

International Director

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Courtney Miller
Project Director
AustCham ASEAN

The Growing Importance of the ASEAN-Australia Relationship

Australian Business in ASEAN

The inexorable rise of Asia is not all about China. Over the last 15 years, the Association of South East Asia Nation's (ASEAN) combined economy has quadrupled to US\$2.5 trillion. It totals 630 million people with a young working age population and rising middle class, and accounts for about 14% of Australia's total trade.

With this context in mind, the Australia-ASEAN Chamber of Commerce (AustCham ASEAN) was formed by seven

regional Australian chambers and business councils, as a not-for-profit independent industry body. It was officially launched by Prime Minister Malcolm Turnbull on 3 June 2017. AustCham ASEAN's purpose is to deepen Australian business engagement with the ASEAN region and advocate alongside the individual business chambers to strategically build Australia's presence in rapidly-growing South East Asia.

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Welcome

Edward Palmisano
Head of International



Dear members,

For those celebrating Chinese New Year, I would like to wish you luck and prosperity in the Year of the Dog.

Our new year is already off to a great start, with a number of courses, roadshows and events planned for 2018. We're visiting Fiji in February to engage with members and supporters, as well as to deliver our first Fiji Directors Course for 2018.

March will see us delivering our Dubai roadshow, collaborating with the Australian Business Council Dubai, Australian Business Group Abu Dhabi and Austrade. In April, we have two roadshows to Hong Kong and Singapore. Our first roadshow will feature our Chief Economist, Stephen Walters GAICD, who will deliver director briefings on key global economic trends, while our second roadshow will feature our Chairman, Elizabeth Proust AO FAICD.

We are proud to release our new Governance Diplomacy Plan, which outlines our objective to work with partners to strengthen governance in developing countries in the Asia Pacific region. Our work reinforces DFAT's Aid Investment Strategy and the UN Sustainable Development Goals. We are partnering with DFAT and other international agencies to deliver governance and leadership training in the region.

We are also pleased to launch our new International Scholarship Program 2018-19. The program will offer one full scholarship for each of our International Company Directors Courses in Hong Kong, Singapore and Dubai and one full scholarship place for our Fiji Directors Courses. The scholarships are being offered to directors, aspiring directors and community leaders who would otherwise be unable to attend governance education programs and who will make a lasting contribution to their communities.

Finally, if you are in Australia in March, I invite you to attend Australia's largest gathering of directors: the Australian Governance Summit. The Summit will focus on trust, innovation and sustainability, and will feature key Australian and international business leaders. The Summit will be held in Melbourne on 1 – 2 March 2018.

Regards,

Edward

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Singapore Advisory Committee

Neil Parekh MAICD (Chair)	Carolyn Chin-Parry MAICD
Penny Burt MAICD	Jimmy Phoon
Christopher Chong FAICD	Dale Anderson FAICD
Woon Teck Tay MAICD	Jonathan Glickfeld

Hong Kong Advisory Committee

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Simone Wheeler GAICD	Deirdre Lander GAICD
Simon Clarke MAICD	Vip Vyas MAICD
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Andrew Tsui MAICD	

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The Growing Importance of the ASEAN-Australia Relationship

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One of the key opportunities in 2018 will be the Prime Minister's Special ASEAN Summit, scheduled for March in Sydney. Leaders from all ten ASEAN nations will attend, as well as 100 of the top CEOs from businesses operating in Australian and the ASEAN region, including the AICD.

In the lead up to the Summit, AustCham ASEAN surveyed businesses in the region and found some noteworthy initial insights.

Approximately 85% of respondents expected their company's trade and/or investment in the ASEAN region to either increase or increase significantly. The rationale for this primarily comes from a growing consumer class, greater regional integration, improvements in infrastructure and digital e-commerce opportunities.

In tourism, the main drivers were found to be growth of the consumer class, the proliferation of low cost airlines and easing in visa restrictions. Challenges include lack of access to local skilled labor, poor transport infrastructure and investment and ownership restrictions.

Despite advances in many of these areas, respondents called for greater easing of visa restrictions for visitors and skilled workers, further capacity development in aviation, and greater cultural understanding in respect to both visitors and locals.

Some concrete policy suggestions for consideration at the Summit included simplifying requirements and security in airports with more practical logistics and creating an ASEAN-Australia single visa. Australia could serve as a pilot country for a single online visa that could provide freedom of tourism-related travel in ASEAN.

In the energy space, companies were most excited about the market potential as a result of economic and consumer growth, application of technology in the energy value chain, the growth of renewable energy and improvements in infrastructure.

Respondents outlined the main impediments in this sector as corruption, investment and ownership restrictions, uncertainty around price regimes and resource nationalism.

Businesses were excited by infrastructure potential, particularly in the context of greater prioritisation on infrastructure investment by ASEAN governments, urbanisation and population growth and increased focus on public private partnerships. Respondents also identified energy, roads and ports as specific opportunities for Australian-ASEAN collaboration.

Challenges include corruption, bidding processes or procurement models and a combination of investment and ownership restrictions and transparency of infrastructure pipelines.

According to survey respondents, areas that warrant further discussion are best practice in planning, prioritising infrastructure projects and improved transparency for Australian companies operating in ASEAN and in the bidding process for infrastructure projects. ⑩

AustCham ASEAN will release a full report in March. If you have any questions regarding the business survey, please contact AustCham ASEAN at info@austchamasean.com or visit www.austchamasean.com.

Establish your director knowledge

Fiji Directors Course

The Fiji Directors Course is designed especially for directors, senior executives and aspiring directors seeking a comprehensive introduction to the key areas of directorship in Fiji. Navigate complex governance challenges, understand the duties and responsibilities of a director and make a lasting contribution to your board and organisation.

16 to 18 July 2018, Suva

w: aicd.companydirectors.com.au/fiji

AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS

Elevate your global performance

International Company Directors Course

Further your director career, better address risk, enhance board strategy, and improve your organisation's performance with our *International Company Directors Course*.

14 to 18
May 2018
Singapore

11 to 15
June 2018
Hong Kong

14 to 18
October 2018
Dubai



w: [aicd.companydirectors.com.au/
education/course-calendar](http://aicd.companydirectors.com.au/education/course-calendar)

AUSTRALIAN INSTITUTE
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International member profile



Simon Ogilvie GAICD

Executive Director
Tomorrow Entertainment Pte Ltd

Singapore

Member since 2016

We sat down with Simon Ogilvie GAICD, Executive Director at Tomorrow Entertainment Holdings, to discuss his director journey. Tomorrow Entertainment is a premium owner/operator of quality indoor entertainment offerings across Asia Pacific. Current brands include BOUNCE in Singapore and Thailand, Clip 'n' Climb in Thailand and Zero Latency in Singapore. Simon started Tomorrow Entertainment with his childhood friend and Hong Kong-based business partner in 2015. BOUNCE now employs around 80 staff and has become the leading indoor family attraction in Singapore.

Prior to running Tomorrow Entertainment, Simon had a number of roles in the corporate arena, including as Regional Manager, Travel Retail for Asia Pacific for Cadbury Schweppes in Australia and Head of Sales for Sabre Airline Solutions in Singapore. Simon also ran his own business supplying aircraft components to airlines in Asia Pacific.

Can you share some highlights or the most rewarding part of your career to date?

The most rewarding highlight was overseeing the establishment of BOUNCE in Singapore. BOUNCE is the largest indoor trampoline park in Singapore and caters to everyone from kids, to adults and fitness enthusiasts. I worked on identifying the best site, contract negotiations, the construction phase and hiring and working closely with a talented and enthusiastic team. Watching the team develop and succeed, and creating a business that brings enjoyment to customers as well as the staff, is highly rewarding.

Which governance or board issues are keeping you awake at night?

As a relatively young organisation that's growing its business, there are plenty of issues that don't help me get a full night's rest! One area of governance that requires constant attention is risk management. As we enter different markets in the Asia-Pacific region, we have to stay abreast of the local regulations and culture and try to mitigate risk. We have to consider whether it's feasible to enter a particular market as a wholly owned subsidiary or if we are better placed to work with a local partnership. As our shareholder base develops, the obligations we owe to them grows, as do the reporting requirements.

What do you think are the three things that directors must bring to their roles?

There are some attributes that are important for directors to demonstrate, such as decisiveness, big picture thinking,

financial literacy, sound business judgement and strategic vision. We need these attributes to be effective at what we do, but I feel that in addition to these, there are three attributes I focus on:

- Confidence – at the top of any organisation are a number of strong personalities. It's important to feel confident to share your independent perspective;
- Perspective – the ability to focus on the material issues and not the operational details. This is particularly important for directors who are also in executive roles;
- Sense of humour – I haven't seen this written too often, but starting, building and operating a business across borders is challenging for anyone. Working closely with your peers and enjoying the moments when you can is invaluable and has served me well in the past. It helps to reset the mental state and fosters better communication.

What are some of the challenges you have faced working overseas?

Working in Asia and especially being focused on growth in emerging markets, we are constantly navigating various regulatory environments. Some of these environments are less developed and predictable than others, which can cause different governance challenges. Employment legislation is a particular area that varies greatly by market and requires constant attention.

Being based and operating in Singapore for ten years, I have been very fortunate, as the economy is well regulated with a reputable legal system. Singapore is also very pro-business, with policies to support the growth of industry. Cultural differences with Australia are minor when compared to other Asian markets and as English is the main language of commerce, reducing the complexity of doing business.

What advice would you give to others contemplating an overseas move?

I would recommend an overseas move purely for the life experience value. From a professional viewpoint, learning to operate in different regulatory and cultural environments can be challenging, but also highly rewarding. The international perspective provided will also serve you well in the future, as organisations often look beyond local borders for growth. ⑤



Embracing the disruptive future of AI



Katie Harris
International Events Executive,
AICD

Machine learning combining with big data to solve complex problems, technologies augmenting human intelligence, and robot directors on boards: the time to talk about artificial intelligence is now.

Forbes predicts that in 2018 “smart automation will deliver the most immediate results to organisations”, both from technology and non-technology sectors. While in the past AI has been used mostly to support decision-making in business, we are seeing a shift in systems becoming self-teaching, allowing them to make decisions without human intervention.

In October 2017, Saudi Arabia made headlines around the world as the first country to grant citizenship to a robot. Sophia the robot was created by Hong Kong-based Hanson Robotics and was designed around human values. Sophia announced her new citizenship at the Future Investment Initiative Conference in Riyadh, a conference outlining plans to transform the country into an innovative nation.

The conference also unveiled ‘NEOM’, a new urban ecosystem in Saudi Arabia that will operate as an independent economic zone and pioneer developments across energy and water, biotech, advanced manufacturing, technological and digital sciences, and more.

The United Arab Emirates is also embracing AI and using it to lay a solid base for the future. The UAE sees AI as a valuable tool in solving global issues, rather than posing a threat to the workforce as is often feared.

The UAE Centennial 2071 project includes the UAE Strategy for Artificial Intelligence, outlining benefits such as boosts to education, minimisation of chronic diseases and raises to the percentage of production and communication effectiveness. The Strategy talks of “disrupting the government to explore future risks, refine future strategies, and invent future opportunities.” It aims to boost the UAE’s GDP by 35% and reduce government costs by 50%, figures that will position the UAE as future-focused and innovative.

Singapore has also embraced AI technologies, announcing plans to launch the world’s largest AI hub in 2018. The hub will be run by private investment firm Marvelstone, which plans to incubate 100 start-ups per year and build intellectual property in the area of AI. Tech giant Alibaba is also launching an AI research facility in Singapore in 2018, part of a US\$20 billion global research programme to develop new AI technology.

AI is even entering the boardroom, Hong Kong-based Deep Knowledge Ventures was the first company to have an AI director on its board, Vital, the robo-director that participates in an observer role but is involved in all investment decisions. Vital assesses risk factors and

has more than 50 parameters that help predict the risk of failure in the field of biotechnology. And the technology will only improve, with the company working on Vital 2.0, a system that will have a higher IQ than the original and the ability to integrate data from a number of external sources.

With the advancement of AI comes a need for greater ethics and risk assessment by organisations who wish to implement AI in their business. The World Economic Forum in 2016 highlighted that AI technology is susceptible to cyber hacking, can contain bias and lack neutrality towards content and can have a lack of understanding of business contexts. Ethical issues arise from the amount and nature of the data that is mined, through to what legal rights machines have.

Boards need to ensure their directors are knowledgeable about the opportunities and risks surrounding AI, including the impact on their organisational strategy and customer base. As AI is concerned with data – one of a company’s most important assets – directors must understand all aspects of their data before deciding which AI technologies to implement. 2018 is the year companies and boards need to start having conversations about creating an integrated AI architecture strategy. ^①

Meet our new International Member Executive



In December we farewellled Stuart Munro, International Clients and Partners Executive, and welcomed Lauren Knight, International Members Executive to the team.

Lauren leads our international member engagement and assists members with ongoing professional development. She comes from the American Chamber of Commerce in Australia, where she spent over 10 years in a membership role. Lauren has experience in a range of business operations and has a strong background of successful membership engagement.

You can reach Lauren on +61 2 8248 8453 or via LaKnight@aicd.com.au. She also invites you to connect with her on LinkedIn: www.linkedin.com/in/laurenknightAAICD

Director Professional Development explained

Did you know that MAICD, GAICD and FAICD members are required to undertake 60 units of Director Professional Development (DPD) over a rolling three-year cycle as part of their membership? Staying current with your DPD is important and you can accrue units through a range of activities.

What is DPD?

DPD helps track your individual professional development and is a commitment to lifelong professional learning. Its benefits flow beyond the individual director to contribute to enhanced board performance and improved leadership.

How can I gain DPD units?

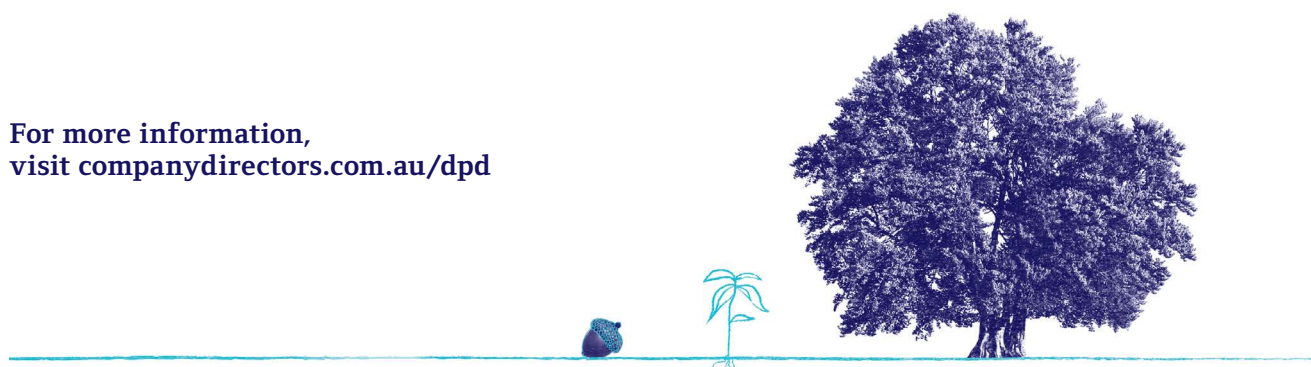
DPD activity covers a wide range of learning, both formal, such as courses and programs, and informal, such as professional reading, briefings, and sharing governance expertise. A number of professional learning products and services offered by the AICD are free to members. You can accrue your DPD points through some of the following activities:

- International Company Directors Course – 50 DPD units (over 2 years)
- Fiji Directors Course – 30 DPD units
- Writing an article for the AICD or a third party – 10 DPD units
- Professional reading – 10 DPD units/year
- Luncheon / Breakfast / Dinner / Directors Briefing – 5 DPD units
- Webinar – 5 DPD units
- Self-assessment Tool – 5 DPD units

Can I gain DPD through a third party?

Yes. DPD activities undertaken through other appropriate providers attract the same number of DPD units as similar activities offered by the AICD, provided you can establish that the activities relate to the practice of directorship and governance.

**For more information,
visit companydirectors.com.au/dpd**



Out and about

International Company Directors Course in Singapore



The last ICDC for 2017 was held in Singapore at the Shangri-La Hotel from 13 to 17 November. Participants spent five days immersed in the director mindset, learning about challenges faced by international directors and how to apply frameworks for international board operations.

CEO Asia Roadshow – Members Networking Evening, Singapore

AICD Managing Director and CEO, Angus Armour, travelled to Singapore and Hong Kong with Edward Palmisano and Katie Harris from 13 to 16 November 2017 for the CEO Asia Roadshow. Angus spoke at a members networking evening at National Australia Bank in both cities, attended by the current ICDC cohort as well as alumni and members.



Stephen Bates, Kate Baldock, Carolyn Chin-Parry MAICD, Christopher Chong FAICD and Fiona Harrison GAICD



Angus Armour FAICD, Neil Parekh MAICD and Vikram Nair

CEO Asia Roadshow – Members Networking Evening, Hong Kong

Angus Armour spoke to members in Hong Kong on the AICD's achievements in 2017, emerging governance issues and visions for the future.



Edward Palmisano MAICD, Garry Willinge FAICD, Sam Guthrie GAICD, Jacinta Reddan GAICD and Angus Armour FAICD



Michaela Browning, Australia's Consul-General to Hong Kong and Macau, Angus Armour FAICD, Edward Palmisano MAICD and guests



Long Standing Members

Congratulations to our long standing international members

10 YEARS

Mr David Cronin MAICD
SINGAPORE

Mr Pradeep Chatterjee GAICD
SINGAPORE

Mr Jean-Luc Gavelle GAICD
FRANCE

Mr Anthony Hare GAICD
USA

Dr Mervyn Jones FAICD
NEW ZEALAND

Mr Brian Lorigan MAICD
UNITED KINGDOM

Dr Thomas McDonald FAICD
NEW ZEALAND

Captain Anil Singh FAICD
INDIA

Mr Garry Taylor GAICD
SINGAPORE

15 YEARS

Mr David Cox MAICD
SINGAPORE

Mr Clayton Halvorson MAICD
SINGAPORE

20 YEARS

Mr Robert Champion de Crespigny FAICD
UNITED KINGDOM

Ms Dianne Day FAICD
UNITED KINGDOM

25 YEARS

Mr Leslie Hayman FAICD
UNITED KINGDOM

30 YEARS

Mr Garry Ridge FAICD
USA



International Graduates

Congratulations to our recent graduates of the *International Company Directors Course*

Ms Denise Anderson GAICD
USA

Ms Hannah Badenach GAICD
HONG KONG

Ms Anne Bell GAICD
SINGAPORE

Mr Mark Brown GAICD
SINGAPORE

Mr Barry Cheskin GAICD
USA

Ms Suzanne Custerson GAICD
SINGAPORE

Mrs Pascale Dillon GAICD
SINGAPORE

Ms Nanette Fairley GAICD
UNITED ARAB EMIRATES

Mrs Lauren Greig GAICD
NEW ZEALAND

Ms Frances Hansen GAICD
NEW ZEALAND

Mr James Hooper GAICD
HONG KONG

Ms Nadya Kamali
UNITED ARAB EMIRATES

Ms Angela Kelly GAICD
SINGAPORE

Mr Vinit Lakhani GAICD
SINGAPORE

Mr Timothy Last GAICD
HONG KONG

Ms Stacy McCarthy GAICD
SINGAPORE

Mrs Marie Pavlik GAICD
CZECH REPUBLIC

Mr Greg Penn GAICD
HONG KONG

Ms Sushma Segal

Mr Mark Sims GAICD
HONG KONG

Mrs Nicole Sparshott GAICD
SINGAPORE

Mr Richard Turner GAICD
UNITED ARAB EMIRATES

Ms Leonie Valentine GAICD
HONG KONG

Ms Tamzin Wardley GAICD
PAPUA NEW GUINEA

Mr Brian Watson GAICD
UNITED ARAB EMIRATES

Miss Amanda White GAICD
NEW ZEALAND

Mr Pak Him Patrick Wong GAICD
HONG KONG



Welcome All New Members

Dato' Ir. Mohd Ashari Alias MAICD
MALAYSIA

Mr Jean-Pierre Aucoin MAICD
NEW ZEALAND

Dato' Noorazman Aziz MAICD
MALAYSIA

Ms Hannah Badenach GAICD
HONG KONG

Mr Zaiviji Bin Abdullah MAICD
MALAYSIA

Mr Jack Brady MAICD
CHINA

Mr Alexander Bruce MAICD
USA

Mr Stephanus Coetzee MAICD
REPUBLIC OF SOUTH AFRICA

Mr John Crouch MAICD
PAPUA NEW GUINEA

Mr Charles Davidson MAICD
GHANA

Mr Rajnesh Deo MAICD
FIJI

Ms Martine Docking MAICD
SINGAPORE

Mrs Shannon Doecke MAICD
FRANCE

Mr Peter Doyle MAICD
CANADA

Dr Chris du Plessis MAICD
BELGIUM

Mr Gordon Dumesich MAICD
JAPAN

Mr Brett Elliot MAICD
UNITED KINGDOM

Mr Bede Evans MAICD
INDONESIA

Mr John Eyre MAICD
HONG KONG

Mr Sam Fay MAICD
HONG KONG

Mr Arjun Fernando MAICD
SRI LANKA

Mr Paul Glasson MAICD
CHINA

Mr Peter Goodwin MAICD
PAPUA NEW GUINEA

Ms Su Yin Heng MAICD
SINGAPORE

Mr Brett Herkt MAICD
NEW ZEALAND

Mr David Hinchey MAICD
HONG KONG

Ms Karen Holland MAICD
SINGAPORE

Mr Thomson Honga MAICD
PAPUA NEW GUINEA

Mr Sanjay Kaba MAICD
FIJI

Mr Yogesh Karan MAICD
FIJI

Mr David Kemei MAICD
KENYA

Mr Javeed Khan MAICD
UNITED ARAB EMIRATES

Ms Makereta Konrote GAICD
FIJI

Mr Richard Kua AAICD
SINGAPORE

Mr Vinesh Lal MAICD
FIJI

Mr Richard Liu MAICD
CHINA

Dr Grace Liu MAICD
CHINA

Mr Ian Lloyd MAICD
SINGAPORE

Mr Christopher Mead MAICD
SINGAPORE

Ms Norzilah Mohammed MAICD
MALAYSIA

Mr Peter Murray AAICD
SINGAPORE

Mr Philip Paris MAICD
UNITED ARAB EMIRATES

Mr Robert Purdy MAICD
USA

Ms Hari Rabura MAICD
PAPUA NEW GUINEA

Mr Craig Rawlings MAICD
SINGAPORE

Ms Terry Roberts MAICD
USA

Mr Gareth Roberts MAICD
SINGAPORE

Mr Anthony Rogers MAICD
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Mrs Jacqueline Schrader MAICD
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Ms Loretta Seamer MAICD
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Mr Craig Sims AAICD
FIJI

Mr Uday Singh MAICD
FIJI

Mr Graham Smith MAICD
USA

Mrs Petrina Steains MAICD
HONG KONG

Mr Anthony Steains MAICD
HONG KONG

Mr Paul Sullivan MAICD
INDONESIA

Mr Philip Tan MAICD
MALAYSIA

Mr Brendan Tangney MAICD
IRELAND

Mr Johnson Teh MAICD
SINGAPORE

Mr Alex Thompson AAICD
USA

Mr Campbell Twist GAICD
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Mr Kingsford Wamp AAICD
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HONG KONG

Mrs Angela Weeks MAICD
NEW ZEALAND

Mr Peter Whitelaw MAICD
NEW ZEALAND

Ms Linley Wood MAICD
NEW ZEALAND

Mrs Cathryn Woodward MAICD
SINGAPORE

Ms Anita Yadav MAICD
UNITED ARAB EMIRATES



Diary dates

THURSDAY	FRIDAY	01 - 02 March	Annual Governance Summit	MELBOURNE
MONDAY	FRIDAY	05 - 09 March	International Company Directors Course	HONG KONG
MONDAY	WEDNESDAY	19 - 21 March	Head of International Dubai Roadshow	DUBAI
WEDNESDAY	THURSDAY	11 - 12 April	Chief Economist Roadshow	SINGAPORE HONG KONG
MONDAY	FRIDAY	23 - 27 April	Chairman's Asia Roadshow	SINGAPORE HONG KONG
TUESDAY		24 April	Regional Advisory Committee Meeting	SINGAPORE
THURSDAY		26 April	Regional Advisory Committee Meeting	HONG KONG
MONDAY	FRIDAY	14 - 18 May	International Company Directors Course	SINGAPORE
MONDAY	FRIDAY	11 - 15 June	International Company Directors Course	HONG KONG
TUESDAY		10 July	Regional Advisory Committee Meeting	SINGAPORE HONG KONG
MONDAY	WEDNESDAY	16 - 18 July	Fiji Directors Course	SUVA, FIJI
MONDAY	FRIDAY	13 - 17 August	International Company Directors Course	SINGAPORE
MONDAY	FRIDAY	19 - 23 November	CEO's Asia Roadshow	SINGAPORE HONG KONG
TUESDAY		20 November	Regional Advisory Committee Meeting	SINGAPORE
THURSDAY		22 November	Regional Advisory Committee meeting	HONG KONG
WEDNESDAY		28 November	Regional Advisory Committee Meeting	SUVA, FIJI