

# Inspiring global alignment through value creation

## The IIRC's Global Conference 2019

### Interacting with the Board on value creation



Jean-Luc Barlet  
Group Chief Compliance Officer  
Mazars



Paul W. Chan  
President  
Malaysian Alliance of Corporate Directors



Vânia Maria da Costa Borgerth  
Deputy Managing Director for the Controlling  
Division  
BNDES – Brazilian Development Bank

# IIRC ANNUAL CONFERENCE

Interacting with the Board on Value Creation

*London – May 2019*

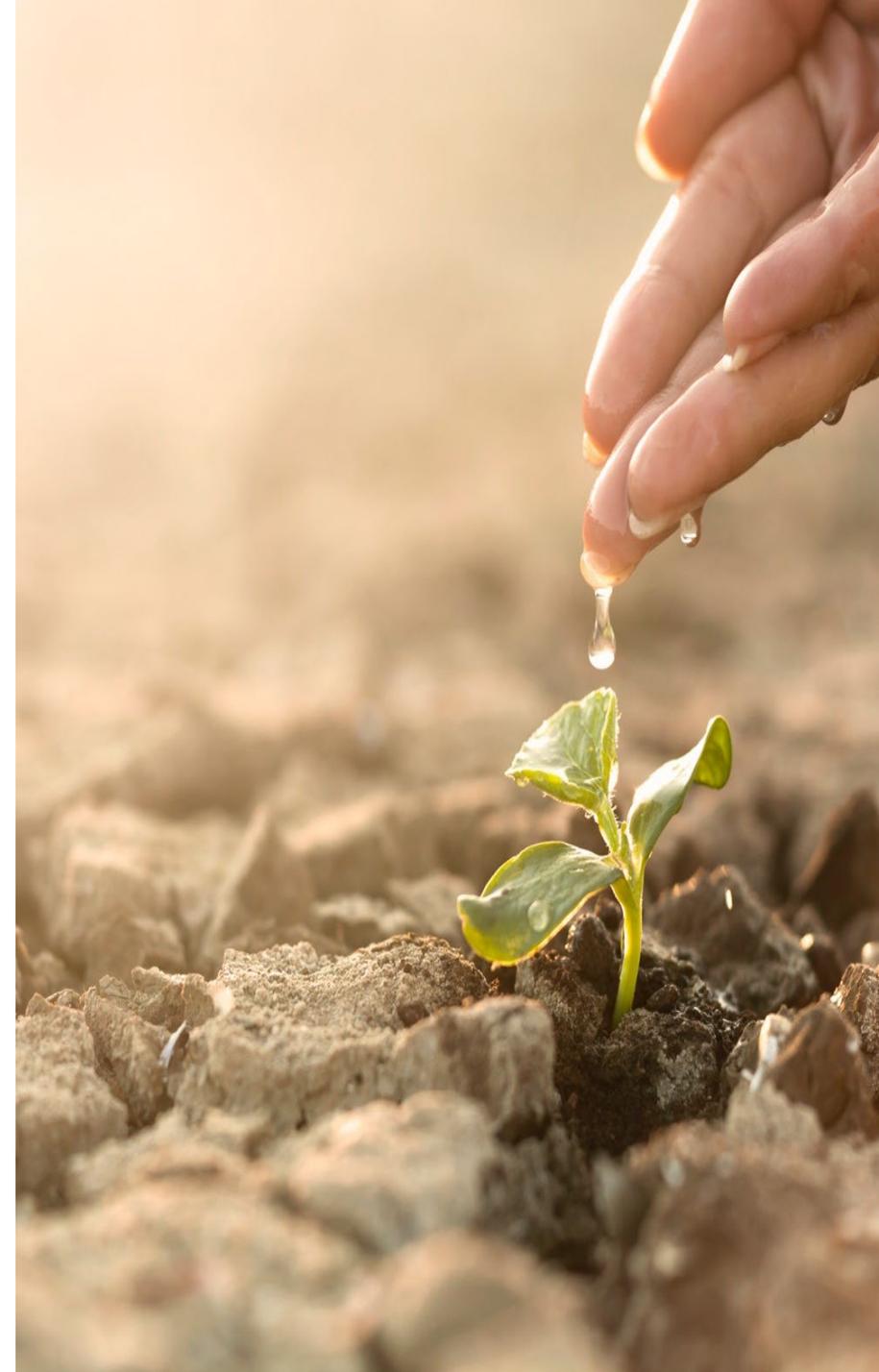
# INTERACTING WITH THE BOARD ON VALUE CREATION

## The panelists

- Vânia Maria da Costa Borgerth - Deputy Managing Director for the Controlling Division, BNDES – Brazilian Development Bank
- Paul W. Chan - President, Malaysian Alliance of Corporate Directors
- Jean-Luc Barlet - MAZARS Chief Compliance Officer, Moderator

## Our main objectives in this panel

- Assess the progress made in the interaction in the Board and in its Committees, on Non Financial Information and KPIs driving the policies on the most material issues
- Consider the increasing and collective role of the Board, in the assessment of the value creation by the management, of course for the part that is reflected in the financial statements (audited), but also the CSR dimension (often subject to assurance report), and most importantly in the other domains
- Explore the investor view, on how they consider this interaction and collective thinking of the Management and the Board together on value creation in their investment decision



# IN GOD WE TRUST, OTHERS MUST PROVIDE DATA

(Attributed to Pathology Professor Edwin R. Fisher, 1978)

## Key Findings of 2018 Research Report by Board Agenda and Mazars:

- Three-quarters (73%) of European business leaders believe that ignoring sustainability will affect their company's ability to create long-term value
- An identical 73% believe their current reporting approach delivers a comprehensive picture of their sustainability actions to investors and other stakeholders
- 59% claim their board has a clear understanding of the risks and opportunities of sustainability
- More than half (53%) say their board sees a solid business case for sustainability, while a similar number (57%) say they aim to meet their obligations
- 30% say that everyone on the board has a good understanding of sustainability, with 40% claiming there are enough board members with the right knowledge levels, but 12% say board members struggle
- One-third (32%) do not manage sustainability separately, while a quarter (24%) say it rests with the CEO; one-fifth (21%) have a head of sustainability who reports to the CEO
- One in five (17%) have a dedicated board-level sustainability committee, while two out of five (41%) do not have a separate function within the board with oversight of sustainability, with a similar number saying it rests with another board-level committee.
- One-third agree that sustainability measures are an integral part of the performance measures and compensation of executive members of the board, but half disagree

Source: Board Agenda – Leadership in Corporate Responsibility – European Report 2018  
Research Report by Board Agenda and Mazars, in association with INSEAD Corporate Governance Centre



## INTERACTING WITH THE BOARD ON VALUE CREATION

For **Anthony Carey**, head of board practice in the UK, Mazars:

- The result of the survey are positive and insightful. They demonstrate that boards have sustainability front and centre in their minds as a key strategic consideration and they recognize that it has a very significant impact on their companies' ability to create long-term value.
- It seems equally clear, however, that more work is needed by boards to make sure that they have the infrastructure in place within their businesses and in the boardroom to drive reliable and useful non financial reporting, and to manage their long-term sustainable performance effectively.
- A gap seems to exist between the extent to which boards recognise that sustainability is a critical business issue, and their effectiveness in measuring and managing it.
- To close this gap, many boards need to address how they can enhance boardroom expertise in - and focus on - sustainability issues as a matter of priority, in order to strengthen the likely long-term value of their businesses and reduce the risks of unexpected shocks.





**THANK YOU**

# Interacting with the Board on Value Creation



**Paul W Chan**

*President, Malaysian Alliance of Corporate Directors  
Executive Member, Global Network of Director Institutes  
IIRC Ambassador, International Integrated Reporting Council  
Vice President 1, Federation of Public Listed Companies*

***Inspiring Global Alignment through Value Creation***

**The IIRC's Global Conference 2019**

*Royal Garden Hotel, London, 16-17 May 2019*

# Interacting with the Board on Value Creation



# AUDIT Report



AUDITOR'S REPORT



INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Practice

11.1 The board ensures there is effective, transparent and regular communication with its stakeholders.

11.2 **Large companies** are encouraged to adopt **integrated reporting based on a globally recognised framework.**

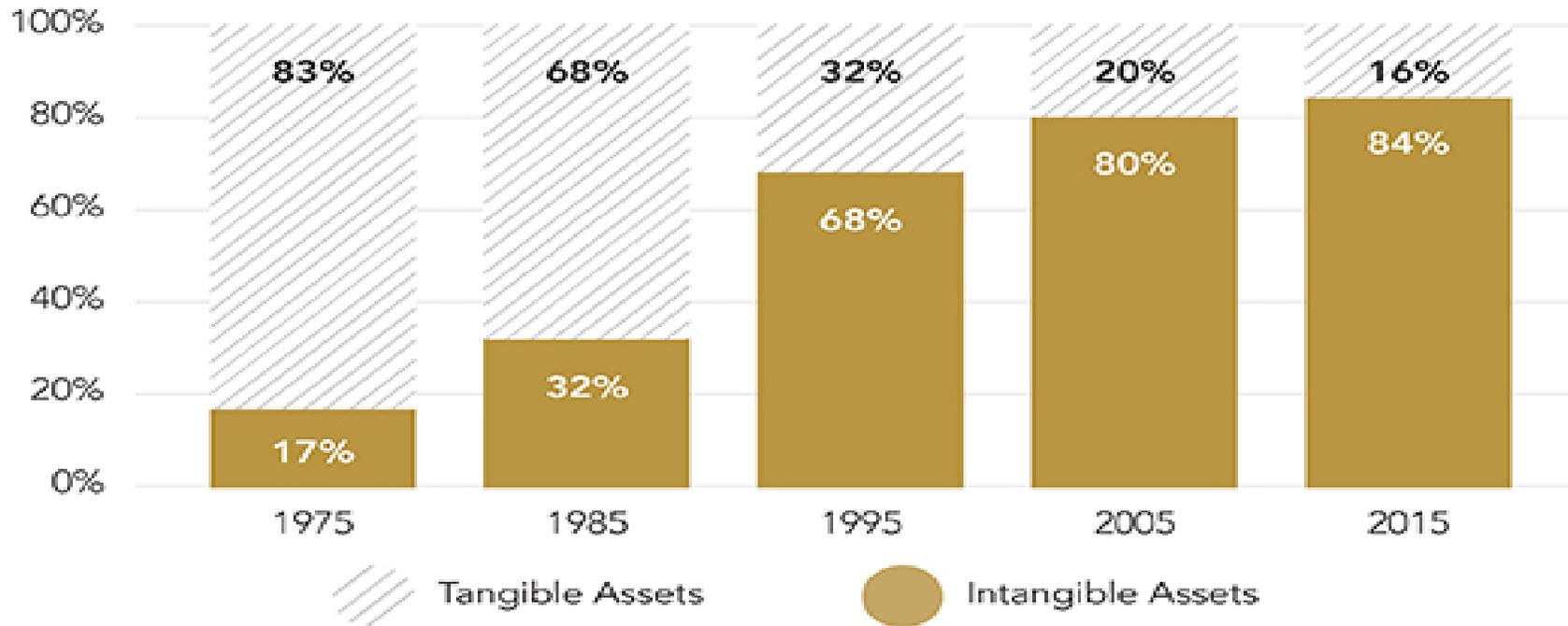
11.2 An **integrated report** is the main report from which all other detailed information flows; such as annual financial statements, governance and sustainability reports. It is concise communication about how a company's strategy, performance, governance and prospects lead to value creation. An integrated report improves the quality of information available to investors and promotes greater transparency and accountability on the part of the company.

The preparation of this report requires **integrated thinking** of the relationship between its various operating and functional units, thus breaking down internal silos and reducing duplication.



# Intangible Assets Dominate Market Value

## COMPONENTS of S&P 500 MARKET VALUE

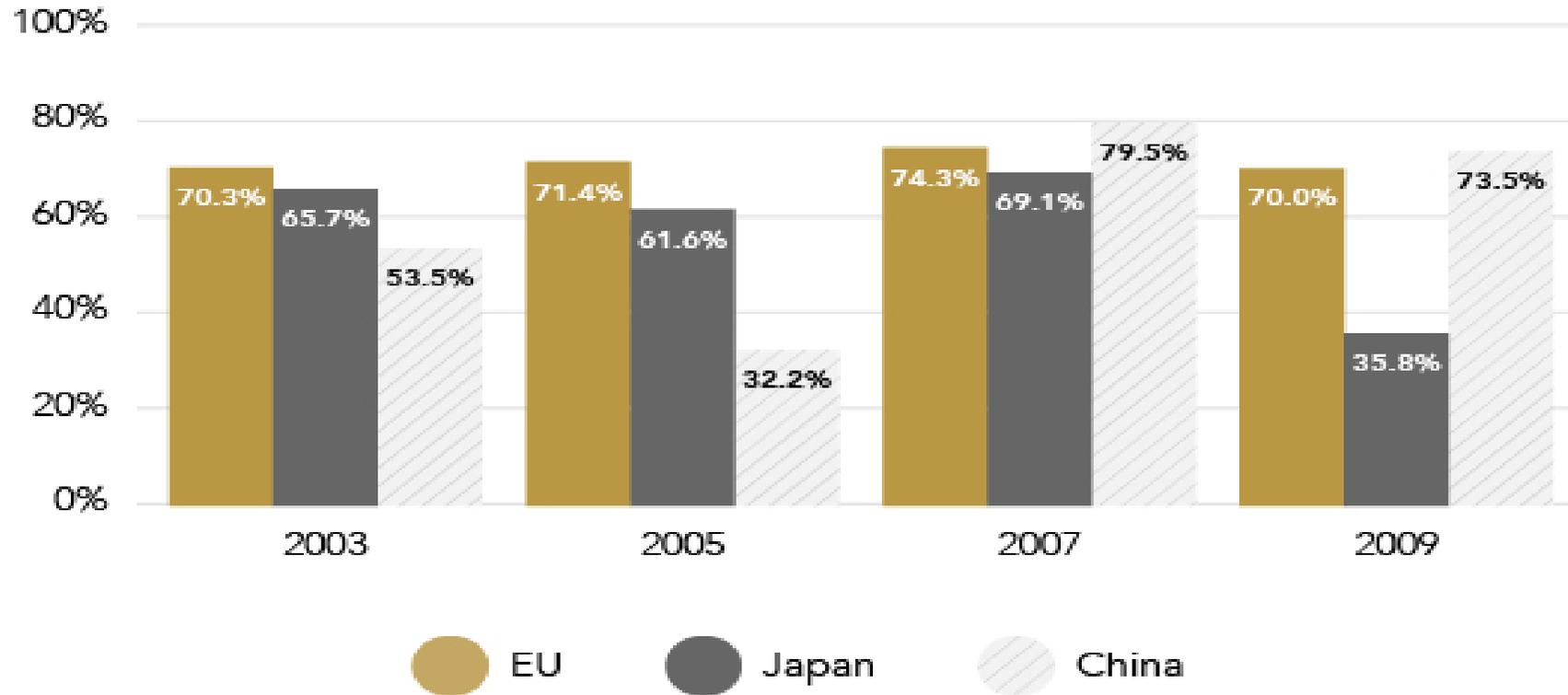


SOURCE: INTANGIBLE ASSET MARKET VALUE STUDY, 2017

Source: OCEAN TOMO LLC, January, 1, 2015

# Intangible Value as a % of Market Value

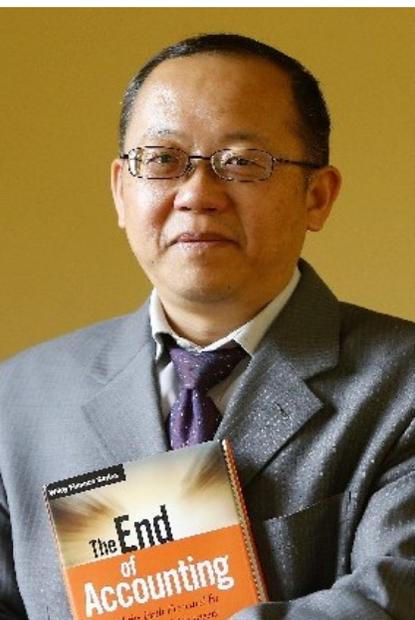
## INTANGIBLE VALUE *as* PERCENT *of* MARKET VALUE *for* NON-U.S. MARKETS



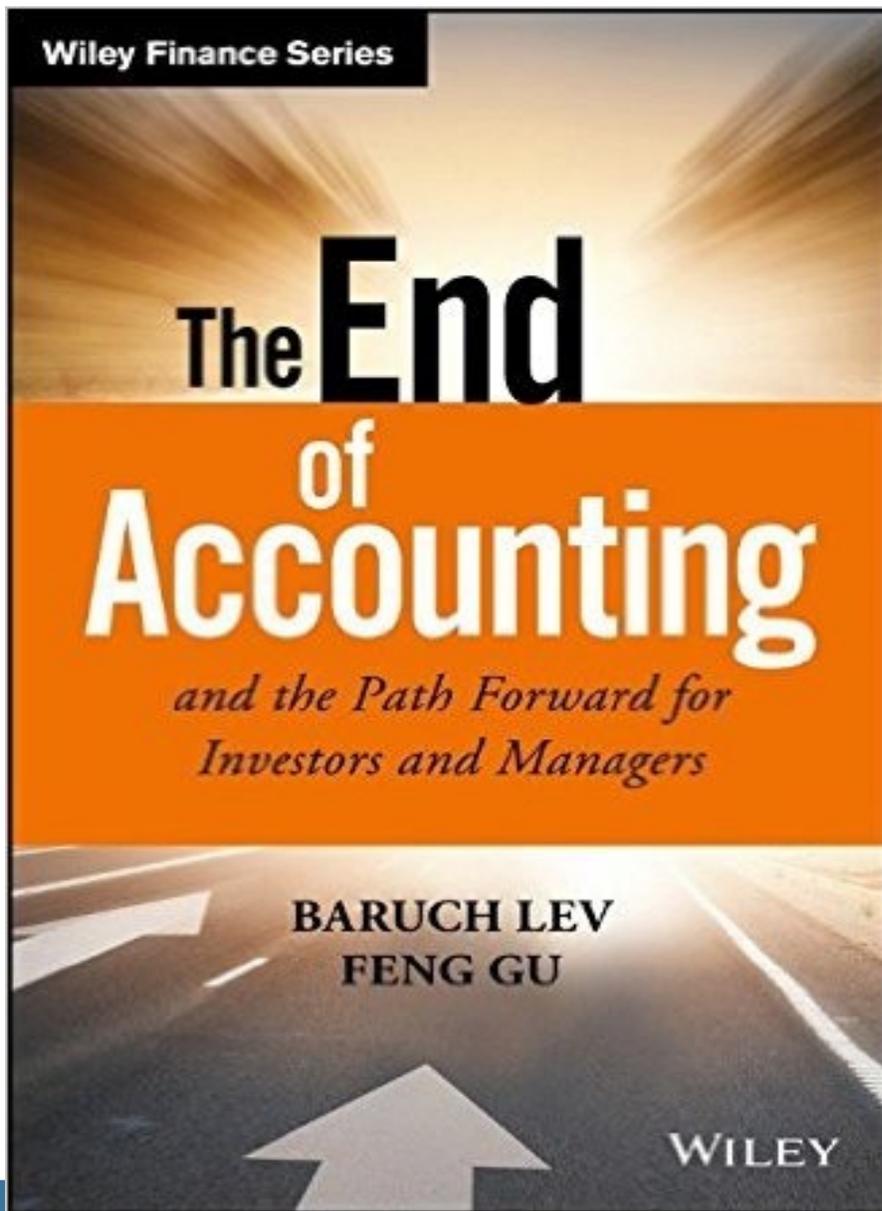
SOURCE: OCEAN TOMO, LLC



Prof Baruch Lev, NYU



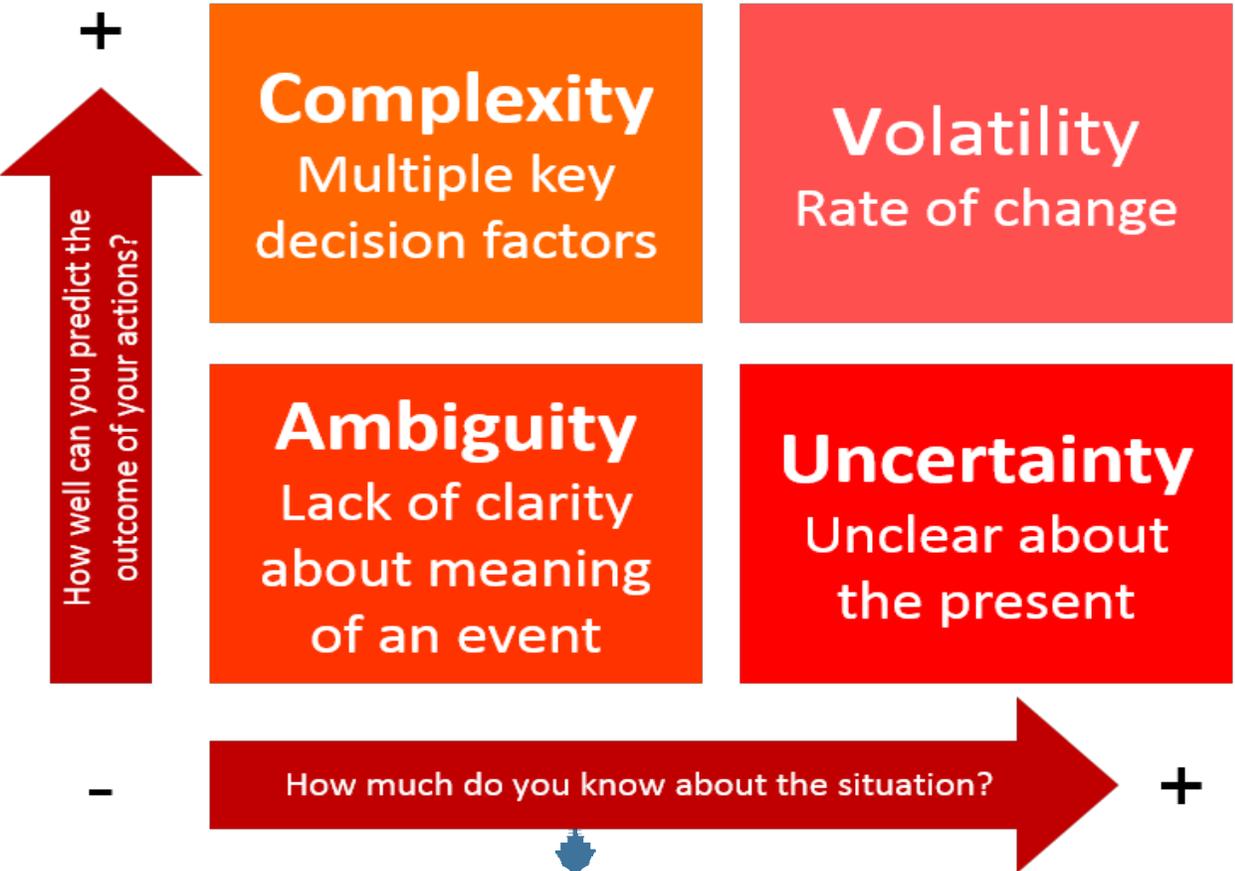
Assoc Prof Feng Gu  
University of Buffalo



## Key Findings

- Relevance of Accounting Information is Fast Shrinking
- In the '70s/80s, 80-90% of Company's Value was Tangibles Assets; today, < 40%
- Statistically, **Relative Contribution** of Various Information Sources Investors Use to Value Securities/Companies:
  - **28.4% Identified Sources:** 18.8% Management Forecast/Guidance; 6.2% Analysts' Forecasts; 3.4% Earnings Announcements/Filings
  - **71.6% Multiple Unidentified Sources:** Media Reports, Industry Insights/Intelligence, Government Statistics, etc.
- Only **3.4%** of Total Information Investors Use in their Decisions comes from Financial Reports
- Three (3) Reasons for Information Collapse:
  - a) The Dominance of Intangibles (Accounting Stuck in the Industrial Age)
  - b) Accounting Based on Estimates/Forecasts, Not Facts
  - c) Both Transactions and Events Create Value but Accounting Only Reflects the Transactions

# VUCA



Companies are going out of business faster than ever before.



50 YEARS AGO  
Forbes, Stephen Denning

TODAY

# DIGITAL disruption



# DIGITAL disruption



**UBER**  
World's largest taxi company

Owens NO



**airbnb**  
World's largest Accommodation provider

Owens NO



**skype WeChat**  
World's largest Phone companies

Owens NO



**Alibaba Group**  
World's most Valuable retailer

Owens NO



**facebook.**  
Most popular Media owner

Owens NO



**SocietyOne**  
World's fastest Growing bank

Owens NO



**NETFLIX**  
World's largest movie house

Owens NO



**Apple Google**  
World's largest Software vendors

Owens NO

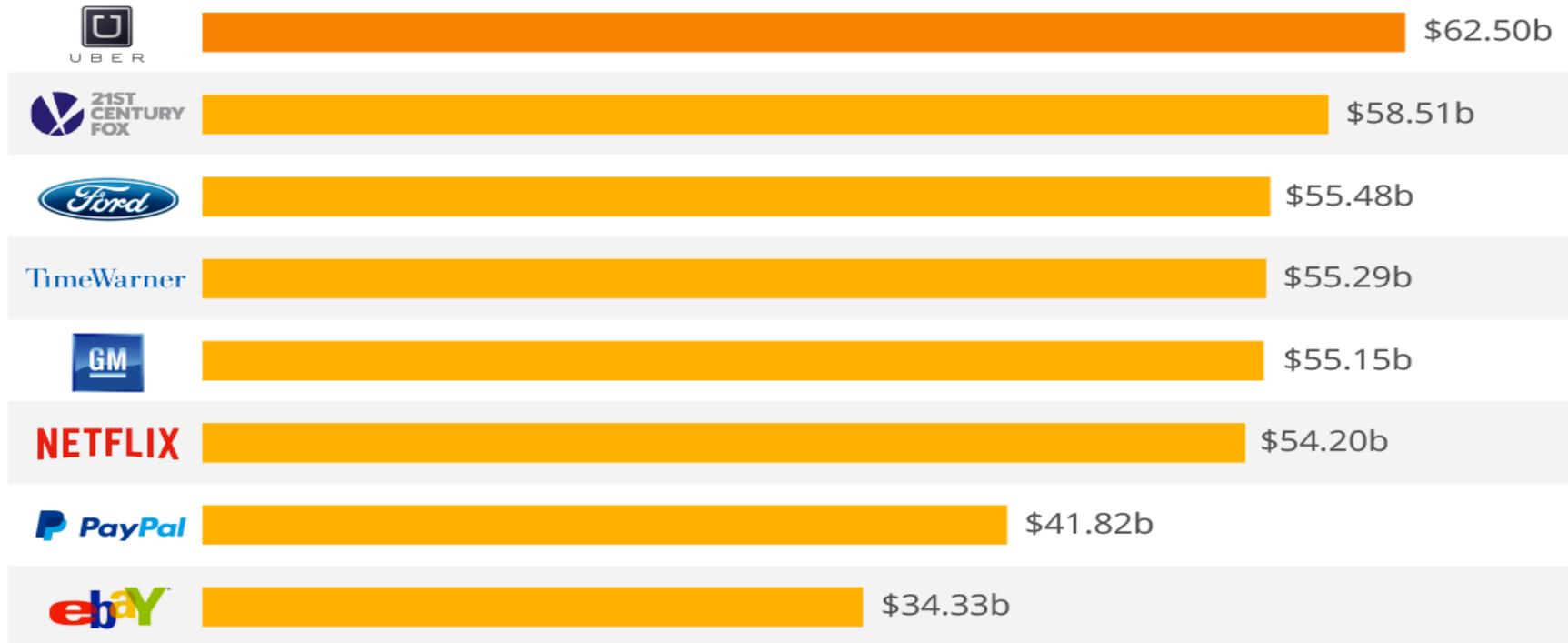


# Valuation of Uber

Tech  Chart of the Day

## Uber's \$62.5 Billion Valuation in Perspective

Uber's private valuation compared to the market cap of selected public companies



BUSINESS INSIDER

Source: Nasdaq.com



statista 

# Ridesharing's Biggest Players

## Ridesharing's biggest players

Company	HQ	Countries	Users	Funding raised	Valuation
<b>Uber</b>		<b>65</b>	<b>75 mln</b>	<b>\$ 22.2 bln</b>	<b>\$ 72.0 bln</b>
Didi Chuxing		7	550 mln	\$ 20.6 bln	\$ 56.0 bln
Lyft		2	23 mln	\$ 4.9 bln	\$ 15.1 bln
Grab		8	2.3 mln	\$ 6.1 bln	\$ 11.0 bln
Go-Jek		5	20 mln	\$ 2.1 bln	\$ 5.0 bln
Ola		3	150 mln	\$ 3.2 bln	\$ 4.0 bln
Careem		14	24 mln	\$ 0.6 bln	\$ 1.5 bln
Gett (Juno)		4	*	\$ 0.7 bln	\$ 1.4 bln
Cabify		11	13 mln	\$ 0.4 bln	\$ 1.4 bln
Blablacar		22	65 mln	\$ 0.3 bln	\$ 1.2 bln
Taxify		26	10 mln	\$ 0.2 bln	\$ 1.0 bln
Intelligent Apps **		14	16 mln	n/a	n/a

\*unknown; \*\*Owned by Daimler, includes MyTaxi, Beat, Chauffeur Prive and Clever Taxi

31 August 31 2018

HANDELSBLATT

Source: Handelsblatt

Old Name/Logo:



New Name/Logo:



- ❖ Founded by Anthony Tan and Tan Hooi Ling on 2011 in Malaysia.
- ❖ Headquarters is in Singapore.
- ❖ Under the transport industry.
- ❖ Recently change its name from 'GrabTaxi' to 'Grab' on the 28<sup>th</sup> of January 2016.



Anthony Tan and Hoo Ling Tan started Grab with \$25,000 in prize money from a business school pitch contest.



Southeast Asia's most valuable unicorn

**FORTUNE** April 1, 2019

Projected Market Valuation: \$14 Billion (~RM58 Bil)

Raised \$8.6 billion in Venture Funding from:

- Soft Bank Group, Japan
- Toyota Motor, Japan
- Didi Chuxing, Chinese Ride-Hailing Giant, China
- Microsoft, USA

ISO 9001:2015



# CORPORATE PROFILE

## DRIVING SEA FORWARD

Over **86 Million** mobile downloads

Over **2.4 Million** drivers across our network

According to TNS, a global market research firm, Grab's services (taxis, cars and motorbikes) are used most often in Singapore, Indonesia, Malaysia, Philippines, Thailand and Vietnam, compared to other ride-sharing and taxi hailing apps.

**191 CITIES**  
**8 COUNTRIES**



Grab is Southeast Asia's leading on-demand transportation and mobile payments platform. Grab solves critical transportation challenges to make transport freedom a reality for over 620 million people in Southeast Asia. Grab's core product platform includes transport solutions for drivers and passengers with an emphasis on convenience, safety and reliability, as well as its proprietary mobile payments platform, GrabPay.

## SERVICES | GRAB OFFERS PAYMENTS AND A RANGE OF TRANSPORT SERVICES THROUGH ONE MOBILE APP

### RIDE-HAILING

#### GET A VEHICLE

- GrabTaxi**
  - E-hailing solves safety and price certainty issues associated with traditional taxis in the region.
- GrabBike**
  - Fastest growing transport service.
  - Most popular option in Greater Jakarta, where population is 60% larger than Beijing.
- GrabCar**
  - Economy and premium options.

#### GET IT FASTER

- JustGrab**
  - Automatically assigns a vehicle from both Grab's taxi and car fleets at fixed fares for a faster ride.
- GrabNow**
  - Digitising street-hailing. (GrabTaxi in Singapore; GrabBike and GrabCar in Indonesia)

#### SHARE A RIDE

- GrabShare**
  - Commercial on-demand carpooling service for passengers to share their ride.
  - Passengers enjoy cheaper rides with short detours; drivers earn more with two passenger bookings in one trip.
- GrabHitch**
  - Social bikepooling and carpooling service allowing passengers to hitch a ride with drivers who are going the same way.
- GrabShuttle**
  - Pre-book a shuttle bus seat for an affordable, comfortable commute.
- GrabCoach**
  - Charter different-sized vehicles to move large groups of people.

### MARKETPLACE

- GrabExpress**
  - On-demand delivery services for food and parcels.
  - Addresses local challenges of last-mile delivery especially through congested cities.
- GrabFood**

### PAYMENTS

- GrabPay**
  - In-app mobile payments for more seamless rides.
  - Caters to local payments preferences through partnerships with over 60 financial services partners.
  - P2P fund transfers using GrabPay mobile wallet.
  - QR-code enabled payments with merchants in restaurants and shops.
- GrabRewards**
  - Southeast Asia's largest loyalty programme, with over 340 merchants across the region.
  - Passengers can earn and redeem points when they take all regular GrabCar, GrabBike, GrabShare and GrabTaxi rides
  - Grab customers can earn and redeem points when they pay with GrabPay at a Grab merchant

Kudo agents in 500 towns & cities in Indonesia

**PROVIDING THE SAFEST TRANSPORT PLATFORM**

**MAKING TRANSPORTATION ACCESSIBLE TO ALL**

**IMPROVING THE LIVES OF OUR PARTNERS**

**BRINGING SOUTHEAST ASIA INTO THE DIGITAL ECONOMY**

## MARKET OPPORTUNITY

\$25 BILLION MARKET FOR TRANSPORT; \$500 BILLION MARKET FOR PAYMENTS IN SEA

**IDEAL FOR RIDESHARING**

- Car ownership ranks among the lowest in the world.
- 70 cars per 1,000 people in SE Asia compared to 103 in China and 574 in the United States.

**HIGH POPULATION DENSITY AND DEVELOPING PUBLIC TRANSPORTATION INFRASTRUCTURE**

- More than 620 million people across the region -- larger than EU or North America.
- 12 megacities across SE Asia (>2 million); 4 cities larger than NYC.

**GROWING CONSUMER BASE AND DEMAND FOR ON-DEMAND SERVICES**

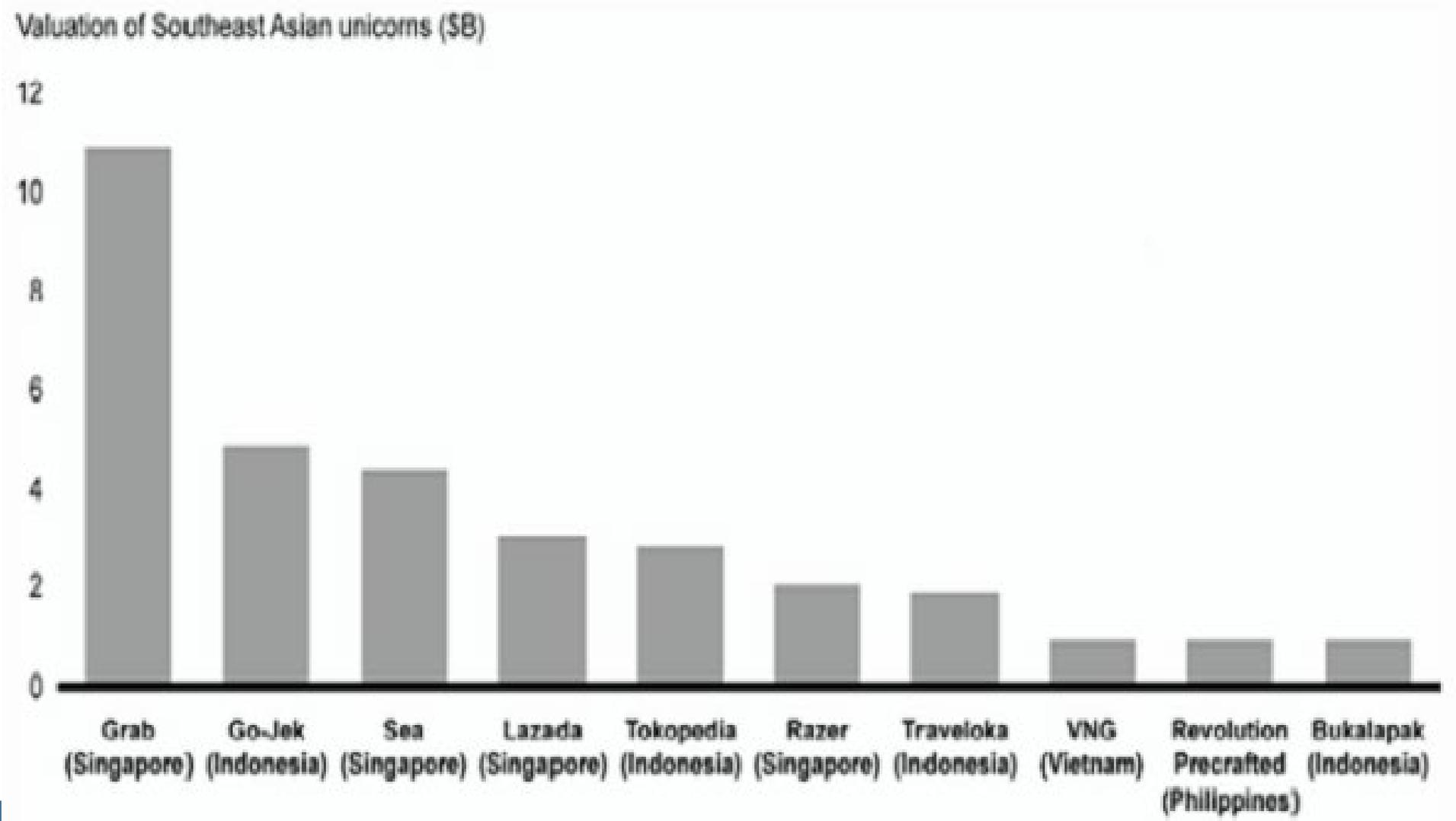
- Smartphone penetration expected to double in the next 5 years in Indonesia, Myanmar & Philippines, already exceeds 100% in Malaysia, Thailand and Singapore.
- Global non-cash transactions reached a volume of more than \$433 billion in 2016. Transaction volume in emerging Asia has grown by 43.4%, from 2014-2015.

2012		2013		2014			2015		2016				
<b>GrabTaxi</b> first launched in June 2012	<b>Entered</b> Philippines in July 2013	<b>Entered</b> Singapore and Thailand in Oct 2013	<b>Entered</b> Vietnam in Feb 2014	<b>Entered</b> Indonesia in June 2014	<b>GrabCar</b> first launched in July 2014	<b>GrabBike</b> first launched in Nov 2014	<b>GrabExpress</b> first launched in July 2015	<b>GrabHitch</b> first launched in Nov 2015	<b>GrabPay</b> regional launched in Jan 2016	<b>Grab for Business</b> first launched in June 2016	<b>GrabPay Credits</b> first launched in Dec 2016	<b>GrabShare</b> first launched in Dec 2016	
2017													
<b>GrabCoach</b> first launched in Feb 2017	<b>GrabShuttle</b> first launched in Mar 2017	<b>JustGrab</b> first launched in Mar 2017	<b>Entered</b> Myanmar in Mar 2017	<b>Kudo acquired</b> to expand GrabPay platform in Apr 2017	<b>GrabNow</b> first launched in June 2017	<b>P2P Fund Transfer</b> first launched in Aug 2017	<b>GrabRewards</b> launched in Aug 2017	<b>1 Billion Rides</b> completed in Oct 2017	<b>Merchant Payments</b> first launched in Nov 2017	<b>Entered</b> Cambodia in Dec 2017			
INVESTMENT ROUNDS						R&D CENTRES							
<ul style="list-style-type: none"> <li><b>APR 2014</b>: Vertex Ventures Holdings (Temasek)</li> <li><b>MAY 2014</b>: \$15M (GGV Capital, Qunar)</li> </ul>		<ul style="list-style-type: none"> <li><b>OCT 2014</b>: \$65M (Tiger Global, Hillhouse Capital)</li> <li><b>DEC 2014</b>: \$250M (SoftBank)</li> </ul>		<ul style="list-style-type: none"> <li><b>AUG 2015</b>: \$350M (China Investment Corporation, Didi Chuxing, Coatue)</li> <li><b>SEP 2016</b>: \$750M (SoftBank)</li> </ul>		<ul style="list-style-type: none"> <li><b>JUL 2017</b>: Up to \$2.5b (SoftBank and Didi Chuxing)</li> <li><b>OCT 2017</b>: \$700M in debt facilities</li> </ul>		<ul style="list-style-type: none"> <li><b>APR 2015</b>: Singapore R&amp;D centre</li> <li><b>MAY 2015</b>: Beijing R&amp;D centre</li> </ul>		<ul style="list-style-type: none"> <li><b>JAN 2016</b>: Seattle R&amp;D centre</li> <li><b>MAR 2017</b>: Bangalore &amp; HCMC R&amp;D centres</li> </ul>		<ul style="list-style-type: none"> <li><b>MAY 2017</b>: Jakarta R&amp;D centre</li> </ul>	

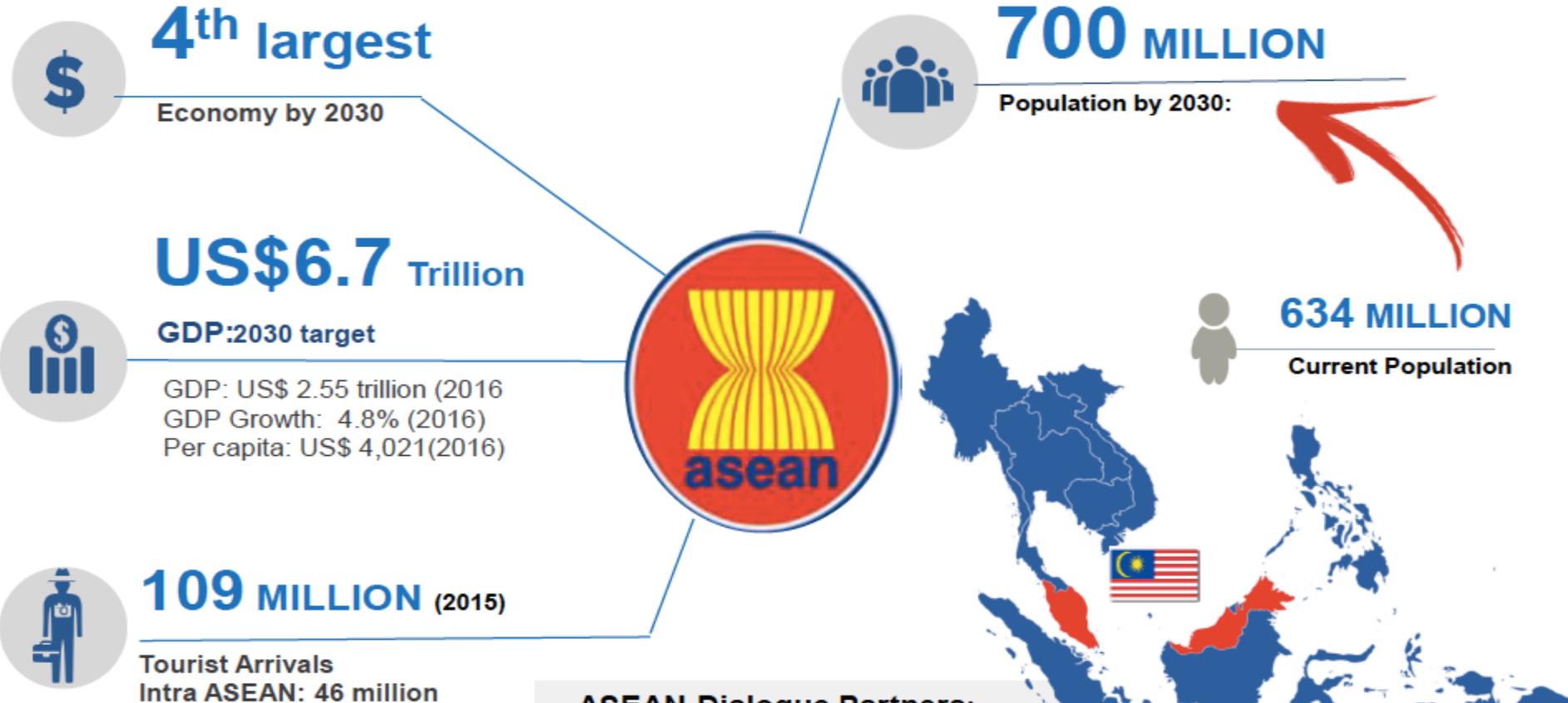
SOURCES: COMPANY ESTIMATES; DEMOGRAPHIA WORLD URBAN AREAS (11TH EDITION, 2016); NIELSEN ASIAN 2015; MCKINSEY INSIGHTS CHINA TNS, a global market research firm.

# Valuation of South East Asian Unicorns (\$B)

Bain & Co Unicorn Chart. Nov 2018



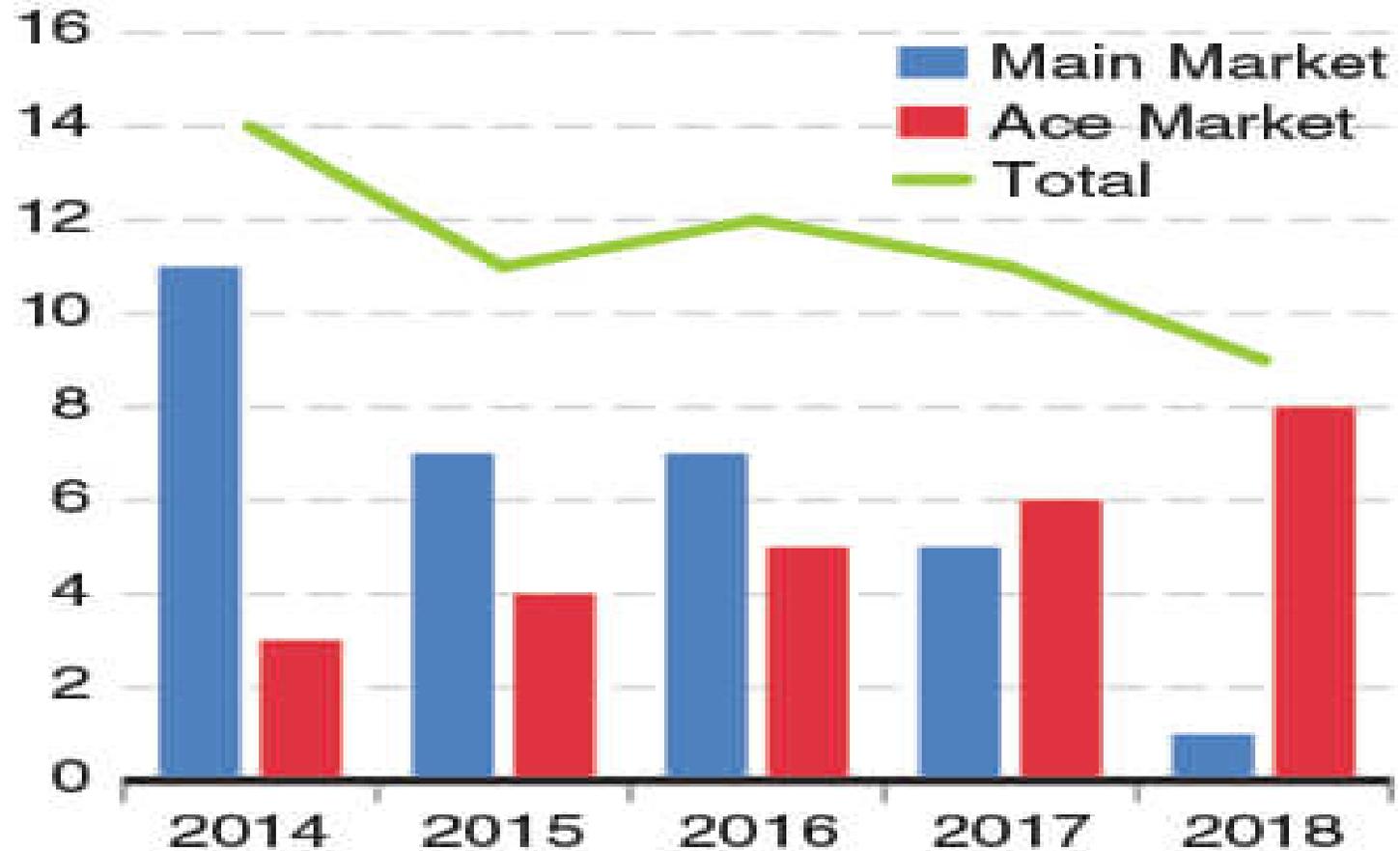
# Malaysia As A Hub For ASEAN



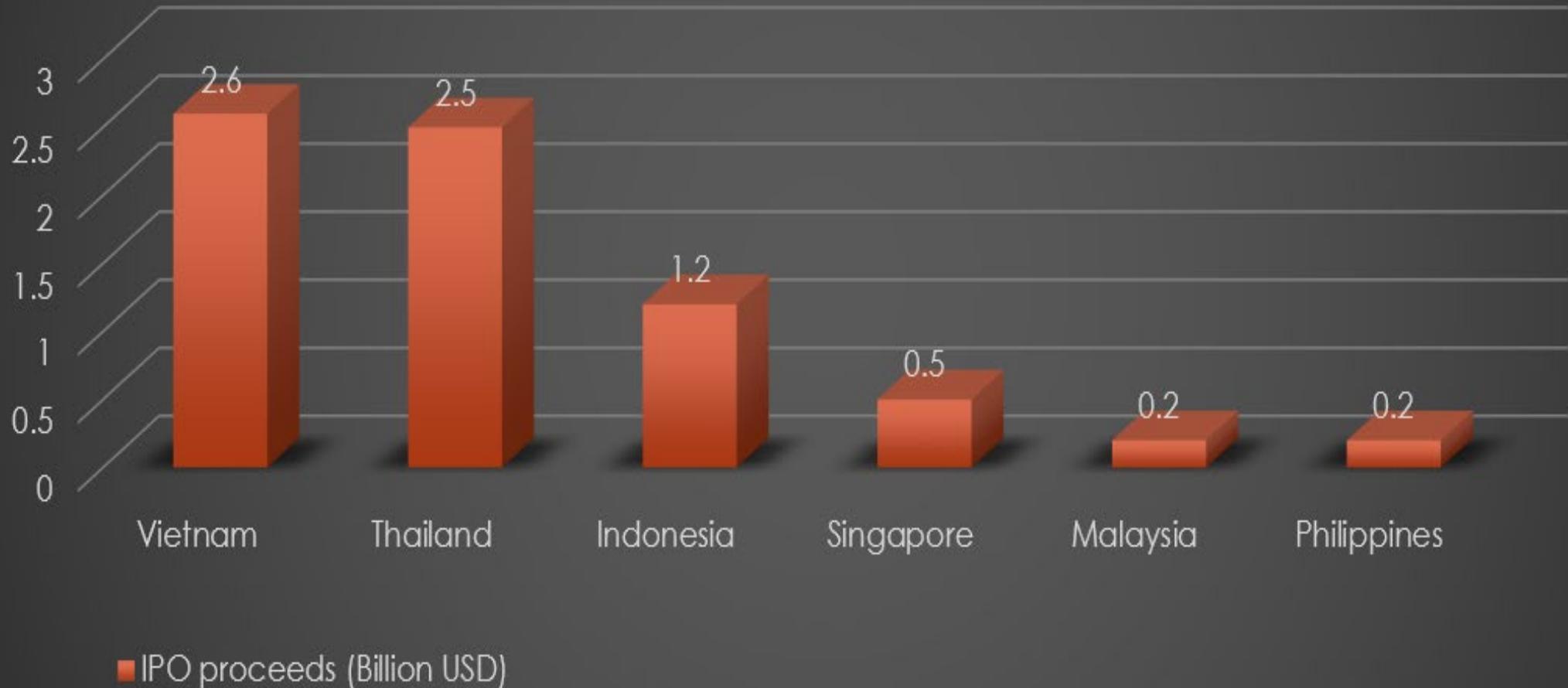
- ASEAN Dialogue Partners:**
- Australia
  - Canada
  - China
  - India
  - Japan
  - Korea
  - New Zealand
  - EU
  - Russia
  - USA

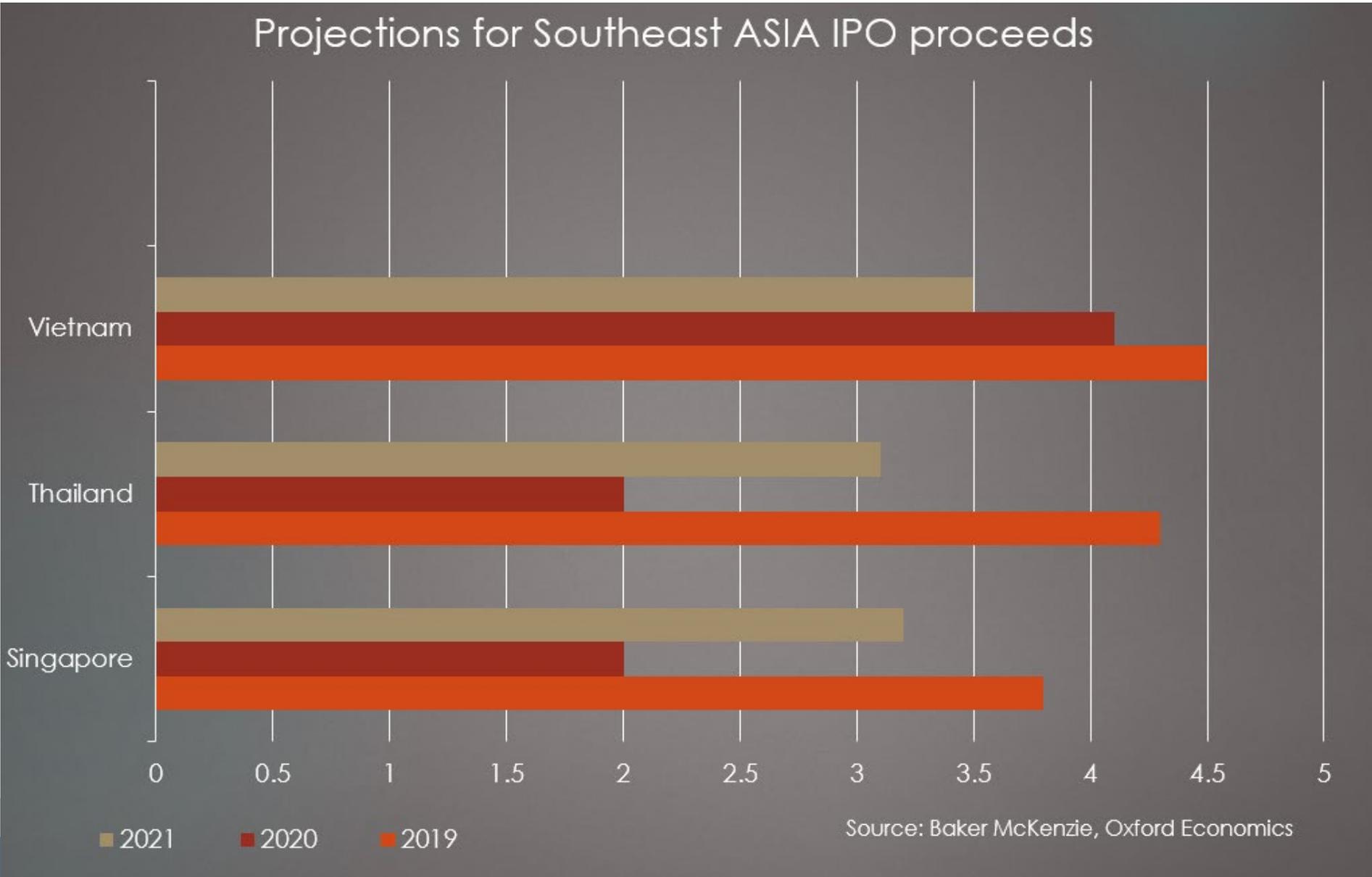
# 5-Year IPO Trend in Bursa Malaysia

## Trend of IPOs over the past five years

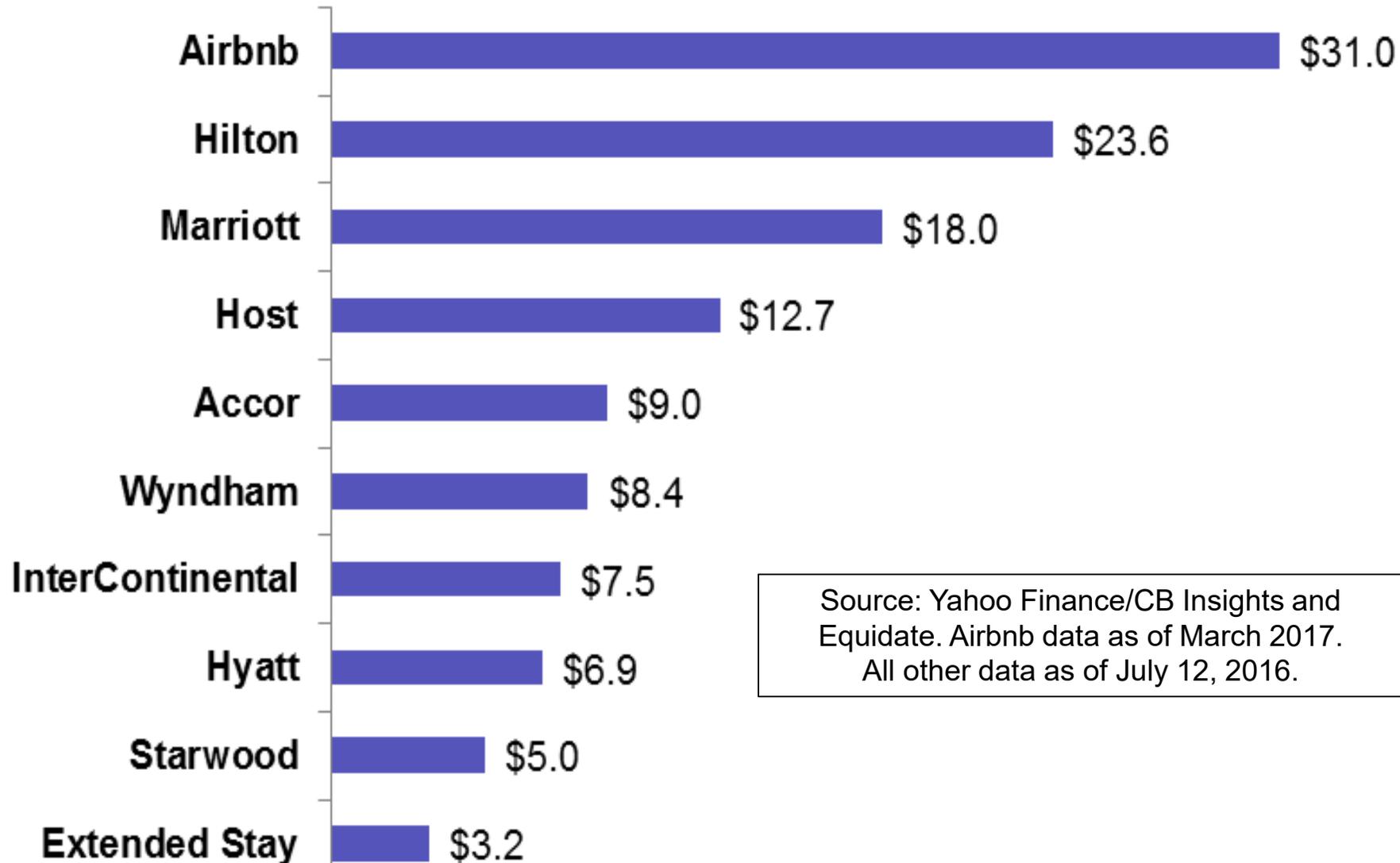


# Southeast Asia's IPO market in 2018





# Hotels Market Capitalization/Valuation



Source: Yahoo Finance/CB Insights and Equidate. Airbnb data as of March 2017. All other data as of July 12, 2016.

# Over 20 KL Hotels Claimed to Be Closing Due to Low Tourists Inbound and Airbnbs

wanxiang | February 20, 2019

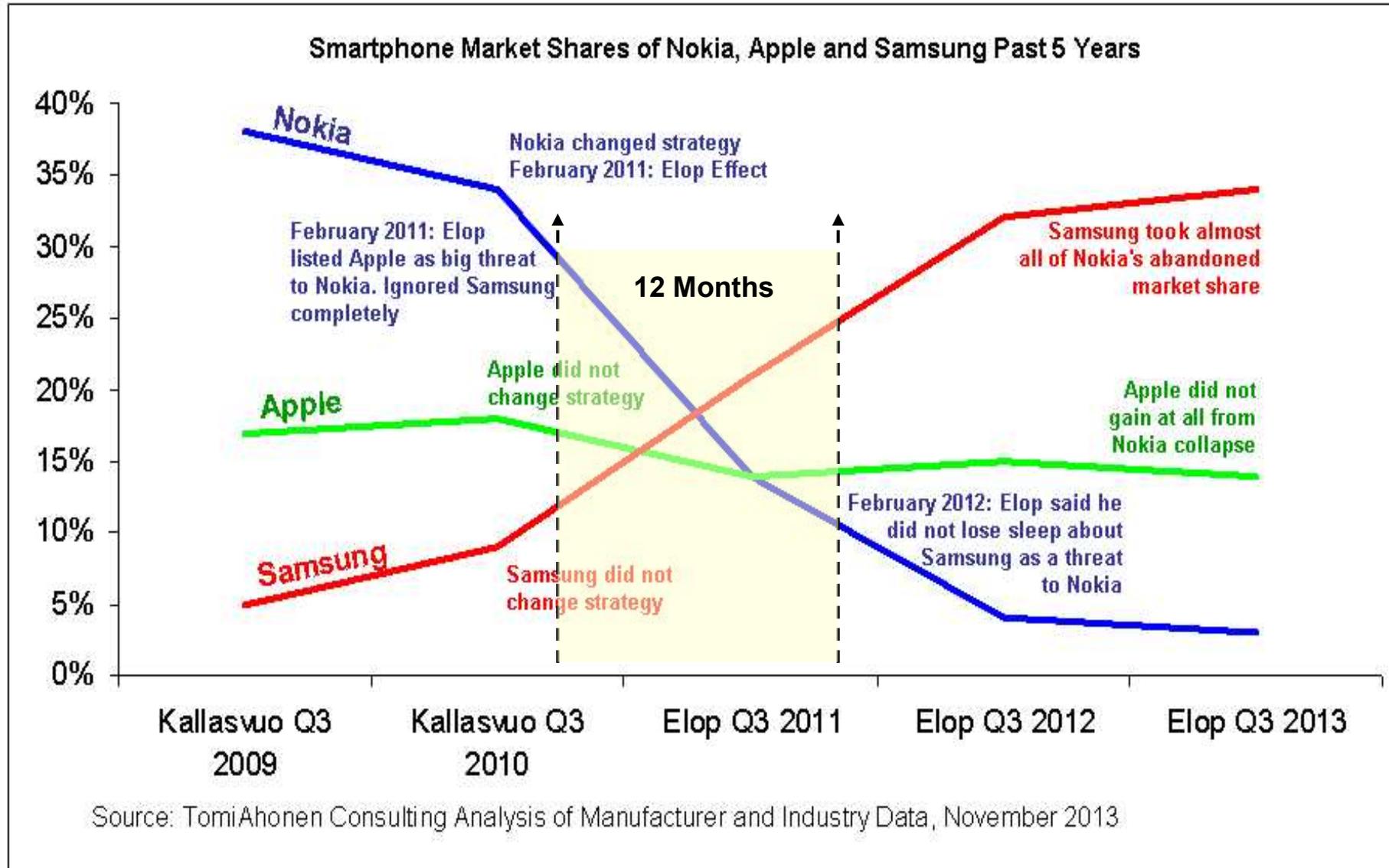


1. Swiss Garden Hotel – closing down March 31, 2019 for renovation
2. Royale Bintang Bukit Bintang – up for sale. Closing down March 31, 2019
3. W Hotel Kuala Lumpur – up for sale.
4. Sheraton Petaling Jaya – up for sale
5. Grand Season Hotel – closed down
6. Holiday Inn Glenmarie – rumored may close too
7. KL Journal – up for sale
8. Pullman Putrajaya – closing down for renovation
9. Travelogue Hotel, 3 Stars aka Geo Hotel
10. Ibis Hotel, 3 Stars

11. Renaissance Hotel, 5 Stars
12. Holiday Inn Express, 3.5 Stars
13. G Tower, 5 Stars
14. TRX 5 Stars Hotel, 4 Stars
15. Four Points by Sheraton, 4 Stars
16. Verdant Hill Hotel
17. Maya Hotel, Jln Ampang
18. Four Season Mall, High End Mall, Robinson as Anchor Tenant
19. Colonial Beach & Spa Resort, 4 Stars
20. Hotel Sentral Group (10 properties)

# The Speed of Change

## Smartphone Market Shares



## Lessons Learned:

- Yesterday's advantage will be replaced by trends of tomorrow. You don't have to do anything wrong; as long as competitors catch the wave and do it RIGHT, you can lose out and fail.
- Those who refuse to learn and improve, will definitely one day become redundant and irrelevant to the industry. They will learn the lesson in a hard and expensive way

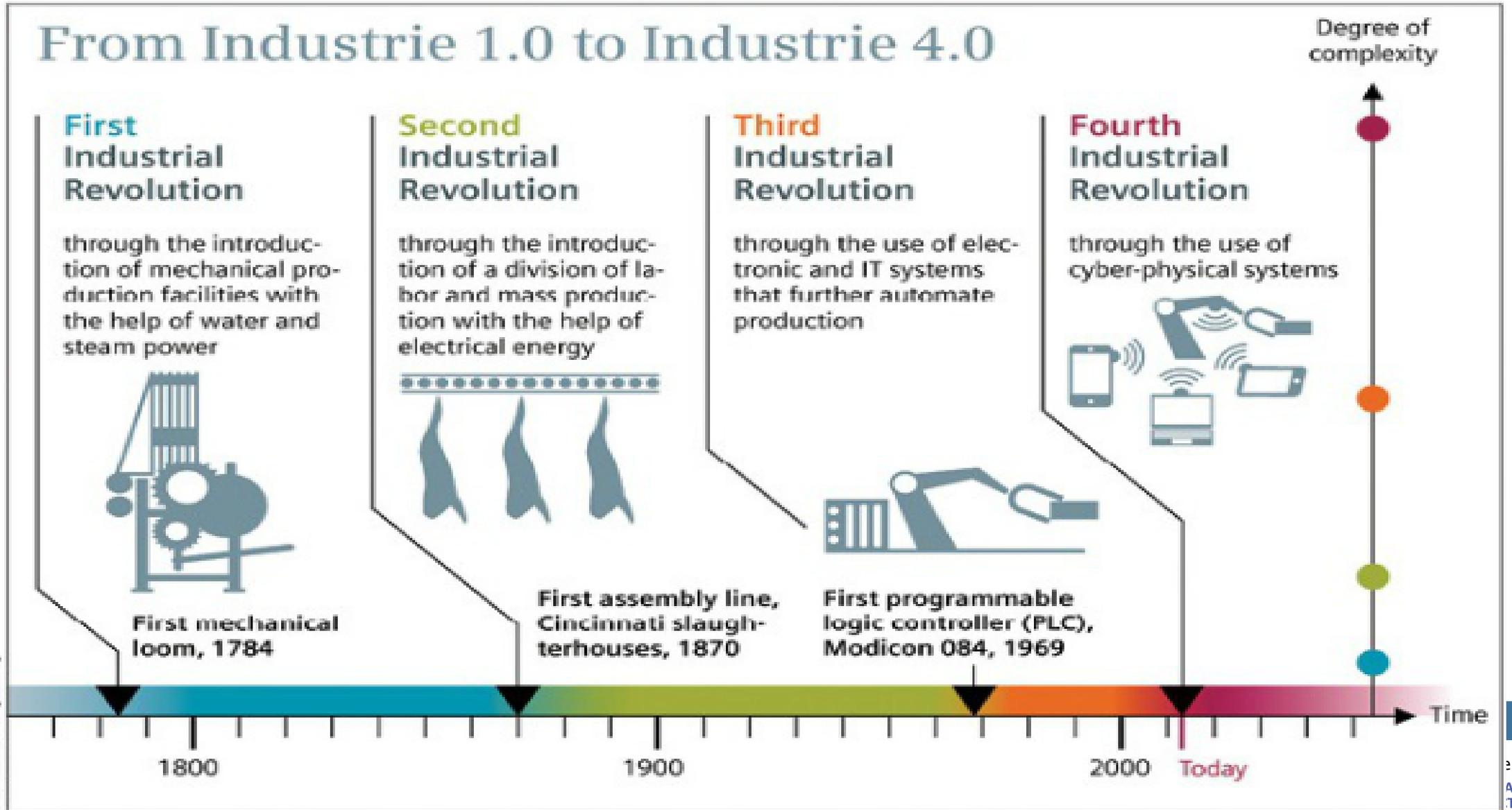
# NOKIA

**“We Didn't Do Anything Wrong,  
But Somehow, We Lost”**

Last Speech by Nokia's CEO, Stephen Elop



# From Industry 1.0 to 4.0



Source: DFKI (2011)

# The Jobs Landscape in 2022

Source: Future of Jobs Report 2018, World Economic Forum

emerging roles, global change by 2022



declining roles, global change by 2022



## Top 10 Emerging

1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. General and Operations Managers
4. Software and Applications Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organisational Development Specialists
10. Information Technology Services

## Top 10 Declining

1. Data Entry Clerks
2. Accounting, Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks

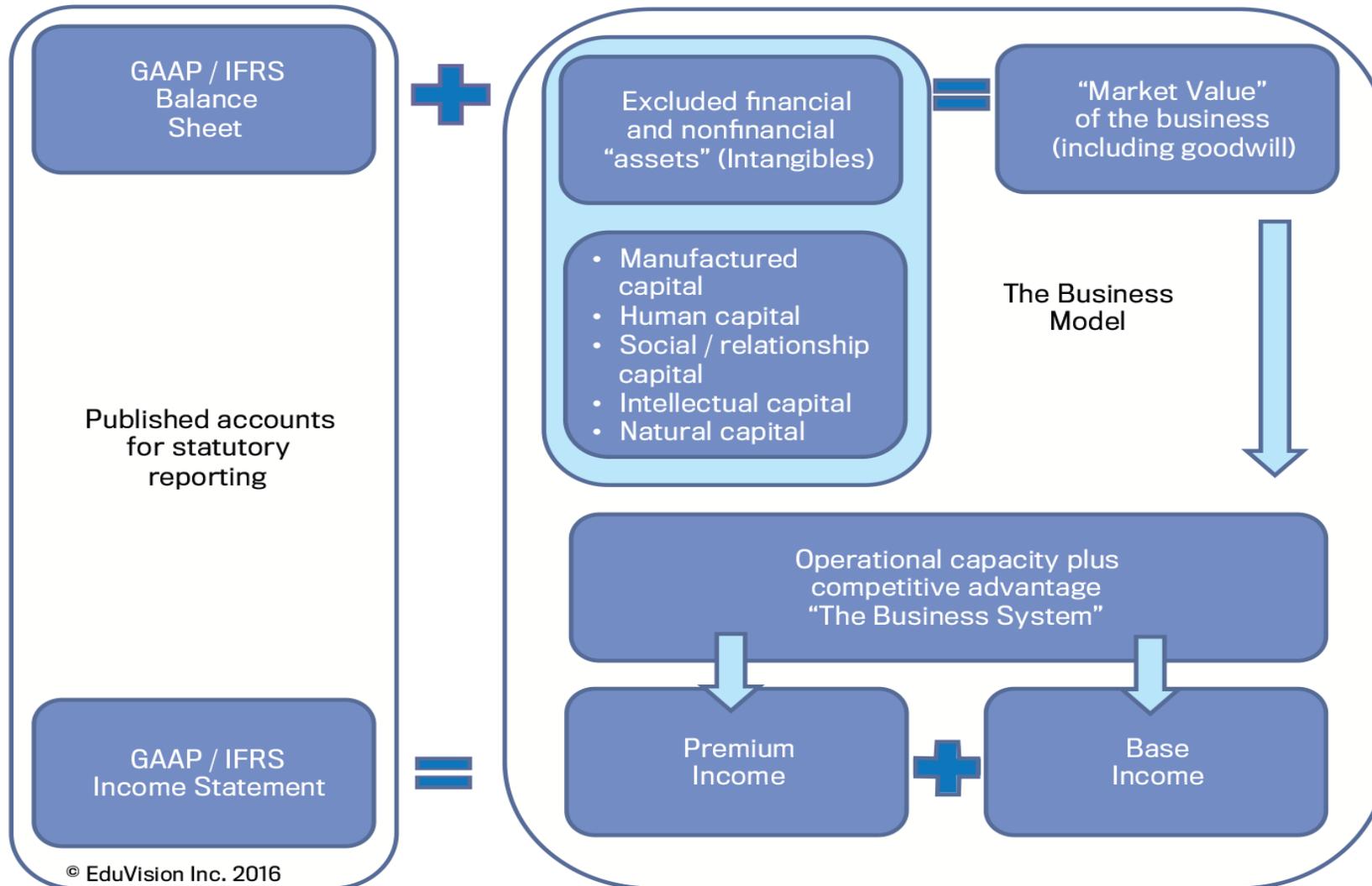
# Top 5 Most Important Board Improvement Areas

For your board, how important are improvements in the following areas over the next 12 months? (Top five most important board improvement areas based on % ranking improvement over the next year as "Important" or "Very important")



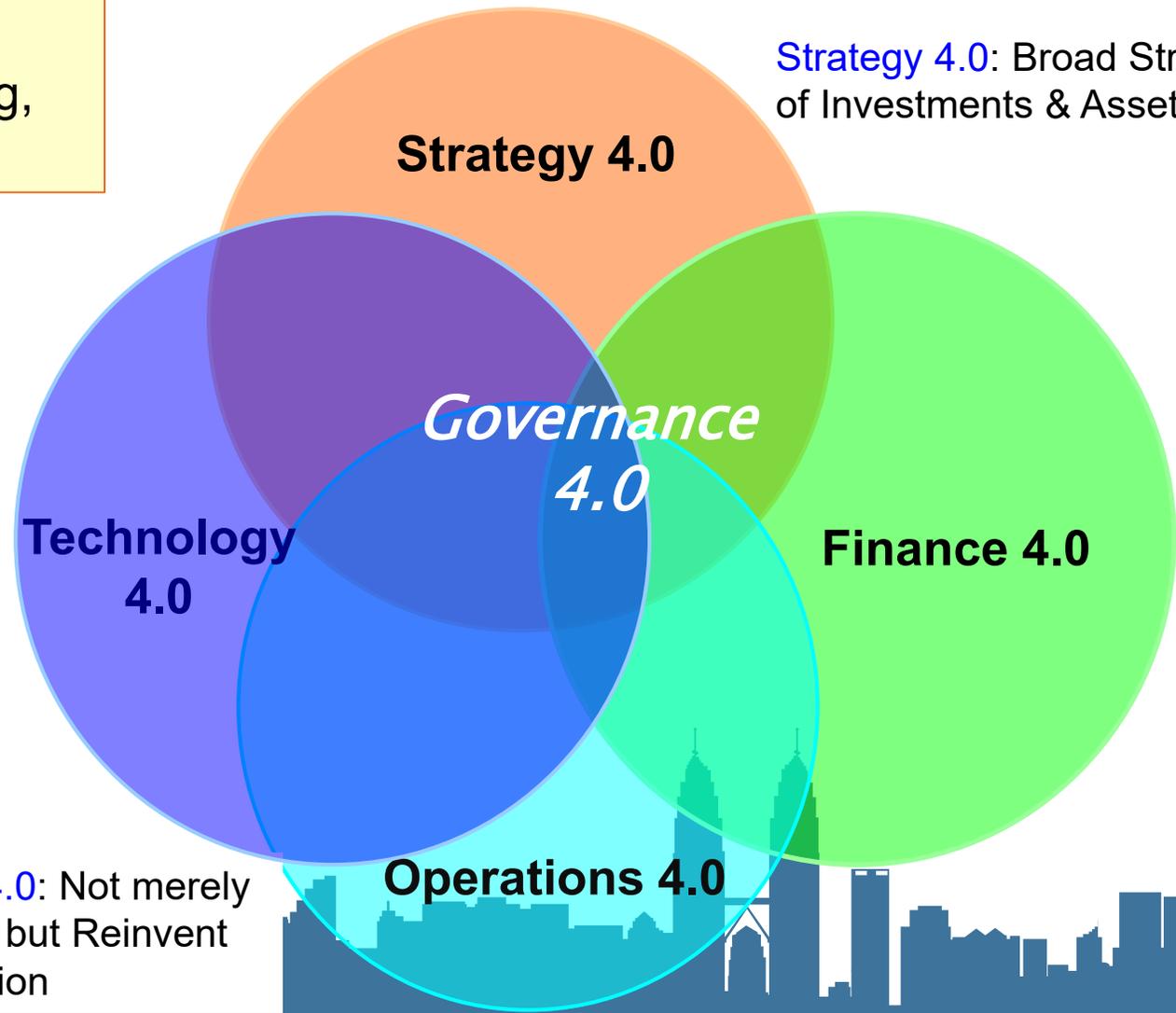
NACD Building the Strategic-Asset Board 2016

# HIDDEN VALUE MADE VISIBLE



# Governance 4.0

**Governance 4.0:** Impact on Board Governance of Big Data Created by Social, Mobile, Cloud, AI, Machine-Learning, IoT, Blockchain Revolution



**Strategy 4.0:** Broad Strategic Understanding of Investments & Assets, Redefining Capitals

**Finance 4.0:** Shift Focus from Retroactive Data to Real-Time, Emerging, Expansive, Social, Mobile, Cloud, Big Data

**Technology 4.0:** Enables Board to Understand Implications & Possibilities of Today's Technology

**Operations 4.0:** Not merely Re-engineer but Reinvent the Corporation

Vision 2020  
Transforming  
The Nation

Governance 4.0  
Transforming  
The Board

21-23 April 2020  
Kuala Lumpur, Malaysia

GCDC2020.org

Organiser:  
**MACD**  
MALAYSIAN ALLIANCE OF  
CORPORATE DIRECTORS  
Company No. 548191-M

A Member Of:  
**GNDI**  
GLOBAL NETWORK OF  
DIRECTOR INSTITUTES

Co-Organiser:  
**NACD**  
NATIONAL ASSOCIATION OF  
CORPORATE DIRECTORS

Valued Partners:  
**Grant Thornton**

**BoardRoom**  
Smart Business Solutions

Supported By:  
**Malaysia Convention & Exhibition Bureau**  
**TOURISM MALAYSIA**

INTEGRATED REPORTING <IR>  
**Business Transition**  
Enhancing Value for Society

## WHO SHOULD ATTEND?



- PLC Directors
- GLC/GLIC Directors
- Investors
- Regulators
- SME / SMI Directors
- Women Directors
- NGO President/Council Members
- C-Suites
- Academia

## WHY ATTEND GCDC 2020

- Cutting Edge Symposium, Workshop, Plenary Sessions and Interactive Discussions
- Foster and strengthen Collaborations among Global Directors
- Acquire New Knowledge and Practices from Experienced Directors/Speakers/Panelists
- Network with Key Speakers, Peers and Colleagues Around the Globe
- Enjoy Unique Fun and Unforgettable Shopping, Entertainment and Tourist Attraction in Malaysia



## SPONSORSHIP & EXHIBITION



To inquire about marketing and exhibition opportunities at the Global Corporate Directors Conference 2020, kindly send us an email:

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info@macd.org.my | +(603) 7490 2141 | +(60)16 980 0857 (Santhi Ram) | www.macd.org.my

**Institute of Corporate Directors**  
**Institut des administrateurs de sociétés**  
 Canada

**NACD**  
 NATIONAL ASSOCIATION OF  
 CORPORATE DIRECTORS  
 United States

**2012:** Australia, Canada, NZ,  
 South Africa, UK, USA, Brazil,  
 Malaysia

**2013:** Thailand, European Union

**2014:** Singapore, Hong Kong,  
 Mauritius

**2015:** Switzerland, Pakistan,  
 Gulf Cooperation Council

**2016:** Germany, Philippines,  
 Russian Federation

**2017:** Israel, Argentina

**NORTH AMERICA**

**EUROPE**

**AFRICA**

**SOUTH AMERICA**

**ANTARCTICA**

**AUSTRALIA**

**Swiss Institute of Directors**  
 Switzerland

**АССОЦИАЦИЯ НЕЗАВИСИМЫХ ДИРЕКТОРОВ**  
 Russian Federation

**ecoDa a.s.b.l.**

**VARD**  
 Germany

**IDU**  
 Israel's Directors Union

**PICG**  
 Pakistan Institute of Corporate Governance  
 Pakistan

**香港董事學會**  
 The Hong Kong Institute of Directors  
 Hong Kong

**Institute of Corporate Directors**  
 Philippines

**IBGC** | Instituto Brasileiro de Governança Corporativa  
 Brazil

**Gulf Cooperation Council**

**TIOD**  
 Thai Institute of Directors  
 Thailand

**MACD**  
 MALAYSIAN ALLIANCE OF CORPORATE DIRECTORS  
 Malaysia

**SID**  
 SINGAPORE INSTITUTE OF DIRECTORS  
 Singapore

**IGEP** Instituto de Gobernanza Empresarial y Pública  
 Argentina

**IoD**  
 INSTITUTE OF DIRECTORS SOUTHERN AFRICA  
 Southern Africa

**MIoD** Mauritius Institute of Directors  
 Mauritius

**AUSTRALIAN INSTITUTE of COMPANY DIRECTORS**

**Institute of Directors**  
 IN NEW ZEALAND (INC)  
 New Zealand

**Founded: 12/12/12**

**GNDI** GLOBAL NETWORK OF DIRECTOR INSTITUTES  
 Updated: 20 June 2018

The Global Network of Director Institutes (GNDI) is an international collaboration that shares expertise in directorship and corporate governance. GNDI collectively represents more than 134,000 individual directors and governance professionals.

**21 GNDI Members:**

- 19-Nations
- 2 Economic Groups
- >134,000 Members

**4 ASEAN Members:**

- Malaysia (MACD)
- Thailand (TIOD)
- Singapore (SID)
- Philippines (ICD)

Members of



**GLOBAL NETWORK OF DIRECTOR INSTITUTES**

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**IGEP**  
Instituto de Gobernanza  
Empresarial y Pública

**AUSTRALIAN INSTITUTE  
of COMPANY DIRECTORS**

**IBGC**  
Instituto Brasileiro de  
Governança Corporativa



**ecoda**  
The European Voice of Directors



**VRD**  
VEREINIGUNG DER  
AUFSICHTSRÄTE IN DEUTSCHLAND e.V.



**Institute of Corporate Directors**  
Institut des administrateurs de sociétés



**BDI**  
GCC Board Directors Institute



**香港董事學會**  
The Hong Kong Institute of Directors  
FOUNDED 1997



**IDU**  
Israel's Directors Union



**MACD**  
MALAYSIAN ALLIANCE OF  
CORPORATE DIRECTORS



**MloD**  
Mauritius  
Institute of  
Directors  
Promoting Corporate Governance across the board



**Institute of  
Directors**



**PICG**  
Pakistan Institute of Corporate Governance



**ICD**  
Institute of Corporate Directors



**IDA**  
INDEPENDENT  
DIRECTORS  
ASSOCIATION



**SID**  
SINGAPORE  
INSTITUTE OF  
DIRECTORS



**IoD**  
INSTITUTE OF DIRECTORS  
SOUTHERN AFRICA



**Swiss Institute of Directors**



**IOD**  
Thai Institute of Directors

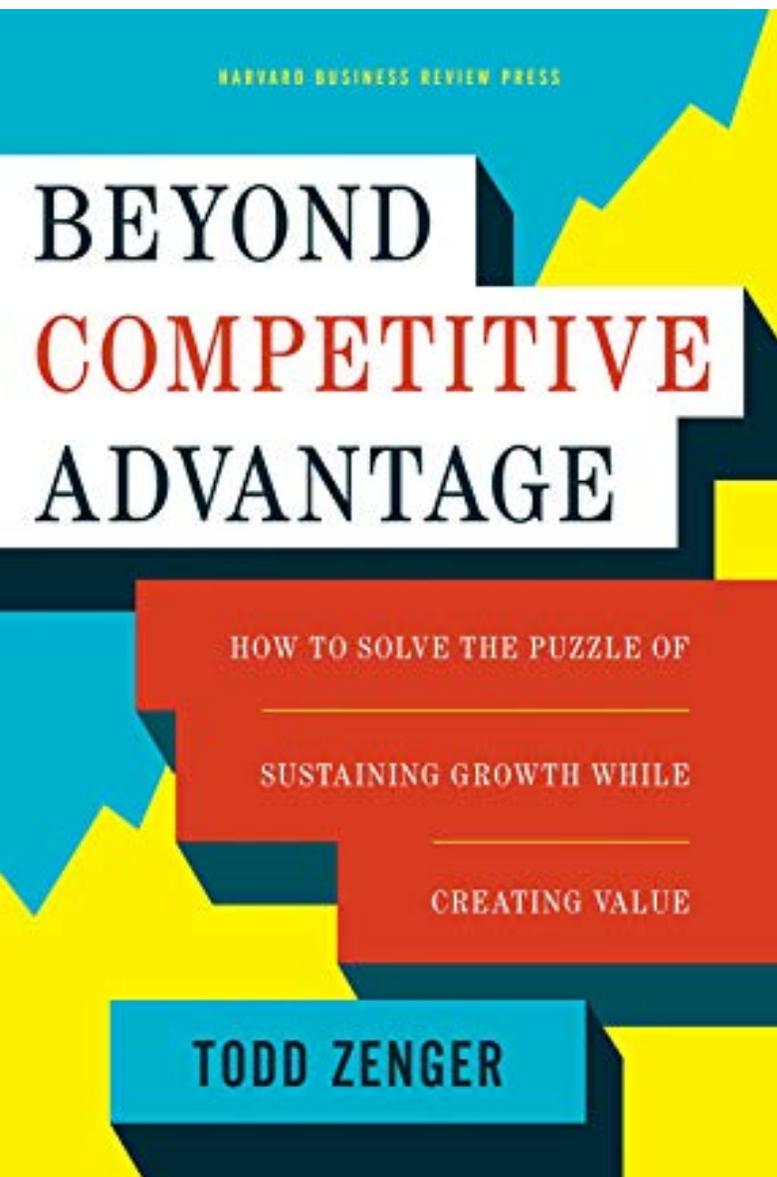


**Inspiring business**



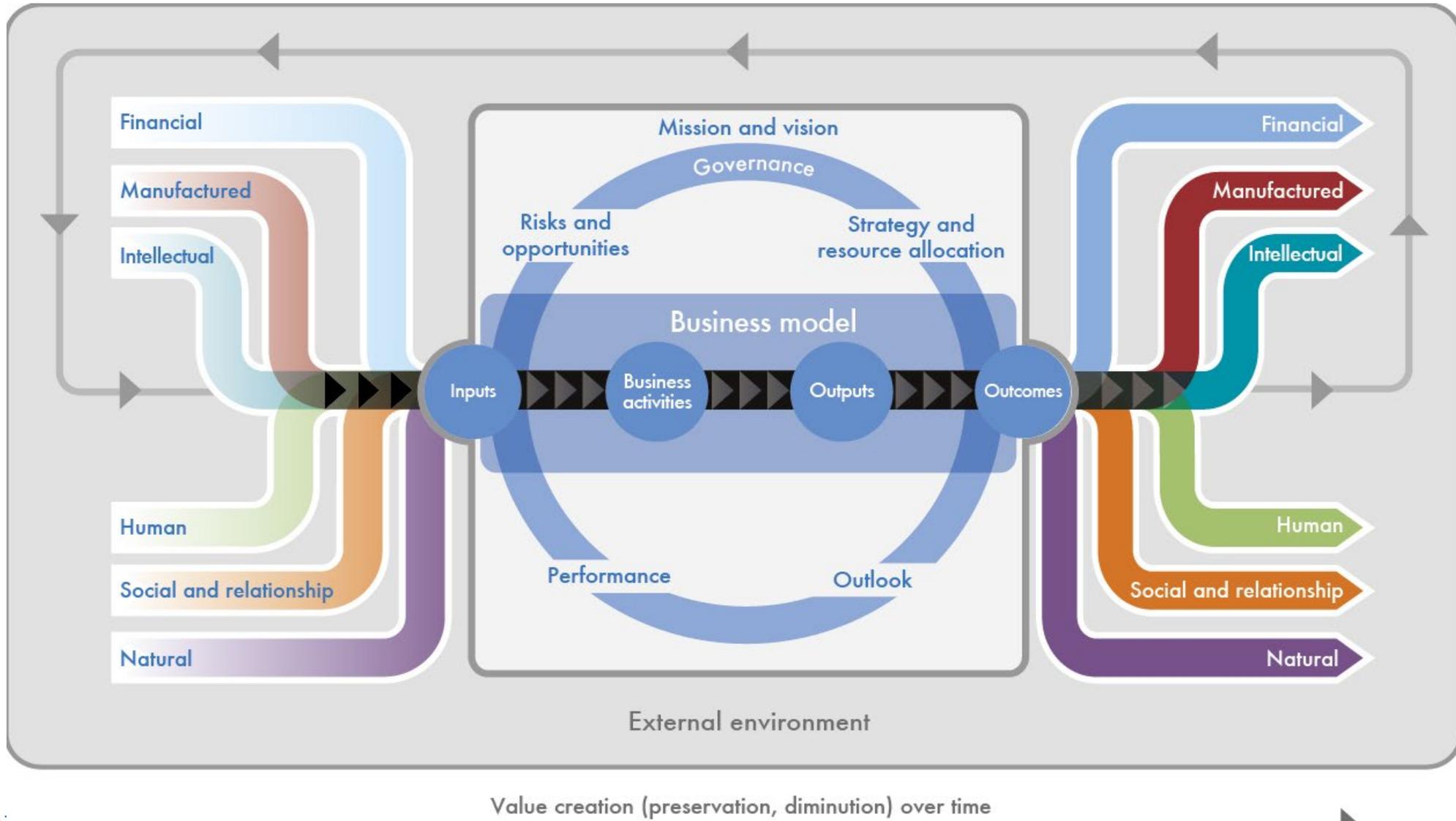
**NACD**  
ELEVATE  
BOARD  
PERFORMANCE

# So What Do We Do Now?



- **Ensure strategic thinking** is focusing on value creation and that leaders from the board down understand the relationship between tangibles and the ability to create and sustain value
- **Create some initial calculations** of how important “intangible capital” already is for your company. Organizations such as Smarter Companies provide tools for help
- **Start accepting the reality** that financial for regulatory compliance is overemphasized as highly relevant for investors. The investment community, including analysts, already include much more information with its valuations
- **Research** some of the organizations that provide information about “intangible capitals”
- **Expand thinking** on risk management and internal controls to fully embrace the critical role that ALL intangible play in contributing to strategic capability, organizational value, and value creation

# Multi-Capital Strategies to Integrated Value Creation



# CHIEF VALUE OFFICER

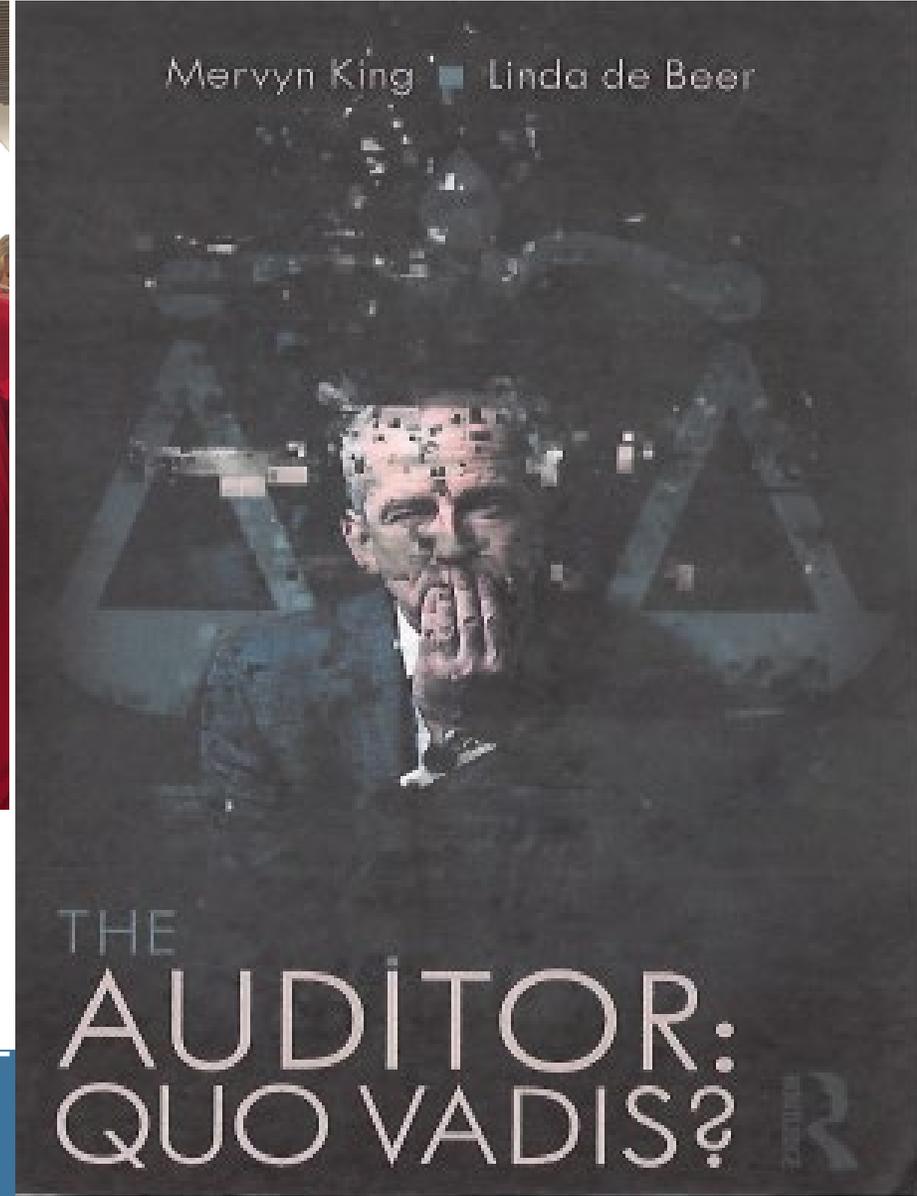
ACCOUNTANTS CAN SAVE THE PLANET



MERVYN KING  
WITH JILL ATKINS



Judge Prof Mervyn King Linda de Beer

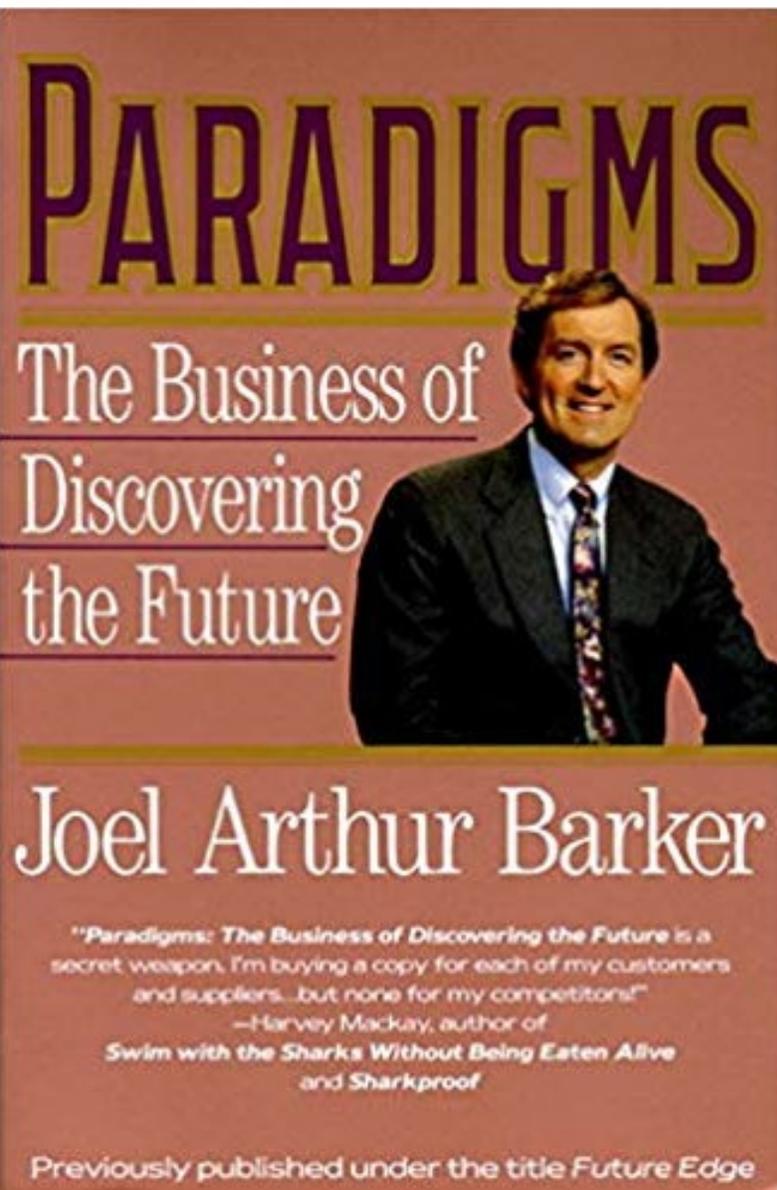


Mervyn King Linda de Beer

THE  
AUDITOR:  
QUO VADIS?



# The Corporate Reporting Framework, as we know it, is on the Verge of a Significant Paradigm Shift



## GOING BACK TO ZERO

...as a result of the paradigm shift, the standard way of doing business can become obsolete or irrelevant.

GOING BACK TO ZERO RULE:  
When paradigm shifts, everything goes back to zero. Your past success guarantees nothing.

# Interacting with the Board on Value Creation



# Interacting with the Board on Value Creation



**Paul W Chan**

*President, Malaysian Alliance of Corporate Directors  
Executive Member, Global Network of Director Institutes  
IIRC Ambassador, International Integrated Reporting Council  
Vice President 1, Federation of Public Listed Companies*

***Inspiring Global Alignment through Value Creation***

**The IIRC's Global Conference 2019**

*Royal Garden Hotel, London, 16-17 May 2019*