

BUSINESS PLAN

DURDUR SDN.BHD.

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SEPTEMBER 2025

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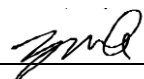
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## DECLARATION

We hereby declare that:

- (1) This UBTZ3016 Entrepreneurial project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this Entrepreneurial project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the Entrepreneurial project.
- (4) The word count of this Entrepreneurial Project is 27,463 words.

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Date: 12 September 2025



## ACKNOWLEDGEMENT

Firstly, we would like to sincerely thank University of Tunku Abdul Rahman University for granting us the opportunity to gain invaluable knowledge and practical experience through the development of this comprehensive business plan. This project has enabled us to deepen our understanding of entrepreneurship, sustainability, and innovation in a real-world context.

Our deepest gratitude goes to our dedicated supervisor, Mrs. Khor Hooi Ching, whose invaluable guidance, insightful suggestions, and continuous support have been instrumental in shaping the direction and success of this project. Her encouragement and constructive feedback greatly enhanced the quality of our work and helped us overcome challenges throughout this journey.

We would also like to extend our heartfelt thanks to our coordinator, Dr. Chia Mei Si, for her tireless efforts in ensuring that we remained aligned with the project requirements and for providing us with timely information and resources. Her guidance has been crucial in keeping our work structured and on track.

In addition, we sincerely appreciate the contributions of all individuals and organizations who supported us along the way. This includes our respected lecturers, mentors, supportive parents, and respondents who generously shared their knowledge and insights, adding depth and relevance to our research.

Finally, we wish to thank all our team members for their dedication, teamwork, and perseverance. The collaboration and commitment of each member made the successful completion of this business plan possible. Through this process, we have not only built a stronger project but also strengthened our teamwork, problem-solving, and leadership skills.

Once again, thank you to everyone who played a part in this journey.

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# 1. EXECUTIVE SUMMARY

## 1.1 The Opportunity

The bag manufacturing industry faces a critical sustainability problem, especially when it involves leather. Traditional leather bag manufacturing is highly polluting, relying on toxic chemicals, excessive water use, and livestock farming that accelerates deforestation and carbon emissions. Synthetic leather bags like PU and PVC are no better, as they are plastic-based, non-biodegradable, and release harmful microplastics into the environment. At the same time, Malaysia struggles with managing over 1.5 million tons of durian husk waste annually, which releases methane as it decomposes. Existing plant-based leathers bag, while promising, remain costly and inaccessible for mass adoption. These challenges compelled DurDur Sdn. Bhd. to create an innovative solution.

## 1.2 The Description of the Business

DurDur Sdn. Bhd. is redefining fashion sustainability with *Durra*, a line of eco-friendly shoulder bags made from durian husk leather — a 100% plant-based, biodegradable alternative to animal and synthetic leathers bag. By upcycling durian husk waste, our innovation cuts pollution, lowers costs, and fills the market gap for cost-effective, scalable, and stylish eco-materials shoulder bag. In short, DurDur turns waste into worth.

## 1.3 Competitive Advantage

DurDur Sdn. Bhd. builds competitive advantage by transforming durian husk waste into eco-friendly leather, creating sustainable fashion products that stand out in Malaysia's growing green market. The brand emphasizes zero-waste values, empowers female artisans, and protects its innovations through patents and trademarks. Customer loyalty is strengthened with initiatives like repair services and the "DurBack" trade-in program and personalized support that promote a

circular product life cycle and strengthen brand loyalty. While growth is driven by multi-channel marketing, strategic collaborations, and ongoing R&D.

#### 1.4 The Target Market

DurDur Sdn. Bhd. targets eco-conscious women aged 25–44, especially young professionals and emerging families who value style, sustainability, and cultural identity. This group is highly active on digital platforms, making them receptive to social media and influencer-driven marketing. By offering fashionable durian leather bags that align with their values, DurDur captures a profitable niche in Malaysia's growing sustainable fashion market.

#### 1.5 The Management Team

DurDur is led by four co-founder-managers who combine complementary skills in strategy, marketing, design, finance and production. Yew Li Qing (CEO) directs company strategy, operations and partner relations. Chow Zisin (CSMO) leads customer acquisition, brand and channel growth. Joey Koh Ming Sui (CDQO) oversees product design, prototyping and quality assurance. Heah Hui Yin (CFPO) manages financial planning, cost control, procurement and production scheduling. The founding team is supported by technical advisors in material science and sustainability, and by external professional service providers for legal, accounting and logistics functions.

#### 1.6 Brief Summary of Financial Project

In summary, Year 1 revenue is projected at a loss of RM 126,883, increasing to RM 4,012,321 profit in Year 5 as distribution expands across marketplace channels and high investment in marketing strategy. Forecasted annual sales growth is anticipated from 7,650 units to 53,100 units, forming an accumulated sales of RM1,069,725 to RM7,578,450 within 5 years. The firm has a low raw-material base cost and high-margin accessory strategy, underpinning healthy gross margins in the initial launch years. The projected payback period is about 2 years.

### 1.7 Description of What the Business Needs

DurDur Sdn. Bhd. is seeking a total startup capital of RM600,000, which will consist of RM150,000 from the SME Bank Youth Entrepreneurship Fund, RM150,000 from the SME Soft Loan Scheme, and the remaining RM300,000 provided by the four founders. The funds will be utilized for acquiring machinery and production equipment, office equipment, fixtures and fittings, and motor vehicle, as well as covering expenses such as renovation, license applications, and consultant fees, bringing the total start-up costs to RM322,848.80. The leftover amount of RM277,151.20 will act as working capital to facilitate marketing, product development, logistics distribution, and employee salaries. This financial plan will create a robust financial base for the company to effectively commence operations, maintain business functions, and achieve scalable expansion in the sustainable fashion industry.

### 1.8 Exit Strategy for Investor

DurDur Sdn. Bhd. provides investors with a straightforward exit strategy that aligns with long-term growth objectives. Possible approaches include strategic purchases by shoulder bag companies after regional growth, allowing investors to benefit from DurDur's increased brand worth and market presence. Another option for realizing returns involves capitalizing on an initial public offering (IPO) after developing strong, sustainable revenue channels in Asian countries such as Singapore, China, and Thailand, permitting investors to sell shares in the public market. Additionally, the founder can buyback of shares represents a practical alternative, offering significant returns to investors while strengthening the founding team's equity ownership.



## 2. THE BUSINESS

### 2.1 The Description of the Business

#### 2.1.1 The Name, Logo, and Location of the Proposed Business

The name "DurDur Sdn. Bhd." is a creative combination of "durian" and a stylized repetition to create a brand that is memorable, playful, yet strong and easy to pronounce. It reflects the company's core identity that transforming durian husk waste into stylish and eco-friendly fashion products. The unique name emphasizes both the local cultural relevance of durian and the company's innovative approach to sustainable materials.

Figure 2.1 Logo of DurDur Sdn. Bhd.



(Source: Developed for the research)

The DurDur logo is a modern and minimalist representation of the brand's eco-conscious yet fashion-forward vision. It features a stylized, monogram-inspired "D" and reverse "D" forming a bold symbol that reflects the company's initials. This clean, geometric approach makes the logo easily adaptable for fashion tags, accessories, and packaging.

The black and white colour scheme presents a sleek and timeless aesthetic, aligning with the luxury feel of the brand while ensuring high contrast and visibility across different backgrounds. The strong letter mark conveys fashion, creativity, and modern elegance, making it suitable for both digital branding and product labelling.

Overall, the logo's bold and symmetrical structure represents balance between innovation and sustainability perfectly encapsulating DurDur's mission to create stylish, ethical fashion from agricultural waste. It reflects the brand's ambition to lead a new era of eco-friendly bag manufacturing in Malaysia and beyond.

Figure 2.2 Map of DurDur Sdn. Bhd.'s Headquarter



Figure 2.2 shows that the headquarters of DurDur Sdn. Bhd. is located at No. 24, Kawasan Perindustrian Ringan KM4 Jalan Lipis, 27600 Raub, Pahang, Malaysia. It is a strategic choice that aligns with the company's core operations in sustainable bag manufacturing. This location is part of a zoned industrial area, making it ideal for light manufacturing, raw material processing, and storage of fruit leather products.

The site is well-equipped with essential infrastructure such as electricity, clean water, proper road access, and nearby logistics support, which are crucial for daily production activities. Its location also provides logistical advantages with being only 1.5 to 2 hours away from the Klang Valley via the East Coast Expressway that enabling efficient transportation to key urban markets.

Raub is also Malaysia's top durian hub where the district comprises 11,201 hectares of durian orchards and produces about 70,650 tons of fruit annually, with Musang King and other varieties like D24 and IOI D168 cultivated for local use and export. Pahang state contributes approximately 89,916 tons to Malaysia's total annual durian production of 384,170 tons. As national production rises toward

443,000 tons by 2030, Raub's share ensures a consistent, local year-round supply of durian husk for industrial use (The Star Online, 2020).

This abundant and reliable raw-material base enables DurDur to maintain a stable inventory of husks throughout the year, reducing logistics costs and supporting uninterrupted production. In addition, the region's lower rental and operational costs compared to urban centers make it a highly cost-effective choice for a start-up. This location reinforces DurDur's commitment to eco-friendly innovation, efficient operations, and community empowerment as we transform agricultural waste into high-value sustainable products.

#### 2.1.2 Nature of Business/ Products or Services Offer

DurDur Sdn. Bhd. is a start-up company in the bag manufacturing industry. DurDur focuses on creating eco-friendly, fruit-based leather products, beginning with a line of stylish, innovative bags made from durian fruit leather which is a biodegradable and cruelty-free alternative to animal leather. One of our flagship products is the Durra shoulder bag, a unique fruit leather bag designed for eco-conscious and modern consumers who value both sustainability and style.

Why our product name "*Durra*"?

Durra shoulder bag is the first series of bags currently developed by DurDur Sdn. Bhd., marking the beginning of our journey in sustainable bag industry. Durra is a distinctive and meaningful name inspired by the word "durian," the iconic tropical fruit, and stylized to feel elegant and brandable. The name "Durra" evokes a sense of refinement and innovation, aligning with our mission to elevate agricultural waste into sustainable style.

The name Durra is easy to remember, unique in the market, and designed to leave a lasting impression. It reflects the bold identity of the brand while embodying the values of eco-friendly innovation, cultural relevance, and stylish practicality that perfectly aligned with DurDur Sdn. Bhd.'s vision for the future of sustainable style.

#### 2.1.3 Company Missions and Objectives

##### **Vision**

To be a globally recognized brand in sustainable bag manufacturing by transforming agricultural waste into eco-friendly and high-quality bags that promote conscious living, practical use, and environmental responsibility worldwide.

### **Mission**

Our mission is to create high-quality, innovative bags made from fruit-based leather, providing consumers with ethical and functional alternatives that support a greener future.

### **Objectives**

The objectives of DurDur Sdn. Bhd. are:

1. To build a strong and recognizable brand associated with sustainability, creativity, and quality.
2. To develop and deliver durable and biodegradable bags that reduce environmental impact.
3. To raise awareness about sustainable consumption and the potential of agricultural waste as a valuable resource.
4. To achieve long-term growth through continuous innovation, community engagement, and product diversification.
5. To increase sales and market reach through strategic partnerships, effective marketing, and expanding distribution channels.

## **2.2 The Opportunity**

### **2.2.1 Problem to Solve or Need to be Filled**

#### **Problem 1: Weaknesses of Manufacturing Leather Bags**

The manufacturing of leather bags is closely tied to the traditional leather industry, which is recognized as one of the most environmentally harmful sectors globally (HZCORK, 2022). A major weakness lies in the leather tanning process, which relies heavily on toxic chemicals such as chromium and sulphides. These substances are often discharged into waterways, contaminating rivers and groundwater, causing

severe and long-lasting ecological damage. Tanning also contributes to soil degradation, reducing biodiversity and diminishing agricultural productivity in affected regions. Additionally, producing just one square meter of leather requires over 17,000 litres of water and generates significant carbon dioxide (CO<sub>2</sub>) emissions (Sabant, 2024), leading to a large carbon footprint. The upstream supply chain of leather, particularly livestock farming further exacerbates environmental harm through deforestation for grazing land, methane emissions, and ethical concerns linked to animal slaughter. These environmental, ethical, and sustainability issues present a critical weakness for the leather bag manufacturing sector, especially as consumer preferences shift towards eco-friendly, cruelty-free alternatives.

### **Problem 2: Unsustainable Nature of Synthetic Leather Alternatives**

While synthetic leather is promoted as an ethical alternative, it poses its own environmental issues. Materials such as polyurethane (PU) and polyvinyl chloride (PVC) are derived from fossil fuels which are not biodegradable (Gred Editors, 2023). The production and disposal of such materials release toxic chemicals and microplastics into ecosystems, contaminating water resources and entering the food chain. Over time, these synthetic materials accumulate in landfills, taking decades to break down and releasing harmful substances into the environment (Aref Yarahmadi et al., 2024). Despite their non-animal origin, these leathers are unable to support a truly sustainable and circular fashion system. This creates a significant gap in the market for vegan materials that are not only ethical but also environmentally friendly in the production, utilisation, and disposal.

### **Problem 3: Agricultural Waste in Malaysia**

Malaysia, known for being one of the largest producers of durian, which are known as the "King of Fruits", faces a serious agricultural waste management issue. With the husks comprising more than 60% of the total weight of each durian, over 1.5 million tons of durian husk waste are generated annually (Hamzah et al., 2023). According to Jia Ying Chua et al. (2023), these durian husks are usually discarded and sent to overflowing landfills, where they take a long time to decompose and release harmful gases such as methane, which is much more dangerous than CO<sub>2</sub> and contributes to climate change and air quality problems. The scale of the durian

husk waste causes both logistical and environmental issues, requiring innovative solutions for repurposing and sustainably reducing organic waste.

#### **Problem 4: Unavailability of Affordable Eco-friendly Materials**

Despite the rising demand for ethical and environmentally friendly creation, many existing plant-based leather alternatives are overly expensive and difficult to scale (Bryant, 2024). According to HZCORK (2022), plant-based leather such as mushroom leather (mycelium) or pineapple leather (Piñatex) are still priced at a premium and have yet to be readily accessible to fashionable brands. For example, Stella McCartney launched the Frayme Mylo™ Shoulder Bag, crafted from mycelium and costs £1,795 with a size of 18.5x14.5x6 cm, which is approximately RM8,588 (Stella McCartney, 2025), while Svala launched the Metallic Black Piñatex® Gaia Bag made of Piñatex and costs RM1,080 with a size of 26x14x4.5 cm (Svala, 2025). These brands seeking to adopt sustainable practices are often limited by high production costs, inconsistent material availability, or performance issues (Biela-Weyenberg, 2023). This has created a significant market gap for sustainable, feasible, and cost-effective materials that can serve both luxury and mass-market segments.

#### **2.2.2 How the Proposed Business Solved the Problem or Fills the Need**

##### **Solution 1: Offering a Plant-Based, Biodegradable Alternative Material to Traditional Leather**

DurDur Sdn Bhd addresses the negative environmental impact of traditional leather production by introducing the **durian husk leather**, which is a 100% plant-based and biodegradable material. This innovative leather alternative eliminates the use of toxic tanning agents such as chromium, reducing the risks of water pollution and soil contamination. The production process uses quite less water and energy and producing lesser greenhouse gas emissions. Furthermore, producing durian husk leather aligns with ethical and environmental standards while also avoids animal exploitation and deforestation (Siddiqui et al., 2024). The product of DurDur Sdn

Bhd serves as an attainable and ethical alternative for businesses and consumers seeking environmentally friendly leather-like materials.

### **Solution 2: Replacing the Use of Petroleum-Based Synthetic Leather**

DurDur Sdn Bhd developed a **fully bio-based material** made from natural, renewable resources, specifically the agricultural waste, durian husks to address the environmental problems of synthetic leather alternatives such as PU and PVC. This material does not contain any plastic, making it free from fossil fuel dependency and microplastic pollution. Different from the petroleum-based products, DurDur's leather alternative decomposes organically and safely at the end of its lifecycle, contributing to a closed-loop and waste-reducing environment. This innovation can satisfy the growing demand for materials that are not only vegan, but also fully biodegradable and sustainable.

### **Solution 3: Upcycling Durian Husk Waste into an Eco-friendly Material for Bag**

DurDur Sdn Bhd directly addresses the agricultural waste issue in Malaysia by transforming **wasted durian husks**, accounting over 60% of the fruit's weight into a high-performance and durable material. Rather than allowing these husks to accumulate in landfills and emit harmful gases as they decompose, DurDur transforms them into a useful resource. This process reduces the volume of organic waste while also lowering the emissions of methane. Moreover, it supports national sustainability initiatives and generates economic value from a previously overlooked waste stream, offering new income opportunities for durian growers and suppliers through an integrated circular system. According to Jia Ying Chua et al. (2023), Malaysia's ongoing efforts to reduce agricultural waste and promote sustainable innovation are aligned with transforming waste like durian husks into valuable products, reinforcing the relevance and impact of DurDur's solution on the national environment.

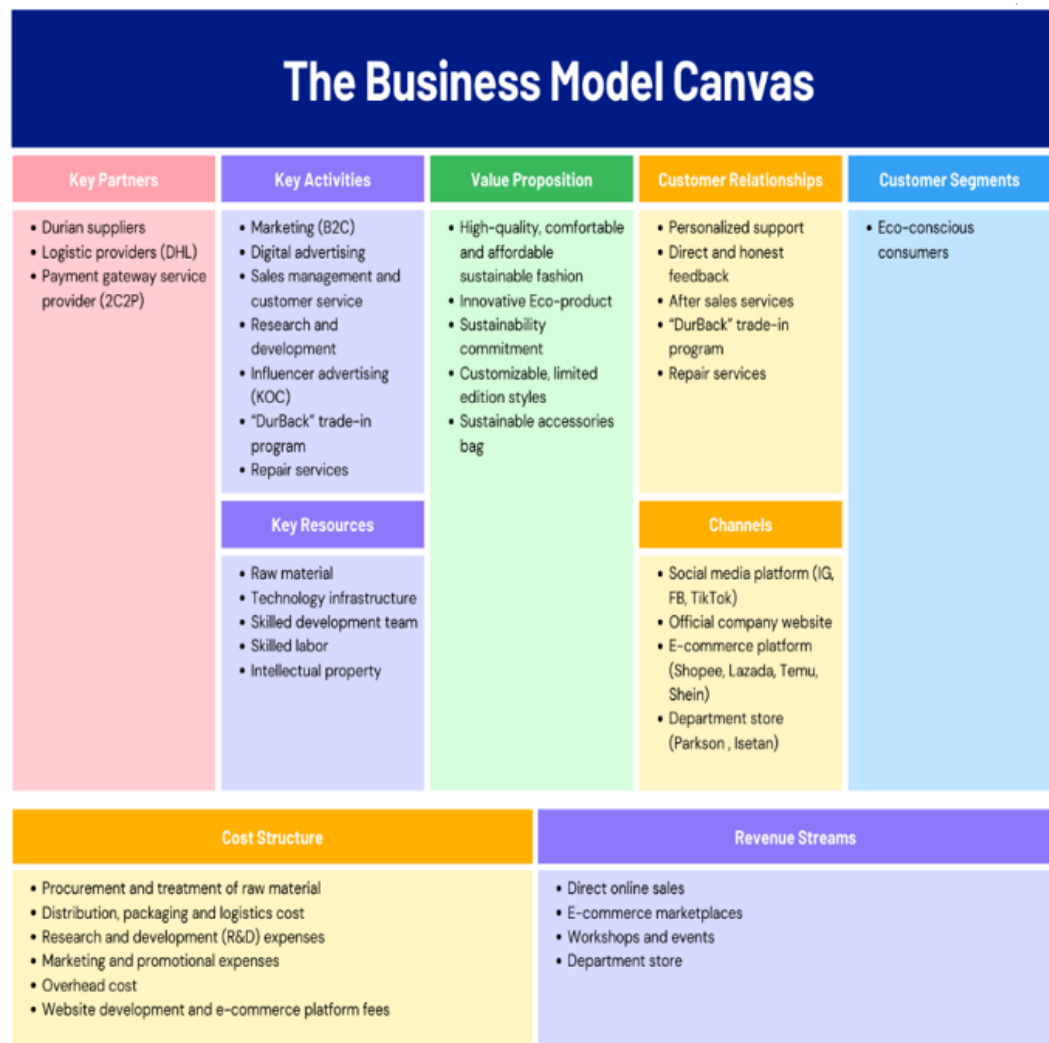
### **Solution 4: Developing an Affordable and Scalable Sustainable Material for Bag**

DurDur Sdn Bhd offers a **cost-effective and scalable material** that fulfils industry sustainability demands without compromising on quality, performance, or appearance since durian husk waste is widely available and inexpensive. DurDur’s production model is designed to scale efficiently. This is not just a material but also a catalyst for change. It is appropriate for different industries, ranging from consumer goods to automotive interiors, allowing businesses to adopt sustainable alternatives without suffering high production costs or supply chain bottlenecks (Jia Ying Chua et al., 2023). Thus, DurDur Sdn Bhd bridges the gap between environmental responsibilities and commercial feasibility.

## 2.3 Competitive Advantage

### 2.3.1 Business model canvas for Dur Dur Sdn. Bhd

Figure 2.3 Description of The Business Model Canvas





(Source: Developed for the research)

- **Key Partner**

DurDur Sdn. Bhd. collaborates with several strategic partners to ensure the smooth operation of its business model. These include durian suppliers such as Royal Pahang Durian and Goldhill Estate Raub Sdn. Bhd., which provides durian husk as a raw material. Logistic providers such as Dalsey, Hillblom and Lynn (DHL) manage the transportation of goods to ensure timely and efficient delivery to customers. DHL is a global logistics and transportation company that provides fast and reliable services, along with various shipping options. DHL offers customers an easy-to-understand pricing structure. There are no hidden fees and no financial surprises on either end. This enable DurDur Sdn. Bhd. to maintain a manageable shipping budget. Besides that, DHL possesses unparalleled customs expertise in customer procedures. This enables DurDur to navigate complex regulatory environments efficiently and ensure smooth, on-time delivery of products across international borders. This is because DHL deep understanding of global trade compliance minimizes the delays and to enhance supply chain reliability. Moreover, DurDur Sdn. Bhd. collaborates with 2C2P, a provider of secure payment gateway services. 2C2P is an international payments platform that enables businesses to accept payments securely across online, mobile, and in-store environments. 2C2P adheres to PCI 2DS Certification and supports the core security protocol and specifications of EMVCo's EMV 3D Secure. This PCI 3DS introduces an additional layer of security that allows users to authenticate with payment gateways during Card Not Present transactions. As a result, it aids in minimizing CNP payment fraud and ensures security for payment service providers.

- **Key Activities**

DurDur Sdn. Bhd.'s core activities include business-to-consumer (B2C) marketing that maintain good relations with potential customers to ensure they return. Besides that, digital advertising is essential to create brand awareness to end consumer. Apart from that, DurDur Sdn. Bhd. focus on sales management and customer

service to increase customers satisfaction. In addition, the company places strong emphasis on research and development (R&D) to innovate and enhance the processing technology of durian husks. In additional, DurDur Sdn. Bhd. also invest in influencer marketing through key opinion consumers, who promote the product to niche eco-conscious consumers. Their perspectives are often more relatable and trustworthy compared to endorsements from celebrities or reviews by conventional influencers. This genuineness can enhance consumer trust. Furthermore, DurDur involve executing and overseeing the “DurBack” trade-in program via the official website. For the “DurBack” trade-in program customers can upload short video of their used DurDur bags for an initial evaluation. Accepted bags will be repaired and refurbished, sold again under the ‘DurDur Renewed’ label, or creatively transformed into smaller items like keychains or card holders. Furthermore, DurDur is tasked with distributing discount vouchers to qualified participants and ensuring thorough documentation for each transaction. Finally, DurDur provides repair services for consumers. This enables customers to ship their damaged DurDur bags to the company's headquarters for repairs. These activities help in creating a sustainable and circular product lifecycle.

- **Key Resources**

DurDur’s key resorces including the raw material of durian husk, which serve as a main input for producing the durian husk leather. In additional, DurDur Sdn. Bhd. include technology infrastructure that support business operations, such as production machinery and the e-commerce platform. Besides that, DurDur Sdn. Bhd. relies on a skilled development team who specialize in product development, material processing and innovation. To make operation more efficiency, DurDur Sdn. Bhd. have trained skills laborers who are responsible for the physical production of the bags, including material handling and assembly. Lastly, to protect bag innovation and process of making durian husk leather, DurDur Sdn. Bhd. leverages intellectual property rights such as patents, and trademark through MyIPO.

- **Value Propositions**

DurDur Sdn. Bhd. provides high-quality, comfortable, and affordable sustainable shoulder bags. These shoulder bags are not only eco-friendly and innovative but also highlight the ability to customize and come in limited-edition designs, making them both environmentally responsible and exclusive. This unique value proposition attracts environmentally conscious consumers who value originality, functionality, and sustainability. By combining ecological sustainability commitment with innovative design and affordability, DurDur Sdn. Bhd. successfully positions shoulder bag as stylish and socially responsible choices in the market. Additionally, DurDur incorporates a sustainable accessories bag into its shoulder bags, crafted from durian husk. This dedication to sustainability encompasses more than just the outer material, reinforcing the brand's comprehensive eco-friendly approach.

- **Customer Relationship**

DurDur Sdn. Bhd. focuses on several customer engagement strategies to build long term relationship with consumer. Personalized support enables DurDur Sdn. Bhd. to create meaningful connections with potential customers. Apart from this, direct and honest feedback help DurDur Sdn. Bhd. reduce misunderstandings and minimize negative reviews of shoulder bag. Besides that, DurDur Sdn. Bhd. provide assistance with product-related issues by offering after sales services to consumer. DurDur offers comprehensive support for any product-related issues, including addressing any defects, and facilitating exchanges or returns. This aim to build long-term trust and loyalty with the customers. In additional, through the “DurBack” program and repair services able to strengthen long-term bonds with target customers. These services can make DurDur builds strong customer relationships by promoting sustainability and rewarding loyalty, positioning itself as a brand that partners with customers in eco-friendly practices rather than simply selling products.

- **Channels**

DurDur Sdn. Bhd. primarily markets its products through social media platforms like Instagram, Facebook, and TikTok. These social media channels effectively utilize engaging content and collaborations with influencers to reach a diverse consumer base. Furthermore, DurDur Sdn. Bhd. enhances its outreach and consumer convenience by utilizing its official company website and e-commerce platform such as Shopee, Lazada, Shein, and Temu. Additionally, DurDur collaborates with chosen department stores to offer customers an in-person shopping experience. For instance, DurDur has teamed up with Parkson and Isetan to sell products, which has helped to increase brand exposure among consumers. This strategy allows customers to physically see and feel the products prior to purchasing. These various channels not only bolster DurDur Sdn. Bhd.'s brand visibility but also enable the company to respond swiftly to market trends.

- **Customer Segments**

DurDur Sdn. Bhd. targets main customer segments which is eco-conscious consumers. Eco-conscious consumers who prioritize environmental sustainability and looking for products that reduce their ecological footprint. This demographic includes people who are worried about problems like climate change, pollution, and the exhaustion of natural resources, driving them to choose items that are reusable, recyclable, biodegradable, or crafted from sustainable materials. By providing sustainable shoulder bags that merge eco-friendliness with innovation, affordability, and exclusive designs, DurDur Sdn. Bhd. has appealed to this expanding consumer base where the consumer who aim to make environmentally responsible decisions without sacrificing quality, style, or customization.

- **Cost Structure**

The cost structure of DurDur Sdn. Bhd. encompasses various elements. Procurement and treatment of raw materials incur costs for sourcing high-quality materials and maintaining stock levels. Distribution, packaging, and logistics costs are necessary to ensure the safe and timely delivery of products. Ongoing research

and development (R&D) expenses are essential for improving material quality and creating new designs. Marketing and promotional activities also require significant funding to build brand awareness and drive customer engagement. DurDur Sdn. Bhd. allocates a budget for overhead costs, including warehousing and administrative operations, to support day-to-day business functions. Additional expenses include website development and e-commerce platform fees to ensure smooth online transactions and a seamless user experience.

- **Revenue Streams**

DurDur Sdn. Bhd, generates revenue through multiple channels. The main sources include direct online sales from the company's official website and social media platforms. This able DurDur to direct engagement with customers and streamlined transaction. In addition, DurDur also leverages the e-commerce marketplaces such as Shopee, Lazada, and Shein, which help expand market reach. Beyond digital sales, DurDur also earns additional revenue through workshops and events, where customers can design or customise their own handbags, creating a unique and engaging brand experience. Lastly, DurDur also generate revenues though department store such as Parkson and Isetan, expanding market reach beyond direct and online channels. These experiences not only create alternative income sources for companies, but they also boost customer involvement and brand loyalty by giving customers distinct chances to engage directly with the products.

### 2.3.2 Sustainable Competitive Advantage

Sustainable competitive advantage is crucial for a new business, as it determine the potential for long-term growth and success. DurDur Sdn. Bhd. aims to establish sustainable competitive advantages through several key strategies:

- **Unique and Eco-Friendly Raw Material**

DurDur Sdn. Bhd is dedicated to reducing environment impact by utilizing durian husks, an agricultural by-product that is typically discarded as waste. DurDur Sdn.

Bhd. reduces landfill waste and reduces reliance on animal leather and petroleum-based synthetics by converting this material into eco-friendly fabrics. This approach extends product life cycles and reduces waste, reinforcing company's commitment to sustainable consumption.

- **Strong Brand Identity Focused on Sustainability**

DurDur Sdn. Bhd. seeks to create an emotional connection with eco-conscious consumers by highlighting its social impact initiatives, such as empowering female artisans and supporting zero-waste goals. By aligning itself with the values of environmentally conscious consumers, DurDur Sdn. Bhd. is able to foster brand loyalty among consumers who prioritize sustainability and are willing to pay a premium for ethically produced products.

- **Intellectual Property**

DurDur Sdn. Bhd. recognizes the importance of intellectual property rights in protecting its technological innovations and brand image. The company plans to safeguard its proprietary method of processing and handling durian husks leather through applying patents. This strategy is intended to prevent imitation and ensure a sustainable competitive advantage in the marketplace. In addition, DurDur Sdn. Bhd. will trademark its brand name and logo to enhance brand recognition and protect its reputation. These intellectual property strategies will support the company's growth, increase its valuation, and attract potential investors by demonstrating a solid foundation of innovation and market differentiation.

- **Customer-Centric Approach**

DurDur Sdn. Bhd. combines sustainability and aesthetic design to deliver a unique product that aligns with customers' personal values. DurDur Sdn. Bhd. considers customer feedback on durability, comfort and affordability to ensure the bag is not only innovative but also meets real-life expectations. This customer-centric

approach focuses on building strong relationships with customers, which can enhance company's reputation and competitiveness.

## 2.4 Current Status and Requirements

2.4.1 Description of where the business stands today and what the business needs to move forward

Figure 2.4 Projected milestones for Dur Dur Sdn. Bhd.









(Source: Developed for the research)

Figure 2.4 shows the projected milestones of DurDur Sdn. Bhd. for the next four years. Its development starts in March 2025, focus on laying a strong foundation through market research and competitor analysis in the bag manufacturing industry. During this period, initial shoulder bag design and thorough suppliers and process research will be conducted at the same time. In addition, business plan including the brand concept and company mission will be created to be the guideline for future strategies and help secure potential investors.

By June 2025, DurDur will start with prototype development including functional prototype creation, quality testing and packaging design. In addition, fundraising activities such as pitching to early-stage investors or applying for green innovation funding will begin in this period. In parallel, looking for suitable and cost-effective factory location and begin drafting workflow-efficient factory layout will be done to ensure operational efficiency.

By the end of the year, its focus will shift toward infrastructure and team building. Factory renovation and equipment purchase will be the main goal for this phase, together with long-term partnerships establishment with suppliers and third-party logistics providers. After the company registration with the legal departments, recruitment and training program will be carried out for factory workers and administrative employees.

Moving into the second year, brand establishment will be the focus of DurDur to build digital presence and brand identity among target customers. Developing company website and social media accounts will be the first step of brand establishment. Other than that, collaborations with online shopping platforms such as Shopee and Zalora will help DurDur to approach larger customer base. To protect company's assets, trademarks and patents will be registered and the payment gateway systems. On the other hand, the company's supply chain will be planned and designed to ensure smooth business operation from production process to delivery method.

Branding and teaser marketing across digital platforms will be implemented by March 2026. This includes social media marketing campaigns, limited batch manufacturing and Key Opinion Consumer (KOC) collaboration to assess public interest. A soft marketing test will also be conducted waiting list or pre-order mechanism to evaluate initial demand and gather data on customer interest.

DurDur's soft opening is planned in June 2026 by selling a limited number of products to selected customers. This phase will be served as real-time market test, allowing us to gather customer feedback and reviews that will be crucial for the company to refine their product design, material quality, and branding. Preparation of official launch can be further improved based on the feedback.

By the end of 2026, DurDur will start entering the market at scale. Before official launching, finalising product improvements based on soft launch results and put them into operation need to be done before December 2026. During the official brand launching, complete product line will be released across all e-commerce platforms. Sales data and customer feedback will be collected and analyse for better marketing strategies.

In 2027, DurDur starts initiating with new research and development efforts, aiming to enhance the durability and different design of durian fruit leather bag. As the company was moving to a stable phase, collaboration with Key Opinion Leaders (KOLs) and local celebrities will broaden its brand reach. On the other hand, DurDur's focus also emphasise on Sustainable Development Goals (SDGs) by embedding sustainability into every part of the business. Moving to the end of the year, DurDur expect to expand their product line to include wider type of bag design and increase brand visibility through targeted marketing and advertising campaigns for their new products.

After having a stable customer pool, DurDur aims to open their first physical retail store in March 2028. Shopping malls and stand-alone outlets will be the main focus for retail store location to create a wonderful customer experience through product demonstration.

Finally, in January 2029, DurDur targets expanding its business into Asia markets, such as Singapore, China, and Thailand. DurDur will also initiate CSR and sustainability programs such as 5R program to build goodwill and reinforce its commitment to ethical practices. This phase marks the evolution into a regional sustainable bag manufacturing leader with strong social and environmental impact.

### 3. INDUSTRY ANALYSIS

#### 3.1 Industry Description

##### 3.1.1 Industry Trends

The global bag industry is undergoing a significant transformation, driven by increasing consumer demand for sustainable and ethically produced products (Reports and Insight, 2025). One prominent trend is the adoption of biodegradable materials. Innovations such as mushroom-based (mycelium) leather and algae-derived textiles are gaining traction as viable alternatives to traditional animal leather, offering both environmental benefits and aesthetic appeal (Stateless NYC, 2024). Companies like TomTex are leading the way by developing 100% biobased and biodegradable handbags using chitosan from mushrooms and discarded shrimp shells, aiming to reduce the environmental impact of the leather industry (Time, 2024). In response to this shift, DurDur Sdn. Bhd. embraces innovation by utilizing durian husk waste to develop fruit-based leather. This approach not only aligns with the biodegradable material trend but also contributes to waste reduction in Malaysia, turning a commonly discarded agricultural by-product into a valuable, sustainable material.

Transparency and ethical practices within supply chains are also becoming critical factors influencing consumer choices. As awareness of labor practices and environmental impacts grows, consumers are demanding greater accountability from brands. Companies are responding by implementing measures to ensure ethical sourcing, fair labor conditions, and environmentally friendly production processes (Stateless NYC, 2024). DurDur Sdn. Bhd. places a strong emphasis on ethical manufacturing by sourcing durian husks directly from local farms and working with responsible processing partners. By fostering community-based partnerships and maintaining transparency in its material sourcing and production processes, DurDur ensures its operations uphold both environmental and social integrity.

Furthermore, the rise of slow fashion is encouraging consumers to prioritize quality over quantity. Slow fashion is a movement in the fashion industry that prioritizes quality and sustainability over speed and low costs (Italian Artisan, 2023). This movement advocates for purchasing fewer, higher-quality items that are designed to last, thereby reducing the environmental footprint associated with fast fashion (Ranavaade, 2023). Brands that embrace this philosophy are finding favour among consumers who value sustainability and ethical considerations in their purchasing decisions. DurDur Sdn. Bhd. reflects this slow fashion movement by designing its products such as the Durra bag series with durability and timeless appeal in mind. The bags feature a self-matching design, allowing users to refresh the look through interchangeable accessories rather than buying entirely new products. This encourages conscious consumption and supports the longevity of each item, aligning perfectly with the values of slow, sustainable living.

In recent years, there has been a notable shift towards personalization, driven by consumers' desire for products that offer flexibility and adaptability. Bag designs that allow users to customize and transform their bags to suit various needs and occasions are gaining popularity. This trend reflects a broader movement towards multifunctional and personalized products that align with individual lifestyles and preferences (TrendHunter, 2024). Responding to this demand, DurDur Sdn. Bhd. incorporates a self-matching feature in its Durra bag series, allowing users to customize their bags with interchangeable accessories.

### 3.1.2 Industry Size

The global bag manufacturing industry is experiencing robust growth, driven by increasing consumer demand for sustainable and reusable bags, the rise of e-commerce and the retail sector, and greater demand for fashionable and functional bags. According to Future Market Insights (2023), the global bag market was valued at USD 45.8 billion in 2025 and is projected to reach USD 63.5 billion by 2035, reflecting a compound annual growth rate (CAGR) of approximately 3.3% over the forecast period. While in Malaysia, the biodegradable vegan leather market is already seeing significant expansion. In 2024, the market size reached

USD 1.5 billion, with forecasts suggesting it will climb to USD 5.7 billion by 2033 at a CAGR of 16.5% (Visionary Research Analysis, 2025).

In parallel, the sustainable bag segment is witnessing significant expansion. The global plant-based leather market, a key component of sustainable bags, was valued at USD 18.58 billion in 2023 and is expected to grow at a CAGR of 10.2% during the forecast period, reaching USD 44.13 billion by 2032. This growth is attributed to the rapid increase in awareness towards the adoption of sustainable products among a large portion of the world's population and increased usage of plant-based leathers in a variety of applications, including bags, clothing, and automotive interiors (Polaris Market Research, 2024).

DurDur Sdn. Bhd. is strategically positioned within this thriving market by offering innovative, eco-friendly bags made from fruit-based leather derived from durian husk waste. By transforming agricultural waste into sustainable materials, DurDur not only contributes to environmental conservation but also aligns with the growing consumer preference for products that are both functional and environmentally responsible.

### 3.1.3 Industry Attractiveness

#### A. Threat of New Entrants

In the broader sustainable leather and fashion accessories market, the threat of new entrants is **high** due to the rise in global environmental awareness, shifting consumer behaviour toward ethical consumption, and relatively low entry barriers in the fashion industry (Statista, 2024). New brands can emerge quickly by leveraging social media, e-commerce platforms, and contract manufacturing to penetrate the market. The rising accessibility of bio-based materials and digital marketing tools empowers smaller players to create niche brands that compete effectively with traditional labels. The lack of stringent regulatory requirements for launching fashion labels in Malaysia and Southeast Asia further lowers the barrier.

However, from the perspective of DurDur, the threat of new entrants is relatively **moderate**. DurDur Sdn Bhd's position is more defensible. The company is pioneering an innovative material (durian husk leather), which requires scientific processing, R&D capabilities, and material expertise. This narrows the field of potential competitors who can easily replicate the product. The use of locally sourced agricultural waste not only adds environmental value but also embeds cultural identity into the brand. These differentiators create a moderate entry barrier for others attempting to produce similar products (Urbinati et al., 2021). Nonetheless, DurDur must recognize that larger fashion houses or global sustainable brands with vast R&D budgets and economies of scale could enter the niche by introducing their own fruit- or plant-based leather alternatives. Therefore, to maintain its competitive edge, DurDur must secure its position through patents or trade secrets, deepen its brand story, and continuously innovate in material science and design.

## **B. Bargaining Power of Suppliers**

In the sustainable leather market, the bargaining power of suppliers is **moderate**, especially when it comes to biomaterials and specialized processing equipment. According to Sorn Duangsuwan et al. (2023), while many raw materials like pineapple leaves, banana fibres, or agricultural waste are readily available in agrarian regions, turning them into leather-like materials involves technical complexity. There are only a handful of qualified suppliers or processors who can meet the requirements for durability, flexibility, and sustainability certifications. This concentration of expertise gives such suppliers some leverage over pricing and delivery timelines, particularly for smaller brands that lack bargaining scale.

From DurDur's perspective, the power of raw material suppliers is relatively **low**, since durian husks are an agricultural waste product found in abundance in Malaysia, where over 1.5 million tons of durian husk waste are generated annually (Hamzah et al., 2023). This gives the company a cost advantage and also reinforces its sustainable and circular economy brand narrative. However, the real power lies with technology and processing partners who help convert durian husk into a usable, durable material. If DurDur is dependent on a limited number of technical partners

or imported technology, supplier power can become a bottleneck. To manage this risk, DurDur should aim to build internal R&D capabilities, diversify its processing partners, or even form strategic alliances with local universities or research institutions. Reducing reliance on external specialists enhances control over cost, quality, and innovation speed.

### C. Bargaining Power of Buyers

The bargaining power of buyers is **high** in both the general sustainable fashion market and for DurDur. Consumers are increasingly informed, environmentally conscious, and aware of the growing number of sustainable brands entering the scene (McKinsey & Company, 2023). This means buyers have a wide variety of alternatives, ranging from genuine leather to synthetic (PU) leather, and other plant-based materials like pineapple, cactus, and mushroom leather. Moreover, fast fashion brands are now launching “green” or “eco” collections, further giving buyers access to affordable sustainable-looking products, even if the actual sustainability is questionable.

For DurDur, this means consumers will naturally compare its pricing, durability, design, and environmental claims to other available products. If the value proposition is unclear or unconvincing, buyers may easily shift to better-known or lower-priced alternatives (Bailetti et al., 2020). This gives them significant power over purchasing decisions. However, DurDur can reduce this power by narrowing its target audience to eco-conscious, design-savvy consumers who value local innovation, exclusivity, and purpose-driven brands. The company must articulate a clear brand story, not just that its bags are sustainable, but that they are made from an iconic Malaysian fruit’s waste, supporting circular economy values and local agricultural communities. Offering limited-edition designs, customization, or transparency in the supply chain can also appeal to ethical consumers and foster loyalty, thus reducing buyer power.



#### D. Threat of Substitutes

The threat of substitutes is **very high** in both the general sustainable fashion market and in DurDur's specific niche. Consumers can choose from a wide range of materials beyond traditional leather, including pineapple leather (Piñatex), mushroom leather (Mylo), and more. Many of these alternatives are now produced at scale and are backed by well-known fashion brands, offering strong competition on both price and performance.

For DurDur, the challenge is twofold. DurDur must convince consumers that durian husk leather is functionally competitive, and that it is unique enough to stand apart from other sustainable options. The former requires rigorous product testing and certifications to assure durability, water resistance, flexibility, and longevity. The latter depends on strategic branding and cultural storytelling. Unlike generic biomaterials, durian husk has a local cultural identity that can be leveraged for storytelling and emotional connection. By framing the product as a Malaysian innovation that transforms waste into luxury, DurDur can carve out a unique niche. However, this will require consistent education campaigns, influencer partnerships, and creative marketing to overcome the broad threat of substitution.

#### E. Competitive Rivalry

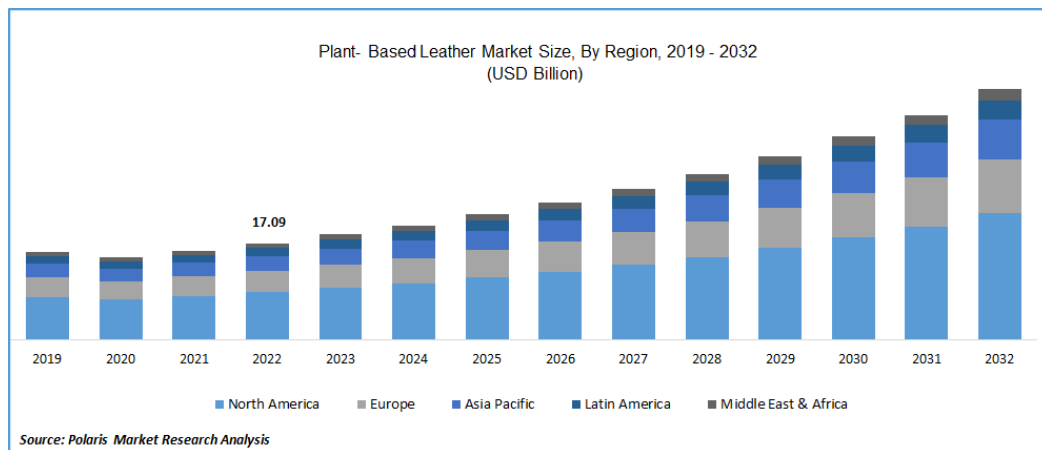
The level of competitive rivalry is **moderate to high** in the sustainable fashion accessories market. Although the segment is still expanding, many new entrants are emerging, including direct-to-consumer (DTC) startups, legacy fashion brands with green product lines, and even fast fashion players introducing "eco" collections. Product differentiation remains challenging, as many players use similar branding cues like "vegan," "eco," and "recycled," making it harder for consumers to distinguish between brands (Nguyen, 2023).

From DurDur's perspective, rivalry is currently **moderate**, as it is the only one company using durian husk as a base material, which provides a first-mover advantage in both local and regional markets. This novelty, combined with a strong cultural identity, allows DurDur to stand out for now. However, as sustainability

becomes the new norm, competitors may start copying materials, stories, or design philosophies. DurDur must therefore stay ahead by protecting its IP, strengthening customer engagement, collaborating with designers, and continuously innovating in both material science and branding.

### 3.1.4 Profit Potential

Figure 3.1 Profit Potential for Dur Dur Sdn. Bhd



(Sources: Polaris Market Research, 2024)

According to data from Statista Market Insights (2024), the Malaysian bag market is projected to generate up to USD 576.5 million in revenue by 2025, reflecting the growing demand for bags among young people and urban consumers. This strong demand presents an opportunity for DurDur Sdn. Bhd. to capture market share by launching differentiated, eco-friendly bags. The market is projected to maintain a compound annual growth rate (CAGR) of 7.77% from year 2025 to year 2030, indicating sustained steady expansion. Growth in disposable income, rising interest in lifestyle products, and the influence of global fashion trends further drive this growth.

Global plant-based leather is a sustainable leather alternative made from plants and fruits such as cactus, apples, pineapples and so on. The global bio-based leather market is expected to grow rapidly from USD18.58 billion in 2023 to USD 44.13 billion by 2032. Driven by consumer demand for sustainable and ethical fashion, this rapid growth presents high-margin opportunities for brands adopting plant-

based materials such as durian husk leather. This offers DurDur Sdn. Bhd. a valuable opportunity to enter the market early with fruit peel-based alternatives, attract significant consumer attention, and command premium pricing advantages (Polaris Market Research, 2024).

Durian shells are widely available in Malaysia, especially during durian season, offering a low-cost and abundant raw material that supports scalable production. By transforming this agricultural waste into shoulder bags, DurDur Sdn. Bhd. can enter a rapidly growing and environmentally conscious market. Although durian husk leather is a relatively new material, it aligns with consumers' growing demand for ethical, cruelty-free alternatives to traditional leather. This can give the brand a unique identity and strong local pride appeal. Additionally, DurDur Sdn. Bhd. has the potential to expand into the ASEAN market and eventually export internationally. DurDur Sdn. Bhd. focus on sustainable fashion, combined with the rising global market for bio-based leather, presents significant opportunities for growth and profit. Alignment with global sustainability goals not only enhances brand reputation, but also opens new revenue streams through strategic partnerships, environmental certifications, and entry into niche fashion markets.

Aligning with global sustainable development goals and capitalizing on the growing opportunities in the green economy not only enhances brand reputation but also opens new revenue streams through collaboration, environmental certifications, and access to niche fashion markets. The strong demand for eco-friendly and sustainable materials is a major driver in the bio-based leather market, particularly in the fashion industry, where it enables more environmentally friendly leather materials without compromising leather quality. This factor has a positive impact on market prospects and trend further drives the development of the bio-based leather market.

In summary, DurDur Sdn. Bhd. is well-positioned to achieve strong profit growth, given the growing demand for sustainable fashion and eco-friendly alternatives. With the Malaysian bag market projected to reach CAGR 7.77% during year 2025 to 2030 and the global bio-based leather market expected to grow at a CAGR of 10.2% during the forecast period. DurDur leverages locally sourced durian husk leather to establish a low-cost, high-margin production model for the company. By

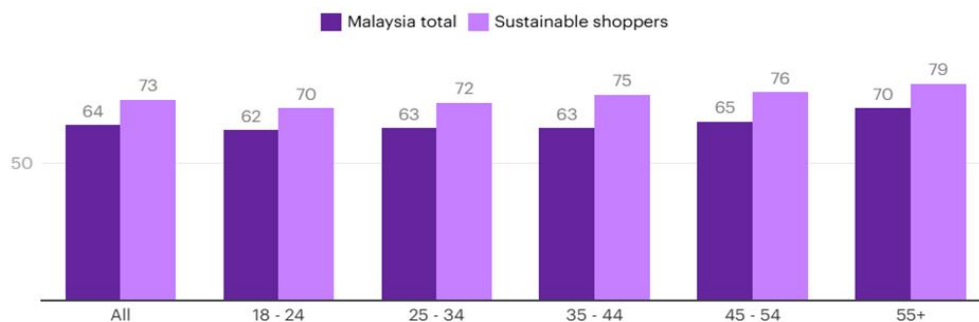
offering unique and eco-friendly products, the company can attract consumers who prioritize ethical consumption, enabling it to achieve premium pricing while reducing raw material costs. Additionally, DurDur's early entry into the rapidly growing fashion industry positions it to build brand recognition, expand into international markets, and unlock revenue potential through customized services. This strategic positioning lays a solid foundation for achieving both financial success and environmental impact.

### 3.2 Target Market

Figure 3.2 Target Market for Dur Dur Sdn. Bhd

#### **Sustainable shoppers across all age groups willing to pay more for eco-friendly products**

% of those who agreed with the statement: "I don't mind paying more for products that are good for the environment."



Sustainable shoppers are defined as those who agree with the statement: "I prefer brands that are sustainable."

**YouGov**

YouGov Profiles, April 2022 • Embed

(Source: YouGov 2024)

According to a survey by YouGov (2024), turning specifically to price sensitivity for eco-friendly products, six out of ten people in the general population would be willing to pay more for eco-friendly products, or 64 percent, while among sustainable shoppers this rises to nearly three quarters or around 73 percent. A significant proportion of consumers, particularly those aged 45 to 54 (76%) and 55 and above (79%) demonstrate a strong willingness to pay extra for products that benefit the environment. This trend not only reflects heightened environmental awareness but also highlights the stronger economic power of older consumers. Meanwhile, younger groups such as those aged 25 to 34 (72%) and 18 to 24 (70%)

also demonstrate encouraging levels of interest, indicating significant potential for long-term brand loyalty (Robinson, 2022).

DurDur targeting individuals aged 25 to 34 and those aged 35 to 44 presents a well-rounded opportunity to enhance both sales and brand loyalty. While these demographics show a slightly lower inclination to invest in eco-friendly products compared to older generations, there remains a notable disparity between the broader Malaysian population and those who identify as sustainable consumers, with 9% within the 25-34 age range and 12% within the 35-44 age range. This suggests considerable potential for converting additional consumers into sustainable shoppers through campaigns aimed at raising awareness and building brand value. Moreover, the 25-44 age bracket typically includes young professionals and emerging families, representing a large and dynamic consumer segment that is increasingly aware of social issues. They are adept with technology and responsive to online marketing strategies, allowing sustainable brands to connect with them effectively through channels like social media, collaborations with influencers, and compelling digital narratives. Their buying choices are commonly swayed by current trends, the opinions of their peers, and the values of the brands they support to making sustainability an appealing distinguishing factor.





Since shoulder bag is made from sustainable durian husk leather, its product philosophy aligns perfectly with the environmental values of these eco-conscious consumers. By targeting individuals aged 25 to 34 and those aged 35 to 44, DurDur ensures its marketing strategies resonate with those who prioritise eco-friendly choices, making this group an ideal audience for its products. This demonstrates a strong connection between sustainable products and consumer willingness to invest, especially when these products also meet both environmental and aesthetic preferences. Given DurDur's focus on the female market, this data presents a unique and profitable opportunity to design and sell fashionable and eco-friendly shoulder bags for women while positively impacting the environment.

In conclusion, these findings present a strong market opportunity for DurDur Sdn. Bhd to offer bags that not only meet aesthetic and functional requirements but also sustainable values. By repurposing durian husks where into biodegradable bag, DurDur able to reduce raw material costs while promoting a circular economy. This

not only enhances the brand's environmental credentials but also provides an edge for unique marketing rooted in Malaysian cultural identity. Given the increased eco-consciousness, innovation in local materials and the emotional appeal of sustainability, women's bags made from durian husk have a high potential for profitability. DurDur is strategically positioned to capture this growing market by offering eco-conscious products that resonate with today's value-driven female consumers.

### 3.3 Competitive Position within Target Market

#### 3.3.1 Competitor Analysis Grid

Name	DurDur 	Vegan Leather Co. 	Tracey 	Veggance 
Product features	<ul style="list-style-type: none"> <li>- Durian-based fruit leather</li> <li>- Self-matching features with multiple bag accessories</li> </ul>	<ul style="list-style-type: none"> <li>- Pineapple leather, cactus leather and organic cotton</li> <li>- Free name embossing service</li> <li>- Sling/bucket style design</li> </ul>	<ul style="list-style-type: none"> <li>- Apple leather</li> <li>- Multiple interior and exterior compartments</li> <li>- Minimalist styling</li> </ul>	<ul style="list-style-type: none"> <li>- Plant-based leather (apple, coffee, bamboo, cactus and banana)</li> <li>- Fully customizable designs with variety designs</li> <li>- Scalable production with low minimums</li> </ul>
Price range	RM45 - RM280	RM1,005 – RM1,341	RM299	Not open to B2C
Brand-name	Low	Moderate	Moderate	High

recognitio n				
Quality of products	High	High	High	High
Country of Origin	Malaysia	Australia	Malaysia	China
Market Segment	B2C	B2C	B2C	B2B
Access to distributio n channels	Moderate	Moderate	High	High

## 4. MARKETING PLAN

### 4.1 Product/Service Feasibility Analysis

#### 4.1.1 Full description of the product or service offer

DurDur Sdn. Bhd. introduces its flagship modular shoulder bag line, the **Durra Series**, crafted from sustainable fruit-based leather derived from durian husk waste. This eco-conscious innovation is designed for the modern, environmentally aware consumer who values both functionality and personalized style. The material used for the Durra bag is water-resistant, durable, and naturally structured making it an excellent option for daily use.












The **Durra Base** serves as the main body of the bag, which can be accessorized with a variety of modular components. Each attachment is carefully designed to address different lifestyle needs. These include the **Pouch**, a multi-purpose pouch for essential items like cosmetics; the **Flap Purse**, a sleek flap extension that enhances the bag's overall elegance; the **Zip Purse**, a zipped add-on for organizing cards or documents; the **MiniDot**, a compact coin pouch ideal for small items; and the **StyleTag**, a customizable decorative piece that lets users express their personal aesthetic.

To cater to different user preferences, DurDur offers a range of curated sets. For example, **Set A** (Durra Base + Style Tag) is designed for minimalists who prefer a clean look with a touch of personalization. **Set D** (Durra Base + Pouch + Mini Dot) is tailored for users who need added storage without sacrificing portability.

This modular system promotes sustainable consumption by allowing users to update or restyle their bags with interchangeable parts, reducing the need to purchase multiple bags. The Durra Series reflects DurDur's mission to transform agricultural waste into practical, lifestyle-enhancing goods while aligning with the global movement toward circular design and responsible fashion alternatives.











Table 4.1 Durra Bag Details

No.	Bag Name	Front View	Back View	Length (cm)	Width (cm)	Height (cm)
1.	Durra Base			24	8	16
2.	Pouch			12.5	3	9
3.	Flap Purse			19	0.5	9
4.	Zip Purse			19	0.5	9
5.	Mini Dot			9	0.5	7
6.	Style Tag			16	0.1	3

(Source: Developed for the research)

Table 4.2 Durra Bag Set Combinations

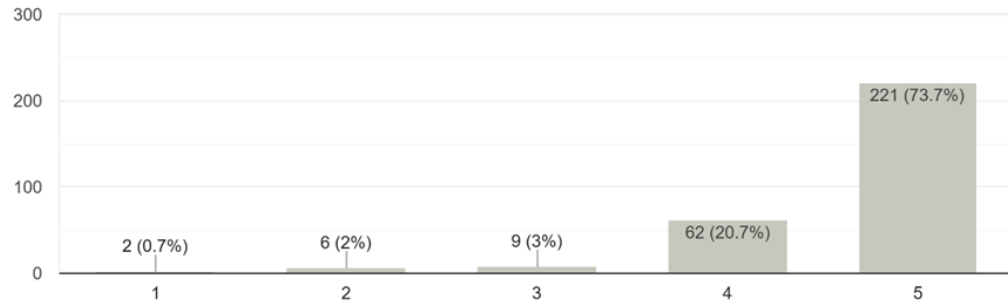
Set	Included Items	Before Attaching	After Attaching
A	Durra Base + Style Tags		
B	Durra Base + Flap Purse		
C	Durra Base + Zip Purse		
D	Dura Base + Pouch + Mini Dot		

(Source: Developed for the research)

Figure 4.1 Frequency of Using a Shoulder Bag

1. I always use shoulder bag.

300 responses

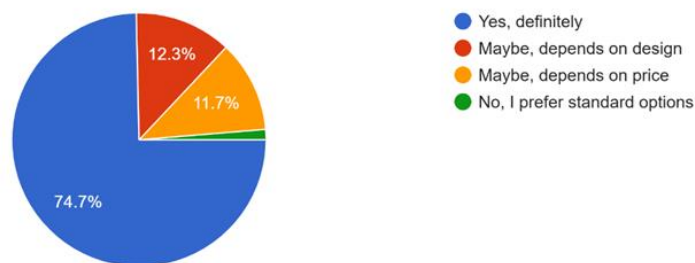


(Source: Survey Form)

Figure 4.2 Interest in Customizable Bags

11. Would you be interested in customizable bags?

300 responses

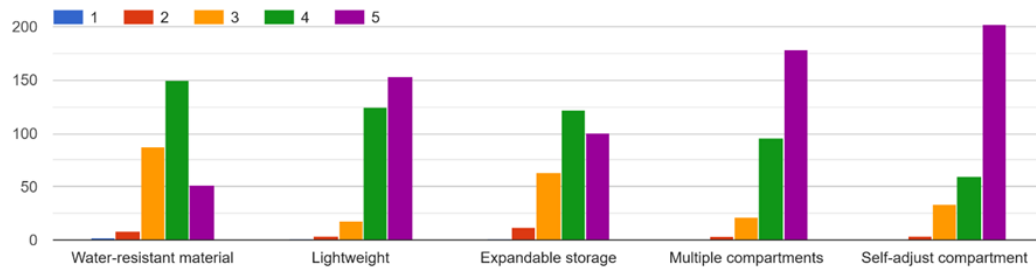


(Source: Survey Form)

The data above explored the frequency of using a shoulder bag, showed that 221 out of 300 of respondents reported regular use of shoulder bags in their daily lives. Besides that, 74.7% of respondents feel interested in customizable bags. This affirms the market potential for Durra's current focus on self-matching shoulder bag designs, as it aligns with the everyday preferences and habits of the target demographic.

Figure 4.3 Features Prioritize in a Shoulder Bag

5. How important are the following features of shoulder bag to you? (Rating from 1 - Not important to 5 - Very important)



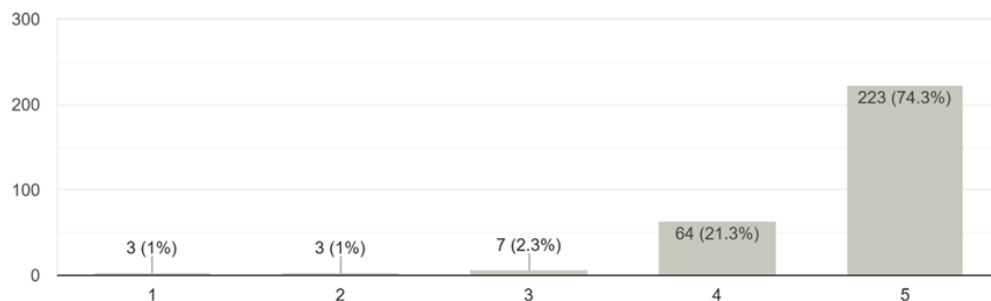
(Source: Survey Form)

The data above revealed that the majority of participants prioritized multiple compartments and self-adjustable compartments. These findings align directly with the core design of Durra bags, which incorporate a modular, self-matching system that allows users to configure compartments based on their daily needs. This level of personalization and organization appeals to modern consumers seeking flexibility, functionality, and convenience, indicating strong market acceptance for a bag that adapts to different lifestyles and usage scenarios.

Figure 4.4 Willingness in Purchasing a Self-customize Shoulder Bag

1. How likely will you purchase a shoulder bag that can be customized by yourself?

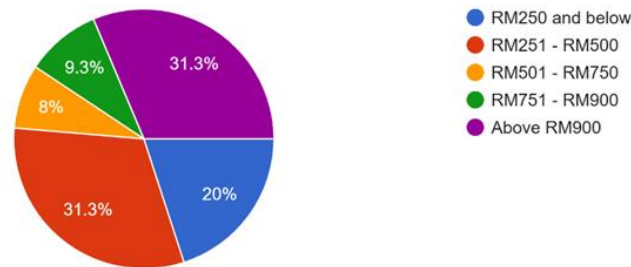
300 responses



(Source: Survey Form)

Figure 4.5 Willingness Price Range for a Customized Eco-friendly Shoulder Bag

2. What price range are you willing to pay with for a customized eco-friendly shoulder bag?  
300 responses

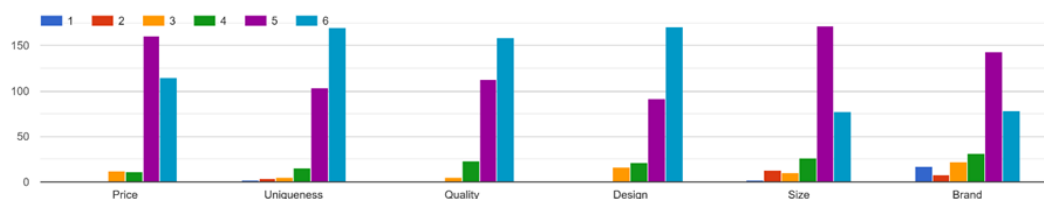


(Source: Survey Form)

There are 223 out of 300 participants strongly agree that they are willing to purchase a self-customize shoulder bag. The data above also showed 80% of the participants would be willing to pay between RM251 to above RM900 for bags made of eco-friendly or plant-based leather alternatives, validating the commercial potential of DurDur's fruit leather innovation.

Figure 4.6 Factors Influence the Decision to Purchase a Durian Leather Shoulder Bag

3. What factors influence your decision to purchase a shoulder bag made from durian leather? (Rating from 1 - Least influence to 6 - Most influence)



(Source: Survey Form)

The data above showed that a significant number of respondents consider uniqueness, quality, and design as top three key factors when making purchasing

decisions. This confirms that DurDur's focus on innovative modular design, premium craftsmanship, and distinctive aesthetic strongly resonates with its target market.

Together, these responses demonstrate that the Durra concept a modular, eco-conscious, fruit-leather shoulder bag is well-positioned to meet current consumer demands for both function and sustainability. The survey results effectively support DurDur's product direction and confirm the market readiness for its offering.

## 4.2 Pricing Strategy

### 4.2.1 Penetration Pricing

DurDur will adopt a penetration pricing strategy during the introductory stage of the business. This approach involves launching products at a lower price point to effectively enter the market and build brand awareness. By offering affordable prices at the outset, DurDur aims to attract customers, especially young consumers, who may be unfamiliar with shoulder bags made from innovative materials such as durian-based fruit leather. Lower prices will reduce the trial barrier and hesitate to explore the product. This attractive pricing will act as an incentive to drive early adoption, which quickly captures market attention and raises awareness about the product and its environmental benefits of eco-friendly material. In addition, it also prevents potential competitors with similar positioning and encourages positive word-of-mouth, allowing DurDur to gain a larger market share as a new entrant of the industry.

As the business stabilizes and consumer trust is established, DurDur will gradually increase product prices to reflect the true value of its biodegradable materials and craftsmanship. This price adjustment will not only help the company recover the initial profit sacrificed during the entry phase but also position DurDur as a premium yet accessible brand in the sustainable bag market.

### 4.3 Channels and Distribution

A distribution channel refers to the commercial network or network of intermediaries through which goods or services pass on their way to the end consumer. As a rapidly growing company, DurDur Sdn. Bhd. relies on its distribution channels to ensure that its innovative products reach customers efficiently and effectively.

#### 4.3.1 Social Media

Social media refers to online platforms where users can share information and connect with virtual communities through text, video, photos, and other content. As of 2024, the global social media user base has exceeded 5 billion, accounting for over 62% of the world's population (Paljug, 2025). This includes applications or websites designed for instant messaging and social interaction, such as Facebook, Instagram, and TikTok.

In Malaysia, around 64.8% of the overall population engages with Facebook. This translates to roughly 22.35 million Facebook users at the start of 2024 (Kemp, 2024). Therefore, there are approximately 40% of Facebook's monthly active users, totalling around 3.07 billion people, use Facebook Marketplace every month, further cementing its position as one of the platform's most popular shopping and selling features. It consists of users aged 18 and above.

Instagram has 2 billion monthly active users and over 500 million daily active users, making it the third most popular social media platform in 2024 (Kumar, 2025). It consists of users who are 18 years old and older. Around 44% of Instagram users engage in shopping on the platform every week, roughly 46% of users have completed a purchase using Instagram's checkout option, and 72% of users report that Instagram affects their buying choices.

As 2024 approaches, TikTok's coverage in Malaysia is approximately 85.4% of the total internet user population, spanning all age groups. This means that there are approximately 28.68 million users aged 18 and above actively using the platform

(Kemp, 2024). Approximately 61% of TikTok users have purchased products directly through the platform or after viewing TikTok advertisements.

DurDur Sdn. Bhd. effectively leverages these platforms to promote its eco-friendly product, the Durra Bag. For instance, Instagram is often regarded as the birthplace of hashtags, which play a crucial role in helping users discover relevant content. The platform connects users with topics and products they are interested in through strategic hashtag usage. Posts that include at least one hashtag receive, on average, 29% more engagement from accounts with fewer than 1,000 followers (Woodward, 2023). Furthermore, posts containing 11 or more hashtags can see engagement rates increase by up to 79.5% (Woodward, 2023). DurDur Sdn. Bhd. Takes advantage of this by using relevant and popular hashtags such as #EcoFashion, #DurraBag, #SustainableStyle, and #MadeFromNature. These help the brand appear in more searches and attract environmentally conscious audiences.

In addition to using hashtags, DurDur highlights the design and sustainability of the Durra Bag through visually appealing content, including high-quality product photos and styling videos. The brand also boosts engagement and excitement around product launches by organizing interactive activities such as giveaways and polls. Moreover, DurDur shares authentic customer reviews reposts user-generated content, and showcases behind-the-scenes glimpses of the production process. This not only enhances transparency but also builds brand credibility and appeals to eco-conscious consumers. Furthermore, proactive community management such as promptly responding to comments and messages, can strengthen customer trust and encourage positive word-of-mouth.

Through this comprehensive and strategic approach, DurDur Sdn. Bhd. has transformed its social media presence into a powerful tool for building brand awareness, deepening customer engagement, and ultimately increasing sales.

#### 4.3.2 Official Company Website

DurDur Sdn. Bhd. utilizes its official company website as the core platform to promote the Durra Bag. The website provides customers with a trusted online



destination where they can browse the product range, learn about the brand's sustainable mission, and make purchases directly through an integrated e-commerce system (Gregor, 2021). It enhances customer convenience and strengthens brand credibility through features such as detailed product descriptions, customer reviews, size guides, and secure checkout options (Suberu, 2018).

In addition, the blog content and sustainability highlights on the website help educate consumers and strengthen their emotional connection with the brand. For example, DurDur uses its official website as the core platform to promote Durra Bag, showcasing shoulder bags in a comprehensive and visually appealing manner. The website features high-quality images, detailed descriptions of the Durra bag, and key selling points, including eco-friendly characteristics, innovative use of durian shell leather, and customizable design options.

Through the company website, visitors can explore different styles, colors, and sizes of Durra Bag, helping customers make informed purchasing decisions. To illustrate, the homepage may highlight limited-edition series or customer reviews to build trust and engagement. Additionally, the website typically includes a blog or news section where DurDur can share stories behind the brand, such as the bag-making process or the environmental benefits of choosing sustainable bag. Overall, by integrating an online store, secure payment options and the website not only promotes Durra Bag but also supports direct sales and reinforces brand credibility.

#### 4.3.3 Online Shopping Platform

As technology becomes increasingly prevalent in everyday shopping and grocery purchasing, online platforms are facing fierce competition to attract and retain customers (Naquiuddin, 2022). The number of global online buyers reached 2.71 billion in 2024, reflecting a 2.7% annual growth, and is projected to rise to 2.77 billion by 2025, highlighting the growing importance of digital marketplaces (Oberlo, 2023). In response to this trend, DurDur Sdn. Bhd. leverages online shopping platforms as strategic channels to expand its customer base and boost sales of its signature product, the Durra Bag.

DurDur lists the Durra Bag on well-known e-commerce platforms such as Shopee, Lazada, Temu, and Shein, ensuring easy access for consumers who prefer online shopping. These platforms offer organized and user-friendly interfaces, allowing customers to browse product categories, read detailed descriptions, view high-resolution images, and complete secure payments.

In 2024, Shopee achieved a user base of 295 million. In Malaysia, Shopee enjoys significant user engagement, with a total of 43.76 million users on its platform, accounting for 86.96% of the overall site traffic (Curry, 2025). Additionally, Lazada attracts approximately 7.6 million visits monthly and is a key player in the region, particularly known for its LazMall feature. About 85% of the traffic to Lazada Malaysia's website comes from within the country. 73% of consumers in Southeast Asia feel that online shopping is an essential part of their everyday lives, with 46% of them shopping online at least once a week (Buildd, 2025). Furthermore, roughly 40% of adults familiar with Temu have made at least one purchase. Considering that Malaysians demonstrate a notably high engagement rate with social commerce at 73%, it is reasonable to estimate that around 25% to 30% of Temu users in Malaysia have utilized the app for shopping (Curry, 2023). Finally, despite Shein's relatively small market share in Malaysia's e-commerce market, it is plausible that about 30% of Malaysian Shein users have made purchases through the app. This suggests that the brand has considerable global appeal and that local consumers are demonstrating strong interest in online fashion shopping.

To further enhance brand visibility and customer engagement, DurDur invests in platform advertising, including flash sales and promotional events to attract potential buyers. For example, during major campaigns such as '11.11' or the 'Hari Raya Mega Sale,' DurDur offers exclusive discounts, and bundle deals to drive traffic and increase conversion rates. Additionally, the brand utilizes platform analytics and customer feedback tools to refine its marketing strategies and better meet consumer expectations (Cuc, 2019).

#### 4.3.4 Department Store

DurDur partners with select department stores like Parkson and Isetan to offer customers a meaningful in-store shopping experience that serves various strategic goals for the brand. To begin with, these department stores are well-established and trusted by local shoppers, and their standing enhances the credibility and prestige of the products they offer. According to Kaizen Institute (2021), utilizing a department store as a sales platform can result in a notable 15% rise in sales. By featuring its shoulder bags in such respected retail settings, DurDur gains greater brand exposure and aligns itself with high-quality products.

Additionally, the department store environment enables consumer to see, touch, and test the products before purchasing. This is an important factor for fashion accessories such as shoulder bags, where aspects like material feel, size, colour, and design intricacies play a significant role in consumer choices. This tactile interaction fosters customer confidence and diminishes hesitation compared to shopping exclusively online.

Moreover, department stores able to attract a steady and varied stream of customers. This allowing DurDur to reach new segments that may not discover the brand in the online space. The partnership also facilitates direct engagement with customers, enabling staff to share the brand narrative, emphasize product features, and gather immediate feedback. In addition, engaging in department store initiatives, seasonal offers, and exclusive in-store events contributes to enhanced short-term sales as well as long-lasting customer loyalty.

Therefore, physical presence further complements DurDur's comprehensive omnichannel strategy, providing consumers the opportunity to explore products in person and then shop online later, or the other way around creating a fluid and convenient shopping experience that meets contemporary consumer preferences.

## 4.4 Promotions and Advertising

To establish DURDUR as a leader in sustainable innovation and gain market traction, a comprehensive and multi-platform promotional strategy will be implemented. This strategy combines both digital and offline marketing efforts to drive awareness, educate the public on sustainable leather alternatives, and ultimately convert interest into sales.

### 4.4.1 Thematic and Seasonal Campaigns

DURDUR will launch **promotional campaigns** tied to meaningful dates and trending online sales cycles. One key initiative is to leverage agriculture-related occasions such as *World Environment Day (June 5)*, *National Farmers Day*, and the *Malaysia Agriculture, Horticulture & Agrotourism Show (MAHA)* to highlight DURDUR's commitment to reducing agricultural waste. These campaigns will be themed around sustainability and innovation, offering limited-time discounts and bundles to encourage purchases while reinforcing DURDUR's values. In addition, DURDUR will participate in **double-date e-commerce sales**, such as 6.6, 7.7, 9.9, and 11.11, which are highly popular among Malaysian and regional online shoppers. These flash sales will feature attractive discounts or exclusive limited-edition releases to create urgency and boost conversion. For example, DURDUR could offer a "Buy One, Gift One" promotion for 11.11 to encourage gifting and widen brand exposure.

### 4.4.2 Organic Engagement via Social Platforms

**Social media** will serve as a primary platform for brand building and consumer engagement. DURDUR will maintain an active presence on platforms such as Instagram, Facebook, TikTok, and XiaoHongShu, targeting both local and regional audiences. The content strategy will include a mix of visually compelling product photography, behind-the-scenes footage of the leather-making process, customer testimonials, and educational content about sustainable fashion and bio-based materials. Interactive features like Instagram Stories, polls, live sessions, and Q&As will help foster two-way communication with followers. For example, DURDUR

could launch a “#MyDURDURStyle” challenge, encouraging customers to share how they style their eco-leather bags, with selected winners featured on DURDUR’s page and rewarded with vouchers or exclusive items. This type of content will not only build community but also provide authentic, user-generated promotion.

#### 4.4.3 Livestreaming Strategy to Expand Reach and Boost Sales

For DURDUR, livestreaming can become a powerful way to connect with audience. **Regular livestreams** will be held **three times per week** in the **evening hours**, relying on peak internet activity to increase audience participation. These sessions will be place on **Facebook Live, Instagram Live, TikTok Shop Live, and Shopee Live**, assuring coverage across numerous audience segments. Regular livestreams will include product presentations, style demonstrations, customer Q&A, and educational portions about the environmental benefits of durian leather. Furthermore, **seasonal co-hosted livestreams** will be integrated to generate excitement during peak shopping seasons, product launches, or promotional events. These special sessions will feature influencers, sustainability advocates, or fashion stylists, allowing DURDUR to expand the audience base while reinforcing brand reputation. Time-sensitive offers, exclusive product previews, and limited-edition releases during these seasonal collaborations will boost urgency and drive sales. This structured approach ensures that livestreaming remains a sustained and engaging customer touchpoint. It will not only generate short-term revenue but also foster long-term customer loyalty, transforming casual viewers into members of the DURDUR community.

#### 4.4.4 KOC and Influencer Partnership Strategy

To amplify credibility and reach niche audiences, DURDUR will collaborate with **Key Opinion Consumers (KOCs)**, the micro- and mid-tier influencers who have loyal followings in areas such as fashion, lifestyle, and sustainability. DURDUR will send Public Relations (PR) kits containing branded packaging, product samples, and storytelling cards that detail the transformation of durian husk into eco-leather. Influencers will be encouraged to share unboxing videos, styling tips, and honest reviews on Instagram, XiaoHongShu, and TikTok. For instance, a Malaysian

sustainability influencer could create a reel showing how the DURDUR bag complements a minimalist wardrobe, while explaining the environmental benefits of using agricultural waste materials. This kind of content not only reaches the influencer's followers but also positions DURDUR as an innovative and responsible brand.

#### 4.4.5 Experiential and On-Ground Activations

In-person experiences will be a crucial part of DURDUR's brand activation strategy. The company will participate in **pop-up markets** and **local artisan bazaars** such as *Riuh in the City*, *Art for Grabs*, and similar lifestyle events that attract eco-conscious shoppers and design enthusiasts. These events provide an opportunity for potential customers to see, touch, and learn about the uniqueness of DURDUR's material, which is especially important for unfamiliar, innovative products. Additionally, DURDUR will host **educational workshops** in collaboration with universities, sustainability-focused NGOs, or makerspaces. These workshops can cover topics like upcycling agricultural waste, sustainable material innovation, and even hands-on DIY sessions where participants can create small leather goods from offcuts. These initiatives not only position DURDUR as a thought leader but also help build a loyal community that resonates with the mission of DURDUR.

#### 4.4.6 Paid Digital Campaigns and Retargeting

**Digital ads** will play a vital role in scaling DURDUR's visibility, especially during product launches and promotional periods. Google Search Ads will target high-intent keywords such as "eco-friendly leather bags," "Malaysia sustainable fashion," or "durian leather products," ensuring that DURDUR appears when users are actively searching for related items. **Social media advertisements** on Facebook, Instagram, and TikTok will be designed with eye-catching visuals and targeted by demographics (e.g., age, gender, interests in sustainability and fashion) and behaviours (e.g., online shoppers, environmental advocates). Retargeting ads will be used to recapture interest from visitors who abandoned their cart or visited the website without purchasing, helping to improve conversion rates. For example, a

user who viewed the EcoTote on Instagram might later see a carousel ad with styling tips and a time-limited discount.

#### 4.4.7 Industry and Sustainability Exhibitions

Participation in physical exhibitions will support DURDUR’s goal of reaching both end consumers and potential business partners. DURDUR will exhibit at **agricultural expos** to demonstrate how agricultural waste can be transformed into high-value products, increasing awareness among stakeholders in the farming and agricultural industry. DURDUR will also participate in **environmental exhibitions** such as *Eco Fair Malaysia* or *GreenTech Expo*, where it can connect with sustainability advocates, educators, and potential collaborators. Additionally, DURDUR will showcase its products at **fashion and innovation trade shows**, where designers, retailers, and manufacturers gather. These events open doors to B2B opportunities, media coverage, and strategic partnerships.

#### 4.4.8 Loyalty, Partnerships, and Earned Media

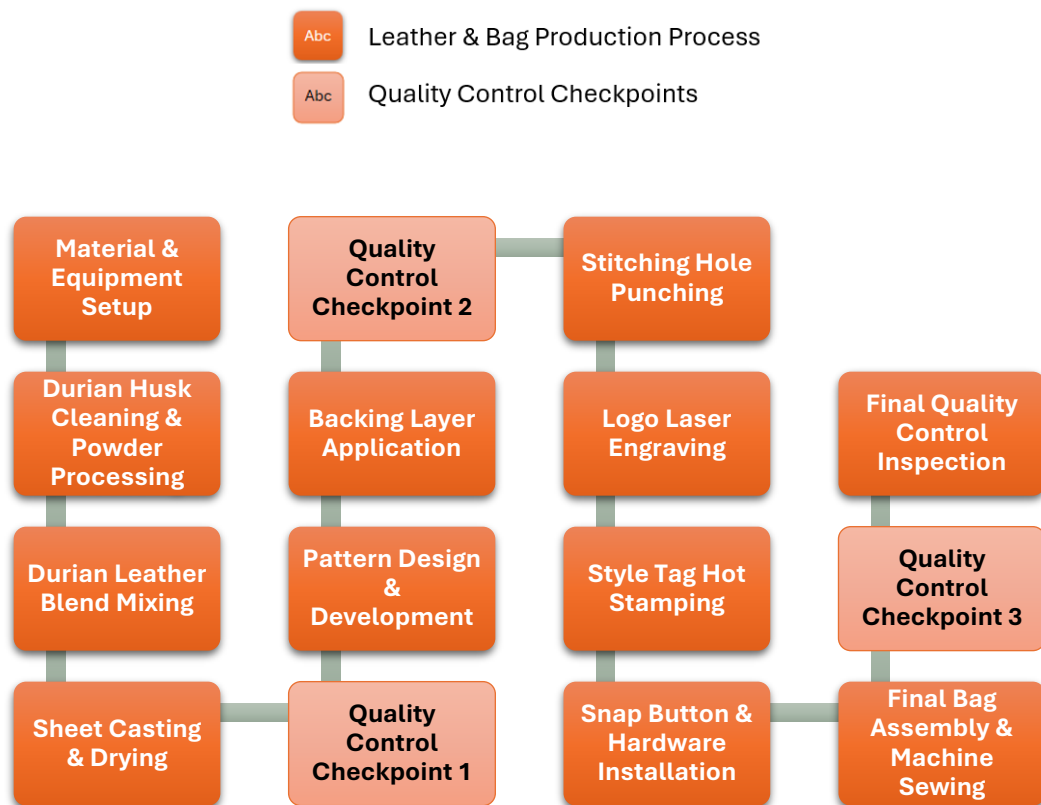
To further enhance promotion, DURDUR will explore **collaborative campaigns** with other eco-conscious brands. For instance, a cross-promotion with a sustainable skincare brand could include a “Green Gift Bundle” that encourages shared audiences to try both products. A **referral program** will be introduced, rewarding customers with store credits or discounts when they successfully refer friends or family. Alongside this, a **loyalty program** will allow customers to earn points for purchases, social shares, and leaving reviews—redeemable for future discounts or exclusive items. Lastly, **email marketing** will be used to nurture leads and build a loyal subscriber base. Monthly newsletters will share new product launches, blog content on sustainability, customer stories, and special offers. To increase credibility and visibility, DURDUR will also engage with local media outlets such as *The Star*, *BFM Radio*, or *Vulcan Post* to secure press features that highlight innovation and impact of DURDUR.

## 5. PRODUCTION PLAN / OPERATION PLAN

### 5.1 Manufacturing Process

The production of the durian leather bag is conducted entirely in-house through a 12-stage process, ensuring complete control over craftsmanship, quality, and sustainability. Strategic Quality Control (QC) checkpoints are integrated throughout the process to maintain product excellence.

Figure 5.1 Manufacturing Process



(Source: Developed for the research)



Table 5.1 Manufacturing Process

1. Material & Equipment Setup	The manufacturing process begins with the procurement of key materials and accessories including durian husk, polyvinyl alcohol (PVA), distilled water, glycerol, cardboard, adhesive glue, woven fabric lining, snap buttons, twist lock claps, magnets, and polyester thread. Supporting equipment includes spatulas, latex gloves, an oven, a grinder, a sieving machine, a mixer, 3D printer, a pneumatic punching machine, a riveting machine, a hot foil stamping machine and an industrial sewing machine are also prepared to facilitate the production process.
2. Durian Husk Cleaning & Powder Processing	Durian husks are washed thoroughly and then oven-dried to remove moisture. The dried husks are ground into a fine powder and sieved to separate fibers. This powder forms the base of the durian leather sheet.
3. Durian Leather Blend Mixing	The leather blend is prepared by heating distilled water and gradually adding PVA, durian husk powder, and glycerol in specific proportions in the mixer. The components are mixed until a homogenous mixture is formed.
4. Sheet Casting & Drying	The mixture is poured onto the oven trays and levelled to create a uniform surface. It is then dried in an oven to form a flexible, durable durian leather sheet. This stage defines the core material of the final product.
Quality Control Checkpoint 1	Once the durian leather sheets are dried, a quality inspection is conducted to assess the surface finish and structural consistency. The team checks for any visible imperfections such as air bubbles, cracks, uneven

	thickness, or discoloration. Only uniform, defect-free sheets are approved for the next stage. Sheets that fail to meet the standard are rejected or reprocessed.
5. Pattern Design & Development	Templates for the bag components are designed and drawn using the <i>Leathercraft CAD</i> software based on the specific style (e.g., body, flap, pouches). Then printed on cardboard and cut accordingly using 3D printer. This step ensures consistent product shapes and design quality.
6. Backing Layer Application	Once the sheets are cut to shape using the pattern, a woven fabric lining is applied to the back of each leather sheet using adhesive glue with spatula. This layer enhances strength and durability while maintaining flexibility.
Quality Control Checkpoint 2	After applying the woven fabric backing, each sheet is examined to ensure proper adhesion and alignment. Team verifies that the adhesive is evenly distributed and that there are no wrinkles, air pockets, or loose edges. Sheets with poor adhesion are separated for reapplication or disposal.
7. Stitching Hole Punching	Holes are punched onto the leather sheets using a pneumatic punching machine to prepare for accurate stitching. This ensures clean, even seams during the sewing stage.
8. Logo Laser Engraving	The “DurDur” brand logo is laser engraved using 3D printer. This branding step adds authenticity and identity to each product.

9. Style Tag Hot Stamping	Custom slogans such as “THIS IS A DURIAN LEATHER BAG.” and “DON’T EAT!” are hot stamped onto style tags using the hot foil stamping machine. This enhances product storytelling and consumer engagement.
10. Snap Button & Hardware Installation	Holes for snap buttons and hardware are punched using the punching machine. Then followed by pressing using a riveting machine to maintain accuracy and secure fastening. Twist lock clasps and magnets are also installed.
11. Final Bag Assembly & Machine Sewing	All prepared durian leather sheets are stitched using sewing machine into final products. This includes a variety of styles (e.g., Durra base bag, flap purse, zip purse, mini dot) and accessory attachment such as zippers, metal teeth and D-rings. Sewing is completed using high-strength polyester thread for durability and performance.
Quality Control Checkpoint 3	Upon completion of the sewing process, each durian leather bag is reviewed for structural integrity and stitching quality. The QC team checks for loose threads, misaligned components, skipped stitches, and hardware attachment accuracy. The bag must also be symmetrical and maintain its intended shape. Bags that do not pass inspection are sent back for corrective action.
12. Final Quality Control Inspection	Before packaging and dispatch, all finished products undergo a comprehensive final inspection. This includes a full checklist covering material quality, stitching accuracy, hardware functionality (e.g., zippers, clasps, buttons), logo engraving clarity, tag legibility, and overall

	aesthetic presentation. Durability is tested including opening/closing fasteners and handling the bag under light stress conditions. Only bags that meet all quality benchmarks are approved for market release.
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(Source: Developed for the research)

## 5.2 Availability of Qualified Labour Pool

DurDur Sdn Bhd's manufacturing plant is strategically located in Raub, Pahang. This area benefits from access to a modest but reliable labour pool, with potential workers sourced from nearby towns such as Raub, Bentong, and Kuala Lipis. The economy of the region is supported by agriculture, light manufacturing, and small-scale industrial activities, which creates a base of semi-skilled workers familiar with machinery operations, assembly tasks, and quality inspection.

Skilled labour for sewing, cutting, and pattern making can be recruited from existing garment and upholstery workshops in the wider Pahang region, while technical support roles can be filled by graduates from local Technical and Vocational Education and Training (TVET) institutions and polytechnics, such as Kolej Vokasional Bentong and Politeknik Sultan Haji Ahmad Shah in Kuantan. Although direct experience with durian husk leather will be limited, these candidates can be rapidly upskilled through targeted in-house training programs. For specialist roles in material development and process improvement, recruitment may extend to other states or through partnerships with universities and research centres.

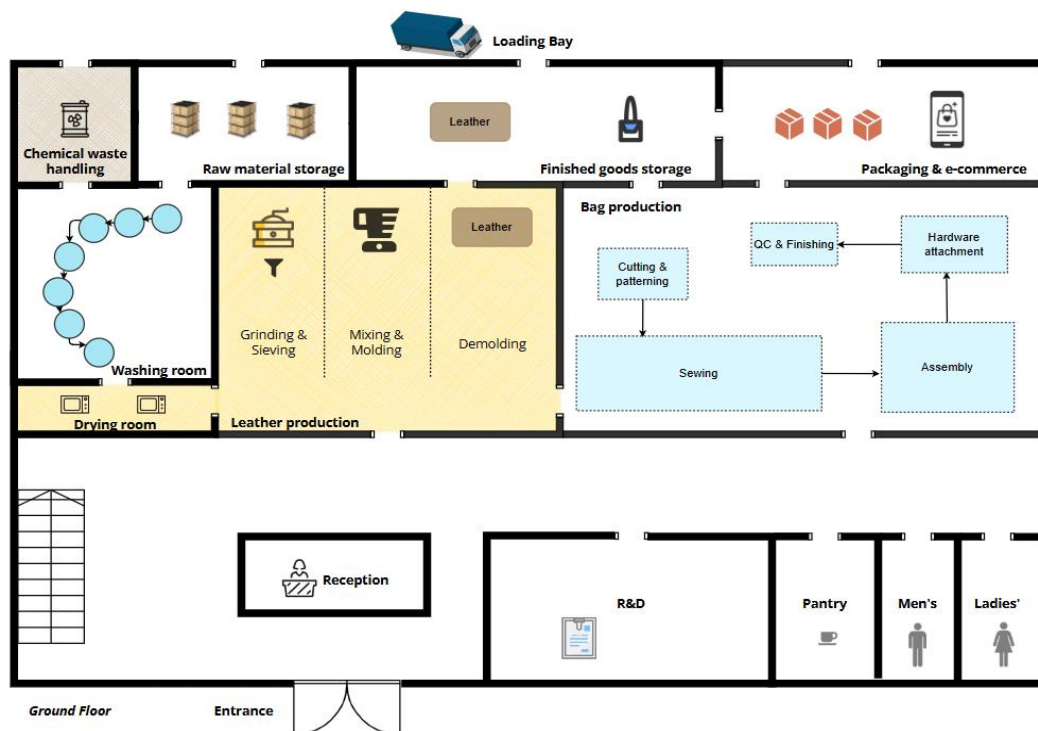
Given the semi-urban setting of Raub, competition for labour is moderate, allowing DurDur to attract and retain workers by offering competitive wages, safe working conditions, transport allowances, and clear career progression paths. The company will also explore partnerships with local training centres for internships and apprenticeships, ensuring a steady pipeline of qualified talent. Where necessary,

migrant labour will be considered for volume-based roles, in compliance with Malaysian labour regulations.

Overall, the Raub location provides a sufficient labour base for the operations of DurDur Sdn Bhd, supported by a combination of local recruitment, regional talent sourcing, and structured skill development initiatives to meet the specific requirements of producing high quality durian husk leather products.

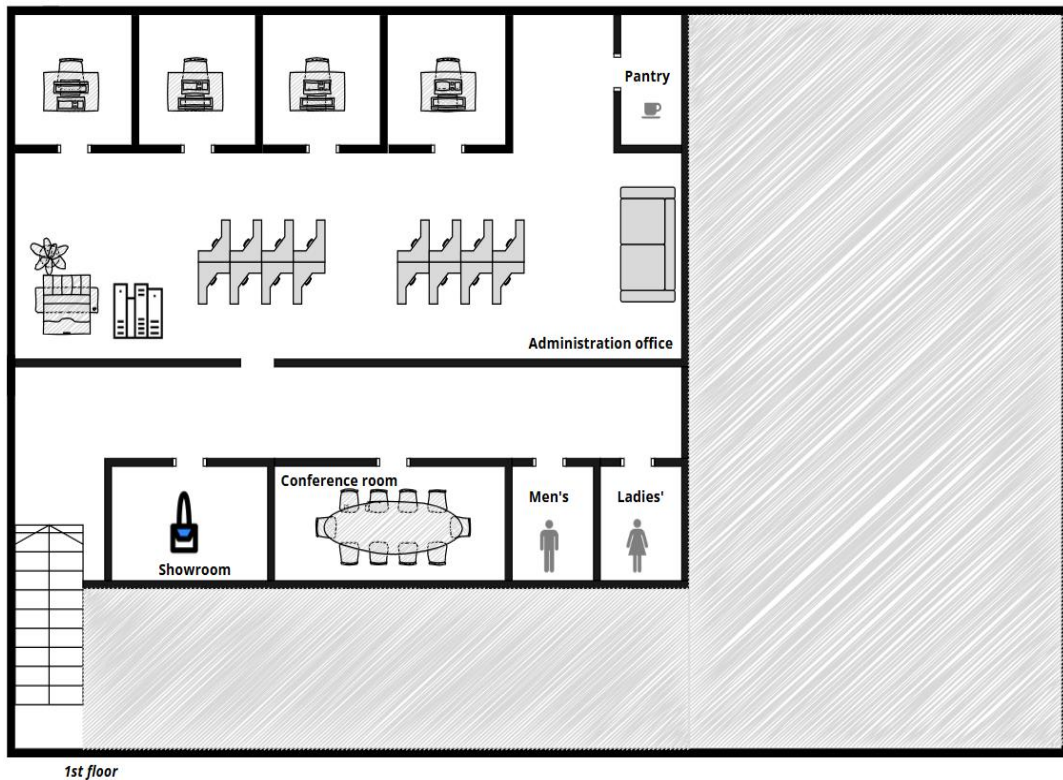
### 5.3 Physical Plant

Figure 5.2 DurDur Sdn. Bhd. Floor Plan (Ground Floor)



(Source: Developed for the research)

Figure 5.3 DurDur Sdn. Bhd. Floor Plan (First Floor)



(Source: Developed for the research)

## 5.4 Machineries and Equipment

### 5.4.1 Production Machineries and Equipment

Table 5.2 Production Machineries and Equipment (Ground Floor)

Production Machineries and Equipment (Ground Floor)		
Particulars	Quantity (units)	Function area
Laboratory Liquid Waste Containers	1	Chemical Waste Handling
Latex gloves (100 pcs)	10	Washing Room, Leather Production -

		Mixing and Moulding, Grinding and Sieving
Stainless steel industrial sink	1	Washing Room
Fq-202 Luggage Leather Heavy Duty Industrial Sewing Machine	2	Bag Production - Sewing and Assembly
Industrial Hot Air-Drying Oven	2	Drying Room
Industrial Herb Powder Grinder	1	Leather Production - Grinding and Sieving
Electric Vibrating Sieve	1	Leather Production - Grinding and Sieving
Industrial Mixer with Heat	1	Leather Production - Mixing and Molding
Versatile High-Performance Utility Cart	2	Leather Production, Raw Material Storage
Heavy Duty Warehouse Pallet Rack	4	Raw Material Storage, Finished Goods Storage, Packaging and E-commerce
Heavy Duty Steel Mobile Workbench	7	Leather Production - Demolding, Bag Production - Cutting and Patterning, Sewing, Assembly, Hardware Attachment, QC, R&D
KAM Hand Press Riveting Machine	1	Bag Production - Hardware Attachment

Deli Barcode Scanner	1	Packaging and E-commerce
Gprinter GP1324D Thermal Label Printer	1	Packaging and E-commerce
Acer All-In-One - Acer Aspire C 24 Series	3	Reception, Packaging and E-commerce, 3D Printing
Office Reception Desk	1	Reception
LI-Mesh Office Chair	1	Reception
IPRO IPR-36T Hot & Warm Top Loading Water Dispenser	1	Pantry
Pneumatic Punching Machine 200kg Single Column 63 Type Bench Press ID35699	1	Bag Production - Punching
Bambu Lab H2D Series Dual Nozzle & High-Speed 3D Printer	1	Bag Production - Patterning, Printing, Cutting, Engraving
Hot Foil Stamping Machine Leather PU Paper Wood Logo Embossing Bronzing Machine with Roll Holder	1	Bag Production - Style Tag Hot Stamping

(Source: Developed for the research)

#### 5.4.2 Office Machineries and Equipment

Table 5.3 Office Machineries and Equipment (1st floor)

<b>Office Machineries and Equipment (1<sup>st</sup> floor)</b>		
<b>Particulars</b>	<b>Quantity (units)</b>	<b>Function area</b>
120cm Office Table	6	Administration Office



LI-Mesh Office Chair	6	Administration Office
Acer All-In-One - Acer Aspire C 24 Series	6	Administration Office
Mini Bluetooth Projector YG300	1	Conference Room
Hisense Midea Air Conditioner	10	Administration Office
IPRO IPR-36T Hot & Warm Top Loading Water Dispenser	1	Pantry
Full Transparent Acrylic Display Rack	1	Showroom
Sofa Bed PVC Leather Material	1	Administration Office

(Source: Developed for the research)

## 5.5 Names of Suppliers of Raw Materials

Table 5.4 Names of Raw Material for Dur Dur Sdn. Bhd

No	Raw Materials	Suppliers
1.	Durian Husk	<p><b>Royal Pahang Durian</b>  Contact Number: +609-355 0889  CTOS: 1341326P / 201901031996  Address: No 5-1 &amp; 6, 1, Lorong Seri Wawasan 1, Taman Seri Wawasan, 27600 Raub District, Pahang  Email: enquiries@royalpahangdurian.com</p> <p><b>GOLDHILL ESTATE RAUB SDN. BHD.</b>  Contact Number: +6012-225 0203  CTOS: 1187827D / 201601016896</p>

		Address: 30724, Sungai Lui, 27600 Raub District, Pahang Email: N/A
2.	Polyvinyl Alcohol (PVA)	<b>Merck Sdn. Bhd.</b> Contact Number: +603-7494 3688 CTOS: 0178145V / 198901000839 Address: B-23A-1, Level 23A, The Ascent Paradigm, 1, Jalan SS 7/26a, SS7, 47301 Petaling Jaya, Selangor Email: chemquotes.my@merckgroup.com  <b>APICAL SCIENTIFIC SDN. BHD. (Formerly known as First BASE Laboratories Sdn Bhd)</b> Contact Number: +603-8943 3252 CTOS: 0604944X / 200301002524 Address: Laboratory & Warehouse, 7-1, Jalan SP 2/7, Taman Serdang Perdana, 43300 Seri Kembangan, Selangor Email: info@apicalscientific.com
3.	Glycerol (glycerine)	<b>Kumpulan Saintifik F.E. Sdn Bhd (KSFE)</b> Contact Number: +603-7803 8393 CTOS: 0046023P / 197901001751 Address: No. 32 & 34, Jalan SS 25/22, Taman Mayang, 47301 Petaling Jaya, Selangor Email: kumpulan@ksfe.com.my  <b>APICAL SCIENTIFIC SDN. BHD. (Formerly known as First BASE Laboratories Sdn Bhd)</b> Contact Number: +603-8943 3252 CTOS: 0604944X / 200301002524

		Address: Laboratory & Warehouse, 7-1, Jalan SP 2/7, Taman Serdang Perdana, 43300 Seri Kembangan, Selangor Email: info@apicalscientific.com
4.	Sewing Thread, Zipper, Snap Fastener, Turn Lock, Needle, Canvas	<b>Cahaya Chia Port Klang Sdn. Bhd.</b> Contact Number: +603-3168 9757 CTOS: 0027786K / 197601001860 Address: Taman Perindustrian Pandamaran, 42000, Pelabuhan Klang, Selangor Email: aronasales@nanmu.com  <b>Foo Sin Machinery Supply Sdn. Bhd.</b> Contact Number: +603-3166 9270 CTOS: 1150000K / 201501024671 Address: 112, Jalan Damar, Glenmarie Cove, 42000 Pelabuhan Klang, Selangor Email: allyciel@foosin.com.my

(Source: Developed for the research)

## 5.6 Quality Control

### 5.6.1 Statistical Process Control (SPC) method

Statistical Process Control (SPC) is a quality management technique that utilizes statistical methods to oversee and maintain the uniformity of manufacturing processes. In the process of creating durian husk leather, SPC can be implemented to monitor vital factors such as drying duration, moisture level, thickness, texture, and flexibility of the leather pieces. These elements are essential, as even slight

variations can result in defects like cracking, uneven surfaces, or inadequate structural integrity. By gathering real-time data from the manufacturing line and displaying it on control charts, the production team can determine whether the process remains stable and within predetermined limits. Thus, this anticipatory approach not only enhances the overall quality of durian husk leather but also minimizes waste, rework, and production expenses.

#### 5.6.2 100% Inspection Method

During the inspection phase following the application of the woven fabric backing, DurDur employs a comprehensive 100% inspection method, which entails meticulously examining each piece of durian husk leather to guarantee proper adhesion and accurate alignment. This approach is particularly effective at this durian husk leather production stage, as it enables the production team to detect subtle flaws that could influence the final product's aesthetics, strength, and durability. The production team will look for indications of uneven adhesive application, the occurrence of wrinkles or air bubbles, and any edges that may be loose or out of alignment. Given that these imperfections are generally discernible by sight and have a direct effect on the overall quality of the finished leather, thorough visual and manual inspection of each leather piece is essential. Therefore, the 100% inspection method guarantees that no defective leather is missed, any flawed durian husk leather is eliminated, and a consistent standard of quality is upheld across all completed products.

#### 5.6.3 Total Quality Management (TQM)

In the final stage of production, Total Quality Management (TQM) can be utilized to guarantee that every durian leather bag meets the established quality and craftsmanship standards. TQM emphasizes the creation of a company-wide culture centered on continuous improvement, where each employee, including those in the sewing department, is accountable for upholding quality. Instead of depending solely on inspections after production, workers are motivated to monitor their own work, identifying problems such as loose threads, misaligned parts, missed stitches, improper hardware attachments, or structural flaws during the sewing and assembly

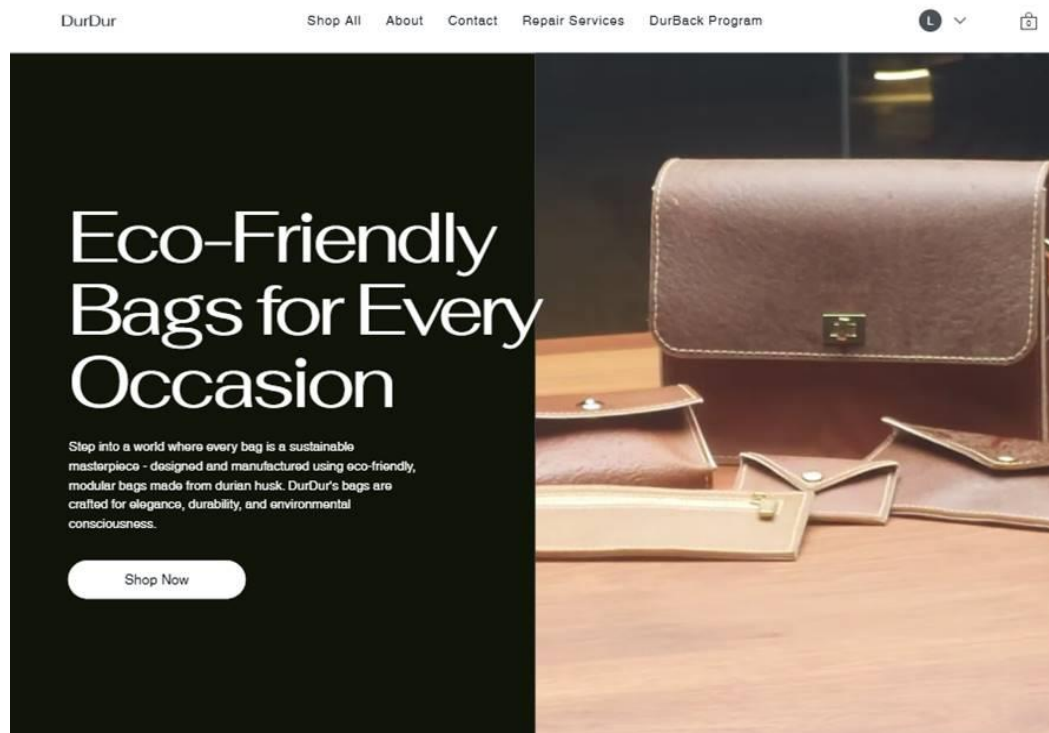
of the bags. This method lowers the chances of defects making it to the final stage and cultivates a sense of responsibility among staff. By integrating quality into every phase of the process, TQM enhances consistency and minimizes rework while also improving overall efficiency and customer satisfaction, making it an ideal strategy for overseeing the production of handcrafted durian leather bags.

## 5.7 Customer Support

DurDur Sdn. Bhd. is committed to providing outstanding customer support to ensure a seamless and satisfying shopping experience for every customer. The company's customer service is accessible through multiple platforms to meet different preferences and communication needs.

### 5.7.1 Company Official Website

Figure 5.4 DurDur Company Official Website



(Source: Developed for the research)

DurDur's official website offers a centralized hub for customer support, where users can reach out through phone contact, email inquiries, and an integrated WhatsApp messaging service. To ensure prompt assistance, DurDur provides 24/7 customer service with the support of an automated live chat system embedded on the website. This feature enables users to receive immediate responses to frequently asked questions and get guidance on product usage, order tracking, return processes, and more.

#### 5.7.2 Social Media Support

To stay connected with a tech-savvy and socially active customer base, DurDur maintains active support channels across major social media platforms, including Facebook, X (formerly Twitter), Instagram, TikTok, and Red Note. Customers can submit inquiries or support requests through direct messages, mentions, or comments. These familiar and real-time communication channels enhance accessibility and responsiveness, allowing DurDur to engage effectively with its audience and address concerns promptly.

#### 5.7.3 Return and Exchange Policy

To facilitate post-purchase service, DurDur has established a thoughtful and customer-friendly return and exchange policy. Products purchased directly from DurDur's official website are eligible for free returns or exchanges in the case of damaged or defective items, provided that the product remains in its original packaging and is returned within the specified timeframe along with proof of purchase. To further ensure a smooth and transparent process, customers are required to upload an open-box video showing the condition of the product upon receipt. This serves as visual evidence to support their claim and enables quicker investigation and resolution by DurDur's customer service team.

To simplify the return process, DurDur has partnered with DHL Express Malaysia, allowing customers to access QR code-based return labels, which can be scanned at any nearby DHL drop-off point without the need for printing. For added convenience, home pick-up options are also available upon request.

To enhance convenience and reduce logistics costs for both the customer and the company, DurDur also implements Centralized Drop-Off Partnerships with key department stores such as Parkson and Isetan. These stores, already serving as DurDur’s retail partners, will function as authorized drop-off locations for returns and exchanges. This allows customers to combine returns with store visits and eliminates the need for arranging couriers particularly beneficial for those in urban areas. This strategy not only aligns with DurDur’s customer-centric philosophy but also integrates smoothly with its omnichannel retail model.

#### 5.7.4 Repair Service

DurDur supports product longevity and sustainability through its dedicated repair service. Accessible via the “Repair Service” section of the official website, this program allows customers to send their worn or damaged DurDur bags to the company’s headquarters for assessment and professional repair. Once the repair is complete, the item is returned to the customer via DHL Express Malaysia. Repair fees are calculated based on the item’s condition and complexity, while logistics costs are borne by the customer.

To address potential cost concerns and encourage participation, DurDur is working to negotiate discounted logistics rates with its courier partners. Furthermore, customers will soon have the option to drop off repair items at designated department stores where DurDur operates. This not only lowers delivery fees but also adds a layer of accessibility and trust through direct interaction with in-store representatives.

#### 5.7.5 Eco Trade-In Services – “DurBack” Program

As part of its commitment to circular fashion and sustainability, DurDur has launched the “DurBack” Program, an innovative eco trade-in service that rewards customers for returning used DurDur bags. Customers participating in this program are eligible for discounts on future purchases when their trade-in items meet basic eligibility criteria. Returned bags are either refurbished and sold under the “DurDur

Renewed” line or upcycled into lifestyle products such as keychains, cardholders, or lanyards.

To improve convenience, the process begins with customers uploading a short video of the bag through the DurDur website. Upon receiving and reviewing the video, the DurDur team completes a 24-hour assessment, after which a guaranteed 5% discount is issued if the product is accepted. This discount is only eligible for official website purchases.

DurDur covers the logistics cost through its partnership with DHL Express Malaysia, and customers can easily return their trade-in items using QR code labels or at authorized department store counters like Parkson and Isetan. These centralized drop-off locations reduce the cost burden, encourage customer participation, and streamline the overall logistics for both parties. This integration of retail and service reflects DurDur’s broader omnichannel strategy—delivering value, convenience, and sustainability at every touchpoint of the customer journey.

Together, these integrated support systems demonstrate DurDur’s dedication to both environmental responsibility and customer satisfaction, reinforcing its position as a forward-thinking and service-oriented brand in the sustainable fashion accessories market.



## 6. MANAGEMENT TEAM

### 6.1 Management team

DurDur Sdn. Bhd. was founded by a team of University Tunku Abdul Rahman (UTAR) fresh graduates from Bachelor of Business Administration (Honours) Entrepreneurship. The core management team brings together a strong foundation of academic knowledge and a shared commitment to sustainability and innovation in the bag manufacturing industry.

#### **Chief Executive Officer (CEO): Yew Li Qing**

Li Qing leads DurDur's day-to-day operations and strategic direction. With academic qualification in strategic planning and business communications backed with real-life internship experience in SME operations, she oversees cross-functional teams, executes stakeholder and partner relationships, and serves as DurDur's interface with suppliers, investors and advisors. Li Qing is responsible for converting market insights into a defined business plan, laying out launch timelines, and maintaining the company to its sustainability cause. Her key responsibilities include securing strategic partnerships and funding, tracking runway and milestone delivery, and building company culture. Key performance indicators in her responsibility areas include timely delivery of strategic milestones, maintaining a six-month cash runway, and the number of strategic MOUs or partnerships obtained.

#### **Chief Sales and Marketing Officer (CSMO): Chow Zisin**

Zisin is responsible for customer acquisition, brand building and sales channel operations. With hands-on experience of internship work in business development and digital marketing studies, she is a social commerce, content strategy and marketplace optimization expert. Zisin will manage performance advertising, livestream commerce, influencer/KOC partnerships and after-sales initiatives to build trust and repeat purchases. Her responsibilities are to minimize customer acquisition cost, improve livestream conversion rates, and boost online engagement and marketplace sales. Measurable KPIs for her include CAC and ROAS targets,

livestream conversion and accessory attach rates, new customers per month, and repeat purchase.

**Chief Design and Quality Control Officer (CDQO): Joey Koh Ming Sui**

Joey is tasked with product design, prototype and quality control to make DurDur products both beautiful and acceptable for production. Her shop-floor quality control and product development internship enables her to translate trend research into producible specifications, manage prototyping cycles, plan laboratory testing, and use inspection routines during the production process. She handles incoming material quality, first-pass prototype acceptance, and return customer for workmanship. Joey's KPIs include target first-pass prototype approval rate, incoming material defect rate, customer return rate for manufacturing defects, and time-to-production of new designs. Up planned upskilling (pattern-making/CAD and QA training) will boost technical capability as production levels go up.

**Chief Financial and Production Officer (CFPO): Heah Hui Yin**

Hui Yin directs the financial planning and production operations of DurDur with a mix of budgeting and cost-control skills and experience of actual-hand production coordination from internship. She oversees operating budgets, cash forecasting, BOM/COGS analysis, procurement from suppliers and scheduling for production to ship on time within budget and protecting product quality. Hui Yin's responsibilities include maintaining healthy cash runway, increasing gross margin, inventory turnover and securing good supplier terms. Her performance is tracked through such finance KPIs as increasing gross margin, cash runway, and burn rate, supplier on-time delivery rate and inventory turnover. Managerial accounting short-term training and basic ERP/inventory software will be planned to support scalable operations.

## 6.2 Board of Advisers

As DurDur Sdn. Bhd. continues to advance its mission of transforming agricultural waste into innovative and sustainable bags, the company benefits greatly from the strategic insights and technical guidance of its Board of Advisers. The Board comprises experienced professionals whose expertise supports DurDur's development in areas such as sustainable materials, green manufacturing, and product innovation.

### (i) Dr Ooi Zhong Xian

An Assistant Professor at the Faculty of Science, Universiti Tunku Abdul Rahman (UTAR), Dr. Ooi also serves as the Head of Department for Laboratory Management and Safety Administration. Holding a Ph.D. in Rubber Technology and advanced degrees in Polymer Engineering from Universiti Sains Malaysia, Dr. Ooi brings a wealth of knowledge in polymer science, biodegradable polymers, and waste utilization. His expertise in polymer composites directly supports DurDur's material innovation, helping enhance the performance, sustainability, and environmental compatibility of the company's fruit-based leather products.

## 6.3 Key Professional Service Providers

Table 6.1 Key Professional Service Providers

<b>Service Provider</b>	<b>Details</b>	<b>Function and Purpose</b>
<b>Law Firm</b>	<b>Company name:</b> Azmi & Associates  <b>Company Address:</b> 14th Floor, Menara Keck Seng, 203, Jalan Bukit Bintang, Bukit Bintang,	To provide ongoing legal guidance, ensure corporate compliance, protect intellectual property, support commercial

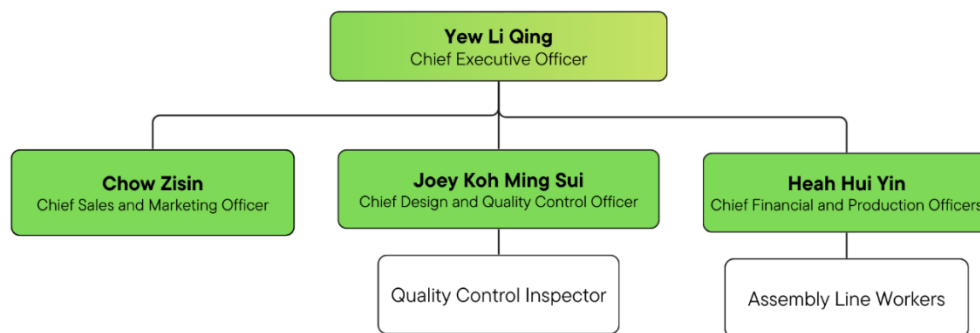
	<p>55100 Wilayah Persekutuan Kuala Lumpur.</p> <p><b>Contact number:</b> +603-2118 5000</p> <p><b>Email:</b> general@azmilaw.com</p> <p><b>Company website:</b> <a href="https://www.azmilaw.com/">https://www.azmilaw.com/</a></p>	<p>transactions, and manage any potential legal disputes.</p>
<b>Accounting Firm</b>	<p><b>Company name:</b> BDO Malaysia</p> <p><b>Company Address:</b> Level 9, Menara Centara, 360, Jalan Tuanku Abdul Rahman, Chow Kit, 50100 Kuala Lumpur, Federal Territory of Kuala Lumpur.</p> <p><b>Contact number:</b> +603-2616 2888</p> <p><b>Email:</b> info@bdo.my</p> <p><b>Company website:</b> <a href="https://www.bdo.my/">https://www.bdo.my/</a></p>	<p>To provide end-to-end financial management services, including bookkeeping, tax compliance, payroll processing, financial reporting, and strategic advisory.</p>
<b>Logistics Company</b>	<p><b>Company name:</b> DHL Express Malaysia</p> <p><b>Company Address:</b></p>	<p>To manage domestic and international delivery operations, including express shipping, customs</p>

	<p>Level 27, Menara TM Off, Jalan Pantai Baharu, 50672 Kuala Lumpur.</p> <p><b>Contact number:</b> 1-800-88-8388</p> <p><b>Email:</b> essmy@dhl.com</p> <p><b>Company website:</b> <a href="https://www.dhl.com/">https://www.dhl.com/</a></p>	<p>clearance, real-time tracking, and e-commerce integration.</p>
<b>Payment Gateway</b>	<p><b>Company name:</b> Stripe Payments Malaysia Sdn. Bhd.</p> <p><b>Company Address:</b> Level 3A, Sunway Visio Tower, Lingkaran SV, Sunway Velocity, Kuala Lumpur, Federal Territories, 55100, Malaysia.</p> <p><b>Contact number:</b> N/A</p> <p><b>Email:</b> support@stripe.com</p> <p><b>Company website:</b> <a href="https://stripe.com/">https://stripe.com/</a></p>	<p>To manage and process secure, real-time online transactions, enables seamless local and international payments, offers robust fraud protection, and supports scalable business models.</p>

## 7. COMPANY STRUCTURE, INTELLECTUAL PROPERTY, AND OWNERSHIP

### 7.1 Organizational Structure

Figure 7.1 Organizational Structure of DurDur Sdn. Bhd.



(Source: Developed for the research)

#### 7.1.1 Chief Executive Officer (CEO)

The Chief Executive Officer (CEO) is the top-ranking executive in a company, responsible for guiding overall operational practices and strategic direction (Peterdy, 2022). The CEO oversees daily operations, facilitates communication between the board of directors and senior management, and makes key decisions that impact the company's brand image and financial performance (Hayes, 2024). In the bag manufacturing industry, the CEO's responsibilities include executing the vision set by the board of directors and leading the company to become a market leader in the industry.

As the Chief Executive Officer of DurDur Sdn. Bhd., Yew Li Qing is responsible for shaping the company's overall direction, mission, and vision. As a startup company specializing in the production of eco-friendly durian husk leather shoulder bags, the CEO's role is particularly critical in establishing a solid foundation for

sustainable growth. She oversees all major aspects of the business, including product development, marketing, operations, financial planning, and business expansion. Yew Li Qing leads the strategic decision-making process, ensuring that DurDur's mission to promote sustainable development through innovative fashion is consistently reflected in both the brand and operations.

Additionally, she identifies new market opportunities, builds relationships with potential investors and suppliers, and ensures the brand remains competitive in the eco-friendly fashion industry. Working closely with the design and production teams, she ensures the bags meet customer expectations in terms of quality, functionality, and style. As the spokesperson for DurDur Sdn. Bhd., Yew Li Qing represents the company at media events, public affairs, and industry gatherings, actively promoting the brand and its commitment to environmental responsibility. Internally, she fosters a collaborative work environment, motivates the team, and ensures that company objectives are clearly communicated and effectively executed. Ultimately, her leadership has positioned DurDur Sdn. Bhd. as a trusted and innovative brand in Malaysia's sustainable fashion market.

#### 7.1.2 Chief Sales and Marketing Officer (CSMO)

The Chief Sales and Marketing Officer (CSMO) plays a crucial role in driving company growth. The CSMO is responsible for developing and executing sales strategies to achieve short-term revenue goals, while also overseeing the company's marketing efforts, including brand management, digital marketing, advertising, and market research (Cannon, 2024). By integrating sales and marketing functions, the CSMO ensures a consistent and efficient strategy that strengthens the entire sales process, from brand awareness to customer conversion.

As Chief Sales and Marketing Officer (CSMO) of DurDur Sdn. Bhd., Chow Zisin is responsible for developing and implementing effective sales and marketing strategies to enhance brand awareness, increase customer engagement, and drive revenue growth. As DurDur is a startup company specializing in the production of eco-friendly shoulder bags made from durian husk leather, she plays a key role in positioning the brand within the sustainable fashion market. Her responsibilities

include identifying target markets, analyzing consumer behavior, setting sales targets, and overseeing marketing activities across digital and traditional platforms such as social media, company websites, and online marketplaces.

Additionally, she is responsible for developing compelling brand messaging that highlights the unique value of DurDur products, emphasizing sustainability, innovation, and style. She also participates in pricing strategies, promotional plans, customer retention initiatives, and collaborations with influencers. Furthermore, she monitors market trends and competitors to optimize the company's marketing strategies, ensuring DurDur maintains a leading position in the rapidly evolving fashion industry. Internally, she collaborates with the CEO and other departments to ensure marketing efforts align with overall business objectives, thereby maintaining a consistent brand identity and customer experience. Through her leadership, Chow Zisin has played a pivotal role in building customer trust, expanding the company's market reach, and achieving strong and sustainable sales performance.

#### 7.1.3 Chief Design Officer (CDO) & Chief Quality Officer (CQO)

The role of the Chief Design Officer (CDO) is becoming increasingly important. The CDO is responsible for coordinating all design-related matters within the organization and ensuring that design concepts are closely aligned with the company's overall strategy. This position combines creativity with leadership to improve brand awareness and user experience by optimizing product and service design (Hein, 2023). The Chief Quality Officer (CQO) is responsible for shortening the cycle from development to production and ensuring a balance between quality and speed. The CQO also plays a key role in communicating test results to stakeholders and ensuring that critical defects are fixed before the product goes into production (Nicholas, 2024).

As Chief Design and Quality Officer of DurDur Sdn. Bhd, Joey Koh Ming Sui plays an important role in ensuring that the company's products reflect high design standards and consistent quality. Overseeing the entire design process of the Durra bag, from initial concept and material selection to final prototype development, Joey



ensures that bags made from durian husk leather are not only visually appealing but also practical, durable, and in line with the brand's sustainable values. She explores innovative design concepts, incorporating customer feedback and keeping up with current fashion trends to ensure the products remain attractive and competitive.

In addition to design, Joey manages the quality control process to ensure that the shoulder bag meets strict production standards before it reaches to target customer. This includes setting quality benchmarks, checking materials, monitoring the production process, and identifying any defects or inconsistencies. She works closely with suppliers and the production department to ensure efficiency and accuracy in each batch while maintaining environmentally friendly practices. By maintaining a balance between creativity and quality assurance, Joey Koh Ming Sui ensures that DurDur Sdn. Bhd delivers Durra bags that are stylish, sustainable, and trustworthy in the eyes of its customers.

#### 7.1.4 Chief Financial Officer (CFO) & Chief Production Officers (CPOs)

The Chief Financial Officer (CFO) is the person responsible for all financial activities of a company. The CFO's responsibilities include tracking cash flow and financial planning, as well as analyzing the company's financial strengths and weaknesses. Besides that, CFO also suggests corrective actions for the financial plan (Grant, 2024). Chief Production Officers (CPOs) who are responsible for a company's product organization and production processes. This means that they typically manage the product methodology, design, development, and marketing aspects of the production process. CPOs may also be involved in project management and post-production evaluation reviews of the product.

Heah Hui Yin is the Chief Financial and Production Officer (CFPO) of DurDur Sdn. Bhd is responsible for managing the financial health of the company and overseeing the production process of the durian husk leather and shoulder bag. On the financial side, she is responsible for budgeting, cash flow management, financial forecasting, and ensuring compliance with relevant accounting standards and government regulations. She is also responsible for preparing financial reports to support

internal decision-making and inform potential investors, helping DurDur maintain transparency and attract funding as it grows.

On the production side, Heah Hui Yin is responsible for overseeing the entire production process from sourcing raw durian shells to coordinating with suppliers, managing inventory, and ensuring efficient production timelines. She ensures that the production process is cost-effective, environmentally friendly, and in line with the company's quality standards. Her responsibilities also include identifying areas to improve productivity and reduce waste in line with DurDur Sdn. Bhd's commitment to sustainability. By integrating finance and production responsibilities, Heah Hui Yin plays a key role in balancing innovation and efficiency, ensuring that the company remains financially stable while delivering high-quality, sustainable products to the market.

## 7.2 Legal Structure

### 7.2.1 Legal form of organization

The business structure of DurDur Sdn. Bhd. is a private limited company, the most common form of business entity in Malaysia. This structure is recognized as a separate legal entity under the Companies Act 2016, meaning it can own assets, enter contracts, sue or be sued, and continue existing regardless of changes in ownership. The limited liability feature ensures that shareholders are not personally liable for the company's debts beyond the amount of capital they invested. This legal form helps protect shareholder rights while providing a flexible yet structured platform for growth, investment, and scalability that making it suitable for innovative and sustainability-driven ventures like DurDur.

### 7.2.2 Ownership structure of the business

DurDur Sdn. Bhd. is founded by four young entrepreneurs, each of whom contributes a specific amount of capital and holds an equal ownership share in the company. All four founders serve as members of the management team, each taking

on distinct leadership roles aligned with their areas of expertise, including design, operations, finance, and marketing.

To strengthen its financial foundation, DurDur Sdn. Bhd. has also applied for the Young Entrepreneur Fund 2.0 (YEF 2.0) from SME Bank Malaysia. This government-supported fund is specifically designed to help young entrepreneurs gain access to startup capital and elevate their ventures through alternative financing. The additional funding is expected to accelerate product development, support marketing efforts, and scale the business to new heights which is aligning with DurDur's mission to lead innovation in sustainable bag manufacturing.

Table 7.1 Shareholder Contribution in DurDur Sdn. Bhd.

<b>Name</b>	<b>Positon</b>	<b>Capital Contributed (RM)</b>	<b>Capital Contributed (%)</b>
Yew Li Qing	CEO	80,400	26.80
Chow Zisin	CSMO	73,200	24.40
Joey Koh Ming Sui	CDQO	73,200	24.40
Heah Hui Yin	CFPO	73,200	24.40
Young Entrepreneurship Fund (YEF)		150,000	-
Soft loans		150,000	-
<b>Total</b>		<b>600,000</b>	<b>100</b>

(Source: Developed for the research)

## 7.3 Intellectual Property

### 7.3.1 Trademarks

DurDur Sdn. Bhd., a company focused on manufacturing eco-friendly shoulder bags, recognizes the strategic necessity of safeguarding its brand identity through trademark registration. As the company grows within Malaysia, it is essential to

secure exclusive rights to its brand name, logo, and other distinctive product identifiers. Trademark registration provides several advantages, including legal protection against imitation or unauthorized use, enhanced brand visibility, and the creation of valuable intangible assets that can be licensed (Tardi, 2024). Additionally, possessing a registered trademark conveys a brand's credibility and sophistication, promoting customer trust and loyalty.

DurDur Sdn. Bhd. needs to apply for a trademark to protect its brand with Malaysia Intellectual Property Office (MyIpo). This includes ensuring that the selected name, logo, or design is unique and easily recognisable, enabling customers to identify its products or services. When submitting the application, DurDur Sdn. Bhd. must provide company information, a clear display or description of the trademark, and specify the categories of goods or services that the trademark will cover.

Additionally, trademark must not be overly generic, purely descriptive, offensive, misleading, or too similar to existing registered trademarks, as these factors may result in the application being rejected. DurDur Sdn. Bhd. guarantees that the design dimensions of its trademark will not exceed the maximum size of 10 cm × 10 cm. During the registration process, DurDur will bear the relevant fees, including the pre-application search fee of RM415, the filing application fee of RM1,080, and the publication and registration fee of RM1,100. To ensure ongoing legal protection, DurDur need to renew the trademark every year.

### 7.3.2 Patents

DurDur Sdn. Bhd. creatively utilizes durian husk to manufacture durian husk leather and crafts it into custom shoulder bags that self-match. This situation prompts DurDur Sdn. Bhd. to pursue a patent to safeguard the unique techniques and materials involved in this environmentally friendly innovation. The fibre extraction method or the process of converting durian husk into durian husk leather that involves an inventive step, and is applicable for industrial use, it may be eligible for patent protection under Malaysia's Patents Act 1983.

In Malaysia, to obtain patent protection, an invention typically must possess novelty, inventive step, and industrial applicability. Given these criteria, DurDur's durian leather shoulder bags provide a strong basis for patent registration. Using durian

fruit husk to produce leather is an innovative approach, as it introduces a sustainable and previously unexplored material into the fashion industry. Additionally, the invention demonstrates creative steps, as transforming agricultural waste into usable leather-like material is not an obvious solution for professionals in the fields of textiles or materials science. Furthermore, the invention has industrial applicability, as durian leather can be produced on a large scale and applied to the fashion and accessories market, indicating its commercial potential. By meeting these requirements, DurDur can obtain patent protection for its innovative achievement, thereby securing exclusive rights to the manufacture and marketing of its eco-friendly leather bags. In addition, DurDur should regularly monitor the market for possible infringements of the patent and, if any are found, take the necessary legal action to enforce the rights.

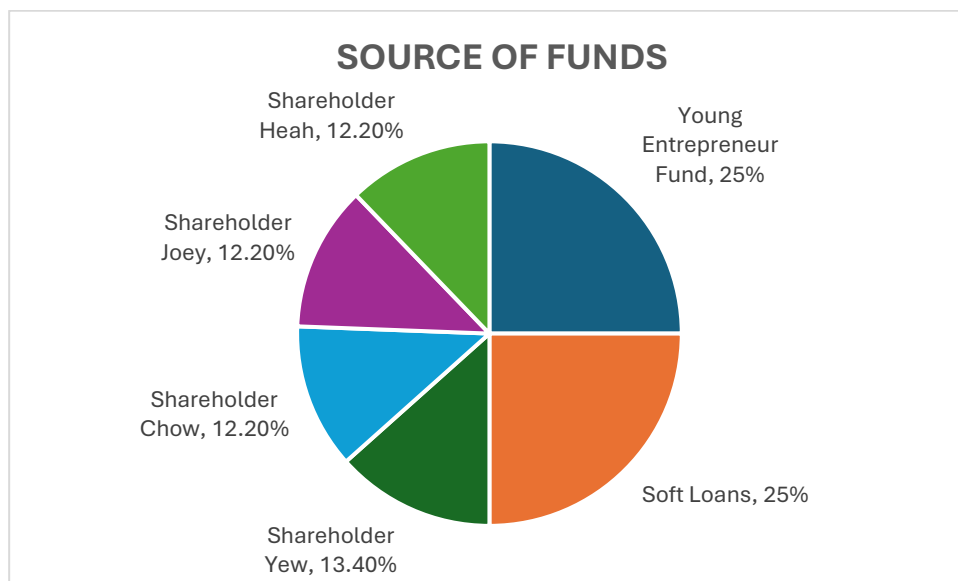
Obtaining a patent will grant DurDur Sdn. Bhd. exclusive rights for a period of 20 years, preventing others from manufacturing or selling the same invention without authorisation. This is a key factor in maintaining its competitive advantage. The patent application will include a detailed technical description outlining the methods, chemical treatments, or processing steps involved, as well as the properties of the final product. The patent registration fees is RM2640. Therefore, DurDur must renew the patent to maintain the right of property.

## 8. FINANCIAL PLAN

### 8.1 Capital Requirements for the Next THREE (3) / FIVE (5) Years

DurDur Sdn. Bhd. is commencing its operations with a total start-up capital of RM 600,000. Out of this capital, RM 150,000 is a dedicated fund from the SME Bank, specifically aimed at supporting young entrepreneurs and RM 150,000 from Soft Loan Scheme for Small & Medium Enterprises (SLSME) which is a Malaysia government business loan. The remaining RM 300,000 is contributed by each of the four founders, demonstrating their commitment to the venture. The start-up capital of RM 600,000 will be strategically utilized to meet various critical requirements for launching and establishing DurDur Sdn. Bhd. as a successful venture. The allocation of funds is as follows:

Figure 8.1 Source of Funds



(Source: Developed for the research)

Table 8.1 Summary of Start-up Cost and Capital

Start-up Expenses	Notes	RM
<b><u>Fixed Assets:</u></b>		
Machinery & Production Equipment	1	49,594.80

Fixtures and Fittings	2	7,743.00
Office Equipment	3	17,002.00
Motor Vehicle	4	3,005.00
<b>Total Fixed Assets</b>		<b>77,344.80</b>
<b><u>Expenses:</u></b>		
Setting up Business Entity Cost	5	7,154.00
General Expenses for Business Premise/Location	6	6,600.00
Renovation	7	101,750.00
Consultant Fees	8	130,000.00
<b>Total Expenses</b>		<b>245,504.00</b>
<b>Total Start-up Cost and Capital</b>		<b>322,848.80</b>

(Source: Developed for the research)

Table 8.2 Start-up Fund Available

<b>Funding</b>	<b>RM</b>	<b>RM</b>
<b><u>Contributions of Partnerships:</u></b>		
Yew Li Qing	80,400.00	
Chow Zisin	73,200.00	
Joey Koh Ming Sui	73,200.00	
Heah Hui Yin	73,200.00	300,000.00
<b><u>Other Funding:</u></b>		
Soft Loans Scheme for Small & Medium Enterprises (SLSME)(4%)	150,000.00	
SME Bank Young Entrepreneur Fund (5%)	150,000.00	300,000.00
<b>Total Funding</b>		<b>600,000.00</b>
<b>(-) Total Start-up cost</b>		<b>(322,848.80)</b>

<b>Start-up Fund Available</b>		<b>277,151.20</b>
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(Source: Developed for the research)

#### A. Fixed assets


Table 8.3 Notes

##### 1. Machinery & Production Equipment

No.	Particulars	Remark	Quantity	Unit Price (RM)	Total
1.	Industrial Sewing Machine 	Taizhou Fuqi Sewing Machine Co., Ltd.	2	676.00	1,352.00
2.	Chemical storage container 	Beijing WIIP Co. Ltd	1	202.80	202.80
3.	Latex gloves 	Top Glove	10	15.00	150.00
4.	Washing station 	Wanfeng Kitchenware	1	150.00	150.00





5.	Oven 	ZhengZhou Great Machinery Co. Ltd	2	12,250.00	24,500.00
6.	Grinder 	Suzhou Pharma Machinery Co. Ltd	1	7,600.00	7,600.00
7.	Sieving machine 	Hebei Innovat Building Materials Group Co., Ltd	1	500.00	500.00
8.	Mixer 	Hebei Shengtuo Machinery Co., Ltd  100L	1	2,700.00	2,700.00
9.	Hot Foil Stamping Machine	Panda1987.my (Shopee)	1	794.00	794.00




					
10.	Workbench 	Jiangsu Qifei Intelligent Storage Equipment Co., Ltd	7	33.00	231.00
11.	Used Riveting Machine 	Jom Kenange (Carousell)	1	100.00	100.00
12.	Pneumatic Punching Machine 200kg Single Column 63 Type Bench Press ID35699 	Knight Auto Sdn Bhd	1	655.00	655.00

13.	Bambu Lab H2D Series Dual Nozzle & High-Speed 3D Printer	Bambu Lab	1	10,810	10,810
<b>TOTAL</b>					<b>49,594.80</b>

(Source: Developed for the research)


## 2. Fixtures and fittings






No.	Particulars	Remark	Quantity	Unit Price (RM)	Total
1.	Display Shelf 	QB Home Improvement (Shopee)	1	41.00	41.00
2.	Reception Desk 	YALIG Intelligent Houseware Co.,Ltd 80cm	1	74.00	74.00
3.	Platform trolley	Century Langyi Caster and	2	38.00	76.00

		Trolley Mfg Co., Ltd 200kg			
4.	Pallet rack 	Guangdong Lead Intelligent Logistics Technology Co., Ltd.	10	10.20	102.00
5.	Hisense Midea Air Conditioner 	Hisense Midea	10	745.00	7,450.00
<b>TOTAL</b>					<b>7,743.00</b>

(Source: Developed for the research)

## 3. Office equipment


No.	Particulars	Remark	Quantity	Unit Price (RM)	Total
1.	Desktop 	Acer	9	1,699.00	15,291.00
2.	Used Barcode Scanner	Zzhooooo (Carousell)	1	25.00	25.00

					
3.	Used Barcode Printer 	Lunayao90 (carousell)	1	120.00	120.00
4.	Office Chair 	LILI Mall (Shopee)	7	51.00	357.00
5.	Office Desk 	Samedream Mall (Shopee) 80cmx37cmx73cm	6	28.00	168.00
6.	Projector 	ToolHaus.my (Shopee)	1	42.00	42.00
7.	Conference table	BalBal Furniture (Shopee)	1	366.00	366.00

					
8.	Water Dispenser 	Filter House MY (Shopee)	2	65.00	130.00
9.	Couch 	Kenzzo (Shopee)	1	209.00	209.00
10.	10KG ABC Powder Fire Extinguisher 	ProDIY (Shopee)	6	49.00	294.00
<b>TOTAL</b>					<b>17,002.00</b>

(Source: Developed for the research)

## 4. Motor Vehicle

No.	Particulars	Remark	Quantity	Unit Price (RM)	Total
1.	Electric Forklift 	HuaTeng Machinery	1	3,005.00	3,005.00
<b>TOTAL</b>					<b>3,005.00</b>

(Source: Developed for the research)

**B. Expenses**

## 5. Setting up business entity cost

No.	Particulars	Unit	Unit Price (RM)	Total Price (RM)
1.	SSM Registration fees	1 Year	1000.00	1000.00
2.	Trademark Registration fees: <ul style="list-style-type: none"> <li>• Pre-Filing search</li> <li>• Filing Application</li> <li>• Publication and registration</li> </ul>	10 Year	415.00 1,080.00 1,100.00	2,595.00
3.	Patent Registration fees: <ul style="list-style-type: none"> <li>• E-Filing Fee</li> </ul>	1 Year	2,640.00	2,640.00
4.	<ul style="list-style-type: none"> <li>• Business License</li> <li>• License sticker</li> <li>• Signboard license (8m x 2m)</li> <li>• Process fee</li> <li>• License cover</li> </ul>	1 Year	300.00 3.00 60.00 50.00 6.00	419.00
5.	Manufacturing license: Malaysia Investment Development Authority (MIDA)	1 Year	500.00	500.00
<b>Total</b>				<b>7,154.00</b>

(Source: Developed for the research)



## 6. General expenses for business premise/location

No.	Particulars	Unit	Unit Price (RM)	Total (RM)
1.	Building rental deposit	2 months	5,600.00	5,600.00
2.	Utility deposit : Water & Electricity	1 month	500.00	500.00
3.	Telephone & internet deposit	1 month	350.00	350.00
4.	Agreement fees	-	150.00	150.00
<b>Total</b>				<b>6,600.00</b>

(Source: Developed for the research)

## 7. Renovation

No.	Particulars	Unit	Unit Price (RM)	Total (RM)
1.	Walls and Painting	15	1,000.00	15,000.00
2.	Internal Construction	15	2,000.00	30,000.00
3.	Toilet	4	1200.00	4,800.00
4.	Signboard: <ul style="list-style-type: none"> <li>Outdoor (4ft (h) x 20ft)</li> <li>Indoor (1ft (h) x 2ft)</li> </ul>	1	1,650.00 300.00	1,950.00
5.	Flooring	2	10,000	20,000
6.	Lighting	30	100	3,000
7.	Electrical Works	1	5,000	5,000
8.	Interior Design	1	20,000	20,000

9.	Plumbing	1	2,000	2,000
<b>TOTAL</b>				<b>101,750.00</b>

(Source: Developed for the research)

#### 8. Consultant Fees

<b>No.</b>	<b>Particulars</b>	<b>Quantity</b>	<b>Unit Price (RM)</b>	<b>Total (RM)</b>
1.	Consultation Fees (Law firms)	1	15,000.00	15,000.00
2.	Consultation Fees (Accounting firms)	1	15,000.00	15,000.00
3.	Consultation Fees (R&D)	1	100,000	100,000
<b>TOTAL</b>				<b>130,000.00</b>

(Source: Developed for the research)

## 8.2 Overview of Financial Projections

Our financial forecast provides a detailed roadmap for DurDur Sdn. Bhd.'s projected financial performance over the next five years. These predictions are based on detailed market research, strategic planning, and industry insights. They are key tools that guide our decision-making, measure progress, and drive sustainable growth in our business.

Table 8.4 Overview of Financial Projections for DurDur Sdn. Bhd.

No.	Assumptions
1.	Each partner has contributed a total amount of RM 300,000.
2.	<p>Rm 150,000 soft loans from the government and the annual interest rate is 4%.</p> <p>Rm 150,000 Young Entrepreneur Fund (YEF) annual interest rate will be charged 5%.</p>
3.	Total sales revenues for DurDur will be generated from multiple distribution channels, including the official company website, major e-commerce platforms (such as Shopee and Lazada), department stores (such as Parkson and Isetan), and selected pop-up markets or lifestyle events.
4.	<p>Employee wages are RM1,700 per person.</p> <ul style="list-style-type: none"> <li>i. 13% of EPF based on laborers' basic wages.</li> <li>ii. 0.52% of SOCSO based on laborers' basic wages.</li> <li>iii. 0.2% of EIS based on laborers' basic wages.</li> </ul>
5.	Building insurance fees charged RM 2500 per year. Building insurance coverage from loss or damage caused by fire and lightning. The maintenance fees for fire extinguishers per year cost RM 278.

6.	Fixed asset depreciation is 10% annually using a straight-line method. i. Machinery & Production Equipment ii. Fixtures & Fittings iii. Office Equipment Motor Vehicle
7.	Advertising and promotion cost at the first-year a total cost RM 135,000.
8.	Corporate income tax (CIT) on the first cost is 17% for the first RM 600,000 and 24% for after RM 600,000.
9.	Annual rental fees are RM 33,600.
10.	Monthly sales forecasting i. 6-day work per week ii. 8 hours a day
11.	Department Store Commission (25% of department store sales)
12.	E-commerce commission (8% of e-commerce sales)
13.	All sales transactions are on a cash-only basis.
14.	90% of the raw material cost will be paid on a cash basis and the remaining will be paid on next month to the supplier.
15.	R&D development costs will be RM100,000 for the first year. It will gradually increase 10% of the original cost every year.
16.	Logistics cost will be RM14,940 for the first year. It will gradually increase 20% of the original cost every year.
17.	Marketing cost will be RM135,000 for the first year. It will gradually increase 10% of the original cost every year.
18.	Payment gateway commission (2% of e-commerce sales and official website sales)

(Source: Developed for the research)

Table 8.5 Sales Forecast for First 5 Years

Unit Price (RM)	RM 280.00
<b>Durra Base</b> <b>24cm x 8cm x 16cm</b>	

<b>Durra Base</b>					
<b>Month \ Year</b>					
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Jan</b>	75	150	450	600	750
<b>Feb</b>	75	150	450	600	750
<b>Mar</b>	150	300	600	750	900
<b>April</b>	75	150	300	600	750
<b>May</b>	75	150	300	600	750
<b>Jun</b>	75	150	300	600	750
<b>Jul</b>	75	150	300	600	750
<b>Aug</b>	75	150	300	600	750
<b>Sep</b>	75	150	300	600	750
<b>Oct</b>	75	150	300	600	750
<b>Nov (11.11 sales)</b>	300	450	900	1050	1200
<b>Dec</b>	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2400	5100	7950	9750
<b>Total Sales (RM)</b>	357,000	672,000	1,428,000	2,226,000	2,730,000

(Source: Developed for the research)

<b>Unit Price</b>	<b>RM 115.00</b>
<b>Pouch</b> <b>12.5cm x 3cm x 9cm</b>	

<b>Pouch</b>					
<b>Month \ Year</b>					
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Jan</b>	75	150	300	300	600
<b>Feb</b>	75	150	300	450	600
<b>Mar</b>	150	225	450	750	900
<b>April</b>	75	150	300	450	750
<b>May</b>	75	150	300	600	750
<b>Jun</b>	75	150	300	600	750
<b>Jul</b>	75	150	300	600	750
<b>Aug</b>	75	150	300	600	750
<b>Sep</b>	75	150	300	600	750
<b>Oct</b>	75	150	300	600	750
<b>Nov (11.11 sales)</b>	300	450	600	750	900
<b>Dec</b>	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2325	4350	7050	9150
<b>Total Sales (RM)</b>	146,625	267,375	500,250	810,750	1,052,250

(Source: Developed for the research)

Unit Price	RM 150.00
<b>Flap Purse</b> <b>19cm x 0.5cm x 9cm</b>	

Flap Purse					
Month \ Year					
	2026	2027	2028	2029	2030
<b>Jan</b>	75	150	300	300	600
<b>Feb</b>	75	150	300	375	600
<b>Mar</b>	150	225	450	600	750
<b>April</b>	75	150	300	450	675
<b>May</b>	75	150	300	450	675
<b>Jun</b>	75	150	300	450	675
<b>Jul</b>	75	150	300	450	675
<b>Aug</b>	75	150	300	450	675
<b>Sep</b>	75	150	300	450	675
<b>Oct</b>	75	150	300	600	675
<b>Nov (11.11 sales)</b>	300	450	600	750	975
<b>Dec</b>	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2325	4350	6075	8550
<b>Total Sales (RM)</b>	191,250	348,750	652,500	911,250	1,282,500

(Source: Developed for the research)

Unit Price	RM 150.00
<b>Zip Purse</b> <b>19cm x 0.5cm x 9cm</b>	

Zip Purse					
Month \ Year					
	2026	2027	2028	2029	2030
Jan	75	150	300	300	600
Feb	75	150	300	375	600
Mar	150	225	450	600	750
April	75	150	300	450	675
May	75	150	300	450	675
Jun	75	150	300	450	675
Jul	75	150	300	450	675
Aug	75	150	300	450	675
Sep	75	150	300	450	675
Oct	75	150	300	600	675
Nov (11.11 sales)	300	450	600	750	975
Dec	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2325	4350	6075	8550
<b>Total Sales (RM)</b>	191,250	348,750	652,500	911,250	1,282,500

(Source: Developed for the research)



Unit Price	RM 99.00
<b>Mini Dot</b> <b>9cm x 0.5cm x 7cm</b>	

<b>Mini Dot</b>					
<b>Month \ Year</b>					
	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Jan</b>	75	150	300	300	600
<b>Feb</b>	75	150	300	375	600
<b>Mar</b>	150	225	450	600	750
<b>April</b>	75	150	300	450	675
<b>May</b>	75	150	300	450	675
<b>Jun</b>	75	150	300	450	675
<b>Jul</b>	75	150	300	450	675
<b>Aug</b>	75	150	300	450	675
<b>Sep</b>	75	150	300	450	675
<b>Oct</b>	75	150	300	600	675
<b>Nov (11.11 sales)</b>	300	450	600	750	975
<b>Dec</b>	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2325	4350	6075	8550
<b>Total Sales (RM)</b>	126,225	230,175	430,650	601,425	846,450

(Source: Developed for the research)

Unit Price	RM 45.00
<b>Style Tag</b> <b>16cm x 0.1cm x 3cm</b>	

Style Tag					
<div> <div>Year</div> <div>Month</div> </div>					
	2026	2027	2028	2029	2030
Jan	75	150	300	300	600
Feb	75	150	300	375	600
Mar	150	225	450	600	750
April	75	150	300	450	675
May	75	150	300	450	675
Jun	75	150	300	450	675
Jul	75	150	300	450	675
Aug	75	150	300	450	675
Sep	75	150	300	450	675
Oct	75	150	300	600	675
Nov (11.11 sales)	300	450	600	750	975
Dec	150	300	600	750	900
<b>Total Unit Sales</b>	1275	2325	4350	6075	8550
<b>Total Sales (RM)</b>	57,375	104,625	195,750	273,375	384,750

(Source: Developed for the research)

Table 8.6 Total Sales Forecast for First 5 Years

<b>Month</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total Units Sales</b>	7650	14025	26850	39300	53100
<b>Total Sales (RM)</b>	1,069,725	1,971,675	3,859,650	5,734,050	7,578,450







(Source: Developed for the research)

According to Custom Market Insights (2024), the global sustainable fashion market was valued at USD 8.1 billion in 2024 and is projected to reach USD 33.1 billion by 2033, growing at a compound annual growth rate (CAGR) of 22.9% from 2024 to 2033. This robust growth highlights the increasing global demand for eco-friendly and ethically produced fashion products.

For the Malaysian market, primary survey findings show strong potential for DurDur's eco-conscious offerings. Out of 300 respondents surveyed, 223 (74.3%) strongly agreed that they are willing to purchase a self-customizable durian leather shoulder bag. This indicates a solid base of consumers who value personalization and sustainability in their purchasing decisions.

In the first and second years, DurDur anticipates relatively modest sales volumes due to limited brand awareness and the need to educate consumers about durian leather as a sustainable material. However, from the third year onwards, sales are expected to rise significantly, driven by increased customer awareness, positive word-of-mouth, and growing participation in the sustainable fashion trend. In the later years, as the market matures, DurDur expects stable growth, supported by the global expansion of the sustainable fashion sector and consistent domestic demand.

**Material Cost**Table 8.7 List of Raw Materials

No.	Item	Price (RM)
1.	Durian Husk 	0.10/Kilogram
	Durian Husk Powder	0.35/Kilogram
2.	Polyvinyl Alcohol (PVA)	6.8/Kilogram
3.	Glycerol (glycerine)	4.05/Kilogram
4.	Sewing Thread 	2/ 1000m spool
5.	Snap Fastener 	0.67/unit
6.	Turn Lock 	2.31/unit
7.	Canvas 	25/meter
8.	Zipper 	2/meter

*(Remark: 1kg fresh durian husk  $\approx$  0.35kg durian husk powder)*

(Source: Developed for the research)

Table 8.8 Cost Per Unit

No	Item	Durra Base		Pouch		Flap Purse	
		Qty	Price	Qty	Price	Qty	Price
1.	<b>Durian Husk Powder</b>	117g	0.0410	52g	0.0182	78g	0.0273
2.	<b>Polyvinyl Alcohol (PVA)</b>	175.5g	1.1934	78g	0.5304	117g	0.7956
3.	<b>Glycerol (glycerine)</b>	73.125g	0.3000	32.5g	0.1333	48.75g	0.1999
4.	<b>Sewing Thread</b>	25m	0.0500	8m	0.0160	6m	0.0120
5.	<b>Snap Fastener</b>	6units	4.0200	5 units	3.3500	7 units	4.6900
6.	<b>Turn Lock</b>	1unit	2.3100	-	-	-	-
7.	<b>Canvas</b>	0.093m	2.3250	0.024m	0.6000	0.027m	0.6750
8.	<b>Zipper</b>	-	-	-	-	-	-
<b>Total Cost Per Unit (RM)</b>			10.2394		4.6479		6.3998

(Remark: 1kg fresh durian husk  $\approx$  0.35kg durian husk powder)

(Source: Developed for the research)

Table 8.8 Cost Per Unit

No	Item	Zip Purse		Mini Dot		Style Tag	
		Qty	Price	Qty	Price	Qty	Price
1.	<b>Durian Husk Powder</b>	52g	0.0182	26g	0.0091	9g	0.0032
2.	<b>Polyvinyl Alcohol (PVA)</b>	78g	0.5304	39g	0.2652	13g	0.0884
3.	<b>Glycerol (glycerine)</b>	32.5g	0.1333	16.25g	0.0666	5.42g	0.0222
4.	<b>Sewing Thread</b>	6m	0.0120	4m	0.0080	-	-
5.	<b>Snap Fastener</b>	6units	4.0200	3units	2.0100	4units	2.6800
6.	<b>Turn Lock</b>	-	-	-	-	-	-
7.	<b>Canvas</b>	0.027m	0.6750	0.011m	0.2750	-	-
8.	<b>Zipper</b>	0.19m	0.3800	-	-	-	-
<b>Total Cost Per Unit (RM)</b>			5.7689		2.6339		2.7938

*(Remark: 1kg fresh durian husk  $\approx$  0.35kg durian husk powder)*

(Source: Developed for the research)

**Estimated Inventory**Table 8.9 Unit of Inventory

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Opening Inventory</b>	0	4350	7725	12675	18075
<b>Production</b>	12000	17400	31800	44700	60000
<b>Inventory</b>	12000	21750	39525	57375	78075
<b>Sales</b>	7650	14025	26850	39300	53100
<b>Closing Inventory</b>	4350	7725	12675	18075	24975

(Source: Developed for the research)

Table 8.10 Total Production

Year Month	Durra Base					Pouch				
	2026	2027	2028	2029	2030	2026	2027	2028	2029	2030
Jan	150	225	525	675	825	150	225	375	600	825
Feb	150	225	525	675	825	150	225	375	600	825
Mar	150	225	525	675	825	150	225	375	600	825
April	150	225	525	675	825	150	225	375	600	825
May	150	225	525	675	825	150	225	375	600	825
Jun	150	225	525	675	825	150	225	375	600	825
Jul	150	225	525	675	825	150	225	375	600	825
Aug	150	225	525	675	825	150	225	375	600	825
Sep	150	225	525	675	825	150	225	375	600	825
Oct	150	225	525	675	825	150	225	375	600	825
Nov	150	225	525	675	825	150	225	375	600	825
Dec	150	225	525	675	825	150	225	375	600	825
Total Production	1800	2700	6300	8100	9900	1800	2700	4500	7200	9900

Year Month	Flap Purse					Zip Purse				
	2026	2027	2028	2029	2030	2026	2027	2028	2029	2030
Jan	150	225	375	525	750	150	225	375	525	750
Feb	150	225	375	525	750	150	225	375	525	750
Mar	150	225	375	525	750	150	225	375	525	750
April	150	225	375	525	750	150	225	375	525	750
May	150	225	375	525	750	150	225	375	525	750
Jun	150	225	375	525	750	150	225	375	525	750
Jul	150	225	375	525	750	150	225	375	525	750
Aug	150	225	375	525	750	150	225	375	525	750
Sep	150	225	375	525	750	150	225	375	525	750
Oct	150	225	375	525	750	150	225	375	525	750
Nov	150	225	375	525	750	150	225	375	525	750
Dec	150	225	375	525	750	150	225	375	525	750
Total Production	1800	2700	4500	6300	9000	1800	2700	4500	6300	9000

Year Month	Mini Dot					Style Tag				
	2026	2027	2028	2029	2030	2026	2027	2028	2029	2030
Jan	150	225	375	525	750	150	188	375	525	638
Feb	150	225	375	525	750	150	188	375	525	638
Mar	150	225	375	525	750	150	188	375	525	638
April	150	225	375	525	750	150	188	375	525	638
May	150	225	375	525	750	150	188	375	525	638
Jun	150	225	375	525	750	150	188	375	525	638
Jul	150	225	375	525	750	150	188	375	525	638
Aug	150	225	375	525	750	150	188	375	525	638
Sep	150	225	375	525	750	150	188	375	525	638
Oct	150	225	375	525	750	150	188	375	525	638
Nov	150	225	375	525	750	150	188	375	525	638
Dec	150	225	375	525	750	150	188	375	525	638
Total Production	1800	2700	4500	6300	9000	1800	2250	4500	6300	7650

(Source: Developed for the research)



**Year 1****Table 8.11 Production, Sales, Closing Inventory, Cost Per Unit, Production Cost and Closing Inventory for Year 1**

	<b>Production (Unit)</b>	<b>Sales (Unit)</b>	<b>Closing Inventory (Unit)</b>	<b>Cost/unit (RM)</b>	<b>Production Cost (RM)</b>	<b>Closing Inventory Cost (RM)</b>
	<b>a</b>		<b>b</b>	<b>c</b>	<b>(a x c)</b>	<b>(b x c)</b>
<b>Durra Base</b>	1800	1275	525	10.239	18,430.92	5,375.69
<b>Pouch</b>	1800	1275	525	4.6479	8,366.22	2,440.15
<b>Flap Purse</b>	1800	1275	525	6.3998	11,519.64	3,359.90
<b>Zip Purse</b>	1800	1275	525	5.7689	10,384.02	3,028.67
<b>Mini Dot</b>	2400	1275	1125	2.6339	6,321.36	2,963.14
<b>Style Tag</b>	2400	1275	1125	2.7938	6,705.12	3,143.03
<b>Total</b>	<b>12000</b>	<b>7650</b>	<b>4350</b>	<b>-</b>	<b>61,727.28</b>	<b>20,310.56</b>

*(Remarks: Cost per unit increase 10%)**(Source: Developed for the research)***Year 2****Table 8.12 Production, Sales, Closing Inventory, Cost Per Unit, Production Cost and Closing Inventory for Year 2**

	<b>Production (Unit)</b>	<b>Sales (Unit)</b>	<b>Closing Inventory (Unit)</b>	<b>Cost/unit (RM)</b>	<b>Production Cost (RM)</b>	<b>Closing Inventory Cost (RM)</b>
	<b>a</b>		<b>b</b>	<b>c</b>	<b>(a x c)</b>	<b>(b x c)</b>
<b>Durra Base</b>	2700	2400	825	11.263	30,410.91	9,292.22
<b>Pouch</b>	2700	2325	900	5.1127	13,804.29	4,601.43
<b>Flap Purse</b>	2700	2325	900	7.0398	19,007.46	6,335.82
<b>Zip Purse</b>	2700	2325	900	6.3458	17,133.66	5,711.22
<b>Mini Dot</b>	3600	2325	2400	2.8973	10,430.28	6,953.52
<b>Style Tag</b>	3000	2325	1800	3.0732	9,219.60	5,531.76
<b>Total</b>	<b>17400</b>	<b>14025</b>	<b>7725</b>	<b>-</b>	<b>100,006.2</b>	<b>38,425.97</b>

*(Remarks: Cost per unit increase 10%)**(Source: Developed for the esearch)*

**Year 3****Table 8.13 Production, Sales, Closing Inventory, Cost Per Unit, Production Cost and Closing Inventory for Year 3**

	<b>Production (Unit)</b>	<b>Sales (Unit)</b>	<b>Closing Inventory (Unit)</b>	<b>Cost/unit (RM)</b>	<b>Production Cost (RM)</b>	<b>Closing Inventory Cost (RM)</b>
	<b>a</b>		<b>b</b>	<b>c</b>	<b>(a x c)</b>	<b>(b x c)</b>
<b>Durra Base</b>	6300	5100	2025	12.39	78,054.48	25,088.94
<b>Pouch</b>	4500	4350	1050	5.624	25,308.00	5,905.20
<b>Flap Purse</b>	4500	4350	1050	7.7438	34,847.10	8,130.99
<b>Zip Purse</b>	4500	4350	1050	6.9803	31,411.35	7,329.32
<b>Mini Dot</b>	6000	4350	4050	3.187	19,122.00	12,907.35
<b>Style Tag</b>	6000	4350	3450	3.3805	20,283.00	11,662.73
<b>Total</b>	<b>31800</b>	<b>26850</b>	<b>12675</b>	<b>-</b>	<b>209,025.9</b>	<b>71,024.52</b>

*(Remarks: Cost per unit increase 10%)**(Source: Developed for the research)***Year 4****Table 8.14 Production, Sales, Closing Inventory, Cost Per Unit, Production Cost and Closing Inventory For Year 4**

	<b>Production (Unit)</b>	<b>Sales (Unit)</b>	<b>Closing Inventory (Unit)</b>	<b>Cost/unit (RM)</b>	<b>Production Cost (RM)</b>	<b>Closing Inventory Cost (RM)</b>
	<b>a</b>		<b>b</b>	<b>c</b>	<b>(a x c)</b>	<b>(b x c)</b>
<b>Durra Base</b>	8100	7950	2175	13.629	110,391.66	29,642.21
<b>Pouch</b>	7200	7050	1200	6.1864	44,542.08	7,423.68
<b>Flap Purse</b>	6300	6075	1275	8.5182	53,664.66	10,860.71
<b>Zip Purse</b>	6300	6075	1275	7.6783	48,373.29	9,789.83
<b>Mini Dot</b>	8400	6075	6375	3.5057	29,447.88	22,348.84
<b>Style Tag</b>	8400	6075	5775	3.7186	31,236.24	21,474.92
<b>Total</b>	<b>44700</b>	<b>39300</b>	<b>18075</b>	<b>-</b>	<b>317,655.81</b>	<b>101,540.20</b>

*(Remarks: Cost per unit increase 10%)**(Source: Developed for the research)*

**Year 5****Table 8.15 Production, Sales, Closing Inventory, Cost Per Unit, Production Cost and Closing Inventory For Year 5**

	<b>Production (Unit)</b>	<b>Sales (Unit)</b>	<b>Closing Inventory (Unit)</b>	<b>Cost/unit (RM)</b>	<b>Production Cost (RM)</b>	<b>Closing Inventory Cost (RM)</b>
	<b>a</b>		<b>b</b>	<b>c</b>	<b>(a x c)</b>	<b>(b x c)</b>
<b>Durra Base</b>	9900	9750	2325	14.992	148,415.85	34,855.24
<b>Pouch</b>	9900	9150	1950	6.805	67,369.50	13,269.75
<b>Flap Purse</b>	9000	8550	1725	9.37	84,330.00	16,163.25
<b>Zip Purse</b>	9000	8550	1725	8.4461	76,014.90	14,569.52
<b>Mini Dot</b>	12000	8550	9825	3.8563	46,275.60	37,888.15
<b>Style Tag</b>	10200	8550	7425	4.0905	41,723.10	30,371.96
<b>Total</b>	<b>60000</b>	<b>53100</b>	<b>24975</b>	<b>-</b>	<b>464,128.95</b>	<b>147,117.90</b>

*(Remarks: Cost per unit increase 10%)**(Source: Developed for the research)*

**Marketing and Promotions**

No.	Particulars	Unit	Unit Price (RM)	Total (RM)
1.	Thematic and Seasonal Campaigns	2	9,000	18,000
2.	Organic Social Media Engagement	12	1000/month	12,000
3.	KOC & Influencer Partnership	8	2000	16,000
4.	Experiential and On-Ground Activations	4	5,000	20,000
5.	Paid Digital Campaigns	12	5,000/month	60,000
6.	Industry and Sustainability Exhibitions	1	9,000	9,000
<b>TOTAL</b>				<b>135,000.00</b>

(Source: Developed for research)

**Operating Expenses**

No.	Particulars	Quantity/ Per Months	Unit Price (RM)	Total (RM)
1.	Building Rental	1 Month	2,800.00	2,800.00
2.	<b><u>Employee Wages:</u></b>			
	Top Management	4	3,500.00	
	Manufacture employees	9 Qty	1,700.00	
	Administrative employees	4 Qty	1,700.00	36,100.00
3.	<b><u>Utilities:</u></b>			
	Water & Electricity	1 Month	500.00	500.00

4.	Stationary	1 Month	150.00	150.00
5.	<b><u>Logistics Costs:</u></b> Website Orders Return and Exchange DurBack Trade-in Program	1 Month 1 Month 1 Month	1,125.00 50.00 70.00	1,245.00
6.	Telephone and Internet plan	1 Month	200.00	200.00
7.	Business Cards	500pcs	0.08	40.00
<b>TOTAL</b>				<b>41,035.00</b>

(Source: Developed for the research)

**Estimated Labour Costs**Table 8.16 Employees Estimated Salary (Monthly) Based on Each Employee

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>
<b>Top Management</b>					
Chief Executive Officer (CEO)	3,500	3,600	3,700	3,800	3,900
Chief Sales and Marketing (CSMO)	3,500	3,600	3,700	3,800	3,900
Chief Design and Quality Control Officer (CDQO)	3,500	3,600	3,700	3,800	3,900
Chief Financial and Production Officer (CFPO)	3,500	3,600	3,700	3,800	3,900
<b>Sub-total</b>	14,000	14,400	14,800	15,200	15,600
<b>Workforce</b>					
Administrative Employee(s)	1,700*4	1,800*4	1,900*4 1,700*1	2,000*4 1,800*1	2,100*4 1,900*1

Manufacture Employee(s)	1,700*9	1,800*9	1,900*9 1,700*2	2,000*9 1,800*2	2,100*9 1,900*2 1,700*1
<b>Sub-total</b>	22,100	23,400	29,800	31,400	34,700
<b>Total</b>	36,100	37,800	44,600	46,600	50,300

(Source: Developed for the research)

**Top Management:**

DurDur Sdn. Bhd. is co-founded by four partners, each contributing actively to the company's daily operations to ensure smooth business management. To reflect their different levels of involvement and commitment, the partners have mutually agreed on a profit-sharing ratio of 26.80%, 24.40%, 24.40% and 24.40%, respectively. This arrangement ensures that the profits are distributed fairly in proportion to each founder's contribution.

In terms of staffing, the company employs four administrative staff members and nine production staff members during its first and second years of operation. All employees will receive a salary increment of RM100 every year, and additional team members will be hired from Year 3 to support the company's continued growth.

Table 8.17 The Number of Employees Per Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Administrative employees	4	4	4+1	4+1	4+1
Production employees	9	9	9+2	9+2	9+2+1

(Source: Developed for the research)



The goal is to increase production capacity and productivity by increasing the workforce while maintaining payroll stability to remain competitive and ensure sustainable growth for the company.

Table 8.18 Employees Estimated Salary (Annual) Based on Each Employee

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>
<b>Top Management</b>					
Chief Executive Officer (CEO)	42,000	43,200	44,400	45,600	46,800
Chief Sales and Marketing (CSMO)	42,000	43,200	44,400	45,600	46,800
Chief Design and Quality Control Officer (CDQO)	42,000	43,200	44,400	45,600	46,800
Chief Financial and Production Officer (CFPO)	42,000	43,200	44,400	45,600	46,800
<b>Sub-total</b>	168,000	172,800	177,600	182,400	187,200
<b>Workforce</b>					
Administrative Employee(s)	20,400*4	21,600*4	22,800*4 20,400*1	24,000*4 21,600*1	25,200*4 22,800*1

Manufacture Employee(s)	20,400*9	21,600*9	22,800*9 20,400*2	24,000*9 21,600*2	25,200*9 22,800*2 20,400*1
<b>Sub-total</b>	265,200	280,800	357,600	376,800	416,400
<b>Total</b>	<b>433,200</b>	<b>453,600</b>	<b>535,200</b>	<b>559,200</b>	<b>603,600</b>

(Source: Developed for the research)

Table 8.19 Employees Provident Fund (EPF)

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>
<b>Top Management</b>					
Chief Executive Officer (CEO)	5,460	5,616	5,772	5,928	6,084
Chief Sales and Marketing (CSMO)	5,460	5,616	5,772	5,928	6,084
Chief Design and Quality Control Officer (CDQO)	5,460	5,616	5,772	5,928	6,084
Chief Financial and Production Officer (CFPO)	5,460	5,616	5,772	5,928	6,084
<b>Sub-total</b>	<b>21,840</b>	<b>22,464</b>	<b>23,088</b>	<b>23,712</b>	<b>24,336</b>
<b>Workforce</b>					
Administrative Employee(s)	2,652*4	2,808*4	2,964*4	3,120*4	3,276*4
			2,652*1	2,808*1	2,964*1
Manufacture Employee(s)	2,652*9	2,808*9	2,964*9	3,120*9	3,276*9
			2,652*2	2,808*2	2,964*2
					2,652*1
<b>Sub-total</b>	<b>34,476</b>	<b>36,504</b>	<b>46,488</b>	<b>48,984</b>	<b>54,132</b>
<b>Total</b>	<b>56,316</b>	<b>58,968</b>	<b>69,576</b>	<b>72,696</b>	<b>78,468</b>

(Remarks: Employer Contribution = 13%)

(Source: Developed for the research)

Table 8.20 Employees' SOCSO

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>
<b>Top Management</b>					
Chief Executive Officer (CEO)	724.20	745.80	766.20	787.80	808.20
Chief Sales and Marketing (CSMO)	724.20	745.80	766.20	787.80	808.20
Chief Design and Quality Control Officer (CDQO)	724.20	745.80	766.20	787.80	808.20
Chief Financial and Production Officer (CFPO)	724.20	745.80	766.20	787.80	808.20
<b>Sub-total</b>	2,896.80	2,983.20	3,064.80	3,151.20	3,232.80
<b>Workforce</b>					
Administration Employee(s)	346.20*4	367.80*4	388.20*4	409.80*4	430.20*4
			346.20*1	367.80*1	388.20*1
Manufacture Employee(s)	346.20*9	367.80*9	388.20*9	409.80*9	430.20*9
			346.20*2	367.80*2	388.20*2
					346.20*1

<b>Sub-total</b>	4,500.60	4,781.40	6,085.20	6,430.80	7,103.40
<b>Total</b>	<b>7,397.40</b>	<b>7,764.60</b>	<b>9,150.00</b>	<b>9,582.00</b>	<b>10,336.20</b>

(Source: Developed for the research)

Table 8.21 Employees' EIS

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>	<b>(RM)</b>
<b>Top Management</b>					
Chief Executive Officer (CEO)	82.80	85.20	87.60	90.00	92.40
Chief Sales and Marketing (CSMO)	82.80	85.20	87.60	90.00	92.40
Chief Design and Quality Control Officer (CDQO)	82.80	85.20	87.60	90.00	92.40
Chief Financial and Production Officer (CFPO)	82.80	85.20	87.60	90.00	92.40
<b>Sub-total</b>	331.20	340.80	350.40	360.00	369.60
<b>Workforce</b>					
Administration Employee(s)	39.60*4	42.00*4	44.40*4 39.60*1	46.80*4 42.00*1	49.20*4 44.40*1
Manufacture Employee(s)	39.60*9	42.00*9	44.40*9 39.60*2	46.80*9 42.00*2	49.20*9 44.40*2 39.60*1
<b>Sub-total</b>	514.80	546.00	696.00	734.40	812.40

<b>Total</b>	<b>846.00</b>	<b>886.80</b>	<b>1,046.40</b>	<b>1,094.40</b>	<b>1,209.00</b>
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(Source: Developed for the research)

### **Depreciation**

Table 8.22 Depreciation Rate

<b>Item</b>	<b>Percentage per annum (%)</b>
Machinery & Production Equipment	10
Fixtures & Fittings	10
Office Equipment	10
Motor Vehicle	10

(Source: Developed for the research)

Table 8.23 Depreciation Rate (Per Annum)

Item		Machinery & Production Equipment (RM)	Fixtures & Fittings (RM)	Office Equipment (RM)	Motor Vehicle (RM)
<b>Purchase Price</b>		49,594.80	7,743.00	17,002.00	3,005.00
<b>Year 1</b>	Depreciation	4,959.48	774.30	1700.20	300.50
	Accumulated Depreciation	4,959.48	774.30	1700.20	300.50
	Net Book Value	44,635.32	6,968.70	15,301.80	2,704.50
	<b>Total Dep.</b>	<b>7,734.48</b>			
	<b>Total Acc. Dep.</b>	<b>7,734.48</b>			
<b>Year 2</b>	Depreciation	4,959.48	774.30	1700.20	300.50
	Accumulated Depreciation	9,918.96	1,548.60	3,400.40	601.00
	Net Book Value	39,675.84	6,194.40	13,601.60	2,404.00



	<b>Total Dep.</b>	<b>7,734.48</b>			
	<b>Total Acc. Dep.</b>	<b>15,468.96</b>			
<b>Year 3</b>	Depreciation	4,959.48	774.30	1700.20	300.50
	Accumulated Depreciation	14,878.44	2,322.90	5,100.60	901.50
	Net Book Value	34,716.36	5,420.10	11,901.40	2,103.50
	<b>Total Dep.</b>	<b>7,734.48</b>			
	<b>Total Acc. Dep.</b>	<b>23,203.44</b>			
<b>Year 4</b>	Depreciation	4,959.48	774.30	1700.20	300.50
	Accumulated Depreciation	19,837.92	3,097.20	6,800.80	1,202.00
	Net Book Value	29,756.88	4,645.80	10,201.20	1,803.00
	<b>Total Dep.</b>	<b>7,734.48</b>			
	<b>Total Acc. Dep.</b>	<b>30,937.92</b>			

<b>Year 5</b>	Depreciation	4,959.48	774.30	1700.20	300.50
	Accumulated Depreciation	24,797.40	3,871.50	8,501.00	1,502.50
	Net Book Value	24,797.40	3,871.50	8,501.00	1,502.50
	<b>Total Dep.</b>	<b>7,734.48</b>			
	<b>Total Acc. Dep.</b>	<b>38,672.40</b>			

(Source: Developed for the research)

## 8.3 Pro Forma Income Statement (3 /5 years)

Financial Statement 1: Pro Forma Income Statement for Year 1 to Year 5

	Projected Year 2026		Projected Year 2027	
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
<b>Sales:</b>				
Official website sales (40%)	427,890.00		788,670.00	
E-commerce sales (30%)	320,917.50		591,502.50	
Department store sales (20%)	213,945.00		394,335.00	
Pop-up market sales (10%)	106,972.50		197,167.50	
<b>Total Sales</b>		<b>1,069,725.00</b>		<b>1,971,675.00</b>
<b>(-) Cost of goods sold</b>				
Opening stock	-		20,310.56	
(+) Purchase of raw material	61,727.80		100,006.20	
(-) Closing stock	(20,310.56)		(38,425.97)	
Cost of goods sold		(41,417.24)		(81,890.79)
<b>Gross profit</b>		<b>1,028,307.76</b>		<b>1,889,784.21</b>
<b>(-) Expenses</b>				
SSM registration fees	1,000.00		-	
Trademark registration fees	2,595.00		-	
Trademark renewal fees	-		1,000.00	
Patent registration fees	2,640.00		-	
Patent renewal fees	-		600.00	
Business license	419.00		419.00	
Manufacturing license	500.00		500.00	
Building rental	39,200.00		33,600.00	
Utility fees	6,500.00		6,000.00	
Telephone & internet fees	2,750.00		2,400.00	
Agreement fees	150.00		-	
Renovation	101,750.00		-	
Marketing and promotion	135,000.00		148,500.00	
Consultant fees	130,000.00		130,000.00	
Payment gateway	14,976.15		27,603.45	
Employee wages	433,200.00		453,600.00	
Stationary	1,800.00		1,800.00	
R&D development cost	100,000.00		110,000.00	
Logistics cost	14,940.00		17,928.00	
Business cards	40.00		80.00	
Employees Provident Fund (EPF)	56,316.00		58,968.00	
Employee's SOCSO	7,397.40		7,764.60	
Employee's EIS	846.00		886.80	
Depreciation	7,734.48		7,734.48	
Building insurance fees	2,500.00		2,500.00	
Fire extinguisher maintenance fees	278.00		278.00	

E-commerce commission (8%)	25,673.40		47,320.20	
Department store commission (25%)	53,486.25		98,583.75	
Soft loans interest (4%)	6,000.00		6,000.00	
Young Entrepreneur Fund interest (5%)	7,500.00		7,500.00	
Total Expenses		(1,155,191.68)		(1,171,566.28)
<b>Profit/Loss before tax</b>		<b>(126,883.92)</b>		<b>718,217.93</b>
<b>(-) Corporate tax:</b>				
17% for the first RM600,000			102,000.00	
24% for after RM600,000			28,372.30	
Tax expenses				(130,372.30)
<b>Net Profit/Loss</b>		<b>(126,883.92)</b>		<b>587,845.63</b>

(Source: Developed for the research)

	Projected Year 2028		Projected Year 2029		Projected Year 2030	
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
<b>Sales:</b>						
Official website sales (40%)	1,543,860.00		2,293,620.00		3,031,380.00	
E-commerce sales (30%)	1,157,895.00		1,720,215.00		2,273,535.00	
Department store sales (20%)	771,930.00		1,146,810.00		1,515,690.00	
Pop-up market sales (10%)	385,965.00		573,405.00		757,845.00	
<b>Total Sales</b>		<b>3,859,650.00</b>		<b>5,734,050.00</b>		<b>7,578,450.00</b>
<b>(-) Cost of goods sold</b>						
Opening stock	38,425.97		71,024.52		101,540.20	
(+) Purchase of raw material	209,025.90		317,655.81		464,128.95	
(-) Closing stock	(71,024.52)		(101,540.20)		(147,117.90)	
Cost of goods sold		(176,427.35)		(287,140.13)		(418,551.25)
<b>Gross profit</b>		<b>3,683,222.65</b>		<b>5,446,909.87</b>		<b>7,159,898.75</b>
<b>(-) Expenses</b>						

SSM registration fees	-		-		-	
Trademark registration fees	-		-		-	
Trademark renewal fees	1,000.00		1,000.00		1,000.00	
Patent registration fees	-		-		-	
Patent renewal fees	200.00		250.00		300.00	
Business license	419.00		419.00		419.00	
Manufacturing license	500.00		500.00		500.00	
Building rental	33,600.00		33,600.00		33,600.00	
Utility fees	6,000.00		6,000.00		6,000.00	
Telephone & internet fees	2,400.00		2,400.00		2,400.00	
Agreement fees	-		-		-	
Renovation	-		-		-	
Marketing and promotion	163,350.00		179,685.00		197,653.50	
Consultant fees	130,000.00		130,000.00		130,000.00	
Payment gateway	54,035.10		80,276.70		106,098.30	
Employee wages	535,200.00		559,200.00		603,600.00	
Stationary	1,800.00		1,800.00		1,800.00	
R&D development cost	121,000.00		133,100.00		146,410.00	
Logistics cost	21,513.60		25,816.32		30,979.58	
Business cards	120.00		160.00		200.00	
Employees Provident Fund (EPF)	69,576.00		72,696.00		78,468.00	
Employee's SOCSO	9,150.00		9,582.00		10,336.20	
Employee's EIS	1,046.40		1,094.40		1,209.00	
Depreciation	7,734.48		7,734.48		7,734.48	
Building insurance fees	2,500.00		2,500.00		2,500.00	
Fire extinguisher maintenance fees	278.00		278.00		278.00	
E-commerce	92,631.60		137,617.20		181,882.80	

commission (8%)						
Department store commission (25%)	192,982.50		286,702.50		378,922.50	
Soft loans interest (4%)	6,000.00		6,000.00		6,000.00	
Young Entrepreneur Fund interest (5%)	7,500.00		7,500.00		7,500.00	
Total Expenses		(1,460,536.68)		(1,685,911.60)		(1,935,791.36)
<b>Profit/Loss before tax</b>		<b>2,222,685.97</b>		<b>3,760,998.27</b>		<b>5,224,107.39</b>
<b>(-) Corporate tax:</b>						
17% for the first RM600,000	102,000.00		102,000.00		102,000.00	
24% for after RM600,000	389,444.63		758,639.58		1,109,785.77	
Tax expenses		(491,444.63)		(860,639.58)		(1,211,785.77)
<b>Net Profit/Loss</b>		<b>1,731,241.34</b>		<b>2,900,358.69</b>		<b>4,012,321.61</b>

(Source: Developed for the research)

## 8.4 Cash Flow Projections (3 /5 years)

Financial Statement 2: Cash Flow Projection for Year 1 to Year 5

	Projected Year 2026		Projected Year 2027	
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
<b>Opening Cash Balance</b>		<b>277,151.20</b>		<b>58,784.70</b>
<b>Cash Inflow</b>				
Cash Receipt Inflow (Sales)		1,069,725.00		1,971,675.00
<b>Total Cash Inflow</b>		<b>1,346,876.20</b>		<b>2,030,459.70</b>
<b>Cash Outflow</b>				
Start-up cost	322,848.80		-	
Building rental	33,600.00		33,600.00	
Utility fees	6,000.00		6,000.00	
Marketing and promotion	135,000.00		148,500.00	
Telephone & internet fees	2,400.00		2,400.00	
Patent renewal fees	-		600.00	
Manufacturing license	-		500.00	
Business license	-		419.00	
Trademark renewal fees	-		1,000.00	
Payment gateway (2%)	14,976.15		27,603.45	
Employee wages	433,200.00		453,600.00	
Business Cards	40.00		80.00	
R&D development cost	100,000.00		110,000.00	
Stationary	1,800.00		1,800.00	
Logistics cost	14,940.00		17,928.00	
Employees Provident Fund (EPF)	56,316.00		58,968.00	
Employee's SOCSO	7,397.40		7,764.60	
Employee's EIS	846.00		886.80	
Building insurance fees	2,500.00		2,500.00	
Fire extinguisher maintenance fees	278.00		278.00	
Depreciation	7,734.48		7,734.48	
E-commerce commission (8%)	25,673.40		47,320.20	
Department store commission (25%)	53,486.25		98,583.75	
Soft loans interest (4%)	6,000.00		6,000.00	
Young Entrepreneur Fund interest (5%)	7,500.00		7,500.00	
Corporate tax	-		130,372.30	
Raw material cost (90%)	55,555.02		90,005.58	
Accrual raw material cost (10%)	-		6,172.78	
<b>Total Cash Outflow</b>		<b>(1,288,091.50)</b>		<b>(1,268,116.94)</b>
<b>Closing Balance</b>		<b>58,784.70</b>		<b>762,342.76</b>

(Source: Developed for the research)

	Projected Year 2028		Projected Year 2029		Projected Year 2026	
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
<b>Opening Cash Balance</b>		762,342.76		2,601,887.51		5,612,593.51
<b>Cash Inflow</b>						
Cash Receipt Inflow (Sales)		3,859,650.00		5,734,050.00		7,578,450.00
<b>Total Cash Inflow</b>		4,621,992.76		8,335,937.51		13,191,043.51
<b>Cash Outflow</b>						
Start-up cost	-		-		-	
Building rental	33,600.00		33,600.00		33,600.00	
Utility fees	6,000.00		6,000.00		6,000.00	
Marketing and promotion	163,350.00		179,685.00		197,653.50	
Telephone & internet fees	2,400.00		2,400.00		2,400.00	
Patent renewal fees	200.00		250.00		300.00	
Manufacturing license	500.00		500.00		500.00	
Business license	419.00		419.00		419.00	
Trademark renewal fees	1,000.00		1,000.00		1,000.00	
Payment gateway (2%)	54,035.10		80,276.70		106,098.30	
Employee wages	535,200.00		559,200.00		603,600.00	
Business Cards	120.00		160.00		200.00	
R&D development cost	121,000.00		133,100.00		146,410.00	
Stationary	1,800.00		1,800.00		1,800.00	
Logistics cost	21,513.60		25,816.32		30,979.58	
Employees Provident Fund (EPF)	69,576.00		72,696.00		78,468.00	
Employee's SOCSO	9,150.00		9,582.00		10,336.20	



Employee's EIS	1,046.40		1,094.40		1,209.00	
Building insurance fees	2,500.00		2,500.00		2,500.00	
Fire extinguisher maintenance fees	278.00		278.00		278.00	
Depreciation	7,734.48		7,734.48		7,734.48	
E-commerce commission (8%)	92,631.60		137,617.20		181,882.80	
Department store commission (25%)	192,982.50		286,702.50		378,922.50	
Soft loans interest (4%)	6,000.00		6,000.00		6,000.00	
Young Entrepreneur Fund interest (5%)	7,500.00		7,500.00		7,500.00	
Corporate tax	491,444.63		860,639.58		1,211,785.77	
Raw material cost (90%)	188,123.31		285,890.23		417,716.06	
Accrual raw material cost (10%)	10,000.62		20,902.59		31,765.58	
<b>Total Cash Outflow</b>		<b>(2,020,105.24)</b>		<b>(2,723,344.00)</b>		<b>(3,467,058.78)</b>
<b>Closing Balance</b>		<b>2,601,887.51</b>		<b>5,612,593.51</b>		<b>9,723,984.73</b>

(Source: Developed for the research)

## 8.5 Pro Forma Balance Sheet (3 /5 years)

Financial Statement 3: Pro Forma Balance Sheet Year 1 to Year 5

	Projected Year 2026			Projected Year 2027		
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
	Cost	Acc. Dep.	NBV	Cost	Acc. Dep.	NBV
<b><u>Non-Current Assets</u></b>						
Machinery & Production Equipment	49,594.80	(4,959.48)	44,635.32	49,594.80	(9,918.96)	39,675.84
Fixtures & Fittings	7,743.00	(774.30)	6,968.70	7,743.00	(1,548.60)	6,194.40
Office Equipment	17,002.00	(1,700.20)	15,301.80	17,002.00	(3,400.40)	13,601.60
Motor Vehicle	3,005.00	(300.50)	2,704.50	3,005.00	(601.00)	2,404.00
<b>Total Non-current Assets</b>			<b>69,610.32</b>			<b>61,875.84</b>
<b><u>Current Assets</u></b>						
Cash or Bank		58,784.70			762,342.76	
Closing Stock		20,310.56			38,425.97	
Rental Deposit		5,600.00			5,600.00	
Telephone & Internet Deposit		350.00			350.00	
Utility Deposit		500.00			500.00	
<b>Total Current Assets</b>			<b>85,545.26</b>			<b>807,218.73</b>
<b>Total Assets</b>			<b>155,155.58</b>			<b>869,094.57</b>
<b><u>Equity and Liabilities</u></b>						
Capital		25,866.77			13,048.32	
Net Profit/(Loss)		(176,883.92)			546,045.63	
<b>Total Equity</b>			<b>(151,017.15)</b>			<b>559,093.95</b>
<b><u>Current Liabilities</u></b>						
Account Payables		6,172.73			10,000.62	
<b>Total Current Liabilities</b>			<b>6,172.73</b>			<b>10,000.62</b>
<b><u>Non-current Liabilities</u></b>						
Bank Loan		150,000.00			150,000.00	
YEF Loan		150,000.00			150,000.00	
<b>Total Non-current Liabilities</b>			<b>300,000.00</b>			<b>300,000.00</b>
<b>Total Equity and Liabilities</b>			<b>155,155.58</b>			<b>869,094.57</b>

(Source: Developed for the research)

	Projected Year 2028			Projected Year 2029		
	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)	Amount (RM)
	Cost	Acc. Dep.	NBV	Cost	Acc. Dep.	NBV
<b><u>Non-Current Assets</u></b>						
Machinery & Production Equipment	49,594.80	(14,878.44)	34,716.36	49,594.80	(19,837.92)	29,756.88
Fixtures & Fittings	7,743.00	(2,322.90)	5,420.10	7,743.00	(3,097.20)	4,645.80
Office Equipment	17,002.00	(5,100.60)	11,901.40	17,002.00	(6,800.80)	10,201.20
Motor Vehicle	3,005.00	(901.50)	2,103.50	3,005.00	(1,202.00)	1,803.00
<b>Total Non-current Assets</b>			<b>54,141.36</b>			<b>46,406.88</b>
<b><u>Current Assets</u></b>						
Cash or Bank		2,601,887.51			5,612,593.51	
Closing Stock		71,024.52			101,540.20	
Rental Deposit		5,600.00			5,600.00	
Telephone & Internet Deposit		350.00			350.00	
Utility Deposit		500.00			500.00	
<b>Total Current Assets</b>			<b>2,679,362.03</b>			<b>5,720,583.71</b>
<b>Total Assets</b>			<b>2,733,503.39</b>			<b>5,766,990.59</b>
<b><u>Equity and Liabilities</u></b>						
Capital		727,339.46			2,585,444.32	
Net Profit/(Loss)		1,685,261.34			2,849,780.69	
<b>Total Equity</b>			<b>2,412,600.80</b>			<b>5,435,225.01</b>
<b><u>Current Liabilities</u></b>						
Account Payables		20,902.59			31,765.58	
<b>Total Current Liabilities</b>			<b>20,902.59</b>			<b>31,765.58</b>

<b><u>Non-current Liabilities</u></b>						
Bank Loan		150,000.00			150,000.00	
YEF Loan		150,000.00			150,000.00	
<b>Total Non-current Liabilities</b>			<b>300,000.00</b>			<b>300,000.00</b>
<b>Total Equity and Liabilities</b>			<b>2,733,503.39</b>			<b>5,766,990.59</b>

(Source: Developed for the research)

	Projected Year 2030		
	Amount (RM)	Amount (RM)	Amount (RM)
	Cost	Acc. Dep.	NBV
<b><u>Non-Current Assets</u></b>			
Machinery & Production Equipment	49,594.80	(24,797.40)	24,797.40
Fixtures & Fittings	7,743.00	(3,871.50)	3,871.50
Office Equipment	17,002.00	(8,501.00)	8,501.00
Motor Vehicle	3,005.00	(1,502.50)	1,502.50
<b>Total Non-current Assets</b>			<b>38,672.40</b>
<b><u>Current Assets</u></b>			
Cash or Bank		9,723,984.73	
Closing Stock		147,117.90	
Rental Deposit		5,600.00	
Telephone & Internet Deposit		350.00	
Utility Deposit		500.00	
<b>Total Current Assets</b>			<b>9,877,552.63</b>
<b>Total Assets</b>			<b>9,916,225.03</b>
<b><u>Equity and Liabilities</u></b>			
Capital		5,613,126.33	
Net Profit/(Loss)		3,956,685.81	
<b>Total Equity</b>			<b>9,569,812.14</b>
<b><u>Current Liabilities</u></b>			
Account Payables		46,412.90	
<b>Total Current Liabilities</b>			<b>46,412.90</b>
<b><u>Non-current Liabilities</u></b>			
Bank Loan		150,000.00	
YEF Loan		150,000.00	
<b>Total Non-current Liabilities</b>			<b>300,000.00</b>
<b>Total Equity and Liabilities</b>			<b>9,916,225.03</b>

(Source: Developed for the research)

## 8.6 Payback and Exit Strategy

Table 8.24 Payback Period and Net Present Value

Year	Cash Flow of the Year	Accumulated Cash Flow	Discount Rate	(DR+1) <sup>t</sup>	Discount Cash Flow (NPV)
0	-600,000.00	-600,000.00	12%	1.00	-600,000.00
1	58,784.70	-541,215.30	12%	1.12	52,486.34
2	762,342.76	221,127.46	12%	1.25	607,734.98
3	2,601,887.51	2,823,014.97	12%	1.40	1,851,972.14
4	5,612,593.51	8,435,608.48	12%	1.57	3,566,904.64
5	9,723,984.73	18,159,593.21	12%	1.76	5,517,650.08

(Source: Developed for the research)

Table 8.25 Return on Investment

Year	Return on Investment
1	-0.90
2	0.37
3	4.71
4	14.06
5	30.27

(Source: Developed for the research)

$$\text{Payback Period} = A + | (B/C) |$$

**A** = Last Period with a Negative Cumulative Cash Flow

**B** = Absolute Value of Cumulative Cash Flow at the End of Period A

**C** = Total Cash Flow during the Period after Period A

**Payback Period**

$$= 1 + |(-541,215.30/762,342.76)|$$

$$= 1 + 0.71$$

$$= 1.71 \text{ years}$$

$$\sim 2 \text{ years}$$

**Payback Strategy**

DurDur Sdn Bhd projects a payback period of approximately 1.7 years, indicating that investors may expect to recover their initial investment of RM600,000 in under two years. This rapid return on capital highlights the company's operational efficiency and ability to capture growth opportunities in a competitive market. In Year 1, the firm is projected to generate RM58,784.70 in cash flow, partially offsetting the initial outlay. By Year 2, cumulative cash flow is expected to turn positive at RM221,127.46, achieving full payback with a return on investment (ROI) of 0.37. Performance strengthens in the following years, with ROI climbing to 4.71 in Year 3, 14.06 in Year 4, and 30.27 in Year 5. Over the five-year horizon, the project delivers a robust net present value (NPV) of RM10.95 million (at a 12% discount rate), demonstrating strong long-term profitability and financial sustainability.

DurDur's ability to achieve these outcomes stems from its unique position in the market as a provider of **affordable yet high-quality leather alternatives**. DurDur appeals to a wide customer base by offering stylish, functional, and sustainable products at a price accessible to middle-income consumers. Each product is created from proprietary durian husk leather, which is both durable and aesthetically pleasing, so it is affordable without sacrificing quality. DurDur can grab considerable domestic market share by combining appealing price with product innovation, while also establishing brand loyalty among people looking for inexpensive alternatives to classic leather products.

Market penetration will be aided by targeted marketing initiatives, partnerships with local and regional merchants, and aggressive engagement in internet marketplaces.

The company's competitive advantage will come from delivering a new, eco-friendly product at a substantially lower price point than typical luxury leather products, allowing it to appeal to both budget-conscious customers and environmentally conscientious shoppers. Expansion ambitions include launching additional product categories including wallets, belts, and backpacks, as well as increasing distribution into neighbouring Southeast Asian countries where inexpensive, sustainable design is in high demand. Once breakeven is reached in Year 2, surplus earnings will be delivered to investors as annual dividends, with the opportunity to reinvest in expanding production capacity, entering new markets, and increasing brand recognition.

### **Exit Strategy**

Exit strategy of DurDur Sdn Bhd ensures that investors have a clear path to profit when the founders decide to transfer control. The recommended approach is a strategic purchase by a big leather goods producer, retail chain, or sustainable materials firm seeking to grow into the fruit-based leather industry. Such a purchase would provide significant benefits, such as access to the buyer's established distribution channels, increased operational resources, and marketing skills. For example, a major Asian fashion shop may buy DurDur in order to include its durian husk leather items into their inexpensive accessories line, quickly enhancing their sustainable product offers and rewarding DurDur's investors with a profitable buyout.

In the unlikely circumstance of substantial market disruptions or operational issues, DurDur will implement a **liquidation strategy** to protect investor cash. This would entail resolving existing debts, selling tangible assets and intellectual property, and distributing the revenues to investors based on their holdings. While liquidation is considered a last resort, this contingency plan ensures that investor interests are protected under adverse circumstances.

With its combination of affordability, product innovation, and strong financial projections, DurDur offers investors a compelling opportunity for both short-term returns and long-term growth, supported by a clear exit strategy that maximizes value under various scenarios.

## **9. CRITICAL RISK FACTORS**

### **9.1 Management Risks**

#### **9.1.1 Regulatory and Legal Requirements Risk**

DurDur encounters risks related to regulatory compliance that necessitate strict adherence to safety, environmental, and legal requirements, which must be incorporated into operations during manufacturing durian leather shoulder bag. The safety of employees must take precedence through the proper use of protective gear, the safe operation of machinery, and the correct handling of chemicals. Furthermore, compliance with environmental regulations requires effective waste management to prevent harmful disposal of production materials. These risks fall under management risk as they require effective leadership and decisions making to ensure full compliance with legal and safety standards. Failure by management to enforce these standards could result in legal repercussions or even the suspension of operation.

#### **9.1.2 Talent Recruitment and Retention Risk**

Moreover, DurDur encounters risks related to recruitment and retention talent. The organization relies significantly on highly skilled craftsmen and production personnel who have the specialized sewing, cutting, and finishing skills necessary to uphold product quality and efficiency. Nevertheless, competition from larger companies, a limited local talent pool, and the physically demanding aspects of the roles create challenges in attracting and retaining these employees. These obstacles underscore management risks, as success hinges on the leadership's capability to develop and execute effective recruitment, training, and employee retention strategies.



### 9.1.3 Conflict of Interest

DurDur Sdn. Bhd. might encounter management challenges if conflicts of interest among key stakeholders influence decision-making. For example, when company executives or board members have personal stakes in supplier firms, distribution allies, or rival companies, their decisions could favor personal gains over DurDur's long-term objectives. This could lead to disadvantageous contracts, biased distribution of resources, or missed opportunities, ultimately undermining operational efficiency and strategic direction. Additionally, internal conflicts among management may lead to disagreements, hindering innovation and decreasing overall organizational effectiveness.

### 9.1.4 Inexperienced Leadership Risk

As a relatively new entity, DurDur Sdn. Bhd. could encounter management challenges due to unseasoned leadership. Limited experience with large-scale operations, or complex financial management might lead to strategic errors that impede growth. A lack of experience could also impact decision-making in crucial areas such as resource distribution, contract negotiations, or handling crises, possibly resulting in inefficiencies and lost opportunities. Additionally, inexperienced leaders might find it difficult to attract and retain talented individuals, foster investor trust, or adapt swiftly to shifts in the industry. Over time, these vulnerabilities could erode organizational stability and reduce competitiveness in the marketplace.

## 9.2 Marketing Risks

### 9.2.1 Market Acceptance and Perception

DURDUR's flagship product, the Durra modular shoulder bag, offers an innovative material to the fashion industry, which is the leather derived from durian husk waste. While innovative and environmentally beneficial, this material may face scepticism from consumers unfamiliar with alternative leathers. Potential clients may have

concerns about its durability, texture, odor, or prestige, particularly when compared to traditional leather or more established plant-based alternatives such as mushroom or cactus leather. Furthermore, while market surveys suggest a strong interest in sustainability, there is a recognized disconnect between environmental knowledge and actual purchasing behavior. Consumers may respect the brand's principles but are hesitant to buy if they believe the material is poor or unusual.

### 9.2.2 Pricing Strategy

To encourage early adopters, DurDur intends to employ penetration pricing, which entails selling its products lower. While this technique reduces trial hurdles, it also risks damaging the brand's premium status in the sustainable fashion industry. Selling a high-quality, eco-friendly product too cheap might reduce its perceived worth, particularly among buyers who link price with exclusivity. Additionally, durian-based leather manufacturing and modular design are expected to incur significant production costs, reducing profit margins in the early stages. As DurDur gradually raises prices to represent the product's real worth, there is a danger of customer resistance or brand defect, particularly if cheaper rivals arise.

### 9.2.3 Consumer Behaviour

DurDur's value proposition focuses significantly on modular customisation, allowing consumers to personalize their backpacks with replaceable sections. While survey results indicate a strong interest in customisable items, real-world behaviour frequently demonstrates that many consumers prefer simplicity and convenience over personalization. The modular approach, while creative, may be seen as difficult or overwhelming by customers seeking ready-to-wear fashion goods. Furthermore, customer tastes in the fashion business are highly trend-sensitive. If modularity or sustainable aesthetics go out of vogue, DurDur may struggle to keep up with demand, especially if fashions and accessories aren't updated frequently.

#### 9.2.4 Promotion and Communication

Effective communication of DurDur's sustainability story is critical, but it also carries risk. Since durian leather is new, the company must properly educate consumers about its benefits. Failure to do so may result in misunderstanding, undervaluation, or indifference. There is also a risk of message overload or inconsistency, particularly when promotions are distributed over many platforms such as social media, livestreams, websites, and physical events. Furthermore, DurDur's dependence on influencer marketing and livestreaming may backfire if the partnerships are poorly suited or if viewers become content fatigued. Negative reviews or conflicts involving influencers can potentially harm the brand's credibility.

#### 9.2.5 Channel and Distribution

Although DurDur's multichannel approach is extensive, it relies on third-party platforms such as Shopee, Lazada, TikTok, and Shein. These platforms are susceptible to algorithm changes, policy modifications, and intense competition, all of which may have an impact on DurDur's visibility and sales. Furthermore, DurDur's presence at department stores like as Parkson and Isetan may not produce the desired effects owing to decreased foot traffic, particularly as more consumers turn to online shopping. In-store retail also needs trained staff who can explain the product's materials and features, something that is not assured in a department store setting.

### 9.3 Operating Risks

#### 9.3.1 Process Complexity and Production Bottlenecks

DurDur's 12-stage in-house manufacturing process provides full control over quality and craftsmanship. However, such a comprehensive, multi-step procedure raises the risk of operational delays and bottlenecks. Each stage is dependent on the preceding one being completed successfully and on schedule, so an interruption

in any step, such as drying raw leather sheets or installing hardware, can cause the entire production line to be delayed. Furthermore, administering several quality control checkpoints increases time and resource demands, particularly if goods fail inspections and require rework.

#### 9.3.2 Raw Material Dependency and Variability

DurDur primarily uses organic raw materials, mainly durian husks, which are seasonal and sensitive to storage conditions. Variations in husk texture, moisture, and fibre content may have an impact on the uniformity of leather production. Furthermore, most critical ingredients, such as polyvinyl alcohol (PVA) and glycerol, are supplied from a small number of vendors, exposing the corporation to procurement risk. Any disruption to the supply chain, quality issues from vendors, or natural fluctuations in durian availability might compromise production timelines and product quality.

#### 9.3.3 Equipment Reliability and Maintenance Challenges

The manufacturing process is heavily reliant on specialized machinery such as the industrial oven, pneumatic punching machine, 3D printer, and hot foil stamping machine. While these instruments improve accuracy and branding capabilities, any malfunction might halt production in certain phases. DurDur operates in Raub, which is a semi-urban location, therefore fast access to maintenance services and replacement parts may be limited, potentially leading to extended downtime. Unplanned equipment failure reduces productivity, raises maintenance costs, and delays order fulfilment.

#### 9.3.4 Quality Control Overdependence

DurDur employs three key quality control checkpoints, including statistical process control (SPC), 100% manual inspections, and a Total Quality Management (TQM) methodology. While these tactics maintain great product quality, they also

overreliance on manual inspection. Visual inspections are susceptible to human error, particularly when performing repetitive activities or under pressure to fulfil strict deadlines. Furthermore, additional rejections owing to rigorous QC may result in increased waste and reprocessing costs, impacting overall operating efficiency and profit margin.

#### 9.3.5 Scalability and Space Constraints

As demand for DurDur's eco-friendly bags rises, the physical plant and equipment may reach capacity limits. The current infrastructure may not enable quick scaling, particularly in the drying and assembly steps, which need time and space. Expanding operations would necessitate more investment in space, equipment, and human resources. Without proper preparation, overextension may result in quality compromise, logistical errors, or delivery delays.

#### 9.3.6 Risk of Trade-In and Repair Program Abuse

Innovative initiatives such as "DurBack" and the repair service support DurDur's sustainability aims, however they are subject to customer misuse. Customers, for example, may attempt to trade in bags that are beyond repair or make bogus claims using deceptive videos. Similarly, a large demand for free or low-cost repairs may strain the support crew and increase operational costs. Ensuring program integrity necessitates robust verification tools and explicit rules.

### 9.4 Financial Risks

#### 9.4.1 Cash Flow Risk

DurDur Sdn. Bhd. might face cash flow challenges due to the disparity between operational costs and incoming revenue. The company needs to make substantial investments in raw material processing, production machinery, and marketing initiatives before it sees any sales revenue. High commission charges from online selling platforms, or excess inventory could further postpone cash inflows, stressing

the working capital. If these issues are not handled properly, they may lead to a lack of liquidity to meet short-term responsibilities like paying suppliers, staff wages, and overhead expenses, which could ultimately disrupt everyday operations.

#### 9.4.2 Loan and Interest Rate Risk

DurDur Sdn. Bhd.'s dependence on external financing or loans puts the company at considerable financial risk. The obligation to repay these loans creates fixed responsibilities that must be fulfilled regardless of sales performance, which could put pressure on cash flow during downturns in revenue. Furthermore, changes in interest rates can lead to unanticipated increases in borrowing costs, thereby shrinking profit margins and restricting the funds available for reinvestments in production, marketing, or growth. Relying heavily on debt financing may also diminish investor trust, as it indicates increased leverage and financial instability. If the company encounters challenges in obtaining favorable credit conditions or in fulfilling repayment obligations, this could result in liquidity crises, damage to its reputation, or potentially disrupt business operations.

#### 9.4.3 Economic Recession Risk

DurDur Sdn. Bhd. is susceptible to wider economic downturns, as recessions can lead to decreased consumer expenditure. Reduced purchasing power may result in falling sales, slower inventory turnover, and heightened price sensitivity among customers, compelling the company to lower its margins to stay competitive. Simultaneously, fixed operating costs such as rent, utilities, and wages persist, which can exacerbate financial pressure. If an economic downturn is prolonged, it could restrict DurDur's growth potential, diminish profitability, and increase its reliance on external financing for survival.

#### 9.4.4 Compliance Risk

DurDur Sdn. Bhd. encounters compliance risks due to its participation in the sustainable materials sector, necessitating adherence to both domestic and international regulations related to product safety, labeling, labor practices, and environmental sustainability. Failing to comply with these standards could lead to penalties, lawsuits, or limitations on market entry. For example, if DurDur decides to expand the international market, it must navigate various import laws, certification requirements, and intellectual property protections in different countries. Not meeting these standards not only puts the company at risk of legal and reputational harm but also incurs direct financial consequences through fines, delays in market entry, product recalls, or missed sales opportunities. Consequently, compliance risk is closely linked to financial performance, making effective compliance management crucial for preserving DurDur's long-term growth and profitability.

### 9.5 Intellectual Property Infringement

#### 9.5.1 Trademark Infringement Risk

For DurDur, trademark protection reinforces its brand identity by safeguarding its company name, logo, slogan, and unique packaging from counterfeiting. This stops other businesses from marketing durian leather shoulder bags under names that are confusingly similar. Trademark ensuring that consumers can easily connect DurDur products with the original brand. Without protection, DurDur is exposed to potential violations of intellectual property rights, which could lead competitors to replicate its brand features or deceive consumers. This could undermine brand value, erode customer confidence, decrease revenue, and result in expensive legal conflicts.

#### 9.5.2 Patent Infringement Risk

Additionally, patent protection pertains to the unique method of transforming durian husk into durable leather, which includes specific fiber extraction or

treatment techniques. If competitors attempt to reproduce durian husk leather using the identical patented process, it would constitute intellectual property infringement. Such infringement could undermine DurDur's exclusivity, diminish its competitive edge, and drive the company into expensive and protracted legal disputes. Thus, obtaining patents not only provides DurDur with exclusive rights to its process but also protects its long-term position in the market.

## 9.6 Other Risks as Appropriate

### 9.6.1 Reputational Risk

As an emerging eco-fashion brand, DurDur's reputation is central to consumer trust. Negative publicity whether from product defects, delivery delays, customer dissatisfaction, or controversies linked to influencer partnerships could quickly damage credibility. In the digital age, social media amplifies both praise and criticism, so a single viral complaint could impact sales and investor confidence.

### 9.6.2 Supply Chain Disruption Risk

Although DurDur sources durian husks locally, the company still relies on supporting inputs such as binding agents, dyes, and packaging materials that may be imported or supplied by limited vendors. Global disruptions such as port congestion, fuel price hikes, or geopolitical tensions could cause delays or higher costs, ultimately reducing profitability and slowing production timelines.

### 9.6.3 Environmental and Climate Risk

Because DurDur's key raw material is durian husk, production depends on agricultural yields that are vulnerable to climate change, flooding, or seasonal inconsistencies. Poor harvests or extreme weather events could reduce husk availability, impacting both cost and scalability. Additionally, stricter environmental policies in the future may increase compliance costs for processing agricultural waste.



#### 9.6.4 Technology Adoption Risk

DurDur's growth strategy depends heavily on e-commerce platforms and digital marketing. Shifts in consumer technology habits, platform algorithm changes, or rising digital advertising costs may reduce online visibility and increase customer acquisition expenses. Slow adoption of new tools like AI-driven personalization, AR try-on apps may also put DurDur at a disadvantage compared to faster-moving competitors.

#### 9.6.5 Partnership and Collaboration Risk

Strategic alliances with logistics providers, payment gateways, and retail distributors are crucial for scaling operations. However, overreliance on external partners creates risk if these partners underperform, increase service fees, or experience internal disruptions. Any failure on their part could negatively affect DurDur's ability to deliver products reliably and maintain customer satisfaction.

### 9.7 Contingency Plans

#### 9.7.1 Management Risks

To mitigate regulatory and legal risks, DurDur will form a compliance committee that ensures strict adherence to occupational safety, environmental regulations, and labor standards. Regular internal audits will be conducted, and Standard Operating Procedures (SOPs) will be enforced for safe handling of chemicals, protective equipment use, and proper waste disposal. This ensures that potential legal issues and penalties are avoided while protecting employee well-being.

In terms of talent recruitment and retention, DurDur will adopt a dual strategy: developing local talent pipelines while offering attractive retention packages. Apprenticeship and training collaborations with vocational institutions and universities will help create a steady flow of skilled artisans. Competitive salaries,

clear career paths, and employee recognition programs will be offered to retain talent, while cross-training will ensure continuity in case of turnover.

Conflict of interest risks will be controlled through transparent governance. DurDur will adopt strict disclosure policies requiring management and board members to declare external business interests. Oversight from independent advisors or an audit committee will ensure decisions align with the company's objectives. This prevents internal disputes and ensures fairness in contracts, partnerships, and resource allocation.

To overcome inexperienced leadership risks, DurDur will seek guidance from experienced advisors and consultants in finance, operations, and strategic management. Leadership training programs will be provided to management staff to improve decision-making and crisis management. Additionally, an advisory board consisting of experts in fashion, logistics, and sustainability will be engaged to provide external perspectives and guidance in critical areas.

#### 9.7.2 Marketing Risks

DurDur will address market acceptance risks through consumer education. Marketing campaigns will emphasize product durability, aesthetic appeal, and the sustainable value of durian husk leather, supported by certifications, laboratory tests, and customer testimonials. Early adopters will be encouraged through limited promotions and product guarantees to ease skepticism and build trust.

To reduce pricing strategy risks, DurDur will apply penetration pricing selectively, for example during launches or festive seasons, and then transition towards value-based pricing as the brand grows. This ensures affordability during the early stages without permanently undermining its premium eco-luxury positioning.

To mitigate consumer behavior risks, DurDur will provide both ready-to-use designs and modular sets. This dual approach caters to customers who value convenience while still offering customization for those who want versatility. Regular updates of accessories and seasonal colors will keep the brand trend-relevant and appealing to fashion-sensitive consumers.

Promotion and communication risks will be managed by diversifying across channels and ensuring consistent messaging. Influencers will be carefully vetted for alignment with the brand's values, and contracts will include guidelines to prevent reputational harm. Clear communication plans will reduce the risk of message inconsistency, while consumer engagement initiatives such as educational workshops and behind-the-scenes videos will build credibility.

For channel and distribution risks, DurDur will invest in its own e-commerce website to reduce dependence on third-party platforms. Strategic pop-up stores and collaborations with selected boutique retailers will strengthen offline presence. This approach ensures that sales are not overly dependent on any single channel or platform policy changes.

### 9.7.3 Operating Risks

DurDur will address process complexity by adopting lean manufacturing principles, implementing digital tracking systems, and cross-training employees to cover multiple production roles. This reduces bottlenecks and ensures smooth workflow continuity, even if disruptions occur at one stage of production.

To minimize raw material dependency risks, DurDur will partner and sign the long-term supply agreement with multiple durian suppliers across different regions and invest in proper storage facilities to preserve husks beyond seasonal cycles. Long-term supply agreements with vendors of essential chemicals such as PVA and glycerol will further reduce procurement risks.

Equipment reliability risks will be mitigated through preventive maintenance schedules and long-term service contracts with machinery suppliers. Backup units for critical equipment, such as dryers and stamping machines, will be procured as capacity grows, ensuring that production is not halted during breakdowns.

For quality control risks, DurDur will gradually integrate semi-automated inspection systems alongside manual checks to reduce human error. Continuous staff training on QC protocols will enhance accuracy, while a risk-based inspection approach will balance efficiency with quality assurance.

To overcome scalability risks, DurDur will adopt a phased investment strategy, starting with small-scale facilities before expanding to larger plants. Strategic outsourcing for non-core processes such as packaging or logistics will free up resources to focus on production quality. This prevents overextension while supporting demand growth.

To safeguard the DurBack trade-in and repair program, DurDur will establish clear policies, including proof of purchase requirements and limits on repair eligibility. Digital verification systems, such as QR codes embedded in each bag, will be used to authenticate products and prevent fraudulent claims.

#### 9.7.4 Financial Risks

Cash flow risks will be managed through careful budgeting, rolling forecasts, and maintaining a working capital reserve. DurDur will negotiate favorable credit terms with suppliers and stagger inventory procurement to align costs with sales cycles. This ensures liquidity during high-expense periods.

Loan and interest rate risks will be reduced by prioritizing equity financing, government innovation grants, and impact investors who support sustainability. When loans are necessary, DurDur will opt for fixed-interest agreements to prevent unexpected cost increases. This reduces exposure to fluctuations in financial markets.

In the event of an economic recession, DurDur will diversify its product lines by offering more affordable variants of the Durra series while maintaining premium options. Flexible pricing and promotional bundles will help retain consumer interest during downturns. At the same time, the company will focus on e-commerce growth, which typically remains resilient during slow economic periods.

Compliance risks will be managed by engaging legal advisors and compliance officers to ensure adherence to both local and international standards. Certifications such as ISO for quality and environmental management will be pursued to strengthen credibility and ease market entry into global destinations.

#### 9.7.5 Intellectual Property Infringement

To prevent trademark infringement, DurDur will register its brand name, logos, and packaging designs in Malaysia and priority international markets. Continuous monitoring of e-commerce platforms will allow rapid identification of counterfeit products, and partnerships with IP law firms will enable swift enforcement against violators.

Patent protection will be secured by filing detailed patents for the durian leather processing method, ensuring exclusivity. DurDur will monitor global patent databases to detect potential infringements and take legal action if competitors attempt to copy its innovations. Additionally, ongoing R&D will ensure the company stays ahead, continuously creating new processes and designs to expand its IP portfolio.

#### 9.7.6 Other Risks as Appropriate

Reputational risks will be minimized through robust quality control, excellent customer service, and transparent communication during crises. A dedicated public relations plan will be developed to address negative publicity quickly and maintain customer confidence.

Supply chain disruption risks will be reduced through multi-sourcing strategies, safety stock maintenance, and building partnerships with backup suppliers. Local sourcing will be prioritized where possible to reduce dependence on international shipping.

To address environmental and climate risks, DurDur will invest in sustainable farming partnerships, material storage technology, and explore alternative agricultural wastes as potential substitutes for husks. This ensures continuity even during poor durian harvests.

Technology adoption risks will be mitigated by allocating a portion of the R&D budget to digital transformation projects. DurDur will partner with tech startups and

consultants to pilot innovations such as AR try-on features, ensuring competitiveness in digital retail.

Finally, partnership risks will be managed through performance-based contracts, periodic evaluations, and diversification of logistics, payment, and retail partners. This ensures no single external entity can significantly disrupt operations.

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<https://www.searchlogistics.com/learn/statistics/hashtags-statistics/>

## 11. APPENDICES

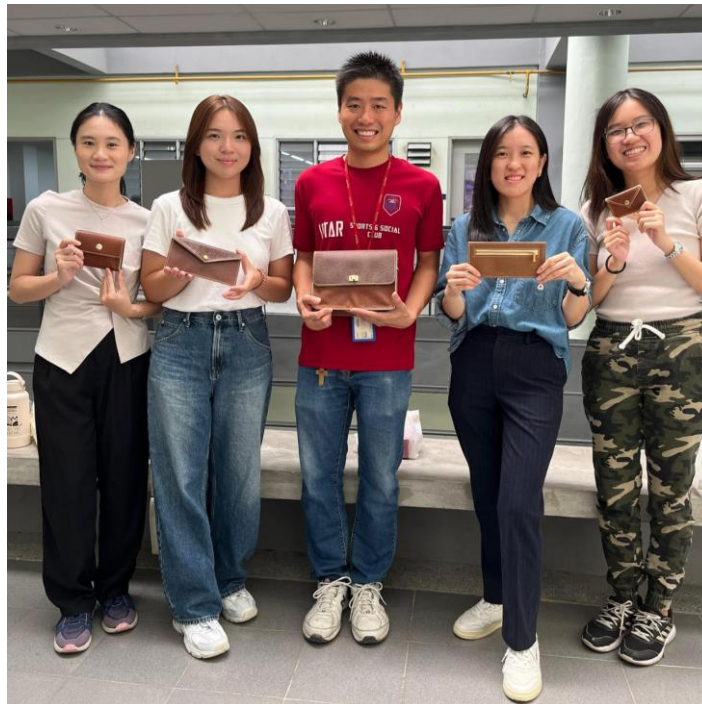
### Appendix 1 : Product Prototype







Appendix 2 : Photo with Mr. Nicholas at Faculty of Science



Appendix 3: Photo with Mr. Yong at Faculty of Engineering and Green Technology





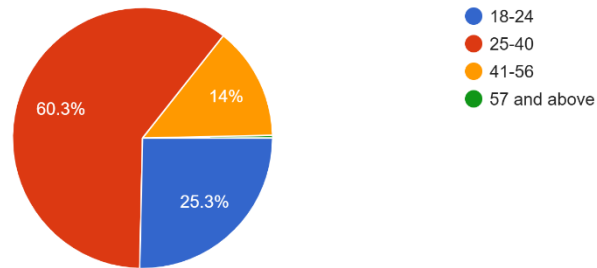
Appendix 4 : Photos at Leather Workshop



Appendix 5 : Data Collected from Questionnaires Distributed

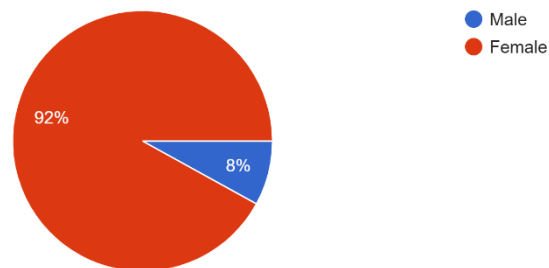
1. Age

300 responses



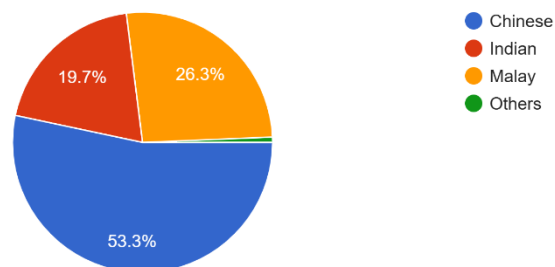
2. Gender

300 responses



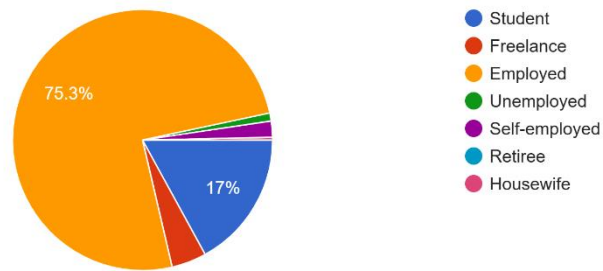
3. Race

300 responses



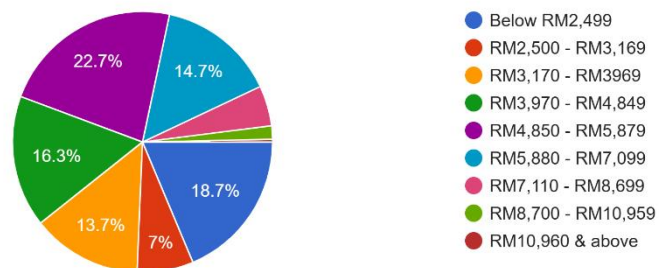
#### 4. Occupation

300 responses



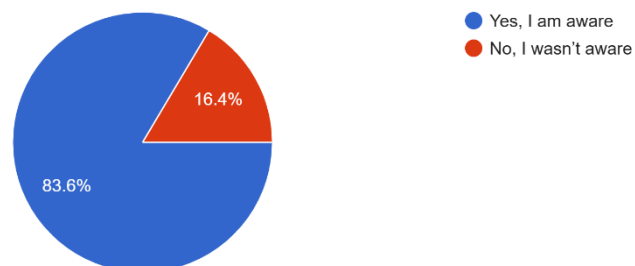
#### 5. Income Range (Monthly)

300 responses



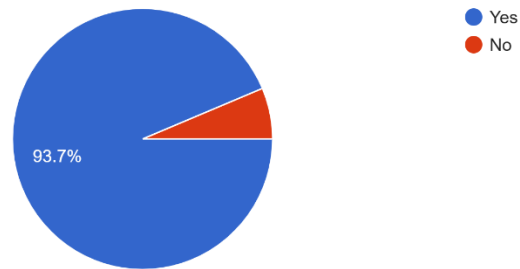
#### 6. Are you aware that millions of durian husks are discarded as waste during the durian season in Malaysia?

298 responses



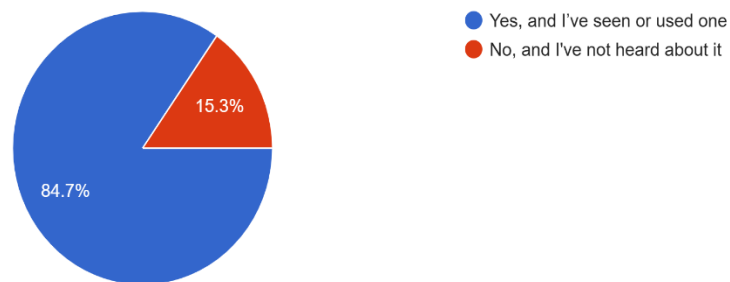
7. Do you think agricultural waste (e.g., durian husk) should be repurposed into new products like eco-friendly leather?

300 responses



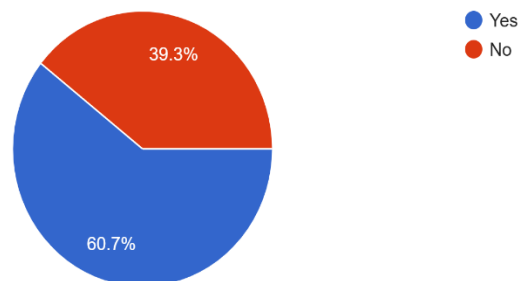
8. Have you ever heard of products made from agricultural waste materials?

300 responses



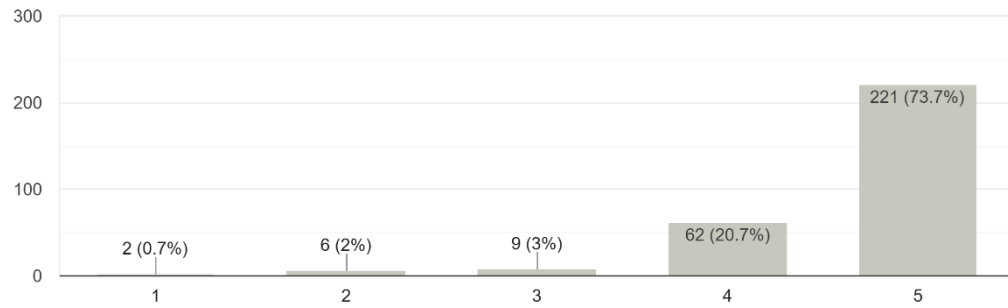
9. Have you heard of leather alternatives made from agricultural waste (e.g., durian husk, pineapple leaf fiber, mushroom)?

300 responses



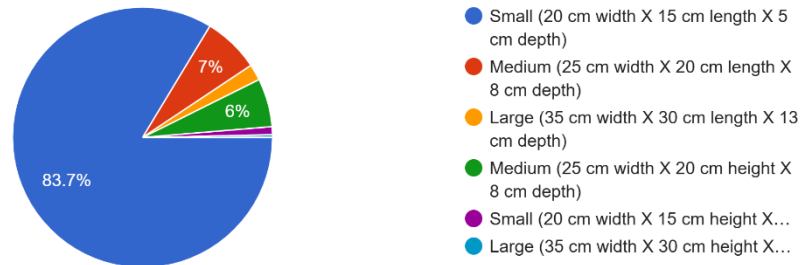
1. I always use shoulder bag.

300 responses



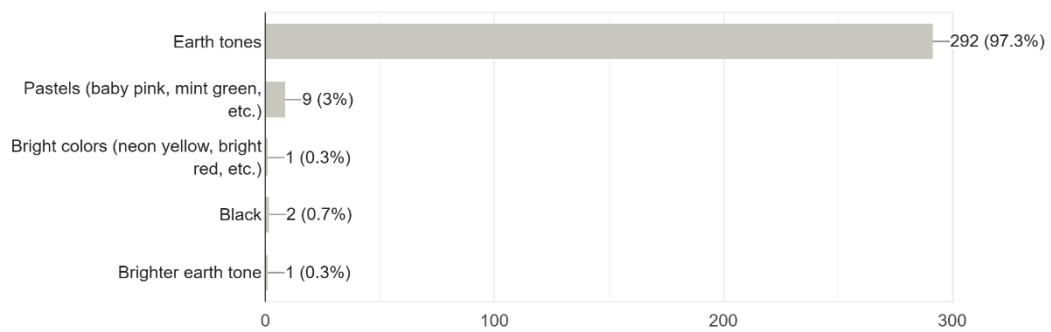
2. What shoulder bag size do you prefer? (actual size)

300 responses



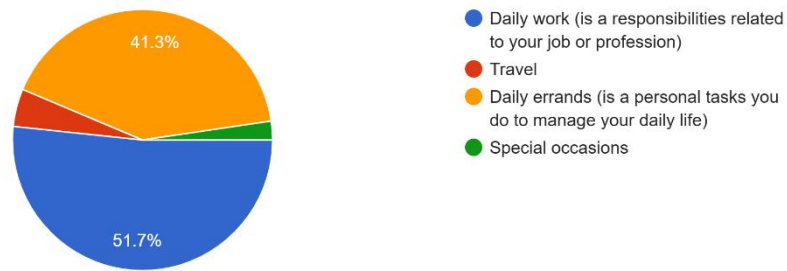
3. What colors do you prefer for your shoulder bags?

300 responses

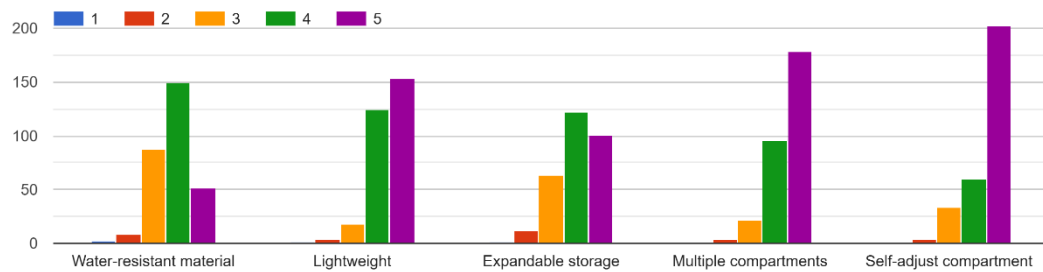


4. What is your main purpose of carrying for a shoulder bag?

300 responses

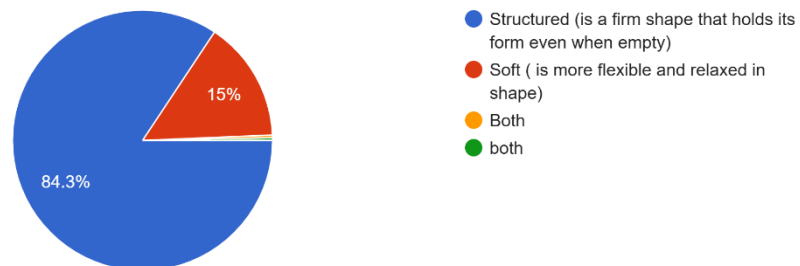


5. How important are the following features of shoulder bag to you? (Rating from 1 - Not important to 5 - Very important)



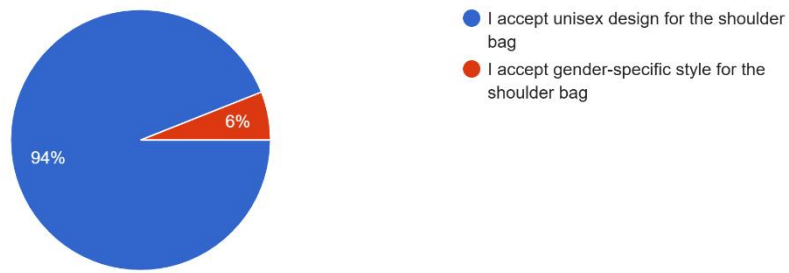
6. Do you prefer a structured or soft shoulder bag?

300 responses



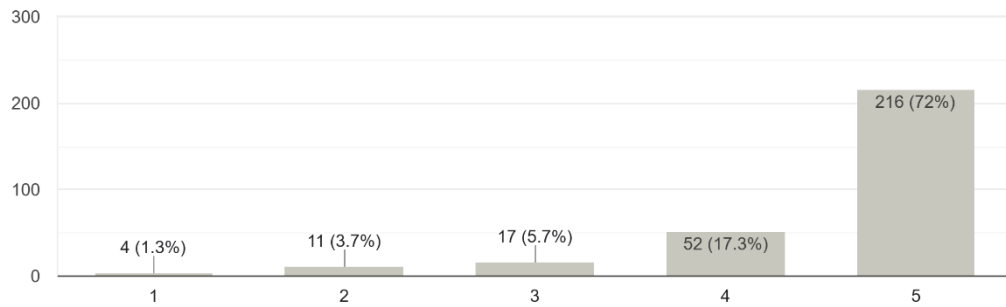
7. Do you care if a bag is unisex or gender-specific style?

300 responses



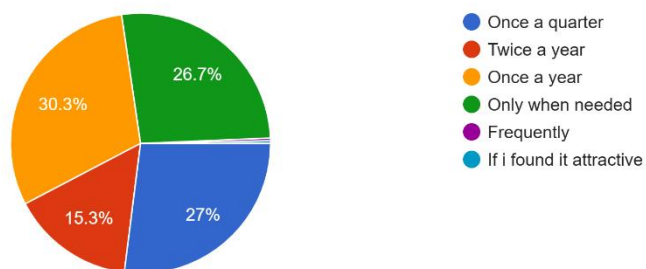
8. I tend to use fruit leather bag:

300 responses

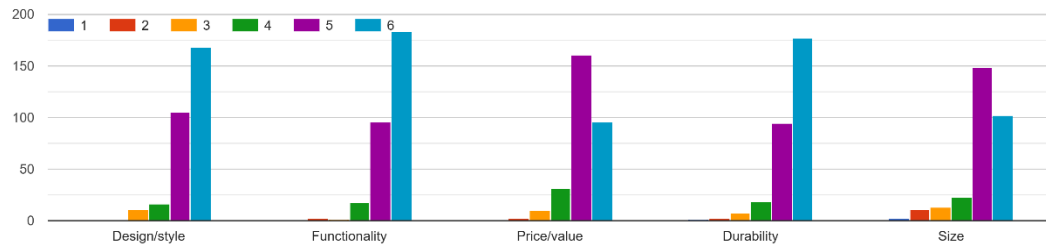


9. I tend to buy a new shoulder bag:

300 responses

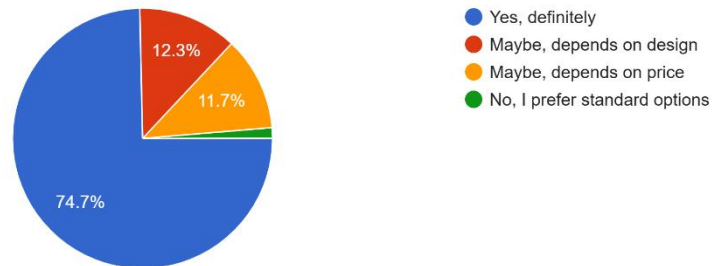


10. Based on your perception, attractive shoulder bag should be reflected by the following features/characteristics. (Rating from 1 - Least motivated factor to 6 - Most motivated factor)



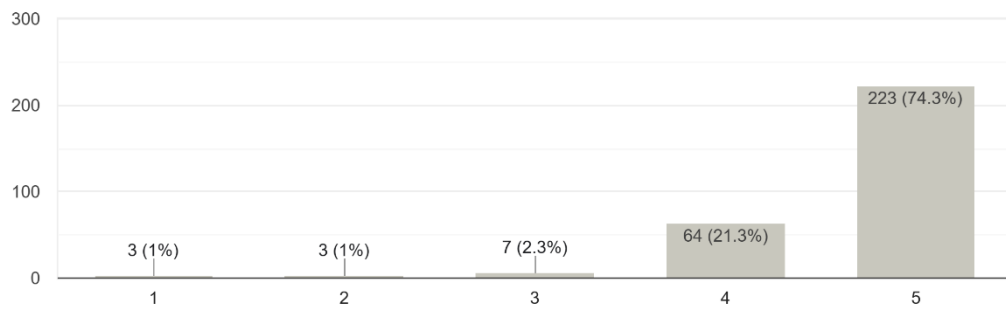
11. Would you be interested in customizable bags?

300 responses



1. How likely will you purchase a shoulder bag that can be customized by yourself?

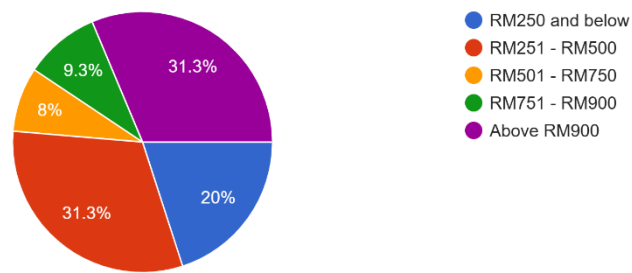
300 responses



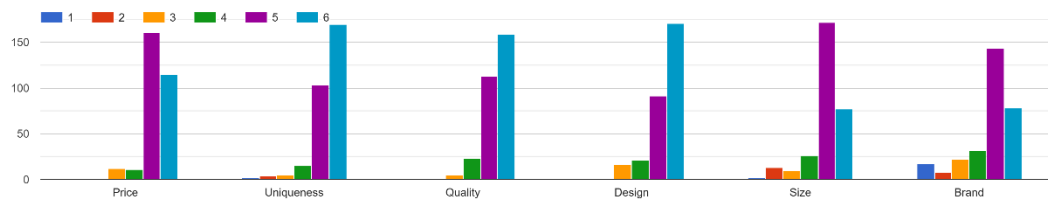


2. What price range are you willing to pay with for a customized eco-friendly shoulder bag?

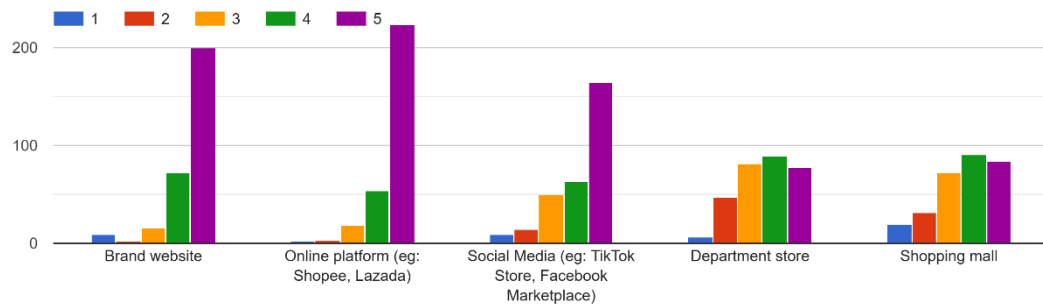
300 responses



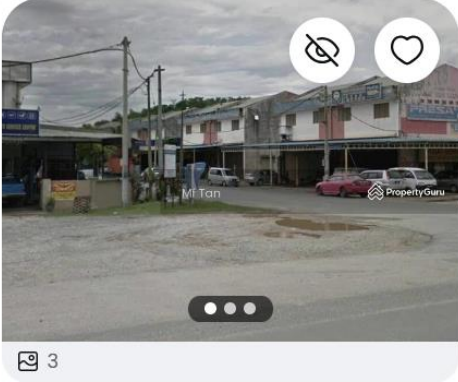
3. What factors influence your decision to purchase a shoulder bag made from durian leather? (Rating from 1 - Least influence to 6 - Most influence)



4. Where do you usually purchase your shoulder bags? (Rating from 1 - Least frequent to 5 - Most frequent)



Appendix 6 : Building in Raub, Pahang



### Semi-D factory at Raub

Raub, Pahang

**RM 2,800 /mo**

---

3,500 sqft (floor), 3,100 sqft (land) |  
RM 0.90 psf (land)

Factory

🕒 Listed on Jul 04, 2025 (1mo ago)


Listed by **Mf Tan**

Contact Agent

## Appendix 7 : Business Registration Form

[illegible]

## Appendix 8 : Application of Approval Business Name

 <small>SURUHANJAYA SYARIKAT MALAYSIA COMPANIES COMMISSION OF MALAYSIA</small>	<b>BORANG PNA 42 PERCUMA</b>
<b>PERMOHONAN NAMA PERNIAGAAN</b> <i>(Permohonan ini perlu dilampirkan bersama dengan Borang A. Tiada bayaran dikenakan)</i>	
<b>A. Saya memohon untuk menggunakan salah satu nama perniagaan mengikut pilihan di bawah :</b>	
1.	
2.	
3.	
<p>Jika nama perniagaan menggunakan perkataan rekaan dan singkatan atau selain B. Malaysia / Inggeris. Sila jelaskan maksud (Jika ada, lampirkan dokumen sokongan).</p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; height: 20px;"></div>	
<b>B. Jenis perniagaan yang dijalankan (Sesuai dengan nama perniagaan yang dicadangkan) :</b>	
<b>C. Pengesahan pemilik atau salah seorang rakan kongsi :</b>	
<div style="text-align: right; margin-bottom: 10px;">             TANDATANGAN PEMILIK ATAU SALAH SEORANG RAKAN KONGSI           </div> <div style="margin-left: 40%;">             NAMA :              NO. MYKAD/MYPR :              NO. TELEFON BIMBIT :           </div> <div style="margin-top: 20px;">             TARIKH PERMOHONAN    <span style="border: 1px solid black; display: inline-block; width: 20px; height: 20px;"></span> / <span style="border: 1px solid black; display: inline-block; width: 20px; height: 20px;"></span> - <span style="border: 1px solid black; display: inline-block; width: 20px; height: 20px;"></span> / <span style="border: 1px solid black; display: inline-block; width: 20px; height: 20px;"></span> - <span style="border: 1px solid black; display: inline-block; width: 20px; height: 20px;"></span> </div>	
<b>Perhatian:</b> (a) Permohonan nama perniagaan diluluskan berdasarkan keutamaan nama perniagaan yang dipohon. (b) Nama perniagaan yang telah diluluskan diberi tempoh 30 hari dan tidak boleh dipinda atau ditukar kepada pemilik yang lain. (c) Jika ada arahan mahkamah atau bantahan oleh pihak ketiga ke atas nama perniagaan disebabkan penggunaan Cap Dagangan dan lain-lain, pemilik diminta mengambil tindakan menutup perniagaan dan mendaftar menggunakan nama perniagaan yang lain.	

## Appendix 9 : Trademark Registration Form

Fee Code  
**TMA2A**  
**TMA2B**  
**TMA2C**

**INTELLECTUAL PROPERTY CORPORATION OF MALAYSIA**  
**TRADEMARKS ACT 2019**  
**APPLICATION FOR REGISTRATION OF TRADEMARK**

PAS Reference No. (if any):

Fee applicable for this request is for each class. Please indicate number of classes requested

Application for registration of trademark – by adopting from pre-approved list (Fee Code **TMA2A**)

Application for registration of trademark – without adopting from pre-approved list (Fee Code **TMA2B**)

Series of trademark (Fee Code **TMA2C**)

<b>1</b>	<b>APPLICANT</b> [If there is more than one applicant mark off this box and fill additional information]: <input style="float: right;" type="checkbox"/>							
a	<b>Applicant's Name:</b> (If partnership, please provide names of the partners)							
b	<b>Applicant type</b> (Specify whether Person/individual, body corporate, partnership, LLP, association/body authority or others)							
c	<b>Identity Card No. /Passport No.</b> (for individual) or <b>Company Registration No.</b> (for company or businesses registered in Malaysia only)							
d	<b>Address of applicant:</b> • If the address is not within Malaysia, you must also complete section 2 below • If you want to have a different address for service, please also complete item 3	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="height: 15px;"></td></tr> <tr><td style="height: 15px;"></td></tr> <tr> <td style="width: 50%;"><b>Postcode:</b></td> <td style="width: 50%;"><b>Town:</b></td> </tr> <tr> <td colspan="2"><b>State/Country:</b></td> </tr> </table>			<b>Postcode:</b>	<b>Town:</b>	<b>State/Country:</b>	
<b>Postcode:</b>	<b>Town:</b>							
<b>State/Country:</b>								
e	<b>Telephone No.</b> (For Malaysian applicant only)							
f	<b>Mode of Correspondence</b>	<input type="checkbox"/> (Mark off this box if you would like us to correspond with you using our Electronic Filing System services. You must have a registered ID)						
g	<b>Applicant's Reference No.</b> (If any and no							

	registered agent is appointed)	
<b>2</b>	<b>AGENT</b> (If registered agent is authorized and appointed, Form TMR7 must be filed with this form)	
a	Name:	
b	Agent No. (if known):	
c	Agent Reference No.:	
<b>3</b>	<b>ADDRESS FOR SERVICES OF THE APPLICANT</b> (If registered agent is not appointed and applicant wishes to have another address, other than stated in Section 1(d), Form TMR7 must be filed with this form)	
<b>Postcode:</b>		<b>Town:</b>
<b>State/Country:</b>		
<b>4</b>	<b>TYPE OF TRADEMARK</b>	
i. <input type="checkbox"/> Trademark ii. <input type="checkbox"/> Collective Mark. Please file rule of collective mark (Fee code TMA3 – RM300 each class) iii. <input type="checkbox"/> Certification Mark. Please file rule of certification mark (Fee code TMA3 – RM300 each class)		
<b>5</b>	<b>NATURE OF TRADEMARK</b> [Mark off one box only. You may mark more boxes if item no. xii is applicable]	
<input type="checkbox"/>	<b>i Word</b>	Please type the trademark here:
<input type="checkbox"/>	<b>ii Device</b>	Please attached or affixed the trademark in the box in Section 7
<input type="checkbox"/>	<b>iii Combination of word and device</b>	Please type the word trademark here and attached or affixed the trademark in the box in Section 7
<input type="checkbox"/>	<b>iv Stylized word</b>	Please type the word trademark here and attached or affixed the trademark in the box in Section 7

<input type="checkbox"/>	v <b>Shape of goods or their packaging</b>	<p>Please fill the description of the trademark in Section 6 and attached or affixed the trademark in the box in Section 7 (file format jpeg and PNG only)</p> <p>Please indicate the number of views in the box. <span style="border: 1px solid black; display: inline-block; width: 40px; height: 20px; vertical-align: middle;"></span>  The maximum number of images per trademark is 6</p>
<input type="checkbox"/>	vi <b>Colour</b>	Please provide pantone code here and attached or affixed the trademark in the box in Section 7 (file format jpeg and PNG only)
<input type="checkbox"/>	vii <b>Sound</b>	Please fill up the description of the trademark in Section 6 and provide MP3 of the sound (file format mp3 not exceeding 5MB)
<input type="checkbox"/>	viii <b>Scent</b>	Please fill up the description of the trademark in Section 6
<input type="checkbox"/>	ix <b>Hologram</b>	Please fill the description of the trademark in Section 6 and attached or affixed the trademark in the box in Section 7 (file format mp4 only not exceeding 20MB)
<input type="checkbox"/>	x <b>Positioning</b>	Please fill the description of the trademark in Section 6 and attached or affixed the trademark in the box in Section 7 (file format jpeg and PNG only)
<input type="checkbox"/>	xi <b>Sequence of Motion</b>	Please fill the description of the trademark in Section 6 and attached or affixed the trademark in the box in Section 7 (file format mp4 only not exceeding 20MB)
<input type="checkbox"/>	xii <b>Any combination of the above (please mark also the nature of trademark to be combined)</b>	Please provide necessary information as required above.

**6**

**DESCRIPTION OF THE TRADEMARK** (Is required if the nature of trademark is shape of goods or their packaging, colour, sound, scent, hologram, positioning, sequence of motion)

**7**

**THE TRADEMARK** The representation of trademark must be firmly attached or affixed in the provided area below. Please mark off which is applicable.

- ☐ Representation of the trademark is in black & white (please attach a black and white representation of the mark)
- ☐ Representation of the trademark is in colour. If colour(s) is/are claimed. (please attach a representation of the mark in colour)

.....

.....

.....

If the application is for a series trademark, please indicate number of series in the box provided. For series trademark, the maximum number is 6 only.

**Note:**

The size of the representation of the trademark or graphic representation of the sign shall be more than 2cm x 2cm and less than 20cm x 20cm.



**8****OTHERS - Non-Roman character and non-national language or English**

If the trademark contains or consists of a word or words in non-Roman character or in a language other than the national language or English, please provide the following information:

Particulars	
NON-NATIONAL LANGUAGE OR ENGLISH / NON-ROMAN CHARACTER	
a	Language of the word or words / Character or script of the trademark:
b	Translation of the trademark into national language or English:
c	Transliteration: (pronunciation of the character/script):
c	Please mark off this box if the word(s) contained in the trademark have no meaning and cannot be translated

**9****DISCLAIMER (If you want to voluntarily disclaim any rights to any specified element(s) or word(s) of the trademark, please indicate here)**

.....

.....

.....

**10 PRIORITY CLAIMED** (If more space is necessary, tick this box and use an additional sheet): ☐

If the priority of more than one application is claimed, please indicate the priority details of all the earlier filings.

Country or Office	Priority Number	Date of priority to be claimed	Class	Goods/Services (Please tick one of the boxes where applicable)
				<input type="checkbox"/> All goods and/or services <input type="checkbox"/> Some of goods and/or services Please specify:
				<input type="checkbox"/> All goods and/or services <input type="checkbox"/> Some of goods and/or services Please specify:

**11 GOODS AND SERVICES**

Indicate the Nice Classification (latest edition) to which the goods or services belong to. You may consult the Nice Classification for the list of terms accepted by Malaysia.

If more space is necessary, mark off this box and use an additional sheet: ☐

Please use "Times New Roman" or "Arial", 12 points. Use a semicolon (;) to separate goods and services.

Pre-approved list is available on [www.myipo.gov.my](http://www.myipo.gov.my)

If the space provided is insufficient, continue on a separate sheet and firmly attached to this form.

Adopting from the pre-approved list	Class	Goods or Services
<input type="checkbox"/> Yes <input type="checkbox"/> No		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
<input type="checkbox"/> Yes <input type="checkbox"/> No		

**12****DATE OF FIRST USE**

State the date of first use in Malaysia, if this is known. (dd/mm/yyyy):

		/			/				
--	--	---	--	--	---	--	--	--	--

**13****DECLARATION AND SIGNATURE**☐ **By Person Filing the Form**

The applicant claims to be the bona fide proprietor of the trademark and he is:

- (a) using or intends to use the trademark in the course of trade; or  
 (b) authorized or intend to authorize another person to use the trademark in the course of trade.

And I, the undersigned, do hereby declare that the information furnished above is true to the best of my knowledge.

☐ **By Agent** (An agent signing this document on behalf of the applicant shall satisfy himself as to the truth of the declaration)

I, the undersigned, do hereby declare that:

- i I have been duly appointed and authorized to act as an agent on behalf of the person(s) filing this form.
- ii the information furnished above on behalf of the person(s) filing this form is true to the best of the applicant's knowledge.
- iii I have been authorized to inform that the applicant is the bona fide proprietor of the trademark whose registration is applied for that the application is made in good faith and that he is /they are entitled to be registered as the proprietor of the trademark.

I understand and accept that I cannot make any substantive changes to the trademark(s) applied for or add more goods or services once the application is submitted. I also accept that any application fees paid are non-refundable (even if the application is not acceptable).

Signature: .....

Name of signatory: .....

Official capacity of signatory: .....

(Examples: Authorized person, Director, Partner or Principal Officer of Applicant(s)/ Agent)

Date: .....

**Attention:**

**It is an offence under section 103 of the Trademarks Act 2019 to make or cause to be made a false entry to the Trademarks Office and that person may be liable to a fine not exceeding RM50,000 or to a term of imprisonment not exceeding 5 years or to both.**

**14****CONFIDENTIALITY OF DOCUMENT** (Please mark off the box if applicable)

- ☐ I want this document to be treated as confidential (Fee of RM 10 will be added to the application fee)

**15****SCANNING SHEET**

(Self-calculation for payment of scanning services)

No	Name of Document	No of Page(s)	Amount (RM2 for each page)
TOTAL PAGES AND AMOUNT TO PAY			

☐ If the space provided is insufficient, continue on a separate sheet and firmly attached to this form
**16****PAYMENT DETAILS** [Note: This will depend on the method of payment accepted.]☐ Cash☐ Cheque (Cheque No.☐ FPX☐ Local Order LO No.☐ Credit Card☐ Other, please specify:

Appendix 10 : Manufacturing License (MIDA Form)

**MIDA** MALAYSIAN INVESTMENT DEVELOPMENT AUTHORITY  
INVEST IN MALAYSIA > YOUR PROFIT CENTRE IN ASIA

Company Registration Form

Company Information

\* Company Name: Company ABC

\* New SSM Registration No.: 2019030991  
Please insert '0' if not applicable.

\* Old SSM Registration No.: H-123456  
Please insert '-' if not applicable.

\* Date of Incorporation: 09-03-1991

\* Income Tax Ref. No.: 123456789

\* Correspondence Address:  
Company ABC Jalan 1  
Company ABC Jalan 2  
Company ABC Jalan 3

\* City: Kuala Lumpur

\* Postcode: 50250

\* State: W.R. - Kuala Lumpur

\* Office Telephone No.: 0123456789

Fax No.: 0123456789


Contact Person

\* Name: ABC Manager

\* Designation: Manager

\* Email: haziqah@mida.gov.my

\* Mobile Telephone No.: 0123456789

\* Enter Code:   
c2BdM6  
[Change Image]

Register →

Appendix 11 : 2C2P Registration Form**MERCHANT SERVICE AGREEMENT**

<b>MERCHANT INFORMATION</b>		Date:
Registered Name:		
Business Type:		
Merchant Domain Name:	Programming Language/Platform:	
Business Registration No:	Paid Up Capital:	
Tax Identification No:	Sales and Services Tax ID No:	
Registered Business Address:		
Mailing Address:		
<input type="checkbox"/> Same as Registered Business Address		
Telephone Number:	Fax Number	
<b>CONTACT INFORMATION</b>		
Business Contact Person:		
Position:		
Mobile Number:	E-Mail:	
Technical Contact Person:		
Position:		
Mobile Number:	E-Mail:	
Accounting Contact Person:		
Position:		
Mobile Number:	E-Mail:	
Contact person to receive the production account information:		
First/Last Name:		
E-Mail:		
<b>SERVICES</b>		
<input type="checkbox"/> Payment Gateway <input type="checkbox"/> iACCEPT <input type="checkbox"/> easyBills <input type="checkbox"/> easyPoints <input type="checkbox"/> 123 Service		
<b>BANK ACCOUNT INFORMATION</b>		
Account Name:	Account Number:	
Bank Name/Branch:	Account Type:	
<b>APPLICANT SIGNATURE</b>		
Signature:		Seal:
First/Last Name:		First/Last Name:
Position:		Position:
Date:		Date:
<b>FOR 2C2P OFFICER ONLY</b>		
Currency: <input type="checkbox"/> MYR <input type="checkbox"/> USD <input type="checkbox"/> OTHERS <input type="checkbox"/> DCC <input type="checkbox"/> MCC		
2C2P PGW: VISA _____%            MC _____%            JCB _____%            AMEX _____%            CUP _____%		
IPP _____%            Interest _____%            Others _____%		
123 Service: _____%            iACCEPT: _____%            easyBills: _____%            easyPoints: _____%		
Note:		
Name & Signature:		Date:



## MERCHANT SERVICE AGREEMENT

**AGREEMENT NUMBER:** \_\_\_\_\_

This Merchant Service Agreement (the "Agreement") is entered into by and between **2C2P SYSTEM (MALAYSIA) SDN. BHD.**, having its office at Unit 18-6, Level 18, Tower B, Vertical Business Suite, Avenue 3, Bangsar South, No 8 Jalan Kerinchi, 59200, Kuala Lumpur, Malaysia (the "Company"); and the applicant listed in merchant information (the "Applicant").

### THE PARTIES AGREE ON TERMS AND CONDITIONS AS FOLLOWS:

#### 1. PURPOSE

The Applicant desires to use payment gateway service for receiving payment of goods and/or services from customers and for its convenience making payment through available channels including but not limited to banking payment, counter service and ATM payment provided by the Company (the "Services").

#### 2. COMMENCEMENT OF SERVICES

The Applicant agrees to submit an application form correctly and completely filled in together with supporting documents required by the Company on the date hereof for the Company's consideration. The Applicant shall be entitled to use the Services for receiving the payments for goods and/or services of the Applicant only upon obtaining the Company's permission.

#### 3. ACKNOWLEDGEMENT OF RISKS IN ELECTRONIC TRANSACTIONS

The Applicant has carefully considered and realizes that electronic transactions are of risk and accepts any consequent damages incurred from such electronic transactions. The Applicant agrees to strictly comply with the following:

3.1 In case of receipt of the payments for goods and/or services, the Applicant must keep, not less than eighteen (18) months, sales record or proof of trade, delivery of goods/services and receipt of payments such as tax invoice, shipping slip, receipt, etc. as proof in any disputes happen thereafter. If the Company desires to verify the Applicant's transactions, the Applicant agrees to provide the Company with all relevant information and documents immediately or within a specified period. The Applicant also agrees to assist the Company in order to acquire such information and documents and shall not, in any circumstances, obstruct, weaken, destroy or hinder the Company from acquiring such information and documents.

3.2 In case of refusal and/or non-receivable payment, card cancellation or hold, or having a reasonable suspicion cause regarding the dishonest use of credit card or any other reasons causing the Company's money to be deducted or compensated or claimed as damages by any banks, financial institutes or other persons, the Applicant agrees to reimburse to the Company in full amount which and that the Company is entitled to immediately set-off such amount with the amount of payment for goods and/or services payable to the Applicant without any objection or attempt to decline the said responsibility in all respects.

#### 4. SERVICE FEE

4.1 The Company is entitled to the service fee for performance of obligations hereunder according to the rate and payment method specified in the attachment.

4.2 The Applicant agrees that the Company is entitled to immediately set-off the amount of payments for goods and/or services to be transferred to the Applicant by the Company with the amount of service fee including expenses or any other fees that the Applicant is required to pay or reimburse to the Company hereunder prior to transferring such amount to the Applicant.

4.3 During the period of this Agreement, the Company reserves the right to amend the rate of service fee by giving at least thirty (30) days advance notice to the Applicant and such notice shall be deemed an integral part of this Agreement.

#### 5. 2C2P SERVICE

5.1 The Company shall gather all the payments for goods and/or services on behalf of the Applicant and, after deducting of the service fee according to Clause 4 and any expenses (if any) such as credit card fees, etc., remit it to the Applicant's account within the specified period and according to the payment method as per the attachment. The Applicant agrees to be responsible for all fees incurred by such remittance.

5.2 For receipt of the payments for goods and/or services hereunder, the Company agrees to receive the payment not less than MYR150 (One Hundred and Fifty Malaysian Ringgit) but not exceeding MYR60,000 (Sixty Thousand Malaysian Ringgit) per transaction.

5.3 In case that 2C2P Merchant ID of the Applicant under this Agreement has no movement for a six (6) month-period continuously, the Applicant agrees to pay the Company a monthly fee of MYR50 (Fifty Malaysian Ringgit), exclusive of GST, to maintain 2C2P Merchant ID from the seventh month of non-movement. In the event that funds in the Applicant's bank account are not sufficient, the Company reserves the right to terminate this Agreement and close 2C2P Merchant ID immediately.

2C2P Merchant ID is the user account created by the Company for the Applicant to use 2C2P Service.

5.4 Unless otherwise provided herein, the Company reserves the right to open only one 2C2P Merchant ID for the Applicant, if it appears that the Applicant has or obtains more than one 2C2P Merchant ID, the Company is entitled to cancel other 2C2P Merchant ID(s) and retain only one of them for the Applicant.

#### 6. 123 SERVICE

6.1 The Applicant has a duty to deliver information of transaction according to form and method as stipulated by the Company immediately when customers make an order of goods and/or services.

6.2 The Applicant represents and warrants that any information delivered to the Company, under Clause 6.1 of this Agreement, is correct. The Company shall not be responsible for verifying such information.

In case having received such monies from customers and it is found that the paid amount is incorrect as a result of information in Clause 6.1 of this Agreement, the Company shall not be responsible for such error. The Company shall not return such monies to customers, the Applicant shall be solely responsible for such error to its customers.

6.3 The Company shall issue pay-in slip with a reference number and a bar-code according to information as received under Clause 6.1 to customers for making payment through counter service, banking payment and ATM payment.

6.4 The Company shall gather all the payments for goods and/or services on behalf of the Applicant and, after deducting of the service fee according to Clause 4 and any expenses (if any), remit it to the Applicant's account within the specified period and according to the payment method as per the attachment. The Applicant agrees to be responsible for all fees incurred by such remittance.

6.5 The limitation of receipt of the payment per transaction shall be according to the term and condition of each 123 Service partner channels (e.g., payment counters, bank, etc.)

6.6 In case that 123 Merchant ID of the Applicant under this Agreement has no movement for a six (6) month-period





## MERCHANT SERVICE AGREEMENT

continuously, the Applicant agrees to pay the Company a monthly fee of MYR 50 (Fifty Malaysian Ringgit), exclusive of GST, to maintain the 123 Merchant ID from the seventh month of non-movement. In the event that funds in the Applicant's bank account are not sufficient, the Company reserves the right to terminate this Agreement and close 123 Merchant ID immediately.

123 Merchant ID is the user account created by the Company for the Applicant to use 123 Service.

- 6.7 Unless otherwise provided herein, the Company reserves the right to open only one 123 Merchant ID for the Applicant, if it appears that the Applicant has or obtains more than one 123 Merchant ID, the Company is entitled to cancel other 123 Merchant ID(s) and retain only one of them for the Applicant.

### 7. RESPONSIBILITIES OF THE APPLICANT

- 7.1 The Applicant has a duty to issue receipts/tax invoices or any evidence of receipt to customers and/or clients as prescribed by applicable laws.
- 7.2 If the Applicant intends to modify its payment type and/or amend the method or conditions for selling of goods, engaging of services or performing of works, affecting to the Company's performance of Services hereunder, the Applicant agrees to notify the Company of such in writing thirty (30) days in advance. In this case, the Company reserves the right to charge an additional fee as proper and both parties shall agree and make it in writing and such document shall be deemed an integral part of this Agreement.
- 7.3 The Applicant acknowledges and agrees that in case any damages or errors occur from the Company's performance of Services according to information as delivered by the Applicant, the Applicant shall not claim any damages against the Company and/or shall be solely responsible for such damages or errors with its customers.
- 7.4 The Applicant agrees that the Company is entitled to set-off all amounts which the Applicant is obligated to pay or refund to the Company against the sum to be payable by the Company to the Applicant under this Agreement without any disputes. If the amount of Applicant's account is not sufficient to set-off, the Applicant agrees to pay outstanding amount to the Company. In case of the Applicant fails to pay such outstanding amount, the Company has the right to charge an interest at the rate fifteen percent (15%) per annum of outstanding amount from the due date until the date on which all payments have been made in full.

### 8. REPRESENTATIONS AND WARRANTIES

The Applicant represents and warrants that (a) any information delivered to the Company under this Agreement is correct; (b) the Applicant is engaged in a lawful business that includes the sale of goods and/or services, and duly licensed to conduct such business under laws of all jurisdictions in which Applicant conducts business. The Applicant shall comply with all laws, policies, guidelines, regulations ordinances or rules applicable to Applicant's business and this Agreement; (c) it has the legal capacity and authority to execute, deliver and perform its obligations under this Agreement; (d) all goods and/or services, which the Company to receive the payments hereunder are not goods and/or services prohibited by law and good morals or that would expose the Company's image to risk; and (e) the Applicant shall comply with all Cardholder Information Security Program (CISP), Site Data Protection (SDP), and Payment Card Industry Standard (PCI) requirements, as amended from time to time. The Applicant must comply with the rules, including without limitation, those relating to cardholder information security issues, non-disclosure of cardholder information and transaction documents, retention and storage of cardholder and transaction information and other security procedures adopted by the card organizations.

Failing of the above representations and warranties, the Applicant agrees that the Company is entitled to terminate this Agreement immediately and the Applicant shall be responsible for all damages suffered by the Company, including any loss caused by the Applicant as the result of its non-performance of this clause.

### 9. MARKETING ACTIVITIES

- 9.1 Subject to the terms of this Agreement, the Applicant grants to Company a non-exclusive, non-transferable, royalty-free license to use, reproduce, publish, distribute and transmit any of the Applicant's marketing materials, proprietary indicia or other similar items containing the intellectual property of the Applicant ("Applicant IP") necessary for Company to perform its obligations contemplated by this Agreement and to refer to the name of the Applicant in the public announcement as one of the partners using the Company's Services. The Applicant represents and warrants to Company that it has obtained all necessary authorities, permissions, approvals and licenses to license the Applicant IP to Company and that the Applicant IP does not infringe the intellectual property of any third party.
- 9.2 The Applicant agrees to advertise and publicize its goods or services as well as its use of the Company's Services for receipt of payments for goods and/or services of the Applicant.
- 9.3 In the case that the Applicant uses any other services, method or channel for receiving of payments for goods and/or services from customers and/or clients, provided by other service provider(s) other than the Company, the Applicant agrees to not act such as publicizing, advertising, supporting or giving any right to such service, method or channel of other service provider(s) significantly or in addition to doing to the Services of the Company hereunder.

### 10. EXCLUSION

The Applicant acknowledges and agrees that in case the Services hereunder has any error or delay or has been temporarily suspended, arising from service connection system or computer system or any relevant system or virus attack or electronic equipment problems and/or force majeure or any causes beyond the Company's control, the Applicant shall not definitely raise such error to claim any damages against the Company and shall notify the Company immediately of such error. However, the Company will use its best efforts to solve the problem hastily, and the Applicant agrees to fully assist and cooperate with the Company to solve such problem.

### 11. TERM AND TERMINATION

- 11.1 This Agreement shall be effective for a period of one (1) year from the date hereof and shall renew automatically for successive one-year terms unless either party gives the other party at least ninety (90) days' advance written notice to terminate this Agreement.
- 11.2 This Agreement shall be terminated and the Company is entitled to cease the Services forthwith by closing the Applicant's Merchant ID in any one of the following circumstances:
- (a) the Applicant uses and/or declares false information;
  - (b) the Applicant is in breach of any provisions of the Agreement, and the Applicant does not remedy said breach within fifteen (15) days upon receipt of the relevant notice from the Company, then the Company may immediately terminate the Agreement or, at its option, suspend the performance of its obligations under this Agreement until the breach is remedied;
  - (c) the Applicant commits or is involved in illegal act through the use of Company's Services under this Agreement;
  - (d) there is a written order or a decision from relevant regulator(s), Company's acquiring bank(s), card





## MERCHANT SERVICE AGREEMENT

scheme(s), and/or payment channel partner(s), which directs or instructs that the Agreement is to be terminated;

- (e) the Company's acquiring bank, card scheme(s) and/or the payment channel partner(s) terminates or suspends its services provided to the Company;
- (f) there is no activity or movement in the Merchant ID of the Applicant for a continuous period of six (6) months prior to notice of termination from the Company; or
- (g) either party is adjudged bankrupt or dies or ceases to exist as a juristic entity or having any other legitimate ground which makes either party unable to comply with this Agreement, it shall be deemed that this Agreement is immediately terminated.

11.3 Termination of this Agreement shall not prejudice nor affect the accrued rights or claims and liabilities of the parties under this Agreement.

### 12. TAX

Each Party shall be responsible for its own taxes incurred in connection with this Agreement in accordance with its respective obligations and at the rates as prescribed by applicable laws. The Applicant shall be solely responsible for stamp duty according to this Agreement (if any).

### 13. CONFIDENTIALITY

The parties understand that all documents, information or materials produced or acquired under this Agreement are confidential information and trade secrets. Neither party is entitled to disclose nor cause to be known by any way of such confidential information and trade secrets to any third party and agrees to properly keep them at any time either during and after the period hereof, except for the disclosure required by a court order or provisions of law.

### 14. PERSONAL DATA

The Company agrees and undertakes that any collection, use or disclosure of personal data shall be strictly for the performance of the Company's obligations under this Agreement and in compliance with the applicable law and any other relevant legislations. The Company shall employ administrative, physical, and technical safeguards to ensure that personal data is afforded protection and shall as soon as practicable notify the Applicant of any confirmed breaches of security that may result in the unauthorized collection, access, use or disclosure of personal data.

### 15. INTELLECTUAL PROPERTY

The Company is an owner of all intellectual property rights, whether in contents or wording, pictures, signs, logo, trade/service marks, trade name as well as all design works, in all documents and websites of the Company. The Applicant must not exploit the intellectual property rights of the Company or make any advertisement without receiving prior written consent from the Company. The Applicant shall not perform or allow any third party to perform any action that might cause damage to the image, trademark, trade name or other intellectual property right of the Company.

### 16. AMENDMENT

Unless otherwise specified herein, any amendment, addition or alteration of the terms and conditions under this Agreement or attachment shall be made in writing and executed by the duly authorized representatives of both parties.

### 17. GOVERNING LAW

This Agreement is governed by laws of Malaysia.

### 18. MISCELLANEOUS

18.1 The Company shall have a duty only to collect the amount of payments for goods and/or services on behalf of the

Applicant. The Company is not involved in any contracts made between the Applicant's customers and/or clients and the Applicant or in any right and duty among those parties. In case any disputes occur from when the Applicant does not comply with the terms and conditions of contracts made with its customers and/or clients, the Company shall in no event be liable or jointly liable. The Applicant shall be solely responsible for such dispute to its customers and/or clients.

18.2 In no event shall the Company be responsible for intentionally or negligently revealing to any other persons by the Applicant of its and/or its customers' bank account, credit card, username and password information, or for carelessly keeping of password, or in case that any other person causes to be known such information or in case of dishonesty of the Applicant and/or other person.

18.3 To provide the Services of the Company in compliance with the security policy and this Agreement, if the Company finds any transaction that is not correct or is within the scope of dishonest acts in any means, the Applicant agrees that the amount of such transaction will be confiscated and seized in the system regardless of whether the settlement of that amount has already been made to the Applicant. Such amount will be withheld until any person expresses to claim it and the Company examines proof and has reasonable belief that such person is the genuine owner. In this regard, the Company will, after deducting the service fee and expenses, be entitled to return the net amount to that genuine owner immediately. The Applicant agrees to coordinate with the Company in document and information examination as requested and agrees that the Company may temporarily suspend the Applicant's user account.

18.4 The Applicant must not assign or transfer its rights, duties, benefits or claims, in whole or in part, according to this Agreement to any third party without the written consent from the Company. In the event the Applicant receives such consent, the Applicant is still liable to the Company under this Agreement in all respects. The Company is entitled to transfer its rights, duties, benefits or claims, in whole or in part, according to this Agreement to any third party without consent from the Applicant.

18.5 Should any provision, condition, term, or part of this Agreement be null or invalid, the parties agree that any of the valid remaining portions hereof shall be deemed separate from such null or invalid parts and shall remain in full force and effect.

18.6 This Agreement may be executed electronically or by way of electronic signature and such electronic signatures shall be deemed original signatures, have the same force and effect as manual signatures and binding upon the parties. If this Agreement shall be executed electronically, the best evidence of this Agreement shall be a copy of this Agreement bearing an electronic signature, in portable document format (.pdf) form, or in any other electronic format intended to preserve the original graphic and pictorial appearance of a document.

**MERCHANT SERVICE AGREEMENT**

**IN WITNESS WHEREOF** this Agreement is made in two (2) copies. Each individual executing this Agreement represents that he or she has thoroughly read and understands the contents of this Agreement, and he or she is duly authorized to sign and deliver the agreement on behalf of the party indicated, and that this agreement is binding on such party in accordance with its terms.

2C2P System (Malaysia) Sdn. Bhd.

Applicant

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Name:

Title:

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Name:

Title:

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Name:


Witness:

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Name:

Witness:

## Appendix 12 : DHL Partner Application Form

Partner Application Form

Your Contact Information

First name\*

Last Name\*

Email\*

Telephone Number with Country Code (optional)

Company Information

Company Name\*

Year Founded\*

Legal Form\*

Last turnover in Euros\*

✓

Number of Employees\*

Of your employees, how many are drivers?\*

City\*

Please select your location\*

✓

Company Website\*

Appendix 13 : Patents Registration Form

<b>Patents Form No. 1</b> PATENTS ACT 1983 AND PATENTS REGULATIONS 1986  REQUEST FOR GRANT OF PATENT [Sections 23, 24 and 26B(1)] [Regulation 7(1)]  To: The Registrar of Patents Patent Registration Office Malaysia	<b>For Official Use</b>  APPLICATION NO.: ..... Filing Date: ..... Request received on: ..... Fee received on: ..... Amount: ..... *Cheque/Postal Order/Bank Draft/Local Order/Credit Card/ Debit Card No.: .....
Please submit this Form together with the prescribed fee.	Applicant's or Agent's file reference: .....

THE APPLICANT(S) REQUEST(S) THE GRANT OF A PATENT IN RESPECT OF THE FOLLOWING:

I. TITLE OF INVENTION:

II. APPLICANT(S) (the data concerning each applicant must appear in this box or, if the space insufficient, in the space below):

Name	:	
I.C./Passport No.	:	
Address	:	
Address for service in Malaysia	:	
Nationality	:	
*Permanent residence or principal place of business	:	
Telephone Number ( <i>required</i> )	:	
Email address ( <i>required</i> )	:	

Additional Information (if any):

☐ Yes                      ☐ No

<b>III. INVENTOR</b>  Applicant is the inventor <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span>  If the applicant is not the inventor: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 30%; padding: 2px;">Name of inventor</td> <td style="width: 5%; padding: 2px;">:</td> <td style="width: 65%;"></td> </tr> <tr> <td style="padding: 2px;">Address of inventor</td> <td style="padding: 2px;">:</td> <td></td> </tr> </table> A statement justifying the applicant's right to the patent accompanies this Form <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span>		Name of inventor	:		Address of inventor	:	
Name of inventor	:						
Address of inventor	:						
Additional Information (if any):  <div style="text-align: center;"><input type="checkbox"/> Yes <input type="checkbox"/> No</div>							
<b>IV. AGENT OR REPRESENTATIVE</b>  Applicant has appointed a patent agent in accompanying appointment or change of patent agent form  <div style="text-align: center;"><input type="checkbox"/> Yes <input type="checkbox"/> No</div>  Agent's registration No.: ..... Applicant has appointed ..... to be their representative							
<b>V. DIVISIONAL APPLICATION</b> (Please tick <input checked="" type="checkbox"/> below if any)  <div style="margin-bottom: 10px;"> <input type="checkbox"/> This application is a divisional application         </div> <div style="margin-bottom: 10px;"> <input type="checkbox"/> The benefit of the filing date <span style="float: right;"><input type="checkbox"/> priority date</span> </div> of the initial application is claimed in as much as the subject-matter of the present application is contained in the initial application identified below:  *Initial application/Immediate preceding application No.: ..... *Filing Date of Initial application/Immediate preceding application: .....  <div style="margin-left: 40px;"> <b>Notes for Initial application/Immediate preceding application:</b>  <b>Initial application</b> refers to the earliest application  <b>Immediate preceding application</b> refers to any application other than the earliest application         </div>							
<b>VI. DISCLOSURE TO BE DISREGARDED FOR PRIOR ART</b>  PURPOSES Additional information is contained in supplemental box:  <div style="margin-bottom: 20px;">           (a) Disclosure was due to acts of applicant or his predecessor in title <span style="float: right;"><input type="checkbox"/></span>  <div style="text-align: right; margin-right: 100px;">Date of disclosure: .....</div> </div> <div>           (b) Disclosure was due to abuse of rights of applicant or his predecessor in title <span style="float: right;"><input type="checkbox"/></span>  <div style="text-align: right; margin-right: 100px;">Date of disclosure: .....</div> </div>							

(c) A statement specifying in more detail the facts concerning the disclosure accompanies this Form <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span>
Additional Information (if any): <div style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</div>
<b>VII. PRIORITY CLAIM (if any):</b>  The priority of an earlier application is claimed as follows:  Country (if the earlier application is a regional or international application, indicate the office with which it is filed): ..... Filing Date: ..... Application No.: .....  Symbol of the International Patent Classification:  It not yet allocated, please tick: The priority of more than one earlier application is claimed: <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span> The certified copy of the earlier application (s) accompanies this Form <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span> If No, it will be furnished by: ..... (date)
Additional Information (if any): <div style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</div>
<b>VIII. DEPOSIT OF MICRO-ORGANISM:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No  Information of the deposit of micro-organism are as follows:  <b>A. Furnish upon filing <input type="checkbox"/></b> 1. Name of the Depositary Authority**: ..... 2. Address of the Depositary Authority**: ..... 3. Date of deposit: ..... 4. Accession number of the deposit: ..... 5. Micro-organism deposited by applicant: <input type="checkbox"/> Yes <input type="checkbox"/> No (please fill below)  If the depositor is not the applicant: Name of depositor: ..... Address of depositor: ..... 6. Declaration by the depositor under Regulation 7(1A)(d): <div style="text-align: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</div>

B. Furnish within 16 months from filing date or priority date <input type="checkbox"/>																																		
Additional Information (if any):  <input type="checkbox"/> Yes <input type="checkbox"/> No																																		
<b>IX. CHECK LIST:</b>  <b>A. This application contains the following:</b> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 80%;">1. request</td> <td style="width: 20%;"></td> </tr> <tr> <td>2. description (exclude any sequence listing part of the description), see no.6 below</td> <td>..... sheets</td> </tr> <tr> <td>3. claim</td> <td>..... sheets</td> </tr> <tr> <td>no. of claim(s)</td> <td>.....</td> </tr> <tr> <td>4. abstract</td> <td>..... sheets</td> </tr> <tr> <td>5. drawings (where required)</td> <td>..... sheets</td> </tr> <tr> <td>6. sequence listing part of the description (if any)</td> <td>..... sheets</td> </tr> <tr> <td>Total no. of sheets</td> <td>..... sheets</td> </tr> </table> <b>B. This Form, as filed, is accompanied by the items checked below:</b> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 80%;">1. duly signed form for appointment or change of patent agent</td> <td style="width: 20%; text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>2. declaration that inventor does not wish to be named in the patent</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>3. statement justifying applicant's right to the patent</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>4. sequence listing submitted in physical storage computer device</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>5. statement that certain disclosure be disregarded</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>6. priority document (certified copy of earlier application)</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>7. information relating to biological resource or traditional knowledge associated with a biological resource (pursuant to regulation 12(2) Access to Biological Resources and Benefit Sharing Regulations 2020)</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>8. cheque/postal order/bank draft/local order/credit card/debit card for the payment of application fee</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>9. other documents (specify): .....</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> </table>	1. request		2. description (exclude any sequence listing part of the description), see no.6 below	..... sheets	3. claim	..... sheets	no. of claim(s)	.....	4. abstract	..... sheets	5. drawings (where required)	..... sheets	6. sequence listing part of the description (if any)	..... sheets	Total no. of sheets	..... sheets	1. duly signed form for appointment or change of patent agent	<input type="checkbox"/>	2. declaration that inventor does not wish to be named in the patent	<input type="checkbox"/>	3. statement justifying applicant's right to the patent	<input type="checkbox"/>	4. sequence listing submitted in physical storage computer device	<input type="checkbox"/>	5. statement that certain disclosure be disregarded	<input type="checkbox"/>	6. priority document (certified copy of earlier application)	<input type="checkbox"/>	7. information relating to biological resource or traditional knowledge associated with a biological resource (pursuant to regulation 12(2) Access to Biological Resources and Benefit Sharing Regulations 2020)	<input type="checkbox"/>	8. cheque/postal order/bank draft/local order/credit card/debit card for the payment of application fee	<input type="checkbox"/>	9. other documents (specify): .....	<input type="checkbox"/>
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8. cheque/postal order/bank draft/local order/credit card/debit card for the payment of application fee	<input type="checkbox"/>																																	
9. other documents (specify): .....	<input type="checkbox"/>																																	
<b>X. DECLARATION AND SIGNATURE:</b>  <input type="checkbox"/> <b><u>By Person Filing the Form</u></b> I, the undersigned, do hereby declare that the information furnished above is true to the best of my knowledge.  <input type="checkbox"/> <b><u>By Agent</u></b> (An agent signing this Form on behalf of the applicant shall satisfy himself as to the truth of the declaration)  I, the undersigned, do hereby declare that: <table style="width: 80%; margin-left: 20px; margin-top: 10px;"> <tr> <td style="width: 20px;">i.</td> <td>I have been duly appointed and authorized to act as an agent on behalf of the person(s) filing this form.</td> </tr> <tr> <td>ii.</td> <td>the information furnished above on behalf of the person(s) filing this form is true to the best of the applicant(s)' knowledge.</td> </tr> </table>	i.	I have been duly appointed and authorized to act as an agent on behalf of the person(s) filing this form.	ii.	the information furnished above on behalf of the person(s) filing this form is true to the best of the applicant(s)' knowledge.																														
i.	I have been duly appointed and authorized to act as an agent on behalf of the person(s) filing this form.																																	
ii.	the information furnished above on behalf of the person(s) filing this form is true to the best of the applicant(s)' knowledge.																																	

Signature:	
Name of signatory:	
Official capacity of signatory:	
<b>Notes for Official capacity of signatory:</b> <b>Applicant(s) or common representative as specified in regulation 11/Authorized person of Applicant(s) as specified in regulation 50/Agent</b>	
If Agent, indicate Agent's Registration No.:	
Date:	

**Attention:**  
It is an offence under section 63 of the Patent Act 1983 to make or cause to be made a false entry in any Register and that person may be liable to a fine not exceeding RM15,000.00 (Fifteen Thousand Ringgit) or to imprisonment for a term not exceeding two years or to both.

\* Delete whichever does not apply

\*\* Depositary Authority refers to International Depositary Authority or National Depositary Authority



## Appendix 14 : PERKESO Form



**BORANG 34**  
BORANG BUTIRAN NOTIS DAN TUNTUTAN FAEDAH  
PERATURAN-PERATURAN (AM) KESELAMATAN SOSIAL PEKERJA 1971  
(Peraturan 46, 53, 56(B), 58, 66(1), 68A(2), 71, 71(A), 83.88 dan 98)

**BORANG 34 - BUTIRAN NOTIS DAN TUNTUTAN FAEDAH**

JENIS NOTIS (Tandakan (✓) pada Notis berkaitan) ☐ NOTIS KEMALANGAN ☐ NOTIS PENYAKIT KHIDMAT ☐ NOTIS KEILATAN ☐ NOTIS KEMATIAN

**A. BUTIR-BUTIR ORANG BERINSURANS**

A1. Nama

A2. No. Kad Pengenalan baru 



 A3. No. Kad Pengenalan lama

A4. No. Pasport / No. Polis / No. Tentera / No. Keselamatan Sosial (SSN) 



 A5. Tarikh lahir

A6. Bangsa ☐ Melayu ☐ Cina ☐ India ☐ Bumiputera Sabah ☐ Bumiputera Sarawak ☐ Lain-lain \_\_\_\_\_

A7. Jantina ☐ Lelaki ☐ Perempuan

A8. Pekerjaan : \_\_\_\_\_

A9. Alamat surat menyurat

Poskod \_\_\_\_\_ Negeri \_\_\_\_\_

A10. No. Tel. Rumah 



 A11. No. Tel. Bimbit

A12. E-mel : \_\_\_\_\_

**B. BUTIR-BUTIR MAJIKAN**

B1. No. Kod Majikan

B2. Nama Perusahaan

B3. Alamat surat - menyurat

Poskod \_\_\_\_\_ Negeri \_\_\_\_\_

B4. No. Telefon 



 B5. No. Faks

B6. E-Mel : \_\_\_\_\_

**C. BUTIR-BUTIR GAJI ORANG BERINSURANS**

C1. Tarikh mula pengambilan kerja

C2. Tarikh pemberhentian kerja (jika terpakai)

C3. Adakah gaji dibayar pada hari kemalangan? ☐ Ya ☐ Tidak

C4. Butir-butir gaji bagi tempoh 6 bulan berturut-turut sebelum bulan kemalangan / kematian / notis keilatan / notis penyakit khidmat

Bil	Bulan	Tahun	Gaji (RM)
1.			
2.			
3.			
4.			
5.			
6.			

#### D. BUTIR-BUTIR NOTIS KEMALANGAN

<b>D1.</b> Tarikh kemalangan	<table border="1"> <tr> <td></td><td></td><td></td> <td></td><td></td><td></td> <td></td><td></td><td></td> </tr> <tr> <td colspan="3">Hari</td> <td colspan="3">Bulan</td> <td colspan="3">Tahun</td> </tr> </table>										Hari			Bulan			Tahun			<b>D2.</b> Masa kemalangan	<table border="1"> <tr> <td></td><td></td><td></td> <td>:</td> <td></td><td></td> </tr> </table> a.m / p.m				:		
Hari			Bulan			Tahun																					
			:																								
<b>D3.</b> Tempat kemalangan	<input type="checkbox"/> Dalam premis majikan <input type="checkbox"/> Luar premis majikan	<input type="checkbox"/> Semasa perjalanan antara tempat tinggal / kediaman dengan tempat kerja <input type="checkbox"/> Semasa perjalanan berkaitan dengan pekerjaan		<input type="checkbox"/> Semasa perjalanan pada masa rehat yang dibenarkan <input type="checkbox"/> Lain-lain Nyatakan: _____																							
<b>D4.</b> Bila kemalangan berlaku?	<input type="checkbox"/> Semasa bekerja <input type="checkbox"/> Semasa menjalankan aktiviti berkaitan penggajian <input type="checkbox"/> Semasa kecemasan																										
<b>D5.</b> Tarikh kematian (jika terpakai)	<table border="1"> <tr> <td></td><td></td><td></td> <td></td><td></td><td></td> <td></td><td></td><td></td> </tr> <tr> <td colspan="3">Hari</td> <td colspan="3">Bulan</td> <td colspan="3">Tahun</td> </tr> </table>										Hari			Bulan			Tahun										
Hari			Bulan			Tahun																					
<b>D6.</b> Bagaimana kemalangan berlaku?																											
<b>D7.</b> Tujuan perjalanan pada hari kemalangan (bagi kemalangan jalan raya sahaja)																											
<b>D8.</b> Perihal kecederaan																											
<b>D9.</b> Adakah hari kemalangan hari orang berinsurans bekerja	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	<b>D10.</b> Waktu kerja bermula pada hari kemalangan	<table border="1"> <tr> <td></td><td></td> <td>:</td> <td></td><td></td> </tr> </table> a.m / p.m			:			<b>D11.</b> Waktu rehat yang dibenarkan pada hari kemalangan	<table border="1"> <tr> <td></td><td></td> <td>:</td> <td></td><td></td> </tr> </table> a.m / p.m			:			<b>D12.</b> Waktu kerja tamat pada hari kemalangan	<table border="1"> <tr> <td></td><td></td> <td>:</td> <td></td><td></td> </tr> </table> a.m / p.m			:							
		:																									
		:																									
		:																									
<b>D13.</b> Nama saksi (jika ada)																											
<b>D14.</b> No. telefon saksi (jika ada)																											
<b>D15.</b> Tarikh cuti sakit bermula	<table border="1"> <tr> <td></td><td></td><td></td> <td></td><td></td><td></td> <td></td><td></td><td></td> </tr> <tr> <td colspan="3">Hari</td> <td colspan="3">Bulan</td> <td colspan="3">Tahun</td> </tr> </table>										Hari			Bulan			Tahun										
Hari			Bulan			Tahun																					
<b>D16.</b> Nama & alamat klinik yang memberikan rawatan awal																											

#### E. BUTIR-BUTIR NOTIS PENYAKIT KHIDMAT

**E1.** Nama & alamat majikan bagi tempoh 5 tahun terakhir pekerjaan

Bil	Nama & Alamat Majikan	Tempoh Bekerja	Pekerjaan

**E2.** Perihal penyakit khidmat \_\_\_\_\_

**E3.** Adakah penyakit berkaitan dengan pekerjaan? ☐ Ya ☐ Tidak      **E5.** Tarikh kematian (jika terpakai)

**E4.** Sila nyatakan tugas & bagaimana orang berinsurans terdedah kepada bahaya \_\_\_\_\_

**E6.** Sila jelaskan simptom / tanda yang dihadapi \_\_\_\_\_

**E7.** Jumlah hari cuti sakit (jika ada)  hari      **E8.** Tempoh cuti sakit (jika ada)  Hari  Bulan  Tahun hingga  Hari  Bulan  Tahun

**E9.** Nama & alamat klinik yang memberikan rawatan awal \_\_\_\_\_

## F. BUTIR-BUTIR NOTIS KEILATAN

**F1.** Perihal keuzuran

--

**F2.** Tahun mula  
menghidap  
keuzuran

--	--	--	--

F3. Adakah orang ☐ Ya ☐ Tidak  
berinsurans  
masih bekerja?

**F4.** Tarikh berhenti kerja (jika terpakai)

Hari	Bulan	Tahun	

**F5. Maklumat pengambilan kerja :**

Bil	Nama & Alamat Majikan	Tempoh Bekerja	Pekerjaan	Gaji Bulanan (RM)

**Dokumen diperlukan:** Laporan Perubahan (Per. 46(ii) )

## G. BUTIR-BUTIR NOTIS KEMATIAN

**G1. Tarikh kematian**

Hari		Bulan		Tahun			

**G2. Sebab kematian**

--

**G3.** Adakah kematian berkait dengan kemalangan? ☐ Ya ☐ Tidak  
(Jika 'Ya', lengkapkan Seksyen D : Butir-butir Notis Kemalangan)

**G4.** Status orang berinsurans ☐ Bujang ☐ Berkahwin ☐ Bercerai  
(pada masa kematian)

#### H. PILIHAN PEJABAT PERKESO UNTUK BERURUSAN

Bandar

[illegible]

Negeri

## I. PERAKUAN MAJIKAN / WAKIL MAJIKAN

Saya memperakui bahawa sepanjang pengetahuan dan kepercayaan saya bahawa semua butiran yang dinyatakan adalah benar.

Tandatangan majikan / wakil majikan yang diberi kuasa : \_\_\_\_\_

Nama:

**Jawatan:**

Tarikh

Hari		Bulan		Tahun				

*Tandatangan tidak diperlukan sekiranya borang ini dihantar melalui medium elektronik tertakluk kepada pengesahan oleh PERKESO.*

**J. PENGESAHAN ORANG BERINSURANS / ORANG TANGGUGAN / PIHAK YANG MENUNTUT**

NAMA PIHAK MENUNTUT

Saya

Alamat surat menyurat

Poskod 



 Negeri

No. Kad Pengenalan baru 



 No. Kad Pengenalan lama 



 No. Pasport/No. Polis /No. Tentera /No. Keselamatan Sosial (SSN)

No. Tel. Rumah 




 No. Tel. Bimbit

E-Mel : \_\_\_\_\_

**SAYA DENGAN INI MENGESAHKAN BAHAWA:** \*Potong yang mana tidak berkenaan

1. \* Saya, orang berinsurans dan akan memaklumkan PERKESO sekiranya saya hadir bekerja dan mendapat gaji untuk mana-mana hari dalam tempoh hilang upaya bagi tuntutan Faedah Hilang Upaya Sementara dan menuntut apa-apa jua faedah yang layak.
2. \* Saya telah menanggung perbelanjaan berjumlah RM 




 untuk pengurusan mayat orang berinsurans yang meninggal dunia dan ingin menuntut pembayaran amaun Faedah Pengurusan Mayat.  
 **Dokumen diperlukan:**  
*Resit perbelanjaan pengurusan mayat - bagi pihak yang menuntut selain daripada balu/duda atau ibu/bapa (Per. 98 (1))*
3. \* Saya adalah \*anak lelaki atau \*anak perempuan yang tertua sekali yang masih hidup kepada orang berinsurans yang meninggal dunia dan ingin menuntut Faedah Pengurusan Mayat.
4. \* Saya adalah \*orang tanggungan atau \*penjaga orang tanggungan, kepada orang berinsurans yang telah meninggal dunia menuntut apa-apa jua faedah yang layak untuk \*saya atau / dan \*orang tanggungan di bawah jagaan saya.
5. \* Jumlah orang tanggungan 



 MAKLUMAT ORANG TANGGUGAN ADALAH SEPERTI BERIKUT:

Bil.	Nama Orang Tanggungan	No. Kad Pengenalan / Sijil Lahir	Tarikh Lahir	Hubungan dengan Orang Berinsurans	Status (Bagi anak :belajar/ cacat/ berkahwin) (Bagi adik : berkahwin)

Gunakan helai tambahan jika tidak mencukupi

 **Dokumen diperlukan:** (Per. 56B & Per. 88(1))  
 1) Sijil Kematian 2) Pengenalan diri / Sijil kelahiran 3) Sijil Nikah / Daftar Perkahwinan

6. Maklumat Bank adalah seperti berikut:

Nama Bank: \_\_\_\_\_ No. Akaun

7. Saya mengaku maklumat dan butir-butir yang diberikan adalah betul sepanjang pengetahuan dan kepercayaan saya.

Tandatangan / cap ibu jari kanan pihak menuntut

Tarikh 













Tandatangan atau cap jari tidak diperlukan sekiranya borang ini dihantar melalui medium elektronik tertakluk kepada pengesahan oleh PERKESO

**UNTUK KEGUNAAN PERKESO**

TARIKH NOTIS :

Tandatangan penerima: \_\_\_\_\_

Nama: \_\_\_\_\_

Jawatan: \_\_\_\_\_

COP  
TARIKH TERIMA

## Appendix 15 : Rate of Contribution of SOCSO

**Rate of contribution for Employees' Social Security Act 1969 (Act 4)**

No.	Actual monthly wage of the month	First Category (Employment Injury Scheme and Invalidity Scheme)			Second Category (Employment Injury Scheme)
		Employer's	Employee's	Total Contribution	Contribution By Employer Only
1	Wages up to RM30	40 cents	10 cents	50 cents	30 cents
2	When wages exceed RM30 but not exceed RM50	70 cents	20 cents	90 cents	50 cents
3	When wages exceed RM50 but not exceed RM70	RM1.10	30 cents	RM1.40	80 cents
4	When wages exceed RM70 but not exceed RM100	RM1.50	40 cents	RM1.90	RM1.10
5	When wages exceed RM100 but not exceed RM140	RM2.10	60 cents	RM2.70	RM1.50
6	When wages exceed RM140 but not exceed RM200	RM2.95	85 cents	RM3.80	RM2.10
7	When wages exceed RM200 but not exceed RM300	RM4.35	RM1.25	RM5.60	RM3.10
8	When wages exceed RM300 but not exceed RM400	RM6.15	RM1.75	RM7.90	RM4.40
9	When wages exceed RM400 but not exceed RM500	RM7.85	RM2.25	RM10.10	RM5.60
10	When wages exceed RM500 but not exceed RM600	RM9.65	RM2.75	RM12.40	RM6.90
11	When wages exceed RM600 but not exceed RM700	RM11.35	RM3.25	RM14.60	RM8.10
12	When wages exceed RM700 but not exceed RM800	RM13.15	RM3.75	RM16.90	RM9.40
13	When wages exceed RM800 but not exceed RM900	RM14.85	RM4.25	RM19.10	RM10.60
14	When wages exceed RM900 but not exceed RM1,000	RM16.65	RM4.75	RM21.40	RM11.90
15	When wages exceed RM1,000 but not exceed RM1,100	RM18.35	RM5.25	RM23.60	RM13.10
16	When wages exceed RM1,100 but not exceed RM1,200	RM20.15	RM5.75	RM25.90	RM14.40
17	When wages exceed RM1,200 but not exceed RM1,300	RM21.85	RM6.25	RM28.10	RM15.60
18	When wages exceed RM1,300 but not exceed RM1,400	RM23.65	RM6.75	RM30.40	RM16.90

19	When wages exceed RM1,400 but not exceed RM1,500	RM25.35	RM7.25	RM32.60	RM18.10
20	When wages exceed RM1,500 but not exceed RM1,600	RM27.15	RM7.75	RM34.90	RM19.40
21	When wages exceed RM1,600 but not exceed RM1,700	RM28.85	RM8.25	RM37.10	RM20.60
22	When wages exceed RM1,700 but not exceed RM1,800	RM30.65	RM8.75	RM39.40	RM21.90
23	When wages exceed RM1,800 but not exceed RM1,900	RM32.35	RM9.25	RM41.60	RM23.10
24	When wages exceed RM1,900 but not exceed RM2,000	RM34.15	RM9.75	RM43.90	RM24.40
25	When wages exceed RM2,000 but not exceed RM2,100	RM35.85	RM10.25	RM46.10	RM25.60
26	When wages exceed RM2, 100 but not exceed RM2,200	RM37.65	RM10.75	RM48.40	RM26.90
27	When wages exceed RM2,200 but not exceed RM2,300	RM39.35	RM11.25	RM50.60	RM28.10
28	When wages exceed RM2, 300 but not exceed RM2,400	RM41.15	RM11.75	RM52.90	RM29.40
29	When wages exceed RM2,400 but not exceed RM2,500	RM42.85	RM12.25	RM55.10	RM30.60
30	When wages exceed RM2, 500 but not exceed RM2,600	RM44.65	RM12.75	RM57.40	RM31.90
31	When wages exceed RM2,600 but not exceed RM2,700	RM46.35	RM13.25	RM59.60	RM33.10
32	When wages exceed RM2,700 but not exceed RM2,800	RM48.15	RM13.75	RM61.90	RM34.40
33	When wages exceed RM2,800 but not exceed RM2,900	RM49.85	RM14.25	RM64.10	RM35.60
34	When wages exceed RM2,900 but not exceed RM3,000	RM51.65	RM14.75	RM66.40	RM36.90
35	When wages exceed RM3,000 but not exceed RM3,100	RM53.35	RM15.25	RM68.60	RM38.10
36	When wages exceed RM3, 100 but not exceed RM3,200	RM55.15	RM15.75	RM70.90	RM39.40
37	When wages exceed RM3,200 but not exceed RM3,300	RM56.85	RM16.25	RM73.10	RM40.60
38	When wages exceed RM3, 300 but not exceed RM3,400	RM58.65	RM16.75	RM75.40	RM41.90
39	When wages exceed RM3,400 but not exceed RM3,500	RM60.35	RM17.25	RM77.60	RM43.10
40	When wages exceed RM3,500 but not exceed RM3,600	RM62.15	RM17.75	RM79.90	RM44.40
41	When wages exceed RM3,600 but not exceed RM3,700	RM63.85	RM18.25	RM82.10	RM45.60
42	When wages exceed RM3,700 but not exceed RM3,800	RM65.65	RM18.75	RM84.40	RM46.90
43	When wages exceed RM3,800 but not exceed RM3,900	RM67.35	RM19.25	RM86.60	RM48.10
44	When wages exceed RM3,900 but not exceed RM4,000	RM69.15	RM19.75	RM88.90	RM49.40
45	When wages exceed RM4,000 but not exceed RM4,100	RM70.85	RM20.25	RM91.10	RM50.60
46	When wages exceed RM4, 100 but not exceed RM4,200	RM72.65	RM20.75	RM93.40	RM51.90
47	When wages exceed RM4,200 but not exceed RM4,300	RM74.35	RM21.25	RM95.60	RM53.10
48	When wages exceed RM4,300 but not exceed RM4,400	RM76.15	RM21.75	RM97.90	RM54.40

49	When wages exceed RM4,400 but not exceed RM4,500	RM77.85	RM22.25	RM100.10	RM55.60
50	When wages exceed RM4,500 but not exceed RM4,600	RM79.65	RM22.75	RM102.40	RM56.90
51	When wages exceed RM4,600 but not exceed RM4,700	RM81.35	RM23.25	RM104.60	RM58.10
52	When wages exceed RM4,700 but not exceed RM4,800	RM83.15	RM23.75	RM106.90	RM59.40
53	When wages exceed RM4,800 but not exceed RM4,900	RM84.85	RM24.25	RM109.10	RM60.60
54	When wages exceed RM4,900 but not exceed RM5,000	RM86.65	RM24.75	RM111.40	RM61.90
55	When wages exceed RM5,000 but not exceed RM5,100	RM88.35	RM25.25	RM113.60	RM63.10
56	When wages exceed RM5,100 but not exceed RM5,200	RM90.15	RM25.75	RM115.90	RM64.40
57	When wages exceed RM5,200 but not exceed RM5,300	RM91.85	RM26.25	RM118.10	RM65.60
58	When wages exceed RM5,300 but not exceed RM5,400	RM93.65	RM26.75	RM120.40	RM66.90
59	When wages exceed RM5,400 but not exceed RM5,500	RM95.35	RM27.25	RM122.60	RM68.10
60	When wages exceed RM5,500 but not exceed RM5,600	RM97.15	RM27.75	RM124.90	RM69.40
61	When wages exceed RM5,600 but not exceed RM5,700	RM98.85	RM28.25	RM127.10	RM70.60
62	When wages exceed RM5,700 but not exceed RM5,800	RM100.65	RM28.75	RM129.40	RM71.90
63	When wages exceed RM5,800 but not exceed RM5,900	RM102.35	RM29.25	RM131.60	RM73.10
64	When wages exceed RM5,900 but not exceed RM6,000	RM104.15	RM29.75	RM133.90	RM74.40
65	When wages exceed RM6,000	RM104.15	RM29.75	RM133.90	RM74.40


## Appendix 16 : EIS Registration

[illegible]

Tandatangan tidak diperlukan sekiranya borang ini dihantar melalui medium elektronik tertakluk kepada pengesahan oleh PERKESO



## Appendix 17 : KWSP Form

	<b>KWSP<sup>®</sup></b> <b>EPF</b>	<b>BORANG PERMOHONAN PENDAFTARAN MAJIKAN</b> <b>EMPLOYER REGISTRATION APPLICATION FORM</b>	<b>KWSP 1</b> <b>(MAJIKAN)</b>
---	---------------------------------------	---	-----------------------------------

**(A) JENIS PENDAFTARAN MAJIKAN**  
TYPE OF EMPLOYER REGISTRATION

SILA TANDAKAN SALAH SATU KOTAK SAHAJA / PLEASE TICK ANY ONE OF THE BOXES BELOW

<p>1. KERAJAAN GOVERNMENT <input type="checkbox"/></p> <p>2. BERDAFTAR DENGAN SURUHANJAYA SYARIKAT MALAYSIA SEBAGAI: REGISTERED WITH COMPANIES COMMISSION OF MALAYSIA AS A:</p> <p>SYARIKAT COMPANY <input type="checkbox"/></p> <p>PERNIAGAAN BUSINESS <input type="checkbox"/></p> <p>PERKONGSIAN LIABILITI BERHAD LIMITED LIABILITY PARTNERSHIP <input type="checkbox"/></p>	<p>3. BERDAFTAR SELAIN DENGAN SURUHANJAYA SYARIKAT MALAYSIA REGISTERED NOT UNDER COMPANIES COMMISSION OF MALAYSIA <input type="checkbox"/></p> <p>4. MAJIKAN KEPADA ORANG GAJI DOMESTIK REGISTRATION AS AN EMPLOYER FOR DOMESTIC SERVANTS <input type="checkbox"/></p>
---	--

**NOTA : BAGI PENDAFTARAN MAJIKAN KEPADA ORANG GAJI DOMESTIK, SILA LENGKAPKAN RUANGAN (G), (H), (I) DAN (J) SAHAJA.**  
NOTE : PLEASE COMPLETE SECTION (G), (H), (I) AND (J) ONLY IF REGISTERING AS AN EMPLOYER FOR DOMESTIC SERVANT

**(B) MAKLUMAT MAJIKAN**  
DETAILS OF EMPLOYER

NAMA PENUH SYARIKAT / PERNIAGAAN / PERSATUAN  
FULL NAME OF COMPANY / BUSINESS / ASSOCIATION



NOMBOR PENDAFTARAN PERNIAGAAN / SYARIKAT / PERSATUAN / PERKONGSIAN LIABILITI TERHAD  
REGISTRATION NUMBER OF BUSINESS / COMPANY / ASSOCIATION / LIMITED LIABILITY PARTNERSHIP



TARIKH DIPERBADANKAN / DIDAFTARKAN  
DATE OF INCORPORATION / BUSINESS REGISTRATION

TT - TT - TT

TARIKH MULA MENGAMBIL PEKERJA  
DATE ON WHICH FIRST EMPLOYEE IS EMPLOYED

TT - TT - TT

ENTITI PERNIAGAAN  
BUSINESS ENTITY

<input type="checkbox"/> KERAJAAN <small>GOVERNMENT</small>	<input type="checkbox"/> SYARIKAT SENDIRIAN BERHAD <small>PRIVATE LIMITED COMPANY</small>	<input type="checkbox"/> SYARIKAT BERHAD <small>LIMITED COMPANY</small>
<input type="checkbox"/> PERKONGSIAN <small>PARTNERSHIP</small>	<input type="checkbox"/> PEMILIK TUNGGAL <small>SOLE PROPRIETORSHIP</small>	<input type="checkbox"/> PERKONGSIAN LIABILITI TERHAD <small>LIMITED LIABILITY PARTNERSHIP</small>
<input type="checkbox"/> LAIN-LAIN <small>OTHERS</small>		

JENIS PERNIAGAAN  
NATURE OF BUSINESS



BILANGAN PEKERJA  
NUMBER OF EMPLOYEES

**UNTUK KEGUNAAN KWSP SAHAJA**  
FOR EPF USE ONLY

NOMBOR MAJIKAN



BULAN TANGGUNGAN MENCARUM



KOD STANDARD INDUSTRI



CAP TARIKH TERIMA



**NAMA PENUH SYARIKAT / PERNIAGAAN /  
PERSATUAN (HURUF BESAR)**  
**FULL NAME OF COMPANY / BUSINESS /  
ASSOCIATION (CAPITAL LETTERS)**

**(C) MAKLUMAT PERNIAGAAN**  
*DETAILS OF BUSINESS*

**ALAMAT PERNIAGAAN**  
BUSINESS ADDRESS[illegible]**POSKOD**  
POSTCODENEGERI  
STATE[illegible]**POSKOD**  
POSTCODENEGERI  
STATE[illegible]**POSKOD**  
POSTCODENEGERI  
STATE[illegible]

**(D) MAKLUMAT PEGAWAI UNTUK DIHUBUNGI**  
**OFFICER CONTACT DETAILS**

**NAMA PENUH PEGAWAI**  
FULL NAME OF OFFICER

[illegible]

NO. MYKAD / PASPORT  
MYKAD / PASSPORT NO.

[illegible]JAWATAN  
DESIGNATION[illegible]

NO. TELEFON 1  
TELEPHONE NO. 1

[illegible]

NO. TELEFON 2  
TELEPHONE NO. 2

[illegible]NO. TELEFON BIMBIT  
MOBILE TELEPHONE NO.[illegible]

NO. FAKSIMILI  
FAX NO.

[illegible]

**E-MEL**  
EMAIL

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**(E) MAKLUMAT PEMILIK / PENGARAH SYARIKAT / RAKAN KONGSI / PEMEGANG JAWATAN UTAMA**  
**BUSINESS OWNER DETAILS**

**NAMA PEMILIK SYARIKAT**  
COMPANY OWNER'S NAME

[illegible]JAWATAN  
DESIGNATION[illegible]

NO. MYKAD / PASPORT  
MYKAD / PASSPORT NO.

[illegible]

**WARGANEGARA**  
CITIZENSHIP

[illegible]


**KWSP**  
**EPF**
**BORANG PERMOHONAN PENDAFTARAN MAJIKAN**  
**EMPLOYER REGISTRATION APPLICATION FORM**
**KWSP 1**  
**(MAJIKAN)**

NAMA PENUH SYARIKAT / PERNIAGAAN /  
 PERSATUAN (HURUF BESAR)  
 FULL NAME OF COMPANY / BUSINESS /  
 ASSOCIATION (CAPITAL LETTERS)

**(F) NAMA DAN ALAMAT TEMPAT PERNIAGAAN LAIN ATAU CAWANGAN**  
**NAME AND ADDRESS OF THE BRANCH OR OTHER BUSINESS PREMISE**

NAMA NAME	ALAMAT ADDRESS

NOTA: JIKA RUANGAN TIDAK MENCUKUPI, SILA GUNAKAN KERTAS LAIN DAN SERTAKAN LAMPIRAN BERSAMA PERMOHONAN INI.  
 NOTE: IF THE SPACE PROVIDED IS NOT SUFFICIENT, PLEASE FILL IN A SEPARATE PAPER AND ATTACH WITH THIS FORM.

**(G) MAKLUMAT MAJIKAN ORANG GAJI DOMESTIK (JIKA BERKAITAN)**  
**DETAILS OF EMPLOYER OF DOMESTIC SERVANT (IF RELEVANT)**

NAMA MAJIKAN EMPLOYER'S NAME											
NO. MYKAD / PASPORT MYKAD / PASSPORT NO.											
ALAMAT KEDIAMAN / PERNIAGAAN RESIDENTIAL / BUSINESS ADDRESS											
POSKOD POSTCODE		NEGERI STATE									
NO. TELEFON RUMAH HOUSE PHONE NO.						NO. TELEFON PEJABAT OFFICE TELEPHONE NO.					
NO. TELEFON BIMBIT MOBILE TELEPHONE NO.						NO. FAKSIMILI FAX NO.					
SAYA SUDAH DIDAFHTARKAN SEBAGAI SEORANG MAJIKAN. NO. RUJUKAN MAJIKAN KWSP SAYA IALAH I AM REGISTERED AS AN EMPLOYER AND MY REGISTRATION NUMBER IS						BILANGAN ORANG GAJI DOMESTIK NO. OF DOMESTIC SERVANTS					

**(H) MAKLUMAT ORANG GAJI DOMESTIK (JIKA BERKAITAN)**  
**DETAILS OF DOMESTIC SERVANT (IF RELEVANT)**

NOTA: JIKA RUANGAN TIDAK MENCUKUPI, SILA GUNAKAN KERTAS LAIN DAN SERTAKAN BERSAMA PERMOHONAN INI  
 NOTE: IF THE SPACE PROVIDED IS NOT SUFFICIENT, PLEASE FILL IN A SEPARATE PAPER AND ATTACH WITH THIS FORM

NAMA ORANG GAJI DOMESTIK NAME OF DOMESTIC SERVANT										
NO. MYKAD / PASPORT MYKAD / PASSPORT NO.										

TANDATANGAN ORANG GAJI DOMESTIK  
 SIGNATURE OF DOMESTIC SERVANT

TARIKH  
 DATE



<b>NAMA PENUH SYARIKAT / PERNIAGAAN /</b> <b>PERSATUAN (HURUF BESAR)</b> <small>FULL NAME OF COMPANY / BUSINESS /</small> <small>ASSOCIATION (CAPITAL LETTERS)</small>			
<b>(I) MAKLUMAT PENDATABIR I-AKAUN (MAJIKAN)</b> <small>DETAILS ADMINISTRATOR OF I-AKAUN (EMPLOYER)</small>			
DIISI OLEH MAJIKAN ATAU WAKIL (WAKIL MAJIKANIALAH ORANG YANG BERTANGGUNGJAWAB MENGURUSKAN HAL EHWAL KWSP UNTUK MAJIKAN). TO BE FILLED BY EMPLOYER OR REPRESENTATIVE (THE PERSON WHO IS RESPONSIBLE FOR EPF MATTERS).			
<b>NAMA PENUH</b> <small>FULL NAME</small>			
<b>NO. MYKAD / PASPORT</b> <small>MYKAD / PASSPORT NO.</small>			
<b>JAWATAN</b> <small>DESIGNATION</small>		<b>NO. TELEFON PEJABAT</b> <small>OFFICE TELEPHONE NO.</small>	
<b>NO. TELEFON BIMBIT</b> <small>MOBILE TELEPHONE NO.</small>		<b>E-MEL</b> <small>EMAIL</small>	
<b>SILA ISI NOMBOR TELEFON BAGI TUJUAN PENDAFTARAN TAC</b> <small>PLEASE FILL IN PHONE NUMBER FOR TAC REGISTRATION PURPOSE</small>			
<b>NO. TELEFON (TAC)</b> <small>TELEPHONE NO. (TAC)</small>			
<b>NOTA :- SILA GUNAKAN BORANG PENDAFTARAN DAN PENGEMASKINAN MAKLUMAT I-AKAUN UNTUK MAJIKAN SEDIA ADA [KWSP 1 (II)] BAGI TUJUAN PENGEMASKINAN NO. TELEFON TAC</b>			
<b>(J) PENGESAHAN MAJIKAN</b> <small>DECLARATION OF EMPLOYER</small>			
<b>NOTA : RUANGAN INI PERLU DILENGKAPKAN BAGI SEMUA JENIS PENDAFTARAN MAJIKAN</b> <small>NOTE : THIS SECTION MUST BE COMPLETED FOR ALL REGISTRATION TYPES OF EMPLOYERS</small>			
<b>SAYA MENGESAHKAN BAHAWA SEMUA MAKLUMAT DAN DOKUMEN YANG DIBERIKAN ADALAH SAH DAN BENAR</b> <small>I, THE UNDERSIGNED, HEREBY DECLARE THAT ALL THE INFORMATION GIVEN IN THIS APPLICATION AND SUPPORTING DOCUMENTS ARE VALID AND TRUE</small>			
<b>TANDATANGAN MAJIKAN /</b> <b>WAKIL MAJIKAN</b> <small>SIGNATURE OF EMPLOYER /</small> <small>REPRESENTATIVE OF EMPLOYER</small>	<b>JAWATAN</b> <small>DESIGNATION</small>	<b>CAP RASMI ORGANISASI</b> <small>OFFICIAL STAMP OF BUSINESS</small>	<b>TARIKH</b> <small>DATE</small>

## Appendix 18 : Fire Extinguisher Maintenance Form

## FIRE EXTINGUISHER SERVICE

PERIODE : \_\_\_\_\_

DPP-F-MR-059 (Rev.000)

[illegible]

Appendix 19 : Business Cards





Appendix 20 : Resumes

# YEW LI QING

+6014- 258 635
 liqing2003@gmail.com
 Kedah

## ABOUT ME

Visionary Chief Executive Officer with over 10 of proven success leading organizations through growth, transformation, and market expansion. Expertise in strategic planning, financial management, operations, and stakeholder relations. Recognized for delivering sustainable profitability, building high-performing teams, and fostering innovation to stay competitive in dynamic industries.

## EDUCATION

- |                                    |   |
|------------------------------------|---|
| 2014-2016<br>Wardiere University   | <b>Doctor of Philosophy (PhD) and Doctor of Business Administration</b> <ul style="list-style-type: none"> <li>Dissertation: "Strategic Innovation and Global Market Expansion in Emerging Economies"</li> <li>Published 3 peer-reviewed papers in international business journals</li> <li>Presented research at the Academy of Management Annual Conference (2015)</li> </ul> |
| 2011 - 2012<br>Borcelle University | <b>Master of Business Management</b> <ul style="list-style-type: none"> <li>Graduated with Distinction (Top 10% of Class)</li> <li>Elected President, MBA Student Council</li> <li>Winner, Global Business Strategy Case Competition</li> </ul>   |

## EXPERIENCE

- |                                 |   |
|---------------------------------|---|
| 2022 - 2024<br>Wardiere Company | <b>Chief Executive Officer (CEO)</b> <ul style="list-style-type: none"> <li>Directed overall corporate strategy, operations, and financial management for a company with 150 employees, and RM300 million revenue.</li> <li>Achieved 80% revenue growth and RM500 million profit increase within 1 year through strategic expansion and operational efficiency.</li> <li>Successfully entered new markets, increasing market share by 30%.</li> </ul>   |
| 2020 - 2022<br>Borcelle Studio  | <b>Chief Executive Officer (CEO)</b> <ul style="list-style-type: none"> <li>Secured funding worth RM100 million, strengthening long-term growth.</li> <li>Built and led a high-performing executive team, improving organizational alignment and employee engagement by 60%.</li> <li>Spearheaded digital transformation, product innovation, and sustainability initiative</li> <li>Enhanced corporate governance, compliance, and risk management to meet international standards.</li> </ul> |

## SKILLS

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Front-End</li> </ul> | <ul style="list-style-type: none"> <li>Global Market Strategy</li> <li>Innovation Management</li> </ul> | <ul style="list-style-type: none"> <li>Negotiation &amp; Conflict Resolution</li> <li>Change Management</li> </ul> |
|---|---|--|

## LANGUAGES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>English – Fluent</li> <li>Japanese – Conversational</li> </ul> | <ul style="list-style-type: none"> <li>Mandarin Chinese – Fluent</li> <li>French – Fluent</li> </ul> |
|---|--|

## REFERENCES

<b>Niranjan</b> CEO of Wardiere Company	<b>Phone</b> +6018-625 148 <b>Email</b> niranjan1544@gmail.com
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## CHOW ZISIN

### CONTACT

+6017-479 7992

chowzisin0528@gmail.com

Pahang

### EDUCATION

2013 – 2015

UNIVERSITI TUNKU ABDUL RAHMAN

- Master of Business Management
- CGPA: 3.50

### SKILLS

- Project Management
- Negotiation
- Strategic Planning
- Time Management
- Leadership
- Effective Communication
- Market Research & Analysis

### LANGUAGES

- English (Fluent)
- Chinese (Fluent)
- German (Basics)

### REFERENCE

Juliana Silva

Wardiere Inc. / CTO

Phone: +6014-559 1840

Email: juliana1578@gmail.com

### PROFILE

Motivated and detail-oriented business and marketing professional with expertise in digital marketing, branding, and customer research gained through academic study and internship experience in business development. Skilled in managing social media campaigns, designing marketing content, and leveraging e-commerce platforms (Shopee, Lazada) to build brand recognition and drive consumer engagement. Strong communication skills with proven ability to deliver compelling messages, foster customer trust, and provide excellent after-sales service.

### WORK EXPERIENCE

#### Borcelle Studio

Marketing Manager

2022 – PRESENT

- Develop and execute comprehensive marketing strategies and campaigns that align with the company's goals and objectives.
- Lead, mentor, and manage a high-performing marketing team, fostering a collaborative and results-driven work environment.
- Monitor brand consistency across all marketing channels.

#### Fauget Studio

Sales and Marketing Specialist

2019 – 2021

- Create and manage the marketing budget, ensuring the efficient allocation of resources and optimizing ROI.
- Oversee market research to identify emerging trends, customer needs, and competitor strategies.
- Develops sales strategies, manages customer accounts, and executes marketing plans.

#### Studio Shodwe

Sales and Marketing Executive

2016 – 2019

- Handles day-to-day sales activities, supports marketing campaigns, manages client communication, and assists in promotional efforts.
- Focuses on administrative tasks, customer support, and helping with campaigns or sales presentations.

### PROJECTS / ACHIEVEMENTS

#### Shopee & Lazada Store Optimization Project

- Led a branding campaign project, focusing on consumer perception and market positioning.
- Successfully increased engagement rates by 80% on social media platforms during internship campaigns.
- Recognized for strong communication and teamwork skills in delivering customer-centered solutions.

# JOEY KOH MING SUI

Dynamic executive with 7 years of combined leadership experience as Chief Design Officer (CDO) and Chief Quality Officer (CQO). Proven ability to integrate innovative design strategies with robust quality management systems, ensuring products and services meet the highest standards of creativity, usability, and compliance. Skilled in user-centered design, brand development, quality assurance, and process improvement. Recognized for building high-performing teams, enhancing customer satisfaction, and driving sustainable business growth by aligning design vision with quality excellence.



## WORK EXPERIENCE

- BrightWave Technologies** 2021-2024  
 Chief Design & Quality Officer (CDO & CQO)
  - Directed both creative design strategy and enterprise-wide quality initiatives for a consumer electronics and smart devices company with global distribution.
  - Led a multidisciplinary team of 35 designers and quality specialists, delivering innovative, customer-centric products while maintaining compliance with ISO 9001 and ISO 14001 standards.
  - Strengthened brand identity and improved customer satisfaction scores by 28% through design excellence, usability improvements, and consistent quality assurance.
  - Reduced defects and production errors by 32% by integrating early-stage quality checkpoints into the design and development process.
  - Implemented design thinking and lean methodologies, accelerating product development cycles by 20% and reducing costs by USD 4.2 million annually.
  - Collaborated with C-suite executives, product managers, and international suppliers to align creativity, functionality, and quality standards across the global supply chain.

## AWARDS

- Executive Leadership Excellence Award – Recognized for outstanding leadership in driving both design innovation and quality management, BrightWave Technologies, 2022.
- Innovation & Creativity Award – For leading the successful launch of the BrightWave Nova Smart Home Hub, which increased market share by 18%, BrightWave Technologies, 2021.
- Quality Excellence Award – Honored for reducing defects by 32% and achieving ISO 9001 certification across all production lines, BrightWave Technologies, 2020.
- Best Cross-Functional Leadership Award – For uniting finance, operations, design, and quality teams to deliver cost savings of USD 4.2 million annually, BrightWave Technologies, 2019.

## LANGUAGE

- English – Fluent
- Malay – Native
- Mandarin Chinese – Conversational

## REFERENCE

**Aarya Agarwal**  
**Phone:** +6013-248 596  
**Email:** aarya1475@gmail.com

## CONTACT

**Phone**  
 +6012-524 873

**Email**  
 joey1424@gmail.com

**Address**  
 Johor


## EDUCATION


- 2016 - 2019**  
**Master of Design**
- Graduated with Distinction (Top 10% of Class)
  - Led a cross-functional project integrating design thinking with ISO quality standards
  - Winner, European Innovation & Design Challenge (2017)


## SKILLS

- Creative Strategy & Design Leadership
- User Experience (UX) & Brand Development
- Quality Assurance & Quality Control (QA/QC)
- ISO Standards & Regulatory Compliance
- Lean & Six Sigma Methodologies
- Product Innovation & Market Positioning
- Cross-Functional Team Collaboration
- Continuous Improvement & Risk Management

**HEAH HUI YIN**

 +6017-235 876

 huiyin2154@gmail.com

 Penang

**EDUCATION****Master of Business Administration (MBA)**

INSEAD, France  
2016-2019

- Graduated with Distinction (Top 10% of Class)
- Dean's List for Academic Excellence
- Elected President, MBA Student Council
- Awarded Best Final Year Project on "Corporate Governance and Financial Transparency"

**ABOUT ME**

Dynamic executive with 7 years' experience as CFO and CPO, driving financial growth, operational excellence, and business transformation. Skilled in strategic finance, risk management, and investor relations, with expertise in production management, supply chain optimization, and lean manufacturing. Proven ability to deliver profitability, cost efficiency, and market expansion by aligning finance and operations with long-term goals.

**WORK EXPERIENCE****Chief Financial Officer & Chief Production Officer**

Wardiere Company  
2022 - 2024

- Directed both financial strategy and production operations for a company with RM50 million revenue.
- Secured RM20 million in funding and strengthened investor confidence through transparent reporting and compliance.
- Reduced operational costs by 20X% through process automation, lean manufacturing, and supply chain optimization.
- Oversaw production facilities with 50 employees, improving efficiency and increasing output by 20%.
- Negotiated supplier contracts and improved procurement strategies, reducing raw material costs by RM50 million annually.
- Built cross-functional leadership teams in finance and operations, ensuring alignment with corporate strategy.
- Delivered 30% revenue growth and improved profit margins through a combination of financial restructuring and operational excellence.

**LANGUAGES**

Mandarin  90%

English  85%

French  80%

**CORE COMPETENCIES**

- Budgeting & Forecasting
- Risk & Compliance Management
- Investor & Stakeholder Relations
- Cost Optimization & Profitability Growth