

Asian Business Dialogue on Corporate Governance 2002

Strategies for the Next Stage of Reform

October 31, 2002

Ballroom 1, The Oriental Singapore
5 Raffles Avenue, Marina Square

Organiser :



Asian Corporate Governance Association

A high-level and practical discussion on the challenges and strategies for driving the next stage of corporate governance reform in Asia. Panelists will represent leading companies, institutional investors, and financial and professional intermediaries.

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ACGA 2nd Annual Conference

Asian Business Dialogue on Corporate Governance 2002: *Strategies for the Next Stage of Reform*

October 31, 2002

The Oriental Singapore, 5 Raffles Avenue

Introduction

The past three years has brought considerable change in the corporate governance landscape in Asia — new rules and codes of best practice in all major economies; a widening discussion among institutional investors about the role they should play; and a realisation among certain leading companies that corporate governance can bring competitive advantage.

What progress has been achieved and how can these gains be consolidated? Which strategies have been most successful in bringing about improved corporate governance — whether through the investment process, as a result of internal corporate change or better enforcement — and to what extent can these be shared among companies and countries? What lessons should we draw from efforts that have worked, as well as those that have not worked? And how can these elements be brought together into a coherent strategy to drive the next stage of corporate governance reform in Asia?

9 am - 9.10 am

Introductory remarks

Ambassador Linda Tsao Yang

Chair, Asian Corporate Governance Association

Former US Executive Director, Asian Development Bank, Manila

9.10 am - 9.40 am

Keynote speech:

"Why Corporate Governance? A Temasek Perspective"

Mr. S. Dhanabalan

Chairman, Temasek Holdings, Singapore

9.45 am - 11 am

Session 1: Regulatory discipline

Where have regulators in Asia made the most progress? Where have they faced the most challenges? What lessons can we draw? What innovative solutions need to be pursued to resolve country specific problems? Should regulators facilitate investor activism or leave it to the market? What have regulators in Asia learnt from the Enron and Worldcom sagas?

Moderator

Mr. Barry Metzger

Senior Partner, Coudert Brothers, New York

Former General Counsel, Asian Development Bank, Manila

Panelists

Mr. Jinwon Park

Senior Foreign Legal Consultant, Shin & Kim, Seoul

Former Independent Commissioner, Financial Supervisory Commission, Korea

Mr. Lawrence Liu

Partner, Lee and Li, Taipei

Member, Executive Committee, Corporate Governance Association, Taiwan

Mr. Richard Margolis

Consultant (and former First Vice President), Merrill Lynch (Asia Pacific) Ltd

Member, Listing Committee, Stock Exchange of Hong Kong

11 am - 11.30 am

Coffee break

11.30 am - 12.45 pm

Session 2: Market discipline

What are key market players, including institutional investors and market intermediaries, doing to improve corporate governance in Asia? What incentives exist for greater shareholder activism? Could investors build a coalition such as the Council of Institutional Investors in the US? How can they facilitate the development and training of a new cadre of independent directors?

Moderator

Mrs. Lee Suet-Fern

Managing Director, Stamford Law Corporation, Singapore

Director and audit committee member of Singapore-listed companies

Panelists

Mr. Pote Videt

Managing Director, Private Equity Thailand (affiliate of Lombard Investments), Bangkok

Member, Council of Economic Advisors to the Prime Minister of Thailand

Mr. Peter Butler

CEO, Hermes Focus Asset Management, London

Former Member, Board of Governors, International Corporate Governance Network

Mr. Gary Coull

Executive Chairman, CLSA Emerging Markets, Hong Kong

Executive Chairman, CLSA Private Equity and director of listed companies in Hong Kong

12.45 pm - 2.15 pm

Luncheon Keynote:

"What Can Mutual Funds and Asset Managers Do to Drive Corporate Governance in Asia?"

Dr. Mark Mobius

President, Templeton Emerging Markets Fund

Dr. Mobius will be introduced by Professor Tommy Koh, Director, The Institute of Policy Studies, Singapore

2.30 pm - 3.45 pm

Session 3: Corporate self-discipline

Which procedures work best in ensuring strong checks and balances that can prevent abuse within companies? How do companies foster a culture that values integrity and good governance? How will sound governance support the growth and development of companies in the next three to five years?

Moderator

Ms. Karin Finkelston

Country Manager, China and Mongolia, International Finance Corporation, Beijing

Panelists

Mr. Thiraphong Chansiri

President, Thai Union Frozen Products Public Company Limited, Bangkok

Mr. V-Nee Yeh

Chairman, Hsin Chong Construction, Hong Kong

Co-founder, Value Partners Ltd, an investment fund specialising in Greater China

3.45 pm - 4.15 pm

Coffee break

4.15 pm - 5.30 pm

Session 4: "Bank Reform and Corporate Governance: The Necessity and the Challenge"

What are the key factors driving corporate governance reform within Asian banks? What special challenges do banks face? What issues do bank regulators face in improving the standards and practice of corporate governance among local banks? How can banks improve governance across the corporate community?

Moderator

Mr. Jackson Tai

CEO, DBS Bank, Singapore

Panelists

Mr. Gary L. Clinton

Managing Director and Asia Pacific Region Head, Global Relationship Banking, Citibank, N.A.

Mr. Taiji Okusu

Managing Director and Vice Chairman, UBS Warburg (Japan) Ltd, Tokyo

Active Member, Japan Corporate Governance Forum

Ms. Euleen Goh

Chief Executive, Standard Chartered Bank, Singapore

5.35 pm - 5.45 pm

Conference summary

Mr. Pote Videt

Managing Director, Private Equity Thailand, Bangkok

5.45 pm

Closing remarks

Mr. Stephen Blasina

Regional Manager, Financial Institutions, Chubb Asia Pacific

Council Member, Asian Corporate Governance Association

6 pm - 7.30 pm

Evening reception, Poolside, The Oriental

Acknowledgements

ACGA extends its sincere thanks to the following individuals and organisations for generously supporting the

Asian Business Dialogue on Corporate Governance 2002:

- Our keynote speakers — Mr. S. Dhanabalan and Dr. Mark Mobius — and all our moderators and panelists for giving of their time and, in some cases, travelling long distances to participate.
- Our Principal Sponsors — Chubb, CLSA Emerging Markets and Lombard Asian Private Investment Company — for their extensive financial and in-kind assistance.
- Our Official Supporter — The Institute of Policy Studies, Singapore.
- Our Supporting Sponsor — IMC Pan Asia Alliance Corporation.
- Our Media Partners — the Asian Wall Street Journal and The Business Times, Singapore.
- Mrs. Lee Suet-Fern, for her tireless support and invaluable advice and counsel.

ACGA gratefully acknowledges the support of the following professional and business associations:



Registration Form

Fax this form to Jamie Allen on (852) 2878 7288 Tel: (852) 2872 4048

or post to Room 3403, Citibank Tower, 3 Garden Road, Hong Kong. Email: jamie@acga-asia.org

I wish to reserve _____ seat(s) for the "Asian Business Dialogue on Corporate Governance 2002"
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Overseas delegates

Conference delegates may take advantage of a special daily room rate at The Oriental, Singapore of S\$195 (US\$110 approx) + 14% service charge and tax.

A hotel reservation form will accompany this brochure. Contact ACGA if you do not receive one.

Payment options: May be in Singapore or US dollars

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Address: #1 Queen's Road, Central, Hong Kong

HSBC Swift code: HSBCHKHCHKH

ACGA Members

Corporate members of ACGA are entitled to one complimentary seat at the conference and may buy additional seats at a 40% discount.

Asian Corporate Governance Association

The Asian Corporate Governance Association (ACGA) is a private-sector, non-profit membership association dedicated to advising and supporting investors, companies and regulators in the implementation of effective corporate governance in Asia. In recent years we have:

- Tracked 11 markets on an ongoing basis and carried out independent research on corporate governance developments across Asia.
- Spoken at more than 60 conferences, seminars and training courses around the region.
- Developed internal corporate-governance screens and guidelines for investors, and prepared training courses for investment banks and financial intermediaries.
- Developed the "ACGA Quick Assessment", a governance assessment product for companies, and a training course for senior managers.
- Given input or support to regulators in China, Hong Kong, Japan, Malaysia and Thailand.
- Participated as a speaker in several regional workshops for Asian regulators.
- Developed exclusive market services and tools for ACGA members (see below). We also share our premium research with members.
- Spoken regularly to the media around Asia on governance issues.

ACGA was founded in 1999 by Lombard/APIC, a private equity fund management company, in cooperation with a board of senior executives and professionals from around Asia. Lombard continues to be a major sponsor. Other Founding Corporate Sponsors include: Chubb Insurance, CLSA Emerging Markets and Sun Life Financial.

Founding Corporate Sponsors



ACGA Corporate Members

Our aim is to build an effective network of members who support ACGA's goal of moving corporate governance forward in Asia in practical, market-driven ways. New members include:

- AIG Investment Corporation (Asia)
- California State Teachers' Retirement System (CalSTRS)
- Coudert Brothers
- GIC Special Investments, Singapore
- Hermes Pensions Management
- Hewitt Associates
- Hong Kong University of Science and Technology
- IMC Pan Asia Alliance Corporation
- Li & Fung, Hong Kong
- Standard and Poor's
- State Street Global Advisors (Asia)
- TSMC, Taipei

Membership benefits

Key benefits include:

- Concise regional analysis: We provide regular updates on new developments in corporate governance in Asia through briefings, reports and other channels.
- Issues Hotline: An opportunity to communicate directly with ACGA on issues of concern to you, and for us to seek your opinions on specific topics, such as new policies or regulations.
- Networking: We will create opportunities for members to network with each other, such as through our annual conference, member briefings and other meetings.
- Website: You have access to a special members-only section of the ACGA website containing premium content.
- Other resources: Access to ACGA's extensive library of information.

For further details, contact Jamie Allen
on (852) 2872 4048 or jamie@acga-asia.org