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MALAYSIA INSOLVENCY CONFERENCE 2026

UNLOCKING VALUE IN DISTRESS:
WHERE CAPITAL, CLAIMS, AND
TURNAROUND MEET

16 October 2026 (Friday), 9.00 am - 5.00 pm, EQ Kuala Lumpur

ENJOY DISCOUNTS
(valid for physical conference only)

- » **10% GROUP DISCOUNT**
On total fee for 3 pax and above
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30 September 2026

The *Malaysia Insolvency Conference 2026* focuses on the shift in Southeast Asian corporate rescue, highlighting how alternative liquidity mechanisms, sophisticated deal structuring, and non-recourse risk capital are replacing traditional bank-led restructurings.

Driven by modern statutory frameworks under the Companies Act 2016 and new third-party funding provisions, the conference explores the practical intersection of distressed M&A, private credit, litigation funding and business restructuring strategies. By bringing together primary lenders, turnaround specialists, and litigation funders, the event showcases real-world scenarios involving the injection of rescue capital into stressed balance sheets, executing clean asset acquisitions under tight regulatory windows, and the monetization of high-value legal claims to maximize recovery outcomes.

WHO SHOULD ATTEND

- Insolvency Practitioners
- Financial Advisors/
Consultants
- Accountants
- Lawyers
- Bankers
- Regulators
- Company Secretaries

MALAYSIA INSOLVENCY CONFERENCE 2026

UNLOCKING VALUE IN DISTRESS: WHERE CAPITAL, CLAIMS, AND TURNAROUND MEET

CONFERENCE OUTLINE

8.30 am – 9.00 am REGISTRATION & MORNING COFFEE

9.00 am – 9.15 am **WELCOME & OPENING REMARKS**

9.15 am – 9.45 am **KEYNOTE ADDRESS**

9.45 am – 10.15 am **FEATURED ADDRESS**
GLOBAL & REGIONAL ECONOMIC OUTLOOK: LIQUIDITY PRESSURES AND CREDIT CYCLES

PROFESSOR YEAH KIM LENG | Professor of Economics, Economic Studies Programme, Jeffrey Cheah Institute on Southeast Asia

10.15 am – 10.35 am MORNING REFRESHMENTS & NETWORKING

10.35 am – 11.35 am **PANEL 1 (CASE STUDY)**
FROM LIQUIDATION TO REVIVAL AND MANAGING TAX RISKS IN INSOLVENCY

Most liquidations end with the dissolution of a company. Leader Cable took a different path. This session provides an exclusive behind-the-scenes look at how a company in liquidation was successfully restructured and ultimately terminated winding up through a court-sanctioned Scheme of Arrangement. Hear directly from the professionals involved as they discuss the commercial, legal and stakeholder challenges of preserving a business in liquidation, securing investor support and executing a corporate rescue under the Companies Act 2016 including impact on recovery process under the newly enacted Model Law provisions.

The panel will also examine the tax issues that arise throughout the insolvency process, including the priority of tax claims, the Inland Revenue Board's enforcement powers, tax implications of restructuring transactions, and the responsibilities and potential liabilities of liquidator/receiver/receiver & manager.

MODERATOR

ALEX CHIANG | Managing Partner, Rodgers Reidy & Co.

PANELLISTS

CHRIS TOH | Partner, Customs & Trade Practice Group, Lee Hishammuddin Allen & Gledhill

KHOO SIEW KIAT | Partner, Performance Improvement & Restructuring Leader, Deloitte Malaysia

YEE MEI KEN | Partner, Dispute Resolution Practice Group, Shearn Delamore & Co.

11.35 am – 12.35 pm **PANEL 2**
MONETISING CLAIMS & FINANCING COMPLEX RECOVERY

Distressed estates and liquidators often hold high-value causes of action but lack the working capital to pursue complex litigation or international asset tracing. Third-party funding (TPF) offers a non-recourse risk transfer solution to monetise claims, leveling the playing field against well-resourced opponents.

This panel assesses how litigation funders evaluate insolvency claims, the evolving legal stance on champerty and maintenance, and how funding structures drive maximum returns for creditor distributions.

MODERATOR

WENDY KUAN | Director, KPMG Corporate Restructuring PLT

PANELLISTS

ELOISE MATSUI | Chair, IWIRC International

JO TAY | Partner, Allen & Gledhill LLP

SHARON CHONG | Partner, SKRINE



Professor
Yeah Kim Leng



Alex Chiang



Chris Toh



Khoo Siew Kiat



Yee Mei Ken



Wendy Kuan



Eloise Matsui



Jo Tay



Sharon Chong

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12.35 pm – 2.15 pm NETWORKING LUNCH

2.15 pm – 3.15 pm **PANEL 3**
THE RISE OF PRIVATE CREDIT: NAVIGATING NON-BANK DEBT FOR GROWTH

As traditional banks tighten lending standards and private equity valuations face increased scrutiny, private credit has emerged as a powerhouse financing tool for middle-market companies. Once a niche alternative, non-bank debt now offers growing business owners unprecedented speed, deal certainty, and customised terms. However, these advantages come at a premium price point—requiring a sharp understanding of how private credit operates, what it costs, and when it makes financial sense.

This panel explores how private debt is being deployed to bridge critical liquidity gaps, structure pre-packaged rescue plans, and finance liability management exercises before formal insolvency ensues.

MODERATOR

ASHVIN MAHENDRAN | Partner, Corporate Recovery & Restructuring, Baker Tilly Malaysia

PANELLISTS

ANDREW HOH | Senior Executive Director, Strategy and Transactions, Ernst & Young PLT

CHAN WENG FAI | Deals Partner, Performance and Restructuring, PwC Malaysia

SANDY YEUNG | Legal Counsel, BSQ Capital

3.15 pm – 3.45 pm AFTERNOON REFRESHMENTS & NETWORKING

3.45 pm – 4.45 pm **PANEL 4**
DISTRESSED M&A IN RESTRUCTURING AND INSOLVENCY

A practical look at distressed M&A: selling within judicial management, through a scheme of arrangement, or by a liquidator, and what each route does to price and certainty.

The panel focuses on the risks a buyer takes on when the seller is insolvent—clawback of an undervalue transaction or a preference, how long the buyer stays exposed, whether court or creditor approval protects the deal, warranties that are unenforceable against an insolvent counterparty, title and encumbrance risk, and the liabilities that travel with the business. It also considers the dynamics that shape these deals: a compressed timeline, a business that loses value while it remains unsold, and the duties and exposure of the party selling.

MODERATOR

CHRISTINE LAY | Partner, Abang & Co

PANELLISTS

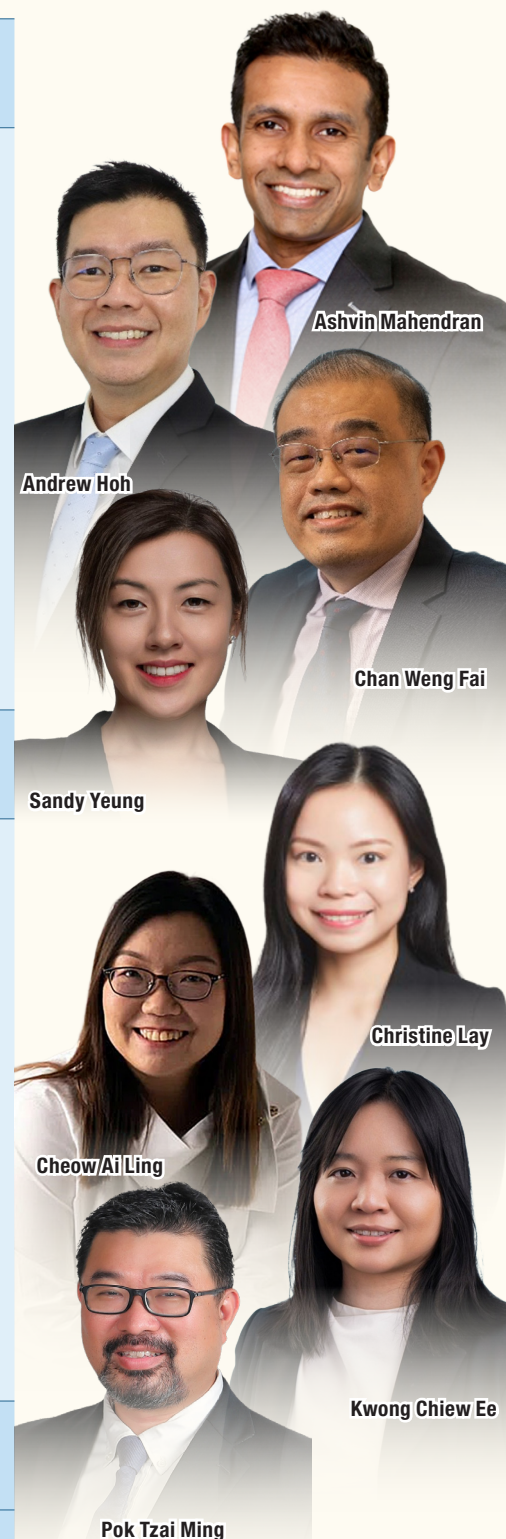
CHEOW AI LING | Managing Director and Private Equity M&A Asia Leader, Marsh

KWONG CHIEW EE | Partner, Rahmat Lim & Partners

POK TZAI MING | Managing Director, Alvarez & Marsal

4.45 pm – 5.15 pm CLOSING REMARKS & WRAP-UP

– 5.30 pm END OF CONFERENCE



MALAYSIA INSOLVENCY CONFERENCE 2026

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CONFERENCE SPEAKERS

ALEX CHIANG

Alex is the Managing Partner of Rodgers Reidy, a founding member of BTG Global Advisory, a worldwide multidisciplinary alliance of independent specialist advisory, insolvency and restructuring firms and has over 18 year of experience in restructuring, insolvency and forensic work which includes but is not limited to insolvency, Corporate Rescue Mechanism, Corporate Restructuring, Corporate Advisory, Debtors Advisory, Expert Testimony Work, Voluntary Arrangement, Crisis Management and Turnaround. He has undertaken various liquidation, receivership, judicial manager, scheme chairman, independent POD assessor, and Administrator Pendente Lite appointment in various industries and formulation of Scheme of Arrangement (including super priority financing arrangement), pre-packaged Scheme of Arrangements, and debt restructuring, preparation of viability report for Scheme of Arrangement, independent business review, expert reports and monitoring accountant roles among others. Alex is one of the youngest Approved Company Liquidator (by Ministry of Finance and Labuan Financial Services Authority) and Approved Nominee (by Director General of Insolvency). He is also a Chartered Accountant with CPA Australia, Malaysian Institute of Accountants, and MICPA. He is currently the Treasurer and Council Member of Insolvency Practitioner Association of Malaysia (IPAM).

ANDREW HOH

Andrew is Senior Executive Director of Strategy and Transactions at Ernst & Young PLT. He is experienced in financial restructuring and debt advisory with over 15 years of experience in London and Malaysia. A proponent of a flat organisational structure as it supports teams to operate with autonomy, essential for providing creative and better results. He has successfully advised on several financial restructuring mandates, particularly for companies operating in the oil and gas services and equipment sector. He offers strategic guidance ranging from managing key stakeholders, protecting essential assets and navigating the complexities of a financial restructuring, from origination to negotiation and implementation. Clients emerge with a strengthened and recapitalised balance sheet, positioning them to reenter the growth phase of their business life cycle. He is dedicated to building a better working world by helping companies navigate financial challenges, preserving jobs and enabling businesses to contribute positively to society and the broader economy. He also emphasises the importance of fostering a diverse, collaborative and respectful working environment, believing in the potential of the next generation. Andrew is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) and an Accounting and Finance graduate from the London School of Economics.

ASHVIN MAHENDRAN

Ashvin is the Partner of Corporate Recovery & Restructuring at Baker Tilly Malaysia. He has over 15 years of experience in Corporate Insolvency engagements consisting of Liquidation, Receivership, Judicial Management, Scheme of Arrangements, and Financial Monitoring Accounting. He also has experience in forensic accounting, litigation support and financial due diligence assignments. Ashvin

holds a Bachelor of Commerce in Accounting and Finance from Curtin University, Perth. He is a Licensed Liquidator, a member of the Malaysian Institute of Accountants and a member of CPA Australia.

CHAN WENG FAI

Weng Fai is a Deals Partner in PwC Malaysia who has spent three decades architecting transformative transactions across the region's most dynamic markets. From Singapore to Indonesia, Thailand, and Malaysia, he has built an unparalleled track record in navigating complex financial landscapes and unlocking value at critical inflection points. Whether restructuring distressed companies, orchestrating strategic M&A, or unlocking capital for growth or special situations Weng Fai brings comprehensive expertise across the entire deals value chain. His experience includes financial restructuring, corporate finance, private equity, and banking enabling him to identify the precise solution for each client's challenge. In fundraising, Weng Fai has sourced and structured capital from an exceptional range of sources: traditional financial institutions, global venture capital funds, and the emerging world of alternative capital, including private credit funds. This unique positioning allows him to match ambitious growth plans or special situations with the right capital source, every time. His multi-market experience has given him the ability to understand not just individual markets, but the interconnected dynamics of Southeast Asia including nuanced insights into the region's diverse business landscapes.

CHEOW AI LING

Ai Ling is the Managing Director at Marsh and leads its Asia and ASEAN regional Private Equity M&A (PEMA) practices. From starting the PEMA practice in Singapore in 2007 to running the largest transactional risk broking practice in Asia today, Ai Ling has been a pivotal pioneer in the industry and continues to actively shape the market to satisfy the developing needs of Marsh's clients.

CHRIS TOH

Chris is a Partner of the Customs & Trade Practice Group at Lee Hishammuddin Allen & Gledhill. His practice focuses on tax disputes, judicial review, and public law litigation, regularly advising and representing clients in matters involving the Inland Revenue Board of Malaysia, the Royal Malaysian Customs Department, and the Ministry of Finance. He also acts in tax appeals, government recovery proceedings, and insolvency-related applications involving tax authorities under the Companies Act. Chris is a frequent speaker on tax matters for professional bodies, including the Chartered Tax Institute of Malaysia (CTIM), where he also serves as an examiner in Revenue Law. Chris is recognised as a Recommended Lawyer for Tax by The Legal 500 Asia Pacific 2026, an Up and Coming lawyer for Tax by Chambers Asia-Pacific 2026, a Future Star for Tax by Benchmark Litigation Asia-Pacific 2026, and a Rising Star for Tax by asialaw 2025.

CHRISTINE LAY

Christine is a Partner at Abang & Co, where her practice spans dispute resolution, advisory, and transactional mandates. She has acted as counsel in litigation

and arbitration involving commercial and corporate disputes, insolvency and construction, engineering, land-related and regulatory matters. Her clientele includes public-listed companies, government-linked corporations, international clients, start-ups and founders. She advises businesses at different stages of their development and provides continuing advice on a range of corporate and commercial matters. Christine serves as a General Director on the Board of the International Women's Insolvency & Restructuring Confederation (IWIRC) Malaysia. She is an active contributor to the restructuring and insolvency community and to the development of alternative dispute resolution in the region. She is also a Fellow of the Chartered Institute of Arbitrators. Christine has been described by AsiaLaw as "very responsive and helpful" and was nominated for "Woman Lawyer of the Year" at the Thomson Reuters Asian Legal Business Malaysia Law Awards 2025.

ELOISE MATSUI

Eloise is the 2026 Chair of IWIRC having previously held various IWIRC leadership roles in Asia and at an international level. She is an accomplished lawyer with deep technical expertise in commercial disputes, litigation funding, insolvency & restructuring across APAC. She was previously partner at Stephenson Harwood, Hong Kong and most recently an investment manager at Omni Bridgeway. She has recently relocated to Singapore.

JO TAY

Jo specialises in cross-border restructuring and insolvency, and high-value local debt restructuring matters (schemes and judicial management). She also advises on equity and trusts, as well as structured finance. Her work spans contentious, transactional and advisory spheres. Jo is extensively involved in advising financial institutions and private funds on debt enforcement and restructuring regimes in Singapore. She also regularly advises on insolvency-related issues in structured finance transactions. She is reviewed as "an excellent lawyer" who is "able to seamlessly provide advice", with "on-the-mark advice and fast turnaround". Jo is actively involved in the local and international insolvency community. She is a Fellow of INSOL International, having obtained Honours in its Global Insolvency Practice Course (2018/2019). She has also taken on leadership roles in the International Insolvency Institute's NextGen Leadership Programme, IWIRC (Singapore Network), and the Insolvency Practitioners Association of Singapore's Young Insolvency Practitioners' Committee. She is also a member of the Committee to Enhance Singapore's Corporate Restructuring and Insolvency Regime (2025). Jo graduated with a Master of Laws (First Class) from the University of Cambridge with a specialisation in commercial law, and was awarded the Foundation Scholarship by Queens' College, Cambridge for her excellent performance. Before that, she graduated from the Singapore Management University with the Kwa Geok Choo Top Law Student Award, having read a double degree programme in Law (LL.B.) and Business Management (BBM, Finance) under the auspices of the Lee Kong Chian Scholars' Programme.

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CONFERENCE SPEAKERS

KHOO SIEW KIAT

Siew Kiat is a Partner and Malaysia PI&R Leader at Deloitte Malaysia, with a career spanning more than 35 years in restructuring, insolvency and corporate recovery. An experienced licensed liquidator, he advises businesses, financial institutions and stakeholders on complex situations, including corporate rescues, liquidations, receiverships, restructuring and distressed asset realisations. His extensive cross-industry experience and practical approach enable him to provide clear direction in challenging circumstances. Siew Kiat is a Fellow of CIMA, a MICPA member and a member of IPAM.

KWONG CHIEW EE

Chiew Ee is a Partner at Rahmat Lim & Partners. She is part of the firm's Restructuring & Insolvency practice group, which was ranked in the Global Restructuring Review 100 (GRR) list in 2024 and 2025 as one of the world's leading law firms for cross-border insolvency and restructuring matters. Her practice spans a mixture of contentious and non-contentious restructuring and insolvency work and commercial disputes with a conflict of laws/private international law dimension. Chiew Ee is the first Malaysian-qualified practitioner admitted as an INSOL Fellow and she currently serves on INSOL International's Asia Advisory Council. She is listed in Lexology Index (formerly Who's Who Legal) - Southeast Asia 2026 for Restructuring & Insolvency, which featured "individuals that are considered leaders in their field" in Southeast Asia. She has been recognised as a Recommended Lawyer in Dispute Resolution in The Legal 500 Asia Pacific, where she was noted for being "very knowledgeable about the law, particularly on insolvency issues."

POK TZAI MING

Tzai Ming is a Managing Director and Head of Restructuring with Alvarez & Marsal's Restructuring practice in Kuala Lumpur. He focuses on complex debt restructuring, super priority rescue funding, stakeholder management and negotiations with creditors and banks. With more than 20 years of experience, he has worked with a range of clients in Malaysia and in the U.K across various industries, including oil and gas, shipping, sub-prime lending, media, chemical, property development and construction. Tzai Ming's notable work includes a distressed sale and compromise for a chemical company via scheme of arrangement, pre-packaged scheme of arrangement for a power transmission group and super priority rescue financing for a manufacturing group.

SANDY YEUNG

Sandy is the Legal Counsel at BSQ Capital. She is a special situations and opportunistic credit professional with extensive cross-border restructuring and distressed debt experience spanning Asia, the United States, and Europe. She specialises in complex capital structures, event-driven situations and downside-protected credit strategies, with a particular focus on energy transition, digital infrastructure and real estate. Prior to joining BSQ Capital, she practised as a finance lawyer advising investment funds, sponsors and creditor groups on major cross-border financings

and debt restructurings, including China Evergrande, Shimaos and Lehman Brothers (Hong Kong). She also completed secondments with Goldman Sachs Special Situations Group, KKR and HSBC's Debt Capital Markets team, gaining direct exposure to credit underwriting and capital structure analysis across investment-grade and high-yield credits. Dual-qualified in England & Wales and New York, Sandy brings a combined legal and investor perspective to distressed situations, bridging the expectations of private credit capital with the realities of restructuring processes across Asia and beyond. She is an INSOL Fellow candidate and serves on the boards of IWIRC, the Asia Sustainable Aviation Fuel Association, Harvard Club of Singapore and Australia Alumni Singapore.

SHARON CHONG

Sharon is a dispute resolution Partner at SKRINE and has expertise spanning aviation, international arbitration, joint venture and shareholders' disputes, commodities, fraud and asset recovery, and insolvency and restructuring. She has acted as counsel in complex cross-border disputes, appearing at all tiers of the Malaysian courts and in international arbitrations across Asia and Europe. A Past President of the Malaysian Institute of Arbitrators, she also serves on the Maxwell Chambers Steering Committee and YSIAC Council. Sharon sits regularly as arbitrator, including as sole arbitrator in AIAC, SIAC and ad hoc proceedings, and is a Fellow of CI Arb and MI Arb. She is empanelled with AIAC, SIAC, HKIAC, KCAB and THAC. Her professional affiliations include INSOL International and IWIRC, where she is a founding member of the Malaysia Network and currently serves as Director-At-Large of IWIRC International. Sharon contributes to advocacy training through the Bar Council of Malaysia and Delos's ROAP Asia programme. Recognised by Chambers Asia-Pacific, The Legal 500, Benchmark Litigation, asialaw, GAR and GRR, she has been praised for her clarity, responsiveness, and commitment. She features in The Legal 500 Arbitration Powerlist 2022-2023, ALB Asia's Top 15 Rising Lawyers 2021, and is ranked Band 5 for Dispute Resolution by Chambers Asia-Pacific 2024.

WENDY KUAN

Wendy is a Director with KPMG Corporate Restructuring PLT, where she specialises in navigating complex financial landscapes and driving strategic recovery for distressed entities. With extensive experience in the Malaysian corporate sector, she is a trusted advisor in the realms of insolvency, corporate debt restructuring, and formal liquidations. Her work is defined by a meticulous approach to asset recovery and a commitment to preserving stakeholder value in high-stakes, time-sensitive environments. Throughout her career at KPMG, Wendy has led numerous high-profile engagements across a diverse range of industries. She is particularly recognised for her ability to bridge the gap between legal frameworks and commercial realities, providing pragmatic solutions for lenders, boards of directors, and regulatory bodies. Her expertise encompasses the full lifecycle of corporate recovery—from initial financial health assessments and independent business reviews to the execution of complex schemes of arrangement

and receiverships. Beyond her technical proficiency, Wendy is an active contributor to the professional restructuring community. She is a member of the International Women's Insolvency & Restructuring Confederation (IWIRC) Malaysia Network, where she engages with global best practices and advocates for the advancement of women within the profession.

PROFESSOR YEAH KIM LENG

His research interests span development economics, monetary economics, capital markets and industry studies. These topics reflect his previous experiences as an economic analyst at a national policy think-tank, a chief economist at a credit rating agency, a lead consultant at an economics consultancy services subsidiary and a former external member of the central bank's Monetary Policy Committee. His current project at the Jeffrey Cheah Institute focuses on tax systems and structures and their effects on fiscal sustainability, economic growth and income inequality. He is currently the President of Malaysian Economic Association (MEA) and was recently appointed by the Prime Minister of Malaysia as one of five advisers in the Policy Advisory Committee to the Prime Minister (PMAC). Professor Yeah holds a Bachelor of Science degree in forestry and a PhD in Agricultural and Resource Economics.

YEE MEI KEN

Ken is a Partner in the Dispute Resolution Practice Group at Shearn Delamore & Co. and Co-Head of the firm's Restructuring and Insolvency Practice. With over 25 years of experience in corporate and commercial litigation, he advises and represents clients in complex restructuring and insolvency matters, including schemes of arrangement, judicial management, corporate rescue and winding-up proceedings. Called to the Bar of England and Wales at Lincoln's Inn, Ken has been a Partner since 2005. He serves on the firm's Management Committee, heads its China Desk, and leads the Private Client and Family Business Practice. Drawing on extensive disputes, restructuring, and insolvency experience, he is known for delivering practical, commercially focused solutions in distressed situations, shareholder disputes, business succession matters, and other high-stakes commercial engagements.

Malaysia Insolvency Conference 2026

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 - Corporate Registration:** Full payment shall be made within thirty (30) days from the date of the Invoice or 1 day before the programme, whichever earlier.
- Depending on the event, the fee includes course materials and/or lunch and/or tea breaks for physical programmes.
- For selected webinars, the fee includes e-materials.
- Admittance to the programme shall be granted only upon full payment as per the above requirement.

WEBINAR ACCESS LINK

- The Access Link will be emailed at least 24-hours before the commencement of the webinar.
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Should the participant decide to cancel his/her enrolment, a cancellation policy shall be applied as follows:

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- Replacing registered participants is not allowed.
- Paid registration that is cancelled can opt to transfer the paid amount to future event(s) after deducting any applicable administrative charges.
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- Any excess amount after transfer will be refunded to the Corporate/Individual's bank account as provided in the EFT form.
- Corporate/Individual is required to provide the EFT form each time when a refund is requested.

PARTICIPANT'S CLASSIFICATION AND INFORMATION

Category: Corporate/Individual

- Please select the participant classification carefully as it determines the fee payable. No alteration will be allowed upon registration.

- The information on Corporate/Individual provided shall be deemed true and correct. No alteration will be allowed upon registration.

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- For physical programmes, all participants are required to present photo identification (NRIC, driving licence or company's ID card) at the point of registration prior to signing the registration list when attending the programme. Admittance may be denied upon failure to present photo identification.

For webinars:

- Live Q&As, quick polls/surveys will be carried out throughout the webinar.
- For selected webinars, pre and/or post course materials will be shared with participants.
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- Participants will only be entitled to the CPE hours upon attending the entire duration of the programme. CPE hours will not be accorded for partial attendance.

For webinars:

- Participants will be issued with an e-certificate of attendance and awarded CPE credit hours upon strict compliance of the following terms:**
 - Remain logged in at least 80% of the time allocated for the webinar,**
 - Submit the post-course evaluation on learning outcome within 3 days after the completion of the webinar (late submission of the post-course evaluation will not be entertained).**
- Listening to pre-recorded webinar and/or reading from past webinar e-material shall not qualify as structured CPE credit hours.

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CONFERENCE FEES

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Member* (MIA/iPAM/MICPA/IWIRC, CPA-A, ICAEW) / Member Firm	RM 1,350
Non-member	RM 1,620
International / Virtual Delegate	RM 1,485
STANDARD FEE (after 30 September 2026)	
Member* (MIA/iPAM/MICPA/IWIRC, CPA-A, ICAEW) / Member Firm	RM 1,500
Non-member	RM 1,800
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**** Members of CPA-A, ICAEW, and group registrations are required to contact MIA to register for this conference**

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CONFERENCE DETAILS & REGISTRATION

HRDC Training Programme No. : 10001752426

16 October 2026 (Friday), 9.00 am - 5.00 pm
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