

PRIVATE EQUITY

ASEAN NEWSLETTER

OUR 55th ANNIVERSARY

In 1967, our founder Roland Berger registered his consulting firm in Germany – the start of RB success story

NEW INSIGHTS

Semiconductor value chains of the future, changing times of healthcare investments in ASEAN and new wave of transformation in Asia's retail sectors

MOST RECENT STUDIES

by Roland Berger

Roland
Berger



Dear Partners,



Damien
Dujacquier



Jiri
Krivacek

In H2 2021, Roland Berger, global top-5 management consultancy, set up Investor Support practice in ASEAN, following more than 10 years of presence in the region, serving corporates on the matters of strategy and transformation. Leveraging our strong local presence of 6 offices across ASEAN, profound sectoral expertise and the trust of many sponsors, in 2022 YTD we have successfully delivered more than 40 Commercial Due Diligences (CDDs) in ASEAN. In doing so, we have aligned ourselves with the service offering of Roland Berger globally, where the Investor Support practice accounts for 25% of our business.

With the ambition of sharing our knowledge beyond transactions, we are introducing to you our new quarterly ASEAN Private Equity Newsletter providing a selection of insights on relevant investment themes and/ or sectors in the region. The insights are compiled by our experts in their field of expertise. The Newsletter also gives you a one-stop access to some of our studies issued in the period. This Q4/2022 edition looks at the following topics:

- ▶ **Healthcare market:** Aditya Agarwal, our Principal and co-lead of the Healthcare & Pharma team, analyzes three elements
 - o Changing times in healthcare investments in ASEAN: relation of hospital's patient mix determines their recent financial performance
 - o Digital Health's rise: review of potential of telehealth and B2B e-commerce to help shape healthcare sector in the region
 - o Integrated ecosystems begin to take shape: post-COVID, new care models develop leveraging variety of data across to improve particularly preventive care
- ▶ **Retail market:** Julien Bourdiniere, our Senior Partner and Lead of the CGR team, discusses prospects of channel development in the regional Retail market and predicts future growth leveraging experience from Chinese market and observations from the respective local markets
- ▶ **Semiconductor market:** Oliver Holtkemper, our Senior Manager in the Investor Support team, looks at ASEAN semiconductor manufacturing market. And contemplates its prospects in the light of the increasing geopolitical tensions as well as supply chain situation

In addition, we would like to highlight several recent studies Roland Berger has published: Accelerating decarbonization, Urban logistics, Future of Health and EV Charging business model, to name a few.

Thank you for the insightful discussions and the transactions completed jointly. With a very busy 2022 almost behind us and with the 2023 outlook for M&A activity in ASEAN remaining positive, we hope you get to spend quality time with your loved ones and have good holidays. The Roland Berger Investor Support Practice is looking forward to supporting you be it on your successful transactions or portfolio work in the coming year and beyond.

Yours sincerely

Damien Dujacquier

Jiri Krivacek

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RECENT STUDIES

OUR 55th ANNIVERSARY



We
fundamentally
respect and
understand
entrepreneurs,
because that's
who we are

55 years in business for the firm created by German entrepreneur Roland Berger, who at the age of 29 founded the consulting firm of the same name. Today, Roland Berger consulting firm is the only company of European origin in the major league of strategic consulting.

Now, more than fifty years on, we have held onto our convictions and become the embodiment of the ideals we envisaged. We are an independent firm, solely owned by our partners. As a true partnership, we fundamentally respect and understand entrepreneurs, because that's who we are. We believe in excellence – not for its own sake, but the kind achieved when people are trusted to realize their full potential and inject innovation with purpose. We offer a unique combination of an analytical approach with an empathic attitude. We are down-to-earth people, diverse and authentic personalities. We bring transformation to life, empowering to build resilient and robust organizations. And we implicitly trust in our entrepreneurial spirit, which keeps us on a path of constant discovery, enabling our colleagues and our clients to take brave technological leaps, enact meaningful change and shift the paradigm.

Moreover, we believe in you,
our clients. It takes a special
something to change the world.
And, together, we have it.



Semiconductor value chains against the backdrop of recent global development

by Oliver Holtkemper,
Senior Manager Investor Support

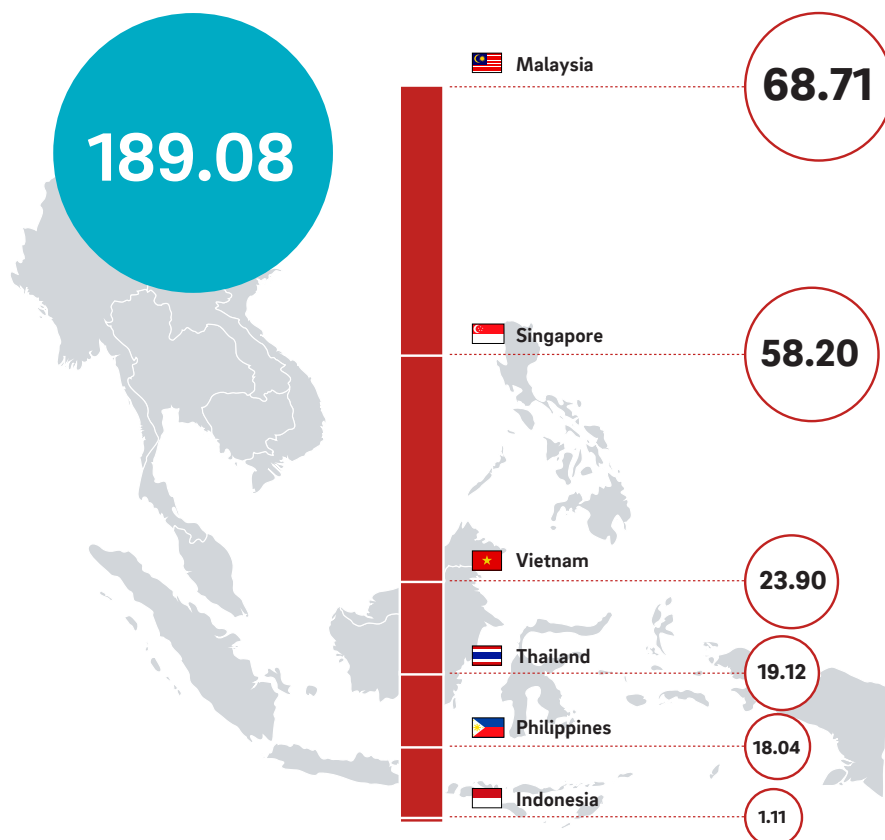
Semiconductor value chains against the backdrop of recent global developments

Further tailwind expected for ASEAN countries

Life without semiconductors is hard to imagine – semiconductors are used in almost every electronic product and the demand is globally further accelerated by overarching trends such as digitization, electrification and sustainability. Digitization (i.e., IoT, Big Data/AI, connectivity and 5/6G) will lead to increasing demand for electronic devices and semiconductors. A strong electrification trend across automotive industry (i.e., EVs, ADAS/HAD) and industrial applications (i.e., automation) will also further drive the demand for semiconductors. Sustainability and a global shift to face climate change leads to increased demand for green solutions in energy and transportation – this will drive, for instance, the demand for Integrated Circuits in applications such as battery management.

ASEAN countries have already benefited in the history of their economies from the demand for semiconductors and related sectors. Esp. Malaysia and Singapore have a strong position in the semiconductor value chain. In fact, historically, ASEAN countries have already been one of the key semiconductors and PCB supplier globally.

ASEAN-6 Semiconductor¹⁾ Market Value as of 2020 [USD bn]
Source: OEC World, UN Comtrade, Speeda, Roland Berger



¹⁾ Semiconductors are based on HS8542 and HS8541

Going forward we expect further growth and demand for semiconductors in ASEAN. The increasing geopolitical tensions threaten Chinese semiconductor and PCB supply chains. For instance, the US has been tightening export controls with stricter licensing policies which jolted and paralyze players in China. Additionally (some) Chinese players have been placed on the US trade blacklist "Entity List", e.g., SMIC and Huawei, to create "China-free supply chains". Third countries are pulled into geopolitical competition, Taiwan for instance stopped supplying to Huawei. Current geopolitical tensions around Taiwan could further accelerate the developments.

The US and EU have been trying to further bring back semiconductor manufacturing into their regions. However, for the US and EU the focus is expected to be on the front-end of the semiconductor value chain (i.e., building new fabs in the region) – whereas the backend of the semi supply chain is still expected to remain and be focused in Asia. This is the case due to the higher share of labor costs in the semi backend (compared to the semi front-end) – lower labor costs in countries in Asia were one key reason to build up these parts of the value chains in this part of the world. Additionally, the know-how in the backend operations has been in Asia for the last decades and, hence, a potential further near-shoring towards EU and US will also be a challenge from a knowhow-perspective.

In addition to the geopolitical dimensions, there are further arguments in favor of ASEAN countries when considering the semiconductor value chains of the future:

ASEAN countries have an increasingly strong manufacturing foundation. The emerging economies of ASEAN have long been a destination for global manufacturers seeking abundant low-cost labor. Singapore, Thailand, and Vietnam also served as a hub for high-value R&D and trade-supporting services.

ASEAN also stands out as a growing and dynamic domestic market, gaining importance not just for the operations but also for the demand in the long run. The ASEAN region represents one of the world's most important growth markets with combined population of >660 mn. Two-thirds of the population are of working age with number of middle-income and affluent households expected to grow 5% p.a.

During the COVID pandemic ASEAN countries were a reliable trade partner for EU and US markets – fewer sudden lockdowns and related challenges than for example in China. The ASEAN governments have made significant progress to reduce barriers to flows of goods and capital in order to incentivize Foreign Direct Investments (FDIs).

Countries	Key highlights	Highlighted players
<p>MALAYSIA</p> 	<ul style="list-style-type: none"> • Home to >1,700 electrical and electronics (E&E) companies and developed a position as global major semiconductor hub • MY gov't. also pushes the growth of PCB industry alongside the E&E semiconductor initiatives • 6 of 12 largest semiconductor companies have operations in Malaysia • Country is supported by 7 seaports, >500 business parks, and 18 free industrial zone 	
<p>SINGAPORE</p> 	<ul style="list-style-type: none"> • Singapore's semiconductor industry is an intrinsic part of the global supply chain due to strong gov't. support • Provide end-2-end ecosystem via plug-and-play environment with strong talent pool and robust supplier network • SG gov't. invested USD 840 mn to support semiconductor companies to undertake R&D projects in SG • SG gov't. also partners with industry leaders to pioneer advanced PCB manufacturing technologies 	
<p>VIETNAM</p> 	<ul style="list-style-type: none"> • Vietnam positions its semiconductor industry as a hub to convert sci-tech achievements • Second largest POB producer behind Thailand and well-known as a hub for E&E industry • Allocated USD 3.2 bn to set-up education centers to ramp-up capabilities of its >55 mn workforce • VN gov't. provided additional incentives on-top of the RCEP with >250 industry-export processing zones 	
<p>THAILAND</p> 	<ul style="list-style-type: none"> • Home to >600 electronic products of which >30% are global manufacturers - being 13th largest exporter • Major producer and user of PCB with >15 mn sq.m. and >430 mn PCBA in 2020 (ranked 7th globally) • Largest automotive production (48%) in ASEAN supported by EEC and various seaports, rail, and airports • TH gov't. offered up to 10-years tax exemption with duty-free importation of machinery and raw materials 	
<p>PHILIPPINES</p> 	<ul style="list-style-type: none"> • Well-known globally for significant number of semiconductor assembly and test facilities • Set-up EDPC to push PCB growth through support in design, prototyping, and develop electronic products • PHP semiconductor sector has low exit rate due to satisfaction of PEZA economic zone environment • PHP gov't. mitigated logistic and power costs through BOI attractive fiscal and non-fiscal incentives 	
<p>INDONESIA</p> 	<ul style="list-style-type: none"> • Home to a number of assembly and packaging operations for foreign-headquartered semiconductor • ID PCB industry received attention through relatively large automotive volume among ASEAN countries • Batam FTZ featured proximity to SG as well as advanced testing, manufacturing, and distribution capabilities • ID set-up 19 special economic zones and prepared tax and facilities incentives (e.g., rent-free leases) 	

Hence, overall, we are expecting strong underlying economic activities in the semiconductor backend and related segments (e.g., PCB and EMS) in ASEAN countries. The expected growth and development of the semiconductor market will continue to open attractive opportunities for strategic and financial investors. Public and private investments will continue to flow into the sector.



Changing times of healthcare investment in ASEAN

by Aditya Agarwal,
Principal, Life Sciences
and Healthcare

1

Increased demand, focused on domestic middle class

Pre-COVID, ASEAN's healthcare investment landscape was dominated by focusing on traditional models like super specialty hospitals and distribution of high-end medical products. These investments largely were on assets focusing on a premium play e.g. hospitals serving cash rich patients and medical tourists. With shift in government priorities, maturing universal coverage across markets, post-pandemic hyper-awareness and adoption of digital health tools - the investment landscape and priorities too are shifting towards a more value-based approach.

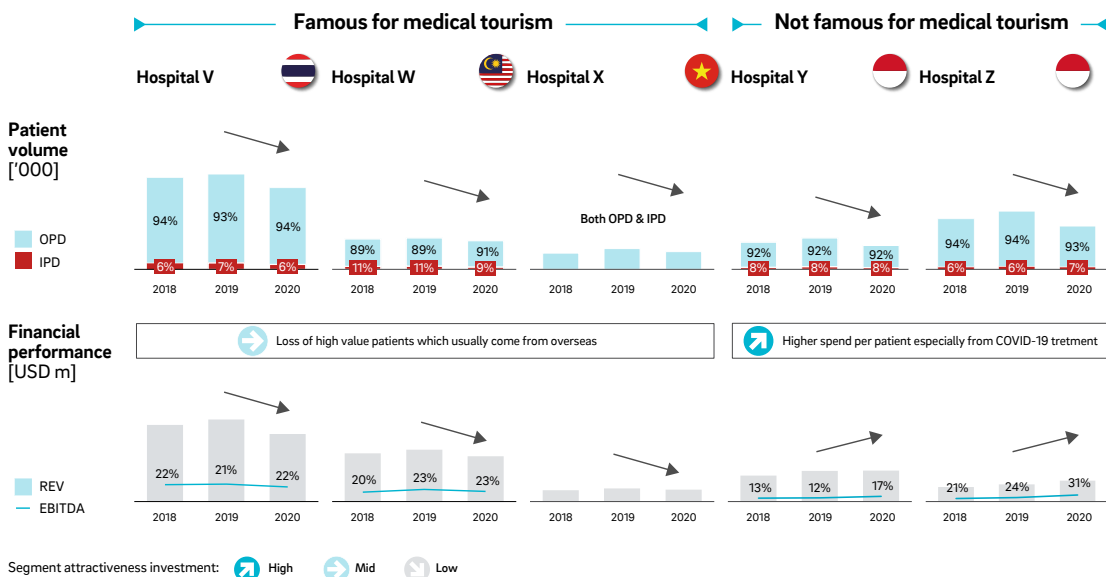
From our recent conversations and deal support we see the emergence of a few themes:

Despite the major decline in patient volumes in outpatient and elective surgeries, financial performance of non-medical tourism super-specialty hospitals was healthy in 2020-2021. While medical tourism volumes are eventually expected to come back, hospitals with a healthy mix of universal coverage patients and focusing on the needs of the middle-class (fig 1), have become relatively more attractive. Improved universal coverage payment cycles (fig 2) and reimbursement rates have encouraged private hospital groups to increase focus on the middle-of the pyramid.

Figure 01

Hospitals focused on domestic organic growth, with a healthy mix of universal health patients remain attractive

Multi-specialty hospital performance benchmark during COVID-19



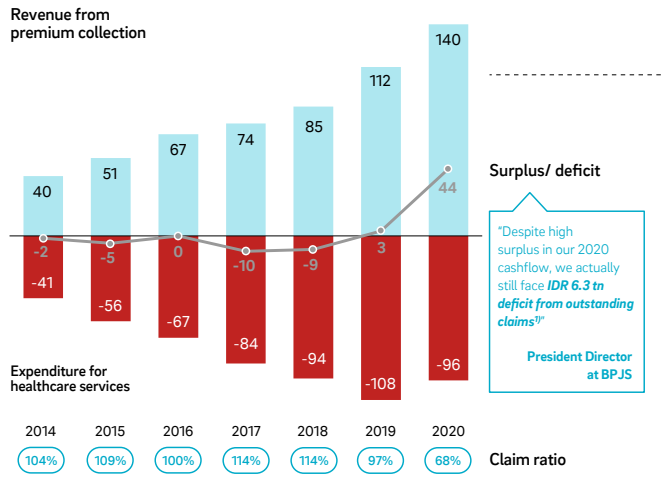
Source: Annual reports, Roland Berger

Figure 02

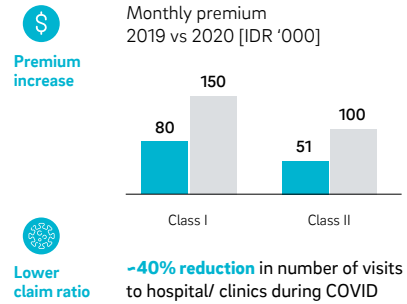
Hospitals healthcare financials have been strong, supporting domestic demand with reliable cashflow

Overview of BPJS (Indonesian UHC) financials

BPJS financials [IDR trillion]



BPJS financials improved in 2020



¹⁾ Include IBNR (Incurred but not reported) claims
Source: Press News, BPJS, Lancet, Roland Berger



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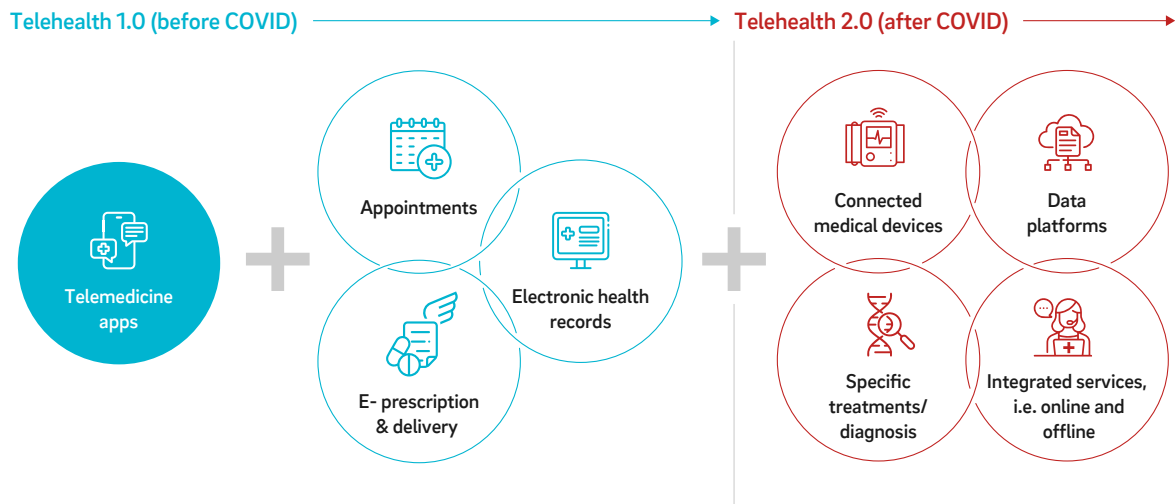
Digital health's rise

Digital health's rise

Strategics continued investing during the difficult times as well to meet local demands for the future e.g. Siloam opened a general hospital in Surabaya and AC health in the Philippines acquired Qualimed to boost presence in the clinics space – an underserved segment in the Philippines. As governments consider efficient ways of managing healthcare spend; new care models have also gaining traction e.g. step-down care and wellness centers - various major private hospitals in Thailand like BDMS and Thonburi have invested in nursing homes.

Nearly 35% investments by financial sponsors in the last 2 years have been on HealthTech and Healthcare IT. Telemedicine features prominently in this theme. While at the start and peak of the pandemic most investments were into generic telehealth platforms from our observations and recent trends these shall change and approach going forward will be more nuanced. On a BAU basis, we see about 6-10% of the outpatient volumes have shifted towards telemedicine across therapy areas and disciplines. Within these volumes though some clear trends emerge: women's health, mental health and endocrinology are some of the top therapy areas where usage of the telemedicine platforms is very prevalent: almost 15-20% of outpatient volumes in some markets for endocrinology, while for women's health – for some specific conditions, latent demand has been uncovered.

For other ones like orthopedics, cardiology, urology – face to face interactions remain the key source as healthcare professionals in these disciplines have indicated a lack of satisfaction with digital tools. Another persistent challenge is the lack of full data integration between offline and online care models, that lead to redundancy. As a result of these trends within telemedicine: investment focus will shift away from pure pipe models to models to those developed for specific indications and those that effectively help coordinate between offline and online care.



B2B eCommerce – an untapped opportunity

Though at very nascent stages, we expect B2B eCommerce to be an opportunity that shall see heightened strategic interest and active investments by financial sponsors in the future. The asset sizes today are sub-scale, but B2B eCommerce brings strong benefits to fragmented health distribution markets, with increased last mile connectivity, smaller order quantities and efficiency of direct to customer for suppliers of drugs and devices.

Thucosi in Vietnam is an example of one such platform that has been increased traction with Pharmacies. Similarly, we have seen proven examples of B2B eCommerce in Korea with local pharma cos investing in it for better reach and coverage e.g. Ildong.

3

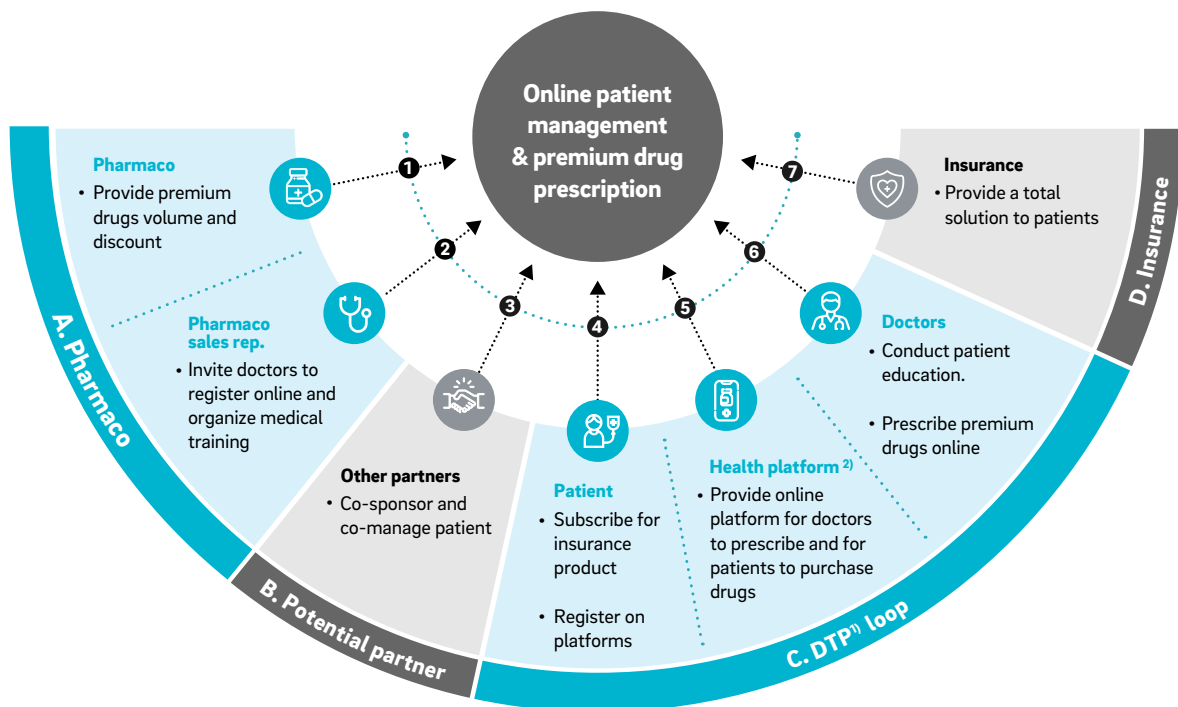
Integrated ecosystems begin to take shape

Ecosystem plays in healthcare pre- COVID were limited by lack of data integration, analytics to drive care outside clinical walls and a physician driven approach. With growing consumerism and stronger push towards preventative care, we are now seeing integrated ecosystems emerge across markets – aiming to solve for existing inefficiencies.

Care models integrating services across healthcare value chain from hospitals to diagnostic centers and from wellness clinics to pharmacies are being developed in each market of SEA, led by large conglomerates and healthcare groups. Similarly, insurers and health platforms are forming strategic partnerships to explore bespoke services and direct to patient services. An example of how a digital ecosystem could look like is attached from our recent experience.

While early in their journey, the ecosystems are expected to increase in number and complexity: based on foundation of improve data quality and analytics, along with the efficiencies they unlock for the various stakeholders.

Roland Berger case study : Diabetes ecosystem



¹⁾ DTP: Direct to Patient;

The classic rules of road of investing in large brands, pursuing value creation with rigor, developing solutions that payers or patients shall be willing to pay for shall continue to hold true but with these new trends, we are likely to see investment themes and portfolios in SEA that are far more cohesive in their value proposition rather being a mosaic of assets serving short term financial objective.



New ways of transformation in Asia's retail sector

by Julien Bourdiniere,
Senior Partner,
Consumer Goods and Retail

This testimony, coming from an executive of a large European retail group visiting Shanghai a few months before Covid, translates a reality which became obvious over the last 10 years : with the rapid development of Alibaba's "new retail" (among many other innovations), the Chinese retail market has become a point of reference for retailers and brands across the globe. China was already a priority market to many brands for its number of consumers, it has become one of the most innovative and dynamic retail markets in the world during the 2010 decade – and to many retailers, a source of inspiration.

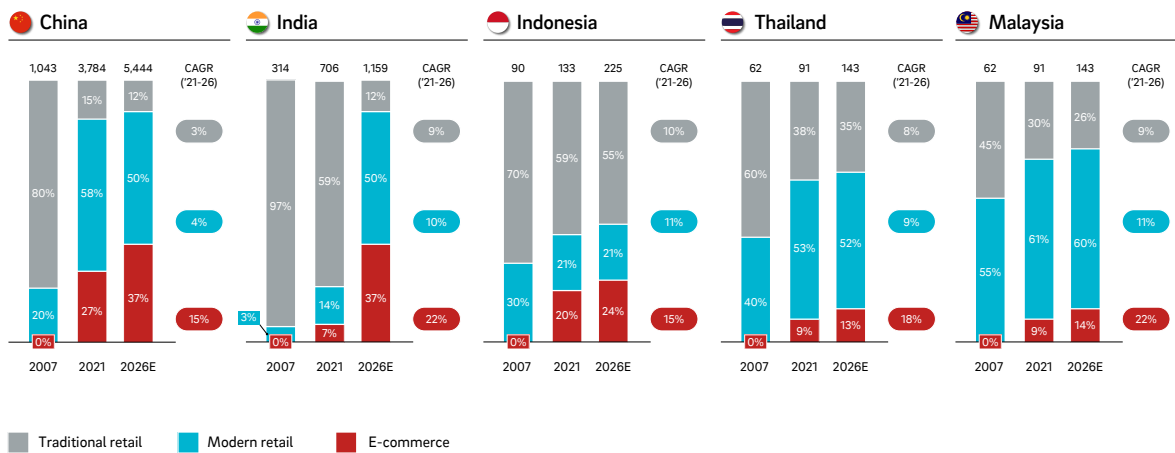
However, as Chinese consumer markets are going through turbulent times on the back of the Covid pandemic and in a context of rising tensions between China and the western world, the attention of global brands, retailers and investors is poised to grow on alternative consumer markets of Asia. These markets are driven by favorable long term demographics (often better than China's), undergoing a rapid modernization and digital transformation, and are (at least for now) turning the page of Covid with renewed perspectives.

But should we expect that their retail sector will follow a similar transformation and digitalization path to China's? The reality is unfortunately not that simple. Our analysis below is a summary of a wider article, aiming at understanding what to expect, opportunities, risks, and the impact of the retail sector's digitalization in Asian countries.

The starting point must be the comparison of the countries' retail sector maturity in 2021, a crucial year for all as the starting point of Covid-recovery era. This is provided in the graph below – for selected countries as well as China, were we consider the relative share of 3 retail channels: (1) Traditional retail, i.e. mom & pop stores, essentially small independent shops where all decisions are made by the individual shop owner; (2) Modern retail, i.e. organized chains of stores where decisions are centralized and supported by standard processes and IT systems; and (3) E-commerce, in all its shapes – from retailers.com websites, to e-com platforms, and brands' direct-to-consumer channels like social selling or mobile apps.

I visited...
Shanghai
in 2015, and
I found that
Chinese retailers
were already
3 years ahead
of everyone else.
when I came
back in 2019,
I thought this
was rather
5 years...

Julien Bourdinieri



The path followed by China was a very characteristic 2-wave approach : the first transformation took place from traditional to modern (with supermarkets being introduced in large Eastern cities [1995 to 2005], then spreading to the whole country [2005 to 2015]). The second transformation is still in progress as "new retail" is gradually replacing modern retail, which impacts both the consumer experience (now essentially digital) and the physical retail stores (becoming hybrid sites between an experience place for consumers to shop and an e-commerce fulfillment center for online orders). But interestingly, in China digital commerce is **transforming modern retail stores**, and modern retailers are struggling "re-inventing the store" and keeping up with the speed of change.

Digital commerce will co-exist with and in the end transform the value proposition of traditional retail shop.



India's digital commerce revolution is bound to be very different from China's. As digital commerce is now growing fast (22% CAGR in the current decade), modern retail is still a fraction of traditional retail (Kirana stores and others) which dominates the Indian market. In other terms, when addressing the upcoming digital retail revolution in India, stakeholders must imagine how **digital commerce will co-exist with and in the end transform the value proposition of traditional retail shops**. How will mom & pop stores be digitalized (i.e. supported by digital e-com service platforms providing consumer insight, range optimization and stock replenishment services in the cloud)? What role can they play supporting quick commerce and direct-to-consumer strategies of FMCG brands? What does it mean for modern retailers, for large FMCG brands, for tech and services providers?

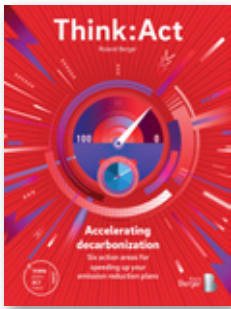
On the other end of the spectrum is Malaysia. With an already dominant modern retail sector, the best expectation is that Malaysia's retail transformation will be more similar to the one of large cities of eastern China. : modern retail chains will suffer from the competition of e-commerce and will need to reinvent themselves to introduce true omni-channel value propositions. Winners will be the ones who manage to make quick-commerce profitable at scale and deploy it fast. As stores will suffer from declining customer traffic and will become "too large", massive investments will be required to transform existing stores into omni-channel service centers, and revisit all existing space, range, stocking and service delivery strategies.

Thailand is in a similar situation as Malaysia, albeit with a higher resistance of traditional retail, depending on the region. This may lead to a 2-speed transformation where major cities dominated by modern retailers will follow the path of East-China megacities, and rural areas will take longer to transform, potentially involving models leveraging synergies between digital commerce and traditional stores.

Of all countries, Indonesia appears the most interesting and challenging. In our estimates, it is the only country where e-commerce will be greater than modern retail in 2026, yet in a market dominated by traditional retail. In this situation, and given the consumer market size at stake, we should expect a vibrant innovation landscape where multiple transformations will take place concurrently, for instance (1) the development of omni-channel value propositions by modern retailers aiming at maximizing their capture of e-com growth; (2) multiple initiatives involving traditional retailers in the execution of the e-com delivery promise; or (3) the transformation of stores networks (esp. the very successful convenience stores formats of Indonesia) to serve as service providers to digital commerce players.

As discussed, the post-covid recovery period – which seems to be starting now – marks the start of a new wave of transformation in Asia's retail sectors. A transformation which requires each market to be addressed according to its own existing retail history and current maturity. In any case, stakeholders – whereas retailers, FMCG suppliers or investors – should promptly understand the specific dynamics of their priority markets, and develop specific strategies and a digital transformation agenda, corresponding to the waves of transformations to come in their target markets.

Alibaba's "new retail" in China may be a reference, it shows that challenging the status quo, innovating, and driving technology leadership pays off in fast transforming retail landscapes. But when addressing the digital transformation of Asia's consumer markets, our most certain bet is that there won't be a single solution to copy from, but only more invention to come.



Accelerating decarbonization

According to the Sixth Assessment Report of the IPCC, meeting the goal set by the Paris Agreement requires a 43 percent reduction in greenhouse gas emissions by 2030 and an 84 percent reduction by 2040 compared to 2019 levels. Companies face increasing pressure from regulators, investors and consumers to contribute to global decarbonization efforts.

The corporate world has begun taking action on climate change, but current targets for reducing emissions show a lack of ambition. What is slowing companies down? We examine the major hurdles and challenges for corporate emission reduction plans and suggest six areas where they can take action to accelerate and benefit from decarbonization within the next five years – and some practical tools and solutions to help them.



Urban logistics: from atomization to massification

Spurred on by the Covid-19 pandemic, consumers increasingly expect ordered items to be delivered as fast as possible and at affordable prices. Convenience is becoming the order of the day.

Global e-commerce sales have been booming and the market is expected to continue growing around 9% annually over the coming years. To meet these demands, logistics operators have “atomized” deliveries (i.e., fulfilling orders in fragments), which in addition to increasing complexities and costs, has also led to an overtaxed urban infrastructure and

rising emissions.

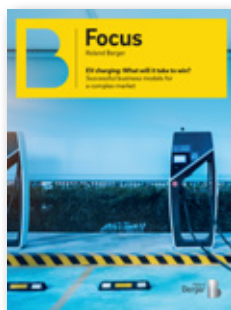
Roland Berger's latest study, “From atomization to massification | Urban logistics must make a U-turn to achieve a sustainable future”, explores how a sustained collaboration between all involved stakeholders – from logistics operators to infrastructure providers and more - may be the only way to relieve the pressure placed on city infrastructures while ensuring that customer demands are met in a timely yet sustainable manner.



The fourth annual "Future of health 4"

The fourth annual "Future of health 4" study focuses on healthcare consumers, or "the patients of tomorrow." Almost 2,500 people from 19 countries answered a series of survey questions about their openness to medical and technological innovations, whom they trust in the healthcare sector and their willingness to pay technology companies for integrated healthcare pathways.

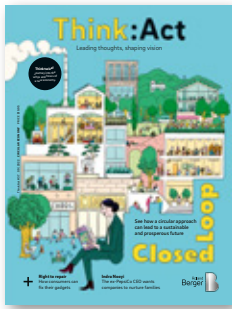
Tomorrow's patients will be confronted with radical new options for treatment. All players in the healthcare arena will need to make major efforts to overcome patient skepticism about innovations. Importantly, they must differentiate their approaches for the diverse patients of tomorrow. This makes things more complicated for them – but it also creates new opportunities for personalized strategies.



EV Charging Business Model

The growing adoption and use of electric vehicles (EV) is leading to an increased demand for EV charging infrastructure. Future bans on the sale of combustion engine vehicles plus the increasing cost competitiveness of EVs vs. conventional vehicles means that demand for charging infrastructure is here to stay. While the market is rapidly expanding, it isn't without its challenges, the most problematic being the highly unpredictable behaviors of EV drivers.

Roland Berger's latest study, “EV charging: What will it take to win? | Successful business models for a complex market,” posits that four types of business models prevail and that the race to scale has started. It lays out what it will take to win in each of these and predicts that the market will consolidate from 2025.



Think:Act Magazine: Circular Economy

This issue of Roland Berger Think:Act magazine demystifies the circular economy for you and also helps you learn from some of the pioneers. Main highlights of this issue:

- Electric vehicles might not use gas, but battery operation poses its own challenges
- China's centralized approach to start building a circular economy is set to unleash a flood of new innovation
- Academic and entrepreneur Barent Roth weighs in on the significance of the circular economy for companies and consumers
- Ciril Jazbec on India's ice stupas, a uniquely local solution to fight the impending climate disaster
- For businesses, eliminating waste is both a peak goal and a logistical challenge
- Scholar and activist Ethan Zuckerman on why we need alternatives to a commercial internet
- A look into long-term trends that promise to shape digitization, carbon capture and the recycling industry.



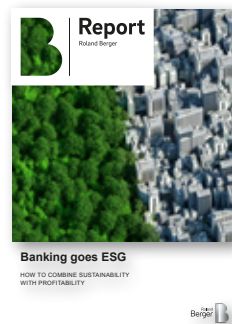
Next generation product development

A rapidly changing world calls for a dramatic shift in how we develop products

Traditional product development (PD) organizations are facing massive transformation, driven by the need to respond to challenges of the 21st century (such as climate change, urbanization, and congestion), in combination with opportunities offered through the rapid advance of technologies including connectivity, artificial intelligence, and cloud computing.

While traditional PD processes and structures were highly successful for decades, expectations for today's PD organizations have increased significantly over past years.

Roland Berger's 'Next Generation Product Development' Report will help organizations understand their current state and work with leadership teams to clarify expectations and effectively plan for next-generation product development.



ESG in banking: Combining Sustainability with profitability

While the importance of sustainability is obvious on a broader level, green initiatives enable banks to achieve a unique selling point (USP) and thereby set themselves apart from their competitors.

As global financial leaders, banks are uniquely situated to facilitate and accelerate a wider transition to a more sustainable economy and society by channeling financing streams accordingly. For truly green banking, external policies are put in place that clients and investors must adhere to. These policies help bring sustainability into all surrounding avenues and communities that are impacted by banking.

Roland Berger's report, "Banking goes ESG: How to combine sustainability with profitability," shows how the E of ESG is proving to be lucrative not just to banks but their stakeholders as well.



The Digital Dilemma

Many organizations still struggle to realize digital transformation that will turn their enterprise into a digital entity, where every aspect from employee and customer satisfaction to production and vendors is interlocked in one network, informed by data. Without this transformation, companies risk falling behind in the competitive landscape and eventually becoming redundant.

Roland Berger's latest study, "The digital dilemma: Why companies struggle to master digital transformation," examines the underlying reasons for companies being unable to make progress and offers some key insights and recommendations derived from surveying 50 Board-level executives from leading companies across broad range of industries.

About RB

Roland Berger is the only strategy consultancy of European origin with a strong international presence. As an independent firm owned exclusively by our partners, we have 51 offices with a presence in all major markets. Our 3,000 employees are characterized by a unique combination of analytical thinking and an empathetic mindset. Driven by our values of entrepreneurial spirit, excellence, and empathy, we are convinced that business and society need a new, sustainable paradigm that focuses on the whole value-creation cycle. By working in interdisciplinary teams across all relevant sectors and business functions, Roland Berger offers the best expertise worldwide for successfully overcoming the profound challenges of our age now and in the future.



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