



# Corporate Governance

## Board structures and directors' duties in 42 jurisdictions worldwide

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## Sources of corporate governance rules and practices

### 1 Primary sources of law, regulation and practice

What are the primary sources of law, regulation and practice relating to corporate governance?

The Company Act and its subordinated rules govern issues relating to incorporation, organisation, operation and administration of corporations. In addition, the Securities and Exchange Law and rules of stock exchanges regulate disclosure of information by listed corporations. Further, the Japan Corporate Auditors Association has published a Code of Kansayaku Auditing Standards as standards for corporate auditors in the conventional 'corporate auditor-type' governance structure.

### 2 Responsible entities

What are the primary government agencies or other entities responsible for making such rules and enforcing them? Are there any well-known shareholder activist groups whose views are often considered?

There are no specific government agencies or other bodies responsible for enforcing the statutes except for the courts. Commentaries authored by officials of the Department of Justice are sometimes relied upon, however. There are no well-known shareholder rights protection groups whose views are often considered.

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## Rights and equitable treatment of shareholders

### 3 Shareholder powers

What powers do shareholders have to appoint or remove directors or require the board to pursue a particular course of action?

Directors of a stock corporation are elected at the general meeting of shareholders by a simple majority of votes unless otherwise provided for in its articles of incorporation. A director of a stock corporation can be removed at the general meeting of shareholders by a simple majority of votes unless otherwise provided for in its articles of incorporation. Shareholders of a stock corporation do not have direct power to decide the course of action of the corporation except for certain material actions such as mergers and corporate splits. They can do so only through the appointment of directors and proposals at general meetings of shareholders. A stock corporation can issue special shares that have voting rights only in respect of items specified in the articles of incorporation. Thus shareholders with limited voting rights cannot appoint or remove directors if the items listed in the articles of incorporation do not include such appointment or removal. Further, the articles of incorporation can specify items that require the approval of a meeting of holders of a specific type of shares. Thus if the articles of incorporation provide that the appointment or removal of directors requires the approval of a specific type

of shareholder, such shareholders have the right of veto in respect of the appointment or removal of directors. Non-public stock corporations can issue a class of shares that carry exclusive power to appoint a certain number of directors but this type of share is not permitted for public corporations.

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### 4 Shareholder decisions

What decisions must be reserved to the shareholders?

The scope of decisions reserved to the shareholders differs depending on the type of governance structure adopted by corporations. The following shows the scope for corporations that adopted the corporate auditor-type governance structure:

- appointment and dismissal of directors, statutory accounting advisers, corporate auditors (corporate auditors do not exist in corporations that adopted the committee-type governance structure) and accounting auditors;
- payment of dividends and disposition of loss (with certain exceptions);
- payment of dividends in kind;
- determination of remuneration for directors, statutory accounting advisers and corporate auditors;
- discharge of liabilities of directors, statutory accounting advisers, corporate auditors, executive officers and accounting auditors (unless the articles of incorporation give such authority to the board of directors);
- amendment of the articles of incorporation;
- issuance of shares at specially favourable prices;
- issuance of stock options at specially favourable prices;
- change of types of corporations;
- mergers;
- corporate splits;
- statutory share transfers (*kabushiki iten*, a procedure to create a wholly-owning parent above an existing corporation by operation of law);
- statutory share exchanges (*kabushiki kokan*, a procedure under which one corporation becomes a wholly owned subsidiary of another corporation by operation of law);
- transfers of all or a material part of its business;
- leases of all the business;
- entrustment of all the business to another party;
- agreements to share all the profit with another party;
- acceptance of the entire business of another corporation;
- acquisition of material assets within two years of its incorporation;
- authorisations to purchase its own shares for counter value with certain exceptions;
- acquisition of special shares that are specified as shares that may be acquired by the issuing corporation in its entirety by a resolu-

tion of shareholders;

- consolidation of shares;
- capital reductions;
- reductions of legal reserves; and
- dissolutions of the corporation.

#### 5 Disproportionate voting rights

To what extent are disproportionate voting rights or limits on the exercise of voting rights allowed?

Under the Company Act a stock corporation may adopt the unit system for its shares where one voting right is granted to one unit of shares. For example, if a corporation's articles of incorporation provide that 1,000 shares of common stock constitute one unit, a shareholder that owns 2,000 common shares has two votes for his or her shares. The number of shares constituting one unit for one class of shares can be different from that for another class of shares. So, if the corporation sets different numbers for different classes of shares, it can effectively give disproportionate voting rights. In addition, a corporation can issue shares with limited voting rights (ie, shares that do not have voting rights in respect of the items specified in the articles of incorporation of the corporation). Lastly, the articles of incorporation of the company may provide that certain matters that are subject to approval of a general meeting of shareholders or approval of the board of directors also require approval of the meeting of a certain class of shareholders.

#### 6 Shareholders' meetings and voting

Are there any special requirements for shareholders to participate in general meetings of shareholders or to vote?

In order to attend and vote at a general meeting of shareholders, a shareholder must have his or her name registered in the register of shareholders of the corporation. Once his or her name is registered, it will remain on the register until the shareholder transfers the relevant shares to a third party and the third party notifies the corporation of the transfer. A shareholder may delegate authority to another person to act as a proxy. However, under their articles of incorporation many corporations require that such other person also be a shareholder.

#### 7 Shareholders and the board

Are shareholders able to require meetings of shareholders to be convened, resolutions to be put to shareholders against the wishes of the board or the board to circulate statements by dissident shareholders?

A shareholder that has been holding 3 per cent or more of the entire voting rights for the previous six months has the right to require that directors of the corporation convene a general meeting of shareholders (the scope of qualified shareholders can be expanded by the articles of incorporation). If directors fail to convene a general meeting of shareholders without delay, the requesting shareholder may convene a meeting after obtaining the approval of the court. A shareholder who has been holding 1 per cent or more of the entire voting rights or 300 or more voting rights for the previous six months has the right to require the corporation to include its proposals in the agenda of the general meeting of shareholders by sending written notice to that effect to the corporation eight weeks prior to the date of the meeting (the scope of qualified shareholders can be expanded by the articles of incorporation). Shareholders do not have the right to require the board to circulate their dissenting statements.

#### 8 Controlling shareholders' duties

Do controlling shareholders owe duties to the company or to non-controlling shareholders? If so, can an enforcement action against controlling shareholders for breach of these duties be brought?

There are no specific provisions in the Company Act or established court precedents that establish the duties of controlling shareholders. However, a resolution of a general meeting of shareholders can be nullified through a resolution nullification suit if the resolution is unduly tainted as a result of the exercise of voting rights by one or more shareholders having special interest in the resolution. A resolution nullification suit must be filed with the court within three months of the date of the relevant shareholders' meeting.

#### 9 Shareholder responsibility

Can shareholders ever be held responsible for the acts or omissions of the company?

Theoretically speaking, a shareholder could be held responsible for the acts or omissions of the company if a director representing the company commits a tort when he or she is an employee of the shareholder and acts under control of that shareholder, or a director representing the company and the relevant shareholder jointly commit a tort. However, a shareholder will not be held responsible solely for the exercise of, or failure to exercise, his or her voting rights even if the voting is decisive factor in the general meeting of shareholders.

#### Corporate control

#### 10 Anti-takeover devices

Are anti-takeover devices permitted?

Many listed Japanese corporations have adopted various types of anti-takeover devices recently. The validity of those devices has, however, not been fully tested by court cases.

#### 11 Restrictions on the transfer of fully paid shares

Are restrictions on the transfer of fully paid shares permitted, and if so what restrictions are commonly adopted?

No share transfer restrictions enforceable by a corporation itself are allowed in the case of listed corporations. Agreements among large shareholders sometimes contain this type of provision. In the case of non-listed corporations, the Company Act allows a corporation to have a provision in its articles of incorporation where the transfer of shares requires approval of the board of directors. If a shareholder of such a corporation wishes to sell his or her shares, but the board of directors does not approve such transfer, the shareholder may require the board of directors to appoint a purchaser who is acceptable to them. If a listed corporation amends its articles of incorporation to include such a provision, its shares are delisted in accordance with stock exchange listing rules.

#### 12 Compulsory repurchase rules

Are compulsory share repurchase rules allowed? Can they be made mandatory in certain circumstances?

A corporation may not force its shareholders to sell their shares to it unless such compulsory repurchase is specifically provided for in its articles of incorporation. Shareholders who have objected to a certain major corporate transaction (eg, a merger) at a general meeting of shareholders can require the corporation to purchase their shares at a fair price. The court will determine the purchase price if the corporation and the shareholder do not reach agreement.

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 Responsibilities of the board (supervisory)
 

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**13 Board structure**

Is the predominant board structure for listed companies best categorised as one-tier or two-tier?

The conventional Japanese governance structure is one-tier. The board of directors consists of all the directors of the corporation including directors who can represent the company (ie, representative directors). In addition, a corporation has the board of corporate auditors consisting of at least three corporate auditors (in the case of a corporation with a stated capital of ¥500 million (approximately US\$4.6 million) or more or with total debts of ¥20 billion (US\$185 million) or more) or corporate auditors (in the case of other corporations) whose duty, in both cases, is to audit the directors' conduct. The Company Act also allows a two-tier governance structure consisting of the board of directors (appointed by the shareholders) and its three committees (audit, nomination and compensation) and executive officers appointed by the board.

**14 Board's legal responsibilities**

What are the board's primary legal responsibilities?

In case of corporations that have adopted the conventional corporate auditor-type governance structure, the board of directors determines all management matters unless they are specifically reserved for a general meeting of shareholders under the Company Act (eg, a merger) or they are delegated by the board to a representative director (a director with power to represent and bind the corporation, who is also a member of the board). The Company Act specifically requires a board resolution if a corporation wishes to conduct any of the following actions:

- disposition or acceptance of important assets;
- borrowing of substantial amounts of money;
- appointment and dismissal of managers and other important employees;
- establishment, change and abolition of branches and material organisations;
- determination of material items relating to issuance of bonds;
- determination of corporate governance system; and
- discharge of liabilities of directors, statutory accounting advisers, corporate auditors, statutory executive officers and accounting auditors authorised by the articles of incorporation.

The board may not delegate these items to a director. In the case of corporations that adopted the committee-type governance structure, the board may and normally does commission most of the powers to executive officers appointed and supervised by the board.

**15 Board obligees**

Whom does the board represent and to whom does it owe legal duties?

The board of directors is the decision-making body of a corporation. Each director owes fiduciary duties to the corporation. Therefore, he or she may not act for the benefit of a major shareholder if such an action is against the interests of the shareholders as a whole. Further, directors are required by the Company Act to exercise the duty of care of a prudent manager in performing their duties.

**16 Enforcement action against directors**

Can an enforcement action against directors be brought on behalf of those to whom duties are owed?

A corporate auditor (a person elected at the general meeting of shareholders) of a corporation that adopted the conventional governance structure may apply to the court seeking injunctive relief if the conduct of a director goes beyond the objectives of the corporation or violates the law or the articles of incorporation, or such conduct is threatening and such conduct would cause material damage to the corporation. A shareholder who has held shares in the corporation for the previous six-month period may also apply for injunctive relief if there is a possibility that such conduct by a director would cause 'substantial material' damage to the corporation. In the case of a corporation that adopted the committee-type governance structure, a shareholder has the similar right against executive officers instead of directors.

**17 Care and prudence**

Do the board's duties include a care or prudence element?

Each director owes fiduciary duties to the corporation. A director is also required to exercise the duty of care of a prudent manager in performing their duties. A director may not engage in business that competes with the business of the corporation unless that director first obtains the board's approval. Further, a director may not enter into a transaction with the corporation unless it first obtains board approval. Even if a director obtains board approval in connection with a transaction with the corporation, he or she is still liable for any damages incurred by the corporation as the result of such a transaction.

**18 Board member duties**

To what extent do the duties of individual members of the board differ?

Under the Company Act, the duties of individual members of the board do not differ from each other. In case of a corporation that has adopted conventional corporate auditor-type governance structure, however, there is no separation of the functions of directors and those of officers in charge of the day-to-day management of the corporation. So, in most corporations, each director also serves as an officer in charge of a specific aspect of management of the corporation. In this sense, the duties of individual members of the board may differ.

**19 Delegation of board responsibilities**

To what extent can the board delegate responsibilities to management, a board committee or board members, or other persons?

In the case of a corporation that adopted the conventional corporate auditor-type governance structure, in principle, the board acts as management body as well as supervising body. But the board may delegate its responsibilities to each director except for material matters regarding the business of the corporation (including but not limited to those specifically identified in the Company Act) and the following matters:

- disposition or acceptance of important assets;
- borrowing of a substantial amount of money;
- appointment and dismissal of managers and other important employees;
- establishment, change and abolition of branches and material organisations;
- determination of material items relating to issuance of bonds;
- determination of corporate governance system; and
- discharge of liabilities of directors, statutory accounting advisers,

corporate auditors, statutory executive officers and accounting auditors authorised by the articles of incorporations.

In the case of a corporation that adopted the committee-type governance structure, the board is expected to act mainly as supervising body and can delegate management decisions to statutory executive officers (shikkoyaku) except for the limited number of items specified in the Company Act. The board is also required to determine the following items:

- management policy;
- items necessary for operation of the audit committee;
- allocation of duties among statutory executive officers and matters relating to relationship among plural statutory executive officers;
- identification of the director to whom statutory executive officers should request convocation of a meeting of the board of directors; and
- determination of framework to assure appropriate management of the corporation.

## 20 Non-executive and independent directors

Is there a minimum number of 'non-executive' or 'independent' directors required by law, regulation or listing requirement? If so, what is the definition of 'non-executive' and 'independent directors' and how do their responsibilities differ from executive directors?

In the case of a corporation that has adopted the conventional corporate auditor-type governance structure, there is no requirement for a minimum number of such directors. However, at least half of corporate auditors of a corporation that chooses to have a board of corporate auditors must be outside corporate auditors who have never been a director, statutory accounting adviser, statutory executive officer or employee of the corporation or any of its subsidiaries. In the case of a corporation that has adopted the committee-type governance structure, it has to establish three committees (ie, audit, nomination and compensation committees) and appoint one or more executive officers. Each committee must consist of at least three directors (a majority of whom must be outside directors not co-serving as executive officers). None of the members of the audit committee may hold the position of statutory executive officer, executive director, manager or employee of the corporation or any of its subsidiaries or statutory accounting adviser of any of the subsidiaries. An 'outside director' is defined as a director that is not an executive director, statutory executive officer, manager or employee of the corporation or any of its subsidiaries; and has not served as executive director, statutory executive director, manager or employee of the corporation or any of its subsidiaries. Legally, the responsibility of the outside directors is the same as that of those not classified as outside directors, provided, however, that a corporation can adopt articles of incorporation authorising the corporation to enter into an agreement with outside directors to limit the maximum amount of monetary liability of the outside directors.

## 21 Board chairman and CEO

Do law, regulation, listing rules or practice require separation of the functions of board chairman and CEO? If flexibility on board leadership is allowed what is generally recognised as best practice and what is the common practice?

The Company Act does not require the separation of the functions of board chairman and CEO or president. In a corporation that has adopted the conventional corporate auditor-type governance structure, the board of directors appoints one or more representative directors from among themselves. A representative director

represents the corporation and may legally bind the corporation. Customarily, one of the representative directors is the president and another is the chairman. If there is a chairman, he or she customarily serves as chairman at board meetings. If there is no chairman, the president customarily serves as chairman at such meetings. The position of chairman at meetings is customarily provided for in the articles of incorporation or the regulations of the board of directors of the corporation. In a corporation that adopted the committee-type governance structure, the board appoints statutory executive officers, who run the day-to-day business of the corporation, and the representative statutory executive officer or officers, who represent the corporation and can legally bind it. Statutory executive officers may be elected from among the directors. One of the representative statutory executive officers customarily uses the title of CEO.

## 22 Board committees

What board committees are mandatory? What board committees are allowed? Are there mandatory requirements for committee composition?

In the case of a corporation that has adopted the conventional corporate auditor-type governance structure, board committees are not mandatory. Although the corporation may have internal board committees, they are not legally recognised bodies under the Company Act. In the case of a corporation that has adopted the committee-type governance structure, the corporation has to set up the nomination, audit and compensation committees and appoint one or more executive officers. Each committee has to consist of at least three directors (a majority of which must be external directors not co-serving as executive officers). None of the members of the audit committee may be a statutory executive officer, executive director, manager or employee of the corporation or any of its subsidiaries or statutory accounting adviser of any of the subsidiaries. The nomination committee has the power to determine proposals to be submitted to the general meeting of shareholders as to the appointment and removal of directors. The audit committee has the power to audit the performance of directors and statutory executive officers and to determine proposals to be submitted to the general meeting of shareholders as to appointment, removal or non-renewal of outside accounting auditors. The compensation committee has the power to determine the compensation payable to directors, statutory executive officers and statutory accounting advisers.

## 23 Board meetings

Is a minimum or set number of board meetings per year required by law, regulation or listing requirement?

The Company Act requires that each representative director and each executive director of a corporation that adopted the conventional corporate auditor-type governance structure reports on how he or she has been carrying out the business to the board of directors at least once every three months. Therefore, the meeting of the board of directors must be held at least once every three months. In the case of a corporation that has adopted the committee-type governance structure, similar obligations are imposed on executive officers. Therefore, the meeting of the board of directors must be held at least once every three months.

## 24 Board practices

Is disclosure of board practices required by law, regulation or listing requirement?

The governance structure of the corporation is registered in the commercial register. The corporation's commercial register is a pub-

### Update and trends

'J-SOX' rules took effect as from 1 April 2008. A listed corporation is required to file an internal control report simultaneously with the annual securities report. The internal control report must describe internal evaluation of internal scheme required to ensure correctness of financial and other related information. The internal control report must be signed by CEO and CFO and audited by an accounting firm. Separately from the above, new amendment to require shareholders

resolution for issuance of new shares to third-party subscribers is recently being proposed.

A recent court decision denied the valuation of shares made by the issuing corporation made in connection with squeeze out transaction and increased the consideration payable to minority shareholders. This court decision may affect valuation of shares in future transactions involving squeeze-out.

lic record. If it is necessary for a shareholder of a corporation or a shareholder of the parent corporation of a corporation to exercise his or her rights, he can access and make copies of the minutes of the board meetings after obtaining court permission. A creditor of a corporation can also apply for court permission if such access is necessary to claim compensation for damages incurred against a director, statutory accounting adviser, corporate auditor or statutory executive officer of the corporation.

### 25 Remuneration of directors

Is there any law, regulation, listing requirement or practice that affects the remuneration of directors, the length of directors' service contracts, loans to directors or other transactions between the company and any director?

In a corporation that has adopted the corporate auditor-type governance structure, the remuneration of directors must be approved at a general meeting of shareholders. Most stock corporations approve the maximum aggregate amount of remuneration payable to the entire group of directors and give the board of directors the power to decide how it is allocated among the directors. The board of directors generally delegates such power to the president and representative director. In a corporation that has adopted the committee-type governance structure, the remuneration of the directors must be approved by the compensation committee.

In a corporate auditor-type governance corporation, the length of directors' service shall be two years or less, whereas it shall be one year in a committee-type governance corporation. Even if the service contract provides for a longer term, such provision will not limit the power of the general meeting of shareholders to replace the directors upon expiry of the two-year period. For the corporation to advance a loan to its director or to enter into a transaction with its director, the relevant director is required to obtain a board resolution in respect of such loan or transaction.

### 26 Remuneration of senior management

How is the remuneration of the most senior management determined? Is there any law, regulation, listing requirement or practice that affects the remuneration of senior managers, loans to senior managers or other transactions between the company and senior managers?

No law, regulation, listing requirement or practice exists that affects the remuneration of directors. Loans to directors and other transactions between the company and directors must be approved by the board of directors (or general meeting of shareholders if the company has not adopted a board system). Board approval is also required for loans to, and transactions with, statutory executive officers in case of corporations that adopted committee type governance system.

### 27 D&O liability insurance

Is directors' and officers' liability insurance permitted or common practice? Can the company pay the premiums?

D&O insurance is permitted and has recently become common practice. The company can pay the premiums. The portion of premium corresponding to the coverage for directors' obligations against the corporation is treated as taxable salary paid to the relevant directors.

### 28 Indemnification of directors

Are there any constraints on the company indemnifying directors in respect of liabilities incurred in their professional capacity? If not, are such indemnities common?

There is no explicit provision prohibiting the company from indemnifying directors in respect of liabilities incurred against a third party in their capacity as directors. But such indemnities are not common. If the articles of incorporation of the company contain a specific provision, the board may discharge a certain portion of the directors' liabilities against the company itself which exceeds the amount calculated based upon the formula specified in the Company Act. The corporation can enter into a contract with its outside directors limiting their liabilities against the company to a certain amount if it is so authorised in its articles of incorporation.

### 29 Employees

What role do employees play in corporate governance?

Legally employees do not play any role in corporate governance in Japan. As a minimum matter of course, in many instances, the management of a corporation consults the union or the representative of employees when they wish to conduct major corporate restructuring.

### Disclosure and transparency

### 30 Corporate charter and by-laws

Are the corporate charter and by-laws of companies publicly available? If so, where?

The articles of incorporation are the only constitutional document of a stock corporation. There are no by-laws or corporate charter. Under the Company Act, the articles of incorporation are only available to shareholders and creditors. In the case of a listed corporation, its articles of incorporation are publicly available at the head office and major branches of the corporation and the office of the relevant stock exchange, because the articles of incorporation are one of the attachments to a securities registration statement and annual securities report, which a listed corporation must file every year.

**31 Company information**

What information must companies publicly disclose? How often must disclosure be made?

A listed corporation is required to file an annual securities report setting forth the business results of the corporation with the appropriate local finance bureau within three months of the end of its fiscal year via the EDINET system. It must also file a semi-annual report within three months of the end of the first half of its fiscal year. Such reports are available to the public via the EDINET system. Furthermore, stock exchange rules require timely disclosure by listed corporations of major events or decisions of the listed corporation.

**Hot topics****32 Say-on-pay**

Do shareholders have an advisory or other vote regarding executive remuneration?

In case of conventional governance structure, a resolution of the general meeting of shareholders is required for a Japanese listed corporation to pay remuneration to its directors or corporate auditors unless it is already provided for in its articles of incorporation. In case of committee-type governance structure, remunerations of the directors and executive officers are determined by the remuneration committee. So, in the latter case, shareholders do not have any power to determine the remuneration of directors and executive officers.

**33 Proxy solicitation**

Do shareholders have the ability to nominate directors without incurring the expense of proxy solicitation?

A shareholder or a group of shareholders who have held 1 per cent or more of the outstanding voting rights for the last six months can ask the directors to present a proposed agenda including appointment of directors to the general meeting of shareholders by sending eight weeks' notice.

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