

M&A A GROWTH STRATEGY : A CASE STUDY OF BDO MALAYSIA

The Merger, Acquisition and Affiliation Seminar 2014/15

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OVERVIEW OF ASEAN

10 Member Countries



8% (0.6b) of Total World Population of 7.7b
(* July 2014 Est)

Source:
<https://www.cia.gov/library/publications/the-world-factbook/rankorder/2119rank.html>

OVERVIEW OF ASEAN

Population

	Million	% to World
ASEAN-10	636	8
ASEAN-10 + China	1,992	26
ASEAN-10 + China +India	3,228	42
WORLD	7,686	100

http://www.asean.org/news/asean-secretariat-news/item/businesses-see-asean-economic-integration-more-as-an-opportunity-than-a-threat?category_id=27

“ASEAN as a region is in the right location as the economic epicenter of the world has moved towards this region.”

TAN SRI AZMAN MOKHTAR

Managing Director, Khazanah Malaysia Bhd

Source : New Straits Times, 4 April 2014



FDI INTO ASEAN

“In 2013, FDI into *ASEAN 5* outstripped...China..., and a big chunk of the investment...came from China, now the third-largest investor in the world”

Source : INTERNATIONAL BUSINESS TIMES, 5 MARCH 2014



ASEAN ECONOMIC COMMUNITY (AEC) 2015

General Sentiment

The majority of businesses perceived ASEAN economic integration to present **more of an opportunity** rather than a threat.

In addition, **investor interest in the ASEAN region remains strong**

and more businesses are seeing **ASEAN as one region** in making their investment decisions.

- key findings from the 2013 ASEAN-BAC (ASEAN Business Advisory Council) Survey

CHARACTERISTICS AND ELEMENTS OF AEC

Deepen and broaden economic integration by creating an ASEAN single market and production base which comprises of 5 core elements:

1. Free flow of goods;
2. Free flow of services;
3. Free flow of investments;
4. Freer flow of capital; and
5. Free flow of skilled labour.



ASSOCIATION
OF SOUTHEAST
ASIAN NATIONS

ASEAN & AEC

ASEAN Chair

- 2013 : Brunei Darussalam
- 2014 : Myanmar
- 2015 : Malaysia

Malaysian companies are going regional and international e.g. CIMB, Maybank, Public Bank, Air Asia, IOI Group, Sime Darby Group, Dialog Group and FGV.

- Opportunities for more audit and non-audit services.

OVERVIEW OF MALAYSIA

Businesses, AOB & CSAP's Consultative Document



SUMMARY OF BUSINESSES

Types	Number of Businesses*		
	Total	Annual Turnover > RM500k	%
Sdn Bhd/Company	519,000	165,000	32%
Partnership	396,000	46,000	12%
Sole Proprietor	1,600,000	96,000	6%
TOTAL	2,515,000	307,000	12%

- Estimated more than 100k of Sdn Bhd are not part of PLC group
- Most of the SMEs are serviced by Small and Medium Accountancy Practices (SMPs)

*Source : The Star, 17 September 2014

AOB REGISTER OF AUDITORS

	31 May 2010	31 March 2011	30 September 2014
No. of Accounting Firms	44	80	49
No. of Registered Individuals	232	307	304

- AOB was set up on 1 April 2010
- Opportunities for SMPs to embark on M&A based on niche markets

AOB REGISTER OF AUDITORS AS AT 30 SEPTEMBER 2014

Range of Registered Individuals	Number of Registered Firms			Number of Registered Individuals		
	Gross	In the Same Group	Net	Gross	Appeared in More than 1 Firm	Net
More than 10 partners (Attachment A)	13	(6)	7	216	(42)	174
5 to 10 partners (Attachment A)	7	(2)	5	39	(5)	34
Sub-Total	20	(8)	12	255	(47)	208
Less than 5 partners	39	(2)	37	98	(2)	96
Total	59	(10)	49	353	(49)	304

CSAP'S CONSULTATIVE DOCUMENT ISSUED IN DECEMBER 2014

Key findings include:

- Estimated that Malaysia will need **60,000** professional accountants by 2020 (page 16)
- Of the 30,298 MIA membership as at 30 June 2014, only **62%** (18,785) of the accountants in Malaysia are members of professional accountancy bodies (page 17)
- The SMEs contribute **32%** towards the economic growth of the country and employs **59%** of the work force. This is expected to grow to **41%** and **62%** respectively by 2020 (page 23)

*The Committee to Strengthen the Accountancy Profession [CSAP]

CSAP'S CONSULTATIVE DOCUMENT ISSUED IN DECEMBER 2014 (con't)

Key findings include:

- SMPs need to build their human and intellectual capital as well as building skills and competency beyond their traditional strengths to better serve SMEs (page 23)
- To enhance SMPs' capacity, merger and acquisition should be encouraged (page 24)
- MIA has set up a practice review regime in 2002 to ensure auditors in Malaysia comply with the relevant professional standards (page 37)

*The Committee to Strengthen the Accountancy Profession [CSAP]

OVERVIEW OF BDO MALAYSIA AND ASEAN



- Formed in 1964
- Accounting firm : core business in Audit
- In May 2007 - A team of Big 5 partners and managers came on board

Snapshot @ May 2007

- One of the Top Mid Tier Audit Firms
- Strong Audit emphasis
- > 300 staff led by 10 Partners / Directors
- 30 staff in Tax focusing principally on Compliance

KEY STRATEGIES

KEY STRATEGIES

- To further strengthen the Audit function
- To be recognised as one of the top two Advisory firms in Malaysia
- To increase regional co-operation and footprint
- To raise BDO's brand profile
- To cultivate and sustain quality growth



KEY STRATEGIES

To further strengthen the Audit function

CICPA RANKING 2014

Top 10 Accounting Firm In China

No.	Accounting Firms	Revenue (Yuan Million)	CPAs	Staff
1	PwC China	3,351	959	6,053
2	Deloitte China	2,881	800	5,686
3	Ruihua CPAs	2,776	2,335	7,887
4	BDO China Shu Lun Pan CPAs	2,509	1,811	7,244
5	Ernst & Young China	2,364	911	4,464
6	KPMG China	2,347	616	3,454
7	Pan-China CPAs	1,341	1,389	3,839
8	Da Hua CPAs	1,238	976	4,113
9	ShineWing CPAs	1,175	1,096	3,783
10	PKF Daxin CPAs	1,101	1,032	3,400
	Total of Top 10	21,083	11,925	49,923
	Others (10 Firms)	5,653	5,246	15,906
	Total (20 Firms)	26,736	17,171	65,829

AUDIT MARKET SHARE BY NUMBER & TOTAL MARKET CAPITALISATION @ 30 JUNE 2014

No.	Accounting Firms	Market capitalisation		No. of PLCs (excluding funds)			
		RM' Bil	%	Main Market	ACE Market	Total	%
1	PriceWaterhouseCoopers	618,415	35.46%	65	0	65	7.00%
2	Ernst & Young/Hanafiah Raslan & Mohamad	476,776	27.34%	190	5	195	21.01%
3	KPMG/KPMG Desa Megat	413,496	23.71%	126	3	129	13.90%
4	BDO	67,409	3.87%	50	7	57	6.14%
5	Deloitte & Touche/Deloitte Kassim Chan	33,611	1.93%	46	4	50	5.39%
sub-total of 1 to 5		1,609,706	92.31%	477	19	496	53.45%
6	Mazars	31,508	1.81%	10	0	10	1.08%
7	Crowe Horwath	30,750	1.76%	90	15	105	11.31%
8	HLB Ler Lum	20,334	1.17%	6	2	8	0.86%
9	Baker Tilly Monteiro Heng/Baker Tilly AC/Baker Tilly TFW LLP/Moore Stephens Associates & Co/Moore Stephens AC	15,813	0.91%	54	15	69	7.44%
10	Grant Thornton/SJ Grant Thornton/Foo Kon Tan Grant Thornton	12,227	0.70%	46	13	59	6.36%
sub-total of 6 to 10		110,631	6.34%	206	45	251	27.05%
Others (44 Firms)		23,444	1.34%	43	43	181	19.51%
Total (54 Firms)		1,743,781	100.00%	821	107	928	100.00%

KEY STRATEGIES

To be recognised as one of the top two Advisory firms in Malaysia

KEY STRATEGIES

To be recognised as one of the top two Advisory firms in Malaysia

- BDO's GST Core Team
- Major GST clients

KEY STRATEGIES

To increase regional co-operation and footprint

- Penang, Cambodia, Vietnam, Brunei, Myanmar & Laos

REGIONAL CO-OPERATION & FOOTPRINT

Penang and Cambodia

UHY Penang and GT Cambodia became part of BDO on 1 July 2011

Key achievements of BDO Cambodia

- Was 1 of the first 3 accounting firms accredited by the Securities & Exchange Commission of Cambodia to provide professional services in the securities sector in July 2011
- Is an approved independent auditor for banks and financial institutions by the National Bank of Cambodia
- BDO was the RAs for Grand Twins and Phnom Penh Special Economic Zone.
- Grand Twins International (Cambodia) Plc (“GTI”) was listed on The Cambodian Stock Exchange (CSX) on 16 June 2014

REGIONAL CO-OPERATION & FOOTPRINT

Vietnam

Key achievements

- The firm is now capable of providing full range of services namely audit, advisory, tax & outsourcing, supported by BDO Malaysia with an Indochina Japanese Desk based in HCMC set up
- New firm is able to attract expats (secondees) from BDO Malaysia as well as talents from both fresh graduates as well as experienced hires with stronger calibre and with suitable English competencies

REGIONAL CO-OPERATION & FOOTPRINT

Other countries

Key achievements

- BDO in Myanmar able to offer full breadth of audit, advisory and tax services, including donor funded projects and services to foreign interest entities (FIEs)
- BDO in Brunei is able to offer audit, advisory and tax services
- Finalising BDO's footprint in Lao PDR

REGIONAL CO-OPERATION & FOOTPRINT

Key lessons learnt

- Speed to market : we were able to capitalise on a narrow window of opportunity e.g. in Cambodia where we were 1 of first 3 accounting firms to be accredited by the SECC
- Ability to offer seamless, cross border and full breadth & depth of services (i.e. audit, advisory and tax) is necessary, to service the needs of our clients/potential clients
- Importance of brand building and establishing brand perception in market (supported by network strategies)
- Appropriate management & partnership structure which encourage cross selling and succession planning
- Getting the right people on board is essential!
 - Cohesiveness
 - Leadership
 - Teamwork
 - Sustainability

KEY STRATEGIES

To raise BDO's brand profile



PROFESSIONAL ACCOUNTING QUALIFICATIONS



Platinum Level



ICAEW Authorised Training Employer

THE INSTITUTE
OF CHARTERED
ACCOUNTANTS
IN ENGLAND AND WALES



CPA Australia Recognised Employer Partner

RECOGNISED
EMPLOYER
PARTNER



MICPA ICAA Approved Training Employer



Chartered
Accountants

NUMBER ONE IN NUMBERS

OUR SUCCESS STORIES

World and Malaysia Prizes

- **ACCA Top Affiliate Prize Winner** - Siti Aisah Kamarulzaman 1st place in Malaysia & 7th place in the World - (June 2013), Siti Maryam Kamarulzaman 2nd place in Malaysia - (Dec 2013)
- **ACCA Top Affiliate Prize Winner** - Dao Thi Thu Hang 1st place in Vietnam - (Dec 2012)
- **ACCA Malaysian Prize Winners** - Tan Khoon Yeow (June 2002), Foo Chun Keong (Dec 2009 & 2008), Tan Kia Peng (June 2009), Ong Chee Ming (June 2006), Chong Pei Ven (Dec 2005)
- **ICAEW Simon Morris Memorial Prize 2012** - Ng Sing Yee Professional Stage Annual International Order of Merit for Non-Graduate
- **ICAEW World Prize** - Kwong Sze Hui and Vivian Teh Qian Yuen Financial Accounting paper (Joint First Place and the Spicer and Pegler prize)
- **ICAEW Subject Order of Merit** - Gan Yu Chen Audit and Assurance (1st place and Watts Prize)



Siti Aisah receiving the ACCA Top Achiever's Award 2013



Siti Aisah interview session at Selamat Pagi 1Malaysia on 8 February 14 in conjunction with International Woman Day

OUR SUCCESS STORIES

World and Malaysia Prizes

- **MICPA-ICAA Gold Medal Winner** - Tan Teong Yu
Taxation (May 2012)
- **MICPA-ICAA Order of Merit** - Tan Teong Yu
Financial Accounting & Reporting Paper (Dec 2011)
- **MICPA Gold Award** - Hadirah Zulkifli
Advanced Taxation & Advanced Auditing and Assurance
- **CPA Australia High Distinction** - Yong Chin Yew
Ethics and Governance (May 2011)
- **CPA Australia High Distinction** - Ang Hui San & Lau Li Lilian
Corporate Governance and Accountability (Oct 2009)
- **CPA Australia High Distinction** - Ang Hui San
Financial Reporting and Disclosure (May 2009)



Dato' Gan with Teong Yu,
MICPA-ICAA Gold Medal
winner



ICAEW prize winner 2012 - Ng Sing Yee
visits BDO UK, flanked by Dato Gan Emma
Howard, Ann Zadmehr, Hezelina Hashim
and Fiona Fischer



Dato' Gan with ICAEW world prize winners -
Sing Yee, Vivian and Sze Hui

TOP 100 LEADING GRADUATE EMPLOYERS



No	Accounting Firm	Ranking	
		2013	2014
1	PwC	1	8
2	EY	3	3
3	Deloitte	5	11
4	KPMG	7	12
5	BDO	35	25
6	Crowe Horwath	98	79

THE MALAYSIAN ACCOUNTANT

September-October 2010 issue



ARDENT ABOUT ACCOUNTANCY

YBhg Dato' Gan Ah Tee is a man with passion. For those who have met Dato', this statement comes as no surprise. Coming from a small town in the heart of Johor – or namely Sungai Mati, near Muar – his early days, helping out the family by rubber tapping before going to school, to where he is now, the Managing Partner of BDO in Malaysia, one of the leading accountancy firms both in the country and internationally, Dato's drive from an early age has seen him rise quickly to the top.

The 54-year old young-at-heart accountant loves his job and in this interview with *The Malaysian Accountant* he talks about the challenges faced by the MICPA and the benefits of being a member of the Institute.



TEN QUICK QUESTIONS

TMA: What are your likes and dislikes?

Dato' Gan: I like people who work hard and do their very best and in accountancy this would translate to people who are highly professional and ethical in their undertakings. As a professional, I dislike people who cut corners without consideration of their responsibilities, bringing ill repute to the profession.

TMA: What sort of music do you listen to?

Dato' Gan: Music that is pleasant to the ear! If I must choose a genre, I would probably skew towards contemporary.

TMA: How do you relax?

Dato' Gan: Brisk walking and a more leisurely walk with my dog. Spending time with my family. I have four children: two girls and two boys. I also love watching action-packed movies.

TMA: What are your favourite food and drink?

Dato' Gan: Chinese food and roast lamb. I enjoy the hairy

crab found in China. I also enjoy good red wine but in moderation.

TMA: To you what does it mean to be a Malaysian?

Dato' Gan: Celebrating and accepting the diversity of cultures and backgrounds. After all, we celebrate together, live together and certainly prosper together when there is unity. I support our honourable Prime Minister, YB Dato' Sri Mohd Najib's vision of '1Malaysia'.

TMA: Your favourite travel destination?

Dato' Gan: I am particularly fond of travelling in Asia especially China – the region is progressing so rapidly but is yet able to or is at least trying to keep its culture and traditional practices intact. The natural landscapes with its diversity are also intriguing and would take a lifetime to cover.

TMA: Do you ever see yourself retiring?

Dato' Gan: My children are considered still quite young. I probably would slow down when they are more independent. However, given my personality and it is a given medical fact that we have to keep ourselves going in order to continue to have a fresher mind, I would probably still pursue other passion or interest.

TMA: Are you into mobile gadgets?

Dato' Gan: My Blackberry and mobile phone are very well used

TMA: If you could, is there anything you would like to change in your life?

Dato' Gan: Nothing at all as I am very blessed the way I am - supportive wife, wonderful children and good friends and interesting work at BDO.

TMA: Complete this sentence. Being a CPA.....

Dato' Gan: helped open doors to a respectable and honourable career of which I can be proud of.

ACCOUNTING AND BUSINESS MALAYSIA

September 2014 issue

12 FOCUS



ACCOUNTING AND BUSINESS

INTERVIEW | FOCUS 13

BIG THINKER

A steely determination is helping BDO Malaysia managing partner Dato' Gan Ah Tee ensure that the mid-tier firm is taking its place alongside the Big Four

BDO Malaysia managing partner Dato' Gan Ah Tee must leave a lasting impression on the people he encounters, be it a first-time visitor, client or colleague, for he has a charismatic personality that is confident, genial and engaging.

A skilled conversationalist, Gan – who is also regional senior partner for ASEAN region – is articulate in his responses and employs whatever resources he has on hand, from studies and research to humorous anecdotes, to get his point across. One immediately gets a sense that the 58-year-old is not just a leader who demands excellence, but is also prepared to roll up his shirtsleeves while encouraging and cheering the team to success.

He readily admits that he thrives on challenges and sees opportunities in risks; that was partly why he left KPMG in 2007 to helm what was then a mid-tier firm. Going further back, it was also what led an eager young man from a smallholder rubber plantation in Johor to further his studies, first in Kuala Lumpur and later in the UK.

'Nothing is impossible if you set your mind to it' is a phrase he repeats time and again during our interview, and one he often offers visiting accountancy students, interns and new recruits. 'How else could I have gone to Newcastle for studies when I lacked proficiency in spoken English at that time? I knew that if I was prepared to work hard and learn, then I would make it,' he says. In the same manner, he knew that if he could inspire and galvanise the staff at BDO Malaysia and hire new talent, then he would be able to grow the practice into 'a force to be reckoned with'. And by the looks of it, Gan and his team have achieved that.

Since 2007, BDO Malaysia has grown both in terms of manpower and reach – from staff strength of about 300 and fewer than 10 partners to more than 650, including more than 55 partners and directors. BDO Malaysia has also expanded its footprint across ASEAN, beginning with Cambodia in 2008 and then Vietnam, Myanmar and Brunei, with Lao PDR being the most recent addition to the BDO ASEAN family.

For Gan, what is especially gratifying is the fact that the industry is taking note of BDO Malaysia's achievements. He is quick to point out that professional bodies and institutions of higher learning have included BDO Malaysia as one of the Big Five accountancy firms in Malaysia in their marketing collaterals. 'It's no longer just the Big Four; it's now the Big Five,' he says.

CV

- * Prior to his appointment at BDO Malaysia in 2007, Dato' Gan Ah Tee was managing director of the financial advisory services Department at KPMG Malaysia.
- * Gan has conducted many talks and seminars for various bodies including the Malaysian Institute of Accountants (MIA), Malaysian Institute of Certified Public Accountants (MICPA), the Securities Commission, Bar Council Malaysia and financial institutions.
- * Among his roles, he is president of the Insolvency Practitioners Association of Malaysia and a council and exco member of the Malaysian Institute of Certified Public Accountants. He is also a member of the Malaysian Accounting Standard Board's Financial Reporting Foundation (FRF).

Never one to stay complacent, Gan is beefing up BDO Malaysia's capability to further grow the tax practice by positioning the firm as one of the leaders in the provision of goods and services tax (GST) services. To date, the firm has more than doubled its staff strength in tax and GST. Its dedicated GST advisory team comprises experienced professionals from the local tax, audit and advisory practices, as well as those with many years of hands-on GST experience in the UK and Australia.

'Levelled the playing field'
'We've been building up the team since October 2013, and we're hoping to be one of the top five players in providing GST services in Malaysia, which will replace both the existing sales and services tax in Malaysia from 1 April 2015. We feel that we are well positioned and are a real and credible alternative to larger firms because, after all, GST services are a new area for all accounting firms. It has levelled the playing field,' he says. >>

ACCOUNTING AND BUSINESS

14 FOCUS | INTERVIEW

BASICS

- * BDO International is the fifth largest professional services network globally and is one of the fastest growing international networks of accounting firms, with more than 56,000 partners and staff, 1,264 offices operating in 144 countries, and worldwide fee income exceeding US\$6.45 bn in 2013.
- * Operating since 1964, BDO Malaysia is a leading professional services firm, providing audit, advisory and tax services to businesses ranging from established multinational conglomerates to growth-oriented organisations, whether public or private. BDO has four offices in Malaysia: Kuala Lumpur, Penang, Seremban and Johor Bahru.
- * In 2008, BDO Malaysia expanded its operations to establish BDO Cambodia, and since then has forged strategic alliances and partnerships to form BDO member firms in Vietnam, Myanmar, Brunei and Lao PDR. BDO Malaysia provides active leadership for these member firms.

No stranger to challenges
As he details these achievements and plans, one gets an immediate sense that this is a man who is no stranger to overcoming challenges and emerging victorious. Take his tenure at KPMG, for instance. Joining the firm in 1984 on his return from the UK, Gan was instrumental in building KPMG's financial advisory services to more than a 100-strong team. 'We started with just tax and audit,' he recalls. 'Advisory was something very new and, from nothing, we grew to include corporate finance, mergers and acquisitions, transaction services, forensic, restructuring and insolvency.'
At KPMG Gan honed his skills, which included advising high-profile clients in debt restructuring, administration of schemes of arrangement, restructuring plan implementation for listing purposes, receivership and liquidation as well as other engagements with diverse industries. He was also partner-in-charge and independent financial adviser for a group of local and foreign financial institutions undertaking entity-based restructuring and group-wide restructuring schemes of a Malaysian conglomerate.
'Given these successes, why leave a successful practice? I saw dynamism and a tremendous growth potential in BDO but I just knew that the journey would be tough and perhaps risky too,' he says.

ACCOUNTING AND BUSINESS

TIPS

- * 'Nothing comes easy and there are no shortcuts to success. Things that are easily obtained may not be long-lasting in value.'
- * 'In life you must be able to taste sweetness in salt; that requires effort.'
- * 'If you put in the effort then you will be rewarded, and that reward is long-lasting.'
- * 'There may be ups and downs in your life and career; be prepared to bounce back.'

One of the first things he did was to review BDO's presence in Malaysia and in the region. He realised that the quantum leap he was aiming for would predominantly come from ASEAN, specifically Indonesia. 'After all, the flying time to Cambodia and Vietnam is the same as if one were to fly to East Malaysia,' he reasons. But more than that, the decision to venture to other countries in ASEAN was born out of the recognition of the region's prospects, given its population size and potential for economic growth.
In 2008, BDO Cambodia was established. 'We were one of the first three firms to be approved by the Securities and Exchange Commission of Cambodia as a professional accounting firm and independent auditor providing professional services in the securities sector in Cambodia,' he says, pointing out that one of the largest foreign investors to Cambodia, listed in Hong Kong, is its client.
Two years later, BDO Malaysia formed a strategic alliance with BDO Vietnam, soon followed by the setting up of BDO member firms in Myanmar and Brunei; the latest to join the fold is Lao PDR. All offer a full range of audit, tax, advisory, business services and outsourcing. 'Collectively, we have about 1,000 people working in these six BDO firms, including Malaysia, and BDO Malaysia provides a leading role and active leadership for these countries,' he says.
BDO Malaysia today has a strong audit practice and is currently ranked fourth in the marketplace in auditing public-listed companies in terms of number and their market capitalisation. 'We've been able to achieve this because we've been building up the firm's talent pool since 2007,' says Gan.
He adds that apart from employing talent attraction and retention strategies, BDO Malaysia also supports capacity-building strategies spearheaded by professional organisations such as ACCA and University of Malaysia's fast-track programme. Under this, students can pursue a Bachelor's degree in accounting while studying for their ACCA qualification, with the ACCA course fees fully sponsored by participating employers; BDO Malaysia was one of the first firms to sign up.

SO WHERE ARE WE?



BDO INTERNATIONAL

BDO International is the **5th** largest professional services network globally and is one of the fastest growing international networks of accounting firms.



	2013	2014	Difference
Fee Income	US\$6.45bn	US\$7.02bn	+ 8.8%
Headcount	56,000	60,000	+ 7.1%
Offices	1,264	1,328	+ 64
Countries	144	151	+7

BDO MALAYSIA & OFFICES IN ASEAN

A Paradigm shift in 7 years...

May 2007	December 2014
One of the Top Mid Tier Audit Firms	Recognized as a Big 5 firm
Strong Audit emphasis	Full range of services - Audit, Advisory, Tax & GST
> 300 staff led by 10 Partners / Directors	Close to 1,000 staff, directors and partners
30 staff in Tax focusing on Compliance	> 150 staff in Tax & GST focusing on Compliance, Advisory and GST

JOURNEY AHEAD



JOURNEY AHEAD

Issues, Challenges & Opportunities

- Attraction, recruitment and retention of staff, especially Gen Y
- Keeping abreast with accounting & auditing standards like MPERs
- "Give & Take" approach in talent attraction, management, profit sharing, etc in M&A
- Expected further consolidation in mid - tier market in coming years
- Closer scrutiny by regulatory authorities and professional bodies
- Need to have a new and larger office in KL



JOURNEY AHEAD

Issues, Challenges & Opportunities

- Continue to look for experienced professionals and suitable firm(s) to join BDO
- Introduction of GST
- To continue leveraging on our capabilities and track record to further grow our services and size of our practice
- Importance of close working relationship with BDO member firms outside Malaysia for cross referrals based on win - win fee arrangements"



THANK YOU



ANY QUESTIONS?

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