

IR Impact Forum & Awards – South East Asia

Building trust and driving impact:
Redefining investor relations in South East Asia

Tuesday, December 2, 2025, SGX, Singapore

AGENDA

Times are shown in SGT (Singapore Time). Timings are subject to change.

9.15 am **Registration, breakfast and networking**

10.00 am **Opening remarks: Welcome to the forum**

Laurie Havelock, editor, IR Impact

Foong Chong Lek, head of family office, Singapore Exchange (SGX) and secretariat, SGListCos

10.15 am **Optimizing reporting through technology and collaboration**

As investor expectations rise and regulatory frameworks evolve, the pressure on IR teams to deliver accurate, timely and engaging reports has never been greater.

This panel explores what strategies and technologies are available to help IROs streamline reporting workflows and enhance collaboration across departments and geographies, whilst still ensuring compliance and maintaining the strategic clarity and design quality that investors demand.

- Adapting to investor needs: Learn how reporting has changed over the past year and discuss the effects these changes have had on stakeholder requirements and expectations
- Leverage technology to your advantage: Understand how to leverage/use technology to efficiently deliver timely, accurate and compelling reports across varying geographies
- Future-proofing reporting: Strategic insights into ensuring disclosures are machine-readable and compliant with global standards to help meet investor demands.
- Streamlining collaboration for better success: Tactical guidelines that enhance departmental collaboration to alleviate misalignment and duplication of content, approval bottlenecks and unclear responsibilities.

Moderator: Laurie Havelock, editor, IR Impact

Yin Yee Chan, investor relations advisor

Christine Lau, GM, head of investor relations, corporate finance and research, UEM Sunrise

Aileen Zhou, head of sales, APAC, CtrlPrint

10.45 am **Enhancing valuation: Optimizing your equity story for the right investors**

Unlocking value in Asia's markets requires a compelling growth story and sharp investor focus. CFOs and IR teams need to do more than tell a good story - they must deliver the right message, to the right investors, using the most effective engagement approaches.

This panel features real examples from across Asia, highlighting how companies can become more investable and sharpen their messaging by listening to investor feedback, focusing on long-only investors, and using Capital Markets Days to reset expectations and drive outperformance.

- Feedback to drive success: See how independent investor feedback can help refine your equity story, and why relying solely on brokers is often not enough.

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- Case-studies from regional experts: Hear real world case studies on leading companies from Hong Kong and across Southeast Asia.
- Strategies to target the right investors: Learn approaches to target investors with real appetite to invest, prioritise outreach and adapt messaging for different markets.
- Mastering Capital Market Days: Get practical tips for running Capital Markets Days that are proven to build conviction, reset expectations, and help boost valuation.
- Elevate your investibility: Gain actionable insights and proven practices to elevate your company's investibility.

Moderator: Steve Wade, head of content, IR Impact

Liana Chue, head of investor relations, SGX Group

Harry Florry, partner, Hong Kong and South East Asia, FGS Global

Simon Weston, investment adviser, AXA Investment Managers

11.15 am **Investor relations reimaged: Building a future-ready team**

This session will explore what it takes to create a successful IR team today. The IR function is evolving at a rapid pace: whether because of increased responsibilities or the adoption of AI, IROs need new skills in technology, leadership credentials, financial literacy and communication excellence like never before.

During this session, we will explore the new skill sets, cultural shifts and experience required to transform IR teams into modern, value-adding cornerstones of their companies.

- Harnessing AI and digital innovation in IR: Explore AI and digital tools to enhance efficiency and increase investor engagement
- Build adaptable, high impact IR teams: Learn how to foster diverse skills across financial literacy, stakeholder management, leadership and communications in fast-changing markets

Moderator: Steve Wade, head of content, IR Impact

Nicole Chen, listed funds investor relations, CapitaLand Investment

Andreas Hadikrisno, head of investor relations, Avia Avian

Hiren Krishnani, senior director, investor relations and IPO, ASEAN, Nasdaq

11.45 am **Networking break & refreshments**

12.15 pm **Lessons from the CFO: How IR can deliver more strategic value**

Chief Executive Officers (CFOs) play a pivotal role in shaping how investors perceive corporate value, yet their time with investors is increasingly limited. With only 34 percent of CFOs in Asia joining roadshows and just 50 percent attending investor meetings virtually, *IR Impact Global Roadshow Report 2025*, CFO time is limited and among the most valuable corporate assets. As the bridge between the boardroom and the market, IR professionals play a pivotal role in ensuring every moment of CFO engagement with investors counts.

When IR teams are not able to anticipate CFO needs or structure engagements effectively, valuable investor opportunities can be lost. In this session, CFOs share crucial insights into how IR can support their investor strategy

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from preparing for earnings calls and structuring investor meetings to managing follow-ups that turn introductions into long-term investor relationships.

This high-level discussion brings together C-suite leaders to discuss their expectations from IR ahead of key reporting periods and how to elevate the effectiveness of roadshows and virtual meetings.

- What does valuable IR mean to CFOs? Learn what CFOs expect from IR teams to deliver before earnings calls, investor days and roadshows - from market intelligence to quarterly reports
- Maximizing limited CFO time: Learn how to structure roadshows and investor meetings so every CFO engagement drives long-term investor confidence and builds relationships
- Formats for success: Explore how IROs can optimize hybrid, virtual and in-person meeting schedules to ensure efficiency, engagement and measurable outcomes
- Preparing the CFO narrative: Discover how to equip CFOs with data, context and talking points on strategy, ESG and performance to resonate with both institutional and retail investors

Moderator: Steve Wade, head of content, IR Impact

Dennis Chia, CFO, CelcomDigi

Hafizuddin Sulaiman (Hafiz), CFO, UEM Sunrise

12.45 pm **Closing remarks**

Steven Wade, head of content, IR Impact

1.00 pm **Networking lunch**

2.00 pm **IR Impact Awards – South East Asia | Winners ceremony**

3.00 pm **End of forum and awards**