



Programme:	Going Public: Board & C-Suite Responsibilities in an IPO
Date:	14 May 2026
Duration:	09:00am - 12:00pm
Director level:	All Levels
Programme category:	Corporate Governance
Programme mode:	Online
CPD:	3
RCH:	7
Price:	RM 1,050,00 (members) / RM 1,300,00 (Standard) (*excluding SST)
Venue:	ICDM Virtual Classroom
Speaker:	Dato' Lock Peng Kuan, Managing Partner, Audit & Assurance, Baker Tilly Malaysia.

Programme Description

Programme Overview

Initial Public Offerings (IPOs) remain a strategic pathway to raise growth capital, strengthen market visibility, and provide liquidity for shareholders. After the slowdown in 2022–2023, IPO markets are showing selective signs of reopening—particularly for issuers with resilient fundamentals, a compelling equity story, and credible governance. For boards and senior leadership, this means IPO readiness now demands a higher standard of discipline, transparency, and assurance.

Today's IPO expectations extend well beyond financial results. Investors and regulators increasingly scrutinise board quality, independence, risk governance, internal controls, culture, and ESG disclosures before committing capital. Strong governance and realistic valuation assumptions can support post-listing performance and reputation, while weak disclosures, fragile controls, or over-optimistic pricing can lead to volatility and loss of

confidence soon after listing. An IPO is therefore not just a transaction—it is a transformation into a continuously scrutinised public company.

This three-hour, high-level programme is designed for boards and senior leadership who are considering, planning, or overseeing an IPO, or who want to understand what “IPO readiness” truly entails. Through concise briefings and boardroom-focused case discussions, participants will examine the IPO lifecycle from a governance lens: strategic readiness, listing route and venue choices, financial reporting and controls, board composition and independence, disclosure and prospectus considerations, and post-IPO obligations and investor relations. The focus is on critical decision points, the right questions to ask, and the common pitfalls to avoid—so leaders can steer the organisation confidently into public markets and set the tone for long-term value creation.

Who Should Attend

- Board Directors
- Senior Directors
- C-Suite
- Senior Management

Learning Outcomes

By the end of the programme, participants will be able to:

1. Explain the IPO lifecycle and key decision points from a board and C-suite perspective.
2. Identify the strategic, governance and readiness factors that determine whether an organisation is truly IPO-ready.
3. Evaluate key risks and common pitfalls in IPOs, including valuation pressures, disclosure gaps, governance weaknesses and post-listing performance issues.
4. Clarify the roles and responsibilities of the Board, C-suite and advisors (underwriters, lawyers, auditors) during the IPO process.
5. Apply a practical governance and readiness checklist to real or hypothetical IPO situations through case-based discussions.

Agenda

Time	Programme
9.00 am - 9:05 am	Introduction & Housekeeping by ICDM
9.05 am - 9:10 am	Welcome & Programme Framing: The Board's IPO Journey
9.10 am - 9:30 am	The IPO Decision: Is the Board Truly Ready to Proceed?
9.30 am - 10:00 am	Pre-IPO Governance Fundamentals: Director Duties and Regulatory Expectations
10.00 am - 10:20 am	Disclosure, Controls and Financial Reporting: What Boards Must Be Ready to Defend?
10.20 am - 10:30 am	Break
10.30 am - 11:00 am	Strengthening the Board: Governance That Builds Investor Confidence
11.00 am - 11:20 am	Tax Risks and Value Traps in an IPO: What Boards Must Anticipate and Approve
11.20 am - 11:50 am	IPO Success Stories and Common Missteps: Two Sides of the Same Coin
11.50 am - 12:00 pm	Board Structure + Closing

Trainer Profile



Dato' Lock Peng Kuan

Managing Partner, Audit & Assurance, Baker Tilly Malaysia.

Dato' Lock Peng Kuan is the Managing Partner in Audit & Assurance at Baker Tilly Malaysia and a partner at Baker Tilly Cambodia. He has over 25 years of professional working experience, in audits of a wide range of industries, covering corporate exercises, financial due diligence, investigative audit and IPO reporting works.

Dato' Lock is a Global Council Member of ACCA and the Chair of its Audit Committee. He is a Member of the Capital Market Advisory Committee of MIA, a member of the Professional Standards Committee of Baker Tilly International, the Past Chair of the ACCA Global Forum for Audit and Assurance, Past Deputy Chair of ACCA Malaysia Advisory Committee, former Board Member of the Audit & Assurance Standards Board and he was a member of the Industry Advisory Board at HELP College of Arts and Technology and formerly an interviewer for approval of Audit License in Malaysia.

Dato' Lock holds a Bachelor of Arts degree in Accounting and Finance from Middlesex University, London. He is a Fellow Member of ACCA, a Chartered Accountant of MIA, a member of the ASEAN Chartered Professional Accountants and a Chartered Member of IIAM. He is also a Qualified Global Reporting Initiative ("GRI") Certified Sustainability Professional.

He is an approved auditor in Malaysia, a registered auditor with the Audit Oversight Board in Malaysia, a CPA with Kampuchea Institute of Certified Public Accountants and Auditors, as well as an approved Foreign Auditor with the Securities Commission and Exchange of Thailand

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Nisa' | +6011 3356 5185
Latha (HRDC matters) | +6012 612 9541
or email to development@icdm.com.my

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Malaysia Level 9, Mercu 2, KL Eco City,
59200, Kuala Lumpur, Malaysia