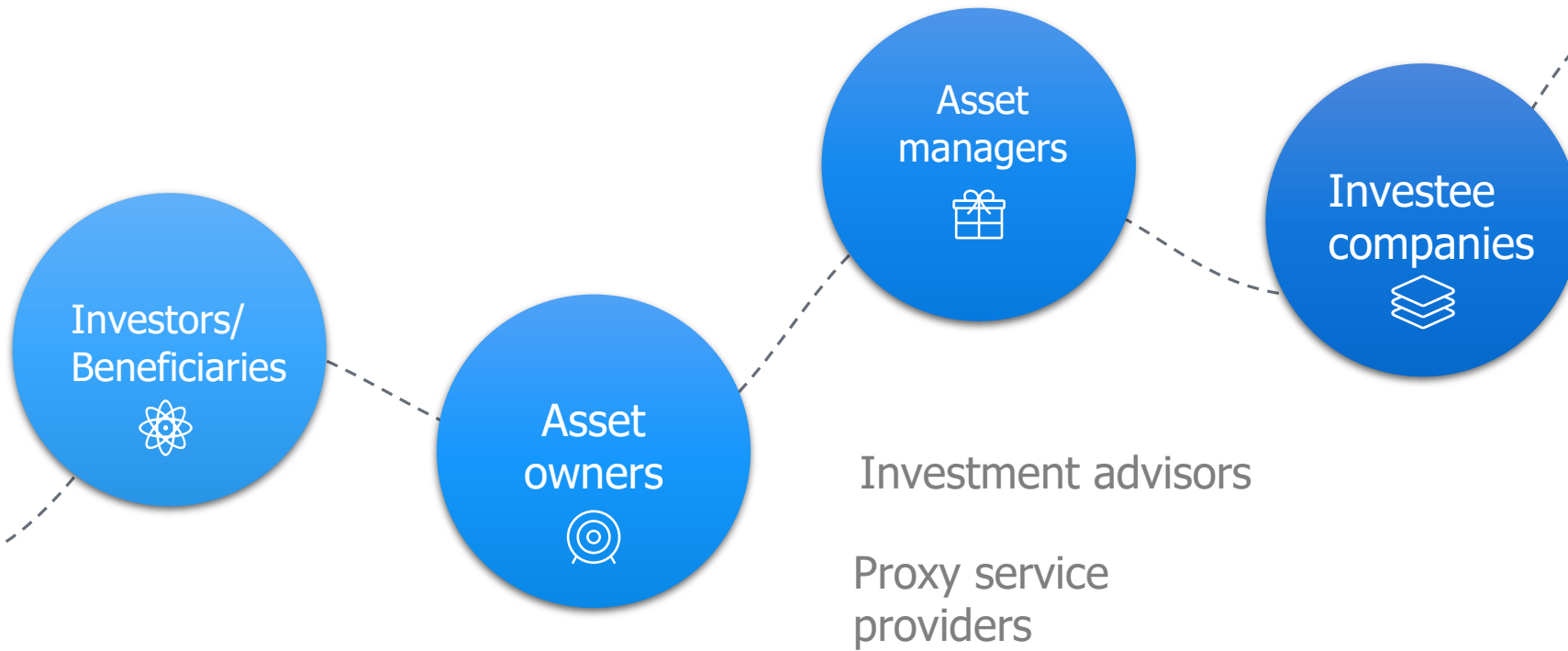




# Value Creation & ผู้ลงทุนสถาบัน 4.0

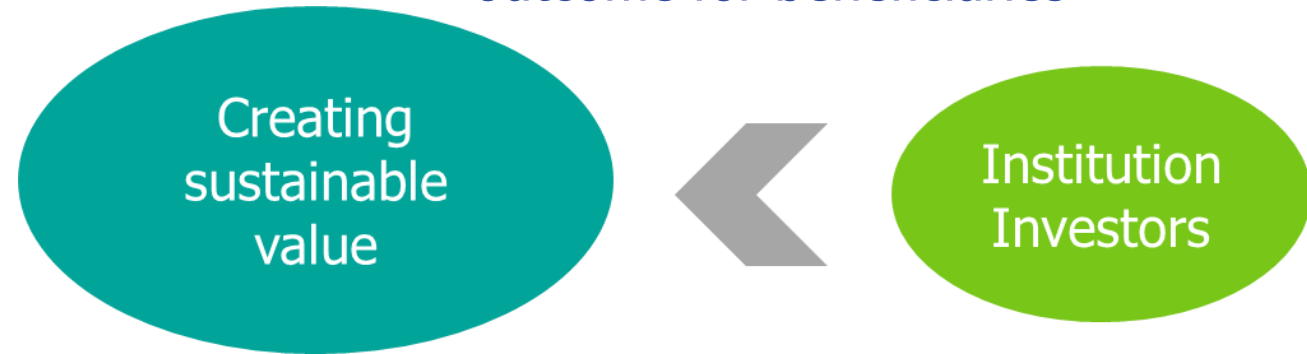
วรัชญา ศรีมาจันทร์  
ผู้ช่วยเลขาธิการอาวุโส  
สำนักงาน ก.ล.ต.  
22 กันยายน 2560

# Investment Chain



# I Code: Practice for driving LT value creation to clients

Best LT investment  
outcome for beneficiaries



- Active monitoring
- **Escalating engagement**
- Voting
- Collective action

**NEW**

- Investment policy
- Handling conflict of interest
- Reporting compliance

**How do you know that your investees are  
creating LT value?**



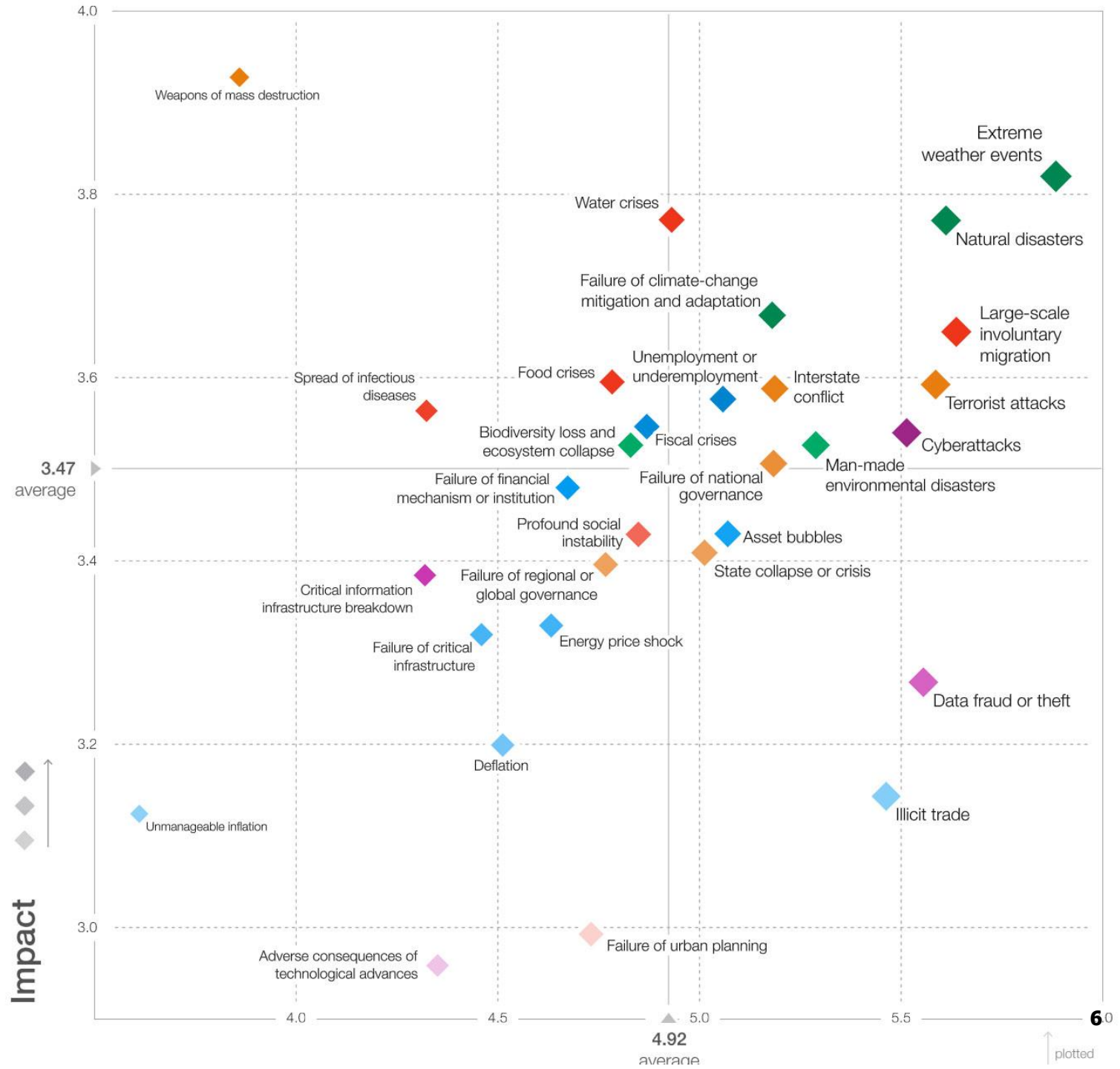
What are the most important risks that your company is facing?

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# World Economic Forum Global Risks Perception Survey 2016

via WEF Global Risks Report 2017





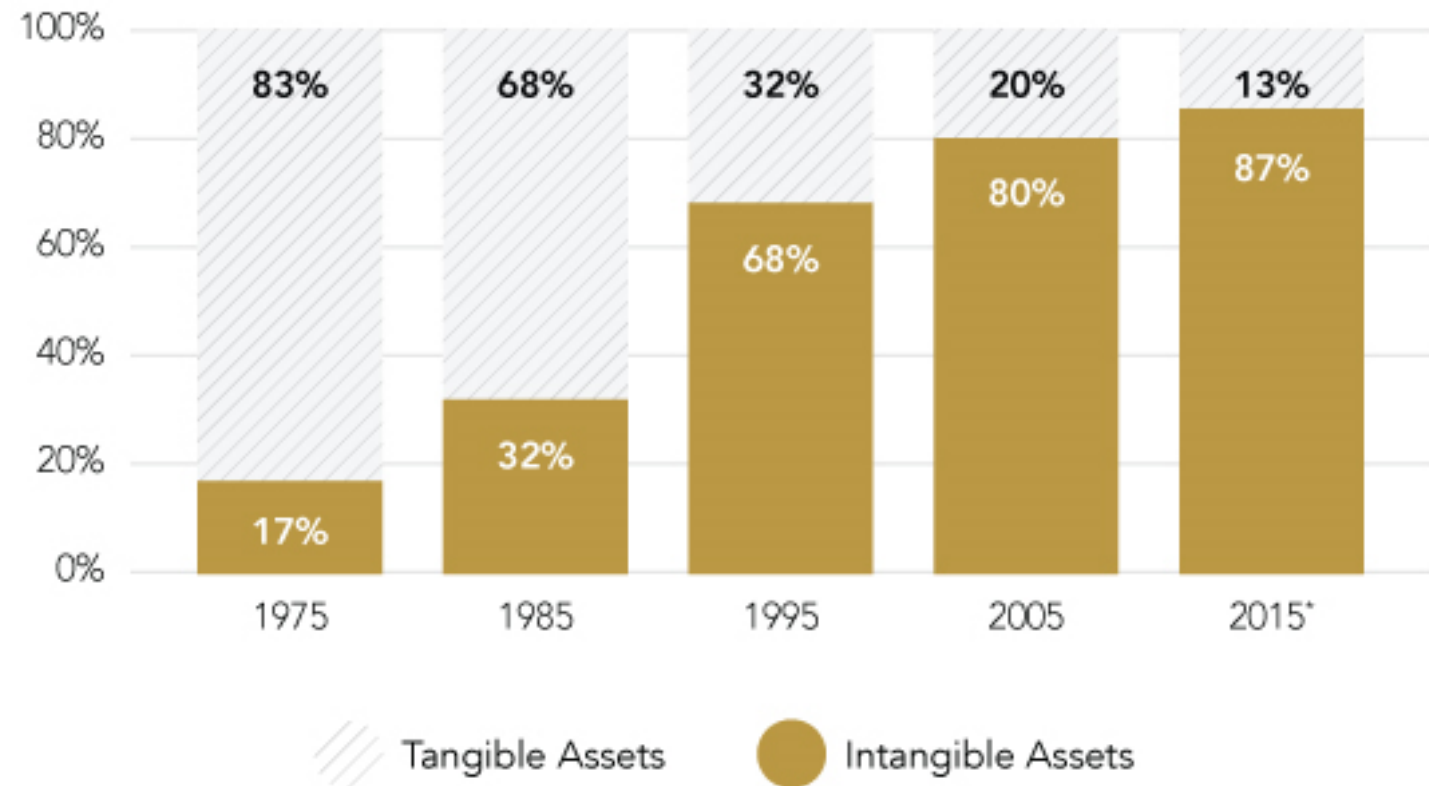
What factors drive valuation of your company today?

Can it drive your long-term performance and valuation?

# Market Value:

## Tangible vs. Intangible assets

### COMPONENTS *of* S&P 500 MARKET VALUE



### Some Prediction

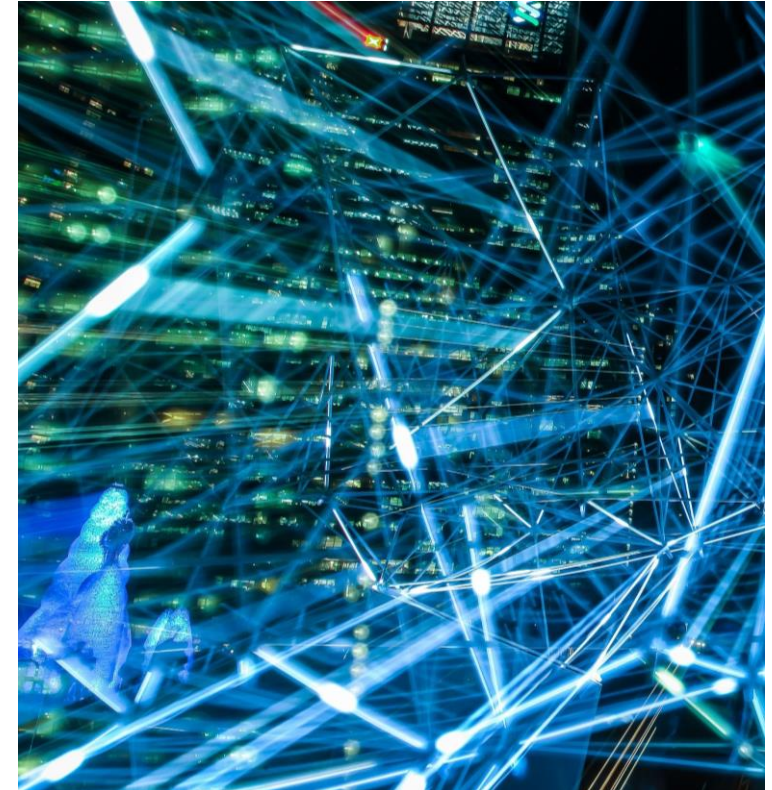
40% of Fortune 500  
Companies gone by 2020

SOURCE: OCEAN TOMO, LLC



# Sources of Intangible Value

- Strategy – long term value creation
- Reputation – perceptions of stakeholders
- Supply chain – legitimacy of operations
- Human rights – child labour
- Stakeholder relationships – civil society
- Positive and negative impacts on triple context
- The quality of governance of the organization
- How does the company make its money?

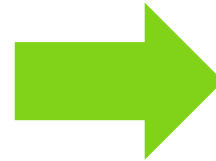


# Paradigm Shift



Shareholders focus

- Max shareholders' wealth
- Short-term financial focus, corporate success = share price



Stakeholders centric



- ✓ Sustainable company's health
- ✓ Long term sustainable value creation

Corporate governance with shareholders centric is not enough.

# Strengthen Drive from Investors

## CG Code for listed co.



## Investment Governance Code (Stewardship Code for II)

1. Respect SH Rights
2. Equitable treatment
3. Role of stakeholders
4. Disclosure
5. Board responsibilities

1. Performance w/ LT perspective
2. Responsible business
3. Good corporate citizen
4. Corporate resilience

Drive for LT value creation in investees for the best LT interest of their own beneficiaries

# Summary CG Principle 2012 vs. CG Code 2017

## WHY

Building  
Confidence

Creating  
sustainable  
value

## WHAT

**CG:** CG principles focusing on board's structure & functioning

**CSR:** Responsible on ESG issues

**Anti-corruption:** CAC certified

## CG Code

- focusing on board's roles
- integrating CG & ESG into business for sustainable value creation

## HOW

**Application:** Comply or explain

**Reports:** Annual report, voluntary SD reports

**Assessments:** CGR, THSI, CAC and other awards, disclosed in company profile, analyst reports

**Application:** Apply or explain

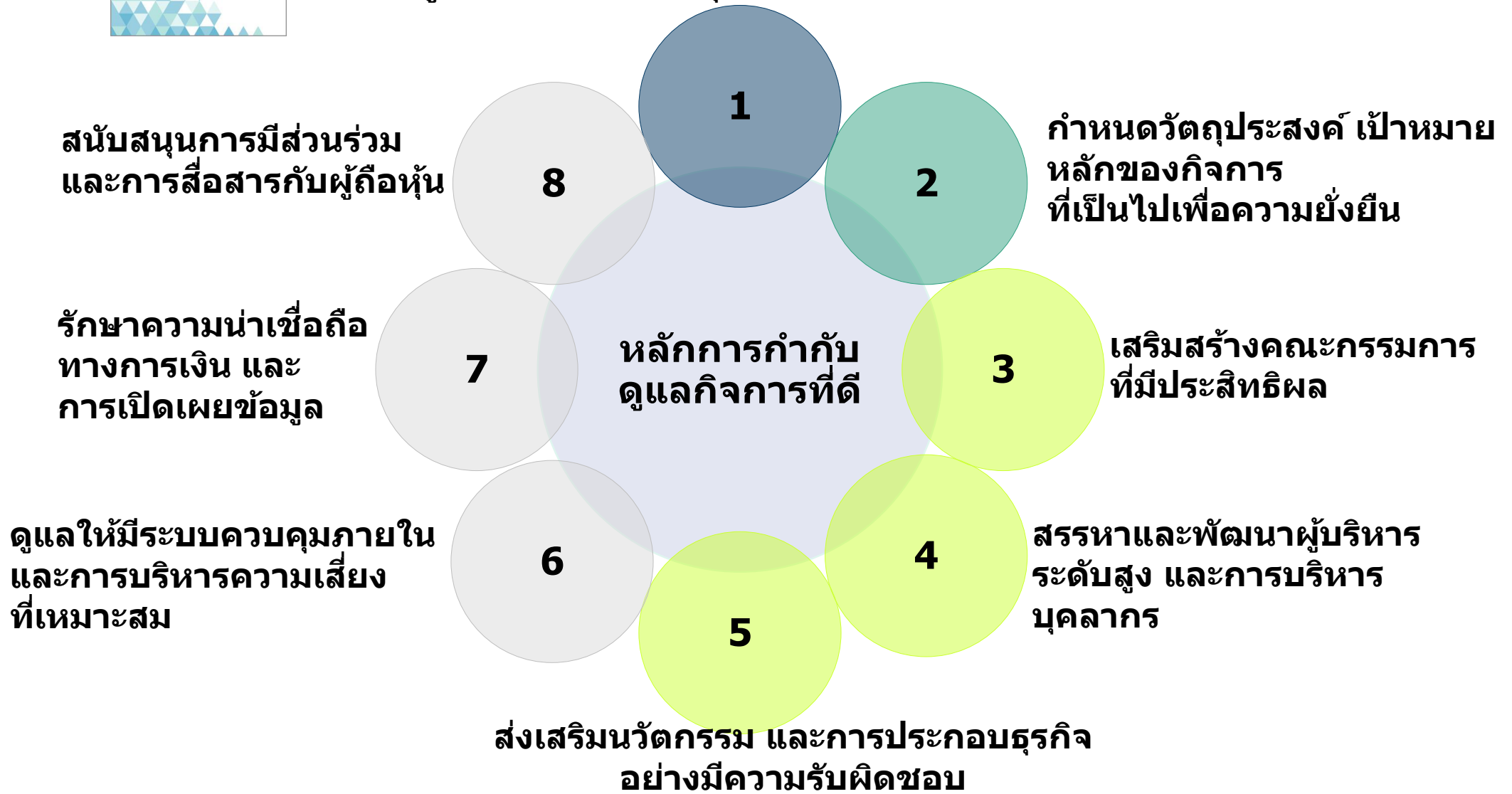
**Reports:** same or Integrated Report

**Assessments:** same + board's self evaluation for appropriate application



# หลักการกำกับดูแลกิจการที่ดี สำหรับบริษัทจดทะเบียน ปี 2560

ตระหนักถึงบทบาทและความรับผิดชอบในฐานะ  
ผู้นำองค์กร ที่สร้างคุณค่าให้แก่กิจการอย่างยั่งยืน



# Maturity of CG Practice



ไม่ทำผิดกฎหมาย



มีกลไกกำกับดูแล  
รับผิดชอบ โปร่งใส



มีกลไกขับเคลื่อน  
องค์กรให้สร้างคุณค่า  
ให้กิจการอย่างยั่งยืน

# แนวโน้มการเปิดเผยข้อมูล: Beyond Financial & Sustainability Report



Each critical but not enough,  
divorced from reality

ให้ความสนใจกับการสร้าง value  
ทั้งระยะสั้น และระยะยาว  
ESG รวมเป็นส่วนหนึ่งของ  
กลยุทธ์ในการประกอบธุรกิจ