

# Effective Investor Relations on a Limited Budget

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# Agenda

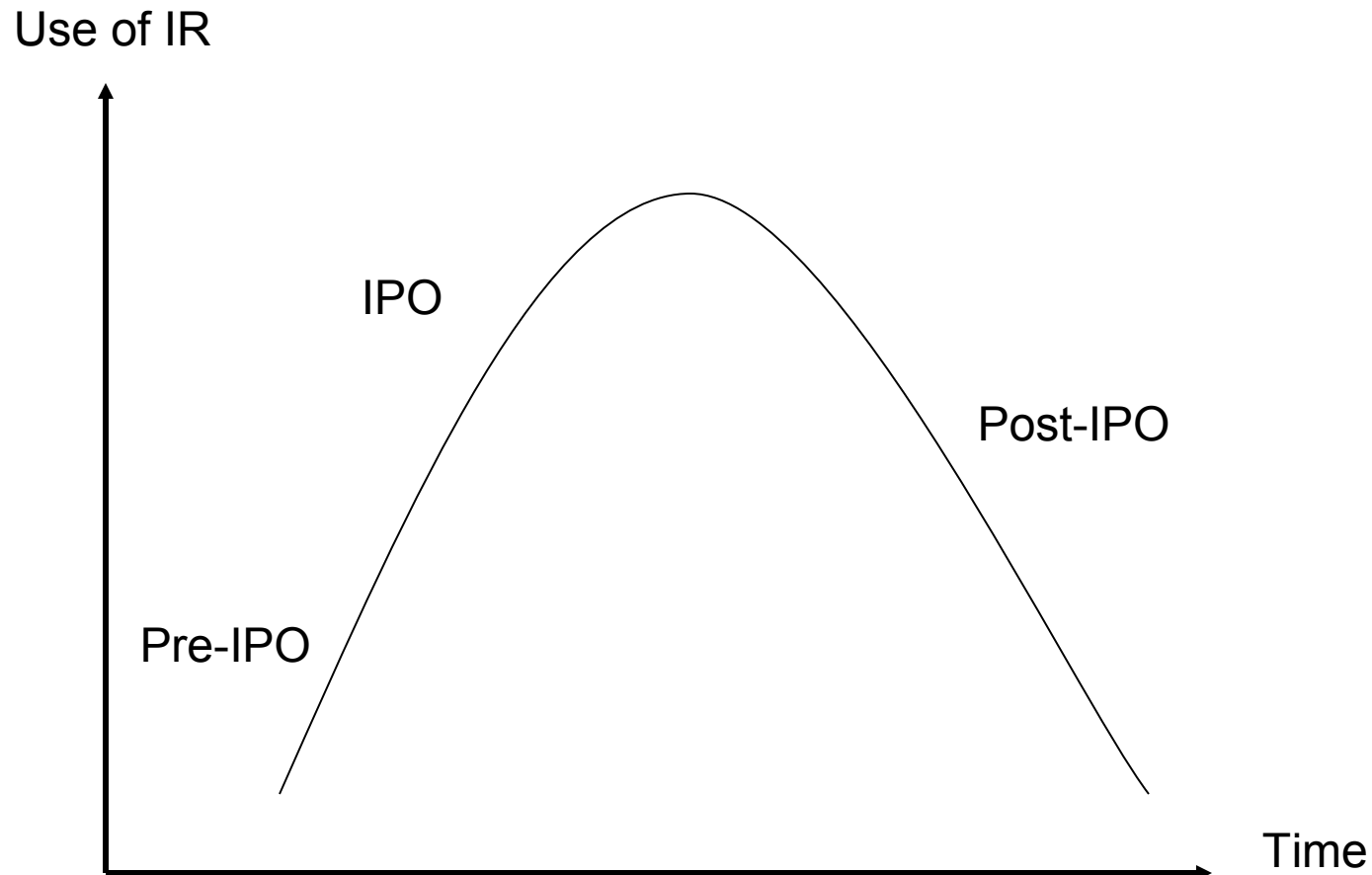
- Strategic Context of Investor Relations
- Investor Relations at SGX
- IR Budget
- Q & A

# Investor Relations - Purpose

*‘The purpose of Investor Relations is to attract the shareholders you never want to lose’*

- Warren Buffet

# The IR Learning Curve



# Strategic Context

Some *underlying premises*:

Company exists to pursue value creation for its owners,  
*i.e.* its shareholders

- Where do some of the other stakeholders come in?
  - Employees
  - Customers
  - Suppliers
  - Community
  - Environment
- How does a company balance these interests?
- Where does Investor Relations come in...?

# Your Shareholders

## Two questions to ask ...

- Why treat owners any different from, say, key clients?
- Why do we spend more time getting to know our clients than the owners of our company?

# Investor Relations at SGX

# SGX Organisation Chart



# Investor Relations at SGX



- SGX IR Objectives are:
  - Manage and build relations with SGX shareholders and the investment community
  - Manage expectations of the market
  - Promote IR best practices
- SGX IR Approach is characterized by:
  - Commitment to good corporate governance
  - Timely and transparent disclosure
  - Regular communication and relationship building with shareholders and the investment community
- Performance is measured by the results of an internal customer survey as well as an independent perception study conducted by an external IR consultancy firm

# Investor Relations at SGX

**Analyst & Investor Meetings,  
Media briefings, Quarterly Results,  
Roadshows.**

## **Investor Relations**

**Actual vs Expectation**  
Communicating with the Investment Community  
**Market feedback**



**Board and  
Management**

## **Investment Community**

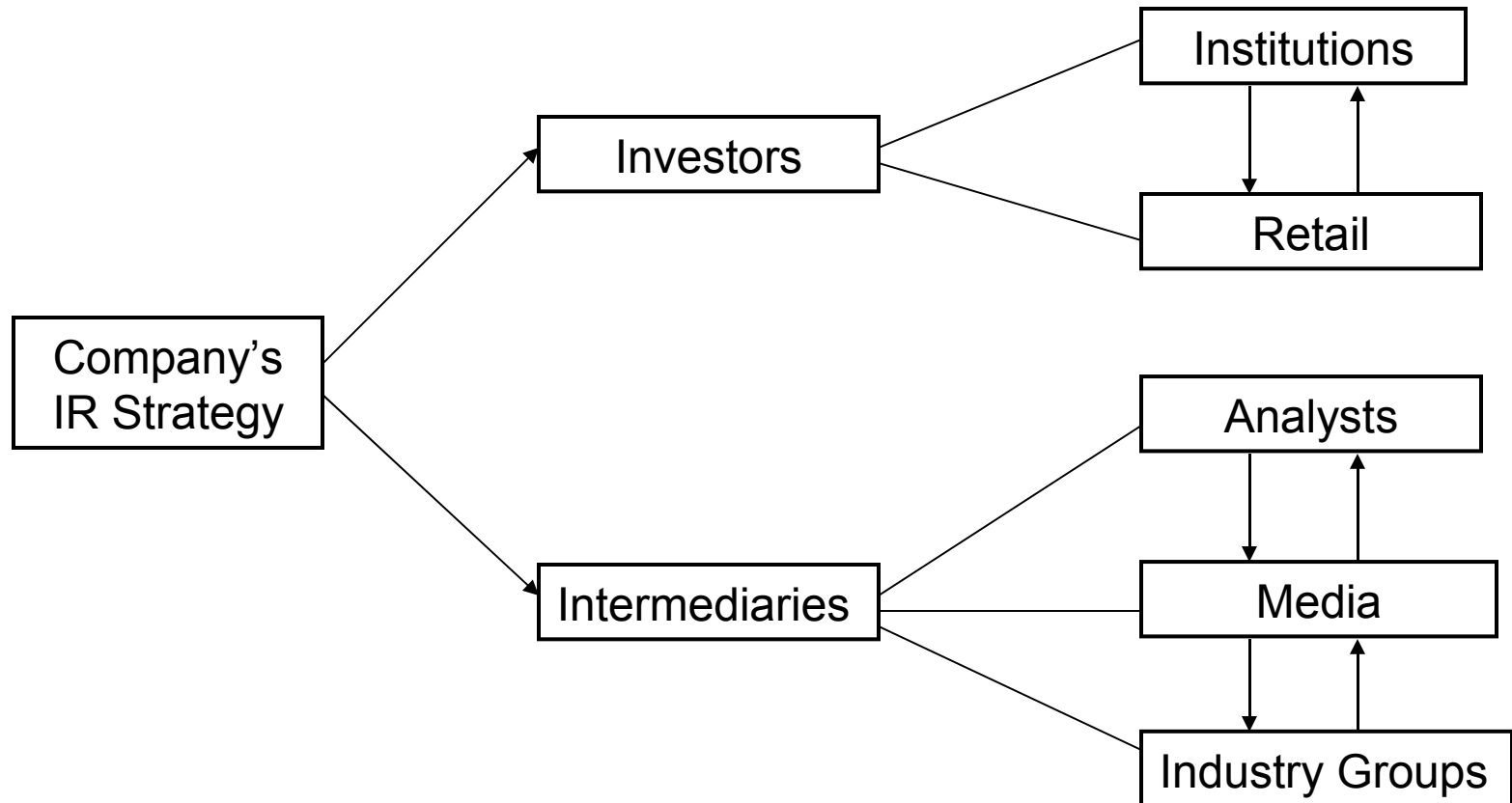
- Shareholders
- Fund Managers
- Public Investors
- Analysts

# Investor Relations at SGX



- Role of IR is to act as bridge between management of the company and its shareholders
- Through IR, management communicates its vision, strategies, new initiatives, finance and marketing plans to SGX shareholders.
- With a two-way open communication, SGX shareholders can form a better idea of the company they are investing in and make their judgment on the viability of management's long-term strategy
- With continuous interaction, we hope to improve liquidity in our stock and more importantly cultivate a group of shareholders who would be willing to give feedback and support the company in the long run.

# Investor Relations at SGX



# Investor Relations at SGX

## IR tools:

- (1) Communication: SGX IR reaches out to SGX shareholders, fund managers and analysts via:
  - AGM
  - Annual report
  - Quarterly reporting
  - Meetings
  - Conferences
  - Our website / webcasts
  - Intermediaries like analysts and the media
  
- (3) Assessment and feedback:
  - Share register analysis and online tools
  - Annual perception studies
  - Industry awards & accolades, e.g. SCA; IR Magazine

# Investor Relations at SGX

## Annual Perception Study:

- Provides insight as to how institutions in Asia, Europe and North America perceive SGX and its investor relations, benchmarked against a sample of blue chips in Singapore and across the region, including peer exchanges
- Ranked across many different dimensions:
  - Quality of CEO
  - Senior management's performance over the last 12 months
  - Corporate governance of the company
  - Perception of the company's current business strategy
  - Clarity of the company's long-term strategy
  - The company's sustainable competitive advantage
  - Capital efficiency
  - Earnings potential for the next 2 years
  - Investment attractiveness over the next 12 months
  - Investor relations efforts compared to peers
  - Financial transparency and disclosure
  - Management accessibility and responsiveness
  - Management discussion and analysis
- Verbatim quotes are particularly useful

# Investor Relations at SGX

## Calendar of Events in 2007

16-Jan	UBS Investor Lunch meeting, Singapore
12 – 17 Jan	JP Morgan Roadshow, UK/EU
18-Jan	BNP Paribas Peregrine 2007 Asean Conference
12 - 13 Feb	Goldman Sachs Roadshow, Hong Kong
21 – 23 Feb	Macquarie Bank Roadshow, US
29 - 30 Mar	Credit Suisse Forum, Hong Kong
8 May	Merrill Lynch Corporate Focus Day & IRPAS
21 - 23 May	CLSA Corporate Access, Singapore
25-May	Citigroup Mini Conference, Tokyo
03-Jul	Nomura Asia Equity Forum, Singapore
06-Jul	Macquarie Financials Conference, Singapore
28-Jul	SGX Investor Relations Open Day, Singapore
30-Jul	UBS Post-results Investor Lunch meeting, Singapore
30 July - 3 Aug	CLSA Roadshow, UK/EU
10-Aug	Goldman Sachs Roadshow, Hong Kong
19 – 21 Sep	CLSA Asean Forum, Hong Kong
24 – 25 Sep	JPMorgan Asia Pac & Emerging Markets Conference, New York
28-Sep	SGX AGM / EGM
12-Oct	Citigroup Post-results Investor Lunch meeting, Singapore
13 – 15 Nov	Morgan Stanley Asia Pacific Summit, Singapore
16-Nov	Southeast Asia IR Magazine Awards, Singapore
19 – 20 Nov	CLSA Asean Forum, Bangkok
3 – 4 Dec	International Investor Relations Federation (IIRF) Conference, Tokyo
4 -5 Dec	Nomura Investment Forum, Tokyo

# Investor Relations at SGX

- Together with 15 other listed companies, SGX set up the Investor Relations Professionals Association (Singapore), or IRPAS.
- Mission of IRPAS: Formed by IROs for IROs, IRPAS promotes best investor relations practices by creating opportunities for its members to share experiences and develop professionally.

- IRPAS Events

- |           |   |
|-----------|---|
| 1 Mar 07  | IRPAS Forum Series : “Effective IR”: Buy-side and Sell-side Expectations & Demands                        |
| 8 May 07  | IRPAS - Merrill Lynch Investor Relations Day  |
| 7 Sep 07  | IRPAS Forum Series : “Everything you wanted to know about corporate disclosure (but were afraid to ask!)” |
| 16 Nov 07 | South East Asia IR Magazine Awards  |
| 7 Dec 07  | IRPAS 1-year Anniversary Bash!  |
| 23 Jan 08 | IRPAS Forum Series : “How not to confuse Fund Managers & Analysts”  |
| April 08  | Launch of new IRPAS Education Series  |

# IR Budget

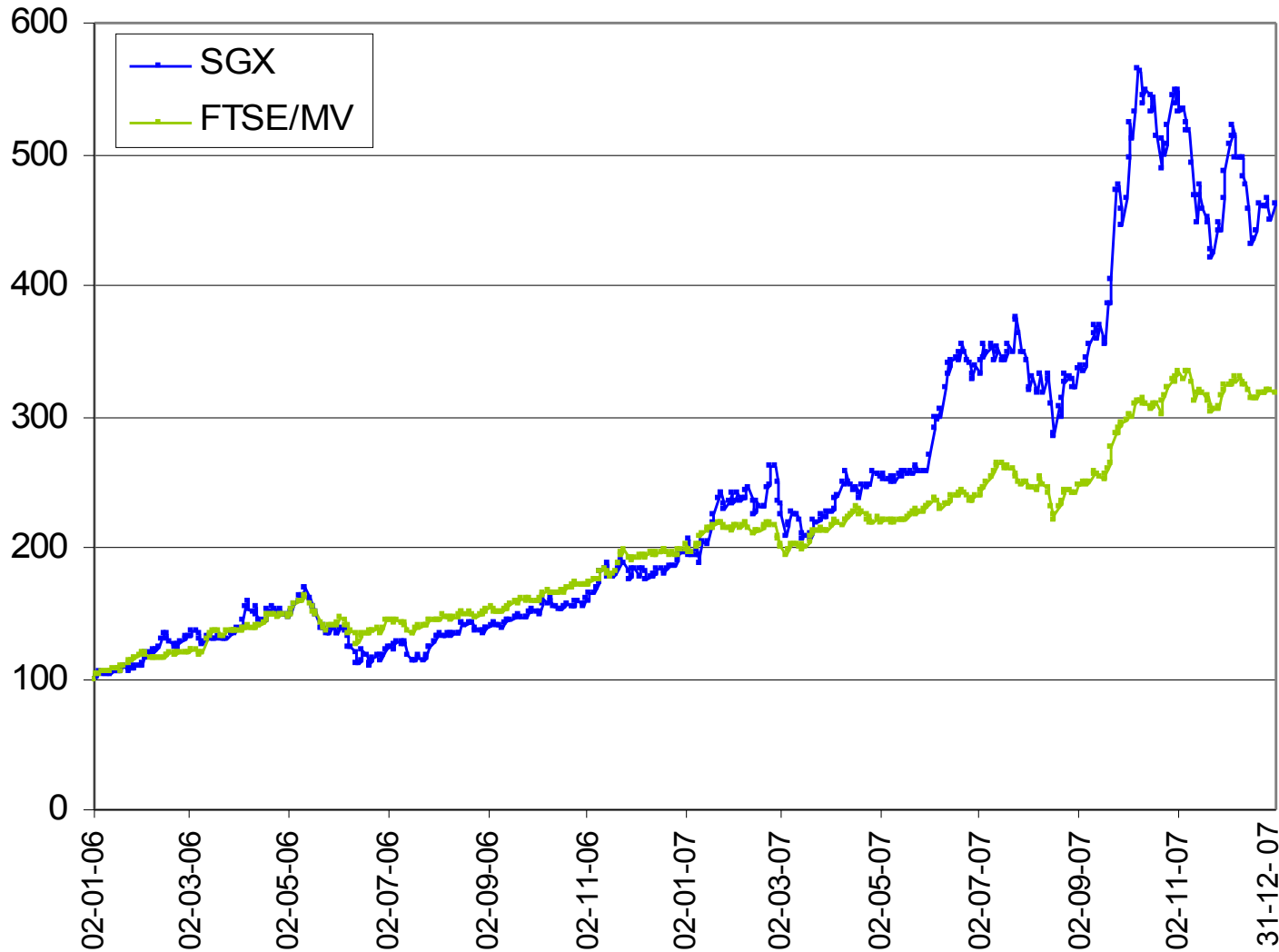
# Investor Relations Budget – The Basics

Items	Amount
Statutory Reporting Requirements	
- AGM	10,000
- Annual Report	50,000
- Half year & Full year Results/ Webcasts x 2	20,000
Other	
- Website	10,000
- Share register analysis	10,000
Total	100,000

# Investor Relations Budget – More!

Items	Amount in SGD
IR tools - Thomson One online services - 3 share register analyses per year - Annual Perception Study - SGX IR Open Day (Retail Investor Town Hall)	50,000
IR roadshows	100,000
Total	150,000

# SGX share price performance



**The FTSE/MV Exchanges Index** is the world's first index focusing on listed exchanges. Components include LSE, Nasdaq, NYSE Euronext, CME Group, ASX, HKEx, BM etc

# Investor Relations - Challenge

*‘The greatest problem with communication is the illusion that it has been accomplished’*

- George Bernard Shaw