

# Annual Report

2001 Laporan Tahunan



**BERJAYA**

**BERJAYA LAND BERHAD**

(Company No. 201765-A)

برجاي لاند برحد

成功置地有限公司



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To generate consistently profitable returns for our shareholders from investments in core business activities:

- By providing direction, financial resources and management support for each operating unit;
- Through establishing a major market presence for each activity;
- Through dynamic and innovative management, teamwork and a commitment to excellence.



The corporate logo comprises the word BERJAYA and a symbol made up of closely interwoven Bs.

It is set in rich cobalt blue. BERJAYA means "success" in Bahasa Malaysia and reflects the success and Malaysian character of the Group's traditional core businesses.

The intertwining Bs of the symbol represent our strong foundations and the constant synergy taking place within the Group. Each B faces a different direction, depicting the varied strengths of the companies that make up the Berjaya Group. Taken in totality, the corporate logo signifies Strength in Diversity.

**BOARD OF DIRECTORS**

Tan Sri Dato' Thong Yaw Hong  
*Chairman*

Dato' Danny Tan Chee Sing  
*Deputy Chairman*

Tan Sri Dato' Seri Vincent Tan Chee Yioun  
*Chief Executive Officer*

*Executive Directors:*

Robert Yong Kuen Loke

Khor Poh Waa

Robin Tan Yeong Ching

YTM Tengku Mustaffa Kamel Ibni Almarhum  
Sultan Mahmud Al-Muktafi Billah Shah

Khoo Wei Tong @ Khaw Ooi Tong

*Directors:*

Dato' Mohammed Adnan Bin Shuaib

Dr. Ramachandran s/o Ratnasingam

Shuib Bin Ya'acob

**AUDIT COMMITTEE****Chairman/Independent Non-Executive Director**

Tan Sri Dato' Thong Yaw Hong

**Non-Independent Director**

Robert Yong Kuen Loke

**Independent Non-Executive Directors**

Dato' Mohammed Adnan Bin Shuaib

Shuib Bin Ya'acob

**SECRETARIES**

Su Swee Hong (MAICSA No. 0776729)

Lum Yuet Mei (MAICSA No. 0773324)

**REGISTRAR**

Berjaya Registration Services Sdn Bhd

Lot C1-C3, Block C

2nd Floor, KL Plaza

179 Jalan Bukit Bintang

55100 Kuala Lumpur

Tel: 03 - 2145 0533

Fax: 03 - 2145 9702

**AUDITORS**

Ernst & Young

Public Accountants

**REGISTERED OFFICE**

Level 17, Menara Shahzan Insas

30 Jalan Sultan Ismail

50250 Kuala Lumpur

Tel: 03 - 935 8888

Fax: 03 - 935 8043

**PRINCIPAL BANKERS**

Affin Merchant Bank Berhad

Alliance Bank Malaysia Berhad

Arab-Malaysian Bank Berhad

Arab-Malaysian Finance Berhad

Arab-Malaysian Merchant Bank Berhad

Aseambankers Malaysia Berhad

Bumiputra-Commerce Bank Berhad

Malayan Banking Berhad

Malaysia Building Society Berhad

OCBC Bank (M) Berhad



**Tan Sri Dato' Thong Yaw Hong**

**TAN SRI DATO' THONG YAW HONG**

71 years of age  
Malaysian  
Chairman  
(Independent/Non-Executive)  
(A) (#7) (\*4)

He was appointed as First Director of Berjaya Land Berhad upon incorporation and was subsequently appointed as its Chairman on 1 January 1991. He had a distinguished career with the Government of Malaysia, primarily in the fields of socio-economic development planning and finance. He served in the Economic Planning Unit in the Prime Minister's Department since 1957 and became its Director-General from 1971 to 1978. From 1979 until his retirement in 1986 he was the Secretary-General for the Ministry of Finance. He was responsible for setting up Sports Toto Malaysia Sdn Bhd in 1969 under the direction of the Government when he was the Director-General of the Economic Planning Unit in the Prime Minister's Department. He holds directorships in several public listed companies namely, Batu Kawan Berhad, Glenealy Plantations (Malaya) Berhad, HHB Holdings Berhad (Formerly Hock Hua Bank Berhad), Kuala Lumpur Kepong Berhad, Malaysia Airports Holdings Berhad, Malaysia Mining Corporation Berhad, Public Bank Berhad, Public Finance Berhad, Berjaya General Insurance Berhad, KTM Berhad, Malaysian South-South Corporation Berhad, Public Merchant Bank Berhad and other private companies. He also serves as a member on the Boards of Trustees of Program Pertukaran Fellowship Perdana Menteri of Malaysia, Tun Razak Foundation and the Malaysian Institute of Economic Research, among others. He is also a member of the Working Group of the Executive Director for the National Economic Action Council. He graduated with a Bachelor of Arts (Hons) degree in Economics from University of Malaya and a Master's degree in Public Administration from Harvard University, as well as Advanced Management Program from Harvard Business School. In June 1998, he was appointed a Pro-Chancellor of Universiti Putra Malaysia.



**Dato' Danny Tan Chee Sing**

**DATO' DANNY TAN CHEE SING**

46 years of age  
Malaysian  
Deputy Chairman  
(Non-Independent/Non-Executive)  
(#1)

He was appointed to the Board on 5 December 1990 and is currently the Deputy Chairman of the Company. He was the Managing Director from September 1994 to September 2001. He is a businessman and entrepreneur with extensive experience in property development, restaurant/resort management, insurance, trading, gaming and stockbroking through his interests in various public and private companies. He is the Deputy Chairman of Berjaya Group Berhad and Dunham-Bush (Malaysia) Bhd, the Chief Executive Officer of Dijaya Corporation Berhad and Tropicana Golf & Country Resort Berhad and the Executive Vice-Chairman of TT Resources Berhad. He also holds directorships in Berjaya Capital Berhad, Cosway Corporation Berhad, MTD Capital Berhad, MOL.com Berhad, Bukit Kiara Resort Berhad, Tioman Island Resort Berhad, Berjaya General Insurance Berhad, KDE Recreation Berhad and Berjaya Golf Resort Berhad as well as several other private limited companies in the Berjaya Group of Companies.

His brother, Tan Sri Dato' Seri Vincent Tan Chee Yioun, and his nephew, Robin Tan Yeong Ching, are also members of the Board.



### **TAN SRI DATO' SERI VINCENT TAN CHEE YIOUN**

49 years of age  
Malaysian  
Chief Executive Officer  
(#4)

He was appointed as First Director of Berjaya Land Berhad upon incorporation and was subsequently appointed as the Chief Executive Officer ("CEO") on 1 January 1991. He is a businessman and entrepreneur with varied interests in property development, telecommunications, gaming, stockbroking, insurance, manufacturing, trading, hospitality and Internet-related businesses and utilities through various public and private companies including Intan Utilities Berhad, Berjaya Times Square Sdn Bhd and Golden Arches Restaurant Sdn Bhd, the local franchisee of the McDonald's fast food chain of restaurants. Currently he is also the Chairman and CEO of Berjaya Group Berhad and Berjaya Sports Toto Berhad and, Chairman of DiGi.Com Berhad, MOL.com Berhad and Prudential Assurance Malaysia Berhad. He also holds directorships in Unza Holdings Berhad, Berjaya Vacation Club Berhad, Bukit Tinggi Resort Berhad and other private limited companies in the Berjaya Group of Companies.

His brother, Dato' Danny Tan Chee Sing, and his son, Robin Tan Yeong Ching, are also members of the Board.

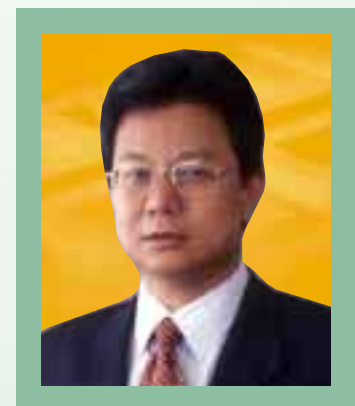


**Tan Sri Dato' Seri  
Vincent Tan Chee YOUN**

### **ROBERT YONG KUEN LOKE**

49 years of age  
Malaysian  
Executive Director  
(A) (#7) (\*4)

He was appointed to the Board on 24 January 1995. He is a fellow member of The Institute of Chartered Accountants (England and Wales), and a member of the Malaysian Institute of Accountants and Institute of Certified Public Accountants of Singapore. He is also a Council Member of the Malaysian Association of Certified Public Accountants. He has over twenty years of working experience in the fields of accounting, audit, treasury and financial management. He started his career in London in 1973 and worked for more than 5 years with chartered accounting firms there including 2 years with Moore Stephens & Co. Subsequently, he was with Price Waterhouse, Singapore from 1979 to 1982. Prior to joining Berjaya Group of Companies in 1987, he served as Group Finance Manager in UMW Holdings Berhad from 1982 to 1985 and as Treasurer in Edaran Otomobil Nasional Berhad from 1985 to 1987. Currently he is an Executive Director of Berjaya Group Berhad and Berjaya Sports Toto Berhad, Director of Berjaya Capital Berhad, Cosway Corporation Berhad and Gold Coin (Malaysia) Berhad. He also holds directorships in Berjaya Golf Resort Berhad and several other private limited companies in the Berjaya Group of Companies.



**Robert Yong Kuen LOKE**



**Khor Poh Waa**

**KHOR POH WAA**

45 years of age  
Malaysian  
Executive Director  
(#6)

He was appointed to the Board on 13 January 1999 as an Executive Director. He graduated from University Malaya with an Accounting Degree and served in the Accountant General Office before joining the private sector in 1985. He joined Berjaya Vacation Club Berhad ("BVC") in 1993 and is currently the President of BVC. He was appointed as a Director of BVC in 1997. He plays an active role in the timeshare industry and currently serves as the Chairman of the Malaysian Holiday Timeshare Developers' Federation. He holds directorships in Staffield Country Resort Berhad, Tioman Island Resort Berhad and several other private limited companies in the Berjaya Group of Companies. He is also the President of Kelab Sukan and Rekreasi Kumpulan Berjaya Malaysia and the Organising Chairman of 'Berjaya Cares', a body established to promote charity activities in line with the Government's call for a caring society.



**Robin Tan Yeong Ching**

**ROBIN TAN YEONG CHING**

27 years of age  
Malaysian  
Executive Director  
(#4)

He was appointed to the Board on 13 January 1999 as an Executive Director. He graduated with a Bachelor of Social Science degree in Accounting/Law from the University of Southampton, United Kingdom, in 1995. He joined Berjaya Group Berhad in 1995 as an Executive and subsequently became the General Manager, Corporate Affairs in 1997. Currently he is also an Executive Director of Berjaya Sports Toto Berhad and Sports Toto Malaysia Sdn Bhd, and a Director of DiGi.Com Berhad. He also holds directorships in Bukit Tinggi Resort Berhad and several other private limited companies in the Berjaya Group of Companies.

His father, Tan Sri Dato' Seri Vincent Tan Chee Yioun, and his uncle, Dato' Danny Tan Chee Sing, are also members of the Board.



## **Y.T.M. TENGKU MUSTAFFA KAMEL IBNI ALMARHUM SULTAN MAHMUD AL-MUKTAFI BILLAH SHAH**

33 years of age  
Malaysian  
Executive Director  
(#4)

He was appointed to the Board on 27 September 1999 as an Executive Director. He graduated with a Diploma in Hotel Management from Caesar Ritz, Switzerland. He first joined the Group as an Assistant Manager in 1991 and was promoted to the position of Manager in March 1992. He was promoted to Senior General Manager, Corporate Affairs of Berjaya Group Berhad in July 1999. He also holds directorships in Berjaya Golf Resort Berhad, Redang Island Golf and Country Club Berhad and several other private limited companies in the Group.



**YTM Tengku Mustaffa Kamel  
Ibni Almarhum Sultan Mahmud  
Al-Muktafi Billah Shah**

## **KHOO WEI TONG @ KHAW OOI TONG**

52 years of age  
Malaysian  
Executive Director

He was appointed to the Board on 14 September 2001 as an Executive Director. He is a member of the Malaysian Institute of Accountants and the Malaysian Association of Certified Public Accountants. He articulated with Messrs Coopers & Lybrand (now known as PricewaterhouseCoopers) from 1970 to 1975. He subsequently joined the Malaysian Rubber Development Corporation Bhd, a quasi-government organisation, as its Chief Internal Auditor until 1980. During the next five years until 1985, he was the Finance Manager of Sarawak Motor Industries Bhd, an assembler and distributor of motor vehicles. Since then, he has been with the Berjaya Group of Companies. He was appointed as an Executive Director of Berjaya Group Berhad in January 1996 until his recent appointment to the Company. Currently he is also the Executive Director of Prime Credit Leasing Sdn Bhd and a Director of Berjaya General Insurance Berhad and Indah Corporation Berhad. He also holds directorships in several other private limited companies in the Berjaya Group of Companies.



**Khoo Wei Tong  
@ Khaw Ooi Tong**

## **DATO' MOHAMMED ADNAN BIN SHUAIB**

61 years of age  
Malaysian  
(Independent/Non-Executive)  
(A) (#4) (\*3)

He was appointed to the Board on 5 December 1990. He is an Advocate and Solicitor by profession. He served in the Federal Judicial and Legal Service from 1967 to 1979. He resigned from Government service in 1979 and joined Magnum Corporation Berhad as General Manager until 1981. He joined Messrs Adnan, Sundra & Low, a legal firm, as a partner since 1982. He also holds directorships in Gadek (Malaysia) Bhd, Alpha Industries Berhad, Amanah Saham Kedah Berhad, EON CMG Life Assurance Berhad, Lam Soon (M) Berhad and several other private companies.



**Dato' Mohammed Adnan  
Bin Shuaib**



**Dr. Ramachandran s/o  
Ratnasingam**

**DR. RAMACHANDRAN S/O RATNASINGAM**

64 years of age  
Malaysian  
(Independent/Non-Executive)  
(#4)

He was appointed to the Board on 5 December 1990. He holds a M.B.B.S from the Madras Medical College, South India. He served with the Government from 1969 to 1975 in various hospitals and had set up a private practice, Klinik Ray, in 1979. He retired from the private practice in 1992 and is currently doing locum.



**Shuib Bin Ya'acob**

**SHUIB BIN YA'ACOB**

71 years of age  
Malaysian  
(Independent/Non-Executive)  
(A) (#7) (\*3)

He was appointed to the Board on 5 December 1990. He holds a Diploma in Personnel Management from the Career Development Institute, Montreal, Canada. He was an Officer in the Ministry of Culture, Youth & Sports from 1964 to 1969 and Goodwill Officer in the Goodwill Department of the Prime Minister's Department from 1969 to 1973 before his resignation.

Save as disclosed, none of the Directors have:-

1. any family relationship with any Director and/or major shareholder of the Company;
2. any conflict of interest with the Company; and
3. any conviction for offences within the past 10 years other than traffic offences.

**Notes:**

(A) Audit Committee Member.

(#) Number of Board meetings attended during the financial year ended 30 April 2001. Total number of Board meetings held during the financial year ended 30 April 2001 was 7.

(\*) Number of Audit Committee meetings attended during the financial year ended 30 April 2001. Total number of Audit Committee meetings held during the financial year ended 30 April 2001 was 4.

**Berjaya Land Berhad** ("BLand") was incorporated in 1990 to implement the Restructuring Scheme undertaken by Sports Toto Malaysia Bhd ("Sports Toto") whereby the entire paid-up capital of Sports Toto was acquired by BLand. Simultaneously, BLand made major acquisitions of various property and leisure activities which was funded via a Rights and Special Issue.

Sports Toto was incorporated in 1969 by the Malaysian Government for the purpose of running Toto betting under Section 5 of the Pool Betting Act, 1967. It was privatised in 1985 when its Chief Executive Officer, Tan Sri Dato' Seri Vincent Tan Chee Yioun, through his private company acquired 70% of the paid-up capital. Sports Toto was listed on the Kuala Lumpur Stock Exchange in July 1987.

Subsequently in November 1987, RekaPacific Berhad (formerly known as Berjaya Industrial Berhad) ("RekaPacific") completed a general offer for Sports Toto which resulted in Sports Toto becoming a subsidiary of RekaPacific.

On 11 October 1996, Berjaya Group Berhad ("BGroup") completed the purchase of Teras Mewah Sdn Bhd ("TMSB"), a wholly-owned subsidiary company of RekaPacific. TMSB had on 28 August 1996 completed the purchase of the entire shareholding in BLand from RekaPacific comprising approximately 247.5 million ordinary shares, 49.8 million warrants and RM82.8 million Irredeemable Convertible Unsecured Loan Stocks for a total consideration of approximately RM931.1 million. As a result, BLand became a direct subsidiary of BGroup.

Today, with a total employee strength of over 5,200, the Group's core activities are as follows:

- Vacation Timeshare, Hotels, Resorts and Recreation Development;
- Property Investment and Development; and
- Gaming and Lottery Management.

The track record since 1985, reflects Tan Sri Dato' Seri Vincent Tan's vision and stewardship. The Group's financial growth over the past 16 years is highlighted below:

|                               | 30-4-2001<br>Million |                | 31-12-85<br>Million |      | 16 Years' Annualised<br>Increase<br>(%) |
|-------------------------------|----------------------|----------------|---------------------|------|---|
|                               | RM                   | US\$           | RM                  | US\$ |   |
| <b>Turnover</b>               | <b>2,773.2</b>       | <b>729.8</b>   | 76.0                | 20.0 | 222                                     |
| <b>Pre-tax Profit</b>         | <b>319.8</b>         | <b>84.2</b>    | 5.0                 | 1.3  | 394                                     |
| <b>Shareholders' Funds</b>    | <b>3,402.5</b>       | <b>895.4</b>   | 1.0                 | 0.3  | 21,259                                  |
| <b>Total Assets</b>           | <b>6,890.2</b>       | <b>1,813.2</b> | 12.7                | 3.3  | 3,385                                   |
| <b>Total No. of Employees</b> | <b>5,229</b>         |                | 431                 |      |   |

Exchange rate : US\$1.00 = RM3.80

### HOTELS, RESORTS & RECREATION DEVELOPMENT

#### MALAYSIAN HOTELS, RESORTS & RECREATION DEVELOPMENT

##### **Berjaya Tioman Beach Resort Tioman Island Golf Club**

Pulau Tioman  
P.O. Box 4, 86807 Mersing  
Johor Darul Takzim  
Tel: 09 - 419 1000  
E-mail: reserv@b-tioman.com.my

##### **Berjaya Langkawi Beach & Spa Resort**

Karong Berkunci 200  
Teluk Burau  
07000 Langkawi  
Kedah Darul Aman  
Tel: 04 - 959 1888  
E-mail: resvn@b-langkawi.com.my

##### **Berjaya Redang Beach Resort Berjaya Redang Golf & Spa Resort**

Pulau Redang  
P.O. Box 126, Main Post Office  
20928 Kuala Terengganu  
Terengganu Darul Iman  
Tel: 09 - 697 3988  
E-mail: reserdept@b-redang.com.my

##### **Berjaya Palace Hotel**

1, Jalan Tangki, Karamunsing  
Locked Bag 78  
88997 Kota Kinabalu, Sabah  
Tel: 088 - 211 911  
E-mail: bphkk@b-palace.com.my

##### **Berjaya Georgetown Hotel**

"1-Stop Midlands Park"  
Jalan Burmah  
10350 Pulau Pinang  
Tel: 04 - 227 7111  
E-mail: bgh@b-georgetown.com.my

##### **Kelab Darul Ehsan**

Taman Tun Abdul Razak  
Jalan Kerja Air Lama  
68000 Ampang Jaya  
Selangor Darul Ehsan  
Tel: 03 - 4257 2333  
E-mail: enquiry@kde.com.my

##### **Bukit Kiara Equestrian & Country Resort**

Jalan Bukit Kiara  
Off Jalan Damansara  
60000 Kuala Lumpur  
Tel: 03 - 254 1222  
E-mail: kiara@bukit-kiara.com.my

##### **Bukit Jalil Golf & Country Resort**

Jalan 3/155B  
Bukit Jalil  
57000 Kuala Lumpur  
Tel: 03 - 8994 1600  
E-mail: bgrb@bukit-jalil.com.my

##### **Bukit Banang Golf & Country Club**

1, Persiaran Gemilang  
Bandar Banang Jaya  
83000 Batu Pahat  
Johor Darul Takzim  
Tel: 07 - 428 6001  
E-mail: bbgcc@po.jaring.my

##### **Staffield Country Resort**

Batu 13  
Jalan Seremban - Kuala Lumpur  
71700 Mantin  
Negeri Sembilan Darul Khusus  
Tel: 03 - 816 6117  
E-mail: scrb@po.jaring.my

##### **Desa WaterPark**

P.O. Box 13527  
Taman Danau Desa  
Off Jalan Klang Lama  
58100 Kuala Lumpur  
Tel: 03 - 7118 8338

### OVERSEAS HOTELS, RESORTS & RECREATION DEVELOPMENT

##### **Berjaya Hotel, Suva**

Cnr. Malcom & Gordon Streets  
P.O. Box 112, Suva, Fiji  
Tel: 679 - 312 300  
E-mail: berjaya@is.com.fj

##### **Berjaya Beau Vallon Bay Beach Resort & Casino**

P.O. Box 550, Victoria  
Mahe, Seychelles  
Tel: 248 - 247 141  
E-mail: bhrseysm@seychelles.net

##### **Berjaya Mahe Beach Resort**

P.O. Box 540, Port Glauud  
Mahe, Seychelles  
Tel: 248 - 378 451  
E-mail: bmbasm@seychelles.net

##### **Berjaya Praslin Beach Resort**

Anse Volbert, Praslin  
Seychelles  
Tel: 248 - 232 222  
E-mail: bpbfc@seychelles.net

##### **Berjaya Mount Royal Beach Hotel**

36, College Avenue  
Mount Lavinia, Sri Lanka  
Tel: 941 - 739 610  
E-mail: berjaya@slt.lk

##### **Berjaya Le Morne Beach Resort & Casino**

Le Morne, Case Noyale  
Mauritius  
Tel: 230 - 450 5800  
E-mail: berjaya@intnet.mu

##### **Berjaya Eden Park Hotel**

35/39, Inverness Terrace  
Bayswater, London W2 3JS  
United Kingdom  
Tel: 44-207-221 2220  
E-mail: edenpark@dircon.co.uk

##### **Duxton Hotel**

83, Duxton Road  
Singapore 089540  
Tel: 02-227 7678  
E-mail: duxton@singnet.com.sg

##### **Kishkinta Theme Park**

82, Varadarajapuram  
Dharkas Ward No. 2  
Tambaram, Madras  
600 044 India  
Tel: 91-44-236 7210

### VACATION TIMESHARE & TRAVEL

##### **Berjaya Vacation Club Berhad**

Lot S13-21, 2nd Floor, KL Plaza  
179, Jalan Bukit Bintang  
55100 Kuala Lumpur  
Tel: 03 - 2141 3133  
E-mail: kphoon@berjaya.com.my

##### **Berjaya Air Sdn Bhd**

(Reservation & Ticketing)  
Level 19  
Menara Shahzan Insas  
30, Jalan Sultan Ismail  
50250 Kuala Lumpur  
Tel: 03 - 2145 2828  
E-mail: berjaya@tm.net.my

## PROPERTY INVESTMENT & DEVELOPMENT

### Marketing Office for properties marked \*

Level 15  
Menara Shahzan Insas  
30, Jalan Sultan Ismail  
50250 Kuala Lumpur  
Tel: 03 - 935 8888/8188  
(E-mail: property@berjaya.com.my)

### Berjaya Park \*

Jalan Kebun, Shah Alam  
Selangor Darul Ehsan

### Arena Green Apartments \* Greenfields Apartments \*

Bukit Jalil, Kuala Lumpur

### Petaling Indah Condominiums \*

Jalan Sungai Besi  
Kuala Lumpur

### Bukit TAR \*

Taman Tun Abdul Razak  
Selangor Darul Ehsan

### Robson Condominiums \*

Jalan 2/87D, Taman Seputih  
Kuala Lumpur

### Sri Pelangi Shops/Apartments/ Condominiums \*

Jalan Genting Klang,  
Setapak Kuala Lumpur

### Taman Kinrara IV \*

Puchong, Kuala Lumpur

### Cemerlang Heights \* Cemerlang Apartments \*

Gombak  
Selangor Darul Ehsan

### Seputeh Heights \*

Taman Seputeh  
Kuala Lumpur

### Kinrara Ria Apartments \* Kinrara Putri Apartments \*

Puchong  
Selangor Darul Ehsan

### Berjaya Tioman Suites

Pulau Tioman  
P.O. Box 4, 86807 Mersing  
Johor Darul Takzim  
Tel: 09 - 419 1909  
E-mail: reserv@b-tioman.com.my

### Bandar Banang Jaya Banang Jaya Homesteads Land

74 & 75, Jalan Gemilang  
Taman Bandar Banang Jaya  
83000 Batu Pahat  
Johor Darul Takzim  
Tel: 07 - 428 8678/8722  
E-mail: pradeep@berjaya.com.my

### Kim's Park Business Centre

Bandar Penggaram, 83000 Batu Pahat  
Johor Darul Takzim  
Tel: 07 - 428 8678/8722

### Menara Greenview Desa University

Marketing Office:  
Level 17, Penas Tower  
Midlands Park Centre  
Jalan Burmah  
10350 Pulau Pinang  
Tel: 04 - 227 4188

### Sri Dagangan Kuantan Business Centre

Berjaya Megamall  
Marketing Office:  
Lot 3-18, 3rd Floor  
Jalan Tun Ismail, Sri Dagangan  
25000 Kuantan  
Pahang Darul Makmur  
Tel: 09 - 508 8188  
E-mail: megamall@berjaya.com.my

### World Square Pty Ltd

Level 2, 338 Pitt Street  
Sydney NSW 2000  
Australia

### Berjaya Holdings (HK) Limited

2301, Wing On House  
71, Des Voeux Road  
Central, Hong Kong  
Tel: 852 - 2877 6616  
E-mail: etan@netvigator.com

### KL Plaza

Box 333, S38  
2nd Floor, KL Plaza  
179, Jalan Bukit Bintang  
55100 Kuala Lumpur  
Tel: 03 - 2141 7288  
E-mail: kwchan@berjaya.com.my

### Kota Raya Complex

Lot 3.07A  
Level 3, Kota Raya Complex  
Jalan Cheng Lock  
50000 Kuala Lumpur  
Tel: 03 - 232 2562  
E-mail: kmheong@berjaya.com.my

### Plaza Berjaya

12, Jalan Imbi  
55100 Kuala Lumpur  
Tel: 03 - 2141 2240  
E-mail: wgong@berjaya.com.my

## GAMING

### Sports Toto Malaysia Sdn Bhd

Level 10  
Menara Shahzan Insas  
30, Jalan Sultan Ismail  
50250 Kuala Lumpur  
Tel: 03 - 2148 9888  
E-mail: webmaster@sportstoto.com.my

### Berjaya International Casino Management (HK) Limited Berjaya Lottery Management (HK) Limited

2301, Wing On House  
71, Des Voeux Road  
Central, Hong Kong  
Tel: 852 - 2877 6616

### International Lottery & Totalizator Systems, Inc

2131, Faraday Avenue  
Carlsbad, USA  
Tel: 760 - 931 4000  
E-mail: mktg@ilts.com

### Prime Gaming Philippines, Inc. Philippine Gaming Management Corporation

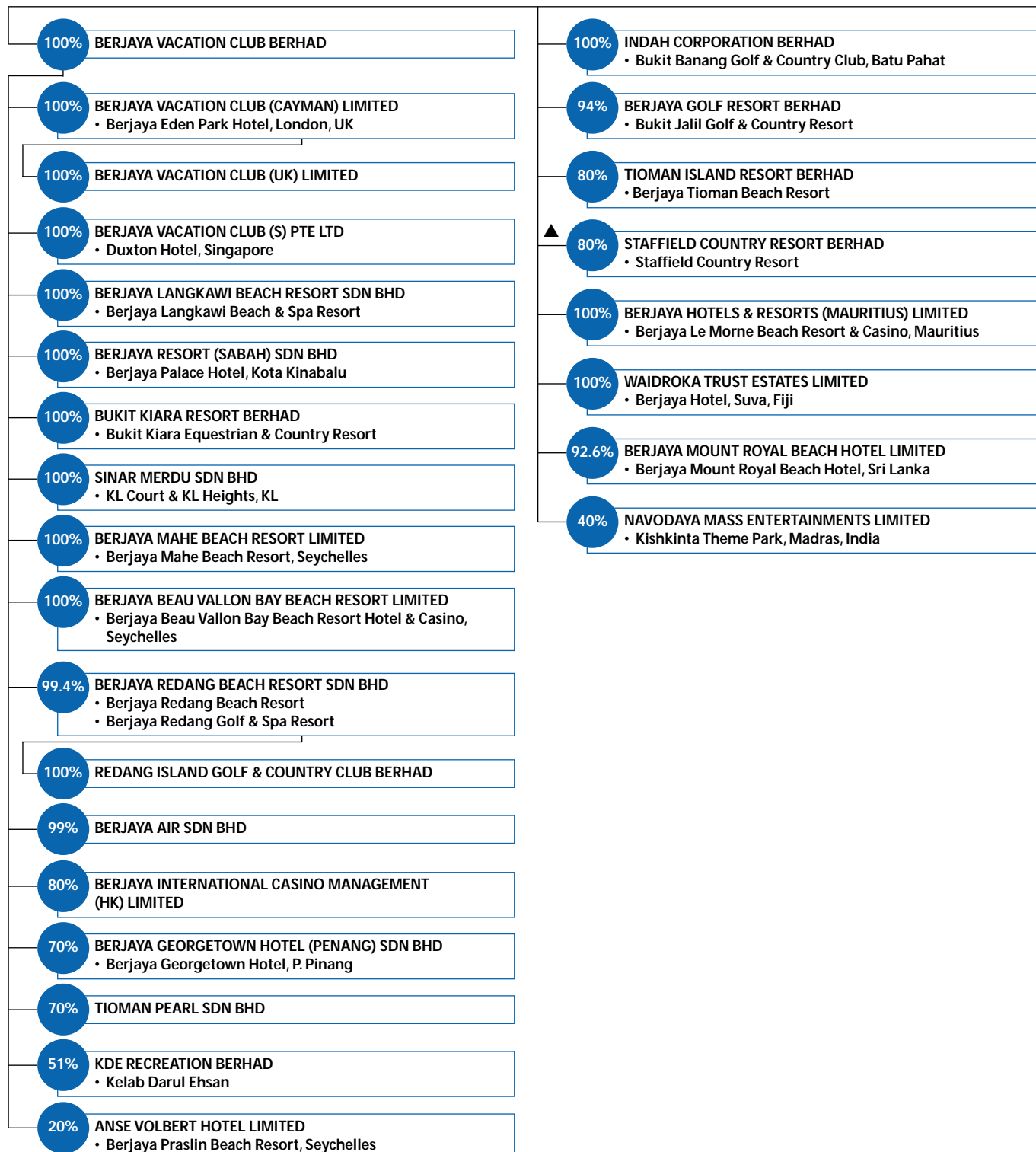
29th Floor  
Rufino Pacific Tower  
6784, Ayala Cor. Herrera Street  
Makati  
Metro Manila, the Philippines  
Tel: 632 - 811 0065

## Corporate Structure

of main operating companies  
as at 30 August 2001

### BERJAYA LAND BERHAD

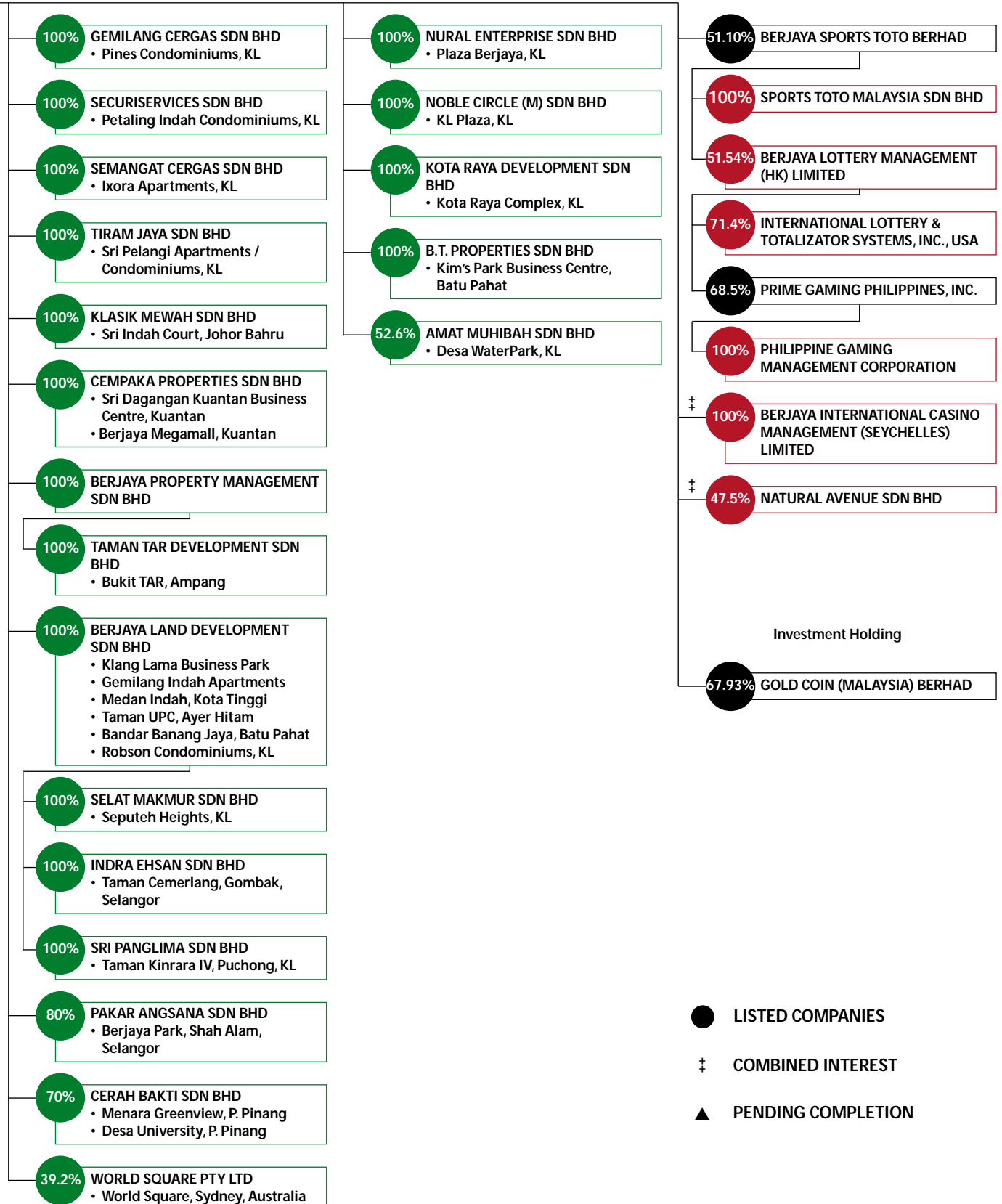
#### Vacation Timeshare, Hotels, Resorts and Recreation Development





### Property Investment and Development

### Gaming and Lottery Management



## Group Financial Summary

|  | 2001      | 2001      | 2000                 | 1999      | 1998      | 1997      | 1996      |
|--|-----------|-----------|----------------------|-----------|-----------|-----------|-----------|
| Description  | US\$'000  | RM'000    | RM'000<br>(Restated) | RM'000    | RM'000    | RM'000    | RM'000    |
| Revenue  | 729,802   | 2,773,246 | 2,760,887            | 2,601,487 | 2,615,931 | 2,263,934 | 2,056,945 |
| Profit Before Taxation   | 84,166    | 319,832   | 305,714              | 431,255   | 564,143   | 465,737   | 157,389   |
| Profit After Taxation &<br>Minority Interests                    | 14,586    | 55,426    | 57,642               | 216,811   | 344,027   | 251,605   | 26,221    |
| Extraordinary Items  | -         | -         | -                    | -         | 220       | 2,568     | 236,745   |
| Profit Attributable To Shareholders                              | 14,586    | 55,426    | 57,642               | 216,811   | 344,247   | 254,173   | 262,966   |
| Share Capital  | 219,754   | 835,067   | 819,457              | 693,246   | 693,207   | 620,909   | 455,600   |
| Share Premium  | 240,912   | 915,465   | 903,560              | 831,059   | 831,003   | 683,010   | 407,996   |
| Reserves   | 434,734   | 1,651,991 | 1,637,228            | 1,617,576 | 1,455,175 | 1,079,327 | 908,715   |
| Shareholders' Fund   | 895,400   | 3,402,523 | 3,360,245            | 3,141,881 | 2,979,385 | 2,383,246 | 1,772,311 |
| ICULS  | 248,434   | 944,049   | 971,345              | 7,934     | 8,000     | 16,993    | 142,140   |
| Minority Interests   | 120,942   | 459,580   | 400,660              | 359,121   | 190,776   | 118,601   | 114,562   |
| Capital Funds  | 1,264,776 | 4,806,152 | 4,732,250            | 3,508,936 | 3,178,161 | 2,518,840 | 2,029,013 |
| Deferred Taxation  | 27,433    | 104,244   | 109,291              | 115,910   | 110,784   | 59,243    | 30,533    |
| Deferred Liabilities   | 180,141   | 684,534   | 706,139              | 1,539,654 | 1,423,352 | 1,078,905 | 712,974   |
| Current Liabilities  | 340,850   | 1,295,231 | 1,359,173            | 1,358,573 | 1,719,938 | 1,563,338 | 1,028,313 |
|  | 1,813,200 | 6,890,161 | 6,906,853            | 6,523,073 | 6,432,235 | 5,220,326 | 3,800,833 |
| Property, Plant And Equipment                                    | 455,864   | 1,732,283 | 1,714,071            | 1,680,385 | 1,531,546 | 1,221,557 | 1,069,475 |
| Intangible Assets  | 339,969   | 1,291,884 | 1,283,870            | 1,267,030 | 1,471,040 | 1,488,966 | 898,211   |
| Investments  | 368,252   | 1,399,359 | 1,289,553            | 1,216,035 | 1,035,291 | 929,462   | 779,802   |
| Current Assets   | 649,115   | 2,466,635 | 2,619,359            | 2,359,623 | 2,394,358 | 1,580,341 | 1,053,345 |
| Total Assets   | 1,813,200 | 6,890,161 | 6,906,853            | 6,523,073 | 6,432,235 | 5,220,326 | 3,800,833 |
| Net Tangible Assets  |           |           |                      |           |           |           |           |
| Per Share (US\$/RM)  | 0.67      | 2.53      | 2.53                 | 2.70      | 2.18      | 1.44      | 1.92      |
| Net Assets Per Share (US\$/RM)                                   | 1.07      | 4.07      | 4.10                 | 4.53      | 4.30      | 3.84      | 3.89      |
| Gross Earnings Per Share (US\$/RM)                               | 0.04      | 0.15      | 0.18                 | 0.32      | 0.63      | 0.61      | 0.15      |
| Net Earnings Per Share (US\$/RM)                                 | 0.02      | 0.07      | 0.08                 | 0.31      | 0.53      | 0.48      | 0.06      |
| Net Earnings Including Extraordinary<br>Item Per Share (US\$/RM) | 0.02      | 0.07      | 0.08                 | 0.31      | 0.53      | 0.48      | 0.58      |
| Dividend Rate (%)  | 2.5       | 2.5       | 3.5                  | 5         | 12        | 21        | 12.5      |
| Dividend Amount (US\$'000/RM'000)                                | 3,956     | 15,031    | 20,828               | 24,957    | 59,810    | 88,298    | 42,023    |

### Note:

Figures for 1985 and 1986 are for the year ended 31 December; figures for 1988-2001 are for the year ended 30 April, except for 1987/88 figures are for the 16 months period ended 30 April 1988. Prior to 1987, the Company was a private limited company. Where additional shares are issued for cash, the earnings per share are calculated on a weighted average number of shares.

| After Change in Shareholding * |           |           |           |           |         |                     |           | Before Change in Shareholding * |        |
|--------------------------------|-----------|-----------|-----------|-----------|---------|---------------------|-----------|---------------------------------|--------|
| 1995                           | 1994      | 1993      | 1992      | 1991      | 1990    | 1989<br>(16 months) | 1987-1988 | 1986                            | 1985   |
| RM'000                         | RM'000    | RM'000    | RM'000    | RM'000    | RM'000  | RM'000              | RM'000    | RM'000                          | RM'000 |
| 2,119,505                      | 1,491,674 | 1,068,857 | 754,507   | 298,185   | 254,051 | 214,456             | 248,174   | 94,616                          | 76,008 |
| 154,493                        | 144,842   | 97,787    | 85,181    | 57,097    | 45,999  | 41,391              | 38,457    | 7,147                           | 5,007  |
| 40,967                         | 43,375    | 46,563    | 35,576    | 32,656    | 29,442  | 25,452              | 20,657    | 3,247                           | 2,687  |
| 10,976                         | 9,464     | 558,281   | 10,967    | 18,711    | 28      | -                   | -         | -                               | -      |
| 51,943                         | 52,839    | 604,844   | 46,543    | 51,367    | 29,470  | 25,452              | 20,657    | 3,247                           | 2,687  |
| 451,395                        | 410,360   | 379,577   | 343,662   | 343,662   | 56,261  | 30,006              | 30,006    | 1,000                           | 1,000  |
| 402,316                        | 342,898   | 302,881   | 256,107   | 256,386   | -       | -                   | -         | -                               | -      |
| 688,654                        | 681,982   | 670,141   | 79,324    | 72,244    | 18,410  | 23,647              | 16,129    | 873                             | 26     |
| 1,542,365                      | 1,435,240 | 1,352,599 | 679,093   | 672,292   | 74,671  | 53,653              | 46,135    | 1,873                           | 1,026  |
| -                              | -         | -         | -         | -         | -       | -                   | -         | -                               | -      |
| 220,277                        | 180,117   | 128,224   | 27,425    | 8,315     | -       | -                   | -         | -                               | -      |
| 1,762,642                      | 1,615,357 | 1,480,823 | 706,518   | 680,607   | 74,671  | 53,653              | 46,135    | 1,873                           | 1,026  |
| 27,978                         | 26,845    | 19,406    | 20,485    | 20,642    | 1,612   | -                   | -         | -                               | -      |
| 644,242                        | 798,752   | 391,243   | 447,567   | 286,395   | 73,769  | 11,029              | -         | 400                             | 600    |
| 1,706,548                      | 1,121,467 | 1,295,088 | 1,429,788 | 227,606   | 93,153  | 56,205              | 38,129    | 18,029                          | 11,092 |
| 4,141,410                      | 3,562,421 | 3,186,560 | 2,604,358 | 1,215,250 | 243,205 | 120,887             | 84,264    | 20,302                          | 12,718 |
| 995,429                        | 792,202   | 494,630   | 501,636   | 387,814   | 39,535  | 6,860               | 3,849     | 2,079                           | 427    |
| 1,000,210                      | 960,059   | 278,899   | 306,847   | 18,585    | 3,406   | 14                  | -         | -                               | -      |
| 698,165                        | 593,689   | 1,176,332 | 982,705   | 606,809   | 147,935 | 24,075              | 7,499     | -                               | -      |
| 1,447,606                      | 1,216,471 | 1,236,699 | 813,170   | 202,042   | 52,329  | 89,938              | 72,916    | 18,223                          | 12,291 |
| 4,141,410                      | 3,562,421 | 3,186,560 | 2,604,358 | 1,215,250 | 243,205 | 120,887             | 84,264    | 20,302                          | 12,718 |
| 1.20                           | 1.16      | 2.83      | 1.08      | 1.88      | 1.27    | 1.79                | 1.54      | 1.87                            | 1.03   |
| 3.42                           | 3.50      | 3.56      | 1.98      | 1.96      | 1.33    | 1.79                | 1.54      | 1.87                            | 1.03   |
| 0.14                           | 0.18      | 0.20      | 0.24      | 0.72      | 0.82    | 1.38                | 1.83      | 7.15                            | 5.00   |
| 0.09                           | 0.11      | 0.13      | 0.10      | 0.41      | 0.52    | 0.85                | 0.99      | 3.25                            | 2.68   |
| 0.12                           | 0.13      | 1.63      | 0.14      | 0.64      | 0.52    | 0.85                | 0.99      | 3.25                            | 2.68   |
| 12                             | 15        | 15        | 15        | 9.50      | 30      | 90                  | 30        | 400                             | 6,030  |
| 37,917                         | 44,646    | 37,578    | 33,507    | 21,169    | 8,777   | 17,553              | 5,401     | 2,400                           | 36,179 |

Exchange rate: US\$1.00=RM3.80

\* Change in shareholding relates to the major change in directorate and direction of the Company.

## Group Financial Highlights

