

### **PROFESSIONAL SEMINAR SERIES 2019:**

# An Integrated Approach to Long-term Value Creation: ESG and Risk Management





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## **Content**

1	Value of Sound ESG Management			
	Trends of Sustainable Investment	ESG Value Creation & Examples		
2	ESG and Risk	Management		
	Step-by-Step Introduction	Principles & Examples		
3	HKEX Consultation Paper Updates			
	Proposed Amendments			
4	Q&A S	Session		





# Green Finance Market in Hong Kong – First Sustainability-Linked Loan





On 29 Jul 2019, Swire Properties announced the first sustainability-linked loan, while Swire Properties being the first company in Hong Kong to launch financing mechanism against year-onyear ESG performance

### First In Hong Kong Market

Interest rate of the loan will index against Swire Properties' ESG Performance. Reduction in interest rate will be granted based on the following criteria:

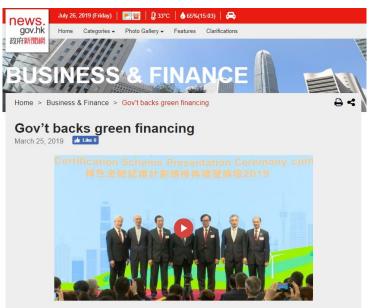
Swire Properties retains its listing on the Dow Jones Sustainability World Index (DJSI World), and;

Swire Properties achieves a target reduction in energy use intensity ("EUI", measured in unites of kWh/m2) each year for its Hong Kong portfolio





# Green Finance Market in Hong Kong – Government's Launch





ABOUT	KEY	PUBLICATIONS	MARKET DATA
THE HKMA	FUNCTIONS	& RESEARCH	& STATISTICS

Home / Key Information / Press Releases

#### **Press Releases**

#### HKSAR Government's Inaugural Green Bond Offering

The Government of the Hong Kong Special Administrative Region of the People's Republic of China (the "HKSAR Government") today announced the successful offering of its inaugural green bond (the "Green Bond") under the Government Green Bond Programme.

The Green Bond, with an issuance size of US\$1 billion and a tenor of 5 years, is a landmark transaction which sets an important new benchmark for potential issuers in Hong Kong and the region.

Following a global roadshow commencing on 10 May 2019, covering Hong Kong, London, Paris, Frankfurt, Amsterdam, Boston, New York and Singapore, the Rule 144A/Reg S USD Green Bond was priced on 21 May 2019 at 2.555% (32.5 basis points over 5-year US Treasuries). Despite the recent financial market volatility, the Green Bond saw strong demand from global investors, attracting orders exceeding US\$4 billion, which was more than 4 times the issuance size, allowing the final pricing to be tightened by 17.5 basis points from the initial price guidance.





## Increasing Attention over Green Finance – Financial Institutes



Select domicile EN

Latest news

Fixed incom

#### EM green bonds to enhance your yields

Looking for yield-enhancing strategy amid a volatile market? Emerging market green bonds may be the answer.

by UBS Editorial Team | 17 Jun 2019



Green bonds constitute one of the fastest growing segments of the bond market as they are seen by investors as a sustainable alternative to conventional bon (Keystone)

Emerging markets are not just about pursuing relentless economic growth, it is about growth in a sustainable fashion. In fact, such commitment is evidenced by green bonds' going mainstream in emerging markets.

#### At a glance

- Green bonds constitute one of the fastest growing segments of the bond market as they are seen by investors as a sustainable alternative to conventional bonds
- EM green bonds now account for more than onefifth of the global green bond market
- EM green bonds can be used for yield-enhancing strategies as they are generally rated lower than DM ones

### MSCI reveals extent of ESGscreened ETFs' outperformance

By Sam Benstead / 16 Nov, 2018



The extent to which ESG-screened funds can outperform nonscreened equivalent has been assessed by MSCI.

The index provider used the six recently-launched BlackRock ESG-screened ETFs, which showed four of these six would have outperformed.

## **Value from ESG Management** - Cost Reduction





expected to generate \$11 billion in global supply chain savings by 2014 through launching a packaging scorecard system as part of the effort in achieving the Group's target of 5% packaging reduction.

saves \$1.2 million every year by reducing Ektorp Sofa's packaging size by 50% through redesigning into different parts.



# Value from ESG Management - Increasing Revenue



line of products generated more than

\$200 billion in revenue in 10 years since the program was launched in 2004.

In 2004, the Ecomagination products totaled

\$34 billion in revenue.



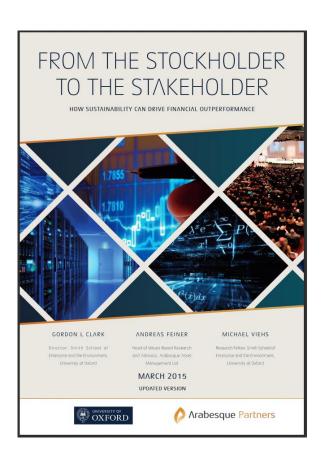
Nike's Flyknit line, launched in 2012, opened up

a 1 billion-plus revenue stream while reducing wastes by 80%compared to regular cut and sew footwear.





## Value of ESG and Risk Management



according to a research conducted by University of Oxford and Arabesque...



of the studies show that sound sustainability standards lower the cost of capital



of the studies show that solid ESG practices result in better operational performance



of the studies show that stock price performance is positively influenced by good sustainability practices





# **Effect of ESG on Equity Valuation, Risk, and Performance**



according to a research conducted by MSCI...

Companies with a stronger ESG profile will usually have:

- 1 Lower Cost of Capital
  - 2 Higher Profitability
    - Lower Exposure to Tail Risk

Foundations of ESG Investing: How ESG Affects Equity Valuation, Risk, and Performance

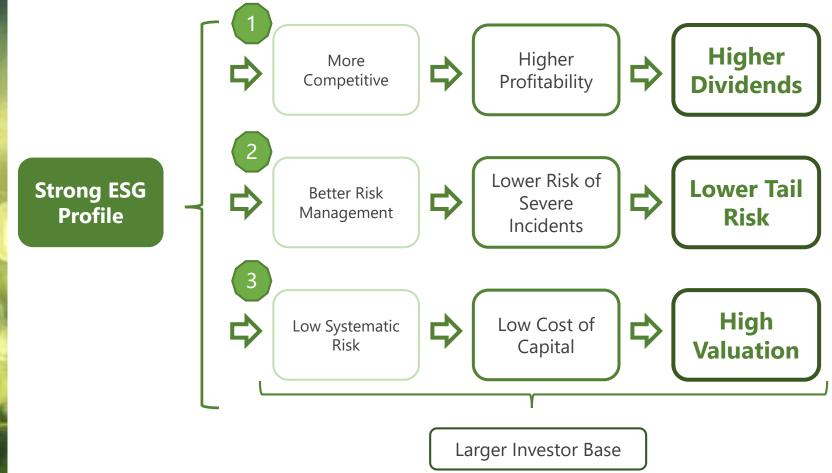


GUIDO GIESE, LINDA-ELING LEE, DIMITRIS MELAS, ZOLTÁN NAGY, AND LAURA NISHIKAWA





# **Effect of ESG on Equity Valuation, Risk, and Performance**







# Value of ESG Management - Better Stock Price Performance

CUMULATIVE INDEX PERFORMANCE - GROSS RETURNS (USD) (SEP 2007 - MAY 2019)



MSCI EMERGING MARKETS ESG LEADERS INDEX

a capitalization weighted index that provides exposure to companies with high ESG performance relative to their sector peers





## **Increasing Awareness among Investors**

When respondents were asked about the impact of ESG issues in 2017 and expected impact in 5 years' time (2022)

	Affected in 2017	Will affect in 2022
ESG Issues Impact on Share Prices		
Governance	58%	65%
Environmental	23%	52%
Social	23%	46%
ESG Issues Impact on Corporate Bond Yield		
Governance	41%	53%
Environmental	15%	40%
Social	15%	35%
ESG Issues Impact on Sovereign Debt Yields		
Governance	35%	44%
Environmental	12%	31%
Social	18%	32%

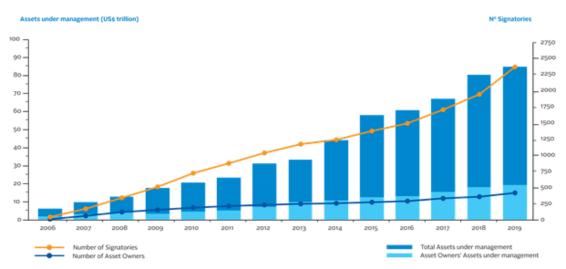




# The Rise of Guiding Principles for Responsible Investment



- Leading proponent of responsible investment supported by 2 United Nation Partners, UNEP FI & UNGC
- Encourages responsible investment to enhance returns and better manage risks by better understanding investment implication of environmental, social and governance factors for investment and ownership decisions



Since launched in 2006, PRI receives increasing attention and support worldwide, reflected in the significant increase in numbers of signatories and number of assets under management





# The Rise of Guiding Principles for Responsible Investment (cont.)



- Risk management framework adopted by financial institutions for determining, assessing and managing environmental and social risks in projects
- Minimum standard for due diligence and monitoring to support responsible decision making
- Apply globally to 4 financial products
  - 1. Project Finance Advisory Services 2. Project Finance
  - 3. Project-Related Corporate Loans 4. Bridge Loans



As of June 2019, 96 financial institutions from 37 countries across the globe including major leading banks have adopted the Equator Principles to manage the risk effectively.



Reference: Equator Principles https://equator-principles.com/about/



## **Straitening Regulatory Requirements**



- Independent statutory body to regulate Hong Kong's securities and futures markets
- Exercises oversight of the Stock Exchanges of Hong Kong Limited's regulation of listing matters
- Actively develop green finance in Hong Kong and recently made major announcements

## Strategic Framework for Green Finance

Issued in September 2018, the Framework analyzes current market practice and provides action agenda over 3 main aspects:

- Corporate Environmental and Climate Change-Related Disclosure
- Asset Managers and Sustainable Investing
- Investment Products and Stock Exchange Initiatives

### Circular on Green or ESG Funds

Issued in April 2019, the Circular applies to SFC-authorized funds which incorporate globally recognized green or ESG principles as key investment focus

The Framework aims to enhance disclosure comparability between similar SFC-authorized green or ESG funds and their transparency and visibility



## **Capturing Value through ESG Management**



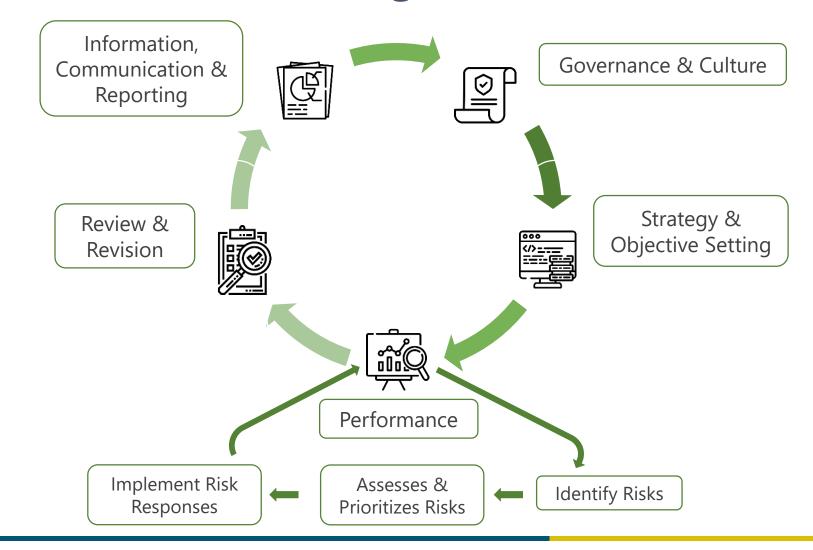




## **ESG Risk Management**



## **Effective ESG Management**







### **Governance & Culture**

**Best Practice Guiding Principles:** 

1. Exercises board risk oversight

that empowers and enables the board to support many

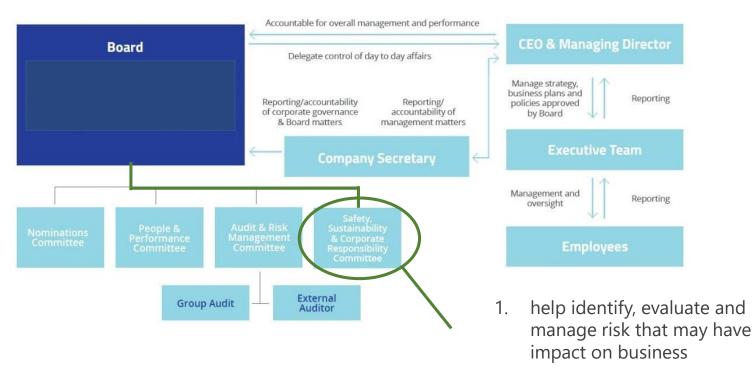
that empowers and enables the board to support management in achieving the organization's strategy and business objectives

- 2. Establishes operating structures that allows organization to collaborate and execute efficiently
- 3. Defines Desired Culture that reflects the organisation's mission, vision and core values
- **4. Demonstrate commitment to core values** by embedding ESG awareness in the culture that influence decisions
- 5. Attracts, develops and retains capable individuals with the common purpose, skills, capabilities and knowledge to contribute to identify and manage risks



## **Board Oversight – Empowering**

Establishing Sustainability Committee to efficient Board Oversight



Reference: <a href="https://www.agl.com.au/about-agl/who-we-are/our-2022/2019">https://www.agl.com.au/about-agl/who-we-are/our-2022/2019</a> company/corporate-governance

advise and report on key issues and latest development progress



## **Strategy and Objective – Setting**

**Best Practice Guiding Principles:** 

### 1. Analyse business context

How can an organization optimize outcomes to enhance capabilities for creating, preserving and ultimately realizing value along the value chain?

### 2. Define risk appetite

Subject to the organization's core values, strategic ambition and business context, the maximum level of risk an organization can adsorb differs.

### 3. Evaluates alternative strategies

Whether current strategy aligns with the mission, vision and core values of the organization and current objectives can be achieved given the appetite.

### 4. Formulates business objectives

which align and support strategies after assessing the risks





## **Integrate Sustainability – Assess & Analyze Value Chain**

### **Primary Activities**

Inbound
Logistic

Real-time inbound inventory data Location of distribution

facilities Trucks

Material Handling Warehouse

### **Operations**

Standardized model

Access to real-time sales and inventory system

#### Outbound Logistics

Order Processing Full delivery trucks

#### Marketing & Sales

Pricing Communication Promotion Products based on community needs

Low prices

#### Services

Delivery Installation Repair Greeters

Customer service focus

Support Activities

Firm	Infrastructure
	iiiiiasti uctui e

Management, finance, legal, planning

#### **Human Resource** Management

Professional development, employee relations, performance appraisal, recruiting, competitive wages, training programs

#### **Technology** Development

Integrated supply chain system, real-time sales system

#### **Procurement**

Real-time Inventory, Communication with suppliers, Purchase supplies and materials



## Integrate Sustainability – Assess & Analyze Value Chain

### What Does It Mean? How To Do?

- 1. Analyse and Evaluate
- 2. Identify Opportunities to Improve Efficiency and Performance
- 3. Engage and Collaborate with Stakeholders
- 4. Implement and Create More Value





### **Performance**

**Best Practice Guiding Principles:** 

### 1. Identifies risk

by understanding internal and external environment to develop a risk inventory including description of impact, mitigation actions and risk owners

### 2. Assesses severity of risk

by adopting appropriate analytical metrics and tools to evaluate the impacts and effects with short term and long-term considerations.

### 3. Prioritizes risk

as the basis for response selection and resource allocation

### 4. Implements risk response

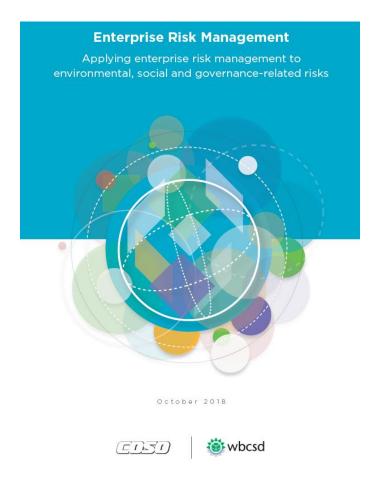
that reduces or eliminates the potential impact or occurrence likelihood

### 5. Develops portfolio view

to identify gaps and adjust supports to ensure response's efficiency



## Effective ESG Risk Management – At a Glance







## **Effective ESG Risk Management**- Risk Identification







## **Effective ESG Risk Management**Risk Assessment



#### **Risk Identification**

Analyze internal & external environment Connect related ESG issues and risk to business context, allowing quantifiable measurement

#### Risk Assessment

Analyze the severity, likelihood, impacts and effects of related ESG risks on organization's operation

Engage stakeholders to understand their expectation

#### Control Selection & Implementation

Adopt the most appropriate approach, data and assumptions that fit the value, mission and objective of the organization to manage and control ESG risk

#### Review & Evaluate

Conduct regularly to ensure effectiveness

To be elaborated in the next section



What are the impacts and effects? How would these affect the organisation?

#### Measure

Quantitative (monetary & non-monetary)

Qualitative

#### **Approach**

Expert Input

Valuation

Scenario Analysis

## How likely would the risk occur in short and long term?

Severity

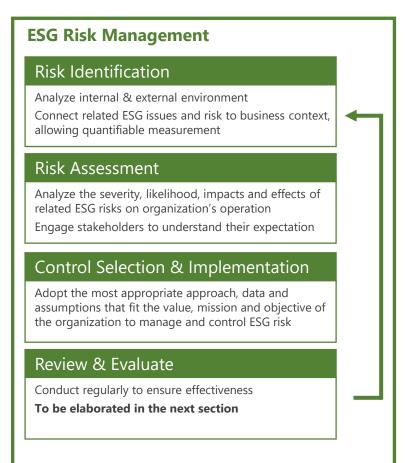


Risk Matrix

		Very Low	Low	Medium	High	Very High
	Very High					
3	High					
Likelinood	Medium					
	Low					
	Very Low					



# Effective ESG Risk ManagementControl Selection & Implementation









### **Review and Revision**

**Best Practice Guiding Principles:** 

### 1. Assesses substantial change

internally and externally to determine whether the organization's risk profile requires an update or the management needs to respond

### 2. Reviews risk and performance

to ensure the capabilities and processes are capable of adapting to the changing environment and arising risks.

### 3. Pursues improvement in ERM

to revisit and improve efficiency in the process and structure





# Information, Communication and Reporting

**Best Practice Guiding Principles:** 

- 1. Leverages information technology to capture and report ESG-related information to improve data quality, communication, collaboration, visibility and timeliness.
- 2. Communicates risk information through effective engagement with internal and external stakeholders to promote and develop a culture of awareness towards critical ESG-issues.
- 3. Reports on risk, culture and performance in a manner that aligns with applicable mandatory and voluntary reporting requirements or standard





# Second Consultation Paper on Revising Appendix 27



In May 2019, to resonate with SFC's Strategic Framework, Hong Kong Stock Exchange proposed the following revisions:

- Introduction of "Mandatory Disclosure Requirements"
- Proposed Amendments to Environmental KPIs
- Enhancement of Disclosure and Amendments to Social KPIs
- Shortening Timeframe for Publishing ESG Reports
- Encouraging Independent
  Assurance for ESG Reports



1	Introduction of "Mandato	ry Disclosure Requirements"
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**Current Requirement** 

#### Corporate Governance

The Board of Directors is fully responsible for the issuer's ESG strategy and reporting, including the assessment and determination of ESG-related risks.

\* This is not a mandatory requirement.



Mandatory to disclose a statement setting out the Board's consideration of ESG issues, which should include:

- (i) the Board's oversight of ESG issues;
- (ii) the process used to identify, evaluate and manage material ESGrelated issues; and
- (iii) how the board reviews progress made against ESG-related goals and targets.

Note: The board's statement should include information on the issuer's current ESG management approach, strategy, priorities and goals/targets, and should address how they are related to the issuer's businesses.



Proposed Amendments



1	Introduction of "Mandatory Disclosure Requirements"							
	b	Repo	orting	Principles				
	Current Requirement	The reporting principles include materiality, quantitative, balance and consistency.  * It is not mandatory to explain the applications of these principles.	<b>\$</b>	Mandatory to explain how materiality, quantitative, balance and consistency are applied during the preparation of ESG reports as reporting principles  Criteria for selecting material issue, methodology for calculating quantitative indicators and sources shall be disclosed.	Proposed Amendments			





Introduction of "Mandatory Disclosure Requirements"									
С	Repo	orting	Boundary						
Current Requirement	Issuer should describe the specific entities and/or scope of operations covered in the ESG report.  If there is any change of scope, the issuer should explain the difference(s) and corresponding reason(s).  * It is not mandatory to make such explanation.	<b>\$</b>	Mandatory to include an explanation of the reporting boundary of the ESG report, describing the process used to identify which entities or operations are included.  If there is a change of scope, the issuer should explain the difference(s) and corresponding reason(s).	Proposed Amendments					





2		Proposed Amendments to Environmental KPIs								
	а	to KPI A1.2								
	rement	Issuers are only required to disclose total Greenhouse Gas ("GHG") emissions and intensity, but not required to disclose direct (scope 1) and energy indirect (scope 2) GHG emissions separately.		Issuers are required to disclose direct (scope 1) and energy indirect (scope 2) GHG emissions separately.	Propose					
	Current Requirement	Issuers are only required to disclose measures to mitigate emissions, waste reduction initiatives, energy and water efficiency initiatives, and results achieved, but they are not required to disclose targets set and steps taken to achieve them.	4	Issuers are required to disclose targets set regarding emissions, energy use and water efficiency, waste reduction, etc. and steps taken to achieve them.	d Amendments					
	b	Amendments to	KPI A	1.5, A1.6, A2.3 & A2.4						





2	Proposed Amendments to Environmental KPIs				
	С	Introduction of Aspect A4. C	Climate Change & KPI A4.1		
		General Disclosure  Policies on measures to identify and mitigate significant climate-related issues which have impacted, and those which may impact the issuers.	KPI A4.1  Description of the significant climate- related issues which have impacted, and those which may impact the issuer, and the actions taken to manage them.		





3			Enhancement of Disclosure and Amendments to Social KPIs							
	а		losure responsibility							
			Social KPIs are recommended disclosure (i.e. voluntary) only.		Disclosure of social KPIs is upgraded to "comply or explain" provisions.					
	Current Requirement	KPI B1.1	Disclosure on "total workforce by gender, employment type, age group and geographical location" is recommended, but there is no specification for "employment type".	<b>\$</b>	The "employment type" is revised to be disclosed in the "full-time and part-time" classification.	Proposed Amendments				
	Cur	KPI B2.1	"Number and rate of work-related fatalities" was recommended to be disclosed only.		It is revised to "number and rate of work-related fatalities occurred in each of the past three years including the reporting year".	nents				
	b		Amendments to KPI B1.1 & B2.1							





3		Enhancement of Disclosure and Amendments to Social KPIs						
	С	Introduction of KPI B5.3, B5.4 & B7.3						
		KPI B5.3	"Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored" is introduced.	KPI B5.4	"Description of practices used to promote environmentally preferable products and services when selecting suppliers, how they are implemented and monitored" is introduced.	KPI B7.3	"Anti-corruption training provided to directors and staff" is introduced.	





Shortening Timeframe for Publishing ESG Reports

Surrent Requirem

The Board of Directors is fully responsible for the issuer's ESG strategy and reporting, including the assessment and determination of ESG-related risks.



It is required that issuers must publish ESG report within four months for Main Board issuers and three months for GEM issuers after the year-end date (i.e.: the same as the time limit for the publication of the issuer's annual report.).



**Proposed Amendments** 





### Encouraging Independent Assurance for ESG Reports

To strengthen the credibility of ESG information disclosed in the Report To increase confidence for making better investment-related decision in conjunction with the financial information disclosed

Appendix VI - Independent Assurance Opinion Statement

#### **Independent Assurance Opinion Statement**

Sun Hung Kai Properties Limited Sustainability Report 2017/18

This independent assurance option statement has been presented to SMP only for the purposes of assuring its statement existing to the Region, through profit and the statement of the SMP only for the purpose. The British Statement is extracted in the Sicophic between copinion statement, according assurance promoting forgation or forevised joint and produced assurance option statement, accord a assurer resolutionly forgation of theretails) or by when the independent assurance option statement entire through the statement is intended to be used by statement or interpretable assurance option statement may be read. The statement is intended to be used by statement or a framegoment of SMP.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of Information presented to it by SH4C? The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters report information were carried out

\*\*newword supporting evidence for claims made in the Report
 \*\*newword supporting evidence for claims made in the Report
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 \*\*separate for the company's reporting management, constructions and the bluminesse during the proof tenth of July 27 to 27 July 20 for 20 for 10 for 10

Type 1 Moderate Level of Assurance evaluates of the nature and extent of SHKP's adherence to three reporting principles, which include Inclusivity, Materiality and Responsiveness. The specified sustainability performance information/data disclosed in the Report has been evaluated.

This statement was prepared in English and translated into Chinese for reference only.

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Our work was designed to gather evidence on which to base our conclusion. We undertook the

- . A top level review of issues raised by external parties that could be relevant to SHKP's policies to
- Discussion with senior executives on SHKP's approach to stakeholder engagement. We had no
- - . Review of key organizational developments

The Report has reflected a fact that SHKP is seeking the engagement of its stakeholders through The Report has effected a fact that SHPP is seeking the engagement of its stakeholders mough memorate children size, his cellin surveys, counter estatlation surveys, focus group discussions, memorate size of the size of Annendix VI - Independent Assurance Oninion Statement

SRPP publishes sustainability information that enables its stakeholders to make informed judge about the company's measurement and performances in our professional opinion, the Report of the principle of Malantainy and identified BHO's maintain apposits to use of perspection and to the principle of Malantainy and identified BHO's maintain apposits by using appropriate the professional professional and the professional and the professional and the professional and the Report was adopted by SHO'before issue of this opinion statement.

Based on our verification review, we are able to confirm that social responsibility and susta development key performance indicators and disclosures in two ESG subject areas (Environand Social) being reported are based on HKEx ESG Guide.

In our professional opinion, the Report covers the SHKP's social responsibility and sustainability iss Area for enhancement to the Report was adopted by SHKP before issue of this opinion statement

The assurance team was composed of Lead Auditors, who are experienced in real estate Fig. 1 (a) Control 1 (b) Contr





# Effective Integrated ESG ManagementPathway to Value Creation

### **Value Creation**

Lower Cost of Capital

Higher Profitability Lower Exposure to Tail Risk

**ESG Strategy & Reporting** 

**Risk Management** 





## Q & A



## More Questions? Contact us.

### **About AVISTA Group ('AVISTA')**

AVISTA is a leading professional valuation and financial advisory firm. Headquartered in Hong Kong, AVISTA also has branch offices in Shanghai and Beijing. Our firm is experienced in performing full range of valuation, financial advisory, ESG advisory, and risk advisory services for various purposes.

#### **Valuation Advisory**

- Business Valuation
- Financial Instrument Valuation
- Fixed Asset Valuation

#### **Risk Advisory Services**

- Internal Control Review Services
- Risk Management Services
- Corporate Governance Services

#### **Corporate Advisory**

- Business Consulting
- Public and Investor Relationship Management

**Environment, Social and Governance** (ESG) Advisory





### **About AVISTA Group (cont.)**

### Distribution of our outbound projects:

Australia Canada China Germany Hong Kong Indonesia Italy Japan Kazakhstan Malaysia Mongolia Singapore Myanmar South Korea South Africa **United Kingdom** 

**United States** 



Headquartered in Hong Kong with a regional presence spanning Shanghai and Beijing, AVISTA has an international reach of handling outbound projects around the globe.

Across our 6 core multidisciplinary practices which are complementary to one another, AVISTA supports business needs from different angles. In concert, our practices form a strategic chain creating the greatest value to our clients. Recognized for our outstanding quality, impeccable services and high integrity, we have worked with a wide array of clients across different industries to deliver professional and effective advices that best suit their business needs.

Over the years, thanks to our high service standards, AVISTA Group has proudly gained respect and support from our clients for our one-stop financial consulting solutions, making us their preferred long-term trusted business partner.



### **About the Speaker**



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Mr. Vincent Pang is the Founder & Managing Director of AVISTA Group, who leads the firm's valuation, risk management and ESG services in Hong Kong and the PRC.

Vincent has 20 years experiences in financial valuation, M&A advisory and business consulting. Before founding AVISTA Group, Vincent served as an Associate Director of PricewaterhouseCoopers and was in charge of its valuation division in Beijing.

Vincent has advised a numerous large M&A deals in both China and overseas for multinational corporations and Chinese state-owned enterprises. He also has extensive experiences in providing valuation services for US and HK IPO listing.





## **END**

