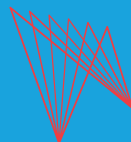
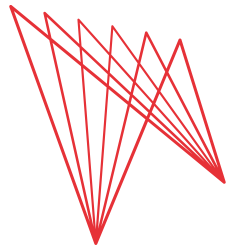


ASIA BUSINESS LEADERS ADVISORY COUNCIL

2021

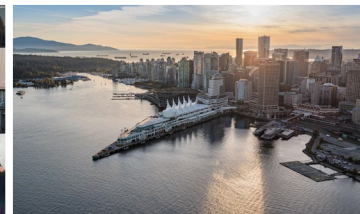
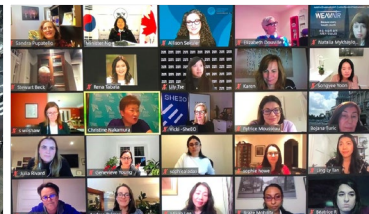


ASIA PACIFIC
FOUNDATION
OF CANADA

FONDATION
ASIE PACIFIQUE
DU CANADA

ASIA BUSINESS LEADERS ADVISORY COUNCIL

2021



APRIL 8-9, 2021 (*Asia*)

VIRTUAL

APRIL 7-8, 2021 (*Canada*)

SUPPORTERS

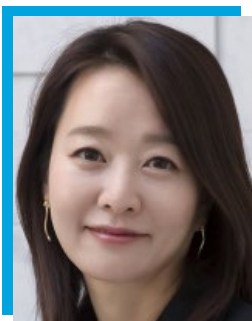


TABLE OF CONTENTS

<u>MESSAGES</u>	5
<u>MEETING GUIDELINES</u>	12
<u>PROGRAM</u>	15
<u>BACKGROUNDERS</u>	23
1. <u>Integrating Southeast Asia's digital sector</u>	25
2. <u>Contributing to Northeast Asia's decarbonization efforts</u>	37
3. <u>Unlocking India's significant trade and investment opportunities</u>	48
<u>BIOGRAPHIES</u>	60
<u>ABOUT THE ASIA PACIFIC FOUNDATION OF CANADA</u>	100



ABLAC 2021
MESSAGES



MESSAGE FROM

SONGYEE YOON

*Chair, Asia Business Leaders Advisory Council
CEO, NCSOFT West*

Dear ABLAC Members,

I am delighted to welcome you to the 5th meeting of the Asia Business Leaders Advisory Council, the first to take place in a virtual setting. This year's meeting is perhaps the most critical meeting of the Council to date, as we gather to discuss the strengthening of Canada-Asia engagement after the impacts of the COVID-19 pandemic.

Asia remains the world's fastest-growing region and the new economic centre of gravity. Pre-pandemic estimates predicted that by the end of this decade, Asia would account for 52 per cent of global consumption and provide a home to 66 per cent of the world's middle class. Looking at these growth projections, and with a new appreciation for the potential for significant shocks to the economic status quo, it is clear that there is an urgent need for Canada to simultaneously diversify and solidify its presence in Asia.

Canada is a geographically and socially diverse economy rich in talent, innovation, and emergent technologies and is committed to the principles of free trade and international collaboration. With a growing architecture of multilateral trade agreements like the CPTPP, CETA, and the USMCA, Canada is also a springboard to economies on three continents – Europe, the Americas, and Asia.

As the Government of Canada continues to prioritize a long-term and participatory Asia strategy and strengthen its trade diversification mandate in the region, ABLAC has become an increasingly important platform for frank and open dialogue on enhancing two-way engagement through trade, investment, and collaborative action on global issues. This is especially true in a post-COVID world.

Our work to date has focused on building Canada's brand in Asia, connecting innovation ecosystems, deepening Canada-Asia networks, encouraging strong trade agreements, and bolstering our skilled talent pools. This year, ABLAC will focus on specific opportunities for Canada to diversify engagement through collaboration on digitalization with Southeast Asia, the environment with East Asia, and trade and investment with South Asia.

I welcome you to ABLAC 2021 and encourage you to share your ideas and insights. Together, we can chart a pathway to broad diversification for Canada in Asia that will drive success for many years to come.

Best regards,

Songyee Yoon

*Chair, Asia Business Leaders Advisory Council
CEO, NCSOFT West*



MESSAGE FROM
STEWART BECK

*President and CEO,
Asia Pacific Foundation of Canada*

On behalf of the Asia Pacific Foundation of Canada and our Board of Directors, I am delighted to welcome you to the 5th Asia Business Leaders Advisory Council meeting. It goes without saying that

this meeting will be different from previous sessions for a number of reasons. But while different, our objectives are just as – if not more – important as ever before.

The events of 2020, which began to unfold just as we were set to meet in Tokyo, serve as a stark reminder of how interconnected the world has become. I hope that you, your families, and your business networks have all fared well during this unprecedented time.

As we begin now to look at the world post-COVID-19, there is much to discuss. This year, we have decided to divide our main conversations into three regional, thematic sessions: Southeast Asia – digitalization; Northeast Asia – the environment; and, South Asia – trade and investment opportunities. While I would encourage you to participate in all of these sessions, you are welcome to join whichever session you feel is of greatest relevance and value.

Thank you to our ABLAC Chair Songyee Yoon and Vice-Chair Goldy Hyder for your leadership and vision in defining our program for 2021. Thanks, too, to our ABLAC 2021 supporters: Air Canada, Business Council of Canada, Caisse de dépôt et placement du Québec, CPP Investments, Export Development Canada, Invest in Canada, and Sun Life Financial, for your support and patience as we navigated the postponement of our 2020 meeting. We are truly grateful for your engagement, which has been instrumental in allowing ABLAC 2021 to move forward.

To each and every one of our valued ABLAC members. I am so pleased that you are all able to join us here in this online space. I know that virtual events and conferences offer a unique experience, without many of the benefits we gain from meeting in person. Your commitment and flexibility are very much appreciated. I encourage you to review our agenda and program as we prepare to convene from our respective locations and time zones over the next two days.

I look forward to an insightful and productive meeting. I have no doubt that the recommendations of this esteemed Council will be timely and transformative for Canada-Asia business engagement at this critical time.

Best regards,

A handwritten signature in black ink, appearing to read 'Stewart Beck'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Stewart Beck

President and CEO,
Asia Pacific Foundation of Canada



March 18, 2021



On behalf of the Government of Canada and Prime Minister Justin Trudeau, I want to extend my warmest welcome to all the business leaders attending the fifth meeting of the Asia Business Leaders Advisory Council (ABLAC).

The past year has seen numerous challenges, but our government's commitment to strengthening Canada's economic relationships in Asia remains consistent.

As Canada's Minister of Small Business, Export Promotion and International Trade, my priority is to support Canada's small businesses to grow, expand, and access more customers in the global marketplace, including the dynamic Indo-Pacific region.

While we continue to address the challenges posed by the COVID-19 pandemic and explore all avenues for businesses to recover, Canada is committed to an inclusive and sustainable recovery by diversifying international trade. I am pleased that ABLAC has been providing great support and guidance for Canadian and Asia-Pacific businesses to move toward that direction.

Your vision and leadership are vital to the economic ties that connect Canada and the Indo-Pacific region. I look forward to continuing to work with you as we grow the businesses, markets and relationships that will advance our mutual prosperity in the years ahead.

As you gather virtually this week from your multiple locations around the world, I encourage you to embrace the opportunity to engage in an open dialogue with your fellow advisory council members. It is through this exchange of ideas that we can lay the groundwork to achieve a dynamic global economy.

Congratulations to everyone participating in this exciting session. I look forward to seeing the recommendations generated from your virtual conversations. Please accept my best wishes for a productive meeting.

Sincerely,

The Honourable Mary Ng, P.C., M.P.



MESSAGE FROM

MARC GARNEAU

The Honourable Marc Garneau, MP, Minister of Foreign Affairs

It is with great pleasure that I welcome you all to the 5th session of the Asia Business Leaders Advisory Council.

The pandemic has had devastating impacts on our society. Our government's actions are centred on fighting the pandemic and building back better. In order to truly achieve sustainable growth in both the short and long term, we all need to work together.

As Canada's Minister of Foreign Affairs, I am committed to principled international engagement that prioritizes innovative partnerships and multilateralism, particularly in the fast growing economies of the Asia Pacific region. Through these, we aim to support rules-based trade, keep supply chains open, and give Canadian businesses the opportunities they need to grow internationally.

While recognizing the Council members' importance when it comes to promoting business development in each of your expert areas, I also appreciate the Council's collective efforts to strengthen Canada's engagement with the region, especially as we recover from COVID. We appreciate that you share your knowledge of Asia to help Canada better understand the economies, the population and the opportunities.

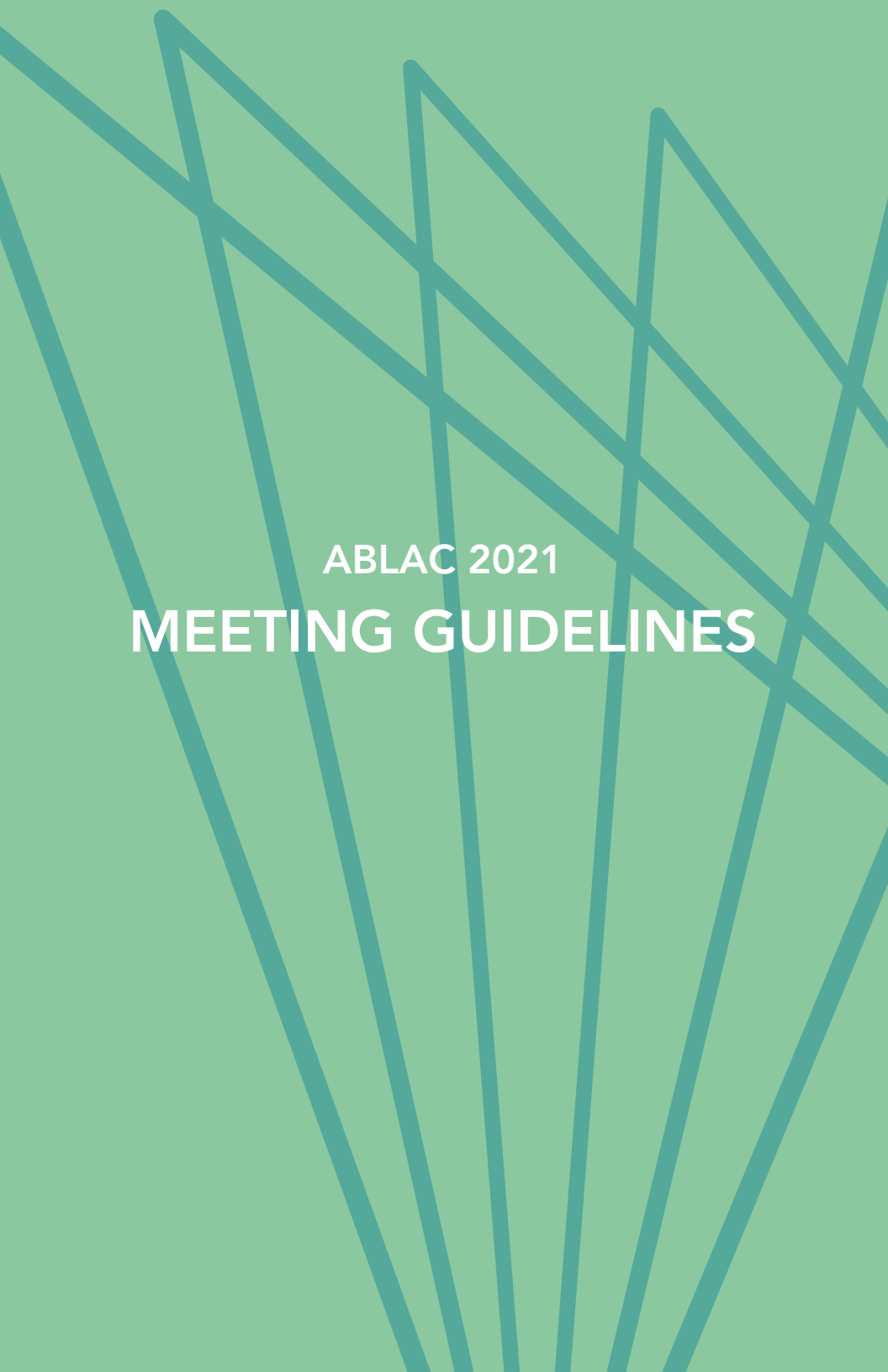
I hope you bring back your experience with Canada and share with your network to help promote what Canada has to offer.

Congratulations to all the leaders participating in these timely and inspiring discussions. Please accept my best wishes for a successful conference.

Sincerely,

The Honourable Marc Garneau, M.P.

Minister of Foreign Affairs



ABLAC 2021
MEETING GUIDELINES

VIRTUAL MEETING HOUSEKEEPING & BEST PRACTICES



Make sure your device is connected to a strong and stable internet connection – via cable if possible.



Minimize the number of programs and tabs open on your device.



Place your device at eye level, as opposed to looking down at it; a stand or stack of books can be used to elevate your device.



Ensure your primary light source is in front of you, or no more than 45 degrees from the camera you are looking at; tip: think of a clock – if the camera is at 12 o'clock, the light source should be between 10 o'clock and 2 o'clock.



We recommend switching to 'Speaker View' during large group meetings (option to switch view can be found in top right corner of the platform).



Be ready to have your camera and microphone turned on.



Active participation in the meeting is encouraged, however, please mute your microphone unless you are speaking. Directions on how to best engage will be shared at the start of each session.



APF Canada will be taking screenshots of the meeting throughout the program for use in the meeting summary report. We may share select images on social media. A group photo will be taken during the ABLAC Governance Session, and at each panel.

TECH SUPPORT

For tech support please contact events@asiapacific.ca.

MEETING PROTOCOL

All sessions of ABLAC 2021 will be conducted under Chatham House Rule. APF Canada will compile a meeting report, but all comments and perspectives will remain anonymous.

Social media participants are free to comment on concepts and ideas shared at the meeting but are asked not to identify – directly or indirectly – individual speakers and other participants.

The meeting will be recorded for internal use only. Recordings will not be used after the report is finalized, unless with permission.



ABLAC 2021
PROGRAM

BROAD DIVERSIFICATION:

Strengthening Canada-Asia Engagement After COVID-19

DATE & TIME	DESCRIPTION
	Opening Plenary Session
April 7, 2021 5:00pm PDT 8:00pm EDT	ABLAC 2021 Welcome Remarks <ul style="list-style-type: none"> Stewart Beck, ABLAC Member and President & CEO, Asia Pacific Foundation of Canada
April 8, 2021 8:00am CST (China)	
(1-hour session)	
5:05pm PDT	Opening Remarks and Introduction <ul style="list-style-type: none"> Dr. Songyee Yoon, ABLAC 2021 Chair and CEO, NCSOFT West
5:15pm PDT	Canadian Ministers' Remarks <ul style="list-style-type: none"> The Honourable Mary Ng, Minister of Small Business, Export Promotion and International Trade, Canada (video remarks) The Honourable Seamus O'Regan, Minister of Natural Resources, Canada (TBC)
5:35pm PDT	APF Canada Presentation: Setting the Stage for the Regional Sessions <ul style="list-style-type: none"> Dr. Jeffrey Reeves, Vice-President, Research, Asia Pacific Foundation of Canada
5:50pm PDT	Closing Remarks & Transition to Regional Sessions <ul style="list-style-type: none"> Stewart Beck, ABLAC Member and President & CEO, Asia Pacific Foundation of Canada
Opening Plenary Session ends at 6:00pm PDT	

Session 1: Regional Discussion – Integrating Southeast Asia's Digital Sector

April 7, 2021
6:00pm PDT
9:00pm EDT

April 8, 2021
9:00am CST
(China)

(This 1-hour session is concurrent with Session 2: please participate in either Session 1 or 2)

How can Canada ride Southeast Asia's digital wave?

Description:

Southeast Asia has been undergoing a rapid digital transformation, driven by rising consumer classes with increased disposable income, a strong startup sector, low-cost and accessible devices, and young and tech-savvy citizens who have embraced social media, e-commerce, and a variety of other online platforms. The pandemic has accelerated digital adoption in Southeast Asia, with its internet economy projected to remain on track to cross the threshold of US\$300 billion in gross merchandise value by 2025.

Home to tech unicorns such as Grab, Traveloka, and Gojek, the region has demonstrated not only its potential, but also its capacity as an innovator. The resilience of its digital sector shown through this pandemic suggests that Southeast Asia will remain a key player in this space, and presents enormous potential for Canadian businesses and entrepreneurs. However, the broader Southeast Asian region is "new" to many Canadians. How can Canada carve a space in Southeast Asia's incredibly diverse and competitive digital market?

Moderator:

- Dean Connor**, ABLAC Member and CEO, Sun Life Financial

Panellists:

- Hafimi Abdul Haadi**, ABLAC Member and Executive Director, LVK Group of Companies
- Sue Paish**, ABLAC Member and CEO, Digital Technology Supercluster
- Chin Hwee Tan**, ABLAC Member and CEO, Asia-Pacific, Trafigura

Suggested Discussion Questions:

- What are some of the opportunities and challenges for Canadian entrepreneurs?
- What should an effective Canadian strategy in the region look like, considering the diversity and competitiveness of the region?
- What actions can be taken to particularly enable women entrepreneurs?
- How can Canada leverage connections in markets, such as Japan and South Korea, to help Canadian businesses succeed in Southeast Asia's digital economy?
- What are some specific action items for Canada (policy-makers and business) in the next year?
- What are the barriers to entry?
- What strengths can Canada build on?

	Session 2: Regional Discussion – Northeast Asia: Environment
<p>April 7, 2021 6:00pm PDT 9:00pm EDT</p> <p>April 8, 2021 9:00am CST (China)</p> <p>(This 1-hour session is concurrent with Session 1: please participate in either Session 2 or 1)</p>	<p>Carbon neutrality commitments in Northeast Asia: Where are the opportunities for Canada?</p> <p>Description: There has been a recent surge of carbon neutrality pledges around the world, especially in Northeast Asia. China, Japan, and South Korea all recently made ambitious pledges to slash carbon emissions to zero before 2060. They also released aggressive plans and strategies to help them achieve those goals.</p> <p>While climate diplomacy and actions to reduce emissions following the Paris Agreement are not seen as being aggressive enough to limit global warming, Northeast Asia's commitments have been welcomed and may revive global efforts to tackle climate change. This could lead to a re-engineering of the global economy inclusive of eliminating global greenhouse gas emissions, presenting an opportunity for Canada to leverage its strengths and take a leadership role.</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Susannah Pierce, ABLAC Member and President & Country Chair, Shell Canada <p>Panellists:</p> <ul style="list-style-type: none"> • Tim Gitzel, ABLAC Member and President & CEO, Cameco Corporation • Michael ByungJu Kim, ABLAC Member and Founder & Partner, MBK Partners • Kenny Lam, ABLAC Member and CEO, Two Sigma Asia Pacific • Mark Wiseman, ABLAC Member and Global Investment Manager <p>Potential Discussion Questions:</p> <ul style="list-style-type: none"> • How significant are the region's net-zero emission pledges and how might they impact Canada's own climate policies and commitments? • How can Canada leverage its strengths to help and collaborate with Northeast Asian countries to reach their climate goals? • What are the commercial opportunities for Canada in Northeast Asia's ambitious net-zero greenhouse gas emissions schemes? • Can Canada become a global leader in green technologies that will help reduce emissions? • What specific opportunities are there for Canada under the Korean New Deal? • What actions can be taken to particularly enable women entrepreneurs? • How will this change the way we do business?

	Session 3: Regional Discussion – South Asia/India: Trade & Investment Opportunities
<p>April 8, 2021 6:00am PDT 9:00am EDT</p> <p>6:30pm IST (India)</p> <p>9:00pm CST (China)</p> <p>(1-hour session)</p>	<p>Has the time come for stronger Canada-India trade and investment relations?</p> <p>Description: India is a huge untapped market for Canadian businesses and entrepreneurs. It is poised to become the world's most populous country within the coming decade. And despite experiencing some challenges dealing with the COVID-19 pandemic, the country is expected to bounce back to 8.8 per cent GDP growth in 2021.</p> <p>While India is a priority market for Canada, the country also presents challenges. Although Canada and India have a longstanding bilateral relationship, India remains Canada's 10th largest overall trade partner. India has been a challenging market for Canadian businesses and entrepreneurs, but significant improvements are being made in terms of accessibility. Has the time come for stronger Canada-India trade and investment relations?</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Mairead Lavery, ABLAC Member and President and CEO, Export Development Canada <p>Panellists:</p> <ul style="list-style-type: none"> • Hari Bhartia, ABLAC Member and Founder and Co-Chairman, Jubilant Bhartia Group • Suyi Kim, Senior Managing Director & Head of Asia Pacific, Canadian Pension Plan Investments • Ian McKay, CEO, Invest in Canada • N Ganapathy (NG) Subramaniam, ABLAC Member and COO & Executive Director, Tata Consultancy Services <p>Potential Discussion Questions:</p> <ul style="list-style-type: none"> • India is increasingly connected to global supply chains. What challenges and opportunities does this present for Canada? • How does the current U.S.-China conflict alter Canada's approach to India? • Should Canada prioritize an FTA with India? What can we do outside of an FTA? • Do Canada and India need a reset on trade negotiations/ CEPA? • Is India a suitable market for first-time exporters? • Is Canada succeeding in the Indian market? What priorities/ reconsiderations should be made?

	<ul style="list-style-type: none"> How well is Canada doing in the Indian market (market share, networks)? What resources are available specifically for the Indian market? What can be done at a sub-national level to drive more region-to-region trade and investment?
	ABLAC Governance Session (ABLAC Members Only)
<p>April 8, 2021 5:00pm PDT 8:00pm EDT</p> <p>April 9, 2021 8:00am CST (China)</p> <p>(30-minute session)</p>	<p>Moderated by:</p> <ul style="list-style-type: none"> Dr. Songyee Yoon, ABLAC 2021 Chair and CEO, NCSOFT West
	Closing Plenary Session
<p>April 8, 2021 5:30pm PDT 8:30pm EDT</p> <p>April 9, 2021 8:30am CST (China)</p> <p>(1-hour 10-min session)</p>	<p>ABLAC 2021 Closing Introduction:</p> <ul style="list-style-type: none"> Stewart Beck, ABLAC Member and President & CEO, Asia Pacific Foundation of Canada
5:35pm PDT	Remarks by The Honourable Marc Garneau, Minister of Foreign Affairs Canada (video remarks)
5:40pm PDT	<p>Keynote Presentation</p> <ul style="list-style-type: none"> Mark Carney, Vice Chair and Head of ESG and Impact Fund Investing, Brookfield Asset Management; Former Governor of the Bank of England; and, Former Governor of the Bank of Canada

5:50pm PDT	<p>Fireside Chat: Mark Carney & Ambassador Dominic Barton</p> <ul style="list-style-type: none"> Mark Carney, Vice Chair and Head of ESG and Impact Fund Investing, Brookfield Asset Management; Former Governor of the Bank of England; and, Former Governor of the Bank of Canada Ambassador Dominic Barton, ABLAC Honorary Chair & Ambassador of Canada to China <p>This keynote presentation and fireside chat will provide an overview and insights on the state of the global economy – with a particular focus on Asia – following the COVID-19 pandemic and the beginning of the Biden administration. What are the implications, challenges and opportunities for Canada?</p>
6:10pm PDT	<p>Summary of Regional Discussions and Key Recommendations</p> <p>Moderated by:</p> <ul style="list-style-type: none"> Goldy Hyder, ABLAC 2021 Vice-Chair and President & CEO, Business Council of Canada <p>Speakers:</p> <ul style="list-style-type: none"> Session 1: Dean Connor, ABLAC Member and CEO, Sun Life Financial Session 2: Susannah Pierce, ABLAC Member and President & Country Chair, Shell Canada Session 3: Mairead Lavery, ABLAC Member and President and CEO, Export Development Canada <p>The moderators from each regional session will present highlights and key recommendations.</p>
6:35pm PDT	<p>Thank You and Final Remarks</p> <ul style="list-style-type: none"> Dr. Songyee Yoon, ABLAC 2021 Chair and CEO, NCSOFT West

TIME ZONE CONVERTER – ABLAC SESSION START TIMES

If you are joining from a time zone not listed below, please use a [time zone converter](#) to identify the start time in your area.

	PDT	CST	EDT	ADT	IST	ICT/ WIB	CST	KST/ JST
	Vancouver/ San Francisco	Saskatoon	Toronto/ Ottawa/ New York	Halifax	Delhi	Ha Noi/ Jakarta/	Beijing/ Brunei/ Hong Kong/ Kuala Lumpur/ Manila/ Singapore/	Seoul/ Tokyo
	April 7, 2021 in the evening (p.m.)				April 8, 2021 in the morning (a.m.)			
Opening Plenary (1-hour)	5:00 P.M.	6:00 P.M.	8:00 P.M.	9:00 P.M.	5:30 A.M.	7:00 A.M.	8:00 A.M.	9:00 A.M.
Regional Sessions 1 & 2 (1-hour)	6:00 P.M.	7:00 P.M.	9:00 P.M.	10:00 P.M.	6:30 A.M.	8:00 A.M.	9:00 A.M.	10:00 A.M.
	April 8, 2021 in the morning (a.m.)				April 8, 2021 in the evening (p.m.)			
Regional Session 3 (1-hour)	6:00 A.M.	7:00 A.M.	9:00 A.M.	10:00 A.M.	6:30 P.M.	8:00 P.M.	9:00 P.M.	10:00 P.M.
	April 8, 2021 in the evening (p.m.)				April 9, 2021 in the morning (a.m.)			
ABLAC Governance Session (members only) (30-mins)	5:00 P.M.	6:00 P.M.	8:00 P.M.	9:00 P.M.	5:30 A.M.	7:00 A.M.	8:00 A.M.	9:00 A.M.
Closing Plenary (1-hr 10-mins)	5:30 P.M.	6:30 P.M.	8:30 P.M.	9:30 P.M.	6:00 A.M.	7:30 A.M.	8:30 A.M.	9:30 A.M.

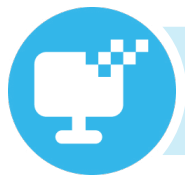


**ABLAC 2021
SESSION
BACKGROUNDERS**

OVERVIEW

In every conceivable way – GDP, consumption, demographics, geostrategic influence – the world’s centre of gravity is shifting towards Asia. By 2040, Asia will account for 50% of global GDP, 40% of the world’s consumption, and 57% of the global population.

Not only is Asia leading in the consumption and production flows of today, it is also determining the consumption patterns, the innovation landscape, and the capital flows of tomorrow. Especially in light of the current pandemic and the recent geopolitical tensions between the U.S. and China, new opportunities for commercial and diplomatic engagement with various countries in the region have expanded for Canada, especially by:



INTEGRATING SOUTHEAST ASIA’S DIGITAL SECTOR

CONTRIBUTING TO NORTHEAST ASIA’S DECARBONIZATION EFFORTS



UNLOCKING INDIA’S SIGNIFICANT TRADE AND INVESTMENT OPPORTUNITIES

SESSION 1

INTEGRATING SOUTHEAST ASIA’S DIGITAL SECTOR



How can Canada ride Southeast Asia’s digital wave?

Southeast Asia has been undergoing a rapid digital transformation driven by rising consumer classes with increased disposable income, a strong startup sector, low-cost and accessible devices, and young and tech-savvy citizens who have embraced social media, e-commerce, and a variety of other online platforms.

The pandemic has accelerated digital adoption in Southeast Asia, with its internet economy projected to remain on track to cross the threshold of US\$300 billion in gross merchandise value by 2025. Home to tech unicorns such as Grab, Traveloka, and Gojek, the region has demonstrated not only its potential, but also its capacity as an innovator. The resilience of its digital sector shown through this pandemic suggests that Southeast Asia will remain a key player in this space, and presents enormous potential for Canadian businesses and entrepreneurs. However, the broader Southeast Asian region is “new” to many Canadians. How can Canada carve a space in Southeast Asia’s incredibly diverse and competitive digital market?

INTRODUCTION

Southeast Asia has been growing rapidly, and will play an important role in the global economy of tomorrow. The region's GDP as a whole is expected to grow by 5.7% by 2024. By 2050, Indonesia is projected to be the world's fourth-largest economy, and the Philippines (19th), Vietnam (20th), Malaysia (24th), and Thailand (25th) to be ranked within the top 25.

Digitalization has been a key driver of this growth. More than half of the region's population is under the age of 30 – a generation that is much more tech-savvy and active in the digital economy. Access to the internet has been expanding with the greater availability of affordable mobile devices and data plans. Between 2016 and 2020, the number of internet users grew from 260 million to 400 million, and now approximately 70% of the population is online. Digital economies of the regional leaders, Vietnam and Indonesia, continued to grow by double digits between 2019 and 2020 (16% and 11%, respectively).

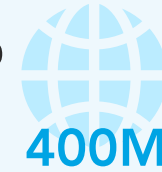
REGIONAL SNAPSHOT

Internet users

2016



2020



70%

Growth in size of digital economy 2019 - 2020



Indonesia: **US\$40B** - **US\$44B** ▲ \$4B



Vietnam: **US\$12B** - **US\$14B** ▲ \$2B

COVID-19 has slowed the growth of and severely damaged key industries such as transportation, tourism, and hospitality in Southeast Asia. However, the pandemic has also accelerated the adoption of new digital services in sectors such as food delivery, groceries, and education, offsetting the losses in other industries and further strengthening confidence in the digital economy.

As Canada seeks to deepen its partnerships within the region, it is crucial to better understand the centrality of digitalization in the agenda of Southeast Asian economies and engage proactively.

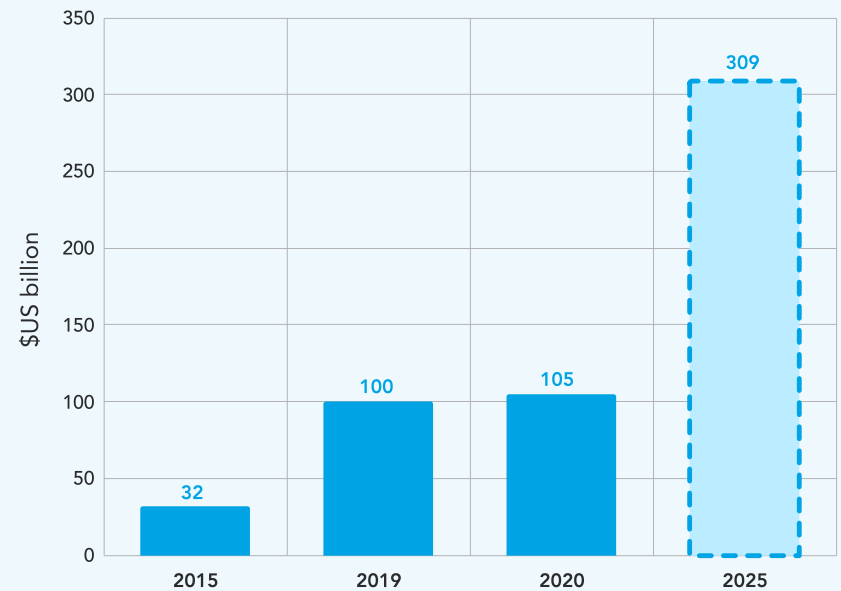
SESSION 1 - DISCUSSION QUESTIONS:

- What are some of the opportunities and challenges for Canadian entrepreneurs?
- What should an effective Canadian strategy in the region look like, considering the diversity and competitiveness of the region?
- What actions can be taken to particularly enable women entrepreneurs?
- How can Canada leverage connections in markets, such as Japan, and South Korea, to help them succeed in Southeast Asia's digital economy?
- What are some specific action items for Canada (policy-makers and business) in the next year?
- What are the barriers to entry?
- What strengths can Canada build on?

SESSION 1 - BACKGROUNDER:

Southeast Asia's digital economy exceeded US\$100 billion for the first time in 2020, and it is projected to grow to US\$309 billion by 2025. Transport, e-commerce, and financial technology (FinTech) are the main sectors driving the growth in Southeast Asia's digital economy.

Rapid Digitalization of Southeast Asian Markets

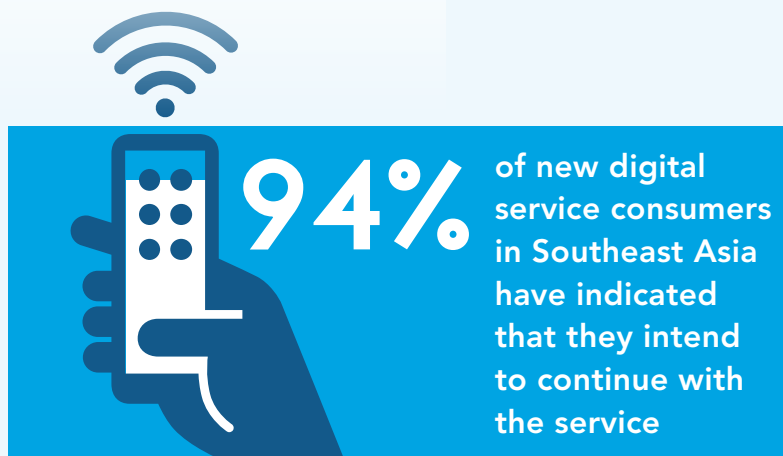


There are 12 unicorns (startups valued at US\$1 billion or more) based in Southeast Asia across different sectors, which underscores the dynamism of the digital sector in the region.



The pandemic has accelerated digitalization in Southeast Asia, especially in e-commerce, food delivery, and digital content. A quarter of young entrepreneurs in the region surveyed by the World Economic Forum responded that they went online for the first time as a result of COVID-19. During the pandemic Gojek and Grab shifted focus from ride-hailing to food and grocery delivery to end with an even stronger performance in 2020. Indonesia's e-commerce marketplace for mom-and-pop kiosks, or Bukalapak, saw a 130% surge in transactions in 2020, serving 13.5 million SMEs and over 100 million customers.

Even before the pandemic, Southeast Asia's digital economy was expected to drive growth in the region. Now, COVID-19 has further solidified this prospect, accelerating digitalization and attracting new customers to services such as grocery delivery, e-commerce and streaming.



CASE STUDY

THE CLASH (OR MERGER) OF THE 'SUPER-APPS' – GOJEK AND GRAB

The fierce rivalry between Gojek (Indonesia) and Grab (Singapore) is the clash to watch in the Southeast Asian tech sector. Offering a multitude of services ranging from ride-hailing to mobile payments, Gojek and Grab, valued at US\$10.5 billion and US\$14 billion, respectively, have been competing fiercely on all fronts in Southeast Asia.

Surprisingly, it was reported in December 2020 that Gojek and Grab had been engaged in merger talks for nearly a year, with investors hoping to stop the cash burn caused by the rivalry. However, the firms reached an impasse during talks over disagreements about the structure and the management of the Indonesian market. The merger also faced regulatory concerns in Indonesia.

In January 2021, Gojek announced that it was in talks with fellow Indonesian startup Tokopedia, signalling the death of a Gojek-Grab merger. The new merger, valued at US\$18 billion, poses a substantial threat to Grab's expansion efforts in the region, particularly in Indonesia. In response, Grab announced its plans for an initial public offering (IPO) in 2021 in the United States, which could raise at least US\$2 billion and suggests a continuation of the rivalry for the foreseeable future.

STRONG GOVERNMENT SUPPORT FOR DIGITALIZATION

The success of Southeast Asia’s digital economy has been accompanied by strong government support. While the level of economic development and state capacity vary significantly within the region, Southeast Asian governments all regard digitalization as a vital tool for promoting social and economic development and meeting their policy objectives.

These governments have each laid out national strategies that seek to accelerate digitalization and address potential weaknesses such as lack of internet infrastructure or talent, highlighting their commitment to digitalization.

National Strategies for Digitalization in Southeast Asia

Country	Policy Initiative
 Singapore	Smart Nation
 Indonesia	Making Indonesia 4.0
 Malaysia	Shared Prosperity Vision
 Vietnam	National Industry 4.0 Strategy
 Thailand	Thailand 4.0



CASE STUDY

THE PHILIPPINES’ QBO INNOVATION HUB

The QBO Innovation Hub is a tech startup incubator that aims to promote the growth of the Philippines’ tech sector. In 2018, QBO partnered with JP Morgan’s Incubation Program and the Filipino Department of Trade and Industry to launch its first event. Through the hub, Philippine tech startups are given the opportunity to meet potential investors, win funding, and gain access to other benefits like mentorships. Every year since, QBO has hosted different programs to encourage national tech startup growth.

Most recently, QBO partnered with Youth Business International’s Rapid Response Recovery Program (funded by Google) to organize the 2020 ‘RESQUE: Startups vs. COVID-19.’ It is a pitch competition to help founders earn prize money to keep their companies operational during COVID-19. Ten startups won C\$2,600 (100,000 PHP) each and two months of mentorship. Standing out among the winners were ‘See You Doc,’ a telehealth app that allows Filipinos to find doctors and book appointments remotely, and ‘Zagana,’ an online fresh produce marketplace that directly connects consumers to local farmers.



OPPORTUNITIES FOR CANADA

Southeast Asia's rapid digital transformation presents commercial opportunities for Canadian entrepreneurs, including access to large e-commerce platforms such as Lazada, Traveloka, and Bukalapak.

Other opportunities abound. For example, the region lacks talent and training institutions, especially in cutting-edge fields such as artificial intelligence, which presents opportunities for Canada's post-secondary and research institutions. There are further opportunities for Canadian policy-makers and entrepreneurs to collaborate with their counterparts in Southeast Asia in developing effective digital policies ranging from cybersecurity to data governance. Southeast Asian governments play a pivotal role in the region's digital leapfrogging and securing public-private partnerships could be key to those hoping to tap into the market, making it all the more important to maintain policy engagement on the tech front.

SESSION 2:

CARBON NEUTRALITY COMMITMENTS IN NORTHEAST ASIA



Where are the opportunities for Canada?

There has been a recent surge of carbon neutrality pledges around the world, especially in Northeast Asia. China, Japan, and South Korea all recently made ambitious pledges to slash carbon emissions to zero before 2060. They also released aggressive plans and strategies to help them achieve those goals.

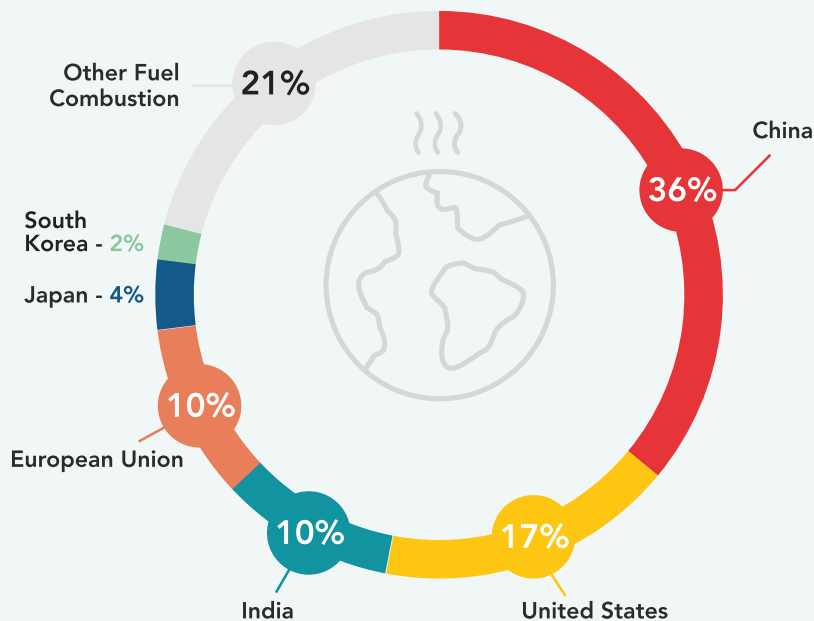
While climate diplomacy and actions to reduce emissions following the Paris Agreement are not seen as being aggressive enough to limit global warming, Northeast Asia's commitments have been welcomed and may revive global efforts to tackle climate change. This could lead to a re-engineering of the global economy inclusive of eliminating global greenhouse gas emissions, presenting an opportunity for Canada to leverage its strengths and take a leadership role.

INTRODUCTION

Carbon neutrality refers to achieving net-zero carbon dioxide emissions by balancing carbon dioxide emissions with carbon offsetting, or by simply eliminating carbon dioxide emissions altogether.

Together, China, Japan, and South Korea produce nearly one-third of all carbon emissions worldwide. China ranks 1st in carbon output, while Japan and South Korea are the 5th and 8th largest emitters, respectively. In emission per capita, however, South Korea ranks 6th, Japan 8th, and China 13th.

Global GHG Emissions



SESSION 2 DISCUSSION QUESTIONS

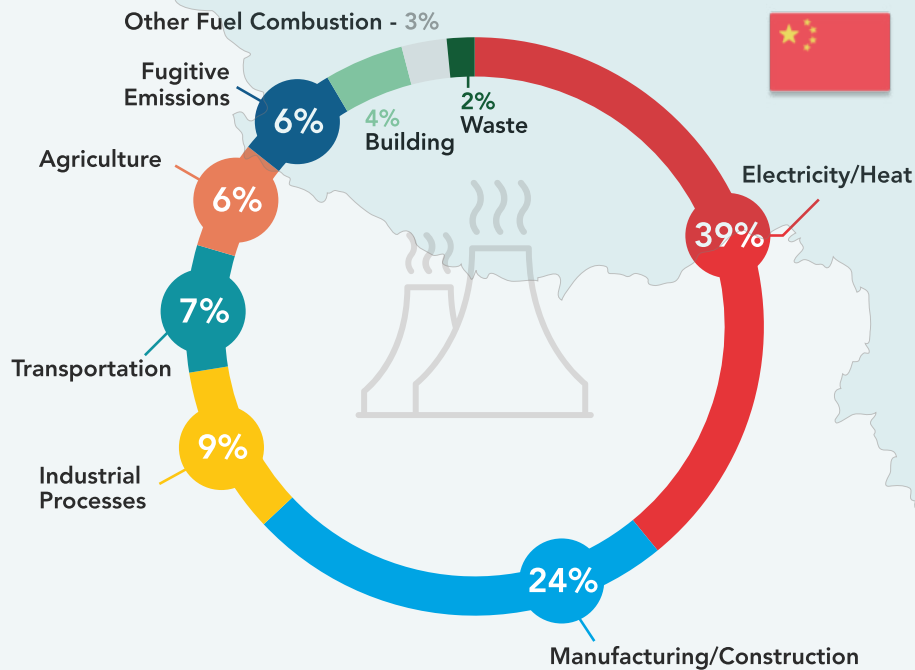
- How significant are the region's net-zero emission pledges and how might they impact Canada's own climate policies and commitments?
- How can Canada leverage its strengths to help and collaborate with Northeast Asian countries to reach their climate goals?
- What are the commercial opportunities for Canada in Northeast Asia's ambitious net-zero greenhouse gas emissions schemes?
- Can Canada become a global leader in green technologies that will help reduce emissions?
- What specific opportunities are there for Canada under the Korean New Deal?
- What actions can be taken to particularly enable women entrepreneurs?
- How will this change the way we do business?

SESSION 2 BACKGROUNDER

China

President Xi Jinping announced in September 2020 that China will peak emissions of greenhouse gases before 2030 and achieve carbon neutrality before 2060. China's current COVID-19 response and stimulus programs contains elements of a green recovery, showing an improved commitment compared to previous initiatives. But China still lacks official policies and national and provincial directions to set itself on a low-carbon trajectory and achieve carbon neutrality.

China GHG Emissions per Sector



Although China has yet to release a concrete plan detailing how it will meet its decarbonization pledges, it is expected that its 14th five-year plan (2021-2025), to be officially adopted at the National People's Congress in March, will include a section promoting green and sustainable development. This five-year plan will be critical to China's energy transition and global efforts to tackle climate change. We can expect:

- A cap on emissions
- New targets for fossil- and non-fossil fuel generation of electricity
- Investment in renewables
- Specific targets for provinces' green energy use

China's Carbon Trading Scheme

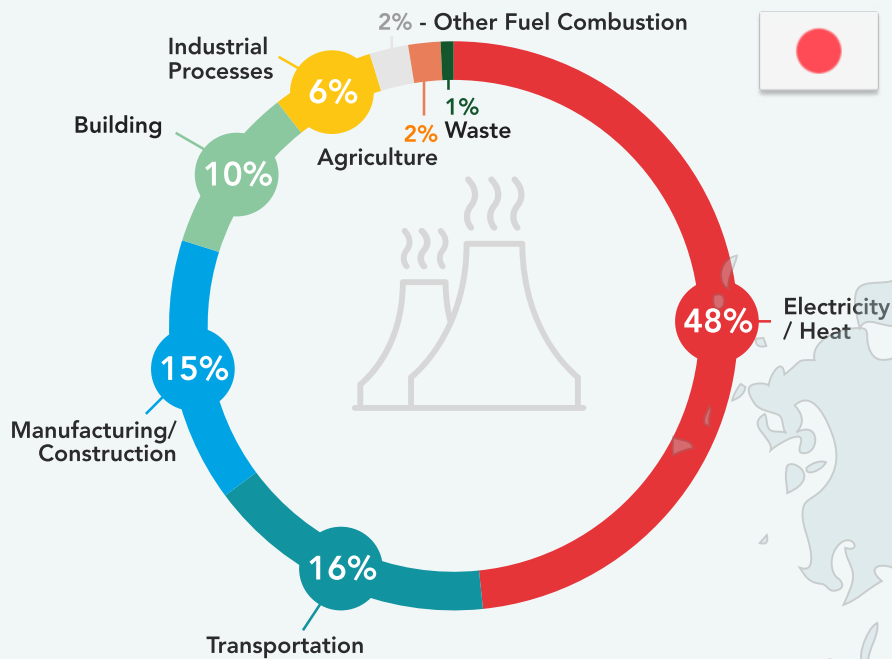
China launched the world's largest carbon-trading system on February 1, 2021, as part of its efforts to decarbonize its economy. It allows provincial governments to set pollution caps for big power companies, and lets polluting firms buy the right to pollute from other less polluting companies. The first implementing phase of the trading scheme will only cover the electricity sector, involving 2,200 power producers.



Japan

During his first policy address to Japan's parliament, Prime Minister Yoshihide Suga announced that Japan will reduce greenhouse gas emissions to net-zero by 2050 and emphasized that dealing with climate change should no longer be seen as a constraint on economic growth. In December 2020, the Japanese Ministry of Economy, Trade, and Industry released a new industrial policy, the Green Growth Strategy, to help meet its net-zero pledge.

Japan GHG Emissions per Sector



Japan's Green Growth Strategy: Towards 2050 Carbon Neutrality

The strategy is an industrial policy to guide Japan's efforts in achieving carbon neutrality by 2050 and will focus on:

- Decarbonization of electricity generation:
 - Renewable energy sources to account for 50% to 60% of the nation's power supply by 2050, up from 18% in 2020. Nuclear and thermal plants that capture carbon emissions will provide 30% to 40% of the electricity. Hydrogen and ammonia would account for 10% of electricity generation.
- Implement regulatory reforms in 14 areas such as hydrogen, offshore wind power, and mobility/batteries.
- Providing tax incentives and other support to encourage investment in green technology and foster international collaboration on innovation policy and joint projects.

To boost green power, Japan plans to install up to 10 GW of offshore wind capacity by 2030, and 30-45 GW by 2040.

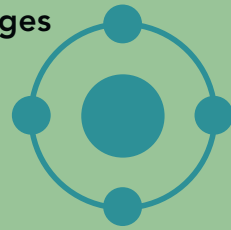
2030



2040



The 'Green Growth Strategy' urges utilities to bolster renewables and hydrogen while calling for the auto industry to go carbon free by the mid-2030s.



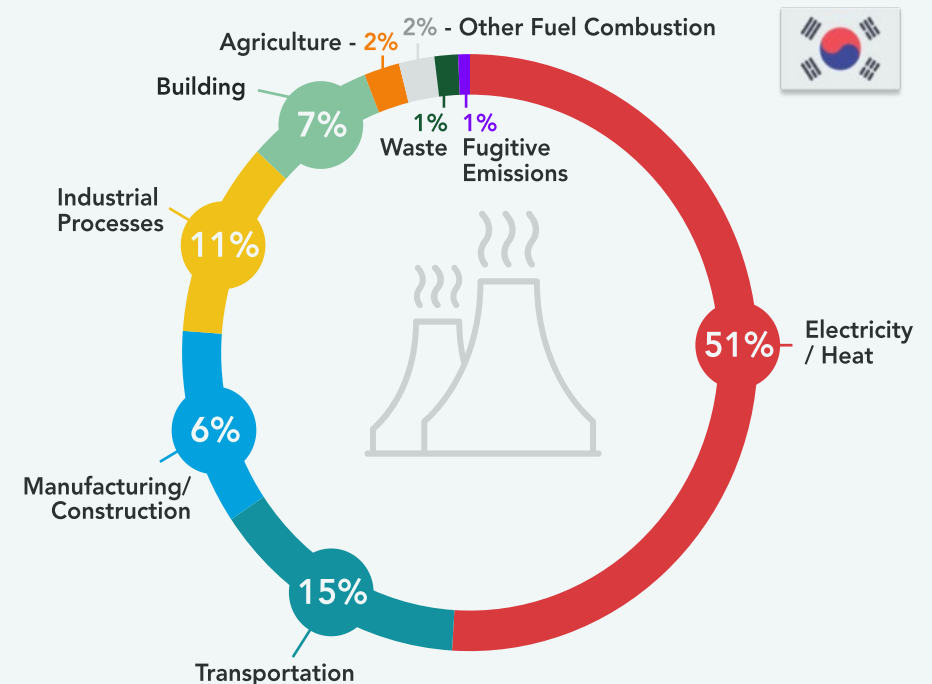
The Green Growth Strategy also includes 14 priority areas with high growth potential, for which the Government will provide necessary policy measures and establish ambitious goals.

Energy	Transport / Manufacturing	Home / Office
Offshore wind power Wind turbines, parts, floating wind turbines	Mobility and battery EV (electric vehicle), FCV (fuel cell vehicle), next generation batteries	Housing and building. Next generation PV (perovskite solar cell)
	Semiconductor and ICT Data centres, energy saving semiconductors (demand-side efficiency)	
Fuel ammonia Combustion burner (as fuel in transition period to hydrogen-powered society)	Maritime Fuel-cell ships, electric propulsion ships, gas-fuelled ships	Resource circulation Biomaterials, recycled materials, waste power generation
	Logistics, people flow and infrastructure Smart transportation, drones for logistics, fuel-cell construction machinery	
Hydrogen Turbines for power generation, hydrogen reduction steel-making, carrier ships, water electrolyzers	Foods, agriculture, forestry and fisheries Smart-agriculture, wooden skyscrapers, blue carbon	Lifestyle-related industry Local decarbonization business
	Aviation Hybrid electric, Hydrogen-powered Aircraft	
Nuclear power SMR (Small Modular Reactor), nuclear power for hydrogen production	Carbon Recycling Concrete, biofuel, plastic materials	

South Korea

During a speech to the national assembly in October 2020, President Moon Jae-in pledged that South Korea would reach carbon-neutrality by 2050. He said that while South Korea still relies heavily on fossil fuels to generate electricity, it would bring an end to its coal dependency and replace it with renewables as part of the country's Green New Deal announced in July 2020.

South Korea Emissions by Sectors



South Korea's Green New Deal

Under the Green New Deal, Seoul has committed to investing up to C\$47.6 billion (42.7 trillion won) until 2024 on three key themes:

- Green transition of infrastructure to turn public facilities (e.g. schools, daycares) into zero-energy buildings, as well as restore green ecosystems and build a digitalized management system for clean water.
- Low-carbon and decentralized energy will accelerate the shift from petroleum-run vehicles to electric and hydrogen vehicles, bring smart grids online for more efficient energy management, and promote the use of renewable energy.
- Innovation in green industry will support businesses in the adoption of low-carbon and green practices, as well as support R&D and funding for green innovation.



OPPORTUNITIES FOR CANADA

The global demand for clean technology is growing significantly and is expected to exceed C\$2.5 trillion by 2022. As the second ranked country in the 2021 Global Cleantech Innovation Index, Canada has a lot to offer and to capitalize on. But while Canada has an innovative, first-rate clean tech startup ecosystem, the small size of the domestic market forces cleantech companies to export their products and services abroad. Canada is, however, lagging behind in global cleantech market share, contributing only 1.43% of global exports.

Collaboration on environmental issues has been one of Canada's top priorities in its relationship with various countries. Canadian companies, which excel in many clean technology areas, should more than ever take advantage of Northeast Asia's green development strategies and seek opportunities to expand trade and investment in those markets. As the Canadian government has reiterated its commitment to environmental protection without compromising economic growth, it would find in Northeast Asia some worthwhile partners in this mission.

Cost in C\$ Billions

Expanding the supply of electric and hydrogen vehicles

15

Turning public facilities into zero-energy buildings

7

Building a management system for clean and safe water

4

Promoting a renewable energy use and supporting a fair transition

9

Restoring the terrestrial, marine and urban ecosystems

3

Promoting prospective businesses to lead the green industry and establishing low-carbon and green industrial complexes

4

Laying the foundation for green innovation via the R&D and financial sectors

3

SESSION 3

UNLOCKING INDIA'S SIGNIFICANT TRADE AND INVESTMENT OPPORTUNITIES



Has the time come for stronger Canada-India trade and investment relations?

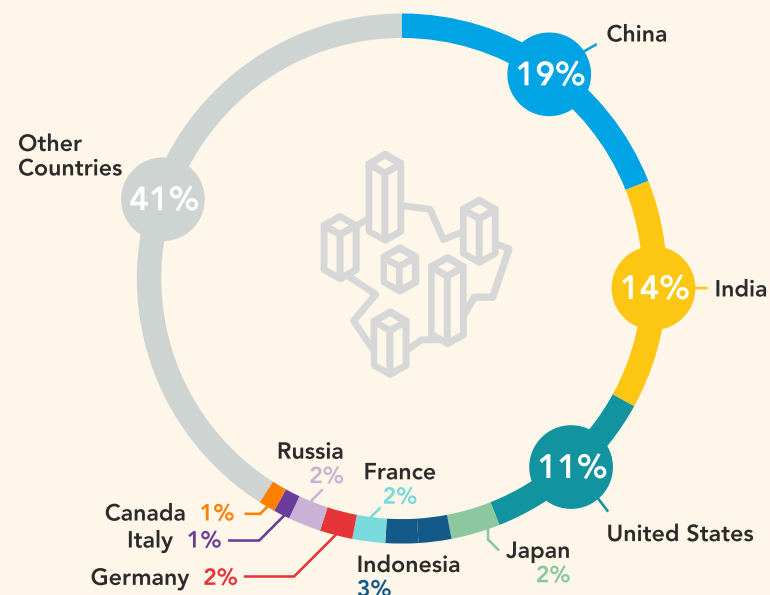
India is a huge untapped market for Canadian businesses and entrepreneurs. It is poised to become the world's most populous country within the coming decade. And despite experiencing some challenges dealing with the COVID-19 pandemic, the country is expected to bounce back to 8.8% GDP growth in 2021.

While India is a priority market for Canada, the country also presents challenges. Although Canada and India have a longstanding bilateral relationship, India remains Canada's 10th largest overall trade partner. India has been a challenging market for Canadian businesses and entrepreneurs, but significant improvements are being made in terms of accessibility. Has the time come for stronger Canada-India trade and investment relations?

INTRODUCTION

Within the next two decades, India will become the world's second-largest economy. As of 2020, India is the world's sixth-largest economy, but by 2050 its economy will be surpassed only by China. Before the pandemic, India's GDP growth per year was among the world's highest, growing at about 6-7% annually. Although India's growth is expected to be negative in 2020 due to the pandemic, India's GDP growth for 2021 is expected to rebound significantly.

World Share of GDP* by Country, 2050 (Projected)



* Projected rankings of economies based at PPPs (in constant 2016 USD\$B)
Source: pWc, 'The World in 2050'

SESSION 3 DISCUSSION QUESTIONS:

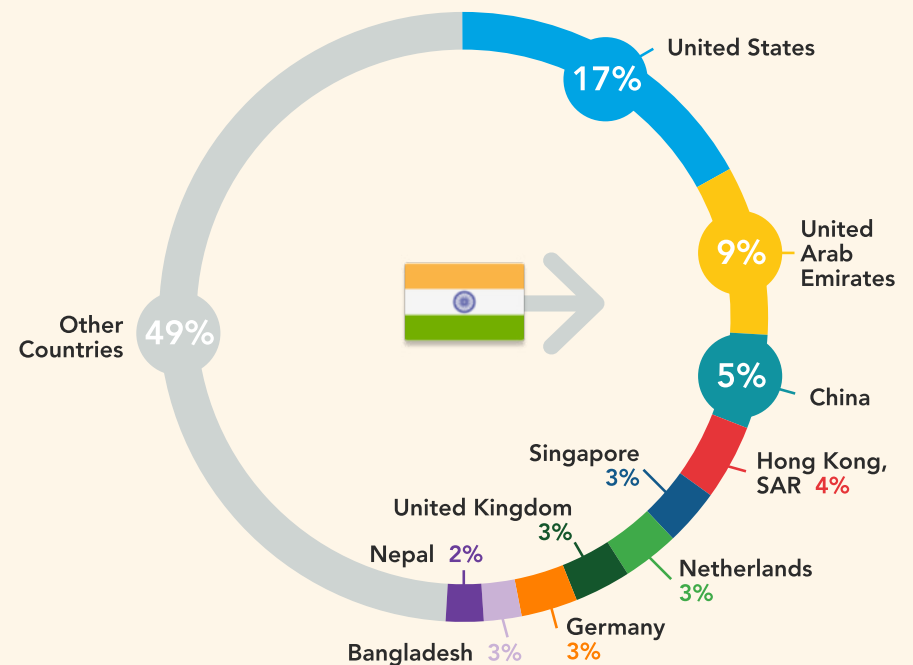
- India is increasingly connected to global supply chains. What challenges and opportunities does this present for Canada?
- How does the current U.S.-China conflict alter Canada's approach to India?
- Should Canada prioritize an FTA with India?
- Do Canada and India need a reset on trade negotiations/CEPA?
- Is India a suitable market for first-time exporters?
- Is Canada succeeding in the Indian market? What priorities/reconsiderations should be made?
- How well is Canada doing in the Indian market (market share, networks)?
- What resources are available specifically for the Indian market?
- What can we do outside of an FTA?
- What can be done at a sub-federal level to drive more region-to-region trade and investment?

SESSION THREE BACKGROUNDER

India's trade and investment connections with the world

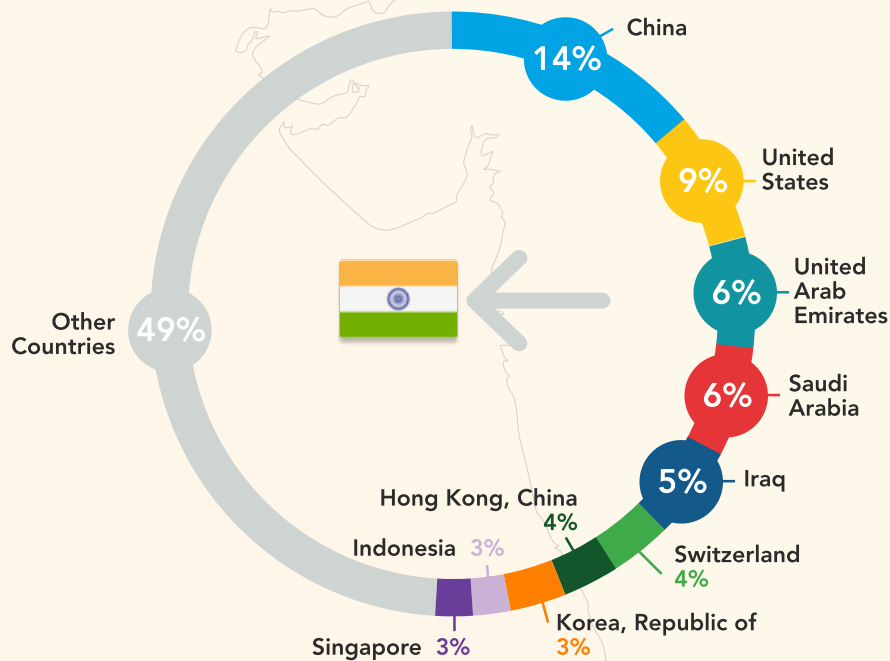
India's top-five partners for exports are: the United States (17%), the United Arab Emirates (9%), China (5%), Hong Kong (4%), and Singapore (3%). Canada comes in at #31 on India's list of largest export partners, right after Australia.

India's largest destinations for exports, 2019



India's top-five partners for imports are: China (14%), the United States (7%), the United Arab Emirates (6%), Saudi Arabia (6%), and Iraq (5%). Canada comes in at #28 on India's list of largest imports partners, right after Taiwan.

India's largest sources for imports, 2019

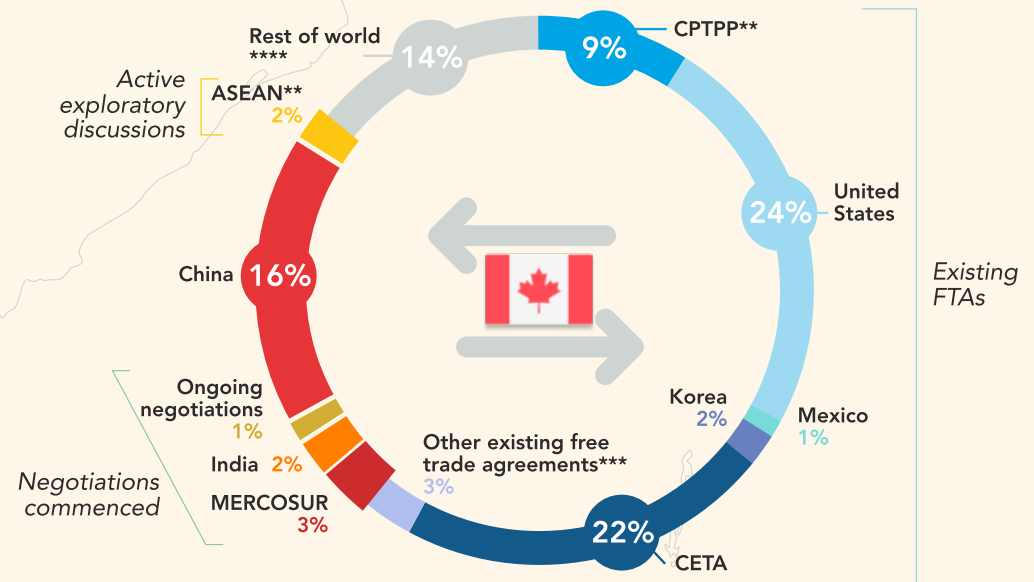


Canada's FTA connections with the world – the absence of India

Canada is the only G7 country with free trade agreements with all other G7 members and, in its effort to diversify its trade, is continuing to pursue trade and investment negotiations around the world.

Currently, Canada has 14 free trade agreements in force covering 51 countries. Canada's trade with these countries accounted for 78.5% of Canada's imports and 89.7% of Canada's exports in 2018 (latest figures available).

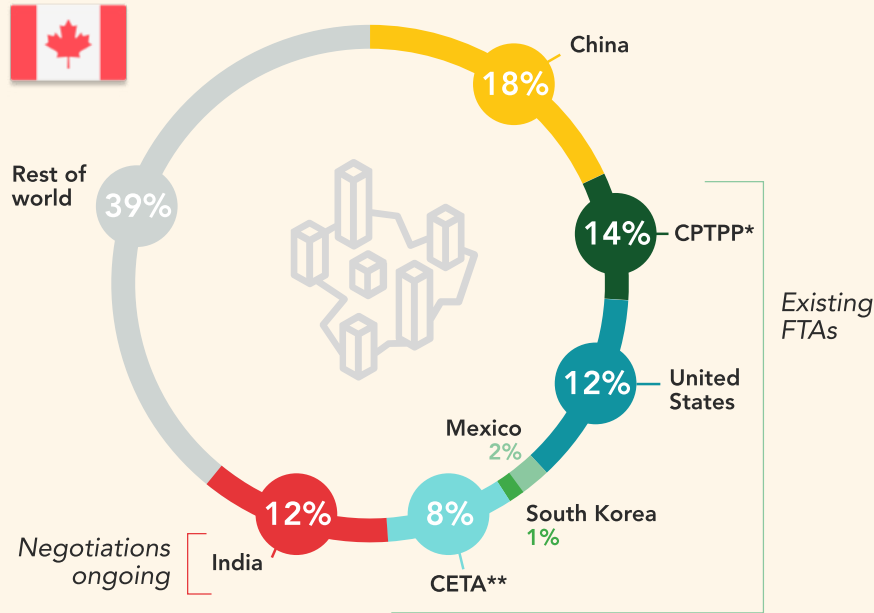
Canada's trading partners share of world GDP*, 2018



* World GDP Excluding Canada
 *** Other existing free trade agreements: Chile, Colombia, Costa Rica, Honduras, Israel, Jordan, Panama, Peru, Ukraine, European Free Trade Association (EFTA); Other negotiations commenced): CARICOM, Dominican Republic, El Salvador, Guatemala, Nicaragua, Morocco.
 ** Excluding existing FTA partners
 **** No free trade agreement

Canada's current FTA architecture covers less than half of the projected contributors to global GDP in 2050.

Canada's Trading Partners Share of World GDP, 2050 Projections*



* Based on PwC 2050 Projections, GDP at PPP (2014 US\$Billions). Only projected top 32 economies were listed, so there might be some countries that Canada has FTAs with that are not directly listed here (e.g. Chile, Colombia, etc.) However, their share of global GDP is not expected to be too significant

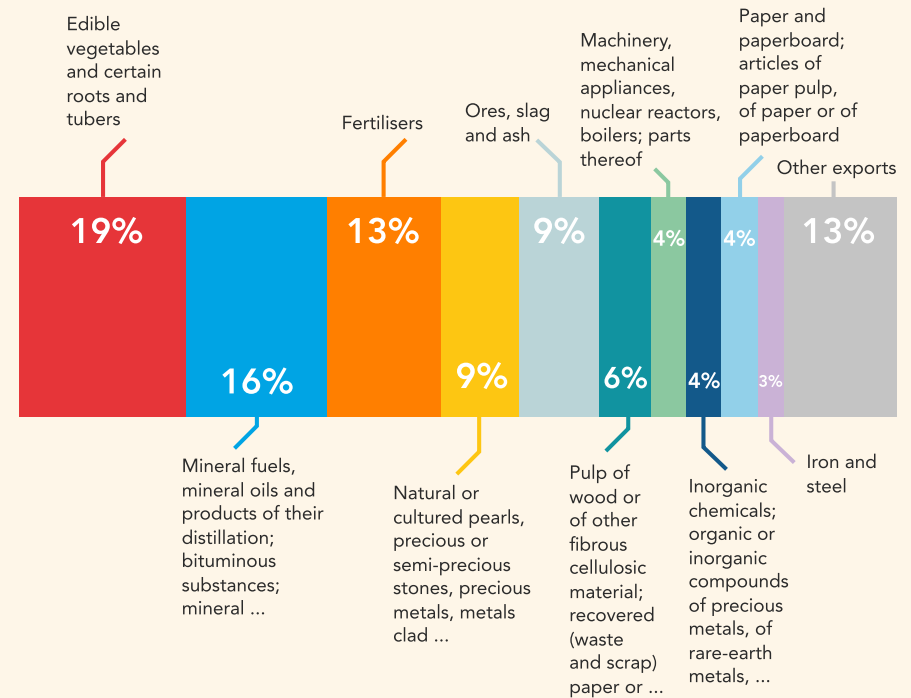
** Excluding Brunei, Chile, Peru, New Zealand, Singapore (only 32 countries listed in PwC projection)

*** Including only France, Germany, Italy, Netherlands, Poland, Spain, UK (only 32 countries listed in PwC projection)

A Deep-dive Into Canada-India Trade Connections

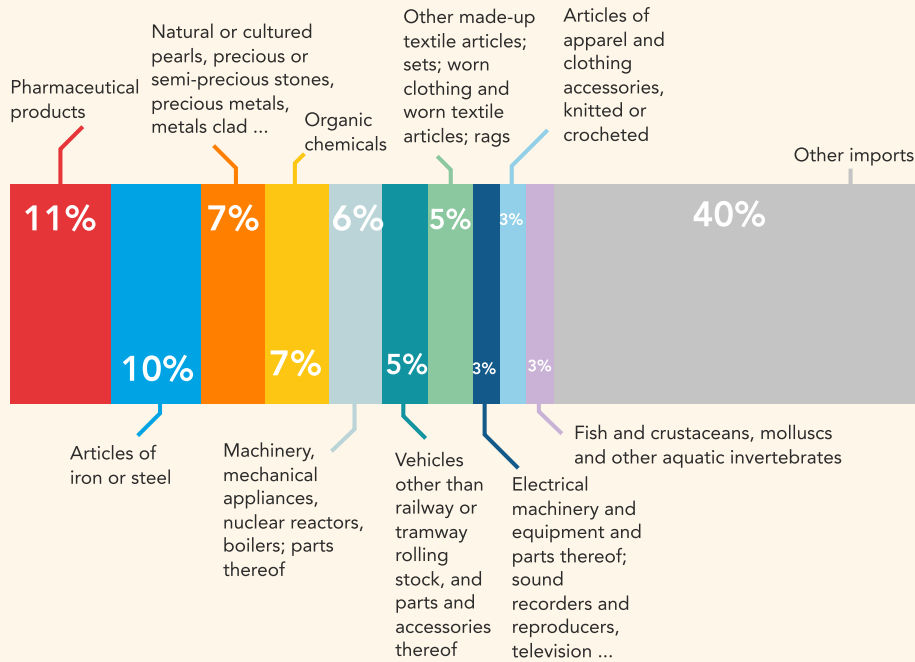
Canada's exports to India totalled C\$3.6 billion in 2020. Canada's top-10 exports to India accounted for 87% of all exports that year.

Canada's Top Exports to India, 2020



In 2020, Canada imported C\$4.9 billion worth of products from India. The top 10 import sectors accounted for 60% of all of Canada's imports from India that year.

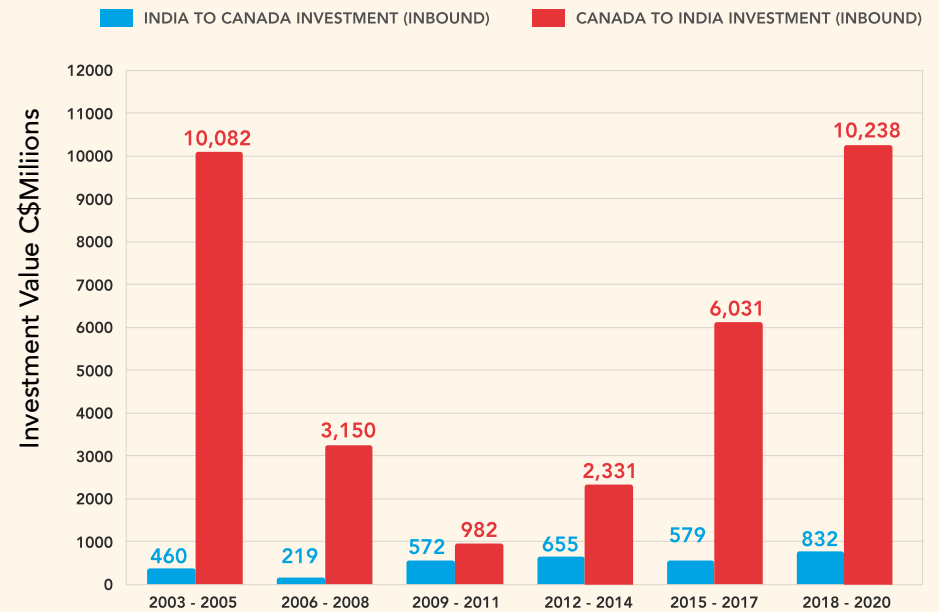
Canada's Top Imports from India, 2020



Canada-India investment connections

According to APF Canada's Investment Monitor, between 2003 and 2020, Canadian investment in India has totalled C\$32.8 billion. Making it the third-largest direct investment destination for Canadian companies in Asia, after Australia and China. Comparatively, Indian investment into Canada from 2003 to 2020 totalled only C\$3.3 billion, notably lower than Canadian investment into India.

Canada-India Investments 2003 - 2020





OPPORTUNITIES FOR CANADA

Negotiations for the Canada-India Comprehensive Economic Partnership (CEPA) began in 2010 and are still ongoing. Both governments have agreed to continue the discussion, but the last round of negotiations took place in 2017, with various hurdles preventing the agreement from being finalized.

India, however, remains a priority market for Canada, which has various advantages vis-a-vis the Indian market. For example, in addition to benefitting from a positive reputation, Canada is home to a large Indian diaspora community that can help drive bilateral trade and investment ties between the two countries.

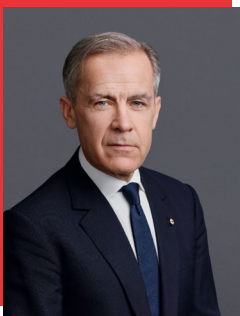
Overall, India presents business opportunities for Canadian exporters due to the size of its market, but also because of the rapid changes happening in the world's most populous democracy. For example, India is expected to triple its renewable energy generation capacity by 2030 and invest significantly in infrastructure projects in the coming years. India is also a net importer of a wide variety of agrifood and seafood products, providing significant opportunities for Canadian exporters.

All research sources are available by request. Email info@asiapacific.ca



ABLAC 2021
BIOGRAPHIES

ABLAC 2021 KEYNOTE SPEAKER



MARK CARNEY

*Vice Chair and Head of ESG and Impact Fund Investing,
Brookfield Asset Management*

Mark Carney is a Vice Chair of Brookfield Asset Management and Head of ESG and Impact Fund Investing. In this role, he is focused on the development of products for investors that will combine positive social and environmental outcomes with strong risk-adjusted returns.

Mr. Carney is an economist and banker who served as the Governor of the Bank of England from 2013 to 2020, and prior to that as Governor of the Bank of Canada from 2008 until 2013. He was Chairman of the Financial Stability Board from 2011 to 2018. Prior to his governorships, Mr. Carney worked at Goldman Sachs as well as the Canadian Department of Finance.

He is a long-time and well-known advocate for sustainability, specifically with regard to the management and reduction of climate risks, and is currently the United Nations Special Envoy for Climate Action and Finance.

He is also an external member of the Board of Stripe, a global technology company building economic infrastructure for the internet and a member of the Global Advisory Board of PIMCO, the Group of Thirty, the Foundation Board of the World Economic Forum, as well as the boards of Bloomberg Philanthropies, the Peterson Institute for International Economics and the Hoffman Institute for Global Business and Society at INSEAD.

Mr. Carney received a bachelor's degree in Economics from Harvard University and a master's degree and doctorate from Oxford University.

ABLAC 2021 GUEST SPEAKERS



SUYI KIM

Senior Managing Director & Head of Asia Pacific, CPP Investments

Suyi is responsible for leading CPP Investments' investment activities in Asia Pacific and overseeing its portfolio of Asia Pacific investments.

Suyi joined CPP Investments in 2007 and established its first international office in Hong Kong. She oversaw the private equity business in Asia as Head of Private Equity Asia until early 2016.

Suyi has over 15 years of private equity investment experience, including at Ontario Teachers' Pension Plan and The Carlyle Group. She also worked at McKinsey & Co. in various Asian countries and at PricewaterhouseCoopers.

Suyi holds a BA in International Economics from Seoul National University and an MBA from Stanford's Graduate School of Business. She is a Certified Public Accountant.

She currently serves on the Board of Home Plus, one of the largest multi-channel retailers in South Korea.



IAN MCKAY

Chief Executive Officer, Invest in Canada

As the inaugural CEO of Invest in Canada, Ian McKay is responsible for promoting Canada as a premier global investment destination. He oversees a team that facilitates investment deals across Canada and accelerates large scale transformative investment projects.

A native of British Columbia, between 1987 and 2009 Ian led a distinguished career in the international financial markets, serving as Managing Director for Euro Brokers Investment Inc and ICAP Capital Markets in New York, Tokyo and London. Ian also served as a senior policy advisor to three federal cabinet ministers in the Government of Canada, as CEO of the Vancouver Economic Commission and as Chair of CCCA, a network of Canada's thirteen largest economic development agencies collaborating to promote Canada as an ideal destination for global trade and investment.

In January 2018, the Prime Minister appointed Ian as Special Envoy to assist with the ongoing negotiations of the Trans-Pacific Partnership in Tokyo, Japan, resulting in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) being signed in March 2018.

With significant executive leadership experience in both the private and public sectors enhanced by a strong understanding of economic development, Ian brings notable expertise to enhance foreign investment into Canada, offering far-reaching economic benefits for Canadians.

Fluent in Japanese, Ian studied Political Science and Asian Studies at the University of British Columbia and holds a Master of Business Administration from Queen's University.



JEFFREY REEVES

Vice-President, Research

Dr. Jeffrey Reeves is Vice-President of Research for the Asia Pacific Foundation of Canada. Prior to joining APF Canada, Dr. Reeves was the Director of Asian Studies at the United States Army War College in Carlisle, Pennsylvania. Dr. Reeves has over 15 years direct experience living and working in

Asia, including as an Associate Professor with the Daniel K. Inouye Asia Pacific Center for Security Studies in the United States, as a Research Fellow with Griffith University in Australia, and as a University Instructor at Peking University in the People's Republic of China. Dr. Reeves has worked with the United Nations Development Program and World Wildlife Foundation in Beijing and as a Research Assistant with the London School of Economics and Political Science's (LSE) Asia Research Centre in London. Dr. Reeves served in the United States Peace Corps from 2001 to 2003 in Khovd, Mongolia.

Dr. Reeves has published extensively on economics, politics, and security in Asia, including the books *Chinese-Japanese Competition and the East Asian Security Complex: Vying for Influence* (Routledge 2016), *Chinese Foreign Relations with Weak Peripheral States: Asymmetrical Economic Power and Insecurity* (Routledge 2015), and *Non-Traditional Security in East Asia: A Regime Approach* (Imperial College Press 2015). His articles have appeared in Tier 1 peer reviewed journals including *The China Quarterly*, *Journal of Contemporary China*, *Asia Security*, *Pacific Review*, and *Terrorism and Political Violence*, among others. Dr. Reeves received his PhD from the LSE and his master's degree in Chinese Studies from the University of Edinburgh.

ABLAC MEMBERS



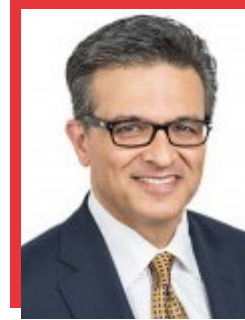
SONGYEE YOON,
ABLAC 2021 CHAIR

*Chief Executive Officer,
NCSOFT West (South Korea)*

Dr. Songyee Yoon is the CEO of NCSOFT West, responsible for managing the organization and planning the company's globalization strategy. She has been instrumental in the launch of

many of NCSOFT's titles in the U.S. and Europe, and in moving the company toward new initiatives, including the development of the mobile studio in San Mateo and research into new technologies such as AI. Songyee is also President and Global Chief Strategy Officer of NCSOFT in South Korea.

A graduate of Korea Advanced Institute of Science and Technology, and PhD recipient from MIT, Songyee started her career at McKinsey & Company. From there, she held various roles including Vice-President of Communication Intelligence at SK Telecom before joining NCSOFT in 2008. She has been recognized by various organizations for her leadership throughout the years including being named to the *Wall Street Journal's* 50 Women to Watch in 2004.



GOLDY HYDER,
ABLAC 2021 VICE-CHAIR

*President and Chief Executive Officer,
Business Council of Canada (Canada)*

Goldy Hyder is President and Chief Executive Officer of the Business Council of Canada. Founded in 1976, the Council is a non-profit, non-partisan organization representing the chief executives and heads of 150 leading Canadian businesses, employing 1.7 million Canadians and composed of every major industry across the country.

From July 2014 to October 2018, Goldy was President and Chief Executive Officer of Hill+Knowlton Strategies (Canada), providing strategic communications counsel to the firm's extensive and diverse client base. Prior to joining Hill+Knowlton in 2001, he served as Director of Policy and Chief of Staff to The Right Honourable Joe Clark, former prime minister and former leader of the federal Progressive Conservative Party.

In addition to his achievements in business and public policy, Goldy has a long track record of service on behalf of several charities and non-profit organizations. He is a past co-chair of the United Way of Ottawa's Campaign Cabinet, former chair of the Ottawa Senators Foundation, and a former member of the Board of Governors at Carleton University. Currently, he is Vice-Chair of the Asia Pacific Foundation of Canada's Asia Business Leaders Advisory Council, co-chair of Canada's World Trade Organization Business Advisory Council, and an executive committee member of the Century Initiative. In addition, he sits on the advisory boards of two leading organizations promoting advancement of women leaders: Catalyst Canada and the 30% Club (Canada).

Goldy is a regular commentator in the Canadian media on business, politics and leadership. He is the host of the "Speaking of Business" podcast, which features interviews with Canadian innovators, entrepreneurs and business leaders. In 2013, he received the Queen's Diamond Jubilee Medal in recognition of his contributions to Canada. He holds a Master of Arts in Public Policy from the University of Calgary.



HAFIMI ABDUL HAADII

*Executive Director,
LVK Group of Companies (Brunei Darussalam)*

Hafimi Abdul HaadII is from a 3rd generation business family in Brunei Darussalam and currently Executive Director of LVK Group of Companies. Her formative years were spent in Brunei, New Zealand and Australia. She is an Appointed Member of the Legislative of Brunei Darussalam since 2016

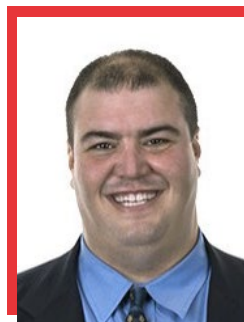
and is the Chairperson of Competition Commission of Brunei Darussalam since 2018.

She is a founding member of the Young Entrepreneurs Association of Brunei in 2000, and its President from 2012-2013. From 2008-2013 she was part of the team that started the ASEAN-China Young Entrepreneurs Forum with Brunei successfully hosting the 5th edition of the Forum in 2013. The cause of young entrepreneurs remains very much at the core of what Hafimi enjoys outside of her other roles.

In 2013 Hafimi was appointed to the APEC Business Advisory Council as a Member for Brunei Darussalam and had several active roles as a Working Group Chair (2019-2020) and Co-Chair (2017-2018) for ABAC's Micro, Small & Medium Enterprise and Entrepreneurship Working Group and Co-Chair (2015) for the Sustainable Development Working Group.

Hafimi is a member of Brunei's Digital Economy Council, University Brunei Darussalam Council and previously the Manpower Planning Council of Brunei. She holds Board positions with the Brunei Economic Development Board, Darussalam Enterprise, Bank Usahawan and UBD Corp. Within the community, Hafimi chairs the Yayasan Sultan Haji Hassanal Bolkiah Foundation's Committee on Social Enterprise Strategy, initiating a living incubation project called "Ristaan Abadi di Kg Bolkiah."

She is an Old Geelong Grammarian and an alumnus of Deakin University, holding a Bachelor of Arts and Bachelor of Architecture (Honours). In 2019, she was awarded the medal of P.S.B. (The Most Blessed Order of Setia Negara Brunei-4th Class).



MURAD AL-KATIB

*President and Chief Executive Officer,
AGT Food and Ingredients Inc. (Canada)*

A strategic business and financial thinker in an international agri-food commodity trading business, Murad Al-Katib founded AGT Foods in 2001, building a Canadian startup into a global, billion-dollar, value-added pulses, staple foods and ingredients company.

Murad serves as Chair of the Government of Canada National Agri-Food Strategy Roundtable, and as the Economic Development Regina Board Chair. Past boards Murad has served on include the Asia Pacific Foundation of Canada, CSCA, Pulse Canada, and a number of Canadian Government advisory boards and panels including Chairing the Advisory Board for Small and Medium Enterprise for the Canadian Minister of International Trade, participating as a panel member for the Government of Canada's renewal of Canada's Global Commerce Strategy, and on the Advisory Committee for the Review of the Canada Transportation Act for the Minister of Transport.

Murad has received a number of prestigious awards including the 2017 Saskatchewan Order of Merit, an Honorary Degree from the University of Regina recognizing his work as a humanitarian and entrepreneur, the 2017 'Oslo Business for Peace' Honouree, 2017 EY 'World Entrepreneur of the Year' after being named National and Prairie Region 'Entrepreneur of the Year,' 2016 UN Association of Canada 'Global Citizen Laureate,' *PROFITGuide Magazine's* "30 Most Fabulous Entrepreneurs of the Past 30 Years" list, *The Globe & Mail* "Canada's Top 40 under 40" and the *Western Producer* "44 Innovators Who Shaped Prairie Agriculture."



DOMINIC BARTON

*Canada's Ambassador to China,
Founding Chair of ABLAC (Canada)*

Mr. Dominic Barton was appointed as Canada's Ambassador to the People's Republic of the China on September 4, 2019. Prior to his nomination, Ambassador Barton was a Global Managing Partner at McKinsey & Company where he served from 2009 to 2018.

Ambassador Barton also served as Chair of Teck Resources and as Non-Executive Director at the Singtel Group in Singapore and Investor AB in Sweden. He was also a board member of the Olayan Group, a private family-owned company.

In 2016, Ambassador Barton assumed the responsibility of Chair for the Canadian Minister of Finance's Advisory Council on Economic Growth. He was also the Chair of the Seoul International Business Advisory Council for six years prior to his nomination. Ambassador Barton also served as a Senior Trustee of the Brookings Institution, as a member of the Singapore Economic Development Board's International Advisory Council, and as a member of the boards of Memorial Sloan Kettering Cancer Center in New York City and the Asia Pacific Foundation of Canada. Mr. Barton is also one of the founders of Focusing Capital on the Long Term.

In 2018, Ambassador Barton was named Chancellor of the University of Waterloo. He has also served as Co-Chair on the Max Bell School of Public Policy Advisory Board at McGill University and on the University of Toronto Psychiatry Campaign Cabinet. In addition to these roles, Ambassador Barton served on the board of the Malala Fund, has been actively involved in the HeForShe initiative, and worked with the Mastercard Foundation to create employment in Sub-Saharan Africa. He is an Adjunct Professor at Tsinghua University in Beijing, and the recipient of eight honorary doctorates, including from the University of Toronto, the University of British Columbia and the University of Edinburgh.

Ambassador Barton graduated from the University of British Columbia with a Bachelor of Arts (Honours) in Economics and has a Master of Philosophy in Economics from Oxford University, where he studied as a Rhodes Scholar.



HARI S. BHARTIA

*Founder and Co-Chairman,
Jubilant Bhartia Group (India)*

Hari, together with his brother Shyam, is the Founder and Co-Chairman of Jubilant Bhartia Group, headquartered in New Delhi, India.

The Jubilant Bhartia Group has a strong presence in diverse sectors like Pharmaceuticals,

Contract Research and Development Services, Proprietary Novel Drugs, Life Science Ingredients, Agri Products, Performance Polymers, Food Service (QSR), Food, Auto, Consulting in Aerospace and Oilfield Services. Jubilant Bhartia Group has four flagships Companies- Jubilant Pharmova Limited, Jubilant Ingrevia Limited, Jubilant FoodWorks Limited and Jubilant Industries Limited. Currently the group has a global workforce of around 42,000 employees.

Hari is the Co-Chairman and Managing Director of Jubilant Pharmova Limited, Co-Chairman of Jubilant Ingrevia Limited and Jubilant FoodWorks Limited.

The Group, through its investments by Jubilant Pharmova Limited, has presence in the United States and Canada, with around 2400 employees. Jubilant FoodWorks, another group company, is the master franchisee of Domino's Pizza, the largest food service chain & Dunkin' Donuts restaurants in India.

A Chemical Engineering Graduate from the Indian Institute of Technology (IIT), Delhi, Hari was conferred the Distinguished Alumni award by his alma mater in 2000. He has been associated in various capacities with the IIT system and with the Ministry of Human Resource Development, Government of India.

Hari is a former President of the Confederation of Indian Industry (CII) (2010-2011) and a member of several educational, scientific and technological programs of the Government of India. He is a former Chairman of the Board of Governors of the Indian Institute of Management (IIM),

Raipur & Indian Institute of Technology (IIT), Kanpur. He is currently Member of the International Advisory Board of McGill University, Canada; Chairman of Board of Governors, Indian Institute of Management, Visakhapatnam and Chairman of CII-Jubilant Food & Agriculture Centre of Excellence.

Hari is a member of several CEO's Forums & prominent being the India-USA CEO Forum and India-France CEO Forum. He is a regular participant at the World Economic Forum Annual Meeting in Davos and is a member of the World Economic Forum's International Business Council; Community of Chairpersons; Global Health and Healthcare Governors Community; Family Business Community. He was the Co-Chair of the Davos Annual Meeting of the World Economic Forum in 2015. Hari is also a Founding Member of Centre for Social and Economic Progress (CSEP).

Hari is a strong proponent of Corporate Social Responsibility. He, along with Shyam, established Jubilant Bhartia Foundation, whose efforts are directed towards community development with focus on Primary Education, Basic Healthcare services and Livelihood generation programs. He is also deeply involved in 'Social Entrepreneur of the Year Award - India', a joint initiative of Jubilant Bhartia Foundation and Schwab Foundation for Social Entrepreneurship, with an objective of recognizing promising and successful social entrepreneurs in India.

His immense contributions have been recognized by various awards. He, along with his brother, was felicitated with the Entrepreneur of the Year Award at the prestigious AIMA Managing India Awards, presented by the President of India. The duo also shared the much-coveted Ernst & Young Entrepreneur of the Year Award for Life Sciences and Consumer Products category. The Group companies have been recognized with various prestigious awards for excellence in corporate social responsibility, environment management and corporate governance.

Hari is married to Kavita, a leading Fashion Designer and Retailer. They have a daughter, Aashti and a son, Arjun.



MUHAMAD CHATIB BASRI

*Co-Founder and Senior Partner,
CReco Research (Indonesia)*

Dr. Muhamad Chatib Basri is the Chairman of the Indonesia Infrastructure Finance and Chairman of PT. XL-Axiata. Previously he served as Indonesia's Minister of Finance and the Chairman of Indonesia's Investment Coordinating Board.

Muhamad teaches at the Department of Economics, University Indonesia. He co-founded CReco Research Institute, a Jakarta-based economic consulting firm in 2010.

He was an independent member of the Asia Pacific Regional Advisory Group of the International Monetary Fund (IMF)-of Asia Pacific. He was also a member of the High Level Trade Experts Group co-chaired by Jagdish Bhagwati and Peter Sutherland. He has also acted as a consultant for the World Bank, the Asian Development Bank (ADB), the USAID, AUSAID, OECD, and UNCTAD.

STEWART BECK

*President and Chief Executive Officer,
Asia Pacific Foundation of Canada (Canada)*

Stewart Beck is the President and CEO of the Asia Pacific Foundation of Canada. Prior to joining APF Canada, Stewart served as the Canadian High Commissioner to the Republic of India with concurrent accreditation to the Kingdom of Bhutan and to Nepal. He joined Canada's Department of

External Affairs and International Trade (now Global Affairs Canada) in 1982 and served abroad in the United States, Taiwan, and the People's Republic of China.

In Ottawa, Stewart held a number of progressively more senior positions, including Director General of the North Asia Bureau, Director General Responsible for Senior Management and Rotational Assignments, and Assistant Deputy Minister for International Business Development, Investment, and Innovation. He was Consul General in Shanghai and prior to his posting to India, he was Consul General in San Francisco.



JOHN CHEH

*Former Vice-Chairman and Chief Executive Officer,
Esquel Group (Hong Kong)*

John Cheh was previously at the Esquel Group, a textile and apparel manufacturer with 55,000 employees in China, Malaysia, Vietnam, Sri Lanka, and Mauritius. John started his career at the Canadian Government Treasury Board and Privy Council Office in Ottawa, after which

he served in economic and trade positions in Beijing, Seoul, and Tokyo with Canada's Department of External Affairs and International Trade. He also worked as the Executive Director of the Canada-China Trade Council from 1986 to 1988.

In 1994, John moved to Hong Kong as the President, Asia, of Bell Canada International, responsible for strategic telecommunications investments. In 2001, he became the President of Bombardier China, until he joined Esquel. John received a Bachelor's Degree in Economics and Political Science from McGill University, a PhD. in Economics from MIT, and an Honorary LL.D. from the University of Western Ontario. He is currently a non-executive Vice-Chairman of the China Chamber of Commerce for Textile Import and Export, a board member of the International Textile Manufacturers Federation, and a member of the Hong Kong-U.S. Business Council.



TAE YOUNG (TED) CHUNG

CEO and Vice-Chair, Hyundai Card • Hyundai Capital • Hyundai Commercial (South Korea)

Ted Chung is CEO and Vice-Chair of Hyundai Card • Hyundai Capital • Hyundai Commercial, the financial arms of Hyundai Motors Group. His innovative leadership propelled then-underperforming Hyundai Card to the leading position in the South Korean credit card

industry and helped Hyundai Capital grow into a major financial company in South Korea. Hyundai Capital is more globalized than any other South Korean financial firm, running 11 overseas operations in countries including the United States, China, the United Kingdom, Germany, and Canada.

An art and culture aficionado, Ted has led various related projects and campaigns that promoted the Hyundai Card brand at home and abroad. He was behind the opening of four different libraries themed on design, travel, music, and cooking in Seoul under the Hyundai Card brand. He was decorated with the Legion d'Honneur in 2014 by the French government for his contribution to cultural exchanges between South Korea and France and his role in enhancing South Korea-U.K. relations awarded him Honorary Commander of the Most Excellent Order of the British Empire in 2015.

Ted holds an MBA from the Massachusetts Institute of Technology and a Bachelor's Degree in French Language and Literature from Seoul National University.



DEAN A. CONNOR

Chief Executive Officer, Sun Life (Canada)

Dean A. Connor was appointed President & Chief Executive Officer, Sun Life Financial on December 1, 2011, and is a member of the company's Board of Directors. Dean will be retiring from Sun Life in August 2021.

Dean joined Sun Life in 2006 and held a series of roles prior to his current appointment, including head of Sun Life's Canadian Operations, and Chief Operating Officer. Dean joined Sun Life following 28 years at Mercer Human Resource Consulting, where he rose to be President for the Americas.

Dean serves on the Board of the Business Council of Canada, as a Trustee for the University Health Network in Toronto, and as a member of the Ivey Advisory Board and the Asia Business Leaders Advisory Council. He also Chaired the 2017 United Way campaign for Toronto and York Region, and Toronto Rehabilitation Institute's 'Making Incredible Happen' campaign.

Dean is a Fellow of the Society of Actuaries and the Canadian Institute of Actuaries. He holds an Honours Business Administration (HBA) from the Ivey School of Business at Western University. Dean was named Canada's Outstanding CEO of the Year for 2017. Ivey's Business Leader of the Year for 2018, and one of the Top 100 CEOs in the World for 2019 by the *Harvard Business Review*.



NEIL CUNNINGHAM

*President and Chief Executive Officer,
PSP Investments (Canada)*

Neil Cunningham is President and Chief Executive Officer at the Public Sector Pension Investment Board (PSP Investments). Prior to this appointment, Neil acted as Senior Vice-President, Global Head of Real Estate and Natural Resources at PSP Investments.

With over 35 years of experience, Neil has deep industry knowledge and expertise in the real estate and financial industries.

Neil joined PSP Investments in 2004 and was instrumental in building the Real Estate group into one of the largest, most respected and successful institutional investment teams in the world. He also led the team responsible for Natural Resources' success in investing globally and establishing relationships with best-in-class local operators.



TIM DATTELS

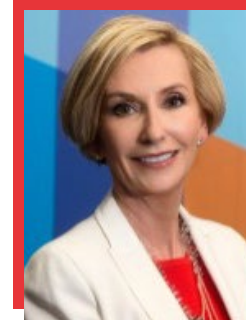
*Co-Managing Partner, Senior Partner and Co-Head of
Asian Business, TPG Capital (Hong Kong)*

Tim Dattels serves as the Managing Partner for TPG Asia based in Hong Kong and is a member of the firm's Executive Committee. Prior to joining TPG in 2004, Tim served as a Partner and Managing Director of Goldman Sachs, where he advised several of Asia's leading

entrepreneurs and governments as head of Investment Banking for all Asian countries outside of Japan from 1996 to 2000. In addition, he served on the firm's Management Committee in Asia.

Tim received an MBA from Harvard Business School and a Bachelor of Arts, with Honours, from the University of Western Ontario. He serves or has served on the boards of directors of Parkway Holdings, Shangri-La Asia Ltd., Sing

Tao News Corporation Ltd., PriMedia, Inc., and BlackBerry, and is a member of Northstar Equity Partners' investment committee.



JANET (JAN) DE SILVA

*President and Chief Executive Officer,
Toronto Region Board of Trade (Canada)*

Jan De Silva is President and CEO of the Toronto Region Board of Trade, one of the largest and most influential business organizations in North America. She is spearheading efforts to make Toronto one of the most competitive and sought-after

business regions in the world.

Jan brings to the role more than 14 years of international CEO experience building ambitious, high-growth organizations. Anchored in her leadership is her belief in the power of economic development to lift communities.

Prior to joining the Board, she served as CEO of Sun Life Financial's Hong Kong and Mainland China businesses and co-founded and later sold Retail China Limited. Jan also served as Dean of Ivey Asia for Ivey Business School of Western University.

Highly respected for her business advocacy and government engagement, Jan has been Chair of the Canadian Chamber of Commerce in Hong Kong, Chair of the Canada China Business Council in Beijing and served on the Board of the Asian Corporate Governance Association. In 2019, she was appointed by Prime Minister Justin Trudeau to represent Canada on the APEC Business Advisory Council. Jan also sits on the boards of Intact Financial Corporation, listed on the Toronto Stock Exchange; and, Blue Umbrella Limited, a global compliance technology company headquartered in Hong Kong.



JANICE FUKAKUSA

*Chancellor,
Ryerson University (Canada)*

Janice Fukakusa is Chancellor at Ryerson University, a corporate director, and former Chief Administrative Officer and Chief Financial Officer of Royal Bank of Canada, from which she retired in January 2017 following a distinguished 31-year career.

Janice currently serves on the boards of a number of corporate and not-for-profit organizations, including Brookfield Asset Management, Cineplex and Loblaw. She is Chair of The Princess Margaret Cancer Foundation, former inaugural Chair of Canada Infrastructure Bank and is a member of APF Canada's Asia Business Leaders Advisory Council (ABLAC).

In 2007, Janice was inducted into Canada's Most Powerful Women Hall of Fame, and in 2016 she was named one of the 25 Most Powerful Women in Banking by American Banker magazine for the fourth consecutive year. She was also selected as Canada's CFO of the Year by Financial Executives Canada, PwC and Robert Half in 2014. In 2017, she was honoured as a YWCA Woman of Distinction, and in 2018 named one of Canada's Top 25 Women of Influence. Janice was recognized for her exceptional skills in coordinating and motivating volunteers and her commitment to the advancement of philanthropy with the Association of Fundraising Professionals (GTA) 2020 Outstanding Volunteer Award.

Prior to joining RBC, Janice worked at PricewaterhouseCoopers LLP, where she obtained the professional designations of Chartered Professional Accountant and Chartered Business Valuator. She was appointed Fellow of the Institute of Chartered Professional Accountants of Ontario (FCPA) in 2011. She obtained a Bachelor of Arts from University of Toronto and holds a Master of Business Administration from York University's Schulich School of Business. In 2016, she was awarded an Honorary Doctorate of Laws from York University.



JOSEPH S. FUNG

*Managing Partner,
Saltagen Ventures (Hong Kong)*

Joseph founded Saltagen Ventures in 2017 of which he is currently the Managing Partner. Saltagen Ventures is an early stage VC investing on science and technology-based startups as a strategic investor to assist startups scale globally via Canada and Hong Kong.

He has worked at the crossroads of business execution and strategic development both as an investor and operator since 2002. Prior to leading Saltagen Ventures, Joseph served at Citigroup Alternative Investments and at Morgan Stanley in the buy-side divisions. Thereafter, he drove the expansion of Hong Kong's largest quad-play media company, PCCW Media, in developing its overseas content acquisition and broadcasting departments.

Joseph is also a faculty advisor of UBC's Land and Food Systems, board member of CDL-Global, a Fellow of Hong Kong's Cyberport Investor Network, a board director of Saint George's School, and a committee board member of China's Maritime Silk Road trade initiative.



GORDON FYFE

*Chief Executive Officer and Chief Investment Officer,
British Columbia Investment Management Corporation
(BCI) (Canada)*

Gordon J. Fyfe is the Chief Executive Officer and Chief Investment Officer of British Columbia Investment Management Corporation (BCI). BCI is one of the largest asset managers in Canada and manages \$174.9 billion on behalf of British

Columbia's public sector.

Gordon has a strong and extensive investment background with more than 30 years in the investment and finance industry. Prior to joining BCI in July 2014, he served as the President and Chief Executive Officer of the Public Sector Pension Investment Board (PSPIB) in Montreal, Canada for 11 years. Gordon started his career with JP Morgan in New York and London, and then moved to senior executive positions at TAL Global Asset Management and Caisse de dépôt et placement du Québec, both large Canadian institutional investors.

Gordon holds a degree in Commerce from the University of British Columbia and an MBA from INSEAD, France.



N. GANAPATHY SUBRAMANIAM

*COO & Executive Director,
Tata Consultancy Services (India)*

N. Ganapathy Subramaniam (NGS) is the Chief Operating Officer (COO) of TCS since February 2017. He is also an Additional Director and Chairman of Tata Elxsi Limited since November 2014.

Prior to taking over the COO's role he served as the Executive Vice President and Head of TCS Financial Solutions, a strategic business unit of TCS. In that role, he was responsible for steering the non-linear growth strategies, Products and Platform businesses, of TCS for over five years.



TIM S. GITZEL

*President and Chief Executive Officer,
Cameco Corporation (Canada)*

Cameco is one of the world's largest uranium producers, helping to generate clean electricity in nuclear energy plants around the world.

Tim Gitzel was appointed CEO of Cameco in 2011. He joined Cameco in 2007 as Senior Vice-President and CEO and was appointed

President in 2010. Tim has extensive experience in Canadian and international uranium mining activities through more than 20 years of senior management and legal experience. Prior to joining Cameco, he was Executive Vice-President at AREVA based in Paris, France, with responsibility for global uranium, gold, exploration, and decommissioning operations in 11 countries. He also served as President and CEO for AREVA's Canadian subsidiary.

Tim currently serves on the boards of the Washington-based Nuclear Energy Institute and the Mosaic Company. He is Past Chair of the World Nuclear Association and has served on the boards of the Mining Association of Canada and the Canadian Nuclear Association.



DORIS HO

*President and Chief Executive Officer,
Magsaysay Group of Companies (Philippines)*

Doris Magsaysay Ho is President and CEO of the Magsaysay Group of Companies, which is involved in shipping, human resources, and business process outsourcing services. Magsaysay Transport and Logistics Group operates in the Philippine trade with container liner and tanker services. Its affiliate, Fairmont Shipping Limited, based in Hong Kong and Vancouver, operates in the international dry bulk trade.

Magsaysay has expanded from its roots in shipping to people resource providers. The company prepares its people for a diverse range of positions for the maritime, cruise, healthcare, hospitality, engineering, and other industries. Magsaysay has received the Best in Education and Training Award and the Corporate Social Responsibility Award twice from the Seatrade Asia Awards. It has also received the Corporate Social Responsibility Award from the Asian CSR Awards and the ASEAN Business Advisory Council. Doris is a member of ABAC Philippines.



KEN (HOUKUN) HU

Deputy Chairman, Huawei (China)

Ken Hu is Deputy Chairman of Huawei's board of directors. He also serves as Chairman of Huawei U.S. With over 20 years of experience in the telecom industry, Ken is integral to the strategic direction of the company and instrumental to Huawei's efforts to expand its business in global markets. Prior to his current role, Ken held

several senior positions within the company, including Chief Strategy and Marketing Officer, Chief Sales and Service Officer, President of Global Sales, Regional President of Huawei Latin America, and President of Huawei's Chinese market.

Ken is actively involved in activities that promote social progress through technological innovation. He has served on

the World Economic Forum's (WEF) Technology Pioneers selection committee and the WEF Connected World advisory board. Ken holds a Bachelor of Science degree from Huazhong University of Science and Technology in China.



LAN KANG

Managing Director, CBC Group (China)

Lan Kang is a well-rounded business leader with global and cross-sector experiences. She is currently Managing Director of CBC Group - one of Asia's largest and most active healthcare-dedicated private equity funds.

At her position as Executive Board Director and Senior Vice-president of Fosun International, Chairperson and President of Fosun Insurance Business, Lan led the development and implementation of strategy, mergers and acquisitions, as well as post-investment management of eight insurance companies globally. When Lan joined Fosun in 2010, she first served as Chief Human Resources Officer, responsible for HR strategy development, HR policy and process improvement, as well as performance management and incentive scheme development in the company. She was instrumental in helping Fosun expand globally and driving the "glocal" talent strategy, focusing on developing the corporate culture of entrepreneurship and partnership.

Prior to joining Fosun, Lan was a Senior Client Partner at Korn/Ferry International (KF). She successfully developed a life sciences practice for KF in mainland China, providing executive search and leadership assessment and HR consulting to both multinational and local Chinese clients. Prior to that, she spent close to five years as a management consultant at McKinsey & Company in China. She also worked as a research scientist in oncology in her early career.

Lan obtained her MBA with honours from The Wharton School of the University of Pennsylvania. She obtained a Bachelor's degree in Biological Science and Technology from Zhejiang University in China, and a Master's degree in Chemistry from Tulane University, Louisiana.



MICHAEL KIM

Founder and Partner, MBK Partners (South Korea)

Michael ByungJu Kim is a Partner and one of the founders of MBK Partners. Prior to MBK Partners, Mr. Kim was President of Carlyle Asia Partners, responsible for overseeing Carlyle's buyout activities in the Asia-Pacific region (outside of Japan). Mr. Kim was also a member of The Carlyle Group's Management

Committee. Before Carlyle, Mr. Kim was Managing Director and COO of Asia-Pacific Investment Banking for Salomon Smith Barney and an Executive Director at Goldman Sachs & Co. Mr. Kim has a BA with Honors from Haverford College, where he was a member of Phi Beta Kappa, and an MBA from Harvard Business School. He was also a Fulbright Scholar.

He serves on the boards of trustees of the MBK Scholarship Foundation, Haverford College, The Metropolitan Museum of Art and Carnegie Hall.



DON LINDSAY

*President and Chief Executive Officer,
Teck Resources Limited (Canada)*

Don Lindsay joined Teck as President in January 2005, was appointed to the board in February 2005, and was appointed Chief Executive Officer in April 2005. He holds a BSc with Honours in Mining Engineering from Queen's University and an MBA from Harvard

Business School.

Don is a Director of Manulife Financial Corporation and recently completed his term as Chair of the Board of Governors for Mining and Metals for the World Economic Forum. Before joining Teck, Don was President of CIBC World Markets and led its Investment and Corporate Banking Division as well as the Asia Pacific Region. Earlier in his career he was responsible for CIBC's Global Mining Group.



VERONICA LUKITO

*Chief Executive Officer and Managing Director,
Ancora Capital Management (Indonesia)*

Veronica Lukito is the Founder & CEO of Berkeley Investment Asia, an investment firm managing family office and institutional funds across asset classes in particular venture, real estate and alternative finance. Since 2015, Veronica has served as a member of the

International Reference Group which advises Australia's DFAT the Innovation Exchange.

Veronica previously founded Ancora Capital Management, an Indonesia-focused private equity fund management firm, where she was the CEO and Managing Director for seven years. Since its founding in 2007, Ancora has invested close to US\$400 million, primarily in natural resources, consumer-related and similar businesses, and special situations. Veronica was involved in setting up various investee companies for the firm's investments in plantation, health care and education, and is deeply knowledgeable of Indonesia's intricate investment and startup environments.

Previously, Veronica was a Vice President in the investment banking division at J.P. Morgan in Indonesia, where she handled client relationships and numerous transactions encompassing financing, acquisitions and corporate restructuring deals. Prior to JP Morgan, she spent two years at Indosat, the second largest telecommunication operator in Indonesia. Veronica started her career in investment banking as an Assistant Vice President at PT Bahana Securities, the de-facto partner of Goldman Sachs in Indonesia. Veronica also spent three years as a corporate and credit banker at Citibank N.A. in Jakarta, handling top-tier Indonesian conglomerate relationships. Veronica earned a B.S. in Business Administration from the Haas School of Business at the University of California, Berkeley. She also completed the Advanced Management Program at Harvard Business School.

Veronica was named as one of the 10 Inspiring Women by *Forbes Indonesia* in 2013, and Asia's Power Business Women by *Forbes Asia* in 2014. She is also a 2014 nominee for ALBF Awards, Dubai and a 2015 nominee for Channel News Asia Luminary Award, Singapore.



MARK MACHIN

*Former President and Chief Executive Officer,
CPP Investments (Canada)*

Mark was most recently President & CEO of CPP Investments, a role to which he was appointed in June 2016. In this role, he was responsible for leading CPP Investments and its investment activities.

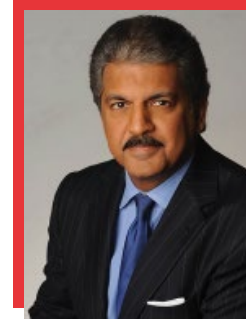
He joined CPP Investments in 2012 as its first President for Asia. In November 2013, Mark became Head of International, where he was responsible for the organization's international investment activities, managing global advisory relationships and leading the organization internationally.

Prior to joining CPP Investments, Mark had a 20-year career at Goldman Sachs where he was most recently Vice Chairman of Asia ex-Japan. Based in Asia for more than 20 years, among other roles, Mark ran the Investment Banking Division of Goldman Sachs in Asia ex-Japan for six years. He was a member of Goldman Sachs' Asia Management Committee and the Firmwide Capital Committee. Before that, Mark qualified as a medical doctor in 1990 and in 1991, after practicing medicine in the U.K., he joined Goldman Sachs in London in European Corporate Finance.

Mark holds a BA in Physiological Sciences from Oriel College, Oxford University, and a BM BChir from Downing College, Cambridge University.

Mark currently serves as Chairperson of the Board of Directors of FCLT Global and in 2020 he joined the Advisory Board of the 30% Club of Canada.

He was named both a Catalyst Honours Champion for 2020, which recognizes those making workplaces equitable and inclusive for women, and one of Canada's Top 10 CEOs by Glassdoor in its 2018 Employee Choice Awards.



ANAND MAHINDRA

*Chairman and Managing Director,
Mahindra Group (India)*

Anand Mahindra is the Chairman of the US\$19-billion Mahindra Group. His tenure has seen the Group expand domestically and internationally into a range of major industrial sectors from automobiles and agriculture to IT and aerospace. An incisive business

commentator and humanitarian with over six million followers on Twitter, Anand also initiated the Nanhi Kali program that has provided 250,000 underprivileged girls access to high-quality education in the last 20 years.



SUE PAISH

*Chief Executive Officer,
Digital Technology Supercluster (Canada)*

Sue Paish is the CEO of Canada's Digital Technology Supercluster, where organizations from across Canada come together to solve some of society and industry's biggest challenges through the development, deployment and scaling of Canadian-made digital technologies. The

Supercluster has facilitated 65 projects since its launch in 2018.

Sue led three leading Canadian organizations prior to joining the Supercluster. As the Managing Partner of Fasken, one of Canada's most respected law firms (2000 to 2006), Sue grew the firm from one office in B.C. to nine offices on three continents. As the CEO of Pharmasave, Canada's largest chain of independent retail pharmacies (2006 to 2012), Sue helped to introduce industry-leading technologies for online medication management. As the CEO of LifeLabs, Canada's largest diagnostic lab (2012 to 2017), Sue led the introduction of online access to test results and pioneered the roll-out of non-invasive pre-natal genetic testing. In each of these roles, Sue mobilized diverse teams to drive business growth, implemented large-scale organizational change and developed and implemented transformational technologies.

Sue chairs the boards of the CORIX Group of Companies and Canexia Health and serves on the boards of Own the Podium and Stemcell Technologies. She is the Co-Chair of Canada's COVID-19 Testing and Screening Expert Advisory Panel, a member of the Expert Panel on Housing Supply and Affordability and the Government of Canada's COVID-19 Supply Council. Sue is also the past Chair of the Business Council of British Columbia.

Sue has been recognized for her community and business leadership, with an Honorary Doctorate of Technology from the British Columbia Institute of Technology, designated Queen's Counsel, the Distinguished Alumni Award from Faculty of Law at the University of British Columbia, the University of Victoria Distinguished Entrepreneur Award, the YWCA Woman of Distinction Award, Canada's Top 100 Most Powerful Women – Hall of Fame, and the Influential Women in Business Lifetime Achievement Award.



CONG PHAN

Chairman, Unibrands (Vietnam)

Dr. Cong Phan is an Eisenhower fellow and the Chairman of UniBrands, a group of private companies leading in natural personal care, cosmetics, and quick-service restaurants. He is also the Chairman of Saigon Food, which manufactures frozen food for the Japanese market and 7-Eleven in Vietnam. Cong has

served as a board member of Mekong Capital, a reputable private equity firm; Traphaco, Vietnam's biggest herbal pharmaceutical company; MobiWorld, the largest mobile phone retailer in Vietnam; and PNJ, a leading jewelry retailer in Vietnam.

Prior to UniBrands, Cong was the co-founder and the CEO of International Consumer Products (ICP), a startup company that became the No.1 local personal care company in Vietnam. After ICP was acquired by Marico Ltd. in 2011, Cong continued to serve as Executive Vice-President, Head of Southeast Asia of Marico Group, until the end of 2014.



SUSANNAH PIERCE

*President and Country Chair,
Shell Canada (Canada)*

Susannah Pierce is President and Country Chair of Shell Canada, a role she assumed on April 1, 2021.

Susannah was previously Director of Corporate Affairs, LNG Canada, a joint venture of Shell,

Petronas, Mitsubishi, PetroChina and Kogas. She joined LNG Canada in 2013 and was responsible for the project's federal and provincial regulatory approvals, Indigenous relations and negotiations, government relations, media relations, community consultation and communications. Under her leadership, the project achieved federal and provincial environmental approvals on schedule and received unprecedented support from First Nations, communities and governments. This support underpinned LNG Canada's Final Investment Decision in October 2018, making it the largest private sector investment in Canadian history.

Susannah serves on the Board of Directors of the following non-profit organizations: The Vancouver Police Foundation, The Vancouver General Hospital Foundation, BCBC Board of Governors, The Fraser Institute and The Canadian Global Affairs Institute. She was named to the *Vancouver Magazine* 2019 Power 50 and the *BC Business* 2015 Most Influential Women in Business lists. She was also recognized as a 2019 Most Influential Woman in Business by *Business in Vancouver* magazine.

Susannah is a graduate of the Johns Hopkins School of Advanced International Studies (SAIS) and The George Washington University, and speaks English, Spanish and French. She lives in Vancouver with her two children, Robert and Gabriela.



MICHAEL ROLLAND

*President and Chief Operating Officer,
Asia-Pacific, OMERS (Canada)*

Michael Rolland is President and Chief Operating Officer, Asia Pacific for OMERS, the defined benefit pension plan for municipal employees in Ontario. In this role, Michael oversees and directs OMERS operations, business relationships, and growth opportunities managed out of the OMERS Singapore and Australia offices.

Michael joined OMERS in 2000 and since then has pioneered change and driven success across a number of initiatives. Most recently, as OMERS Chief Investment Officer, Private Markets, Michael was directly responsible for spearheading the evolution of OMERS Infrastructure and OMERS Private Equity, and transforming these businesses into leading, global investment operations.

Michael has a diverse background in accounting, commercial finance, and a broad range of industry sectors. He holds an Honours degree in Business Administration from the Richard Ivey School of Business at Western University and is a Fellow of the Institute of Chartered Professional Accountants (FCPA) of Ontario. Combining his business experience with his deep commitment to giving back, Michael has served on a variety of public, private, charity and community organization boards, both domestically and internationally.



CALIN ROVINESCU

*Former President and Chief Executive Officer,
Air Canada (Canada)*

Founder of Acasta Enterprises, Inc., Calin Rovinescu is the former President, Chief Executive Officer and Director at Air Canada, a Member of Ontario Bar Association, a Member of Québec Bar Association, a Member of The Canadian Bar Association, and sits on the board

of six other companies.

Calin previously held the position of Chairman of Orchestre De Chambre I Musici De Montréal, Chairman for Acasta Enterprises, Inc., Managing Partner at Stikeman Elliott LLP, Chairman-Executive Board at Star Alliance Services GmbH, and Principal at Genuity Capital Markets.



SHUNICHI SHIBANUMA

*Senior Executive Officer,
SIGMAXYZ (Japan)*

Shunichi Shibamura is a Senior Executive Officer of SIGMAXYZ, a leading consulting company in Japan. At SIGMAXYZ, he leverages his years of experience in consulting, digital transformation, and investment to support both startups and large companies to create

new businesses. Serving some of Japan's leading corporates, SIGMAXYZ has a powerful ecosystem of industry partners. Shunichi is a director of portfolio companies SX Capital and JTB benefit, and has also been appointed as a member of governmental committees for Energy Technology, particularly related to the power generation industry.

Shunichi began his career at the Bank of Japan, then worked at McKinsey & Company's Tokyo office, executed a management buyout of Kazaka Security as an executive officer and, most recently, as a Senior Executive officer of SIGMAXYZ, led the company's listing on the Tokyo Stock exchange.

He holds an MBA from Wharton School, University of Pennsylvania, and a BA in Economics from Tokyo University. He is also a professor at Globis, a leading business school in Japan. Shunichi is committed to social change of the Japanese Women's Leadership Initiative, by the Fish Family Foundation, and provides executive follow-up coaching.



IAN SMITH

*Chief Executive Officer,
Clearwater Fine Food Inc. (Canada)*

Mr. Ian D. Smith is the Chief Executive Officer of Clearwater Seafoods. Ian joined Clearwater in May 2010 bringing to this role over 26 years' of global experience in the food and consumer products industry. Prior to joining Clearwater, Ian held senior leadership positions at Campbell Soup Company in the United States, China, and Canada including Vice-President and General Manager of Campbell Soup Company Greater China and Vice-President of Business Development for North America. Prior to Campbell, Ian held positions in marketing, sales and international business development with Allergan, Colgate-Palmolive, and the Gillette Company.

Ian is a Board Member of the Business Council of Canada, a member of the Advisory Council for Canada's Global Markets Action Plan for the Ministry of International Trade, a Board Member of the Chartered Professional Accountants of Canada's Corporate Oversight and Governance Advisory Board, a member of the Board of Governors of Food & Consumer Products of Canada, and a Board Member of The Atlantic Provinces Economic Council. Ian is a five-time recipient of *Atlantic Business Magazine* recognition as a Top 50 CEO in Atlantic Canada.



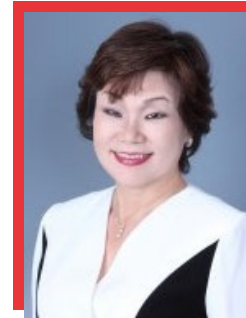
CHIN HWEE TAN

*Chief Executive Officer, Asia-Pacific,
Trafigura (Singapore)*

Chin Hwee Tan joined Trafigura as the Chief Executive Officer for Asia Pacific with the responsibility for continuing the growth of Trafigura's business across the region. Chin Hwee brings two decades of experience in management and financial roles, most recently as the founder of the Asian operations of Apollo Global Management LLC, a global alternative investor with over US\$185 billion in assets under management. He was voted by the *Hedge Fund Journal* as one of the emerging top 40 absolute return investors

globally and also named for managing the Best Asia Credit Hedge Fund by *The Asset*. He is also the winner of the Distinguished Financial Industry Certified Professional (FICP) Award from the Singapore government and winner of the World Outstanding Young Chinese Entrepreneurs Award 2015.

Prior to joining Apollo, Chin Hwee was a Managing Director at Amaranth Advisors LLC, an American multi-strategy hedge fund responsible for identifying and evaluating public and private investment opportunities across the capital structure across Asia.



YUKAKO UCHINAGA

*Board Chair, Japan Women's Innovative
Network, President and Chief Executive Officer,
Globalization Research Institute (Japan)*

Yukako Uchinaga began her career in 1971 at IBM Japan, where she held several positions in development, marketing, and management. She was elected to the board of directors of IBM Japan in 1995. She had been Chair of the

Board, CEO and President of Berlitz Corp., and Director and Executive Vice-President of Benesse Holdings, Inc. from 2008 until 2013. Yukako is currently Board Chair of J-Win (Japan women's Innovative Network), a non-profit organization that promotes diversity in the workplace. Yukako Uchinaga has started her own company called 'GRI (Globalization Research Institute Co., Ltd) in September 2013.

Yukako Uchinaga also established the Japan Diversity Network (JDN) association in April 2014. In 1999, she became the first woman from outside the United States to be inducted into the U.S.-based Women in Technology International Hall of Fame. In 2006, she was honoured by The Society of Women Engineers with the Upward Mobility Award. She was awarded the Prime Minister's Commendation for Efforts Toward the Formation of a Gender-Equal Society in June 2013.



DIANE WANG

*Founder and Chief Executive Officer,
DHgate.com (China)*

Diane Wang is the Founder and CEO of DHgate.com. Founded in 2004, DHgate is China's first cross-border B2B e-commerce marketplace. By connecting micro, small and medium retailers from every corner of the world with high quality manufacturers, DHgate.com takes a stand for more equal world trade and upholds diversity and creativity. After fourteen years of development, DHgate.com has accumulated over 1.9 million Chinese suppliers to serve over 19 million global buyers from 222 countries and regions, with more than 13 million product listings.

Diane started her career working for Microsoft and Cisco. She was the youngest senior manager of Microsoft in the China region, and the only female on the Cisco management team, where she was credited with leading the "Best Team in Asia." In 1999, Diane, as part of the first generation of e-commerce entrepreneurs in China, co-founded and served as the first CEO of the first B2C e-commerce transactional platform in China, Joyo.com. Joyo became the largest B2C marketplace in China and was acquired by Amazon in 2004 as its founding operation in China.



MARK WISEMAN

*Global Investment Manager & Senior Advisor,
Hillhouse Capital (Canada)*

Mark Wiseman is a Canadian investment manager and business executive and an industry-leading expert in alternatives and active equity investments. Among his advisory roles with various organizations, Mark serves as the chair of the board of directors of the Alberta Investment Management Corporation, and as a part-time Senior Advisor to Hillhouse Capital and Boston Consulting Group.

Until the end of 2019, he was a Senior Managing Director at BlackRock, Global Head of Active Equities, Chairman of its alternatives business, and Chairman of BlackRock's Global Investment Committee. He also served on BlackRock's Global Executive Committee. Prior to joining BlackRock in 2016, Mark was President & CEO of the Canada Pension Plan Investment Board (CPPIB). Mark joined CPPIB in June 2005 as the organization's Senior Vice-President, Private Investments. He was later named Executive Vice-President, Investments, responsible for managing all of the investment activities of CPPIB. He was named President & Chief Executive Officer in 2012.

Prior to joining the CPPIB, Mark was responsible for the private equity fund and co-investment program at the Ontario Teachers' Pension Plan. Previously, Mark was an officer with Harrowston Inc., a publicly traded Canadian merchant bank and a lawyer with Sullivan & Cromwell, practicing in New York and Paris.

Mark holds a Bachelor of Arts from Queen's University and a law degree and Masters in Business Administration from the University of Toronto. He was also a Fulbright Scholar at Yale University, where he obtained a Master of Laws. Mark is a regular lecturer at the Harvard Business School and the University of Toronto, and is an adjunct professor at Tsinghua University.

Mark was a member of the Advisory Council on Economic Growth, which advised the Canadian Finance Minister on economic policies to achieve long-term sustainable growth. He is co-founder and former Chair of the Focusing Capital on the Long Term initiative. Mark also serves on the board of several non-profit organizations, including Alpine Canada, the United Way of Greater Toronto, Sinai Health Services, the Capital Markets Institute and the Dean's Advisory Board at the Rotman School of Management, University of Toronto. He is also a co-founder and Chair of the Century Initiative, an organization dedicated to growing Canada's population.



ABLAC 2021
**ABOUT THE ASIA PACIFIC
FOUNDATION OF CANADA**

ABOUT THE ASIA PACIFIC FOUNDATION OF CANADA

The Asia Pacific Foundation of Canada (APF Canada) is a not-for-profit organization focused on Canada's relations with Asia. Our mission is to be Canada's catalyst for engagement with Asia and Asia's bridge to Canada. We are dedicated to strengthening ties between Canada and Asia with a focus on seven thematic areas:

- [Business Asia: Trade and Investment](#)
- [Perspectives Asia: Surveys and Polling](#)
- [Strategic Asia: Regional Security](#)
- [Digital Asia: Digital Technologies](#)
- [Engaging Asia: Domestic Networks](#)
- [Sustainable Asia: Sustainable Development](#)
- [Education: Asia Competency](#)

Our research provides high-quality, relevant, and timely information, insights, and perspectives on Canada-Asia relations. Providing policy considerations and business intelligence for stakeholders across the Asia Pacific, our work includes [Reports](#), [Policy Briefs](#), [Case Studies](#), [Dispatches](#), [Digital Media](#), and a regular [Asia Watch](#) newsletter that together support these thematic areas.

ASIA WATCH

Canada's leading analysis on Asian affairs

The latest news, issues, and analysis on Asia from our research team

HOW CAN APF CANADA HELP YOU?

APF Canada works with business, government, and academic stakeholders to provide custom research, data, briefings, and Asia Competency training. Through our data-driven research, transpacific networks, and proven convening capabilities, we are uniquely positioned to help you achieve the 'next level' of Canada-Asia engagement through enhanced trade, investment, and innovation connectivity.

Our [services](#) include:

- **Advisory Services**
Expert briefings, strategy workshops, and tailored research.
- **Data Analysis**
Actionable, business-relevant, curated data and intelligence designed to inform decision making.
- **Education & Training**
'Asia competency' training for professionals, from the staffroom to the boardroom.
- **Network Facilitation**
Business acclimatization and networking opportunities between Canada and Asia's industry groups and corporate stakeholders.

If your company is interested in any of APF Canada's services, please contact lauren.chang@asiapacific.ca.

We would be pleased to propose a custom solution to meet your needs.

Contact us at info@asiapacific.ca

Visit APF Canada at www.asiapacific.ca



ASIA PACIFIC
FOUNDATION
OF CANADA

FONDATION
ASIE PACIFIQUE
DU CANADA