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LEGAL BRIEF | CORPORATE GOVERNANCE | 2 AUGUST 2026

Directors' Duties, Business Judgment, and Corporate Decision-Making

Documenting authority, diligence, good faith, and corporate purpose

EXECUTIVE SUMMARY

Directors are expected to manage a company in good faith, with care, and for the company's interests and objectives. This brief considers how decision records, conflicts controls, information quality, and delegated authority can reduce governance and dispute exposure.

1. Background, Scope, and Strategic Significance

Legal analysis should begin with the governing instrument, the parties' authority, the relevant chronology, and the evidence that can support each proposition. The framework below is intended to help decision-makers identify issues requiring focused advice.

Directors' Duties, Business Judgment, and Corporate Decision-Making should be approached as a connected legal, factual, and decision-making problem. In the corporate governance context, the quality of the final position depends on whether the governing instruments, authority records, chronology, correspondence, operational facts, and available remedies are reviewed together. A conclusion reached from one document or one legal provision may overlook qualifications, implementing rules, later conduct, or evidence that changes the practical assessment.

This publication therefore focuses on the sequence of analysis rather than offering a universal answer. The first task is to define the relevant person, company, asset, permit, transaction, or government action. The second is to identify the legal source and the institution or contractual actor with authority. The third is to test the position against contemporaneous records and the procedure that governs any filing, objection, response, negotiation, investigation, or claim.

A legal brief is most useful when it distinguishes the rule from its application. Statutory text, contract wording, corporate instruments, court decisions, and administrative practice may point in the same direction, but they do not perform the same function. Decision-makers should also identify issues on which the law is unsettled, fact-dependent, or subject to transitional provisions. Where reasonable interpretations differ, the advice should state the assumptions and practical consequences of each interpretation.

The analysis is current as at 2 August 2026. The application of any law, regulation, court decision, administrative practice, or contractual provision depends on the specific facts and may change after publication.

2. Legal and Regulatory Framework

The principal authorities identified for this topic are listed below. They should be read together with any implementing measures, sector-specific instruments, later amendments, binding court decisions, official guidance, contractual provisions, corporate instruments, and transitional rules applicable to the matter. The legal hierarchy and the date on which an instrument became effective may be decisive.

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- Law No. 40 of 2007 on Limited Liability Companies

Before relying on an authority, confirm that it applies to the relevant person, entity, activity, asset, transaction, location, procedural stage, and period. Where an official system or institution maintains the operative record, the record should be verified rather than inferred from an earlier submission. The scope of any discretion, appeal, objection, cure, or review mechanism should also be mapped.

3. Detailed Analysis of the Core Issues

3.1 Corporate authority should be checked against law

This issue defines the legal scope of the assessment. Counsel should identify who holds the relevant right, duty, power, or exposure; the instrument from which it arises; and any limits on authority. The review should distinguish legal form from actual conduct and should record inconsistencies rather than silently choosing one version. Authority can depend on legislation, implementing rules, constitutional documents, delegations, contracts, licences, resolutions, or an institution's procedural mandate.

For Directors' Duties, Business Judgment, and Corporate Decision-Making, the analysis should connect this point to the elements of the applicable legal rule, available interpretive material, and the relief or decision that may ultimately be required. The purpose is not merely to state a principle, but to show which facts could change its application and which documents are needed to support a reasoned legal position.

3.2 A defensible decision process records the information considered

The point must be tested against contemporaneous evidence. Useful material may include executed documents, official records, system data, correspondence, meeting minutes, reports, financial entries, technical records, witness knowledge, and proof of delivery or submission. The legal team should identify the source, custodian, date, completeness, and reliability of each record. Missing records and later-created summaries should be labelled so that decision-makers understand the evidentiary limits.

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3.3 Conflicts of interest require disclosure and an appropriate decision-making process

Procedure and timing are central. The applicable framework may prescribe a form, authorised signatory, service method, supporting document, cure opportunity, objection route, hearing sequence, or deadline. A substantively reasonable position may still be weakened by using the wrong forum or failing to preserve a procedural step. A calendar should distinguish statutory deadlines, contractual deadlines, internal approval dates, and practical milestones for collecting evidence and preparing submissions.

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3.4 The business-judgment framework does not protect fraud

The operational consequences should be assessed before a position is implemented. Legal exposure can affect cash flow, licences, financing, contractual performance, insurance, governance, personnel, public statements, and relationships with authorities or counterparties. Scenario analysis should compare immediate action, conditional action, negotiated adjustment, and preservation of the status quo. Each scenario should state its assumptions, dependencies, reversible steps, and indicators that would require escalation.

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3.5 Board minutes should be accurate and substantive without becoming argumentative or concealing dissent

The position should anticipate how an authority, court, counterparty, shareholder, complainant, or other stakeholder may respond. That includes testing the strongest counterargument, not only confirming the preferred interpretation. Communications should be accurate, proportionate, and consistent across legal submissions, corporate records, regulatory filings, and operational instructions. Where uncertainty remains, the decision record should explain the chosen risk tolerance and the safeguards applied.

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4. Risk and Evidence Matrix

The matrix is an initial organising tool. It should be replaced or supplemented by a matter-specific chronology, document index, authority map, issue list, and risk register once the relevant records have been reviewed.

ISSUE	KEY EVIDENCE	RISK IF UNMANAGED	IMMEDIATE CONTROL
Corporate authority should be checked against law	Primary instruments, authority records, and operative clauses	Applying the wrong rule or relying on an unauthorised act	Confirm scope, authority, and controlling instruments.
A defensible decision process records the information considered	Original documents, metadata, correspondence, and witness sources	An incomplete or unreliable factual foundation	Issue preservation instructions and build an evidence index.
Conflicts of interest require disclosure and an appropriate decision-making process	Service records, filing receipts, calendars, and procedural history	Loss of rights through forum, form, or timing errors	Create a procedural map with verified dates and owners.
The business-judgment framework does not protect fraud	Financial, operational, contractual, and governance impact data	A legally sound position producing unmanaged business exposure	Quantify scenarios and assign continuity safeguards.
Board minutes should be accurate and substantive without becoming argumentative or concealing dissent	Counterarguments, comparable decisions, and implementation records	Inconsistent submissions or an untested interpretation	Test counterarguments and approve a communication protocol.

5. Recommended Action Plan

5.1 Maintain current authority matrices and reserved-matter schedules.

Begin by defining ownership of the task, the decision required, and the documents that must be available. Record any assumptions and gaps so that later reviewers can distinguish confirmed facts from matters still under investigation. The output should be a controlled work product with a clear approval path, not an informal collection of opinions.

5.2 Circulate decision materials early enough for meaningful review.

The work should reconcile legal requirements with the organisation's actual process and systems. Where records conflict, identify the source of truth, the person responsible for correction, and whether a notification, amendment, reservation of rights, or other protective step is required before the inconsistency becomes material.

5.3 Record conflicts, abstentions, advice received, and principal risks.

Timing should be planned backwards from the external deadline or business decision. Allow time for authority checks, document collection, technical or financial input, internal review, translation where relevant, authorised signature, submission, and proof of delivery. Contingency time is important where portals or third parties are involved.

5.4 Monitor implementation and revisit assumptions when circumstances change.

Implementation should be proportionate to the assessed exposure. Immediate measures should prevent further harm and preserve options; longer-term measures should address root cause, ownership, training, monitoring, and recurrence. Remediation should be accurate and should not overwrite the historical record needed for advice or proceedings.

5.5 Seek independent advice for related-party, distressed, or high-impact decisions.

The final position should be communicated only through approved channels. Management should know which developments require board, insurer, lender, regulator, counterparty, employee, or public disclosure. After the decision, the team should monitor new evidence and legal developments and adjust the plan when its assumptions no longer hold.

6. Decision Framework

IMMEDIATE CONTROL	Preserve the relevant record, identify the decision-maker and authority, confirm procedural deadlines, and prevent avoidable escalation while the facts are verified.
LEGAL ASSESSMENT	Map the verified facts and documents against the applicable legal framework, contractual position, regulatory expectations, and realistic exposure scenarios.
STRATEGIC EXECUTION	Select a proportionate course of action, define approval and communication protocols, document implementation, and revisit the strategy as new evidence or legal developments emerge.

6.1 Questions for Decision-Makers

- What precise decision, right, obligation, or exposure is being assessed in relation to directors' duties, business judgment, and corporate decision-making?
- Which law, regulation, contract, licence, corporate instrument, or official decision controls the issue?
- Which facts are verified by contemporaneous evidence, and which remain assumptions or disputed allegations?
- What procedural step or deadline could determine whether a right, defence, approval, or remedy remains available?
- What operational, financial, governance, regulatory, and reputation consequences arise under each realistic scenario?
- Who is authorised to approve the strategy, communicate externally, implement controls, and monitor later developments?

7. DRP Perspective and Conclusion

Directors' Duties, Business Judgment, and Corporate Decision-Making requires more than identifying an abstract legal rule. A reliable position connects legal authority to the actual documents, decision-makers, chronology, and remedy under consideration. The analysis should expressly state its assumptions, unresolved questions, procedural dependencies, and the evidence on which each conclusion rests.

A structured review allows clients to make informed decisions while preserving flexibility as facts or authorities develop. It also creates a record showing that material alternatives and risks were considered. Matter-specific advice remains necessary before a transaction, filing, termination, objection, disclosure, investigation response, or proceeding.

8. Key Authorities and Official Sources

- Law No. 40 of 2007 on Limited Liability Companies: <https://peraturan.bpk.go.id/Home/Details/39965>

IMPORTANT NOTICE

This publication provides general information and does not constitute legal advice, a legal opinion, or a guarantee of any result. It does not create an advocate-client relationship. Specific advice should be obtained after review of the relevant facts, documents, authorities, deadlines, conflicts, and engagement terms.