

DETAILED BUSINESS PLAN**OVERVIEW OF APPLICANT COMPANY****Company's background**

Name of Company						
Date of incorporation						
Place of incorporation						
Registered and Business Address						
Issued and Paid-up capital (RM)	The minimum requirement for paid-up capital is RM2,000,000.00 for an application for a Network Facilities Provider Individual licence and a Network Service Provider Individual licence, and RM500,000.00 for an application for a Content Applications Service Provider Individual licence.					
Shareholding structure	Names of shareholders and percentage of shares held:					
	<table border="1"> <thead> <tr> <th>Shareholders</th> <th>Amount of shares (RM)</th> <th>Percentage of shares (%)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Shareholders	Amount of shares (RM)	Percentage of shares (%)		
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	<p>Note:</p> <ul style="list-style-type: none"> • Please indicate percentage of local and foreign shareholders. • Please indicate the ultimate ownership both direct and indirect 					
Company structure (if applicable)	<ul style="list-style-type: none"> • Holding company • Subsidiary company • Associate company 					
Contact	Telephone: Fax: E-mail:					
Contact person	Name: Designation:					
Directors	As per Form 49 or Section 78 (for companies incorporated under the Companies Act 2016) of the applicant which have been filed with the Registrar of Companies.					
Holders of CMA 98 licence	Any other licences held under CMA					
MSC status	To attach MSC certificate and kindly list the activities recognized under MSC status.					

1. To attach certified true copies (certified by the director or company secretary) of the following documents:
 - 1.1. Memorandum and articles of association;
 - 1.2. Form 9, 13, 24, 32a, 44 and 49; and
 - 1.3. Forms of Section 14, 17, 46(3), 51, 58, and 78 (for companies incorporated under the Companies Act 2016) which has been filed with the Companies Commission.

- Information on any achievements and awards received by the applicant on its group of companies.

Management and technical team

- List of key members is Applicant's management and technical team.
- A brief resume of the key management and technical team – relevant prior experience and academic qualification.
- Proposed or current organisational structure for the proposed business. To state whether new employees will be recruited for the proposed business. If so, how many and what sort of expertise will be required:

	Year 1	Year 2	Year 3	Year 4	Year 5
Management					
Technical <ul style="list-style-type: none"> Professional Non professional 					
Finance / Admin / HR <ul style="list-style-type: none"> Professional Non professional 					
Marketing & Sales <ul style="list-style-type: none"> Professional Non professional 					
Customer service <ul style="list-style-type: none"> Professional Non professional 					
Others					
Total employment					

- Other source of expertise.

Current business activities of applicant

- Details of current business activities.

PROPOSED BUSINESS

Description of facilities and/or services

- To indicate clearly the range of facilities and/or services to be provided. For example, if an applicant is applying for NFP individual licence, to indicate the type of network facility as stated under Regulation 19(1) of the Communications and Multimedia (Licensing) Regulations 2000 (e.g. Fixed links and cables, earth stations etc.).
- Details of facilities and/or services to be provided. Discuss the function and value in which the customer will gain from it.
- Strategies that will be employed to compete effectively in the Communications and Multimedia Industry.

Target Market

11. An applicant must be able to show the potential demand for its proposed service. This should include information on market surveys conducted, if any and other relevant sources.
12. **Service coverage and rollout** facilities deployment and service coverage plan for 5 years (Roll out Plan).
13. Technical and service roll out timeline for 5 years (i.e. equipment requisition, commencement of service).
14. Confirmation collectively by Board of Directors not to include the USP projects as a rollout plan via Board of Directors Resolution (draft Board of Directors Resolution as per **ANNEXURE 4**).

Network Topology

15. To attach the relevant network diagram for the service provisioning
16. Detailed information on network diagram should include the interconnection interface, where applicable.

Commercial and/or interconnection arrangement

17. Collaboration with other local and/or foreign network facilities and/or service providers (e.g. leasing of lines and/or facilities).

Technology

18. Type of technology to be used.
19. To identify any required frequency bands in the spectrum plan or type of numbering or electronic addresses.

PROPOSED OPERATING PROCEDURES

Disaster recovery plan

20. Details of contingency measures i.e. identified possible disaster scenarios, plan for business continuity and risk management and develop resiliency design and recovery strategy.
21. Contact point in the event of emergency.
22. Details of measures undertaken to ensure network and data security.

Assured QoS and Helpdesk Services

23. Effort and initiatives to ensure maximum Quality of Services and smooth helpdesk services.

FINANCIAL ANALYSIS

Past Financial performance

24. Kindly fill in the following table:

	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)
Sales			
Net profit / (Loss) before taxation			
Current assets			

	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)
Current liabilities			
Inventory			
Cash in hand / bank balance			
Retained profit / (Accumulated losses)			
Shareholders' fund			

25. To attach certified true copies (certified by the Director or Company Secretary) of audited financial statements for the last 3 financial years to support the above figures.
26. For a newly formed company:
- 26.1. If the shareholder is a company, kindly provide the shareholder's audited accounts for the last 3 financial years and documentary evidence of the shareholder's creditworthiness, this may be in form of banker's confirmation of deposits or deposits and/or available credit facilities.
- 26.2. If the shareholder is an individual, kindly provide documentary evidence of the shareholder's creditworthiness, this may be in the form of bankers' confirmation of deposits or letter of support from financial institution.

Anticipated capital and operating expenditure

27. Breakdown of capital and operating expenditure for 5 years plan with relevant assumptions. Please note that the format and items in the table below are meant as a guide only:

Capital Expenditure of the proposed business	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Item 1					
Item 2					
Total Capital Expenditure					
Operating Expenditure of the proposed business					
Item 1					
Item 2					
Total Operating Expenditure					

Proposed financing

28. Proposed sources of funds (domestic or foreign, credit facilities, venture capitalist or holding company).
29. To attach documentary evidence e.g. Letter of offer from financial institutions.

Financial projection

30. Profit and loss projection for 5 years with relevant assumptions. Please note that the format and items in the table below are meant as guide only:

Assumptions	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Market demand (<i>a</i>) Penetration (%) (<i>b</i>) Estimated no. Of subscribers (<i>a</i>) × (<i>b</i>) Customers unsubscribe (%) (<i>c</i>) No. of subscribers [<i>a</i>] × (<i>b</i>)] – (<i>c</i>)					
Financial projection of the proposed business	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Sales: Service 1 Service 2					
Total sales					
Direct costs: Direct cost 1 Direct cost 2					
- Total direct costs					
Net profit					
- Total operating expenditure					
Income before interest and tax					
- Interest expense					
Income before tax					

31. To include details and method of calculation of sales e.g. number of subscribers' sales per subscriber, installation and activation fee.
32. To clearly explain all assumptions used.
33. Cash flow projection for 5 years with relevant assumptions. Please note that the format and items in the table below are meant as a guide only:

Cash flow projection	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Sales Debtor Bank load /funding Other receipts					
Total cash inflow (A)					
Leased lines Capital expenditure Administration Licence fees Bank loan repayment Accruals					
Total cash outflow (B)					

Cash flow projection	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Net cashflow (A) – (B)					
Opening balance					
Closing balance					

34. Balance sheet projection for 5 years with relevant assumptions. Please note that the format and items in the table below are meant as a guide only:

Cash flow projection	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)	Year 4 (RM)	Year 5 (RM)
Buildings					
Motor vehicles					
Office equipments					
Total fixed assets (A)					
Cash and banks balance					
Trade debtors					
Deposit and prepayment					
Total current assets (B)					
Trade creditors					
Accruals					
Total Current Liabilities (C)					
Net current assets / (liabilities) (B) – (C)					
Net assets / (liabilities) [(A) – (B)]					
Financed by:					
Share capital					
Accumulated profits					
Shareholders' equity					

35. Feasibility study of business plan – the write up should explain on how the proposed business plan can be successful as per financial projection given, taking into account:
- 35.1. Market study or research that has been done;
 - 35.2. Experience gained in the industry;
 - 35.3. Attractive service package and/or marketing activities;
 - 35.4. Relationship with incumbent players; and
 - 35.5. Such other factors as any be relevant.

VALUE PROPOSITION / COMPETITIVE ANALYSIS

36. In this section of the write up, an applicant would be expected to address the following issues:
- 36.1. An applicant is encouraged to conduct an economic and market study on the potential demand for the activity being proposed. Please mention the study conducted and the result achieved.
 - 36.2. Impact analysis – to mention the benefit or impact to the country and the

communications and multimedia industry and contribution towards making Malaysia a communications and multimedia global hub if applicant is granted a licence.

- 36.3. The projected market shares that applicant will be able to acquire in the next 5 years and strategy that will be adopted to achieve the same.
- 36.4. To indicate how the proposed facilities and/or services differ from others that are now in the market.
- 36.5. Initiatives undertaken towards sharing of infrastructure and supporting other players in the industry. Please give sufficient details of current and proposed plans.

ANY OTHER RELEVANT INFORMATION OR APPENDICES

37. Any other information, which may be considered helpful to this application.