

UNITED STATES SECURITIES AND EXCHANGE COMMISSION

43RD ANNUAL SMALL BUSINESS FORUM
CATCHING UP WITH SMALL CAPS: LESSONS
LESSONS LEARNED GOING PUBLIC AND STAYING PUBLIC

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100 F Street, N.E., Washington, D.C. 20549

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1 P R O C E E D I N G S

2 MR. ECHEVERRI: Hi. I'm Pablo Echeverri
3 from the SEC Small Business Advocacy Team. Thank you
4 for joining us today for a final day of the SEC's 43rd
5 Annual Small Business Forum. And welcome back to
6 those who joined us for our earlier sessions.

7 Tuesday, we heard from founders and funders
8 who shared their successes and challenges in early
9 stage capital raising. Yesterday, we heard about how
10 we can support smaller funds and to managers and other
11 investors as they support small businesses. Today's
12 discussion will focus on the public markets and issues
13 facing smaller companies as they navigate how to
14 become and stay public reporting companies.

15 Before we begin, I'd like to take a moment
16 to make clear that the views expressed today are the
17 speaker's own and do not necessarily reflect those of
18 the Commission, any of the Commissioners, or any of
19 our colleagues on the Staff. In addition, nothing we
20 share today is intended as legal advice. With that
21 out of the way, let's dive right in.

22 MS. HASELEY: Thanks, Pablo. I'm Courtney
23 Haseley from the Small Business Advocacy Office, and I
24 am delighted to be the emcee for today's event. I add
25 my thanks to all of you joining us here on our

1 platform and those of you viewing via our webcast for
2 day three of the Small Business Forum. First, I'd
3 like to welcome Commissioner Hester Peirce to the
4 screen to share her thoughts with us.

5 COMMISSIONER PEIRCE: Good afternoon, and
6 thank you to the participants in the Commission's 43rd
7 annual government Business Forum on Small Business
8 Capital Formation, and thanks to today's panelists.

9 This annual forum gives the Commission
10 direct insights from the companies, practitioners, and
11 entrepreneurs that grapple with our complex regulatory
12 regime. Before I begin, I must remind everyone that
13 my views are my own as a Commissioner, and not
14 necessarily those of the SEC or my fellow
15 Commissioners.

16 In the past couple weeks, we experienced
17 some unusual natural events; an earthquake in the New
18 York City area and a total eclipse of the sun in much
19 of the United States. No glasses will shatter and you
20 do not need special glasses for today's event, but I
21 expect it will be equally noteworthy. Few topics in
22 the securities world are of greater interest than why
23 the number of public companies has declined so
24 sharply. Many have pondered the issue and offered
25 solutions, but the answer to this enigma is likely

1 multifaceted. Today's discussion will help us puzzle
2 through it.

3 Small cap companies make up almost half of
4 public companies and are vital to a healthy, growing
5 economy. A commission that wanted to see more
6 companies in the public markets would reduce the
7 barriers to going public and the cost of being public.
8 As to the former, the Commission recently did the
9 opposite by imposing new costs on companies looking to
10 enter the public markets using the special purpose
11 acquisition company route.

12 As to the latter, the Commission has
13 resisted tailoring regulations so that small cap
14 companies can better afford to participate in the
15 public markets. The Commission brushes aside the need
16 for scaling by explaining that the rule is so
17 important that every public company, no matter its
18 size, should bear the rule's associated costs.
19 Investors in these companies who have to foot the bill
20 might not agree with us.

21 Welcoming small-cap companies into the
22 public markets gives retail investors a chance to
23 share in their growth. Recent research suggests that
24 small-cap companies as a class, may offer greater
25 investment returns than larger companies. Small

1 companies are often more disruptive, operationally
2 nimble, and dynamic than their larger counterparts. I
3 hope that today's discussion will help the Commission
4 identify a better path forward for our regulatory
5 treatment of issues that affect small-cap companies.

6 I have a few questions. First, as I
7 mentioned over the last few years, the Commission
8 finalized many corporate disclosure requirements
9 without meaningful tailoring. Which requirements are
10 or will be the most onerous and unnecessary for
11 small-cap companies?

12 Second, should the Commission tailor for
13 small companies, other requirements that have been on
14 the books for longer?

15 And third, would it help small cap companies
16 if the emerging growth company status lasted 10 years
17 instead of the current 5

18 Fourth, the 2023 annual report from the
19 Commission's Office of the Advocate for Small Business
20 Capital Formation recommended aligning the SRC and
21 non-accelerated filer categories. The report argued
22 that this would allow SRCs to enjoy all the benefits
23 of being non-accelerated filers, namely the exemption
24 from the auditor attestation requirement under Section
25 404(b) of SOX. Should the Commission adopt this

1 change?

2 Fifth, I've heard reports that smaller
3 reporting companies have lost their SRC status due to
4 temporary variations in their public float, which
5 governs SRC eligibility. Should the Commission
6 calculate an SRC's public float based on a rolling
7 average, say, over the course of a year

8 Six, today's discussion may touch on the
9 sparse research coverage of small cap companies
10 compared to larger public companies. What, if
11 anything, could the Commission do to address this
12 problem? For example, should the Commission revisit
13 the withdrawn no-action letter that allowed
14 broker-dealers to comply with European regulations by
15 receiving separate payments for research, without
16 having to register as an investment advisor.

17 Seventh, another frequently cited issue is
18 the disappointing liquidity that some small cap
19 companies face when they're listed on exchanges. Can
20 we do anything to facilitate exchange experimentation
21 with different approaches to cultivating better
22 liquidity?

23 Eight, today's discussion may also cover the
24 initial public offering process. Is going public
25 through a SPAC still a viable path for private

1 companies, given the Commission's recent rulemaking?
2 And what reforms to the traditional IPO process, if
3 any, would improve the process for smaller potential
4 public companies?

5 Ninth, some evidence suggests that Reg A is
6 underused. From July 2022 through 2023, Reg A
7 offerings raised only \$1.5 billion, compared to \$17
8 billion for traditional IPOs and \$3 trillion for Reg D
9 offerings. Is Commission preemption of state Blue Sky
10 laws for secondary transactions of Reg A Tier 2
11 securities necessary to make that a viable path?
12 Should the commission consider other reforms?

13 Thank you for your answers to these
14 questions and for the rest of your discussion and I
15 look forward to hearing your recommendations.

16 MS. HASELEY: Thank you, Commissioner
17 Peirce, for your remarks. Next up, I'd like to pass
18 the proverbial mic to Commissioner Jaime Lizarraga to
19 share some remarks. Commissioner?

20 COMMISSIONER LIZARRAGA: Good afternoon. It
21 is a pleasure to address the 43rd Annual Small
22 Business Forum.

23 In 1980, Congress required this annual forum
24 to assess the state of play of small business capital
25 formation, one of the three fundamental pillars of the

1 SEC statutory mission. With U.S. equity markets
2 representing nearly half of the world's equity market
3 cap, today's discussions on lessons learned from going
4 public and staying public are timely and on point.
5 Fulfilling our capital formation mission in as broad
6 base to matter as possible includes promoting and
7 facilitating robust participation by small cap
8 companies in our equity markets.

9 There's a lively debate about the widening
10 gap between capital raise in private versus public
11 markets and the possible risks and implications of
12 this trend. As a general principle, retail investors
13 benefit when companies go public. It results in a
14 higher supply and greater diversity of companies to
15 choose from when making investment decisions. Access
16 to expanded investment choices, all accompanied by the
17 disclosure, liability, and other protections that come
18 with securities registration, leads to healthier, more
19 robust, more transparent public markets.

20 For small cap companies, it can be more
21 challenging to navigate a complex regulatory
22 framework, pique a research analyst's attention, or
23 ensure sufficient liquidity in the secondary market.
24 If the dominant model becomes billion-dollar unicorns
25 being backed by mini-rounds of VC funding and then

1 going public as mega-cap companies, it would work
2 against the goal of broad-based capital formation. At
3 the Commission, our scaled disclosure requirements and
4 phased-in compliance dates are two ways in which we
5 address some of the unique challenges that smaller
6 public companies face.

7 Under the Climate Risk Disclosure Rule
8 finalized last month, smaller reporting companies are
9 exempt from the greenhouse gas emissions and
10 attestation requirements. These companies also
11 benefit from a delayed compliance period, and
12 recognition that additional time is helpful for them
13 to get up to speed as they prepare disclosures for the
14 first time. Similarly, in the Cyber Incident
15 Reporting Rule, smaller reporting companies were
16 provided with additional time to phase in compliance.

17 The Commission adopted the same approach in
18 its reforms to insider trading rules for corporate
19 insiders. That said, aspiring to improve how we
20 implement our capital formation mission is a
21 worthwhile endeavor, one that best serves the public
22 interest. To that end, today's forum will hopefully
23 yield new and innovative ideas that inform how the
24 Commission can best fulfill its capital formation
25 mission.

1 Thank you to Courtney and to today's
2 panelists. I look forward to your recommendations.

3 MS. HASELEY: Thank you, Commissioner
4 Lizarraga, for sharing your thoughts with us. On
5 behalf of the SEC's Small Business Advocacy Office,
6 we're grateful to you and to all the commissioners who
7 addressed the forum this week, for your collective
8 interest in and support -- (audio interference). If
9 you have any polling questions, you can just scroll
10 down, you'll find them below the video feed, and that
11 way we'll be able to share some results live later on.

12 Note that in order to answer the polling
13 questions and to have the ability to vote on policy
14 recommendations, you will need to be registered for
15 the event.

16 Transitioning to our main event, it is my
17 absolute pleasure to moderate the panel today on our
18 third and final day of the forum. Many companies have
19 a goal of conducting an IPO, listing on an exchange,
20 becoming public reporting companies.

21 And as we heard Commissioner Peirce note in
22 her remarks, almost half of all US public companies
23 are in fact small caps, and so they play a really
24 important role in the markets and our economy. So
25 today we are catching up with small caps.

1 I am joined by Trent Ward. He's the
2 co-founder and CEO of Interactive Strength. It does
3 business as FORME, a public company specializing in
4 personal home fitness. And Davina Kaile, a corporate
5 and securities partner at Pillsbury Winthrop Shaw
6 Pittman. They both have great experiences to share
7 and insights into lessons they've learned along the
8 way. So thank you both so much for joining us today.
9 Trent, why don't you kick us off? Please tell us a
10 little bit about you and your story.

11 MR. WARD: Thanks, Courtney. I'm Trent
12 Ward. I started my career as an investment banker in
13 New York doing merchant acquisitions, primarily with
14 consumer companies. From there, I joined a hedge fund
15 and spent almost a decade investing in public
16 equities. So I did all sectors, but got a taste of
17 the public markets.

18 And about seven years ago, I left and
19 started FORME Interactive Strength. And lo and
20 behold, here we are at the public company. You know,
21 unexpected, I think, when I started out. But
22 obviously, the past handful of years have been
23 unexpected as well, between, you know, changing cost
24 of capital, interest rates, as well as COVID. So lots
25 of volatility and unexpected things, and happy to be

1 here.

2 MS. HASELEY: Thank you so much. Davina?

3 MS. KAILE: Thanks, Courtney. I'm Davina
4 Kaile, and as Courtney said, I'm a partner in the
5 Corporate Securities Group at Pillsbury Winthrop Shaw
6 Pittman. As you can probably tell, my practice is
7 focused primarily on public company representation and
8 all kinds of capital markets transactions.

9 I always say, I call it the alphabet soup.
10 You do a lot of IPOs and then you do a lot of other
11 capital raising transactions. For some of you on the
12 call, you'll be familiar, but RDOs, CMTOs, ATMs,
13 ELOCs, rights offerings, similar transactions, SPACs,
14 DSPACs. Also as part of that, SEC reporting
15 compliance, stock exchange, corporate governance, M&A,
16 and just day-to-day counseling for public companies.

17 And you know, there's a sort of joke around
18 my firm that I live and breathe IPOs.

19 (Audio interference.)

20 MS. HASELEY: If you're going to be a public
21 company, you should be a large company, that they're
22 all large or that an IPO is necessarily a sizable
23 large offering. And it's simply not the case. Micro
24 offerings are common. And as we mentioned, and as
25 Commissioner Peirce mentioned, small caps play a big

1 role in vital, robust markets.

2 So these smaller companies, they go public
3 for many different reasons. And I'd like us to start
4 by talking about why. So Davina, I'll kick it to you
5 first. From your experience as a legal advisor to
6 many companies, including small caps, why are small
7 cap companies so important to the public markets? And
8 what are some of the drivers you think that lead these
9 smaller companies to go public?

10 MS. KAILE: Sure. And with due apologies,
11 I'll have to do a quick disclaimer of my own. Again,
12 I work at Pillsbury, but any views I express on this
13 call are definitely my own views and don't necessarily
14 reflect those of my colleagues. And anything -- any
15 comments I may make should not be -- and it should not
16 be construed as legal advice and does not constitute
17 legal advice.

18 So with that out of the way, in terms of why
19 small caps are important, I would echo what
20 Commissioner Peirce said, is they represent half of
21 the public companies in this country. And I think
22 there's a general consensus that small business as a
23 whole, you often hear the term they are considered the
24 "backbone" of the U.S. economy. So I think supporting
25 them and supporting them in their capital formation

1 endeavors is critically important.

2 I also think -- and again, I echo what
3 Commissioner Peirce commented on -- they are, I think
4 she used the term "nimble." I say they are very
5 flexible or able to react or pivot very quickly to
6 take advantage of changing economic circumstances or
7 market opportunities. And I also think they add their
8 drives of growth and diversity in the economy and in
9 the market.

10 Obviously, the smaller companies are --
11 generally represent significant growth potential.
12 Usually at the time they're getting ready to look at
13 accessing public capital markets, they're poised for
14 growth. That's why they're going public. That's why
15 they're looking to raise funds at that stage and in
16 that volume.

17 I also think -- and this is more anecdotal,
18 so I don't have statistics to back this up. But my
19 impression is the smaller cap companies also tend to
20 represent a much broader range of industries than the
21 mega cap companies, and it's not just tech. It's
22 retail, et cetera. It's other -- it's other areas.

23 But sort of a subset of that that I think is
24 worth mentioning is they represent a lot of innovation
25 and represent dynamic and emerging sectors. And even

1 more important than that, I think sometimes many of
2 those companies are focused in areas or sectors
3 that -- I don't know how to best characterize it --
4 but I think can bring a lot of value beyond just the
5 pure economics. And the easiest example for me that
6 comes to mind are life sciences companies. So I would
7 throw in there, you know, med tech, biopharma. Health
8 tech companies tend to be in that space and tend to be
9 in the smaller -- in the smaller cap space as well.

10 I think on sort of the flip side of it, from
11 an investor perspective, I also think small cap
12 companies also offer a lot of opportunities and
13 diversity because they might be less likely to attract
14 what we would call the "traditional institutional
15 investors," but I do think they offer great
16 opportunities for, say, retail investors, family
17 offices to invest, small tech companies.

18 And Trent may speak to this, but usually
19 when they go IPO, they're going to go access the
20 public capital markets again. They, you know, have a
21 plan in terms of going back or follow-on offerings.
22 And again, that brings, I think, vitality to the stock
23 markets and additional investment opportunities for
24 investors.

25 And, you know, we might touch on this later,

1 but I think smaller companies tend to have a little
2 bit more difficulty accessing traditional debt
3 financing and traditional VC financing. So again, I
4 think the IPO route is an important tool in their
5 toolkit, from a capital formation perspective.

6 MS. HASELEY: Thank you. I think that was a
7 really good intro to some of the reasons why companies
8 are going public. And Trent, I'm curious what you'd
9 have to say on the same question. And in particular,
10 not just because you're the CEO of a small company
11 that went public, but also because of the extensive
12 finance background that you have, which you mentioned
13 in your introduction. Why do -- why do small caps go
14 public?

15 MR. WARD: I mean, capital is a big reason.
16 They're into -- you know, the public markets are
17 the -- are the deepest, most efficient markets out
18 there. Private capital is small.

19 I think the other aspect is that, you know,
20 if you start a business and you're raising money for
21 friends and family and the kind of people that you
22 know and then at the other end of the spectrum you
23 have big institutions, there's a lot that's missing in
24 the middle, right? And I think the quicker you can
25 reach more investors and a broader set, the more

1 available capital there is.

2 You know, I spent a lot of my career in
3 Europe and I moved back to the U.S. a handful of years
4 ago. The depth of our capital markets, our access to
5 capital, is, you know, the most important thing we
6 have as a country, probably. And that is -- you know,
7 and that, plus the optimism of entrepreneurs, goes
8 hand in hand with capital availability. I mean, I
9 meet plenty of companies that aren't from the US that
10 can't access capital and it really restricts them and
11 really restricts growth and employment.

12 So, you know, as a product that the US has
13 and sells, i.e., you know, capital access, it makes
14 starting a business just easier and better. And that
15 has, you know, obviously a lot of knock-on impacts for
16 the country.

17 And so we need to make that more efficient,
18 both for people that have capital and are looking to
19 invest it, but also, you know, companies that are
20 looking for, you know, capital as a resource. It pays
21 dividends across the board

22 So, you know, the ability to go public with
23 a small cap, I think is pretty unique to the U.S.
24 There isn't really that option in many other
25 countries. I mean, in the UK, there's a smaller

1 market, but, you know, primarily resource stocks or
2 other things and it doesn't have the same, I'd say
3 reputation. Canada, obviously has a market that's
4 sort of easier to get on.

5 But a lot of these frontier small cap or
6 capital markets are -- I wouldn't say -- they don't
7 have the brand name that, you know, a NASDAQ or a New
8 York Stock Exchange has, or even with SEC protection,
9 and that goes a long way for everyone. And so I
10 think -- you know, I'm certainly proud of what has
11 been built in the U.S. from a system perspective, but
12 it definitely can be made more efficient and easier.

13 And in that capital formation process that I
14 went through -- which a lot of entrepreneurs do for
15 the first time. You know, I've been a stakeholder or
16 participant in other elements of capital, so I had
17 some perspective. You start a business, you have an
18 idea and you have resources you need to marshal --
19 people, capital, you know, everything to build a
20 business.

21 And, you know, it's a -- it's -- you
22 oftentimes don't know where to go and your most scarce
23 resource is your time. And it takes a long time to
24 meet people, to talk to investors, then actually put
25 you into talking to bigger pools of capital, which

1 means institutional investors. And I think the VC
2 community and the, you know, the Deca coins and the
3 Uni coins are -- we'll see, get all the press.

4 But venture capital, and as it's structured,
5 you know, as an industry, is a very specific tool.
6 It's not the only product for early-stage capital.
7 It's the one that gets all the headlines and it's
8 there, but they have a specific business model of a
9 power law return. They're looking for specific types
10 of companies. You know, and it's -- you know, it's
11 demoralizing for a lot of companies that don't fit
12 that model, because they take it as a mark on admin
13 and they don't realize that it's just -- it's, you
14 know, sort of different strokes for different folks,
15 right?

16 The product that VC sells us is for one
17 specific type of business, but there's a lot of other
18 types of businesses that are -- that can be successful
19 and generate returns for investors that need access to
20 capital. And that's where I think a broader market
21 and access to capital and kind of more diverse
22 companies is the right answer. And that, I think
23 that's the opportunity.

24 There is some crowding out, I think, of
25 people -- businesses trying to fit into the VC model

1 and assuming that's the only path. And there are
2 unintended consequences in that, namely signaling
3 effects of those investors. If you don't quite fit
4 the path, you can end up off the path, and then you
5 don't have an opportunity to raise capital.

6 You know, there's asymmetry in private
7 markets in a way that it's very challenging for
8 companies to raise capital when an existing investor
9 is no longer raising capital. You know, Peter Lynch
10 said, "There's lots of reasons that people sell shares
11 or don't invest in a company. There's only one reason
12 they buy." And it's hard for investors to decode that
13 or if you're trying to track capital from someone
14 else.

15 So it's -- I think the early-stage capital
16 process is narrow, in terms of where most of it is.
17 And broadening that path to allow businesses to grow
18 and to access bigger markets is critical.

19 MS. HASELEY: I think there was a really
20 positive and welcome message in what you just said to
21 folks listening and to all the entrepreneurs out
22 there, right? And it fits this theme of "there is no
23 one size fits all, there is no one path." And I
24 appreciate you bringing that to the table. I hope
25 we'll also be able to tackle a little bit later on.

1 You said there were some opportunities to make capital
2 raising a little bit more efficient. So I'm
3 interested in your thoughts on that, once we get
4 there.

5 Before I segue into the next topic, I want
6 to make a shameless plug to the audience for
7 submitting questions. Please, if you're tuned in and
8 you've got a question for our panelists, I think you
9 can see that they are ripe and ready to share their
10 insights. So write it into the chat and we can
11 address it later on.

12 I'd like to take us now into the process of
13 going public and some IPO challenges. Trent, you and
14 your co-founder, you grew Interactive Strength through
15 private financing. You mentioned it wasn't a typical
16 financing road that you -- pathway that you took, as
17 well. And you recently went public. I don't know if
18 everyone in the audience knows, but it's you're just
19 shy of your one year anniversary, right?

20 MR. WARD: We are. Yeah.

21 MS. HASELEY: I think so. So kudos. It's
22 probably been a big year. But can you tell us some of
23 the considerations that led you and your team to take
24 the company public, and then talk to us a little bit
25 about that IPO experience.

1 MR. WARD: Going public for us was accessing
2 a new set of investors that were a better fit. And
3 what I mean by that is, we are a -- we're a
4 capital-intensive business and we're also a consumer
5 business. And in early-stage capital or pools of
6 capital, you can find specific investors that invest
7 in capital-intensive industries, and you can find
8 investors that invest in consumer businesses.

9 There's not a lot of overlap between those
10 two, and part of it's to do with unable to de-risk the
11 demand side, right? You spend a lot of money building
12 something and then you don't know if consumers will
13 buy it. And that sort of, I'd say, payoff structure
14 doesn't fit. You know, consumer businesses tend to
15 spend a little bit of money and get some proof points
16 and kind of build, you know. You sell a few stores,
17 then a few more and then you grow. Capital-intensive
18 businesses tend to find a reference client that
19 de-risk some of the investment.

20 And so we naturally had a very narrow group
21 of potential investors, and we weren't the first in
22 our space. And so when we looked at that, you know,
23 sort of the different alphabet soup -- the series A,
24 series B, series C, of kind of private investment --
25 we realized their work may have success and changing

1 to an audience that -- or investor audience that would
2 have a bigger aperture or wider aperture of what they
3 see as attractive, was important. We are a consumer
4 product and visibility -- you know, there's a lot of
5 overlap between investors who have capital to invest,
6 as well as people that would buy our product. So
7 there's some benefit from that as well.

8 And, you know, I think the -- when we
9 decided in this spring of '22 to go public, I think
10 we'd already had some changes in the cycle. The
11 market was turning. We'd made it through COVID, to
12 some extent, but we were into the rate-rising
13 environment. And it was clear that there were a bunch
14 of companies that were -- that had made good products.
15 But with all the demand pull-forward and all of the,
16 I'd say the, you know, malinvestment maybe or
17 misallocation of capital because it was so plentiful
18 in the private markets, there were a lot of businesses
19 that probably were going to struggle and we had a view
20 that we could be a consolidator in that regard. And
21 so having access to capital markets is important when
22 you're trying to convince another company to join you.

23 Having a currency that potentially is liquid
24 for the selling shareholders is important. So that
25 was the other strategic aspect for us. And, you know

1 it -- I'd say, the irony is that I ran the capital
2 markets business and IPO business in Europe for a big
3 hedge fund for a long time. And when my sort of lead
4 investor that had done a number of biotech deals said,
5 "We're going public," or, "We should get ready for
6 it," I was surprised and I didn't think it was
7 possible.

8 And so I learned kind of about that, you
9 know, the small cap market. It does exist and is more
10 robust than I understood. But also, going through it
11 and going through that process, there's definitely
12 room for improvement, right? And we can make it a
13 better process.

14 So that was the long answer. I would say
15 the last part of the question was really what our
16 journey -- you know, candid, we had a -- we had a
17 fantastic legal team behind us that had lots of
18 experience. And full disclosure, Davina was our lead
19 partner for her IPO. And, you know, I think she's --
20 she mentioned she had done probably 200 IPOs. And so
21 I got a -- I got a legal education kind of the way
22 through it. But, you know, I felt I understood why we
23 were doing things, from an SEC perspective, and what
24 had happened to reach those conclusions and how things
25 would be enforced. And so, candidly, our path was

1 relatively straightforward. And I think that just
2 goes to lots of experience.

3 I think our challenges were more on the
4 NASDAQ side, because they'd had some recent strange
5 trading with IPOs, where very concentrated books and
6 they didn't trade properly, I would say, and they --
7 it was just happening right as we were going public
8 and so they had a heightened concern around it. And
9 we sort of got caught up in the ambiguity about how to
10 enforce the rules at the moment, which wasn't helpful,
11 because there wasn't case history in it. It was -- it
12 was new. And they were trying to figure out how to
13 maintain integrity of market, but also keep a business
14 going.

15 And then I'd say the biggest challenge and
16 the things we were least prepared with were really
17 around audit and financials. Just the level of detail
18 that was needed, even if it didn't really have any
19 meaning on the numbers or kind of information for
20 investors, but it was required under, you know, GAAP
21 audit and that felt inefficient in a short word.

22 MS. HASELEY: Okay, that makes sense. And
23 it was a surprise to you even with your finance
24 background, yeah?

25 MR. WARD: Yeah. I -- you know, I had been

1 outside the U.S. for about 10 years and so -- and I
2 was dealing in mega caps, so I just sort of assumed --
3 and we were big, big fund, very focused on liquidity.
4 Small for us was under a billion dollars and we didn't
5 really touch those types of companies. So I had a
6 biased view kind of from that perspective, you know.
7 But I think that -- you know, I've started to see a
8 number of platforms. I have a friend that started one
9 around kind of finding capital for Main Street and
10 small businesses and SBA stuff. And that kind of
11 very, very nascent level of capital formation is
12 exciting.

13 So I think it's incredibly helpful and it's
14 great for people who want to invest in businesses they
15 understand and can touch and feel. And I think public
16 markets can be intimidating and it's great for small
17 investors. But there's a lot of room in the middle
18 there where companies kind of need capital that I
19 think that's probably what we're talking about now.

20 MS. HASELEY: Yeah, thank you. Thank you
21 for that. Davina, from your perspective, how, if at
22 all, are IPOs, the IPO experience, that process,
23 different for small caps? Are there micro-cap-specific
24 IPO issues that you and your teams tend to run across
25 that you don't encounter in the larger offerings?

1 MS. KAILE: Yeah, and sure. First, Trent,
2 thank you for the very kind words. And I -- you know,
3 before I address that question in terms of the -- and
4 I guess it relates to it, then in terms of the
5 process, for, you know, in particular, on Trent's IPO.
6 I think one of the reasons it's very smooth is
7 honestly, on Trent's side and his whole management
8 team, very engaged, their engagement process, which
9 was extremely helpful. And I honestly -- lawyers work
10 24/7. I think on the IPO trend also work 24/7, so,
11 you know, obviously a kudos to him. And we
12 wouldn't -- you know, I think he's sort of was the key
13 in the success of this process.

14 But in terms of differences in the IPO
15 process for small cap versus a mega-cap deal, I think
16 you know two come to mind. One is more general and
17 obvious which is time, cost, and resources. So I
18 always, when a companies say, "I'm thinking about
19 going public, what should we do?" And I say, "Well,
20 you know, as an attorney and in terms of deal
21 execution, as much as you can prepare in advance
22 before you actually kick off the process, is great.
23 That is very difficult for a small-cap company because
24 they are resource-constrained they are
25 cost-constrained.

1 And obviously, getting ready means
2 necessarily investing in a lot of resources that you
3 might not otherwise do at that time and resources you
4 may not have. And that includes, quite frankly,
5 outside advisors, getting lawyers involved, getting
6 your auditors involved, getting an IR firm involved,
7 hiring internally to the infrastructure for SEC
8 reporting experience, if you want in-house legal with
9 SEC reporting experience.

10 So I think for small cap, the -- our sort of
11 mega-cap deals I've worked on, companies have been
12 much more in a better position to devote and allocate
13 those resources to getting ready ahead of time so that
14 once we have the first "organizational meeting,"
15 they're sort of already ready. All of the stuff we
16 could have done in advance is done, and now they're
17 just focused on IPO execution, and they also get to
18 still focus on running the business. They're not
19 getting pulled in 10 million directions.

20 Obviously, for a small-cap company, that is
21 a very difficult ask, because, you know, as Trent
22 said, the most valuable asset they have is time, and
23 they don't have a lot of it. And obviously, the next
24 valuable asset is cash and capital. If they had a lot
25 of that floating around, they probably, you know,

1 wouldn't be eyeing the capital markets at that
2 particular moment in time. So there's a bit of a
3 tension there. So I think that makes the process
4 harder.

5 Trent alluded to it. Just some of the
6 process requirements that you go through, sometimes
7 it's easier for a larger company because they kind of
8 are either exempt or it's easier for them to meet
9 certain requirements and thresholds. Trent touched on
10 one, which, you know, is a little bit more granular,
11 but deals with execution.

12 For NASDAQ, for example, I do think there
13 were some issues maybe with some recent IPOs that did
14 not perform well. And obviously, you know, from a
15 stock exchange perspective it's -- you would prefer to
16 have companies that list and then continue to maintain
17 that listing and thrive on the stock exchange, versus
18 having issues right off the bat.

19 So there were additional, I'll just say,
20 steps that were implemented that could become, you
21 know, additional hurdles. And I think the worst case
22 is they can actually delay the deal. So you've got
23 your investors, the deals allocated, but because of --
24 and I'll just, I want to be very general. But extra
25 steps can sometimes actually delay your ability to

1 price and finish your transaction.

2 And the other one which I think isn't as
3 obvious, is that for a mega-cap company, remember,
4 their materiality threshold is pretty high. For a
5 smaller cap company, that materiality threshold is
6 pretty low. And Trent, you and I may have discussed
7 this, but you said, "Well, should we disclose?"
8 "Should we not disclose?" And I said, "Well, you
9 should assume the starting point for you is the
10 presumption that everything is material, because it's
11 a smaller company."

12 So whether it's a quantitative or
13 qualitative threshold you're using, in a way the
14 process is harder than it is for a mega-cap company
15 because you have to disclose a lot more and you -- the
16 analysis is a little bit harder and it's just honestly
17 more work.

18 And we'll talk about this later, but in
19 terms of making the process more efficient -- and
20 Trent heard me say this a lot too -- the cost of going
21 public is at least the same, if not inversely
22 proportional, to the amount of dollars that you are
23 raising. Because you still need to do the audit, you
24 still need the lawyers, you still need to go to the
25 SEC, and you still need to go to the stock exchange

1 process. And as a public company, you're subject to
2 the same reporting regime, some disclosure
3 accommodations, but for the most part the same
4 reporting regime as a billion-dollar market cap. So,
5 you know, I think those are all sort of factors I
6 think about in terms of differences between smaller
7 cap IPOs and micro-cap IPOs and the mega-cap IPOs.

8 MS. HASELEY: That's good. I'm glad you
9 finished us off with the topic of frictions in the IPO
10 process because I wanted to go back to that. And
11 Commissioner Peirce asked us in her opening remarks to
12 consider, could there be any reforms made to the IPO
13 process that would improve it, you know, from the
14 smaller companies' perspective.

15 And Commissioner Lizarraga, you know, he
16 noted that, yes, there's scale disclosures. We have
17 delayed compliance dates. And these certainly help
18 companies as they on-ramp. But each of you have
19 touched upon it, so I'm curious if you have any
20 thoughts? Could there be more to reduce IPO frictions
21 for small caps?

22 MS. KAILE: -- very helpful. And, you know,
23 I thought on this because I know he just went through
24 it. You know, I do think the scale disclosure
25 accommodations are very helpful. And I will say from

1 a -- and on the legal side, not on the audit side.
2 But from the legal side, I think the SEC process tends
3 to be pretty smooth. Whether you're a small
4 cap-issuer or mid-cap-issuer, the disclosure and the
5 rules are very, very clear.

6 Having done this a lot, you know, the
7 expectations of what the Staff is looking for, and you
8 can sort of anticipate and make sure that the
9 disclosure is there, transparent, addressing the
10 issues, especially ones that are hot button items for
11 the Commission at any given point in time. So that
12 process is good.

13 I think, some of the things I think about
14 may be more applicable in terms of the on-ramp for
15 smaller cap companies once they become public and
16 staying public. Looking at the process and making it
17 more efficient during the IPO, but helping those
18 companies continue to avail themselves of some of
19 those accommodations going forward.

20 Commissioner Peirce touched on some. The
21 EGC on-ramp; 5 years, 10 years, you know, obviously
22 would be great. I suspect there will be a lot of
23 resistance to that, but I would propose a compromise
24 somewhere 7 -- you know, 7 years, somewhere in that
25 time frame.

1 Commissioner Peirce also touched on this,
2 and probably if there's other securities lawyers on
3 the call, might echo this. The accelerate -- the
4 non-accelerated filer SRC definitions and the changes
5 there. We spend an inordinate amount of time
6 counseling clients on that, especially right after
7 IPO, because we know the rule is cold, but for every
8 client we need to go through and literally pencil it
9 out, because the exit, the entry, the thresholds. So
10 some consistency there.

11 There are -- they're aligned to a
12 significant degree, but the EGC disclosure
13 requirements and SRC disclosure requirements, they do
14 vary in some circumstances. And I think taking
15 another look at that and seeing where there might be
16 some more harmonization might be helpful. And I think
17 also, honestly, just taking a -- taking a step back
18 and taking a fresh look at the overall disclosures
19 required for smaller cap companies and keeping in mind
20 this is a different investor base that they tend to
21 target.

22 So there is a need for investor protection,
23 transparency of disclosure, but maybe taking into
24 account that, you know, it is a very different
25 shareholder base that -- for most micro-cap and

1 small-cap companies. And maybe more tailored and
2 scaled disclosure accommodations that would provide
3 information that might be of more utility to that set
4 of investors versus, say, the traditional investors
5 for a large, make-a-cap company.

6 I also sort of -- you know, I'm always
7 intrigued about Reg A+ and why it isn't used more.
8 And so in my copious free time, I might take a look at
9 Reg A+ and that process and see if there's anything
10 that can be ported over from a small micro-cap IPO
11 process in the course of, you know, the regulatory
12 views and stuff.

13 With that, I should stop. I always talk too
14 much. So Trent, I'm sure you have other thoughts on
15 this, too, on the efficiency.

16 MR. WARD: I mean, a lot of these rules
17 have -- you know, they're not new. They've sort of
18 evolved over time. I think, you know, disclosure is
19 not a bad thing. I think there's some connotation of
20 like, you're sharing too much, but I think in the SEC
21 context and documentation, just both is really just
22 explanation. Like it's -- I don't think we have felt
23 any sensitivity around disclosure. It was more just
24 the volume of things, but it took -- I didn't -- I
25 didn't feel that it was that burdensome.

1 I think the -- I think the on-ramp into
2 being public -- you know, if you tell companies they
3 can raise \$10 million and be a \$50-million business,
4 and that's kind of more clear, I think, or whatever
5 the smaller thresholds could be, that'd be helpful,
6 right? And sort of what's the -- what's the roadmap
7 to that? As opposed to, "Here's your nine-month IPO
8 plan and our advice is this or this." It looks like a
9 club and a process that only applies to someone, you
10 know, to a company that's a billion dollars.

11 Whereas, I think if you think about capital
12 formation and what are the other steps, in the same
13 way, template documents, safe structures, you know,
14 where, you know, early-stage law firms have put out
15 templates that are now easy. And anything you can do
16 to standardize this, both from the legal side and, you
17 know, all the documentation, but even just the
18 process. How do you get -- you know, how do you get
19 anything you move to securitization, right? You know,
20 in the same way shipping and containers made
21 everything easy, anything you do to make it more
22 modular would be better. And having some of those
23 steps be a part of it.

24 You know, same thing with the Reg A, right?
25 Like I think it's still seen as a complex process, as

1 opposed to, "No, we need your numbers to be accurate
2 and done consistently for investors to review." We
3 need certain of these things and start to build out
4 that framework from a -- kind of a modular information
5 perspective and disclosure that allows companies to
6 kind of all walk/run into it, would be helpful.

7 But if we do this private and then public,
8 and it's kind of a massive step-up, and there's
9 actually not that much in the middle, but it seems
10 like a real chasm. So I think some of either --
11 whether it's something like a regular market where
12 there are stats, or whether it's just more marketing
13 and communication around, it's not that hard, but
14 these are the things you need, and that'd be helpful.
15 I mean, that would make it more efficient, I think, as
16 well.

17 You know, a lot of this stuff is -- lawyers
18 hate it, right, because they always say every case is
19 different. But like a lot of it is boilerplate, to
20 some extent. Let's call it boilerplate, right, you
21 know? And make it -- and make it not look as if it's
22 bespoke, and just say, "These are the parts that are
23 bespoke and these need to fit in a certain basket.
24 And those are the ones you as an investor should look
25 at because that's what's different." That would be

1 helpful for both the investors as well as the company.

2 MS. HASELEY: Understood. That's really
3 helpful feedback, both of you. I'm going to introduce
4 the results of one of our polling questions because I
5 think it's particularly salient to what you both just
6 talked about and where we're going next.

7 We asked the audience what the greatest
8 challenge facing smaller public companies seeking
9 access to capital is, and respondents indicated that
10 cost of compliance is the greatest challenge. So I
11 mean, you both pretty much nailed and reflected that,
12 right? Davina, you're mentioning that these smaller
13 companies are -- you're taking on these fixed
14 compliance costs before -- as part of your IPO prep,
15 and then of course constantly after. And Trent,
16 you're feeling that as well.

17 So as we shift now to considering the
18 experience of small caps once they are public and
19 really seeking to comply with ongoing reporting and
20 listing requirements, and in some cases struggling to
21 stay public, Davina, I'll turn it back to you. What
22 do you think small cap leaders need to know about the
23 challenges of staying public?

24 MS. KAILE: Yeah. So, you know, obviously
25 time, cost, resource, and expense. You know -- and,

1 you know, and I alluded to it earlier, it's -- and
2 it's easy to get into this mind space. But all the
3 run up to the IPO and doing the IPO, and when it's
4 done, everyone's exhilarated and they're exhausted.
5 But almost immediately, your lawyers are calling and
6 saying, "Did you do that 8-K?" "Did you do that
7 Section 16 report?" "Did you do this?" "Did you do
8 that?" And you suddenly realize that you are
9 literally talking to your lawyers and auditors every
10 single day in order to stay ahead of the compliance
11 and reporting regime.

12 So I think, you know, in terms of leaders of
13 small-cap, micro-cap companies and things to keep in
14 mind in terms of the experience of going through an
15 IPO and being public is, you -- you'll -- you can be
16 as prepared as you can and it's still, I think, gonna
17 be a little bit of a shock to the system once
18 you're -- once you're there.

19 And I know again Trent heard this, we say
20 you know, you want to be ready to hit the ground
21 running as a public company, be operating as a public
22 company. That means reporting systems, right?
23 Closing books, end of every month, end of every
24 quarter, having those disclosures ready, disclosure
25 controls and procedures. There's a million 8-K

1 triggers now. Make sure your team knows that. Your
2 lawyers will ask, but we don't know what's going on a
3 day-to-day basis inside the company.

4 Again, smaller-cap companies, threshold is
5 low. So many things you do will trip an 8-K for you,
6 which may not trip one for, you know, a larger
7 company. So yeah, I always say preparation, being
8 very well versed in what's required as a public
9 company, not just on the reporting, but also on the
10 liability side. We've talked about, you know,
11 obviously 10-Ks, 10-Qs, proxies, but directors and
12 officers, director and officer insurance, regulation
13 of fee. There's just so many -- there's many, many
14 corporate governance requirements. And, you know,
15 making sure that you are aware of that in advance --
16 again, tight resource allocation, but having that
17 ready in advance.

18 And then just don't be surprised by the fact
19 that all that time and money and effort that went into
20 the IPO, as soon as you're closed and the money's in
21 the door, you're devoting almost that same level of
22 time, resources, and expense on a day-to-day basis
23 going forward, to stay public. And we have seen a lot
24 of small-cap clients run into this, which is they go
25 public, the stock price pops, everything's great, and

1 then there's this gradual trickle down in the stock
2 price.

3 So the other thing I always caution them to
4 be aware of is the ability to maintain listings. So
5 think about it. When you're going to go public, it's
6 not just getting the IPO done, but your ability to
7 stay eligible on NASDAQ or New York Stock Exchange,
8 and recognizing there'll be a lot of stock price
9 volatility. While you are now a public company,
10 you're still probably going to have some limited
11 liquidity just because it's a smaller shareholder
12 base.

13 It's also more of a retail-focused
14 shareholder base. And so you'll see volatility,
15 you'll see less liquidity. You'll see, honestly,
16 potentially -- at least in the short term -- maybe a
17 stock price decline. You know, I hesitate to raise
18 this because I don't have a good answer, but limited
19 research coverage on small cap companies also
20 exacerbates all of those things. So it's wonderful
21 you're public, you have money in the door, but now
22 you're going to be spending all that money trying to
23 stay public.

24 And oh, by the way, your success as a public
25 company hinges to a great degree on the stock price

1 performance. But guess what? You're a small cap
2 company. For all of those challenges in the market
3 for small cap companies, your stock price is now, you
4 know, potentially declining. And one of the reasons
5 you went public was so you could be, I call it a
6 "repeat customer." You're going to go back. The
7 intention was to go back into the public markets. If
8 your stock price isn't performing great, you know,
9 that makes it harder.

10 And it might be a little bit off category
11 and we may talk about it later, but I also caution
12 them that the other thing going through an IPO process
13 is as a small- or micro-cap company, you'll need
14 service providers. But depending on the size of your
15 deal, let's say the universe of, let's say, investment
16 bankers that might be focused on that market size, may
17 be much more limited than, say, for a mega-cap issuer.

18 And so, you know, similarly, legal -- you
19 know, services, IR firms, all service providers that
20 help during the IPO process. So, you know, if I was
21 advising a company ready to consider going IPO, but
22 there's a small micro-cap, I'd say factor all of
23 those -- factor all of those things in. Just, you
24 know, you don't know what you don't know, but be
25 prepared.

1 If you have a trusted advisor, ask
2 questions, you know. They do it for a living, right?
3 So you're going to hopefully do this once or twice.
4 They do it for a living and they can be very helpful
5 in that regard and honestly, have pretty frank advice
6 about the rules are the rules, but there are ways to
7 make that process efficient within that framework.

8 MS. HASELEY: Yeah. Well, thank you.
9 That's a heavy list of challenges, a lot of which face
10 all companies trying to stay public.

11 MS. KAILE: Yes.

12 MS. HASELEY: But the volatility in share
13 prices is certainly one we have seen a lot, hear a lot
14 about. And there was a law firm report from this year
15 that was looking historically back and 2023 was just
16 tough for all new public companies. There was a stat
17 I found interesting. Last year, IPO companies ended
18 the year trading a median of 56 percent below their
19 offering price. And this wasn't just small caps.
20 This is all the IPO companies, right? It was a -- it
21 was a tough year. So we hear about those challenges a
22 lot.

23 Trent, I'm gonna turn to you. I know we're
24 on like the top of the hour, but really want to hear
25 firsthand about your experience, your company's

1 experience during this first year being public. What
2 do you want to share with us? What do you think other
3 C-suite teams need to know about that environment?

4 MR. WARD: One of the -- I mean, one of the
5 things about having a stock price is -- well, it can
6 be a distraction but, you know, there's emotional
7 volatility with it going up or down. It makes you
8 feel good, makes you feel bad. I lived with that for
9 a long time in my previous career, so I think I had
10 some preparation for that.

11 But price action is a self-fulfilling, you
12 know? It's -- a stock can go down, and therefore
13 people become more pessimistic and then the stock goes
14 down further. It's -- momentum is a real thing. In
15 absence of information, price is the only thing that
16 investors see. And so therefore they assume -- you
17 know, George Soros refers to it as reflexivity. Price
18 action itself becomes information.

19 So that's one of the challenges is, you
20 don't have the ability -- you report -- as much as
21 you're always dealing with compliance, you actually
22 don't report that frequently, that much information.
23 You know, it -- or maybe the path doesn't change that
24 frequently, especially if you're sort of looking
25 at a mid- to long-term view, but your stock price can,

1 and that's a challenge.

2 Lack of buyers is -- looks the same as
3 sellers. I mean, it's sort of, it's like the
4 counter-intruder -- not counter-intruder, but your
5 price may be going down just because people are
6 selling and there's no buyers. It doesn't mean people
7 think it's less valuable. It's just that you have a
8 supply and demand and you have to find a place. And
9 that's challenging because finding new buyers takes
10 time and energy. And it's not the most efficient to
11 go out and talk to a bunch of investors, especially
12 because bigger pools of capital institutional
13 investors don't traffic in small caps usually.

14 So finding more efficient ways for companies
15 to -- I mean, there's not that many public companies,
16 right? It's not -- it's not a huge universe. Yet
17 there's not -- you know, as much as there's EDGAR for
18 filings, like, you know, where's the town square for
19 companies to talk about what they are? I mean,
20 there's small private conferences and other things,
21 but there -- I think there should be more of a
22 marketplace for that.

23 And research is a big part of that, right?
24 You know, there -- the research -- the separation of
25 creating commissions and research that happened years

1 ago was before my time and at least -- I don't even
2 know what the practice was. But having published
3 research is important. I can tell you most -- if I
4 were on the outside looking in at our public filings,
5 it'd be impossible to -- the picture that one would
6 paint is very different than the reality.

7 And it's just, we have to wait for time to
8 pass and those to be published reports that are
9 looking backwards. And so there's, you know,
10 asymmetric information from a time perspective there,
11 that everything that people see is backwards-looking.
12 And there isn't -- and stocks really trade on future
13 expectations. And so you have a real mismatch between
14 how we're communicating information to the market and
15 how investors make decisions.

16 And so, you know, this is where, you know,
17 you end up in the big institutional investors are on
18 the gray area of selective disclosure because you have
19 access to management and the smaller investors don't.
20 You know, in our market cap segment, that's less of an
21 issue, but it's still there.

22 How do we get information to all investors
23 in a -- in a -- in a more useful way and broader
24 distribution? I think you need intermediaries. You
25 need -- you need research. Investment banks aren't

1 necessarily the right people to do that because they
2 make their money by underwriting and commissions. So
3 I think there is a -- there's lot of room to improve
4 in that regard from kind of communication and research
5 about the future.

6 But I appreciate that can be abused as well.
7 And so it's -- you know, I think we're in a regime
8 where the concern or abuse is so acute, that the
9 answer is to not talk about it and to just let people
10 figure it out on their own. And that's not actually
11 helpful, especially for investors who maybe have some
12 level of experience but aren't overly sophisticated or
13 don't have the time because they have a full-time job.

14 So I think there's some challenges there,
15 but for me, it's our information distribution is a
16 backwards-looking element that isn't necessarily as
17 applicable for kind of future stock performance.

18 MS. HASELEY: And I suppose that's, I mean,
19 true of all public reporting companies. But it sounds
20 like the retail investor base, or your investor base
21 and investor bases like that for small caps, make it a
22 different kind of problem when the information
23 isn't -- it's being transmitted that way and there's
24 just a different level of overlaid understanding on
25 the --

1 MR. WARD: Or there's a bigger disconnect
2 between what the future looks like and the past looks
3 like. Whereas if you're a \$10-billion business, it's
4 quarter to quarter, there's a lot more stability.
5 Consequently, your return financial's lower because
6 there's more stability, right? You know, there's very
7 few companies like Nvidia

8 But there's also a lot of history of people
9 having followed for a long time. We have no history.
10 We have to teach people. It takes a long time for
11 investors to get that confidence. That really
12 translates into delayed buying, lack of liquidity,
13 other things that drive up the cost of capital that
14 make it harder to go public, right?

15 So how do you accelerate that comfort and
16 familiarity and kind of information, not so much
17 disclosure, but dissemination, in a way that allows
18 people to feel like they do when they go into a store
19 and they go, "I'm buying this or buying that." I
20 think there's such a disconnect between what the
21 future could be and what information they have access
22 to in a consistent format that it's -- I'd say the
23 number one piece of information that investors in this
24 market I'd have to say would look at is price action.
25 And so then it's just about momentum and it's just

1 about follow -- it's just about trading and liquidity
2 and that becomes self-fulfilling to the negative
3 often, more so than to the positive.

4 MS. HASELEY: Yeah, understood. Thank you
5 both. I'm conscious of the clock here. I love what
6 I'm hearing and I hate to cut us short, but I want to
7 give us some time for the audience Q&A, which has been
8 very active while we've been chatting.

9 So to help us with Q&A, I'm going to invite
10 Stacey Bowers, the director of our Small Business
11 Advocacy Team. She's been monitoring the chat and
12 she's going to take us through some questions now.
13 Stacey?

14 MS. BOWERS: Thanks, Courtney. So Trent and
15 Davina, I've really enjoyed hearing both of your
16 insights into why companies choose to go public, what
17 they should consider as a part of the process, the
18 challenges that they face.

19 And so as Courtney said, now I'm going to
20 try and bring in some questions from our audience.
21 Some of those came in via the chat. We also got some
22 questions earlier on in the registration process. And
23 so I'm going to start with a question that came in
24 from the chat. And Davina, I'm going to put you on
25 the spot a little bit here. I apologize.

1 MS. KAILE: Sure. That's all right.

2 MS. BOWERS: So Erlinda in the chat asked,
3 "Under what circumstances or what stage of the
4 business would you typically recommend doing a Reg A
5 offering -- sometimes referred to as a mini-IPO --
6 instead of going through an IPO for small caps?
7 Whether it's a tier one, which is up to 20 million, or
8 a tier two, up to 75 million?" And I know you touched
9 on this a little bit earlier, but could you add some
10 extra thoughts here?

11 MS. KAILE: Yeah. You know, and it's
12 actually -- you know, kind of saying there's
13 private -- there's companies, and then there's the
14 IPO, and there's not -- there's sort of this gap in
15 between.

16 And, you know, and we chatted about this a
17 little bit before we started, but Reg A and especially
18 Reg -- what we call colloquial Reg A+. It was
19 intended to fill that gap, right? It was sort of a
20 mini-IP -- and, you know, there was a lower tier and
21 the upper tier. I think there was more appetite for
22 the upper tier because, honestly, Blue Sky exemption,
23 that was a huge, huge burden. And but of course,
24 there's ongoing reporting obligations, et cetera. But
25 a more streamlined process.

1 So, you know, honestly, I think -- and we
2 didn't sort of touch on this, and I know we're sort of
3 out of time. But I actually think a lot of companies
4 that honestly are looking at a dSPAC -- so, you know,
5 they are -- they're, you know, obviously pre-profit,
6 sometimes pre-revenue, but they're at an inflection
7 point, right? Where they need a big infusion of
8 capital in order to take the company to the next
9 level.

10 And maybe they're not ready to, you know,
11 take on, you know -- and I don't want to even throw a
12 number out there -- but the high cost of staying
13 public and the number of -- you know, the outside
14 service providers and their fees. You need to pay us,
15 you need to pay a lot of firms, et cetera. But sort
16 of, I don't want to say "emerging growth," because we
17 use that term a lot. But companies that are sort of
18 poised at that inflection point need that influx of
19 cash, understand and still have the ability to have
20 the resources to, you know, be compliant because there
21 is ongoing reporting -- and have kind of that
22 significant growth potential.

23 And so I was thinking about this question.
24 I said, actually, I would take a hard look at those
25 companies that are looking -- that were looking before

1 the new roles, looking at a potential exit via dSPAC.
2 And Reg A+ might actually be a good avenue for them
3 because they can access more capital, they can provide
4 some -- you know, they need to provide some
5 disclosure.

6 It is a mini-IPO, right? And that, you
7 know, with sort of the, you know, inadvertent or
8 intentional sort of chilling or slowdown of the dSPAC
9 market, I think that that that might be a, you know,
10 company -- sort of in that sweet spot. Honestly,
11 companies that are looking at IPOs -- obviously under
12 a 50, you know -- you know, I would say in a \$10 to
13 20-million range -- might look at a Reg A+ transaction
14 as well.

15 It is also more of a retail-based component.
16 So companies that think that they're current target
17 investor base, but want to diversify that investor
18 base, I think those would be the candidates to look at
19 Reg A+. You know, and I was joking about it earlier,
20 but I'm actually serious about it. At some point, I
21 would love to do a deep dive into the psychology of
22 why Reg A+ hasn't been a more attractive option.

23 And the two things I've heard, and this is
24 just anecdotal and not scientific, was still some --
25 I'll use the term, sort of a "stigma" attached. You

1 know, we were Reg A+. We didn't really do an IPO. We
2 are reporting we're on NASDAQ, but we didn't really --
3 we weren't good enough to do a regular IPO, which
4 isn't necessarily the case.

5 And the other -- and you know -- and Trent
6 might nod his head, is that the Reg A+ process wasn't
7 necessarily faster, cheaper, than doing a regular IPO
8 when all was said and done. And if you're going to do
9 that anyway, why not? And if you can find a banker
10 who says they can market your deal as a "regular IPO,"
11 why not just do that? But again, that's anecdotal so
12 I -- it is a question that honestly, if I find some
13 copious time, I would love to dig into.

14 But that's a long-winded answer, but
15 hopefully that was, you know, those are my views on
16 that.

17 MS. BOWERS: No, that's great. And if you
18 find that time to dig into it, we'd love to know what
19 you know. All right. So with that, another
20 interesting issue that was raised in our early
21 registrations is around shareholder engagement. And
22 that is including understanding who your shareholders
23 are, communicating with them effectively, managing
24 shareholder activism.

25 Davina, I'm gonna come back to you first.

1 In your experience, how have you seen small-cap
2 companies
3 managing the challenges of shareholder engagement?

4 MS. KAILE: And, you know, I'll start by
5 saying the rules, right, that are applicable for
6 shareholder and public communications are the same for
7 smaller cap companies -- (audio interference) --
8 micro-cap companies, larger cap companies. And
9 there's this thing called Reg FD, so we need to be
10 mindful of that. So, you know, I didn't touch on and
11 talking about -- (audio interference) -- and he's
12 wanting to undertake the IPO process.

13 The one thing I didn't talk about as much
14 was community and transparency, and that there's two
15 things to be prepared for as a company. One is,
16 you're just internally at the company with your
17 employees, there's an inevitable shift in company
18 culture for companies going public that's open and
19 transparent, even within your employee base as you
20 might have been used to as a private company. Again,
21 because of all these, you know, understandable rules
22 and regulations. So making sure your employees
23 understand that and you bring them along during the
24 IPO process so they're not unpleasantly surprised.

25 But on the external side for your outside

1 holders, it's actually a very similar vein as a
2 private company, a lot of open dialogue, open
3 communication, frequent one-on-one meetings with your
4 large shareholders so that they get the information
5 they want, et cetera. Part of going public is that
6 dissemination, that information flow does work in
7 bold. And you know, Reg FD, you give out some
8 material -- you give out material information that
9 needs to get to certain groups of people, but it needs
10 to get out to everybody.

11 So one is, you know, I -- and I -- so I'm
12 hesitating because of the resource issue. I do
13 strongly encourage the smaller cap companies -- it is
14 a cost component -- get a very good IR firm. They can
15 be invaluable in helping you in terms of shareholder
16 engagement, planning. They also, like lawyers, know
17 the rules. But they, unlike lawyers, can often
18 translate those rules to something more business
19 practical advice and how to execute and stay within
20 the rules.

21 But you know, you should have open
22 engagement. I think it's important having open
23 engagement with the shareholders. Obviously, keep in
24 mind the rules. But try to stay ahead of it. Try to
25 be preemptive in anticipating what their concerns are

1 going to be. There are many, many ways to disseminate
2 information in a REG FDA-compliant manner. So I think
3 people unintentionally view REG FD as a chilling
4 effect. It's not intended to be a chilling effect. It
5 was intended actually to increase dissemination of
6 information, you know, to various stakeholders in the
7 company.

8 So, you know, encourage companies to do it.
9 Just make sure you understand the rules. Get a great
10 IR. They are -- they can be very --

11 (Audio interference.)

12 MR. WARD: -- burning out -- this year, they
13 will buy the stock, right? Like it's not an immediate
14 thing. And so it's a lot of time, it's a lot of
15 energy and you have to do it. But if you do it well,
16 then you have holders and they hold for a long time,
17 but it just takes time.

18 MS. BOWERS: Great, that's great advice.
19 Well, I know we're getting close to our time today.
20 So I've got one last question that I'm gonna ask each
21 of you. And it is, if you had one piece -- (audio
22 interference) -- audience carries away with them from
23 today's session, what would it be? And Trent, I'll go
24 to you first this time.

25 MR. WARD: Accessing public capital and kind

1 of broader audiences, I think, is easier than it
2 probably feels from the outside, even if it's not easy
3 or cheap. But it's something that I think more
4 companies should think about as part of their plan in
5 the future.

6 MS. BOWERS: Great, thanks.

7 MS. KAILE: Yeah, I was sort of gonna echo
8 the same theme. You know, I was gonna say
9 notwithstanding sort of -- you know, we talked I think
10 a lot about challenges and ways to smooth out the
11 process and increase the ability of small companies to
12 access public capital. And notwithstanding all the
13 challenges we sort of spoke of, I would just encourage
14 small companies, don't be dissuaded. Because as Trent
15 said, we -- this was focused on how to make the
16 process better so we're inevitably talking about sort
17 of the issues that came up and how to make things
18 better.

19 But again, you know, I hope Trent -- I think
20 you thought your process -- ultimately, you're happy
21 you went through it and relatively smooth. You know,
22 and yeah, so don't be dissuaded. You know, if
23 you're -- you know, the -- you know, I'm not going to
24 speak for the SEC, but I was always taught two
25 principles, right? Investor protection, capital

1 formation. And yes, there's a tension, but I think as
2 a general rule with the -- you know, the regulatory
3 regime has done a great job of balancing both of those
4 concerns.

5 So if you're a company looking to go public,
6 Reg A+, mini-IPO, traditional IPO. Please don't be
7 dissuaded. There is a market out there. You're a
8 critical component of the capital markets as well as
9 the overall US economy and the last pieces.
10 Obviously, don't be dissuaded, also be prepared.

11 MS. BOWERS: Great. Well, that's great
12 advice to leave the audience with. So it's time to
13 wrap things up today. So I want to say thank you
14 again to our panelists, Davina and Trent, for sharing
15 their perspectives with us. We really appreciate both
16 of you taking time out of your day to join the SEC's
17 Small Business Forum. And with that, I will turn it
18 over to my colleague, Amy Reischauer, to wrap us up.

19 MR. WARD: Thank you.

20 MS. REISCHAUER: Hi. I'm Amy Reischauer,
21 another member of the SEC's Small Business Advocacy
22 Team. I want to thank you all for joining us for the
23 43rd Annual Small Business Forum. I also want to
24 extend our thanks to all of our speakers for sharing
25 their valuable time, voices, and stories this week.

1 On Tuesday, we heard from Donald Hawkin,
2 Erika Lucas, and Jessica Murray about the successes
3 and challenges that founders and funders face in
4 early-stage capital raising.

5 Yesterday, Angela Lee, Trish Costello, and
6 Beto Pallares shared their perspectives on how to
7 support smaller funds and their managers and other
8 investors as they invest in and build supportive
9 ecosystems for small businesses.

10 And today, thank you to Davina Kaile and
11 Trent Ward for your insights on the experiences of
12 smaller companies as they become and remain public
13 reporting companies.

14 Our SEC Small Business Advocacy team is
15 thrilled that the forum brings together so many who
16 share our team's passion about the importance of small
17 businesses and the innovations that they bring to the
18 table. I hope that each of you will continue to
19 advocate and to amplify your voices. Please, take the
20 time to engage with our office and send in your
21 comments on proposed rules.

22 We also invite you to continue to share your
23 stories with our offices, the good and the
24 not-so-good. Let us know your ideas about how our
25 office can expand the resources on our capital-raising

1 hub. And if you like what you see, there is no
2 greater compliment to us than sharing our information
3 and resources with your own community and network.

4 We now invite you to review the policy
5 recommendations that have been submitted and vote to
6 prioritize the recommendations that are most important
7 to you. You'll find those just below me here on the
8 event platform, where the polling questions appeared
9 earlier. If you weren't able to join us for an
10 earlier day's session, you can still vote to
11 prioritize recommendations from earlier in the week by
12 clicking on the Agenda tab on the left here on the
13 platform and then clicking through to the other day's
14 watch pages. There, you'll find the recommendations
15 in that same voting window. Thank you again for being
16 part of the forum.

17 (Whereupon, at 2:21 p.m., the meeting was
18 adjourned.)

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