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New challenges and new realities: A relook at the risk landscape for general counsel

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► Your speakers today



Dane Chamorro

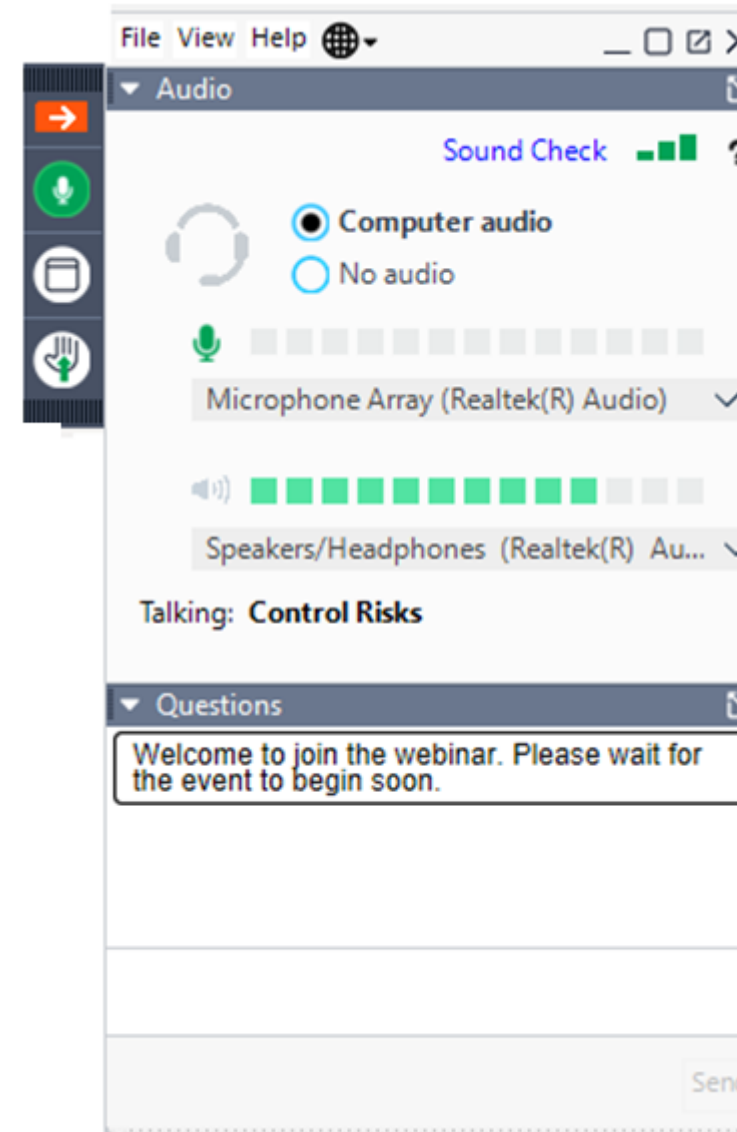
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Type your questions here

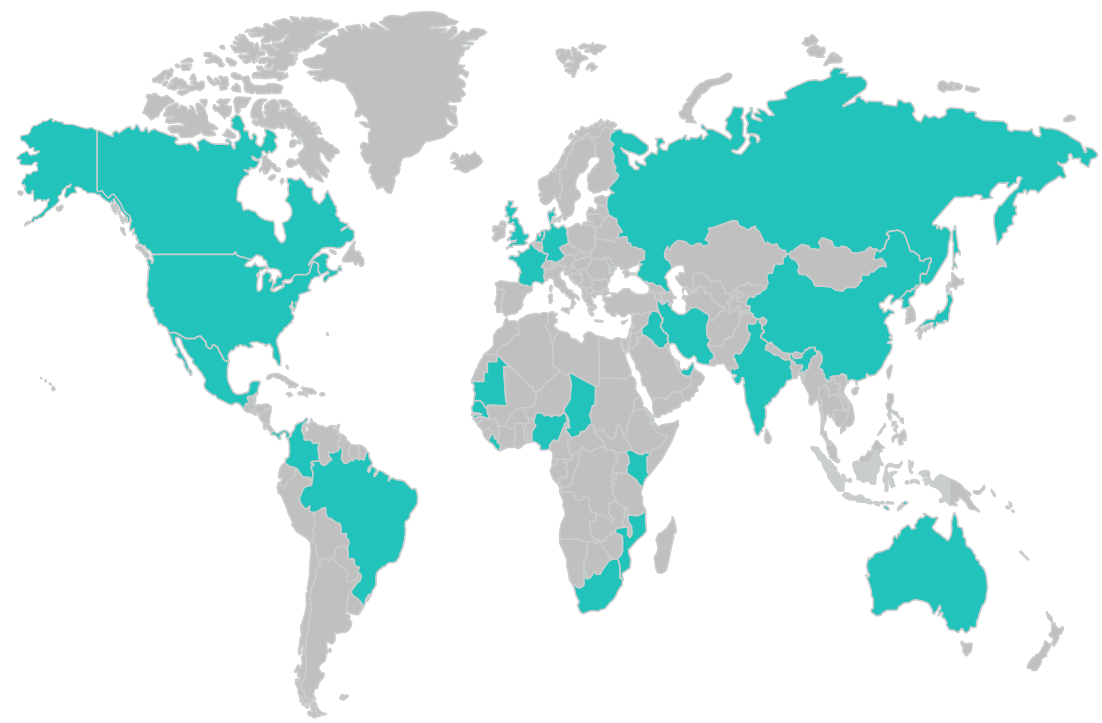


A recording of the webinar and a copy of the slides will be sent to you within two days after the webinar ends.

► About us

Control Risks is a specialist global risk consultancy that helps create **secure, compliant and resilient** organisations. We ensure that our clients are prepared **to resolve critical issues and crises, realise opportunities and maximise growth** in unfamiliar and complex regions.

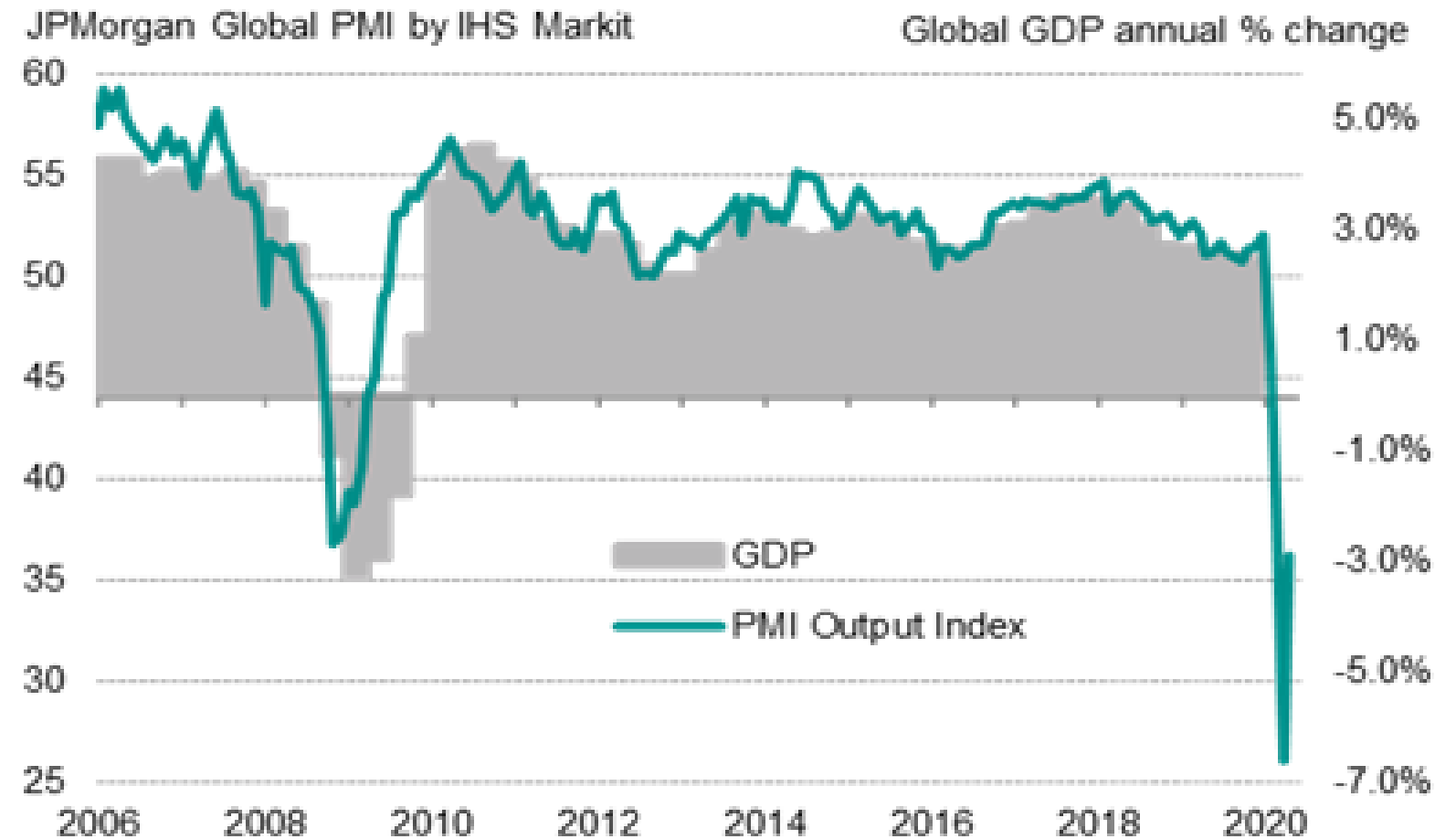
We believe that taking risks is essential to success, so we provide cutting-edge insight, intelligence and expert advice to ensure our clients remain resilient in the face of disruptions. From the boardroom to remote locations, Control Risks is a trusted advisor to 85% of the Fortune 500.



► Black Swan or political risk?



Global PMI and GDP



Source: IHS Markit, JPMorgan.

► Asia's "3 speed" recovery

Winners: NE Asia + Vietnam ('factory Asia')

- Competent government
- Pandemics experience

Losers: Export/tourism dependent

- Thailand, Singapore
- Limited domestic demand: Japan

Disaster: Pre-existing condition

- India : balance sheet recession
- 1 rating away from 'junk' status

Latest World Economic Outlook Growth Projections

The COVID-19 pandemic will severely impact growth across all regions.

(real GDP, annual percent change)	2019	PROJECTIONS	
		2020	2021
World Output	2.9	-3.0	5.8
Advanced Economies	1.7	-6.1	4.5
United States	2.3	-5.9	4.7
Euro Area	1.2	-7.5	4.7
Germany	0.6	-7.0	5.2
France	1.3	-7.2	4.5
Italy	0.3	-9.1	4.8
Spain	2.0	-8.0	4.3
Japan	0.7	-5.2	3.0
United Kingdom	1.4	-6.5	4.0
Canada	1.6	-6.2	4.2
Other Advanced Economies	1.7	-4.6	4.5
Emerging Markets and Developing Economies	3.7	-1.0	5.6
Emerging and Developing Asia	5.5	1.0	8.5
China	6.1	1.2	9.2
India	4.2	1.9	7.4
ASEAN-5	4.8	-0.6	7.8
Emerging and Developing Europe	2.1	-5.2	1.2
Russia	1.3	-5.5	3.5
Latin America and the Caribbean	0.1	-5.2	3.4
Brazil	1.1	-5.3	2.9
Mexico	-0.1	-6.6	3.0
Middle East and Central Asia	1.2	-2.8	4.0
Saudi Arabia	0.3	-2.3	2.9
Sub-Saharan Africa	3.1	-1.6	4.1
Nigeria	2.2	-3.4	2.4
South Africa	0.2	-5.8	4.0
Low-Income Developing Countries	5.1	0.4	5.6

Source: IMF, World Economic Outlook, April 2020

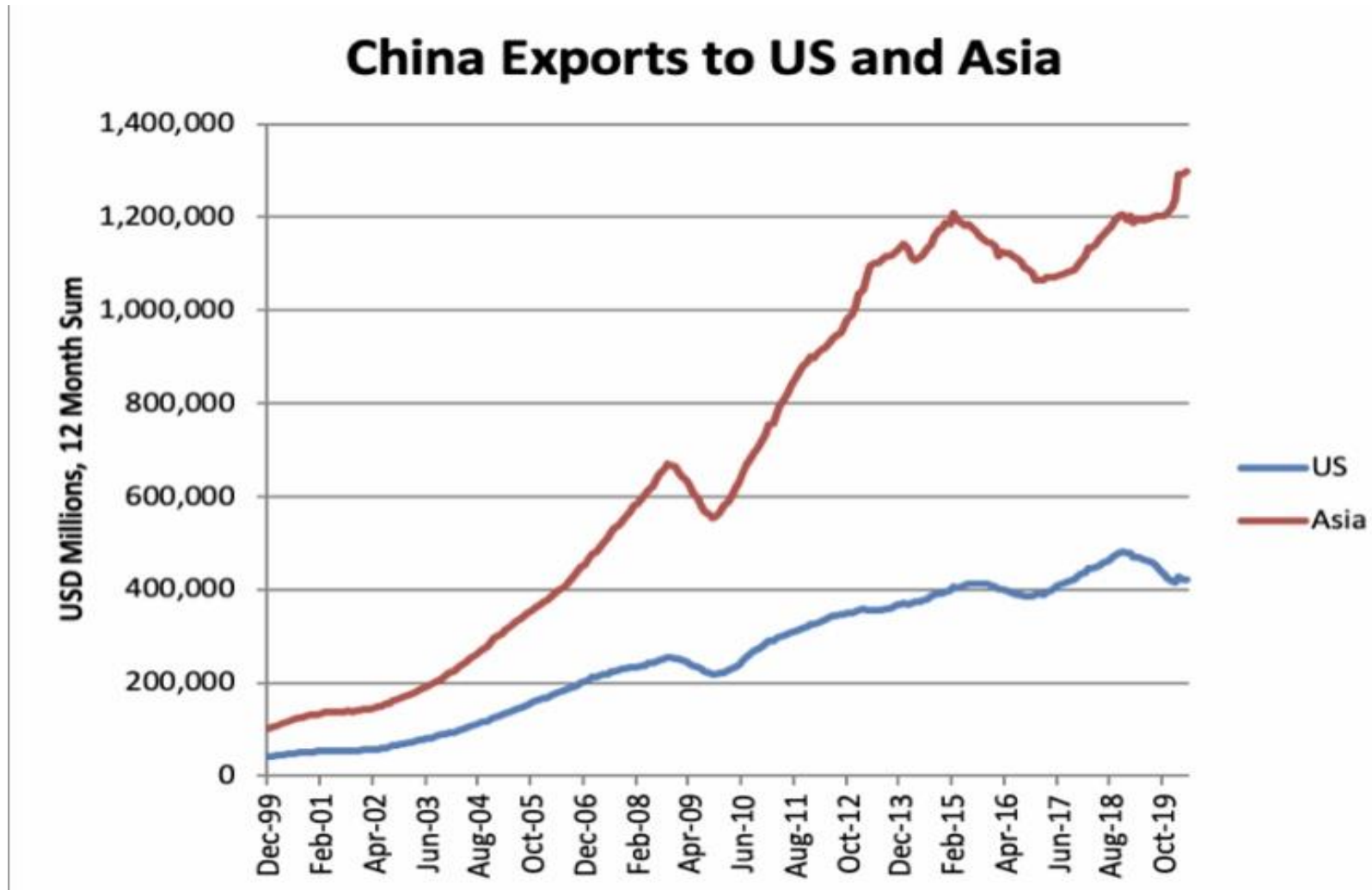
► Accelerated *Transformation*

*neither revolution nor evolution....
but still highly disruptive*

- New players
- New business models
- New regulation / tax
- New market segments
- New supply chains
- New climatic realities
- New geopolitics



► Acceleration: cyclical and structural



T-Mobile 3G 8:26 AM 29%

< LISTEN

Opinion

Clothing Stores' Devastation Has Only Just Begun

Despite some early reopening optimism, the soft economy and Covid-19 precautions will make for tough circumstances for chains from Gap to Macy's.

by Sarah Halzack
June 10, 2020 7:00 AM



The in-store shopping experience won't be quite what it was, especially when it comes to apparel.

Home Markets Watchlist Media Menu

► Divorce or decoupling





1

Leaders without strategies bungle the recovery

2

Economic paralysis meets political weakness

3

Supercharged activism

4

COVID-19 and the US campaign trail

5

Cybersecurity: the stakes have never been higher

Control Risks

TOP 5 RISKMAP 2020

► More Great Power Competition

- Western Pacific
- Eastern Mediterranean/Gulf

So what ?

- Russian pipelines
- PRC construction, garment co
- Iran/N Korea cyber attacks



- More protectionism
(Regionalisation)

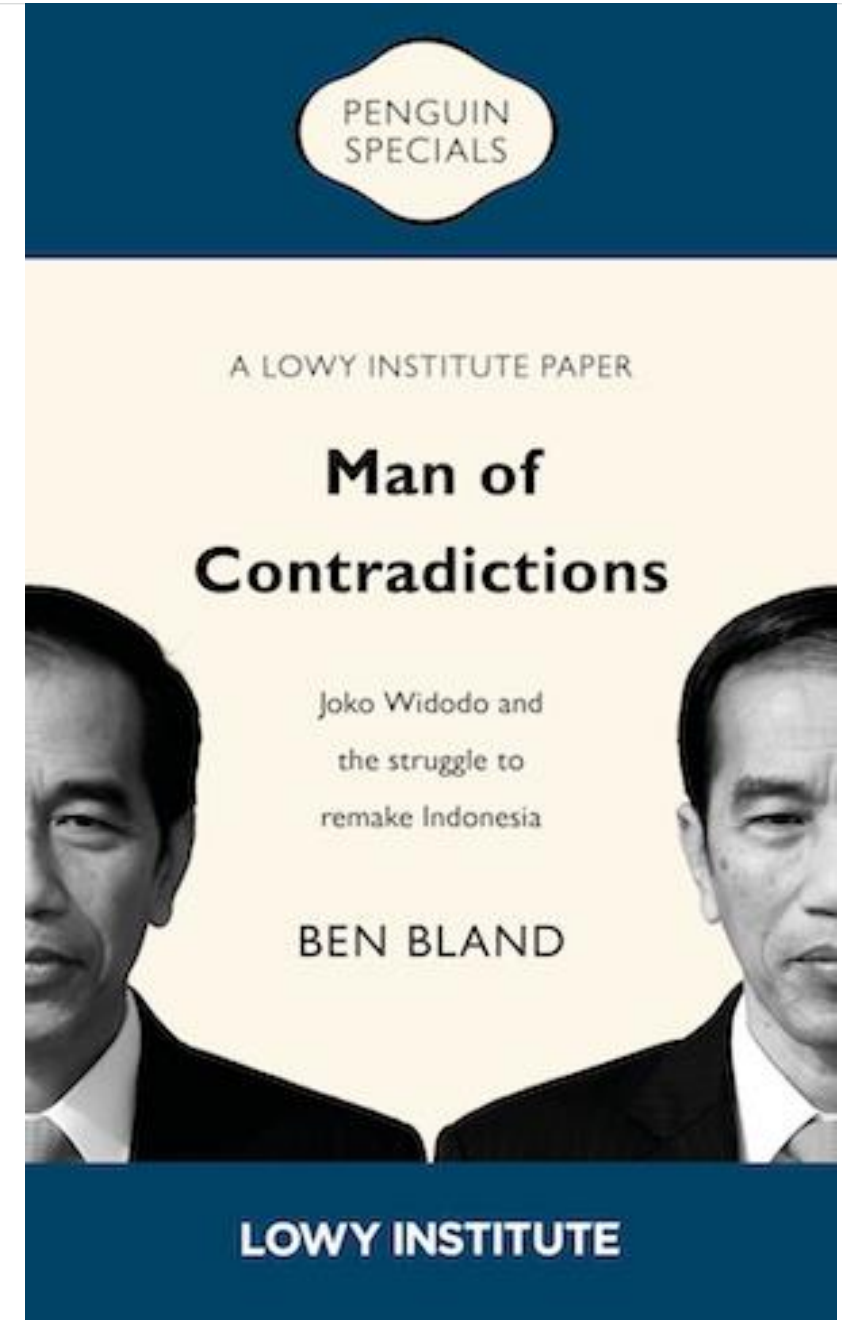
**BUY
AMERICAN**

Trilateral supply chain plan of India Japan Australia

by Anirudh

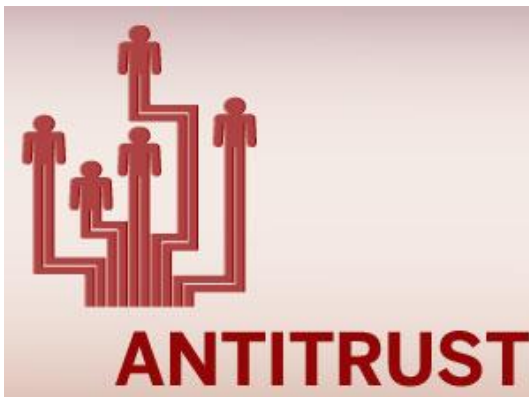
#UPSC #IAS

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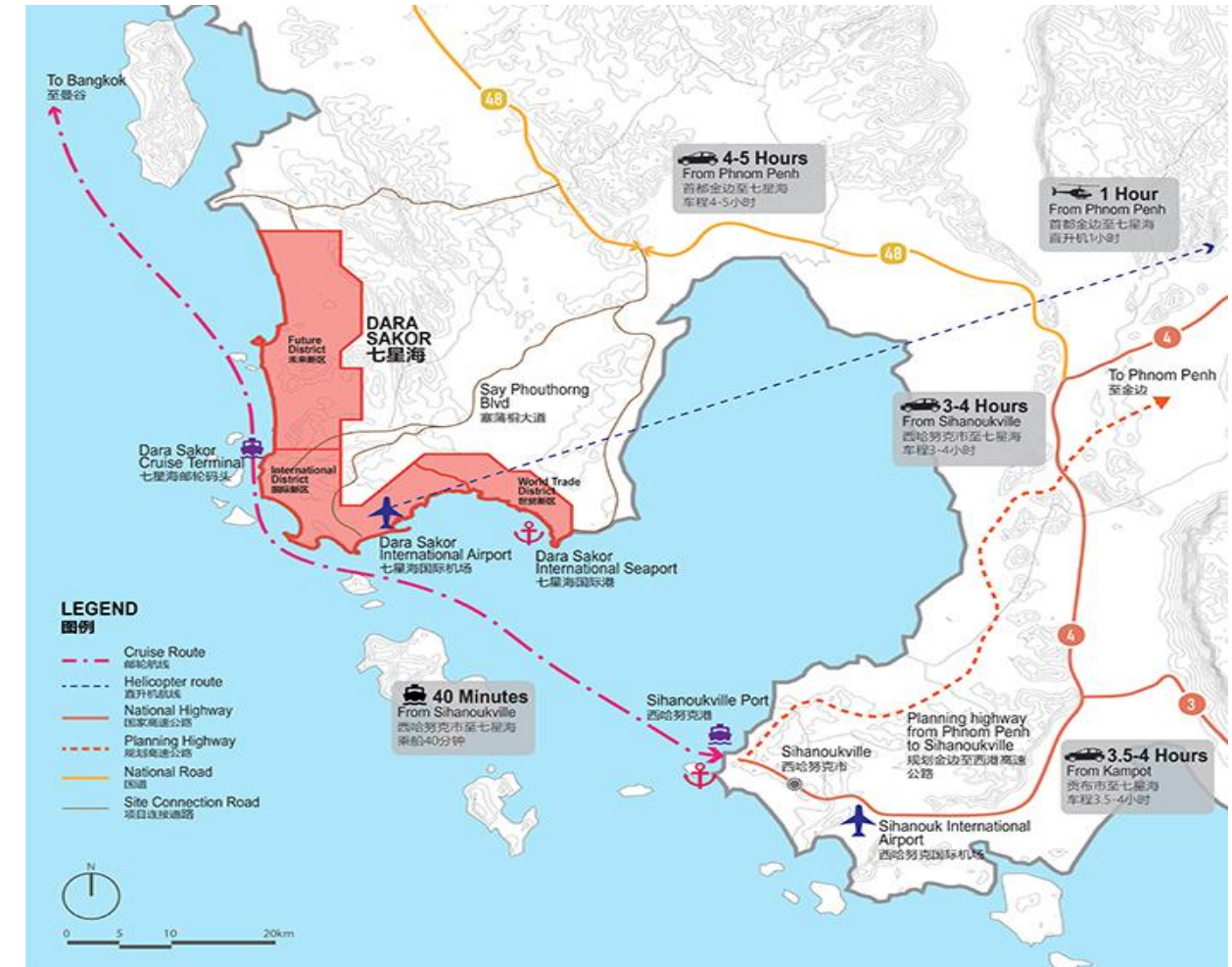


► More Regulation

After every crisis, every scandal...



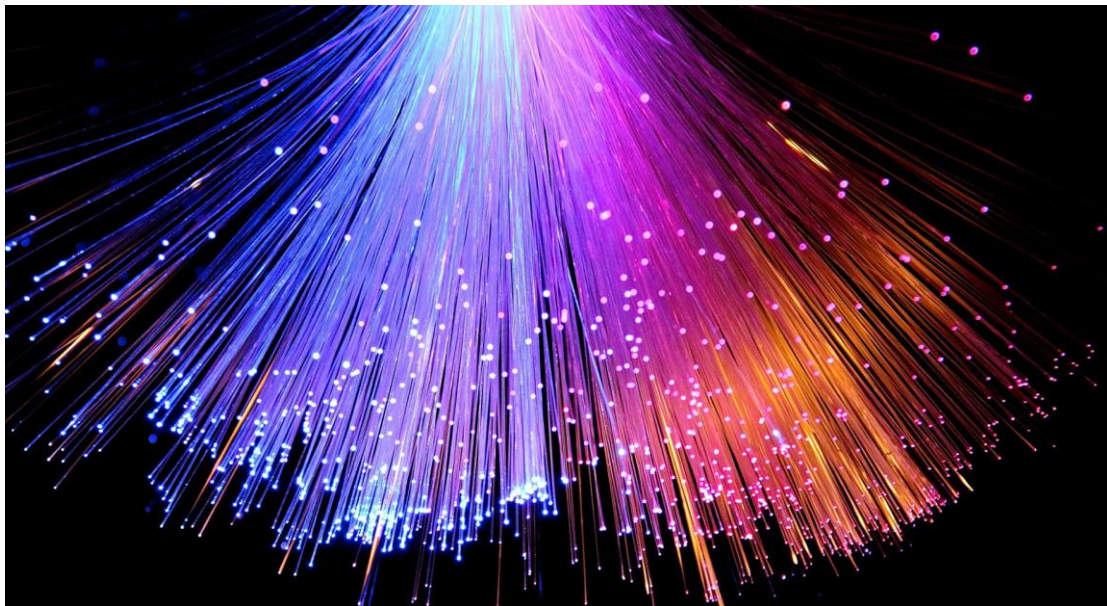
► The Magnitsky Act Comes to SE Asia



► More Digitisation

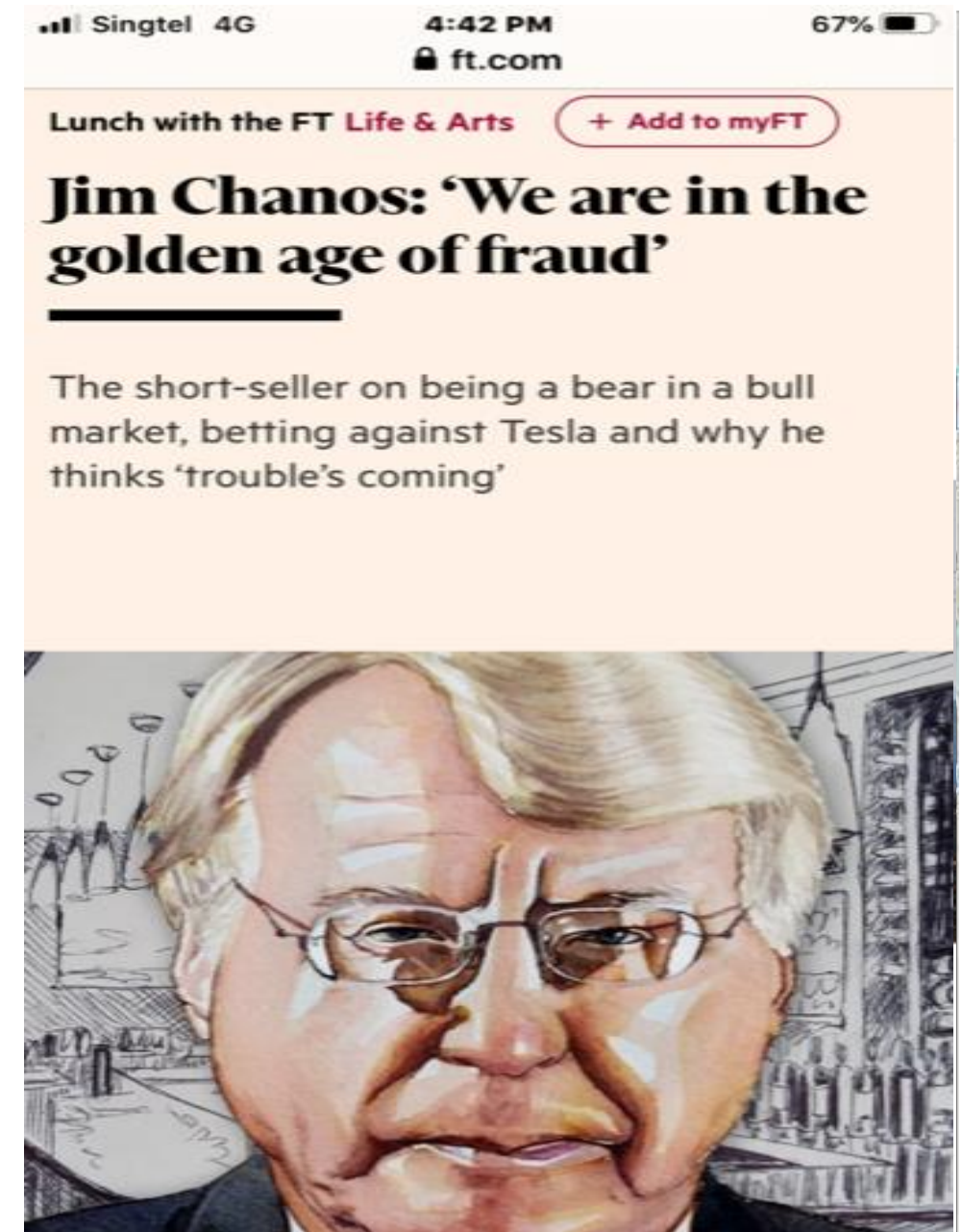
Great for 5G ‘enablers’

- More vulnerabilities
- More ransomware, sovereign attacks
- More social engineering
- More “data nationalism”



► More economic insecurity and inequality

- Emerging world: insecurity
 - Migrant flows
 - Terrorism/piracy
 - Socio-political upheaval, demonstrations
- Developed world: inequality
 - Street activism, boycotts
 - Cyber threats
 - ESG: ...third parties
 - Fraud, self dealing



[illegible]

► Recovery and business impacts

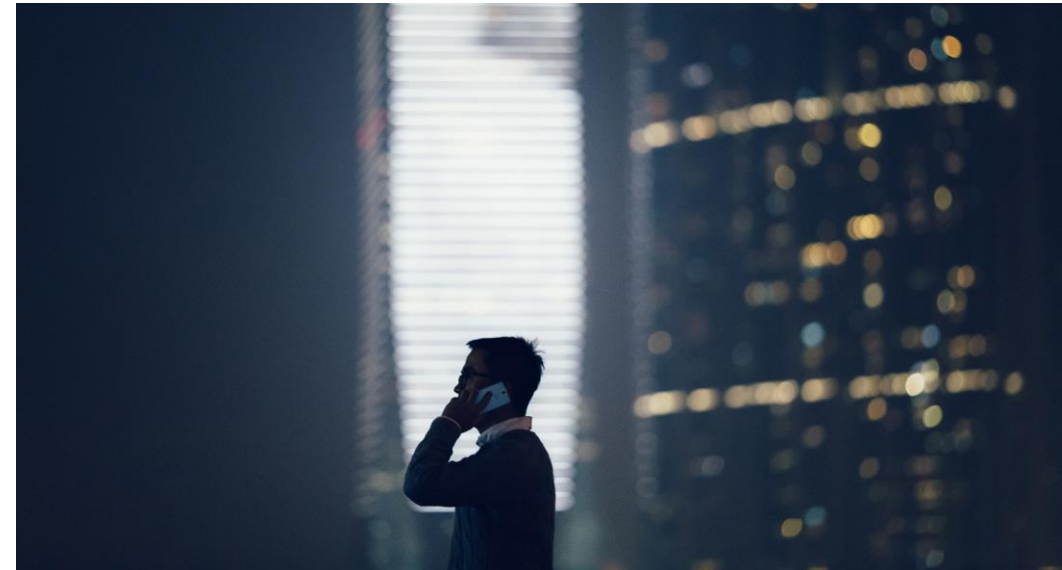
This could be:

- Supplier disagreements
- Commercial litigation
- Force majeure triggers
- Increased fraud and corruption rates



Can be mitigated or managed:

- Proactively
- Reactively



► Additional capacity

This could be:

- Embedded resources for a client
- Intelligence and research
- Reviews of processes and activities
- Support in an unknown jurisdiction



Range of areas:

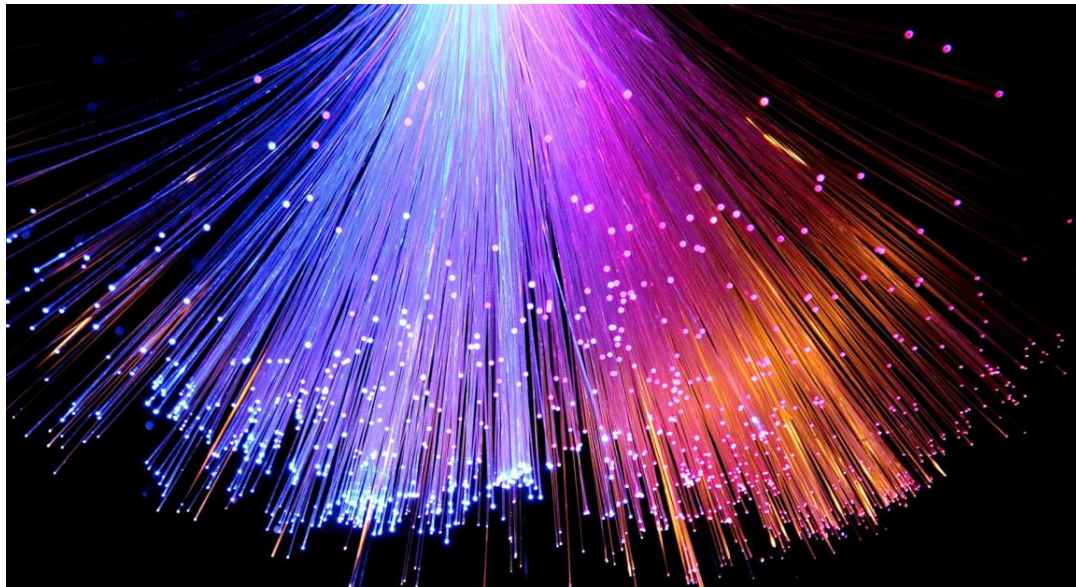
- New or emerging deals/transactions
- Complex problem solving
- Surge support



► Decision making support

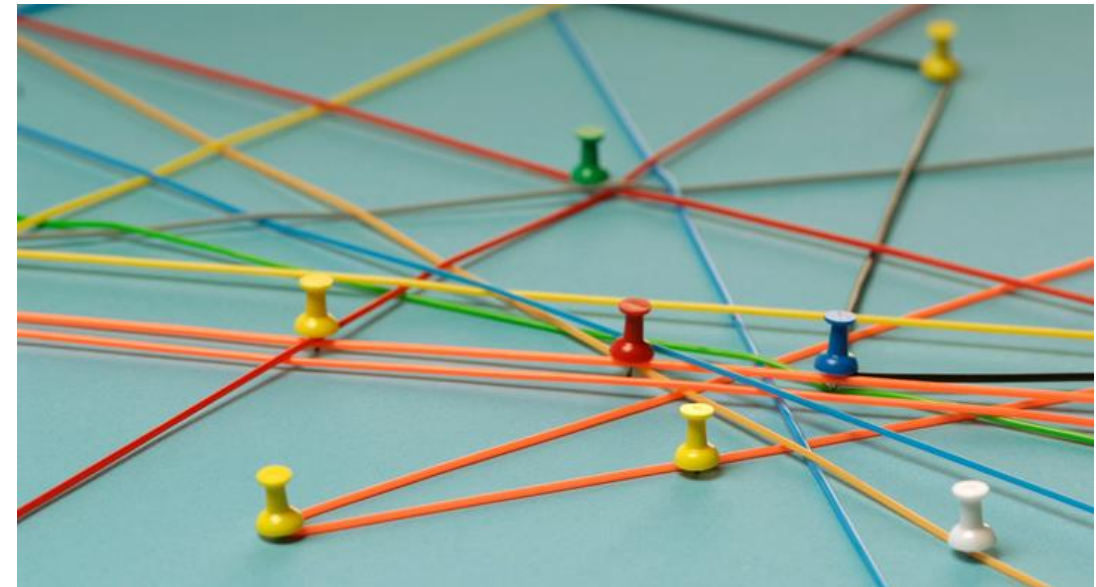
This could be:

- Changes to supply chains
- Engaging substitute vendors
- Third-parties due to travel issues



Supporting:

- Risk-based vetting of third-parties
- Understand risks in markets
- Manage training during onboarding



▶ Leveraging technology

This could be:

- ▶ Mixture of risk and technology
- ▶ Anything requiring remote attorney review
- ▶ All of the previous and more!

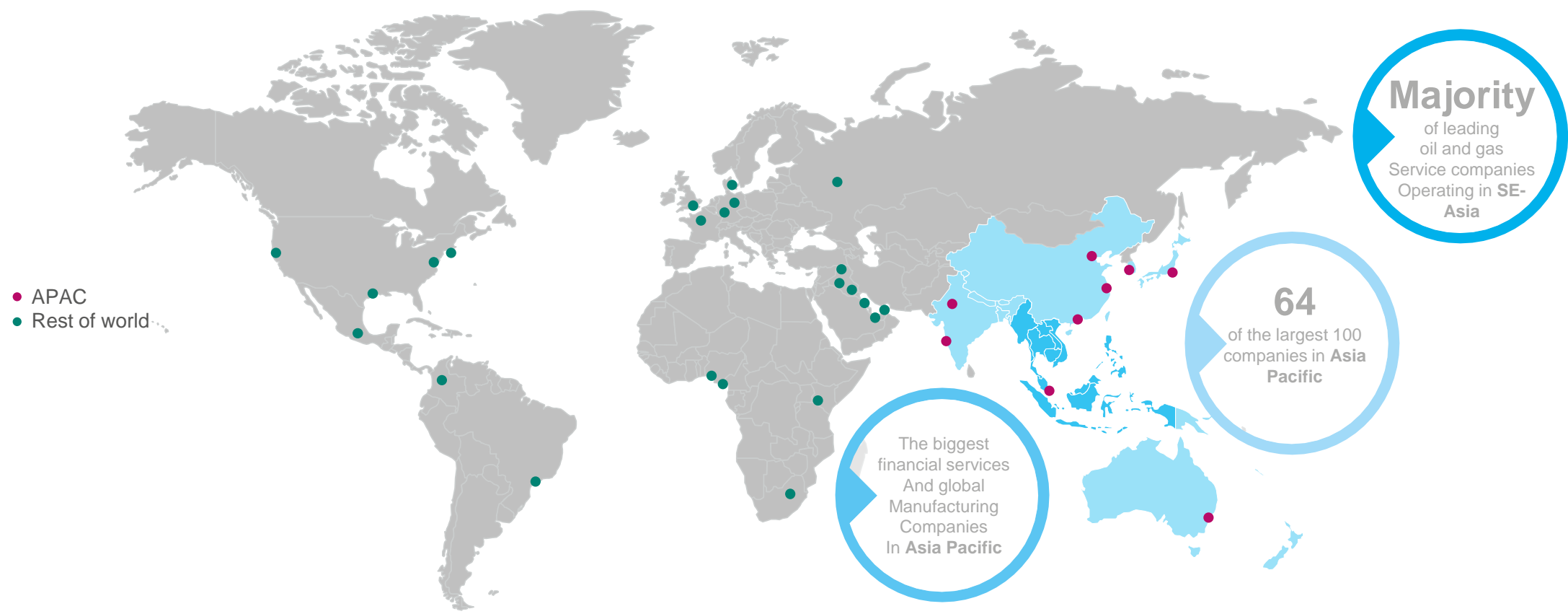
Practical support with:

- ▶ Data analytics
- ▶ eDiscovery
- ▶ Digital forensics
- ▶ Information security support

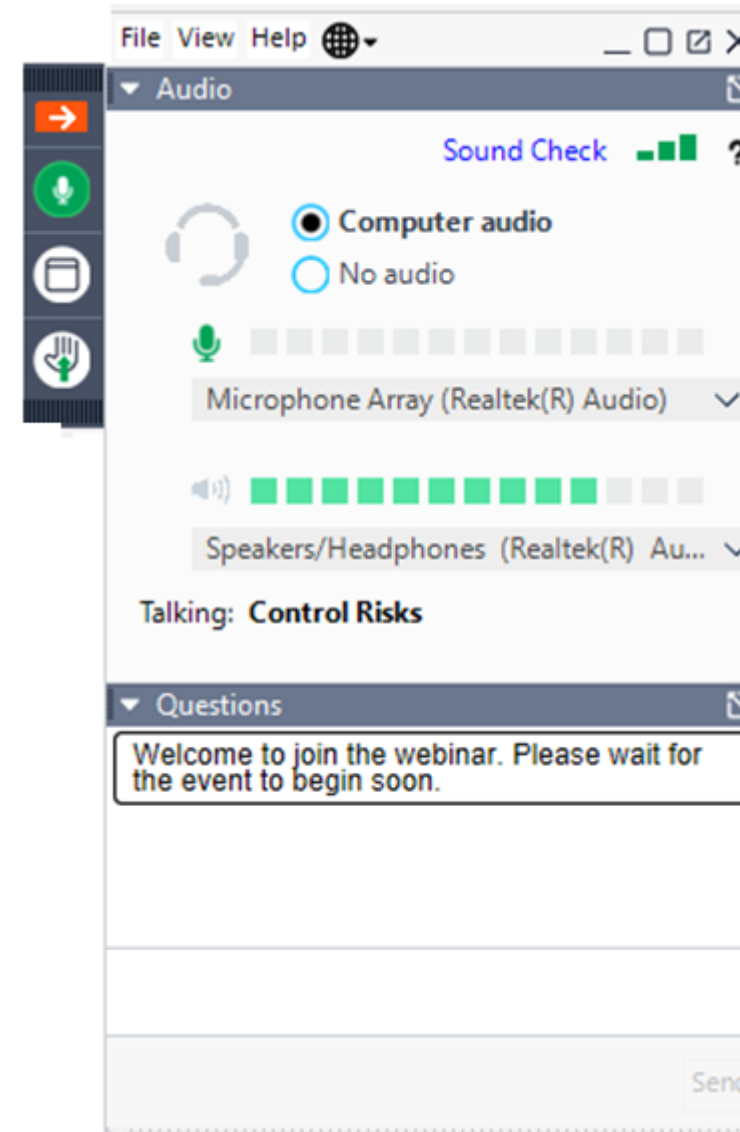
The logo for Relativity one, featuring a stylized icon of three overlapping squares to the left of the text "Relativity one" in a white sans-serif font, all set against an orange background.

► Control Risks: More than 40 years of experience

Established in 1975, Control Risks is an independent global specialist risk consultancy. Control Risks helps some of the most influential organisations in the world to understand and manage the risks and opportunities of operating in complex or hostile environments. Working across five continents and with 36 offices, our unique combination of services, geographical reach and the trust our clients place in us, ensures we can help them effectively solve their problems and realise new opportunities across the world.



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