



A Sports Toto outlet

Gaming & Lottery Management

GAMING

Malaysia

For the financial year under review, **Sports Toto Malaysia Sdn Bhd** recorded a revenue of RM2.24 billion, a slight decline of 1.1% from the previous year's revenue of RM2.27 billion. This is a commendable achievement in view that the Number Forecast Operators in the country continued to operate under a difficult economic environment. The financial year ended 30 April 2001 also had four draws less than the previous financial year.

Profit before tax decreased by 3.7% to RM361.9 million compared to RM375.8 million in the previous financial year.

During the year, the company embarked on a project to implement a new on-line lottery system and to replace some of the existing aging on-line selling terminals. The implementation exercise will be carried out in phases with the new on-line system maintained in parallel with the existing on-line lottery system for a period of time. The rest of the existing on-line terminals will be replaced as the need arises.

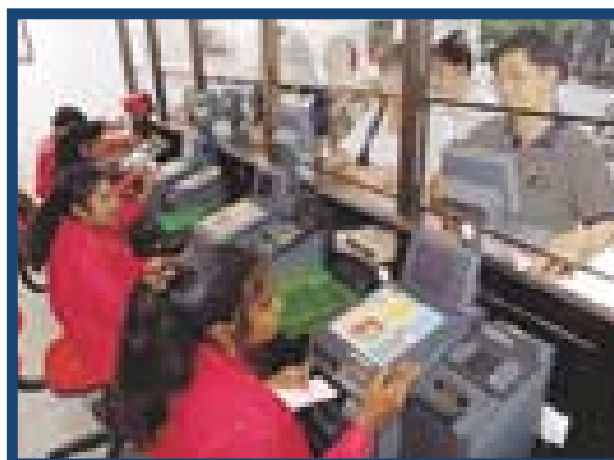
The first phase of the project which is expected to cost more than RM30 million, is targeted to go-live in the third quarter of the current financial year.

Overseas

In the Philippines, a new game called Superlotto 6/49 was launched on 2 July 2000 with draws held every Sunday. There

are now a total of five games namely Lotto 6/42, Megalotto 6/45, Superlotto 6/49, 4-Digit and the 6-Digit games. Draws for the 4-Digit and Megalotto 6/45 games are held every Monday, Wednesday and Friday while draws for the 6-Digit and Lotto 6/42 games are held every Tuesday, Thursday and Saturday. Approximately 1,400 terminals are operating in over 900 outlets in Manila and other provincial cities in the Luzon Island.

In Ghana, draws for the 6/40 Jackpot game are held once a week. The Super 5/90 game was discontinued with effect from 1 June 2001 due to a less than encouraging response. Currently, about 100 off-line PC-based terminals are operating in the capital city of Accra and nearby cities.



Sales counter in a Sports Toto Outlet

PERTARUHAN

Malaysia

Untuk tahun kewangan di bawah kajian, **Sports Toto Malaysia Sdn Bhd** mencatatkan perolehan sebanyak RM2.24 bilion, penurunan tipis sebanyak 1.1% berbanding pulangan tahun lalu sebanyak RM2.27 bilion. Ini merupakan pencapaian yang perlu diberi pujian, memandangkan Pengendali-Pengendali Nombor Ramalan di negara ini terus beroperasi dalam keadaan ekonomi yang sukar. Tahun kewangan berakhir 30 April 2001 juga mencatatkan kekurangan empat cabutan daripada tahun sebelumnya.



Bilik komputer yang menempatkan sistem komputer berpusat

Keuntungan sebelum cukai menurun sebanyak 3.7% kepada RM361.9 juta, berbanding RM375.8 juta pada tahun kewangan sebelumnya.



Terminal loteri 'on-line' ILTS Intelimark yang akan menggantikan terminal jualan 'on-line' lama yang sedia ada

Dalam tahun kewangan di bawah kajian, pihak syarikat telah melaksanakan sistem loteri 'on-line' yang baru bagi menggantikan beberapa terminal jualan 'on-line' lama yang sedia ada. Pelaksanaan ini akan dikendalikan secara berperingkat di mana sistem 'on-line' yang baru akan dikekalkan di samping sistem 'on-line' yang sedia ada untuk sementara waktu. Terminal 'on-line' sedia ada yang lain akan digantikan apabila tiba masanya.



Cabutan Superlotto 6/49 di Filipina

Perbelanjaan peringkat pertama projek ini dijangka berjumlah lebih daripada RM30 juta, dan dijangka dilancarkan terus-menerus pada suku ketiga tahun kewangan.

Luar Negara

Di Filipina, satu permainan baru yang dikenali sebagai Superlotto 6/49 telah dilancarkan pada 2 Julai 2000, dengan cabutan yang diadakan setiap Ahad. Kini, terdapat lima permainan iaitu Lotto 6/42, Megalotto 6/45, Superlotto 6/49 dan permainan-permainan 4-Digit dan 6-Digit. Cabutan-cabutan untuk 4-Digit dan Megalotto 6/45 diadakan setiap Isnin, Rabu dan Jumaat, manakala cabutan untuk 6-Digit dan Lotto 6/42 pula pada setiap Selasa, Khamis dan Sabtu. Kira-kira 1,400 terminal dianggarkan beroperasi di lebih 900 tempat di Manila dan lain-lain bandar di Pulau Luzon.

Di Ghana, cabutan untuk permainan 6/40 Jackpot diadakan sekali dalam seminggu. Permainan Super 5/90 telah ditamatkan sejak 1 Jun 2001, kerana sambutan yang kurang memberangsangkan. Kini, hampir 100 terminal berasaskan komputer peribadi 'off-line' sedang beroperasi di ibu negara Accra dan bandar-bandar terdekat.



Pac OnLine, Inter-Pacific Securities' e-broking service centre, located at level 3A in Menara Shahzan Insas, Kuala Lumpur, Malaysia

Financial Services

STOCKBROKING

Inter-Pacific Capital Sdn Bhd ("IPC") recorded a lower pre-tax profit of RM29.1 million for the financial year ended 30 April 2001 compared to RM111.0 million in the previous financial year. This was attributed mainly to lower contributions from its two stockbroking subsidiaries, Inter-Pacific Securities Sdn Bhd and Eng Securities Sdn Bhd. Revenue also decreased from RM192.2 million in the previous financial year to RM51.3 million in the financial year ended 30 April 2001.

The lower performance was a result of the general downward trend in the stock market and the sharp reduction in the volume of shares transacted on the Kuala Lumpur Stock Exchange ("KLSE"). The reduction in brokerage rates effective 1 September 2000, also resulted in a decline in earnings. Total value of shares transacted on the KLSE was RM221 billion for the 12 months ended 30 April 2001, a massive drop from RM650 billion in the preceding 12 months. The KLSE Composite Index also saw a 90 point drop from 675.0 points on 30 April 2000 to 584.5 points on 30 April 2001.

The Malaysian Derivatives Exchange futures market also saw a decrease in the number of futures contracts transacted. Inter-Pacific Futures Sdn Bhd recorded a lower pre-tax profit of RM638,000 compared to RM877,000 in the previous financial year due to the lower market volume.

During the year, IPC proposed to acquire the entire equity interest in UT Securities Sdn Bhd for a cash consideration of RM150 million. UT Securities is principally involved in the stockbroking business in Penang and holds a Dealer's Licence under the Securities Industry Act, 1983. The company also provides share underwriting, share registration services and margin financing. The proposed acquisition is in line with the Securities Commission's policy framework for consolidation of the stockbroking industry announced in April 2000. The proposal is pending the approval of the authorities.

The stock market is expected to recover towards the later part of 2001 after being on the downtrend for more than a year. The KLSE Composite Index has bottomed out and is expected to

improve progressively. In addition, the abolition of the exit levy with effect from 2 May 2001 will also encourage foreign funds to increase their exposure in our stock market. In view of the foregoing, IPC is optimistic of achieving better results for the current financial year ending 30 April 2002.

GENERAL INSURANCE

Berjaya General Insurance Berhad recorded a pre-tax loss of RM15.8 million in the financial year under review compared to a pre-tax profit of RM41.4 million in the previous year.

Due to the deterioration in share prices on the KLSE during the year, the company suffered a loss of RM27.7 million in its quoted investments, compared with a profit of RM24.9 million in the previous year. Other investment income generated was RM7.0 million compared to RM10.9 million previously, due largely to the prevailing low interest regime.

Despite a drop in claims loss ratio from 63.0% to 61.5%, underwriting profit achieved was RM3.6 million compared to RM5.6 million in the previous year. This was mainly due to premium reserve strain of RM9.5 million for the financial year.

For business growth, the company will continue to expand its intermediary and branch network, identify and develop new distribution channels and improve the business processes with technology-enabled business solutions and implement staff development programmes in tandem with and in support of the new direction.

HIRE PURCHASE AND LEASING

Prime Credit Leasing Sdn Bhd recorded a decrease in revenue of 19.2% as a result of lower sales. The lower sales and higher provision for doubtful debts resulted in a pre-tax loss of RM29.5 million for the financial year under review compared to a profit of RM4.5 million previously.

With private consumption being the main driver for loans growth, financing of consumer goods, motor vehicles and personal computers under the Government's "One Home One Computer" policy will be intensified.

PEMBROKERAN SAHAM

Inter-Pacific Capital Sdn Bhd telah mencatatkan keuntungan sebelum cukai yang lebih rendah, iaitu sebanyak RM29.1 juta bagi tahun kewangan berakhir 30 April 2001, berbanding RM111.0 juta pada tahun kewangan sebelumnya. Ini terutamanya disebabkan oleh sumbangan yang rendah daripada anak syarikat pembrokerannya, iaitu Inter-Pacific Securities Sdn Bhd dan Eng Securities Sdn Bhd. Jumlah dagangan juga telah merosot daripada RM192.2 juta pada tahun kewangan sebelumnya kepada RM51.3 juta bagi tahun kewangan berakhir 30 April 2001.

Prestasi yang merosot ini adalah akibat daripada kemelesetan pasaran saham secara umum dan penurunan jumlah transaksi saham di Bursa Saham Kuala Lumpur ("BSKL"). Pengurangan kadar komisen pembrokeran bermula 1 September 2000 juga mengakibatkan pengurangan dalam jumlah pendapatan syarikat. Jumlah nilai saham diniagakan di BSKL juga telah merosot daripada RM650 bilion bagi 12 bulan sebelumnya kepada RM221 bilion bagi 12 bulan berakhir 30 April 2001. Nilai Indeks Komposit BSKL juga telah merosot daripada 675.0 mata pada 30 April 2000 kepada 584.5 mata pada 30 April 2001.

Pasaran niaga hadapan Bursa Derivatif Malaysia juga telah memperlihatkan penurunan jumlah kontrak niaga hadapan yang ditransaksi. Inter-Pacific Futures Sdn Bhd telah mencatatkan keuntungan sebelum cukai yang lebih rendah sebanyak RM638,000 berbanding RM877,000 pada tahun kewangan sebelumnya. Ini disebabkan oleh jumlah pasaran yang lebih rendah.

Pada tahun di bawah kajian, IPC telah mencadangkan untuk memperolehi kesemua kepentingan ekuiti UT Securities Sdn Bhd dengan harga tunai sebanyak RM150 juta. UT Securities terlibat dalam perniagaan pembrokeran saham di Pulau Pinang dan memiliki Lesen Wakil Jualan di bawah Akta Industri Sekuriti, 1983. Syarikat ini juga menawarkan perkhidmatan pendaftaran saham, menaja jamin saham serta pembiayaan marjin. Cadangan pemerolehan ini adalah selaras dengan rangkakerja polisi Suruhanjaya Sekuriti bagi tujuan memampatkan lagi industri pembrokeran saham yang diumumkan pada bulan April 2000. Cadangan ini masih menunggu kelulusan daripada pihak berkuasa.

Pasaran saham dijangka pulih menjelang penghujung tahun 2001 setelah mengalami kemerosotan selama lebih satu tahun. Buat masa ini, Indeks Komposit BSKL berada pada tahap yang paling rendah dan dijangka naik secara progresif. Tambahan pula, penghapusan levi keluar mulai 2 Mei 2001 akan menggalakkan pelaburan modal asing dalam pasaran saham



Berjaya General Insurance di Plaza Berjaya, Kuala Lumpur, Malaysia

kami. Berikutan itu, IPC amatlah optimistik bahawa keputusan yang lebih baik akan dapat dicapai pada tahun kewangan berakhir 30 April 2002.



Kaunter Perkhidmatan di Inter-Pacific Securities

INSURANS AM

Berjaya General Insurance Berhad mencatatkan kerugian sebelum cukai sebanyak RM15.8 juta bagi tahun kewangan dalam kajian, berbanding keuntungan sebelum cukai sebanyak RM41.4 juta pada tahun sebelumnya.

Berikutan kemerosotan harga saham di BSKL semasa tahun di bawah kajian, syarikat telah mengalami kerugian sebanyak RM27.7 juta dalam pelaburan di sebutharga, berbanding keuntungan RM24.9 juta pada tahun sebelumnya. Pendapatan pelaburan lain ialah sebanyak RM7.0 juta yang telah diperolehi berbanding RM10.9 juta pada tahun sebelumnya akibat daripada kadar faedah yang rendah.

Walaupun nisbah tuntutan kerugian telah menurun dari 63.0% kepada 61.5%, keuntungan menaja jamin yang diperolehi adalah RM3.6 juta berbanding RM5.6 juta pada tahun sebelumnya. Ini berpunca daripada ketegangan rizab premium sebanyak RM9.5 juta bagi tahun kewangan di bawah kajian.

Bagi tujuan pertumbuhan perniagaan, syarikat akan menambahkan lagi rangkaian cawangan, mengenalpasti dan memperkembangkan lagi saluran pengedaran baru, meningkatkan lagi process perniagaan dengan penyelesaian perniagaan berasaskan teknologi serta melaksanakan program pembangunan kakitangan yang seiring dengan matlamat baru kami.

PEMAJAKAN DAN SEWA BELI

Prime Credit Leasing Sdn Bhd mencatatkan penurunan hasil sebanyak 19.2% akibat jualan yang rendah. Penjualan yang rendah dan peruntukan yang tinggi bagi hutang ragu telah mengakibatkan kerugian sebelum cukai sebanyak RM29.5 juta bagi tahun kewangan dalam kajian berbanding keuntungan sebanyak RM4.5 juta pada tahun sebelumnya.

Memandangkan penggunaan peribadi merupakan pendorong utama bagi pertumbuhan kadar pinjaman, pembiayaan barangan pengguna, kenderaan dan komputer peribadi di bawah polisi "Satu Rumah Satu Komputer" oleh pihak Kerajaan akan diperhebatkan lagi oleh pihak syarikat.



Berjaya Langkawi Beach and Spa Resort, Malaysia

Hotels, Resorts & Recreation Development

HOTELS AND RESORTS DEVELOPMENT

The Malaysian tourism industry has been identified as a key driver in the growth of the services sector from 2001 to 2010. Tourism has taken second spot, after manufacturing, in bringing in foreign exchange for the country. Tourist arrivals are expected to grow at an average rate of 6.9% per annum. With the continuous improvement in tourism products and services, marketing and promotion, infrastructure as well as institutional and regulatory framework, Malaysia is well placed to reap the gains of the tourism industry.

Berjaya Hotels and Resorts own and manage a total of 16 hotels and resorts of which 8 are located in Malaysia, and the balance abroad. The performance of the hotels and resorts division for the financial year ended 30 April 2001 showed a turnaround from a net loss of RM5 million previously to a net profit before tax of RM3 million. However, revenue recorded a decrease from RM203 million in the previous financial year to RM193 million for the year under review due to a slight decline in sales in the overseas operations. On the local front, Berjaya Langkawi Beach & Spa Resort recorded a consistent improvement for the past 5 years from a revenue of RM20.7 million in 1996/1997 to RM34.3 million in 2000/2001. Overall performance for the other local resorts has been maintained. The overall local hotel room occupancy rates have increased while our overseas hotels recorded mixed occupancy rates. New markets in Hong Kong, Taiwan, Middle East and Russia have been developed and are showing signs of growth.

Room inventory will be increased and planning is in progress for an additional 100 rooms for Berjaya Langkawi Beach and Spa Resort and 159 rooms for Berjaya Redang Beach Resort.

Increased airseats to Tioman Island and the introduction of new and bigger ferries to Redang Island have improved accessibility and maintain the competitiveness for the two resorts. Accessibility to Langkawi Island is expected to improve further

with Malaysian Airlines (MAS) considering using larger aircraft to the island.

Five-star properties in Langkawi have inched up rates to the high of two-hundredths, while three-star properties are still charging in the mid-hundredth range. With the upgrading of the rooms in Berjaya Langkawi, we will be raising our rates from the current high hundredth range to low-to-mid two-hundredth range. Aggressive new strategies are in place for Berjaya Tioman to promote the low season from November 2001 to February 2002. Berjaya Georgetown Hotel will focus on the mid-priced business segment, government travel and refocus on the Japanese business segment together with an aggressive sales and marketing approach targeting the domestic tourism market.

Marketing efforts will be made to focus on combining Berjaya Mahe Beach Resort and Berjaya Praslin Beach Resort as a twin-island package for the European markets. Berjaya Mount Royal Beach Hotel has embarked on an aggressive campaign to win over the support of the local inbound tour operators and focusing on increasing its "walk-in" segment. The revenue generator for Berjaya Beau Vallon Bay Beach Resort will continue to come from both local and overseas tour operators. New markets such as the Middle East and Russia are being developed for the resort.

VACATION TIMESHARE



For the year under review, **Berjaya Vacation Club Bhd** ("BVC") recorded a 17.5% increase in revenue as compared to the last financial year, mainly due to an increase in the number of memberships recruited and higher membership fees charged.

During the financial year under review, BVC expanded its market reach by setting up four additional sales venue in Kuala Lumpur,

PEMBANGUNAN HOTEL DAN RESORT

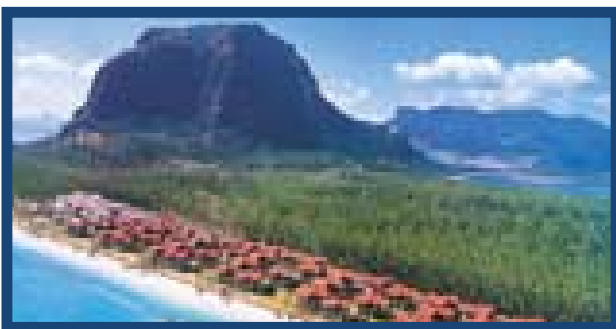
Industri pelancongan Malaysia telah dikenal pasti sebagai penggerak penting pertumbuhan sektor perkhidmatan untuk tahun 2001 hingga tahun 2010. Pelancongan menduduki tempat kedua, selepas pengilangan, sebagai pembawa pertukaran asing untuk negara. Kedatangan pelancong dijangka tumbuh pada kadar 6.9% setahun. Dengan kualiti produk dan perkhidmatan, pemasaran dan promosi, infrastruktur pelancongan dan juga kerangka institusi dan kawal selia yang semakin baik, Malaysia kini berkeadaan baik untuk memperoleh keuntungan dalam industri pelancongan.



Berjaya Redang Beach Resort, Malaysia

Berjaya Hotels and Resorts memiliki dan menguruskan 16 hotel dan resort dengan 8 daripadanya berada di Malaysia dan bakinya di luar negara. Prestasi Bahagian Hotel dan Resort untuk tahun kewangan berakhir 30 April 2001 menunjukkan perubahan daripada kerugian bersih sebanyak RM5 juta pada tahun yang lalu kepada keuntungan bersih sebelum cukai sebanyak RM3 juta. Walau bagaimanapun, perolehan yang dicatatkan merosot daripada RM203 juta pada tahun yang lalu kepada RM193 juta pada tahun ini akibat operasi seberang laut yang turun sedikit. Bagi operasi dalam negara pula, Berjaya Langkawi Beach & Spa Resort mencatatkan peningkatan yang konsisten sejak 5 tahun yang lalu daripada perolehan sebanyak RM20.7 juta pada tahun 1996/1997 kepada RM34.3 juta pada tahun 2000/2001. Prestasi resort tempatan yang lain secara menyeluruh telah dapat dikekalkan. Kadar penghunian bilik hotel secara menyeluruh telah meningkat sementara hotel kami di seberang laut pula mencatatkan kadar penghunian campuran. Pasaran baru di Hong Kong, Taiwan, Timur Tengah dan Rusia telah dibangunkan dan kini menunjukkan tanda pertumbuhan.

Inventori bilik akan ditingkatkan dan perancangan sedang dijalankan untuk menambah 100 bilik di Berjaya Langkawi Beach & Spa Resort dan 159 bilik di Berjaya Redang Beach Resort.

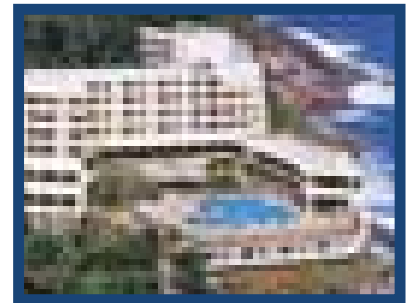


Berjaya Le Morne Beach Resort & Casino, Mauritius

Penambahan tempat duduk pesawat udara ke Pulau Tioman dan pengenalan feri yang baru dan lebih besar ke Pulau Redang telah meningkatkan kadar kedatangan pelancong dan mengekalkan daya saing kedua-dua resort tersebut. Kedatangan pelancong ke Pulau Langkawi juga dijangka meningkat dengan Sistem Penerbangan Malaysia (MAS) mempertimbangkan penggunaan pesawat udara yang lebih besar ke pulau tersebut.

Hartanah bertaraf lima bintang di Pulau Langkawi telah menaikkan kadar setinggi dua perseratus, sementara hartanah bertaraf tiga bintang pula masih mengenakan kadar dalam julat setengah perseratus. Dengan meningkatkan kualiti bilik di Berjaya Langkawi, kami akan menaikkan kadar kami daripada julat satu perseratus semasa yang tinggi kepada julat rendah-hingga-setengah dua perseratus. Strategi baru yang agresif ini sudah siap untuk digunakan oleh Berjaya Tioman untuk mempromosikan musim kadar kedatangan pelancong yang rendah dari bulan November 2001 hingga bulan Februari 2002. Berjaya Georgetown Hotel akan menumpukan perhatian pada segmen perniagaan harga pertengahan, perjalanan kerajaan dan menumpukan perhatian semula pada segmen perniagaan Jepun berserta dengan pendekatan jualan dan pemasaran yang agresif yang didasarkan pada pasaran pelancongan tempatan.

Usaha pemasaran akan dibuat untuk menumpukan perhatian pada penggabungan Berjaya Mahe Beach Resort dan Berjaya Praslin Beach Resort sebagai pakej pulau-kembar untuk pasaran Eropah. Berjaya Mount Royal Beach Hotel telah memulakan kempen yang agresif untuk mendapatkan sokongan operator pelancongan tempatan yang membawa masuk pelancong ke Malaysia dan menumpukan perhatian pada usaha untuk meningkatkan segmen "terus masuk"-nya. Hasil untuk Berjaya Beau Vallon Bay Beach Resort akan terus dijanakan oleh operator pelancongan tempatan dan seberang laut. Pasaran baru seperti Timur Tengah dan Rusia kini sedang dibangunkan untuk resort tersebut.



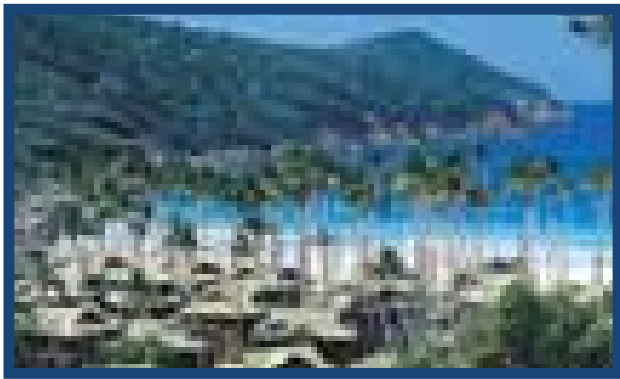
Berjaya Mahe Beach Resort, Seychelles

PERCUTIAN PERKONGSIAN MASA

Untuk tahun di bawah kajian, Berjaya Vacation Club Bhd ("BVC") mencatatkan peningkatan perolehan sebanyak 17.5% berbanding dengan perolehan pada tahun kewangan sebelumnya, terutamanya akibat bertambahnya bilangan pengambilan ahli baru dan kenaikan yuran keahlian yang lebih tinggi.

Sepanjang tahun di bawah kajian, BVC mendirikan empat tempat jualan tambahan di Kuala Lumpur, Melaka, Kuantan dan Ipoh. Tindakan ini telah memperluas jangkauan pasaran BVC. BVC juga telah mendirikan dua cawangan di Kuantan dan Kuching untuk memberikan perkhidmatan kepada ahli-ahlinya yang tinggal di sepanjang Pantai Timur Semenanjung Malaysia dan Malaysia Timur masing-masing.

Bahagian tersebut juga telah membeli sebuah hotel tambahan di Singapura - Duxton Hotel pada 3 Mei 2001 untuk menambah



Berjaya Redang Beach Resort, Malaysia

Malacca, Kuantan and Ipoh. BVC also set up two branches in Kuantan and Kuching to service its members residing along the East Coast of Peninsular Malaysia and East Malaysia respectively.

BVC has also acquired an additional hotel in Singapore - Duxton Hotel on 3 May 2001 to further increase its room inventory. Other acquisitions include 16 units of apartments at Equatorial Hill Resort, Cameron Highlands and 8 units of apartments at Paradise Lagoon Holiday Apartments, Port Dickson. BVC now offers one of the most attractive packages in the market offering over 40 holiday destinations worldwide and more than 3,600 resorts in over 90 countries under the RCI (Resorts Condominium International) exchange programme.

As part of its ongoing strategy to create more awareness for the product and to enhance its market share, BVC participated in many promotional campaigns nationwide during the year such as the "Home Ownership Campaign", MATTA Fair, Berjaya Hotels and Resorts Travel Fair at Midvalley Megamall and National Panasonic Consumer Campaign. BVC is currently also planning a nationwide joint-promotion with Cosway Malaysia and Tops Supermarket to increase its market reach.

The vacation timeshare market is expected to be affected due to the anticipated slowdown in consumer spending and the affordability of such a scheme. However, the change in lifestyle where leisure time has evolved as a necessity augurs well for the vacation ownership market.

CLUBS AND RECREATION

The Group's clubs and recreation division saw a slowdown in membership recruitment, particularly in the second half of the financial year. This was mainly due to a more cautious spending pattern by the general public in view of the statistical indication of a slowdown in the US economy. However, competitive pricing were initiated and more innovative marketing plans were introduced. Membership drives carried out towards the end of the financial year showed encouraging results.

Bukit Kiara Equestrian and Country Resort is one of Malaysia's premier equestrian resorts and a popular venue for VIP functions and social events. The Club's membership for the financial year stood at approximately 4,670 compared to 4,500 the previous year. During the financial year, the Club carried out some upgrading works and constructed 6 new stables and an indoor Basket Ball Court. The Club will be launching a membership promotion drive and offer Equestrian Access Cards to non-members by the end of 2001.

Bukit Jalil Golf & Country Resort recorded an impressive growth in membership of 175 new members during the year. This was due to the successful membership drive carried out during the year and many activities organised for members and their families such as visits to sister clubs within the Group, children's and mum's club programmes, and charity and community services. Constant efforts were also carried out to train staff to provide better services to members.

Kelab Darul Ehsan recorded an increase in membership from approximately 4,300 last year to 4,500 members for the year under review. The Club is currently undergoing a membership drive with more sales and promotion incentives and easy payment schemes to achieve its revenue target.



Desa WaterPark, Kuala Lumpur, Malaysia

Desa WaterPark, Kuala Lumpur's largest family entertainment water themepark and the only themepark located within the Kuala Lumpur city area offers a full range of water recreation facilities for the whole family. It has an exciting variety of water rides and slides, and it houses one of the biggest family water roller-coasters in Asia - The Thunderbolt. On 2 June 2000, Desa WaterPark was nominated by the World Water Association as one of the ten most fancifully designed waterparks in the world.

On 31 March 2001, Desa WaterPark officially launched a membership card called "SplashOut Pass" which allows patrons to enjoy unlimited entries into the Park at very low rates for a year from the date of registration. In conjunction with the launch, the Park also took the opportunity to introduce for the very first time in Malaysia, an interactive waterplay system called "Water War". The Park hosted a thirteen-episode children's game show called "Zig-Zag" which ended on 18 May 2001 and will be aired over RTM's Channel 2 on Fridays for three months towards the end of year 2001.

Berjaya Air Sdn Bhd, provides air transportation to Tioman Island and Pangkor Island from Subang Airport, Kuala Lumpur and has introduced a new route from Seletar, Singapore to Tioman Island in January 2001. In the first three months of operation, Berjaya Air secured an average of 50% passenger loading and is expected to significantly increase Berjaya Air's revenue in the future. Berjaya Air will be looking at operating into Redang Island in the future and will focus on increasing its frequency to its current destinations when it is viable.



Berjaya Tioman Beach Resort, Malaysia-Club House

inventori bilik hotelnya. Pembelian lain termasuk 16 unit pangsapuri di Equatorial Hill Resort, Cameron Highlands dan 8 unit pangsapuri di Paradise Lagoon Holiday Apartments, Port Dickson. BVC kini menawarkan satu daripada pakej yang paling menarik dalam pasaran yang meliputi lebih daripada 40 destinasi percutian di seluruh dunia dan lebih daripada 3,600 resort di 90 buah negara di bawah program pertukaran RCI (Resorts Condominium International).

Sebagai sebahagian daripada strateginya yang berterusan untuk mewujudkan kesedaran terhadap produk dan untuk meningkatkan perolehan bahagian pasarnya, BVC telah menyertai beberapa kempen promosi di seluruh negara sepanjang tahun di bawah kajian seperti "Kempen Pemilikan Rumah", Pameran MATTA, Pameran Pelancungan Berjaya Hotels dan Resort di Midvalley Megamall dan Kempen Pengguna Nasional Panasonic. BVC kini sedang merancang untuk mengadakan promosi bersama di seluruh negara dengan Cosway Malaysia dan Tops Supermarket untuk meningkatkan jangkauan pasarnya.

Pasaran percutian perkongsian masa dijangka terjejas akibat kurangnya kemampuan pengguna untuk berbelanja dan mengambil bahagian di dalam skim tersebut. Walau bagaimanapun, perubahan gaya hidup apabila orang menganggap masa lapang sebagai suatu keperluan telah memberikan pertanda yang baik kepada pasaran pemilikan percutian.

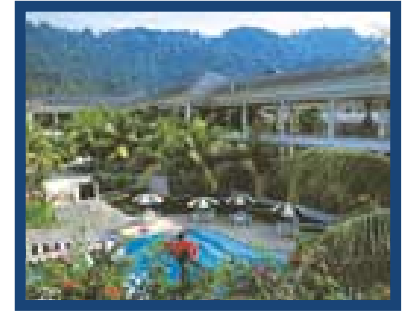
KELAB DAN REKREASI

Bahagian kelab dan rekreasi Kumpulan menunjukkan kurangnya pengambilan ahli baru, khususnya pada separuh kedua tahun kewangan. Pengurangan ini disebabkan terutamanya oleh corak perbelanjaan yang lebih cermat di kalangan masyarakat memandangkan wujudnya petunjuk statistik tentang kemelesetan ekonomi Amerika Syarikat. Walau bagaimanapun, harga yang kompetitif telah dimulakan dan rancangan pemasaran yang lebih inovatif telah diperkenalkan. Kempen keahlian yang dijalankan menjelang hujung tahun kewangan adalah menggalakkan.

Bukit Kiara Equestrian and Country Resort ialah salah sebuah resort equestrian yang ulung di Malaysia dan merupakan resort yang popular untuk majlis VIP dan perhimpunan sosial. Keahlian Kelab untuk tahun kewangan di bawah kajian ialah kira-kira 4,670 berbanding dengan 4,500 pada tahun lalu. Sepanjang tahun kewangan, Kelab telah melakukan beberapa kerja peningkatan kualiti dan membina 6 unit kandang kuda yang baru dan sebuah Gelanggang Bola Keranjang dalam bangunan. Kelab akan melancarkan kempen promosi keahlian dan menawarkan Kad Akses Equestrian kepada bukan ahli menjelang tahun 2001.

Bukit Jalil Golf & Country Resort mencatatkan pertumbuhan yang memberangsangkan dengan kemasukan 175 ahli baru pada tahun kewangan di bawah kajian. Kejayaan ini merupakan hasil kempen promosi keahlian yang dijalankan sepanjang tahun kewangan dan beberapa banyak aktiviti yang dijalankan oleh Kelab untuk ahlinya dan keluarga ahlinya seperti lawatan ke kelab kembarnya dalam Kumpulan, program untuk anak dan ibu, dan khidmat amal dan kemasyarakatan. Usaha yang berterusan juga telah dijalankan untuk melatih kakitangan supaya mereka dapat memberikan perkhidmatan yang lebih baik kepada ahli.

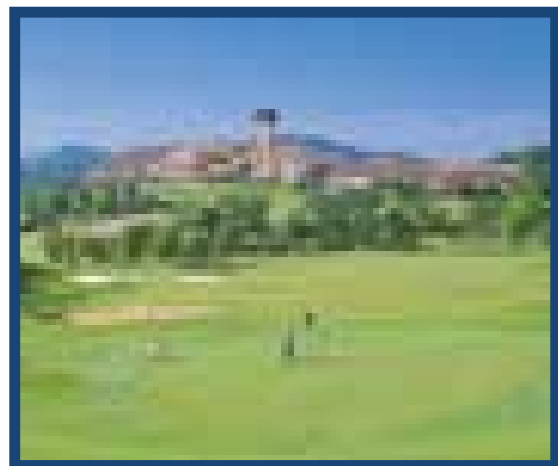
Kelab Darul Ehsan mencatatkan peningkatan keahlian daripada kira-kira 4,300 pada tahun lalu kepada 4,500 pada tahun di bawah kajian. Kelab ini sedang menjalankan kempen keahlian dengan jualan dan promosi yang lebih serta skim bayaran mudah untuk mencapai hasil yang disasarkannya.



Kelab Darul Ehsan, Ampang, Selangor, Malaysia

Desa WaterPark, taman tema air hiburan sekeluarga yang terbesar di Kuala Lumpur dan satu-satunya taman tema yang berada di kawasan bandar raya Kuala Lumpur, menawarkan beraneka jenis kemudahan rekreasi air untuk seluruh keluarga. Taman ini mempunyai beraneka jenis permainan air dan luncur air, ia menempatkan roller-coaster air untuk keluarga yang terbesar di Asia - *The Thunderbolt*. Pada 2 Jun 2000, Desa WaterPark telah dicalonkan oleh World Water Association sebagai salah sebuah daripada sepuluh taman air yang direka bentuk paling menarik di dunia. Pada 31 Mac 2001, Desa WaterPark telah dengan rasminya melancarkan kad keahlian yang dinamakan "SplashOut Pass" yang membolehkan pelanggan memasuki Taman tanpa had pada kadar bayaran yang sangat rendah untuk tempoh setahun dari tarikh pendaftaran. Serentak dengan pelancaran ini, Taman ini juga mengambil kesempatan untuk memperkenalkan buat pertama kalinya di Malaysia, sistem permainan air yang dinamakan "Water War". Taman ini mengadakan pertunjukan permainan kanak-kanak sebanyak tiga belas episod yang dinamakan "Zig-Zag" yang berakhir pada 18 Mei 2001 dan ia akan ditayangkan di RTM melalui Saluran 2 pada hari Jumaat selama tiga bulan menjelang hujung tahun 2001.

Berjaya Air Sdn Bhd menyediakan pengangkutan udara ke Pulau Tioman dan Pulau Pangkor dari Lapangan Terbang Subang, Kuala Lumpur dan telah memperkenalkan laluan baru dari Seletar, Singapura ke Pulau Tioman pada bulan Januari 2001. Pada tiga bulan pertama operasinya, Berjaya Air memperoleh purata muatan penumpang sebanyak 50% dan ini dijangka akan meningkatkan pendapatan Berjaya Air dengan lebih ketara pada masa depan. Berjaya Air sedang merancang untuk memulakan operasi ke Pulau Redang pada masa depan dan akan menumpukan perhatian kepada usaha untuk meningkatkan kekerapan penerbangannya ke destinasi semasanya jika berdaya maju.



Bukit Jalil Golf and Country Resort, Kuala Lumpur, Malaysia



KL Plaza, Kuala Lumpur, Malaysia

Property Investment & Development

PROPERTY INVESTMENT

The performance of the commercial properties of the Group, namely KL Plaza, Plaza Berjaya, Kota Raya Complex and Berjaya Megamall, varied according to the nature, positioning and development of the complexes.

The occupancy rate of **KL Plaza** has accelerated to an all time high of 95% as at 30 April 2001 compared to 77% in the last financial year. The increase in occupancy rate was due to repositioning and the strategic location of the complex, and the growing confidence of retailers in the Complex after its upgrading in late 1999.

Plaza Berjaya experienced a slight decrease in occupancy rate from 81% last year compared to 77% for the year under review. The completion of the up-coming Berjaya Times Square and the development of the KL Monorail Station and a pedestrian bridge linking the two properties is expected to improve its occupancy. Plans are in place to build a sidewalk on the front of the Complex and this will also generate greater patronage to the Complex.

With the change of tenant mix implemented recently at **Kota Raya Complex** to replace the video arcade at Level 4 and 5, the occupancy rate for the Complex has temporarily decreased to 68% from 84% last year. However, new tenants have been secured and have since opened business in June and July 2001.

The occupancy rate at **Berjaya Megamall** rose from 80% last year to 98% for the year under review. This is due to the increase in the number of new tenants and with the confirmation of a bowling alley and snooker center that will take up a substantial area of the vacant lots. Rental rates will increase gradually in year 2002 and our focus is to continue to target bigger players and retail chain stores to achieve a more interesting tenant mix.

PROPERTY DEVELOPMENT

Property Market Overview

The revival of the country's economy has resulted in an improved market sentiment in the property sector in the year 2000. Despite a backdrop of massive property overhang, developers who had held back new launches the previous year swung into action in anticipation of the upward trend in the property sector. The impetus from Budget 2001 coupled with the availability of attractive housing loan interest and the various measures undertaken by the Government to spur the property sector has resulted in an increase of buying of properties especially the residential units.

For the financial year 2000/2001, the Property Division has been actively planning and procuring the necessary government approvals for the development of various projects. Several new projects were launched and vigorously marketed through weekend sales launches and participation in exhibitions, home ownership campaigns, etc. The Property Division's on-going development projects have generated a total sales value of RM214 million during the financial year 2000/2001.



Berjaya Megamall in Kuantan, Pahang, Malaysia

PELABURAN HARTANAH

Prestasi hartanah perdagangan Kumpulan, iaitu KL Plaza, Plaza Berjaya, Kompleks Kota Raya dan Berjaya Megamall, berbeza-beza mengikut sifat, kedudukan dan pembangunan kompleks-kompleks tersebut.

Kadar penghunian **KL Plaza** telah meningkat sehingga mencapai tahap paling tinggi, iaitu 95%, pada 30 April 2001 berbanding dengan 77% pada tahun kewangan yang lalu. Peningkatan kadar penghunian ini adalah disebabkan oleh penempatan semula dan lokasi strategik kompleks tersebut, dan bertambahnya keyakinan peruncit di Kompleks ini selepas peningkatan kualiti dijalankan pada akhir tahun 1999.

Plaza Berjaya mengalami sedikit kemerosotan kadar penghunian daripada 81% pada tahun lalu kepada 77% pada tahun di bawah kajian. Dengan siapnya Berjaya Times Square tidak lama lagi dan pembangunan Stesen Monorel KL dan jambatan pejalan kaki yang menghubungkan kedua-dua hartanah tersebut, ianya dijangka akan memperbaiki kadar penghunian. Perancangan sedang dibuat untuk membina laluan pejalan kaki di hadapan Kompleks ini dan laluan ini juga dijangka meningkatkan bilangan pengunjung ke Kompleks ini.

Dengan perubahan campuran penyewa yang dilaksanakan baru-baru ini di **Kompleks Kota Raya** untuk menggantikan arked video di Tingkat 4 dan 5, kadar penghunian Kompleks ini merosot kepada 68% daripada 84% pada tahun lalu. Walau bagaimanapun, penyewa baru telah diperolehi dan telah pun membuka perniagaan mereka pada bulan Jun dan Julai 2001.

Kadar penghunian **Berjaya Megamall** meningkat daripada 80% pada tahun lalu kepada 98% pada tahun di bawah kajian. Ini adalah disebabkan oleh peningkatan bilangan penyewa baru dan pengesahan pembinaan lorong boling dan pusat snuker yang akan menggunakan sebahagian besar ruang lot yang masih kosong. Kadar sewa akan meningkat secara beransur-ansur pada tahun 2002 dan tumpuan kami adalah untuk terus menasaskan penyewa dan kedai rangkaian peruncit yang lebih besar untuk mendapatkan campuran penyewa yang lebih menarik.

PEMBANGUNAN HARTANAH

Tinjauan Pasaran Hartanah

Pemulihan ekonomi negara telah menyebabkan sentimen pasaran menjadi lebih baik terhadap sektor hartanah pada tahun 2000. Walaupun masih wujud suasana pasaran hartanah yang suram, namun pemaju yang menangguhkan pelancaran baru pada tahun yang lalu telah mula bertindak untuk menghadapi arah aliran sektor hartanah yang meningkat. Dorongan daripada Belanjawan 2001 dan dengan adanya faedah pinjaman perumahan yang menarik serta pelbagai langkah yang diambil oleh Kerajaan untuk menggalakkan sektor hartanah telah menyebabkan meningkatnya pembelian hartanah khususnya unit kediaman.

Untuk tahun kewangan 2000/2001, Bahagian Hartanah telah dengan aktifnya merancang dan memperolehi kelulusan Kerajaan yang diperlukan untuk membangunkan pelbagai projek. Beberapa projek baru telah dilancarkan dan telah

dengan gigihnya dipasarkan melalui pelancaran jualan hujung minggu dan penyertaan di pameran, kempen pemilikan rumah, dan sebagainya. Projek pembangunan Bahagian Hartanah yang sedang dilaksanakan telah menjanakan nilai jualan bersih berjumlah RM214 juta sepanjang tahun kewangan 2000/2001.

Projek Yang Sedang Dilaksanakan

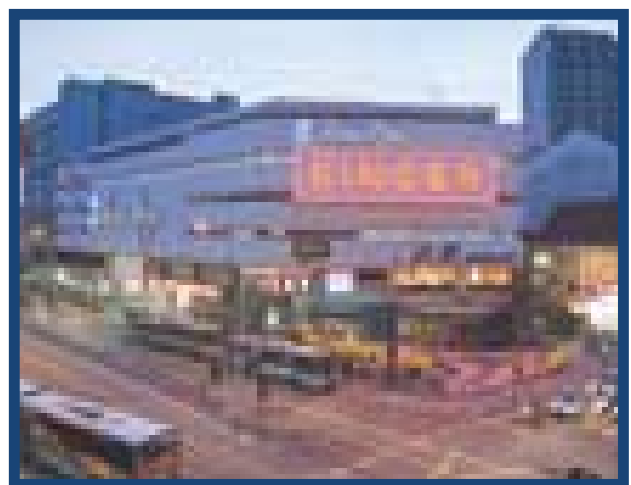
Bahagian Hartanah sedang menumpukan perhatian pada pembangunan projek di sebahagian besar timbunan tanah Berjaya Land di Wilayah Persekutuan dan Selangor. Sepanjang tahun kewangan, Bahagian Hartanah telah dengan jayanya menyiapkan dan menyerahkan sejumlah 388 unit hartanah. Selain itu, kira-kira 1,053 unit hartanah kini sedang berada pada pelbagai tahap pembinaan.



Blueberry, yang terdiri daripada 112 unit rumah berangkai dua tingkat di Berjaya Park, Shah Alam, Malaysia

Blueberry, yang terdiri daripada 112 unit rumah berangkai dua tingkat, telah dilancarkan sebagai Fasa 2A **Berjaya Park**, projek pembangunan campuran yang komprehensif di Jalan Kebun, Shah Alam. Setakat ini, 98 unit (iaitu 88%) dengan nilai jualan berjumlah RM25.8 juta telah dijual. Dua lagi projek, *Mulberry*, yang terdiri daripada 180 unit rumah teres dua tingkat dan *Aspen* yang terdiri daripada 136 unit rumah satu tingkat telah disiapkan dan milikan kosongnya telah diserahkan kepada pembeli pada bulan Mei 2001. Jualan berjumlah RM24.6 juta juga telah dijanakan oleh jualan lot perindustrian di kawasan pembangunan yang sama.

Sepanjang tahun kewangan yang lalu, jualan *Kinrara Ria Apartments* di **Taman Kinrara IV**, Puchong juga menggalakkan. *Kinrara Ria Apartments* yang terdiri daripada 320 unit pangsapuri kos sederhana 3 bilik telah dilancarkan pada bulan Mei 2000 dan setakat ini, 282 unit (88%) dengan nilai jualan berjumlah RM24.7 juta telah dijual.



Kompleks Kota Raya, Kuala Lumpur, Malaysia

On-Going Projects

The Property Division concentrated on the developing of projects on the major portion of Berjaya Land's landbank within Wilayah Persekutuan and Selangor. During the financial year, the Property Division had successfully completed and handed over a total of 388 units of properties. In addition, some 1,053 units of properties are presently under various stages of construction.



Mulberry, comprising 180 units of double storey terrace houses at Berjaya Park, Shah Alam, Malaysia

Blueberry, comprising 112 units of double storey linkhouse, was launched as Phase 2A of **Berjaya Park**, a comprehensive mixed development project in Jalan Kebun, Shah Alam. To date, 98 units (i.e. 88%) with a total sales value of RM25.8 million have been sold. The other two projects, *Mulberry*, comprising a total of 180 units of double storey terrace houses and *Aspen* comprising 136 units of single storey houses have been completed and vacant possession handed over to the purchasers in May 2001. A total sales of RM24.6 million was also generated from the sale of industrial lots within the same development.

During the last financial year, sales of *Kinrara Ria Apartments* in **Taman Kinrara IV**, Puchong was also very encouraging. *Kinrara Ria Apartments* which comprises 320 units of 3-room medium-cost apartments was launched in May 2000 and to date, 282 units (88%) with a total sales value of RM24.7 million have been sold.

The Division's double storey link houses project in **Taman Kinrara IV**, Puchong was completed on schedule and vacant possession of 72 units were handed over to the purchasers in July 2001.

Seputeh Heights comprising 108 freehold luxurious bungalow lots planned around the gated community concept was launched in September 2000. Completed with paved road, jogging tracks, street lights, underground cabling and piping for electricity, comprehensive security system amidst a background of landscaped man-made waterfall, the bungalows lots are priced from RM138 to RM208 psf. To date, a total number of 39 lots were sold for a total sales value of RM86 million.

Phase 1 of *Arena Green Apartments* in **Bukit Jalil Golf & Country Resort** which was launched on 2 July 2000 received overwhelming response from the public and was 100% sold out within the first week of launch generating a total sales of RM56 million. For Phase 2A and 2B with a total of 488 units priced at an average price of RM133,000, over 86% of the units with a total sales value of RM67.5 million were sold.

Another project in **Taman Cemerlang**, which received overwhelming response, is the *Cemerlang Apartments* comprising 60 units of medium cost walk-up apartments costing RM90,000 each. All 60 units were sold generating a total sales value of RM5.4 million. Within the same development, the Division also launched 10 units of semi-detached houses at an average price of RM600,000 each. A total of 7 units were sold for a total sales value of RM3.48 million. *Cemerlang Heights*, comprising 89 bungalow lots is located within an established neighbourhood with comprehensive amenities, amidst tranquil environment and with multiple access via the Middle Ring Road II. Launched in November 2000, the bungalow lots with fully completed infrastructure is being sold from RM49 to RM76 psf. A total of 30 lots have been sold for a total sales value of RM18.7 million.

Projects Coming On Stream

In **Bukit Jalil Golf & Country Resort**, the Property Division is planning for the development of 390 units of condominiums. The plans on the proposed development have been submitted to the authorities and is pending approval.

Block D of *Greenfields Apartment* in **Bukit Jalil Golf & Country Resort** consisting of 169 units of apartments priced at an average of RM185,000 is expected to be launched soon.

Kinrara Putri Apartments, a new project within **Taman Kinrara IV**, Puchong consists of 210 units of medium cost apartment was also well received. Launched in July 2001, more than 50% of the units were sold within two weeks of the launch.

In anticipation of the demand for landed residential properties, the Property Division is planning to launch another phase of double storey linkhouses in **Berjaya Park** known as *Maple*. Priced at an average price of RM200,000 per unit, the project is expected to generate an estimated total sales value of RM19.2 million.

Market Outlook

The current lacklustre stock market, fears of unemployment, over supply of the property market and a less than bullish outlook for the global and local economy, has led to weaker sentiments in the property market. Though there is still an existing demand and buying interest for properties especially in the residential sub-sector, the negative impact has led to more cautious buying of property. However, medium cost residential properties priced below RM150,000 remain popular as indicated from the sale of **Bukit Jalil's Arena Green Apartments** and **Taman Kinrara IV's Kinrara Ria** and *Kinrara Putri Apartments*.

The Government's concerted and continuous effort through various measures including relaxation of FIC regulations governing purchase of property by foreigners, temporary waiver of stamp duty, together with the availability of low financing rates, is expected to boost the property market. However, the demand for property does not only depend on the location and pricing but also on the track record of the developer and the quality of maintenance of the projects. With this in mind, the Property Division's concentration is to develop more affordable properties of high quality to enhance our market share in this sector.

Projek rumah berangkai dua tingkat Bahagian Hartanah di **Taman Kinrara IV**, Puchong telah disiapkan mengikut jadual dan milikan kosong bagi 72 unit telah diserahkan kepada pembeli pada bulan Julai 2001.

Seputeh Heights yang terdiri daripada 108 lot banglo mewah pegangan kekal yang dirancang dengan berasaskan konsep komuniti berpintu pagar telah dilancarkan pada bulan September 2000. Lot banglo tersebut, yang lengkap dengan jalan bertar, laluan berjoging, lampu jalan, sistem kabel bawah tanah dan paip elektrik, sistem keselamatan yang komprehensif, yang berlatarbelakangkan air terjun buatan manusia berharga dari RM138 hingga RM208 sekaki persegi. Setakat ini, 39 lot telah dijual dengan nilai jualan berjumlah RM86 juta.

Fasa 1 *Arena Green Apartments* di **Bukit Jalil Golf & Country Resort** yang dilancarkan pada 2 Julai 2000 telah menerima sambutan yang sangat menggalakkan dan telah 100% dijual dalam minggu pertama pelancarannya dengan menjanakan nilai jualan berjumlah RM56 juta. Untuk Fasa 2A dan 2B yang terdiri daripada 488 unit pada harga purata RM133,000 seunit, lebih daripada 86% telah dijual dengan nilai jualan berjumlah RM67.5 juta.

Satu lagi projek di **Taman Cemerlang** yang menerima sambutan yang sangat menggalakkan ialah *Cemerlang Apartments* yang terdiri daripada 60 unit pangsapuri tanpa lif kos sederhana yang berharga RM90,000 seunit. Semua 60 unit telah dijual dan menjanakan nilai jualan berjumlah RM5.4 juta. Di kawasan pembangunan yang sama, Bahagian Hartanah juga telah melancarkan 10 unit rumah berkembar pada harga purata RM600,000 seunit. Sebanyak 7 unit telah dijual dengan nilai jualan berjumlah RM3.48 juta. *Cemerlang Heights* yang terdiri daripada 89 lot banglo, yang terletak di kawasan yang sudah mantap, mempunyai kemudahan yang komprehensif di kawasan yang menenangkan fikiran dan laluan keluar masuk yang berbilang melalui Jalan Lingkaran Tengah II. Lot banglo tersebut, yang dilancarkan pada bulan November 2000, lengkap dengan infrastruktur yang telah disiapkan sepenuhnya, kini dijual pada harga RM49 hingga RM76 sekaki persegi. Sebanyak 30 lot telah dijual dengan nilai jualan berjumlah RM18.7 juta.

Projek Dalam Perancangan

Di **Bukit Jalil Golf & Country Resort**, Bahagian Hartanah merancang untuk membangunkan 390 unit kondominium. Pelan pembangunan yang dicadangkan itu telah diserahkan kepada pihak berkuasa dan kini sedang menunggu kelulusan.

Blok D *Greenfields Apartments* di **Bukit Jalil Golf & Country Resort** yang terdiri daripada 169 unit pangsapuri yang berharga purata RM185,000 seunit dijangka akan dilancarkan tidak lama lagi.

Kinrara Putri Apartments, projek baru di **Taman Kinrara IV**, Puchong yang terdiri daripada 210 unit pangsapuri kos sederhana juga menerima sambutan yang baik. Lebih daripada 50% daripada unit tersebut yang dilancarkan pada bulan Julai 2001 telah dijual dalam tempoh dua minggu pelancarannya.

Dengan menjangkakan permintaan terhadap hartanah kediaman akan meningkat, Bahagian Hartanah kini sedang merancang untuk melancarkan satu lagi fasa rumah berangkai dua tingkat di **Berjaya Park** yang dikenali sebagai *Maple*. Dengan harga purata RM200,000 seunit, projek tersebut dijangka menjanakan nilai jualan berjumlah RM19.2 juta.

Gambaran Pasaran

Keadaan pasaran saham sekarang yang suram, kebimbangan tentang pengangguran, pembekalan berlebihan dalam pasaran hartanah dan gambaran yang tidak begitu menyakinkan tentang ekonomi global dan tempatan, telah membawa kepada sentimen yang lebih lemah dalam pasaran hartanah. Walaupun masih wujud permintaan dan minat untuk membeli hartanah khususnya dalam sub-sektor kediaman, namun kesan negatif telah membuatkan pembelian hartanah dilakukan dengan lebih berhati-hati. Walau bagaimanapun, hartanah kediaman kos sederhana yang berharga di bawah RM150,000 masih popular seperti yang dapat dilihat daripada jualan *Arena Green Apartments* di **Bukit Jalil** dan *Kinrara Ria Apartments* dan *Kinrara Putri Apartments* di **Taman Kinrara IV**.

Usaha Kerajaan yang bersepadu dan berterusan melalui pelbagai langkah termasuk pengenduran peraturan FIC yang berkuat kuasa ke atas pembelian hartanah oleh orang asing, penepian sementara duti setem, berserta dengan adanya kadar pembiayaan yang rendah, dijangkakan dapat merangsang pasaran hartanah. Walau bagaimanapun, permintaan terhadap hartanah bukan sahaja bergantung pada lokasi dan harga tetapi juga pada rekod prestasi pemaju dan kualiti penyenggaraan projek. Dengan mengambil kira semua ini, tumpuan Bahagian Hartanah adalah untuk membangunkan hartanah yang berkualiti tinggi yang mampu dibeli oleh pelanggan untuk meningkatkan bahagian pasaran kami dalam sektor ini.



Risalah pemasaran projek-projek Bahagian Hartanah



Various range of skincare products by Cosway

Consumer Marketing & Direct Selling

Cosway (M) Sdn Bhd

For the year under review, the group registered a marginal increase in revenue to RM348.1 million from RM345.3 million in the previous year. Profit before tax recorded a decrease from RM20.9 million in the last financial year to RM13.6 million for the financial year under review. Despite the weak economic conditions and slower growth rates, operations in Malaysia continued to do well. This is due to its significant advantage in having a strong customer base, market position and operational efficiency which contributed to a 1% increase in revenue.

The global economic slowdown had affected the overall performance of its international operations in Brazil, The Philippines, Mexico and Thailand. Besides the weakening economic situation in these countries, strong competition from other players in the market also contributed to the decline in sales and operating profit.

In Malaysia, the new products launched during the financial year under review had been well received. Cosway will continue its strategy to launch new quality products at affordable prices aggressively.

To further enhance the Cosway Redemption Programme, two new redemption centres were set up in Alor Star and Sandakan during the financial year, bringing the total redemption centres to 22. Three more redemption centres will be opened in the current financial year in line with the group's objective of setting up more redemption centres at strategic locations across the country for the convenience of its members.

eCosway.com, which resembles a virtual worldwide shopping mall, is targeted to be launched in the last quarter of 2001. Through eCosway.com, thousands of unique products from all over the world will be featured on the Internet and made

available to anyone with access to the web. Consumers globally will not only have the opportunity to shop but also earn an income with the Cosway multi-level marketing concept. eCosway.com is expected to contribute significantly to Cosway's future growth.

Given its strong market position in Malaysia, Cosway's local operation is expected to improve its performance in the coming financial year whilst measures are being taken to improve the revenue and profitability of its international operation.

Singer (Malaysia) Sdn Bhd

The intense competitive market in the provision of easy payment schemes for consumer products has put Singer's business to test. New entrants were beginning to penetrate into the suburban market segment which Singer had enjoyed strong leadership. Weakened purchasing power in the rural and remote



Lactessens Skin Care range of products from Cosway

Cosway (M) Sdn Bhd

Bagi tahun di bawah kajian, kumpulan mencatatkan peningkatan perolehan yang marginal sebanyak RM348.1 juta berbanding sebanyak RM345.3 juta pada tahun sebelumnya. Keuntungan sebelum cukai merosot daripada RM20.9 juta pada tahun sebelumnya kepada RM13.6 juta pada tahun di bawah kajian. Di sebalik kedudukan ekonomi yang lembap dan kadar pertumbuhan yang lebih perlahan, operasi di Malaysia kekal baik. Ini adalah kerana syarikat mempunyai asas pelanggan yang kukuh, kedudukan pasaran dan operasi yang efisien yang telah menyumbang kepada peningkatan sebanyak 1% dalam perolehan.

Kelembapan ekonomi global telah menjejaskan prestasi keseluruhan operasi antarabangsa di Brazil, Filipina, Mexico dan Thailand. Selain daripada keadaan ekonomi yang semakin lemah di negara-negara ini, persaingan yang sengit daripada pihak-pihak lain di pasaran juga menyebabkan jualan dan keuntungan operasi merosot.

Di Malaysia, produk-produk baru yang dilancarkan dalam tempoh tahun di bawah kajian telah diterima dengan baik. Cosway akan meneruskan strateginya secara agresif dalam memperkenalkan barangan-barangan baru yang berkualiti pada harga berpatutan.

Untuk memperkuatkan lagi Program Penebusan Cosway, dua pusat penebusan baru dibuka di Alor Setar dan Sandakan dalam tahun kewangan, menjadikan jumlah pusat-pusat penebusan semuanya 22. Tiga lagi pusat penebusan akan dibuka dalam tahun kewangan semasa, selaras dengan objektif kumpulan untuk membuka lebih banyak pusat penebusan di lokasi-lokasi yang strategik di seluruh negara untuk faedah ahli-ahlinya.



Rangkaian produk melangsingkan badan daripada Cosway

eCosway.com, yang menyerupai pusat membeli belah maya di seluruh dunia, dirancang pelancarannya pada Oktober 2001. Melalui eCosway.com, beribu-ribu produk yang unik daripada berbagai tempat di dunia akan dipamerkan di Internet dan boleh disaksikan oleh sesiapa sahaja yang mempunyai akses ke laman web. Pengguna-pengguna di seluruh dunia bukan sahaja berpeluang membeli belah, tetapi juga berpeluang memperoleh pendapatan melalui konsep pasaran multi-level Cosway. eCosway.com dijangka menyumbang secara amat ketara sekali ke atas pertumbuhan masa depan Cosway.

Berdasarkan kedudukan pasaran yang kukuh di Malaysia, operasi Cosway tempatan dijangka akan meningkatkan

prestasinya pada tahun kewangan yang akan datang sementara langkah-langkah diambil untuk menambahkan pendapatan dan keuntungan operasi antarabangsanya.



Risalah promosi barangan Singer

Singer (Malaysia) Sdn Bhd

Pasaran yang amat kompetitif di dalam penyediaan skim bayaran mudah untuk barangan-barangan pengguna begitu menguji perniagaan Singer. Pemandang-pemandang baru mula memasuki segmen pasaran subbandar yang selama ini dikuasai oleh Singer. Kuasa beli yang lemah di pasaran luar bandar dan pedalaman yang disebabkan oleh harga komoditi yang rendah juga telah menjejaskan jualan Singer di pasaran subbandar. Justeru itu, untuk memperolehi segmen pasaran yang lebih luas, strategi pasaran Singer telah diubahsuai secara menyeluruh pada tahun di bawah kajian.

Selaras dengan strategi pemasaran baru, Singer mengambilalih 100% kepentingan ekuiti di dalam The Catalog Shop Sdn Bhd ("TCS") pada April 2001. Pelaburan Singer di dalam TCS akan melengkapi urusiaga Pembayaran Sama Rata Singer di dalam menembusi segmen pasaran yang berkecenderungan memilih barangan elektrik rumah pelbagai jenama.

Inisiatif pemasaran lain yang telah diambil untuk meningkatkan produktiviti ialah mengatur semula pelaburan Singer di dalam pembinaan imej. Penajaan program TV "Famili Ceria Bersama Singer" di NTV7 telah membolehkan Singer meningkatkan kesedaran di kalangan isi rumah bandar dan subbandar terhadapnya, dan justeru itu meningkatkan profilnya di dalam pasaran pengguna.

Sikap pengguna yang sentiasa berubah-ubah menjadikan keadaan bertambah sukar untuk mengekalkan kesetiaan mereka terhadap sesuatu jenama. Singer telah meningkatkan perkhimatannya untuk mengekalkan kesetiaan pelanggan secara berterusan dengan menekankan slogan "Singer, Kawan Anda Sepanjang Hayat". Mengamalkan pengurusan berteraskan perhubungan pelanggan menzahirkan betapa seriusnya kami dalam membentuk perhubungan dengan pelanggan-pelanggan dan membekalkan perkhidmatan pelanggan yang cemerlang setiap masa.

Untuk meningkat keupayaan operasi, syarikat sedang mengatur Sistem Maklumat yang lengkap di seluruh kawasan operasinya di antara Ibu Pejabat dengan pejabat-pejabat cawangannya di seluruh negara. Pengembangan infrastruktur rangkaian



Singer's range of electrical products

markets caused by weak commodity prices has also affected Singer's sales in the suburban market. As a result, Singer's marketing strategies have undergone fundamental changes for the year under review to capture a broader market segment.

In line with the new marketing strategy, Singer had acquired a 100%

equity interest in The Catalog Shop Sdn Bhd ("TCS") in April 2001. Singer's investment in TCS will complement the Equal Payment business of Singer in penetrating the market segment which prefers multi-branded household electrical products.

Another marketing initiative taken to improve productivity was to realign Singer's investment on image building. The sponsorship of the TV game show, "Famili Ceria Bersama Singer", over NTV7 has allowed us to create significant awareness amongst the urban and suburban household on the Singer brand, thus raising its profile in the consumer market.

With the constant changing consumer habits, it is increasingly difficult to retain brand loyalty. Singer has stepped up niche services to maintain customers' loyalty by consistently emphasizing the "Singer, Your Friend For Life" slogan. Our adoption of customer relationship management showed our seriousness in forming alliances with our customers and to provide excellent customer service to our customers whenever possible.



Unza's AIKEN Tea Tree Oil range of products

To improve operational efficiency, the company is deploying a full Information System in all areas of its operations between the Head Office and its branch offices nationwide. The expansion of the network infrastructure connectivity between these offices will allow the company to provide real-time interaction on business issues. The business intelligence system, which is being built, will further enhance operational competency, effectiveness and work productivity.

With the on-going Government policies to encourage private sector and consumer spending, and various measures taken by the company to improve its market positioning, Singer is expected to show better growth in both its electrical and furniture products in the current year.

Unza Holdings Berhad

The financial year ended 30 April 2001 was Unza Holdings most successful year on record, highlighted by three significant acquisitions, strong growth in sale for both its Malaysian and overseas operations, and further encouraging progress of our key brands. As a result, for the financial year under review, the group's revenue more than doubled from RM146.30 million in the previous financial year to RM312.44 million. The combination of strong growth and benefit derived from the three acquisitions of Unza International Limited ("UIL"), Gervas Corporation Sdn Bhd ("Gervas") and Formapac Sdn Bhd ("Formapac") had also resulted in a surge in group profit before tax from RM14.34 million in the previous year to RM36.19 million.

The Malaysian operations, which accounted for 55% of total sales, had an excellent year with an increase of 17% in domestic market sales. ENCHANTEUR, EVERSOF, SAFI, DASHING and MAXKLEEN all strengthened their market positions, and the launch of the new EVERSOF White and SAFI BALQIS UV White skin care ranges enjoyed particular success in the growing market for skin lightening products. Another small but significant launch was the introduction of the AIKEN Tea Tree Oil range comprising a range of toiletry products with the remedial benefits of tea tree oil.



ENCHANTEUR range of products from Unza

On the production side, Manufacturing Services Sendirian Berhad ("MSSB") has commenced renovation and reconstruction of its factory site to accommodate a new skin care line and the introduction of high-speed machinery, which is expected to double present capacity. During the financial year, MSSB entered into a Joint-Venture Agreement with two Japanese companies, Cosmecreate Products Inc and Paltac Corporation, to form Shubido Pacific Sdn Bhd to manufacture high quality skin care products.

International sales also enjoyed good growth throughout the year with Vietnam and China posting excellent results. The growth in Vietnam resulted from strong investment in our lead brand ENCHANTEUR and the widening of our distribution base across the country and the neighbouring Indochina countries. In China, the reorganisation of our distributors and concentration of efforts in Southern China paid off.

In Vietnam, our factory/warehouse complex in the Vietnam Singapore Industrial Park has commenced construction of a 10,000 square feet extension to cope with the increased demand. In addition, we are reviewing options to expand further into China to meet our future demand projections.

In terms of business development, we completed a successful test marketing of ENCHANTEUR in Thailand and conducted a limited launch in Myanmar.

In Hong Kong, Unza Cathay Ltd achieved an important milestone in reaching sales of HK\$100 million. This was due to strong

penghubung di antara pejabat-pejabat ini membolehkan syarikat berinteraksi di dalam perkara-perkara berkaitan urusniaga. Sistem risikan perniagaan yang sedang dibina, akan meningkatkan lagi kecekapan operasi, keberkesanan dan produktiviti kerja.

Dengan dasar-dasar Kerajaan yang sedang dilaksanakan sekarang untuk menggalakkan perbelanjaan sektor swasta dan pengguna, dan pelbagai langkah yang diambil oleh syarikat untuk memperbaiki kedudukan pasarannya, Singer dijangka mencapai pertumbuhan yang lebih baik di dalam produk-produk elektrik dan perabot bagi tahun semasa.

Unza Holdings Berhad

Tahun kewangan berakhir 30 April 2001 merupakan tahun yang paling berjaya bagi Unza Holdings yang pernah dicapai, hasil daripada tiga pembelian penting, pertumbuhan yang menggalakkan di Malaysia dan luar negara, dan perkembangan yang memberangsangkan terhadap jenama-jenama utama. Sehubungan itu, untuk tahun kewangan di bawah kajian, jumlah perolehan kumpulan meningkat melebihi dua kali ganda kepada RM312.44 juta berbanding RM146.30 juta yang dicatatkan pada tahun kewangan sebelumnya.

Kombinasi pertumbuhan yang menggalakkan ini serta faedah daripada ketiga-tiga pembelian oleh Unza International Limited ("UIL"), Gervas Corporation Sdn Bhd ("Gervas") dan Formapac Sdn Bhd ("Formapac") telah melonjakkan keuntungan sebelum cukai kumpulan kepada RM36.19 juta berbanding RM14.34 juta pada tahun sebelumnya.



Proses pengeluaran produk pencuci muka oleh Shubido Pacific Sdn Bhd, syarikat usahasama MSSB dengan dua rakan kongsi dari Jepun

Operasi di Malaysia yang merangkumi 55% dari jumlah jualan mengalami tahun yang cemerlang dengan peningkatan 17% dalam pasaran jualan domestik. ENCHANTEUR, EVERSOF, SAFI, DASHING dan MAXKLEEN mengukuhkan kedudukan di pasaran, dan pelancaran produk rangkaian penjagaan kulit EVERSOF White dan SAFI Balqis UV White yang baru telah mencatatkan kejayaan di pasaran produk pemutihan kulit yang semakin berkembang. Satu lagi pelancaran yang kecil tetapi penting ialah pengenalan rangkaian produk AIKEN Tea Tree Oil yang mencakupi rangkaian produk penjagaan diri dan manfaat remedi minyak pokok teh.

Di bahagian pengeluaran, Manufacturing Services Sendirian Berhad ("MSSB") sedang melaksanakan pengubahsuaian dan pembinaan semula loji kilang untuk rangkaian produk kulit yang baru dan pengenalan mesin pantas yang dijangka akan menggandakan kapasiti semasa. Pada tahun di bawah kajian, MSSB menandatangani Perjanjian Usahasama dengan dua syarikat Jepun, Cosmecreate Products Inc dan Paltac Corporation dengan menubuhkan Shubido Pacific Sdn Bhd bagi mengeluarkan produk penjagaan kulit yang berkualiti tinggi.



Rangkaian produk penjagaan rambut SASSY dari Gervas

Jualan di peringkat antarabangsa juga mengalami pertumbuhan yang baik sepanjang tahun dengan Vietnam dan China mencatatkan keputusan yang membanggakan. Pertumbuhan di Vietnam adalah kesan daripada pelaburan yang kukuh terhadap jenama utama kami, ENCHANTEUR dan perluasan pusat pengedaran di seluruh negara. Di China, penyusunan semula para pengedar dan penekanan di bahagian Selatan China telah membuahkan hasil.

Di Vietnam, kilang/kompleks gudang kami di Vietnam Singapore Industrial Park telah memulakan pembinaan kawasan tambahan seluas 10,000 kaki persegi untuk menampung peningkatan permintaan. Kami juga sedang mengkaji untuk memperluaskan kegiatan di China bagi memenuhi keperluan di masa hadapan.

Dari sudut perkembangan perniagaan, kami telah melaksanakan dengan jayanya ujian pasaran ENCHANTEUR di Thailand dan mengendalikan pelancaran terhadap Myanmar.

Di Hong Kong, Unza Cathay Ltd mencapai kecemerlangan dengan nilai jualan berjumlah HK\$100 juta. Ia disebabkan oleh pertumbuhan kukuh yang dicatatkan oleh ENCHANTEUR dan VIGOR SUPASOFT, jenama pelembut fabrik berinovatif yang dilancarkan dengan jayanya pada tahun sebelumnya.

Kedudukan jenama-jenama Unza yang kukuh dalam pasaran tempatan dan luar negara dan pelaksanaan pelbagai sinergi operasi daripada pembelian UIL, Gervas dan Formapac, prospek kumpulan adalah cerah dan kami menjangkakan pertumbuhan jualan dan keuntungan yang memberangsangkan bagi tahun kewangan 2001/2002.



A wide variety of electrical products sold at The Catalog Shop

growth recorded by ENCHANTEUR and VIGOR SUPASOFT, our innovative concentrated fabric conditioner brand, which built on its impressive launch the previous year.

Given the strong positioning of Unza's various key brands in both the local and foreign market and the realisation of many operational synergies from the acquisition of UIL, Gervas and Formapac, the prospects for the group is bright, as we expect to perform well in both sales and profits in the year 2001/2002.

The Catalog Shop Sdn Bhd

For the year under review, the company's revenue increased 24% over the last financial year. This was attributed to the opening of 17 additional stores nationwide throughout the year bringing the total number of stores to 34.

In tandem with the rapid expansion, the company realigned the management structure to strengthen the operational infrastructure so as to support the anticipated surge in business contribution by the new stores beyond the gestation period. The changes have resulted in a more responsive organisation to better compete with the established industry players in the intensely competitive market place.

To create greater impact on the new opening of its stores, the company has aggressively launched various advertising and promotion programmes which were very well received by the customers.

A variety of advertising and sales promotional blitz including the sponsorship of "Famili Ceria" game show series aired over NTV7 were launched throughout the year to create more awareness amongst the consumers and to generate buying interest.

Having completed the first phase of the expansion plan, our marketing strategies for the current year will be formulated towards increasing store productivity particularly in product mix and market penetration.

With all the productivity improvement measures in place, we are confident of a better performance in the coming year.

Berjaya HVN Sdn Bhd

For the year under review, the group recorded a lower revenue of RM18.7 million compared to RM20.2 million in the previous year. Even though the slowing economy in Malaysia had affected the performance of Berjaya HVN Sdn Bhd and Direct Vision Sdn Bhd, its subsidiary in Singapore, Berjaya HVN (S) Pte Ltd ("Berjaya HVN (S)") continued to perform well in the financial year ended 30 April 2001. The improved performance of its Singapore subsidiary has contributed significantly to sustain the revenue of the group.

During the year under review, the management closed down 15 Video Ezy retail stores nationwide, leaving behind six Video Ezy stores. The rationalisation process of closing down unproductive stores is aimed at improving the performance of the retail operations in the long run. This had resulted in a decrease of 55% in the turnover of the retail business compared to the previous year. Due to the change in demands where VCDs is on the rise as opposed to VHS, the retail operations is now more focused on sell-through than rental.



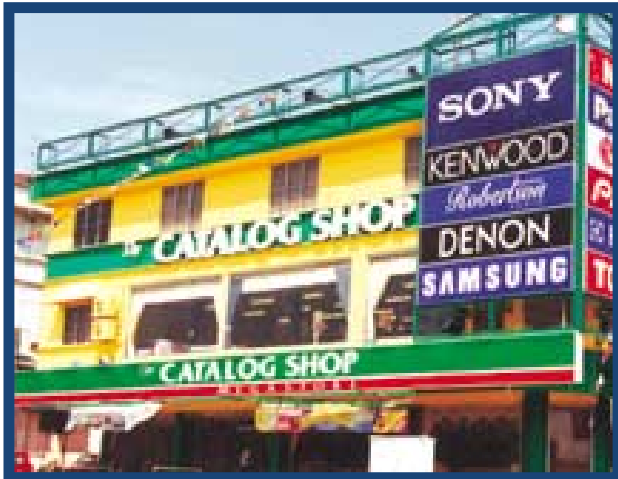
Some of the popular movie titles by Berjaya HVN

In May 2001, Berjaya HVN (S) was appointed the licensee for Universal Picture International and Dreamworks for the Singapore market. The company stopped distributing Columbia Tristar VCDs, DVDs and VHS in Singapore after the expiration of the contract during the period under review. The revenue of Berjaya HVN (S) increased by 227% for the period under review compared to the previous year. The improvement was largely due to aggressive sales penetration in many non-video stores in Singapore such as supermarkets and bookstores.

The implementation of the much-publicised Optical Disc Bill 2000 in September 2000 by the Malaysian Government to combat piracy breathes some hope for the legitimate industry players. With the commitment of the Government and the entertainment industry to fight piracy, we believe we will see improvement in the business in the coming year.

The Catalog Shop Sdn Bhd

Bagi tahun yang ditinjau, perolehan syarikat meningkat 24% berbanding tahun kewangan sebelumnya. Peningkatan ini adalah kerana pembukaan 17 buah stor baru di seluruh negara, menjadikan jumlah stor sebanyak 34 buah.



The Catalog Shop di Bangsar, Kuala Lumpur, Malaysia

Seiringan dengan pertumbuhannya yang pesat, syarikat menyusun semula struktur pengurusan untuk mengukuhkan infrastruktur operasi supaya dapat memberi sokongan terhadap sumbangan yang kian meningkat dari perniagaan yang dijangka berlaku sebaik sahaja stor-stor baru ini melepasi tempoh percubaan. Perubahan-perubahan ini menghasilkan organisasi yang lebih responsif yang boleh bersaing hebat dengan pemain-pemain yang sudahpun berkedudukan kukuh di pasaran industri yang amat kompetitif.

Untuk menghasilkan impak yang lebih besar ke atas pembukaan stor-stor baru, syarikat telah secara agresif melancarkan pelbagai program pengiklanan dan promosi yang ke semuanya diterima baik oleh pelanggan.

Pelbagai program pengiklanan dan promosi jualan, termasuk penajaan siri permainan "Famili Ceria" di NTV7 dilancarkan sepanjang tahun untuk meningkatkan lebih kesedaran di kalangan pengguna dan juga untuk menjana minat membeli.

Setelah melengkapkan tahap pertama rancangan pengembangannya, strategi pemasaran syarikat untuk tahun semasa akan dirumuskan ke arah peningkatan produktiviti stor terutama di dalam memperbanyakkan produk dan penembusan pasaran.

Dengan meletakkan langkah-langkah meningkatkan produktiviti di tempat yang wajar, kami yakin akan mencapai prestasi yang lebih baik pada tahun akan datang.

Berjaya HVN Sdn Bhd

Bagi tahun di bawah kajian, kumpulan mencatatkan perolehan yang lebih rendah sebanyak RM18.7 juta berbanding dengan RM20.2 juta pada tahun sebelumnya. Walaupun kelembapan ekonomi Malaysia telah menjejaskan prestasi Berjaya HVN Sdn Bhd dan Direct Vision Sdn Bhd, syarikat subsidiarinya di Singapura, Berjaya HVN (S) Pte Ltd ("Berjaya

HVN (S)") terus menerus berprestasi baik bagi tahun kewangan berakhir 30 April 2001. Prestasi syarikat subsidiarinya di Singapura yang bertambah baik ini menyumbang dengan banyak ke arah mengekalkan perolehan kumpulan.

Bagi tahun di bawah kajian, pihak pengurusan menutup 15 stor runcit Video Ezy di seluruh negara, mengekalkan hanya enam kedai. Proses rasionalisasi menutup stor-stor yang tidak produktif bertujuan meningkatkan prestasi jangka panjang operasi runcit. Ini telah mengakibatkan kemerosotan perolehan sebanyak 55% urus niaga runcit berbanding dengan tahun sebelumnya. Oleh kerana perubahan dalam permintaan di mana VCD adalah lebih laris berbanding VHS, operasi runcit sekarang lebih tertumpu kepada jualan berbanding sewaan.

Pada bulan Mei 2001, Berjaya HVN (S) dilantik sebagai pemegang lesen Universal Picture International and Dreamworks bagi pasaran Singapura. Syarikat tidak lagi mengedar VCD, DVD dan VHS Columbia Tristar di Singapura selepas tamat kontrak pada tahun di bawah kajian. Perolehan Berjaya HVN (S) meningkat sebanyak 227% dalam tempoh tahun di bawah kajian berbanding pada tahun sebelumnya. Peningkatan ini sebahagian besarnya disebabkan penembusan jualan yang agresif di stor-stor bukan-video di Singapura seperti di pasaraya dan kedai-kedai buku.

Pelaksanaan Optical Disc Bill 2000, pada bulan September 2000 oleh Kerajaan Malaysia yang banyak mendapat publisiti untuk menentang cetak rompak telah memberi sedikit sebanyak harapan kepada pengeluar-pengeluar sah. Selaras dengan iltizam Kerajaan dan industri hiburan untuk menentang cetak rompak, kami yakin akan berlaku kemajuan dalam perniagaan pada tahun akan datang.



The Catalog Shop di Ipoh, Perak, Malaysia



Starbucks Coffee Store-interior view

Food & Beverages

Berjaya Coffee Company (M) Sdn Bhd was established in 1998 and was granted the license for the exclusive rights to develop and operate Starbucks Coffee retail stores in Malaysia. The company has grown rapidly with a total of 20 Starbucks Coffee stores currently located in the Klang Valley, Penang and Johor with plans to open eight more by April 2002.

For the financial year under review, the company's revenue increased by 700% compared with the previous year due to the aggressive opening of new stores and the sales growth of the existing stores. In its quest to build brand awareness and enhance its position as a leading gourmet coffee retailer, Starbucks will continue to remain focused on key strategies such as effective selection of sites for its retail locations, ongoing commitment to staff training and development as well as marketing and promotional activities to build sales and create market wide excitement.

To reach out to lovers of exotic teas, during the year, the company introduced a range of its brand of specialty tea, TAZO.



Starbucks Coffee's promotional leaflets

All Starbucks Coffee stores offer a complete menu of internationally acclaimed coffee beverages, a wide selection of the finest *arabica* coffee beans, freshly baked pastries and desserts, and a wide selection of coffee brewing equipment and accessories. The principal company, Starbucks Coffee Company, listed on NASDAQ, USA is the leading brand, and retailer and roaster of specialty coffee in the world.

Berjaya Roasters (M) Sdn Bhd, the franchise holder for Kenny Rogers Roasters ("KRR") restaurants in Malaysia has a total of 21 company-owned and 7 franchised stores located throughout major towns in the country.

In view of the current slowing economy, a more prudent approach was adopted for new restaurant openings for the year under review. Efforts were focused on improving operational procedures and increasing productivity. Various marketing campaigns have also been executed to create brand awareness and to increase our market share. In terms of sites selection for our future stores, our strategy will be based on a comprehensive study of the locations and the demographic profile of our potential customers.

The company will continue to promote its roasted rotisserie chicken as a distinctive healthy alternative to fried chicken and quick-service restaurants. As part of the expansion programme and to further increase our market share, we plan to open another three restaurants by April 2002.

Berjaya Coffee Company (M) Sdn Bhd yang ditubuhkan pada tahun 1998 telah diberi lesen hak eksklusif untuk memajukan dan mengendalikan kedai runcit Starbucks Coffee di Malaysia. Syarikat telah berkembang maju dengan pesatnya dan kini mempunyai 20 cawangan Starbucks Coffee di Lembah Kelang, Pulau Pinang dan Johor dengan rancangan untuk membuka lapan lagi menjelang bulan April 2002.

Untuk tahun di bawah kajian, perolehan syarikat meningkat sebanyak 700% berbanding pada tahun sebelumnya kerana pembukaan cawangan baru yang dibuat secara agresif dan pertumbuhan dalam jualan bagi cawangan sedia ada. Dalam usaha untuk membina kesedaran terhadap jenama dan untuk memantapkan kedudukannya sebagai peruncit gourmet kopi yang terkemuka, Starbucks akan terus memberikan tumpuan kepada strategi penting seperti pemilihan tapak yang efektif untuk lokasi kedai runcitnya, komitmen yang berterusan terhadap latihan dan pembangunan kakitangan dan juga terhadap aktiviti pemasaran dan promosi untuk meningkatkan jualan dan mewujudkan keadaan terangsang di seluruh pasaran.

Untuk memuaskan selera penggemar teh eksotik, pada tahun di bawah kajian, syarikat memperkenalkan jenama tehnya yang istimewa, TAZO.

Semua kedai Starbucks Coffee menawarkan menu minuman kopi yang lengkap yang mendapat sambutan baik di peringkat antarabangsa, pilihan biji kopi arabica yang terbaik dan luas, pastri bakar segar dan pencuci mulut dan beraneka jenis kelengkapan, dan aksesori pembancuh kopi. Syarikat utamanya, Starbucks Coffee Company, tersenarai di NASDAQ, Amerika Syarikat ialah jenama terkemuka dan peruncit dan pengusaha kopi panggang istimewa di dunia.

Berjaya Roasters (M) Sdn Bhd, pemegang francais restoran Kenny Rogers Roasters ("KRR") di Malaysia, mempunyai 21 kedai milik syarikat dan 7 kedai yang difrancaiskan di semua bandar utama di Malaysia.

Memandangkan kepada kelembapan ekonomi sekarang, pendekatan yang lebih bijak telah diambil untuk pembukaan restoran baru pada tahun di bawah kajian. Usaha ditumpukan kepada prosedur untuk memperbaiki operasi dan meningkatkan daya pengeluaran. Pelbagai kempen pemasaran juga telah diadakan untuk melahirkan kesedaran tentang jenama dan untuk meningkatkan bahagian pasaran kami. Dari segi pemilihan tapak untuk restoran kami pada masa depan, strategi kami akan diasaskan kepada kajian komprehensif tentang lokasi dan profil demografi pelanggan berpotensi kami.



Hidangan daripada Kenny Rogers Roasters

Syarikat akan terus mempromosikan ayam panggang rotisserie sebagai pilihan yang terbaik sebagai pengganti kepada ayam goreng dan restoran layanan segera. Sebagai sebahagian daripada program pengembangan dan seterusnya meningkatkan bahagian pasaran kami, kami merancang untuk membuka tiga restoran lagi menjelang bulan April 2002.

Roasters Asia Pacific (HK) Limited memegang hak francais restoran KRR di rantau Asia-Pasifik. Kini terdapat 72 restoran yang beroperasi di Malaysia, Singapura, Filipina, Indonesia, China dan Brunei.

Di Malaysia, usaha yang gigih yang dilakukan di kawasan ini telah membuahkan hasil dimana pemegang-pemegang francais baru telah mendaftar dengan syarikat. Dalam kumpulan francais-francis baru ini, sejumlah 8 cawangan restoran francais baru telah dibuka pada tahun 2001. Lokasi-lokasi restoran tersebut menjangkau ke beberapa tempat, dari Pulau Pinang, Shah Alam, Klang and Ampang hingga Selatan Semenanjung Malaysia ke Johor Bharu.

Memandangkan meningkatnya minat yang ditunjukkan terhadap francais antarabangsa kami, Roasters Asia Pacific telah memulakan kerja tinjau yang disasarkan kepada negara seperti Thailand, Taiwan, Hong Kong, Australia dan India.



Pembukaan restoran Kenny Rogers Roasters di Alam Sentral, Shah Alam, Malaysia



Promotional leaflets from Kenny Rogers Roasters

Roasters Asia Pacific (HK) Limited holds the master franchise rights for KRR restaurants in the Asia-Pacific Region. There are currently 72 outlets operating in Malaysia, Singapore, The Philippines, Indonesia, China and Brunei.

In Malaysia, a key initiative in this area has resulted in the signing on of new franchisees. Within this group of franchisees, a total of 8 outlets were successfully opened in 2001. The outlet locations spanned from Penang, Shah Alam, Klang and Ampang right down to the southern tip of West Malaysia to Johore Bharu.

In view of the increasing interest shown in our international franchise, Roasters Asia Pacific has started exploratory work targeting countries such as Thailand, Taiwan, Hong Kong, Australia and India.

Roadhouse Grill, Inc owns, operates and franchises a chain of full service, casual dining restaurants under the brand name "Roadhouse Grill".

Roadhouse Grill concept is a family oriented where the restaurant is physically designed with a rustic wood interior and exterior, along with neon lights that have immediate visual "street" impact, to appeal to a broad range of customers. Guest satisfaction comes from an extremely positive "overall experience" supported by excellent food, warm, personal and caring service. Roadhouse Grill features truly authentic American food, moderately priced and features exhibition style cooking where guests are treated to complimentary "peanuts" and special proprietary homemade yeast rolls.

With 87 fully operational restaurants in the financial year under review, Roadhouse Grill continues to be one of the largest operators of the 'roadhouse-style' casual dining restaurants in the USA. The company-owned locations serve 12 states in the USA and the franchised restaurants are located in Las Vegas, Nevada, Malaysia and Brazil. The company has also signed a joint-venture agreement with Cremonini, S.p.A., for the development of over 60 Roadhouse Grill restaurants throughout Europe.

The financial year 2001 has been a year of rebuilding, testing of various media alternatives to determine the most cost efficient means of attracting new guests and re-energizing the Roadhouse Grill culture. Recently, the company tested a targeted direct mail effort that produced significant increases in both the test market areas, resulting in a roll-out programme scheduled for the remainder of the system in early financial year 2002.

For improved business results, training and development, the company has recently divided its operations into five regional areas, each with direct top-line and bottom-line responsibility to Corporate Management. The company has totally refocused its efforts on the efficient operations in our existing units and we are confident that the steps taken by the company will yield exceptional results in the coming year.

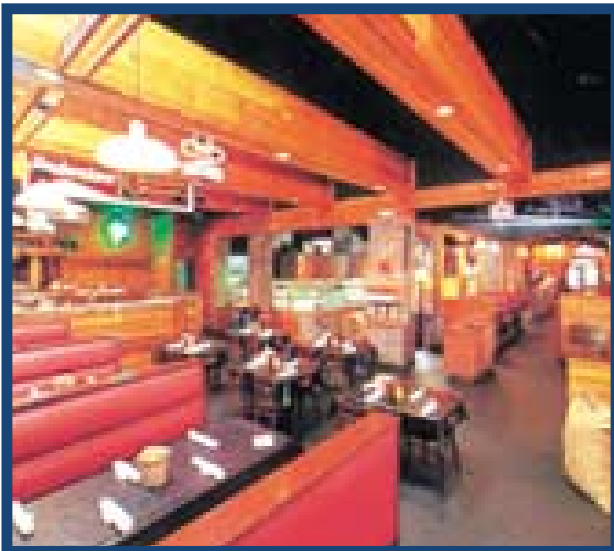


A Roadhouse Grill restaurant in USA

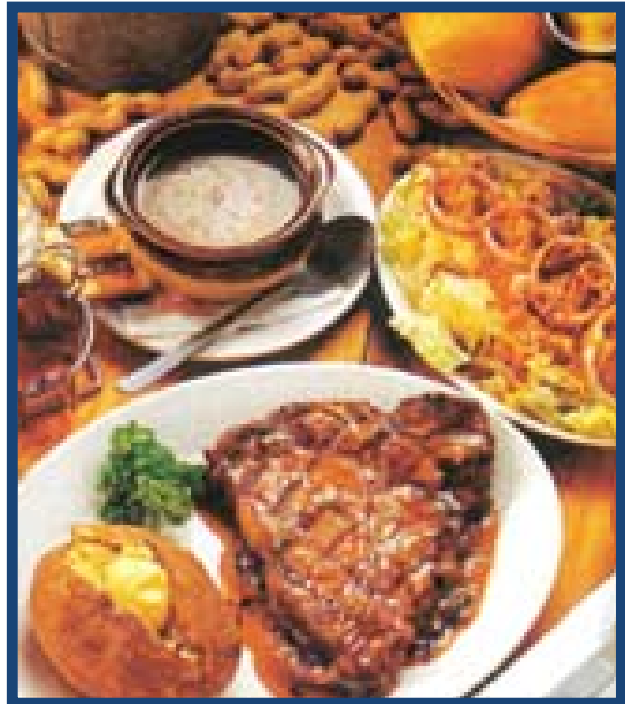
Roadhouse Grill, Inc memiliki, mengendali dan memiliki francais khidmat lengkap restoran hidangan makanan kasual di bawah jenama "Roadhouse Grill".

Konsep Roadhouse Grill adalah berorientasikan keluarga kerana fizikal restoran direka bentuk dengan kayu kasar yang tidak berketam di bahagian dalaman dan luaran di samping lampu neon yang menimbulkan kesan "jalan" yang jelas dan sesuai untuk segenap lapisan pengguna. Kepuasan pengunjung timbul daripada "pengalaman menyeluruh" yang amat positif disokong oleh kelazatan makanan, layanan mesra dan penuh prihatin. Roadhouse Grill mempromosikan makanan Amerika yang benar-benar tulen, berharga sederhana dan juga masakan gaya pertunjukan di mana tetamu dihidangkan dengan "kacang" percuma dan roti rol yis buatan di rumah yang istimewa.

Dengan 87 restoran yang beroperasi penuh pada tahun di bawah kajian, Roadhouse Grill terus menjadi salah sebuah pengendali terbesar restoran makanan kasual "gaya roadhouse" di Amerika Syarikat. Syarikat memiliki restoran di 12 negeri di Amerika Syarikat dan restoran berfrancis di Las Vegas, Nevada, Malaysia dan Brazil. Syarikat juga telah menandatangani perjanjian usahasama dengan Cremonini, S.p.A., untuk membangunkan lebih daripada 60 restoran Roadhouse Grill di seluruh Eropah.



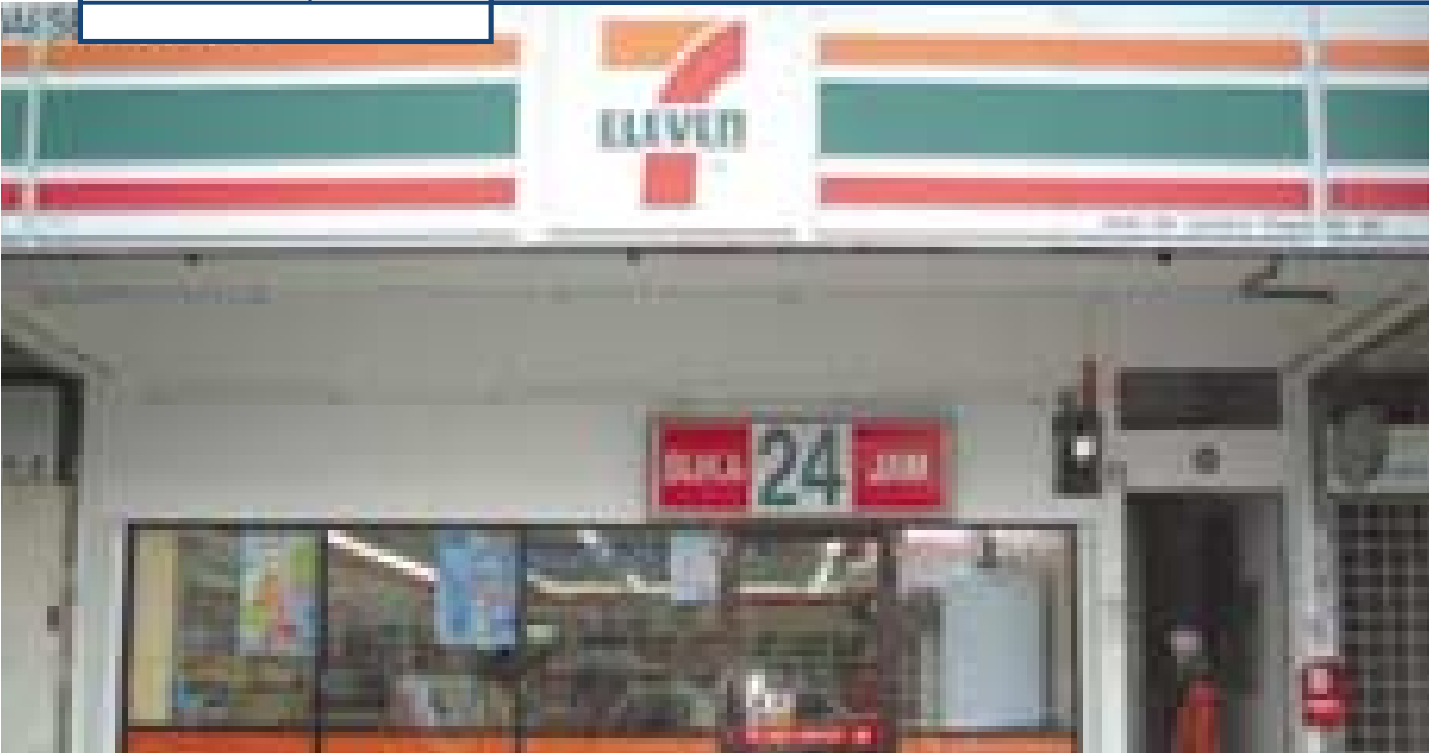
Ruang dalaman sebuah restoran Roadhouse Grill di Amerika Syarikat



Hidangan lazat dari Roadhouse Grill

Tahun kewangan berakhir 2001 adalah tahun pembinaan semula, pengujian pelbagai media alternatif untuk menentukan cara yang paling berkesan untuk menarik pengunjung baru dan memberi semula tenaga kepada budaya Roadhouse Grill. Baru-baru ini, syarikat menguji usaha mel langsung bersasaran yang membuahkan peningkatan bererti di kedua-dua kawasan pasaran ujian yang menghasilkan program pengeluaran secara besar-besaran yang dijadualkan untuk baki sistem pada awal tahun kewangan 2002.

Untuk memperbaiki keputusan perniagaan, latihan dan pembangunan, baru-baru ini syarikat telah membahagikan operasinya kepada lima wilayah, setiap wilayah mempunyai tanggungjawab langsung terhadap Pengurusan Korporat di peringkat tertinggi dan peringkat terendah. Syarikat telah sepenuhnya menumpukan semula usahanya kepada aspek keberkesanan operasi unit kami yang sedia ada dan kami yakin bahawa langkah yang diambil oleh syarikat akan membuahkan hasil yang luar biasa pada tahun yang akan datang.

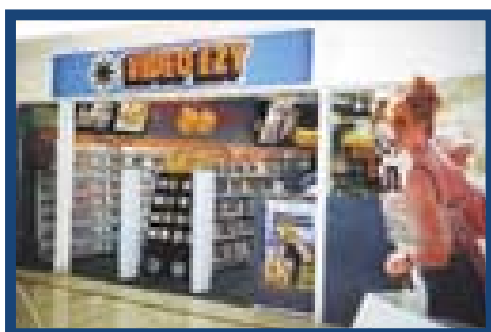


A 7-Eleven Store

Retailing, Distribution & Other Services

Video Ezy Australasia Pty Ltd, a company involved in the franchise business of renting and retailing video, DVD and console games in Australia and New Zealand has performed well in both territories despite a mature market in Australia and parallel importation in New Zealand. Currently, the company has 455 stores with a 35% market share in Australia and 132 stores and a 40% market share in New Zealand. New initiatives for both territories are rental and retail of videos in DVD format and the rollout of new point-of-sale materials and sensational marketing programmes to further promote this new format. DVD has revolutionized the business and with a hardware penetration of 10% in Australia, the stores are now achieving up to 20% more on their rental income from this new format. Video Ezy Australia represents 45% to 50% of the market share of DVD rental and 8% in retail. These developments were very encouraging considering that 12 months ago they were 5% and 0% respectively.

During the year, the company developed and launched new marketing initiatives from two successful marketing campaigns with a new marketing position, *"There is more to see in Video Ezy"* and this has been well received by the customers.



A Video Ezy outlet in Singapore

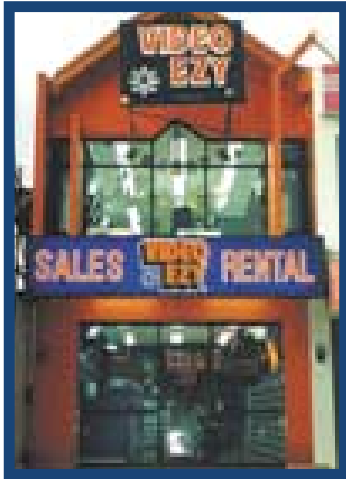
Video Ezy International Ltd holds the master franchise for Video Ezy's concept worldwide except for Australia and New Zealand. For the past 12 months, Video Ezy has 're-focused' its efforts on the international stage with some outstanding results. In Thailand, we are the largest retail group with around 25% market share. Our store numbers in Thailand have almost doubled - growing from 38 to 71 with many more under construction. The average revenue of a Video Ezy store in Thailand is approximately US\$70,000 a year. The company is looking into developing the "Video Ezy Express" stores, which will be small stores located at strategic locations throughout Bangkok. The stores will only stock newly released products on VCD format.

Master franchise agreements were signed in both Singapore and Indonesia - making us the first to introduce the Video Ezy concept to these new markets. In Singapore, our master franchise holder has opened one store with plans to open another two in the next six months. Video Ezy (Singapore) had signed an agreement with ExxonMobil Asia Pacific Pte Ltd to test the "Video Ezy Express" concept where Video Ezy's newly released products are placed in a prime location within the Esso and Mobil petrol stations in Singapore.

With a population of more than 220 million in Indonesia, the company received many enquiries to set up Video Ezy stores in the country. Currently, we have six stores opened and plan to increase it to 15 by January 2002. The company targets to open 100 stores in Indonesia within the next two years.

Meanwhile in Taiwan, our partners have recently purchased eight video stores locally and will be converting them to Video Ezy stores progressively within the next two years. As our

Video Ezy Australia Pty Ltd, syarikat yang terlibat dalam perniagaan francais penyewaan dan peruncitan video, DVD dan permainan komputer di Australia dan New Zealand, telah mencapai prestasi yang baik di kedua-dua negara tersebut walaupun pasaran di Australia sudah matang dan pasaran di New Zealand pula menghadapi saingan daripada pengimport. Kini, syarikat mempunyai 455 kedai di Australia dengan



Video Ezy, Thailand

bahagian pasaran 35% dan 132 kedai di New Zealand dengan bahagian pasaran 40%. Inisiatif baru untuk kedua-dua negara ini adalah dalam bidang penyewaan dan peruncitan video berformat DVD dan pengeluaran bahan promosi serta program pemasaran yang hebat untuk mempromosikan format baru ini. DVD telah merevolusikan perniagaan tersebut dan dengan penyusupan perkasasan sebanyak 10% di Australia, kini semua kedai tersebut telah berjaya meningkatkan pendapatan

perniagaan penyewaan video berformat baru ini sebanyak 20%. Video Ezy Australia mewakili 45% hingga 50% daripada bahagian pasaran penyewaan DVD dan 8% daripada pasaran peruncitan. Perkembangan ini sangat menggalakkan memandangkan bahawa 12 bulan yang lalu hanya mewakili 5% dan 0% masing-masing sahaja.

Pada tahun di bawah kajian, syarikat membangunkan dan melancarkan inisiatif pemasaran baru daripada dua kempen pemasaran yang berjaya dengan kedudukan pemasaran baru, *"Ada banyak lagi yang dapat anda tonton di Video Ezy"* dan slogan ini diterima baik oleh pelanggan.

Video Ezy International Ltd memegang francais induk konsep Video Ezy di seluruh dunia kecuali di Australia dan New Zealand. Untuk 12 bulan yang lalu, Video Ezy telah "menumpukan semula" usahanya kepada perniagaan peringkat antarabangsa dengan beberapa keputusan yang sangat memuaskan. Di Thailand, kami merupakan kumpulan peruncitan yang terbesar dengan bahagian pasaran sekitar 25%. Bilangan kedai kami di Thailand meningkat hampir sekali ganda - daripada 38 kepada 71 buah kedai dengan beberapa buah lagi yang sedang dalam pembinaan. Perolehan purata Video Ezy di Thailand ialah kira-kira US\$70,000 setahun. Syarikat merancang untuk membangunkan kedai "Video Ezy Express"; iaitu kedai kecil di lokasi strategik di seluruh bandaraya Bangkok. Kedai kecil ini akan hanya menyimpan stok produk baru dalam format VCD.

Perjanjian francais induk telah ditandatangani di Singapura dan Indonesia - menjadikan kami yang pertama memperkenalkan konsep Video Ezy di kedua-dua pasaran baru ini. Di Singapura, pemegang francais induk kami telah membuka sebuah kedai dan merancang untuk membuka dua lagi dalam tempoh

enam bulan yang akan datang. Video Ezy (Singapore) telah menandatangani satu perjanjian dengan ExxonMobil Asia Pacific Pte Ltd untuk menguji konsep "Video Ezy Express" di mana produk keluaran baru Video Ezy akan ditempatkan di lokasi terbaik di dalam stesen minyak Esso dan Mobil di Singapura.

Dengan penduduk seramai 220 juta di Indonesia, syarikat menerima banyak pertanyaan daripada mereka yang ingin membuka kedai Video Ezy di negara tersebut. Kini, kami memiliki enam buah kedai yang telah beroperasi dan merancang untuk menambah bilangannya kepada 15 menjelang bulan Januari 2002. Syarikat bercadang untuk membuka 100 buah kedai lagi di Indonesia dalam tempoh dua tahun yang akan datang.

Sementara itu di Taiwan, baru-baru ini rakan kongsi kami telah membeli lapan buah kedai video tempatan dan akan menukarkannya kepada kedai Video Ezy secara beransur-ansur dalam tempoh dua tahun yang akan datang. Memandangkan rakan kongsi kami di Taiwan juga mempunyai pelaburan di China, kami meramalkan bahawa Video Ezy juga berpeluang untuk menembusi pasaran di China dalam tempoh dua hingga tiga tahun yang akan datang. Di Fiji, pasaran yang kecil untuk Video Ezy, kami merancang untuk membuka empat buah kedai dalam tempoh 12 bulan yang akan datang. Kami juga sedang mencari peluang untuk membuka kedai di pasaran lain di Asia seperti di Korea dan Filipina.

Taiga Forest Products Ltd ("Taiga") tersenarai di Toronto Stock Exchange, Kanada. Taiga ialah pengedar borong bebas terbesar untuk kayu gergaji, produk panel, produk kayu terawat tekanan dan bahan binaan yang berkaitan di Kanada.

Untuk tahun kewangan berakhir 31 Mac 2001, kami memperolehi pendapatan C\$841,000 atas jualan sebanyak C\$790 juta. Walaupun agak rendah daripada tahun sebelumnya, keputusan ini merupakan pencapaian yang besar memandangkan tahun kewangan tersebut merupakan tahun yang menghadapi keadaan pasaran yang paling sukar dalam sejarah 28 tahun syarikat. Dua produk teras kami, kayu gergaji dan produk panel, yang secara bersama menghasilkan 88% daripada jualan kami, kekal berhadapan dengan bekalan yang berlebihan sepanjang tahun fiskal 2000. Keadaan ini telah menyebabkan harga terus menurun dan sebagai pengedar borong yang menyimpan stok produk ini, Taiga amat terjejas sekali.

Strategi kami adalah untuk menurunkan tahap inventori sedapat yang mungkin, meningkatkan pusingan inventori dan pada masa yang sama terus memenuhi permintaan pelanggan. Kekukuhan prestasi produk binaan berkaitan kami telah membantu kami untuk terus menikmati keuntungan.

Antara pencapaian penting sepanjang tahun kewangan ialah penyiapan limbungan pengedaran kami yang baru di Calgary yang mempunyai tapak seluas 15 ekar dan ruang gudang seluas 50,000 kaki persegi, yang meningkatkan

partners in Taiwan have investments in China, we foresee that Video Ezy will have access to China within the next two to three years. In Fiji, a small market for Video Ezy, we are planning to set up four stores within the next 12 months. We are also looking into other markets in Asia such as Korea and The Philippines.

Taiga Forest Products Ltd ("Taiga") is listed on the Toronto Stock Exchange, Canada. It is the largest independent wholesale distributor of lumber, panel products, pressure-treated wood products and related building materials in Canada.

For the financial year ended 31 March 2001, we achieved earnings of C\$841,000 on a sales of C\$790 million. While significantly lower than the previous year's performance, these results represent a major achievement in view of the most difficult market conditions in the company's 28-year history. Two of our core products, lumber and panel products, which together account for 88% of our sales, remained in a heavy oversupply position throughout fiscal year 2000. This has caused a steady erosion in prices and as a wholesale distributor stocking these products, Taiga was strongly affected.

Our strategy was to reduce the size of our inventory levels as much as possible, to increase inventory turns while continuing to meet customers' demand. Together with strong performance from our allied building products, has helped us remain profitable.



Lumber and panel products from Taiga

Among the highlights during the year was the completion of "our new Calgary distribution yard with a 15-acre site and 50,000 square feet of warehouse space, which triples our previous capacity. We are now better positioned to take advantage of the booming market in southern Alberta.

During the year, Taiga was honoured with two prestigious industry awards by

the Hardware and Home Centre magazine's "Best-in Business Awards" namely the "Outstanding Vendor of the Year" and "Best Vendor" in the Lumber and Plywood category. These awards were awarded based on the company's innovation and creativity through its products, delivery and sales and marketing programmes.

Moving forward into fiscal year 2001, market conditions have improved dramatically as recent decreases in interest rates begin to filter through the system. We expect to see continuous strong North American housing starts, enhanced repair and renovation expenditures, and renewed high levels of mobile home activity by the fall of 2001. Accordingly, North American

lumber and panel board consumption should return to very high rates during fiscal year 2001 which bodes well for Taiga's sales and profitability.

MBJ Co-Loaders Sdn Bhd a new subsidiary acquired by the Group in September 2000 is involved in the provision of courier services and transportation using box trucks for courier companies to all parts of Peninsular Malaysia and Singapore. The company's wholly-owned subsidiary, **SecureXpress Services Sdn Bhd** ("SecureXpress") is a courier company providing services for both documents and parcels to all areas in Malaysia, Singapore and other parts of the world.



Secure Xpress Services' courier van

SecureXpress has 12 branches in Malaysia - Johor Bahru, Kuala Lumpur, Malacca, Kuantan, Seremban, Port Klang, Penang, Kluang, Batu Pahat, Muar, Kajang and Alor Setar. The company has also engaged 60 representative centres throughout Malaysia and Singapore to provide delivery and pick-up services for its customers.

SecureXpress' objective is to expand its existing operations and be one of the top courier companies in Malaysia. The company is looking into upgrading and improving the efficiency of its services and operations by upgrading its computer system with Internet-abled facilities to improve communication and speed. The company also plans to expand its area of services and customer base by actively organising promotions, road shows and sales blitz to increase its market share.

Convenience Shopping Sdn Bhd, another new addition to the Group acquired in December 2000, owns and operates a franchised chain of 24-hour convenience stores under the trademark, "7-Eleven" in Malaysia. Currently there are 190 "7-Eleven" stores located throughout the country. The financial year under review was a very challenging year for "7-Eleven" where despite the economic slowdown, the company managed to continue its position as a market leader in the 24-hour retail chain store industry in Malaysia.

For the financial year under review, the company registered a smaller profit compared to the previous financial year mainly due to the slower economic condition and substantial investment made in opening new stores. Throughout the year, "7-Eleven" progressively expanded in the number of stores with 25 new stores added in various potential locations with more new stores to be opened in the next financial year.

keupayaan kami sebanyak tiga kali ganda berbanding sebelumnya. Kini, kami berada dalam kedudukan yang lebih baik untuk memanfaatkan pasaran melambung di selatan Alberta.

Pada tahun kewangan, Taiga berasa amat bertuah kerana diberi dua anugerah perindustrian yang berprestij "Best in Business Awards" oleh majalah *Hardware and Home Centre* iaitu anugerah "Outstanding Vendor of the Year" dan "Best Vendor" dalam kategori Kayu Gergaji dan Papan Lapis. Kedua-dua anugerah ini berdasarkan pembaharuan dan daya kreatif syarikat melalui produk, penghantaran, jualan dan program pemasarannya.



Taiga Forest Products Ltd, New Westminster B.C., Kanada

Semasa syarikat mara memasuki tahun fiskal 2001, keadaan pasaran telah dengan ketaranya menjadi lebih baik apabila penurunan kadar faedah baru-baru ini mula memanfaatkan sistem. Kami menjangkakan untuk melihat permulaan sektor perumahan Amerika Utara yang teguh dan berterusan, peningkatan perbelanjaan dalam pembaikan dan pengubahsuaian, dan seterusnya pemulihan tahap aktiviti rumah bergerak menjelang musim luruh pada tahun 2001. Dengan yang demikian, penggunaan kayu gergaji dan papan panel seharusnya kembali kepada kadar yang sangat tinggi sepanjang tahun fiskal 2001 yang seharusnya membawa petanda baik kepada jualan dan keuntungan Taiga.

MBJ Co-Loaders Sdn Bhd, syarikat subsidiari baru yang diambilalih oleh Kumpulan pada bulan September 2000, terlibat dalam penyediaan perkhidmatan kiriman cepat dan pengangkutan dengan menggunakan lori kotak untuk syarikat kiriman cepat ke semua lokasi di Semenanjung Malaysia dan Singapura. Subsidiari milik penuh syarikat, **SecureXpress Services Sdn Bhd** ("SecureXpress"), syarikat kiriman cepat, menyediakan perkhidmatan untuk dokumen dan bungkusan ke semua lokasi di Malaysia, Singapura dan bahagian lain di dunia.

SecureXpress memiliki 12 cawangan di Malaysia - Johor Bahru, Kuala Lumpur, Melaka, Kuantan, Seremban, Pelabuhan Klang, Pulau Pinang, Kluang, Muar, Kajang dan Alor Setar. Syarikat juga menggunakan khidmat 60 pusat wakil di Malaysia dan Singapura untuk menyediakan perkhidmatan penghantaran dokumen dan bungkusan untuk para pelanggannya.

Objektif SecureXpress adalah untuk mengembangkan operasinya yang sedia ada dan menjadi salah sebuah syarikat kiriman cepat yang terkemuka di Malaysia. Syarikat sedang meningkatkan kualiti dan kecekapan perkhidmatan dan operasinya dengan meningkatkan kualiti sistem komputer dengan kemudahan Internet untuk memperbaiki komunikasi dan meningkatkan kecepatan perkhidmatan. Syarikat juga merancang untuk meluaskan kawasan perkhidmatannya dan asas pelanggannya dengan secara aktif mengatur promosi, persembahan dalam kunjungan dan kempen jualan yang agresif untuk meningkatkan bahagian pasarnya.

Convenience Shopping Sdn Bhd, sebuah lagi syarikat baru Kumpulan yang diambilalih pada bulan Disember 2000, memiliki dan mengendalikan rangkaian kedai 24-jam yang difrancais di bawah tanda niaga, "7-Eleven" di Malaysia. Kini, terdapat 190 buah kedai "7-Eleven" di seluruh negara. Tahun kewangan di bawah kajian merupakan tahun penuh cabaran bagi "7-Eleven" kerana walaupun berhadapan dengan keadaan ekonomi yang meleset, syarikat masih berupaya mengekalkan kedudukannya sebagai syarikat yang terkemuka dalam industri rangkaian kedai runcit 24-jam di Malaysia.

Untuk tahun di bawah kajian, syarikat mencatatkan keuntungan yang rendah sedikit berbanding pada tahun sebelumnya, terutamanya disebabkan oleh keadaan ekonomi yang lebih lembap dan pelaburan yang besar dibuat untuk membuka kedai-kedai baru. Sepanjang tahun, "7-Eleven" berkembang secara progresif dari segi jumlah kedainya dengan 25 buah kedai baru dibuka di pelbagai lokasi yang berpotensi dan banyak lagi kedai baru akan dibuka pada tahun kewangan yang akan datang.



Big Gulp dan Slurpee dari 7-Eleven



Chiller testing facilities in Dunham-Bush's Kidamai factory in Bangi, Selangor, Malaysia

Industry

Dunham-Bush (Malaysia) Bhd

The group recorded an improvement in revenue of RM489.5 million for the financial year ended 30 April 2001 compared to RM440.9 million achieved in the previous year. In line with the significant improvement in the group's revenue, the loss before taxation reduced from RM13.11 million in the previous financial year to RM12.79 million for the financial year under review. The overall improved performance of the group was attributed to the better results achieved by its Malaysian and China operations. The ongoing rationalisation and relocation of its USA operations to Mexico which have reduced the losses incurred by the company also contributed to the better performance of the group.

During the year, the Malaysian operations continued to make inroads into previously untapped markets and also gaining market share in its existing markets. Various pro-active efforts that were taken throughout the year have resulted in an increase in export sales from RM50.2 million to RM66.3 million in the year under review. The Malaysian operations also continued to invest substantially in research and product development, training of its engineers, and improving its product lines in terms of features, performance and efficiency.

In the USA, the ongoing rationalisation exercise and downsizing of the operations of Dunham-Bush Inc in Harrisonburg and relocation of some of its production lines to Mexico, has managed to reduce its losses by some 30.5% despite a reduction in turnover of about 13.4%. The relocation of its air-handling production line to Mexico was completed and started operations since June 2000 while trial production for the heating products has commenced in the current financial year. The downsized Harrisonburg operations will now focus

on the production and research & development of high technology chillers. The remaining unutilized 47-acre factory land is proposed to be sold to enable the company to reduce its bank borrowings.

Meanwhile, the newly set up manufacturing plant in Mexico, Dunham-Bush Industries de Mexico SA de CV, has just completed its first year of operations. Due to the set-up and start-up "teething" problems, the company has not been able to show any profit. It is expected that the company will still incur losses in the coming year while working towards achieving higher productivity levels.

Dunham-Bush Yantai Co Ltd in China continued to perform well generating an increase in revenue of 19.4% from RM62.8 million to RM75 million and an increase in profit before tax of 61% from RM4.85 million to RM7.82 million. The good performance was due to the strong market demand resulted from the growing trend in the country's economy.



Dunham-Bush's equipment exhibited in ASHRAE 2001 show in USA

Dunham-Bush (Malaysia) Bhd

Kumpulan mencatatkan peningkatan perolehan sebanyak RM489.5 juta bagi tahun kewangan berakhir 30 April 2001 berbanding dengan RM440.9 juta yang diperolehi pada tahun sebelumnya. Sejalan dengan peningkatan perolehan yang ketara ini, kerugian sebelum cukai berkurangan daripada RM13.11 juta pada tahun kewangan sebelumnya kepada RM12.79 juta bagi tahun kewangan di bawah kajian. Peningkatan prestasi syarikat secara menyeluruh ini berpunca daripada keputusan yang lebih baik yang dicapai oleh operasi syarikat di Malaysia dan China. Rasionalisasi yang sedang dijalankan dan perubahan lokasi operasinya di Amerika Syarikat ke Mexico yang telah mengurangkan kerugian yang ditanggung oleh syarikat juga telah menyumbang ke arah prestasi yang lebih baik yang ditunjukkan oleh kumpulan.

Sepanjang tahun, operasi di Malaysia terus menerus menembusi pasaran yang selama ini belum diterokai dan juga memperolehi bahagian yang lebih besar dari pasaran yang sedia ada. Berbagai usaha proaktif yang dilaksanakan sepanjang tahun telah meningkatkan jualan eksport daripada RM50.2 juta kepada RM66.3 juta pada tahun di bawah kajian. Operasi di Malaysia juga terus menerus melabur dengan agak banyak di dalam penyelidikan dan pembangunan produk, latihan untuk jurutera-jurutera dan meningkatkan keluaran dari segi ciri, prestasi dan keupayaan.



Pemeriksaan ke atas beberapa buah jentera penyejuk semasa penarafan UDT di kilang Kidamai di Bangi, Selangor, Malaysia

Di Amerika Syarikat, usaha rasionalisasi dan pengecilan saiz operasi yang sedang berlaku di Dunham-Bush Inc di Harrisonburg dan perubahan lokasi setengah daripada keluarannya ke Mexico, telah berjaya mengurangkan kerugian sebanyak kira-kira 30.5% walaupun terdapat pengurangan perolehan sebanyak kira-kira 13.4%. Perubahan lokasi keluaran pengendalian udara ke Mexico sudahpun selesai dan mula beroperasi sejak bulan Jun 2000, sementara pengeluaran secara percubaan produk-produk telah dimulakan pada tahun kewangan semasa. Pengecilan saiz operasi di Harrisonburg akan mula tertumpu kepada pengeluaran, penyelidikan dan pembangunan penyejuk berteknologi tinggi. Adalah dicadangkan untuk menjual baki seluas 47 ekar tanah kilang yang masih belum digunakan untuk membolehkan syarikat mengurangkan pinjaman bank.

Sementara itu, kilang yang baru ditubuhkan di Mexico, Dunham-Bush Industries de Mexico SA de CV, baru sahaja menyelesaikan operasi tahun pertamanya. Oleh kerana masalah-masalah struktur dan permulaan, syarikat masih belum berjaya

memperolehi sebarang keuntungan. Adalah dijangkakan bahawa syarikat akan mengalami kerugian juga pada tahun akan datang sementara usaha dibuat untuk mencapai tahap produktiviti yang lebih tinggi.

Dunham-Bush Yantai Co Ltd di China terus menerus berprestasi baik menjana peningkatan perolehan sebanyak 19.4% daripada RM62.8 juta kepada RM75 juta dan peningkatan keuntungan sebelum cukai sebanyak 61% daripada RM4.85 juta kepada RM7.82 juta. Prestasi yang baik ini adalah disebabkan permintaan pasaran yang kukuh ekoran dari pertumbuhan ekonomi negara.



Kilang Finewood di Klang, Selangor, Malaysia

Di sebalik cabaran-cabaran hebat dan kesulitan-kesulitan yang dihadapi, kumpulan akan meneruskan fokusnya terhadap inovasi produk, penyelidikan dan pembangunan juga latihan dan peningkatan kemahiran, pengetahuan dan kepakaran pekerja-pekerjanya untuk menjamin hanya produk-produk yang boleh dipercayai, berkeupayaan dan berkualiti dikeluarkan untuk industri.

Finewood Forest Products Sdn Bhd ("Finewood") mencatatkan kemerosotan jualan sebanyak 6% terutamanya disebabkan oleh kejatuhan perniagaan bahan lantai di Turki dan United Kingdom. Kejatuhan ini juga disebabkan oleh kehilangan bahagian pasaran kekisi dan produk taman di Jepun akibat daripada produk yang berharga lebih murah tetapi berkualiti rendah dari China dan Vietnam serta permintaan yang lebih rendah dari Amerika Syarikat dan Kanada pada suku terakhir tahun kewangan. Walau bagaimanapun, jualan tempatan meningkat disebabkan oleh penawaran harga yang lebih baik daripada pengedar tempatan dan hasil jualan yang lebih tinggi daripada produk bersambung jalaran dan produk berlapis. Setakat bulan Mac 2001, Finewood ialah pengeksport produk pengacuan kayu yang ketiga terbesar di Malaysia.

Strategi Finewood pada masa depan adalah untuk meluaskan julat produk bahan lantainya dari segi spesies dan reka bentuk yang lebih eksotik, dan beroperasi dengan lebih berdaya saing dari segi penentuan harga dan daya tarikan dengan menggunakan minyak lilin keras yang lebih mesra alam berbanding dengan kemasan lakuer biasa. Memandangkan permintaan dan jumlah permintaan yang konsisten daripada pasaran di United Kingdom, kami akan terus mengembangkan perniagaan pengacuan kayu kami di United Kingdom. Di samping itu, kami juga akan meluaskan perniagaan ke negara lain termasuk Taiwan dan Hong Kong dan akan terus

In spite of the tremendous challenges and difficulties ahead of us, the group will continue its focus on product innovations, research and development as well as training and upgrading the skills, knowledge and expertise of its employees to ensure only reliable, efficient and quality products are produced for the industry.

Finewood Forest Products Sdn Bhd ("Finewood") registered a 6% decline in sales mainly due to the drop in flooring business in Turkey and United Kingdom. This drop was also due to the loss of market share in lattices and garden products in Japan as a result of cheaper but inferior products from China and Vietnam and poor demand in the USA and Canada in the last quarter of the financial year. However, local sales have improved due to better pricing from local out-sourcing and higher sales of finger-jointed and laminated products. As at March 2001, Finewood is the third largest exporter of timber moulding products in Malaysia.

The future strategy for Finewood is to expand its range of flooring products in terms of more exotic species and designs, and will be more competitive in terms of pricing and attractive by using more eco-friendly hard wax oil instead of the normal lacquer finishing. In view of the consistent demand and volume from the United Kingdom market, we will continue to expand our timber mouldings in United Kingdom. We will also be expanding to other countries including Taiwan and Hong Kong and continue to market our garden and other value added products with new designs and finishings aggressively in the coming months. In view of the anticipated poor demand for the next six months, cost reduction and the re-organization of the company with a new focus will remain a top priority.



A product from Berjaya Wood Furniture

Berjaya Wood Furniture (M) Sdn Bhd's ("Berjaya Wood") export sales dropped by 11% due to a drop in demand from its USA market. Although lower sales was registered, the operating loss was reduced by 28% due to cost cutting measures that were implemented by the new management team.

To counter the problem of shortage of skilled and unskilled workers, the company had in May and August 2000, recruited foreign workers to enable stable skill development at the shop floor level. Efforts were also made to improve skills, efficiency and raw materials utilization in order to remain competitive.

The company produces a wide range and fine export quality furnitures such as Ready To Assemble (RTA) dining sets, buffet and hutch, kotatzu chairs, children furnitures and bed and occasional computer tables and kitchen components to various

markets including the USA, Europe, Middle East, Africa and Eastern Asia.

The company also realises that only continuous improvement of its products, niche market penetration and product differentiation can ensure global survival in the industry. Efforts are also being made to compete in the higher end market in the near future.

The Group's Textile Division comprises of yarn spinning operation under **Berjaya Soutex Sdn Bhd**, knitted fabric making operation under **Berjaya Knitex Sdn Bhd** and garment making operation under **Berjaya Bandartex Sdn Bhd**.

For the financial year under review, the Textile Division operated under a more difficult environment where all the three sectors of the industry were affected by the slowdown in the USA economy. This resulted in weak demand for textile products both



Berjaya Knitex-Knitting process

overseas and locally. The spinning sector faced intensed competition from importers especially cotton yarn from India and Pakistan, polyester sewing thread from China and TC yarn from Indonesia and Thailand. Export of garments and knitted fabrics were stringent in quality and depressed in prices as they had to be lowered to meet customers' target prices.

Despite the unfavourable market conditions, we were able to record profits for the three sectors mainly due to the cost cutting measures that had been put in place and the commitment of the employees which helped to reduce wastage and air freighting cost to a very low level.

For the financial year under review, **Berjaya Knitex Sdn Bhd** registered an increase of 14% and 119% in sales and profit before tax respectively. The increase was mainly attributed to the increase in indirect export customers' orders and better selling prices from our new product line. However, **Berjaya Soutex Sdn Bhd** registered a decrease in sales and profit before tax of 17.5% and 76% respectively mainly due to higher costs of raw materials and competition from imported yarn which affected local demand and selling prices.

Meanwhile, **Berjaya Bandartex Sdn Bhd** also registered a decrease in sales and profit before tax of 15.9% and 34.4% respectively. The decrease was mainly attributed to the slowdown in the USA economy, weak demand from the European market and loss of market share to other third world countries such as Madagascar, African Continent, India and Bangladesh.

For the current financial year, **Berjaya Knitex Sdn Bhd** will invest in new machinery to upgrade its existing production capacities and replace old machinery to meet customers' demand and to meet the existing industrial standards and quality requirements.



Proses Pintalan Benang di Berjaya Soutex

memasarkan produk taman kami dan produk tambah nilai yang lain dengan pelbagai reka bentuk dan kemasan baru dengan lebih agresif dalam beberapa bulan yang akan datang. Memandangkan kepada jangkaan permintaan yang kurang baik untuk tempuh enam bulan yang akan datang, penurunan kos dan penyusunan semula syarikat dengan tumpuan baru akan tetap menjadi keutamaan kami.

Jualan eksport **Berjaya Wood Furniture (M) Sdn Bhd** ("Berjaya Wood") susut sebanyak 11% disebabkan oleh kejatuhan permintaan pasaran di Amerika Syarikat. Walaupun jualan yang lebih rendah dicatatkan, namun kos operasi telah dapat dikurangkan sebanyak 28% melalui langkah pemotongan kos yang dilaksanakan oleh pengurusan baru.

Untuk mengatasi masalah kekurangan pekerja mahir dan tidak mahir, pada bulan Mei dan Ogos 2000, syarikat telah mengambil pekerja asing untuk membolehkan syarikat membangunkan pekerja mahir di peringkat kedai. Usaha juga dibuat untuk meningkatkan kemahiran, kecekapan dan memperbaiki penggunaan bahan mentah untuk membolehkan syarikat terus berdaya saing.

Syarikat mengeluarkan perabot berkualiti eksport yang beraneka jenis dan halus buatannya seperti set kerusi meja makan jenis Siap Untuk Dipasang (RTA), bufet dan sangkar, kerusi kotatzu, perabut dan katil kanak-kanak, dan meja komputer dan komponen dapur ke pelbagai pasaran termasuk ke Amerika Syarikat, Eropah, Timur Tengah, Afrika dan Asia Timur.

Syarikat juga menyedari bahawa usaha yang berterusan untuk memperbaiki produk, penyusupan ke pasaran yang sesuai dan produk yang pelbagai untuk memastikan kami bertahan dalam industri ini di peringkat global. Usaha juga sedang dibuat untuk bersaing dalam pasaran yang lebih tinggi tidak berapa lama lagi.

Bahagian Tekstil Kumpulan terdiri daripada operasi pintalan benang di bawah **Berjaya Soutex Sdn Bhd**, operasi fabrik bertenun di bawah **Berjaya Knitex Sdn Bhd** dan operasi pembuatan pakaian di bawah **Berjaya Bandartex Sdn Bhd**.

Untuk tahun kewangan di bawah kajian, Bahagian Tekstil beroperasi di bawah persekitaran yang lebih sukar di mana ketiga-tiga sektor di dalam industri ini terjejas oleh kemelesetan ekonomi Amerika Syarikat. Keadaan ini menyebabkan lemahnya permintaan terhadap produk tekstil dari luar negara dan dalam negeri. Sektor pintalan benang menghadapi persaingan yang sengit daripada pengimport khususnya pengimport benang

kapas dari India dan Pakistan, benang menjahit poliyester dari China dan yan TC dari Indonesia dan Thailand. Eksport pakaian dan fabrik bertenun begitu ketat dari segi kawalan kualitinya dan mengalami kemelesetan harga kerana harga terpaksa diturunkan untuk memenuhi harga sasaran pelanggan.

Meskipun keadaan pasaran tidak memuaskan, kami masih berupaya mencatatkan keuntungan dalam ketiga-tiga sektor ini kerana langkah pemotongan kos yang dilaksanakan serta komitmen pekerja yang membantu mengurangkan pembaziran dan kos pengangkutan udara ke tahap yang sangat rendah.

Untuk tahun kewangan di bawah kajian, **Berjaya Knitex Sdn Bhd** mencatatkan peningkatan jualan sebanyak 14% dan keuntungan sebelum cukai sebanyak 119%. Peningkatan ini terutamanya disebabkan oleh meningkatnya pesanan pelanggan eksport tak langsung dan harga jualan yang lebih baik daripada keluaran produk kami yang baru. Walau bagaimanapun, **Berjaya Soutex Sdn Bhd** mencatatkan kemerosotan jualan dan keuntungan sebelum cukai sebanyak 17.5% dan 76% masing-masing terutamanya disebabkan oleh kos bahan mentah yang lebih tinggi dan persaingan daripada yang diimport yang menjejaskan permintaan dan harga jualan tempatan.

Sementara itu, **Berjaya Bandartex Sdn Bhd** juga mencatatkan kemerosotan jualan dan keuntungan sebelum cukai sebanyak 15.9% dan 34.4% masing-masing. Kemerosotan ini terutamanya disebabkan oleh kemelesetan ekonomi Amerika Syarikat, kelemahan permintaan daripada pasaran Eropah dan kehilangan bahagian pasaran kepada negara dunia ketiga seperti Madagascar, Benua Afrika, India dan Bangladesh.

Untuk tahun kewangan semasa, Berjaya Knitex Sdn Bhd akan melabur untuk membeli mesin baru bagi meningkatkan keupayaan pengeluaran sedia ada dan menggantikan mesin lama untuk memenuhi permintaan pelanggan dan keperluan piawaian dan kualiti perindustrian sedia ada.



Produk keluaran Berjaya Bandartex

Berjaya Soutex Sdn Bhd will undergo some product differentiation to counter the lower return on sales. For this purpose, the company has recently upgraded some of its machinery to improve productivity and efficiency and to further compete in the market.

Meanwhile, Berjaya Bandartex Sdn Bhd will continue to source for specialty stores such as sportswear buyers who are able to pay reasonable prices. USA will be our dominant and important market contributing 65% to revenue followed by European Union 25% and Canada and Japan 10%. Due to the economic slowdown in the USA, we foresee a difficult and challenging period ahead. In view of the tough market condition, we are moving forward to maintain our market share and will have to cut profit margins to remain competitive.



Shinca - assembling of electronic chips

Shinca Electronics Sdn Bhd is a company involved in contract manufacturing of consumer electronics, specialising in PCB assemblies with the process capability of Auto Insertion, Surface Mount Technology, Manual Insertion and Assemblies.

The recent worldwide economy slowdown had greatly affected the electronics industry which resulted in major retrenchments and plant closures in many countries. This had affected the profitability of Shinca Electronics due to stiff competition and its inability to get new customers. As a result of the worldwide economic slowdown, the company registered a decrease of 13% in sales for the financial year under review.

Some of the company's major customers are Sony Electronics Malaysia, Sharp-Roxy Corporation and Clarion Malaysia. Products manufactured range from Home Theatre Systems, Mini Compo Systems to Car Stereos and the majority of our products are exported worldwide.

Berjaya LeRun Industries Berhad, a leading bicycle manufacturer and distributor in Malaysia under popular brands such as *LeRun*, *Nishiki*, *Yokohama* and *Champion* registered an 8% increase in sales for the financial year under review.

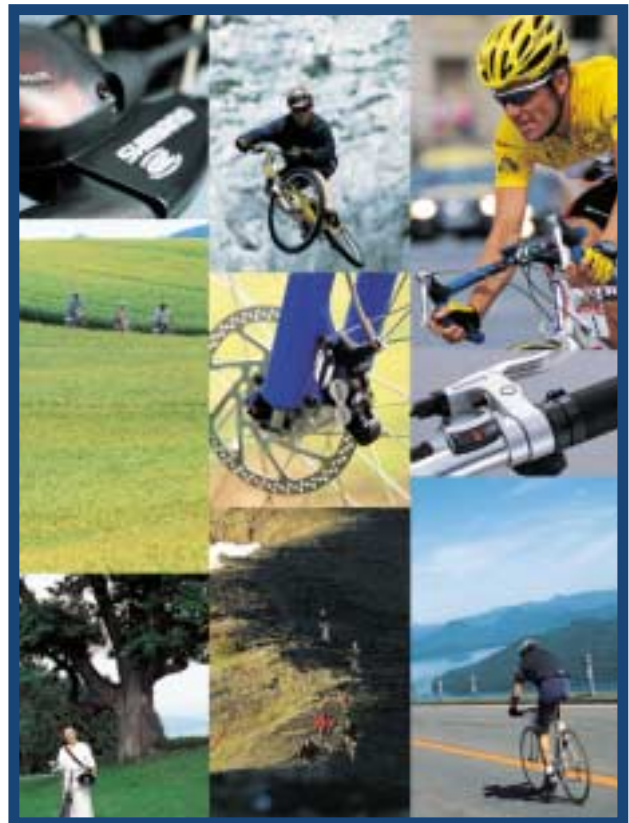
The bicycle industry had experienced a tough and challenging year in view of the weak consumer spending and competition from imported China-made bicycles. The company underwent

a down sizing exercise in its manufacturing activities with its manufacturing arm, **Berjaya Cycles Sdn Bhd** streamlining its operations, reducing costs and increasing work efficiency.

The retailing LeRun Centre concept introduced by the company has been well accepted by bicycle dealers and consumers due to its strong corporate identity. Currently, the company has nine LeRun Centres in the country. The strategy is to convert dealers' stores to LeRun Centres to further strengthen the LeRun brand name and enhance the company's market position in the bicycle industry. The company has so far converted 15 retailing outlets to LeRun Centres. The company is expected to convert another 15 retailing outlets to LeRun Centres by early 2002.

During the year, the company ventured into other export markets such as Japan, Thailand and Singapore. On-going efforts are being made to penetrate into other countries such as the European Union, Canada, Australia and South Africa.

We anticipate that the current year will be another challenging one in view of the weak consumer spending in the domestic front and the oversupply of bicycles in the world market. However, we are optimistic that the company's performance will remain positive with efficiency improvement in our manufacturing division and aggressive business marketing plan and strategies in the distribution division.



Berjaya LeRun is set to further enhance its active lifestyle image by using innovative technology and designs

Berjaya Soutex Sdn Bhd akan menjalani beberapa pembezaan produk untuk bertindak balas terhadap pulangan jualan yang lebih rendah. Untuk tujuan ini, baru-baru ini syarikat telah meningkatkan kualiti mesinnya untuk memperbaiki daya pengeluaran dan kecekapan dan seterusnya bersaing di pasaran.

Sementara itu, Berjaya Bandartex Sdn Bhd akan terus tertumpu kepada kedai istimewa seperti kedai pakaian sukan yang mampu membayar harga yang berpatutan. Amerika Syarikat akan menjadi pasaran kami yang dominan dan penting yang menyumbang sebanyak 65% kepada perolehan kami, diikuti oleh Kesatuan Eropah (EU) sebanyak 25% dan Kanada dan Jepun sebanyak 10%. Akibat kemelesetan ekonomi di Amerika Syarikat, kami menjangkakan syarikat akan menghadapi masa depan yang sukar dan penuh cabaran. Walau bagaimanapun, kami akan terus mara dengan tekad untuk mengekalkan bahagian pasaran kami dan terpaksa memotong margin keuntungan kami untuk terus berdaya saing meskipun berhadapan dengan keadaan pasaran yang begitu sukar.

Shinca Electronics Sdn Bhd, syarikat yang terlibat dalam pengeluaran barangan elektronik pengguna berkontrak, khusus dalam pemasangan PCB dengan keupayaan proses Autosisipan, "Surface Mount Technology", Sisipan dan Pemasangan secara Manual.

Kemelesetan ekonomi yang berlaku di seluruh dunia baru-baru ini telah menjejaskan industri elektronik yang memaksa pembuangan pekerja-pekerja secara besar-besaran dan penutupan loji-loji di banyak negara. Ini telah menjejaskan keuntungan Shinca Electronics akibat persaingan sengit dan ketidakupayaannya untuk mendapatkan pelanggan baru. Oleh kerana kelembapan ekonomi di seluruh dunia, syarikat mencatatkan kemerosotan jualan sebanyak 13% untuk tahun kewangan di bawah kajian.

Antara pelanggan utama syarikat ialah Sony Electronics Malaysia, Sharp-Roxy Corporation dan Clarion Malaysia. Produk yang dikilang adalah beraneka jenis daripada Sistem Teater Rumah, Sistem Mini Kompo hinggalah kepada Stereo Kereta dan kebanyakan produk kami dieksport ke seluruh dunia.

Berjaya LeRun Industries Berhad, pengilang dan pengedar basikal yang terkemuka di Malaysia dengan jenama popular seperti *LeRun*, *Nishiki*, *Yokohama* dan *Champion* mencatatkan peningkatan jualan sebanyak 8% untuk tahun kewangan di bawah kajian.

Industri basikal mengalami tahun yang sukar dan mencabar memandangkan lemahnya kuasa pelanggan untuk berbelanja dan wujudnya persaingan daripada basikal import buatan China. Syarikat melaksanakan pengurangan saiz aktiviti pengilangannya dengan cawangan pengilangannya, **Berjaya Cycles Sdn Bhd** memperkemas operasi, mengurangkan kos dan meningkatkan kecekapan kerja.

Konsep Pusat Jualan LeRun yang diperkenalkan oleh syarikat diterima baik oleh peniaga dan pengguna basikal kerana identiti korporatnya yang teguh. Kini, syarikat memiliki sembilan Pusat Jualan LeRun di Malaysia. Strategi syarikat adalah untuk menukarkan kedai peniaga kepada Pusat Jualan LeRun untuk seterusnya mengukuhkan lagi jenama LeRun dan meningkatkan kedudukan pasaran syarikat dalam industri basikal. Setakat ini syarikat telah menukarkan 15 cawangan jualan kepada Pusat Jualan LeRun. Syarikat dijangka akan menukarkan 15 cawangan jualan lagi kepada Pusat Jualan LeRun menjelang awal tahun 2002.

Sepanjang tahun kewangan, syarikat meneroka pasaran eksport lain seperti Jepun, Thailand dan Singapura. Usaha yang berterusan dijalankan untuk menembusi pasaran di negara lain seperti Kesatuan Eropah (EU), Kanada, Australia dan Afrika Selatan.

Kami menjangkakan bahawa tahun semasa juga merupakan tahun yang penuh cabaran memandangkan lemahnya kuasa pengguna untuk berbelanja di pasaran dalam negeri dan berlebihannya bekalan basikal di pasaran dunia. Walau bagaimanapun, kami berasa optimis bahawa prestasi syarikat akan kekal positif dengan meningkatnya kecekapan bahagian pengilangan dan agresifnya strategi pemasaran dan perniagaan serta bahagian pengedaran kami.



Pusat jualan LeRun di KL Plaza, Kuala Lumpur, Malaysia



YB Datuk Hishammuddin Tun Hussein, Minister of Youth and Sports presenting The Man of the Year Award 2000 to Mr Ong Kai Hock, father to Mr Ong Beng Hee, the National Squash Champion

Social Responsibility

In line with our corporate philosophy of caring and sharing, the Group continued to carry out its social responsibility diligently by sponsoring various community service and public relations programmes. The poor, old and needy senior citizens as well as the underprivileged and less fortunate children have benefited from our various donations and sponsorship programmes.

Under the *Berjaya Cares* charity programme, the Group brought cheer to 200 inmates of Rumah Sinar Harapan in Kuala Kubu Bharu when about 70 Berjaya employees visited the home on 17 February 2001. The home for the handicapped and under privileged aged between 6 to 50 years old received donations in cash, food, detergents, personal care products and beds from the Group companies and individual staff.

Other contributions made to charitable events and sponsorship programmes were the "Malaysian Aids Foundation- Red Ribbon Gala 2000", "The Annual Rat Race for Charity 2001", "Larian Rakyat 2006" and "Bulan Sukan Negara 2001".

As a responsible corporate citizen, Berjaya Hotels and Resorts have continuously embark on various charitable and community projects nationwide. Among the events include the "World Earth Day Launch" in Langkawi, "Planting 100,000 trees in One Minute" nationwide campaign and donation to fire victim, Adik Mohd Alauddin in Kuala Terengganu. Educational trips for students, educational tour for senior citizens, gotong-royong and recycling campaigns, "Adopted School" programme and blood donation campaigns were also organised by various hotels and resorts locally.

Bukit Kiara Equestrian and Country Resort sponsored the "Riding for the Disabled" for underprivileged

children from the Spastic Centre (Petaling Jaya and Wilayah Persekutuan) and the Magic Group-home for Down Syndrome's children. The Club also sponsored "Rotaract Shah Alam" project by organising pony rides for the underprivileged children.

Contributions valued at millions of ringgit were made by Sports Toto Malaysia towards Malaysian Aids Foundation, Hospis Malaysia, Thalassaemia Association of Malaysia, "Feed the Children" project by the Rotary Club DiRaja Kuala Lumpur, Perak Family Planning Association for the purchase of medical equipment, Yayasan Budi Penyayang Malaysia, MKKM and Majlis St. John Ambulans Malaysia.

In the field of sports sponsorship, Sports Toto Malaysia continued to support popular mass participation events such as the Ipoh International Run, Malay Mail Big Walk, Penang International Bridge Run, Malaysian National & International Bowling Championship, 24th KL - Maran Marathon, Majlis Perbandaran Petaling Jaya Squash Tournament, Larian Sukan SEA and the Premier Cup Equestrian Competition.

During the year, the company continued to organise the annual Sports Toto Chinese New Year Ang Pow donation campaign where over 14,000 poor and needy senior citizens of all races benefited from this charity drive. We also organized Deepavali gatherings for the poor and old and children, and brought cheer to child patients in Hospital Universiti Kebangsaan Malaysia during the Ramadhan month.

In keeping with its firm commitment to the promotion and development of sports in the country, the company has allocated an amount of over RM40 million for the National Sports Council for the funding of various sporting activities and training of Malaysian sportsmen and sportswomen.



YB Dato' Dr. Siti Zaharah Sulaiman, Minister of National Unity and Community Development presenting goodies to the old folks at the Chinese New Year AngPow Donation 2001

Tanggungjawab Sosial

Sejajar dengan falsafah korporat kami yang bersifat penyayang dan sanggup berkongsi, Kumpulan terus menunaikan tanggungjawab sosialnya dengan gigih dengan menaja program perkhidmatan kemasyarakatan dan perhubungan awam. Orang miskin, orang tua dan warga yang memerlukan bantuan dan juga mereka yang kurang bernasib baik termasuk kanak-kanak telah mendapat faedah daripada pelbagai program derma dan tajaan kami.



YB Dato Ong Tee Kiat, Timbalan Menteri Belia dan Sukan menerima sumbangan hamper untuk "Larian Rakyat 2006" daripada Dato' Ismail Osman, Pengarah Eksekutif, Cosway Corporation Berhad

Di bawah program *Berjaya Cares*, Kumpulan telah membawa keceriaan kepada penghuni-penghuni Rumah Sinar Harapan di Kuala Kubu Bharu apabila 70 kakitangan Kumpulan melawat rumah tersebut pada 17 Februari 2001. Rumah untuk orang cacat dan kurang bernasib baik yang berumur dari 6 hingga 50 tahun ini menerima derma wang tunai, makanan, serbuk pencuci, produk penjagaan diri dan katil daripada syarikat-syarikat Kumpulan dan individu-individu.

Sumbangan lain yang dibuat kepada aktiviti amal dan program penajaan ialah "Malaysian Aids Foundation - Red Ribbon Gala 2000", "The Annual Rat Race for Charity 2001", "Larian Rakyat 2006" dan "Bulan Sukan Negara 2001".

Sebagai warga korporat yang bertanggungjawab dan prihatin, *Berjaya Hotels and Resorts* telah terus-menerus menjalankan pelbagai projek amal dan kemasyarakatan di seluruh negara. Antaranya ialah "Pelancaran Hari Bumi Sedunia" di Langkawi, kempen "Menanam 100,000 pokok dalam satu minit" di seluruh negara dan derma kepada mangsa kebakaran, Adik Mohd Alauddin di Kuala Terengganu. Lawatan pendidikan untuk pelajar, lawatan pendidikan untuk warga tua, gotong-royong dan kempen kitar semula, program "Sekolah Angkat" dan kempen derma darah juga diatur oleh pelbagai hotel dan resort tempatan kami.



Sumbangan kepada "Yayasan AIDS Malaysia - Gala Reben Merah 2000"

Bukit Kiara Equestrian and Country Resort menaja "Riding for the Disabled" untuk kanak-kanak kurang bernasib baik dari Pusat Spastik (Petaling Jaya dan Wilayah Persekutuan) dan The Magic Group - rumah untuk kanak-kanak Sindrom Down. Kelab ini juga menaja projek "Rotaract Shah Alam" dengan menganjurkan acara menunggang kuda untuk kanak-kanak kurang bernasib baik.

Sumbangan bernilai berjuta-juta ringgit telah disalurkan oleh Sports Toto Malaysia kepada Malaysian Aids Foundation, Hospis Malaysia, Thalassaemia Association of Malaysia, projek "Feed the Children" oleh Rotary Club DiRaja Kuala Lumpur, Perak Family Planning Association untuk pembelian kelengkapan perubatan, Yayasan Budi Penyayang Malaysia, MKKM dan Majlis St. John Ambulans Malaysia.



Penyampaian sumbangan sempena pelancaran Bulan Sukan Negara 2001

Dalam bidang penajaan sukan, Sports Toto Malaysia terus menyokong acara sukan popular seperti Larian Antarabangsa Ipoh, Malay Mail Big Walk, Larian Antarabangsa Jambatan Pulau Pinang, Kejohanan Boling Kebangsaan dan Antarabangsa Malaysia, Maraton KL-Marang ke-24, Pertandingan Skuasy Majlis Perbandaran Petaling Jaya, Larian Sukan SEA dan pertandingan Premier Cup Equestrian.

Sepanjang tahun di bawah kajian, syarikat menganjurkan kempen derma Ang Pow Tahun Baru Cina Sports Toto di mana lebih daripada 14,000 warga tua daripada pelbagai bangsa yang memerlukan bantuan telah mendapat faedah daripada kempen amal ini. Kami juga menganjurkan pertemuan Deepavali untuk warga miskin dan tua serta kanak-kanak, dan telah menghiburkan pesakit kanak-kanak di Hospital Universiti Kebangsaan Malaysia semasa bulan Ramadan.

Sejajar dengan komitmen kami yang kental untuk mempromosikan dan membangunkan sukan di Malaysia, syarikat telah memperuntukkan sejumlah RM40 juta kepada Majlis Sukan Negara untuk membiayai pelbagai aktiviti dan latihan kesukanan untuk ahli sukan lelaki dan wanita.



Lawatan ke wad kanak-kanak Hospital Universiti Kebangsaan Malaysia

1. MEMBERSHIP

The Audit Committee shall be appointed by the Board from amongst the Directors and shall consist of not less than three members, a majority of whom shall be Independent Directors and at least one member of the Committee must be a member of the Malaysian Institute of Accountants or possesses such other qualifications and/or experience as approved by the Kuala Lumpur Stock Exchange ("KLSE").

A quorum shall consist of two members and a majority of the members present must be Independent Directors.

If a member of the Committee resigns, dies or for any other reason ceases to be a member with the result that the number of members is reduced to below three, the Board of Directors shall, within three months of that event, appoint such number of new members as may be required to make up the minimum number of three members.

2. CHAIRMAN

The Chairman of the Committee shall be an Independent Director appointed by the Board. He shall report on each meeting of the Committee to the Board.

3. SECRETARY

The Company Secretary shall be the Secretary of the Committee and shall be responsible, in conjunction with the Chairman, for drawing up the agenda and circulating it, supported by explanatory documentation to the Committee members prior to each meeting.

The Secretary shall also be responsible for keeping the minutes of meetings of the Committee and circulating them to the Committee members and to the other members of the Board.

4. FREQUENCY OF MEETINGS

Meetings shall be held not less than four times a year and will normally be attended by the Director charged with the responsibility of the Group's financial condition and Head of Internal Audit. The presence of external auditors will be requested if required and the external auditors may also request a meeting if they consider it necessary.

5. AUTHORITY

The Committee is authorised by the Board to investigate any activity within its terms of reference and shall have unrestricted access to both the internal and external auditors and to all employees of the Group. The Committee is also authorised by the Board to obtain external legal or other independent professional advice as necessary.

The Committee is also authorised to convene meetings with the external auditors excluding the attendance of the executive members of the Committee, whenever deemed necessary.

6. DUTIES

The duties of the Committee shall be:-

a) To consider the appointment of external auditors, the audit fee and any questions of resignation or dismissal including recommending the nomination of person or persons as external auditors;

b) To discuss with the external auditors where necessary, on the nature and scope of audit and to ensure

coordination of audit where more than one audit firm is involved;

c) To review the quarterly results and year-end financial statements prior to the approval by the Board, focusing on:-

- going concern assumption
- compliance with accounting standards and regulatory requirements
- any changes in accounting policies and practices
- significant issues arising from the audit
- major judgemental areas

d) To prepare the Audit Committee Report at the end of each financial year;

e) To discuss problems and reservations arising from the interim and final external audits, and any matters the external auditors may wish to discuss (in the absence of management, where necessary);

f) To review the external auditors' management letter and management's response;

g) To review any related party transaction and conflict of interest situation that may arise within the Company or Group including any transaction, procedure or course of conduct that raises questions of management integrity;

h) To do the following when the internal audit function is established:-

- review the adequacy of scope, functions and resources of the internal audit department and that it has the necessary authority to carry out its work;
- review the internal audit programme;
- ensure coordination of external audit with internal audit;
- consider the major findings of internal audit investigations and management's response, and ensure that appropriate actions are taken on the recommendations of the internal audit function;
- review any appraisal or assessment of the performance of the staff of the internal audit function;
- approve any appointment or termination of senior staff members of the internal audit function;
- keep itself informed of resignations of internal audit staff members and provide the resigning staff member an opportunity to submit his/her reason for resignation;
- to monitor related party transactions entered into by the Company and its subsidiaries, and to ensure that the Directors report such transactions annually to shareholders via the annual report;
- to review and monitor the effectiveness of internal control systems and to evaluate the systems with the external auditors;

i) To carry out such other responsibilities, functions or assignments as may be defined jointly by the Committee and the Board from time to time;

j) In compliance with Paragraph 15.17 of the KLSE Listing Requirements, where the Committee is of the view that a matter reported by it to the Board has not been satisfactorily resolved resulting in a breach of the Listing Requirements, the Committee must promptly report such matter to the KLSE.

The internal audit function of the Company has been the responsibility of the Internal Audit Department since it was set up in 1991. As the Company is primarily an investment holding company, the internal audit function is thus independent of the activities of all its direct subsidiaries and associated companies audited by the Internal Audit Department.

The public listed subsidiary companies of Berjaya Group Berhad, i.e. Berjaya Land Berhad, Cosway Corporation Berhad and Berjaya Capital Berhad, all have its respective Internal Audit function undertaking audits of its respective Group's subsidiaries and associated companies.

The Internal Audit Department is independent and audit work is conducted with impartiality, proficiency and due professional care and reports directly to the Audit Committee.

During the year, 4 Audit Committee meetings were held. The Audit Committee reviewed a total of 10 audit reports. The Internal Audit Department undertakes a comprehensive audit of all subsidiary and associated companies audited. This includes systems based audit, operational audit, functional audit and a review of each operating subsidiary and associated company's latest monthly Management Accounts.

The Audit Committee discussed in detail the adequacy of each subsidiary company's internal, accounting and financial control systems in addition to organisational and operational controls. The Audit Committee reviewed all internal audit reports with an emphasis on significant issues and critical risk areas affecting the overall performance of the Group.

Besides the Internal Audit Department ensuring that recommendations to improve internal controls are followed through by management, the Audit Committee further emphasised actions to be taken to rectify and improve the effectiveness and efficiency of operations of the subsidiary concerned. The Head of Operating subsidiary companies, its Head of Finance/Accounts Department and other relevant Operating Head of Department, were invited to attend the relevant Audit Committee meeting in which its respective report was tabled for discussion.

Statement Of Directors' Responsibility

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and of the Group and of the results and cash flows of the Company and of the Group for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and of the Group and to enable them to ensure that the financial statements comply with the Companies Act 1965. The Directors are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.