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2018 Spring Forum in Review

<u>Synopsis of Asia Business Council briefing: Building Resilience in</u> <u>Businesses and Supply Chains in Asia</u>

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FEBRUARY 2018

Business

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- ♦ <u>Dominic Barton</u> of McKinsey & Co. spoke about NAFTA with U.S. business leaders at Davos.
- ☆ <u>Tony Fernandes</u> of AirAsia commented on his recent partnership with Uber that will allow airline passengers to request and schedule rides while booking or checking in for flights. He also <u>announced</u> the release of AirAsia's BigPay electronic wallet.
- Peter Grauer of Bloomberg L.P. resigned from Blackstone Group's board after the group announced a deal for the financial terminals and data unit of Thomson Reuters.
- Douglas Tong Hsu of Far Eastern Group met with Singapore industry leaders to discuss collaboration on smart industries, as part of a Taiwanese business delegation.
- ♦ <u>Rajiv Lall</u> of IDFC Bank Ltd. was appointed to the U.S.-India Business Council board.
- Charles Li of Hong Kong Exchanges and Clearing Ltd. discussed how Brexit is stalling the future plans for a London-Hong Kong Connect.
- Azman Mokhtar of Khazanah Nasional Bhd., in an interview with Bloomberg, discussed the strengths of the Malaysian and ASEAN economies, his future strategy to increase regional and overseas investments, and succession planning.
- Amin Nasser of Saudi Aramco, in an interview with CNBC, commented that the company is ready to go public but where it lists will ultimately be up to shareholders.
- ♦ <u>Takeshi Niinami</u> of Suntory Holdings Ltd. announced an investment of more than \$900 million to increase U.S. production of bourbon. In an interview with CNBC, he also <u>discussed</u> the importance of free trade and the need to resist protectionism.
- ♦ Serge Pun of Serge Pun & Associates Ltd. discussed business opportunities in Myanmar in an interview with the Business Times.
- Penny Pritzker of PSP Partners, in an interview with Yahoo Finance, discussed the TPP-11 agreement and the U.S.'s missed opportunity, as well as the policy areas of focus needed to help Americans take advantage of innovation. She also <u>talked</u> about her time at the Department of Commerce and the future of commercial diplomacy with China in an interview with the Carnegie-Tsinghua Center for Global Policy.
- K. Satish Reddy of Dr. Reddy's Laboratories Ltd. oversaw the company's joining of the first sector-neutral Bloomberg Gender-Equality Index.
- Yasuhiro Sato of Mizuho Financial Group discussed his expectations that the Bank of Japan will continue its monetary easing policy for a couple more years. Mizuho Financial Group also joined the first sector-neutral Bloomberg Gender-Equality Index.
- Mark Tucker of HSBC Holdings plc. met with President Donald Trump at Davos. He also went to China with Prime Minister Theresa May as part of the largest U.K. business delegation ever taken overseas and <u>commented</u> that the Chinese yuan will not challenge the U.S. dollar as the leading reserve currency in the near future.
- Peter Voser of ABB Ltd. stated that advances in robotics and digitalization will bring manufacturing and markets closer together and reverse the trend of offshore outsourcing.
- Several Asia Business Council members spoke at the 2018 World Economic Forum Meeting at Davos. Nazir Razak of CIMB Group Holdings Bhd. spoke on a panel about how global and local trends are shaping ASEAN's strategic outlook. Mark Tucker of HSBC Holdings plc. spoke on a panel about the future of China. Nobuyoshi John Ehara of Unison Capital, Hiroaki Nakanishi of Hitachi, Ltd., and Takeshi Niinami of Suntory Holdings Ltd. spoke at a press conference about Japan's Society 5.0 vision and on the governmental changes needed to nurture the Fourth Industrial Revolution. Hiroaki Nakanishi also spoke on a panel about agile governance in the Fourth Industrial Revolution. Dominic Barton of McKinsey & Co. spoke on a panel about the future of jobs, and Yasuhiro Sato of Mizuho Financial Group spoke on a panel about the fairness and feasibility of using a guaranteed income to reduce income inequality.

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The Asia Business Council's 2018 Spring Forum was held in Manila, February 6-8. The Forum began with a performance by the El Gamma Penumbra shadow play group at the Welcome Dinner. The Welcome Dinner took place in the Grand Ballroom of the Shangri-La at the Fort, where the Guest of Honor, Finance Secretary Carlos Garcia Dominguez III, discussed the Philippines' strong economic fundamentals and rapid growth. He also discussed the government's commitment to tackling income disparity, building large-scale infrastructure projects through the government's Build, Build program, tax reform, and political stability in the Philippines. Forum sessions took place over the next day and a half at the Shangri-La at the Fort. The Forum Dinner took place at Manila House on the second evening, where the Asian Development Bank's President Takehiko Nakao spoke about the importance of promoting human rights, open markets, and the necessity of building cooperative relationships in Asia to continue fostering growth. Both dinners were co-hosted by Teresita Sy-Coson, Jaime Augusto Zobel de Ayala, Lance Yu Gokongwei, and Federico R. Lopez.

At the Round-Robin discussion, members discussed a range of current issues, including rising private consumption and growing opportunities in the private sector in China; the economic effects of demonetization and the GST tax in India; Japan's second-longest period of growth since WWII; continued uncertainty over Brexit negotiations and structural reforms in Europe; regulatory roll-backs, tax reform and growing debt in the U.S.; increased infrastructure spending and accelerated growth in key ASEAN economies; the growing popularity of Saudi Arabia's Crown Prince Mohammed bin Salman and ongoing geopolitical tensions between Saudi Arabia and Iran; and historically unprecedented synchronous global growth. Some common concerns raised included growing income disparities, anti-trade sentiments, rising nationalism, a possible trade war between the U.S. and China, and the U.S.'s future role in Asia.

Panelists of the afternoon session on Building Resilience in Businesses and Supply Chains in Asia discussed Asian businesses' unique vulnerabilities to supply chain risks; tone, culture, and processes in building business resilience; business continuity plans that address a

wide range of risks; looking out for employees to build loyalty and decrease the likelihood of disruption; ways the private sector can help build community resilience; and integrating climate change goals into business operations. The following session's panelists spoke on the implications of changing technologies for Asia and ASEAN in particular, highlighting the impact of technological changes on incumbents and society, the rapid disruption new technology is causing in the auto industry, and the effects of the Fourth Industrial Revolution on industry.

Thursday morning started with the session U.S. Views on Asia. The panelists discussed the shape of future U.S. involvement in Asia, Japan's success with pushing the TPP forward without the U.S., implications of a renegotiated NAFTA agreement, the effects of ongoing concerns over North Korea on diplomatic relations among key countries in the region, and the impact of increasing anti-trade sentiments in the U.S. The forum closed with a session on Entrepreneurship in the Philippines, which focused on the developments in the Philippines in terms of technological changes and start-ups within the media, finance, and e-commerce sectors.

All presentations and summary notes from the Spring Forum in Manila will be available on our secured participants-only website. The username and password will be sent to participants separately.

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Typhoons, terrorism, the threat of war, tsunamis, earthquakes, and epidemic disease. These are but a few of the challenges Asian companies have confronted since the century began. Risk is not new. What's new is that ever-more-complex business models make companies vulnerable to risk as never before. What's new, too, is that we are running up against resource limits—especially with water and carbon—that put even successful business models at risk. For their own corporate survival, companies need to assess risk and build in resilience both in terms of understanding their exposure to climate change and, at a more granular level, its impact on their supply chains. With this in mind, the Asia Business Council examined the tools for starting the process of minimizing risk and increasing resilience, looking at short-, medium-, and long-term opportunities and challenges. We also considered how to reconcile short-term corporate needs with long-term planetary challenges, showing that de-risking and increasing efficiency often lead to cost savings.

Climate change is one of the key factors raising business risk in Asia. Geopolitical risks are difficult to predict; natural disasters such as earthquakes are somewhat random. But there is strong scientific consensus that the atmosphere is warming as a result of human activity, and that Asia will feel these effects disproportionately. Asia is particularly at risk because of the increasing number of severe storms, the number of people in poverty, and because so many of its people—and companies—are near water and subject to sea water rise and floods. In the short-term, it is imperative that a company have robust plans for business continuity and disaster recovery. Medium-term actions include better understanding and managing suppliers, increasing resource efficiency, and systematically developing strategic foresight to plan for and analyze the potential impact of uncertain events. Finally, long-term actions center on setting and achieving corporate sustainability goals, building better infrastructure, and committing to international agreements to take collective action on business resilience and sustainability. To read our research brief in full click here.

Upcoming Forum Dates

2018 Optional Council Trip to Israel, May 5-10 2018 Autumn Forum: Shenzhen, September 27-29 2019 Spring Forum: Yangon, February 28-March 2 2019 Autumn Forum: New Delhi, September 26-28

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