



GEO Conference
Montreal
2004

Multi-Party Solutions for Global Share Plans

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Multi Party Solutions



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Multi-Party Solutions for Global
Share Plans

.....or is it just Team Work?

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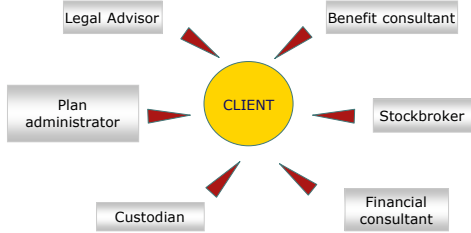
Multi-Party Solutions for Global Share Plans

Developing a champion requires a team effort

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Teams are critical in the Global Equity industry



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Tour de France....the ultimate teamwork

- Tour de France 1903 -2003
- Tour de France is biggest live spectator sport in the world - 20 million spectators
- Cyclists burn 10 000 calories per day = 137 eggs/53 fillet steaks/10 loaves of bread/10 whole chickens
- Cyclists do not stop...for 8 hours a day
- Each rider equipped with computer, heart monitor and radio which downloads live information to team manager

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Tour de France is all about teamwork
sharing a common goal

- Cyclists ride in teams –leader, sprinters, climbers and domestiques, they all work for team leader
- Peloton is team of teams
- Peloton will not lose against the best breakaways **if it CARES**
- Peloton performs if cyclists have a common goal
- Teams cannot afford to lose key members.
- 9 in a team, 5 have to finish to win but sometimes lose members by design

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Tour de France is all about teamwork
some underlying principles

- Some star individuals do not make it, to the finish, even Olympic and world champions
- Some individuals and teams cheat....but get found out
- Only 1 individual wins TdF BUT he only wins because of his team
- Best individual cyclists are team players but have to train as individuals
- To win – a serious team player will have to operate as an individual...eventually
- But this does not mean he is not a team player –when the time comes – he will have to take strain on his own



Tour de France is all about teamwork
 plan around the known

- There are known up-hills and known down-hills.
- Teams plan strategy around the known.
- Weather conditions are the unknown – cannot plan strategies around unknowns
- The harder the wind- the more important the peloton and more important teamwork

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● ● ● You can only win on the Uphills

- When crashes happen on downhills – it is quick, spectacular and a mess
- But on uphill they burn, it's slow and painful
- It is impossible to break away on the flat or downhill.....only more risk
- Only win TDF on an uphill
- The best do not care about flat stages
- The best cyclists are best at uphill – they wait for the mountains to come – the tougher the better 10

● ● ● Is the “Tour de Business” tougher than the Tour de France?

- GEO was the first Peleton for the ESOP industry
- Business is much tougher than TdF
- If we fail we cannot try again next year
- Never mind 3500 kmwe need to go extra million miles for clients
- But don't believe me, we have our client in yellow who will take us through her team & race 11

● ● ● Race profile

- Early stages
 - ✓ Relatively flat – high speed sprints
 - ✓ Occasional time trials
- Head into the mountains
 - ✓ The race gets much tougher – where it is won or lost
- Approaching the finish
 - ✓ Relatively flat again
 - ✓ Occasional sprints
 - ✓ Occasional mountains
- Results 12

● ● ● | **Build the team**

- Skill sets required
 - ✓ Sprinters
 - ✓ Climbers
 - ✓ Domestiques
 - ✓ Time trial (on my own)
- Previous performance
- Reliability and back-up

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● ● ● | **Developing the race plan**

- Team introductions and roles
- Who is needed when
- Team communication


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● ● ● | **Benefit consultant – Early stages**

I can be the climber or the sprinter – whichever the Leader needs!

- Positioning share plan proposals within business/reward strategy context
- Teasing out strategic considerations/objectives
- ✓ interviews and focus groups
- ✓ research and due diligence
- Examining market practice – benchmarking
- Making recommendations on plan design


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 **Benefit consultant – Heading into the mountains**

I'm more of a climber – but ready to sprint!

- Financial modelling (share usage, allocations, costs)
- Designing allocation system (global grading/job levelling?)
- Planning and rolling out communication strategy
- Performance measures?
- Liaising with investors, the lawyer and the administrator


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 **Benefit consultant – Approaching the finish!**

I'm the domestique on the flat ground...

- Last minute iterations of financial modelling (could be a sprint!)
- Providing tools to measure success

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 **Lawyer - Early Stages**

I will be sprinter, climber and domestique at different times throughout our race!

- Domestique! : Processes in place: service agreements, electronic filing systems for team, timetables!
- Sprinter:
 - ✓ Working through proposed structures, to work globally
 - ✓ Feasibility review, identifying the hills, the downhill and the dangers!

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● ● ● | Lawyer - Heading to the mountains

I'm also more of climber, but ready to sprint!

- Drafting legal documents
- Reviewing other documents (for local legal and tax compliance and consistency) and web content
- Legal and tax compliance and filings

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● ● ● | Lawyer - Approaching the finish!

I'm a domestique, but ready to sprint!

- Review and finalise documents
- Compile complete set of documents and global advice (electronically?)
- Legal and tax update systems in place


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● ● ● | Administrator - Early Stages

I need climbers, sprinters, and domestiques

- Climbers: to determine goals and deliverables, set and manage expectations, address key concerns, overcome obstacles
- Domestiques: different skills working in tandem – data managers, technology, processing, communication
- Sprinters: sometimes the start date arrives sooner than we think
- "A team within a team"


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 **Administrator - Heading into the mountains**

Our domestiques are paramount in this stage!

- They will work with other teams and riders
- Information is key to our team's success:
 - ✓ Data must be accurate
 - ✓ Communication must be clear
 - ✓ Reporting must be meaningful
 - ✓ Information must be understood

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 **Administrator - Approaching the finish**

A climber or sprinter, always with domestiques!


- Is it really a home run? Where the other teams finish, so often our race really begins
- Domestiques: funding, purchase, record-keeping, reconciliation, accounts, communication
- Climbers or sprinters: leadership and integrity
- ✓ Delivering value at the finish - but where does our race cross the line?

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 **Financial consultant**
I am the team manager!

- Create Wealth - this is the plan!
- Taxation of wealth - mitigate where possible!
- Protection of wealth - careful assessment of impact factors

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 **Race review**


- Who changed the route during the race?
- Did the team all avoid permanent injury?
- Did we win?
- Will I take part again?

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 **Champions Teams have key characteristics**

- Great coach
- Building the team takes time and patience
- Dedication to detail
- Passion for excellence
- Focus on commitment
- Courage to overcome obstacles
- Vision to see beyond the obvious
- The objective is always to Exceed Expectations!

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 **Thank You**
