

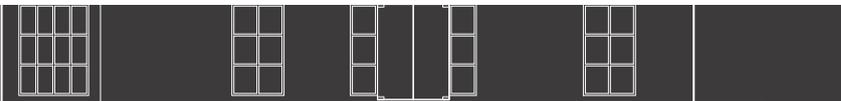


Building Communities & Beyond

Annual Report



2024



CONTENTS

2	CHAIRMAN'S STATEMENT	50	FINANCIAL STATEMENTS
4	MANAGEMENT DISCUSSION AND ANALYSIS	148	ADDITIONAL COMPLIANCE INFORMATION
8	SUSTAINABILITY STATEMENT	149	SHAREHOLDINGS STATISTICS
26	FIVE YEARS' FINANCIAL HIGHLIGHTS	152	LIST OF TOP 10 PROPERTIES
28	CORPORATE INFORMATION	154	NOTICE OF ANNUAL GENERAL MEETING
29	CORPORATE STRUCTURE	159	STATEMENT ACCOMPANYING THE NOTICE OF THE ANNUAL GENERAL MEETING
30	BOARD OF DIRECTORS' PROFILE		PROXY FORM
33	KEY SENIOR MANAGEMENT PROFILE		
34	AUDIT COMMITTEE REPORT		
36	CORPORATE GOVERNANCE OVERVIEW STATEMENT		
47	STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL		

CHAIRMAN'S STATEMENT

Dear Esteemed Shareholders,

On behalf of the Board of Directors of BCB Berhad ("BCB" or "The Group"), it is my honour to present to you the Annual Report and Audited Financial Statements for the financial year ended 30 June 2024 ("FY 2024").

OVERVIEW

FY 2024 has indeed been a tumultuous year for the global economy, marked by significant geopolitical tensions and economic challenges. The ongoing conflicts in Ukraine and the Middle East, coupled with the trade war between China and United States, have created a complex and uncertain global environment. These geopolitical risks have disrupted supply chains, leading to increased costs and inflationary pressures.

However, the Malaysian property market has shown resilience, supported by a strong labor market and increased domestic consumption. Bank Negara Malaysia's decision to maintain the Overnight Policy Rate has provided stability and confidence for the property markets and home buyers.

In FY 2024, BCB recorded a revenue of RM222.89 million, a decrease from RM245.43 million in FY 2023. Profit before tax stood at RM31.03 million compared to RM34.72 million in the previous year.

A more detailed analysis of our financial performance is available in the Management Discussion and Analysis section of the Annual Report.

CHAIRMAN'S STATEMENT (cont'd)

DIVIDEND

On 23 July 2024, BCB distributed around 3.99 million treasury shares by way of dividend-in-specie on the basis of 1 treasury share in BCB for every 100 ordinary shares held by the shareholders of the BCB.

LOOKING AHEAD

The Group is optimistic with the property market outlook. The country's strategic position amid the US-China trade tensions and shifts in the global supply chain has enhanced its appeal as a hub for investment. Followed by the political stability that enables the government to focus on policy-making and introduce significant macroeconomic blueprints. The Madani economy frameworks, National Energy Transition Roadmap ("NETR"), New Industrial Master Plan ("NIMP") 2030, and National Semiconductor Strategy are all geared towards boosting economic growth and attracting investments. Johor is particularly well-positioned to benefit from these developments, with the Johor-Singapore Special Economic Zone ("SEZ") and the Rapid Transit System ("RTS") Link expected to drive property demand and economic activity.

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.

APPRECIATION AND ACKNOWLEDGEMENTS

On behalf of the Board, I wish to extend my heartfelt appreciation to our capable Senior Management and dedicated employees for their commitment and contributions over the financial year.

To our supportive shareholders, valued customers, trusted bankers, business associates and Governmental authorities, I would like to express our sincerest gratitude for their continued support and confidence in the Group.

Lastly, I would like to acknowledge my fellow Board members for their invaluable guidance and strategic insights in steering us forward.

DATO' ISMAIL BIN KARIM
CHAIRMAN



MANAGEMENT DISCUSSION AND ANALYSIS



Review and Highlights of Financial Performance

For the financial year ended 30 June 2024 ("FY 2024"), the Group delivered a total revenue of RM222.89 million and achieved a pre-tax profit of RM31.03 million, compared to a revenue of RM245.43 million and a pre-tax profit of RM34.72 million in financial year ended 30 June 2023 ("FY 2023"). The major contributors to the Group's revenue are from Broadleaf @ Home Tree at Kota Kemuning and Bandar Putera Indah at Batu Pahat, Johor.

The Group's net assets have grown from RM549.12 million in FY 2023 to RM567.47 million in FY 2024 which attributable to the net assets per share attributable to owners of the Company to improve from RM1.25 per share in FY 2023 to RM1.29 per share for FY 2024. The Group's current ratio remains healthy at 1.56 times in FY 2024.

Total borrowings decreased by RM31.83 million to RM210.41 million from RM242.24 million. In line with the reduction in borrowings, net gearing ratio improved from 0.29 times in FY 2023 to 0.25 times in FY 2024.

The Group's negative cash and cash equivalent has reduced from RM15.15 million in FY 2023 to RM2.86 million in FY 2024.

Business Operation

a) Klang Valley

In the Klang Valley, the Group has sold more than RM1.42 billion worth of properties from its 2 high-end projects namely Home Tree @ Kota Kemuning and Concerto Condominium @ North Kiara, Kuala Lumpur over the past 11 years.

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 high-end residential featuring private clubhouse and healthy living and commercial shops upon completion.

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.

HomeTree was officially launched in June 2013 with an estimated Gross Development Value ("GDV") totaling RM1.9 billion and is targeted for completion with the coming 5 years.

Long Branch Residences, being Phase 1 consist of 101 units 3-storey bungalow unique development offering high-end community living with GDV totaling RM281 million were fully sold, completed and handed over to purchasers in July 2016.

Broadleaf Residences, being Phase 2 consists of 6 sub-phases, where 5 sub-phases completed and handed over, with a GDV totaling RM614 million. In July 2024, the Group successfully launched Phase 2F with an estimated GDV totaling RM88 million consisting of 12 units 3-storey semi-detached house and 16 units 3-storey bungalow. The new phase, Phase 3, Springwood Residences adorned by family park and backyard gardens targeting younger families is expected to be launched next year.

MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)

As of to-date, the total sales achieved for Broadleaf Residences is approximately to RM552 million.

Concerto Condominium @ North Kiara, Kuala Lumpur

Concerto Condominium @ North Kiara, Kuala Lumpur was completed and handed over to purchasers in 2015, achieved total sales of RM583 million.

b) Johor Region

In the Johor region, the Group is significantly engaged in two major township projects: one situated in Batu Pahat and its surrounding suburbs, and the other a mixed-use development in Iskandar Puteri, Johor. These initiatives represent key developments for the company, highlighting our expanding presence and contributions to the growth of both areas.

Batu Pahat Township Development

This year marks a significant milestone for our company, achieving cumulative sales of RM2.0 billion in the Batu Pahat region - a testament to our sustained efforts and commitment over the past 18 years. Our key projects in this region - Taman Bukit Perdana, Bandar Putera Indah, and Evergreen Heights - have been pivotal in driving this success.

➤ **Taman Bukit Perdana**

The inaugural project by BCB in Batu Pahat, has generated nearly RM600 million in revenue over the years, resulting in the construction of more than 3,800 residential and commercial units. This development has become a hallmark of BCB's presence in Batu Pahat.

➤ **Bandar Putera Indah**

Bandar Putera Indah is a 370-acre township development, emerging as a satellite suburb of Batu Pahat. Strategically located just 7 km from Batu Pahat's town center and 15 km from Yong Peng, it is the first fully integrated township in the area. Bandar Putera Indah continues to evolve as a thriving residential hub, providing modern living spaces that cater to the needs of a growing population. Its strategic location and well-planned infrastructure have attracted a strong community of homeowners and investors alike.

This mixed-use development, with an estimated GDV of RM1.50 billion, features a balanced blend of residential and commercial units. The township is equipped with comprehensive amenities, including a hypermarket, retail shops, and an auto service center to enhance the convenience of its residents. Surrounding facilities include schools, petrol stations, eateries, clinics, and a post office.

A key component of this development is the planned 25-acre commercial project, BCB Business Park, which is poised to further increase the investment value of the township.

To date, the project has successfully sold more than RM669 million worth of properties. In FY 2025, the Group aims to launch 240 units of residential and commercial properties, with a total GDV estimated at RM166 million.

➤ **Evergreen Heights**

Evergreen Heights is a self-contained mixed development township spanning 432 acres, strategically located adjacent to Bukit Banang Golf & Country Club - the only 18-hole golf course in Batu Pahat. The development is easily accessible via the four-lane dual carriageway, Jalan Tanjong Labuh, just 10 minutes from Batu Pahat town. It is also well-connected to Pontian via the coastal road and to Singapore through the Second Link causeway.

Designing for discerning buyers seeking a blend of luxury and convenience, Evergreen Heights has further enhanced the township's appeal. Its seamless integration of nature and urban living has proven highly attractive, contributing significantly to our sales figures.

Set amidst natural surroundings, Evergreen Heights features beautifully landscaped terrain, including a 12-acre park with a lake designed for family recreation. The township offers a quality lifestyle, with gated residential precincts, commercial and business zones, schools, a community center, and other essential amenities.

A new precinct, Hills Top Residence, is set to be launched soon, comprising 233 units of bungalows and semi-detached houses, with an estimated GDV of RM189 million, to be developed over the next four years.

MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)



Additionally, 310 units of Rumah Mampu Milik Johor ('RMMJ') will be launched in 2025. This initiative supports the Johor state government's efforts to provide affordable housing for the community and aligns with government requirements.

➤ **Straya Heights**

Our upcoming project, Straya Heights, which encompasses both residential and commercial properties, is set to provide even more opportunities for growth and community expansion. This initiative represents our commitment to fostering sustainable urban development while addressing the evolving needs of the Batu Pahat population.

Located just 2.5 km from the Batu Pahat city centre, this 46-acre mixed development features architectural design and landscaping inspired by a harmonious blend of nature and tranquillity.

This project comprises 484 units, including commercial spaces, landed terraces, semi-detached homes, and bungalows, with a projected GDV of RM311 million.

Situated along the main road of Jalan Tanjung Laboh, this high-end development aims to create a symbiotic relationship between humanity and nature. Phase 1A, which includes over 94 units of mixed developments with a GDV of RM35 million, is expected to launch in the upcoming year.

Iskandar Puteri Township Development

In the Iskandar Puteri region, we are proud to introduce Lumina Commercial Park, a landmark project that heralds a new era of development for BCB. This commercial and high-rise residential development is strategically positioned to meet the demands of the growing Iskandar Puteri market.

Our ongoing projects in Iskandar Puteri, including Elysia @ Medini and Versis @ Medini, continue to build on the success of the region's mixed-use development model.

➤ **Lumina Commercial Park, Iskandar Puteri, Johor**

The official launch of Lumina Commercial Park marks a landmark commercial development by Iskandar Seafront Assets Sdn. Bhd. and BCB Berhad, with an estimated GDV of RM696 million. This innovative project blends cutting-edge design with sustainable practices and is strategically positioned to be a key asset in Johor's rapidly growing landscape.

MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)

Located along the Coastal Highway in Iskandar Puteri, the development spans 35 acres and offers seamless connectivity to major highways. Laksamana Park, a pet-friendly green space honoring Tunku Laksamana Johor, is located nearby, adding to the appeal of this vibrant hub.

Phase 1 was officially launched in 2024 with an estimated GDV of RM206 million consists of 75 retail units featuring The Jewel Walk is expected to be completed in 2026.

Lumina Commercial Park is set to be a thriving commercial hub, representing the future of modern retail where innovation and community spirit converge.

➤ **Elysia Park Residence, Medini, Iskandar Puteri, Johor**

Elysia Park Residence is a 7.81-acre high-rise development, undertaken as a joint venture between BCB Berhad, holding a 60% equity stake, and United Harvest Group Company Limited, a developer from Hong Kong, China.

The project is divided into two phases and consists of six 44-storey tower blocks built atop a nine-storey car park podium, with a total GDV of RM1.32 billion. Phase 1, comprising 981 units across three tower blocks, was completed in 2019. The development offers eight different unit layouts, designed to cater to a wide range of market needs.

Elysia Park Residence is expected to generate significant interest from both local and international buyers due to its location in Medini, a special economic zone where foreigners are exempt from property buying and selling restrictions. Its strategic proximity to the Second Link makes it particularly attractive to those working in Singapore and investors seeking strong rental yields.

➤ **Versis Medini, Iskandar Puteri, Johor**

Versis Medini is a mixed development that seamlessly integrates residential and commercial spaces within a vibrant retail environment. Strategically located in the heart of Medini, it is surrounded by prestigious high-rise residential developments and

enjoys close proximity to key modern amenities such as Legoland, Gleneagles Hospital, EduCity, and the Iskandar Puteri City Council ('MBIP') headquarters, which serves as the region's new administrative office. Additionally, Versis Medini is located near Eco Botanic, providing easy access to another vibrant township with its own array of facilities and amenities.

The project is divided into three sub-phases, comprising both shophouses and apartments, with an estimated GDV of RM500 million. Phase 1, featuring 54 commercial shop units with a GDV of RM135 million, was completed and handed over to purchasers in June 2020.

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 47 to 49 of this Annual Report.

Prospects and Outlook

Growth is projected to improve in 2025, driven by a recovery in exports and strong domestic spending. Bank Negara Malaysia forecasts a growth rate of 4% to 5% for 2024. With the introduction of significant macroeconomic blueprints by the government, the Group anticipates continued strong demand, particularly in high-growth market like Johor.

The Group is poised to capitalize on the burgeoning property market in Johor, driven by the region's strategic location, Special Economic Zone ("SEZ") and Special Financial Zone ("SFZ") incentives, and robust infrastructure development.

Moving forward, the Group will leverage its sizeable land across the center and southern regions, including flagship projects in Batu Pahat and Kota Kemuning, expected to be developed within the next 10 years.

With a land bank of 575 acres, the Group is well-positioned to deliver sustainable growth for financial year 2025 and beyond.

SUSTAINABILITY STATEMENT

Introduction

Our Statement encompasses the business of BCB Berhad and its subsidiaries ("BCB", "the group", "we", and "our") efforts and performance in managing our material Economic, Environmental, and Social ("EES") risks and opportunities or otherwise known as material sustainability matters.

Reporting Framework

In preparing this statement, we have been guided by the key principles of the following:

- Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements, with reference to the latest edition of the issued Sustainability Reporting Guide 3rd Edition;
- Global Reporting Initiative ("GRI") Standards and its latest Universal Standards 2021; and
- Task Force on Climate-related Financial Disclosure ("TCFD")*.

* Following the publication of the inaugural ISSB Standards — IFRS S1 and IFRS S2 — the Financial Stability Board has asked the IFRS Foundation to take over the monitoring of the progress on companies' climate-related disclosures from the Task Force on Climate-related Financial Disclosures (TCFD) - from 2024.

Reporting Scope and Boundary

This statement covers BCB Berhad and all its subsidiaries within our business sector for the financial year end 30 June 2024 ("FYE 2024", "the year", or "Reporting Period").

This statement's boundary is established around the extent of ownership and management control within which BCB implements its policies. This includes BCB's corporate policies, workforce, and other policies associated with managing business operations. Excluded from this statement is non-operational control over certain property assets - where tenants have management control under their leases.

This statement addresses our response to material matters which impact our business and our ability in delivering value to all our stakeholders. Where relevant, we will also include data from previous years to track year on year progress and to provide additional context.

Sustainability Governance

At BCB, the Sustainability Governance is led by the Board of Directors, with oversight from the Sustainability Steering Committee ("SSC") and implementation by the Sustainability Working Committee ("SWC"). The following represents the framework of our sustainability governance,



SUSTAINABILITY STATEMENT (cont'd)

Assurance Statement

Information in this statement has not been assured by our internal audit function or any other independent assurance provider. The Board through management, will continuously review the need to obtain limited assurance on information disclosed in future disclosures.

Materiality Assessment

Our sustainability strategic planning processes are guided by the concept of materiality. Identifying, comprehending, and concentrating on EES issues that hold relevance for our business and industry, particularly those that significantly influence the assessments and decisions of our stakeholders, is vital to prevent significant repercussions for our organisation as a whole.

In our materiality assessment exercise, which will undergo review and enhancement in the subsequent years, we followed these steps:

Peer Review	<ul style="list-style-type: none"> Consolidated issues based on reports from local peers. Local peers were selected based on their business and operational similarities to our companies and overlapping stakeholders.
Standards & Frameworks	<ul style="list-style-type: none"> Industry standards from global frameworks (GRI Standards) and Bursa Malaysia's reporting framework have been used to identify materiality sustainable matters. Input from management based on key risks identified through company's risk management framework.
Stakeholder Engagement	<ul style="list-style-type: none"> Engaged with management to obtain insights on selection and prioritisation of the material topics. We relied on insights obtained by management via continuous stakeholder engagement performed by management in the course of our business.
Materiality Assessment Prioritisation	<ul style="list-style-type: none"> Tabulated the results from the stakeholder engagement into a materiality matrix. Adoption of Bursa's common sustainable materiality matters as our material topic.
Validation	<ul style="list-style-type: none"> Presented the materiality matrix to the Board of Directors for discussion and endorsement.

The following table summarises stakeholder engagement performed by management in the course of delivering our business value proposition throughout the reporting year.

Key Stakeholders	How We Engage Them	Key Topics
Our customers	<ul style="list-style-type: none"> Direct engagement by sales and marketing team and our top management Feedback sessions 	<ul style="list-style-type: none"> Property features and demand Price appetite
Shareholders	<ul style="list-style-type: none"> General Meeting(s). Direct engagement by board members/ top management Annual Report/Corporate website 	<ul style="list-style-type: none"> Financial results Key business developments such as new acquisitions, launch of new projects Investor relations
Employees	<ul style="list-style-type: none"> Performance appraisals Team bonding and company events Internal communication through face-to-face meetings, telephone calls, emails, WhatsApp 	<ul style="list-style-type: none"> Information update by management Staff feedback on work-related issues Awareness and compliance management, especially on key legislations Evolving construction and property trends

SUSTAINABILITY STATEMENT (cont'd)

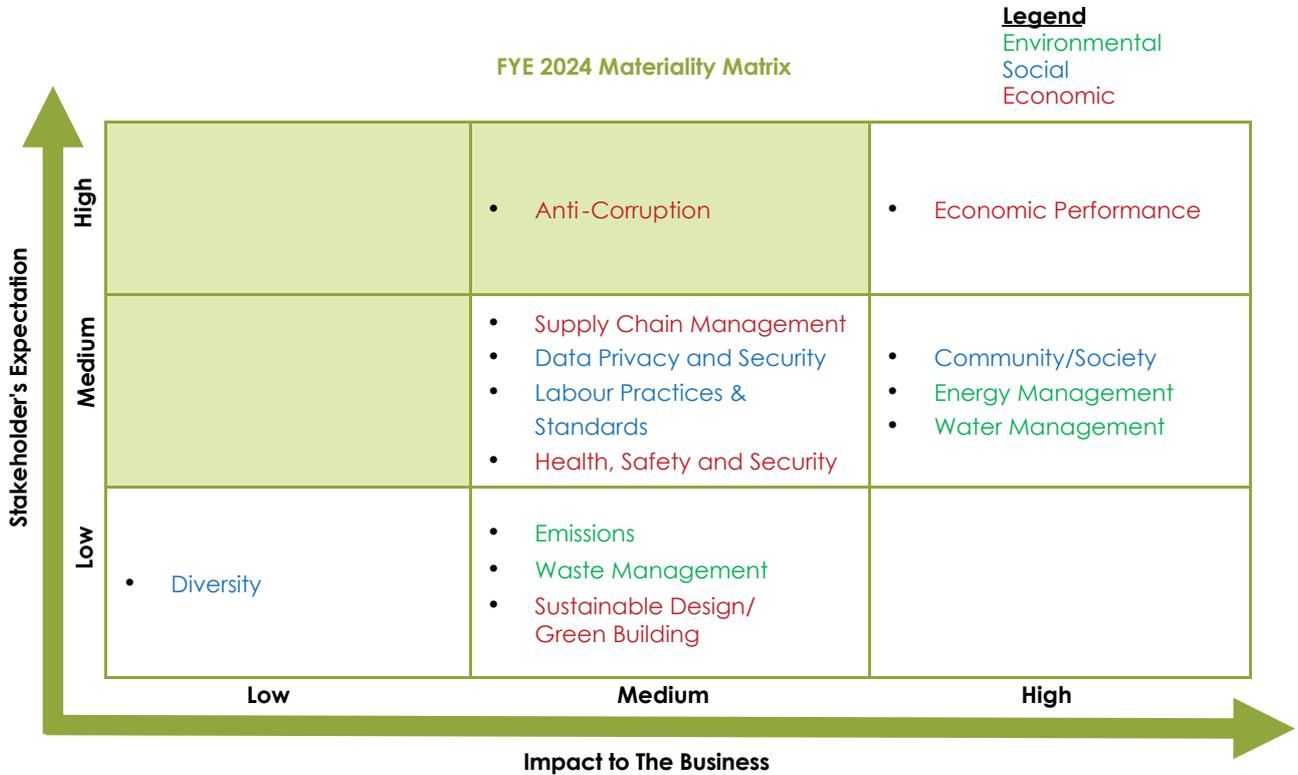
Materiality Assessment (continued)

The following table summarises stakeholder engagement performed by management in the course of delivering our business value proposition throughout the reporting year. (continued)

Key Stakeholders	How We Engage Them	Key Topics
Government and Regulatory Agencies	<ul style="list-style-type: none"> Media statements by government department and senior officials News Regulatory and compliance updates 	<ul style="list-style-type: none"> Regulatory and industry standards and guidelines Government policy (e.g. energy prices, taxations, etc)
Local Community	<ul style="list-style-type: none"> Community outreach activities 	<ul style="list-style-type: none"> Corporate Social Responsibility matters
Trade Associations	<ul style="list-style-type: none"> Regular communication through meetings, emails, telephone calls, and online meetings 	<ul style="list-style-type: none"> Initiatives for industry and businesses Feedback and updates on regulations and government guidelines
Suppliers	<ul style="list-style-type: none"> Regular communication through meetings, emails, telephone calls, and online meetings 	<ul style="list-style-type: none"> Raw materials/manpower delivery and quality Pricing Innovation in building materials and construction methods

The materiality matrix below illustrates the BCB's material matters for FYE 2024, aligned along the horizontal axis to indicate their impact to our business. Simultaneously, these topics are positioned along the vertical axis to reflect our stakeholder's expectations.

In FYE 2024, we incorporated the "Sustainable Design and Green Building" topic into our material matters, recognising the increasing significance of environmentally friendly practices within our operations.



SUSTAINABILITY STATEMENT (cont'd)

Materiality Assessment (continued)

No.	Material Topic	GRI Reference	Indicators
1	Economic Performance	201-1	Direct economic value generated and distributed
2	Community/Society	201-1	Total amount invested in the community where the target beneficiaries are external to the listed issuer
		201-1	Total number of beneficiaries of the investment in communities
3	Anti-Corruption	205-2	Percentage of employees who have received training on anti-corruption by employee category
		205-1	Percentage of operations assessed for corruption-related risks
		205-3	Confirmed incidents of corruption and action taken
4	Supply Chain Management	204-1	Proportion of spending on local suppliers
5	Health and Safety	403-9	Number of work-related fatalities
		403-9	Lost time incident rate
		403-5	Number of employees trained on health and safety standards
6	Diversity	405-1	Percentage of employees by gender and age group for each employee category
		405-1	Percentage of directors by gender and age group
7	Human Capital Management	404	Total hours of training by employee category
		401	Percentage of employees that are contractors or temporary staff
		401-1	Total number of employee turnover by employee category
		N/A	Number of substantiated complaints concerning human rights violations
8	Data Privacy and Security	418-1	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data
9	Energy Management	302-1	Total energy consumption
10	Emissions	305-1	(i) Scope 1 emissions in tonnes of CO ₂ e
		305-2	(ii) Scope 2 emissions in tonnes of CO ₂ e
		305-3	(iii) Other indirect (Scope 3) GHG emissions (Business Travel and Employee Commuting)
11	Water Management	303-3	(i) Water withdrawal
		303-4	(ii) Water discharge
		303-5	(iii) Water consumption
12	Waste Management	306-3	Total waste generated and a breakdown of: -
		306-4	(i) Total waste diverted from disposal
		306-5	(ii) Total waste directed to disposal

SUSTAINABILITY STATEMENT (cont'd)

Economic

Economic Performance

We acknowledge that economic sustainability involves assessing how BCB's activities impact the financial health of our stakeholders and the wider economic system, spanning local and national levels. Amidst the current challenging environment, the group's economic performance remains a significant concern for our stakeholders, including employees, suppliers, investors, and government entities.

For FYE 2024, the value creation for our stakeholders is as below:

	FYE 2024 (RM' Million)	FYE 2023 (RM' Million)	FYE 2022 (RM' Million)
Economic Value Generated	223	245	220
Economic Value Distributed	205	225	197
Payment to employees (e.g. salary and benefits)	20	19	16
Payment to providers of capital	18 (*)	19	19
Payment to government	11	13	13
Payment to vendors	156	174	149

(*) Inclusive of interim dividend via treasury shares distributed on 23 July 2024.

We believe that the economic success of BCB stems from our commitment to customer satisfaction and the consistent delivery of high-quality products. We uphold quality standards by following construction guidelines like the Quality Assessment System in Construction ("QLASSIC") mandated by the Construction Industry Development Board ("CIDB").

For more details about our business strategy and performance, please refer to the Management Discussion and Analysis section of the Annual Report.

Anti-Corruption

We are fully aware of the formidable challenges posed by corruption risk, especially given the industry in which we operate. In light of this, and in line with requirements under Chapter 15.29 of the Bursa Malaysia Main Market Listing Rules ("MMLR"), we continue to maintain policies and procedures on anti-corruption and whistleblowing that are, at a minimum, guided by the Guidelines on Adequate Procedures issued pursuant to section 17A (5) of the Malaysian Anti-Corruption Commission Act 2009.

This includes maintaining our corruption risk assessment through an annual review. The anti-bribery and corruption risk has been included in our risk registers, with risk owners from all divisions. Our risk assessment covers inbound bribery, outbound bribery, fraud, conflicts of interest, and vicarious corporate liability arising from non-compliance by our vendors and agents.

	FYE 2024 (%)
Percentage of operation assessed on corruption risk	100

To ensure ongoing adherence to our anti-bribery and anti-corruption policies, we provide training for all employees at planned intervals.

We maintain effective communication and awareness through compliance monitoring, feedback sessions, discussions with top management, and employee emails.

SUSTAINABILITY STATEMENT (cont'd)

Economic (continued)

Anti-Corruption (continued)

The following table shows that all our employees have received training on anti-corruption.

Percentage of employees that have received training on anti-corruption by employee category	FYE 2024 (%)
Senior Management	100
Middle Management	100
Executive	100
Non-Executive	100

1. Foreign workers are excluded from the training.

During the reporting period, we are pleased to announce that no instances of corruption were identified or reported among our employees or business partners with respect to their employment with us.

Number of confirmed incidents for FYE 2024, 2023 and 2022	None Reported
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Health, Safety and Security

We are committed to ensuring the health and safety of our employees, subcontractors, tenants, and the general public in relation to our property management and development business.

As a player in construction and property management, we adhere to the principal health and safety legislation in Malaysia, the Occupational Safety and Health Act 1994 (OSHA), including the latest amendments effective since June 2024.

In line with this, we have established policies and procedures, driven by health and safety risk assessments which we continuously review. Review and compliance monitoring of our health and safety risks are performed by health and safety officers or coordinators, in line with the requirements of OSHA. Where we rely on our vendors or contractors/sub-contractors, we ensure the same through clear communications and monitoring. We are cognisant of the heightened corruption risk, as a result of non-compliance to relevant regulations in this particular area, therefore have linked this to our anti-corruption risk assessment and monitoring.

During this reporting year, we had no work-related fatalities at our premises and sites, and our Loss Time Incident Rate (LTIR) amongst our own employees and our sub-contractors are as follows:

		FYE 2024	FYE 2023	FYE 2022
No. of work-related fatalities	Employees	Nil	Nil	Nil
LTIR	Contractors' Worker	Nil		

1. Loss time incident rate refers to the loss of productivity associated with accidents or injuries arising out of or in the course of work.
2. The data above covers BCB's Batu Pahat, Kluang, and Kota Kemuning construction operations.

For the commercial properties we own and manage, we maintain a comprehensive facilities management program to ensure the safety and security of occupants, visitors, and assets. This includes installing surveillance systems, performing regular maintenance checks, and implementing emergency response plans.

SUSTAINABILITY STATEMENT (cont'd)

Economic (continued)

Health, Safety and Security (continued)

We provide training for our employees on health and safety standards, aimed at addressing skill gaps and improving capabilities. In FYE 2024, 16 employees participated in these training sessions.

Number of direct employees trained on health and safety standards	FYE 2024
Senior Management	Nil
Middle Management	6
Executive	3
Non- Executive	7
Overall Composition	16

1. The data above covers BCB's Batu Pahat, Kluang, and Kota Kemuning construction operations.

Cognisant of the requirements under the law, we also have in place training program involving our sub-contractors or indirect subcontractors or any employees employed by such contractor or subcontractor at work, who act under the direction of BCB.

Number of employees of direct or indirect (sub) contractors, who attended training session by BCB Berhad as principal employees.	FYE 2024
Senior Management	Nil
Middle Management	9
Executive	Nil
Non- Executive	10
Overall Composition	19

1. The data above covers BCB's Kota Kemuning construction operations.

Sustainable Design & Green Building

A holistic approach to sustainable design and green building integrates environmental, social, and economic considerations to minimise environmental impact while maximising benefits for our customers.

This involves prioritising energy efficiency through smart design and passive technologies, conserving resources with sustainable materials, and enhancing indoor environmental quality to promote customers' health and well-being. Additionally, it includes thoughtful site selection and urban planning for walkable communities and climate resilience.

We recognise the importance of these practices in enhancing our property competitiveness together with the escalating demand for safe and eco-friendly spaces for our customers. Moreover, sustainable design strategies such as energy efficiency and thoughtful urban planning not only lead to long-term cost savings for customers, particularly with the continuous rise in energy costs but also enhance the mobility of our customers.

In this regard, we are excited to announce the launch of Lumina Commercial Park, Iskandar Puteri, a new commercial development by Iskandar Seafront Assets and BCB Berhad, officially opened in 2024. This development spans 35 acres not only features modern design and eco-friendly practices but also across Laksamana Park, a pet-friendly green space honoring Tunku Laksamana Johor.

Phase 1 covers 10 acres and features 75 retails units. Its unique features — double-frontage shops, double-volume ceilings, and dual-ground levels — promote sustainable design by maximizing natural light, improving ventilation, and enhancing accessibility. These elements encourage walkability, reduce reliance on artificial lighting and air conditioning, contributing to energy efficiency and a healthier environment.

SUSTAINABILITY STATEMENT (cont'd)

Economic (continued)

Sustainable Design & Green Building (continued)

Lumina Commercial Park aims to be a vibrant commercial hub that embraces both innovation and community green spaces.

Moving forward, we will continue to explore ways to incorporate sustainable design and passive elements into our future projects and existing buildings to better address our customers' needs.

Community Investment

We strive to make a positive contribution to the society in which we operate through our Corporate Social Responsibility ("CSR") programs and various initiatives. The impact of our community investment is summarised below.

	FYE 2024	FYE 2023	FYE 2022
Total amount invested in the community where the target beneficiaries are external (RM'000)	166	283	251
Total number of beneficiaries of the investment in communities	11,724	N/A	N/A

1. The number of beneficiaries is based on the best estimate provided by the beneficiary organisation.

During the reporting period, we have contributed a total of RM166,000 to the community. A few of the noteworthy contributions are as follows.

In July 2023, Yayasan Kanser Tunku Laksamana Johor (TLJCF) organised a charity dinner, 'Lights of Hope,' to raise funds for cancer fighters in need. The support provided included medicines, special needs milk, general and surgical equipment, living expenses, and transportation to hospitals and for scan tests. BCB sponsored RM10,000 to the fund committee to help raise funds.

In May 2024, we donated RM30,000 to Bandar Penggaram Associated Chinese Schools for Tiger Sin Chew Chinese Education Charity Performance. The funds will support students by alleviating financial burdens and encouraging academic excellence.

Supply Chain Management

To ensure a steady supply and support the Malaysian economy, while concurrently reduce transportation emissions, we consistently prioritise local suppliers, provided they meet our standards for price, quality, performance, and ethics. As a result, 100% of our supplies for the reporting year were sourced locally.

We consistently review the performance of our vendors and communicate areas where they can improve. We consider ourselves as their business partners, acknowledging the mutual dependence between us and our vendors.

	FYE 2024 (%)	FYE 2023 (%)	FYE 2022 (%)
Percentage of spending on local suppliers	100	100	100

1. The data above covers BCB's Batu Pahat, Kluang and Kota Kemuning construction sites.

Supplier assessment (environmental and social)

Recognising our responsibility for both our practices and the conduct of our suppliers, we engage in ongoing communication with our vendors regarding their environmental and social practices. This includes addressing issues such as forced labour, minimum wages, health and safety, and environmental management – in order to ensure continuous compliance with local law.

SUSTAINABILITY STATEMENT (cont'd)

Social

Diversity

We recognise diversity's importance in enhancing decision-making, risk awareness, and adaptability. While valuing equal opportunities for all, regardless of age, gender, nationality and ethnicity, we prioritise hiring based on skills and growth potential throughout the group. Our approach is merit-based, without specific diversity targets, focusing more on capabilities.

The non-Malaysian workers in our employment are, directly employed as construction workers, and crucial in delivering our business.

Below are tables outlining the age, gender and nationality across our direct hires, by employee category.

Gender Diversity

Employee Category	% for FYE 2024		% for FYE 2023		% for FYE 2022	
	Male	Female	Male	Female	Male	Female
Top Management	60	40	45	55	40	60
Middle Management	43	57	51	49	47	53
Executive	24	76	30	70	28	72
Non-Executive	55	45	54	46	56	44
Foreign Workers	100	Nil	100	Nil	100	Nil
Overall Composition	53	47	52	48	47	53

Age Diversity

Employee Category	Age in Years (%)								
	FYE 2024			FYE 2023			FYE 2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Top Management	Nil	70	30	Nil	64	36	Nil	70	30
Middle Management	3	77	20	3	80	17	3	83	14
Executive	31	64	5	26	63	11	24	64	12
Non-Executive	29	59	12	27	59	14	28	55	17
Foreign Workers	56	44	Nil	60	40	Nil	Nil	100	Nil
Overall Composition	28	61	11	25	62	13	19	66	15

Nationality

	FYE 2024 (%)	FYE 2023 (%)	FYE 2022 (%)
Malaysian	82	88	95
Non- Malaysian	18	12	5

SUSTAINABILITY STATEMENT (cont'd)

Social (continued)

Diversity (continued)

Board Diversity

As of to date, there is no plan by the Board to adopt any diversity target. The Board via the Nomination and Remuneration Committee (NRC), continuously reviews the size and composition of the board to maintain effective governance at the board level. More discussion on this can be found on the Corporate Governance Overview Statement section.

The following tables present the age and gender diversity of the Board.

Employee Category	% for FYE 2024		% for FYE 2023		% for FYE 2022	
	Male	Female	Male	Female	Male	Female
Directors	62	38	57	43	50	50

Employee Category	Age in Years (%)								
	FYE 2024			FYE 2023			FYE 2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Directors	Nil	62	38	Nil	57	43	Nil	67	33

Human Capital Management

Our employees are central to our company's success, as they are instrumental in project delivery to our clients. Recognising this, we prioritise the attraction, growth, and retention of skilled individuals to ensure the continued success and resilience of our business.

Training and Development

We provide ongoing learning and development opportunities, encompassing both technical and non-technical training, to help our employees enhance their knowledge and skills necessary for Construction and Non-Construction related segments.

In FYE 2024, our employees collectively spent 1,579 hours on training.

Employee Category	FYE 2024 (Hours)	FYE 2023 (Hours)	FYE 2022 (Hours)
Top Management	75	56	44
Middle Management	637	132	80
Executive	568	39	36
Non-Executive	299	8	12
Total	1,579	235	172

Utilisation of contractors/temporary staff

To ensure consistent and uninterrupted business, we maintain hiring employees on a permanent basis rather than temporarily. This strategy promotes stability within our workforce and enhances continuity in our business operations, ultimately contributing to greater customer satisfaction and loyalty.

The following table illustrates the trend in contractors/ temporary staff hiring within the group.

Employment Type	% for FYE 2024	% for FYE 2023	% for FYE 2022
Contractors/Temporary	4	7	8

SUSTAINABILITY STATEMENT (cont'd)

Social (continued)

Human Capital Management (continued)

Employee Turnover

In FYE 2024, 38 employees resigned. To address this, we are focusing on enhancing engagement, providing career growth opportunities, and fostering a supportive culture to retain talent.

Below is a breakdown of the employee turnover numbers at the end of the reporting period:

Employee Category	Number of Employee Turnover		
	FYE 2024	FYE 2023	FYE 2022
Senior Management	Nil	2	3
Middle Management	8	8	7
Executive	6	17	9
Non-Executive	24	9	10
Foreign workers	Nil	1	Nil
Total	38	37	29

1. *Employee turnover refers to employees who leave the company voluntarily or due to dismissal, retirement, or death in service.*

Employee labour rights

We ensure fair treatment for all employees, including our foreign workforce. This not only ensures compliance but also mitigates risks, enhances well-being, and upholds our reputation as a responsible organisation.

We comply with global labour standards, including those established by the International Labour Organization (ILO), and local regulations such as the Malaysian Employment Act 1955, the Employment (Amendment) Act 2022, and the Minimum Wages Order 2022. We also ensure that our workers' accommodations are secure and comfortable, adhering at a minimum to the Minimum Standards of Housing and Amenities (Amendment) Act 2019.

During the reporting year, we are pleased to announce that no substantiated complaints were received from any regulatory or official bodies in relation to violation to human rights of our workers.

Number of substantiated complaints received in FYE 2024, 2023, and 2022:	None Reported
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Data Privacy and Security

Our data Privacy Policy is governed by local laws such as the Personal Data Protection Act 2010.

We continue to maintain, monitor, and improve on our policies and procedures to ensure compliance with. During the reporting year, there were no complaints received from any regulatory or official bodies concerning breaches of customer privacy or losses of customer data.

Substantiated complaints for FYE 2024, 2023, and 2022:	None Reported
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1. *The data above covers BCB's Batu Pahat, Kluang and Kota Kemuning development operations, Umall, Prime City Hotel and Elysia Park Residence Sales Gallery.*

SUSTAINABILITY STATEMENT (cont'd)

Environment

Energy Management

We recognise the ongoing trend of rising energy costs in the foreseeable future, attributed to the Malaysian government's measures to increment non-domestic electricity tariffs and curtail fuel subsidies. These actions, driven by the government's commitment to achieving net zero emissions and reducing fiscal deficits, causing an increase in our operating costs and at the same time resulted to a growing preference among tenants for low-energy-cost solutions, especially during the property selection process.

Additionally, we understand that this shift will likely increase tenants' concerns regarding a company's stance and actions on sustainable energy practices. Further discussion on Sustainable Design/Green Building topic can be found in this Sustainability Statement.

In FYE 2024, the Group's total energy consumption was 14,385 GJ and the breakdown is as following:

Total of Energy Consumption	FYE 2024	FYE 2023	FYE 2022
Purchased Electricity (GJ)	8,654	6,872	4,075
Fuel Consumption – Gen Set (GJ)	5,731	1,686	1,341
Fuel Consumption – Transportation (GJ)			
Total (GJ)	14,385	8,558	5,416
Total (MWh)	3,996	2,376	1,505

1. The energy conversion factor used for fuel litre consumption is derived from the UK Government GHG Conversion Factors for Company Reporting 2024, 2023, and 2022, based on petrol/diesel which is 100% mineral oil.
2. This covers diesel and petrol used in company-owned vehicles.
3. The data for purchased electricity above includes BCB's Elysia Park Residence sales gallery, Versis @ Batu Pahat office, Hometree, show units, sales gallery and office, Kluang office, Prime City Hotel, and Kluang, Batu Pahat, and Kota Kemuning constructions sites.
4. The data above excludes BCB's U-Mall and unsold property units under the Group.
5. Conversion factor for energy consumption of 0.2778 (GJ to MWh) in MWh is derived from UK Government GHG Conversion Factors for Company Reporting.

Emissions

We have not yet established an emission management framework or roadmap. Nevertheless, in meeting compliance requirements, we have begun to collate not only Scope 1 and Scope 2 emissions but also Scope 3 emissions. Currently, our Scope 3 emissions data is limited to business travel from mileage claims and employee commuting using their private vehicles in connection with their employment at BCB. We will review our current practices and approach to emission management in response to any changes in the regulatory environment.

Emission Type	FYE 2024 (tCO ₂ e)	FYE 2023 (tCO ₂ e)	FYE 2022 (tCO ₂ e)
Direct GHG Emission (Scope 1)	391	118	94
Indirect GHG Emission (Scope 2)	1,406	1,117	662
Scope 3 (Employee Commuting and Business Travel)	348	N/A	N/A
Total GHG Emissions	2,145	1,235	756

SUSTAINABILITY STATEMENT (cont'd)

Environment (continued)

Emissions (continued)

1. Scope 1 Emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the Group. The emission Conversion factor for Scope 1 is derived from the UK Government GHG Conversion Factors for Company Reporting 2024, 2023, and 2022, based on petrol/diesel which are 100% mineral oil. For 2024, the conversion factor is 2.66 for 100% mineral diesel and 2.35 for 100% mineral petrol.
2. Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the Group. The Emission Conversion factor for Scope 2 is derived from the CDM Electricity Baseline for 2017 by Malaysian Green Technology Corporation, using Combined Margin (C.M) emission factor, which is 0.585 tCO₂e/MWh
3. We have only begun tracking Scope 3 (employee commuting and business travel) for the reporting year. We have identified opportunities for enhancement in both our communication and data collection practices.
4. For employee commuting, emissions are obtained based on employees' estimate of fuel consumption by way of survey. A total of 129 employees participated in this survey.
5. For business travel, distance travelled is estimated from total mileage claims and BCB's mileage claim policy. Subsequently, we estimated the emissions using an average petrol car size emissions factor of 0.0001645 tCO₂e/KM from UK Government GHG Conversion Factors for Company Reporting 2024. We excluded emissions from any overnight stays and any form of other travel.

Water Management

We recognise the significant impact of water scarcity, including disruptions from shortages, extended dry periods, and pollution. Water is a crucial resource for our daily operations and property maintenance. To address these challenges, we are actively working with our contractors and suppliers to evaluate the situation and develop strategies to mitigate water disruptions.

In FYE 2024, the Group's total water consumption amounts to an estimated 69 megalitres which is equivalent to our water withdrawal, given that we have zero water discharge. Our current use of water has no significant impact on the availability of water in the areas where our construction activities operate.

FYE	Total Water Consumption (Megalitres/ MI)
2024	69
2023	65
2022	53

1. The data above covers Elysia Park Residence sales gallery, Versis @ Batu Pahat office, HomeTree show units, sales gallery and office, Kluang office, Prime City Hotel, and BCB's Kluang, Batu Pahat, and Kota Kemuning constructions sites.

Water Efficiency

As part of our water efficiency initiatives, we have several measures in place. This includes the Rainwater Collection and Utilisation Systems (SPAH) in numerous residential projects, where stored water is utilised for irrigation and landscaping purposes, thereby reducing our water consumption in the long run. Furthermore, dual-flush sanitary systems are installed in newer projects to minimise water wastage among customers, potentially resulting in lower water bill charges for them.

Reducing water pollution

BCB recognises that our construction activities may pollute project area waterways. To prevent drainage blockages, flooding, and ecosystem damage downstream, we ensure to remove and treat wastewater before discharging it.

SUSTAINABILITY STATEMENT (cont'd)

Environment (continued)

Waste Management

In FYE 2024, the group generated a total of 369.78 tonnes of waste. We have observed an increase in the amount of waste directed to disposal. This increase is attributed to the expansion of our business operations, which has resulted in a higher volume of waste being produced.

The following is a summary of the total waste generated by our Group, which consists of waste diverted from disposal and directed to disposal.

Category	FYE 2024	FYE 2023	FYE 2022
Waste directed to disposal	325.35	191.02	163.15
Waste diverted from disposal	44.43	36.02	16.13
Total Waste Generated	369.78	227.04	179.28

1. This data above includes BCB's Prime City Hotel, BCB's Kluang, Batu Pahat, and Kota Kemuning construction sites.

A breakdown of the waste that was recycled, reused, or repurposed is listed below:

FYE	Diverted Waste (Recycle/Reuse/Repurpose) in Tonnes					Total Waste Diverted to Disposal (Tonne)
	Paper	Plastic	Metal Scraps	Electrical Items	Aluminium	
2024	10.50	5.60	14.13	9.20	5.00	44.43
2023	5.90	4.40	21.52	4.20	Nil	36.02
2022	1.00	0.60	14.03	0.50	Nil	16.13

1. Waste diverted from disposal includes waste that is reused, recycled, or subject to other recovery positions.
2. Recovery refers to operation wherein products, components of the products or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose.
3. This data above includes BCB's Prime City Hotel, BCB's Kluang, Batu Pahat, and Kota Kemuning construction sites.

Preparing for The Future

We aspire to enhance our sustainability journey through continuous improvement and responsiveness to regulatory changes, thereby fostering responsible practices for a better future.

TCFD Realignment

In FYE 2024, BCB has embarked on enhancing our climate change disclosure in line with TCFD recommendations, building on our previous sustainability statements and climate change discussions. However, this remains our first attempt to provide a more detailed disclosure with respect to climate change management.

Climate change management remains an area of ongoing development for our board and management, given the increasing focus and scrutiny in this area. While we recognize the evolving risks and opportunities associated with climate change, our response is influenced by our financial resources, the commercial viability of initiatives, and the effectiveness of government policies, particularly those aimed at transitioning to a low-carbon and climate-resilient economy.

SUSTAINABILITY STATEMENT (cont'd)

TCFD Realignment (continued)

The table below illustrates BCB's approach to addressing the TCFD disclosure recommendations:

Recommendations	Our Responses
Governance	
a) Describe the board's oversight of climate-related risks and opportunities.	Climate change matters fall under the purview of the Sustainability Governance framework, detailed in the "Sustainability Governance" section of our Sustainability Statement.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>We are aware of the interconnected nature of climate change with other sustainability aspects, including economic performance, health and safety, water and energy, and emission-related concerns.</p> <p>We continue to monitor and manage climate risk and opportunities through our Enterprise Risk Management Framework.</p>
Strategy	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	BCB has not perform the climate scenario analysis on the physical and transitional risks. Therefore, we have not identified the Group's resilience strategy in different climate-related scenarios. However, we have conducted an assessment and discussion of climate change risks and opportunities in the short and medium term.
b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning.	<p>Our focus was on scrutinising both the physical and transitional risks and opportunities across our entire value chain. This is our preliminary assessment, which we will continue to revisit, update and integrate to our business practices.</p> <p><u>Risks posed by climate change:</u></p>
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>a) Personnel Safety and Assets Vulnerability: The increased risk in extreme weather events such as storms and floods, poses a potential threat to employees' and customers' safety and property structures. Impact: Damage to properties, affecting customers' safety and property management. Mitigation Plan: Regular property inspections and maintenance scheduling.</p> <p>b) Regulatory Changes: Evolving environmental regulations may necessitate costly adjustments to property operations and infrastructure. Impact: Financial implications and the need for significant operational changes. Mitigation plan: Regular monitoring of regulatory updates.</p> <p>c) Operational Disruptions: Climate-related events may result in supply disruptions affecting construction activities and property management leading to customers dissatisfaction. Impact: Disruptions in construction activities, property management, and potential financial losses. Mitigation plan: Diversifying suppliers and maintain open and transparent communication with clients.</p>

SUSTAINABILITY STATEMENT (cont'd)

TCFD Realignment (continued)

The table below illustrates BCB's approach to addressing the TCFD disclosure recommendations: (continued)

Recommendations	Our Responses
Strategy (continued)	
(continued)	<p><u>Opportunities posed by climate change:</u></p> <p>a) Green building development: The increasing focus on sustainability has created a demand for green buildings, presenting an opportunity for BCB to invest in environmentally friendly construction, design practices and enhancements to our existing properties.</p> <p>b) Renewable energy integration: With the growing emphasis on renewable energy sources due to, in part, potential increase in energy costs – given Malaysia's high reliance on non-renewable energy sources, BCB would consider integrating renewable energy systems, such as solar panels into future our developments.</p>
Risk Management	
<p>a) Describe the organisation's processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organisation's processes for managing climate-related risks.</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.</p>	<p>Our climate risk management remains at a nascent stage and currently is managed through our enterprise risk management framework.</p>
Metrics and Targets	
<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>Refer to the 'Energy Management' and 'Emissions Management' sections for our key material metrics, which include energy consumption, Scope 1, 2 and 3 emissions.</p> <p>The disclosure of Scope 3 emissions is limited to business travel and employee commuting emissions.</p>
<p>b) Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions and the related risks.</p>	
<p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</p>	<p>The Group has not established any targets to manage climate-related risks and opportunities, however, we will continue to monitor our emissions and emphasise on energy efficiency to mitigate rising electricity costs, which also adversely affect our operating cost.</p>

SUSTAINABILITY STATEMENT (cont'd)

Indicator	Measurement Unit	2024
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	100.00
Middle Management	Percentage	100.00
Executive	Percentage	100.00
Non-Executive	Percentage	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	166,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	11,724
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Top Management Under 30	Percentage	0.00
Top Management Between 30-50	Percentage	70.00
Top Management Above 50	Percentage	30.00
Middle Management Under 30	Percentage	3.00
Middle Management Between 30-50	Percentage	77.00
Middle Management Above 50	Percentage	20.00
Executive Under 30	Percentage	31.00
Executive Between 30-50	Percentage	64.00
Executive Above 50	Percentage	5.00
Non-Executive Under 30	Percentage	29.00
Non-Executive Between 30-50	Percentage	59.00
Non-Executive Above 50	Percentage	12.00
Foreign Workers Under 30	Percentage	56.00
Foreign Workers Between 30-50	Percentage	44.00
Foreign Workers Above 50	Percentage	0.00
Gender Group by Employee Category		
Top Management Male	Percentage	60.00
Top Management Female	Percentage	40.00
Middle Management Male	Percentage	43.00
Middle Management Female	Percentage	57.00
Executive Male	Percentage	24.00
Executive Female	Percentage	76.00
Non-Executive Male	Percentage	55.00
Non-Executive Female	Percentage	45.00
Foreign Workers Male	Percentage	100.00
Foreign Workers Female	Percentage	0.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	62.00
Female	Percentage	38.00
Under 30	Percentage	0.00
Between 30-50	Percentage	62.00
Above 50	Percentage	38.00
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	3,996.00
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	35
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Top Management	Hours	75

Internal assurance External assurance No assurance

(*)Restated

SUSTAINABILITY STATEMENT (cont'd)

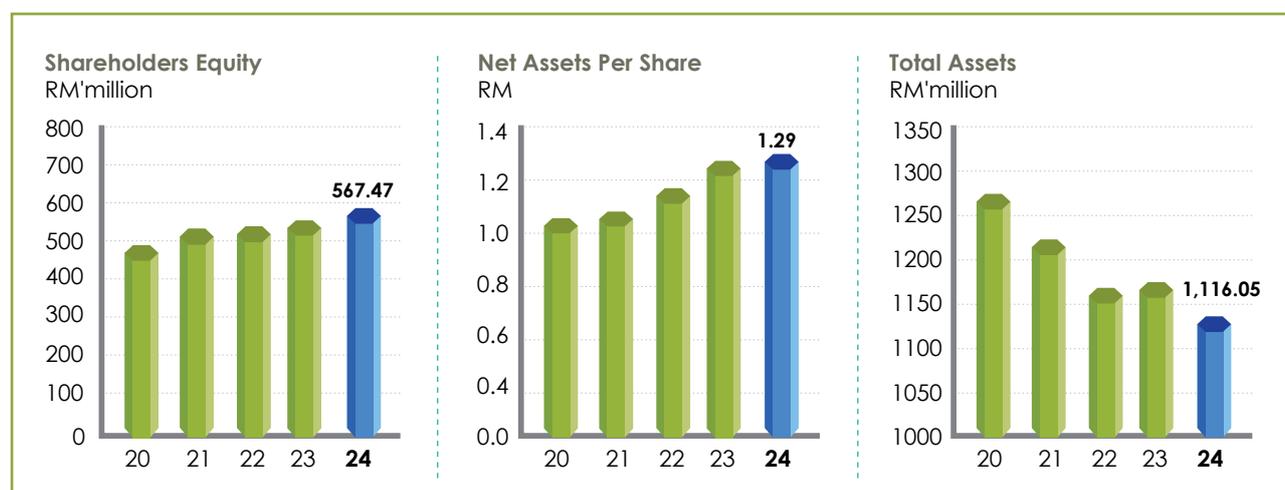
Indicator	Measurement Unit	2024
Middle Management	Hours	637
Executive	Hours	568
Non-Executive	Hours	299
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4.00
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	0
Middle Management	Number	8
Executive	Number	6
Non-Executive	Number	24
Foreign Workers	Number	0
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	69.000000

FIVE YEARS' FINANCIAL HIGHLIGHTS

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

	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000	2023 RM '000	2024 RM '000
Share Capital	206,250	206,250	206,250	206,250	206,250
Treasury Shares	(3,373)	(3,373)	(3,373)	(3,373)	(3,373)
Non-Distributable Shares	6,788	-	-	5,217	5,673
Retained Earnings	246,989	262,634	283,895	308,891	322,771
Non-Controlling Interests	38,402	36,143	32,553	32,137	36,151
Shareholders' Equity	495,056	501,654	519,325	549,122	567,472
Represented by:					
Property, Plant and Equipment	55,989	51,816	49,917	52,372	49,105
Investment Properties	54,647	57,218	56,166	56,523	55,297
Land Held for Development	366,633	367,415	353,410	324,004	340,844
Other Non-Current Assets	4,713	3,546	8,704	7,778	4,252
Current Assets	794,519	727,833	685,058	717,008	666,552
Current Liabilities	(592,543)	(521,123)	(464,207)	(456,454)	(427,207)
	201,976	206,710	220,851	260,554	239,345
Non Current Liabilities	(188,902)	(185,051)	(169,723)	(152,109)	(121,371)
	495,056	501,654	519,325	549,122	567,472
Total Assets	1,276,501	1,207,828	1,153,255	1,157,685	1,116,050
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)	1.11	1.13	1.18	1.25	1.29

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



FIVE YEARS' FINANCIAL HIGHLIGHTS (cont'd)

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

	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000	2023 RM '000	2024 RM '000
Revenue	253,980	198,829	219,633	245,429	222,891
Profit Before Taxation	29,874	20,935	33,652	34,719	31,031
Profit After Taxation	14,276	13,386	19,175	24,580	19,512
Profit attributable to owner of the Company	11,557	15,645	21,229	24,996	15,498
Adjusted Weighted Average Number of Shares in Issue	399,621	399,621	399,621	399,621	399,621
Basic Earning Per Share (Sen)	2.89	3.92	5.31	6.25	3.88

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



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 Kok Wee

Independent Non-Executive Director

Tan Lay Hiang

Executive Director

Tan Lindy

Executive Director

Tan Vin Sern

Executive Director

Dato' Sri Tan Vin Shyan

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

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

Lim Li Heong (MAICSA No. 7054716)
(SSM PC No. 202008001981)

Auditors

BDO PLT

(201906000013)

(LLP0018825-LCA) (AF 0206)

Level 8, BDO @ Menara CenTARa

360 Jalan Tuanku Abdul Rahman

50100 Kuala Lumpur

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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

Fax: 07-772 0089

Email Address: info@bcbbhd.com.my

Share Registrar

Vistra Group

Tricor Investor & Issuing House Services Sdn Bhd

(Registration No. 197101000970 (11324-H))

Unit 32-01, Level 32, Tower A

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

Hong Leong Bank 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



PROPERTY



CONSTRUCTION



OTHERS



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 69, 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.

He attended five (5) of five (5) Board Meetings held in the financial year ended 30 June 2024.

TAN SRI DATO' TAN SENG LEONG

*Group Managing Director
Key Senior Management*

Tan Sri Dato' Tan Seng Leong, male, aged 68, 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 2024.

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 39, 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 15 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 2024.

TAN LAY HIANG

*Executive Director
Key Senior Management*

Tan Lay Hiang, female, aged 57, 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 three (3) of five (5) Board Meetings held in the financial year ended 30 June 2024.

TAN LINDY

*Executive Director
Key Senior Management*

Tan Lindy, female, aged 40, 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 appointed as the Assistant Secretary of REHDA Johor for year 2020-2022, National Council member of REHDA Malaysia for year 2020-2022; Deputy Chairman for REHDA Johor, REHDA Malaysia National PPS committee member and also REHDA Johor sub-committee chairman for Policies in the year 2022. She is also one of the founding members of DECCO+ (Developers, Consultants, Contractors Of Johor) in year 2023. On 16th May 2024, she was chosen as the Chairperson of REHDA Johor for year 2024-2026.

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 four (4) of five (5) Board Meetings held in the financial year ended 30 June 2024.

BOARD OF DIRECTORS' PROFILE (cont'd)

TAN VIN SERN

*Executive Director
Key Senior Management*

Tan Vin Sern, male, aged 41, 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 2024

DATO' SRI TAN VIN SHYAN

*Executive Director
Key Senior Management*

Dato' Sri Tan Vin Shyan, male, aged 35, a Malaysian, was appointed to the Board on 1 July 2023 and is responsible for the Group's property development projects. He holds a Bachelor of Applied Science (majoring in Property Valuation) from University of RMIT, 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 four (4) of five (5) Board Meetings held in the financial year ended 30 June 2024.

TAN KOK WEE

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

Tan Kok Wee, male, aged 48, 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 2024.

Notes:-

1. Tan Sri Dato' Tan Seng Leong and Tan Lay Hiang are siblings.
2. Tan Vin Sern, Tan Lindy and Dato' Sri Tan Vin Shyan 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. Except as disclosed above, 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

CHAI CHIN CHAN

Group Chief Financial Officer

Chai Chin Chan, male, aged 46, Malaysian, was appointed as Group Chief Financial Officer on 19 December 2022. He is a Fellow of the Association of Chartered Certified Accountants, United Kingdom and a Member of the Malaysian Institute of Accountants.

He has more than 20 years of experience in the field of accounting, corporate finance, audit and taxation, treasury and financial management. Prior to his appointment, he has held various senior finance positions in other public listed companies in Malaysia.

He does not hold any directorship in any public companies. He does not have any family relationship with any director and/or major shareholder of the Company. He does not have any conflict of interest with the Company. He has not been convicted for offences with 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.

TAN CHIN BOON

Group Financial Controller

Tan Chin Boon, female, aged 42, 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 20 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 2024.

MEMBERS

As at 30 June 2024, 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 2024. 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 2024;
- (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 and monitored related party transactions and business dealings of a revenue or trading nature, as well as potential conflict of interest situations within the Group, to ensure that these transactions are in the best interest of the Company, conducted on fair, reasonable, and commercial terms, and not detrimental to the interests of the non-interested shareholders;
- (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;

AUDIT COMMITTEE REPORT (cont'd)

ACTIVITIES UNDERTAKEN BY THE AUDIT COMMITTEE (continued)

During the financial year, the activities of the AC included: (continued)

- (x) reviewed the Risk Register of the Group;
- (xi) reviewed the Audit Committee Report for inclusion in the Annual Report; and
- (xii) reviewed the report on the Statement on Risk Management and Internal Control for inclusion in the Annual Report.

SUMMARY OF CONFLICT OF INTEREST SITUATION

There was no conflict of interest or potential conflict of interest that arose, persisted or may arise within the Group, including any transaction, procedure or course of conduct that raises questions of Management's integrity, during the financial year under review. The conflict of interest review encompasses Directors and Key Senior Management of the Company.

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.

Three (3) internal audit assignments were completed during the financial year on six (6) areas of the Group, namely:

- i. Payroll function;
- ii. Sales and billings management – Hotel division;
- iii. Hotel housekeeping and maintenance management – Hotel division;
- iv. Safety and health management – Construction division;
- v. Billing and rental collection – Property division;
- vi. Defect management – Property division.

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 RM81,000.00 (exclude out of pocket expenses and services tax).

The Statement on Risk Management and Internal Control can be found on pages 47 to 49 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 2024.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

Directors' Fit and Proper Policy

The Board adopted a Directors' Fit and Proper Policy to ensure that Directors possess the character, integrity, relevant range of skills, knowledge, experience, competence and time commitment to carry out their roles and responsibilities effectively in the best interest of the Group and its stakeholders. The NRC shall conduct the fit and proper assessment prior to the appointment of any candidates as a Director or making a recommendation for the re-election of an existing Director of the Group. The Directors' Fit and Proper 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.

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 eight (8) members, of whom three (3) are Independent Non-Executive Directors and five (5) are 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 2024, the NRC comprises three (3) members, all of whom are Independent Non-Executive Directors as follows:

Name of Director and Designation
Law Lee Yen Chairperson (Independent Non-Executive Director)
Tan Kok Wee Member (Independent Non-Executive Director)
Dato' Ismail Bin Karim Member (Independent Non-Executive Director)

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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.

At present, there are three (3) female Directors which represents approximately 38% 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.

The record of the Directors' attendance at the Board and Board Committee Meetings for the financial year ended 30 June 2024 is contained in the table below:-

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

[^] appointed as executive director on 1 July 2023.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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
Dato' Ismail Bin Karim	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	13 – 14 December 2023	ICDM®
	MFRS Training 2024	16 January 2024	BDO®
	Personal Liabilities of Directors	10 May 2024	MAICSA^
Tan Sri Dato' Tan Seng Leong	Personal Liabilities of Directors	10 May 2024	MAICSA
Tan Vin Sern	Personal Liabilities of Directors	10 May 2024	MAICSA
Tan Lay Hiang	Personal Liabilities of Directors	10 May 2024	MAICSA
Tan Lindy	Personal Liabilities of Directors	10 May 2024	MAICSA
Dato' Sri Tan Vin Shyan	Mandatory Accreditation Programme (MAP)	24 – 26 October 2023	ICDM
	Personal Liabilities of Directors	10 May 2024	MAICSA
Tan Kok Wee	MFRS Training 2024	16 January 2024	BDO
	Personal Liabilities of Directors	10 May 2024	MAICSA
Law Lee Yen	National Tax Conference 2023	01 - 02 August 2023	CTIM®
	Seminar Percukaian Kebangsaan 2023	18 October 2023	LHDN#
	A Review and Analysis of MPERS	25 - 26 October 2023	MIA*
	MFRS Training 2024	16 January 2024	BDO
	Tax Deductible Expenses – Principles and Latest Development	31 January 2024	CTIM
	Audit Quality Engagement Programme for SMPs	24 - 25 April 2024	MIA
	Personal Liabilities of Directors	10 May 2024	MAICSA

^ Malaysian Institute of Chartered Secretaries and Administrators

Lembaga Hasil Dalam Negeri

* Malaysian Institute of Accountants

@ Chartered Tax Institute of Malaysia

© Institute of Corporate Directors Malaysia

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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 2024 is as follows:

Received from the Company

Name of director	Salaries and other emoluments (RM)	Bonus (RM)	Fees (RM)	Other Benefits ¹ (RM)	Benefits in kind (RM)	Total (RM)
<u>Executive Directors</u>						
Tan Sri Dato' Tan Seng Leong	1,194,036	82,518	-	40,568	22,700	1,339,822
Tan Lay Hiang	330,719	22,519	-	6,550	8,800	368,588
Tan Vin Sern	231,104	15,971	-	19,959	22,700	289,734
Tan Lindy	468,828	32,400	-	6,903	31,150	539,281
Dato' Sri Tan Vin Shyan	462,672	-	-	6,903	-	469,575
<u>Non-Executive Directors</u>						
Dato' Ismail Bin Karim	-	-	76,000	5,500	-	81,500
Tan Kok Wee	-	-	48,000	5,500	-	53,500
Law Lee Yen	-	-	48,000	5,500	-	53,500

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

Remuneration of Directors and Key Senior Management (continued)

The details of the Directors' remuneration of the Company for the financial year ended 30 June 2024 is as follows: (continued)

Received from the Group

Name of director	Salaries and other emoluments (RM)	Bonus (RM)	Fees (RM)	Other Benefits ¹ (RM)	Benefits in kind (RM)	Total (RM)
<u>Executive Directors</u>						
Tan Sri Dato' Tan Seng Leong	3,751,520	266,000	-	52,604	22,700	4,092,824
Tan Lay Hiang	475,829	32,400	-	31,661	8,800	548,690
Tan Vin Sern	807,828	57,400	-	31,803	22,700	919,731
Tan Lindy	808,218	57,400	-	12,911	31,150	909,679
Dato' Sri Tan Vin Shyan	801,672	25,000	-	12,221	-	838,893
<u>Non-Executive Directors</u>						
Dato' Ismail Bin Karim	-	-	76,000	5,500	-	81,500
Tan Kok Wee	-	-	48,000	5,500	-	53,500
Law Lee Yen	-	-	48,000	5,500	-	53,500

¹ Other benefits include meeting allowance, HRDF contribution and etc.

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 2024 is as follows:-

Range of Remuneration	Number of Senior Management Staff
RM500,001 – RM1,000,000	4
RM1,000,001 – RM 4,500,000	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 2024, the AC comprises three (3) members, all of whom are Independent Non-Executive Directors as follows:

Name of Director and Designation
Law Lee Yen Chairperson (Independent Non-Executive Director)
Tan Kok Wee Member (Independent Non-Executive Director)
Dato' Ismail Bin Karim Member (Independent Non-Executive Director)

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.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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.

Conflict of interests

The Board through the AC, has oversight over the related party transactions and conflict of interest situation that may arise within the Company or the Group including any transaction, procedure or course of conduct that raises questions of management integrity as well as the establishment of the procedures to ensure that the transactions carried out are in the best interest of the Group and not detrimental to the minority shareholders, as well as to mitigate the risk of conflicting interests.

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-sixth (36th) AGM of the Company will be held on 2 December 2024 while the Notice of Thirty-sixth (36th) AGM of the Company will be dated on 30 October 2024. 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-sixth (36th) 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 15 October 2024.

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) Potential increase in development costs
- iii) Slow Sales

Risk Management Approach

The Group has established a Quality Assurance and Quality Control department to do regular quality control audits in all its on-going projects.

The Group has undertaken proactive measures by closely monitoring budgeted project costs with actual project costs.

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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

RISK MANAGEMENT FRAMEWORK (continued)

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 three (3) internal audit reviews were carried out by the independent internal audit firm for the financial year ended 30 June 2024.

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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (cont'd)

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.

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 2024. 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 2024.

This statement was made in accordance with a resolution of the Board of directors passed on 15 October 2024.



FINANCIAL STATEMENTS

51	DIRECTORS' REPORT
57	STATEMENT BY DIRECTORS
57	STATUTORY DECLARATION
58	INDEPENDENT AUDITORS' REPORT
63	STATEMENTS OF FINANCIAL POSITION
65	STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
67	STATEMENTS OF CHANGES IN EQUITY
69	STATEMENTS OF CASH FLOWS
74	NOTES TO THE FINANCIAL STATEMENTS

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 2024.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, property development and hotel operations. The principal activities of the subsidiaries are mainly property development and letting of properties, manufacturing of concrete products, provision of project construction services and property investment, hotel management and trading of building materials. Further 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	19,512,475	8,336,869
Attributable to:		
Owners of the parent	15,498,165	8,336,869
Non-controlling interests	4,014,310	-
	19,512,475	8,336,869

DIVIDEND

The dividends paid, declared or proposed by the Company since the end of the previous financial year were as follows:

	RM
In respect of financial year ended 30 June 2024:	
Interim dividend via treasury shares distribution on the basis of one (1) treasury shares for every one hundred (100) existing ordinary shares held in the Company on 23 July 2024	1,618,462

The Directors do not recommend the payment of any final 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.

DIRECTORS' REPORT (cont'd)

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.

At the end of the reporting period, a total of 12,879,200 (2023: 12,879,200) treasury shares at cost of RM3,373,365 (2023: RM3,373,365) were held by the Company.

A total number of 3,996,203 treasury shares were distributed on 23 July 2024 via a distribution of treasury shares on the bases of one (1) treasury shares for every one hundred (100) existing ordinary shares held in the Company in respect of the financial year ended 30 June 2024.

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
 Dato' Sri Tan Vin Shyan* (Appointed on 1 July 2023)

* *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
 Shi Zhongming
 Miao Weiwei
 Datin Sri He Jie
 Chan Wai Keung Barry
 Chan Wai Chung
 Lai Lucai
 Li Wen-Hsiao
 Li Yaming (Alternate Director to Datin Sri He Jie)
 Shen Yiren (Alternate Director to Shi Zhongming)
 Chong Lit Qi (Appointed on 18 October 2023)

DIRECTORS' REPORT (cont'd)

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 2024 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:

	Balance as at 1.7.2023	Number of ordinary shares		Balance as at 30.6.2024
		Bought	Sold	
Shares in the Company				
Indirect interest:				
Tan Sri Dato' Tan Seng Leong [^]	246,518,900	-	-	246,518,900
Shares in ultimate holding company, Evergreen Ratio Sdn. Bhd.				
Direct interests:				
Tan Sri Dato' Tan Seng Leong	750,000	-	(50,000)	700,000
Tan Lindy	50,000	50,000	-	100,000
Tan Vin Sern	100,000	-	-	100,000
Indirect interest:				
Tan Sri Dato' Tan Seng Leong [#]	100,000	-	-	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 the following:

- certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into with companies in which certain Directors have substantial financial interests; and
- certain Directors who received remuneration from the subsidiaries as Directors of the subsidiaries.

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 2024 are as follows:

	Group RM	Company RM
Non-executive Directors:		
- fees	172,000	172,000
- others	16,500	16,500
	188,500	188,500
Executive Directors:		
- salaries and bonus	6,091,283	2,387,199
- defined contribution plan	991,984	453,568
- others	141,200	80,883
	7,224,467	2,921,650
	7,412,967	3,110,150

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 (2023: RM85,350) 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 all 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 render the amounts written off of bad debts or 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 EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (i) Acquisition of remaining stake in BDD Development Sdn. Bhd., which was a joint venture of the Company

On 25 July 2023, the Company acquired the remaining 50 ordinary shares, representing the remaining 50% equity interest of BDD Development Sdn. Bhd., a joint venture of the Company, for a consideration of RM50. Consequently, BDD Development Sdn. Bhd. became a wholly-owned subsidiary of the Company.

The financial effects on the acquisition of remaining stakes are disclosed in Note 8(f) to the financial statements.

- (ii) Acquisition of Citylights Realty Sdn. Bhd.

On 17 August 2023, the Company has entered into a Deed of Arrangement to acquire 10 ordinary shares representing 100% equity interest in Citylights Realty Sdn. Bhd. for a consideration of RM10. Consequently, Citylights Realty Sdn. Bhd. became a wholly-owned subsidiary of the Company.

The financial effects on the acquisition of a subsidiary to the Group and the Company are disclosed in Note 8(g) to the financial statements.

- (iii) Proposed acquisition of land from Lian Hup Seng Sdn. Bhd.

On 14 May 2024, the Company has entered into a Sales and Purchase Agreement ("SPA") with Lian Hup Seng Sdn. Bhd. to acquire fifty-nine (59) parcels of freehold land in Mukim Minyak Beku, Daerah Batu Pahat, Negeri Johor Darul Takzim, measuring approximately an aggregate area of 116.0716 hectares for a purchase consideration of RM83,708,748, subject to and upon all the terms and conditions as stipulated in the SPA.

As of the date of this report, the completion of the SPA is subject to the fulfilment of conditions precedent pursuant to the SPA.

DIRECTORS' REPORT (cont'd)

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (continued)

- (iv) Proposed acquisition of land from Country Green Realty Sdn. Bhd.

On 14 October 2024, the Company has entered into four Sales and Purchase Agreement ("SPA") with Country Green Realty Sdn. Bhd. to acquire four (4) pieces of freehold vacant land all situated in the Mukim of Kluang, District of Kluang, Johor, measuring approximately aggregate area of 22.1412 hectare (54.7121 acres), for total purchase consideration of RM31,000,000, subject to and upon all the terms and conditions as stipulated in the respective SPAs.

As of the date of this report, the completion of the SPA is subject to the fulfilment of conditions precedent pursuant to the SPA.

ULTIMATE HOLDING COMPANY

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

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 2024 were as follows:

	Group RM	Company RM
Statutory audit	308,441	127,120
Non-statutory audit	8,850	5,550
	317,291	132,670

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

.....
Tan Sri Dato' Tan Seng Leong
 Group Managing Director

Kluang, Johor Darul Ta'zim
 15 October 2024

.....
Tan Vin Sern
 Director

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 63 to 147 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting 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 2024 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

Kluang, Johor Darul Ta'zim
 15 October 2024

.....
Tan Vin Sern
 Director

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 63 to 147 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 15 October 2024

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 2024 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 material accounting policy information, as set out on pages 63 to 147.

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 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards 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 2024 amounted to RM122.1 million and RM1.5 million respectively as disclosed in Note 19 to the financial statements. Revenue from construction contracts of the Group for the financial year ended 30 June 2024 amounted to RM6.0 million as disclosed in Note 19 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) Re-computed the results of the input method determined by management for revenue recognition based on actual costs incurred and budgeted costs; and
- (ii) Assessed estimated total costs to complete through inquiries with operational and/or financial personnel of the Group and of the Company, including inspecting documentation to support cost estimates such as cost variations and cost contingencies; and
- (iii) Compared contract budgets to actual outcomes to assess reliability of management budgeting process; and
- (iv) Reviewed property development and construction revenue and profit recognition of the Group in accordance with MFRS 15 and fulfillment of revenue recognition criteria over time.

(b) Impairment assessment of investments in subsidiaries

As at 30 June 2024, the carrying amounts of the Company's investments in subsidiaries were RM317.8 million as disclosed in Note 8 to the financial statements.

We determined this to be key audit matter because it requires management to exercise significant judgements in determining the recoverable amount, estimating the future results and key assumptions applied to cash flow projections of these subsidiaries. These key assumptions include forecast growth in future revenues and operating profit margin, as well as determining an appropriate pre-tax discount rate.

Audit response

Our audit procedures included the following:

- (i) assessed the historical reliability of management's cash flow forecasts by comparing prior period forecasts to actual results for the financial year; and
- (ii) evaluated the reasonableness of the key assumptions applied by management in the cash flow forecasts to historical results and available external industry sources of data, including developing an auditor's point of estimate to compare against management's estimate; and
- (iii) performed sensitivity analysis to stress test the key assumptions used in the impairment assessment.

(c) Impairment of amounts due from subsidiaries

As at 30 June 2024, amounts due from subsidiaries of the Company were RM128.9 million and the impairment losses were RM0.5 million, as disclosed in Note 11 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 amounts due from subsidiaries, appropriate forward-looking information adjustments applied by management.

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

Key Audit Matters (continued)

(c) Impairment of amounts due from subsidiaries (continued)

Audit response

Our audit procedures included the following:

- (i) recomputed probability of default using historical data and forward-looking adjustment applied by management; and
- (ii) assessed the appropriateness of the indicators of significant increase in credit risk applied by the management and the resultant basis for classification of exposure into respective stages; and
- (iii) challenged management on the basis for determining cash flows recoverable, where applicable; and
- (iv) assessed actual loss events subsequent to the end of reporting period for its relationship with the indicators of significant increase in credit risk applied by management.

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, IFRS Accounting Standards 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.

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

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.
- (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.

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

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

Kuala Lumpur
15 October 2024

Ng Soe Kei
02982/08/2025 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	49,105,088	52,372,563	39,198,386	39,185,093
Investment properties	6	55,296,714	56,522,714	6,425,000	6,425,000
Inventories	7	340,844,615	324,003,855	26,806,883	26,610,846
Investments in subsidiaries	8	-	-	317,838,946	301,642,709
Investment in a joint venture	9	-	50	-	50
Deferred tax assets	10	4,193,444	7,340,804	1,515,125	1,976,739
Trade and other receivables	11	58,093	437,543	56,208,552	70,819,427
		449,497,954	440,677,529	447,992,892	446,659,864
CURRENT ASSETS					
Inventories	7	507,665,252	537,861,742	82,321,980	87,252,284
Trade and other receivables	11	104,887,435	115,384,178	83,633,870	53,459,108
Contract assets	12	19,063,338	31,983,652	-	-
Current tax assets		4,275,904	5,106,351	3,481,594	3,165,235
Cash and bank balances	13	30,660,568	26,671,709	6,633,612	8,861,439
		666,552,497	717,007,632	176,071,056	152,738,066
TOTAL ASSETS		1,116,050,451	1,157,685,161	624,063,948	599,397,930
EQUITY AND LIABILITIES					
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT					
Share capital	14	206,250,000	206,250,000	206,250,000	206,250,000
Treasury shares	14	(3,373,365)	(3,373,365)	(3,373,365)	(3,373,365)
Revaluation reserve	15	5,672,734	5,217,752	5,672,734	5,217,752
Retained earnings		322,770,568	308,890,865	85,328,034	76,866,146
		531,319,937	516,985,252	293,877,403	284,960,533
Non-controlling interests	8(h)	36,151,442	32,137,132	-	-
TOTAL EQUITY		567,471,379	549,122,384	293,877,403	284,960,533

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2024 (cont'd)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
LIABILITIES					
NON-CURRENT LIABILITIES					
Borrowings	16	114,555,692	149,160,441	74,164,213	90,067,533
Lease liabilities	17	3,475,199	2,440,324	1,739,906	1,594,461
Other payables	18	2,852,285	-	-	-
Deferred tax liabilities	10	488,354	508,408	-	-
		121,371,530	152,109,173	75,904,119	91,661,994
CURRENT LIABILITIES					
Borrowings	16	95,857,250	93,082,257	67,053,675	53,522,218
Lease liabilities	17	2,287,003	1,375,735	1,232,625	1,103,618
Trade and other payables	18	235,627,799	230,228,217	165,236,566	141,537,177
Contract liabilities	12	89,233,508	125,720,812	20,759,560	26,612,390
Current tax liabilities		4,201,982	6,046,583	-	-
		427,207,542	456,453,604	254,282,426	222,775,403
TOTAL LIABILITIES		548,579,072	608,562,777	330,186,545	314,437,397
TOTAL EQUITY AND LIABILITIES		1,116,050,451	1,157,685,161	624,063,948	599,397,930

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 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Revenue	19	222,891,341	245,429,182	34,473,671	43,200,050
Cost of sales	20	(135,235,060)	(149,793,897)	(13,096,813)	(19,007,297)
Gross profit		87,656,281	95,635,285	21,376,858	24,192,753
Other operating income		9,130,714	10,612,904	4,924,134	5,507,148
Administrative expenses		(36,716,150)	(38,167,772)	(13,908,282)	(13,362,073)
Net reversals of impairment losses/ (impairment losses) on financial assets	23(a)	325,900	(2,140,953)	1,620,997	(744,332)
Marketing and selling expenses		(8,607,314)	(6,885,266)	(1,153,478)	(1,673,148)
Other operating expenses		(4,858,561)	(5,143,862)	(228,198)	(740,638)
Finance income	21	1,259,395	348,095	5,448,609	5,645,943
Finance costs	21	(17,151,965)	(19,539,684)	(9,742,194)	(10,175,607)
Share of results of joint venture, net of tax		(7,169)	-	-	-
Profit before tax	23	31,031,131	34,718,747	8,338,446	8,650,046
Taxation	24	(11,518,656)	(10,138,936)	(1,577)	(834,119)
Profit for the financial year		19,512,475	24,579,811	8,336,869	7,815,927
Other comprehensive income:					
Items that will not be reclassified subsequently to profit or loss					
Fair value gain on property, plant and equipment		454,982	5,217,752	454,982	5,217,752
Total other comprehensive income, net of tax		454,982	5,217,752	454,982	5,217,752
Total comprehensive income		19,967,457	29,797,563	8,791,851	13,033,679

**STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) attributable to:					
Owners of the parent		15,498,165	24,995,728	8,336,869	7,815,927
Non-controlling interests	8(h)	4,014,310	(415,917)	-	-
		<u>19,512,475</u>	<u>24,579,811</u>	<u>8,336,869</u>	<u>7,815,927</u>
Total comprehensive income/(loss) attributable to:					
Owners of the parent		15,953,147	30,213,480	8,791,851	13,033,679
Non-controlling interests	8(h)	4,014,310	(415,917)	-	-
		<u>19,967,457</u>	<u>29,797,563</u>	<u>8,791,851</u>	<u>13,033,679</u>
Earnings per share attributable to owners of the parent (sen)					
- Basic and diluted	25	3.88	6.25		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024

Group	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 2022	206,250,000	(3,373,365)	-	283,895,137	486,771,772	32,553,049	519,324,821
Profit/(Loss) for the financial year	-	-	-	24,995,728	24,995,728	(415,917)	24,579,811
Other comprehensive income, net of tax	-	-	5,217,752	-	5,217,752	-	5,217,752
Total comprehensive income/(loss)	-	-	5,217,752	24,995,728	30,213,480	(415,917)	29,797,563
Balance as at 30 June 2023	206,250,000	(3,373,365)	5,217,752	308,890,865	516,985,252	32,137,132	549,122,384
Balance as at 1 July 2023	206,250,000	(3,373,365)	5,217,752	308,890,865	516,985,252	32,137,132	549,122,384
Profit for the financial year	-	-	-	15,498,165	15,498,165	4,014,310	19,512,475
Other comprehensive income, net of tax	-	-	454,982	-	454,982	-	454,982
Total comprehensive income	-	-	454,982	15,498,165	15,953,147	4,014,310	19,967,457
Total transaction with owners	-	-	-	(1,618,462)	(1,618,462)	-	(1,618,462)
Share dividend (Note 26)	-	-	-	(1,618,462)	(1,618,462)	-	(1,618,462)
Total transaction with owners	-	-	-	(1,618,462)	(1,618,462)	-	(1,618,462)
Balance as at 30 June 2024	206,250,000	(3,373,365)	5,672,734	322,770,568	531,319,937	36,151,442	567,471,379

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

Company	Share capital RM	Treasury shares RM	Revaluation reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 July 2022	206,250,000	(3,373,365)	-	69,050,219	271,926,854
Profit for the financial year	-	-	-	7,815,927	7,815,927
Other comprehensive income, net of tax	-	-	5,217,752	-	5,217,752
Total comprehensive income	-	-	5,217,752	7,815,927	13,033,679
Balance as at 30 June 2023	206,250,000	(3,373,365)	5,217,752	76,866,146	284,960,533
Balance as at 1 July 2023, as previously reported	206,250,000	(3,373,365)	5,217,752	76,866,146	284,960,533
Adjustment due to retrospective application of MFRS17 (Note 32.1(a))	-	-	-	1,743,481	1,743,481
Restated balance as at 1 July 2023	206,250,000	(3,373,365)	5,217,752	78,609,627	286,704,014
Profit for the financial year	-	-	-	8,336,869	8,336,869
Other comprehensive income, net of tax	-	-	454,982	-	454,982
Total comprehensive income	-	-	454,982	8,336,869	8,791,851
Total transaction with owners					
Share dividend (Note 26)	-	-	-	(1,618,462)	(1,618,462)
Total transaction with owners	-	-	-	(1,618,462)	(1,618,462)
Balance as at 30 June 2024	206,250,000	(3,373,365)	5,672,734	85,328,034	293,877,403

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

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		31,031,131	34,718,747	8,338,446	8,650,046
Adjustments:					
Depreciation of property, plant and equipment	5	3,914,706	6,413,517	2,331,935	1,277,055
Dividend income	19	-	-	(10,000,000)	(5,000,000)
Fair value adjustment on:					
- investment properties	6	-	(1,010,861)	-	(577,861)
Fair value adjustment on financial guarantee contract		-	-	(1,180,695)	-
Remeasurement of previously held equity interest in former joint venture		7,169	-	-	-
Loss on acquisition of subsidiaries		393,447	-	-	-
Interest income	21	(1,259,395)	(348,095)	(5,448,609)	(5,645,943)
Interest expense	21	13,378,053	15,286,233	9,692,884	9,871,353
(Gain)/Loss on disposals of:					
- property, plant and equipment	23	(3,591,332)	(5,565,960)	(3,525,362)	(4,581,321)
- investment properties	23	(434,611)	73,850	-	-
Loss on lease termination	17(d)	3,617,970	-	-	-
Gain on remeasurement of lease modifications	17(d)	-	(28,361)	-	-
Impairment losses on:					
- amounts due from subsidiaries	11(j)	-	-	164,103	254,415
- contract assets	12(d)	345,165	2,346,804	-	-
- equity loans	8(e)	-	-	-	278,077
- other receivables	11(j)	3,931,974	259,243	1,028,092	7,862
- trade receivables	11(j)	858,791	2,163,256	43,311	1,170,319
Bad debt written off	23	15,950	5,000	15,950	5,000
Inventories written down	7(c)(iii)	74,062	645,676	-	574,571
Property development cost written down	7(b)	165,522	64,425	165,522	64,425
Property development cost written off	7(b)	896,129	-	-	-
Property, plant and equipment written off	5	-	96,054	-	47,574
Reversals of impairment losses on:					
- amounts due from subsidiaries	11(j)	-	-	(228,577)	(597,854)
- equity loan	8(e)	-	-	(1,174,992)	-
- contract assets	12(d)	(1,156,076)	(258,572)	-	-
- other receivables	11(j)	(104,154)	(147,488)	(24,661)	(103,103)
- trade receivables	11(j)	(4,201,600)	(2,222,290)	(1,428,273)	(265,384)
Operating profit/(loss) before working capital changes		47,882,901	52,491,178	(1,230,926)	5,429,231

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
(continued)					
Operating profit/(loss) before working capital changes		47,882,901	52,491,178	(1,230,926)	5,429,231
Working capital changes:					
Property development costs		(5,452,729)	15,899,128	(4,722,133)	3,144,901
Inventories held for sale		36,851,391	21,506,758	9,486,915	14,106,013
Trade and other receivables		33,628,232	(10,531,331)	25,053,347	(8,459,660)
Contract assets		13,731,225	(21,619,377)	-	-
Trade and other payables		(27,866,043)	13,356,824	9,482,069	15,955,517
Contract liabilities		(36,487,304)	9,077,101	(5,852,830)	13,045,400
Cash generated from operations		62,287,673	80,180,281	32,216,442	43,221,402
Tax paid		(10,375,832)	(12,995,881)	-	(357,610)
Tax refunded		826,650	8,648	-	-
Net cash from operating activities		52,738,491	67,193,048	32,216,442	42,863,792
CASH FLOWS FROM INVESTING ACTIVITIES					
Acquisition of subsidiaries	8	-	-	(50)	-
Subscription of ordinary shares in a subsidiary	8	-	-	(999,990)	-
Purchase of share of a joint venture	9	(50)	(50)	-	(50)
Additions to land held for property development	7(a)	(16,840,760)	(5,745,778)	(196,037)	(312,205)
Interest received		1,259,395	348,095	5,448,609	5,645,943
Advances to subsidiaries		-	-	(21,487,189)	(10,281,983)
Proceeds from disposals of:					
- property, plant and equipment		4,899,334	7,563,898	4,759,833	6,092,498
- investment properties		1,660,611	580,150	-	-
Purchase of property, plant and equipment	5(h)	(1,091,143)	(842,474)	(2,033,101)	(354,152)
Quasi-equity loans advanced to subsidiaries		-	-	(18,000,000)	(16,000,000)
Net cash (used in)/from investing activities		(10,112,613)	1,903,841	(32,507,925)	(15,209,949)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS FROM FINANCING ACTIVITIES					
Advances from/(Repayment to) a related party		8,508,047	(2,117,361)	8,508,047	(2,117,361)
Advances from/(Repayments to) subsidiaries		-	-	2,293,842	(3,291,113)
Drawdown of term loans		1,745,383	1,445,505	8,644,000	-
Interest paid on borrowings		(12,715,467)	(14,552,467)	(9,462,602)	(9,656,851)
Interest paid on lease liabilities		(662,586)	(733,766)	(230,282)	(214,502)
Net repayments of bankers' acceptances		(1,572,000)	(1,939,000)	(27,000)	(1,433,000)
Net (repayments)/drawdown of revolving credits		(2,760,900)	(1,902,050)	5,600	1,147,950
Repayments of borrowings					
- bridging loans		-	(9,316,072)	-	-
- term loans		(21,110,455)	(28,315,315)	(9,673,769)	(8,771,890)
Payments of lease liabilities		(1,937,257)	(8,405,414)	(673,486)	(1,250,709)
Withdrawal of fixed deposits pledged to licensed banks		168,951	3,101	-	-
Net cash used in financing activities		(30,336,284)	(65,832,839)	(615,650)	(25,587,476)
Net increase/(decrease) in cash and cash equivalents		12,289,594	3,264,050	(907,133)	2,066,367
Cash and cash equivalents at beginning of financial year		(15,152,280)	(18,416,330)	(23,739,457)	(25,805,824)
Cash and cash equivalents at end of financial year	13(d)	(2,862,686)	(15,152,280)	(24,646,590)	(23,739,457)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Borrowings (Note 16)	Bridging loans RM	Term loans RM	Revolving credits RM	Bankers' acceptances RM	Total borrowings* RM
Group					
At 1 July 2022	9,316,072	202,037,745	21,182,950	8,504,000	241,040,767
Cash flows					
- repayments, net of drawdowns	(9,316,072)	(26,869,810)	(1,902,050)	(1,939,000)	(40,026,932)
- interest paid	-	(8,886,019)	(990,912)	(338,993)	(10,215,924)
Non-cash changes					
- interest expense	-	8,886,019	990,912	338,993	10,215,924
At 30 June 2023	-	175,167,935	19,280,900	6,565,000	201,013,835
At 1 July 2023	-	175,167,935	19,280,900	6,565,000	201,013,835
Cash flows					
- repayments, net of drawdowns	-	(19,365,072)	(2,760,900)	(1,572,000)	(23,697,972)
- interest paid	-	(8,026,356)	(1,000,206)	(308,717)	(9,335,279)
Non-cash changes					
- interest expense	-	8,026,356	1,000,206	308,717	9,335,279
At 30 June 2024	-	155,802,863	16,520,000	4,993,000	177,315,863
Company					
At 1 July 2022	-	104,451,345	11,566,450	4,028,000	120,045,795
Cash flows					
- repayments, net of drawdowns	-	(8,771,890)	1,147,950	(1,433,000)	(9,056,940)
- interest paid	-	(4,831,216)	(686,757)	-	(5,517,973)
Non-cash changes					
- interest expense	-	4,831,216	686,757	-	5,517,973
At 30 June 2023	-	95,679,455	12,714,400	2,595,000	110,988,855

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2024 (cont'd)

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (continued)

Borrowings (Note 16)	Bridging loans RM	Term loans RM	Revolving credits RM	Bankers' acceptances RM	Total borrowings* RM
Company (continued)					
At 1 July 2023	-	95,679,455	12,714,400	2,595,000	110,988,855
Cash flows					
- repayments, net of drawdowns	-	(1,029,769)	5,600	(27,000)	(1,051,169)
- interest paid	-	(5,217,955)	(716,329)	-	(5,934,284)
Non-cash changes					
- interest expense	-	5,217,955	716,329	-	5,934,284
At 30 June 2024	-	94,649,686	12,720,000	2,568,000	109,937,686

* Exclude bank overdrafts

Lease liabilities (Note 17)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
At 1 July 2023/2022		3,816,059	8,812,736	2,698,079	3,464,298
Cash flows		(2,599,843)	(9,139,180)	(903,768)	(1,465,211)
Non-cash flows:					
- Lease modification		-	(193,978)	-	-
- Purchase of property, plant and equipment	5(h)	3,883,400	3,602,715	947,938	484,490
- Unwinding of interest		662,586	733,766	230,282	214,502
At 30 June 2024/2023		5,762,202	3,816,059	2,972,531	2,698,079

Amounts owing to (Note 18)

	Related parties Group and Company		Subsidiaries Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 July 2023/2022	3,940,514	6,057,875	102,513,779	105,804,892
Cash flows	8,508,047	(2,117,361)	2,293,842	(3,291,113)
At 30 June 2024/2023	12,448,561	3,940,514	104,807,621	102,513,779

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2024

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 Darul Ta'zim.

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 2024 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 15 October 2024.

2. PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, property development and hotel operations. The principal activities of the subsidiaries are mainly property development and letting of properties, manufacturing of concrete products, provision of project construction services and property investment, hotel management and trading of building materials. The other 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.

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"), IFRS Accounting Standards 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 31 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 current liabilities of the Company exceeded its current assets by RM78,211,370 as at 30 June 2024. The Company had carried out cash flow reviews for the next twelve (12) months to ensure that the business operations have sufficient funds available to meet their obligations as and when they fall due. In addition, the Company has sufficient credit facilities in place to meet their operational requirements.

The Directors are confident that the Company will continue to operate profitably and generate sufficient cash flows from operations in the foreseeable future and there were no material uncertainties as at the end of the reporting period on the going concern assumption applied in the preparation of financial statements.

Notes to the Financial Statements

30 June 2024 (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 three (3) 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 2024 (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:

2024	Property development and management activities RM	Construction and related activities RM	Others RM	Total RM
Revenue				
Total revenue	222,901,439	78,765,893	4,063,624	305,730,956
Inter-segment revenue	(10,091,800)	(72,747,815)	-	(82,839,615)
Revenue from external customers	212,809,639	6,018,078	4,063,624	222,891,341
Results				
Finance income	1,259,394	-	1	1,259,395
Finance costs	(16,599,381)	(541,822)	(10,762)	(17,151,965)
Net finance costs	(15,339,987)	(541,822)	(10,761)	(15,892,570)
Depreciation of property, plant and equipment	3,024,500	459,894	430,312	3,914,706
Segment profit before income tax	27,648,880	3,011,377	370,874	31,031,131
Tax expense	(11,014,728)	(503,928)	-	(11,518,656)
Other non-cash items:				
Additions to non-current assets other than financial instruments and deferred tax assets	23,544,509	530,348	-	24,074,857
Bad debt written off	15,950	-	-	15,950
Gain on disposal of:				
- investment properties	(354,611)	(80,000)	-	(434,611)
- property, plant and equipment	(3,576,334)	(14,998)	-	(3,591,332)
Impairment losses on:				
- contract assets	159,499	185,666	-	345,165
- other receivables	3,851,168	80,806	-	3,931,974
- trade receivables	858,791	-	-	858,791
Inventories written down	71,105	2,957	-	74,062
Property development cost written down	165,522	-	-	165,522
Reversals of impairment losses on:				
- contract assets	(1,154,668)	(1,408)	-	(1,156,076)
- other receivables	(102,445)	(1,709)	-	(104,154)
- trade receivables	(3,717,528)	(484,072)	-	(4,201,600)
Segment assets	1,072,388,746	8,865,274	26,327,083	1,107,581,103
Segment liabilities	488,470,651	54,664,978	753,107	543,888,736

Notes to the Financial Statements

30 June 2024 (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)

2023	Property development and management activities RM	Construction and related activities RM	Others RM	Total RM
Revenue				
Total revenue	237,528,774	74,159,298	3,817,574	315,505,646
Inter-segment revenue	(5,121,900)	(64,954,564)	-	(70,076,464)
Revenue from external customers	232,406,874	9,204,734	3,817,574	245,429,182
Results				
Finance income	348,093	-	2	348,095
Finance costs	(18,904,963)	(623,658)	(11,063)	(19,539,684)
Net finance costs	(18,556,870)	(623,658)	(11,061)	(19,191,589)
Depreciation of property, plant and equipment	5,248,105	456,551	708,861	6,413,517
Segment profit before income tax	32,028,856	2,293,701	396,190	34,718,747
Tax expense	(9,987,642)	(151,294)	-	(10,138,936)
Other non-cash items:				
Additions to non-current assets other than financial instruments and deferred tax assets	9,861,510	329,457	-	10,190,967
Bad debt written off	5,000	-	-	5,000
Fair value adjustment on:				
- investment properties	(1,010,861)	-	-	(1,010,861)
Property, plant and equipment written off	96,054	-	-	96,054
Loss/(Gain) on disposal of:				
- investment properties	25,000	48,850	-	73,850
- property, plant and equipment	(4,788,826)	(777,134)	-	(5,565,960)
Gain on remeasurement of lease modifications	(28,361)	-	-	(28,361)
Impairment losses on:				
- contract assets	2,346,804	-	-	2,346,804
- other receivables	255,317	3,926	-	259,243
- trade receivables	2,137,296	25,960	-	2,163,256
Inventories written down	645,676	-	-	645,676
Property development cost written down	64,425	-	-	64,425
Reversals of impairment losses on:				
- contract assets	(9,982)	(248,590)	-	(258,572)
- other receivables	(147,488)	-	-	(147,488)
- trade receivables	(2,114,609)	(107,681)	-	(2,222,290)
Segment assets	1,107,598,485	13,523,099	24,116,421	1,145,238,005
Segment liabilities	547,378,573	53,798,169	831,044	602,007,786

Notes to the Financial Statements

30 June 2024 (cont'd)

4. OPERATING SEGMENTS (continued)

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

	2024 RM	2023 RM
Assets		
Total assets for reportable segments	1,107,581,103	1,145,238,006
Tax assets	8,469,348	12,447,155
<hr/>		
Assets of the Group per consolidated statement of financial position	1,116,050,451	1,157,685,161
<hr/>		
Liabilities		
Total liabilities for reportable segments	543,888,736	602,007,786
Tax liabilities	4,690,336	6,554,991
<hr/>		
Liabilities of the Group per consolidated statement of financial position	548,579,072	608,562,777
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Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT

Group	Balance as at 1.7.2023		Additions		Disposals		Termination of lease		Fair value adjustment		Depreciation charge for the financial year		Balance as at 30.6.2024	
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
Carrying amount														
Freehold land	1,516,994		-		(351,807)		-		-			-		1,165,187
Leasehold land														
- Right-of-use assets	2,546,152		-		-		-		-			(36,374)		2,509,778
Hotel properties, at valuation	32,967,764		-		-		-		598,660			(562,287)		33,004,137
Buildings														
- Owned	5,256,869		-		(649,033)		-		-			(122,882)		4,484,954
- Right-of-use assets	6,013,020		1,642,762		(158,632)		(3,617,970)		-			(1,827,223)		2,051,957
Plant and machinery														
- Owned	27,447		4,545		-		-		-			(9,123)		22,869
- Right-of-use assets	239,200		-		-		-		-			(73,600)		165,600
Motor vehicles														
- Owned	26,417		234,649		(145,002)		-		-			(17,830)		98,234
- Right-of-use assets	916,885		2,774,213		(1)		-		-			(720,636)		2,970,461
Renovation	1,268,692		1,750		-		-		-			(147,714)		1,122,728
Furniture, fittings and office equipment	1,593,123		316,624		(3,527)		-		-			(397,037)		1,509,183
	52,372,563		4,974,543		(1,308,002)		(3,617,970)		598,660			(3,914,706)		49,105,088

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Cost RM	At 30.6.2024		Carrying amount RM
		Valuation RM	Accumulated depreciation RM	
Freehold land	1,165,187	-	-	1,165,187
Leasehold land				
- Right-of-use assets	3,164,506	-	(654,728)	2,509,778
Hotel properties, at valuation	-	41,646,802	(8,642,665)	33,004,137
Buildings				
- Owned	5,469,891	-	(984,937)	4,484,954
- Right-of-use assets	14,993,176	-	(12,941,219)	2,051,957
Plant and machinery				
- Owned	1,583,857	-	(1,560,988)	22,869
- Right-of-use assets	368,000	-	(202,400)	165,600
Motor vehicles				
- Owned	3,698,861	-	(3,600,627)	98,234
- Right-of-use assets	5,242,530	-	(2,272,069)	2,970,461
Renovation	10,619,105	-	(9,496,377)	1,122,728
Furniture, fittings and office equipment	21,303,066	-	(19,793,883)	1,509,183
	67,608,179	41,646,802	(60,149,893)	49,105,088

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Balance as at 1.7.2022 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 30.6.2023 RM
Carrying amount								
Freehold land	2,267,355	-	(750,361)	-	-	-	-	1,516,994
Leasehold land								
- Right-of-use assets	2,582,526	-	-	-	-	-	(36,374)	2,546,152
Hotel properties, at valuation	26,570,337	-	-	-	-	6,865,463	(468,036)	32,967,764
Buildings								
- Owned	6,643,639	20,392	(1,247,576)	-	-	-	(159,586)	5,256,869
- Right-of-use assets	7,860,052	3,102,215	(181,784)	(165,617)	-	-	(4,601,846)	6,013,020
Plant and machinery								
- Owned	28,292	8,870	-	-	-	-	(9,715)	27,447
- Right-of-use assets	312,800	-	-	-	-	-	(73,600)	239,200
Motor vehicles								
- Owned	25,392	14,828	(1)	-	-	-	(13,802)	26,417
- Right-of-use assets	761,674	547,293	-	-	-	-	(392,082)	916,885
Renovation	1,211,343	296,475	-	-	(63,227)	-	(175,899)	1,268,692
Furniture, fittings and office equipment	1,653,411	455,116	-	-	(32,827)	-	(482,577)	1,593,123
	49,916,821	4,445,189	(2,179,722)	(165,617)	(96,054)	6,865,463	(6,413,517)	52,372,563

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Cost RM	At 30.6.2023		Carrying amount RM
		Valuation RM	Accumulated depreciation RM	
Freehold land	1,516,994	-	-	1,516,994
Leasehold land				
- Right-of-use assets	3,164,506	-	(618,354)	2,546,152
Hotel properties, at valuation	-	41,048,142	(8,080,378)	32,967,764
Buildings				
- Owned	6,815,800	-	(1,558,931)	5,256,869
- Right-of-use assets	17,127,016	-	(11,113,996)	6,013,020
Plant and machinery				
- Owned	1,579,312	-	(1,551,865)	27,447
- Right-of-use assets	368,000	-	(128,800)	239,200
Motor vehicles				
- Owned	3,875,791	-	(3,849,374)	26,417
- Right-of-use assets	3,950,978	-	(3,034,093)	916,885
Renovation	10,617,355	-	(9,348,663)	1,268,692
Furniture, fittings and office equipment	21,079,754	-	(19,486,631)	1,593,123
	70,095,506	41,048,142	(58,771,085)	52,372,563

Company 2024	Balance as at 1.7.2023 RM	Additions RM	Fair value adjustment RM	Disposals RM	Depreciation charge for the financial year	Balance as at 30.6.2024 RM
					RM	
Carrying amount						
Freehold land	493,296	-	-	(351,807)	-	141,489
Leasehold land						
- Right-of-use assets	2,546,152	-	-	-	(36,374)	2,509,778
Hotel properties, at valuation	32,967,764	-	598,660	-	(562,287)	33,004,137
Buildings						
- Owned	1,145,532	-	-	(724,031)	(19,649)	401,852
- Right-of-use assets	659,487	1,539,673	-	(158,632)	(1,139,880)	900,648
Motor vehicles						
- Owned	1	-	-	-	-	1
- Right-of-use assets	262,483	1,355,031	-	(1)	(384,784)	1,232,729
Renovation	866,391	-	-	-	(86,360)	780,031
Furniture, fittings and office equipment	243,987	86,335	-	-	(102,601)	227,721
	39,185,093	2,981,039	598,660	(1,234,471)	(2,331,935)	39,198,386

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	At 30.6.2024			Carrying amount RM
	Cost RM	Valuation RM	Accumulated depreciation RM	
Freehold land	141,489	-	-	141,489
Leasehold land				
- Right-of-use assets	3,164,506	-	(654,728)	2,509,778
Hotel properties, at valuation	-	41,646,802	(8,642,665)	33,004,137
Buildings				
- Owned	708,288	-	(306,436)	401,852
- Right-of-use assets	3,275,036	-	(2,374,388)	900,648
Plant and machinery	1,171,202	-	(1,171,202)	-
Motor vehicles				
- Owned	1,263,453	-	(1,263,452)	1
- Right-of-use assets	2,161,879	-	(929,150)	1,232,729
Renovation	8,872,995	-	(8,092,964)	780,031
Furniture, fittings and office equipment	15,772,244	-	(15,544,523)	227,721
	36,531,092	41,646,802	(38,979,508)	39,198,386

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	Balance as at 1.7.2022 RM	Additions RM	Fair value adjustment RM	Disposals RM	Written off RM	Depreciation charge for the financial year RM	Balance as at 30.6.2023 RM
2023							
Carrying amount							
Freehold land	865,317	-	-	(372,021)	-	-	493,296
Leasehold land							
- Right-of-use assets	2,582,526	-	-	-	-	(36,374)	2,546,152
Hotel properties, at valuation	26,570,337	-	6,865,463	-	-	(468,036)	32,967,764
Buildings							
- Owned	2,333,112	-	-	(1,139,156)	-	(48,424)	1,145,532
- Right-of-use assets	717,403	484,490	-	(181,784)	-	(360,622)	659,487
Motor vehicles							
- Owned	1	-	-	-	-	-	1
- Right-of-use assets	450,554	-	-	-	-	(188,071)	262,483
Renovation	685,750	275,980	-	-	(22,440)	(72,899)	866,391
Furniture, fittings and office equipment	293,578	78,172	-	-	(25,134)	(102,629)	243,987
	34,498,578	838,642	6,865,463	(1,692,961)	(47,574)	(1,277,055)	39,185,093

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	At 30.06.2023			Carrying amount RM
	Cost RM	Valuation RM	Accumulated depreciation RM	
Freehold land	493,296	-	-	493,296
Leasehold land				
- Right-of-use assets	3,164,506	-	(618,354)	2,546,152
Hotel properties, at valuation	-	41,048,142	(8,080,378)	32,967,764
Buildings				
- Owned	2,054,197	-	(908,665)	1,145,532
- Right-of-use assets	1,893,995	-	(1,234,508)	659,487
Plant and machinery	1,171,202	-	(1,171,202)	-
Motor vehicles				
- Owned	1,333,453	-	(1,333,452)	1
- Right-of-use assets	2,289,509	-	(2,027,026)	262,483
Renovation	8,872,995	-	(8,006,604)	866,391
Furniture, fittings and office equipment	15,685,910	-	(15,441,923)	243,987
	36,959,063	41,048,142	(38,822,112)	39,185,093

- (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 every three years from the last date of valuation or at shorter intervals whenever the fair value of the said assets is expected to differ substantially from its carrying amounts. 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	5 years
Motor vehicles	5 years
Renovation	6.5 years
Furniture, fittings and office equipment	5 - 10 years

Freehold land has unlimited useful life and is not depreciated.

Notes to the Financial Statements

30 June 2024 (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	
	2024	2023
	RM	RM
Hotel properties	16,039,394	16,315,936

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

Hotel properties	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group and Company				
2024	-	-	33,004,137	33,004,137
2023	-	-	32,967,764	32,967,764

- (i) There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 30 June 2024 and 30 June 2023.
- (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.
- (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) 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 2024				
Hotel properties	Comparison method	Estimated market values per room	RM235,849 to RM364,583	Higher estimated market values per room, higher fair value
30 June 2023				
Hotel properties	Comparison method	Estimated market values per room	RM235,849 to RM364,583	Higher estimated market values per room, higher fair value

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

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

	Group and Company	
	2024	2023
	RM	RM
At 1 July	32,967,764	26,570,337
Depreciation charge for the financial year	(562,287)	(468,036)
Changes in fair value		
- other comprehensive income	598,660	6,865,463
At 30 June	33,004,137	32,967,764

(g) 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
Plant and machinery	5 years
Motor vehicles	5 years

The remaining lease terms of right-of-use assets are as follows:

	2024	2023
Leasehold land	59 years	60 years
Buildings	0.5 to 7.5 years	0.5 to 8.5 years
Plant and machinery	0.5 years	1.5 years
Motor vehicles	1.5 to 4.5 years	1.5 to 4.5 years

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

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Purchase of property, plant and equipment	4,974,543	4,445,189	2,981,039	838,642
Financed by hire purchase and lease arrangements	(3,883,400)	(3,602,715)	(947,938)	(484,490)
Cash payments on purchase of property, plant and equipment	1,091,143	842,474	2,033,101	354,152

Notes to the Financial Statements

30 June 2024 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (i) 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 16 to the financial statements are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Carrying amounts				
Freehold land	141,489	493,296	141,489	493,296
Buildings	3,815,201	4,712,072	158,581	896,469
Hotel properties including leasehold land	35,513,916	35,513,916	35,513,916	35,513,916
	39,470,606	40,719,284	35,813,986	36,903,681

6. INVESTMENT PROPERTIES

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

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
At beginning of financial year		56,522,714	56,165,853	6,425,000	5,847,139
Fair value adjustments		-	1,010,861	-	577,861
Disposals		(1,226,000)	(654,000)	-	-
At end of financial year		55,296,714	56,522,714	6,425,000	6,425,000
Investment properties charged as security for borrowings	16	40,706,714	7,206,714	6,425,000	6,425,000

- (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:

	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Land and buildings				
Group				
2024	-	-	55,296,714	55,296,714
2023	-	-	56,522,714	56,522,714
Company				
2024	-	-	6,425,000	6,425,000
2023	-	-	6,425,000	6,425,000

Notes to the Financial Statements

30 June 2024 (cont'd)

6. INVESTMENT PROPERTIES (continued)

(d) The fair value of investment properties of the Group and of the Company are categorised as follows: (continued)

- (i) There were no transfers between Level 1, Level 2, and Level 3 fair value measurements during the financial years ended 30 June 2024 and 30 June 2023.
- (ii) Investment properties at Level 3 fair value measurements were determined by independent qualified valuers, 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.
- (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 2024				
Hotel properties	Comparison method	Estimated market values per room	RM235,849 to RM364,583	Higher estimated of market values per room, higher fair value
Commercial (shoplots)	Comparison method	Estimated market values per square feet	RM73.29 to RM215.15	Higher estimated of market values per square feet, higher fair value
Shopping malls	Comparison method	Estimated market values per square feet	RM892.10 to RM1,190.48	Higher estimated of market values per square feet, higher fair value
Commercial and residential (shophouse and semi detached house)	Comparison method	Estimated market values per square feet	RM292.20 to RM376.62	Higher estimated of market values per square feet, higher fair value
30 June 2023				
Hotel properties	Comparison method	Estimated market values per room	RM235,849 to RM364,583	Higher estimated of market values per room, higher 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	RM1.10 to RM12.46	Higher estimated rental, higher fair value
		Discount rate	10.0%	Higher range of input, lower fair value
		Commercial yield	7.0%	
		Vacancy rate	5.0%	
Commercial and residential (shophouse and semi detached house)	Comparison method	Estimated market values per square feet	RM292.20 to RM376.62	Higher estimated of market values per square feet, higher fair value

Notes to the Financial Statements

30 June 2024 (cont'd)

6. INVESTMENT PROPERTIES (continued)

- (f) The leasehold land and buildings have remaining lease periods of 79 years and 69 years (2023: 80 years and 70 years) respectively.
- (g) Income and direct operating expenses arising from investment properties generating rental income during the financial year are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Rental income	3,441,642	3,387,562	-	-
Repair and maintenance	(1,857,662)	(1,760,058)	-	-
Quit rent and assessment	(352,273)	(342,754)	(55,317)	(45,264)

7. INVENTORIES

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Non-current					
Land held for property development	7(a)	340,844,615	324,003,855	26,806,883	26,610,846
Current					
Property development cost	7(b)	166,634,414	173,203,614	15,513,576	12,635,685
Inventories held for sale	7(c)	341,030,838	364,658,128	66,808,404	74,616,599
		507,665,252	537,861,742	82,321,980	87,252,284

(a) Land held for property development

Group 2024	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At beginning of financial year		100,727,197	144,333,538	78,943,120	324,003,855
Additions		563,306	-	16,277,454	16,840,760
At end of financial year		101,290,503	144,333,538	95,220,574	340,844,615

Notes to the Financial Statements

30 June 2024 (cont'd)

7. INVENTORIES (continued)

(a) Land held for property development (continued)

Group 2023	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At beginning of financial year		101,708,971	164,038,037	87,662,973	353,409,981
Additions		84,411	-	5,661,367	5,745,778
Transfer to property development costs	7(b)	(1,066,185)	(19,704,499)	(14,381,220)	(35,151,904)
At end of financial year		100,727,197	144,333,538	78,943,120	324,003,855

Company 2024	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At cost					
At beginning of financial year		15,240,988	-	11,369,858	26,610,846
Additions		-	-	196,037	196,037
At end of financial year		15,240,988	-	11,565,895	26,806,883

2023	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
At beginning of financial year		15,240,988	-	11,057,653	26,298,641
Additions		-	-	312,205	312,205
At end of financial year		15,240,988	-	11,369,858	26,610,846

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
Carrying amount of land held for property development charged as security for borrowings	16	214,933,441	206,632,681	-	-

Notes to the Financial Statements

30 June 2024 (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 RM1,291,334 (2023: RM1,656,722) at interest rates ranging from 5.1% to 8.0% (2023: 4.0% to 8.0%) 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		Freehold land	Long term leasehold land	Development costs	Accumulated cost charged to profit or loss	Total
2024	Note	RM	RM	RM	RM	RM
At cost						
At beginning of financial year						
		23,850,202	37,372,760	235,813,894	(123,833,242)	173,203,614
Cost incurred during the financial year		-	280,643	102,963,352	-	103,243,995
Transfer to completed development properties		(603,008)	(931,041)	(11,764,114)	-	(13,298,163)
Acquisition of a subsidiary		-	-	2,332,485	-	2,332,485
Property development costs written down		-	-	-	(165,522)	(165,522)
Write-off		-	-	(896,129)	-	(896,129)
Reversal of completed projects		(3,370,050)	(7,094,321)	(140,321,390)	150,785,761	-
Cost recognised in profit or loss during the financial year	20	-	-	-	(97,785,866)	(97,785,866)
At end of financial year		19,877,144	29,628,041	188,128,098	(70,998,869)	166,634,414

Notes to the Financial Statements

30 June 2024 (cont'd)

7. INVENTORIES (continued)

(b) Property development costs (continued)

Group		Freehold land RM	Long term leasehold costs RM	Development or loss RM	Accumulated cost charged to profit Total RM	RM
2023	land Note					
At cost						
At beginning of financial year						
Cost incurred during the financial year		52,664,001	122,032,578	753,418,601	(444,688,417)	483,426,763
Transfer from land held for property development	7(a)	-	235,760	105,221,287	-	105,457,047
Transfer to completed development properties		1,066,185	19,704,499	14,381,220	-	35,151,904
Property development costs written down		(19,244,746)	(47,795,930)	(262,370,824)	-	(329,411,500)
Reversal of completed projects		-	-	-	(64,425)	(64,425)
Cost recognised in profit or loss during the financial year	20	(10,635,238)	(56,804,147)	(374,836,390)	442,275,775	-
At end of financial year		23,850,202	37,372,760	235,813,894	(123,833,242)	173,203,614

Company		Freehold land RM	Development costs RM	Accumulated cost charged to profit or loss RM	Total RM
2024	Note				
At cost					
At beginning of financial year					
Cost incurred during the financial year		4,213,144	8,486,966	(64,425)	12,635,685
Transfer to completed development properties		-	7,412,646	-	7,412,646
Cost recognised in profit or loss during the financial year	20	(533,827)	(1,310,415)	-	(1,844,242)
Property development costs written down		-	-	(2,524,991)	(2,524,991)
		-	-	(165,522)	(165,522)
At end of financial year		3,679,317	14,589,197	(2,754,938)	15,513,576

Notes to the Financial Statements

30 June 2024 (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
2023	Note				
At cost					
At beginning of financial year		32,667,444	56,533,578	(28,608,975)	60,592,047
Cost incurred during the financial year		-	755,130	-	755,130
Transfer to completed development properties		(19,244,746)	(25,566,715)	-	(44,811,461)
Reversal of completed projects		(9,209,554)	(23,235,027)	32,444,581	-
Cost recognised in profit or loss during the financial year	20	-	-	(3,835,606)	(3,835,606)
Property development costs written down		-	-	(64,425)	(64,425)
At end of financial year		4,213,144	8,486,966	(64,425)	12,635,685

		Group		Company	
	Note	2024 RM	2023 RM	2024 RM	2023 RM
At cost					
Carrying amount of property development costs charged as security for borrowings	16	17,328,978	21,520,642	1,125,868	1,883,584

- (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 2024 (cont'd)

7. INVENTORIES (continued)

(c) Inventories held for sale

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At cost				
Completed development properties	339,734,888	362,657,395	66,058,404	73,566,599
Consumable stocks	361,450	371,233	-	-
At net realisable value				
Completed development properties	934,500	1,629,500	750,000	1,050,000
	341,030,838	364,658,128	66,808,404	74,616,599

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Inventories held for sale charged as security for borrowings	16	249,702,173	276,629,295	33,028,636	6,798,650

- (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 RM30,686,512 (2023: RM21,597,143) and RM7,686,308 (2023: RM13,348,355) respectively.
- (iii) During the financial year, write down of inventories of the Group and of the Company was made due to decline in net realisable values of completed properties amounted to RM74,062 (2023: RM645,676) and Nil (2023: RM574,571) respectively.

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES

	Company	
	2024 RM	2023 RM
Unquoted shares, at cost	88,000,107	87,000,007
Financial guarantee	4,721,145	-
Equity loans	225,700,000	216,400,000
	318,421,252	303,400,007
Less: Impairment losses	(582,306)	(1,757,298)
	317,838,946	301,642,709

- (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 the subsidiaries have the unconditional right to avoid settlement of the loan in cash, and are considered to be part of the investments of the Company in providing the subsidiaries with a long term source of additional capital. As such, settlement is neither planned nor likely to occur in the foreseeable future.
- (c) During the financial year, the Company provided additional RM11,000,000 and RM7,000,000 as equity loans to both BCB Heights Sdn. Bhd. and BCB Medini Development Sdn. Bhd. respectively for the purpose of future business development.

BCB Development Sdn. Bhd. made a settlement of RM8,700,000 of the equity loan by way of contra against amount owing from the Company.

On 17 August 2023, the Company has entered into a Deed of Arrangement to acquire 10 ordinary shares representing 100% equity interest in Citylights Realty Sdn. Bhd. ("CRSB") for a consideration of RM10. Consequently, CRSB became a wholly-owned subsidiary of the Company. The financial effects on the acquisition of a subsidiary to the Group and the Company are disclosed in Note 8(g) to the financial statements.

During the financial year, the Company had subscribed additional 999,990 new ordinary shares in CRSB at an issue price of RM1 each via cash amounting to RM999,990. The Company also acquired the remaining 50 ordinary shares, representing the remaining 50% equity interest of BDD Development Sdn. Bhd., a joint venture of the Company, for a consideration of RM50. The financial effects on the acquisition of remaining stakes are disclosed in Note 8(f) to the financial statements.

During the financial year, the Company has recognised additional financial guarantee contracts of RM167,743 arising from the utilisation of banking facilities from subsidiaries.

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

(d) Details of subsidiaries, of which the principal place of business and country of incorporation are in Malaysia, are as follows:

Name of company	Interest in equity held by				Principal activities
	Company		Subsidiaries		
	2024	2023	2024	2023	
	%	%	%	%	
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 and restaurant operator
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.	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	80	-	-	Property development
BCB Development Sdn. Bhd.	70	70	-	-	Property development and letting of properties
BCB Heights Sdn. Bhd.	60	60	-	-	Property development
BDD Development Sdn. Bhd. ("BDDDSB")	100	-	-	-	Investment holding, contractor & developer, sales & marketing
Citylights Realty Sdn. Bhd. ("CRSB")	100	-	-	-	Investment holding company, property construction management services and property development

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (d) Details of subsidiaries, of which the principal place of business and country of incorporation are in Malaysia, are as follows: (continued)

Name of company	Interest in equity held by				Principal activities
	Company		Subsidiaries		
	2024	2023	2024	2023	
	%	%	%	%	
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.

- (e) 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 11(j) to the financial statements. The reconciliation of movements in the impairment losses of equity loans is as follows:

Company	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Total RM
2024			
At beginning of financial year	1,757,298	-	1,757,298
Reversal of impairment losses	(1,174,992)	-	(1,174,992)
At end of financial year	582,306	-	582,306
2023			
At beginning of financial year	1,479,221	-	1,479,221
Charge for the financial year	278,077	-	278,077
At end of financial year	1,757,298	-	1,757,298

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (f) On 25 July 2023, the Company acquired the remaining 50 ordinary shares, representing the remaining 50% equity interest of BDDDSB, for a consideration of RM50. Consequently, BDDDSB became a wholly-owned subsidiary of the Company.

The acquisition of BDDDSB does not constitute a business, instead, it involves the acquisition of assets without a business. As such, the purchase consideration has been allocated to the individual identifiable liabilities of BDDDSB on the basis of their relative fair values at the date of acquisition. This transaction did not give rise to any goodwill.

The fair value and the carrying amounts of the identifiable assets and liabilities of BDDDSB as at the date of acquisition were as follows:

	Fair value recognised on acquisition RM	Carrying amount RM
Other payables	14,437	14,437
Total purchase consideration		50
Cash and cash equivalents		-
Net cash outflow from acquisition of a subsidiary		50

- (g) On 17 August 2023, the Company has entered into a Deed of Arrangement to acquire 10 ordinary shares representing 100% equity interest in CRSB for a consideration of RM10. Consequently, CRSB became a wholly-owned subsidiary of the Company.

The acquisition of CRSB does not constitute a business, instead, it involves the acquisition of assets without a business. As such, the purchase consideration has been allocated to the individual identifiable assets and liabilities of CRSB on the basis of their relative fair values at the date of acquisition. This transaction did not give rise to any goodwill.

The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired and liabilities assumed at the date of acquisition:

	Fair value recognised on acquisition RM	Carrying amount RM
Property development costs	2,337,885	2,337,885
Other receivables	23,253,000	23,253,000
Cash and cash equivalents	10	10
Other payables	(25,976,964)	(25,976,964)
	(386,069)	(386,069)
Total purchase consideration		10
Cash and cash equivalents		(10)
Net cash outflow from acquisition of a subsidiary		-

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

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

2024	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.
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)	35,439,693	(6,660,062)	(6,501,806)	2,019,466	(9,730)	9,382,025	2,481,856
Profit/(Loss) allocated to NCI (RM)	4,741,649	(316,222)	(684,471)	(212,434)	(1,093)	111,936	374,945
Total comprehensive income/ (loss) allocated to NCI (RM)	4,741,649	(316,222)	(684,471)	(212,434)	(1,093)	111,936	374,945
2023							
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)	30,698,045	(6,343,840)	(5,817,335)	2,231,900	(8,637)	9,270,089	2,106,910
Profit/(Loss) allocated to NCI (RM)	6,695,734	(2,017,338)	(5,211,650)	(481,535)	(1,049)	478,697	121,224
Total comprehensive income/ (loss) allocated to NCI (RM)	6,695,734	(2,017,338)	(5,211,650)	(481,535)	(1,049)	478,697	121,224

Notes to the Financial Statements

30 June 2024 (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:

2024	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	54,280,064	5,031,737	76,691,269	67,335,893	-	46,818,151	653,386
Current assets	155,723,180	620,049	261,706,941	36,794,399	-	28,552,984	15,088,588
Non-current liabilities	(9,227,539)	(2,852,285)	(11,988,052)	(16,742,408)	-	(488,354)	-
Current liabilities	(48,803,999)	(19,449,656)	(224,164,674)	(21,894,663)	(48,652)	(4,867,679)	(7,469,120)
Net assets/(liabilities)	151,971,706	(16,650,155)	102,245,484	65,493,221	(48,652)	70,015,102	8,272,854
Results							
Revenue	79,774,918	4,532,617	23,264,856	1,530,160	-	5,949,061	31,039,094
Profit/(Loss) for the financial year	15,805,495	(790,555)	(1,711,177)	(1,062,170)	(5,465)	835,341	1,249,818
Total comprehensive income/(loss)	15,805,495	(790,555)	(1,711,177)	(1,062,170)	(5,465)	835,341	1,249,818
Cash flows from/(used in)							
- operating activities	23,377,390	5,703,303	5,455,904	(529,467)	(5,147)	1,486,786	(794,480)
- investing activities	(9,352,627)	1,188,730	15,733,343	3,690,353	-	(1,481,944)	338,002
- financing activities	(9,416,305)	(6,732,335)	(20,908,761)	(3,214,673)	5,147	(4,650)	(109,400)
Net increase/(decrease) in cash and cash equivalents	4,608,458	159,698	280,486	(53,787)	-	192	(565,878)

Notes to the Financial Statements

30 June 2024 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

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

2023	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	46,748,138	6,339,424	76,730,692	67,063,711	-	46,726,675	887,826
Current assets	167,720,362	385,629	299,679,944	37,182,724	-	28,507,365	16,820,598
Non-current liabilities	(2,068,293)	(3,100,647)	(93,650,260)	(24,339,327)	-	(508,408)	(50,842)
Current liabilities	(67,533,996)	(19,484,006)	(189,803,715)	(20,351,717)	(43,187)	(5,545,871)	(10,634,546)
Net assets/(liabilities)	144,866,211	(15,859,600)	92,956,661	59,555,391	(43,187)	69,179,761	7,023,036
Results							
Revenue	106,862,972	2,646,131	15,879,097	-	-	6,881,299	30,747,259
Profit/(Loss) for the financial year	22,319,112	(5,043,346)	(13,029,126)	(2,407,677)	(5,247)	2,972,784	404,081
Total comprehensive income/(loss)	22,319,112	(5,043,346)	(13,029,126)	(2,407,677)	(5,247)	2,972,784	404,081
Cash flows from/(used in)							
- operating activities	23,377,390	5,703,303	5,455,904	(529,467)	(5,147)	1,486,786	(794,480)
- investing activities	(9,352,627)	1,188,730	15,733,343	3,690,353	-	(1,481,944)	338,002
- financing activities	(9,416,305)	(6,732,335)	(20,908,761)	(3,214,673)	5,147	(4,650)	(109,400)
Net increase/(decrease) in cash and cash equivalents	4,608,458	159,698	280,486	(53,787)	-	192	(565,878)

Notes to the Financial Statements

30 June 2024 (cont'd)

9. INVESTMENT IN A JOINT VENTURE

- (a) Investment in a joint venture is stated at cost in the separate financial statements. The Group recognises its interest in a joint venture using the equity method.
- (b) During the previous financial year, the Company incorporated a joint venture alongside Onlyee Flora Sdn.Bhd., with 50 ordinary shares, representing 50% equity interest, for a consideration of RM50. Consequently, BDDDSB became a wholly-owned subsidiary of the Company.

On 25 July 2023, the Company acquired the remaining 50 ordinary shares, representing the remaining 50% equity interest of BDDDSB, for a consideration of RM50. Consequently, BDDDSB became a wholly-owned subsidiary of the Company.

- (c) Details of the joint venture is as follows:

Name of company	Interest in equity held by				Principal activities
	Company		Subsidiaries		
	2024	2023	2024	2023	
	%	%	%	%	
Joint venture of BCB Berhad					
BDD Development Sdn.Bhd.*	-	50	-	-	Investment holding, contractor & developer, sales & marketing

* Audited by BDO PLT.

- (d) Summarised financial information of joint venture was not disclosed as this was immaterial to the group.

10. DEFERRED TAX

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

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Balance as at 1 July	6,832,396	6,978,440	1,976,739	4,931,201
Recognised in profit or loss (Note 24)	(2,983,628)	1,501,667	(317,936)	(1,306,751)
Recognised in other comprehensive income	(143,678)	(1,647,711)	(143,678)	(1,647,711)
Balance as at 30 June	3,705,090	6,832,396	1,515,125	1,976,739

Notes to the Financial Statements

30 June 2024 (cont'd)

10. DEFERRED TAX (continued)

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Presented after appropriate offsetting:				
Deferred tax assets	10,838,042	11,427,866	5,629,913	5,847,092
Offset against deferred tax liabilities	(6,644,598)	(4,087,062)	(4,114,788)	(3,870,353)
Net deferred tax assets	4,193,444	7,340,804	1,515,125	1,976,739
Deferred tax liabilities	(7,132,952)	(4,595,470)	(4,114,788)	(3,870,353)
Offset against deferred tax assets	6,644,598	4,087,062	4,114,788	3,870,353
Net deferred tax liabilities	(488,354)	(508,408)	-	-

(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 2023	5,771	5,135,429	6,286,666	11,427,866
Recognised in profit or loss	1,962,564	(3,825,442)	1,273,054	(589,824)
At 30 June 2024	1,968,335	1,309,987	7,559,720	10,838,042
At 1 July 2022	-	4,890,320	6,372,266	11,262,586
Recognised in profit or loss	5,771	245,109	(85,600)	165,280
At 30 June 2023	5,771	5,135,429	6,286,666	11,427,866
Company				
At 1 July 2023	5,771	5,135,429	705,892	5,847,092
Recognised in profit or loss	1,962,564	(3,825,442)	1,645,699	(217,179)
At 30 June 2024	1,968,335	1,309,987	2,351,591	5,629,913
At 1 July 2022	-	4,890,320	3,585,000	8,475,320
Recognised in profit or loss	5,771	245,109	(2,879,108)	(2,628,228)
At 30 June 2023	5,771	5,135,429	705,892	5,847,092

Notes to the Financial Statements

30 June 2024 (cont'd)

10. 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 liabilities

	← Group	Other	→ Company
	Property, plant and equipment RM	taxable temporary differences RM	Property, plant and equipment RM
			Total RM
At 1 July 2023	(3,638,149)	(957,321)	(4,595,470)
Recognised in profit or loss	(155,454)	(2,238,350)	(2,393,804)
Recognised in other comprehensive income	(143,678)	-	(143,678)
At 30 June 2024	(3,937,281)	(3,195,671)	(7,132,952)
At 1 July 2022	(3,301,934)	(982,212)	(4,284,146)
Recognised in profit or loss	1,311,496	24,891	1,336,387
Recognised in other comprehensive income	(1,647,711)	-	(1,647,711)
At 30 June 2023	(3,638,149)	(957,321)	(4,595,470)

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.

- (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	
	2024 RM	2023 RM
Unutilised tax losses		
- Expires by 30 June 2028	18,293,865	18,293,865
- Expires by 30 June 2029	10,800,155	10,860,832
- Expires by 30 June 2030	2,617,291	2,617,291
- Expires by 30 June 2031	19,421,366	19,421,366
- Expires by 30 June 2032	24,513,313	24,513,313
- Expires by 30 June 2033	26,834,463	23,913,334
- Expires by 30 June 2034	24,202,462	-
Unabsorbed capital allowances	2,361,446	2,303,245
Other deductible temporary differences	25,328,707	47,549,525
	154,373,068	149,472,771

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. Unutilised tax losses can be carried forward up to 10 consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current				
Other receivables				
Finance lease receivables	64,789	477,587	64,789	477,587
Amount due from a subsidiary	-	-	56,350,259	70,450,260
	64,789	477,587	56,415,048	70,927,847
Less : Impairment losses				
- amount due from a subsidiary	-	-	(199,801)	(68,376)
- finance lease receivables	(6,696)	(40,044)	(6,695)	(40,044)
Total non-current receivables	58,093	437,543	56,208,552	70,819,427
Current				
Trade receivables				
Third parties	69,310,284	102,873,680	2,334,501	22,053,450
Related parties	1,406,385	7,179,665	-	-
	70,716,669	110,053,345	2,334,501	22,053,450
Less: Impairment losses	(7,438,216)	(10,781,025)	(514,670)	(1,899,632)
Total current trade receivables	63,278,453	99,272,320	1,819,831	20,153,818
Other receivables				
Third parties	20,250,883	10,009,263	1,714,088	4,582,556
Finance lease receivables	148,141	512,464	148,141	512,464
Deposits	25,024,808	5,801,970	9,612,781	1,311,144
Amounts due from subsidiaries	-	-	72,574,151	28,286,962
	45,423,832	16,323,697	84,049,161	34,693,126
Less: Impairment losses on:				
- third parties	(5,348,022)	(2,424,998)	(1,277,666)	(1,179,031)
- deposits	(965,806)	-	(965,806)	-
- amounts due from subsidiaries	-	-	(257,326)	(453,225)
- finance lease receivables	(15,308)	(42,969)	(15,308)	(42,969)
Total current other receivables	39,094,696	13,855,730	81,533,055	33,017,901
Total current receivables	102,373,149	113,128,050	83,352,886	53,171,719
Prepayments	2,514,286	2,256,128	280,984	287,389
Total current trade and other receivables	104,887,435	115,384,178	83,633,870	53,459,108
Total trade and other receivables	104,945,528	115,821,721	139,842,422	124,278,535

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

- (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 (2023: 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 are 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 4.35% (2023: 4.23%) per annum.
- (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 RM14,090,000 (2023: RM6,375,000), which bears interest at rates of 4.35% (2023: 4.23%) 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% (2023: 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	
	2024 RM	2023 RM
Repayable as follows:		
Within one (1) year	141,141	1,169,612
More than one (1) year	1,169,612	1,256,182
	1,310,753	2,425,794

- (g) Included in other receivables of the Group are amounts receivable in relation to provision of end-to-end outsourced services for the master-planning, design, construction, development, sales and marketing by Citylights Realty Sdn. Bhd.. The receivables are unsecured, interest free and are expected to be collected as follows:

	Group	
	2024 RM	2023 RM
Repayable as follows:		
Within one (1) year	3,742,200	-
More than one (1) year	19,310,800	-
	23,053,000	-

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

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

	Group and Company	
	2024	2023
	RM	RM
Finance lease receivables:		
Within 1 year	172,853	566,400
1 to 5 years	75,596	510,361
	248,449	1,076,761
Less: Unearned interest	(35,519)	(86,710)
	212,930	990,051
Representing finance lease receivables:		
Within 1 year	148,141	512,464
1 to 5 years	64,789	477,587
	212,930	990,051

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

	Group and Company	
	2024	2023
	RM	RM
Finance lease receivables:		
At beginning of financial year	990,051	1,377,303
Additions	-	73,906
Interest income	-	85,692
Lease payments received	(777,121)	(546,850)
	212,930	990,051

(j) 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").

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group or the Company is exposed to credit risk.

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.

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(j) (continued)

Impairment for quasi-equity loans, other receivables and amounts 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, i.e. 30 days after credit term, 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.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while twelve-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the twelve months after the end of the reporting period. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

Significant judgement is required in determining the probability of default by trade and other receivables and appropriate forward-looking information adjustments.

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

Group	ECL allowance RM	Credit impaired RM	Total RM
2024			
At beginning of financial year	8,336,144	2,444,881	10,781,025
Charge for the financial year	593,442	265,349	858,791
Reversal during the financial year	(3,690,422)	(511,178)	(4,201,600)
At end of financial year	5,239,164	2,199,052	7,438,216
2023			
At beginning of financial year	7,999,296	3,812,711	11,812,007
Charge for the financial year	2,079,509	83,747	2,163,256
Reversal during the financial year	(1,738,504)	(483,786)	(2,222,290)
Written off during the financial year	(4,157)	(967,791)	(971,948)
At end of financial year	8,336,144	2,444,881	10,781,025
Company			
2024			
At beginning of financial year	1,503,872	395,760	1,899,632
Charge for the financial year	1,572	41,739	43,311
Reversal during the financial year	(1,401,167)	(27,106)	(1,428,273)
At end of financial year	104,277	410,393	514,670

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(j) (continued)

Group	ECL allowance RM	Credit impaired RM	Total RM
Company			
2023			
At beginning of financial year	686,841	1,279,804	1,966,645
Charge for the financial year	1,086,572	83,747	1,170,319
Reversal during the financial year	(265,384)	-	(265,384)
Written off during the financial year	(4,157)	(967,791)	(971,948)
At end of financial year	1,503,872	395,760	1,899,632

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
2024				
At beginning of financial year	463,118	45,196	1,999,697	2,508,011
Charge for the financial year	3,442,094	9,843	480,037	3,931,974
Reversal during the financial year	(79,493)	-	(24,661)	(104,154)
At end of financial year	3,825,719	55,039	2,455,073	6,335,831
2023				
At beginning of financial year	374,631	-	2,021,625	2,396,256
Charge for the financial year	120,880	45,196	93,167	259,243
Reversal during the financial year	(32,393)	-	(115,095)	(147,488)
At end of financial year	463,118	45,196	1,999,697	2,508,011
Company				
2024				
At beginning of financial year	102,487	-	1,159,557	1,262,044
Charge for the financial year	925,542	-	102,550	1,028,092
Reversal during the financial year	-	-	(24,661)	(24,661)
At end of financial year	1,028,029	-	1,237,446	2,265,475
2023				
At beginning of financial year	117,747	-	1,239,538	1,357,285
Charge for the financial year	-	-	7,862	7,862
Reversal during the financial year	(15,260)	-	(87,843)	(103,103)
At end of financial year	102,487	-	1,159,557	1,262,044

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(j) (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
2024				
At beginning of financial year	251,692	-	269,909	521,601
Charge for the financial year	153,988	-	10,115	164,103
Reversal during the financial year	(228,577)	-	-	(228,577)
At end of financial year	177,103	-	280,024	457,127
2023				
At beginning of financial year	849,546	8,503	6,991	865,040
Charge for the financial year	-	-	254,415	254,415
Reversal during the financial year	(597,854)	-	-	(597,854)
Transfer to lifetime ECL credit impaired	-	(8,503)	8,503	-
At end of financial year	251,692	-	269,909	521,601

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.

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

Group	Gross RM	Impaired RM	Total RM
2024			
Current - Not past due	14,477,909	(767,140)	13,710,769
1 to 30 days past due	1,680,164	(39,403)	1,640,761
31 to 60 days past due	949,660	(19,827)	929,833
61 to 120 days past due	425,041	(7,900)	417,141
More than 120 days past due	53,183,895	(6,603,946)	46,579,949
	56,238,760	(6,671,076)	49,567,684
	70,716,669	(7,438,216)	63,278,453

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

- (k) 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
2023			
Current - Not past due	16,455,785	(1,136,418)	15,319,367
1 to 30 days past due	16,329,150	(1,339,334)	14,989,816
31 to 60 days past due	5,245,694	(401,843)	4,843,851
61 to 120 days past due	3,116,847	(66,218)	3,050,629
More than 120 days past due	68,905,869	(7,837,212)	61,068,657
	93,597,560	(9,644,607)	83,952,953
	110,053,345	(10,781,025)	99,272,320
Company			
2024			
Current - Not past due	153,737	(13,514)	140,223
1 to 30 days past due	56,960	-	56,960
31 to 60 days past due	25,432	(1,447)	23,985
61 to 120 days past due	3,836	(3,836)	-
More than 120 days past due	2,094,536	(495,873)	1,598,663
	2,180,764	(501,156)	1,679,608
	2,334,501	(514,670)	1,819,831
2023			
Current - Not past due	54,470	(45,561)	8,909
1 to 30 days past due	13,405,000	(1,123,969)	12,281,031
31 to 60 days past due	3,439,000	(261,603)	3,177,397
61 to 120 days past due	2,300,000	-	2,300,000
More than 120 days past due	2,854,980	(468,499)	2,386,481
	21,998,980	(1,854,071)	20,144,909
	22,053,450	(1,899,632)	20,153,818

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

- (l) 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 counterparty 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:

Group	2024		2023	
	RM	% of total	RM	% of total
Property development and management activities	68,085,837	96.3	101,649,233	92.4
Construction and related activities	1,406,385	2.0	7,179,665	6.5
Hotel operations	1,224,447	1.7	1,224,447	1.1
	70,716,669	100.0	110,053,345	100.0
Company				
Property development and management activities	1,898,036	81.3	21,748,330	98.6
Hotel operations	436,465	18.7	305,120	1.4
	2,334,501	100.0	22,053,450	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
2024			
Property development and management activities	68,085,837	(25,319,786)	42,766,051
Construction and related activities	1,406,385	-	1,406,385
Hotel operations	1,224,447	-	1,224,447
	70,716,669	(25,319,786)	45,396,883
2023			
Property development and management activities	101,649,233	(28,462,736)	73,186,497
Construction and related activities	7,179,665	-	7,179,665
Hotel operations	1,224,447	-	1,224,447
	110,053,345	(28,462,736)	81,590,609

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(l) (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:

Company	Maximum exposure RM	Collateral obtained RM	Net exposure RM
2024			
Property development and management activities	1,898,036	(1,898,036)	-
Hotel operations	436,465	-	436,465
	2,334,501	(1,898,036)	436,465
2023			
Property development and management activities	21,748,330	(3,244,895)	18,503,435
Hotel operations	305,120	-	305,120
	22,053,450	(3,244,895)	18,808,555

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.

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(l) (continued)

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.

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.

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

	Company	
	2024 RM	2023 RM
Floating rate	70,450,260	76,825,260

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	
	2024 RM	2023 RM
Effects of 100 basis points changes to profit after tax		
- Increase by 1% (2023: 1%)	535,422	583,872
- Decrease by 1% (2023: 1%)	(535,422)	(583,872)

There is no impact to the equity as a result of changes of interest rate for floating rate instruments as at the end of the reporting period.

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

Notes to the Financial Statements

30 June 2024 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(o) 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

(i) Non-current amount owing by a subsidiary

The carrying amount of non-current amount owing by a subsidiary approximates its fair value, categorised as Level 3, 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 non-current amount owing by a subsidiary were estimated by discounting expected future cash flows based on the current market rate available for similar borrowings.

(ii) Finance lease receivables

The carrying amount of finance lease receivables approximates its fair value, categorised as Level 3, 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 finance lease receivables were estimated by discounting expected future cash flows based on the current market rate available for similar borrowings.

12. CONTRACT ASSETS/(LIABILITIES)

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Contract assets:					
Property development	12(b)	13,565,343	27,349,569	-	-
Construction contracts	12(c)	5,497,995	4,634,083	-	-
		19,063,338	31,983,652	-	-
Contract liabilities:					
Property development	12(b)	(82,318,211)	(122,432,891)	(20,759,560)	(26,612,390)
Construction contracts	12(c)	(6,915,297)	(3,287,921)	-	-
		(89,233,508)	(125,720,812)	(20,759,560)	(26,612,390)
		(70,170,170)	(93,737,160)	(20,759,560)	(26,612,390)

- (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.

Notes to the Financial Statements

30 June 2024 (cont'd)

12. CONTRACT ASSETS/(LIABILITIES) (continued)

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At beginning of financial year	(95,083,322)	(109,307,570)	(26,612,390)	(13,566,990)
Revenue recognised during the year	201,813,424	223,673,204	17,713,092	31,821,036
Less: Progress billings during the year	(176,346,524)	(207,093,660)	(11,860,262)	(44,866,436)
(Addition)/Reversal of impairment losses during the year	863,554	(2,355,296)	-	-
At end of financial year	(68,752,868)	(95,083,322)	(20,759,560)	(26,612,390)
Represented by:				
Contract assets	15,089,395	29,868,790	-	-
Less: Impairment losses	(1,524,052)	(2,519,221)	-	-
	13,565,343	27,349,569	-	-
Contract liabilities	(82,318,211)	(122,432,891)	(20,759,560)	(26,612,390)
	(68,752,868)	(95,083,322)	(20,759,560)	(26,612,390)

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Contract liabilities recognised as revenue	19,285,057	15,782,250	5,854,180	3,103,460

(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	
	2024 RM	2023 RM	2024 RM	2023 RM
Within one (1) year	105,989,643	168,315,910	14,848,320	29,485,950
More than one (1) year	393,164	2,917,346	-	-
	106,382,807	171,233,256	14,848,320	29,485,950

Notes to the Financial Statements

30 June 2024 (cont'd)

12. CONTRACT ASSETS/(LIABILITIES) (continued)

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

	Group	
	2024 RM	2023 RM
Contract assets	6,383,063	5,334,893
Less: Impairment losses	(885,068)	(700,810)
Contract liabilities	5,497,995	4,634,083
	(6,915,297)	(3,287,921)
	(1,417,302)	1,346,162

- (i) The amount of RM2,854,948 (2023: RM3,326,151) 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 2024.
- (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	
	2024 RM	2023 RM
Within one (1) year	43,285,843	3,607,167
Between one (1) year and five (5) years	7,208,790	7,206,721
	50,494,633	10,813,888

- (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 11 (j) to the financial statements.

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
ECL allowance				
At beginning of financial year	3,220,031	1,131,799	-	-
Charge for the financial year	345,165	2,346,804	-	-
Reversal during the financial year	(1,156,076)	(258,572)	-	-
At end of financial year	2,409,120	3,220,031	-	-

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

Notes to the Financial Statements

30 June 2024 (cont'd)

13. CASH AND BANK BALANCES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash and bank balances	27,197,382	24,300,844	3,681,001	7,117,700
Deposits with licensed banks	3,463,186	2,370,865	2,952,611	1,743,739
	30,660,568	26,671,709	6,633,612	8,861,439

- (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 2.15% (2023: 2.11%) and 2.52% (2023: 2.27%) 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.

- (c) Included in cash and bank balances of the Group and of the Company are amounts of RM12,362,153 (2023: RM14,505,562) and RM776,542 (2023: RM748,872) 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	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash and bank balances	27,197,382	24,300,844	3,681,001	7,117,700
Deposits with licensed banks	3,463,186	2,370,865	2,952,611	1,743,739
Bank overdrafts included in borrowings (Note 16)	(33,097,079)	(41,228,863)	(31,280,202)	(32,600,896)
	(2,436,511)	(14,557,154)	(24,646,590)	(23,739,457)
Less:				
Deposits pledged to licensed banks	(426,175)	(595,126)	-	-
	(2,862,686)	(15,152,280)	(24,646,590)	(23,739,457)

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

Notes to the Financial Statements

30 June 2024 (cont'd)

14. SHARE CAPITAL

	Group and Company			
	2024		2023	
	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 (2023: 399,620,800).

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 (2023: 12,879,200) treasury shares at cost of RM3,373,365 (2023: RM3,373,365) were held by the Company in accordance with Section 127 of the Companies Act 2016 in Malaysia.

A total number of 3,996,203 treasury shares were distributed on 23 July 2024 via a distribution of treasury shares on the bases of one (1) treasury shares for every one hundred (100) existing ordinary shares held in the Company in respect of the financial year ended 30 June 2024.

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 2024.

15. REVALUATION RESERVE

Revaluation reserve arises from the revaluation surplus of hotel properties of the Group and the Company.

Notes to the Financial Statements

30 June 2024 (cont'd)

16. BORROWINGS

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Non-current liabilities					
Term loans		109,555,692	144,160,441	69,164,213	85,067,533
Revolving credit		5,000,000	5,000,000	5,000,000	5,000,000
		<u>114,555,692</u>	<u>149,160,441</u>	<u>74,164,213</u>	<u>90,067,533</u>
Current liabilities					
Term loans		46,247,171	31,007,494	25,485,473	10,611,922
Revolving credits		11,520,000	14,280,900	7,720,000	7,714,400
Bankers' acceptances		4,993,000	6,565,000	2,568,000	2,595,000
Bank overdrafts		33,097,079	41,228,863	31,280,202	32,600,896
		<u>95,857,250</u>	<u>93,082,257</u>	<u>67,053,675</u>	<u>53,522,218</u>
Total					
Term loans		155,802,863	175,167,935	94,649,686	95,679,455
Revolving credits		16,520,000	19,280,900	12,720,000	12,714,400
Bankers' acceptances		4,993,000	6,565,000	2,568,000	2,595,000
Bank overdrafts	13(d)	33,097,079	41,228,863	31,280,202	32,600,896
		<u>210,412,942</u>	<u>242,242,698</u>	<u>141,217,888</u>	<u>143,589,751</u>

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) In the previous financial year, bridging loans of the Group and of the Company were 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 held for sale as disclosed in Note 7(c) to the financial statements; and
 - (iv) Certain land and buildings as disclosed in Note 5(i) 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.

Notes to the Financial Statements

30 June 2024 (cont'd)

16. BORROWINGS (continued)

- (d) Other short-term borrowings and revolving credits 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 held for sale as disclosed in Note 7(c) to the financial statements; and
 - (iv) Hotel properties and certain land and buildings as disclosed in Note 5(i) 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.

- (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
2024				
Term loans	46,247,172	103,814,652	5,741,039	155,802,863
2023				
Term loans	31,007,494	137,616,828	6,543,613	175,167,935
Company				
2024				
Term loans	25,485,473	64,124,764	5,039,449	94,649,686
2023				
Term loans	10,611,922	79,778,558	5,288,975	95,679,455

Notes to the Financial Statements

30 June 2024 (cont'd)

16. BORROWINGS (continued)

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Fixed rate	25,017,348	32,974,333	15,288,000	15,309,400
Floating rate	185,395,594	209,268,365	125,929,888	128,280,351
	210,412,942	242,242,698	141,217,888	143,589,751

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	
	2024 RM	2023 RM	2024 RM	2023 RM
Effects of 100 basis points changes to profit after tax				
- Increase by 1% (2023: 1%)	(1,409,007)	(1,590,440)	(957,067)	(974,931)
- Decrease by 1% (2023: 1%)	1,409,007	1,590,440	957,067	974,931

There is no impact to the equity as a result of changes of interest rate for floating rate instruments as at the end of the reporting period.

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

	Group		Company	
	2024 %	2023 %	2024 %	2023 %
Term loans	5.0	5.7	4.1	4.3
Revolving credits	5.9	5.8	5.8	5.8
Bankers' acceptances	4.6	5.9	4.1	7.0
Bank overdrafts	8.2	8.2	8.2	8.3

(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, categorised as Level 3, 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 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 2024 (cont'd)

16. 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
2024				
Term loans	53,254,599	109,413,790	8,686,777	171,355,166
Revolving credits	11,520,000	-	5,000,000	16,520,000
Bankers' acceptances	4,993,000	-	-	4,993,000
Bank overdrafts	33,097,079	-	-	33,097,079
Total undiscounted financial liabilities	102,864,678	109,413,790	13,686,777	225,965,245
2023				
Term loans	39,120,483	145,572,041	9,265,327	193,957,851
Revolving credits	14,280,900	-	5,000,000	19,280,900
Bankers' acceptances	6,565,000	-	-	6,565,000
Bank overdrafts	41,228,863	-	-	41,228,863
Total undiscounted financial liabilities	101,195,246	145,572,041	14,265,327	261,032,614
Company				
2024				
Term loans	28,844,573	67,884,139	7,391,243	104,119,955
Revolving credits	7,720,000	-	5,000,000	12,720,000
Bankers' acceptances	2,568,000	-	-	2,568,000
Bank overdrafts	31,280,202	-	-	31,280,202
Total undiscounted financial liabilities	70,412,775	67,884,139	12,391,243	150,688,157
2023				
Term loans	14,355,429	85,141,489	7,927,189	107,424,107
Revolving credits	7,714,400	-	5,000,000	12,714,400
Bankers' acceptances	2,595,000	-	-	2,595,000
Bank overdrafts	32,600,896	-	-	32,600,896
Total undiscounted financial liabilities	57,265,725	85,141,489	12,927,189	155,334,403

- (j) Borrowings are denominated in RM.

Notes to the Financial Statements

30 June 2024 (cont'd)

17. LEASE LIABILITIES

The Group and the Company as lessee

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Lease liabilities				
Non-current liabilities	3,475,199	2,440,324	1,739,906	1,594,461
Current liabilities	2,287,003	1,375,735	1,232,625	1,103,618
Total lease liabilities	5,762,202	3,816,059	2,972,531	2,698,079
Lease liabilities owing to				
- financial institutions	2,692,546	930,430	1,131,369	236,610
- non-financial institutions	3,069,656	2,885,629	1,841,162	2,461,469
	5,762,202	3,816,059	2,972,531	2,698,079

- (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 1.7.2023 RM	Additions RM	Lease payments RM	Interest expenses RM	Balance as at 30.6.2024 RM
	Buildings				2,885,629
Motor vehicles	790,174	2,240,638	(454,786)	87,577	2,663,603
Plant and machinery	140,256	-	(117,024)	5,711	28,943
	3,816,059	3,883,400	(2,599,843)	662,586	5,762,202
Company					
Buildings	2,461,469	-	(815,724)	195,417	1,841,162
Motor vehicles	236,610	947,938	(88,044)	34,865	1,131,369
	2,698,079	947,938	(903,768)	230,282	2,972,531

Notes to the Financial Statements

30 June 2024 (cont'd)

17. LEASE LIABILITIES (continued)

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

Group	Balance	Additions	Lease modifications	Lease payments	Interest expenses	Balance
	as at 1.7.2022					as at 30.6.2023
	RM	RM	RM	RM	RM	RM
Buildings	7,937,350	3,102,215	(193,978)	(8,646,444)	686,486	2,885,629
Motor vehicles	631,029	500,500	-	(375,712)	34,357	790,174
Plant and machinery	244,357	-	-	(117,024)	12,923	140,256
	8,812,736	3,602,715	(193,978)	(9,139,180)	733,766	3,816,059
Company						
Buildings	3,084,169	484,490	-	(1,308,695)	201,505	2,461,469
Motor vehicles	380,129	-	-	(156,516)	12,997	236,610
	3,464,298	484,490	-	(1,465,211)	214,502	2,698,079

(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	
	2024	2023	2024	2023
	RM	RM	RM	RM
Depreciation charge of right-of-use assets (included in administrative expenses)	2,657,833	5,103,902	1,561,038	585,067
Interest expense on lease liabilities (included in finance costs)	662,586	733,766	230,282	214,502
Expense relating to short term-leases (included in administrative expenses)	56,012	-	56,012	-
Loss on lease termination	3,617,970	-	-	-
Gain on remeasurement of lease modifications (included in other operating expenses/other income)	-	(28,361)	-	-
	6,994,401	5,809,307	1,847,332	799,569

As at the end of the reporting period, the Group and the Company had total cash outflow for leases of RM2,655,855 (2023: RM9,139,180) and RM959,780 (2023: RM1,465,211) respectively.

Notes to the Financial Statements

30 June 2024 (cont'd)

17. LEASE LIABILITIES (continued)

- (e) The weighted average incremental borrowing rate of the Group and of the Company applied to the lease liabilities is 5.61% (2023: 5.62%) and 7.03% (2023: 7.52%) 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	
	2024 RM	2023 RM	2024 RM	2023 RM
Not later than one (1) year	2,297,910	1,375,735	1,243,530	1,103,618
Later than one (1) year but not later than five (5) years	3,464,292	2,440,324	1,729,001	1,594,461
Total	5,762,202	3,816,059	2,972,531	2,698,079

- (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	
	2024 RM	2023 RM	2024 RM	2023 RM
Not later than one (1) year	2,566,865	1,778,383	1,273,926	1,255,654
Later than one (1) year but not later than five (5) years	4,312,759	2,745,842	2,385,640	1,704,492
Total	6,879,624	4,524,225	3,659,566	2,960,146

Notes to the Financial Statements

30 June 2024 (cont'd)

17. 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	
	2024 RM	2023 RM	2024 RM	2023 RM
Less than one (1) year	6,891,508	5,783,622	678,062	790,457
Between one (1) to two (2) year	2,298,350	1,833,480	401,640	271,812
Between two (2) to three (3) year	375,200	173,527	365,200	50,340
Between three (3) to four (4) year	180,000	-	180,000	-
Between four (4) to five (5) year	-	-	-	-
	9,745,058	7,790,629	1,624,902	1,112,609

Notes to the Financial Statements

30 June 2024 (cont'd)

18. TRADE AND OTHER PAYABLES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current				
Other payable				
Third parties	2,852,285	-	-	-
Current				
Trade payables				
Third parties	77,649,200	93,675,687	686,309	1,826,569
Amounts due to subsidiaries	-	-	1,523,922	1,523,922
	77,649,200	93,675,687	2,210,231	3,350,491
Other payables				
Third parties	24,344,737	23,000,438	5,007,766	4,105,508
Amounts due to Directors	3,582,143	3,582,143	-	-
Amounts due to subsidiaries	-	-	104,807,621	102,513,779
Related parties				
- Interest bearing	12,448,561	3,940,514	12,448,561	3,940,514
- Non-interest bearing	70,336,486	57,083,974	29,421,786	15,126,349
Accruals	29,443,600	28,981,250	4,221,944	2,427,992
Deposits received	17,823,072	19,964,211	7,118,657	10,072,544
	157,978,599	136,552,530	163,026,335	138,186,686
Total current trade and other payables	235,627,799	230,228,217	165,236,566	141,537,177
Total trade and other payables	238,480,084	230,228,217	165,236,566	141,537,177

- (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 ranged from 30 to 150 days (2023: 30 to 150 days).

Notes to the Financial Statements

30 June 2024 (cont'd)

18. TRADE AND OTHER PAYABLES (continued)

- (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	
	2024 RM	2023 RM	2024 RM	2023 RM
Within one (1) year	14,078,844	16,038,354	218,583	509,589
More than one (1) year	9,300,926	8,509,271	-	732
	23,379,770	24,547,625	218,583	510,321

- (d) Included in non-current and current other payables of the Group are amounts payable to purchasers of properties in relation to the guaranteed rental return scheme amounting to RM2,852,285 and RM2,094,431 respectively.
- (e) Included in other payables of the Group and of the Company are dividend payable to the shareholders as disclosed in Note 26 to the financial statements.
- (f) Included in other payables of the Company are financial guarantee contracts amounting to RM1,796,970 which are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently measured at the higher of the amount determined in accordance with the expected credit loss model under MFRS 9 *Financial Instruments* and the amount initially recognised less cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contracts with Customers*, where appropriate.
- (g) Amounts due to Directors of the Group represents advances, which are unsecured, interest free and payable within next twelve (12) months in cash and cash equivalents.
- (h) Amounts due to related parties of the Group and of the Company represents advances and payments on behalf, which are unsecured and payable within next twelve (12) months in cash and cash equivalents. These amounts are interest free except for advances of RM12,448,561 (2023: RM3,940,514) and RM12,448,561 (2023: RM3,940,514) respectively which bear interest at rate of 5.20% (2023: 6.84%) per annum.
- (i) 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 (2023: RM16,700,000), which bears interest at 8% (2023: 8%) per annum.

Sensitivity analysis for fixed rate non-trade amounts due to subsidiaries at the end of the reporting period is not presented as fixed rate instruments are not affected by changes in interest rate.

- (j) 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.

Notes to the Financial Statements

30 June 2024 (cont'd)

18. TRADE AND OTHER PAYABLES (continued)

- (k) 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	
	2024	2023
	RM	RM
Floating rate	12,448,561	3,940,514

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	
	2024	2023
	RM	RM
Effects of 100 basis points changes to profit/(loss) after tax		
- Increase by 1% (2023: 1%)	(94,609)	(29,948)
- Decrease by 1% (2023: 1%)	94,609	29,948

There is no impact to the equity as a result of changes of interest rate for floating rate instruments as at the end of the reporting period.

- (l) Trade and other payables are denominated in RM.

19. REVENUE

	Group		Company	
	2024	2023	2024	2023
	RM	RM	RM	RM
Revenue from contracts with customers:				
Property development	122,089,644	188,269,219	1,498,080	8,394,000
Completed properties	76,660,000	34,012,315	13,151,232	22,035,366
Vacant land	3,063,780	1,391,670	3,063,780	1,391,670
Construction contracts	6,006,427	9,187,094	-	-
Hotel operations	3,229,125	2,985,427	3,229,125	2,985,427
Sales of goods	351	-	-	-
	211,049,327	235,845,725	20,942,217	34,806,463
Other revenue:				
Rental income	11,842,014	9,583,457	3,531,454	3,393,587
Dividend income from a subsidiary	-	-	10,000,000	5,000,000
	222,891,341	245,429,182	34,473,671	43,200,050

Notes to the Financial Statements

30 June 2024 (cont'd)

19. REVENUE (continued)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Revenue from contract with customers is recognised as follows:				
At point in time	82,953,256	38,389,412	19,444,137	26,412,463
Over time	128,096,071	197,456,313	1,498,080	8,394,000
	<u>211,049,327</u>	<u>235,845,725</u>	<u>20,942,217</u>	<u>34,806,463</u>

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

(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.

Notes to the Financial Statements

30 June 2024 (cont'd)

19. REVENUE (continued)

(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.

(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.

Notes to the Financial Statements

30 June 2024 (cont'd)

20. COST OF SALES

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Property development costs	7(b)	97,785,866	121,356,175	2,524,991	3,835,606
Cost of completed properties sold	7(c)	30,686,512	21,597,143	7,686,308	13,348,355
Cost of vacant lands		1,844,243	822,084	1,844,243	822,084
Construction contract costs		2,820,789	4,566,289	-	-
Hotel operations costs		1,041,271	1,001,252	1,041,271	1,001,252
Cost of goods sold		51	-	-	-
Cost of rental services		1,056,328	450,954	-	-
		135,235,060	149,793,897	13,096,813	19,007,297

21. FINANCE INCOME AND COSTS

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Finance income				
Interest income on:				
- amounts due from subsidiaries	-	-	5,427,576	5,542,550
- lease receivables	-	85,692	-	85,692
- deposits with licensed banks	244,010	188,697	21,033	17,701
- others	1,015,385	73,706	-	-
	1,259,395	348,095	5,448,609	5,645,943
Finance costs				
Interest expense on:				
- term loans and bridging loans	8,026,356	8,886,019	5,217,955	4,831,216
- lease liabilities	662,586	733,766	230,282	214,502
- revolving credits	1,000,206	990,912	716,329	686,757
- bankers' acceptances	308,717	338,993	-	-
- bank overdrafts	2,732,928	3,278,928	2,467,073	2,405,309
- amount due to a subsidiary	-	-	413,985	675,954
- amount due to a related party	647,260	1,057,615	647,260	1,057,615
	13,378,053	15,286,233	9,692,884	9,871,353
Others	3,773,912	4,253,451	49,310	304,254
	17,151,965	19,539,684	9,742,194	10,175,607

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

Notes to the Financial Statements

30 June 2024 (cont'd)

22. EMPLOYEE BENEFITS

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Wages, salaries and bonus	16,414,088	15,080,605	5,282,739	4,525,718
Defined contribution plan	2,232,714	2,098,354	806,831	742,657
Other employee benefits	1,692,847	1,722,114	826,470	741,221
	20,339,649	18,901,073	6,916,040	6,009,596

Included in the employee benefits of the Group and of the Company are remuneration of Executive Directors amounting to RM7,224,467 (2023: RM6,135,975) and RM2,921,650 (2023: RM2,039,377) respectively.

23. PROFIT BEFORE TAX

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
After charging:				
Auditors' remuneration:				
- Statutory audit	308,441	281,525	127,120	114,400
- Non-statutory audit	8,850	8,850	5,550	5,550
Bad debts written off	15,950	5,000	15,950	5,000
Fair value adjustment on financial guarantee contracts	-	-	1,180,695	-
Loss on disposal of:				
- investment properties	-	73,850	-	-
And crediting:				
Gain on disposals of:				
- property, plant and equipment	3,591,332	5,565,960	3,525,362	4,581,321
- investment properties	434,611	-	-	-
Rental income of premises	2,879,088	1,752,444	-	-

Notes to the Financial Statements

30 June 2024 (cont'd)

23. PROFIT BEFORE TAX (continued)

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

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Impairment losses on:				
- trade receivables	858,791	2,163,256	43,311	1,170,319
- other receivables	3,931,974	259,243	1,028,092	7,862
- contract assets	345,165	2,346,804	-	-
- amounts due from subsidiaries	-	-	164,103	254,415
- equity loans	-	-	-	278,077
Reversals of impairment losses on:				
- trade receivables	(4,201,600)	(2,222,290)	(1,428,273)	(265,384)
- other receivables	(104,154)	(147,488)	(24,661)	(103,103)
- contract assets	(1,156,076)	(258,572)	-	-
- amounts due from subsidiaries	-	-	(228,577)	(597,854)
- equity loans	-	-	(1,174,992)	-
	(325,900)	2,140,953	(1,620,997)	744,332

24. TAXATION

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current year tax expense based on profit for the financial year	10,549,133	15,014,877	-	1,408,026
(Over)/Under provision in prior year	(2,014,105)	(3,438,429)	(316,359)	(1,880,658)
Real property gain tax	-	64,155	-	-
	8,535,028	11,640,603	(316,359)	(472,632)
Deferred tax (Note 10)				
- Relating to origination and reversal of temporary differences	(156,809)	(3,822,811)	(653,400)	(2,247,841)
- Under provision in prior year	3,140,437	2,321,144	971,336	3,554,592
	2,983,628	(1,501,667)	317,936	1,306,751
	11,518,656	10,138,936	1,577	834,119

(a) Malaysian income tax is calculated at the statutory tax rate of 24% (2023: 24%) of the estimated taxable profit for the fiscal year.

Notes to the Financial Statements

30 June 2024 (cont'd)

24. TAXATION (continued)

- (b) Numerical reconciliation of taxation applicable to profit before tax at the statutory tax rate applicable to the Group and the Company are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit before tax	31,031,131	34,718,747	8,338,446	8,650,046
Tax at Malaysian statutory tax rate of 24% (2023: 24%)	7,447,471	8,332,500	2,001,227	2,076,011
Real property gains tax	-	64,155	-	-
Non-allowable expenses	6,301,103	3,949,986	1,082,361	1,335,596
Non-taxable income	(4,532,321)	(5,576,879)	(3,736,988)	(4,251,422)
Deferred tax assets not recognised (Over)/Under provision in prior year:	1,176,071	4,486,459	-	-
- income tax	(2,014,105)	(3,438,429)	(316,359)	(1,880,658)
- deferred tax	3,140,437	2,321,144	971,336	3,554,592
	11,518,656	10,138,936	1,577	834,119

- (c) Tax on each component of other comprehensive income is as follows:

	Group and Company		
	Before tax RM	Tax effect RM	After tax RM
2024			
Fair value gain on property, plant and equipment	598,660	(143,678)	454,982
2023			
Fair value gain on property, plant and equipment	6,865,463	(1,647,711)	5,217,752

Notes to the Financial Statements

30 June 2024 (cont'd)

25. 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.

	Group	
	2024	2023
Profit attributable to owners of the parent (RM)	15,498,165	24,995,728
Weighted average number of ordinary shares in issue	399,620,800	399,620,800
	2024	2023
	Sen	Sen
Basic earnings per ordinary share attributable to the equity owners of the parent	3.88	6.25

(b) Diluted

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

26. DIVIDENDS

The dividends paid, declared or proposed by the Company since the end of the previous financial year were as follows:

	2024	2023
	RM	RM
In respect of financial year ended 30 June 2024:		
Interim dividend via treasury shares distribution on the basis of one shares for every one hundred (100) existing ordinary shares held in the Company on 23 July 2024	1,618,462	-

The Directors do not recommend the payment of any final dividend in respect of the current financial year.

Notes to the Financial Statements

30 June 2024 (cont'd)

27. GUARANTEES

	Company	
	2024 RM	2023 RM
Unsecured		
Corporate guarantees for trade credits granted to subsidiaries		
- Limit of guarantee	40,400,000	198,953,679
- Amount utilised	2,868,092	36,608,076
Secured		
Corporate guarantees for borrowing facilities granted		
by financial institutions to subsidiaries		
- Limit of guarantee	259,995,000	547,215,000
- Amount utilised	68,878,177	110,174,221

Corporate guarantees for trade credits and borrowing facilities granted to subsidiaries are financial guarantee contracts designated as insurance contracts as defined in MFRS 17 *Insurance Contracts*. The Company made an irrevocable choice to apply MFRS 9 *Financial Instruments* on a contract-by-contract basis to these financial guarantee contracts as at the date of transition to MFRS 17.

- (a) The maximum exposure to credit risk in relation to financial guarantee contracts provided as credit enhancements to the loans of subsidiaries amounts to RM68,878,177, representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.
- (b) The maturity profile of the financial guarantee contracts of the Company at the end of the reporting period based on contractual undiscounted repayment obligations amounted to RM1,796,970 which are payable upon demand.

28. 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.

Notes to the Financial Statements

30 June 2024 (cont'd)

28. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

(a) Identities of related parties (continued)

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 Vin Sern, Tan Lindy and Dato' Sri Tan Vin Shyan. 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. Tan Sri Dato' Tan Seng Leong, Tan Vin Sern and Dato' Sri Tan Vin Shyan 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, Dato' Sri Tan Vin Shyan 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 and Tan Vin Sern are also major shareholders in MPD.

(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:

(i) Transactions with subsidiaries

	Company	
	2024 RM	2023 RM
Intercompany interest expense payable to a subsidiary:		
- BCB Land Sdn. Bhd.	413,985	675,954
Intercompany interest income receivable from subsidiaries:		
- Johbase Development Sdn. Bhd.	-	2,182
- BCB Land Sdn. Bhd.	29,295	-
- BCB Heights Sdn. Bhd.	5,214,763	5,237,729
- BCB Development Sdn. Bhd.	137,608	227,430
- BCB Medini Development Sdn. Bhd.	45,910	75,209
Rental income from subsidiaries:		
- BCB Construction Sdn. Bhd.	22,200	22,200
- BCB Resources Sdn. Bhd.	22,200	22,200
- Johbase Development Sdn. Bhd.	44,400	44,400
Progress claim charged by a subsidiary:		
- BCB Construction Sdn. Bhd.	7,144,000	-
Dividend income from subsidiaries:		
- BCB Resources Sdn. Bhd.	2,000,000	5,000,000
- Johbase Development Sdn. Bhd.	8,000,000	-

Notes to the Financial Statements

30 June 2024 (cont'd)

28. 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)

(ii) Transactions with related parties

	Group and Company	
	2024 RM	2023 RM
Office rental paid to JIE	300,000	300,000
Interest expense payable to JIE	647,261	1,057,615
	Group	
	2024 RM	2023 RM
Hiring of machineries from MPD	9,000	49,350
Construction contracts: - MPD	3,608,967	8,706,499
	Company	
	2024 RM	2023 RM
Hiring of machineries from MPD	3,000	600

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 2024 are disclosed in Note 11 and Note 18 to the financial statements.

Notes to the Financial Statements

30 June 2024 (cont'd)

28. SIGNIFICANT RELATED PARTY DISCLOSURES (continued)

(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.

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	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-executive Directors:				
- fees	172,000	168,932	172,000	168,932
- others	16,500	22,500	16,500	22,500
	188,500	191,432	188,500	191,432
Executive Directors:				
- fees	-	160,000	-	-
- salaries and bonus	6,091,283	5,196,200	2,387,199	1,669,798
- defined contribution plan	991,984	845,219	453,568	317,262
- others	141,200	94,556	80,883	52,317
	7,224,467	6,135,975	2,921,650	2,039,377
	7,412,967	6,487,407	3,110,150	2,230,809

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 (2023: RM85,350).

29. 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 2023.

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 2024 (cont'd)

29. 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	
	2024 RM	2023 RM	2024 RM	2023 RM
Borrowings	210,412,942	242,242,698	141,217,888	143,589,751
Lease liabilities	5,762,202	3,816,059	2,972,531	2,698,079
Less:				
Cash and bank balances	(30,660,568)	(26,671,709)	(6,633,612)	(8,861,439)
Net debt	185,514,576	219,387,048	137,556,807	137,426,391
Total equity	567,471,379	549,122,384	293,877,403	284,960,533
Net debt	185,514,576	219,387,048	137,556,807	137,426,391
	752,985,955	768,509,432	431,434,210	422,386,924
Net gearing ratio	25%	29%	32%	33%

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 Company has complied with this requirement for the financial year ended 30 June 2024.

30. 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.

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

Notes to the Financial Statements

30 June 2024 (cont'd)

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(a) Credit risk (continued)

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 11 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 16, Note 17 and Note 18 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 11, Note 13, Note 16, Note 17 and Note 18 to the financial statements.

31. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

(i) Acquisition of remaining stake in BDD Development Sdn. Bhd., which was a joint venture of the Company

On 25 July 2023, the Company acquired the remaining 50 ordinary shares, representing the remaining 50% equity interest of BDD Development Sdn. Bhd., a joint venture of the Company, for a consideration of RM50. Consequently, BDD Development Sdn. Bhd. became a wholly-owned subsidiary of the Company.

The financial effects on the acquisition of remaining stakes are disclosed in Note 8(f) to the financial statements.

Notes to the Financial Statements

30 June 2024 (cont'd)

31. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD (continued)

(ii) Acquisition of Citylights Realty Sdn. Bhd.

On 17 August 2023, the Company has entered into a Deed of Arrangement to acquire 10 ordinary shares representing 100% equity interest in Citylights Realty Sdn. Bhd. for a consideration of RM10. Consequently, Citylights Realty Sdn. Bhd. became a wholly-owned subsidiary of the Company.

The financial effects on the acquisition of a subsidiary to the Group and the Company are disclosed in Note 8(g) to the financial statements.

(iii) Proposed acquisition of land from Lian Hup Seng Sdn. Bhd.

On 14 May 2024, the Company has entered into a Sales and Purchase Agreement ("SPA") with Lian Hup Seng Sdn. Bhd. to acquire fifty-nine (59) parcels of freehold land in Mukim Minyak Beku, Daerah Batu Pahat, Negeri Johor Darul Takzim, measuring approximately an aggregate area of 116,0716 hectares for a purchase consideration of RM83,708,748, subject to and upon all the terms and conditions as stipulated in the SPA.

As of the date of this report, the completion of the SPA is subject to the fulfilment of conditions precedent pursuant to the SPA.

(iv) Proposed acquisition of land from Country Green Realty Sdn. Bhd.

On 14 October 2024, the Company has entered into four Sales and Purchase Agreement ("SPA") with Country Green Realty Sdn. Bhd. to acquire four (4) pieces of freehold vacant land all situated in the Mukim of Kluang, District of Kluang, Johor, measuring approximately aggregate area of 22.1412 hectare (54.7121 acres), for total purchase consideration of RM31,000,000, subject to and upon all the terms and conditions as stipulated in the respective SPAs.

As of the date of this report, the completion of the SPA is subject to the fulfilment of conditions precedent pursuant to the SPA.

32. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

32.1 New MFRSs adopted during the current financial year

The Group and the Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ('MASB') during the financial year:

Title	Effective Date
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 17 <i>Insurance Contracts (Initial Application of MFRS 17 and MFRS 9 – Comparative Information)</i>	1 January 2023
Amendments to MFRS 101 <i>Disclosure 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 112 <i>International Tax Reform - Pillar Two Model Rules</i>	Refer paragraph 98M of MFRS 112

Adoption of the above Standards and Amendments did not have any material effect on the financial performance or position of the Group and of the Company except for the adoption of MFRS 17 *Insurance Contracts* as described in the following sections.

Notes to the Financial Statements

30 June 2024 (cont'd)

32. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs (continued)

32.1 New MFRSs adopted during the current financial year (continued)

The Group and the Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ('MASB') during the financial year: (continued)

- (a) MFRS 17 *Insurance Contracts* and Amendments to MFRS 17 *Initial Application of MFRS 17 and MFRS 9 - Comparative Information*

MFRS 17 establishes the principles for recognition, measurement, presentation and disclosure of insurance contracts and supersedes MFRS 4 *Insurance Contracts*.

MFRS 17 outlines three measurement approaches for different types of insurance contracts – general measurement model, premium allocation approach and variable fee approach. The general measurement model uses current assumptions to estimate the amount, timing and uncertainty of future cash flows and it explicitly measures the cost of that uncertainty. It takes into account market interest rates and the impact of options and guarantees of policyholders. The general measurement model is simplified if certain criteria are met by measuring the liability for remaining coverage using the premium allocation approach. Variable fee approach is applicable for insurance contracts with direct participation features.

Amendments to MFRS 17 adds a new transition option to MFRS 17 (the 'classification overlay') to alleviate operational complexities and one-time accounting mismatches in comparative information between insurance contract liabilities and related financial assets on the initial application of MFRS 17. It allows presentation of comparative information about financial assets to be presented in a manner that is more consistent with MFRS 9 *Financial Instruments*.

The Group and the Company do not have any contracts that meet the definition of an insurance contract under MFRS 17, except for corporate guarantees for trade credits and borrowing facilities granted to subsidiaries, which are financial guarantee contracts that the Company had previously explicitly asserted under MFRS 4. The Company made an irrevocable choice to apply MFRS 9 *Financial Instruments* on a contract-by-contract basis to these financial guarantee contracts as at the date of transition to MFRS 17.

Notes to the Financial Statements

30 June 2024 (cont'd)

32. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs (continued)

32.1 New MFRSs adopted during the current financial year (continued)

- (a) *MFRS 17 Insurance Contracts and Amendments to MFRS 17 Initial Application of MFRS 17 and MFRS 9 - Comparative Information* (continued)

In relation to this, the Company recognised financial guarantee contracts and the impact on transition is summarised below:

	As at 30 June 2023 RM	Company Impact RM	As at 1 July 2023 RM
Investments in subsidiaries	301,642,709	4,553,402	306,196,111
Other payables	138,186,686	2,809,921	140,996,607
Retained earnings	76,866,146	1,743,481	78,609,627

32.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2024

Title	Effective Date
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 16 <i>Lease Liabilities in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
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 in the future financial years.

ADDITIONAL COMPLIANCE INFORMATION

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 2024 are set out as follows:

Paid/payable	Group RM	Company RM
Audit fees	308,441	127,120
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 2024

The details of the RRPTs were disclosed in Note 28 of the Financial Statements for the financial period ended 30 June 2024 on pages 139 to 142.

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 2024

Issued share capital	:	412,500,000 (inclusive of 8,882,997 as Treasury Shares)
Types of shares	:	Ordinary shares
No. of shareholders	:	2,369
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	1,597	0.000	47	1.984
100 to 1,000 shares	27,717	0.007	87	3.672
1,001 to 10,000 shares	6,130,702	1.519	1,428	60.278
10,001 to 100,000 shares	19,234,497	4.766	706	29.802
100,001 to less than 5% of issued shares	109,817,111	27.208	98	4.137
5% and above of issued shares	268,405,379	66.500	3	0.127
Total	403,617,003	100.000	2,369	100.000

List of Thirty Largest Shareholders as at 30 September 2024 (as per Record of Depositors)

No.	Name	Shares Held	%
1.	Evergreen Ratio Sdn Bhd	118,310,289	29.312
2.	RHB Nominees (Tempatan) Sdn Bhd OSK Capital Sdn Bhd For Evergreen Ratio Sdn Bhd	111,100,000	27.526
3.	Effective Strategy Sdn Bhd	38,995,090	9.661
4.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Evergreen Ratio Sdn Bhd	19,573,800	4.849
5.	Tho Siu Chu	15,052,030	3.729
6.	Tan Chin Ee	14,991,430	3.714
7.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Haven Venture Sdn Bhd (REM 646-Margin)	6,931,125	1.717
8.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lasercoin (M) Sdn Bhd (REM 646-Margin)	5,795,178	1.435
9.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok	5,425,279	1.344
10.	Puncak Angkasa Sdn Bhd	4,040,000	1.000
11.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account - Ambank (M) Berhad For Chew Siow Geok (Smart)	2,653,348	0.657
12.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Tan Chin Ee (M14)	2,107,870	0.522

SHAREHOLDINGS STATISTICS

AS AT 30 SEPTEMBER 2024 (cont'd)

List of Thirty Largest Shareholders as at 30 September 2024 (as per Record of Depositors) (continued)

No.	Name	Shares Held	%
13.	Chew Siow Geok	1,547,825	0.383
14.	Goh Cheah Hong	1,476,115	0.365
15.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Loo Kah Chye	1,464,000	0.362
16.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lau Meng Hong (7013830)	1,345,000	0.333
17.	Hong Mei Sia	1,330,179	0.329
18.	Suriani Binti Abdul Aziz	1,212,000	0.300
19.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lo Ling	1,174,300	0.290
20.	Lim Meng Hiong	1,153,420	0.285
21.	Teoh Chew Seng	1,010,000	0.250
22.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok (8041848)	801,387	0.198
23.	Johore Tenggara Oil Palm Berhad	674,680	0.167
24.	Ong Suan Kim	659,136	0.163
25.	Lo Ling	657,100	0.162
26.	Tan Teck Peng	645,078	0.159
27.	Tan Kee Hwee	603,172	0.149
28.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Ng Chin Huey (E-TAI/TIN)	600,000	0.148
29.	Loo Chieng Phan	587,214	0.145
30.	Goh Mooi Huan	581,871	0.144

SHAREHOLDINGS STATISTICS

AS AT 30 SEPTEMBER 2024 (cont'd)

Substantial Shareholders as at 30 September 2024 (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	118,310,289	130,673,800	29.312	32.376
2. Tan Sri Dato' Tan Seng Leong	-	248,984,089 ⁽ⁱ⁾	-	61.688
3. Effective Strategy Sdn Bhd	38,995,090	-	9.661	-
4. Bukhary Sdn Bhd	-	38,995,090 ⁽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 interested by virtue of Bukhary Sdn. Bhd.'s acquisition of all the ordinary shares held in Effective Strategy Sdn. Bhd., a substantial shareholder of BCB pursuant to Section 8(4) of the Act.

Directors' Shareholdings as at 30 September 2024 (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	-	-	248,984,089 ⁽ⁱ⁾	61.688

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

Location	Description	Tenure	Age of building	Size (acre)	Net book value/Cost as at 30 June 2024 RM'000	Date of acquisition/ revaluation*
KLUANG, JOHOR						
PTB 8370 No. 20, Jalan Bakawali, 86000 Kluang, Johor (Prime City Hotel)	16 storey hotel & Boutique hotel / bistro	Leasehold (expiring 10.11.2093)	28 years	0.58	42,000	30/6/2024*
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 (Evergreen Heights)	Mixed development/ Development in progress	Freehold	N/A	128.51	44,506	6/2/2002*
H.S.(D) 43069-43075 PTD No.18607-18613, Mukim of Linau, District of Batu Pahat, Johor (Bandar Putera Indah)	Mixed development/ Development in progress	Freehold	N/A	155.82	66,100	28/9/2009*
Lot 1098, 1099, 1104, 1105, 1100, 3034 Mukim of Simpang Kanan, District of Batu Pahat, Johor	Proposed mixed development/ Future development	Freehold	N/A	46.73	44,323	27/3/2017

LIST OF TOP 10 PROPERTIES (cont'd)

Location	Description	Tenure	Age of building	Size (acre)	Net book value/Cost as at 30 June 2024 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/ Tenanted	Freehold	17 years	3.96	33,500	2/8/2024*
Plot No. A45-1, A45-2, A45-3 Mukim Pulai, Daerah Johor Bahru, Medini Zone A (Elysia Park Residence)	Residential development/ Completed units	Leasehold (expiring 14.02.2137)	N/A	3.83	216,431	6/12/2013
Plot No. A46-1, A46-2, A46-3, A46-4 Mukim Pulai, Daerah Johor Bahru, Medini Zone A	Proposed residential development/ Future development	Leasehold (expiring 14.02.2137)	N/A	3.98	76,616	6/12/2013
Plot C1A (Phase 1A), HS(D) 537374 PTD 199638 Mukim Pulai, Daerah Johor Bahru, Medini Zone C (Versis @ Medini)	Commercial development/ Completed units	Leasehold (expiring 14.02.2107)	N/A	4.71	35,667	1/10/2015
Plot C1A (Phase 1B, 1C) and Plot C1B, HS(D) 537374 PTD 199638 Mukim Pulai, Daerah Johor Bahru, Medini Zone C	Proposed mixed development/ Future development	Leasehold (expiring 14.02.2107)	N/A	15.57	66,683	1/10/2015
KOTA KEMUNING, SELANGOR						
Lot 73478 & Lot 73479 (H.S(D) 69603 & 69604) Mukim Klang, Selangor Darul Ehsan (HomeTree)	Proposed mixed development/ Development in progress	Leasehold (expiring 18.04.2101)	N/A	73.35	163,483	11/3/2011

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-Sixth (36th) 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 Monday, 02 December 2024 at 11.00 a.m. to transact the following businesses:-

AGENDA

As Ordinary Business

- | | |
|--|--|
| <p>1. To receive the Audited Financial Statements for the financial year ended 30 June 2024 and the Reports of the Directors and Auditors thereon.</p> | <p>(Please refer to Explanatory Note 1)</p> |
| <p>2. To re-elect the following Directors who retire by rotation pursuant to Rule 131 of the Company's Constitution:</p> <p style="margin-left: 20px;">(i) Dato' Ismail Bin Karim</p> <p style="margin-left: 20px;">(ii) Ms. Law Lee Yen</p> <p style="margin-left: 20px;">(iii) Mr. Tan Kok Wee</p> | <p>Resolution 1</p> <p>Resolution 2</p> <p>Resolution 3</p> |
| <p>3. To approve the payment of Directors' fees of up to RM180,000.00 and benefits of up to RM25,000.00 from 03 December 2024 until the next Annual General Meeting of the Company.</p> | <p>Resolution 4</p> |
| <p>4. To re-appoint Messrs BDO PLT as the Auditors of the Company and authorise the Directors to determine their remuneration.</p> | <p>Resolution 5</p> |

As Special Business

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

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| <p>5. AUTHORITY TO ISSUE SHARES</p> <p>"THAT pursuant to Sections 75 and 76 of the Act, full authority be and is hereby given to the Directors to issue shares of the Company from time to time upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares (excluding treasury shares) of the Company as at the date of this Annual General Meeting ("AGM") and that such authority shall continue in force until the conclusion of the next AGM of the Company, and that the Directors be and are hereby empowered to obtain the approval of Bursa Malaysia Securities Berhad ("Bursa Malaysia") for the listing of and quotation for the new shares so issued."</p> <p>"AND FURTHER THAT pursuant to Section 85 of the Act read together with Article 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."</p> | <p>Resolution 6</p> |
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NOTICE OF ANNUAL GENERAL MEETING (cont'd)

6. 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 30 October 2024 ("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."

7. 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:

NOTICE OF ANNUAL GENERAL MEETING (cont'd)

- (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;
- (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."

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

NOTICE OF ANNUAL GENERAL MEETING (cont'd)

BY ORDER OF THE BOARD

WONG MEE KIAT (MAICSA 7058813) (PC No. 202008001958)

LIM LI HEONG (MAICSA 7054716) (PC No. 202008001981)

Secretaries

30 October 2024

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 25 November 2024. Only depositor whose name appears on the Record of Depositors as at 25 November 2024 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.

NOTICE OF ANNUAL GENERAL MEETING (cont'd)

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 3 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 03 December 2024 up till the next AGM of the Company in 2025. The benefits comprise allowance and benefits-in-kind.

3. Item 5 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 preemptive 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 preemptive 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 6 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 30 October 2024.

5. Item 7 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 30 October 2024.

STATEMENT ACCOMPANYING THE NOTICE OF THE ANNUAL GENERAL MEETING

(PURSUANT TO PARAGRAPH 8.27(2) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD)

1. Details of individual who is standing for election as Director

No individual is seeking election as a Director at the 36th Annual General Meeting ("36th AGM") of the Company, except for the re-election of the retiring Directors as outlined in the agenda of the 36th AGM's notice (Ordinary Resolutions 1-3).

The profiles of the retiring Directors are set out in the Profile of the Board of Directors on pages 30 to 32 of this Annual Report and their interest in the securities of the Company are set out in the section of Analysis of Shareholdings of the Annual Report.

2. Authority to Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

Details on the authority to issue and allot shares in BCB pursuant to Sections 75 and 76 of the Companies Act 2016 are provided under the Explanatory Note on Ordinary and Special Business.

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BCB BERHAD

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

PROXY FORM

No. of ordinary shares held

CDS Account No.

I/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 36th 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 Monday, 02 December 2024 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 Dato' Ismail Bin Karim as Director	Ordinary Resolution 1		
2.	Re-election of Ms. Law Lee Yen as Director	Ordinary Resolution 2		
3.	Re-election of Mr. Tan Kok Wee 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 _____, 2024.

Signature of Shareholder(s)/Common Seal

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 25 November 2024. Only depositor whose name appears on the Record of Depositors as at 25 November 2024 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.

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AFFIX
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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 Darul Ta'zim

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