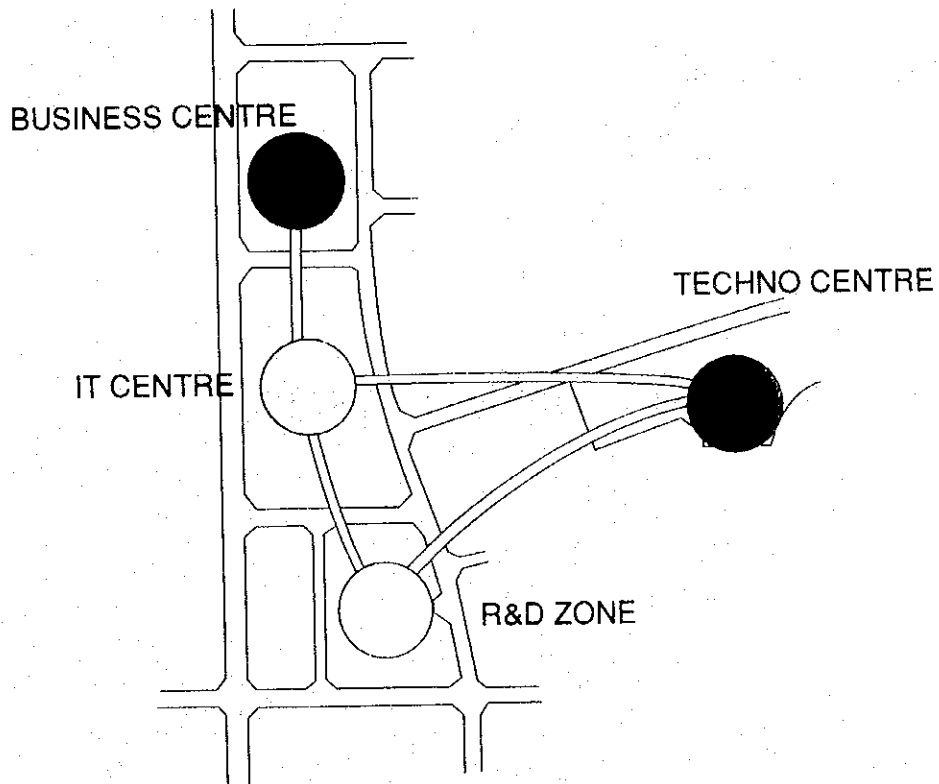
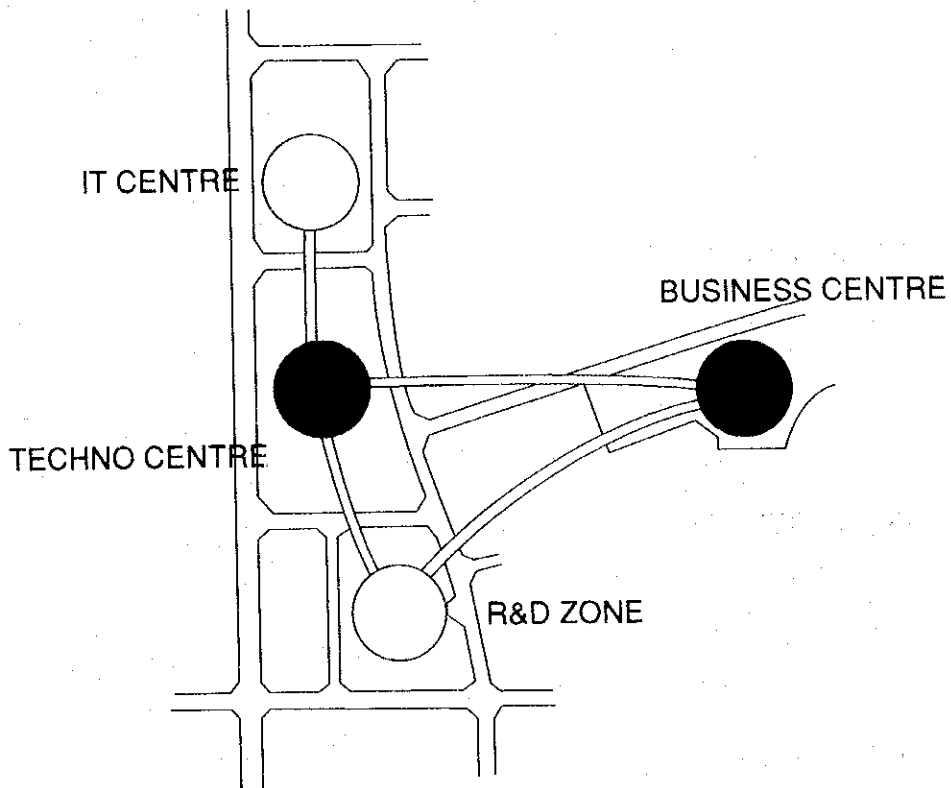
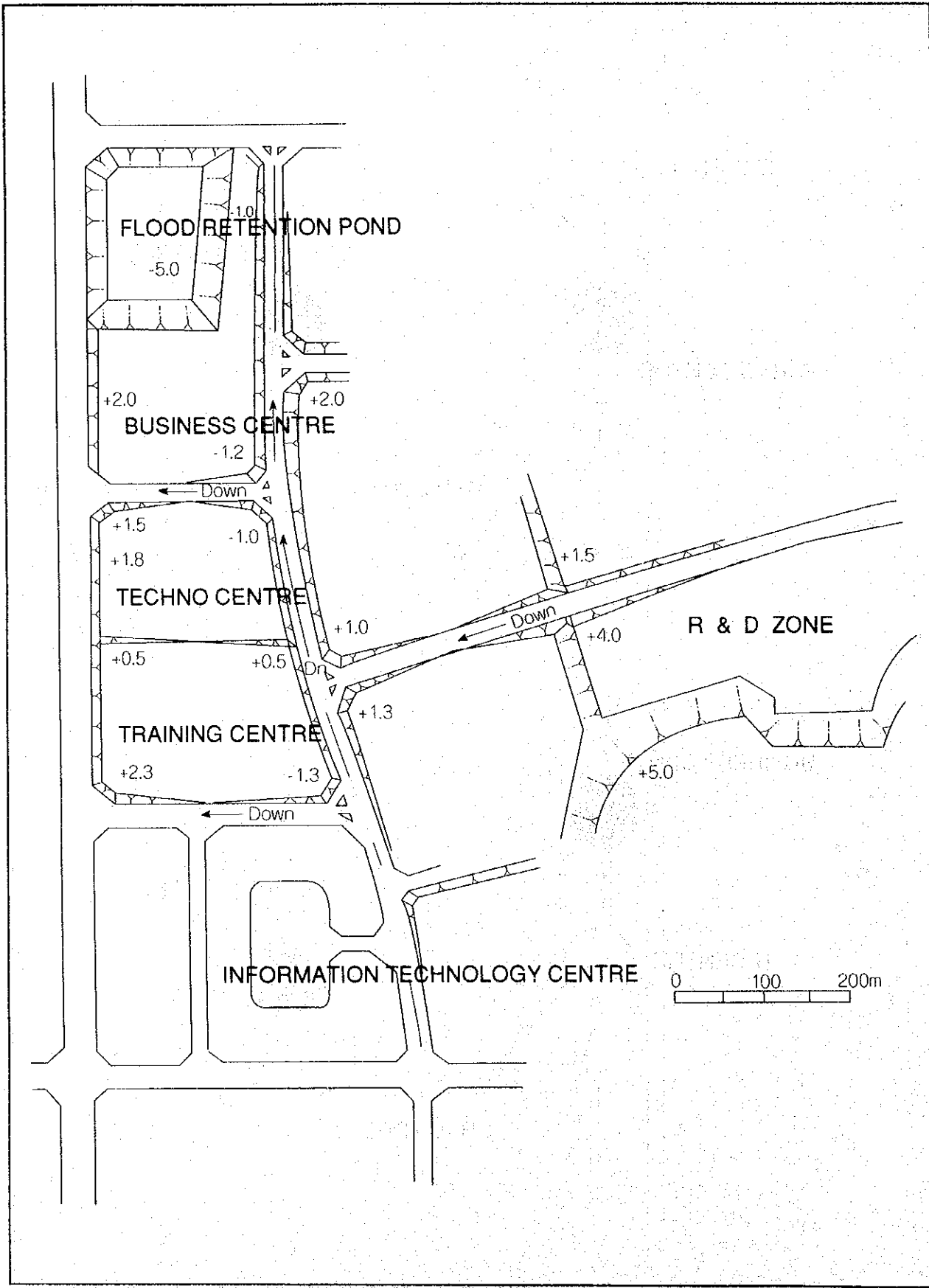


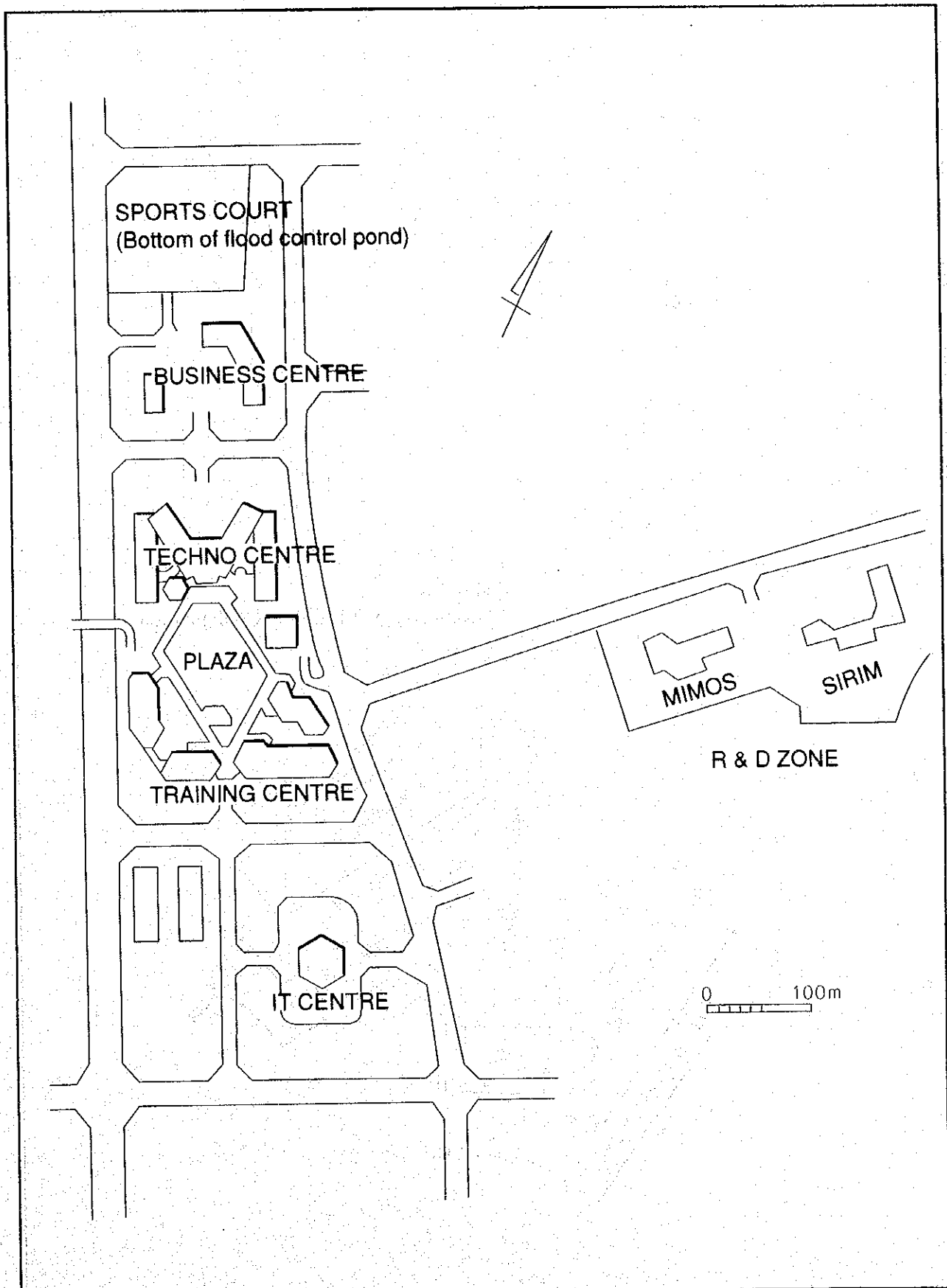
5. Architectural Design



JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)	Figure 5.1
ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA	Spatial Layout Alternatives
STUDY ON MANAGEMENT AND PLANNING OF R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR KULIM HI-TECH INDUSTRIAL PARK	Japan Industrial Location Centre Nippon Koei Co., Ltd.



<p>JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)</p>	<p>Figure 5.2</p>
<p>ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA</p>	<p>Terraced Land Reclamation</p>
<p>STUDY ON MANAGEMENT AND PLANNING OF R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR KULIM HI-TECH INDUSTRIAL PARK</p>	<p>Japan Industrial Location Centre Nippon Koei Co., Ltd.</p>



JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.3
Business and R&D Core Layout Plan

Japan Industrial Location Centre
 Nippon Koei Co., Ltd.

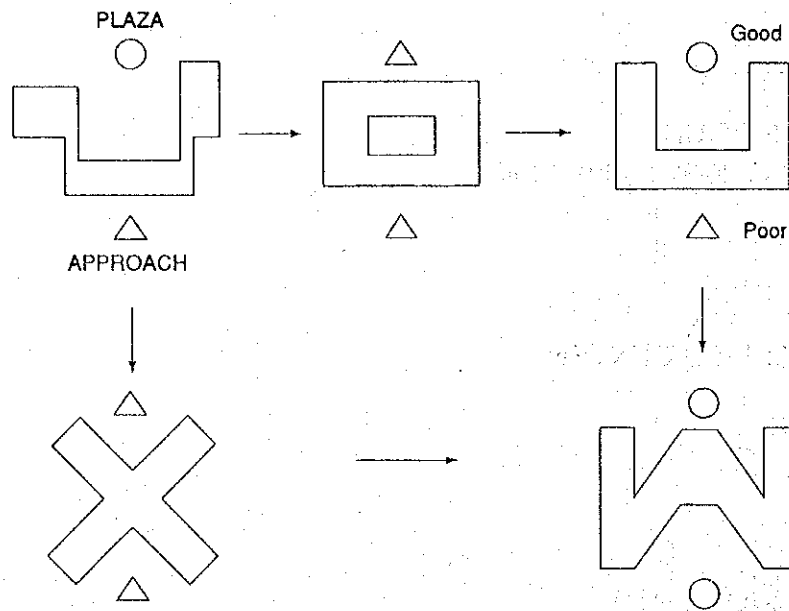


Figure 5.4
Comparison of Building Configuration

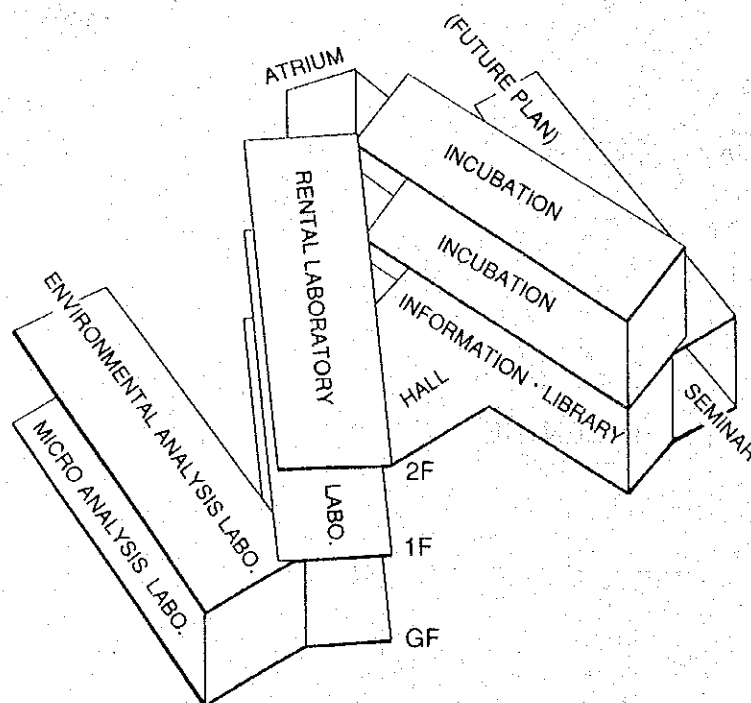
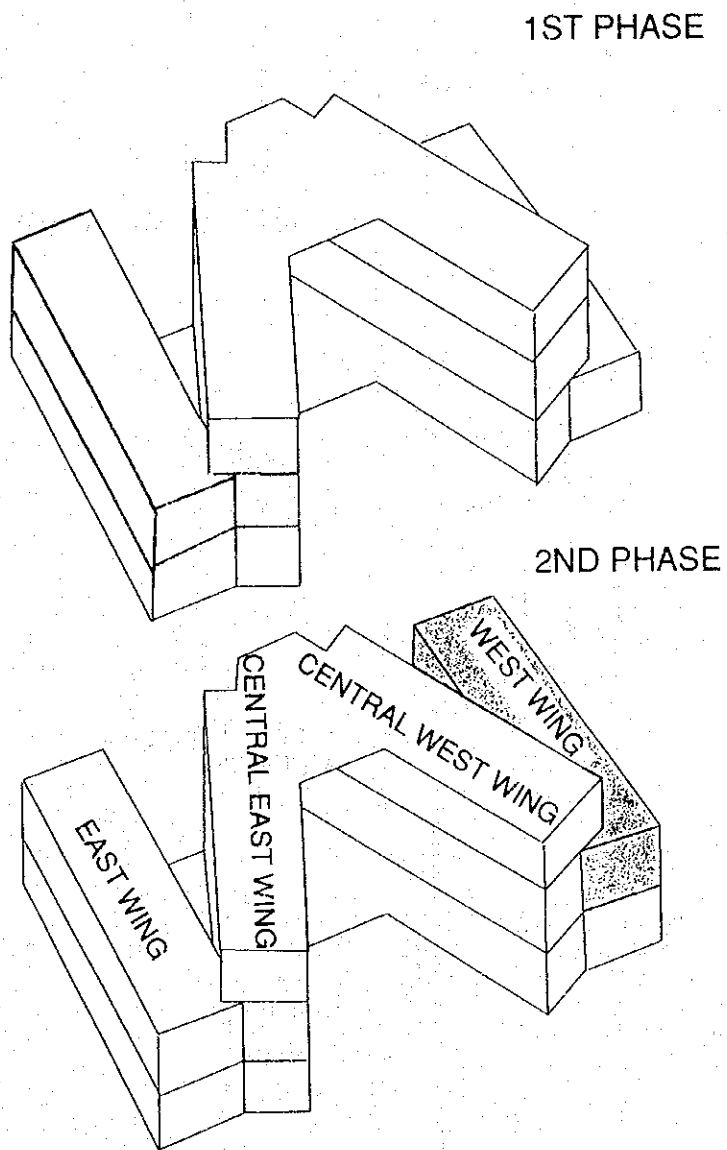


Figure 5.5
Blocking Plan in Isometric

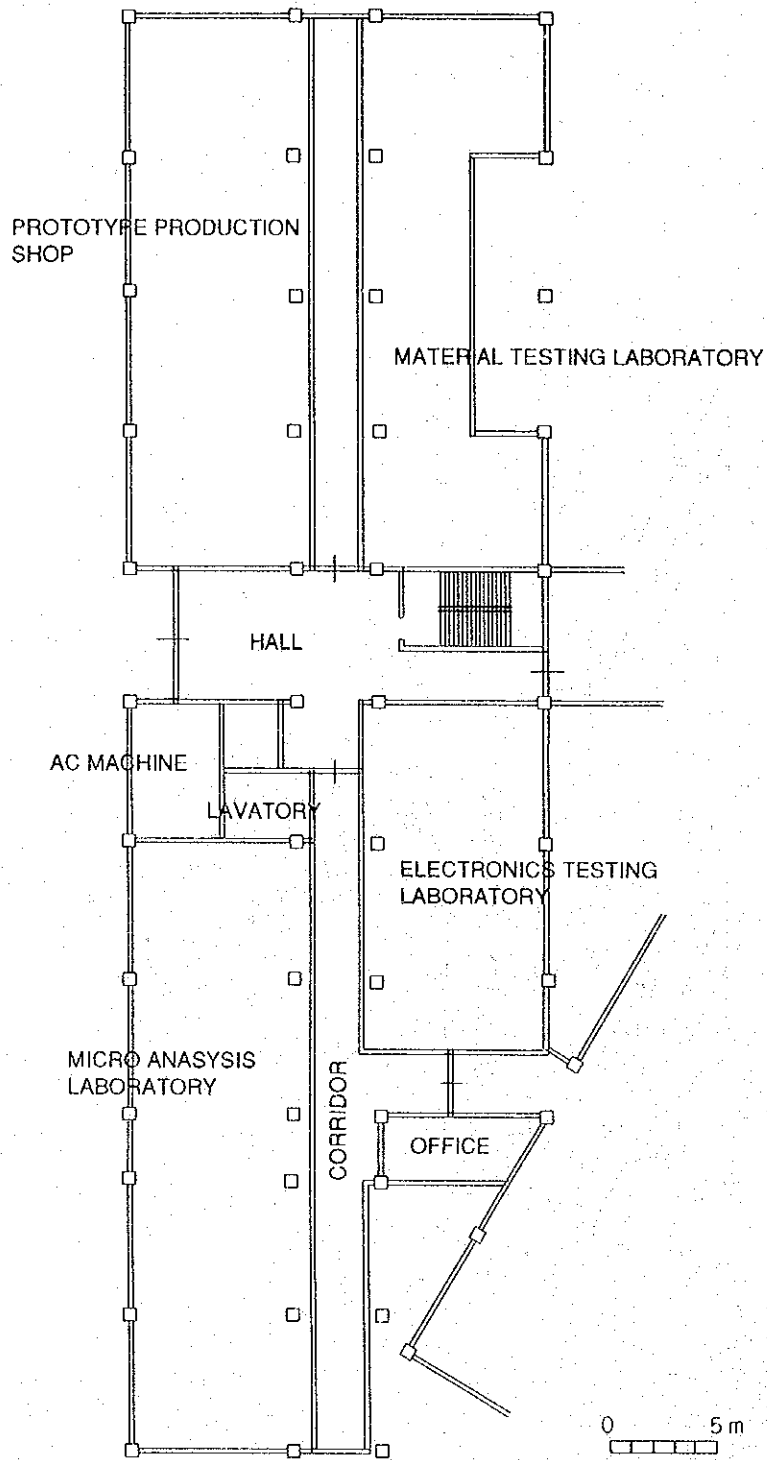
Japan Industrial Location Centre
Nippon Koei Co., Ltd.

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
STUDY ON MANAGEMENT AND PLANNING OF
R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
KULIM HI-TECH INDUSTRIAL PARK



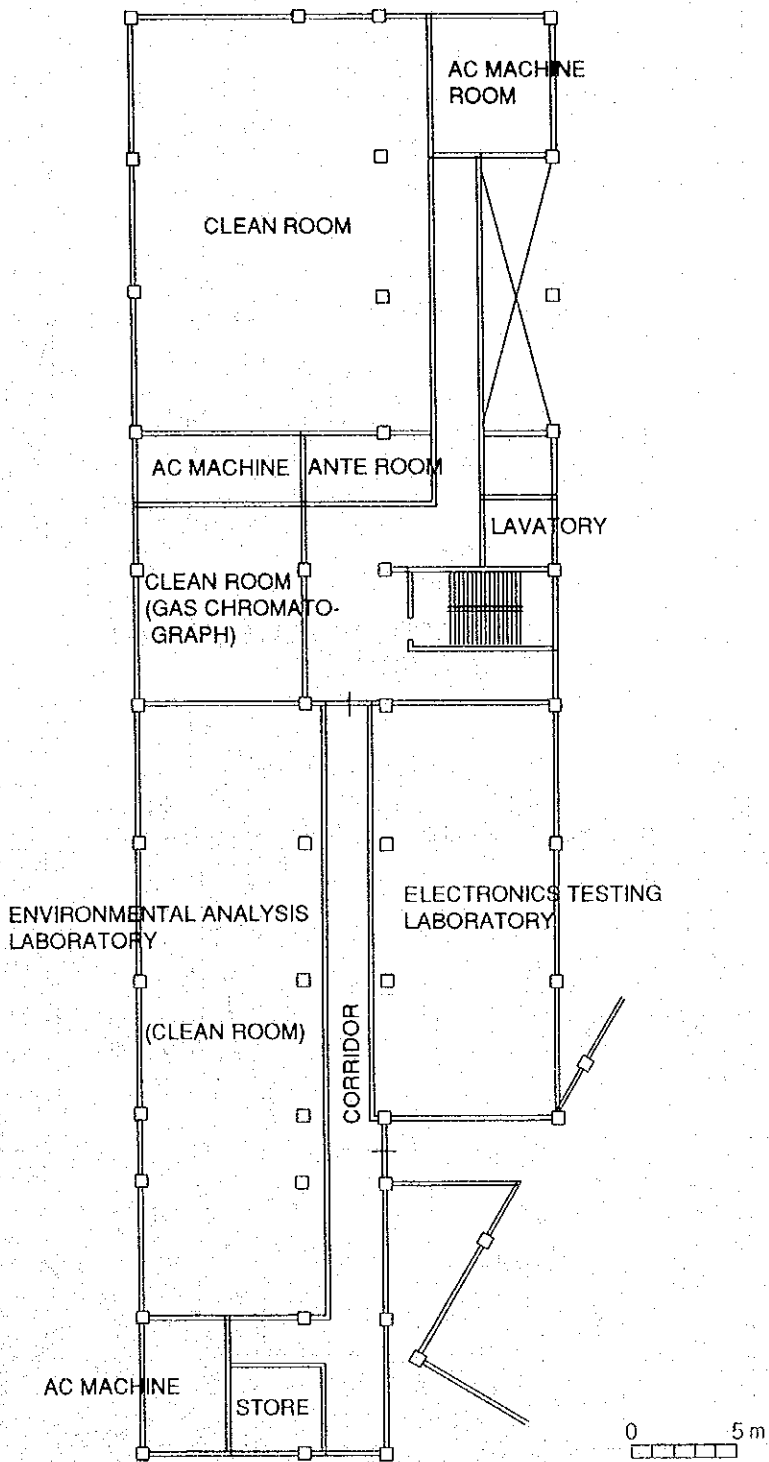
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.6
 Expansion of Building
 Japan Industrial Location Centre
 Nippon Koei Co., Ltd.



EAST WING GROUND FLOOR PLAN

<p>JAPAN INTERNATIONAL COOPERATION AGENCY (JICA) ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA</p>	<p>Figure 5.7 Partial Floor Plans (1)</p>
<p>STUDY ON MANAGEMENT AND PLANNING OF R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR KULIM HI-TECH INDUSTRIAL PARK</p>	<p>Japan Industrial Location Centre Nippon Koei Co., Ltd.</p>

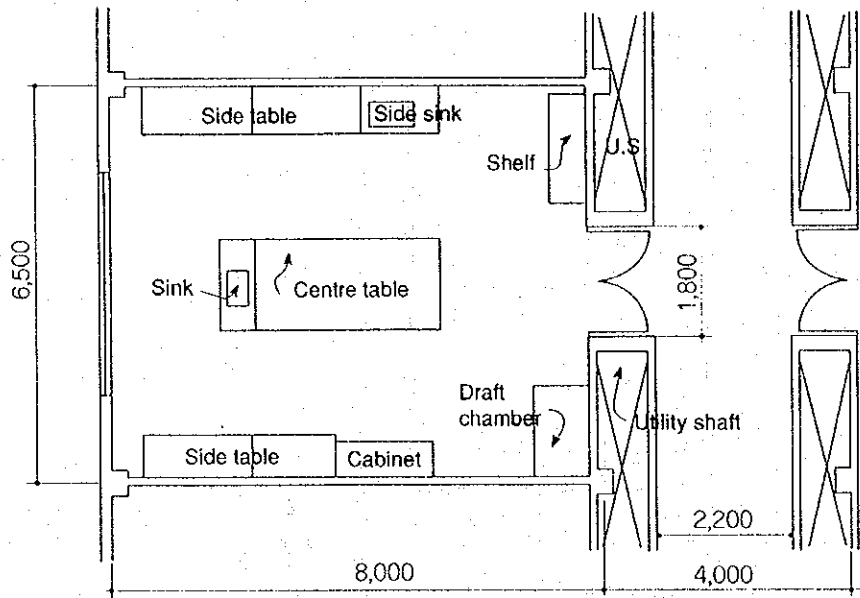


EAST WING 1ST FLOOR PLAN

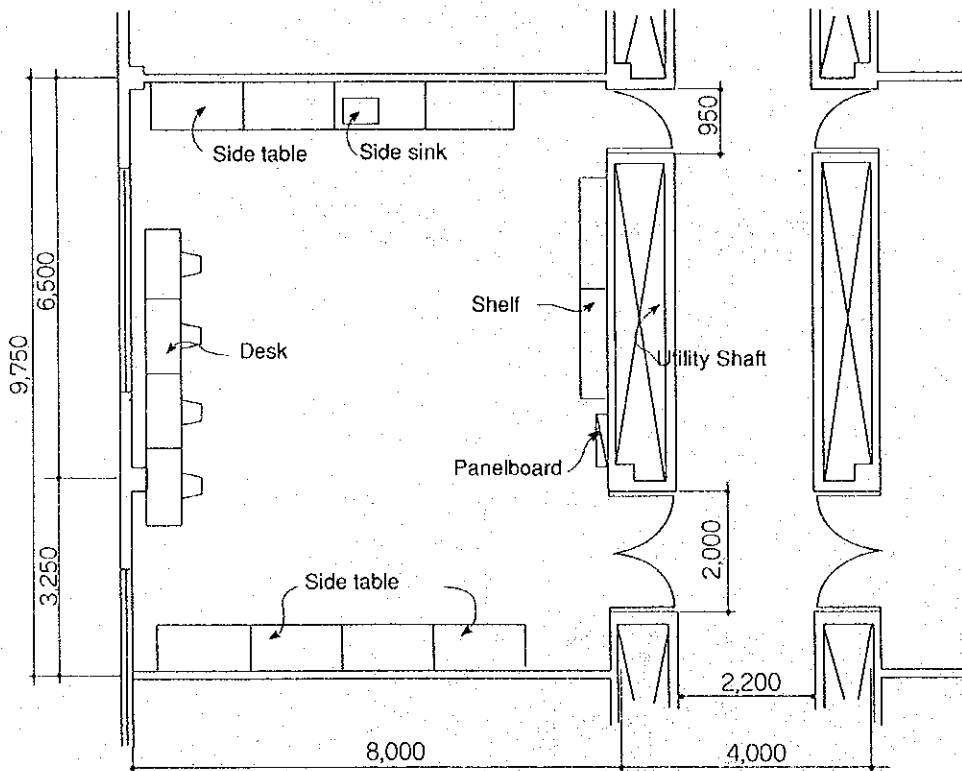
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.8
 Partial Floor Plans (2)

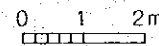
Japan Industrial Location Centre
 Nippon Koei Co., Ltd.



STANDARD LABORATORY PLAN
(CHEMICAL)



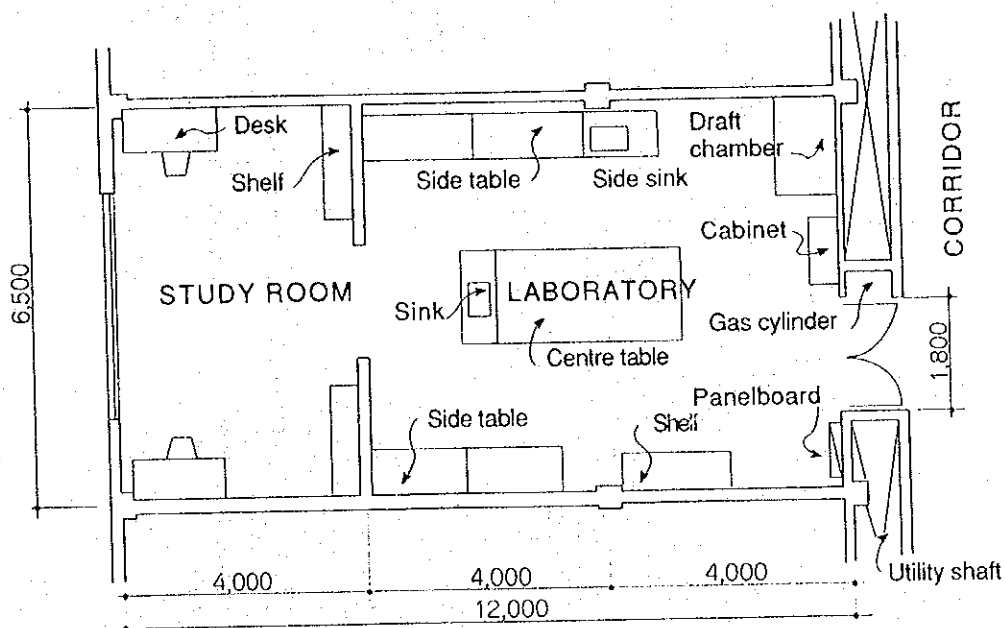
STANDARD LABORATORY PLAN
(PHYSICAL)



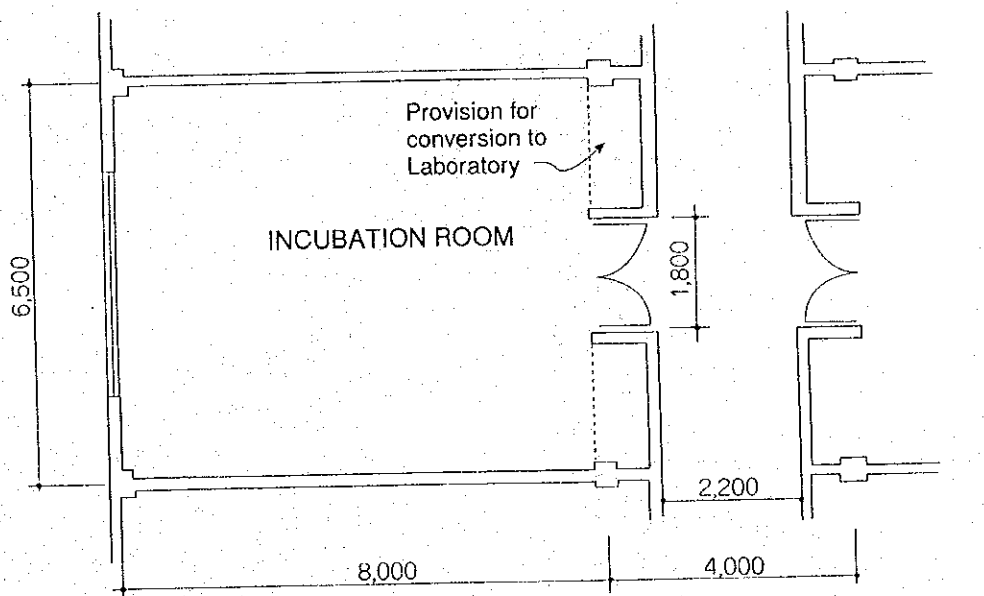
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
STUDY ON MANAGEMENT AND PLANNING OF
R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
KULIM HI-TECH INDUSTRIAL PARK

Figure 5.9
Partial Floor Plan (3)

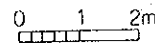
Japan Industrial Location Centre
Nippon Koei Co., Ltd.



LABORATORY W/STUDY ROOM



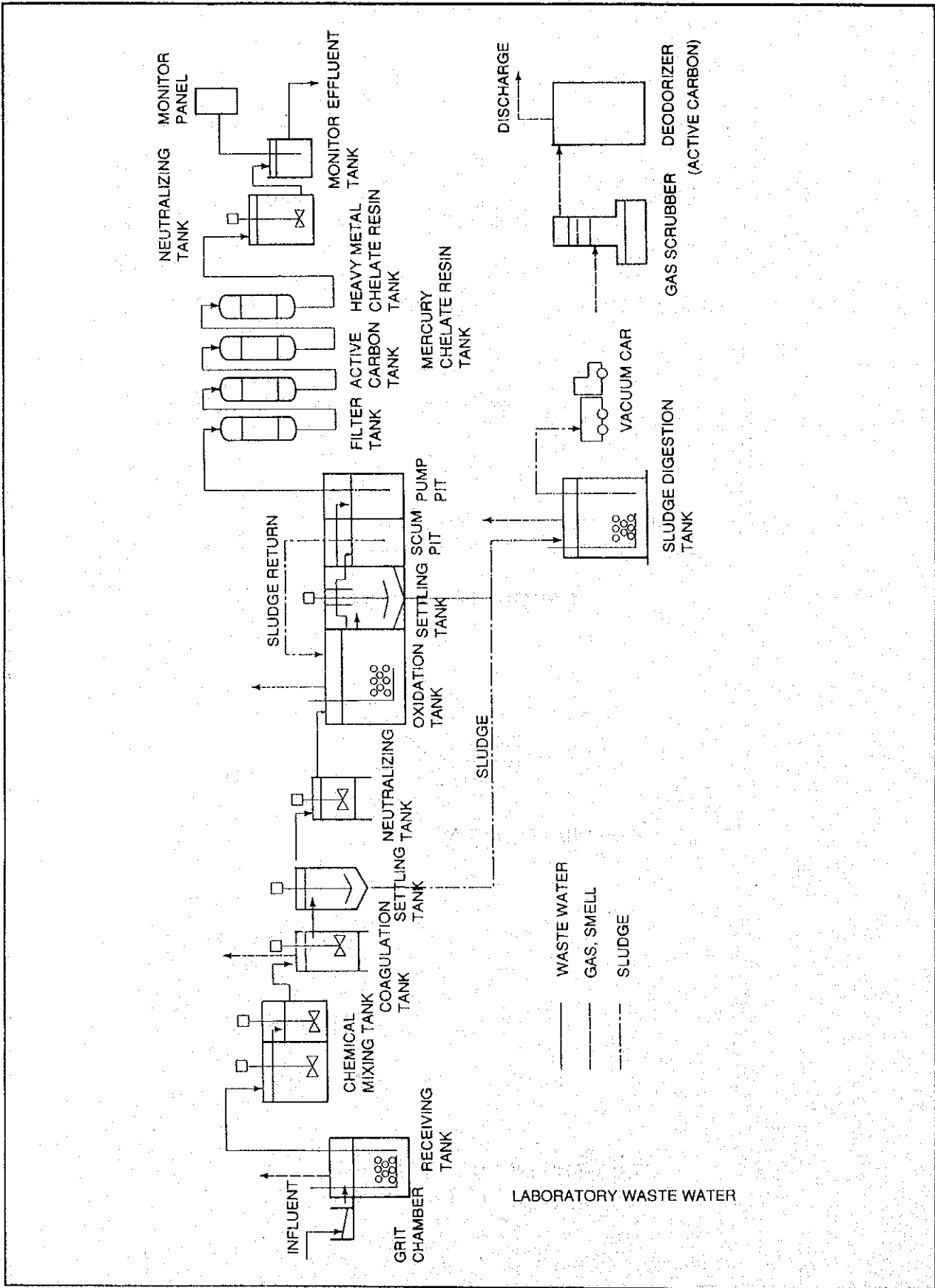
STANDARD INCUBATION ROOM



JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.10
 Partial Floor Plan (4)

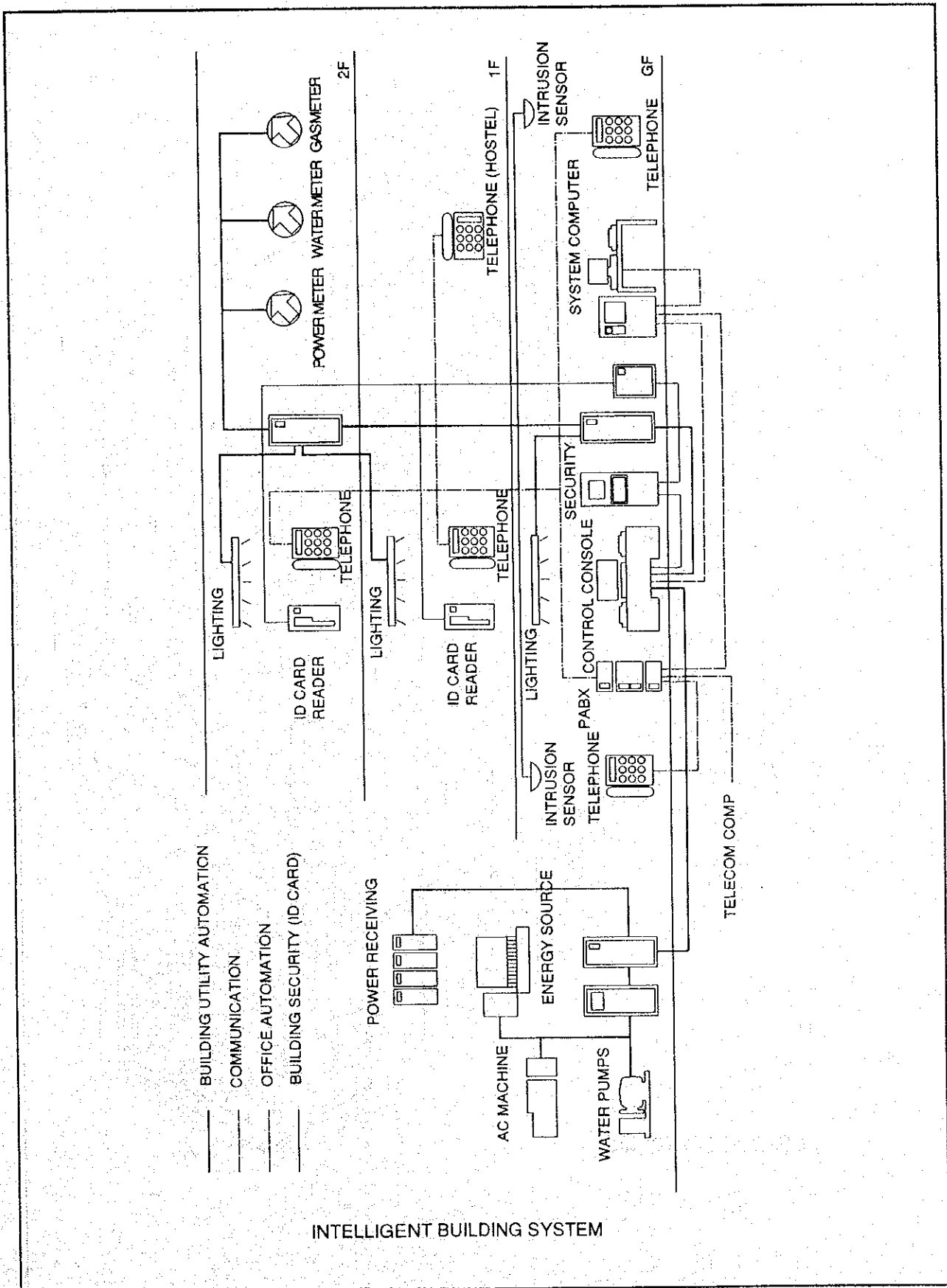
Japan Industrial Location Centre
 Nippon Koei Co., Ltd.



JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

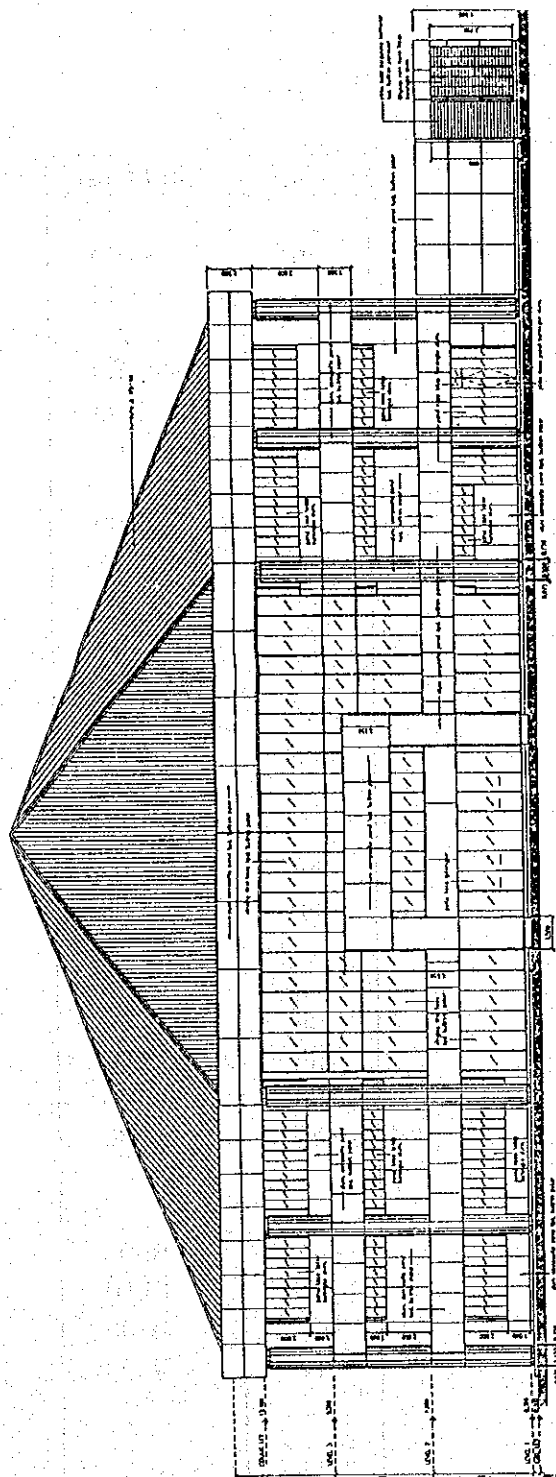
Figure 5.11
 Laboratory Waste Water Disposal Plant

Japan Industrial Location Centre
 Nippon Koei Co., Ltd.

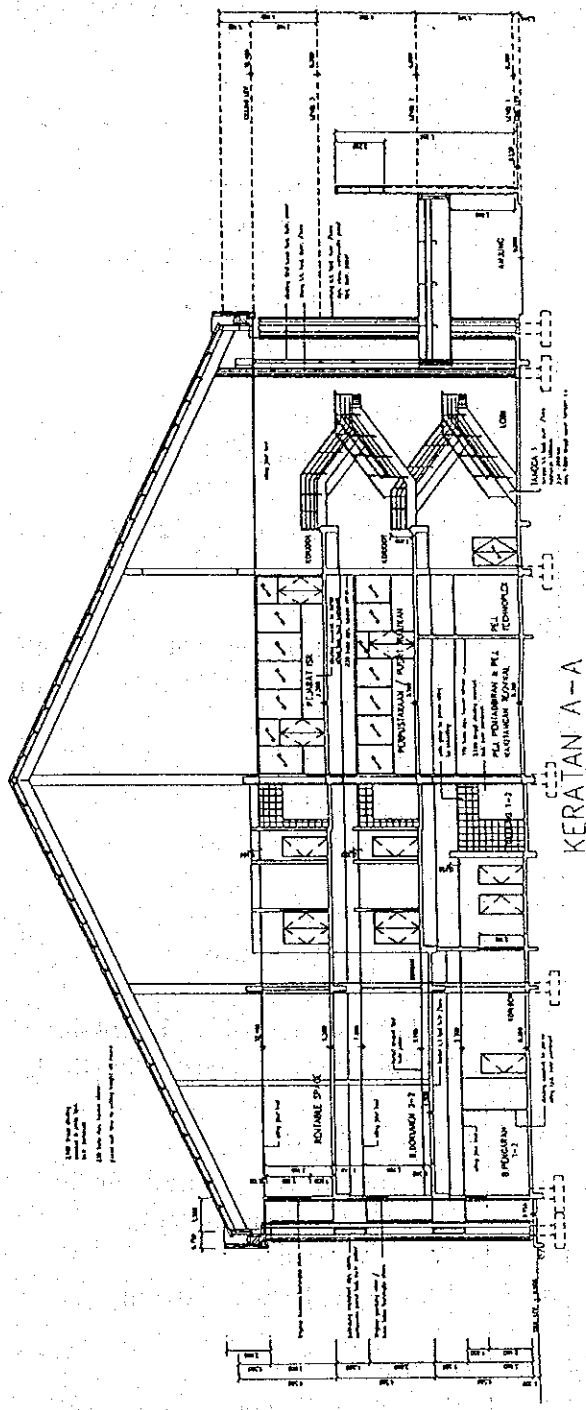


JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.12
Intelligent Building System
 Japan Industrial Location Centre
 Nippon Koei Co., Ltd.



PANDANGAN TIMUR-LAUT



KERATAN A-A

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
 ECONOMIC PLANNING UNIT, THE GOVERNMENT OF MALAYSIA
 STUDY ON MANAGEMENT AND PLANNING OF
 R&D SUPPORTING FACILITIES (TECHNO CENTRE) FOR
 KULIM HI-TECH INDUSTRIAL PARK

Figure 5.14
 IT Centre (2)
 Japan Industrial Location Centre
 Nippon Koei Co., Ltd.

Table 5.1 CONSTRUCTION UNIT COST

No.	Work Item	Unit	Unit Cost
1	Earthwork		
	- Excavation by hand	m ³	35.00
	- Excavation by machine	m ³	15.00
	- Backfilling incl. compaction	m ³	25.00
	- Disposal of surplus soil	m ³	25.00
	- Gravel subbase	m ³	50.00
2	Concrete work		
	- Structural concrete Fc 210	m ³	165.00
	- Lean concrete Fc 120	m ³	145.00
	- Leveling concrete Fc 120, 5 cm thick	m ²	8.00
3	Reinforcement work		
	- Reinforcement bars Dia. 10-16 mm	kg	1.65
	- Reinforcement bars Dia. 19-25 mm	kg	1.60
4	Formwork		
	- Formwork, ordinary	m ²	28.00
	- Formwork, fair faced	m ²	35.00
5	Masonry Work		
	- Brick masonry 1/2 B	m ²	26.00
	- Brick masonry 1 B	m ²	52.00
	- Hollow concrete block 10 cm thick	m ²	25.00
	- Hollow concrete block 20 cm thick	m ²	35.00
6	Plastering Work		
	- Cement plastering to wall & ceiling	m ²	16.00
	- Cement plastering to floor	m ²	13.50
	- Terrazzo to floor	m ²	48.00
	- Terrazzo to base H = 10 cm	m	38.00
7	Tiling Work		
	- Ceramic wall tile to exterior wall	m ²	80.00
	- Ceramic wall tile to interior wall	m ²	80.00
	- Porcelain tile to floor	m ²	-
8	Interior Finishing Work		
	- Vinyl tile to floor	m ²	24.00
	- Vinyl tile to base H = 10 cm	m ²	14.00
	- Marble to wall (imported)	m ²	280 (400)
	- Marble to floor (imported)	m ²	260 (370)
	- Mineral fiber tile to ceiling	m ²	28.00

No.	Work Item	Unit	Unit Cost
9	Painting Work		
	- Vinyl emulsion paint to wall & ceiling	m ²	3.50
	- Oil paint	m ²	7.50
10	Doors and Windows		
	- Steel flush door	pc	950.00
	- Wood flush door	pc	450.00
11	Glazing Works		
	- Sheet glass 3 mm	m ²	33.00
	- Sheet glass 5 mm	m ²	45.00
12	Waterproofing		
	- Bituminous built-up waterproofing	m ²	25.00
	- Synthetic coating	m ²	-
13	Plumbing		
	- Galvanized steel pipe Dia. 25 mm	m	20.00
	- Galvanized steel pipe Dia. 40 mm	m	32.50
	- Cast iron pipe Dia. 100	m	40.00
	- Vitreous clay pipe Dia. 100	m	58.00
	- Concrete pipe Dia. 200	m	-
	- Water closet	pc	550.00
	- Urinal	pc	350.00
- Lavatory sink	pc	360.00	
14	Electric Work		
	- Conduiting Dia. 20	m	7.00
	- Conduiting Dia. 40	m	15.00
	- Joint box for conduit	pc	5.00
	- Lighting fixture FL 40 w	pc	40.00
	- Lighting fixture FL 40 w x 2	pc	70.00
15	Foundation Pile Work		
	- Precast concrete pile Dia. 40 cm, L = 20 cm	m	110.00
	- Precast concrete pile Dia. 50 cm, L - 20 cm	m	-
	- Cast-in-site concrete pile Dia. 80 cm, L = 20 cm	m	-
	- Cast-in-site concrete pile Dia. 100 cm, L = 20 cm	m	-

Table 5.2 LOCAL MATERIAL COST

No.	Description	Unit	Unit Price
1	Cement, 50 kg/bag	bag	9.50
2	Reinforcement bar	kg	1.23
3	Timber	m ³	381.00
4	Wood plank, 2 x 30 cm	m	
5	Sand	m ³	70.00
6	Gravel	m ³	11.30
7	Plywood, 0.4 x 90 x 180 cm	pc	15.00
8	Plywood, 0.6 x 90 x 180 cm	pc	24.00
9	Brick	pc	0.25
10	Concrete hollow block, 10 x 20 x 40 cm	pc	0.73
11	Concrete hollow block, 20 x 20 x 40 cm	pc	1.30
12	Glass, 3 mm	m ²	15.00
13	Glass, 5 mm	m ²	30.00
14	Galvanized iron sheet #36, 90 x 180 cm	pc	
15	Concrete pipe Dia. 150, 200 cm	pc	45.00
16	Concrete pipe Dia. 200, 200 cm	pc	53.00
17	Vitreous clay pipe Dia. 100, 60 cm	pc	14.00
18	Vitreous clay pipe Dia. 150, 60 cm	pc	22.00
19	Galvanized steel pipe Dia. 32, 5.5 m	pc	71.00
20	Galvanized steel pipe Dia. 40, 5.5 m	pc	82.00
21	Cast iron pipe Dia. 75, 180 cm	pc	21.50
22	Cast iron pipe Dia. 100, 180 cm	pc	24.50
23	PVC drain pipe Dia. 75, 6 m	pc	91.70
24	PVC drain pipe Dia. 100, 6 m	pc	150.50

Table 5.3 LOCAL WAGES

No.	Description	Unit	Wage
1	Foreman	day	85.00
2	Electric technician	"	80.00
3	Mechanical technician	"	80.00
4	Carpenter	"	60.00
5	Mason	"	70.00
6	Welder	"	75.00
7	Pipe fitter	"	80.00
8	Rigger	"	
9	Plasterer	"	80.00
10	Painter	"	70.00
11	Metal worker	"	80.00
12	Barbender	"	60.00
13	Truck driver	"	85.00
14	Const. machine operator	"	80.00
15	Skilled labor	"	50.00
16	Common labor	"	40.00
17	Service boy	"	40.00
18	Janitor	"	30.00
a	Sr. engineer	month	8000.00
b	Jr. engineer	"	4000.00
c	Draftsman	"	2000.00
d	Office administrator	"	2500.00
e	Office clerk	"	1000.00
f	Accountant	"	3000.00
g	Typist	"	1000.00
h	Computer operator	"	1500.00
i	Interpreter	"	5000.00

6. Financial Analysis

Type A (Lease-type Management)

- A-1 Input Data Results
 - A-2 Fund Raising Schedule
 - A-3(1) Revenue Projects(1/2)
 - A-3(2) Revenue Projects(2/2)
 - A-3(3) Lease Charge Schedule
 - A-4 Expense Projection
 - A-5 Depreciation & Amortization Schedule
 - A-6 Income Statement
 - A-7 Debt Service Management
 - A-8(1) Cashflow Statements & Financial Analysis
 - A-8(2) Cashflow Statements & Special Subsidy
 - A-9 Balance Sheets
 - A-10 Revenue & Expense Projection
- (For the Partner)

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Annex A-1 Input Data & Results

1.0 Operation & Management Structure	Total Management		(RM 1,000 at 1995 price)			Market Demand (RM 1,000 /year)	Basic Annual Revenue	No. of Staff 1st Phase 2nd Phase 3rd Phase	Average Salary (RM/year)			
	Management 0	Management 1	1st Phase	2nd Phase	3rd Phase					Market to Revenue Conversion rate		
1.1	0	0	13,030	860	1,500	4,212	0	0%	6	8	8	-40,000
1.2	0	0	17,800	9,490	0	13,700	0	0%	10	14	17	
1.3	0	0	6,310	600	0	2,400	0	0%	8	11	13	
1.4	1	1	2,540	0	5,310	0.80	1,920	0%	8	9	9	
1.5	1	1	570	0	0	0.75	0	0%	2	3	3	
1.6	1	1	570	0	570	0.80	0	0%	3	4	4	
Total			40,250	10,950	6,810	20,412	17,801	0%	37	49	54	

Results of Financial Analysis

Incremental Rate (Project cost)	3%
Incremental Rate Revenue	5%
Expenditures	9%
Foreign Expense	300,000 RM/year
Royalty to "Foreign Company"	3% of revenue
Payment to "Sales & Promotor Company"	10% of revenue
Market-oriented Management	1

ROI=	7.6%
ROE=	13.8%
O & M for R&D Equipment	Phase I 10% Phase II 7% Phase III 7%
Tax Holiday	0%
Lease Management	20.5%
Phase I	10%
Phase II	7%
Phase III	7%
Tax Holiday	0%
Retained Earnings as of 2010	12,453 FOR Techno Centre
Debt outstandings	50,447
Special Subsidy	0
Required capital	-7,372 FOR THE PARTNER

Sales Incentives	0 (10% --> 12%)
Initial years plus	10% up to the year of 2003

Annex A-2 Fund Raising Schedule

Schedule of Capital Investment (Current Prices) (Inflation rate= 3%)	Initial Stage (-2010)											Development Stage (2010 -2020)													
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Total	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	0	8,702	0	0	
Building & Design	29,556	12,882	13,268				2,579				877														
Road Pavement	2,344		557				376				1,411														
Landscaping, etc.	1,134		334				376				423														
Utilities	334																								
Equipment and Tools	63,666	20,729	20,710				13,075				9,152														
Establishment Cost	1,000	1,000																							
Renovation & Replacement	31,121	1,000					6,038				7,680														
Sub-Total (Total Assets)	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	0	8,702	0	0	0
Source of Funds Fund Amount																									
A. Equity-Capital																									
Balance		34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	0	8,702	0	0	0
15,000	6,000	6,000	3,000	0	0	0	3,000	0	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Equity	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
21 KITPC/KSDC	3,060	3,060	1,530	0	0	0	1,530	0	0	0	1,530	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 Federal Fund or Khaznah Nasional Berhad	1,740	870	870	0	0	0	870	0	0	0	870	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23 Other Sources (Private sector)	1,200	600	600	0	0	0	600	0	0	0	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Loan Financing																									
24 Loan from KSDC through KHFP Holdings	70,317	20,027	19,042	0	0	0	13,611	0	0	0	11,546	0	0	0	0	6,091	0	0	0	0	0	6,091	0	0	0
25 Commercial Loan	30,136	8,583	8,161	0	0	0	5,833	0	0	0	4,948	0	0	0	0	2,610	0	0	0	0	0	2,610	0	0	0
C. Development Budget from Government																									
(Loan outstanding)	28,610	55,814	55,814	55,814	55,814	55,814	75,258	75,258	75,258	75,258	91,751	91,751	91,751	91,751	91,751	100,453	100,453	100,453	100,453	100,453	100,453	100,453	109,154	109,154	
Development Budget from Government	0	5,000	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

REVENUE PROJECTION (1/2)

Annex A-3(1)

Annex

Revenue Projection	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
R&D Supporting Centres	Average utilization rate																			
1.1 Mechanotronics Testing Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	7,538	7,598	7,671	7,995	11,269	11,371	11,549	13,148	13,665	13,818	14,569	14,555	16,139	16,139	16,139	16,139	16,139	17,529	17,529	17,529
1.2 Material & Surface Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1 Environmental Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total (1.1 to 1.3)	37,140	37,196	37,671	38,990	52,538	52,637	54,098	61,316	63,330	64,618	67,138	67,110	74,278	74,278	74,278	74,278	74,278	82,058	82,058	82,058
Capital return rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1.0 Lease Revenue	6,642	6,660	6,678	6,697	9,770	9,792	9,814	11,064	11,410	11,456	11,463	11,491	12,911	12,911	12,911	12,911	12,911	14,301	14,301	14,301
Equipment	6,295	6,295	6,295	6,295	9,348	9,348	9,348	10,575	10,897	10,897	10,897	10,897	12,288	12,288	12,288	12,288	12,288	13,678	13,678	13,678
Floor	347	365	383	402	422	443	465	489	513	539	566	594	624	624	624	624	624	624	624	624
1.4 Industrial Network Centre	Capital return rate																			
1.4.1 Open Laboratory	12	12	13	13	14	15	16	16	17	18	19	20	21	21	21	21	21	21	21	21
Floor Area (m2)	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640
Rental Charge (RM/m2/month)	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Utilization rate	91	96	100	100	132	138	145	183	192	202	212	250	273	286	286	286	286	286	286	286
Revenue	17	18	19	20	21	22	23	24	26	27	28	30	31	31	31	31	31	31	31	31
1.4.2 Enterprise Offices	17	18	19	20	21	22	23	24	26	27	28	30	31	31	31	31	31	31	31	31
Floor Area (m2)	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
Rental Charge (RM/m2/month)	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Utilization rate	120	126	132	132	174	182	191	241	253	266	279	342	359	377	377	377	377	377	377	377
Revenue	211	222	233	243	253	263	273	283	302	312	322	341	360	379	379	379	379	379	379	379
Sub-Total (1.4)	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664

Annex A-3(2) REVENUE PROJECTION (TZ)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1.5 Human Resources Development																					
1.5.1	600	630	662	868	912	957	1,005	1,257	1,350	1,396	1,711	1,796	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886
1.5.2	40%	40%	40%	50%	50%	50%	50%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	500	530	562	868	912	957	1,005	1,267	1,362	1,451	1,777	1,866	1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952
Sub-total (1.5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.6 Information Technology Services																					
1.7	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140	140
1.7.1	40%	40%	40%	50%	50%	50%	50%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140	140
Sub-total (1.7)	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140	140
1.7.2 Technology Center Membership																					
Membership fee	2,000																				
Ns. of Members	40	20	25	30	35	40	45	50	60	70	80	90	100	100	100	100	100	100	100	100	100
Revenue (1.7)	800	400	625	900	1,225	1,600	2,025	2,500	3,600	4,900	6,400	8,100	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sub-Total (1.6 to 1.7)	845	877	911	1,225	1,293	1,371	1,480	1,761	1,861	1,955	2,304	2,385	2,540	2,540	2,540	2,540	2,540	2,540	2,540	2,540	2,540

Annex A-4 Expense Projection

Expenses Projection		1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017			
Expenses																											
Incremental rate= 3%																											
(Average utilization rate)																											
Administrative Expenses																											
1.1	Electronics Testing Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.2	Micro-Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.3	Environmental/Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.4	Information Technology Centre	40,000	350	360	371	430	443	456	470	484	498	513	529	545	561	561	561	561	561	561	561	561	561	561	561	561	561
1.5	Industrial Network Centre	40,000	87	90	95	143	148	152	157	161	166	171	176	182	187	187	187	187	187	187	187	187	187	187	187	187	187
1.6	Human Resources Development Centre	40,000	2	3	4	131	135	139	191	197	203	209	215	221	228	235	242	249	249	249	249	249	249	249	249	249	249
1.7	Techno Centre Administration	40,000	3	4	4	131	135	139	191	197	203	209	215	221	228	235	242	249	249	249	249	249	249	249	249	249	249
1.8	Social Insurance Fund		568	585	603	764	787	811	835	860	886	912	940	968	997	997	997	997	997	997	997	997	997	997	997	997	997
	Sub-total		57	59	60	76	79	81	84	86	89	91	94	97	100	100	100	100	100	100	100	100	100	100	100	100	100
			625	644	663	841	866	892	919	946	975	1,004	1,034	1,065	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097
1a	Foreign Expertises	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1b	Royalty to "Foreign Company"	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1c	Payment to "Sales & Promotion Company"	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	Operation & Maintenance																										
2.1	O & M for Building & Utilities	33,368	308	381	392	392	471	485	529	545	641	660	739	856	882	1,009	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
	Phase I	27,575	299	308	381	392	471	485	529	545	571	589	606	703	724	828	853	853	853	853	853	853	853	853	853	853	853
	Phase II	3,331	0	0	0	0	57	59	70	72	74	85	88	101	104	104	104	104	104	104	104	104	104	104	104	104	104
	Phase III	2,662	0	0	0	0	0	0	0	0	59	68	70	81	83	83	83	83	83	83	83	83	83	83	83	83	83
2.2	O & M for R&D Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Phase I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Phase II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Phase III	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
* Expenses for Utilities Charge are included in 2.2																											
3	Advertisement/Promotion																										
	Sub-total		299	308	381	392	392	471	529	545	641	660	739	856	882	1,009	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040

Annex A-5 Depreciation & Amortization Schedule

Depreciation & Amortization	Amount of Asset	Depreciation rate of Asset	Depreciation Initial	Depreciation Annual	Reconciliation																			
					1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1.1 Building	33,034	10 (2)	3,303	661	2,704	541	541	541	541	874	661	661	661	661	661	661	661	661	661	661	661	661	661	661
1.2 Utilities	27,041	20 (10)	2,704	541	2,704	541	541	541	541	541	541	541	541	541	541	541	541	541	541	541	541	541	541	541
1.3 R&D Equipment	3,331	sec below	333	67	333	67	333	67	333	67	333	67	333	67	333	67	333	67	333	67	333	67	333	67
1.4 Renovation for R&D	2,662	20 (10)	266	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53	2,662	53
1.5 I.T. Equipment	394	sec below	39	8	394	8	394	8	394	8	394	8	394	8	394	8	394	8	394	8	394	8	394	8
1.5 Amortization	63,666	20 (10)	6,367	1,273	4,144	2,072	2,072	2,072	2,072	3,379	2,726	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183
Sub-total	1,000	5	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
NET FIXED ASSETS FOR BUILDING, ETC.	98,034		6,874	1,555	7,115	2,846	2,846	2,846	2,846	4,487	3,970	3,668	4,436	5,200	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530	4,530
NET FIXED ASSETS	23,404		2,404	23,866	23,081	25,305	24,665	24,024	23,383	22,742	24,530	23,869	23,209	22,548	21,887	21,227	20,566	19,905	19,245	18,584	17,923	17,262	16,601	15,940
allowance (Annual allowance)	62,699		59,853	57,007	54,160	66,080	62,713	59,347	55,980	52,614	59,913	56,069	52,225	48,381	44,537	40,693	36,849	33,005	29,161	25,317	21,473	17,629	13,785	9,941
1.3 Laboratory Services (R&D)	41,439	10 (5)	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072	4,144	2,072
1.3.1 1st Phase	13,075	10 (5)	1,307	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654	13,075	654
1.3.2 2nd Phase	9,152	10 (5)	915	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458	9,152	458
1.3.3 3rd Phase	63,666	10 (5)	6,367	3,183	4,144	2,072	2,072	2,072	2,072	3,379	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183
Sub-total	114,226		11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711	11,423	5,711
NET FIXED ASSETS	37,295		3,729	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729	37,295	3,729
1.4 Renovation & Replacement	6,038		604	302	6,038	5,434	5,132	12,510	11,440	10,754	10,068	9,383	17,398	15,842	14,721	13,600	12,479	20,060	18,069	16,513	15,056	13,600	12,143	10,686
Year 2002	7,680		768	384	7,680	7,076	6,774	14,154	13,084	12,498	11,812	11,126	19,132	17,576	16,455	15,334	14,213	21,202	19,211	17,655	16,100	14,544	12,988	
Year 2010	8,702		870	435	8,702	8,098	7,796	16,196	15,126	14,440	13,754	13,068	22,072	20,516	19,400	18,283	17,162	24,151	22,160	20,604	19,049	17,494	15,938	
Year 2015	8,702		870	435	8,702	8,098	7,796	16,196	15,126	14,440	13,754	13,068	22,072	20,516	19,400	18,283	17,162	24,151	22,160	20,604	19,049	17,494	15,938	
Sub-total	31,121		3,112	1,556	31,121	28,568	27,572	56,700	52,660	50,242	47,824	45,406	78,204	72,938	68,671	64,404	60,137	84,359	78,089	72,822	67,555	62,288	57,021	51,754
NET FIXED ASSETS	37,295		3,729	3,729	37,295	33,834	32,372	66,310	62,849	59,387	55,925	52,464	84,604	79,342	75,075	70,808	66,541	90,669	84,400	78,133	71,866	65,600	59,333	53,066
Total Net Fixed Assets	37,295		3,729	3,729	37,295	33,834	32,372	66,310	62,849	59,387	55,925	52,464	84,604	79,342	75,075	70,808	66,541	90,669	84,400	78,133	71,866	65,600	59,333	53,066
Information Technology Services	1,000	20 (10)	200	200	1,000	800	600	400	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
1.4 Information Technology Services	1,000	20 (10)	200	200	1,000	800	600	400	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
2.1 Establishment Cost	1,000	20%	200	200	1,000	800	600	400	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
2.2 Others	1,000	20%	200	200	1,000	800	600	400	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200

Annex A-6 Income Statements

Income Statements

(Lease-type Management)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
1.0 Revenues	7,538	7,598	7,671	7,995	11,269	11,371	11,549	13,148	13,665	13,818	14,369	14,555	16,139	16,139	16,139	16,139	16,139	16,139	16,139	16,139	17,529	17,529	17,529	
2.0 Expenses	924	952	1,044	1,233	1,395	1,456	1,560	1,606	1,714	1,860	1,916	2,074	2,137	2,137	2,137	2,137	2,137	2,137	2,137	2,137	2,137	2,137	2,137	2,137
3.0 Operating Profit	6,614	6,646	6,628	6,763	9,874	9,935	9,989	11,541	11,952	11,958	12,453	12,480	14,002	14,002	14,002	14,002	14,002	14,002	14,002	14,002	15,392	15,392	15,392	15,392
4.0 Depreciation, etc.	7,115	2,846	2,846	2,846	4,487	3,970	3,668	3,668	4,436	5,200	4,530	4,530	4,530	5,400	4,965	4,965	4,965	4,965	4,965	4,965	5,835	5,835	5,835	5,835
5.0 Interest	4,409	4,409	4,409	5,177	5,766	5,416	5,067	5,368	5,612	5,140	4,668	4,197	4,069	3,838	3,349	2,941	2,533	2,470	2,410	2,099	2,470	2,410	2,099	2,099
6.0 Income before Tax	-4,910	-809	-628	-1,261	-379	548	1,254	2,505	1,904	1,617	3,255	3,754	5,403	4,764	5,689	6,096	6,504	6,504	6,504	6,504	7,958	7,148	9,965	9,965
7.0 Corporate Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.0 Net Income	-4,910	-809	-628	-1,261	-379	548	1,254	2,505	1,904	1,617	3,255	3,754	5,403	4,764	5,689	6,096	6,504	6,504	6,504	6,504	7,958	7,148	9,965	9,965
Cumulative Income	-4,910	-5,519	-6,147	-7,408	-7,787	-7,239	-5,984	-3,479	-1,576	41	3,296	7,050	12,453	17,217	22,906	29,002	35,506	43,463	50,611	60,376	68,334	78,303	88,268	98,233

Income before tax/Turnover A 19.1%

Turnover/Total assets B 0.15

Income before tax/Total assets AXB 2.8%

33.5%

6.5%

Debt Service Management

A-7

Annex

#	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Debt/Equity/Repayment																							
Loan (A)																							
Debt Outstanding (beg.)	0	20,027	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,234	35,932	31,670	27,388	23,107	24,510	21,157	21,157	
Principal Repayment (A)	0	0	0	0	1,335	2,605	2,605	2,605	2,605	3,512	3,512	3,512	3,512	3,512	4,282	4,282	4,282	4,282	4,282	4,688	3,353	2,083	
Additional Borrowing	20,027	19,042	0	0	0	13,611	0	0	0	11,546	0	0	0	0	6,091	0	0	0	0	6,091	0	0	
Interest (Interest rate= 7%)	701	2,068	2,735	2,735	2,735	3,211	3,594	3,412	3,230	3,451	3,673	3,427	3,181	2,936	2,903	2,816	2,517	2,217	1,917	1,831	1,716	1,481	
Debt Outstanding (end)	20,027	39,070	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,234	35,932	31,670	27,388	23,107	24,510	21,157	19,074	
Loan (B)																							
Debt Outstanding (beg.)	0	8,583	16,744	16,744	16,744	16,744	21,719	20,045	18,370	16,696	19,386	17,128	14,871	12,613	10,355	10,213	8,319	7,241	6,163	5,085	6,939	6,183	
Principal Repayment (B)	0	0	0	0	0	858	1,674	1,674	1,674	2,258	2,258	2,258	2,258	2,258	2,753	1,894	1,078	1,078	1,078	756	756	756	
Additional Borrowing	8,583	8,161	0	0	0	5,833	0	0	0	4,948	0	0	0	0	2,610	0	0	0	0	2,610	0	0	
Interest (Interest rate= 10%)	429	1,266	1,674	1,674	1,674	1,966	2,172	2,004	1,857	1,917	1,939	1,713	1,487	1,261	1,166	1,021	832	724	616	639	694	618	
Debt Outstanding (end)	8,583	16,744	16,744	16,744	16,744	21,719	20,045	18,370	16,696	19,386	17,128	14,871	12,613	10,355	10,213	8,319	7,241	6,163	5,085	6,939	6,183	5,427	
Equity																							
Equity - Capital (beg.)	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Additional paid-in capital	6,000	3,000	0	0	0	3,000	0	0	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	
Equity - Capital (end)	0	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	17,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Grants - Capital (beg.)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Additional grant capital	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Grants - Capital (end)	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Investment	34,610	35,203	69,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154	
Cumulative Investment	34,610	69,814	69,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154	
Debt Service Coverage Ratio																							
Operating Profit	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	
Interest + Repayment	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	
Debt Service Coverage Ratio	1.50	1.51	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	

#	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Debt + Equity + Grants	34,610	35,203	69,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154	
Investment	34,610	69,814	69,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154	
Debt Service Coverage Ratio																							
Operating Profit	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	6,514	
Interest + Repayment	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	
Debt Service Coverage Ratio	1.50	1.51	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	

C = A / B

Annex A-8(1) Cashflow Statements & Financial Analysis
(Lease-type Management)

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Net Income			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Plus: Subsidy(Operating)			-4,910	-609	-628	-1,261	-379	548	1,254	2,505	1,904	1,617	3,255	3,754	5,403	4,764	5,689	6,096	6,504	7,958	7,148	9,965
Plus: Depreciation & Amortization			7,115	2,846	2,846	2,846	4,487	3,970	3,668	3,668	4,436	5,200	4,530	4,530	4,530	5,400	4,965	4,965	4,965	4,965	5,835	3,328
Minus: Investment Repayment	34,610	35,203	0	0	0	22,444	0	0	0	19,984	0	0	0	0	8,702	0	0	0	0	8,702	0	0
Plus: Equity Capital	0	0	0	0	0	2,193	4,279	4,279	4,279	4,862	5,770	5,770	5,770	5,770	7,034	6,176	5,360	5,360	5,360	5,444	4,109	2,839
Borrowing	6,000	3,000	0	0	0	3,000	0	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0
Grant	28,610	27,203	0	0	0	19,444	0	0	0	16,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0
	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Net Cashflow	0	0	2,205	2,237	2,218	-608	-171	239	644	1,311	570	1,048	2,015	2,514	2,899	3,988	5,294	5,701	6,109	7,479	8,874	10,454
Cumulative Cashflow, incl. previous special subsidy	0	0	2,205	4,442	6,660	6,052	5,881	6,120	6,764	8,075	8,645	9,693	11,708	14,221	17,120	21,109	26,402	32,104	38,212	45,691	54,565	65,019
Plus: Special Subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Cumulative special subsidy) (minus represents payment to the Federal)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative cashflow after Special Subsidy	0	0	2,205	4,442	6,660	6,052	5,881	6,120	6,764	8,075	8,645	9,693	11,708	14,221	17,120	21,109	26,402	32,104	38,212	45,691	54,565	65,019
(Cumulative cashflow being more than 200,000 RM)	0	0	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200

Financial Analysis

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Computation of ROE																							
Equity Portion	15,000	6,000	3,000	0	0	3,000	0	0	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0
Cashflow from Operation	54,909	0	0	2,205	2,237	2,218	-608	-171	239	644	1,311	570	1,048	2,015	2,514	2,899	3,988	5,294	5,701	6,109	7,479	8,874	10,454
Net Cashflow	39,909	-4,000	-3,000	2,205	2,237	2,218	-608	-171	239	644	1,689	570	1,048	2,015	2,514	2,899	3,988	5,294	5,701	6,109	7,479	8,874	10,454

Computation of ROX

Computation of ROI																							
Investment Portion	128,154	34,610	35,203	0	0	0	22,444	0	0	0	19,984	0	0	0	8,702	0	0	0	0	8,702	0	0	
Operating Profit	246,160	0	0	6,614	6,646	6,628	6,763	9,874	9,935	9,989	11,541	11,952	11,958	12,453	12,480	14,002	14,002	14,002	14,002	14,002	15,392	15,392	
Net cashflow	117,005	-34,610	-35,203	6,614	6,646	6,628	-15,681	9,874	9,935	9,989	-7,952	11,952	11,958	12,453	12,480	14,002	14,002	14,002	14,002	14,002	15,392	15,392	

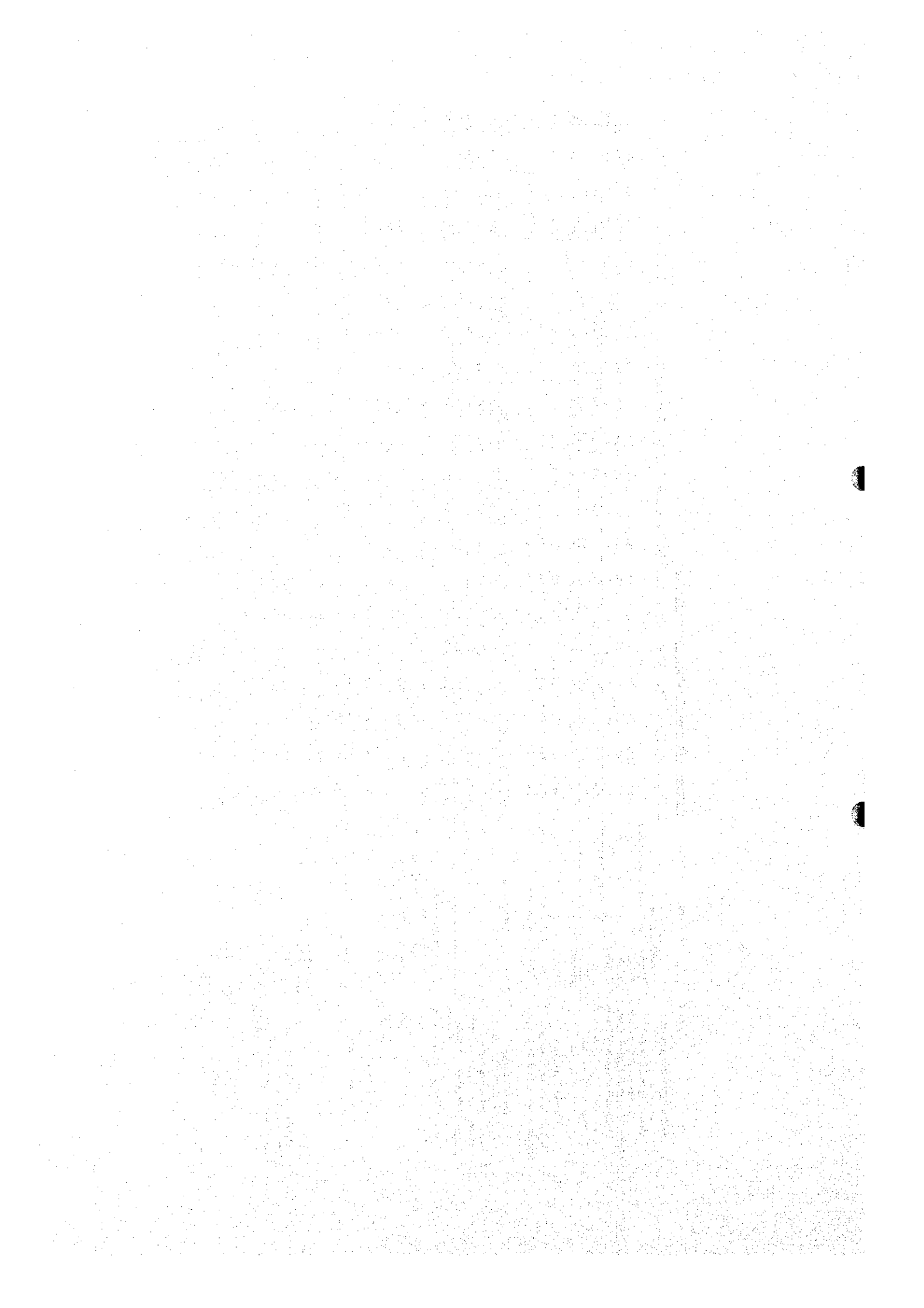
		Cashflow Statements & Special Subsidy															
		Subsidy for Ordinary Expenses											2007	2008	2009	2010	
		1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
1.0	Subsidy from public sector (Federal Government)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0	Subsidy from public sector (KSP/State Government)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.0	Cumulative Operating subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Cumulative special subsidy (minus represents payback to the Federal)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.0	Cumulative subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Target of Operational Subsidy		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance of Revenue and Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Deficit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subsidy for Ordinary Expenses		7,538	7,598	7,671	7,993	11,269	11,371	11,549	13,148	13,665	13,818	14,369	14,555	16,139			
Revenues		924	952	1,044	1,233	1,395	1,436	1,560	1,606	1,774	1,860	1,916	2,074	2,137			
Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Annex A-9 Balance Sheets
(Lease-type Management)

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Current Assets																
Cash	0	0	0	2,205	4,442	6,660	6,052	5,881	6,120	6,764	8,075	8,645	9,693	11,708	14,221	17,120
Work in progress	33,610	68,814	0	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702
(Building (M & E) (Equipment))	12,882	14,159	0	0	0	0	3,331	0	0	0	2,662	0	0	0	0	0
Fixed Assets	0	354	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Building	20,729	20,710	0	0	0	0	19,112	0	0	0	16,832	0	0	0	0	8,702
M & E	61,899	59,233	56,607	53,960	72,117	68,147	64,479	60,810	75,868	70,667	66,137	61,608	57,078	24,337	23,796	23,255
Equipment	24,337	23,796	23,255	22,714	25,172	24,564	23,957	23,349	25,404	24,530	23,869	23,209	22,548	37,285	34,223	33,151
Deferred Charges	1,000	1,000	800	600	400	200	0	0	0	0	0	0	0	0	0	0
Total Assets	0	34,610	69,814	64,904	64,295	63,667	82,656	77,998	74,267	71,243	88,379	84,513	80,360	77,845	75,829	82,900
Liabilities & Shareholders' Equity																
Liabilities																
Short-term liabilities	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Long-term liabilities	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Sub-total	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000
Shareholders' Equity	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital-equity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subsidy (Operating)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Special subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained earnings	6,000	14,000	9,090	8,481	7,853	9,592	9,213	9,761	11,016	12,521	18,424	20,041	23,296	27,050	32,453	
Sub-total	34,610	69,814	64,904	64,295	63,667	82,656	77,998	74,267	71,243	88,379	84,513	80,360	77,845	75,829	82,900	
Total Liabilities & Shareholders' Equity																

Revenue & Expense Projection (For the Partner)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Leasing-type Management																				
	(Average utilization rate)																			
	RM/year																			
	1st Phase 2nd Phase 3rd Phase																			
1	262	270	278	382	394	405	418	430	443	456	470	484	499	499	499	499	499	499	499	499
1.1	437	450	464	669	689	709	731	754	780	799	822	847	870	898	928	958	988	998	998	998
1.2	350	360	371	525	541	557	574	599	620	643	668	696	726	758	792	828	866	898	918	938
1.3	1,049	1,080	1,113	1,576	1,623	1,672	1,722	1,774	1,829	1,888	1,950	2,015	2,083	2,154	2,228	2,306	2,388	2,474	2,564	2,658
1.4	105	108	111	158	162	167	172	178	184	190	197	204	210	217	223	230	237	243	250	257
	1,154	1,189	1,224	1,784	1,786	1,839	1,895	1,954	2,016	2,082	2,152	2,225	2,300	2,377	2,457	2,540	2,626	2,715	2,806	2,900
	Sub-total																			
1.a	983	1,013	1,043	1,075	1,107	1,140	1,174	1,210	1,246	1,285	1,322	1,361	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402
1.b	309	325	409	429	526	552	663	696	731	863	906	1,057	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
1.c	1,030	1,062	1,363	1,491	1,753	1,841	2,209	2,320	2,436	2,877	3,021	3,524	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701
	Sub-total																			
2	(Fixed rate) (1,000 RM/year)																			
2.1	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208
2.2	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017
2.3	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295	6,295
	Sub-Total																			
3	O & M for R&D Equipment																			
	Incremental rate= 3%																			
	Utilization rate=																			
	63,666	41,495	4,144	13,075	9,152	7,915	6,411	5,985	5,811	5,985	6,894	8,172	9,291	9,582	9,582	9,582	9,582	9,582	9,582	9,582
	2,264	2,332	2,982	2,969	3,568	3,675	4,325	4,455	4,589	5,317	5,477	6,268	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456
	347	365	383	402	422	443	465	489	513	539	566	594	624	624	624	624	624	624	624	624
	55	56	58	60	61	63	65	67	69	71	73	76	78	78	78	78	78	78	78	78
	2,666	2,753	3,323	3,431	4,839	4,993	5,811	5,985	6,894	7,924	8,172	9,291	9,582	9,582	9,582	9,582	9,582	9,582	9,582	9,582
	Sub-total																			
4	Advertisement / Promotion																			
5	Revenue																			
	Utilization rate																			
	Incremental rate 5%																			
	3,245	3,407	4,293	4,507	5,521	5,797	6,957	7,305	7,670	9,060	9,413	11,099	11,654	11,654	11,654	11,654	11,654	11,654	11,654	11,654
	5,947	6,245	7,868	8,262	10,121	10,627	12,752	13,390	14,059	16,607	17,438	20,344	21,361	21,361	21,361	21,361	21,361	21,361	21,361	21,361
	1,111	1,167	1,470	1,544	1,891	1,986	2,385	2,502	2,627	3,103	3,258	3,801	3,992	3,992	3,992	3,992	3,992	3,992	3,992	3,992
	10,303	10,818	13,631	14,313	17,533	18,410	22,092	23,196	24,356	28,771	30,209	35,244	37,006	37,006	37,006	37,006	37,006	37,006	37,006	37,006
	10,303	10,818	13,631	14,313	17,533	18,410	22,092	23,196	24,356	28,771	30,209	35,244	37,006	37,006	37,006	37,006	37,006	37,006	37,006	37,006
	12,438	12,656	13,658	14,394	19,259	19,714	21,101	23,042	24,518	26,228	26,774	28,650	30,687	30,687	30,687	30,687	30,687	30,687	30,687	30,687
	-2,134	-1,837	-27	-82	-1,826	-1,304	991	154	-162	2,542	3,435	6,584	6,319	6,319	6,319	6,319	6,319	6,319	6,319	6,319
	-2,134	-1,837	-27	-82	-1,826	-1,304	0	0	-162	0	0	0	0	0	0	0	0	0	0	0
	-2,134	-1,837	-27	-82	-1,826	-1,304	0	0	-162	0	0	0	0	0	0	0	0	0	0	0
	Sub-total																			
5.1	Mechatronics Testing Centre																			
5.2	Material & Surface Analysis Centre																			
5	Environmental Analysis Centre																			
	Sub-total																			
	Total Revenue																			
	Total Expense																			
	Gross Profit																			
	Cumulative Profit= 245,330																			
	IRR= 20.5%																			



Type B (Total Management-type)

- B-1 Input Data Results
- B-2 Fund Raising Schedule
- B-3(1) Revenue Projects(1/2)
- B-3(2) Revenue Projects(2/2)
- B-4 Expense Projection
- B-5 Depreciation & Amortization Schedule
- B-6 Income Statement
- B-7 Debt Service Management
- B-8(1) Cashflow Statements & Financial Analysis
- B-8(2) Cashflow Statements & Special Subsidy
- B-9 Balance Sheets

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Annex B-1 Input Data & Results

1.0 Operation & Management Structure	Total Management 1 Lease Management 0	Management Type	(RM 1,000 at 1985 price)			Market Demand (RM 1,000/Year)	Basic Annual Revenue	No of Staff 1st Phase 2nd Phase 3rd Phase	Average Salary (RM/year)						
			1st Phase	2nd Phase	3rd Phase					Market to Revenue Conversion rate					
1.1	Mechatronics Testing Centre	1	13,030	860	1,500	15,390	4,312	1.30	5,606	5,606	36%	6	8	8	40,000
1.2	Material & Surface Analysis Centre	1	17,800	9,490	0	27,290	13,700	0.75	10,275	10,275	38%	10	14	17	
1.3	Environmental Analysis Centre	1	6,910	600	0	6,910	2,400	0.80	1,920	1,920	28%	8	11	13	
1.4	Information Technology Centre	1													
1.5	Industrial Network Centre	1	2,540	0	5,310	7,850						8	9	9	
1.6	Human Resources Development Centre	1	570	0	0	570						2	3	3	
	Techno Centre Administration											3	4	4	
	Total		40,250	10,950	6,810	58,010	20,412		17,801	17,801	31%	37	49	54	

Results of Financial Analysis

Incremental Rate (Project cost)	3%
Incremental Rate Revenue	5%
Incremental Rate Expenses	3%
Foreign Expertise	300,000 RM/year
Royalty to "Foreign Company"	5% of revenue
Payment to "Sales & Promotion Company"	10% of revenue
Market-oriented Management	1

ROI=	9.2%
ROE=	16.3%
O & M for R&D Equipment	
Phase I	10%
Phase II	7%
Phase III	7%
Tax Holiday	0%
Lease Management #NAME?	
Phase I	15%
Phase II	20%
Phase III	16.0%

Retained Earnings as of 2010	25,105 FOR Techno Centre
Debt outstanding	30,447
Special Subsidy	1,290
Required capital	0 FOR THE PARTNER

Sales Incentives	0 (10% --->12%)
Initial years plus	10% up to the year of 2003

Annex B-2 Fund Raising Schedule

Unit: RM 1,000

Schedule of Capital Investment (Current Prices) (Inflation rate = 3%)	Initial Stage (- 2010)										Development Stage (2010 - 2020)												
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0
1.1 Building & Design	29,556	12,882	13,268	0	0	0	2,579	0	0	0	827	0	0	0	0	0	0	0	0	0	0	0	0
1.2 Road Pavement	2,344	557	557	0	0	0	376	0	0	0	1,411	0	0	0	0	0	0	0	0	0	0	0	0
1.3 Landscaping, etc.	1,134	354	354	0	0	0	376	0	0	0	423	0	0	0	0	0	0	0	0	0	0	0	0
1.4 Utilities	334	334	334	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.5 Equipment and Tools	63,666	20,729	20,710	0	0	0	13,075	0	0	0	9,152	0	0	0	0	0	0	0	0	0	0	0	0
1.6 Establishment Cost	1,000	1,000	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.7 Renovation & Replacement	31,121	15%	6,038	0	0	0	6,038	0	0	0	7,680	0	0	0	0	8,702	0	0	0	0	8,702	0	0
Sub-Total (Total Assets)	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0

Source of Funds

Fund Amount	Balance
A. Equity-Capital	15,000
2.1 KTRC/KSDC	7,680
2.2 Federal fund or Khazana National Bond	4,320
2.3 Other Sources (Private sector)	3,000
B. Loan Financing	28,610
2.4 Loan from KSDC through KHFP Holdings	70,517
2.5 Commercial Loan	90,136
(Loan outstanding)	55,814
C. Development Budget from Government	5,000

REVENUE PROJECTION (1/2)

B-3(1)

Annex

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Revenue Projection																					
Revenue	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
R&D Supportive Centres																					
Average utilization rate	11,199	11,757	14,625	15,611	19,031	19,989	23,827	25,280	26,611	31,152	33,115	38,207	40,234	40,234	40,234	40,234	40,234	40,234	40,234	40,234	
1st Phase	50%	50%	60%	60%	70%	70%	80%	80%	80%	90%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
2nd Phase																					
3rd Phase																					
1.1 Mechtronics Testing Centre	5,245	3,407	4,293	4,507	5,521	5,797	6,957	7,305	7,670	9,060	9,513	11,099	11,654	11,654	11,654	11,654	11,654	11,654	11,654	11,654	
Revenue	5,606																				
1.2 Material & Surface Analysis Centre	5,947	6,245	7,868	8,262	10,121	10,627	12,752	13,390	14,059	16,607	17,438	20,344	21,361	21,361	21,361	21,361	21,361	21,361	21,361	21,361	
Revenue	10,275																				
1 Environmental Analysis Centre	1,111	1,167	1,470	1,544	1,891	1,986	2,383	2,502	2,627	3,103	3,258	3,801	3,922	3,922	3,922	3,922	3,922	3,922	3,922	3,922	
Revenue	10,303	10,818	13,631	14,313	17,533	18,410	22,692	23,196	24,356	28,771	30,209	35,244	37,006	37,006	37,006	37,006	37,006	37,006	37,006	37,006	
Sub-total (1.1 to 1.3)	27.7%	28.1%	36.7%	38.5%	36.5%	38.3%	45.9%	48.2%	49.1%	58.0%	60.9%	71.1%	74.6%	74.6%	74.6%	74.6%	74.6%	74.6%	74.6%	74.6%	
Capital return rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.0 Lease Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Floor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.4 Industrial Network Centre																					
Open Laboratory																					
Floor Area (m ²)	12	12	13	13	14	15	16	16	17	18	19	20	21	21	21	21	21	21	21	21	
Rental Charge (RM/m ² /month)	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	
Utilization rate	91	96	100	132	138	145	183	192	202	212	260	273	286	286	286	286	286	286	286	286	
Revenue	17	18	19	20	21	22	23	24	26	27	28	30	31	31	31	31	31	31	31	31	
1.4.1 Enterprise Offices	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	
Floor Area (m ²)	120	126	132	174	182	191	241	253	266	279	342	359	377	377	377	377	377	377	377	377	
Rental Charge (RM/m ² /month)	211	222	233	306	321	337	425	446	458	491	502	582	582	582	582	582	582	582	582	582	
Utilization rate	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	
Revenue	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	664	
Sub-Total (1.4)																					

B-3(2)

REVENUE PROJECTION (RM)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1.5 Human Resources Development																					
1.5.1	600	630	662	868	912	957	1,005	1,267	1,390	1,396	1,711	1,796	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886
1.5.2	40%	40%	40%	50%	50%	50%	50%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Amount Acquired	1,224	1,296	1,350	1,724	1,824	1,914	2,010	2,534	2,880	2,892	3,511	3,692	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916
Market demand	850	860	870	1,160	1,200	1,240	1,280	1,640	1,800	1,812	2,180	2,280	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Revenue	1,296	1,350	1,410	1,724	1,824	1,914	2,010	2,534	2,880	2,892	3,511	3,692	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916	3,916
Utilization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Capitalization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Sub-total (1.5)	850	860	870	1,160	1,200	1,240	1,280	1,640	1,800	1,812	2,180	2,280	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
1.6 Information Technology Services																					
1.7	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140	140
1.7.1	40%	40%	40%	50%	50%	50%	50%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Amount Acquired	965	1,012	1,060	1,415	1,488	1,561	1,634	2,056	2,151	2,246	2,797	2,932	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067
Floor (m ²)	670	670	670	890	920	950	980	1,240	1,280	1,320	1,640	1,680	1,720	1,720	1,720	1,720	1,720	1,720	1,720	1,720	1,720
Resaurant, etc.	1,814	1,861	1,908	2,545	2,618	2,691	2,764	3,486	3,631	3,776	4,717	4,912	5,107	5,107	5,107	5,107	5,107	5,107	5,107	5,107	5,107
Hotel	1,814	1,861	1,908	2,545	2,618	2,691	2,764	3,486	3,631	3,776	4,717	4,912	5,107	5,107	5,107	5,107	5,107	5,107	5,107	5,107	5,107
Utilization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Capitalization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Sub-total (1.7)	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140	140
1.7.2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Technology Center Membership	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Membership fee	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
No. of Members	20	20	25	30	35	40	45	50	60	70	80	90	100	100	100	100	100	100	100	100	100
Revenue (1.7)	40	40	50	60	70	80	90	100	120	140	160	180	200	200	200	200	200	200	200	200	200
Sub-Total (1.6 to 1.7)	85	87	89	123	126	131	139	174	189	200	247	262	280	280	280	280	280	280	280	280	280

Annex B-4 Expense Projection

Expenses Projection	Expenses Projection																							
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Expenses	6,720	6,948	8,024	8,930	10,983	11,359	12,846	13,585	14,821	16,652	17,227	19,243	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912
Incremental rate= 3%	50%	50%	60%	60%	70%	70%	80%	80%	80%	90%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
(Average utilization rate)																								
Administrative Expenses																								
1.1 Electronics Testing Centre	40,000	270	278	382	394	405	418	443	484	499	499	499	499	499	499	499	499	499	499	499	499	499	499	499
1.2 Micro-Analysis Centre	40,000	437	450	464	669	689	709	731	914	941	970	999	1,029	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059
1.3 Environmental Analysis Centre	40,000	350	360	371	525	541	557	574	699	720	741	764	787	810	810	810	810	810	810	810	810	810	810	810
1.4 Information Technology Centre	40,000	350	360	371	430	443	456	470	484	498	513	529	545	561	561	561	561	561	561	561	561	561	561	561
1.5 Industrial Network Centre	40,000	87	90	93	143	148	152	157	166	171	176	182	187	187	187	187	187	187	187	187	187	187	187	187
1.6 Human Resources Development Centre	40,000	131	135	139	191	197	203	209	215	221	228	235	242	249	249	249	249	249	249	249	249	249	249	249
1.7 Techno Centre Administration	40,000	1,617	1,666	1,716	2,340	2,411	2,483	2,557	2,903	2,990	3,080	3,172	3,267	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365
1.8 Social Insurance Fund	10%	162	167	172	224	241	248	256	290	299	308	317	327	337	337	337	337	337	337	337	337	337	337	337
Sub-total		1,779	1,852	1,887	2,374	2,652	2,791	2,813	3,193	3,289	3,388	3,489	3,594	3,702	3,702	3,702	3,702	3,702	3,702	3,702	3,702	3,702	3,702	3,702
Foreign Expenses																								
1a Royalty to "Foreign Company"	300,000	983	1,013	1,043	1,075	1,107	1,140	1,174	1,210	1,246	1,283	1,322	1,361	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402
1b Payment to "Sales & Promotion Company"	3%	309	325	409	429	526	552	663	696	731	863	906	1,057	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
1c	10%	1,030	1,082	1,363	1,491	1,753	1,841	2,209	2,436	2,877	3,021	3,524	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701
2.1 Operation & Maintenance																								
O & M for Building & Utilities	35,368	299	308	381	392	529	545	641	660	739	856	882	1,009	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
Phase I	27,375	299	308	381	392	471	485	571	589	606	703	724	828	853	853	853	853	853	853	853	853	853	853	853
Phase II	3,331					57	59	70	72	74	85	88	101	104	104	104	104	104	104	104	104	104	104	104
Phase III	2,662									59	68	70	81	83	83	83	83	83	83	83	83	83	83	83
O & M for R & D Equipment	69,666	2,264	2,332	2,882	2,969	4,355	4,486	5,281	5,439	6,312	7,314	7,533	8,621	8,880	8,880	8,880	8,880	8,880	8,880	8,880	8,880	8,880	8,880	8,880
Phase I	41,439	2,264	2,332	2,882	2,969	3,568	3,675	4,325	4,435	5,389	5,317	5,477	6,268	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456	6,456
Phase II	13,075					788	812	955	984	1,014	1,174	1,210	1,384	1,426	1,426	1,426	1,426	1,426	1,426	1,426	1,426	1,426	1,426	1,426
Phase III	9,152								709	822	847	969	998	998	998	998	998	998	998	998	998	998	998	998
* Expenses for Utilities Charge are included in 2.2																								
3 Advertisement/Promotion																								
Sub-total		55	56	58	60	61	68	65	67	69	71	73	76	78	78	78	78	78	78	78	78	78	78	78
		2,618	2,696	3,321	3,421	4,946	5,094	5,987	6,167	7,120	8,241	8,489	9,706	9,998	9,998	9,998	9,998	9,998	9,998	9,998	9,998	9,998	9,998	9,998

Annex B-5 Depreciation & Amortization Schedule

Depreciation & Amortization	Depreciation																				
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1.1 Building	2,704	541	541	541	874	607	607	607	607	874	661	661	661	661	661	661	661	661	661	661	
1.2 Utilities	67	33	33	33	33	33	33	33	33	266	53	53	53	53	53	53	53	53	53	53	
1.3 R&D Equipment	4,144	2,072	2,072	2,072	3,379	2,726	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	
1.3a Renovation for R&D					0	604	302	302	302	1,070	686	686	686	686	1,556	1,121	1,121	1,121	1,121	1,556	
1.4 I.T. Equipment																					
1.5 Amortization																					
NET FIXED ASSETS FOR BUILDING, ETC.	98,634	6,874	1,555	2,000	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	
NET FIXED ASSETS	25,404	24,630	23,856	23,081	25,305	24,665	24,024	23,383	22,742	24,530	23,869	23,209	22,548	21,887	21,227	20,566	19,905	19,245	18,584	17,923	
Initial allowance (Annual allowance - Straight line)	62,699	59,883	57,107	54,160	66,080	62,713	59,547	55,980	52,614	59,913	56,069	52,225	48,381	44,537	40,693	36,849	33,005	29,161	25,317	21,545	
1.3 Laboratory Services (R&D)																					
1.3.1 1st Phase	4,144	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	
1.3.2 2nd Phase					1,307	654	654	654	654	654	654	654	654	654	654	654	654	654	654	654	654
1.3.3 3rd Phase																					
1.3.4 Sub-total	4,144	2,072	2,072	2,072	3,379	2,726	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	
NET FIXED ASSETS	37,295	35,223	33,151	31,079	40,775	38,049	35,323	32,598	29,872	35,363	32,200	29,016	25,833	22,650	19,467	16,283	13,100	9,917	6,733	3,552	
1.4 Renovation & Replacement																					
1.4.1 Year 2002																					
1.4.2 Year 2005																					
1.4.3 Year 2010																					
1.4.4 Year 2015																					
1.4.5 Sub-total																					
NET FIXED ASSETS	37,295	35,223	33,151	31,079	40,775	38,049	35,323	32,598	29,872	35,363	32,200	29,016	25,833	22,650	19,467	16,283	13,100	9,917	6,733	3,552	
Total Net Fixed Assets	60,588	54,334	51,922	49,455	45,108	41,312	37,468	33,624	29,776	35,363	32,200	29,016	25,833	22,650	19,467	16,283	13,100	9,917	6,733	3,552	
Information Technology Services																					
2.1 Establishment Cost																					
2.2 Others																					

Annex B-6

Income Statements

(Total Management)

(Total Management)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1.0 Revenues	11,159	11,757	14,625	15,611	19,031	19,989	23,827	25,280	26,611	31,152	33,115	38,307	40,234	40,234	40,234	40,234	40,234	40,234	40,234	40,234
2.0 Expenses	6,720	6,948	8,024	8,990	10,983	11,359	12,846	13,385	14,821	16,652	17,227	19,243	19,912	19,912	19,912	19,912	19,912	19,912	19,912	19,912
3.0 Operating Profit	4,439	4,809	6,601	6,621	8,048	8,631	10,981	11,895	11,790	14,500	15,888	19,064	20,321	20,321	20,321	20,321	20,321	20,321	20,321	20,321
4.0 Depreciation, etc.	7,115	2,846	2,846	2,846	4,487	3,970	3,668	3,668	4,456	5,200	4,530	4,530	4,530	5,400	4,965	4,965	4,965	4,965	5,835	3,328
5.0 Interest	4,409	4,409	4,409	5,177	5,766	5,416	5,067	5,368	5,612	5,140	4,668	4,197	4,069	3,838	3,549	2,941	2,533	2,470	2,410	2,059
6.0 Income before tax	-7,045	-2,446	-654	-1,343	-2,205	-756	2,245	2,659	1,742	4,159	6,690	10,337	11,722	11,084	12,008	12,415	12,823	12,887	12,076	14,894
7.0 Corporate Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.0 Net Income	-7,045	-2,446	-654	-1,343	-2,205	-756	2,245	2,659	1,742	4,159	6,690	10,337	11,722	11,084	12,008	12,415	12,823	12,887	12,076	14,894
Cumulative Income	-7,045	-9,491	-10,145	-11,488	-13,693	-14,449	-12,204	-9,545	-7,803	-3,644	3,046	13,383	25,105	36,189	48,197	60,612	73,435	86,321	98,398	113,292
Income before tax/Turnover A			-4.5%					10.5%					29.1%							
Turnover/Total assets B			0.25					0.30					0.42							
Income before tax/Total assets AXB			-1.1%					3.2%					12.1%							

Annex B-7 Debt Service Management

#	Debt / Equity / Repayment	1995-2017																					
		1995	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	Loan (A)																						
	Debt Outstanding (beg.)	0	20,027	39,070	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,234	35,952	31,670	27,388	23,107	24,510	21,157
	Principal Repayment (A)	20 (5)						2,605	2,605	2,605	2,605	3,512	3,512	3,512	4,282	4,282	4,282	4,282	4,282	4,282	4,282	4,688	3,353
	Additional Borrowing	701	2,068	2,735	2,735	3,211	3,594	3,412	3,230	3,451	3,673	3,427	3,181	2,936	2,903	2,816	2,517	2,217	1,917	1,831	1,716	1,481	
	Interest (interest rate= 7%)	20,027	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,234	35,952	31,670	27,388	23,107	24,510	21,157	19,074	
	Debt Outstanding (end)																						
	Loan (B)																						
	Debt Outstanding (beg.)	0	8,583	16,744	16,744	16,744	21,719	20,045	18,370	16,696	19,386	17,128	14,871	12,613	10,355	10,213	8,319	7,241	6,163	5,085	6,939	6,183	
	Principal Repayment (B)	15 (5)																					
	Additional Borrowing	429	8,583	8,161	0	0	858	1,674	1,674	1,674	2,258	2,258	2,258	2,258	2,753	1,894	1,078	1,078	1,078	1,078	756	756	
	Interest (interest rate= 10%)	8,583	16,744	16,744	16,744	21,719	20,045	18,370	16,696	19,386	17,128	14,871	12,613	10,355	10,213	8,319	7,241	6,163	5,085	6,939	6,183	5,427	
	Debt Outstanding (end)																						
	Equity																						
	Equity - Capital (beg.)	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Additional paid-in capital	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Equity - Capital (end)																						
	Grants																						
	Grants - Capital (beg.)	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Additional grant capital	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Grants - Capital (end)																						
	Investment																						
	Cumulative Investment	34,610	65,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154
#	Debt Service Coverage Ratio																						
A	Operating Profit	4,479	4,409	4,409	4,409	6,681	8,048	8,631	10,981	11,695	11,790	14,500	15,888	19,064	20,321	20,321	20,321	20,321	20,321	20,321	20,321	20,321	20,321
B	Interest + Repayment	4,409	4,409	4,409	4,409	7,371	10,045	9,695	9,346	10,231	11,381	10,910	10,438	9,967	11,103	10,014	8,708	8,301	7,853	7,913	7,853	7,913	4,938
C	Debt Service Coverage Ratio	1.02	1.09	1.50	0.91	0.80	0.89	1.17	1.14	1.04	1.33	1.52	1.91	1.83	2.03	2.33	2.33	2.33	2.33	2.45	2.57	2.57	3.12

Annex B-8(1) Cashflow Statements & Financial Analysis
(Total Management)

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Net Income			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Plus: Subsidy(Operating)			-7,045	-2,446	-654	-1,343	-2,203	-756	2,246	4,159	1,742	4,159	6,690	10,337	11,722	11,084	12,008	12,415	12,823	12,887	12,076	14,894
Plus: Depreciation & Amortization			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minus: Investment	34,610	35,203	0	0	0	22,444	0	0	19,494	0	0	0	0	0	8,702	0	0	0	0	0	8,702	0
Repayment	0	0	0	0	0	2,193	4,279	4,279	4,279	5,770	5,770	5,770	5,770	7,034	6,176	5,360	5,360	5,360	5,444	4,109	2,839	0
Plus: Equity Capital	6,000	3,000	0	0	0	3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing	28,610	27,203	0	0	0	19,444	0	0	16,494	0	0	0	0	8,702	0	0	0	0	0	8,702	0	0
Grant	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cashflow	0	0	70	400	2,192	-690	-1,997	-1,065	1,635	1,465	408	3,590	5,450	9,097	9,218	10,308	11,613	12,020	12,428	12,408	12,863	15,383
Plus: Special Subsidy	0	0	70	470	2,662	1,972	-26	-865	1,835	3,300	3,708	7,298	12,748	21,845	31,063	41,371	52,983	65,004	77,431	89,839	103,642	119,025
Cumulative Cashflow incl. previous special subsidy	0	0	70	470	2,662	1,972	-26	-865	1,835	3,300	3,708	7,298	12,748	21,845	31,063	41,371	52,983	65,004	77,431	89,839	103,642	119,025

(Cumulative special subsidy) (unless represented by back to the Federal)
 Cumulative cashflow after Special Subsidy
 (Cumulative cashflow being more than 200,000 RM)

Financial Analysis

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Computation of ROE	16.3%																						
Equity Portion	15,000	6,000	3,000	0	0	3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cashflow from Operation	351,126	0	0	70	400	2,192	-690	-1,997	-1,065	1,635	1,465	408	3,590	5,450	9,097	9,218	10,308	11,613	12,020	12,428	12,408	13,803	15,383
Net Cashflow	336,126	0	-3,000	70	400	2,192	-3,690	-1,997	-1,065	1,635	-1,535	408	3,590	5,450	9,097	9,218	10,308	11,613	12,020	12,428	12,408	13,803	15,383

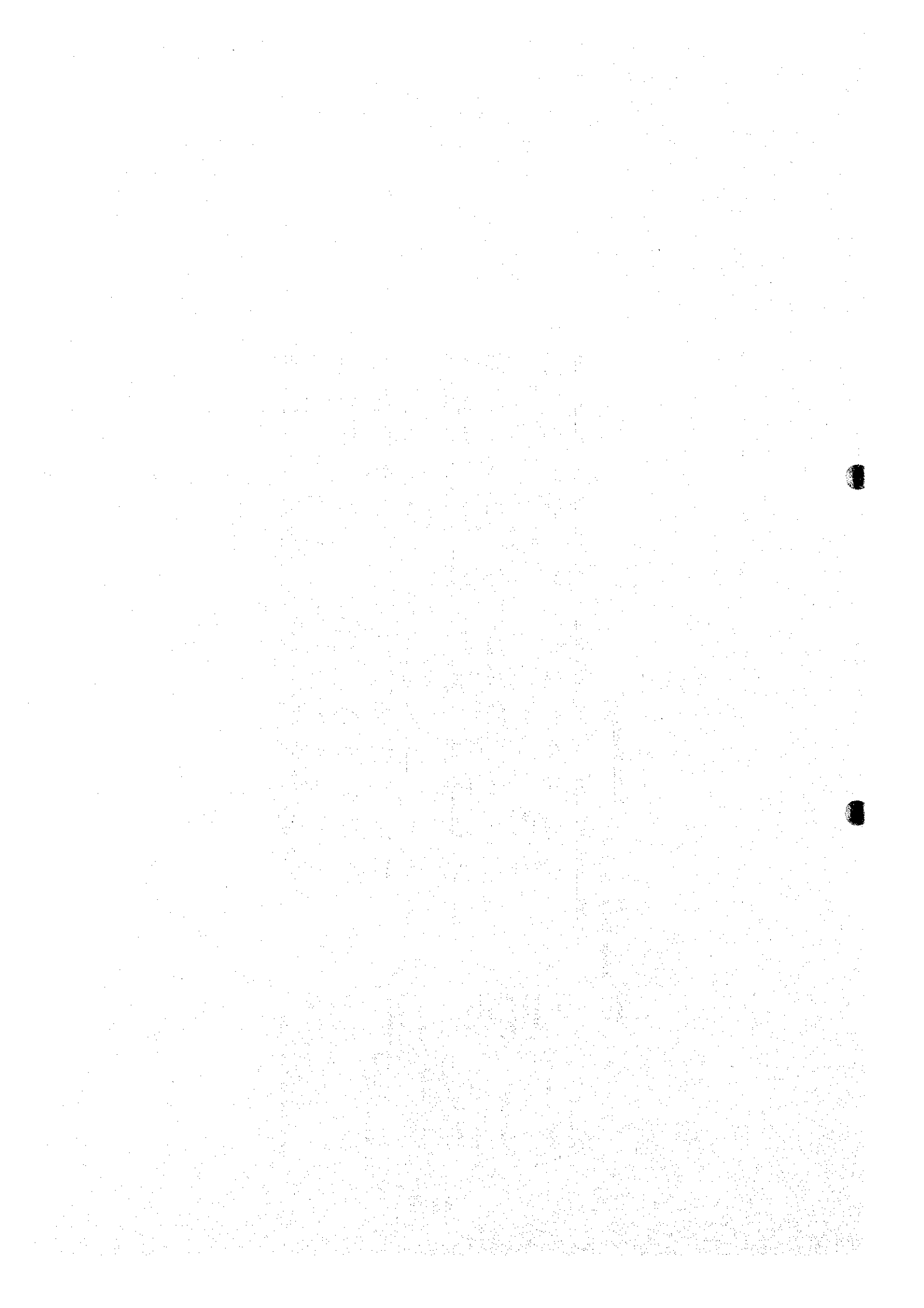
Computation of ROI

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Computation of ROI	9.2%																						
Investment Portion	129,154	34,610	35,203	0	0	22,444	0	0	19,494	0	0	0	0	0	0	8,702	0	0	0	0	8,702	0	0
Operating profit	542,377	0	0	4,479	4,809	6,601	6,681	8,048	8,631	10,981	11,695	11,790	14,500	15,888	19,064	20,321	20,321	20,321	20,321	20,321	20,321	20,321	20,321
Net cashflow	413,222	-34,610	-35,203	4,479	4,809	6,601	-15,763	8,048	8,631	10,981	-7,799	11,790	14,500	15,888	19,064	11,620	20,321	20,321	20,321	20,321	11,620	20,321	20,321

Annex	B-8(2)	Cashflow Statements & Special Subsidy															
		1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
		Subsidy for Ordinary Expenses															
		Subsidy for Ordinary Expenses															
Subsidy for Ordinary Expenses		11,199	11,757	14,625	15,611	19,031	19,989	23,827	25,280	26,611	31,152	33,115	38,507	40,254			
Revenues		6,720	6,948	8,024	8,930	10,983	11,359	12,846	13,385	14,821	16,652	17,227	19,243	19,912			
Balance of Revenue and Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Deficit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Budget of Operational Subsidy		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.0 Subsidy from public sector		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Federal Government)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50%		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0 Subsidy from public sector		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(ASPC/State Government)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50%		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		(Balance of Budget after Subsidy)															
Cumulative Operating subsidy		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Subsidy to make up for cash shortage		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.0 Special Subsidy to make up for cash shortage		0	0	0	0	0	226	1,065	0	0	0	0	0	0	0	0	0
Cumulative special subsidy		0	0	0	0	0	226	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290
(ensure operations payback to the Federal)		0	0	0	0	0	226	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290
4.0 Cumulative subsidy		0	0	0	0	0	226	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290

**B-9
Balance Sheets (Total Management)**

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Current Assets																
Cash	0	0	0	70	470	2,662	1,972	200	200	1,835	3,300	3,708	7,298	12,748	21,845	31,063
Work in progress	33,610	68,814	12,882	14,159	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702
Fixed Assets	0	0	0	334	0	0	3,331	0	0	0	0	2,662	0	0	0	0
(Building)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(M & E)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Equipment)	20,729	20,710	0	0	0	19,112	0	0	0	0	16,832	0	0	0	0	8,702
Deferred Charges	61,899	59,233	55,607	53,960	72,117	68,147	64,479	60,810	75,868	70,667	66,137	61,608	66,137	61,608	57,678	57,678
Building	24,337	23,796	23,253	22,714	25,172	24,564	23,957	23,349	25,404	24,530	23,869	23,209	23,869	23,209	22,548	22,548
M & E	267	234	201	167	134	100	67	35	0	0	0	0	0	0	0	0
Equipment	37,295	35,223	33,151	31,079	46,812	43,483	40,455	37,428	50,464	46,137	42,268	38,399	42,268	38,399	34,530	34,530
Total Assets	3,000	1,000	800	800	600	400	200	0	0	66,314	83,604	79,576	77,965	78,885	83,453	96,842
Liabilities & Shareholders' Equity	0	34,610	69,814	62,769	60,323	59,668	78,576	72,317	68,347	66,314	83,604	79,576	77,965	78,885	83,453	96,842
Liabilities																
Short-term liabilities	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Long-term liabilities	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Subtotal	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000
Shareholders' Equity	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital-equity	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subsidy/Operating	0	0	0	0	0	0	226	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290	1,290
Special subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained earnings	6,000	14,000	6,955	4,509	3,855	5,512	3,532	3,841	6,087	11,745	13,487	17,646	24,336	34,673	46,396	46,396
Subtotal	34,610	69,814	62,769	60,323	59,668	78,576	72,317	68,347	66,314	83,604	79,576	77,965	78,885	83,453	96,842	96,842



Type C (Lease-type Management)

- C-1 Input Data Results
- C-2 Fund Raising Schedule
- C-3(1) Revenue Projects(1/2)
- C-3(2) Revenue Projects(2/2)
- C-3(3) Lease Charge Schedule
- C-4 Expense Projection
- C-5 Depreciation & Amortization Schedule
- C-6 Income Statement
- C-7 Debt Service Management
- C-8(1) Cashflow Statements & Financial Analysis
- C-8(2) Cashflow Statements & Special Subsidy
- C-9 Balance Sheets
- C-10 Revenue & Expense Projection
(For the Partner)

1. The first part of the document is a list of names and addresses.

2. The second part is a list of names and addresses.

3. The third part is a list of names and addresses.

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10. The tenth part is a list of names and addresses.

11. The eleventh part is a list of names and addresses.

12. The twelfth part is a list of names and addresses.

13. The thirteenth part is a list of names and addresses.

14. The fourteenth part is a list of names and addresses.

15. The fifteenth part is a list of names and addresses.

Annex C-1 Input Data & Results

1.0 Operation & Management Structure	Total Management 1		Equipment Cost (RM 1,000 at 1995 price)			Market Demand (RM 1,000/year)	Basic Annual Revenue	No. of Staff	Average Salary (RM/year)
	Lease Management 0	Management Type 0	1st Phase	2nd Phase	3rd Phase				
1.1 Mechatronics Testing Centre	0	0	13,030	860	1,500	4,312	0	6	8
1.2 Material & Surface Analysis Centre	0	0	17,800	9,490	0	13,700	0	10	14
1.3 Environmental Analysis Centre	0	0	6,310	600	0	2,400	0	8	11
1.4 Information Technology Centre	1	1	2,540	0	5,310	0.880	1,920	8	9
1.5 Industrial Network Centre	1	1	570	0	0			2	3
1.6 Human Resources Development Centre	1	1	570	0	0			3	4
Techuto Centre Administration			40,250	10,950	6,810	20,412	17,801	37	49
Total					58,010				54

Results of Financial Analysis

Incremental Rate (Project cost)	3%
Incremental Rate Revenue	5%
Incremental Rate Expenses	3%
Foreign Expertise	300,000 RM/year
Royalty to "Foreign Company"	3% of revenue
Payment to "Sales & Promotion Company"	12% of revenue
Market-oriented Management	1

ROI=	7.5%	Lease Management	30.1%
ROE=	13.6%	O & M for R&D Equipment	
		Phase I	10%
		Phase II	7%
		Phase III	7%
		Tax Holiday	0%
		Phase I	15%
		Phase II	20
		Phase III	20
		Tax Holiday	16.0%

Retained Earnings as of 2010	12,203 FOR Techute Centre
Debt outstanding	50,447
Special Subsidy	0
Required capital	-6,531 FOR THE PARTNER

Sales Incentives	1 (10% → 12%)
Initial years plus	10% up to the year of 2003

Annex C-2 Fund Raising Schedule

Unit: RM '000

Schedule of Capital Investment (Current Prices)	Initial Stage (2010-2020)										Development Stage (2010-2020)													
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Total	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0	
(Inflation rate = 3%)																								
1.1 Building & Design	29,556	12,882	13,268	0	0	0	2,279	0	0	0	827	0	0	0	0	0	0	0	0	0	0	0	0	
1.2 Road Pavement	2,344	557	557	0	0	0	376	0	0	0	1,411	0	0	0	0	0	0	0	0	0	0	0	0	
1.3 Landscaping, etc.	1,134	334	334	0	0	0	376	0	0	0	423	0	0	0	0	0	0	0	0	0	0	0	0	
1.4 Utilities	334	334	334	0	0	0	13,075	0	0	0	9,152	0	0	0	0	0	0	0	0	0	0	0	0	
1.5 Equipment and Tools	63,666	20,729	20,710	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.6 Establishment Cost	1,000	1,000	1,000	0	0	0	6,038	0	0	0	7,680	0	0	0	0	0	0	0	0	0	0	0	0	
1.7 Renovation & Replacement	31,121	15%	34,610	35,203	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0	
Sub-Total (Total Assets)	129,154	34,610	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0	

Source of Funds Fund Amount

A Equity-Capital	15,000
2.1 KIFC/KSDC	7,650
2.2 Federal fund or Khazanah Nasional Berhad	4,350
2.3 Other Sources (Private sector)	3,000
B Loan Financing	28,610
2.4 Loan from KSDC through KHFP Holdings	70,317
2.5 Commercial Loan	30,136
(Loan outstanding)	8,583
C Development Budget from Government	5,000

REVENUE PROJECTION (1/2)

C-3(1)

Annex

Revenue Projection	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
Revenue	7,538	7,598	7,671	7,795	11,269	11,371	11,549	13,148	13,665	13,818	14,269	14,555	16,139	16,139	16,139	16,139	16,139	16,139	16,139	16,139	16,139	16,139	16,139	17,529	
Average utilization rate	60%	60%	70%	70%	70%	70%	80%	80%	80%	90%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1 R&D Supporting Centres	1st Phase 2nd Phase 3rd Phase																								
Mechatronics Testing Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Material & Surface Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Environmental Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total (1.1 to 1.3)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital return rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
1.2 Lease Revenue	6,642	6,660	6,678	6,697	9,770	9,792	9,814	11,064	11,410	11,436	11,463	11,491	12,911	12,911	12,911	12,911	12,911	12,911	12,911	12,911	12,911	12,911	12,911	12,911	14,301
Equipment	6,295	6,285	6,295	6,295	9,348	9,348	9,348	10,375	10,897	10,897	10,897	10,897	12,288	12,288	12,288	12,288	12,288	12,288	12,288	12,288	12,288	12,288	12,288	12,288	13,678
Floor	347	365	383	402	422	443	465	489	513	539	566	594	624	624	624	624	624	624	624	624	624	624	624	624	624
1.4 Industrial Network Centres	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640
Open Laboratory	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640
Rental Charge (RM/m2/month)	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Utilization rate	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Revenue	91	96	100	132	138	145	183	192	202	212	260	273	286	286	286	286	286	286	286	286	286	286	286	286	286
1.4.1 Enterprise Offices	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440
Floor Area (m2)	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35
Rental Charge (RM/m2/month)	40%	40%	40%	50%	50%	50%	60%	60%	60%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Utilization rate	120	126	132	174	182	191	241	253	266	279	342	359	377	377	377	377	377	377	377	377	377	377	377	377	377
Revenue	211	222	233	305	321	337	424	446	468	491	602	632	664	664	664	664	664	664	664	664	664	664	664	664	664
Sub-Total (1.4)	211	222	233	305	321	337	424	446	468	491	602	632	664	664	664	664	664	664	664	664	664	664	664	664	664

Annex C-3(2)

REVENUE PROJECTION (2)

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1.5 Human Resources Development																				
1.5.1 Lecture/Seminar Room	600	630	662	688	912	957	1,003	1,267	1,350	1,396	1,711	1,796	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886
1.5.2 Exhibition Hall	40%	40%	40%	50%	50%	50%	50%	60%	52	54	67	70	73	73	73	73	73	73	73	73
Floor (m2)																				
Market demand	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650
Revenue	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296
Amount Acquired	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504	504
Utilization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Capitalization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Sub-total (1.5)	600	630	662	688	912	957	1,003	1,267	1,350	1,396	1,711	1,796	1,886	1,886	1,886	1,886	1,886	1,886	1,886	1,886
1.6 Information Technology Services																				
1.6.1 Other Revenues	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140
1.6.2 Restaurants, etc.	40%	40%	40%	50%	50%	50%	50%	60%	52	54	67	70	73	73	73	73	73	73	73	73
Amount Acquired	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965
Floor (m2)	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670
Revenue	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260
Amount Acquired	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814	1,814
Utilization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Capitalization rate	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Sub-total (1.7)	45	47	49	65	68	71	75	94	99	104	127	134	140	140	140	140	140	140	140	140
1.7.1 Technology Center Membership																				
Membership fee	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
No. of Members	20	20	25	30	35	40	45	50	60	70	80	80	90	100	100	100	100	100	100	100
Revenue (1.7)	40	40	50	60	70	80	90	100	120	140	160	180	200	200	200	200	200	200	200	200
Sub-Total (1.6 to 1.7)	85	87	92	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125

Annex C-4 Expense Projection

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1 Expenses																								
Incremental rate= 3%																								
(Average utilization rate)																								
Administrative Expenses																								
1.1 Electronics Testing Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.2 Micro-Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3 Environmental Analysis Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.4 Information Technology Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.5 Industrial Network Centre	40,000	8	9	350	350	371	430	443	456	470	484	498	513	529	545	561	561	561	561	561	561	561	561	561
1.6 Human Resources Development Centre	40,000	2	3	87	90	93	143	148	152	157	161	166	171	176	182	187	187	187	187	187	187	187	187	187
1.7 Techno Centre Administration	40,000	3	4	131	135	139	191	197	203	209	215	221	228	235	242	249	249	249	249	249	249	249	249	249
Sub-total		13	16	568	585	603	764	787	811	835	860	886	912	940	968	997	997	997	997	997	997	997	997	997
1.8 Social Insurance Fund				57	59	60	76	79	81	84	86	89	91	94	97	100	100	100	100	100	100	100	100	100
Sub-total				625	644	663	841	866	892	919	946	975	1,004	1,034	1,065	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097
1a Foreign Expertises	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1b Royalty to "Foreign Company"	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1c Payment to "Sales & Promotion Company"	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2 Operation & Maintenance																								
2.1 O & M for Building & Utilities	33,368																							
Phase I	27,375	2%	547	359	370	444	458	471	485	571	589	606	703	724	828	853	853	853	853	853	853	853	853	853
Phase II	3,531	2%	67	359	370	444	458	471	485	571	589	606	703	724	828	853	853	853	853	853	853	853	853	853
Phase III	2,662	2%	53	359	370	444	458	471	485	571	589	606	703	724	828	853	853	853	853	853	853	853	853	853
O & M for R&D Equipment	0																							
Phase I	0	10%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Phase II	0	7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Phase III	0	7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
* Expenses for Utilities Charge are included in 2.2																								
3 Advertisement/Promotion																								
Sub-total				359	370	444	458	529	545	641	660	739	856	882	1,009	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040

Annex C-5 Depreciation & Amortization Schedule

Depreciation & Amortization	Depreciation																				
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1.1 Building	2,704	541	541	541	874	507	607	607	607	874	661	661	661	661	661	661	661	661	661	661	
1.2 Utilities	67	33	33	33	33	33	33	33	33	266	53	53	53	53	53	53	53	53	53	53	
1.3 R&D Equipment	4,144	2,072	2,072	2,072	3,379	2,726	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	
1.3a Renovation for R&D					0	604	302	302	1,070	686	686	686	686	1,556	1,121	1,121	1,121	1,121	1,991	1,556	
1.4 I.T. Equipment																					
1.5 Amortization																					
NET FIXED ASSETS FOR BUILDING, ETC.	1,000	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	
NET FIXED ASSETS FOR BUILDING, ETC.	98,034	6,874	1,555	1,555	4,487	3,970	3,668	3,668	4,436	5,200	4,530	4,530	4,530	4,530	4,965	4,965	4,965	4,965	5,835	3,328	
NET FIXED ASSETS FOR BUILDING, ETC.	25,404	24,630	23,856	23,081	25,305	24,665	24,024	23,383	22,742	24,530	23,869	23,209	22,548	21,887	21,227	20,566	19,905	19,245	18,584	17,923	
NET FIXED ASSETS FOR BUILDING, ETC.	62,699	59,853	57,007	54,160	66,080	62,713	59,347	55,980	52,614	59,913	56,059	52,225	48,381	44,537	40,693	36,849	33,005	29,161	25,317	23,545	
NET FIXED ASSETS	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
1.3 Laboratory Services (R&D)	4,144	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	
1.3a 1st Phase	4,144	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072	
1.3b 2nd Phase																					
1.3c 3rd Phase																					
1.3d Sub-total	9,152	915	458	458	1,307	654	654	654	654	915	458	458	458	458	458	458	458	458	458	458	
NET FIXED ASSETS	63,666	6,367	3,183	3,183	3,379	2,726	2,726	2,726	2,726	3,641	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	
NET FIXED ASSETS	37,295	35,223	33,151	31,079	40,775	38,049	35,323	32,598	29,872	35,383	32,200	29,016	25,833	22,650	19,467	16,283	13,100	9,917	6,733	5,622	
1.3.4 Renovation & Replacement																					
Year 2002	604	604	302	302	604	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	
Year 2005	768	768	384	384	768	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	
Year 2010	870	870	435	435	870	435	435	435	435	435	435	435	435	435	435	435	435	435	435	435	
Year 2015	870	870	435	435	870	435	435	435	435	435	435	435	435	435	435	435	435	435	435	435	
Sub-total	3,112	3,112	1,556	1,556	3,112	1,556	1,556	1,556	1,556	3,112	1,556	1,556	1,556	1,556	1,556	1,556	1,556	1,556	1,556	1,556	
NET FIXED ASSETS	37,295	35,223	33,151	31,079	46,812	43,483	40,455	45,108	41,312	46,137	42,268	38,599	43,231	38,492	34,188	29,883	25,579	21,276	17,069	13,135	
Total Net Fixed Assets	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
1.4 Information Technology Services																					
2.1 Establishment Cost	1,000	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	
2.2 Others																					

Debt Service Management

C-7

Annex

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
* Debt/Equity/Repayment																								
Loan (A)																								
Debt Outstanding (beg.)	0	20,027	39,070	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,224	35,952	31,670	27,388	23,107	24,510	21,157	21,157	
Principal Repayment (A)	65,444	20,027	0	0	1,335	2,605	2,605	2,605	2,605	3,512	3,512	3,512	3,512	3,512	4,282	4,282	4,282	4,282	4,282	4,282	6,091	3,353	2,083	6,091
Additional Borrowing	701	2,068	2,735	2,735	3,211	3,594	3,412	3,230	3,451	3,673	3,427	3,181	2,956	2,903	2,816	2,517	2,217	1,917	1,831	1,716	1,831	1,716	1,481	1,481
Interest (Interest rate = 7%)	20,027	39,070	39,070	39,070	51,345	48,741	46,136	43,531	52,472	48,960	45,448	41,936	38,424	40,224	35,952	31,670	27,388	23,107	24,510	21,157	21,157	19,074	19,074	
Debt Outstanding (end)																								
Loan (B)																								
Debt Outstanding (beg.)	0	8,583	16,744	16,744	16,744	16,744	21,719	20,045	18,370	16,696	19,386	17,128	14,871	12,613	10,355	10,213	8,319	7,241	6,163	5,085	6,959	6,183	6,183	
Principal Repayment (B)	28,309	0	0	0	838	1,674	1,674	1,674	1,674	2,258	2,258	2,258	2,258	2,258	2,753	1,894	1,078	1,078	1,078	756	756	756	756	
Additional Borrowing	8,583	8,161	0	0	5,833	0	0	0	4,948	0	0	0	0	0	2,610	0	0	0	0	2,610	0	0	0	0
Interest (Interest rate = 10%)	429	1,266	1,674	1,674	1,966	2,172	2,004	1,837	1,917	1,939	1,713	1,487	1,261	1,166	1,021	832	724	616	616	639	694	618	618	
Debt Outstanding (end)																								
Equity																								
Equity - Capital (beg.)	0	6,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Additional paid-in capital	6,000	3,000	0	0	3,000	0	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equity - Capital (end)																								
Grants																								
Grants - Capital (beg.)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Additional grant capital	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants - Capital (end)																								
Investment																								
Cumulative Investment	34,610	35,203	69,814	69,814	69,814	92,258	92,258	92,258	92,258	111,751	111,751	111,751	111,751	111,751	120,453	120,453	120,453	120,453	120,453	120,453	129,154	129,154	129,154	129,154
(Debt+Equity+Grants)																								
* Debt Service Coverage Ratio																								
A Operating Profit	198	5,554	6,585	6,585	6,564	6,697	9,874	9,935	9,969	11,541	11,952	11,958	12,453	12,480	14,002	14,002	14,002	14,002	14,002	14,002	15,392	15,392	15,392	15,392
B Interest + Repayment	4,409	4,409	4,409	4,409	4,409	7,371	10,045	9,695	9,346	10,231	11,381	10,910	10,438	9,967	11,103	10,034	8,708	8,301	7,893	7,913	8,518	6,518	4,958	4,958
C Debt Service Coverage Ratio	1.49	1.49	1.49	1.49	1.49	0.91	0.98	1.02	1.07	1.13	1.05	1.10	1.19	1.25	1.26	1.40	1.61	1.69	1.77	1.95	2.36	3.12	3.12	3.12

C = A / B

Annex C-8(1) Cashflow Statements & Financial Analysis
(Low-cost Management)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plus: Subsidy(Operating)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plus: Depreciation & Amortization	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Minus: Investment Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plus: Equity Capital	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cashflow	35,203	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0
Net Cashflow incl. previous special subsidy	0	0	0	0	22,444	0	0	0	19,494	0	0	0	0	8,702	0	0	0	0	8,702	0	0
Cumulative Cashflow	35,203	35,203	35,203	35,203	57,647	57,647	57,647	57,647	77,141	77,141	77,141	77,141	77,141	85,843	85,843	85,843	85,843	85,843	85,843	85,843	85,843
Plus: Special Subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative cashflow after Special Subsidy	35,203	35,203	35,203	35,203	57,647	57,647	57,647	57,647	77,141	77,141	77,141	77,141	77,141	85,843	85,843	85,843	85,843	85,843	85,843	85,843	85,843
(Cumulative cashflow being more than 200,000 RM)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Computation of ROE	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	13.6%	
Equity Portion	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Cashflow from Operation	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	54,659	
Net Cashflow	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	39,659	
Computation of ROI	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	
Investment Portion	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	129,154	
Operating profit	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	245,909	
Net cashflow	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	116,755	

Annex	Cashflow Statements & Special Subsidy															
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Subsidy for Ordinary Expenses				7,338	7,338	7,671	7,995	11,269	11,371	11,549	13,148	13,665	13,818	14,369	14,555	16,139
Revenues				984	1,014	1,107	1,298	1,395	1,436	1,560	1,606	1,714	1,860	1,916	2,074	2,137
Expenses				0	0	0	0	0	0	0	0	0	0	0	0	0
Balance of Revenue and Expenses				0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Deficit				0	0	0	0	0	0	0	0	0	0	0	0	0
Target of Operational Subsidy				0	0	0	0	0	0	0	0	0	0	0	0	0
1.0 Subsidy from public sector (Federal Government)				0	0	0	0	0	0	0	0	0	0	0	0	0
50%				0	0	0	0	0	0	0	0	0	0	0	0	0
2.0 Subsidy from public sector (ASD/State Government)				0	0	0	0	0	0	0	0	0	0	0	0	0
50%				0	0	0	0	0	0	0	0	0	0	0	0	0
Total				0	0	0	0	0	0	0	0	0	0	0	0	0
(Balance of Budget after Subsidy)				0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Operating subsidy				0	0	0	0	0	0	0	0	0	0	0	0	0
3.0 Special Subsidy to make up for cash shortage				0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative special subsidy (minus represents pv/back to be Federat)				0	0	0	0	0	0	0	0	0	0	0	0	0
4.0 Cumulative subsidy				0	0	0	0	0	0	0	0	0	0	0	0	0

Annex C-9 Balance Sheets
Balance Sheets (Lease-type Management)

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Current Assets																
Cash	0	0	0	2,145	4,320	6,475	5,802	5,630	5,870	6,514	7,825	9,395	9,443	11,457	13,971	16,870
Work in progress	33,610	68,814	0	0	0	22,444	0	0	0	0	19,494	0	0	0	0	8,702
Fixed Assets	12,882	14,159	0	0	0	3,331	0	0	0	0	2,662	0	0	0	0	0
(M & E)	0	334	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Equipment)	20,729	20,710	0	0	0	19,112	0	0	0	0	16,832	0	0	0	0	8,702
Building	61,899	59,253	56,607	53,960	72,117	68,147	64,479	60,810	75,868	70,667	66,137	61,608	57,078	61,608	57,078	61,608
M & E	24,337	23,796	23,255	22,714	25,172	24,564	23,957	23,349	25,404	24,530	23,869	23,209	22,548	23,209	22,548	23,209
Equipment	287	234	201	167	134	100	67	35	0	0	0	0	0	0	0	0
Deferred Charges	1,020	1,000	800	800	600	400	200	0	0	0	0	0	0	0	0	0
Total Assets	0	34,610	69,814	64,844	64,173	63,482	62,406	77,748	74,017	70,992	88,129	84,263	80,110	77,595	75,579	82,649
Liabilities & Shareholders' Equity																
Liabilities																
Short-term liabilities																
Long-term liabilities	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Sub-total	28,610	55,814	55,814	55,814	55,814	55,814	73,064	68,785	64,506	60,227	71,858	66,089	60,319	54,549	48,779	50,447
Shareholders' Equity																
Capital-equity	6,000	9,000	9,000	9,000	9,000	9,000	12,000	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000
Grants	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Subsidy/Operating	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Special subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained earnings	0	0	-4,970	-5,641	-6,332	-7,658	-8,037	-7,489	-6,235	-3,730	-1,826	-208	3,046	6,799	12,203	12,203
Sub-total	6,000	14,000	9,030	8,359	7,668	9,342	8,963	9,511	10,765	16,270	18,174	19,791	23,046	26,799	32,203	32,203
Total Liabilities & Shareholders' Equity	34,610	69,814	64,844	64,173	63,482	62,406	77,748	74,017	70,992	88,129	84,263	80,110	77,595	75,579	82,649	82,649

Revenue & Expense Projection (For the Partner)

		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Annex C-10																					
Leading-type Management																					
		(Average utilization rate)																			
		1st Phase					2nd Phase					3rd Phase									
		6					8					B									
1	Administrative Expenses	262	270	278	282	394	405	418	430	443	456	470	484	499	499	499	499	499	499	499	499
1.1	Electronics Testing Centre	40,000	437	450	464	669	689	709	731	914	970	999	1,029	1,059	1,059	1,059	1,059	1,059	1,059	1,059	1,059
1.2	Material & Surface Analysis Centre	40,000	350	360	371	525	541	557	574	699	720	741	764	787	810	810	810	810	810	810	810
1.3	Environmental Analysis Centre	40,000	1,049	1,080	1,113	1,576	1,623	1,672	1,722	2,043	2,104	2,167	2,232	2,299	2,368	2,368	2,368	2,368	2,368	2,368	2,368
1.4	Social Insurance Funds	105	108	111	115	158	162	167	172	204	210	217	223	230	237	237	237	237	237	237	237
Sub-total		1,154	1,189	1,224	1,254	1,734	1,786	1,839	1,895	2,247	2,314	2,384	2,455	2,529	2,605	2,605	2,605	2,605	2,605	2,605	2,605
1.a	Foreign Expertise	300,000	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1.b	Loyalty to "Foreign Company"	3%	of revenue																		
1.c	Payment to "Sales & Promotion Company"	12%	of revenue																		
2	Rental charges	(Fixed rate)	(1,000 RM/year)																		
2.1	Mechatronics Testing Centre	0	2,208	2,208	2,208	2,373	2,373	2,373	2,373	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695	2,695
2.2	Material Surface Analysis Centre	0	3,017	3,017	3,017	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827	4,827
2.3	Environmental Analysis Centre	0	1,069	1,069	1,069	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184
	Renovation & Replacement	0	0	0	0	965	965	965	965	2,192	2,192	2,192	2,192	2,192	2,192	2,192	2,192	2,192	2,192	2,192	2,192
Sub-Total		6,295	6,295	6,295	6,295	9,348	9,348	9,348	9,348	10,575	10,575	10,575	10,575	10,575	10,575	10,575	10,575	10,575	10,575	10,575	10,575
3	O & M for R&D Equipment																				
		Incremental rate = 3%																			
		Utilization rate =																			
		63,666																			
		O&M cost																			
		41,439																			
		13,075																			
		9,152																			
3.a	Floor Rental	347	365	383	402	422	443	465	489	513	539	566	594	624	624	624	624	624	624	624	624
4	Advertisement / Promotion	55	56	58	60	61	63	65	67	69	71	73	76	78	78	78	78	78	78	78	78
Sub-total		3,119	3,219	3,304	3,325	4,839	4,993	5,811	5,995	6,894	7,924	8,172	9,291	9,582	9,582	9,582	9,582	9,582	9,582	9,582	9,582
5	Revenue																				
		Utilization rate																			
		Incremental rate 5%																			
		5,606																			
5.1	Mechatronics Testing Centre	3,894	4,068	5,008	5,258	5,521	5,797	6,957	7,305	7,670	9,060	9,513	11,099	11,654	11,654	11,654	11,654	11,654	11,654	11,654	11,654
5.2	Material & Surface Analysis Centre	1,137	7,494	9,180	9,699	10,121	10,627	12,752	13,990	14,059	16,607	17,438	20,344	21,361	21,361	21,361	21,361	21,361	21,361	21,361	21,361
5	Environmental Analysis Centre	1,334	1,400	1,715	1,801	1,851	1,986	2,383	2,502	2,627	3,103	3,238	3,801	3,992	3,992	3,992	3,992	3,992	3,992	3,992	3,992
Sub-total		12,364	12,962	15,903	16,698	17,533	18,410	22,092	23,196	24,356	28,771	30,209	35,244	37,006	37,006	37,006	37,006	37,006	37,006	37,006	37,006
Total Revenue		12,364	12,962	15,903	16,698	17,533	18,410	22,092	23,196	24,356	28,771	30,209	35,244	37,006	37,006	37,006	37,006	37,006	37,006	37,006	37,006
Total Expense		13,406	13,663	14,751	15,533	19,710	20,082	21,542	23,506	25,005	26,804	27,378	29,365	31,427	31,427	31,427	31,427	31,427	31,427	31,427	31,427
Gross Profit		-1,042	-681	1,152	1,165	-2,177	-1,672	-349	-310	-549	1,967	2,831	5,879	5,579	5,579	5,579	5,579	5,579	5,579	5,579	5,579
Cumulative Profit = 240,087		-1,042	-681	0	0	-2,177	-1,672	0	-310	-649	0	0	0	0	0	0	0	0	0	0	0
IRR = 30.1%																					