



**Memorandum of Understanding
Between
International Corporate Governance Network
And
Keidanren
[Excerpt]**

1. Introduction

1.1 ICGN is a leading authority on global standards of corporate governance and investor stewardship with members responsible for assets under management in excess of US \$34 trillion. ICGN promotes high standards of professional practice among companies and investors alike in their pursuit of long-term value creation contributing to sustainable economies world-wide.

1.2 Keidanren (Japan Business Federation) is a comprehensive economic organization with a membership comprised of more than 1,500 representative companies, nationwide industrial associations, and regional economic organizations of Japan.

2. Purpose

2.1 The purpose of this Memorandum of Understanding (“MoU”) is to provide a framework for co-operation between ICGN and Keidanren (hereafter “the Parties”) to foster mutual understanding between Japan’s corporate leadership and overseas institutional investors around high standards of corporate governance and investor stewardship practices.

2.2 The outcome of the MoU is to help support companies and investors in their mutual pursuit in promoting long term successful companies, generating sustainable value creation upon which economic growth and social welfare relies, and in pursuit of realizing Society 5.0 for the UN Sustainable Development Goals.

3. Areas of Cooperation

3.1 To achieve the purpose of this MoU, the Parties shall cooperate in the following activities:

- Organisation of joint symposiums for knowledge building and promotion of constructive dialogue between Japanese corporate leadership and investors.
- Exchange of experts and delegations on corporate governance and investor stewardship (e.g. ICGN visits to Tokyo, or Keidanren visits at ICGN conferences) and follow up of such visits.
- Assistance to the other Party in organizing its own symposium or seminars, and other similar activities.
- Information dissemination to raise awareness of the importance of corporate governance and investor stewardship priorities to corporate and investment communities as well as wider stakeholders.
- Other best efforts for achieving the purpose of this MoU.