

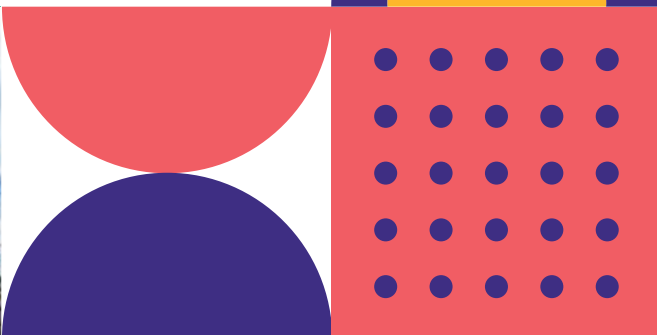


Building Communities & Beyond

ANNUAL REPORT 2022



Prime City Hotel Kluang



Hometree Kota Kemuning



The Elysia Park Residence



Versis Batu Pahat



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CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors ("the Board") of the BCB Berhad ("the Company/the Group"), it is my honour as the Chairman of the Company to present to you the 2022 Annual Report.

**FINANCIAL YEAR 2022 IN PERSEPTIVE**

Governments around the world have been continuously driving vaccinations effort to contain the COVID-19 infection and move towards herd community, expectation of more countries opening up their borders, in particular for business travels and coupled with various stimulus plans and aids assistance to the rakyat rollout by Malaysian government, the Group was expecting the economy to be in the path of recovery. However, the Russian-Ukraine war erupted in February 2022, and with China maintaining its strict Zero COVID policy created chaos and disruption in the supply chains and the crude oil prices jumped to level that was not seen since early 2011.

Despite of the ever-changing market conditions, the Group has remained resilient and has adapted. The Group's comprehensive income has improved to RM19.2 million for the financial year ended 2022 as compared to RM6.6 million for the last financial year ended 2021, an increase of around 191%, was the testament of the Group's efforts.

(Please refer to details in the Management Discussion and Analysis on our business operations and performance set out in pages 4 to 6 in this Annual Report)

CHAIRMAN'S STATEMENT

(cont'd)

DIVIDEND

With the on-going challenges and headwind, the Board remains prudent and in preserving cash flows and does not recommend any dividend for the financial year ended 30 June 2022.

LOOKING AHEAD

With the expected growth and strengthening in domestic demand, the continued expansion of external demand and continuous improvement of labour market, the Malaysian economy is expected to continue to recover. Bank Negara Malaysia ("BNM") cited that it will continue to be supportive via monetary policy to contain the inflationary pressure and maintain financial stability. The inflationary pressure, on-going and heightened geopolitical tensions coupled by the global supply chains disruption and high crude oil prices continue to affect the economy recovery.

The Group will remain focus to be more competitive, cost efficient and in tune with market needs and demand of the products and services we are providing while meeting social responsibility in building affordable homes for the lower socio-economic background of society.

ACKNOWLEDGEMENT

Firstly, I would like to take this opportunity to remember my predecessor, Allahyarham Tan Sri Dr Ali bin Hamsa for his contribution and guidance during his short chairmanship tenure with the Company.

On behalf of the Board, I would like to express our utmost gratitude to every employee across the Group for their unwavering dedication and support throughout this year.

I wish to convey our sincerest appreciation to our shareholders, valued customers, business partners, and financiers for your continuous support, I thank you.

Last, but not least, I extend my heartfelt appreciation to my fellow Board members for your valuable advice, commitment, and contribution to the Board throughout these challenging times.

DATO' ISMAIL BIN KARIM
CHAIRMAN



MANAGEMENT DISCUSSION AND ANALYSIS

Review and Highlights of Financial Performance

For the financial year under review ("FYE2022"), the Group recorded a revenue of RM219.63 million, an increase of RM20.80 million or 10% as compared to RM198.83 million in financial year ended 2021 ("FYE2021"). The increase was mainly due to the overall property market recovery from the pandemic-induced slowdown since year 2020. The major contributors to the Group's revenue are from Phase 2 of HomeTree @ Kota Kemuning, Shah Alam Selangor (Hometree @ Kota Kemuning) and Versis and Bandar Putera Indah at Batu Pahat, Johor. Profit before tax registered an increase of 61% from RM20.93 million in FYE2021 to RM33.65 million in FYE2022 which is in line with the increase of revenue and an additional profit recognized amounted to RM 9.80 million from the finalized costs actualization of Phase 2A of HomeTree @ Kota Kemuning.

With the uptrend performance, the Group's net assets have grown from RM501.6 million in FYE2021 to RM519.3 million in FYE2022 which attributable to the net assets per share attributable to owners of the Company to increase to RM1.18 per share for FYE2022. Furthermore, the current ratio of 1.48 times in FYE2022 was an improvement from 1.40 times in FYE2021.

The Group's improved on-site projects progress and sales have translated into a drop in inventories amounted to RM54.20 million to RM894.24 million for this year compared to RM948.44 million for last year. The drop was also contributed by the Group's continuous efforts to sell the completed property inventories in hand.

With the improved on-site projects progress and sales performance, the Group's were able to par down the total borrowings by 11% to RM282.46 million from RM318.76 million during the year. In line with the reduction in total borrowings, net gearing ratio improved from 0.64 times registered in FYE2021 to 0.54 times in FYE2022.

The Group's negative cash and cash equivalent has also reduced from RM26.99 million in FYE2021 to RM18.42 million in FYE2022

Business Operation

a) Klang Valley

In the Klang Valley, the Group has sold more than RM1.21 billion worth of properties from its 2 high-end projects namely HomeTree @ Kota Kemuning and Concerto Condominium @ North Kiara, Kuala Lumpur over the past 9 years.

Concerto Condominium @ North Kiara, Kuala Lumpur

Concerto Condominium @ North Kiara, Kuala Lumpur was completed and handed over to purchasers in 2015 with 94% sales achievement.

HomeTree at Kota Kemuning, Shah Alam, Selangor

HomeTree @ Kota Kemuning high-end gated and guarded community development is a joint venture project between BCB Berhad and Landshine Limited, an affiliate of a reputable property developer in Xiamen, People's Republic of China.

The 151 acres of land is located along the Klang River and comprising 616 units of high-end bungalows plus various other categories of houses and commercial properties with 69% of the land is yet to be launched and developed as of June 2022.

The property development project is designed to harmonize the community with its nature theme fronting the 3.5km waterfront of the Klang River. It consists of club houses, jogging tracks, and esplanade and observation decks along the Klang River.

The property development project was officially launched in June 2013 with an estimated Gross Development Value ("GDV") totaling RM1.8 billion and is targeted for completion in the next 8 years.



MANAGEMENT DISCUSSION AND ANALYSIS

(cont'd)

Phase 1 consisted of 101 units 3-storey bungalow unique development offering “cul-de-sac” bungalow – American style and without front gates with GDV totaling RM281 million were fully sold save for one unit, completed and handed over to purchasers in July 2016.

Phase 2 consisting of 6 sub-phases. Phase 2A and 2B were launched in August 2017 with GDV totaling RM276 million while Phase 2C was launched in Apr 2019 with GDV totaling RM97 million. Phase 2A, 2B and 2C are completed and handed over to purchasers in October 2019, September 2020 and April 2021 respectively. In March 2022, the Group has successfully launched Phase 2D with an estimated GDV totaling RM149 million consisting of 66 units 2-storey semi-detached bungalow. The remaining 2 sub-phases, namely Phase 2E and 2F, is expected to be launched within the next 2 years.

As of to-date, the total sales achieved for Phase 2 is approximately to RM409 million.

b) Johor

In Johor region, the Group has 2 main township projects garnering about 60% share of the mixed development market located in Batu Pahat and suburb of Batu Pahat, and mixed development in Medini, Iskandar Puteri. The current township projects are namely Bandar Putera Indah and Evergreen Heights which comprise of residential and commercial development. In Medini, Iskandar Puteri Johor, the current projects consist of a high rise residential and a commercial shop development namely Elysia @ Medini and Versis @ Medini.

Bandar Putera Indah, Batu Pahat, Johor

This is a 370-acre township development and an up-coming satellite suburb of Batu Pahat town. It is the first fully integrated township in Batu Pahat which is strategically located just 7km away from Batu Pahat town center and 15km from Yong Peng. This mixed development project with an estimated GDV of RM1.45 billion comprising a mixture of residential and commercial units. The township comes with comprehensive amenities which include mini-markets, shops and an auto service centre, which provide convenience for residents. Additional facilities surrounding the development include schools, petrol station, eateries, clinics, and post office.

To-date, more than RM504 million worth of properties have been sold. In FYE2023, the Group is targeted to launch 228 units single-storey terrace house and 72 units double-storey terrace house with an estimated total GDV of RM153 million.

Evergreen Heights, Batu Pahat, Johor

Evergreen Heights is a self-contained mixed development township, which occupies 432 acres of land strategically located next to Bukit Banang Golf & Country Club, the one and only golf club with 18 holes in Batu Pahat town. It is accessible via a four-lane dual-carriage way called Jalan Tanjong Labuh 10 minutes from Batu Pahat town. It is also linked with Pontian via the coastal road and Second Link causeway to Singapore.

This development is set amidst natural surroundings with beautifully landscaped terrain. A 12 acres park complimented with a lake is set aside for family recreational purposes. It offers all the trappings of a quality lifestyle with gated residential precincts, business and commercial areas, schools, and community centre and other basic facilities.

As of to-date, over 2,000 units have been sold for a total sales value of RM0.66 billion. This township is currently 70% developed with another 180 acres of undeveloped land to be launched in the near term.

Versis Batu Pahat, Johor

The Group embarks on the development of Versis @ Batu Pahat, a 10-acres mixed development in view that the area will be the upcoming trendy and vibrant town at Batu Pahat. The development consists of shophouses with GDV of RM165 million. The development is facing the main road, Jalan Baku Condong and Jalan Mohd Akil, which is an eye-catching spot for business opportunity.

Phase 1 was launched in year 2018 and completed in last financial year. It consists of 70 units three to five-storey shophouses with GDV of RM114 million. As of to-date, RM66 million worth of properties have been sold which represent 58% of sales achievement. Phase 2 shophouses is expecting to be launched in near future.

MANAGEMENT DISCUSSION AND ANALYSIS

(cont'd)

Elysia Park Residence Medini, Iskandar Puteri, Johor

This 7.81 acres high-rise development is a joint venture between BCB Berhad (holding a 60% equity stake) and a developer from Hong Kong, China called United Harvest Group Company Limited.

This is a 129 years leasehold project splitting into 2 phases consisting of 6 44-storey tower blocks sitting on a 9 storey car park podium with GDV of RM1.3 billion. Phase 1 consists of 981 units sited in 3 tower blocks and was completed in 2019 while phase 2 is expecting to develop in near future. It comes with eight types of unit layouts and various design to cater for market needs.

This project is expected to generate considerable interest from locals as well as foreigners simply because Medini is a special economic zone whereby foreigners are exempted from the buying and selling restrictions imposed elsewhere in the country.

Total sales recorded to-date is RM434 million.

Versis Medini, Iskandar Puteri Johor

Versis Medini is a mixed development that infuses an optimal balance between residential and commercial spaces amidst a dynamic retail environment. It is strategically located in the heart of Medini surrounded by prestigious high-rise residential development. It enjoys proximity to modern convenience such as Legoland, Gleneagles Hospital, Educity and Iskandar Puteri City Council (MBIP), which was announced as the region's new administration office in Medini.

The project is sub-phased into 3 phases which comprises of shophouses and apartment with an estimated GDV of RM500 million. Phase 1 and 2 consists of 136 units shophouses while phase 3 consists of 130 units of apartment. During the financial year, the Group has completed Phase 1 which consists of 54 units of commercial shops with GDV worth RM142 million.

Risk and Management

Risk management forms an important part of the integral process of achieving the Group's business objectives in a systematic manner. Key risks for the Group and the Group's risk management approach are provided in more details in the Statement of Risk Management and Internal Control on pages 30 to 32 of this Annual Report.

Prospects and Outlook

Since the Covid 19 pandemic, the Malaysian Government has been rolling out and implementing expansionary monetary policy and measures to ease the burden of the Rakyat and making business environment more conducive and attractive to investors and to curb inflationary pressure caused by the on-going Russia-Ukraine War, disruption in the supply chain, high fuel prices and the strong US dollar currency.

With the challenges ahead which is expected to affect the recovery of the economy, the Group's position and direction are to continue stay prudent and resilient to ride through the difficult times and do what the Group do best, that is, property development and construction businesses whilst slowly expanding the hotel business operations. With the Group sizeable land bank of 628 acres to be developed, the Group will be able to continue to deliver sustainable growth for FYE2023 and beyond.



SUSTAINABILITY STATEMENT

About this Statement

BCB Berhad ("BCB" or "the Group") hereby presents its annual sustainability statement ("this Statement"). This statement recognize sustainability as a fundamental component in the preserving the future and it has always been entrenched in the core business of the Group.

Statement Scope

We are pleased to present its Sustainability Statement ("this Statement") that highlights the Company's sustainability strategies as well as for its subsidiaries ("the Group") for the financial year reporting period of 1 July 2021 to 30 June 2022 ("FY 2022").

Statement Framework

This Statement was prepared in accordance with the Main Market Listing Requirements ("MMLR") published by Bursa Malaysia Securities Berhad ("Bursa") with reference to Sustainability Reporting Guide – 2nd Edition.

Feedback

In line with our efforts to improve our sustainability performance, we welcome feedback from our stakeholders. Please direct your inquiries to info@bcbbhd.com.my

Review of Operations

The full details of the Group's review of operations can be found under the Management Discussion and Analysis of this Annual Report.

Sustainability Governance Structure

We have adopted a three-tiered approach when establishing the sustainability governance structure. Our sustainability governance is led by the Board of Directors ("the Board") with the Sustainability Steering Committee ("SSC") reporting to the Board. The SSC members consist of the Executive Directors of the Company and chaired by the Group Managing Director. The SSC is further assisted by the Sustainability Working Committee ("SWC") which is headed by senior management team.



Roles and Responsibilities

1. Board of Directors
Responsible for the Group's overall implementation of sustainability strategies and initiatives
2. Sustainability Steering Committee
 - i. Propose and recommend sustainability strategy and initiatives
 - ii. Review mitigation plans for identified Economic, Environmental and Social ("EES") risks and other related areas
 - iii. Oversees the performance of the SWC's implementation of approved initiatives
3. Sustainability Working Committee
 - i. Identify, monitor and manage EES risks in respective divisions
 - ii. Delve into the safety, health, environment and quality challenges

Ethics and Integrity

BCB has put in place a remuneration framework as prescribed in the Remuneration Policy and Procedures ("Remuneration Policy") that provide a level of transparency to ensure the policy underlying the Directors' and Key Senior Management's remuneration is readily accessible by stakeholders. The Remuneration Policy consists of the process of annual review of the Executive Directors and Key Senior Management and their remuneration components.

Legal and Regulatory Compliances

BCB's governance entails the Group to adhere to numerous national legislations, regulations and standards to maintain our business licenses to operate within the society, retain trust from stakeholders, and avoid adverse consequences and unwarranted situations.

BCB abide by all relevant laws, policies and regulations in the jurisdiction we operate. The key laws and regulations applicable to real estate, property development and constructions industries compliances are the National Land Code (Act 56) 1965, Malaysian Construction Industry Development Board Act 1994, Housing Development (Control and Licensing) Act 1966, Strata Titles Act 1985 and Strata Management Act 2013.

SUSTAINABILITY STATEMENT

(cont'd)

We abide to the regulations of environmental compliances including Environmental Quality (Clean Air) Regulations 2014, Environmental Quality (Sewage) Regulations 2009, Environmental Quality (Declared Activities) Open Burning Order 2003, and social compliances like Employment Act 1955 and Occupational Safety and Health Act 1994.

During the financial year 2022, the Group recorded zero non-compliances.

Environmental

Waste Management

The Group manages the waste from operation to create as little negative impact to the environment as much as possible, through monitoring of on-site waste management, and Group-wide recycling. At construction site, contractors and suppliers are reminded to be mindful of their waste management. Not only that, the Group also ensures the compliances to the Environmental Quality Act 1974. The Group has maintained its position as a law-abiding organization thus far and will continue strive to always be aware of our responsibilities to safeguard the environment.

Water Management

As a way to use water efficiently and reduce wastage, the Group has successfully implemented the water harvesting system for its project namely Versis in Batu Pahat. With this system, waters are collected and recycled for irrigation purpose as well as for landscape usage.

Above that, the Group also designs its properties with Duo-way sanitary flushing systems for its project Phase 2 Broadleaf at Kota Kemuning, Selangor that helps to reduce excessive water usage. The systems not only conserve water, in turn will also potentially reduce the water bill charges payable by the home owners.

Economic

Corporate Governance and Code of Ethics and Conduct

Adhering the laws and regulations outlined by the government, the Group has been adopting the Malaysia Code of Corporate Governance 2021 ("MCCG") to maintain our corporate accountability and ethical practices sustainably.

In response to the Malaysian Anti-Corruption Commission ("MACC") Act Section 17A, BCB has established an Anti-Bribery and Corruption Policy ("the

ABC Policy"). The ABC Policy defines the Group position in regards of bribery and corruptions and that provide information and guidance to the Group' Directors, employees and business associates.

We have a Whistleblowing Policy ("WP") that is available via BCB's websites to facilitates stakeholders to report any misconduct within the Group. The WP, amongst others, provide the information, guidance, and channel of reporting any misconduct. In this reporting period, no whistleblowing report was received.

Communication with Stakeholders

Stakeholders are an integral part of the Group's operations. The stakeholders' insights and feedbacks enable the Group to steer forward to improve and be better to achieve continuous sustainable growth. The Group has identifies the stakeholders that have significant influence and impact, and are as follows:

- Customers
- Employees
- Shareholders
- Suppliers, consultants and contractors
- Regulators
- Local communities

Stakeholder Group	Areas Of Concern	Engagement Frequency	Engagement Method
Customers	i. Product quality ii. Customers' expectation	On-going	Feedback Sessions
Employees	i. Remuneration and benefits ii. Learning and development iii. Employees' satisfaction iv. Work environment	Annually and On-going	i. Staff appraisal ii. Courses training and development iii. Management meetings and engagement
Shareholders	i. Financial performance ii. Corporate Governance	Annually	i. Annual General Meeting ii. Annual report iii. Corporate website
Suppliers, consultants and contractors	i. Product and service quality ii. Product and service pricing iii. Transparency in award process	On-going	i. Suppliers feedback ii. Open tenders
Regulators	Various statutory compliance	On-going	i. Regular meetings and inspections ii. Engagement with relevant authorities
Local communities	i. Environmental and social issues ii. Livelihood and personal well-being	On-going and ad-hoc	i. Community engagement ii. Charitable events

SUSTAINABILITY STATEMENT (cont'd)

Whilst maintaining the traditional methods and media to engage and communicate with the stakeholders, e.g. newspapers, brochures, physical meetings, the Group continues to leverage video and social media platforms to reach a wider audience easier and faster engagement, such as, virtual sales galleries and virtual meetings via Zoom.

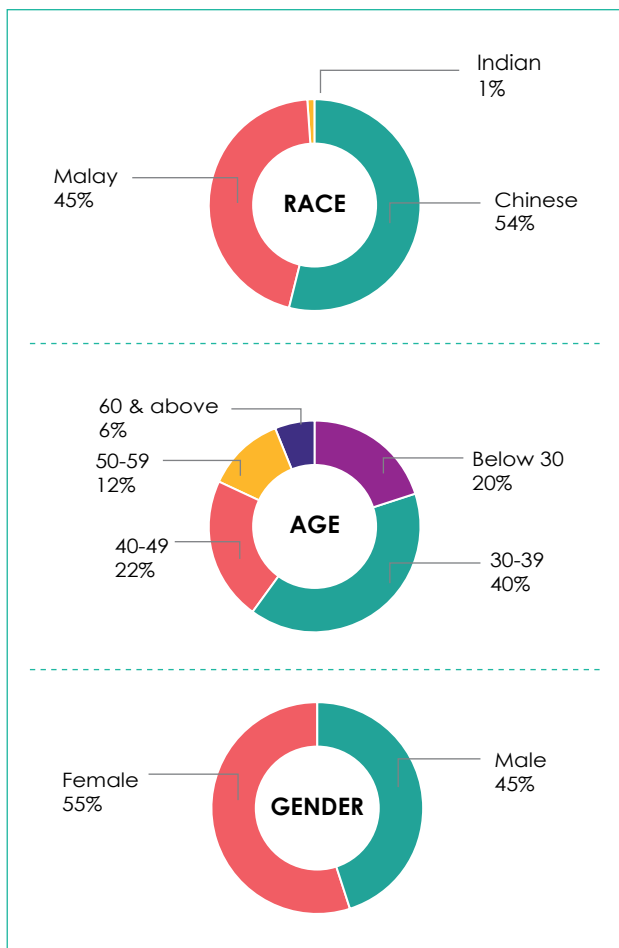
Social

Health and Safety

Even though Malaysia has entered in the Transition to Endemic Phase for COVID-19, the Group are adhering to government instructions and implement applicable standard operating procedures at the construction side. The Group provides COVID-19 Antigen Rapid Test Kit to employees for fortnightly testing and sanitize the office and construction site to ensure the BCB's environment is germ-free.

Employee Management

The Group continues to maintain a diverse and inclusive workforce. The composition of workforce by race, age and gender in FY2022 is represented in the following diagram.



Community Relations and Engagements

The Group believes in giving back to the community and employees are the main driving force of its business.

- Employees

The welfare, health, and safety of the employees at the workplace is the Group's top priority. Other than minor cuts and bruises, no mishap has been reported at the Group's project sites and business premises during this reporting period.

- Community

- Between the months of August and September 2022, the Company had provided assistances to Majlis Perbandaran Batu Pahat to clear overgrow scrubs and bushes and debris at Tapak Pasar Semantara, Jalan Shahbandar, Batu Pahat, Johor. The Company also repaired and repainted the dilapidated public toilets too.
- The Group made a total of RM251,000 donations and sponsorship to various schools and charitable causes for cultural and social welfare activities.

Recognition

Arising from the Group continuous investment in Environment, Social and Governance ("ESG") initiatives, on 24th August 2022, the Group's project Hometree at Kota Kemuning, Shah Alam Selangor was awarded 2022 Malaysia Outstanding ESG Impact Corporate Excellence Award by Malaysia SDG and ESG Impact Awards by KSI Strategic Institute for Asia Pacific.



FIVE YEARS' FINANCIAL HIGHLIGHTS

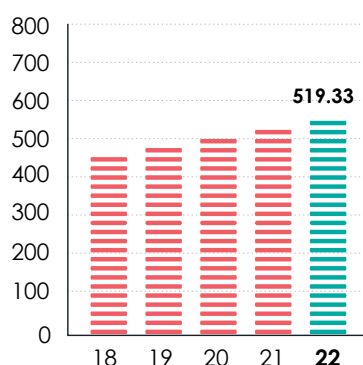
Consolidated Statement of Financial Position as at 30 June for the financial year

	2018 RM '000	2019 RM '000 (Restated*)	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000
Share Capital	206,250	206,250	206,250	206,250	206,250
Treasury Shares	(3,168)	(3,371)	(3,373)	(3,373)	(3,373)
Non-Distributable Shares	6,788	6,788	6,788	-	-
Retained Earnings	213,940	235,428	246,989	262,634	283,895
Non-Controlling Interests	24,429	35,688	38,402	36,143	32,553
Shareholders' Equity	448,239	480,783	495,056	501,654	519,325
Represented by:					
Property, Plant and Equipment	57,633	51,832	55,989	51,816	49,917
Investment Properties	57,859	57,775	54,647	57,218	56,166
Land Held for Development	254,188	337,664	366,633	367,415	353,410
Other Non-Current Assets	8,206	3,853	4,713	3,546	8,704
Current Assets	845,108	796,274	794,519	727,833	685,058
Current Liabilities	(540,636)	(530,138)	(592,543)	(521,123)	(464,207)
	304,472	266,136	201,976	206,710	220,851
Non Current Liabilities	(234,119)	(236,477)	(188,902)	(185,051)	(169,723)
	448,239	480,783	495,056	501,654	519,325
Total Assets	1,222,994	1,247,398	1,276,501	1,207,828	1,153,255
Number of Ordinary Shares of RM 0.50 in Issue ('000)	412,500	412,500	412,500	412,500	412,500
Net Assets Per Share (RM)	1.03	1.08	1.11	1.13	1.18

* Included effects from Agenda Decision on MFRS 123 Borrowing Costs.

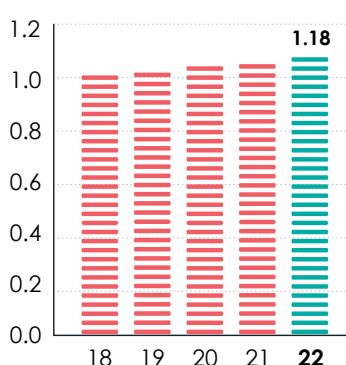
Shareholders Equity

RM'million



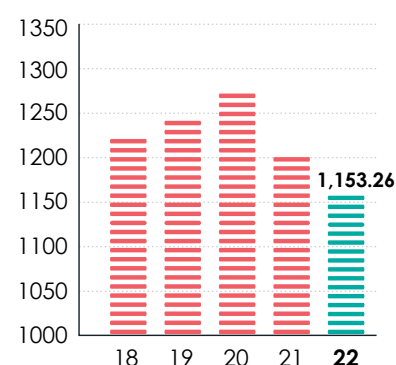
Net Assets Per Share

RM



Total Assets

RM'million



Five Years' Financial Highlights

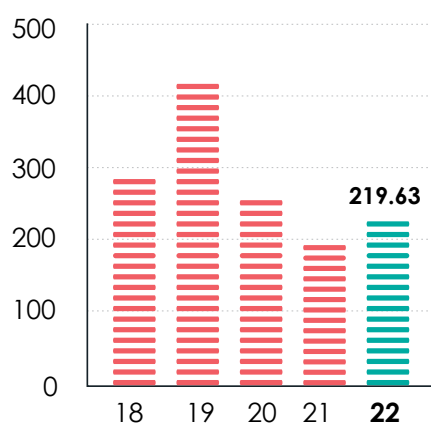
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Consolidated Statements of Comprehensive Income as at 30 June for the financial year

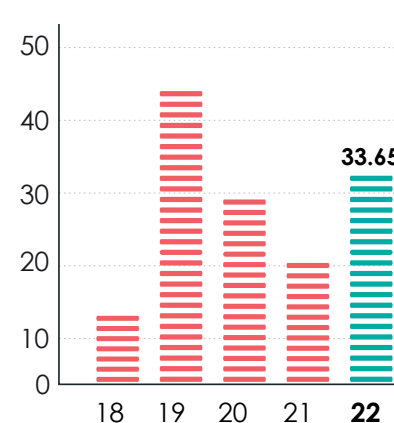
	2018 RM '000	2019 RM '000 (Restated*)	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000
Revenue	292,254	425,394	253,980	198,829	219,633
Profit Before Taxation	13,812	44,848	29,874	20,935	33,652
Profit After Taxation	8,300	32,761	14,276	13,386	19,175
Profit attributable to owner of the Company	6,889	21,505	11,557	15,645	21,229
Adjusted Weighted Average Number of Shares in Issue	400,359	399,631	399,621	399,621	399,621
Basic Earning Per Share (Sen)	1.72	5.38	2.89	3.92	5.31

* Included effects from Agenda Decision on MFRS 123 Borrowing Costs.

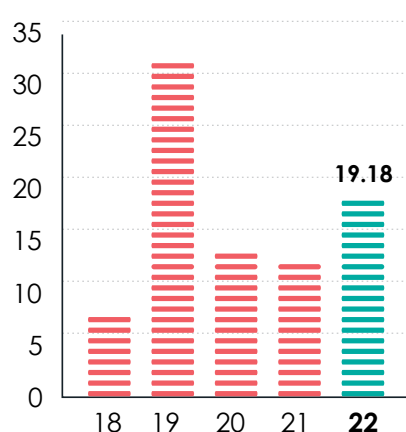
Revenue
RM'million



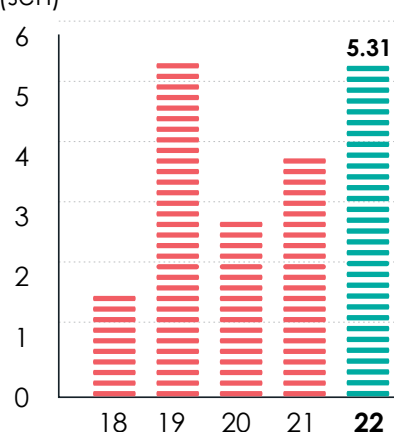
Profit Before Taxation
RM'million



Profit After Taxation
RM'million



Basic EPS
(sen)



CORPORATE INFORMATION

BOARD OF DIRECTORS'

Dato' Ismail Bin Karim

Chairman,
Independent Non-Executive Director

Tan Sri Dato' Tan Seng Leong

Group Managing Director

Law Lee Yen

Independent Non-Executive Director

Tan Lay Hiang

Executive Director

Tan Lindy

Executive Director

Tan Vin Sern

Executive Director

Tan Kok Wee

Independent Non-Executive Director

Audit Committee

Law Lee Yen

Chairperson

Dato' Ismail Bin Karim

Member

Tan Kok Wee

Member

Nomination & Remuneration Committee

Law Lee Yen

Chairperson

Dato' Ismail Bin Karim

Member

Tan Kok Wee

Member

Company Secretaries

Ng Heng Hooi (MAICSA No. 7048492)
(SSM PC No. 202008002923)

Wong Mee Kiat (MAICSA No. 7058813)
(SSM PC No. 202008001958)

Auditors

BDO PLT

(201906000013)

(LLP0018825-LCA) (AF 0206)

Level 8, BDO @ Menara CenTARa
360 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel: 03-2616 2888
Fax: 03-2616 2970

Registered Office

No. 4B, 2nd & 3rd Floor, Jalan Sentol
South Wing - Kluang Parade
86000 Kluang, Johor Darul Ta'zim
Tel: 07-776 0089 (5 lines)
Fax: 07-772 0089

Share Registrar

Tricor Investor & Issuing House Services
(Registration No. 197101000970 (11324-H))

Unit 32-01, Level 32, Tower ASdn Bhd
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel: 03-2783 9299
Fax: 03-2783 9222

Principal Bankers

Malayan Banking Berhad
United Overseas Bank (Malaysia) Berhad

Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad
Stock Number: BCB 6602

Corporate website

www.bcbbhd.com.my

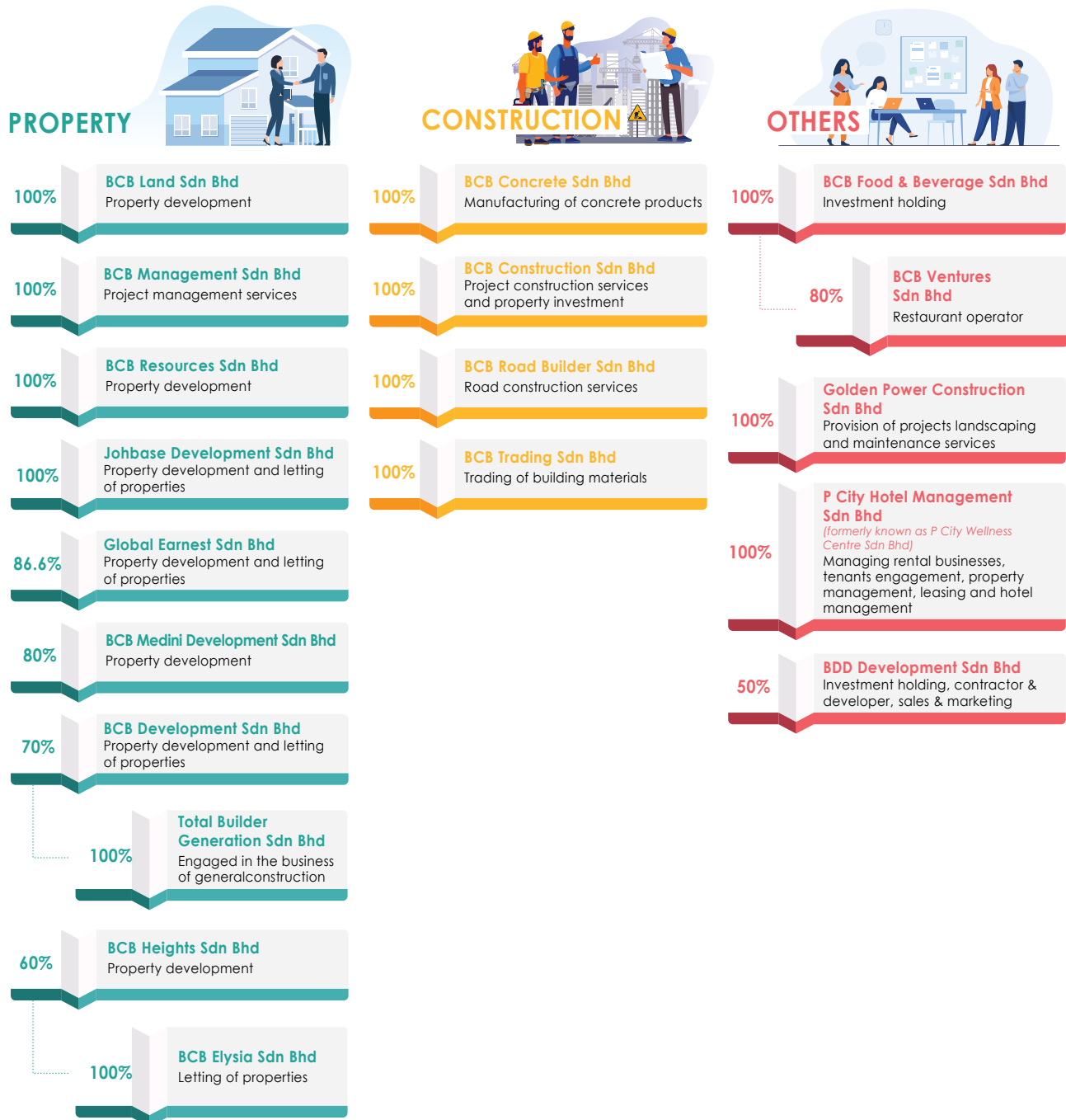
CORPORATE STRUCTURE



Building Communities & Beyond

BCB BERHAD 198801004645 (172003-W)

Investment holding, property development and hotel operations



BOARD OF DIRECTORS' PROFILE

DATO' ISMAIL BIN KARIM

Chairman / Independent Non-Executive Director

Member of Audit Committee

Member of Nomination and Remuneration Committee

Dato' Ismail Bin Karim, male, aged 67, a Malaysian, was appointed to the Board on 15 July 2022. He holds a Bachelor of Arts with Honours (History) and Diploma in Education, both from Universiti Kebangsaan Malaysia.

He started his career as an Assistant Land Revenue Collector at the Johor Bahru Land Office in 1982 and was promoted to several positions in the land offices in Johor until 1992. He went on to take up senior positions in the Segamat District Office, Johor Bahru City Council, Johor State Economic Planning Unit, Johor Bahru District Office, Johor State Secretary Office and Johor State Islamic Religious Department before taking on the role of Yang DiPertua (Head) of Kulai Municipal Council in 2006. Dato' Ismail became the District Officer of Kota Tinggi in 2009 and was later promoted as Mayor of Johor Bahru in 2013 and Johor State Secretary in 2014.

He served Johor Civil Service for over 35 years prior to his retirement as State Secretary of Johor. Currently, he serves as Members of Royal Committee Johor, and amongst other positions as Director of Dialog Group Berhad, Director of Paragon Globe Berhad, Director of Universiti Teknologi Malaysia (UTM), Trustees of Tunku Laksamana Johor Cancer Foundation, and Director of Johor Darul Ta'zim Foundation Sdn Bhd. He is also appointed as President of the Johor State Football Association and Treasurer of Football Association of Malaysia.

TAN SRI DATO' TAN SENG LEONG

Group Managing Director

Key Senior Management

Tan Sri Dato' Tan Seng Leong, male, aged 66, a Malaysian, was appointed to the Board on 9 November 1988. He is the founder of BCB as well as the Group Managing Director. He oversees the Group's operation and is hands on. He is an entrepreneur with considerable experience in the property development industry. In 1996, he was conferred a Ph.D. in Property Development and Management (U.S.A.).

He also holds directorship of BCB's subsidiaries and several private companies. He is deemed in conflict of interest with the Company by virtue of his interests and directorships in certain privately-owned companies which are also involved in property development and related activities. However, these privately-owned companies are not in direct competition with the business of the Company due to the different market segment and / or locality of developments.

He attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2022.

Board of Directors' Profile (cont'd)

LAW LEE YEN

Independent Non-Executive Director

Chairperson of Audit Committee

Chairperson of Nomination and Remuneration Committee

Law Lee Yen, female, aged 37, a Malaysian, was appointed to the Board on 6 September 2021. She graduated from the University of Melbourne, Australia in 2006 with a Bachelor of Commerce. She has been a member of the Malaysian Institute of Accountants since August 2010 and a member of CPA Australia since April 2010. She is also a member of Chartered Tax Institute of Malaysia since October 2012. She has more than 13 years of working experiences in the field of audit, corporate advisory and taxation services.

She started her career in 2007 with KPMG LLP Singapore as an Audit Associate. In 2010, she left KPMG LLP Singapore and joined Terry Law & Co, Malaysia as a Manager, responsible for tax advisory services. She was promoted as Partner of the firm in 2011, where she was responsible for providing tax advisory services. In January 2017, she set up her own firm, LY Law & Associates, as a partner after obtaining her audit practice license from the relevant ministry in Malaysia and with that, she was responsible for providing audit and tax advisory services under her new firm. In May 2017, she resigned as a partner of Terry Law & Co. Currently, she also serves as a Director for Aimflex Berhad.

She attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2022.

TAN LAY HIANG

Executive Director

Key Senior Management

Tan Lay Hiang, female, aged 55, a Malaysian, was appointed to the Board on 16 July 1994. She manages the sales and marketing aspects of BCB's property development projects. Prior to joining BCB in 1989, she was attached to several other property development firms in Kluang. She also holds directorships in BCB's certain subsidiaries.

She attended four (4) of five (5) Board Meetings held in the financial year ended 30 June 2022.

TAN LINDY

Executive Director

Key Senior Management

Tan Lindy, female, aged 38, a Malaysian, was appointed to the Board on 22 May 2008 and is responsible for the Group's property development projects. She holds a Bachelor of Commerce from University of Melbourne, Australia. She also holds directorships in BCB's certain subsidiaries.

She was also appointed as the Assistant Secretary of REHDA Johor for year 2020-2022, National Council member of REHDA Malaysia for year 2020-2022, and Deputy Chairman for REHDA Johor since year 2022.

She is deemed in conflict of interest with the Company by virtue of her interests and directorships in certain privately-owned companies which are also involved in property development and related activities. However, these privately-owned companies are not in direct competition with the business of the Company due to the different market segment and / or locality of developments.

She attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2022.

Board of Directors' Profile

(cont'd)

TAN VIN SERN

Executive Director
Key Senior Management

Tan Vin Sern, male, aged 39, a Malaysian, was appointed to the Board on 25 May 2010 and is responsible for the Group's property development projects. He holds a Bachelor of Commerce (Accounting & Finance) from University of Melbourne, Australia. He is a member of the Malaysian Institute of Accountants (MIA) and CPA, Australia. He also holds directorships in BCB's certain subsidiaries.

He is deemed in conflict of interest with the Company by virtue of his interests and directorships in certain privately-owned companies which are also involved in property development and related activities. However, these privately-owned companies are not in direct competition with the business of the Company due to the different market segment and / or locality of developments.

He attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2022.

TAN KOK WEE

Independent Non-Executive Director
Member of Audit Committee
Member of Nomination and Remuneration Committee

Tan Kok Wee, male, aged 46, a Malaysian, was appointed to the Board on 18 October 2018. He received his education primarily in Singapore and Australia. He obtained his Bachelor of Economics (Banking & Finance) from La Trobe University in 1998, Postgraduate Diploma in Finance from University of Melbourne in 1999, and Masters of Business (Banking & Finance) from Monash University, Australia in 2000.

He has more than 20 years of working experience in China, Malaysia and Singapore with exposure to corporate finance, corporate governance, management and planning, business development, and restructuring from previous oversea and local employments with Malaysia property developer, manufacturing and investment stockbroking firm. From 2007 onwards, he assumed the position of director for Venture Consulting Pte Ltd in Singapore that provides accounting, auditing services and management consultancy.

Currently, he does not hold any directorship in any other public companies.

He attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2022.

Notes:-

1. Tan Sri Dato' Tan Seng Leong and Tan Lay Hiang are siblings.
2. Tan Lindy and Tan Vin Sern are children of Tan Sri Dato' Tan Seng Leong.
3. Except as disclosed above, none of the other Directors has any family relationship with any Directors and / or major shareholders of the Company.
4. Except as disclosed above, none of the Directors hold any directorships in other public companies.
5. None of the Directors have any conflict of interest with the Company.
6. None of the Directors have been convicted for offences within the past 5 years other than traffic offences.
7. None of the Directors have any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT PROFILE

TAN CHIN BOON

Group Financial Controller

Tan Chin Boon, female, aged 39, a Malaysian, was appointed by the Company as Group Financial Controller on 1 September 2017. She holds a Bachelor of Business in Accountancy from Monash University, Australia. She is a member of the Malaysian Institute of Accountants (MIA) and CPA, Australia.

She manages the financial aspects of BCB's property development projects. Prior to her appointment, she had worked in the statutory audit field and subsequently held finance position in construction industry. She has more than 18 years of experience in the accounting and finance sector.

She does not hold any directorship in any public companies. She is the spouse of Tan Vin Sern and daughter-in-law of Tan Sri Dato' Tan Seng Leong, the director and/or major shareholder of BCB Berhad. She does not have any conflict of interest with the Company. She has not been convicted for offences within the past 5 years other than traffic offences and does not have any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



AUDIT COMMITTEE REPORT

The Board of Directors ("Board") is pleased to present the report of the Audit Committee ("AC") for the financial year ended 30 June 2022.

MEMBERS

As at 30 June 2022, the AC comprised of three (3) members, all of whom are independent non-executive directors. The AC comprised of the following members: -

Chairperson	:	Law Lee Yen (Independent Non-Executive Director)
Members	:	Dato' Ismail Bin Karim (Independent Non-Executive Director)
		Tan Kok Wee (Independent Non-Executive Director)

AUDIT COMMITTEE MEETINGS

The AC held five (5) meetings during the financial year ended 30 June 2022. Details of the attendance of the meeting by the Committee Members are set out in the Corporate Governance Overview Statement.

ACTIVITIES UNDERTAKEN BY THE AUDIT COMMITTEE

During the financial year, the activities of the AC included:

- (i.) reviewed the internal auditors' audit plan and programme for the year;
- (ii.) reviewed the internal audit plan, internal audit report and follow up report on the Group operations;
- (iii.) reviewed the external auditors' scope of work and audit plan for the financial year ended 30 June 2022;
- (iv.) reviewed the external auditors' reports, management letter and management's response;
- (v.) considered the re-appointment of the external auditors and make recommendation to the Board for approval;
- (vi.) reviewed the unaudited quarterly financial statements and the audited financial statements of the Company and the Group, upon being satisfied that inter alia, the financial reporting and the disclosure requirements of the relevant authorities had been complied with;
- (vii.) reviewed the related party transactions of a revenue or trading nature, and conflict of interest situation that may arise within the Group;
- (viii.) reviewed the proposal on renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature;
- (ix.) reviewed the Company's compliance, in particular the quarterly and year end financial statements with the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad and the applicable approved accounting standards issued by the Malaysian Accounting Standards Board;
- (x.) reviewed the Audit Committee Report for inclusion in the Annual Report; and
- (xi.) reviewed the report on the Statement on Risk Management and Internal Control for inclusion in the Annual Report.

Audit Committee Report

(cont'd)

INTERNAL AUDIT FUNCTION

The Board has outsourced its internal audit function to Tricor Axcelasia Sdn Bhd ("TA"). Its principal responsibility is to provide independent assurance to, and assist, the Board in discharging its duties and responsibilities.

The annual internal audit plan is reviewed and approved by the Committee at the beginning of each financial year prior to their execution. TA performs routine audit on and reviews all operating business units within the Group, with emphasis on principal risk areas. The audit adopts a risk-based approach towards planning and conduct of audits, guided by the risk management framework adopted.

The Committee is to:

- review the adequacy of the scope, functions, and resources of internal audit department and that it has the necessary authority to carry out its work.
- review internal audit programmes; and
- consider major findings of internal audit investigations and management's response and ensure that appropriate actions are taken on the recommendations of the internal audit functions.

Four (4) internal audit assignments were completed for the Group during the financial year on five (5) areas for financial year ended 30 June 2022 and one (1) area for financial year ended 30 June 2021, which was deferred due to MCO; namely

For financial year ended 30 June 2022

- i. Anti-bribery Management System;
- ii. Consultants/Contractor performance management – Property division;
- iii. Quality Control/Quality Assurance – Property division;
- iv. Defect liability management – Property division; and
- v. Management of Completed Unsold Properties – Property Division.

For financial year ended 30 June 2021

- i. Safety and security – Construction Division (Bandar Putera Indah & Evergreen Heights).

Internal audit reports were issued to the AC and the Board and tabled at the AC's meetings. The Audit reports incorporated TA's findings, recommendations for improvements and follow-up on the implementation of the recommendations and Management's action plans.

During this financial year, the costs incurred for the internal audit function was RM65,000.00 (exclude out of pocket expenses and services tax).

The Statement on Risk Management and Internal Control can be found on pages 30 to 32 of this Annual Report, and this provides an overview of the risk management and internal controls system within the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of BCB Berhad ("the Board") is committed to the implementation and maintenance of good corporate governance practices and procedures throughout the BCB Berhad group ("the Group").

This statement sets out the principles of good corporate governance practiced by the Group and the extent to which the Group applied with the principles and standards of governance and behavior recommended in the Malaysia Code on Corporate Governance ("the Code") throughout the financial year ended 30 June 2022.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Functions reserved for the Board and those delegated to Management

The Board has full and effective control over the business undertakings of the Company subject to the powers reserved for shareholders under the Company's Constitution, the Listing Requirements of Bursa Malaysia Securities Berhad ("the Listing Requirements") and other applicable laws. This includes responsibility for determining the Company's overall strategic direction as well as the approval of annual and interim results, specific items of investments and divestments, as well as the risk management framework and internal control policies and procedures for the Company.

The Group Managing Director is responsible for matters which are not specifically reserved for the Board or delegated to the Board committees such as the day-to-day management of the operations of the Company.

Roles and responsibilities

The Board's role and responsibilities are set out in the Company's Board Charter. The Board is led by the Chairman and/or Group Managing Director and is supported by its Board Members with experience in a wide range of expertise and they collectively play an important role in the stewardship of the direction and operations of the Group.

The Board, in discharging its fiduciary and leadership functions, has overall responsibility for the Group strategic planning and direction, corporate policies formulation, as well as overseeing the Company's business conduct and ethics, corporate governance, investor relations, risk management and internal controls.

In carrying out its responsibilities, the Board has established dedicated Board Committees and functions, and conducts respective reviews. The Board ensures the senior management is of sufficient calibre and skill sets to implement the Board's strategies and corporate objectives, promote sustainability and safeguard the interest of all the stakeholders of the Group.

While the day-to-day management of the operations of the Company is delegated to the Group Managing Director, the Board retains effective control over important policies and processes covering areas such as internal controls, risk management and the remuneration of executives and employees of the Company.

The Board has also delegated certain responsibilities to other Board committees, which operate within clearly defined terms of reference. Standing committees of the Board include the Audit Committee ("AC") and Nomination & Remuneration Committee ("NRC"). The terms of reference of Board Committees detailing the responsibilities of each Committee and how they exercise their authority.

There is a clear division of responsibility between the Chairman and Group Managing Director to ensure a balance of power and authority. The principal duties of the Chairman are to conduct the meetings of the Board and shareholders and to facilitate constructive discussions at these meetings. The Group Managing Director is responsible for the day-to-day running of the businesses of the Group and to develop and implement strategies.

Roles of the Company Secretaries

The Company Secretaries play an advisory role to the Board in relation to the Company's compliances to relevant regulatory requirements, guidelines and legislation and are capable of carrying out their duties efficiently and effectively to ensure the effective functioning of the Board.

Corporate Governance Overview Statement

(cont'd)

The Company Secretaries circulate relevant guidelines and updates on statutory and regulatory requirements from time to time for the Directors' reference. They also ensure that all the Board and Board Committee meetings are properly convened and that deliberations, proceedings and resolutions are properly minuted and documented.

Access to information and advice

Each Board member receives quarterly operating results, including a comprehensive review and analysis. Prior to each Board meeting, Directors are sent an agenda and a full set of Board papers for each agenda item to be discussed at the meeting. This is issued in sufficient time to enable the Directors to obtain further explanations, where necessary, in order to be sufficiently briefed before the meeting.

Directors have access to all information within the Company whether as full Board or in their individual capacity, in furtherance of their duties. Directors also have direct access to the advice and the services of internal and external legal advisers and the Company Secretaries who are responsible for ensuring that the Board procedures are followed.

Formalise and review Board Charter

The Board has adopted a Board Charter which sets out the functions that are reserved for the Board. The Board Charter is subject to an annual review and more frequently, if required, due to a change of law or of company policy that affects the Board Charter.

The Board Charter is available on the Company's website.

Code of Conduct and Ethics

The Group's Code of Conduct and Ethics govern the standards of conduct and behaviour expected from the Directors and the employees in all aspects of the Group's operations. To ensure its compliance with the Code of Conduct and Ethics, the Board and the Senior Management will ensure all level of officers are properly communicated and informed through emails, notice board or corporate website.

The Code of Conduct and Ethics is available on the Company's website.

Whistle Blowing Policy

The Group has in place a Whistle Blowing Policy that sets out avenues where legitimate concerns can be objectively investigated and addressed. Employees of the Group are able to raise concerns about illegal, unethical or questionable practices in confidence and without the risk of reprisal.

The Whistleblowing Policy is available on the Company's website.

Anti-Bribery and Corruption ("ABC") Policy

The Board had established and approved the ABC Policy to uphold the Group's effort and commitment to ensure adequate and standardised ABC Policy are consistently applied throughout the Group by the employees and business operations within the Group and to adhere strictly to the ABC Policy.

The ABC Policy is available on the Company's website.

Sustainability risks and opportunities

The Company is fully committed towards instituting a robust, wide-ranging and germane sustainability framework to cover all aspects of operations.

The Company's sustainability strategies, priorities and targets as well as performance against these targets were not communicated to its internal and external stakeholders.

Corporate Governance Overview Statement

(cont'd)

Nevertheless, the Board together with senior management are working to set the Company's sustainability strategies, priorities and targets, as well as performance against these targets, and shall communicate the same to its internal and external stakeholders upon finalisation.

The Board had undertaken the relevant training to stay abreast with and understand the sustainability issues relevant to the Company and its businesses, including climate-related risks and opportunities.

Composition of the Board

The Board currently comprises of seven (7) members, of whom three (3) are Independent Non-Executive Directors. The Board has within its members drawn from varied backgrounds, bringing in-depth and diversity in experience and perspectives to the Group's business operations. The Directors' profiles are set out under the section of Board of Directors' Profile contained in this Annual Report.

One-third of the Board comprises Independent Directors as required by the Listing Requirements. The Company recognises the contribution of Independent Directors as vital to the development of the Company's strategies, the importance of representing the interest of public shareholders and providing a balanced and independent view to the Board. All Independent Directors are independent of management and free from any relationship that could interfere with their independent judgement.

Nomination & Remuneration Committee

During the financial year 30 June 2022, the NRC comprises three (3) members, all of whom are Independent Non-Executive Directors as follows:

Name of Director and Designation	Remark
Law Lee Yen (Chairperson, Independent Non-Executive Director)	
Tan Kok Wee (Member, Independent Non-Executive Director)	
Tan Sri Dr. Ali Bin Hamsa (Member, Independent Non-Executive Director)	- deceased on 21 April 2022
Dato' Ismail Bin Karim (Member, Independent Non-Executive Director)	- appointed with effect from 15 July 2022

Annual Assessment

The NRC annually reviews the size and composition of the Board and the Board Committees in order to ensure the Board and the Board Committees have the requisite competencies and capacity to effectively oversee the overall business and carry out their respective responsibilities. The NRC uses the Board and Board Committee Evaluation Form comprising questionnaires for the assessment. The effectiveness of the Board is assessed in the areas of the Board's responsibilities and composition, administration and conduct of meetings, communication and interaction with management and stakeholders and the Board engagement.

To assess the independence of the Independent Directors, each of the Independent Directors annually provides the NRC with their Self-Assessment Independence Checklist.

During the financial year, the NRC convened one (1) meeting with full attendance of its members and carried out the following activities: -

- (i) Reviewed and recommended the re-election of Members of the Board who are retiring at the AGM for shareholders' approval, pursuant to the Constitution of the Company;
- (ii) Assessed the annual effectiveness of the Board as a whole, the committees of the Board, the contribution of each individual director, including independent non-executive directors;

Corporate Governance Overview Statement

(cont'd)

- (iii) Assessed the independence of independent directors and recommended their retention; and
- (iv) Reviewed the remuneration package of the Executive Directors.
- (v) Reviewed and recommended to the Board the adoption of Directors' Fit and Proper Policy.

Tenure of Independent Directors

The Board is mindful of the recommendation of the Code on limiting the tenure of Independent Directors to nine (9) years of service. However, the Board may, in appropriate cases and subject to the assessment of the NRC on an annual basis, retain an Independent Director who has served a consecutive or cumulative term of nine (9) years to continue to serve as Independent Director subject to shareholders' approval through a two-tier voting process.

Currently, the Company does not have any long serving Independent Non-Executive Director who has exceeded a cumulative term limit of nine (9) years.

Appointments to the Board

Candidates for appointment to the Board and Senior Management are selected after taking into consideration the mix of skill sets, experience and strength that would be relevant for the effective discharge of the Board's responsibilities. For appointment as Director, potential candidates are first evaluated by the NRC and, if recommended by the NRC, subsequently, by the Board based on their respective profiles as well as their character, integrity, professionalism, independence and their ability to commit sufficient time and energy to the Company's matters as set out in the Directors' Fit and Proper Policy. Selection of candidates to be considered for appointment as Directors is facilitated through recommendations from the existing Directors, management, major shareholders or independent sources.

Gender Diversity Policy

The Board acknowledges the recommendations of the Code on the establishment of a gender diversity policy. There is no plan by the Board to implement a gender diversity policy or target, as the Board adheres to the practice of non-discrimination of any form, whether based on age, race, religion or gender, throughout the Group. This includes the selection of Board members. The Company believes in, and provides equal opportunity to candidates with merit and right-fit.

The Board is of the view that the suitability of a candidate for the Board is dependent on the candidate's competency, skill sets, experience, expertise, character, time commitment, integrity and other qualities in meeting the needs of the Company, regardless of gender.

Since 6 September 2021, there are three (3) female Directors which represents approximately 43% of the Board composition.

Meetings and Time Commitment

The Board usually meets at least four (4) times a year at quarterly intervals with additional meetings convened when deemed fit and necessary. During the financial year, the Board met on five (5) occasions; where it deliberated on matters such as the Group's financial results, strategic decisions, business plan, and strategic direction of the Group among others. The Board meetings for each year are scheduled in advance before the end of the preceding year in order for Directors to plan their schedules. The Board is satisfied with the level of time commitment of Board members from their attendance at the Board meetings.



Corporate Governance Overview Statement

(cont'd)

The record of the Directors' attendance at the Board and Board Committee Meetings for the financial year ended 30 June 2022 is contained in the table below:-

Name of Director	Board Meeting	AC Meeting	NRC Meeting
Tan Sri Dato' Tan Seng Leong	5/5	-	-
Tan Lay Hiang	4/5	-	-
Tan Vin Sern	5/5	-	-
Tan Lindy	5/5	-	-
Tan Kok Wee	5/5	5/5	1/1
Law Lee Yen	5/5	5/5	1/1
Tan Sri Dr. Ali Bin Hamsa [#]	3/4	3/4	1/1
Dato' Ismail Bin Karim [^]	-	-	-

[#] ceased as independent non-executive Director on 21 April 2022 following his demise.

[^] appointed as independent non-executive Chairman on 15 July 2022.

Directors' Training

The Directors also made time to attend appropriate external training programs to equip themselves further with the knowledge to discharge their duties more effectively and to keep abreast of marketplace developments on a continuous basis in compliance with Paragraph 15.08 of the Listing Requirements, the details of which are set out below:

Name of Director	Course Name	Date	Organizer
Tan Sri Dato' Tan Seng Leong	Withholding Tax Principle & Practice and Transfer Pricing Concept	15 June 2022	MAICSA*
Tan Vin Sern	Withholding Tax Principle & Practice and Transfer Pricing Concept	15 June 2022	MAICSA
Tan Lay Hiang	Chapter 10: Transactions with 3rd Party	8 June 2022	MAICSA
Tan Lindy	Chapter 10: Transactions with 3rd Party	8 June 2022	MAICSA
Tan Kok Wee	Chapter 10: Transactions with 3rd Party	8 June 2022	MAICSA
Law Lee Yen	Latest Tax Considerations and Issues for SMEs	3 August 2021	MIA [#]
	Withholding Tax in Malaysia – Principles and Latest Developments	12 August 2021	MIA
	Avoiding Transfer Pricing Mistakes	17 August 2021	MIA
	Seminar Percukaian Kebangsaan 2021	9 November 2021	LHDN [^]
	Chapter 10: Transactions with 3rd Party	8 June 2022	MAICSA
	MPERS and SMEs Financial Reporting Conference 2022	28 June 2022	MIA

* Malaysian Institute of Chartered Secretaries and Administrators

[^] Lembaga Hasil Dalam Negari

[#] Malaysian Institute of Accountants



Corporate Governance Overview Statement

(cont'd)

Remuneration policy and procedures

The Company has established a formal Remuneration Policy and Procedures for Directors and Key Senior Management.

The remuneration policy and procedures are available on the Company's website.

The NRC is responsible for implementing remuneration policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Directors so as to ensure that the Company is able to attract and retain its Directors needed to run the Group successfully. The components of Directors' remuneration are structured so as to link rewards to corporate and individual performance in the case of Executive Directors. In the case of Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken by the individual Non-Executive Director concerned.

In setting the basic salary for each Executive Director, the NRC takes into account the compensation practices of other companies and the performance of each individual director. Salaries are reviewed (although not necessarily increased) annually depending on the category of employment. Salaries are increased only where the Committee believes that adjustments are appropriate to reflect performance, increased responsibilities and/or market practice.

The Board determines fees payable to all Directors subject to the approval of shareholders at each Annual General Meeting. The non-executive members of the Board receive a fixed base fee as consideration for their Board duties.

The remuneration of the Board is determined on the basis of standards in the market and reflects demands to the expected competencies and efforts in light of the scope of their work and the number of the Board and board committee meetings.

Remuneration of Directors and Key Senior Management

The details of the Directors' remuneration of the Company for the financial year ended 30 June 2022 is as follows:

Received from the Company

Name of director	Salaries and other emoluments (RM)	Bonus (RM)	Fees (RM)	Other Benefits ¹ (RM)	Total (RM)
<u>Executive Directors</u>					
Tan Sri Dato' Tan Seng Leong	837,184	-	-	22,700	859,884
Tan Lay Hiang	268,353	-	-	8,800	277,153
Tan Vin Sern	162,357	-	-	22,700	185,057
Tan Lindy	407,903	-	-	31,150	439,053
<u>Non-Executive Directors</u>					
Tan Kok Wee	-	-	48,000	5,500	53,500
Law Lee Yen	-	-	39,333	5,500	44,833
Tan Sri Dr Ali Bin Hamsa#	-	-	101,336	3,500	104,836
Ash'ari Bin Ayub*	-	-	12,667	-	12,667
Tan Sri Datuk Seri Ismail Bin Yusof^	-	-	8,400	-	8,400

Corporate Governance Overview Statement

(cont'd)

Received from the Group

Name of director	Salaries and other emoluments (RM)	Bonus (RM)	Fees (RM)	Other Benefits ¹ (RM)	Total (RM)
<u>Executive Directors</u>					
Tan Sri Dato' Tan Seng Leong	3,339,571	-	-	22,700	3,362,271
Tan Lay Hiang	407,903	-	-	8,800	416,703
Tan Vin Sern	745,750	-	-	22,700	768,450
Tan Lindy	623,867	-	-	31,150	655,017
<u>Non-Executive Directors</u>					
Tan Kok Wee	-	-	48,000	5,500	53,500
Tan Sri Dr Ali Bin Hamsa [#]	-	-	101,336	3,500	104,836
Law Lee Yen	-	-	39,333	5,500	44,833
Ash'ari Bin Ayub [*]	-	-	12,667	-	12,667
Tan Sri Datuk Seri Ismail Bin Yusof [^]	-	-	8,400	-	8,400

¹ Other benefits include meeting allowance, car and driver allowances and medical insurance coverage.

[#] ceased as independent non-executive Director on 21 April 2022 following to the demised of the Director.

^{*} resigned as independent non-executive Chairman on 31 August 2021

[^] resigned as independent non-executive Director on 03 September 2021

The Board has chosen to disclose the remuneration of the top five (5) key senior management personnel in bands instead of named basis as the Board is of the opinion that disclosure of the key senior management personnel names and the various remuneration component would not be in the best interest of the Group due to confidentiality and sensitivity of each remuneration package.

The number of top five (5) key senior management's remuneration for the financial year ended 30 June 2022 is as follows:-

Range of Remuneration	Number of Senior Management Staff
RM50,000 – RM500,000	2
RM500,001 – RM1,000,000	2
RM1,000,001 – RM 3,500,000	1

Corporate Governance Overview Statement

(cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee Composition and Chairman/Chairperson

During the financial year 30 June 2022, the AC comprises three (3) members, all of whom are Independent Non-Executive Directors as follows:

Name of Director and Designation	Remark
Law Lee Yen (Chairperson, Independent Non-Executive Director)	
Tan Kok Wee (Member, Independent Non-Executive Director)	
Tan Sri Dr. Ali Bin Hamsa (Member, Independent Non-Executive Director)	- deceased on 21 April 2022
Dato' Ismail Bin Karim (Member, Independent Non-Executive Director)	- appointed with effect from 15 July 2022

Having the position of the Board's Chairman and AC's Chairperson held by different individual respectively allows the Board to objectively review the AC's findings and recommendations.

Policy on appointment of a former key audit partner as the AC member

The Company has incorporated a policy that requires a former key audit partner to observe a cooling-off period of at least three years before being appointed as a member of the AC. The policy is codified in the AC's terms of reference.

Suitability, Objectivity and Independence of External Auditors

The Board through the AC, maintains a formal and transparent professional relationship with the External Auditors, Messrs. BDO PLT. The appointment of External Auditors is recommended by the AC which determines the remuneration of the External Auditors. The AC reviews the performance, suitability, independence and objectivity of the External Auditors annually before recommending them for re-appointment at the Annual General Meeting.

The AC also reviews the nature and fees of non-audit services provided by the External Auditors in assessing their independence. In accordance with the Malaysian Institute of Accountants ("MIA") By-Laws, Messrs. BDO PLT rotates its engagement partner once every 7 years to ensure objectivity, independence and integrity of the audit opinions.

The External Auditors also gave their assurance confirming their independence and objectivity throughout the conduct of the audit engagement and the internal processes undertaken by them to determine their independence.

All AC members are financially literate

All members of the AC are financially literate and are able to understand matters under the purview of the AC including financial reporting process. The AC members possess the necessary qualification, knowledge, experience, expertise and skill sets which contributed to the overall effectiveness of the AC.

Corporate Governance Overview Statement

(cont'd)

Risk Management and Internal Control Framework

The Board has established policies and procedures for the oversight and management of material business and financial risks as well as the monitoring of the internal controls that are in place.

The risk management policy sets out procedures which are designed to identify, assess, monitor and manage risk at each of the businesses of the Group. The risks covered in the procedures and reviewed by the internal audit group include operational, market (both business and finance risks), legal and credit risks. The Management and the Board also carry out a regular review of political, regulatory and economic risks in line with the Board's oversight of the strategic direction and position of the Group within the marketplace it operates.

Internal Audit Function

The Group's internal audit function is outsourced to a professional service firm, Tricor Axcelasia Sdn. Bhd. The internal auditors perform its functions with impartiality, proficiency and due professional care. It undertakes regular monitoring of the Group's key controls and procedures, which is an integral part of the Group's system of internal control.

The internal audit reports are presented to the AC for its review and deliberation. The AC will be briefed on the progress made in respect of each recommendation, and of each corrective measure taken as recommended by the audit findings. The internal auditors report directly to the AC to ensure independency.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Stakeholders

The Company recognises the importance of effective and timely communication with shareholders and investors to keep them informed of the Group's latest financial performance and material business/corporate matters affecting the Company and the Group. Such information is available to shareholders and investors through the Annual Reports, the various disclosures and announcements made to Bursa Securities and published in the Company's website.

Conduct of General Meeting

The Annual General Meeting ("AGM") provides the principal platform for dialogue and interactions with the shareholders. At every meeting, the Group Managing Director sets out the performance of the Group for the financial year then ended. Question and Answer session will then be convened wherein the Directors and the External Auditors will be available to answer to the queries raised by the shareholders.

The Thirty-fourth (34th) AGM of the Company will be held on 13 December 2022 while the Notice of Thirty-fourth (34th) AGM of the Company will be dated on 28 October 2022. The Notice of AGM will be sent out more than a month, well in advance of a clear twenty one (21) days' notice must be given requirement under the Companies Act 2016 and of at least twenty eight (28) days prior to the AGM day recommended by the Code. The Notice of general meeting also provides further explanation for the resolutions proposed along with any background information and reports or recommendation that are relevant, where required and necessary, to enable shareholders to make an informed decision in exercising their voting rights.

Corporate Governance Overview Statement

(cont'd)



Leverage Technology to facilitate voting and remote shareholders participation

Shareholders will be provided with the sufficient notices of general meetings and accompanying explanatory material such as notes, Annual Report and/or Circular to make arrangements to attend the general meetings and exercise their rights. Shareholders are encouraged to appoint proxy/proxies to vote on their behalf if they are unable to attend the meeting.

The Company's Thirty-fourth (34th) AGM will be held at Prime City Hotel, Venus Room, 6th Floor, No. 20, Jalan Bakawali, 86000 Kluang, Johor Darul Takzim.

The Company will explore the leverage of technology to enhance the quality of engagement with its shareholders and facilitate further participation by shareholders at AGMs of the Company where circumstances permit.

Key Focus Areas And Future Priorities In Relation To Corporate Governance Practices

In view of the enhancements in the corporate governance regulations, the Board has reviewed and updated the existing policies and procedures to ensure that they are kept contemporaneous and be relevant to the Company's needs. The Board will further look into the enhancements or developments of corporate governance policies and procedures, as the case may be.

This Corporate Governance Overview Statement was approved by the Board of Directors on 11 October 2022.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Malaysian Code on Corporate Governance requires listed Companies to maintain a sound risk management and system of internal controls in its business operations to safeguard shareholders' investments and the Group's assets.

This statement is prepared in accordance with the requirement under Paragraph 15.26 (b) of Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("Listing Requirements") and is guided by the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers". The Board of Directors of BCB is committed to the continuous improvement of internal controls and risk management practices within the Group to meet its corporate and business objectives.

RESPONSIBILITIES

The Board

The Board has overall responsibility for overseeing the Group's internal control and risk management systems and for reviewing their adequacy and effectiveness. This process lends support to the role of management in implementing the various policies on risk and control, which have been approved by the Board. Due to limitations that are inherent in any system of internal controls, these systems are designed to manage and mitigate, rather than eliminate, the respective inherent risks that exist in achieving the Group's business objectives. Therefore, such systems of internal controls and risk management can only provide reasonable and not absolute assurance against material misstatement or loss.

Management

The Management is responsible in implementing the process to identify, assess, evaluate, monitor and reporting of risk and the effectiveness of the internal control system. Any identified risk which is material will be communicated to the Board together with an action plan to manage the risk.

RISK MANAGEMENT FRAMEWORK

The Group has in place an on-going process for identifying, assessing, evaluating and monitoring and reporting significant risks for the financial year under review and up to the date of approval of the Annual Report and financial statements. The Board has delegated its authority to the Audit Committee to review and determine the levels of different categories of risk; while Management and Heads of Divisions are delegated the responsibility to manage risks related to their respective division units. The process requires the Management and Division Heads to comprehensively identify and assess the relevant types of risks in terms of likelihood and magnitude of impact, as well as to identify and evaluate the adequacy and effectiveness of applying the mechanisms in place to manage and mitigate these risks. Key risks relating to the Group's operations are deliberated at the business units' and Company's monthly meetings attended by key management personnel at their scheduled meetings.

Types of Significant Risks

- i) Poor workmanship
- ii) Non-performing consultants/contractors
- iii) Slow Sales
- iv) Ineffective Sales and Marketing plans

Risk Management Approach

The Group has engaged a QCLASSIC consultant to do regular quality control audits in all its on-going projects.

The Group has a structured process to continually monitor them

The Group has redesigned the floor plan layout of its certain products offered to meet customers' needs and market demand with an ease of obtaining end financing from financial institutions.

The Group continuously engage with reputable marketing agents for projects and completed units with challenges.



Statement on Risk Management and Internal Control (cont'd)

RISK MANAGEMENT FRAMEWORK (cont'd)

The Audit Committee also has oversight on ensuring compliance with applicable laws, the Listing Requirements, terms and conditions of contracts to which the Group is a party and the conditions of business licenses held by the Group.

The Management is responsible for creating an awareness culture to ensure greater understanding of the importance of effective internal control and risk management systems and that its principles are embedded in key operational processes. This is undertaken through the Group's Code of Conduct, procedures and policies manuals, staff briefings, leadership by example and the Group's remuneration policies.

INTERNAL AUDIT FUNCTION

The Audit Committee evaluates the effectiveness of the internal auditor in relation to their defined responsibilities. The independent internal audit function is outsourced to a professional internal audit firm which carries out the internal audit reviews based on internal audit plans approved by the Audit Committee and consequentially, the Board of Directors. The internal audit plans are designed using a risk-based approach, based on the risks identified and assessed by the Management. The results of the audits are presented to the Audit Committee at their quarterly meetings.

Follow up reviews are also carried out to assess the status of implementation of management action plans, which are based on internal audit recommendations. The results of these follow up reviews are also highlighted to the Audit Committee at their quarterly meetings. A total of four (4) internal audit reviews were carried out by the independent internal audit firm for the financial year ended 30 June 2022

OTHER KEY FEATURES OF THE INTERNAL CONTROLS

1. The Group's risk management principles and procedures are clearly documented. The Group's management operates a risk management process that identifies the key risks faced by the Group.
2. There is a comprehensive budgeting system in place that is governed by the policies and guidelines of the Group. The financial results of the various business lines of the Group are reported quarterly in the management reports where variances are analysed against respective budget and acted on in a timely manner. Where necessary, budgets are revised, taking into account any changes in business conditions.
3. The Group's Internal Auditors, reporting to the Audit Committee, performs reviews according to approved internal audit plan of business processes against documented and approved policies to assess the overall continuing effectiveness of internal controls and highlight any significant deviation from these policies that might enhance risks faced by the Group. The Audit Committee conducts annual reviews on the adequacy of the internal audit function's scope of work and resources.
4. The Audit Committee, on behalf of the Board, reviews and holds discussions with management according to approved internal audit plan on the action taken on internal control issues identified in reports prepared by the Internal Auditors, the External Auditors and the Management.
5. Policies and standard operating procedures and policies manuals are available physically and in soft copy to all employees and these also include the Group's reporting hierarchy.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in the Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on The Statement of Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants. The external auditors have also reported to the Board that nothing has come to their attention to cause them to believe that this statement is factually inaccurate and has not complied with disclosure provisions under paragraphs 41 and 42 of the Guideline.

Statement on Risk Management and Internal Control (cont'd)

CONCLUSION

Pursuant to paragraph 15.23 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the annual report for the financial year ended 30 June 2022. Their review is performed in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised) Assurance Engagements Other than Audits or Reviews of Historical Financial Information and Audit Assurance and Practice Guide 3 ("AAPG 3") issued by the Malaysian Institute of Accountants. The external auditors' procedures have been conducted to assess whether the Statement on Risk Management and Internal Control is supported by the documentation prepared by or for the Directors and that it is an appropriate reflection of the process adopted by the Directors in reviewing the adequacy and integrity of the risk management and internal control system of the Group.

AAPG 3 does not require the external auditors to consider whether this statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk and control procedures. Based on their procedures performed, the external auditors have reported to the Board that nothing has come to their attention which causes them to believe that this statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is this statement factually inaccurate.

The Board has received assurance from the Group Managing Director and Group Chief Finance Officer that the Group's risk management and internal control system is operating adequately and effectively in all material aspects based on the risk management and internal control system of the Group.

The Board is of the view that the risk management and internal control system are operating satisfactorily and has not resulted in any significant breakdown or weaknesses that would cause any material loss to the Group for the financial year ended 30 June 2022.

This statement was made in accordance with a resolution of the Board of directors passed on 11 October 2022.



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DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2022.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, property development and hotel operations. The principal activities and the details of the subsidiaries are set out in Note 8 to the financial statements.

There have been no significant changes in the nature of these activities for the Group and the Company during the financial year.

RESULTS

	Group RM	Company RM
Profit for the financial year	19,175,170	6,822,502
Attributable to:		
Owners of the parent	21,229,157	6,822,502
Non-controlling interests	(2,053,987)	-
	19,175,170	6,822,502

DIVIDEND

No dividend has been proposed, declared or paid by the Company since the end of the previous financial year. The Directors do not recommend the payment of any dividend in respect of the current financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

There were no new shares or debentures issued during the financial year.

TREASURY SHARES

During the financial year, there were no repurchases of own equity securities from the open market. The shares repurchased are held as treasury shares in accordance with Section 127 of the Companies Act 2016 in Malaysia.

The Company has the right to cancel, resell or distribute the treasury shares as dividends or transfer the treasury shares for the purposes of an employees' share scheme or as purchase consideration at a later date. As treasury shares, the rights attached to voting, dividends and participation in other distribution are suspended. None of the treasury shares repurchased had been sold or cancelled during the financial year.

Details of the treasury shares are set out in Note 13 to the financial statements.

DIRECTORS' REPORT

(cont'd)

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Tan Sri Dato' Tan Seng Leong*	
Tan Lay Hiang*	
Tan Lindy*	
Tan Vin Sern*	
Law Lee Yen	
Tan Kok Wee	
Dato' Ismail Bin Karim	(Appointed on 15 July 2022)
Tan Sri Dr Ali Bin Hamsa	(Deceased on 21 April 2022)

* Directors of the Company and its subsidiaries

The Directors of the subsidiaries of the Company who have held office during the financial year and up to the date of this report, excluding those who are listed above are as follows:

Puan Sri Datin Lim Sui Yong	
Tan Vin Shyan	
Shi Zhongming	
Miao Weiwei	
He Jie	
Chan Wai Keung Barry	
Chan Wai Chung	
Lai Lucai	
Li Wen-Hsiao	
Li Yaming	(Alternate Director to He Jie)
Shen Yiren	(Alternate Director to Shi Zhongming)

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares of the Company and of its related corporations during the financial year ended 30 June 2022 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	Number of ordinary shares			
	Balance as at 1.7.2021	Bought	Sold	Balance as at 30.6.2022
Shares in the Company				
Indirect interest:				
Tan Sri Dato' Tan Seng Leong^	234,737,400	11,781,500	-	246,518,900



DIRECTORS' REPORT

(cont'd)

DIRECTORS' INTERESTS (continued)

	Balance as at 1.7.2021	Number of ordinary shares		Balance as at 30.6.2022
		Bought	Sold	
Shares in ultimate holding company, Evergreen Ratio Sdn. Bhd.				
Direct interests:				
Tan Sri Dato' Tan Seng Leong	700,000	50,000	-	750,000
Tan Lindy	50,000	-	-	50,000
Tan Vin Sern	100,000	-	-	100,000
Indirect interest:				
Tan Sri Dato' Tan Seng Leong [#]	150,000	-	(50,000)	100,000

[^] Deemed interest by virtue of his substantial shareholdings in the ultimate holding company, pursuant to Section 8(4) of the Companies Act 2016 in Malaysia.

[#] Deemed interest of virtue of shareholdings held by spouse, pursuant to Section 59(11)(c) of the Companies Act 2016 in Malaysia.

By virtue of Tan Sri Dato' Tan Seng Leong's substantial interest in the ordinary shares of the ultimate holding company, he is deemed to be interested in the ordinary shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held any interests in ordinary shares or debentures of the Company and of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than certain Directors who received remunerations from the subsidiaries as Directors of the subsidiaries and the transactions entered into in the ordinary course of business with companies in which the Directors of the Company have substantial financial interests as disclosed in Note 26 to the financial statements.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REPORT

(cont'd)

DIRECTORS' REMUNERATION

Fees and other benefits of the Directors of the Company who held office during the financial year ended 30 June 2022 are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Non-executive Directors:				
- fees	209,736	172,000	209,736	172,000
- others	14,500	-	14,500	-
	224,236	172,000	224,236	172,000
Executive Directors:				
- salaries and bonus	4,398,001	4,398,119	1,406,440	1,513,748
- defined contribution plan	711,181	711,202	267,224	287,612
- others	54,783	51,112	24,719	31,380
	5,163,965	5,160,433	1,698,383	1,832,740
	5,388,201	5,332,433	1,922,619	2,004,740

The estimated monetary value of benefits-in-kind paid to the Directors of the Group and of the Company during the financial year amounted to RM85,350 (2021: RM35,200) respectively.

INDEMNITY AND INSURANCE

There were no indemnity given to or insurance effected for the Directors, auditors or officers of the Group and of the Company during the financial year.

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there are no known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business have been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

DIRECTORS' REPORT

(cont'd)

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (continued)

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would necessitate the writing off of bad debts or render the amount of provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE REPORTING PERIOD

Significant event subsequent to the end of the reporting period is disclosed in Note 29 to the financial statements.

HOLDING COMPANY

The Directors regard Evergreen Ratio Sdn. Bhd., a company incorporated in Malaysia as the holding company and ultimate holding company.

DIRECTORS' REPORT

(cont'd)



AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

AUDITORS REMUNERATION

Auditors' remuneration of the Group and the Company for the financial year ended 30 June 2022 were as follows:

	Group RM	Company RM
Statutory audit	263,000	104,000
Non-statutory audit	8,850	5,550
	271,850	109,550

Signed on behalf of the Board in accordance with a resolution of the Directors.

Tan Sri Dato' Tan Seng Leong
Group Managing Director

Tan Vin Sern
Director

Kluang, Johor Darul Ta'zim
11 October 2022

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 45 to 121 have been drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2022 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Tan Sri Dato' Tan Seng Leong
Group Managing Director

Tan Vin Sern
Director

Kluang, Johor Darul Ta'zim
11 October 2022

STATUTORY DECLARATION

I, Tan Vin Sern, being the Director primarily responsible for the financial management of BCB Berhad, do solemnly and sincerely declare that the financial statements set out on pages 45 to 121 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly
declared by the abovenamed
at Kluang, Johor Darul Ta'zim
this 11 October 2022

Tan Vin Sern
CA 36542

Before me:

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BCB BERHAD (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of BCB Berhad, which comprise the statements of financial position as at 30 June 2022 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 45 to 121.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2022, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, in forming our opinion thereon, and we do not provide a separate opinion on these matters.

(a) Revenue recognition for property development and construction contracts

Revenue from property development of the Group and of the Company for the financial year ended 30 June 2022 amounted to RM134.3 million and RM11.1 million respectively as disclosed in Note 18 to the financial statements. Revenue from construction contracts of the Group for the financial year ended 30 June 2022 amounted to RM10.9 million as disclosed in Note 18 to the financial statements.

We determined these to be a key audit matter because management is required to exercise significant judgement in determining the satisfaction of performance obligations as stated in the contracts with customers, transaction price allocation and costs in applying the input method to recognise revenue over time.

The Group and the Company identify performance obligations that are distinct and material, which are judgmental in the context of the contracts. Transaction prices are determined based on estimated profit margins prior to its allocation to the identified performance obligations. The Group and the Company also estimate total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group and the Company consider the completeness and accuracy of its cost estimation, including its obligations to contract variation, claims and cost contingencies.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BCB BERHAD (INCORPORATED IN MALAYSIA) (cont'd)

Key Audit Matters (continued)

(a) Revenue recognition for property development and construction contracts (continued)

Audit response

Our audit procedures included the following:

- (i) Reviewed contracts with customers to identify distinct and material performance obligations, and compared our findings to the findings of the Group and of the Company;
- (ii) Recomputed transaction prices based on contract prices, performance obligations and profit margins of the Group and of the Company;
- (iii) Assessed estimated total costs to complete through inquiries with operational and financial personnel of the Group and of the Company;
- (iv) Inspected documentation to support cost estimates made including contract variations and cost contingencies; and
- (v) Compared prior contract budgets to actual outcomes to assess reliability of management's budgeting process.

(b) Recoverability of trade receivables

As at 30 June 2022, trade receivables of the Group and of the Company net of impairment losses amounted to RM93.4 million and RM9.8 million respectively. The details of trade receivables have been disclosed in Note 10 to the financial statements.

We determined this to be key audit matter because management is required to exercise significant judgement in determining the probability of default by trade receivables, appropriate forward-looking information and estimated loss given default in worst-case scenarios.

Audit response

Our audit procedures included the following:

- (i) Recomputed the probability of default using historical data and forward-looking information factors applied by the Group and the Company;
- (ii) Inquired of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses;
- (iii) Inquired of management and inspected relevant correspondences that property buyers have secured financing; and
- (iv) Assessed recoverability of debts that were past due with reference to the past historical repayment trends, cash received subsequent to year end and discussion with management on the status of attempts by management to recoup the amounts outstanding.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BCB BERHAD (INCORPORATED IN MALAYSIA) (cont'd)

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRSs and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BCB BERHAD (INCORPORATED IN MALAYSIA) (cont'd)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Tan Kiang Peng

03563/03/2023 J
Chartered Accountant

Kuala Lumpur
11 October 2022

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2022

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	49,916,821	51,816,117	34,498,578	33,749,542
Investment properties	6	56,165,853	57,218,190	5,847,139	5,604,276
Inventories	7	353,409,981	367,414,930	26,298,641	31,668,285
Investment in subsidiaries	8	-	-	300,920,786	259,235,710
Deferred tax assets	9	7,851,540	3,546,360	4,931,201	3,066,868
Trade and other receivables	10	852,035	-	77,168,650	-
		468,196,230	479,995,597	449,664,995	333,324,681
CURRENT ASSETS					
Inventories	7	540,825,825	581,024,055	105,142,194	126,540,038
Trade and other receivables	10	104,314,292	115,466,506	23,657,713	18,776,303
Contract assets	11	12,452,507	8,765,001	-	-
Current tax assets		3,860,920	5,547,522	2,334,993	3,834,530
Cash and bank balances	12	23,604,470	17,029,640	4,008,852	3,073,519
		685,058,014	727,832,724	135,143,752	152,224,390
TOTAL ASSETS		1,153,254,244	1,207,828,321	584,808,747	485,549,071
EQUITY AND LIABILITIES					
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT					
Share capital	13	206,250,000	206,250,000	206,250,000	206,250,000
Treasury shares	13	(3,373,365)	(3,373,365)	(3,373,365)	(3,373,365)
Retained earnings		283,895,137	262,634,504	69,050,219	62,227,717
		486,771,772	465,511,139	271,926,854	265,104,352
Non-controlling interests	8(h)	32,553,049	36,142,512	486,771,772	32,553,049
TOTAL EQUITY		519,324,821	501,653,651	271,926,854	265,104,352

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2022 (cont'd)

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
LIABILITIES					
NON-CURRENT LIABILITIES					
Borrowings	15	167,164,118	180,773,418	88,390,572	16,953,424
Lease liabilities	16	1,685,288	4,277,724	2,474,269	380,129
Deferred tax liabilities	9	873,100	-	-	-
		169,722,506	185,051,142	90,864,841	17,333,553
CURRENT LIABILITIES					
Borrowings	15	115,299,222	137,982,786	61,469,899	57,741,763
Lease liabilities	16	7,127,448	5,947,068	990,029	290,999
Trade and other payables	17	219,116,949	245,216,694	145,990,134	133,858,726
Contract liabilities	11	116,643,711	129,501,271	13,566,990	11,219,678
Current tax liabilities		6,019,587	2,475,709	-	-
		464,206,917	521,123,528	222,017,052	203,111,166
TOTAL LIABILITIES		633,929,423	706,174,670	312,881,893	220,444,719
TOTAL EQUITY AND LIABILITIES		1,153,254,244	1,207,828,321	584,808,747	485,549,071

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
Revenue	18	219,632,841	198,829,131	50,558,569	41,910,897
Cost of sales	19	(123,301,861)	(116,175,951)	(26,118,370)	(21,493,139)
Gross profit		96,330,980	82,653,180	24,440,199	20,417,758
Other operating income		7,583,476	7,680,263	2,104,338	475,865
Administrative expenses		(36,324,637)	(33,956,607)	(11,941,292)	(13,235,171)
Net impairment loss on receivables	22(a)	(2,431,269)	(571,079)	(983,857)	(1,717,713)
Marketing and selling expenses		(6,997,885)	(6,557,220)	(2,296,413)	(1,056,238)
Other operating expenses		(4,973,669)	(8,051,353)	(25,615)	(2,919,443)
Finance income	20	449,329	41,583	2,593,548	35,589
Finance costs	20	(19,984,362)	(20,303,852)	(7,337,641)	(4,240,321)
Profit/(Loss) before tax	22	33,651,963	20,934,915	6,553,267	(2,239,674)
Taxation	23	(14,476,793)	(7,549,208)	269,235	(1,988,050)
Profit/(Loss) for the financial year		19,175,170	13,385,707	6,822,502	(4,227,724)
Other comprehensive loss, net of tax		-	(6,788,088)	-	(6,788,088)
Total comprehensive income/(loss)		19,175,170	6,597,619	6,822,502	(11,015,812)
Profit/(Loss) attributable to:					
Owners of the parent		21,229,157	15,645,191	6,822,502	(4,227,724)
Non-controlling interests	8(h)	(2,053,987)	(2,259,484)	-	-
		19,175,170	13,385,707	6,822,502	(4,227,724)
Total comprehensive income/(loss) attributable to:					
Owners of the parent		21,229,157	8,857,103	6,822,502	(11,015,812)
Non-controlling interests	8(h)	(2,053,987)	(2,259,484)	-	-
		19,175,170	6,597,619	6,822,502	(11,015,812)
Earnings per share attributable to owners of the parent (sen)					
- Basic and diluted	24	5.31	3.92		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

Group	Note	Share capital RM	Treasury shares RM	Revaluation reserve RM	Retained earnings RM	Total attributable to owners of the parent RM	Non-controlling interests RM	Total equity RM
Balance as at 1 July 2020		206,250,000	(3,373,365)	6,788,088	246,989,313	456,654,036	38,401,996	495,056,032
Profit/(Loss) for the financial year	14	-	-	-	15,645,191	15,645,191	(2,259,484)	13,385,707
Other comprehensive loss, net of tax		-	-	(6,788,088)	-	(6,788,088)	-	(6,788,088)
Total comprehensive (loss)/income		-	-	(6,788,088)	15,645,191	8,857,103	(2,259,484)	6,597,619
Balance as at 30 June 2021		206,250,000	(3,373,365)	-	262,634,504	465,511,139	36,142,512	501,653,651
Balance as at 1 July 2021		206,250,000	(3,373,365)	-	262,634,504	465,511,139	36,142,512	501,653,651
Profit/(Loss) for the financial year		-	-	-	21,229,157	21,229,157	(2,053,987)	19,175,170
Other comprehensive income, net of tax		-	-	-	-	-	-	-
Total comprehensive income/(loss)		-	-	-	21,229,157	21,229,157	(2,053,987)	19,175,170
Transactions with owners								
Acquisition of equity interest from non-controlling interest		-	-	-	31,476	31,476	(731,476)	(700,000)
Dividend payable to non-controlling interests		-	-	-	-	-	(804,000)	(804,000)
Total transactions with owners		-	-	-	31,476	31,476	(1,535,476)	(1,504,000)
Balance as at 30 June 2022		206,250,000	(3,373,365)	-	283,895,137	486,771,772	32,553,049	519,324,821

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (cont'd)

Company	Note	Share capital RM	Treasury shares RM	Revaluation reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 July 2020		206,250,000	(3,373,365)	6,788,088	66,455,441	276,120,164
Loss for the financial year		-	-	-	(4,227,724)	(4,227,724)
Other comprehensive loss, net of tax	14	-	-	(6,788,088)	-	(6,788,088)
Total comprehensive loss		-	-	(6,788,088)	(4,227,724)	(11,015,812)
Balance as at 30 June 2021		206,250,000	(3,373,365)	-	62,227,717	265,104,352
Balance as at 1 July 2021		206,250,000	(3,373,365)	-	62,227,717	265,104,352
Profit for the financial year		-	-	-	6,822,502	6,822,502
Other comprehensive income, net of tax		-	-	-	-	-
Total comprehensive income		-	-	-	6,822,502	6,822,502
Balance as at 30 June 2022		206,250,000	(3,373,365)	-	69,050,219	271,926,854

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before tax		33,651,963	20,934,915	6,553,267	(2,239,674)
Adjustments:					
Depreciation of property, plant and equipment	5	6,068,739	6,383,198	1,621,741	3,010,978
Dividend income	18	-	-	(5,196,000)	-
Fair value adjustment on :					
- property, plant and equipment	5	(1,099,615)	-	(1,099,615)	-
- investment properties	6	(3,242,863)	(3,848,276)	(242,863)	1,695,724
Finance income	20	(449,329)	(41,583)	(2,593,548)	(35,589)
Finance costs	20	19,984,362	20,303,852	7,337,641	4,240,321
(Gain)/Loss on disposals of:					
- property, plant and equipment	22	(1,227,983)	(467,927)	(490,722)	(236,671)
- investment properties	22	19,050	(193,750)	-	-
Gain on remeasurement of lease modifications	16(d)	(206,321)	(5,896)	-	-
Impairment losses on:					
- amounts due from subsidiaries	10(i)	-	-	844,750	413,435
- contract assets	11(d)	194,004	60,311	-	-
- equity loan	8(d)	-	-	414,924	1,064,297
- other receivables	10(i)	189,331	103,946	98,273	19,474
- property, plant and equipment	5(g)	-	1,125,906	-	1,125,906
- trade receivables	10(i)	2,724,576	1,114,764	599,862	301,387
Inventories written down	7(c)(iii)	335,427	-	267,560	-
Property, plant and equipment written off	5	3,336	4,138	-	1,441
Reversal of impairment loss on:					
- amounts due from subsidiaries	10(i)	-	-	(749,741)	-
- contract assets	11(d)	(197,158)	(473,355)	-	-
- other receivables	10(i)	(14,920)	(6,274)	-	(6,274)
- trade receivables	10(i)	(464,564)	(228,313)	(224,211)	(74,606)
Operating profit before working capital changes		56,268,035	44,765,656	7,141,318	9,280,149
Working capital changes:					
Land held for property development		12,784,772	673,522	5,384,299	673,522
Property development costs		24,145,758	13,468,477	10,936,595	4,101,201
Inventories held for sale		23,493,686	25,483,664	10,193,689	9,316,831
Trade and other receivables		10,856,932	6,745,218	4,304,964	(1,584,218)
Contract assets		(3,684,352)	9,136,661	-	-
Trade and other payables		(26,903,745)	(18,325,838)	(2,625,054)	1,381,363
Contract liabilities		(12,857,560)	(6,740,763)	2,347,312	(1,058,020)
Cash generated from operations		84,103,526	75,206,597	37,683,123	22,110,828
Tax paid		(12,678,393)	(10,657,927)	(95,561)	(386,117)
Tax refunded		-	1,659,893	-	-
Net cash from operating activities		71,425,133	66,208,563	37,587,562	21,724,711

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (cont'd)

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Additional interest acquired in subsidiaries	8	(700,000)	-	(700,000)	(4,000,001)
Additions to land held for property development	7(a)	(6,556,464)	(6,431,335)	(14,655)	(4,719)
Interest received		449,329	41,583	2,594,216	35,589
Net advances from/(to) subsidiaries		-	-	(63,980,319)	33,513,107
Proceeds from disposals of:					
- property, plant and equipment		2,309,495	728,702	794,660	283,700
- investment properties		4,276,150	1,470,750	-	-
Purchase of property, plant and equipment	5(i)	(1,429,896)	(842,559)	(647,027)	(463,719)
Quasi-equity loan advanced to subsidiaries		-	-	(41,400,000)	(57,000,000)
Net cash used in investing activities		(1,651,386)	(5,032,859)	(103,353,125)	(27,636,043)
CASH FLOWS FROM FINANCING ACTIVITIES					
Drawdown of borrowings		96,000,000	23,200,000	96,000,000	23,200,000
Interest paid on borrowings		(19,091,717)	(19,670,608)	(7,042,386)	(4,193,018)
Interest paid on lease liabilities		(892,645)	(633,244)	(295,923)	(47,303)
Repayments of borrowings		(130,260,223)	(69,282,084)	(18,965,982)	(11,956,601)
Repayments of lease liabilities		(6,921,691)	(4,403,497)	(1,126,079)	(450,337)
(Placement)/Withdrawal of fixed deposits pledged to licensed banks		(36,473)	78,423	-	-
Net cash (used in)/from financing activities		(61,202,749)	(70,711,010)	68,569,630	6,552,741
Net increase/(decrease) in cash and cash equivalents		8,570,998	(9,535,306)	2,804,067	641,409
Cash and cash equivalents at beginning of financial year		(26,987,328)	(17,452,022)	(28,609,891)	(29,251,300)
Cash and cash equivalents at end of financial year	12(d)	(18,416,330)	(26,987,328)	(25,805,824)	(28,609,891)



STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022 (cont'd)

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Note	Borrowings*		Lease liabilities	
		Group RM	Company RM	Group RM	Company RM
At 1 July 2020		321,383,074	31,768,378	5,087,739	1,121,465
Cash flows, net of drawdowns		(46,082,084)	11,243,399	(5,036,741)	(497,640)
Non-cash flows:					
- Lease modification		-	-	(115,780)	-
- Purchase of property, plant and equipment	5(i)	-	-	9,656,330	-
- Unwinding of interest		-	-	633,244	47,303
At 30 June 2021		275,300,990	43,011,777	10,224,792	671,128
At 1 July 2021		275,300,990	43,011,777	10,224,792	671,128
Cash flows, net of drawdowns		(34,260,223)	77,034,018	(7,814,336)	(1,422,002)
Non-cash flows:					
- Purchase of property, plant and equipment	5(i)	-	-	6,707,878	3,919,249
- Lease modification		-	-	(1,198,243)	-
- Unwinding of interest		-	-	892,645	295,923
At 30 June 2022		241,040,767	120,045,795	8,812,736	3,464,298

* Net of bank overdrafts

The accompanying notes form an integral part of the financial statements.



NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2022

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal place of business and the registered office of the Company are located at No. 4B, 2nd & 3rd Floor, Jalan Sentol, South Wing - Kluang Parade, 86000, Kluang, Johor.

The ultimate holding company of the Company is Evergreen Ratio Sdn. Bhd., a company incorporated and domiciled in Malaysia.

The consolidated financial statements for the financial year ended 30 June 2022 comprise the financial statements of the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution of the Directors on 11 October 2022.

2. PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, property development and hotel operations. The principal activities of the subsidiaries are set out in Note 8 to the financial statements.

There have been no significant changes in the nature of these activities for the Group and the Company during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRS") and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 30 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The Company has net current liabilities of RM86,873,300 as at 30 June 2022. Notwithstanding that, the Company has positive operating cash flows from its business activities and sufficient credit facilities available to meet its obligations as and when they fall due.



Notes to the Financial Statements

30 June 2022 (cont'd)

4. OPERATING SEGMENTS

BCB Berhad and its subsidiaries are principally engaged in investment holding, property development and management activities, construction and related activities and hotel operations.

BCB Berhad has arrived at two (2) reportable segments that are organised and managed separately according to the nature of products and services, specific expertise and technologies requirements, which requires different business and marketing strategies. The reportable segments are summarised as follows:

(a) Property development and management services

Development and property management of residential and commercial properties.

(b) Construction and related activities

Securing and carrying out construction contracts.

(c) Others

Hotel operations and dormant companies.

Segment performance is evaluated based on operating profit, excluding non-recurring losses.

Inter-segment revenue is priced along the same lines as sales to external customers and conditions and is eliminated on the consolidated financial statements. These policies have been applied constantly throughout the current and previous financial years.

The Group does not have significant reliance on a single major customer, with whom the Group transacted ten (10) percent or more of its revenue during the financial year.

No geographical segment information is presented as the operations of the Group and the location of the customers are principally in Malaysia.

Segment assets exclude tax assets. Segment liabilities exclude tax liabilities.

Notes to the Financial Statements

30 June 2022 (cont'd)

4. OPERATING SEGMENTS (continued)

The following table provides an analysis of the revenue, results, assets, liabilities and other information by business segment of the Group:

2022	Property development and management activities RM	Construction and related activities RM	Others RM	Total RM
Revenue				
Total revenue	212,586,130	57,641,691	1,430,215	271,658,036
Inter-segment revenue	(5,259,400)	(46,765,795)	-	(52,025,195)
Revenue from external customers	207,326,730	10,875,896	1,430,215	219,632,841
Results				
Finance income	449,172	155	2	449,329
Finance costs	(19,397,351)	(581,146)	(5,865)	(19,984,362)
Net finance costs	(18,948,179)	(580,991)	(5,863)	(19,535,033)
Depreciation of property, plant and equipment	4,945,509	412,316	710,914	6,068,739
Segment profit/(loss) before income tax	35,151,919	(1,731,281)	231,325	33,651,963
Tax expense	(14,715,992)	239,199	-	(14,476,793)
Other non-cash items:				
Additions to non-current assets other than financial instruments and deferred tax assets	14,033,250	660,988	-	14,694,238
Fair value adjustment on:				
- investment properties	(3,242,863)	-	-	(3,242,863)
- property, plant and equipment	(1,099,615)	-	-	(1,099,615)
(Gain)/Loss on disposal of:				
- investment properties	(466,600)	485,650	-	19,050
- property, plant and equipment	(490,722)	(453,616)	(283,645)	(1,227,983)
Gain on remeasurement of lease modifications	(206,321)	-	-	(206,321)
Impairment losses on:				
- contract assets	16,483	177,521	-	194,004
- other receivables	181,080	8,251	-	189,331
- trade receivables	2,596,732	127,844	-	2,724,576
Inventories written down	335,427	-	-	335,427
Reversal of impairment losses on:				
- contract assets	(158,329)	(38,919)	-	(197,158)
- other receivables	-	(14,920)	-	(14,920)
- trade receivables	(464,052)	(512)	-	(464,564)
Segment assets	1,101,070,758	21,068,015	19,403,011	1,141,541,784
Segment liabilities	571,429,650	54,724,551	882,535	627,036,736

Notes to the Financial Statements

30 June 2022 (cont'd)

4. OPERATING SEGMENTS (continued)

The following table provides an analysis of the revenue, results, assets, liabilities and other information by business segment of the Group: (continued)

2021	Property development and management activities RM	Construction and related activities RM	Others RM	Total RM
Revenue				
Total revenue	182,176,344	55,815,737	592,375	238,584,456
Inter-segment revenue	(24,000)	(39,731,325)	-	(39,755,325)
Revenue from external customers	182,152,344	16,084,412	592,375	198,829,131
Results				
Finance income	40,931	651	1	41,583
Finance costs	(19,645,486)	(654,614)	(3,752)	(20,303,852)
Net finance costs	(19,604,555)	(653,963)	(3,751)	(20,262,269)
Depreciation of property, plant and equipment	3,870,946	333,093	2,179,159	6,383,198
Segment profit/(loss) before income tax	23,100,565	433,590	(2,599,240)	20,934,915
Tax expense	(7,134,547)	(414,649)	(12)	(7,549,208)
Other non-cash items:				
Additions to non-current assets other than financial instruments and deferred tax assets	16,755,493	174,731	-	16,930,224
Fair value adjustment on investment properties	(3,665,276)	(183,000)	-	(3,848,276)
(Gain)/Loss on disposal of:				
- investment properties	(217,000)	23,250	-	(193,750)
- property, plant and equipment	(175,471)	(220,756)	(71,700)	(467,927)
Gain on remeasurement of lease modifications	(5,807)	(89)	-	(5,896)
Impairment losses on:				
- contract assets	19,746	40,565	-	60,311
- other receivables	103,946	-	-	103,946
- property, plant and equipment	1,125,906	-	-	1,125,906
- trade receivables	995,515	512	118,737	1,114,764
Property, plant and equipment written off	1,441	2,697	-	4,138
Reversal of impairment losses on:				
- contract assets	(409,619)	(63,736)	-	(473,355)
- other receivables	(6,274)	-	-	(6,274)
- trade receivables	(125,035)	(103,278)	-	(228,313)
Segment assets	1,161,505,930	18,707,552	18,520,957	1,198,734,439
Segment liabilities	656,791,870	46,270,186	636,905	703,698,961

Notes to the Financial Statements

30 June 2022 (cont'd)

4. OPERATING SEGMENTS (continued)

Reconciliations of reportable segment assets and liabilities to the corresponding amounts of the Group are as follows:

	2022 RM	2021 RM
Assets		
Total assets for reportable segments	1,141,541,784	1,198,734,439
Tax assets	11,712,460	9,093,882
Assets of the Group per consolidated statement of financial position	1,153,254,244	1,207,828,321
Liabilities		
Total liabilities for reportable segments	627,036,736	703,698,961
Tax liabilities	6,892,687	2,475,709
Liabilities of the Group per consolidated statement of financial position	633,929,423	706,174,670



Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT

Group	Balance as at 1.7.2021 RM	Additions RM	Disposals RM	Lease modification RM	Written off RM	Fair value adjustment RM	Depreciation charge for the financial year RM	Balance as at 30.6.2022 RM
Carrying amount								
Freehold land	2,850,593	-	(583,238)	-	-	-	-	2,267,355
Leasehold land								
- Right-of-use assets	2,618,899	-	-	-	-	-	(36,373)	2,582,526
Hotel properties, at valuation	25,926,119	-	-	-	-	1,099,615	(455,397)	26,570,337
Buildings								
- Owned	7,148,849	27,524	(332,613)	-	-	-	(200,121)	6,643,639
- Right-of-use assets	9,384,462	6,390,178	(2,991,176)	(991,922)	-	-	(3,931,490)	7,860,052
Plant and machinery								
- Owned	20,627	19,485	-	-	(133)	-	(11,687)	28,292
- Right-of-use assets	-	368,000	-	-	-	-	(55,200)	312,800
Motor vehicles								
- Owned	40,499	-	(1)	-	-	-	(15,106)	25,392
- Right-of-use assets	1,156,407	-	-	-	-	-	(394,733)	761,674
Renovation	913,075	455,773	-	-	-	-	(157,505)	1,211,343
Furniture, fittings and office equipment	1,756,587	876,814	(165,660)	-	(3,203)	-	(811,127)	1,653,411
	51,816,117	8,137,774	(4,072,688)	(991,922)	(3,336)	1,099,615	(6,068,739)	49,916,821

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	At 30.6.2022			Carrying amount RM
	Cost RM	Valuation RM	Accumulated depreciation RM	
Freehold land	2,267,355	-	-	2,267,355
Leasehold land				
- Right-of-use assets	3,164,506	-	(581,980)	2,582,526
Hotel properties, at valuation	-	34,182,679	(7,612,342)	26,570,337
Buildings				
- Owned	8,821,573	-	(2,177,934)	6,643,639
- Right-of-use assets	14,875,144	-	(7,015,092)	7,860,052
Plant and machinery				
- Owned	1,570,442	-	(1,542,150)	28,292
- Right-of-use assets	368,000	-	(55,200)	312,800
Motor vehicles				
- Owned	3,638,032	-	(3,612,640)	25,392
- Right-of-use assets	4,019,449	-	(3,257,775)	761,674
Renovation	10,770,884	-	(9,559,541)	1,211,343
Furniture, fittings and office equipment	20,782,995	-	(19,129,584)	1,653,411
	70,278,380	34,182,679	(54,544,238)	49,916,821



Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Balance as at 1.7.2020 RM	Additions RM	Impairment RM	Disposals RM	Lease modification RM	Written off RM	Depreciation charge for the financial year RM	Balance as at 30.6.2021 RM
2021								
Carrying amount								
Freehold land	3,043,806	-	-	(193,213)	-	-	-	2,850,593
Leasehold land								
- Right-of-use assets	2,655,273	-	-	-	-	-	(36,374)	2,618,899
Hotel properties, at valuation	34,785,125	-	(7,913,994)	-	-	-	(945,012)	25,926,119
Buildings								
- Owned	7,416,624	-	-	(64,516)	-	-	(203,259)	7,148,849
- Right-of-use assets	2,597,528	9,656,330	-	-	(109,884)	-	(2,759,512)	9,384,462
Plant and machinery	29,760	3,550	-	-	-	(1)	(12,682)	20,627
Motor vehicles								
- Owned	86,872	-	-	(1)	-	-	(46,372)	40,499
- Right-of-use assets	1,653,238	-	-	-	-	-	(496,831)	1,156,407
Renovation	1,342,500	410,659	-	-	-	-	(840,084)	913,075
Furniture, fittings and office equipment	2,378,491	428,350	-	(3,045)	-	(4,137)	(1,043,072)	1,756,587
	55,989,217	10,498,889	(7,913,994)	(260,775)	(109,884)	(4,138)	(6,383,198)	51,816,117

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	At 30.6.2021			Carrying amount RM
	Cost RM	Valuation RM	Accumulated depreciation RM	
Freehold land	2,850,593	-	-	2,850,593
Leasehold land				
- Right-of-use assets	3,164,506	-	(545,607)	2,618,899
Hotel properties, at valuation	-	33,083,064	(7,156,945)	25,926,119
Buildings				
- Owned	9,369,883	-	(2,221,034)	7,148,849
- Right-of-use assets	12,674,385	-	(3,289,923)	9,384,462
Plant and machinery	1,710,957	-	(1,690,330)	20,627
Motor vehicles				
- Owned	3,653,032	-	(3,612,533)	40,499
- Right-of-use assets	4,019,449	-	(2,863,042)	1,156,407
Renovation	10,315,111	-	(9,402,036)	913,075
Furniture, fittings and office equipment	20,133,420	-	(18,376,833)	1,756,587
	67,891,336	33,083,064	(49,158,283)	51,816,117

Company	Balance as at		Fair value adjustment		Depreciation charge for the financial year	Balance as at
2022	1.7.2021 RM	Additions RM	RM	Disposals RM	year RM	30.6.2022 RM
Carrying amount						
Freehold land	925,955	-	-	(60,638)	-	865,317
Leasehold land						
- Right-of-use assets	2,618,899	-	-	-	(36,373)	2,582,526
Hotel properties, at valuation	25,926,119	-	1,099,615	-	(455,397)	26,570,337
Buildings						
- Owned	2,489,782	-	-	(77,640)	(79,030)	2,333,112
- Right-of-use assets	114,348	3,919,249	-	(2,991,176)	(325,018)	717,403
Motor vehicles						
- Owned	1	-	-	-	-	1
- Right-of-use assets	638,625	-	-	-	(188,071)	450,554
Renovation	514,512	198,377	-	-	(27,139)	685,750
Furniture, fittings and office equipment	521,301	448,650	-	(165,660)	(510,713)	293,578
	33,749,542	4,566,276	1,099,615	(3,295,114)	(1,621,741)	34,498,578



Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	At 30.6.2022			
	Cost RM	Valuation RM	Accumulated depreciation RM	Carrying amount RM
Freehold land	865,317	-	-	865,317
Leasehold land				
- Right-of-use assets	3,164,506	-	(581,980)	2,582,526
Hotel properties, at valuation	-	34,182,679	(7,612,342)	26,570,337
Buildings				
- Owned	3,876,668	-	(1,543,556)	2,333,112
- Right-of-use assets	1,591,289	-	(873,886)	717,403
Plant and machinery	1,171,202	-	(1,171,202)	-
Motor vehicles				
- Owned	1,444,646	-	(1,444,645)	1
- Right-of-use assets	2,289,509	-	(1,838,955)	450,554
Renovation	8,902,477	-	(8,216,727)	685,750
Furniture, fittings and office equipment	15,738,289	-	(15,444,711)	293,578
	39,043,903	34,182,679	(38,728,004)	34,498,578

Company	Balance as at 1.7.2020 RM	Depreciation charge for the financial year					Balance as at 30.6.2021 RM
		Additions RM	Impairment RM	Disposals RM	Written off RM	RM	
2021							
Carrying amount							
Freehold land	946,168	-	-	(20,213)	-	-	925,955
Leasehold land							
- Right-of-use assets	2,655,273	-	-	-	-	(36,374)	2,618,899
Hotel properties, at valuation	34,785,125	-	(7,913,994)	-	-	(945,012)	25,926,119
Buildings							
- Owned	2,598,418	-	-	(26,816)	-	(81,820)	2,489,782
- Right-of-use assets	388,782	-	-	-	-	(274,434)	114,348
Motor vehicles							
- Owned	1	-	-	-	-	-	1
- Right-of-use assets	826,696	-	-	-	-	(188,071)	638,625
Renovation	978,094	269,906	-	-	-	(733,488)	514,512
Furniture, fittings and office equipment	1,080,708	193,813	-	-	(1,441)	(751,779)	521,301
	44,259,265	463,719	(7,913,994)	(47,029)	(1,441)	(3,010,978)	33,749,542

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	At 30.6.2021			Carrying amount RM
	Cost RM	Valuation RM	Accumulated depreciation RM	
Freehold land	925,955	-	-	925,955
Leasehold land				
- Right-of-use assets	3,164,506	-	(545,607)	2,618,899
Hotel properties, at valuation	-	33,083,064	(7,156,945)	25,926,119
Buildings				
- Owned	4,056,102	-	(1,566,320)	2,489,782
- Right-of-use assets	663,216	-	(548,868)	114,348
Plant and machinery	1,171,202	-	(1,171,202)	-
Motor vehicles				
- Owned	1,444,646	-	(1,444,645)	1
- Right-of-use assets	2,289,509	-	(1,650,884)	638,625
Renovation	8,704,100	-	(8,189,588)	514,512
Furniture, fittings and office equipment	15,471,460	-	(14,950,159)	521,301
	37,890,696	33,083,064	(37,224,218)	33,749,542

- (a) All items of property, plant and equipment are initially measured at cost. After initial recognition, property, plant and equipment, except for freehold land and hotel properties, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Hotel properties are stated at valuation, which is the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Hotel properties are revalued yearly which would be determined using fair value at the end of each reporting period. The surplus arising from such revaluations is credited to shareholders' equity as a revaluation reserve, net of deferred tax, if any, and any subsequent deficit is offset against such surplus to the extent of a previous increase for the same property. In all other cases, the deficit would be charged to profit or loss. For a revaluation increase subsequent to a revaluation deficit of the same asset, the surplus is recognised as income to the extent that it reverses the deficit previously recognised as an expense with the balance of increase credited to revaluation reserve.

- (b) Depreciation is calculated to write down the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The estimated useful lives represent common life expectancies applied in the industry within which the Group operates. The estimated useful periods and principal annual depreciation rates are as follows:

Hotel properties	50 - 87 years
Buildings	50 years
Plant and machinery	20%
Motor vehicles	20%
Renovation	15%
Furniture, fittings and office equipment	10% to 20%

Freehold land has unlimited useful life and is not depreciated.

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (c) Had the revalued assets been carried at cost less accumulated depreciation, the carrying amount would have been:

	Group and Company	
	2022	2021
	RM	RM
Hotel properties	16,592,477	16,869,018

- (d) The fair value of hotel properties (at valuation) of the Group and of the Company are categorised as follows:

Hotel properties	Level 1	Level 2	Level 3	Total
	RM	RM	RM	RM
Group and Company				
2022	-	-	26,570,337	26,570,337
2021	-	-	25,926,119	25,926,119

- (i) There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 30 June 2022 and 30 June 2021.
- (ii) During the financial year, the Level 3 fair value of hotel properties (at valuation) was determined by an independent qualified valuer using the comparison method that makes reference to recent market value of a similar property in the vicinity on a price per room basis.
- In the previous financial year, Level 3 fair value of hotel properties (at valuation) was determined by the Directors using the income method based on the fair value less cost of disposal model derived from financial budgets approved by the management covering a five- year period.
- (iii) The fair value measurements of the hotel properties (at valuation) were based on the highest and best use which did not differ from their actual use.
- (e) During the previous financial year, the Group and the Company assessed whether there were any indications of impairment of property, plant and equipment. In doing this, management considered the current environment, taking into consideration the impact of COVID-19 pandemic and performance of Cash Generating Units ("CGUs"). Management considered certain loss making CGUs and identified the hotel properties as having impairment indicators arising from the COVID-19 Movement Control Order in the previous financial year.

The recoverable amount of the hotel properties was determined based on the fair value less cost of disposal model using cash flow projections derived from financial budgets approved by management.

Management had made estimates about future results and key assumptions applied to cash flow projections of the hotel properties. These key assumptions were applied to cash flow projections of the hotel properties and include occupancy rate, disposal value as well as determining an appropriate pre-tax discount rate.

Management had determined that the recoverable amount of hotel properties was lower than its carrying amounts. Accordingly, impairment loss on hotel properties of the Group and the Company amounting to RM7,913,994 had been recognised in the previous financial year.

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (f) Description of valuation techniques used and key inputs to valuation on hotel properties measured at Level 3:

Property category	Valuation technique	Significant unobservable input	Range	Inter-relationship
30 June 2022				
Hotel properties	Comparison method	Estimated market values per room	RM 259,259 to RM471,292	Higher estimated market values per room, higher fair value
		Pre-tax discount rate	5.18%	Higher range of input, lower fair value
30 June 2021				
Hotel properties	Income based method	Disposal value	RM39,680,000	Higher estimated disposal values, higher fair value
		Occupancy rate	30% -85%	Higher estimated occupancy rate, higher fair value
		Pre- tax discount rate	5.18%	Higher range of input, Lower fair value

- (g) The following table shows a reconciliation of Level 3 fair values fair values:

	Group and Company	
	2022	2021
	RM	RM
At 1 July	25,926,119	34,785,125
Depreciation	(455,397)	(945,012)
Changes in fair value		
- other comprehensive income	-	(6,788,088)
- profit or loss	1,099,615	(1,125,906)
At 30 June	26,570,337	25,926,119

- (h) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	87 years
Buildings	1.5 to 10 years
Motor vehicles	5 years

Notes to the Financial Statements

30 June 2022 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (i) During the financial year, the Group and the Company made the following cash payments to purchase property, plant and equipment:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Purchase of property, plant and equipment	8,137,774	10,498,889	4,566,276	463,719
Financed by hire purchase and lease arrangements	(6,707,878)	(9,656,330)	(3,919,249)	-
Cash payments on purchase of property, plant and equipment	1,429,896	842,559	647,027	463,719

- (j) The carrying amount of property, plant and equipment that were charged to financial institutions as securities for bank borrowings granted to the Group and the Company as disclosed in Note 15 to the financial statements are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Carrying amounts				
Freehold land	865,317	925,955	865,317	925,955
Buildings	5,893,860	6,124,230	2,078,257	2,229,135
Hotel properties including leasehold land	29,152,863	28,545,018	29,152,863	28,545,018
	35,912,040	35,595,203	32,096,437	31,700,108

6. INVESTMENT PROPERTIES

- (a) The details of the investment properties are as follows:

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
At beginning of financial year		57,218,190	54,646,914	5,604,276	7,300,000
Fair value adjustments		3,242,863	3,848,276	242,863	(1,695,724)
Disposals		(4,295,200)	(1,277,000)	-	-
At end of financial year		56,165,853	57,218,190	5,847,139	5,604,276
Investment properties pledged as security for borrowings	15	6,628,852	36,933,190	5,847,139	5,604,276

Notes to the Financial Statements

30 June 2022 (cont'd)

6. INVESTMENT PROPERTIES (continued)

- (b) The investment properties consist of freehold land, leasehold land and buildings which earn rental income from current leases.
- (c) Investment properties are initially measured at costs, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value which reflects market conditions at the end of the reporting period and changes in fair value are included in profit or loss.
- (d) The fair value of investment properties of the Group and of the Company are categorised as follows:

Land and buildings	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group				
2022	-	-	56,165,853	56,165,853
2021	-	-	57,218,190	57,218,190
Company				
2022	-	-	5,847,139	5,847,139
2021	-	-	5,604,276	5,604,276

- (i) There were no transfers between Level 1, Level 2, and Level 3 fair value measurements during the financial year ended 30 June 2022 and 30 June 2021.
- (ii) Investment properties at Level 3 fair value measurements are based on the comparison method which refers to recent market transactions of similar properties within the vicinities and the income method that makes reference to rental income expected to be generated from the investment properties.
- In the previous financial year, the Level 3 fair value of hotel properties was determined by the Directors using the income method based on the fair value less cost of disposal model derived from financial budgets approved by the management covering a five-year period.
- (iii) The fair value measurement of the investment properties are based on the highest and best use which does not differ from its actual use.
- (e) Description of valuation techniques used and key inputs to valuation on investment properties measured at Level 3:

Property category	Valuation technique	Significant unobservable input	Range	Inter-relationship
30 June 2022				
Hotel properties	Comparison method	Estimated market values per room	RM 259,259 to RM471,292	Higher estimated of market values per room, higher fair value

Notes to the Financial Statements

30 June 2022 (cont'd)

6. INVESTMENT PROPERTIES (continued)

- (e) Description of valuation techniques used and key inputs to valuation on investment properties measured at Level 3: (continued)

Property category	Valuation technique	Significant unobservable input	Range	Inter-relationship
30 June 2022 (continued)				
Commercial (shoplots)	Comparison method	Estimated market values per square feet	RM16.30 to RM241.29	Higher estimated of market values per square feet, higher fair value
Shopping malls	Income based method	Estimated rental value per square feet per month	RM1.10 to RM12.46	Higher estimated rental, higher fair value
		Discount rate Commercial yield	10.0% 7.0%	Higher range of input, lower fair value
Commercial and residential (shophouse and semi detached house)	Comparison method	Estimated market values per square feet	RM175.63 to RM350.88	Higher estimated of market values per square feet, higher fair value
30 June 2021				
Hotel properties	Income based method	Disposal value	RM39,680,000	Higher estimated disposal values, higher fair value
		Occupancy rate	30% -85%	Higher estimated occupancy rate, higher fair value
		Pre-tax discount rate	5.18%	Higher range of input, lower fair value
Commercial (shoplots)	Comparison method	Estimated market values per square feet	RM16.30 to RM241.29	Higher estimated of market values per square feet, higher fair value
Shopping malls	Income based method	Estimated rental value per square feet per month	RM1.03 to RM12.46	Higher estimated rental, higher fair value
		Discount rate Commercial yield	10.0% 7.0%	Higher range of input, lower fair value
Commercial and residential (shophouse and semi detached house)	Comparison method	Estimated market values per square feet	RM166.96 to RM357.14	Higher estimated of market values per square feet, higher fair value

Notes to the Financial Statements

30 June 2022 (cont'd)

6. INVESTMENT PROPERTIES (continued)

- (f) The leasehold land and buildings have remaining lease periods of 81 years and 71 years (2021: 82 years and 72 years) respectively.
- (g) Income and direct operating expenses arising from investment properties generating rental income during the financial year are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Rental income	2,778,343	2,750,509	-	-
Repair and maintenance	(2,610,307)	(1,794,308)	-	-
Quit rent and assessment	(405,182)	(365,865)	(30,174)	(24,290)

7. INVENTORIES

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
Non-current					
Land held for property development	7(a)	353,409,981	367,414,930	26,298,641	31,668,285
Current					
Property development cost	7(b)	483,426,763	504,757,213	60,592,047	75,241,682
Inventories held for sale	7(c)	57,399,062	76,266,842	44,550,147	51,298,356
		540,825,825	581,024,055	105,142,194	126,540,038

(a) Land held for property development

Group 2022	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At beginning of financial year		109,341,928	169,746,109	88,326,893	367,414,930
Additions		742,957	-	5,813,507	6,556,464
Transfer to property development costs	7(b)	(3,839,678)	-	(4,401,186)	(8,240,864)
Transfer from property development costs	7(b)	150,230	-	313,993	464,223
Cost recognised in profit or loss during the financial year	19	(4,686,466)	(5,708,072)	(2,390,234)	(12,784,772)
At end of financial year		101,708,971	164,038,037	87,662,973	353,409,981



Notes to the Financial Statements

30 June 2022 (cont'd)

7. INVENTORIES (continued)

(a) Land held for property development (continued)

Group 2021	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At beginning of financial year					
Additions		110,806,457	169,746,109	86,080,394	366,632,960
Transfer to property development costs	7(b)	42,508	-	6,388,827	6,431,335
Cost recognised in profit or loss during the financial year	19	(1,319,644)	-	(3,656,199)	(4,975,843)
At end of financial year		(187,393)	-	(486,129)	(673,522)
		109,341,928	169,746,109	88,326,893	367,414,930
Company 2022					
At cost					
At beginning of financial year		19,777,224	-	11,891,061	31,668,285
Additions		-	-	14,655	14,655
Cost recognised in profit or loss during the financial year	19	(4,536,236)	-	(848,063)	(5,384,299)
At end of financial year		15,240,988	-	11,057,653	26,298,641
2021					
At beginning of financial year		19,964,617	-	12,372,471	32,337,088
Additions		-	-	4,719	4,719
Cost recognised in profit or loss during the financial year	19	(187,393)	-	(486,129)	(673,522)
At end of financial year		19,777,224	-	11,891,061	31,668,285
		Group		Company	
		2022 RM	2021 RM	2022 RM	2021 RM
Carrying amount of land held for property development pledged as security for borrowings	15	227,403,365	237,414,047	-	462,932



Notes to the Financial Statements

30 June 2022 (cont'd)

7. INVENTORIES (continued)

(a) Land held for property development (continued)

- (i) Land held for property development for which no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle, is classified as non-current. The carrying amount of such land classified as inventory under non-current assets is carried at the lower of cost and net realisable value.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, conversion fees and other relevant levies.

Land held for property development is transferred to property development costs under current assets when development activities have commenced and are expected to be completed within the normal operating cycle.

- (ii) Borrowing costs capitalised during the financial year for land held for property development of the Group amounted to RM1,637,604 (2021: RM1,970,164) at interest rates ranging from 3.8% to 5.4% (2021: 3.8% to 5.4%) per annum.
- (iii) Right-of-use assets that meet the definition of land held for property development in accordance with MFRS 102 Inventories is presented in the statements of financial position as inventories.

(b) Property development costs

Group 2022	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Accumulated cost charged to profit or loss RM	Total RM
At cost						
At beginning of financial year		53,331,599	122,032,578	754,964,738	(425,571,702)	504,757,213
Cost incurred during the financial year		-	-	54,387,421	-	54,387,421
Transfer from land held for property development	7(a)	3,839,678	-	4,401,186	-	8,240,864
Transfer to land held for property development	7(a)	(150,230)	-	(313,993)	-	(464,223)
Transfer to completed development properties		(397,319)	-	(4,564,014)	-	(4,961,333)
Reversal of prior year accruals		-	-	(961,461)	-	(961,461)
Reversal of completed projects		(3,959,727)		(54,495,276)	58,455,003	-
Cost recognised in profit or loss during the financial year	19	-	-	-	(77,571,718)	(77,571,718)
At end of financial year		52,664,001	122,032,578	753,418,601	(444,688,417)	483,426,763

Notes to the Financial Statements

30 June 2022 (cont'd)

7. INVENTORIES (continued)

(b) Property development costs (continued)

Group 2021	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Accumulated cost charged to profit or loss RM	Total RM
At cost						
At beginning of financial year		52,042,899	122,032,578	688,720,454	(348,046,233)	514,749,698
Cost incurred during the financial year		-	-	64,989,821	-	64,989,821
Transfer from land held for property development	7(a)	1,319,644	-	3,656,199	-	4,975,843
Transfer to completed development properties		(19,316)	-	(1,480,535)	-	(1,499,851)
Reversal of completed projects		(11,628)	-	(921,201)	932,829	-
Cost recognised in profit or loss during the financial year	19	-	-	-	(78,458,298)	(78,458,298)
At end of financial year		53,331,599	122,032,578	754,964,738	(425,571,702)	504,757,213

Company 2022	Note	Freehold land RM	Development costs RM	Accumulated cost charged to profit or loss RM	Total RM
At cost					
At beginning of financial year		33,830,206	71,941,533	(30,530,057)	75,241,682
Cost incurred during the financial year		-	43,604	-	43,604
Transfer to completed development properties		(275,821)	(3,437,219)	-	(3,713,040)
Reversal of completed projects		(886,941)	(11,052,879)	11,939,820	-
Reversal of prior year accruals		-	(961,461)	-	(961,461)
Cost recognised in profit or loss during the financial year	19	-	-	(10,018,738)	(10,018,738)
At end of financial year		32,667,444	56,533,578	(28,608,975)	60,592,047

Notes to the Financial Statements

30 June 2022 (cont'd)

7. INVENTORIES (continued)

(b) Property development costs (continued)

Company		Freehold land RM	Development costs RM	Accumulated cost charged to profit or loss RM	Total RM
2021	Note				
At cost					
At beginning of financial year		33,861,150	66,941,684	(19,960,100)	80,842,734
Cost incurred during the financial year		-	7,401,585	-	7,401,585
Transfer to completed development properties		(19,316)	(1,480,535)	-	(1,499,851)
Reversal of completed projects		(11,628)	(921,201)	932,829	-
Cost recognised in profit or loss during the financial year	19	-	-	(11,502,786)	(11,502,786)
At end of financial year		33,830,206	71,941,533	(30,530,057)	75,241,682

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
At cost					
Carrying amount of property development costs pledged as security for borrowings	15	161,216,720	164,912,731	31,276,757	33,606,317

- (i) The portion of property development costs where significant development work has been undertaken and which is expected to be completed within the normal operating cycle is considered as a current asset. Property development costs are stated at the lower of costs and net realisable value.

The cost of land, related development costs common to whole projects and direct building costs less cumulative amounts recognised as expense in the profit or loss for property under development are carried in the statements of financial position as property development costs. The property development cost is subsequently recognised as an expense in profit or loss as and when the control of the inventory is transferred to the customer.

Property development cost of unsold unit is transferred to completed development unit once the development is completed.

- (ii) Right-of-use assets that meet the definition of property development costs in accordance with MFRS 102 Inventories is presented in the statements of financial position as inventories.

Notes to the Financial Statements

30 June 2022 (cont'd)

7. INVENTORIES (continued)

(c) Inventories held for sale

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
At cost					
Completed development properties		55,264,606	75,893,225	43,400,147	51,248,356
Consumable stocks		584,458	323,617	-	-
At net realisable value					
Completed development properties		1,549,998	50,000	1,150,000	50,000
		57,399,062	76,266,842	44,550,147	51,298,356
Inventories held for sale pledged as security for borrowings	15	13,243,014	22,956,999	10,918,008	15,456,270

- (i) Inventories held for sale are stated at the lower of cost and net realisable value. Costs of completed development properties comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects and direct building costs. Costs of consumable stocks are determined on a first-in, first-out basis.
- (ii) During the financial year, the completed development properties of the Group and of the Company recognised as cost of sales amounted to RM24,089,953 (2021: RM25,536,336) and RM10,461,248 (2021: RM9,316,831) respectively.
- (iii) During current financial year, write down of inventories of RM335,427 and RM267,560 of the Group and of the Company was made due to decline in net realisable values of completed properties.

8. INVESTMENTS IN SUBSIDIARIES

	Company	
	2022 RM	2021 RM
Unquoted shares, at cost	87,000,007	86,300,007
Equity loans	215,400,000	174,000,000
	302,400,007	260,300,007
Less: Impairment losses	(1,479,221)	(1,064,297)
	300,920,786	259,235,710

Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any. Non-controlling interests are measured at their proportionate share of the net assets of subsidiaries, unless another measurement basis is required by MFRSs.
- (b) The advances to subsidiaries are deemed by the Company as a capital contribution as it is considered as a long term investment which are unsecured, interest free and settlement is neither planned nor likely to occur in the foreseeable future.
- (c) Details of subsidiaries, which are all incorporated in Malaysia, are as follows:

Name of company	Interest in equity held by				Principal activities
	Company 2022 %	Company 2021 %	Subsidiaries 2022 %	Subsidiaries 2021 %	
Subsidiaries					
BCB Concrete Sdn. Bhd.	100	100	-	-	Manufacturing of concrete products
BCB Construction Sdn. Bhd.	100	100	-	-	Provision of project construction services and property investment
BCB Food & Beverage Sdn. Bhd.	100	100	-	-	Investment holding
BCB Land Sdn. Bhd.	100	100	-	-	Property development
BCB Management Sdn. Bhd.	100	100	-	-	Provision of project management services
BCB Resources Sdn. Bhd.	100	100	-	-	Property development
BCB Road Builder Sdn. Bhd.	100	100	-	-	Provision of road construction services
BCB Trading Sdn. Bhd.	100	100	-	-	Trading of building materials
Golden Power Construction Sdn. Bhd.	100	100	-	-	Provision of project landscaping and maintenance services
P City Hotel Management Sdn. Bhd. (formerly known as tenants engagement, ("f.k.a") P City Wellness Centre Sdn. Bhd.)	100	100	-	-	Managing rental business, tenants engagement, property management, leasing and hotel management
Johbase Development Sdn. Bhd.	100	100	-	-	Property development and letting of properties
Global Earnest Sdn. Bhd.	86.6	86.6	-	-	Property development and letting of properties
BCB Medini Development Sdn. Bhd.	80	75	-	-	Property development
BCB Development Sdn. Bhd.	70	70	-	-	Property development and letting of properties
BCB Heights Sdn. Bhd.	60	60	-	-	Property development

Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

(c) Details of subsidiaries, which are all incorporated in Malaysia, are as follows: (continued)

Name of company	Interest in equity held by				Principal activities
	Company 2022 %	Company 2021 %	Subsidiaries 2022 %	Subsidiaries 2021 %	
Subsidiary of BCB Development Sdn. Bhd.					
Total Builder Generation Sdn. Bhd.	-	-	100	100	Engaged in the business of general construction
Subsidiary of BCB Food & Beverage Sdn. Bhd.					
BCB Ventures Sdn. Bhd.	-	-	80	80	Restaurant operator
Subsidiary of BCB Heights Sdn. Bhd.					
BCB Elysia Sdn. Bhd.	-	-	100	100	Letting of properties

All subsidiaries are audited by BDO PLT.

(d) Impairment for equity loans is recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model as disclosed in Note 10(i) to the financial statements. The reconciliation of movements in the impairment losses of equity loans is as follows:

Company 2022	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Lifetime ECL credit impaired RM	Total RM
At beginning of financial year	348,649	715,648	-	1,064,297
Charge for the financial year	414,924	-	-	414,924
Transfer to 12-month ECL	715,648	(715,648)	-	-
At end of financial year	1,479,221	-	-	1,479,221
Company 2021				
At beginning of financial year	-	-	-	-
Charge for the financial year	348,649	715,648	-	1,064,297
At end of financial year	348,649	715,648	-	1,064,297

Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (e) On 30 September 2021, the Company had acquired 700,000 ordinary shares in BCB Medini Development Sdn. Bhd., a subsidiary of the Company, from a non-controlling interest for cash consideration of RM700,000.
- (f) In the previous financial year, the Company had subscribed for additional 4,000,000 newly issued ordinary shares in BCB Construction Sdn. Bhd., a wholly-owned subsidiary of the Company, for a cash consideration RM4,000,000.
- (g) In the previous financial year, the Company incorporated a 100% owned subsidiary, P City Hotel Management Sdn. Bhd. (f.k.a P City Wellness Centre Sdn. Bhd.), a private limited company with paid-up capital of RM1 represented by one (1) ordinary share.

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Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

(h) The subsidiaries of the Group that have non-controlling interests ("NCI") are as follows:

2022	BCB Development Sdn. Bhd.	BCB Elysia Sdn. Bhd.	BCB Heights Sdn. Bhd.	BCB Medini Development Sdn. Bhd.	BCB Ventures Sdn. Bhd.	Global Earnest Sdn. Bhd.	Total Builder Generation Sdn. Bhd.	Total
NCI percentage of ownership and voting interest	30.00%	40.00%	40.00%	20.00%	20.00%	13.40%	30.00%	
Carrying amount of NCI (RM)	24,002,311	(4,326,501)	(605,685)	2,713,435	(7,588)	8,791,391	1,985,686	32,553,049
Profit/(Loss) allocated to NCI (RM)	5,667,498	(2,352,318)	(5,325,828)	(212,459)	(920)	442,893	(272,853)	(2,053,987)
Total comprehensive income/ (loss) allocated to NCI (RM)	5,667,498	(2,352,318)	(5,325,828)	(212,459)	(920)	442,893	(272,853)	(2,053,987)
2021								
NCI percentage of ownership and voting interest	30.00%	40.00%	40.00%	25.00%	20.00%	13.40%	30.00%	
Carrying amount of NCI (RM)	18,334,813	(1,974,184)	4,720,143	3,657,368	(6,667)	9,152,499	2,258,540	36,142,512
Profit/(Loss) allocated to NCI (RM)	4,675,767	(1,655,349)	(5,455,697)	(695,984)	(1,464)	486,151	387,092	(2,259,484)
Total comprehensive income/(loss) allocated to NCI (RM)	4,675,767	(1,655,349)	(5,455,697)	(695,984)	(1,464)	486,151	387,092	(2,259,484)

Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (i) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of each reporting period are as follows:

2022	BCB Development Sdn. Bhd. RM	BCB Elysia Sdn. Bhd. RM	BCB Heights Sdn. Bhd. RM	BCB Medini Development Sdn. Bhd. RM	BCB Ventures Sdn. Bhd. RM	Global Earnest Sdn. Bhd. RM	Total Builder Generation Sdn. Bhd. RM
Assets and liabilities							
Non-current assets	71,231,279	9,899,363	76,845,244	66,297,965	-	46,134,589	1,108,672
Current assets	124,882,762	107,165	309,581,729	38,184,002	-	28,752,896	16,988,534
Non-current liabilities	(9,436,023)	(4,493,714)	(25,636,469)	(24,687,211)	-	(873,100)	(184,596)
Current liabilities	(64,130,919)	(16,329,068)	(266,804,717)	(21,831,688)	(37,940)	(8,406,986)	(11,293,655)
Net assets/(liabilities)	122,547,099	(10,816,254)	93,985,787	57,963,068	(37,940)	65,607,399	6,618,955
Results							
Revenue	84,760,630	1,530,716	7,363,335	1,480,000	-	9,065,072	20,197,051
Profit/(Loss) for the financial year	18,891,660	(5,880,794)	(13,314,570)	(1,062,295)	(4,604)	3,305,171	(909,510)
Total comprehensive income/(loss)	18,891,660	(5,880,794)	(13,314,570)	(1,062,295)	(4,604)	3,305,171	(909,510)
Cash flows from/(used in)							
- operating activities	34,712,038	3,047,218	(15,785,840)	(946,501)	(6,796)	3,422,959	4,135,706
- investing activities	1,062,647	2,607,520	106,543,809	1,733,454	-	2,714,668	(3,534,990)
- financing activities	(30,038,770)	(5,670,350)	(92,070,146)	(803,647)	6,796	(6,005,915)	(112,849)
Net increase/(decrease) in cash and cash equivalents	5,735,915	(15,612)	(1,312,177)	(16,694)	-	131,712	487,867

Notes to the Financial Statements

30 June 2022 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (i) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of each reporting period are as follows: (continued)

2021	BCB Development Sdn. Bhd. RM	BCB Elysia Sdn. Bhd. RM	BCB Heights Sdn. Bhd. RM	BCB Medini Development Sdn. Bhd. RM	BCB Ventures Sdn. Bhd. RM	Global Earnest Sdn. Bhd. RM	Total Builder Generation Sdn. Bhd. RM
Assets and liabilities							
Non-current assets	76,161,525	11,607,014	76,980,572	66,593,134	-	43,105,056	729,296
Current assets	143,742,891	119,441	321,922,905	37,859,931	-	35,972,890	16,350,061
Non-current liabilities	(25,595,159)	(7,105,412)	(93,697,525)	(21,351,160)	-	-	(65,267)
Current liabilities	(100,153,818)	(9,556,503)	(219,405,595)	(26,476,542)	(33,336)	(10,775,718)	(9,485,625)
Net assets/(liabilities)	94,155,439	(4,935,460)	85,800,357	56,625,363	(33,336)	68,302,228	7,528,465
Results							
Revenue	65,504,364	866,888	7,592,167	-	-	6,099,910	24,675,295
Profit/(Loss) for the financial year	15,585,889	(4,138,373)	(13,639,243)	(2,783,935)	(7,322)	3,627,996	1,290,307
Total comprehensive income/(loss)	15,585,889	(4,138,373)	(13,639,243)	(2,783,935)	(7,322)	3,627,996	1,290,307
Cash flows from/(used in)							
- operating activities	20,650,364	2,006,211	(15,093,753)	(3,853,347)	(4,680)	2,313,891	3,946,123
- investing activities	2,295,369	1,718,293	46,645,243	4,298,618	-	(3,377,622)	(3,751,979)
- financing activities	(22,450,813)	(3,746,199)	(31,567,200)	(945,951)	4,680	(5,097)	(47,211)
Net increase/(decrease) in cash and cash equivalents	494,920	(21,695)	(15,710)	(500,680)	-	(1,068,828)	146,933

Notes to the Financial Statements

30 June 2022 (cont'd)

9. DEFERRED TAX

(a) The deferred tax assets and liabilities are made up of the following:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Balance as at 1 July	3,546,360	4,668,569	3,066,868	2,537,619
Recognised in profit or loss (Note 23)	3,432,080	(1,122,209)	1,864,333	529,249
Balance as at 30 June	6,978,440	3,546,360	4,931,201	3,066,868
Presented after appropriate offsetting:				
Deferred tax assets	11,262,586	6,749,761	8,475,320	6,570,396
Offset against deferred tax liabilities	(3,411,046)	(3,203,401)	(3,544,119)	(3,503,528)
Net deferred tax assets	7,851,540	3,546,360	4,931,201	3,066,868
Deferred tax liabilities	(4,284,146)	(3,203,401)	(3,544,119)	(3,503,528)
Offset against deferred tax assets	3,411,046	3,203,401	3,544,119	3,503,528
Net deferred tax liabilities	(873,100)	-	-	-

(b) The components of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

Deferred tax assets

Group	Unutilised tax losses RM	Unabsorbed capital allowances RM	Other deductible temporary differences RM	Total RM
At 1 July 2021	-	3,897,820	2,851,941	6,749,761
Recognised in profit or loss	-	992,500	3,520,325	4,512,825
At 30 June 2022	-	4,890,320	6,372,266	11,262,586
At 1 July 2020	1,712,341	3,669,907	2,709,643	8,091,891
Recognised in profit or loss	(1,712,341)	227,913	142,298	(1,342,130)
At 30 June 2021	-	3,897,820	2,851,941	6,749,761



Notes to the Financial Statements

30 June 2022 (cont'd)

9. DEFERRED TAX (continued)

- (b) The components of deferred tax assets and liabilities during the financial year prior to offsetting are as follows: (continued)

Deferred tax assets (continued)

Company	Unutilised tax losses RM	Unabsorbed capital allowances RM	Other deductible temporary differences RM	Total RM
At 1 July 2021	-	3,897,820	2,672,576	6,570,396
Recognised in profit or loss	-	992,500	912,424	1,904,924
At 30 June 2022	-	4,890,320	3,585,000	8,475,320
At 1 July 2020	1,712,341	3,669,907	876,582	6,258,830
Recognised in profit or loss	(1,712,341)	227,913	1,795,994	311,566
At 30 June 2021	-	3,897,820	2,672,576	6,570,396

Deferred tax liabilities

	Group		Company	
	Property, plant and equipment RM	Other taxable temporary differences RM	Total RM	Property, plant and equipment RM
At 1 July 2021	(3,203,401)	-	(3,203,401)	(3,503,528)
Recognised in profit or loss	(98,533)	(982,212)	(1,080,745)	(40,591)
At 30 June 2022	(3,301,934)	(982,212)	(4,284,146)	(3,544,119)
At 1 July 2020	(3,406,450)	(16,872)	(3,423,322)	(3,721,211)
Recognised in profit or loss	203,049	16,872	219,921	217,683
At 30 June 2021	(3,203,401)	-	(3,203,401)	(3,503,528)

Deferred tax assets are recognised for unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that future taxable profits would be available against which the unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences could be utilised. Management judgement is required to determine the amount of deferred tax assets that could be recognised, based on the likely timing and extent of future taxable profits together with future tax planning strategies.



Notes to the Financial Statements

30 June 2022 (cont'd)

9. DEFERRED TAX (continued)

- (c) The amounts of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group	
	2022 RM	2021 RM
Unutilised tax losses		
- Expires by 30 June 2028	18,537,052	18,716,329
- Expires by 30 June 2029	10,698,942	11,102,284
- Expires by 30 June 2030	4,150,210	4,150,210
- Expires by 30 June 2031	13,652,976	13,652,976
- Expires by 30 June 2032	13,614,096	-
Unabsorbed capital allowances	299,310	203,564
Other deductible temporary differences	6,678,573	(38,976)
	67,631,159	47,786,387

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not probable that future taxable profits of certain subsidiaries would be available against which the deductible temporary differences could be utilised. The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of the tax authority.

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Non-current				
Other receivables				
Finance lease receivables	917,500	-	917,500	-
Amount due from a subsidiary	-	-	76,825,260	-
	917,500	-	77,742,760	-
Less : Impairment losses				
- amount due from a subsidiary	-	-	(508,645)	-
- finance lease receivables	(65,465)	-	(65,465)	-
Total non-current receivables	852,035	-	77,168,650	-



Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Current				
Trade receivables				
Third parties	98,172,165	102,991,665	11,787,472	9,171,525
Related parties	6,997,151	8,935,927	-	-
Amount due from ultimate holding company	-	415,729	-	-
	105,169,316	112,343,321	11,787,472	9,171,525
Less: Impairment losses	(11,812,007)	(9,551,995)	(1,966,645)	(1,590,994)
Total current trade receivables	93,357,309	102,791,326	9,820,827	7,580,531
Other receivables				
Third parties	5,856,284	7,452,260	1,693,306	1,576,235
Finance lease receivables	459,803	-	459,803	-
Deposits	5,853,994	6,630,892	1,488,923	1,704,048
Amounts due from subsidiaries	-	-	11,629,979	9,718,458
	12,170,081	14,083,152	15,272,011	12,998,741
Less: Impairment losses on:				
- third parties	(2,297,983)	(2,221,845)	(1,259,012)	(1,259,012)
- amounts due from subsidiaries	-	-	(356,395)	(770,031)
- finance lease receivables	(32,808)	-	(32,808)	-
Total current other receivables	9,839,290	11,861,307	13,623,796	10,969,698
Total current receivables	103,196,599	114,652,633	23,444,623	18,550,229
Prepayments	1,117,693	813,873	213,090	226,074
Total current trade and other receivables	104,314,292	115,466,506	23,657,713	18,776,303
Total trade and other receivables	105,166,327	115,466,506	100,826,363	18,776,303

(a) Total receivables are classified as financial assets measured at amortised costs.

(b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group and the Company range from 14 to 90 days (2021: 14 to 90 days). They are recognised at their original invoiced amounts, which represent their fair value on initial recognition.

(c) Non-current non-trade balance due from a subsidiary represents advances, which is unsecured and not expected to be repayable within the next twelve (12) months in cash and cash equivalents. The amount bears interest at rates of 3.25% to 6.52% per annum.

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

- (d) Current non-trade balances due from subsidiaries represent advances and payments on behalf, which are unsecured and repayable within next twelve (12) months in cash and cash equivalents. The amounts are interest free except for an amount of RM2,971,260 (2021: RM2,025,018), which bear interest at rates of 3.25% to 6.52% (2021: 6.52%) per annum.
- (e) Non-current finance lease receivables of the Group and the Company are unsecured, bear interest at rates ranging from 6.42% to 7.79% per annum and not expected to be repayable within the next twelve (12) months in cash and cash equivalents. The sensitivity analysis of the effect of the changes in interest rate is not presented as fixed rate instruments are not affected by change in interest rates.
- (f) Included in trade receivables of the Group are retention sums for contract works. The retention sums are unsecured, interest free and are expected to be collected as follows:

	Group	
	2022	2021
	RM	RM
Repayable as follows:		
Within one (1) year	6,449,148	416,750
More than one (1) year	2,136,235	925,594
	8,585,383	1,342,344

- (g) The repayment terms of finance lease receivables are as follows :

	Group and Company	
	2022	2021
	RM	RM
Finance lease receivables:		
Within 1 year	545,100	-
1 to 5 years	994,511	-
More than 5 years	-	-
	1,539,611	-
Less: Unearned interest	(162,308)	-
	1,377,303	-
Representing finance lease receivables:		
Within 1 year	459,803	-
1 to 5 years	917,500	-
More than 5 years	-	-
	1,377,303	-



Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(h) The reconciliation of movements in the carrying amounts of finance lease receivables are as follows:

	Group and Company	
	2022	2021
	RM	RM
Finance lease receivables:		
At beginning of financial year	-	-
Additions	1,840,177	-
Interest income	126,076	-
Lease payments received	(588,950)	-
Impairment	(98,273)	-
At end of financial year	1,279,030	-

(i) Impairment for trade receivables and contract assets that do not contain a significant financing component are recognised based on the simplified approach within MFRS 9 using the lifetime expected credit losses ("ECL").

The Group and the Company consider credit loss experience and observable data such as current changes and future forecasts in economic conditions based on the common credit risk characteristics – type of financing method, to estimate the amount of expected impairment loss. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. The Group and the Company have identified the Malaysian House Price Index, Construction Index, Gross Domestic Product, unemployment rate, lending interest rate, inflation rate and labour force participate rate as the key macroeconomic factors of the forward-looking information. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised within the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

Impairment for quasi-equity loans, other receivables and amount due from subsidiaries are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. The Group defined significant increase in credit risk based on operating performance of the receivables, changes to contractual terms, payment delays and past due information. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Significant judgement is required in determining the probability of default by trade and other receivables, appropriate forward-looking information, estimated loss given default in worst-case scenarios and significant increase in credit risk, including the effects of COVID-19 pandemic.

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

The reconciliation of movements in the impairment losses of trade receivables is as follows:

Group	ECL allowance RM	Fully credit impaired RM	Total RM
2022			
At beginning of financial year	5,773,376	3,778,619	9,551,995
Charge for the financial year	2,690,484	34,092	2,724,576
Reversal during the financial year	(464,564)	-	(464,564)
At end of financial year	7,999,296	3,812,711	11,812,007
2021			
At beginning of financial year	4,984,565	3,680,979	8,665,544
Charge for the financial year	943,435	171,329	1,114,764
Reversal during the financial year	(154,624)	(73,689)	(228,313)
At end of financial year	5,773,376	3,778,619	9,551,995
Company	ECL allowance RM	Fully credit impaired RM	Total RM
2022			
At beginning of financial year	311,190	1,279,804	1,590,994
Charge for the financial year	599,862	-	599,862
Reversal during the financial year	(224,211)	-	(224,211)
At end of financial year	686,841	1,279,804	1,966,645
2021			
At beginning of financial year	126,275	1,237,938	1,364,213
Charge for the financial year	185,832	115,555	301,387
Reversal during the financial year	(917)	(73,689)	(74,606)
At end of financial year	311,190	1,279,804	1,590,994

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

The reconciliation of movements in the impairment losses of other receivables is as follows:

Group	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Lifetime ECL credit impaired RM	Total RM
2022				
At beginning of financial year	135,667	49,664	2,036,514	2,221,845
Charge for the financial year	189,300	-	31	189,331
Reversal during the financial year	-	-	(14,920)	(14,920)
Transfer to 12-month ECL	49,664	(49,664)	-	-
At end of financial year	374,631	-	2,021,625	2,396,256
2021				
At beginning of financial year	47,709	49,664	2,921,893	3,019,266
Charge for the financial year	87,958	-	15,988	103,946
Reversal during the financial year	-	-	(6,274)	(6,274)
Written off during the financial year	-	-	(895,093)	(895,093)
At end of financial year	135,667	49,664	2,036,514	2,221,845
Company	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Lifetime ECL credit impaired RM	Total RM
2022				
At beginning of financial year	19,474	-	1,239,538	1,259,012
Charge for the financial year	98,273	-	-	98,273
At end of financial year	117,747	-	1,239,538	1,357,285
2021				
At beginning of financial year	-	-	1,245,812	1,245,812
Charge for the financial year	19,474	-	-	19,474
Reversal during the financial year	-	-	(6,274)	(6,274)
At end of financial year	19,474	-	1,239,538	1,259,012

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

The reconciliation of movements in the impairment losses of amounts due from subsidiaries is as follows:

Company	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Lifetime ECL credit impaired RM	Total RM
2022				
At beginning of financial year	243,589	-	526,442	770,031
Charge for the financial year	844,750	-	-	844,750
Reversal during the financial year	(230,290)	-	(519,451)	(749,741)
Transfer to lifetime ECL not credit impaired	(8,503)	8,503	-	-
At end of financial year	849,546	8,503	6,991	865,040
2021				
At beginning of financial year	56,822	-	299,774	356,596
Charge for the financial year	186,767	-	226,668	413,435
At end of financial year	243,589	-	526,442	770,031

Fully credit impaired refers to individually determined debtors who are in significant financial difficulties and have defaulted on payments to be impaired as at the end of the reporting period.

(j) Lifetime expected loss provision for trade receivables of the Group and of the Company are as follows:

Group	Gross RM	Impaired RM	Total RM
2022			
Current	15,514,682	(1,699,744)	13,814,938
1 to 30 days past due	7,599,553	(633,788)	6,965,765
31 to 60 days past due	5,002,389	(415,428)	4,586,961
61 to 120 days past due	1,260,107	-	1,260,107
More than 120 days past due	75,792,585	(9,063,047)	66,729,538
	89,654,634	(10,112,263)	79,542,371
	105,169,316	(11,812,007)	93,357,309

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

- (j) Lifetime expected loss provision for trade receivables of the Group and of the Company are as follows:
(continued)

Group	Gross RM	Impaired RM	Total RM
2021			
Current	13,780,742	(221,777)	13,558,965
1 to 30 days past due	3,907,901	(72,365)	3,835,536
31 to 60 days past due	3,354,512	(135,097)	3,219,415
61 to 120 days past due	2,522,261	(114,391)	2,407,870
More than 120 days past due	88,777,905	(9,008,365)	79,769,540
	98,562,579	(9,330,218)	89,232,361
	112,343,321	(9,551,995)	102,791,326
Company	Gross RM	Impaired RM	Total RM
2022			
Current	321,060	-	321,060
1 to 30 days past due	3,794,229	(301,031)	3,493,198
31 to 60 days past due	1,719,000	(143,622)	1,575,378
61 to 120 days past due	1,260,000	-	1,260,000
More than 120 days past due	4,693,183	(1,521,992)	3,171,191
	11,466,412	(1,966,645)	9,499,767
	11,787,472	(1,966,645)	9,820,827
2021			
Current	2,772,102	(16,205)	2,755,897
1 to 30 days past due	1,269,537	(1,344)	1,268,193
31 to 60 days past due	2,000	(143)	1,857
61 to 120 days past due	724,382	(51,686)	672,696
More than 120 days past due	4,403,504	(1,521,616)	2,881,888
	6,399,423	(1,574,789)	4,824,634
	9,171,525	(1,590,994)	7,580,531

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

- (k) The Group determines concentration of credit risk by monitoring the industry sector profile of its trade receivables and also identifying and monitoring any significant long outstanding balance owing by any major customer or counter party on an on-going basis.

The credit risk profile of the Group's and Company's trade receivables as at the end of the reporting period are as follows:

	2022		2021	
	RM	% of total	RM	% of total
Group				
Property development and management activities	96,947,706	92.2	104,964,461	93.4
Construction and related activities	6,997,163	6.6	6,149,952	5.5
Hotel operations	1,224,447	1.2	1,228,908	1.1
	105,169,316	100.0	112,343,321	100.0
Company				
Property development and management activities	10,563,025	89.6	7,942,617	86.6
Hotel operations	1,224,447	10.4	1,228,908	13.4
	11,787,472	100.0	9,171,525	100.0

As at the end of each reporting period, the credit risks exposures and collateral relating to trade receivables of the Group and of the Company are summarised in the table below:

Group	Maximum exposure RM	Collateral obtained RM	Net exposure RM
2022			
Property development and management activities	96,943,245	(5,420,654)	91,522,591
Construction and related activities	6,997,163	-	6,997,163
Hotel operations	1,228,908	-	1,228,908
	105,169,316	(5,420,654)	99,748,662
2021			
Property development and management activities	104,964,461	(26,334,721)	78,629,740
Construction and related activities	6,149,952	-	6,149,952
Hotel operations	1,228,908	-	1,228,908
	112,343,321	(26,334,721)	86,008,600



Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(k) (continued)

As at the end of each reporting period, the credit risks exposures and collateral relating to trade receivables of the Group and of the Company are summarised in the table below: (continued)

Company	Maximum exposure RM	Collateral obtained RM	Net exposure RM
2022			
Property development and management activities	10,563,025	(3,374,460)	7,188,565
Hotel operations	1,224,447	-	1,224,447
	11,787,472	(3,374,460)	8,413,012
2021			
Property development and management activities	7,942,617	(3,530,132)	4,412,485
Hotel operations	1,228,908	-	1,228,908
	9,171,525	(3,530,132)	5,641,393

The above collaterals are letters of undertaking from financial institutions for properties sold and deposits received from customers.

Credit risk arising from property development and management activities

The Group and the Company do not have significant credit risk from their services and their products as they are predominantly rendered and sold to a large number of property purchasers with financing facilities from reputable banks with high quality external credit rating. For self-financed property purchasers, the Group and the Company extend credit based upon evaluation of the purchasers' general background. The credit risks from property purchasers are limited as the legal title of the property sold remain with the Group and the Company until the purchase consideration are fully paid.

In respect of the Group's investment properties, the Group customarily obtains two months' rental deposit from tenant which acts as collateral as security for the performance of their obligations under the tenancy agreements to mitigate the risk of non-collectability of monthly rentals.

Credit risk arising from construction contracts

The Group seeks to control credit risk by dealing with counterparties with appropriate credit histories. Customers' most recent financial statements, payment history and other relevant information are considered in the determination of credit risk. Counterparties are assessed at least annually and more frequently when information on significant changes in their financial position becomes known.

Credit risk arising from hotel operations

Credit risk arising from outstanding receivables from customer is minimised by closely monitoring the limit of the Group and of the Company's associations to business partners and their credit worthiness.

Credit risk arising from other receivables

Credit risk arising from other receivables is limited due to the large number of receivables. The historical experience in collection of other receivables fall within the recorded allowances. No additional credit risk beyond amounts allowed for collection losses is inherent in the other receivables.

Notes to the Financial Statements

30 June 2022 (cont'd)

10. TRADE AND OTHER RECEIVABLES (continued)

(k) (continued)

Credit risk arising from subsidiaries

The amounts due from subsidiaries are monitored closely by the Company and the management is of the view that the carrying amount is fully recoverable.

(l) The interest rate profile of the amounts due from subsidiaries as at the end of each reporting period is as follows:

	Company	
	2022	2021
	RM	RM
Floating rate	79,796,520	2,025,018

Sensitivity analysis of interest rates for the floating rate instruments at the end of the reporting period, assuming all other variables remain constant is as follows:

	Company	
	2022	2021
	RM	RM
Effects of 100 basis points changes to profit/(loss) after tax		
- Increase by 1% (2021: 1%)	606,454	15,390
- Decrease by 1% (2021: 1%)	(606,454)	(15,390)

(m) Trade and other receivables are denominated in RM.

(n) Fair value of non-current receivables

Financial instruments that are not carried at fair value and whose carrying amounts are a reasonable approximation of fair value

The carrying amount of non-current amounts owing by subsidiaries approximates its fair value as its interest rate is priced at reasonable approximation of the market interest rate as at the end of the reporting period.

The fair value of the other non-current receivables were estimated by discounting expected future cash flows based on the current market rate available for similar borrowings.



Notes to the Financial Statements

30 June 2022 (cont'd)

11. CONTRACT ASSETS/(LIABILITIES)

		Group		Company	
	Note	2022 RM	2021 RM	2022 RM	2021 RM
Contract assets:					
Property development	11(b)	3,238,680	4,136,681	-	-
Construction contracts	11(c)	9,213,827	4,628,320	-	-
		12,452,507	8,765,001	-	-
Contract liabilities:					
Property development	11(b)	(112,546,250)	(128,399,516)	(13,566,990)	(11,219,678)
Construction contracts	11(c)	(4,097,461)	(1,101,755)	-	-
		(116,643,711)	(129,501,271)	(13,566,990)	(11,219,678)
		(104,191,204)	(120,736,270)	(13,566,990)	(11,219,678)

- (a) Contract assets are the rights to considerations for goods or services transferred to the customers. In the case of property development and construction contracts, contract asset is the excess of cumulative revenue recognised over the billings to date. Contract asset is stated at cost less accumulated impairment.

Contract liabilities are the obligations to transfer goods or services to customer for which the Group has received the consideration in advance or has billed the customers. In the case of property development and construction contracts, contract liabilities are the excess of the billings to date over the cumulative revenue recognised.

- (b) Contract assets/(liabilities) from property development

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
At beginning of financial year	(124,262,835)	(119,313,313)	(11,219,678)	(12,277,698)
Revenue recognised during the year	200,878,528	177,210,156	42,213,424	40,180,567
Less: Progress billings during the year	(186,065,019)	(182,549,551)	(44,560,736)	(39,122,547)
Reversal/(Addition) of impairment losses during the year	141,756	389,873	-	-
At end of financial year	(109,307,570)	(124,262,835)	(13,566,990)	(11,219,678)

Represented by:

Contract assets	3,402,605	4,442,362	-	-
Less: Impairment losses	(163,925)	(305,681)	-	-
	3,238,680	4,136,681	-	-
Contract liabilities	(112,546,250)	(128,399,516)	(13,566,990)	(11,219,678)
	(109,307,570)	(124,262,835)	(13,566,990)	(11,219,678)

Notes to the Financial Statements

30 June 2022 (cont'd)

11. CONTRACT ASSETS/(LIABILITIES) (continued)

(b) Contract assets/(liabilities) from property development (continued)

(i) The amounts included in contract liabilities at the beginning of the financial year has been recognised as revenue are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Contract liabilities recognised as revenue	21,291,617	26,940,857	7,064,182	10,877,698

(ii) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Within one (1) year	140,369,214	149,167,134	15,644,150	11,219,678
Between one (1) year and five (5) years	6,547,754	5,372,148	-	-
	146,916,968	154,539,282	15,644,150	11,219,678

(c) Contract assets/(liabilities) from construction contracts

	Group	
	2022 RM	2021 RM
Contract assets	10,181,701	5,457,592
Less: Impairment losses	(967,874)	(829,272)
Contract liabilities	9,213,827	4,628,320
	(4,097,461)	(1,101,755)
	5,116,366	3,526,565

(i) The amount of RM261,477 (2021: RM5,694,052) included in contract liabilities at the beginning of the financial year has been recognised as revenue by the Group for the financial year ended 30 June 2022.

Notes to the Financial Statements

30 June 2022 (cont'd)

11. CONTRACT ASSETS/(LIABILITIES) (continued)

(c) Contract assets/(liabilities) from construction contracts (continued)

(ii) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period are as follows:

	Group	
	2022 RM	2021 RM
Within one (1) year	12,777,962	9,492,601
Between one (1) year and five (5) years	7,208,867	-
	<u>19,986,829</u>	<u>9,492,601</u>

(d) Impairment for contract assets that do not contain a significant financing component are recognised based on the simplified approach within MFRS 9 using the lifetime expected credit loss model as disclosed in Note 10(i) to the financial statements.

The reconciliation of movements in the impairment losses of contract assets is as follows:

	Group		Company	
ECL allowance	2022 RM	2021 RM	2022 RM	2021 RM
At beginning of financial year	1,134,953	1,547,997	-	-
Charge for the financial year	194,004	60,311	-	-
Reversal during the financial year	(197,158)	(473,355)	-	-
At end of financial year	<u>1,131,799</u>	<u>1,134,953</u>	<u>-</u>	<u>-</u>

(e) Contract assets and contract liabilities are denominated in RM.

12. CASH AND BANK BALANCES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Cash and bank balances	22,470,315	16,467,886	3,472,924	3,073,519
Deposits with licensed banks	1,134,155	561,754	535,928	-
	<u>23,604,470</u>	<u>17,029,640</u>	<u>4,008,852</u>	<u>3,073,519</u>

(a) Cash and bank balances are classified as financial assets measured at amortised cost.

(b) The weighted average effective interest rate of deposits with licensed banks of the Group and of the Company are 1.75% (2021: 1.50%) and 1.75% per annum respectively.

Sensitivity analysis for fixed rate deposits at the end of the reporting period is not presented as fixed rate instruments are not affected by changes in interest rate.

Notes to the Financial Statements

30 June 2022 (cont'd)

12. CASH AND BANK BALANCES (continued)

- (c) Included in cash and bank balances of the Group and of the Company are amounts of RM7,812,587 (2021: RM5,809,733) and RM739,022 (2021: RM735,830) respectively held under Housing Development Account pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966, as amended by the Housing Developers (Housing Development Account) (Amendment) Regulations, 2015.
- (d) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of the reporting period:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Cash and bank balances	22,470,315	16,467,886	3,472,924	3,073,519
Deposits with licensed banks	1,134,155	561,754	535,928	-
Bank overdrafts included in borrowings (Note 15)	(41,422,573)	(43,455,214)	(29,814,676)	(31,683,410)
	(17,818,103)	(26,425,574)	(25,805,824)	(28,609,891)
Less:				
Deposits pledged to licensed banks	(598,227)	(561,754)	-	-
	(18,416,330)	(26,987,328)	(25,805,824)	(28,609,891)

- (e) Cash and bank balances are denominated in RM.

13. SHARE CAPITAL

	Group and Company			
	2022		2021	
	Number of shares	RM	Number of shares	RM
Issued and fully paid ordinary shares with no par value	412,500,000	206,250,000	412,500,000	206,250,000

- (a) The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.
- (b) At the end of the reporting period, the number of outstanding shares in issue after setting off treasury shares against equity is 399,620,800 (2021: 399,620,800).

Notes to the Financial Statements

30 June 2022 (cont'd)

13. SHARE CAPITAL (continued)

Treasury shares

The shareholders of the Company have approved the plan for the Company to repurchase up to 10% of the issued and paid-up share capital of the Company ("Share Buy Back"). The Directors of the Company are committed to enhance the value of the Company to its shareholders and believe that the Share Buy Back can be applied in the best interests of the Company and its shareholders.

At the end of the reporting period, a total of 12,879,200 (2021: 12,879,200) treasury shares at cost of RM3,373,365 (2021: RM3,373,365) were held by the Company in accordance with Section 127 of the Companies Act 2016 in Malaysia.

The Company has the right to reissue these shares at a later date. As treasury shares, the rights attached to voting, dividends and participation in other distributions are suspended. None of the treasury shares repurchased had been sold as at 30 June 2022.

14. REVALUATION RESERVE

	Group and Company	
	2022	2021
	RM	RM
Hotel properties		
Balance as at 1 July	-	6,788,088
Recognised in other comprehensive loss	-	(6,788,088)
Balance as at 30 June	-	-

15. BORROWINGS

	Group		Company	
	2022	2021	2022	2021
Note	RM	RM	RM	RM
Non-current liabilities				
Bridging loans	9,316,072	25,191,972	-	-
Term loans	152,848,046	155,581,446	83,390,572	16,953,424
Revolving credit	5,000,000	-	5,000,000	-
	167,164,118	180,773,418	88,390,572	16,953,424
Current liabilities				
Bridging loans	-	12,000,000	-	-
Term loans	49,189,699	58,768,422	21,060,773	14,339,703
Revolving credits	16,182,950	18,199,150	6,566,450	8,582,650
Bankers' acceptances	8,504,000	5,560,000	4,028,000	3,136,000
Bank overdrafts	41,422,573	43,455,214	29,814,676	31,683,410
	115,299,222	137,982,786	61,469,899	57,741,763

Notes to the Financial Statements

30 June 2022 (cont'd)

15. BORROWINGS (continued)

	Note	Group		Company	
		2022 RM	2021 RM	2022 RM	2021 RM
Total					
Bridging loans		9,316,072	37,191,972	-	-
Term loans		202,037,745	214,349,868	104,451,345	31,293,127
Revolving credits		21,182,950	18,199,150	11,566,450	8,582,650
Bankers' acceptances		8,504,000	5,560,000	4,028,000	3,136,000
Bank overdrafts	12(d)	41,422,573	43,455,214	29,814,676	31,683,410
		282,463,340	318,756,204	149,860,471	74,695,187

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) Bridging loans of the Group and of the Company are secured by certain development properties as disclosed in Note 7(a) and Note 7(b) to the financial statements.
- (c) Term loans of the Group and of the Company are secured by the following:
- (i) Certain investment properties as disclosed in Note 6(a) to the financial statements;
 - (ii) Certain development properties as disclosed in Note 7(a) and Note 7(b) to the financial statements;
 - (iii) Certain inventories as disclosed in Note 7(c) to the financial statements; and
 - (iv) Land and buildings as disclosed in Note 5(j) to the financial statements.

In addition, the term loans of the Group and of the Company are jointly and severally guaranteed by certain Directors of the Company.

- (d) Other short-term borrowings and revolving credits of the Group and of the Company are secured by the followings:
- (i) Certain investment properties as disclosed in Note 6(a) to the financial statements;
 - (ii) Hotel properties and certain freehold land and buildings as disclosed in Note 5(j) to the financial statements;
 - (iii) Certain development properties as disclosed in Note 7(a) and Note 7(b) to the financial statements;
 - (iv) Certain inventories as disclosed in Note 7(c) to the financial statements; and
 - (v) Certain property, plant and equipment as disclosed in Note 5(j) to the financial statements.

In addition, the other short term borrowings and revolving credits are personally guaranteed by certain Directors of the Company and subsidiaries of the Company.



Notes to the Financial Statements

30 June 2022 (cont'd)

15. BORROWINGS (continued)

- (e) The bridging loans and term loans are repayable by way of fixed monthly instalments or on redemption of titles of properties sold, whichever is earlier. The repayment terms for the bridging loans and term loans are as follows:

Group	On demand or within one (1) year RM	One (1) to five (5) years RM	Over five (5) years RM	Total RM
2022				
Bridging loans	-	9,316,072	-	9,316,072
Term loans	49,189,699	145,667,778	7,180,268	202,037,745
	49,189,699	154,983,850	7,180,268	211,353,817
2021				
Bridging loans	12,000,000	25,191,972	-	37,191,972
Term loans	58,768,422	153,377,162	2,204,284	214,349,868
	70,768,422	178,569,134	2,204,284	251,541,840
Company	On demand or within one (1) year RM	One (1) to five (5) years RM	Over five (5) years RM	Total RM
2022				
Term loans	21,060,773	77,828,371	5,562,201	104,451,345
2021				
Term loans	14,339,703	16,953,424	-	31,293,127

- (f) The interest rate profile of the borrowings as at the end of each reporting period are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Fixed rate	27,885,574	36,764,655	17,410,800	23,200,000
Floating rate	254,577,766	281,991,549	132,449,671	51,495,187
	282,463,340	318,756,204	149,860,471	74,695,187

Notes to the Financial Statements

30 June 2022 (cont'd)

15. BORROWINGS (continued)

- (f) The interest rate profile of the borrowings as at the end of each reporting period are as follows: (continued)

Sensitivity analysis for fixed rate borrowings as at the end of the reporting period is not presented as fixed rate instruments are not affected by change in interest rates. Sensitivity analysis of interest rates for the floating rate instruments at the end of the reporting period, assuming all other variables remain constant is as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Effects of 100 basis points changes to profit/(loss) after tax				
- Increase by 1% (2021: 1%)	(1,934,791)	(2,143,136)	(1,006,617)	(391,363)
- Decrease by 1% (2021: 1%)	1,934,791	2,143,136	1,006,617	391,363

- (g) The weighted average effective interest rates of the borrowings as at the end of each reporting period are as follows:

	Group		Company	
	2022 %	2021 %	2022 %	2021 %
Bridging loans	4.8	4.5	-	-
Term loans	4.7	5.6	4.2	7.7
Revolving credits	4.4	4.6	4.5	4.8
Bankers' acceptances	3.7	3.8	3.8	4.1
Bank overdrafts	7.2	7.3	7.2	7.2

- (h) Fair value of borrowings

Financial instruments that are not carried at fair value and whose carrying amounts are a reasonable approximation of fair value

The carrying amounts of the borrowings are reasonable approximation of fair values either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rate on or near to the reporting period.

The fair value of the non-current borrowings are estimated by discounting expected future cash flows based on the current market rate available for similar borrowings.

Notes to the Financial Statements

30 June 2022 (cont'd)

15. BORROWINGS (continued)

- (i) The table below summarises the maturity profile of the borrowings as at the end of each reporting period based on contractual undiscounted repayment obligations:

Group	On demand or within one (1) year RM	One (1) to five (5) years RM	Over five (5) years RM	Total RM
2022				
Bridging loans	-	9,546,992	-	9,546,992
Term loans	42,551,487	169,967,715	9,368,956	221,888,158
Revolving credits	16,182,950	-	5,000,000	21,182,950
Bankers' acceptances	8,504,000	-	-	8,504,000
Bank overdrafts	41,422,573	-	-	41,422,573
Total undiscounted financial liabilities	108,661,010	179,514,707	14,368,956	302,544,673

2021				
Bridging loans	13,541,782	26,047,184	-	39,588,966
Term loans	69,589,610	162,848,651	2,401,373	234,839,634
Revolving credits	18,199,150	-	-	18,199,150
Bankers' acceptances	5,560,000	-	-	5,560,000
Bank overdrafts	43,455,214	-	-	43,455,214
Total undiscounted financial liabilities	150,345,756	188,895,835	2,401,373	341,642,964

Company	On demand or within one (1) year RM	One (1) to five (5) years RM	Over five (5) years RM	Total RM
2022				
Term loans	9,478,131	99,411,252	7,643,969	116,533,352
Revolving credits	6,566,450	-	5,000,000	11,566,450
Bankers' acceptances	4,028,000	-	-	4,028,000
Bank overdrafts	29,814,676	-	-	29,814,676
Total undiscounted financial liabilities	49,887,257	99,411,252	12,643,969	161,942,478

2021				
Term loans	16,265,891	17,521,947	-	33,787,838
Revolving credits	8,582,650	-	-	8,582,650
Bankers' acceptances	3,136,000	-	-	3,136,000
Bank overdrafts	31,683,410	-	-	31,683,410
Total undiscounted financial liabilities	59,667,951	17,521,947	-	77,189,898

- (j) Borrowings are denominated in RM.

Notes to the Financial Statements

30 June 2022 (cont'd)

16. LEASE LIABILITIES

The Group and the Company as lessee

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Lease liabilities				
Non-current liabilities	1,685,288	4,277,724	2,474,269	380,129
Current liabilities	7,127,448	5,947,068	990,029	290,999
Total lease liabilities	8,812,736	10,224,792	3,464,298	671,128
Lease liabilities owing to				
- financial institutions	875,386	1,086,096	380,129	547,729
- non-financial institutions	7,937,350	9,138,696	3,084,169	123,399
	8,812,736	10,224,792	3,464,298	671,128

- (a) Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the entities' incremental borrowing rate. After initial recognition, lease liabilities are measured by increasing the carrying amounts to reflect interest on the lease liabilities, reducing the carrying amounts to reflect the lease payments made, and remeasuring the carrying amounts to reflect any reassessment or lease modifications.

The corresponding right-of-use assets of the lease liabilities are presented as property, plant and equipment as disclosed in Note 5 to the financial statements.

- (b) The movement of lease liabilities during the financial year is as follows:

Group	Balance as at 1.7.2021 RM	Additions RM	Lease modification RM	Lease payments RM	Interest expenses RM	Balance as at 30.6.2022 RM
Buildings	9,138,696	6,390,178	(1,198,243)	(7,232,795)	839,514	7,937,350
Motor vehicles	1,086,096	-	-	(493,773)	38,706	631,029
Plant and machinery	-	317,700	-	(87,768)	14,425	244,357
	10,224,792	6,707,878	(1,198,243)	(7,814,336)	892,645	8,812,736
Company						
Buildings	123,399	3,919,249	-	(1,234,666)	276,187	3,084,169
Motor vehicles	547,729	-	-	(187,336)	19,736	380,129
	671,128	3,919,249	-	(1,422,002)	295,923	3,464,298

Notes to the Financial Statements

30 June 2022 (cont'd)

16. LEASE LIABILITIES (continued)

(b) The movement of lease liabilities during the financial year is as follows: (continued)

Group	Balance as at 1.7.2020 RM	Additions RM	Lease modification RM	Lease payments RM	Interest expenses RM	Balance as at 30.6.2021 RM
Buildings	3,555,718	9,656,330	(115,780)	(4,537,169)	579,597	9,138,696
Motor vehicles	1,532,021	-	-	(499,572)	53,647	1,086,096
	5,087,739	9,656,330	(115,780)	(5,036,741)	633,244	10,224,792

Company	Balance as at 1.7.2020 RM	Additions RM	Lease modification RM	Lease payments RM	Interest expenses RM	Balance as at 30.6.2021 RM
Buildings	403,775	-	-	(300,000)	19,624	123,399
Motor vehicles	717,690	-	-	(197,640)	27,679	547,729
	1,121,465	-	-	(497,640)	47,303	671,128

(c) The Group has certain leases of premises with lease term of 12 months or less and low value leases of office equipment of RM20,000 and below. The Group applies the "short-term lease" and "lease of low-value assets" exemption for these leases.

(d) The following are the amounts recognised in profit or loss:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Depreciation charge of right-of-use assets (included in administrative expenses)	4,417,796	3,292,717	549,462	498,879
Interest expense on lease liabilities (included in finance costs)	892,645	633,244	295,923	47,303
Expense relating to leases of low-value assets (included in administrative expenses)	-	1,800	-	1,800
Expense relating to short term-leases (included in administrative expenses)	1,500	18,000	1,500	18,000
Gain on remeasurement of lease modifications (included in other income)	(206,321)	(5,896)	-	-
Variable lease payments (included in other income) - arising from COVID-19 related rent concessions	(9,000)	-	-	-
	5,096,620	3,939,865	846,885	565,982

As at the end of the reporting period, the Group and the Company had total cash outflow for leases of RM7,815,836 (2021: RM5,056,541) and RM1,423,502 (2021: RM517,440) respectively.

Notes to the Financial Statements

30 June 2022 (cont'd)

16. LEASE LIABILITIES (continued)

- (e) The weighted average incremental borrowing rate of the Group and of the Company applied to the lease liabilities is 4.69% (2021: 4.74%) and 7.18% (2021: 7.79%) respectively. The sensitivity analysis of the effect of the changes in interest rate is not presented as fixed rate instruments are not affected by change in interest rates.
- (f) The Group leases several lease contracts that include extension options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.
- (g) The following table sets out the carrying amounts and the remaining maturities of the lease liabilities of the Group and of the Company:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Not later than one (1) year	7,127,448	5,947,068	990,029	290,999
Later than one (1) year but not later than five (5) years	1,547,530	4,277,724	2,387,353	380,129
Later than five (5) years	137,758	-	86,916	-
Total	8,812,736	10,224,792	3,464,298	671,128

- (h) The table below summarises the maturity profile of the lease liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Not later than one (1) year	8,045,923	6,533,314	1,198,254	312,336
Later than one (1) year but not later than five (5) years	1,218,792	4,846,502	2,613,802	401,076
Later than five (5) years	139,881	-	88,044	-
Total	9,404,596	11,379,816	3,900,100	713,412



Notes to the Financial Statements

30 June 2022 (cont'd)

16. LEASE LIABILITIES (continued)

The Group and the Company as lessor

The Group and the Company have also entered into various non-cancellable operating lease agreements on properties with third parties.

The future minimum lease payments receivable under the above non-cancellable operating leases as at the reporting period but not recognised as receivables, are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Less than 1 year	4,721,353	3,865,039	1,385,194	1,141,119
Between 1 to 2 year	2,951,268	2,556,062	970,670	652,547
Between 2 to 3 year	1,695,312	1,460,022	611,952	261,056
Between 3 to 4 year	1,378,520	902,616	398,000	-
Between 4 to 5 year	1,155,720	891,816	180,000	-
More than 5 years	6,586,110	6,874,374	-	-
	18,488,283	16,549,929	3,545,816	2,054,722

17. TRADE AND OTHER PAYABLES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Trade payables				
Third parties	90,305,941	121,935,976	1,441,935	4,365,495
Amounts due to subsidiaries	-	-	1,486,425	1,818,235
	90,305,941	121,935,976	2,928,360	6,183,730
Other payables				
Third parties	25,282,972	28,069,366	5,890,025	7,230,358
Amounts due to Directors	3,582,143	4,362,597	-	-
Amounts due to subsidiaries	-	-	105,804,892	91,048,430
Related parties				
- Interest bearing	6,057,875	15,976,390	6,057,875	15,976,390
- Non-interest bearing	56,277,735	43,806,555	13,338,528	1,294,234
Accruals	18,296,515	11,777,251	2,202,782	1,888,423
Deposits received	19,313,768	19,288,559	9,767,672	10,237,161
	128,811,008	123,280,718	143,061,774	127,674,996
	219,116,949	245,216,694	145,990,134	133,858,726

Notes to the Financial Statements

30 June 2022 (cont'd)

17. TRADE AND OTHER PAYABLES (continued)

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal credit terms granted to the Group and the Company range from 30 to 150 days (2021: 30 to 150 days).
- (c) Included in trade payables of the Group and of the Company are retention sums for contract works. The retention sums are unsecured, interest free and are expected to be payable as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Within one (1) year	12,855,450	19,245,733	560,743	1,258,666
More than one (1) year	4,370,767	4,381,330	732	798,635
	17,226,217	23,627,063	561,475	2,057,301

- (d) Amounts due to Directors are unsecured, interest free and payable within next twelve (12) months in cash and cash equivalents.
- (e) Amounts due to related parties of the Group and of the Company are unsecured and payable within next twelve (12) months in cash and cash equivalents. These amounts are interest free except for advances of RM6,057,875 (2021: RM15,976,390) and RM6,057,875 (2021: RM15,976,390) respectively which bear interest at rate of 4.51% (2021: 2.0%) per annum.
- (f) Non-trade amounts due to subsidiaries are unsecured and payable within next twelve (12) months in cash and cash equivalents. The amounts are interest free except for an amount of RM16,700,000 (2021: Nil), which bore interest at 8% per annum.
- (g) The maturity profile of the trade and other payables (excluding retention sums for contract works) of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations are payable on demand or within one (1) year.
- (h) The interest rate profile of the amounts due to related parties as at the end of each reporting period is as follows:

	Group and Company	
	2022 RM	2021 RM
Floating rate	6,057,875	15,976,390

Notes to the Financial Statements

30 June 2022 (cont'd)

17. TRADE AND OTHER PAYABLES (continued)

(h) (continued)

Sensitivity analysis of interest rates for the floating rate instruments at the end of the reporting period, assuming all other variables remain constant is as follows:

	Group and Company 2022 RM	2021 RM
Effects of 100 basis points changes to profit/(loss) after tax		
- Increase by 1% (2021: 1%)	(46,040)	(121,421)
- Decrease by 1% (2021: 1%)	46,040	121,421

(i) Trade and other payables are denominated in RM.

18. REVENUE

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Revenue from contracts with customers:				
Property development	134,270,864	137,309,417	11,112,001	24,093,152
Completed properties	45,493,921	37,580,397	17,391,340	13,767,073
Vacant land	21,113,743	2,320,342	13,710,083	2,320,342
Construction contracts	10,854,584	16,063,844	-	-
Hotel operations	622,805	-	622,805	-
Sales of goods	3,072	8,408	-	-
	212,358,989	193,282,408	42,836,229	40,180,567
Other revenue:				
Rental income	7,273,852	5,546,723	2,526,340	1,730,330
Dividend income	-	-	5,196,000	-
	219,632,841	198,829,131	50,558,569	41,910,897
Revenue from contract with customers is recognised as follows:				
At point in time	67,233,541	39,909,147	31,724,228	16,087,415
Over time	145,125,448	153,373,261	11,112,001	24,093,152
	212,358,989	193,282,408	42,836,229	40,180,567

The revenue of the Group and of the Company are derived entirely in Malaysia.

Notes to the Financial Statements

30 June 2022 (cont'd)

18. REVENUE (continued)

(a) Revenue from property development and construction contracts

Contracts with customers may include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from property development and construction contracts is measured at the fixed transaction price agreed under the agreement.

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract using the input method by reference to the property development cost and construction contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for complete satisfaction of the contract. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

Significant judgement is required in determining the satisfaction of performance obligations as stated in the contracts with customers, transaction price allocation and costs in applying the input method to recognise revenue over time.

The Group and the Company identify performance obligations that are distinct and material, which are judgmental in the context of the contracts. Transaction prices were determined based on estimated margins prior to its allocation to the identified performance obligations. The Group and the Company also estimate total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group and the Company consider the completeness and accuracy of its cost estimation, including its obligations to contract variation, claims and cost contingencies.

(b) Sale of completed properties and vacant land

The Group recognises sales at a point in time for the sale of completed properties and vacant land, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group will collect the considerations to which it would be entitled to in exchange for the assets sold.

There is no significant financing component in the revenue arising from sale of completed properties as the sales are made on the normal credit terms not exceeding twelve months.

Notes to the Financial Statements

30 June 2022 (cont'd)

18. REVENUE (continued)

(c) Hotel operations income

Hotel operations income comprises letting of hotel rooms, sales of food and beverages and other hotel related income, and is recognised upon at a point in time when the products has been transferred or the services has been rendered to the customer and coincides with the delivery of products and services and acceptance by customers.

There is no right of return and warranty provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as the sales or services are made on the normal credit terms not exceeding twelve months.

(d) Sale of goods

Revenue from sale of goods is recognised at a point in time when the products has been transferred or the services has been rendered to the customer and coincides with the delivery of products and services and acceptance by customers.

There is no right of return and warranty provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as the sales or services are made on the normal credit terms not exceeding twelve months.

(e) Rental income

Rental income is accounted for on a straight line basis over the lease term of an ongoing lease. The aggregate cost of incentives provided to the lessee is recognised as reduction of rental income over the lease term on a straight line basis.

(f) Dividend income

Dividend income is recognised when the rights to receive payment is established.

19. COST OF SALES

	Note	Group		Company	
		2022 RM	2021 RM	2022 RM	2021 RM
Property development costs	7(b)	77,571,718	78,458,298	10,018,738	11,502,786
Cost of completed properties sold	7(c)	24,089,953	25,536,336	10,461,248	9,316,831
Cost of vacant lands	7(a)	12,784,772	673,522	5,384,299	673,522
Construction contract costs		7,425,947	10,559,614	-	-
Hotel operations costs		254,085		254,085	-
Cost of goods sold		2,449	6,479	-	-
Cost of rental services		1,172,937	941,702	-	-
		123,301,861	116,175,951	26,118,370	21,493,139

Notes to the Financial Statements

30 June 2022 (cont'd)

20. FINANCE INCOME AND COSTS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Finance income				
Interest income on:				
- amounts due from subsidiaries	-	-	2,463,025	32,637
- lease receivables	126,076	-	126,076	-
- deposits with licensed banks	102,782	41,583	4,447	2,952
- others	220,471	-	-	-
	449,329	41,583	2,593,548	35,589
Finance costs				
Interest expense on:				
- term loans	10,752,338	12,217,994	2,775,863	979,443
- lease liabilities	892,645	633,244	295,923	47,303
- revolving credits	803,738	666,978	422,007	398,549
- short term borrowings	237,624	324,019	-	43,941
- bank overdrafts	2,907,877	2,983,947	2,176,423	2,218,504
- amount due to a subsidiary	-	-	507,718	154,122
- amount due to related party	286,862	322,769	286,862	322,769
- others	4,103,278	3,154,901	872,845	75,690
	19,984,362	20,303,852	7,337,641	4,240,321

Interest income is recognised as it accrues, using the effective interest method.

21. EMPLOYEE BENEFITS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Wages, salaries and bonus	12,733,002	12,983,990	3,667,518	3,962,769
Defined contribution plan	1,761,092	1,751,920	577,964	600,100
Other employee benefits	1,659,389	1,411,737	762,219	751,355
	16,153,483	16,147,647	5,007,701	5,314,224

Included in the employee benefits of the Group and of the Company are remuneration of Executive Directors amounting to RM5,163,965 (2021:RM5,160,433) and RM1,698,383 (2021: RM1,832,740) respectively.

Notes to the Financial Statements

30 June 2022 (cont'd)

22. PROFIT/(LOSS) BEFORE TAX

Other than those disclosed elsewhere in the financial statements, profit/(loss) before tax is arrived at:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
After charging:				
Auditors' remuneration:				
- Statutory audit	263,000	247,500	104,000	101,000
- Non-statutory audit	8,850	8,850	5,550	5,550
Loss on disposal of:				
- investment properties	19,050	-	-	-
And crediting:				
Gain on disposals of:				
- property, plant and equipment	1,227,983	467,927	490,722	236,671
- investment properties	-	193,750	-	-
Rental income of premises	460,359	204,208	-	-

(a) Net impairment losses/(reversal of impairment losses) on financial assets:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Allowance for impairment losses on:				
- trade receivables	2,724,576	1,114,764	599,862	301,387
- other receivables	189,331	103,946	98,273	19,474
- contract assets	194,004	60,311	-	-
- amount due from subsidiaries	-	-	844,750	413,435
- equity loan	-	-	414,924	1,064,297
Reversal of allowance for impairment losses on:				
- trade receivables	(464,564)	(228,313)	(224,211)	(74,606)
- other receivables	(14,920)	(6,274)	-	(6,274)
- contract assets	(197,158)	(473,355)	-	-
- amount due from subsidiaries	-	-	(749,741)	-
	2,431,269	571,079	983,857	1,717,713

Notes to the Financial Statements

30 June 2022 (cont'd)

23. TAXATION

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Current year tax expense based on profit for the financial year	15,448,640	9,508,639	2,467,863	2,517,299
Under/(Over) provision in prior year	2,460,233	(3,081,640)	(872,765)	-
	17,908,873	6,426,999	1,595,098	2,517,299
Deferred tax (Note 9)				
- Relating to origination and reversal of temporary differences	(2,661,174)	642,231	(1,048,491)	(1,037,972)
- (Over)/Under provision in prior year	(770,906)	479,978	(815,842)	508,723
	(3,432,080)	1,122,209	(1,864,333)	(529,249)
	14,476,793	7,549,208	(269,235)	1,988,050

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2021: 24%) of the estimated taxable profit for the fiscal year.
- (b) Numerical reconciliation of taxation applicable to profit/(loss) before tax at the statutory tax rate applicable to the Group and the Company are as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Profit/(Loss) before tax	33,651,963	20,934,915	6,553,267	(2,239,674)
Tax at Malaysian statutory tax rate of 24% (2021: 24%)	8,076,471	5,024,380	1,572,784	(537,521)
Real property gains tax	-	11,432	-	11,432
Non-allowable expenses	2,599,491	2,179,012	1,564,921	2,086,085
Non-taxable income	(2,651,241)	(1,902,455)	(1,718,333)	(80,669)
Utilisation of deferred tax assets previously not recognised	-	(885)	-	-
Deferred tax assets not recognised	4,762,745	4,839,386	-	-
(Over)/Under provision in prior year:				
- income tax	2,460,233	(3,081,640)	(872,765)	-
- deferred tax	(770,906)	479,978	(815,842)	508,723
	14,476,793	7,549,208	(269,235)	1,988,050

Notes to the Financial Statements

30 June 2022 (cont'd)

24. EARNINGS PER SHARE

(a) Basic

The basic earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to equity owners of the parent by the weighted average number of ordinary shares in issue (after adjusting for treasury shares) during the financial year.

	Company	
	2022 RM	2021 RM
Profit attributable to owners of the parent (RM)	21,229,157	15,645,191
Weighted average number of ordinary shares in issue	399,620,800	399,620,800
	2022 Sen	2021 Sen
Basic earnings per ordinary share attributable to the equity owners of the parent	5.31	3.92

(b) Diluted

Diluted earnings per ordinary share equals basic earnings per ordinary share as there are no potential dilutive ordinary shares.

25. CONTINGENT LIABILITIES

	Company	
	2022 RM	2021 RM
Unsecured		
Corporate guarantees for trade credits granted to subsidiaries		
- Limit of guarantee	196,653,679	189,253,679
- Amount utilised	13,901,034	23,072,928
Secured		
Corporate guarantees for borrowing facilities granted by financial institutions to subsidiaries		
- Limit of guarantee	547,215,000	549,962,940
- Amount utilised	138,599,053	231,219,387

Notes to the Financial Statements

30 June 2022 (cont'd)

25. CONTINGENT LIABILITIES (continued)

- (a) Corporate guarantees for trade credits and borrowing facilities granted to subsidiaries are financial guarantee contracts designated as insurance contracts as defined in MFRS 4 *Insurance Contracts*.

At the end of each reporting period, the Group assess whether its recognised insurance liabilities, if any, are adequate, using current estimates of future cash flows under its insurance contracts. If this assessment shows that the carrying amount of the insurance liabilities is inadequate, the entire deficiency shall be recognised in profit or loss.

Recognised insurance liabilities, if any, are only removed from the statement of financial position when, and only when, it is extinguished via a discharge, cancellation or expiration.

The determination of treatment of contingent liabilities is based on management's view of the expected outcome of the contingencies for matters in the ordinary course of the business.

The Directors are of the view that the chances of the financial institutions to call upon the corporate guarantees are remote.

26. SIGNIFICANT RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related party relationships exist between the Company and its subsidiaries and between the Company and its ultimate holding company.

In addition, the Company also has related party relationships with the following parties:

Identities of related parties	Relationship with the Group
Ju-Ichi Enterprise Sdn. Bhd. ("JIE")	A related party by virtue of the directorship of a Director of the Company, Tan Sri Dato' Tan Seng Leong. Tan Sri Dato' Tan Seng Leong is the major shareholder in JIE.
Ibzi Development (Johor) Sdn. Bhd. ("IBZ")	A related party by virtue of the directorship of certain Directors of the Company, Tan Sri Dato' Tan Seng Leong and Tan Vin Sern in IBZ. Both Tan Sri Dato' Tan Seng Leong and Tan Vin Sern are also the major shareholders in IBZ.
Marvel Plus Development Sdn. Bhd. ("MPD")	A related party by virtue of the directorship of certain Directors of the Company, Tan Lindy, Tan Vin Sern, Tan Lay Hiang and Tan Sri Dato' Tan Seng Leong's spouse, namely Puan Sri Datin Lim Sui Yong in MPD. Puan Sri Datin Lim Sui Yong, Tan Lindy, Tan Vin Sern and Tan Lay Hiang are also major shareholders in MPD.



Notes to the Financial Statements

30 June 2022 (cont'd)

26. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

(b) Significant related party transactions

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Company	
	2022 RM	2021 RM
(i) Transactions with subsidiaries		
Progress billings by a subsidiary:		
- BCB Construction Sdn. Bhd.	-	1,706,848
Intercompany interest payable to a subsidiary:		
- BCB Land Sdn. Bhd.	507,718	154,122
Intercompany interest receivable from a subsidiary:		
- Johbase Development Sdn. Bhd.	17,589	32,637
- BCB Heights Sdn. Bhd.	2,445,436	-
Rental income from subsidiaries:		
- BCB Construction Sdn. Bhd.	24,100	12,000
- BCB Resources Sdn. Bhd.	22,200	-
- Johbase Development Sdn. Bhd.	11,100	-
Dividend income from a subsidiary:		
- Global Earnest Sdn. Bhd.	5,196,000	-
	Group and Company	
	2022 RM	2021 RM
(i) Transactions with related parties		
Office rental paid to JIE	300,000	312,500
Interest payable to JIE	286,862	322,769

Notes to the Financial Statements

30 June 2022 (cont'd)

26. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

(b) Significant related party transactions (continued)

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year: (continued)

	2022 RM	Group 2021 RM
(i) Transactions with related parties (continued)		
Hiring of machineries from MPD	80,899	19,505
Construction contracts:		
- JIE	-	223,800
- MPD	12,857,578	11,420,488
Progress billings to:		
- Directors	-	836,405
Sales of goods to MPD	2,660	8,408

The related party transactions described above were carried out on mutually agreed terms and are not materially different from those obtainable from transactions with unrelated parties.

Information regarding outstanding balances with related parties as at 30 June 2022 are disclosed in Note 10 and Note 17 to the financial statements.

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including any director (whether executive or otherwise) of the Company.

Notes to the Financial Statements

30 June 2022 (cont'd)

26. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

(c) Compensation of key management personnel (continued)

The remuneration of key management personnel, comprising of the Directors of the Group and its subsidiaries during the financial year is as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Non-executive Directors:				
- fees	209,736	172,000	209,736	172,000
- others	14,500	-	14,500	-
	224,236	172,000	224,236	172,000
Executive Directors:				
- fees	192,000	96,000	-	-
- salaries and bonus	4,398,001	4,398,119	1,406,440	1,513,748
- defined contribution plan	711,181	711,202	267,224	287,612
- others	54,783	51,112	24,719	31,380
	5,163,965	5,160,433	1,698,383	1,832,740
	5,580,201	5,428,433	1,922,619	2,004,740

The estimated monetary value of benefits-in-kind paid to the Directors of the Group and of the Company during the financial year amounted to RM85,350 (2021: RM35,200) respectively.

27. CAPITAL MANAGEMENT

The primary objective of the capital management of the Group is to ensure that the Group would be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The overall strategy of the Group remains unchanged from financial year ended 30 June 2021.

The Group and the Company are not subject to any externally imposed capital requirements of the financial instruments other than prescribed gearing ratio and tangible net worth of the Group imposed by financial institutions.

Notes to the Financial Statements

30 June 2022 (cont'd)

27. CAPITAL MANAGEMENT (continued)

The Group and the Company monitor capital using gearing ratio, which is net debt divided by total equity plus net debt. The Group regularly reviews the gearing ratio to ensure they are at acceptable levels and within industry norms. The Group includes within net debt, borrowings and lease liabilities less cash and bank balances. A detailed calculation of the net debt is shown below:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Borrowings	282,463,340	318,756,204	149,860,471	74,695,187
Lease liabilities	8,812,736	10,224,792	3,464,298	671,128
Less:				
Cash and bank balances	(23,604,470)	(17,029,640)	(4,008,852)	(3,073,519)
Net debt	267,671,606	311,951,356	149,315,917	72,292,796
 Total equity	 519,324,821	 501,653,651	 271,926,854	 265,104,352
Net debt	267,671,606	311,951,356	149,315,917	72,292,796
	786,996,427	813,605,007	421,242,771	337,397,148
 Gearing ratio	 34%	 38%	 35%	 21%

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40,000,000. The Group has complied with this requirement for the financial year ended 30 June 2022.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The financial risk management objective of the Group is to optimise value creation for shareholders whilst minimising the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets.

The Group operates within an established risk management framework and clearly defined guidelines that are regularly reviewed by the Board of Directors. Financial risk management is carried out through risk review, internal control systems and adherence to the Group financial risk management policies. The Group is exposed mainly to credit risk, liquidity and cash flow risk as well as interest rate risk. Information on the management of the related exposures is detailed below.

(a) Credit risk

Credit risk is the risk of potential financial loss to the Group and the Company arising from the failure of a counterparty to fulfil its obligations under a contractual agreement and include settlement/clearing risk, concentration risk, credit assessment risk, recovery risk and credit-related liquidity risk.

Cash deposits and trade receivables may give rise to credit risk, which requires the loss to be recognised if a counterparty fails to perform as contracted. It is the policy of the Group and of the Company to monitor the financial standing of these counterparties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

Notes to the Financial Statements

30 June 2022 (cont'd)

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(a) Credit risk (continued)

The primary exposure of the Group and of the Company to credit risk arises through its trade receivables.

The trading terms of the Group and of the Company with its customers are mainly on credit. The credit period generally ranges from 14 days to a period of three (3) months. The Group seeks to maintain strict control over its outstanding receivables to minimise its credit risk. Overdue balances are reviewed regularly by senior management.

Exposure to credit risk

At the end of each reporting period, the maximum exposure to credit risk of the Group and of the Company is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The credit risk for cash and cash equivalents is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

Information regarding credit exposure for trade and other receivables is disclosed in Note 10 to the financial statements.

(b) Liquidity and cash flow risk

Liquidity risk is the risk that the Group and the Company are unable to service their cash obligations in the future. To mitigate this risk, the management measures and forecasts their cash commitments, monitors and maintain a level of cash and cash equivalents and credit facilities deemed adequate to finance the operations and developments activities of the Group and of the Company.

The analysis of financial instruments by remaining contractual maturities have been disclosed in Note 15, Note 16 and Note 17 to the financial statements.

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The exposure of the Group and of the Company to interest rate risk relates primarily to their interest-bearing borrowings on fixed and floating rates. The Group and the Company do not use derivative financial instruments to hedge this risk.

The interest rate profile and sensitivity analysis of interest rate risk have been disclosed in Note 10, Note 12, Note 15, Note 16 and Note 17 to the financial statements.

29. SIGNIFICANT EVENT SUBSEQUENT TO THE FINANCIAL YEAR

On 9 August 2022, the Company entered a shareholders agreement with Onlyee Flora Sdn. Bhd. to incorporate a joint venture company to be incorporated in Malaysia and to be known as BDD Development Sdn. Bhd.. The proposed business to be undertaken by the joint venture company are project management, property management and construction projects, and such other business as may agreed between the shareholders of the joint venture company.

Notes to the Financial Statements

30 June 2022 (cont'd)

30. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2022

Title	Effective Date
Annual improvements to MFRS Standards 2018 - 2020 Cycle	1 January 2022
Amendments to MFRS 3 <i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to MFRS 116 <i>Property, Plant and Equipment - Proceeds before Intended Use</i>	1 January 2022
Amendments to MFRS 137 <i>Onerous Contracts - Cost of Fulfilling a Contract</i>	1 January 2022
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2023
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
<i>Initial Application of MFRS 17 and MFRS 9 – Comparative Information (Amendments to MFRS 17 Insurance Contracts)</i>	1 January 2023
Amendments to MFRS 101 <i>Definition of Accounting Policies</i>	1 January 2023
Amendments to MFRS 108 <i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to MFRS 112 <i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments since the effects would only be observable for future financial years.



ADDITIONAL CORPORATE DISCLOSURE

AUDIT AND NON-AUDIT FEES

Details of the audit fees and non-audit service rendered by the External Auditors, BDO PLT for the financial year ended 30 June 2022 are set out as follows:

Paid/payable	Group RM	Company RM
Audit fees	263,000	104,000
Non-Audit fees	8,850	5,550

MATERIAL CONTRACTS

There were no material contracts entered into by the Company and/or its subsidiaries, involving Directors' and major shareholders' interest, either still subsisting at the end of the financial year, or entered into since the end of the previous financial year.

RECURRENT RELATED PARTY TRANSACTION ("RRPT") OF REVENUE NATURE FOR THE YEAR ENDED 30 JUNE 2022

The details of the RRPTs were disclosed in Note 26 of the Financial Statements for the financial period ended 30 June 2022 on pages 115 to 118.

DIRECTORS' RESPONSIBILITIES STATEMENTS IN RELATION TO THE FINANCIAL STATEMENTS

This statement is prepared as required by the Companies Act 2016 and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and the Company as at the end of each financial year, and of the results and cash flows of the Group and of the Company for that year then ended.

The Directors consider that in preparing the financial statements:

- The Group and the Company have used appropriate accounting policies and are consistently applied;
- Reasonable and prudent judgments and estimates were made; and
- All applicable approved accounting standards in Malaysia have been adhered to.

The Directors are responsible for ensuring that the Company maintains accounting records that disclose with reasonable accuracy the financial position of the Group and of the Company, and that the financial statements comply with the requirements of the Companies Act 2016.

The Directors have general responsibilities for taking such steps that are reasonably available to them to safeguard the assets of the Group, and to prevent and detect fraud and other irregularities.

SHAREHOLDINGS STATISTICS

AS AT 30 SEPTEMBER 2022

Issued share capital	:	412,500,000 (inclusive of 12,879,200 as Treasury Shares)
Types of shares	:	Ordinary shares
No. of shareholders	:	2,424
Voting rights	:	One vote per ordinary share

ANALYSIS OF SHAREHOLDINGS BY RANGE GROUPS

	No. of Shares	% Over Total Shares	No. of Holders	% Over Total Holders
less than 100 shares	120	0.000	7	0.289
100 to 1,000 shares	42,652	0.011	76	3.135
1,001 to 10,000 shares	7,561,128	1.892	1,581	65.223
10,001 to 100,000 shares	19,866,000	4.971	649	26.774
100,001 to less than 5% of issued shares	106,403,000	26.626	108	4.455
5% and above of issued shares	265,747,900	66.500	3	0.124
Total	399,620,800	100.000	2,424	100.000

LIST OF THIRTY LARGEST SHAREHOLDERS AS AT 30 SEPTEMBER 2022 (AS PER RECORD OF DEPOSITORS)

No.	Name	Shares Held	%
1.	Evergreen Ratio Sdn Bhd	117,138,900	29.312
2.	RHB Nominees (Tempatan) Sdn Bhd OSK Capital Sdn Bhd For Evergreen Ratio Sdn Bhd	110,000,000	27.526
3.	Effective Strategy Sdn Bhd	38,609,000	9.661
4.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Evergreen Ratio Sdn Bhd	19,380,000	4.849
5.	Tho Siu Chu	14,903,000	3.729
6.	Tan Chin Ee	14,843,000	3.714
7.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Haven Venture Sdn Bhd (REM 646-Margin)	6,862,500	1.717
8.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lasercoin (M) Sdn Bhd (REM 646-Margin)	5,737,800	1.435
9.	Puncak Angkasa Sdn Bhd	4,000,000	1.000
10.	Lee Sze Hao	3,159,400	0.790
11.	Lim Pei Tiam @ Liam Ahat Kiat	2,539,000	0.635
12.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Tan Chin Ee (M14)	2,098,000	0.524

SHAREHOLDINGS STATISTICS

AS AT 30 SEPTEMBER 2022 (cont'd)

LIST OF THIRTY LARGEST SHAREHOLDERS (CONT'D)

AS AT 30 SEPTEMBER 2022 (AS PER RECORD OF DEPOSITORS)

No.	Name	Shares Held	%
13.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account - Ambank (M) Berhad For Chew Siow Geok (Smart)	2,076,600	0.519
14.	Teoh Chew Seng	2,023,100	0.506
15.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok	1,955,100	0.489
16.	Lau Meng Hong	1,459,000	0.365
17.	Suriani Binti Abdul Aziz	1,452,000	0.363
18.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Loo Kah Chye	1,273,400	0.318
19.	Tng Kee Meng	1,000,000	0.250
20.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lim Dean Yann	915,000	0.228
21.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Cheng Wai Fun (CHE0562C)	673,100	0.168
22.	Johore Tenggara Oil Palm Berhad	668,000	0.167
23.	Lim Pay Kaon	600,000	0.150
24.	Tan Kee Hwee	587,200	0.146
25.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Woon Teik (REM 663)	577,800	0.144
26.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chin Kiam Hsung	550,400	0.137
27.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Kok Yatt Kong	514,800	0.128
28.	Teh Bee Gaik	496,500	0.124
29.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chin Kiam Hsung	446,000	0.111
30.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Ong Teik Hoe	400,000	0.100

SHAREHOLDINGS STATISTICS

AS AT 30 SEPTEMBER 2022 (cont'd)

SUBSTANTIAL SHAREHOLDERS

AS AT 30 SEPTEMBER 2022 (AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS)

Name of Substantial Shareholders	No. of Shares Held		% of Issued Share Capital	
	Direct	Indirect	Direct	Indirect
1. Evergreen Ratio Sdn Bhd	117,138,900	129,380,000	29.312	32.375
2. Tan Sri Dato' Tan Seng Leong	-	246,518,900 ⁽ⁱ⁾	-	61.687
3. Effective Strategy Sdn Bhd	38,609,000	-	9.661	-
4. Chan Toong Kit	-	38,609,000 ⁽ⁱⁱ⁾	-	9.661
5. Chong Shiung Foh	-	38,609,000 ⁽ⁱⁱ⁾	-	9.661

Notes:-

⁽ⁱ⁾ Deemed interest by virtue of their shareholdings in Evergreen Ratio Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("the Act").

⁽ⁱⁱ⁾ Deemed interest by virtue of their shareholdings in Effective Strategy Sdn Bhd pursuant to Section 8(4) of the Act.

DIRECTORS' SHAREHOLDINGS

AS AT 30 SEPTEMBER 2022 (AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS)

Shareholdings in the name of the Director	Direct	Number of ordinary shares		%
		%	Indirect	
1. Tan Sri Dato' Tan Seng Leong	-	-	246,518,900 ⁽ⁱ⁾	61.687

Notes:-

⁽ⁱ⁾ Deemed interest by virtue of his shareholdings in Evergreen Ratio Sdn Bhd pursuant to Section 8(4) of the Act.



LIST OF TOP 10 PROPERTIES

The details of the BCB Group's top 10 properties at 30 June 2022 are as follows:

Location	Description	Tenure	Age of building	Size (acre)	Carrying amount as at 30 June 2022 RM'000	Date of acquisition/ revaluation*
KLUANG, JOHOR						
PTB 8370 No. 20, Jalan Bakawali, 86000 Kluang, Johor.	16 storey hotel & Boutique hotel / bistro	Leasehold (expiring 10.11.2093)	26 years	0.58	35,000	26-06-22*
Lot 482 & 484 Mukim of Kluang District of Kluang, Johor	Being developed as Johbase City Square Commercial Lot	Leasehold (expiring 04.11.2102)	N/A	0.39	18,884	27-06-22*
BATU PAHAT, JOHOR						
HS(D) 23287, 23308-23337, 23526-23540, 23551-23565, 23581-23596, 23371-23388, 23464-23474, 23485-23525, 23566-23580, 36168, 36169, 36165, 36166 Mukim of Simpang Kanan, District of Batu Pahat, Johor	Being developed as Evergreen Heights	Freehold	N/A	76.77	46,453	06-02-02*
H.S.(D) 43069-43075 PTD No.18607-18613, Mukim of Linau, District of Batu Pahat, Johor	Being developed as Bandar Putera Indah	Freehold	N/A	98.69	53,985	28-09-09*
Lot 375 Jalan Bakau Condong Mukim Bandar Penggaram District of Batu Pahat, Johor	Being developed as Versis @ Batu Pahat	Freehold	N/A	9.9	49,388	28-04-15
Lot 1098,1099,1104,1105,1100,3034 Mukim of Simpang Kanan, District of Batu Pahat, Johor	Proposed residential & commercial development	Freehold	N/A	46.73	42,489	27-03-17

LIST OF TOP 10 PROPERTIES (cont'd)

The details of the BCB Group's top 10 properties as at 30 June 2022 are as follows:

Location	Description	Tenure	Age of building	Size (acre)	Carrying amount as at 30 June 2022 RM'000	Date of acquisition/ revaluation*
JOHOR BAHRU, JOHOR						
Shopping Complex - U Mall Taman Pulai Utama Mukim of Pulai, District of Johor Bahru, Johor	Shopping Complex Taman Pulai Utama	Freehold	15 year	3.96	33,000	30-06-22*
Plot No. A45-1, A45-2, A45-3 A46-1, A46-2, A46-3, A46-4 Mukim Pulai, Daerah Johor Bahru, Medini Zone A	Proposed residential development	Leasehold (expiring 14.02.2137)	N/A	7.81	319,871	06-12-13
Plot C1, HS(D) 537374 PTD 199638 Mukim Pulai, Daerah Johor Bahru, Medini Zone C	Being developed as Versis @ Medini	Leasehold (expiring 14.02.2107)	N/A	22.01	101,966	01-10-15
KUALA LUMPUR						
Lot 73478 & Lot 73479 (H.S(D) 69603 & 69604) Mukim Klang, Selangor Darul Ehsan	Proposed residential & commercial development	Leasehold (expiring 18.04.2101)	N/A	123.05	166,159	11-03-11

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-Forth (34th) Annual General Meeting of the Company will be held at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim on Tuesday, 13 December 2022 at 11.00 a.m. to transact the following businesses:-

AGENDA

As Ordinary Business

- | | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 1. | To receive the Audited Financial Statements for the financial year ended 30 June 2022 and the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. | To re-elect the following Directors who retire by rotation pursuant to Rule 131 of the Company's Constitution: | |
| | (i) Tan Sri Dato' Tan Seng Leong | Resolution 1 |
| | (ii) Ms. Tan Lindy | Resolution 2 |
| 3. | To elect Dato' Ismail Bin Karim who retires pursuant to Rule 116 of the Company's Constitution. | Resolution 3 |
| 4. | To approve the payment of Directors' fees of up to RM180,000.00 and benefits of up to RM20,000.00 from 14 December 2022 until the next Annual General Meeting of the Company. | Resolution 4 |
| 5. | To re-appoint Messrs BDO PLT as the Auditors of the Company and authorise the Directors to determine their remuneration. | Resolution 5 |

As Special Business

To consider and if thought fit, to pass the following Ordinary Resolutions, with or without modifications:-

- | | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 6. | AUTHORITY TO ISSUE SHARES | Resolution 6 |
| | <p>"THAT subject always to Sections 75 and 76 of the Companies Act 2016 ("the Act"), the Constitution of the Company and approvals from Bursa Malaysia Securities Berhad and any other governmental/regulatory bodies, where such approval is necessary, the Directors of the Company be and are hereby authorised to issue not more than ten per centum (10%) of the total number of issued shares of the Company at any time upon any such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit or in pursuance of offers, agreements or options to be made or granted by the Directors while this approval is in force until the conclusion of the next Annual General Meeting of the Company and that the Directors be and are hereby further authorised to make or grant offers, agreements or options which would or might require shares to be issued after the expiration of the approval hereof.</p> | |

AND FURTHER THAT pursuant to Section 85 of the Act read together with Rule 76 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company and to offer new shares arising from the issuance and allotment of the new shares pursuant to Sections 75 and 76 of the Act; AND THAT the Directors of the Company is exempted from the obligation to offer such new shares first to the existing shareholders of the Company."

Notice of Annual General Meeting (cont'd)

7. PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

Resolution 7

"THAT subject to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), approval be and is hereby given to the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with the related parties ("Recurrent Related Party Transactions") as set out in Section 2.1.5 of the Circular to the Shareholders dated 28 October 2022 ("the Circular") which are necessary for the day-to-day operations and carried out in the ordinary course of business and are on terms not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company.

THAT such approval shall continue to be in force until:

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company at which time it will lapse, unless the authority is renewed by a resolution passed at the said AGM;
- (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in general meeting;

whichever is the earlier;

AND THAT the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary (including executing such documents as may be required) to give effect to the Recurrent Related Party Transactions contemplated and/or authorised by this Ordinary Resolution;

AND THAT, the estimates given of the Recurrent Related Party Transactions specified in Section 2.1.5 of the Circular being provisional in nature, the Directors and/or any of them be and are hereby authorised to agree to the actual amount or amounts thereof provided always that such amount or amounts comply with the procedures set out in Section 2.1.8 of the Circular."

8. PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK

Resolution 8

"THAT subject always to compliance with the Companies Act 2016 ("Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") or any other regulatory authorities and all other applicable rules, regulations, guidelines or approval for the time being in force or as may be amended from time to time, the Directors be and are hereby authorised to make purchases of ordinary shares in the Company's issued share capital as may be determined by the Directors from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company, provided that:

- (i) the aggregate number of ordinary shares which may be purchased and/or held by the Company as treasury shares shall not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

Notice of Annual General Meeting (cont'd)

- (ii) the maximum funds to be allocated by the Company for the purpose of purchasing its shares shall not exceed the total retained earnings of the Company at the time of the said purchase(s); and
- (iii) the authority conferred by this resolution shall commence immediately upon the passing of this ordinary resolution and shall continue to be in force until:
 - (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the general meeting at which such resolution was passed at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;
 - (b) the expiration of the period within which the next AGM after that date is required by law to be held; or
 - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever is earlier;

AND THAT upon completion of the purchase by the Company of its own shares, the Directors be and are hereby authorised to deal with the shares purchased in their absolute discretion in the following manner:

- (i) cancel all the shares so purchased; and/or
- (ii) retain the shares so purchased in treasury for distribution as dividend to the shareholders or resell on the market of Bursa Securities; and/or
- (iii) retain part thereof as treasury shares and cancel the remainder;

and in any other manner as prescribed by the Act, rules and regulations made pursuant to the Act and the Main Market Listing Requirements of Bursa Securities and any other relevant authorities for the time being in force;

AND THAT authority be and is hereby given to the Directors and/or anyone of them to complete and do all such acts and things as they may consider necessary or expedient in the best interest of the Company, including executing all such documents as may be required or necessary and with full powers to assent to any modifications, variations and/or amendments as the Directors in their discretion deem fit and expedient to give effect to the aforesaid purchase(s) contemplated and/or authorised by this Ordinary Resolution."

9. To transact any other business of which due notice shall have been given.

BY ORDER OF THE BOARD

NG HENG HOOI (MAICSA 7048492) (PC No. 202008002923)
WONG MEE KIAT (MAICSA 7058813) (PC No. 202008001958)
Secretaries

28 October 2022

Notice of Annual General Meeting (cont'd)

Notes:

- (i) For the purpose of determining a member who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Rule 88.1(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 5 December 2022. Only depositor whose name appears on the Record of Depositors as at 5 December 2022 shall be entitled to attend this meeting or appoint proxies to attend and/or votes on his/her behalf.
- (ii) A member shall be entitled to appoint not more than two (2) proxies to attend and vote in his stead and where a member appoints more than one (1) proxy to attend and vote at the same meeting, such appointment shall be invalid unless the member specified the proportions of his shareholdings to be represented by each proxy.
- (iii) A proxy may but need not be a member of the Company and a member may appoint any person to be his proxy without limitation.
- (iv) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (v) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- (vi) The instrument appointing a proxy or the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Registered Office of the Company at No. 4B, 2nd & 3rd Floor, Jalan Sentol, South Wing - Kluang Parade, 86000 Kluang, Johor Darul Ta'zim, not less than forty-eight (48) hours before the time appointed for holding the meeting, or adjourned meeting at which the person named in the instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid.
- (vii) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to a vote by way of a poll.

Explanatory Note on Ordinary and Special Business:

1. Item 1 of the Agenda

This agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

2. Item 4 of the Agenda

Pursuant to Section 230(1) of the Companies Act 2016, fees and benefits payable to the Directors of the Company will have to be approved by the shareholders at a general meeting. The Company is requesting shareholders' approval for the payment of fees and benefits for the period commencing 14 December 2022 up till the next AGM of the Company in 2023. The benefits comprises allowance and benefits-in-kind.

Notice of Annual General Meeting (cont'd)

3. Item 6 of the Agenda

The proposed Ordinary Resolution 6, if passed, will authorise the Directors to issue not more than ten per centum (10%) of the total number of issued shares of the Company subject to the approvals of all relevant governmental/regulatory bodies.

This is the renewal of the mandate obtained from the members at the last Annual General Meeting ("the previous mandate"). The previous mandate was not utilized and accordingly no proceeds were raised.

The purpose of the renewal of the mandate is for further possible fund raising exercises including but not limited to further placement of shares for purpose of funding current and/or future investment projects, working capital, repayment of borrowings and/or acquisitions.

The approval of the issuance and allotment of the new shares under Sections 75 and 76 of the Companies Act 2016 ("the Act") shall have the effect of the shareholders having agreed to waive their statutory pre-emptive rights pursuant to Section 85 of the Act and Rule 76 of the Constitution of the Company, the shareholders of the Company hereby agree to waive and are deemed to have waived their statutory pre-emptive rights pursuant to Section 85 of the Act and Rule 76 of the Constitution of the Company pertaining to the issuance and allotment of new shares under Sections 75 and 76 of the Act, which will result in a dilution to their shareholding percentage in the Company.

4. Item 7 of the Agenda

The proposed Ordinary Resolution 7, if passed, will enable the Company and/or its subsidiary companies to enter into recurrent transactions involving the interest of Related Parties, which are necessary for the Group's day-to-day operations and undertaken at arm's length, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company. For more information, please refer to the Circular to Shareholders dated 28 October 2022.

5. Item 8 of the Agenda

The proposed Ordinary Resolution 8, if passed, will empower the Directors to purchase the Company's shares of up to ten per centum (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained earnings of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company. For more information, please refer to the Circular to Shareholders dated 28 October 2022.

STATEMENT ACCOMPANYING THE NOTICE OF THE ANNUAL GENERAL MEETING

Statement accompanying the notice of the Annual General Meeting pursuant to Paragraph 8.27(2), Appendix 8A of the Listing Requirements of Bursa Malaysia Securities Berhad.

The details of the Director seeking election is set out in the respective profile which appears in the Directors' Profiles on pages 14 to 16 of this Annual Report.

The details of his interest in the securities of the Company are set out in the Analysis of Shareholdings which appear on the page 125 of this Annual Report.



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BCB BERHAD**Registration No.: 198801004645 (172003-W)**

(Incorporated in Malaysia)

No. of ordinary shares held

CDS Account No.

PROXY FORMI/We _____ Tel. No.: _____
[Full name in block and NRIC No./Company No.]of _____
[Address]

being a member/members of BCB Berhad, hereby appoint:-

Full Name (in Block)	NRIC/Passport/Company No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

and/or (delete as appropriate)

Full Name (in Block)	NRIC/Passport/Company No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us on my/our behalf at the 34th Annual General Meeting of the Company to be held at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim on Tuesday, 13 December 2022 at 11.00 a.m. and at any adjournment thereof. My/our proxy is to vote as indicated below:-

Item	Agenda	Resolution	FOR	AGAINST
1.	Re-election of Tan Sri Dato' Tan Seng Leong as Director	Ordinary Resolution 1		
2.	Re-election of Ms. Tan Lindy as Director	Ordinary Resolution 2		
3.	Election of Dato' Ismail Bin Karim as Director	Ordinary Resolution 3		
4.	Payment of Directors' Fees and benefits	Ordinary Resolution 4		
5.	Re-appointment of Auditors	Ordinary Resolution 5		
6.	Authority to issue shares	Ordinary Resolution 6		
7.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a revenue or trading nature	Ordinary Resolution 7		
8.	Proposed Renewal of Authority for Share Buy-back	Ordinary Resolution 8		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy may vote or abstain as he thinks fit.

Signed this _____ day of _____, 2022.

Signature of Shareholder(s)/Common Seal

Notes:

- For the purpose of determining a member who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Rule 88.1(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 5 December 2022. Only depositor whose name appears on the Record of Depositors as at 5 December 2022 shall be entitled to attend this meeting or appoint proxies to attend and/or votes on his/her behalf.
- A member shall be entitled to appoint not more than two (2) proxies to attend and vote in his stead and where a member appoints more than one (1) proxy to attend and vote at the same meeting, such appointment shall be invalid unless the member specified the proportions of his shareholdings to be represented by each proxy.
- A proxy may but need not be a member of the Company and a member may appoint any person to be his proxy without limitation.
- Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- The instrument appointing a proxy or the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Registered Office of the Company at No. 4B, 2nd & 3rd Floor, Jalan Sentol, South Wing - Kluang Parade, 86000 Kluang, Johor Darul Ta'zim, not less than forty-eight (48) hours before the time appointed for holding the meeting, or adjourned meeting at which the person named in the instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid.
- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to a vote by way of a poll.

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AFFIX
STAMP
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The Company Secretary

BCB BERHAD

Registration No.: 198801004645 (172003-W)
(Incorporated in Malaysia)

No. 4B, 2nd & 3rd Floor, Jalan Sentol,
South Wing – Kluang Parade,
86000 Kluang,
Johor Darul Ta'zim

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BCB Berhad 198801004645 (172003-W)

4B, 2nd & 3rd Floor, Jalan Sentol
South Wing - Kluang Parade
86000 Kluang, Johor



Phone: 607 - 776 0089

Fax: 607 - 772 0089



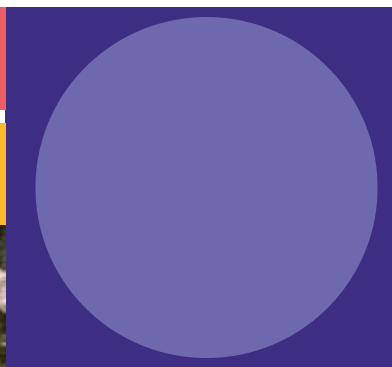
Website: www.bcbhd.com.my



Versis Medini



Versis Boulevard Kluang



Concerto North Kiara

