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DEVELOPMENT

Upstream Asia

October 2006

Key points

- Comprehensive offering in corporate communications
- Targeting Asia-Pacific region, itself seeing high growth
- Over 30 leading clients
- Founded in 2000 and led by experienced management
- Admission to AIM via reverse takeover

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Upstream Asia



Upstream Asia

OFFERING EXPOSURE TO THE FAST-GROWING ASIA-PACIFIC CORPORATE COMMUNICATIONS AND PR MARKETS

- Upstream Asia (Upstream) was **founded in 2000** with its headquarters in Hong Kong. The company offers a comprehensive range of services in the field of corporate communications, brand building and public relations to companies across the Asia-Pacific region.
- It combines the **advantages of a comprehensive regional network with a broad product offering**, occupying the market position between the global giants, which have a broad product range and international reach but which often lack local knowledge and contacts, and small local operators which are inherently limited in terms of the services they can provide to clients.
- Clients include Alcatel, eBay, Apple, Business Objects, Factiva, Qantas, Mandarin Oriental Hotels, Hong Kong Science and Technology Parks, Linksys, EDS, O2 and Towngas. In total, it has **over 30** client companies.
- **Upstream is active throughout the Asia-Pacific region**, with 54 employees in wholly owned offices in Hong Kong, Beijing, Shanghai, Taipei and Singapore, plus Upstream-branded offices operating on a franchised basis in Sydney and Tokyo. In addition, it has co-operation agreements with affiliated companies throughout the region, as well as enjoying the benefits of membership of international networks.
- While it believes that this pan-regional presence is an important advantage, Upstream intends to **concentrate its activities on the fast-growing China market**. Here it believes that the combination of an undeveloped market and rapid economic growth will present excellent opportunities. In particular, the 2008 Olympic Games, World Trade Organisation (WTO) membership, the reduction of travel restrictions on Chinese people, and massive growth of consumer spending will, we believe, spur demand for Upstream's services.
- In furtherance of this, in early 2006 Upstream was **successful in building on its existing two representative offices in China by establishing a Wholly Owned Foreign Enterprise (WOFE)**, which confers on it the ability to provide consulting services and issue invoices in the country.
- Upstream offers its clients a **full range** of both traditional and online communications services. These include strategic public relations advice, corporate and product marketing communications, event management, digital marketing and web-based communications services. Its clients fall primarily into three sector groupings: technology/media/telecommunications (TMT), consumer/lifestyle/travel, and corporate & financial.
- Upstream's management is led by its founder and CEO, David Ketchum. Mr Ketchum is a **highly experienced and well-connected corporate communications and marketing professional**, with a proven ability to generate business and work with major multinational clients.

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- The company's strategy centres on **four aims**: to capitalise on the investments that it has already made, the development of current relationships, the maximisation of new business and expansion through selective acquisitions
- In our view, while all of these objectives are important, **acquisitions are likely to be the key driver of Upstream's growth**, due to the fragmented state of the market and its ability, following its admission to AIM, to offer attractive terms to potential vendors.
- **It was recently announced that Upstream has agreed to a reverse takeover for Raven Capital Inc.** Completion and admission to AIM are scheduled for October 16th, 2006. If successful, Raven will adapt the name of Upstream Marketing and Communications Inc (UMC).
- **Under the terms of the proposed acquisition, UMC will have 133.5m shares in issue, with a placing price of 20p per share.** On this basis, UMC will have a market capitalisation of £26.7m, making it a significant force in the fragmented regional corporate communication and PR market.
- **We believe that the combination of fast-expanding markets, the opportunity to take advantage of a fragmented industry by making acquisitions and the ability to benefit from the expertise, experience and contacts of the existing network will enable Upstream to achieve rapid growth in the next few years.**

Note: Upstream Asia will change its name to Upstream Marketing and Communications Inc. following the reverse takeover of Raven.

INTRODUCTION

Upstream Asia was founded in 2000 in Hong Kong, since when it has grown to encompass a network of full-service offices and affiliates throughout the major Asia-Pacific region markets. The company provides a range of corporate and marketing communications services to both Asia-based companies and multi-national corporations.

Although Upstream is, and will remain, a regional organisation, it believes that China offers particular opportunities for growth. Accordingly, much of its efforts will be concentrated on this rapidly expanding market place.

Thus far, Upstream's expansion has been financed from current cash flow and from funds raised from early stage investors. However, it has reached agreement with Raven Capital Inc, whereby Upstream will undertake a reverse takeover of Raven. Following this transaction, Upstream will have the resources, in our view, to expand further and in particular to undertake significant acquisitions, taking advantage of the fragmented state of the industry to do so. These acquisitions, combined with the opportunities presented by a fast-growing market, should, in our view, enable Upstream to achieve rapid earnings expansion in the coming years.

BUSINESS

Upstream is a corporate communications and public relations company. In practice, this means that it offers clients a range of services that can further their ability to develop strong brands for their products, inform customers, suppliers and administrators of their business, and ensure that management is aware of the needs of the marketplace. Essentially, therefore, Upstream offers a “one stop shop” to companies needing the full range of brand building, communications and public relations services across the fast-growing Asia-Pacific region.

The services offered by Upstream can be divided into three broad categories:

Strategic branding, corporate communications and public relations consultancy

Upstream provides strategic advice to senior executives of client companies on branding, marketing and corporate communications campaign planning. More specifically, this involves providing research, expert advice on the positioning of clients and their products in the marketplace, how to build awareness of the client and differentiate it from its competition, selecting the appropriate media and budgeting.

Public relations services include campaign development, training in presentation, media buying, identifying and arranging sponsorship opportunities, managing the communications of specific issues or during a crisis, staging news conferences, arranging interviews with senior executives, writing and placing articles and monitoring the media.

Recent client assignments in these fields include arranging visits by the CEOs of eBay, EDS and others to China, launching Qantas’ new route between Beijing and Sydney, media training for all of Alcatel’s country managers and handling communications for Towngas following a serious accidental explosion.

Event management

Upstream has the capability to organise special events, exhibitions, promotions and competitions, and arrange speaking opportunities. In addition, it can prepare brochures and other marketing materials in support of such events.

Digital marketing and electronic distribution

The sheer scale of the “digital market” in the Asia-Pacific region is striking. Some 36% of global internet users can be found in the region, which is more than either the USA or Europe. There are 61 million broadband subscribers, representing 39% of the global total, and China alone has 111 million internet users. For comparison, there are some 200 million internet users in the USA. The absolute numbers are therefore impressive, but the growth potential is even more so. The 111 million citizens of the PRC who use the internet make up 8.5% of the population: their American equivalents represent more than two-thirds of the population of the USA.

Thus, the use of digital media by companies to communicate with their customers and others is already large, and has grown massively (from a value of some HK\$200m in 2002 to approximately HK\$900m in 2005). It is reasonable to believe that it will continue to show radical rates of growth in the coming years.

FRANCHISE

Upstream is active across the Asia-Pacific region, with its head office in Hong Kong. Its network consists of seven offices, five of which are wholly owned and two are non-equity franchised operations. In addition, it has affiliates in six major cities in the region: Delhi, Bangkok, Mumbai, Seoul, Manila and Jakarta.

Table 1: Regional network

Location	Founded	Staff
Hong Kong (head office)	2000	20
Taipei	2002	5
Singapore	2003	11
Sydney (franchise)	2003	8
Tokyo (franchise)	2004	8
Shanghai	2005	9
Beijing	2006	9

Company Data

Each of these offices can operate on behalf of local clients in their home markets, but in addition can call on the whole network. For example, a company based in Singapore, but looking to open an office in, say, Hong Kong, could make use of Upstream for its communications needs in Singapore and to arrange a press conference announcing its expansion in Hong Kong. We regard this regional network capability as an important competitive advantage for Upstream.

Upstream operates primarily in three broad industry sectors, technology/media/telecoms (TMT), corporate & financial, and consumer & travel.

Table 2: Major clients by industry grouping

TMT	Corporate & financial	Consumer & travel
Alcatel	Crosby Capital Partners	Palmerston Suites
Apple	Towngas	Mandarin Oriental
Business Objects	Hong Kong Science & Technology Parks	Qantas
eBay	EDS	Clarins
Linksys	ICAP	B&Q
O2	Global Market Insites	Pure
Factiva		Toys "R" Us

Company Data

It is notable how many of these names are global brands (Apple, Alcatel, eBay, O2, EDS) and not "just" regional concerns. These companies can use any communications, PR and advertising partner they wish, including, of course, the biggest global operations. That they choose to use Upstream in the Asia-Pacific region is, in our view, an indicator of the quality of its services and its standing in the Asia-Pacific region.

We believe that Upstream has been able to attract clients of this calibre by offering an attractive mix of attributes. These can be summarised as follows:

Local strength

Upstream operates within the markets it serves. The consultants working with the clients in each centre are not only within easy physical reach, they have a profound understanding of the local markets, media and culture. They will be able

to communicate in the client's own language, and will know the corporate management, journalists and politicians that matter.

The advantages of the network

Although the countries of Asia Pacific are frequently very different, the region has a great deal of economic interdependency. Thus, for example, a client of the Singapore office might need to conduct a campaign to support gaining permission to manufacture in Thailand. Clearly, a purely local operation would not be able to fulfil such a role, whereas Upstream, with its network of regional offices, is well placed so to do.

In addition to having its own offices, Upstream is affiliated to agencies in other centres, for example Korea, Vietnam and India. Thus, it can offer a geographical reach even wider than that offered by its own network.

A comprehensive product range

Upstream, as we have seen, offers a comprehensive range of services in its field. It can act "just" as a straightforward PR representative, train the senior executives of a company aiming to expand in the region, arrange meetings with press and politicians, advise on brand building, place and even write press articles and arrange the details of a company's presence at a trade fair. As a result, its clients have no need to go to other agencies to fulfil a specific need.

This breadth of service, combined with the virtues of a local presence and regional franchise, is the core of Upstream's business model.

THE MARKET FOR UPSTREAM'S SERVICES

The Asia-Pacific region offers, we believe, an extremely favourable marketplace for Upstream. There are three main inter-related reasons for this: its economic scale and rapid growth, the fact that many large companies are expanding into or within the region, and China.

Economic scale and growth

Asia is big in every sense. Its population of well over 3 billion is some 60% of the world's total, and is approximately four times larger than that of the USA and the EU combined. Its GDP measured in US\$ adjusted for purchasing power in 2005 was estimated by the CIA at US\$21.35 trillion, 87% of the total for the USA and EU.

It has, in general, demonstrated a remarkable economic recovery since the end of the "Asian Crisis" in 1998, combining, to generalise, rapid rates of growth with falling real interest rates, low inflation, and strong currencies. In addition, notwithstanding a number of local conflicts in countries or regions where, probably not coincidentally, the concept of corporate communications has yet to take off, the major nations of the region have demonstrated a high degree of political and social stability.

The extent of the economic growth achieved by the region can be gauged from the fact that the IMF puts Asia GDP expansion at just over 7% in both 2004 and

2005, and it expects similar rates of growth in both the current year and 2007. In the Emerging Asia region where Upstream conducts most of its business, the IMF estimates that GDP growth will be even higher, at 8.5% and 8.3% in 2006 and 2007, respectively.

Table 3: Asia: population and economic scale

	2005 GDP*	2005 Population (m)	GDP / Capita**
Japan	4,018	128	31.51
Australia	640	20	31.53
New Zealand	101	4	24.63
Industrial Asia	4,759	152	31.33
Hong Kong SAR	227	7	32.94
<i>Korea</i>	965	49	19.78
Singapore	124	5	27.62
Taiwan	631	23	27.44
China	8,859	1,314	6.74
<i>India</i>	3,611	1,095	3.30
<i>Indonesia</i>	866	246	3.53
<i>Malaysia</i>	290	24	11.89
<i>Philippines</i>	451	90	5.04
<i>Thailand</i>	561	65	8.68
Emerging Asia	16,586	2,916	5.69
Asia	21,345	3,068	6.96
USA	12,490	298	41.86
EU	12,180	457	26.65
* US\$ billion PPP		** US\$ '000 PPP	
Italics: Upstream office location			
Italics: Upstream affiliate location			

CIA World Factbook

This expansion has been linked with the establishment and growth of a large number of Asian-based companies which are selling goods of all kinds into the global marketplace. Many of these companies have established well-regarded product lines and increasingly strong brands in a remarkably short space of time. Lenovo, the Chinese computer manufacturer that bought the rights to manufacture IBM lap-top computers, is an excellent example. Such companies are natural prospective clients for Upstream, which can offer the combination of profound local knowledge, command of the language and cultural understanding with international reach and a comprehensive, high quality "product".

Table 4: Asian economic growth, 2004 to 2007E

Real GDP growth (% YoY)	2004	2005	2006E	2007E
Japan	2.3	2.6	2.7	2.1
Australia	3.5	2.6	3.1	3.5
New Zealand	4.3	1.9	1.3	1.7
Industrial Asia	2.5	2.6	2.7	2.3
Hong Kong SAR	8.6	7.3	6.0	5.5
Korea	4.7	4.0	5.0	4.3
Singapore	8.7	6.4	6.9	4.5
Taiwan	6.1	4.0	4.0	4.2
China	10.1	10.2	10.0	10.0
India	7.3	8.2	8.3	7.3
Indonesia	5.1	5.6	5.2	5.8
Malaysia	7.2	5.2	5.5	5.8
Philippines	6.2	5.0	5.0	5.4
Thailand	6.2	4.5	4.5	5.0
Emerging Asia	8.4	8.5	8.5	8.3
Asia	7.1	7.2	7.3	7.1

IMF

Corporate expansion into or within the region

Many Western companies have expanded into Asia. This has taken a variety of forms. Manufacturing companies have taken advantage of low labour costs and favourable tax regimes to make their products in China, Malaysia, Thailand etc.. In the process, quality has been at least maintained. Dyson, for example, has noted a marked increase in the quality of its products since moving its manufacturing from Britain to Malaysia.

Initially, much of this move in production from existing facilities to Asia concerned relatively "low tech" goods like clothes and footwear, but today more and more highly advanced items are built in what were until a few years ago largely agricultural societies. Thus, to use UK examples, as noted above Dyson has moved the assembly of its vacuum cleaners to Malaysia, while Triumph Motorcycles provoked howls of protest amongst British motorcyclists when it was reported that the manufacture of this iconic product was to be moved to Thailand.

In addition, Western companies have shown an increasing propensity to sell their goods in Asia. This frequently means using the services of a corporate communications agency in order to inform the target market of the virtues of the company and its products, and as a consequence to establish a brand. Upstream is a natural provider of such services.

It is not just Western companies that have been moving production to the emerging economies of the region. Within the Asian sphere, it is no longer a surprise to see "Made in Thailand" on a Nikon digital camera, "Made in Malaysia" on a Sony DVD player or "Made in China" on practically anything that until recently would have been made in Japan.

In addition to the influx of manufacturing, service companies have recognised the growing importance of the Asian market. Examples include Qantas instituting flights from Beijing to Sydney, the expansion of hotel groups into China and the opening by major global banks of offices across the region.

The China factor

Upstream's management believes, rightly in our view, that the China market offers the potential to become its single most important source of business.

Of China's population of 1.3 billion people, consumers (those with the disposable income to do much more than subsist) represent just 19% of the total. This represents a large number of people - approximately four times the population of the UK, for example - but in percentage terms it should be compared with the 95% level of Japan and the 89% of Western Europe.

If the ratio of consumers in China were to rise to 50% of the population (still not much more than half the level of Japan and Europe), this would involve an increase, assuming a broadly stable population, of approximately 400 million individuals - much more than the current population of the USA!

Even if the spending power of each individual remains below Western levels, the sheer number of people involved makes it clear that the power of the Chinese consumer will be a major, and perhaps *the* major, driver of the global economy over the coming decades.

Another example of the potential that China offers is that, as we have noted above, its 111 million internet users represent just 8.5% of the population. For comparison, the US has approximately 200million internet users. Should internet access in China rise to 25% of the population, this would mean that approximately an extra 214 million people would be added to the ranks of global internet users - by coincidence, almost exactly the same as the total current number of people who use the internet in the USA.

Even today, with only 19% of its population within the consumer class, China has become a vast marketplace. It is, for example, the third largest consumer of luxury goods in the world, accounting for 20% of global demand. Almost by definition, the vast bulk of such goods carry Western or Japanese brands, and the opportunities both for existing participants and new entrants are immense.

In addition, travel restrictions on Chinese citizens have been eased greatly, freeing them to travel alone rather than being required to be part of a group. Understandably, this has resulted in a surge in travel by Chinese people, resulting in strong demand for air transport, luxury goods - cameras are a good example - and other travel-related goods and services. It is thus important for major international hotel groups, for example, to establish their brands with Chinese consumers, and therefore not surprising that Upstream's client roster includes both Hilton and Mandarin Oriental.

It is thus apparent that the combination of rapid economic growth (the IMF's estimates indicate that the size of China's economy will leap by more than two-thirds between 2004 and 2007) with the sheer size of China's population and the liberalisation of access to the market presents huge opportunities for a wide range of companies.

As a result of this immense and obvious growth opportunity, most corporates seeking to participate in China are prepared to invest far more in marketing than would be the case in more developed markets. In short, companies are investing far beyond the scope of their current sales in order to establish their presence in the China market, and hence generate market share in the future.

There are two specific factors that are adding further momentum to the “China story”.

First, the 2008 Olympic Games will be held in Beijing. This has already proved to be the catalyst for a wave of spending by both government and private enterprise in travel, transportation and logistics, telecommunications and media, and the corporate and financial sectors.

The indirect benefits of the Olympics are difficult to quantify, but it is easy to envisage a range of positive effects, from increased tourism into China to increased demand for consumer goods from Chinese consumers becoming aware of such products through advertising and other forms of exposure.

Second, China became a member of the WTO in 2001. This has involved a major programme of deregulation, a part of which has seen foreign companies gaining much greater access to the Chinese market. In the current year, for example, foreign banks are scheduled to have all restrictions on their local currency business removed, insurance companies will be able to offer a full range of services, and all geographic restrictions on joint ventures in the telecoms sector will be removed.

The other side of the WTO coin is that Chinese companies have been able to offer their products in the global markets. Thus, for example, Lenovo has become a global brand in the field of lap-top computers, where it has established a strong reputation for high quality at low prices. In addition, and just as importantly, Chinese companies now have access to capital and expertise that had hitherto been closed to them. This includes the fields in which Upstream is active.

Upstream, which already has two representative offices in China, in Beijing and Shanghai, has recently been successful in its application for a WOFE status.

As a result, it now has the capability to offer its services directly for Chinese clients, and to invoice them in local currency. We regard this as a significant step forward for the group.

STRATEGY

Upstream’s strategy has four key facets:

To capitalise on investments that it has already made

Since its foundation, Upstream has established a significant infrastructure and staffing in each of its identified strategic markets. In particular, it has identified and appointed the necessary senior consulting and business development professionals, without which it could not succeed. This has involved a heavy commitment in terms of time and money, but has resulted in Upstream establishing the capability to take advantage of the opportunities offered by the market, especially in China.

As a result of the investments that have been made, Upstream’s management believes that the company is now in a position to win and retain commissions from clients that were previously inaccessible to it.

To develop current relationships

A glance at Upstream's client list confirms that it contains a significant number of first-rank global corporations. The intention is to take advantage of this in two ways:

a) By increasing its share of client budgets.

In many cases, Upstream is taking currently a modest share of its largest clients' marketing and communications expenditure in the region. It intends to redress this by focussing on cross-selling additional services to these large clients. Thus, for example, a client that uses Upstream for public relations work in Hong Kong will be encouraged to use the company for other services, or in other countries within the region.

b) By extending existing relationships into new markets.

This is likely, we believe, to be an important source of additional business. Many existing clients are either actively considering or actually undertaking entering the China market where Upstream, with its well-developed network, including the WOFE, and broad range of services is well placed to act on their behalf.

To develop its business in strategic sectors

The bulk of Upstream's business is derived, as we have seen, from clients in three broad sectors: TMT, corporate & financial, and consumer & travel. The intention is to maintain the focus on these sectors, rather than risk expanding into areas where it lacks familiarity and expertise.

To make selective acquisitions

The corporate communications sector in Asia is highly fragmented. There are numerous small organisations, each with only a few staff and one or two experienced consultants, which are active in only one or two centres. We believe that these small consultancies will be squeezed by two factors: the growing use by companies of regional agencies (of which Upstream is a prime example), able to offer a consistent level of service across a range of markets, and the need to offer a wide range of services to compete with the large international organisations.

As a result, we believe that it is likely that many of these smaller "shops" are, or will be, willing to join with a larger organisation. Upstream intends to take advantage of this trend.

It can offer the owner/managers of such businesses the ability to maintain their client relationships, while being able to benefit from the regional network and breadth of services that Upstream can offer. They would not be subsumed into a giant global monolith, as might be the case were they to join such a group.

Following its listing, Upstream will be able to offer shares in payment, with a strong incentive element to compensation, conferring a large element of encouragement to the acquired consultants to perform well.

We regard all of these strategic aims as sound, but in our view it is the success of the acquisition policy that holds the key to Upstream's prospects.

FINANCIALS

In the year to December 31, 2005 Upstream reported revenue of £1.12m and a net profit of £20,472 – effectively break-even. However, we do not believe that the historical figures have a great deal of significance, because they do not reflect the fact that the company has moved from its establishment phase to one of growth and expansion, made possible by the reverse takeover of Raven and the subsequent listing of its shares.

Table 5: Summarised profit & loss account, 2003 to 2005

GB£ Yr to 31/12	2003	2004	% chg	2005	% chg
Retainers and project revenue	736,224	819,596	11.3%	1,103,504	34.6%
Other income	13,368	14,627	9.4%	16,409	12.2%
Total revenues	749,592	834,223	11.3%	1,119,913	34.2%
Operating costs	(187,315)	(222,619)	18.8%	(532,398)	139.2%
Directors' remuneration & staff costs	(563,244)	(590,128)	4.8%	(551,877)	-6.5%
Total expenses	(750,559)	(812,747)	8.3%	(1,084,275)	33.4%
Net operating income	(967)	21,476	n/m	35,638	65.9%
Depreciation, FX & impairment loss	(37,245)	(13,605)	-63.5%	(15,166)	11.5%
Pretax profit	(38,212)	7,871	n/m	20,472	160.1%
Tax	-	(1,733)	n/m	(5,136)	196.4%
Net income	(38,212)	6,138	n/m	15,336	149.9%

Company Data

We are prevented for regulatory reasons from including estimates for the future performance of Upstream in this report. However, we believe that the combination of the economic expansion of the region, Upstream's own efforts and the policy of making acquisitions is likely to result in substantial earnings growth over the coming years.

LISTING ON AIM

The reverse takeover of Raven and the subsequent listing on AIM represents a step-change in the development of Upstream, and in particular it will enable it to use paper to make the acquisitions referred to above. Based on the placing price in Raven of 20p, Upstream Marketing and Communications Inc will have a market capitalisation of £26.7m.

There are currently 44,366,668 shares in issue. The acquisition, which was announced on 19th September, will involve the issue of 79,675,002 new Acquisition shares and 2,500,000 new Placing shares by Raven. Accordingly, at the placing price of 20p the market value of Upstream on its admission to AIM will be £25.3m. Admission to AIM is scheduled to take place on October 16th. Following an EGM, Raven will change its name to Upstream Marketing and Communications Inc (UMC).

Key Personnel

Chief Executive Officer: David Ketchum

Mr Ketchum, who is 43, has 23 years' experience in branding, marketing and corporate communications, including senior positions at Hill and Knowlton, Burson-Marsteller and Calvin Klein, where he was Senior Vice President in charge of marketing and communications. He is the chairman of the Asia Digital Marketing Association and the Council of Public Relations Firms in Hong Kong.

Mr Ketchum founded Upstream Asia in 2000, and he has been instrumental in the expansion of the business. Based in Hong Kong he has extensive contacts in the business and political fields in Asia, with a particular emphasis on Hong Kong and China.

He will have a 15.3% stake in UMC, with his wife, Mrs Jane McGuire Ketchum, holding an additional 15.0%. Both Mr and Mrs Ketchum have agreed not to dispose of any of their shares for 12 months from Upstream's admission to AIM, and that over the following 12 months they will not sell without the consent of the company's broker and nominated advisor.

Chief Operations Officer: Paul Mottram

Mr Mottram, aged 38, has been with Upstream for five years and will be COO of the Enlarged Group after the acquisition. He has more than 16 years of marketing and communications experience, and has lived and worked in Asia for 14 years. He has broad experience in regional corporate, technological, consumer and financial communications.

Managing Director: Mike Liew

Mr Liew, who is 42, is based in Singapore, and concentrates on the Singapore and South East Asian markets. He has nearly 20 years' experience in the communications industry, specialising in acting on behalf of corporate, financial and technology companies. Having worked in several countries within the Asia Pacific region, he has built a profound knowledge of the communications industry in the area.

Shufen Tan: Director & General Manager, China

Ms Tan has over 16 years' communications experience in China and Asia, including over nine years focusing on the PR industry in Greater China. Previously, she spent five years as Leader for Digital Business and Media Services at Ketchum Public Relations Greater China practice, where she developed online communications strategies and media management services.

Ong Seow Chong: General Manager, Singapore

Ms. Ong has over ten years of PR experience, in both Singapore and Hong Kong. Previously, as Account Manager in Weber Shandwick's technology practice group, Seow Chong was responsible for the strategic counsel and account management of a number of high profile technology clients prior to which he/she was a senior marketing specialist at Portal Software.

Katherine Wang: General Manager, Taipei

Ms Wang has over 12 years' experience in public relations in Taiwan. Her areas of expertise cover the full range of communications disciplines from corporate and

marketing communications, sponsorship, integrated marketing communications, event marketing and management, issues management and media relations management.

Finance Director: Ajay Kejriwal

Mr Kejriwal has over 15 years' experience in the commercial and financial sectors. He qualified as a chartered accountant with Price Waterhouse, and has subsequently worked in finance with Morgan Stanley, Cazenove & Co. and Nomura International, focussing on the Asia-Pacific region.

CONCLUSIONS

Upstream offers a rare combination of virtues. It is active in a region which offers huge underlying growth, and in an industry that offers the potential to benefit fully from such growth. In particular, its exposure to China offers Upstream the prospect of benefiting from what is, in our view, the most exciting economic opportunity in the world.

There are, of course, many corporate communications companies in the world, ranging from major global concerns to one man "shops". Thus Upstream is not without competition. However, the global houses, while powerful, do not have the specific regional expertise and contacts that Upstream can offer, while the small shops can not provide the breadth of product that is an Upstream hallmark.

The company has already achieved both a solid regional footprint and an enviable list of blue-chip clients. The forthcoming reverse takeover of Raven, and the subsequent listing on AIM, will provide it with the currency to boost its scale by a programme of selective acquisitions. The fact that the industry it operates within is highly fragmented means that ample opportunities for such acquisitions exist.

In our view, Upstream is an attractive company, which offers investors exposure to a growth industry against the backdrop of a region that presents huge opportunities.

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