



## INTEGRATED ANNUAL REPORT 2023



ENERGY. SYNERGY. STRATEGY  
CONNECTING PASSION DELIVERING VALUE





## ENERGY. SYNERGY. STRATEGY.

### Dear Shareholders,

Our Integrated Annual Report 2023 of BPHB revolves around the theme of **Energy. Synergy. Strategy**. It draws inspiration from Sarawak's oldest historical and cultural heritage of regatta dating back 152 years ago to 1872, originally held to defuse inter-tribal conflict and to put their power, skill and war strategy to better use.

From the first race won by “Sri Matu” on the 28 February 1872, our story in Bintulu Port embraces the same spirit and traits of dedication and discipline. We take great pride in learning from our rich history to move forward. Akin to the paddlers of a regatta team, we harness the energy of our dedicated staff, synchronise our every move, guided by a robust strategy focusing on achieving our goals.

Hence the **Energy. Synergy. Strategy** will help us achieve our desire of becoming a *Premier Green Energy Port* for Malaysia.



In November 2023, Bintulu Port participated in the Lingga Regatta 2023 held in Sri Aman, a district in Sarawak famous for the unique tidal bore festival called Pesta Benak. Our team of 50 paddlers clinched second in the Raja Sungai race.











Celebration of our SIPSB 10<sup>th</sup> Anniversary Gala Dinner, officiated by The Right Honourable Premier of Sarawak and attended by our esteemed Board Members





A group of photos with our Chairman during the wonderful Media Appreciation Night Dinner





A memorable Customer Appreciation Night





The sea of Jalur Gemilang and colourful neon lights, depicting the spirit of patriotism during Bulan Kebangsaan which was also in conjunction with the 60<sup>th</sup> Anniversary of Sarawak Independence Day











A glimpse of series of courtesy visits to the Sarawak's State Leaders











Visit of Ministry of Finance and Royal Malaysian Customs Department







Strengthening the networking between Bintulu Port Group and Stakeholders











The Group's engagement throughout 2023 with various stakeholders





Our continuous effort in realising the new potential businesses













Snapshot of prestigious awards received by Bintulu Port Group





A sneak peak of GCEO during the staff engagement







Graduation Ceremony of Tadika Montessori Pelabuhan Bintulu



Celebration of Pink October and the Women in Leadership Masterclass organised by BPWL







Engagement with the communities during Ramadhan 1444H







Participation of GCEO during staff engagement activities





Celebration of the diverse culture in Bintulu Port Group





Our initiatives in preserving the local culture and heritage through participation in Bintulu International Kite Festival and Lingga Regatta 2023





A series of activities by Bintulu Port Group to support the local communities





Fulfilling our responsibility to the local communities through CSR project





Involvement and contribution of the Bintulu Port Group during the Bintulu International Marathon





Our investment for a greener and sustainable future





# KEY ACHIEVEMENTS 2023



## ▲ Launch of Social Media Platform

The Group's official social media platforms, which include #Facebook, #Twitter, and #Instagram, were launched by the Group CEO, En. Ruslan Bin Abdul Ghani.



## ▲ Celebrated a momentous achievement with its "BBSB 50505 Achievement" event

Biport Bulkiers Sdn Bhd celebrated its "BBSB 50505 Achievement" on 15 May 2023, marking the accomplishment of handling 50 million tonnes of throughput, 50 million tonnes of exports, and 5,000 vessels handled over the past two decades.



## ▲ Biport Bulkiers Sdn. Bhd. (BBSB) and Bintulu Edible Oil Sdn. Bhd. (BEOSB) reinforced their synergic relationship

BBSB and Bintulu Edible Oil Sdn. Bhd. (BEOSB) entered into a 20-year agreement for the utilisation of BBSB's bulking and bypass facilities.





▶

### 2023 Business Zakat Contribution handover ceremony

The port handed over its zakat contribution to the Sarawak Islamic Religious Council for the Baitulmal Fund to assist the socioeconomic development of the local community in need.



◀

### Kasawari Gas Development Project

Bintulu Port assisted in lifting heavy equipment meant for the Kasawari Gas Development Project, which included a 185 tonnes SAT 02 system.



▲

### Launching of TOP 12 Policies

Bintulu Port Group has identified its TOP 12 Policies and have successfully launched it during the Bintulu Port Ethics Day on 10 August 2023.



▲

### Amanah Raya's Remarkable 100-year Milestone

AmanahRaya Investment Management, a wholly owned subsidiary of Amanah Raya Berhad, recognised Bintulu Port Holdings Berhad as one of its top three clients, during Amanah Raya's 100<sup>th</sup> year anniversary celebration.





### ▲ Signing Ceremony between Bintulu Port Sdn Bhd and Petronas Dagangan Berhad

BPSB and Petronas Dagangan Berhad renewed an agreement to reaffirm the steady supply of diesel fuel to Bintulu Port.



### ◀ Signing Ceremony between Bintulu Port Sdn Bhd (BPSB) and Altus Oil & Gas Malaysia Sdn Bhd (Altus)

BPSB and Altus Oil & Gas Malaysia Sdn Bhd (Altus) held a signing ceremony to commemorate the establishment of a Liquid Mud Plant (LMP) at Bintulu Port, marking a significant milestone for the region's oil and gas industry.



### ▲ Launching of BRIDGE platform and BEES! Portal

On 16 November 2023, Group CEO and the Leadership Team proudly unveiled two significant milestones: BRIDGE platform and BEES! (Bintulu Port E-Learning ECO System) Portal. These tools serve as a central hub for communication, learning, and information sharing within Bintulu Port.

### ▶ Bintulu EPF Best Employer Award 2023

BPHB was accorded the Best Employer Award 2023 by Bintulu EPF and named one of the top five employers in Bintulu.



### ▶ BPSB obtained Supply Base License from Royal Customs Malaysia

BPSB obtained the Approval in Principle on the Supply Base Licence from Royal Customs Malaysia in September 2024. The Group GCEO briefed a group of Delegations from MOF and Royal Customs Malaysia on the potential of Supply Base in Bintulu.







### ▶ Welcoming Maiden Call of MV Lila Bhum

Samalaju Industrial Port Sdn. Bhd. proudly welcomed the Maiden Call of MV Lila Bhum, owned by Regional Container Lines (RCL), marking a significant event for Samalaju Port. RCL is recognised as the top shipping liner in Thailand.



Highest number of total vessel calls handled for base support crew transfer achieved in 2023.



Biggest volume of RORO received in single shipment achieved in September 2023.



## KEY HIGHLIGHTS

CARGO THROUGHPUT

**48.77**  
MILLION TONNES

PROFIT BEFORE TAX

**RM158.90**  
MILLION

MARKET CAPITALISATION\*

**RM2.67**  
BILLION

\*As at 29 February 2024

ANNUAL  
BERTHING  
CAPACITY

**93**  
MILLION  
TONNES

TOTAL BERTHING LENGTH

**3.8**  
KILOMETRES

TOTAL REVENUE#

**RM821.64**  
MILLION

#excluding revenue from  
construction services

PROFIT AFTER TAX

**RM125.06**  
MILLION

TOTAL LAND AREA

**713**  
HECTARES

TOTAL NUMBER OF BERTHS

**14**

comprising Bintulu  
Port and Samalaju Port

**BINTULU PORT  
HOLDINGS BERHAD**



## QUICK FACTS

**LARGEST**

LNG Export Terminal in East Asia

**LARGEST**

Multipurpose Port in Sarawak

**HOME**

to the Seri C Class LNG Carrier

**THIRD-  
RANKED**

among Malaysian Ports in 2023 with Total Cargo  
Throughput of 48.77 million tonnes

**SOLE**

Supply Base License Holder in Sarawak

**MAIN EXPORT**

Outlet of Palm Oil Products in Sarawak



Scan the QR  
code for the  
details of our  
businesses.




# BASIS OF THIS REPORT

Bintulu Port Holdings Berhad (the Group) is pleased to present its fifth Integrated Annual Report. This Report describes our journey of value creation throughout the financial year concluding on 31 December 2023.

## NAVIGATION ICONS


The following icons are used in this Report to indicate where additional information can be found.


 This icon tells you where you can find related information in our Report.

 Link to website at [www.bintuluport.com.my](http://www.bintuluport.com.my)


## OUR SIX CAPITALS


These icons here represent the various Capitals in our business operations. For ease of reference, these navigational icons are included in the appropriate sections of this report that discuss the Capitals.


 Financial Capital

 Manufactured Capital

 Intellectual Capital

 Human Capital

 Social and Relationship Capital

 Natural Capital

## REPORTING PRINCIPLES AND FRAMEWORK

The Group remains dedicated to effectively communicating the success of our strategy in advancing the business, despite industry challenges and risks. This enables our stakeholders to make well-informed assessments of our performance. The Report encompasses both the financial and non-financial elements of our business activities, presented in a transparent and balanced manner. Adhering to the Integrated Reporting Framework, this Report is also aligned with the Malaysian Code on Corporate Governance 2021 (MCCG 2021), Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad, Companies Act 2016, International Financial Reporting Standards, and Malaysian Financial Reporting Standards.

## SCOPE AND BOUNDARIES

This Report presents a comprehensive overview of our financial and non-financial achievements between 1 January 2023 and 31 December 2023. In setting the scope and boundaries for this report, we have included all operations within the Group, encompassing both wholly owned operations and subsidiaries. The scope of the report includes an analysis of both our internal and external environments, focusing on sustainability efforts and operational improvements. Additionally, we


have evaluated the current business environment, including potential opportunities and challenges, which could influence the Group's ability to generate value.

## ASSURANCE

Selected non-financial indicators have gone through an internal audit assurance process. The details of the assurance can be found on page 238 of this report.

## BINTULU PORT'S SIX CAPITALS

In line with the requirements of the Integrated Reporting Framework, we have outlined our six capitals of value creation, presenting them in an accessible format with the aid of navigational icons that are present throughout the Report.

 Find out more about our six capitals on pages 26 to 27.

## FORWARD-LOOKING STATEMENTS

In this Report, forward-looking statements may be indicated via the usage of words or phrases such as "might", "forecast", "anticipate", "project", "may", "believe", "predict", "expect", "continue", "will", "estimate", "target" and other closely related terms. We may also include forecast information including port traffic improvements or certain execution plans and approaches that are related to our business. These statements are

not absolute and decisive for future operating, financial or other performance results due to unpredictable shifts of the industry. It is essential to understand that our forward-looking statements do not guarantee business performance.

## WE VALUE FEEDBACK

Your feedback, comments, and queries regarding this report are highly valued. Please feel free to contact and engage with us through our Investor Relations team at [irene@bintuluport.com.my](mailto:irene@bintuluport.com.my)

### SEND US YOUR FEEDBACK

To ensure that our reporting addresses matters important to our stakeholders, we invite you to share any comments or questions by scanning the QR code provided.



## REPORT APPROVAL

The Board of Bintulu Port Holdings Berhad recognises the organisation's responsibility to uphold the integrity of our Integrated Annual Report. The Management Due Diligence Committee, responsible for overseeing the Integrated Annual Report, has recommended the Board of Directors to endorse the Report. After a collective evaluation, the Board believes that the Integrated Annual Report accurately and fairly represents the Company's overall performance, particularly in relation to its key material matters.

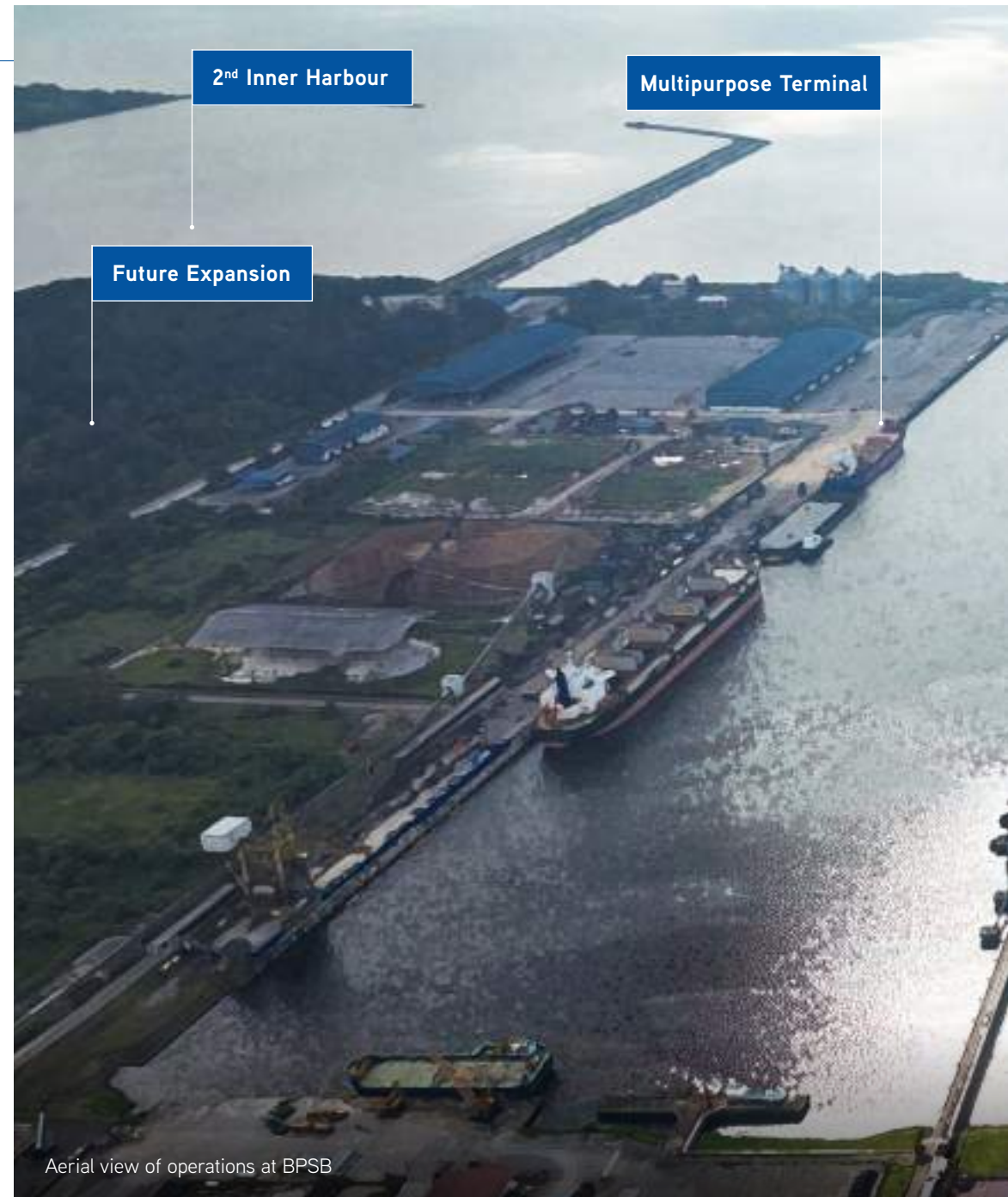


# BINTULU PORT SDN. BHD. (BPSB)

BPSB is the largest Liquefied Natural Gas (LNG) Export Terminal in East Asia and operates Sarawak's largest multipurpose port, connecting over

**40 million tonnes**

of cargo per annum to major international ports.









# SAMALAJU INDUSTRIAL PORT SDN. BHD.(SIPSB)

SIPSB is a purpose-built port which greatly benefits the logistical requirements of industries in the Sarawak Corridor of Renewable Energy (SCORE) by offering dry bulk, break bulk and container services primarily to energy intensive businesses located adjacent to the port.



Aerial view of operations at SIPSB





Phase 2 Expansion

Handysize Berth

Ro-Ro Ramp

Future Expansion

Handymax Berth

Warehouses

Marine Base

Barge Berth

Conveyor System



# BIPORT BULKERS SDN. BHD. (BBSB)

Entrusted with managing 24% of the total Malaysian palm oil exports and 95% of Sarawak's palm oil exports, BBSB is the largest palm oil product exporting terminal in the country, providing bulking installation facilities for crude, refined palm oil, and their by-products.



Aerial view of Edible Oil Terminal at BBSB





Pipelines

Future Expansion

2<sup>nd</sup> Inner Harbour

Edible Oil Terminal

Berthing Facilities

Bulking Facilities



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## UNDERSTANDING BINTULU PORT

- Bintulu Port Holdings Berhad is an investment holding company with Bintulu Port Sdn. Bhd. (BPSB), Samalaju Industrial Port Sdn. Bhd. (SIPSB) and Biport Bulkiers Sdn. Bhd. (BBSB) as its subsidiaries. BPSB and SIPSB are providers of port services such as marine services (towage, pilotage, mooring), cargo handling and storage, stevedoring, supply base service and bunkering. BBSB's expertise lies in bulking installation services.

### STATEMENT OF PURPOSE

An integrated service and solution provider, connecting passion in delivering value responsibly

#### CORPORATE VALUES

##### TEAMWORK

Valuing the team effort and the importance of working together as one Group to achieve our Vision.

##### INTEGRITY

Living up and conducting business to the highest ethical standards and governance.

##### INNOVATION

Delivering effective solutions to each customer's needs and continuously adopting new technology to maintain our competitiveness.

##### PROFESSIONALISM

Providing quality services in a highly professional manner with sincerity, bold as in having the confidence to go beyond the conventional, taking ownership and responsibility and proactively taking the initiative to act in advance of future needs or changes.

#### CORPORATE CULTURE

##### ▶ Customer Centric

I will give my utmost to exceed the expectations of my customers

##### ▶ Solution Focused

I will focus on finding solutions with pace to every challenges

##### ▶ Step Up

I seek for every opportunity to make a positive impact and reach out to help others

##### ▶ Result Minded

I have the energy and determination to achieve the desired result

##### ▶ Value Driven

I will be driven by value in every decision I make



## CORPORATE MILESTONES

### DEC 2023

- Establishment of a Liquid Mud Plant (LMP) at Bintulu Port
- SIPSB proudly welcomed the Maiden Call of MV Lila Bhum, owned by Regional Container Lines (RCL)

### NOV 2023

20<sup>th</sup> Year Anniversary of BBSB

### SEPT 2023

BPSB received approval in principle for a Supply Base License from Royal Customs Malaysia

### AUG 2023

The Group was honored as Amanah Raya Investment Management's top three client during its 100<sup>th</sup> Anniversary

### JULY 2023

BPSB entered into Land Utilisation Agreement with GIGA Shipping and Raw Energy for the storage of RORO vehicles and grass pellets respectively

### MAY 2023

- BBSB celebrated its 50505 achievement, marking the successful handling of 50 million tonnes of throughput, 50 million tonnes of export and 5,000 vessels over the past two decades
- BBSB and Bintulu Edible Oil Sdn. Bhd. (BEOSB) entered into a 20-year agreement for the utilisation of BBSB's bulking and bypass facilities

### JAN 2023

30<sup>th</sup> Year Anniversary of BPSB

### DEC 2022

The Group's total cargo throughput surpassed 50 million tonnes mark for the 1<sup>st</sup> time

### OCT 2022

BBSB exceeded 50 million tonnes for overall lifetime inward throughput

### AUG 2022

10<sup>th</sup> Year Anniversary of SIPSB

### JUL 2022

Maiden Voyage of vessel Tiger Bintulu at BICT carrying in total 400 units of LNG ISO tanks

### FEB 2022

Commencement of additional 4 new export lines at BBSB

### DEC 2021

Commencement of Container Handling Service at Samalaju Industrial Port

### OCT 2021

BBSB registered with Bursa Malaysia Derivatives as a Port Tank Installation (PTI) service provider under the East Malaysia Crude Palm Oil Futures Contract (FEPO)

### MAR 2021

1<sup>st</sup> LNG ISO Tank export operations at Bintulu Port

### NOV 2020

- Largest LNG vessel berthed - Vasant 1
- Commencement of Base Support Contract with Mubadala Petroleum





## CORPORATE MILESTONES

### JAN 2020

- Commencement of BPSB's Marine Services in Brunei, the Group's 1<sup>st</sup> International business foray
- Achieved and surpassed 1 billion tonnes of cargo throughput (accumulative total since 1983)

### AUG 2019

Signed with GIGA Shipping Sdn. Bhd. as port of call for RORO vehicles towards achieving aspiration to become main hub for RORO operation in Sarawak region

### JUN 2019

Introduction of new bunkering service - Ship-to-Ship bunkering services

### FEB 2018

Official launch of the Group's new Vision and Mission Statement to become A WORLD-CLASS PORT OPERATOR

### JUN 2017

SIPSB successfully commenced Phase 1 operation

### SEP 2014

Obtained approval in principle for BPSB's extension of concession period

### AUG 2012

Incorporation of Samalaju Industrial Port Sdn. Bhd. (SIPSB)

### JAN 2005

First shipment of palm oil through the new dedicated Palm Oil Bulking Terminal

### NOV 2003

Incorporation of Biport Bulkiers Sdn. Bhd. (BBSB)

### APR 2001

Listing of BPHB shares on KLSE

### JUN 1999

Commencement of Bintulu International Container Terminal (BICT)

### MAR 1996

Incorporation of Bintulu Port Holdings Berhad (BPHB)

### JAN 1993

Bintulu Port Sdn. Bhd. (BPSB) took over the operations

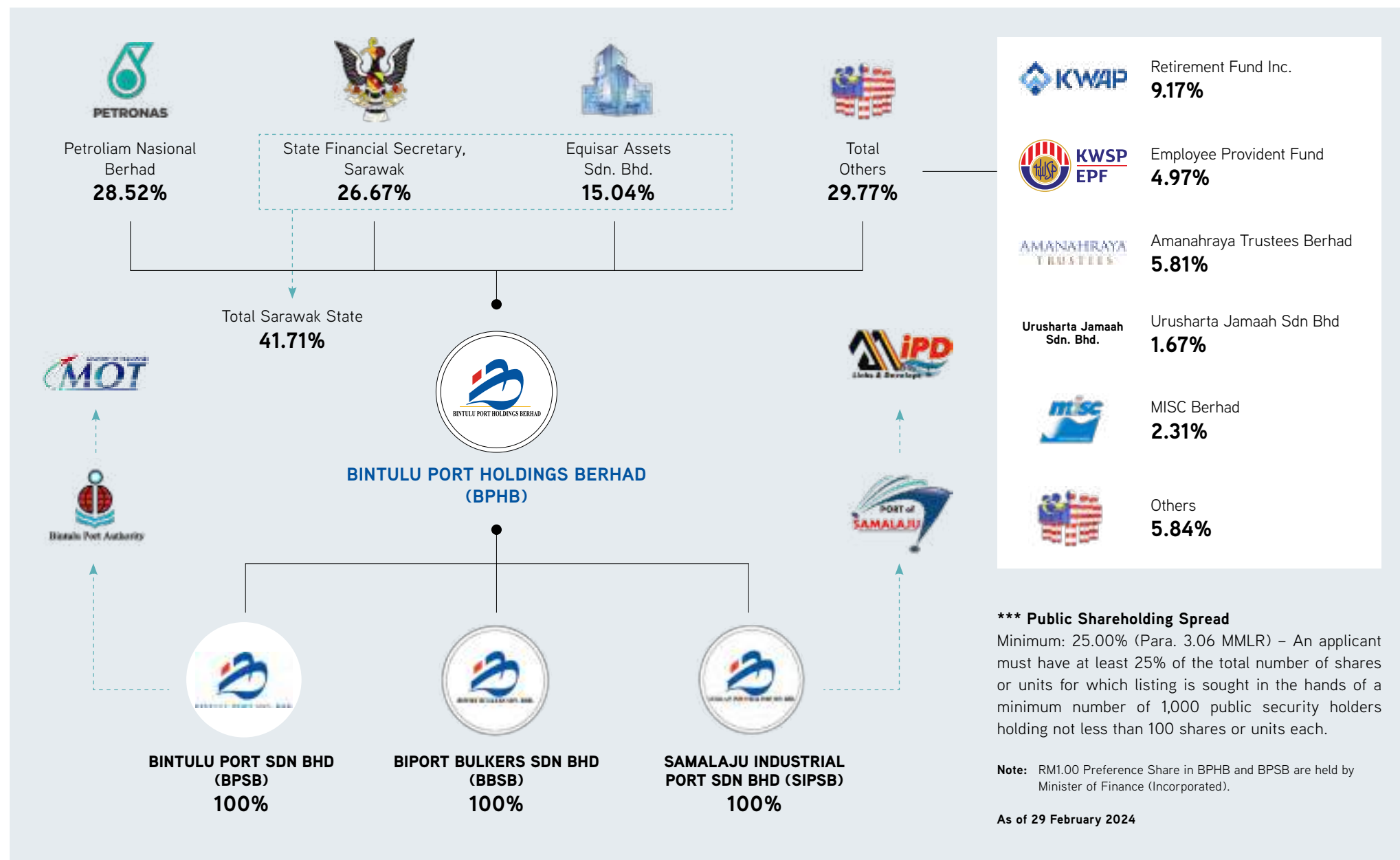
### JAN 1983

- Commencement of Bintulu Port
- First LNG shipment to Japan





# CORPORATE STRUCTURE





# ORGANISATIONAL STRUCTURE

## BOARD OF DIRECTORS

**RUSLAN ABDUL GHANI**  
Group Chief Executive Officer

## BPHB LEADERSHIP TEAM



**MATSHALLEH MOHAMAD ETLI**  
Chief Operating Officer



**EIZAM ISMAIL**  
Chief Operating Officer



**WAN MOHAMAD ZAIDI WAN KADIR**  
Chief Operating Officer

**DAIANA LUNA SUIP**  
Group Chief Financial Officer

**ROSLI IDRIS**  
Company Secretary

**IKUM USAT**  
General Manager, Group Business Performance

**BAHARIN OSMAN**  
General Manager, Group Procurement

**RAMZI SHAFIEE**  
General Manager, Group Information Technology

**HERWAN RAMELAN**  
General Manager, Group Human Resource Management

**ELVIS TULU AYU**  
Senior Manager, Group Security

**LENNYWATI BUJANG MASLI**  
Manager, Group Sustainability

**SULAIMAN BUJANG AWI**  
Project Director, Group Project Delivery

**ESTHER LU NOI YAN**  
General Manager, Group Corporate Planning & Development

**DAYANG FAIZAH AWANG BUJANG**  
General Manager, Group Legal Counsel

**ZARIFINA SARBINI**  
General Manager, Group Health, Safety & Environment

**SAFUAN YAK JAMAIN**  
General Manager, Group Maintenance & Reliability

**HASMADI ZAMHARI**  
Senior Manager, Group Internal Audit

**MASLIHAH HJ TIOH**  
Senior Manager, Group Corporate Services

**MUHAMMAD HAFIZ MOHD NOOR**  
Manager, Group Integrity & Compliance



## CHAIRMAN'S STATEMENT

It is my great honour to present Bintulu Port Holdings Berhad's (the Group) Integrated Annual Report for the year 2023. In a year marked by both challenges and opportunities, the Group has demonstrated resilience, adaptability, and a commitment to excellence. Despite the uncertainties in the global economic landscape, we have successfully navigated through various challenges and continued to deliver sustainable growth.

### MACROECONOMIC REVIEW

#### Dear Valued Shareholders,

The global economy faced significant headwinds in 2023 due to the residual effects of the COVID-19 pandemic, enduring geopolitical tensions, and the tightening of monetary policy aimed at controlling inflation. These developments collectively heightened the risk of a global economic slowdown. Despite these challenges, the global economy exhibited resilience, with the International Monetary Fund (IMF) projecting a moderate growth trajectory of 3% for both 2023 and 2024, albeit a slight decrease from the 3.5% growth in 2022.

In Malaysia, Gross Domestic Product grew by 3.7% in 2023 compared to the 8.7% recorded in 2022. This was largely driven by strong domestic demand, leading to progress in consumption and lifestyle enhancements. The strong labour market and moderating core inflation fuelled private consumption, which stood as a pillar of growth.

Our operations throughout 2023 mirrored the broader complexities encountered in the global and regional trade arenas. Initial growth in trade volumes, spurred by pent-up demand and relaxation of pandemic restrictions, faced moderation due to various challenges as the year progressed. This included supply chain disruptions and geopolitical tensions, as well as volatility in energy markets and China's slower-than-expected recovery, underscoring the impact regional economic fluctuations can have on our operations.

**YB DATUK AMAR HJ. MOHAMAD ABU BAKAR BIN MARZUKI**  
CHAIRMAN

### STATE ASPIRATION, POST COVID DEVELOPMENT STRATEGY (PCDS)

Since 2021, the Sarawak Government has been implementing the Post COVID-19 Development Strategy 2030 (PCDS) to facilitate the state's growth and improvement after the pandemic. This strategy centres around economic prosperity, environmental sustainability and social inclusivity. Sarawak's vision for 2030 is to cultivate a society that leverages new ideas and technology to continually enhance itself to ensure that everyone benefits from the positive developments taking place.

One significant aspect of the plan is to transform the way the state's economy functions. The goal is to enhance efficiency and provide support to businesses that contribute to environmental well-being. Additionally, there is an emphasis on maintaining a balance between services and manufacturing sectors to foster economic growth.

Another crucial aspect of the plan involves enhancing efficiency and speed. The intention is to leverage new technology and enhance infrastructure such as roads and internet access, ultimately making life more convenient for everyone. Additionally, there are plans to generate more jobs and encourage individuals to



## CHAIRMAN'S STATEMENT

establish their own businesses. By providing people with increased opportunities and fostering innovative ideas, the goal is to improve the quality of life for everyone.

Bintulu Port is an integral part of these plans. Its mission is to facilitate Sarawak's economic growth, generate employment opportunities, and ensure environmental sustainability. The port is dedicated to enhancing the quality of life in Sarawak, making it a better place to live and work in the future.

### TRANSITION TO A NEW REGULATORY AUTHORITY

In the effort regarding the port transfer, as per the State announcement, it is understood that Bintulu Port is anticipated to come under the administration of the Sarawak State in year 2024.

This strategic move aligns with the Sarawak government's overarching port development strategies, as articulated by Premier Datuk Patinggi Tan Sri Abang Johari Tun Openg in January 2023 during our SIPS's 10<sup>th</sup> Year Anniversary. The State aims to consolidate regulatory control over Bintulu Port to enable a comprehensive master plan for the development of all ports in Sarawak.

The State's initiative of taking over regulatory control of Bintulu Port aligns with Sarawak's vision to assign each port a specialised role in trade promotion and enhancing connectivity with global transportation hubs. This transition signifies a new phase for Bintulu Port, as we are able to offer opportunities for growth encapsulated in the PCDS strategy. The Group is committed to support this initiative spearheaded by both the Federal and Sarawak State, and we will play our role to ensure the transitions will be smooth, and the services rendered by the port will remain efficient and uninterrupted.

### SHIFT TOWARDS RENEWABLE ENERGY FOR THE FUTURE

In today's dynamic world, our pursuit of economic development will continue to be met with challenges,

particularly in addressing carbon emissions and the rising costs associated with fossil fuel usage. The global shift towards renewable energy, specifically the production of clean hydrogen, aligns with our commitment to nature conservation, sustainable power generation, and combating global warming. Sarawak, blessed with abundant raw materials and cost-effective electricity from our hydropower dams, is strategically positioned to produce hydrogen efficiently, ensuring both viability and long-term sustainability.

There are also other exciting renewable energy projects that we plan to be involved in, in line with our Port Development Plan that is further aligned with the PCDS. This includes exploring opportunities in green ammonia, solar, biomass, algae and carbon capture and storage.

### SUPPORTING OUR COMMUNITIES

As a socially responsible company, we remained actively engaged in Corporate Social Responsibility initiatives throughout 2023. For instance, we implemented a Wakalah programme for the first time to facilitate the return of zakat funds from the Baitulmal Sarawak for distribution to eligible asnaf. Through this initiative, we donated RM262,500 to 885 individuals and two organisations, making a meaningful impact on the lives of those in need.

For the wider community, we proudly participated in and sponsored state-level activities and celebrations in 2023. These included being the strategic partner of the first Bintulu International Marathon and sponsoring the Sarawak Regatta 2023. The Regatta saw its long boat race attracting 60 teams from Malaysia and 20 other countries, including from the disabled community.

In addition, to foster a healthy work environment, we established the first Rakan Agensi Antidadah Kebangsaan (AADK) in Sarawak to help employees deal with substance and drug-related issues at work. The Bintulu Port Chapter aims to implement education and awareness initiatives, as well as employee assistance programmes in collaboration with Skwad AntiDadah Bintulu.

### DIVIDEND

We have continued to reward our shareholders for their unwavering support. The Board has authorised the payment of a fourth interim single-tier dividend of 3.00 sen per share. This brings the total dividend for the financial year ended 31 December 2023 to 12.00 sen per share.

### ACKNOWLEDGMENTS

I would like to take this opportunity to express my sincere appreciation to my fellow Board members for their invaluable guidance and wisdom throughout this successful year. On behalf of the Board of Directors, heartfelt thanks are conveyed to our loyal customers, dedicated business partners, supportive service providers, stakeholders, and the unwavering backing from state and federal governments.

A heartfelt acknowledgment is extended to every member of our hardworking and resilient workforce, as well as our dedicated Leadership Team, for their unwavering commitment amid the persistent challenges we've encountered.

As we bid farewell to our former Chairman Dato' Abdul Mutalib Bin Alias, and esteemed board members Tan Sri Datuk Amar Hj. Mohamad Morshidi Bin Abdul Ghani, Datuk Johan Bin Mahmood @ Johan Mahmood Merican, Datuk Nasarudin Bin Md Idris, Dato' Sri Mohamed Khalid Bin Yusuf@Yusup, Datuk (Dr) Yasmin Binti Mahmood, and Datuk Nozirah Binti Bahari, we wish them every success in their future endeavours. Your contributions have been invaluable, and your legacy will undoubtedly endure.

I also wish a warm welcome to the new Board members, namely Dato' Zamzuri bin Abdul Aziz, Encik Ahmad Fauzi bin Sungip, Dato' Sharifah Halimah binti Tuanku Taha and Datuk Dyg Sadiha binti Abg Bohan. I believe our new board composition will further steer the Group to a higher success.



## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

“For Bintulu Port Holdings Berhad, 2023 stood out as a testament of our resilience. Even amidst global economic turbulence and geopolitical tensions, we stood strong. The past year has reinforced the significance of Bintulu Port's corporate values of Teamwork, Integrity, Innovation, and Professionalism. This was further supported by the newly introduced corporate cultures of Customer Centric, Solution Focused, Step Up, Result Minded, and Value Driven.”

### Dear Valued Shareholders,

In 2023, we initiated our 3-pronged strategy on achieving par excellence in our current core port business by focusing on our strengths and addressing our weaknesses while focusing on growth by exploring opportunities that goes beyond our traditional boundaries. In addition, we have taken concrete steps towards enhancing our sustainability agenda through a solid Sustainability Framework, not only as a license to operate but to mitigate future threats, especially in abating and offsetting carbon emissions.

These strategies are aligned to our Statement of Purpose, in ensuring that we are well-equipped to navigate the challenges and opportunities that lie ahead. These strategies will not be realised if we neglect the advancement of our human capital development and capabilities, including diversity and inclusivity. We will also need to embrace digitalisation and new technologies, enhance compliance and governance, instil strong financial discipline and continuously engage multiple groups of stakeholders, including the communities around us.

**RUSLAN BIN ABDUL GHANI**  
GROUP CHIEF EXECUTIVE OFFICER



### OPERATIONAL AND FINANCIAL PERFORMANCE

The year saw Bintulu Ports handed a total cargo throughput of 48.78 million tonnes, a slight decrease from the 50.73 million tonnes in 2022, achieving 96.61% of our target for the year. This drop was mainly contributed by the reduction in break bulk from 2.1 million tonnes to 1.6 million tonnes due to lower demand of raw materials for Samalaju Industrial Port's (SIP) investors as well as slower exports of semi-finished products such as aluminium and manganese products. Container throughput declined slightly to 366,259 TEUs, down from 372,129 TEUs in the previous year, reaching 96.84% of our 2023 target. The reduction was primarily due to a decrease in transshipment containers by 26,729 TEUs or 26% from the previous year. However, this was positively offset by the 10% increase in local imports and exports equal to 23,692 TEUs. Despite

the reduced tonnage, revenue from containers increased by RM9.5 million based on the re-strategising of container tariff incentives. Our flagship cargo, LNG also saw a steady volume and a slight increase from 24.89 million to 24.90 million due to new exports to countries such as the Philippines and Kuwait.

Despite the reduction in cargo throughput, we recorded an increase in total vessel calls, totalling 7,708, compared to 7,505 in 2022, achieving 102% of our target for 2023. The increase was mainly contributed by the vessels supporting the O&G industry through our increasingly bustling base support operations. This underpins the growing importance of developing our capabilities in supporting the O&G sector, while not neglecting efforts to increase vessel calls in areas we are typically strong in, which has remained stable for many years.

On the operational front, we had been relentless in our pursuit to improve our HSE culture, behaviour, and mindset. We focused more on prevention, and had successfully increased and completed 85 safety walkabouts, maintained the zero-fatality rate, and averted major fires. To drive better HSE performance, the presence of the top leadership on the ground is critical in setting the right example.

Regrettably, we continue to face challenges in 2023 in getting our key equipment such

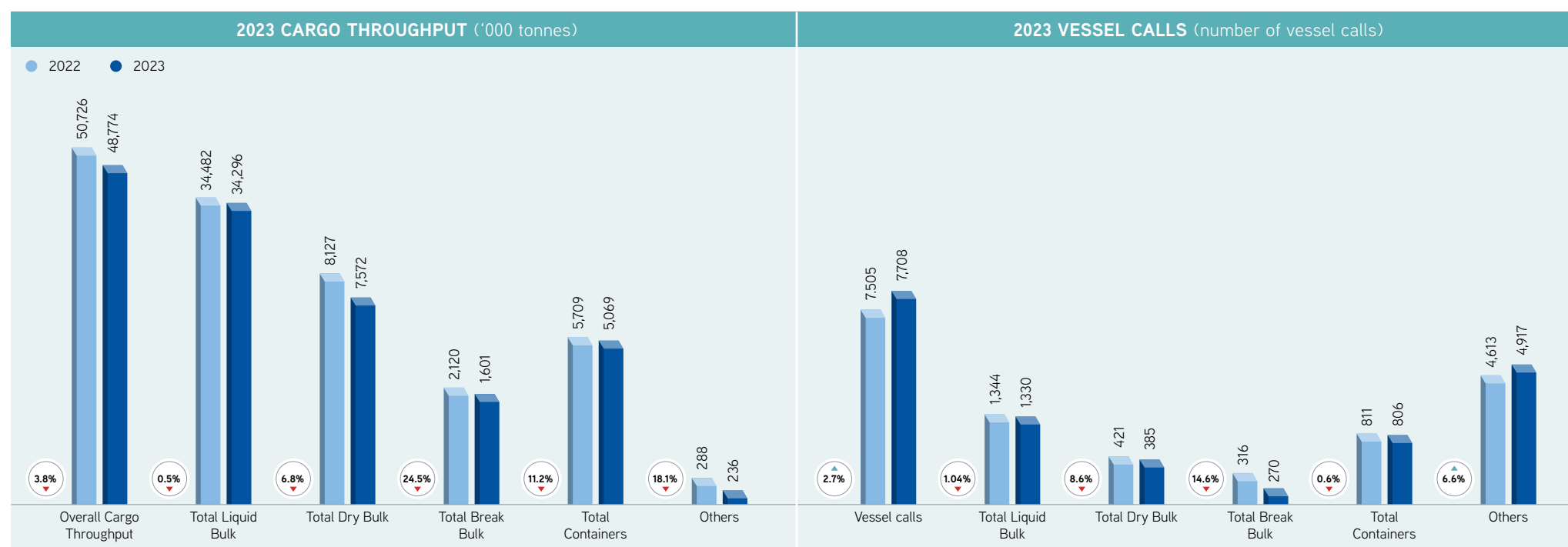


## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

as Quay Cranes, Rubber Tyred Gantry Cranes, Reach Stackers, and Towing Terminal Tractors to reach desired operational standards. Equipment uptime, availability, and reliability fell short of expectations, highlighting a critical area for improvement. Nonetheless, we have persevered with focused efforts to rectify this situation by setting the foundations for a more sustainable way forward. We have enhanced our overall maintenance philosophy and culture by improving preventive maintenance, increasing the usage of the computerised maintenance management system, improving spare parts availability, putting in place various maintenance contracts, and improving our maintenance capabilities. We target to have 100% of our installed

equipment to be in operations by Q3/2024, from a low of 60% uptime rate in 2023. We are encouraged by the successes and flashes of brilliance we experienced in some of these efforts and will continue to be steadfast in ensuring that this new culture will be pervasive throughout the organisation.

In terms of financial performance, Bintulu Port recorded a total revenue of RM821.64 million excluding revenue from construction services, an improvement to the RM819.79 million recorded in 2022, mainly contributed by the staggering increase in non-operating revenue to RM56.05 million from RM28.53 million achieved in the previous year, despite a decrease in operating revenue of RM25.68 million or 3.24% from the RM791.26 million achieved in 2022. Profit after Tax for 2023 was RM125.06 million, slightly below the RM127.72 million in 2022 mainly due to the lower operating revenue and higher direct operating cost. This was a result of SIPSB carrying out unplanned dredging activities due to the unexpected build-up of silt generated by earthworks conducted by other parties near the port. Through strategic cost optimisation and cost avoidance initiatives, we recorded an impressive cost saving of RM49.8 million, underscoring our commitment to financial efficiency and discipline. The savings generated through these cost optimisation exercises were deployed in areas requiring urgent attention and action, some of which were previously not budgeted for.





## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

### HALATUJU 2050; 3-PRONGED STRATEGY

In an era where the only constant is change, we must always be prepared, be agile and be responsive to the demands of the ever changing and dynamic landscape. We must have pace, determination, and the energy to remain focused in achieving the set goals.

Harnessing the energy of our dedicated staff, synchronising and harmonising these efforts so that we move in one direction, based on a clear and precise strategy, are key in achieving results. Efforts that are not synchronised and without a clear strategy will be counterproductive and a waste of resources.

This approach is important as we are at the pivotal stage of fully embarking into our 3-pronged strategy of;

**Core Port Business -**  
Enhancing service level and operational efficiencies

**Beyond Port Business -**  
Continuously scanning for opportunities

**Low Carbon Clean Energy -**  
Towards becoming a premier green energy port

In our Core Port Business, we will be relentless in our pursuit of excellence, continue to be innovative in looking for solutions, with a clear focus on HSE performance. The safety of our people is paramount, to ensure that no one gets injured. The journey to reach a generative culture in HSE is long and arduous, but it is a journey we are prepared to take.

For us to build a lasting and long-term relationship with our customers, it is important to continuously improve on our operational and commercial excellence.

This can be achieved through adoption of new technology, digitalisation, and over the longer term, automation. We have since embarked on our digital journey and achieved a few quick wins, while staying on course with our digital roadmap which will be implemented in phases. Digitalisation serves not just as a tool for operational efficiency but to enhance customer satisfaction and experience.

Other efforts will also be futile if we neglect the development of our talents. Human capital development goes beyond upskilling and knowledge, but also in our ability to recognise what would motivates a workforce, and the ability to extract the best from the team. Retooling the workforce to ready them in facing future challenges is an absolute necessity. More so, for us to move into beyond port business, and into the low carbon clean energy business, new skills and knowledge must be acquired.

In essence, our new direction and strategy is a testament to the belief that the path to a successful future is all about meeting the needs of our customers. It is a comprehensive framework that not only addresses immediate operational and environmental challenges but also sets the stage for a sustainable, value-driven growth in the decades to come.

### STATEMENT OF PURPOSE & CORPORATE CULTURE

The essence of BPHB is captured in our commitment to excellence, as articulated in our Statement of Purpose: *"To be an Integrated Service & Solution Provider, Connecting Passion in Delivering Value, responsibly"*. This guiding principle is the cornerstone of our identity and strategy, inspiring every member of our team to align our efforts with the collective vision and mission of our organisation. It is a declaration of our dedication to not only meet but exceed the evolving expectations of the services and solutions our client's demand.

As we navigate through these changing times, having corporate values alone would not be adequate. To build a strong foundation of our success, we require a corporate culture that will enable us to develop a winning team. We require a team that will be proactive and responsive in understanding what it takes to be efficient in meeting the customer's need while being driven in the pursuit of excellence. The cultivation of a vibrant and productive corporate culture is pivotal to our success. It is constructed on the premise of fostering an environment that elevates the experience of our employees, influencing their behaviour and motivating them to take decisive actions that drive our collective goals forward.

There are 5 corporate cultures that we believe are required.

#### 1 **Customer Centricity - I will give my utmost to exceed the expectations of my customers.**

Adopting a customer-centric approach is fundamental to our operations. We strive to not just meet but to surpass the expectations of our clients, embedding customer obsession into our ethos. This philosophy enables us to forge robust and enduring relationships, ensuring mutual growth and success. Upholding professionalism always, we prioritise our clients' needs, making their satisfaction our benchmark for excellence.

#### 2 **Solutions Focused - I will focus on finding solutions with pace to every challenges.**

Our resolve to emphasise solutions over obstacles underpins our ability to navigate challenges with agility and innovation. We foster a culture of constructive feedback, steering clear of unproductive criticism and complaints. This mindset is integral to our ethos of becoming part of the solutions, and not be part of a problem, encouraging every member of our team to contribute towards overcoming hurdles and achieving our objectives.



## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

### 3 Step Up - I seek for every opportunity to make a positive impact and reach out to help others.

We champion the principle of taking initiative and actively seeking opportunities to make a meaningful difference. Our culture is one of inclusivity and support, urging all members to lend their expertise beyond the confines of departmental boundaries. This collaborative spirit, rooted in integrity and teamwork, is essential to our collective success.

### 4 Results Oriented - I have the energy and determination to achieve the desired result.

At BPHB, we understand that while effort is important, outcomes are paramount. Our focus is on achieving tangible results through dedication, perseverance, and strategic execution. Recognising that setbacks are part of the journey, we maintain a resilient stance towards failure, emphasising rapid recovery and learning as part of our path to success. This philosophy is reflective of our commitment to professionalism and excellence.

### 5 Value-Driven - I will be driven by value in every decision I make.

Our decision-making process is guided by the principle of value creation. We prioritise profitability and efficiency, ensuring that every action taken, and every resource allocated contributes significantly to our overarching goals. This approach ensures sustainability and growth, underlining our dedication to delivering not just volume, but value.

## GOVERNANCE AND COMPLIANCE

While we strive for more business potential and new ventures, we must always uphold strong governance in doing business.

For the year under review, we have completed our Governance, Risk and Compliance Transformation Journey or UTAP Transformation Journey 1.0. This cultural transformation can foster greater collaboration, accountability, and ethical behaviour across the organisation, ultimately contributing to long-term success. We have also developed a comprehensive new Procurement Policy to govern all procurement activities.

We have also introduced and instituted 12 policy statements that we displayed strategically across the organisation. This includes our Sustainability Policy, to further our EESG initiatives with the objective of fostering sustainability and reducing our environmental impact. We strongly believe that by prioritising governance, we can enhance our stakeholder trust, manage risks effectively, and achieve our strategic objectives more efficiently.

We have also set up “*Rakan AADK Bintulu Port Chapter*”, in collaboration with Agensi Anti Dadah Kebangsaan to drive the message of maintaining operations that are free from drugs and substance misuse. We have also organised many talks and engagements on the topic of integrity and have commenced the observation of an Integrity Moment at the start of any corporate meeting.

## THE ENGINE OF GROWTH

For the last 30 years since Bintulu Port Sdn. Bhd. became the operator of Bintulu Port, we had been able to develop our tacit knowledge, capability, and skill in port operations, making Bintulu Port peerless in becoming a fully integrated port handling not only LNG, but all other services including base support operations for the O&G sector, RORO and biomass products.

There are no other ports providing the same kind of services that Bintulu Port offers.

Nonetheless, it is time to grow. Not only in expanding the current traditional business we are in, but as well as diversifying our portfolios, pivoting into areas beyond our current realm. We need to future proof our business. What

has brought us here today, might not be enough to secure our future. The need to meet the demand of our customers is paramount and we need to provide the services and the solutions they require. Thus, we need to expand our existing capacities, acquire more efficient equipment and acquire more land for future expansions. We will also need to pivot into new areas based on the future needs of our current customers as well as prospective customers that we are actively pursuing, especially in the green energy space. This is in line with and supports the aspirations of the State Government to spearhead the clean energy agenda, in areas such as hydrogen, biomass and carbon capture and storage.

However, pivoting and expanding are not without its own set of risks. We will tread with caution, as we are mindful of the perils of expanding too fast too soon due to the potential uncertainties and geopolitical market landscape. On the other hand, if we are too risk averse and slow, we will miss opportunities and be left out or even experience a loss of market share. Hence, decisions will be based on careful market analysis, understanding and discipline, guided by a clear and focused strategy. This will include forming strategic partnerships and alliances to speed up our knowledge base and capitalise on the strengths of our partners in an effort to provide the services and solutions desired by our customers.

## DIGITAL INNOVATION

In an era where digital transformation is crucial, our company has embarked on a comprehensive journey to integrate advanced technologies into every facet of our operations. The introduction of BRIDGE, our intranet communication platform, marks a significant milestone in our quest to foster a unified and informed workplace. It ensures that every team member has access to vital updates and information, promoting transparency and collaboration across the company. Similarly, the deployment of Mobile Pilotage exemplifies our commitment to operational excellence, allowing pilots to record their movements in real-time for optimised resource management during marine operations, significantly moving away from traditional paper-based systems.



## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

The Vessel Berth Planning (VBP) system is a testament to our proactive approach in resource planning and management, enabling the electronic planning of vessel queues at each berth. This system replaces outdated manual methods, enhancing our efficiency and readiness in maritime operations.

In parallel, our adoption of Microsoft 365 through the Modern Workspace initiative has revolutionised our work environment. By leveraging cloud storage, video conferencing, and chat functions, we have created a more agile and collaborative workspace that is well-suited to the dynamic demands of our industry.

We have implemented the pilot project for our face recognition solutions to enhance security which will be fully implemented throughout the company in 2024. We will also be implementing the autogate system to enhance the efficiency of our operations. The pilot project is expected to commence at Samalaju Port in 2024 before it is rolled out company-wide in 2025. This will increase the efficiency of logistics movement going in and out of the port. In addition, we have tendered out a fully integrated and state of the art port operating system, that will revolutionise the overall managements of the port. We expect to award in the third quarter of 2024 and will be implemented in phases over the next two years.

We have also completed the overall adequacy check of all our closed-circuit televisions (CCTVs) and will tendering a contract in 2024 to implement the recommendations. This will be a prelude to our effort going into automation, coupled with the implementation of the port operating system. We have taken some first steps in this regard with our nested drone project to enhance efficiency of security patrolling. This was piloted in Samalaju port, being the first port in Malaysia to employ this technology and we plan to implement this in Bintulu Port in 2024.

There are also several other digital initiatives being undertaken to harvest the low hanging fruits. We have invested quite a significant amount to enhance digital security to address cyber threats.

Our commitment to fostering continuous learning and development is evident through the implementation of *BEES* – Bintulu Port E-Learning Eco System, an online learning management system. This platform facilitates remote access to a wide array of training materials and courses, enabling our staff to pursue personal and professional growth from anywhere. This initiative not only enhances the skills and knowledge of our workforce but also cultivates a culture of lifelong learning within our organisation.

### DRIVING SUSTAINABILITY

Sustainability and environmental stewardship have been at the forefront of our agenda. As part of our commitment to the new strategy, we have actively pursued initiatives aimed at reducing our carbon footprint and contributing to a greener future. Our efforts in enhancing operational efficiency and exploring renewable energy sources are a step towards our Net Zero Carbon Emission aspiration by 2050. We documented this in our comprehensive EESG Sustainability Framework, where we integrated 8 out of the 17 UNSDG elements that we adopt as well as the four elements under the UNGC.

Moreover, our initiatives to promote renewable energy sources, such as solar power, and to explore the possibilities of EV equipment, EV and hydrogen powered tugboats, signify our commitment to innovation in sustainability. These endeavours not only aim to reduce our carbon footprint but also to position Bintulu Port at the forefront of the industry's transition towards greener and more sustainable maritime operations. We have begun the necessary steps to install solar panels on our roofs, initiated discussion with partners for EV vehicles, including EV heavy equipment, and EV or hydrogen powered tug or pilot boats. We hope to develop these pathways towards further maturity with the plan to start the implementation of these initiatives from 2024.

We have also completed our comprehensive carbon footprint assessment for Scope 1, 2 and 3 emissions in 2023. Even though our Scope 1 and 2 emissions are relatively low at 23,510.55 tCO<sub>2</sub>e and 3,406.20 tCO<sub>2</sub>e, respectively, we are

progressively taking steps to further reduce this while exploring offset options. Hence, we have embarked on tree planting initiatives among others and will continue to focus on this moving forward.

### SOCIAL RESPONSIBILITY

The emphasis on sustainability extends beyond operational efficiency and environmental protections, but into our corporate responsibility too. Our active engagement in Corporate Social Responsibility (CSR) activities underscores our belief in the importance of giving back to the community and fostering a positive impact beyond the confines of our port operations. By integrating our primary business goals with a commitment to community and environmental well-being, we strengthen our bond with the community, reinforcing the fact that Bintulu Port is a responsible and caring corporate citizen.

CSR initiatives like “Komunitiku Sayang” brought us closer to the people of our community. These activities go beyond mere philanthropy; they are an expression of our deep-rooted commitment to being a responsible and a caring member of our society. Through strategic partnerships and active participation in events like the Bintulu International Marathon 2023, the Sarawak Regatta, and the “Perarakan Kapal Berhias” parade commemorating 60 years of Sarawak in Malaysia, have enhanced our visibility and impact, fostering goodwill and a positive image of Bintulu Port across Sarawak and beyond.

Bintulu Port is also humbled by the invitation of the Federal Ministry of Women, Family and Community Development as their strategic partner in setting up “Anjung Kasih” facility at Bintulu General Hospital. We truly believe by giving back to the society will not dent our profitability even the slightest yet will enhance our standing in the community.

Moving forward, we wish to explore into Social Enterprise in a more concrete fashion. We believe in a more sustained effort and ensuring the community will benefit in a more wholesome manner. Once our Yayasan Bintulu Port is fully incorporated in 2024, we believe our CSR activities will be better managed and streamlined.



## GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT

### COMMITMENT TO DIVERSITY AND INCLUSIVITY

Our commitment to diversity and inclusivity was notably highlighted through the introduction of the “*Srikandi Programme*”, aimed at empowering our female workforce. Today, 30% of the Leadership team are women, while 35% of executives and 16% of non-executives are women. This pioneering initiative not only breaks traditional barriers but also showcases our dedication to providing equal opportunities for all and represents an effort to improve the representation of women in our workforce.

By welcoming women into roles historically dominated by men, we are not just making a statement about gender equality; we are living it. This move reflects our broader commitment to leveraging the diverse talents and perspectives within our workforce, recognising that diversity is a key driver of innovation and excellence. We have also established the *Bintulu Port Women Leaders* initiative in 2023 aimed at developing more women leaders in the future.

The establishment of social clubs, “*Kelab Sukan dan Rekreasi Bintulu Port*” or KSRBP in Bintulu Port has further enriched our organisational culture, providing platforms for staff to connect, share interests and support each other. These clubs not only promote mental and physical well-being but also strengthen our sense of community and camaraderie. Various activities have been organised, including the much-awaited Bintulu Port Family Day that took place in the fourth quarter of 2023.



### LOOKING FORWARD

Looking ahead, what we need to accomplish is clear. Firstly, we will focus on ensuring that our employees stay safe by elevating our HSE practices further. Secondly, we will also prioritise the maintenance of our equipment as higher equipment uptime and reliability will certainly enable us to increase efficiency, thus translate to higher revenues. Thirdly, we are primed to continue exploring new opportunities for additional revenue streams where the focus will be on further developing our supply base, marine, container business and possibly a freezone area.

Most significantly, we look forward to the timely conclusion of the transfer of regulatory oversight of Bintulu Port from the Federal government to the Sarawak State government in 2024, in tandem with the renewal of the Port Operating Agreement. This will give us the certainty to launch our new Port Development Plan and blueprints for BPHB, covering both Bintulu Port and Samalaju Port.

We remain cautiously optimistic going into 2024 considering that global economic growth is likely to remain moderate. However, we remain committed to further the aspirations of our Halatuju 2050 with the 3-pronged strategy. By continuing to foster a culture that embraces change, values collaboration, and prioritises sustainability, we are confident in our ability to navigate the future successfully.

I wish to end by extending our utmost appreciation to the previous GCEO, Dato Medan bin Abdullah, our previous Chairman, Dato' Abdul Mutalib bin Alias, and all the previous Board Directors that I had the pleasure of interacting with and learning from. I also wish a warm welcome to the new Board members, namely Dato' Zamzuri bin Abdul Aziz, Encik Ahmad Fauzi bin Sungip, Dato' Sharifah Halimah binti Tuanku Taha, Datuk Dyg Sadiyah binti Abg Bohan and our esteemed Chairman, YB Datuk Amar Hj. Mohamad Abu Bakar bin Marzuki.

I truly look forward to working together and to learn from our esteemed Board members, my leadership team and colleagues, vendors, customers and all other stakeholders. Together we will strive to achieve Bintulu Port's vision of becoming a “*Premier Green Energy Port*” and ensuring that BPHB's stable of companies connects passions while delivering value.



# FINANCIAL PERFORMANCE REVIEW

## REVENUE

	2023 RM'000	2022 RM'000
Revenue from port services rendered	701,690	731,822
Revenue from bulking services	40,032	39,319
Rental income	23,861	20,118
<b>Total Operating Revenue</b>	<b>765,583</b>	<b>791,259</b>
Revenue from construction services for concession infrastructure	4,476	1,828
<b>Total Revenue</b>	<b>770,059</b>	<b>793,087</b>
Other Income	21,785	9,802
Finance Income	34,269	18,728
<b>Total revenue</b>	<b>826,113</b>	<b>821,617</b>

**The Group reported a total revenue of RM826.11 million in 2023, an increase by 0.54% from RM821.62 million recorded in 2022.**

In the year under review, the total operating revenue showed a reduction by RM25.68 million or 3.24% from RM791.26 million achieved in 2022 to RM765.58 million registered in 2023. The reduction in total operating revenue is however cushioned by the remarkable increase in non-operating revenue by RM27.52 million or 96.46% from RM28.53 million in 2022 to RM56.05 million achieved in 2023.

The revenue generated from the port operations segment was lower by RM30.13 million or 4.11% from RM731.82 million registered in 2022 to RM701.69 million in 2023. The reduction in the operating revenue from the port's operations was mainly due to the reduced scope of the marine services contract for the Brunei operations from August 2022 and thereafter the cessation of contract at the end of July 2023 coupled with the slow market growth in China which resulted in lower cargo volume handled at Samalaju Port. Despite these shortfalls, there was a notable increase in the revenue from our Base Support activities and also the revenue from handling of container due to the removal of the tariff incentive. Revenue from handling of cargo and vessel calls for LNG remained the main contributor for the Group.

Revenue from the bulking services segment at RM45.35 million showed a slight increase of 1.52% from the RM44.67 million recorded in 2022.

Revenue from rental income was accounted for in accordance with MFRS 16: *Leases* which consists of rental of warehouse, yard, land, office space and equipment at Bintulu Port Sdn. Bhd. and tank rental at Biport Bulkers Sdn. Bhd.. Revenue from construction services for concession infrastructure was recognised as required under IC Interpretation 12: *Service Concession Arrangements* and in accordance with MFRS 15: *Revenue from Contracts with Customers* in respect of the upgrading works on port facilities and procurement of handling equipment undertaken during the year. There is no mark-up recognised on these activities as the Group outsourced the construction services and procurement to third parties.

The total non-operating income which comprised amongst others dividend income from investment in securities, fair value gain on investment in securities, interest income from short term deposit and profit income from short term Islamic deposits showed an impressive performance year on year under review mainly due to the favourable returns on investment and also the effort on taking advantage of better fixed deposit rate for the tenure of 3 months, 6 months and 9 months instead of one month to 3 months tenure the previous year.

## STATEMENTS OF PROFIT OR LOSS

	2023 RM'000	2022 RM'000
Operating Revenue	765,583	791,259
Revenue from Construction Services	4,476	1,828
Other Income	21,785	9,802
Cost of Construction Services	(4,476)	(1,828)
Manpower Cost	(141,246)	(139,943)
Other Operating Expenditure	(219,795)	(211,911)
<b>EBITDA</b>	<b>426,327</b>	<b>449,207</b>
Depreciation, Amortisation & Replacement Obligations	(231,050)	(222,827)
<b>Operating Profit</b>	<b>195,277</b>	<b>226,380</b>
Finance Costs	(70,645)	(67,096)
Finance Income	34,269	18,728
<b>Profit Before Taxation and Zakat</b>	<b>158,901</b>	<b>178,012</b>
Zakat	(2,100)	-
<b>Profit Before Taxation</b>	<b>156,801</b>	<b>178,012</b>
Income Tax Expense	(31,740)	(50,288)
<b>Profit Net of Tax</b>	<b>125,061</b>	<b>127,724</b>



## FINANCIAL PERFORMANCE REVIEW

Operating profit decreased by RM31.10 million from RM226.38 million to RM195.28 million. This was mainly due to the lower operating revenue achieved and higher operating expenditure incurred in 2023 resulting in lower EBITDA of RM22.88 million year-on-year despite higher Other income of RM21.78 million from dividend income and gain in fair value from investment in securities. Manpower Cost and Other operating expenditure of RM361.04 million rose by RM9.19 million or 2.61% when compared to RM351.85 million in the preceding year mainly due to ad-hoc maintenance dredging work at Samalaju Industrial Port and service contract expense incurred. Depreciation, amortisation and replacement obligations showed an increase of RM8.22 million contributed by higher amortisation of intangible assets on lease concession whilst there was a reduction on depreciation of rights-of-use assets and depreciation of property, plant and equipment.

There were no additional borrowings in 2023 and the finance cost comprised profit expenses on Sukuk Murabahah and the unwinding of discounts on lease obligations, replacement obligations, lease liabilities on right-of-use assets and provision for dredging.

The Group's finance income rose by RM15.54 million to RM34.27 million compared to the preceding year of RM18.73 million mainly due to favourable returns from investment in fixed deposit and placement of deposit for longer tenure.

With the above, the profit before taxation and zakat decreased to RM158.90 million from RM178.01 million recorded previously in 2022. The Group made a zakat contribution of RM2.10 million in 2023. The Group registered net profit after tax of RM125.06 million in 2023 compared to RM127.72 million recorded in 2022.

RAM Rating Services Berhad (RAM Ratings) had completed their eighth (8<sup>th</sup>) annual ratings review of Bintulu Port Holdings Berhad (BPHB) as the Corporate Guarantor and Samalaju Industrial Port Sdn Bhd (SIPSB) as the Issuer. RAM Ratings has revised the outlook on BPHB's corporate credit ratings to positive from stable and affirmed the respective long-term and short-term corporate ratings of AA1 and P1. At the same time, RAM Ratings has also reaffirmed the long-term rating of AA1(s) for SIPSB's Sukuk Murabahah Programme of up to RM950 million (2015/2036) and has revised the outlook from stable to positive.

### CASH FLOWS

	2023 RM'000	2022 RM'000
Net cash flows generated from operating activities	361,156	419,103
Net cash flows generated from/(used in) investing activities	35,005	(112,804)
Net cash flows used in financing activities	(320,908)	(295,122)
<b>Net increase in cash and cash equivalents</b>	<b>75,253</b>	<b>11,177</b>
<b>Cash and cash equivalents at end of the year</b>	<b>235,695</b>	<b>665,768</b>

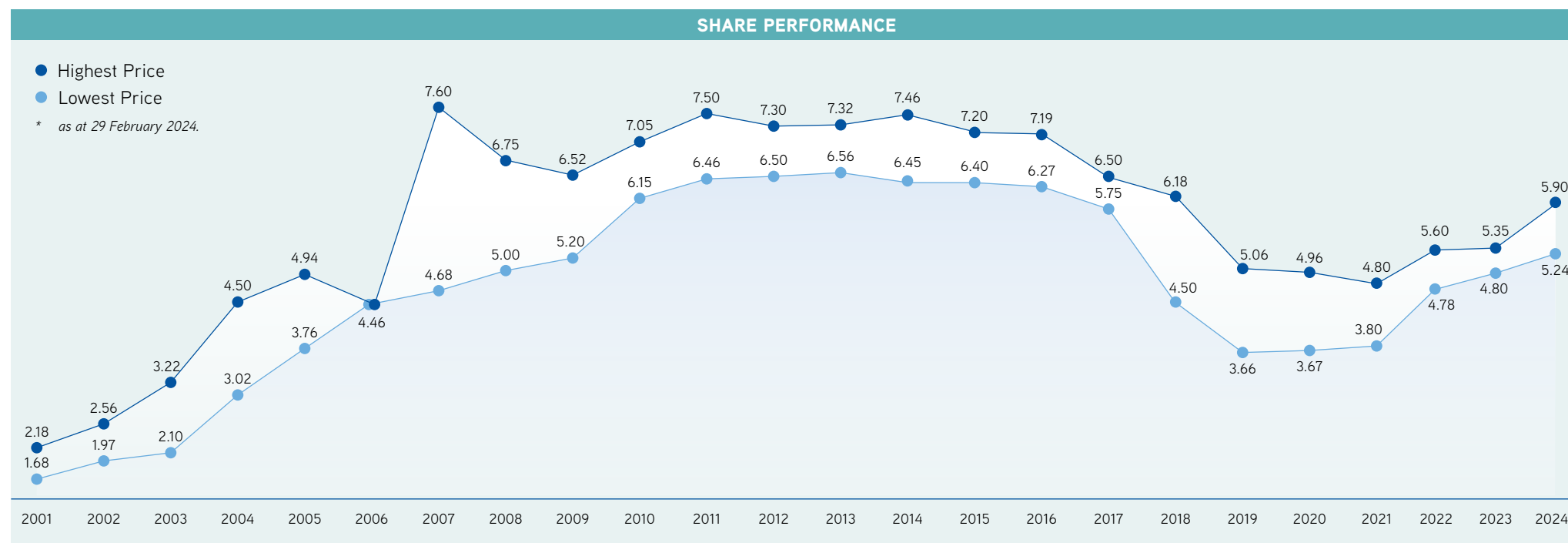
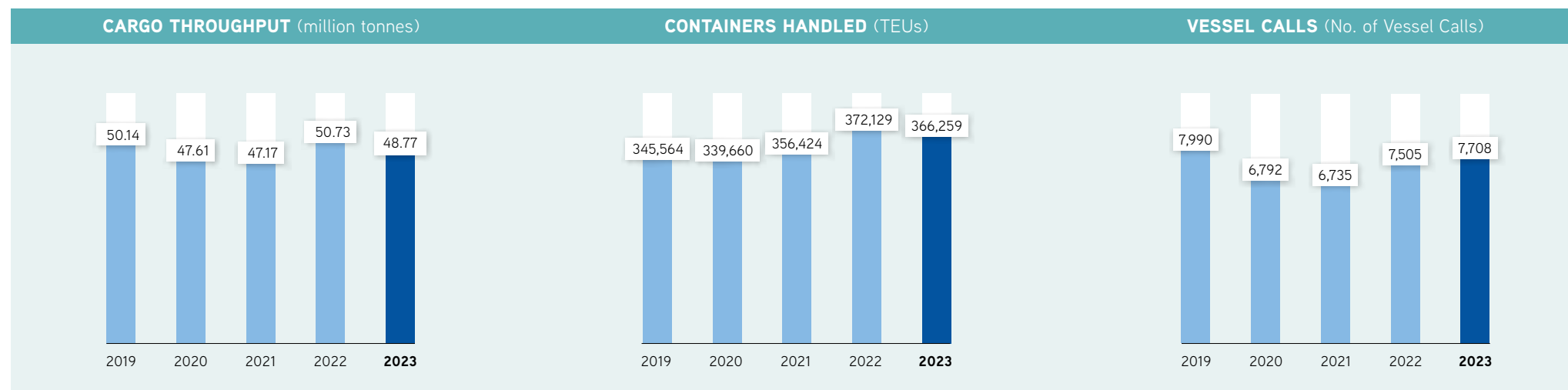
The cash and cash equivalents at the end of 2023 of RM235.69 million excluded deposits with maturity period of more than 3 months. The net cash generated from operating activities of RM361.16 million was used for investing activities which generated cash inflow of RM35.01 million. The cash generated from operating activities was also used for financing activities of RM320.91 million. This had resulted in net increase in cash and cash equivalents of RM75.25 million.

The Shareholders' fund as at 31 December 2023 stood at RM1,825.21 million from RM1,754.27 million in 2022. The Net Asset Per Share improved to RM3.97 from RM3.81 achieved in 2022.

On the outlook for 2024, the Group remains cautious of potential global economic uncertainties which may potentially influence the cargo volume at the Port. Nevertheless, the Group expects the handling of cargo and vessel calls from LNG to remain as the main revenue contributor to the Group in 2024. The Group will also continue to exercise prudent and disciplined operational and financial management in its core activities.

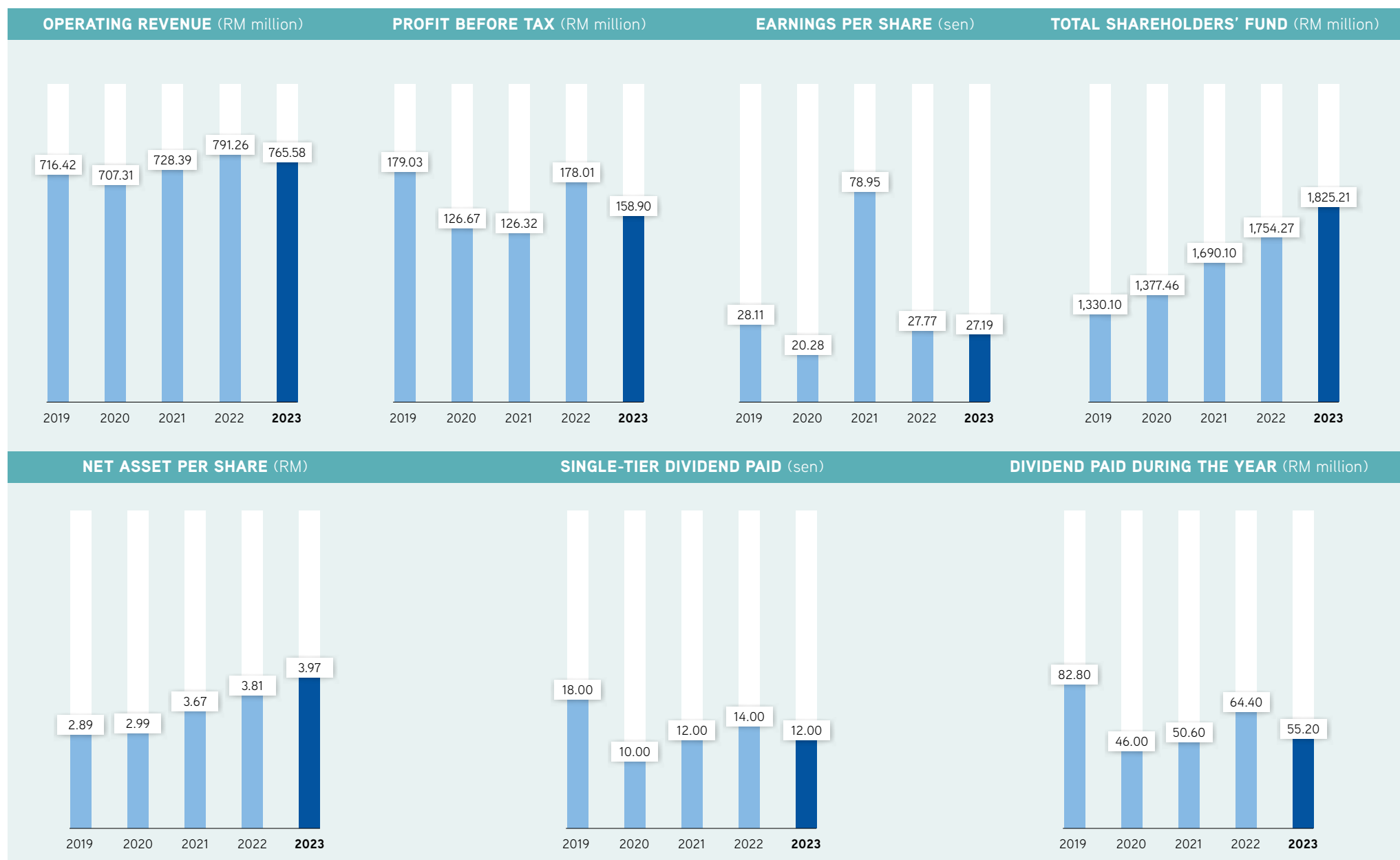


## FINANCIAL PERFORMANCE REVIEW





# FINANCIAL PERFORMANCE REVIEW





## MARKET LANDSCAPE

- The global economy continued to face challenges in 2023 due to the lingering effects of the Covid-19 pandemic, prolonged geopolitical tensions, and the tightening of monetary policies aimed at curbing inflationary pressures.

These factors contributed to an increased risk of a global economic slowdown. As the world navigated a dynamic environment with varying rates of growth across different regions, the global economy demonstrated moderate growth after a period of downturn. The persistence of uncertainties has led the International Monetary Fund (IMF) to forecast a global growth rate of 3% for 2023 and 2024, down from 3.5% in 2022.

Despite the growing uncertainties in the global landscape, Malaysia has shown resilience, with its GDP growth of 3.7% in 2023. The country has weathered external challenges effectively, with private consumption serving as the main driver of growth, supported by a robust labour market and gradually moderating core inflation.

By leveraging the factors driving the country's economy, the Group has observed an encouraging increase in offshore and passenger boat vessel calls, imports of petroleum products, and general cargo. Bintulu Port has also succeeded in positioning itself as a strategic location as a Roll-on Roll-off (RoRo) Hub, resulting in an influx of RoRo cargo handling.



Additionally, customers have been observed to have more bargaining power, especially in choosing the mode of transportation for their products. For instance, they may opt for containerised transport over bulk cargo transport, or vice versa, depending on which option is more cost-effective.

With an improved employment rate, there has been progress in consumption and lifestyle. Although Malaysia's growing economy has contributed to growth in certain areas, we recorded growth that was less than anticipated. As part of the supply chain in the Intra-Asia region, the slower-than-expected recovery of China's economy has adversely affected our targeted growth. Nonetheless, the Group is continuously striving to enhance operational excellence to better serve our port users.

### Source

1. IMF Staff Completes the 2024 Article IV Mission to Malaysia - <https://www.imf.org/en/News/Articles/2023/12/14/pr23448-malaysia-imf-staff-completes-2024-article-iv-mission>
2. Economy Outlook 2024 (Page Preface, 9-10) - <https://www.parlimen.gov.my/ipms/eps/2023-10-13/CMD31.2023ENG.pdf>
3. Cruising Along 2024 Market Outlook by MIDF - [https://www.midf.com.my/sites/corporate/files/2023-12/2024\\_market\\_outlook-midf-071223.pdf](https://www.midf.com.my/sites/corporate/files/2023-12/2024_market_outlook-midf-071223.pdf)



## MARKET LANDSCAPE



### BPHB Economy Outlook - 2024

Moderate global growth is anticipated in 2024, with an estimated economic growth of 3.0% projected (IMF). Global inflation is forecasted to decline to 5.8% in 2024 due to tighter monetary policy aided by lower international commodity prices.

In Malaysia, we forecast a more solid growth due to the increase in domestic demand and social activities, as well as improvements in the external trade and labour market. This is supported by Malaysia's Ministry of Finance's forecast of 5.3% growth for the year. External trade is anticipated to be supported by more stable monetary policy in major countries and China's better economic recovery.

LNG demand is expected to flourish following the increase of exploration discoveries in the country. PETRONAS and its Petroleum Arrangement Contractors

recorded 19 exploration discoveries and two exploration-appraisal successes, four of which are discoveries in the Sarawak basin.

For palm oil, firmer prices are expected for the year with solid demand for palm oil in the market. Weather conditions in 2023 which were unfavourable is also predicted to affect the global supply and production, especially during the first half of the year.

The global shipping industry sees positive demand outlook for the year. However, it is also anticipated to face challenges originating from geopolitical crises, crude oil prices, fluctuating freight rate, and the fragility of the global supply chain which is likely to affect services and transportation.

### Downside Risks

The downside risks going forward in 2024 include weaker-than-expected global demand for certain sectors, tighter global financial conditions, worsening trade tensions between major economies, geopolitical risks between Russia-Ukraine and recently at the Middle East. Albeit not anticipated to pose too big a threat to business and operations, is still a global uncertainty that we will be monitoring.

### Internal BPHB Group Outlook

To keep up with the trends and ever-changing Economic Landscape, in 2024, the Group aims to enhance our services. We strive to provide our services in the most efficient manner, offer the best productivity level and ensure equipment availability for all operations. Aside from that, our key focus moving forward is also to embed sustainability in our services, embrace digitalisation and promote corporate sustainability and social responsibility. We also aspire to uphold and improve our operational performance.

### Source

1. Petronas: Malaysia Records Over 1 Billion Barrels of Oil Equivalent of Exploration Discoveries in 2023 - [Malaysia Records Over 1 Billion Barrels of Oil Equivalent of Exploration Discoveries in 2023](https://www.petronas.com.my/malaysia-records-over-1-billion-barrels-of-oil-equivalent-of-exploration-discoveries-in-2023) | Malaysia Petroleum Management (MPM) ([petronas.com](https://www.petronas.com)).
2. The Edge: Sectors to keep an eye out for in 2024 as post-pandemic boom subsides - <https://theedgema.com/node/696066>
3. The Malaysian Reserve: Shipping industry remains in choppy waters - <https://themalaysianreserve.com/2023/12/06/shipping-industry-remains-in-choppy-waters/>
4. Business Times: FMM says freight rates likely to triple in 2024 due to Red Sea shipping crisis - <https://www.nst.com.my/business/economy/2024/01/1001460/fmm-says-freight-rates-likely-to-triple-2024-due-red-sea-shipping>
5. International Monetary Fund: NAVIGATING GLOBAL DIVERGENCE - <https://www.imf.org/en/Publications/WEO/Issues/2023/10/10/world-economic-outlook-october-2023>
6. Belanjawan 2024 Malaysia Madani - <https://belanjawan.mof.gov.my/en/economy>



## MARKET LANDSCAPE



### TRENDS MOVING FORWARD

#### 1 Sustainability as our License to Operate

- Sustainability continues to be a top priority and commitment for businesses to operate. There is increasing awareness surrounding climate change as well as demand for ethical and more transparent business operations.
- Parties currently looking out for sustainability in businesses: Governments, Financial Institutions, Investors, Companies and Consumers.
- Journey Towards 100% Carbon Neutrality and Net Zero Carbon Status: Paris Agreement, National Commitment to reduce GHG Emissions intensity of GDP by 45% by 2030, Sarawak State Commitment to transition into achieving net-zero emissions by 2050.
- In the 12<sup>th</sup> Malaysia Plan, the government applied changes in government regulations in terms of climate change, renewable energy roadmap, protection of biodiversity, diversity & inclusion, and general accountability through ESG standards.
- The Sarawak State Government also envisions itself as a strong proponent of an economy powered by hydrogen and aims to embark into carbon trading and production of ammonia and methanol.
- Internally, BPHB Group has an ambition of having a carbon neutral position of our own emissions by 2030 and net-zero equivalent position by 2050.

#### Source:

12<sup>th</sup> Malaysia Plan, Post Covid-19 Development Strategy 2023, BPHB Internal Study



# MARKET LANDSCAPE

2

## Usage of Larger Vessels for Economies of Scale & the Demands on Ports for Adaptation

- In recent times, the sea transportation industry has witnessed organisations' preference in using larger vessels. Every year, we hear of a record-breaking launch of yet another biggest vessel. The world's largest container ship currently is the MSC Irina with a 24,346 TEUs capacity.
- With fast-growing global trade, bigger ships are preferred as they can transport more cargoes in a single trip, thus cutting cost and having a reduced impact on the environment.
- However, this trend comes with infrastructure demands on ports. Investments and resources need to be allocated to not only increase space and draft depth to accommodate the larger vessels, but also to enhance productivity to avoid long turnaround time and congestion.

### Source:

Smart Industry – Why Cargo Ships Keep Getting Bigger - <https://www.smartindustry.com/examples-of-transformation/supply-chain/article/33002652/why-cargo-ships-keep-getting-bigger>

3

## Modern Technological Solutions - Digitalisation

- Competitive demand for productivity and efficiency are pushing ports to increase implementation of technological solutions in their daily operations. Technological advancements also aid in business growth and innovation.
- A wide range of modern technologies are being utilised, e.g. real-time data management, equipment, yard & terminal automations, IoT enabled remote operations, big data analytics, virtual reality.
- Internally, BPHB Group's ambition is to have a fully integrated operation by 2026, to be a fully digitalised port by 2030 and to become a Smart Port by 2050, leveraging on Artificial Intelligence, Big Data, Internet of Things, Blockchain and 5G.

### Source:

Deloitte – Port Trends 2030, BPHB Internal Study

4

## Increasing Cyber Risk and Investments in Cybersecurity

- With the increased application of automation, digitalisation and having a supply chain that is more connected than ever, companies are becoming increasingly exposed to cyber-attacks.
- With real-time operational and financial data at risk, companies are now investing more on cyber protection measures.
- BPHB Group puts ICT Security at the forefront of all digital technology-related operations and provide continuous protection consisting of endpoint & network detection and response, firewall protection, cyber security operation centre and ISO 21001, the international standard for information security.

### Source:

BPHB Internal Study, Harvard Business Review – Cybersecurity & Digital Privacy, Cyber Risk Is Growing. Here's How Companies Can Keep Up <https://hbr.org/2023/04/cyber-risk-is-growing-heres-how-companies-can-keep-up>

5

## Transition to Electric-powered Equipment and Vehicles operating Ports

- Energy consumption and GHG emissions at ports contribute to significant climate change impacts. Some direct GHG emissions comes from fuel consumption through owned vessels/boats, company owned vehicles, handling equipment.
- Port electrification is recently gaining traction, especially in ports that service the shipping industries. It involves container terminals, transitioning from fossil fuel-reliant operations to becoming electric-powered.
- Handling equipment which are traditionally diesel-powered are being replaced to modern electric equipment e.g. quay equipment, terminal tractors and stacking equipment.
- Challenges for the transition exist mainly in terms of investments for electrical capacity and infrastructure modifications. However, this would be one of the more favourable solutions for a sustainable future.

### Source:

WSP – Port Electrification for Container Operations and Vessels <https://www.wsp.com/en-my/insights/port-electrification-for-container-operations-and-vessels>



# THE RISKS WE CONSIDER

## STRATEGIC RISK

**This risk is associated with BPSB's current Concession Agreement as the legal operator for Bintulu Port to ensure seamless continuity of port operations for the next concession period.**

### Mitigation and Opportunities

To ensure the seamless continuity of port operations, the execution of the interim agreement is paramount. This is complemented by fostering a collaborative relationship with the port authority and engaging a consultant to develop the Port Development Plan. Moreover, active involvement with the state committee is crucial in the negotiation process concerning the handover of Bintulu Port, highlighting our commitment to a smooth transition and the further enhancement of port capabilities.

Link to Material Matters:

① Economic Performance

## CYBERSECURITY RISK

**This refers to the risk of cyberthreats including but not limited to virus attacks, hacking, sabotage, malware and phishing.**

### Mitigation and Opportunities

In response to escalating cybersecurity threats, a robust mitigation strategy has been developed, encompassing a multi-layered approach to fortify the organisation's digital defenses. We have installed advanced firewall hardware, introducing an additional security layer designed to thwart unauthorised access and cyberattacks. Further reinforcing this defense mechanism is the implementation of a Web Application Firewall (WAF), specifically aimed at safeguarding web applications from vulnerabilities and exploits.

A comprehensive network assessment analysis serves as the backbone of our security posture, scrutinising switches and access points, while ensuring stringent control over network segmentation and firewall configurations. Privileged Access Management (PAM) systems have been deployed to regulate administrative access to critical servers and systems. Regular penetration testing across servers, systems, and network appliances is conducted to identify and rectify potential security flaws.

To maintain the highest standards of cybersecurity, IT General Controls are rigorously audited annually by both internal and external auditors. Moreover, the implementation of a cutting-edge Network Detection Response (NDR) System enables continuous monitoring and immediate alerting of any suspicious activities through various channels, including phone, email, and WhatsApp.

Link to Material Matters:

① Economic Performance

② Occupational Health and Safety

③ Customer Satisfaction

④ Economic Performance

⑤ Operational Efficiency



# MAPPING OUR MATERIAL ISSUES










## MATERIAL MATTERS





Bintulu Port recognises the significant impact that material matters have on our capability to generate value, encompassing both financial and non-financial aspects. We acknowledge the importance of these issues in driving business growth, satisfying stakeholder expectations, and addressing the evolving challenges our business faces.

As an integral component of our commitment to sustainability, we systematically evaluate our material matters annually and undertake a comprehensive materiality analysis every few years. In 2023, an internal review of our material matters confirmed their ongoing relevance for that year. A full materiality assessment is scheduled for 2024, following the previous assessment conducted in 2021.

This periodic evaluation of material matters is crucial for aligning our strategies and actions with the evolving demands of our business and stakeholders, ensuring relevance in our current operational context.













### Legend

 Employees	 Customers	 Regulatory Authorities and Certification Bodies	 Shareholders and the Investing Public	 Local Community
 Media	 Vendors and Suppliers	 Financial Institutions and Sukuk Murabahah Subscribers/Holders	 Maritime Community	

Material Issue	Bintulu Port's Response to the Issue	Stakeholder Groups affected
<b>Economic Performance</b>	<p>Strive to improve revenue, practice cost management and optimisation and efficient project management by:</p> <ul style="list-style-type: none"> <li>Improving operating margin through prudent expense management.</li> <li>Effective contract and tender administration to monitor cost budgeting.</li> <li>Inculcate practical and prudent spending.</li> <li>Delivery in full and on time (DIFOT).</li> </ul>	   



## MAPPING OUR MATERIAL ISSUES

Material Issue	Bintulu Port's Response to the Issue	Stakeholder Groups affected
<b>Corporate Governance and Transparency</b>	<ul style="list-style-type: none"> <li>Embedding a strong governance, risk and compliance (GRC) culture across functions and processes; integrated assurance function; strong three lines of defence through the UTAP Transformation Programme.</li> <li>Adhering to best practices as recommended by the Malaysian Code on Corporate Governance.</li> <li>Improving and enhancing how enterprise risk is viewed and understood by divisions, departments and employees.</li> </ul>	 
<b>Ethics and Integrity</b>	<ul style="list-style-type: none"> <li>Ensuring the various integrity policies such as Code of Business Ethics, Anti-Bribery and Corruption Policy and Procedure and Whistleblowing Policy are up to date at all times.</li> <li>Consistently conducting initiatives that raise awareness about our risk and integrity policies.</li> </ul>	   
<b>Occupational Health and Safety</b>	<p>Underlining our strong commitment to health and safety through:</p> <ul style="list-style-type: none"> <li>Targeting Zero Fatalities and Accidents and Zero Loss Time Incident Frequency (LTIF).</li> <li>Effective enforcement of safety requirements, standards and procedures.</li> <li>Enhancing emergency preparedness through multi-agency training and exercises.</li> </ul>	 
<b>Operational Efficiency</b>	<ul style="list-style-type: none"> <li>Improving operational performance of cargo/container handling and the reliability and readiness of our marine/port equipment and facilities by endeavouring to improve on the targets set out in our Customer Charter.</li> <li>Continuous improvements to our operational processes and standard operating procedures where we are also responsive to and guided by customer feedback.</li> </ul>	 
<b>Cybersecurity</b>	<p>Providing a strong foundation for cybersecurity and resilience by:</p> <ul style="list-style-type: none"> <li>Improving security protocols and protecting against potential cyber threats by instituting round-the-clock monitoring and surveillance.</li> <li>Performing Vulnerability Assessments and Penetration Testing to evaluate the system's overall security posture.</li> <li>Periodic evaluation of employees' vulnerability to phishing attacks via phishing email campaign.</li> <li>Ensuring that the Firewalls and Detection and Response Solution (antivirus and network) are current and up to date.</li> </ul>	 

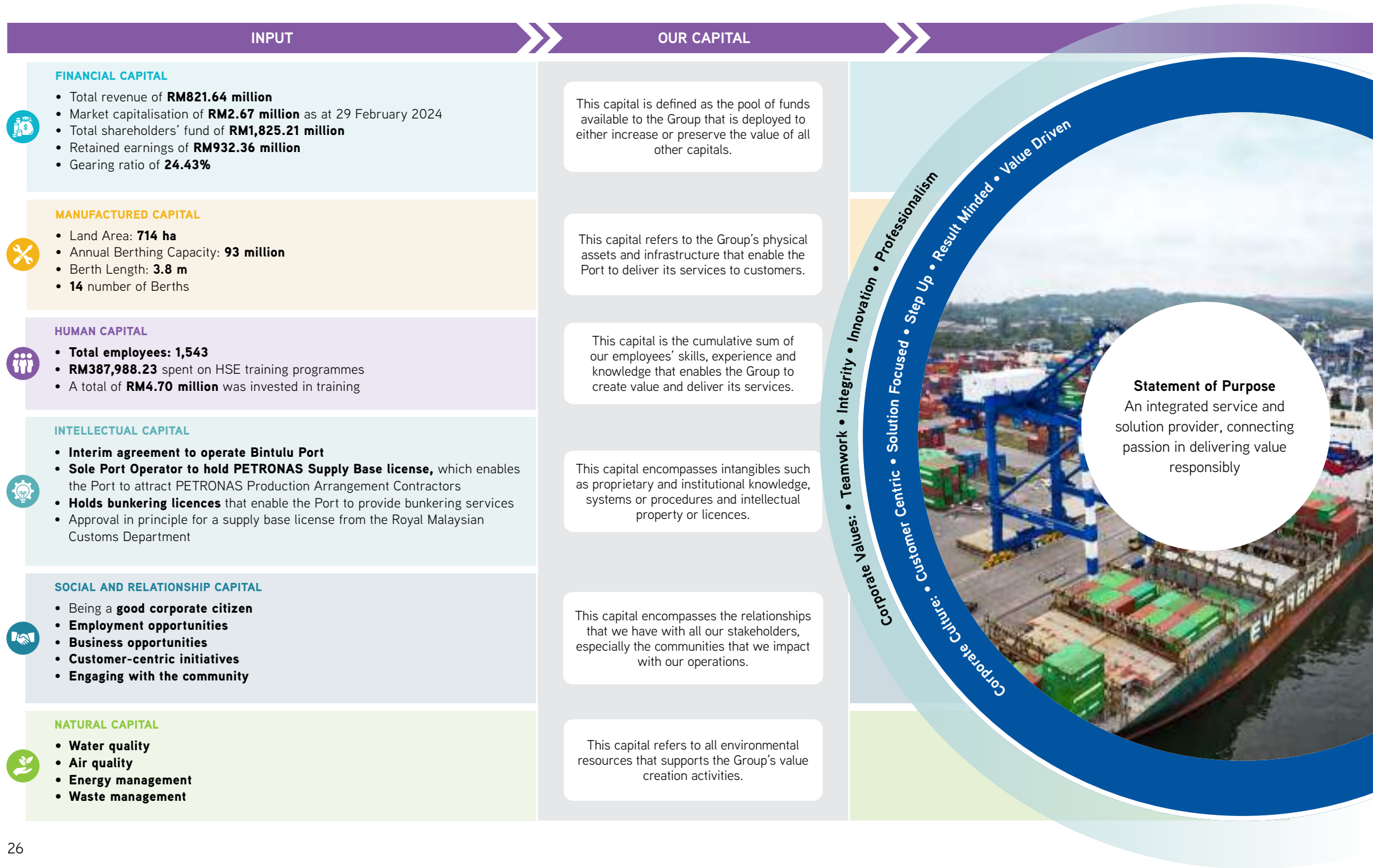


## MAPPING OUR MATERIAL ISSUES

Material Issue	Bintulu Port's Response to the Issue	Stakeholder Groups affected
<b>Employee Engagement</b>	<p>Continue to enhance human capital capabilities by:</p> <ul style="list-style-type: none"> <li>Developing and enhancing employee capabilities in the areas of leadership, knowledge, skills, behaviour and values.</li> <li>Enhancing talent management and developing effective succession planning.</li> <li>Increasing employee engagement and providing a conducive working environment in the new norm.</li> </ul>	
<b>Port Security</b>	<p>Maintaining and enhancing the security within the port area by:</p> <ul style="list-style-type: none"> <li>Restricting access to the port area and implementing security threat assessments and programmes and subsequent enforcement of security plans, standards and procedures.</li> <li>Ensuring compliance with ISPS Code/Merchant Shipping Act A1316.</li> <li>Ensuring our supply chain complies with ISO 28000:2007 Security Management System (SMS).</li> <li>Ensuring all port users have undergone electronic vetting to detect past criminal history.</li> </ul>	
<b>Community Engagement</b>	<p>We give back to the community via the three pillars of our Corporate Social Responsibility programme:</p> <ul style="list-style-type: none"> <li>Serving the Community</li> <li>Education</li> <li>Community Health</li> </ul>	
<b>Climate Change</b>	<p>We are committed to climate change action by:</p> <ul style="list-style-type: none"> <li>Enhancing the monitoring of Scope 1 and 2 emissions and implementing strategies to reduce our carbon footprint, while also refining our data collection methods for Scope 3 emissions.</li> <li>Continuously improving to energy efficiency and leveraging renewable energy opportunities.</li> <li>Inculcating energy saving awareness among employees at the workplace and at home.</li> <li>Conducting electronic waste collection drives to promote proper disposal of e-waste.</li> </ul>	



# VALUE CREATION MODEL



# VALUE CREATION MODEL

## KEY INITIATIVES

### FINANCIAL CAPITAL

- We continued to maintain a strong capital base to ensure investor, creditor and market confidence remained positive to enable future growth of the business.
- Constantly strived to keep working capital at an optimal level.
- Ensured adequate reinvestment into the business via good maintenance practices.
- Optimised cost according to critical operational requirements, safety aspects and contractual obligations.

### MANUFACTURED CAPITAL

- Continued to scale up all our cargo operation for both Bintulu Port and Samalaju Port especially for container volume, LNG ISO Tank, base support services and maximising our land utilisation for new business expansion such as RORO and green pellets operation.
- BBSB and Bintulu Edible Oil Sdn Bhd (BEOSB) reinforced their synergic relationship by entering into a long term 20 years agreement for the utilisation of BBSB's bulking and by-pass facilities.

### HUMAN CAPITAL

- Robust occupational health, safety and environment systems in place to protect the health and safety of our employees.
- Maintained a skilled and productive workforce to meet current and future needs.
- Bintulu Port introduced its "Women in Operations" or better known as SriKandi Programme which aims to empower our non-executive female staff, with a goal of having 30% women in our operations by 2030.

### INTELLECTUAL CAPITAL

- Engagement with the state and central agencies to ensure the continuation of our licences and to demonstrate our value and contribution to the state.
- Maintained our international standard accreditations in ISO 9001:2015 (Quality Management Systems), ISO 14001:2015 (Environmental Management Systems) and ISO 45001:2018 (Occupational Health and Safety Management Systems).
- Obtained the renewal of the Supply Base License from PETRONAS for another three years until 2023.
- Obtained the Approval in principle of supply base licence from Royal Customs.

### SOCIAL AND RELATIONSHIP CAPITAL

- We primarily hire Sarawakians, providing a boost to the local economy and its communities.
- Our procurement practices are also geared towards supporting Sarawak-based companies, especially those in Bintulu.
- Continued to organise CSR activities.

### NATURAL CAPITAL

- Continued to monitor our carbon emissions.
- Constantly carried out environmental conservation initiatives.
- In collaboration with the Bintulu Development Authority (BDA), BPHB organised a Tree Planting Programme with the goal of promoting environmental sustainability.

## OUTCOMES



- Profit in 2023 (profit after tax): **RM125.06 million**
- Total Revenue Growth: **0.22%**
- Dividend payout ratio: **44.14%**
- Net asset per share: **RM3.97**



- We received International container shipping liners direct calling to Samalaju Port, received the worlds largest and first dual fuelled LNG.
- We entered into agreement on utilisation of land to handle RORO vehicles with Giga Shipping.
- We entered into long term agreement on utilisation of land to handle green pellets operations with Raw Energy.
- We entered into long term agreement on utilisation of by pass facilities with BEOSB.



- Conducted **44,532** training hours in 2023 for our employees.



- Discussions are ongoing with relevant state agencies to facilitate the port transfer exercise.
- Meetings are ongoing to discuss the terms of the new concession agreement between BPSB and the new Bintulu Port Authority.
- Ongoing efforts to fulfil all the requirements set by the Royal Malaysian Customs Department for the supply base license.



- Almost **99% of our 1,543 employees are Sarawakians.**
- Contributed over **RM184,000** of financial aid, educational materials and other necessities to the communities benefiting 14,214 beneficiaries.



- Initiatives to enhance energy efficiency and enable energy cost saving such as replacement of high-energy consumption lighting fixtures, such as High Mast lighting, with energy-efficient LED lighting throughout operational areas.
- Implemented initiatives to raise environmental awareness by conducting environmental week programmes at BPSB and SIPSB.
- A total of 600 Hopea Odorata (merawan siput jantan) tree saplings were planted at Taman Millenium, Bintulu.

### CUSTOMER-CENTRICITY

At the core of our business philosophy is a commitment to customer-centricity, which means that we prioritise our clients and strive to deliver services that meet their needs seamlessly, across their preferred channels. However, establishing and maintaining robust customer relationship management structures can be a substantial financial investment.

### BRAND DEVELOPMENT

To drive sustainable growth, it is vital to enhance the visibility of our brand and services among current and potential customers. To accomplish this objective, we adopt a rigorous approach towards our socioeconomic development programmes and marketing strategies, with the aim of optimising their effectiveness. This requires us to devote significant resources and effort, as well as utilising our knowledge and expertise to guide our decision-making.

### FINANCIAL MANAGEMENT

The key to providing sustainable returns to our shareholders lies in our ability to efficiently allocate resources towards enhancing customer satisfaction, promoting employee engagement and managing risks effectively. To achieve this, we must focus on generating revenue by continuously meeting our clients' evolving needs, while simultaneously reinforcing our competitive position. This also entails investments in building intellectual property and proprietary information, as well as allocating capital towards infrastructure and human resources.

### PEOPLE, CAPACITY AND CAPABILITY

The success of the Group hinges on the collective efforts of its people, and therefore, we prioritise the development of our employees to meet the evolving needs of our organisation. This investment significantly enhances our human capital, supported by investments in information technology that amplify productivity and effectiveness. Moreover, the learning experience gained in creating new products and services contributes to the Group's intellectual capital.

### REGULATORY ENVIRONMENT

Adherence to a range of regulations and laws is a non-negotiable requirement for operating any business. In today's climate of heightened governance standards, only those businesses that demonstrate a genuine commitment to compliance are regarded as successful. The Group places a great deal of emphasis on achieving complete compliance with applicable regulations, irrespective of our location of operation. This not only ensures business continuity but also contributes to the growth of our social and relationship capital, as well as intellectual and human capital. However, achieving compliance often necessitates a considerable investment of financial resources and infrastructure, potentially impacting our financial and manufacturing capital in the short term.

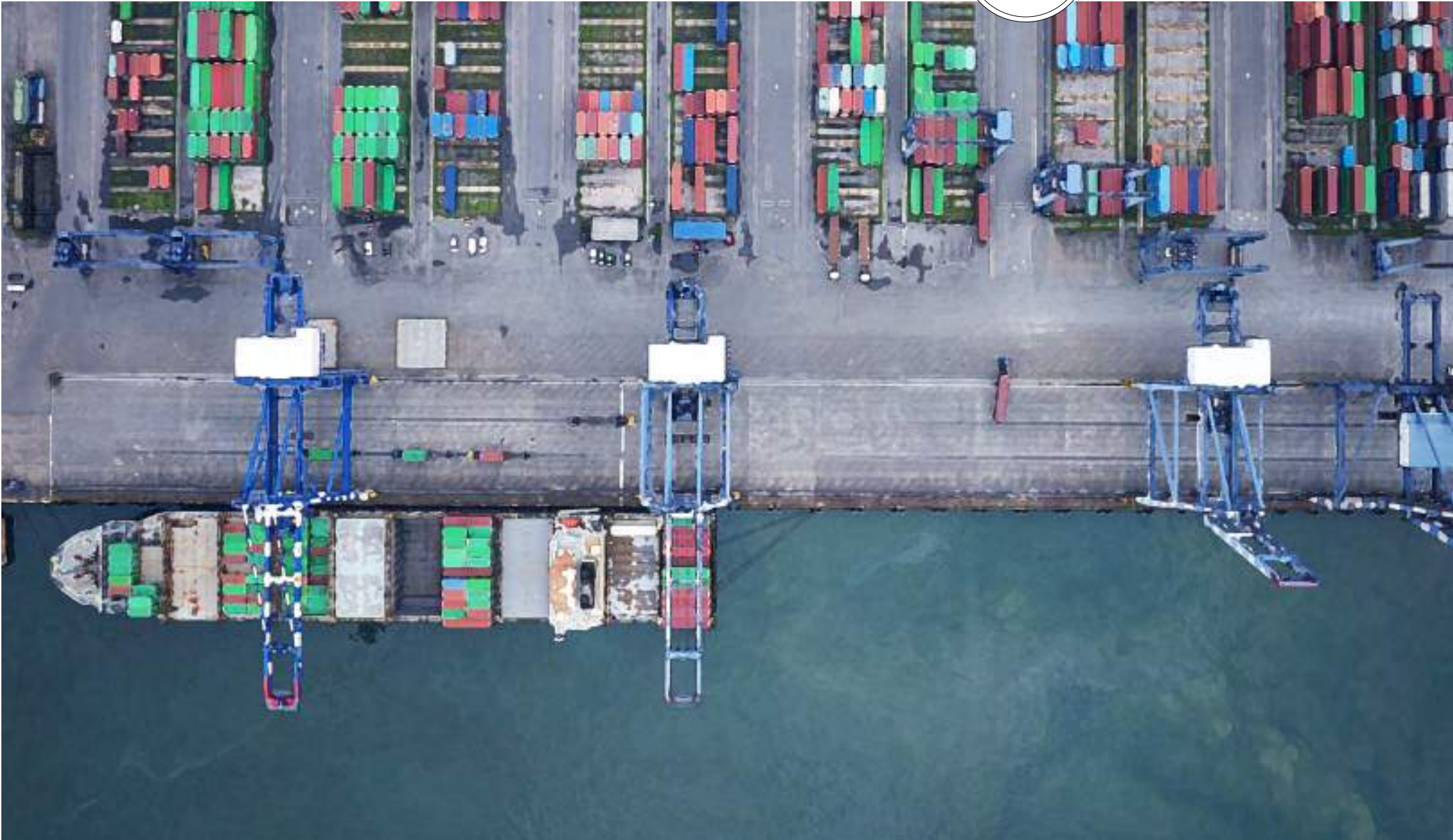
### NATURAL CAPITAL

Our dependence on non-renewable resources has a detrimental effect on the state of our natural capital. Nevertheless, we remain committed to prioritising energy efficiency and making concerted efforts and investments to minimise our environmental footprint. By implementing energy-saving initiatives, we not only mitigate the overall impact on our natural capital but also fortify our infrastructure for long-term sustainability, resulting in cost savings.



Operational Review:

## BINTULU PORT SDN. BHD. (BPSB)



## BINTULU PORT SDN. BHD. (BPSB)



### OUR BUSINESS DESCRIPTION

BPSB operates Sarawak's largest multipurpose port and is recognised as the largest Liquefied Natural Gas (LNG) Export Terminal in East Asia. As East Malaysia's largest container port, managing up to 450,000 TEUs annually, we play a crucial role in the global supply chain in connecting over 40 million tonnes of cargo per annum to other major international ports all over the world.

### KEY ACHIEVEMENTS

- ▶ The Group managed to attract a major RORO (Roll-on/Roll-off) player to make Bintulu Port its port of call, contributing to additional cargo and vessel calls to the Group.
- ▶ From the biomass sector, the Group had signed a long-term agreement with a grass pellet producer and exporter to utilise Bintulu Port as its home port.
- ▶ Bintulu Port assisted in lifting heavy equipment meant for the Kasawari Gas Development Project, which included a 185 tonnes SAT 02 system.
- ▶ BPSB and Petronas Dagangan Berhad renewed an agreement to reaffirm the steady supply of diesel fuel to Bintulu Port.
- ▶ BPSB and Altus Oil & Gas Malaysia Sdn Bhd (Altus) held a signing ceremony to commemorate the establishment of a Liquid Mud Plant (LMP) at Bintulu Port, marking a significant milestone for the region's oil and gas industry.



### OPERATIONAL & FINANCIAL PERFORMANCE

	2019	2020	2021	2022	2023
<b>Cargo Throughput</b> (Million tonnes)	45.20	42.90	41.84	43.99	<b>42.83</b>
<b>Container Throughput</b> (TEUs)	345,564	339,621	355,700	364,169	<b>359,831</b>
<b>Vessel Calls</b> (Number of calls)	7,740	6,562	6,473	7,152	<b>7,399</b>
<b>Turnover</b> (RM million)	561.32	559.45	558.50	592.26	<b>585.02</b>
<b>Profit Before Tax</b> (RM million)	213.70	179.66	154.59	196.61	<b>211.30</b>
<b>Net Asset per Share</b> (RM)	8.65	9.08	9.26	9.86	<b>10.83</b>
<b>Total Shareholders' Fund</b> (RM million)	562.53	590.18	601.68	641.12	<b>704.01</b>



Operational Review:

## SAMALAJU INDUSTRIAL PORT SDN. BHD. (SIPSB)



## SAMALAJU INDUSTRIAL PORT SDN. BHD. (SIPSB)



### OUR BUSINESS DESCRIPTION

SIPSB is a purpose-built port that offers dry bulk, break bulk and container services primarily to energy intensive businesses found within Samalaju Industrial Park (SIP) and its surroundings. We play an instrumental role in supporting the logistical requirements of industries in the Sarawak Corridor of Renewable Energy (SCORE) and continuously promote the port facilities and services to attract investors to utilise the port.



### KEY ACHIEVEMENTS

Samalaju Industrial Port Sdn. Bhd. proudly welcomed the Maiden Call of MV Lila Bhum, owned by Regional Container Lines (RCL), marking a significant event for Samalaju Port. RCL is recognised as the number 1 shipping liner in Thailand.

### OPERATIONAL & FINANCIAL PERFORMANCE

	2019	2020	2021	2022	2023
<b>Cargo Throughput</b> (Million tonnes)	4.94	4.71	5.33	6.73	<b>5.95</b>
<b>Container Throughput</b> (TEUs)	-	39	724	7,960	<b>6,428</b>
<b>Vessel Calls</b> (Number of calls)	250	230	262	353	<b>307</b>
<b>Turnover</b> (RM million)	114.72	111.71	137.32	164.66	<b>144.78</b>
<b>Loss Before Tax</b> (RM million)	(56.21)	(66.96)	(38.12)	(23.62)	<b>(63.93)</b>
<b>Net Asset per Share</b> (RM)	0.85	0.77	1.11	1.08	<b>1.01</b>
<b>Total Shareholders' Fund</b> (RM million)	583.51	531.43	768.29	747.99	<b>694.44</b>



Operational Review:

## BIPORT BULKERS SDN. BHD. (BBSB)



## BIPORT BULKERS SDN. BHD. (BBSB)



### OUR BUSINESS DESCRIPTION

BBSB is the largest palm oil product exporting terminal in Malaysia, providing bulking installation facilities for crude palm oil, refined palm oil, and their by-products. We are entrusted with managing 24% of Malaysia's palm oil exports and 95% of Sarawak's palm oil exports, supported by our state-of-the-art facilities and five refineries within the vicinity of our terminal.



### KEY ACHIEVEMENTS

- Biport Bulkiers Sdn Bhd celebrated its "BBSB 50505 Achievement" on 15 May 2023, marking the accomplishment of handling 50 million tonnes of throughput, 50 million tons of exports, and 5,000 vessels handled over the past two decades.
- BBSB and Bintulu Edible Oil Sdn Bhd (BEOSB) reinforced their synergic relationship by entering into a 20-year agreement for the utilisation of BBSB's bulking and bypass facilities.

### OPERATIONAL & FINANCIAL PERFORMANCE

	2019	2020	2021	2022	2023
<b>Cargo Throughput</b> (Million tonnes)	4.51	4.15	3.76	3.96	<b>3.99</b>
<b>Turnover</b> (RM million)	56.58	52.75	49.05	50.77	<b>51.44</b>
<b>Profit Before Tax</b> (RM million)	26.59	22.32	17.90	17.12	<b>19.89</b>
<b>Net Asset per Share</b> (RM)	3.64	3.66	3.68	3.74	<b>3.89</b>
<b>Total Shareholders' Fund</b> (RM million)	145.45	146.39	147.12	149.46	<b>155.42</b>



# SUSTAINABILITY STATEMENT

## BEYOND SUSTAINABLE VALUE CREATION

### Sustainability as Our License to Operate

As a provider of port and marine services, Bintulu Port Holdings Berhad (BPHB) aspires to be a truly sustainable organisation, propelling its business forward while building a sustainable future for all. To realise this vision, BPHB Group's prioritises its decarbonisation strategy and strives to integrate sustainability into every aspect of its operations, thereby generating long-term value for stakeholders including employees, customers, business partners and shareholders.



### Driving Sustainable Impacts

In 2023, BPHB become a signatory of the UN Global Compact Network Malaysia and Brunei (UNGCMYB), affirming its dedication to advocating sustainability and embedding sustainable business practices throughout its operations. Through this pledge, BPHB not only contributes to the enhancement of People, Planet and Profit, but also reinforces its reputation as a socially responsible organisation.



The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. Bintulu Port recognises the integration of these goals and has prioritised eight SDGs based on their relevance to its operations and stakeholders.



In our commitment to sustainability, we have established a sustainability framework that aligns with the UNGC's four fundamental pillars: Human Rights, Labour, Environment, and Anti-Corruption, and prioritised Sustainable Development Goals (SDGs). This framework ensures that we make significant contributions to advancing the SDGs while embracing responsible and sustainable business practices.

# SUSTAINABILITY STATEMENT

## Sustainability Framework

Our sustainability framework consists of four pillars: Economic, Environmental, Social, and Governance (EESG). The alignment of Bintulu Port's strategies with the United Nations Global Compact (UNGC) Principles and prioritised SDGs underscores its commitment to responsible and sustainable business practices across these pillars. Through the integration of these principles and goals into its operations, Bintulu Port has achieved significant impacts, including enhancing employee well-being and safety, improving gender equality, stimulating economic growth and development, reducing environmental footprint, and strengthening governance and transparency. Moving forward, Bintulu Port remains steadfast in its sustainability agenda, aiming to drive progress towards the SDGs and uphold the principles of the UNGC within its EESG framework through continuous innovation, collaboration, and responsible practices, thus contributing to a more sustainable and prosperous future for all.





# SUSTAINABILITY STATEMENT



## Our Policies

At BPHB, our policies are instrumental in providing clear guidelines, standards and expectations for employees and stakeholders on various aspects of our operations, conduct and decision-making processes. These policies bolster organisational governance, ensure regulatory compliance, mitigate risks, promote accountability and uphold the highest standards of ethics and integrity in our business practices.

To advance our EESG efforts, BPHB Group established a Sustainability Policy aimed at promoting sustainability and minimising our environmental footprint. This policy ensures that our practices, strategies and decision-making processes incorporate considerations across all EESG pillars.

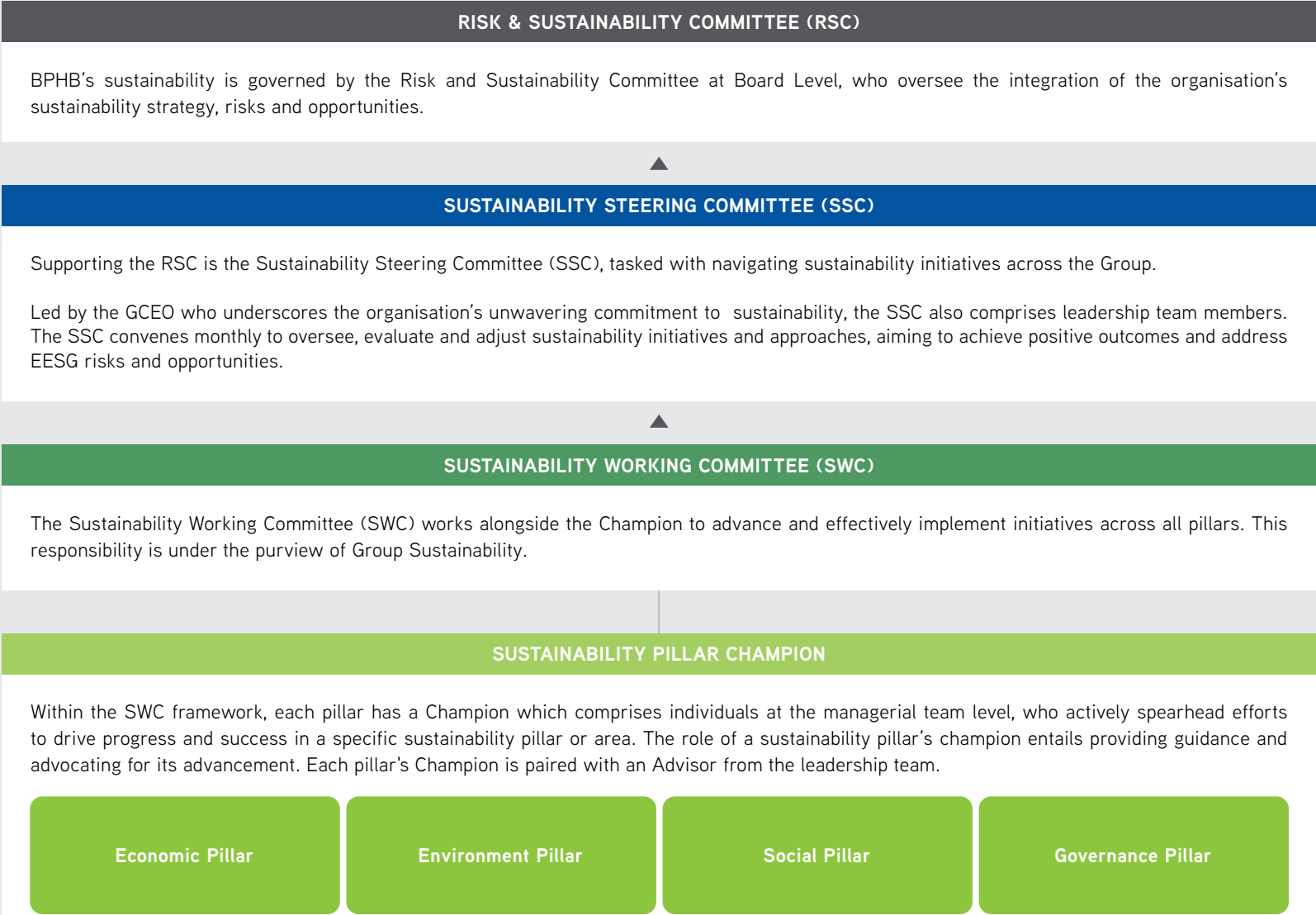
Apart from our Sustainability Policy, we are guided by the following policies and guidelines:

- Code of Business Ethics
- Anti-Bribery and Corruption Policy
- Environmental Policy
- Information Security Policy
- No Gift Policy
- Enterprise Risk Policy
- Safety and Health Policy
- Security Policy
- Stop Work Policy
- Substance Misuse Policy
- Whistleblower Policy
- Zero Fatality and Accident (ZeFA) Rules

# SUSTAINABILITY STATEMENT

## Sustainability Governance










At BPHB, sustainability governance is crucial, offering oversight, accountability and transparency to ensure that sustainability goals are achieved, and risks and opportunities related to our EESG factors are addressed. The Board holds ultimate responsibility for the Group’s management, providing leadership and direction on sustainability issues. A dedicated governance framework is firmly established, featuring transparent reporting structures with various committees supporting the Board in its oversight of sustainability. This is the outlined roles and responsibilities of the sustainability governing body:







# SUSTAINABILITY STATEMENT

## INITIATIVES BRIDGING TOWARDS UNITED NATION SUSTAINABLE DEVELOPMENT GOALS





EESG Pillar	Initiatives	Descriptions	UNSDGs	UNGC
Economic	Revision of Procurement Policy	Policy in place to ensure best value and the most advantages in terms of price, quality and performance is obtained when purchasing business related product and services and to minimise fraud, waste and abuse in purchasing.	 	
	Digital Transformation	Digitalisation efforts are geared towards improving sustainability and fostering economic growth by implementing innovative projects aimed at optimising operations and efficiency. Completed in 2023, initiatives such as drone surveillance, the BRIDGE intranet, mobile pilotage, Vessel Berth Planning software, and modern workspace tools underscore the port's dedication to innovation and safety.		
Environment	Comprehensive Carbon Footprint Assessment for the Group	Perform comprehensive carbon baseline exercise for the whole group in setting the decarbonisation roadmap NZCE2050.		
	Tree Planting Programme	Aligned with the Greening Sarawak campaign which aims to plant 35 million trees by 2025, BPHB planted 600 Hopea Odorata, a resilient native species in the Dipterocarpaceae family under the 'Trees of Hope Programme @ Taman Millenium' .		
Social	Embedding Corporate Culture	<p>The Introduction, communication, and internalisation efforts of Corporate Culture involved:</p> <ul style="list-style-type: none"> <li>• <b>Leadership Team Retreat 2023</b> These LT Retreats aimed to bolster team dynamics, disseminate strategic direction, and introduce new corporate initiatives. The first retreat in Sibul emphasised teamwork and yielded the "Sibu Pledge" for enhanced efficiencies, while the subsequent gathering in Miri focused on introducing new Corporate Culture values, Statement of Purpose, and Halatuju 2050 to the leadership cadre, with the aim of cascading these initiatives to all employees and fostering teamwork.</li> <li>• <b>First Townhall meeting and briefings for executives</b> Its official launch during a Townhall meeting was attended by 350 employees and briefings were conducted for 253 executives to ensure alignment, consistent understanding, and communication of these values, aligning leadership and staff members with the organisation's vision and expectations.</li> <li>• <b>Staff Engagement Programme and promotional reinforcement</b> Staff Engagement Programme, attended by 216 LT-2 and Executives, focused on building team unity, and enhancing understanding of company standards. Concurrently, a Corporate Culture Video Competition encouraged employees to creatively embrace organisational values. Promotional items like t-shirts and carry cards were distributed to reinforce Corporate Culture messages, increasing organisational visibility, and understanding of the new culture, thus fostering a cohesive and values-driven organisational culture.</li> </ul>	  	

# SUSTAINABILITY STATEMENT




EESG Pillar	Initiatives	Descriptions	UNSDGs	UNGC
Social	Health & Safety	<ul style="list-style-type: none"> <li> <b>Mega Safety Stand Down</b>  The first stand down was held in April and conducted by Group HSE Division, featured a virtual session which emphasises a firm commitment to make a stop to accidents within our workplace. The second stand down conducted by the Group Integrity &amp; Compliance Division in July, included a virtual stand down to raise awareness about substance misuse, reaffirming our dedication to 'Say No to Substance Misuse'. </li> <li> <b>Emergency &amp; Response Team Challenge (ESRD)</b>  The inaugural competition organised by the Emergency, Services &amp; Response Department (ESRD) in September aimed to provide Bintulu Port staff with a closer understanding of disaster management, particularly fire management, while also offering staff from various departments the opportunity to learn emergency management techniques both in the workplace and at home. ESRD conducted demonstrations on extinguishing techniques for LPG gas cylinders and kitchen fires. Fifteen groups participated in the competition for various categories, including hose deployment, ladder marches, and obstacle pumping operations, both individually and as teams. </li> <li> <b>BPHB HSE Month 2023 Campaign</b>  Held throughout October, it encompassed a series of initiatives aimed at fostering a culture centred on safety, environmental stewardship, and well-being within Bintulu Port. These include the Mega Toolbox Zero Spillage Campaign, an e-waste campaign, Safe Lifting Operation Awareness Programme, Nutrichef Showdown, Tiny Titan Programme, HSE Trivia Challenge, HSE Insight, and HSE Short Video Contest. </li> </ul>		
	Establishment of various social clubs within the Bintulu Port community	<ul style="list-style-type: none"> <li> <b>Kelab Sukan &amp; Rekreasi Bintulu Port (KSRBP)</b>  This club focuses on promoting physical activity and building camaraderie among employees of the port through various sports and recreational activities. </li> <li> <b>Bintulu Port Women Leaders (BPWL)</b>  A networking platform established for women within the port, dedicated to empowering and supporting women in both leadership and operational positions, while also advancing initiatives focused on diversity, equity, and inclusion (DEI). </li> <li> <b>Rakan Agensi Antidadah Kebangsaan (AADK) Bintulu Port</b>  This initiative aims to address drug abuse by implementing prevention programmes and initiatives within the Bintulu Port community. </li> <li> <b>Emerging Leaders Club (ELC)</b>  Designed as a networking platform for young talents, this club aims to nurture and develop emerging leaders within the port community. It provides opportunities for mentorship and networking to help them grow and succeed in their careers. </li> </ul>		



## SUSTAINABILITY STATEMENT

EESG Pillar	Initiatives	Descriptions	UNSDGs	UNGC
Social	Strategic Partnerships	<b>Supporting Sarawak's cultural and sporting events, promoting health, unity, and community engagement:</b> Collaborations with esteemed organisations such as the Bintulu Development Authority (BDA), Ministry of Tourism, Creative Industry & Performing Arts Sarawak (MTCP) and Sarawak Information Department (JaPen) underscore Bintulu Port's commitment to fostering state pride.	  	
	Social Enterprise	Engaged in partnerships with local entrepreneurs in commercial activities, aiming to enhance societal well-being by promoting local products and supporting cultural heritage and arts.		
	Yayasan Bintulu Port	<b>Charitable arm of Bintulu Port dedicated to supporting various social causes and projects aimed at fostering community development:</b> Through our Wakalah Fund Distribution programme, we contribute to community development by fulfilling zakat obligations and showcasing corporate responsibility. With a refunded amount totalling RM262,500, we distributed funds to diverse welfare institutions, educational facilities, mosques, and NGOs. Our focus is on supporting B40 groups, education, and healthcare initiatives, aiming to provide crucial assistance while fostering inclusivity and empowering the community.		
	CSR and outreach initiatives conducted through our flagship programmes such as Bintulu Port Prihatin and Komunitiku Sayang.	<b>Bintulu Port Prihatin</b> <ul style="list-style-type: none"> <li>• <b>Anugerah Pelajar Cemerlang</b> This was awarded to 1,500 students at SMK Baru Bintulu and recognises academic excellence, serving as a source of motivation for students to continue striving for excellence in their studies.</li> <li>• <b>Enhancing Learning Environments</b> By donating 200 plastic chairs each to SK Kpg Baru and SK Tatau, the initiative aims to improve the learning environment for students, providing them with comfortable seating arrangements conducive to learning.</li> <li>• <b>Supporting Student Welfare</b> Through the provision of stationary supplies and food bank assistance to 81 students at Kolej Vokasional Bintulu, the initiative addresses students' basic needs, ensuring they have access to necessary resources for their education and well-being.</li> <li>• <b>Improving Community Welfare</b> Donations to the Special Care Nursery (SCN) Unit and Pediatric Ward are dedicated to assisting vulnerable families with infants and children, ensuring they receive the necessary support for their medical requirements. This initiative significantly contributes to enhancing their overall well-being while also alleviating the financial strain associated with medical expenses for families.</li> <li>• <b>Community Engagement and Religious Support</b> The donation of 240 chairs to Masjid Darul Hidayah Kidurong supports the mosque committee in accommodating congregants and guests during religious and community activities, fostering a sense of community engagement and support.</li> </ul> <b>Komunitiku Sayang</b> Through this initiative, our goal is to extend care and support to the residents of Kampung Tambak, Pusa. We aim to encourage the reuse of clothing and minimise waste, while also engaging in community service activities such as health check-ups, hygiene education, and safety training. This demonstrates our commitment to enhancing the overall well-being of the local community.		

# SUSTAINABILITY STATEMENT

EESG Pillar	Initiatives	Descriptions	UNSDGs	UNGC
Governance	Top Twelve Policy Reviews	Regular policy reviews ensure that governance policies and practices remain relevant, effective, and aligned with evolving standards and best practices.	 	
	Strengthening Governance, Risk and Compliance (GRC) Framework	<p>Group Internal Audit conducted Process, Risk &amp; Control (PRC) and Control Self-Assessment (CSA) Workshops aimed at enhancing the capabilities of the 1<sup>st</sup> Line Function and fostering a culture of Governance, Risk, and Compliance (GRC).</p> <p>Additionally, Internal Audit Awareness Sessions were held for both the 1<sup>st</sup> Line Function and 2<sup>nd</sup> Line Function to promote a fundamental understanding of internal audit processes and the GRC concept, thereby strengthening overall governance practices within the organisation.</p>		
	Completion of U.T.A.P 1.0 in 2023 and Launching of U.T.A.P 2.0 in 2024	The successful implementation of 46 initiatives marks the completion of the initial two main phases. With this achievement, the Group is ready to embark on the final phase of the U.T.A.P. programme which involves the establishment of Integrated Assurance, commencing in 2024 known as the U.T.A.P 2.0 Transformation Programme.		
	Integrity Talk Session and Bintulu Port Ethics Day	<p>The integrity talk session featured Y. Bhg. Tan Sri (Dr.) Rafidah Aziz, a prominent figure, emphasising the importance of integrity in attaining organisational success. This engaging session inspired employees to maintain high ethical standards, fostering a culture built on trust and accountability.</p> <p>At the heart of Bintulu Port's ethos, the celebration of Ethical Excellence at Bintulu Port Ethics Day 2023 stands as a testament to the organisation's unwavering commitment to ethical principles through a pledge ceremony involving the leadership team, these values are affirmed in their daily undertakings. Moreover, collaborative efforts with Agensi Anti-Dadah Kebangsaan (AADK) and Suruhanjaya Pencegahan Rasuah Malaysia (SPRM) further exemplify Bintulu Port's dedication to upholding ethical principles.</p>		
	Introduction of 10 Steering Committee	In Year 2023, an oversight function by 10 Steering Committee namely Leadership Team, Project Delivery Steering Committee, Digital Steering Committee, Sustainability Steering Committee, Risk Steering Committee, Internal Audit Review Committee, HSE Steering Committee, Operational Performance Review Committee, Talent Committee and Technical Review Committee are being introduced to support the Group to be more focus, providing solution and increasing the pace for improvement.		



## SUSTAINABILITY STATEMENT



### SAFEGUARDING THE ENVIRONMENT

Bintulu Port Holdings Berhad (BPHB) is an important hub for trade and business, contributing significantly to the region's economic growth and prosperity. However, we believe that environmental deterioration should not occur at the price of economic growth. Thus, protecting the environment for BPHB is essential to guaranteeing sustainable growth and the welfare of current and future generations.

We have in place a dedicated Environmental Management Systems (EMS) which helps us in identifying, evaluating, and reducing environmental hazards. Our environmental performance is continuously improved through ISO 14001:2015 certification and strict adherence to best

practices. BPHB is also actively pursuing the global objective for a more fair and sustainable future by aligning with the UN Sustainable Development Goals (SDGs). As a result, we are consistently working towards striking a balance between the advancement of social and economic well-being and environmental sustainability.

At BPHB, our sustainability practices are embedded into every level of our operations. Our commitment to sustainability is reflected through our comprehensive environmental pillar framework:

#### ENVIRONMENTAL PILLAR



**Environmental  
Regulatory  
Compliance**



**Energy  
Management**



**Waste  
Management**



**Emissions  
Management**



**Water  
Management**



**Biodiversity  
Conservation**



**Renewable Energy**

As part of our commitment towards environmental stewardship, we have established seven pillars to ensure that we are not only fulfilling our corporate responsibilities but also contributing to the long-term well-being of the planet and society. Through transparent reporting and accountability, we have set a benchmark for sustainability within the port industry and inspire others to follow suit.

# SUSTAINABILITY STATEMENT



## ENVIRONMENTAL REGULATORY COMPLIANCE

At BPHB, we recognise that compliance is the baseline for responsible operations. By strictly adhering to environmental laws and regulations, we ensure that our activities do not harm the environment or surrounding communities.

### Environmental Monitoring Programme (EMP) and Environmental Impact Assessment (EIA)

Environmental stewardship is a core value ingrained in every aspect of our operations. We conduct a comprehensive EMP to assess, monitor and mitigate the environmental impacts of port activities.

Our EMP is carried out every quarter at the Proposed Second Inner Harbour Development Project to assess environmental conditions across six parameters:

Marine Water Quality

Seabed Sediment Quality

Marine Microbiology

Ambient Air Quality

Noise Levels

Effluent Treatment Quality

Sewage Treatment Quality

Additionally, Samalaju Industrial Port Sdn. Bhd. (SIPSB) undertakes the EMP in the following areas:

Environmental Pollution Monitoring	Environmental Marine Analysis
Shoreline Monitoring	Coral Reef Monitoring
Fish Landing Survey	

As we monitor these critical indicators, we can identify any potential environmental risks or concerns and take prompt corrective actions to address them. In our efforts to promote transparency and accountability, we regularly report the EMP findings to the Department of Environment (DOE).

We have completed our monitoring for Q4 2023 and have kickstarted the process for Q1 2024.

In 2023, we have been entrusted with a critical responsibility by the Bintulu Port Authority to conduct EIA at all projects at Bintulu Port as part of the comprehensive EMP. This appointment underscores our reputation as a leader in sustainable port management and environmental stewardship. The eight ongoing EIA projects are as follows:

<ul style="list-style-type: none"> <li>▶ The Construction of 950M Berth</li> <li>▶ Petroleum Jetty Extension Project</li> <li>▶ Construction of LNG-3 Jetty</li> <li>▶ Proposed Second Inner Harbour Development Project</li> <li>▶ Proposed Dredging for Second Inner Harbour at Bintulu Port</li> </ul>	<ul style="list-style-type: none"> <li>▶ The Coastal Protection Works (Detached Breakwater) For The Proposed Dredging for Second Inner Harbour Project</li> <li>▶ Coastal Erosion Monitoring Works for Dredging of Second Inner Harbour, Reclamation and Related Coastal Protection Work</li> <li>▶ The Bintulu International Container Terminal (BICT) Operation &amp; Development</li> </ul>
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BPSB is currently in the process of proposing for the consolidation of all EIA projects as listed above for review based on the current operational phase for each project.



## SUSTAINABILITY STATEMENT

### Oil Spills Prevention Programmes

#### HSE Month 2023 – Mega Toolbox: Zero Spill Campaign

In October 2023, the Group launched the Zero Spill Campaign as part of the HSE Month initiative at Biport Bulkiers Sdn. Bhd (BBSB). The programme aims to raise awareness among BPHB employees about the importance of preventing spillage and to educate them on best practices for spill prevention and management. The campaign includes guidance and support for employees to comply with relevant regulations and policies.

The Group Chief Executive Officer inaugurated the programme, which featured a sharing session led by experienced spill handlers, Mr. Ikum Usat and Mr. Sulaiman Bujang. Additionally, a mega housekeeping event was held to clean and maintain Biport Bulkiers' operational facilities.



Zero Spill Campaign in October 2023

#### Oil & Hazardous and Noxious Substances (HNS) Response Training

The BPHB Group organised a three-day training course from 5 to 7 December 2023, facilitated by Pandan Technologies Resources (PTR). This comprehensive programme delved into the management of hazardous and noxious substances in marine and port settings. Throughout the training, participants engaged in various activities aimed at enhancing their knowledge and proficiency in handling these substances safely and effectively.



HNS Response Training on 5 to 7 December 2023

## Fresh Water Monitoring (Kualiti Mutu Air Minum)

In our commitment to the well-being of our employees, visitors and surrounding communities, we ensure the quality and safety of fresh water within our facilities. To achieve this goal, Kementerian Kesihatan Malaysia (KKM) conducts rigorous freshwater monitoring, known as "Kualiti Mutu Air Minum" (KMAM), on a quarterly basis. The KMAM programme is a comprehensive monitoring and assessment system established by KKM to evaluate the quality of fresh water in BPHB.

Through diligent monitoring and analysis, BPHB Group aims to uphold the highest standards of water quality, safeguarding the health and operational needs of individuals within the port areas.



Our staff during a monitoring session



## WASTE MANAGEMENT

We acknowledge that it is crucial for us to be part of climate action by minimising waste generation and maximising resource efficiency. Through innovative waste management practices such as recycling and waste-to-energy initiatives, we strive to reduce our environmental footprint while simultaneously creating value from waste streams.

Domestic waste management plays a crucial role in safeguarding the environment, and BPHB is committed to ensuring responsible waste disposal practices. Our domestic waste, generated from office daily activities, is collected by a local contractor registered under the BDA. This ensures compliance with regulatory standards and proper waste handling procedures.

In the past year, our efforts to raise awareness among staff members have yielded tangible results. We are pleased to report a significant 15.5% decrease in domestic waste generation compared to the previous years throughout the Group. This decline reflects the collective efforts of our team in prioritising waste reduction and adopt sustainable practices.

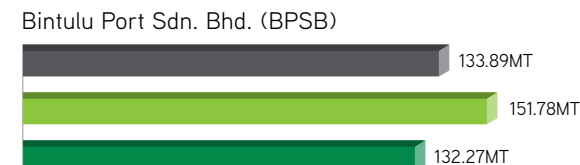
By minimising domestic waste generation, we mitigate the environmental impact associated with waste disposal. This reduction not only conserves valuable natural resources but also alleviates the strain on landfill capacities and reduces pollution. Furthermore, our commitment to waste reduction aligns with broader sustainability objectives, demonstrating our dedication to environmental stewardship and responsible corporate citizenship.

**There were no complaints or penalties issued for non-compliance by the DOE of Bintulu Port, in the year under review.**

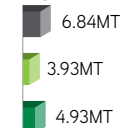
# SUSTAINABILITY STATEMENT

● 2021 ● 2022 ● 2023

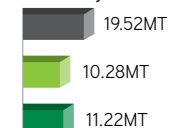
## Scheduled Waste



## Biport Bulkiers Sdn. Bhd. (BBSB)



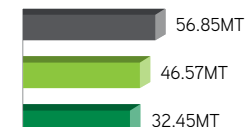
## Samalaju Industrial Port Sdn. Bhd. (SIPSB)



## Total Scheduled Waste



## Total waste diverted from disposal





# SUSTAINABILITY STATEMENT

● 2021 ● 2022 ● 2023

## Domestic Waste

Total Disposal



Notes:

- Scheduled Waste diverted from direct disposal are Used Lubricating Oil & Used Hydraulic Oil whereas the Contractor recycled it for incinerator power sources

## Total Waste Directed to Disposal



## Scheduled Waste



## Domestic Waste



## Waste Management Strategies

In Q3 2023, we developed our Waste Management Strategies, recognising the importance of managing waste responsibly, especially bilge water to safeguard marine ecosystems and comply with environmental regulations. These strategies included implementing the following initiatives:

1

Establish a comprehensive recycling and recovery programme for Scheduled Waste

2

Implement efficient inventory management practices to minimise overstocking or expiration of materials, which can lead to increased Scheduled Waste generation

3

Train employees on waste management practices, including proper handling, segregation and disposal of Scheduled Waste

4

Collaborate with suppliers and contractors to promote waste reduction initiatives

As a result of our strategy, BPSB has shown a reduction of 19.51MT of Scheduled Waste for 2023. BPHB is committed to finding more ways to reduce our Scheduled Waste and enhance the recycling culture in the company.

## e-Waste Campaign

During the HSE Month 2023 Campaign, an e-waste programme was launched for employees, aiming to promote proper disposal and recycling of electronic devices. Through email and posters, educational information was disseminated.

The e-Waste campaign effectively resulted in a substantial collection of 388 units of e-Waste, weighing at 615kgs. The waste consisted of:

103 units of household appliances

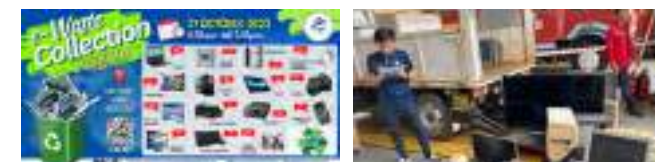
70 mobile phones

66 smart phones

28 desktop CPUs

27 sets of mice keyboards

This successful collection effort highlights the commitment of BPHB employees in environmental sustainability and responsible waste management.



e-Waste Collection Programme on 31 October 2023



## WATER MANAGEMENT

We aim to minimise water usage, prevent pollution and ensure the availability of clean water for future generations through the implementation of comprehensive water management programmes.

### Rainwater Harvesting Programme

As part of our commitment to conserving water resources and promoting eco-friendly practices, we have planned and implemented rainwater harvesting programme in our facilities in Q3 2023. Rainwater harvesting involves collecting and storing rainwater for various non-drinking purposes such general cleaning purposes for facilities, and equipment, firefighting and irrigation, on top of reducing our freshwater consumption. The rainwater harvesting systems are strategically planned and installed to capture rainfall from rooftops, parking lots and other impermeable surfaces within our port premises. The implementation of a rainwater harvesting system has commenced at SIPSB with the aim of providing water for irrigating plants in our nursery.



Rainwater Harvesting Programme



## ENERGY MANAGEMENT

Recognising the importance of energy efficiency in sustainable development, we implement robust energy management strategies across our operations. By optimising energy usage, investing in energy-efficient technologies and promoting a culture of energy conservation, the Group aims to reduce energy consumption and associated GHG emissions.

### Electricity Consumption

Energy efficiency is the key for the Group and the adoption of energy-efficient practices within our operations not only lower costs but also diminish our environmental impact, showcasing a dedication to sustainability and prudent resource management.

In 2023, BPHB observed a notable reduction in overall electricity usage compared to the previous year, primarily attributed to heightened demand in non-containerised cargo handling. Additionally, a significant contributor to this decrease is the ongoing initiative to replace high-energy-consumption lighting, such as High Mast lighting, with energy-efficient LED lighting across operational zones. Operational activities, notably container operations, are the primary driver of electricity consumption within the Group. This is largely attributed to the utilisation of electric-powered quay cranes for loading and unloading containers onto and off container vessels. With the Group operating four quay cranes, these machines significantly influence aggregate electricity consumption levels.

# SUSTAINABILITY STATEMENT

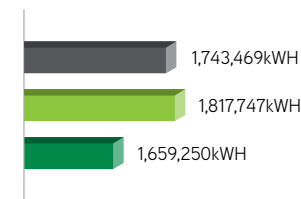
## Electricity Consumption

● 2021 ● 2022 ● 2023

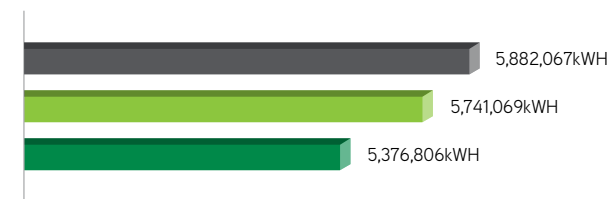
### BPHB & BPSB



### BBSB



### SIPSB



● 2022

Difference (+/-):  
-663,320  
Percentage:  
-3.74%

● 2023

Difference (+/-):  
-959,569  
Percentage:  
-5.62%



# SUSTAINABILITY STATEMENT



## EMISSIONS MANAGEMENT

### Our Journey towards Net Zero Carbon Emissions 2050

The shipping and port industries are significant contributors to greenhouse gas (GHG) emissions, which exacerbate global warming and climate change. While ports contribute about 3% of global GHG emissions, the International Maritime Organisation (IMO) projects a doubling of emissions by 2050 without mitigation measures. In response, international initiatives like the Paris Agreement have spurred governments, businesses and stakeholders to integrate climate considerations into their operations.

Despite some ports beginning to report emissions, transparency remains lacking, and many have yet to initiate such efforts. Establishing a GHG Inventory and Baseline is crucial to prioritise and direct reduction strategies effectively. This urgency has driven us to be committed to reducing carbon emissions and mitigating climate change through the use of renewable energy sources. By exploring solar power and other renewable energy technologies, we seek to decrease our reliance on fossil fuels and transition towards cleaner and more sustainable energy future.

In 2023, we aim to enhance our carbon emissions monitoring efforts by conducting a comprehensive baseline study to assess the total emissions of the entire Group (inclusive of all subsidiaries - BPSB, BBSB and SIPSB). While continuing to monitor and report Scope 1 and 2 emissions, we plan to expand our scope to include Scope 3 emissions as well. Previously, only BPSB's emissions were monitored, alongside other aspects like waste management and water consumption. Our Carbon Emission Reduction Strategy will be in line with the Paris Climate Agreement, addressing risks identified by the World Economic Forum and adhering to Bursa Malaysia's Task Force on Climate-related Financial Disclosures (TCFD).

### Setting Our Decarbonisation Strategy

Reducing carbon emissions is a vital part of Malaysia's environmental agenda and with the ratification of nearly half of the IMO conventions ensuring safe and secure shipping, it is imperative for us to establish decarbonisation milestones aligned with the IMO's objectives. Being among the first to act naturally positions us as an industry champion. Our products and services will shape new industry standards and set benchmarks for port operations and services as the Premier Green Energy Port.

In charting our decarbonisation roadmap, key decarbonisation initiatives for BPHB are as follows:

- ▶ To source/tap on green electricity (generated via solar)
- ▶ To adopt low carbon fuel such as LNG instead of diesel
- ▶ To adopt cleaner alternative fuels (hydrogen) to power our land and marine fleets
- ▶ Transition to electric-powered equipment
- ▶ Transition corporate vehicle fleet to electric or zero emission fuel
- ▶ Incorporation of ESG elements into procurement criteria and contracts
- ▶ Conduct training and awareness within BPHB, our subsidiaries, suppliers and contractors

### Carbon Footprint Assessment

A thorough assessment of GHG emissions was undertaken by the Group for the baseline year of 2022, adhering to "The GHG Protocol Corporate Accounting and Reporting Standard." The primary GHGs considered for the report included Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous Oxide (N<sub>2</sub>O), and Hydrofluorocarbons (HFCs), categorised into three scopes: Scope 1, Scope 2 and Scope 3.

The data disclosed for the current reporting year is derived from The Group's 2022 GHG Inventory, which serves as the baseline.

● 2022 (Baseline) ● 2023

#### Scope 1 (Emission Sources Owned and Operated by the Port) tCO<sub>2</sub>e



#### Scope 2 (Port-purchased Electricity) tCO<sub>2</sub>e



#### Total GHG Emissions (Scope 1 & Scope 2) tCO<sub>2</sub>e



## SUSTAINABILITY STATEMENT

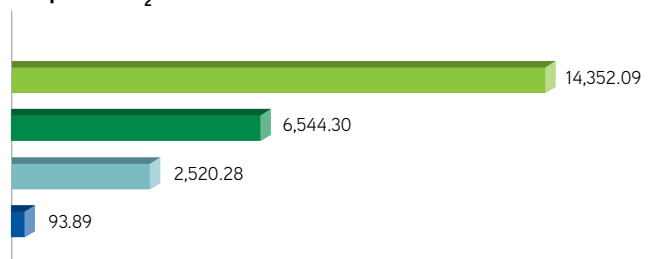
In 2022, the total emissions, which include both Scope 1 and Scope 2, amounted to 26,916.75 tCO<sub>2</sub>e. In 2023, there is a decrease from this baseline figure, with emissions totaling 25,396.74 tCO<sub>2</sub>e.

The Group's Scope 1 emissions accounted for 87% of the total emissions owing to fuel consumption by vehicles, machinery and equipment. Scope 2 encompasses electricity purchased from Sarawak Energy, with a lower emission factor in comparison to other states in Malaysia due to our reliance on hydropower from Bakun Dam.

The largest share of emissions is held by BPSB, followed by BBSB, SIPSB, and BPHB.

● BPSB ● BBSB ● SIPSB ● BPHB

### Scope 1 (tCO<sub>2</sub>e)



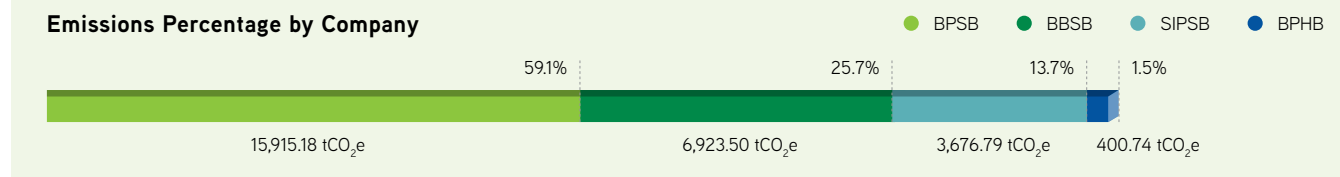
BPSB owns most of the emission sources while BBSB has a significant emission source from boilers used. SIPSB is the second largest emissions owner.

● BPSB ● BBSB ● SIPSB ● BPHB

### Scope 2 (tCO<sub>2</sub>e)



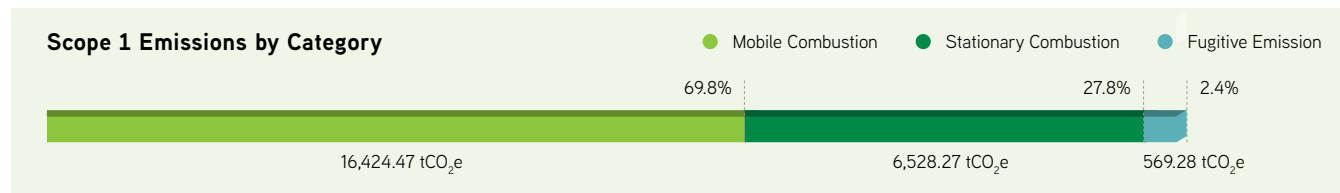
### Emissions Percentage by Company



### Scope 1 Emissions

The largest contributor to Scope 1 emissions is from mobile combustion sources (69.8%) which include company owned road vehicles, cargo and container handling equipment and marine vessels. Stationary combustion sources which consist of generator sets and boilers contribute to 27.8% of Scope 1 emissions followed by fugitive emissions which make up the remaining 2.4%. Fugitive emissions consist of leakages from firefighting equipment and refrigerants from air conditioners.

### Scope 1 Emissions by Category

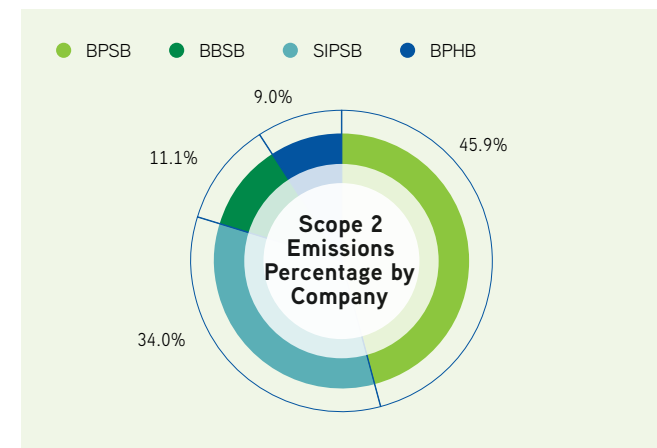


### Scope 2 Emissions

The primary consumers of electricity are BPSB and SIPSB, with Scope 2 emissions of 45.9% and 34% respectively. The key electrical equipment for BPSB includes quay cranes, while for SIPSB, it involves conveyor belts. However, BPSB and BPHB each contribute only 11% and 9.0% respectively, primarily from office buildings.



● BPSB ● BBSB ● SIPSB ● BPHB



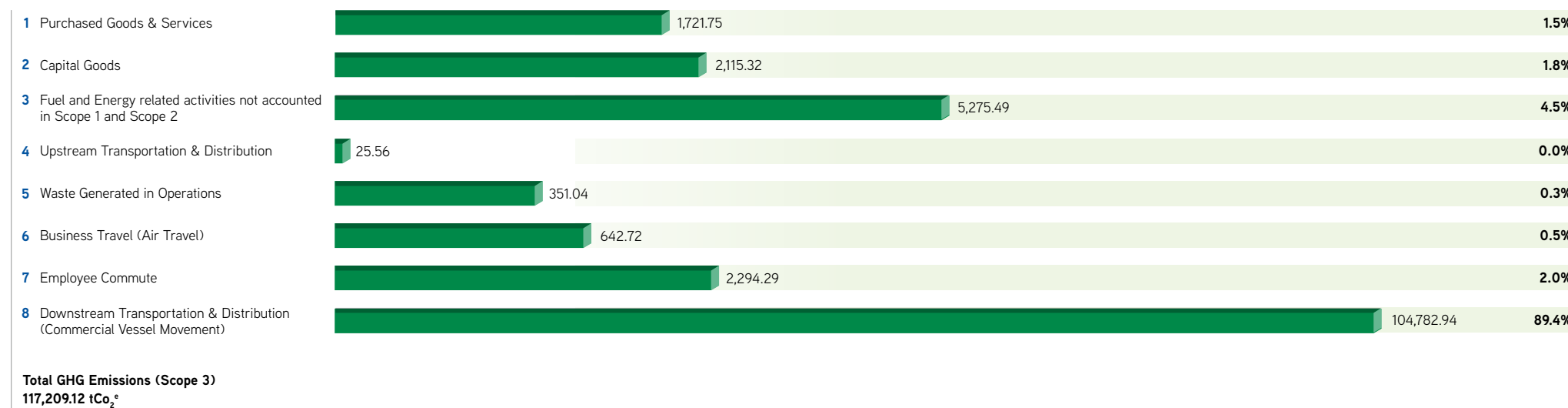


# SUSTAINABILITY STATEMENT

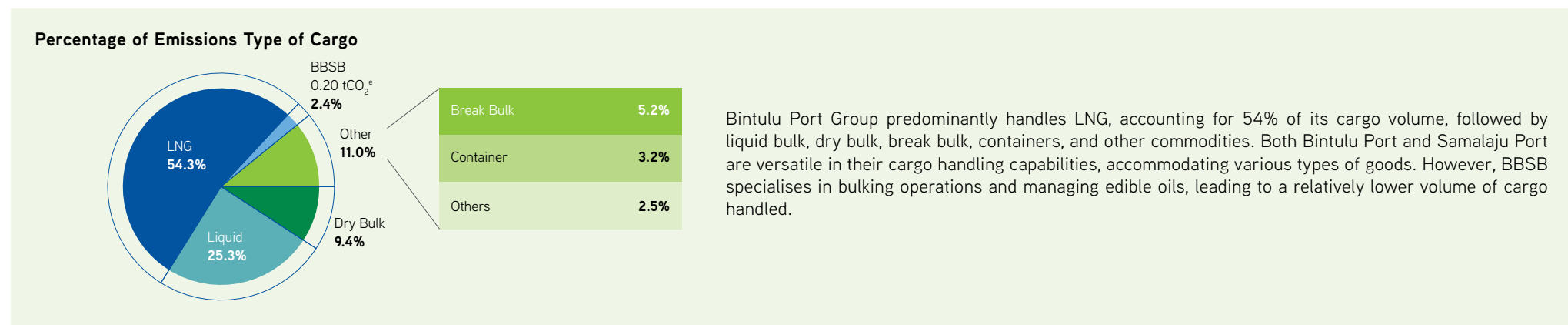
## Scope 3 Emissions

Eight categories were assessed for Scope 3 emissions.

### Scope 3 Category



As the port operator for both Bintulu Port and Samalaju Port, the Bintulu Port Group primarily contributes to Category 8 (Commercial Vessel Movement emissions within Scope 3). These emissions stem largely from vessels powered by fossil fuels, which emit greenhouse gases (GHGs). Even during berthing, or hotelling operating mode, the engines of these vessels remain active, resulting in GHG emissions at the port.



## SUSTAINABILITY STATEMENT

### Contribution to GHG Emissions by Company



The majority of the emissions from Scope 3 are from BPSB (79.8%) followed by, BBSB (11.6%) and SIPSb (8.6%). BPSB possesses the highest number of berths and can accommodate a larger number of vessels, thereby being primarily responsible for the most of the GHG emissions.

### Carbon Emissions Awareness

In November 2023, we organised a 'Know Your Port Emission' workshop for our Leadership team and working groups. This interactive and engaging session drew approximately 50 participants with the goal of delivering a thorough understanding of carbon emissions associated with port operations. The workshop aimed to equip participants with the necessary knowledge and tools to effectively manage these emissions.





## SUSTAINABILITY STATEMENT



### BIODIVERSITY CONSERVATION

We understand the significance of biodiversity conservation as it preserves the delicate balance of ecosystems. Through our various initiatives, including habitat preservation and restoration projects, we actively contribute to biodiversity conservation efforts in the regions we operate in. BPHB aims to foster sustainable development and maintain ecological integrity by protecting the flora and fauna.

#### Bintulu Port Greening For Future: 'Trees of Hope' Campaign

In response to Malaysia's ambitious tree planting initiative, our Group has embraced the challenge with enthusiasm, contributing to the nationwide effort aimed at preserving biodiversity and mitigating climate change. With Malaysia targeting the planting of 100 million trees by 2025 under the Penghijauan Malaysia initiative, Sarawak, our home state, has already planted an impressive 28 million trees, surpassing expectations and underscoring our commitment to environmental stewardship. As part of our contribution, we launched the Bintulu Port Greening for Future: Trees of Hope Campaign, focusing on planting the Hopea Odorata species across strategic locations in Bintulu.

In collaboration with the Bintulu Development Authority (BDA), the inauguration of the Laman Hopea Odorata @ Taman Millenium Bintulu marked the beginning of our concerted efforts to green our surroundings and enhance biodiversity. During this event, our dedicated employees joined hands to plant 600 Hopea Odorata tree saplings, symbolising our commitment to sustainable development and environmental restoration.



#### Samalaju Port 'Green Belt' Project

As of 2023, a total of 2,113 saplings, including Pokok Belian, Merawan Siput Jantan, and Tecoma, have been successfully planted within the 'Green Belt' area of Samalaju Port which was launched by Deputy Premier Datuk Amar Douglas Uggah Embas at SIPSB on 30 January 2023.



Looking ahead, we remain steadfast in our resolve to expand our tree planting initiatives, with plans to introduce more Hopea Odorata trees in diverse locales across our community. Beyond merely offsetting carbon emissions, our tree planting endeavors serve as a testament to our unwavering commitment to nurturing a greener, more sustainable future for generations to come.

## SUSTAINABILITY STATEMENT

### Plogging activity on 22 September 2023



Together with the community at Samalaju Industrial Park (SIP), a plogging activity was held in September in collaboration with SIPSB staff and contractors. By joining hands in this initiative, we demonstrated our shared dedication to keeping our environment clean and healthy

### Lestari Story

As a result of our dedication to biodiversity conservation, SIPSB received an award from the Landscape Lestari Competition 2023 hosted by BDA. SIPSB excelled in the category for showcasing exemplary industrial landscape, demonstrating its commitment to environmental aesthetics and innovative landscape management practices.



### A Collaborative Baseline Study on Acetes with UPM

In 2023, BPHB initiated discussions with Universiti Putra Malaysia's (UPM) Department of Animal Science and Fishery, Faculty of Agricultural and Forestry Sciences, for a collaborative baseline study of Acetes (also known as Bubok in the local dialect) in Bintulu, Sarawak. The objectives of the baseline study include identifying the Acetes species, evaluating biomass, assessing the ecological profile of the habitat and compiling socio-economic initiatives related to Acetes product utilisation.

The project is scheduled to commence in March 2024 over a 10-month period, involving activities such as sampling, analysing population dynamics and conducting on-site field surveys with stakeholders. Through this study with UPM, we aim to not only understand our impact on biodiversity but also explore the potential of commercialising products derived from Acetes to support local communities.



### RENEWABLE ENERGY



Moving forward, we will be increasing our efforts in safeguarding the environment for the long-term benefits of our communities. To efficiently reduce our carbon emissions, we are exploring ways to invest in solar power and electric vehicles as part of our advancements towards capitalising on renewable energy.

We have engaged with the relevant authorities and key players regarding the implementation of solar rooftop installations at our ports, with the aim of materialising this initiative in 2024.



## SUSTAINABILITY STATEMENT



### COMMITMENT TO OUR PEOPLE

Our workforce plays a pivotal role in achieving our business goals and objectives. To this end, we prioritise their safety, well-being and welfare, striving to foster a positive, empowering and conducive workplace. We actively promote the personal and professional growth of our people, helping them reach their full potential in their careers, while also identifying and nurturing future talent for the Group's succession pipeline.

As our people are the cornerstones of our operations, we are committed to efforts aimed at protecting and empowering our workforce. Our Sustainability Framework ensures that we prioritise all workers, employees and contractors, implementing measures to

safeguard their physical and mental health and well-being. We are also guided by local employment laws and industry standards, promoting diversity, equality and inclusion in the workplace. This includes providing employee training, investing in learning and development and compensating our workforce for their commitment and excellence. Additionally, we organise employee engagement initiatives to keep our employees fully engaged, alongside efforts to increase employee satisfaction, retention and recruitment.

#### EMPLOYEE MANAGEMENT

##### Talent Management



**Talent Acquisition and Mobility**



**Performance Management**



**Talent Capability Development**



**Employee Relations and Benefits Administration**

Our Talent Management Framework stands as a beacon of our commitment to nurturing, developing, and empowering our workforce. At its core, the Talent Council Committee serves as the driving force behind our talent initiatives, ensuring alignment with our organisational goals and values.

#### TALENT COUNCIL COMMITTEE

Throughout the dynamic landscape of modern business, the Talent Council Committee has been steadfast in its dedication to fostering a culture of excellence and continuous growth. In 2023 alone, the Committee convened on 13 occasions, delving deep into HR matters, and spearheading transformative employee initiatives. These meetings not only underscore our unwavering commitment to talent management but also highlight our proactive approach to addressing the evolving needs of our workforce.

Led by our esteemed GCEO and comprising key leadership team members, the Talent Council Committee serves as a platform for collaboration and innovation. Together, we have observed tangible outcomes of our collective efforts, witnessing an enriched talent ecosystem and fortified organisational resilience.

# SUSTAINABILITY STATEMENT



## TALENT ACQUISITION AND MOBILITY

### Empowering Growth

Central to our talent management strategy is the enhancement of talent acquisition and mobility, which serves as the cornerstone of our workforce agility and talent retention efforts. In 2023, we revised our recruitment processes to embrace competency-based interviews, ensuring a rigorous fair assessment of candidates based on merit and potential. Furthermore, we remain committed to supporting the professional development and advancement of our employees, providing opportunities for career mobility and growth within our organisation. Through initiatives such as staff mobility and promotion, we empower our workforce to chart their own path to success, fostering a culture of inclusivity, empowerment, and opportunity.

● 2021 ● 2022 ● 2023

#### Total of Number of New Employee Hires



### SUPPORTING LOCAL GRADUATES THROUGH MYSTEP

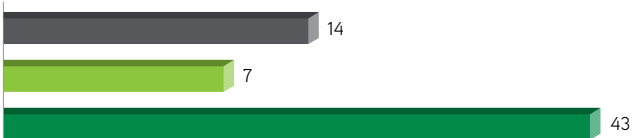
At BPHB, our dedication to fostering talent extends beyond our organisation's walls and into the broader community, as exemplified by our steadfast commitment to the Malaysian Youth Transformation and Employment Programme (MYSTEP). Introduced by the Ministry of Finance in 2021, MYSTEP represents a pivotal initiative aimed at enhancing the employability of young Malaysian graduates and catalysing the nation's human capital development agenda.

In 2023, BPHB demonstrated its unwavering dedication to this cause by accepting a total of 43 graduates a substantial increase from the seven participants welcomed in the previous year. Through MYSTEP, these young graduates were afforded the opportunity to immerse themselves in the dynamic and diverse landscape of BPHB, gaining hands-on experience, honing their skills, and cultivating the mindset of innovation and excellence that defines our organisational culture.

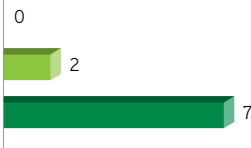
#### MYSTEP Programme (Enrolment & Employment)

● 2021 ● 2022 ● 2023

##### Number of graduates enrolled into MYSTEP programme



##### Number of MYSTEP graduates employed by BPHB



## PERFORMANCE MANAGEMENT

### Empowering Performance

In 2023, we transitioned to a goal-setting model that streamlines and elevates our performance management processes, ultimately driving employee engagement, motivation, and productivity. This shift towards unified goal setting enables us to foster a culture of continuous growth and development, as employees are encouraged to stretch themselves beyond their comfort zones and reach new heights of achievement. Setting ambitious yet attainable goals across five key quadrants will ensure that our performance management system is aligned with our broader organisational goals and values, reinforcing our commitment to excellence and innovation. The five key quadrants are:

Health, Safety & Environment

Productivity & Efficiency

Financial

Strategic Initiative & Growth

Stakeholder Management



## SUSTAINABILITY STATEMENT



### TALENT CAPABILITY DEVELOPMENT

#### Empowering Potential

At the heart of our commitment to empowering our people with a robust system of training and development designed to nurture talent, foster growth, and boost our employees towards excellence. We understand that investing in the continuous learning and professional development of our team members not only enhances their individual capabilities but also enriches the collective strength of our organisation.

#### Total Training Investment

In 2023, we continued to offer training to enhance the skills and knowledge of our workforce, increasing our total training investment from RM3.73 million in 2022 to RM4.70 million in 2023, providing a total of 44,532 hours of training.

Training Hours/Gender	Male	Female
Total No. of Employees Attended Training	701	172
Total No. of Training Hours	37,512	7,020
Average Training Hours Per Employee	54	41

#### By Employee Category

Employee Category	Total Training Hours	Participation	Average Training Hours
Executive	13,323	231	58
Non-executive	29,143	546	53
Management	2,066	96	22

Strategic talent development initiatives cultivate a pipeline of skilled and future-ready leaders, driving organisational growth and innovation. At the forefront of our talent development efforts stands the BPHB E-Learning Eco System (B.E.E.S), our newly introduced learning platform designed to enrich employee learning and development. Launched on 16 November 2023 by our GCEO, B.E.E.S represents a pivotal step forward in our journey towards building a culture of continuous growth and improvement.

With B.E.E.S, our employees gain access to a diverse array of courses, interactive modules, and resources tailored to their individual learning needs and aspirations. Whether it's honing technical skills, developing leadership capabilities, or exploring new areas of expertise, B.E.E.S provides a comprehensive learning ecosystem that empowers our employees to unlock their full potential and thrive in their roles and beyond.

#### B.E.E.S: A Hive of Learning Activity

BPHB's innovative learning platform, the B.E.E.S (BPHB E-Learning Eco System) is like a hive of activity for employees. Just like bees tirelessly gather nectar and pollinate flowers, B.E.E.S keeps employees busy with a diverse array of courses and resources tailored to their learning needs and aspirations. It's not just about staying busy, though; employees are constantly buzzing with activity as they gather knowledge and skills, much like bees gathering pollen. Just as bees work collaboratively within the hive, B.E.E.S fosters a sense of teamwork and collaboration among employees, empowering them to thrive and contribute to the organisation's success. B.E.E.S is not just a learning platform—it's a hive of productivity and growth!

#### Strengthening Leadership and Corporate Culture

In 2023, the Strategic Transformation Department organised two Leadership Team (LT) Retreats focused on bolstering teamwork, engagement, and alignment of organisational goals. Participants responded positively, actively contributing to the development of the "Sibu Pledge"—a comprehensive action plan aimed at enhancing efficiency. During the second retreat, attendees were introduced to the new Corporate Culture, Statement of Purpose, and Halatuju 2050, with the goal of equipping them to effectively communicate and instil these values organisation-wide. To achieve this, the department implemented various initiatives, including town halls, staff engagement sessions, participation in Corporate Ethics Day, distribution of corporate culture t-shirts, and incorporation of culture modules into B.E.E.S.

# SUSTAINABILITY STATEMENT



First Townhall



Participation in Corporate Ethics Day



Briefings for Executives



Staff Engagement Programme



Corporate Culture Video Competition



Distribution of promotional materials



## EMPLOYEE RELATIONS AND BENEFITS ADMINISTRATION

### Empowering Engagement

Employee welfare refers to the well-being, health, and prosperity of employees within an organisation. It encompasses various programmes, benefits and initiatives designed to enhance the quality of work-life for employees and their families, creating a positive work environment, increasing employee satisfaction, and fostering loyalty and productivity.

Not only is it beneficial to individual employees but also contributes to organisational success by improving employee retention, engagement, and overall productivity.

### 2023 Highlights

**RM211,190.00**

invested in employees'

**Educational Support**

**RM7,448,637.82**

invested in employees'

**Medical Assistance**



## SUSTAINABILITY STATEMENT

### Employee Benefits

We are committed to ensuring employees' long-term success by providing competitive salaries, generous benefits, and performance-based bonuses. Their dedication and loyalty are key to our retention strategy and thus, we strive to support and reward employees and workers for their time and efforts. Our comprehensive benefits package encompasses various benefits, including health and wellness coverage, interest-free study loans and retirement benefits, ensuring our employees' long-term well-being and security. Additionally, our retirement benefits include retirement grants, relocation expenses and transportation costs.

#### Educational Support

We prioritise the value of education through two dedicated programmes to support the needs of our employees' children. The Academic Excellence Award, initiated in 1993, offers financial incentives to students who excel academically or gain admission to university, benefitting an average of 60 students annually. Additionally, our Educational Assistance programme, which was launched in 2010, continues to support the education of children from families earning RM3,500 and below. On average, we contribute RM350 per child, enabling them to fulfil their academic potential and strive for success. To date, 739 students have benefitted from this programme.

1

#### Medical Assistance

In addition to the standard medical benefits offered to all BPHB Group of Companies employees, the company also extends medical assistance to cover costs associated with critical illnesses. This assistance may also include the purchase of essential medical equipment such as special beds for bedridden patients, wheelchairs, hearing aids and breathing aids. BPHB also provides full coverage of medical expenses on a case-by-case basis when medical costs exceed what employees can afford.

2

### Grievance Mechanisms

At BPHB, all employees have the freedom to voice their concerns to senior management through a transparent and equitable process, ensuring that all grievances are addressed impartially and promptly. Complaints must be lodged within a specified timeframe by the employee's immediate supervisor. If internal resolution cannot be achieved, the matter may be escalated as a dispute to the Industrial Relations Department within the Ministry of Human Resource, with action taken in

accordance with Section 26 of the Industrial Relations Act 1967. Similarly, the workers' union at Bintulu Port, Kesatuan Sekerja Kakitangan Bintulu Port Sdn Bhd, representing 61% of the port's workforce, which amounts to 724 workers, possesses the authority to directly address concerns with the management. Crew Personnel can also bring forth issues through the Crew Articleship Agreement between management and crew representatives, covering various aspects such as grade and salary structure, allowances, on-board complaint procedures and leave entitlements, as agreed upon by both parties.

During the year, the Bintulu Port Employees Union (KSKBP) conducted a roadshow on 20 December 2023 at Samalaju Industrial Port Sdn Bhd. This was an initiative to introduce and strengthen the unity among staff and enhance their understanding of workers' rights, responsibilities, and foster cooperation among union members.

### DIVERSITY, EQUITY & INCLUSION

#### Srikandi Programme

We remain committed to cultivating a diverse and empowering workplace. Drawing inspiration from the legendary figure of "Srikandi," symbolising strength, skill and resilience, we introduced our "Women in Operations" initiative – the Srikandi Programme. The objective of the programme is to bridge the gender gap and provide opportunities to women in a male-dominated industry, aiming for a 30% non-executive female representation by 2030. The Srikandi Programme aims to provide new skills and opportunities, reflecting the enduring values associated with Srikandi in a modern corporate environment. To date, the programme has onboarded two female staff in the Bintulu International Container Terminal (BICT) since its commencement in February 2024.



Srikandi Programme briefing on 2 February 2023

Setting Our Targets:  
**30%**  
 Female Representation in  
 Operations by 2030

## SUSTAINABILITY STATEMENT



Site visit to Bintulu International Container Terminal (BICT) and Samalaju Industrial Port Sdn Bhd by Srikandi participants on 7 & 28 February 2024

### Bintulu Port Women Leaders (BPWL)

Apart from the Srikandi programme, BPHB also established the Bintulu Port Women Leaders (BPWL), a leadership network for the women in our workforce. The BPWL demonstrates our commitment to promoting diversity, inclusion and equality (DEI) values, supporting talent development and implementing initiatives that empower and support women. In 2023, BPWL organised a Pink October Event in conjunction with Cancer Awareness month. Members also enjoyed a hi-tea session and participated in a Women in Leadership Masterclass.



ELC's Engagement Session with GCEO



Celebrating International Women's Day 2023 with an Afternoon Hi-Tea Gathering

### Emerging Leaders Club (ELC)

During the year, we established the Emerging Leaders Club (ELC) to nurture young talents and make a positive impact. Comprising diverse and empowered young professionals, ELC aims to cultivate an environment conducive to growth, learning, and connection. With objectives including leadership opportunities and professional development, ELC provides a platform for collaboration, idea exchange, and resource access. Its mission is to facilitate personal and professional growth, forge lasting connections, and contribute to the collective success of the Group. ELC's first activity, held on 20 November 2023 involved an engagement session for the new recruits. In 2024, ELC plans to conduct more activities aligned with its vision and mission.

### Jawatankuasa Kebajikan Islam (JKI) Bintulu Port

Through the JKI Bintulu Port, we actively engage in various programmes that cater to the religious and cultural needs of our employees. From organising educational forums on significant Islamic events to contributing to the enhancement of religious facilities, we ensure that the diverse religious backgrounds of our workforce are respected and supported. Additionally, our involvement in Ramadan activities, including Iftar programmes and charitable initiatives, emphasises our dedication to fostering an inclusive environment where all employees feel valued and included, regardless of their religious beliefs.

- ▶ Programme Jaulah Bersama Ust Jafri Al Mahmoodi, in collaboration with Bintulu International Container Terminal (BICT) and other agencies, took place from 27 to 29 January 2023.
- ▶ Forum Perdana Sesi Ceramah Programme Israk Mikraj 1444H/2023M was held on 18 February 2023.
- ▶ A contribution towards the enhancement of An-Najah Surau, SK Agama Bintulu 2023, was completed on 12 January 2023.
- ▶ Ramadan Activities 2023, organised by JKI Bintulu Port, included various events such as date distribution, Iftar programmes at Masjid Assyakirin and Masjid Al-Hijrah, Quran recitation quizzes, Iftar with stakeholders, and Ramadan donation collections. The Ibadah Korban organised by JKI Bintulu Port was held on 29 June 2023.
- ▶ Programme Ceramah Perdana in celebration of Maulidur Rasul took place on 15 September 2023, followed by the Maulidur Rasul 2023 Parade (1445H) at Bintulu on 28 September 2023.



## SUSTAINABILITY STATEMENT

### Gerompong Dayak Bintulu Port

Through Gerompong Dayak Bintulu Port, we are committed to celebrating the cultural diversity within our organisation. Events such as the Gawai Dinner serve as opportunities to honor the traditions and customs of the Dayak community, fostering a sense of belonging and camaraderie among our employees. Additionally, our support for members facing adversity underscores our dedication to standing by each other in times of need, regardless of cultural or personal differences.

### EMPLOYEE ENGAGEMENT INITIATIVES

At BPHB, people engagement is key as it enables our employees to feel motivated, driving productivity, innovation, growth and success. We believe that it is important for our employees to feel valued, supported and connected to our organisation. To this end, our employee engagement initiatives are aimed at building trust, collaboration and open communication across the organisation. In 2023, we conducted the following initiatives:

#### Farewell Dinner



BPHB hosted three farewell dinners to celebrate the achievements, service and commitment of 39 employees who reached their mandatory retirement age or opted for early retirement. These events were attended by their family members, the management team and colleagues who celebrated their contributions. In 2023, a total of RM200,000.00 was spent on farewell dinners of retiring staff.

### Kelab Sukan Rekreasi Bintulu Port (KSRBP)

#### Sports Activities organised by Kelab Sukan Rekreasi Bintulu Port (KSRBP):



Sepak Takraw



Volleyball

## SUSTAINABILITY STATEMENT



Football



Futsal



Basketball



Badminton



Table Tennis



Badminton



## SUSTAINABILITY STATEMENT

### Bintulu Port Family Day 2023

Held on 25 November 2023, the event was a fun-filled day of entertaining activities, performances and opportunities for employees and their families to connect and build relationships beyond workplace settings. From indoor challenges to outdoor adventures, each activity was carefully executed to foster stronger connections between the Group, their families, and colleagues. The Bintulu Port Family Day also cultivated a sense of unity, appreciation and camaraderie among employees and their families, offering a memorable experience for all those present.

### 26<sup>th</sup> Graduation Ceremony Tadika Montessori Pelabuhan Bintulu

In February 2023, 35 students were honoured during the graduation ceremony, which was officiated by the Group Chief Executive Officer. This event provides an opportunity to recognise and commemorate the achievements of young minds as they transition to the next phase of their educational journey.

### BPHB Earns Top Spot as Best Employer of 2023



On 21 November 2023, BPHB received the Best Employer Award 2023 by the Employees Provident Fund (EPF) Group Bintulu. This esteemed recognition highlights our outstanding performance in fulfilling our obligations as an employer, adhering strictly to EPF regulations as outlined in the EPF Act 1991, and demonstrating our commitment to managing employer accounts from 2022 to 2023. Notably, Bintulu Port Holding Berhad's achievement positions the organisation among the top five employers out of 5,200 in Bintulu, reaffirming its commitment to excellence and responsible corporate stewardship.

### NURTURING A CULTURE OF INTEGRITY, ETHICS AND RESPONSIBILITY AT WORKPLACE

As we strive to create a culture of integrity in our organisation, we implemented various initiatives to enhance employee integrity. This involved conducting a Bintulu Port Ethics Day, Integrity Talk, Integrity Awareness Assessment, Corruption Risk Management (CRM) Workshop, training on whistleblowing procedures and revision of Code of Business Ethics (COBE) and Anti-Bribery and Corruption (ABC) Policy.



Bintulu Port Ethics Day



BPHB Group Integrity Talk

## SUSTAINABILITY STATEMENT

### Rakan AADK Bintulu Port

Bintulu Port has initiated proactive measures to tackle substance misuse within the organisation by establishing Rakan Agensi Antidadah Kebangsaan (AADK) Bintulu Port in partnership with Skuad AntiDadah Bintulu. This collaboration signifies a significant step in addressing substance abuse. A comprehensive zero-tolerance policy has been implemented to set clear expectations for employees regarding substance use and provide intervention and support when needed. These efforts demonstrate Bintulu Port's commitment to fostering a culture of integrity, ethics, and responsibility, ensuring a safe and healthy workplace environment for all employees.

### SAFETY AT WORKPLACE

The safety and well-being of our staff, contractors and local communities continue to be our utmost priority. We are committed to achieving Zero Fatality and Accident (ZeFA) – ensuring the safe return of everyone, every day. The Group aspires to cultivate safe work environments that support both physical and mental well-being, empowering individuals to actively participate in optimising our health and safety performance.

Our approach to health and safety is centred on enhancing awareness and managing safety risks to prevent incidents and minimise injuries and accidents. In 2023, we reviewed our HSE Policy, which ensures we prioritise the well-being of employees, workers and local communities in areas where we operate. To further strengthen our occupational safety and health (OSH), we are guided by these regulations, standards and policies:

Acts	Standards	Policies
OSHA 1994 (Revised)	ISO 45001:2018	IMS Policy
FMA 1967	ISO 9001:2015	Stop Work Policy
EQA 1974	ISO 14001:2015	Environment Policy

We recognise that the nature of our business operations may be hazardous to employees, contractors and service providers, leading to work-related injuries. Therefore, we are committed to implementing best practices in our daily operations across all business units to protect and manage the health and safety of everyone on our premises.

Comprehensive safety training is provided for employees and workers to emphasise the importance of safety. At BPHB, we have implemented a robust health and safety management system to address incidents, thereby reducing any potential impacts on our people, the environment and the communities within our operations. Our emergency response procedures are tested regularly to ensure their reliability and effectiveness.

### SAFETY LEADERSHIP IN BPHB

Over the past year, we have made significant changes in safety leadership to improve safety standards across the Group. The Health, Safety, Security and Environment (HSSE) Steering Committee, led by the Group Chief Executive Officer (GCEO), oversees the management of health, safety and environmental risks within our operations. This committee ensures that policies, standards and programmes are adopted and implemented effectively. Chaired by the GCEO, the Group HSSE Steering Committee strengthens the Leadership Team's (LT) oversight and engagement on important health, safety, security and environmental issues across the Group, including conducting regular walkabouts.

A safety walkabout involves leaders and safety experts walking through our premises, actively identifying potential hazards and areas for improvement in health, safety and environmental practices. They engage with employees and workers, discussing safety protocols and ensuring compliance with established standards. The participation of top leaders including our CEO in these walkabouts highlights their commitment to our safety culture. It emphasises that safety is not just about following rules but prioritising the safety of everyone across our operations. These walkabouts are held regularly to address issues promptly, promote best practices and improve safety measures to protect both our personnel and the environment.

At BPHB, we are steadfast in our commitment to safeguarding all individuals within our port. In 2023, we took part in the Maritime Security's (MARSEC) Townhall Appreciation Ceremony on 14 December 2023, which was held to recognise the safety accomplishments of various organisations.





## SUSTAINABILITY STATEMENT

### FORTIFYING SAFETY CULTURE THROUGH TRAINING

In the current industrial landscape, health, safety and environmental (HSE) standards is pivotal to our operations. BPHB Group offers a diverse range of HSE training programmes aimed at equipping our personnel with the necessary knowledge and skills to effectively manage and reduce potential risks in the workplace. In 2023, we invested a total of 8,253 hours in training for 777 staff members to enhance their safety awareness and professional growth. This ensures that each individual is equipped with the right tools needed to tackle challenges effectively and uphold the highest standards of health, safety and environmental stewardship.

### UNSAFE ACT AND UNSAFE CONDITION (UAUC)

At BPHB Group, we take a proactive approach to safety through the implementation of a UAUC system. On 25 January 2023, we launched our online UAUC reporting system. This initiative is aimed at raising awareness among employees on the potential hazards and encourages them to take the necessary precautions for a safe working environment. Employees who report unsafe acts and conditions or suggest safety improvements are recognised through incentives and company acknowledgements.

In 2023, our safety focus led to an ambitious goal-setting exercise. We aimed for 10,000 reports, with a stretch target of 12,000. We achieved an astounding 19,470 reports, surpassing all expectations. This underscores our unwavering commitment to safety and our ability to exceed even the loftiest goals.

### EMERGENCY PREPAREDNESS

Previously, the Emergency Coordination Centre (ECC) at BPHB was overseen by personnel from the Group Health, Safety and Environment (GHSE) department, along with dedicated staff from the operations department. However, a new operational structure has been introduced, wherein the ECC will now be managed by senior managers and managers across the BPHB Group of Companies, collectively referred to as Duty Managers. Their responsibilities will include weekly rotational duties. This setup will be under the Emergency Duty Manager, who is tasked with communicating and reporting any incidents occurring within the premises of the BPHB Group of Companies. We conducted training sessions to equip all Duty Managers with the knowledge and skills to carry out their duties efficiently.

Currently, there are 54 registered Duty Managers and plans are in motion to include additional newly-appointed managers throughout the Group.

### BPHB HSE Month 2023 Campaign

Prioritising Health, Safety and Environmental (HSE) practices is crucial for organisations worldwide. To this end, in October 2023, we conducted the BPHB HSE Month 2023 Campaign to promote awareness and encourage active participation in these important areas.

- ▶ HSE Trivia Challenge - enhanced employees' HSE awareness in a fun setting
- ▶ HSE Insight - to promote a culture of HSE stewardship within the organisation by providing employees with relevant information on HSE responsibilities
- ▶ Tiny Titan Programme - in partnership with BPHB Montessori, the programme instilled HSE values in the vibrant minds of our Tiny Titans, empowering them to be superheroes in safety
- ▶ HSE Short Video Contest - showcased safety and wellness through creative short videos on HSE awareness
- ▶ Safe Lifting Operation Awareness Programme - provided insights into risk mitigation and best practices for lifting operations
- ▶ Mega Toolbox Zero Spillage Campaign - addressed environmental concerns to prevent oil spillage incidents, safeguarding ecosystems and natural resources
- ▶ Nutrichef Showdown - encouraged healthy eating habits and awareness on nutritional habits

The BPHB HSE Month 2023 Campaign demonstrates the impact collective action can have in promoting safety, health and environmental responsibility. Furthermore, to foster healthy habits among employees, Rakan AADK Bintulu Port organised a Drug Abuse and Substance Awareness Campaign on 22 December 2023, for port employees and contractors. Going forward, we will continue to enhance awareness for a safer, healthier and more sustainable future for all.

# SUSTAINABILITY STATEMENT

## OUR SAFETY PERFORMANCE

We are committed to protecting our employees and contractors by implementing an effective hierarchy of controls within operational zones, conducting regular safety training, safety stand-downs, toolbox briefings and enforcing the use of proper personal protective equipment (PPE).

Furthermore, we continuously enhance our organisational capabilities and operational controls to prevent accidents from resulting in life-changing or fatal outcomes. Our efforts have yielded positive results, with zero cases of employee and contractor fatalities over the past four years, as a result of the improvements made to our safety procedures and the implementation of a Stop Work Policy.

The Lost Time Injury Frequency (LTIF) is a key performance metric for us, demonstrating our steadfast commitment to safety. While our target is set at 0.450, the current value is slightly higher at 0.458. Although there is a minor deviation from our goal, it underscores our ongoing efforts to strengthen safety protocols and reduce lost-time injuries. We remain optimistic and proactive in our efforts, confident that with sustained diligence, we will achieve our target and ultimately cultivate a safe work environment for all.

## BPHB Health and Safety Performance

Work-Related Injuries			
All Employees	2021	2022	2023
Fatalities as a result of work-related injury			
Number	0	0	0
Rate	0.00	0.00	0.00
High-consequence work-related injuries			
Number	0	0	0
Rate	0.00	0.00	0.00
Recordable work-related injuries			
Number	3	6	7
Rate	0.64	1.20	2.12
Number of hours worked	4,654,816.69	4,997,102	3,302,446.67
Non-Employees			
	2021	2022	2023
Fatalities as a result of work-related injury			
Number	0	0	0
Rate	0.00	0.00	0.00
High-consequence work-related injuries			
Number	0	0	0
Rate	0.00	0.00	0.00
Recordable work-related injuries			
Number	2	3	3
Rate	0.55	0.86	0.93
Number of hours worked	3,646,858.74	3,494,032	3,243,133.00
Lost Time Incident Rate			
Lost Time Incident Rate	2021	2022	2023
Lost Time Injury Frequency Rate (LTIF)	0.124	0.353	0.458

**Note:** There were no records of work-related ill health in 2021 to 2023.



## SUSTAINABILITY STATEMENT



### FOSTERING OUR COMMUNITIES

Bintulu Port recognises our responsibility not only as a leading integrated port facility but also as a responsible corporate citizen dedicated to enhancing the well-being of our communities and striving to make a positive impact on the communities we serve while fostering sustainable development. We are guided by our commitment to the three pillars of our corporate social responsibility (CSR) programmes, namely:

Serving the Community

Education

Community Health

We remain dedicated to empowering local communities guided by the three pillars of our CSR programmes that contribute towards their needs and well-being.

During the year under review, RM184,000 was invested in our social initiatives benefitting 14,214 beneficiaries among our communities where we operate. Our contributions went towards the following:

#### 3 Main Pillars of Bintulu Port's CSR Programmes for 2023

● Serving the Community ● Education ● Community Health

Investments (RM)	Beneficiaries
218,750	2,345
104,634.30	11,313
111,999.50	550
<b>Total</b> 440,483.80	<b>14,208</b>

#### Community/Society

● 2021 ● 2022 ● 2023

Total Amount Invested to External Beneficiaries (RM)	Beneficiaries
245,000.00	11,371
250,000.00	15,252
184,000.00	14,208

# SUSTAINABILITY STATEMENT

## PILLAR 1 SERVING THE COMMUNITY

Our dedication to philanthropy and community investment forms the cornerstone of our CSR initiatives, which seek to enhance the quality of life in the communities where we operate. Bintulu Port helps and supports the less fortunate members of the community with a number of community engagement programmes, some of which are under our flagship programmes, such as #BintuluPortPrihatin and #KomunitikuSayang.

### #BintuluPortPrihatin



Jejak Ramadhan @ Balingian



Iftar with Persatuan Nelayan



Ibadah Korban @Jepak



Zakat Wakalah Presentation



Zakat Wakalah Recipient



Pesta Bederun @ Balingian

- Every year, without fail, Bintulu Port shares the joyous celebration of Hari Raya with its community. In 2023, we held Majlis Iftar with various NGOs such as Rumah Anak Yatim, Persatuan Nelayan Bintulu, Jejak Ramadhan @Masjid Tuanku Hj Bujang Balingian and Majlis Ibadah Korban@Kampung Jepak Bintulu, while giving out donations to those in need.

- In accordance with Tabung Baitulmal Sarawak requirements, we organised a disbursement of our Zakat Wakalah to the deserving recipients of 12 NGOs/agencies totalling up to RM106,000 that was expected to benefit about 885 beneficiaries in our effort to support their educational and community services.



# SUSTAINABILITY STATEMENT

## #KomunitikuSayang



Tambak Pusa community



Fire & Safety talk and demonstration



Health screening

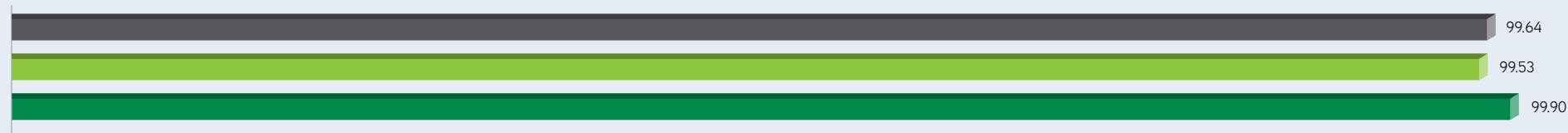
- The inaugural of this flagship programme, which took place in November 2023 illustrated our effort to educate and create awareness in the local community focusing on safety and health. We collaborated with Group HSE to serve the community in Kampung Tambak, Pusa by having a health screening session, a fire and safety talk and demonstrations, and gotong royong activities at Surau Al Raudah. In Kampung Tambak, about RM14,000 of the Zakat Wakalah contributions disbursed to the intended recipients.

## Support for Local Vendors

We continued contributing to local economic development by prioritising local suppliers and vendors where possible. This involves businesses that are registered within Malaysia.

● 2021 ● 2022 ● 2023

## Percentage of Procurement Spend on Local Vendors and Suppliers



## Supporting Social Enterprise

Bintulu Port takes pride in the community's ability to produce high quality traditional and heritage products. We acquire these local products, such as delicacies and souvenirs made by our local community to showcase to our corporate visitors while promoting locally produced items. By acquiring the products from small local enterprises, this initiative helps generate income for the local community, thereby elevating their living standards.



# SUSTAINABILITY STATEMENT

## PILLAR 2 EDUCATION

Education is the key to unlocking individual potential and driving socio-economic progress. Bintulu Port is dedicated to improving educational outcomes and expanding opportunities for learning in our communities. We support local schools and educational institutions to enhance access to quality education by providing scholarships, educational resources, and infrastructure support.

### Excellence Students Award (APC 2023)



- In November 2023, a total of RM50,000 from Zakat Wakalah disbursement went to SMK Baru in honour of its outstanding students who excelled in 2023. 65 of the students come from B40 families, and Bintulu Port recognised their educational achievement by rewarding them with monetary incentives.

### Donations of Basic School Needs



- Bintulu Port assisted local schools in refurbishing their facilities with donations like plastic chairs, school stationery and a school food bank. Part of the donations are from Zakat Wakalah disbursement, and among the schools that have benefited from these donations are SK Kg Baru, SK Tatau, SMK Baru, and Bintulu Vocational College. A total of RM20,000 from the collection of registration fees from the Bintulu Port Futsal Tournament was donated to SK Jepak, SK Agama, SK Kidurong, and SK Kg Baru that benefited almost 5,000 students and supported the schools' educational resources.



## SUSTAINABILITY STATEMENT

### PILLAR 3 COMMUNITY HEALTH

Recognising the importance of health as a fundamental human right, Bintulu Port is committed to promoting the well-being of the broader community. We support various healthcare initiatives, including health awareness campaigns and access to essential healthcare services.

#### Strategic Partner for Bintulu International Marathon with BDA



In our love for sports and health, Bintulu Port became the strategic partner for the inaugural Bintulu International Marathon 2023 with BDA on 6 August 2023. We sponsored RM100,000 in support of the event, which successfully attracted a total of 3,535 local and international participants. Marathons are a good avenue for promoting a healthy lifestyle in the community, potentially reducing healthcare costs in the longterm.

#### BPHB Blood Donation Campaign



Our annual blood donation campaign continued in 2023 with its theme, "Give Blood, Give Plasma, Share Life, Share Often," involving 100 blood donors in support of the blood bank of Hospital Nyabau, Bintulu. The campaign was held in The Spring Mall in August 2023 in collaboration with the Pathology Unit (Blood Bank) of Hospital Nyabau.

## SUSTAINABILITY STATEMENT

**Donation of Haemodialysis Machines to Hospital Nyabau, Bintulu**



Two units of haemodialysis machines were donated to the Haemodialysis Centre of Hospital Nyabau in October 2023. This initiative is aimed at assisting about 200 patients who seek haemodialysis treatment from the hospital. The machines amounting to RM90,000 were purchased using the disbursement of our Zakat Wakalah.

**A Day @ Paediatric Ward Hospital Nyabau, Bintulu**



Bintulu Port brought smiles to young patients at the Paediatric Ward of Hospital Nyabau, gifting food hampers and basic children's needs, which benefited about 250 infants and children in December 2023. The initiative helped strengthen our connection with the local community while fostering goodwill and providing an emotional boost to the young patients.



# PERFORMANCE DATA TABLE

from ESG Reporting Platform

Indicator	Measurement Unit	2022	2023
<b>Bursa (Anti-corruption)</b>			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management/Executive/Non-executive	Percentage	15.78	73.34
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
<b>Bursa (Community/Society)</b>			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	250,000.00	184,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	15,252	14,208
<b>Bursa (Diversity)</b>			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.00	0.00
Management Between 30-50	Percentage	66.67	62.64
Management Above 50	Percentage	33.33	37.36
Executive Under 30	Percentage	17.43	22.52

Internal assurance

External assurance

No assurance

(\*)Restated

## PERFORMANCE DATA TABLE

from ESG Reporting Platform

Indicator	Measurement Unit	2022	2023
<b>Bursa (Diversity)</b>			
Executive Between 30-50	Percentage	71.78	66.03
Executive Above 50	Percentage	10.79	11.45
Non-executive/Technical Staff Under 30	Percentage	44.74	40.17
Non-executive/Technical Staff Between 30-50	Percentage	44.99	52.10
Non-executive/Technical Staff Above 50	Percentage	10.27	7.73
Gender Group by Employee Category			
Management Male	Percentage	70.11	62.64
Management Female	Percentage	29.89	37.36

Internal assurance

External assurance

No assurance

(\*)Restated



## PERFORMANCE DATA TABLE

from ESG Reporting Platform

Indicator	Measurement Unit	2022	2023
Executive Male	Percentage	70.95	66.79
Executive Female	Percentage	29.05	33.21
Non-executive/Technical Staff Male	Percentage	84.68	84.54
Non-executive/Technical Staff Female	Percentage	15.32	15.46
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	72.73	66.67
Female	Percentage	27.27	33.33
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	18.18	11.11
Above 50	Percentage	81.82	88.89
<b>Bursa (Energy management)</b>			
Bursa C4(a) Total energy consumption	Megawatt	17,083.79	16,124.22
<b>Bursa (Health and safety)</b>			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.35	0.46
Bursa C5(c) Number of employees trained on health and safety standards	Number	317	777
<b>Bursa (Labour practices and standards)</b>			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	4,377	2,066
Executive	Hours	9,456	13,323
Non-executive/Technical Staff	Hours	34,319	29,142

Internal assurance

External assurance

No assurance

(\*)Restated

## PERFORMANCE DATA TABLE

from ESG Reporting Platform

Indicator	Measurement Unit	2022	2023
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.96	1.30
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	3	5
Executive	Number	16	15
Non-executive/Technical Staff	Number	78	65
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
<b>Bursa (Supply chain management)</b>			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.53	99.90
<b>Bursa (Data privacy and security)</b>			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
<b>Bursa (Water)</b>			
Bursa C9(a) Total volume of water used	Megalitres	830.286320	859.706340
<b>Bursa (Waste management)</b>			
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	46.57	32.45
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	578.43	501.86
<b>Bursa (Emissions management)</b>			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	23,510.55	22,155.77
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	3,406.20	3,240.97
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	2,937.01	-

Internal assurance

External assurance

No assurance

(\*)Restated



# WHO GOVERNS US

## DATUK AMAR HJ. MOHAMAD ABU BAKAR BIN MARZUKI

Non-independent Non-Executive Chairman

- Chairman, Bintulu Port Holdings Berhad
- Board Member, Bintulu Port Sdn. Bhd.



Meetings  
Attended



Date of First Appointment  
3 August 2023

Date of Appointment as Chairman  
1 December 2023

YB Datuk Amar Hj. Mohamad Abu Bakar bin Marzuki was first appointed as Director on 3 August 2023. He was then re-designated as Chairman effective 1 December 2023.

### QUALIFICATIONS

- Master of Science (Human Resource Development), Universiti Putra Malaysia (1999)
- Bachelor of Arts, Universiti Kebangsaan Malaysia (1987)
- Senior Executive Fellows Leadership Programme, Harvard University (2017)

### CAREER EXPERIENCE

- 1 July 2022 - Present: Sarawak State Secretary
- 2 January 2018 - 30 June 2022: Deputy State Secretary (Socio-Economic Transformation) Chief Ministers Department
- 16 June 2016 - 1 January 2018: Director of State Planning Unit Chief Ministers Department
- 2006 - 2016: Director of Sarawak Foundation Secretary of Board of Trustees, Sarawak Foundation Treasurer, Bakun Charitable Trust Fund
- 2000 - 2005: Deputy Director Sarawak Foundation
- 1995 - 1999: Branch Head, Sarawak Foundation Kuala Lumpur Branch
- 1995 - 1999: Secretary, Tunku Abdul Rahman Scholarship Sarawak Foundation
- 1991 - 1995: Assistant Director [Higher Education] Sarawak Foundation

### OTHER DIRECTORSHIPS

- Nil

## DATO' ZAMZURI BIN ABDUL AZIZ

Non-independent Non-Executive Director

- Board Member, Bintulu Port Holdings Berhad
- Board Member, Samalaju Industrial Port Sdn. Bhd.



RSC



Meetings  
Attended



Date of Appointment  
16 June 2023

Dato' Zamzuri Bin Abdul Aziz was appointed as Non-Independent Non-Executive Director on 16 June 2023.

### QUALIFICATIONS

- Masters in Economics, Universiti Kebangsaan Malaysia (UKM), Malaysia (2003)
- Advanced Management Programme, Harvard Business School, Harvard University, USA (2011)
- Advanced Leadership and Management Programme, National Institute of Public Administration (INTAN), Malaysia (2011)
- Leadership Development for Corporate Excellence, UUM-KELLOGG School of Management, Northwestern University, USA (2014)
- Bachelor of Economics (Business Administration) (Hons.), Universiti Malaya, Malaysia (1994)
- Diploma in Public Administration, National Institute of Public Administration (INTAN), Malaysia (1997)

### CAREER EXPERIENCE

- 22.03.2023 Present: Timbalan Ketua Setiausaha (Dasar), Kementerian Kewangan
- 01.03.2023: Timbalan Ketua Setiausaha (Kewangan), Kementerian Kesihatan Malaysia
- 05.11.2018: Setiausaha Bahagian, Bahagian Perolehan Kerajaan, Kementerian Kewangan Malaysia
- 24.02.2011: Timbalan Pengarah Belanjawan (Sektor Perkhidmatan Am) Pejabat Belanjawan Negara
- 26.08.2010: Timbalan Pengarah Sektor Perkhidmatan Am, Bahagian Pengurusan Belanjawan, Kementerian Kewangan
- 30.11.2007: Pegawai Pemeriksa Belanjawan, Unit Peruntukan Diraja dan Jabatan Perdana Menteri, Sektor Perkhidmatan Am, Bahagian Pengurusan Belanjawan, Kementerian Kewangan
- 18.12.2003: Penolong Pengarah Kanan Belanjawan, Unit Belanja Mengurus, Sektor Dasar dan Penyelarasan, Bahagian Pengurusan Belanjawan, Kementerian Kewangan
- 16.06.2003: Penolong Setiausaha, Unit Luar Negeri, Seksyen Dasar Saraan, Bahagian Pentadbiran, Kementerian Kewangan
- 16.07.1998: Penolong Setiausaha, Bahagian Pengurusan Kewangan, KPDNHEP
- 15.03.1997: Penolong Pengarah, Unit Jualan Langsung, Bahagian Perdagangan Dalam Negeri, KPDNHEP
- 25.01.1995: Penolong Pengarah, Unit Pembangunan Perdagangan, Bahagian Perdagangan Dalam Negeri, Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP)
- 03.01.1995: Penolong Pengarah, Bahagian Elektrik & Elektronik, Lembaga Kemajuan Perindustrian Malaysia (MIDA)

### OTHER DIRECTORSHIPS

Public companies:

- Malaysia Airports Holdings Berhad

### COMMITTEE MEMBERSHIP KEY:

Chairman

Member

AC

Audit Committee

RSC

Risk and Sustainability Committee

NRC

Nomination and Remuneration Committee

FIC

Finance and Investment Committee

## WHO GOVERNS US

### DATO SRI FONG JOO CHUNG

Non-independent Non-Executive Director

- Board Member, Bintulu Port Holdings Berhad
- Chairman, Bintulu Port Sdn. Bhd.



NRC



Meetings  
Attended



**Date of Appointment**  
16 September 2004

**Meetings Attended**

Dato Sri Fong Joo Chung was appointed as a Non-Independent Non-Executive Director on 16 September 2004.

#### QUALIFICATIONS

- Bachelor of Law (Hons), University of Bristol, United Kingdom (1971)
- Barrister-at-Law, Lincoln's Inn, London, United Kingdom (1981)

#### CAREER EXPERIENCE

- 2007-present : State Legal Counsel, Sarawak Government
- 1992-2007 : State Attorney-General, Sarawak
- 1971-1992 : Advocate in private legal practice

#### OTHER DIRECTORSHIPS

Listed companies:

- Sarawak Cable Berhad
- Leader Energy Holdings Berhad

Public companies:

- Sarawak Energy Berhad



Meetings  
Attended



**Date of Appointment**  
1 August 2021

**Meetings Attended**

### DATU HASMAWATI BINTI SAPAWI

Non-independent Non-Executive Director

- Board Member, Bintulu Port Holdings Berhad
- Chairman, Samalaju Industrial Port Sdn. Bhd.



FIC

Datu Hasmawati binti Sapawi was appointed as Non-Independent Non-Executive Director on 1 August 2021.

#### QUALIFICATIONS

- Bachelor of Arts (Hons) Economics, Concordia University, Montreal, Canada (1992)
- Master of Business Administration, Monash University, Melbourne, Australia (1997)
- Master of Environment Management Development (Development Planning), University Malaysia Sarawak (UNIMAS), Kota Samarahan, Sarawak (2000)

#### CAREER EXPERIENCE

- 2021-present : Deputy State Financial Secretary, State Financial Secretary's Office
- 2008-2021 : Director, Corporate Services & Investment, State Financial Secretary's Office
- 2007 : Acting Director, Corporate Affairs Division, State Financial Secretary's Office
- 2006 : Principal Assistant Secretary, Corporate Affairs Division, State Financial Secretary's Office
- 2002-2005 : Senior Manager, Corporate Planning Division, Pelita Holdings Sdn. Bhd.
- 1992-2001 : Economist, Investment Division, Land Custody & Development Authority (PELITA)

#### OTHER DIRECTORSHIPS

Listed companies:

- Sarawak Plantation Berhad
- Sarawak Oil Palms Berhad
- Dayang Enterprise Holdings Berhad

Public companies:

- Amanah Saham Sarawak Berhad



## WHO GOVERNS US

### (DR.) SALIHIN BIN ABANG

Independent Non-Executive Director

- Board Member, Bintulu Port Holdings Berhad
- Chairman, Biport Bulkers Sdn. Bhd.



AC RSC



Meetings  
Attended



Date of Appointment  
1 February 2018

Meetings Attended

(Dr.) Salihin Bin Abang was appointed as an Independent Non-Executive Director on 1 February 2018.

#### QUALIFICATIONS

- Bachelor Of Accounting (Hons), Universiti Islam Antarabangsa, Malaysia (1997)
- Master Of Science in Accounting, Universiti Islam Antarabangsa Malaysia (2008)
- ASEAN Senior Management Development Programme (SMDP), Harvard Business School (2011)
- Honorary Doctorate Degree in Management, Universiti Malaysia Terengganu (UMT) (2018)
- Chartered Accountant, C.A.(M), Malaysian Institute of Accountants (MIA)
- Certified Public Accountant, CPA (M), Malaysian Institute of Certified Public Accountants (MICPA)
- Qualified Risk Director, Institute of Enterprise Risk Practitioner (IERP®)

#### CAREER EXPERIENCE

- 2024- Present: Board of Directors, Sarawak Economic Development Corporation
- 2023- Present: Director, Hornbill Skyways Sdn Bhd
- 2023- Present: Board Member of Universiti Poly-Tech Malaysia (UPTM)
- 2021- Present: Independent Non-Executive Director, Chairman of Board Audit Committee, Chairman of Nominating and Remuneration Committee, member of Risk Committee, and Sustainability Committee, Boustead Plantation Berhad
- 2021- Present: Member of University Risk Management Committee, IIUM
- 2019- Present: Independent Non-Executive Director, Chairman of Board Audit Committee and member of Board Risk Committee, and Sustainability Committee, Boustead Heavy Industries Corporation Berhad
- 2019- Present: Independent Non-Executive Director, Chairman of Board Audit Committee, member of Board Risk Committee, Remuneration Committee and Nomination Committee, G3 Global Berhad
- 2018- 2023: Adjunct Professor, Faculty of Business and Economy (UNIMAS), Tunku Puteri Intan Safinaz School of Accountancy (UUM), School of Maritime Business and Management (UMT) and Faculty of Business and Technology (UNITAR)
- 2018-2019: Member of the Board Audit Committee, Land Custody and Development Authority (LCDA) of Sarawak
- 2017-2019: President, Malaysian Institute of Accountants (MIA)
- 2017-2019: Member of Board of Trustees, the Financial Reporting Foundation (FRF)
- 2002-Present: Founder and Group Managing Partner, SALIHIN Chartered Accountants

#### OTHER MEMBERSHIPS

- ASEAN Chartered Professional Accountant (ACPA)
- Fellow Member of the Association of International Accountants (FAIA, UK)
- Fellow Member of the Chartered Tax Institute of Malaysia (FCTIM)
- Certified Financial Planner (CFP), Financial Planning Association of Malaysia (FPAM)
- Professional Member, Institute of Management Accountants (IMA, USA)

#### OTHER DIRECTORSHIPS

Listed companies:

- G3 Global Berhad
- Boustead Heavy Industries Corporation Berhad
- Boustead Plantations Berhad

### ENCIK MOHAMED SYAZWAN BIN ABDULLAH @ LAGA

Non-independent Non-Executive Director

- Board Member, Bintulu Port Holdings Berhad
- Board Member, Bintulu Port Sdn. Bhd



AC



Meetings  
Attended



Date of Appointment  
1 July 2021

Meetings Attended

Encik Mohamed Syazwan bin Abdullah @ Laga was appointed as a Non-Independent Non-Executive Director on 1 July 2021.

#### QUALIFICATIONS

- Bachelor of Science Chemical Engineering and Petroleum Refining, Colorado School of Mines, Golden, Colorado, USA

#### CAREER EXPERIENCE

- 2019- Present : Managing Director & Chief Executive Officer, Malaysia LNG Group of Companies
- 2017-2019 : Head (Projects) – VP LNG Asset Office
- 2016-2017 : Start-up Manager, Petronas Floating LNG Satu
- 2013-2015 : Start-up Manager – Gladstone LNG, Curtis Island, Queensland, Australia
- 2011-2012 : LNG Plant Supply Chain & Commissioning Advisor – Gladstone LNG, Brisbane, Australia
- 2006-2010 : General Manager – Operations, Malaysia LNG Sdn. Bhd.
- 2004-2006 : Senior Manager – Operations, Petronas Fertilizer (Kedah) Sdn. Bhd.
- 2000-2004 : Production Manager – Petronas Ammonia Sdn. Bhd.
- 1998-1999 : Commissioning & Start-up Manager (Ammonia/Methanol/Utility), Petronas Fertilizer (Kedah)
- 1997-1998 : Manager – Urea/Offsites, Asean Bintulu Fertiliser Sdn. Bhd.

#### OTHER DIRECTORSHIPS

- Nil

## WHO GOVERNS US

### DATO' SHARIFAH HALIMAH BINTI TUANKU TAHA

Independent Non-Executive  
Director

- Board Member, Bintulu Port Holdings Berhad
- Board Member, Biport Bulkiers Sdn. Bhd.



AC NRC



**Date of Appointment**  
1 February 2024

**Meetings Attended**  
-\*

Dato' Sharifah Halimah Binti Tuanku Taha was appointed as Independent Non-Executive Director on 1 February 2024.

#### QUALIFICATIONS

- Bachelor Degree of Arts, University Malaya (1981 – 1984)

#### CAREER EXPERIENCE

Various capacity in the field of Internal Taxes (Excise, Sales and Service taxes, GST) and Customs Division (Tariff Classification, Valuation, Import/Export and Customs Facilitation).

- 2017 – 2020: State Director of Custom, Sarawak
- 2016: Head of GST Division, Federal Territory of Kuala Lumpur
- 2015: Deputy Director of Customs, as Head of Technical Services Division, Federal Territory of Kuala Lumpur
- 2009: Senior Assistant Director of Customs, as Head of Classification Section in Penang Customs
- 2000: Senior Assistant Director of Customs, as Head of Valuation Section, Sarawak Customs
- 1997: Assistant Director of Customs, as Head of Customs Sarawak Training Centre (AKMAL)
- 1984: Superintendent Customs and Excise Department, Kuching

#### OTHER DIRECTORSHIPS

- Nil

\*Not Applicable for the year under review, director was appointed in 2024



### DATUK DYG SADIAH BINTI ABG BOHAN

Independent Non-Executive  
Director

- Board Member, Bintulu Port Holdings Berhad
- Board Member, Samalaju Industrial Port Sdn. Bhd.



RSC NRC

**Date of Appointment**  
1 April 2024

**Meetings Attended**  
-\*

Datuk Dyg Sadiah binti Abg Bohan was appointed as Independent Non-Executive Director on 1 April 2024.

#### QUALIFICATIONS

- Bachelor in Science (Hons), University of Malaya (1986)
- Diploma in Public Administration, National Institute of Public Administration (INTAN), Bukit Kiara (1989)
- Master in Public Administration, The National University of Malaysia (1998)

#### CAREER EXPERIENCE

- 1989 - 1996: Assistant Secretary, Evaluation Division, Administration and Human Resource Division, Ministry of Agriculture Malaysia
- 1998 - 1999: Project Coordinator, Financial Management Programme, National Institute of Public Administration (INTAN), Bukit Kiara
- 1999 - 2011 : Assistant Secretary, Administration Division, Ministry of Finance Principal Assistant Secretary, Advisory Section, Minister of Finance Incorporated, Privatization and Public Enterprises Division, Ministry of Finance Deputy Under Secretary, Infrastructure and Public Amenities Section, Investment, Minister of Finance Incorporated and Privatization Division Head of Special Unit of the Minister of Finance II Office Senior Principal Private Secretary to the Minister of Finance II
- 2011 - 2013: Alternate Executive Director, World Bank, Washington DC, United State of America
- 2013 - 2020: Deputy Director General, Public Private Partnership Unit, Prime Minister's Department

#### OTHER DIRECTORSHIPS

- Nil

\*Not Applicable for the year under review, director was appointed in 2024



## WHO GOVERNS US

### ENCIK AHMAD FAUZI BIN SUNGIP

Non-Independent Non-Executive  
Director

- Alternate Director to Dato'  
Zamzuri bin Abdul Aziz



#### Date of Appointment

16 June 2023

#### Meetings Attended

-

Encik Ahmad Fauzi bin Sungip was appointed as Alternate Director to Dato' Zamzuri bin Abdul Aziz on 16 June 2023.

#### QUALIFICATIONS

- Chartered Accountant, Malaysian Institute of Accountants, Malaysia (2007)
- Diploma in Strategic Procurement, United Nations Development Programme (UNDP) & Chartered Institute of Purchasing and Supplies (CIPS) (2016)
- Ijazah Sarjana Muda Perakaunan, Universiti Islam Antarabangsa Malaysia (UIAM), Malaysia (2001)
- Master of Business Administration (Finance), Oklahoma City University, USA (2010)

#### CAREER EXPERIENCE

- 2017 – Present: Ketua Seksyen Dasar Perolehan, Kementerian Kewangan
- 2011 – 2017: Ketua Penolong Setiausaha, Kementerian Kewangan
- 2010 – 2011: Ketua Penolong Pengarah, Kementerian Perumahan dan Kerajaan Tempatan
- 2008 – 2010: Ketua Penolong Setiausaha (Jawatan Latihan), Jabatan Perkhidmatan Awam
- 2008: Ketua Penolong Setiausaha, Kementerian Kewangan
- 2003 – 2008: Penolong Setiausaha, Kementerian Kewangan
- 2001 – 2003: Juru Audit dan Penganalisis Kewangan, Khairuddin, Hasyudeen & Razi

#### OTHER DIRECTORSHIPS

- Nil

#### DECLARATION BY THE BOARD:

- Family relationship with any Director and/or Major Shareholder of Bintulu Port Holdings Berhad: None of the Directors has any family relationship with any Director and/or Major Shareholder of Bintulu Port Holdings Berhad.
- Conflicts of interest with Bintulu Port Holdings Berhad: Save as disclosed below, none of the Directors has any conflict of interest with Bintulu Port Holdings Berhad.
- Conviction for offences, other than traffic offenses, within the past five years and any public sanction or penalty imposed by the relevant regulatory bodies during the Financial Year under review:  
Other than traffic offences, none of the Directors has been convicted of any offences within the past five years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the Financial Year under review.

# WHO GOVERNS US

## Outgoing Directors 2023

### DATO' ABDUL MUTALIB BIN ALIAS

Non-independent Non-Executive Chairman  
- Chairman, Bintulu Port Holdings Berhad



**Date of Appointment**  
1 May 2021

**Date of Resignation**  
1 May 2023

**Meetings Attended**



### DATO' SRI MOHAMED KHALID BIN YUSUF @ YUSUP

Independent Non-Executive Director  
- Board Member, Bintulu Port Holdings Berhad  
- Chairman, Biport Bulkiers Sdn. Bhd.



RSC NRC



**Date of Appointment**  
1 January 2015

**Date of Resignation**  
21 July 2023

**Meetings Attended**



### TAN SRI DATUK AMAR MOHAMAD MORSHIDI BIN ABDUL GHANI

Non-independent Non-Executive Director  
- Board Member, Bintulu Port Holdings Berhad  
- Board Member, Bintulu Port Sdn. Bhd.



**Date of Appointment**  
22 December 2014

**Date of Resignation**  
1 August 2023

**Meetings Attended**



### DATUK JOHAN BIN MAHMOOD @ JOHAN MAHMOOD MERICAN

Non-Independent Non-Executive Director  
- Board Member, Bintulu Port Holdings Berhad  
- Board Member, Samalaju Industrial Port Sdn. Bhd.



RSC



**Date of Appointment**  
1 June 2022

**Date of Resignation**  
16 June 2023

**Meetings Attended**





## WHO GOVERNS US

### DATUK NOZIRAH BINTI BAHARI

Independent Non-Executive Director  
 - Board Member, Bintulu Port Holdings Berhad  
 - Board Member, Biport Bulkers Sdn. Bhd.



NRC



**Date of Appointment**  
1 February 2016

**Date of Resignation**  
1 January 2024

**Meetings Attended**



### DATUK NASARUDIN BIN MD IDRIS

Non-independent Non-Executive Director  
 - Board Member, Bintulu Port Holdings Berhad  
 - Chairman, Samalaju Industrial Port Sdn. Bhd



FIC



**Date of Appointment**  
26 August 2010

**Date of Resignation**  
1 February 2024

**Meetings Attended**



### DATUK (DR.) YASMIN BINTI MAHMOOD

Independent Non-Executive Director  
 - Board Member, Bintulu Port Holdings Berhad  
 - Board Member, Biport Bulkers Sdn. Bhd.



AC

RSC



**Date of Appointment**  
1 January 2015

**Date of Resignation**  
1 January 2024

**Meetings Attended**

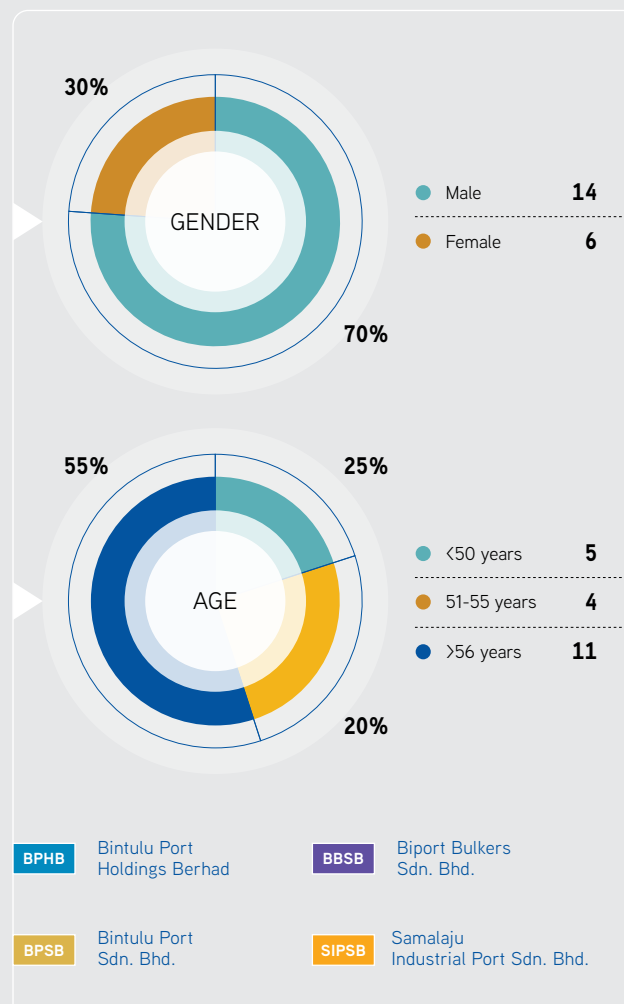


# WHO LEADS US

## OUR LEADERSHIP

The role, responsibilities, composition, procedures and evaluation of the Executive Committee are described in detail in the Charter.

### Management Team Composition



### RUSLAN BIN ABDUL GHANI

Group Chief Executive Officer



Ruslan bin Abdul Ghani was appointed as Group Chief Executive Officer of BPBH, on a contract basis effective 1 March 2023 until 28 February 2026.

#### Qualifications

- Master of Science in Engineering Business from University of Warwick (United Kingdom) (2003)

#### Career Experience

- 2022 - 2023: Group Chief Executive Officer Designate, BPBH
- 2021 - 2022: Senior General Manager, PETRONAS Carigali Sdn Bhd
- 2019 - 2021: Chief Executive Officer, PETRONAS Carigali (Turkmenistan) Sdn Bhd
- 2017 - 2018: Senior General Manager, Production and Operations Management, PETRONAS Malaysia Petroleum Management
- 2014 - 2017: Senior General Manager, Region Head, PETRONAS Carigali Sdn Bhd Peninsular Malaysia Operations & Senior Manager, Production and Operations, PETRONAS Iraq Garraf Limited
- 2007 - 2010: Senior Manager, Production, PETRONAS Carigali Sdn Bhd Sabah Operations & Field Operation Manager, PETRONAS Carigali Sdn Bhd Sabah Operations
- 2002 - 2007: Offshore Installation Manager, PETRONAS Carigali Sdn Bhd Sarawak Operations, Senior Operational and Performance Improvement Executive, PETRONAS Carigali Sdn Bhd Sarawak Operations & Senior Maintenance Supervisor, PETRONAS Carigali Sdn Bhd Sarawak Operations
- 1999 - 2002: Senior Maintenance Supervisor, Greater Nile Petroleum Operating Company
- 1990 -1999: Senior Joint Venture Engineer, PETRONAS Carigali Sdn Bhd Sarawak Operations, Senior Mechanical Engineer, PETRONAS Carigali Sdn Bhd Sarawak Operations, Senior Technical Documentation Executive, PETRONAS Carigali Sdn Bhd Sarawak Operations & Facilities/Project Engineer, PETRONAS Carigali Sdn Bhd Sarawak Operations

### DAIANA LUNA SUIP

Group Chief Financial Officer



Daiana Luna Suip assumed the position of Group Chief Financial Officer of BPBH on 29 November 2021. She is responsible for all financial, accounting, investor relations and investment issues relating to the Group and provides strategic and operational support to Management.

#### Qualifications

- Master of Business Administration, University of Sunderland (2018)
- Management Development Programme, Asian Institute of Management (AIM), Philippines (2012)
- Advanced Diploma in Accountancy, Institut Teknologi MARA (1990)
- Chartered Accountant of the Malaysian Institute of Accountants (MIA)

#### Career Experience

- 2016 - 2021: General Manager, Group Finance, BPBH
- 2014 - 2016: Assistant General Manager, Group Finance, BPBH
- 2011 - 2013: Senior Manager, Finance Division, BPSB
- 2008 - 2011: Manager, Group Accounts, BPSB
- 2006 - 2008: Manager, Financial Accounting, BPSB
- 1994 - 2006: Financial Accountant and Group Accountant, BPSB
- 1993 - 1994: Audit Executive, BPSB
- 1991 - 1993: Audit Assistant, Arthur Andersen



## WHO LEADS US

### MATSHALLEH BIN MOHAMAD ETLI

Chief Operating Officer



Matshalleh bin Mohamad Etli assumed the position of Chief Operating Officer of BPSB on 1 January 2022 and is responsible for the day-to-day operations of BPSB. He reports directly to the Group Chief Executive Officer.

#### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2012)
- Bachelor of Science in Housing, Building and Planning, Universiti Sains Malaysia (1990)

#### Career Experience

- 2016 - 2021: Chief Operating Officer, SIPSB
- 2014 - 2016: Acting Chief Operating Officer, SIPSB
- 2011 - 2014: Head, Operations and Stakeholders Relations, Samalaju Industrial Port Sdn Bhd
- 1993 - 2009: Various positions in BPSB
- 1991 - 1993: Fire Superintendent, BPA

### EIZAM BIN ISMAIL

Chief Operating Officer



Eizam bin Ismail assumed the position of Chief Operating Officer of SIPSB on 1 January 2022. He is responsible for the implementation and management of the strategies on project planning, design, construction and infrastructure work by providing leadership and strategic and tactical direction for the successful completion of the port. He reports directly to the Group Chief Executive Officer.

#### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2015)
- Bachelor of Business Administration in Transport, Universiti Institut Teknologi MARA (1996)

#### Career Experience

- 2018 - 2021: General Manager, Group Corporate Planning & Development, BPHB
- 2012 - 2018: Manager, Marketing & Customer Service, BPSB; then Senior Manager, Corporate Planning, BPHB
- 2002 - 2012: Executive, Corporate Marketing (under the Chief Executive Officer's Office), Executive, Marketing & Business Development and Executive, Marketing (Containerised) in the Corporate Development Division, BPSB
- 1999 - 2002: Associate Consultant on various port and shipping consultancy projects in Southeast Asia

### WAN MOHAMAD ZAIDI BIN WAN KADIR

Chief Operating Officer



Wan Mohamad Zaidi bin Wan Kadir assumed the position of Acting Chief Operating Officer of BBSB on 1 January 2022 and subsequently as Chief Operating Officer effective 23 November 2023. He is responsible for the implementation and management of the strategies for BBSB's business. He reports directly to the Group Chief Executive Officer.

#### Qualifications

- Leadership Principles by Harvard Business School (2021)
- Associate Member of Institut Kimia Malaysia since 2004
- Bachelor of Science (Hons) in Industrial Chemistry, Universiti Malaysia Sabah (1999)

#### Career Experience

- 2018 - 2021: Senior Manager, Operation Division, BBSB
- 2013 - 2018: Manager, Operation Division, BBSB
- 2005 - 2013: Chemist, Laboratories, BBSB
- 2004: Chemist, BPSB
- 2000 - 2004: Chemist Surveyor, ITS Testing Services (M) Sdn Bhd

# WHO LEADS US

## SULAIMAN BIN BUJANG AWI

Project Director



Sulaiman Bin Bujang Awi was appointed as Project Director of BPHB effective 1 December 2022. He is responsible to oversee the Project Development Plan (PDP) and other major improvement projects in the BPHB Group of Companies.

### Qualifications

- International Project Management Certification, University of Melbourne, Australia (2013)

### Career Experience

- 2021 - 2022: Chief Operating Officer, Selpump Machineries Sdn Bhd
- 2017 - 2021: Chief Financial Officer, Smart Tech Tank (STT) Sdn Bhd
- 2014 - 2016: Senior General Manager, Business Continuity Management (BCM), Group Risk Management, PETRONAS
- 2012 - 2013: General Manager, Shared Materials & Services Organization (SMSO), Group Supply Chain Management Division, Kerteh East Coast Region Operations, Terengganu
- 2009 - 2012: General Manager, Supply Chain Management Department, PETRONAS Carigali Iraq Holding BV, Garraf Operations, Dubai, United Arab Emirates
- 2007 - 2009: Senior Manager, Materials Management & Logistics, PETRONAS Carigali Sdn Bhd
- 2004 - 2007: Project Manager/Logistics Manager, PETRONAS Carigali Ethiopia Operations
- 2003 - 2004: Planning Manager, Development Division, PETRONAS Carigali Sdn Bhd, PETRONAS Twin Towers, KLCC
- 1999 - 2003: Head, Materials & Logistics, PETRONAS Carigali Sudan Operations
- 1999: Head, Admin & Public Affairs, PETRONAS Carigali Sarawak Operations
- 1996 - 1999: Senior Contracts Analyst, Petroleum Management Unit, Miri
- 1993 - 1996: Head, Malaysianization Unit, Petroleum Management Unit, Miri
- 1988 - 1992: Management Executive, Finance Department, Exploration & Production, PETRONAS Miri

## ROSLI BIN IDRIS

Company Secretary



Rosli bin Idris was appointed as Company Secretary of BPHB on 1 January 2020. He is responsible for Company Secretarial functions, to advise the directors and management pertaining to the Company Secretarial matters in order to ensure compliance and good cooperation with governance.

### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2014)
- Bachelor of Accountancy (Hons), Universiti Teknologi MARA (1994)
- Chartered Accountant of the Malaysian Institute of Accountants (MIA)

### Career Experience

- 2014 - 2019: Senior Manager, Finance, Human Resource & Administration, SIPSB
- 2011 - 2013: Head of Finance Services, Samalaju Port Management Unit, BPSB
- 2011: Manager, Management Accounting, BPSB
- 2009 - 2010: Assistant Manager Finance & Administration, IOT Management Sdn Bhd
- 2005 - 2008: Management Accountant, BPSB
- 1996 - 2004: Executive Treasury, BPSB
- 1994 - 1996: Project Accountant, PPES Oil & Gas Sdn Bhd

## ESTHER LU NOI YAN

General Manager, Group Corporate Planning and Development



Esther Lu Noi Yan assumed the position of Acting General Manager, Group Corporate Planning & Development on 1 January 2022 and subsequently as General Manager effective 23 November 2023. She is responsible for the implementation of Group-wide strategies and plans on business development, enterprise risk management as well as marketing functions.

### Qualifications

- Leadership Principles by Harvard Business School (2022)
- Bachelor of Science (Major in Chemistry and Biology) Campbell University, Buies Creek North Carolina, U.S.A. (Tunku Abdul Rahman University College) (2002)

### Career Experience

- 2019 - 2021: Senior Manager, Marketing & Customer Services, Group Corporate Planning & Development, BPHB
- 2015 - 2019: Manager, Marketing & Customer Services, Group Corporate Planning & Development, BPHB
- 2008 - 2015: Executive Customer Services, Corporate Planning & Development Division, BPSB
- 2007 - 2008: Shipping Executive, Destiny Shipping Agencies Sdn Bhd
- 2004 - 2007: Senior Recruitment Consultant/Branch Manager, Agensi Pekerjaan GMP (M) Sdn Bhd & Agensi Bright Prospect Sdn Bhd
- 2002 - 2004: Quality Assurance Analyst, Glaxo Smith Kline Consumer Healthcare Sdn Bhd



## WHO LEADS US

### ● IKUM ANAK USAT

General Manager, Group Business Performance



Ikum Anak Usat was appointed as General Manager, Group Business Performance of BPHB effective 3 January 2023. He is responsible for analysing the Group's operational performance as well as the management of the Group's business performance in supporting the Group's strategies and objectives.

#### Qualifications

- Bachelor in Mechanical Engineering, University Technology MARA (1989)

#### Career Experience

- 2018 - 2021: Field Manager, NC3/NC8/Kasawari (Senior Manager), Production Department, Sarawak Gas Operation, PETRONAS Carigali Sdn. Bhd.
- 2017 - 2018: Head Operation Planning (Senior Manager), Production Department, PETRONAS Carigali Hess Sdn. Bhd.
- 2010 - 2016: Head Operation Planning (Senior Manager), Production Department, PETRONAS Carigali Iraq Holding BV
- 2007 - 2010: Offshore Installation Manager (Platform Superintendent), Production Department, Sarawak Operation, PETRONAS Carigali Sdn. Bhd.
- 2006 - 2007: Head, Production Planning (Manager), Production Department, Sarawak Operation, PETRONAS Carigali Sdn. Bhd.
- 2005 - 2006: Manager, Asset Planning, North Asset Department, Sarawak Operation, PETRONAS Carigali Sdn. Bhd.
- 2003 - 2005: Planning Manager, Project Management, PETRONAS Carigali Sdn. Bhd.
- 1999 - 2003: Senior Planner, Greater Nile Petroleum Operating Co. Ltd (GNPOC)
- 1998 - 1999: Head of Integrated Operation Planning, PETRONAS Carigali Sdn. Bhd., Sarawak Operation (SKO)
- 1997 - 1999: Senior Integrated Operation Planning, PETRONAS Carigali Sdn. Bhd., Sarawak Operation (SKO)
- 1995 - 1997: Integrated Production Planner, PETRONAS Carigali Sdn. Bhd., Sarawak Operation (SKO)
- 1992 - 1995: Production Planner, PETRONAS Carigali Sdn. Bhd., Sarawak Operation (SKO)
- 1991 - 1992: System Data Engineer, PETRONAS Carigali Sdn. Bhd., Sarawak Operation (SKO)
- 1991: Process/Mechanical Engineer, PETRONAS Gas Sdn. Bhd.

### ● DAYANG FAIZAH BINTI AWANG BUJANG

General Manager, Group Legal Counsel



Dayang Faizah binti Awang Bujang assumed the position of General Manager, Group Legal Counsel of BPHB on 23 August 2017. She is responsible for the formulation, management and implementation of Group-wide legal strategies, advice and services.

#### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2012)
- Bachelor of Laws (Hons), International Islamic University, Malaysia (1992)

#### Career Experience

- 2014 - 2017: Acting Assistant General Manager, Legal; then Acting General Manager, Legal
- 2010 - 2014: Manager, Legal; then Acting Senior Manager, Legal, BPSB
- 1993 - 2010: Legal Executive and Executive, Contract Management; then Manager, Contract Management, BPSB
- 1992 - 1993: Underwent pupillage with Messrs. Jaini Mardi & Associates, Bintulu, Sarawak and admitted as an Advocate & Solicitor in the High Court of Sabah and Sarawak

### ● BAHARIN BIN OSMAN

General Manager, Group Procurement



Baharin Bin Osman was appointed as General Manager, Group Procurement of BPHB effective 5 January 2023. He is responsible for Procurement Management activities as well as the implementation of appropriate cost control on procurement to achieve corporate performance objectives and maximise the Group's profitability.

#### Qualifications

- Bachelor of Science (Mechanical Engineering), National University of Malaysia (1989)

#### Career Experience

- 2020 - 2021: General Manager, Group Procurement for PETRONAS Sarawak Asset, Downstream & Upstream subsidiaries
- 2017 - 2019: General Manager, Group Procurement for PETRONAS Sarawak, Sabah & Labuan Assets, Downstream subsidiaries
- 2016 - 2017: Head of Central Engineering, Malaysia LNG Sdn Bhd
- 2011 - 2016: Head of Engineering, PETRONAS Train 9 LNG Project
- 2009 - 2011: Head of Engineering, MLNG Dua Debottlenecking Project
- 2008 - 2009: Senior Manager, Mechanical Division, Malaysia LNG Sdn Bhd
- 2006 - 2008: Manager, Field Maintenance, Malaysia LNG Sdn Bhd
- 2003 - 2005: Head, Turbo Machinery Department, Contract Holder for Long Term Service Agreement with GE with contract value of USD120 million
- 1999 - 2003: Senior Engineer, Malaysia LNG Tiga Project, including as Resident Engineer in Florence, Italy (1999-2002) managing Rotating Equipment packages at General Electric (GE) office
- 1989 - 1998: Holdings various positions as Engineer/Senior Engineer in Malaysia LNG Sdn Bhd

# WHO LEADS US

## ZARIFINA BINTI SARBINI

General Manager, Group Health, Safety & Environment



Zarifina Sarbini was appointed as General Manager, Group Health, Safety & Environment of BPHB effective 3 April 2023 until her resignation on 31 March 2024. She was responsible for the effective HSE management of the Group and maintains workplace safety and health systems.

### Qualifications

- Bachelor of Science Civil Engineering, Tri-State University Indiana, USA (1995)
- Diploma in Science, Mara Institute Technology Perlis (1990)

### Career Experience

- 2020 - 2021: HSE Assurance Manager, Malaysian Petroleum Management (MPM), PETRONAS, HSE Department, Kuala Lumpur
- 2019 - 2020: HSE Governance & Risk Manager, Malaysian Petroleum Management (MPM), PETRONAS, HSE Department, Kuala Lumpur
- 2017 - 2019: Emergency & Crisis Management Manager, Malaysian Petroleum Management (MPM), PETRONAS, HSE Department, Kuala Lumpur
- 2016 - 2017: HSE Transformation Manager, Upstream HSE, PETRONAS, HSE Department, Kuala Lumpur
- 2015 - 2016: HSE Performance Manager, Production Malaysia, PETRONAS, HSE Department, Kuala Lumpur
- 2010 - 2015: Environment Manager, PETRONAS Carigali Sdn. Bhd. (Sarawak Operations), HSE Department, Miri Sarawak
- 2006 - 2010: Senior Executive (Environment Risk), PETRONAS Carigali Sdn. Bhd, Corporate Health, Safety & Environment (CHSE)
- 1998 - 2006: Environmental Control Officer, Natural Resources & Environment Board (NREB) Sarawak
- 1998: Site Engineer, Standard Engineers Sdn. Bhd

## RAMZI BIN SHAFIEE

General Manager, Group Information Technology



Ramzi bin Shafiee assumed the position of Acting General Manager, Group Information Technology of BPHB on 1 January 2021 and subsequently as General Manager, effective 1 January 2023. He is responsible for the implementation of Group-wide IT strategies, as well as for providing advice and services relating to IT systems and support.

### Qualifications

- Leadership Principles by Harvard Business School (2021)
- Bachelor of Applied Science (Hons) (Mathematical Calculation & Computer Aided Geometry Design - CAGD), Universiti Sains Malaysia (1992)

### Career Experience

- 2019 - 2020: Senior Manager, Operation Application System, Group Information Technology, BPHB
- 2019: Acting Senior Manager, Operation Application System, Group Information Technology, BPHB
- 2017 - 2018: Acting Senior Manager, Network & Infrastructure, Group Information Technology, BPHB
- 2015 - 2017: Manager, Network & Infrastructure, Group Information Technology, BPHB
- 2013 - 2015: Head, Information Technology, Information Technology Department, SIPSB & BPHB
- 2009 - 2013: Manager, Network & Infrastructure, Information Technology Department, BPSB
- 1993 - 2009: System Analyst, Information Technology Department, BPSB

## SAFUAN BIN YAK JAMAIN

General Manager, Group Maintenance & Reliability



Safuan Bin Yak Jamain was appointed as General Manager, Group Maintenance & Reliability of BPHB effective 1 December 2022. He is responsible for the development of comprehensive maintenance philosophy, strategy, procedures and drives the full implementation of the Maintenance Management System (MMS) in the BPHB Group of Companies.

### Qualifications

- Bachelor of Electrical Engineering, Clarkson University, Potsdam, New York, USA (1989)

### Career Experience

- 2021 - 2022: Senior Manager, Reliability Management, PETRONAS Carigali, Sarawak Oil
- 2018 - 2021: Senior Manager, Reliability Management, PETRONAS Carigali, Sarawak Oil
- 2015 - 2018: Manager, Reliability & Integrity Assurance, PETRONAS Carigali, Garraf Operations, Republic of Iraq
- 2007 - 2015: Manager, Planning & Control, PETRONAS Carigali, Sabah Operations & Manager, Maintenance Strategy & Planning, PETRONAS Carigali, Sabah Operations
- 1999 - 2007: Operations Executive, PETRONAS Dagangan & Technical Services Engineer, PETRONAS Dagangan
- 1991 - 1999: Instrument & Systems Engineer, PETRONAS Carigali, Baram Delta Operations
- 1990 - 1991: Control Engineer, Sarawak Electricity Supply Corporation



## WHO LEADS US

### HERWAN BIN RAMELAN

General Manager, Group Human Resources Management



Herwan bin Ramelan assumed the position of Acting General Manager, Group Human Resource Management effective 8 August 2022. He formulates, plans, implements and manages the development and implementation of Group-wide human capital strategies and ensures the effective and efficient administration of and compliance with these strategies.

#### Qualifications

- Bachelor of Science (Human Resource Development), Universiti Malaysia Sarawak (UNIMAS) (1999)

#### Career Experience

- 2016 - 2022: Manager, Performance, Group Human Resource Management, BPHB
- 2014: Assistant Manager, Organizational Development, Human Resource Management Division, BPHB
- 2012: Executive, HR Planning, Human Resource Management Division, BPSB
- 2003: Senior Executive, Human Resource, Sarawak Forestry Corporation Sdn. Bhd.
- 2000: Research Assistant, UNIMAS

### HASMADI BIN ZAMHARI

Senior Manager, Group Internal Audit



Hasmadi Bin Zamhari was appointed as Senior Manager, Group Internal Audit of BPHB effective 3 January 2023. He is responsible to provide independent and objective assurance reviews to the Board of Directors, Audit Committee and Management that the company's risk management, governance and internal control are operating effectively.

#### Qualifications

- Bachelor of Arts (Hons) in Accountancy, The University of Bolton, UK (2004)
- Part qualified Association of Chartered Certified Accountants (ACCA) Professional Qualification – Pt II

#### Career Experience

- 2019 - 2021: Finance Manager, Operation Services, PETRONAS Carigali Sdn Bhd, Sarawak Oil Operations
- 2018: Senior Executive, Gas Billing, PETRONAS Carigali Sdn Bhd, Sarawak Gas Operations
- 2017 - 2018: Senior Accountant, Joint Interest Billing & Cost Allocation, DAR Petroleum Operating Company, South Sudan
- 2014 - 2017: Executive, Budget & Performance Reporting, PETRONAS Carigali Nile Ltd, Country Office
- 2014: Executive, Budget & Performance Reporting – OPEX, PETRONAS Carigali Sdn Bhd, Sarawak Operations
- 2013: Executive, Budget & Performance Reporting – CAPEX, PETRONAS Carigali Sdn Bhd, Sarawak Operations
- 2008 - 2013: Executive, Budget & Performance Reporting – Operation Services, PETRONAS Carigali Sdn Bhd, Sarawak Operations
- 1999 - 2008: Account Supervisor II, Finance & Accounts Department, PETRONAS Carigali Sdn Bhd, Sarawak Operations
- 1996 - 1999: Senior Budget Clerk (OPEX), Finance & Accounts Department, PETRONAS Carigali Sdn Bhd, Sarawak Operations
- 1995 - 1996: Accounts Clerk, Fixed Assets/Project Accounting, PETRONAS Carigali Sdn Bhd, Baram Delta Operations
- 1993 - 1995: Senior Budget Clerk (CAPEX), PETRONAS Carigali Sdn Bhd, Baram Delta Operations
- 1989 - 1993: Account Supervisor, General Ledger, PETRONAS Carigali Sdn Bhd, Baram Delta Operations

### ELVIS TULU AYU

Senior Manager, Group Security



Elvis Tulu Ayu assumed the position of Senior Manager, Group Security, on 1 March 2015. At the time, he was a Superintendent in the Malaysian Auxiliary Police Association. He is responsible for the control and development of Group security strategies, programmes and plans to ensure a secure working environment through proactive security measures designed to protect people, assets and operations against the threat of injury and loss or damage by criminal, hostile or malicious acts.

#### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2013)
- Bachelor of Arts in Business Administration, Bolton Institute, United Kingdom (2004)
- Attended 09 months Regular Police Inspector Training at Pusat Latihan Polis (PULAPOL) Kuala Lumpur (1992)
- Diploma in Accountancy, Institut Teknologi MARA (1987)

#### Career Experience

- 2014 - 2015: Manager, Warehousing, BPSB
- 2011 - 2012: Acting Senior Manager, HSE, BPSB
- 2002 - 2013: Manager, Security, BPSB
- 2010 - 2012: Rank of Superintendent of Police
- 2002 - 2009: Rank of Deputy Superintendent of Police
- 1998 - 2001: Executive, Fire, Emergency Services and Security (Rank of Assistant Superintendent of Police)
- 1993 - 1997: Executive, Security, BPSB (Rank of Inspector)
- 1992: Regular Police Inspector Training at PULAPOL, KL (9 months)
- 1988 - 1991: Assistant Security Officer, BPA

# WHO LEADS US

## MASLIHAH BINTI HJ. TIOH

Senior Manager, Group Corporate Services



Maslihah binti Hj. Tioh assumed the position of Senior Manager, Group Corporate Services of BPHB on 1 January 2015. She is responsible for the overall corporate services of the Group, including internal and external communications, especially public and government relations. In this capacity, she is responsible for creating and communicating a favourable public image of the Group through media campaigns designed to reach consumers, employees, customers, government agencies and other stakeholders. She is also responsible for overseeing office management services.

### Qualifications

- Management Development Programme, Asian Institute of Management (AIM), Philippines (2012)
- Bachelor of Arts (Hons) in Mass Communication, Universiti Kebangsaan Malaysia (1990)

### Career Experience

- 2007 - 2014: Manager, Performance and Rewards; then Senior Manager, Performance and Rewards, BPHB
- 1993 - 2006: Executive, Public Affairs; then Manager, Personnel and Payroll in the Human Resource Management Division, Manager, Commercial in the Finance Division and Manager, Remuneration & Benefits, BPSB
- 1991 - 1992: Executive, Public Relations, BPA

## LENNYWATI BINTI BUJANG MASLI

Manager, Group Sustainability



Lennywati Binti Bujang Masli assumed the position as Manager, Group Sustainability on 1 February 2023. She is responsible for developing and overseeing the implementation of the Group's sustainability strategy and initiatives. It includes identifying areas to improve environmental, social and governance performance and developing plans to address those areas.

### Qualifications

- Bachelor of Economics and Business (Hons) in Industrial Economics and Organization, Universiti Malaysia Sarawak (UNIMAS) (2001)
- Diploma in Business Studies, Institut Teknologi MARA (1998)

### Career Experience

- 2021 - 2023: Manager, Corporate Sustainability, Group Health, Safety and Environment, BPHB
- 2018 - 2021: Manager, Corporate Sustainability, Group Corporate Planning Division, BPHB
- 2016 - 2018: Senior Executive, Public Affairs & Investor Relations, Group Corporate Services, BPHB
- 2011 - 2016: Senior Executive, Investor Relations, Company Secretary Division, BPHB
- 2008 - 2011: Education Counsellor, IDP Education Pty Ltd
- 2005 - 2008: Executive, Corporate Communication and Planning, Amanah Saham Sarawak (ASSAR) Bhd
- 2003 - 2005: Banquet Sales Coordinator, Merdeka Palace Hotel & Suites
- 2002 - 2003: Full-time Lecturer, SEGi College Sarawak

## MUHAMMAD HAFIZ MOHD NOOR

Manager, Group Integrity & Compliance



Muhammad Hafiz Bin Mohd Noor assumed the position as Manager, Group Integrity & Compliance on 1 February 2023. He is responsible to plan, manage, coordinate, supervise, oversee, monitor and advise on all matters relating to legal and regulatory compliance as well as integrity and anti-bribery & corruption including applicable laws and by-laws, rules and regulations, policies and procedures enforceable for the BPHB Group of Companies.

### Qualifications

- Bachelor of Laws with Honours, International Islamic University Malaysia (IIUM) (2008)

### Career Experience

- 2021 - 2023: Manager, Compliance & Integrity, Group Legal Counsel, BPHB
- 2020 - 2021: Deputy Public Prosecutor, Attorney General Chambers, Malaysia
- 2019 - 2020: Director, Sarawak Legal Aid Department
- 2013 - 2019: Magistrate and Senior Assistant Registrar, Bintulu Court, Sarawak
- 2011 - 2013: Magistrate, Magistrate Court, Kota Bharu, Kelantan
- 2009 - 2011: Magistrate, Magistrate Court, Kuala Pilah, Negeri Sembilan
- 2008 - 2009: Senior Assistant Registrar (Appellate Jurisdiction) High Court, Kuala Lumpur

### Additional Information on Our Management Team:

- None of the members of our Management Team has any family relationship with any Director and/or Major Shareholder of Bintulu Port Holdings Berhad.
- None of the members of our Management Team has any conflict of interest with Bintulu Port Holdings Berhad.
- None of the members of our Management Team has been convicted of any offences (save for minor traffic offences) within the past five years, nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the Financial Year under review.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## INTRODUCTION FROM THE CHAIR

Dear Shareholders,

I am delighted to present the Corporate Governance Overview Statement for the year, which delineates our governance processes, the discharge of Board responsibilities, and provides insights into the Board's operational dynamics. Our commitment to nurturing an effective governance framework through policies and procedures is aimed at bolstering the Group's core values and fortifying our capacity to chart the Group's overarching strategic trajectory.

During the year, we fortified our governance mechanisms with the establishment of a Sustainability Steering Committee in the first quarter of 2023. This proactive step underscores our dedication to sustainable business practices by elevating the oversight of sustainability endeavors and reporting.

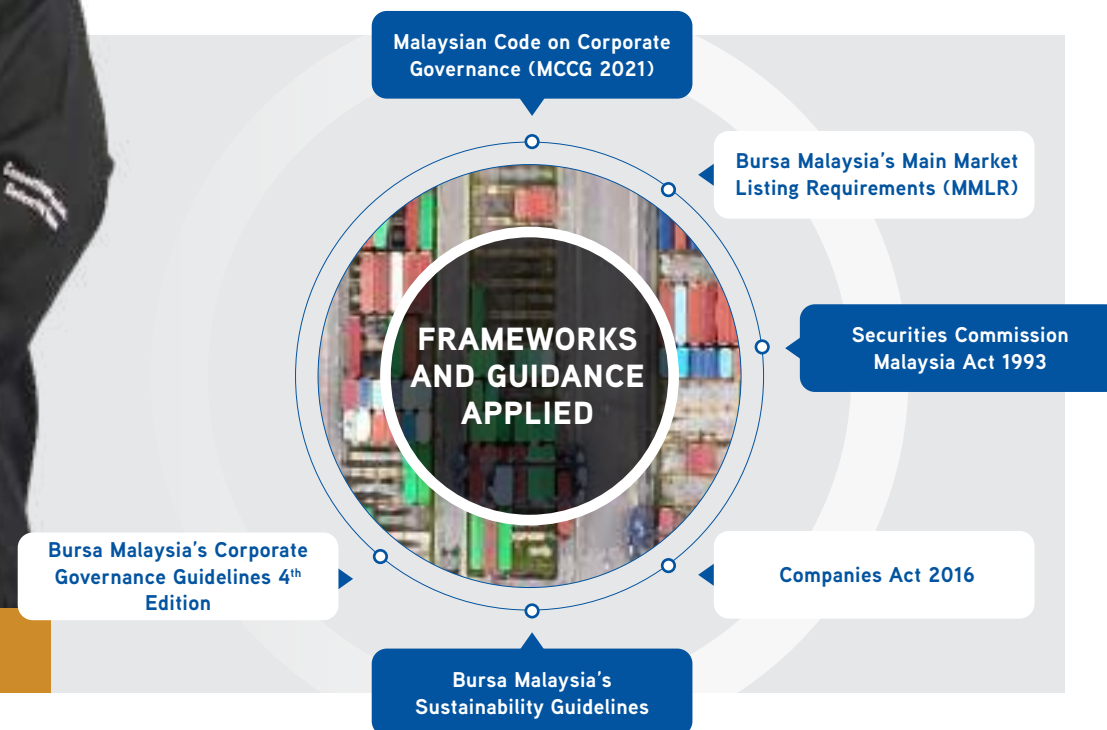


**YB DATUK AMAR HJ. MOHAMAD ABU BAKAR BIN MARZUKI**  
CHAIRMAN

The composition of the Sustainability Steering Committee was meticulously crafted to include members from both senior leadership echelons and operational tiers, demonstrating a comprehensive and inclusive approach. Chaired by the Group's GCEO (Group Chief Executive Officer), the committee's leadership underscores the organisational commitment to sustainability at the highest level. At the operational tier, the committee benefits from input from leadership advisors and is led by managers representing varied divisions, ensuring a diverse range of perspectives and expertise in sustainability affairs. The Sustainability Steering Committee convenes monthly, reflecting our continual commitment

to sustainability governance. These regular meetings facilitate the ongoing monitoring, assessment, and refinement of sustainability initiatives, promoting an agile and responsive approach.

Further details of this new committee and other enhancements can be found in this Statement, alongside the Corporate Governance Report 2023 and the deliberations from the Audit, Risk and Sustainability, and Nomination and Remuneration Committees. Together, they provide a comprehensive account of how the Group has adhered to the principal tenets of MCCG 2021 and complied with pertinent provisions, ensuring transparency and accountability in our governance practices.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## LEADERSHIP

### This section details:

- The structure and composition of the Board and its Committees;
- How responsibilities are divided among the Board, its Committees and individual Directors;
- The main activities of the Board in FY2023; and
- The recruitment and induction process for new Directors.

 For more information please refer to pages 92 to 94.

The Board's paramount responsibility is to safeguard the Group's enduring, sustainable prosperity by delineating the Group's strategic course, ensuring alignment between strategy, purpose, and culture, and advocating for and safeguarding our interests to serve the best interests of all stakeholders. The Group's governance framework serves to assist the Board in realising the Group's strategy and long-term sustainable success through various means, elaborated upon in the subsequent sections.

Our Non-Executive Directors play a pivotal role in this endeavour by holding the Management Team accountable, overseeing the adequate progression in strategy implementation, and ensuring that their conduct and decisions resonate with the Group's culture and values.

## EFFECTIVENESS

### This section details:

- The process of conducting the Board and Directors Effectiveness Evaluation (BDEE) and Individual Directors Evaluation (IDE) for FY2023.


 For more information please refer to pages 95 to 97.

The smooth operation of the Board is pivotal to the Group's long-term prospects and strategic objectives. This is attained through robust and transparent working relationships among the Directors, with particular emphasis on the Chairman and Group Chief Executive Officer. These key roles are held by separate individuals, formally agreed upon and outlined in the Board Charter.

## ACCOUNTABILITY

### This section details:

- The work undertaken by the Audit Committee and Risk and Sustainability Committee;
- The Board's approach to risk management, its internal control and risk management systems; and
- Its processes for evaluating whether the Integrated Annual Report and Accounts of the Company are fair, balanced and understandable.

 For more information please refer to pages 98 to 101.

We upheld vigilant oversight of the Group's financial reporting processes by scrutinising the implementation of financial and accounting policies. We rigorously interrogated the decisions made by Management, as well as the assumptions and estimates that formed the basis of those decisions. Additionally, the Board remains vigilant in monitoring forthcoming developments, both external and internal to the Group, that may wield substantial influence on our operations.

## ENSURING EFFECTIVE ENGAGEMENT WITH OUR STAKEHOLDERS

### This section details:

- How the Board and individual Directors engaged with stakeholders throughout FY2023; and
- How stakeholders can communicate with the Company.

 For more information please refer to pages 102 to 105.

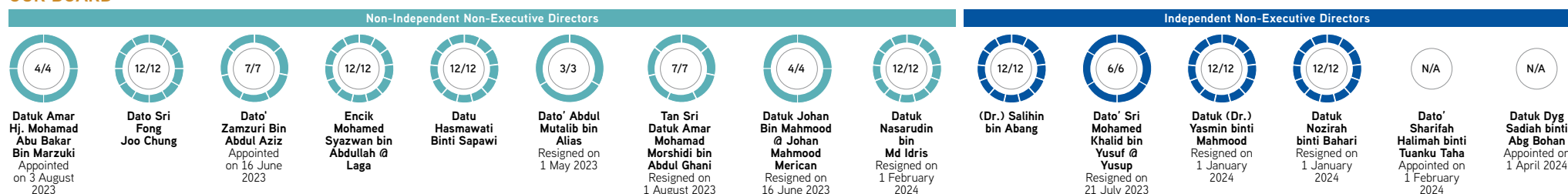
The Board recognises the vital importance of effective stakeholder engagement in securing the long-term success of the Group. Cultivating strong relationships with all our stakeholders remains a priority for the Board, and as such, engagement has remained a central focus throughout the year.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

## OUR GOVERNANCE PRACTICES AT A GLANCE

## OUR BOARD



## COMMITTEES

AUDIT COMMITTEE (AC)	NOMINATION AND REMUNERATION COMMITTEE (NRC)	RISK AND SUSTAINABILITY COMMITTEE (RSC)	FINANCE AND INVESTMENT COMMITTEE (FIC)
<b>CHAIRMAN</b> Dr. Salihin bin Abang 	<b>CHAIRMAN</b> Dato' Sharifah Halimah binti Tuanku Taha Appointed on 1 February 2024 N/A	<b>CHAIRMAN</b> Datuk Dyg Sadiah binti Abg Bohan Appointed on 1 April 2024 N/A	<b>MEMBERS</b> Datu Hasmawati binti Sapawi 
<b>MEMBERS</b> Dato' Sharifah Halimah binti Tuanku Taha Appointed on 1 February 2024 N/A Datuk (Dr.) Yasmin binti Mahmood Resigned on 1 January 2024  Encik Mohamed Syazwan bin Abdullah @ Laga 	<b>MEMBERS</b> Dato Sri Fong Joo Chung  Datuk Dyg Sadiah binti Abg Bohan Appointed on 1 April 2024 N/A Dato' Sri Mohamed Khalid bin Yusuf @ Yusup Resigned on 21 July 2023  Datuk (Dr.) Yasmin Binti Mahmood Resigned on 1 February 2024  Datuk Nozirah binti Bahari Resigned on 1 February 2024 	<b>MEMBERS</b> Datuk Nasarudin bin Md Idris Resigned on 1 February 2024  Dr. Salihin bin Abang Appointed as RSC member on 24 August 2023  Datuk Johan bin Mahmood @ Johan Mahmood Merican Resigned on 16 June 2023  Dato' Sri Mohamed Khalid bin Yusuf @ Yusup Resigned on 21 July 2023  Datuk (Dr.) Yasmin binti Mahmood Resigned on 1 January 2024 	Dato' Zamzuri Bin Abdul Aziz Appointed on 16 June 2023  Datuk Johan bin Mahmood @ Johan Mahmood Merican Resigned on 16 June 2023  Datuk Nasarudin bin Md Idris Resigned on 1 February 2024 

<b>77</b> Board Hours	 <1 year 50% (4) 1-5 years 37.5% (3) >10 years 12.5% (1)	<b>BINTULU PORT SDN. BHD.</b> Non-Independent Non-Executive Directors Dato Sri Fong Joo Chung (10/10) 100% Chairman BPSB Mohamed Syazwan bin Abdullah @ Laga (10/10) 100%	<b>BIPORT BULKERS SDN. BHD.</b> Non-Independent Non-Executive Directors (Dr.) Salihin bin Abang N/A Chairman BBSB Appointed 1 April 2024	Independent Non-Executive Directors Dato' Sri Mohamed Khalid bin Yusuf @ Yusup (3/3) 100% Resigned on 21 July 2023
	 Male 62.5% (5) Female 37.5% (3)	Datuk Amar Hj. Mohamad Abu Bakar Bin Marzuki (3/4) 75% Appointed on 3 August 2023 Tan Sri Datuk Amar Mohamad Morshidi Abdul Ghani (6/6) 100% Resigned on 1 August 2023	Datu Hasmawati binti Sapawi N/A Appointed as BBSB BOD on 1 January 2024 Dato' Sharifah Halimah binti Tuanku Taha N/A Appointed on 1 February 2024	Datuk (Dr.) Yasmin binti Mahmood (2/2) 100% Resigned on 1 January 2024 Datuk Nozirah binti Bahari (5/5) 100% Resigned on 1 January 2024
	 50-59 years 37.5% (3) 60-69 years 50% (4) >70 years 12.5% (1)	<b>SAMALAJU INDUSTRIAL PORT SDN. BHD.</b> Non-Independent Non-Executive Directors Datu Hasmawati Binti Sapawi (7/7) 100% Chairman SIPS Datuk Johan bin Mahmood @ Johan Mahmood Merican (3/4) 75% Resigned on 16 June 2023 Dato' Zamzuri bin Abdul Aziz (3/3) 100% Appointed on 16 June 2023	Datuk Nasarudin bin Md Idris (7/7) 100% Resigned on 1 February 2024	Independent Non-Executive Director (Dr.) Salihin bin Abang (7/7) 100% Resigned on 1 April 2024 Datuk Dyg Sadiah binti Abg Bohan N/A Appointed on 1 April 2024

\* N/A - Not applicable for the year under review

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## A SOUND CORPORATE GOVERNANCE STRUCTURE COMMITS THE COMPANY TO HIGH STANDARDS OF BUSINESS ETHICS

The Board maintains its ultimate accountability to our shareholders, with Directors entrusted to ensure that management actions are harmonised with the interests of the Group and its stakeholders. To effectively discharge this collective responsibility, the Board has sanctioned a governance framework comprising systems and controls. This framework facilitates Directors' adherence to their duty of advancing the Group's success. It incorporates the delegation of specific authorities to the Board's four Committees – the Nomination & Remuneration, Audit, Risk & Sustainability, and Finance and Investment Committees. Continual review ensures the framework's suitability, with updates made as necessary to ensure its effectiveness. The Terms of Reference for these four Board Committees, which underwent review during the year, are accessible on our website.

### Board Composition

Our Board affirms that the composition of Non-Independent Non-Executive and Independent Non-Executive Directors remains appropriate, duly reflecting the size and nature of the business. Moreover, the blend of experiences, diverse backgrounds, and the tenure of our Non-Executive Directors augments this composition. This diversity strengthens our capacity to execute the Group's strategy effectively while fostering robust decision-making processes.

### Board Independence

Our Board acknowledges the significant importance of maintaining the independence of its Non-Executive Directors throughout their tenure. This independence is crucial as it empowers them to offer impartial advice and counsel to the Group Chief Executive Officer (GCEO) and Senior Management. It enables Non-Executive Directors to engage in constructive challenge and scrutiny of the GCEO's performance, while providing an objective perspective on business strategy, performance, and the integrity of financial information presented to the Board and shared with the Company's shareholders and other stakeholders.

Furthermore, this independence serves to mitigate potential conflicts of interest in decision-making processes, ensuring that actions taken are consistently in the best interests of the Company. The autonomy of Non-Executive Directors is equally crucial in considerations regarding the appointment or dismissal of the GCEO, as well as in the formulation of succession plans for Board positions and other senior roles within the Group.

### Board Diversity

The Board, in collaboration with its Nomination and Remuneration Committee (NRC) and Management, is dedicated to fostering diversity among its members. This encompasses various dimensions including age, ethnicity, and gender, as well as differences in thought, perspective, knowledge, skill, regional and industry experience, and background. Additionally, the Board assumes responsibility for formulating strategies that are aligned with the objectives outlined in the Board Diversity Policy and for overseeing progress towards achieving these objectives. These endeavours are aimed at integrating a broad spectrum of perspectives, experiences, and expertise essential for the effective management and oversight of the Company.

## DECISIONS, MATTERS RESERVED FOR THE BOARD AND DELEGATED AUTHORITIES

Our Board exercises authority over strategic decisions and matters outlined in the areas reserved for the Board. Additionally, it delegates operational decisions to a number of Board and Management Committees.

The Board	
The Chairman	Non-Executive Directors
<ul style="list-style-type: none"> <li>Manages and provides leadership to the Board.</li> <li>Acts as a liaison between the Board and the Management through the GCEO and as the communicator for Board decisions where appropriate.</li> <li>Acts as a facilitator during Board meetings.</li> <li>Ensures that the Directors participate in deliberation.</li> <li>Ensures that Board members are given ample opportunity to contribute to the outcomes of the meetings.</li> <li>Provides guidance to the Group and the Board in setting the values, standards and policies of the Group, especially in the development of the Group's strategic directions and safeguarding the interest of its stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Support and constructively challenge the GCEO using their broad range of experience and external perspective, ensuring the needs of stakeholders are appropriately considered.</li> <li>Evaluate proposals on strategy.</li> <li>Monitor the implementation of the Group's strategy within its risk and control framework.</li> </ul>



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## DECISIONS, MATTERS RESERVED FOR THE BOARD AND DELEGATED AUTHORITIES (CONT'D)

### Audit Committee (AC)

- To oversee accounting policies, financial reporting practices, business ethics policies and financial position and performance of the Group and the adequacy of related disclosures and financial reporting;
- To evaluate the internal and external audit process and outcomes;
- To review conflict of interest situations and related party transactions; and
- To undertake any such other functions as may be determined by the Board from time to time.

### Risk and Sustainability Committee (RSC)

- To provide guidance in relation to the management of the Group's business risks;
- To provide oversight on the establishment and implementation of the risk management framework, policies, and practices;
- To advise the Board on Risk-related issues or aspects as requested by the Board or, in the opinion of the Risk Committee, require the Board's attention;
- To review the effectiveness of the risk management framework in identifying and managing risks and internal processes which include but are not limited to ensuring the adequacy of the risk management policy to facilitate the implementation of action plans for risk management; and
- To provide oversight on the implementation of compliance and corruption risk framework and policies.

### Nomination and Remuneration Committee (NRC)

- To assess and enhance the effectiveness of the management and organisational structures, frameworks, and policies by ensuring that they meet the requirements, purpose, and values of the Company and its subsidiary companies (the Group);
- To ensure that the Board comprises individuals with the necessary skills, knowledge and experience for the effective discharge of its responsibilities and to have oversight of all matters relating to corporate governance;
- To assess and enhance the effectiveness of the Board and Board Committees through the Board Effectiveness Evaluation (the BEE);
- To establish formal, transparent policies or frameworks for the appointment of the Directors, Group Chief Executive Officer (the GCEO), and key Senior Management of the Company;
- To establish formal remuneration policies for the Directors, GCEO and Senior Management of the Company;
- To ensure that the remuneration packages are competitive within comparable industry or market standards to support the Group's Mission, Vision, and Corporate Values (the GVMCV) as well as to attract, retain, and motivate talents; and
- To set the policy framework and make recommendations to the Board on all elements of the remuneration package and performance arrangements for the GCEO, Non-Executive Directors and Senior Management of the Group.

### Finance and Investment Committee (FIC)

- To assist the Board of Directors in fulfilling its oversight responsibilities for the financial affairs of the Company and its subsidiaries (collectively referred to as "the Group");
- To facilitate the establishment of sound financial policies and practices by the Board which will lead to the long-term financial sustainability of the Group; and
- To assist the Board in reviewing investment objectives, strategies, policies and guidelines and to recommend strategic directions in governing the investment activities of the Group to the Board.

### Group Chief Executive Officer

- Implements the policies, strategies and decisions of the Board in addition to his responsibilities for the day-to-day operation of the Group's business.
- Enforces compliance with the MCCG, motivating the Group's workforce towards greater productivity and high performance.
- Recognises the importance of human resources.
- Improves employee welfare, health and safety at the workplace.
- Maintains awareness of the competitive market landscape.
- Ensures that the Group maintains a high social responsibility and good work culture in the discharge of everyday duties.

 For further details on Director's profiles, please refer to pages 76 to 82 of this report.

### The Company Secretary

Ensures that due and proper notice for all Board and Committee meetings is duly given.

Prepares meeting agendas and coordinates the preparation of Board papers.

Assists the communication between the Board and Management.

Ensures that papers or documents submitted for scheduled meetings contain all relevant and material information to enable members of the Board and the Committees to make wellinformed and correct decisions.

Facilitates due compliance by the Group with all regulations, directions and notices issued from time to time by all relevant regulatory authorities.

Maintains accurate records of all the proceedings and resolutions passed, including preparing minutes of meetings.

Provides full access and services to the Board and carries out any other duties deemed appropriate by the Board from time to time.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## ● MAIN ACTIVITIES UNDERTAKEN BY THE BOARD DURING THE YEAR UNDER REVIEW

Our Board offers transparent, entrepreneurial, and responsible leadership to the Group, aimed at fostering its long-term success. This includes ensuring the Group possesses an appropriate risk and control framework, sufficient resources, and upholds suitable values and standards to execute its strategy. The following outlines the activities undertaken by the Board during the reviewed year:

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1 Deliberating on the arrangement towards transition of Bintulu Port to a State Port;</li> <li>2 Deliberating and make proposal on the Sustainability Framework;</li> <li>3 Deliberating on and approving the Quarterly and Annual Financial Performance of the Group, including deliberation and approval of dividend proposal;</li> <li>4 Deliberating and make recommendation on the declaration of dividend;</li> <li>5 Deliberated and approved on the 2024 Work Programme and Budget;</li> <li>6 Deliberating and approved the adoption of Enterprise Risk Management framework (ERM);</li> </ol> | <ol style="list-style-type: none"> <li>7 Deliberating and approved on the revised Terms of Reference (Revised TOR) for Risk and Sustainability Committee;</li> <li>8 Follow up on the breach of Human Resource Information System (HRIS);</li> <li>9 Made proposal to change the composition of Nomination and Remuneration Committee (NRC) and Risk and Sustainability Committee (RSC);</li> <li>10 Proposed on the establishment of new subsidiary companies;</li> <li>11 Proposed on the establishment of Yayasan Bintulu Port; and</li> <li>12 Acknowledging the appointment and resignation of members of the Board of Directors.</li> </ol> |
|--|---|

## BOARD MEETINGS AND SUPPORT

The Board convened with sufficient frequency and regularity to discharge its duties effectively, supplemented by additional conference calls as needed between scheduled meetings to address pertinent circumstances. In instances where a Director was unable to attend a meeting, they were furnished with meeting papers in advance for review, affording them the opportunity to provide any comments to the Chairman, Committee Chair, or Company Secretary beforehand. Meeting papers are typically disseminated approximately one week ahead of each Board or Committee meeting. Moreover, members of the Management Committee and other senior management are routinely invited to Board meetings to deliver presentations pertinent to their respective areas of responsibility.

Ad hoc meetings among Non-Executive Directors, in the absence of the GCEO, are convened to facilitate continual assessment of management performance. The Board receives robust support from the Company Secretary, ensuring the provision of necessary policies, processes, information, and resources essential for effective and efficient functioning. All Directors have access to the guidance of the Company Secretary and may seek external professional advice at the Company's expense in relation to their roles within the Group.

Accurate, timely, and high-quality information is indispensable for enabling Directors to make informed decisions and offer constructive feedback. To this end, the Company Secretary and their team collaborate with the Chairman and GCEO to ensure effective information dissemination to the Board. Stringent procedures are in place to ensure that the information presented to the Board is in an appropriate format and contains the requisite level of detail necessary for Directors to fulfil their responsibilities effectively.

## COMMITMENT TO SUSTAINABLE PRACTICES

Throughout the year, we bolstered our governance mechanisms with the establishment of a Sustainability Steering Committee in the first quarter of 2023. This proactive measure highlights our dedication to sustainable business practices, enhancing oversight of sustainability endeavours and reporting.

The Sustainability Steering Committee (SSC) plays a crucial role in assisting and advising the Board of Bintulu Port Holdings Berhad (the Board) in evaluating the practices and performance of the Group, particularly concerning sustainability matters. Its primary objective is to facilitate the implementation of a comprehensive sustainability strategy and initiatives aligned with the Group's vision for sustainability.

Chaired by the Group Chief Executive Officer (GCEO), the SSC comprises members from the Leadership Team (LT) across the divisions of the Group and its subsidiaries. The GCEO is accountable for the efficient operation of the LT and leads the team collaboratively. The LT has established a number of committees that provide oversight and guidance on specific matters. These include but are not limited to, the Project Delivery Steering Committee, Digital Steering Committee, Sustainability Steering Committee, Risk Steering Committee, Internal Audit Review Committee, HSE Steering Committee, Operational Performance Review Committee, Talent Committee and Technical Review Committee, among others.

Operating as a governing body, the SSC is responsible for monitoring the sustainability performance of the Group and driving the strategic management of its material sustainability matters. However, ultimate accountability for overseeing the integration of sustainability within the Group rests with the Board, given its responsibility for setting the Group's strategic direction.

Under the purview of Group Sustainability, the Sustainability Working Group operates within the SSC framework. Each pillar within the SSC includes a designated Champion from the LT or LT-1 levels, tasked with proactively driving progress and success in their respective sustainability pillar or area. The Champion's role involves providing advisory support and advocating for sustainability initiatives. Additionally, Task Force Working Groups for each pillar are formed as needed to advance new initiatives, with each task force seeking guidance from the respective Champion on the direction of these initiatives.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## INDUCTION

To ensure that they can make meaningful contributions to discussions and decision-making processes, all our Directors undergo an induction programme upon joining the Board. Each induction programme is customised to furnish the individual Director with the requisite knowledge and comprehension of the Group, tailored to their personal experience and background. Whenever feasible, engagements with our key stakeholders are incorporated into Director induction schedules. Moreover, new Board members are mandated to complete the Mandatory Accreditation Programmes.

## DIRECTORS' TRAINING

The Board acknowledges the significance of continuous training, ensuring that our Directors have regular opportunities to enhance their skills and expertise. Individual development needs are addressed through discussions with Directors during the annual performance evaluation process. To keep Directors informed about business priorities and external developments, the Board receives formal reports and updates from divisions and external advisors on a regular basis.

Throughout the reviewed year, our Board members participated in various externally facilitated briefing sessions. Additionally, they attended training sessions covering critical areas such as integrity (including anti-bribery and corruption), sustainability, finance, digitalisation, governance, and strategy. These training sessions were designed to equip our Board members with the knowledge and skills essential for providing effective oversight and guidance to our organisation.

### Audit

- ISRS 4400 (Revised) Agreed-Upon Procedures Engagements
- Board Audit Committee Dialogue & Networking 2023
- Persidangan Juruaudit Koperasi 2023

### Digital

- MIA Digital Month 2023 Week 1: Ethical Leadership in a Digital Era
- MIA Digital Month 2023 - Week 3: Success Stories
- Digital Accountant: Digital Skills in a Transformed World

### Finance

- Malaysia Budget 2023
- Seminar Kewangan dan Pengauditan Sektor Awam (SKPSA) 2023: "Public Sector Sustainability Reporting: An Overview"
- Islamic Finance Scholar Workshop: Kenya's Islamic Finance Journey – Building Knowledge Resilience for the Future
- Islamic Finance Scholar Workshop: Training Stakeholders for Improved Uptake – Opportunities and Challenges in Islamic Finance
- Accounting and Finance Show Asia 2023
- Seminar Bajet 2024
- 5<sup>th</sup> ICAN-Malaysia International Accountants' Conference 2023
- Seminar Percukaian Kebangsaan 2023 (Bajet 2024)
- Updates on Indirect Taxes
- Corporate Tax Strategies

### Governance

- The Malaysian Code of Corporate Governance 2021 edition ["MCCG 2021' or Code']-Why should Directors be concerned and what's the big deal about this code
- Corporate Governance Guide 4<sup>th</sup> Edition – Unlocking the Guide on how to apply the Malaysian Code on Corporate Governance 2021 in meeting Bursa's reporting requirements.
- Suite Talk: Governing into the Future
- MACC Training on Anti-Bribery and Corruption

### Leadership

- In-House training for Directors in State's Government-Linked Companies
- Corporate Directors training programme essential
- Mandatory Accreditation Programme Part II; Leading For Impact (LIP)
- High Performance Team (HPT) 2023
- MIA Digital Month Week 2: Role of Accountant in Managing

### Strategy

- Invest Malaysia: Reshaping Malaysia's Narrative Series 2 : Digital Malaysia : Tomorrow's Infrastructure, Today

### Sustainability

- Energy Asia – Charting Pathways for Sustainable Asia
- Sustainability Awareness Training 2023 for Board of Directors
- Konvensyen Akauntan Nasional 3.0 - Pengalaman Melaksanakan ESG
- UMT Industry in the Classroom Lecture Series: Understanding ESG
- ESG: Living Up to the Sustainability Promise
- ESG in Business: Data Management, Reporting and Stakeholder
- Board of Director Leadership - ESG Essentials
- Financial Reporting on Impact of Climate Change Effects
- Remaking Corporate Governance for an ESG World by Professor Mak Yuen Teen
- UMT Industry in the Classroom Lecture Series: Understanding ESG
- Argus Asia Carbon Conference Sarawak
- International Construction Transformation Conference 2023 (ICTC 2023): "Corporate Malaysia's Journey Towards a Sustainable Accounting Chain"

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## ● BOARD AND COMMITTEE EVALUATIONS

In 2023, Bintulu Port Holdings Berhad undertook an internal assessment of Board Effectiveness (BEA) and Individual Director Evaluations (IDE). This evaluation encompassed 10 primary parameters or core drivers, as outlined in the Malaysian Code of Corporate Governance (MCCG) 2021. These parameters were utilised to gauge the effectiveness of the Board, its Committees, and the performance of individual Directors. The objective was to bolster credibility, thoroughness, and objectivity in evaluating the Board’s performance and governance practices, while fostering consensus towards further enhancements.

Board Leadership	Board Composition, Skills and Development	Board Committees	Board Governance Oversight & Processes	Board Agenda, Meetings and Information
Board Dynamics & Culture	Board & Management Relationship	Board & Stakeholder Engagement	Board & Sustainability Matters	Board Crisis Management Responses

The comprehensive BEA involved administering contemporary open-ended questionnaires to all Directors. Within this framework, each Director’s performance and contribution were thoroughly evaluated. This assessment included comparisons of competencies, assessment of technical knowledge, identification of areas for reflection and development, as well as recommendations aimed at enhancing effectiveness in their respective roles. The resulting BEA report provided detailed observations and improvement suggestions categorised under the 10 parameters. Subsequently, the Board will prioritise the recommended enhancements and collectively determine the optimal course of action to elevate Board performance.

The outcomes of the BEA for the FY2023, along with its recommendations, will be the focal point of the Board’s attention during the FY2024.

**Results**

The Board of BPHB exhibits a balanced composition and operates cohesively, effectively fulfilling its stewardship and fiduciary duties. The dynamics within the Board are robust, with all members demonstrating professionalism and objectivity in leveraging their collective wisdom, insights, experience, skills, and networks to provide guidance to Management. They diligently oversee the ethical governance and strategic direction of the business. Despite representing distinct interests, the Board has adeptly collaborated as a unified team, engaging in a professional manner to drive progress.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### OUR APPROACH TO REMUNERATION

The responsibility for establishing suitable levels of remuneration for Directors, the GCEO, and Top Management falls under the purview of the NRC. Recognising that our most valuable asset is our people, the NRC upholds the belief that our remuneration strategy should appropriately reward both Directors and employees for their performance in achieving the Group's key objectives and goals, while also fostering sustainable value creation.

#### Board Nomination And Remuneration Policy

- ▶ The Board of Directors and the Group are mindful that a balanced and effective Board will influence the ability of the Board to fulfil its duties and responsibilities.
- ▶ The Board is also cognisant of the fact that fair remuneration is critical to attract, retain and motivate the Directors of the Group.
- ▶ To set an appropriate level of remuneration that allows the Group to attract and retain the services of a suitable number of talented and well-qualified Directors, in line with the long-term business strategies of the Group.
- ▶ To establish the process to be undertaken by the Company's Nomination and Remuneration Committee (the NRC) and the Board in discharging their responsibilities in terms of the nomination, appointment, assessment and re-election of Board members in compliance with Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR) and the Malaysian Code on Corporate Governance 2021 (MCCG 2021).

The details of the remuneration breakdown of individual directors (including fees, salary, bonus, benefits-in-kind and other emoluments) during the financial year 2023 are as follows:

Name Of Directors	Fees (RM '000)		Meeting Allowances (RM '000)		
	BPHB	Subsidiary	BPHB	Committees	Subsidiary
<b>Non-Independent Non-Executive Directors</b>					
<b>Datuk Amar Haji Mohamad Abu Bakar bin Marzuki</b> Chairman Appointed as Board of Director on 3 August 2023 Appointed as Chairman on 1 December 2023	45.2	20.6	4.0	0	3.0
<b>Dato Sri Fong Joo Chung</b>	102.0	72.0	20.5	15.5	14.0
<b>Datuk Nasarudin bin Md Idris</b>	102.0	72.0	22.5	10.0	12.0
<b>Mohamed Syazwan bin Abdullah @ Laga</b>	102.0	54.0	16.5	12.0	10.5
<b>Datu Hasmawati binti Sapawi</b>	102.0	50.4	18.5	3.0	9.0
<b>Dato' Zamzuri Bin Abdul Aziz</b> Appointed on 16 June 2023	55.3	27.3	6.0	7.5	1.5
<b>Dato' Abdul Mutalib bin Alias</b> Resigned on 1 May 2023	48.0		21.0	-	-
<b>Tan Sri Datuk Amar Mohamad Morshidi bin Abdul Ghani</b> Resigned on 1 August 2023	59.5	29.4	12.5	4.5	4.5
<b>Datuk Johan bin Mahmood @ Johan Mahmood Merican</b> Resigned on 16 June 2023	46.8	23.1	2.0	-	-
<b>Independent Non-Executive Directors</b>					
<b>Dato' Sri Mohamed Khalid bin Yusuf @ Yusup</b> Resigned on 21 July 2023	56.5	39.9	14.5	13.5	6.0
<b>Datuk (Dr.) Yasmin binti Mahmood</b>	102.0	50.4	20.5	27.5	6.0
<b>Datuk Nozirah binti Bahari</b>	102.0	50.4	28.5	8.5	7.5
<b>(Dr.) Salihin bin Abang</b>	102.0	50.4	27.0	19.0	9.0
<b>Totals (RM '000)</b>	<b>1,025.2</b>	<b>539.9</b>	<b>214.0</b>	<b>121.0</b>	<b>83.0</b>
		<b>1,565.0</b>			<b>418.0</b>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The details of the remuneration of the top five senior management (including salary, allowances and bonus), in each successive band of RM50,000 during the financial year 2023, are as follows:

Remuneration Band (RM)			
350,001 - 400,000	400,001 - 450,000	550,001 - 600,000	800,001 & above
3	1	2	1

### THE WORK OF OUR BOARD COMMITTEES

There are four principal Board Committees – Audit, Risk and Sustainability, Nomination and Remuneration, and Finance and Investment. Each Committee reviews its own terms of reference, which are subsequently reviewed by the full Board along with matters reserved for Board consideration. Additional attendees may be invited to Board Committee meetings at the discretion of the relevant chair.

A forward-looking agenda is devised for both the Board and each of the main Board Committees to ensure that items are scheduled appropriately throughout the year. Ample time is allocated for agenda deliberation during meetings. As part of the annual meeting cycle, regular in-depth presentations are conducted, focusing on specific business areas or major projects of strategic significance to the Group. The complete terms of reference for all Board Committees, along with their roles and responsibilities, are accessible on our website at [www.bintuluport.com.my](http://www.bintuluport.com.my). Committee membership and attendance details can be found on page 92 of this Report. The focal points of each Committee during the reviewed year are outlined below.

#### AUDIT COMMITTEE (AC)

##### Committee Activities During the Year

- Deliberated on the Group's quarterly financial performance for Quarter 4 2022 and Quarter 1 to Quarter 3 2023.
- Deliberated on the Group's proposal for dividend;
- Deliberated on the Group's Annual Financial Performance and Audited Financial Statements for the year ended 31 December 2022;
- Reviewed the 2022 Audit Progress Report and Audit Results for the year ended 31 December 2022 by External Auditor;
- Reviewed the 2023 Audit Planning Memorandum by the External Auditor;
- Had two (2) audit special sessions with the External Auditor; and
- Deliberated on the proposed Key Performance Indicators for the Head of Group Internal Audit (GIA) for Year 2023;

#### Internal Audit

- Reviewed and approved the Annual Audit Plan to ensure adequate scope and comprehensive coverage of the Group's activities;
- Ensured adequacy of resources and competencies of staff in executing the Audit Plan to produce a quality and reliable audit report;
- Reviewed the contents of internal audit reports issued by Internal Audit on the effectiveness and adequacy of governance, risk management, operational and compliance processes;
- Reviewed the proposed corrective actions to be implemented by the process owners; and
- Met with the Internal Auditors without the presence of Management to obtain feedback from them and to discuss measures that may enhance the Internal Audit function of the Group.

#### External Audit

- Reviewed the External Auditors' terms of engagement, nature and scope of work for financial year 2022 and made recommendations for the Board's approval;
- Reviewed the findings of the External Auditor Report, especially the audited financial statements, and ensured appropriate action was taken by the management on issues raised by the External Auditor;
- Reviewed and made recommendations to the Board for approval of the audit fees for the External Auditor; and
- Met with the External Auditor twice without the presence of Management to obtain feedback from them and to discuss measures that may enhance the audit function of the Group.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

RISK AND SUSTAINABILITY (RSC)	NOMINATION AND REMUNERATION COMMITTEE (NRC)
<p><b>Committee Activities During the Year</b></p> <ul style="list-style-type: none"> <li>Reviewed the current status of the Group Enterprise Risk Management (ERM) Framework;</li> <li>Approved the Enterprise Risk Management (ERM) Framework;</li> <li>Proposed investment mandate for the Group;</li> <li>Reviewed on the Group's current risk profiles and its mitigations; and</li> <li>Reviewed the sustainability initiative relating to climate change-related-risks for the Group.</li> </ul>	<ul style="list-style-type: none"> <li>Made proposals on the benefits payable to the Board of Directors of the Group;</li> <li>Made proposals on the appointment, resignation and re-election of Directors/the Chairman pursuant to the 26<sup>th</sup> Annual General Meeting of Bintulu Port Holdings Berhad;</li> <li>Made proposals for promotion for Senior Management positions in the Company;</li> <li>Deliberated on the proposed payment of performance bonuses, special token and annual salary increment to the eligible staff;</li> <li>Made proposals on the key performance indicators of the Group Chief Executive Officer;</li> <li>Made proposal on the establishment and guiding principle and philosophy for the payment of performance bonuses to employees;</li> <li>Enhance the Performance Management System (PMS) for the Group;</li> <li>Made proposal on the adoption of Directors' Fit and Proper Policy; and</li> <li>Made proposal on the succession planning policy.</li> </ul>
FINANCE AND INVESTMENT COMMITTEE (FIC)	
<ul style="list-style-type: none"> <li>Deliberated on the Proposed on the Revised Group Procurement Policy of Bintulu Port Holdings Berhad (BPHP) and Other Related Administrative Transactions;</li> <li>Deliberated on the Proposed Investment Mandate for Bintulu Port Holdings Berhad Group; and</li> <li>Proposed and make recommendation of 2024 Group Work Programme and Budget.</li> </ul>	

### AUDIT, RISK AND INTERNAL CONTROLS

Our Board acknowledges that the successful execution of the Group's strategic and day-to-day objectives hinges upon a thorough and consistent evaluation of pertinent risks. Implementing effective, adaptable, and universally applied risk management principles allows the Group to assess its risk profile against its accepted attitude and appetite, curtail exposure to unacceptable risks, and ensure long-term sustainability. Upon identifying key risks, decisions are made to either treat, tolerate, terminate, or transfer potential exposure.

For further details, please refer to pages 107 to 114 for the Statement on Risk Management and Internal Control. The Board is steadfast in its commitment to fulfilling the relevant requirements of the MCCG 2021 and has adhered to the principles of the Code by establishing procedures to manage risk, overseeing the internal control framework, and determining the nature and extent of the principal risks the Group is prepared to undertake in order to accomplish its long-term strategic objectives.

### Roles and responsibilities

Our Board is entrusted with the implementation and supervision of the Group's risk management framework, as well as the scrutiny and validation of the internal control environment. It establishes the Group's appetite for and approach to risk in alignment with its agreed strategic objectives and fosters an effective risk management culture. The Board determines the permissible level of risk for the Group, its subsidiaries, and respective divisions.

Group policies, procedures, and delegated authority levels, established by the Board, provide the framework within which risks are assessed and escalated to the relevant level within the Group, up to and including the Board, for review and endorsement.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

The roles and responsibilities of the Board, the AC, RSC and Top Management in respect to Audit, Risk and Internal Controls are set out below:

Responsibilities	Board	Actions Undertaken
	<ul style="list-style-type: none"> <li>Responsible for the Group's systems of risk management and internal control.</li> <li>Determines Group appetite for and attitude to risk in pursuit of its strategic objectives.</li> </ul>	
	<b>Audit Committee</b> <ul style="list-style-type: none"> <li>Confirms the Group Internal Audit Plan.</li> <li>Reviews significant accounting policies and judgements.</li> <li>Evaluates the effectiveness of the Group's internal control.</li> <li>Oversees the adequacy and effectiveness of the Group's Whistleblowing Policy and procedures implemented to address allegations made by whistleblowers.</li> </ul>	
	<b>Risk and Sustainability Committee</b> <ul style="list-style-type: none"> <li>Oversees and recommends the risk management policies and procedures of the Group.</li> <li>Reviews and recommends changes as needed to ensure that the Group has in place at all times a Risk Management policy which addresses the strategic, operational, financial and compliance risks.</li> <li>Oversees the execution of the aforementioned process and ensures it is continuously improved as the business environment changes.</li> <li>Oversees the management of certain risks, with regard to the complexity and significance of these risk exposures.</li> <li>Oversees the implementation of compliance and corruption risk framework and policies.</li> </ul>	
	Top Management	
	<ul style="list-style-type: none"> <li>Demonstrates strategic leadership.</li> <li>Responsible for reviewing and implementing the Group's risk management policy.</li> <li>Ensures appropriate actions are taken to manage strategic risks and other key risks.</li> </ul>	<ul style="list-style-type: none"> <li>Issues and reviews the Group's risk management policy.</li> <li>Performs quarterly reviews of the effectiveness of the Group's risk management and internal control systems.</li> <li>Reviews the Group's risk landscape, principal risks and risk responses.</li> </ul>
		<ul style="list-style-type: none"> <li>Receives regular reports on internal and external audit and other assurance activities.</li> </ul>
		<ul style="list-style-type: none"> <li>Annually assesses the Group's risk management and internal control systems.</li> <li>Performs quarterly assessment on the effectiveness of the principal risks including corruption risk and their mitigation strategies.</li> </ul>
		<ul style="list-style-type: none"> <li>Reviews the strategic plan and annual budget process.</li> <li>Produces and tracks the Group Risk Register.</li> <li>Reviews risk management and assurance activities and processes.</li> <li>Carries out monthly/quarterly finance and performance reviews.</li> </ul>

### INTERNAL CONTROL

Our Board bears ultimate responsibility for overseeing the Group's risk management and internal control systems, regularly evaluating their effectiveness. The Group's systems and controls are crafted to ensure that exposure to significant risks is comprehended and managed appropriately. The Board acknowledges that while any internal control system aims to identify and mitigate risks, it cannot entirely eliminate them and can only offer reasonable, rather than absolute, assurance against material misstatement or loss.

At the core of the Group's internal control systems lie its processes and framework for risk management. The Group possesses a comprehensive understanding of its risk exposures and has structured its assurance network accordingly. Additionally, an independent internal audit function conducts a risk-based audit programme across the entire Group. All audit reports are disseminated to relevant Heads of Divisions and reviewed by the Audit Committee and Risk and Sustainability Committees. The Board expects and requires Heads of Divisions to ensure that this comprehensive internal control environment, including internal audit, is firmly embedded within their business units.

### Principal risks

The principal risks that could adversely impact the Group's profitability and ability to achieve its strategic objectives are set out on page 22, The Risks We Consider.

### ANTI-BRIBERY AND CORRUPTION POLICY

The Anti-Bribery and Corruption Policy (ABC) safeguards honest, ethical, transparent, and accountable conduct across all our operations. It adopts a zero-tolerance stance towards all manifestations of corruption, vehemently opposes any instances of money laundering practices, and applies to all individuals within the BPHB Group. This policy furnishes employees with information and guidance on identifying, addressing, and combatting corruption, ultimately shielding the Group from potential repercussions arising from corrupt acts.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### EFFECTIVE COMMUNICATION WITH STAKEHOLDERS

Stakeholder engagement is essential for informed decision-making, as it incorporates a wide range of perspectives and insights, leading to more comprehensive and considerate outcomes. It plays a crucial role in risk management by identifying potential issues early, allowing for proactive mitigation strategies. This process optimises resource use by prioritising actions that address stakeholders' most valued needs and concerns, thereby enhancing efficiency and effectiveness. Transparent and regular communication builds trust, fostering a positive reputation and encouraging stakeholder support and buy-in. This, in turn, ensures projects and initiatives not only meet immediate goals but are also sustainable and successful in the long term, by aligning closely with the expectations and contributions of those involved.

The Board considers the perspectives of key stakeholders in its discussions and decisions, aiming to foster the Group's long-term sustainable success. Engagement with stakeholders is a widespread practice within the Group, facilitated by both the Management and the Board. The feedback and concerns raised during stakeholder interactions are consistently relayed to the Board and its Committees. This process enhances the Directors' understanding of the integration of the Group's culture and values in its various activities and aids in making well-informed decisions. However, it is crucial for the Board to allow Management to operate independently, stepping in to directly interact with stakeholders only when necessary. In our operations, the Management typically handles stakeholder engagement more effectively, with the Board playing a supervisory role and intervening directly only when significant issues arise that require its direct involvement to benefit the process. This approach is especially relevant for interactions with customers, suppliers, government bodies, regulatory authorities, and community groups.

#### Employees

##### Expectations/Concerns:

Our employees expect to have a safe and secure working environment and also be given opportunities for career development.

##### Our Response:

- Encourage employees to engage in lifelong learning by promoting the use of online learning platforms, attending conferences, or participating in industry-related events
- Encourage employees to participate in social clubs or recreational activities that promote work-life balance and foster a sense of community within the organisation
- Embed safety as a core value, driven by the understanding that the safety of employees is paramount to achieving overall organisational success

##### Method and Frequency of Engagement:

- Satisfaction survey – Annually
- Safety Committee Meeting – Monthly
- Safety Drills – Quarterly
- Work Life Balance Promotion with Social Clubs – Monthly

##### Impact on the Group:

Creates competent and efficient employees to add value to the Group.

#### Customers

##### Expectations/Concerns:

Customers expect the Group to be efficient and secure in assisting them in moving their cargoes quickly.

##### Our Response:

- The Group is constantly improving operational efficiency and has a robust maintenance programme to ensure reliability and availability of our equipment and facilities

##### Method and Frequency of Engagement:

- Customer Satisfaction Index (CSI) – Annually
- Customer Insight Group – Annually
- Customer Attraction Programme – Periodically
- Customer Loyalty and Retention Programme – Periodically

##### Impact on the Group:

Our quick, efficient and safe turnaround of their goods will help our customers in their business while also raising our status as their preferred port.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Regulatory Authorities and Certification Bodies

#### Expectations/Concerns:

Regulatory authorities expect the Group to comply with the relevant laws, standards, certifications and contracts.

#### Our Response:

- Continued to practise the highest standards of governance, ethics and compliance

#### Method and Frequency of Engagement:

- Environmental Monitoring – Quarterly
- Site inspection and audits – Periodically
- Continuous development of the Board of Directors through a variety of seminars and training and certification programmes
- Seminars, briefings and training for all employees

#### Impact on the Group:

Overall business continuity.

### Shareholders and the Investing Public

#### Expectations/Concerns:

Shareholders expect the Company to enhance sustainable value creation and return on investment and to provide transparent information about our performance.

#### Our Response:

- Improved our productivity by implementing operational efficiencies while executing growth strategies to increase revenue
- Progressed in our strategies and contained our costs
- We prioritise transparent communication in our investor relations efforts, sharing material information about our performance openly and comprehensively

#### Method and Frequency of Engagement:

- Annual General Meeting – Annually
- Shareholdings Analysis – Monthly
- Investor and Analysts' Briefing – Quarterly
- Group Financial Results announcements – Quarterly
- Corporate website
- Annual Report

#### Impact on the Group:

Growing revenue while prudently managing cost leads to sustainable returns and dividends.  
Maintaining good financial health and good reporting practices will allow us to be trusted and preferred by investors.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Local Community

#### Expectations/Concerns:

The local community expects employment and business opportunities and the Group's positive contributions as a responsible corporate citizen.

#### Our Response:

- Employed locals and ensured safe operations with regular environmental monitoring and effective waste management
- Regularly engaged with the community at large through CSR efforts

#### Method and Frequency of Engagement:

- Sponsorships and support for charitable and welfare programmes – Periodically
- Industrial training – Periodically
- CSR programmes – Regularly

#### Impact on the Group:

Being recognised as a caring, friendly, responsible and proactive organisation will raise our standing with the community while also ensuring the sustainability of the overall business.

### Media

#### Expectations/Concerns:

The media expects timely, reliable and transparent information about the Group's operations and initiatives.

#### Our Response:

- Provided regular press releases to be transparent about our operations and maintained good rapport with our media partners

#### Method and Frequency of Engagement:

- Press releases – As and when a newsworthy event is conducted
- Media coverage – As and when a newsworthy event is conducted
- Media get-together – Annually

#### Impact on the Group:

A long-term partnership with the media is important in order to improve visibility, build on our reputation and broadcast our efforts to our stakeholders.

### Vendors and Suppliers

#### Expectations/Concerns:

Vendors and suppliers expect the Group to be a professional business entity in the context of timely payments, safe operations and an ethical business environment.

#### Our Response:

- Ensured timely payments, equal business opportunities and an ethical business environment

#### Method and Frequency of Engagement:

- Vendor registration – Periodically
- Contract negotiations – Periodically
- Safety induction briefings – Virtually
- Site visits – Periodically

#### Impact on the Group:

Ensuring a strong partnership and collaborative approach with our vendors and suppliers that upholds the principles of integrity will help us maintain a transparent and cost-effective procurement process, leading to more sustainable outcomes and higher-quality services.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### Financial Institutions and Sukuk Murabahah Subscribers/Holders

#### Expectations/Concerns:

Financial institutions and sukuk holders expect strong operational and financial performance to support the repayment of loans.

#### Our Response:

- Timely and consistent sharing of relevant information and financial results
- Timely repayments on our borrowings
- Engaged a rating agency for our Corporate Credit annual rating review

#### Method and Frequency of Engagement:

- Periodic Distribution Payment – Semi-annually
- Annual Rating Review – Annually
- Interface session with bankers and sukuk holders – Periodically

#### Impact on the Group:

Maintaining good ratings will confirm our financial strength and ability to meet financial obligations.

### Maritime Community

#### Expectations/Concerns:

The maritime community expects the Group to conduct its operations in an environmentally friendly manner for the mutual benefit of the Port and the community.

#### Our Response:

- The Group complied with good environmental practices and standards and the concepts of a green port
- Promoted port services to the shipping community and port users through regular and effective communication

#### Method and Frequency of Engagement:

- Briefing and communication – Periodically
- Networking events – Periodically

#### Impact on the Group:

Complying with rules and regulations is important for business continuity, while exploring new business opportunities improves revenue prospects for the Group.

Up-to-date information on the Group is accessible via the Group's website at

 [www.bintuluport.com.my](http://www.bintuluport.com.my)

The primary contacts of the Group are as follows:

#### GROUP CHIEF EXECUTIVE OFFICER

**Bintulu Port Holdings Berhad**

Tel : +60 86 291001 (ext. 300)

Fax : +60 86 253597

#### COMPANY SECRETARY

**Bintulu Port Holdings Berhad**

Tel : +60 86 291001 (ext. 257)/+60 86 251090 (Direct Line)

Fax : +60 86 254062



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### ● LIST OF INTERFACE AND ENGAGEMENT SESSIONS

No.	Date	Summary of Interface/Engagement Sessions Venue	Venue
1	2 February 2023	RAM Rating Agency	Online – Email
2	2 February 2023	Kenanga Investment Bank Berhad	Online – Email
3	12 February 2023	Great Eastern Life	Online – Email
4	12 May 2023	Maybank Investment Bank Berhad and their buyside clients	Meeting Room 1, BPHB
5	15 June 2023	MIDF Research and their buyside clients	Armada Meeting Room, SIPSB
6	23 June 2023	Mr. Wong Lok Jee @ Ong Jok Lee	Level 11, Menara Kidurong, BPA
7	27 September 2023	RAM Rating Agency	Armada Meeting Room, SIPSB
8	18 October 2023	Citi Group with their clients from PNB, EPF and Amundi	Level 11, Menara Kidurong, BPA
9	19 October 2023	Ministry of Investment, Trade and Industry (MITI) and Malaysian Investment Development Authority (MIDA)	Armada Meeting Room, SIPSB
10	3 November 2023	AmlInvestment Bank Berhad	FHRA, BPSB Meeting Room
11	8 November 2023	Bank Negara Malaysia	Armada Meeting Room, SIPSB
12	10 November 2023	Capital Dynamic Asset Management	Meeting Room 1, BPHB

\* Online: via conference call and email

### ADDITIONAL COMPLIANCE INFORMATION

#### i. Recurrent Related Party Transactions (RRPT) of a Revenue Nature

As required by the MMLR, RRPT of a revenue nature must be disclosed in the Annual Report. For the year 2023, there were no new related parties involved with the Group other than the existing ones, which comprised the Sarawak State Financial Secretary (SFS) and Petroleum Nasional Berhad (PETRONAS). The transactions involved were in the ordinary course of business and were in terms not more favourable to the related party than those generally available to the public. The services rendered or goods purchased were based on a non-negotiable fixed price which was published or publicly quoted and all material terms including the prices or charges were applied consistently to all customers or classes of customers.

#### ii. Non-Audit Fees

The requirement to disclose the Non-Audit Fees is provided for under Chapter 9, Item (18) of Appendix 9C of the MMLR. Hence, the total Non-Audit Fees paid to the External Auditors totaling RM20,000.00 are inclusive of RM10,000.00 for reviewing of Statement of Risk Management and Internal Controls, and RM10,000.00 for reviewing Sukuk Compliance on the Finance Service Cover Ratio (FSCR) and the Finance Equity Ratio (FER).

#### iii. Material Contract

The Board confirms that there was no material contract entered into by the Group involving the Directors' and major shareholders' subsisting interest at the end of 2023.

#### iv. Imposition of Sanctions/Penalties

There were no sanctions/penalties on the Group, Board of Directors and Management for the financial year ended 31 December 2023.

#### v. Details of Attendance at Meetings Held in the Financial Year Ended 31 December 2023

For attendance, please refer to page 92 of this Statement.

#### vi. Statement by the Board on Compliance

The Board continues to strive for high standards of Corporate Governance throughout the Group. The Board is of the view that the Company has, in all material aspects, satisfactorily complied with and observed the relevant chapters of the Main Market Listing Requirements and the Companies Commission of Malaysia's requirements as well as the principles and practices set out in the MCCG, except the departures as set out in the Corporate Governance Report.

Statement made in accordance with the Board's Resolution dated 4 April 2024.

# EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- The Group is pleased to present the Statement on Risk Management and Internal Control for the Financial Year ended 31 December 2023.

This statement is made pursuant to Paragraph 15.26(b) of the Main Market Listing Requirement (MMLR) of Bursa Malaysia Securities Berhad which outlines the nature and scope of the risk management and internal control systems within the Group during the year under review.

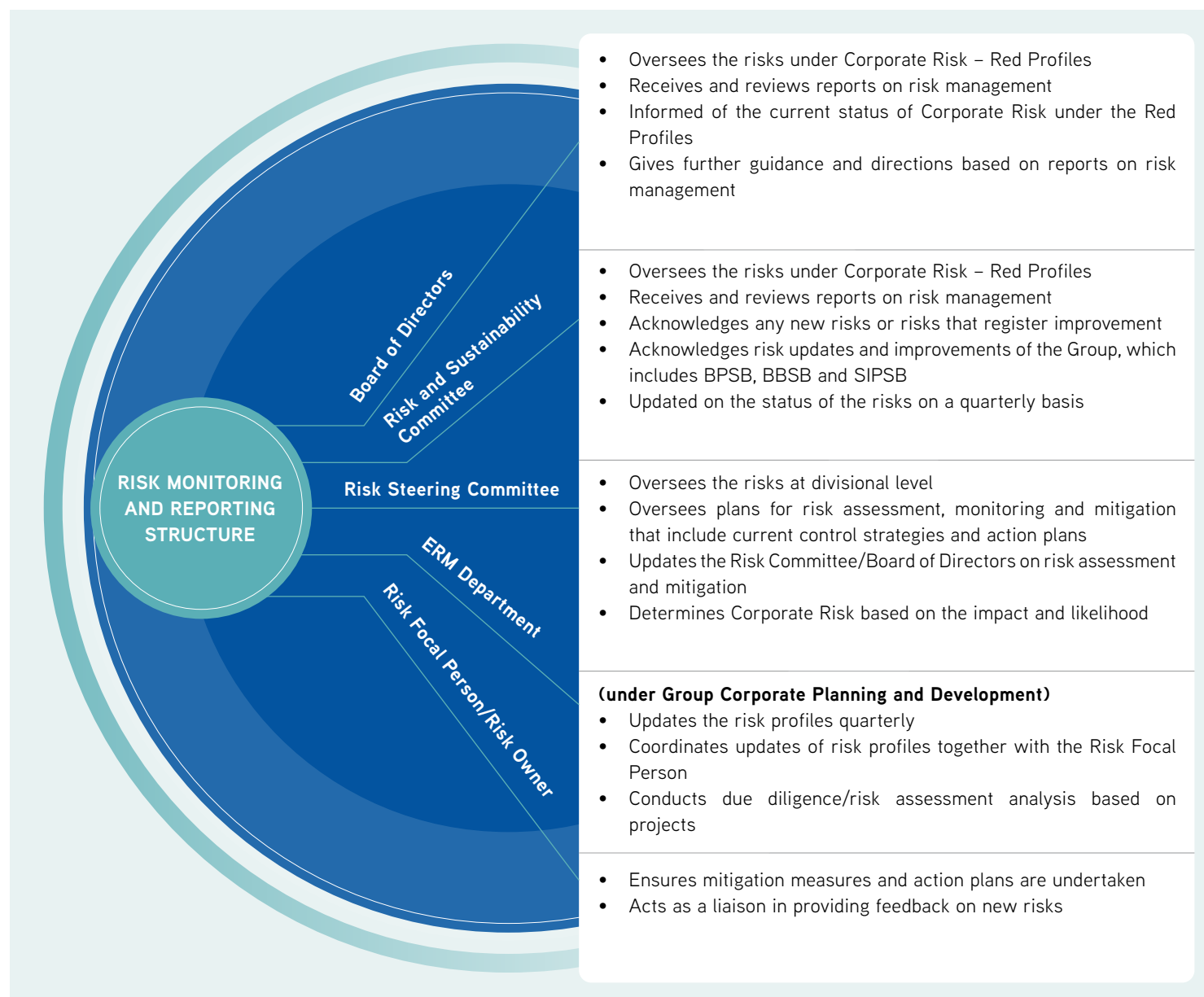
## BOARD'S RESPONSIBILITY

The Board, while acknowledging its responsibility, recognises that the risk management and internal control system is designed to manage, rather than eliminate, risks that may impede the achievement of the Group's business goals and objectives.

Therefore, the system can only provide reasonable, but not absolute, assurance against the occurrence of any material misstatement, fraud or losses.

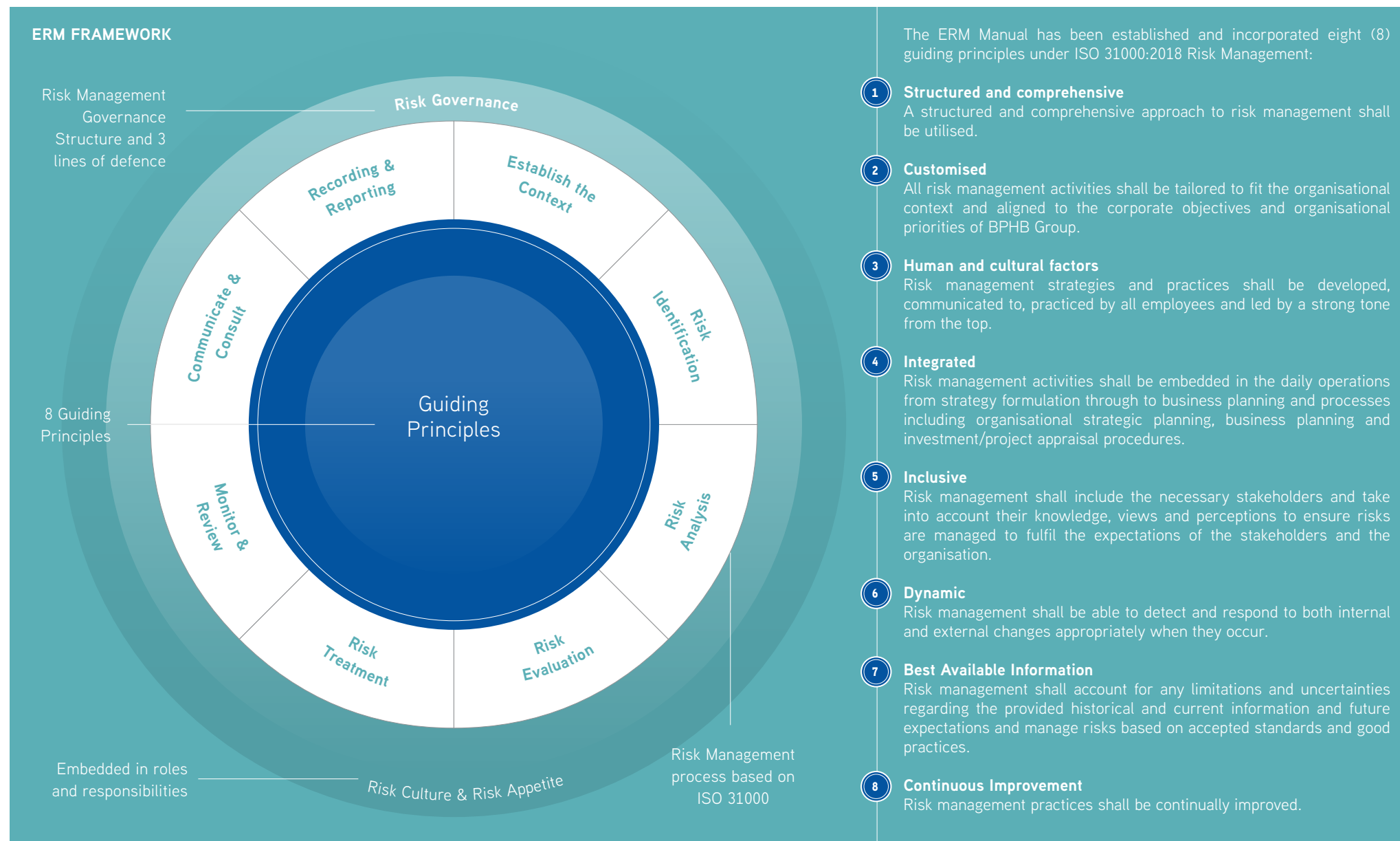
To ensure the adequacy, effectiveness and integrity of the Group's risk management and internal control, the Board maintains full control over governance, strategic, financial, organisational, operational, regulatory and compliance risks and has put in place formal lines of responsibility and delegation of authority.

The review of the risk management and internal control environment and processes is delegated by the Board to the Risk and Sustainability Committee (RSC) and Audit Committee (AC).



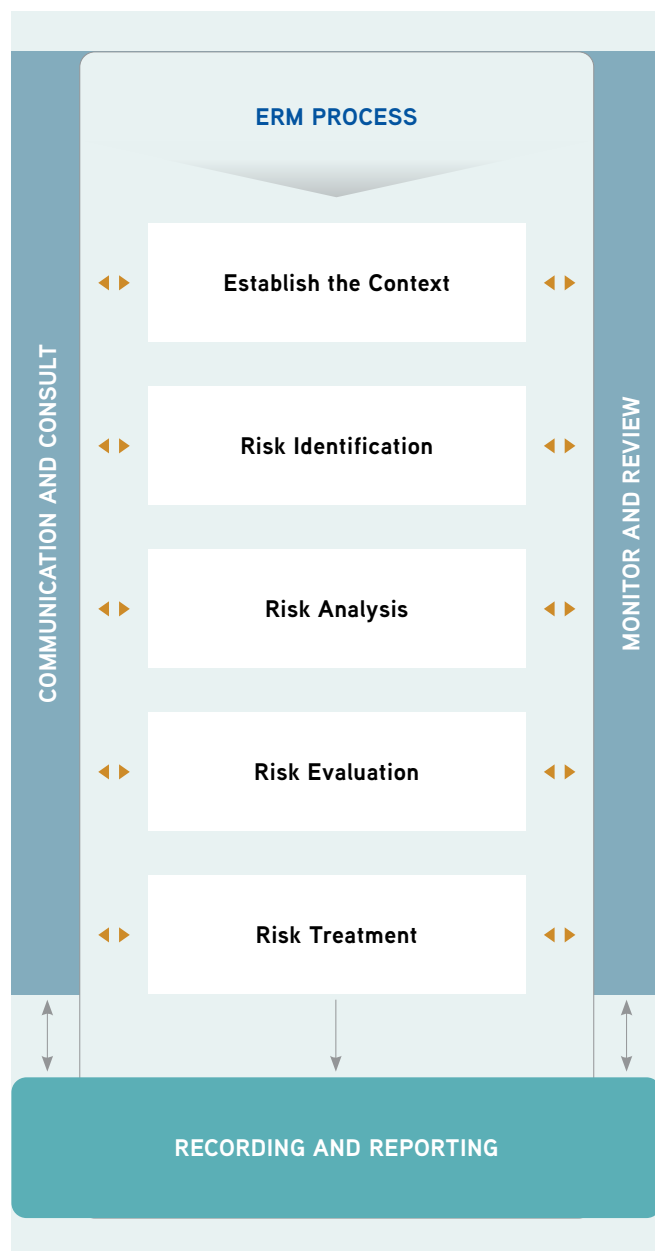


## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL



# EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## THE ENTERPRISE RISK MANAGEMENT AND INTERNAL CONTROL STRUCTURE



ENTERPRISE RISK MANAGEMENT (ERM)	INTERNAL CONTROL
<b>ERM ENVIRONMENT</b> Creates and establishes clear functional responsibilities and accountabilities that cover Governance, Framework and Process	<b>AUTHORITY &amp; RESPONSIBILITY</b> Encompasses Board Terms of Reference, all structures of the organisation and the internal control and compliance environment, as well as responsibility levels
<b>MATERIALITY ASSESSMENT</b> Assessment made according to the recommendations of Bursa Malaysia's Sustainability Reporting Guide	<b>PLANNING, MONITORING &amp; REPORTING</b> Covers budgeting and forecasting exercises, continuous performance review and appropriate application of finance functions
<b>RISK STEERING COMMITTEE</b> Internal Risk Management Committee established to monitor Principal Risks of the Group as a whole	<b>POLICIES &amp; PROCEDURES</b> Contain information on how the Group operates through SOPs, Code of Conduct and its Customer Charter
<b>RISK MANAGEMENT FUNCTION</b> The establishment of an ERM Department for the coordination of risk management for the Group	<b>AUDIT</b> Covers internal and external audit functions of the Group as well as audit by certification bodies
<b>RISK MANAGEMENT AWARENESS PROGRAMME</b> Group-wide inculcation of a robust risk governance and compliance culture, supported by training programmes	<b>COMPLIANCE</b> Contains information on the role played by Group Legal Counsel
<b>GROUP PRINCIPAL RISK PROFILE</b> Provides oversight for the Audit and Risk & Sustainability Committee during meetings	<b>PERFORMANCE MEASUREMENT</b> Contains information on how the performance of employees is measured
<b>ERM MANUAL</b> Sets out the policies for identifying, assessing, monitoring, managing and reporting risk for BPHB Group, aligned with the guidelines of ISO 31000:2018 Risk Management	<b>EMPLOYEES' COMPETENCIES</b> Contains information on how employees' competencies are continuously enhanced
<b>GROUP INTEGRITY AND COMPLIANCE</b> Group Integrity & Compliance is established to ensure the Group apply ethical practices and compliance to rules and regulations in upholding good corporate governance	
<b>INSURANCE</b> Involves information relating to the protection of the Group's assets	



## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### ● ENTERPRISE RISK MANAGEMENT (ERM)

The Group's Enterprise Risk Management (ERM) segment comprises the following key elements:

SEGMENT	KEY ELEMENT
<b>ERM Environment</b>	<p>One of the key features of the risk management environment is the implementation of established and clear functional responsibilities and accountabilities for the management of risk.</p> <p>The ERM Environment consists of a framework, process and governance and is illustrated on pages 107 to 109 of this Statement.</p>
<b>Materiality Assessment</b>	<p>Pursuant to the recommendations of Bursa Malaysia's Sustainability Reporting Guide, an organisation should reconsider its material sustainability risks and opportunities (i.e. sustainability matters) at least once a year. This is to ensure that the sustainability matters being managed and reported remain significantly important to its business and are aligned to stakeholders' needs.</p> <p>The Group undertake a materiality assessment in 2021, comprising a series of focus group sessions and interviews with various key internal stakeholders.</p> <p>In year 2023, we maintained the materiality matters that were identified in the materiality assessment in 2021.</p>
<b>Risk Steering Committee</b>	<p>A Risk Steering Committee has been established, comprising the following members:</p> <ul style="list-style-type: none"> <li>• Group Chief Executive Officer (GCEO)</li> <li>• Group Chief Financial Officer (GCFO)</li> <li>• Chief Operation Officers (COOs)</li> <li>• Project Director, Group Project Delivery</li> <li>• Company Secretary</li> <li>• General Manager, Human Resources Management</li> <li>• General Manager, Group Maintenance &amp; Reliability</li> <li>• General Manager, Procurement</li> <li>• General Manager, Group Legal Counsel</li> <li>• General Manager, Group Health &amp; Safety Environment</li> <li>• General Manager, Group Corporate Planning &amp; Development</li> <li>• General Manager, Group Information Technology</li> <li>• Senior Manager, Group Internal Audit</li> <li>• Senior Manager, Group Corporate Services</li> <li>• Senior Manager, Group Security</li> </ul> <p>In Year 2023, the Committee has been updating the Board on a quarterly basis (February, May, September &amp; November), with one additional reporting to BPHB Board in May 2023.</p>

SEGMENT	KEY ELEMENT
<b>Risk Management Function</b>	<p>The risks are viewed and managed from a Group-wide perspective and are driven by a designated ERM Department under Group Corporate Planning &amp; Development (GCPD).</p> <p>The ERM Department is responsible for the overall coordination of risk management for the Group and works closely with Risk Focal Persons who undertake the monitoring and assessing of risk controls in their respective divisions and departments.</p>
<b>Risk Management Awareness Programme</b>	<p>The main objective of the programme is to inculcate a robust risk governance and compliance culture among all staff, ranging from operational to Senior Management.</p> <p>In Year 2023, the ERM Department has been conducted Enterprise Risk Management Roadshow to give everyone a better understanding on Risk Management.</p> <p>The ERM Department was also involved in eleven (11) series of induction programmes to educate and brief new staff on Enterprise Risk Management.</p>
<b>Group Principal Risk Profile</b>	<p>The Group Principal Risk Register &amp; Profile is a permanent agenda item of the Risk and Sustainability Committee meetings, which deliberate on the following principal risks:</p> <ul style="list-style-type: none"> <li>• Health, Safety, Security &amp; Environment (HSSE) Risk</li> <li>• Operation Risk</li> <li>• Financial Risk</li> <li>• Business Risk</li> <li>• Governance Risk</li> <li>• Human Capital Risk</li> </ul>
<b>Group Integrity and Compliance</b>	<p>Group Integrity &amp; Compliance has been established on 1 January 2023, mainly to ensure that the Group and its employees operate with integrity and comply with all applicable laws and regulations. They develop policies and procedures, create awareness on integrity and ethical practices, investigate allegations of non-compliance or unethical behaviour, and report regularly to the Board of Directors.</p> <p>Overall, the division helps to protect the Company's reputation, build trust with stakeholders, and promote a culture of ethical behavior within the organisation.</p>
<b>Insurance</b>	<p>Sufficient insurance coverage and physical safeguards on major assets are in place to ensure the Group's assets are adequately covered against any mishap that could result in material loss.</p>

## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### INTERNAL CONTROL

The Group's internal control segment comprises the following key elements:

SEGMENT	KEY ELEMENT
Authority & Responsibility	<b>TERMS OF REFERENCE</b> The Board has delegated certain responsibilities to Board Committees, as follows, through clearly defined and approved Terms of Reference (TOR) which shall be reviewed as and when necessary: <ul style="list-style-type: none"> <li>• Audit Committee</li> <li>• Risk and Sustainability Committee</li> <li>• Nomination and Remuneration Committee</li> <li>• Finance and Investment Committee</li> </ul> <p>The above TOR are accessible on the Group's website.</p>
	<b>ORGANISATIONAL STRUCTURE</b> The Group has an organisational structure with formal lines of authority and accountability that sets out clear segregation of powers to guarantee effective control at various levels of the Group. <p>The Management is responsible for the implementation of the Group's strategies and day-to-day business based on the established structure and limits of authority.</p> <p>The organisational structure is reviewed from time to time to address changes in the business environment, as well as to keep abreast of current and future trends in new technologies, products and services.</p>
	<b>RESPONSIBILITY LEVELS</b> The Group has established levels of authority, which have been approved by the Board and which are subject to review from time to time to reflect the limits of authority of the Management in all aspects of the Group's major businesses, operations and functions.
	<b>COMPLIANCE ENVIRONMENT</b> The Group has established an adequate compliance environment by instituting specific and a dedicated function to oversee compliance matters with respect to business and operations.
	<b>INTERNAL CONTROL POLICY</b> The policy was established and approved by the Group Chief Executive Officer and it is subject to review from time to time, in order to reflect changes in the internal control environment that may affect the Group's business and operations.



## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

SEGMENT	KEY ELEMENT
Planning, Monitoring & Reporting	<b>BUDGET</b> The Group performs comprehensive budgeting and forecasting exercise including the preparation of business plans.  An annual planning and budgetary exercise are undertaken requiring all divisions to prepare budgets for the forthcoming year.  These are deliberated on and approved by the Board prior to implementation by the Management.
	<b>PERFORMANCE REVIEW</b> The Group's business plans for the year are reviewed and deliberated on by the Board on an annual basis.  The actual performance against budget and financial performance variances are analysed and reported on a quarterly basis to the Board and timely corrective actions are then taken.
	<b>FINANCE FUNCTION</b> The Group Finance Division is required to provide assurance that appropriate accounting policies have been adopted and applied consistently, that the going concern basis as applied in the Annual Financial Statements and Condensed Consolidated Financial Statements of the Group is appropriate and that prudent judgements and reasonable estimates have been made in accordance with the requirements set out in established and applicable Financial Reporting Standards.
	<b>STANDARD OPERATING PROCEDURES</b> Clear, formalised and documented internal policies, standards and procedures are in place to ensure compliance with internal controls and relevant laws and regulations.  Information relating to Financial, Procurement & Contract Management, Human Resources and Information Technology are documented and accessible through the Group's intranet and manuals.  In addition, the Group has obtained accreditation from local and international bodies to standardise relevant processes such as ISO9001 and ISO14000.
Policies & Procedures	<b>ANTI-BRIBERY AND CORRUPTION (ABC)</b> It is also important for the Group to comply with, uphold and conduct its business in accordance with applicable laws in relation to anti-bribery and corruption. The details of ABC Policy has set out on page 101.
	<b>CODE OF CONDUCT</b> The Code of Conduct is given to all newly recruited staff upon joining the Group.  They are required to strictly adhere to the Code of Conduct in order to ensure a high level of discipline and integrity while carrying out their duties.  It is the responsibility of all staff to maintain and practise the Code of Conduct as part of their accountability towards achieving the Group's overall objectives.
	<b>CUSTOMER CHARTER</b> The Customer Charter is a benchmark set by the Group for evaluating operational efficiency and performance in meeting service delivery standards and customer satisfaction.  The Management is committed to ensuring strict adherence to the Customer Charter at all levels of operation.  For any failure to meet the Customer Charter, the Management carries out service recovery initiatives.
	<b>WHISTLEBLOWER POLICY</b> The policy was approved by the Board to provide an avenue for employees or any external party to report any breach or suspected breach of any law or regulation, including breaches of the Code of Conduct and of the Group's policies, in a secure and confidential manner.

## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

SEGMENT	KEY ELEMENT
Audit	<b>INTERNAL AUDIT</b> The internal control practices are audited in-house by GIA to assess the adequacy and effectiveness aspects of governance, risk and controls.  Any irregularity or significant finding by GIA is reported to the AC together with recommendations for corrective measures on a timely basis.  The Management is responsible for ensuring that corrective actions are carried out within a determined timeframe.
	<b>EXTERNAL AUDIT</b> The External Auditors' Annual Plan, which comprises planned audit services (inclusive of other assurance related services), recurring non-audit services and non-recurring non-audit services, is tabled to the AC for deliberation and approval.  Other than the financial statutory audit, there are audits on operational statutory compliance conducted by the relevant authorities, such as the DOE Compliance Audit and BOMBA (Malaysia) Fire Certificate Inspection Audit, to ensure fulfilment of license conditions.
	<b>CERTIFICATION AUDIT</b> The audit is conducted by certification bodies, on a scheduled-basis, for ISO 9001: 2015, ISO 14001: 2015, ISO 45001:2018, ISO 28000:2007 and ISO 27001:2013 to ensure continuous certification is obtained from local and international bodies including renewals of certification.
Compliance	The role of Group Legal Counsel is to advise the Board and Management on all legal matters and manage any litigation.  It also plays a pivotal role in ensuring that interests of the Group are legally preserved and safeguarded.  The Board is updated through reports as and when there is an introduction of new legislation, new terms of business or changes in existing laws relevant to the Group.
Performance Measurement	Key performance indicators (KPIs), which are based on the Corporate and Divisional Balanced Scorecards, are used to track and measure employees' performance.  In addition, annual employee engagements and customer satisfaction surveys are conducted to gain feedback on the effectiveness and efficiency of stakeholder engagements for continuous improvement.
Employees' Competencies	Training and development programmes are identified and scheduled for the staff to acquire the necessary knowledge, skills and core competencies to enhance their professionalism. This is to ensure that the Group can assign staff with specific and specialised training, thereby minimising unnecessary errors or non-compliance with the established policies.



## EFFECTIVE RISK MANAGEMENT: STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### ● RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM EFFECTIVENESS

The Board reviews the effectiveness of the risk management and internal control system through the following monitoring mechanisms:

- ▶ Quarterly reviews on the Group's actual financial and operational performance and other key financial and operational indicators.
- ▶ Specific projects or business opportunities are reviewed by the Management and the Board as and when required. This allows the Board and the Management to oversee and monitor the potential and emerging risks that can hinder the achievement of the Group's objectives.
- ▶ The Group's Risk Profile is presented quarterly to the Risk Committee to provide an overview of the Group's key risks and their current mitigation status.
- ▶ The Audit Committee deliberates and discusses reports issued by the Group Internal Audit and external auditors with regards to financial, operational, governance, risk management and internal control matters.

### REVIEW OF THIS STATEMENT

As required by Para 15.23 of the MMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG 3") issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the annual report of the Group for the year ended 31 December 2023, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the annual report of the Group, in all material respects; has not been prepared 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, or is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon. The report from the external auditors was made solely for, and directed solely to the Board in connection with their compliance with the listing requirements of Bursa Malaysia Securities Berhad and for no other purposes or parties. The external auditors do not assume responsibility to any person other than the Board in respect of any aspect of this report.

Group Internal Audit has also reviewed this Statement and reported to the AC that, while it has addressed certain individual lapses in internal control during the course of its internal audit assignments for the year, it has not identified any circumstances which suggest any fundamental deficiencies in the Group's risk management and internal control system.

### CONCLUSION

The GCEO and Group Chief Financial Officer (GCFO) have provided their reasonable assurance to the Board that the Group's risk management and internal control system is operating adequately and effectively in all material aspects, based on the framework adopted by the Group.

For the year under review, the Board is of the view that the risk management and internal control system are in place, and up to the date of approval of this Statement, is sound and sufficient to safeguard the Group's assets, as well as the shareholders' investments and the interests of customers, regulators, employees and other stakeholders.

Statement made in accordance with the Board's Resolution dated 4 April 2024.

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# DIRECTORS' REPORT

## DIRECTORS' REPORT

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2023.

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding and provision of management services.

The principal activities of the subsidiaries to the financial statements are as follows:

Name of subsidiaries	Principal activities
Bintulu Port Sdn. Bhd.	Provision of port services at Bintulu Port, Sarawak.
Biport Bulkiers Sdn. Bhd.	Provision of bulking installation facilities for palm oil, edible oils, vegetables oils, fats and its by-products.
Samalaju Industrial Port Sdn. Bhd.	Development and provision of port services at Samalaju Port, Sarawak.

There have been no significant changes in the nature of the principal activities during the financial year.

## RESULTS

	Group RM'000	Company RM'000
Profit net of tax	125,061	112,413
Profit attributable to:		
Equity holders of the parent	125,061	112,413

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

## DIRECTORS' REPORT

### DIVIDENDS

The amount of dividends paid by the Company since 31 December 2022 were as follows:

In respect of the financial year ended 31 December 2022 as reported in the Directors' report of that year:	<b>RM'000</b>
Fourth interim single tier dividend of 3.00 sen per share on 460,000,000 ordinary shares, paid on 13 April 2023	<b>13,800</b>
In respect of the financial year ended 31 December 2023:	<b>RM'000</b>
First interim single tier dividend of 3.00 sen per share on 460,000,000 ordinary shares, paid on 2 August 2023	<b>13,800</b>
Second interim single tier dividend of 3.00 sen per share on 460,000,000 ordinary shares, paid on 5 October 2023	<b>13,800</b>
Third interim single tier dividend of 3.00 sen per share on 460,000,000 ordinary shares, paid on 28 December 2023	<b>13,800</b>
	<b>55,200</b>

The Directors have authorised on 29 February 2024 the payment of a fourth interim single tier dividend of 3.0 sen per share on 460,000,000 ordinary shares, amounting to RM13,800,000, which will be paid on 17 April 2024 to shareholders registered on the Company's Register of Members at the close of business on 25 March 2024. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2024.

### DIRECTORS

The names of the Directors of the Company in office since the beginning of the financial year to the date of this report are:

Datuk Amar Haji Mohamad Abu Bakar bin Marzuki	(Appointed on 3 August 2023)
Dato Sri Fong Joo Chung	
Datu Hasmawati binti Sapawi	
Tan Sri Datuk Amar Hj. Mohamad Morshidi bin Abdul Ghani	(Resigned on 1 August 2023)
Dato' Zamzuri bin Abdul Aziz	(Appointed on 16 June 2023)
Encik Ahmad Fauzi bin Sungip	
(Alternate Director to Dato' Zamzuri bin Abdul Aziz)	(Appointed on 16 June 2023)
Dato' Abdul Mutalib bin Alias	(Resigned on 1 May 2023)
Datuk Johan bin Mahmood @ Johan Mahmood Merican	(Resigned on 16 June 2023)
Mohamed Syazwan bin Abdullah @ Laga	
Datuk Nasarudin bin Md Idris	(Ceased to be a Director effective on 1 February 2024)



## DIRECTORS' REPORT

### DIRECTORS (CONTINUED)

(Dr.) Salihin bin Abang	
Dato' Sharifah Halimah binti Tuanku Taha	(Appointed on 1 February 2024)
Dato' Sri Mohamed Khalid bin Yusuf @ Yusup	(Resigned on 21 July 2023)
Datuk (Dr.) Yasmin binti Mahmood	(Resigned on 1 January 2024)
Datuk Nozirah binti Bahari	(Resigned on 1 January 2024)

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the Directors as shown in Note 10 to the financial statements) by reason of a contract made by the Company or a related corporation with any Director or with a firm of which a Director is a member or with a company in which a Director has a substantial financial interest.

The Directors' remuneration are as follows:

	Group	Company
	2023 RM'000	2023 RM'000
Non-Executive Directors:		
- Fees	1,566	1,021
- Meeting and other allowances	513	427
	2,079	1,448
- Provision for Directors' Gratuities	261	261
	2,340	1,709

### INDEMNITIES TO DIRECTORS AND OFFICERS

During the financial year, the Group maintained a Directors' and Officers' Liability Insurance in accordance with Section 289 of the Companies Act 2016. The total insured limit for the Directors' and Officers' Liability Insurance is RM50 million per occurrence or in the aggregate. The annual insurance premium paid is RM69,500.

## DIRECTORS' REPORT

### DIRECTORS' INTERESTS

According to the register of Directors' shareholdings, none of the Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

### ISSUE OF SHARES

There were no changes in the issued and paid up capital of the Company during the financial year.

### OTHER STATUTORY INFORMATION

- (a) Before the statements of profit or loss and other comprehensive income and statements of financial position of the Group and of the Company were made out, 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 satisfied themselves that there were no known bad debts and that no allowance for doubtful debts was necessary; and
  - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the Directors are not aware of any circumstances which would render:
  - (i) it necessary to write off any bad debts or to make any provision for doubtful debts in respect of the financial statements of the Group and of the Company; and
  - (ii) the values attributed to current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the Directors are not aware of any circumstances 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) At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
  - (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.



# DIRECTORS' REPORT

## OTHER STATUTORY INFORMATION (CONTINUED)

(f) In the opinion of the Directors:

- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or the Company to meet their obligations when they fall due; and
- (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or the Company for the financial year in which this report is made.

## AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

	RM'000
Auditors' remunerations	399

Any indemnity to or insurance effected for the auditors of the Company is to be made to the extent as permitted under Section 289 of the Companies Act 2016. No payment has been made to indemnify Ernst & Young PLT during or since the financial year.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 20 March 2024.

**Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki**

**Dato Sri Fong Joo Chung**

# STATEMENT BY DIRECTORS

Pursuant to Section 251 (2) of the Companies Act 2016

We, **Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki** and **Dato Sri Fong Joo Chung**, being two of the Directors of **Bintulu Port Holdings Berhad**, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 122 to 215 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements 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 31 December 2023 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 20 March 2024.

**Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki**

**Dato Sri Fong Joo Chung**

# STATUTORY DECLARATION

Pursuant to Section 251 (1)(b) of the Companies Act 2016

I, **Daiana Luna Suip (CA 16050)**, being the Officer primarily responsible for the financial management of **Bintulu Port Holdings Berhad**, do solemnly and sincerely declare that the accompanying financial statements set out on pages 122 to 215 are in my opinion 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 **Daiana Luna Suip** at  
Bintulu in the State of Sarawak on 20 March 2024

**Daiana Luna Suip**

Before me,  
**Ting Huong Kheng**  
Q 091  
Commissioner For Oaths

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2023

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Revenue from port services rendered	4	701,690	731,822	-	-
Revenue from construction services for concession infrastructure	4	4,476	1,828	-	-
Revenue from bulking services	4	40,032	39,319	-	-
Dividend income from subsidiaries	4	-	-	119,200	119,200
Management fee charged to subsidiaries	4	-	-	48,967	48,126
Rental income	4	23,861	20,118	-	-
		770,059	793,087	168,167	167,326
Other income	5	21,785	9,802	3,860	2,445
Cost of construction services	6	(4,476)	(1,828)	-	-
Employee benefit expenses	7	(141,246)	(139,943)	(45,445)	(42,626)
Depreciation of property, plant and equipment	13	(28,248)	(33,145)	(897)	(921)
Depreciation of right-of-use assets	14	(13,197)	(28,989)	-	-
Amortisation of intangible assets	16	(178,995)	(151,961)	(306)	(374)
Charter hire of vessels		(4,629)	(3,221)	-	-
Maintenance dredging costs	25	(50,527)	(19,520)	-	-
Fuel, electricity and utilities		(31,665)	(35,211)	(58)	(61)
Insurance expenses		(5,224)	(4,773)	(28)	(105)
Repair and maintenance		(33,194)	(44,375)	(1,120)	(1,563)
Replacement obligations	25	(10,610)	(8,732)	-	-
Service contracts		(55,142)	(52,571)	-	-
Other expenses	8	(39,414)	(52,240)	(19,748)	(19,300)
Total expenses		(596,567)	(576,509)	(67,602)	(64,950)



# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2023 (Continued)

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Operating profit		195,277	226,380	104,425	104,821
Finance costs	9	(70,645)	(67,096)	-	-
Finance income	5	34,269	18,728	7,988	3,764
Profit before taxation and zakat		158,901	178,012	112,413	108,585
Zakat		(2,100)	-	-	-
Profit before taxation		156,801	178,012	112,413	108,585
Income tax expense	11	(31,740)	(50,288)	-	-
Profit net of tax, representing total comprehensive income for the year		125,061	127,724	112,413	108,585
Profit attributable to:					
Equity holders of the parent		125,061	127,724	112,413	108,585
Earnings per share					
Basic (sen)	12	27.19	27.77		
<b>Other comprehensive income</b>					
Other comprehensive income that will be reclassified to profit or loss in subsequent periods:					
Foreign currency translation		1,077	848	-	-
Other comprehensive income for the year		1,077	848	-	-
Total comprehensive income for the year		126,138	128,572	112,413	108,585
Total comprehensive income attributable to:					
Equity holders of the parent		126,138	128,572	112,413	108,585

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

# STATEMENTS OF FINANCIAL POSITION

As at 31 December 2023

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	13	225,871	248,929	3,857	4,007
Right-of-use assets	14	40,881	47,573	-	-
Investment in subsidiaries	15	-	-	1,051,900	1,051,900
Intangible assets	16	1,338,703	1,229,534	995	1,204
Deferred tax assets	17	313,150	302,351	-	-
Trade and other receivables	18	10,548	10,450	-	-
		<b>1,929,153</b>	<b>1,838,837</b>	<b>1,056,752</b>	<b>1,057,111</b>
<b>Current assets</b>					
Inventories		3,759	3,662	-	-
Tax recoverable		27,875	54,364	-	-
Trade and other receivables	18	108,200	88,285	12,415	5,115
Investment in securities	19	456,225	430,588	86,843	82,316
Cash and bank balances	20	742,118	684,533	172,716	127,885
		<b>1,338,177</b>	<b>1,261,432</b>	<b>271,974</b>	<b>215,316</b>
Total assets		<b>3,267,330</b>	<b>3,100,269</b>	<b>1,328,726</b>	<b>1,272,427</b>
<b>Equity and liabilities</b>					
<b>Equity attributable to equity holders of the Company</b>					
Share capital	21	890,818	890,818	890,818	890,818
Foreign currency translation reserve		2,030	953	-	-
Retained earnings	36	932,359	862,498	420,693	363,480
Total equity		<b>1,825,207</b>	<b>1,754,269</b>	<b>1,311,511</b>	<b>1,254,298</b>

## STATEMENTS OF FINANCIAL POSITION

As at 31 December 2023 (Continued)

		Note	Group		Company	
			2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Non-current liabilities</b>						
Other payables		22	87,804	78,228	11,354	13,067
Loans and borrowings		23	784,870	943,359	-	-
Lease liabilities		24	163,651	167,385	-	-
Provisions		25	49,509	37,489	-	-
Deferred tax liabilities		17	6,829	12,464	-	-
			1,092,663	1,238,925	11,354	13,067
<b>Current liabilities</b>						
Other payables		22	40,305	53,763	5,861	5,062
Loans and borrowings		23	100,000	-	-	-
Lease liabilities		24	155,448	13,828	-	-
Provisions		25	53,516	39,193	-	-
Income tax payable			191	291	-	-
			349,460	107,075	5,861	5,062
Total liabilities			1,442,123	1,346,000	17,215	18,129
Total equity and liabilities			3,267,330	3,100,269	1,328,726	1,272,427

The accompanying accounting policies and explanatory information form an integral part of the financial statements.



# STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2023

	Note	Share capital RM'000	Foreign currency translation reserve RM'000	Retained earnings RM'000	Equity total RM'000
<b>Group</b>					
<b>2023</b>					
<b>At 1 January 2023</b>		890,818	953	862,498	1,754,269
Total comprehensive income		-	1,077	125,061	126,138
<b>Transactions with owners</b>					
Dividends on ordinary shares	26	-	-	(55,200)	(55,200)
<b>At 31 December 2023</b>		890,818	2,030	932,359	1,825,207
<b>2022</b>					
<b>At 1 January 2022</b>		890,818	105	799,174	1,690,097
Total comprehensive income		-	848	127,724	128,572
<b>Transactions with owners</b>					
Dividends on ordinary shares	26	-	-	(64,400)	(64,400)
<b>At 31 December 2022</b>		890,818	953	862,498	1,754,269

## STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2023 (Continued)

	Note	Share capital RM'000	Retained earnings RM'000	Equity total RM'000
<b>Company</b>				
<b>2023</b>				
<b>At 1 January 2023</b>		<b>890,818</b>	<b>363,480</b>	<b>1,254,298</b>
Total comprehensive income		-	<b>112,413</b>	<b>112,413</b>
<b>Transactions with owners</b>				
Dividends on ordinary shares	26	-	<b>(55,200)</b>	<b>(55,200)</b>
<b>At 31 December 2023</b>		<b>890,818</b>	<b>420,693</b>	<b>1,311,511</b>
<b>2022</b>				
<b>At 1 January 2022</b>		890,818	319,295	1,210,113
Total comprehensive income		-	108,585	108,585
<b>Transactions with owners</b>				
Dividends on ordinary shares	26	-	<b>(64,400)</b>	<b>(64,400)</b>
<b>At 31 December 2022</b>		890,818	363,480	1,254,298

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

# STATEMENTS OF CASH FLOWS

For the year ended 31 December 2023

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Operating activities</b>					
Profit before tax		<b>156,801</b>	178,012	<b>112,413</b>	108,585
<u>Adjustments for:</u>					
Amortisation of intangible assets	16	<b>178,995</b>	151,961	<b>306</b>	374
Depreciation of property, plant and equipment	13	<b>28,248</b>	33,145	<b>897</b>	921
Depreciation of right-of-use assets	14	<b>13,197</b>	28,989	-	-
Finance costs	9	<b>70,645</b>	67,096	-	-
Intangible assets written off	8	-	1,723	-	-
Assets surrendered upon expiry of concession	8	-	9,477	-	-
Loss on disposal of property, plant and equipment	8	<b>30</b>	8	<b>2</b>	2
Dividend income from subsidiaries	4	-	-	<b>(119,200)</b>	(119,200)
Dividend income from unit trust	5	<b>(12,659)</b>	(8,032)	<b>(1,279)</b>	(816)
Interest income from short term deposits	5	<b>(2,275)</b>	(1,797)	<b>(279)</b>	(174)
Profit income from Islamic short term deposits	5	<b>(31,994)</b>	(16,931)	<b>(7,709)</b>	(3,590)
Guarantee fee income	5	-	-	<b>(1,572)</b>	(1,486)
Fair value (gain)/loss on investments in securities	5, 8	<b>(7,793)</b>	11	<b>(998)</b>	(139)
Staff gratuities	22	<b>544</b>	547	-	-
Provision for maintenance dredging costs	25	<b>50,527</b>	19,520	-	-
Provision for replacement obligations	25	<b>10,610</b>	8,732	-	-
Unrealised loss in foreign exchange	8	-	94	-	-
Directors' gratuities	10, 22	<b>261</b>	228	<b>261</b>	228
Revisions on charter hire	24 (ii)	<b>(1,168)</b>	(1,821)	-	-
Total adjustments		<b>297,168</b>	292,950	<b>(129,571)</b>	(123,880)



# STATEMENTS OF CASH FLOWS

For the year ended 31 December 2023 (Continued)

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Operating profit/(loss) before working capital changes</b>		<b>453,969</b>	470,962	<b>(17,158)</b>	(15,295)
<u>Changes in working capital</u>					
Increase in inventories		(97)	(39)	-	-
Increase in trade and other receivables		(757)	(4,468)	(17)	(47)
(Increase)/decrease in other current assets		(16,370)	10,490	(92)	(69)
(Decrease)/increase in other payables		(13,595)	8,726	532	(103)
Net change in subsidiaries balances		-	-	(5,941)	5,590
Payment of maintenance dredging	25	(37,882)	(23,747)	-	-
Total changes in working capital		(68,701)	(9,038)	(5,518)	5,371
<b>Cash flows generated from/(used in) operations</b>		<b>385,268</b>	461,924	<b>(22,676)</b>	(9,924)
Directors' gratuities paid	22	(429)	(41)	(429)	(41)
Income tax and zakat paid		(21,804)	(40,169)	-	-
Staff gratuities paid	22	(1,879)	(2,611)	-	-
<b>Net cash flows generated from/(used in) operating activities</b>		<b>361,156</b>	419,103	<b>(23,105)</b>	(9,965)

## STATEMENTS OF CASH FLOWS

For the year ended 31 December 2023 (Continued)

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Investing activities</b>					
Interest received		29,822	17,439	7,033	3,427
Acquisition of property, plant and equipment	13	(5,251)	(31,471)	(751)	(402)
Increase in intangible assets	16	(4,729)	(1,497)	(97)	-
Proceeds from disposal of property, plant and equipment		31	268	2	-
Net dividend received		-	-	119,200	119,200
Proceed from fixed deposit		18,765	-	-	-
Purchase of investment in securities		(3,633)	(97,543)	(2,251)	(50,390)
<b>Net cash flows generated from/(used in) investing activities</b>		<b>35,005</b>	<b>(112,804)</b>	<b>123,136</b>	<b>71,835</b>
<b>Financing activities</b>					
Dividends paid	26	(55,200)	(64,400)	(55,200)	(64,400)
Repayment of Sukuk principal	23	(60,000)	-	-	-
Profit expense paid on Sukuk	23	(37,630)	(37,630)	-	-
Interest paid on lease liabilities	24(i),(ii)	(17,193)	(14,670)	-	-
Payment of principal portion of lease liabilities	24(i),(ii)	(150,885)	(178,422)	-	-
<b>Net cash flows used in financing activities</b>		<b>(320,908)</b>	<b>(295,122)</b>	<b>(55,200)</b>	<b>(64,400)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>75,253</b>	<b>11,177</b>	<b>44,831</b>	<b>(2,530)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>665,768</b>	<b>671,644</b>	<b>127,885</b>	<b>130,415</b>
Effects of exchange rate changes		1,097	1,712	-	-
Less: Deposits with maturity period of more than 3 months	20	(506,423)	(18,765)	(138,500)	-
<b>Cash and cash equivalents at end of the year</b>	<b>20</b>	<b>235,695</b>	<b>665,768</b>	<b>34,216</b>	<b>127,885</b>

# STATEMENTS OF CASH FLOWS

For the year ended 31 December 2023 (Continued)

## Changes in liabilities arising from financing activities

	1 January RM'000	Effect of accrued RM'000	New leases RM'000	Cash flows RM'000	Revisions on charter hire RM'000	Reclassification RM'000	Exchange differences RM'000	31 December RM'000
<b>Group</b>								
<b>For year ended 31 December 2023</b>								
Current lease liabilities	13,828	9,070	283,434	(161,791)	(1,168)	12,075	-	155,448
Non-current lease liabilities	167,385	8,123	6,505	(6,287)	-	(12,075)	-	163,651
Non-current interest-bearing borrowings (excluding lease liabilities)	943,359	50,364	-	(97,630)	-	(111,223)*	-	784,870
Current interest-bearing borrowings (excluding lease liabilities)	-	-	-	-	-	100,000	-	100,000
	1,124,572	67,557	289,939	(265,708)	(1,168)	(11,223)	-	1,203,969
<b>For year ended 31 December 2022</b>								
Current lease liabilities	166,805	5,998	21,009	(186,978)	(1,821)	9,083	(268)	13,828
Non-current lease liabilities	174,163	8,672	-	(6,114)	-	(9,336)	-	167,385
Non-current interest-bearing borrowings (excluding lease liabilities)	941,848	50,389	-	(37,630)	-	(11,248)*	-	943,359
	1,282,816	65,059	21,009	(230,722)	(1,821)	(11,501)	(268)	1,124,572

\* Reclassification relates to unpaid accrued interest reclassified to other payables

The accompanying accounting policies and explanatory information form an integral part of the financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 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 the Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company is located at Lot 15, Block 20, Kemena Land District, 12th Mile, Tanjung Kidurong Road, 97000 Bintulu, Sarawak.

The principal activity of the Company is investment holding and provision of management services.

The principal activities of the subsidiaries are set out in Note 15 to the financial statements.

There have been no significant changes in the nature of the principal activities during the financial year.

## 2. ACCOUNTING POLICIES

### 2.1 Basis of preparation

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

The financial statements of the Group and of the Company have also been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements of the Group and of the Company are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

### 2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

Description	Effective for annual periods beginning on or after
MFRS 17 Insurance Contracts (Amendments to MFRS 17 Insurance Contracts)	1 January 2023
Initial Application of MFRS 17 and MFRS 9 — Comparative Information (Amendments to MFRS 17 Insurance Contracts)	1 January 2023
Disclosure of Accounting Policies (Amendments to MFRS 101 Presentation of Financial Statements)	1 January 2023
Definition of Accounting Estimates (Amendments to MFRS 108 Accounting Policies, Changes in Accounting Estimates and Errors)	1 January 2023
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to MFRS 112 Income Taxes)	1 January 2023

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

## 2.2 Changes in accounting policies (Continued)

Description	Effective for annual periods beginning on or after
International Tax Reform – Pillar Two Model Rules (Amendments to MFRS 112)	1 January 2023
Classification of Liabilities as Current or Non-current (Amendments to MFRS 101 Presentation of Financial Statements)	1 January 2023

The adoption of these amendments did not have any material effect on the financial performance or position of the Group and the Company.

## 2.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Description	Effective for annual periods beginning on or after
Lease Liability in Sale and Leaseback (Amendments to MFRS 16 Leases)	1 January 2024
Disclosures: Supplier Finance Arrangements (Amendments to MFRS 107 and MFRS 7)	1 January 2024
Non-current Liabilities with Covenants (Amendments to MFRS 101 Presentation of Financial Statements)	1 January 2024
Supplier Finance Arrangements (Amendments to MFRS 107 and MFRS 7)	1 January 2024
Lack of exchangeability (Amendments to MFRS 121)	1 January 2025
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to MFRS 10 and MFRS 128)	Deferred

The Directors do not expect any material impact from the adoption of the above standards in the period of initial application.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Company controls an investee if and only if the Company has all the followings:

- (i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its investment with the investee; and
- (iii) The ability to use its power over the investee to affect its returns.

Subsidiaries are consolidated when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full except for unrealised losses, which are not eliminated when there are indications of impairment.

When the Group loses control of a subsidiary, a gain or loss calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets and liabilities of the subsidiary and any non-controlling interest, is recognised in profit or loss. The subsidiary's cumulative gain or loss which has been recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss or where applicable, transferred directly to retained earnings. The fair value of any investment retained in the former subsidiary at the date control is lost is regarded as the cost on initial recognition of the investment.

Acquisitions of subsidiaries are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree.

The Group elects on a transaction-by-transaction basis whether to measure the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are expensed off and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.5 Subsidiaries

A subsidiary is an entity over which the Group has all the followings:

- (i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its investment with the investee; and
- (iii) The ability to use its power over investee to affect its returns. In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

### 2.6 Service concession arrangements

The Group recognises the consideration received or receivable as a financial asset to the extent that it has an unconditional right to receive cash or another financial asset for the construction services. Financial assets are accounted for in accordance with the accounting policy set out in Note 2.11.

The Group recognises the consideration receivable as an intangible asset to the extent that it receives a right to charge users of the public service. Intangible assets are accounted for in accordance with the accounting policy set out in Note 2.7.

Subsequent costs and expenditures related to infrastructure and equipment arising from the Group's commitments to the concession contracts or that increase future revenue are recognised as additions to the intangible asset and are stated at cost. Assets for which the residual interest is not transferred to the grantor at the end of concession are recognised as property, plant and equipment, and accounted for in accordance with the policy stated under property, plant and equipment in Note 2.8. When the Company has contractual obligations that it must fulfill as a condition of its license to: a) maintain the infrastructure to a specified standard or, b) to restore the infrastructure when the infrastructure has deteriorated below a specified condition, it recognises and measures these contractual obligations in accordance with the accounting policy for provisions in Note 2.15. Repairs and maintenance and other expenses that are routine in nature are expensed off and recognised in the profit or loss as incurred.

### 2.7 Intangible assets

#### (a) Concession intangible assets

According to IC12: *Service Concession Arrangements*, where the grantor controls significant residual interest in the assets at the end of the concession term through ownership, beneficial entitlement or otherwise, these assets are intangible assets i.e., the license to operate the port.

A concession intangible asset is measured at the fair value of consideration transferred to acquire the asset, which is the fair value of the consideration received or receivable for the construction services delivered. Concession intangible assets are amortised using straight-line method of amortisation over the concession period.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.7 Intangible assets (Continued)

#### (b) Software

Software acquired separately is measured on initial recognition at cost. Software has a finite useful life and is stated at cost less accumulated amortisation and impairment losses.

Software is amortised on a straight line basis over its estimated useful life of ten years.

The policy for the recognition and measurement of impairment losses is in accordance with Note 2.10. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

### 2.8 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group and the Company recognise such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Assets under construction included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation for other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Building and bulking facilities	8 - 25 years
Machinery and equipment	5 - 14 years
Motor vehicles	7 years
Office furniture, fittings and equipment	3 - 10 years
Vessels	10 - 20 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.9 Inventories

Inventories consist of consumables and are stated at the lower of cost and net realisable value.

Cost is determined using the weighted average cost formula. Cost includes all incidentals incurred in bringing the inventories in store.

### 2.10 Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ('CGU')).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the units or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

#### a) Financial assets

##### Initial recognition and measurement

Financial assets are classified, at initial recognition, as financial assets at amortised cost, fair value through other comprehensive income (“OCI”), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the Group’s and the Company’s business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are ‘solely payments of principal and interest (“SPPI”)’ on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of business model.

The Group’s and Company’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual costs held while financial asset classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group and the Company commit to purchase or sell the asset.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### a) Financial assets (Continued)

##### Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

##### Financial assets at amortised cost (debt instruments)

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### a) Financial assets (Continued)

##### Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

##### Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's and the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group and the Company have transferred their rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### a) Financial assets (Continued)

##### **Derecognition (Continued)**

When the Group and the Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement, they evaluate if, and to what extent, they have retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and the Company could be required to repay.

##### **Impairment of financial assets**

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### a) Financial assets (Continued)

##### Impairment of financial assets (Continued)

The Group and the Company consider a financial asset in default when contractual payments are 365 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

#### b) Financial liabilities

##### Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, or at amortised cost.

All financial liabilities are recognised initially at fair value and, in the case of those measured subsequently at amortised cost, net of directly attributable transaction costs.

##### Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

##### Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### b) Financial liabilities (Continued)

##### Subsequent measurement (Continued)

##### Financial liabilities at fair value through profit or loss (Continued)

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered by the Group and the Company that are not designated as hedging instruments in hedge relationships.

Gains or losses on liabilities held for trading are recognised in profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated only if the criteria in MFRS 9: *Financial Instruments* are satisfied. The Group and the Company have not designated any financial liability as at fair value through profit or loss.

##### Financial liabilities at amortised cost

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate ("EIR") method. Gains and losses are recognised in profit or loss when the liabilities are derecognised.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

##### Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.11 Financial Instruments (Continued)

#### c) Offsetting of financial instrument

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

### 2.12 Revenue

#### (a) Revenue from contracts with customers

Revenue is measured based on the consideration specified in a contract with a customer and exclude amounts collected on behalf of third parties. The Group and the Company recognise revenue when or as it transfers control over a service to customer. An asset is transferred when (or as) the customer obtains control of the asset.

An entity transfers control of service over time and, therefore, satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- i. the customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs; or
- ii. the entity's performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or
- iii. the entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

If a performance obligation is not satisfied over time in accordance with the above criteria, an entity satisfies the performance obligation and recognises revenue at a point in time.

Revenue from port services rendered is recognised when or as the control of the services is transferred to the customers.

Revenue from marine services such as towing, pilotage and mooring services is recognised upon completion of the services.

Revenue from cargo handling services is recognised and accrued with reference to the throughput handled and the terms of agreements of such services.

Revenue from berth occupancy or port facilities are recognised over time. Revenue from bulking operations are recognised and accrued with reference to the throughput handled and the terms of agreement of such services.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.12 Revenue (Continued)

#### (a) Revenue from contracts with customers (Continued)

Revenue from construction services is recognised as required under IC Interpretation 12: *Service Concession Arrangements* and in accordance with MFRS 15: *Revenue from contracts* with customers in respect of the upgrading of port facilities works undertaken during the year. There is no mark-up recognised on these activities as the Group outsourced the construction services to third parties.

Management fees are recognised as services are rendered.

#### (b) Revenue from other sources

Revenue from other sources is recognised as follows:

##### (i) Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

##### (ii) Tank rental income and other rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis. Revenue from rental income is accounted for in accordance with MFRS 16: *Leases*.

### 2.13 Income taxes

#### (a) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

#### (b) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.13 Income taxes (Continued)

#### (b) Deferred tax (Continued)

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.13 Income taxes (Continued)

#### (b) Deferred tax (Continued)

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

### 2.14 Employee benefits

#### (a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group and of the Company. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

#### (b) Defined contribution plan

The Group and the Company participate in the national pension scheme as defined by the laws of the country in which it has operations. The Group and the Company make contributions to the Employees Provident Fund ("EPF") in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.14 Employee benefits (Continued)

#### (c) Defined benefit plan

Bintulu Port Sdn. Bhd., a subsidiary of the Group operated an unfunded, defined Retirement Benefit Scheme for its employees. Effective 1 January 2014, the subsidiary offered new benefit terms to eligible employees under its existing Retirement Benefit Scheme. The link of past service benefit to the last drawn salary is not linked and instead is linked to EPF dividend rate declared annually.

Based on requirements of MFRS 119: *Employee Benefits*, the expected future payments take into consideration an estimate of expected future salary increases (taking into account inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market). However, as the new scheme freeze the salary factor in the expected future payment, the subsidiary would not need to estimate the expected future salary increase, the probability that the employee may leave the entity at an earlier or later date, disability and early retirement, and mortality.

The subsidiary would need to determine the appropriate discount rate to present value the expected future payments. The rate used to discount post-employment benefit obligations should reflect the time value of money and normally determined by reference to market yields at the balance sheet date on high quality corporate bonds.

### 2.15 Provisions

A provision is recognised if, as a result of a past event, the Group or the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future net cash flows at a pre-tax rate that reflect current market assessments of the time value of money and the risks specific to the liability. Where discounting is used, the accretion in the provision due to the passage of time is recognised as finance cost.

The amount recognised as a provision is the best estimate of the expenditure required to settle the present obligation at the reporting date. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Group and of the Company, are not recognised in the financial statements but are disclosed as contingent liabilities unless the possibility of an outflow of economic resources is considered remote.

### 2.16 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, short term deposits with a maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.16 Cash and cash equivalents (Continued)

For the purpose of statement of cash flows, cash and cash equivalents comprise cash and deposits with financial institutions, with original maturity of three (3) months or less.

### 2.17 Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

### 2.18 Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### Group and Company as a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

#### (a) Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, an estimate of any costs to dismantle and remove the asset at the end of the lease, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Leasehold land 30 years
- Vessels 2 - 10 years

If ownership of the leased asset transfers to the Group or the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.18 Leases (Continued)

#### Group and Company as a lessee (Continued)

##### (b) Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group or the Company and payments of penalties for terminating the lease, if the lease term reflects the Group or the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use their incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

##### (c) Short-term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group and the Company also apply the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

#### Group and Company as a lessor

Leases in which the Group and the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

The Group has also entered into a sub-lease arrangement, which has been classified as a finance lease.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.19 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers' report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 35, including the factors used to identify the reportable segments and the measurement basis of segment information.

### 2.20 Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

### 2.21 Fair value measurements

The Group and the Company measure financial instruments at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group and the Company. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 2. ACCOUNTING POLICIES (CONTINUED)

### 2.21 Fair value measurements (Continued)

All assets and liabilities for which fair values are measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurements as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities; or

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; or

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of nature, characteristics and risks of the assets or liabilities and the level of the fair value hierarchy as explained above.

### 2.22 Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle
- held primarily for the purpose of trading
- expected to be realised within twelve months after the reporting period
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in the normal operating cycle
- it is held primarily for the purpose of trading
- it is due to be settled within twelve months after the reporting period
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

### 3.1 Critical judgements made in applying accounting policies

There are no critical judgements made by management in the process of applying the Group's and Company's accounting policies which may have significant effect on the amounts recognised in the financial statements.

### 3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

#### (a) Useful lives of property, plant and equipment and consideration of the new concession period

In relation to the useful lives of property, plant and equipment, the useful lives of the property, plant and equipment follow the ability of the property, plant and equipment to be used in its operational period. Since the concession has expired, the Group is continuing its operations based on the interim concession period pending new concession period being finalised. Further information relating to the new concession arrangement are disclosed in Note 29.

There were no other material events subsequent to the end of the reporting period that have not been reflected in the financial statements.

#### (b) Impairment assessment of (i) concession intangible assets and (ii) investment in a subsidiary, Samalaju Industrial Port Sdn. Bhd. ("SIPSB")

##### (i) Impairment of concession intangible assets for SIPSB

The Group assesses concession intangible assets at the end of each reporting period when there is an indication that an asset may be impaired by comparing its carrying amount with its recoverable amount. This requires an estimation of the recoverable amount by estimating the value-in-use of the cash-generating unit ("CGU"). Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

### 3.2 Key sources of estimation uncertainty (Continued)

#### (b) Impairment assessment of (i) concession intangible assets and (ii) investment in a subsidiary, Samalaju Industrial Port Sdn. Bhd. ("SIPSB") (Continued)

##### (i) Impairment of concession intangible assets for SIPSB (Continued)

The Group constantly monitors climate-related risks, including physical risks and transition risks, when measuring the recoverable amount. While the Group does not believe its operations are currently significantly exposed to physical risk, the value-in-use may be impacted in several different ways by transition risk, such as climate-related legislation, climate-related regulations and changes in demand for the usage of ports. The Group has concluded that no single climate-related assumption is a key assumption for the impairment for port development expenditure for the financial period ended 31 December 2023. Further details are disclosed in Note 16.

##### (ii) Investment in a subsidiary, SIPSB

When impairment assessment as described in Note 3.2 (b)(i) is required then it indicates the carrying amount of investment in SIPSB may also be impaired. Considering SIPSB's underlying assets comprise the concession intangible assets as stated in (i), the management estimated the recoverable amount of the investment by using the same estimated future cash flows.

#### (c) Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future profits together with future planning strategies.

The carrying amount of the Group's deferred tax assets at the reporting date is disclosed in Note 17.

#### (d) Provision for maintenance dredging

In accordance with IC Interpretation 12: *Service Concession Agreements* ("IC 12"), where the operator has an obligation to maintain the infrastructure to a specified level of serviceability, the contractual obligations should be measured in accordance with MFRS 137: *Provisions, Contingent Liabilities and Contingent Assets*.

To determine whether it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made, the Group takes into consideration factors such as past historical experience and other available information. Further details are disclosed in Note 25.

#### (e) Provision for replacement cost

In order to carry out the port services, the Group has the obligation to replace the moveable assets during the concession period. Therefore, a provision for replacement cost shall be recognised and measured in accordance with MFRS 137: *Provisions, Contingent Liabilities and Contingent Assets*.

To determine whether it is probable that an outflow of resources will be required to replace the moveable assets and the reliable amount of estimates can be made, the Group takes into consideration factors such as the expected timing of the replacement, past historical experience and other available information. Further details are disclosed in Note 25.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 4. REVENUE

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Revenue from contracts with customers</b>				
- Revenue from port services rendered	701,690	731,822	-	-
- Revenue from construction services for concession infrastructure	4,476	1,828	-	-
- Revenue from bulking services	40,032	39,319	-	-
- Management fee charged to subsidiaries	-	-	48,967	48,126
	746,198	772,969	48,967	48,126
<b>Revenue from other source:</b>				
- Dividend income from subsidiaries	-	-	119,200	119,200
- Rental income	23,861	20,118	-	-
	23,861	20,118	119,200	119,200
	770,059	793,087	168,167	167,326

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Timing of revenue recognition:</b>				
- Over time	584,542	383,119	48,967	48,126
- Point in time	161,656	389,850	-	-
	746,198	772,969	48,967	48,126

The information regarding trade receivables and contract balances is disclosed in Note 18.

**Nature of goods and services**

Provision of port services and bulking services.

**Timing of recognition or method used to recognise revenue**

Revenue from port and bulking operations is recognised on an accrual basis when the services are performed.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 4. REVENUE (CONTINUED)

### Significant payment terms

Credit period from 15 to 30 days from the invoice date.

### Provision of port services

- a) Bintulu Port Sdn. Bhd. ("BPSB")  
The variable element in consideration is contingent upon or affected by certain customers achieving target cargo volumes as stated in the contracts.
- b) Samalaju Industrial Port Sdn. Bhd. ("SIPSB")  
There are no variable elements in consideration.

There is no obligation for returns or refunds nor warranty in the provision of port services.

### Provision of bulking services

The variable element in consideration is contingent upon or affected by certain customers achieving the minimum throughput as stated in the contracts.

### Transaction price allocated to the performance obligations

Transaction price is based on published tariff rate provided by Bintulu Port Authority ("BPA") and Samalaju Port Authority ("SPA") for provision of port services. The transaction price for bulking services is based on contract rate signed between customers and the Group.

Revenue from construction services is recognised as required under IC Interpretation 12: *Service Concession Arrangements* and in accordance with MFRS 15: *Revenue from contracts with customers* in respect of the upgrading of port facilities works undertaken during the year. There is no mark-up recognised on these activities as the Group outsourced the construction services to third parties.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 5. OTHER INCOME

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Finance income:</b>				
Interest income from:				
- Current account	160	18	66	-
- Short term deposits	1,381	1,048	213	174
- Staff loans	36	39	-	-
- Sublease	698	692	-	-
	2,275	1,797	279	174
Profit income from:				
- Islamic short term deposits	31,994	16,931	7,709	3,590
	34,269	18,728	7,988	3,764
	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Other income:</b>				
Dividend income from investment in securities	12,659	8,032	1,279	816
Rental income	37	73	-	-
Fair value gain on investment in securities	7,793	141	998	139
Guarantee fee income	-	-	1,572	1,486
Others	1,296	1,556	11	4
	21,785	9,802	3,860	2,445
	56,054	28,530	11,848	6,209

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 6. COST OF CONSTRUCTION SERVICES

	Group	
	2023 RM'000	2022 RM'000
Cost of construction services for concession infrastructure	4,476	1,828

The Group considers the fair value for the consideration for the services rendered in the acquisition or construction and upgrade of the infrastructure approximates the cost incurred as all the construction works are subcontracted out.

## 7. EMPLOYEE BENEFIT EXPENSES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Wages, salaries, allowance and bonus	110,288	109,870	33,335	31,726
Defined contribution plan (Employees Provident Fund)	14,633	14,677	4,843	4,666
Staff gratuities (Note 22)	544	547	-	-
Other employee benefits	15,781	14,849	7,267	6,234
	141,246	139,943	45,445	42,626



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 8. OTHER EXPENSES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
The following items have been included in arriving at other expenses:				
Auditors' remuneration	399	375	109	112
Non-Executive Directors (Note 10)				
- Fees	1,566	1,698	1,021	1,141
- Other emoluments	774	792	688	710
Loss on disposal of property, plant and equipment	30	8	2	2
Loss on surrendered assets upon expiry of concession	-	9,477	-	-
Fair value loss on investment in securities	-	152	-	-
Realised loss on foreign exchange	509	165	-	-
Unrealised loss on foreign exchange	-	94	-	-
Rental of equipment	904	654	100	50
Rental of premises	158	97	3,600	3,600
Construction in progress ("CIP") for intangible assets written off	-	1,723	-	-
Inventories written off	-	98	-	-

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 9. FINANCE COSTS

	Group	
	2023 RM'000	2022 RM'000
Unwinding of discount		
- Contractual obligation for lease payment (Note 24)	14,118	11,040
- Maintenance dredging (Note 25)	1,678	716
- Other lease liabilities (Note 24)	3,075	3,630
- Replacement obligations (Note 25)	1,410	1,321
Profit expense on Sukuk Murabahah (Note 23)	50,364	50,389
	70,645	67,096

## 10. DIRECTORS' REMUNERATION

The details of remuneration received and receivable by Directors of the Group and of the Company during the year are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-Executive Directors:				
- Fees	1,566	1,698	1,021	1,141
- Meeting and other allowances	513	564	427	482
	2,079	2,262	1,448	1,623
- Provision for Directors' Gratuities	261	228	261	228
	2,340	2,490	1,709	1,851

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 10. DIRECTORS' REMUNERATION (CONTINUED)

The number of Directors of the Company whose total remuneration during the financial year fall within the following bands is analysed below:

	2023	2022
Non-Executive Directors:		
Below RM50,000	1	1
RM50,001 - RM100,000	4	1
RM100,001 - RM150,000	6	6
RM150,001 - RM200,000	2	3
RM200,001 - RM250,000	-	-
RM250,001 - RM300,000	-	1



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 11. INCOME TAX EXPENSE

The major components of income tax expense for the years ended 31 December 2023 and 2022 are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Statement of profit or loss:</b>				
<b>Current income tax:</b>				
- Malaysian income tax	48,784	8,035	-	-
- Foreign tax	187	286	-	-
<b>Overprovision in previous years</b>				
- Malaysian income tax	(797)	(5,513)	-	-
	48,174	2,808	-	-
<b>Deferred income tax (Note 17):</b>				
Origination of temporary differences	(16,797)	47,864	-	-
Under/(over) provision in previous years	363	(384)	-	-
	(16,434)	47,480	-	-
Income tax expense recognised in profit or loss	31,740	50,288	-	-

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2022: 24%) of the estimated assessable profit for the financial year.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 11. INCOME TAX EXPENSE (CONTINUED)

The reconciliation between tax (credit)/expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2023 and 2022 are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Profit before tax	156,801	178,012	112,413	108,585
Tax at Malaysian statutory tax rate of 24% (2022: 24%)	37,632	42,723	26,979	26,060
Adjustments:				
Effect of different tax rate in other country	(174)	(334)	-	-
Non-deductible expenses	5,025	9,657	924	1,131
Income not subject to tax	(4,081)	(2,149)	(29,155)	(28,802)
Over provision of tax expenses in previous years	(797)	(5,513)	-	-
Under/(over)provision of deferred tax in previous years	363	(384)	-	-
Utilisation of previously unrecognised deferred tax assets	(11,313)	-	-	-
Deferred tax assets not recognised during the year	5,085	1,611	1,252	1,611
Deferred tax previously recognise now unrecognised	-	4,677	-	-
Income tax expense recognised in profit or loss	31,740	50,288	-	-

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 12. EARNINGS PER SHARE

### (a) Basic

Basic earnings per share amounts are calculated by dividing profit for the year, net of tax, attributable to owners of the Company by the number of ordinary shares outstanding during the financial year.

The following tables reflect the profit and share data used in the computation of basic earnings per share for the year ended 31 December:

	Group	
	2023 RM'000	2022 RM'000
Profit net of tax	125,061	127,724

	Group	
	2023 '000	2022 '000
Number of ordinary shares for basic earnings per share computation	460,000	460,000

	Group	
	2023	2022
Basic earnings per share for profit for the year (sen)	27.19	27.77

### (b) Diluted

The diluted earnings per share is the same as basic earnings per share as there are no dilutive potential ordinary shares outstanding.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.



## NOTES TO THE FINANCIAL STATEMENTS

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## 13. PROPERTY, PLANT AND EQUIPMENT

Group	Buildings and structures RM'000	Bulking facilities RM'000	Machinery and equipment RM'000	Motor vehicles RM'000	Office furniture, fittings and equipment RM'000	Vessels RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Cost:</b>								
<b>At 1 January 2022</b>	54,203	171,902	280,947	11,660	31,102	132,026	3,507	685,347
Additions	658	-	1,500	301	1,095	-	27,917	31,471
Disposals	(4,128)	-	(8,497)	(334)	(179)	(285)	-	(13,423)
Reclassification from/(to) intangible assets	-	-	-	-	249	-	(365)	(116)
Transfers	49	-	29,243	-	208	690	(30,190)	-
Reversal of cost	-	-	(165)	-	(71)	-	(61)	(297)
<b>At 31 December 2022 and 1 January 2023</b>	<b>50,782</b>	<b>171,902</b>	<b>303,028</b>	<b>11,627</b>	<b>32,404</b>	<b>132,431</b>	<b>808</b>	<b>702,982</b>
Additions	-	-	789	215	1,135	-	3,112	5,251
Disposals	-	-	(1,937)	(297)	(64)	-	-	(2,298)
Transfers	-	-	3,460	-	-	-	(3,460)	-
<b>At 31 December 2023</b>	<b>50,782</b>	<b>171,902</b>	<b>305,340</b>	<b>11,545</b>	<b>33,475</b>	<b>132,431</b>	<b>460</b>	<b>705,935</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 13. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group (Continued)	Buildings and structures RM'000	Bulking facilities RM'000	Machinery and equipment RM'000	Motor vehicles RM'000	Office furniture, fittings and equipment RM'000	Vessels RM'000	Capital work-in- progress RM'000	Total RM'000
<b>Accumulated depreciation:</b>								
<b>At 1 January 2022</b>	32,866	80,619	219,450	8,005	21,030	71,890	-	433,860
Charge for the year	3,507	6,876	12,104	624	2,570	7,464	-	33,145
Disposals	(4,127)	-	(8,035)	(329)	(176)	(285)	-	(12,952)
<b>At 31 December 2022 and 1 January 2023</b>	<b>32,246</b>	<b>87,495</b>	<b>223,519</b>	<b>8,300</b>	<b>23,424</b>	<b>79,069</b>	<b>-</b>	<b>454,053</b>
Charge for the year	<b>2,969</b>	<b>6,876</b>	<b>10,592</b>	<b>601</b>	<b>2,121</b>	<b>5,089</b>	<b>-</b>	<b>28,248</b>
Disposals	-	-	(1,897)	(283)	(57)	-	-	(2,237)
<b>At 31 December 2023</b>	<b>35,215</b>	<b>94,371</b>	<b>232,214</b>	<b>8,618</b>	<b>25,488</b>	<b>84,158</b>	<b>-</b>	<b>480,064</b>
<b>Net carrying amount:</b>								
At 31 December 2022	18,536	84,407	79,509	3,327	8,980	53,362	808	248,929
<b>At 31 December 2023</b>	<b>15,567</b>	<b>77,531</b>	<b>73,126</b>	<b>2,927</b>	<b>7,987</b>	<b>48,273</b>	<b>460</b>	<b>225,871</b>

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 13. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Motor Vehicles RM'000	Office Furniture, Fittings and Equipment RM'000	Capital Work-in- progress RM'000	Total RM'000
<b>Cost:</b>				
<b>At 1 January 2022</b>	2,074	5,404	110	7,588
Additions	104	205	98	407
Disposals	-	(24)	-	(24)
Transfers	-	208	(208)	-
Reversal of cost	-	(5)	-	(5)
<b>At 31 December 2022 and 1 January 2023</b>	<b>2,178</b>	<b>5,788</b>	<b>-</b>	<b>7,966</b>
Additions	-	751	-	751
Disposals	(182)	(5)	-	(187)
<b>At 31 December 2023</b>	<b>1,996</b>	<b>6,534</b>	<b>-</b>	<b>8,530</b>
<b>Accumulated depreciation:</b>				
<b>At 1 January 2022</b>	1,285	1,775	-	3,060
Charge during the year	169	752	-	921
Disposals	-	(22)	-	(22)
<b>At 31 December 2022 and 1 January 2023</b>	<b>1,454</b>	<b>2,505</b>	<b>-</b>	<b>3,959</b>
Charge during the year	153	744	-	897
Disposals	(179)	(4)	-	(183)
<b>At 31 December 2023</b>	<b>1,428</b>	<b>3,245</b>	<b>-</b>	<b>4,673</b>
<b>Net carrying amount:</b>				
<b>At 31 December 2022</b>	724	3,283	-	4,007
<b>At 31 December 2023</b>	<b>568</b>	<b>3,289</b>	<b>-</b>	<b>3,857</b>



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 14. RIGHT-OF-USE ASSETS

Group	Vessels RM'000	Leasehold land RM'000	Total RM'000
<b>Cost:</b>			
<b>At 1 January 2022</b>	156,768	26,617	183,385
Additions	21,007	-	21,007
<b>At 31 December 2022 and at 1 January 2023</b>	<b>177,775</b>	<b>26,617</b>	<b>204,392</b>
Additions	<b>6,505</b>	-	<b>6,505</b>
Derecognition	<b>(79,214)</b>	-	<b>(79,214)</b>
<b>At 31 December 2023</b>	<b>105,066</b>	<b>26,617</b>	<b>131,683</b>
<b>Accumulated depreciation:</b>			
<b>At 1 January 2022</b>	118,440	8,872	127,312
Charge for the year	28,102	887	28,989
Exchange differences	518	-	518
<b>At 31 December 2022 and at 1 January 2023</b>	<b>147,060</b>	<b>9,759</b>	<b>156,819</b>
Charge for the year	<b>12,310</b>	<b>887</b>	<b>13,197</b>
Derecognition	<b>(79,214)</b>	-	<b>(79,214)</b>
<b>At 31 December 2023</b>	<b>80,156</b>	<b>10,646</b>	<b>90,802</b>
<b>Net carrying amount:</b>			
At 31 December 2022	30,715	16,858	47,573
<b>At 31 December 2023</b>	<b>24,910</b>	<b>15,971</b>	<b>40,881</b>

Derecognition during the year relates to expiry and no renewals of lease agreements on tug boats, pilot boats and mooring boats.

## NOTES TO THE FINANCIAL STATEMENTS

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## 15. INVESTMENT IN SUBSIDIARIES

	Company	
	2023 RM'000	2022 RM'000
Unquoted shares in Malaysia, at cost	1,030,000	1,030,000
Financial guarantee granted	21,900	21,900
	1,051,900	1,051,900

Name of subsidiaries	Country of incorporation	Principal activities	Proportion of ownership interest	
			2023 %	2022 %
Held by the Company:				
Bintulu Port Sdn. Bhd.	Malaysia	Provision of port services at Bintulu Port, Sarawak	100	100
Biport Bulkers Sdn. Bhd.	Malaysia	Provision of bulking installation facilities for palm oil, edible oils, vegetables oils, fats and its by-products	100	100
Samalaju Industrial Port Sdn. Bhd.	Malaysia	Development and provision of port services at Samalaju Port, Sarawak	100	100

All subsidiaries are audited by Ernst & Young PLT, Malaysia. Brunei branch of Bintulu Port Sdn. Bhd. is audited by Ernst & Young, Brunei.

During the year, Brunei branch has ceased its operations effective 31 July 2023.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 15. INVESTMENT IN SUBSIDIARIES (CONTINUED)

### Key assumptions used in value-in-use calculations of impairment assessment of investment in SIPSB (“CGU”)

The Company assesses, at the end of each reporting period, when there is an indication that investment in subsidiary may be impaired.

The continued loss reported by SIPSB indicates that the investment in SIPSB may be impaired. Impairment arises when the carrying amount exceeds the recoverable amount.

The recoverable amounts of the CGU have been determined based on value-in-use calculations using cash flow projections covering a 34-year period which is the remaining length of the concession period.

The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing on the concession intangible assets:

#### (a) Revenue

Revenue growth is based on projected cargo volume by port users for 7 years at published tariff rates issued by Samalaju Port Authority, except for discounts given to certain port users for handling charges up to 2024 and for a particular customer, the discount on handling charges for its dry bulk cargo was assumed to end by year 2032. Projected cargo volume is assumed to be constant after 7 years.

The projected revenue of certain customers may be subject to the timing and realisation of future production of their respective factories. The cash flow projections have taken into the probability of various outcomes to reflect these uncertainties by using the expected value method to derive the value-in-use.

#### (b) Discount rate

Value-in-use was determined by discounting the future cash flows generated by applying the discount rate of 8.5% (2022: 8.5%). Pre-tax discount rate is estimated to be 10.8% (2022: 10.6%).

The rate used to discount future cash flows is subject to change in economic conditions and is reviewed annually.

### Sensitivity to changes in assumptions

With regards to the assessment of value-in-use, management believes that reasonably possible changes in any of the above key assumptions would not cause the carrying values to materially exceed their recoverable amounts.



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 16. INTANGIBLE ASSETS

Group	Leased land and infrastructure assets RM'000	Acquired and constructed infrastructure intangible assets RM'000	Right to operate concession rights RM'000	Software RM'000	Capital work-in- progress RM'000	Others RM'000	Total RM'000
<b>Cost:</b>							
<b>At 1 January 2022</b>	1,860,587	1,830,021	24,531	27,480	3,795	15	3,746,429
Additions (via purchases)	-	661	-	-	836	-	1,497
Transfer (to)/from property, plant and equipment	-	365	-	-	(249)	-	116
Transfers	-	-	-	613	(613)	-	-
Assets surrendered	(1,751,976)	(515,557)	(24,531)	-	-	-	(2,292,064)
Write-off	-	-	-	-	(1,723)	-	(1,723)
<b>At 31 December 2022 and 1 January 2023</b>	<b>108,611</b>	<b>1,315,490</b>	<b>-</b>	<b>28,093</b>	<b>2,046</b>	<b>15</b>	<b>1,454,255</b>
Additions (via lease)	283,435	-	-	-	-	-	283,435
Additions (via purchases)	-	2,598	-	176	1,955	-	4,729
Transfer to/(from) capital work- in-progress	-	783	-	-	(783)	-	-
<b>At 31 December 2023</b>	<b>392,046</b>	<b>1,318,871</b>	<b>-</b>	<b>28,269</b>	<b>3,218</b>	<b>15</b>	<b>1,742,419</b>
<b>Accumulated amortisation:</b>							
<b>At 1 January 2022</b>	1,679,179	635,121	23,332	17,921	-	-	2,355,553
Charge for the year	87,957	61,135	1,199	1,670	-	-	151,961
Assets surrendered	(1,751,976)	(506,286)	(24,531)	-	-	-	(2,282,793)
<b>At 31 December 2022 and 1 January 2023</b>	<b>15,160</b>	<b>189,970</b>	<b>-</b>	<b>19,591</b>	<b>-</b>	<b>-</b>	<b>224,721</b>
Charge for the year	144,430	32,790	-	1,775	-	-	178,995
<b>At 31 December 2023</b>	<b>159,590</b>	<b>222,760</b>	<b>-</b>	<b>21,366</b>	<b>-</b>	<b>-</b>	<b>403,716</b>
<b>Net carrying amount:</b>							
At 31 December 2022	93,451	1,125,520	-	8,502	2,046	15	1,229,534
<b>At 31 December 2023</b>	<b>232,456</b>	<b>1,096,111</b>	<b>-</b>	<b>6,903</b>	<b>3,218</b>	<b>15</b>	<b>1,338,703</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 16. INTANGIBLE ASSETS (CONTINUED)

Company	Capital Work-in- progress RM'000	Software RM'000	Total RM'000
<b>Cost:</b>			
At 1 January 2022, 31 December 2022, and 1 January 2023	-	3,009	3,009
Addition	57	40	97
<b>At 31 December 2023</b>	<b>57</b>	<b>3,049</b>	<b>3,106</b>
<b>Accumulated amortisation:</b>			
At 1 January 2022	-	1,431	1,431
Charge for the year	-	374	374
<b>At 31 December 2022 and 1 January 2023</b>	<b>-</b>	<b>1,805</b>	<b>1,805</b>
Charge for the year	-	306	306
<b>At 31 December 2023</b>	<b>-</b>	<b>2,111</b>	<b>2,111</b>
<b>Net carrying amount:</b>			
At 31 December 2022	-	1,204	1,204
<b>At 31 December 2023</b>	<b>57</b>	<b>938</b>	<b>995</b>

### Key assumptions used in value-in-use calculations of SIPSB impairment assessment ("CGU")

The Group assesses concession intangible assets at the end of each reporting period when there is an indication that an asset may be impaired by comparing its carrying amounts with its recoverable amounts.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 16. INTANGIBLE ASSETS (CONTINUED)

### Key assumptions used in value-in-use calculations of SIPSB impairment assessment ("CGU") (Continued)

The continued loss reported by SIPSB indicates that the carrying amounts of concession intangible assets in SIPSB may also be impaired.

The recoverable amounts of the CGU have been determined based on value-in-use calculations using cash flow projections covering a 34-year period which is the remaining length of the concession period.

The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing on the concession intangible assets:

#### (a) Revenue

Revenue growth is based on projected cargo volume by port users for 7 years at published tariff rates issued by Samalaju Port Authority, except for discounts given to certain port users for handling charges up to 2024 and for a particular customer, the discount on handling charges for its dry bulk cargo was assumed to end by year 2032. Projected cargo volume is assumed to be constant after 7 years.

The projected revenue of certain customers may be subject to the timing and realisation of future production of their respective factories. The cash flow projections have taken into the probability of various outcomes to reflect these uncertainties by using the expected value method to derive the value-in-use.

#### (b) Discount rate

Value-in-use was determined by discounting the future cash flows generated by applying the discount rate of 8.5% (2022: 8.5%). Pre-tax discount rate is estimated to be 10.8% (2022: 10.6%).

The rate used to discount future cash flows is subject to change in economic conditions and is reviewed annually.

### Sensitivity to changes in assumptions

With regards to the assessment of value-in-use, management believes that reasonably possible changes in any of the above key assumptions would not cause the carrying values to materially exceed their recoverable amounts.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 17. DEFERRED TAX

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

Group	Deferred Tax Liabilities		Deferred Tax Assets						Total RM'000
	Property, Plant and Equipment RM'000	Right- of-use Assets RM'000	Contractual Obligation on Lease Payment RM'000	Gratuity Payable RM'000	Unabsorbed Capital Allowances RM'000	Provision for Maintenance Dredging RM'000	Investment Tax Allowance (Unutilised) RM'000	Others RM'000	
At 1 January 2022	72,293	(5,664)	(15,224)	(3,090)	(100,158)	(10,619)	(264,524)	(10,381)	(337,367)
Recognised in profit or loss (Note 11)	42,869	510	15,224	495	(9,394)	1,067	-	(3,291)	47,480
At 31 December 2022 and 1 January 2023	<b>115,162</b>	<b>(5,154)</b>	-	<b>(2,595)</b>	<b>(109,552)</b>	<b>(9,552)</b>	<b>(264,524)</b>	<b>(13,672)</b>	<b>(289,887)</b>
Recognised in profit or loss (Note 11)	<b>2,314</b>	<b>76</b>	<b>(2,786)</b>	<b>320</b>	<b>(9,579)</b>	<b>(3,094)</b>	-	<b>(3,685)</b>	<b>(16,434)</b>
<b>At 31 December 2023</b>	<b>117,476</b>	<b>(5,078)</b>	<b>(2,786)</b>	<b>(2,275)</b>	<b>(119,131)</b>	<b>(12,646)</b>	<b>(264,524)</b>	<b>(17,357)</b>	<b>(306,321)</b>

Group	2023 RM'000	2022 RM'000
<b>Presenting after appropriate offsetting as follows:</b>		
Deferred tax assets	<b>(313,150)</b>	(302,351)
Deferred tax liabilities	<b>6,829</b>	12,464
	<b>(306,321)</b>	(289,887)

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 17. DEFERRED TAX (CONTINUED)

Group (continued)	Deferred tax liabilities Property plant and equipment RM'000	Deferred tax assets Unabsorbed capital allowance RM'000	Total RM'000
At 1 January 2022	1,012	(1,012)	-
Recognised in profit or loss (Note 11)	918	(918)	-
At 31 December 2022 and 1 January 2023	1,930	(1,930)	-
Recognised in profit or loss (Note 11)	918	(918)	-
At 31 December 2023	2,848	(2,848)	-

Deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unutilised tax losses	93,823	74,077	27,049	22,152
Unabsorbed capital allowances	8,721	7,248	8,721	7,248
Others	-	31	-	31
	102,544	81,356	35,770	29,431

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 17. DEFERRED TAX (CONTINUED)

Investment tax allowance was granted to Samalaju Industrial Port Sdn Bhd (SIPSB) in 2017. On 18 January 2017, SIPSB was given 100% investment tax allowance on qualifying expenditure to be set off against 70% statutory income, from 30 August 2012 to 29 August 2017 under Section 127(3A) of Income Tax Act (ITA) 1967.

In 2019, further to the Finance Act 2018 which was gazetted in December 2018, with effect from YA 2019, it was confirmed that companies with exemptions granted under Section 127(3A) of the ITA 1967 will not be subjected to 7-year carry forward restriction.

Pursuant to Section 44(5F) of the Income Tax Act, 1967, the unutilised tax losses can only be carried forward as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unutilised tax losses to be carried forward until:				
- Year of assessment 2028	55,934	55,934	8,492	8,492
- Year of assessment 2029	17,471	11,173	14,427	8,129
- Year of assessment 2030	5,569	6,970	4,130	5,531
- Year of assessment 2033	14,849	-	-	-
	93,823	74,077	27,049	22,152

Following the amendment on Subsection 44(5F) of Income Tax Act, 1967, effective from year of assessment 2019, the unabsorbed tax losses of the Group will only be available for carry forward for a period of ten consecutive years. Upon expiry of the ten years, the unabsorbed tax losses will be disregarded.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 18. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Current</b>				
<b>Trade receivables</b>				
External parties	41,798	46,993	-	-
Contract assets	18,398	11,881	-	-
	60,196	58,874	-	-
<b>Other receivables</b>				
Amounts due from subsidiaries	-	-	9,732	3,497
Interest receivable	4,546	2,133	1,389	433
Staff loans	1,476	1,573	619	634
Sundry receivables	962	1,647	2	23
	6,984	5,353	11,742	4,587
	67,180	64,227	11,742	4,587
<b>Other current assets</b>				
GST receivables	437	445	-	-
Prepaid operating expenses	40,583	23,613	673	528
	41,020	24,058	673	528
	108,200	88,285	12,415	5,115
<b>Non-current</b>				
<b>Other receivables</b>				
Lease receivable	10,548	10,450	-	-
	118,748	98,735	12,415	5,115
<b>Financial assets under trade and other receivables</b>				
Total trade and other receivables	118,748	98,735	12,415	5,115
Less: other current assets	(41,020)	(24,058)	(673)	(528)
	77,728	74,677	11,742	4,587

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 18. TRADE AND OTHER RECEIVABLES (CONTINUED)

### (a) Trade receivables

Trade receivables are non-interest bearing and are generally from 15 to 45 days (2022: 15 to 45 days) terms. Other credit terms are assessed and approved on a case-by-case basis. They are recognised at their original invoice amounts which represent fair values on initial recognition.

Trade receivables include amounts due from Malaysia LNG Sdn. Bhd. and other subsidiaries of a substantial shareholder, Petroliam Nasional Berhad, with the amount of RM7,737,064 (2022: RM4,268,615) and RM12,591,485 (2022: RM14,292,896) respectively.

Information about the credit exposures are disclosed in Note 32(b).

### (b) Amounts due from subsidiaries

The amounts due from subsidiaries are non-trade in nature, unsecured, non-interest bearing and receivable on demand.

### (c) Other current assets

Included in prepaid operating expenses is prepaid lease rental for the first quarter of the following year of RM36,989,198 (2022: RM20,332,588) paid to Bintulu Port Authority ("BPA").

### (d) Lease receivable

The Group has entered into lease agreement with a third party on land which is leased from Bintulu Port Authority. This lease has a term of 30 years.

Future minimum rental receivables under finance leases as at the reporting date were as follows:

	2023 RM'000	2022 RM'000
Receivable more than 5 years	10,548	10,450
The lease receivables are presented as follows:		
Non-current	10,548	10,450

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 18. TRADE AND OTHER RECEIVABLES (CONTINUED)

## (d) Lease receivable (Continued)

The movement of finance lease receivables during the financial year is as follows:

	Group	
	2023 RM'000	2022 RM'000
At 1 January	10,450	10,358
Accretion of interest	698	692
Receipt of lease	(600)	(600)
At 31 December	10,548	10,450

## 19. INVESTMENT IN SECURITIES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<i>Fair value through profit or loss</i>				
Investment in unit trust fund	456,225	430,588	86,843	82,316



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 20. CASH AND BANK BALANCES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash at banks and on hand	23,265	19,748	1,216	135
Deposits with licensed financial institutions:				
Short term deposits with licensed banks	673,953	586,635	168,500	117,500
Money market instruments purchased under repurchase agreements	44,900	78,150	3,000	10,250
	718,853	664,785	171,500	127,750
Cash and bank balances	742,118	684,533	172,716	127,885

The effective interest rates and the maturities of deposits as at the reporting date were as follows:

	Interest rate		Maturity	
	2023 %	2022 %	2023 Days	2022 Days
<b>Group</b>				
Deposits with licensed banks	2.00 – 4.01	2.00 – 3.75	32 – 214	33 – 177
Money market instruments purchased under repurchase agreements	2.45 – 2.70	2.30 – 2.40	6 – 20	4 – 14

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 20. CASH AND BANK BALANCES (CONTINUED)

	Interest rate		Maturity	
	2023 %	2022 %	2023 Days	2022 Days
<b>Company</b>				
Deposits with licensed banks	3.80 – 4.01	2.80 – 3.75	32 – 186	33 – 94
Money market instruments purchased under repurchase agreements	2.70	2.30 – 2.40	20	6 – 12

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following at the reporting date:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash and bank balances	742,118	684,533	172,716	127,885
Less: Deposits with maturity period of more than 3 months	(506,423)	(18,765)	(138,500)	-
<b>Cash and cash equivalents</b>	<b>235,695</b>	<b>665,768</b>	<b>34,216</b>	<b>127,885</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 21. SHARE CAPITAL

Group/Company	No. of shares		Amount		Total share capital RM'000
	Share capital (issued and fully paid) '000	One special right Redeemable preference shares '000	Share capital (issued and fully paid) RM'000	One special right Redeemable preference shares RM'000	
At 1 January 2022 and 31 December 2022	460,000	*	890,818	*	890,818
<b>At 1 January 2023 and 31 December 2023</b>	<b>460,000</b>	<b>*</b>	<b>890,818</b>	<b>*</b>	<b>890,818</b>

\* The Special Share amounted to RM1.

### The Special Share

The Special Share, which may only be held by or transferred to the Minister of Finance (Incorporation) or its successors or any Minister, representative or any person acting on behalf of the Government of Malaysia, carries certain rights as provided by Clauses 9, 24.2 and 44.1 of the Company's Constitution.

These special rights include:

- (i) the right to appoint not more than four persons at anytime as Directors of the Company;
- (ii) the right to repayment of the capital paid up on the Special Share in priority to any other member in the event of winding-up of the Company; and
- (iii) the right to require the Company to redeem the Special Share at its issued price at any time.

Certain matters, in particular, the alteration of specified Clauses, any substantial disposal of assets, amalgamation, merger and takeover, require prior approval of the holder of the Special Share.

The Special Share does not carry any right to vote at General Meetings but the holder is entitled to attend and speak at such meetings.



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 22. OTHER PAYABLES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Current:</b>				
Due to subsidiaries	-	-	312	19
Accrued operating expenses	9,398	8,568	1,538	1,435
Sundry payables	23,830	40,038	2,466	2,035
Deposits received	1,206	1,344	-	-
Retention money	2,643	815	-	-
Provision for staff gratuities	1,870	1,701	-	-
Financial guarantee contract	-	-	1,545	1,573
Sukuk profit distribution	284	-	-	-
Others	1,074	1,297	-	-
	40,305	53,763	5,861	5,062
<b>Non-current:</b>				
Sukuk profit distribution	79,013	67,765	-	-
Provision for directors' gratuities	1,183	1,351	1,183	1,351
Provision for staff gratuities	7,608	9,112	-	-
Financial guarantee contract	-	-	10,171	11,716
	87,804	78,228	11,354	13,067
<b>Total other payables</b>	<b>128,109</b>	<b>131,991</b>	<b>17,215</b>	<b>18,129</b>

## (a) Other payables

Sundry payables include amount due to Petroleum Sarawak Berhad (PETROS), Petronas Dagangan Berhad, Petronas Lubricants Marketing (Malaysia) Sdn. Bhd., with the amounts of RM174,630 (2022: RM548,767), RM1,083,400 (2022: RM1,378,600) and RM70,305 (2022: Nil) respectively. These amounts are non-interest bearing.

## (b) Amounts due to subsidiaries

The amounts due to subsidiaries are non-trade in nature, unsecured, non-interest bearing and payable on demand.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 22. OTHER PAYABLES (CONTINUED)

### (c) Provision for staff gratuities

	Group	
	2023 RM'000	2022 RM'000
At 1 January	10,813	12,877
Arose during the year (Note 7)	544	547
Payment during the year	(1,879)	(2,611)
At 31 December	9,478	10,813
<b>Current:</b>	1,870	1,701
<b>Non-current:</b>		
Later than 1 year but not later than 2 years	1,548	1,775
Later than 2 years but not later than 5 years	660	3,458
Later than 5 years	5,400	3,879
	7,608	9,112
	9,478	10,813

Staff gratuity amount is calculated for each eligible employee based on the last basic monthly salary (exclusive of any allowances, commission, bonuses, overtime pay, reimbursement and any other fluctuating or other emoluments and remuneration) as at 31 December 2013, and the number of years of his/her service with the Group at that time. This gratuity amount has been frozen. However, an annual interest, calculated based on the annual EPF dividend rate declared, is added to the gratuity amount every year.

The eligible employee can only withdraw the gratuity when he/she reaches 56 years old or earlier exit due to death, ill-health retirement or resignation.

## NOTES TO THE FINANCIAL STATEMENTS

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## 22. OTHER PAYABLES (CONTINUED)

## (d) Directors' gratuities

	Group/ Company	
	2023 RM'000	2022 RM'000
At 1 January	1,351	1,164
Arose during the year	261	228
Payment during the year	(429)	(41)
At 31 December	1,183	1,351
Non-current:	1,183	1,351
	1,183	1,351

The calculation of retirement benefit/gratuity has been based on '20% x Last Approved Directors' Fees x No. of Years of Service'.

## (e) Financial guarantee contract

Financial guarantee contract relates to the differential rate on the financing facilities taken by a subsidiary which resulted from a corporate guarantee provided by the Company.

The Company has measured the fair value of the financial guarantee liability in respect of borrowings of a subsidiary. Income of RM1.6 million (2022: RM1.5 million) was recognised during the year following the repayments of loans by the subsidiary.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 23. LOANS AND BORROWINGS

	Group	
	2023 RM'000	2022 RM'000
<b>Non-current</b>		
Unsecured:		
Sukuk Murabahah	784,870	943,359
<b>Current</b>		
Unsecured:		
Sukuk Murabahah	100,000	-
<b>Total loans and borrowings</b>	<b>884,870</b>	<b>943,359</b>

### Sukuk Murabahah

The Sukuk Programme obtained by SIPSB, has a tenure of 20 years from the date of first issuance and has a limit of RM950 million in nominal value. It is based on the Shariah principle of Murabahah (via a tawarruq arrangement) involving selected Shariah-compliant commodities ("Sukuk Murabahah"). The Sukuk Programme is unsecured. It is backed by an irrevocable and unconditional guarantee by Bintulu Port Holdings Berhad as the guarantor. The proceeds from the issuance under the Sukuk Murabahah shall be utilised by SIPSB for the payment of fees and expenses relating to the Sukuk Programme, funding of the initial Financial Service Reserve Account Minimum Required Balance, capital expenditure, payments of Periodic Distributions to beneficial holders during construction and working capital requirements all of which shall be in relation to the project.

On 28 December 2015, SIPSB raised a total amount of RM700 million from the first issuance of the Sukuk Murabahah, which has tenure of up to 14 years from the date of issuance.

On 23 December 2016, the subsidiary raised a total amount of RM250 million from the second issuance of the Sukuk Murabahah, which has tenure of up to 20 years from the date of issuance.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 23. LOANS AND BORROWINGS (CONTINUED)

Summary of the Sukuk Murabahah is tabulated below:

As at 31 December 2023/2022

Year of Issuance	Nominal amount RM' million	Periodic distribution rates % p.a.	Yield-to- maturity rates % p.a.	Tenure Years	Redemption dates Years
2015	700	5.05- 5.65	5.30- 6.00	8 - 14	2023 - 2029
2016	250	4.50	3.48- 3.49	17 - 20	2033 - 2036

The Sukuk Murabahah is redeemable as follows:

	Group	
	2023 RM'000	2022 RM'000
Within 1 year	100,000	-
Later than 2 years but not later than 5 years	430,000	370,000
Later than 5 years	354,870	573,359
	884,870	943,359

	Group	
	2023 RM'000	2022 RM'000
At 1 January	943,359	941,848
Repayment of Sukuk principal	(60,000)	-
Repayment of Sukuk profit expense	(37,630)	(37,630)
Profit expense on Sukuk Murabahah (Note 9)	50,364	50,389
Accrued interest reclassified to other payables	(11,223)	(11,248)
	(58,489)	1,511
At 31 December	884,870	943,359

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 24. LEASE LIABILITIES

	Group	
	2023 RM'000	2022 RM'000
<b>Current:</b>		
Contractual payments to grantors in Service Concession Agreements	144,991	-
Other lease liabilities	10,457	13,828
	155,448	13,828
<b>Non-current:</b>		
Contractual payments to grantors in Service Concession Agreements	112,062	112,162
Other lease liabilities	51,589	55,223
	163,651	167,385
	319,099	181,213

### (i) Contractual payments to grantors in Service Concession Agreements

	Group	
	2023 RM'000	2022 RM'000
At 1 January	112,162	260,746
Addition	283,434	-
Unwinding of discount (Note 9)	14,118	11,040
Payments	(152,661)	(159,624)
At 31 December	257,053	112,162
<b>Current:</b>	144,991	-
<b>Non-current:</b>		
Later than 5 years	112,062	112,162



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 24. LEASE LIABILITIES (CONTINUED)

## (i) Contractual payments to grantors in Service Concession Agreements (Continued)

In accordance with IC Interpretation 12: *Service Concession Arrangements*, a provision for the contractual obligations for the lease of land and facilities is accrued at the inception of the arrangement and subsequently as additional land and facilities are leased, at the present value of the future expenditure expected to be required to settle the obligation.

## (ii) Other lease liabilities

Group	Maturity	2023 RM'000	2022 RM'000
Non-current	2025 - 2050	51,589	55,223
Current	2024	10,457	13,828
		62,046	69,051
<b>Maturity of lease liabilities</b>			
Within one year		10,457	13,828
Later than 1 year and not later than 2 years		8,118	6,944
Later than 2 years and not later than 5 years		12,203	15,705
Later than 5 years		31,268	32,574
		62,046	69,051

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 24. LEASE LIABILITIES (CONTINUED)

### (ii) Other lease liabilities (Continued)

Set out below are the carrying amounts of lease liabilities and the movements during the year:

Group	2023 RM'000	2022 RM'000
<b>At 1 January</b>	<b>69,051</b>	80,222
Addition	<b>6,505</b>	21,009
Unwinding of discount (Note 9)	<b>3,075</b>	3,630
Payments	<b>(15,417)</b>	(33,468)
Reclassified to other creditors	-	(789)
Exchange differences	-	268
Revisions on charter hire	<b>(1,168)</b>	(1,821)
<b>At 31 December</b>	<b>62,046</b>	69,051

The following are the amounts recognised in profit or loss:

	2023 RM'000	2022 RM'000
Depreciation expense of right-of-use assets (Note 14)	<b>13,197</b>	28,989
Unwinding of discount on lease liabilities	<b>3,075</b>	3,630
Expenses relating to short-term lease	<b>322</b>	2,642
<b>Total amount recognised in profit or loss</b>	<b>16,594</b>	35,261

The Group had total cash outflows for other leases of RM15,741,653 (2022: RM34,468,000).

Other lease liabilities relate to leases of land and vessels accounted for in accordance with MFRS 16: *Leases*. The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Company's business needs. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 25. PROVISIONS

Group	Maintenance dredging RM'000	Replacement obligations RM'000	Total RM'000
At 1 January 2023	39,193	37,489	76,682
Arose during the year	50,527	10,610	61,137
Unwinding of discount (Note 9)	1,678	1,410	3,088
Payments	(37,882)	-	(37,882)
At 31 December 2023	53,516	49,509	103,025
Current	53,516	-	53,516
Non-current	-	49,509	49,509
	53,516	49,509	103,025
At 1 January 2022	44,248	27,436	71,684
Arose during the year	19,520	8,732	28,252
Unwinding of discount (Note 9)	716	1,321	2,037
Payments	(23,747)	-	(23,747)
Reclassified to other creditors	(1,544)	-	(1,544)
At 31 December 2022	39,193	37,489	76,682
Current	39,193	-	39,193
Non-current	-	37,489	37,489
	39,193	37,489	76,682

**Maintenance dredging**

Provision for maintenance dredging is recognised and measured at the present value of estimated expenditures to be required to settle the future obligation at the reporting date, discounted at government bond risk-free rate of 3.45% (2022: 3.88%).

**Replacement obligations**

Provision for replacement cost is recognised and measured at the present value of estimated expenditures expected to be required to settle the present obligation at the reporting date, discounted at incremental borrowing rate of 4.02% (2022: 4.50%).

Provision for replacement cost will be utilised commencing financial year 2028.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

### 26. DIVIDENDS

	Dividends in respect of the year		Dividends recognised in year	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Interim single tier dividend for 2021				
- 3.00 sen per share	-	-	-	13,800
Interim single tier dividend for 2022				
- 5.00 sen per share	-	23,000	-	23,000
- 3.00 sen per share	-	13,800	-	13,800
- 3.00 sen per share	-	13,800	-	13,800
- 3.00 sen per share	<b>13,800</b>	13,800	<b>13,800</b>	-
Interim single tier dividend for 2023				
- 3.00 sen per share	<b>13,800</b>	-	<b>13,800</b>	-
- 3.00 sen per share	<b>13,800</b>	-	<b>13,800</b>	-
- 3.00 sen per share	<b>13,800</b>	-	<b>13,800</b>	-
	<b>55,200</b>	64,400	<b>55,200</b>	64,400

The Directors have authorised on 29 February 2024 the payment of a fourth interim single tier dividend of 3.0 sen per share on 460,000,000 ordinary shares, amounting to RM13,800,000, which will be paid on 17 April 2024 to shareholders registered on the Company's Register of Members at the close of business on 25 March 2024. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2024.



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 27. COMMITMENTS

## Capital commitments

Capital expenditure as at the reporting date is as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Capital expenditure				
Approved and contracted for:				
Property, plant and equipment and concession intangible assets	70,698	6,967	192	-
Approved but not contracted for:				
Property, plant and equipment and concession intangible assets	2,340	11,779	-	-
	73,038	18,746	192	-

## 28. RELATED PARTY TRANSACTIONS

## (a) Sale and purchase of goods and services

In addition to related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Significant transactions with subsidiaries</b>				
Dividend income	-	-	119,200	119,200
Management fee received from subsidiaries	-	-	48,967	48,126
Rental expense charged by BPSB	-	-	(3,600)	(3,600)

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 28. RELATED PARTY TRANSACTIONS (CONTINUED)

### (a) Sale and purchase of goods and services (Continued)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Transactions with subsidiaries of a substantial shareholder, Petroliam Nasional Berhad:</b>				
Rendering of services:				
- Malaysia LNG Sdn. Bhd.	128,886	145,642	-	-
- Vestigo Petroleum Sdn. Bhd.	365	481	-	-
- PETRONAS Carigali Sdn. Bhd.	12,649	10,386	-	-
- PETRONAS Dagangan Berhad	2,907	2,419	-	-
- PETRONAS LNG Ltd.	179,543	85,562	-	-
- PETRONAS Chemical Marketing (Labuan) Ltd.	647	644	-	-
Purchase of fuel and lubricants:				
- PETRONAS Dagangan Berhad	(20,859)	(24,460)	-	-
- PETRONAS Lubricants Marketing (Malaysia) Sdn. Bhd.	(828)	-	-	-
<b>Transactions with a subsidiary of a substantial shareholder, State Financial Secretary (Sarawak State Government):</b>				
Purchase of gas:				
- Petroleum Sarawak Berhad (PETROS)	(3,961)	(3,645)	-	-

Information regarding outstanding balances arising from related party transactions as at 31 December 2023 are disclosed in Notes 18 and 22.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 28. RELATED PARTY TRANSACTIONS (CONTINUED)

## (b) Compensation of key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Directors of that entity.

The remuneration and benefits of Directors and other member of key management of the Group and of the Company during the year are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Remuneration and benefits	4,754	5,436	3,941	2,985
Post-employment benefits:				
Defined contribution plan	410	372	410	256
	5,164	5,808	4,351	3,241

## 29. SERVICE CONCESSION ARRANGEMENTS

## (a) BPSB

In a privatisation exercise by the Malaysian Government on 31 December 1992, BPA sold the business of port operations at Bintulu Port to BPSB. According to the Privatisation Agreement, the subsidiary is granted a licence to provide port services at Bintulu Port for a period of 30 years, with an option to extend for another 30 years.

In consideration for a right to charge users of the port, the subsidiary pays a scheduled annual lease rental for the existing infrastructure and the land. Since the inception of the agreement, the subsidiary has also constructed additional infrastructure. These assets will be returned to BPA upon termination of the privatisation agreement at nominal value.

The charges to the users are according to a tariff set by BPA at the inception of the privatisation agreement and have not been varied.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 29. SERVICE CONCESSION ARRANGEMENTS (CONTINUED)

### (a) BPSB (Continued)

	Intangible assets	
	Gross value RM'000	Net carrying amount RM'000
• Description arrangement: Financing, building and operating of Bintulu Port	- (2022: 1,776,507)	- (2022: Nil)
• Period of concession: 1993 -2022, with the option to extend for thirty years		
• Remuneration: Services for port facilities		
• Investment grant from concession grantor: No		
• Infrastructure return to grantor at end of concession		
• Investment and renewal obligations: Nil		
• Re-pricing dates: Nil		
• Interim concession period (1 January 2023 - 31 December 2024)	-	141,718

The 30-years concession period of Bintulu Port Sdn. Bhd. ("BPSB") under the Privatisation Agreement had ended on 31 December 2022. The Government through Unit Kerjasama Awam Swasta ("UKAS") via letter dated 8 October 2014 had in principle approved the extension of concession for BPSB to operate Bintulu Port for another 30 years (2023 – 2052) subject to terms and conditions to be agreed upon by the parties.

Previously, on 24 November 2022, BPSB has entered into an initial Interim Agreement with the Government of Malaysia and Bintulu Port Authority ("BPA") to continue the operation of Bintulu Port during an Interim Period of six (6) months which expired on 30 June 2023.

In furtherance to this, BPSB has entered into a Second Interim Agreement with the Government of Malaysia represented by Ministry of Transport Malaysia and BPA whereby the official handing over ceremony was held on 15 August 2023 in Bintulu. This follows the initial notification dated 11 April 2023 on the Cabinet's approval for BPSB to continue operating the Bintulu Port for an Interim Period ("IP") of twelve (12) months starting from 1 July 2023 and to end on 30 June 2024.

The Second Interim Agreement formalises the aforementioned twelve (12) months extension and provides an option for a further six (6) month extension thereafter.



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 29. SERVICE CONCESSION ARRANGEMENTS (CONTINUED)

### (a) BPSB (Continued)

The Company has recognised the rights to operate the Bintulu Port and the corresponding lease liabilities up to 31 December 2024.

The Prime Minister of Malaysia during the 2024 Budget speech held on 13 October 2023 had announced that Bintulu Port Authority (BPA) will be handed over to the Sarawak Government. Currently, the State Government is in the process of preparing the required legal provisions and other arrangements to assume control of the port. The operations of Bintulu Port operated by BPSB will not be disrupted during the process of the Sarawak Government's takeover from the Federal Government.

On 4 December 2023, State Deputy Infrastructure and Port Development Minister announced that Sarawak State Government will be taking over the Port. It was announced that the handover of Bintulu Port from the Federal Government to the Sarawak State Government will be finalised in June 2024.

Management is in the opinion that the concession agreement between Sarawak State Government and BPSB will be finalised after the handover is completed.

### (b) SIPSB

On 9 July 2013, a subsidiary, SIPSB and Bintulu Port Holdings Berhad signed a service agreement ("Principal Agreement") with the State Government of Sarawak for building, operating and transfer of Samalaju Port.

The estimated cost of developing the port is RM1.9 billion of which approximately RM500 million is in respect of capital dredging and reclamation which were funded by a grant from the government of Malaysia. In addition, SIPSB is required to pay a scheduled annual lease rental for the land effective from the date of completion of the port facilities.

In consideration for the construction of the port, the subsidiary is given the right to charge port users for the services rendered in accordance with port tariffs approved by the State Government of Sarawak. The operation under the service concession agreement is for a period of forty years effective from the date of completion of Phase 1 of the port facilities in June 2017, with an option to extend for twenty years.

At the end of the concession period, the subsidiary shall transfer all moveable and immoveable assets of the port facilities at values determined according to the terms of the agreement.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

### 29. SERVICE CONCESSION ARRANGEMENTS (CONTINUED)

#### (b) SIPSB (Continued)

The main features of the concession arrangements are summarized as follows:

	Intangible assets	
	Gross value RM'000	Net carrying amount RM'000
• Description arrangement: Financing, building and operating of Samalaju Port	1,433,946 (2022: 1,430,031)	1,190,942 (2022: 1,222,911)
• Period of concession: 2017 -2056, with an option to extend for twenty years		
• Remuneration: Services for port facilities		
• Investment grant from concession grantor: Yes		
• Infrastructure return to grantor at end of concession		
• Investment and renewal obligations: Nil		
• Re-pricing dates: Nil		

### 30. FAIR VALUE OF FINANCIAL INSTRUMENTS

#### (a) Fair values of financial instruments not carried at fair value

Set out below, is a comparison of the carrying amounts and fair values of the Group's financial instruments, by class, other than those with carrying amounts which are reasonable approximations of fair values:

Group	Carrying amount		Fair value	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
<b>Financial liabilities:</b>				
Interest-bearing loans and borrowings - Sukuk Murabahah	884,870	943,359	881,365	922,064
Land lease obligation	257,053	112,162	244,558	108,604
Lease liabilities	62,046	69,051	68,491	84,028
	<b>1,203,969</b>	1,124,572	<b>1,194,414</b>	1,114,696

The fair values of the above financial liabilities are estimated by discounting expected future cashflows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

# NOTES TO THE FINANCIAL STATEMENTS

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30. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONTINUED)

(b) Determination of fair value

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

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	18
Other payables	22
Lease liabilities	24

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

31. FAIR VALUE MEASUREMENT

Fair value hierarchy

The Group and the Company classify fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 - Quoted prices in active markets for identical assets or liabilities; or
- Level 2 - Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; or
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table provides the fair value measurement hierarchy of the Group’s and the Company’s assets and liabilities.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 31. FAIR VALUE MEASUREMENT (CONTINUED)

### Fair value hierarchy (Continued)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities as at 31 December are as follows:

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
<b>Group</b>				
<b>2023</b>				
<b>Current assets at fair value (Note 19)</b>				
Investment in securities	-	456,225	-	456,225
<b>Liabilities for which fair values are disclosed (Note 30 (a))</b>				
Loans and borrowings - Sukuk Murabahah	-	881,365	-	881,365
Land lease obligation	-	244,558	-	244,558
Lease liabilities	-	68,491	-	68,491
	-	1,194,414	-	1,194,414
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
<b>Group</b>				
<b>2022</b>				
<b>Current assets at fair value (Note 19)</b>				
Investment in securities	-	430,588	-	430,588
<b>Liabilities for which fair values are disclosed (Note 30 (a))</b>				
Loans and borrowings - Sukuk Murabahah	-	922,064	-	922,064
Land lease obligation	-	108,604	-	108,604
Lease liabilities	-	84,028	-	84,028
	-	1,114,696	-	1,114,696



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 31. FAIR VALUE MEASUREMENT (CONTINUED)

## Fair value hierarchy (Continued)

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 4 RM'000
<b>Company</b>				
<b>2023</b>				
<b>Current assets at fair value (Note 19)</b>				
Investment in securities	-	86,843	-	86,843
<b>2022</b>				
<b>Current assets at fair value (Note 19)</b>				
Investment in securities	-	82,316	-	82,316

There have been no transfers between Levels during the financial year.

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The Group's financial risk management strategy seeks to minimise potential adverse effects of financial performance of the Group. The key financial risks include interest rate risk, credit risk and liquidity risk. The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the management. The audit committee provides independent oversight to the effectiveness of the risk management process.

The following sections provide details regarding the Group's exposures to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

## (a) Interest rate risk

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

The Group's and the Company's exposure to the interest rate risk relate to fixed deposits, money market investments and repurchasing agreement ("REPO") with financial institutions.

Since all the Group's and the Company's financial assets and liabilities are fixed rate instruments measured at amortised cost, a change in interest rate is not expected to have material impact on the Group's and the Company's profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### (b) Credit risk

#### Risk management objectives, policies and processes for managing the risk

The Group and the Company minimise credit risk by ensuring that all potential third-party counterparties are assessed prior to registration and entering into new contracts. Existing third-party counterparties are also subject to regular reviews, including reappraisal and approval of granted limits. The creditworthiness of counterparties is assessed based on an analysis of all available quantitative and qualitative data regarding business risks and financial standing, together with the review of any relevant third party and market information.

The Group and the Company use ageing analysis and credit term review to monitor the credit quality of the receivables. Any customers including related companies exceeding their credit limit are monitored closely.

At each reporting date, the Group and the Company assess whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

#### Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables are represented by the carrying amounts in the statement of financial position.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the customer;
- a breach of contract such as a default; or
- it is probable that the customer will enter bankruptcy or other financial reorganisation.

#### Recognition and measurement of impairment loss

In managing credit risk of trade receivables, the Group and the Company manage its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

## (b) Credit risk (Continued)

## Recognition and measurement of impairment loss (Continued)

There is minimal expected credit loss ("ECL") of trade receivables as the Group is not exposed to any credit exposure as the major customers pledge bank guarantee for the services provided. For customers that do not pledge bank guarantee with the Group, security deposits or advance payments were required to be placed before the transactions take place, rendering low credit risk to the Group. Hence, no expected credit loss was provided for during the financial year as the impact to the Group was deemed immaterial.

The following table provides information about exposure to credit risk and expected credit loss for trade receivables of the Group and of the Company as at 31 December 2023 and 31 December 2022:

Group	Gross carrying amount RM'000	Loss allowance RM'000	Net balance RM'000
<b>31 December 2023</b>			
<b>Trade receivables – LNG*:</b>			
Current (not past due)	19,509	-	19,509
More than 15 days past due	32	-	32
	<b>19,541</b>	<b>-</b>	<b>19,541</b>
<b>Trade receivables – Non LNG:</b>			
Current (not past due)	10,110	-	10,110
1 to 30 days past due	112	-	112
More than 90 days past due	7	-	7
	<b>10,229</b>	<b>-</b>	<b>10,229</b>
	<b>29,770</b>	<b>-</b>	<b>29,770</b>

\* - This relates to customers with vessels that carry liquefied natural gas.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### (b) Credit risk (Continued)

Group	Gross carrying amount RM'000	Loss allowance RM'000	Net balance RM'000
<b>31 December 2023</b>			
<b>Trade receivables - bulking services:</b>			
Current (not past due)	2,804	-	2,804
1 to 30 days past due	54	-	54
	<b>2,858</b>	<b>-</b>	<b>2,858</b>
<b>Trade receivables - port services at Samalaju:</b>			
Current (not past due)	9,170	-	9,170
	<b>41,798</b>	<b>-</b>	<b>41,798</b>
<b>31 December 2022</b>			
<b>Trade receivables - LNG*:</b>			
Current (not past due)	13,972	-	13,972
	<b>13,972</b>	<b>-</b>	<b>13,972</b>



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

## (b) Credit risk (Continued)

Group	Gross carrying amount RM'000	Loss allowance RM'000	Net balance RM'000
<b>31 December 2022</b>			
<b>Trade receivables - Non LNG:</b>			
Current (not past due)	14,718	-	14,718
1 to 30 days past due	587	-	587
	15,305	-	15,305
	29,277	-	29,277
* - This relates to customers with vessels that carry liquefied natural gas.			
<b>Trade receivables - bulking services:</b>			
Current (not past due)	2,301	-	2,301
1 to 30 days past due	5	-	5
	2,306	-	2,306
<b>Trade receivables - port services at Samalaju:</b>			
Current (not past due)	15,410	-	15,410
	46,993	-	46,993

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### (c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from their ability to meet the obligations on their activities in the construction of concession infrastructure. The Group will fund these activities through equity and credit facilities.

Analysis of financial instruments by remaining contractual maturities

The table below analyses the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted repayment obligations.

Group	Carrying amount RM'000	Contractual cash flows RM'000	Within one year RM'000	Two to five years RM'000	More than five years RM'000
At 31 December 2023					
Financial liabilities:					
Other payables (Note 22)	128,109	164,259	65,369	8,069	90,821
Loans and borrowings (Note 23)	884,870	1,145,044	134,842	397,952	612,250
Lease liabilities (Note 24)	319,099	469,271	165,130	49,466	254,675
Total undiscounted financial liabilities	1,332,078	1,778,574	365,341	455,487	957,746
At 31 December 2022					
Financial liabilities:					
Other payables (Note 22)	131,991	131,991	62,993	6,358	62,033
Loans and borrowings (Note 23)	943,359	1,302,800	37,630	495,932	769,238
Lease liabilities (Note 24)	181,213	316,267	19,884	50,786	245,297
Total undiscounted financial liabilities	1,256,563	1,751,058	120,507	553,076	1,076,568

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

## (c) Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual maturities (Continued)

Company	Carrying amount RM'000	Contractual cash flows RM'000	Within one year RM'000	Two to five years RM'000	More than five years RM'000
At 31 December 2023					
Financial liabilities:					
Other payables (Note 22)	5,499	5,499	4,316	1,183	-
At 31 December 2022					
Financial liabilities:					
Other payables (Note 22)	4,840	4,840	3,489	1,351	-

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 33. CATEGORIES OF FINANCIAL INSTRUMENTS

The table below provides an analysis of financial instruments categorised as follows:

- i) Amortised cost ("AC")
- ii) Fair value through profit or loss ("FVTPL")

	Note	FVTPL RM'000	AC RM'000	Total carrying amount RM'000
<b>2023</b>				
<b>Group</b>				
<b>Financial assets</b>				
Trade and other receivables	18	-	77,728	77,728
Cash and bank balances	20	-	742,118	742,118
Investment in securities	19	456,225	-	456,225
		456,225	819,846	1,276,071
<b>Financial liabilities</b>				
Other payables	22	-	128,109	128,109
Loans and borrowings	23	-	884,870	884,870
Lease liabilities	24	-	319,099	319,099
		-	1,332,078	1,332,078
<b>2022</b>				
<b>Group</b>				
<b>Financial assets</b>				
Trade and other receivables	18	-	74,677	74,677
Cash and bank balances	20	-	684,533	684,533
Investment in securities	19	430,588	-	430,588
		430,588	759,210	1,189,798



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 33. CATEGORIES OF FINANCIAL INSTRUMENTS (CONTINUED)

	Note	FVTPL RM'000	AC RM'000	Total carrying amount RM'000
<b>2022</b>				
<b>Group</b>				
<b>Financial liabilities</b>				
Other payables	22	-	131,991	131,991
Loans and borrowings	23	-	943,359	943,359
Lease liabilities	24	-	181,213	181,213
		-	1,256,563	1,256,563
<b>2023</b>				
<b>Company</b>				
<b>Financial assets</b>				
Trade and other receivables	18	-	11,742	11,742
Cash and bank balances	20	-	172,716	172,716
Investment in securities	19	86,843	-	86,843
		86,843	184,458	271,301
<b>Financial liabilities</b>				
Other payables	22	-	17,215	17,215

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 33. CATEGORIES OF FINANCIAL INSTRUMENTS (CONTINUED)

	Note	FVTPL RM'000	AC RM'000	Total amount carrying RM'000
<b>2022</b>				
<b>Company</b>				
<b>Financial assets</b>				
Trade and other receivables	18	-	4,587	4,587
Cash and bank balances	20	-	127,885	127,885
Investment in securities	19	82,316	-	82,316
		82,316	132,472	214,788
<b>Financial liabilities</b>				
Other payables	22	-	18,129	18,129

## 34. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder's value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic condition. To maintain or adjust capital structure, the Group may adjust the dividend payment to shareholders.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, loans and borrowings, other payables, lease liabilities less cash and bank balances. Capital includes equity attributable to the owners of the parent.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 34. CAPITAL MANAGEMENT (CONTINUED)

	Note	Group	
		2023 RM'000	2022 RM'000
Loans and borrowings	23	884,870	943,359
Other payables	22	128,109	131,991
Lease liabilities	24	319,099	181,213
Less: Cash and bank balances	20	(742,118)	(684,533)
Net debt		589,960	572,030
Equity attributable to the owners of the parent		1,825,207	1,754,269
Total equity		1,825,207	1,754,269
<b>Capital and net debt</b>		<b>2,415,167</b>	<b>2,326,299</b>
<b>Gearing ratio</b>		<b>24.43%</b>	<b>24.59%</b>

## 35. SEGMENT INFORMATION

The Group reporting is organised and managed into two major business segments based on the nature of services provided, which requires different business and marketing strategies reportable segments are summarised as follows:

- (i) Port operations - the provision of port services and construction services which include construction of port facilities, handling of cargo for liquefied natural gas, petroleum products, liquefied petroleum gas, general cargo, container, dry bulk cargo and other ancillary services; and
- (ii) Bulking services - the provision of bulking installation facilities for palm oil, edible oils, vegetable oils, fats and its by-products.

Except as indicated above, no operating segments has been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects, may be measured differently from operating profit or loss in the consolidated financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 35. SEGMENT INFORMATION (CONTINUED)

	Port Operations RM'000	Bulking Services RM'000	Others RM'000	Consolidation Adjustments and Eliminations RM'000	Note	Per Consolidated Financial Statements RM'000
<b>31 December 2023</b>						
Revenue:						
External customers (Note 4)	724,707	45,352	-	-		770,059
Inter-segment	9,563	6,090	168,167	(183,820)		-
Total revenue	734,270	51,442	168,167	(183,820)	A	770,059
<b>Results:</b>						
Finance income	24,524	1,757	7,988	-		34,269
Guarantee fee income	-	-	1,572	(1,572)		-
Depreciation and amortisation	209,720	9,516	1,204	-		220,440
Other non-cash expenses	80,817	1,145	261	-	B	82,223
Segment profit	145,270	19,890	112,413	(120,772)	C	156,801
<b>Assets:</b>						
Additions to non-current assets	292,159	399	849	-	D	293,407
Segment assets	2,819,280	183,455	1,328,726	(1,064,131)	E	3,267,330
Segment liabilities	1,420,836	28,034	17,215	(23,962)	F	1,442,123



# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 35. SEGMENT INFORMATION (CONTINUED)

	Port Operations RM'000	Bulking Services RM'000	Others RM'000	Consolidation Adjustments and Eliminations RM'000	Note	Per Consolidated Financial Statements RM'000
<b>31 December 2022</b>						
Revenue:						
External customers (Note 4)	748,413	44,674	-	-		793,087
Inter-segment	10,335	6,101	168,812	(185,248)		-
Total revenue	758,748	50,775	168,812	(185,248)	A	793,087
<b>Results:</b>						
Interest income	14,125	839	3,764	-		18,728
Guarantee fee income	-	-	1,486	(1,486)		-
Depreciation and amortisation	203,374	9,426	1,295	-		214,095
Other non-cash expenses	44,443	1,161	228	-	B	45,832
Segment profit	172,990	17,214	108,584	(120,686)	C	178,012
<b>Assets:</b>						
Additions to non-current assets	31,099	1,462	407	-	D	32,968
Segment assets	2,705,431	179,122	1,272,427	(1,056,711)	E	3,100,269
Segment liabilities	1,316,325	29,660	18,129	(18,114)	F	1,346,000

A Revenue from one (2022: one) major customer amounted to RM129 million (2022: RM146 million) representing 17% (2022: 18%) of the total Group's revenue.

# NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 35. SEGMENT INFORMATION (CONTINUED)

B Other material non-cash expenses consist of the following items as presented in the respective notes to the financial statements:

	Group	
	2023	2022
	RM'000	RM'000
Staff gratuities	544	547
Maintenance dredging costs	50,527	19,520
Replacement obligations	10,610	8,732
Directors' gratuities	261	228
Unwinding of discount (excluding Sukuk)	20,281	16,707
Inventories written off	-	98
	<b>82,223</b>	<b>45,832</b>

C The following items are deducted from segment profit to arrive at "Profit before tax from continuing operations" presented in the consolidated statement of profit or loss:

	Group	
	2023	2022
	RM'000	RM'000
Dividend income	(119,200)	(119,200)
Guarantee fee income	(1,572)	(1,486)
	<b>(120,772)</b>	<b>(120,686)</b>

D Additions to non-current assets consist of:

Property, plant and equipment	5,251	31,471
Intangible assets	288,156	1,497
	<b>293,407</b>	<b>32,968</b>

E The following items are deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2023	2022
	RM'000	RM'000
Investment in subsidiaries	(1,051,900)	(1,051,900)
Inter-segment receivables	(12,231)	(4,811)
	<b>(1,064,131)</b>	<b>(1,056,711)</b>

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2023

## 35. SEGMENT INFORMATION (CONTINUED)

F The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2023 RM'000	2022 RM'000
Inter-segment payables	(23,962)	(18,114)

Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Malaysia	766,508	768,372	1,605,453	1,526,033
Brunei	3,551	24,715	2	3
	770,059	793,087	1,605,455	1,526,036

Non-current assets information presented above consist of the following items as presented in the Group's statement of financial position:

	2023 RM'000	2022 RM'000
Property, plant and equipment	225,871	248,929
Right-of-use assets	40,881	47,573
Intangible assets	1,338,703	1,229,534
	1,605,455	1,526,036

## 36. RETAINED EARNINGS

The Company may distribute dividends out of its entire retained earnings as at 31 December 2023 under the single tier system.

## 37. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 December 2023 were authorised for issue in accordance with a resolution of the Directors on 20 March 2024.

# INDEPENDENT AUDITORS' REPORT

to the members of Bintulu Port Holdings Berhad (Incorporated in Malaysia)

## Report on the audit of the financial statements

### *Opinion*

We have audited the financial statements of Bintulu Port Holdings Berhad, which comprise the statements of financial position as at 31 December 2023 of the Group and of the Company, and 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 year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 122 to 215.

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

### *Basis for opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. 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 audit 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 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, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.



# INDEPENDENT AUDITORS' REPORT

to the members of Bintulu Port Holdings Berhad (Incorporated in Malaysia)

## Report on the audit of the financial statements (Continued)

### Key audit matters (Continued)

Impairment assessment of (a) concession intangible assets and (b) investment in a subsidiary

(Refer to Note 2.10, Note 3.2(b), Note 15 and Note 16 to the financial statements)

#### Impairment assessment of the Group's concession intangible assets

##### (a) Concession intangible assets

The Group is required to perform impairment test of cash-generating units ("CGU") whenever there is indication that the CGU may be impaired by comparing the carrying amount with its recoverable amount. The continued loss reported by a subsidiary, Samalaju Industrial Port Sdn. Bhd. ("SIPSB"), was identified by the management as an indication that the carrying amount of the related concession intangible assets of RM1.190 billion (representing 36% of the Group's total assets) may be impaired. Accordingly, the Group estimated the recoverable amount of the concession intangible assets of SIPSB using value in use ("VIU"). Estimating the VIU involves estimating the future cash inflows and outflows that will be derived from the CGU, and discounting them at an appropriate rate.

#### Impairment assessment of the Company's investment in a subsidiary

##### (b) Investment in a subsidiary

The continued loss reported by SIPSB as mentioned above indicates that the carrying amount of investment in SIPSB may also be impaired. The carrying amount of investment in SIPSB was RM711.9 million, representing 54% of the Company's total assets. Considering SIPSB's underlying assets comprise the concession intangible assets as stated in (a), the management estimated the recoverable amount of the investment using the same VIU.

We focus on the impairment reviews above due to their significance to the Group and the Company and significant judgements and estimates were involved in the assessment of possible variations in the amount and timing of cash flows and the determination of an appropriate discount rate for the impairment assessment.

To address the key audit matters, our audit procedures included, among others evaluating the assumptions and methodologies used by the Group and the Company, in particular the assumptions to which the recoverable amount of the CGU is most sensitive such as the cargo volume projections and discount rate by performing the following:

- (a) evaluated the reasonableness of projected cargo volume by comparing to past actual outcomes and corroborating the expected volume of the port users with available public information and customer survey data, where applicable;
- (b) together with Ernst & Young PLT valuation specialists, evaluated the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset. We have also assessed the appropriateness of the methodology and approach applied, and considered whether they are commonly used in the industry;
- (c) assessed the sensitivity of the cash flows to changes in the discount rate and projected cargo volume; and
- (d) evaluated the adequacy of the related disclosures in the financial statements.

## INDEPENDENT AUDITORS' REPORT

to the members of Bintulu Port Holdings Berhad (Incorporated in Malaysia)

### Report on the audit of the financial statements (Continued)

#### *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 Group's 2023 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 on the other information that we obtained prior to the date of this auditors' report, 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.

When we read the Annual Report, if we conclude that there is material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

#### *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 Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability 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 International Standards on Auditing 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.

## INDEPENDENT AUDITORS' REPORT

to the members of Bintulu Port Holdings Berhad (Incorporated in Malaysia)

### Report on the audit of the financial statements (Continued)

#### *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 International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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.
- 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 Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- 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 Group's or the Company's ability 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.
- 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.
- 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, related safeguards.

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

## INDEPENDENT AUDITORS' REPORT

to the members of Bintulu Port Holdings Berhad (Incorporated in Malaysia)

### Report on the audit of the financial statements (Continued)

#### *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.

Ernst & Young PLT  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Kuala Lumpur, Malaysia  
20 March 2024

Ahmad Siddiq Bin Ahmad Hasbullah  
No. 03675/07/2024 J  
Chartered Accountant



# SHAREHOLDINGS STATISTICS

## 1. ANALYSIS OF HOLDINGS

Size of Holdings	No. of Holders		No. of Shares		%	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
1 - 99	80	1	610	94	0.000	0.000
100 - 1,000	571	10	458,631	7,900	0.099	0.001
1,001 - 10,000	554	11	2,275,380	41,200	0.494	0.008
10,001 - 100,000	123	4	3,238,800	90,000	0.704	0.019
100,001 - 22,999,999 (*)	26	3	87,606,885	1,018,000	19.044	0.221
23,000,000 and above (**)	4	0	365,262,500	0	79.404	0.000
Total	<b>1,358</b>	<b>29</b>	<b>458,842,806</b>	<b>1,157,194</b>	<b>99.745</b>	<b>0.249</b>

\* Less than 5% of issued shares

\*\* 5% and above of issued shares

## 2. LIST OF TOP 30 HOLDERS

No.	Name	Holdings	%
1	CIMB Group Nominees (Tempatan) Sdn. Bhd. Exempt An For Petroliam Nasional Berhad	131,171,000	28.515
2	State Financial Secretary Sarawak	122,701,000	26.674
3	Equisar Assets Sdn. Bhd.	69,200,000	15.043
4	Kumpulan Wang Persaraan (Diperbadankan)	42,190,500	9.171
5	Citigroup Nominees (Tempatan) Sdn. Bhd. Employees Provident Fund Board	15,536,838	3.377
6	Misc Berhad	10,619,000	2.308
7	Amanahraya Trustees Berhad Amanah Saham Bumiputera	8,980,485	1.952
8	Amanahraya Trustees Berhad Amanah Saham Malaysia 2 - Wawasan	8,400,200	1.826
9	Citigroup Nominees (Tempatan) Sdn. Bhd. Urusharta Jamaah Sdn. Bhd. (1)	7,691,700	1.672
10	Citigroup Nominees (Tempatan) Sdn. Bhd. Employees Provident Fund Board (Islamic)	7,332,862	1.594
11	Wong Lok Jee @ Ong Lok Jee	5,612,100	1.220
12	Amanahraya Trustees Berhad Amanah Saham Malaysia	5,500,000	1.195

## SHAREHOLDINGS STATISTICS

No.	Name	Holdings	%
13	Amanahraya Trustees Berhad Public Islamic Select Treasures Fund	3,974,800	0.864
14	Amanahraya Trustees Berhad Public Ittikal Sequel Fund	3,394,200	0.737
15	Amanahraya Trustees Berhad Amanah Saham Bumiputera 3 - Didik	3,394,200	0.652
16	Amanahraya Trustees Berhad Public Islamic Dividend Fund	1,587,800	0.345
17	Cimsec Nominees (Tempatan) Sdn. Bhd. Cimb For Siva Kumar A/L M Jeyapalan (Pb)	1,118,900	0.243
18	Amanahraya Trustees Berhad Amanah Saham Malaysia 3	888,500	0.193
19	Shoptra Jaya (M) Sdn. Bhd.	724,100	0.157
20	Mercsec Nominees (Asing) Sdn. Bhd. Pledged Securities Account For Loh Kah Wai	702,000	0.152
21	Maybank Nominees (Tempatan) Sdn. Bhd. Mtrustee Berhad For Tabung Baitulmal Sarawak (Majlis Islam Sarawak)(Fm-Assar-Tbs) (419511)	588,000	0.127
22	Koperasi Jayadiri Malaysia Berhad	500,000	0.108
23	Cimsec Nominees (Tempatan) Sdn. Bhd. CIMB For Muthukumar A/L Jeyapalan (Pb)	380,000	0.082
24	Tan Wui Yee	350,000	0.076
25	Rhb Nominees (Asing) Sdn. Bhd. Pledged Securities Account For Loh Kah Wai	300,000	0.065
26	Cimsec Nominees (Tempatan) Sdn. Bhd. Cimb for Sharon A/P S I Josop (Pb)	250,000	0.054
27	Seumas Tan Nyap Tek	219,300	0.047
28	Ahmat Bin Narawi	205,000	0.044
29	Cimsec Nominees (Tempatan) Sdn. Bhd. Cimb for Mahesh A/L Siva Kumar (Pb)	200,000	0.043
30	Public Invest Nominees (Asing) Sdn. Bhd. Pledged Securities Account for Muhamad Aloysius Heng (M)	160,000	0.034

## SHAREHOLDINGS STATISTICS

### 3. SUBSTANTIAL SHAREHOLDERS

No.	Name of Holders	Shareholdings	%
1.	CIMB Group Nominees (Tempatan) Sdn. Bhd. Exempt an for Petroliam Nasional Berhad	131,171,000	28.515
2.	State Financial Secretary Sarawak	122,701,000	26.674
3.	Equisar Assets Sdn. Bhd.	69,200,000	15.043
4.	Kumpulan Wang Persaraan (Diperbadankan)	42,190,500	9.171
	Total	<b>365,262,500</b>	<b>70,241.171</b>

# SUMMARY OF EQUIPMENT & FACILITIES

Description		Total Capacity/Area		
Type Of Berth	No. of Berth/Jetty	Length (meter)	Depth (meter)	Max Vessel Size (dwt)
Bintulu Port Sdn Bhd				
General Cargo Wharf	3	514.5	10.5	25,000
Bulk Cargo Wharf	1	270	13.5	60,000
LNG Jetty	3	-	15.0	80,000
LPG Jetty (Decommissioned until further notice)	1	289	11.0	51,000
Petrochemical Terminal	2	380	11.0	30,000
Shell MDS Jetty	1	200	13.0	40,000
Container Terminal	2	450	14.0	55,000
Edible Oils Terminal	2	220	14.0	50,000
	1	120	9.0	10,000
	(Barge Berth)			
Single Buoy Mooring	2	-	19.5	320,000
Oil Barge Berth	1	65	7.0	2,000
Coastal Terminal	1	120	4.5	1,000
Multipurpose Terminal	5	950	14.0	55,000
Bunkering Berth (MPT 10)	1	45	4.5	8,000
Samalaju Industrial Port Sdn Bhd				
Barge Berth	2	340	8	8,000
Ro Ro Ramp	1	20	7	8,000
Handymax Berth	4	907	13.5	50,000
Handysize Berth	1	214	11	30,000
Tugboat Jetty	1	70.4	7	420 GT



## SUMMARY OF EQUIPMENT & FACILITIES

Type Of Storage	Units	Area (m <sup>2</sup> )
<b>General Cargo Wharf</b>		
- Transit Shed	2	10,0000
- Transit Shed 1		5,000
- Transit Shed 2		2,860
- Timber Yard		2,140
- Storage Godown	3	72,000 (each Storage Godown area 2 400 m <sup>2</sup> )
- Open Storage Area	16 Block (each bay length: 127.60 m) (each bay width: 18.25 m)	71,900
- Ringger Warehouse	1	2,376
<b>Multipurpose Teminal</b>		
- Timber Shed	2	7,800 m <sup>2</sup> each
- Hazardous Godown	1	1,200 m <sup>2</sup>
- Open Yard	6 Block A/B (each bay length: 55.22 m) (each bay width: 15.86 m)	17,160 m <sup>2</sup>
<b>Container Terminal</b>		
- RTG Block	26	2 496 Grounds Slots*
- RSD Block	8	640 Grounds Slots*
- Customs Examination Area	1	12 Grounds Slots*
- Dangerous Goods Storage	1	84 Grounds Slots*
- Reefer Points	1	84 Grounds Slots*
- On-Dock Depot (ODD)	5	442 Grounds Slots* *(Twenty Footer)
<b>Type of Vessels</b>		
Mooring Boat	3	-
Shiphandling Tug 45 Tons	3	45 tonnes bollard pull
Shiphandling Tug 45 Tons (Charter)	5	45 tonnes bollard pull
Shiphandling Tug 25 Tons	3	25 tonnes bollard pull
Shiphandling Tug 25 Tons (Charter)	2	25 tonnes bollard pull
Pilot Boat	2	-
Pilot Boat (Charter)	2	-
Patrol Boat	3	-
Patrol Dinghy	1	-
Fiberglass Patrol Boat	1	-

## SUMMARY OF EQUIPMENT & FACILITIES

Cargo Handling & Mechanical Equipment	No Of Units	Capacity (Tonnes) *Safe Working Load (Swl)/ Safe Loading Capacity/Towing Capacity
Container Handling Equipment		
Quay Crane	2 (BPSB/QC/01 is to be commissioned)	40.6 (Under Spreader) & 50 (Cargo Beam)
i) Post-Panamax		
ii)Panamax		
Rubber Tyred Gantry Crane		
i) 4+1 high with 6+1 row	4	40.6 (Under Spreader)
ii)6+1 high with 6+1 row	10	
Reach Stacker	8	45
Terminal Tractor	41	60
Container Trailer	49	40
Heavy Forklift	4	8
LPG Forklift	2	3
Cargo Handling Equipment		
Battery Powered Forklift	2	3
Empty Reach Stacker	2	10
Heavy Forklift (Diesel)	6	8
Forklift (Diesel)	44	4
Extra Heavy Forklift (Diesel)	1	25
LPG Forklift	1	3
Battery Powered Forklift	1	3
Battery Powered Reach Truck	1	1.5
Battery Powered Side Stacker	1	1.5
Terminal Tractor	27	60
Platform Trailer	32	40
Mobile Truck Crane	1	50

## SUMMARY OF EQUIPMENT &amp; FACILITIES

Cargo Handling & Mechanical Equipment	No Of Units	Capacity (Tonnes) *Safe Working Load (Swl)/ Safe Loading Capacity/Towing Capacity
Bulking Machinery & Equipments		
Oil Fired Package Boilers	4	6 000kg/hr (Steam Generation)
Pumpsets (Pump House A)	15	250-350 mt/hr (for Export pump)
Road Tanker Pump – 7		115mt/hr (for Road Tanker pump)
Export Pump – 8		
Pumpsets (Pump House B)	12	250-350 mt/hr (for Export pump)
Road Tanker Pump – 6		115mt/hr (for Road Tanker pump)
Export Pump – 6		
Tonnes Toyota Forklift	1	2.5 tonnes
Tonnes Ry Forklift	2	3.0 tonnes
Ingersoll-Rand Air Compressor	4	(427 CFM)
Comp-Air Air Compressor	2	(420 CFM)
Diesel Standby Generator Set	1	500kVA
Pressure Vessel	3	30 M3
Samalaju Industrial Port Handling Equipment		
Quay Equipment	9	Hopper Bin Volume:
Portable Hoppers		30 m³, 40 m³ and 55 m³
Level Luffing Cranes	3	Under Grab: 25T SWL Under Hook: 40T SWL
Mobile Harbour Cranes	2	Under Grab: 52T Under Hook: 84T SWL Under Spreader: 41T SWL
Remote Control Grabs	8	Grab Volume: 5 – 10 m³
Yard Equipment	5	Under Grab : 8TSWL
Material Handlers		Under Hook : 20T SWL Under Spreader : 9T SWL
Reach Stackers	2	45T
Dump Trucks	8	35T
Terminal Tractors	8	Towing Capacity : 70T
Container Trailers	4	40T SWL
Platform Trailers	4	40T SWL
Extra Heavy Forklift	1	25T

## SUMMARY OF EQUIPMENT & FACILITIES

Capacity (Tonnes)	
*Safe Working Load (Swl)/	
Cargo Handling & Mechanical Equipment	No Of Units
Safe Loading Capacity/Towing Capacity	
Samalaju Industrial Port Handling Equipment	
Heavy Forklift	2
High Mast Forklift	10
Low Mast Forklifts	2
Excavator	7
Wheel Loaders	2
Skid Steer Loaders	4
Conveyor System Facilities	
Conveyor Belt Line-A	1
Conveyor Belt Line-B	2
Conveyor Belt Line-C	3
Conveyor Belt Line-D	2
Stacker 1 (Stockpile 1)	1
Stacker 2 (Stockpile 2)	1
Stacker 3 (Stockpile 3)	1
Bulking Facilities	No. of Units/ Facilities
2,600 MT Tank	19
2,000 MT Tank	42
1,000 MT Tank	16
650 MT Tank	8
Export Pipelines	19
Bulking Pipelines	16



# LIST OF PROPERTIES

Location	Description	Tenure (Years)	Area sq. ft.
<b>Land:</b>			
Part Of Lot 15 & 37 (Alienated Land), Tanjung Kidurong, Kemena Land District, Bintulu, Sarawak.	The surveyed land area identified in the Agreement to sub-lease (alienated land) dated 31.12.1992	Leasehold (expiring in 2022)	4 415 170
Part Of Lot 15 & 37 (BICT Land) Tanjung Kidurong, Kemena Land District, Bintulu, Sarawak.	The surveyed land area which covers the BICT	Leasehold (expiring in 2022)	2 693 040

Location	Age of Building (Years)	Area sq. ft.	Net Carrying Value (RM'000)
<b>Building, structures &amp; improvements:</b>			
<b>Built on Alienated Land</b>			
Single Storey Office Building	28	6 935	0
<b>Built on BICT land</b>			
Receipt & Delivery Building	24	12,110	0
Gate House	24	5,015	0
Crane Service Station	24	9,300	0
Crane Service Workshop (Extension)	15	3,488	0
Custom Examination Shed	24	2,583	0
Canteen Building	24	11,959	0
Marine Operation Building	24	16,534	0
Marine Maintenance Building	24	9,300	0
Wisma Kontena Building	23	69,727	0
Access Road (Including 2 Bridges)	24	-	0
Container Stacking Yard	24	1,937,229	0
Empty Container Stacking Yard	14	282,143	0
New Storage Yard	27	-	0
Container Stacking Yard (BICT Extension)	13	618,279	0
Upgrading Work to Open Storage Yard At BICT	11	1,216,935	0
Main Intake Substation	24	2,174	0
Quay Crane Substation	24	1,485	0
CFS Substation Marine	24	904	0

## LIST OF PROPERTIES

Location	Age of Building (Years)	Area sq. ft.	Net Carrying Value (RM'000)
<b>Building, structures &amp; improvements: (Continued)</b>			
<b>Built on Alienated Land (Continued)</b>			
Marine Operation Substation	24	1,098	0
Wharves 4 & 5	24	168,053	0
Small Craft Harbour	24	-	0
Coastal Terminal / Gravel Jetty	24	9,085	0
Bulk Fertilizer Warehouse	18	217,00	0
Container Freight Station	12	65,390	0
CFS Pit Type Weighbridge	12	-	0
Mooring Service Building	9	-	0
Lub oil storage shed	9	-	0
Schedule waste storage	9	-	0
Empty container stacking yard (extension)	9	-	0
Asphaltic concrete pavement near coastal terminal	9	-	0
<b>Built on multi-purpose terminal land (950 Meter wharf)</b>			
MPT Open Storage Yard	13	859,915	0
500m Ex-BPP Wharf At MPT	13	46,177	0
Transit Shed 1	12	95,723	0
Transit Shed 3	12	95,723	0
Plant Maintenance Workshop	12	23,182	0
Hazardous Goods Godown	12	17,823	0
Operator's Resthouse	12	2,809	0
M&E Plant Room	12	3,263	0
MPT Guard House (Gate House)	12	1,791	0
MPT Weighbridge	12	32,258	0
New Stone Base (Gravel) Area	10	22,604	0
Workers Resting Area At MPT	10	2,190	0
Temporary Bunkering Facility at MPT10	8	5,301	44
<b>Built on 2<sup>nd</sup> Inner Harbour Land</b>			
Edible Oil Terminal	16	44,215	0

# LIST OF PROPERTIES

Location	Age of Building (Years)	Area sq. ft.	Net Carrying Value (RM'000)
<b>Bulking Building: Built on 2<sup>nd</sup> Inner Harbour Land Buildings</b>			
Administrative Building	19	6,272	281
M&E Block A Building	19	3,833	127
M&E Block B Building	19	3,005	111
Pump House A	19	14,562	153
Pump House B	13	13,612	1 070
Operator Rest House	11	784	111
One Stop Sampling Store	10	-	56
<b>Samalaju Industrial Port Building and Structures Interim Port Facility</b>			
Access Road	9	437,876	10,081,285
Breakwater & Revetment	9	552m (length)	314,315,166
Wharf	9	146 820	56,573,660
Fender System	8	74 (nos)	
Navigation Lighting System	8	-	
Check Point Building	9	513.44	1,673,693
Weigh Bridges	9	-	1,757,912
Office Block A	9	7,408	678,566
Office Block B	9	7,408	623,489
Worker Rest Shed	9	4,347	400,390
Canteen	9	4,639	559,992
Maintenance Shed	9	8,816	734,828
Guard House	9	384	127,371
Miscellaneous Building	9	-	1,627,637
Administration Building and Control Tower			
Administration Building and Control Tower	6	20,700	18,328,233
Central Utilities Building Admin	6	3,198	700,515
Guard House	6	135	51,699
Access Road	6		4,296,059

## LIST OF PROPERTIES

Location	Age of Building (Years)	Area sq. ft.	Net Carrying Value (RM'000)
On-Shore Facilities	19	6,272	281
Warehouse Type 1 (Enclosed)			
Warehouse Type 2 (Open)	6	31,000	4,446,222
Central Utilities Building 1	6	2,906	463,343
Central Utilities Building 2	6	2,906	893,714
Central Utilities Building 3	6	2,906	
Central Utilities Building 4	6	3,982	734,231
Access Roads And Platforming (Stockpile)	6	3,181,811	69,081,033
Electrical Works	6		3,369,854
Weigh Bridge (2 No.)	6		179,991
Security Fencing	6		2,473,775
Wharves Facilities	6	136,739	
Handymax Wharf No. 1 (Including 2 Nos. Of Link Bridges)			143,550,037
Handymax Wharf No. 2	6	96,972	
Handymax Wharf No. 3	6	91,660	
Handymax Wharf No. 4	6	84,154	38,354,258
Handysize Wharf (Including 2 Nos. Of Link Bridges)	6	128,042	59,312,827
Tug Boat Jetty	6	3,789	3,622,750
Berth Amenity Shed	6	2,309	445,587
CUB Crane	6	4,361	696,489
2 Nos. Beacon Light Tower	6	264	2,815,953
Breakwater	6	1.6 km (length)	145,544,598
Southern Breakwater			
Northern Breakwater	6	1.9 km (length)	140,428,607
<b>Samalaju Industrial Port Building and Structures</b>			
<b>New Port Operation Equipment Workshop</b>			
Port Operation Equipment Works	2	13,281	2,795,317
Schedule Waste Storage	2	2,299	239,589
External Works	2	-	105,953
Mechanical and Electrical Works	2	-	1,358,291



# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the 28<sup>th</sup> Annual General Meeting (AGM) of Bintulu Port Holdings Berhad ("the Company") will be conducted physically at Putrajaya Ballroom 1, Main Lobby Level, Putrajaya Marriot Hotel, IOI Resort City, Wilayah Persekutuan Putrajaya on **Tuesday, 30 April 2024 at 10.00 a.m.** for the following purposes:-

## Agenda

### Ordinary Business

1. To receive the Audited Financial Statements for the year ended 31 December 2023 together with the Reports of the Directors and the Auditors thereon.  
(Please refer to Explanatory Note A)
2. To approve the payment of Directors' Fees amounting RM1,787,500.00 to the Non-Executive Directors of Bintulu Port Holdings Berhad Group of Companies for the year 2024 starting from 30 April 2024 until the next Annual General Meeting (AGM) of the Company in 2025. **(Resolution 1)**  
(Please refer to Explanatory Note B)
3. To approve the payment of Directors' benefits payable amounting RM700,000.00 to the Non-Executive Directors of Bintulu Port Holdings Berhad Group of Companies for the year 2024 starting from 30 April 2024 until the next Annual General Meeting (AGM) of the Company in 2025. **(Resolution 2)**  
(Please refer to Explanatory Note C)
4. To re-elect the following Directors who retire pursuant to Clause 24.5 of the Company's Constitution and, being eligible, have offered themselves for re-election:-
  - i. **Dato Sri Fong Joo Chung** **(Resolution 3)**
  - ii. **(Dr.) Salihin bin Abang** **(Resolution 4)**  
(Please refer to Explanatory Note D)
5. To re-elect the following Directors who retire pursuant to Clause 24.12 of the Company's Constitution and, being eligible, have offered themselves for re-election:-
  - i. **Datuk Amar Haji Mohamad Abu Bakar bin Marzuki** **(Resolution 5)**
  - ii. **Dato' Zamzuri bin Abdul Aziz** **(Resolution 6)**
  - iii. **Dato' Sharifah Halimah binti Tuanku Taha** **(Resolution 7)**
  - iv. **Datuk Dyg Sadiyah binti Abg Bohan** **(Resolution 8)**  
(Please refer to Explanatory Note E)
6. To re-appoint **Messrs. Ernst & Young PLT**, the retiring Auditors, as the Auditors of the Company for the financial year ending 31 December 2024 and to authorise the Directors to fix their remuneration. **(Resolution 9)**  
(Please refer to Explanatory Note F)
7. To transact any other business for which due notice has been given in accordance to Section 340 (1) (d) of the Companies Act 2016 and the Company's Constitution.

## NOTICE OF ANNUAL GENERAL MEETING

**FURTHER NOTICE IS HEREBY GIVEN THAT** for the purpose of determining a Member who shall be entitled to attend, speak and vote at this 28<sup>th</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. (Bursa Depository) in accordance with Clause 22.16 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 (SICDA) to issue a General Meeting Record of Depositors (ROD) as at **22 April 2024**. Only a depositor whose name appears on the ROD as at **22 April 2024** shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.

By Order of the Board,

**ROS LI BIN IDRIS**

(MIA15730) (SSM Practising Certificate No.: 201908003924)

**SHARIFAH RAFIDAH BINTI WAN MANSOR**

(LS0009456) (SSM Practising Certificate No.: 201908003039)

Company Secretaries  
Bintulu, Sarawak  
5 April 2024

### NOTES TO THE NOTICE OF ANNUAL GENERAL MEETING

#### IMPORTANT NOTICE

1. Only depositors whose names appear on the Record of Depositors as at 22 April 2024 shall be entitled to attend, speak and vote at the said meeting or proxy/proxies to attend, speak and vote on his/her behalf.
2. A member of the Company who is entitled to attend and vote at an Annual General Meeting of the Company may appoint not more than two (2) proxies to attend, participate, speak, and vote instead of the member at the Annual General Meeting.
3. If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of Bursa Malaysia.
4. Where a member of the Company is authorised, nominee as defined in the Central Depositories Act, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his attorney duly authorised in writing and in the case of a corporation, the instrument appointing a proxy must be under seal or under the hand of an officer or attorney duly authorised.
6. The instrument appointing a proxy must be deposited at the office of the appointed share registrar for this AGM, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur no later than 28 April 2024.
7. Pursuant to Paragraph 8.29A of Bursa Malaysia Main Market Listing Requirements, all resolutions set out in the Notice of 28<sup>th</sup> AGM will be put to vote on a poll.

## NOTICE OF ANNUAL GENERAL MEETING

8. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one 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.
9. Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
10. The appointment of a proxy may be made in a hard copy form, and the Form of Proxy must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
11. Please ensure ALL the particulars as required in this Form of Proxy are completed, signed and dated accordingly.
12. Last date and time for lodging this Form of Proxy is **10.00 a.m., 28 April 2024 (Sunday)**.
13. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote.
14. A copy of the power of attorney may be accepted provided that it is certified notarial and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
15. For a corporate member who has appointed an authorised representative, please deposit the ORIGINAL certificate of appointment of authorised representative with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:-
  - (i) if the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.

(ii) if the corporate member does not have a common seal the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:-

(a) at least two (2) authorised officers, of whom one shall be a director; or

(b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

### EXPLANATORY NOTES TO THE NOTICE OF AGM

#### Explanatory Note A

1. The Audited Financial Statements is laid in accordance with Section 340(1) (a) of the Companies Act 2016 and meant for discussion only as the Audited Financial Statements do not require shareholders' approval under the provision of Section 251(1) of the Companies Act 2016. As such, this Agenda item is not to be put forward for voting.

#### Explanatory Note B (Resolution 1)

1. **Section 230(1)** of the Companies Act 2016 provides amongst others, that "the fees" of the directors, and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.
2. During the previous 27<sup>th</sup> AGM of the Company held on 27 April 2023, approval was given by the Shareholders for the payment of Directors' fees and benefits payable starting from 1 May 2023 until the next AGM of the Company in 2024.
3. **Resolution 1:** To approve the payment of Directors' fees of up to **RM1,787,500.00** for the period from April 2024 to the next AGM of the Company in 2025 to the Non-Executive Directors of Bintulu Port Holdings Berhad Group of Companies.

The estimated amount of up to **RM1,787,500.00** for the payment of Directors' fees to the Non-Executive Directors of the Company is based on the following:-

Company	Designation	Director's Fees per Month (RM)
Bintulu Port Holdings Berhad	Chairman	14,000.00
	Non-Executive Directors (Members)	9,500.00
Bintulu Port Sdn. Bhd./Biport Bulklers Sdn. Bhd./ Samalaju Industrial Port Sdn. Bhd. (Subsidiaries)	Chairman	8,000.00
	Non-Executive Directors (Members)	5,500.00

## NOTICE OF ANNUAL GENERAL MEETING

### Explanatory Note C (Resolution 2)

- Resolution 2:** To approve the payment of Directors' benefits payable of up to **RM700,000.00** for the period from April 2024 to the next AGM of the Company in 2025 to the Non-Executive Directors of Bintulu Port Holdings Berhad Group of Companies.

The estimated amount of up to **RM700,000.00** for the Directors' benefits payable to the Non-Executive Directors of the Company is based on the following:-

Allowances and Benefits	Chairman	Members
<b>Meeting Allowance (Per Meeting)</b>	<b>(RM)</b>	
Bintulu Port Holdings Berhad Board	3,000.00	2,000.00
Audit Committee	2,000.00	1,500.00
Nomination and Remuneration Committee	2,000.00	1,500.00
Finance and Investment Committee	2,000.00	1,500.00
Risk and Sustainability Committee	2,000.00	1,500.00
Bintulu Port Sdn. Bhd. Board	2,000.00	1,500.00
Biport Bulkiers Sdn. Bhd. Board	2,000.00	1,500.00
Samalaju Industrial Port Sdn. Bhd. Board	2,000.00	1,500.00
Chairman Monthly Fixed Allowance	4,500.00 per month	Not Applicable
Special Officer to BPHB Chairman Monthly Fixed Allowance	500.00 per month	Not Applicable
Other Benefits	Medical coverage, travel and other claimable benefits	

### Explanatory Note D (Resolution 3 and 4)

- Clause 24.5 of the Company's Constitution expressly states that an election of Directors shall take place each year. At every Annual General Meeting, one-third of the Directors (whether Government Appointed Directors or not) who are subject to retirement by rotation or, if their number is not three (3) or a multiple of three (3), the number nearest to one-third shall retire from office, and if there is only one (1) Director who is subject to retirement by rotation, he shall retire PROVIDED ALWAYS that all Directors shall retire from office once at least in each three (3) years.
- Pursuant to Clause 24.5, the following Directors are standing for re-election at the 28<sup>th</sup> AGM:-

(i) **Dato Sri Fong Joo Chung** (Resolution 3)

(ii) **Dr. Salihin bin Abang** (Resolution 4)

### Explanatory Note E (Resolution 5, 6, 7 and 8)

- Clause 24.12 of the Company's Constitution expressly states that the Directors shall have power at any time and from time to time, to appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Directors, but so that the total number of Directors shall not at any time exceed the maximum number fixed in accordance with this Constitution. Any Director so appointed shall hold office only until the next following annual general meeting of the company and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting. Provided that if the vacancy should arise from the resignation or removal of a Director representing the Special Shareholder, the vacancy shall be filled by a person nominated by the Special Shareholder.
- Pursuant to Clause 24.12, the following Directors are standing for re-election at the 28<sup>th</sup> AGM:-
  - Datuk Amar Haji Mohamad Abu Bakar bin Marzuki** (Resolution 5)
  - Dato' Zamzuri bin Abdul Aziz** (Resolution 6)
  - Dato' Sharifah Halimah binti Tuanku Taha** (Resolution 7)
  - Datuk Dyg Sadiyah binti Abg Bohan** (Resolution 8)
- The profiles of the Directors standing for re-elections are provided on pages 76 to 79 of the Board of Directors' Profile in the 2023 Integrated Annual Report.

### Explanatory Note F (Resolution 9)

- Pursuant to Section 271(3)(b) of the Companies Act 2016, shareholders shall appoint Auditors who shall hold office until the conclusion of the next AGM in 2025. The current Auditors have expressed their willingness to continue in office and the Board of Directors has recommended their reappointment. The shareholders shall consider this resolution and to authorise the Board of Directors to determine their remuneration thereof.
- The Audit Committee and the Board of Directors of Bintulu Port Holdings Berhad have considered the re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company and collectively agreed that Messrs. Ernst & Young PLT has met the relevant criteria prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



# CORPORATE INFORMATION

## COMPANY SECRETARY

**ROSLI BIN IDRIS** (MIA 15730)

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Email : [rosli@bintuluport.com.my](mailto:rosli@bintuluport.com.my)

## JOINT COMPANY SECRETARY

**SHARIFAH RAFIDAH BINTI WAN MANSOR**

(LS0009456) (SSM Practising Certificate No.: 201908003039)

## PRINCIPAL BANKER

CIMB BANK BERHAD  
MALAYAN BANKING BERHAD

## STOCK EXCHANGE LISTING

### MAIN MARKET

**Bursa Malaysia Securities Berhad**

(Listed since 16 April 2001)

## AUDITOR

**ERNST & YOUNG PLT**

**Chartered Accountants**

Level 23A, Menara Milenium

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Pusat Bandar Damansara

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Fax : +603 2095 5332

## COMPANY SECRETARY

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12<sup>th</sup> Mile, Tanjung Kidurong Road

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Fax : +60 86 254062/253597

Email : [customerservice@bintuluport.com.my](mailto:customerservice@bintuluport.com.my)

Website : <http://www.bintuluport.com.my>

## REGISTRAR

**TRICOR INVESTOR & ISSUING HOUSE  
SERVICES SDN. BHD.**

Unit 32-01, Level 32, Tower A

Vertical Business Suite

Avenue 3, Bangsar South

59200 Kuala Lumpur, Malaysia

Email : [is.enquiry@my.tricorglobal.com](mailto:is.enquiry@my.tricorglobal.com)

## COMPANY SECRETARY

**BINTULU PORT SDN. BHD.**

Registration No. 199201022892 (254396-V)

**BIPORT BULKERS SDN. BHD.**

Registration No. 200301032726 (635147-V)

**SAMALAJU INDUSTRIAL PORT SDN. BHD.**

Registration No. 199601033993 (406345-H)

# STATEMENT OF ASSURANCE

## 1.0 Assurance Undertaken

The Bursa Sustainability Reporting Guide requires listed company to disclose a statement on whether the Sustainability Statement has been reviewed internally by internal auditors or independently assured (“statement of assurance”) in the sustainability report beginning with disclosure for financial year ending (“FYE”) on or after 31 December 2023.

In our commitment to sustainability and to align with the phased implementation of sustainability reporting for Main Market listed issuers, selected subject matter of The Sustainability Statement has been subjected to internal review by Group Internal Audit of Bintulu Port Holdings Berhad and has been approved by the Audit Committee.

The Internal Review on Sustainability Statement was performed to evaluate the management processes used in preparing the sustainability report.

## 2.0 Subject Matter

Thirteen (13) out of twenty-three (23) indicators were selected based on their readiness and encompass all Sustainability Pillars (Environment, Economic, Social, and Governance). The subject matters covered by the internal review include the following indicators:

Sustainability Matters	Common Indicator	Scope
Anti-Corruption	1. Percentage of employees who have received training on anti-corruption by employee category. 2. Percentage of operations assessed for corruption-related risks. 3. Confirmed incidents of corruption and action taken.	i. Bintulu Port Holdings Berhad (BPHB) ii. Bintulu Port Sendirian Berhad (BPSB) iii. Biport Bulkiers Sendirian Berhad (BBSB) iv. Samalaju Industrial Port Sendirian Berhad (SIPSB)
Diversity	4. Percentage of employees by gender and age group, for each employee category. 5. Percentage of directors by gender and age group.	
Health and Safety	6. Number of work-related fatalities. 7. Lost time incident rate. 8. Number of employees trained on health and safety standards.	
Labour Practices and Standards	9. Total hours of training by employee category. 10. Total number of employee turnover by employee category.	
Supply Chain Management	11. Proportion of spending on local suppliers.	
Waste Management	12. Total waste diverted from disposal. 13. Total waste directed to disposal.	

## 3.0 Conclusion

The Internal Review on Sustainability Statement was performed on management processes used in preparing the sustainability report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance.

# GLOSSARY

<b>AADK</b>	Agensi Antidadah Kebangsaan
<b>ABC</b>	Anti-Bribery and Corruption Policy
<b>AC</b>	Audit Committee
<b>AESP</b>	Authorised Entrant & Standby Person
<b>AGM</b>	Annual General Meeting
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>BBSB</b>	Biport Bulkiers Sdn. Bhd.
<b>BDEE</b>	Board and Directors Effectiveness Evaluation
<b>B.E.E.S</b>	BPHB E-Learning Eco System
<b>BEOSB</b>	Bintulu Edible Oil Sdn. Bhd.
<b>BICT</b>	Bintulu International Container Terminal
<b>BPA</b>	Bintulu Port Authority
<b>BPHB</b>	Bintulu Port Holdings Berhad
<b>BPSB</b>	Bintulu Port Sdn. Bhd.
<b>BPWL</b>	Bintulu Port Women Leaders
<b>CAPEX</b>	Capital Expenditure
<b>CRM</b>	Corruption Risk Management
<b>CSA</b>	Control Self-Assessment
<b>CSI</b>	External Customer Satisfaction Index
<b>CSR</b>	Corporate Social Responsibility
<b>DIFOT</b>	Delivery in full and on time
<b>DOE</b>	Department of Environment
<b>DWT</b>	Deadweight Tonnage
<b>EIA</b>	Environmental Impact Assessment
<b>ECC</b>	Emergency Coordination Centre
<b>ELC</b>	Emerging Leaders Club

<b>EPF</b>	Employees Provident Fund
<b>ERM</b>	Enterprise Risk Management
<b>ERT</b>	Emergency Response Team
<b>EESG</b>	Economic, Environmental, Social and Governance
<b>EMP</b>	Environmental Monitoring Programme
<b>EMS</b>	Environmental Management Systems
<b>ESRD</b>	Emergency & Response Team Challenge
<b>FEPO</b>	East Malaysia Crude Palm Oil Futures
<b>FIC</b>	Finance and Investment Committee
<b>GHG</b>	Greenhouse gas
<b>GRC</b>	Governance, Risk and Compliance
<b>HRIS</b>	Human Resource Information System
<b>HSE</b>	Health, Safety and Environment
<b>ICDM</b>	Institute of Corporate Directors Malaysia
<b>IDE</b>	Individual Director Evaluations
<b>IMF</b>	International Monetary Fund
<b>IMO</b>	International Maritime Organisation
<b>KKM</b>	Kementerian Kesihatan Malaysia
<b>KLSE</b>	Kuala Lumpur Stock Exchange
<b>KMAM</b>	Kualiti Mutu Air Minum
<b>KSRBP</b>	Kelab Sukan Rekreasi Bintulu Port
<b>LMP</b>	Liquid Mud Plant
<b>LNG</b>	Liquefied Natural Gas
<b>LNG ISO Tank</b>	An ISO container is an international intermodal container that is manufactured according to the specifications outlined by the International Organization for Standardization

## GLOSSARY

<b>LTIF</b>	Lost Time Injury Frequency
<b>MARSEC</b>	Maritime Security
<b>MCCG</b>	Malaysian Code on Corporate Governance
<b>MFRS</b>	Malaysian Financial Reporting Standards
<b>MIPD</b>	Ministry of Infrastructure and Port Development Sarawak
<b>MMLR</b>	Main Market Listing Requirements
<b>MTCP</b>	Ministry of Tourism, Creative Industry & Performing Arts Sarawak
<b>MOF</b>	Ministry of Finance
<b>MOTS</b>	Ministry of Transportation Sarawak
<b>NDR</b>	Network Detection Response
<b>NGO</b>	Non-Governmental Organisations
<b>NRC</b>	Nomination and Remuneration Committee
<b>OSH</b>	Occupational Safety and Health
<b>PAM</b>	Privileged Access Management
<b>PCDS</b>	Post Covid Development Strategy
<b>PPE</b>	Personal Protective Equipment
<b>PRC</b>	Process, Risk & Control
<b>PTI</b>	Port Tank Installation
<b>PWD</b>	Public Works Department
<b>QR Code</b>	Quick Response code
<b>RCL</b>	Regional Container Lines
<b>RORO</b>	Roll-on/Roll-off
<b>RSC</b>	Risk and Sustainability Committee
<b>SCN</b>	Special Care Nursery
<b>SCORE</b>	Sarawak Corridor of Renewable Energy
<b>SDGs</b>	Sustainable Development Goals

<b>SEDC</b>	Sarawak Economic Development Corporation
<b>SFS</b>	State Financial Secretary Sarawak
<b>SIP</b>	Samalaju Industrial Park
<b>SIPSB</b>	Samalaju Industrial Port Sdn. Bhd.
<b>SKPSA</b>	Seminar Kewangan dan Pengauditan Sektor Awam
<b>SLT</b>	Senior Leadership Team
<b>SMS</b>	Security Management System
<b>SOPs</b>	Standard Operating Procedures
<b>SPRM</b>	Suruhanjaya Pencegahan Rasuah Malaysia
<b>SSC</b>	Sustainability Steering Committee
<b>SWC</b>	Sustainability Working Committee
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>TEU</b>	Twenty-foot Equivalent Unit
<b>TIIP</b>	Teamwork, Integrity, Innovation, Professionalism
<b>TOR</b>	Terms of Reference
<b>UAUC</b>	Unsafe Acts and Unsafe Conditions
<b>UNGCMYB</b>	UN Global Compact Network Malaysia and Brunei
<b>UPM</b>	Universiti Putra Malaysia
<b>UTAP Transformation Programme</b>	A programme to implement the three lines of defence mechanism that will help the Group mitigate all forms of significant risks
<b>VBP</b>	Vessel Berth Planning
<b>WAF</b>	Web Application Firewall
<b>ZEFA</b>	Zero Fatality and Accidents







**BINTULU PORT HOLDINGS BERHAD**

Registration No. 199601008454 (380802-T)

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