

# Financial Language in the Boardroom

Mastering financial reporting & analysis for  
non-finance directors or members new to the  
board of directors.

Wednesday & Thursday, 2 - 3 Oct 2019  
ICDM Training Room  
Level 9, Mercu 2, KL Eco City

**FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE C**

**16**  
CPD  
POINTS

## **ABOUT INSTITUTE OF CORPORATE DIRECTORS MALAYSIA (ICDM)**

ICDM is a professional institution dedicated to enhancing the professionalism and effectiveness of corporate directors in Malaysia. As the one-stop centre that caters for all board and director needs, ICDM's goal is to promote good governance amongst boards of companies by:

- Developing professional competence of directors
- Building a pipeline of capable directors
- Promoting research and development on the law and practice of corporate governance
- Representing directors' interests by lobbying and advocating on issues affecting directors
- Providing a platform for networking and directorship opportunities through membership

## FUNDAMENTALS OF CORPORATE DIRECTORSHIP

The FCD is an essential programme for experienced directors as it is intended to provide deep dives into core topics that will strengthen their directorship skills and knowledge to meet the new demands and challenges of the complex business environment of today. For new directors, this would be an opportunity to learn and gain a deeper understanding of their role as a Board member and get insights on how they can be more proactive and effective for the organisation.

**Financial Language in the Boardroom** is the third module of the Fundamentals of Corporate Directorship series and will be held on Wednesday & Thursday, 2 & 3 October 2019 at ICDM Training Room, Mercu 2, KL Eco City.

### THE FIVE MODULES OF FCD

FCD Series	Date
<b>Module A</b> <b>The Role of the Board in Strategy &amp; Risk Management Oversight</b> <ul style="list-style-type: none"><li>• Role of the Board in setting strategy and reviewing strategy implementation</li><li>• Role of the Board in managing risk and recognising 'red flags'</li></ul>	5 Dec 2019, Kuala Lumpur
<b>Module B</b> <b>The Role of the Board in Succession Planning &amp; Talent Management</b> <ul style="list-style-type: none"><li>• Best practices in succession planning and achieving the optimum Board composition</li><li>• Measure the different approaches towards talent management</li></ul>	22 Aug 2019, Kuala Lumpur  5 Nov 2019, Kuala Lumpur
<b>Module C</b> <b>Financial Language in the Boardroom</b> <ul style="list-style-type: none"><li>• Examine key data and ratios in the financial statements</li><li>• Explore the various tools for assessing financial performance</li></ul>	15 & 16 July 2019 Aloft Hotel, Kuala Lumpur  2 & 3 Oct 2019, Kuala Lumpur
<b>Module D</b> <b>Understanding COSO &amp; the Control Environment</b> <ul style="list-style-type: none"><li>• Introduction to COSO internal control framework</li><li>• Explore the six threats towards good judgement</li></ul>	18 Sept 2019, Kuala Lumpur
<b>Module E</b> <b>Stakeholder Engagement &amp; Corporate Responsibility</b> <ul style="list-style-type: none"><li>• Role of the Board in engaging stakeholders</li><li>• What differentiates corporate responsibility (CR) from corporate social responsibility (CSR)</li></ul>	8 Oct 2019, Kuala Lumpur  12 Dec 2019, Kuala Lumpur

The modules can be attended separately, depending on each director's needs but it is encouraged that all five modules are covered to get the most out of this comprehensive programme. The FCD incorporates a range of topics that are crucial to maximising a director's contribution to the board in order to support them towards achieving a better performance within their role.

## ABOUT THE PROGRAMME

### FCD | Module C

This 2-day core programme is the third module of the FCD series. The overall objective is to impart key financial reporting and analysis competencies and skills expected of directors, especially for those who do not have a financial background.

At the end of the programme, directors should be able to make better data-supported judgment and contributions during boardroom discussions or decision-making on financial matters.

## LEARNING OUTCOMES



Understand the various financial and reporting requirements and the serious consequences of non-compliance of these regulatory obligations



Know how to interpret what the financial statements or quarterly reports, recognise the accounting red flags and identify the important financial concerns or issues



Learn to apply the Du Pont technique to analyse and evaluate business performance and identify areas for financial improvement



Know how to evaluate corporate viability relating to the company's liquidity, debt & solvency and ascertain the ideal debt or equity capital structure for the business



Appreciate the different types of audit reports a company can receive and the consequences of modified reports

## PROGRAMME

Monday & Tuesday, 15 & 16 July 2019  
Aloft Hotel, Kuala Lumpur

### Day One

Monday, 15 July 2019

8.30am - 9.00am	Registration
9.00am - 10.30am	<b>Session 1</b> <b>The Corporate Regulatory Environment and Directors' Financial Reporting Responsibilities</b>
10.30am - 11.00am	Networking Break
11.00am - 1.00pm	<b>Session 2</b> <b>Critical Financial Reporting Concepts</b>
1.00pm - 2.00pm	Networking Lunch
2.00pm - 3.30pm	<b>Session 3</b> <b>Reading &amp; Interpreting the Financial Reports</b>
3.30pm - 4.00pm	Networking Break
3.30pm - 5.00pm	<b>Session 4</b> <b>Evaluating Financial Performance Using the Du Pont Model</b>
5.00pm	End of Day One

### Day Two

Tuesday, 16 July 2019

9.00am - 10.30am	<b>Session 5</b> <b>Evaluating Corporate Viability &amp; Solvency</b>
10.30am - 11.00am	Networking Break
11.00am - 1.00pm	<b>Session 6</b> <b>The Optimal Capital Structure</b>
1.00pm - 2.00pm	Networking Lunch
2.00pm - 3.30pm	<b>Session 7</b> <b>External Audit Reports &amp; Their Implications</b>
3.30pm - 4.00pm	Networking Break
3.30pm - 5.00pm	<b>Session 8</b> <b>Case Study: Silver Bird Group Berhad</b>
5.00pm	End of Programme

The Organiser reserves the right to alter the content and timing of the programme as it deems fit and is not responsible for cancellations due to unforeseen circumstances.

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## PROGRAMME CONTENT

The 2-day programme is divided into the following 8 sessions:

### Session 1

#### The Corporate Regulatory Environment and Directors' Financial Reporting Responsibilities

Be familiar with the myriad of financial regulatory requirements that dictate the company's responsibility for financial reporting and corporate disclosures arising from the Companies Act 2016, Bursa's Listing Requirements, Malaysian Code on Corporate Governance and the Malaysian Financial Reporting Standards. The 2nd half of this session covers the specific financial reporting duties and deadlines that directors and audit committee members are now expected to comply with and the potentially serious consequences resulting from the failure to do so.

### Session 2

#### Critical Financial Reporting Concepts

Understand the key accounting principles and the relevant Malaysian Financial Reporting Standards (MFRS) that govern how the financial statements and reports are prepared and the information required to be disclosed therein, bearing in mind that directors, particular those in the audit committee are expected to be financially literate.

### Session 3

#### Reading & Interpreting the Financial Reports

Know how to interpret and analyse the quarterly unaudited results and audited financial statements and in the process, identify (a) key business issues of concern or opportunity, and (b) the financial indicators and trends that impact the company's profit performance and corporate viability and (c) red flags that may indicate something may not be right with the quality of earnings or value of assets and liabilities reported in the financial accounts.

### Session 4

#### Evaluating Financial Performance Using the Du Pont Model

Learn how to apply the Du Pont Model to evaluate financial results and determine which of the profit drivers relating to profit margins, asset utilisation and financing leverage have the greater impact on profitability compared to previous years, other business segments or competitors and which of these should therefore be focused on in order to enhance future financial performance.

### Session 5

#### Evaluating Corporate Viability & Solvency

Strong business viability is essential to corporate survival and directors would be failing in their duties if they do not recognise the signs of corporate decline or liquidity crisis. This session looks at the various measurements of cash flow liquidity and debt management which directors should be monitoring in addition to complying with the new solvency test requirements under the Companies Act 2016.

### Session 6

#### The Optimal Capital Structure

In line with the corporate viability measurements in Session 6, directors should be conscious of what is the ideal capital structure for the company i.e. the optimal mix of debt (borrowings) and equity capital that results in the lowest weighted average cost of capital (WACC) acceptable to the organisation, considering that both debt and equity have their unique advantages and downsides.

### Session 7

#### External Audit Reports & Their Implications

This session looks at the latest development in auditing requirements in respect of the financial statements reported. Understand the different types of audit reports, their respective implications for the business and the need for directors to avoid receiving unacceptable audit qualifications.

### Session 8

#### Case Study: Silver Bird Group – Failure of the Board?

Based on each session's learning outcomes, participants will review and discuss whether the directors failed in their duty to identify the various accounting and financial shortcomings that led to Silver Bird Group's corporate demise and legal action being taken against the company and directors.

## FACILITATOR



**VINCENT LOH**

FCA, MIM-CPT, ICDM (M)  
ICDM Faculty Member

Vincent has over 40 years of knowledge, exposure and experience in auditing, financial & business management, consulting and training.

Vincent qualified as a chartered accountant from the Institute of Chartered Accountants in England & Wales and was made a Fellow (FCA) in 1977. He joined the PA Consulting Group (UK-based international management consultants), initially located in Singapore for 6 years and later in London. Vincent was subsequently promoted as commercial director of PA Technology (which provide technology consultancy) in Cambridge, England.

In 1994, he was headhunted and appointed Chief Financial Officer of FACB Berhad, a main board public-listed conglomerate based in Kuala Lumpur. In 1996, he was appointed group general manager for Royal Selangor Group with top and bottom-line responsibilities.

He left in 2000 to start up his own business and management consultancy practice providing consulting services to clients in Malaysia, Hong Kong and Indonesia. Vincent is also a certified professional trainer and a member of and faculty facilitator for the Institute of Corporate Directors of Malaysia (ICDM), conducting training for directors and assisting the Institute to assess board and director effectiveness particularly for those from public-listed companies.

In 2010, he was appointed as an Independent Non-Executive Director of a public-listed technology company and subsequently made Chairman in March 2015.

# PARTICIPANT REGISTRATION FORM

ICDM | FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE C

Financial Language in the Boardroom

Monday & Tuesday, 15 & 16 July 2019 | Aloft Hotel, Kuala Lumpur

## REGISTRATION TERMS & CONDITIONS

### REGISTRATION FEE\*

PRICE PER PAX (Please tick ( ✓ ) your choice)

<input type="checkbox"/> ICDM Member	RM2,250 (This programme fee is exclusive of 6% SST)
<input type="checkbox"/> Non-ICDM Member	RM2,500 (This programme fee is exclusive of 6% SST)

### TERMS & CONDITIONS

#### Attendance Fees

- Fees include programme materials and refreshments.

#### Payment

- Registration(s) is confirmed only upon receiving full payment.
- Full payment must be made no later than 10 days prior to the programme date to:

Account Name	Institute of Corporate Directors Malaysia (ICDM)
Bank Name	Maybank Islamic Berhad
Account Number	564324609320

#### Cancellation Policy

- Cancellation notice must be made in writing.
- The following cancellation charges apply:
  - Less than ten (10) working days before the event:  
50% of the programme fee will be charged.
  - Less than five (5) working days before the event:  
100% of the programme fee will be charged.
- Replacement of participant is acceptable to avoid incurring cancellation fees. Notification and details of the replacement of participant shall be given to the organiser no later than seven (7) days before the event.

#### Others

When providing ICDM with any personal data, you shall comply at all times with the Personal Data Protection Act 2010 (PDPA) and shall not in any way cause ICDM to breach any of its obligations under the PDPA Act.

Upon submitting the registration, the participant and the sponsored organisation are deemed to have read and accepted the terms and conditions.

Please email the completed form and payment advice to [development@icdm.com.my](mailto:development@icdm.com.my). You may complete the registration online via ICDM's Portal if you already have an account. Alternatively, you may create an account [here](#) or from ICDM's website. For further inquiries, kindly contact Jonathan or Zefry at 03-2276 3440.

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