

Director's Message



Dear Readers,

In this edition, we would like to highlight two recently-released research reports by CGIO: the State-Owned Enterprise Report - The State as Shareholder: The Case of Singapore, and the ASEAN Corporate Governance Scorecard: Country Reports and Assessments 2013- 2014. We feature a commentary by Assoc Prof Lawrence Loh on the current state of corporate governance and also share a video from a recent roundtable on improving governance in Asian family firms with Ms Shinta Widjaja Kamdani, Sintesa Group, Ms Michelle Cheo, Mewah International, and Mr Chen Tien Yue, Royal Selangor.

We would also like to introduce you to two NUS Business School faculty-affiliated researchers who will spearhead some of our research projects. Summaries of GTI launch and three other past events are also highlighted in this eNewsletter.

We encourage you to share our research and news with colleagues and friends. For more information on CGIO, please visit us at <http://bschool.nus.edu/CGIO.aspx>

As usual, we wish you a happy and a stimulating read!

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CGIO Intellectual Nourishment



State-Owned Enterprise Report 2014: The State as Shareholder: The Case of Singapore

This report demonstrates how government-linked companies managed by Temasek Holdings not only diligently comply with the Singapore code of corporate governance, but also set the tone for governance standards in Singapore. The annual research is part of State-Owned Enterprises in Asia, a joint initiative of CGIO and the Chartered Institute of Management Accountants (CIMA).

Read the full report [here](#)



ASEAN Corporate Governance Scorecard: Country Reports and Assessments 2013-2014

CGIO, in partnership with the Singapore Institute of Directors (SID), released the Singapore results of the ASEAN Corporate Governance Scorecard for 2013. Following these results, the full ASEAN Corporate Governance Scorecard report was also released with more details for each of the six countries involved (Singapore, Malaysia, Thailand, Indonesia, the Philippines and Vietnam).

Read the full report [here](#)

Boards hijacked by corporate governance

Associate Professor Lawrence Loh believes boards must not lose sight of business and strategy as they work to enhance corporate governance. Please click [here](#) for the full article.



Featured video: Improving governance for Asian family firms

Click [here](#) to view the video.

Upcoming Events

SAVE THE DATE
THE 4TH BOARDAGENDER

Since 2011, the Singapore Board has become a trailblazer for the world of corporate board diversity in Singapore. We will be launching our fourth report in October, and would like to invite you to save the date for the launch event.

Date: Wednesday, 29 Oct 2014

6:30pm - 8pm

Registration: Presentation of 4th BoardAgender - CGIO Singapore Diversity Report Panel Discussion Networking

Venue: UBS Auditorium, One Raffles Quay, 400-01 North Tower Singapore

Guest of Honour: Mr. Grace Fu, Prime Minister's Office, Second Minister for the Environment and Natural Resources and Second Minister for Foreign Affairs

We will be following up with an invitation soon, and look forward to meeting you.

board agender UBS SGX NUS

Launch of Singapore Board Diversity 2014
29 October 2014

Asian Family Business Programme
1 – 3 Dec 2014

For more information, please click [here](#)

**Launch of Korn/Ferry Study on Board Composition
& Diversity in Asia Pacific**
March 2015

Family Business Roundtable
(in collaboration with JP Morgan)
March 2015

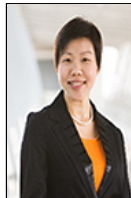
Launch of Vietnamese State-Owned Enterprise Report
April 2015

CGIO New Affiliated Researchers



Asst Professor Markus Taussig will lead the CGIO in the second research publication on state-owned enterprises in Asia. The report, which will focus on Vietnam, is slated to be launched in April 2015.

Please click [here](#) for his detailed profile.



Ms Susan See Tho will join Assoc Professor Lawrence Loh in leading the CGIO in the Singapore's domestic ranking body for ASEAN Corporate Governance Initiative and the next cycle of Governance and Transparency Index.

Please click [here](#) for her detailed profile.

CGIO in the News

[Daughters take the reins](#) – China Daily Asia

[渣公司治理綁架的董事會](#) – Global CEO

[Government-linked REITs outperform private trusts: NUS study](#) – Singapore Business Review

[Samsung Low-Profile Heir Poised to Succeed Father Seen as a God](#) – Bloomberg

View more news articles featuring CGIO [here](#)

Past Events



**State-Owned Enterprise Roundtable –
Can Singapore's Temasek model be
replicated?**



**Launch of Governance and
Transparency Index (GTI) 2014 at CPA
Forum**

CGIO launched a report entitled "The State as Shareholder: The Case of Singapore" on 30 June 2014. This research series on state-owned enterprises is sponsored by Chartered Institute of Management Accountants (CIMA). About 60 C-level executives, regional directors, NUS faculty members and experts of the field participated in this event.

Read more [here](#)



CGIO Academic Conference 2014: Business Groups

The CGIO Academic Conference held on 28 - 29 August 2014 focussed on the theme of Business Groups. A key feature of the conference was a thought-provoking keynote speech by the internationally-renowned Professor James R. Lincoln.

Read more [here](#)

Assoc. Professor Lawrence Loh and the CGIO research team released Governance and Transparency Index (GTI) 2014 on 24 July during the CPA forum. GTI is the most comprehensive corporate governance study and ranking of Singapore's listed companies. Organised in partnership with , CPA Australia and the Business Times, the CPA forum appealed to many participants interested in the latest developments in corporate governance.

Read more [here](#)



Family Business Roundtable: The Diversification Dilemma

On 29 August 2014, CGIO organised a roundtable on "The Diversification Dilemma". Sponsored by J.P. Morgan, the event attracted more than 50 participants who were business owners, next-gen successors, professional managers as well as experts of the field.

Read more [here](#)



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