

4 AND 5 NOVEMBER 2025

Managing Effective Debt Investor Relations

A virtual classroom organised by



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Academy – Euronext Group

At Academy we aim at sharing **capital markets expertise** by turning it into world-class training courses and programmes.

Our programmes reflect the evolution and trends of **financial markets and their eco-systems**.

Key assets of our learning centre are our centrality in capital markets, and our **internal and external faculty**, whose contributors are drawn from practitioners, academics, advisors and financial market specialists.

As an Exchange system, being at the centre of financial markets, we understand not just what happens now, but also what's changing - so we can design our courses to equip you for the world of today and tomorrow.

An accredited Management System Certificate

Academy meets the management system standards UNI EN ISO 9001:2015, sector EA:37 since 2007.

The accreditation guarantees internationally recognised quality service standards and allows companies to apply for public funding to finance individual and company training projects.





Upcoming courses

Investor Relations Fundamentals

7 and 8, 14 and 15, 22 October 2025, Virtual Classroom

Check our courses calendar [here](#).

Programme overview

Background

The course, held by seasoned debt IROs, provides IR managers with a solid understanding on the best practices in debt management, debt reporting, and investor relations, with the aim to support debt management operations and improve private debt transparency.

Besides providing a comprehensive overview of bond markets, the course will particularly focus on the role of rating agencies, investors expectations and on the most effective ways to deliver a debt IR programme.

The hands-on approach and practical group exercises are an essential part of the programme and will proactively involve delegates in the definition of a debt IR presentation and of a solid stakeholders engagement plan.

Objectives

Several key outcomes can be expected from this course. Delegates will be exposed to learning:

- How to set up a debt IR office
- How to identify internal and external stakeholders and bondholders and how to engage with them
- How to bring the outside-in perspective towards your senior management team
- How to draft an effective Investors presentation
- How to liaise with the ratings agency
- How to incorporate ESG into your debt story

This 2-half day training course will be complemented with some groupworks, led by Academy experts.

Who should attend

This training programme is addressed to:

- New IROs with responsibility on debt IR
- CFOs interested in debt IR programmes
- Treasury officers

Our faculty

Serena Zuidema
Treasury & Investor Relations
VodafoneZiggo

Methodology**Learning tools**

The workshop will take place on Teams.

Learning material

The course material will be provided to the delegates in pdf format the day after the course has taken place.

Certificate of attendance

The certificate of attendance will be sent in digital format after the end of the course.

Course Agenda

Understanding the financial ecosystem

Day one:

Understanding the financial ecosystem

9.25 - Welcome and introduction to course objectives

9.30 - The purpose and value of debt IR

- The evolution of the role of Investor Relations as a result of the development of capital markets
- Value and goals of debt IR
- Identifying key internal and external audiences and stakeholders
- Bringing an outside-in view towards senior management

The set up of an Investor Relations office

- The required skillset
- The ideal IR office structure for small to large sized organizations

Identifying internal stakeholders and key internal IR activities

- Managing the reporting flow for Boards
- Managing effective relationships with Treasury Department and Debt Capital Markets Department

10.45 Coffee Break

Managing effective debt Investor Relations

11.00 - Key features of the investment industry

- Debt (or Fixed Income) Investors
- Infrastructure Funds
- Private Debt
- Market participants: a closer look at the buy side and sell side

Bondholders targeting: IR funds and their investment styles

- Major buy-side players
 - Institutional fund managers
 - Responsible and impact investing
 - Sovereign funds
 - Alternative funds (Hedge Funds)
- The structure of a buy-side firm
- Private and retail investors
- Understanding and managing the buy-side expectations

12.15 - Group works and discussion zone: analysis of your main target audiences

13.00 Close of day 1

Trainer:

Serena Zuidema
Treasury & Investor Relations
VodafoneZiggo

Day two:

Effective messaging to debtholders

9.30 - Drafting an effective debt Investor Presentation

- The most effective structure of an investor presentation
- Key information in your investors presentation:
- Business Description
- P&L/Financials
- Corporate Strategy
- Peers comparison
- Improving debt transparency
- Preparation and impact analysis of financial and strategic releases in occasion of:
 - AGMs
 - Preliminary results
 - Institutional Investors Meetings
 - Meetings with the sell side

10:15 - Setting-up an effective sustainable financing framework

- The importance of ESG for debtholders
- Type of green debt instruments
- The process of issuing green debt
- Setting sustainability goals

10.45 Coffee break

11.00 - Debt IR Engagement with Rating Agencies

- The role & importance of rating agencies
- How to effectively communicate with rating agencies
- How to read the reports of the rating agencies

11:30 - Introduction to the EU regulatory framework

An overview of:

- The Market Abuse Regulation
- The EU Prospectus Regulation
- SRDII – how to access the debtholders
- EU Taxonomy

12.00 - Group works and discussion zone

13.00 Close of training session

Trainer:

Serena Zuidema
Treasury & Investor Relations
VodafoneZiggo

Terms and conditions

The registration form is a legally binding agreement between Euronext Corporate Solutions Italy S.r.l. and the applicant (or the company the applicant works for) and is defined by the following conditions:

Virtual classroom schedule

4 and 5 November 2025: 9.30 – 13.00 CET

Registration

The applicant can submit the registration form, duly filled out, to Academy 7 days prior to the course date via:

- **EMAIL** academy@euronext.com
- **WEB** [Academy website](#)

To register after this date, please contact the following phone number:

- **TEL +39 02 72426.086**

Participation will be confirmed in writing by the Academy administration.

Registration fee

The **individual registration** fee is € **980** + VAT (if applicable).

Early Bird registration by 5 September 2025: 10% discount on the individual registration.

NEVIR member: 20% discount on the individual registration.

Discounts

Multiple registrations - Discounts are available for multiple registrations of the same company. In particular:

- Two participants: 10% discount on the total amount
- Three participants: 15% discount on the total amount

Payment method

Fees must be paid:

- Upon receipt of the email from Academy confirming the applicant's registration (sent approximately 7 days prior to the course date)

or

- Upon receipt of the invoice from Euronext Corporate Solutions Italy S.r.l. (Academy is part of the Euronext Corporate Solutions Italy S.r.l. Company)

Payment must be made via **BANK TRANSFER** to:

Euronext Corporate Solutions Italy S.r.l.

P.zza degli Affari, 6

20123 Milano

Tax Code **11734560961**

VAT No. **IT11734560961**

Intesa San Paolo S.p.A.

P.zza Cordusio, 4

20123 Milano

IBAN - **IT22 N030 6901 6261 0000 0125 565**

BIC - **BCITITMM**

A copy of the bank transfer must be emailed to Academy at academy@euronext.com.

An invoice will follow and will be sent to the email addresses given on the booking form.

Intellectual property rights

The Client acknowledges and agrees that the contents made available during the training (including, but not limited to, videos, pictures and texts) are property Euronext Corporate Solutions Italy S.r.l. or are supplied by Euronext Corporate Solutions Italy S.r.l. in virtue of certain contractual arrangements with third parties and cannot be reproduced, distributed or used for business purposes without the prior written consent of Euronext Corporate Solutions Italy S.r.l. or the entity having the relevant rights on the same.

Liability

Whilst every effort is made by Euronext Corporate Solutions Italy S.r.l. to ensure that the contents of the training (including, but not limited to, videos, pictures and texts) are accurate and up to date, Euronext Corporate

Solutions Italy S.r.l. shall not be liable whatsoever for any inaccuracy or misleading information, nor for any consequential damage or expense or any loss of profit or any liability to third parties incurred as a result of reliance on such information, which is provided for educational purpose only. Euronext Corporate Solutions Italy S.r.l. total liability under this agreement shall be limited to the maximum amount represented by the Fees paid to the latter by the Client.

Traceability of financial flows

Euronext Corporate Solutions Italy S.r.l. and the Client assume all obligations regarding the traceability of the financial flows provided by Law 136/2010, as subsequently amended and implemented (the "Traceability Obligations").

In relation to the payments to be made pursuant to the present Contract, the Client, if it is a public contractor pursuant to decree law 163/2006 (Code of public contracts for works, solutions and supplies), to ensure the enforcement of Law 136/2010 and subsequent amendments, undertakes to communicate to Euronext Corporate Solutions Italy S.r.l., by the form attached to the Contract, the identification bidding code (CIG) and, in case, the unique code of project (CUP).

In particular, in fulfilling the Traceability Obligations, Euronext Corporate Solutions Italy S.r.l. will communicate to the Client:

- (i) the bank accounts details to be used, also nonexclusively, for the payments to be made by the Client pursuant to the present Contract;
- (ii) the personal details and the fiscal code of the persons delegated to operate on them, indicating the relevant role and powers, within 7 (seven) days from the creation of the accounts above (or, in case of existing accounts, within 7 (seven) days from their first use in relation to the payments made by the Client).
- (iii) Any possible amendment of the information indicated in points (i) and (ii) above, will have to be communicated by the Client within 7 (seven) days from occurrence.

Let it be understood that, save for possible derogations and partial exemptions to Law 136/2010, failure to use instruments suitable to permit the full traceability of the financial flows (for instance, bank or post transfer) and

the failure to comply with any other Traceability Obligations, are ground to terminate the present Contract.

Euronext Corporate Solutions Italy S.r.l. Solutions undertakes, in particular, to inform the Client and the Prefecture (territorial office of the Government of the province where the Client has its registered office) if it becomes aware of breaches by its contractual counterparties, if any, in relation to the Traceability Obligations.

Cancellation Policy

According to article 1373 C.C., to withdraw from this contract applicants must send a written notice via email to academy@euronext.com:

- The fee will be fully refundable up to 7 working days prior to course date.
- A 50% refund will be provided for cancellations made during the 6 days leading to the course,
- Fees are non refundable for cancellations made 1 day prior to the course date.

Substitution of attendee (from the same company) may be made at any time.

Academy accepts requests to replace the course with another Academy course. The rescheduled training must take place within 12 months.

Changes to the program

Euronext Corporate Solutions Italy S.r.l. reserves the right to postpone or cancel the course and notify the participant via fax or email at least 1 week before the course date; in this case, the participant is entitled only to a full refund of the course fee. In addition, Euronext Corporate Solutions Italy S.r.l. is entitled to make changes to the programme and seat of the training and/or substitute the expected panellists with others with equal skills and competence.

Governing law and jurisdiction

The present agreement shall be governed by Italian law. The parties assign to the Court of Milan the exclusive jurisdiction over any dispute arising out the present agreement, this including – but not limited to – any proceedings regarding the validity, the construction, the performance and/ or the termination of the agreement.

Booking form

Please read the terms and conditions on the previous page. Fill out the form and send email to academy@euronext.com.

For further information +39 02 72426086 – academy@euronext.com

Managing Effective Debt Investor Relations

Virtual Classroom – 4 and 5 November 2025

REGISTRATION FEE

Individual		<input type="checkbox"/> € 980 + VAT (if applicable)
2 participants	10% discount	<input type="checkbox"/> € 1,764 + VAT (if applicable)
3 participants	15% discount	<input type="checkbox"/> € 2,499 + VAT (if applicable)
Early bird registration 5 September 2025	10% discount	<input type="checkbox"/> € 882 + VAT (if applicable)
NEVIR members	20% discount	<input type="checkbox"/> € 784 + VAT (if applicable)

PARTICIPANT INFORMATION

Name and Surname			
Jop title			
Company			
Email		Phone	
Job Field			Knowledge level of the subject
<input type="checkbox"/> General Management	<input type="checkbox"/> ICT	<input type="checkbox"/> ESG and Sustainable Business	<input type="checkbox"/> Basic
<input type="checkbox"/> HR, Organisation and Development	<input type="checkbox"/> Legal	<input type="checkbox"/> Finance	<input type="checkbox"/> Intermediate
<input type="checkbox"/> Administration and Control	<input type="checkbox"/> R&D	<input type="checkbox"/> Risk Management	<input type="checkbox"/> Advanced
Nature of business			
<input type="checkbox"/> Listed/unlisted company	<input type="checkbox"/> Bank	<input type="checkbox"/> Advisory	<input type="checkbox"/> Energy
<input type="checkbox"/> Lawyer	<input type="checkbox"/> Investment Bank	<input type="checkbox"/> Private Equity	<input type="checkbox"/> Funds
Company Address			
Street	N.	Zip code	City
			Country

BILLING INFORMATION

The invoice must be addressed to:

Company name/Participant name and surname

VAT number

Department

Billing reference name

Street

N.

Zip code

City

Country

Phone

Email

ELECTRONIC INVOICE (IF APPLICABLE)

According to the Italian Law no. 205 of 27.12.2017 and to Provision no. 89757 of 30.4.2018 of the Italian TAX Authority and subsequent amendment and/or integrations, the Client duly holder of an Italian VAT code/Tax identification code) provides with:

Certified Email Address (PEC):

Or Recipient Code:

In order to receive the electronic invoice through the Italian Exchange System (SDI) according to the above information

Phone

Email

SPLIT PAYMENT (IF APPLICABLE)

According to the art. 17-ter of the Italian D.P.R. no. 633/72 (as subsequently amended and implemented), the Client (duly holder of an Italian VAT code/Tax identification code) declares that:

is subject to the "Split Payment" VAT regime is not subject to the "Split Payment" VAT regime

and undertakes to communicate any change of such regime.

PRIVACY

The data collected are necessary for Euronext Corporate Solutions ("ECS"), a subsidiary of Euronext N.V., to process your request for registration for the course/event (the "Programme") as well as to send you information about the Programme. Detailed information about the manner in which ECS collect and process your personal data and how you can exercise your rights is set out in the Privacy Statement of ECS, accessible at: [Privacy Policy | Euronext Corporate Solutions](#).

I accept the General Terms and Conditions of the service and I declare that I have read and understood the Privacy Statement regarding the processing of personal data. *

YES

In addition to the declaration above, I also inform that:

I give my consent (which I can revoke subsequently in any case) to the receipt of newsletters, marketing and promotional communications, sent by any means by ECS and by the companies of the Euronext Group, to which my data will be communicated, relating to their products and solutions. *

YES

NO

* mandatory field

Signature and company seal

Date:

Academy

Comprehensive, quality education is fundamental for the development and growth of the economy. As part of a pan-European market infrastructure at the centre of European capital markets, Academy's main objective and activity is turning capital markets expertise into world-class training courses and programmes and making them relevant to the wider financial community of today and of tomorrow. Key Academy assets are our centrality in capital markets, and our internal and external faculty, made up of practitioners, academics, advisors and financial market specialists. Interactive and innovative learning methods make all Academy programmes an inspiring experience.

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