



Programme:	Financial Acumen for Directors: From Statements to Stewardship
Date:	26 November 2026
Duration:	09:00am - 05:00pm
Director level:	All Levels
Programme category:	Economic & Finance
Programme mode:	In-Person
CPD:	8
RCH:	12
Price:	RM 1,800,00 (members) / RM 2,250,00 (Standard) (*excluding SST)
Venue:	ICDM Penta Training Room
Speaker:	Vincent Loh , ICDM(F) Fellow ICDM, FCA, MIM-CPT

Programme Description

Financial Acumen for Directors: From Statements to Stewardship (Previously known as Finance Essentials For Non-Finance Directors)

Programme Overview

Stepping into the boardroom means stepping into ultimate accountability for an organisation's financial health. Under Malaysia's Companies Act 2016, directors are responsible for ensuring proper accounting records, effective internal controls, and financial statements prepared in line with approved standards with serious consequences for breaches. For aspiring directors, this means financial accountability cannot be delegated, and "I'm not a finance person" is not a defensible position once you hold a board seat.

Governance expectations reinforce this responsibility. The Malaysian Code on Corporate Governance 2021 emphasises that directors must be able to understand financial statements and form a view on the information presented, while audit committee members must be financially literate and able to challenge management. For

listed companies, Bursa Malaysia's Listing Requirements also impose strict reporting timelines, where late or inaccurate disclosures can trigger regulatory action and penalties, including against individual directors.

Beyond compliance, boards are expected to interpret the numbers—not merely receive them. Directors must be able to read the income statement, balance sheet and cash flow statement, understand performance and liquidity signals, and identify red flags such as weakening cash conversion, rising leverage, aggressive accounting judgments, or unexplained variances. Recent high-profile market cases have shown how strong headline growth can mask deeper issues in cash flow, working capital, debt management and audit quality until the consequences become severe.

This 8-hour, in-person programme builds a practical foundation in board-level financial literacy for aspiring directors. Using Malaysian laws, governance codes and real market scenarios, participants will demystify financial statements, grasp key ratios and cash flow indicators, and practise spotting financial warning signs from a director's perspective. Participants will leave better prepared to ask the right questions, challenge constructively, and understand what financial stewardship truly requires in the boardroom.

Learning Outcome

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

- Explain the core financial responsibilities of directors under the Companies Act 2016, MCGG 2021 and (for listed companies) Bursa Listing Requirements, and describe the consequences of non-compliance.
 - Read and interpret the three primary financial statements (income statement, balance sheet and cash flow statement) and relate them to business performance and viability.
 - Identify key financial ratios and indicators (margins, returns, liquidity, working capital, cash flow quality, debt levels) and use them to spot potential red flags that warrant board-level questions.
 - Draw lessons from real Malaysian cases on how weak financial oversight can escalate into regulatory sanctions, loss of value and personal exposure for directors and what aspiring directors should start doing now to prepare.
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Who Should Attend

- **Sitting Directors and Senior Directors** of PLCs, GLCs, financial institutions, private and family-owned companies.

- **Board Chairs, Committee Chairs and Lead/Senior Independent Directors** who play a key role in shaping the board-management relationship.
- **Executive Directors and CEOs who also sit on boards** and wish to sharpen the way they engage with their own boards and leadership teams.
- **Nominee and representative directors** of GLICs, institutional investors or strategic shareholders who must balance multiple expectations in the board-management interface.

Trainer Profile



Vincent Loh

ICDM Faculty Member

Fellow ICDM, FCA, MIM-CPT

Vincent has over 40 years of knowledge, exposure and experience in auditing, financial & business management, consulting and training. His experiences cover numerous business segments, ranging from auditing and consultancy to the technology, manufacturing and retail sectors, working for international organisations, listed companies and local multinationals. He has also worked and lived in several countries including the United Kingdom, Singapore, Malaysia, Indonesia, Hong Kong and Cambodia, providing him with deep understanding of the various cultural environments and business regimes, dealing with all levels from corporate leadership to the shop-floor.

He was a CFO for a Malaysian listed conglomerate and subsequently appointed Group General Manager of an international manufacturing company with top and bottom-line responsibilities. He is currently Chief Executive of a management consulting practice and also a senior independent non-executive director of a Bursa-listed public company.

As a member of ICDM Faculty, he shares his expertise by facilitating programmes for directors and assisting the Institute to assess board and director effectiveness, particularly for those from public-listed companies.

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For further information or enquiries, please reach out to:

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Institute of Corporate Directors

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