PARTNER PROGRAM · FOR ACCOUNTING, AUDIT & TAX FIRMS

Your client. Your fee. Your brand. Our production line.

LTT Outsourced CFO builds and runs the bookkeeping back office for other accounting firms in Malaysia — white-label, on your platform, invisible to your client. You keep the relationship and 40–70% of the fee. We keep the keystrokes.

THE TRADE IN ONE LINE

You have the client relationships and the professional sign-off. We have surplus production capacity and an AI-assisted bookkeeping pipeline built over three years. Neither of us needs to build the other's half.

DOCUMENT	ISSUED	VERSION	STATUS
Partner Program — Structure & Standard Terms	27 August 2026	v1	Standard offer — all firms

1 Why firms outsource the bookkeeping

Bookkeeping is the one service line in a Malaysian practice where the work is high-volume, low-judgement, hard to staff, and increasingly automatable. It is therefore the first thing worth taking off a firm's fixed cost base.

PROBLEM 1 **Bookkeeping is a fixed cost against a variable fee** A junior bookkeeper is hired, trained and supervised whether or not the files are there. When a client leaves, the fee goes and the salary stays. Turnover resets the training every eighteen months.	**PROBLEM 2** **It competes for the same people as audit and tax** The staff who can do a clean bank reconciliation are the staff you would rather have on chargeable audit or tax work, where the realisation rate is materially better.
PROBLEM 3 **Independence, for audit firms** Preparing the accounting records of your own audit client raises a self-review threat under the MIA By-Laws, and is prohibited outright for public interest entities. Routing that work to an unrelated firm removes the threat at source. (Confirm the application with your own ethics partner — LTT does not give ethics opinions.)	**PROBLEM 4** **Clients now expect the dashboard, not the file** SMEs increasingly expect cloud books, monthly management figures and e-Invoice readiness. Building that capability in-house is a software project, not a hire.

What LTT is

LTT Outsourced CFO Sdn. Bhd. is a Malaysian outsourced-CFO and accounting practice. We do bookkeeping, management accounts, payroll, and the administrative work that sits around them — document filing, records management, payment-maker services and e-Invoice handling. Over the past three years we have built our own AI-assisted production pipeline for exactly that work: document intake and naming, bank-statement extraction, coding to a single standard chart of accounts, posting into Bukku Cloud as proper source documents, and delivery as an interactive client accounts app. It is described in a separate paper.

What LTT is not

We are not an audit firm and we do not compete with you for audit, tax or company secretarial work. We do not sign, issue or file anything in your name. We do not approach your clients. Under the model we prefer, your client will never know we exist.

WHY WE PAY WELL FOR PARTNER WORK

A referral from a professional firm is pre-qualified, arrives with records in some kind of order, and stays for years. Compared with digital advertising, content production and sales conversion, it is by a wide margin the cheapest way for us to acquire a client — and unlike an ad budget, it is only ever paid out of revenue that actually arrived. That is why the rates on the next two pages are as generous as they are. We would rather buy distribution from firms that already have the relationship than from Meta and Google.

2 Two commercial models

The only question that matters is *who owns the client relationship*. Everything else — who invoices, who collects, who chases documents, who gets what share — follows from that one answer.

MODEL A · PARTNER REFERS, LTT OWNS THE CLIENT

You introduce the client and step back. LTT contracts, quotes, invoices, collects and carries the whole relationship. Your name is not on the engagement.

You do	Make the introduction. Nothing after that.
LTT does	Everything — scoping, quotation, engagement letter, delivery, billing, collection, client support.
You receive	**30% of fees received, recurring** for as long as the engagement continues — not first year only.
Paid	Monthly in arrears, on cash collected, against your invoice to LTT.

MODEL B · PARTNER OWNS THE CLIENT, LTT DELIVERS — LTT'S PREFERRED MODEL

The client is yours and stays yours. You quote, you engage, you invoice, you collect, you chase the documents, you answer the phone, you review and you sign. LTT is the back office and never appears.

You do	Own the relationship: scoping, quotation, engagement letter, fee collection, document requests, client support — and the final professional review.
LTT does	The production work, to the tier you choose (see section 3), delivered into your platform in your format.
LTT receives	**30% – 60% of the fee**, by delivery tier. You keep the balance.
Fee basis	Your fee to the client **before SST** and **excluding** out-of-pocket expenses and disbursements.
Paid	Monthly, LTT invoices you; not contingent on your collection unless separately agreed.

Reading the two together

At the top delivery tier LTT does substantially the same production work under both models. The difference in LTT's share — 70% under Model A against 60% under Model B — is the explicit, stated price of the front office: quotation, engagement, collection, document chasing and client relationship management. We price it at **ten points of fee** and we would rather pay it than do it.

	CLIENT BELONGS TO	WHO INVOICES & COLLECTS	WHO TALKS TO THE CLIENT	LTT SHARE	PARTNER SHARE
Model A	LTT	LTT	LTT	70%	30%
Model B (top tier)	Partner	Partner	Partner	60%	40%

Both models can run side by side with the same firm. In practice most partners start with a small Model B pilot, and use Model A only for enquiries they do not want to take on at all.

3 The delivery ladder and the rate card

Under Model B, LTT's share is set by how much of the work we take. Three tiers, each a clean step up. You can put different clients on different tiers, and move a client up or down at any renewal.

TIER	LTT DELIVERS	PARTNER RETAINS	COMMITTED	AD HOC

T1 Data Capture	Softcopy only. Document classification, coding to the standard chart, data entry into Bukku Cloud or the LTT finance app, bank reconciliation from statement files. Output: posted ledger and trial balance.	Final review and adjustments, finalisation, **all** client contact, all hardcopy.	30%	40%
T2 Full Set to Draft	T1 plus receivable and payable subledgers, fixed asset register, prepayments and accruals schedules, monthly trial balance, management accounts pack and supporting lead schedules in audit-ready format.	Review and sign-off, all client contact, all hardcopy.	45%	55%
T3 Managed Back Office	T2 plus hardcopy collection, scanning and records management; direct document chasing and telephone liaison with the client under **your** brand; onsite visits; payroll; payment-maker services; e-Invoice handling.	The relationship, the quotation, the collection, and the professional review and sign-off.	60%	60%

Committed means a standing minimum of **RM5,000 per month payable to LTT** across all your files, measured on a rolling three-month average and trued up quarterly. It is the volume that lets us schedule capacity instead of holding it idle, which is what the ten-point discount actually pays for. **Ad hoc** is file-by-file with no commitment. There is no discount at T3 because at that tier our cost is people-time, not spare capacity.

FLOOR

Minimum RM250 per entity per month

LTT's share will not fall below RM250 per entity per month at T1, regardless of the percentage. Small files still cost a fixed amount to run.

SET-UP

Onboarding quoted separately

Opening balance migration, backlog catch-up, chart conversion and historic data clean-up are one-off work and are quoted per file, not taken from the monthly percentage.

SCALE

Above RM10,000 per month

A named LTT team is assigned to your firm, with a shared job tracker and a monthly capacity planning call. Rate reviewed by agreement at that point.

THE ARITHMETIC WE ARE ASKING YOU TO TEST

A firm's fully loaded cost for one junior bookkeeper — salary, EPF, SOCSO, EIS, bonus, leave, training, supervision and desk — is a fixed monthly number that exists whether or not the files do. At T1 we convert that fixed number into a percentage of fee that only exists when a fee exists. Run your own figures: take one junior's loaded cost, the number of files they carry, and the fees those files bill. Compare the contribution with the same fees less 30%. We are confident enough in that comparison to put it in a brochure.

Be honest about one thing when you run it: at T1 and T2 your review time does not disappear. What disappears is the fixed cost, the recruitment, the leave cover and the turnover.

4 What the standard rates assume

The card rate is a standard rate for standard work. These are the boundaries. Anything outside them is not refused — it is quoted.

ASSUMPTION	STANDARD RATE APPLIES WHEN…	QUOTED CASE BY CASE WHEN…
Platform	The books run on **Bukku Cloud Accounting** or the **LTT standard finance app**, and the client has no fixed preference of their own.	The client mandates SQL, AutoCount, Xero, QuickBooks, MYOB, Million, Odoo or similar. We can work in them; we lose the automation bridge, so the rate changes.
Record condition	Legible softcopy in a recognised format — PDF or image bank statements, supplier invoices, POS or sales summaries.	Handwritten or unreadable documents; consolidated multi-bill statements needing manual splitting; heavy mixing of personal and business spending; multi-currency; foreign records.
Reconciliation load	Ordinary monthly bookkeeping with a normal volume of banked transactions.	Heavy or forensic reconciliation, unbanked cash takings, intercompany reconstruction, backlog of more than one prior year, group consolidation.
Fee basis	Your normal **in-house rate** for work done remotely or at your own office, on records delivered to you or collected by you.	The fee already includes value-added services — those are stripped out of the base before the percentage is applied.
Excluded services	Tax computation and filing, audit fieldwork, company secretarial, advisory and CFO work, e-Invoice middleware build, and statutory lodgement are **not** included at any tier. Each is separately scoped and separately priced if you want it.	

5 How we work together

TURNAROUND **Draft trial balance in 10 working days** Ten working days from *complete records*, which is defined in the engagement schedule so the clock only starts when the documents actually are complete. Queries are raised within five working days of receipt, not at the end.	**REVIEW** **Sign-off never leaves the partner** At T1 and T2 the final review, the adjustments and the professional sign-off are yours. LTT does not sign, issue, lodge or file anything in your name, and does not hold itself out as your firm.
REWORK **One review round included** One round of review adjustments is included in the tier rate. Systematic rework caused by source data that was materially different from what was scoped is re-quoted before it is done, never after.	**CLIENT OWNERSHIP** **Non-solicitation, both ways** Under Model B the client is yours. LTT will not approach, quote to or accept a direct engagement from your client during the term and for 24 months after. The same restriction binds you against LTT's own clients.
CONFIDENTIALITY **NDA, named systems, named people** A mutual NDA precedes any file. Data is held only in the systems named in the schedule, access is by named personnel, and everything is returned or destroyed on termination at your election.	**EXIT** **60 days, orderly handover** Either side may terminate on 60 days' notice. LTT hands back every file in native, usable format — the client's books are the client's books. No data is held hostage to a fee dispute.

Liability is capped at the fees paid to LTT for the affected engagement in the twelve months preceding the claim. LTT is not a licensed audit firm and provides no assurance, tax opinion or ethics opinion. This brochure is an outline of standard commercial terms, not an offer capable of acceptance; the binding terms are those of the signed framework agreement and its engagement schedules.

6 How a partnership is built

Nobody signs a framework agreement on the strength of a brochure. Five stages, each with something to hand over at the end of it, and a real exit at every one.

STAGE 0 · 1 WEEK

Align

Agree the principle and the model. Sign a mutual NDA. Pick the pilot files together — ideally the ones your own team least wants.

Output: signed NDA, agreed pilot file list, agreed tier.

STAGE 1 · 90 DAYS

Pilot

Three to five live files at card rate, no volume commitment, no framework agreement, no exclusivity. Measured against criteria agreed in advance — turnaround, review adjustments per file, your internal hours per file, and your realised margin against your in-house margin.

Output: a pilot scorecard with real numbers on it. If it fails, it stops.

STAGE 2 · 1 MONTH

Framework

Sign the outsourcing framework agreement: rate card, service levels, volume commitment, data protection, non-solicitation, exit. The commitment period starts here, not before.

Output: signed framework, first committed month, engagement schedule per file.

STAGE 3 · 2 QUARTERS

Scale

Migrate the existing book progressively. A named LTT team, a shared job tracker, your own onboarding pack under your brand, and a monthly capacity planning call.

Output: twenty or more files running, volume commitment being met on both sides.

STAGE 4 · ONGOING

Extend

Once the bookkeeping runs itself: audit-ready file packs that cut your audit hours, unaudited financial statements and audit-exemption compilations, company secretarial support tooling, and AI agents for client intake and CRM.

Output: separate commercial terms, one service line at a time.

7 Start here

Give us the three files your team complains about most. Ninety days, card rate, no commitment, no agreement to sign beyond an NDA. If the scorecard is not obviously better than doing it in-house, we shake hands and you have lost a quarter's worth of nothing.

If you would rather see the machine before you trust it with a client, ask for the companion paper — *Bookkeeping Automation at LTT: the pipeline, the controls, and what it does not do* — which sets out how the work is actually produced and how it is proved correct.

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