

BIOGRAPHY: MAK YUEN TEEN

Mak Yuen Teen is Professor (Practice) of Accounting and former Vice Dean (Finance and Administration) at the NUS Business School, National University of Singapore. He founded the Co-Director of the Corporate Governance and Financial Reporting Centre at the NUS Business School in January 2003. He holds First Class Honours, Masters and Ph.D degrees in accounting and finance. He has taught in accounting and/or corporate governance to undergraduates, MBA and executive MBA students. From 2007 to 2009, he was on leave from NUS and held the position of Regional Research Director (Asia-Pacific) at a global consulting firm and Head of Research (Singapore) at a Big 4 accounting firm

Prof. Mak was a former council member of the Singapore Institute of Directors. He is currently a member of the Corporate Governance Advisory Committee under the Monetary Authority of Singapore. He was also a member of the Corporate Governance Council which revised the Singapore Code of Corporate Governance in 2018; a member of the Council on Corporate Disclosure and Governance (CCDG), which was charged with prescribing legally-required accounting standards for all Singapore companies and also making recommendations on best disclosure and corporate governance practices for listed companies; and a member of the Corporate Governance Committee which published the first Code of Corporate Governance in 2001. He also served a six-year term on the Charity Council, a body set up to raise standards relating to corporate governance, fund-raising and volunteer management in the charity sector, and chaired committees which developed and revised the code of governance for charities and IPCs.

Prof. Mak has consulted for and given talks to various companies and organisations on corporate governance issues and is regularly consulted by Singapore regulators on corporate governance issues. He has published widely in academic and professional journals and is also a frequent commentator in the local media on accounting and corporate governance matters. His book “From Conformance to Performance: Best Corporate Governance Practices for Asian Companies” was published by McGraw-Hill in July 2005. His report on improving the implementation of corporate governance practices in Singapore, commissioned by the MAS and SGX, was published in 2007 and a number of recommendations from that report have been implemented by the SGX.

Prof. Mak has spoken on corporate governance at many international and local conferences, including the BusinessWeek CEO Forum and The Economist CFO Roundtable, and other conferences and meetings organized by OECD, World Bank, ADB, APEC Business Advisory Council, Singapore Exchange, Singapore Institute of Directors, Monetary Authority of Singapore, Singapore Exchange, ASEAN Federation of Accountants, Institute of Internal Auditors (international, Asia, Singapore and Malaysia), Institute of Certified Public Accountants of Singapore, and others. He was invited as the sole Singapore representative to the High Level Working Meeting and Consultation on the OECD Principles on Corporate Governance held in Paris in November 2003, which involved senior policy-makers, regulators and directors from more than 40 countries.

Prof. Mak was Co-Chair of the Selection Committee for the Singapore Corporate Governance Award from its inception in 2003 to 2009. He was also Chair of the Judging Panel of the Investor Relations Award under the Singapore Corporate Awards organized by the Singapore Exchange and Business Times and was also a member of the CFO of the Year Judging Panel. When he was director of the Corporate Governance and Financial Reporting Centre at NUS,

he led various corporate governance surveys and projects conducted with organizations such as Standard & Poor's, Jardine Lloyd Thompson, Investment Management Association of Singapore, PricewaterhouseCoopers, Singapore Institute of Directors, Spencer Stuart, CPA Australia, ACCA, and others. He also led the CGFRC's partnership with One World Trust based in U.K. in the Global Accountability Index 2006, which assesses the accountability of the largest global transnational corporations, intergovernmental organizations, and nongovernmental organizations.

Prof Mak served on the boards of two of the largest healthcare charities in Singapore, the National Kidney Foundation and SATA CommHealth, in which he was the Chairman and Chairman respectively just before his retirement. He was also a board member of the Financial Industry Dispute Resolution Centre Ltd, a company set up by the financial industry to mediate disputes between consumers and financial institutions. He served two six-year terms as a member of the Audit Advisory Committee of two United Nations funds based in New York,

CURRICULUM VITAE

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ACADEMIC QUALIFICATIONS

Ph.D. Victoria University of Wellington (New Zealand), 1994.
M.Com (Credit), University of Otago (New Zealand), 1987.
B.Com (Hons 1), University of Otago (New Zealand), 1984.

PROFESSIONAL MEMBERSHIPS/QUALIFICATIONS

Fellow, Certified Public Accountants of Australia (CPA Australia), 2007-

EMPLOYMENT HISTORY

Head of Research, KPMG Singapore (half-time), June 2011-Sep 2012
Regional Research Director, Watson Wyatt Worldwide, September 2007 – September 2009
(on no pay leave)
Tenured Associate Professor, National University of Singapore, July 2002 -
Associate Professor, National University of Singapore, July 1999 -
Senior Lecturer, National University of Singapore, 1996 - June 1999
Associate Professor, Massey University, 1994-1996.
Visiting Assistant Professor, Bond University, 1991.
Lecturer/Senior Lecturer, Victoria University of Wellington, 1988-1994.
Research Officer/Consultant, New Zealand Securities Commission, 1988 - 1989.
Senior Tutor/Assistant Lecturer/Lecturer, University of Otago, 1984-1987.

ADMINISTRATIVE APPOINTMENTS – NATIONAL UNIVERSITY OF SINGAPORE

Founding Director, Corporate Governance and Financial Reporting Centre, January 2003 –
December 2009
Vice Dean, July 2002-June 2004
Deputy Head, Finance and Accounting, 1999-June 2002

ACADEMIC AWARDS

University of Otago Senior Tutorship
TK Cowan Scholarship in Accounting

Peter Barr Research Fellowship, NZ Society of Accountants (NZSA)
New Zealand Society of Accountants PhD Scholarship
University of Otago, Best Student Prize, Cost and Management Accounting 3, NZSA
University of Otago, Best Student Prize, Advanced Financial Accounting
Forsyth & Barr Best Student Prize, Advanced Business Finance

OTHER AWARDS AND RECOGNITION

Ministry of Community, Youth and Sports (MCYS) – Friends of MCYS Award (2010) [for contributions to the non-profit sector]
Securities Investors Association (Singapore) – Corporate Governance Excellence Award (2014) [only two winners in its entire history to date – for contributions to corporate governance in Singapore]
Minority Shareholders Watchdog Group (Malaysia) – Excellence in Corporate Governance Award (2015) [for contributions to corporate governance in region]
Singapore Institute of Directors – CG Pioneer (2015) [for contributions to corporate governance in Singapore]
Outstanding Community Service Award, 2009/2010, NUS Business School
Faculty Service Award, 2001, NUS Business School

MEMBERSHIP OF BOARDS, COMMITTEES AND OTHER ORGANISATIONS

Current

Member, Corporate Governance Advisory Committee, Monetary Authority of Singapore
Member, ABS Benchmark Co Oversight Committee
Member, Finance Committee, SingHealth Fund
Chairman, Nomination Committee, National Kidney Foundation
Core Member, OECD/World Bank Asia Corporate Governance Roundtable

Past

Member, Audit Advisory Committee, UN Women (New York), 2012-2018
Member, Corporate Governance Council, Monetary Authority of Singapore
Member, Advisory Panel for Code of Corporate Governance, Ministry of National Development
Member, Institute of Corporate Law Panel, ACRA
Chairman, Tender Committee and Member, Finance Committee, National Kidney Foundation, 2008-2017
Member, Corporate Governance Committee, ISCA, 2015 - 2017
Member, Community Service Committee, SATA CommHealth, 2008-2017
Member, Board of Directors, SATA CommHealth, 2002 - 2013 (Chairman for last 4 years);
Member of Audit Committee, Human Resource Committee, Community Service Committee
Member, Audit Advisory Committee, United Nations Population Fund, June 2006 – December 2012
Member, Charity Council, January 2007 – March 2013
Member, Board of Directors, National Kidney Foundation, January 2006 –December 2011 (Deputy Chairman for last 2 years); Member of Audit Committee, January 2006-December 2011
Member, Management Board, Centre for Law and Business (Faculty of Law)

Honorary Advisor, BoardAgender (Singapore), 2010-2011
Member, Board of Directors, Financial Industry Disputes Resolution Centre (FIDReC), 2005 – 2010
Member, Council on Corporate Disclosure and Governance, 2002 –2005
Member, Corporate Governance Committee, 1999 –2001
Chairman, Subcommittee for Code of Governance for Charities, Charity Council, 2007 -
Member, Governing Council, Singapore Institute of Directors, 2000-2005.
Deputy Chairman, Corporate Governance Committee, Institute of Certified Public Accountants of Singapore, 2003-2006
Member, Panel of Mediators, Association of Banks (Singapore), 2003 – 2004
Member, Integration Steering Committee (MAS), May 2004 – December 2004

OTHER APPOINTMENTS

Current

Member, International Advisory Board, Hawkamah Institute of Corporate Governance, Dubai

Past

Member, Advisory Board, Asialink, University of Melbourne, Australia
Member, Technical Committee, Financial Accreditation Agency, Malaysia
Advisor, Governance Evaluation for Mid- and Small-Caps, SIAS and SAICSA, 2014-
Chairman, Singapore Corporate Governance Awards Committee, 2003-2009
Chairman, Judging Panel, Investor Relations Award, Singapore Corporate Awards (BT and SGX), 2006-2014
Member, Judging Panel, CFO of the Year Award, Singapore Corporate Awards (BT and SGX), 2006-2010
Advisor, Charity Transparency Framework, Charity Council, 2014-
Member, Judging Panel, Charity Governance Awards, Charity Council, 2013-2016

SELECTED CORPORATE GOVERNANCE TRAINING EXPERIENCE

Current:

Monetary Authority of Singapore, Corporate Governance 3-day Workshop (3 days), MAS Academy
Bursa Malaysia/ICLIF, Mandatory Accreditation Programme, Workshop for First-Time Directors of Malaysia Listed Companies
Bursa Malaysia/Securities Industry Development Corporation, Case-Based Workshop for Directors of Malaysian Listed Companies
Various ad hoc in-house corporate governance workshops for directors and executives

Past:

Temasek Business Leadership Centre – board composition/remuneration for directors
ICLIF (Malaysia) – nominating and remuneration committee program for directors of financial institutions
Bursa/ICLIF (Malaysia) – nominating committee program for directors of Malaysian listed companies
Auditor-General's Office – corporate governance for public sector

SELECTED CORPORATE GOVERNANCE REPORTS

Improving the Implementation of Corporate Governance Practices in Singapore, **Report for the Monetary Authority of Singapore and Singapore Exchange**, June 2007, 136pp.

Primer for Governance of Social Enterprises, **Social Enterprise Association**, February 2012, 40pp.

Gender Diversity on Boards: A Business Imperative, **Diversity Task Force**, April 2014 (I was the lead consultant and researcher commissioned by the Ministry of Social and Family Development to support the DTF)

Nominating Committee Guide, 2012 (with KPMG)

The Diversity Scorecard 2011: Measuring Board Composition in Asia Pacific, 2011 (with Korn/Ferry Institute)

The Diversity Scorecard 2013: Measuring Board Composition in Asia Pacific, 2011 (with Korn/Ferry Institute)

Corporate Governance of Top 50 Asian Banks, 2013 (with Chris Bennett)

The Ties That Bind: Related Party Transactions Rules and Practices in Singapore, **KPMG and Department of Accounting – NUS**, December 2013, 44pp.

A Study of Disclosure and Governance Practices of Charities in Singapore, **Credit Suisse, Centre for Non-Profit Leadership (CNPL) and Department of Accounting – NUS**, March 2014, 22pp.

Governance of Company Groups, **CPA Australia and ICLIF Leadership and Governance Centre**, July 2014 , 36 pp (with Chris Bennett)

Insuring the Future: Improving the Corporate Governance of Major Asia-Pacific Insurance Companies, **ICLIF Leadership and Governance Centre**, 2014 , 44 pp (with Chris Bennett)

Gender Diversity on Boards, Diversity Task Force, 2014

The Singapore Report on Shareholder Meetings: Re-engaging Shareholders, Volume 1, 2015 (with Chew Yi Hong)

The Singapore Report on Shareholder Meetings: Shareholders Awaken?, Volume 2, 2016 (with Chew Yi Hong) (supported by SGX)

The Singapore Report on Shareholder Meetings: Dawn of Activism, Volume 3, 2017 (with Chew Yi Hong) (supported by SGX)

The Singapore Report on Remuneration Practices: Avoiding the Apaycalypse, 2017 (with Chew Yi Hong) (supported by SGX)

Governance Index for Trusts (GIFT), 2017 (with Chew Yi Hong) (supported by CPA Australia and SGX)

Governance Index for Trusts (GIFT), 2018 (with Chew Yi Hong) (supported by CPA Australia and SGX)

Governance Index for Trusts (GIFT), 2019 (with Chew Yi Hong) (supported by CPA Australia and SGX)

Governance Index for Trusts (GIFT), 2020 (with Chew Yi Hong) (supported by SGX)

Where to, Catalist?, 2019 (with Mark Lai Junyang)

Avoiding Potholes in Listed Companies, 2019 (with Richard Tan) (published by CPA Australia)

Banking on Governance, Insuring Sustainability, 2020 (with Richard Tan) (published by CPA Australia)

Who's Sponsoring Who? Challenges of the Catalist Board, August 2020) (with Chew Yi Hong)

The Singapore Report on Shareholder Meetings: The Rise of Virtual Meetings, Volume 4, 2021 (supported by SGX)

OTHER SELECTED CORPORATE GOVERNANCE PROJECTS

I have led several field service projects involving corporate governance reviews of listed companies and charities, which involved producing reports for these organisations for their action and improvement.

I also developed the Governance and Transparency Index for listed companies, was the Singapore expert in the development of the ASEAN CG Scorecard, developed the Governance Evaluation Methodology for Mid- and Small-Caps (GEMS) and the Governance Index for Trusts (GIFT)

EDITORIAL BOARD MEMBERSHIP

Journal of Accounting and Public Policy (US), 1998 –
Australian Accounting Review (Australia), 2019 -

COURSES TAUGHT

NUS:

UCLA-NUS EMBA, Corporate Governance

APEX-MBA, Corporate Governance

MBA, Corporate Governance

Undergraduate, Financial Accounting, Managerial Accounting, Corporate Governance and Ethics, Corporate Governance and Risk Management
Accounting and Finance for Non-Financial Managers Program

RESEARCH AND PUBLICATIONS

Academic Publications:

Mak, Y.T., "Contingency Fit, Internal Consistency and Financial Performance", **Journal of Business Finance and Accounting**, Vol. 16 No.2 (Spring 1989), pp.273-300. (U.K.)

Mak, Y.T., "The Determinants of Accuracy of Management Earnings Forecasts: A New Zealand Study", **The International Journal of Accounting**, Vol. 24 No. 3 (1989), pp. 267-280. (U.S.)

Mak, Y.T. "The Accuracy and Bias of Profit Forecasts in New Zealand Prospectuses", **Accounting Forum**, Vo. 14 No. 3 (December 1990), pp. 43-65. (Australia)

Mak, Y.T. "Corporate Characteristics and the Voluntary Disclosure of Forecast Information: A Study of New Zealand Prospectuses," **British Accounting Review** Vol. 23 No. 4 (December 1991), pp. 305-327. (U.K.)

Laswad, F. and Y.T. Mak, "An International Comparison of Uncertainty Expressions in Accounting Standards," **The International Journal of Accounting**, Vol. 29 No. 1 (1994), pp. 1-19. (U.S.)

Mak, Y.T., "The Voluntary Review of Earnings Forecasts in IPO Prospectuses," **Journal of Accounting and Public Policy**, Vol. 13 No. 2 (Summer 1994), pp. 141-158. (U.S.)

Mak, Y.T. and M.L. Roush, "Flexible Budgeting and Variance Analysis in an Activity-Based Costing Environment," **Accounting Horizons**, Vol. 8 No. 2 (June 1994), pp. 93-103. (U.S.)

Mak, Y.T., "The Voluntary Use of Outside Directors by Initial Public Offering Firms", **Corporate Governance: An International Review** Vol. 4 No. 2 (April 1996), pp. 94-106. (U.K.)

Mak, Y.T., "Forecast Disclosure by Initial Public Offering Firms in a Low-Litigation Environment", **Journal of Accounting and Public Policy**, Vol. 15 No. 2 (Summer 1996), pp. 111-136. (U.S.)

Mak, Y.T. and M.L. Roush, "Managing Activity Costs with Flexible Budgeting and Variance Analysis," **Accounting Horizons** Vol. 10 No. 3 (September 1996), pp. 141-146. (U.S.)

Carr, S., Mak, Y.T. and J. Needham, "Differences in Strategy, Quality Management Practices and Performance Reporting Systems Between ISO Accredited and Non-ISO Accredited Companies," **Management Accounting Research** Vol. 8 (1997), pp. 383-403. (U.K.)

Laswad, F. and Y.T. Mak, "Interpretation of Probability Expressions by New Zealand Standard-Setters," **Accounting Horizons**, Vol. 11 No. 4 (December 1997), pp. 16-23. (U.S.)

Mak, Y.T. and M.L. Roush, "Factors Affecting the Characteristics of Boards of Directors: An Empirical Study of New Zealand Initial Public Offering Firms," **Journal of Business Research**, Vol. 47 No. 2, pp. 147-159. (U.S.)

Durden, C. and Y.T. Mak, "Reporting of Overhead Variances: A Cost Management Perspective," **Journal of Accounting Education**, Vol. 17 No. 2-3 (July 1999), pp. 321-331. (U.S.)

Laswad, F. and Y.T. Mak, "Probability Expressions: A Comparison Between Standard-Setters and Accountants" **Pacific Accounting Review** Vol. 11 No. 2, (Millennium Edition, December 1999/January 2000), pp. 241-254. (N.Z.)

Bradbury, M. and Y.T. Mak, "Ownership Structure, Board Composition, and the Adoption of Charter Takeover Provisions" **Journal of Corporate Finance** Vol. 6 No. 2 (July 2000), pp. 165-188).

Mak, Y.T. and Y. Li, "Determinants of Corporate Ownership and Board Structure: Evidence from Singapore" **Journal of Corporate Finance** Vol. 7 No. 3 (October 2001), pp. 235-256. (U.S.)

Cui, H. and Y.T. Mak, "The Relationship Between Managerial Ownership and Firm Performance in High R&D Firms," **Journal of Corporate Finance** Vol. 8 No. 4 (December 2002), pp. 313-336 (U.S.)

Cheng, N.S., L.L. Eng, Y.T. Mak, and C.L. Chong, "Case: Performance Measures in the Media and Software Division of Kao (Singapore) Private Limited", **Journal of Accounting Education** Vol. 21 (2003): 157-184. (U.S.)

Eng, L.L. and Y.T. Mak, Corporate Governance and Voluntary Disclosure, **Journal of Accounting and Public Policy** Vol. 22 (2003), pp. 325-345. (U.S.)

Mak, Y.T. and Y. Kusnadi, Size Really Matters: Further Evidence on the Negative Relationship between Board Size and Firm Value, **Pacific-Basin Finance Journal**, Vol. 13:3 (2005), pp. 301-318

Bradbury, M., Y.T. Mak and S.M. Tan, Board Characteristics, Audit Committee Characteristics and Abnormal Accruals, **Pacific Accounting Review**, Vol. 18 No. 2 (December 2006), pp. 47-68.

Yong, A.A., Keung, C.T. and Mak, Y.T., The U.S. Market Reaction to Regulation of Social Media Disclosures, **International Journal of Business**, 2017, pp. 1-26

Case Studies:

Mak, Y.T., Keppel Corporation: Caught in a Carwash, Case Study (under review at Ivey Publishing)

Mak, Y.T., Bayer-Monsanto: A Toxic Deal?, Case Study (under review at Ivey Publishing)

Academic Conference and Working Papers:

Mak, Y.T., Zhu, Z. and Low, C.Y., Sourcing Arrangement for Internal Audit, External Audit Fee and Earnings Response Coefficient, **2019 AFAANZ Conference**, Brisbane, Australia, July 2019

Yong, A.A., Keung, C.T. and Mak, Y.T., The U.S. Market Reaction to Regulation of Social Media Disclosures, **28th Asia-Pacific Conference on International Accounting Issues**, Maui, Hawaii, November 2016 (Winner of Vernon Zimmerman Best Paper Prize)

Ho, Y.K., G. Lee and Y.T.Mak, The Impact of Administrative Sanctions, **JCAE Mid-Year Symposium**, University of Auckland, July 2014 (Paper presented by Y.T. Mak)

Chen, V.Y.S., Y.T. Mak and E.T.H. Sim, The Impact of Regulatory Enforcement on the Valuation of Foreign Firms, , **JCAE Annual Symposium**, Monash University (Kuala Lumpur), January 2015 (Paper presented by Y.T. Mak)

Chen, V.Y.S., K.D. Leong and Y.T. Mak, Performance or Network? Appointment of CEOs as Directors and Post-Appointment Performance, Working Paper

Mak, Y.T. and T. Ng, Are There Good and Bad Directors? Multiple Directorships and Segmentation in Director Labor Market, Working Paper

Selected Professional Publications:

Mak, Y.T., "Cost Management in an Activity-Based Costing Environment," **Singapore Accountant** (November/December 1997), pp. 38-45.

Mak, Y.T., "Economic Value Added," **Singapore Accountant** (July/August 1998), pp. 28-34.

Phan, P.H. and Y.T. Mak, "An Exploratory Study of Corporate Governance in Singapore", **Malaysian Journal of Economic Studies** Vol. 35 No. 1/2 (June/December 1998), pp. 199-230.

Phan, P.H. and Y.T. Mak, "Corporate Governance in Singapore: Towards the 21st Century", **Bankers' Journal Malaysia** 109 (March 1999), pp. 56-70.

Ho, Y.K., Y.T. Mak and R.S.K. Tan, "Evaluating the Costs", **Pulses** (February 2000), pp. 30-39.

Ho, Y.K., Y.T. Mak, and C.K. Chng, "Exercising Vested Stock Options", **Pulses** (November 2000), pp. 32-34.

Mak, Y.T., "Accountability and Control", **Pulses** (November 2000), pp. 6-10.

Mak, Y.T., "A Comparative Review of Board Committees in Asia," **The Directors' Bulletin**, Second Quarter, 2001, pp. 9-16.

Mak, Y.T. and Yuanto, K., "Small is Beautiful: The Case for Smaller Boards," **Banking Today** (March/April 2002), pp. 24-26.

Mak, Y.T., "Information and Corporate Governance," **Company Secretary** Vol. 13 No. 5 (2003), pp. 34-37.

Mak, Y.T. and K. Yuanto, "The Importance of Board Size," **Pulses** (June 2003), pp. 30-35.

Mak, Y.T., "Should There Be a Cap on Directorships," **Singapore Accountant** (November/December 2003), pp. 17-18..

Mak, Y.T., "The New U.K. Combined Code Versus the Singapore Code of Corporate Governance," **SID AGM Handbook** (November 2003), pp. 28-33

Mak, Y.T., "Lack of Separation Between the Board and Management," **Singapore Accountant** (February/March 2004), pp. 16-18.

Mak, Y.T., "Disclosure is not a Substitute for Good Corporate Governance: The Case of Bio-Treat Technology," **Singapore Accountant** (September/October 2004), pp. 14-17.

Mak, Y.T., "Corporate Governance: Raising Standards, Lowering Expectations," **Singapore Accountant** (2005), pp. 16-17.

Mak, Y.T., "The 3P's of Corporate Governance – Principles, Processes and People," **Singapore Accountant** (July/August 2005), pp. 27-29.

Mak, Y.T., "Corporate Governance: The Singapore Experience," **INTHEBLACK** (December 2005), 60-62.

Mak, Y.T., "Corporate Governance and Whistleblowing: Issues and Challenges," **Singapore Accountant** (January/February 2006), pp. 32-33, 36-37..

Ho, Y.K., Lan, L.L., and Mak, Y.T., "Making VWO Boards More Effective - Lessons from Best Practices in the For-Profit Sector," **Singapore Accountant** (March/April 2006), pp. 24-27.

Mak, Y.T. and K.K. Lalanika, "Quarterly Reporting: A Divisive Issue," **INTHEBLACK** (August 2006), 58.61.

Mak, Y.T. and Tan, L.H., "Shortage of Independent Directors: Myth or Reality?," **Singapore Accountant** (July/August 2006), pp. 14-17.

Books

Harrison, W., Horngren, C.T., Chia, F.L., Mak, Y.T. and Z. Ismail, **Financial Accounting** (Singapore edition), Prentice Hall, July 2001.

Harrison, W., Horngren, C.T., Chng, C.K., Ismail, Z., Mak, Y.T., Samad, F., **Financial Accounting** in Singapore and Malaysia, Prentice Hall, 2005..

Mak, Y.T. (ed.), **From Conformance to Performance: Best Corporate Governance Practices for Asian Companies**, McGraw-Hill, (July 2005)

- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 1, **CPA Australia**, October 2012
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 2, **CPA Australia**, October 2013
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 3, **CPA Australia**, October 2014
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 4, **CPA Australia**, October 2015
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 5, **CPA Australia**, October 2016
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 6, **CPA Australia**, October 2017
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 7, **CPA Australia**, October 2018
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 8, **CPA Australia**, October 2019
- Mak, Y.T. (ed.), Corporate Governance Case Studies: Financial Services Edition, **CPA Australia**, July 2020
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 9, **CPA Australia**, October 2020
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volumes 1 and 2 (Vietnamese edition), **CPA Australia, Ho Chi Minh Stock Exchange and Hanoi Stock Exchange**, 2017
- Mak, Y.T. and Vincent Chen (eds.), Corporate Governance Case Studies Volume 1 (Chinese edition), **CPA Australia**, 2016
- Mak, Y.T. and Vincent Chen (eds.), Corporate Governance Case Studies Volume 2 (Chinese edition), **CPA Australia**, 2018
- Mak, Y.T. (ed.), Corporate Governance Case Studies Volume 3 (Vietnamese edition), **CPA Australia and Hanoi Stock Exchange**, 2020

Book Chapters:

- Mak, Y.T. and M.L. Roush, "Flexible Budgeting and Variance Analysis in an Activity-Based Costing Environment". In **Readings in Management Accounting**, edited by S.M. Young, 1st ed., pp. 278-286. Prentice Hall, 1995.

Mak, Y.T. and M.L. Roush, “Flexible Budgeting and Variance Analysis in an Activity-Based Costing Environment”. In **Emerging Practices in Cost Management**, edited by B.J. Brinker, pp. E5-1-E5-10. Warren, Gorham & Lamont, 1996.

Mak, Y.T. and P.H. Phan, Corporate Governance in Singapore: Current Practice and Future Developments.” In **Corporate Governance in Asia: A Comparative Perspective**, pp. 373-405. Organisation for Economic Co-operation and Development (OECD), 2001.

Reports:

Pre-NUS

Mak, Y.T., Profit Forecast Disclosure in New Zealand Prospectuses, **Report Commissioned by the New Zealand Securities Commission**, Securities Commission, Wellington, New Zealand, 1990. [This reports formed the basis of proposed changes in the Securities Regulations 1983].

Mak, Y.T. and Laswad, F., A Critical Examination of Use of Uncertainty Expressions in NZ Accounting Standards in Comparison with International Standards, **Report for the New Zealand Society of Accountants**, April 1993.

Under NUS

Mak, Y.T., Improving the Implementation of Corporate Governance Practices in Singapore, **Report Commissioned by Monetary Authority of Singapore and Singapore Exchange**, June 26, 2007

Major Keynote and Other Speaking Invitations (Practitioner Conferences):

Invited Speaker, “Corporate Governance: Current Practice and Future Developments,” **First Asian Corporate Governance Roundtable**, Organisation for Economic Co-operation and Development (OECD), Seoul, 3-5 March 1999.

Invited Panelist, “Corporate Governance in Asia,” **Business Week CEO Forum**, Business Week, Hong Kong, 13-15 October 1999.

Invited Speaker, “Corporate Governance Practices and Disclosures in Singapore: An Update,” **Second Asian Corporate Governance Roundtable**, Organisation for Economic Co-operation and Development (OECD), Hong Kong, 31 May-2 June 2000.

Invited Speaker, “A Comparative Review of Board Committees in Asia,” **Third Asian Corporate Governance Roundtable**, Organisation for Economic Co-operation and Development (OECD), Singapore, 4-6 April 2001.

Invited Speaker, “The Software of Corporate Governance,” **Oracle Corporation’s Daily Business Close**, Singapore, 25 April 2002.

Invited Speaker, “Defining and Disclosing Related Party Transactions: A Survey of International Practices,” **Fourth Asian Corporate Governance Roundtable**, Organisation for Economic Co-operation and Development (OECD), Mumbai, 11-12 November 2002.

Plenary Speaker, “How to Promote Corporate Governance in ASEAN,” **ASEAN Federation of Accountants Conference**, Bangkok, 2003.

Invited Speaker, “Singapore Corporate Governance Code Versus International Benchmarks,” **Keppel-Singapore Institute of Directors’ Roundtable**, Singapore, 3 June 2004.

Invited Speaker, “TLCs: Can They Do Better in Corporate Governance?,” **Sembcorp Industries Corporate Governance Roundtable**, Singapore, 10 September 2004.

Invited Panelist, “Corporate Governance: Challenges and Opportunities in the Singapore Investment Industry,” **The Investment Management Association of Singapore 6th Annual Conference**, Singapore, 23 September 2004

Invited Speaker, “SBF Forum on Proposed Revisions to the Singapore Corporate Code of Corporate Governance,” **Singapore Business Federation Forum**, Singapore, 21 February 2005.

Invited Speaker, “Corporate Governance: Risks and Warning Signs,” **Commercial Affairs Department International Economic Crime Course**, Singapore, 14 September 2005.

Invited Speaker, “Implementing Corporate Governance to Improve Performance,” **Singapore Chinese Chamber of Commerce & Industry 2nd Annual Corporate Governance Conference**, Singapore, 23 September 2005.

Invited Speaker, “Whistleblowing: Developments and Implementation Issues,” **Institute of Internal Auditors Annual Conference**, Institute of Internal Auditors (Singapore), Singapore, 7 October 2005.

Invited Speaker, “Instituting Ethical Conduct and Implementing Whistleblowing Policies: Issues and Challenges,” **CPA Australia Dinner Talk**, CPA Australia and ICPAS, Singapore, 3 January 2006.

Invited Speaker, “Corporate Governance at Board Level,” **2nd Asian Conference on Corporate Governance and Directors’ and Officers’ Liability Insurance**, Chubb Insurance, Singapore, 23-24 January 2006.

Invited Speaker, “Quarterly Reporting / Corporate Whistleblowing,” **CPA Viewpoint**, CPA Australia, Singapore, 10 March 2006.

Invited Speaker, “Quarterly Reporting and Corporate Whistleblowing,” **CPA Australia (Malaysia) Forum**, CPA Australia, Malaysia, 5 May 2006.

Invited Speaker, “Corporate Governance of SOEs in Singapore,” **OECD Asia SOE Network**, Singapore, 15-16 May 2006.

Invited Speaker, “Implementation and Enforcement of Rules,” **Eighth Asian Corporate Governance Roundtable**, Organisation for Economic Co-operation and Development (OECD), Bangkok, 14-15 September 2006.

Invited Speaker, “Corporate Governance: Current Deficiencies and the Way Forward,” **Commercial Affairs Department International Economic Crime Course**, Singapore, 6 October 2006.

Keynote Speaker, “Recent Corporate Scandals: Lessons Learnt?,” **ASNAF Conference**, Singapore, 10-11 November 2006.

Invited Speaker, “Corporate Governance and Leadership,” **SAICSA Dinner Talk**, SAICSA, Singapore, 8 December 2006.

Invited Speaker, “Corporate Governance and Ethics: Issues and Challenges,” **Motorola’s Asia Pacific Business Conduct Champions Conference**, Singapore, 13 March 2007

Invited Moderator and Panelist, “Corporate Governance and Investor Relations,” **Merrill Lynch Pan Asia Rising Stars Conference**, Ritz-Carlton Millenia, Singapore, 8-11 May 2007

Keynote Speaker, “Best Corporate Governance Practices for Asian Companies”, **2007 Asian Chief Audit Executives’ Leadership Forum**, Kuala Lumpur, 4-5 June 2007.

Invited Speaker, “Current Challenges and Issues in Corporate Governance; A Singapore/Malaysia Perspective,” **Institute of Internal Auditors (Malaysia) Conference**, Kuala Lumpur, 21 August 2007.

Keynote Speaker, “How Building Good Corporate Governance Builds Confidence and Attracts Investment,” **CPA Australia and Vietnam Association of CPA Conference**, Hanoi and Ho Chi Minh City, 22-24 August 2007

Invited Speaker, “Corporate Governance in Asia: Progress or Paralysis?,” **International Bar (Law) Association Conference**, Singapore, 16 October 2007.

Invited Speaker, “The Outlook for Corporate Governance,” **Commercial Affairs Department Workshop**, Singapore, November 2007.

Invited Speaker, “Corporate Governance Beyond Box-Ticking,” **CPA Australia Dinner Talk**, CPA Australia and ICPAS, 8 April 2008.

Invited Speaker, “Integrity and Corporate Governance,” **2008 East Malaysia Conference on Internal Auditing**, Institute of Internal Auditors (Malaysia), Kuching, 7 May 2008.

Invited Speaker, “Issues and Challenges in Corporate Governance in Asia and Implications for Internal Auditors,” **Institute of Internal Auditors International Conference**, San Francisco, 6-9 July 2008.

Invited Panelist, “Governance for Performance – Achieving the Right Balance,” **PwC Forum Gala Dinner**, Singapore, 19 August 2008.

Keynote Speaker, “Corporate Governance in the Public Sector,” **Auditor-General Office Academy Conference**, Singapore, 31 October 2008.

Invited Speaker, “Corporate Governance in Singapore,” **CPIB Workshop**, 2008.

Keynote Speaker, “Corporate Governance: Current Practices and Future Perspectives,” **King Khalid University Corporate Governance Conference**, Saudi Arabia, June 2009.

Invited Speaker, “Issues Facing Independent Directors and Lessons from Singapore,” **KPMG Audit Committee Institute Roundtable**, Johor Bahru, 4 August 2009.

Invited Speaker, “International Trends in Corporate Governance and the Impact of Globalisation,” **Business Excellence Global Conference**, Spring Singapore, Singapore, 3 November 2009.

Invited Speaker, “Corporate Governance in the APEC Region,” **APEC Corporate Governance Workshop**, APEC and OECD, Singapore, 11 November 2009

Invited Speaker, “Issues and Challenges in Implementing Whistleblowing Policies and Codes of Conduct,” **Deloitte Seminar**, Kuala Lumpur, 9 December 2009.

Invited Speaker, “Corporate Governance in the Asia-Pacific and the Failure of Gatekeepers,” **Baker Tilly Conference**, Singapore, 2010.

Invited Speaker, “Corporate Governance: Progress, Blind Spots and Road Ahead,” **CPA Australia Dinner Talk**, CPA Australia and ICPAS, 4 May 2010.

Invited Speaker, “Challenges Directors Face,” **Securities Commission/Bursa Corporate Governance Week**, Securities Commission Malaysia and Bursa Malaysia, Kuala Lumpur, 2010.

Invited Speaker, “Misuse of Corporate Vehicles for Illicit Purposes,” **OECD-Indonesia Policy Dialogues: Disclosure of Beneficial Ownership and Control**, Bali, 5 October 2011.

Invited Speaker, “Role of Corporate Governance in Delivering Excellence in Singapore,” **Dubai Dialogue: Corporate Governance 2011, The Quest for Paradigm Shift**, Dubai, 20 December 2011.

Keynote Speaker, “Corporate Governance Developments,” **3rd Annual Corporate Governance Week**, Securities Commission Malaysia and Bursa Malaysia, Kuala Lumpur, 29 November to 2 December 2011.

Keynote Speaker, “Corporate Governance in ASEAN,” **2012 Baker Tilly Asia Pacific Conference**, Ho Chi Minh City, 29 March – 1 April 2012.

Keynote Speaker, “The Costs of Behaving Badly,” **CIMA Dinner Talk**, Singapore, 10 May 2012.

Invited Speaker, “ASEAN Corporate Governance Scorecard: Background and Progress,” **Corporate Governance Conference**, Asian Development Bank and State Securities Commission (Vietnam), Ho Chi Minh City, 24 August 2012.

Invited Speaker, “Board Diversity,” **Arab Women Leadership Forum**, Dubai Women Establishment, Dubai, 24-25 November 2012.

Invited Speaker, “Independent Directors, Management and Investors: Expectations Versus Delivery,” **Seminar on Independent Directors: Issues and Challenges**, National Stock Exchange, Securities and Exchange Board of India, CFA Institute and Bombay Stock Exchange, Mumbai, 25 May 2012.

Invited Speaker, “Importance of Good Governance in the VWO Sector,” **Charity Council Conference**, Singapore, 18 October 2012.

Invited Speaker, “Governance Briefing: Next Steps for South-East Asia,” **IR Magazine Awards & Conference – South-East Asia**, Singapore, 6 December 2012.

Invited Speaker, “Corporate Governance in Singapore,” **7th Middle East North Africa Corporate Governance Conference**, Dubai, 24-25 November 2013.

Invited Speaker, “Enhancing Board Effectiveness and the MCCG 2012,” **Raising the Bar: The Malaysian Code on Corporate Governance 2012**, Securities Commission Malaysia, Kuala Lumpur, 12 June 2012.

Keynote Speaker, “Why Corporate Governance Matters,” **Darussalam Assets Inaugural Corporate Governance Forum**, Brunei, 15 January 2015

Invited Speaker, “Corporate Governance of Government-Linked Companies,” **ECGI Asia Corporate Governance Dialogue**, NUS Law Faculty, 24 February 2015

Invited Speaker, “Corporate Governance for the Private Sector,” **CPIB Regional Programme on Combating Corruption**, Singapore, 7 September 2015.

Invited Plenary Speaker, “Asia Overview,” **Asian Corporate Governance Association 15th Annual Conference**, Kuala Lumpur, 3-4 November 2015.

Keynote Speaker, “Independence, Diversity and Board Effectiveness,” International Summit Forum on Corporate Governance,” **Taiwan Corporate Governance Association Eleventh Annual Conference**, Taipei, 5-6 November, 2015.

Invited Speaker, “Roles and responsibilities of corporate governance players in financial groups,” **Indonesia-OECD Corporate Governance Policy Dialogue**, Indonesia Financial Services Authority (OJK) and OECD, Jakarta, 2 December, 2015.

Invited Speaker, “Strengthening the Financial Reporting Value Chain Via Quality Audits,” **ACCA Roundtable**, Kuala Lumpur, 15 April 2016.

Invited Speaker, “Embedding Good Culture and Fostering Market Discipline,” **Judiciary Programme**, Securities Commission Malaysia and Malaysian Judiciary Academy, Kuala Lumpur, 17-18 August 2016.

Keynote Speaker and Panel Discussant, “Bridging the Expectation gap in Financial Reporting,” **Singapore Accountancy Convention 2016**, ACRA and ISCA, Singapore, 25 August 2016 (presentation based on a survey commissioned by ACRA and ISCA and led by me).

Invited Panelist, “Corporate Governance,” **12th Annual Brunei Roundtable**, Asia Asset Management, Brunei, 6 September 2016

Keynote Speaker, “Ownership Policy of State-Owned Enterprises: Singapore,” **Taiwan Corporate Governance Association Summit**, Taipei, 6-7 October, 2016.

Invited Speaker, “Launch of Corporate Governance Case Studies Vietnamese Edition Volume 1,” **CPA Australia and Hanoi Stock Exchange Forum**, Hanoi, 10 May 2017

Invited Discussant, “State Ownership and Corporate Governance,” **International Corporate Governance Network Annual Conference**,” Kuala Lumpur, 10 July, 2017.

Invited Roundtable Participant, Singapore-Australia High Level Women’s Dialogue on Board Diversity, **Asialink Diplomacy**, Singapore, 21 August 2017. (Exclusive Roundtable discussion involving 23 senior business and government leaders, including Minister Josephine Teo and Australia Minister of Foreign Affairs Julie Bishop).

Keynote Speaker, “Key Challenges in Good Corporate Governance,” **1st International Conference on Good Corporate Governance**, Indonesia Corporate Secretary Association and ASEAN Corporate Secretaries Network, Jakarta, 1-3 November 2017

Invited Speaker, “The SOE Landscape, Where Do We Stand?,” **World Bank-Korea Development Institute Conference**, Seoul, 26-27 March 2018

Invited Speaker, “Independence in Fact and in Appearance,” and “Company Secretary: The Singapore Experience,” **Taiwan Corporate Governance Association Summit XIV**, Taipei, 19 September, 2018.

Keynote Speaker, “Why Good Boards Fail,” **NPO Forum on Board Culture, Ethics & Governance**, Charity Council, Commissioner of Charities and Singapore Institute of Directors, Singapore, 5 April 2019.

Invited Moderator and Panelist, “Governance in Times of Rapid Change,” **Hawkamah Institute of Corporate Governance Annual Conference**, Dubai, 15 April 2019

Invited Speaker, “Avoiding Potholes in Listed Companies,” **CPA Australia Dinner Talk**, CPA Australia and ISCA, 6 August 2019.

Keynote Speaker, “Fiduciary Duty in Industrial Revolution 4.0,” **Directors’ Forum**, CIBFM, SIDC and Brunei Monetary Authority, Brunei, 21 August 2019.

Keynote Speaker, “Shape of Fraud to Come,” **2019 Asia-Pacific Association of Certified Fraud Examiners**, Singapore, 25–27 September 2019

Invited Speaker, “Corporate Governance of GLCs,” **SOE Governance Workshop**, World Bank and Ministry of SOEs (Indonesia), 11 September 2020 (virtual)

Invited Roundtable Participant, **IAASB Roundtable on Fraud/Going Concern Expectation Gap and Auditor Reporting**, International Audit and Assurance Standards Board, 28 September 2020 (virtual)

Invited Speaker, “Corporate Governance Around the Globe,” **25th Anniversary/21st Conference of the Brazilian Corporate Governance Institute**, 27 November, 2020 (virtual)

Invited Speaker, “Board and Corporate Governance Considerations in Cross-Border M&A Transactions Amidst Economic Uncertainty”, **American Conference Institute (ACI) 9th Asia-Pacific Anti-Corruption Summit**, forthcoming , March 9-11, 2021 (virtual)

Note: CV does not include past conference papers and media commentaries