

“Asian Corporate Governance – Investment Implications”

“To further develop corporate governance, **institutional investors** need to **put more pressure** on business management in Japan to pursue better ways to strengthen corporate governance for **higher return**. And through that pressure the return to institutional investors should rise ...”

*Mr Yoshiko Miyauchi,
Chairman and CEO, ORIX Corporation, Tokyo
ACGA 2007 Conference - “The Value of
Corporate Governance to Japanese Business”*

“I think there is a role to be played by these foreign funds. Calling them vultures and trying to push them out – there is no future to that kind of an approach for Japan.”

“The best thing would be for managers to take the initiative to make and implement reform, but we cannot rely on managers alone. Without pressure, managers do not make a move, so **there is a lot that institutional investors can do**, especially as more shares are being held by institutional investors ...”

*Mr Tomomi Yano, Executive Managing Director,
Pension Fund Association, Tokyo*

*ACGA 2007 Conference - “The Critical Role of Investors
in Strengthening Corporate Governance in Japan”*

“Speak Up, Security Commission Chief tells investors”

“Institutional investors should show their strength and not just sell out when there are incidences of corporate governance misconduct. This is because **they have the ability, and even a responsibility**, to bring management to task for failure to manage and govern properly.”

YBhg Dato' Zarinah Anwar,
Securities Commission Malaysia at the

Chairman,
MICPA

49th Anniversary Commemorative Lecture
New Straits Times, BizNews, 25 Jan 2008

A Guide of Best Practices for Institutional Shareholders

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MINORITY SHAREHOLDER WATCHDOG GROUP
BADAN PENGAWAS PEMEGANG SAHAM MINORITI BERHAD
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Some take-aways for you ...

How far has CG gone in Singapore?

Do we have a Captain of Industry championing sustained CG?

Do our Institutional Investors, Fund Managers demand good CG?

Are Retail Shareholders educated/ enabled/organized to demand good CG?

Do our Regulators have the teeth to enforce good CG?

Do we have a fund manager and active shareowner campaigner?

“Fund manager who campaigned, often controversially, to make public companies more accountable”



Alastair Ross Goobey

- one of the most prominent fund managers of recent times
- disarming integrity
- championed many causes which were unpopular at the time, but are now recognised as fundamental parts of the governance and accountability of companies and the responsibility of investors who own them.

Thank You

HIM Governance