



Building Communities & Beyond

ANNUAL REPORT 2023





CONTENTS

2	CHAIRMAN'S STATEMENT	38	STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL
4	MANAGEMENT DISCUSSION AND ANALYSIS	41	FINANCIAL STATEMENTS
7	SUSTAINABILITY STATEMENT	134	ADDITIONAL COMPLIANCE INFORMATION
18	FIVE YEARS' FINANCIAL HIGHLIGHTS	135	SHAREHOLDINGS STATISTICS
20	CORPORATE INFORMATION	138	LIST OF TOP 10 PROPERTIES
21	CORPORATE STRUCTURE	140	NOTICE OF ANNUAL GENERAL MEETING
22	BOARD OF DIRECTORS' PROFILE	145	STATEMENT ACCOMPANYING THE NOTICE OF THE ANNUAL GENERAL MEETING
25	KEY SENIOR MANAGEMENT PROFILE		PROXY FORM
26	AUDIT COMMITTEE REPORT		
28	CORPORATE GOVERNANCE OVERVIEW STATEMENT		

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 2023 ("FY 2023").

OVERVIEW

The global economy saw a steady recovery from the transit of COVID-19 pandemic to an endemic phase. The property industry in Malaysia experienced recovery and growth in terms of both transactions and value followed by the full resumption of the economic activities and the lifting of movement restriction. However, the property development industry continues to face numerous challenging conditions such as labour shortages, rising in interest rate and building material costs. Additionally, the global outlook remains unpredictable amid growing inflationary pressures and geopolitical uncertainty.

Despite the challenging operating environment, BCB reported a pre-tax profit of RM34.72 million (2022: RM33.65 million) for the FY 2023, on the back of a higher turnover of RM245.43 million (2022: RM219.63 million).

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

With the on-going challenges and headwind, the Board remains prudent and in preserving cash flows and does not recommend any dividend for FY 2023.

LOOKING AHEAD

As the world has gradually returned to normalcy, BCB remains cautiously optimistic about the outlook and prospects for Malaysia and the property industry. The nation's political stability has strengthened following the general elections in 2022. The prevailing policies, continuous government support and the proper implementation of strategies and initiatives outlined under the 12th Malaysia Plan is expected to augment continued growth in the property industry. Additionally, the Malaysian government is looking to revive and launch mega projects, especially the rail and road network infrastructure. Such would increase mobility and stimulate economic activities and property market along its routes.

The Group believes that good location, competitive pricing, attractive and practical designs, superior layouts and quality finishing will see it through this time. BCB 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.

APPRECIATION AND ACKNOWLEDGEMENTS

On behalf of the Board, I take this opportunity to express our appreciation to our capable Senior Management and dedicated employees. Their strong commitment and contribution over the financial year was indeed instrumental in bridging about strong progressive development for the Group.

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

Last but not least, my special thanks to my fellow Board members for their counsel, invaluable contributions and understanding in the past year and I look forward to their support in the future.

DATO' ISMAIL BIN KARIM
CHAIRMAN



MANAGEMENT DISCUSSION AND ANALYSIS

Review and Highlights of Financial Performance

For the financial year ended 30 June 2023 (FY 2023), the Group had positively delivered a total revenue of RM245.43 million and achieved a commendable pre-tax profit of RM34.72 million as compared to revenue of RM219.63 million and pre-tax profit of RM33.65 million in financial year ended 30 June 2022. The major contributors to the Group's revenue are from Broadleaf @ HomeTree at Kota Kemuning, Evergreen Heights and Bandar Putera Indah at Batu Pahat, Johor.

With the uptrend performance, the Group's net assets have grown from RM519.32 million in FY 2022 to RM549.12 million in FY 2023 which attributable to the net assets per share attributable to owners of the Company to increase to RM1.25 per share for FY 2023. Furthermore, the current ratio of 1.57 times in FY 2023 was an improvement from 1.48 times in FY 2022.

Total borrowings decreased by RM40.22 million to RM242.24 million from RM282.46 million. In line with the reduction in borrowings, net gearing ratio improved from 0.54 times in FY 2022 to 0.44 times in FY 2023. Net gearing ratio is expected to reduce further in the coming year via collection from ongoing projects and sales of completed inventories.

The Group's negative cash and cash equivalent has reduced from RM18.42 million in FY 2022 to RM15.15 million in FY 2023.

Business Operation

a) Klang Valley

In the Klang Valley, the Group has sold more than RM1.33 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 10 years.

Concerto Condominium @ North Kiara, Kuala Lumpur

Concerto Condominium @ North Kiara, Kuala Lumpur was completed and handed over to purchasers in 2015 with 95% sales achievement.

HomeTree at Kota Kemuning, Shah Alam, Selangor

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

The 151 acres of land is located along the Klang River and comprising 616 units of high-end bungalows plus various other categories of houses and commercial properties.

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

The property development project was officially launched in June 2013 with an estimated Gross Development Value ("GDV") totaling RM1.8 billion and is targeted for completion in the next 5 years.

Phase 1 consisted of 101 units 3-storey bungalow unique development offering "cul-de-sac" bungalow – American style and without front gates with GDV totaling RM 281 million were fully sold, completed and handed over to purchasers in July 2016.



MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)

Phase 2 consisting of 6 sub-phases. Phase 2A and 2B were launched in August 2017 with GDV totaling RM272 million while Phase 2C was launched in April 2019 with GDV totaling RM95 million. In addition, Phase 2D was launched in March 2022 with GDV totaling RM148 million. Phase 2A, 2B, 2C and 2D are completed and handed over to purchasers in October 2019, September 2020, April 2021 and Aug 2023 respectively. In February 2023, the Group has successfully launched Phase 2E with an estimated GDV totaling RM98 million consisting of 42 units 2-storey semi-detached houses. The remaining sub-phase, namely Phase 2F and Phase 3 are expected to be launched within the next 2 years.

As of to-date, the total sales achieved for Phase 2 is approximately to RM490 million.

b) Johor

In Johor region, the Group has 2 main township projects garnering about 60% share of the mixed development market located in Batu Pahat and suburb of Batu Pahat, and mixed development in Medini, Iskandar Puteri. The current township projects are namely Bandar Putera Indah, Evergreen Heights and 46 acres development which comprise of residential and commercial development. In Medini, Iskandar Puteri Johor, the current projects consist of a high rise residential and a commercial shop development namely Elysia @ Medini and Versis @ Medini.

Bandar Putera Indah, Batu Pahat, Johor

This is a 370-acre township development and an up-coming satellite suburb of Batu Pahat town. It is the first fully integrated township in Batu Pahat which is strategically located just 7km away from Batu Pahat town center and 15km from Yong Peng. This mixed development project with an estimated GDV of RM1.50 billion comprising a mixture of residential and commercial units. The township comes with comprehensive amenities which include mini-markets, shops and an auto service centre, which provide convenience for residents. Additional facilities surrounding the development include schools, petrol station, eateries, clinics, and post office.

To-date, more than RM584 million worth of properties have been sold. In FY 2024, the Group is targeted to launch 113 units single-storey terrace house and 47 units double-storey terrace house with an estimated total GDV of RM79.85 million.

Evergreen Heights, Batu Pahat, Johor

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

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

As of to-date, over 2,000 units have been launched for a total sales value of RM0.67 billion. This township is currently 70% developed with another 180 acres of undeveloped land to be launched in the near term.

46 acres development, Johor

The Group has embarked on 46-acres mixed development, located just 2.5km from the city centre of Batu Pahat. The design of the buildings and the surrounding landscape draw inspiration from the blend of nature and serenity. Within this development, there are 484 units, including commercial, landed terrace, semi-detached and bungalows, collectively projecting a GDV of RM297 million. It located just on the side of main road of Jalan Tanjong Laboh, the high-end development approach will be an excellent symbiosis of mankind and nature.

Phase 1A is expecting to be launched in the upcoming year, with over 140 units of mixed development with a GDV of RM65 million.

Elysia Park Residence Medini, Iskandar Puteri, Johor

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

MANAGEMENT DISCUSSION AND ANALYSIS (cont'd)

This is a 129 years leasehold project splitting into 2 phases consisting of 6 44-storey tower blocks sitting on a 9 storey car park podium with GDV of RM1.32 billion. Phase 1 consists of 981 units sited in 3 tower blocks and was completed in 2019 while phase 2 is expecting to develop in near future. It comes with eight types of unit layouts and various design to cater for market needs.

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

Total sales recorded to-date is RM449 million.

Versis Medini, Iskandar Puteri Johor

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

The project is sub-phased into 3 phases which comprises of shophouses and apartment with an estimated GDV of RM500 million. Phase 1, comprising 54 units of commercial shops with GDV totaling 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 38 to 40 of this Annual Report.

Prospects and Outlook

The property industry continues to face challenges in the short and medium-term due to global economic uncertainties, volatile building material costs and further OPR hikes by BNM. However, the property industry is foreseen to regain its momentum with the opening of all economic sectors.

Moving forward, the Group will continue to be supported by its sizeable land across the center and southern region expected to be developed within the next 10 years which include, among others the Group's flagship projects at Batu Pahat and Kota Kemuning.



SUSTAINABILITY STATEMENT

Introduction

This report reflects BCB Berhad and its subsidiaries ("BCB", "the group", "we", and "our") efforts and performance in managing its material economic, environmental, and social risks and opportunities, in the manner prescribed by Bursa Malaysia Main Market Listing Rules ("MMLR").

Reporting Framework

This report has been prepared in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and with reference to Bursa Malaysia Sustainability Reporting Guide ("SRG"), which serves as the foundation for the Statement reporting framework.

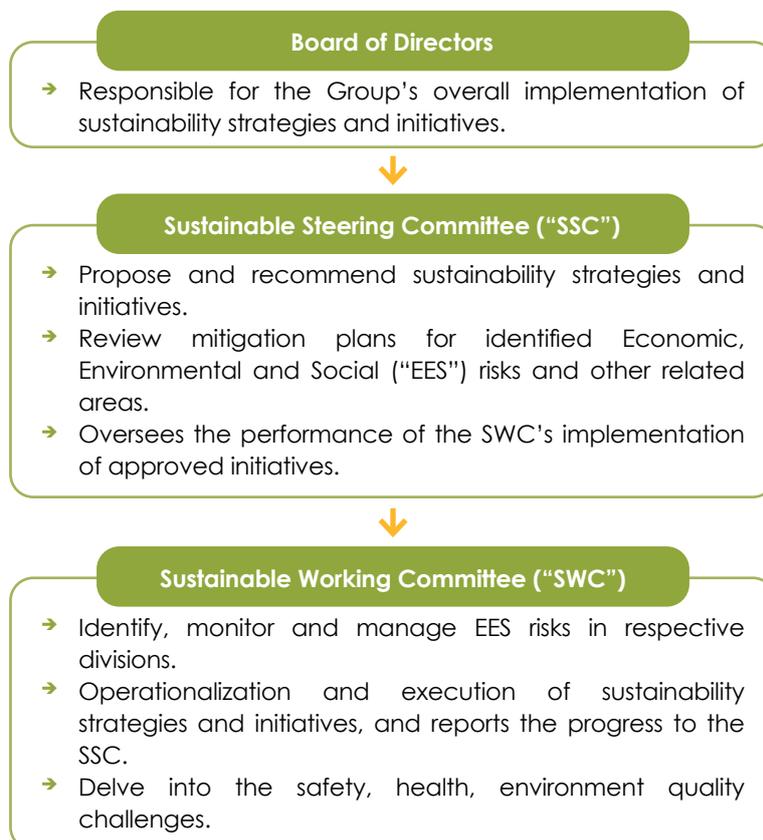
Reporting Scope

This sustainability report covers BCB Berhad and all its subsidiaries within our business sector for the financial year end 30 June 2023 ("FYE 2023", "the year", and "Reporting Period"). Unless mentioned otherwise, this report excludes joint ventures. The basis for this exclusion is that we do not have any operational control over these entities.

Where relevant, we will also include data from previous years to track year on year progress and to provide additional context. This report addresses our response to 12 material sustainability matters which impacts our business and our ability in delivering value to all our stakeholders.

Sustainability Governance

BCB has adopted a three-tiered approach when establishing the sustainability governance structure. The sustainability governance structure is headed by the Board of Directors ("The Board"). Reporting to the Board will be the Sustainability Steering Committee ("SSC"). The SSC has a supervisory role over the Sustainability Working Committee ("SWC").



SUSTAINABILITY STATEMENT (cont'd)

Assurance Statement

Information in this report has not been assured by our internal audit function or any other independent assurance provider.

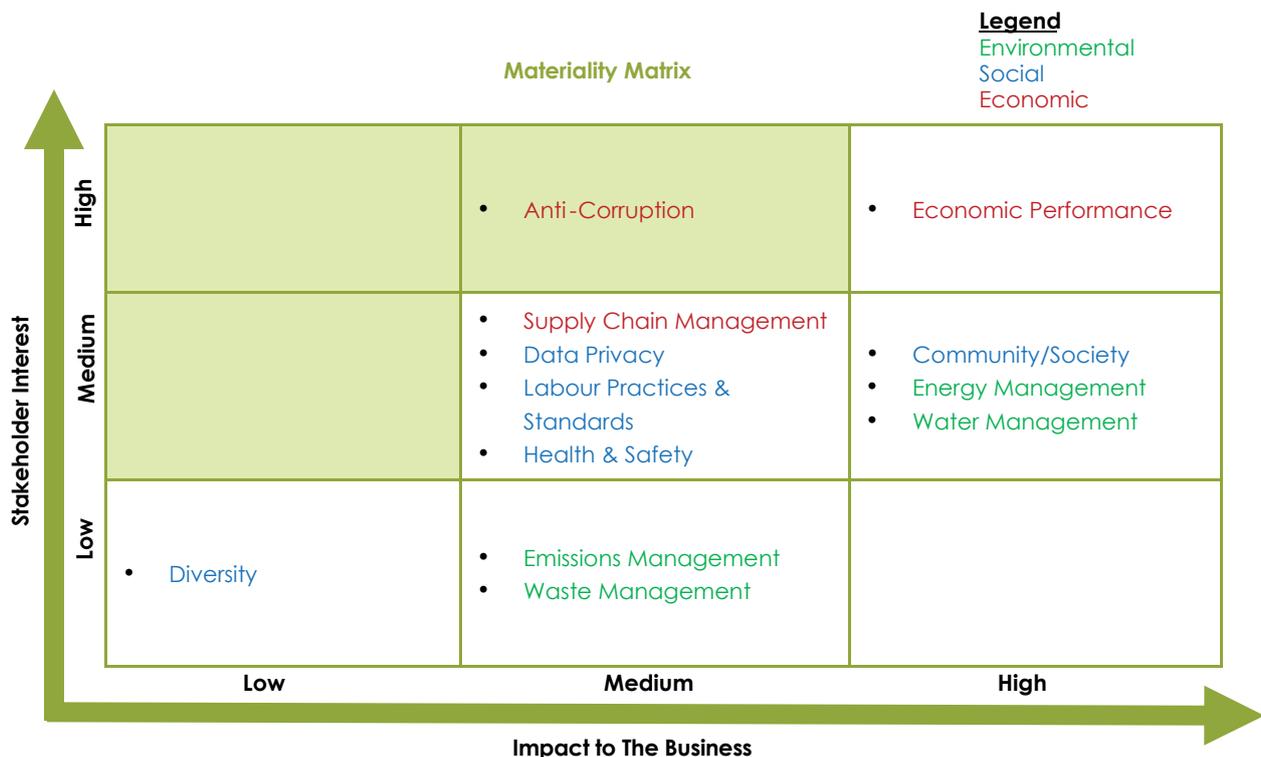
The Board through management will reassess the necessity to obtain limited assurance on selected information disclosed in the report through engagement with key stakeholders such as lenders, investors, and customers.

Materiality Assessment and Topics

In the year under review, we have reviewed and realigned FYE 2023's material sustainability topics with Bursa Malaysia's common sustainability matters and disclosure standards from the Global Reporting Initiative ("GRI"). As part of this realignment, we introduced Economic Performance, Emissions Management, Energy Management, Supply Chain Management, and Data Privacy as material sustainability topics.

We continuously monitor the business's environment and engage various stakeholders on an ongoing basis to ensure we have appropriately recognised and managed our material sustainability areas.

Subsequently, for FYE 2023, our board has reviewed the following materiality topics and matrix:



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
3	Anti-Corruption	205-2	% of employees that have received training on anti-corruption by employee category
		205-3	Confirmed incidents of corruption and action taken
4	Supply Chain Management	204-1	Proportion of spending on local suppliers

SUSTAINABILITY STATEMENT (cont'd)

Materiality Assessment and Topics (continued)

Subsequently, for FYE 2023, our board has reviewed the following materiality topics and matrix: (continued)

No.	Material Topic	GRI Reference	Indicators
5	Health and Safety	403-9	No. of work-related fatalities
		403-9	Lost time incident rate
		403-5	No. of employees trained on health and safety standards
6	Diversity	405-1	% of employees by gender and age group for each employee category
		405-1	% of directors by gender and age group
7	Human Capital Management	404	Total hours of training by employee category
		401	% of employees that are contractors or temporary staff
		401-1	Total no. of employee turnover by employee category
		N/A	No. of substantiated complaints concerning human rights violations
8	Data Privacy	418-1	No. of substantiated complaints concerning breaches of customer privacy and losses of customer data
9	Energy Management	302-1	Total energy consumption
10	Emission Management	305-1	(i) Scope 1 emissions in tonnes of CO ₂ e
		305-2	(ii) Scope 2 emissions in tonnes of CO ₂ e
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

Economic Performance

Given the challenging environment the business is operating in, the economic performance of the group remains a key concern amongst our stakeholders – employees, vendors, investors, and government.

During the current financial year (FYE 2023), we generated a revenue of RM 245 mil which represents the total economic value generated.

	FYE 2023 (RM' Million)	FYE 2022 (RM' Million)	FYE 2021 (RM' Million)
Total Economic Value Generated	245	220	199

Whilst a total of RM 245 mil was the direct economic value distributed during our review period which consists of:

Direct Economic Value Distributed	FYE 2023 (RM' Million)	FYE 2022 (RM' Million)	FYE 2021 (RM' Million)
Salary and Benefits	18.9	16.2	16.1
Payment to providers of capital	18.9	19.1	19.7
Payment to Government	13.0	12.7	10.7
Payment to Vendors	173.8	149.0	141.1

Please refer to Annual Report pages 41 to 133 for detailed economic performance figures.

SUSTAINABILITY STATEMENT (cont'd)

Economic Performance (continued)

BCB believes that the key success factor in delivering requisite economic performance lies in ensuring customer satisfaction and delivering quality products to our customers. Our economic performance reflects our ability in meeting our stringent customer satisfaction and quality standards. Further discussion on our business strategy and performance can be found in the Management Discussion and Analysis section of the Annual Report.

Anti-Corruption:

BCB is aware of the potential risks associated with bribery and corruption in the construction industry and how such risks may negatively impact our business operations and disrupt the quality of infrastructure services delivered. Corruption within the construction industry leads to devastating consequences such as the development of dangerous and unreliable buildings, and damage to the company's reputation.

Therefore, the Group is conducting different measures to combat corruption in order to conduct business in a transparent, honest, and fair manner. In line with Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act, BCB has established an Anti-Bribery and Corruption Policy ("The ABC Policy") and a Whistleblowing Policy ("WP").

The ABC Policy defines the Group's position in regard to bribery and corruption. It also serves to provide information and guidance on anti-corruption and bribery to the Group's Directors, employees, and business associates. Additionally, we also have a Whistleblowing Policy ("WP") that is available on BCB's website, to facilitate stakeholders to report any misconduct within the Group. The WP, amongst others, provides information, guidance, and channels for the reporting of any misconduct. During the reporting period, there were no whistleblowing reports received.

Furthermore, our target is to conduct formal training on key aspects of corruption and reintroduce relevant legislation and penalties covering anti-corruption to all staff at planned intervals. During the reporting period, there was no formal anti-corruption training conducted.

Additionally, in the event of onboarding a new employee, we are committed to requiring said employees to a briefing on anti-corruption and anti-bribery policies. At the end of the briefing session, they are required to sign each page of the ABC policy, signifying their acknowledgement that they have read and understood the ABC policy.

Subsequently, for this reporting period, we are pleased to report no corruption incidents were identified or reported amongst our employees and counterparties in relation to their employment with us.

Number of confirmed incidents for FYE 2021, 2022 and 2023	None Reported
--	---------------

Community/Society:

At BCB, we proactively engage and give back to the local communities through our Corporate Social Responsibility (CSR) programmes. The table below lists the total amount we have contributed:

Details	FYE 2023	FYE 2022	FYE 2021
Total amount invested (RM'000)	283	251	58

During the reporting year, the Group contributed a total of RM283,000 to the community. A few of the Group's noteworthy contributions are as follows:

In July 2022, BCB donated a gracious sum of RM100,000 to the Majlis Sukan Negeri Johor in support of the Johor Motorsports Racing Competition 2022. The Group also donated a sum of RM50,000 to the Johor Sikh Sports Club. Through the contributions made, BCB was able to help develop the athletic talents of the youths of the Sikh community of Johor Bahru, Malaysia.

Furthermore, in April 2023, the state of Johor was hit with flash floods, leaving more than 27,000 displaced. In efforts to help flood victims, the Group donated RM2,000 to Persatuan Kim Tong Har Negeri Johor, where the funds were used to aid flood victims in need.

SUSTAINABILITY STATEMENT (cont'd)

Supply Chain Management

Here at BCB, we support the Malaysian economy by sourcing and procuring our supplies from local vendors to encourage growth in the local businesses and to contribute to boosting the Gross Domestic Product (GDP) of Malaysia, provided that they meet our price, quality, performance, and ethical standards. Additionally, by sourcing locally, the Group is also able to reduce transportation emissions and energy usage. As such, 100% of our vendors were sourced locally.

Year	FYE 2023	FYE 2022	FYE 2021
% of spending on local suppliers	100	100	100

We are continuously evaluating the performance of our vendors and communicate areas of improvement to our vendors to allow them to continuously improve.

Health and Safety

We are committed to ensuring the safety of our employees by fostering positive safety culture, creating safe work environments, and strengthening our safety processes through continuous improvement, learning and innovation.

Fatalities and Loss Time Incident Rates

At BCB, we want to ensure that our employees' health and safety are prioritised and safeguarded. Thus, all workers in our construction sites are required to wear safety gear (e.g. helmets, shoes, gloves etc.) at all times as injuries and tragedies are to be avoided at all times.

During this reporting year, we did not register any work-related fatalities.

	FYE 2023	FYE 2022	FYE 2021
No. of Work-Related Fatalities	Nil	Nil	Nil

For Loss Time Incident Rate ("LTIR"), our LTIR for the year is 0. This translates to zero loss time incidents recorded.

	FYE 2023	FYE 2022	FYE 2021
LTIR	0	0	0

Notes:

Loss time incident rate refers to the loss of productivity associated with accidents or injuries arising out of or in the course of work.

The Group is aware that our construction business exposes us to greater workplace injury/fatality risks. However, BCB has yet to conduct formal trainings at our respective project sites. Instead, we ensure to brief all our construction workers on health and safety procedures during the weekly toolbox meetings. We are aware of the lack of proper formal trainings related to health and safety and will strive to provide our workers with proper Occupational Safety and Health trainings in the near future.

Diversity

Here at BCB, we have a diverse and inclusive workforce consisting of various age groups, ethnicities, educational backgrounds, and experiences. We recognise the importance of offering and providing equal opportunities to all employees based on their talents and potential for growth.

Employee Diversity

The table below summarizes the gender distribution for all employment levels within our Group. During the reporting year, 55% of our senior management are female. Subsequently, there has been a slight decrease in overall female employees, from 53% in FYE 2022 to 48% in FYE 2023.

SUSTAINABILITY STATEMENT (cont'd)

Diversity (continued)

Employee Diversity (continued)

Employee Category	% for FYE 2023		% for FYE 2022		% for FYE 2021	
	Male	Female	Male	Female	Male	Female
Top Management	45	55	40	60	50	50
Middle Management	51	49	47	53	53	47
Executive	30	70	28	72	29	71
Non-Executive	54	46	56	44	55	45
Foreign workers	100	0	100	0	100	0
Overall Composition	52	48	47	53	48	52

With respect to age diversity, the breakdown of employee categories by age group is listed below.

Employee Category	Age in Years (%)								
	FYE 2023			FYE 2022			FYE 2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Top Management	0	64	36	0	70	30	0	67	33
Middle Management	3	80	17	3	83	14	9	71	20
Executive	26	63	11	24	64	12	26	62	12
Non-Executive	27	59	14	28	55	17	29	56	15
Foreign workers	60	40	0	0	100	0	0	100	0
Overall Composition	25	62	13	19	66	15	20	64	16

Board Diversity

With respect to board diversity, 3 out of 7 board members are female which represents 43% of total board composition. Currently, the Board has not adopted any female representation target as part of its diversity policy.

Employee Category	% for FYE 2023		% for FYE 2022		% for FYE 2021	
	Male	Female	Male	Female	Male	Female
Directors	57	43	50	50	71	29

In terms of age diversity of the board members, 3 board members are of age 50 and above whilst 4 board members are below the age of 50. 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.

Employee Category	Age in Years (%)								
	FYE 2023			FYE 2022			FYE 2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Directors	0	57	43	0	67	33	0	43	57

Nationality

BCB embraces all members of nationality and ethnic backgrounds within the Group. At the time of reporting, our workforce consists of 88% Malaysians and 12% non-Malaysians. Our non-Malaysian employees which we directly employ, are construction labourers, who are instrumental in delivering our business.

SUSTAINABILITY STATEMENT (cont'd)

Human Capital Management

The Group believes that its employees are a vital asset, and we depend on them to deliver projects to our customers. Therefore, we recognise the importance of attracting, developing, and retaining the right people, in ensuring the sustainability of our business.

Training and education

For FYE 2023, the Group has conducted a total of 235 training hours and is analysed as follows:

Employee Category	FYE 2023 (Hours)	FYE 2022 (Hours)	FYE 2021 (Hours)
Top Management	56	44	48
Middle Management	132	80	40
Executive	39	36	36
Non-Executive	8	12	12
Total	235	172	136

Our employees are provided with both technical and non-technical trainings to ensure that our employees are able to meet with the skills and development required for Construction and Non-Construction related segments.

Utilisation of contractors/temporary staff

In FYE 2023, 7% of our employees during the year are temporary staff/contractors.

Employment Type	% for FYE 2023	% for FYE 2022	% for FYE 2021
Contractors/Temporary	7	8	7

We continuously maintain a policy of hiring employees permanently rather than temporarily to ensure better consistency and continuity in delivering our business to our customers.

Employee retention

In FYE 2023, a total of 37 employees resigned. The Group is aware that we must learn the best possible ways to retain our employees. Therefore, BCB is continuously reviewing our total rewards package for key employees and positions which includes competitive compensation, health care, support for work-life balance and career development resources.

The following is a breakdown of the number of employee turnover at the end of the reporting period:

Employee Category	Number of Employee Turnover		
	FYE 2023	FYE 2022	FYE 2021
Senior Management	2	3	1
Middle Management	8	7	8
Executive	17	9	12
Non-Executive	9	10	8
Foreign workers	1	0	0
Total	37	29	29

Notes:

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

SUSTAINABILITY STATEMENT (cont'd)

Human Capital Management (continued)

Employee labour rights

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 2023, 2022, and 2021:	None Reported
---	---------------

Data Privacy and Security

We are pleased to announce that no substantiated complaints were received from any regulatory or official bodies in relation to breaches of customer privacy and losses of customer data during the reporting year.

Substantiated complaints for FYE 2023, 2022, and 2021:	None Reported
---	---------------

We continue to maintain, monitor, and improve on our policies and procedures to ensure compliance with relevant data protection regulations.

Energy Management

As a construction and property development company, we are aware of the effect of climate change on the reliability of electricity supply in powering our operations. This is not limited to adverse weather conditions at the power plant and transmission grid but extends to adverse weather in coal/natural gas mining regions which Malaysia relies on for supply for its power plants. Therefore, we are continuously assessing commercial feasibility of installing solar panels on our roofs, to reduce reliance on electricity from the national grid.

During the reporting period, the Group's total energy consumption was 8,558 Gigajoules, and the breakdown is as following:

Total of Energy Consumption	FYE 2023 (GJ)	FYE 2022 (GJ)	FYE 2021 (GJ)
Purchased Electricity	6,872	4,075	2,214
Fuel Consumption – Gen Set (1)	1,686	1,341	1,135
Fuel Consumption – Transportation (1,2)			
Total	8,558	5,416	3,349

1. The energy conversion factor used for fuel litre consumption is derived from the UK Government GHG Conversion Factors for Company Reporting 2023, 2022, and 2021, based on petrol/diesel which is 100% mineral oil.
2. This covers diesel and petrol used in company-owned vehicles.
3. The data 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.

Currently, the Group has yet to establish an energy management framework and program. Therefore, we do not have any targets and policies in place for energy management. However, most of the houses under the Group's various new projects are now designed to let in more sunlight and air to promote energy efficiency for our customers.

SUSTAINABILITY STATEMENT (cont'd)

Emissions Management

The Group has yet to establish an emission management framework. Therefore, we do not have any targets or roadmaps in achieving this objective. However, we have begun tracking the Scope 1 and Scope 2 GHG emissions for FYE 2023, which is as following:

Emission Type	FYE 2023 (tCO ₂ e)	FYE 2022 (tCO ₂ e)	FYE 2021 (tCO ₂ e)
Direct GHG Emission (Scope 1)	118	94	80
Indirect GHG Emission (Scope 2)	1,117	662	360
Total GHG Emissions	1,235	756	440

1. Scope 1 Emissions are direct greenhouse gas ("G") 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 2023, 2022, and 2021, based on petrol/diesel which are 100% mineral oil.
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.
3. We have not begun tracking Scope 3 for the reporting year.
4. The data above includes BCB's Elysia Park Residence sales gallery, Versis @ Batu Pahat offices, Hometree show units, sales gallery and office, Kluang office, Prime City Hotel, and Kluang, Batu Pahat, and Kota Kemuning construction sites.
5. The data above excludes BCB's U-Mall and unsold units under the Group.

For FYE 2023, the total Scope 1 emissions produced by the consumption of fuel by the Group amounts to 118 tCO₂e. Meanwhile, the total Scope 2 emissions produced by the electricity that we consumed for our properties and project sites amounts to 1,117 tCO₂e. Overall, the Group's total emissions for FYE 2023 rounds up to 1,235 tCO₂e.

Water Management

The change in climate and weather patterns globally and locally has been adversely affecting the reliability of water resources in various countries, Malaysia included. In some instances, we have been experiencing a prolonged dry season.

Water Consumption

BCB has implemented a Rainwater Collection and Utilisation System (SPAH) for a number of residential projects. The rainwater is harvested through the drainpipes on the buildings' roofs and is then channelled to the water storage tanks. The stored water will be used for irrigation purposes and landscaping works. By utilising the SPAH system, it will be able to help us reduce our water consumption in the long run.

Apart from that, the Group has also been implementing duo-way sanitary flushing systems for some of the newer projects. The dual flush mechanism is able to help reduce excessive water usage which in turn potentially reduces the water bill charges payable by users.

In FYE 2023, the Group's total water consumption amounts to an estimated 65 megalitres. Our current use of water has no significant impact on the availability of water in the areas where our construction activities operate.

SUSTAINABILITY STATEMENT (cont'd)

Water Management (continued)

Water Consumption (continued)

Moving forward, the Group plans to implement SPAH and duo-way sanitary flushing systems across future projects and will also be exploring more methods to reduce water consumption.

FYE	Total Water Consumption (Megalitres/ MI)
2023	65
2022	53
2021	34

- The data 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 construction sites.
- The data above excludes BCB's U Mall and unsold property units under the Group.

Water Disruption at construction sites

BCB is aware that water is an essential element at our construction sites. Water is used for a myriad of construction activities such as resource for worker hydration, concrete batching, grouting, dust suppression, soakaway testing, pond filling, hydro-demolition, and drilling and piling. Recognising this, we are continuously engaging our contractors and suppliers to assess the situation and develop mitigation plans against prolonged water disruptions.

Reducing water pollution

BCB is aware that our construction activities may contribute some pollutants to the waterways within the project area. Untreated wastewater contaminated by silts, muds, or pollutants will not only cause flooding due to blockage of drainage, but also damage the ecosystem of downstream water bodies. Therefore, we ensure to apply proper methods to remove and treat wastewater from our project sites before discharging it.

Waste Management

Total Waste Generated

In FYE 2023, the Group generated a total of 227.04 tonnes of waste. We managed to divert 36.02 tonnes of waste from disposal through the act of recycling, reusing, or repurposing. For waste that could not be salvaged, a total of 191.02 tonnes was directed to disposal.

Category	FYE 2023	FYE 2022	FYE 2021
Waste directed to disposal	191.02	163.15	49.61
Waste diverted from disposal	36.02	16.13	1.70
Total Waste Generated	227.04	179.28	51.31

- This data above includes BCB's Prime City Hotel, and Kluang, Batu Pahat, and Kota Kemuning Construction Sites.
- This data above excludes BCB's Office Buildings, Elysia Park Residence, and U-Mall.

BCB has only started measuring the waste generated across our main operating sites in Malaysia. We have yet to establish a proper method to track our waste management system. Therefore, obtaining accurate data for waste management across our operations is not yet feasible.

SUSTAINABILITY STATEMENT (cont'd)

Waste Management (continued)

Waste Directed to Disposal

For the reporting year, BCB has generated a total of 191.02 tonnes of non-hazardous waste. The non-hazardous wastes generated by the Group consists of domestic waste and building materials such as paper, glass, metals, cement, and bricks.

The table below showcases the total non-hazardous waste which was disposed of for FYE 2023:

Waste Directed to Disposal				
FYE	Hazardous Waste		Non – Hazardous Waste (Tonne)	Total Waste Directed to Disposal (Tonne)
	SW Code	Tonne		
2023	Nil	Nil	191.02	191.02
2022	Nil	Nil	163.15	163.15
2021	Nil	Nil	49.61	49.61

1. This data above includes BCB's Prime City Hotel, and Kluang, Batu Pahat, and Kota Kemuning Construction Sites.
2. This data above excludes BCB's Office Buildings, Elysia Park Residence, and U-Mall.

Waste Diverted from Disposal

For the reporting year, the Group managed to divert 36.0 tonnes of waste consisting of paper, plastic, metal scraps, and electrical items.

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	
2023	5.90	4.40	21.52	4.20	36.02
2022	1.00	0.60	14.03	0.50	16.13
2021	0.90	0.80	Nil	Nil	1.70

1. Waste directed 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, and Kluang, Batu Pahat, and Kota Kemuning Construction Sites.
4. This data above excludes BCB's Office Buildings, Elysia Park Residence, and U-Mall.

Preparing for The Future

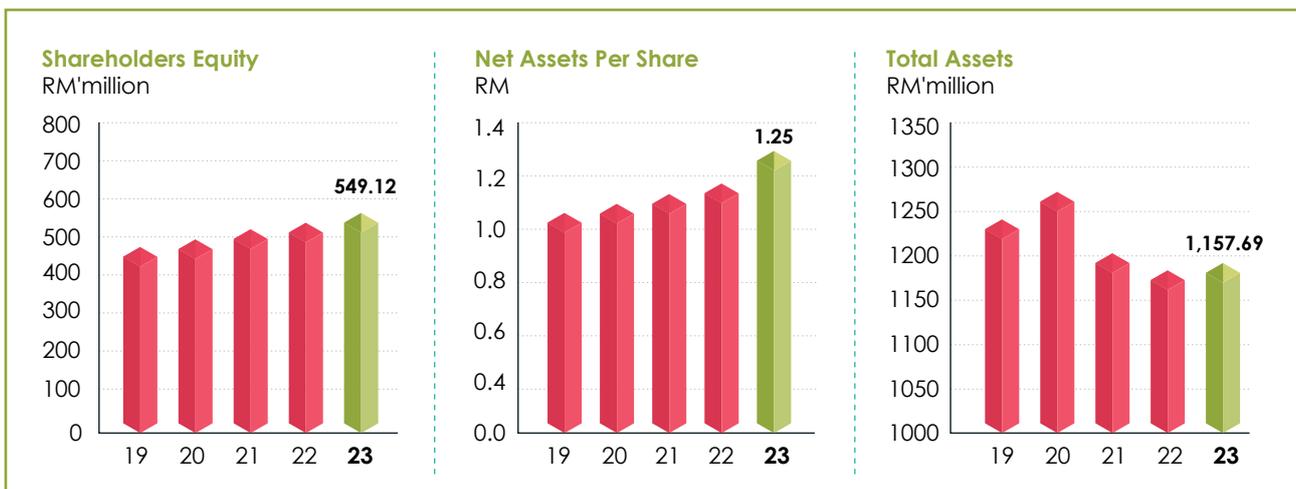
As a responsible developer, we will continue to review our sustainability practices as the authorities introduce new regulatory requirements on sustainability. We aspire to be better in our sustainability journey and to become a reference point for our customers, standing out for our diversification and innovation.

FIVE YEARS' FINANCIAL HIGHLIGHTS

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

	2019 RM '000 (Restated*)	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000	2023 RM '000
Share Capital	206,250	206,250	206,250	206,250	206,250
Treasury Shares	(3,371)	(3,373)	(3,373)	(3,373)	(3,373)
Non-Distributable Shares	6,788	6,788	-	-	5,217
Retained Earnings	235,428	246,989	262,634	283,895	308,891
Non-Controlling Interests	35,688	38,402	36,143	32,553	32,137
Shareholders' Equity	480,783	495,056	501,654	519,325	549,122
Represented by:					
Property, Plant and Equipment	51,832	55,989	51,816	49,917	52,372
Investment Properties	57,775	54,647	57,218	56,166	56,523
Land Held for Development	337,664	366,633	367,415	353,410	324,004
Other Non-Current Assets	3,853	4,713	3,546	8,704	7,778
Current Assets	796,274	794,519	727,833	685,058	717,008
Current Liabilities	(530,138)	(592,543)	(521,123)	(464,207)	(456,454)
	266,136	201,976	206,710	220,851	260,554
Non Current Liabilities	(236,477)	(188,902)	(185,051)	(169,723)	(152,109)
	480,783	495,056	501,654	519,325	549,122
Total Assets	1,247,398	1,276,501	1,207,828	1,153,255	1,157,685
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)	1.08	1.11	1.13	1.18	1.25

* 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

	2019 RM '000 (Restated*)	2020 RM '000 (Restated*)	2021 RM '000	2022 RM '000	2023 RM '000
Revenue	425,394	253,980	198,829	219,633	245,429
Profit Before Taxation	44,848	29,874	20,935	33,652	34,719
Profit After Taxation	32,761	14,276	13,386	19,175	24,580
Profit attributable to owner of the Company	21,505	11,557	15,645	21,229	24,996
Adjusted Weighted Average Number of Shares in Issue	399,631	399,621	399,621	399,621	399,621
Basic Earning Per Share (Sen)	5.38	2.89	3.92	5.31	6.25

* 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

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

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

Auditors

BDO PLT

(201906000013)

(LLP0018825-LCA) (AF 0206)

Level 8, BDO @ Menara CenTARa

360 Jalan Tuanku Abdul Rahman

50100 Kuala Lumpur

Tel: 03-2616 2888

Fax: 03-2616 2970

Registered Office

No. 4B, 2nd & 3rd Floor, Jalan Sentol

South Wing - Kluang Parade

86000 Kluang, Johor Darul Ta'zim

Tel: 07-776 0089 (5 lines)

Fax: 07-772 0089

Email Address: info@bcbbhd.com.my

Share Registrar

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

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

- 100%** **BCB Land Sdn Bhd**
Property development
- 100%** **BCB Management Sdn Bhd**
Project management services
- 100%** **BCB Resources Sdn Bhd**
Property development
- 100%** **Johbase Development Sdn Bhd**
Property development and letting of properties
- 86.6%** **Global Earnest Sdn Bhd**
Property development and letting of properties
- 80%** **BCB Medini Development Sdn Bhd**
Property development
- 70%** **BCB Development Sdn Bhd**
Property development and letting of properties
- 100%** **Total Builder Generation Sdn Bhd**
Engaged in the business of general construction
- 60%** **BCB Heights Sdn Bhd**
Property development
- 100%** **BCB Elysia Sdn Bhd**
Letting of properties

- 100%** **BCB Concrete Sdn Bhd**
Manufacturing of concrete products
- 100%** **BCB Construction Sdn Bhd**
Project construction services and property investment
- 100%** **BCB Road Builder Sdn Bhd**
Road construction services
- 100%** **BCB Trading Sdn Bhd**
Trading of building materials

- 100%** **BCB Food & Beverage Sdn Bhd**
Investment holding and restaurant operator
- 80%** **BCB Ventures Sdn Bhd**
Restaurant operator
- 100%** **Golden Power Construction Sdn Bhd**
Provision of projects landscaping and maintenance services
- 100%** **P City Hotel Management Sdn Bhd**
Managing rental businesses, tenants engagement, property management, leasing and hotel management
- 100%** **BDD Development Sdn Bhd**
Investment holding, contractor & developer, sales & marketing
- 100%** **Citylights Realty Sdn Bhd**
Investment holding company

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 68, 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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

TAN SRI DATO' TAN SENG LEONG

Group Managing Director

Key Senior Management

Tan Sri Dato' Tan Seng Leong, male, aged 67, 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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

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 38, 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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

TAN LAY HIANG

*Executive Director
Key Senior Management*

Tan Lay Hiang, female, aged 56, a Malaysian, was appointed to the Board on 16 July 1994. She manages the sales and marketing aspects of BCB's property development projects. Prior to joining BCB in 1989, she was attached to several other property development firms in Kluang. She also holds directorships in BCB's certain subsidiaries.

She attended four (4) of six (6) Board Meetings held in the financial year ended 30 June 2023.

TAN LINDY

*Executive Director
Key Senior Management*

Tan Lindy, female, aged 39, 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, REHDA Malaysia National PPS committee member since year 2022 and REHDA Johor Sub-committee Chairman of Policies since year 2022. She was also appointed as founding member of DECCO+ (Developers, Consultants, Contractors of Johor) since year 2023.

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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

BOARD OF DIRECTORS' PROFILE (cont'd)

TAN VIN SERN
Executive Director
Key Senior Management

Tan Vin Sern, male, aged 40, 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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

DATO' SRI TAN VIN SHYAN
Executive Director
Key Senior Management

Dato' Sri Tan Vin Shyan, male, aged 34, 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.

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

Tan Kok Wee, male, aged 47, 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 overseas 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 six (6) of six (6) Board Meetings held in the financial year ended 30 June 2023.

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 45, 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 19 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 41, 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 19 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 2023.

MEMBERS

As at 30 June 2023, 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 2023. 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 2023;
- (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 the related party transactions / business dealings of a revenue or trading nature, and conflict of interest situation that may arise within the Group;
- (viii) reviewed the proposal on renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature;
- (ix) reviewed the Company's compliance, in particular the quarterly and year end financial statements with the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad and the applicable approved accounting standards issued by the Malaysian Accounting Standards Board;
- (x) reviewed the Audit Committee Report for inclusion in the Annual Report; and
- (xi) reviewed the report on the Statement on Risk Management and Internal Control for inclusion in the Annual Report.

AUDIT COMMITTEE REPORT (cont'd)

INTERNAL AUDIT FUNCTION

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

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

The Committee is to:

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

Three (3) internal audit assignments were completed during the financial year on two (2) areas of the Group, namely:

- i. Material Cost Management – Construction division;
- ii. Project Development & Planning – 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 RM79,500.00 (exclude out of pocket expenses and services tax).

The Statement on Risk Management and Internal Control can be found on pages 38 to 40 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 2023.

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 2023, 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 four (4) meetings 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 six (6) 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 2023 is contained in the table below:-

Name of Director	Board Meeting	AC Meeting	NRC Meeting
Dato' Ismail Bin Karim	6/6	5/5	4/4
Tan Sri Dato' Tan Seng Leong	6/6	-	-
Tan Lay Hiang	4/6	-	-
Tan Vin Sern	6/6	-	-
Tan Lindy	6/6	-	-
Tan Kok Wee	6/6	5/5	4/4
Law Lee Yen	6/6	5/5	4/4
Dato' Sri Tan Vin Shyan [^]	-	-	-

[^] 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	MIA Webinar Series: Merger and Acquisition Activities – Practical approaches to purchase price allocation	16 January 2023	MIA*
	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA^
Tan Sri Dato' Tan Seng Leong	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA
Tan Vin Sern	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA
Tan Lay Hiang	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA
Tan Lindy	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA
Tan Kok Wee	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA
Law Lee Yen	National Tax Conference 2022	2 & 3 August 2022	LHDN#
	MIA Webinar Series: MFRS / IFRS technical update 2022	12 October 2022	MIA
	Tax Compliance, Tax Knowledge, Tax Complexity	15 November 2022	CTIM®
	Seminar Percukaian Kebangsaan 2022	8 March 2023	LHDN
	Sustainability Reporting Framework, covering Governance, Management & Reporting – Implications to the Board of Directors and Management in overseeing the EESG agenda in the Group's business	29 May 2023	MAICSA

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

^ Malaysian Institute of Chartered Secretaries and Administrators

Lembaga Hasil Dalam Negeri

* Malaysian Institute of Accountants

@ Chartered Tax Institute of Malaysia

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 2023 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	967,460	64,301	-	28,785	22,700	1,083,246
Tan Lay Hiang	258,235	17,126	-	5,194	8,800	289,355
Tan Vin Sern	187,658	12,445	-	10,290	22,700	233,093
Tan Lindy	452,355	30,000	-	5,528	31,150	519,033
<u>Non-Executive Directors</u>						
Dato' Ismail Bin Karim	-	-	72,932	7,500	-	80,432
Tan Kok Wee	-	-	48,000	7,500	-	55,500
Law Lee Yen	-	-	48,000	7,500	-	55,500

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 2023 is as follows: (continued)

Received from the Group

Name of director	Salaries and other emoluments (RM)	Bonus (RM)	Fees (RM)	Other Benefits' (RM)	Benefits in kind (RM)	Total (RM)
<u>Executive Directors</u>						
Tan Sri Dato' Tan Seng Leong	3,637,111	250,000	-	38,087	22,700	3,947,898
Tan Lay Hiang	452,355	30,000	-	22,607	8,800	513,762
Tan Vin Sern	793,594	55,000	-	12,091	22,700	883,385
Tan Lindy	731,582	46,000	-	7,927	31,150	816,659
<u>Non-Executive Directors</u>						
Dato' Ismail Bin Karim	-	-	72,932	7,500	-	80,432
Tan Kok Wee	-	-	48,000	7,500	-	55,500
Law Lee Yen	-	-	48,000	7,500	-	55,500

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 2023 is as follows:-

Range of Remuneration	Number of Senior Management Staff
RM50,000 – RM500,000	1
RM500,001 – RM1,000,000	3
RM1,000,001 – RM 4,000,000	1

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee Composition and Chairman/Chairperson

During the financial year 30 June 2023, 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (cont'd)

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-fifth (35th) AGM of the Company will be held on 5 December 2023 while the Notice of Thirty-fifth (35th) AGM of the Company will be dated on 31 October 2023. 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.

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-fifth (35th) AGM will be held at Prime City Hotel, Venus Room, 6th Floor, No. 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim.

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

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

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

This Corporate Governance Overview Statement was approved by the Board of Directors on 11 October 2023.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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

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

RESPONSIBILITIES

The Board

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

Management

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

RISK MANAGEMENT FRAMEWORK

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

Types of Significant Risks

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

Risk Management Approach

- The Group has established a Quality Assurance and Quality Control department to do regular quality control audits in all its on-going projects.
- The Group has a structured process to continually monitor them.
- The Group has redesigned the floor plan layout of its certain products offered to meet customers' needs and market demand with an ease of obtaining end financing from financial institutions.
- The Group continuously engage with reputable marketing agents for projects and completed units with challenges.

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

RISK MANAGEMENT FRAMEWORK (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 2023.

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 2023. 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 2023.

This statement was made in accordance with a resolution of the Board of directors passed on 11 October 2023.



FINANCIAL STATEMENTS

42	DIRECTORS' REPORT
48	STATEMENT BY DIRECTORS
48	STATUTORY DECLARATION
49	INDEPENDENT AUDITORS' REPORT
53	STATEMENTS OF FINANCIAL POSITION
55	STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
57	STATEMENTS OF CHANGES IN EQUITY
59	STATEMENTS OF CASH FLOWS
63	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 2023.

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	24,579,811	7,815,927
Attributable to:		
Owners of the parent	24,995,728	7,815,927
Non-controlling interests	(415,917)	-
	24,579,811	7,815,927

DIVIDEND

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

RESERVES AND PROVISIONS

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

ISSUE OF SHARES AND DEBENTURES

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

TREASURY SHARES

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

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

At the end of the reporting period, a total of 12,879,200 (2022: 12,879,200) treasury shares at cost of RM3,373,365 (2022: RM3,373,365) were held by the Company.

DIRECTORS' REPORT (cont'd)

OPTIONS GRANTED OVER UNISSUED SHARES

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

DIRECTORS

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

Tan Sri Dato' Tan Seng Leong*
 Tan Lay Hiang*
 Tan Lindy*
 Tan Vin Sern*
 Law Lee Yen
 Tan Kok Wee
 Dato' Ismail Bin Karim
 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)

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 2023 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	Number of ordinary shares			Balance as at 30.6.2023
	Balance as at 1.7.2022	Bought	Sold	
Shares in the Company				
Indirect interest:				
Tan Sri Dato' Tan Seng Leong^	246,518,900	-	-	246,518,900

DIRECTORS' REPORT (cont'd)

DIRECTORS' INTERESTS (continued)

	Balance as at 1.7.2022	Number of ordinary shares		Balance as at 30.6.2023
		Bought	Sold	
Shares in ultimate holding company, Evergreen Ratio Sdn. Bhd.				
Direct interests:				
Tan Sri Dato' Tan Seng Leong	750,000	-	-	750,000
Tan Lindy	50,000	-	-	50,000
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 certain Directors who received remunerations from the subsidiaries as Directors of the subsidiaries and the transactions entered into in the ordinary course of business with companies in which the Directors of the Company have substantial financial interests.

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 2023 are as follows:

	Group RM	Company RM
Non-executive Directors:		
- fees	168,932	168,932
- others	22,500	22,500
	191,432	191,432
Executive Directors:		
- salaries and bonus	5,146,200	1,669,798
- defined contribution plan	839,219	317,262
- others	90,935	52,317
	6,076,354	2,039,377
	6,267,786	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 (2022: 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 EVENT DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

On 9 August 2022, the Company entered a shareholders agreement with Onlyee Flora Sdn. Bhd. to incorporate a joint venture company in Malaysia, known as BDD Development Sdn. Bhd., with a subscription of 50 ordinary shares, representing 50% equity interest of BDD Development Sdn. Bhd.. The proposed business to be undertaken by the joint venture company are project management, property management and construction projects, and such other business as may agreed between the shareholders of the joint venture company.

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

ULTIMATE HOLDING COMPANY

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

DIRECTORS' REPORT (cont'd)

AUDITORS

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

AUDITORS REMUNERATION

Auditors' remuneration of the Group and the Company for the financial year ended 30 June 2023 were as follows:

	Group RM	Company RM
Statutory audit	281,525	114,400
Non-statutory audit	8,850	5,550
	290,375	119,950

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
 11 October 2023

.....
Tan Vin Sern
 Director

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 53 to 133 have been drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2023 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
11 October 2023

.....
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 53 to 133 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly
declared by the abovenamed
at Kluang, Johor Darul Ta'zim
this 11 October 2023

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 2023 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 53 to 133.

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 2023, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

(a) Revenue recognition for property development and construction contracts

Revenue from property development of the Group and of the Company for the financial year ended 30 June 2023 amounted to RM188.3 million and RM8.4 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 2023 amounted to RM9.2 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.
- (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.
- (iii) Compared contract budgets to actual outcomes to assess reliability of management budgeting process.
- (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) Recoverability of trade receivables

As at 30 June 2023, trade receivables of the Group and of the Company net of impairment losses amounted to RM99.3 million and RM20.2 million respectively. The details of trade receivables have been 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 trade receivables, appropriate forward-looking information adjustments applied by management.

Audit response

Our audit procedures included the following:

- (i) Re-computed the probability of default using historical data and forward-looking information adjustments applied by management.
- (ii) Re-computed the correlation coefficient between the macroeconomic indicators used and historical losses to determine the appropriateness of the forward-looking information and expected credit losses.
- (iii) Assessed recoverability of debts that were past due with reference to cash received subsequent to the financial year-end and held discussions with management on the recoverability of the amounts outstanding.

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

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

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

Other Matters

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

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Ng Soe Kei
02982/08/2025 J
Chartered Accountant

Kuala Lumpur
11 October 2023

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2023

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	52,372,563	49,916,821	39,185,093	34,498,578
Investment properties	6	56,522,714	56,165,853	6,425,000	5,847,139
Inventories	7	324,003,855	353,409,981	26,610,846	26,298,641
Investments in subsidiaries	8	-	-	301,642,709	300,920,786
Investment in a joint venture	9	50	-	50	-
Deferred tax assets	10	7,340,804	7,851,540	1,976,739	4,931,201
Trade and other receivables	11	437,543	852,035	70,819,427	77,168,650
		440,677,529	468,196,230	446,659,864	449,664,995
CURRENT ASSETS					
Inventories	7	537,861,742	540,825,825	87,252,284	105,142,194
Trade and other receivables	11	115,384,178	104,314,292	53,459,108	23,657,713
Contract assets	12	31,983,652	12,452,507	-	-
Current tax assets		5,106,351	3,860,920	3,165,235	2,334,993
Cash and bank balances	13	26,671,709	23,604,470	8,861,439	4,008,852
		717,007,632	685,058,014	152,738,066	135,143,752
TOTAL ASSETS		1,157,685,161	1,153,254,244	599,397,930	584,808,747
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	5,217,752	-	5,217,752	-
Retained earnings		308,890,865	283,895,137	76,866,146	69,050,219
		516,985,252	486,771,772	284,960,533	271,926,854
Non-controlling interests	8(f)	32,137,132	32,553,049	-	-
TOTAL EQUITY		549,122,384	519,324,821	284,960,533	271,926,854

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2023 (cont'd)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
LIABILITIES					
NON-CURRENT LIABILITIES					
Borrowings	16	149,160,441	167,164,118	90,067,533	88,390,572
Lease liabilities	17	2,440,324	1,685,288	1,594,461	2,474,269
Deferred tax liabilities	10	508,408	873,100	-	-
		152,109,173	169,722,506	91,661,994	90,864,841
CURRENT LIABILITIES					
Borrowings	16	93,082,257	115,299,222	53,522,218	61,469,899
Lease liabilities	17	1,375,735	7,127,448	1,103,618	990,029
Trade and other payables	18	230,228,217	219,116,949	141,537,177	145,990,134
Contract liabilities	12	125,720,812	116,643,711	26,612,390	13,566,990
Current tax liabilities		6,046,583	6,019,587	-	-
		456,453,604	464,206,917	222,775,403	222,017,052
TOTAL LIABILITIES		608,562,777	633,929,423	314,437,397	312,881,893
TOTAL EQUITY AND LIABILITIES		1,157,685,161	1,153,254,244	599,397,930	584,808,747

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 2023

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Revenue	19	245,429,182	219,632,841	43,200,050	50,558,569
Cost of sales	20	(149,793,897)	(123,301,861)	(19,007,297)	(26,118,370)
Gross profit		95,635,285	96,330,980	24,192,753	24,440,199
Other operating income		10,612,904	7,583,476	5,507,148	2,104,338
Administrative expenses		(38,167,772)	(36,324,637)	(13,362,073)	(11,941,292)
Net impairment losses on financial assets	23(a)	(2,140,953)	(2,431,269)	(744,332)	(983,857)
Marketing and selling expenses		(6,885,266)	(6,997,885)	(1,673,148)	(2,296,413)
Other operating expenses		(5,143,862)	(4,973,669)	(740,638)	(25,615)
Finance income	21	348,095	449,329	5,645,943	2,593,548
Finance costs	21	(19,539,684)	(19,984,362)	(10,175,607)	(7,337,641)
Profit before tax	23	34,718,747	33,651,963	8,650,046	6,553,267
Taxation	24	(10,138,936)	(14,476,793)	(834,119)	269,235
Profit for the financial year		24,579,811	19,175,170	7,815,927	6,822,502
Other comprehensive income:					
Items that will not be reclassified subsequently to profit or loss					
Fair value gain on property, plant and equipment		5,217,752	-	5,217,752	-
Total other comprehensive income, net of tax		5,217,752	-	5,217,752	-
Total comprehensive income		29,797,563	19,175,170	13,033,679	6,822,502

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 (cont'd)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Profit/(Loss) attributable to:					
Owners of the parent		24,995,728	21,229,157	7,815,927	6,822,502
Non-controlling interests	8(g)	(415,917)	(2,053,987)	-	-
		<u>24,579,811</u>	<u>19,175,170</u>	<u>7,815,927</u>	<u>6,822,502</u>
Total comprehensive income/(loss) attributable to:					
Owners of the parent		30,213,480	21,229,157	13,033,679	6,822,502
Non-controlling interests	8(g)	(415,917)	(2,053,987)	-	-
		<u>29,797,563</u>	<u>19,175,170</u>	<u>13,033,679</u>	<u>6,822,502</u>
Earnings per share attributable to owners of the parent (sen)					
- Basic and diluted	25	<u>6.25</u>	<u>5.31</u>		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

Group	Share capital RM	Treasury shares RM	Retained earnings RM	Total attributable to owners of the parent RM	Non- controlling interests RM	Total equity RM
Balance as at 1 July 2021	206,250,000	(3,373,365)	262,634,504	465,511,139	36,142,512	501,653,651
Profit/(Loss) for the financial year	-	-	21,229,157	21,229,157	(2,053,987)	19,175,170
Other comprehensive income, net of tax	-	-	-	-	-	-
Total comprehensive income/(loss)	-	-	21,229,157	21,229,157	(2,053,987)	19,175,170
Transactions with owners						
Acquisition of equity interest from non-controlling interest	-	-	31,476	31,476	(731,476)	(700,000)
Dividend payable to non-controlling interests	-	-	-	-	(804,000)	(804,000)
Total transactions with owners	-	-	31,476	31,476	(1,535,476)	(1,504,000)
Balance as at 30 June 2022	206,250,000	(3,373,365)	283,895,137	486,771,772	32,553,049	519,324,821
Group						
Balance as at 1 July 2022	206,250,000	(3,373,365)	-	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
Total comprehensive income/(loss)	-	-	24,995,728	30,213,480	(415,917)	29,797,563
Balance as at 30 June 2023	206,250,000	(3,373,365)	308,890,865	516,985,252	32,137,132	549,122,384

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 (cont'd)

Company	Share capital RM	Treasury shares RM	Revaluation reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 July 2021	206,250,000	(3,373,365)	-	62,227,717	265,104,352
Profit for the financial year	-	-	-	6,822,502	6,822,502
Other comprehensive income, net of tax	-	-	-	-	-
Total comprehensive income	-	-	-	6,822,502	6,822,502
Balance as at 30 June 2022	206,250,000	(3,373,365)	-	69,050,219	271,926,854
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

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

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		34,718,747	33,651,963	8,650,046	6,553,267
Adjustments:					
Depreciation of property, plant and equipment	5	6,413,517	6,068,739	1,277,055	1,621,741
Dividend income	19	-	-	(5,000,000)	(5,196,000)
Fair value adjustment on :					
- property, plant and equipment	5	-	(1,099,615)	-	(1,099,615)
- investment properties	6	(1,010,861)	(3,242,863)	(577,861)	(242,863)
Interest income	21	(348,095)	(449,329)	(5,645,943)	(2,593,548)
Interest expense	21	15,286,233	15,881,084	9,871,353	6,464,796
(Gain)/Loss on disposals of:					
- property, plant and equipment	23	(5,565,960)	(1,227,983)	(4,581,321)	(490,722)
- investment properties	23	73,850	19,050	-	-
Gain on remeasurement of lease modifications	17(d)	(28,361)	(206,321)	-	-
Impairment losses on:					
- amounts due from subsidiaries	11(i)	-	-	254,415	844,750
- contract assets	12(d)	2,346,804	194,004	-	-
- equity loans	8(e)	-	-	278,077	414,924
- other receivables	11(i)	259,243	189,331	7,862	98,273
- trade receivables	11(i)	2,163,256	2,724,576	1,170,319	599,862
Bad debt written off	23	5,000	-	5,000	-
Inventories written down	7(c)(iii)	645,676	335,427	574,571	267,560
Property development cost written down	7(b)	64,425	-	64,425	-
Property, plant and equipment written off	5	96,054	3,336	47,574	-
Reversal of impairment loss on:					
- amounts due from subsidiaries	11(i)	-	-	(597,854)	(749,741)
- contract assets	12(d)	(258,572)	(197,158)	-	-
- other receivables	11(i)	(147,488)	(14,920)	(103,103)	-
- trade receivables	11(i)	(2,222,290)	(464,564)	(265,384)	(224,211)
Operating profit before working capital changes		52,491,178	52,164,757	5,429,231	6,268,473
Working capital changes:					
Land held for property development		-	12,784,772	-	5,384,299
Property development costs		15,899,128	24,145,758	3,144,901	10,936,595
Inventories held for sale		21,506,758	23,493,686	14,106,013	10,193,689
Trade and other receivables		(10,531,331)	10,856,932	(8,459,660)	4,304,964
Contract assets		(21,619,377)	(3,684,352)	-	-
Trade and other payables		12,550,585	(29,456,410)	14,167,696	(4,750,833)
Contract liabilities		9,077,101	(12,857,560)	13,045,400	2,347,312
Cash generated from operations		79,374,042	77,447,583	41,433,581	34,684,499
Tax paid		(12,995,881)	(12,678,393)	(357,610)	(95,561)
Tax refunded		8,648	-	-	-
Net cash from operating activities		66,386,809	64,769,190	41,075,971	34,588,938

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 (cont'd)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Additional interest acquired in subsidiaries	8	-	(700,000)	-	(700,000)
Purchase of share of a joint venture	9	(50)	-	(50)	-
Additions to land held for property development	7(a)	(5,745,778)	(6,556,464)	(312,205)	(14,655)
Interest received		348,095	449,329	5,645,943	2,593,548
Advances to subsidiaries		-	-	(10,281,983)	(78,736,781)
Advances from related parties		806,239	12,471,180	1,787,821	12,044,294
Proceeds from disposals of:					
- property, plant and equipment		7,563,898	2,309,495	6,092,498	794,660
- investment properties		580,150	4,276,150	-	-
Purchase of property, plant and equipment	5(h)	(842,474)	(1,429,896)	(354,152)	(647,027)
Quasi-equity loans advanced to subsidiaries		-	-	(16,000,000)	(41,400,000)
Net cash from/(used in) investing activities		2,710,080	10,819,794	(13,422,128)	(106,065,961)
CASH FLOWS FROM FINANCING ACTIVITIES					
Repayment of advances from related parties (Repayments to)/Advances from subsidiaries		(2,117,361)	(9,918,515)	(2,117,361)	(9,918,515)
Drawdown of term loans		1,445,505	91,000,000	-	91,000,000
Drawdown of long term revolving credit		-	5,000,000	-	5,000,000
Interest paid on borrowings		(14,552,467)	(14,988,439)	(9,656,851)	(6,168,873)
Interest paid on lease liabilities		(733,766)	(892,645)	(214,502)	(295,923)
Net (repayments)/drawdowns of bankers' acceptances		(1,939,000)	2,944,000	(1,433,000)	892,000
Net (repayments)/drawdowns of revolving credits		(1,902,050)	(2,016,200)	1,147,950	(2,016,200)
Repayments of borrowings					
- bridging loans		(9,316,072)	(27,875,900)	-	-
- term loans		(28,315,315)	(103,312,123)	(8,771,890)	(17,841,782)
Payments of lease liabilities		(8,405,414)	(6,921,691)	(1,250,709)	(1,126,079)
Withdrawal/(Placement) of fixed deposits pledged to licensed banks		3,101	(36,473)	-	-
Net cash (used in)/from financing activities		(65,832,839)	(67,017,986)	(25,587,476)	74,281,090
Net increase in cash and cash equivalents		3,264,050	8,570,998	2,066,367	2,804,067
Cash and cash equivalents at beginning of financial year		(18,416,330)	(26,987,328)	(25,805,824)	(28,609,891)
Cash and cash equivalents at end of financial year	13(d)	(15,152,280)	(18,416,330)	(23,739,457)	(25,805,824)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 (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 2021	37,191,972	214,349,868	18,199,150	5,560,000	275,300,990
Cash flows, net of drawdowns	(27,875,900)	(12,312,123)	2,983,800	2,944,000	(34,260,223)
At 30 June 2022	9,316,072	202,037,745	21,182,950	8,504,000	241,040,767
At 1 July 2022	9,316,072	202,037,745	21,182,950	8,504,000	241,040,767
Cash flows, net of drawdowns	(9,316,072)	(26,869,810)	(1,902,050)	(1,939,000)	(40,026,932)
At 30 June 2023	-	175,167,935	19,280,900	6,565,000	201,013,835
Company					
At 1 July 2021	-	31,293,127	8,582,650	3,136,000	43,011,777
Cash flows, net of drawdowns	-	73,158,218	2,983,800	892,000	77,034,018
At 30 June 2022	-	104,451,345	11,566,450	4,028,000	120,045,795
At 1 July 2022	-	104,451,345	11,566,450	4,028,000	120,045,795
Cash flows, net of drawdowns	-	(8,771,890)	1,147,950	(1,433,000)	(9,056,940)
At 30 June 2023	-	95,679,455	12,714,400	2,595,000	110,988,855

* Exclude bank overdrafts

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 (cont'd)

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (continued)

Lease liabilities (Note 17)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
At 1 July 2022/2021		8,812,736	10,224,792	3,464,298	671,128
Cash flows		(9,139,180)	(7,814,336)	(1,465,211)	(1,422,002)
Non-cash flows:					
- Lease modification		(193,978)	(1,198,243)	-	-
- Purchase of property, plant and equipment	5(h)	3,602,715	6,707,878	484,490	3,919,249
- Unwinding of interest		733,766	892,645	214,502	295,923
At 30 June 2023/2022		3,816,059	8,812,736	2,698,079	3,464,298

Amounts owing to (Note 18)

	Related parties Group and Company		Subsidiaries Company	
	2023 RM	2022 RM	2023 RM	2022 RM
At 1 July 2022/2021	6,057,875	15,976,390	105,804,892	91,048,430
Cash flows	(2,117,361)	(9,918,515)	(3,291,113)	14,756,462
At 30 June 2023/2022	3,940,514	6,057,875	102,513,779	105,804,892

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023

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 2023 comprise the financial statements of the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution of the Directors on 11 October 2023.

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"), International Financial Reporting Standards ("IFRS") and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 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 RM70,037,337 as at 30 June 2023. 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 2023 (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 2023 (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:

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
Reversal 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	24,116,422	1,145,238,006
Segment liabilities	547,378,573	53,798,169	831,044	602,007,786

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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)

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

4. OPERATING SEGMENTS (continued)

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

	2023 RM	2022 RM
Assets		
Total assets for reportable segments	1,145,238,006	1,141,541,784
Tax assets	12,447,155	11,712,460
	<hr/>	<hr/>
Assets of the Group per consolidated statement of financial position	1,157,685,161	1,153,254,244
	<hr/>	<hr/>
Liabilities		
Total liabilities for reportable segments	602,007,786	627,036,736
Tax liabilities	6,554,991	6,892,687
	<hr/>	<hr/>
Liabilities of the Group per consolidated statement of financial position	608,562,777	633,929,423
	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT

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	2,582,526	-	-	-	-	-	(36,374)	2,546,152
- Right-of-use assets								
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 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	At 30.6.2023			Carrying amount RM
	Cost 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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	At 30.6.2023			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

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

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

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

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

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

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

Hotel properties	50 - 87 years
Buildings	50 years
Plant and machinery	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 2023 (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	
	2023	2022
	RM	RM
Hotel properties	16,315,936	16,592,477

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

Hotel properties	Level 1	Level 2	Level 3	Total
	RM	RM	RM	RM
Group and Company				
2023	-	-	32,967,764	32,967,764
2022	-	-	26,570,337	26,570,337

- (i) There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 30 June 2023 and 30 June 2022.
- (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 2023				
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 2022				
Hotel properties	Comparison method	Estimated market values per room	RM259,259 to RM313,305	Higher estimated market values per room, higher fair value

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

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

	Group and Company	
	2023	2022
	RM	RM
At 1 July	26,570,337	25,926,119
Depreciation charge for the financial year	(468,036)	(455,397)
Changes in fair value		
- other comprehensive income	6,865,463	-
- profit or loss	-	1,099,615
At 30 June	32,967,764	26,570,337

(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:

	2023	2022
Leasehold land	60 years	61 years
Buildings	0.5 to 8.5 years	0.5 to 9.5 years
Plant and machinery	1.5 years	2.5 years
Motor vehicles	1.5 to 4.5 years	0.5 to 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	
	2023	2022	2023	2022
	RM	RM	RM	RM
Purchase of property, plant and equipment	4,445,189	8,137,774	838,642	4,566,276
Financed by hire purchase and lease arrangements	(3,602,715)	(6,707,878)	(484,490)	(3,919,249)
Cash payments on purchase of property, plant and equipment	842,474	1,429,896	354,152	647,027

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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	
	2023 RM	2022 RM	2023 RM	2022 RM
Carrying amounts				
Freehold land	493,296	865,317	493,296	865,317
Buildings	4,712,072	5,893,860	896,469	2,078,257
Hotel properties including leasehold land	35,513,916	29,152,863	35,513,916	29,152,863
	40,719,284	35,912,040	36,903,681	32,096,437

6. INVESTMENT PROPERTIES

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

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
At beginning of financial year		56,165,853	57,218,190	5,847,139	5,604,276
Fair value adjustments		1,010,861	3,242,863	577,861	242,863
Disposals		(654,000)	(4,295,200)	-	-
At end of financial year		56,522,714	56,165,853	6,425,000	5,847,139
Investment properties charged as security for borrowings	16	7,206,714	6,628,852	6,425,000	5,847,139

- (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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

6. INVESTMENT PROPERTIES (continued)

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

Land and buildings	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group				
2023	-	-	56,522,714	56,522,714
2022	-	-	56,165,853	56,165,853
Company				
2023	-	-	6,425,000	6,425,000
2022	-	-	5,847,139	5,847,139

(i) There were no transfers between Level 1, Level 2, and Level 3 fair value measurements during the financial years ended 30 June 2023 and 30 June 2022.

(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 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 persquare 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	RM175.63 to RM350.88	Higher estimated of market values per square feet, higher fair value

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

6. INVESTMENT PROPERTIES (continued)

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

Property category	Valuation technique	Significant unobservable input	Range	Inter-relationship
30 June 2022				
Hotel properties	Comparison method	Estimated market values per room	RM259,259 to RM313,305	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	20.0%	
Commercial and residential (shophouse and semi detached house)	Comparison method	Estimated market values per square feet	RM175.63 to RM350.88	Higher estimated of market values per square feet, higher fair value

- (f) The leasehold land and buildings have remaining lease periods of 80 years and 70 years (2022: 81 years and 71 years) respectively.

- (g) Income and direct operating expenses arising from investment properties generating rental income during the financial year are as follows:

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Rental income	3,387,562	2,778,343	-	-
Repair and maintenance	(1,760,058)	(2,610,307)	-	-
Quit rent and assessment	(342,754)	(405,182)	(45,264)	(30,174)

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

7. INVENTORIES

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Non-current					
Land held for property development	7(a)	324,003,855	353,409,981	26,610,846	26,298,641
Current					
Property development cost	7(b)	173,203,614	483,426,763	12,635,685	60,592,047
Inventories held for sale	7(c)	364,658,128	57,399,062	74,616,599	44,550,147
		537,861,742	540,825,825	87,252,284	105,142,194

(a) Land held for property development

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
2022					
At beginning of financial year		109,341,928	169,746,109	88,326,893	367,414,930
Additions		742,957	-	5,813,507	6,556,464
Transfer to property development costs	7(b)	(3,839,678)	-	(4,401,186)	(8,240,864)
Transfer from property development costs	7(b)	150,230	-	313,993	464,223
Cost recognised in profit or loss during the financial year	20	(4,686,466)	(5,708,072)	(2,390,234)	(12,784,772)
At end of financial year		101,708,971	164,038,037	87,662,973	353,409,981

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

7. INVENTORIES (continued)
(a) Land held for property development (continued)

Company 2023	Note	Freehold land RM	Long term leasehold land RM	Development costs RM	Total RM
At cost					
At beginning of financial year		15,240,988	-	11,057,653	26,298,641
Additions		-	-	312,205	312,205
At end of financial year		15,240,988	-	11,369,858	26,610,846
2022					
At beginning of financial year		19,777,224	-	11,891,061	31,668,285
Additions		-	-	14,655	14,655
Cost recognised in profit or loss during the financial year	20	(4,536,236)	-	(848,063)	(5,384,299)
At end of financial year		15,240,988	-	11,057,653	26,298,641
			Group		Company
	Note	2023 RM	2022 RM	2023 RM	2022 RM
Carrying amount of land held for property development charged as security for borrowings	16	206,632,681	227,403,365	-	-

- (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 RM1,656,722 (2022: RM1,637,604) at interest rates ranging from 4.0% to 8.0% (2022: 3.8% to 5.4%) per annum.
- (iii) Right-of-use assets that meet the definition of land held for property development in accordance with MFRS 102 Inventories is presented in the statements of financial position as inventories.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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
2022					
At cost					
At beginning of financial year		33,830,206	71,941,533	(30,530,057)	75,241,682
Cost incurred during the financial year		-	43,604	-	43,604
Transfer to completed development properties		(275,821)	(3,437,219)	-	(3,713,040)
Reversal of completed projects		(886,941)	(11,052,879)	11,939,820	-
Reversal of prior year accruals		-	(961,461)	-	(961,461)
Cost recognised in profit or loss during the financial year	20	-	-	(10,018,738)	(10,018,738)
At end of financial year		32,667,444	56,533,578	(28,608,975)	60,592,047

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

7. INVENTORIES (continued)

(b) Property development costs (continued)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
At cost					
Carrying amount of property development costs charged as security for borrowings	16	21,520,642	161,216,720	1,883,584	31,276,757

- (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.

(c) Inventories held for sale

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
At cost				
Completed development properties	362,657,395	55,264,606	73,566,599	43,400,147
Consumable stocks	371,233	584,458	-	-
At net realisable value				
Completed development properties	1,629,500	1,549,998	1,050,000	1,150,000
	364,658,128	57,399,062	74,616,599	44,550,147

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

7. INVENTORIES (continued)
(c) Inventories held for sale (continued)

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Inventories held for sale charged as security for borrowings	16	276,629,295	13,243,014	6,798,650	10,918,008

- (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 RM21,597,143 (2022: RM24,089,953) and RM13,348,355 (2022: RM10,461,248) 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 RM645,676 (2022: RM335,427) and RM574,571 (2022: RM267,560) respectively.

8. INVESTMENTS IN SUBSIDIARIES

	Company	
	2023 RM	2022 RM
Unquoted shares, at cost	87,000,007	87,000,007
Equity loans	216,400,000	215,400,000
	303,400,007	302,400,007
Less: Impairment losses	(1,757,298)	(1,479,221)
	301,642,709	300,920,786

- (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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (c) During the financial year, the Company provided additional RM12,000,000 and RM4,000,000 as equity loans to both BCB Heights Sdn. Bhd. and BCB Medini Development Sdn. Bhd. respectively for the purpose of future business development.

Johbase Development Sdn. Bhd. made a settlement of RM15,000,000 of the equity loan by way of contra against amount owing from the Company.

- (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		
	2023	2022	2023	2022	
	%	%	%	%	
Subsidiaries					
BCB Concrete Sdn. Bhd.	100	100	-	-	Manufacturing of concrete products
BCB Construction Sdn. Bhd.	100	100	-	-	Provision of project construction services and property investment
BCB Food & Beverage Sdn. Bhd.	100	100	-	-	Investment holding 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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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		
	2023	2022	2023	2022	
	%	%	%	%	
Subsidiaries (continued)					
BCB Heights Sdn. Bhd.	60	60	-	-	Property development
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(i) 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
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
2022			
At beginning of financial year	348,649	715,648	1,064,297
Charge for the financial year	414,924	-	414,924
Transfer to 12-month ECL	715,648	(715,648)	-
At end of financial year	1,479,221	-	1,479,221

- (f) In the previous financial year, the Company had acquired 700,000 ordinary shares in BCB Medini Development Sdn. Bhd., a subsidiary of the Company, from a non-controlling interest for cash consideration of RM700,000.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

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

2023	BCB Development Sdn. Bhd.	BCB Elysia Sdn. Bhd.	BCB Heights Sdn. Bhd.	BCB Medini Development Sdn. Bhd.	BCB Ventures Sdn. Bhd.	Global Earnest Sdn. Bhd.	Total Builder Generation Sdn. Bhd.	Total
NCI percentage of ownership and voting interest	30.00%	40.00%	40.00%	20.00%	20.00%	13.40%	30.00%	
Carrying amount of NCI (RM)	30,698,045	(6,343,840)	(5,817,335)	2,231,900	(8,637)	9,270,089	2,106,910	32,137,132
Profit/(Loss) allocated to NCI (RM)	6,695,734	(2,017,338)	(5,211,650)	(481,535)	(1,049)	478,697	121,224	(415,917)
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	(415,917)
2022								
NCI percentage of ownership and voting interest	30.00%	40.00%	40.00%	20.00%	20.00%	13.40%	30.00%	
Carrying amount of NCI (RM)	24,002,311	(4,326,501)	(605,685)	2,713,435	(7,588)	8,791,391	1,985,686	32,553,049
Profit/(Loss) allocated to NCI (RM)	5,667,498	(2,352,318)	(5,325,828)	(212,459)	(920)	442,893	(272,853)	(2,053,987)
Total comprehensive income/ (loss) allocated to NCI (RM)	5,667,498	(2,352,318)	(5,325,828)	(212,459)	(920)	442,893	(272,853)	(2,053,987)

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

(h) 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:

2023	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.
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
Assets and liabilities													
	46,748,138	6,339,424	76,730,692	67,063,711	-	46,726,675	887,826						
Non-current assets	167,720,362	385,629	299,679,944	37,182,724	-	28,507,365	16,820,598						
Current assets	(2,068,293)	(3,100,647)	(93,650,260)	(24,339,327)	-	(508,408)	(50,842)						
Non-current liabilities	(67,533,996)	(19,484,006)	(189,803,715)	(20,351,717)	(43,187)	(5,545,871)	(10,634,546)						
Current liabilities													
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 2023 (cont'd)

8. INVESTMENTS IN SUBSIDIARIES (continued)

(h) 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):

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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 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, as per disclosed in Note 30 to the financial statements.
- (c) Details of the joint venture is as follows:

Name of company	Interest in equity held by				Principal activities
	Company		Subsidiaries		
	2023	2022	2023	2022	
	%	%	%	%	
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 is not disclosed as this is immaterial to the group.

10. DEFERRED TAX

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

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Balance as at 1 July	6,978,440	3,546,360	4,931,201	3,066,868
Recognised in profit or loss (Note 24)	1,501,667	3,432,080	(1,306,751)	1,864,333
Recognised in other comprehensive income	(1,647,711)	-	(1,647,711)	-
Balance as at 30 June	6,832,396	6,978,440	1,976,739	4,931,201
Presented after appropriate offsetting:				
Deferred tax assets	11,427,866	11,262,586	5,847,092	8,475,320
Offset against deferred tax liabilities	(4,087,062)	(3,411,046)	(3,870,353)	(3,544,119)
Net deferred tax assets	7,340,804	7,851,540	1,976,739	4,931,201
Deferred tax liabilities	(4,595,470)	(4,284,146)	(3,870,353)	(3,544,119)
Offset against deferred tax assets	4,087,062	3,411,046	3,870,353	3,544,119
Net deferred tax liabilities	(508,408)	(873,100)	-	-

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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:

Deferred tax assets

Group	Unutilised tax losses RM	Unabsorbed capital allowances RM	Other deductible temporary differences RM	Total RM
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
At 1 July 2021	-	3,897,820	2,851,941	6,749,761
Recognised in profit or loss	-	992,500	3,520,325	4,512,825
At 30 June 2022	-	4,890,320	6,372,266	11,262,586
Company				
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
At 1 July 2021	-	3,897,820	2,672,576	6,570,396
Recognised in profit or loss	-	992,500	912,424	1,904,924
At 30 June 2022	-	4,890,320	3,585,000	8,475,320

Deferred tax liabilities

	← Group →		→ Company	
	Property, plant and equipment RM	Other taxable temporary differences RM	Total RM	Property, plant and equipment RM
At 1 July 2022	(3,301,934)	(982,212)	(4,284,146)	(3,544,119)
Recognised in profit or loss	1,311,496	24,891	1,336,387	1,321,477
Recognised in other comprehensive income	(1,647,711)	-	(1,647,711)	(1,647,711)
At 30 June 2023	(3,638,149)	(957,321)	(4,595,470)	(3,870,353)

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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 (continued)

	← Group →		→ Company	
	Property, plant and equipment RM	Other taxable temporary differences RM	Total RM	Property, plant and equipment RM
At 1 July 2021	(3,203,401)	-	(3,203,401)	(3,503,528)
Recognised in profit or loss	(98,533)	(982,212)	(1,080,745)	(40,591)
At 30 June 2022	(3,301,934)	(982,212)	(4,284,146)	(3,544,119)

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	
	2023 RM	2022 RM
Unutilised tax losses		
- Expires by 30 June 2028	18,537,052	18,537,052
- Expires by 30 June 2029	10,661,560	10,860,832
- Expires by 30 June 2030	2,137,430	2,137,430
- Expires by 30 June 2031	15,665,756	15,665,756
- Expires by 30 June 2032	18,750,811	18,750,811
- Expires by 30 June 2033	19,972,618	-
Unabsorbed capital allowances	144,649	89,084
Other deductible temporary differences	4,761,961	5,897,292
	90,631,837	71,938,257

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 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Non-current				
Other receivables				
Finance lease receivables	477,587	917,500	477,587	917,500
Amount due from a subsidiary	-	-	70,450,260	76,825,260
	477,587	917,500	70,927,847	77,742,760
Less : Impairment losses				
- amount due from a subsidiary	-	-	(68,376)	(508,645)
- finance lease receivables	(40,044)	(65,465)	(40,044)	(65,465)
Total non-current receivables	437,543	852,035	70,819,427	77,168,650
Current				
Trade receivables				
Third parties	102,873,680	98,172,165	22,053,450	11,787,472
Related parties	7,179,665	6,997,151	-	-
	110,053,345	105,169,316	22,053,450	11,787,472
Less: Impairment losses	(10,781,025)	(11,812,007)	(1,899,632)	(1,966,645)
Total current trade receivables	99,272,320	93,357,309	20,153,818	9,820,827
Other receivables				
Third parties	10,009,263	5,856,284	4,582,556	1,693,306
Finance lease receivables	512,464	459,803	512,464	459,803
Deposits	5,801,970	5,853,994	1,311,144	1,488,923
Amounts due from subsidiaries	-	-	28,286,962	11,629,979
	16,323,697	12,170,081	34,693,126	15,272,011
Less: Impairment losses on:				
- third parties	(2,424,998)	(2,297,983)	(1,179,031)	(1,259,012)
- amounts due from subsidiaries	-	-	(453,225)	(356,395)
- finance lease receivables	(42,969)	(32,808)	(42,969)	(32,808)
Total current other receivables	13,855,730	9,839,290	33,017,901	13,623,796
Total current receivables	113,128,050	103,196,599	53,171,719	23,444,623
Prepayments	2,256,128	1,117,693	287,389	213,090
Total current trade and other receivables	115,384,178	104,314,292	53,459,108	23,657,713
Total trade and other receivables	115,821,721	105,166,327	124,278,535	100,826,363

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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 (2022: 14 to 90 days). They are recognised at their original invoiced amounts, which represent their fair value on initial recognition.
- (c) Non-current non-trade balance due from a subsidiary represents advances, which is unsecured and not expected to be repayable within the next twelve (12) months in cash and cash equivalents. The amount bears interest at rates of 4.23% (2022: 3.25 % to 6.52%) 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 RM6,375,000 (2022: RM2,971,260), which bears interest at rates of 4.23% (2022: 3.25 % to 6.52%) per annum.
- (e) Non-current finance lease receivables of the Group and the Company are unsecured, bear interest at rates ranging from 6.42% to 7.79% (2022: 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	
	2023 RM	2022 RM
Repayable as follows:		
Within one (1) year	1,169,612	722,428
More than one (1) year	1,256,182	1,342,344
	2,425,794	2,064,772

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

	Group and Company	
	2023 RM	2022 RM
Finance lease receivables:		
Within 1 year	566,400	545,100
1 to 5 years	510,361	994,511
	1,076,761	1,539,611
Less: Unearned interest	(86,710)	(162,308)
	990,051	1,377,303
Representing finance lease receivables:		
Within 1 year	512,464	459,803
1 to 5 years	477,587	917,500
	990,051	1,377,303

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

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

	Group and Company	
	2023	2022
	RM	RM
Finance lease receivables:		
At beginning of financial year	1,377,303	-
Additions	73,906	1,840,177
Interest income	85,692	126,076
Lease payments received	(546,850)	(588,950)
At end of financial year	990,051	1,377,303

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

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.

Impairment for quasi-equity loans, other receivables and amount due from subsidiaries are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. The Group defined significant increase in credit risk based on operating performance of the receivables, 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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

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
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
2022			
At beginning of financial year	5,773,376	3,778,619	9,551,995
Charge for the financial year	2,690,484	34,092	2,724,576
Reversal during the financial year	(464,564)	-	(464,564)
At end of financial year	7,999,296	3,812,711	11,812,007
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
2022			
At beginning of financial year	311,190	1,279,804	1,590,994
Charge for the financial year	599,862	-	599,862
Reversal during the financial year	(224,211)	-	(224,211)
At end of financial year	686,841	1,279,804	1,966,645

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

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

Group	12-month ECL allowance RM	Lifetime ECL not credit impaired RM	Lifetime ECL credit impaired RM	Total RM
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
2022				
At beginning of financial year	135,667	49,664	2,036,514	2,221,845
Charge for the financial year	189,300	-	31	189,331
Reversal during the financial year	-	-	(14,920)	(14,920)
Transfer to 12-month ECL	49,664	(49,664)	-	-
At end of financial year	374,631	-	2,021,625	2,396,256
Company				
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
2022				
At beginning of financial year	19,474	-	1,239,538	1,259,012
Charge for the financial year	98,273	-	-	98,273
At end of financial year	117,747	-	1,239,538	1,357,285

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

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

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

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

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

Group	Gross RM	Impaired RM	Total RM
2023			
Current	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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

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

Group	Gross RM	Impaired RM	Total RM
2022			
Current	15,514,682	(1,699,744)	13,814,938
1 to 30 days past due	7,599,553	(633,788)	6,965,765
31 to 60 days past due	5,002,389	(415,428)	4,586,961
61 to 120 days past due	1,260,107	-	1,260,107
More than 120 days past due	75,792,585	(9,063,047)	66,729,538
	89,654,634	(10,112,263)	79,542,371
	105,169,316	(11,812,007)	93,357,309
Company			
2023			
Current	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
2022			
Current	321,060	-	321,060
1 to 30 days past due	3,794,229	(301,031)	3,493,198
31 to 60 days past due	1,719,000	(143,622)	1,575,378
61 to 120 days past due	1,260,000	-	1,260,000
More than 120 days past due	4,693,183	(1,521,992)	3,171,191
	11,466,412	(1,966,645)	9,499,767
	11,787,472	(1,966,645)	9,820,827

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

- (k) The Group determines concentration of credit risk by monitoring the industry sector profile of its trade receivables and also identifying and monitoring any significant long outstanding balance owing by any major customer or 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	2023		2022	
	RM	% of total	RM	% of total
Property development and management activities	101,649,233	92.4	96,947,706	92.2
Construction and related activities	7,179,665	6.5	6,997,163	6.6
Hotel operations	1,224,447	1.1	1,224,447	1.2
	110,053,345	100.0	105,169,316	100.0
Company				
Property development and management activities	21,748,330	98.6	10,563,025	89.6
Hotel operations	305,120	1.4	1,224,447	10.4
	22,053,450	100.0	11,787,472	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
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
2022			
Property development and management activities	96,943,245	(5,420,654)	91,522,591
Construction and related activities	6,997,163	-	6,997,163
Hotel operations	1,228,908	-	1,228,908
	105,169,316	(5,420,654)	99,748,662

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(k) (continued)

Company	Maximum exposure RM	Collateral obtained RM	Net exposure RM
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
2022			
Property development and management activities	10,563,025	(3,374,460)	7,188,565
Hotel operations	1,224,447	-	1,224,447
	11,787,472	(3,374,460)	8,413,012

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

Credit risk arising from property development and management activities

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

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

Credit risk arising from construction contracts

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

Credit risk arising from hotel operations

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(k) (continued)

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.

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

	Company	
	2023	2022
	RM	RM
Floating rate	76,825,260	79,796,520

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	
	2023	2022
	RM	RM
Effects of 100 basis points changes to profit after tax		
- Increase by 1% (2022: 1%)	583,872	606,454
- Decrease by 1% (2022: 1%)	(583,872)	(606,454)

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.

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

11. TRADE AND OTHER RECEIVABLES (continued)

(n) Fair value of non-current receivables

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

(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	
		2023 RM	2022 RM	2023 RM	2022 RM
Contract assets:					
Property development	12(b)	27,349,569	3,238,680	-	-
Construction contracts	12(c)	4,634,083	9,213,827	-	-
		31,983,652	12,452,507	-	-
Contract liabilities:					
Property development	12(b)	(122,432,891)	(112,546,250)	(26,612,390)	(13,566,990)
Construction contracts	12(c)	(3,287,921)	(4,097,461)	-	-
		(125,720,812)	(116,643,711)	(26,612,390)	(13,566,990)
		(93,737,160)	(104,191,204)	(26,612,390)	(13,566,990)

- (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 2023 (cont'd)

12. CONTRACT ASSETS/(LIABILITIES) (continued)

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

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
At beginning of financial year	(109,307,570)	(124,262,835)	(13,566,990)	(11,219,678)
Revenue recognised during the year	223,673,204	200,878,528	31,821,036	42,213,424
Less: Progress billings during the year	(207,093,660)	(186,065,019)	(44,866,436)	(44,560,736)
(Addition)/Reversal of impairment losses during the year	(2,355,296)	141,756	-	-
At end of financial year	(95,083,322)	(109,307,570)	(26,612,390)	(13,566,990)
Represented by:				
Contract assets	29,868,790	3,402,605	-	-
Less: Impairment losses	(2,519,221)	(163,925)	-	-
	27,349,569	3,238,680	-	-
Contract liabilities	(122,432,891)	(112,546,250)	(26,612,390)	(13,566,990)
	(95,083,322)	(109,307,570)	(26,612,390)	(13,566,990)

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

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Contract liabilities recognised as revenue	15,782,250	21,291,617	3,103,460	7,064,182

(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	
	2023 RM	2022 RM	2023 RM	2022 RM
Within one (1) year	168,315,910	140,369,214	29,485,950	15,644,150
More than one (1) year	2,917,346	6,547,754	-	-
	171,233,256	146,916,968	29,485,950	15,644,150

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

12. CONTRACT ASSETS/(LIABILITIES) (continued)

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

	Group	
	2023 RM	2022 RM
Contract assets	5,334,893	10,181,701
Less: Impairment losses	(700,810)	(967,874)
Contract liabilities	4,634,083	9,213,827
	(3,287,921)	(4,097,461)
	1,346,162	5,116,366

(i) The amount of RM3,326,151 (2022: RM261,477) 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 2023.

(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	
	2023 RM	2022 RM
Within one (1) year	3,607,167	12,777,962
Between one (1) year and five (5) years	7,206,721	7,208,867
	10,813,888	19,986,829

(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 (i) to the financial statements.

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

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
ECL allowance				
At beginning of financial year	1,131,799	1,134,953	-	-
Charge for the financial year	2,346,804	194,004	-	-
Reversal during the financial year	(258,572)	(197,158)	-	-
At end of financial year	3,220,031	1,131,799	-	-

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

13. CASH AND BANK BALANCES

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Cash and bank balances	24,300,844	22,470,315	7,117,700	3,472,924
Deposits with licensed banks	2,370,865	1,134,155	1,743,739	535,928
	26,671,709	23,604,470	8,861,439	4,008,852

- (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 2.11% (2022: 1.75%) and 2.27% (2022: 1.75%) per annum respectively.

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

- (c) Included in cash and bank balances of the Group and of the Company are amounts of RM14,505,562 (2022: RM7,812,587) and RM748,872 (2022: RM739,022) 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	
	2023 RM	2022 RM	2023 RM	2022 RM
Cash and bank balances	24,300,844	22,470,315	7,117,700	3,472,924
Deposits with licensed banks	2,370,865	1,134,155	1,743,739	535,928
Bank overdrafts included in borrowings (Note 16)	(41,228,863)	(41,422,573)	(32,600,896)	(29,814,676)
	(14,557,154)	(17,818,103)	(23,739,457)	(25,805,824)
Less:				
Deposits pledged to licensed banks	(595,126)	(598,227)	-	-
	(15,152,280)	(18,416,330)	(23,739,457)	(25,805,824)

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

14. SHARE CAPITAL

	Group and Company			
	2023		2022	
	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 (2022: 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 (2022: 12,879,200) treasury shares at cost of RM3,373,365 (2022: RM3,373,365) were held by the Company in accordance with Section 127 of the Companies Act 2016 in Malaysia.

The Company has the right to reissue these shares at a later date. As treasury shares, the rights attached to voting, dividends and participation in other distributions are suspended. None of the treasury shares repurchased had been sold as at 30 June 2023.

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 2023 (cont'd)

16. BORROWINGS

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Non-current liabilities					
Bridging loans		-	9,316,072	-	-
Term loans		144,160,441	152,848,046	85,067,533	83,390,572
Revolving credit		5,000,000	5,000,000	5,000,000	5,000,000
		149,160,441	167,164,118	90,067,533	88,390,572
Current liabilities					
Term loans		31,007,494	49,189,699	10,611,922	21,060,773
Revolving credits		14,280,900	16,182,950	7,714,400	6,566,450
Bankers' acceptances		6,565,000	8,504,000	2,595,000	4,028,000
Bank overdrafts		41,228,863	41,422,573	32,600,896	29,814,676
		93,082,257	115,299,222	53,522,218	61,469,899
Total					
Bridging loans		-	9,316,072	-	-
Term loans		175,167,935	202,037,745	95,679,455	104,451,345
Revolving credits		19,280,900	21,182,950	12,714,400	11,566,450
Bankers' acceptances		6,565,000	8,504,000	2,595,000	4,028,000
Bank overdrafts	13(d)	41,228,863	41,422,573	32,600,896	29,814,676
		242,242,698	282,463,340	143,589,751	149,860,471

- (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 2023 (cont'd)

16. BORROWINGS (continued)

- (d) Other short-term borrowings and revolving credits of the Group and of the Company are secured by the followings:
- (i) Certain investment properties as disclosed in Note 6(a) to the financial statements;
 - (ii) 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
2023				
Term loans	31,007,494	137,616,828	6,543,613	175,167,935
2022				
Bridging loans	-	9,316,072	-	9,316,072
Term loans	49,189,699	145,667,778	7,180,268	202,037,745
	49,189,699	154,983,850	7,180,268	211,353,817
Company				
2023				
Term loans	10,611,922	79,778,558	5,288,975	95,679,455
2022				
Term loans	21,060,773	77,828,371	5,562,201	104,451,345

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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	
	2023 RM	2022 RM	2023 RM	2022 RM
Fixed rate	32,974,333	27,885,574	15,309,400	17,410,800
Floating rate	209,268,365	254,577,766	128,280,351	132,449,671
	242,242,698	282,463,340	143,589,751	149,860,471

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	
	2023 RM	2022 RM	2023 RM	2022 RM
Effects of 100 basis points changes to profit after tax				
- Increase by 1% (2022: 1%)	(1,590,440)	(1,934,791)	(974,931)	(1,006,617)
- Decrease by 1% (2022: 1%)	1,590,440	1,934,791	974,931	1,006,617

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	
	2023 %	2022 %	2023 %	2022 %
Bridging loans	-	4.8	-	-
Term loans	5.7	4.7	4.3	4.2
Revolving credits	5.8	4.4	5.8	4.5
Bankers' acceptances	5.9	3.7	7.0	3.8
Bank overdrafts	8.2	7.2	8.3	7.2

(h) Fair value of borrowings

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

The carrying amounts of the borrowings are reasonable approximation of fair values, 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 2023 (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
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
2022				
Bridging loans	-	9,546,992	-	9,546,992
Term loans	57,506,591	155,430,370	9,368,956	222,305,917
Revolving credits	16,182,950	-	5,000,000	21,182,950
Bankers' acceptances	8,504,000	-	-	8,504,000
Bank overdrafts	41,422,573	-	-	41,422,573
Total undiscounted financial liabilities	123,616,114	164,977,362	14,368,956	302,962,432
Company				
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
2022				
Term loans	24,433,235	84,873,907	7,643,969	116,951,111
Revolving credits	6,566,450	-	5,000,000	11,566,450
Bankers' acceptances	4,028,000	-	-	4,028,000
Bank overdrafts	29,814,676	-	-	29,814,676
Total undiscounted financial liabilities	64,842,361	84,873,907	12,643,969	162,360,237

- (j) Borrowings are denominated in RM.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

17. LEASE LIABILITIES
The Group and the Company as lessee

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Lease liabilities				
Non-current liabilities	2,440,324	1,685,288	1,594,461	2,474,269
Current liabilities	1,375,735	7,127,448	1,103,618	990,029
Total lease liabilities	3,816,059	8,812,736	2,698,079	3,464,298
Lease liabilities owing to				
- financial institutions	930,430	875,386	236,610	380,129
- non-financial institutions	2,885,629	7,937,350	2,461,469	3,084,169
	3,816,059	8,812,736	2,698,079	3,464,298

- (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 1.7.2022	Additions	Lease modifications	Lease payments	Interest expenses	Balance as at 30.6.2023
	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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

17. LEASE LIABILITIES (continued)

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

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

(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	
	2023	2022	2023	2022
	RM	RM	RM	RM
Depreciation charge of right-of-use assets (included in administrative expenses)	5,104,587	4,417,796	585,067	549,462
Interest expense on lease liabilities (included in finance costs)	733,766	892,645	214,502	295,923
Expense relating to short term-leases (included in administrative expenses)	-	1,500	-	1,500
Gain on remeasurement of lease modifications (included in other income)	(28,361)	(206,321)	-	-
Variable lease payments (included in other income)- arising from COVID-19 related rent concessions	-	(9,000)	-	-
	5,809,992	5,096,620	799,569	846,885

As at the end of the reporting period, the Group and the Company had total cash outflow for leases of RM9,139,180 (2022: RM7,815,836) and RM1,465,211 (2022: RM1,423,502) respectively.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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 5.62% (2022: 4.69%) and 7.52% (2022: 7.18%) 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	
	2023 RM	2022 RM	2023 RM	2022 RM
Not later than one (1) year	1,375,735	7,127,448	1,103,618	990,029
Later than one (1) year but not later than five (5) years	2,440,324	1,547,530	1,594,461	2,387,353
Later than five (5) years	-	137,758	-	86,916
Total	3,816,059	8,812,736	2,698,079	3,464,298

- (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	
	2023 RM	2022 RM	2023 RM	2022 RM
Not later than one (1) year	1,778,383	7,545,923	1,255,654	1,198,254
Later than one (1) year but not later than five (5) years	2,745,842	1,718,792	1,704,492	2,613,802
Later than five (5) years	-	139,881	-	88,044
Total	4,524,225	9,404,596	2,960,146	3,900,100

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (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	
	2023 RM	2022 RM	2023 RM	2022 RM
Less than one (1) year	5,783,622	4,721,353	790,457	1,385,194
Between one (1) to two (2) year	1,833,480	2,951,268	271,812	970,670
Between two (2) to three (3) year	173,527	1,695,312	50,340	611,952
Between three (3) to four (4) year	-	1,378,520	-	398,000
Between four (4) to five (5) year	-	1,155,720	-	180,000
More than five (5) years	-	6,586,110	-	-
	7,790,629	18,488,283	1,112,609	3,545,816

18. TRADE AND OTHER PAYABLES

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Trade payables				
Third parties	93,675,687	90,305,941	1,826,569	1,441,935
Amounts due to subsidiaries	-	-	1,523,922	1,486,425
	93,675,687	90,305,941	3,350,491	2,928,360
Other payables				
Third parties	23,000,438	25,282,972	4,105,508	5,890,025
Amounts due to Directors	3,582,143	3,582,143	-	-
Amounts due to subsidiaries	-	-	102,513,779	105,804,892
Related parties				
- Interest bearing	3,940,514	6,057,875	3,940,514	6,057,875
- Non-interest bearing	57,083,974	56,277,735	15,126,349	13,338,528
Accruals	28,981,250	18,296,515	2,427,992	2,202,782
Deposits received	19,964,211	19,313,768	10,072,544	9,767,672
	136,552,530	128,811,008	138,186,686	143,061,774
	230,228,217	219,116,949	141,537,177	145,990,134

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

18. TRADE AND OTHER PAYABLES (continued)

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal credit terms granted to the Group and the Company ranged from 30 to 150 days (2022: 30 to 150 days).
- (c) Included in trade payables of the Group and of the Company are retention sums for contract works. The retention sums are unsecured, interest free and are expected to be payable as follows:

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Within one (1) year	16,038,354	12,855,450	509,589	560,743
More than one (1) year	8,509,271	4,370,767	732	732
	24,547,625	17,226,217	510,321	561,475

- (d) 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.
- (e) 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 RM3,940,514 (2022: RM6,057,875) and RM3,940,514 (2022: RM6,057,875) respectively which bear interest at rate of 6.84% (2022: 4.51%) per annum.
- (f) Non-trade amounts due to subsidiaries are unsecured and payable within next twelve (12) months in cash and cash equivalents. The amounts are interest free except for an amount of RM16,700,000 (2022: RM16,700,000), which bears interest at 8% (2022: 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.

- (g) The maturity profile of the trade and other payables (excluding retention sums for contract works) of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations are payable on demand or within one (1) year.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

18. TRADE AND OTHER PAYABLES (continued)

- (h) The interest rate profile of the amounts due to related parties as at the end of each reporting period is as follows:

	Group and Company	
	2023	2022
	RM	RM
Floating rate	3,940,514	6,057,875

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	
	2023	2022
	RM	RM
Effects of 100 basis points changes to profit/(loss) after tax		
- Increase by 1% (2022: 1%)	(29,948)	(46,040)
- Decrease by 1% (2022: 1%)	29,948	46,040

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.

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

19. REVENUE

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Revenue from contracts with customers:				
Property development	188,269,219	134,270,864	8,394,000	11,112,001
Completed properties	34,012,315	45,493,921	22,035,366	17,391,340
Vacant land	1,391,670	21,113,743	1,391,670	13,710,083
Construction contracts	9,187,094	10,854,584	-	-
Hotel operations	2,985,427	622,805	2,985,427	622,805
Sales of goods	-	3,072	-	-
	235,845,725	212,358,989	34,806,463	42,836,229
Other revenue:				
Rental income	9,583,457	7,273,852	3,393,587	2,526,340
Dividend income from a subsidiary	-	-	5,000,000	5,196,000
	245,429,182	219,632,841	43,200,050	50,558,569

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Revenue from contract with customers is recognised as follows:				
At point in time	38,389,412	67,233,541	26,412,463	31,724,228
Over time	197,456,313	145,125,448	8,394,000	11,112,001
	235,845,725	212,358,989	34,806,463	42,836,229

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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

19. REVENUE (continued)

(a) Revenue from property development and construction contracts (continued)

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

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

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

(b) Sale of completed properties and vacant land

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

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

(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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

19. REVENUE (continued)
(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.

20. COST OF SALES

	Note	Group		Company	
		2023 RM	2022 RM	2023 RM	2022 RM
Property development costs	7(b)	121,356,175	77,571,718	3,835,606	10,018,738
Cost of completed properties sold	7(c)	21,597,143	24,089,953	13,348,355	10,461,248
Cost of vacant lands		822,084	12,784,772	822,084	5,384,299
Construction contract costs		4,566,289	7,425,947	-	-
Hotel operations costs		1,001,252	254,085	1,001,252	254,085
Cost of goods sold		-	2,449	-	-
Cost of rental services		450,954	1,172,937	-	-
		149,793,897	123,301,861	19,007,297	26,118,370

21. FINANCE INCOME AND COSTS

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Finance income				
Interest income on:				
- amounts due from subsidiaries	-	-	5,542,550	2,463,025
- lease receivables	85,692	126,076	85,692	126,076
- deposits with licensed banks	188,697	102,782	17,701	4,447
- others	73,706	220,471	-	-
	348,095	449,329	5,645,943	2,593,548

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

21. FINANCE INCOME AND COSTS (continued)

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Finance costs				
Interest expense on:				
- term loans and bridging loans	8,886,019	10,752,338	4,831,216	2,775,863
- lease liabilities	733,766	892,645	214,502	295,923
- revolving credits	990,912	803,738	686,757	422,007
- bankers' acceptances	338,993	237,624	-	-
- bank overdrafts	3,278,928	2,907,877	2,405,309	2,176,423
- amount due to a subsidiary	-	-	675,954	507,718
- amount due to a related party	1,057,615	286,862	1,057,615	286,862
	15,286,233	15,881,084	9,871,353	6,464,796
Others	4,253,451	4,103,278	304,254	872,845
	19,539,684	19,984,362	10,175,607	7,337,641

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

22. EMPLOYEE BENEFITS

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Wages, salaries and bonus	15,080,605	12,733,002	4,525,718	3,667,518
Defined contribution plan	2,098,354	1,761,092	742,657	577,964
Other employee benefits	1,722,114	1,659,389	741,221	762,219
	18,901,073	16,153,483	6,009,596	5,007,701

Included in the employee benefits of the Group and of the Company are remuneration of Executive Directors amounting to RM6,135,975 (2022: RM5,163,965) and RM2,039,377 (2022: RM1,698,383) respectively.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

23. PROFIT BEFORE TAX

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

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
After charging:				
Auditors' remuneration:				
- Statutory audit	281,525	263,000	114,400	104,000
- Non-statutory audit	8,850	8,850	5,550	5,550
Bad debts written off	5,000	-	5,000	-
Loss on disposal of:				
- investment properties	73,850	19,050	-	-
And crediting:				
Gain on disposals of:				
- property, plant and equipment	5,565,960	1,227,983	4,581,321	490,722
Rental income of premises	1,752,444	460,359	-	-

(a) Net impairment losses on financial assets:

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Allowance for impairment losses on:				
- trade receivables	2,163,256	2,724,576	1,170,319	599,862
- other receivables	259,243	189,331	7,862	98,273
- contract assets	2,346,804	194,004	-	-
- amounts due from subsidiaries	-	-	254,415	844,750
- equity loans	-	-	278,077	414,924
Reversal of allowance for impairment losses on:				
- trade receivables	(2,222,290)	(464,564)	(265,384)	(224,211)
- other receivables	(147,488)	(14,920)	(103,103)	-
- contract assets	(258,572)	(197,158)	-	-
- amounts due from subsidiaries	-	-	(597,854)	(749,741)
	2,140,953	2,431,269	744,332	983,857

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

24. TAXATION

	Group		Company	
	2023 RM	2022 RM	2023 RM	2022 RM
Current year tax expense based on profit for the financial year	15,014,877	15,448,640	1,408,026	2,467,863
(Over)/Under provision in prior year	(3,438,429)	2,460,233	(1,880,658)	(872,765)
Real property gain tax	64,155	-	-	-
	11,640,603	17,908,873	(472,632)	1,595,098
Deferred tax (Note 10)				
- Relating to origination and reversal of temporary differences	(3,822,811)	(2,661,174)	(2,247,841)	(1,048,491)
- Under/(Over) provision in prior year	2,321,144	(770,906)	3,554,592	(815,842)
	(1,501,667)	(3,432,080)	1,306,751	(1,864,333)
	10,138,936	14,476,793	834,119	(269,235)

(a) Malaysian income tax is calculated at the statutory tax rate of 24% (2022: 24%) of the estimated taxable profit for the fiscal year.

(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	
	2023 RM	2022 RM	2023 RM	2022 RM
Profit before tax	34,718,747	33,651,963	8,650,046	6,553,267
Tax at Malaysian statutory tax rate of 24% (2022: 24%)	8,332,500	8,076,471	2,076,011	1,572,784
Real property gains tax	64,155	-	-	-
Non-allowable expenses	3,949,986	2,599,491	1,335,596	1,564,921
Non-taxable income	(5,576,879)	(2,651,241)	(4,251,422)	(1,718,333)
Deferred tax assets not recognised	4,486,459	4,762,745	-	-
(Over)/Under provision in prior year:				
- income tax	(3,438,429)	2,460,233	(1,880,658)	(872,765)
- deferred tax	2,321,144	(770,906)	3,554,592	(815,842)
	10,138,936	14,476,793	834,119	(269,235)

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

24. TAXATION (continued)

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

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

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	
	2023	2022
Profit attributable to owners of the parent (RM)	24,995,728	21,229,157
Weighted average number of ordinary shares in issue	399,620,800	399,620,800
	2023	2022
	Sen	Sen
Basic earnings per ordinary share attributable to the equity owners of the parent	6.25	5.31

(b) Diluted

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

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

26. GUARANTEES

	Company	
	2023 RM	2022 RM
Unsecured		
Corporate guarantees for trade credits granted to subsidiaries		
- Limit of guarantee	198,953,679	196,653,679
- Amount utilised	36,608,076	13,901,034
Secured		
Corporate guarantees for borrowing facilities granted by financial institutions to subsidiaries		
- Limit of guarantee	547,215,000	547,215,000
- Amount utilised	110,174,221	138,599,053

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

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

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

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

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

27. 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 2023 (cont'd)

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

(b) Significant related party transactions

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

	Company	
	2023 RM	2022 RM
(i) Transactions with subsidiaries		
Intercompany interest expense payable to a subsidiary:		
- BCB Land Sdn. Bhd.	675,954	507,718
Intercompany interest income receivable from subsidiaries:		
- Johbase Development Sdn. Bhd.	2,182	17,589
- BCB Heights Sdn. Bhd.	5,237,729	2,445,436
- BCB Development Sdn. Bhd.	227,430	-
- BCB Medini Development Sdn. Bhd.	75,209	-
Rental income from subsidiaries:		
- BCB Construction Sdn. Bhd.	22,200	24,100
- BCB Resources Sdn. Bhd.	22,200	22,200
- Johbase Development Sdn. Bhd.	44,400	11,100
Dividend income from a subsidiary:		
- BCB Resources Sdn. Bhd.	5,000,000	-
- Global Earnest Sdn. Bhd.	-	5,196,000

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

27. 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	
	2023 RM	2022 RM	2023 RM	2022 RM
Non-executive Directors:				
- fees	168,932	209,736	168,932	209,736
- others	22,500	14,500	22,500	14,500
	191,432	224,236	191,432	224,236
Executive Directors:				
- fees	160,000	192,000	-	-
- salaries and bonus	5,196,200	4,398,001	1,669,798	1,406,440
- defined contribution plan	845,219	711,181	317,262	267,224
- others	94,556	54,783	52,317	24,719
	6,135,975	5,163,965	2,039,377	1,698,383
	6,487,407	5,580,201	2,230,809	1,922,619

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 (2022: RM85,350).

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

28. 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 2022.

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.

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	
	2023 RM	2022 RM	2023 RM	2022 RM
Borrowings	242,242,698	282,463,340	143,589,751	149,860,471
Lease liabilities	3,816,059	8,812,736	2,698,079	3,464,298
Less:				
Cash and bank balances	(26,671,709)	(23,604,470)	(8,861,439)	(4,008,852)
Net debt	219,387,048	267,671,606	137,426,391	149,315,917
Total equity	549,122,384	519,324,821	284,960,533	271,926,854
Net debt	219,387,048	267,671,606	137,426,391	149,315,917
	768,509,432	786,996,427	422,386,924	421,242,771
Gearing ratio	29%	34%	33%	35%

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 2023.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

29. 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.

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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(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.

30. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

On 9 August 2022, the Company entered a shareholders agreement with Onlyee Flora Sdn. Bhd. to incorporate a joint venture company in Malaysia, known as BDD Development Sdn. Bhd., with a subscription of 50 ordinary shares, representing 50% equity interest of BDD Development Sdn. Bhd.. The proposed business to be undertaken by the joint venture company are project management, property management and construction projects, and such other business as may agreed between the shareholders of the joint venture company.

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

31. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

31.1 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
Annual Improvements to MFRS Standards 2018 - 2020	1 January 2022
Amendments to MFRS 3 <i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to MFRS 116 <i>Property, Plant and Equipment - Proceeds before Intended Use</i>	1 January 2022
Amendments to MFRS 137 <i>Onerous Contracts - Cost of Fulfilling a Contract</i>	1 January 2022

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.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2023 (cont'd)

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

31.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2023

Title	Effective Date
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 17 <i>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 16 <i>Lease Liabilities in a Sale and Leaseback</i>	1 January 2024
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 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 112 <i>International Tax Reform - Pillar Two Model Rules</i>	Refer paragraph 98M of MFRS 112
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 2023 are set out as follows:

Paid/payable	Group RM	Company RM
Audit fees	281,525	114,400
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 2023

The details of the RRPTs were disclosed in Note 27 of the Financial Statements for the financial period ended 30 June 2023 on pages 126 to 129.

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 29 SEPTEMBER 2023

Issued share capital	:	412,500,000 (inclusive of 12,879,200 as Treasury Shares)
Types of shares	:	Ordinary shares
No. of shareholders	:	2,316
Voting rights	:	One vote per ordinary share

Analysis of Shareholdings by Range Groups

	No. of Shares	% Over Total Shares	No. of Holders	% Over Total Holders
less than 100 shares	120	0.000	7	0.302
100 to 1,000 shares	41,252	0.010	78	3.368
1,001 to 10,000 shares	7,157,528	1.791	1,521	65.674
10,001 to 100,000 shares	18,117,200	4.534	600	25.907
100,001 to less than 5% of issued shares	108,556,800	27.165	107	4.620
5% and above of issued shares	265,747,900	66.500	3	0.129
Total	399,620,800	100.000	2,316	100.000

List of Thirty Largest Shareholders as at 29 September 2023 (as per Record of Depositors)

No.	Name	Shares Held	%
1.	Evergreen Ratio Sdn Bhd	117,138,900	29.313
2.	RHB Nominees (Tempatan) Sdn Bhd OSK Capital Sdn Bhd For Evergreen Ratio Sdn Bhd	110,000,000	27.526
3.	Effective Strategy Sdn Bhd	38,609,000	9.661
4.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Evergreen Ratio Sdn Bhd	19,380,000	4.850
5.	Tho Siu Chu	14,903,000	3.729
6.	Tan Chin Ee	14,843,000	3.714
7.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Haven Venture Sdn Bhd (REM 646-Margin)	6,862,500	1.717
8.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lasercoin (M) Sdn Bhd (REM 646-Margin)	5,737,800	1.436
9.	Puncak Angkasa Sdn Bhd	4,000,000	1.000
10.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok	3,511,700	0.879
11.	Amsec Nominees (Tempatan) Sdn Bhd Pledged Securities Account - Ambank (M) Berhad For Chew Siow Geok (Smart)	2,608,600	0.653
12.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Tan Chin Ee (M14)	2,087,000	0.522

SHAREHOLDINGS STATISTICS

AS AT 29 SEPTEMBER 2023 (cont'd)

List of Thirty Largest Shareholders as at 29 September 2023 (as per Record of Depositors) (continued)

No.	Name	Shares Held	%
13.	Teoh Chew Seng	2,023,100	0.506
14.	Lim Pei Tiam @ Liam Ahat Kiat	1,600,000	0.400
15.	HLB Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lee Sze Hao	1,579,700	0.395
16.	Lee Sze Hao	1,579,700	0.395
17.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lau Meng Hong (7013830)	1,459,000	0.365
18.	Suriani Binti Abdul Aziz	1,452,000	0.363
19.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Loo Kah Chye	1,273,400	0.319
20.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok (8041848)	997,900	0.250
21.	Hong Mei Sia	838,900	0.210
22.	HLB Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chew Siow Geok	801,300	0.201
23.	Lim Meng Hiong	739,900	0.185
24.	Johore Tenggara Oil Palm Berhad	668,000	0.167
25.	Lim Pay Kaon	600,000	0.150
26.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Cheng Wai Fun (CHE0562C)	598,100	0.150
27.	Tan Kee Hwee	587,200	0.147
28.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Chin Kiam Hsung	575,400	0.144
29.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Woon Teik (REM 663)	542,000	0.136
30.	Affin Hwang Nominees (Tempatan) Sdn Bhd Pledged Securities Account For Lim Dean Yann	530,000	0.133

SHAREHOLDINGS STATISTICS

AS AT 29 SEPTEMBER 2023 (cont'd)

Substantial Shareholders as at 29 September 2023 (as per Register of Substantial Shareholders)

Name of Substantial Shareholders	No. of Shares Held		% of Issued Share Capital	
	Direct	Indirect	Direct	Indirect
1. Evergreen Ratio Sdn Bhd	117,138,900	129,380,000	29.313	32.376
2. Tan Sri Dato' Tan Seng Leong	-	246,518,900 ⁽ⁱ⁾	-	61.688
3. Effective Strategy Sdn Bhd	38,609,000	-	9.661	-
4. Azman Hanafi Bin Abdullah	-	38,609,000 ⁽ⁱⁱ⁾	-	9.661
5. Mohd Fauzi Bin Talib	-	38,609,000 ⁽ⁱⁱ⁾	-	9.661

Notes:-

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

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

Directors' Shareholdings as at 29 September 2023 (as per Register of Directors' Shareholdings)

Shareholdings in the name of the Director	Direct	Number of ordinary shares		%
		%	Indirect	
1. Tan Sri Dato' Tan Seng Leong	-	-	246,518,900 ⁽ⁱ⁾	61.688

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 2023 RM'000	Date of acquisition/revaluation*
KLUANG, JOHOR						
PTB 8370 No. 20, Jalan Bakawali, 86000 Kluang, Johor.	16 storey hotel & Boutique hotel / bistro	Leasehold (expiring 10.11.2093)	27 years	0.58	42,000	18/07/2023*
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	Development in progress as Evergreen Heights	Freehold	N/A	76.12	45,172	06/02/2002*
H.S.(D) 43069-43075 PTD No.18607-18613, Mukim of Linau, District of Batu Pahat, Johor	Development in progress as Bandar Putera Indah	Freehold	N/A	94.91	61,256	28/09/2009*
Lot 375 Jalan Bakau Condong Mukim Bandar Penggaram District of Batu Pahat, Johor	Being developed as Versis @ Batu Pahat	Freehold	N/A	9.9	45,019	28/04/2015
Lot 1098,1099,1104,1105,1100,3034 Mukim of Simpang Kanan, District of Batu Pahat, Johor	Proposed residential & commercial development	Freehold	N/A	46.73	43,568	27/03/2017

LIST OF TOP 10 PROPERTIES (cont'd)

Location	Description	Tenure	Age of building	Size (acre)	Net book value/Cost as at 30 June 2023 RM'000	Date of acquisition/revaluation*
JOHOR BAHRU, JOHOR						
Shopping Complex - U Mall Taman Pulai Utama Mukim of Pulai, District of Johor Bahru, Johor	Shopping Complex Taman Pulai Utama	Freehold	16 year	3.96	33,500	30/06/2023*
Plot No. A45-1, A45-2, A45-3 A46-1, A46-2, A46-3, A46-4 Mukim Pulai, Daerah Johor Bahru, Medini Zone A	Development in progress as Elysia Park Residence	Leasehold (expiring 14.02.2137)	N/A	7.81	308,147	06/12/2013
Plot C1, HS(D) 537374 PTD 199638 Mukim Pulai, Daerah Johor Bahru, Medini Zone C	Development in progress as Versis @ Medini	Leasehold (expiring 14.02.2107)	N/A	22.01	102,145	01/10/2015
KUALA LUMPUR						
Lot 1844 & Lot 1845 (HS (M) 12718 PT 25954) Mukim Batu Daerah Kuala Lumpur	Being developed as Concerto	Freehold	N/A	4.96	21,554	03/10/2010
KOTA KEMUNING, SELANGOR						
Lot 73478 & Lot 73479 (H.S(D) 69603 & 69604) Mukim Klang, Selangor Darul Ehsan	Development in progress as HomeTree	Leasehold (expiring 18.04.2101)	N/A	123.05	161,322	11/03/2011

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-Fifth (35th) Annual General Meeting of the Company will be held at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim on Tuesday, 5 December 2023 at 11.00 a.m. to transact the following businesses:-

AGENDA

As Ordinary Business

- | | | |
|----|--|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 30 June 2023 and the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. | To re-elect the following Directors who retire by rotation pursuant to Rule 131 of the Company's Constitution: | |
| | (i) Ms. Tan Lay Hiang | Resolution 1 |
| | (ii) Mr. Tan Vin Sern | Resolution 2 |
| 3. | To elect Dato' Sri Tan Vin Shyan who retires pursuant to Rule 116 of the Company's Constitution. | Resolution 3 |
| 4. | To approve the payment of Directors' fees of up to RM180,000.00 and benefits of up to RM25,000.00 from 6 December 2023 until the next Annual General Meeting of the Company. | Resolution 4 |
| 5. | To re-appoint Messrs BDO PLT as the Auditors of the Company and authorise the Directors to determine their remuneration. | Resolution 5 |

As Special Business

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

- | | | |
|----|----------------------------------|---------------------|
| 6. | AUTHORITY TO ISSUE SHARES | Resolution 6 |
|----|----------------------------------|---------------------|

"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."

"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."

NOTICE OF ANNUAL GENERAL MEETING (cont'd)

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

Resolution 7

"THAT subject to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), approval be and is hereby given to the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with the related parties ("Recurrent Related Party Transactions") as set out in Section 2.1.5 of the Circular to the Shareholders dated 31 October 2023 ("the Circular") which are necessary for the day-to-day operations and carried out in the ordinary course of business and are on terms not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company.

THAT such approval shall continue to be in force until:

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

whichever is the earlier;

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

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

8. PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK

Resolution 8

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

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."

9. 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

NG HENG HOOI (MAICSA 7048492) (PC No. 202008002923)

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

Secretaries

31 October 2023

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 27 November 2023. Only depositor whose name appears on the Record of Depositors as at 27 November 2023 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 4 of the Agenda

Pursuant to Section 230(1) of the Companies Act 2016, fees and benefits payable to the Directors of the Company will have to be approved by the shareholders at a general meeting. The Company is requesting shareholders' approval for the payment of fees and benefits for the period commencing 6 December 2023 up till the next AGM of the Company in 2024. The benefits comprise allowance and benefits-in-kind.

3. Item 6 of the Agenda

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

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

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

The approval of the issuance and allotment of the new shares under Sections 75 and 76 of the Companies Act 2016 ("the Act") shall have the effect of the shareholders having agreed to waive their statutory 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 7 of the Agenda

The proposed Ordinary Resolution 7, if passed, will enable the Company and/or its subsidiary companies to enter into recurrent transactions involving the interest of Related Parties, which are necessary for the Group's day-to-day operations and undertaken at arm's length, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company. For more information, please refer to the Circular to Shareholders dated 31 October 2023.

5. Item 8 of the Agenda

The proposed Ordinary Resolution 8, if passed, will empower the Directors to purchase the Company's shares of up to ten per centum (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained earnings of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company. For more information, please refer to the Circular to Shareholders dated 31 October 2023.

STATEMENT ACCOMPANYING THE NOTICE OF THE ANNUAL GENERAL MEETING

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

The details of the Director seeking election and his/her nature and extent of any conflict of interest or potential conflict of interest, including interest in any competing business, that he/she has with the Company or its subsidiaries is set out in the respective profile which appears in the Directors' Profiles on pages 22 to 24 of this Annual Report.

The details of his/her interest in the securities of the Company are set out in the Analysis of Shareholdings which appear on the page 137 of this Annual Report.

This page is intentionally left blank

BCB BERHAD

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

No. of ordinary shares held

CDS Account No.

PROXY FORM

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 35th Annual General Meeting of the Company to be held at Prime City Hotel, Venus Room, 6th Floor, 20, Jalan Bakawali, 86000 Kluang, Johor Darul Ta'zim on Tuesday, 5 December 2023 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 Ms. Tan Lay Hiang as Director	Ordinary Resolution 1		
2.	Re-election of Mr. Tan Vin Sern as Director	Ordinary Resolution 2		
3.	Election of Dato' Sri Tan Vin Shyan 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 _____, 2023.

Signature of Shareholder(s)/Common Seal

Notes:

- For the purpose of determining a member who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Rule 88.1(b) of the Company's Constitution to issue a General Meeting Record of Depositors as at 27 November 2023. Only depositor whose name appears on the Record of Depositors as at 27 November 2023 shall be entitled to attend this meeting or appoint proxies to attend and/or votes on his/her behalf.
- A member shall be entitled to appoint not more than two (2) proxies to attend and vote in his stead and where a member appoints more than one (1) proxy to attend and vote at the same meeting, such appointment shall be invalid unless the member specified the proportions of his shareholdings to be represented by each proxy.
- A proxy may but need not be a member of the Company and a member may appoint any person to be his proxy without limitation.
- Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- The instrument appointing a proxy or the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Registered Office of the Company at No. 4B, 2nd & 3rd Floor, Jalan Sentol, South Wing - Kluang Parade, 86000 Kluang, Johor Darul Ta'zim, not less than forty-eight (48) hours before the time appointed for holding the meeting, or adjourned meeting at which the person named in the instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid.
- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to a vote by way of a poll.

fold here

AFFIX
STAMP
HERE

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

fold here



BCB Berhad 198801004645 (172003-W)

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

 607 - 776 0089  607 - 772 0089  www.bcbhd.com.my