

Check against delivery.

Thank you to all of you for making time to join us today. This Summit requires months of hard work by the team at FCLTGlobal.

On behalf of the Board I'd like to thank Sarah and her team for putting together a tremendous agenda.

Also, a huge thank you to Peter Grauer and the entire team here at Bloomberg for hosting us. Five years ago, a group of like-minded thinkers came together for the Long-Term Value Summit, that spurred the creation of FCLTGlobal.

They had one goal.

To advance the idea of focusing on the long-term, whilst responding to the many critical short-term challenges that seize our attention every day.

In 2015, the headlines of the day were eerily similar to today...climate change, refugee challenges, threats of a global economic slow-down, and cracks in the EU.

These are all critical and pressing issues that continue to impact the future of our organizations, our people, our planet.

We are subjected to constant, conflicting perspectives about where the world is headed and what we... as investors and industry leaders should focus on.

Today we have another threat - COVID-19 which we...and markets are at an early stage of evaluating the impacts and consequences.

In the timeframes that all of us are dealing in, these impacts are likely to be relatively short term. But the stress reaction we are all succumbing to has long been understood by researchers. This type of reaction has been shown to cause our brains to rationally over focus on the short term in order to survive.

But irrationally, we can spend too much time entirely focused on the short term taking our eyes off the long term. There's no better time than now to force ourselves to maintain that long-term perspective for what we are all trying to achieve.

Our minds are wired to fear and prioritize only the short-term threats and we need to escape this trap. All of FCLT's research shows that global companies are still falling short on long-term behaviours.

On our measures of long-term behaviours, companies are scoring lower than they did in 2014, and well below the level reached before the financial crisis.

If companies were more long-term focused, our research suggests they could earn an additional US \$1.5T per year on returns on invested capital.

This research found that the factors that had the highest impact on long-term value creation include:

- greater fixed investment;
- higher research spending;
- greater board gender diversity; and,
- higher sales growth.

We must make 'long-term' a priority. We must make it a priority if the world is to solve critical challenges facing us all. Long termism drives sustained success and profitability. It fosters the long-term economic growth required to power our societies.

When 87% of people globally believe that it is the stakeholders, not shareholders who are the most important to long-term company success, it further strengthens a desire for long-termism.

Yet, it's increasingly difficult to anticipate disruptive inflection points and to see around the corners that we as business leaders have to navigate.

A widespread adoption of long-term behaviours in business and investment decision-making can help us recognise inflection points thus, benefitting the entire investment value chain, from everyday savers, to Boardroom executives.

As many of you know, FCLTGlobal has developed many powerful, practical tools to support you in these endeavours.

Let me name a few.

- *A Blueprint for CFOs* interested in driving long-term value creation in their organizations.
- The *Time Visualization meter*, a digital dashboard that assesses how your Board of Directors spends its time during board meetings as well as comparing results to other industry peers and successful long-term oriented organizations.
- *A Risk Conversation Guide* to help move the issues of managing multiple-horizon portfolios on to the board meeting agenda.

Since its formation in 2016, FCLTGlobal has been quite prolific in developing tools to address the pervasiveness of short-termism.

The reason for a long-term focus in value creation for me personally is its ultimate use in fulfilling the financial needs of everyday savers.

Whether saving for a home, an education, or retirement, like the 20 million Canadians we serve at CPP Investments.

These long-term goals often get lost in the day to day frenzy of the financial markets. The research FCLTGlobal produces is thoughtful, practical, and its collective sphere of influence is huge. Today we've grown to over 50 members in 11 countries, with our members operating in nearly every country in the world.

By working across the investment value chain, emphasizing practical initiatives that all market participants can adopt, FCLTGlobal can, with your help, make long-term focus more the accepted standard.

The entire investment value chain, from asset owners, like CPP Investments, to asset managers, corporations, and others, all represented here today, can and must work together.

Our employees, communities and beneficiaries ultimately depend on it.

This Summit lasts just one day, but its output will fuel FCLTGlobal for years ahead. For example, in the last two years, since the last Summit, we've published 9 reports including *Tools for Strategic Engagement between Asset Owners and Managers*. We've developed 9 practical tools to drive investors and businesses toward greater long-term value creation, including, *A CEO Guide to what investment decision-makers really want*.

We've developed Frameworks that support a corporate Board's long-term effectiveness. And, we've written 46 articles on long-termism that have been published around the world.

All of this important work was influenced by the key findings from the previous Summits.

But we all know ideas on a bookshelf or in an inbox have no impact without real action, and real change. The solutions developed by everyone in this room today during our working sessions will anchor the abstract concept of long termism and convert it into real action.

Our goals this year are to make the focus on long-term thinking a priority in the investment community. We will strengthen our membership and expand even further to include more countries and industries.

I would like to invite those of you in the audience today who are not yet members, to join FCLTGlobal.

The more high-impact members we have, the more we can affect a cultural change in capital markets from short term thinking to long-term thinking.

It is my hope that those of you who are not already involved, will see how important the mission is and you will join us. Then, we'll have an even bigger voice, and an even stronger message.

In closing, we, in business, have always worked with competing priorities.

We have all experienced the pressure of producing short term results whilst at the same time ensuring the creation of long-term sustainable value.

Today, we are also dealing with the global challenge of COVID-19 and its impact on people, economies and markets. Yet we must resist a solely short-term focus and keep at least one eye on that long-term perspective.

FCLTGlobal's mission is to specifically change the culture of global markets from a singularly short-term focus to that long-term perspective.

All of us in this room can be part of this important movement. A movement that will help ensure a future of value creation for everyone.

Thank you.