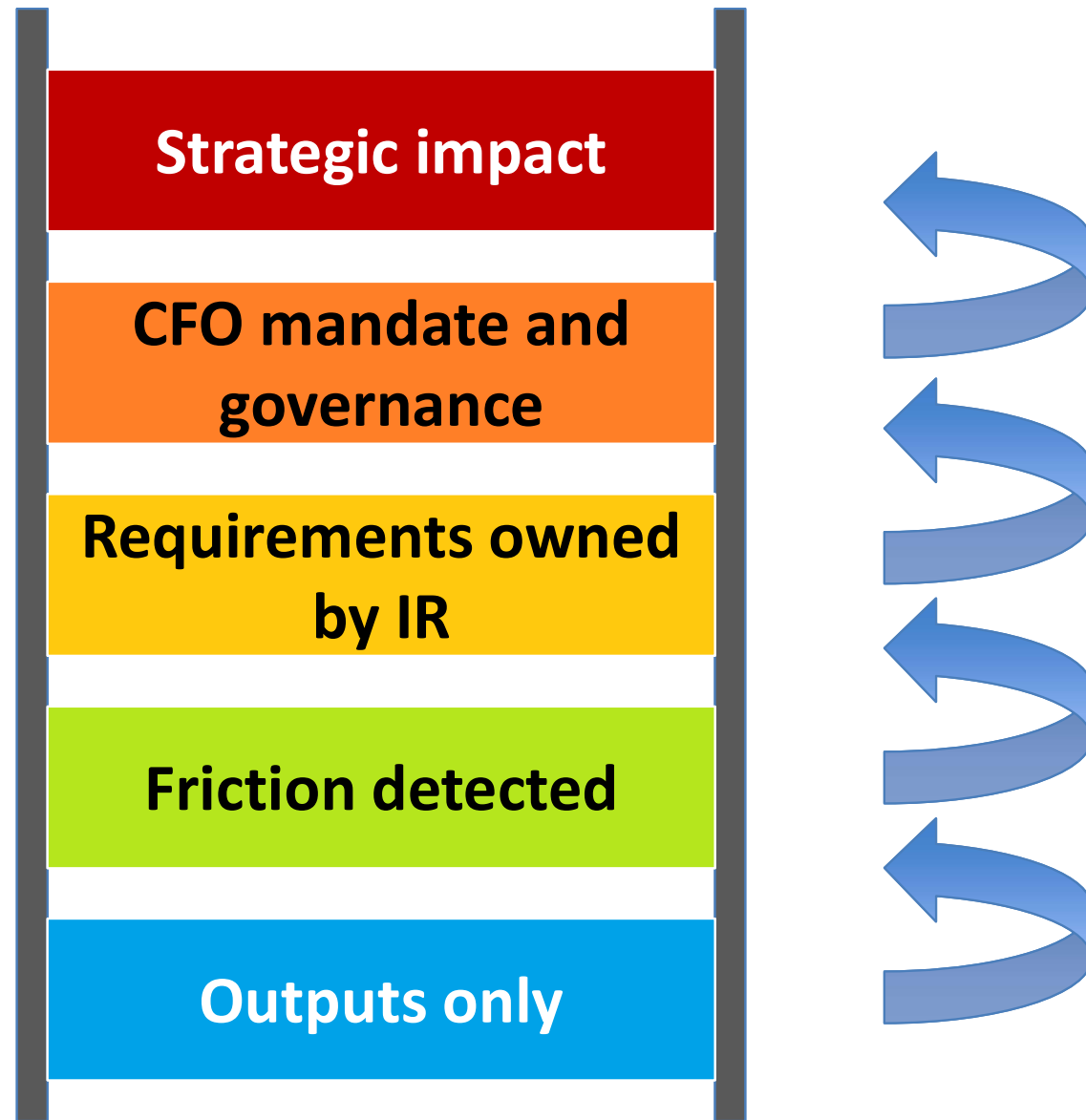


From Reactive IR to Strategic IR



IR leads requirements but enterprise functions deliver execution

Investor Information Stack: Operating Model

IR:

Information Stack -
definitions, evidence,
what matters

Finance/FP&A:

Numbers – source
systems, financial
close, controls

IT:

Plumbing - storage,
audit trail,
permissions

CFO:

Mandate – trade-offs
and sign-offs

Clarity of ownership reduces disclosure risk.