

INVESTOR RELATIONS

Role of the IR Officer:
Best Practices, Challenges & Case Studies

Presented by
Anne McBride
Chairman Worldwide Investor Relations
Grayling New York
July 2009



GRAYLING: A Leading Communications Firm

Grayling is a leading globally integrated strategic communications firm

Grayling excels in its ability to provide high-level strategic counsel and program execution in the areas of:

- 🌐 Investor Relations
- 🌐 Corporate Communications
- 🌐 Public Affairs
- 🌐 Events Management & Web Solutions

Grayling is part of one of the largest independent PR companies in the world, Huntsworth Group

HUNTSWORTH GROUP

➤ **Huntsworth is a leading globally focused communications company**

- Fiscal year 2008 revenues in excess of £159 million
- 69 Principal offices in 29 countries worldwide
- 1,900 employees

➤ **Publicly traded on the London Stock Exchange (LSE: HNT)**














➤ **Based on client assignments received in the fiscal year 2008, Huntsworth's client list includes:**

- 49 of the FTSE 100 companies
- 101 of the Fortune 500 companies
- 111 of the Eurotop 300 companies

➤ **From a customer perspective, the group has particular strengths in servicing clients within the consumer, financial, public affairs, integrated healthcare, transport, business services, energy and technology sectors**

the **REAL** power of **GLOBAL** integrated communications

Grayling Worldwide Offices

 New York
 Los Angeles
 Sacramento
 London
 Birmingham
 Bristol
 Cardiff
 Dublin
 Edinburgh
 Brussels
 Hong Kong
 Singapore
 Bangkok



IR Strategic Alliance Offices

Düsseldorf / Berlin / Munich
Istanbul
Mexico City
São Paulo
Shanghai
Tel Aviv
Tokyo

delivering **RESULTS** around the world...

resultados 結果 Αποτελέσματα *resultate* sonuçlar
Результаты תוצאות risultati 결과 resultaaten

GRAYLING: Representative Clients

TOYOTA

CEMIG



Heineken
NV



TEL-AVIV STOCK EXCHANGE



PETROBRAS



sify

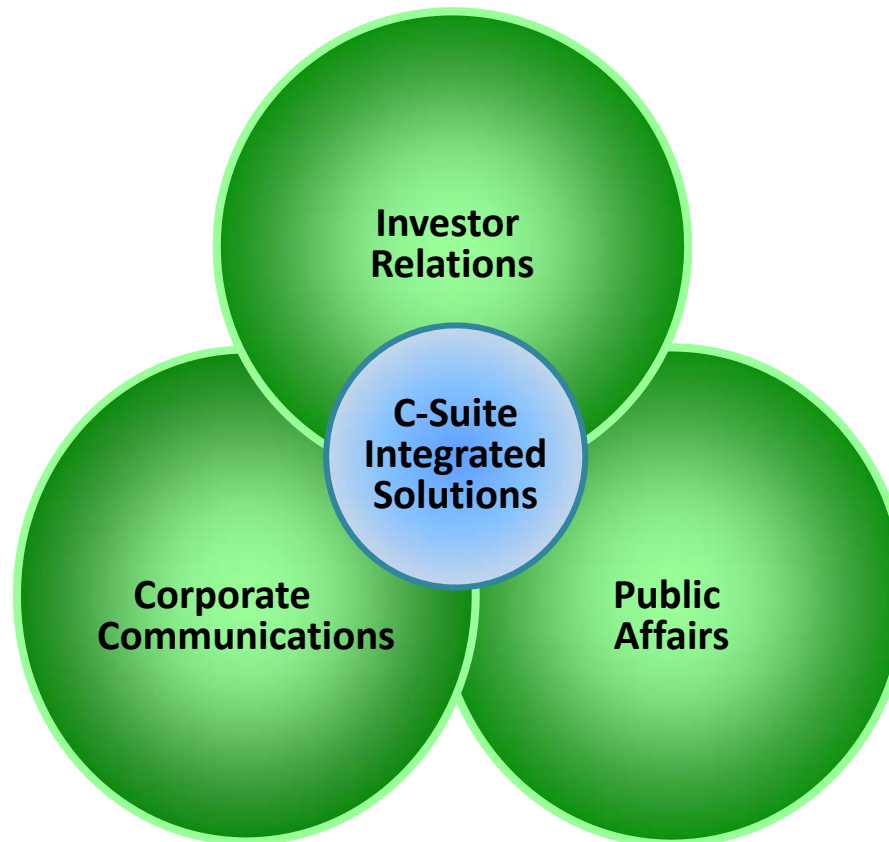


NetSol
TECHNOLOGIES



GRAYLING: The Power of Integrated Communications

Focusing on C-Suite Concerns... *Wall Street, Corporate Reputation, Government*





THE IR LANDSCAPE: EMERGING MARKETS

Growth of Emerging Markets

➤ Emerging markets made up all 10 of the best-performing country indexes YTD in 2009

- Top 5: Peru, China, Indonesia, Brazil, Chile

➤ Turkey's ISE National 100 Index is up 44.8% YTD

➤ The average of developed market primary country indices is up just 16.3% YTD

➤ Merrill Lynch & Co. July survey of fund managers found that investors continued to increase their emerging market holdings. Net 54 percent of the 221 fund managers overweighting emerging market stocks.

- Bloomberg, July 15, 2009

➤ Harry Hartford, president of Causeway Capital Management: “I would argue that if you have anything other than a three-month investment horizon, you need to have emerging markets in your portfolio. It's naïve to think that a number of these markets will not continue to do well and that companies don't have the wherewithal to continue growing.”

- The New York Times, July 12, 2009

The Opportunity

➤ **A pro-active IR program can help raise visibility in the U.S. markets:**

- **Increase exposure to, and holdings of, U.S. institutional investors**
- **Establish relationships with the sell-side to increase analyst coverage with U.S. and European firms**
- **Target U.S. media to build credibility and confidence on management and shareholder value commitments**
- **Position company for future U.S. and international market listings**



“Top 10” U.S. Institutional Investors in Turkish Public Equity (Actively managed Assets)

Firm Name	Assets in Turkish Public Equity (US \$ Millions)	Equity Assets Under Mgmt (US \$ Millions)	Investment Style	Investor Home Country
Dodge & Cox	\$ 719	\$ 76,680	Deep Value	United States
OppenheimerFunds, Inc.	\$ 556	\$ 63,573	GARP	United States
Lazard Asset Management, L.L.C.	\$ 396	\$ 31,459	Core Value	United States
Capital Research Global Investors	\$ 350	\$ 299,228	Core Value	United States
Templeton Investment Counsel, LLC	\$ 302	\$ 55,480	Core Value	United States
Grantham, Mayo, Van Otterloo & Co., L.L.C.	\$ 297	\$ 47,112	GARP	United States
Dimensional Fund Advisors, LP	\$ 267	\$ 67,460	Deep Value	United States
Thornburg Investment Management, Inc.	\$ 235	\$ 25,577	Core Value	United States
Fidelity Management & Research	\$ 212	\$ 399,343	GARP	United States
AllianceBernstein L.P.	\$ 150	\$ 182,921	Core Growth	United States

Source: Data set based on analysis of most currently available regulatory filings via ThomsonReuters



“Top 10” European Institutional Investors in Turkish Public Equity (Actively Managed Assets)

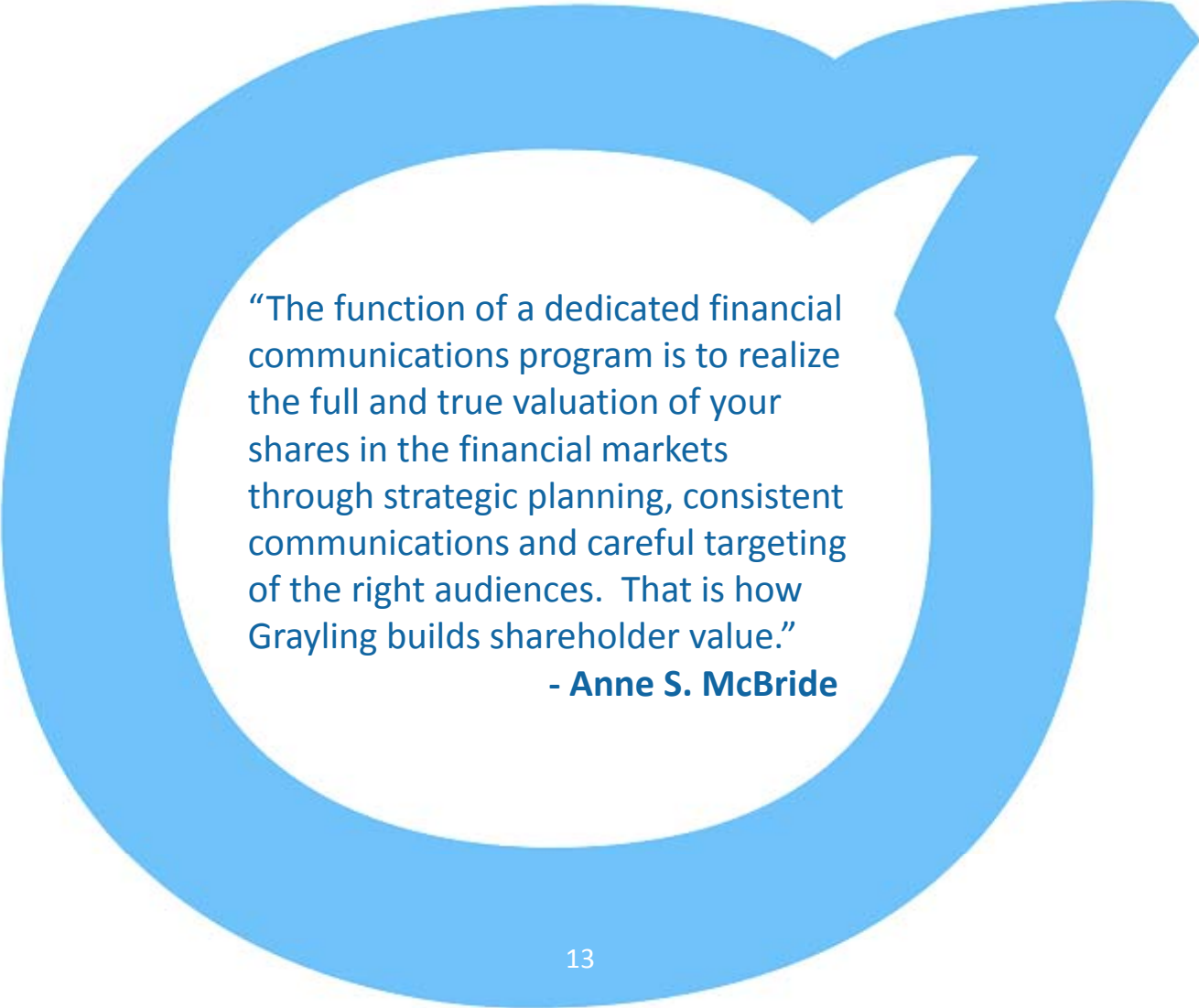
Firm Name	Assets in Turkish Public Equity (US \$ Millions)	Equity Assets Under Mgmt (US \$ Millions)	Investment Style	Investor Home Country
BlackRock Investment Management (UK) Ltd.	\$ 397	\$ 87,730	Growth	United Kingdom
Norges Bank	\$ 375	\$ 290,742	GARP	Norway
JPMorgan Asset Management (Europe)	\$ 366	\$ 2,743	GARP	Germany
Baring Asset Management Ltd.	\$ 329	\$ 6,410	GARP	United Kingdom
BZ WBK AIB Asset Management	\$ 326	\$ 2,824	Multiple Strategies	Poland
Genesis Investment Management, LLP	\$ 265	\$ 9,608	Core Growth	United Kingdom
East Capital Asset Management AB	\$ 246	\$ 1,351	Growth	Sweden
Pictet Asset Management Ltd.	\$ 226	\$ 36,490	Core Growth	United Kingdom
Skagen AS	\$ 206	\$ 6,028	Core Value	Norway
DWS Investment GmbH	\$ 194	\$ 54,791	GARP	Germany

Source: Data set based on analysis of most currently available regulatory filings via ThomsonReuters



**BEST PRACTICES:
INVESTOR RELATIONS &
FINANCIAL MEDIA**

Investor Relations Mission



“The function of a dedicated financial communications program is to realize the full and true valuation of your shares in the financial markets through strategic planning, consistent communications and careful targeting of the right audiences. That is how Grayling builds shareholder value.”

- Anne S. McBride

Why Investor Relations?

- Capitalize on huge investor appetite for international equities
- Mitigate market volatility by diversifying shareholder base
- Increase valuation by building brand awareness
- Get access to capital at competitive costs



Enhanced shareholder value

- According to Rivel Research Group, 82% of a universe of 243 investors surveyed stated that good IR increases the investment appeal of publicly traded companies. Respondents also said:
 - *'Superb' IR would give rise to median 10% stock premium*
 - *'Poor' IR would result in a median 15% discount*
- Oxford Metrica Study
 - *A company's investor relations skills are seen as a key factor affecting analysts' and investors' perceptions*
 - *Poor investor relations was found to be the third largest source of sudden and major drops in value*

Goals of Investor Relations

INVESTOR RELATIONS GOALS

- Attract, maintain & diversify shareholder base
- Increase visibility in the financial community
- Maintain/establish reputation for transparency
- Consistent, timely and fair disclosure
- Keep current on trends, changes in stock ownership and shifts in investment philosophies
- Align market expectations with performance

WHAT INVESTORS EXPECT

- Responsiveness and accessibility
- Ability to discuss operating markets and competitive environment
- Familiarity with financials
- Knowledge of management's strategic thinking
- Transparent responses
- An even, but firm, temperament, combined with a healthy respect for the questioners
- Manage expectations and provide guidance

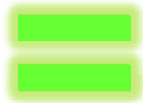


Achieve a stock value that reflects performance and potential

Building Value

To Maximize Opportunity for Full Valuation

**STOCK
PRICE**



PERFORMANCE

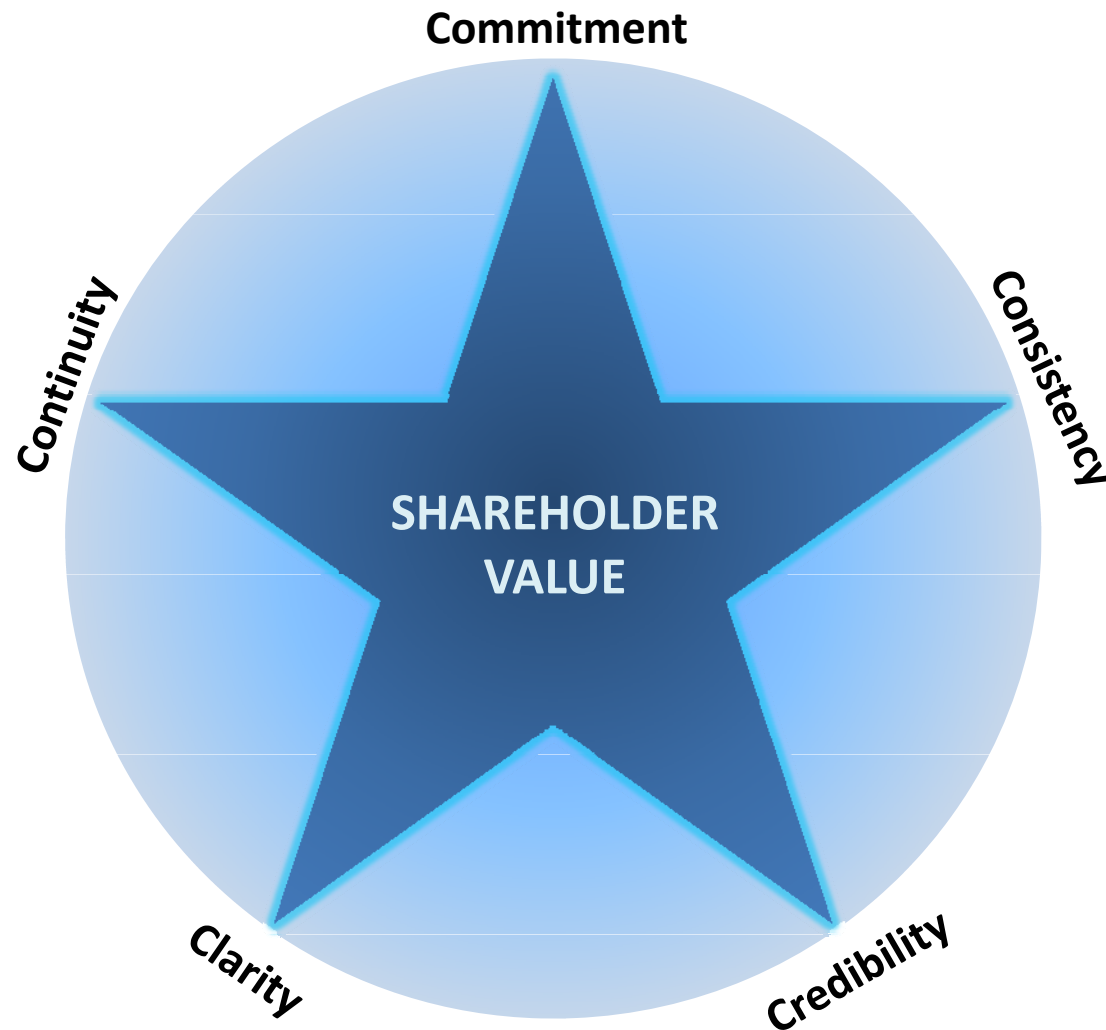
Position
performance
in appropriate context



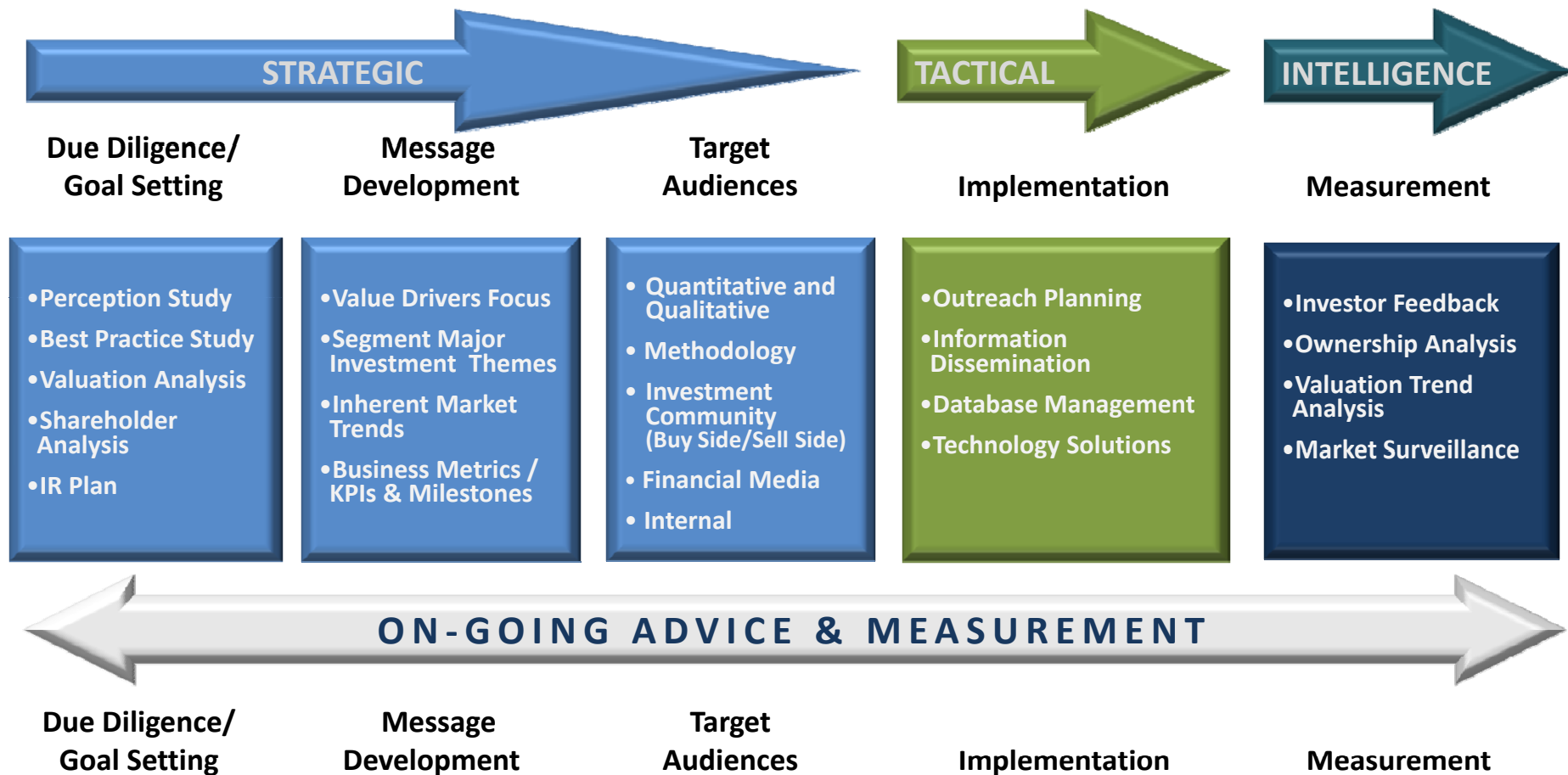
POTENTIAL

Communicate
potential
to investors
predisposed to act

The 5 C's of Investor Relations



Investor Relations Process Overview



Best Practices – Due Diligence & Goal Setting

Peer Analysis + Perceptions Studies = IR Strategic Plan

➤ Peer Analysis

- Establish industry benchmarks, key messages, valuation goals, operating and financial metrics, financial guidance policy, press release themes, Web site content and target sell side/buy side contacts

➤ Perception Studies

- Identify key benchmarks and share price drivers
- Evaluate perceptions of company and industry peers
- Provide ongoing feedback for existing programs and results

➤ Strategic Plan & Calendar

- Develop calendar of IR activities surrounding material business developments:
 - Press Releases,
 - Earnings,
 - Roadshows,
 - Investment Conferences,
 - Investor Days / Stock Exchange Events,
 - And Trade Events

Best Practices – Message Development

Take Every Opportunity to Share Your Message

➤ “Investable” Message – Concisely communicating the Company’s vision and position, tied directly to the key value drivers, market environment, KPIs and end customer

- Clear and concise – “The elevator pitch”
- Build brand awareness
- Create benchmarks – Credible, achievable short & long-term milestones

➤ Investor Presentation

- Communicate investment highlights, competitive advantages, growth strategy
- Share operational and financial benchmarks

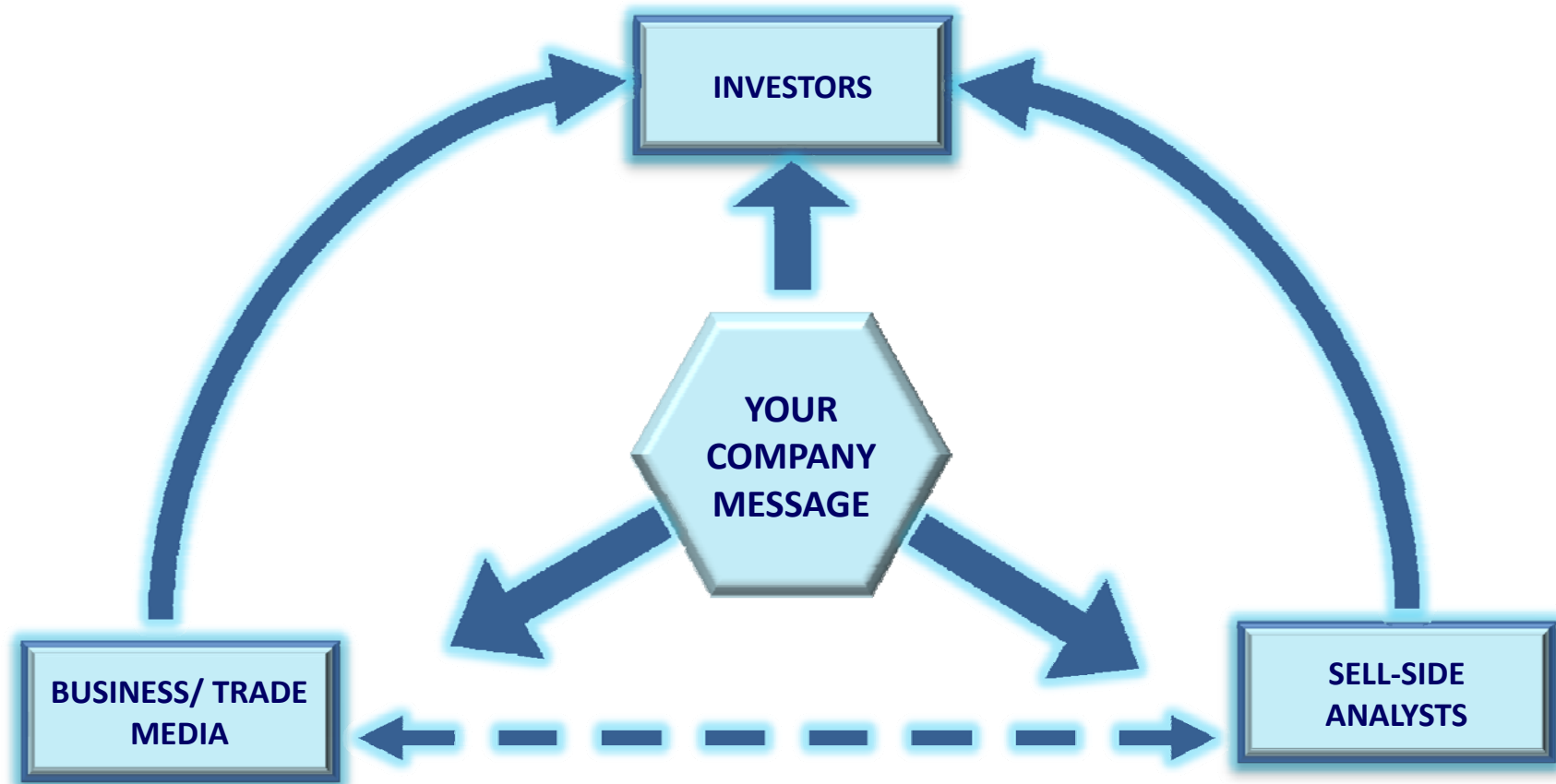
➤ Press Releases (Material & Frequent)

- Tie every development back to the overall corporate growth strategy
- Share operational and financial benchmarks
- “How does this announcement move the business and strategy forward?”

➤ IR Web Sites

- Corporate Web sites are the primary information resource for investors
- Global, interactive, customizable and low cost!

Best Practices – Building Perceptions



Best Practices – Target Audiences

➤ “Buy Side” Institutional Investors

- Sector / Peer Specific Investors
- Investment Orientation
 - Emerging Markets / Value / Growth / GARP / Income / etc...)
- Geography
 - Local Market
 - International Market
 - North America / Europe / Middle East / Asia
- Market Cap Focused (i.e. small cap, etc.) / Special Situation Investors (As appropriate)

➤ “Sell Side” Research Analysts

- Investment Bank Analysts
 - Local / Regional / International
- Independent Analysts

➤ Investment Conferences

- Bank & Broker - Local / Regional / International
- Exchange Hosted / Independent / Trade Shows / Retail

➤ Financial & Trade Media

- Print, Broadcast, Online, Bloggers



Best Practices – Outreach Implementation

Roadshow / Special Events

➤ One-on-One buy side / sell side meetings

- Bank / broker sponsored
- Independently organized
- Face-to-face / WebEx / Conference Call
- Broker “Squawk Box” hosted calls

➤ Group Meetings

➤ Industry Conferences

➤ Retail Broker Lunches

➤ Investor / Analyst Days

➤ Media Roundtables & Tour

➤ Investor Field Trips



Best Practices – IR Implementation Tools Complementing Outreach

- Peer Analysis
- Track Industry and Competitive Trends
- Perception Studies / Feedback Reports
- Best Practice Analysis
- Media Audit
- “Investable” Messages
- Corporate IR Fact Sheets
- Investor Kits
- Investor Presentation
- Website Development
- Downloadable Historical Financials & Operating Metrics (KPIs)
- Press Releases
- Financial Reporting
- Proprietary Communications Lists
- Conference Call / Web casts
- Email Alerts / RSS Feeds / Podcasts
- IR Databases / Contact Mgmt Systems
- Annual Report / Annual Meeting
- Ownership Analysis
- Board of Directors IR Reports
- Social Media Platforms



Best Practices – Disclosure

Why Is Transparency Important?

National Association of Corporate Directors

“It provides the context of business operations that validate the Company’s financial projections, including details on strategy, plans, risk management and corporate governance.”

- Ron Gruner – Shareholder.com

How Disclosure Has Changed:

Demand for transparency rose as investor confidence fell...translating into one of the biggest pushes for transparency in recent history



- In the U.S. Regulation FD brought about “democratization” of disclosure
- SOX mandated on speed of disclosure and communication of all essential elements about a Company’s performance

Best Practices – Disclosure “Transparency Builds Credibility”

➤ Press Releases

- Report every material development as well as conferences, trades shows, industry trends, analysts coverage, media coverage, etc
- Position Management as industry experts
- Share operational and financial benchmarks
- Simultaneous disclosure in multiple markets & multiple languages as necessary
- Distribute a photo and/or video with the press release to increase pick-up

➤ IR Web Sites

- Build comprehensive content: Corporate info, News, Stock Quote, Corporate Governance, Calendar of Events, Financial Reports & Statistics, Investment Highlights, Presentations, Web casts, Analysts Coverage, FAQs, Email Alerts, Analyst Coverage, Regulatory Filings, Key Performance Metrics (KPIs), Annual Reports, and more...

➤ Conference Calls

- Expand upon material news and earnings / integration of Webcast PowerPoint slides
- Share operational and financial benchmarks, strategy, industry perspective
- Present additional members of senior management to investors – Segment expertise

➤ Regulations FD Compliance

- Web cast conference calls & investor/analysts events, as well as public presentations
- No sharing of material non-public information with institutions or analysts versus retail

Best Practices - Financial Media

Studies Show Investors are Influenced by Positive News Stories in Major Business/Financial Media & Trades

It is Important to Establish Goodwill in the Event of Negative News

CONTROLLED MEDIA

- By-lined Articles
- Op-Eds

OPPORTUNISTIC MEDIA

- Company Feature Stories
- Executive Profiles
- Industry Round-Up and Trend Stories
- Expert Source

Best Practices - Financial Media Placements

THE WALL STREET JOURNAL.



FINANCIAL TIMES

The New York Times

BusinessWeek

Institutional Investor

BuySide
IDEAS FOR TODAY'S INSTITUTIONAL INVESTORS

CNN.com

REUTERS
KNOW. NOW.



Forbes

Bloomberg
TELEVISION

TheStreet.com



BARRON'S

FORTUNE

INVESTOR'S BUSINESS DAILY

DOWJONES

Los Angeles Times



AP Associated Press

The Importance of Corporate Governance

How important is corporate governance?

CLSA Study

- Companies with high scores in terms of governance have much more resilient share prices during market downturns
- Over the past three years, stocks with good governance have significantly outperformed those with weaker governance

GMI Study

- Analyzed total return over time
- Companies that scored in the top ten percent in terms of governance significantly outperformed those who scored in the bottom ten percent

Grayling Survey

- Spoke to Portfolio Managers/Mutual Fund Managers in the U.S. and Europe
- Asked about importance of corporate governance in making buy/sell decisions
- All participants said governance was an investment metric and very important when making buy/sell decisions
- The most frequent comment was that companies don't adequately disclose their governance policies

LINK BETWEEN STRONG GOVERNANCE AND FINANCIAL PERFORMANCE

Benchmarks of IR Success

- Shares trade consistently and in-line with normalized growth rate
- Shareholder base is broad and diverse
- Shareholders support management
- Managers perceived to be partners
- CEO credibility
- Company performance not controlled by IR department
- Difficult to ascertain what reflects on IR program when the market/economic situation also influences results

Measuring IR

Quantitative Measures

- Relative Valuation
- Liquidity and stock price
- Volatility
- Shareholder Composition/Profile
- Sell-side coverage – quantity and quality of coverage
- Number of investor meetings
- Conference call and meeting attendance
- Issuances
- Frequency of press coverage

Qualitative Measures

- Analysts' and investors' perception of:
 - Disclosure – is disclosure clear, consistent and timely?
 - Company's investment potential/attractiveness
 - Company's IR program and quality of investor communications
 - Management
- Profile/Understanding of Shareholder Base:
 - Long-term vs. short-term
 - Growth vs. value
 - Domestic vs. international
- Quality of press coverage/understanding of Company's story



MAINTANING PROACTIVE IR IN A CHALLENGING MARKET

Leveraging Financial Media

Companies are now investing more time in managing relationships with the media and developing communication strategies that meet the demands of the media in all its forms.

Developing media strategies to build corporate and management reputation

Anticipating media reaction to announcements, e.g. earnings, partnerships, M&A, etc.

Disseminating corporate and financial messages through the broadcast media

Adapting a company's story for use in the media

Preparing management for media presentations and broadcast interviews

Acting as a third party advocate amongst correspondents and commentators

A consistent appeal of a Company's product is ensured through the telling and reinforcements of messages of the organization's investment appeal

The Renewed Importance of the Retail Investor

➤ U.S. Retail Investors

- Approximately 7.6 million households with \$1.2 trillion invested
- Hold stocks on average of four years
- Median common stock portfolio: \$192,000
- Nearly 65% use Internet for investment information, tendency growing
- Registered in own name
- Retail broker networks i.e. Smith Barney has 7.4 million accounts
- Mostly held through custodial broker network
- Financial Consultants: Smith Barney approximately 12,000 FC
- Usually more investment savvy/includes high net worth individuals

Source: Citigroup

➤ Reaching the Retail Investor

- Retail / Individual investor conferences
- Retail broker luncheons
- Broker sponsored conference calls
- New technology channels: Social Media

Social Media – Twitter, Facebook, Bloggers, etc



Social media is an umbrella term that defines the various activities that integrate technology, social interaction and the construction of words, pictures, video and /or audio.

Facebook – 250+ million active users
(Approximately 70% outside the U.S.)

Twitter – 27 million users per month

LinkedIn – 43 million users in 200+ countries

Youtube – 72 million video users per month

Flickr – 20+ million photo users per month

Blogosphere

- 130+ million English language blogs

- 73+ million Chinese language blogs

Sources: Facebook, Twitter, LinkedIn, Youtube, Flickr, Technorati, Blogherald

Harnessing Social Media – Investor Relations



➤ At its simplest, social media provides new distribution channels for investor relations content and messages via real-time, global, low cost, electronic delivery platforms

- *Multinational / multi-lingual functionality*

➤ Avenues to further reach investors, media, bloggers, customers, etc...

- *Especially powerful for retail investors which have risen in importance*



➤ Content should be consistent in messaging and in line with fair disclosure guidelines

➤ Potential IR content for social media platform distribution:



- Press/Earnings Release Headlines, Links and/or Text
- Investor Conference Call Alerts
- Investment Conference Webcast Alerts
- Alerts for Availability of New Investor PowerPoint Presentations
- Major Financial Media Coverage Content
- Tradeshow Participation Alerts/Links
- Industry Awards and Recognition
- Product/Service Demonstration Links and/or Video
- Availability of White Papers

Harnessing Social Media – Corporate & Financial Communications



There are four pillars that we need to be familiar with in order to get through the clutter:



➤ **Research** – Identifying who is writing about the clients specific niche. Same things goes for researching conferences, events, speaking opportunities, awards, etc.

➤ **Training** - Few people are social media and blogging experts, we can help bring the expertise into your Company.



➤ **Creating Content** – It is vital to not only distribute the Company information through traditional avenues, but it is also vital to create content that can be posted on targeted social vehicles. It is about taking company announcement and crafting it into an interesting story, even if it is not for a news release, it can be just for your Company blog.

➤ **Monitoring** – It is important in this evolving world to know what is being said about the Company, its Management and products. Monitoring all the right channels – i.e. blogs, social networks and other conversations for relevant information should be a priority for every Company. It allows us to respond to any negative information quickly by posting a blog, tweet, or hosting a podcast with the CEO.

Harnessing Social Media – Corporate & Financial Communications



➤ It is all about helping your Company. Key advantages are:

- Stickier than traditional media – Social media has the potential to attract and hold the attention of a vast demographic of people who have grown numb to more traditional forms of marketing and advertising. Social media engages consumers, investors, employees and other key audiences in a way that encourages trust and profoundly increases message retention.
- Interactive – Organizations can now communicate and get immediate feedback from its customers or target audience, encouraging a process of dialogue between user and organization.
- High visibility on the Net – Social media holds a favorable position for visibility. Wikipedia is perhaps the most notable example of this phenomenon.

➤ It is all about enabling lots of little stories to be created by lots of different people at the same time.

➤ It is a conversation that is empowered by:



➤ It is a conversation between Customers, Employees, Partners Investors....PEOPLE!



CASE STUDIES

Case Study:



Global Capital Markets Visibility



LUKOIL (LSE: LKOD.L), one of the world's largest vertically integrated companies for production of crude oil & gas and refining, retained Grayling to help raise awareness and to establish a clear and consistent message within the U.S. & UK capital markets. At this time, the Company was planning to announce within two months its financial results and present its new strategy 'Transforming into a Global Energy Company' to the US and UK markets.

The Solution:

In order to maximize exposure from the capital markets in the US and UK, Grayling recommended hosting an Investor Day in both countries. LUKOIL held an investor conference on at the

Waldorf Astoria, New York, NY as well as at the Savoy, London, England on 'Transforming Into a Global

Energy Company'. The objective was to attract new investors to follow LUKOIL. Our primary targets were oil, gas and energy investors and secondary targets were investors from emerging markets and Russian investors. Grayling also targeted financial and trade publications and broadcast media to provide coverage for the day of the event. Grayling also organized one-on-one meetings in New York and Boston.

The Results:

The whole strategy proved to be a great success. The combined events attracted more than 170 institutional investors, sell-side analysts and members of the press across the US, UK and Russian markets. Through Grayling's outreach efforts leading up to the event, LUKOIL's stock increased 10% during this time. Key media placements included The Wall Street Journal, Financial Times, Energy Intelligence, Dow Jones, Bloomberg and an exclusive profile on the President by Fortune and Institutional Investor Magazine. In addition, broadcast media interviews were broadcasted on BBC TV, and also picked up by Reuters TV, CNBC's "Street Signs", Bloomberg TV, and CBS MarketWatch.

Case Study: **PETROBRAS**

Presentation Development Investor Targeting & Roadshow Coordination Media Outreach & Event Management

Petróleo Brasileiro S.A. – Petrobrás (NYSE: PBR), the largest company in Brazil, is a global integrated energy company and the eighth largest publicly traded oil company in the world, leading the sector in the implementation of the most advanced deepwater oil production technology. As the third-largest industrial conglomerate in South America, Petrobrás is well known and closely followed by the investment community. Also, Petrobrás' much-anticipated multi-year Strategic Plan was released to the international markets. Management wanted to broaden its message in the U.S. and domestic market.

The Solution:

With little more than one week to prepare, Grayling organized a formal presentation, meet & greet, developed a targeted list of investors and analysts, organized one-on-one meetings with the U.S. media and coordinated a Brazilian media press conference.



The Result:

Over 200 analysts/investors attended the event. On the day of and the day following the Strategic Plan announcement Grayling organized a media roundtable and financial press interviews. A successful media roundtable was organized with the CEO and CFO, which included simultaneous translations. Journalists attending the event included the Brazilian press: Folha de São Paulo, Agência do Estado, O Globo, and Globo TV; Trade press: Energy Intelligence, AltFuels Advisor, Platts Oilgram; and Wire service: Dow Jones, and Reuters. The following day, top tier financial media interviews were arranged for Petrobras CFO, which included CNBC Morning Call, Bloomberg TV US, Bloomberg Brazil, Bloomberg Radio, CNN fn Money Gang Show, BBC TV, Fortune Magazine, and Institutional Investor.

Case Study:

Comprehensive Retail IR Program

Companhia Energetica de Minas Gerais (Cemig), a leading Brazilian electric utility, was founded in May 22, 1952 as a state-controlled company (22%), which is currently held also by private shareholders as it is ran under the most stringent corporate governance principals. Cemig's companies hold some of the largest concessions in Brazil's electricity industry – the concession area size covers 96.7% of the Brazilian state of Minas Gerais with 219,000 square miles. The Company provides distribution, generation and transmission of electricity – and, through Gasmig, distribution of natural gas. In addition, Cemig also has holdings in assets, and sells electricity to industrial customers in 13 Brazilian states. Cemig also started the construction of a transmission line in Chile. Cemig's current market share in the country is 12% in electricity distribution, 7% in power generation and 6% in power transmission. Cemig's market capitalization is of about US\$ 6 billion at the close of December 31, 2008. Cemig's revenues have consistently grown over 100% in the past 5 years, while EBITDA has grown 140% in the same period.

The Solution:

Cemig approached Grayling with the objective of further diversifying its shareholder base to include retail investors with the goal of tapping a more diversified, larger and stable investor base committed to long-term investments. Grayling undertook several initiatives.

Retail investors are a less sophisticated audience and their source of information comes for alternative sources other than large brokerage houses, investment bankers or large pension and mutual funds. Retail investors access information through different investment forums, such as the World Money Show or retail brokers, and the media.

One of the key strategies in gaining recognition among retail audiences is to establish a brand name. Cemig has been a great brand in the State of Minas Gerais due to its long operational history and commitment, and it is also a known brand in other states of Brazil; however, it was not a brand name among U.S. retail investors.

Case Study: CEMIG

The Results

As a result, and based on Cemig's goal, Grayling put together a three-tier program to achieve this. The strategy focused on participating in retail forums and organizing retail broker events, supported by a strong media component. As a result, Cemig has participated in investment forums such as World Money Show in Orlando and this year will also attend the San Francisco Money Show. As the retail program becomes stronger, Cemig will also attend the retail shows in Las Vegas, London and Hong Kong.

Similarly, Grayling has helped Cemig host retail broker luncheons on the U.S. East Coast, particularly in New York and Boston, to tap on the brokers that are advising retail investors. The success of said events has contributed to planning additional meetings in the U.S. West Coast in the near future. Furthermore, to enhance the outreach effort through its retail broker luncheons, Cemig will be hosting webcast presentations several times a year for retail brokers.

Lastly, the implementation of a selected and carefully crafted advertising program to gain additional visibility through the financial media will allow Cemig to further expand its brand name and recognition among the retail investor audiences.

To successfully capture the attention of the retail investors, Grayling helped Cemig to revamp and adapt its current IR materials to reflect the needs of the retail audience. As a result, Grayling prepared specific materials, such as a Fact Sheet, presentation and website content.



Case Study: **Heineken** NV

North American Institutional & Retail IR

Heineken owns and manages one of the world's leading portfolios of beer brands and is one of the world's leading brewers in terms of sales volume and profitability. Growing and expanding for the last 130 years, the brand enjoys a wide international presence through a global network of distributors and breweries, including of course here in North America.

The Solution:

Heineken has entrusted the Grayling U.S. team for the last four years to handle two major annual combined institutional and retail investor road shows. Grayling's mission; from strategy to implementation, driving a flawless and impactful road show to further boost Heineken's relations with investors across North America.

The Result:

Within a tight schedule of only 10 working days, the road show spreads from key locations on the East Coast (New York, Boston) through to Denver, Chicago and onto the West Coast (San Francisco,

San Diego, Los Angeles) and finally through to Toronto and Montreal in Canada.

Reporting across continents to the Heineken team based at Headquarters in Amsterdam (the Netherlands), Grayling takes initiatives and is proactive when arranging a mix of carefully set one-on-one or group meetings, luncheons, dinners and investor presentations. To successfully capture the attention of institutional investors, key presentations are hosted by the CEO or CFO. Collateral materials including annual reports are then mailed to all participants as a timely follow-up. The Grayling team takes pride in flawless event management and tools such as the Grayling tailor-made briefing book (itinerary and market intelligence) to maximize management's success at every step of the road show.

Grayling manages execution, outreach, invitations, follow-up to confirmation and takes the time to conduct post-event feedback surveys to help capture lessons learned to base upon recommendations for next road shows.





GRAYLING

22 Cortlandt Street, 14th Floor
New York, NY 10007

United States

Phone: 1 (646) 284-9400

Fax: 1 (646) 284-9494

www.grayling.com

Investor Relations:

Anne McBride, Chairman

Worldwide Investor Relations

Phone: 1 (646) 284-9431

Email:

anne.mcbride@us.grayling.com

Printed on recycled paper

