### FUNDAMENTAL OF ENTREPRENEURSHIP (ENT300) BUSINESS PLAN

# UPPER TIER SPORTS EQUIPMENT LLP. (L2- 23B-24B, L2 Floor, Mayang Mall, Jalan Sultan Zainal Abidin, Kampung Surau Pasir, 20000 Kuala Terengganu, Terengganu.)

### **PARTNERSHIP**

## Prepared by:

Name	Student No	Group/Class
Muhammad Akmal bin Ahmad Suhaimi	2020479526	T5CS1104D
Adam Taufiq bin Shahrul Affendi	2020890794	T5CS1104D
Nur Iwanina binti Adnan	2020833648	T5CS1104D
Nurul Syafiqah binti Roshisham	2020882482	T5CS1104D
Syahmi Khuzairi bin Shamsul Khairi	2020815918	T5CS1104D

Prepared for: Madam Nurmuslimah Kamilah binti Abdullah

Date of submission: 15<sup>th</sup> July 2022

#### **COVER LETTER**

Diploma in Computer Science (CS110), Faculty of Computer Science and Mathematics, Universiti Teknologi Mara Cawangan Terengganu, 21080 Kuala Terengganu, Terengganu.

Madam Nurmuslimah Kamilah binti Abdullah

Lecturer of Fundamentals of Entrepreneurship (ENT300), Universiti Teknologi Mara Cawangan Terengganu, Faculty of Business Management, 21080 Kuala Terengganu, Terengganu.

14 June 2021

Madam,

Submission of the Business plan (ENT300)

Attach in the business plan file "Upper Tier Sports Equipment LLP" to fulfil the requirements as needed as a university requirement.

Thank You.

Yours sincerely,

## <u>AKMAL</u>

(Muhammad Akmal bin Ahmad Suhaimi) General Manager of Upper Tier Sports Equipment.

### **TABLE OF CONTENTS**

EXECUTIVE	SUMMARY	4
MAIN BODY	OF THE BUSINESS PLAN	5
CHAPTER 1	: INTRODUCTION	6
	a. Name of the company, business partner and location	6
	b. Date of business commencement	6
	c. Industry profile, background, demand and supply	6
	d. Factors in selecting the proposed business	7
CHAPTER 2	: PURPOSE FOR PREPARING BUSINESS PLAN	8
	a. To apply for a loan	8
	b. To attract investors	8
	c. A guideline to manage the business effectively	8
	d. To maintain business focus	8
CHAPTER 3	: BUSINESS BACKGROUND	9
CHAPTER 4	: OWNERS'/PARTNERS' BACKGROUND	10
CHAPTER 5	: LOCATION OF THE BUSINESS	
	a. Physical location of the project	15
	b. Building	15
	c. Basic amenities	15
	d. Road map of the location	.15
CHAPTER 6	: MARKETING PLAN	17
	a. Products or services description	17
	b. Target market	18
	c. Competitors	. 19
	d. Market size	20
	e. Market share	21
	f. Sales forecast	22
	g. Marketing mix	
	h. Schedule of marketing budget	25
CHAPTER 7	: OPERATIONS PLAN	
	a. Process flowchart	
	b. Operation process	
	c. Business and operation hours	
	d. Production planning	. 28

	e. Materials/stocks requirement	29
	f. Forecasted acquisitions of stocks	30
	g. List of machines and equipment	30
	h. Operations layout	31
	i. Licenses, permits and regulations	31
	j. Schedule of the operations budget	31
	k. Project implementation schedule	32
CHAPTER 8 :	ADMINISTRATIVE PLAN	33
	a. Vision, mission and objectives	33
	b. Organizational chart	34
	c. Manpower planning	34
	d. Schedule of tasks and responsibilities	35
	e. Schedule of remuneration	36
	f. List of office equipment	37
	g. List of office supplies and stationeries	38
	h. Office layout	39
	i. Schedule of administration budget	40
CHAPTER 9 :	FINANCIAL PLAN	41
	Marketing, Operations, Administration budgets	41
	Reports from financial template	42
CHAPTER 10 :	CONCLUSION	50
ADDENDICES		E4

#### **EXECUTIVE SUMMARY**

A partnership company named UPPER TIER SPORTS EQUIPMENT LLP was established in Kuala Terengganu next to the drawbridge in 2019. Five founders make up UPPER TIER, which will debut in 2025. A baseball bat, sports shoes, tennis rackets, and other items are available at the sports equipment retailer UPPER TIER.

Customers that identify as middle-class or lower-class and wish to pay reasonably for sporting goods make up our clientele. Since our business is conveniently placed in the midst of the city at Mayang Mall, our primary market is the residents of Kuala Terengganu's urban areas. Second, we also targeted the youngsters because young people are more inclined to participate in sports. Additionally, Upper Tier provides a selection of sporting goods for every sport, so the athlete only needs to select the things according to the sport category.

Over the year, the UPPER TIER SPORTS EQUIPMENT LLP has experienced explosive development, notably in Terengganu and Kuala Terengganu. Many people are starting to move into and work in Kuala Terengganu. Therefore, many young people will come and remain here. In order to pass the time, people will seek out amusement, such as sports.

The focus of UPPER TIER SPORTS EQUIPMENT LLP's marketing efforts is on the value of our goods and services. People don't have to visit the many speciality sports shops since we provide a variety of sports items. We provide everything in one store. As a result, we create a marketing approach that entices customers, particularly sports enthusiasts, to visit our store.

Muhammad Akmal is the sole manager of UPPER TIER SPORTS EQUIPMENT LLP, including Adam Taufiq, Nur Inanna, Nurul Syafiqah, and Syahmi Khuzairi as leading executives. Even though they have a foundation in Computer Science, our employees have substantial expertise in a wide range of disciplines. Instead of having separate tasks and portfolio partners, partners will take on roles collectively.

Finally, we have also made many efforts to establish our corporate names in the industry. Through social media platforms like Facebook and Instagram, websites, posters, billboards, pamphlets, and business cards, we have advertised our products. There is no doubt that Upper Tier has the ability to win over Kuala Terengganu residents.

### MAIN BODY OF THE BUSINESS PLAN

Chapter 1 : Introduction

Chapter 2 : Purpose for Preparing Business Plan

Chapter 3 : Business Background

Chapter 4 : Owners'/Partners' Background

Chapter 5 : Location of the Business

Chapter 6 : Marketing Plan

Chapter 7 : Operations Plan

Chapter 8 : Administrative Plan

Chapter 9 : Financial Plan

Chapter 10 : Conclusion

#### **CHAPTER 1: INTRODUCTION**

a) Name of the company: UPPER TIER SPORTS EQUIPMENT LLP.

#### Name of business partners:

- Adam Taufiq bin Shahrul Affendi
- Muhammad Akmal bin Ahmad Suhaimi
- Nur Iwanina binti Adnan
- Nurul Syafiqah binti Roshisham
- Syahmi Khuzairi bin Shamsul Khairi

**Location of the business:** Located at Mayang Mall, Jalan Sultan Zainal Abidin, Kampung Surau Pasir, 20000 Kuala Terengganu, Terengganu.

b) **Date of business commencement**: 10<sup>th</sup> of January 2024

#### c) Industry profile:

UPPER TIER is a partnership business founded in 2019 in Kuala Terengganu near the drawbridge. UPPER TIER consists of five founders and will be launched in 2025. UPPER TIER is a sports equipment store that offers various sports equipment such as a racket, sports shoes, baseball bat and other things.

#### Background of the industry:

In the business world, sports are best known for their multiple benefits to individual firms, including sponsorships, brand promotion, advertising sites, and marketing opportunities. Sports, on the other hand, have a massive economic impact over the globe. International athletic events such as the World Cup and the Olympics have a substantial economic impact on the host countries, which should be no surprise. These financial ramifications might be positive or negative, affecting not just a regional but also a global scale.

Many sports require a ball, athletic shoes, and additional sport-specific equipment such as baseball bats, golf clubs, or hockey sticks. Some athletes are now recognised by the gear they use. For example, NHL player Sidney Crosby has been synonymous with Reebok Hockey gear since his debut in 2005. Reebok also manufactures Crosby's skates, gloves, and hockey sticks.

According to the Dallas Stars website, ice hockey gloves protect players from the freezing temperatures outside, not stray sticks and pucks. George Merritt used the first type of goaltender leg pads, cricket pads, to protect his legs during an ice hockey game in 1896. During this time, football padding was minimal, consisting of cloth put to the areas surrounding the shoulders, knees, and thighs. Leather helmets were used during World War I, while plastic helmets became popular after the mid-1940s.

#### Demand:

In 2021, the global sports equipment market was worth USD 331.4 billion, with a compound annual growth rate (CAGR) of 6.4 per cent projected from 2022 to 2030. The market is expanding due to constant innovation and quick technological advancements to meet changing consumer needs. In addition, demand for such equipment is increasing as people become more aware of the value of sports and fitness activities and the advantages of a healthy lifestyle.

The Covid-19 pandemic has wreaked havoc on various industries, including sports and fitness. As a result, many tournaments and sporting events have been postponed or restructured, including the Olympics. As a result, market participants attempt to estimate the long-term impact of disrupted cash flows, uncertainty, and potential attendance and participation losses.

#### Supply:

In Malaysia, many sports equipment supplies can be found. This is because Malaysians love sports, especially football. Most Malaysian, either guy or girl, youth or old, love to play sports. Therefore, the best supplier, Sportex, will supply our sports equipment.

#### d) Factors in selecting the proposed business.

- 1. Suitable for all types of ages.
- 2. We provide sports equipment to the retail stores/small stores.
- 3. All kinds of sports brands will be placed in one store.
- 4. Everyone loves to do sports.

#### **CHAPTER 2: PURPOSE FOR PREPARING BUSINESS PLAN**

#### a) To apply for a loan.

The business plan is a vital document as a guide for the lender, Maybank, that will loan for our business based on the agreed amount of money in the application. Moreover, it helps create a clear framework for present and future recommendations to avoid misunderstandings of the lender's interest and participation and earn trust and passion from them in our company venture.

#### b) To attract investors

A great business plan will attract and persuade our investor, Amanah Saham Bumiputera (ASNB), in black and white that our business is an excellent investment and is projected to thrive in its sector, resulting in an incremental increase in cash application to assist the business endeavour.

#### c) A guideline to manage the business effectively.

Business plans help run our business efficiently since it reveals all of the flows our team has agreed to operate from the start. In addition, it can be a guideline for our company's operations because it is vital to guarantee that all activities run smoothly and are linked with the organisation's goals and objectives in attaining long-term success in the industry.

#### d) To maintain business focus

Business plans help retain business focus since the plan comprises all of the product information, personnel and financial estimations, and the business' financial strategy. Therefore, it is easier for our company to decide on any adjustments because we know our business's emphasis from the start.

#### **CHAPTER 3: BUSINESS BACKGROUND**

a) Company's name : Upper Tier LLP

b) Business address : Mayang Mall, Jalan Sultan Zainal Abidin,

Kampung Surau Pasir, 20000 Kuala Terengganu,

Terengganu.

c) Correspondence address: L2- 23B-24B, L2 Floor, Mayang Mall, Jalan Sultan Zainal

Abidin, Kampung Surau Pasir, 20000 Kuala

Terengganu, Terengganu.

d) Website address : https://UpperTier.com

e) E-mail address : upperTier@gmail.com

f) Telephone number : 03- 5555 3223

g) Form of business : Partnership

h) Main activities : Selling sports equipment

i) Date of commencement: 1st January 2023

j) Date of registration : 30th January 2023

k) Registration number : 202304794613

I) Name of bank : MAYBANK

m) Bank account number : 579128643791

n) Equity contribution (cash):

Name	Percentage (%)	Contribution (RM)
ADAM TAUFIQ BIN SHAHRUL AFFENDI	14	140 000
MUHAMMAD AKMAL BIN AHMAD SUHAIMI	14	140 000
NUR IWANINA BINTI ADNAN	14	140 000
NURUL SYAFIQAH BINTI ROSHISHAM	14	140 000
SYAHMI KHUZAIRI BIN SHAMSUL KHAIRI	14	140 000
Total	70%	700 000

#### **CHAPTER 5: LOCATION OF THE BUSINESS**

### a) Physical location of the project

Mayang Mall is a freehold lifestyle fashion and food and beverage premier mall located in the heart of Kuala Terengganu, Terengganu, along Jalan Sultan Zainal Abidin and directly across from the Seberang Takir waterways. Mayang Mall, currently under development, will be a retail and residential mixed-development and the largest mall on the East Coast, only a kilometre from Pasar Payang, the famous central market established in the 1960s.

#### b) Building

- Type Shop
- Structure 6-storey shopping mall with 1500 parking bays
- Size 715 000 square feet
- Cost of the building RM 900 million
- Cost of rental RM 2090/month

#### c) Basic amenities

- 24-hour security
- Covered car park
- Eating establishments
- Convenience stores
- Banks

#### d) Road map of the exact location.





### **CHAPTER 6: MARKETING PLAN**

### a) Products or services description.

The offered goods include sports shoes and equipment for various sports such as football, basketball, badminton, takraw, and others.

Table 1: List of products/services provided

Types of products/services	Cost price per unit (RM)	Selling price per unit (RM)
Football Shoes	280	90
Basketball Shoes	200	90
Badminton Shoes	150	130
Court Shoes	100	100
Running Shoes	89	150
Insole	20	25
Stocking	15	10
Football Ball	79	50
Netball Ball	79	40
Basketball Ball	99	50
Takraw Ball	30	25
Shuttlecock	25	40
PingPong Ball	11	10
Volleyball Ball	105	30
Jersey	49	60
Tracksuit	79	20
Short Pants	39	25

Wind Breaker	69	100
Headband	25	10
Glove	29	15
Towel	17	15
Net	100	30
Stopwatch	72	25

# b) Target market

**Table 2: Target Market** 

Market segmentation	Target market	Location
Geographical (city/city area)	City People	Kuala Terengganu
Demographic (age)	Youth	Kuala Terengganu
Psychographic (lifestyle)	Actively fit	Kuala Terengganu
Psychographic (activity)	Athlete	Kuala Terengganu

## c) Competitors

**Table 3: Competitors** 

	•	
Name & address	Strengths	Weaknesses
Al Ikhsan  Al-Ikhsan Kuala Terengganu, 77-B, Jalan Sultan Sulaiman, 20100 Kuala Terengganu, Terengganu	Well-known Outlet (have many branches across Malaysia)	Pricey
I Sport  Ground Floor, Lot PT726, Jalan Hiliran, 21000 Kuala Terengganu, Terengganu	Have an outfit for each sport	Not cover for the sports equipment
Arena Sports & Equipments  No. 99, 101, Jalan Banggol, 20100 Kuala Terengganu, Terengganu	Cover equipment for almost every sport	Not so well-known store
Original Classic  LOT G43 & G43H, GROUND FLOOR, KTCC MALL, Jalan Sultan Zainal Abidin, 20000 Kuala Terengganu, Terengganu	Got every type of sports shoe branded and affordable	Only focus on shoes

#### d) Market size

MARKET SIZE = Population of people in Kuala Terengganu \* Percentage people assume to buy product \* Estimated price for 1 unit (we estimate that on average people will buy 1 unit of item per year)

TOTAL POPULATION PEOPLE IN KUALA TERENGGANU (BASED ON UNITED NATIONS) = 237 000

#### **ESTIMATED PRICE**

- 1 unit consist of 3 piece of jersey, 1 pair of shoes, 1 ball
- Jersey = 60 , Shoes = 112 , Ball = 35
- Total: 60\*3 + 112\*1 + 35\*1 = 327

#### **PERCENTAGE**

- 5%

a. Market size for UpperTier Store	П	237 000 x 5% x RM327 = <b>RM 3, 874,950</b>
b. Monthly estimated sales	Ш	RM 3, 874, 950 / 12month = <b>RM 322 912.50</b>

Market size for UpperTier Store

 $= 237\ 000\ x\ 5\%\ x\ RM327 = RM\ 3,\ 874,950$ 

Average monthly estimated sales

= RM 3, 874, 950 / 12 months = RM 322 912.50

### e) Market share

- The market share is estimated as a percentage of the market size.

Table 4: Market share

Name	Before entering the market (year)		After entering the market (year)	
rtaino	Percentage (%)	Value (RM)	Percentage (%)	Value (RM)
Al Ikhsan	50	38,749,500	50	38,749,500
l Sport	25	19,374,750	24	18,599,760
Arena Sports & Equipment	15	11,624,850	13	10,074,870
Original Classic	10	7,749,900	8	6,199,920
Upper Tier	0	0	5	3,874,950
Total	100	77,499,000	100	77,499,000

## f) Sales Forecast

**Table 5: Sales Forecast** 

Year	Month	Sales forecast (RM)	Reasons / Seasons
1	1	400,500	BACK TO SCHOOL
	2	383,850	FLASH SALE PROMOTION
	3	370,500	END FLASH SALE PROMOTION
	4	320,050	HARI RAYA AIDILFITRI
	5	250,000	
	6	250,000	
	7	400,050	HARI SUKAN MALAYSIA
	8	250,000	
	9	250,000	
	10	300,000	KARISMA (UITM)
	11	300,000	YEAR-END SALE
	12	400,000	YEAR-END SALE/BACK TO SCHOOL
	Total (RM)	3,874,950	
2	Total (RM)	4,068,698	Increase 5% per year
3	Total (RM)	4,272,133	Increase 5% per year

#### g) Marketing Mix

#### i. Products/services strategy.

Upper Tier. The quality of the items we provided for the sports items is a high-quality item that can be satisfying to our customers. Besides, we provide eco-friendly packaging using a paper bag with our brand, which will make the packaging more used and decrease the pollution of plastic bags. The Sports equipment that we sell at our store has a user manual so it will ease a customer to use our product. The products we sell and provide are different in price and quality, making our products cheaper than buying from an original store. Next, the quality of our product is authentic and original from the branded store, and the quality of the product is guaranteed. Our store guarantees the safety of all the sports equipment with the license and is safe for all age groups. Upper Tier has its labelling for the sports equipment that we sell to our customers to show a00% authenticity of the products. Upper Tier has the tagline that can build momentum for the sports lover: "Sport Is Life, Life Must Go On".

#### ii. Price Strategy.

- Pricing method based on cost can be calculated using:
   (Fixed Cost + Variable Cost + Desired Margin).
- For perceived value, our store can consider the market value for each item we resell at UpperTier Sports Store. For example, the price for Nike and Adidas at the original store can be a bit pricey, so our store can use this as an advantage to resell the sports equipment at a lower price. A few factors need to be considered for pricing strategy: our marketing objective, demand and supply of the sports equipment.

#### iii. Place/distribution strategy

- Our building is strategic to own the sports store because the location is in the middle of town, and more people or customers can arrive at Mayang Mall to shop at this shopping mall.
- For the distribution strategy, our store will develop a relationship with the small sports store to be a reseller to our store, which is the store at KTCC Mall that needs to be a rival to Al-Ikhsan and more. This distribution between producer, wholesaler, e-intermediaries, and consumer needs to be a focus because UpperTier needs to ensure the sports equipment or services we provide reach the target consumers. UpperTier

focuses on our product, which is known as sports equipment and sports centre. The target market of our business is city people, youth, actively fit and athletes.

#### iv. Promotion strategy.

- UpperTier can advertise by using social media to promote the store, attracting more youngsters to shop with Upper Tier where they can shop for their sports equipment.
- UpperTier also provides promotion for the sales strategy, which is the promotion for the opening sales, flash end sales or anniversary sales. The good thing about the sales promotion is that the customer can get a lower price than usual.
- UpperTier provides a system where any individual wants to be a personal shopper and drop ship to increase the sales of the UpperTier Sports Store.
- UpperTier recruits an ambassador who uses an artist or famous actor and actress to attract their supporters to buy the sports item from our store. This publicity can be published by using billboards on the side of the road and on highways to show any promotion to attract more customers, which always can increase sales.

## h) Schedule of marketing budget

**Table 6: Marketing Budget** 

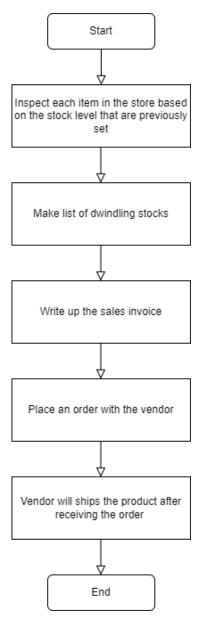
Items	Fixed assets expenses (RM)	Monthly expenses (RM)	Other expenses (RM)
Signboard	5,000		
Flyers and business card			500
Billboard		16,000	
Sales Consultant			2,000
Promotion			5,000
Flyers			400
Total	5,000	16,000	7,900
Grand Total	28,900		

#### **CHAPTER 7: OPERATIONS PLAN**

### a) Process Flow Chart

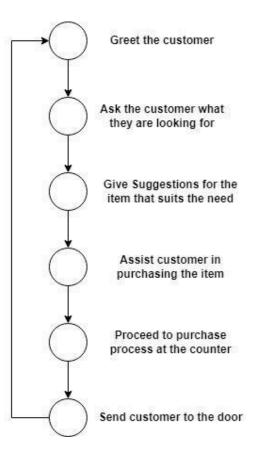
### i. Flow chart of the production of goods in UpperTier Store

- 1. Based on the stock level previously set, inspect every item in the store.
- 2. Make a list of all the supplies that have gone out and are almost out.
- 3. Write up the sales invoice.
- 4. Place an order with the vendor.
- 5. The vendor ships the product after receiving the order.



#### ii. Activity chart for the walk-in customer

- 1. Greet the customer
- 2. Ask the customer the item that they are looking for
- 3. Give suggestions for the item that suits the need
- 4. Assist customer in purchasing the item
- 5. Proceed to purchase process at the counter
- 6. Send customer to the door



### b) Operation process

We receive and purchase our goods from a local and international vendor we had already chosen for each product brand, including shoes, balls, clothing, and other things. We can receive a lower price for each purchase since we buy in volume.

#### c) Business and operation hours

	Time	Day(s)
Business Hour	8:00 am- 12:00 am	30
Operation Hour	10:00 am - 10:00 pm	30

Except on public holidays, our business will be open around-the-clock. Our operating hours are from 10:00 am to 10:00 pm. The manager will organise the workforce into shifts, each of which will consist of two parts: the morning and evening shifts. Each employee's daily work hours will be 8 hours, with any additional time being considered overtime.

#### d) Production planning

We will inspect the inventory at the end of the week and place an order to our supplier to replenish any items that have run out. Additionally, we will do a monthly evaluation of each of our products to discover any hot sellers so that we can plan for the supply of such products in upcoming sales.

Average monthly estimated sales = RM 3, 874, 950 / 12month = RM 322 912.50

1 Unit = **RM 327** 

Daily estimated sales (30 days): RM 322 912.50 / 30 days = RM 10,763.75

Daily estimated unit sold: RM 10,763.75 / RM327 = 33 Unit per day

Hourly estimated unit sales (12 hrs): RM 10,763.75 / 12 hours = RM 896.97 per hour

## e) Materials/stocks requirement

**Table 7: List of Materials/Stocks** 

Types of materials/stocks	Price per unit (RM)	Quantity (average per month)	Total price (RM)	Supplier
Football Shoes	280	80	22,400	AFN Sports
Basketball Shoes	200	50	10,000	
Badminton Shoes	150	80	12,000	
Court Shoes	100	80	8,000	
Running Shoes	89	90	8,010	
Insole	20	50	1,000	Bugsport
Stocking	15	70	1,050	
Football Ball	79	70	5,530	Sportex
Netball Ball	79	30	2,370	Equipments Sdn Bhd
Basketball Ball	99	40	3,960	
Takraw Ball	30	50	1,500	
Shuttlecock	25	50	1,250	
Ping Pong Ball	11	40	440	
Volleyball Ball	105	40	4,200	
Jersey	49	100	4,900	Warrix Sport
Tracksuit	79	100	7,900	Malaysia
Short Pants	39	100	3,900	
WindBreaker	69	100	6,900	
Headband	25	50	1,250	Sportsclick
Glove	29	40	1,160	Malaysia
Towel	17	40	680	
Net	100	50	5,000	
Stopwatch	72	30	2,160	Decathlon
		Grand Total	115,560	

## f) Forecasted acquisitions of stocks

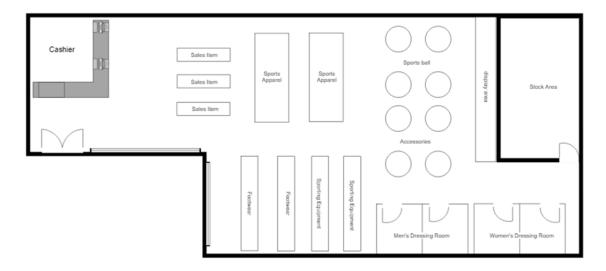
**Table 8: Acquisition of Stocks** 

Year	Month	Stocks acquisition (RM)	Reasons/seasons
1	1	93,670	
	2	99,040	BACK TO SCHOOL
	3	112,710	FLASH SALE PROMOTION
	4	112,710	HARI RAYA AIDILFITRI
	5	80,000	
	6	80,000	
	7	80,000	
	8	80,000	
	9	80,000	
	10	80,000	
	11	112,710	YEAR-END SALE
	12	112,710	YEAR-END SALE/ BACK TO SCHOOL
	Total (RM)	1,123,550	

## g) List of machines and equipment

Items	Price Per Unit (RM)	Quantity	Total Price (RM)	Supplier
Cash Register	1,500	2	3,000	Senheng Eletric
Badminton String Machine	9,000	1	9,000	Best.Online Sport
			12,000	

### h) Operations layout



### i) Licenses, permits and regulations.

- Suruhanjaya Syarikat Malaysia (SSM)
- License for Billboard

### j) Schedule of the operations budget

**Table 10: Operations Budget** 

Items	Fixed assets (RM)	Monthly expenses (RM)	Other expenses (RM)
Machine and equipment	12,000		
Insurance & Road Tax			4,500
Telecommunication			4,500
Machine maintenance		500	
Supplier & Transport (Carriage Inwards)			6,000
Acquisition of stocks		93,670	
Total	12,000	94,170	15,000
Grand Total		121,170	

## k) Project Implementation Schedule

**Table 11: Project Implementation Schedule** 

Activities	Deadlines	Durations
Incorporation of business	30 November 2021	2 Months
Application for permits and license	30 October 2021	1 Month
Searching for business premise	1 May 2021	3 Months
Renovation of premise	1 March 2021	5 Months
Procurement of machines and raw material	30 April 2021	4 Months
Recruitment of labourers	30 September 2021	1 Month
Installation of machines	28 February 2021	1 Month

#### **CHAPTER 8: ADMINISTRATION PLAN**

#### a) Introduction

#### i. Vision

- To become the leading multichannel sports equipment retailer in Malaysia
- To be a highly successful, efficient, competitive and robust sports equipment retailer among all sports equipment retailers in Malaysia

#### ii. Mission

- To consistently provide an ideal choice of quality sports and outdoor activities in line with our customers' evolving demands to develop a successful business.
- To contribute to improving the nation's health by activating the value of a healthy lifestyle, sports and outdoor activities, and improving our customers' quality of life with quality products.
- To maintain a high standard of products and provide an excellent customer experience.

#### iii. Objectives

- To ensure customer satisfaction towards all products offered in the business and build a repeat customer base
- To continue to provide customers with varieties of high-quality multichannel products based on the recent trends
- To enhance the company's position in the local market and strengthen its name in the market against customers
- To achieve financial goals by reducing costs as well as making a profit at the same time

### b) Organizational chart



### c) Manpower planning

**Table 12: Position and the Number of staff** 

Position	Number of staffs
General Manager	1
Administration Executive	1
Marketing Executive	1
Operation Executive	1
Finance Executive	1
TOTAL	5

## d) Schedule of tasks and responsibilities

Table 13: Schedule of Task and Responsibilities

Position	Main tasks
General Manager	<ul> <li>Monitoring and planning the strategic progress of the business.</li> <li>Overseeing daily business operations.</li> <li>Making decisions and signing agreements.</li> <li>Maintain good communications skills and relationships with vendors and suppliers.</li> <li>Ensure employees work productively and develop professionally.</li> </ul>
Administration Executive	<ul> <li>Schedules and organises complex calendar activities such as meetings, agendas, and luncheon arrangements.</li> <li>Assist in staff recruiting and onboarding.</li> <li>Negotiating with vendors.</li> <li>Managing corporate stock rooms.</li> <li>Order necessary office supplies.</li> </ul>
Marketing Executive	<ul> <li>Organise and oversee advertising campaigns, exhibitions and promotional events.</li> <li>Ensuring marketing plans are executed according to the project timeline.</li> <li>Conducting competition research and market analysis to identify the target audience.</li> <li>Develop and improve existing marketing strategies.</li> </ul>
Operation Executive	<ul> <li>Communicating with the manager to develop strategic operations goals.</li> <li>Monitoring facility condition and environmental performance and recommending or approving funding levels and spending plans.</li> <li>Creating and managing the organisation's fiscal operating and capital budget and expenses.</li> <li>Providing a workplace setting that is conducive to productive work.</li> </ul>
Finance Executive	<ul> <li>Keep track of the company's revenue, expenses, and investments.</li> <li>Generate and analyse financial reports such as cash flow statements.</li> <li>Observe financial and economic trends</li> <li>Ensures that the company is profitable.</li> </ul>

## e) Schedule of remuneration

**Table 14: Remuneration** 

Position	No of Staff	Monthly salary (RM)	EPF contributions (RM)	SOCSO (RM)	Total (RM)
General Manager	1	3700.00	481.00	65.65	4246.65
Administration Executive	1	3460.00	450.00	60.35	3970.35
Marketing Executive	1	3250.00	424.00	56.85	3730.85
Operation Executive	1	2820.00	367.00	49.85	3236.85
Finance Executive	1	2780.00	362.00	48.15	3190.15
Grand Total					18374.85

# f) List of office equipment

**Table 15: List of Office Furniture, Fittings, and Equipment** 

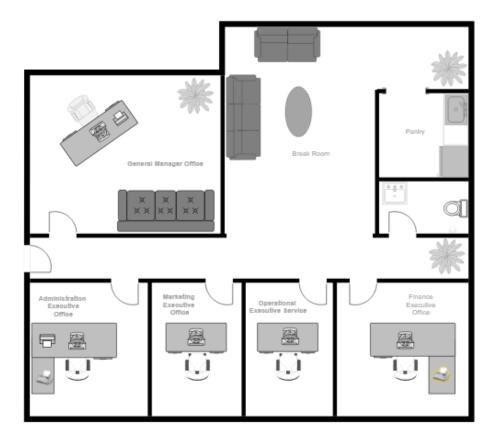
Item	Price per unit (RM)	Quantity	Total price (RM)	Supplier
Long office desk	430.00	3	1290.00	OfficePro
Small office desk	340.00	2	680.00	
Two-seater sofa	129.00	1	129.00	
Three-seater sofa	710.00	1	710.00	
Three-seater sofa	680.00	1	680.00	
Office chair	169.00	4	676.00	
Armchair	260.00	1	260.00	
File rack	220.00	2	440.00	
Coffee table	110.00	1	110.00	
Food cabinet	432.00	1	432.00	
Printer	268.00	1	268.00	Senheng Electric
Computer	2100.00	5	10500.00	
Air-conditioner	1244.00	2	2488.00	
Telephone	98.00	1	98.00	Unifi
Calculator	12.90	5	64.50	L & L Stationery
Pantry sink	143.00	1	143.00	Big Bath
Toilet sink	120.00	1	120.00	
Toilet bidet	840.00	1	840.00	
_		Grand Total	19928.50	

# g) List of office supplies and stationeries

Table 16: List of Office Supplies and Stationeries.

Item	Price per unit (RM)	Quantity	Total price (RM)	Supplier
Pen	1.40	15	21.00	L & L Stationery
Pencil	0.80	10	8.00	
Eraser	0.40	12	4.80	
Ruler	0.70	12	8.40	
Stapler	4.50	5	22.50	
Staples	2.00	10	20.00	
Correction tape	4.50	6	27.00	
Scissor	4.20	6	25.20	
Highlighter	2.70	7	18.90	
File	2.30	10	23.00	
A4 paper	3.80	10	38.00	
Dustbin	5.20	5	26.00	
Clipboard	3.10	7	21.60	
Paper clip	0.60	20	12.00	
Printer ink	10.90	4	43.60	
		Grand Total	320.00	_

## h) Office layout



# i) Schedule of administration budget

**Table 17: Administration Budget** 

Items	Fixed assets (RM)	Monthly expenses (RM)	Other expenses (RM)
Furniture & Fittings	19928.50		
Motor Vehicle	38000.00		
Remuneration		18374.85	
Rent		2090.00	
Utilities		6500.00	
Petrol		200.00	
Office Supplies & Stationeries			320.00
Business Registration			1000.00
Total	57928.50	27164.85	1320.00
Grand Total	86413.35		

# **CHAPTER 9: FINANCIAL PLAN**

**Table 6: Marketing budget** 

MARKETING BUDGET									
Particulars	F.Assets	Monthly Exp.	Others	Total					
Fixed Assets									
Signboard	5,000			5,000					
	-			-					
	-			-					
	-			-					
Working Capital									
Promotion		5,000		5,000					
Billboard		16,000		16,000					
Sales Consultant		2,000		2,000					
Flyers		400		400					
		-		-					
		-		-					
		-		-					
Pre-Operations & Other Expenditure									
Other Expenditure			500						
Deposit (rent, utilities, etc.)			-	-					
Business Registration & Licences			-	-					
Insurance & Road Tax for Motor Vehicle			_	_					
Other Pre-Operations Expenditure			-	-					
Total	5,000	23,400	500	28,400					

**Table 10: Operations budget** 

#### **OPERATIONS BUDGET** Monthly **Particulars** F.Assets Exp. Others Total Fixed Assets Machine and Equipment 12000 12,000 Working Capital 93,670 93,670 Raw Materials & Packaging 6,000 6,000 Carriage Inward & Duty Salaries, EPF & SOCSO 500 Machine Maintenance 500 -Pre-Operations & Other Expenditure Other Expenditure Deposit (rent, utilities, etc.) **Business Registration & Licences** Insurance & Road Tax for Motor Vehicle 4,500 4,500 Other Pre-Operations Expenditure 4,500 4,500 12,000 100,170 9,000 121,170 Total

**Table 17: Administration budget** 

ADMINISTRATIVE BUDGET									
Particulars	F.Assets	Monthly Exp.	Others	Total					
Fixed Assets									
Land & Building	-			-					
Furniture & Fittings	19,929			19,929					
Vehicle	38,000			38,000					
	-			-					
	-			-					
Working Capital									
Remuneration		18,375		18,375					
Rent		2,090		2,090					
Utilities		6,500		6,500					
		-		_					
		-		-					
		-		-					
		-		-					
Pre-Operations & Other Expenditure									
Other Expenditure			520						
Deposit (rent, utilities, etc.)			-						
Business Registration & Licences			1,000	1,000					
Insurance & Road Tax for Motor Vehicle			-						
Other Pre-Operations Expenditure			-	-					
Total	57,929	26,965	1,520	85,893					

# Report from financial template:

## i. Menu



# ii. CAPEX

ADMINISTRATIVE EXPENDITURE					
Fixed Assets	RM				
Land & Building					
Furniture & Fittings	19,929				
Vehicle	38,000				
Working Capital					
Remuneration	18,375				
Rent	2.090				
Utilities	6,500				
Other Expenditure					
Other Expenditure	520				
Pre-Operations					
Deposit (rent, utilities, etc.)					
Business Registration & Licences	1,000				
Insurance & Road Tax for Motor Vehicle					
Other Expenditure					
TOTAL	86,413				

MARKETING EXPENDITURE							
Fixed Assets	RM						
Signboard	5,000						
Working Capital							
Promotion	5,000						
Billboard	16,000						
Sales Consultant	2,000						
Flyers	400						
Other Expenditure							
Other Expenditure	500						
Pre-Operations							
Deposit (rent, utilities, etc.)							
Business Registration & Licences							
Insurance & Road Tax for Motor Vehicle							
Other Expenditure							
TOTAL	28,900						

OPERATIONS EXPENDITURE					
Fixed Assets	RM				
Machine and Equipment	12,000				
Working Capital					
Raw Materials & Packaging	93,670				
Carriage Inward & Duty	6,000				
Salaries, EPF & SOCSO					
Machine Maintenance	500				
Other Expenditure					
Other Expenditure					
Pre-Operations					
Deposit (rent, utilities, etc.)					
Business Registration & Licences					
Insurance & Road Tax for Motor Vehicle	4,500				
Other Expenditure	4,500				
TOTAL	121,170				

## iii. W CAPITAL

DEPRECIATION METHOD (1=straight line, 2=declining balance)

INCREASE IN WORKING CAPITAL (%)							
Year 2	3%						
Year 3	6%						

# iv. SALES AND PURCHASES

	SALES PROJECTION									
Year 1	Month 1	400,050								
	Month 2	383,500								
	Month 3	370,500								
	Month 4	320,050								
	Month 5	250,000								
	Month 6	250,000								
	Month 7	400,050								
	Month 8	250,000								
	Month 9	250,000								
	Month 10	300,000								
	Month 11	400,000								
	Month 12	500,000								
	Total Year 1	3,874,950								

PURCHASE PROJECTION						
Month 1	93,670					
Month 2	99,040					
Month 3	112,710					
Month 4	112,710					
Month 5	80,000					
Month 6	80,000					
Month 7	80,000					
Month 8	80,000					
Month 9	80,000					
Month 10	80,000					
Month 11	112,720					
Month 12	112,720					
Total Year 1	1,123,550					
ToTal Year 2	1,179,728					
Total Year 3	1,238,713					

Year 2 ToTal Year 2 Year 3

# v. PROJECT COST

Total Year 3

		PROJEC	U <sub>I</sub> T IMPLEMENTAT	oper Tier LLP TON COST & SO	URCES OF FINAI	NCE			
Project Im	Project Implementation Cost Sources of Finance								
Requiremen	ıts		Cost	Loan	Hire-Purchase	Own Co	ontribution		
Fixed Assets						Cash	<b>Existing F. Assets</b>		
Land & Building									
Furniture & Fittings			19,929	929		18,000	1,000		
Vehicle			38,000				38,000		
Signboard			5,000			5,000			
Machine and Equipment			12,000				12,000		
Marking Capital		months							
Working Capital Administrative	1	months	26.965	26,965					
Marketing			23,400	13.400		10.000			
Operations			100,170	170		100,000			
Pre-Operations & Other Expenditure		11.020	11,020		100,000				
Contingencies	10%		23,648	23,648					
TOTAL			260,132	76,132		133,000	51,000		

4,068,698

# vi. FINANCING

Upper Tier LLP FINANCIAL PERFORMANCE								
	Year 1	Year 2	Year 3					
PROFITABILITY								
Sales	3,874,950	4,068,698	4,272,133					
Gross Profit	2,795,615	2,814,811	2,954,810					
Profit Before Tax	2,155,425	2,162,539	2,265,516					
Profit After Tax	2,155,425	2,162,539	2,265,516					
Accumulated Profit	2,155,425	4,317,964	6,583,480					
LIQUIDITY								
Total Cash Inflow	4,283,282	4,068,698	4,272,133					
Total Cash Outflow	1,814,842	1,883,936	1,983,263					
Surplus (Deficit)	2,468,440	2,184,762	2,288,870					
Accumulated Cash	2,468,440	4,653,202	6,942,071					
SAFETY								
Owners' Equity	2,339,425	4,501,964	6,767,480					
Fixed Assets	59,943	44,957	29,971					
Current Assets	2,584,675	4,769,437	7,058,306					
Long Term Liabilities	60,905	45,679	30,453					
Current Liabilities	45,088	67,551	91,145					
FINANCIAL RATIOS								
Profitability								
Return on Sales	56%	53%	53%					
Return on Equity	92%	48%	33%					
Return on Investment	82%	45%	32%					
Liquidity								
Current Ratio	57.3	70.6	77.4					
Quick Ratio (Acid Test)	54.7	68.9	76.2					
<u>Safety</u>								
Debt to Equity Ratio	0.0	0.0	0.0					
BREAK-EVEN ANALYSIS								
Break-Even Point (Sales)	993,138	1,012,890	1,070,687					
Break-Even Point (%)	26%	25%	25%					
		2070	2070					

# vii. C.FLOW

							Upper Tie	-LLD								
						CASH FLO	Upper He W PRO FOR		MENT							
MONTH	Pre-Operations	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL YR1	YEAR 2	YEAR 3
CASH INFLOW																
Capital (Cash)	133,000													133,000		
Loan	76,132													76,132		
Cash Sales		400,050	383,500	370,500	320,050	250,000	250,000	400,050	250,000	250,000	300,000	400,000	500,000	4,074,150	4,068,698	4,272,13
Collection of Accounts Receivable																
TOTAL CASH INFLOW	209,132	400,050	383,500	370,500	320,050	250,000	250,000	400,050	250,000	250,000	300,000	400,000	500,000	4,283,282	4,068,698	4,272,13
CASH OUTFLOW																
Administrative Expenditure																
Remuneration		18,375	18,375	18,375	18,375	18,375	18,375	18,375	18,375	18,375	18,375	18,375	18,375	220,498	227,113	240,7
Rent		2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	25,080	25,832	27,3
Utilities		6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000	80,340	85,16
Marketing Expenditure		1										l	l			
Promotion		5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	60,000	61,800	65.50
Billboard		16.000	16.000	16,000	16,000	16.000	16.000	16.000	16,000	16.000	16,000	16.000	16.000	192.000	197.760	209.60
Sales Consultant		2,000	2,000	2,000	2,000	2.000	2,000	2.000	2.000	2,000	2,000	2,000	2,000	24,000	24,720	26.20
Flyers		400		400	400	400	400	400	400		400	400	400	4,800	4,944	5,24
														,,	,,,,,,	
Operations Expenditure																
Cash Purchase		56,202	59,424	67,626	67,626	48,000	48,000	48,000	48,000	48,000	48,000	67,632	67,632	674.142	707,837	743,22
Payment of Account Payable			37.468	39.616	45.084	45,084	32,000	32,000	32,000	32,000	32,000	32,000	45,088	404,340	449,428	471,89
Carriage Inward & Duty		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000	74,160	78,61
Salaries, EPF & SOCSO		.,,,,,,		.,,,,,	.,	.,	-,	.,				.,	.,			
Machine Maintenance		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,180	6,55
Other Expenditure		1,020												1,020	1.051	1.11
Pre-Operations															.,	
Deposit (rent, utilities, etc.)																
Business Registration & Licences	1,000													1,000		
Insurance & Road Tax for Motor Vehicle	4,500											l	l	4,500	4,500	4,50
Other Pre-Operations Expenditure	4,500													4,500		
Fixed Assets																
Purchase of Fixed Assets - Land & Building																
Purchase of Fixed Assets - Others	23,929													23,929		
Hire-Purchase Down Payment																
Hire-Purchase Repayment:		1										l	l			
Principal	1	I										l	l			
Interest	1	I										l	l			
Loan Repayment:																
Principal	1	1,269		1,269	1,269	1,269	1,269	1,269	1,269		1,269	1,269	1,269	15,226	15,226	15,22
Interest		317	317	317	317	317	317	317	317	317	317	317	317	3,807	3,045	2,28
Tax Payable TOTAL CASH OUTFLOW	33,929	115,673	155,343	165,693	171,161	151,535	138,451	138,451	138,451	138,451	138,451	158,083	171,171	1,814,842	1,883,936	1,983,26
CASH SURPLUS (DEFICIT)	175,203	284,377		204,807	1/1,161	151,535 98,465	138,461	138,461 261,599	138,461	138,461	138,461	-	328.829	1,814,842 2,468,440	1,883,936 2,184,762	1,983,26
BEGINNING CASH BALANCE	1.0,203	175,203		687,737	892,544	1.041.433	1,139,899	1,251,448	1,513,047	1.624.596	1,736,145		2,139,611	2,400,440	2,468,440	4,653,20
ENDING CASH BALANCE	175,203			892,544	1.041.433	1,139,899	1,251,448	1,513,047	1,624,596				2,468,440	2,468,440	4,653,202	6,942.07

# viii. INCOME

# Upper Tier LLP PRO-FORMA INCOME STATEMENT

	Year 1	Year 2	Year 3
Sales	3,874,950	4,068,698	4,272,133
Less: Cost of Sales			
Opening stock		116,235	116,235
Purchases	1,123,570	1,179,728	1,238,713
less: Ending Stock	116,235	116,235	116,235
Carriage Inward & Duty	72,000	74,160	78,610
	1,079,335	1,253,888	1,317,323
Gross Profit	2,795,615	2,814,811	2,954,810
Less: Expenditure			
Administrative Expenditure	323,578	333,286	353,283
Marketing Expenditure	280,800	289,224	306,577
Other Expenditure	1,020	1,051	1,114
Business Registration & Licences	1,000		
Insurance & Road Tax for Motor Vehicle	4,500	4,500	4,500
Other Pre-Operations Expenditure	4,500		
Interest on Hire-Purchase			
Interest on Loan	3,807	3,045	2,284
Depreciation of Fixed Assets	14,986	14,986	14,986
Operations Expenditure	6,000	6,180	6,551
Total Expenditure	640,190	652,271	689,294
Net Profit Before Tax	2,155,425	2,162,539	2,265,516
Tax	0	0	0
Net Profit After Tax	2,155,425	2,162,539	2,265,516
Accumulated Net Profit	2,155,425	4,317,964	6,583,480

# ix. BAL.SHEET

# Upper Tier LLP PRO-FORMA BALANCE SHEET

	Year 1	Year 2	Year 3
ASSETS			
Fixed Assets (Book Value)			
Land & Building			
Furniture & Fittings	15,943	11,957	7,971
Vehicle	30,400	22,800	15,200
O'contract.	4.000		
Signboard	4,000	3,000	2,000
Machine and Equipment	9,600	7,200	4,800
	59,943	44,957	29,971
Current Assets			
Stock of Raw Materials	0	0	0
Stock of Finished Goods Accounts Receivable	116,235	116,235	116,235
Cash Balance	2,468,440	4,653,202	6,942,071
000.1.20.0.1.00	2,584,675	4,769,437	7,058,306
Other Assets			
Deposit			
TOTAL ASSETS	2 644 640	4,814,394	7 000 270
TOTAL ASSETS	2,644,618	4,814,394	7,088,278
Owners' Equity			
Capital	184,000	184,000	184,000
Accumulated Profit	2,155,425	4,317,964	6,583,480
1 T 1:-1:1:1:1:	2,339,425	4,501,964	6,767,480
Long Term Liabilities Loan Balance	60,905	45.670	20.452
Hire-Purchase Balance	60,905	45,679	30,453
Time I dicinate balance	60,905	45,679	30,453
Current Liabilities			
Accounts Payable	45,088	67,551	91,145
TOTAL EQUITY & LIABILITIES	2,445,418	4,615,194	6,889,078

#### **CHAPTER 10: CONCLUSION**

We are grateful for the opportunity to complete this business plan. We've had many new experiences, and it's been very beneficial for all of us to be a part of this business. We anticipate that our company will continue to thrive in the future. Despite the fact that there are many competitors, our goal is to make a high profit from our involvement in this business. Unfortunately, with the help of all of our subordinates, we are able to compete fairly and squarely with our competitors.

We also hope that with our dedication and hard work, we will achieve our vision to become the leading multichannel sports equipment retailer and be a highly successful, efficient, competitive and robust sports equipment retailer among all sports equipment retailers in Malaysia. Before that, we should also show our effectiveness in doing our job and make sure that our products will be available in Kuala Terengganu town and Malaysia. In addition, we know that the majority of the population love to do sports, no matter what type of age they are, so sports equipment retailers are more familiar nowadays. Besides that, we hope that our store will exceed people's needs for having any sports equipment.

Our mission is to consistently provide an ideal choice of quality products for sports and outdoor activities in line with our customers' evolving demands to develop a successful business, to contribute to improving the nation's health by activating the value of a healthy lifestyle, sports and outdoor activities, as well as improving our customers' quality of life with quality products and to maintain a high standard of products and provide an excellent customer experience indeed can be fulfilled as long there is teamwork among the manager, executives and other staff involved in the operation.

We will provide full responsibility and commitment, there is no doubt that we will achieve all these things. We are also encouraged to take any chance directly or indirectly to increase and succeed our business performance in future undertakings.

#### **APPENDICES**

## a) Partnership Agreement

#### PARTNERSHIP AGREEMENT

This agreement will bind the partners with the following aspects:

## **Types of business:**

The Business has been registered under the Register of Business using the name of Upper Tier Sports Equipment LLP. Upper Tier is a sports equipment store that offers various sports equipment such as a racket, sports shoes, baseball bat and other things.

CAPITAL Equity Contribution (Cash)

NAME	PERCENT %	RM	POSITION
MUHD AKMAL BIN AHMAD SUHAIMI	14	140,000.00	GENERAL MANAGER
ADAM TAUFIQ SHAHRUL AFFENDI	14	140,000.00	ADMINISTRATION MANAGER
NUR IWANINA BINTI ADNAN	14	140,000.00	OPERATION EXECUTIVE
NURUL SYAFIQAH BINTI ROSHISHAM	14	140,000.00	FINANCE EXECUTIVE
SYAHMI KHUZAIRI BIN SHAMSUL KHAIRI	14	140,000.00	MARKETING EXECUTIVE
TOTAL (RM)		700,000	

**Note:** Capital contribution by Each of the business partners is RM140,000.00 Therefore, Capital contributed amounted to RM700,000.00.

#### PERIOD OF PARTNER AGREEMENT:

From the Consent of all Partners, we agreed that:

They had to run for at least five years (5), and partners are prohibited from dissolving the business without the consent of other partners' resolutions to other partners.

## **DISTRIBUTION OF PROFITS AND LOSS:**

Every partner has belonged to this business, and the amount of the profit from this business as well. The partners will distribute profit according to capital distribution. Any losses will be liable among partners equally according to Partnership Act 1961.

## PREREQUISITE:

Any Additional pay is to follow current profit and will be present at the end of the annual financial report.

#### **PARTNERSHIP PROPERTY:**

Owned by the partnership and partners because it is not a separate legal entity (Partnership Act 1961 S.22)

#### **DEATH:**

The dead partners' reprehensive can be appointed to the business under Malaysian Law. The close members of the family, upon the entire death partner share can make the transmission of the state.

## **RETIREMENT:**

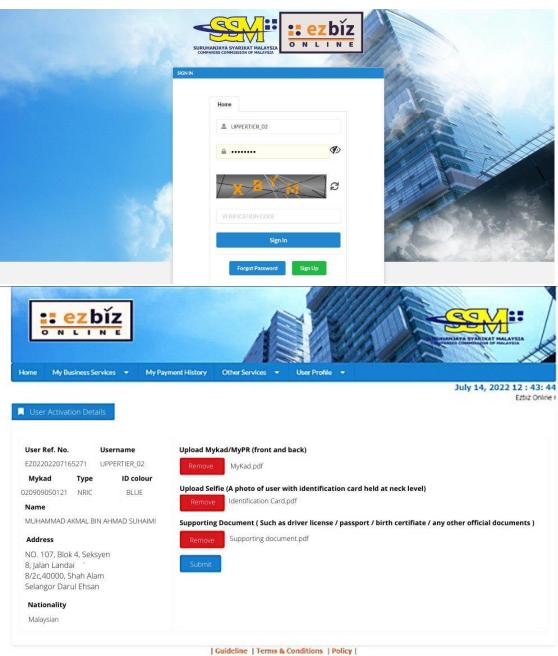
If any Partner who wants to retire from the business must have consent from other partners. They will return their investment, and the notice of retirement must be given three months before the retirement date.

#### **OTHERS:**

Each partner must act in good faith and respect the other partners. Partners must be willing and interested in making the business more successful and fully commit to the company. They also must be honest and straightforward to execute responsibly as a partner.

akmal
(MUHAMMAD AKMAL BIN AHMAD SUHAIMI)
adam
(ADAM TAUFIQ SHAHRUL AFFENDI)
<u>iwanina</u>
(NUR IWANINA BINTI ADNAN)
syafiqah
(NURUL SYAFIQAH BINTI ROSHISHAM)
syahmi
(SYAHMI KHUZAIRI BI SHAMSUL KHAIRI)

# b. SSM Form (Borang A)



| Guideline | Terms & Conditions | Policy |

⊚ © Copyright 2016 Suruhanjaya Syarikat Malaysia

Best viewed using Chrome and Mozilla Firefox with the resolution of 1024 x 768

Version EzBizWeb\_202207043.war

