

review of operations



Berjaya General Insurance's headquarters at Plaza Berjaya, Kuala Lumpur

GENERAL INSURANCE

For the financial year under review, **Berjaya General Insurance Berhad ("BGI")** improved its performance with a turnaround profit before taxation of RM21.2 million as compared to a pre-tax loss of RM15.8 million in the previous year.

The turnaround profit was achieved on the back of improved stock market conditions and better underwriting results. The improved stock market conditions had enabled BGI to register positive investment income of RM16.8 million as compared to a loss of RM19.4 million in the previous year. Underwriting profit for the year amounted to RM4.4 million as compared to RM3.6 million previously.

Gross premium written increased to RM156.1 million, a growth of 34% as compared to RM116.4 million in the previous year. This was mainly attributed to the expansion of the agency and branch network. In its continuous efforts to provide better service to its policyholders during the year, BGI has expanded its branch network with the opening of three new branch offices in Teluk Intan, Sg. Petani and Tawau and increased the agency force to 1,668 registered agents as compared to 1,099 agents in the previous year.

During the year under review, BGI continued its efforts to improve the quality of service, aimed at retaining customers and attracting new ones. In line with this, BGI has placed great importance on the development of information technology and will continue to re-engineer its information system and business processes to further increase the level of efficiency.

Looking ahead, the insurance industry is poised to grow in tandem with the country's improving economic performance. BGI will continue to implement business strategies and measures to enjoy the benefits of the projected economic growth in the following year.

HIRE PURCHASE AND LEASING

Prime Credit Leasing Sdn. Bhd. ("PCL") reported a commendable increase in revenue from RM21.7 million to RM24.3 million. However, due to provisions for doubtful debts and write-down in the value of quoted investments, PCL recorded a pre-tax loss of RM19.1 million, albeit lower than the pre-tax loss of RM29.5 million in the previous year.

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pada tahun sebelumnya. Keuntungan penajamin untuk tahun kewangan tersebut berjumlah RM4.4 juta berbanding RM3.6 juta sebelumnya.

Premium kasar bertulis meningkat kepada RM156.1 juta, pertumbuhan sebanyak 34% berbanding RM116.4 juta pada tahun sebelumnya. Peningkatan ini sebahagian besarnya hasil daripada pengembangan agensi dan rangkaian cawangan. Dalam usahanya yang berterusan untuk membekalkan perkhidmatan yang lebih baik kepada pemegang sahamnya sepanjang tahun kewangan, BGI telah mengembangkan rangkaian cawangannya dengan membuka tiga pejabat cawangan baru di Teluk Intan, Sg. Petani dan Tawau dan meningkatkan tenaga agensinya kepada 1,668 ejen berdaftar berbanding 1,099 ejen pada tahun sebelumnya.

Sepanjang tahun dalam kajian, BGI meneruskan usahanya untuk memperbaiki kualiti perkhidmatannya dengan tujuan mengekalkan pelanggan yang sedia ada dan juga mencari pelanggan baru. Selaras dengan usaha ini, BGI telah memberikan keutamaan kepada pembangunan teknologi maklumat dan akan terus menyusun semula sistem maklumatnya dan proses perniagaannya untuk mencapai tahap kecekapan yang lebih tinggi.

Melangkah ke hadapan, industri insurans di negara ini sedang mengalami pertumbuhan pesat selaras dengan suasana pemulihan ekonomi yang megalakkan. BGI akan terus melaksanakan pelbagai langkah dan strategi perniagaan yang berkesan untuk menikmati faedah-faedah hasil daripada pertumbuhan pesat ekonomi negara yang dijangka pada tahun berikutnya.

SEWA BELI DAN PEMAJAKAN

Prime Credit Leasing Sdn. Bhd. mencatatkan peningkatan perolehan yang patut dipuji daripada RM21.7 juta kepada RM24.3 juta. Walau bagaimanapun, akibat peruntukan untuk hutang ragu dan turunnya nilai pelaburan disebut harga, PCL mencatatkan kerugian sebelum cukai sebanyak RM19.1 juta, namun jumlah ini lebih rendah berbanding kerugian sebelum cukai sebanyak RM29.5 juta dalam tahun sebelumnya.



Pinjaman kereta - salah satu perniagaan utama Prime Credit Leasing



Berjaya Redang Beach Resort, Malaysia

review of operations
**hotels, resorts
& recreation
development**

*ulasan operasi
hotel, resort &
pembangunan
rekreasi*



Bukit Banang Golf & Country Club, Malaysia

review of operations

HOTELS AND RESORTS DEVELOPMENT

The tourism industry was affected during the year under review due to a few unfortunate events that had taken place in the world. The most adverse event was the tragic September 11 incident in the USA ("911"), which caused the global hotels and resorts industry occupancy rate to drop by some 30%.

Despite the drop in the industry's average occupancy rate of 30%, the Group's Hotels and Resorts division worldwide has managed to perform above the industry's average with only a slight decrease of 2.6% in occupancy rate compared to the previous year. This commendable achievement was mainly due to the shift in geographic market mix, where the slow down in the Europe segment was compensated by a strong increase in the local and South East Asia markets, particularly the Singapore market. This was further strengthened by value added holiday packages marketed during the year under review, namely, "Value Packages", "Air Inclusive Packages" and "Friends and Family" to name a few. These packages were promoted for the local hotels and resorts and were very well received. It brought in RM7.0 million revenue compared to RM 5.9 million in the previous financial year, an increase of 19%.

Despite the slow down in the hotels and resorts industry, The Hotels and Resorts division completed its refurbishment plan for Berjaya Langkawi Beach Resort. The development of additional rooms for both Berjaya Langkawi Beach Resort and Berjaya Redang Beach Resort are underway and are scheduled to be completed by year 2003. Berjaya Redang Beach Resort will also be serviced by Berjaya Air upon the completion of the air-strip in Redang Island by the end of year 2002. The completion of the air-strip and additional rooms in Redang augurs well for our resorts as we would expect to see higher occupancy rates and revenue improvement.

VACATION TIMESHARE

For the financial year under review, Berjaya Vacation Club Berhad ("BVC") recorded a decrease in revenue from RM40.83 million in the previous year to RM36.59 million. This was mainly due to the slower than expected economic condition, aggravated further by the 911 event in the USA. Profit before tax recorded was also lower from RM5.07 million to RM3.77 million.

During the year under review, BVC had established tie-up arrangements with 16 hotel and resort operators in various locations to provide more choices of vacation

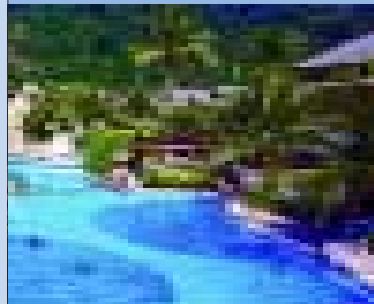


Berjaya Langkawi Beach & Spa Resort, Malaysia - Executive Suites

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PEMBANGUNAN HOTEL DAN RESORT

Dalam tahun di bawah kajian, industri pelancongan terjejas oleh beberapa peristiwa malang yang berlaku di dunia. Peristiwa paling buruk ialah kejadian tragik 11 September di Amerika Syarikat ("911"), yang menyebabkan kadar penghunian industri hotel dan resort sedunia jatuh sebanyak lebih kurang 30%.



Berjaya Tioman Beach Resort, Malaysia
- Pandangan dari kolam renang

Walaupun dengan kejatuhan purata kadar penghunian industri sebanyak 30%, bahagian Hotel dan Resort Kumpulan di seluruh dunia berjaya mencapai prestasi yang melebihi kadar purata industri, dengan hanya susutan kecil kadar penghunian sebanyak 2.6% berbanding tahun sebelumnya. Pencapaian

yang membanggakan ini berpunca terutamanya daripada perubahan campuran pasaran geografi, di mana kelembapan segmen Eropah telah diimbangi oleh peningkatan kukuh pasaran tempatan dan Asia Tenggara, terutamanya pasaran Singapura. Ini diperkukuhkan lagi oleh pakej-pakej pelancongan tambah nilai yang dipasarkan dalam tahun di bawah kajian, antaranya, "Value Packages", "Air Inclusive Packages" dan "Friends and Family". Pakej-pakej ini dipromosikan di hotel dan resort tempatan, dan disambut baik. Hanya mencatatkan perolehan sebanyak RM7.0 juta berbanding RM5.9 juta pada tahun kewangan sebelumnya, iaitu kenaikan sebanyak 19%.

Meskipun dengan kelembapan industri hotel dan resort, bahagian Hotel dan Resort menyempurnakan rancangan pengubahsuaiannya bagi Berjaya Langkawi Beach Resort. Pembinaan bilik-bilik tambahan bagi Berjaya Langkawi Beach Resort dan juga Berjaya Redang Beach Resort sedang dalam pelaksanaan dan dijangka siap menjelang tahun 2003. Berjaya Redang Beach Resort juga akan menikmati perkhidmatan Berjaya Air dengan siapnya pembinaan lapangan terbang kecil di Pulau Redang menjelang akhir tahun 2002. Penyempurnaan lapangan terbang kecil dan bilik-bilik tambahan di Redang merupakan petanda baik bagi resort-resort kami kerana kami menjangka akan dapat melihat kadar penghunian yang lebih tinggi dan meningkatnya perolehan.

PERCUTIAN PERKONGSIAN MASA

Pada tahun kewangan di bawah kajian, Berjaya Vacation Club Berhad ("BVC") telah mencatatkan penurunan perolehan daripada RM40.83 juta bagi tahun sebelumnya kepada RM36.59 juta. Ini disebabkan terutamanya oleh keadaan ekonomi yang lebih lembap daripada jangkaan, menjadi lebih teruk lagi oleh peristiwa 911 di Amerika Syarikat. Keuntungan sebelum cukai juga mencatatkan susutan daripada RM5.07 juta kepada RM3.77 juta.

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destinations for its members. The locations include Fraser's Hill, Port Dickson, Ipoh, Alor Setar, Melaka, Johor Bahru, Kuching, Kuantan, Kota Bahru, Kuala Terengganu, Pulau Pangkor, Singapore, Bangkok and Gold Coast, Australia. Several other resorts have been added to the above list after the financial year under review such as Pedu Lake, Sydney, Perth and Phuket. BVC confirmed about 22,000 room nights for its members from the above tie-ups for the year under review.



As part of its ongoing strategy to create better awareness for the product and to enhance its market share, BVC participated in promotional campaigns nationwide such as the MATTA International Fair, Malaysian Property Exhibition (MAPEX), Home Ownership Campaign and the Malaysian Chinese Travel Agent Fair. Other promotional campaigns include joint promotions with Giant (Seremban), Kenny Rogers Roasters and Millennium Condo. BVC also launched its tele-reservation service during the year under review to better service its members. This service allows members to check the status of their room bookings immediately which greatly benefit and facilitate members' vacation plans.

In general, the vacation ownership market is expected to sustain in view of the slight recovery in consumer confidence. However, consumers would still be cautious in their spending and looking for better bargains of which the value for money vacation ownership product is anticipated to be attractive to consumers.



Desa WaterPark, Kuala Lumpur, Malaysia

CLUBS AND RECREATION

The Group's clubs and recreation division went against the grain, performing well in what was perceived as the weakest segment of the local market. The division recorded an impressive growth in membership of approximately 1,600 new members during the year under review.

Of all the clubs, Kelab Darul Ehsan recruited the most number of members adding 550 new members during the year followed by Bukit Kiara Equestrian & Country Resort with 470 new members. Bukit Jalil Golf & Country Resort recruited

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Berjaya Praslin Beach Resort, Seychelles

Dalam tahun di bawah kajian, BVC telah mengatur beberapa rancangan kerjasama dengan penggabungan bersama 16 pengusaha hotel dan resort di pelbagai lokasi untuk menyediakan lebih banyak pilihan destinasi percutian kepada ahli-ahlinya. Lokasi-lokasinya termasuk Fraser's Hill, Port Dickson, Ipoh, Alor Setar, Melaka, Johor Bahru, Kuching, Kuantan, Kota Bahru, Kuala Terengganu, Pulau Pangkor, Singapura, Bangkok dan Gold Coast, Australia. Beberapa lagi resort lain telah ditambahkan ke dalam senarai di atas selepas tahun kewangan di bawah kajian, seperti Tasik Pedu, Sydney, Perth dan Phuket. BVC mengesahkan lebih kurang 22,000 kiraan penginapan bilik bagi ahli-ahlinya, hasil daripada kerjasama di atas bagi tahun di bawah kajian.

Sebagai sebahagian daripada strateginya yang berterusan untuk mewujudkan kesedaran yang lebih baik terhadap produk dan untuk menambah bahagian pasarannya, BVC menyertai beberapa kempen promosi seluruh negara seperti Pesta Antarabangsa MATTA, Pameran Hartanah Malaysia (MAPEX), Kempen Pemilikan Rumah dan Pesta Ejen Pelancongan Cina Malaysia. Kempen promosi lain termasuk promosi bersama dengan Giant (Seremban), Kenny Rogers Roasters dan Millennium Condo. BVC juga melancarkan perkhidmatan tele-tempahannya dalam tahun di bawah kajian, demi memberikan layanan yang lebih baik kepada ahli-ahlinya. Perkhidmatan ini membolehkan ahli-ahli menyemak status penempahan bilik mereka dengan sertamerta, dan ini amat memanfaatkan dan memudahkan perancangan percutian mereka.

Pada umumnya, pasaran pemilihan percutian dijangka akan bertahan memandangkan tahap keyakinan pengguna telah pulih sedikit. Namun begitu, pengguna akan masih berwaspada semasa berbelanja dan mencari tawaran yang lebih baik, yang mana nilai untuk wang bagi produk pemilihan percutian dijangka akan menarik minat para pengguna.

KELAB DAN REKREASI

Bahagian kelab dan rekreasi Kumpulan mengambil haluan yang bertentangan dengan arah aliran pasaran, iaitu berprestasi baik dalam segmen pasaran tempatan yang dianggap paling lemah. Bahagian ini mencatatkan pertumbuhan keahlian yang cemerlang, iaitu seramai kira-kira 1,600 ahli baru dalam tahun di bawah kajian.

Antara semua kelab, Kelab Darul Ehsan mendaftarkan paling ramai ahli baru, dengan 550 ahli baru dalam tahun di bawah kajian, diikuti oleh Bukit Kiara Equestrian & Country Resort

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400 new members, Staffield Country Resort 154 members and Bukit Banang Golf and Country Club 37 members. The growth in members were mainly attributable to the successful membership drive carried out, better sales and promotion incentives and the easy payment scheme introduced during the year.



Berjaya Georgetown Hotel , Penang, Malaysia

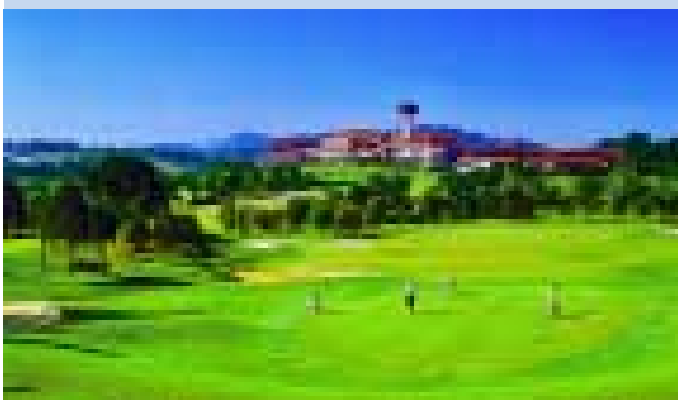
Based on the good performance of the clubs and recreation division, the management is confident and looking into the possibility of acquiring or developing new golf courses. In the midst of this proposed expansion, we are also looking into ways to increase activities within the

present clubs to attract new members and to drive more traffic to patronise our food & beverage outlets.

Desa WaterPark recorded a slight growth in revenue of RM3.4 million for the year under review compared to RM3.3 million in the previous year. The growth was attributed to an increase in walk-in guests while packaged sales remained the same compared to the previous year.

The country's economy is expected to further improve in the coming year and as such the park is anticipating further growth. However, competition would be tough as competitors have refurbished their facilities, added newer attractions and also established good pricing strategies. The corporate sector is also expected to generally do better and this should result in better spending on leisure activities.

Berjaya Air Sdn Bhd provides scheduled flights to Tioman Island and Pangkor Island from Subang Airport, Kuala Lumpur and from Seletar, Singapore to Tioman Island. The company has also begun scheduled chartered flights to Koh Samui, Thailand and the company will be operating into Redang Island next year when the air-strip is operational.



Bukit Jalil Golf & Country Resort, Malaysia

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Berjaya Le Morne Beach Resort & Casino, Mauritius

dengan 470 ahli baru. Bukit Jalil Golf & Country Resort mendaftarkan 400 ahli baru, Staffield Country Resort 154 ahli dan Bukit Banang Golf & Country Club 37 ahli. Pertambahan ahli berpunca terutamanya daripada kejayaan kempen keahlian yang dijalankan, insentif jualan dan promosi yang lebih baik serta skim pembayaran mudah yang diperkenalkan pada tahun dibawah kajian.

Berdasarkan prestasi baik oleh bahagian kelab dan rekreasi, pihak pengurusan berasa yakin dan sedang meneliti kemungkinan memperolehi atau membina padang-padang golf baru. Di samping cadangan perluasan ini, kami juga mencari jalan untuk menambah bilangan aktiviti di kelab-kelab yang sedia ada untuk menarik ahli baru dan meningkatkan bilangan pelanggan yang mengunjungi kemudahan makanan dan minuman kami.

Desa WaterPark mencatatkan pertumbuhan perolehan yang kecil, iaitu sebanyak RM3.4 juta pada tahun di bawah kajian berbanding RM3.3 juta pada tahun sebelumnya. Pertumbuhan ini berpunca daripada pertambahan pengunjung biasa manakala jualan pakej kekal pada tahap yang sama berbanding tahun sebelumnya.

Ekonomi negara dijangka bertambah baik lagi pada tahun akan datang, oleh itu taman tema air ini menjangka pertumbuhan selanjutnya. Bagaimanapun, persaingan sengit akan dihadapi kerana para pesaing telah mengubahsuai kemudahan mereka, menambah daya tarikan baru dan juga membentuk strategi penetapan harga yang baik. Sektor korporat juga dijangka berprestasi lebih baik pada keseluruhannya dan ini seharusnya menghasilkan perbelanjaan yang lebih tinggi bagi aktiviti masa lapang.

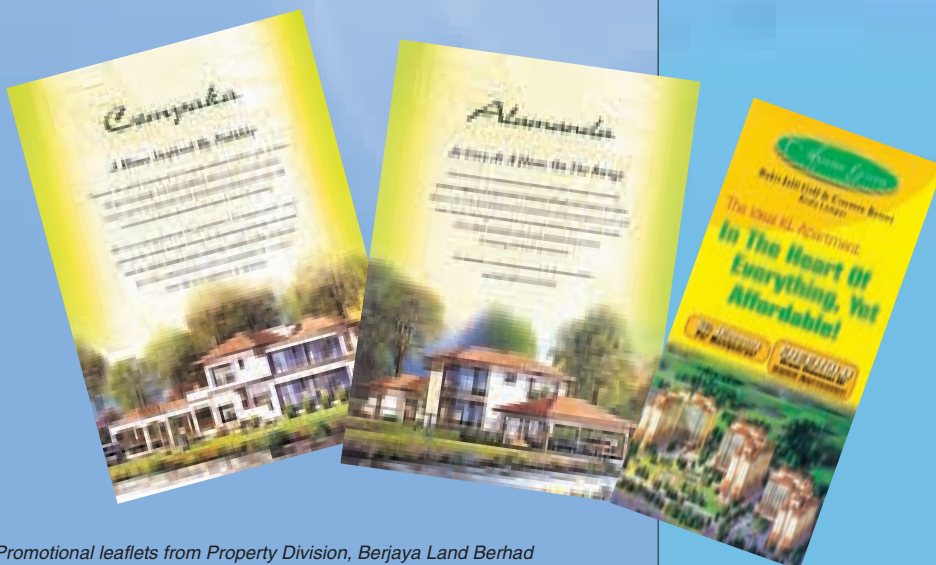
Berjaya Air Sdn Bhd menyediakan penerbangan berjadual ke Pulau Tioman dan Pulau Pangkor dari Lapangan Terbang Subang, Kuala Lumpur dan dari Seletar, Singapura ke Pulau Tioman. Syarikat juga memulakan perkhidmatan penerbangan carter berjadual ke Koh Samui, Thailand dan syarikat akan menyediakan perkhidmatan ke Pulau Redang pada tahun depan apabila lapangan terbang kecil di situ mula beroperasi.



KL Plaza, Kuala Lumpur, Malaysia

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**property
investment &
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hartanah*



Promotional leaflets from Property Division, Berjaya Land Berhad

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PROPERTY INVESTMENT

KL Plaza experienced a slight decrease in its occupancy rate from 95% in the previous financial year to 88% mainly due to a mini anchor tenant, who was occupying an area of 23,365 sq. ft., vacating the premises. However, due to an upward revision of tenants' rental rates of between 10% to 30%, revenue had increased from RM22.0 million to RM23.0 million in the financial year under review. Despite the uncertainty in the economy due to the 911 incident in the USA, which affected the retail sector and several challenging circumstances such as the closure of a road section at Jalan Bukit Bintang to facilitate the "Bintang Walk" during the year, KL Plaza continued to be one of the preferred shopping complexes for retailers opening flagship outlets in the city centre.

The occupancy rate at **Plaza Berjaya** declined slightly from 77% in the previous financial year to 74%. Revenue also declined slightly from RM5.5 million in the previous year to RM4.8 million in the year under review mainly due to an anchor tenant on the ground floor vacating the premises to facilitate the conversion works for the sidewalk cafes.

Upgrading and refurbishment activities have been done on a major section of the ground floor of the complex facing Jalan Imbi and the frontage of the complex which has been converted into an open-air sidewalk café



Plaza Berjaya, Kuala Lumpur

concept with two glassed-up kiosks. With the completion of the development of sidewalk cafes with Alfresco dining and open air cafes in July 2002, Plaza Berjaya is set to be re-positioned as an up-coming food and entertainment complex targeting the working middle class, trendy urbanites, expatriates and tourists. The majority of the tenants who have confirmed taking up the sidewalk café lots are scheduled to commence operations by the third quarter of 2002.

The rental rates for the other floors are also expected to increase marginally but progressively when the sidewalk cafes and KL Monorail station are fully operational and shopper traffic increases.

Kota Raya Complex achieved an average occupancy rate of 95% for the year under review compared to 81.04% in the previous year. Accordingly, revenue also increased mainly from its new tenants on level 4 and 5 replacing the vacant video arcades and increase in rental rates. A promotion and exhibition platform at the main entrance of the complex was erected and a new family entertainment centre and snooker centre was opened on level 4 and 5. More kiosks were also created at the ground floor. This augurs well for the complex and we expect to see further growth in our revenue.

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PELABURAN HARTANAH

KL Plaza mengalami susutan kecil pada kadar penghuniannya, daripada 95% pada tahun kewangan sebelumnya kepada 88%, berpunca terutamanya daripada pengosongan premis oleh satu penyewa besar yang menduduki ruang seluas 23,365 kaki persegi. Bagaimanapun, disebabkan kenaikan kadar sewa penghuni sebanyak 10% hingga 30%, perolehan meningkat daripada RM22.0 juta kepada RM23.0 juta dalam tahun di bawah kajian. Meskipun dengan ketidakpastian ekonomi akibat peristiwa 911 di Amerika Syarikat, yang menjejaskan sektor jualan runcit dan beberapa keadaan mencabar yang lain seperti penutupan sebahagian Jalan Bukit Bintang untuk mengadakan "Bintang Walk" dalam tahun berkenaan, KL Plaza kekal sebagai kompleks membeli-belah pilihan para peruncit yang membuka kedai-kedai utama di pusat bandar.

Kadar penghunian **Plaza Berjaya** jatuh sedikit daripada 77% pada tahun kewangan sebelumnya kepada 74%. Perolehan juga turun sedikit daripada RM5.5 juta pada tahun sebelumnya kepada RM4.8 juta pada tahun di bawah kajian, disebabkan terutamanya oleh satu penyewa besar di tingkat bawah yang mengosongkan premis untuk membolehkan kerja-kerja pengubahsuaian dijalankan bagi kafe-kafe pinggir jalan.

Kerja-kerja peningkatan ciri dan pengubahsuaian dijalankan pada sebahagian besar tingkat bawah kompleks yang menghadap Jalan Imbi dan pada bahagian hadapan kompleks yang telah bertukar wajah berasaskan konsep kafe pinggir jalan yang tidak berbumbung dengan dua gerai kaca. Dengan siapnya pembinaan kafe pinggir jalan pada Julai 2002, yang menampilkan restoran dan kafe tidak berbumbung, Plaza Berjaya bersiap sedia mengubah kedudukannya menjadi kompleks makanan dan hiburan yang meningkat maju, menyasarkan golongan bekerja berpendapatan sederhana, warga kota dengan kehidupan bergaya, penduduk asing dan pelancong. Majoriti penyewa yang mengesahkan akan menyewa lot-lot kafe pinggir jalan dijadualkan akan memulakan operasi menjelang suku ketiga tahun 2002.

Kadar sewa pada tingkat-tingkat lain juga dijangka naik sedikit demi sedikit apabila kafe pinggir jalan dan stesen KL Monorail beroperasi penuh dan bilangan pelanggan bertambah.

Kompleks Kota Raya mencapai kadar purata penghunian sebanyak 95% pada tahun di bawah kajian berbanding 81.04% pada tahun sebelumnya. Seajar dengan pencapaian ini, perolehan turut meningkat disebabkan terutamanya oleh penghuni-penghuni baru di tingkat 4 dan 5 yang mengambil alih arked permainan video yang dikosongkan, serta kenaikan kadar sewa. Sebuah pelantar promosi dan pameran telah dibina di pintu masuk utama kompleks, dan sebuah pusat hiburan keluarga dan pusat snuker dibuka di tingkat 4 dan 5. Lebih banyak gerai juga disediakan di tingkat bawah. Ini merupakan pertanda baik bagi kompleks tersebut dan kami menjangka akan melihat pertumbuhan perolehan yang selanjutnya.

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Berjaya Megamall continued to enjoy an occupancy rate of 98% with a net lettable area of 436,011 sq. ft. The management has continued to carry out its weekly innovative marketing strategies and promotional programmes to attract more interesting tenants. The management will



Kota Raya Complex, Kuala Lumpur, Malaysia

also continue to focus on promoting the complex as a one-stop shopping, leisure and entertainment mall. Arrangements have been made to synergise with the local tourism agencies and hotels in Kuantan to increase the number of tourists coming to Berjaya Megamall.

PROPERTY DEVELOPMENT

PROPERTY MARKET OVERVIEW

The property sector performed slightly better in the first 8 months of the financial year under review, but on the whole the property market remained weak despite various incentives like favourable borrowing conditions and relaxation of the FIC regulations governing property purchases by foreigners. Following the global economic slowdown and the weak yen which is pressuring a re-pegging of the Ringgit, the property market sentiment remained negative. However, towards the last quarter of the financial year ended 30 April 2002, there were signs of improving market sentiment judging by the increase in transaction activities especially in the residential sub-sector.

The Property Division has been pooling its resources to plan and secure the necessary government approvals for the development of various projects and has also embarked on a vigorous marketing program to boost the sales of new projects launched. This includes participation in various property exhibitions, home ownership campaigns, series of print advertisements and numerous weekend sales. The Property Division also organised several Family Day 'get-together' gatherings to foster better relationships with the purchasers of our properties. During the financial year under review, the Property Division generated slightly over RM200 million in sales value.

ON-GOING PROJECTS

In line with the market demand for residential properties, the Property Division concentrated on the development of housing projects on the major portion of Berjaya Land's landbank within Wilayah Persekutuan and Selangor.

For the financial year under review, the Property Division has a total of 1,541 units of properties under various stages of construction. These properties with a total sales value of approximately RM180 million consist of 320 units of

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Berjaya Megamall Kuantan, Pahang, Malaysia

Berjaya Megamall terus menikmati kadar penghunian setinggi 98% dengan ruang sewa bersih seluas 436,011 kaki persegi. Pihak pengurusan terus menjalankan strategi pemasaran inovatif dan program-program promosi mingguannya untuk menarik lebih ramai penyewa. Pengurusan juga akan terus memberi tumpuan untuk mempromosikan kompleks tersebut sebagai pusat setempat untuk membeli-belah, riadah dan berhibur. Kerjasama dengan agensi-agensy pelancongan tempatan dan hotel-hotel di Kuantan juga telah diatur untuk menambah bilangan pelancong yang mengunjungi Berjaya Megamall.

PEMBANGUNAN HARTANAH

GAMBARAN KESELURUHAN PASARAN HARTANAH

Sektor hartanah berprestasi lebih baik sedikit dalam 8 bulan pertama dalam tahun kewangan di bawah kajian, tetapi pada keseluruhannya pasaran hartanah masih lembap walaupun dengan pelbagai insentif seperti syarat-syarat pinjaman yang lebih baik dan kelonggaran peraturan FIC bagi pembelian hartanah oleh orang asing. Berikutan kelembapan ekonomi global dan kelemahan mata wang yen yang mendesak persandaran semula Ringgit, sentimen pasaran hartanah kekal negatif. Bagaimanapun, menjelang suku terakhir tahun kewangan berakhir 30 April 2002, terdapat tanda-tanda pemulihan sentimen pasaran berdasarkan kegiatan jual beli yang lebih giat terutamanya dalam subsektor kediaman.

Bahagian Hartanah telah menghimpunkan sumber untuk merancang dan mendapatkan kelulusan kerajaan yang perlu bagi memajukan beberapa projek dan melancarkan program pemasaran yang rancak untuk menggalakkan jualan projek baru yang dilancarkan. Ini termasuk penyertaan dalam pelbagai pameran hartanah, kempen pemilikan rumah, siri iklan bercetak dan pelbagai jualan hujung minggu. Bahagian Hartanah juga menganjurkan beberapa acara perjumpaan Hari Keluarga untuk memupuk hubungan yang lebih akrab dengan para pembeli hartanah kami. Dalam tahun kewangan di bawah kajian, Bahagian Hartanah mencapai nilai jualan lebih RM200 juta.

PROJEK-PROJEK DALAM PELAKSANAAN

Sejajar dengan permintaan pasaran terhadap harta kediaman, Bahagian Hartanah menumpukan usaha terhadap memajukan projek-projek perumahan ke atas sebahagian besar tanah simpanan Berjaya Land di Wilayah Persekutuan dan Selangor.

Bagi tahun kewangan di bawah kajian, Bahagian Hartanah mempunyai sejumlah 1,541 unit kediaman dalam pelbagai peringkat pembinaan. Unit-unit tersebut mempunyai jumlah nilai jualan kira-kira RM180 juta dan terdiri daripada 320 unit

review of operations



Subang Heights' promotional leaflets

apartments at *Kinrara Ria*, Puchong, 1,039 units of apartments at *Arena Green*, Bukit Jalil, 60 units of apartments and 10 units of semi-detached houses at *Taman Cemerlang* and 112 units of double storey houses known as *Blueberry* at Berjaya Park, Shah Alam. Within the same year, a total number of 428 units of single and double storey houses at Berjaya Park, Shah Alam were completed and vacant possession handed over to the purchasers.

The Property Division launched a new phase of landed properties in the comprehensive mixed development project in **Berjaya Park** in Jalan Kebun, Shah Alam. *Maple*, comprising 96 units of double storey linkhouses, was launched at Berjaya Park. The Property Division also generated a total sales value of RM7.3 million from the sale of industrial lots within the same development.

The launch of *Kinrara Putri Apartments* in **Taman Kinrara IV, Puchong** received encouraging response. *Kinrara Putri Apartments* comprising 210 units of 3-room low medium-cost apartments was launched in July 2001 and to date, all the 210 units have been sold.

Further to the sell-out of Phase 1 of *Arena Green Apartments* in **Bukit Jalil Golf & Country Resort**, Phase 2C with 201 units priced at an average price of RM133,000.00 was launched and to-date over 96% of the units have been sold for a total sales value of RM25.1 million.

Within the development of **Taman Cemerlang**, all 60 units at Cemerlang Apartments and 10 units of semi-detached houses were sold with a total sales value of RM105 million. *Cemerlang Heights*, comprising of 89 bungalow lots with a total sales value of RM50 million was relaunched.

The Division also launched a new bungalow project, **Subang Heights**, comprising a total of 346 bungalow lots. The premier bungalow lots planned around the gated community concept and enhanced with perimeter fencing around the entire parcel and 24 hours security/surveillance will also boast of beautiful landscaping garden, 50 ft wide service road and underground utility. *Subang Heights East* comprising 115 lots was launched in February 2002. The bungalow lots priced between RM55 to RM80 psf received encouraging response with over 90% of the lots sold and a total sales revenue of RM37.06 million achieved.

Apart from the new launches, the Property Division also generated a total sales revenue of RM21 million from the sale of completed properties at *Robson Condominiums*, *Greenfields Apartments*, Bukit Jalil and *Sri Pelangi Condominiums*, Setapak. The Property Division's branch at Batu Pahat achieved an impressive RM62 million revenue from the sale of 400 acres of residential and homestead land,

ulasan operasi

pangsapuri di *Kinrara Ria*, Puchong, 1,039 unit pangsapuri di *Arena Green*, Bukit Jalil, 60 unit pangsapuri dan 10 unit rumah berkembar di *Taman Cemerlang* dan 112 unit rumah dua tingkat yang dinamakan *Blueberry* di Berjaya Park, Shah Alam. Dalam tahun yang sama, sejumlah 428 unit rumah setingkat dan dua tingkat di Berjaya Park, Shah Alam siap dibina dan milikan kosong telah diserahkan kepada para pembeli.

Bahagian Hartanah melancarkan fasa baru kediaman hartanah dalam projek pembangunan campuran menyeluruh di **Berjaya Park** di Jalan Kebun, Shah Alam. *Maple*, yang terdiri daripada 96 unit rumah berangkai dua tingkat, dilancarkan di Berjaya Park. Bahagian Hartanah juga mencatat jumlah nilai jualan sebanyak RM7.3 juta daripada jualan lot-lot perindustrian dalam projek pembangunan yang sama.

Pelancaran *Kinrara Putri Apartments* di **Taman Kinrara IV, Puchong** mendapat sambutan yang menggalakkan. *Kinrara Putri Apartments* yang terdiri daripada 210 unit pangsapuri 3 bilik kos sederhana dilancarkan pada bulan Julai 2001 dan kini, kesemua 210 unit telah dijual.

Berikutan penjualan habis Fasa 1 *Arena Green Apartments* di **Bukit Jalil Golf & Country Resort**, Fasa 2C dengan 201 unit berharga purata RM133,000.00 dilancarkan dan sehingga kini, lebih 96% unit-unit tersebut telah dijual dengan jumlah nilai jualan sebanyak RM25.1 juta.

Dalam projek pembangunan **Taman Cemerlang**, kesemua 60 unit di *Cemerlang Apartments* dan 10 unit rumah berkembar telah dijual dengan jumlah nilai jualan sebanyak RM105 juta. *Cemerlang Heights*, yang terdiri daripada 89 lot banglo dengan jumlah nilai jualan sebanyak RM50 juta dilancarkan semula.

Bahagian ini juga melancarkan projek banglo yang baru, iaitu **Subang Heights**, yang terdiri daripada 346 lot banglo. Lot-lot banglo terpilih yang dirancang berkonsepkan masyarakat berpagar dengan pagar sempadan di sekeliling seluruh kawasan kejiranan serta kawalan keselamatan / pengawasan 24 jam ini juga menonjolkan taman lanskap yang indah, jalan susur selebar 50 kaki dan saluran bekalan tenaga bawah tanah. *Subang Heights East* yang mengandungi 115 lot dilancarkan pada bulan Februari 2002. Lot-lot banglo yang berharga antara RM55 sehingga RM80 setiap kaki persegi mendapat sambutan yang menggalakkan dengan lebih 90% lot telah dijual dan pencapaian jumlah perolehan jualan sebanyak RM37.06 juta.

Selain daripada pelancaran baru ini, Bahagian Hartanah juga menghasilkan perolehan jualan berjumlah RM21 juta daripada jualan kediaman siap di *Robson Condominiums*, *Greenfields Apartments*, Bukit Jalil dan *Sri Pelangi Condominiums*, Setapak. Cawangan Bahagian Hartanah di Batu Pahat mencapai perolehan cemerlang sebanyak RM62 juta daripada jualan 400 ekar tanah kediaman



Risalah pemasaran projek-projek Bahagian Hartanah

review of operations

sale of shops from Berjaya Land Development Sdn Bhd and BT Properties Sdn Bhd at Kim's Park.

PROJECTS COMING ON-STREAM

In Bukit Jalil Golf & Country Resort, the Property Division is planning to launch Phase 1 of the *Green Avenue Condo (PS2)* comprising 188 units of medium cost apartments in September 2002. Priced at an average of RM150,000.00 per unit, the total sales revenue expected would be approximately RM28.2 million.



Berjaya Park's promotional leaflet

Block D of *Greenfields Apartments*, Bukit Jalil Golf & Country Resort consisting of 169 units of apartments priced at an average price of RM185,000.00 was launched in June 2002.

The Property Division is also planning to launch 128 units of medium cost condominium, *Block D of Petaling Indah Condo* in October 2002. Sale of the units with a built-up of 837 sq ft and priced at RM88,000.00 will translate into revenue amounting to RM11.264 million.

Following the success of Subang Heights East, *Subang Heights West* was launched in March 2002 at an average price of RM75 psf. The gated bungalow lots is expected to be well received judging from the overwhelming response to the Subang Heights East project. The total sales revenue from the 231 lots will amount to RM107 million.

MARKET OUTLOOK

The nation's economy is on the road to recovery and judging from the overwhelming response from several high-end housing property launches, there is a renewed confidence among developers that a rebound in the property market is imminent. Furthermore, the Government's unrelenting efforts to reduce the property sector overhang by implementing positive measures that include relaxation of FIC regulations governing purchase of property by foreigners, temporary waiver of stamp duty and also the availability of low financing rates, is expected to boost the property market.

However, in spite of the positive measures and conditions in the property market, buoyancy is only sustainable if the mismatch between supply and demand of properties is checked. In this respect, thorough planning and market/feasibility studies would be carried out to ensure that the properties developed meets the market demand. In line with this, the Property Division will be focusing on planning and developing several residential properties.



Greenfields Apartments' promotional leaflet

ulasan operasi

dan ladang, serta jualan kedai daripada Berjaya Land Development Sdn Bhd dan BT Properties Sdn Bhd di Kim's Park.

PROJEK-PROJEK YANG BAKAL DIJALANKAN

Di Bukit Jalil Golf & Country Resort, Bahagian Hartanah merancang untuk melancarkan Fasa 1 *Green Avenue Condo (PS2)* yang terdiri daripada 188 unit pangsapuri kos sederhana pada bulan September 2002. Dengan purata harga jualan RM150,000.00 seunit, jumlah perolehan jualan dianggarkan pada RM28.2 juta.

Blok D *Greenfields Apartments*, Bukit Jalil Golf & Country Resort, yang mengandungi 169 unit pangsapuri pada harga purata RM185,000.00, dilancarkan pada bulan Jun 2002.

Bahagian Hartanah juga merancang untuk melancarkan 128 unit kondominium kos sederhana, iaitu Blok D *Petaling Indah Condo* pada bulan Oktober 2002. Jualan unit-unit tersebut dengan kawasan terbina seluas 837 kaki persegi pada harga RM88,000.00 akan membawa perolehan berjumlah RM11.264 juta.



Berikutan kejayaan *Subang Heights East*, *Subang Heights West* dilancarkan pada bulan Mac 2002 pada harga purata RM75 setiap kaki

persegi. Lot-lot banglo berpagar ini dijangka akan mendapat sambutan baik memandangkan sambutan hangat terhadap projek *Subang Heights East*. Perolehan jualan daripada 231 lot itu berjumlah RM107 juta.

TINJAUAN PASARAN

Ekonomi negara berada di atas landasan pemulihan dan berdasarkan sambutan hangat terhadap beberapa pelancaran kediaman mewah, terdapat keyakinan baru di kalangan pemaaju bahawa kebangkitan semula pasaran hartanah pasti berlaku. Tambahan pula, usaha gigih Kerajaan mengurangkan ancaman terhadap sektor hartanah dengan melaksanakan langkah-langkah positif yang termasuk kelonggaran peraturan FIC bagi pembelian hartanah oleh orang asing, penepian sementara cukai setem dan juga kemudahan pembiayaan berfaedah rendah, dijangka akan menggalakkan pasaran hartanah.

Namun begitu, meskipun dengan langkah-langkah dan suasana positif dalam pasaran hartanah, daya apung hanya dapat dikekalkan sekiranya ketidakpadanan antara bekalan dan permintaan dibetulkan. Sehubungan dengan ini, perancangan rapi dan kajian pasaran akan dijalankan untuk memastikan supaya hartanah yang dimajukan menepati permintaan pasaran. Seajar dengan ini, Bahagian Hartanah akan menumpukan usaha untuk merancang dan memajukan beberapa kawasan perumahan.



Various range of personal care products from Cosway

review of operations
**consumer
marketing &
direct selling**

*ulasan operasi
pemasaran
pengguna &
jualan
langsung*



Some of the movie titles from Berjaya HVN



Mesin jahit Singer

review of operations

COSWAY (M) SDN BHD

For the year under review, the group recorded an increase of 2% in revenue from RM348 million to RM356 million and 11% increase in profit before exceptional item from RM13.6 million to RM15.1 million for the financial year under review. This was mainly due to the good performance by the Malaysian operation which is strongly supported by its wide customer base and good market position. During the financial year under review, the group also incurred an exceptional loss resulting from the closure of its non-performing operations in Brazil and Mexico. With these closures, the group will now focus its international business activities mainly in the Asian countries.

In Malaysia, Cosway Malaysia continued to focus its marketing strategy on aggressive introduction of new products at affordable prices which were well received by its members.

With the relaxation of law governing the multi-level marketing business in Singapore in year 2001, Cosway Malaysia successfully spread its wings and set up an office in Singapore in February 2002 to capture this untapped market.

eCosway, an online global shopping mall with a unique marketing method called "Mutual Marketing" was successfully launched in October 2001. Stocked with thousands of products from health supplements to computers, fashion to home furnishings, watches to toys, and compact discs to gifts, eCosway is also supported off-line by existing Cosway stockist centres in Malaysia. The response towards this electronic shopping mall has been very encouraging since the launch. Off-line sales have been brisk and on-line sales are growing. In June 2001, eCosway was awarded MSC Status by the Malaysian government for its contribution to the development and growth of information technology and e-commerce in the region.

In line with Cosway's Redemption Programme, a new redemption centre was set up in Singapore during the year under review to cater to the growing number of members there. Cosway will continue to constantly look out for strategic locations to set up new redemption centres for the convenience of its members to redeem products under the programme.

The prospects for the group remain encouraging as we streamlined our overseas operations and continue with our aggressive marketing strategies to capture new markets and maintain customer loyalty with the continuous launching of new products and better pricing strategy.



Cosway's Redemption Centre in Kuala Lumpur

ulasan operasi

COSWAY (M) SDN BHD

Bagi tahun di bawah kajian, kumpulan mencatatkan peningkatan 2% dalam perolehan, iaitu daripada RM348 juta kepada RM356 juta dan peningkatan 11% dalam keuntungan sebelum perkara luarbiasa dari RM13.6 juta kepada RM15.1 juta dalam tahun di bawah kajian. Ini disebabkan oleh prestasi operasi Malaysia yang baik dengan disokong oleh asas pengguna yang meluas dan kedudukan pasaran yang baik. Semasa tahun di bawah kajian, kumpulan juga mengalami kerugian luarbiasa akibat penutupan beberapa operasi kami di Brazil dan Mexico yang tidak menunjukkan kemajuan. Dengan penutupan ini, kumpulan akan menumpukan perhatian kepada aktiviti perniagaan antarabangsa terutamanya di negara Asia.

Di Malaysia, Cosway Malaysia terus memberi tumpuan kepada strategi pemasaran dengan memperkenalkan produk-produk baru secara agresif dengan harga yang berpatutan dan diterima baik oleh ahlinya.

Selaras dengan kelonggaran undang-undang kerajaan berkaitan dengan perniagaan pasaran "multi-level" di Singapura pada tahun 2001, Cosway Malaysia berjaya mengembangkan sayapnya dan membuka pejabat di Singapura dalam bulan Februari 2002 untuk menguasai pasaran yang belum diterokai ini.

eCosway, pusat beli-belah global dalam talian yang menggunakan kaedah pemasaran unik yang dinamakan "Pemasaran Bersama" telah dilancarkan dengan jayanya pada Oktober 2001. Berbekalkan ribuan produk daripada produk penjagaan kesihatan hingga ke komputer, fesyen hingga ke hiasan dalaman, jam tangan hingga ke permainan kanak-kanak, dan cakera padat hingga ke cenderahati, eCosway turut disokong oleh jualan luar talian melalui pusat-pusat stokis Cosway di Malaysia. Sambutan terhadap konsep beli-belah secara elektronik ini sungguh menggalakkan sejak dilancarkan. Jualan secara luar talian berkembang dengan pesat dan jualan dalam talian turut berkembang. Dalam bulan Jun 2001, eCosway telah dianugerahkan status MSC oleh kerajaan Malaysia hasil sumbangannya ke arah pembangunan dan perkembangan teknologi maklumat dan e-dagang elektronik di rantau ini.

Selaras dengan Program Penebusan Cosway, pusat penebusan yang baru telah dibuka di Singapura dalam tahun di bawah kajian untuk memenuhi keperluan bilangan ahli yang semakin bertambah di sana. Cosway akan terus mencari lokasi yang strategik untuk membuka pusat penebusan baru bagi kemudahan ahlinya menebus produk dalam program ini.

Prospek kumpulan terus menggalakkan sejajar dengan operasi luar negara yang diperkemas. Di samping itu, kumpulan meneruskan strategi pemasaran agresif untuk menguasai pasaran baru dan mengekalkan kesetiaan pengguna dengan melancarkan produk baru secara berterusan melalui strategi tawaran harga yang lebih baik.

SINGER (MALAYSIA) SDN BHD

Dalam tahun 2001, Singer Sewing Machine Company, AS dengan bangganya menyambut ulang tahun yang ke-150 di seluruh dunia sementara Singer (Malaysia) Sdn Bhd ("Singer

review of operations

SINGER (MALAYSIA) SDN BHD

In the year 2001, Singer Sewing Machine Company, USA was proud to celebrate its 150th anniversary worldwide while Singer (Malaysia) Sdn Bhd (“Singer Malaysia”) marked its 95th year in Malaysia as a brand that has stood the test of time having built a reputation of reliability and durability. Over these years, Singer Malaysia has successfully provided fine products and making the lives of Malaysians more comfortable, convenient and enjoyable. However, due to the lucrative nature of consumer financing business topped with the economic boom in the 90s, there has since been a dramatic increase in the number of players in the market. These aggressive competitors have provided a vast variety of products and choice of financing that has eroded part of our traditional customer base especially the urban and suburban market.



Promotional leaflets from Singer

In order to rebuild our business and regain market leadership, Singer Malaysia implemented a series of marketing strategies in the year under review to create brand awareness and to re-establish the Singer brand in the market. Firstly, an aggressive advertising campaign was launched including print advertisements and TV commercials throughout the nation to re-establish brand presence in the market. Sewing workshops for the public was also organised nationwide to cultivate sewing as a hobby.

Next, we set out to rebuild our sales force, the basic element of our existence. For this reason, we launched RITA - “Recruitment Is The Answer” campaign to re-emphasize our focus in expanding our sales network. Flexible marketing plans with different marketing programmes to suit the peculiarity of localised condition of each market were also implemented in the year under review.

We had also introduced new products to our existing product range such as “Neptune” sewing machine, steam cleaners, water distillers and other health related products in the year 2001 and 2002, and this should put us in a better position to re-penetrate the urban market with new exciting products. For the first time, we embarked on a joint promotion with tailoring schools to create brand awareness and make available our selected sewing machines in other electrical chain stores and dealers.

The introduction of a cheaper range of core OEM products from China resulted in better margins for the company. Preparations are also underway to bring in more products from neighbouring countries when AFTA becomes effective on 1 Jan 2003.

To encourage higher sales in the current financial year from our agents, the company has also embarked on a series of new marketing initiatives such as sales training, motivational courses, mass canvassing and exhibition activities besides the ongoing overseas incentive trip for top achievers. This

ulasan operasi

Malaysia”) menyambut ulang tahun yang ke-95 sebagai jenama yang teguh bertahan sepanjang zaman dan mempunyai reputasi yang boleh dipercayai dan produk tahan lama. Selama bertahun-tahun, Singer Malaysia berjaya membekalkan produk yang baik dan menjadikan kehidupan masyarakat Malaysia lebih selesa, mudah dan menyenangkan. Walau bagaimanapun, disebabkan perniagaan kemudahan pinjaman kewangan pengguna yang menguntungkan ditambah dengan keadaan ekonomi melambung pada tahun 90-an, terdapat peningkatan dramatik dalam jumlah pemain yang terlibat dalam pasaran ini. Persaingan agresif ini telah menyebabkan munculnya pelbagai produk dan pilihan kemudahan pinjaman kewangan yang telah menghakis sebahagian daripada asas pengguna tradisional kami khasnya pasaran bandar dan pinggir bandar.

Untuk meningkatkan semula perniagaan kami dan kembali menjadi peneraju pasaran, Singer Malaysia telah melaksanakan beberapa siri strategi pemasaran pada tahun di bawah kajian untuk mewujudkan kesedaran jenama dan memantapkan semula jenama Singer di pasaran. Pertama, kempen pengiklanan yang agresif telah dilancarkan termasuk iklan bercetak dan iklan di TV di seluruh negara untuk memantapkan semula kedudukan jenama dalam pasaran. Bengkel jahitan untuk orang ramai dianjurkan di seluruh negara untuk menanamkan minat menjahit sebagai satu kegemaran.

Seterusnya, kami membina semula pasukan jualan yang menjadi unsur asas kewujudan kami. Untuk ini, kami melancarkan kempen RITA - “Pengambilan Ahli Ialah Jawapannya” untuk menekankan lagi tumpuan dalam meluaskan rangkaian pasaran kami. Pelan pemasaran yang fleksibel dengan pelbagai program pemasaran untuk disesuaikan dengan keadaan tempatan tertentu di setiap pasaran telah dilaksanakan pada tahun di bawah kajian.

Kami juga telah memperkenalkan produk baru di samping pelbagai produk sedia ada seperti mesin jahit “Neptune”, pembersih wap, penapis air dan produk penjagaan kesihatan lain yang berkaitan dalam tahun 2001 dan 2002. Langkah ini sepatutnya meletakkan kami dalam keadaan yang lebih baik untuk menembusi semula pasaran bandar dengan produk baru yang menarik. Buat pertama kalinya, kami melancarkan promosi bersama dengan sekolah menjahit untuk mewujudkan kesedaran jenama dan menyediakan mesin jahit terpilih di kedai dan pembekal rangkaian barangan elektrik lain.

Margin syarikat menjadi lebih baik apabila pelbagai produk utama OEM yang lebih murah dari China diperkenalkan. Persediaan juga telah dibuat untuk membawa lebih banyak produk dari negara jiran apabila AFTA dikuatkuasakan mulai 1 Jan 2003.

Untuk meningkatkan jualan ejen kami dalam tahun kewangan semasa, syarikat juga telah memperkenalkan satu siri usaha pemasaran baru seperti latihan jualan, kursus motivasi, mendapatkan sokongan ramai dan aktiviti pameran selain insentif lawatan ke luar negara secara berterusan kepada wakil penjual cemerlang. Ini diharapkan dapat meletakkan kami dalam keadaan yang lebih baik untuk bersaing dengan lebih berkesan dan mencapai pertumbuhan dalam tahun kewangan semasa.

review of operations

should put us in a better position to compete more effectively and achieve growth in the current financial year.

UNZA HOLDINGS BERHAD

The downturn in the US economy which started in late 2000 and continued through into 2001 created an uncertain economic climate across South East Asia. The impact of "911" was severe over the last quarter of 2001 and further weakened the already weak market. However, year 2002 brought some recovery to the market and consumer confidence improved even though the demand remains soft.

Group revenue increased by some 22% during the financial year from RM312.44 million to RM381.2 million due in part to the consolidation of Gervas Corporation Sdn Bhd ("Gervas") and Formapac Sdn Bhd's ("Formapac") results and good growth from our operations in Malaysia as well as our international operations.

Singapore and Hong Kong markets were the worst affected by "911" due to the weak downturn condition whereas Unza Malaysia and Unza Indochina, our two biggest operating companies showed improvements in their performances. In Indonesia, our newest market, performance was most encouraging. Unza China also made progress as the South China market recovered from the terrorist crisis. Overall, our export business, which was severely affected by "911", recovered well towards the end of the financial year under review.

Of our two new acquisitions, Formapac's performance was satisfactory and we have begun to realise a series of operational synergies. Gervas' performance, however, was below expectations due to a protracted hand-over of sales responsibilities from its former distributor to our own sales force.

All our key brands made good progress, particularly ENCHANTEUR, our number one brand. SAFI achieved an excellent growth and is now our largest brand in Malaysia. The fundamentals remain strong as we move into year 2002/3 and we are well positioned to capitalise on a market upswing.

During the year under review, we carried out a major upgrading of our factory in Manufacturing Services Sendirian Berhad in preparation of seeking GMP status. Our plant in Vietnam had also expanded significantly. Plans are in hand to upgrade and expand our manufacturing facility in China which will commence operations in the upcoming financial year.

Berjaya HVN Sdn Bhd is the exclusive distributor for Oregon Scientific's products in Malaysia



Unza's product promotional leaflet



ulasan operasi

UNZA HOLDINGS BERHAD

Kemerosotan ekonomi Amerika Syarikat yang bermula pada lewat tahun 2000 dan berterusan sehingga 2001 telah mewujudkan iklim ekonomi yang tidak menentu di seluruh rantau Asia Tenggara. Insiden "911" meninggalkan kesan yang teruk sepanjang suku terakhir tahun 2001 dan semakin melemahkan pasaran yang sudah sedia lemah. Bagaimanapun, tahun 2002 membawa sedikit pemulihan kepada pasaran dan keyakinan pengguna meningkat walaupun permintaan masih lembap.

Perolehan kumpulan naik sebanyak 22% dan RM312.44 juta kepada RM381.2 juta dalam tahun kewangan di bawah kajian berpunca sebahagiannya daripada penyatuan keputusan Gervas dan Formapac, serta pertumbuhan yang baik dalam operasi kami di Malaysia dan antarabangsa.

Pasaran Singapura dan Hong Kong paling terjejas oleh insiden "911" disebabkan keadaan kemelesetan, manakala Unza Malaysia dan Unza Indochina, dua syarikat operasi kami yang terbesar, telah menunjukkan kemajuan dalam prestasi. Di Indonesia, pasaran terbaru kami memperlihatkan prestasi yang paling cemerlang. Unza China juga mencapai kemajuan, dengan pulihnya pasaran China Selatan daripada krisis pengganas. Pada keseluruhannya, perniagaan eksport kami, yang terjejas dengan teruk oleh insiden "911", pulih dengan baik menjelang penghujung tahun kewangan dalam kajian.

Antara dua pengambilalihan baru tersebut, prestasi Formapac adalah memuaskan dan kami sudah mula merealisasikan beberapa paduan tenaga operasi. Prestasi Gervas, sebaliknya, tidak seperti yang diharapkan kerana kelengahan dalam pemindahan tanggungjawab penjualan daripada pendedar terdahulu kepada kakitangan jualan kami sendiri.

Semua jenama utama kami mencatatkan kemajuan yang baik, terutamanya ENCHANTEUR, jenama terunggul kami. SAFI mencapai pertumbuhan yang cemerlang dan kini menjadi jenama kami yang terbesar di Malaysia. Perkara-perkara asas kekal teguh sambil kami melangkah masuk ke tahun 2002/3 dan kami berkedudukan baik untuk mengambil manfaat daripada pasaran yang kian meningkat.

Dalam tahun dibawah kajian, kami telah menjalankan kerja-kerja menaikkan taraf kilang kami di Manufacturing Services Sendirian Berhad, sebagai persediaan untuk mendapatkan taraf GMP. Loji kami di Vietnam turut sama diperluaskan. Kami sudah bersedia dengan rancangan untuk meningkatkan ciri dan meluaskan kemudahan perkilangan kami di China yang akan mula beroperasi pada tahun kewangan akan datang.

Biarpun jangkaan keadaan ekonomi adalah tidak menentu buat masa ini, kumpulan menjangka akan mencapai pertumbuhan yang baik dari segi perolehan dan keuntungan dalam tahun kewangan semasa.

Pertumbuhan ini akan berpunca daripada peningkatan jualan yang tetap dan berterusan di Malaysia dan beberapa paduan tenaga operasi daripada pengambilalihan Gervas dan Formapac. Bagi pasaran antarabangsa kami, pasaran China dan Indochina dijangka terus berkembang manakala keadaan pasaran di Hong Kong

review of operations



DOREMI's baby care products from Unza

Notwithstanding the uncertain economic outlook at this particular time, the group expects to achieve good growth in revenue and profits in the current financial year.

This growth will come from continued steady sales growth in Malaysia and the realisation of several operational synergies from the acquisition of Gervas and Formapac. In our international markets, China and the Indochina markets are expected to continue to grow whilst the market condition in Hong Kong and Singapore would remain tough. In addition, we will be seeking to build on our excellent start with PT Unza Indonesia and further expand our business in developing markets such as the Middle East and Thailand as well as in our export markets. Our key brands, ENCHANTEUR, EVERSOFT, SAFI, ROMANO, MAXKLEEN and VIGOR performed well in the financial year and are expected to maintain their momentum in the current financial year.

THE CATALOG SHOP SDN BHD

For the year under review, the company benefited from the full impact of the expansion plan implemented in the previous financial year which resulted in an 8% increase in revenue for the company. However, due to high start-up costs, intense competition in the market and weaker consumer demand, the company was not able to generate any profit in the financial year under review.

The lack of financial support from the financial institutions towards consumer related business has caused difficulties for the company to sustain the high overheads in the outlets. As a result, the management decided to carry out a rationalisation exercise to downsize some non-performing outlets and focus on the profitable stores only.

During the financial year, the company had also aggressively launched various advertising and promotional programmes to create more awareness amongst the consumers. These promotions had drawn good response from the consumers and put us on a stronger position in the market.

Despite the difficulties ahead of us, with the rationalisation exercise and consolidation of our outlets, the company will work towards achieving higher productivity in the current financial year.

BERJAYA HVN SDN BHD

For the year under review, the group recorded a lower revenue of RM16.7 million compared to RM18.7 million in the previous year, representing a 11% drop compared to the previous year. Despite the lower revenue, the group managed to register a profit before tax of RM0.928 million compared to a group loss of RM3.5 million in the previous year.

ulasan operasi



Cawangan baru Video Ezy di KLCC, Kuala Lumpur, Malaysia

dan Singapura akan kekal mencabar. Di samping itu, kami akan berikhtiar untuk berkembang maju berasaskan permulaan kami yang cemerlang dengan PT Unza Indonesia dan untuk memperluaskan lagi perniagaan kami dalam pasaran yang sedang membangun seperti di Timur Tengah dan Thailand, serta dalam pasaran eksport kami. Jenama-jenama utama kami, iaitu ENCHANTEUR, EVERSOFT, SAFI, ROMANO, MAXKLEEN dan VIGOR berprestasi baik dalam tahun kewangan di bawah kajian dan dijangka dapat mengekalkan momentum dalam tahun kewangan semasa.

THE CATALOG SHOP SDN BHD

Dalam tahun di bawah kajian, syarikat mendapat manfaat daripada kesan menyeluruh bagi pelan pengembangan yang dilaksanakan pada tahun kewangan sebelumnya yang menghasilkan peningkatan dalam perolehan syarikat sebanyak 8%. Walau bagaimanapun, disebabkan kos permulaan yang tinggi, persaingan sengit dalam pasaran dan permintaan pengguna yang lemah, syarikat tidak dapat menjana keuntungan pada tahun kewangan di bawah kajian.

Kurangnya sokongan kewangan daripada institusi kewangan terhadap perniagaan yang berkaitan dengan pengguna telah menimbulkan beberapa masalah kepada syarikat khususnya dalam usaha menampung perbelanjaan overhead yang tinggi untuk kedai. Akibatnya, pihak pengurusan memutuskan untuk mengambil langkah penyusunan semula dalam usaha mengecilkkan sesetengah kedai yang kurang baik prestasinya dan memberi tumpuan kepada kedai yang memberikan keuntungan sahaja.

Semasa tahun kewangan, syarikat juga telah melancarkan secara agresif pelbagai program pengiklanan dan promosi untuk mewujudkan lebih banyak kesedaran di kalangan pengguna. Promosi ini mendapat sambutan baik daripada para pengguna dan menguatkan lagi kedudukan kami dalam pasaran.

Walaupun menghadapi kesulitan, namun dengan adanya langkah-langkah penyusunan semula dan gabungan antara kedai kami, syarikat akan berusaha untuk mencapai produktiviti yang lebih tinggi dalam tahun kewangan semasa.

BERJAYA HVN SDN BHD

Dalam tahun di bawah kajian, kumpulan mencatatkan perolehan yang agak rendah berjumlah RM16.7 juta berbanding RM18.7 juta dalam tahun sebelumnya, yang menunjukkan penurunan sebanyak 11% berbanding tahun sebelumnya. Walaupun perolehan lebih rendah, namun kumpulan ini berjaya mencatatkan keuntungan sebelum cukai sebanyak RM0.928 juta berbanding kerugian kumpulan sebanyak RM3.5 juta dalam tahun sebelumnya.

review of operations

All companies within the group reported better operating results as compared to the previous year. This was achieved from stringent overhead control, implementation of a performance-oriented incentive reward system, aggressive marketing and opening of new strategic distribution channels.

In Malaysia, the distribution business faced a very challenging year with weak consumer purchasing power. To address the weaker sales volume, the management approached various Hollywood studios and obtained their approval to distribute products in Brunei Darussalam since May 2001. Sales generated from Brunei helped to cushion the declining Malaysian distribution business.

After undergoing a rationalisation exercise for Video Ezy retail chain stores in Malaysia, the overall retail operations was placed in a stronger financial position and achieved a 4% increase in revenue in the financial year under review despite that there are now fewer number of stores.

In January 2002, a new Video Ezy store was opened in KLCC. With this new opening, we have now a total of seven Video Ezy retail outlets in Malaysia. Moving forward, the management will be continuously looking out for more suitable locations.

In Singapore, despite a weaker economic environment, the distribution business continued to perform with an increase of 10% in sales over the previous financial year. As a result of the business expansion plan, the office was moved to a bigger premise located at Bukit Batok in the middle of 2001.

With the group's distribution business in Malaysia, Singapore and Brunei Darussalam, we were able to control the problems of parallel import and export of videos and compact discs in these countries more efficiently and thus improved the company's profitability.

In December 2001, the group was appointed the exclusive distributor for Oregon Scientific products in Malaysia distributing children's Education Learning Aids ("ELA") products. Oregon Scientific is well known for its high-tech industries and for its long experience in the scientific field. It has now ventured into producing ELA for children. Since the appointment, the group managed to market these products to many of the children departmental stores, toy stores, bookstores and even financial institutions. This has provided the group with good opportunities to place more of the existing children video and compact discs into the non-traditional video stores.

Promotional leaflets from The Catalog Shop



ulasan operasi

Semua syarikat dalam kumpulan melaporkan keputusan operasi yang lebih baik berbanding tahun sebelumnya. Pencapaian ini adalah hasil daripada kawalan overhead yang ketat, pelaksanaan sistem ganjaran insentif berorientasikan prestasi, pemasaran agresif dan pembukaan pusat pengedaran baru yang strategik.



The Catalog Shop menawarkan pelbagai jenama untuk para pelanggannya

Di Malaysia, perniagaan pengedaran menghadapi tahun yang amat mencabar kerana kuasa membeli pengguna adalah lemah. Untuk menghadapi masalah kekurangan jualan, pihak pengurusan telah menemui pelbagai pihak Studio Hollywood untuk mendapatkan kebenaran mengedar produk di Brunei Darussalam sejak Mei 2001. Jualan yang dihasilkan di Brunei telah membantu menampung pengurangan perniagaan pengedaran di Malaysia.

Setelah melalui langkah rasional untuk kedai rangkaian runcit Video Ezy di Malaysia, keseluruhan operasi runcit telah ditempatkan dalam keadaan yang lebih kukuh dan mencapai peningkatan sebanyak 4% dalam perolehan pada tahun kewangan dalam kajian walaupun bilangan kedai yang ada sekarang berkurangan.

Pada Januari 2002, sebuah kedai Video Ezy yang baru telah dibuka di KLCC. Dengan pembukaan ini, kami sekarang mempunyai tujuh buah kedai runcit Video Ezy di Malaysia. Untuk terus maju, pihak pengurusan akan terus mencari lebih banyak lokasi yang sesuai.

Di Singapura, walaupun persekitaran ekonomi lemah, perniagaan pengedaran terus berkembang dengan peningkatan sebanyak 10% dalam jualan berbanding tahun kewangan sebelumnya. Hasil daripada rancangan pengembangan perniagaan, pejabat telah berpindah ke premis lebih besar yang terletak di Bukit Batok dalam pertengahan tahun 2001.

Dengan perniagaan pengedaran kumpulan di Malaysia, Singapura dan Brunei Darussalam, kami dapat mengawal masalah yang melibatkan import dan eksport selari bagi video dan CD di negara ini dengan lebih berkesan dan seterusnya memperbaiki keuntungan syarikat.

Dalam bulan Disember 2001, kumpulan ini dilantik sebagai pengedar eksklusif bagi produk Oregon Scientific di Malaysia yang mengedarkan produk Alat Bantu Pembelajaran bagi kanak-kanak ("ELA"). Oregon Scientific terkenal dengan industri teknologi tingginya dan banyak pengalaman dalam bidang saintifik. Kini, ia terlibat dalam usaha menghasilkan ELA untuk kanak-kanak. Sejak dilantik, kumpulan ini dapat memasarkan produk tersebut di kebanyakan gedung jualan barangan kanak-kanak, kedai permainan, kedai buku malah institusi kewangan. Ini memberikan peluang yang baik kepada kumpulan untuk meletakkan lebih banyak video dan CD kanak-kanak dalam kedai video bukan tradisi.



review of operations
**food &
beverages**

*ulasan operasi
makanan &
minuman*

Patronising specialty coffee outlets is fast becoming a lifestyle in Malaysia



Risalah promosi Starbucks

review of operations

Incorporated in 1998, **Berjaya Coffee Company (M) Sdn Bhd** was granted the exclusive rights by Starbucks Coffee International, Inc to develop and operate Starbucks Coffee retail stores in Malaysia. Starbucks Coffee is a leading retailer, roaster and brand of specialty coffee in the world. The first Starbucks store in Malaysia opened at KL Plaza, Kuala Lumpur in December 1998. Since then, the business has been growing steadily. The acceptance towards the consumption of specialty coffee and patronising specialty coffee outlets is fast becoming a lifestyle in Malaysia.

For the financial year under review, revenue increased by 32% over the previous year. The company's business continued to grow steadily with the opening of 3 additional stores during the financial year. As at 30 April 2002, the company has in operation 24 stores located in the Klang Valley, Genting Highlands, Penang and Johor and plans are in place to open more stores in the current financial year ending 30 April 2003.

Clearly focused on the goal to be the leading specialty coffee company in Malaysia, Berjaya Coffee has adopted several key strategies to enhance its competitive edge and increase its market share. These strategies include the development of a comprehensive package to identify potentially viable sites for further expansion of retail locations, well rounded training and refresher programs for store employees, exciting and innovative marketing programs and the introduction of new and enticing coffee beverages. An extensive food development program to cater to customers at different times of the day has been successfully introduced with further plans to add more variety to meet customers' demands and needs.

The principal company, **Starbucks Coffee Company** is listed on NASDAQ, USA and has over 5,000 retail locations throughout North America, Europe, Middle East and the Pacific Rim. Malaysia represents its ninth Pacific Rim market.

For the year under review, **Berjaya Roasters (M) Sdn Bhd**, the franchise holder for Kenny Rogers Roasters restaurant chain in Malaysia has a total of 32 outlets in operation. The restaurants are located in shopping malls and stand alone restaurants along main streets in key business centers nationwide.

Despite the slowdown in the economy, Kenny Rogers Roasters registered a two-fold growth rate in terms of number of restaurants opened as compared to the previous year. Total revenue has also improved, with the implementation of various key marketing efforts.

In tandem with its image enhancement program, selected Kenny Rogers Roasters casual dining restaurants have been converted from over-the-counter service to full table service. During the year, various key initiatives have



The exterior view of a Starbucks coffee outlet in Malaysia

ulasan operasi

Ditubuhkan dalam tahun 1998, **Berjaya Coffee Company (M) Sdn Bhd** diberi hak eksklusif oleh Starbucks Coffee International, Inc untuk membangun dan menjalankan operasi kedai runcit Starbucks Coffee di Malaysia. Starbucks Coffee adalah peruncit, pemanggang dan jenama kopi istimewa yang terunggul di dunia. Kedai Starbucks pertama di Malaysia dibuka di KL Plaza pada Disember 1998. Semenjak itu, perniagaan ini maju setapak demi setapak. Penerimaan terhadap penggunaan kopi istimewa dan melangani kedai kopi istimewa dengan cepat menjadi gaya hidup di Malaysia.

Bagi tahun kewangan di bawah kajian, perolehan meningkat sebanyak 32% berbanding tahun sebelumnya. Perniagaan syarikat terus berkembang dengan baik apabila tiga lagi kedai dibuka dalam tahun kewangan tersebut. Sehingga 30 April 2002, syarikat mempunyai 24 buah kedai yang beroperasi di Lembah Kelang, Genting Highlands, Pulau Pinang dan Johor, dan perancangan dibuat untuk membuka lebih banyak kedai pada tahun kewangan semasa yang berakhir 30 April 2003.

Berjaya Coffee mempunyai fokus yang jelas untuk menjadi syarikat kopi istimewa yang terunggul di Malaysia. Oleh itu, syarikat telah menerapkan beberapa strategi penting untuk mengukuhkan daya saing dan meningkatkan lagi bahagian pasarannya. Strategi ini termasuklah pembangunan pakej yang komprehensif untuk mengenal pasti tapak yang berdaya maju untuk mengembangkan lagi lokasi perniagaan, latihan lengkap dan program pemugaran semula untuk kakitangan kedai, program pemasaran yang menarik dan inovatif serta memperkenalkan minuman kopi baru yang menyegarkan. Satu program pembangunan makanan yang meluas untuk sajian pelanggan pada waktu yang berlainan dalam sehari telah diperkenalkan dengan jayanya. Rancangan selanjutnya sedang disusun untuk menambah sajian baru bagi memenuhi permintaan dan kehendak pelanggan.

Syarikat utama, **Starbucks Coffee Company** disenaraikan di NASDAQ, Amerika Syarikat dan mempunyai lebih daripada 5,000 lokasi peruncitan di seluruh Amerika Utara, Eropah, Timur Tengah dan di Lingkaran Pasifik. Malaysia merupakan pasaran kesembilan di Lingkaran Pasifik.

Bagi tahun di bawah kajian, **Berjaya Roasters (M) Sdn Bhd**, pemegang francais bagi restoran Kenny Rogers Roasters di Malaysia, mempunyai sejumlah 32 kedai yang sedang beroperasi. Restoran ini terletak di dalam pusat membeli belah dan juga secara berasingan di jalan-jalan utama bandar, di pusat perniagaan utama seluruh negara.

Di sebalik kelembapan ekonomi, Kenny Rogers Roasters mencatatkan kadar pertumbuhan dua kali ganda dari segi bilangan restoran yang dibuka berbanding tahun sebelumnya. Jumlah perolehan juga bertambah baik selepas pelaksanaan beberapa strategi pemasaran penting.

Sejajar dengan program pengukuhan imejnya, beberapa restoran makanan biasa Kenny Rogers Roasters telah diubah suai daripada khidmat layan diri kepada khidmat layanan di meja. Sepanjang tahun, beberapa pembaharuan penting terbukti berjaya dan menguntungkan, khususnya bagi produk yang diperkenalkan di seluruh negara seperti Pepper-rific Black Pepper Chicken, Baked Potatoes, Roasters 4-some dan beberapa jenis Muffin baru.

Perancangan sedang dibuat untuk memperkenalkan Kids Meal, Breakfast Menu dan Kiosk Concept, bersama-sama langkah gabungan jenama dengan pemegang francais utama, NF Roasters, Amerika Syarikat. Syarikat merancang

review of operations

proven to be successful and beneficial particularly the nationwide product launches of the *Pepper-rific Black Pepper Chicken, Baked Potatoes, Roasters 4-some*, and the new variants of *Muffins*.

Plans are already in the pipeline for the introduction of *Kids Meal, Breakfast Menu* and *Kiosk Concept* coupled with *co-branding* exercises with its principal franchisor, NF Roasters, USA. The company plans to open another 3 company-owned and 8 franchisee outlets for the financial year ending 30 April 2003. The prospects remain good and promising as Kenny Rogers Roasters continues to implement and execute the planned initiatives as scheduled.

For the financial year ended 30 April 2002, **Roasters Asia Pacific (HK) Ltd.**, ("RAPHK") the investment holding company for Roasters Asia Pacific (Cayman) Ltd ("RAPC") and Roasters Asia Pacific (M) Sdn Bhd ("RAPM"), achieved a total revenue growth of 19% as compared to the previous financial year.

RAPC holds the master franchise rights for Kenny Rogers Roasters in the Asia Pacific region and is currently operating a total of 82 outlets in Malaysia, the Philippines, Brunei, Singapore, China and Indonesia. The number of outlets increased by 13.8% as compared to 72 outlets in the previous year. It was a commendable achievement for the company despite the global economic slowdown.

During the year, RAPM and Berjaya Roasters had successfully launched several marketing campaigns, enrichment training programmes and image enhancement exercise as part of its marketing efforts in strengthening its position. The company has also taken steps to reduce the initial investment cost for franchised packages by localising the imported products and equipment besides introducing new products and other related marketing programmes.



A breakfast set by Kenny Rogers Roasters

In view of the rapid growth both locally and regionally, during the year, RAPM had strengthened its marketing and franchise services arm through increased networking and co-ordination with Berjaya Roasters. RAPC has proven that the strategy in consolidating franchise services

support through synergy with Berjaya Roasters is effective in making a stronger platform to recruit local sub-franchisees in Malaysia. Efforts in streamlining the operations, preparations for co-branding with NF Roasters, USA, new product launches and a series of marketing campaigns had taken place to create a strong image in the service support behind the brand.

For the year ending 30 April 2003, RAPC is planning to open another 24 new stores throughout the Asia-Pacific region. To further expand the business and the KRR brand to new markets,

ulasan operasi



Risalah promosi dari Kenny Rogers Roasters

untuk membuka tiga lagi kedai milik syarikat dan lapan kedai francais dalam tempoh tahun kewangan berakhir 30 April 2003. Prospek adalah kekal baik serta menggalakkan dan Kenny Rogers Roasters terus melaksanakan usaha terancang seperti yang dijadualkan.

Bagi tahun kewangan berakhir 30 April 2002, **Roasters Asia Pacific**

(HK) Ltd. ("RAPHK"), syarikat pemegang pelaburan bagi Roasters Asia Pacific (Cayman) Ltd ("RAPC") dan Roasters Asia Pacific (M) Sdn Bhd ("RAPM") mencatatkan keseluruhan pertumbuhan perolehan sebanyak 19% berbanding tahun kewangan sebelumnya.

RAPC memegang hak francais utama bagi Kenny Rogers Roasters di rantau Asia Pasifik dan buat masa ini mempunyai 82 kedai yang beroperasi di Malaysia, Filipina, Brunei, Singapura, China dan Indonesia. Bilangan kedai bertambah sebanyak 13.8% berbanding 72 kedai pada tahun sebelumnya. Ini adalah pencapaian yang membanggakan bagi syarikat walaupun ekonomi dunia lembap.

Sepanjang tahun, RAPM dan Berjaya Roasters dengan jayanya telah melancarkan beberapa kempen pemasaran, program latihan pementapan dan langkah peningkatan imej sebagai sebahagian daripada usaha pemasaran untuk memperkukuh kedudukannya. Syarikat juga telah mengambil langkah mengurangkan kos pelaburan awal pakej francais dengan menyesuaikan produk dan kelengkapan import mengikut cita rasa tempatan di samping memperkenalkan produk baru dan program pemasaran lain yang berkaitan.

Memandangkan pertumbuhan yang pesat di dalam negara dan juga serantau, sepanjang tahun di bawah kajian, RAPM memperkukuh khidmat pemasaran dan francais dengan meningkatkan rangkaian dan penyelarasan dengan Berjaya Roasters. RAPC telah membuktikan bahawa strategi menggabungkan sokongan khidmat francais secara sinergi dengan Berjaya Roasters amat berkesan dalam mewujudkan asas yang lebih kukuh untuk menggalakkan lebih ramai sub-franchisee tempatan di Malaysia. Untuk melahirkan imej yang mantap dalam sokongan khidmat jenama, usaha memperkemas operasi, bersiap sedia untuk gabungan jenama dengan NF Roasters, Amerika Syarikat, pelancaran produk baru dan siri kempen pemasaran telah dilaksanakan.

Bagi tahun berakhir 30 April 2003, RAPC merancang untuk membuka 24 lagi kedai baru di seluruh rantau Asia Pasifik. Untuk meluaskan lagi perniagaan dan jenama KRR ke pasaran baru, selepas penghujung tahun di bawah kajian, RAPC membuat rundingan dengan beberapa pihak di Shanghai-China, Australia dan India.

Roadhouse Grill, Inc., di mana Kumpulan memiliki 62% ekuiti, memiliki, menjalankan operasi dan memfrancaiskan rangkaian restoran makanan kasual dengan khidmat penuh di bawah jenama "Roadhouse Grill".

Dengan 69 buah restoran yang beroperasi sepenuhnya, Roadhouse Grill terus kekal sebagai salah sebuah pengusaha terbesar restoran makanan kasual "gaya roadhouse" di Amerika Syarikat. Restoran milik syarikat menjalankan operasi di 10 buah negeri di Amerika Syarikat, dan restoran francainya terletak di Las Vegas, Nevada,

review of operations

subsequent to the year-end, RAPC entered into negotiations with a few parties in Shanghai-China, Australia and India.

Roadhouse Grill, Inc., in which the Group owns 62% equity, owns, operates and franchises a chain of full service, casual dining restaurants under the brand name "Roadhouse Grill".



Kenny Rogers Roasters promotes roasted rotisserie chicken as a distinctive healthy alternative to fried chicken

With 69 fully operational restaurants, Roadhouse Grill continues to be one of the largest operators of the 'roadhouse-style' casual dining restaurants in the United States. The company-owned locations serve 10 states in the USA, and its franchised restaurants are located in Las Vegas, Nevada, Brazil and Malaysia. The company also signed a joint-venture agreement with Cremonini, S.p.A., for the development of over 60 Roadhouse Grill restaurants throughout Europe. The first restaurant opened in the fall of 2001 in Milan, Italy and has been operating at above projected revenue expectations.

The Roadhouse Grill concept is family oriented. It is physically designed with a rustic wood interior and exterior, along with neon lights that have immediate visual "street" impact, and appeals to a broad range of customers. Customer satisfaction comes from an extremely positive "overall experience", supported by excellent food, warm, personal and caring service and a management team that has been trained to focus on exceeding customers' expectations.

Roadhouse Grill offers truly authentic American, moderately priced and features exhibition style cooking. Guests are treated to complimentary "peanuts" and the special, proprietary homemade yeast rolls.

During the year, the company continued to focus on improving operations and marketing programs were designed to maintain store traffic.

The September 11, 2001 incident had a dramatic negative impact on the entire economy in the USA for 8 months of the fiscal year. The impact on Roadhouse Grill was even greater due to the fact that approximately 50% of sales are generated in high tourist oriented marketing areas.

As the economy began to stabilise later in the fourth quarter of the fiscal year, the company developed an aggressive marketing plan for the upcoming fiscal year. This plan include the use of broadcast media, print advertising and the expansion of on-going local store marketing efforts.

Roadhouse Grill will continue to utilise the "Eat, Drink and Be Yourself" slogan that has been established, while the statement, "Real American Food. And Proud Of It!" will serve as the concept's 'brand positioning'.

ulasan operasi

Brazil dan Malaysia. Syarikat juga memeterai perjanjian usaha sama dengan Cremonini, S.p.A, untuk membangunkan lebih 60 buah restoran Roadhouse Grill di seluruh Eropah. Restoran pertama dibuka pada musim gugur 2001 di Milan, Itali dan sedang beroperasi melebihi perolehan yang dijangkakan.



Sebuah restoran Roadhouse Grill di Amerika Syarikat

Konsep Roadhouse Grill berorientasikan keluarga. Reka bentuk fizikalnya menggunakan kayu kasar di bahagian dalaman dan luaran dengan sinaran lampu neon yang memberikan suasana "jalan" untuk menarik pelbagai golongan pelanggan. Kepuasan pelanggan diperoleh daripada "pengalaman menyeluruh" yang amat positif, disokong oleh makanan yang lazat, layanan mesra dan penuh prihatin dan pasukan pengurusan yang terlatih untuk memberikan khidmat yang memuaskan lebih daripada yang dijangkakan pelanggan.

Roadhouse Grill menawarkan masakan asli Amerika yang sebenarnya, berharga sederhana dan dimasak dengan gaya yang dipamerkan. Pelanggan dihidangkan dengan kacang secara percuma dan roti rol yis istimewa buatan di rumah.

Sepanjang tahun, syarikat terus memberi tumpuan memperbaiki operasi dan program pemasaran dengan tujuan untuk mengekalkan bilangan pelanggan yang ramai.



Hidangan lazat dari Roadhouse Grill

Peristiwa 11 September 2001 memberikan kesan negatif yang begitu dramatik ke atas keseluruhan ekonomi Amerika Syarikat selama lapan bulan bagi tahun kewangan tersebut. Kesan ke atas Roadhouse Grill lebih besar kerana kira-kira 50% daripada jualan dihasilkan di kawasan pasaran yang ramai pelancong.

Apabila ekonomi mulai stabil pada suku keempat tahun kewangan, syarikat mengembangkan pelan pemasaran yang agresif bagi tahun kewangan berikutnya. Pelan ini

meliputi penggunaan media penyiaran, pengiklanan bercetak dan peningkatan usaha pemasaran kedai tempatan yang sedang dilaksanakan.

Roadhouse Grill akan terus menggunakan slogan yang telah dikenali ramai, iaitu "Eat, Drink and Be Yourself", sementara pernyataan "Real American Food. And Proud of It" akan digunakan sebagai konsep pementapan jenama.



7-Eleven sells a variety of grocery items

review of operations
**retailing,
distribution &
other services**

*ulasan operasi
peruncitan,
pengedaran &
lain-lain
perkhidmatan*

Taiga Forest Products' warehouse in Canada



Van perkhidmatan Secure Xpress Services