



ASIAN CORPORATE GOVERNANCE ASSOCIATION

BUSINESS ASSOCIATION MEMBERSHIP BOOKLET

Introduction to ACGA

The Asian Corporate Governance Association (ACGA) seeks to play a constructive role in the evolving Asia-Pacific corporate governance ecosystem. We are a not-for-profit membership association founded in Hong Kong in 1999 shortly after the Asian Financial Crisis.

- For more than two decades ACGA has been working to promote systemic improvements in corporate governance regulation and practice in Asia through independent research, advocacy and education. ACGA is entirely funded by its members and does not receive government grants or sponsorship.
- We view good public and corporate governance as key to capital market and economic development, including sustainable development. In recent years, our research and events have evolved to encompass ESG reporting, board diversity, and how boards are preparing for climate change.
- We believe there is a need to put a firmer governance foundation under ESG and sustainability in Asia. In practical terms, this means clearer policy guidance from regulators, greater board preparedness among listed companies, and deeper and more informed investor stewardship.

ACGA Member Network

113 member firms*

77% are investors:
\$40 trillion in global AUM

Foreign and Asian
asset owners and
managers

Leading Asian
companies

Top 5 global
CPA firms

3 regions: Asia-
Pacific, Europe/UK,
North America

**Membership is by company. For a full list of members, go to our website [Member](#) page.*

Business Association Membership

ACGA interacts often with business and professional associations around the region. Recognising their important role in enhancing governance standards and practices in their respective markets, especially through education and training, ACGA offers such organisations a 50% discount on our Premium Corporate Membership fee. This allows them to enjoy most of the benefits of Premium membership at a more reasonable price.

We do, however, seek a commitment from such organisations that they will utilise the services received from ACGA for internal purposes only and that they will not share such information or benefits with their members.

| Category | Annual fee |
|----------------------|------------|
| Business Association | US\$6,900 |



Key benefits of membership: All members

| | Publications / services | Frequency | Content |
|-----------|---|---------------------------------------|--|
| RESEARCH | Timely research products | Ongoing | ACGA produces timely and focussed briefings for members, including blogs and “deeper dive” analyses of ongoing CG and ESG issues in the region. |
| | <i>CG Watch</i> | Biennial | ACGA’s flagship report ranking 12 major Asia-Pacific markets, including Australia, on their CG ecosystems. Ten reports since 2003. |
| | Specialist reports | Ad hoc | Eg, “Down to earth: Climate governance case studies in Asia Pacific”, published in December 2022; “Awakening Governance – The evolution of corporate governance in China”, published in July 2018. |
| EDUCATION | Member Briefings | Twice a year in the Spring and Autumn | Updates on ACGA research, exclusively for members. |
| | Annual Conference: Asian Business Dialogue on Corporate Governance | Each November | ACGA’s signature conference bringing companies, investors, regulators and others together for practical discussions on CG and ESG reform in Asia. |
| | Webinars | Ad hoc | ACGA organises webinars on specific topics for members and works with other organisations from time to time. In 2021, we developed a series of events on China, Southeast Asia and India with the PRI. |

Additional benefits: Business Associations

| | Publications / services | Frequency | Content |
|----------|---|---|--|
| ADVOCACY | ACGA Corporate Discussion Group (ACDG) | Three calls per year | <p>Confidential forum for corporate members to discuss timely CG and ESG issues in the region.</p> <p>We bring ACGA research and advocacy submissions to ACDG before making them public.</p> <p>In 2021 we have started to open ACDG to key investor members.</p> |
| | Member Delegations | <p>Annually for each working group</p> <p>("Virtual delegations" meetings in 2021 and 2022)</p> | <p>Organised with the support of our Working Groups, these delegations offer members an opportunity to meet with a large number of regulators, government officials, corporate executives, domestic investors and CG/ESG leaders in an action-packed trip.</p> <p><i>See p10 for more details on our past delegations.</i></p> |

“At ACGA we engage in regular dialogue with financial regulators, institutional investors, listed companies, auditors and others on key corporate governance and ESG issues around the region. We take a practical, long-term view and work towards making lasting and systemic improvements.

“An important differentiator of ACGA is the original and independent research that underpins all we do.”

Jamie Allen, Founding Secretary General, ACGA



ACGA Corporate Discussion Group (ACDG)

ACDG is our main forum for corporate members to discuss timely issues of CG and ESG in a confidential environment. Key themes on the agenda over the past two years include:

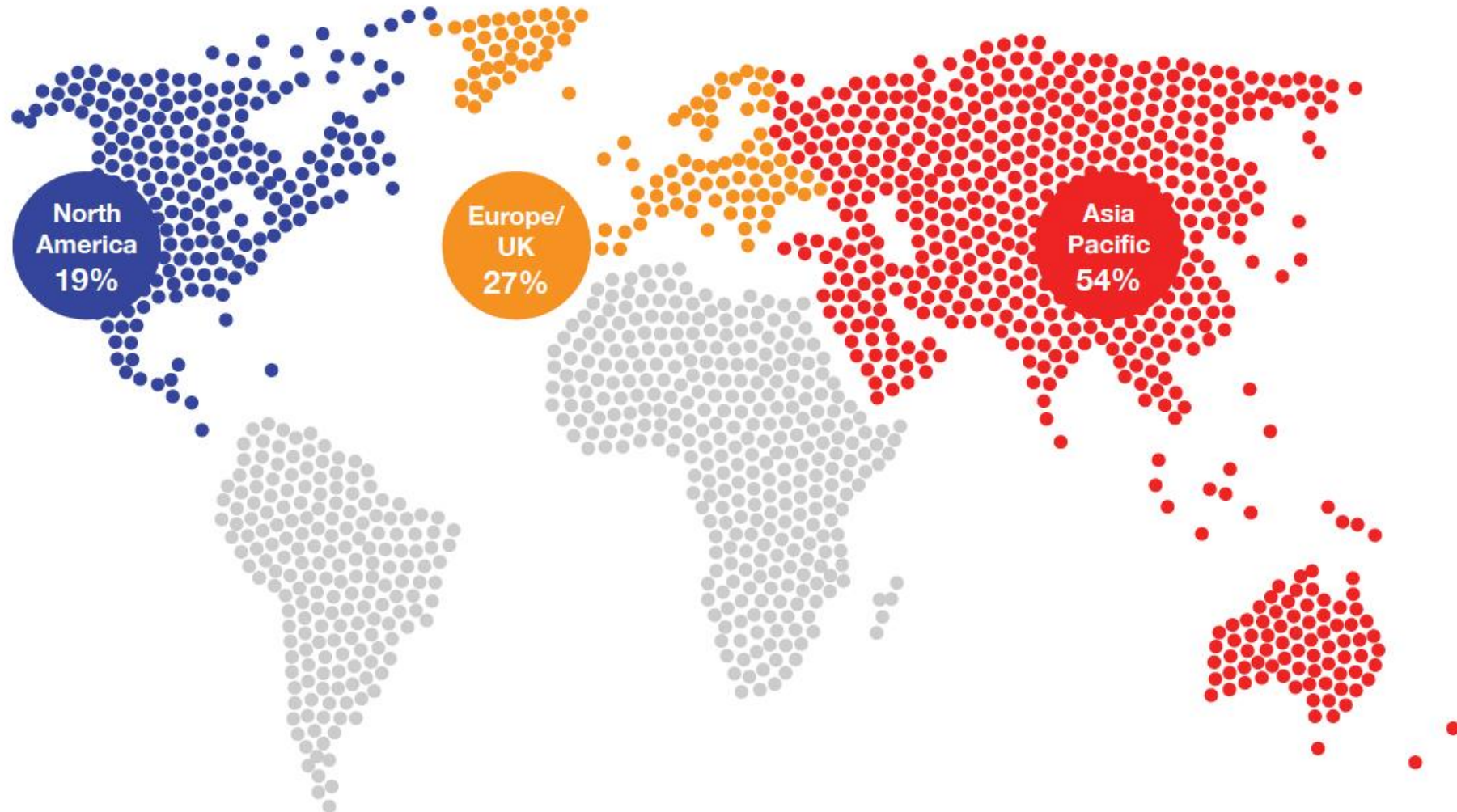
| Area | Topics |
|--|--|
| Board governance/ diversity | <ul style="list-style-type: none">• “Gender Diversity on Boards in Asia: Do women directors add value?” – <i>this topic was designed to encourage debate, hence the deliberately thought-provoking title.</i>• “Thinking Creatively about Gender Diversity” – <i>how ACGA and our members could facilitate greater gender diversity in boards and management across Asia.</i> |
| CG codes | <ul style="list-style-type: none">• Japan – Revised Corporate Governance Code (April 2021) – <i>ACGA submission</i>• Hong Kong – Revised Corporate Governance Code (June 2021) -- <i>ACGA submission</i> |
| CG/ESG reporting | <ul style="list-style-type: none">• Feedback on CG Watch 2020 survey of company disclosure• Update on the Global Convergence of Sustainability Reporting Standards |
| Investor concerns | <ul style="list-style-type: none">• Survey of ACGA Member Voting and Engagement in Asia (September 2020)• Trends in auditing and audit quality in Asia-Pacific |

*We have started to open ACDG to selected investor members in 2021 to create a broader discussion forum.

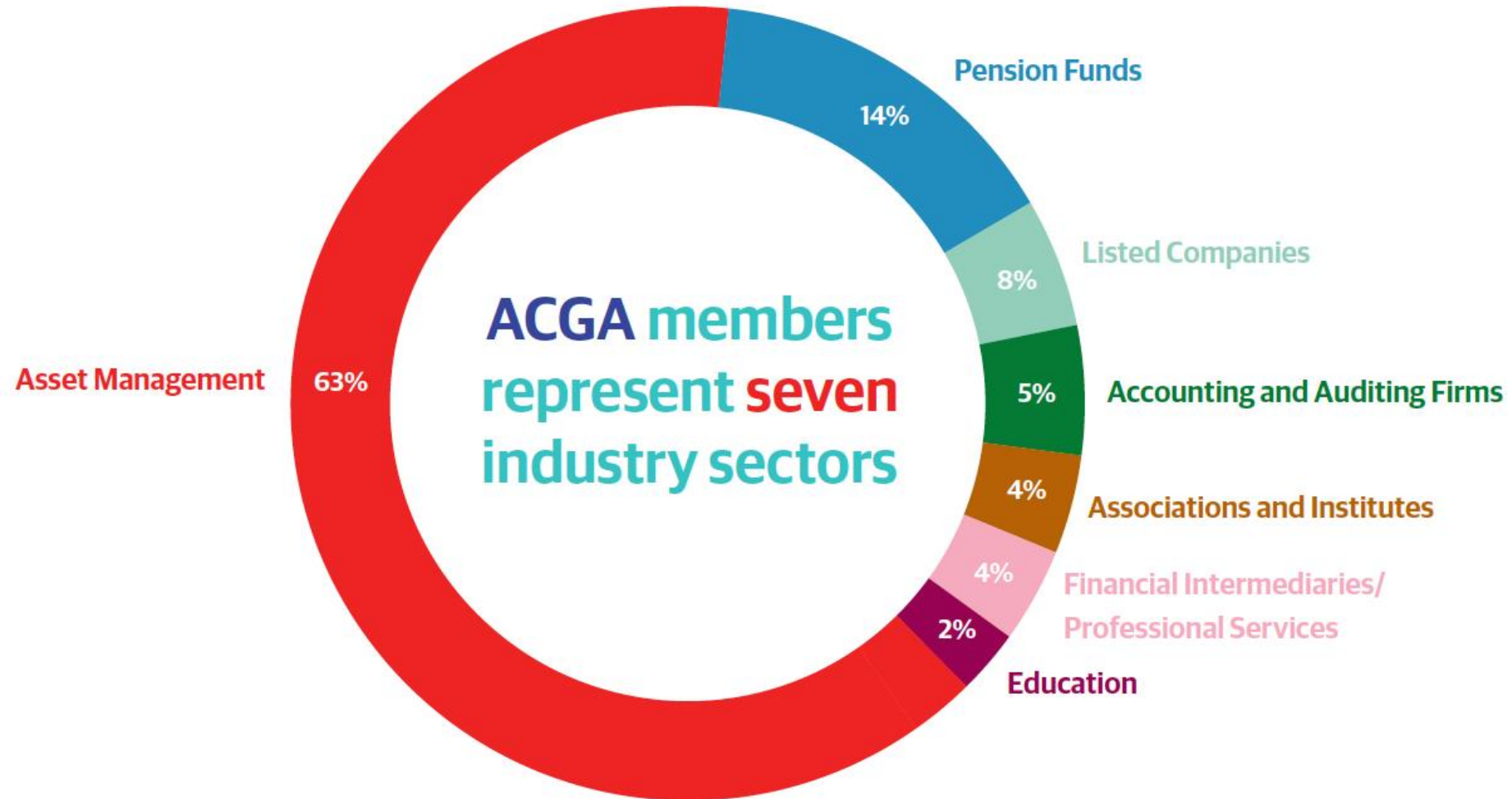
ACGA delegations: 2009 - 2022

| | Market | Trips | Highlights |
|-----------------------|---------------|---|--|
| ADVOCACY EDUCATION | China | 2013, 2017, 2018 | In 2017, we took members to Beijing, Shanghai and Shenzhen. Three cities in five days. Meetings with Sinopec, Huaneng Power, AMAC, CAPCO, China Asset Management, the Shanghai and Shenzhen Stock Exchanges, China Vanke and Country Garden, and others. |
| | Japan | 2009, 2010, 2012, 2013, 2014, 2018, 2019; calls in 2022 | Each trip included major regulators (METI, FSA, JPX), a dialogue with domestic investors, and roundtables with leading CG groups. Company meetings selected depending on issue (eg, Toyota, Toshiba, Kobe Steel, Toray, MUFG, Japan Tobacco, KDDI). In 2018 and 2019, we also held discussions on renewable energy in Japan. |
| | Korea | 2011, 2016, 2017, 2018, 2019; calls in 2020, 2022 | Each trip included major regulators (FSC, MOJ, KRX) and leading CG groups (KCGS, SER). Company engagement focusses on systemically important groups (Samsung, Hyundai, SK, LG, Lotte), banks such as KB and Shinhan, former state enterprises (KEPCO, KT&G), and newer tech firms (Kakao). |
| | India | 2010, 2014; calls in 2020 | Each trip included major regulators (BSE, NSE, SEBI, MOF, MCA). Selected companies we have met include Reliance Industries, Mahindra & Mahindra, Axis Capital, Oil and Natural Gas Corporation (ONGC), Birla Group |
| | Others | Hong Kong: 2013 Indonesia: 2015 Taiwan: 2009 SE Asia: 2011 | Hong Kong meetings included SOEs (China Mobile), local energy (CLP) and aviation (HAECO) firms. Indonesia trip included a series of meetings with coal companies. In Southeast Asia, we visited Singapore, KL and Bangkok in the space of one week. |

Membership by region – **113 members from 20 markets**
Total assets under management – **more than US\$40 trillion**



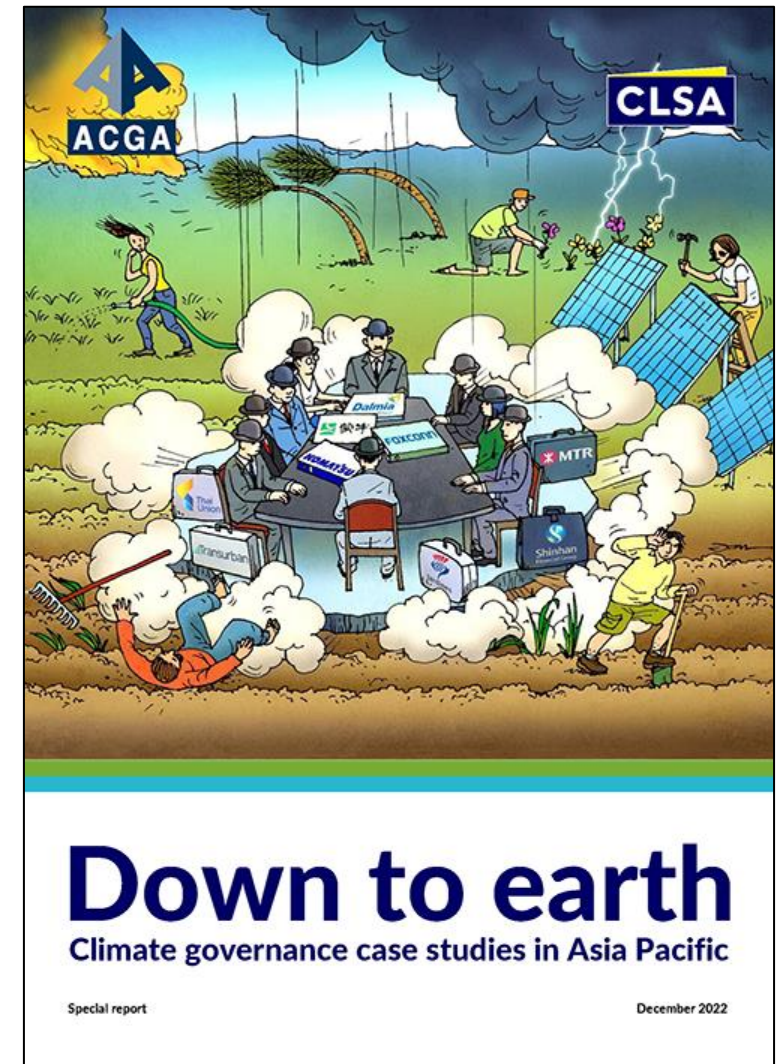
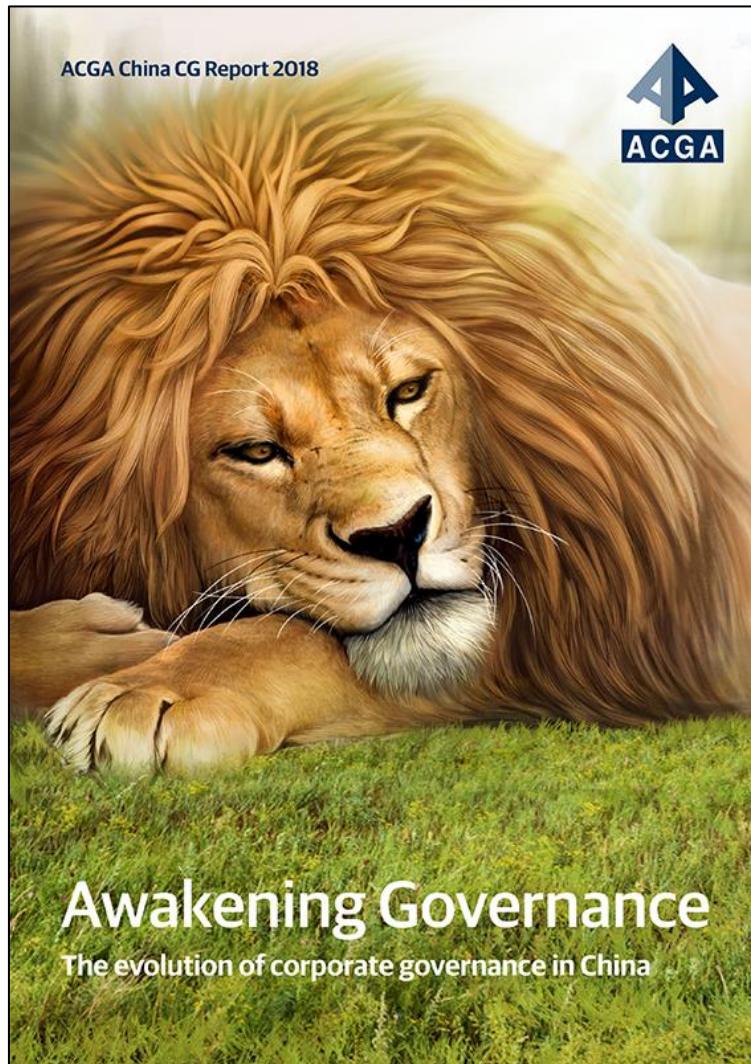
ACGA Member Composition by Industry



ACGA Members Value Our Services



Recent research reports



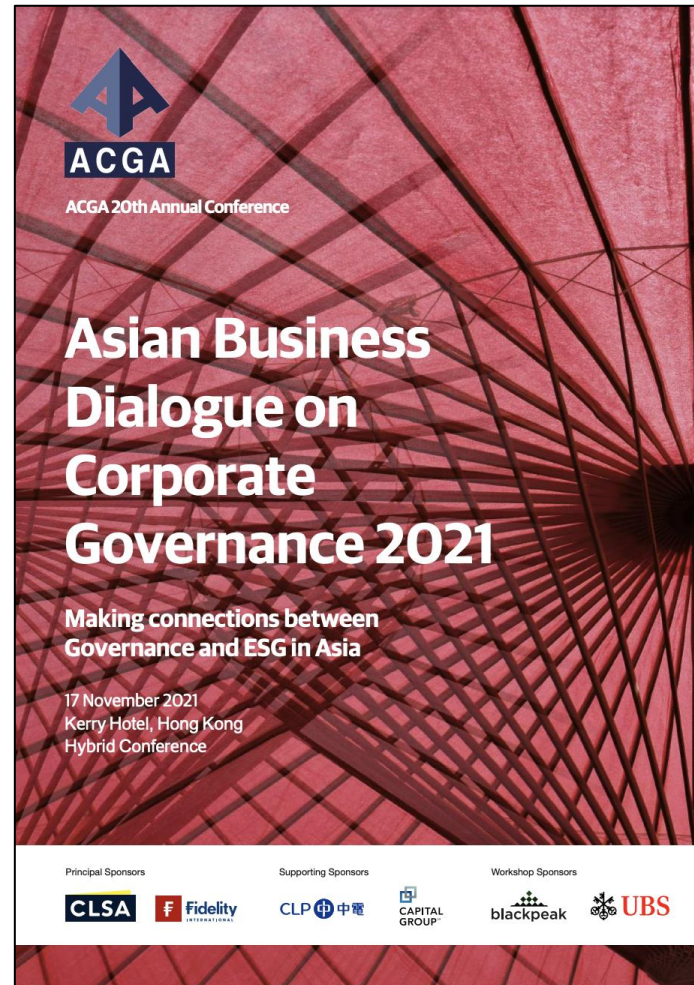
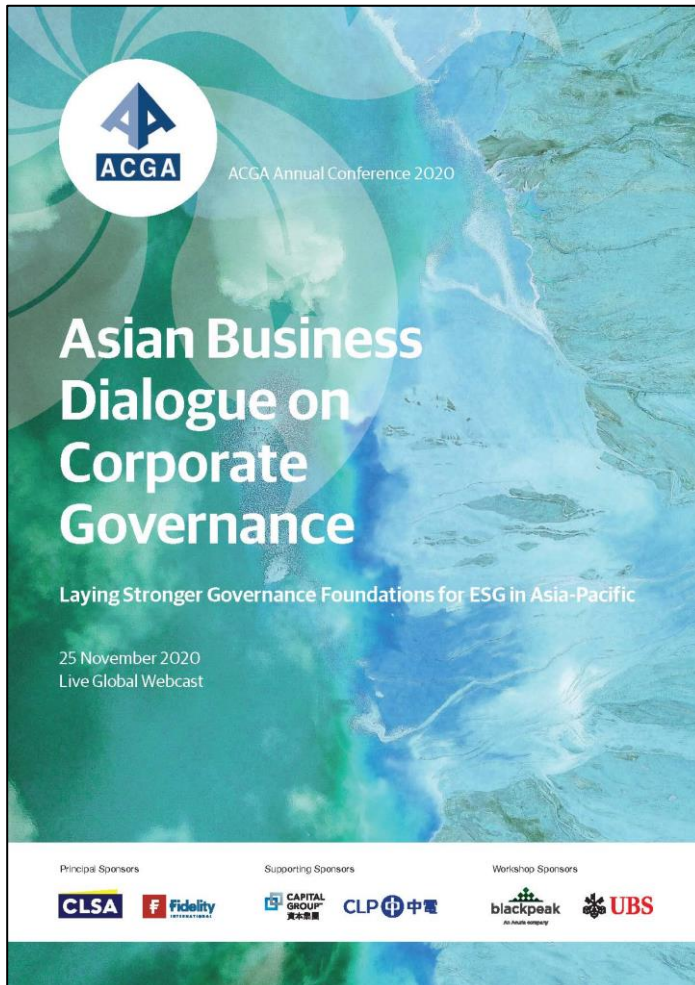
Recent ACGA advocacy submissions

2022

- **Hong Kong Exchanges and Clearing** on listing regime for specialist technology companies
- **Japan Financial Services Agency** on disclosure of corporate details pertaining to sustainability and corporate governance
- **Singapore Exchange** on board renewal and remuneration disclosures
- **Open Letter** on gender diversity in Japan's Tokyo Stock Exchange (TSE) Prime market
- **International Sustainability Standards Board (ISSB)** on IFRS Exposure Drafts S1 and S2
- **Taiwan Securities and Futures Bureau** on the proxy solicitation regulations
- **Bursa Malaysia** on proposed changes to the sustainability disclosure regulations
- **Taiwan Securities and Futures Bureau** on planned changes to the new substantial shareholder threshold which is set to be lowered from 10% to 5%
- **Taiwan Securities and Futures Bureau** on proposed rule changes in respect of asset acquisitions and disposals, most notably those covering related-party transactions (RPT)
- **Hong Kong Exchanges and Clearing** on the listing rules relating to share schemes of listed issuers
- **Ministry of Finance Japan** on the Foreign Exchange and Foreign Trade Act

➤ *For all ACGA advocacy submissions, white papers, and presentations since 2004, go to our website [Advocacy](#) page.*

Recent ACGA conferences



➤ For the programmes of all ACGA conferences since 2001, go to our website [Conference](#) page.

ACGA – Governing Council



- Chair:** **Steven Watson:** Partner, Capital International Investors, Hong Kong
- Vice Chair:** **Ka Shi Lau:** Senior Advisor, BCT Group, Hong Kong
- Council members:**
- Pru Bennett:** Partner, Brunswick Group, Sydney
 - Stephen Fuller:** Head of Int'l Government Affairs, The Travelers Companies, Washington
 - Ronnie Lim:** Senior Engagement Specialist, Robeco, Asia-Pacific, Hong Kong
 - Elizabeth Sun:** Former Senior Director of Corporate Communications, TSMC, California
 - May Tan:** Independent Director, CLP Holdings, Hong Kong
 - Hiroaki Toya:** CEO/CIO, Solaris Management, Inc., Tokyo
 - Jeffrey Williams:** Director, UBS SDIC Fund Management, Shanghai
 - Yuelin Yang:** Deputy Group Managing Director, IMC Industrial Group, Singapore
- *For biographies of each Council member, go to our website [Council](#) page.*
- *For our Articles of Association, Council nomination guidelines, Council committee structure, and a full set of AGM materials and audited accounts since our formation, see the [Governance](#) pages.*

ACGA Secretariat



Secretary General:
Chief Operating Officer:

Jamie Allen*
Irina Medukha*

Research / advocacy staff (alphabetical)

Specialist Advisor:
Research Editor:
Specialist Advisor, India:
Research Associate, Japan:
Specialist Advisor, Southeast Asia:
Specialist Advisor, China:
Research Manager, China & Korea:
Head of Research
Research Director, Taiwan & Malaysia:
Research Manager, Market Analytics (Thailand)

Melissa Brown
Lucy Colback
Sharmila Gopinath
Sumika Hashimoto
Chris Leahy
Nana Li
Stephanie Lin*
Jane Moir*
Neesha Wolf*
Vivian Yau*

Administration / events staff (alphabetical)

Executive PA:
Accountant:
Office & Events Manager:
Conference Manager:

Ida Chan*
Jovy Chan
Mikky Li*
Julia Mart

**Denotes full-time staff. For biographies of each Secretariat member, go to our website [Secretariat](#) page.*

Business Association Membership – Approval Process



1. Under ACGA's articles, our Council is required to approve each new membership application.
2. The criteria for business association membership are principles-based:
 - A clear commitment to the spirit of corporate governance.
 - Support for ACGA's objectives and principles.
 - Evidence of efforts made to support the development of higher standards of corporate governance in your market.

The ACGA Secretariat ascertains the answers to these questions through discussion with prospective members and independent due diligence. We report our findings to the Council's Membership Committee.

3. Following a review, the Membership Committee may wish to seek clarification of information provided by an applicant.
4. Membership approval will be given if the Council believes that an applicant meets the criteria for membership and will add value to the Association's member network. Approval will not be given if the Council believes otherwise or sees any potential conflict of interest.
5. The Council reserves the right to expel any member from the Association if it believes that the member no longer upholds the required standards of membership.

For more information contact:

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