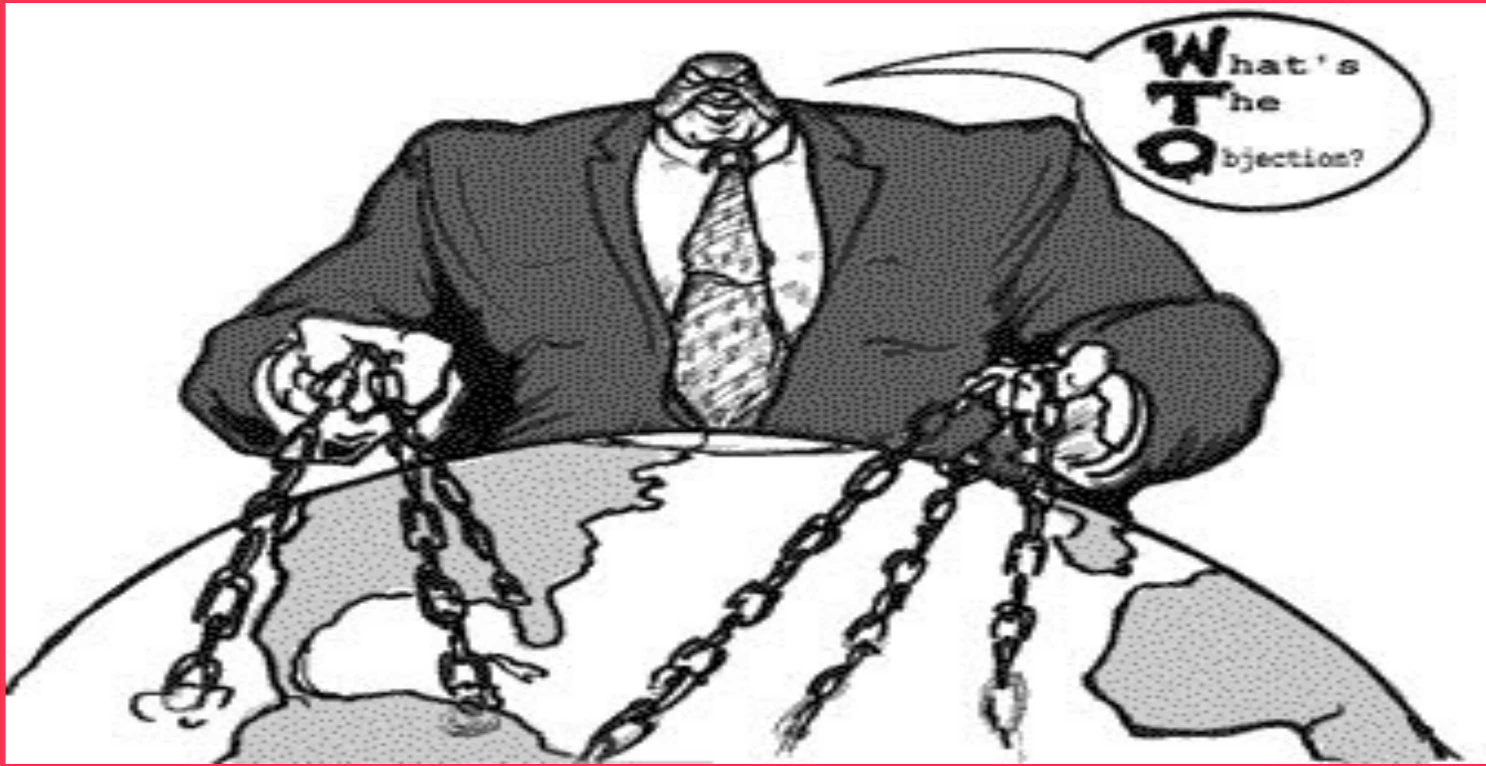
4TH EDITION

THE BOARD DIRECTORS' SUMMIT CHILE

INSTITUTO DE DIRECTORES DE CHILE

Global Picture – Whats happening?



- Thucydides Trap – geopolitical uncertainty
- Insolvencies +10% in 2024
- +6% to +7.8% in 2025
- Predicted +3% to +8.3% in 2026
- Complexity to decision making ability to implement plans

What can Boards and Board members do?

Customers, Employees, Communities are looking for hope and stability

In uncertainty “leaderSHIP is the only safe SHIP” (paraphrased from Faye Whattleton)

Boards are responsible for good governance

Think GLOBAL, Act LOCAL, Benefit EVERYONE

LEVERS THAT MATTER MOST

LEGITMACY TRUST SOCIAL CAPITAL

- **Legitimacy** gives you the right to lead if you remain true consistently to **purpose** & **values**
- Stakeholders increasingly ask: "Does this company stand for something real?"
- **Trust** then gives you the ability to act. It is slow to earn and fast to lose
- **Social capital** is perhaps the most underestimated lever – It is the networks and relationships that will help the ship float and accelerate towards its destination when the prevailing winds are disrupting the flow

Some final thoughts

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