

INVESTOR RELATIONS

THE WORKBOOK

INTRODUCTION

Investor Relations: The Workbook, helps you to implement your Company's Investor Relations (IR) strategy in simple, practical steps. If you already have an IR strategy in place, this is a good opportunity for you to review it with fresh eyes.

Why IR, and why you need IR?

- It is in the Malaysian Code of Corporate Governance (2000)
- Disclosure is part of the Listing Requirements
- Attracting new investors (both institutional and retail)
- Keeping those you already have
- Helping analysts and the media understand your story
- Communicating with stakeholders in an efficient manner

>>> **It's all about telling people what they need to know about your Company.**

'No comment'

...is NOT an acceptable response.

When leaks, rumours and reports occur, act decisively by providing accurate information about your Company.

Similarly, any inaccuracy in analysts' reports, press articles and other communications should be rectified immediately.

When in doubt, consult the Exchange immediately.

For more information, refer to section 10 of the Manual: Disclosure and Managing Material Information

BEFORE YOU START:

A public listed company (PLC) is legally obliged to give timely and accurate information on matters that will affect its share price, trading activity in its shares as well as issues that may affect an investor's decision to buy or sell shares in the company.

Some of the issues that need disclosure are as follows:

- A change in shareholders which might affect control of the company;
- A new issue of securities by the company, or a change in the terms of existing securities;
- Information concerning dividends;
- A reorganisation or reconstruction of the company;
- Material litigation and court decisions;
- Mergers, acquisitions and other major corporate developments;
- Significant company borrowings and ratings of those borrowings;
- An event of default in respect of a material financial obligation of the company;
- The acquisition or loss of any material contract;
- Material new products;
- Material changes in the company's business, strategy and investment plans;
- Quarterly reports of interim financial results, and the company's annual audited accounts; and
- Other events that may be expected to have a material effect on the company's operations, financial condition or future prospects.

VALUE DRIVERS

Shareholders need to understand what is creating growth in your Company.

- Descriptions of markets
- Competitive positions
- Drivers for future growth

What is your strategy for future growth?

What are the key risks to your strategy?

(describe principle risks and uncertainties facing your Company)

What are the main trends and factors likely to affect future development and performance in your Company?

ABOUT YOUR MARKET

What does your business do?



What is your estimated revenue contribution from each product line?



What market is your business in?
(eg. retail, manufacturing, service, etc)

Who are your customers?

Who is the market leader, and where are you positioned relative to the market leader?

Who are your main competitors?

What is your market share?

What is your unique value proposition?

SHAREHOLDERS ARE NOT DATA MINERS; DO NOT BURY KEY FINANCIAL DATA UNDER A LOT OF FIGURES!

Make important financial data easy to find in all materials – your website, presentations or annual reports.

If your Company has a corporate website, consider providing up-to-date share price and other relevant information such as results announcement dates and key financial data.

IMPORTANT DATES: DIARISE AND ADVERTISE THIS

Quarter 1:

Quarter 2:

Quarter 3:

Quarter 4:

ANNUAL GENERAL MEETING:

Reminder: every PLC must announce quarterly results no later than 2 months from the end of the accounting period being reported.

For more information, refer to section 7 of the Manual: Executing The Programme

ABOUT YOUR ACCOUNTS

From your Company's last audited accounts, provide the following (including previous years data for comparison):

- Return on Capital Employed (ROCE)
- Return on Equity (ROE)
- Total Shareholders' Return
- Cash Flow Per Share
- Earnings Per Share (EPS)
- Updated Price/Earnings (PE)

Dividend history:

Capital changes (if any) with dates and details:

QUALITATIVE REPORTING OFTEN GIVES INVESTORS MORE INSIGHT TO YOUR COMPANY THAN FIGURES

Remember, good communication need not be expensive – what you must provide is **QUALITY INFORMATION**

Remember to support each statement with actual figures and % movement from last year/quarter

You may wish to include your auditor's statement:

Note: Any information provided here that is not included in the Annual Report should be clearly stated.

FINANCIAL HIGHLIGHTS & SUMMARY

To excite, or simply to communicate honestly!

Examples of financial highlights & summary:

- Profitable growth across all businesses
- Strong operating performances
- Strong cash flows and capital growth from retained earnings
- Decline in retail business in the first quarter

WHAT'S YOUR STORY?

The objective: fair and accurate representation of the Company

YOUR BOARD IS THE “COMMAND CENTRE” OF YOUR COMPANY; A COMPANY IS ONLY AS GOOD AS ITS BOARD

Ideally, a Board should have the following characteristics:

- Separation of the roles of Chairman and Chief Executive
- Independent majority
- Members who can actively contribute to the company
- Members who have enough time to dedicate to the company.

(The size of a Board depends on the size of the company)

Institutional investors, in particular, look closely at Board composition, especially the calibre of non-executive independent directors. These people provide the checks and balances. Investors, especially minority shareholders, depend on this group to represent their best interests on the Board.

On a separate sheet of paper, provide a brief biography and a personal statement by every member of your Board.

Note: Asking Directors to write a 500 word statement on their contributions to the company on an annual basis is a good way of focusing their minds and can form part of the Board Evaluation process.

EXECUTIVE BOARD:

1. _____
(Chief Executive)
2. _____
3. _____
4. _____
5. _____

NON EXECUTIVE BOARD

1. _____
(Chairman)
2. _____
(Senior Independent Non-Executive)
3. _____
4. _____
5. _____
6. _____

AUDIT COMMITTEE

NOMINATIONS COMMITTEE

REMUNERATIONS COMMITTEE

Use this page to sketch out your ideas:

TAKING STOCK...

What is your Unique Value Proposition?
What differentiates your Company from others
in the same sector?

How is this translated into your corporate
identity? Does your logo reflect this?

What is your mission statement?

What is your vision?

RESULTS

There is no standard outcome from implementing an IR strategy. In an ideal world, an IR strategy would reach all segments of your Company's audience, with a message so powerful and effective that all constituents would respond in line with management's aims.

However, in the real world, the mix of shareholders and the very essence of human nature (perception, sentiment, objectives) means that even the best IR strategy cannot be entirely predictable in its outcome.

And in the real world, company resources are often limited.

Generally, the parameters to measure the success of an IR strategy are as follows:

- The ease of capital raising, or the manner in which capital is offered to the Company;
- Changes in the shareholding register in line with management's aims;
- The standing of the Company in the financial community and improving external opinion of the Company;
- Broader coverage by sell-side analysts;
- Increased liquidity and trading in the company's shares; and
- More requests from investors and analysts for meetings with the Company.

For more information, refer to section 8 of the Manual: Measuring Success

Get your story together and do this!

REVIEW

You have now completed the 'download' of the necessary information required to implement a basic IR strategy for your Company.

How you take this message out to your Company's community depends on WHO you are targeting:

ANALYSTS

- Arrange a meeting / presentation
- Arrange a site visit / meet management session

INSTITUTIONAL INVESTORS

- Arrange a meeting / presentation, either directly or by going through your remisier or analysts
- Arrange a site visit / meet management session

RETAIL INVESTORS

- Put information on the Web
- Fact Sheet drawn from the information in this Workbook to be mailed to all shareholders
- The Media

STAKEHOLDERS

- Arrange a meeting / presentation
- Put information on the Web
- Fact Sheet provided on request

For more information, refer to section 4 of the Manual: Analysts and Media and section 9 of the Manual: The Public Face

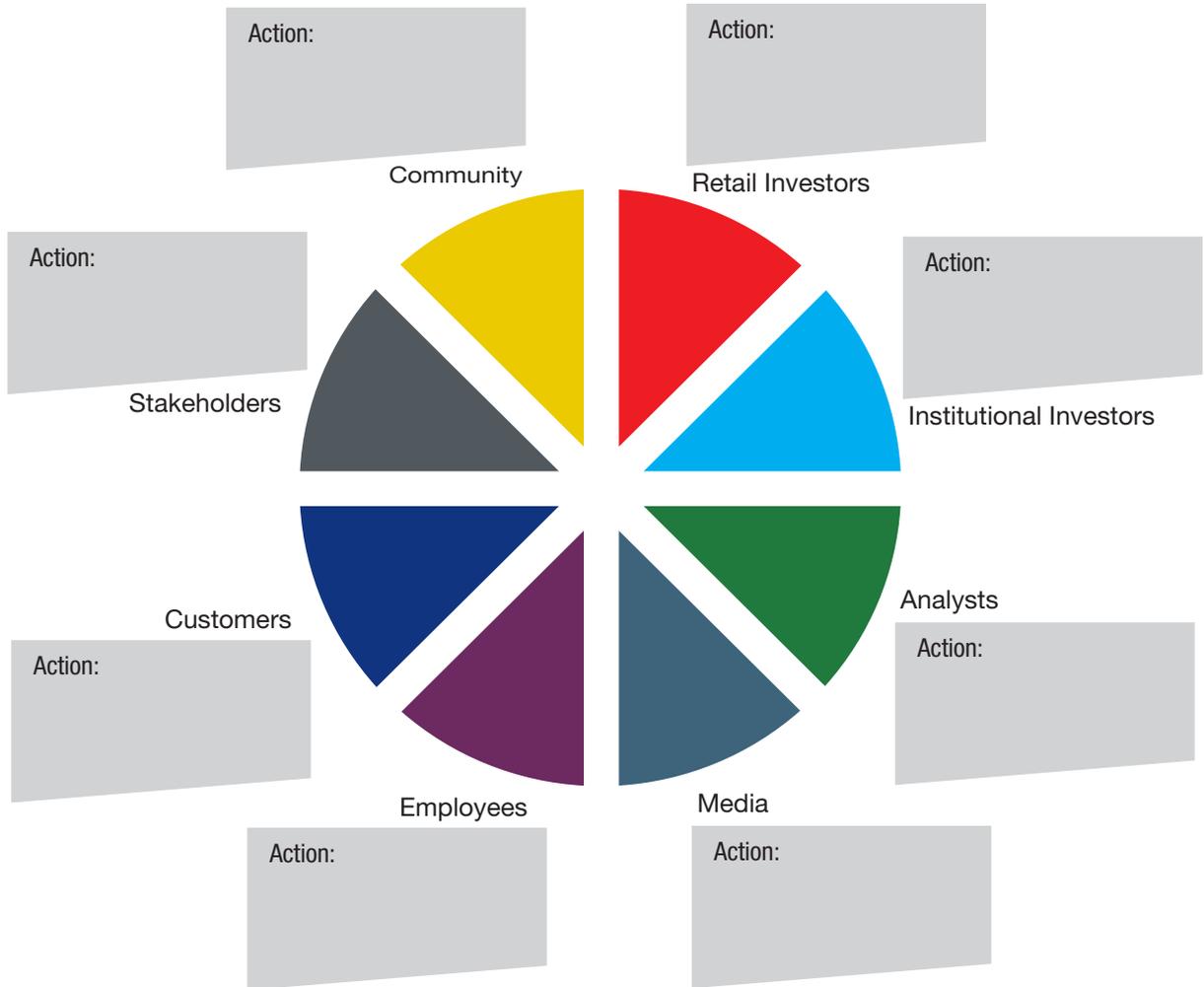
Get free Press Coverage!

If you have a story to tell, call a financial journalist. This is a very effective (and free) form of disseminating information about your Company to a wide target group.

Contact:

YOUR IR TARGET SEGMENTS

Communicating effectively with each segment:
The action plan



**YOUR IR CALENDAR
FOR THE NEXT 12 MONTHS:**

Event	Scheduled date	Person responsible	Notes
Quarter 1			
Quarter 2			
Quarter 3			
Quarter 4			
Annual General Meeting			
Reporting			
Analyst briefing			
Press (release statements)			
Press (briefing)			
Company Day (site visit, meet management)			
Roadshow / Investor Day			
Website updates *ensuring all info are timely / up to date			
Shareholder letters / notices			

FINALLY THESE ARE THE FIVE GOLDEN RULES:

RULE ONE:

Simplicity

Keep everything simple - from words, to website layout and, most importantly, financial information.

RULE TWO:

Timeliness

Information should be made available to all categories of investors and stakeholders at the same time, providing equal access to data or news that may affect investor sentiment. Tell the Exchange first. After that, press releases should be published at the same time as they are uploaded on your corporate website.

RULE THREE:

Accuracy & Consistency

Ensure all information from your Company is both accurate and consistent. To be prudent, only authorised spokespersons should speak to investors, analysts or the media. Ensure all spokespersons tells the same story. Supply the same information consistently to all stakeholders. When you notice inaccuracies and inconsistencies, rectify them immediately. Be Proactive; Don't wait for queries.

RULE FOUR:

Honesty

Don't communicate good news only. Be honest about your challenges, so that there will be no nasty surprises in store for investors. Open dialogue wins trust.

RULE FIVE:

Commitment

The most important rule of all is that you must be committed to IR. There is nothing worse than a company which communicates only when it wants something. "On and off" communications destroy credibility. Develop a strategy, implement an IR programme, and stick with it.

Sign and date this Workbook when you have completed it:

Signed:

Date:

NOTE: Review this workbook regularly to update the corporate information and refresh the company's story. Old news is no news!

APPENDIX

IMPORTANT ADDRESSES

Bursa Malaysia Berhad

15th Floor, Exchange Square, Bukit Kewangan
50200 Kuala Lumpur

Tel : +(603) 2034 7000

Fax : +(603) 2732 0065

Securities Commission

No 3, Persiaran Bukit Kiara
Bukit Kiara
50490 Kuala Lumpur

Tel : +(603) 6204 8000

Fax : +(603) 6201 8008

Malaysian Investor Relations Association Berhad (MIRA)

c/o Bursa Malaysia Berhad
15th Floor, Exchange Square, Bukit Kewangan
50200 Kuala Lumpur

Tel : +(603) 2034 7000

Fax : +(603) 2732 0065

www.mira.com.my

The Malaysian Institute of Chartered Secretaries and Administrators (MAICSA)

Bangunan MAICSA
No. 57, The Boulevard
Mid Valley City, Lingkaran Syed Putra
59200 Kuala Lumpur, Malaysia

Tel : +(603) 2282 9276

Fax : +(603) 2282 9281

Federation of Public Listed Companies Berhad

1108, Block B, Phileo Damansara 2, No 15, Jalan SS16/11,
Off Jalan Damansara, 46350 Petaling Jaya,
Selangor D.E. West Malaysia.

Tel : +(603) 7956 FPLC (3752)

Fax : +(603) 7954 FAXX (3299)

Email : info@fplc.com.my

Malaysian Institute for Corporate Governance (MICG)

Level 2B-1, Bangunan Panglobal
1 A Jalan Tandang, 46050, Petaling Jaya
Selangor, Malaysia .

Tel : +(603) 7782 0846

Fax : +(603) 7783 3552

Email : info@micg.com.my

Disclaimer:

This workbook has been provided for general reference purposes only. Although care has been taken in the production of this workbook, there is no warranty expressed or implied as to the accuracy or completeness of the materials herein. In no event shall Bursa Malaysia be liable for any claim, howsoever arising, out of or in relation to this workbook. Bursa Malaysia shall under no circumstances be liable for any type of damages (including but not limited to, direct, indirect, special, consequential, incidental, or punitive damages whatsoever or any lost profits or lost opportunity). All applicable laws, regulations and current Bursa Malaysia Berhad rules should be referred to in conjunction with this workbook.

BURSA MALAYSIA BHD

15th Floor Exchange Square
Bukit Kewangan
50200 Kuala Lumpur
Malaysia

Tel : +(603) 2034 7000
Fax : +(603) 2732 0065
www.bursamalaysia.com