

# **BDO Advisory and Business Services & Outsourcing Compass**

*Navigating value delivery across Deal Advisory, Risk  
Advisory and Business Services & Outsourcing*



**JANUARY 2026**

# Contents



## Foreword ..... Pg 4



## Deal Advisory ..... Pg 5

- 2.1 Corporate Finance
- 2.2 Transaction Services
- 2.3 Restructuring & Insolvency
- 2.4 Infrastructure, Strategy & Commercial Advisory



## Risk Advisory ..... Pg 14

- 3.1 Governance Advisory
- 3.2 Technology Advisory
- 3.3 Cybersecurity & Privacy
- 3.4 Software Solutions
- 3.5 Forensic Advisory
- 3.6 ESG Advisory



## Business Services & Outsourcing ..... Pg 27

- Accounting and Financial Reporting
- Payroll and Treasury Services
- Company Secretarial
- Immigration Services
- XBRL Services

# BDO's e-Invoice Middleware

## Awarded for What Matters Most – Compliance & Integration

The BrandLaureate Brand of the Year Award 2025-2026  
*DigiTech BestBrands Award Winner  
for Digital e-Invoicing Integration & Compliance Solutions*

BDO's e-Invoice Middleware reflects deep regulatory insight, specialised tax knowledge, and technology-enabled delivery capability across markets. It integrates seamlessly with leading ERP systems and meets essential e-Invoicing standards. The solution provides comprehensive reporting, dedicated support, and continuous updates aligned to the Inland Revenue Board of Malaysia (LHDN) requirements. It is versatile, future-ready and capable of scaling with organisations' needs, supporting everything from small businesses to large enterprises.



[www.bdo.my](http://www.bdo.my)



# Foreword

2025 was a year defined by change and the need for thoughtful leadership. Against this backdrop, we introduce our first BDO Advisory & Business Services & Outsourcing (BSO) Compass—a reflection of the work we delivered and how we grew alongside our clients, capturing the insights and outcomes that shaped our journey throughout the year.

As organisations navigated evolving regulations, accelerating digital priorities, and increasingly complex risk environments, our Advisory and BSO teams worked closely with clients to provide clarity and practical directions and solutions. From supporting Mergers and Acquisitions, landmark Initial Public Offerings and cross-border transactions to strengthening governance frameworks, operational resilience, and cyber readiness, our work in 2025 was anchored in helping leaders turn complexity into confident action.

During the year, we established our Infrastructure, Strategy & Commercial Advisory practice to further augment our Advisory services. This practice is led by Fang Li Wei who has a proven track record in advising power, energy, renewables, real estate, and transport sectors, not only in Malaysia but also across the region. Continuing this investment in resources, we are expanding our Cybersecurity and Privacy team with the appointment of Keshvin Singh, Executive Director of Cybersecurity and Privacy. His leadership will play a key role in advancing our cybersecurity capabilities and ensuring clients are well served in this increasingly important segment.

We also continue to expand our Digital and Software as a Service (SaaS) solution offerings, through our collaborations with BDO in India. This follows a successful year of implementing and rolling out the e-Invoice middleware application which is currently serving organisations ranging from very large corporations to small and medium enterprises (SMEs), demonstrating the system's versatility. This solution was recognised when BDO's e-Invoice Middleware received The BrandLaureate Brand of the Year Award 2025-2026 - DigiTech BestBrands Award for Digital e-Invoicing Integration & Compliance Solutions.


This Award proves our e-Invoice middleware solution's capabilities, together with our team of professionals' commitment to resolving our clients' challenges to drive lasting success and excellence.

The Award has spurred and encouraged us to deliver more innovative and reliable digital solution offerings through our collaboration with BDO in India such as the introduction of a new digital solution that focuses on working capital by streamlining the two key balance sheet drivers of AP and AR as well as specialised solutions for the insurance, manufacturing, FMCG, and retail industries, enabling effective and efficient operations. All our digital solutions are built to serve both SMEs and large corporations.

I am happy to note that our BSO client base continues to expand with our payroll clients being serviced through ISAE 3402 SOC II Type II accredited processes that have been independently assessed. This assures our payroll clients that robust controls are in place to protect their data and privacy.

The BDO Advisory & BSO Compass brings together these experiences, sharing our perspectives on the issues shaping today's business landscape and highlighting selected engagements and key achievements from 2025. It reflects the full breadth of our Advisory and BSO capabilities, and how we help organisations translate strategy into execution.

As we look ahead to 2026, our focus remains unchanged—to be a trusted adviser, delivering insight that is relevant, practical, and grounded in real-world experience. We hope this Compass serves as both a reflection of the year that was and a useful guide.

A portrait of Dato' Wong Wing Seong, a man with glasses, wearing a dark suit, white shirt, and red tie. He is smiling and looking towards the camera. The background is a solid red color.

**Dato' Wong Wing Seong**  
Head of Advisory & BSO,  
Executive Director  
BDO Malaysia

A red hexagonal graphic containing the white number '2', serving as a section indicator.

## Deal Advisory

- 2.1 Corporate Finance
- 2.2 Transaction Services
- 2.3 Restructuring & Insolvency
- 2.4 Infrastructure, Strategy & Commercial Advisory



# Corporate Finance

## Preface

We provide comprehensive, end-to-end deal advisory solutions encompassing valuation services, mergers and acquisitions (M&A), and IPO advisory. Our expertise also includes audit support services such as purchase price allocation, impairment testing, and fair value measurement. We also advise on capital market transactions, acting as an independent adviser for takeover situations, related party transactions, major disposals, and withdrawals of listing in accordance with Bursa Malaysia Securities Berhad's Listing Requirements. In 2026, Malaysia and Southeast Asia remain attractive destinations for M&A activities, driven by investors' demand and appetite. Our Corporate Finance team looks forward to continuing to contribute our expertise to serve our esteemed clients. Our M&A services in relation to buy-side and sell-side deals include advising clients on the value proposition of the proposed transaction, project management and negotiations with buyers or sellers.

### 2025 Highlights

We advised clients on a wide range of complex valuation and advisory assignments, delivering independent business and equity valuations across diverse companies and corporate exercises. In addition, our specialists were appointed to perform purchase price allocation (PPA) and intangible asset valuations, assisting clients in meeting post-transaction reporting requirements. Our work reinforced our position as a trusted independent valuation adviser delivering technically sound and commercially insightful advice to our clients.

We were appointed as Independent Adviser for a number of corporate exercises, including related party transactions (RPTs), mandatory general offers (MGOs), and proposed privatisation exercises. In our role as Independent Adviser, we provided independent advice and opinions to shareholders, supported by comprehensive fairness and reasonableness assessments, to enable shareholders to make informed decisions and to assist the boards and independent directors in fulfilling their fiduciary and regulatory obligations.



Malaysia's capital markets reflect renewed confidence, with Bursa Malaysia recording the highest number of IPOs in two decades and M&A activity regaining momentum. 2026 will build on strong impetus, with IPO activity fueled by resilient fundamentals and investor appetite, while M&A accelerates through strategic consolidation and cross-border opportunities.



#### Dato' Wong Wing Seong

Head of Advisory & BSO,  
Executive Director  
E: [wswong@bdo.my](mailto:wswong@bdo.my)  
T: +603 2616 2868



#### Eng Cha Lun

Executive Director,  
Advisory  
E: [engcl@bdo.my](mailto:engcl@bdo.my)  
T: +603 2616 2867



# Corporate Finance

## 2025 Highlights

We deliver end-to-end deal advisory services. We provide valuation services, mergers & acquisitions, IPO advisory, audit support services such as purchase price allocation, impairment testing and fair value measurement. We also act as an Independent Adviser for capital market transactions. We have performed valuations for local and foreign businesses in diverse industries, with combined enterprise values exceeding RM71 billion since 2015. Our selected credentials are as follows:

### Business Valuation & Valuation of Intangible Assets

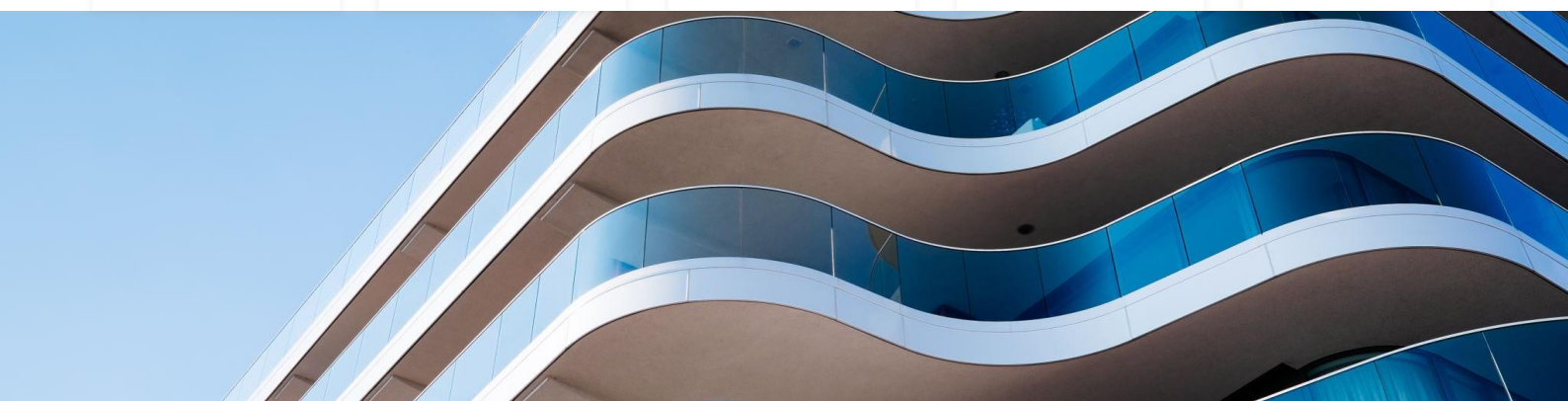
<p><b>INFORMATION TECHNOLOGY</b></p> <p><b>Private Company</b></p> <p><i>Indicative valuation of the entire equity interest in a company that principally engaged in the provision of research and development services, consultancy services, system engineering and its related fields</i></p>	<p><b>FINANCIAL SERVICES</b></p> <p><b>Private Company</b></p> <p><i>Indicative valuation of a company that principally involved in the management of family takaful business, including investment-linked takaful plans</i></p>	<p><b>HEALTHCARE</b></p> <p><b>Private Company</b></p> <p><i>Indicative valuation of the entire equity interest in a company that principally engaged in the provision of healthcare services</i></p>	<p><b>AGRICULTURE</b></p> <p><b>Harn Len Corporation Bhd</b></p> <p><i>Indicative valuation of the entire equity interest in Tiger Aquaculture Sdn Bhd</i></p>	<p><b>TRANSPORT &amp; LOGISTICS</b></p> <p><b>Main Market Listed Company</b></p> <p><i>Indicative valuation of the entire equity interest in a company that principally engaged in Islamic pawn broking and the purchase and sale of gold</i></p>
--	--	---	--	---

### Independent Advice

<p><b>PROPERTY</b></p> <p><b>NCT Alliance Bhd</b></p> <p><i>Independent adviser for the proposed acquisition of the entire equity interest in NCT World Sdn Bhd from related parties for a purchase consideration of up to RM490.26 million and proposed settlement of advances extended by NCT Venture Corporation Sdn Bhd to NCT World Sdn Bhd and its subsidiaries</i></p>	<p><b>PLANTATION</b></p> <p><b>Pinehill Pacific Bhd</b></p> <p><i>Independent adviser in relation to the proposed selective capital reduction and repayment exercise and proposed variation to the utilisation of proceeds from the disposal of plantation lands</i></p>	<p><b>HEALTHCARE</b></p> <p><b>KPJ Healthcare Bhd</b></p> <p><i>Independent adviser in relation to the proposed sale and leaseback of specialist medical centres and proposed lease renewal involving the interest of related parties</i></p>	<p><b>PROPERTY</b></p> <p><b>Chin Hin Group Property Bhd</b></p> <p><i>Independent adviser for the Joint Ventures for the Aricia and Dawn Projects to jointly develop 2 pieces of land, which involves the interest of related parties</i></p>	<p><b>CONSUMER PRODUCTS</b></p> <p><b>Eurospan Holdings Bhd</b></p> <p><i>Independent adviser for the unconditional mandatory takeover offer by Dato' Sri Tan Han Chuan to acquire the offer shares for a cash consideration of RM1.70 per offer share</i></p>
---	--	---	--	--

### Financial Reporting Purposes (i.e. Purchase Price Allocation, Impairment Testing, Fair Value Measurement)

<p><b>RENEWABLE ENERGY</b></p> <p><b>Private Company</b></p> <p><i>Assistance with purchase price allocation for a solar company incorporated in Malaysia</i></p>	<p><b>INDUSTRIAL PRODUCTS</b></p> <p><b>Private Company</b></p> <p><i>Assistance with purchase price allocation for a company principally involved in manufacturing and selling flexible plastic packaging materials</i></p>	<p><b>ASSET MANAGEMENT</b></p> <p><b>Private Company</b></p> <p><i>Assistance with purchase price allocation for an asset management company in Malaysia</i></p>	<p><b>CONSTRUCTION</b></p> <p><b>Main Market Listed Company</b></p> <p><i>Assistance with purchase price allocation for telecommunication and surveillance systems companies</i></p>	<p><b>EDUCATION</b></p> <p><b>Private Company</b></p> <p><i>Assistance with the intangibles' valuation of a private education group</i></p>
---	--	--	--	---



# Transaction Services

## Preface

Due diligence is the cornerstone of value creation in any transaction. It provides stakeholders with a comprehensive understanding of the target's commercial, financial, tax, and operational realities, ensuring that strategic decisions are grounded in facts rather than assumptions. By validating core drivers of expected synergies and identifying potential risks early, due diligence mitigates deal-breakers and enables informed negotiations. This process safeguards the integrity of the transaction rationale, allowing buyers and sellers to align expectations and structure deals that preserve and enhance value. In essence, due diligence transforms uncertainty into actionable insight, creating a foundation for successful execution and integration.

### 2025 Highlights

In 2025, our Transaction Services team played a pivotal role in advising on multiple high-profile transactions across diverse sectors. We partnered with leading independent power producers (IPPs) and prominent private equity firms, delivering comprehensive due diligence that enabled clients to navigate complex deal environments with confidence. Our contribution ensured that each transaction was underpinned by robust analysis and actionable insights. This commitment to excellence reinforced our reputation as trusted advisers, where precision and speed are critical to success.



In 2026, Malaysia and Southeast Asia remain attractive destinations for M&A activities, driven by investors' demand and appetite. Our Transaction Services team look forward to contributing our expertise to serve our esteemed clients.



**Steven Koh**  
Executive Director,  
Advisory  
E: [stevenkoh@bdo.my](mailto:stevenkoh@bdo.my)  
T: +603 2616 3089



**Iris Tan**  
Executive Director,  
Advisory  
E: [iristan@bdo.my](mailto:iristan@bdo.my)  
T: +603 2616 2862



# Transaction Services

## 2025 Highlights

In 2025, we delivered deal advisory services to local and foreign businesses across diverse industries. Key achievements include the following:

### DUE DILIGENCE

<p>EDUCATION</p> <p><b>Company Incorporated in USA</b></p> <p><i>Vendor due diligence involved a company incorporated in Malaysia in the education sector</i></p>	<p>MANUFACTURING</p> <p><b>Listed Company in Singapore</b></p> <p><i>Due diligence services in the company principally in the furniture industry</i></p>	<p>CONSTRUCTION</p> <p><b>Private Company Incorporated in Malaysia</b></p> <p><i>Due diligence on companies in principally involved in construction industry</i></p>	<p>CONSTRUCTION</p> <p><b>Main Market Listed company</b></p> <p><i>Due diligence on companies in the construction industry</i></p>	<p>ENVIRONMENTAL SERVICES</p> <p><b>Private Company Incorporated in Hong Kong</b></p> <p><i>Due diligence on a company incorporate in Malaysia and involved in waste management</i></p>
<p>RENEWABLE ENERGY</p> <p><b>Main Market Listed company</b></p> <p><i>Due diligence on a company principally involved in the renewal energy</i></p>	<p>HEALTHCARE</p> <p><b>A Company Incorporated in Luxembourg</b></p> <p><i>Due diligence on a company in the laboratory testing industry</i></p>	<p>ENVIRONMENTAL SERVICES</p> <p><b>Private Company Incorporated in Malaysia</b></p> <p><i>Due diligence on a company in water treatment industry</i></p>	<p>CONSUMER</p> <p><b>Listed Company in Malaysia</b></p> <p><i>Financial due diligence on a event management company</i></p>	<p>FINTECH</p> <p><b>A Local Private Venture Capital</b></p> <p><i>Due diligence on companies principally involved in the financial technology industry</i></p>



# Restructuring & Insolvency

## Preface

Assistance in navigating financial crunches, protecting stakeholders' interests and working towards businesses continuing as going concerns are the primary goals for companies facing financial distress. We work with our clients to bridge the gap with creditors to achieve these objectives.

Our Restructuring & Insolvency team brings a wealth of experience, deep understanding of relevant laws and practical solutions to help our clients to realise the best possible solutions.

Our services include:

- ▶ Monitoring Accountants
- ▶ Business and Financial Review
- ▶ Financial Adviser and Independent Financial Adviser for corporate/debt restructurings
- ▶ Scheme of Arrangement
- ▶ Judicial Management
- ▶ Corporate Voluntary Arrangements
- ▶ Receiverships
- ▶ Members Voluntary Liquidation
- ▶ Creditors Voluntary Liquidation
- ▶ Court Liquidation

### 2025 Highlights

For 2025, we continued to:

- ▶ Assist our clients to successfully restructure their debts
- ▶ Complete realisations of charged assets
- ▶ Manage charged assets as part of receiverships and liquidations of companies, including through continued operations
- ▶ Work on options to enhance recoveries for stakeholders



Restructurings continued to be in focus throughout 2025 after corporate rescue mechanisms were strengthened by key legislative changes in 2024. With the adoption of UNCITRAL Model Law (via passing of the Cross-Border Insolvency Bill in July 2025), there is expected to be an uptick in recognition of foreign insolvency proceedings by Malaysian Courts. While the Non-Performing Loan percentage remains stable, headwinds may be felt in certain sectors arising from developments that may not be within their control. Early recognition of difficulties and proactive action to deal with them will increase the chances of a positive resolution and outcome.



**Mok Chew Yin**  
Executive Director,  
Advisory  
E: [mokcy@bdo.my](mailto:mokcy@bdo.my)  
T: +603 2616 2889



**Bernard Tan**  
Executive Director,  
Advisory  
E: [chtan@bdo.my](mailto:chtan@bdo.my)  
T: +603 2616 2892



# Restructuring & Insolvency

## 2025 Highlights

We continued in delivering quality services while achieving the best possible outcome. Key engagements are as follows:

OIL & GAS

### Alam Maritim Resources Berhad

Successfully completed a Section 366 Scheme of Arrangement involving debts totalling over RM100 million

OIL & GAS

### Alam Maritim (M) Sdn Bhd

Successfully completed a Section 366 Scheme of Arrangement involving debts totalling over RM185 million

REAL ESTATE

### Developer of an abandoned high-end condominium

Submitted an application to the Court for a Scheme of Arrangement via Section 369C of the Companies Act 2016

INFRASTRUCTURE

### Highway concessionaire in liquidation

Continued to manage the highway and pursuing avenues for potential higher recoveries for the stakeholders

INFRASTRUCTURE

### Highway concessionaire in receivership

Submitted a rehabilitation proposal to the relevant authorities for an uncompleted highway

AGRICULTURE

### Company in receivership

Successful disposal of land & building and plant & machinery of an oil palm miller/refiner



# Infrastructure, Strategy & Commercial Advisory

## Preface

In a rapidly evolving business landscape, we help you identify and capture value-creation opportunities where others see uncertainty. By deep diving into market dynamics and growth drivers, our team ensures your next move is backed by data and strategic foresight. Success depends on making the right moves at the right time.

Whether you are entering a new market or seeking to optimise capital allocation, our Infrastructure, Strategy & Commercial Advisory team advises investors and businesses on how to unlock value through rigorous analysis of market trends, competitive dynamics, and growth potential. We don't just identify opportunities; we mitigate risk.

We equip clients with robust market-entry strategies and commercial roadmaps built on proven frameworks. From business modelling to industry assessments; feasibility studies to capital raising; our insights drive informed investment decisions for long-term resilience.

From insight to execution, we work closely with clients to translate strategy into action, and action into results.

### 2025 Highlights

2025 was a landmark year for our team as we spearheaded multiple high-stakes infrastructure and public sector mandates. Throughout 2025, our advisory team supported a diverse range of transport infrastructure, public sector, and real estate investment mandates.

We assisted our clients on regulatory compliance requirements and delivered commercially grounded financial analysis and bid advisory for major projects including road maintenance concessions, railway developments, government facility management, and medical equipment provision across multiple states.

Our involvement went beyond simple analysis; we optimised financial models and project structures to maximise bid bankability. Today, these successes stand as a testament to our ability to help clients navigate complex investments and deliver results that are both competitive and commercially sound.



2025 was a year of significant momentum. We assisted clients with regulatory compliance requirements and empowered their participation in competitive public sector and infrastructure bids through rigorous financial modelling and strategic commercial advisory. As we move into 2026, we are scaling this impact – helping clients win, finance, and deliver next-generation projects while fortifying their long-term business strategies and risk mitigation.



**Fang Li Wei**  
Executive Director,  
Advisory  
E: [fanglw@bdo.my](mailto:fanglw@bdo.my)  
T: +603 2616 2819



# Infrastructure, Strategy & Commercial Advisory

## 2025 Highlights

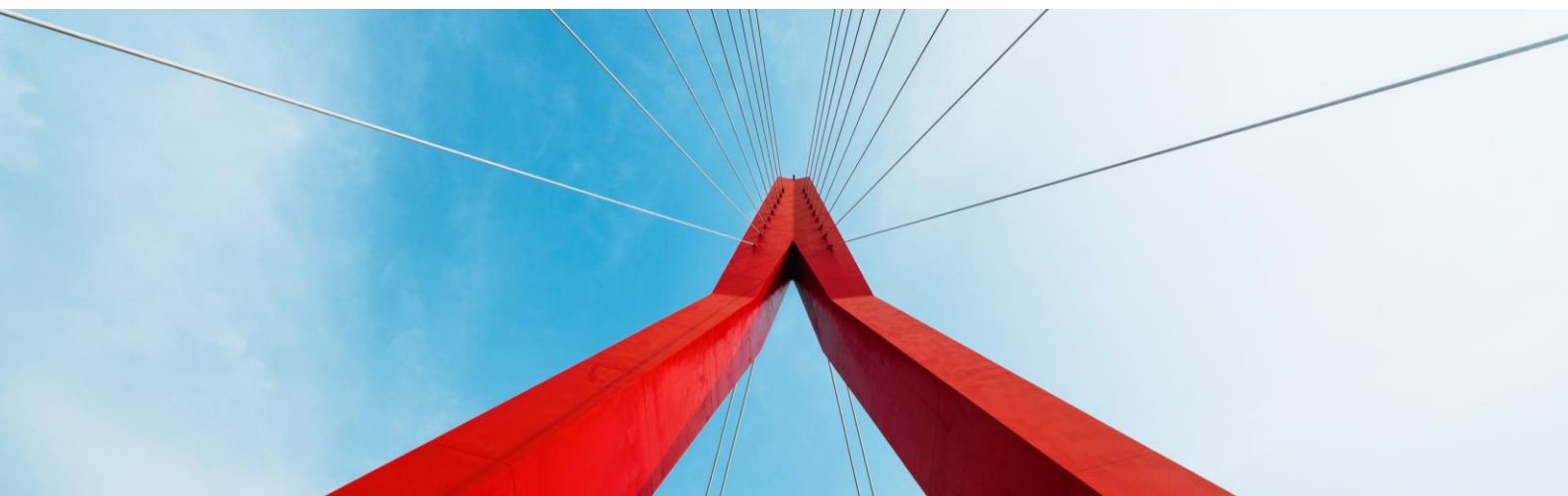
We delivered end-to-end strategy, financial & commercial advisory services to clients across infrastructure, public sector and transport industries, with a strong track record of commercial advisory and transaction mandates in 2025. Examples of key engagements are as follows:

### Project Advisory & Financial Modelling

<p>TRANSPORT</p> <p><b>Engineering, Construction &amp; Road Maintenance Company</b></p> <p><i>Commercial and financial bid adviser to the client for their submission for the maintenance of federal roads in the Northern Region of Malaysia</i></p> <p>Completed</p>	<p>TRANSPORT</p> <p><b>Engineering, Construction &amp; Road Maintenance Company</b></p> <p><i>Commercial and financial bid adviser to the client for their submission for the maintenance of federal roads in the Central Region of Malaysia</i></p> <p>Completed</p>	<p>TRANSPORT</p> <p><b>Engineering, Construction &amp; Road Maintenance Company</b></p> <p><i>Commercial and financial bid adviser to the client for their submission for the maintenance of federal roads in the East Coast Region of Malaysia</i></p> <p>Completed</p>	<p>TRANSPORT</p> <p><b>Engineering, Construction &amp; Maintenance Company</b></p> <p><i>Financial model review of the client's bid submission for a rail transport project</i></p> <p>Completed</p>
<p>REAL ESTATE</p> <p><b>Building Maintenance Company</b></p> <p><i>Financial model review and enhancement of the client's PPP bid submission for nine federal building management and maintenance in the Southern Region of Malaysia</i></p> <p>Completed</p>	<p>REAL ESTATE</p> <p><b>Building Maintenance Company</b></p> <p><i>Financial model review and enhancement of the client's PPP bid for twelve federal building management and maintenance in the East Coast Region of Malaysia</i></p> <p>Completed</p>	<p>HEALTHCARE</p> <p><b>Healthcare Equipment Provider</b></p> <p><i>Financial model review and enhancement of the client's PPP bid submission for the provision of medical equipment to the Ministry of Health clinics across multiple states in Malaysia</i></p> <p>Completed</p>	

### Strategy & Commercial Advisory

<p>PUBLIC SECTOR</p> <p><b>Government of Malaysia</b></p> <p><i>Provision of regulatory compliance due diligence services for the verification of claims</i></p> <p>Completed</p>	<p>REAL ESTATE</p> <p><b>Real Estate Developer</b></p> <p><i>Independent review of the cash flow projections of its industrial park development in the Klang Valley</i></p> <p>Ongoing</p>	<p>ENERGY &amp; POWER</p> <p><b>Electrical Equipment Manufacturer</b></p> <p><i>Strategy, commercial and financial advisory for the development of a business concept proposal to relevant government entity</i></p> <p>Ongoing</p>
---	--	---





# 3

## Risk Advisory

- 3.1 Governance Advisory
- 3.2 Technology Advisory
- 3.3 Cybersecurity & Privacy
- 3.4 Software Solutions
- 3.5 Forensic Advisory
- 3.6 ESG Advisory

# Governance Advisory

## Preface



In a landscape of rising regulatory complexity, Governance, Risk and Compliance (GRC) frameworks serve as the bedrock of a strong governance and risk culture. Collaborating with executive leadership, we drive the culture to enhance accountability, reinforce stakeholder trust, and secure long-term value creation with our tailored end-to-end solutions.

We support our clients in building robust Enterprise Risk Management frameworks, policies, and standard operating procedures that strengthen governance and resilience. We also act as an independent internal auditor, to assess the effectiveness of internal controls and compliance, while providing strategic advice through business process reviews to optimise cost efficiency and enhance operational performance.

### 2025 Highlights

In 2025, we successfully delivered major Pre-IPO engagements and executed value-driven control reviews and risk management exercises for PLCs, GLCs, and regulated entities. In addition, we assisted our client to ensure regulatory compliance by conducting an independent review that identified key areas for improvement.

By going beyond compliance, we partner with leading organisations to streamline operations, enhance efficiency, and optimise costs—delivering measurable outcomes that drive sustainable growth and position businesses for long-term success.



GRC is not just a compliance exercise - it's a strategic framework that empowers leadership to make informed decisions, manage risks proactively, and build trust with stakeholders while driving sustainable growth. Our team help clients deal with uncertainties through proactive risk reduction strategies and insights that drive risk culture, resilience and sustainable value creation.



#### Karthigayan Supramaniam

Executive Director,  
Advisory

E: [karthigayan@bdo.my](mailto:karthigayan@bdo.my)

T: +603 2616 2814



#### Chua Lei Ying

Executive Director,  
Advisory

E: [chualy@bdo.my](mailto:chualy@bdo.my)

T: +603 2616 2842



#### Hisham Abdul Rahim

Executive Director,  
Advisory

E: [hisham@bdo.my](mailto:hisham@bdo.my)

T: +603 2616 2820



# GOVERNANCE ADVISORY

## 2025 Highlights

We delivered governance advisory services for local and foreign businesses in diverse industries in 2025. Examples of key achievements are as follows:

### Pre-IPO & Independent Compliance Review

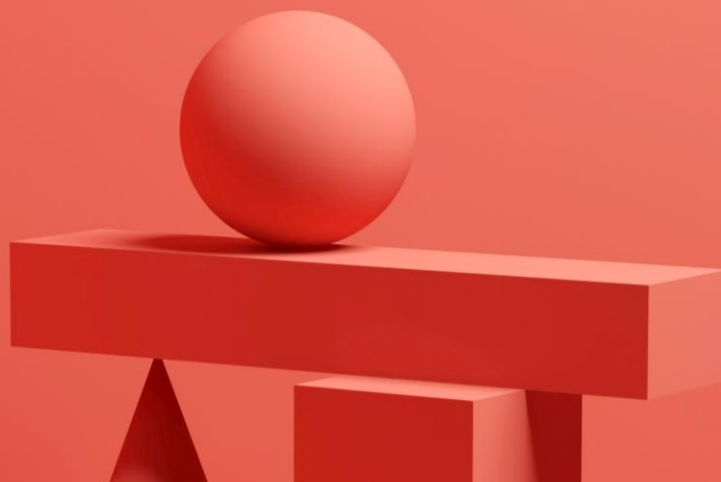
<p>REIT</p> <p><b>REIT</b></p> <p><i>IPO exercise for Main Market Listing</i></p>	<p>TRANSPORT</p> <p><b>Transporter</b></p> <p><i>IPO exercise for Main Market Listing</i></p>	<p>FINANCIAL SERVICES</p> <p><b>International e-wallet Company</b></p> <p><i>BNM Independent Compliance Review</i></p>	<p>FINANCIAL SERVICES</p> <p><b>Takaful Company</b></p> <p><i>PIDM Independent Compliance Review</i></p>	<p>ASSET MANAGEMENT</p> <p><b>Fund Management</b></p> <p><i>FIMM's Annual Compliance Review</i></p>
---	---	--	--	---

### Internal Audit and Risk Management

<p>MANUFACTURING</p> <p><b>Large Listed MNC</b></p> <p><i>One of the large foreign manufacturing companies in Malaysia</i></p>	<p>AUTOMOTIVE</p> <p><b>Large Distributors, dealers and part manufacturer</b></p> <p><i>One of the large local automotive companies in Malaysia</i></p>	<p>REIT</p> <p><b>Large Listed REIT</b></p> <p><i>One of the large REITs in Malaysia</i></p>	<p>INVESTMENT HOLDING</p> <p><b>Large GLIC</b></p> <p><i>A State-Owned Investment Holding Company</i></p>	<p>ASSET MANAGEMENT</p> <p><b>Fund Management</b></p> <p><i>Unit trusts, portfolio management, and income distribution services</i></p>
--	---	--	---	---

### Others - SOP, Independent Verification, Business Process Review, Quality Assurance Review

<p>TELECOMMUNICATIONS</p> <p><b>A leading satellite provider</b></p> <p><i>Review and Enhancement of SOP</i></p>	<p>PRIVATE EQUITY</p> <p><b>Foreign &amp; Local Joint Venture</b></p> <p><i>Independent Verification</i></p>	<p>PROPERTY</p> <p><b>Large Listed Property Development Company</b></p> <p><i>Business Process Review</i></p>	<p>OIL &amp; GAS</p> <p><b>Large Integrated MNC O&amp;G Company</b></p> <p><i>Quality Assurance Review</i></p>	<p>FINANCIAL SERVICES</p> <p><b>Development Financial Institution</b></p> <p><i>Assist in Business Strategic Plan Monitoring</i></p>
--	--	---	--	--



# Technology Advisory

## Preface



Our Technology Advisory practice provides independent, risk-focused technology consulting to help organisations meet regulatory requirements, strengthen governance, and deliver successful digital initiatives. We combine technical expertise with audit and business insights to provide practical, compliant, and value-driven outcomes.

Our Technology Advisory team provides a wide range of services, which include:

- ▶ **Regulatory Attestation**  
Independent assessments and assurance over regulatory and technology requirements for the purpose of regulatory reporting
- ▶ **Industry Standards Consulting & Assurance**  
Advisory on standards conformance and readiness for reporting and certification
- ▶ **IT Governance Consulting**  
Advisory on technology governance, risk management, and regulatory alignment
- ▶ **Digital Transformation Consulting**  
Strategic guidance to ensure digital initiatives are aligned with business objectives
- ▶ **IT Project Management**  
Independent oversight to support effective and controlled technology implementation

### 2025 Highlights

In 2025, we assisted organisations in their digital transformation journeys, project-managed strategic technology improvements, and supported compliance with regulatory and industry best practices.



We supported our clients in advancing their digital transformation initiatives while strengthening governance, compliance, and technology delivery. In 2026, we will continue to help organisations adopt AI-driven automation, enhance IT controls and operational efficiency, as well as navigate evolving regulatory and cyber requirements with confidence.



**Raymond Lim Khoon Seng**  
Executive Director,  
Advisory  
E: [raymondlim@bdo.my](mailto:raymondlim@bdo.my)  
T: +603 2616 2805



# Technology Advisory

## 2025 Highlights

We deliver technology advisory services for local and foreign businesses in diverse industries, with success in 2025. Examples of key achievements are as follows:

### Regulatory Attestation

INSURANCE	UNIT TRUST	REIT	FINANCIAL SERVICES	FOOD & BEVERAGE
<p><b>International Insurance Company</b></p> <p><i>Third party attestation on new system implementation in accordance with Bank Negara Malaysia's RMIIT guidelines</i></p>	<p><b>Mutual Fund Company</b></p> <p><i>Third party attestation system infrastructure in accordance with Securities Commission's Technology Risk Management Guidelines</i></p>	<p><b>Leading Listed Property Management Company</b></p> <p><i>Third party attestation system infrastructure in accordance with Securities Commission's Technology Risk Management Guidelines</i></p>	<p><b>Remittance and e-Wallet Service Provider</b></p> <p><i>Third party attestation on new system implementation in accordance with Bank Negara Malaysia's guidelines</i></p>	<p><b>Large Beverage Manufacturer</b></p> <p><i>e-Invoice Gap Analysis and System Readiness Review in compliance with IRBM requirements</i></p>

### Industry Standards Consulting & Assurance

TECHNOLOGY	GOVERNMENT	TECHNOLOGY	CREDIT RATING	TELECOMMUNICATIONS
<p><b>Digital Certificate Issuer (Overseas - Country A)</b></p> <p><i>WebTrust Certificate Authority assessment and certification</i></p>	<p><b>Digital Root Certificate Issuer (Overseas - Country A)</b></p> <p><i>WebTrust Certificate Authority assessment and certification</i></p>	<p><b>Digital Certificate Issuer (Overseas - Country B)</b></p> <p><i>WebTrust Certificate Authority assessment and certification</i></p>	<p><b>Credit Rating Company</b></p> <p><i>ISO/IEC 27001:2022 consulting and readiness</i></p>	<p><b>Telco and Data Centre Provider</b></p> <p><i>SOC 2 Type II assessment and reporting</i></p>

### Cyber Governance, Digital Transformation & IT Project Management

MANUFACTURING	MANUFACTURING	CONSTRUCTION	HEALTHCARE	INSURANCE
<p><b>Steel Manufacturing Group of Companies</b></p> <p><i>Consulting for Group level Digital Transformation of the entire IT ecosystem</i></p>	<p><b>Steel Manufacturing Company</b></p> <p><i>IT Project Management for the system automation implementation</i></p>	<p><b>Construction Group of Companies</b></p> <p><i>Consulting for Group level ERP Transformation</i></p>	<p><b>Leading Hospital Chain</b></p> <p><i>Independent assessment of IT system vendor contract</i></p>	<p><b>Insurance Company</b></p> <p><i>Project management for e-Invoice Middleware integration with ERP</i></p>



# Cybersecurity & Privacy

## Preface



In a fast-moving digital landscape, organisations need clear guidance to navigate evolving risks with confidence. We work closely with clients to align cyber priorities with business goals, strengthen governance, and enhance resilience. Through strategic insight, regulatory assurance, proactive defence, and robust data protection, we help organisations make informed decisions and operate securely as their environments continue to change.

**Our Cybersecurity & Data Privacy team provides a wide range of services, which include:**

▶ **Cyber Strategy & Governance**

Guiding clients to shape a cyber agenda that keeps pace with changing business priorities and compliance requirements

▶ **Cyber Compliance & Assurance**

Providing end-to-end assurance that your digital assets are protected, dependable, compliant, and audit-ready

▶ **Threat Management & Cyber Defence**

Delivering confidence that your digital assets remain secure, reliable, and compliant against evolving cyber threats

▶ **Privacy & Data Protection**

Ensuring the secure handling of personal and confidential data through strong protective measures and rigorous compliance with data protection requirements and applicable privacy laws

### 2025 Highlights

In 2025, we enabled organisations to reinforce cybersecurity and privacy, stay ahead of risks, and meet compliance obligations, driving stronger resilience and sustained stakeholder confidence.



Protecting critical information, navigating evolving risk, and strengthening privacy programs to safeguard operations is no longer optional—it is essential. In 2026, we will continue to help clients enhance governance, adopt advanced security technologies, and confidently navigate evolving regulatory and cyber threats.



**Keshvin Singh**

Executive Director,  
Advisory

E: [keshvin.s@bdo.my](mailto:keshvin.s@bdo.my)

T: +603 2616 2998



**Raymond Lim Khoon Seng**

Executive Director,  
Advisory

E: [raymondlim@bdo.my](mailto:raymondlim@bdo.my)

T: +603 2616 2805



# Cybersecurity & Privacy

## 2025 Highlights

We deliver technology advisory services for local and foreign businesses across diverse industries, with notable engagements in 2025. Examples of key achievements are as follows:

### Cybersecurity & Data Privacy

<p>REIT</p> <p><b>Leading Listed Property Management Company</b></p> <p><i>Performed Vulnerability Assessment &amp; Penetration Testing and Cybersecurity posture review</i></p>	<p>CONSTRUCTION</p> <p><b>Construction Group of Companies</b></p> <p><i>Performed Vulnerability Assessment &amp; Penetration Testing</i></p>	<p>TECHNOLOGY</p> <p><b>HR SaaS Platform Provider</b></p> <p><i>Performed compliance review based on PDPA requirements</i></p>	<p>CREDIT RATING</p> <p><b>Credit Rating Company</b></p> <p><i>Performed compliance review based on PDPA requirements</i></p>	<p>TECHNOLOGY</p> <p><b>Digital Certificate Issuer (Overseas - Country A)</b></p> <p><i>Performed Public Key Infrastructure assessment and certification based on international certification standard</i></p>
<p>TECHNOLOGY</p> <p><b>Digital Certificate Issuer (Overseas - Country B)</b></p> <p><i>Performed Public Key Infrastructure assessment and certification based on international certification standard</i></p>	<p>TECHNOLOGY</p> <p><b>Government Digital Root Certificate Issuer (Overseas - Country B)</b></p> <p><i>Performed Public Key Infrastructure assessment and certification based on international certification standard</i></p>	<p>GOVERNMENT AGENCY</p> <p><b>Financial Protection Body</b></p> <p><i>Performed assessment based on Cyber Security Act 2024</i></p>	<p>PROFESSIONAL BODY</p> <p><b>International Professional Association</b></p> <p><i>Performed system readiness assurance including cybersecurity assessment for system go-live</i></p>	<p>FINANCIAL INSTITUTION</p> <p><b>Digital Bank</b></p> <p><i>Performed banking system review based on the central bank's technology risk management guidelines</i></p>



# Software Solutions

## Preface



Our Technology Advisory practice delivers software solutions powered by automation and AI to help organisations transform and optimise their business operations, through close collaboration with BDO India. These proven solutions have been deployed and are actively used by our clients locally and regionally, benefitting them through simplified processes, improved efficiency, and stronger operational and financial control.

**BDO offers the following software solutions:**

### 1. Software-as-a-Service (SaaS)

- ▶ e-Invoice Middleware
  - A centralised middleware platform for seamless e-Invoice integration, validation and processing in compliance with the Inland Revenue Board of Malaysia's requirements.
  - Our solution won the [The BrandLaureate DigiTech BestBrands Award](#), which reflects deep regulatory insight, specialised tax knowledge, and technology-enabled delivery across markets.
- ▶ CashVue AP & CashVue AR
  - An end-to-end accounts payable and accounts receivable automation solution that enhances financial control, accelerates cashflow, and improves operational efficiency
- ▶ Insurance Automation
  - A straight-through processing automation solution for end-to-end insurance underwriting, processing, and monitoring
- ▶ Deal Management
  - An integrated order and supply chain management solution for manufacturing, FMCG, and retail operations

### 2. Microsoft Solutions

- ▶ Microsoft Dynamics ERP
  - Unify finance, operations, and supply chain with a scalable ERP. Business Central empowers SMEs, while Finance & Operations equips enterprises with greater control and smarter, faster, data-driven decision-making.

### ▶ Microsoft Copilot AI

- An intelligent AI assistant that integrates with any enterprise platform to enhance productivity, deliver actionable insights, and support faster, better decision-making

### ▶ Microsoft Power Automate

- A Robotic Process Automation platform that streamlines workflows, reduces manual effort, and improves operational efficiency

### 2025 Highlights

In 2025, our AI-powered automation solutions streamlined operations, cut costs, and boosted productivity for our clients. Built on stable, reliable platforms, it strengthened financial control and ensured trusted performance.



Throughout 2025, our automation and AI-enabled SaaS solutions have delivered measurable improvements in financial control, cashflow optimisation, and human resource productivity for our clients. In 2026, the focus will shift towards advanced analytics and AI-driven insights to unlock greater value and sustain operational excellence.



**Raymond Lim Khoon Seng**  
Executive Director,  
Advisory  
E: [raymondlim@bdo.my](mailto:raymondlim@bdo.my)  
T: +603 2616 2805



# Software Solutions

## 2025 Highlights

We deliver AI-enabled software solutions for local and foreign businesses, helping clients streamline processes, reduce costs, optimise workforce productivity, and strengthen financial control, with proven success in 2025.

### Industries Served with e-Invoice Middleware and CashVue AP & AR Solutions



Consumer Products  
& Services



Education



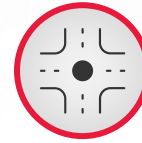
Training and Events  
Management



Financial  
Institutions



Retail



Infrastructure  
and Utilities



Healthcare



Real Estate



Aviation



Leisure and  
Hospitality



Construction



Plantation



Life Sciences



Technology, Media and  
Telecommunications



Oil and Gas



Manufacturing  
and Services



Transportation  
and Logistics



Energy

Our clients include public listed entities, conglomerates, multinational companies, and small and medium enterprises, with holding companies based in the Americas, Europe, the UK, the Middle East, Asia, and Australasia.

# Forensic Advisory

## Preface



Amid growing global focus on, and reduced tolerance of, fraud and corruption, as well as growing legal and regulatory challenges, the corporate risk and threat environment is increasingly complex and borderless.

Organisations must act swiftly to deal with risks and issues before they escalate, and to ensure that they are in a defensible position when crisis or scrutiny arises. We bring independent and objective analysis, insights and advice to guide decisions, manage risks, and support dispute resolution or litigation strategies.

Our Forensic Advisory Services provide a full suite of solutions to help organisations proactively identify, and prevent or minimise the impact of potential threats, through specialised Anti-Bribery & Corruption (ABC) advisory services, fraud risk management, and whistleblowing solutions through BDO EthicsLine. Where issues have arisen, we support organisations and their legal counsel through investigations, analytics, dispute resolution support, and forensic technology, to bring closure and minimise exposure.

### 2025 Highlights

In 2025, we delivered complex forensic investigations involving fraud, corruption, and cyber incidents.

Our specialists conducted advanced financial analyses and leveraged forensic technology to compile evidence to support litigation and internal investigations.

We also advised clients and assisted in investigations on concerns raised through our EthicsLine services, providing actionable insights to address issues and mitigate regulatory and reputational risk.



As organisations press into a period of greater uncertainty and challenges, rising regulatory expectations, growing digital risk, and heightened accountability for boards, directors, and management will demand proactive forensic advisory and dispute resolution to anticipate risk, enable decisive action, and safeguard long-term value.



**Sanjay Sidhu**  
Executive Director,  
Advisory  
E: [sanjay@bdo.my](mailto:sanjay@bdo.my)  
T: +603 2616 2813



**Shirley Tey**  
Executive Director,  
Advisory  
E: [teysl@bdo.my](mailto:teysl@bdo.my)  
T: +603 2616 2967

# Forensic Advisory

## 2025 Highlights

We delivered end-to-end Forensic Investigation and Dispute Resolution Services for local and foreign businesses in diverse industries. Examples of key achievements are as follows:

### Forensic Investigation

<p>MANUFACTURING</p> <p><b>Malaysian Green Industries Company</b></p> <p><i>Evaluated project management, procurement and business operations to establish causes for a capital investment failure, and identify areas for improvement</i></p>	<p>LOGISTICS</p> <p><b>International Logistics Provider</b></p> <p><i>Investigative review into fleet planning and management, and procurement processes</i></p>	<p>GAMING</p> <p><b>Malaysian Video Game Development &amp; Animation Company</b></p> <p><i>Investigation into alleged breaches of fiduciary duties, breaches of trust and unlawful actions by former directors, including the computation and quantification of losses</i></p>	<p>AUTOMATION</p> <p><b>Multinational Automation &amp; Electrical Systems Company</b></p> <p><i>Investigation into the alleged fabrication of invoices used to draw down subsidies from the parent company</i></p>	<p>FINANCIAL SERVICES</p> <p><b>Malaysian Financial Institution</b></p> <p><i>Investigative review to establish the manner and responsibility for fraudulent transactions executed directly within its systems</i></p>
<p>CONSTRUCTION</p> <p><b>International Subsidiary of a Malaysian Listed Company</b></p> <p><i>Investigative review into fictitious sales and purchases transactions, questionable Related Party Transactions and suspicious payments</i></p>	<p>FOOD &amp; BEVERAGES</p> <p><b>Food Manufacturing Company listed in Malaysia</b></p> <p><i>Investigative review into purchases and sales transactions used to fraudulently draw financing from banks</i></p>	<p>NATURAL RESOURCES</p> <p><b>Subsidiary of a Listed Company</b></p> <p><i>Investigation into breach of fiduciary duty arising from conflicts of interest and redirection of sales transactions outside the company</i></p>	<p>PLANTATION</p> <p><b>Malaysian Beverage Producer</b></p> <p><i>Investigative review into inventory losses and cash shortfalls at retail outlets</i></p>	<p>SOCIAL CLUB</p> <p><b>Private Members' Club</b></p> <p><i>Investigative review into membership fee, procurement, capital transactions and gaming room operations arising out of repeated losses and quantifications to the clubs' financial statements</i></p>

### Dispute Resolution

<p>PROPERTY &amp; RETAIL</p> <p><b>Subsidiary of a listed company in Malaysia</b></p> <p><i>Computation of losses incurred due to the delayed handover of an airport-based retail development in support of arbitral proceedings, and providing Expert Witness testimony thereon</i></p>	<p>HOSPITALITY &amp; RETAIL</p> <p><b>Developer and Hospitality Provider</b></p> <p><i>Advice, computations and Expert Witness services in support of mediation arising from a shareholder dispute</i></p>	<p>CONSTRUCTION</p> <p><b>A Project-specific Joint Venture Company</b></p> <p><i>Financial statement and record review to provide an Expert Opinion in support of litigation in respect of compensation claims made against a construction subcontractor</i></p>	<p>SOFTWARE &amp; DEVELOPMENT</p> <p><b>Subsidiary of a Malaysian Listed Company</b></p> <p><i>Computation and verification of costs incurred due to premature termination of a long-term contract, and providing Expert Witness testimony at the High Court</i></p>	<p>FINANCIAL SERVICES</p> <p><b>Insurance Company</b></p> <p><i>Forensic investigation into the misuse of company funds and fraud against the company, and providing Expert Witness testimony in the Sessions and High Courts</i></p>
--	--	--	--	---



# ESG

## Preface

ESG is crucial for market resilience, stakeholder interest, sustainable growth, promoting green finance, and ensuring competitiveness by aligning with global standards to build investor confidence and transparency. It moves beyond compliance to long-term value creation, risk management, and attracting sustainable investment.

The ever-evolving sustainability landscape calls for ESG to be more than just compliance – it's a strategic driver of business value. BDO's ESG solutions are designed to support clients across all maturity levels. We focus on setting achievable goals that help advance your sustainability agenda at your own pace.

Our ESG team provides a complete spectrum of ESG services, including:

### ▶ Advisory & Strategy

Align business operations with ESG best practices to build resilience and contribute positively to society, including Pre-IPO ESG Advisory

### ▶ Reporting

Streamlined data collection and ensure compliance with Bursa, IFRS S1 & S2, and GRI reporting standards

### ▶ Assurance

Independent assurance to validate and enhance the credibility of ESG disclosures

### ▶ Climate Action

Strategic guidance and data-driven solutions for climate challenges, including GHG accounting, scenario analysis, and net zero pathways

### ▶ Supply Chain Control

Comprehensive assessment and optimisation of supply chains through ESG criteria to mitigate risks and build a sustainable business ecosystem

### ▶ Sustainable Finance

ESG and impact screening, due diligence, portfolio management, and exit readiness to guide responsible investments

### 2025 Highlights

In 2025, we have completed Sustainability Consulting and reporting work, including mapping of Scope 3 GHG for selected clients, including clients in ASEAN and GHG Emissions Assurance work.



ESG is more than just compliance – it's a strategic driver of business value. BDO's ESG solutions are designed to support clients across all maturity levels.



**Karthigayan Supramaniam**  
Executive Director,  
Advisory  
E: [karthigayan@bdo.my](mailto:karthigayan@bdo.my)  
T: +603 2616 2814



**Hisham Abdul Rahim**  
Executive Director,  
Advisory  
E: [hisham@bdo.my](mailto:hisham@bdo.my)  
T: +603 2616 2820



**Chok Chau On**  
Partner,  
Sustainability Assurance  
E: [chauon@bdo.my](mailto:chauon@bdo.my)  
T: +603 2616 2811

# ESG

## 2025 Highlights

We delivered ESG reporting and advisory services for local and foreign businesses in diverse industries in 2025. Examples of key achievements are as follows:

### Advisory & Strategy

<p>CONSTRUCTION</p> <p><b>A Leading Listed Property Developer</b></p> <p><i>Sustainability Advisory</i></p>	<p>HEALTHCARE</p> <p><b>Private Hospital Group</b></p> <p><i>Sustainability Advisory</i></p>	<p>FINANCIAL SERVICES</p> <p><b>Pre-Listed Pawn Broker</b></p> <p><i>Pre IPO ESG Advisory</i></p>	<p>FINANCIAL SERVICES</p> <p><b>A Member of the World Bank Group</b></p> <p><i>Sustainability Consultancy in Vietnam</i></p>	<p>ASEAN</p> <p><b>Special Economic Zone Operator in Cambodia</b></p> <p><i>Sustainability Consultancy and Reporting</i></p>
---	--	---	--	--

### Reporting

<p>ELECTRICAL APPLIANCES</p> <p><b>Listed MNC</b></p> <p><i>Sustainability Reporting</i></p>	<p>PROPERTY</p> <p><b>A Leading Listed Property Developer</b></p> <p><i>Sustainability Reporting</i></p>	<p>ENERGY</p> <p><b>Listed Energy Company</b></p> <p><i>Sustainability Reporting</i></p>	<p>TECHNOLOGY</p> <p><b>Listed Automation Solution Service Provider</b></p> <p><i>Sustainability Reporting</i></p>	<p>CONSTRUCTION</p> <p><b>Listed Construction Company</b></p> <p><i>Sustainability Reporting</i></p>
--	--	--	--	--

### Others - Climate Action, Supply Chain Control, Sustainable Finance

<p>MANUFACTURING</p> <p><b>Listed Manufacturer of Wood-Based Products</b></p> <p><i>Sustainability Governance Review and Supply Chain GHG Scoping</i></p>	<p>EDUCATION</p> <p><b>Government Agency</b></p> <p><i>Sustainability Governance Review</i></p>	<p>PROPERTY</p> <p><b>Listed Property Development Companies</b></p> <p><i>Climate Advisory Services</i></p>	<p>INVESTMENT HOLDING</p> <p><b>State Investment Holding Company</b></p> <p><i>Review of the Sustainability Framework</i></p>	<p>TELECOMMUNICATIONS</p> <p><b>Mobile Telco Service Provider</b></p> <p><i>Validation of Data for Sustainability Loan</i></p>
---	---	---	---	--

### Assurance

<p>PROPERTY</p> <p><b>Large Listed Property Development Companies</b></p> <p><i>Limited Assurance on GHG Emissions</i></p>	<p>REIT</p> <p><b>A Leading REIT</b></p> <p><i>Limited Assurance on GHG Emissions</i></p>	<p>CONSTRUCTION</p> <p><b>Integrated Design and Construction Services</b></p> <p><i>Limited Assurance on GHG Emissions</i></p>	<p>TELECOMMUNICATIONS</p> <p><b>Telco Service Provider</b></p> <p><i>Limited Assurance on GHG Emissions</i></p>	<p>MANUFACTURING</p> <p><b>Manufacturing Aluminium Billets</b></p> <p><i>Limited Assurance on GHG Emissions</i></p>
--	---	--	---	---

A red hexagon containing the white number '4', positioned to the left of the main title.

# 4

## **Business Services & Outsourcing**

Accounting and Financial Reporting  
Payroll and Treasury Services  
Company Secretarial  
Immigration Services  
XBRL Services

# Business Services & Outsourcing

## Preface

Today's dynamic business environment demands agility in addressing regulatory changes, digital transformation, sustainability, and workforce shifts. Our Business Services & Outsourcing (BSO) team provides organisations with the ability to navigate through these challenges and adapt quickly through expert-led, scalable solutions.

We are an ISAE 3402 certified payroll provider, providing assurance that robust quality controls are embedded in our procedures. This certification reinforces our commitment to compliance and data security, giving clients confidence in the integrity of how their payroll data is processed.

Our core services include:

- ▶ Accounting and Financial Reporting
- ▶ Payroll and Treasury Services
- ▶ Company Secretarial
- ▶ Immigration Services
- ▶ XBRL Services

### 2025 Highlights

Businesses increasingly turned to outsourcing for cost efficiency, independence, experience and external perspectives. We adopted advanced technology-enabled solutions to help our clients unlock greater value and stay compliant with financial regulations.

We supported clients through significant regulatory changes, including mandatory e-Invoicing implementation and XBRL conversion, enabling compliance without overstressing internal resources.



As increasingly complex regulatory environments make compliance challenging and stakeholder expectations rise, having access to a trusted adviser who understands your business and shares your values can give you a competitive edge. Outsourcing is an effective solution to having a future-ready finance and payroll function, allowing you to focus on core growth activities.



**Tang Poh Choo**  
Executive Director,  
Business Services & Outsourcing  
E: [tangpc@bdo.my](mailto:tangpc@bdo.my)  
T: +603 2616 2871



**Emily Mok**  
Executive Director,  
Business Services & Outsourcing  
E: [emilymok@bdo.my](mailto:emilymok@bdo.my)  
T: +603 2616 2870



# Business Services & Outsourcing

## 2025 Highlights

We delivered end-to-end finance and accounting operations, payroll, compliance, and company secretarial services to businesses in 2025, serving a wide range of industries. Examples of services delivered that demonstrate our ability to support a diverse range of sectors:

### BSO suite of services

<p>TECHNOLOGY</p> <p><b>IT services and software provider in the O&amp;G sector</b></p> <p><i>End-to-end finance and accounting, SST, payroll, company secretarial &amp; immigration solutions</i></p>	<p>EMPLOYER SERVICES</p> <p><b>HR Tech &amp; Business Support</b></p> <p><i>End-to-end finance and accounting, payroll, &amp; company secretarial solutions</i></p>	<p>NOT-FOR-PROFIT</p> <p><b>Animal Conservation Organisation</b></p> <p><i>End-to-end finance and accounting &amp; payroll solutions</i></p>	<p>ENVIRONMENTAL TECH</p> <p><b>Environmental Monitoring &amp; Instrumentation Company</b></p> <p><i>End-to-end finance and accounting, SST &amp; payroll solutions</i></p>	<p>ASSET MANAGEMENT</p> <p><b>Venture Capital</b></p> <p><i>End-to-end finance and accounting &amp; payroll solutions</i></p>
--	---	--	---	---

### Accounting

<p>GLCs</p> <p><b>SPVs of Government Bodies</b></p> <p><i>End-to-end finance &amp; accounting solution, management reporting and financial statements preparation</i></p>	<p>TECHNOLOGY</p> <p><b>Toy Manufacturer</b></p> <p><i>Provided audit support and project managed a backlog of audits for multiple financial years</i></p>	<p>RETAIL</p> <p><b>Retain Chain of Convenience stores</b></p> <p><i>Accounts reconciliation exercise in cleaning up a backlog of discrepancies across multiple financial years</i></p>	<p>HEALTHCARE</p> <p><b>Ambulance Services</b></p> <p><i>End-to-end finance &amp; accounting solution, management reporting and financial statements preparation</i></p>	<p>PHARMACEUTICAL</p> <p><b>Large Pharmacy Group</b></p> <p><i>Converted hundreds of financial statements into XBRL format for the Group</i></p>
---	--	---	--	--

### Payroll

<p>TECHNOLOGY</p> <p><b>Hospitality &amp; Tourism Technology Company</b></p> <p><i>End-to-end payroll &amp; treasury solutions</i></p>	<p>INSURANCE</p> <p><b>Large Insurance Broker &amp; Consultancy Group</b></p> <p><i>End-to-end payroll and treasury solutions across the group of companies (including Brunei)</i></p>	<p>RETAIL</p> <p><b>Global Fashion Retail</b></p> <p><i>End-to-end payroll &amp; treasury solutions</i></p>	<p>TECHNOLOGY</p> <p><b>Industrial</b></p> <p><i>End-to-end payroll &amp; treasury solutions</i></p>	<p>MARKETING</p> <p><b>Digital Marketing, Creative &amp; Technology Services</b></p> <p><i>End-to-end payroll &amp; treasury solutions</i></p>
--	--	---	--	--



## BDO in Malaysia's Contacts

### Kuala Lumpur

Level 8,  
BDO@Menara CenTARa  
360 Jalan Tuanku Abdul Rahman  
50100 Kuala Lumpur, Malaysia

T: +603 2616 2888  
E: [bdo@bdo.my](mailto:bdo@bdo.my)

### Penang

51-21-F,  
Menara BHL  
Jalan Sultan Ahmad Shah  
10050, Penang Malaysia

T: +604 222 0288  
E: [bdopg@bdo.my](mailto:bdopg@bdo.my)

### Johor Bahru

Suite 18-04,  
Level 18 Menara Zurich  
15 Jalan Dato' Abdullah Tahir  
80300 Johor Bahru, Malaysia

T: +607 331 9815  
E: [bdojb@bdo.my](mailto:bdojb@bdo.my)

For further information, we welcome you to speak to any of our specialists below:

#### DATO' WONG WING SEONG

Head of Advisory & BSO  
Executive Director  
[wswong@bdo.my](mailto:wswong@bdo.my)

#### MOK CHEW YIN

Executive Director  
[mokcy@bdo.my](mailto:mokcy@bdo.my)

#### BERNARD TAN

Executive Director  
[chtan@bdo.my](mailto:chtan@bdo.my)

#### CHUA LEI YING

Executive Director  
[chualy@bdo.my](mailto:chualy@bdo.my)

#### EMILY MOK

Executive Director  
[emilymok@bdo.my](mailto:emilymok@bdo.my)

#### ENG CHA LUN

Executive Director  
[engcl@bdo.my](mailto:engcl@bdo.my)

#### FANG LI WEI

Executive Director  
[fanglw@bdo.my](mailto:fanglw@bdo.my)

#### HISHAM ABDUL RAHIM

Executive Director  
[hisham@bdo.my](mailto:hisham@bdo.my)

#### IRIS TAN

Executive Director  
[iristan@bdo.my](mailto:iristan@bdo.my)

#### KARTHIGAYAN SUPRAMANIAM

Executive Director  
[karthigayan@bdo.my](mailto:karthigayan@bdo.my)

#### KESHVIN SINGH

Executive Director  
[keshvin.s@bdo.my](mailto:keshvin.s@bdo.my)

#### RAYMOND LIM KHOON SENG

Executive Director  
[raymondlim@bdo.my](mailto:raymondlim@bdo.my)

#### SANJAY SIDHU

Executive Director  
[sanjay@bdo.my](mailto:sanjay@bdo.my)

#### SHIRLEY TEY

Executive Director  
[teysl@bdo.my](mailto:teysl@bdo.my)

#### STEVEN KOH

Executive Director  
[stevenkoh@bdo.my](mailto:stevenkoh@bdo.my)

#### TANG POH CHOO

Executive Director  
[tangpc@bdo.my](mailto:tangpc@bdo.my)

BDO Capital Consultants Sdn Bhd (199601032957 (405309-T)), BDO Consulting Sdn Bhd (199301014365 (269105-W)), BDO Corporate Services Sdn Bhd (200201022717 (590380-H)), BDO Governance Advisory Sdn Bhd (199701018781 (434278-K)) and BDO Technology Solutions Sdn Bhd (202401008453 (1554303-K)), Malaysian Limited Liability Companies, are members of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

Copyright © January 2026. BDO in Malaysia. All rights reserved. Published in Malaysia.

