

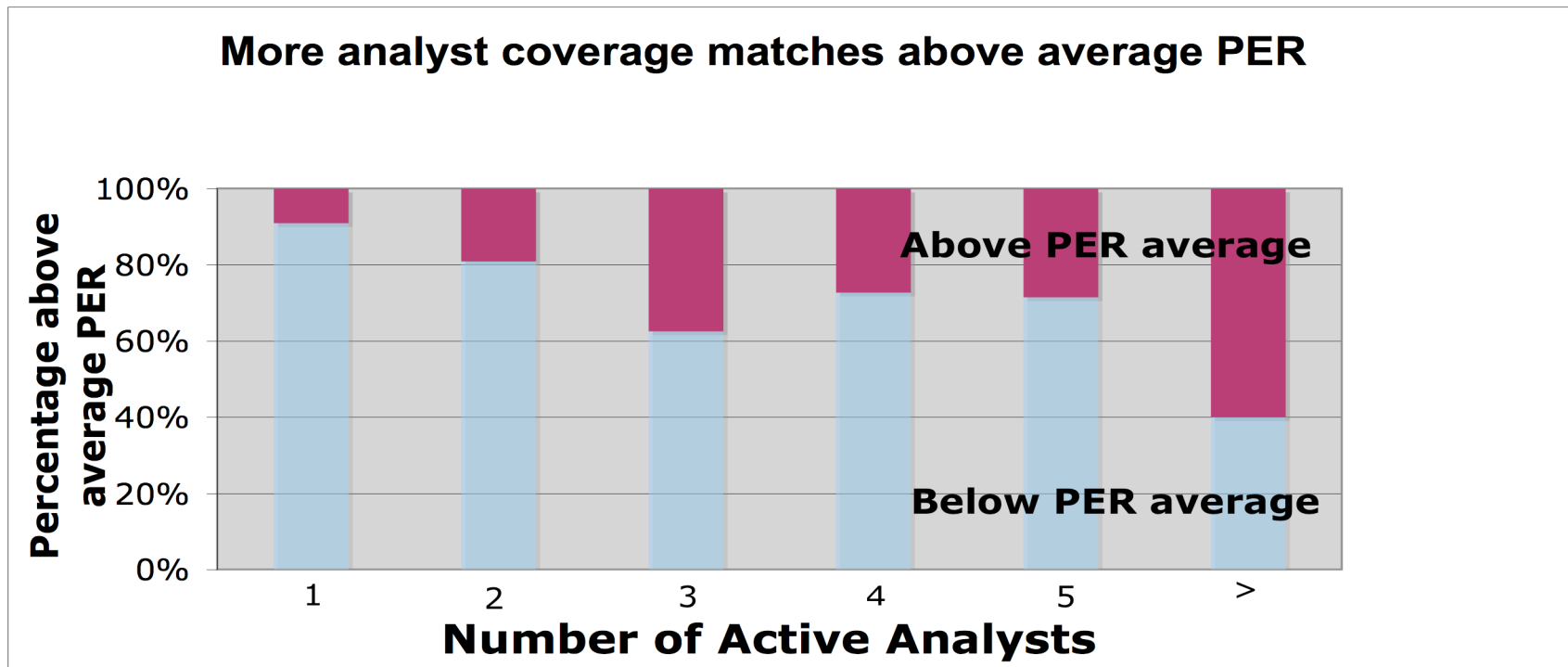
“Equity Market Mastery”

The Director’s Role in Investor Relations

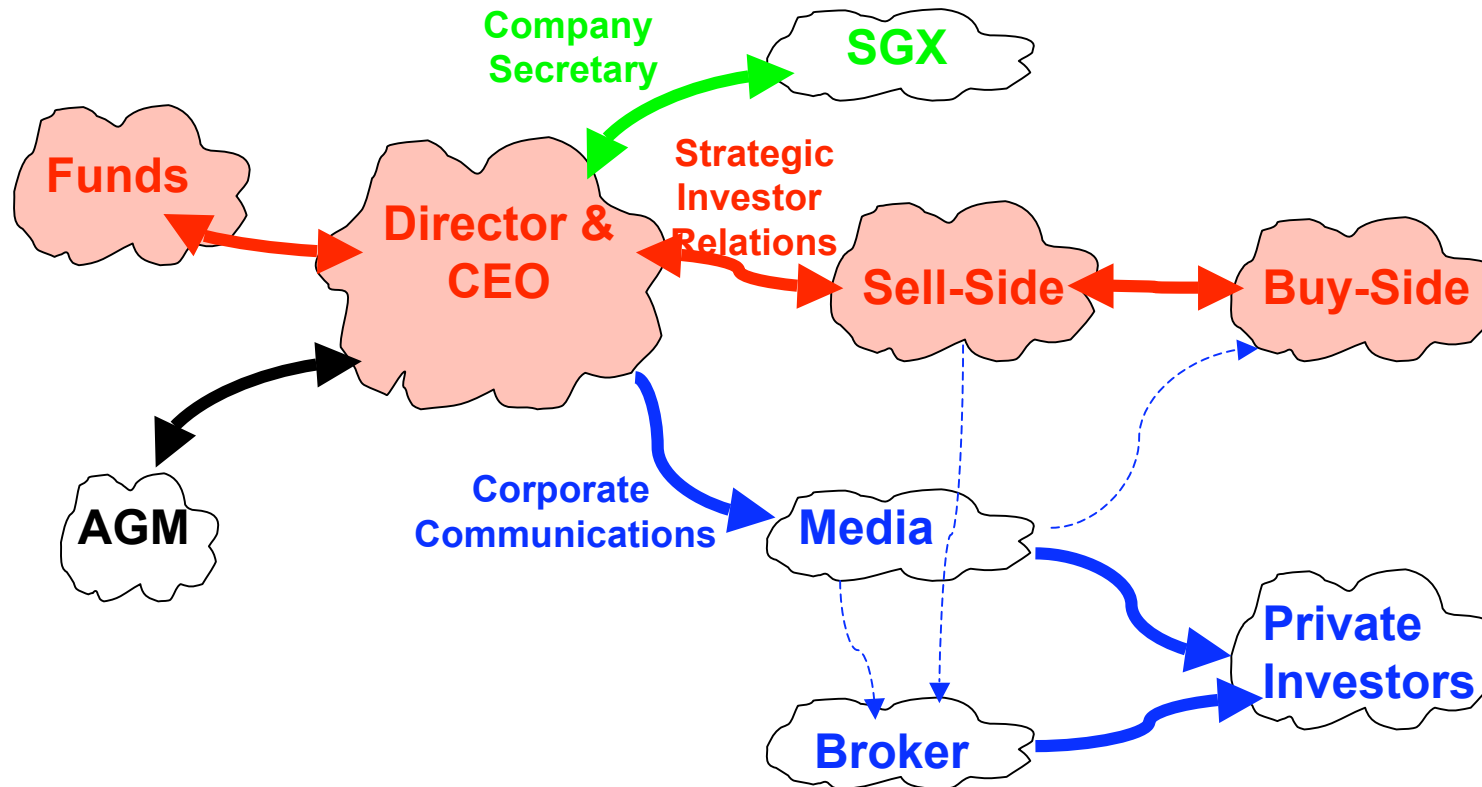
Singapore Institute of Directors
At Executive’s Club, Level 33 OCBC Building
Friday 18th March 2005

Why an Active Director's Role?

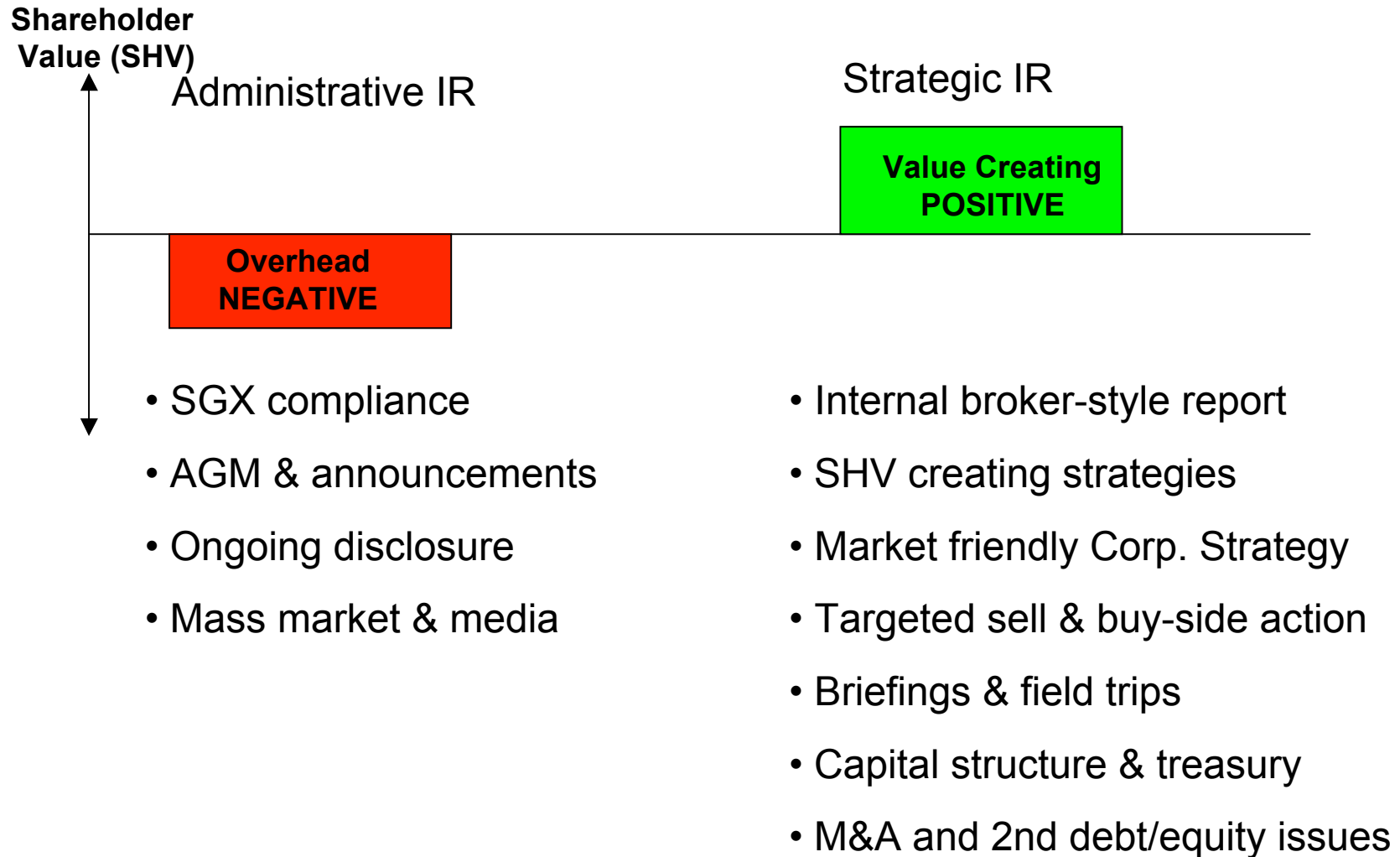
- ❑ 60% of Companies' with 5 or more analysts covering their company have about a 30% premium to the STI average PER!
- ❑ Strategic Investor Relations (SIR) will make it easier for analysts to cover & for sales desk to promote your company.



The Director's Role in Investor Relations

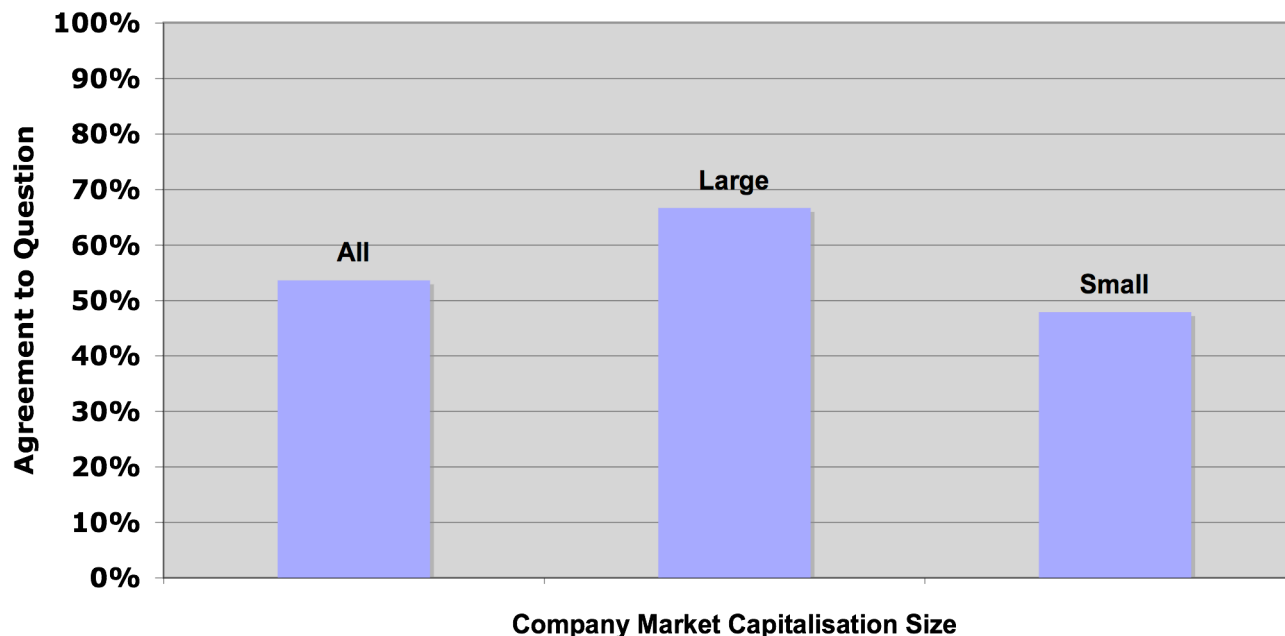


Strategic Investor Relations Adds Value



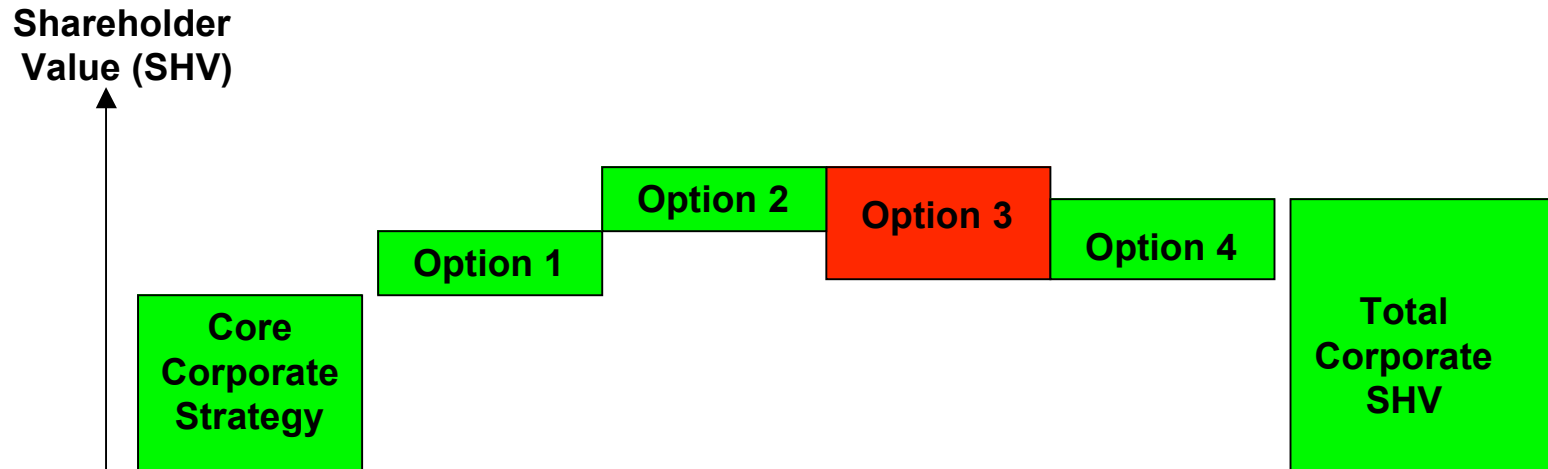
Internal Perspective & Execution

Key Finding: Only 1 out of 2 CEOs have internal execution of SIR, including an internal valuation and analysis of value drivers.



⇒ *CEO is flying blind on equity valuations: affecting employee share options, secondary equity placements, M & A and treasury functions*

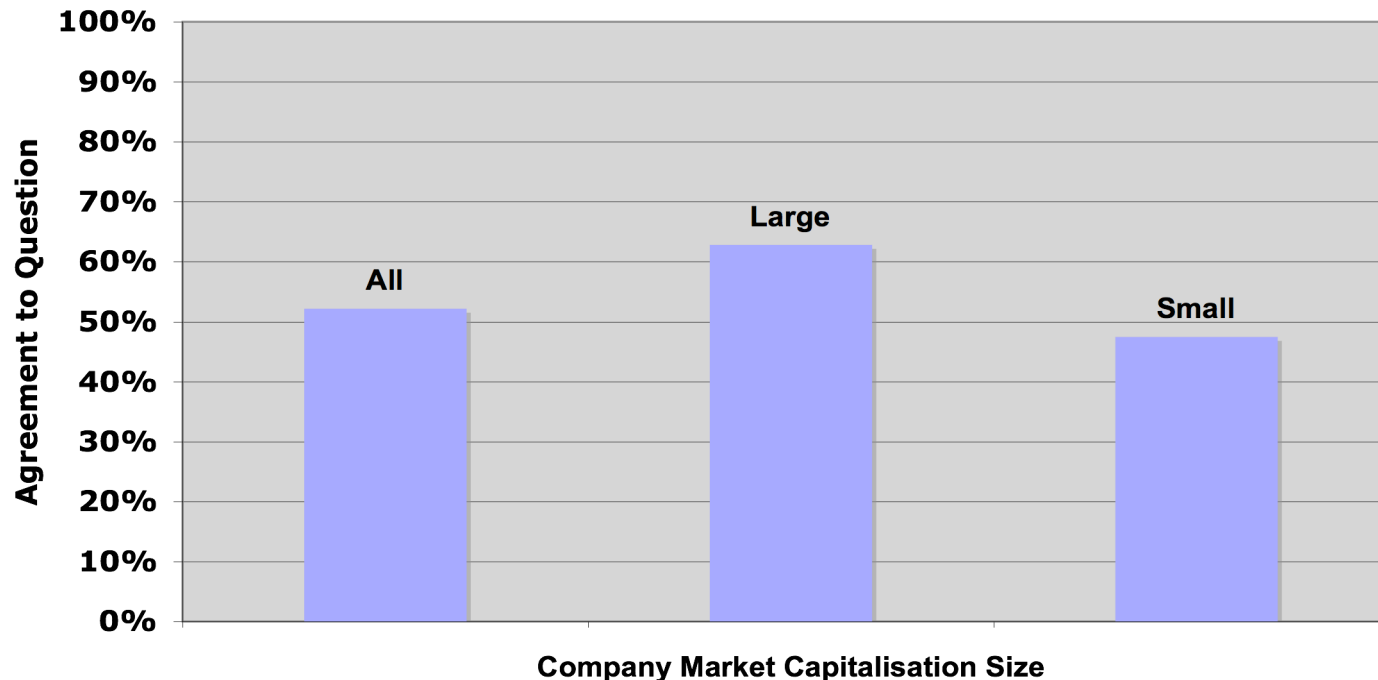
Internal Execution of SIR



- EVA analysis of corporate strategic options
- Internal broker-style valuation analysis
- Determine equity market value drivers
- WACC and investment framework
- Merger & Acquisition
- Share buyback vs equity issue
- Debt versus equity structure
- Corporate structure

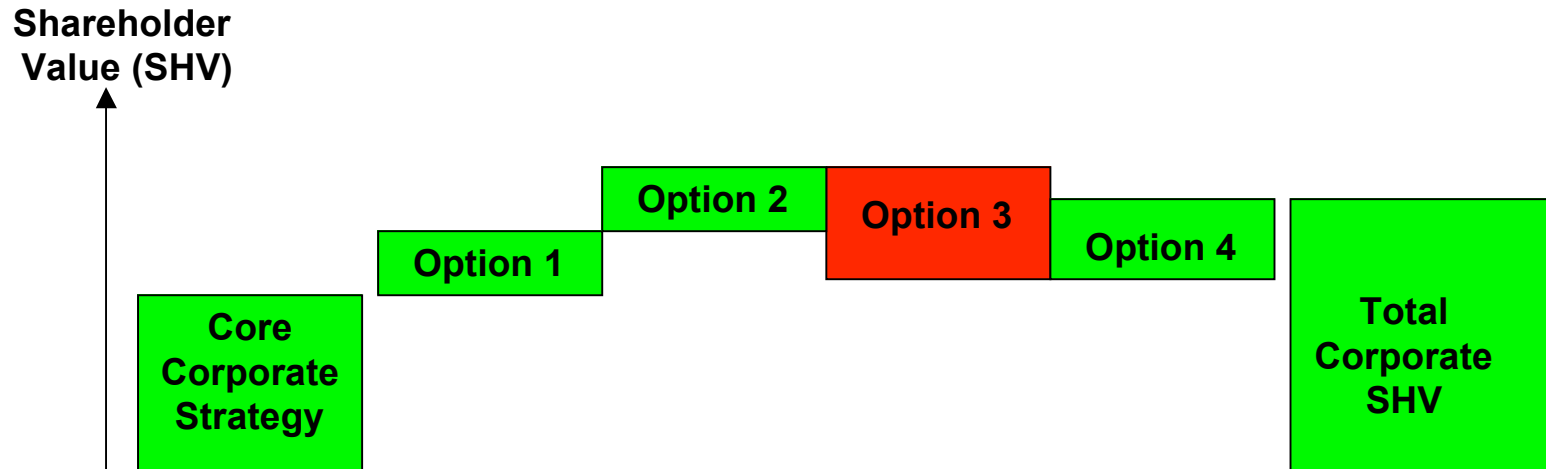
External Perspective & Execution

Key Finding: Only 1 out of 2 CEOs actually do have an external execution of their strategic investor relations intention.



⇒ *CEO wants quality investors: but he is not told who they are, what their investment criteria are, and how to attract them.*

External Execution of SIR



- Equity SWOT analysis of own company and listed peer companies
- Targeted buy and sell-side
- Investors to match Company's strength profile
- Calendar of events
- Equity road shows and briefings
- Share register data-mining
- Target list of wanted Institutional Investors - attract and hold

Buy-Side Needs from Sell-Side

- Understand Buy-side investment strategy
- Maintain close contact
- Creative investment ideas, insights and themes
- Buy & Sell (switch/comparison) recommendations
- Access to sell-side analysts
- Sense of judgement and timing on recommendations
- Knowledgeable about Company strategy, management, track record and risks
- Arrange access to Company's Management and Briefings
- Sell-side to add value!**

Sell-Side Analyst Needs from Company

- ❑ Patiently explain Company's strategy, management team, track record, financial and operational outlook and risks
- ❑ Maintain close contact with sell-side analysts
- ❑ Support unusual non-price sensitive requests for operational information (analyst insights and thematic)
- ❑ Monitor and comment upon consensus forecasts
- ❑ Timely response to sell-side analysts questions
- ❑ Aware of equity market discussions and issues
- ❑ Answer routine basic/expected questions
- ❑ Access to management and arrange group briefings
- ❑ Ongoing easy feed of public-domain information.

>>> Chairman & Board of Directors' Policy Needed!

Qualvin Advisory Pte Ltd

- ❑ Qualvin Advisory was set up in 2003 to assist listed companies move the IR role from an administrative role to a strategic role
 - Recognising and capturing the full value and contribution the IR Executive and function can contribute
 - We work to coach and develop the existing senior executive team
 - Enhance IR processes and build new in-house capabilities
 - Save CEO's precious time talking with the equity market.

- ❑ A company that sees IR as ... just the important corporate relations role or the statutory company secretary role is missing out

- ❑ Strategic Investor Relations **delivers great value** by:
 - Closing the gap between stock fair value and market price\
 - Leveraging the key stakeholders that matter ... the buy-side and sell-side analysts & fund managers
 - Capturing shareholder value ...getting proactive coverage
 - **Equity Market Mastery.**

Qualvin Advisory Services & Professionals

- ❑ Focuses upon Corporate Strategy and Equity Markets
 - Corporate strategy, scenario planning, visioning, alliances, EVA & BSC
 - Strategic Investor Relations for pre & post IPO
 - Telecommunication and High Technology Sector Speciality: regulatory, licensing, interconnection, technology & business strategy, M&A, alliances and competitive assessments

- ❑ A team of experienced Asian equity analysts and corporate advisors to develop “*Equity Market Mastery*” & shareholder value

- ❑ Each Principal has over 20 years relevant work experience. Please refer to www.qualvin.com for their bio data.

- ❑ Qualvin offers a performance assessment with an action plan as a key deliverable - to enhance SIR & capture more shareholder value!