

# LAPORAN TAHUNAN | 2022

*ANNUAL REPORT*



**PENDIGITALAN INDUSTRI PEMBINAAN**  
*DIGITALIZATION OF THE CONSTRUCTION INDUSTRY*





# LAPORAN TAHUNAN

*Annual Report*

# 2022

**Pendigitalan Industri Pembinaan**  
*Digitalization of The Construction Industry*



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# PENDIGITALAN INDUSTRI PEMBINAAN

*Digitalization of  
The Construction Industry*





Keperluan untuk membina dengan cara yang lebih mampan memerlukan industri pembinaan untuk menyesuaikan proses semasa dengan teknologi dan inovasi baharu. Revolusi digital semakin pantas menangani cabaran yang mendatang dengan teknologinya menjadi sebahagian daripada alam bina. Ringkasnya, pembinaan digital ialah penggunaan teknologi dan aplikasi alat digital untuk meningkatkan penyampaian dan operasi persekitaran binaan.

Memang tidak dapat dinafikan bahawa pandemik Covid-19 telah memberi impak yang signifikan dalam mempercepatkan penggunaan teknologi dan inovasi dalam industri pembinaan. Pendigitalan bukan sahaja mengenai teknologi tetapi keupayaan untuk memperuntukkan individu yang tepat di tempat yang betul dan pada masa yang sesuai untuk memastikan peralihan itu berjaya. Penggunaan teknologi dalam proses pembinaan memerlukan tenaga kerja masa hadapan dilengkapi dan bersedia dengan kemahiran baharu untuk membolehkan mereka menyesuaikan diri dengan persekitaran industri yang kian berubah.

Industri 4.0 dan teknologi digital *Internet of Things (IoT)* meningkatkan produktiviti, kecekapan dan keselamatan dalam industri pembinaan. Sebagai sebuah industri, kita mempunyai kapasiti dan pemain untuk terus beraksi dalam persekitaran digital yang akan membentuk masyarakat untuk tahun-tahun akan datang. Adalah menjadi kewajipan kita untuk terus berkembang maju bagi memenuhi peranan ini dalam menggalakkan pertumbuhan ekonomi, kemajuan sosial dan tanggungjawab alam sekitar. Seperti cabaran-cabaran lain dalam era digital, pendekatan seluruh negara akan diperlukan untuk menjayakan usaha ini.

*The need to build in a much more sustainable way requires the construction industry to adapt current processes to new technologies and innovations. The digital revolution is gaining speed in addressing upcoming challenges with its technologies becoming an integral part of our built environment. Simply put, digital construction is the use of technology and the application of digital tools to improve delivering and operation of the built environment.*

*It's no question that the Covid-19 pandemic has had a significant impact on accelerating technology adoption and innovation in the construction industry at an unprecedented pace. Digitalization is not only about technology but the ability to allocate the right people at the right place and at the right time to ensure the transition is successful. The technological adoption of construction processes requires the future workforce to be equipped and ready with new skills to enable them to adapt to the changing industry environment.*

*Industry 4.0 and the Internet of Things (IoT) digital technologies improve productivity, efficiency, and safety in the construction industry. As an industry, we have the capacity and players to carry on performing in digital environments that will define our societies for the years to come. It is our obligation to continue to thrive to fulfil this role in promoting economic growth, social progress and environmental responsibility. As with many challenges in the digital age, a whole-of-nation approach will be necessary for this endeavour to succeed.*

# ISI KANDUNGAN

## CONTENTS

01

MAKLUMAT KORPORAT  
CORPORATE INFORMATION

<b>Fungsi CIDB Malaysia di bawah Akta 520</b> <i>Functions of CIDB Malaysia under Act 520</i>	02
<b>Visi, Misi dan Objektif</b> <i>Vision, Mission and Objective</i>	04
<b>Nilai Teras CIDB Malaysia</b> <i>CIDB Malaysia Core Values</i>	05
<b>Piagam Pelanggan CIDB Malaysia</b> <i>CIDB Malaysia Customer Charter</i>	11
<b>Ibu Pejabat, CIDB Negeri &amp; Cawangan</b> <i>Head Office, CIDB State &amp; Branch</i>	12
<b>Anggota Lembaga CIDB Malaysia Sesi 2022 dan Statistik Kehadiran Mesyuarat</b> <i>CIDB Malaysia Board Members Session 2022 and Meeting Attendance Statistics</i>	14
<b>Profil Ketua Eksekutif</b> <i>Chief Executive's Profile</i>	18
<b>Tadbir Urus Korporat</b> <i>Corporate Governance</i>	20
<b>Senarai Anak Syarikat</b> <i>List of Subsidiaries</i>	22
<b>Kumpulan Pengurusan</b> <i>Management Team</i>	24
<b>Struktur Organisasi CIDB Malaysia 2022</b> <i>CIDB Malaysia 2022 Organisation Chart</i>	36
<b>Sumber Manusia</b> <i>Human Resource</i>	38
<b>Prestasi Kewangan</b> <i>Financial Performance</i>	40
<b>Tinjauan Pengerusi</b> <i>Chairman's Overview</i>	44
<b>Acara Utama</b> <i>Main Events</i>	50
<b>Diari CIDB Malaysia 2022</b> <i>CIDB Malaysia 2022 Diary</i>	62
<b>Statistik Utama 2022</b> <i>2022 Main Statistics</i>	72
<b>Statistik Sepintas Lalu 2022</b> <i>2022 Statistics at A Glance</i>	78



## 02

### LAPORAN PRESTASI PERFORMANCE REPORT

<b>Intisari Pelan-Pelan Strategik CIDB Malaysia</b> <i>CIDB Malaysia Strategic Plans Overview</i>	86
<b>Pelan Strategik CIDB (CSP) 2021 - 2025</b> <i>CIDB Strategic Plan (CSP) 2021 - 2025</i>	90
<b>Pelan Strategik ICT (ISP) CIDB 2020 - 2025</b> <i>CIDB ICT Strategic Plan (ISP) 2020 - 2025</i>	100
<b>Pelan Antirasuah Organisasi (OACP) CIDB 2021 - 2025</b> <i>CIDB Organizational Anti-Corruption Plan (OACP) 2021 - 2025</i>	107
<b>Pelan Strategik Pembinaan 4.0 (C4.0) 2021 - 2025</b> <i>Construction 4.0 Strategic Plan (C4.0) 2021 - 2025</i>	120
<b>Pelan Strategik Organisasi (PSO) KKR</b> <i>KKR Organisational Strategic Plan</i>	128
<b>Laporan Ke Atas Pembiayaan Kerajaan</b> <i>Report on Government Funding</i>	132

## 03

### PENYATA KEWANGAN FINANCIAL STATEMENTS

<b>Penyata Kewangan CIDB Malaysia 2022</b> <i>CIDB Malaysia Financial Statements 2022</i>	135
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01

# MAKLUMAT KORPORAT

*CORPORATE INFORMATION*



# FUNGSI CIDB MALAYSIA DI BAWAH AKTA 520

## *Functions of CIDB Malaysia Under Act 520*

Lembaga Pembangunan Industri Pembinaan telah ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan 1994 (Akta 520) untuk mengawal selia, membangun dan memudahcara industri pembinaan menuju ke arah mencapai daya saing global.

CIDB juga berperanan menasihatkan Kerajaan Persekutuan, Kerajaan Negeri serta pihak lain yang berkepentingan mengenai perkara yang berkaitan dengan industri pembinaan.

*Construction Industry Development Board was established under the Construction Industry Development Board Act 1994 (Act 520) to regulate, develop and facilitate the construction industry towards achieving global competitiveness.*

*CIDB also plays a role in advising the Federal and the State Governments, as well as other stakeholders on matters affecting or connected with the construction industry.*



**Fungsi-fungsi CIDB adalah seperti berikut:**

1. Memajukan dan merangsang pembangunan, pembaikan dan pengembangan industri pembinaan;
2. Menasihati dan membuat syor kepada Kerajaan Persekutuan dan Kerajaan Negeri mengenai perkara yang menyentuh atau berkaitan dengan industri pembinaan;
3. Memajukan, merangsang dan mengusahakan penyelidikan mengenai apa-apa perkara yang berhubungan dengan industri pembinaan;
4. Memajukan, merangsang dan membantu dalam pengeksportan perkhidmatan berhubungan dengan industri pembinaan;
5. Mengadakan perkhidmatan perundingan dan nasihat berkenaan dengan industri pembinaan;
6. Memajukan dan menggalakkan jaminan kualiti dalam industri pembinaan;
7. Mengawal selia pematuhan standard bagi buatan kerja binaan dan bahan binaan;
8. Mendapatkan, menyiarkan, memulakan dan menyenggara maklumat yang berhubungan dengan industri pembinaan termasuklah penubuhan sistem maklumat industri pembinaan;
9. Mengadakan, memajukan, mengkaji semula dan menyelaraskan latihan dalam industri pembinaan;
10. Mendaftar dan mengakreditasi kontraktor, mengenakan apa-apa syarat pendaftaran dan akreditasi kontraktor dan membatalkan, menggantung atau mengembalikan semula pendaftaran dan akreditasi kontraktor itu;
11. Mendaftar, mengakreditasi dan memperakukan personel binaan dan membatalkan, menggantung atau mengembalikan semula pendaftaran, akreditasi dan pemerakuan personel binaan itu;
12. Mengawal selia pelaksanaan bagi kerja pembinaan yang berkualiti dan selamat;
13. Mengawal selia pelaksanaan Sistem Binaan Berindustri dalam industri pembinaan; dan
14. Menguruskan apa-apa aduan atau laporan yang dibuat berkenaan dengan apa-apa kegagalan kerja pembinaan atau kerja pembinaan yang telah siap yang menyentuh keselamatan awam dan mengambil tindakan yang sesuai untuk menanganinya.

***CIDB's functions are as listed below:***

1. *To promote and stimulate the development, improvement and expansion of the construction industry;*
2. *To advise and make recommendations to the Federal Government and the State Government on matters affecting or connected with the construction industry;*
3. *To promote, stimulate and undertake research into any matter relating to the construction industry;*
4. *To promote, stimulate and assist in the export of services relating to the construction industry;*
5. *To provide consultancy and advisory services with respect to the construction industry;*
6. *To promote and encourage quality assurance in the construction industry;*
7. *To regulate the conformance of standards for construction workmanship and materials;*
8. *To obtain, publish, initiate and maintain information relating to the construction industry including the establishment of a construction industry information system;*
9. *To provide, promote, review and coordinate training in the construction industry;*
10. *To register and accredit contractors, to impose any conditions of registration and accreditation of the contractors and to revoke, suspend or reinstate the registration and accreditation;*
11. *To register, accredit and certify construction personnel and to revoke, suspend or reinstate the registration, accreditation and certification of such construction personnel;*
12. *Regulating implementation for safe and quality construction work;*
13. *To regulate the implementation of Industrialised Building System in the construction industry; and*
14. *To attend to any complaint or report made in relation to any failure of construction works or completed construction works that affect public safety and take appropriate actions to address it.*

# VISI, MISI DAN OBJEKTIF

*Vision, Mission and Objective*



## VISI | *Vision*

Menjadi pihak berkuasa yang menerajui penyediaan penyelesaian untuk membangunkan industri yang bertanggungjawab terhadap sosial dan alam sekitar.

*To become the leading authority on solutions for developing a socially and environmentally responsible industry.*



## MISI | *Mission*

Mengawal selia, membangun dan memudahcara industri pembinaan dengan menerapkan profesionalisme dan memanfaatkan inovasi untuk menghasilkan persekitaran binaan yang berkualiti, produktif dan mampan.

*To regulate, develop and facilitate the construction industry by inculcating professionalism and leveraging on innovation to deliver quality, productive and sustainable built environment.*



## OBJEKTIF | *Objective*

Untuk membina kapasiti dan kapabiliti industri pembinaan melalui peningkatan kualiti dan produktiviti dengan memberi penekanan kepada profesionalisme ke arah kehidupan yang berkualiti.

*To build the capacity and capability of the construction industry through improving quality and productivity by emphasizing professionalism towards quality of life.*

# NILAI TERAS CIDB *core values*



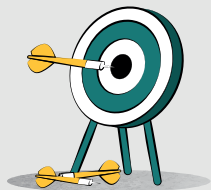
**BERSIKAP TERBUKA**  
*openness*

**MENGHORMATI**  
*respect*



**MEMIMPIN  
DENGAN  
HATI NURANI**  
*lead with  
conscience*

**BERFOKUSKAN IMPAK**  
*impact focussed*



**BERPACUKAN INOVASI**  
*innovation driven*



# NILAI TERAS CIDB *core values*

# 1



## BERSIKAP TERBUKA *openness*

### BERITAHU SAYA

Saya mendapatkan dan menghargai input dan maklumbalas yang berbeza

#### **TELL ME**

*I seek and value input and feedback*

### DENGAR DAN FAHAM

Saya mendengar dengan jelas pandangan orang lain dan menilainya dengan terperinci

#### **LISTEN AND UNDERSTAND**

*I genuinely listen to others and evaluate their suggestions thoroughly*

### TEROKA PERSPEKTIF YANG BERBEZA

Saya mempertimbangkan semua pendapat dan perspektif bagi membuat keputusan yang terbaik

#### **EXPLORE DIFFERENT PERSPECTIVE**

*I consider all perspectives to make the best decisions*

### DAPATKAN DAN BERI PENJELASAN

Saya berani berkongsi pandangan dan idea untuk kebaikan organisasi

#### **SEEK AND PROVIDE CLARITY**

*I am brave to share my views and ideas for the good of the organisation*

# NILAI TERAS CIDB *core values*

# 2



## MENGHORMATI *respect*

### EMPATI

Saya sentiasa peka dan memikirkan perasaan mereka yang berlainan jantina, bangsa, agama dan latar belakang

### *EMPATHY*

*I have compassion towards others who are of different gender, race, religion and background*

### BERLAKU ADIL

Saya membuat keputusan dengan saksama dan tidak pilih kasih

### *BE FAIR*

*I am just in making decisions*

### MENGIKTIRAF

Saya mengakui dan mengiktiraf usaha dan pencapaian ahli pasukan saya

### *RECOGNISE*

*I acknowledge and recognise my team members efforts and accomplishments*

### MENGHARGAI

Saya menghormati masa dan mengiktiraf usaha orang lain

### *APPRECIATE*

*I value people's time and effort*

# NILAI TERAS CIDB *core values*

# 3



## MEMIMPIN DENGAN HATI NURANI

*lead with conscience*

## BUAT PERKARA YANG BETUL

Saya membuat perkara yang betul walaupun ketika tiada sesiapa melihatnya

### ***DO THE RIGHT THING***

*I do the right thing even when nobody is watching*

## JUJUR DAN IKHLAS

Saya membuang segala bentuk kepentingan peribadi semasa membuat keputusan

### ***BE HONEST AND SINCERE***

*I remove any form of self-interest when making decisions*

## BERINTEGRITI

Saya mematuhi prinsip dan nilai moral tanpa kompromi

### ***HONOUR INTEGRITY***

*I abide by principles and moral values without compromise*

## TELUS

Berterus terang, tidak bersembunyi atau menyebabkan kesangsian

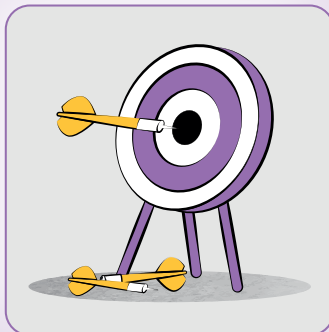
### ***BE TRANSPARENT***

*I am honest, and do not hide anything that may cause doubts*



# NILAI TERAS CIDB *core values*

# 4



**BERFOKUSKAN  
IMPAK**  
*impact focussed*

## SELESAIKAN MASALAH DARI AKARNYA

Saya mencari punca masalah dan berusaha menyelesaikannya, dari akar umbi dan bukan sekadar merawat simptom

### *SOLVE ROOT CAUSE*

*I find the root cause and solve it and not just treat the symptoms*

## HASIL YANG DIINGINKAN

Fikirkan dan ukur hasil yang perlu dicapai dan bukan aktiviti

### *BEGIN WITH THE END IN MIND*

*I think about and measure the result to be achieved and not activities*

## BERTINDAK DENGAN EFEKTIF

Saya memberi fokus kepada usaha yang akan memberi hasil yang terbaik

### *BE EFFECTIVE*

*I focus on efforts which brings powerful results*

## UTAMAKAN PELANGGAN

Memenuhi keperluan pelanggan adalah keutamaan bagi saya

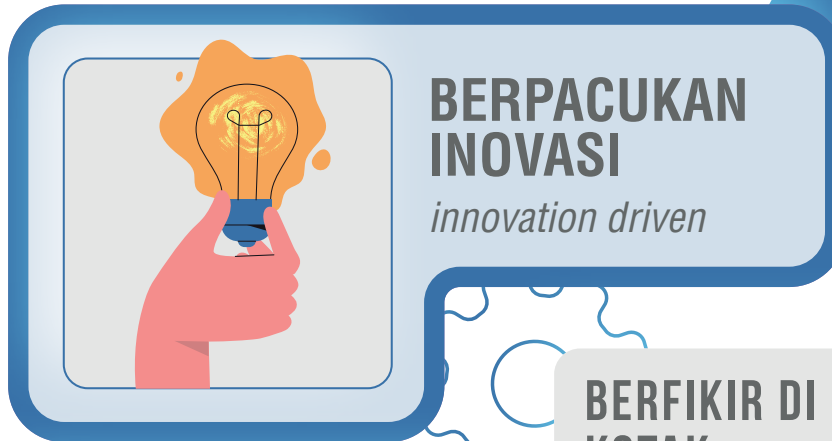
### *CUSTOMER FIRST*

*Customer's needs are my no.1 priority*

# NILAI TERAS

## CIDB *core values*

# 5



### **CABAR STATUS QUO KEBIASAAN**

Saya berani melakukan perubahan untuk mendapat hasil yang terbaik

#### **CHALLENGE STATUS QUO**

*I dare to change in order to get the best results*

### **CEKAP**

Saya memberikan penyelesaian kepada masalah pelanggan

#### **BE EFFICIENT**

*I provide solutions for customers*

### **BERFIKIR DI LUAR KOTAK**

Saya berani berfikir di luar kotak

#### **THINK OUT OF THE BOX**

*I dare to think and suggest out of the box ideas to get the best outcome*

### **GUNAKAN KREATIVITI**

Saya mencari cara kreatif dalam menyelesaikan masalah dan isu

#### **BE CREATIVE**

*I find creative ways to solve problems and issues*

# PIAGAM PELANGGAN CIDB MALAYSIA

## *CIDB Malaysia Customer Charter*

Sebagai sebahagian daripada Piagam Pelanggan, CIDB berusaha untuk mencapai objektif-objektif berikut:  
*As part of its Customer Charter, CIDB undertakes to carry out the following objectives:*

### A. PENDAFTARAN KONTRAKTOR TEMPATAN

Tempoh yang diambil untuk memproses permohonan berikut adalah satu (1) hari bekerja selepas permohonan diterima berserta bayaran proses secara dalam talian oleh pegawai proses di Bahagian Pendaftaran Kontraktor:

- Permohonan Kebenaran Khas

Tempoh yang diambil untuk memproses permohonan-permohonan berikut adalah lima (5) hari bekerja selepas permohonan diterima berserta bayaran proses secara dalam talian oleh pegawai proses di Bahagian Pendaftaran Kontraktor:

- Permohonan Baru (R1)
- Pembaharuan (R4)
- Pendaftaran Semula (R10)
- Perubahan Gred / Kategori / Pengkhususan (R5)
- Perubahan Butir (R6)

### A. LOCAL CONTRACTOR'S REGISTRATION

*The period taken to process the following application will be one (1) working days after the application together with the processing fee is received via online by the processing officer in Bahagian Pendaftaran Kontraktor:*

- *Special Approvals Application*

*The period taken to process the following applications will be five (5) working days after the application together with the processing fee is received via online by the processing officer in Bahagian Pendaftaran Kontraktor:*

- *New Applications (R1)*
- *Renewals (R4)*
- *Re-Registrations (R10)*
- *Modifications in Grades / Categories / Specialisations (R5)*
- *Changes to Registration Details (R6)*

### B. PENDAFTARAN PERSONEL BINAAN

Sebanyak 85% Perakuan Pendaftaran Personel Binaan dijana dalam tempoh tiga (3) hari dari tarikh resit bayaran di CIMS CIDB.

### B. CONSTRUCTION PERSONNEL REGISTRATION

*85% of the Construction Personnel Registration Certificate is generated within three (3) days from the date of payment receipt in the CIMS CIMS.*

### C. PENGISYTIHARAN KERJA PEMBINAAN DAN PENGENAAN LEVI

Pengisytiharan kerja pembinaan dilaksanakan melalui dalam talian dan levi akan dikenakan serta merta selepas pengisytiharan dibuat.

### C. DECLARATION OF CONSTRUCTION WORK AND LEVY IMPOSITION

*Declaration of construction work is implemented via online and levy will be imposed immediately after declaration is made.*

# IBU PEJABAT, CIDB NEGERI & CAWANGAN

*Head Office, CIDB State & Branch*

## LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA (IBU PEJABAT / HEAD OFFICE)

Tingkat 10, Menara Dato' Onn  
Pusat Dagangan Dunia (WTC)  
No. 45, Jalan Tun Ismail  
50480 Kuala Lumpur.  
Tel: +603-4047 7000 (Talian Am) /  
+603-5567 3300 (Talian CIDB Careline)  
Faks: +603-4047 7070

## CIDB WILAYAH PERSEKUTUAN KUALA LUMPUR

Tingkat 11, Wisma FGV  
Jalan Raja Laut  
50350 Kuala Lumpur.  
Tel: +603-2618 0000  
Faks: +603-2618 0101 (Pentadbiran & Kewangan /  
Administration & Finance)  
**Dato' Ts. Dr. Gerald A/L Sundaraj (Pengarah / Director)**

## CIDB NEGERI SELANGOR

Tingkat 5 & 6, Wisma PKPS  
Persiaran Perbandaran, Seksyen 14  
40675 Shah Alam, Selangor.  
Tel: +603-5512 8600  
Faks: +603-5512 8620  
**En. Jasmi Mohd Salleh (Pengarah / Director)**

## CIDB NEGERI JOHOR

Kompleks CIDB  
Batu 3, Jalan Tampoi  
81200 Johor Bahru, Johor.  
Tel: +607-2300 520  
Faks: +607-2314 472  
**En. Annis Othman (Pengarah / Director)**

## CIDB NEGERI MELAKA

No. 31-1, Jalan TU 49A  
Kompleks Komersial Boulevard  
Taman Tasik Utama  
75450 Ayer Keroh, Melaka.  
Tel: +606-2328 895  
Faks: +606-2328 950  
**Pn. Alinda Puteh (Pengarah / Director)**

## CIDB NEGERI SEMBILAN

Wisma KoCIDB  
Lot D30, Persiaran Utama S2/B2, Seremban 2  
70300 Seremban, Negeri Sembilan.  
Tel: +606-6016 311  
Faks: +606-6017 311  
**Pn. Rohana Abdul Manan (Pengarah / Director)**

## CIDB NEGERI PERAK

Tingkat 5, Bangunan KWSP  
Jalan Greentown  
30450 Ipoh, Perak.  
Tel: +605-2423 488  
Faks: +605-2555 488  
**En. Zaini Yahya (Pengarah / Director)**

## CIDB NEGERI KEDAH

Lot 7 & 8, Kompleks Perniagaan Asas Jaya  
Jalan Stadium  
05100 Alor Setar, Kedah.  
Tel: +604-7331 243  
Faks: +604-7331 175  
**Pn. Siti Rafidah Baharom (Pengarah / Director)**

## CIDB PULAU PINANG

Tingkat 9, Bangunan KWSP  
No. 3009 Off Lebuh Tenggori 2  
Bandar Seberang Jaya  
13700 Seberang Jaya, Pulau Pinang.  
Tel: +604-3902 448  
Faks: +604-3907 448  
**En. Zahidi Hashim (Pengarah / Director)**

## CIDB NEGERI PERLIS

No 10, Jalan Tuanku Syed Putra  
(Jalan Kangar-Alor Setar), Seriab  
01000 Perlis Indera Kayangan.  
Tel: +604-9781 243  
Faks: +604-9781 244  
**Sr Rosli Zainon (Pengarah / Director)**

#### CIDB NEGERI PAHANG

A1, Tingkat Bawah  
Jalan Seri Kuantan 2, Seri Kuantan Square  
25050 Kuantan, Pahang.  
Tel: +609-5178 734  
Faks: +609-5178 751  
**En. Mohamad Norsani Katap (Pegarah / Director)**

#### CIDB NEGERI TERENGGANU

Tingkat 7, Menara Yayasan Islam Terengganu  
Jalan Sultan Omar  
20300 Kuala Terengganu, Terengganu.  
Tel: +609-6245 311  
Faks: +609-6238 973  
**En. Muhammad Rizuan Hamzah (Pegarah / Director)**

#### CIDB NEGERI KELANTAN

AG-01-07, Tingkat 1  
Alwaqf Garden Boulevard @ Tunjung  
H-Elite Hotel, Jalan Kuala Krai  
16010 Kota Bharu, Kelantan.  
Tel: +609-7444 311  
Faks: +609-7434 311  
**En. Nazri Zakaria (Pegarah / Director)**

#### CIDB NEGERI SARAWAK

Tingkat 1, Blok A, Kompleks CIDB  
Jalan Sultan Tengah  
93050 Kuching, Sarawak.  
Tel: +6082-445 833  
Faks: +6082-447 833  
**En. Saini Saidi (Pegarah / Director)**

#### CIDB NEGERI SARAWAK (CAWANGAN MIRI)

Lot 9524 & 9525,  
Assar Commercial Centre,  
Jalan Miri By Pass,  
98000 Miri, Sarawak.  
Tel: +6086-343 413  
Faks: +6086-343 412  
**Pn. Mirza Fariza Narawi  
(Pegurus Cawangan / Branch Manager)**

#### CIDB NEGERI SARAWAK (CAWANGAN BINTULU)

Lot 4372, Fasa 7, Parkcity Commercial Area  
Off Jalan Di Warta  
97000 Bintulu, Sarawak.  
Tel: +6086-343 413  
Faks: +6086-343 412  
**En. Kamarul Azman A. Razak  
(Pegurus Cawangan / Branch Manager)**

#### CIDB NEGERI SARAWAK (CAWANGAN SIBU)

Tingkat 4 & 5, Lot 865, Blok 5 Sibu Town Square  
Commercial Centre, Lorong Lau King Howe 1  
96000 Sibu, Sarawak.  
Tel: +6084-256 745  
Faks: +6084-256 746  
**En. Chuang Kuang Hong  
(Pegurus Cawangan / Branch Manager)**

#### CIDB NEGERI SABAH

Lot 19, 20, 21 & 22, Padimas Point 2 Block F  
off Jalan Pintas Penampang,  
88100 Kota Kinabalu, Sabah  
Tel: +6088-745 100  
Faks: +6088-745 110  
**En. Rosmen Ag. Hassan (Pegarah / Director)**

#### CIDB NEGERI SABAH (CAWANGAN TAWAU)

Lot 20 & Lot 21, Blok D, Plaza Damai  
Jalan Damai, Off Jalan Apas, Beg Berkunci No. 7  
91009 Tawau, Sabah.  
Tel: +6089-777 841/842/846  
Faks: +6089-777 840  
**En. Hassan Ismail  
(Pegurus Cawangan / Branch Manager)**

#### CIDB NEGERI SABAH (CAWANGAN SANDAKAN)

Lot 03-GF, 03-1F & 03-2F  
Blok A, Bandar Labuk Jaya D  
Batu 7, Jalan Labuk  
90000 Sandakan, Sabah.  
Tel: +6089-668 015  
Faks: +6089-668 000  
**En. Poul Joannes  
(Pegurus Cawangan / Branch Manager)**

# ANGGOTA LEMBAGA CIDB MALAYSIA 2022

*CIDB Malaysia Board Members 2022*



**DATUK ZAINAL ABDIN  
ABU HASSAN**

Kementerian Sains,  
Teknologi & Inovasi  
Ahli / *Member*

Sehingga 27 Ogos 2022  
*Until 27 Aug 2022*

**YB. IR. HJ. YUSUF  
HJ. ABD. WAHAB**

Pengerusi / *Chairman*

Dilantik 1 Mei 2020 &  
1 Mei 2022  
*Appointed 1 May 2020 &  
1 May 2022*

**DATUK M NOOR  
AZMAN TAIB**

Kementerian Pembangunan  
Kerajaan Tempatan  
Ahli / *Member*

Dilantik 1 Sep 2022  
*Appointed 1 Sep 2022*



**DATO' WIRA WAN  
AHMAD UZIR  
HJ WAN SULAIMAN**

Kementerian Kerja Raya  
Ahli / *Member*

Dilantik 17 Jan 2022  
*Appointed on 17 Jan 2022*

**DATO' ZAMZURI  
ABDUL AZIZ**

Kementerian Kewangan  
Ahli / *Member*

Sehingga 1 Mac 2022  
*Until 1 March 2022*

**AB RAHIM  
AB RAHMAN**

Kementerian Kewangan  
Ahli / *Member*

Dilantik 20 Dis 2022  
*Appointed 20 Dec 2022*

**DATUK SERI JAMIL  
RAKON**

Jabatan Perdana Menteri  
Ahli / *Member*

Sehingga 17 April 2022  
*Until 17 April 2022*

**DATUK HJ. AZMAN  
HJ. YUSOFF**

Persatuan Kontraktor  
Bumiputera Malaysia  
(PKBM)  
Ahli / *Member*

Dilantik 21 Ogos 2021  
*Appointed 21 Aug 2021*



**DATUK N. K. TONG**  
Persatuan Pemaju Hartanah  
Dan Perumahan Malaysia  
(REHDA)  
Ahli / Member

Dilantik 27 Sep 2022  
Appointed 27 Sep 2022

**TAN SRI SUFRI  
HJ. MHD ZIN**  
Persatuan Kontraktor  
Binaan Malaysia (MBAM)  
Ahli / Member

Sehingga 31 Ogos 2022  
Until 31 Aug 2022

**OLIVER HC WEE**  
Persatuan Kontraktor  
Binaan Malaysia (MBAM)  
Ahli / Member

Dilantik 1 Sep 2022  
Appointed 1 Sep 2022

**DATUK NIK AIRINA  
NIK JAFFAR**  
UEM Group Berhad  
Ahli / Member

Dilantik 24 Julai 2018 &  
24 Julai 2022  
Appointed 24 July 2018 &  
24 July 2022



**DATO' IR. SOAM HENG  
CHOON**  
Persatuan Pemaju Hartanah  
Dan Perumahan Malaysia  
(REHDA)  
Ahli / Member

Sehingga 26 Sep 2022  
Until 26 Sep 2022

**DATUK DR. ROLAND  
CHIA MING SHEN**  
Setiausaha Politik Kepada  
Ketua Menteri Sabah  
Ahli / Member

Sehingga 22 April 2022  
Until 22 April 2022

**TN. HJ. S. ZAINAL  
ABIDIN S. HASSAN**  
Sabah Ports Sdn Bhd  
Ahli / Member

Sehingga 20 Dis 2022  
Until 20 Dec 2022

**TN. HJ. IR. ALHADI  
IBRAHIM**  
Konsortium Malaysia  
Ahli / Member

Dilantik 8 Mei 2020 &  
8 Mei 2022  
Appointed 8 May 2020 &  
8 May 2022

## STATISTIK KEHADIRAN ANGGOTA LEMBAGA 2022

### 2022 BOARD Members Meeting Attendance Statistics

Berdasarkan kepada Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520):

- i. Lembaga hendaklah bermesyuarat sekurang-kurangnya dua (2) bulan sekali;
- ii. Kuorum Lembaga ialah tujuh (7) orang;
- iii. Tertakluk kepada peruntukan Akta ini, Lembaga hendaklah menentukan tatacaranya sendiri.

BIL NO.	NAMA NAME		
		BIL. 1 / NO. 1 24 Feb 2022	BIL. 2 / NO. 2 25 Mac 2022
1	YB. Ir. Hj. Yusuf Hj. Abd. Wahab	√	√
2	Dato' Wira Wan Ahmad Uzir Hj. Wan Sulaiman	√	√
3	Datuk M Noor Azman Taib	-	-
4	Datuk Zainal Abidin Abu Hassan	√	√
5	Datuk Seri Jamil Rakon	√	√
6	Dato' Zamzuri Abdul Aziz	√	X
7	Datuk Hj. Azman Hj. Yusoff	√	√
8	Dato' Ir. Soam Heng Choon	√	√
9	Tan Sri Sufri Hj. Mhd Zin	√	√
10	Oliver HC Wee	-	-
11	Datuk N.K. Tong	-	-
12	Datuk Nik Airina Nik Jaffar	√	√
13	Datuk Dr. Roland Chia Ming Shen	√	√
14	Tn Hj. S. Zainal Abidin S. Hassan	-	-
15	Tn. Hj. Ir. Alhadi Ibrahim	√	√
<b>JUMLAH KEHADIRAN / KUORUM TOTAL ATTENDANCE / QUORUM</b>		<b>11/11</b>	<b>10/11</b>

**Nota :**  
Tidak Hadir Dengan Kebenaran

**Notes :**  
Absent With Permission



Based on the Construction Industry Development Board Malaysia Act 1994 (Act 520):

- i. The Board shall meet at least once every two (2) months;
- ii. The quorum of the Board shall be seven (7) person;
- iii. Subject to the provisions of this Act, the Board shall determine its own procedure.

MESYUARAT ANGGOTA LEMBAGA CIDB TAHUN 2022  
2022 CIDB MALAYSIA BOARD MEETINGS

JUMLAH  
KEHADIRAN  
TOTAL ATTENDANCE

BIL. 3 / NO. 3  
5 Julai 2022

BIL. 4 Khas / NO. 4  
Special Meeting  
10 Julai 2022

BIL. 5 / NO. 5  
30 Nov 2022

BIL.6 / NO. 6  
21 Dis 2022

√

√

√

X

5/6

√

√

√

√

6/6

-

-

√

√

2/2

√

X

-

-

3/4

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-

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2/2

-

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1/2

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6/6

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4/4

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4/4

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√

√

2/2

-

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√

√

2/2

√

√

√

X

5/6

-

-

-

-

2/2

-

√

√

-

2/2

√

√

√

√

6/6

8/8

8/9

9/9

7/9

Datuk Ir. Ahmad 'Asri Abdul Hamid  
Ketua Eksekutif / Chief Executive

# PROFIL

## KETUA EKSEKUTIF

*Chief Executive's Profile*

Datuk Ir. Ahmad 'Asri adalah Ketua Eksekutif Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB), yang merupakan satu badan berkanun di bawah Kementerian Kerja Raya Malaysia yang telah ditubuhkan oleh Kerajaan pada tahun 1995 untuk meningkatkan pembangunan industri pembinaan Malaysia ke arah menghasilkan persekitaran binaan yang berkualiti, produktif dan mampan.

*Datuk Ir. Ahmad 'Asri is the Chief Executive of the Construction Industry Development Board Malaysia (CIDB), which is a statutory body under the Ministry of Works Malaysia that has been established by the Government in 1995 to enhance the development of the Malaysian construction industry towards delivering quality, productive and sustainable built environment.*

Datuk Ir. Ahmad 'Asri sangat komited dan bersemangat dalam menerajui dan memacu transformasi industri pembinaan khususnya melalui penggunaan teknologi. Sehubungan itu, beliau telah memperjuangkan pelaksanaan Program Transformasi Industri Pembinaan (CITP); agenda transformasi negara yang merangkumi tempoh 2016 hingga 2020. Kini, beliau menerajui pelaksanaan Pelan Strategik Pembinaan 4.0 dan pelbagai inisiatif di bawah Dasar Pembinaan Negara (NCP).

Datuk Ir. Ahmad 'Asri telah berkecimpung dalam industri pembinaan selama hampir 37 tahun melalui perkhidmatan beliau dalam sektor awam. Beliau telah berkhidmat di CIDB selama 21 tahun yang lalu, dengan kenaikan pangkat daripada jawatan Pengurus Kanan kepada Pengurus Besar dan kemudian kepada Pengurus Besar Kanan dan akhirnya, Ketua Eksekutif mulai 1 Mac 2016. Sebelum itu, beliau telah berkhidmat dengan Jabatan Kerja Raya (JKR) sebagai Jurutera Mekanikal selama 13 tahun dan telah dilantik sebagai Presiden *Professional Services Development Corporation* (PSDC) selama 3 tahun, di mana beliau bertanggungjawab meningkatkan pembangunan sektor perkhidmatan profesional bagi menghadapi cabaran liberalisasi.

Datuk Ir. Ahmad 'Asri telah menganggotai beberapa jawatankuasa dan majlis peringkat kebangsaan termasuk Majlis Penasihat Industri bagi Jabatan Pendidikan Politeknik dan Kolej Komuniti, Jawatankuasa Akreditasi Kebangsaan (NAC), Jawatankuasa Pemandu IBS Kebangsaan, Majlis Perumahan Mampu Milik Negara, Majlis Pembangunan Perkhidmatan Malaysia (MSDC) dan Majlis Industri Rel Selangor.

Sumbangan Datuk Ir. Ahmad 'Asri kepada pembangunan industri pembinaan Malaysia diiktiraf dengan tingginya melalui pemberian pelbagai anugerah dan pengiktirafan. Dua anugerah yang diterimanya adalah daripada Sultan Pahang dan tiga anugerah daripada Seri Paduka Baginda Yang Di Pertuan Agong termasuk anugerah yang berprestij, Panglima Jasa Negara (PJN) yang membawa gelaran 'Datuk'.

Di peringkat ASEAN, Datuk Ir. Ahmad 'Asri telah dianugerahkan 'Profesional Pembinaan Terbaik' dalam Anugerah RICS 2020 Asia Tenggara dan Felo Kehormat ASEAN Federation of Engineering Organizations (AFEO).

Datuk Ir. Ahmad 'Asri memegang Ijazah Kepujian Kelas Pertama dalam Kejuruteraan Mekanikal dari Adelaide University, Australia dan Ijazah Sarjana Pentadbiran Perniagaan, MBA dari Open University, United Kingdom. Beliau adalah Felo *Institution of Engineers* Malaysia (IEM), Jurutera Profesional yang berdaftar dengan Lembaga Jurutera Malaysia, Ahli *Royal Institution of Chartered Surveyors* (RICS) and Patron of the *Chartered Institute of Building Malaysia* (CIOB).

*Datuk Ir. Ahmad 'Asri has been very committed and passionate in leading and driving the transformation of the construction industry particularly through the use of technology. In relation to this, he had championed the implementation of the Construction Industry Transformation Program (CITP); the national transformation agenda that covered the period from 2016 to 2020. Now, he is leading the implementation of Construction 4.0 Strategic Plan and the various initiatives under the National Construction Policy (NCP).*

*Datuk Ir. Ahmad 'Asri has been involved with the construction industry for almost 37 years through his services in the public sector. He has been serving CIDB for the last 21 years, moving up from the post of Senior Manager to General Manager and later to Senior General Manager and ultimately, Chief Executive from 1st March 2016. Prior to that, he has served the Public Works Department (JKR) as a mechanical engineer for 13 years and had been appointed the President of Professional Services Development Corporation (PSDC) for 3 years, where he was responsible to enhance the development of the professional services sector to face the challenges of liberalisation.*

*Datuk Ir. Ahmad 'Asri have been a member of a number of national-level committees and councils including the Industry Advisory Council for the Education Department for Polytechnics and Community Colleges, National Accreditation Committee (NAC), National IBS Steering Committee, National Council for Affordable Homes, Malaysian Services Development Council (MSDC) and Selangor Rail Industry Council.*

*The contribution of Datuk Ir. Ahmad 'Asri to the development of Malaysian construction industry is highly recognized through the receiving of various awards and recognition. Two awards that he received were from the Sultan of Pahang and three awards from His Majesty Yang Di Pertuan Agong, including the prestigious award, Panglima Jasa Negara (PJN) which carries the title of 'Datuk'.*

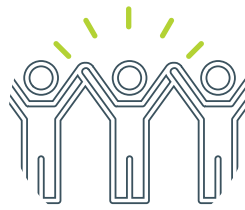
*At ASEAN level, Datuk Ir. Ahmad 'Asri had been awarded the 'Construction Professional of the Year' in the RICS Awards 2020 Southeast Asia and Honorary Fellow of ASEAN of Engineering Organizations (AFEO).*

*Datuk Ir. Ahmad 'Asri holds a First-class Honours Degree in Mechanical Engineering from Adelaide University, Australia and the Masters of Business Administration, MBA degree from the Open University, United Kingdom. He is a Fellow of the Institution of Engineers Malaysia (IEM), a Professional Engineer registered with Board of Engineers Malaysia, Member of the Royal Institution of Chartered Surveyors (RICS) and Patron of the Chartered Institute of Building Malaysia (CIOB).*

# TADBIR URUS KORPORAT

## Corporate Governance

Lembaga ditadbir berdasarkan Prinsip Tadbir Urus Korporat selaras dengan Akta CIDB 520 serta mematuhi arahan dan pekeliing kerajaan sejajar dengan fungsi dan tanggungjawabnya dalam membangunkan industri pembinaan negara.



### ANGGOTA LEMBAGA

Anggota Lembaga telah diamanahkan dengan tugas dan tanggungjawab untuk membimbing dan memberi panduan kepada Pengurusan dalam menjaga kepentingan Kerajaan dan pihak-pihak berkepentingan.

### KOMPOSISI LEMBAGA

Lembaga terdiri daripada sebelas (11) anggota-anggota seperti berikut:

- Pengerusi;
- Empat (4) wakil yang memegang jawatan dalam perkhidmatan awam;
- Enam (6) wakil daripada sektor swasta.

### JAWATANKUASA DI PERINGKAT LEMBAGA

Di peringkat Lembaga, beberapa jawatankuasa telah ditubuhkan bagi memantau dan mengukuhkan pelaksanaan program-program industri serta proses dalaman CIDB seperti berikut:

1. Jawatankuasa Kewangan, Akaun dan Pelaburan
2. Jawatankuasa Audit
3. Jawatankuasa Pengurusan Risiko CIDB
4. Jawatankuasa Tatatertib Dan Jawatankuasa Rayuan Tatatertib CIDB
5. Jawatankuasa Kenaikan Pangkat Kumpulan Pengurusan Tertinggi (Jawatan Ketua Eksekutif)

Setiap Jawatankuasa Lembaga dipengerusikan oleh seorang Ahli Lembaga. Ahli-ahli Jawatankuasa terdiri daripada beberapa orang Ahli Lembaga di samping beberapa wakil daripada kerajaan, industri ataupun ahli akademik yang mempunyai kepakaran yang diperlukan secara khusus oleh Jawatankuasa. Butiran keahlian setiap Jawatankuasa Lembaga dan terma rujukan Jawatankuasa boleh diperolehi dari Bahagian Strategi dan Tadbir Urus di bawah Sektor Dasar & Korporat.

The Board is governed based on the Principles of Corporate Governance in accordance with CIDB Act 520 and complies with government directives and circulars, in line with its functions and responsibilities in developing the construction industry.



**MEMBERS OF THE BOARD**

The Board Members are entrusted with the duty and responsibility of guiding and advising the Management in advancing the interest of the government and its stakeholders.

**COMPOSITION OF THE BOARD**

The board consists of eleven (11) members as follows:

- Chairman;
- Four (4) representatives who shall hold office in the public services;
- Six (6) representatives from the private sector.

**BOARD COMMITTEES**

Numerous committees have been established at the Board level to monitor and reinforce the implementations of the industry's programmes such as:

1. The Finance, Account and Investment Committee
2. The Audit Committee
3. CIDB Risk Management Committee
4. CIDB Disciplinary Committee and Disciplinary Appeal Committee
5. Top Management Group Promotion Committee (Chief Executive Position)

A member of the Board chairs each Committee. Committee members consist of some of the members of the Board as well as several representatives from the government, industry or academia who have particular expertise needed by the Committee. Details of each Board Committee membership and terms of reference of the Committee can be obtained from the Strategy and Governance Division under the Policy & Corporate Sector.



# SENARAI ANAK SYARIKAT CIDB MALAYSIA

## List of CIDB Malaysia Subsidiaries

### SENARAI ANAK SYARIKAT CIDB MALAYSIA

Sepanjang tahun 2022, anak-anak syarikat CIDB telah terlibat secara aktif dalam menyokong pelaksanaan pelbagai program pembangunan industri. Anak-anak syarikat tersebut adalah seperti berikut:-

**1. CIDB Holdings Sdn. Bhd.**

Melaksanakan Program CIDB dan pengurusan Akademi Binaan Malaysia (ABM)

CIDB Holdings Sdn. Bhd. pula mempunyai anak-anak syarikat seperti berikut:

- a) CIDB IBS Sdn Bhd  
Menjadi peneraju utama dalam penyelesaian dan pemangkin kepada transformasi industri IBS.
- b) Enam (6) buah Akademi Binaan Malaysia (ABM) yang ditauliahkan oleh CIDB Malaysia sebagai pusat penilaian dan latihan kompetensi kemahiran pembinaan yang terdiri daripada:
  - Akademi Binaan Malaysia Wilayah Tengah
  - Akademi Binaan Malaysia Wilayah Utara
  - Akademi Binaan Malaysia Wilayah Timur
  - Akademi Binaan Malaysia Wilayah Selatan
  - Akademi Binaan Malaysia Wilayah Sabah
  - Akademi Binaan Malaysia Wilayah Sarawak
- c) CIDB Technologies Sdn Bhd  
Pusat penilaian dan latihan CIDB Malaysia untuk Kimpalan, Pengujian Tanpa Musnah (NDT) dan Operasi Peledakan & Mengecat (BPO)

**2. CIDB e-Construct Services Sdn. Bhd.**

Melaksanakan program peningkatan *Information Communication Technologies (ICT)* dan *Building Information Modelling (BIM)* bagi industri pembinaan.

**3. Construction Research Institute of Malaysia (CREAM)**

Menjalankan program - program penyelidikan dan kajian berkaitan teknologi dan inovasi pembinaan, kualiti, kesihatan, keselamatan dan kemampunan alam sekitar. CREAM turut menawarkan perkhidmatan pengujian dan pensijilan bahan binaan; serta program penilaian kepada industri pembinaan.

**4. Construction Labour Exchange Centre Berhad (CLAB)**

Membekalkan pekerja binaan dan menyediakan Pusat Penempatan Pekerja (CLQ)

### LIST OF CIDB MALAYSIA SUBSIDIARIES

Throughout 2022, CIDB's subsidiaries have been actively involved in supporting the implementation of various industry development programmes. They are as follows:-

**1. CIDB Holdings Sdn. Bhd.**

The implementation arm of CIDB Programmes and management of Akademi Binaan Malaysia (ABM).

CIDB Holdings Sdn. Bhd. also has the following subsidiaries:

- a) CIDB IBS Sdn Bhd  
Ultimately leading the solution and catalyst for the transformation of the IBS industry.
- b) Six (6) Akademi Binaan Malaysia (ABM) accredited by CIDB Malaysia as a center for competence assessment and construction skills training consisting of:
  - Akademi Binaan Malaysia Central Region
  - Akademi Binaan Malaysia Northern Region
  - Akademi Binaan Malaysia Eastern Region
  - Akademi Binaan Malaysia Southern Region
  - Akademi Binaan Malaysia Sabah Region
  - Akademi Binaan Malaysia Sarawak Region
- c) CIDB Technologies Sdn Bhd  
An assessment and training centre of CIDB Malaysia for Welding, Non-Destructive Testing (NDT) and Blasting & Painting Operation (BPO)

**2. CIDB e-Construct Services Sdn. Bhd.**

Implements the Information Communication Technologies (ICT) and Building Information Modelling (BIM) enhancement programmes for the construction industry.

**3. Construction Research Institute of Malaysia (CREAM)**

Conducts research and study programmes related to technology and innovation in construction, quality, health, safety and environmental sustainability. CREAM also offers testing and certification of building materials; as well as assessment programmes for the construction industry.

**4. Construction Labour Exchange Centre Berhad (CLAB)**

Supplies construction workers and provides Centralised Labour Quarters (CLQ) for construction workers.

## ALAMAT ANAK SYARIKAT : ADDRESSES OF THE SUBSIDIARIES :

### **CIDB Holdings Sdn. Bhd.**

Tingkat 22, Menara Dato' Onn  
Pusat Dagangan Dunia (WTC)  
Jalan Tun Ismail  
50480 Kuala Lumpur  
Tel: +603-4042 8880  
Faks: +603-4042 2880

### **CIDB IBS Sdn Bhd**

Lot 8, Jalan Chan Sow Lin  
55200 Kuala Lumpur  
Tel: +603-9281 5903 / 5910  
Faks: +603-9281 5908

### **CIDB Technologies Sdn Bhd**

Lot 8, Seksyen 91  
Jalan Chan Sow Lin  
55200 Kuala Lumpur  
Tel: +603-9281 2391  
Faks: -

### **CIDB E-Construct Services Sdn. Bhd.**

Pejabat Pengurusan myBIM Centre  
Tingkat 11, Menara Sunway Putra  
Lot 100, Jalan Putra  
50350 Kuala Lumpur  
Tel: +603-4040 0399  
Faks: +603-4040 1289

### **Construction Research Institute of Malaysia (CREAM)**

Level 29, Sunway Putra Tower  
No 100, Jalan Putra  
50350 Kuala Lumpur  
Tel: +603-4040 0040  
Faks: +603-4050 2649

### **Construction Labour Exchange Centre Berhad (CLAB)**

Level 2, Annexe, Menara Milenium  
No. 8, Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Tel: +603-2095 9599  
Faks: +603-2095 9566

### **Akademi Binaan Malaysia Wilayah Tengah**

Lot 8, Jalan Chan Sow Lin  
55200 Kuala Lumpur  
Tel: +603-9200 2008  
Faks: +603-9200 2009

### **Akademi Binaan Malaysia Wilayah Timur**

Jenagor, 21700 Kuala Berang  
Terengganu Darul Iman  
Tel: +609-681 8327 / 28 / 86 / 96 / 97  
Faks: +609-681 8329

### **Akademi Binaan Malaysia Wilayah Utara**

Lot 2991 & 2992,  
Jalan Sintok – Padang Sanai  
06010 Sintok  
Kedah Darul Aman  
Tel: +604-924 2200  
Faks: +604-924 1100

### **Akademi Binaan Malaysia Wilayah Selatan**

Lot 2067, Batu 3, Jalan Tampoi  
81200 Johor Bahru  
Johor Darul Takzim  
Tel: +607-238 8152  
Faks: +607-234 5808

### **Akademi Binaan Malaysia Wilayah Sabah**

0.6KM, Jalan Kayu Madang A,  
Kampung Kayu Madang, Telipok  
88450 Kota Kinabalu, Sabah  
Tel: +6088-495 806 / 07 / 08  
Faks: +6088-495 805

### **Akademi Binaan Malaysia Sarawak**

Tingkat 1, Blok C, Kompleks CIDB  
Jalan Sultan Tengah  
93050 Kuching, Sarawak  
Tel: +6082-446 700 / 448 700  
Faks: +6082-442 700

# KUMPULAN PENGURUSAN

*Management Team*



**DATUK IR. AHMAD 'ASRI  
ABDUL HAMID**  
Ketua Eksekutif  
*| Chief Executive*

**MEGAT KAMIL AZMI  
MEGAT RUS KAMARANI**  
Timbalan Ketua Eksekutif I  
*| Deputy Chief Executive I*

**SR MOHD ZAID ZAKARIA**  
Timbalan Ketua Eksekutif II  
*| Deputy Chief Executive II*



# PENGURUS BESAR KANAN

## SENIOR GENERAL MANAGERS



**SR AHMAD FARRIN MOKHTAR**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Dasar & Korporat  
Policy & Corporate Sector



**IR. RASLIM SALLEH**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Personel Binaan  
Construction Personnel Sector



**ZAINORA ZAINAL**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Pembangunan Teknologi  
Technology Development Sector



**NORLIDA NABIL**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Kontraktor & Levi  
Contractor & Levy Sector  
Bersara 12 Jan 2022  
Retired 12 Jan 2022



**SUHAIMI MANSOR**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Kontraktor & Levi  
Contractor & Levy Sector  
Dilantik 1 Feb 2022  
Appointed 1 Feb 2022



**TS. NAIDATUL MAZIDAH LATIF**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Pengurusan  
Management Sector



**RAZUKI IBRAHIM**  
Pengurus Besar Kanan  
Senior General Manager  
Sektor Penguatkuasaan  
Enforcement Sector

# PENGURUS BESAR

## GENERAL MANAGERS



**ABDUL RAZAK HUSIN**  
Pengurus Besar  
General Manager  
Pejabat Penasihat  
Undang-Undang  
Legal Advisor's Office



**SHAHRULIZAM ZAINAL ABDIN**  
Pengurus Besar  
General Manager  
Bahagian Audit & Risiko  
Audit & Risk Division



**NORYANI ISMAIL**  
Pengurus Besar  
General Manager  
Bahagian Komunikasi  
Korporat  
Corporate Communication  
Division



**HASLINA ABDUL HALIM**  
Pengurus Besar  
General Manager  
Bahagian Strategi &  
Tadbir Urus  
Strategy & Governance Division  
Bersara 29 Okt 2022  
Retired 29 Oct 2022



**TUAN MASLIZA TUAN YACOB**  
Pengurus Besar  
General Manager  
Bahagian Strategi &  
Tadbir Urus  
Strategy & Governance Division  
Dilantik 15 Dis 2022  
Appointed 15 Dec 2022



**CHE SALIZA CHE SOH**  
Pengurus Besar  
*General Manager*  
**Bahagian Bisnes**  
*Business Division*



**MOHAMMAD FARID A HAMID**  
Pengurus Besar  
*General Manager*  
**Bahagian SHEQ**  
*SHEQ Division*



**NUR ISKANDAR ZULKEFLI**  
Pengurus Besar  
*General Manager*  
**Bahagian Teknologi & Inovasi**  
*Technology & Innovation Division*



**MOHD IDRUS DIN**  
Pengurus Besar  
*General Manager*  
**Bahagian Standard & Bahan Binaan**  
*Standard & Construction Materials Division*  
Bersara 7 Jun 2022  
*Retired 7 June 2022*



**SR NAZIR MUHAMAD NOR**  
Pengurus Besar  
*General Manager*  
**Bahagian Standard & Bahan Binaan**  
*Standard & Construction Materials Division*  
Dilantik 1 Julai 2022  
*Appointed 1 July 2022*



**MOHAMMAD FARRIS  
ABDUL AZIZ**  
Pengurus Besar  
*General Manager*  
**Bahagian Pengurusan Levi**  
*Levy Management Division*



**MOHD AZMI DZULKIFLI**  
Pengurus Besar  
*General Manager*  
**Bahagian Pendaftaran  
Kontraktor**  
*Contractor Registration Division*



**HANIZA SOID HAMIDI**  
Pengurus Besar  
*General Manager*  
**Bahagian Pembangunan  
Kontraktor**  
*Contractor Development  
Division*



**HERYANTI HILMI**  
Pengurus Besar  
*General Manager*  
**Bahagian Pembangunan  
Latihan Kompetensi**  
*Competency Training  
Development Division*



**ROZAIMAN HAJI HASSAN**  
Pengurus Besar  
*General Manager*  
**Bahagian Pentauliahian &  
Pemantauan Latihan**  
*Accreditation & Training  
Monitoring Division*



**IBRAHIM MOHAMMAD YUSOFF**  
Pengurus Besar  
*General Manager*  
**Bahagian Penilaian & Pensijilan**  
*Assessment & Certification  
Division*



**HIL ME HAJI MD ISA**  
Pengurus Besar  
*General Manager*  
**Bahagian Dasar Personel Binaan**  
*Construction Personnel Policy*  
*Division*



**MARINA PUTEH**  
Pengurus Besar  
*General Manager*  
**Bahagian Sumber Manusia**  
*Human Resource Division*



**FADLIAH HAMED**  
Pengurus Besar  
*General Manager*  
**Bahagian Kewangan & Akaun**  
*Finance & Account Division*



**NAZERIAH MD KASSIM**  
Pengurus Besar  
*General Manager*  
**Bahagian Pengurusan Maklumat**  
*Information Management*  
*Division*



**AHMAD RIDZUAN ISMAIL**  
Pengurus Besar  
*General Manager*  
**Bahagian Operasi**  
*Operation Division*



**AZHAR ABDULLAH**  
Pengurus Besar  
*General Manager*  
**Bahagian Pematuhan**  
*Compliance Division*  
Bersara 17 Jun 2022  
*Retired 17 June 2022*



**MOHAMMAD FAIZAL  
ABDUL HAMID**  
Pengurus Besar  
*General Manager*  
**Bahagian Pematuhan**  
*Compliance Division*  
Dilantik 17 Jun 2022  
*Appointed 17 June 2022*

# PENGURUS KANAN

## SENIOR MANAGERS



**SUHANA MOHD SAID**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Strategi & Tadbir  
Urus**  
*Strategy & Governance  
Division*



**AZIHAL SYARMEY  
CHE ABDUL AZIZ**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Strategi & Tadbir Urus**  
*Strategy & Governance Division*



**NUR IMA ZAINOL ABIDIN**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Bisnes**  
*Business Division*



**RUZAIHAH ABDULLAH**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian SHEQ**  
*SHEQ Division*



**TS. SHAHREEN GHAZALI**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Teknologi & Inovasi**  
*Technology & Innovation Division*



**TS. NOR HAMIZA ZAHAR**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Standard & Bahan  
Binaan**  
*Standard & Construction  
Materials Division*



**FARRAH FAZINI MOHAMAD**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Pendaftaran**  
**Kontraktor**  
*Contractor Registration Division*



**SITI RAHAYU YAAKUB**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Pembangunan Latihan**  
**Kompetensi**  
*Competency Training Development*  
*Division*



**TS. EMASRIA ISMAIL**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Penilaian & Pensijilan**  
*Assessment & Certification Division*



**ROSMADI HARUN**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Pengurusan**  
**Maklumat**  
*Information Management Division*



**NURUL HAYATI KHALIL**  
Pengurus Kanan  
*Senior Manager*  
**Bahagian Pengurusan Fasiliti**  
*Facility Management Division*

# PENGARAH NEGERI

## STATE DIRECTORS



**DATO' TS. DR. GERALD A/L  
SUNDARAJ**  
Pengarah  
Director  
Wilayah Persekutuan  
Kuala Lumpur  
Federal Territory of Kuala Lumpur



**JASMI MOHD SALLEH**  
Pengarah  
Director  
Negeri Selangor  
Selangor State



**ANNIS OTHMAN**  
Pengarah  
Director  
Negeri Johor  
Johor State



**MOHD NOOR AB RAHMAN**  
Pengarah  
Director  
Negeri Sarawak  
Sarawak State

Bersara 20 Mei 2022  
Retired 20 May 2022



**SAINI SAIDI**  
Pengarah  
Director  
Negeri Sarawak  
Sarawak State

Dilantik 20 Mei 2022  
Appointed 20 May 2022



**ROSMEN AG HASSAN**  
Pengarah  
Director  
Negeri Sabah  
Sabah State





**ZAHIDI HASHIM**  
Pengarah  
*Director*  
**Negeri Pulau Pinang**  
*Pulau Pinang State*



**MUHAMMAD RIZUAN HAMZAH**  
Pengarah  
*Director*  
**Negeri Terengganu**  
*Terengganu State*



**MOHAMAD NORSANI KATAP**  
Pengarah  
*Director*  
**Negeri Pahang**  
*Pahang State*



**ROHANA ABDUL MANAN**  
Pengarah  
*Director*  
**Negeri Sembilan**  
*Negeri Sembilan State*



**ALINDA PUTEH**  
Pengarah  
*Director*  
**Negeri Melaka**  
*Melaka State*



**NAZRI ZAKARIA**  
Pengarah  
*Director*  
**Negeri Kelantan**  
*Kelantan State*



**ZAINI YAHYA**  
Pengarah  
*Director*  
**Negeri Perak**  
*Perak State*



**SITI RAFIDAH BAHAROM**  
Pengarah  
*Director*  
**Negeri Kedah**  
*Kedah State*



**SR ROSLI ZAINON**  
Pengarah  
*Director*  
**Negeri Perlis**  
*Perlis State*

# PENGURUS CAWANGAN

## BRANCH MANAGERS



**CHUANG KUANG HONG**  
Pengurus  
Manager  
Negeri Sarawak,  
Cawangan Sibul  
Sarawak State, Sibul Branch



**POUL BIN JOANNES**  
Pengurus  
Manager  
Negeri Sabah,  
Cawangan Sandakan  
Sabah State, Sandakan Branch



**HASSAN ISMAIL**  
Pengurus  
Manager  
Negeri Sabah,  
Cawangan Tawau  
Sabah State, Tawau Branch



**MIRZA FARIZA NARAWI**  
Pengurus  
Manager  
Negeri Sarawak,  
Cawangan Miri  
Sarawak State, Miri Branch

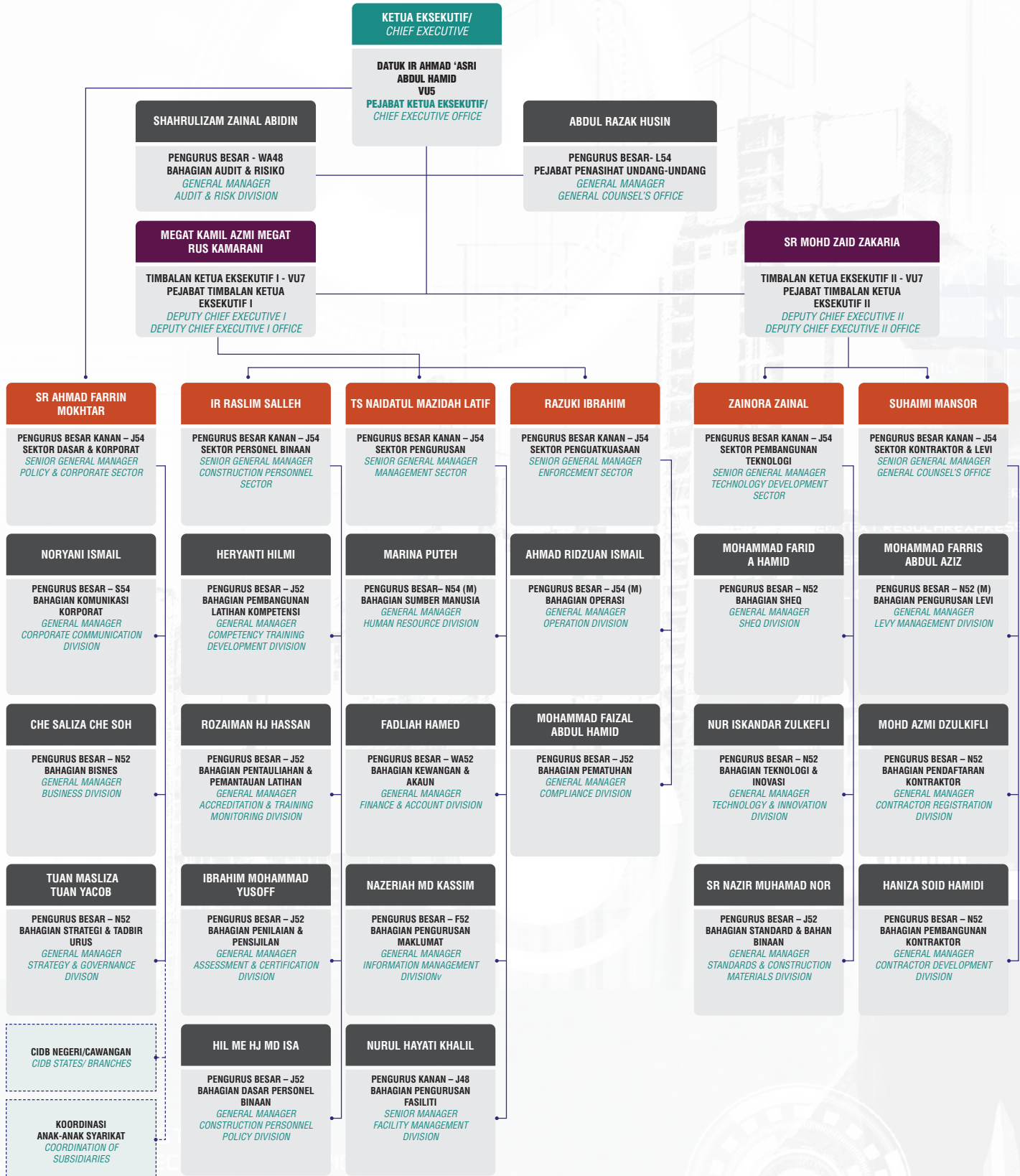


**TS. KAMARUL AZMAN A RAZAK**  
Pengurus  
Manager  
Negeri Sarawak,  
Cawangan Bintulu  
Sarawak State, Bintulu Branch



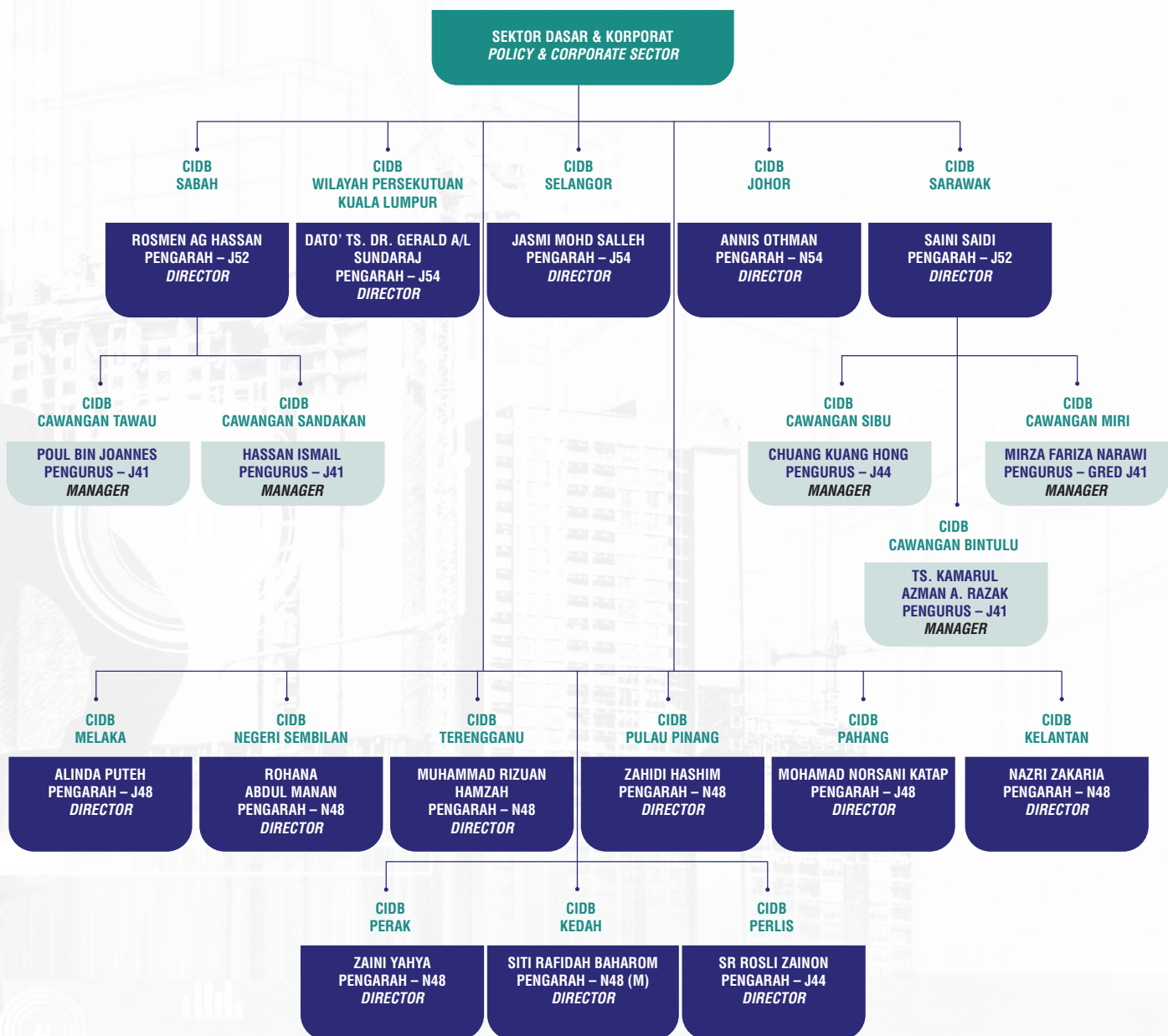
# STRUKTUR ORGANISASI CIDB 2022

Organization Chart 2022



# STRUKTUR ORGANISASI CIDB NEGERI / CAWANGAN 2022

## CIDB STATES / BRANCHES ORGANIZATION CHART 2022



# SUMBER MANUSIA

## Human Resources

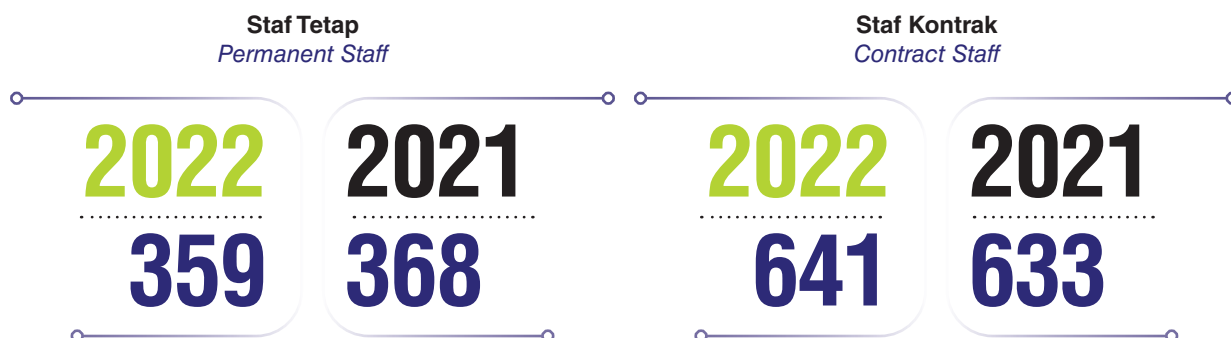
Pada akhir Disember 2022, CIDB mempunyai seramai 1002 orang staf di mana seramai 359 orang daripada jumlah tersebut terdiri daripada staf lantikan tetap mengisi waran perjawatan yang telah diluluskan oleh Jabatan Perkhidmatan Awam (JPA). Sementara itu, seramai 641 orang staf berstatus kontrak terus memainkan peranan penting dalam menjayakan pelaksanaan fungsi-fungsi utama CIDB sebagaimana yang digariskan di bawah Akta CIDB 520 (Pindaan) 2011. Terdapat pengurangan sebanyak 0.39% keseluruhan jumlah staf berbanding 2021. Pecahan staf mengikut kategori pada tahun 2022 berbanding tahun 2021 adalah seperti di bawah:

*At the end of December 2022, CIDB has a total of 1002 employees in which a total of 359 staff were permanent staff filling the approved posts warranted by the Public Service Department (PSD). Meanwhile, 641 contractual staff continue to play an important role in ensuring the implementation of CIDB's key functions as set out under the CIDB Act 520 (Amendment) Act 2011. There was a decrease of 0.39% in the total number of staff compared to 2021. The breakdown of staff by category in 2022 compared to 2021 is as follows:*

Bilangan dan pengisian jawatan pada akhir Disember 2022 berbanding 2021  
Number of positions and posts filled at the end of December 2022 compared to 2021

Kategori/Kumpulan Jawatan Categories/Group of Posts	Bilangan Jawatan Tetap Number of Permanent Posts	Pengisian Jawatan Posts Filled							
		Tetap Permanent		Pinjaman Secondment		Kontrak Contract		Jumlah Total	
		2022	2021	2022	2021	2022	2021	2022	2021
Jawatan Utama Sektor Awam (JUSA) Public Sector Superscale	4	3	4	-	0	-	0	3	4
Pengurusan & Profesional Management & Professional	84	81	82	2	4	94	98	177	184
Pelaksana (Sokongan) Implementors (Support)	287	275	282	-	1	547	535	822	818
Jumlah Total	375	359	368	2	5	641	633	1002	1006

Bilangan staf tetap berbanding staf kontrak  
Number of permanent staff against contract staff



Dari segi taburan staf, Ibu Pejabat CIDB mempunyai 414 orang staf pada tahun 2022, manakala pejabat-pejabat negeri dan cawangan mempunyai seramai 588 staf. Terdapat pengurangan sebanyak 1.42% jumlah staf di Ibu Pejabat dan pertambahan sebanyak 0.34% di pejabat-pejabat negeri dan cawangan berbanding 2021. Taburan staf mengikut kategori pada tahun 2022 berbanding tahun 2021 adalah seperti di bawah:

*In terms of staff distribution, CIDB Head Office has 414 employees in 2022, while state and branch offices have a total of 588 employees. There was a decrease of 1.42% in the number of staff at the Head Office and an increase of 0.34% in the state and branch offices compared to 2021. Staff distribution by category in 2022 compared to 2021 is as below:*

Taburan Staf  
Staff Distribution

Kategori/Kumpulan Jawatan Categories/Group of Posts	Ibu Pejabat Head Office		Pejabat / Cawangan Negeri State / Branch Offices		Jumlah Total	
	2022	2021	2022	2021	2022	2021
Jawatan Utama Sektor Awam (JUSA) Public Sector Superscale	3	4	-	0	3	4
Pengurusan & Profesional Management & Professional	124	134	53	50	177	184
Pelaksana (Sokongan) Implementors (Support)	287	282	535	536	822	818
Jumlah Total	414	420	588	586	1002	1006



## HASIL

Berdasarkan Penyata Kewangan yang Telah Diaudit pada tahun 2022, jumlah hasil yang diterima sehingga 31 Disember 2022 adalah sebanyak RM349.1 juta bagi CIDB dan RM383.3 juta bagi Kumpulan. Secara keseluruhannya, hasil tahun 2022 meningkat sebanyak RM76.6 juta (28%) berbanding hasil tahun 2021 yang berjumlah RM272.5 juta bagi CIDB manakala hasil tahun 2022 meningkat sebanyak RM72.5 juta (23%) berbanding hasil tahun 2021 yang berjumlah RM310.8 juta bagi Kumpulan.

Pengenaan levi masih kekal sebagai penyumbang utama hasil CIDB iaitu sebanyak RM216.3 juta atau 62% daripada jumlah keseluruhan hasil. Hasil daripada yuran pendaftaran adalah sebanyak RM65.5 juta (19%), hasil pelunasan geran kerajaan sebanyak RM16.1 juta (5%), hasil yuran kursus sebanyak RM12.0 juta (3%), hasil faedah dan dividen sebanyak RM11.8 juta (3%), hasil kompaun dan penalti sebanyak RM9.4 juta (3%), hasil verifikasi bahan sebanyak RM8.9 juta (3%) dan hasil yang lain sebanyak RM9.1 juta (5%).

Di peringkat Kumpulan, pengenaan levi juga masih kekal sebagai penyumbang utama hasil Kumpulan iaitu sebanyak RM216.3 juta atau 56% daripada jumlah keseluruhan hasil. Hasil daripada yuran pendaftaran adalah sebanyak RM65.5 juta (17%), hasil yuran kursus sebanyak RM26.0 juta (7%), hasil pelunasan geran kerajaan sebanyak RM16.7 juta (4%), hasil faedah dan dividen sebanyak RM12.7 juta (3%), hasil kompaun dan penalti sebanyak RM9.4 juta (2%), hasil verifikasi bahan sebanyak RM8.9 juta (2%) dan hasil yang lain sebanyak RM27.8 juta (9%).

## PRESTASI KEWANGAN

*Financial Performance*

### REVENUE



Based on the 2022 Audited Financial Statements, total revenue received until 31 December 2022 was RM349.1 million for CIDB and RM383.3 million for the Group. Overall, CIDB's revenue in 2022 increased by RM76.6 million (28%) compared to RM272.5 million in 2021 while the Group's 2022 revenue increased by RM72.5 million (23%) compared RM310.8 million in 2021.

Levy imposition remain as the main contributor to CIDB's revenue amounting to RM216.3 million or 62% of the total revenue. Revenue from registration fees recorded a total of RM65.5 million (19%), government grants RM16.1 million (5%), course fees RM12.0 million (3%), interest and dividends RM11.8 million (3%), compound and penalty RM9.4 million (3%), material verification RM8.9 million (3%), and other revenues RM9.1 million (5%).

At the Group level, the Levy also remain as the main contributor to the Group's revenue amounting to RM216.3 million or 56% of the total revenue. Revenue from registration fees registered an amount of RM65.5 million (17%), course fee RM26.0 million (7%), government grant repayment RM16.7 million (4%), interest and dividend RM12.7 million (3%), compound and penalty RM9.4 million (2%), material verification RM8.9 million (2%), and other revenues RM27.8 million (9%).



Jadual I menunjukkan Hasil CIDB dan Kumpulan pada Tahun 2022  
Schedule I shows CIDB and the Group Revenue for 2022

Sumber Hasil/ Source of Revenue	Hasil/Revenue (RM juta/million)			
	Peringkat Kumpulan/ Group Level		Peringkat CIDB/ CIDB Level	
	2022	2021	2022	2021
<b>Hasil Daripada Urus Niaga Bukan Pertukaran</b> <i>Revenue From Non-Exchange Transactions</i>	<b>308.0</b>	<b>234.9</b>	<b>307.3</b>	<b>235.4</b>
Levi <i>Levy</i>	216.3	161.8	216.3	161.7
Yuran Pendaftaran <i>Registration Fee</i>	65.5	66.1	65.5	66.1
Kompaun dan Penalti <i>Compound and Penalty</i>	9.4	5.3	9.4	5.3
Geran Kerajaan <i>Government Grant</i>	16.7	0.6	16.1	2.3
Lain-lain Urus Niaga Bukan Pertukaran <i>Others Non-Exchange Transactions</i>	0.1	1.1	-	-
<b>Hasil Daripada Urus Niaga Pertukaran</b> <i>Revenue From Exchange Transactions</i>	<b>73.2</b>	<b>63.7</b>	<b>40.2</b>	<b>25.6</b>
Yuran Penilaian Kemahiran <i>Evaluation Skills Fees</i>	7.9	4.2	5.9	3.3
Yuran Kursus <i>Training Fees</i>	26.0	15.6	12.0	2.7
Hasil Sewaan <i>Rental Revenue</i>	0.7	2.3	0.1	0.5
Dividen <i>Dividends</i>	0.5	1.7	0.2	0.2
Faedah Deposit Tetap <i>Fixed Deposits Interest</i>	11.0	9.2	10.4	8.7
Hibah <i>Hibah</i>	1.2	1.5	1.2	1.4
Verifikasi Bahan <i>Material Verification</i>	8.9	8.0	8.9	8.0
Jualan Dokumen <i>Sales Documents</i>	0.2	0.2	0.1	0.1
Lain-lain Urus Niaga Pertukaran <i>Others Exchange Transactions</i>	8.3	1.9	1.4	0.7
Fi Pengurusan Projek Perundingan, Pensijilan dan Pendaftaran <i>Management Fees for Project Consultation, Certification and Registration</i>	8.5	19.1	-	-
<b>Lain-lain Hasil</b> <i>Others Revenue</i>	<b>2.1</b>	<b>12.2</b>	<b>1.6</b>	<b>11.5</b>
Bayaran Balik Geran <i>Grand Repayments</i>	0.1	4.6	0.1	4.6
Pendapatan Hutang Ragu <i>Doubtful Debt Income</i>	0.6	6.2	0.6	6.2
Keuntungan Mudharabah <i>Mudharabah Profit</i>	0.8	0.2	0.8	0.2
Pelbagai Hasil <i>Miscellaneous Revenue</i>	0.6	1.2	0.1	0.5
<b>Jumlah/Total</b>	<b>383.3</b>	<b>310.8</b>	<b>349.1</b>	<b>272.5</b>

## PERBELANJAAN

Perbelanjaan keseluruhan bagi CIDB telah meningkat sebanyak RM80.1 juta (28%) daripada RM282.3 juta untuk tahun 2021 kepada RM362.4 juta pada tahun 2022 manakala bagi Kumpulan juga telah meningkat sebanyak RM84.1 juta (25%) daripada RM330.2 juta untuk tahun 2021 kepada RM414.3 juta pada tahun 2022.

Perbelanjaan mengurus tahun 2022 bagi CIDB meningkat sebanyak RM8.3 juta (6%) kepada RM152.6 juta berbanding tahun 2021 yang berjumlah RM144.3 juta. Perbelanjaan bagi program pembangunan industri meningkat sebanyak RM52.0 juta (54%) kepada RM148.4 juta berbanding RM96.4 juta pada tahun 2021. Perbelanjaan modal juga meningkat sebanyak RM19.8 juta (48%) kepada RM61.4 juta berbanding RM41.6 juta pada tahun 2021.

Perbelanjaan mengurus tahun 2022 bagi Kumpulan pula meningkat sebanyak RM10.9 juta (6%) kepada RM208.8 juta berbanding tahun 2021 yang berjumlah RM197.9 juta. Perbelanjaan bagi program pembangunan industri meningkat sebanyak RM41.2 juta (48%) kepada RM126.3 juta berbanding RM85.1 juta pada tahun 2021. Perbelanjaan modal juga meningkat sebanyak RM32.0 juta (68%) kepada RM79.2 juta berbanding RM47.2 juta pada tahun 2021.

## EXPENDITURE

The overall expenditure for CIDB increased by RM80.1 million (28%) from RM282.3 million in 2021 to RM362.4 million in 2022 while the Group also recorded an increase of RM84.1 million (25%) from RM330.2 million in 2021 to RM414.3 million in 2022.

CIDB's operating expenses in 2022 increased by RM8.3 million (6%) to RM152.6 million compared to RM144.3 million in 2021. Expenditure for industrial development programmes increased by RM52.0 million (54%) to RM148.4 million compared to RM96.4 million in 2021. Capital expenditure also increased by RM19.8 million (48%) to RM61.4 million compared to RM41.6 million in 2021.

The Group's operating expenses in 2022 increased by RM10.9 million (6%) to RM208.8 million compared to RM197.9 million in 2021. Expenditure for industrial development programmes increased by RM41.2 million (48%) to RM126.3 million compared to RM85.1 million in 2021. Capital expenditure also increased by RM32.0 million (68%) to RM79.2 million compared to RM47.2 million in 2021.

Jadual II menunjukkan Perbelanjaan CIDB dan Kumpulan pada Tahun 2022  
Schedule II shows CIDB and the Group Expenditure for 2022

Jenis Perbelanjaan/ Expenditure Types		Perbelanjaan/ Expenditure (RM Juta/ Million)			
		Peringkat Kumpulan/ Group Level		Peringkat CIDB/ CIDB Level	
		2022	2021	2022	2021
Kos Pengeluaran Production Cost	a	11.3	11.4	-	-
Emolumen Emolument	b	103.4	103.0	77.3	77.0
Bekalan Perkhidmatan Service Supplies	c	2.6	3.6	2.1	3.1
Belanja Operasi Operational Expenditure	d	91.5	79.9	73.2	64.2
(A) Belanja Mengurus Management Expenditure	e=a+b+c+d	208.8	197.9	152.6	144.3
(B) Program Pembangunan Industri Industry Development Programmes		126.3	85.1	148.4	96.4
(C) Belanja Modal Capital Expenditure		79.2	47.2	61.4	41.6
<b>Jumlah/Total</b>	<b>A+B+C</b>	<b>414.3</b>	<b>330.2</b>	<b>362.4</b>	<b>282.3</b>

## KEUNTUNGAN TERKUMPUL

Keuntungan terkumpul bersih di peringkat CIBD meningkat sebanyak RM41.1 juta (5%) iaitu daripada RM821.9 juta pada tahun 2021 kepada RM863.0 juta pada tahun 2022.

Sementara itu kedudukan keuntungan terkumpul bersih di peringkat Kumpulan juga meningkat sebanyak RM40.4 juta (5%) daripada RM857.6 juta pada tahun 2021 kepada RM898.0 juta pada tahun 2022.

### ACCUMULATED PROFIT

The total accumulated income at CIBD level shows a RM41.1 million (5%) increased from RM821.9 million in 2021 to RM863.0 million in 2022.

At the Group level, total accumulated income also increased by RM40.4 million (5%) from RM857.6 million in 2021 to RM898.0 million in 2022.

Jadual III menunjukkan Keuntungan Terkumpul CIBD dan Kumpulan pada Tahun 2022  
Schedule III shows Accumulated Profit for CIBD and the Group for 2022

Jenis Pendapatan Types of Income		Pendapatan Income (RM juta/ million)			
		Peringkat Kumpulan Group Level		Peringkat CIBD CIBD Level	
		2022	2021	2022	2021
Lebih Pendapatan Sebelum Cukai <i>Surplus Income Before Tax</i>	a	48.2	27.8	48.1	31.8
Cukai Pendapatan <i>Income Tax</i>	b	7.5	(3.5)	6.8	(3.8)
Zakat <i>Zakat</i>	c	0.2	0.6	0.2	0.5
(A) Lebih Pendapatan Selepas Cukai <i>Surplus Income After Tax</i>	e=a-b-c	40.5	30.7	41.1	35.1
(B) Lebih Pendapatan Di Bawa Ke Hadapan <i>Surplus Income Brought Forward</i>		857.6	826.8	821.9	786.8
Keuntungan Penilaian Aktuari <i>Actuarial Valuation Gain</i>	f	-	0.1	-	-
Hapus Kira Penghutang Subsidiari <i>Subsidiary Receivables Written Off</i>	g	(0.1)	-	-	-
<b>Jumlah/Total</b>	<b>A+B+f+g</b>	<b>898.0</b>	<b>857.6</b>	<b>863.0</b>	<b>821.9</b>

# TINJAUAN PENGERUSI

*Chairman Overview*

**Dengan nama Allah Yang Maha Pemurah, Maha Penyayang.**

**Selaku Pengerusi Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB), saya dengan sukacitanya membentangkan Laporan Tahunan dan Penyata Kewangan CIDB bagi tahun kewangan berakhir 31 Disember 2022.**

*In the name of Allah, the Most Gracious, Most Merciful.*

*As Chairman of the Malaysian Construction Industry Development Board (CIDB), it is with great pleasure that I present the Annual Report and Financial Statements of CIDB for the financial year ended 31 December 2022.*

**YB. Ir. Hj. Yusuf Hj. Abd. Wahab**  
Pengerusi / Chairman



Mengimbas kembali tahun 2022, negara sekali lagi menyaksikan pertukaran kerajaan berikutan Pilihan Raya Umum Ke-15 pada November 2022. Kerajaan perpaduan telah dibentuk diketuai oleh YAB Dato' Seri Anwar Ibrahim sebagai Perdana Menteri baharu. Kementerian Kerja Raya mengalu-alukan Menteri baharu YB Dato Sri Alexander Nanta Linggi dan Timbalan Menteri YB Dato' Sri Abdul Rahman Hj Mohamad untuk meneruskan usaha dalam memperkasakan pembangunan infrastruktur dan pengurusan aset yang komprehensif serta memperluaskan pendigitalan industri pembinaan.

Di peringkat global, kita masih berada di dalam pergolakan dunia yang dibawa oleh pandemik Covid-19, peperangan dan konflik. Kesan krisis Covid-19 yang berterusan dan konflik Rusia-Ukraine terhadap ekonomi, rantai nilai global, kesihatan dunia dan kestabilan sosial terus disaksikan. Permintaan berterusan telah menyokong aktiviti ekonomi dan perdagangan global apabila langkah pembendungan ditarik dan beralih ke arah endemisiti di kebanyakan negara.

### PERSEKITARAN EKONOMI

Pada awal 2022, ekonomi global masih terjejas oleh tindak balas dasar Covid-19 di tengah-tengah kemunculan varian baru yang membimbangkan. Negara-negara terpaksa mengambil langkah yang kukuh untuk membendung penularan penyakit itu, yang seterusnya membebankan aktiviti ekonomi. Bagaimanapun, menjelang separuh pertama 2022, pengurusan pandemik yang lebih berkesan telah membolehkan sesetengah ekonomi menarik sekatan dan membuka semula sempadan antarabangsa. Ini membawa kepada keadaan pasaran buruh yang bertambah baik dan pemulihan dalam aktiviti dan permintaan.

Di sebalik perkembangan positif ini, pemulihan global masih dihalang oleh beberapa faktor yang lain sepanjang tahun ini. Ini termasuk tekanan kos komoditi global yang semakin meningkat, konflik ketenteraan di Ukraine dan langkah-langkah pembendungan Covid-19 yang ketat di China. Khususnya, tekanan inflasi yang meningkat timbul sebagai kebimbangan yang ketara bagi kebanyakan ekonomi disebabkan peningkatan kos dan permintaan yang lebih kukuh berikutan pembukaan semula ekonomi. Ekonomi dunia telah menguncup kepada 3.1% berbanding 6% pada 2021.

*Looking back at the year 2022, the country once again saw a change of government following the 15th General Election in November 2022. A unity government was formed led by YAB Dato' Seri Anwar Ibrahim as the new Prime Minister. The Ministry of Works welcomed a new Minister YB Dato Sri Alexander Nanta Linggi and Deputy Minister YB Dato' Sri Abdul Rahman Hj Mohamad to continue its efforts in empowering infrastructure development and comprehensive asset management as well as expanding the digitalization of the construction industry.*

*On the global front, the turbulence of the world brought by pandemic diseases, war and conflicts has not eluded us. We continue to witness the impact of the on-going crises of Covid-19 and the Russian-Ukraine conflict on the economy, global value chain, world health and social stability. Pent-up demand had supported global economic and trade activities as many countries lifted containment measures and shifted towards endemicity.*

### ECONOMIC ENVIRONMENT

*In early 2022, the global economy was still heavily affected by Covid-19 policy responses amid the emergence of new variants of concern. Countries had to employ strong measures to curb the spread of the disease, which in turn weighed on economic activity. However, by the first half of 2022, more effective pandemic management enabled some economies to lift restrictions and reopen international borders. This led to improved labour market conditions and a rebound in economic activity and demand.*

*Not with standing these positive developments, the global recovery was hampered by several other factors during the year. These included rising global commodity cost pressures, the military conflict in Ukraine, and strict Covid-19 containment measures in China. In particular, rising inflationary pressures emerged as a significant concern for many economies due to increased costs and stronger demand following economic reopening. The world economy had contracted to 3.1% compared to 6% in 2021.*

Walaupun dalam menghadapi cabaran global, ekonomi Malaysia terus mencatatkan pemulihan yang kukuh dengan KDNK meningkat 8.7% pada 2022 (2021: 3.1%). Apabila sekatan Covid-19 ditarik, aktiviti ekonomi diteruskan. Keadaan pasaran buruh dan aktiviti pelaburan bertambah baik, seterusnya menyokong pertumbuhan dalam negeri. Pembukaan semula sempadan antarabangsa membantu memulihkan aktiviti pelancongan. Sokongan dasar yang berterusan, seperti kenaikan gaji minimum dan pemindahan tunai, memberikan peningkatan tambahan kepada ekonomi. Secara keseluruhan, pemulihan ekonomi Malaysia pada tahun 2022 sebahagian besarnya didorong oleh permintaan domestik yang lebih kukuh apabila aktiviti ekonomi kembali normal. Walau bagaimanapun, kadar pemulihan berbeza-beza merentasi pelbagai sektor ekonomi.

## TINJAUAN INDUSTRI PEMBINAAN MALAYSIA

Pertumbuhan dalam sektor pembinaan pulih untuk berkembang sebanyak 5.0% (2021: -5.2%), berikutan peningkatan menyeluruh dalam aktiviti merentas semua subsektor. Subsektor bukan kediaman melantun semula dengan kukuh daripada tahun sebelumnya, disebabkan kemajuan yang lebih pantas bagi projek hartanah komersial dan perindustrian yang besar. Begitu juga, subsektor perdagangan khas merekodkan pertumbuhan lebih tinggi disokong oleh kerja-kerja peringkat awal dan akhir seperti penyediaan tapak dan pemasangan, serta pelaksanaan berterusan projek berskala kecil. Kadar pemulihan dalam subsektor kejuruteraan awam dan kediaman adalah sedikit perlahan, sebahagiannya dihalang oleh kekurangan buruh yang berpanjangan dan kos bahan binaan yang tinggi.

Sehingga Disember 2022, sebanyak 11,158 projek bernilai RM128.2 bilion telah direkodkan berbanding 13,360 projek bernilai RM133.1 bilion pada tahun 2021. Projek-projek tersebut terdiri daripada 55% projek bukan kediaman, 21% projek kediaman, 20% projek infrastruktur dan 4% projek kemudahan sosial.

## PROSPEK MASA HADAPAN

Ekonomi global dijangka berkembang dengan kadar lebih perlahan antara 2.4% dan 2.9% pada 2023. Pertumbuhan global akan disokong oleh pasaran buruh yang berdaya tahan, pengurangan gangguan rantaian bekalan, pembukaan semula China dan pemulihan berterusan dalam aktiviti pelancongan global.

Ekonomi Malaysia diunjurkan berkembang antara 4.0% dan 5.0% pada 2023, disokong oleh permintaan domestik yang kukuh, terutamanya perbelanjaan sektor swasta. Ekonomi dijangka menghadapi cabaran daripada pertumbuhan global yang perlahan. Di samping itu, kebimbangan berterusan mengenai kos sara hidup dan kos input yang tinggi, serta kesannya terhadap cara perbelanjaan isi rumah dan perniagaan akan menambah cabaran ini. Namun begitu, peningkatan

*Even in the face of global challenges, Malaysia's economy continued to post a strong recovery. The GDP grew by 8.7% in 2022 (2021: 3.1%). As Covid-19 restrictions were lifted, economic activities resumed. Labour market conditions and investment activities improved, further supporting domestic growth. The reopening of international borders helped revive tourism activity. Continued policy support, such as the minimum wage increase and cash transfers, provided an additional lift to the economy. Overall, Malaysia's economic recovery in 2022 was largely driven by stronger domestic demand as economic activity normalised. However, the pace of recovery varied across different economic sectors.*

## MALAYSIAN CONSTRUCTION INDUSTRY OVERVIEW

*Growth in the construction sector recovered to expand by 5.0% (2021: -5.2%), following a broad-based pickup in activities across all subsectors. The non-residential subsector rebounded strongly from the previous year, on account of faster progress of large commercial real estate and industrial projects. Similarly, the special trade subsector recorded higher growth supported by early- and end-stage works such as site preparation and installation, as well as continued implementation of small-scale projects. The pace of recovery in the civil engineering and residential subsectors were marginally slower, partly hampered by prolonged labour shortages and elevated building material costs.*

*As of December 2022, a total of 11,158 projects worth RM128.2 billion was recorded compared to 13,360 projects worth RM133.1 billion in 2021. The projects comprised of 55% non-residential projects, 21% residential projects, 20% infrastructure projects and 4% social amenities projects.*

## FUTURE PROSPECTS

*The global economy is expected to grow at a slower pace of between 2.4% and 2.9% in 2023. Global growth will be supported by resilient labour markets, easing of supply chain disruptions, China's reopening and continued recovery in global tourism activity.*

*The Malaysian economy is projected to grow between 4.0% and 5.0% in 2023, supported by firm domestic demand, particularly private sector spending. The economy is expected to face challenges from slowing global growth. Additionally, continued concerns on the elevated cost of living and input costs, as well as their impact to households' and businesses' spending behaviour will add to these challenges. Nonetheless, further improvement in labour market conditions, continued implementation of multi-year investment projects and higher tourism activity, particularly with the resumption of China's outbound tourism are expected to support private consumption and investment growth.*

selanjutnya dalam kondisi pasaran buruh, pelaksanaan berterusan projek pelaburan berbilang tahun dan aktiviti pelancongan yang lebih tinggi, terutamanya dengan penyambungan semula pelancongan keluar China dijangka menyokong penggunaan swasta dan pertumbuhan pelaburan.

Sektor pembinaan dijangka mencatat pertumbuhan yang lebih kukuh pada 2023, dirangsang terutamanya oleh peningkatan berterusan dalam aktiviti subsektor kejuruteraan awam dan kediaman. Kemajuan yang lebih pantas bagi projek-projek mega dalam pengangkutan dan utiliti sedia ada akan meningkatkan pertumbuhan dalam subsektor kejuruteraan awam. Sementara itu, pelancaran perumahan baharu yang lebih tinggi, sejajar dengan peningkatan permintaan yang dijangka berikutan prospek pendapatan dan pekerjaan yang lebih baik, akan memberikan sokongan kepada subsektor kediaman.

## PRESTASI CIDB TAHUN 2022

CIDB sebagai penjaga industri pembinaan mesti memainkan peranan dan fungsinya di bawah Akta 520 dalam mengemudi pembangunan dan pertumbuhannya. Selain itu, CIDB juga perlu menjalankan tanggungjawabnya sebagai penasihat yang memberikan cadangan kepada Kerajaan berkaitan industri pembinaan. Pencapaian objektif tersebut dipacu oleh empat Pelan Strategik utama di peringkat organisasi yang telah dibangunkan oleh CIDB iaitu:

- Pelan Strategik CIDB (CSP) 2021 - 2025;
- Pelan Strategik ICT (ISP) CIDB 2020 - 2025;
- Pelan Antirasuah Organisasi (OACP) CIDB 2021 - 2025; dan
- Pelan Strategik Pembinaan 4.0 (C4.0) 2021 - 2025

CSP merupakan pelan strategik 5 tahun bagi tempoh 2021-2025 yang mensasarkan CIDB menjadi peneraju utama dalam membangunkan industri pembinaan yang prihatin dan bertanggungjawab terhadap masyarakat dan alam sekitar. Tahun 2022 merupakan tahun kedua pelaksanaan CSP yang telah menghasilkan beberapa kejayaan pantas secara dalaman dan luaran. Pencapaian keseluruhan KPI CSP bagi tahun 2022 adalah 99.3% berbanding sasaran 100% yang menunjukkan prestasi lebih baik daripada 2021 dengan peningkatan sebanyak 2.1%. 60 daripada 61 KPI telah berjaya mencapai sasaran yang ditetapkan (hijau) manakala hanya satu KPI yang mencapai antara 60% - 85% (kuning).

ISP CIDB telah dibangunkan untuk tempoh pelaksanaan dari 2020 hingga 2025, dengan objektif agar CIDB menjadi *Insight-Driven Organization (IDO)* yang melangkaui penggunaan teknologi secara maksimum, serta bergerak ke arah organisasi yang menggalakkan penjaan idea dan penyelesaian secara inovatif. Tahun 2022 merupakan tahun ketiga pelaksanaan ISP yang telah berjaya mencapai kemajuan 94.6% berbanding sasaran 100%. Sebanyak 18 KPI telah berjaya dilaksanakan dengan pencapaian 15 KPI melebihi 85% (hijau) dan 3 KPI mencapai antara 60%-85% (kuning).

*The construction sector is expected to record a stronger growth in 2023, buoyed mainly by continued improvement in activities within the civil engineering and residential subsectors. Faster progress of existing large transportation and utility projects will lift growth in the civil engineering subsector. Meanwhile, higher new housing launches, in tandem with the expected expansion in demand following better income and employment prospects, will provide support to the residential subsector.*

## CIDB PERFORMANCE IN 2022

*CIDB being the custodian of the construction industry must play its role and function under the Act 520 in steering its development and growth. In addition, CIDB also has to carry out its responsibilities as an advisor who provides recommendations to the Government related to the construction industry. In guiding the achievement of these objectives, four main Strategic Plans at the organizational level had been developed by CIDB namely:*

- *CIDB Strategic Plan (CSP) 2021 - 2025;*
- *CIDB ICT Strategic Plan (ISP) 2020 - 2025;*
- *CIDB Organizational Anti-Corruption Plan (OACP) 2021 - 2025; and*
- *Construction 4.0 Strategic Plan (C4.0) 2021 - 2025*

*The CSP is a 5-year strategic plan for the period of 2021-2025 with the aim for CIDB to be the main leader in developing a caring and responsible construction industry towards society and the environment. The year 2022 is the second year of the CSP implementation which had generated some quick gains internally and externally. The overall achievement of the CSP KPI for the year 2022 is 99.3% against the target of 100% performing better than 2021 with an increase of 2.1%. 60 out of 61 KPIs have successfully achieved the set target (green) while only one KPI achieved between 60% - 85% (yellow).*

*CIDB's ISP had been developed for the implementation period from 2020 to 2025, with the objective of CIDB becoming an Insight-Driven Organization (IDO) that transcends maximum use of technology, as well as moving towards an organization that encourages the generation of ideas and innovative solutions. The year 2022 is the third year of ISP implementation which has successfully achieved 94.6% progress against the target of 100%. A total of 18 KPIs have been successfully implemented with the achievement of 15 KPIs exceeding 85% (green) and 3 KPIs achieving between 60%-85% (yellow).*

*The CIDB OACP 2021 - 2025 had been developed to support the National Anti-Corruption Plan (NACP) 2019-2023. The CIDB OACP comprises 4 Priority Areas, 4 Strategies and 74 Initiatives aimed at strengthening CIDB's transparency, credibility, effectiveness and efficiency in delivering its services. In 2022, CIDB's OACP achievement is 99% against the target of 100%. 70 out of 74 initiatives had successfully achieved over 90% (green) while 4 initiatives achieved between 70% - 89% (yellow).*

OACP CIDB 2021 - 2025 telah dibangunkan bagi menyokong Pelan Antirasuah Nasional (NACP) 2019-2023. OACP CIDB merangkumi 4 Bidang Keutamaan, 4 Strategi dan 74 Inisiatif yang menjurus kepada pengukuhan ketelusan, kredibiliti, keberkesanan dan kecekapan CIDB dalam menyampaikan perkhidmatannya. Pada 2022, pencapaian OACP CIDB adalah 99% berbanding sasaran 100%. 70 daripada 74 inisiatif telah berjaya mencapai lebih 90% (hijau) manakala 4 inisiatif mencapai antara 70% - 89% (kuning).

Selaras dengan dasar kerajaan yang menyokong Revolusi Perindustrian 4.0, Kementerian Kerja Raya telah melancarkan Pelan Strategik Pembinaan 4.0 (2021 – 2025) pada 17 November 2020. Pelan tersebut telah menetapkan aspirasi dan inisiatif utama berkaitan transformasi industri pembinaan Malaysia melalui pemerkasaan pembinaan pintar dan digitalisasi. Pada tahun 2022, 26 KPI telah berjaya dilaksanakan dengan pencapaian 98.3% berbanding sasaran 100%. 23 daripada 26 KPI mencapai lebih 85% (hijau), 1 KPI dicapai antara 60% - 85% (kuning) dan 2 KPI dicapai di bawah 60% (merah).

Selain daripada pelan-pelan di atas, CIDB turut menyumbang sebanyak 12 KPI yang telah ditetapkan di bawah Pelan Strategik Organisasi Kementerian Kerja Raya pada tahun 2022 dengan kesemua KPI mencapai 100%.

## PENGHARGAAN

Pada tahun 2022, CIDB menyambut tahun ke-28 ia beroperasi. Terdapat tahun-tahun gemilang dan mencabar yang membentuk CIDB hari ini. Pencapaian ini adalah hasil usaha gigih pasukan CIDB yang terdiri daripada Pengurusan Tertinggi, pegawai dan staf. Di belakang mereka adalah sokongan dan komitmen padu yang diberikan oleh Kementerian Kerja Raya, Anggota Lembaga Pengarah, Agensi Kerajaan yang lain dan yang paling penting pihak berkepentingan industri pembinaan daripada sektor awam dan swasta semuanya menyumbang ke arah pencapaian CIDB.

Bagi pihak Lembaga Pengarah dan Pengurusan, saya ingin mengambil kesempatan ini untuk merakamkan setinggi-tinggi penghargaan dan ucapan terima kasih kepada Datuk Zainal Abidin Bin Abu Hassan, Dato' Zamzuri Bin Abdul Aziz dan Datuk Seri Jamil Bin Rakon yang telah bersara daripada perkhidmatan awam. Perkhidmatan cemerlang mereka telah memudahkan urusan berkaitan Kementerian Pembangunan Kerajaan Tempatan, Kementerian Kewangan dan Kementerian Sumber Manusia. Ucapan setinggi-tinggi penghargaan juga ditujukan kepada Dato' Ir. Soam Heng Choon dari REHDA, Tan Sri Sufri Bin Hj. Mhd Zin dari MBAM, Datuk Dr Roland Chia Ming Shen dari Droche Properties Sdn. Bhd. dan Tn. Hj. S. Zainal Abidin Bin S. Hassan dari Sabah Ports Sdn. Bhd. yang telah menamatkan tempoh perkhidmatan mereka. Sumbangan dan bimbingan yang

*In line with the government's policy supporting the Industrial Revolution 4.0, the Ministry of Works launched the Construction Strategic Plan 4.0 (2021 – 2025) on 17 November 2020. The plan has designated the aspirations and key initiatives related to the transformation of the Malaysian construction industry through empowering smart construction and digitalization. In 2022, 26 KPIs had been successfully implemented with an achievement of 98.3% against the target of 100%. 23 out of 26 KPIs achieved over 85% (green), 1 KPI achieved between 60% - 85% (yellow) and 2 KPIs achieved below 60% (red).*

*Apart from the above plans, CIDB also contributed a total of 12 KPIs that have been set under the Organizational Strategic Plan of the Ministry of Works in 2022 with all KPIs achieving 100%.*

## APPRECIATIONS

*In 2022, CIDB celebrated its 28th year in operation. There were glorious years and challenging ones that made what CIDB is today. These accomplishments were attributed to the sheer hard work of the CIDB team comprising of Top Management, officers and staff. Behind them were the unwavering support and commitment rendered by the Ministry of Works, Board Members, other Government Agencies and most of all construction industry stakeholders from both the public and private sectors all contributing towards the milestones achieved by CIDB.*

*On behalf of the Board and Management, I want to take this opportunity to express our deep and sincere gratitude to Datuk Zainal Abidin Bin Abu Hassan, Dato' Zamzuri Bin Abdul Aziz and Datuk Seri Jamil Bin Rakon who had since retired from the civil service. Their outstanding services accorded had facilitated matters concerning the Ministry of Local Government Development, Ministry of Finance and Ministry of Human Resources. Our heartfelt commendations also go to Dato' Ir. Soam Heng Choon from REHDA, Tan Sri Sufri Bin Hj. Mhd Zin from MBAM, Dr. Roland Chia Ming Shen of Droche Properties Sdn. Bhd. and Tn. Hj. S. Zainal Abidin Bin S. Hassan from Sabah Ports Sdn. Bhd. who had completed their term in office. Their invaluable contributions and guidance as members of the Board had been instrumental in formulating strategies to uplift the construction industry to greater heights. May all of you be blessed with a thriving and successful future full of health and prosperity.*

*We welcome the appointment of Dato' Wira Wan Ahmad Uzir Bin Hj Wan Sulaiman, the Secretary General of the Ministry of Works; Datuk M Noor Azman Bin Taib, the Secretary General of the Ministry of Local Government Development; Ab Rahim Bin Ab Rahman, the Under Secretary, Government Procurement Division in the Ministry of Finance; En. Oliver Wee Hiang Chyn, President of Master Builders Association Malaysia (MBAM) and Datuk N.K. Tong, President of Real*



tidak ternilai sebagai ahli Lembaga telah memainkan peranan penting dalam merangka strategi untuk meningkatkan industri pembinaan ke tahap yang lebih tinggi. Semoga dikurniakan masa depan yang maju dan cemerlang dengan penuh kesihatan dan kesejahteraan.

Kami mengalu-alukan pelantikan Dato' Wira Wan Ahmad Uzir Bin Hj Wan Sulaiman, Ketua Setiausaha Kementerian Kerja Raya; Datuk M Noor Azman Bin Taib, Ketua Setiausaha Kementerian Pembangunan Kerajaan Tempatan; Ab Rahim Bin Ab Rahman, Setiausaha Bahagian Perolehan Kerajaan di Kementerian Kewangan; En. Oliver Wee Hiang Chyn, Presiden *Master Builders Association Malaysia* (MBAM) dan Datuk N.K. Tong, Presiden *Real Estate And Housing Developers' Association Malaysia* (REHDA). Besarlah harapan kami agar barisan Anggota Lembaga baharu ini akan mengukuhkan lagi CIDB dengan pengetahuan, kepakaran dan pengalaman luas mereka dalam mengemudi CIDB mengharungi masa-masa yang mencabar ini.

Kita memulakan tahun dengan meninggalkan kesan-kesan buruk pandemik. Namun, di tengah-tengah jangkaan pemulihan dalam ekonomi global, dunia segera diingatkan tentang ketidakpastian di masa hadapan yang memberikan cabaran baharu untuk mengekalkan pemulihan tersebut. Ini adalah peringatan penting bahawa kita perlu merancang untuk kejutan dan bersedia untuk bertindak balas dengan sewajarnya. Industri pembinaan telah mengharungi pelbagai halangan pada masa lalu. Sejauh mana kita boleh menempuh rintangan masa hadapan akan bergantung pada tindakan yang kita ambil hari ini untuk mengukuhkan daya tahan dan membina semula penampungan yang telah dirobuhkan.

Izinkan saya mengucapkan terima kasih sekali lagi kepada semua pihak berkepentingan, pasukan pengurusan yang berdedikasi dan Warga CIDB yang komited atas sokongan dan profesionalisme yang tidak berbelah bahagi dalam melaksanakan tugas secara berterusan pada standard tinggi yang diharapkan serta diamanahkan oleh orang ramai.

*Estate And Housing Developers' Association Malaysia (REHDA). It is with great hope that these new additions to the Board will further strengthen CIDB with their vast knowledge, expertise and experience in navigating CIDB through these challenging times.*

*We started the year with the worst of the pandemic behind us. However, amid expectations of a rebound in the global economy, the world was swiftly reminded of the uncertainties in the road ahead that present new challenges for sustaining the recovery. This is an important reminder that we need to plan for surprises and be ready to respond accordingly. The construction industry has weathered many storms in the past. How well we can weather future ones will depend on the actions we take today to strengthen our resilience and rebuild buffers that had been torn down.*

*Let me thank all our stakeholders, our dedicated management team and committed Warga CIDB once again for their unwavering support and professionalism in continuing to perform to the high standards expected of us, and uphold the trust that is placed upon us by the public.*

# ACARA UTAMA

Main Event

20 JANUARI /  
JANUARY  
2022

## CIDB PERKENAL LENCANA ANGGOTA PENGUATKUASA CIDB UNTUK ELAK PENYAMARAN

*CIDB INTRODUCES CIDB ENFORCEMENT OFFICERS  
BADGES TO AVOID FRAUDULENT IMPERSONATION*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB) memperkenalkan lencana anggota penguatkuasa CIDB bagi mensiapsiagakan keterampilan anggota penguatkuasa dan sebagai pengesahan anggota adalah pegawai penguatkuasa yang dilantik. Ia juga bertujuan mengawal selia anggota sedia ada dari pihak luar membuat penyamaran atau penipuan.

Ketua Eksekutif CIDB Malaysia, Datuk Ir. Ahmad 'Asri Abdul Hamid telah menyerahkan lencana tersebut kepada anggota penguatkuasa CIDB pada Majlis Amanat Ketua Eksekutif Tahun 2022. Selain lencana, anggota penguatkuasa juga dibekalkan dengan Kad Kuasa CIDB yang dilengkapi dengan ciri-ciri keselamatan bagi memastikan kad kuasa tersebut tidak boleh dipalsukan atau dipindah milik. Hanya mereka yang boleh menunjukkan lencana dan Kad Kuasa CIDB sahaja boleh melaksanakan kerja-kerja penguatkuasaan di tapak pembinaan di bawah Akta 520.

*The Malaysian Construction Industry Development Board (CIDB) introduced the CIDB enforcement officers' badges to equip their skills and certify their appointment as enforcement officers. It also aims to regulate existing officers from outside parties doing impersonation or fraud.*

*Chief Executive of CIDB Malaysia, Datuk Ir. Ahmad 'Asri Abdul Hamid handed over the badges to CIDB enforcement officers at the Chief Executive's 2022 New Year Message Ceremony. In addition to the badges, enforcement officers are also provided with CIDB Authorization Cards equipped with security features to avoid the cards from being forged or transferred. Only those who can produce badges and CIDB Authorization Cards can carry out enforcement work at construction sites under Act 520.*





**PORTAL KONTRAKTOR MALAYSIA DAN KAD LAPORAN KONTRAKTOR BAHARU MEMBOLEHKAN PENGGIAT INDUSTRI PEMBINAAN BERURUSAN DENGAN LEBIH MUDAH DAN TELUS**

*MALAYSIAN CONTRACTOR PORTAL AND NEW CONTRACTOR REPORT CARD ALLOW SIMPLER AND MORE TRANSPARENT TRANSACTIONS FOR CONSTRUCTION INDUSTRY PLAYERS*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB) telah memperkenalkan Portal Kontraktor Malaysia (MCP) dan Kad Laporan Kontraktor (CRC). Inisiatif MCP dan CRC yang dibangunkan oleh CIDB adalah untuk memacu penggunaan teknologi dalam industri pembinaan negara bagi memastikan kemampanan, kecekapan serta ketelusan.

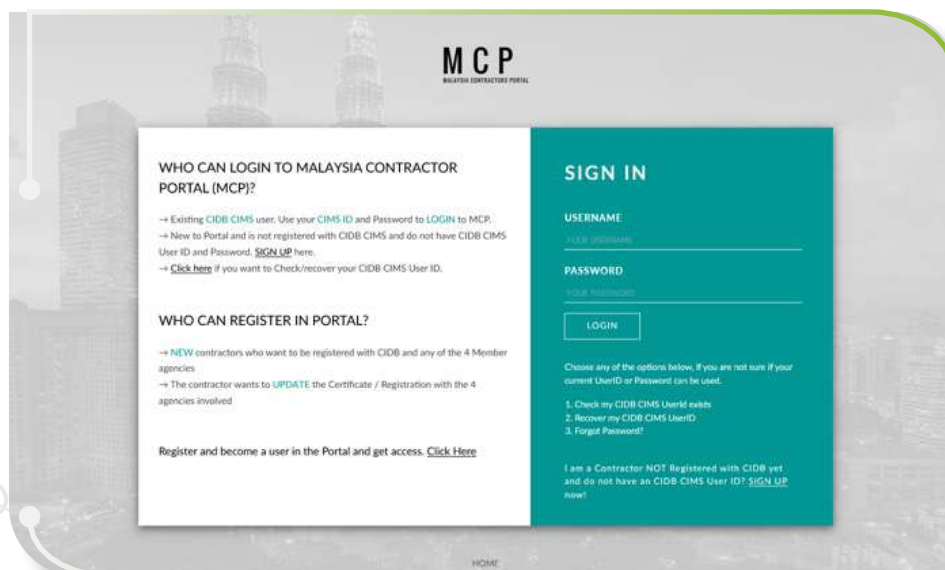
*The Malaysian Construction Industry Development Board (CIDB) has introduced the Malaysian Contractor Portal (MCP) and the Contractor Report Card (CRC). The MCP and CRC initiatives developed by CIDB are to drive the use of technology in the national construction industry to ensure sustainability, efficiency and transparency.*

Majlis pelancaran diadakan di Pusat Konvensyen CIDB dan telah disempurnakan oleh Datuk Arthur Joseph Kurup, Timbalan Menteri Kerja Raya Malaysia, mewakili Dato' Sri Haji Fadillah bin Haji Yusof, Menteri Kanan Kerja Raya.

*The launching ceremony was held at the CIDB Convention Centre and was officiated by Datuk Arthur Joseph Kurup, Deputy Minister of Works, representing Dato' Sri Haji Fadillah bin Haji Yusof, the Senior Minister of Works.*

Selaras dengan objektif Rancangan Malaysia Ke-12 (RMK-12) dan Dasar Pembinaan Negara 2030 (NCP 2030) yang bertemakan "Digitalisasi Sektor Pembinaan," CIDB telah bekerjasama dengan pelbagai agensi seperti Pusat Khidmat Kontraktor (PKK), Suruhanjaya Tenaga (ST) dan Suruhanjaya Perkhidmatan Air Negara (SPAN) untuk membangunkan MCP sebagai portal sehenti penggiat industri pembinaan untuk berurusan dan berinteraksi dengan pihak berkepentingan yang lain.

*In line with the objectives of the 12th Malaysia Plan (RMK-12) and the National Construction Policy 2030 (NCP 2030) with its theme, "Digitalization of The Construction Sector," CIDB has collaborated with various agencies such as the Pusat Khidmat Kontraktor (PKK), the Energy Commission (ST) and the National Water Services Commission (SPAN) to develop the MCP as a one-stop portal for construction industry players to deal and interact with other stakeholders.*



24 MAC/  
MARCH  
2022

## MYDIGITAL KONTRAKTOR – LANGKAH PERTAMA KONTRAKTOR KE ERA DIGITAL

MYDIGITAL CONTRACTOR – THE CONTRACTOR'S FIRST  
STEP INTO THE DIGITAL ERA



CIDB E-Construct Services Sdn Bhd, sebuah anak syarikat CIDB Malaysia hari ini memperkenalkan Program myDigital Kontraktor yang merupakan sebuah perkhidmatan penyediaan laman web untuk kontraktor yang berdaftar dengan CIDB. Program ini memudahkan kontraktor untuk mempromosikan syarikat mereka serta meluaskan capaian dan carian maklumat mengenai syarikat mereka secara online.

Program myDigital Kontraktor ini telah dilancarkan oleh Dato' Sri Haji Fadillah Bin Haji Yusof, Menteri Kanan Kerja Raya, di MyBIM Centre CIDB di sini. Pada majlis tersebut, Fadillah turut menyaksikan upacara menandatangani perjanjian usahasama di antara CIDB E-Construct dan Maxwell Cloud Technology Sdn. Bhd. Turut hadir di majlis tersebut adalah Dato' Wira Wan Ahmad Uzir Bin Haji Wan Sulaiman, Ketua Setiausaha, Kementerian Kerja Raya, Datuk Ir. Ahmad 'Asri Abdul Hamid, Ketua Eksekutif CIDB Malaysia, Ts. Rofizlan Ahmad, Ketua Eksekutif, CIDB E-Construct Services Sdn. Bhd. serta Ng Jiun Chiet, Ketua Eksekutif dari Maxwell Cloud Technology Sdn. Bhd.

*CIDB E-Construct Services Sdn Bhd, a subsidiary of CIDB Malaysia today introduced the myDigital Contractor Programme which is a website development service for contractors registered with CIDB. The programme makes it easier for contractors to promote their companies as well as expand the reach and search for information about their companies online.*

*The myDigital Contractor programme was launched by Dato' Sri Haji Fadillah Bin Haji Yusof, Senior Minister of Works, at CIDB's MyBIM Centre. At the event, Fadillah also witnessed the signing ceremony of the joint venture agreement between CIDB E-Construct and Maxwell Cloud Technology Sdn. Bhd. Also present at the ceremony was Dato' Wira Wan Ahmad Uzir Bin Haji Wan Sulaiman, Secretary General, Ministry of Works, Datuk Ir. Ahmad 'Asri Abdul Hamid, Chief Executive of CIDB Malaysia, Ts. Rofizlan Ahmad, Chief Executive of CIDB E-Construct Services Sdn. Bhd. and Ng Jiun Chiet, Chief Executive from Maxwell Cloud Technology Sdn. Bhd.*

21 JUN/  
JUNE  
2022

## MOU CIBD DENGAN BADAN PROFESIONAL UK BANTU MENINGKATKAN PROFESIONALISME PERSONEL PEMBINAAN DI MALAYSIA

*CIBD MOU WITH UK PROFESSIONAL BODY IN ENHANCING THE PROFESSIONALISM OF CONSTRUCTION PERSONNEL IN MALAYSIA*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIBD) telah menandatangani Memorandum Persefahaman (MoU) bersama Chartered Institute of Building (CIOB), di Manufacturing Technology Centre, Ansty Park, United Kingdom. MoU tersebut merupakan sebahagian daripada usaha CIBD bagi mempertingkatkan amalan pengurusan projek dan pengurusan pembinaan di Malaysia.

Datuk Ir. Ahmad 'Asri Abdul Hamid, Ketua Eksekutif CIBD, menandatangani MoU ini bagi pihak CIBD, manakala Caroline Gumble, Ketua Eksekutif CIOB, menandatangani bagi pihak CIOB. Hadir pada majlis tersebut ialah Datuk Arthur Joseph Kurup, Timbalan Menteri Kerja Raya dan Hj. Ir. Yusuf Abd. Wahab, Pengerusi CIBD. Turut hadir pada majlis tersebut ialah Amy Gough, Pengarah Keahlian CIOB, yang juga menjadi saksi penandatanganan tersebut.

MoU ini menggariskan kerjasama antara CIBD dan CIOB untuk menggalakkan peningkatan pengurusan pembinaan dan pengurusan projek, teknologi pembinaan, dan kelestarian alam sekitar dalam industri pembinaan. Usaha ini akan dilaksanakan melalui pertukaran maklumat dan penyelidikan di antara kedua-dua pihak.

Kerjasama antara CIBD dan CIOB bertujuan untuk meningkatkan profil dan pengiktirafan pengurusan profesional dalam industri pembinaan melalui pengiktirafan yang lebih luas terhadap pensijilan dan pentauliahan bagi pengurus projek dan pengurus pembinaan di Malaysia. Pengiktirafan ini akan membantu mewujudkan ketersediaan tenaga kerja yang kompeten untuk masa hadapan.



*The Malaysian Construction Industry Development Board (CIBD) has signed a Memorandum of Understanding (MoU) with the Chartered Institute of Building (CIOB), at the Manufacturing Technology Centre, Ansty Park, United Kingdom. The MoU is part of CIBD's efforts to enhance project management and construction management practices in Malaysia.*

*Datuk Ir. Ahmad 'Asri Abdul Hamid, Chief Executive of CIBD, signed the MoU on behalf of CIBD, while Caroline Gumble, Chief Executive of CIOB, signed on behalf of CIOB. Present at the ceremony were Datuk Arthur Joseph Kurup, Deputy Minister of Works and Hj. Ir. Yusuf Abd. Wahab, CIBD Chairman. Also present at the event was Amy Gough, CIOB Director of Membership, who also witnessed the signing.*

*This MoU outlines the collaboration between CIBD and CIOB to promote the enhancement of construction management and project management, construction technology, and environmental sustainability in the construction industry. This effort will be implemented through the exchange of information and research between the two parties.*

*The collaboration between CIBD and CIOB aims to raise the profile and recognition of professional management in the construction industry through wider recognition of certification and accreditation for project managers and construction managers in Malaysia. This recognition will help create the availability of competent workforce for the future.*



23 JUN/  
JUNE  
2022

## CIDB MELANCARKAN PERISIAN BAHARU UNTUK MENINGKATKAN PENGURUSAN KOS PEMBINAAN & FASILITI

CIDB LAUNCHES NEW SOFTWARE TO ENHANCE CONSTRUCTION & FACILITIES COST MANAGEMENT

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB), dengan kerjasama MCM Value Sdn. Bhd., telah melancarkan aplikasi *Whole Life Cost Software* (LCCsoft) untuk industri pembinaan. Pra-pelancaran secara maya untuk LCCsoft telah dirasmikan oleh Datuk Ir. Ahmad Asri Abdul Hamid, Ketua Eksekutif CIDB.

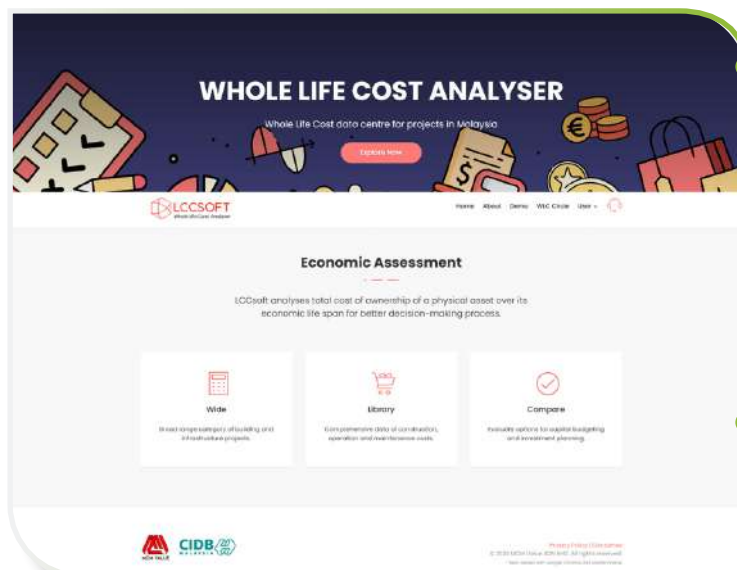
*The Construction Industry Development Board Malaysia (CIDB), in collaboration with MCM Value Sdn. Bhd., had launched the Whole Life Cost Software (LCCsoft) application for the construction industry. The virtual soft launch for LCCsoft was officiated by Datuk Ir. Ahmad Asri Abdul Hamid, Chief Executive of CIDB.*

LCCsoft adalah aplikasi produk baharu yang boleh diakses melalui portal *National Construction Cost Centre* (N3C), sebuah bank data berpusat atas talian yang menyediakan maklumat kos pembinaan yang tepat dan jitu. Ini termasuk harga dan butiran terkini seperti harga bahan binaan, kadar upah buruh, kadar sewa jentera dan data-data lain. *Building Cost Information Services Malaysia* (BCISM) telah diamanahkan untuk mengendalikan portal N3C bagi pihak CIDB Malaysia.

*LCCsoft is a new product application that can be accessed through National Construction Cost Centre (N3C) portal, an online centralized data bank that provides accurate and precise construction cost information. These include up-to-date pricing and details such as building materials prices, labour wage rates, machinery hire rates and other data. Building Cost Information Services Malaysia (BCISM) is entrusted to operate N3C portal on behalf of CIDB Malaysia.*

Pengenalan LCCsoft akan memupuk kecekapan, produktiviti dan progresif yang lebih hebat di kalangan pemain industri Malaysia. CIDB akan terus bekerjasama dengan pemain industri untuk mempertingkatkan momentum transformasi berterusan industri pembinaan.

*The introduction of LCCsoft will foster an even greater efficiency, productivity and progressiveness among Malaysian industry players. CIDB will continue to work with industry players to gear up the momentum of the construction industry's continued transformation.*



16 OGOS/  
AUGUST  
2022

**SARAWAK ENERGY METERAI MOU DENGAN CIDB BAGI PEMBANGUNAN KAPASITI DAN KEUPAYAAN SERTA AMALAN TERBAIK PEMBINAAN UNTUK MEMBANGUNKAN TENAGA KERJA MAHIR DI SARAWAK**

*SARAWAK ENERGY AND CIDB INK MOU ON CAPACITY AND CAPABILITY BUILDING AND CONSTRUCTION BEST PRACTICES TO DEVELOP SKILLED WORKFORCE IN SARAWAK*

Sarawak Energy Berhad (Sarawak Energy) menandatangani Memorandum Persefahaman (MoU) hari ini dengan Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB), menandakan hasrat kedua-dua pihak untuk bekerjasama dalam program pembangunan kapasiti untuk personel binaan mahir dan meningkatkan penggunaan amalan terbaik pembinaan di Sarawak.

Sebagai tanda sokongan akan pentingnya kerjasama ini, Premier Sarawak Datuk Patinggi Tan Sri (Dr) Abang Haji Abdul Rahman Zohari bin Tun Abang Haji Openg telah merasmikan majlis menandatangani MoU tersebut. Turut hadir adalah Dato Sri Profesor Dr Sim Kui Hian, Timbalan Premier Sarawak merangkap Menteri Kesihatan Awam, Perumahan dan Kerajaan Tempatan dan Datuk Haji Julaihi Haji Narawi Menteri Utiliti dan Telekomunikasi, Sarawak.

Sarawak Energy diwakili Ketua Eksekutif Kumpulannya, Datu Haji Sharbini Suhaili manakala CIDB diwakili Ketua Eksekutifnya, Datuk Ir. Ahmad Asri Abdul Hamid pada majlis menandatangani MoU tersebut. Naib Presiden Eksekutif Sarawak Energy bagi Penyampaian Projek, Ir. Pramod Kumar Karunakaran dan Timbalan Ketua Eksekutif I CIDB, Megat Kamil Azmi Megat Rus Kamarani telah menyaksikan majlis menandatangani MoU ini. Pengerusi CIDB Hj. Ir. Yusuf Abd Wahab, Timbalan Ketua Eksekutif II CIDB Sr. Zaid Zakaria, pasukan pengurusan kanan dan anggota pekerja Sarawak Energy dan CIDB turut hadir.

MoU itu merupakan kolaborasi utama ke arah membangunkan tenaga kerja dan kapasiti yang sangat diperlukan untuk industri pembinaan. Sebagai peringkat awal, skop kerjasama meliputi latihan, penilaian dan akreditasi 100 pengendali loji dan kren, 200 pemasang perancah dan 80 penyelia tapak pembinaan oleh CIDB bagi sejumlah 20 projek Sarawak Energy.

Pembinaan projek-projek infrastruktur tenaga mega Sarawak Energy memerlukan sejumlah besar pekerja mahir yang perlu didaftarkan, dilatih dan diakreditasi. Melalui kerjasama ini, CIDB akan dapat menganjurkan pendaftaran, latihan dan akreditasi yang akan dijalankan di tapak projek terpencil bagi mengurangkan gangguan projek, masa dan kos logistik.

Sarawak Energy, sebagai pemilik projek infrastruktur mega, telah bersetuju untuk menyediakan penempatan perantisan industri untuk 100 orang yang telah menamatkan latihan mereka dari akademi latihan milik CIDB, Akademi Binaan Malaysia (ABM).

*Sarawak Energy Berhad (Sarawak Energy) signed a Memorandum of Understanding (MoU) today with the Construction Industry Development Board (CIDB) Malaysia, signalling both parties' intention to collaborate in capacity building programmes for skilled construction personnel and enhance the adoption of construction best practices in Sarawak.*

*As testament to its importance, Sarawak Premier Datuk Patinggi Tan Sri (Dr) Abang Haji Abdul Rahman Zohari bin Tun Abang Haji Openg officiated at the signing ceremony. Also present were Dato Sri Professor Dr. Sim Kui Hian, Deputy Premier of Sarawak and Minister for Public Health, Housing and Local Government and Datuk Haji Julaihi Haji Narawi Minister for Utility and Telecommunication, Sarawak.*

*Sarawak Energy was represented by its Group Chief Executive, Datu Haji Sharbini Suhaili while CIDB was represented by its Chief Executive, Datuk Ir. Ahmad Asri Abdul Hamid at the signing ceremony. Sarawak Energy Executive Vice President for Project Delivery, Ir. Pramod Kumar Karunakaran and CIDB Deputy Chief Executive I, Megat Kamil Azmi Megat Rus Kamarani witnessed the MoU signing. CIDB Chairman Hj. Ir. Yusuf Abd Wahab, Deputy Chief Executive II of CIDB Sr. Zaid Zakaria, senior management team and staff from Sarawak Energy and CIDB were also in attendance.*

*The MoU is a key collaboration towards developing much-needed manpower and capacity for the construction industry. As an initial stage, the scope of collaboration covers the training, assessment and accreditation of 100 plant and crane operators, 200 scaffolders and 80 construction site supervisors by CIDB for a total of 20 Sarawak Energy projects.*

*Sarawak Energy's large-scale construction of energy infrastructure projects require a large number of skilled workers who need to be registered, trained and accredited. Through this collaboration, CIDB will be able to organise registration, training and accreditation to be conducted at remote project sites in order to minimise project disruption, time and logistic costs.*

*Sarawak Energy, as owner of large infrastructure projects, has agreed to provide industry apprenticeship placement for 100 people who have completed their training from CIDB-owned training academy, Akademi Binaan Malaysia (ABM).*

29 OGOS/  
AUGUST  
2022

## CIDB DAN MRTCORP BEKERJASAMA TINGKATKAN KUALITI DAN PRODUKTIVITI INDUSTRI PEMBINAAN

*CIDB AND MRTCORP COLLABORATE TO ENHANCE THE QUALITY AND PRODUCTIVITY OF THE CONSTRUCTION INDUSTRY*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB) menandatangani Memorandum Persefahaman (MoU) dengan *Mass Rapid Transit Corporation* (MRT Corp) pada hari ini ke arah meningkatkan kualiti dan produktiviti industri pembinaan. MoU ini merangkumi tiga aspek utama, iaitu Pembangunan Modal Insan, Kaedah & Teknologi Pembinaan, serta Sistem Penilaian Kualiti, Keselamatan dan Kemampanan.

*The Malaysian Construction Industry Development Board (CIDB) signed a Memorandum of Understanding (MoU) with the Mass Rapid Transit Corporation (MRT Corp) today to enhance the quality and productivity of the construction industry. This MoU covers three main aspects, namely Human Capital Development, Construction Methods & Technology, as well as Quality, Safety and Sustainability Assessment System.*

MoU ini ditandatangani oleh Ketua Eksekutif CIDB, Datuk Ir Ahmad 'Asri Abdul Hamid, mewakili CIDB, dan Ketua Eksekutif MRT Corp, Datuk Mohd Zarif Hashim, mewakili MRT Corp. Majlis menandatangani MoU tersebut disaksikan Datuk Arthur Joseph Kurup, Timbalan Menteri Kerja Raya Malaysia.

*The MoU was signed by CIDB Chief Executive, Datuk Ir Ahmad 'Asri Abdul Hamid, representing CIDB, and MRT Corp Chief Executive, Datuk Mohd Zarif Hashim, representing MRT Corp. The MoU signing ceremony was witnessed by Datuk Arthur Joseph Kurup, Malaysia's Deputy Minister of Works.*

MoU ini menetapkan bidang kerjasama CIDB serta MRT Corp di dalam membangunkan modul latihan pembinaan infrastruktur untuk menghasilkan personel binaan kompeten yang akan memenuhi keperluan projek-projek MRT Corp serta industri pembinaan keseluruhannya.

*This MoU sets out the areas of collaboration between CIDB and MRT Corp in developing an infrastructure construction training module to produce competent construction personnel that will meet the needs of MRT Corp projects as well as the construction industry as a whole.*

Melalui kerjasama ini juga, MRT Corp berperanan untuk menyokong objektif pihak CIDB dan juga Institut Penyelidikan Pembinaan Malaysia (CREAM) dalam merealisasikan Pelan Strategik Pembinaan 4.0, yang akan menjadi asas bagi merangka program untuk meningkatkan keupayaan industri pembinaan dalam alaf industri 4.0.

*Through this collaboration as well, MRT Corp plays a role in supporting the objectives of the CIDB and also the Construction Research Institute of Malaysia (CREAM) in realizing the Construction Strategic Plan 4.0, which will be the basis for devising programmes to improve the capabilities of the construction industry in the 4.0-millennium industry.*

Sejak 2011, CIDB dan MRT Corp sering bekerjasama dalam melaksanakan pelbagai inisiatif dan aktiviti untuk pembangunan kompetensi serta penerapan amalan industri terbaik industri pembinaan.

*Since 2011, CIDB and MRT Corp have often collaborated in implementing various initiatives and activities for competency development as well as the application of best industry practices in the construction industry.*





15 SEPTEMBER/  
SEPTEMBER  
2022

## CIDB MENJADI TUAN RUMAH PAVILION MALAYSIA DI CONSTRUCTION INDONESIA 2022

*CIDB HOSTS MALAYSIA PAVILION AT CONSTRUCTION INDONESIA 2022*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB) telah menganjurkan Pavilion Malaysia di Construction Indonesia 2022 di Ekspo Antarabangsa Jakarta dari 14 hingga 17 September. Penyertaan di ekspo itu adalah sebahagian daripada usaha CIDB untuk menerajui promosi produk dan perkhidmatan berkaitan Pembinaan Malaysia ke Indonesia untuk meneroka peluang luas di negara ini.

Lapan syarikat berkaitan pembinaan menyertai pameran di bawah Pavilion Malaysia untuk mempromosikan perkhidmatan pembinaan dan kejuruteraan serta perkhidmatan pembinaan khusus dalam Sistem Binaan Berindustri (IBS) dan teknologi pembinaan lain. Syarikat tersebut ialah Dhaya Maju Infrastructure Asia, Mestron Engineering, Alpine-Huatdraco, RBM Building Machinery Trading, Mega Building System Sdn Bhd, CIDB IBS Sdn Bhd, CIDB Holdings Sdn Bhd dan Construction Research Institute (CREAM).

CIDB telah mengatur sesi jaringan perniagaan dengan agensi kerajaan strategik seperti Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR), Kementerian Perencanaan Pembangunan Nasional (BAPPENAS) dan Badan Koordinasi Penanaman Modal Indonesia (BKPM). Delegasi itu juga telah bertemu persatuan pembinaan seperti Gabungan Pelaksana Konstruksi Nasional Indonesia (GAPENSI), Asosiasi Kontraktor Indonesia (AKI) dan Ikatan Nasional Konsultan Indonesia (INKIDO) bersama 35 syarikat pembinaan dan syarikat berkaitan pembinaan Indonesia semasa lawatan itu. Delegasi Malaysia juga telah menghadiri mesyuarat dengan CIMB Niaga yang telah menyediakan panduan komprehensif ke arah meraih projek di pasaran Indonesia.



*The Construction Industry Development Board Malaysia (CIDB) is hosting the Malaysia Pavilion at the Construction Indonesia 2022 at the Jakarta International Expo from 14 to 17 September. Participation at the expo is part of CIDB's effort to spearhead the promotion of Malaysian Construction-related products and services to Indonesia to explore the vast opportunities in the country.*

*Eight construction-related companies joined the exhibition under the Malaysian Pavilion to promote construction and engineering services as well as specialised construction services in the the Industrialised Building System (IBS) and other construction technologies. The companies are Dhaya Maju Infrastructure Asia, Mestron Engineering, Alpine-Huatdraco, RBM Building Machinery Trading, Mega Building System Sdn Bhd, CIDB IBS Sdn Bhd, CIDB Holdings Sdn Bhd and the Construction Research Institute (CREAM).*



*CIDB has arranged business networking sessions with strategic government agencies such as the Ministry of Public Works and Housing (PUPR), the Ministry of National Development Planning (BAPPENAS) and Indonesian Investment Coordinating Board (BKPM). The delegation also met construction associations such as the Indonesian National Construction Association (GAPENSI), Indonesia Contractor Association (AKI) and Indonesia National Consultant Association (INKIDO) along with 35 Indonesian construction and construction-related companies during the visit. The Malaysian Delegation also be attended a meeting with CIMB Niaga who gave a comprehensive guide towards winning projects in the Indonesian market.*

03 OKTOBER/  
OCTOBER  
2022

### KOLABORASI CIDB DAN HRDCORP TINGKATKAN KAPASITI PERSONEL PEMBINAAN KE ARAH CR4.0

*CIDB AND HRDCORP COLLABORATION ENHANCES THE CAPACITY OF CONSTRUCTION PERSONNEL TOWARDS CR4.0*

Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB) hari ini menandatangani Memorandum Persefahaman (MoU) dengan Pembangunan Sumber Manusia Berhad (HRD Corp) untuk membangunkan kapasiti di dalam industri pembinaan terutamanya yang berkaitan *Construction Revolution (CR) 4.0*.

Tiga aspek utama yang ditekankan di dalam MoU tersebut adalah peningkatan kapasiti dalam industri pembinaan, pembangunan program teknologi pembinaan, serta program promosi dan kesedaran mengenai inisiatif-inisiatif peningkatan kemahiran yang dianjurkan CIDB dan HRD Corp.

CIDB serta HRD Corp akan bekerjasama untuk melaksanakan pelbagai program latihan serta pentauliahan untuk membangunkan kompetensi kemahiran personel binaan serta kebolehan mengawalselia dan pengurusan projek pembinaan. Kedua-dua agensi akan bekerjasama melaksanakan program kecekapan pengurusan dan keusahawanan kontraktor dalam menjalankan perniagaan.

CIDB dan HRD Corp akan memberi fokus kepada pembangunan program teknologi pembinaan seperti Sistem Binaan Berindustri (IBS) dan program CR 4.0, serta program kesedaran dan promosi untuk menyokong usaha-usaha CIDB dan HRD Corp dalam memperkukuhkan industri pembinaan.

MoU tersebut ditandatangani oleh Ketua Eksekutif CIDB, Datuk Ir. Ahmad 'Asri Abdul Hamid, mewakili CIDB, dan Ketua Eksekutif HRD Corp, Datuk Shahul Dawood, mewakili HRD Corp.

*The Malaysian Construction Industry Development Board (CIDB) today signed a Memorandum of Understanding (MoU) with the Human Resource Development Corporation (HRD Corp) to develop the capacity of the construction industry especially related to Construction Revolution (CR) 4.0.*

*The three main aspects emphasized in the MoU are capacity building in the construction industry, the development of construction technology programmes, as well as promotion and awareness programmes on skills enhancement initiatives organized by CIDB and HRD Corp.*

*CIDB and HRD Corp will collaborate in implementing various training and accreditation programmes to develop the competency of construction personnel skills as well as the ability to regulate and manage construction projects. The two agencies will work together to implement programmes in efficiency management and contractor's entrepreneurship in doing business.*

*CIDB and HRD Corp will focus on the development of construction technology programs such as the Industrial Building System (IBS) and the CR 4.0 program, as well as awareness and promotion programs to support the efforts of CIDB and HRD Corp in strengthening the construction industry.*

*The MoU was signed by the Chief Executive of CIDB, Datuk Ir. Ahmad 'Asri Abdul Hamid, representing CIDB, and the Chief Executive of HRD Corp, Datuk Shahul Dawood, representing HRD Corp.*



**OKTOBER SEHINGGA DISEMBER**  
*1 OCTOBER TO DECEMBER*  
**2022**

**MAJLIS GRADUASI ABM DAN CIBD TECHNOLOGIES**

*ABM AND CIBD TECHNOLOGIES GRADUATION CEREMONY*

Majlis Graduasi ABM dan CIBD Technologies bagi tahun 2022 telah diadakan di empat (4) buah negeri iaitu Sarawak pada 4 Oktober 2022, Sabah pada 22 Oktober 2022, Johor pada 5 Disember 2022 dan Kedah pada 12 Disember 2022.

*The ABM and CIBD Technologies Graduation Ceremony for the year 2022 was held in four (4) states namely Sarawak on 4 October 2022, Sabah on 22 October 2022, Johor on 5 December 2022 and Kedah on 12 December 2022.*

Buat julung kalinya CIBD Malaysia telah memperbaharui kod pemakaian graduasi yang sebelum ini memakai jaket kepada jubah graduasi. Ini telah mempertingkatkan majlis graduasi TVET lebih berprestij.

*For the first time CIBD Malaysia has modified the graduation dress code from a jacket to a graduation gown, thus contributing to a more prestigious outlook to the TVET graduation ceremony.*

Sepanjang istiadat graduasi setiap negeri dilaksanakan, seramai 500 graduan telah diraikan. Mereka adalah pelatih-pelatih dalam latihan kompetensi kemahiran pembinaan (belia) daripada pelbagai bidang seperti bangunan, jentera berat, pendawaian elektrik dan kimpalan.

*During each state's graduation ceremony, a total of 500 graduates were celebrated. They were trainees in construction skills competency training (youth) from various fields such as building, heavy machinery, electrical wiring and welding.*

Bersempena majlis tersebut, CIBD Malaysia telah menobatkan seramai empat (4) alumni ABM sebagai Ikon TVET Pembinaan. Anugerah tersebut diberikan kepada alumni-alumni yang berjaya dan telah memulakan kerjaya dari Zero To Hero.

*In conjunction with the event, CIBD Malaysia has crowned four (4) ABM alumni as Construction TVET Icons. The award is given to successful alumni who have started their careers from Zero To Hero.*

Selain itu, lebih dari 30 organisasi dan agensi kerajaan menerima Sijil Penghargaan atas kerjasama kerana sentiasa menyokong CIBD Malaysia menerusi ABM dan CIBD Technologies dalam meningkatkan produktiviti dan kualiti tenaga mahir dalam industri pembinaan.

*In addition, more than 30 organizations and government agencies received Certificates of Appreciation for their cooperation in continually supporting CIBD Malaysia through ABM and CIBD Technologies in enhancing the productivity and quality of skilled workers in the construction industry.*



20 OKTOBER/  
OCTOBER  
2022

## HARI SAFETY & HEALTH, ENVIRONMENT AND QUALITY (SHEQ) 2022

SAFETY & HEALTH, ENVIRONMENT AND QUALITY (SHEQ) DAY 2022

Hari 'Safety and Health, Environment and Quality' atau lebih dikenali sebagai Hari SHEQ 2022 anjuran CIDB telah dirasmikan oleh Datuk Arthur Joseph Kurup selaku Timbalan Menteri Kerja Raya Malaysia di World Trade Centre, WTC Kuala Lumpur.

Turut hadir bersama dalam majlis ini ialah Sr. Amran bin Hj. Mohd Majid, TKPKR (Pakar), Dato' Ir. Hj Masri bin Baharuddin, Pengarah CDPK dan juga beberapa Pegawai Kanan JKR yang terlibat.

Hari SHEQ 2022 CIDB diadakan sebagai pengiktirafan kepada penggiat industri yang berjaya meraih pencapaian yang cemerlang dalam pengurusan keselamatan dan kesihatan, kemampanan alam sekitar dan kualiti dalam sektor pembinaan di Malaysia. Bersempena majlis tersebut sebanyak 27 syarikat telah menerima anugerah QLASSIC, SHASSIC, MyCREST dan INFRASTAR.

Penganjuran majlis ini merupakan salah satu bentuk promosi yang penting bagi menggalakkan pemain industri untuk mengguna pakai kaedah penarafan (Rating Tools) QLASSIC, SHASSIC, MyCREST dan INFRASTAR sebagai penanda aras sesuatu projek.

*The 'Safety and Health, Environment and Quality' Day or more commonly known as SHEQ Day 2022 organized by CIDB was officiated by Datuk Arthur Joseph Kurup as Malaysia's Deputy Minister of Works at the World Trade Centre, WTC Kuala Lumpur.*

*Also present in this ceremony are Sr. Amran bin Hj. Mohd Majid, TKPKR (Expert), Dato' Ir. Hj Masri bin Baharuddin, Director of CDPK and also several Senior JKR Officers involved.*

*CIDB's SHEQ Day 2022 was held in recognition of industry players who have achieved outstanding achievements in safety and health management, environmental sustainability and quality in the construction sector in Malaysia. In conjunction with the event, 27 companies received their QLASSIC, SHASSIC, MyCREST and INFRASTAR awards.*

*The ceremony is organised to promote and encourage industry players in utilising QLASSIC, SHASSIC, MyCREST and INFRASTAR rating tools as benchmarks for a project.*



7-11 NOVEMBER/  
NOVEMBER  
2022

MINGGU PEMBINAAN ANTARABANGSA (ICW) 2022  
INTERNATIONAL CONSTRUCTION WEEK (ICW) 2022



CIDB Malaysia telah menganjurkan Minggu Pembinaan Antarabangsa (*International Construction Week*) 2022 yang telah diadakan dari 7 sehingga 11 November 2022. Semasa Majlis Perasmian Pembukaan ICW 2022 ini, CIDB telah melancarkan Buku *Manual for Resilience in Construction for Landslides and Flood* yang sangat relevan dengan keadaan sekarang ini.

Objektif utama manual ini adalah untuk menjadi panduan pembinaan infrastruktur kritikal di Malaysia dengan mengenalpasti ancaman dan langkah-langkah pencegahan. Sejak kebelakangan ini, ancaman seperti banjir dan tanah runtuh agak kerap berlaku dengan kesan kerosakan yang teruk.

Seramai 1160 pengunjung hadir ketika ICW 2022. ICW merupakan acara tahunan CIDB yang menyediakan beberapa komponen utama iaitu Majlis Perasmian Pembukaan ICW, seminar percuma iaitu *Tech Talk* dan pertandingan iaitu *MSSA – CIDB Open Ideas Competition*.

CIDB juga telah melancarkan pameran industri pembinaan iaitu *BuildXpo 2023* yang akan dianjurkan buat pertama kalinya pada 2023 bersempena dengan ICW 2023 pada 15-17 November 2023 di MITEC Kuala Lumpur. Program utama CIDB iaitu Minggu Pembinaan Antarabangsa bakal diadakan secara besar-besaran dengan pelbagai komponen utama seperti Pameran *BuildXpo* yang julung kali diadakan, *Persidangan Antarabangsa*, *Forum Tech Talk* dan pelbagai program.

*CIDB Malaysia had organized the International Construction Week 2022 which was held from 7 to 11 November 2022. During the Opening Ceremony of ICW 2022, CIDB launched the Manual for Resilience in Construction for Landslides and Floods which is very relevant to the current situation.*

*The main objective of the manual is to guide the building of critical infrastructure in Malaysia by recognizing the threats and mitigation measures. Recently, threats such as floods and landslides had occurred quite frequently with severe damaging effects.*

*A total of 1160 visitors attended ICW 2022. ICW is CIDB's annual event that provides several main components such as the Opening Ceremony of ICW, free seminars known such as Tech Talks and a competition called MSSA - CIDB Open Ideas Competition.*

*CIDB has also launched the construction industry exhibition BuildXpo 2023 which will be organized for the first time in 2023 together with ICW 2023 on 15-17 November 2023 at MITEC Kuala Lumpur. CIDB's main programme, the International Construction Week, will be held on a large scale with various key components such as the inaugural BuildXpo Exhibition, International Conference, Tech Talk Forum and various other programmes.*

# DIARI CIDB MALAYSIA 2022

*CIDB Malaysia 2022 Diary*



06

JAN / JAN  
2022

CIDB Menerima Anugerah "Public Sector Gold Award" untuk "COVID-19 Communications In Support of Public Health and Construction Industry Recovery"  
*CIDB Receives the "Public Sector Gold Award" for the COVID-19 Communications In Support of Public Health and Construction Industry Recovery*



20

JAN / JAN  
2022

Majlis Amanat Tahun Baru Ketua Eksekutif CIDB Malaysia 2022  
*CIDB Malaysia Chief Executive 2022 New Year Message Ceremony*

15

FEB / FEB 2022

Majlis Pelancaran Malaysia Contractor Portal (MCP) Dan Contractor Report Card (CRC)  
*Malaysia Contractor Portal (MCP) and Contractor Report Card (CRC) Launching Ceremony*



# 22

MAC / MAC 2022

Lawatan Teknikal C4.0 di Projek Platinum TNB Jalan Bangsar Kuala Lumpur  
*C4.0 Technical Visit on the Platinum Project TNB Jalan Bangsar Kuala Lumpur*



# 24

MAC / MAC 2022

Majlis Pelancaran myDigital Contractor  
*myDigital Contractor Launching Ceremony*



# 26

APR / APR 2022

Lawatan YB Menteri Kanan Kerja Raya Ke Tapak 3D Printing Machine Demo di Pusat Konvensyen CIDB, Kuala Lumpur  
*YB Senior Minister of Works Visit to the 3D Printing Machine Demo Site at CIDB Convention Centre (CCC), Kuala Lumpur*



# 28

MEI / MAY 2022

Majlis Makan Malam YB Menteri Kanan Kerja Raya Bersama Penggiat Industri Sempena FTROADPEDIA Sabah  
*YB Senior Minister of Works Dinner with Industry Players in conjunction with FTROADPEDIA Sabah*



# 29

MEI / MAY  
2022

Lawatan YB Timbalan Menteri Kerja Raya Ke Bangunan Sementara Akademi Binaan Malaysia (ABM) Sabah  
*YB Deputy Minister of Works Visit to the Akademi Binaan Malaysia (ABM) Sabah Temporary Building*



# 22

JUL/JUL  
2022

Lawatan Teknikal CIOB Malaysia ke Pejabat CIDB Malaysia  
*CIOB Malaysia Technical Visit to CIDB Malaysia Office*





**26**

**JUL / JUL**  
2022

Operasi Penguatkuasaan Khas Bil 4-2022,  
CIDB Wilayah Persekutuan di Pejabat IKEA, Cheras, Kuala Lumpur  
*Special Enforcement Operation No. 4-2022,  
Federal Territories CIDB at the IKEA Office, Cheras, Kuala Lumpur*



**02**

**OGOS / AUG 2022**

Seminar Penguatan Pematuhan Kontraktor & Anugerah Penilaian SCORE Wilayah Persekutuan  
*Contractor Compliance Enhancement Seminar & Federal Territories SCORE Assessment Award*

**06**

**OGOS / AUG 2022**

Jelajah Aspirasi Keluarga Malaysia (Sarawak)  
*Aspirasi Keluarga Malaysia Tour (Sarawak)*



# 09

OGOS / AUG 2022

Sesi Lawatan Kunjungan  
Hormat SME Corporation Ke  
Pejabat CIDB Malaysia  
*SME Corporation Courtesy  
Visit To CIDB Malaysia  
Office*



# 16

OGOS / AUG  
2022

Majlis Menandatangani Memorandum Persefahaman (MoU) Di Antara CIDB Malaysia  
Dan Sarawak Energy Berhad  
*Signing Ceremony for the Memorandum of Understanding (MoU) Between CIDB Malaysia  
and Sarawak Energy Berhad*



# 25

OGOS / AUG  
2022

Program Usahawan Binaan Generasi Baru Tajaan  
CIDB Malaysia  
*Accelerator Programme For Construction Entrepreneurs  
Sponsored By CIDB Malaysia*

# 29

**OGOS / AUG 2022**

Majlis Menandatangani MoU Di Antara CIDB Malaysia Dan MRT Corporation  
*Signing Ceremony for the Memorandum of Understanding (MoU) Between CIDB Malaysia and MRT Corporation*



# 05

**SEPT / SEPT 2022**

Kunjungan Hormat UiTM Ke Pejabat CIDB Malaysia  
*Courtesy Visit by UiTM to CIDB Malaysia Office*



**OKT-DIS**  
**/ OCT-DEC**  
**2022**

Majlis Graduasi Akademi Binaan Malaysia (ABM) & CIDB Technologies Tahun 2022 (Sarawak, Sabah, Selatan, dan Timur)  
*Akademi Binaan Malaysia (ABM) & CIDB Technologies 2022 Graduation Ceremony (Sarawak, Sabah, South and East)*



04

OKT / OCT  
2022

Lawatan Ke Rumah Contoh Menggunakan Teknologi 3D Printing Dan Perasmian MyBIM Studio Sarawak  
*Visit to the 3D Printing Technology Show House and the Opening of MyBIM Studio Sarawak*

OKT-DIS /  
OCT-DEC  
2022

Sesi Sembang Teh Tarik Staf Bersama Sr Mohd Zaid Zakaria, Timbalan Ketua Eksekutif II CIDB Malaysia  
*Teh Tarik Session with Sr Mohd Zaid Zakaria, CIDB Malaysia Deputy Chief Executive II*



12

OKT / OCT 2022

Sesi Sembang Teh Tarik Staf Bersama Datuk Ir. Ahmad 'Asri, Ketua Eksekutif CIDB Malaysia  
*Teh Tarik Session with Datuk Ir. Ahmad 'Asri, CIDB Malaysia Chief Executive*



20

OKT / OCT  
2022

Majlis Penyerahan Buku Kod Etika Kontraktor  
*Contractor's Code of Ethics Book Handing Over Ceremony*



20

OKT / OCT  
2022

SHEQ Day 2022 , WTC Kuala Lumpur  
*Hari SHEQ 2022, WTC Kuala Lumpur*



22

OKT / OCT 2022

Sesi Sembang Teh Tarik  
Staf Bersama Megat Kamil  
Azmi Megat Rus Kamarani,  
Timbalan Ketua Eksekutif I  
CIDB Malaysia  
*Teh Tarik Session with  
Megat Kamil Azmi Megat  
Rus Kamarani, CIDB  
Malaysia Deputy Chief  
Executive I*



# 01

NOV / NOV  
2022

Kunjungan Hormat "Federation Internationale Des Administrateurs De Bien-Conselis Immobiliers" (International Real Estate Federation), Fiabci Malaysia Chapter  
"Federation Internationale Des Administrateurs De Bien-Conselis Immobiliers" (International Real Estate Federation), Fiabci Malaysia Chapter Courtesy Visit

# 02

NOV / NOV 2022

Seminar Pematuhan  
Kontraktor Wilayah  
Persekutuan Putrajaya  
Putrajaya Federal Territory  
Contractor Compliance  
Seminar



# 08

NOV / NOV 2022

Majlis Perasmian  
International Construction  
Week (ICW) 2022  
International Construction  
Week (ICW) 2022 Opening  
Ceremony



14

NOV / NOV  
2022

Kunjungan Hormat *Building Materials Distributors Association of Malaysia* ke Pejabat Eksekutif CIBD Malaysia  
*Building Materials Distributors Association of Malaysia Courtesy Visit to CIBD Malaysia Office*



12

DIS / DEC  
2022

Lawatan Menteri Kerja Raya Ke Pejabat CIBD Negeri Sarawak  
*Minister of Works Visit to CIBD Sarawak State Office*

28

DIS / DEC 2022

Lawatan Menteri Kerja Raya Ke CIBD Malaysia  
*Minister of Works Visit to CIBD Malaysia*



# STATISTIK UTAMA 2022

## Main Statistics 2022

### 01 BILANGAN PROJEK SEKTOR KERAJAAN DAN SWASTA Number of Public and Private Sector Projects

SEKTOR SECTOR	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Awam Public	1,971	1,800	1,902	3,265	2,378	1,937	3,318	3,733	5,047	3,451
Swasta Private	6,228	6,276	5,653	4,898	6,353	6,619	7,485	6,886	8,313	7,707
<b>JUMLAH TOTAL</b>	<b>8,199</b>	<b>8,076</b>	<b>7,555</b>	<b>8,163</b>	<b>8,731</b>	<b>8,556</b>	<b>10,803</b>	<b>10,619</b>	<b>13,360</b>	<b>11,158</b>

### 02 NILAI PROJEK SEKTOR KERAJAAN DAN SWASTA (RM BILION) Value of Public and Private Sector Projects (RM billion)

SEKTOR SECTOR	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Awam Public	23.1	23.6	24.7	50.6	38.5	36.7	31.4	27.5	44.2	36.0
Swasta Private	113.6	161.4	117.4	190.4	125.2	103	82.2	63.3	88.9	92.2
<b>JUMLAH TOTAL</b>	<b>136.7</b>	<b>185.0</b>	<b>142.1</b>	<b>241.0</b>	<b>163.7</b>	<b>139.7</b>	<b>113.6</b>	<b>90.8</b>	<b>133.1</b>	<b>128.2</b>

### 03 BILANGAN PROJEK MENGIKUT KATEGORI Number of Projects by Category

KATEGORI CATEGORY	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Kediaman Residential	2,365	2,321	2,096	2,122	2,252	2,215	2,526	2,325	2,613	1,959
Bukan Kediaman Non Residential	3,075	3,019	2,697	2,857	3,090	3,238	3,915	3,953	5,061	5,710
Kemudahan Sosial Social Amenities	731	702	727	898	973	779	945	970	1,038	563
Infrastruktur Infrastructure	2,028	2,034	2,035	2,286	2,416	2,324	3,417	3,371	4,648	2,926
<b>JUMLAH TOTAL</b>	<b>8,199</b>	<b>8,076</b>	<b>7,555</b>	<b>8,163</b>	<b>8,731</b>	<b>8,556</b>	<b>10,803</b>	<b>10,619</b>	<b>13,360</b>	<b>11,158</b>



NILAI PROJEK MENGIKUT KATEGORI (RM BILION)  
Value of Projects by Category (RM billion)

04

KATEGORI CATEGORY	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Kediaman <i>Residential</i>	38.3 28%	36.9 20%	53.8 38%	50.0 21%	49.6 30%	42.7 31%	34.9 31%	29.9 33%	31.3 24%	26.7 21%
Bukan Kediaman <i>Non Residential</i>	55.3 40%	95.9 52%	53.7 38%	55.6 23%	51.5 31%	41.0 29%	40.3 35%	28.2 31%	57.5 43%	70.3 55%
Kemudahan Sosial <i>Social Amenities</i>	9.9 7%	8.2 4%	5.5 4%	9.2 4%	13.0 8%	9.2 7%	6.4 6%	6.3 7%	9.8 7%	5.4 4%
Infrastruktur <i>Infrastructure</i>	33.2 24%	44.0 (24%)	29.1 20%	126.2 52%	49.6 30%	46.9 34%	32.0 28%	26.4 29%	34.5 26%	25.8 20%
<b>JUMLAH TOTAL</b>	<b>136.7</b>	<b>185.0</b>	<b>142.1</b>	<b>241.0</b>	<b>163.7</b>	<b>139.8</b>	<b>113.6</b>	<b>90.8</b>	<b>133.1</b>	<b>128.2</b>

05

BILANGAN KONTRAKTOR BERDAFTAR MENGIKUT GRED  
Number of Registered Contractors by Grade

GRED GRED	2015	2016	2017	2018	2019	2020	2021	2022
G1	33,744	35,149	35,347	36,604	42,173	56,866	65,540	63,518
G2	12,097	16,253	17,402	22,128	24,148	24,366	24,154	21,623
G3	9,246	10,628	12,510	15,415	16,406	17,206	18,539	16,313
G4	3,341	3,896	4,112	4,759	5,031	5,282	5,426	5,184
G5	4,656	5,101	5,455	6,073	6,220	6,370	6,713	6,597
G6	1,557	1,703	1,803	2,018	2,128	2,105	2,010	1,890
G7	6,066	7,084	7,402	9,000	8,752	8,841	8,739	8,890
<b>JUMLAH TOTAL</b>	<b>70,707</b>	<b>79,814</b>	<b>84,031</b>	<b>95,997</b>	<b>104,858</b>	<b>121,036</b>	<b>131,121</b>	<b>124,015</b>

**06** BILANGAN KONTRAKTOR BERDAFTAR MENGIKUT NEGERI  
Number of Registered Contractors by State

NEGERI / STATE	G1		G2		G3		G4		G5		G6		G7		JUMLAH / TOTAL	
	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
Johor	6,423	5,835	2,915	2,542	2,379	2,088	529	502	547	573	136	124	700	696	13,629	12,360
Kedah	5,379	5,975	1,249	1,118	547	493	176	169	189	185	68	66	227	224	7,835	8,230
Kelantan	4,818	4,417	1,484	1,239	401	371	155	144	108	102	55	53	151	144	7,172	6,470
Melaka	2,194	2,067	759	661	569	529	191	175	186	198	39	46	183	177	4,121	3,853
N. Sembilan	3,204	3,492	1,524	1,414	627	554	198	176	202	212	64	58	173	164	5,992	6,070
Pahang	4,780	4,987	1,380	1,302	549	542	258	232	165	161	58	53	160	167	7,350	7,444
Perak	6,019	5,587	1,456	1,246	940	851	240	213	273	262	99	90	258	269	9,285	8,518
Perlis	1,463	1,566	280	253	65	64	23	26	16	18	4	3	31	31	1,882	1,961
Pulau Pinang	2,706	2,720	1,182	1,020	1,325	1,127	329	333	415	432	122	118	553	590	6,632	6,340
Sabah	7,425	7,072	3,176	3,055	1,045	946	284	236	312	287	129	122	621	607	12,992	12,325
Sarawak	5,266	5,128	1,594	1,547	1,112	1,091	238	232	348	354	163	147	747	780	9,468	9,279
Selangor	7,702	7,298	4,493	3,812	5,048	4,385	1,537	1,509	1,982	1,932	522	498	2,314	2,355	23,598	21,789
Terengganu	4,777	4,284	1,135	1,090	453	421	181	163	184	183	83	73	219	223	7,032	6,437
Wil. Persekutuan K. Lumpur	2,947	2,635	1,386	1,195	3,407	2,786	1,071	1,055	1,775	1,686	459	430	2,378	2,437	13,423	12,224
Wil. Persekutuan Labuan	286	275	120	113	49	46	7	9	10	10	4	4	12	11	488	468
Wil. Persekutuan Putrajaya	151	180	21	16	23	19	9	10	1	2	5	5	12	15	222	247
<b>JUMLAH / TOTAL</b>	<b>65,540</b>	<b>63,518</b>	<b>24,154</b>	<b>21,623</b>	<b>18,539</b>	<b>16,313</b>	<b>5,426</b>	<b>5,184</b>	<b>6,713</b>	<b>6,597</b>	<b>2,010</b>	<b>1,890</b>	<b>8,739</b>	<b>8,890</b>	<b>131,121</b>	<b>124,015</b>

## 07 | STATUS PROJEK YANG DILAKSANAKAN KONTRAKTOR MALAYSIA DI LUAR NEGARA Statistics of Projects Undertaken by Malaysian Contractors Overseas

GRED GRED	2016	2017	2018	2019	2020	2021	2022
Nilai Projek Projects Value	RM3.6 b	RM4.7 b	RM6.0 b	RM7.3 b	RM14.1 b	RM23.1 b	RM20.1 b
Bilangan Negara Number of Countries	16	16	16	18	11	9	6
Bilangan Projek Number of Projects	59	44	32	48	26	17	9
Bilangan Syarikat Number of Company	15	16	11	15	12	8	4

## BILANGAN DAN NILAI PROJEK YANG DILAKSANAKAN KONTRAKTOR MALAYSIA MENGIKUT RANTAU Number and Value of Projects Undertaken by Malaysian Contractors by Region

08

RANTAU/ Region.	2016		2017		2018		2019		2020		2021		2022	
	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)	Bil.	Nilai (RM m)
	No.	Value (RM m)	No.	Value (RM m)	No.	Value (RM m)	No.	Value (RM m)	No.	Value (RM m)	No.	Value (RM m)	No.	Value (RM m)
Asia Selatan South Asia	16	1,445	11	1,947	1	71	1	47	-	-	-	-	-	-
Kawasan Teluk Gulf Region	14	1,000	8	1,043	10	760	11	597	2	9,180	-	-	-	-
ASEAN	27	640	20	1,278	14	1,399	24	4,591	16	2,313	6	214	1	1,450
Asia	1	510	1	104	2	24	5	1,633	8	2,588	8	498	3	3,994
Timur Tengah & Afrika Utara Middle East & North Africa	1	-	1	-	1	-	4	378	-	-	1	339	-	-
Afrika Africa	-	-	1	295	0	-	1	19	-	-	-	-	1	956
Australia dan Oceania	-	-	1	3	3	1,866	-	-	-	-	-	-	3	13,730
Eropah Europe	-	-	1	-	1	1,900	1	26	-	-	-	-	-	-
Amerika Selatan/ Latin South America/ Latin	-	-	-	-	-	-	1	26	-	-	2	22,005	1	580
Jumlah/ Total	59	3,595	44	4,670	32	6,020	48	7,317	26	14,081	17	23,056	9	20,710

09

**10 NEGARA TERTINGGI PELAKSANAAN PROJEK OLEH KONTRAKTOR MALAYSIA**  
*Top 10 Countries for Projects Undertaken by Malaysian Contractors*

RANTAU / Region	2016 - 2021		2022	
	Bil.	Nilai (RM b)	Bil.	Nilai (RM b)
	No.	Value (RM b)	No.	Value (RM b)
Brazil	1	21.8	1	0.6
United Arab Emirates	23	10.8	-	-
Indonesia	25	3.6	-	-
India	26	3.4	2	1.9
Singapore	37	2.2	1	1.5
Cambodia	10	2.1	-	-
Qatar	16	2.0	-	-
United Kingdom	2	1.9	-	-
Australia	3	1.8	3	13.7
Taiwan	2	1.5	1	2.1

**BILANGAN PERSONEL BINAAN YANG AKTIF MENGIKUT KATEGORI**  
*Number of Construction Personnel Active by Category*

10

KATEGORI / Category	TEMPATAN / Local		ASING / Foreign		JUMLAH / Total	
	2021	2022	2021	2022	2021	2022
Pekerja Binaan Am <i>General Construction Workers</i>	306,784	333,550	106,976	158,424	413,760	491,974
Pekerja Binaan Mahir <i>Skilled Construction Workers</i>	81,700	80,126	9,529	7,468	91,229	87,594
Penyelia Tapak Binaan <i>Construction Site Supervisors</i>	6,776	6,616	65	52	6,841	6,668
Pengurus Projek Binaan <i>Construction Project Managers</i>	105,903	104,848	814	1,107	106,717	105,955
Personel Pentadbiran <i>Personnel Administration</i>	133,158	134,426	1,410	2,375	134,568	136,801
Pelatih Binaan <i>Construction Trainee</i>	16,236	14,454	0	0	16,236	14,454
<b>JUMLAH KESELURUHAN</b> <i>OVERALL TOTAL</i>	<b>650,557</b>	<b>674,020</b>	<b>118,794</b>	<b>169,426</b>	<b>769,351</b>	<b>843,446</b>

# STATISTIK SEPINTAS LALU 2022

Statistics at a Glance 2022

## LATIHAN

## TRAINING

Peningkatan Prestasi dan Kecekapan dalam Industri Pembinaan Malaysia: Analisis Data Latihan dan Peningkatan Kemahiran oleh CIDB

Enhancing Performance and Efficiency in the Malaysian Construction Industry: Analysis of Training Data and Skill Improvement by CIDB

382

PENCAPAIAN  
ACHIEVEMENT



1

Bilangan kontraktor  
Pengurusan Fasilitas yang dilatih  
Number of Facility  
Management contractors  
trained



216

PENCAPAIAN  
ACHIEVEMENT

2

Bilangan personel menjalani latihan dan penilaian  
kepada personel FM  
Number of personnel trained and assessed to be FM  
personnel

3

Bilangan penyertaan yang diterima untuk Program  
Latihan CCD bagi Pembangunan Kontraktor  
Number of entries received for the Continuous  
Contractor Development (CCD) Training Programme



49,820

PENCAPAIAN  
ACHIEVEMENT

4

Bilangan personel binaan yang  
dilatih dan ditauliah di bawah  
program Penyeliaan dan  
Pengurusan  
Number of construction  
personnel trained and certified  
under the Supervision and  
Management programme



2,111

PENCAPAIAN  
ACHIEVEMENT

5

Bilangan personel binaan yang dilatih dalam bidang  
Pegawai Keselamatan dan Kesihatan (Safety  
Health Officer-SHO) dan Pegawai Keselamatan  
Tapak (Site Safety Supervisor-SSS) oleh Pusat  
Latihan yang ditauliahkan oleh DOSH.  
Number of construction personnel trained in the  
field of Safety Health Officer (SHO) and  
Site Safety Supervisor Officer (SSS)  
from the Training Center certified by  
DOSH.



543 PENCAPAIAN  
ACHIEVEMENT

6

Bilangan profesional yang  
dilatih dalam Pemodelan  
Maklumat Bangunan (Building  
Information Modelling - BIM)  
Number of professionals  
trained in Building Information  
Modelling (BIM)



412

PENCAPAIAN  
ACHIEVEMENT

## LATIHAN

### TRAINING

Sambungan..  
Continue...

**39**  
PENCAPAIAN  
ACHIEVEMENT



7

Bilangan dokumen untuk Latihan Kompetensi Personel Binaan (Standard, Modul dan Soalan Penilaian) yang dibangunkan

*Number of documents (Standards, Modules and Assessment Questions) developed*

**824**

PENCAPAIAN  
ACHIEVEMENT

8



Bilangan personel binaan BIM yang dilatih dalam pelbagai modul latihan BIM

*Number of BIM construction personnel trained in various BIM training modules*

9 Bilangan belia yang menjalani latihan kompetensi  
*Number of youths undergoing competency training*



**3,742**  
PENCAPAIAN  
ACHIEVEMENT

10

Bilangan personel binaan menjalani latihan, penilaian dan pentauliahian kemahiran  
*Number of construction personnel undergoing skills training, assessment and certification*



**22,198**  
PENCAPAIAN  
ACHIEVEMENT

11 Bilangan pekerja mahir diakredit melalui 10 tred berimpak tinggi  
*Number of skilled workers accredited through 10 high-impact trades*



**12,293**  
PENCAPAIAN  
ACHIEVEMENT

12

Bilangan pegawai CIDB dilatih dalam kemahiran teknikal berkaitan bahan binaan  
*Number of CIDB officers trained in technical skills related to building materials*



**120**  
PENCAPAIAN  
ACHIEVEMENT

## PENSIJILAN

### CERTIFICATION

Pensijilan CIDB untuk Projek Pembinaan di Malaysia  
CIDB's Certification for Construction Project in Malaysia

1

Bilangan kontraktor yang dibimbing untuk penilaian MSCORE/SCORE  
*Number of contractors coached for MSCORE/SCORE assessment*



**1,971**  
PENCAPAIAN  
ACHIEVEMENT

2

Bilangan projek yang menjalani penilaian QCLASSIC™  
*Number of projects assessed with QCLASSIC™*



**248**  
PENCAPAIAN  
ACHIEVEMENT

3

Bilangan bangunan Kerajaan yang menjalani penilaian QCLASSIC™  
*Number of Government buildings assessed with QCLASSIC™*



**27**  
PENCAPAIAN  
ACHIEVEMENT

4

Bilangan projek yang menjalani penilaian SHASSIC™  
*Number of projects assessed with SHASSIC™*

**107**  
PENCAPAIAN  
ACHIEVEMENT



**10**

PENCAPAIAN  
ACHIEVEMENT

5

Bilangan projek yang dinilai menggunakan skim penarafan kemampuan dalam pembinaan  
*Number of projects assessed using the sustainability in construction rating scheme*



6

Bilangan syarikat yang mendapat keputusan Tahap 3 untuk MSCORE  
*Number of companies with Level 3 results for MSCORE*



**115**  
PENCAPAIAN  
ACHIEVEMENT

**17**

PENCAPAIAN  
ACHIEVEMENT

7

Bilangan syarikat yang mendapat penarafan SCORE 5 bintang  
*Number of companies with a 5-star SCORE rating*





**PEMATUHAN**

**COMPLIANCE**

Pengawasan dan Operasi Pematuhan Komprehensif dalam Industri Pembinaan oleh CIDB

*Comprehensive Supervision and Compliance Operations in the Construction Industry by CIDB*



**1**

Bilangan pemeriksaan tapak bina di seluruh negara  
*Number of construction site inspections throughout the country*

**3,977**  
PENCAPAIAN  
ACHIEVEMENT

**2**

Bilangan pemeriksaan bahan binaan  
*Number of building materials inspections*

**4,566**  
PENCAPAIAN  
ACHIEVEMENT



**3**

Bilangan audit Contractor Compliance Assurance (CCA) dijalankan  
*Number of Contractor Compliance Assurance (CCA) audits conducted*



**4,083**  
PENCAPAIAN  
ACHIEVEMENT

**4**

Bilangan Operasi Bersepadu (OPB) dan Operasi Khas (OPK)  
*Number of Operasi Bersepadu and Operasi Khas*

**34**  
PENCAPAIAN  
ACHIEVEMENT  
(OPB)

**257**  
PENCAPAIAN  
ACHIEVEMENT  
(OPK)



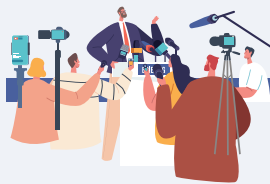
## PENJENAMAAN

### BRANDING

Pencapaian dan Penjenamaan di Media Sosial  
*Achievements and Branding on Social Media*

1

Nilai PR yang dicapai  
*The PR value achieved*



**RM270**  
JUTA/MILLION

PENCAPAIAN  
ACHIEVEMENT

**8.23**  
JUTA/MILLION

PENCAPAIAN  
ACHIEVEMENT

2

Bilangan capaian  
penggunaan Media Sosial  
*Number of Social Media  
usage reach*



## KEWANGAN

### FINANCIAL

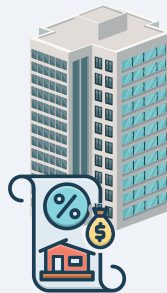
Pencapaian Analisis Levi dan Kewangan oleh CIDB  
*Levy and Financial Analysis Achievements by CIDB*

1

Jumlah pengenaan levi  
*Amount of levy imposed*

**RM216.3**  
JUTA/MILLION

PENCAPAIAN  
ACHIEVEMENT



2

Peratus pengenaan levi dikutip dalam tempoh liabiliti  
*Percentage of levy imposed collected during the  
liability period*

**95%**  
PENCAPAIAN  
ACHIEVEMENT



**95%**  
PENCAPAIAN  
ACHIEVEMENT

3

Peratus kes levi tertunggak  
yang dikurangkan  
*Percentage of outstanding levy  
cases reduced*



4

Jumlah hasil yang diterima  
*Amount of revenue received*

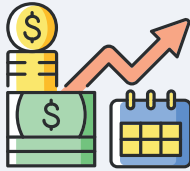
**RM349.1**  
JUTA/MILLION

PENCAPAIAN  
ACHIEVEMENT



**KEWANGAN**  
*FINANCIAL*

Sambungan..  
*Continued..*



**5**  
Jumlah perbelanjaan  
*Total expenditure*

**RM362.4**  
JUTA/MILLION

**PENCAPAIAN**  
*ACHIEVEMENT*

**RM13.3**  
JUTA/MILLION

**PENCAPAIAN**  
*ACHIEVEMENT*

**6**  
Jumlah defisit  
*Total deficit*



**DAYA SAING**  
*COMPETITIVENESS*

Perkembangan Penggunaan IBSWare dan Program Peningkatan Daya Saing Industri  
*Development of IBSWare Usage and International Industry Competitiveness Enhancement Programs*



**1**  
Bilangan pengguna IBSWare  
didaftarkan  
*Number of IBSWare users  
registered*

**202**  
**PENCAPAIAN**  
*ACHIEVEMENT*

**2**  
Bilangan program meningkatkan daya saing  
penggiat industri ke peringkat antarabangsa  
*Number of programmes to enhance the  
competitiveness of industry players at the  
international level*



**7**  
**PENCAPAIAN**  
*ACHIEVEMENT*



02

# LAPORAN PRESTASI

*PERFORMANCE REPORT*



# INTISARI PELAN-PELAN STRATEGIK CIDB MALAYSIA

## *CIDB Malaysia Strategic Plans Overview*

### LATARBELAKANG

Pembangunan dan perkembangan industri pembinaan di Malaysia diterajui oleh CIDB sesuai dengan peranan dan fungsinya di bawah Akta 520. CIDB perlu memastikan setiap program dan inisiatif yang dijalankan perlu memberikan impak yang positif kepada industri pembinaan. Justeru itu, beberapa pelan strategik telah dibangunkan oleh CIDB dalam memandu pelaksanaan peranan dan fungsinya dengan berkesan. CIDB juga perlu menjalankan tanggungjawabnya sebagai penasihat yang menyediakan pengesyoran kepada Kerajaan berkaitan dengan industri pembinaan.

Pelaksanaan program-program CIDB dipacu oleh empat Pelan Strategik utama di peringkat organisasi iaitu :

- Pelan Strategik CIDB (CSP) 2021 - 2025;
- Pelan Strategik ICT (ISP) CIDB 2020 - 2025;
- Pelan Antirasuah Organisasi (OACP) CIDB 2021 - 2025; dan
- Pelan Strategik Pembinaan 4.0 (C4.0) 2021 - 2025

Selain daripada pelan-pelan di atas, CIDB juga menyumbang beberapa KPI yang telah ditetapkan di bawah Pelan Strategik Organisasi Kementerian Kerja Raya.

### BACKGROUND

*The development and growth of the construction industry in Malaysia is steered by CIDB in accordance with its role and function under Act 520. CIDB needs to ensure that every programme and initiative executed must generate a positive impact on the construction industry. Therefore, a number of strategic plans have been developed by CIDB in guiding the implementation of its roles and functions effectively. CIDB also has to carry out its responsibilities as an advisor who provides recommendations to the Government related to the construction industry.*

*The implementation of CIDB programmes is driven by four main Strategic Plans at the organizational level, namely:*

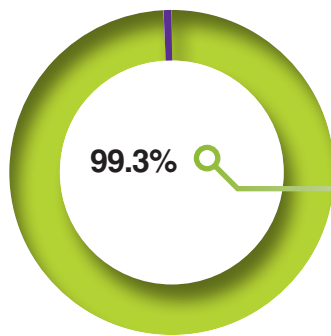
- *CIDB Strategic Plan (CSP) 2021-2025;*
- *CIDB ICT Strategic Plan (ISP) 2020-2025;*
- *CIDB Organizational Anti-Corruption Plan (OACP) 2021 - 2025; and*
- *Construction 4.0 Strategic Plan (C4.0) 2021 - 2025*

*Apart from the above plans, CIDB also contributed a number of KPIs that have been set under the Organizational Strategic Plan of the Ministry of Works.*

## PENCAPAIAN PELAN-PELAN STRATEGIK

### a) Pelan Strategik CIDB (CSP) 2021 - 2025

CSP merupakan pelan strategik 5 tahun bagi tempoh 2021-2025 yang mensasarkan CIDB menjadi peneraju utama dalam membangunkan industri pembinaan yang prihatin dan bertanggungjawab terhadap masyarakat dan alam sekitar. Tahun 2022 merupakan tahun kedua pelaksanaan CSP yang telah menghasilkan beberapa kejayaan pantas secara dalaman dan luaran. Pencapaian keseluruhan KPI CSP bagi tahun 2022 adalah 99.3% berbanding sasaran 100% yang menunjukkan prestasi lebih baik daripada 2021 dengan peningkatan sebanyak 2.1%. 60 daripada 61 KPI telah berjaya mencapai sasaran yang ditetapkan (hijau) manakala hanya satu KPI yang mencapai antara 60% - 85% (kuning).



## ACHIEVEMENT OF STRATEGIC PLANS

### a) CIDB Strategic Plan (CSP) 2021 - 2025

The CSP is a 5-year strategic plan for the period of 2021-2025 with the aim for CIDB to be the main leader in developing a caring and responsible construction industry towards society and the environment. The year 2022 is the second year of the CSP implementation which had generated some quick gains internally and externally. The overall achievement of the CSP KPI for the year 2022 is 99.3% performing better than 2021 with an increase of 2.1%. 60 out of 61 KPIs have successfully achieved the set target (green) while only one KPI achieved between 60% - 85% (yellow).

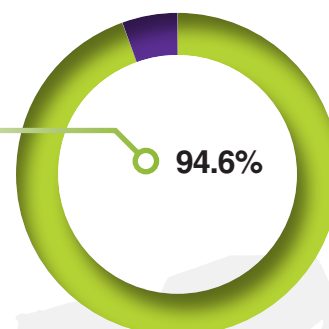


### b) Pelan Strategik ICT CIDB (ISP) 2020 - 2025

ISP CIDB telah dibangunkan untuk tempoh pelaksanaan dari 2020 hingga 2025, dengan objektif agar CIDB menjadi Insight-Driven Organization (IDO) yang melangkaui penggunaan teknologi secara maksimum, serta bergerak ke arah organisasi yang menggalakkan penjaan idea dan penyelesaian secara inovatif. Tahun 2022 merupakan tahun ketiga pelaksanaan ISP yang telah berjaya mencapai kemajuan 94.6% berbanding sasaran 100%. Sebanyak 18 KPI telah berjaya dilaksanakan dengan pencapaian 15 KPI melebihi 85% (hijau) dan 3 KPI mencapai antara 60%-85% (kuning).

### b) CIDB ICT Strategic Plan (ISP) 2020 - 2025

CIDB's ISP had been developed for the implementation period from 2020 to 2025, with the objective of CIDB becoming an Insight-Driven Organization (IDO) that transcends maximum use of technology, as well as moving towards an organization that encourages the generation of ideas and innovative solutions. The year 2022 is the third year of ISP implementation which has successfully achieved 94.6% progress against the target of 100%. A total of 18 KPIs have been successfully implemented with the achievement of 15 KPIs exceeding 85% (green) and 3 KPIs achieving between 60%-85% (yellow).

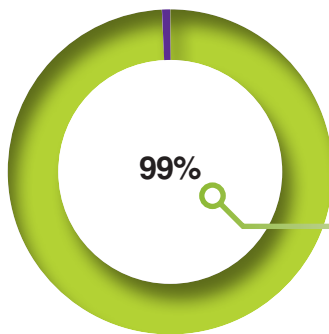


**c) Pelan Antirasuah Organisasi (OACP) CIDB 2021 - 2025**

OACP CIDB 2021 - 2025 telah dibangunkan bagi menyokong Pelan Antirasuah Nasional (NACP) 2019-2023. OACP CIDB merangkumi 4 Bidang Keutamaan, 4 Strategi dan 74 Inisiatif yang menjurus kepada pengukuhan ketelusan, kredibiliti, keberkesanan dan kecekapan CIDB dalam menyampaikan perkhidmatannya. Pada 2022, pencapaian OACP CIDB adalah 99% berbanding sasaran 100%. 70 daripada 74 inisiatif telah berjaya mencapai lebih 90% (hijau) manakala 4 inisiatif mencapai antara 70% - 89% (kuning).

**c) CIDB Organizational Anti-Corruption Plan (OACP) 2021 - 2025**

The CIDB OACP 2021 - 2025 had been developed to support the National Anti-Corruption Plan (NACP) 2019-2023. The OACP comprises of 4 Priority Areas, 4 Strategies and 74 Initiatives aimed at strengthening CIDB's transparency, credibility, effectiveness and efficiency in delivering its services. In 2022, CIDB's OACP achievement is 99% against the target of 100%. 70 out of 74 initiatives had successfully achieved over 90% (green) while 4 initiatives achieved between 70% - 89% (yellow).



Pencapaian

**99%**

bagi **4 Strategi** dan **74 Inisiatif** dilaksanakan pada tahun 2022

**d) Pelan Strategik Pembinaan 4.0 (C4.0) 2021 - 2025**

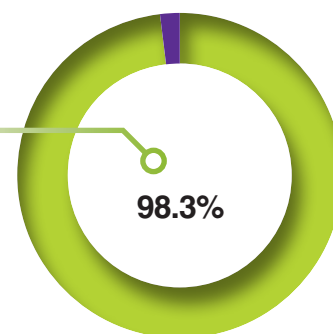
Selaras dengan dasar kerajaan yang menyokong Revolusi Perindustrian 4.0, Kementerian Kerja Raya telah melancarkan Pelan Strategik Pembinaan (C4.0 2021 - 2025) pada 17 November 2020. Pelan tersebut telah menetapkan aspirasi dan inisiatif utama berkaitan transformasi industri pembinaan Malaysia melalui pemeraksanaan pembinaan pintar dan digitalisasi. Pada tahun 2022, 26 KPI telah berjaya dilaksanakan dengan pencapaian 98.3% berbanding sasaran 100%. 23 daripada 26 KPI mencapai lebih 85% (hijau), 1 KPI dicapai antara 60% - 85% (kuning) dan 2 KPI dicapai di bawah 60% (merah).

**d) Construction 4.0 Strategic Plan (C4.0) 2021 - 2025**

In line with the government's policy supporting the Industrial Revolution 4.0, the Ministry of Works launched the Construction Strategic Plan (C4.0 2021 - 2025) on 17 November 2020. The plan has designated the aspirations and key initiatives related to the transformation of the Malaysian construction industry through empowering smart construction and digitalization. In 2022, 26 KPIs had been successfully implemented with an achievement of 98.3% against the target of 100%. 23 out of 26 KPIs achieved over 85% (green), 1 KPI achieved between 60% - 85% (yellow) and 2 KPIs achieved below 60% (red).



bagi **23 KPI** dilaksanakan pada tahun 2022



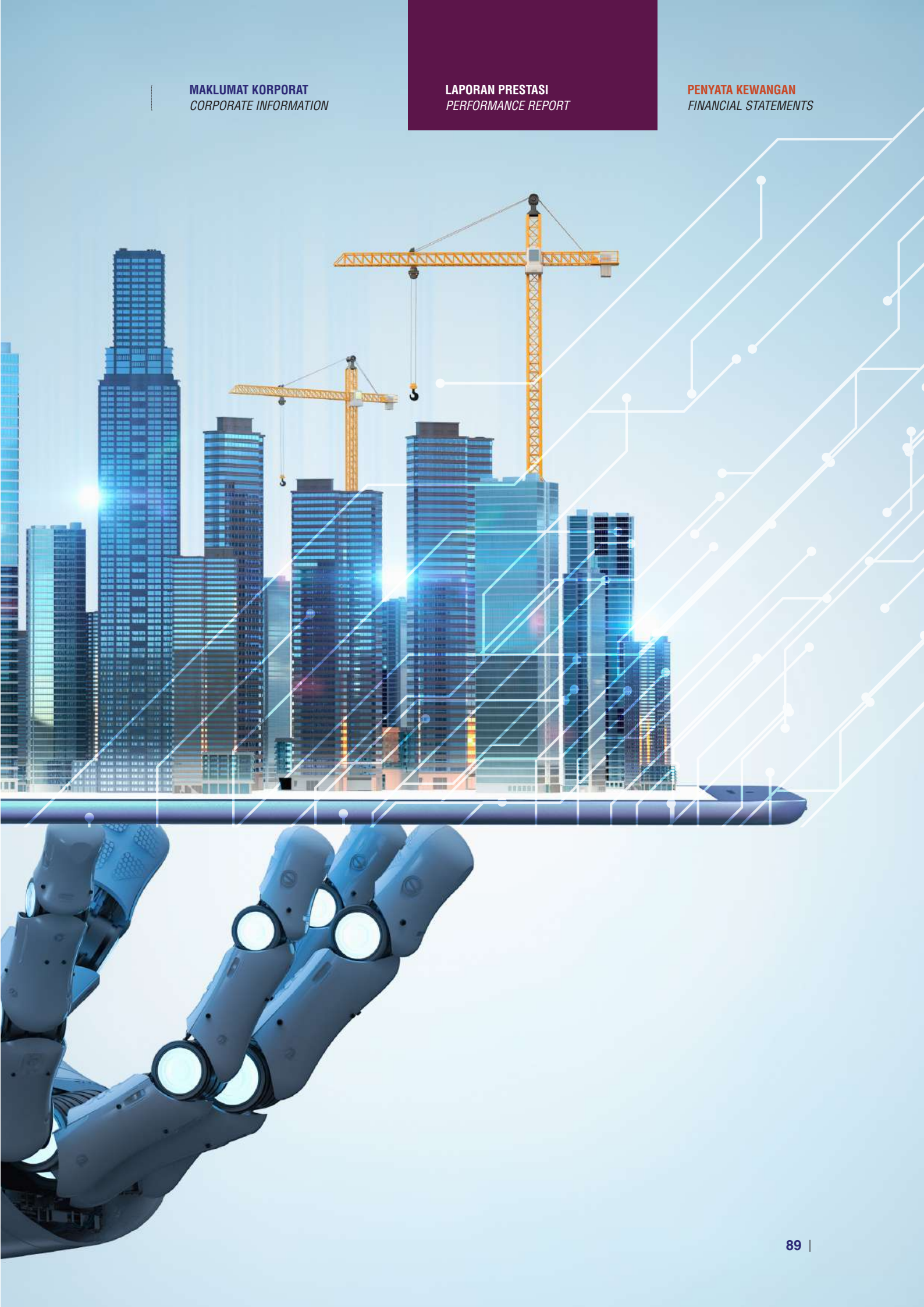
Selain daripada pelan-pelan di atas, CIDB turut menyumbang sebanyak 21 KPI yang telah ditetapkan di bawah Pelan Strategik Organisasi Kementerian Kerja Raya pada tahun 2022 dengan kesemua KPI mencapai 100%.

Butiran pencapaian akan dilaporkan di bawah pelbagai Pelan Strategik di atas.

*Apart from the above plans, CIDB also contributed a total of 21 KPIs that have been set under the Organizational Strategic Plan of the Ministry of Works in 2022 with all KPIs achieving 100%.*

*Details of achievements will be reported under the various Strategic Plans above.*





# PELAN STRATEGIK CIDB (CSP) 2021 - 2025

*CIDB Strategic Plan (CSP) 2021 - 2025*

## PENGENALAN

Pelan Strategik CIDB (CSP) 2021 - 2025 telah dibangunkan sebagai usaha untuk menangani cabaran baharu dan keperluan yang semakin meningkat dari pelbagai pihak. CSP membolehkan CIDB melaksanakan peranan dan tanggungjawabnya secara holistik dan cemerlang di mana CIDB perlu membuat satu anjakan paradigma agar dapat memberikan perkhidmatan yang berimpak tinggi kepada pihak berkepentingan.

CSP merupakan satu manual yang menggariskan halatuju dan inisiatif-inisiatif yang perlu dilaksanakan oleh CIDB agar menjadi peneraju yang berkesan dalam 5 tahun akan datang. CSP menggunakan kaedah Peta Strategi seperti di bawah untuk melakarkan Objektif Strategik bagi tempoh 5 tahun. Ia menerangkan hubungkait, sebab dan akibat antara objektif-objektif strategik yang merangkumi empat perspektif.

Pada tahun 2022, CSP mensasarkan pencapaian utama yang meliputi penyiapan perkara-perkara berikut:

- Model Kompetensi Kepimpinan CIDB
- Pakatan strategik dengan rakan teknologi
- Kolaborasi penyelidikan berimpak tinggi

Perancangan program-program CIDB yang dipilih menjadi KPI CSP untuk tahun 2022 telah dibentangkan dan dimuktamadkan di dalam mesyuarat CSC Bil. 1/2022 bertarikh 19 Januari 2022 melibatkan 64 KPI yang menyokong 17 Objektif Strategik CSP.

## INTRODUCTION

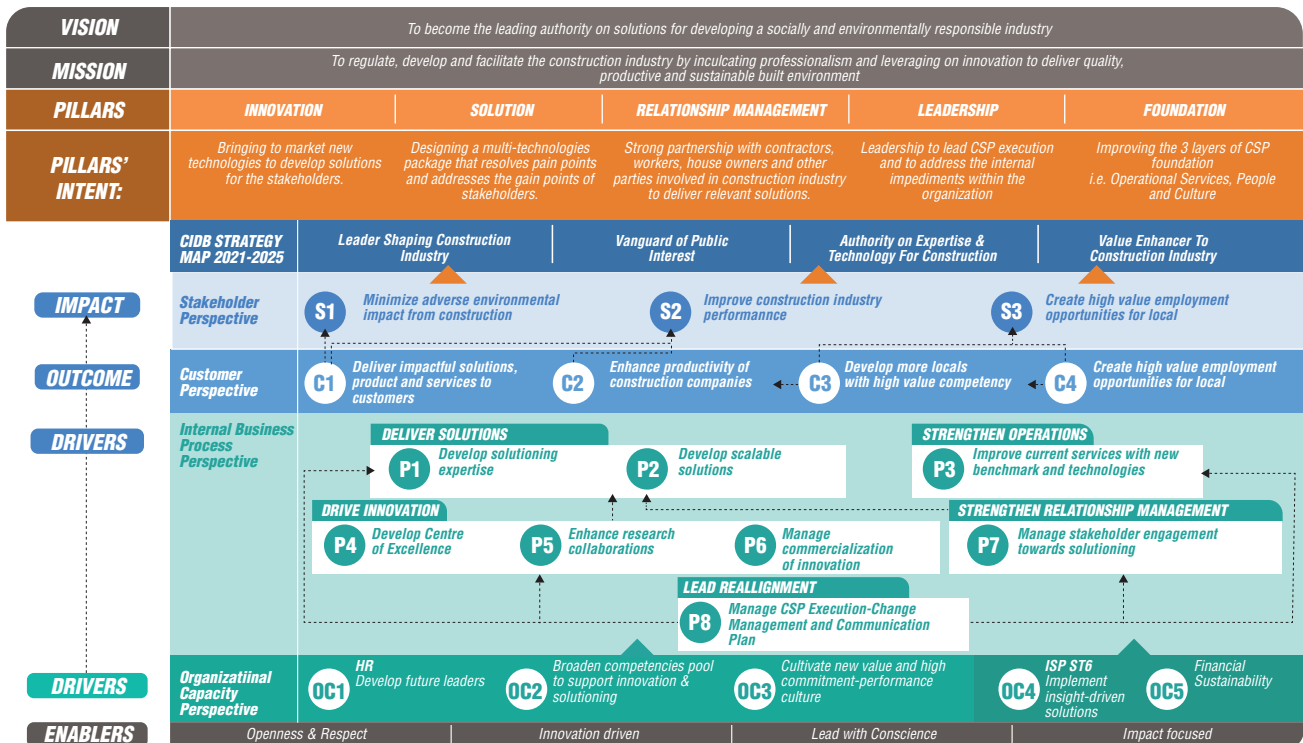
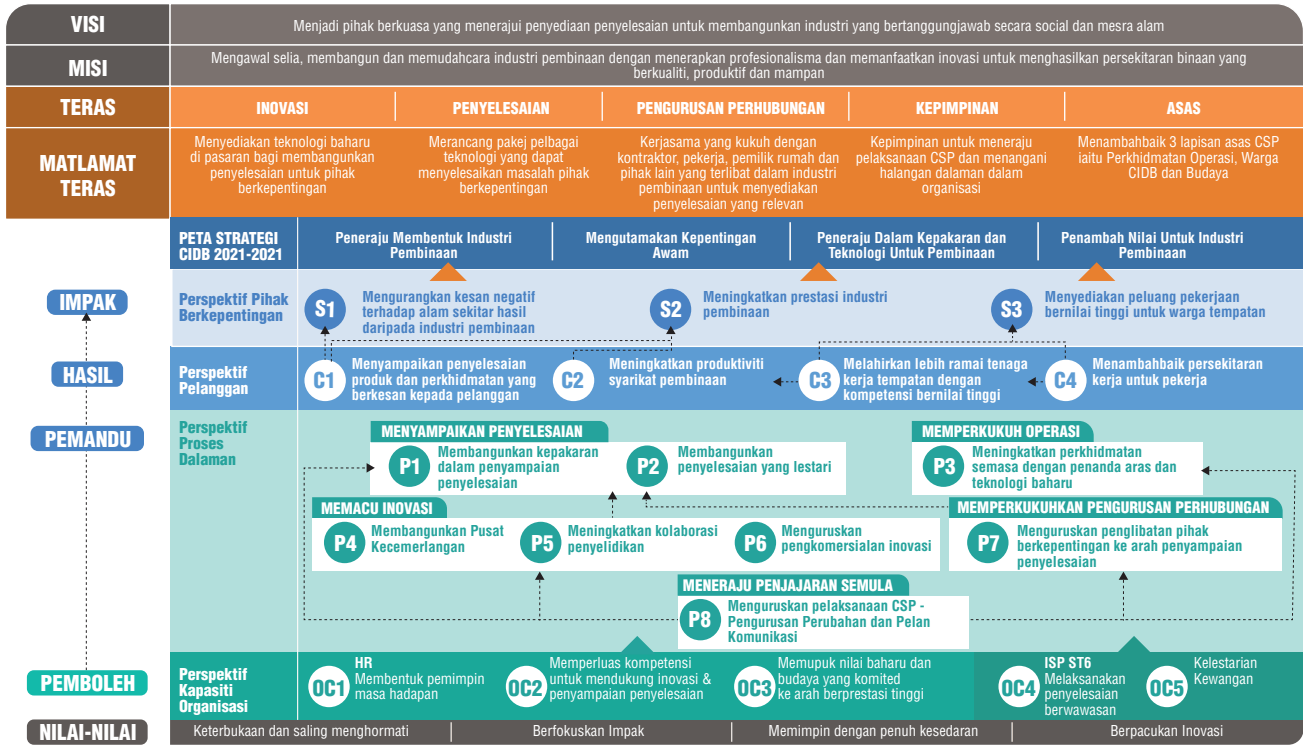
*The CIDB Strategic Plan (CSP) 2021 - 2025 has been developed as an effort to address new challenges and growing needs from various parties. CSP enables CIDB to carry out its roles and responsibilities in a holistic and excellent manner where CIDB needs to make a paradigm shift in order to provide high-impact services to stakeholders.*

*CSP is a manual that outlines the direction and initiatives that need to be implemented by CIDB in order to be an effective leader in the next 5 years. CSP adopts the Strategy Map method below to outline the Strategic Objectives for a period of 5 years. It explains the relationship, cause and effect between strategic objectives that include four perspectives.*

*In 2022, the CSP had targeted key milestones that include the completion of the following:*

- *CIDB Leadership Competency Model*
- *Strategic alliances with technology partners*
- *High-impact research collaborations*

*The planning of CIDB programmes selected as CSP KPI for 2022 was presented and finalized in the CSC meeting No. 1/2022 dated 19 January 2022 involving 64 KPIs that support 17 CSP Strategic Objectives.*



Rajah : Peta Strategik CSP  
Figure : CSP Strategic Map

## PENCAPAIAN CSP 2021 - 2025

Tahun 2022 merupakan tahun kedua pelaksanaan CSP yang telah menghasilkan beberapa kejayaan pantas secara dalaman dan luaran. Daripada 64 KPI yang dimuktamadkan, 3 KPI telah digugurkan dengan baki 61 KPI dilaksanakan di peringkat ibu pejabat dan sebahagian dijalankan bersama anak syarikat CIDB. Pencapaian keseluruhan KPI CSP bagi tahun 2022 adalah 99.3% menyaksikan prestasi yang lebih baik dari 2021 dengan peningkatan sebanyak 2.1%. 60 dari 61 KPI telah berjaya mencapai sasaran yang ditetapkan (hijau) manakala hanya satu KPI yang memperoleh pencapaian di antara 60% - 85% (kuning).

Butiran pencapaian KPI dilaporkan di bawah perspektif yang dinyatakan dalam Peta Strategi CSP merangkumi berikut:

- Perspektif Pelanggan (C1-C4);
- Perspektif Proses Dalaman (P1-P8) dan
- Perspektif Kapasiti Organisasi (OC1-OC5)

## CSP 2021 - 2025 ACHIEVEMENTS

*The year 2022 is the second year of the CSP implementation which had generated some quick gains internally and externally. Out of the 64 KPIs that were finalized, 3 KPIs were dropped with the remaining 61 KPIs implemented at the head office level and some carried out together with CIDB subsidiaries. The overall achievement of the CSP KPI for the year 2022 is 99.3% performing better than 2021 with an increase of 2.1%. 60 out of 61 KPIs have successfully achieved the set target (green) while only one SI has achieved between 60% - 85% (yellow).*

*Details of the KPIs achievements are reported under the perspectives set out in the CSP Strategy Map which are:*

- Customer Perspective (C1-C4);
- Internal Process Perspective (P1-P8) and
- Organizational Capacity Perspective (OC1-OC5)

## PERSPEKTIF PELANGGAN

Perspektif Pelanggan merumuskan nilai yang dapat disampaikan kepada pelanggan untuk merealisasikan impak yang dihasratkan dalam Perspektif Pihak Berkepentingan. Ia disokong oleh empat SO sepertimana Rajah (mukasurat 91) di atas.

Perspektif Pelanggan mempunyai 15 KPI di bawah empat SO di atas di mana kesemua KPI mencapai melebihi 85% (hijau). Pencapaian setiap KPI di bawah Perspektif Pelanggan adalah seperti berikut:

## CUSTOMER PERSPECTIVE

*The Customer Perspective formulates the value that can be delivered to the customer to realize the impact envisioned in the Stakeholder Perspective. It is supported by four SOs as shown in Figure (page 91) above.*

*The Customer Perspective has 15 KPIs under the four SOs above where all KPIs achieved over 85% (green). The achievements of each KPI under the Customer Perspective are as follows:*

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
1.	C1.1.1	Pangkalan data projek pembinaan diawad kepada kontraktor dan pengilang Malaysia di pasaran global telah dikemaskini secara berkala dengan 8 projek bernilai RM33.3 billion melibatkan 5 syarikat dan 6 negara. <i>The database of construction projects awarded to Malaysian contractors and manufacturers in the global market has been updated periodically with 8 projects worth RM33.3 billion involving 5 companies and 6 countries.</i>
2.	C1.3.1	Penetapan penilaian QLASSIC sebagai syarat pendaftaran kontraktor telah diluluskan pada Q2 2022. Sebanyak 248 projek bangunan telah dinilai dengan QLASSIC. <i>The setting of the QLASSIC assessment as a condition for contractor registration was approved in Q2 2022. A total of 248 building projects were assessed with QLASSIC.</i>
3.	C1.3.2	10 projek pembinaan telah dinilai menggunakan skim penarafan kemampuan dalam pembinaan berbanding sasaran 15 projek. <i>10 construction projects were assessed using the sustainability in construction rating scheme against a target of 15 projects.</i>
4.	C1.5.1	Modul pemantauan projek telah dibangunkan. <i>A project monitoring module had been developed.</i>
5.	C2.1.1	Dokumen panduan pelaksanaan Pelan Strategik Pembinaan 4.0 (C4.0) untuk tempoh 2023 - 2025 telah siap dibangunkan <i>The guidelines for the implementation of the Construction Strategic Plan 4.0 (C4.0) for the period 2023-2025 had been developed</i>

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
6.	C2.2.1	Sistem Pengurusan Kualiti Kontraktor (CQMS) untuk pengurusan kualiti dan pensijilan telah dibangunkan dan 4 kursus CQMS telah dijalankan. <i>The Contractor Quality Management System (CQMS) for quality management and certification had been developed and 4 CQMS courses had been conducted.</i>
7.	C2.3.1	4 modul baharu telah siap dibangunkan dan 6 modul sedia ada ditambahbaik dalam E-Learning untuk Kursus Pengurusan Kontraktor <i>4 new modules had been developed and 6 current modules had been improved in the E-Learning for the Contractor Management Course</i>
8.	C3.1.1	Seramai 824 personel binaan BIM telah dilatih dalam pelbagai modul latihan BIM berbanding sasaran 800. <i>A total of 824 BIM construction personnel were trained in various BIM training modules against the target of 800.</i>
9.	C3.2.1	Sebanyak 10 standard (6 tred), 8 modul (6 tred) dan 75 set soalan penilaian (11 tred) telah dibangun, disemak dan ditambahbaik. <i>A total of 10 standards (6 trades), 8 modules (6 trades) and 75 sets of evaluation questions (11 trades) have been developed, revised and enhanced.</i>
10.	C3.3.1	Sijil Kompetensi Kemahiran Pembinaan (SKKP) telah ditambah nilai melalui Persijilan ISO 17024:2012 bagi tred <i>Welding, Non Destructive Testing (NDT) dan Blasting &amp; Painting</i> . <i>The Construction Skills Competency Certificate (SKKP) was value-added via the ISO 17024:2012 certification for Welding, Non Destructive Testing (NDT) and Blasting &amp; Painting trades.</i>
11.	C3.4.1	Seramai 20,087 Belia dan Personel Binaan telah menjalani latihan dan penilaian berbanding sasaran 18,000. <i>A total of 20,087 Youth and Construction Personnel were trained and assessed against the target of 18,000.</i>
12.	C3.5.1	Seramai 216 personel telah menjalani latihan dan penilaian kepada personel FM berbanding sasaran 170. <i>A total of 216 personnel were trained and assessed to be FM personnel against the target of 170.</i>
13.	C3.6.1	<i>Tracer Study</i> untuk mengesan kadar serapan graduan ABM dan Pusat Latihan Bertauliah ke dalam industri menunjukkan kadar kebolehpasaran graduan adalah 71%. <i>Tracer Study to ascertain the absorption rate of ABM and Certified Training Centre graduates into the industry shows a 71% employability rate.</i>
14.	C3.7.1	Seramai 12,293 pekerja mahir telah diakredit melalui 10 tred berimpak tinggi berbanding sasaran 5,000. <i>A total of 12,293 skilled workers were accredited through 10 high-impact trades against the target of 5,000.</i>
15.	C4.1.1	Sebanyak 107 projek telah dinilai SHASSIC berbanding sasaran 60 dengan 50.47% projek mencapai penarafan skor 5 bintang. <i>A total of 107 construction projects had undergone SHASSIC assessment against the target of 60 projects with 50.47% of projects achieving a 5-star score rating.</i>

## PERSPEKTIF PROSES DALAMAN

Perspektif Proses Dalaman menerangkan keutamaan aktiviti operasi dalam menyampaikan penyelesaian bermanfaat kepada pelanggan seperti yang dinyatakan dalam Perspektif Pelanggan. Ia disokong oleh lapan SO yang dikategorikan mengikut 5 Tema sepertimana Rajah (mukasurat 91) di atas.

Perspektif Proses Dalaman mempunyai KPI terbanyak berjumlah 32 di bawah lapan SO di atas di mana kesemua KPI mencapai melebihi 85% (hijau). Pencapaian setiap KPI di bawah Perspektif Proses Dalaman adalah seperti berikut:

## INTERNAL PROCESS PERSPECTIVE

*The Internal Process Perspective describes the priorities within the operational activities to deliver CIDB's value propositions to the customers stated in the Customer Perspective. It is supported by eight SOs categorized according to 5 Themes as shown in Figure (page 91) above.*

*The Internal Process Perspective has the highest number of KPIs totalling 32 under the eight SOs above where all KPIs achieved over 85% (green). The achievements of each KPI under the Internal Process Perspective are as follows:*

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
		<p>Sebanyak 4 projek menjurus kepada penyampaian penyelesaian telah dilaksanakan seperti berikut :</p> <p><i>A total of 4 projects towards solutioning have been implemented as follows:</i></p> <ul style="list-style-type: none"> <li><i>The Development of Trade - Level Productivity Measuring Tool to Measure the Productivity of Building Projects</i></li> </ul>
1.	P2.1.1	<ul style="list-style-type: none"> <li>Kajian Pembangunan Garis Panduan Mewajibkan Penggunaan CIS 30:2021 dalam projek Kerajaan Bernilai RM10 Juta ke Atas <i>Study on the Development of Guidelines Mandating the Use of CIS 30:2021 in Government Projects Worth RM10 Million and Above</i></li> <li>Laporan BIM 2021 / <i>BIM Report 2021</i></li> <li>Laporan IBS 2021 / <i>IBS Report 2021</i></li> </ul>
2.	P3.1.1	<p>Penyediaan soalan beserta jawapan bagi 4 modul latihan atas talian telah siap 100%. <i>The preparation of questions with answers for 4 online training modules was 100% complete.</i></p>
3.	P3.2.1	<p>Program Audit 2022 yang diluluskan telah dilaksanakan dan Pelan Audit Tahun 2023 telah disediakan untuk kelulusan Jawatankuasa Audit. <i>The approved 2022 Audit Programme had been implemented and the 2023 Audit Plan had been prepared for the approval of the Audit Committee.</i></p>
4.	P3.3.1	<p>Unit Pengurusan Risiko telah berjaya menjalankan 10 aktiviti-aktiviti serta program seperti yang dirancang. <i>The Risk Management Unit had successfully carried out 10 activities and programmes as planned.</i></p>
5.	P3.4.1	<p><i>International Construction Week (ICW) 2022 dengan tema Constructing a New Future telah diadakan dengan kehadiran 1160 pengunjung. ICW telah menyediakan beberapa komponen utama termasuk seminar percuma (Tech Talk) dan pertandingan MSSA – CIDB Open Ideas Competition.</i> <i>The International Construction Week (ICW) 2022 with the theme of Constructing a New Future was held with the presence of 1160 visitors. ICW had provided several key components including free seminars (Tech Talk) and the MSSA – CIDB Open Ideas Competition.</i></p>
6.	P3.4.2	<p><i>Platform Digital News Portal yang dikenali sebagai Heights berjaya dibangunkan dan dimuatnaik melalui laman web CIDB Malaysia di pautan <a href="https://www.cidb.gov.my/berita/">https://www.cidb.gov.my/berita/</a>.</i> <i>The Digital News Portal platform known as Heights was successfully developed and uploaded through the CIDB Malaysia website at the link <a href="https://www.cidb.gov.my/berita/">https://www.cidb.gov.my/berita/</a>.</i></p>
7.	P3.4.3	<p>Nilai PR mencapai melebihi RM270 juta berbanding sasaran RM80 juta. <i>The PR value achieved more than RM270 million against the target of RM80 million.</i></p>
8.	P3.4.4	<p>Penggunaan Media Sosial telah mencapai lebih daripada 8.23 juta berbanding sasaran 8 juta. <i>Social Media usage had reached more than 8.23 million against the target of 8 million.</i></p>
9.	P3.5.1	<p>Kajian kepuasan pelanggan untuk 2022 terbahagi kepada 2 kategori iaitu: <i>The customer satisfaction study for 2022 was divided into 2 categories namely:</i></p> <ul style="list-style-type: none"> <li><i>ISO 9001:2015 yang terdiri daripada 2 segmen iaitu Kontraktor dan Personel Binaan, mendapat skor 86%.</i> <i>ISO 9001:2015 which consists of 2 segments namely Contractors and Construction Personnel, had scored 86%.</i></li> <li><i>4 segmen yang terdiri daripada Kontraktor, Personel Binaan, Bahan Binaan Import dan Bahan Binaan Tempatan, telah mendapat skor sebanyak 85%.</i> <i>4 segments consisting of Contractors, Construction Personnel, Imported Construction Materials and Local Construction Materials, had scored 85%.</i></li> </ul>
10.	P3.6.1	<p>Data geospasial tambahan telah dikemaskini ke CGIS. <i>Additional geospatial data had been updated to CGIS.</i></p>
11.	P3.7.1	<p>Pengkalan data kos hayat keseluruhan (WLC) projek pembinaan telah dilengkapkan melibatkan 69 projek pembinaan dan 10 projek penyelenggaraan. <i>The whole life cost (WLC) database of construction projects had been completed involving 69 construction projects and 10 maintenance projects.</i></p>

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
12.	P3.8.1	<p>Portal Bersepadu Teknologi (SMART) di pautan <a href="https://smart.cidb.gov.my/">https://smart.cidb.gov.my/</a> telah siap sepenuhnya. <i>The Technology Integrated Portal (SMART) at the link <a href="https://smart.cidb.gov.my/">https://smart.cidb.gov.my/</a> had been fully completed.</i></p>
13.	P3.9.1 (BSBB)	<p>Program-program pematuhan terhadap Jadual Keempat di bawah Akta 520 telah dijalankan seperti di bawah: <i>Compliance to the Fourth Schedule under Act 520 programmes had been carried out as below:</i></p> <ul style="list-style-type: none"> <li>• 4566 pemeriksaan bahan binaan berbanding sasaran 3476 <i>4566 inspections of building materials against the target of 3476</i></li> <li>• 5 Operasi Penguatkuasaan Bersepadu (OPB) <i>5 Integrated Enforcement Operations (OPB)</i></li> <li>• 4 Operasi Penguatkuasaan Khas (OPK) <i>4 Special Enforcement Operations (OPK)</i></li> </ul>
14.	P3.9.1 (BPfK)	<p>Sebanyak 4,083 audit <i>Contractor Compliance Assurance</i> (CCA) telah dijalankan di mana 3,146 kes telah patuh dan 937 kes tidak patuh. <i>A total of 4,083 Contractor Compliance Assurance (CCA) audits were conducted in which 3,146 cases were compliant and 937 cases were non-compliant.</i></p>
15.	P3.10.1	<p>Kaedah pengumpulan dan pengupayaan maklumat individu, institusi latihan dan program yang diakredit selaras dengan CSQF telah dikukuhkan. <i>The methodology of collecting and enabling information on individuals, training institutions and accredited programs in line with CSQF had been strengthened.</i></p>
16.	P3.11.1	<p>Sebanyak 824,900 Perakuan Pendaftaran Personel Binaan dengan kod QR bagi semua personel binaan aktif telah dijana. <i>A total of 824,900 Construction Personnel Registration Certificates with QR codes for all active construction personnel had been generated.</i></p>
17.	P3.12.1	<p>Sebanyak 22 KPI ISP berjaya dipantau dan dilaporkan bagi tahun 2022 dengan pencapaian keseluruhan 94.6%. <i>A total of 22 ISP KPIs had been successfully monitored and reported for 2022 with an overall achievement of 94.6%.</i></p>
18.	P3.13.1	<p>Kemudahan laptop bagi staf yang Bekerja Dari Rumah (BDR) serta sistem persidangan video telah dibekalkan untuk CIDB Ibu Pejabat dan CIDB Negeri/Cawangan. <i>Laptop facilities for staff who work from home, as well as video conferencing system had been provided for CIDB Head Office and CIDB States/Branches.</i></p>
19.	P3.13.2	<p>Kemajuan pembangunan rekabentuk bagi ruang dalaman The MET telah mencapai 97%. <i>Design development progress for the interior of The MET had achieved 97%.</i></p>
20.	P3.14.1	<p>Tindakan penguatkuasaan menerusi sistem penguatkuasaan CIDB telah dikenalpasti seperti Tindakan Sekatan (EP2B), <i>Whitelist</i>, Pengenaan caj pembukaan sekatan, gugur atau penarikan pengkhususan. <i>Enforcements through the CIDB enforcement system had been identified such as restrictions (EP2B), Whitelist, Imposition of charges to remove restrictions, cancellation or withdrawal of specialization.</i></p>
21.	P3.14.2	<p>Latihan berkala menggunakan sistem E-Penguatkuasaan kepada anggota penguatkuasa bagi memantapkan operasi penguatkuasaan sedang dibangunkan melalui e-Book &amp; Aplikasi mudahalihan (<i>Mobile Apps</i>). <i>Periodical training using the E-Enforcement system for enforcement personnel to strengthen enforcement operations is being developed through e-Books &amp; Mobile Apps.</i></p>
22.	P3.14.4	<p>Sebanyak 16 sesi latihan berkala telah diberikan kepada anggota penguatkuasa berkaitan penambahbaikan Manual Prosedur Kerja terbaharu yang perlu dipraktikkan. <i>A total of 16 periodical training sessions had been given to enforcement personnel related to the enhancement of the latest Work Procedures Manual that needs to be put into practice.</i></p>
23.	P3.14.5	<p>Keperluan dan kelengkapan anggota penguatkuasa terdiri daripada lencana &amp; kad kuasa, set pakaian taktikal dan kasut keselamatan telah diserahkan pada semua pejabat CIDB Negeri &amp; Cawangan dalam mensiapsiagakan keterampilan anggota. <i>The requirements and equipment of enforcement personnel consisting of badges &amp; authorization cards, sets of tactical attires and safety shoes had been handed over to all CIDB States &amp; Branch offices in equipping personnels' skills.</i></p>

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
24.	P3.14.6	<p>Sebanyak 8 aktiviti kolaborasi bersama bahagian dan anak syarikat CIDB telah dijalankan dalam mengukuh dan meningkatkan kefahaman peranan antara bahagian dari sudut penguatkuasaan. <i>A total of 8 collaborative activities with CIDB divisions and subsidiaries were carried out to strengthen and enhance the understanding of roles between divisions from an enforcement perspective.</i></p>
25.	P3.15.1	<p>Sebanyak 13 Seminar Penguatan Pematuhan Kontraktor telah dilaksanakan di setiap negeri dengan kerjasama Inter-Agensi di dalam memberikan pendedahan kepada pemegang taruh terhadap peraturan dan peruntukan undang-undang industri pembinaan. <i>A total of 13 Seminars to Strengthen Contractor Compliance were implemented in each state with Inter-Agency cooperation in providing exposure to stakeholders on the rules and provisions of the construction industry law.</i></p>
26.	P3.16.1	<p>Seramai 2,693 personel binaan mahir baharu telah didaftarkan melalui CIMS. <i>A total of 2,693 new skilled construction personnel were registered through CIMS.</i></p>
27.	P5.1.1	<p>3 projek penyelidikan berimpak tinggi telah dijalankan bersama industri seperti berikut : <i>3 high-impact research projects have been carried out with the industry as follows:</i></p> <ul style="list-style-type: none"> <li>• <i>The Development of Trade - Level Productivity Measuring Tool to Measure the Productivity of Building Projects</i></li> <li>• <i>Kajian Baseline terhadap Tahap Penggunaan Teknologi Dalam Amalan Profesional Industri Pembinaan ke Arah Peningkatan Tahap Produktiviti. Baseline Study on the Level of Technology Use in the Construction Industry Professional Practice towards Productivity Level Enhancement.</i></li> <li>• <i>Kajian Pembangunan Garis Panduan Mewajibkan Penggunaan CIS 30:2021 dalam rojek Kerajaan Bernilai RM10 Juta ke Atas Study on the Development of Guidelines Mandating the Use of CIS 30:2021 in Government Projects Worth RM10 Million and Above</i></li> </ul>
28.	P7.1.1	<p>Sebanyak 4 program kemampanan dalam pembinaan bersama institusi pendidikan dan organisasi luar telah dijalankan bersama pihak UTM, UIAM, Jabatan Pendidikan Politeknik dan Kolej Komuniti (JPPKK) dan Yayasan Amal Malaysia. <i>A total of 4 sustainability programmes in construction with educational institutions and external organizations had been carried out with UTM, UIAM, Department of Polytechnic Education and Community College and Yayasan Amal Malaysia</i></p>
29.	P7.2.1	<p>11 program kolaborasi bersama penggiat industri ke arah penyediaan penyampaian penyelesaian telah dilaksanakan <i>11 collaborative programmes with industry players towards solutioning formulation had been implemented</i></p>
30.	P8.1.1	<p>Pelaksanaan CSP telah dipantau mengikut garis masa projek terperinci yang telah diluluskan <i>The implementation of the CSP was monitored according to the approved detailed project timeline</i></p>
31.	P8.1.2	<p>Pelaksanaan OACP 2021 - 2025 telah diurus mengikut perancangan dan prestasinya telah dilaporkan. <i>The implementation of the OACP 2021 - 2025 had been managed according to the plan and its performance had been reported</i></p>
32.	P8.1.3	<p>Kemajuan CSP, ISP dan C4.0 telah dilaporkan dalam mesyuarat yang berkaitan secara suku tahunan. <i>The progress of CSP, ISP and C4.0 was reported in the relevant meetings on a quarterly basis</i></p>



## PERSPEKTIF KAPASITI ORGANISASI

Perspektif Kapasiti Organisasi menjelaskan pemboleh-pemboleh kritikal terutama warga CIDB, budaya, ICT dan objektif strategik berkaitan kewangan adalah penting untuk memastikan kejayaan pelaksanaan objektif dalam Perspektif Proses Dalaman. Ia disokong oleh lima SO di bawah tiga Bahagian sepertimana Rajah (mukasurat 91).

Perspektif Kapasiti Organisasi mempunyai 14 KPI di bawah lima SO di atas di mana 13 KPI mencapai melebihi 85% (hijau) dan satu KPI mencapai antara 60% - 85% (kuning). Pencapaian setiap KPI di bawah Perspektif Kapasiti Organisasi adalah seperti berikut:

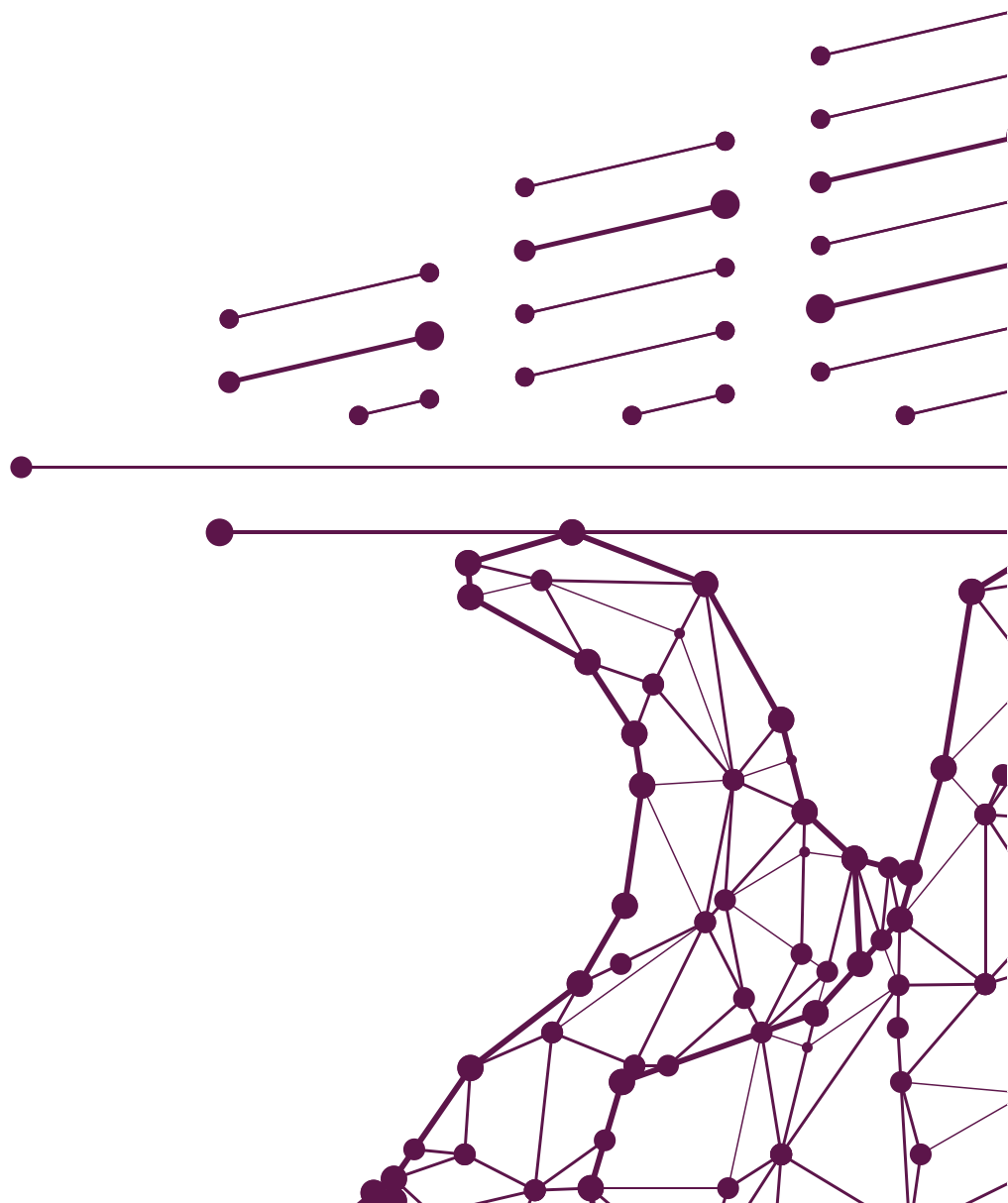
## ORGANIZATIONAL CAPACITY PERSPECTIVE

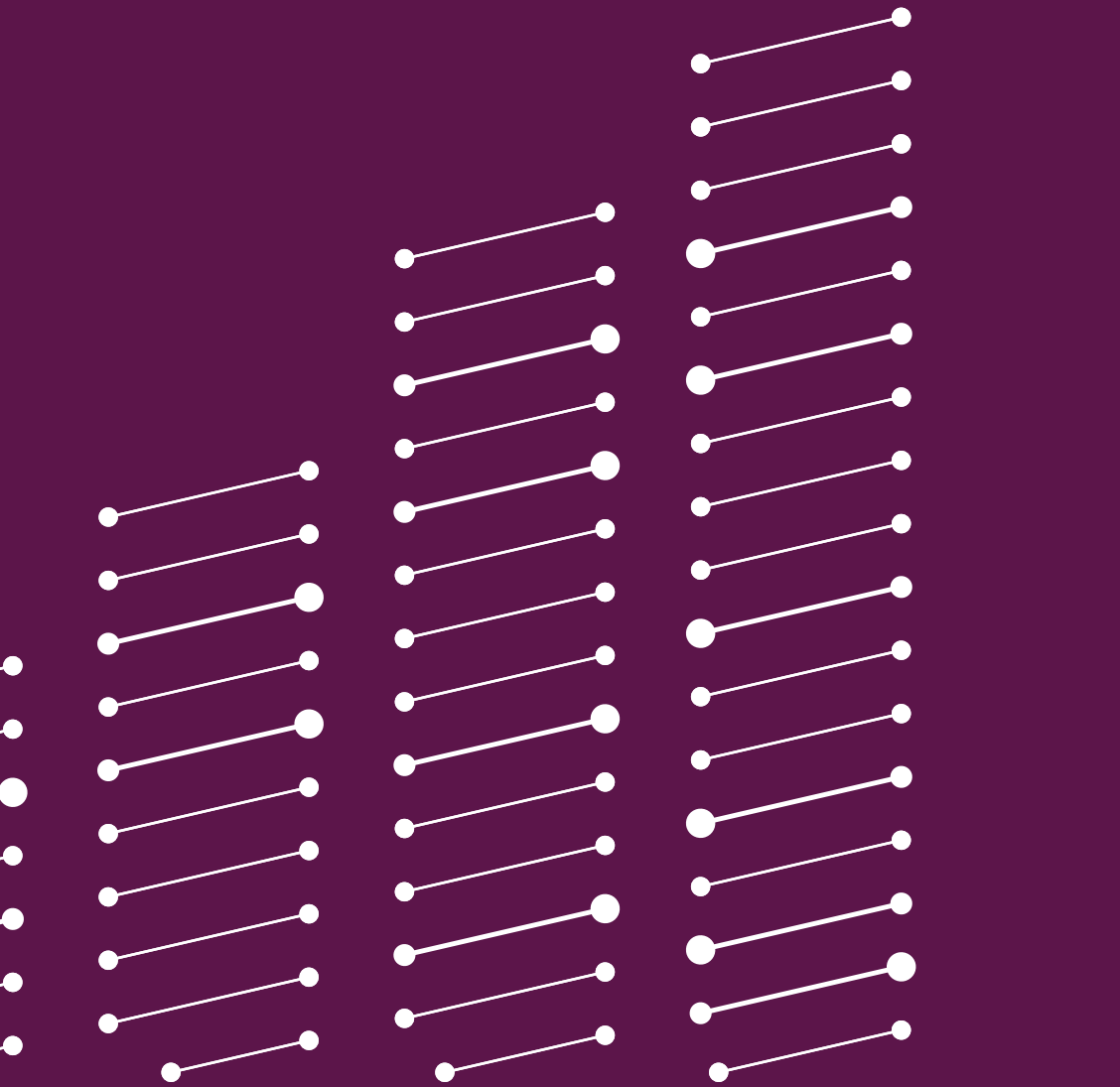
*The Organizational Capacity Perspective describes critical enablers especially CIDB's staff, culture, ICT and financial-related strategic objectives that are key to ensure the successful execution of the objectives in the Internal Process Perspective. It is supported by five SOs under three Divisions as shown in Figure (page 91).*

*The Organizational Capacity Perspective has 14 KPIs below the five SOs above where 13 KPIs achieved over 85% (green) and 1 KPI achieved between 60% - 85% (yellow). The achievements of each KPI under the Organizational Capacity Perspective are as follows:*

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
1.	OC1.1.1	Program kompetensi secara berstruktur telah dilaksanakan melibatkan program kepimpinan dan pengiktirafan badan-badan professional untuk 21 orang staf CIDB. <i>A structured competency programme had been implemented involving leadership programmes and recognition by professional bodies for 21 CIDB staff.</i>
2.	OC2.1.1	Seramai 120 pegawai telah dilatih dalam kemahiran teknikal berkaitan bahan binaan berbanding sasaran 80 pegawai. <i>A total of 120 officers were trained in technical skills related to building materials against the target of 80 officers.</i>
3.	OC2.2.1	Program kompetensi Generik & Teknikal berdasarkan bidang yang telah dikenalpasti telah dilaksanakan dan keberkesanan latihan suku tahun ke 4 tahun 2021 telah dianalisa dengan pencapaian 81%. <i>The Generic &amp; Technical competency programmes based on identified fields had been implemented and the effectiveness of the training in the 4th quarter of 2021 had been analysed with an achievement of 81%.</i>
4.	OC3.1.1	9 aktiviti <i>Quick Wins</i> dan 6 program jangka panjang telah dilaksanakan sebagai pengurusan perubahan budaya yang mendukung visi dan misi CSP dan CIDB. <i>9 Quick Wins activities and 6 long-term programmes had been implemented to manage culture change that supports the vision and mission of CSP and CIDB.</i>
5.	OC4.2.1	Pendigitalan dokumen levi telah siap dan modul dijangka <i>go live</i> pada Q1 2023. <i>Digitization of levy documents had been completed and the module is scheduled to go live in Q1 2023.</i>
6.	OC4.2.2	Sebanyak 88,070 pengisytiharan telah disemak dalam tempoh 5 hari dari tarikh pengisytiharan semasa melaksanakan pra-analisis maklumat pendaftaran kontraktor dan projek pembinaan. <i>A total of 88,070 declarations were reviewed within 5 days from the date of declaration during the pre-analysis of contractor registration information and construction projects.</i>
7.	OC4.2.3	Penambahbaikan sistem (CIMS) bagi proses kerja pemantauan kes projek tidak diisytiharkan untuk tindakan penguatkuasaan telah siap 100%. <i>CIMS enhancement for the monitoring work process of project cases not declared for enforcement action has been completed 100%.</i>
8.	OC4.3.1	Penyediaan dan pengurusan data sumber manusia telah dimantapkan melalui 7 aktiviti yang telah dijalankan. <i>The preparation and management of human resource data had been strengthened through 7 activities that had been carried out.</i>
9.	OC4.3.2	Sistem E-Learning bagi modul perolehan untuk kegunaan latihan dalaman staf telah dilaksanakan. <i>The E-Learning system on procurement modules for internal staff training had been implemented.</i>

NO/ NO	KOD/ CODE	PENCAPAIAN / ACHIEVEMENT
10.	OC4.4.1	<p>Ruang dalaman The MET yang dilengkapi dan diintegrasikan dengan keperluan <i>Audio Visual (AV)</i> dan IT sedang dibina dan dijangka siap pada Februari 2023. <i>The interior space of The MET which is equipped and integrated with Audio Visual (AV) and IT needs are being constructed and scheduled for completion in February 2023.</i></p>
11.	OC5.1.1	<p>Bajet CIDB 2023 telah disediakan dan diluluskan dalam masa yang ditetapkan. <i>The CIDB 2023 budget was prepared and approved within the stipulated time.</i></p>
12.	OC5.2.1	<p>Modul pembayaran online bagi perkhidmatan analisis data dari portal CONVINCENCE telah siap 100%. <i>The online payment module for data analysis services from the CONVINCENCE portal is 100% completed.</i></p>
13.	OC5.3.1	<p>Penerbitan CIDB seperti <i>CIDB Construction Law Report (CCLR)</i> dan set <i>Malaysian Civil Engineering Standard Method of Measurement (MyCESMM)</i> telah dijual secara e-Penerbitan melalui Portal CONVINCENCE dengan pungutan hasil berjumlah RM2,400. <i>CIDB publications such as the CIDB Construction Law Report (CCLR) and the Malaysian Civil Engineering Standard Method of Measurement (MyCESMM) set were sold as e-Publishing through the CONVINCENCE Portal with a total revenue of RM2,400.</i></p>
14.	OC5.3.2	<p>Pengurangan belanja fotostat dengan menghadkan penggunaan fotostat berwarna hanya mencapai 34.9% berbanding sasaran 50%. <i>The reduction in photocopy expenses by limiting the use of colour photocopies only achieved 34.9% against the target of 50%.</i></p>





# PELAN STRATEGIK ICT (ISP) CIDB 2020-2025

*CIDB ICT Strategic Plan (ISP) 2021-2025*

## PENGENALAN

CIDB perlu mengukuhkan kuasa ICTnya dalam usaha memastikan kesediaannya menyokong kemajuan mantap transformasi digital industri pembinaan. Justeru, Pelan Strategik ICT (ISP) CIDB 2020 - 2025 (*ICT Strategic Plan (ISP)*) telah dibangunkan untuk mewujudkan hala tuju ICT yang akan menyokong peningkatan kemahiran ICT, proses, teknologi, data dan keupayaan strategik CIDB.

Enam (6) Teras Strategik yang terangkum dalam dokumen ini adalah utama dalam memacu CIDB ke arah *Insight-Driven Organization (IDO)* yang melangkaui penggunaan teknologi secara optimum, serta bergerak ke arah organisasi yang menggalakkan penjana idea dan penyelesaian yang inovatif. Teras Strategik (ST) ini didukung oleh lapan (8) Strategi Utama seperti di bawah yang akan dilaksanakan melalui 46 program yang dimiliki oleh pelbagai Sektor, Bahagian dan Unit di seluruh CIDB:

## INTRODUCTION

*CIDB needs to strengthen its ICT forces in an effort to ensure its readiness to support the robust advancement of the construction industry's digital transformation. Hence the development of the CIDB ICT Strategic Plan (ISP) 2020 - 2025 aimed at establishing an ICT direction that will support CIDB's enhancement of its ICT skills, processes, technology, data and strategic capabilities.*

*Six (6) Strategic Thrusts laid within this document are core in propelling CIDB towards an Insight-Driven Organization (IDO) that transcends optimum use of technology, as well as moving towards an organization that encourages the generation of ideas and innovative solutions. These Strategic Thrusts (ST) are mapped against eight (8) Main Strategies as below to be implemented through 46 programmes owned by various Sectors, Divisions and Units throughout CIDB:*



## 6 | TERAS STRATEGIK Strategies Thrust



Enam (6) ST di atas didukung oleh lapan (8) Strategi Utama yang akan dilaksanakan melalui 46 program oleh pelbagai Sektor, Bahagian dan Unit di seluruh CIDB. Strategi Utama tersebut adalah :

*The six (6) STs above are supported by eight (8) Main Strategies that will be implement through 46 programmes by various Sectors, Divisions and Units throughout CIDB. The main strategies are:*



## PENCAPAIAN ISP 2020 - 2025

Tahun 2022 merupakan tahun ketiga pelaksanaan ISP yang berjaya mencapai kemajuan 94.6% berbanding sasaran 100%. Merujuk jadual di bawah, sebanyak 18 KPI telah berjaya dilaksanakan dengan pencapaian 15 KPI melebihi 85% (hijau) dan 3 KPI mencapai antara 60%-85% (kuning). Berikut adalah ringkasan status KPI ISP beserta pencapaiannya.

## ISP 2020 - 2025 ACHIEVEMENTS

The year 2022 is the third year of ISP implementation which has successfully achieved 94.6% progress against the target of 100%. Referring to the table below, a total of 18 KPIs have been successfully implemented with the achievement of 15 KPIs exceeding 85% (green) and 3 KPIs achieving between 60%-85% (yellow). The following is a summary of ISP KPI status and its achievements.

NO	KETERANGAN / DESCRIPTION	2021	2022
1.	KPI Aktif / <i>Active KPIs</i>	14	18
2.	Siap / <i>Completed</i>	10	9
3.	Gabung / <i>Merged</i>	10	10
4.	Gugur atau dipindahkan / <i>Dropped or moved</i>	1	3
5.	Mula kemudian / <i>Commence later</i>	11	8
	<b>JUMLAH / TOTAL</b>	<b>46</b>	<b>48</b>

ST  
01



ST  
02



### PROGRAM

### PENCAPAIAN

1.1	Menaik Taraf Portal Korporat CIDB <i>Enhance CIDB's Corporate Portal</i>	Siap pada 2021 <i>Completed in 2021</i>
1.2	Membangunkan Portal Staf CIDB <i>Develop CIDB's Staff Portal</i>	Digabungkan bawah ST5.9 <i>Merged under ST5.9</i>

### PROGRAM

### PENCAPAIAN

2.1	Membangun, Mengemaskini, Komunikasi, Menyelenggara dan Menguatkuasakan Dasar ICT <i>Develop, Update, Communicate, Maintain and Enforce ICT Policies</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
2.2	Membangunkan Rangka Kerja <i>Enterprise Architecture</i> CIDB <i>Develop a CIDB Enterprise Architecture Framework</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
2.3	Pelaksanaan ISP secara berterusan <i>Continuous implementation of ISP</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>

ST  
03



	PROGRAM	PENCAPAIAN
3.1	Struktur baharu BPM <i>BPM new structure</i>	Staf baharu BPM telah dilantik <i>BPM new staff had been appointed.</i>
3.2	Meningkatkan Pengurusan Aset ICT <i>Enhance ICT Asset Management</i>	Digabungkan bawah ST2.1 <i>Merged under ST2.1</i>
3.3	Membangunkan dan melaksanakan proses keselamatan ICT dan SOP untuk mencegah, mengurangkan dan memperbetulkan Isu keselamatan <i>Develop and formalise ICT Security Processes and SOPs to prevent, mitigate and rectify security issues</i>	Digabungkan bawah ST3.2 <i>Merged under ST3.2</i>
3.4	Pelaksanaan ISMS <i>Implementation of ISMS</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
3.5	Mendapatkan Pensijilan ITIL <i>Obtain ITIL Certification</i>	Tiga (3) orang staf telah menghadiri kursus ITIL Foundation V4.0 <i>Three (3) staff have attended the ITIL Foundation V4.0 course</i>
3.6	Menyediakan Kemudahan Fasiliti ICT di Ibu Pejabat CIDB yang baru <i>Installation of ICT facilities for CIDB's new HQ</i>	Penyediaan fasiliti ICT telah tertangguh kerana tapak bina belum siap sepenuhnya <i>The installation of ICT facilities had been delayed due to the incomplete construction site</i>
3.7	Membangun dan Menyenggara Pelan Pengurusan Rangkaian <i>Develop and maintain the Network Management Plan</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
3.8	Mengoptimumkan Infrastruktur ICT CIDB <i>Optimise CIDB's ICT Infrastructure</i>	Program akan dilaksanakan setelah CIDB berpindah ke The Met <i>The programme will be implemented after CIDB moves to The Met</i>
3.9	Meningkatkan Pengurusan Hubungan dengan Pembekal <i>Enhance Supplier Relationship Management</i>	Digabungkan di bawah ST5.13 <i>Merged under ST5.13</i>

ST  
04



	PROGRAM	PENCAPAIAN
4.1	Penambahbaikan dan Pelaksanaan Portal Kontraktor Malaysia (MCP) <i>Enhancement and Implementation of Malaysia Contractor's Portal (MCP)</i>	Siap pada 2022 <i>Completed in 2022</i>
4.2	Menyediakan platform <i>Marketplace</i> CIDB <i>Set up an online CIDB Marketplace</i>	Digabungkan di bawah ST4.12 <i>Merged under ST4.12</i>
4.3	Meningkatkan Pengurusan Media Sosial untuk Pengurusan Pihak Berkepentingan dan Kempen Atas Talian <i>Enhancing Social Media Management for Stakeholder Management and Online Campaigns</i>	Digabungkan di bawah ST4.12 <i>Merged under ST4.12</i>
4.4	Pengukuhan Fungsi Atas Talian BIM <i>Strengthening BIM Online Functions</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
4.5	Penambahbaikan Portal SHASSIC <i>Enhancement of SHASSIC Portal</i>	Siap pada 2020 <i>Completed in 2020</i>
4.6	Membangunkan Portal Pembinaan Mampan <i>Development of a Sustainable Construction Portal</i>	Dipindahkan kepada Program C4.0 <i>Moved to the C4.0 Programme</i>
4.7	Penambahbaikan CCPM (termasuk Proses Pelaporan Tatatertib) <i>Enhancement of CCPM (including The Disciplinary Reporting Process)</i>	Siap pada 2021 <i>Completed in 2021</i>
4.8	Membangunkan Modul Online untuk TPIB & FTTR dalam CCPM <i>Develop Online Module for TPIB &amp; FTTR in CCPM</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
4.9	Meningkatkan Aplikasi E-Learning <i>Enhance E-Learning Application</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
4.10	Penambahbaikan Portal Pekerjaan CIDB <i>Enhance CIDB's Job Portal</i>	Digugurkan <i>Dropped</i>
4.11	Penambahbaikan E-Iklan untuk Pemakluman Tender <i>Enhancement of E-Iklan for Tender Notifications</i>	Digugurkan <i>Dropped</i>
4.12	Meningkatkan Aplikasi Convince untuk tambahan Fungsi GIS <i>Enhance Convince Application for added GIS functionalities</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
4.13	Penambahbaikan CIMS <i>Enhancement of CIMS</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
4.14	Penambahbaikan QLASSIC <i>Enhancement of QLASSIC</i>	Siap pada 2021 <i>Completed in 2021</i>
4.15	Peningkatan dan Penyelenggaraan National Construction Cost Centre (N3C) / <i>Enhancement &amp; Maintenance of National Construction Cost Centre (N3C)</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
4.16	Pembangunan Modul Baharu Pemeriksaan Bahan Binaan / <i>Development of a New Module for the Inspection of Building Materials</i>	Digabungkan di bawah ST4.13 <i>Merged under ST4.13</i>



ST  
05



	PROGRAM	PENCAPAIAN
5.1	Kajian Semula Aplikasi VDI <i>VDI Application Review</i>	Siap pada 2020 <i>Completed in 2020</i>
5.2	Penambahbaikan MyProjexis <i>Enhancement of MyProjexis</i>	Siap pada 2020 <i>Completed in 2020</i>
5.3	Pelaksanaan Pengurusan Identiti & Pengurusan Akses Pengguna <i>Implementation of an Identity Management &amp; User Access Management</i>	Penyediaan sistem kad identiti staf telah tertangguh kerana tapak bina belum siap sepenuhnya <i>Installation of the staff identity card system had been delayed due to the incomplete construction site</i>
5.4	Pelaksanaan Sistem Pengurusan Kenderaan <i>Implementation of a Vehicle Management System</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
5.5	Penambahbaikan Sistem Audit Kendiri dan Pemeriksaan Mengejut <i>Enhancement of Self Audit &amp; Surprise Inspection Application</i>	Siap pada 2022 <i>Completed in 2022</i>
5.6	Penubuhan Pangkalan Data Teknikal Bersepadu <i>Establishment of Integrated Technical Database</i>	Gabungkan di bawah ST2.2 <i>Merged under ST2.2</i>
5.7	Pendigitalan Dokumen <i>Digitisation of Documents</i>	Digabungkan di bawah ST5.16 <i>Merged under ST5.16</i>
5.8	Mengautomasikan Proses Pendaftaran IBS Manufacturer & Product Assessment & Certification (IMPACT) <i>Automating the IMPACT Registration Process</i>	Siap pada 2021 <i>Completed in 2021</i>
5.9	Transformasi Digital Proses Bahagian Pengurusan Sumber Manusia <i>Digital Transformation of Human Resource Department Processes</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
5.10	Penyatuan Proses Penyelesaian Kewangan <i>Consolidation of Finance Reconciliation Process</i>	Siap pada 2020 <i>Completed in 2020</i>
5.11	Pelaksanaan Sistem Tanpa Tunai CIDB <i>Implementation of CIDB Cashless System</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
5.12	Pelaksanaan Sistem Pengurusan ISO Untuk ISO 9001, ISO 31001, 37001, 45000 <i>Implementation of an ISO Management System for ISO 9001, ISO 31001, 37001, 45000</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
5.13	Sistem Maklumat Perolehan <i>Procurement Information System</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>

ST  
05



PROGRAM

PENCAPAIAN

5.14	Membangunkan Perisian <i>Audit Command Language</i> (ACL) dan Program Latihan Berkaitan untuk Memperbaiki Aktiviti Audit <i>Develop an Audit Command Language (ACL) Software and related Training programs to improve audit activities</i>	Bermula pada tahun 2023 <i>Commencing in 2023</i>
5.15	Melaksanakan Sistem Pemantauan Geran Daripada Pembayaran Sehingga Selesai <i>Implement a Grant Monitoring System from disbursement to completion</i>	Digabungkan di bawah ST5.13 <i>Merged under ST5.13</i>
5.16	Melaksanakan Sistem Pengurusan Dokumen Digital <i>Implement a Digital Document Management</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>

ST  
06



PROGRAM

PENCAPAIAN

6.1	Program Peningkatan ICT untuk CIDB <i>ICT Upscaling Programme for CIDB</i>	Program telah dicapai dan pelaksanaannya diteruskan <i>The programme was achieved and its implementation continues</i>
6.2	Pelaksanaan Analitis Data Raya ke Arah IDO <i>Implementation of Big Data Analytics towards an Insight-Driven Organisation</i>	Ditangguhkan 2023 <i>Postponed 2023</i>



# PELAN ANTIRASUAH ORGANISASI CIDB (OACP) 2021 - 2025

*CIDB Organisational Anti Corruption Plan (OACP) 2021 - 2025*



## PENGENALAN

Pelan Antirasuah Organisasi (OACP) CIDB 2021 - 2025 telah dibangunkan seiring dengan komitmen kerajaan ke atas Pelan Antirasuah Nasional (NACP) 2019-2023 bagi mencapai aspirasi negara bagi memantapkan integriti secara menyeluruh. OACP ini akan bertindak sebagai satu pelan strategik yang holistik dalam memandu segala langkah dan usaha bagi membendung dan menangani rasuah secara berterusan.

OACP ini telah menggariskan bidang-bidang keutamaan, strategi-strategi, objektif-objektif strategik dan Inisiatif-inisiatif yang perlu dilaksanakan dalam tempoh lima tahun seperti berikut :

## INTRODUCTION

*CIDB Organizational Anti-Corruption Plan (OACP) 2021 - 2025 was developed in line with the government's commitment to the National Anti-Corruption Plan (NACP) 2019-2023 in achieving the country's aspirations to strengthen integrity as a whole. The OACP will act as a holistic strategic plan in guiding all measures and efforts to curb and deal with corruption continuously.*

*The OACP has outlined priority areas, strategies, strategic objectives and initiatives that need to be implemented within five years as follows:*

## Bidang Keutamaan 1 Priority Area 1

### Penguatkuasaan Akta & Pematuhan Industri / *Enforcement of the Act & Industry Compliance*

# 24

Inisiatif  
Initiatives

#### Strategi / Strategy

Memperkuh Kredibiliti Penguatkuasaan Akta & Pematuhan Industri.  
*Strengthening the Credibility of Act Enforcement & Industry Monitoring.*



#### Objektif Strategik / Strategic Objectives

- Menambahbaik keberkesanan pelaksanaan penguatkuasaan di lapangan.  
*Improve the effectiveness of enforcement in the field.*
- Meningkatkan profesionalisme, akauntabiliti, dan integriti staf dalam penguatkuasaan undang-undang dan Akta 520.  
*Increase the professionalism, accountability, and integrity of staff in enforcing the law and Act 520.*
- Memantapkan kecekapan dan akauntabiliti staf dalam pengurusan pentauliahan dan pemantauan pusat Latihan.  
*Strengthen staff efficiency and accountability in the commissioning and monitoring management of Training centres.*
- Mempertingkatkan kecekapan dan akauntabiliti staf dalam pelaksanaan proses di CIDB.  
*Improve the efficiency and accountability of staff in the implementation of processes at CIDB.*

## Bidang Keutamaan 2 Priority Area 2

### Sistem Penyampaian & Prosedur / *Delivery System & Procedures*

# 23

Inisiatif  
Initiatives

#### Strategi / Strategy

Memantapkan Kecekapan & Keberkesanan Sistem Penyampaian dan Prosedur.  
*Strengthening the Efficiency & Effectiveness of Delivery Systems and Procedures.*



#### Objektif Strategik / Strategic Objectives

- Menambahbaik sistem dan prosedur bisnes teras di CIDB.  
*Improve core business systems and procedures at CIDB.*
- Memantapkan kecekapan dan akauntabiliti staf dalam pendaftaran personel binaan, pendaftaran kontraktor, pengisytiharan projek, pengurusan pentauliahan, akreditasi dan permohonan pekerja asing/ekspatriat.  
*Strengthen staff efficiency and accountability in construction personnel registration, contractor registration, project declaration, commissioning management, accreditation and application of foreign/expatriate workers.*

## Bidang Keutamaan 3 Priority Area 3

### Perolehan & Kewangan / Procurement & Finance

# 14

Inisiatif  
Initiatives

#### Strategi / Strategy

Meningkatkan Keberkesanan & Ketelusan dalam Pengurusan Perolehan & Kewangan CIDB.

*Enhancing Efficiency & Transparency in CIDB's Procurement & Financial Management.*



#### Objektif Strategik / Strategic Objectives

- Meningkatkan ketelusan perolehan, pengurangan risiko rasuah, penyelewengan pasaran, anti-persaingan dan akauntabiliti.  
*Increasing procurement transparency, reducing the risk of corruption, market distortion, anti-competition and accountability.*
- Mempertingkatkan pengetahuan, kecekapan dan kemahiran dalam pengurusan perolehan CIDB.  
*Improve knowledge, efficiency and skills in CIDB procurement management.*
- Memperkukuhkan pentadbiran dengan memfokus kepada pemantapan integriti dan akauntabiliti staf CIDB.  
*Strengthen administration by focusing on strengthening the integrity and accountability of CIDB staff.*

## Bidang Keutamaan 4 Priority Area 4

### Pentadbiran & Sumber Manusia / Administration & Human Resources

# 13

Inisiatif  
Initiatives

#### Strategi / Strategy

Memperkukuh Sistem Pentadbiran & Sumber Manusia.

*Strengthening the Administration & Human Resources System.*



#### Objektif Strategik / Strategic Objectives

- Merekayasa perkhidmatan awam ke arah tadbir urus baik.  
*Engineering public services towards good governance.*
- Mengukuhkan integriti dan akauntabiliti staf.  
*Strengthen staff integrity and accountability.*
- Menambahbaik keberkesanan Pendidikan dan pembangunan profesional berterusan dalam kalangan staf.  
*Enhance the effectiveness of Education and continuous professional development among staff.*
- Menggalakkan merit dan integriti dalam proses pengambilan, pemilihan dan pelantikan mana-mana jawatan.  
*Promote merit and integrity in the process of recruitment, selection and appointment of any position.*

## PENCAPAIAN OACP 2021-2025

Pada tahun 2022, pencapaian OACP CIDB adalah 99% berbanding sasaran 100%. Terdapat 74 inisiatif yang mencapai prestasi berikut :

- Hijau (melebihi 90%) = 70 / 74 inisiatif
- Kuning (antara 70%-89%) = 4 / 74 inisiatif
- Merah (bawah 69%) = 0 / 74 inisiatif

Butiran pencapaian inisiatif dilaporkan di bawah Bidang -Bidang Keutamaan.

### BIDANG KEUTAMAAN 1

Bidang Keutamaan 1 menjurus kepada Penguatkuasaan Akta & Pematuhan Industri dengan pencapaian 99.2% berbanding sasaran 100%. Terdapat 24 inisiatif di bawah bidang ini dengan prestasi seperti berikut :

- Hijau (melebihi 90%) = 23 / 24 inisiatif
- Kuning (antara 70%-89%) = 1 / 24 inisiatif
- Merah (bawah 69%) = 0 / 24 inisiatif

Pencapaian setiap inisiatif di bawah Bidang Keutamaan 1 adalah seperti berikut :

## OACP 2021-2025 ACHIEVEMENTS

*In 2022, CIDB's OACP achievement is 99% against the target of 100%. There are 74 Initiatives that attained the following achievements:*

- *Green (over 90%) = 70 / 74 initiatives*
- *Yellow (between 70%-89%) = 4 / 74 initiative*
- *Red (below 69%) = 0 / 74 initiatives*

*Details of the initiative achievements are reported under the Priority Areas.*

### PRIORITY AREA 1

*Priority Area 1 is geared towards Enforcement of the Act & Industry Compliance with an achievement of 99.2% against the target of 100%. There are 24 initiatives in this area with achievements as follows:*

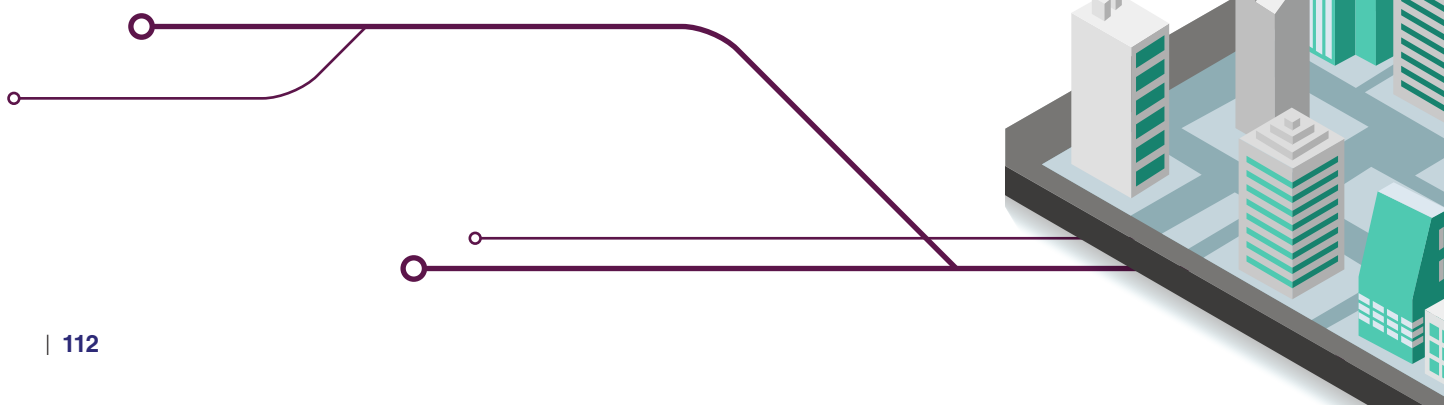
- *Green (over 90%) = 23 / 24 initiatives*
- *Yellow (between 70%-89%) = 1 / 24 initiatives*
- *Red (below 69%) = 0 / 24 initiatives*

*The achievements of each initiative under Priority Area 1 are as follows:*

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
1.	1.1.1	Manual Prosidur Kerja (MPK) Penguatkuasa telah dikemaskini dan dibahagikan kepada 9 bahagian. Pembangunan <i>E-Enforcement Manual</i> atau dokumen MPK dalam bentuk digital (i-Book) agar selaras dengan keperluan pegawai penguatkuasa di lapangan akan dilaksanakan pada tahun 2023. <i>The Enforcement Work Procedure Manual (MPK) had been updated and divided into 9 sections. The development of an E-Enforcement Manual or MPK document in digital form (i-Book) to be in line with the requirements of enforcement officers in the field will be implemented in 2023.</i>
2.	1.1.2	Penyemakan semula, menambahbaik dan memperkukuhkan Prosedur Operasi Standard (SOP) Penguatkuasaan bagi insiden atau kemalangan terhadap pembentukan penyiasatan berkumpulan telah siap 100%. <i>Revising, enhancing and strengthening the Enforcement SOP for incidents or accidents towards the establishment of group investigations had been 100% completed.</i>
3.	1.1.3	<ul style="list-style-type: none"> <li>• Naziran proses PPS &amp; COA di pejabat Negeri telah dicapai sepenuhnya. <i>Inspection of the PPS &amp; COA processes at the State offices had been fully achieved.</i></li> <li>• SOP Pengeluaran COA telah selesai dikemaskini. <i>COA Issuance SOP had been updated.</i></li> <li>• Sistem CCPM &amp; Epermit telah selesai diintegrasikan bagi menyelaraskan maklumat pembayaran dan permohonan COA. <i>The CCPM &amp; Epermit system had been integrated to coordinate payment information and COA applications.</i></li> <li>• Taklimat berkenaan perubahan SOP Pengeluaran COA telah dilaksanakan. <i>The amendments in the COA Issuance SOP had been briefed.</i></li> <li>• Buku panduan pegawai verifikasi permohonan PPS &amp; COA dan Buku tatacara permohonan PPS telah siap disemak. <i>PPS &amp; COA application handbook for verification officers and PPS application procedure book had been reviewed.</i></li> </ul>
4.	1.1.4	Pelan pelaksanaan program mekanisme penyiasatan menerusi <i>Intelligent Driven</i> bagi menjadikan pengurusan levi yang lebih efisien telah dibangunkan sepenuhnya di mana laporan awal, interim dan akhir telah disediakan. <i>The implementation plan for an Intelligent Driven investigation mechanism programme in making levy management more efficient had been fully developed where the initial, interim and final reports had been prepared.</i>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
5.	1.1.5	<p>Proses pelaksanaan tindakan dan pematuhan telah melibatkan pemilik program dari Sektor Pembangunan Teknologi, Sektor Personel Binaan dan Sektor Kontraktor &amp; Levi. <i>The process of implementing actions and compliance had involved program owners from the Technology Development Sector, the Construction Personnel Sector and the Contractor &amp; Levy Sector.</i></p>
6.	1.1.6	<p>SOP Semakan Kepatuhan Kontraktor (CCA) telah diperkasakan dengan menjalankan naziran CCA ke Pejabat Negeri, memberi taklimat bagi mengukuhkan kredibiliti dan operasi CCA, menjalankan kaji selidik berkaitan penambahbaikan CCA dan mengadakan kursus dan bengkel pematapan CCA. <i>The Contractor Compliance Assurance (CCA) SOP had been strengthened by conducting CCA inspections on State Offices, briefings to strengthen the CCA's credibility and operations, conducting surveys related to CCA enhancement and organizing courses and workshops to strengthen the CCA.</i></p>
7.	1.1.7	<p>Naziran kilang/premis telah dijalankan di seluruh Malaysia secara bersepadu bersama agensi luaran dan satu video mengenai pematuhan bahan binaan untuk produk telah diterbitkan. <i>Inspections of factories/premises had been carried out throughout Malaysia in coordination with external agencies and a video on building material compliance for products had been published.</i></p>
8.	1.1.8	<p>Kursus/Taklimat Manual Prosedur Kerja (MPK) Penguatkuasa untuk pejabat CIDB Negeri/Cawangan telah dilaksanakan mengikut sesi yang telah dirancang. <i>The Enforcement Work Procedure Manual (MPK) Courses/Briefings for CIDB State/Branch offices were carried out according to the planned sessions.</i></p>
9.	1.1.10	<p>Sebanyak 14 sesi naziran beserta laporan telah dijalankan di pejabat CIDB Negeri. Anugerah Pencapaian Pejabat Negeri &amp; Cawangan telah diberi berdasarkan penilaian amalan terbaik pengurusan levi yang telah dilaksanakan. <i>A total of 14 inspection sessions with reports were conducted at CIDB States offices. The State &amp; Branch Office Achievement Award was given based on the evaluation of levy management best practices that was carried out.</i></p>
10.	1.2.1	<p>Dokumen-dokumen di dalam IP Kompaun telah disemak di CIDB Sabah, Sarawak, Pulau Pinang, Kedah dan Perlis. <i>The documents in the Compound IP were reviewed at CIDB Sabah, Sarawak, Penang, Kedah and Perlis.</i></p>
11.	1.2.2	<p>Mesyuarat Jawatankuasa Pengurusan Kompaun bagi semakan semula kadar kompaun telah diadakan sebanyak lima kali. <i>The Compound Management Committee for the review of compound rates had met five times.</i></p>
12.	1.2.3	<p>Kajian telah dijalankan berkenaan penggunaan <i>bodycam</i> melalui pemerhatian penggunaannya oleh agensi lain seperti PDRM, Imigresen dan Kastam. Kertas cadangan telah siap untuk dibentangkan di mesyuarat JPT. <i>Studies had been conducted regarding the use of bodycams through observation of their use by other agencies such as PDRM, Immigration and Customs. The proposal paper had been prepared to be presented at the JPT meeting.</i></p>
13.	1.2.4	<p>Sebanyak 18 program integriti telah dijalankan bagi menyebarkan mesej kesedaran mematuhi Akta SPRM 2009 dan Akta Badan Berkanun (Tatatertib &amp; Surcaj) 2000. <i>A total of 18 integrity programs had been carried out to widely spread the awareness message of complying with the MACC Act 2009 and the Statutory Bodies (Discipline &amp; Surcharge) Act 2000.</i></p>
14.	1.2.6	<p>Naziran bagi menentusahkan keberkesanan maklumat Sijil PPS bercirikan keselamatan dengan QR Code telah dijalankan di Perak, Kuala Lumpur, N. Sembilan dan Johor. <i>Inspections to verify the effectiveness of PPS Certificate information with QR Code security characteristics were carried out in Perak, Kuala Lumpur, N. Sembilan and Johor.</i></p>
15.	1.2.7	<p>Naziran ke atas bahan binaan di kilang / tapak bina / premis / gudang serta lawatan-lawatan teknikal telah dilaksanakan. <i>Inspection of construction materials at factories / construction sites / premises / warehouses as well as technical visits had been carried out.</i></p>
16.	1.2.8	<p>Seramai 47 <i>Investigation Officer</i> (IO) dan 134 <i>Enforcement Officer</i> (EO) CIDB telah dikenalpasti di seluruh Pejabat Negeri/Cawangan termasuk Ibu Pejabat bagi melaksanakan pertukaran peranan dan lokasi di dalam struktur penguatkuasaan. <i>A total of 47 CIDB Investigation Officers (IO) and 134 Enforcement Officers (EO) were identified in all State Offices/Branches including Head Office to implement the role and location transfers within the enforcement structure.</i></p>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
17.	1.3.1	<p><i>Centralised Registration Process</i> bagi pemusatan proses pentauliahan semua jenis Pusat Latihan di bawah pelbagai Sektor di CIDB telah diluluskan. <i>The Centralized Registration Process to consolidate the accreditation process of all types of Training Centres under the various Sectors at CIDB had been approved.</i></p>
18.	1.3.3	<p>SOP proses pemantauan telah dikemaskini dengan mengambil kira pembangunan Sistem Pemantauan pada CMS-CIMS dan taklimat kepada semua Pejabat CIDB Negeri dan Cawangan telah diadakan secara maya. <i>The monitoring process SOP had been updated taking into account the development of the Monitoring System on CMS-CIMS and briefings to all CIDB State Offices and Branches had been held virtually.</i></p>
19.	1.3.4	<p>Sesi latihan penguatkuasaan bahan binaan tahap 1 telah dilaksanakan sepenuhnya untuk semua pegawai yang terlibat. Modul baharu dan latihan berkenaan Pemeriksaan Bahan Binaan Di Tapak Bina Mengikut Tahap Kemajuan Projek akan dilaksanakan pada tahun 2023. <i>Level 1 building materials enforcement training sessions had been fully implemented for all officers involved. A new module and training on the Inspection of Building Materials at the Construction Site Base on the progress of the Project will be implemented in 2023.</i></p>
20.	1.3.5	<p>Latihan kompetensi berkenaan pengurusan levi kepada semua staf CIDB telah dijalankan melalui pembangunan modul latihan Pengurusan Pengisytiharan Projek dan Levi serta sesi-sesi bengkel dan taklimat. <i>Competency training regarding levy management for all CIDB staff had been conducted through the development of Project Declaration and Levy Management training modules as well as workshop and briefing sessions.</i></p>
21.	1.4.1	<p>SOP Pematuhan Standard Bahan Binaan telah dikukuhkan melalui taklimat Manual Prosedur, PPS, COA &amp; Tatatertib serta menyertai Operasi Khas anjuran CIDB Negeri. <i>The SOP for Building Materials Standard Compliance had been strengthened through briefings on the Procedures Manual, PPS, COA &amp; Disciplinary as well as participating in Operasi Khas organized by the State CIDB.</i></p>
22.	1.4.3	<p>Tindakan peringatan dan notis yang dikeluarkan oleh Pejabat Negeri kepada pengilang/kontraktor telah dipantau melalui laporan bulanan yang disediakan oleh Pejabat Negeri. Pemeriksaan bahan binaan telah mencapai 131.18%. <i>Reminders and notices issued by the State Offices to manufacturers/contractors were monitored through monthly reports prepared by the State Offices. Inspection of building materials had achieved 131.18%.</i></p>
23.	1.4.5	<p>Sebanyak 31 sesi libat urus secara berkala dengan agensi terlibat telah diadakan melalui mesyuarat, lawatan kerja, perbincangan, webinar, bengkel dan seminar. <i>A total of 31 periodical engagement sessions with agencies involved were held through meetings, working visits, discussions, webinars, workshops and seminars.</i></p>
24.	1.4.6	<p>Sebanyak 7 Jawatankuasa bagi mentauliahkan pusat latihan berdasarkan CSQF telah dibentuk terdiri daripada organisasi Kerajaan dan wakil industri. Kesemua jawatankuasa telah bermesyuarat secara keseluruhan banyak 54 kali. <i>A total of 7 Committees to accredit training centres based on CSQF had been formed consisting of Government organizations and industry representatives. All committees have met a total of 54 times.</i></p>





## BIDANG KEUTAMAAN 2

Bidang Keutamaan 2 menjurus kepada Sistem Penyampaian & Prosedur dengan pencapaian 96.5% berbanding sasaran 100%. Terdapat 23 inisiatif di bawah bidang ini dengan prestasi seperti berikut:

- Hijau (melebihi 90%) = 20 / 23 inisiatif
- Kuning (antara 70%-89%) = 3 / 23 inisiatif
- Merah (bawah 69%) = 0 / 23 inisiatif

Pencapaian setiap inisiatif di bawah Bidang Keutamaan 2 adalah seperti berikut :

## PRIORITY AREA 2

*Priority Area 2 focuses on Delivery Systems & Procedures with an achievement of 96.5% against the target of 100%. There are 23 initiatives in this area with achievements as follows:*

- *Green (over 90%) = 20 / 23 initiatives*
- *Yellow (between 70%-89%) = 3 / 23 initiatives*
- *Red (below 69%) = 0 / 23 initiatives*

*The achievements of each initiative under Priority Area 2 are as follows:*

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
1.	2.1.1	SOP latihan kemahiran sedia ada telah ditingkatkan dengan menambahbaik carta alir dan SOP pelaksanaan dalam sistem CMS yang dimuktamadkan berdasarkan sesi UAT. <i>The current skill training SOP had been enhanced by improving the flow chart and the implementation SOP in the CMS system which was finalized based on the UAT session.</i>
2.	2.1.4	Polisi / Garis Panduan / Prosedur Operasi Standard (SOP) berkaitan pelantikan pegawai CIDB sebagai pengajar Safety Induction Course telah siap disemak semula dan tambahbaik. <i>The Policy / Guidelines / Standard Operating Procedures (SOP) related to the appointment of CIDB officers as Safety Induction Course instructors had been revised and enhanced.</i>
3.	2.1.6	Construction Competency Instructor (CCI) telah menyediakan dan mengemaskini pelan pembelajaran dan Construction Internal Verifier (CIV) telah melaksanakan tugas verifikasi secara berterusan berdasarkan keperluan CSQF dan ISO 17024:2012. Seramai 40 orang CIV dan 35 orang CCI telah dilatih dan ditauliahkan. <i>The Construction Competency Instructor (CCI) had prepared and updated the learning plan and the Construction Internal Verifier (CIV) had carried out verification tasks continuously based on the requirements of CSQF and ISO 17024:2012. A total of 40 CIVs and 35 CCIs had been trained and accredited.</i>
4.	2.1.7	Mekanisme punitif di dalam SOP Pusat Latihan, Pengajar dan Pegawai Penilai telah dilaksanakan melalui penetapan perundangan dan pembangunan garis panduan pentauliahan yang telah menggariskan elemen tindakan tatatertib bagi rujukan dalaman dan luaran. <i>The punitive mechanisms in the SOP of Training Centres, Instructors and Assessing Officers had been implemented through the establishment of legislation and the development of accreditation guidelines that had outlined the elements of disciplinary action for internal and external referrals.</i>
5.	2.1.9 & 2.1.10	Jawatankuasa Pentauliahan, Penilaian & Pensijilan telah meluluskan soalan penilaian bagi 3 tred meliputi Welding, Blasting & Painting dan Non-Destructive Testing dalam menyemak semula serta menambahbaik soalan penilaian kemahiran Level 1-6 sedia ada berdasarkan kepada Construction Industry Competency Standard (CICS) atau National Occupational Skills Standard (NOSS) secara berterusan. <i>The Accreditation, Assessment &amp; Certification Committee had approved the assessment questions for 3 trades covering Welding, Blasting &amp; Painting and Non-Destructive Testing in continuously revising and improving current Level 1-6 skill assessment questions based on the Construction Industry Competency Standard (CICS) or National Occupational Skills Standards (NOSS).</i>
6.	2.1.11	Pangkalan data bank soalan bagi penilaian dengan ciri-ciri sekuriti data yang kukuh telah dimantapkan dengan menambah bilangan set soalan penilaian kompetensi berdasarkan keperluan mengikut tred. Skop penambahbaikan soalan penilaian juga telah dirangka selaras dengan re-engineering system. <i>The question bank database for assessment with strong data security features had been strengthened by increasing the number of competency assessment question sets based on the trades requirement. The scope of assessment questions enhancement had also been designed in line with the re-engineering system.</i>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
7.	2.1.12	<p>Pilihan penilaian bertulis atau peperiksaan bagi penilaian kompetensi penyeliaan dan pengurusan secara E-exam telah dilaksanakan dengan merekayasa sistem pengurusan kompetensi (CMS) antara Sektor Personel Binaan dengan Bahagian Pengurusan Maklumat. <i>User Requirement System (URS)</i> dan sesi UAT juga telah dijalankan.</p> <p><i>The options to assess supervisory and management competency via a written assessment or an examination by E-exam were carried out by re-engineering the Competency Management System (CMS) between the Construction Personnel Sector and the Information Management Division. The User Requirement System (URS) and UAT sessions had also been conducted.</i></p>
8.	2.1.13	<p><i>Plagiarism tool duplichecker</i> telah dikenalpasti sesuai untuk membantu pegawai penilai di dalam proses <i>Performance Assessment (PA)</i>. Projek perintis penggunaannya telah dijalankan oleh Penyedia Latihan Bertauliah (PLB) bagi program Pengurusan Fasilitas.</p> <p><i>The Plagiarism tool duplichecker had been identified as suitable to assist assessment officers in the Performance Assessment (PA) process. A pilot project of its usage had been carried out by a Certified Training Provider (PLB) for the Facility Management programme.</i></p>
9.	2.1.14	<p>SOP penilaian secara bertulis dan temuduga telah ditambahbaik semasa proses merekayasa sistem pengurusan kompetensi (CMS) dengan projek perintis dijangka dilaksanakan pada Q1 2023.</p> <p><i>The SOP for written and interview assessment had been enhanced during the competency management system (CMS) re-engineering process with a pilot project scheduled to be implemented in Q1 2023.</i></p>
10.	2.1.17	<p>Kaedah permohonan dan pemantauan program pembangunan kontraktor menggunakan pendekatan pendigitalan telah diperkasakan melalui penambahbaikan sistem CMS CCD di mana <i>system requirement study</i> dan carta alir berkaitan CCD telah disiapkan.</p> <p><i>The application method and the monitoring of the contractor's development programme through digitization had been strengthened via the enhancement of the CMS CCD system where the system requirement study and flow chart related to the CCD had been completed.</i></p>
11.	2.1.18	<p>Prosedur Operasi Standard (SOP) Pentauliahan program semasa berdasarkan CSQF telah siap disemak dan ditambahbaik.</p> <p><i>The current accreditation programme SOP based on CSQF had been reviewed and enhanced.</i></p>
12.	2.1.22	<p>Kod etika pengajar dan penilai telah diselaraskan di bawah keperluan CSQF dan pensijilan ISO17024:2012 sementara SOP pengajar dan penilai telah diselaras dan dikemaskini di dalam Manual Prosedur CIDB bagi ISO17024 dan Buku Panduan Pentauliahan. <i>Undertaking of Impartiality &amp; Confidentiality</i> telah dibangunkan, diedar dan di tandatangani oleh semua Penilai bagi tred yang dipersijilkan di bawah ISO 17024 (Welding, BPO dan NDT).</p> <p><i>The code of ethics for instructors and assessors had been harmonised under the CSQF and ISO17024:2012 certification requirements while the instructors and assessors SOP had been harmonized and updated in the CIDB Procedure Manual for ISO17024 and the Accreditation Guideline. The Undertaking of Impartiality &amp; Confidentiality had been developed, distributed and signed by all Assessors for trades certified under ISO 17024 (Welding, BPO and NDT).</i></p>
13.	2.1.23	<p>Skim QLASSIC dan SHASSIC telah diaudit oleh CREAM, CIDBH dan CIDB IBS melalui 2 projek untuk SHASSIC dan 1 projek untuk QLASSIC.</p> <p><i>The QLASSIC and SHASSIC schemes were audited by CREAM, CIDBH and CIDB IBS through 2 projects for SHASSIC and 1 project for QLASSIC.</i></p>
14.	2.1.24	<p>Terma rujukan dan SOP proses berkaitan kelulusan dan rayuan sokongan Ekspatriat telah siap dibangunkan dan digunapakai.</p> <p><i>The terms of reference and process SOP related to the approval and support appeal of Expatriates had been developed and utilised.</i></p>
15.	2.2.1	<p>Mekanisma semakan ke atas dokumen yang dikemukakan oleh kontraktor bagi pendaftaran, pengisytiharan projek dan levi telah diperkasakan dengan :</p> <p><i>The review mechanism on documents submitted by contractors for registration, project declaration and levy has been strengthened by :</i></p> <ul style="list-style-type: none"> <li>• SOP proses semakan levi telah siap sepenuhnya dan dimasukkan di dalam garis panduan Jilid 2.</li> <li>• Keperluan dan prosedur Pendaftaran Kontraktor telah dikemaskini dan telah dihantar ke PUU sebelum dimuatnaik dalam laman sesawang. Keperluan sistem telah dihantar ke vendor dan dalam peringkat pembangunan.</li> </ul> <p><i>The levy review process SOP had been fully completed and included in the Volume 2 guidelines.</i></p> <p><i>The Contractor Registration requirements and procedures had been updated and submitted to the PUU prior to uploading on the website. System requirements had been forwarded to vendors and are in the development stage.</i></p>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
16.	2.2.2	<p>Seramai 70 orang staf telah terlibat dengan penggiliran kerja dan pertukaran penempatan yang melibatkan Kumpulan Pengurusan &amp; Profesional dan Kumpulan Pelaksana. <i>A total of 70 staff were involved in job rotation and transfers comprising the Management &amp; Professional Group and the Implementation Group.</i></p>
17.	2.2.3	<p>Sebanyak 2 sesi latihan dan 4 arahan telah dikendalikan bagi memperkasakan program latihan kepada staf CIDB yang memproses permohonan pendaftaran kontraktor &amp; projek. <i>A total of 2 training sessions conducted and 4 instruction issued to strengthen the training programme for CIDB staff who processes contractor &amp; project registration applications.</i></p>
18.	2.2.4	<p><i>Centralised Information Management System (CIMS) telah ditambahbaik dan diperkukuhkan melalui:</i> <i>The Centralized Information Management System (CIMS) had been enhanced and strengthened through:</i></p> <ul style="list-style-type: none"> <li data-bbox="443 678 1401 790">• <i>Integrasi dalaman antara modul Personel Binaan dan Competency Management System (CMS)</i> <i>Internal integration between the Construction Personnel module and the Competency Management System (CMS)</i></li> <li data-bbox="443 790 1401 902">• <i>Penyediaan proses semakan dokumen bagi pemerakuan akreditasi daripada agensi pentauliah luar</i> <i>Preparation of document review process for accreditation certification from external accreditation agencies</i></li> <li data-bbox="443 902 1401 958">• <i>Integrasi dua hala di antara CIDB dan Jabatan Imigresen Malaysia (JIM)</i> <i>Bilateral integration between CIDB and the Malaysian Immigration Department (JIM)</i></li> </ul>
19.	2.2.5	<p>Carta alir dan SOP pelaksanaan Latihan Kemahiran yang melibatkan penilaian pihak ketiga (JKKP) dan ST/EIU telah dimuktamadkan. <i>The flowchart and SOP for the implementation of Skills Training involving third party assessment (JKKP) and ST/EIU had been finalized.</i></p>
20.	2.2.6	<p>Polisi dan Garis Panduan terhadap kesalahan pemalsuan dokumen bagi tujuan pendaftaran Personel Binaan dan pemerakuan akreditasi Personel Binaan telah siap dibangunkan. <i>Policies and Guidelines against document falsification for the purpose of Construction Personnel registration and Construction Personnel accreditation certification had been developed.</i></p>
21.	2.2.7	<p>Pengeluaran Sijil Kompetensi Kemahiran Pembinaan (SKKP) secara maya telah dilaksanakan sepenuhnya melalui Competency Management System (CMS). <i>The virtual issuance of Construction Skills Competency Certificates (SKKP) had been fully implemented through the Competency Management System (CMS).</i></p>
22.	2.2.8	<p>Sistem untuk mengawal proses pengeluaran surat sokongan ekspatriat telah dibangunkan dan digunapakai. <i>A system to control the process of issuing expatriate support letters had been developed and utilised.</i></p>
23.	2.2.9	<p>Kemahiran staf CIDB yang melaksanakan proses permohonan dan pendaftaran personel binaan, pekerja asing/ekspatriat telah dipertingkatkan dengan latihan secara dalaman. <i>The skills of CIDB staff who execute the application process and registration of construction personnel, foreign/expatriate workers had been enhanced with internal training.</i></p>



### BIDANG KEUTAMAAN 3

Bidang Keutamaan 3 menjurus kepada Perolehan & Kewangan dengan pencapaian 100% di mana kesemua 14 inisiatif mencatat pencapaian melebihi 90% (hijau). Pencapaian setiap inisiatif di bawah Bidang Keutamaan 3 adalah seperti berikut :

### PRIORITY AREA 3

Priority Area 3 is geared towards Procurement & Finance with 100% achievement where all 14 initiatives recorded achievements above 90% (green). The achievements of each initiative under Priority Area 3 are as follows:

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
1.	3.1.1	<p>Prosedur perolehan telah ditambahbaik melalui edaran pemakluman berkaitan: <i>Procurement procedures had been enhanced through the circulation of related notifications:</i></p> <ul style="list-style-type: none"> <li>• Pematuhan kepada arahan menandatangani Perakuan II dalam Pesanan Tempatan; <i>Compliance with the instructions to sign Certificate II in the Local Order;</i></li> <li>• Keperluan untuk semakan maklumat vendor yang sah dan masih aktif sebelum pelawaan vendor dibuat; <i>The need to verify vendor information are valid and active prior to invitations to vendor;</i></li> <li>• Kajian pekeliling baharu daripada MOF PK 2.14 berkenaan Tugas Ke Luar Negara Berkaitan Perolehan Kerajaan. <i>New circular study from MOF PK 2.14 regarding Overseas Assignments Related to Government Procurement.</i></li> </ul>
2.	3.1.2	<p>Staf yang terlibat dengan proses perolehan telah mengikuti 5 Kursus berkaitan Pengurusan Perolehan dan latihan berterusan telah ditambahbaik dengan pembangunan video interaktif modul perolehan. <i>Staff involved in the procurement process had attended 5 Procurement Management related courses and continuous training had been enhanced with the development of an interactive procurement module video.</i></p>
3.	3.1.3	<p>Surat Akuan Antirasuah (sijil) &amp; Akauntabiliti (<i>Integrity Pact</i>) (Sijil) kepada staf yang terlibat dengan proses perolehan di Ibu Pejabat, Pejabat Negeri dan Pejabat Cawangan telah diterima dan direkodkan. <i>Anti-corruption Declaration (certificate) &amp; Accountability (Integrity Pact) (Certificate) for staff involved in the procurement process at Head Office, State Offices and Branch Offices had been received and recorded.</i></p>
4.	3.1.4	<p>Mesej kesedaran berkaitan integriti, Akta SPRM 2009, pengurusan aduan dan saluran pemberi maklumat telah disebar luas melalui: <i>Awareness messages related to integrity, the MACC Act 2009, complaint management and whistle-blower channels had been widely disseminated through:</i></p> <ul style="list-style-type: none"> <li>• Edaran 60 poster &amp; 30 bunting bagi kempen kesedaran antirasuah kepada semua bahagian di Ibu Pejabat CIDB, Pejabat CIDB Negeri/Cawangan; <i>Distribution of 60 posters &amp; 30 buntings for the anti-corruption awareness campaign to all sections at CIDB Head Office, CIDB State/Branch Offices;</i></li> <li>• Seramai 574 orang staf telah menghadiri 8 program seminar/kursus/program berkaitan integriti dan antirasuah; <i>A total of 574 staff had attended 8 seminars/courses/ programmes related to integrity and anti-corruption;</i></li> <li>• Seramai 210 orang staf telah menghadiri seminar berkaitan kesalahan-kesalahan rasuah oleh Penjawat Awam di bawah Akta SPRM 2009; <i>A total of 210 staff attended a seminar related to corruption offenses by Civil Servants under the MACC Act 2009;</i></li> <li>• Seramai 15 orang staf telah menghadiri Bengkel Pengurusan Aduan &amp; Siasatan. <i>a total of 15 staff attended the Complaint &amp; Investigation Management Workshop.</i></li> </ul>
5.	3.1.5	<p>Cadangan pelaksanaan sistem ePerolehan telah diluluskan oleh Jawatankuasa Pemandu ICT (JPICT) dan akan bermula pada tahun 2023. <i>The proposed implementation of the eProcurement system had been approved by the ICT Steering Committee (JPICT) and will begin in 2023.</i></p>
6.	3.1.6	<p>Audit pengurusan perolehan Bahagian-Bahagian di Ibu Pejabat dan semua Pejabat Negeri/ Cawangan telah selesai dijalankan sebagaimana perancangan. <i>Audits on procurement management of Divisions at Head Office and all State/Branch Offices had been completed as planned.</i></p>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
7.	3.1.7	<p>Memo pemakluman mengenai larangan penggunaan alat komunikasi semasa mesyuarat perolehan telah diedarkan pada Sept 2021. <i>A notification memo regarding the ban on the use of communication tools during procurement meetings was distributed in Sept 2021.</i></p>
8.	3.2.2	<p>Penilaian oleh Panel Hakim telah dilaksanakan di 3 PTJ yang disenarai pendek dan majlis Anugerah telah diadakan dalam mewujudkan mekanisma penghargaan dan pengiktirafan PTJ sebagai penanda aras untuk pengkongsian amalan perolehan terbaik. <i>Assessments by a Panel of Judges were carried out at 3 shortlisted PTJs and the Award ceremony was held in establishing a mechanism of appreciation and recognition of PTJs as a benchmark for sharing best procurement practices.</i></p>
9.	3.3.1	<p>Sistem Bayaran (Account Payable-SAP) telah ditambahbaik dan diguna pakai. <i>The Payment System (Account Payable-SAP) had been enhanced and utilised.</i></p>
10.	3.3.2	<p>Polisi tanpa tunai telah dilaksanakan di seluruh pejabat CIDB Malaysia <i>Cashless policy had been implemented in all CIDB Malaysia offices.</i></p>
11.	3.3.3	<p>Pekeliling Penutupan Akaun CIDB, Subsidiari dan Sub-Subsidiari CIDB telah dikeluarkan sebagai peringatan kepada semua PTJ dan Subsidiari pada Nov 2022. <i>Closing of Account Circular for CIDB, CIDB Subsidiaries and Sub-Subsidiaries had been issued as a reminder to all PTJs and Subsidiaries in Nov 2022.</i></p>
12.	3.4.1	<p>Pematuhan SOP tuntutan staf diperkukuhkan melalui: <i>SOP compliance on staff claims was strengthened through:</i></p> <ul style="list-style-type: none"> <li>• Pengemaskinian sistem untuk beberapa perubahan kadar yang telah dikeluarkan oleh MOF; <i>Updating the system for some rate changes that was issued by MOF;</i></li> <li>• Menyediakan senarai semak tuntutan perjalanan bagi membantu staf memahami dokumen tuntutan; <i>Preparing a travel claim checklist to assist staff in understanding the claim document;</i></li> <li>• Mengemaskini manual staf berkenaan penambahbaikan proses tuntutan; <i>Updating the staff manual regarding the enhancement on the claims process;</i></li> <li>• Melaksanakan 2 kursus pematuhan tuntutan perjalanan kepada Sektor Pengurusan dan CIDB Negeri Pahang. <i>Executing 2 travel claim compliance courses for the Management Sector and Pahang State office.</i></li> </ul>
13.	3.4.2	<p>Sebanyak 12 program kursus dan naziran berkenaan pengurusan kewangan kepada staf CIDB telah dilaksanakan secara berterusan. <i>A total of 12 programmes on courses and inspections regarding financial management for CIDB staff had been implemented continuously.</i></p>
14.	3.4.3	<p>Sistem PMS-CIMS yang mewujudkan hanya satu landing page di PMS bagi mengurangkan bayaran melebihi sekali telah ditambahbaik dan digunakan. <i>The PMS-CIMS system which creates only one landing page in the PMS to reduce payments more than once had been enhanced and utilised.</i></p>

## BIDANG KEUTAMAAN 4

Bidang Keutamaan 4 menjurus kepada Pentadbiran & Sumber Manusia dengan pencapaian 100% di mana kesemua 13 inisiatif mencatat pencapaian melebihi 90% (hijau). Pencapaian setiap inisiatif di bawah Bidang Keutamaan 4 adalah seperti berikut :

## PRIORITY AREA 4

Priority Area 4 is geared towards Administration & Human Resources with 100% achievement where all 13 initiatives recorded achievements above 90% (green). The achievements of each initiative under Priority Area 4 are as follows:

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
1.	4.1.2	Pelaksanaan Polisi Antirasuah telah diperkukuhkan melalui sesi-sesi bengkel <i>Refresher Internal Auditor</i> MS ISO 37001:2016, bengkel penambahbaikan Daftar Risiko ABMS, audit dalaman dan audit pemantauan MS ISO 37001:2016 oleh SIRIM QAS International Sdn. Bhd. <i>The implementation of the Anti-corruption Policy was strengthened through the MS ISO 37001:2016 Internal Auditor Refresher workshop sessions, ABMS Risk Register enhancement workshop, internal audits and MS ISO 37001:2016 surveillance audit by SIRIM QAS International Sdn. Bhd.</i>
2.	4.1.4	Daftar risiko telah dikemaskini dan pembangunan BCM beserta Latihan <i>Tabletop</i> telah dilaksanakan. <i>The risk register had been updated and BCM development along with Tabletop Training had been implemented.</i>
3.	4.1.5	Program pembudayaan kerja yang cemerlang telah dijalankan dengan: <i>The programme to inculcate excellent work culture was conducted by:</i> <ul style="list-style-type: none"> <li>• Mengadakan 6 sesi Sembang Teh Tarik melibatkan staf dan Pengurusan Tertinggi CIBD; <i>Holding 6 Sembang Teh Tarik sessions involving CIBD staff and Top Management;</i></li> <li>• Pelancaran Buku Manual Nilai-nilai Teras dan Kod QR penyaluran idea inovatif CIBD yang juga diuar-uarkan di FB CIBD ValueABLES dan diedarkan ke semua Bahagian, CIBD Negeri &amp; Cawangan; <i>Launching the Core Values Manual Book and CIBD's QR Code to channel innovative ideas which was also announced in the CIBD ValueABLES FB and distributed to all Divisions, CIBD States &amp; Branches;</i></li> <li>• Pelaksanaan penilaian tahunan index budaya korporat. <i>Implementing the annual assessment of the corporate culture index.</i></li> </ul>
4.	4.1.7	Sebanyak 4 aduan telah diterima daripada Sistem Pengurusan Aduan Awam (SISPAA) di mana laporan maklumbalas telah dikemukakan kepada Unit Integriti KKR. <i>A total of 4 complaints had been received from the Public Complaints Management System (SISPAA) where a feedback report had been submitted to the KKR Integrity Unit.</i>
5.	4.1.8	Penambahbaikan daftar <i>Hazard Identification, Risk Assessment and Risk Control</i> (HIRARC) dan aktiviti SPKK telah dilaksanakan mengikut perancangan tahunan. <i>The enhancement of the Hazard Identification, Risk Assessment and Risk Control (HIRARC) register and SPKK activities had been implemented according to the annual plan.</i>
6.	4.1.10	Kesemua PTJ telah menghantar laporan Kew PA. 11 dan 12 kepada CIBD Ibu Pejabat setelah pemeriksaan ke atas aset alih dilaksanakan. <i>All PTJs had submitted the Kew PA. 11 and 12 reports to CIBD Head Office subsequent to inspections on movable assets were carried out.</i>
7.	4.2.1	Berdasarkan laporan pemeriksaan aset alih yang dilaksanakan di setiap PTJ, semua staf telah mematuhi prosedur yang telah ditetapkan. <i>Based on the movable asset inspection report carried out at each PTJ, all staff had complied with the procedures that had been set.</i>

NO/ NO	INISIATIF/ INITIATIVE	PENCAPAIAN / ACHIEVEMENT
8.	4.2.2	Video animasi berkenaan kepentingan penjagaan aset CIDB kepada semua staf CIDB telah siap dan digunakan. <i>An animated video about the importance of safeguarding CIDB assets to all CIDB staff had been completed and utilised.</i>
9.	4.2.3	Arahan Pentadbiran Bil. 5 Tahun 2017 (garis panduan penggunaan media sosial) telah diedarkan kepada semua staf dan dimuatnaik ke Buletin CIDB di OASYS untuk rujukan dan maklumat staf. <i>Administrative Instruction No. 5 of 2017 (usage of social media guidelines) had been distributed to all staff and uploaded to the CIDB Bulletin at OASYS for staff reference and information.</i>
10.	4.3.1	Senarai semak kriteria pemilihan penyedia latihan telah ditambah baik dan digunapakai. <i>The checklist for training provider selection criteria had been enhanced and utilised.</i>
11.	4.3.2	Penilaian keberkesanan latihan untuk Q3/2021 telah mencapai 100%, Q4/2021 mencapai 81.9%, Q1/2022 mencapai 65.83% dan Q2/2022 mencapai 96%. <i>The training effectiveness assessment for Q3/2021 had achieved 100%, Q4/2021 achieved 81.9%, Q1/2022 achieved 65.83% and Q2/2022 achieved 96%.</i>
12.	4.3.3	Sebanyak 26 program dalaman dan 15 luaran berbentuk kesedaran dan latihan prosedur kerja melibatkan seramai 1203 staf telah dilaksanakan. <i>A total of 26 internal and 15 external programmes in the form of awareness and work procedure training involving a total of 1203 staff had been implemented.</i>
13.	4.4.1	Tatacara pengambilan staf telah dikemaskini dengan penggunaan Borang Perisytiharan Kepentingan Panel Temuduga / Calon bagi mengelakkan sebarang <i>conflict of interest</i> . <i>The staff recruitment procedures had been updated with the use of the Interview Panel / Candidate Declaration of Interest Form to avoid any conflict of interest.</i>

# PELAN STRATEGIK PEMBINAAN 4.0 (C4.0) 2021 - 2025

*Construction 4.0 Strategic Plan (C4.0) 2021 - 2025*

## PENGENALAN

Pelan Strategik Pembinaan 4.0 (C4.0) merupakan satu pelan untuk tempoh 5 tahun, yang akan menjadi asas bagi merangka program untuk meningkatkan keupayaan industri pembinaan dalam alaf industri 4.0. Pelan strategik ini dibangunkan selaras dengan agenda Wawasan Kemakmuran Bersama (WKB) 2030 dan Dasar Industri 4.0 Nasional (Industry4WRD). Ia juga turut menyokong dan melengkapi dasar-dasar nasional yang lain antaranya adalah Pelan Hala Tuju Strategik *Internet of Things* (IoT) Kebangsaan, Rangka Kerja Bandar Pintar Malaysia, dan Dasar Ekonomi Digital. Pelan tersebut telah dilancarkan oleh Kementerian Kerja Raya pada Nov 2020

C4.0 mempunyai visi untuk menjadi negara Pembinaan 4.0 yang terkemuka di rantau Asia Tenggara dengan misi untuk mentransformasi industri pembinaan Malaysia dengan memperkasakan pembinaan pintar untuk masyarakat masa hadapan. Pelaksanaan Pelan Strategik Pembinaan 4.0 (C4.0) ini dipacu oleh 4 pemboleh yang terdiri daripada orang ramai, teknologi bersepadu, tadbir urus dan ekonomi. Keempat-empat pemboleh ini menjadi asas bagi memastikan perubahan terhadap Pembinaan 4.0 dapat direalisasikan, seterusnya membentuk satu ekosistem yang lengkap dalam menghadapi perubahan ini. Disamping itu, Pelan Strategik Pembinaan 4.0 (C4.0) juga telah mengenalpasti 12 teknologi utama atau turut dikenali sebagai teknologi disruptif yang akan mengubah lanskap masa hadapan industri pembinaan terdiri daripada:

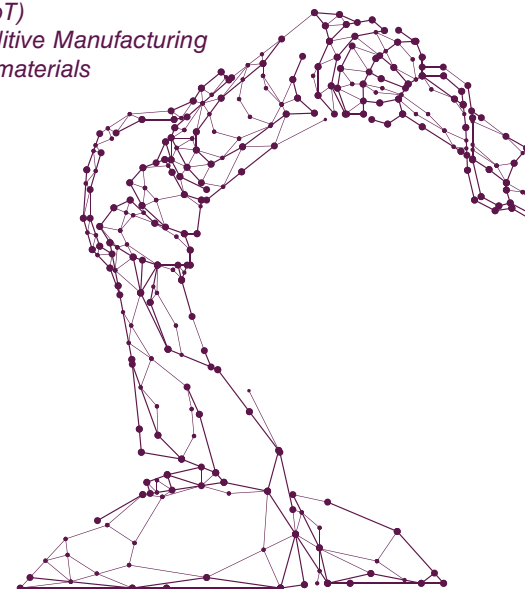
1. *Building Information Modelling (BIM)*
2. Pra-fabrikasi dan Pembinaan Modular
3. Pembinaan Autonomi
4. Realiti Terimbuh & Virtualisasi
5. Kolaborasi secara *Cloud* dan *Realtime*
6. Pengimbasan 3D dan Fotogrametri
7. *Big Data & Predictive Analysis*
8. *Internet of Things (IoT)*
9. Percetakan 3D dan Pengilangan Aditif
10. Bahan Binaan terkini
11. *Blockchain*
12. *Artificial Intelligence*

## INTRODUCTION

*The Construction 4.0 Strategic Plan (C4.0) is a 5 year plan, which will be the basis for a draft plan framework that will boost the construction industry capabilities in the 4.0 Industry revolution. The strategic plan is being developed in line with the Shared Prosperity Vision 2030 (WKB 2030) and the National 4.0 Industry Policy (Industry4WRD). It also supports and complements other national policies, amongst which are, the National IoT Strategic Roadmap, the Malaysia Smartcity Framework and, the Digital Economic Policy. The plan was launched by the Ministry of Works in Nov 2020.*

*C4.0 has a vision to be the leading Construction 4.0 country in the Southeast Asian region with a mission to transform the Malaysian construction industry by empowering smart construction for future society. The Implementation of the Construction 4.0 Strategy Plan (C4.0) is driven by 4 enablers which are people, integrated technologies, governance and economy. In totality, the four enablers formed the foundation for ascertaining Construction 4.0 transformation is realised, consequently creating a complete eco-system to face the changes. The Construction 4.0 Strategy Plan (C4.0) has also determined 12 main technologies also known as "disruptive technologies" which will change the future of construction landscape comprising of :*

1. *Building Information Modelling (BIM)*
2. *Pre-fabrication and Modular Construction*
3. *Autonomous Construction*
4. *Augmented Reality & Virtualisation*
5. *Cloud and Realtime Collaboration*
6. *3D Scanning and Photogrammetry*
7. *Big Data & Predictive Analysis*
8. *Internet of Things (IoT)*
9. *3D Printing and Additive Manufacturing*
10. *Advanced building materials*
11. *Blockchain*
12. *Artificial Intelligence*





Perubahan yang perlu dilakukan dalam era industri 4.0 adalah kompleks dan dinamik selaras dengan arus perubahan teknologi yang akan kita alami di masa hadapan. Perkara ini memerlukan satu tadbir urus yang efisien dan hubungan kerjasama yang baik antara pelbagai pihak termasuk pihak kerajaan, industri, akademik dan masyarakat. Setiap pihak perlu memainkan peranan penting bagi memastikan kelangsungan usaha dalam mengubah industri pembinaan kearah berdaya saing dan seterusnya menjadi penyumbang kepada pembangunan ekonomi negara.

C4.0 telah menggariskan rangka kerja berikut yang terdiri daripada teras-teras strategik, objektif-objektif strategik dan bilangan KPI yang perlu dilaksanakan dalam tempoh lima tahun seperti berikut :

*Complex and dynamic changes are necessary in the 4.0 Industrial era to be in line with the flow of technological evolution that we will eventually face in the future. The situation calls for efficient governance and excellent cooperation amongst various parties that encompass the government, industry, academics and society. Each plays an important role in ascertaining that continuous efforts are made to transform the construction industry towards competitiveness and consequently, become a contributor towards national economic growth.*

*The C4.0 has outlined the following framework consisting of strategic thrusts, strategic objectives and number of KPIs that need to be implemented within five years as follows:*

## Teras Strategik 1 Strategic Thrust 1

### Pembangunan kapasiti / Building Capacity



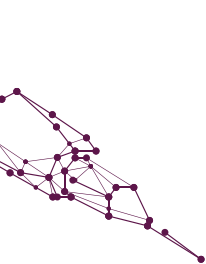
**7**  
Bilangan KPI  
No. of KPI

#### Objektif Strategik / Strategic Objectives

- Menyediakan tenaga kerja masa hadapan untuk Pembinaan 4.0  
*Preparing future workforce for Construction 4.0*
- Mewujudkan mekanisme untuk menyokong inovator dan pengguna teknologi  
*Create mechanisms to support innovators and technology adopters*

## Teras Strategik 2 Strategic Thrust 2

### Penyelidikan, Inovasi, Pengkomersilan & Keusahawanan (RICE) / Research, Innovation, Commercialisation & Entrepreneurship (RICE)



**4**  
Bilangan KPI  
No. of KPI



#### Objektif Strategik / Strategic Objectives

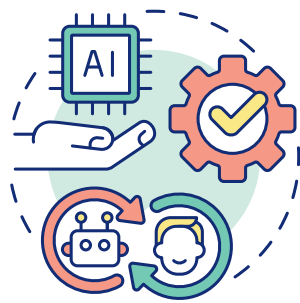
- Mengukuhkan perkongsian *Quadruple Helix*  
*Strengthen Quadruple Helix partnership*
- Memacu penyelidikan dan inovasi dalam Pembinaan 4.0  
*Driving research and innovation in Construction 4.0*

### Teras Strategik 3 Strategic Thrust 3

Teknologi Bersepadu Pintar, Inovasi & Infrastruktur /  
Smart Integrated Technology, Innovation & Infrastructure

# 15

Bilangan KPI  
No. of KPI



#### Objektif Strategik / Strategic Objectives

- Meningkatkan campur tangan dasar kerajaan dalam mengaplikasikan teknologi tertentu  
*Improve government policy intervention in applying specific technology*
- Meningkatkan kolaborasi teknologi disruptif dan repositori pusat data  
*Enhance collaboration of disruptive technology and data centre repository*

### Teras Strategik 4 Strategic Thrust 4

Persekitaran Bisnes Dipertingkatkan / *Enhanced Business Environment*



#### Objektif Strategik / Strategic Objectives

- Meningkatkan perkongsian pihak berkepentingan tempatan dan antarabangsa untuk meningkatkan pertumbuhan bisnes industri pembinaan  
*Enhance stakeholders' local and international partnerships to increase the business growth of the construction industry*
- Mewujudkan ekosistem tadbir urus kolaboratif melalui campur tangan kerajaan  
*Creating collaborative governance ecosystems through government intervention*
- Mempromosikan peranan pelaburan langsung asing atau kolaborasi  
*Promote the role of foreign direct investment or collaboration*

## PENCAPAIAN C4.0 2021-2025

Pada tahun 2022 sebanyak 26 KPI telah berjaya dilaksanakan dengan pencapaian 98.3% berbanding sasaran 100% dengan prestasi seperti berikut :

- Hijau (Hebat! - melebihi 85%) = 23 / 26 KPI
- Kuning (Bagus! - antara 60%-85%) = 1 / 26 KPI
- Merah (Usaha lagi! - bawah 60%) = 2 / 26 KPI

Butiran pencapaian KPI dilaporkan di bawah Teras-Teras Strategik

## TERAS STRATEGIK 1 (TS1)

TS1 menjurus ke arah membina kapasiti industri pembinaan dalam menghadapi pertumbuhan pesat perubahan teknologi yang memerlukan bakat semasa dan akan datang menjadi kompeten dan terlatih. Industri pembinaan memerlukan tenaga kerja yang tangkas, bijak dan bersiap sedia untuk merealisasikan perubahan transformasi ini. Strategi untuk memupuk bakat untuk semua pihak berkepentingan dalam pembinaan harus menjadi asas kepada ekosistem tenaga kerja yang komprehensif. ST1 mempunyai 7 KPI dengan 6 KPI mencapai lebih 85% (hijau) dan 1 KPI mencapai di bawah 60% (merah). Pencapaian setiap KPI di bawah TS1 adalah seperti berikut:

## C4.0 2021-2025 ACHIEVEMENTS

In 2022, 26 KPIs had been successfully implemented with an achievement of 98.3% against the target of 100% with achievements as follows:

- Green (Great! – over 85%) = 23 / 26 KPI
- Yellow (Good! - between 60%-85%) = 1 / 26 KPI
- Red (Try harder! - below 60%) = 2 / 26 KPI

Details of the KPI achievements are reported under the Strategic Thrusts.

## STRATEGIC THRUST 1 (ST1)

ST1 is geared towards building the capacity of the construction industry in facing the rapid growth of technological changes which requires current and future talents to be competent and well-trained. The construction industry requires an agile workforce, who are bright, ready and willing to deliver this transformational change. Strategies to nurture talents for all construction stakeholders should be the foundation of a comprehensive workforce ecosystem. ST1 has 7 KPIs with 6 KPIs achieving over 85% (green) and 1 KPI achieving below 60% (red). The achievements of each KPI under ST1 are as follows:

NO	KPI	PENCAPAIAN / ACHIEVEMENT
1.	1.1	Video E-Learning untuk modul latihan Pengurusan IBS dengan penerapan ke arah CR4.0 bagi tred-tred Pratuang, System Formwork, Steel Framing, Blockwork dan Timber Framing telah dibangunkan <i>E-Learning Videos for IBS Management training modules with application towards CR4.0 for Precast, System Formwork, Steel Framing, Blockwork and Timber Framing trades have been developed</i>
2.	1.2	Program Pemindahan Teknologi bagi 12 Teknologi Muncul telah dilaksanakan melalui mengadakan 6 lawatan teknikal seperti berikut : <i>The Technology Transfer Program for 12 Emerging Technologies has been carried out through 6 technical visits as follows:</i> 1. Topcon Malaysia (17 Februari 2022) 2. TNB Platinum (22 Mac 2022) 3. MOSTI (14 Mac 2022) 4. Penyertaan Pameran dan Persidangan ASIA TECH X Singapore (Jun 2022) <i>Participation in the ASIA TECH X Singapore Exhibition and Conference</i> 5. Norway (Sept. 2022) 6. UK Construction Week 2022 (Okt. 2023)
3.	1.3	Sebanyak 6 sesi Jelajah Pendigitalan Pembinaan 2022 iaitu di Zon Tengah, Utara, Selatan, Sabah, Sarawak dan Timur telah dianjurkan. <i>A total of 6 sessions for the 2022 Construction Digitization Awareness Tour in the Central, Northern, Southern, Sabah, Sarawak and Eastern Zones had been organized.</i>
4.	1.4	Seramai 824 orang peserta telah dilatih dalam pelbagai modul Latihan BIM berbanding sasaran 500 peserta. <i>A total of 824 participants were trained in various BIM Training modules against the target of 500 participants.</i>

NO	KPI	PENCAPAIAN / ACHIEVEMENT
5.	1.5	Seramai 250 orang peserta daripada agensi kerajaan telah dilatih dalam program Latihan BIM sebagaimana sasaran. <i>A total of 250 participants from government agencies were trained in the BIM Training programme as targeted.</i>
6.	1.6	Seramai 26 orang tenaga pengajar telah dilatih dalam program Latihan BIM berbanding sasaran 25 orang. <i>A total of 26 instructors were trained in the BIM Training programmes against the target of 25.</i>
7.	1.7	Pembangunan Kontraktor Fasiliti di bawah program SMART CITY (Penambahan Pakej Pembelajaran kepada Modul SKP Fasiliti sedia ada) telah berpindah pemilik dan akan dilaksanakan pada tahun 2023. <i>Facility Contractor Development under the SMART CITY programme (Additional Learning Package to the current Facility SKP Module) had changed owners and will be implemented in 2023</i>

## TERAS STRATEGIK 2 (TS2)

TS2 memberi tumpuan kepada pelaksanaan program strategik untuk inovasi dengan tujuan untuk menyokong aktiviti Penyelidikan, Inovasi, Pengkomersialan dan Keusahawanan (RICE). Menyedari kepentingan RICE dalam Pembinaan 4.0, program RICE yang holistik merangkumi semua kekurangan dalam penyelidikan akan memastikan potensi dan faedah yang signifikan dalam transformasi industri pembinaan. Usaha penyelidikan secara kolaboratif antara industri, akademik dan kerajaan akan menghasilkan portfolio penyelidikan yang memberi impak dan berpotensi untuk bergerak ke arah pendekatan yang diaplikasikan. ST2 mempunyai 4 KPI kesemuanya mencapai lebih 85% (hijau). Pencapaian setiap KPI di bawah TS2 adalah seperti berikut:

## STRATEGIC THRUST 2 (ST2)

ST2 focuses on implementing a strategic programme for innovation with the aim to support Research, Innovation, Commercialisation and Entrepreneurship (RICE) activities. Recognising the importance of RICE in Construction 4.0, a holistic RICE programme that covers all research deficiencies will ensure significant potential and benefits in transforming the construction industry. A collaborative research effort between industry, academia and the government will produce an impactful research portfolio with the potential to move towards an applied approach. ST2 has 4 KPIs all achieving over 85% (green). The achievements of each KPI under ST2 are as follows:

NO	KPI	PENCAPAIAN / ACHIEVEMENT
1.	2.1	Kajian Tahap kesediaan kontraktor terhadap adaptasi penggunaan teknologi Pembinaan 4.0 (C4.0) telah siap sepenuhnya pada Okt. 2022 dengan kerjasama bersama pihak USM. <i>The study on the contractor's level of readiness for the adaptation of Construction 4.0 technology (C4.0) utilisation was fully completed in Oct. 2022 in collaboration with USM.</i>
2.	2.2	Kajian <i>baseline</i> pengukuran tahap produktiviti profesional sektor pembinaan telah siap pada Oktober 2022 dengan Kerjasama Lembaga Arkitek Malaysia, Lembaga Jurutera Malaysia, Lembaga Juruukur Bahan Malaysia dan Lembaga Perancang Bandar Malaysia. <i>The baseline study of measuring the level of professional productivity in the construction sector was completed in October 2022 with the cooperation of the Board of Architects Malaysia, the Board of Engineers Malaysia, the Board of Quantity Surveyors Malaysia and the Board of Town Planners Malaysia.</i>
3.	2.3	Kajian keberkesanan pelaksanaan CR4.0 <i>CR4.0 implementation effectiveness study</i> a) Pembangunan Fasa 2 Pelan Strategik C4.0 (2023 - 2025) telah siap pada Disember 2022 <i>Phase 2 of Strategic Plan C4.0 development (2023 - 2025) was completed in December 2022</i>
4.	2.4	Pengkomersialan R&D CREAM IPR telah siap pada Q3 2022. <i>R&amp;D CREAM IPR commercialization was completed in Q3 2022.</i>

### TERAS STRATEGIK 3 (TS3)

TS3 bertujuan untuk mengintegrasikan teknologi ke dalam satu platform yang sama beriringan dengan keseluruhan kitaran hayat projek. Pembinaan 4.0 sedang mengubah cara tradisional untuk mereka bentuk, membina dan menyelenggara bangunan, yang pada masa lalu telah dijalankan secara bersendirian tanpa merujuk kepada pelbagai pihak berkepentingan. Penggunaan teknologi digital baharu memungkinkan pengumpulan dan analisis data merentas pasukan reka bentuk dan rantaian bekalan - membolehkan proses yang lebih pantas, lebih fleksibel dan lebih efisien untuk menghasilkan bangunan atau infrastruktur yang lebih berkualiti pada kos yang lebih rendah. Perubahan ini pasti memerlukan alat yang kompleks, rangkaian infrastruktur yang berkuasa tinggi dan rangkaian sekuriti yang terjamin. ST3 mempunyai 15 KPI dengan 13 mencapai lebih 85% (hijau), 1 KPI mencapai antara 60%-85% (kuning) dan 1 KPI mencapai di bawah 60% (merah). Pencapaian setiap KPI di bawah TS3 adalah seperti berikut:

### STRATEGIC THRUST 3 (ST3)

ST3 is aimed at integrating technologies into a common platform along with the project's whole life cycle. Construction 4.0 is changing the traditional way of designing, constructing and maintaining buildings, which in the past had been carried out independently without reference to the multiple stakeholders. The use of new digital technologies makes it possible to gather and analyse data across the design team and supply chains - enabling faster, more flexible, and more efficient processes to produce higher-quality buildings or infrastructures at reduced costs. This change would be highly dependent on complex tools, powerful infrastructure networks and reliable security networks. ST3 has 15 KPIs with 13 achieving over 85% (green), 1 KPI achieving between 60%-85% (yellow) and 1 KPI achieving below 60% (red). The achievements of each KPI under ST3 are as follows:

NO	KPI	PENCAPAIAN / ACHIEVEMENT
1.	3.1	Sesi pengkomersialan National BIM e-Submission (NBeS) telah dilaksanakan di 3 buah PBT iaitu PPJ (Perbadanan Putrajaya), MPPD (Majlis Perbandaran Port Dickson) dan MDT (Majlis Daerah Tampin) <i>The National BIM e-Submission (NBeS) commercialization session was carried out in 3 PBTs namely PPJ (Putrajaya Corporation), MPPD (Port Dickson Municipal Council) and MDT (Tampin District Council)</i>
2.	3.2	Mekanisme Pemantauan Pelaksanaan Polisi IBS bagi Projek Swasta telah dibangunkan. <i>IBS Policy Implementation Monitoring Mechanism for Private Projects had been developed.</i>
3.	3.3	Beberapa projek BIM dan Pembinaan 4.0 telah dikenalpasti bagi <i>Technology Transfer (Benchmarking)</i> berkaitan IBS dan BIM di mana lawatan di bawah telah dilaksanakan: <i>Several BIM and Construction 4.0 projects had been identified for Technology Transfer (Benchmarking) related to IBS and BIM where the visits below had been carried out:</i> 1. Projek Platinum TNB pada Mac 2022 <i>TNB Platinum Project in March 2022</i> 2. Kilang IJM IBS Bestari Jaya pada Sept. 2022 <i>IJM IBS Bestari Jaya factory on Sept. 2022</i> 3. Projek Hospital Pasir Gudang pada Nov. 2022 <i>Pasir Gudang Hospital Project in Nov. 2022</i>
4.	3.4	Seramai 200 pengguna telah berdaftar dalam platform Marketplace IBSWare dan CIDB IBS Virtual Platform dalam memperkasakan proses pendigitalan. <i>A total of 200 users had registered in the IBSWare Marketplace and CIDB IBS Virtual Platform to empower the digitization process.</i>
5.	3.5	Program memperkasakan Pusat Rujukan Setempat berasaskan teknologi telah dibangunkan di mana 5 unit rumah contoh menggunakan standard rekabentuk Rumah Mampu Milik (RMM) telah siap pada Dis 2022 dengan menggunakan kaedah IBS yang terletak di Jalan Chan Sow Lin. <i>The program to empower a technology-based Local Reference Centre had been developed where 5 units of show houses using the Affordable Housing Design standard (RMM) were completed in Dec 2022 using the IBS method located on Jalan Chan Sow Lin.</i>
6.	3.6	Kajian Kebolehlaksanaan AR VR dalam industri pembinaan telah siap pada Ogos 2022 dan dokumen ini telah dijadikan panduan pelaksanaan inisiatif AR VR pada tahun 2023. <i>The AR VR Feasibility Study in the construction industry was completed in August 2022 and this document was used as a guide for the implementation of the AR VR initiative in 2023.</i>
7.	3.7	Portal Bersepadu Teknologi - Fasa 2 (Pembangunan portal bersepadu) telah siap pada Dis 2022. <i>Technology Integrated Portal - Phase 2 (Integrated portal development) was completed in Dec 2022.</i>

NO	KPI	PENCAPAIAN / ACHIEVEMENT
8.	3.8	<p>Kolaborasi antara CIDB-RISM bagi Pengoperasian N3C portal (BCISM) 2018-2023 telah dijalankan dengan mengemaskini data modul bagi <i>Building Material Price, Labour Wage Rates</i> dan <i>Machinery Hire Rates</i>.</p> <p><i>The collaboration between CIDB-RISM for the Operation of the N3C portal (BCISM) 2018-2023 had been carried out by updating the module data for Building Material Prices, Labor Wage Rates and Machinery Hire Rates.</i></p>
9.	3.9	<p>Pemetaan maklumat tambahan dalam CGIS telah siap 100% untuk bahan binaan, firma pembinaan, projek diawad, prospektif projek, kontraktor dan IBS.</p> <p><i>Additional information mapping in CGIS had been 100% completed for construction materials, construction firms, awarded projects, prospective projects, contractors and IBS.</i></p>
10.	3.10	<p>MCP telah dilancarkan pada 15 Februari 2022. Integrasi dilaksanakan dengan 3 agensi iaitu Suruhanjaya Tenaga, Suruhanjaya Perkhidmatan Air Negara &amp; Pusat Khidmat Kontraktor.</p> <p><i>The MCP was launched on 15 February 2022. Integration was carried out with 3 agencies namely the Energy Commission, the Suruhanjaya Perkhidmatan Air Negara &amp; the Pusat Khidmat Kontraktor</i></p>
11.	3.11	<p>Penghasilan e-book bagi Garis panduan SCORE dan Keperluan Prosedur Pendaftaran telah dimuatnaik kedalam website CIDB pada September 2022.</p> <p><i>The production of the e-book for the SCORE Guidelines and Registration Procedure Requirements was uploaded to the CIDB website in September 2022.</i></p>
12.	3.12	<p>Penambahbaikan CIMS Premier Lane/ Green Lane telah digugurkan daripada KPI berdasarkan keputusan Mesyuarat JPT. Sepanjang tahun 2022, sebanyak 14 sub-modul pendaftaran dan 3 sub-modul CCA telah “go live” sepertimana yang disasarkan.</p> <p><i>The CIMS Premier Lane/ Green Lane enhancements had been dropped from the KPI based on the JPT Meeting decision. Throughout the year 2022, a total of 14 registration sub-modules and 3 CCA sub-modules had “gone live” as targeted.</i></p>
13.	3.13	<p>a) Buku panduan pegawai verifikasi mengenai bahan binaan telah dikemaskini dan e-Book dijangka siap pada Jan 2023.</p> <p><i>The verification officer’s handbook on building materials had been updated and the e-Book is expected to be ready in Jan 2023.</i></p> <p>b) Buku Tatacara Permohonan Perakuan Pematuhan Standard (PPS) Bahan Binaan Tempatan Versi 1 telah dikemaskini dan e-Book dijangka siap pada Jan 2023.</p> <p><i>The Local Building Material PPS Application Procedure Handbook Version 1 had been updated and the e-Book is expected to be ready in Jan 2023.</i></p> <p>c) Penyenaraian Daftar Bahan Binaan (Senarai Daftar Bahan Binaan Tempatan &amp; Import Yang Diperakukan oleh CIDB 2021) telah siap dibangunkan dan e-Book dijangka siap pada Jan 2023</p> <p><i>The List of Building Materials Register (List of Local &amp; Imported Building Materials Certified by CIDB 2021) had been developed and the e-Book is expected to be ready in Jan 2023</i></p>
14.	3.14	<p>Pemantapan penilaian QLASSIC dengan penggunaan perisian teknologi mobile Apps untuk penilaian yang lancar, pengumpulan data dan kerja kerja penyelenggaraan/penambahbaikan yang berkaitan telah terlewat dari jadual asal dan dijangka siap pada Q1 2023.</p> <p><i>The strengthening of QLASSIC assessment with the use of mobile Apps technology software for smooth assessment, data collection and related maintenancelimprovement work had been delayed from the original schedule and is expected to be completed in Q1 2023.</i></p>
15.	3.15	<p>Pemantapan penilaian SHASSIC dengan penggunaan perisian teknologi mobile Apps untuk penilaian yang lancar, pengumpulan data dan kerja-kerja penyelenggaraan/penambahbaikan yang berkaitan telah ditangguhkan pelaksanaannya berikutan portal sedia ada masih boleh digunakan tanpa perlu penambahbaikan.</p> <p><i>The strengthening of SHASSIC assessment with the use of mobile Apps technology software for smooth assessment, data collection and related maintenancelimprovement work had been postponed as the current portal is still usable without the need for enhancements.</i></p>

#### TERAS STRATEGIK 4 (TS4)

TS4 menasarkan untuk mempertingkatkan persekitaran bisnes bagi membolehkan organisasi pembinaan mewujudkan hubungan yang kukuh dengan bisnes-bisnes yang berpotensi dan menjana pendapatan. Ini boleh dilakukan oleh mana-mana organisasi (kecil, sederhana atau besar) melalui mengenal pasti pelanggan simbiotik dan perkongsian, membina hubungan dan membangunkan penyelesaian yang boleh direalisasikan dalam terma-terma yang benar-benar saksama. Pada tahun 2022, KPI dalam TS4 masih belum bermula.

#### STRATEGIC THRUST 4 (ST4)

*ST4 targets to enhance business environments to allow construction organisations to create strong relationships with potential businesses and generate revenue. This can be done by any organisation (small, medium or large) through identifying symbiotic customers and partnerships, building relationships and developing solutions that could be realised in truly equitable terms. In 2022, the KPIs in ST4 has yet to commence.*



# PELAN STRATEGIK ORGANISASI (PSO) KEMENTERIAN KERJA RAYA 2021 - 2025

*Ministry of Works Organizational Strategic Plan (PSO) 2021 - 2025*

## PENGENALAN

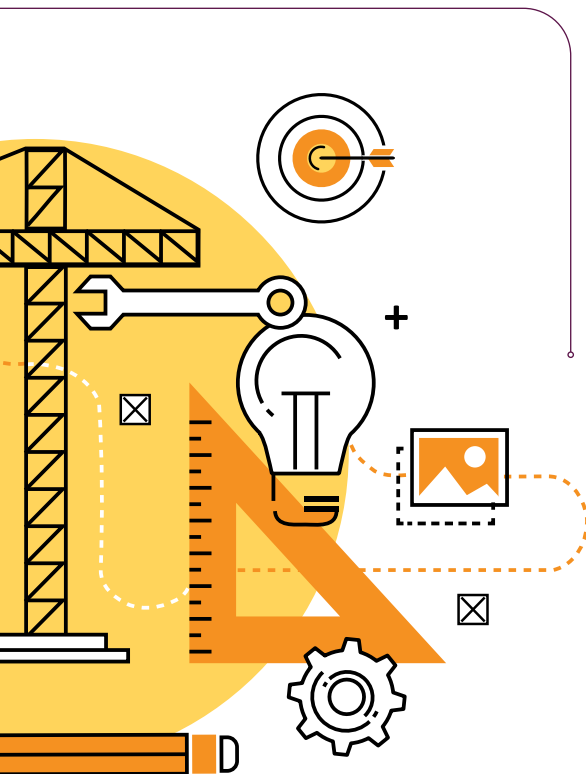
Pelan Strategik Organisasi (PSO) Kementerian Kerja Raya 2021 - 2025 telah dirangka berdasarkan polisi semasa kerajaan seperti Wawasan Kemakmuran Bersama 2030, Rancangan Malaysia Ke-12, Revolusi Industri 4.0 serta polisi KKR merangkumi Dasar Pembinaan Negara 2030 dan Dasar Pembangunan Jalan Raya dan Lebuhraya (DPJL). Ia adalah dokumen penting untuk menunjukkan komitmen KKR serta agensi-agensinya dalam memacu industri pembinaan ke arah merangsang ekonomi negara.

Berdasarkan kerangka PSO KKR ini mendukung visi, misi dan moto KKR dalam memandu kementerian dan agensi-agensi di bawahnya melaksanakan tanggungjawab yang telah diamanahkan ke arah kesejahteraan rakyat.

## INTRODUCTION

*The Ministry of Works Organizational Strategic Plan (PSO) 2021 - 2025 has been drawn up based on the government's current policies such as the Shared Prosperity Vision 2030, the Twelfth Malaysia Plan (12MP), the Industrial Revolution 4.0 as well as the KKR policies comprising of the 2030 Nation Construction Policy and the Road and Highway Development Policy (DPJL). It is an important document to show the commitment of KKR and its agencies in steering the construction industry towards stimulating the national economy.*

*Based on the KKR PSO framework supports the vision, mission and motto of KKR in guiding the ministry and its agencies to carry out the responsibilities that have been entrusted towards the well-being of the people.*





**MEMPERKUKUH PEMBANGUNAN INFRASTRUKTUR DAN KETERANGKUMAN WILAYAH**

**STRENGTHENING INFRASTRUCTURE DEVELOPMENT AND REGIONAL INCLUSION**

STRATEGI / STRATEGY

- 1 Mempertingkatkan Keberhasilan dan Penyampaian Perkhidmatan dan Pelaksanaan Projek Infrastruktur.  
*Enhancing the Success of Service Delivery and Implementation of Infrastructure Projects.*
- 2 Mempertingkatkan Penggunaan Inovasi, Teknologi dan Penyelidikan dalam Mengoptimumkan Impak Positif Projek Kerajaan Terhadap Kemakmuran Rakyat.  
*Enhancing the Use of Innovation, Technology and Research in Optimizing the Positive Impact of Government Projects on People's Prosperity.*
- 3 Mempertingkatkan Penggunaan Teknologi Hijau dalam Industri Pembinaan.  
*Enhancing the Use of Green Technology in the Construction Industry.*
- 4 Memperluas Jajaran dan Rangkaian Jalan Raya serta Lebuhraya Secara Bersepadu.  
*Expanding the Route and Network of Roads and Highways in an Integrated Way.*

Pelan Tindakan  
Action Plan

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STRATEGI / STRATEGY

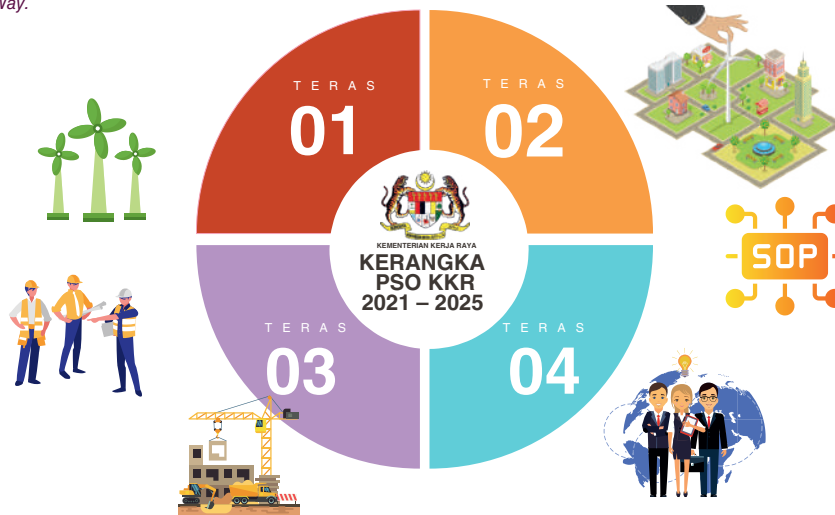
**MEMPERLUAS PENGGUNAAN TEKNOLOGI, INOVASI DAN DIGITAL DALAM PEMBANGUNAN DAN PENYELENGGARAAN INFRASTRUKTUR**

**EXPANDING THE USE OF TECHNOLOGY, INNOVATION AND DIGITAL IN THE DEVELOPMENT AND MAINTENANCE OF INFRASTRUCTURE**

Pelan Tindakan  
Action Plan

- 1 Membangunkan dan Memperkasakan Dasar Garis Panduan Infrastruktur.  
*Develop and Strengthen Infrastructure Policies and Guidelines.*
- 2 Membina dan Memperhebat Sistem serta Teknologi Infrastruktur.  
*Building and Enhancing Infrastructure Systems and Technologies.*
- 3 Mempertingkatkan Pemantauan dan Kawalan Infrastruktur.  
*Enhancing Infrastructure Monitoring and Control.*
- 4 Mempertingkatkan Keselamatan dan Keselesaan Infrastruktur.  
*Enhancing Infrastructure Security and Comfort.*

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**MEMPERKASAKAN KAPASITI, KEBOLEHAN DAN DAYA SAING INDUSTRI PERMBINAAN**

**ENHANCING THE CAPACITY, CAPABILITIES AND COMPETITIVENESS OF THE CONSTRUCTION INDUSTRY**

STRATEGI / STRATEGY

- 1 Mempertingkatkan Pembangunan Kontraktor dan Usahawan Binaan.  
*Enhancing Contractor Development and Construction Entrepreneur.*
- 2 Mempertingkatkan Kompetensi Tenaga Kerja dan Profesionalis dalam Industri Pembinaan.  
*Enhancing Workforce and Professionals Competency in the Construction Industry.*
- 3 Mempertingkatkan Daya Saing Industri Pembinaan pada Peringkat Antarabangsa.  
*Enhancing the Competitiveness of the Construction Industry on the International level.*
- 4 Memperkasakan Kapasiti Dana Raya dan Daya saing Sektor Pembinaan.  
*Empowering Big Data Capacity and Competitiveness of the Construction Sector.*

Pelan Tindakan  
Action Plan

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STRATEGI / STRATEGY

**MEMANTAPKAN TADBIR URUS ORGANISASI UNTUK MEMPERTINGKATKAN KECEKAPAN PENYAMPAIAN PERKHIDMATAN**

**STRENGTHENING ORGANIZATIONAL GOVERNANCE TO IMPROVE SERVICE DELIVERY EFFICIENCY**

Pelan Tindakan  
Action Plan

- 1 Mempertingkatkan Kecekapan Pengurusan, Kompetensi Modal Insan dan Profesionalisme.  
*Enhancing Management Efficiency, Human Capital Competency and Professionalism.*
- 2 Memantapkan Penyampaian Perkhidmatan melalui Teknologi.  
*Strengthen Service Delivery through Technology.*
- 3 Memantapkan Pengurusan Akaun, Audit, Kewangan dan Perolehan.  
*Strengthen Account Management, Audit, Finance and Procurement.*
- 4 Mempertingkatkan Imej Korporat dan Memperkasakan Jaringan Komunikasi Strategik.  
*Enhancing Corporate Image and Empowering Strategic Communication Network.*

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## PENCAPAIAN PSO KKR 2021 – 2025

CIDB, sebagai salah satu daripada agensi di bawah KKR turut menyumbang sebanyak 21 KPI pada tahun 2022 bagi menjayakan PSO ini di mana kesemua KPI tersebut telah mencapai 100%. Sebahagian KPI-KPI ini juga telah dipilih sebagai KPI Menteri, KPI Ketua Setiausaha (KSU) dan KPI Timbalan KSU (TKSU). Semasa pelaksanaan PSO ini, pihak KKR telah menggugurkan pilihan KPI-KPI di bawah KPI KSU. Berikut adalah butiran pencapaian KPI di bawah PSO KKR 2021 - 2025:

## PSO KKR 2021 – 2025 ACHIEVEMENTS

CIDB, as one of the agencies under KKR also contributed 21 KPIs in 2022 for the success of the PSO whereby all the KPIs have achieved 100%. Some of these KPIs have also been selected as Ministerial KPIs, Secretary General (KSU) KPIs and Deputy KSU (TKSU) KPIs. During the implementation of this PSO, KKR had dropped the selection of KPIs under the KSU KPI. The following are details of the KPI achievements under the PSO KKR 2021 - 2025:

NOTS / ST NO	KPI & PENCAPAIAN / KPI & ACHIEVEMENTS	PSO KKR	KPI MENTERI	KPI KSU	KPI TKSU (DP)
1. TS 1 Strategi 1 Program No. 8	Satu Mekanisme bagi menetapkan minimum 70 skor Sistem Binaan Berindustri (IBS) telah dihasilkan sebagai syarat wajib permohonan Pelan Bangunan dalam Manual OSC 3.0 Plus bagi penggunaan IBS dalam projek swasta yang bernilai lebih RM50 juta mulai tahun 2023. <i>A Mechanism to set a minimum of 70 Industrial Building System (IBS) scores has been produced as a mandatory requirement for Building Plan applications in the OSC 3.0 Plus Manual for the use of IBS in private projects worth more than RM50 million from 2023 onwards.</i>	√			
2. TS 2 Strategi 2 Program 9	202 pengguna IBSWare telah didaftarkan berbanding sasaran 150 pengguna dalam memperluaskan penggunaan 'digitalised marketing & Procurement platform' untuk bahan binaan. <i>202 IBSWare users have been registered against the target of 150 users in expanding the use of the 'digitalised marketing &amp; procurement platform' for building materials.</i>	√			
3. TS 3 Strategi 1 Program 1	Sebanyak 432 kontraktor Pengurusan Fasiliti telah dilatih berbanding sasaran 150 kontraktor. <i>A total of 432 Facility Management contractors were trained against the target of 150 contractors.</i>	√			√
4. TS 3 Strategi 1 Program 2	Sebanyak 49,820 penyertaan telah diterima untuk Program Latihan CCD bagi Pembangunan Kontraktor berbanding sasaran 7,500 peserta. <i>A total of 49,820 entries were received for the Continuous Contractor Development (CCD) Training Programme against the target of 7,500 participants.</i>	√		√*	
5. TS 3 Strategi 1 Program 3	Sebanyak 1,971 kontraktor telah dibimbing untuk penilaian MCORE/SCORE berbanding sasaran 200 kontraktor. <i>A total of 1,971 contractors were coached for MCORE/SCORE evaluation against the target of 200 contractors.</i>	√			
6. TS 3 Strategi 2 Program 1	Seramai 2,111 personel binaan telah dilatih dan ditauliah melalui program Penyeliaan dan Pengurusan berbanding sasaran 1,500 personel binaan. <i>A total of 2,111 construction personnel had been trained and certified through the Supervision and Management program against the target of 1,500 construction personnel.</i>	√			√
7. TS 3 Strategi 2 Program 2	Seramai 22,198 personel binaan telah menjalani latihan, penilaian dan pentauliah kemahiran berbanding sasaran 18,000 personel binaan. <i>A total of 22,198 construction personnel had undergone skills training, assessment and certification against the target of 18,000 construction personnel.</i>	√			

NOTS / ST NO	KPI & PENCAPAIAN / KPI & ACHIEVEMENTS	PSO KKR	KPI MENTERI	KPI KSU	KPI TKSU (DP)
8. TS 3 Strategi 2 Program 3	Seramai 543 personel binaan yang dilatih untuk Pegawai Keselamatan dan Kesihatan ( <i>Safety Health Officer – SHO - 117</i> ) dan Pegawai Keselamatan Tapak ( <i>Site Safety Supervisor – SSS-426</i> ) berbanding sasaran 400 personel binaan. <i>A total of 543 construction personnel trained for Safety and Health Officers (SHO-117) and Site Safety Supervisors (SSS-426) against the target of 400 construction personnel.</i>	√		√*	
9. TS 3 Strategi 2 Program 4	Seramai 412 profesional telah dilatih dalam Pemodelan Maklumat Bangunan ( <i>Building Information Modelling - BIM</i> ) berbanding sasaran 200 profesional. <i>A total of 412 professionals were trained in Building Information Modelling (BIM) against the target of 200 professionals.</i>	√	√	√*	
10. TS 3 Strategi 3 Program 1	Sebanyak 2 profil negara (Qatar dan UAE) telah diterbitkan bagi mengenal pasti daya tarikan sesebuah negara (bagi tujuan peluang pembinaan) sebagaimana sasaran. <i>A total of 2 country profiles (Qatar and UAE) had been published to identify the merits of a country (to pursue construction opportunities) as targeted.</i>	√		√*	
11. TS 3 Strategi 3 Program 2	Sebanyak tujuh program meningkatkan daya saing penggiat industri ke peringkat antarabangsa melalui peningkatan kerjasama antarabangsa dalam industri pembinaan telah dijalankan berbanding sasaran empat program melibatkan kolaborasi program eksport, sindikasi bersama tiga negara, promosi peluang projek di Sembilan negara, lawatan-lawatan kerja, pameran antarabangsa dan padanan bisnes. <i>A total of seven programmes to enhance the competitiveness of industry players at the international level through enhanced international cooperation in the construction industry had been carried out against the target of four programmes involving export programmes collaboration, syndications with three countries, promotion of project opportunities in nine countries, working visits, international exhibitions and business matchings.</i>	√			
12. TS 3 Strategi 3 Program 3	Satu Direktori syarikat pembinaan Malaysia yang beroperasi di luar negara dan diiktiraf pada peringkat antarabangsa telah diterbitkan sebagaimana sasaran. <i>A Directory of Malaysian construction companies that operate overseas and are internationally recognized had been published as targeted.</i>	√			
13.	Sebanyak <b>107</b> projek pembinaan telah menjalani penilaian SHASSIC berbanding sasaran 60 projek. <i>A total of 107 construction projects had undergone SHASSIC assessment against the target of 60 projects.</i>			√*	
14.	Sebanyak <b>27</b> bangunan Kerajaan telah menjalani penilaian QLASSIC berbanding sasaran 20 bangunan. <i>A total of 27 Government buildings had undergone QLASSIC assessment against the target of 20 buildings.</i>			√*	
<b>JUMLAH / TOTAL</b>		<b>12</b>	<b>1</b>	<b>6*</b>	<b>2</b>
<b>JUMLAH KESELURUHAN / OVERALL TOTAL</b>			<b>21</b>		

\* KPI telah digugurkan oleh KKR / KPI dropped by KKR

# LAPORAN KE ATAS PEMBIAYAAN KERAJAAN

## Report on Government Funding

### LAPORAN BAGI PEMBANGUNAN FASILITI PENGUJIAN BAHAN DAN PRODUK DALAM PEMBINAAN DI BAWAH PERUNTUKKAN RANCANGAN MALAYSIA KE-12

Kerajaan di bawah Rancangan Malaysia Ke-12 (RMKe-12) telah memperuntukkan dana berjumlah RM95.83 juta untuk tempoh lima (5) tahun bagi enam (6) projek penyediaan infrastruktur dan pembelian peralatan pengujian bahan binaan di Sabah, Sarawak dan Kuala Lumpur. Walau bagaimanapun, pada Julai 2021, projek penyediaan infrastruktur dan pembelian peralatan pengujian bagi *Rail System* di Kuala Lumpur telah ditunda atas sebab ketiadaan lokasi yang bersesuaian. Dengan itu, jumlah siling bagi peruntukan dana untuk baki lima (5) projek tersebut adalah RM65.03 juta. Bagi tahun 2022, RM8.85 juta telah disalurkan bagi Rancangan Penggal Ke-2 dengan butiran kemajuan seperti berikut :

NO	PROJEK	KEMAJUAN
1.	Penyediaan infrastruktur dan pembelian peralatan pengujian bahan binaan di Sabah bagi produk simen, <i>Ready Mix Concrete</i> (RMC) dan <i>Precast Concrete</i>	Keseluruhan pelaksanaan kedua-dua projek bagi tahun 2022 telah mencapai 100% di mana : a) Makmal bagi pengujian bahan simen dan RMC telah siap dibangunkan dan mula beroperasi pada 1 November 2022. b) Makmal bagi pengujian <i>Precast Concrete</i> - kerja-kerja ukur tanah, penyiasatan tanah serta merekabentuk makmal telah siap dilaksanakan. Peralatan <i>Universal Testing Machine</i> dan <i>Corrosion Test Chamber</i> bagi pengujian untuk <i>Precast Concrete</i> dan juga logam bertujuan untuk memeriksa rintangan kakisan bahan dan salutan permukaan juga telah dibekalkan pada Disember 2022 dan ditempatkan sementara di makmal sedia ada.
2.	Penyediaan infrastruktur dan pembelian peralatan pengujian bahan binaan di Sarawak bagi produk simen, <i>Ready Mix Concrete</i> (RMC) dan <i>Precast Concrete</i>	
3.	Penyediaan infrastruktur dan pembelian peralatan pengujian produk besi dan keluli di Makmal Kerja Raya, Kuala Lumpur.	Projek ini telah siap sepenuhnya dengan kos projek sebanyak RM0.95 juta yang melibatkan pengubahsuaian makmal besi dan keluli serta penyediaan peralatan seperti <i>Oxygen Nitrogen Hydrogen Analyser</i> dan peralatan pengukuran seperti <i>Rebar Measurement System</i> dan <i>Epsilon Axial Extensometer</i> .
4.	Penyediaan infrastruktur dan pembelian peralatan pengujian komponen IBS di Makmal Kerja Raya, Kuala Lumpur.	Projek ini telah siap dilaksanakan 100% dengan penyediaan infrastruktur dan peralatan pengujian seperti 1000KN <i>Loading Frame</i> , 1000KN <i>Servo Hydraulic Actuator System</i> dan peralatan pengujian sokongan lain.
5.	Penyediaan infrastruktur dan pembelian peralatan pengujian <i>Insulated Glass Unit</i> (IGU) dan <i>Wired Glass</i> di Kuala Lumpur.	Projek ini telah siap sepenuhnya dengan kos projek sebanyak RM3.7 juta yang melibatkan penyediaan infrastruktur antaranya <i>Sound Insulation Room/Chamber</i> , <i>Accelerated Weathering Chamber Test Unit</i> dan peralatan pengujian antaranya <i>Spark Emission Spectroscope</i> dan <i>Frost/Dew Point of Sealed Insulating Glass</i> .

## REPORT ON THE DEVELOPMENT OF MATERIAL AND PRODUCT TESTING FACILITIES IN CONSTRUCTION UNDER THE 12TH MALAYSIA PLAN ALLOCATION

The government under the 12th Malaysia Plan (12MP) had allocated funds amounting to RM95.83 million for a period of five (5) years for six (6) projects to provide infrastructure and procure construction material testing equipment in Sabah, Sarawak and Kuala Lumpur. However, in July 2021, the provision of infrastructure and procurement of testing equipment for the Rail System in Kuala Lumpur had been postponed due to the lack of a suitable location. As such, the total ceiling for the allocation of funds for the remaining five (5) projects is RM65.03 million. For the year 2022, RM8.85 million had been channelled for the 2nd Rolling Plan with progress details as follows:

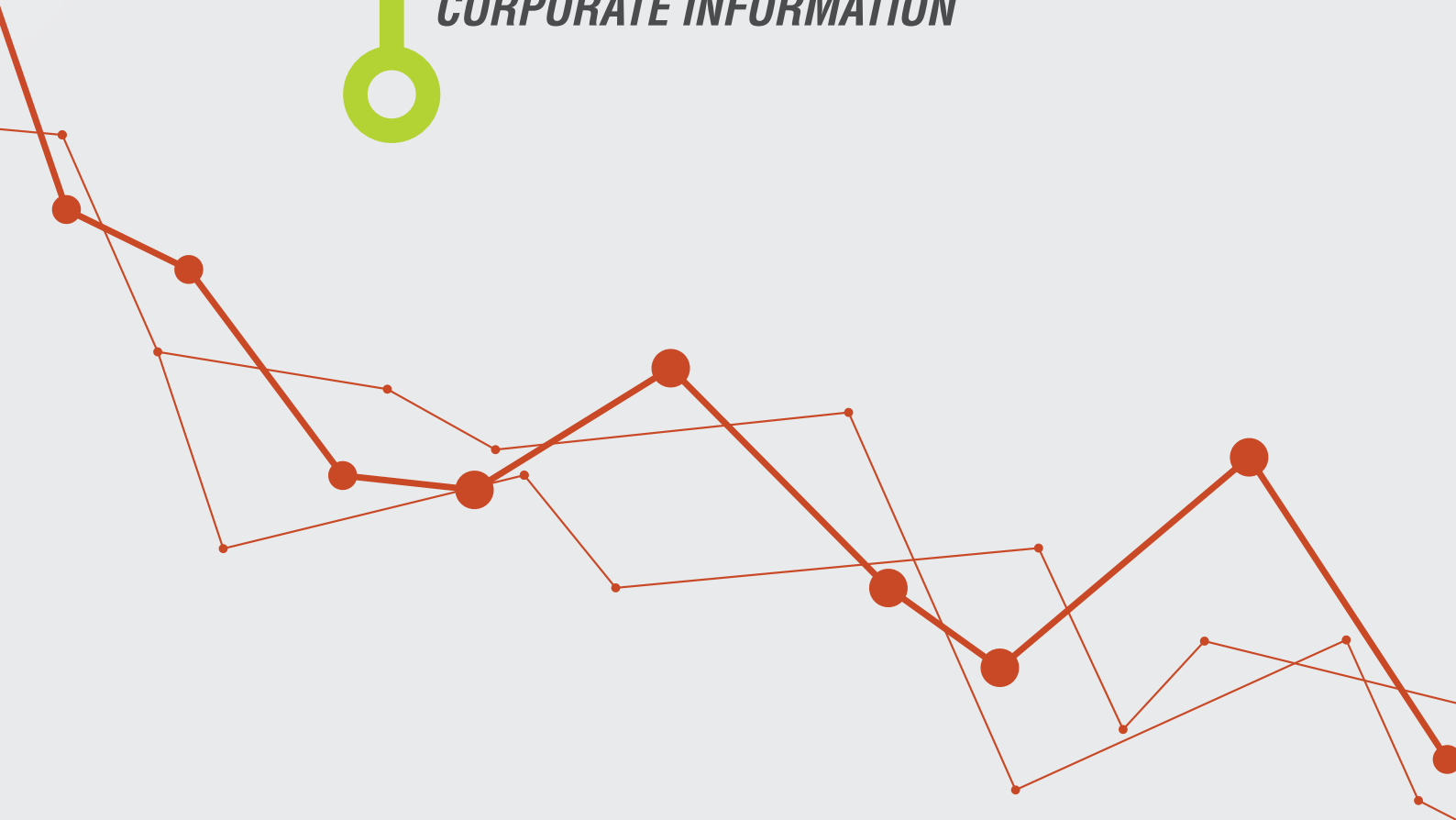
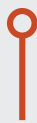
NO	PROJECT	PROGRESS
1.	Provision of infrastructure and procurement of construction material testing equipment in Sabah for cement products, ready mix concrete (RMC) and Precast Concrete	The overall implementation for both projects for the year 2022 had achieved 100% where: a) The laboratory for testing cement and RMC materials has been fully completed and commenced operation on 1 November 2022. b) The laboratory for testing Precast Concrete – land survey works, soil investigations and design works had been completed.
2.	Provision of infrastructure and procurement of construction material testing equipment in Sarawak for cement products, ready mix concrete (RMC) and Precast Concrete	The Universal Testing Machine and Corrosion Test Chamber equipment for testing of Precast Concrete and metals aimed at checking the corrosion resistance and surface coatings of materials have also been supplied in December 2022 and temporarily placed in the existing laboratory.
3.	Provision of infrastructure and procurement of testing equipment for iron & steel products at the Makmal Kerja Raya, Kuala Lumpur.	This project had been fully completed with a project cost of RM0.95 million which involves the renovation of the iron and steel laboratory as well as the provision of equipment such as the Oxygen Nitrogen Hydrogen Analyser and measurement equipment such as Rebar Measurement System and Epsilon Axial Extensometer.
4.	Provision of infrastructure and procurement of IBS Component testing equipment at the Makmal Kerja Raya, Kuala Lumpur.	This project is 100% completed with the provision of infrastructure and testing equipment such as 1000KN Loading Frame, 1000KN Servo Hydraulic Actuator System and other supporting testing equipment.
5.	Provision of infrastructure and procurement of Insulated Glass Unit (IGU) and Wired Glass testing equipment in Kuala Lumpur.	This project had been fully completed with a project cost of RM3.7 million which involves the provision of infrastructure including Sound Insulation Room/Chamber, Accelerated Weathering Chamber Test Unit and testing equipment including Spark Emission Spectroscope and Frost/Dew Point of Sealed Insulating Glass.



03

# PENYATA KEWANGAN

*CORPORATE INFORMATION*





**SIJIL KETUA AUDIT NEGARA  
MENGENAI PENYATA KEWANGAN  
LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022**

**Sijil Mengenai Pengauditan Penyata Kewangan**

**Pendapat**

Saya telah memberikan kuasa kepada firma audit swasta di bawah subseksyen 7(3) Akta Audit 1957 [Akta 62] untuk mengaudit Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia. Penyata kewangan tersebut merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2022 Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan dan Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih, Penyata Aliran Tunai serta Penyata Perbandingan Amaun Bajet dan Amaun Sebenar bagi tahun berakhir pada tarikh tersebut dan nota kepada penyata kewangan termasuklah ringkasan polisi perakaunan yang signifikan seperti yang dinyatakan pada muka surat 3 hingga 73.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan pada 31 Disember 2022 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan keperluan Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 [Akta 520].

**Asas Kepada Pendapat**

Pengauditan telah dilaksanakan berdasarkan Akta Audit 1957 dan International Standards of Supreme Audit Institutions. Tanggungjawab saya dihuraikan selanjutnya di perenggan Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan dalam sijil ini. Saya percaya bahawa bukti audit yang diperoleh adalah mencukupi dan bersesuaian untuk dijadikan asas kepada pendapat saya.



### *Kebebasan dan Tanggungjawab Etika Lain*

Saya adalah bebas daripada Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan serta telah memenuhi tanggungjawab etika lain berdasarkan International Standards of Supreme Audit Institutions.

### **Maklumat Lain Selain Daripada Penyata Kewangan dan Sijil Juruaudit Mengenainya**

Anggota Lembaga, Lembaga Pembangunan Industri Pembinaan Malaysia bertanggungjawab terhadap maklumat lain dalam Laporan Tahunan. Pendapat saya terhadap Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan tidak meliputi maklumat lain selain daripada penyata kewangan dan Sijil Juruaudit mengenainya dan saya tidak menyatakan sebarang bentuk kesimpulan jaminan mengenainya.

### **Tanggungjawab Anggota Lembaga Terhadap Penyata Kewangan**

Anggota Lembaga bertanggungjawab terhadap penyediaan Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan yang memberi gambaran benar dan saksama selaras dengan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan keperluan Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 [Akta 520]. Anggota Lembaga juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan yang bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan, Anggota Lembaga bertanggungjawab untuk menilai keupayaan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan untuk beroperasi sebagai satu usaha berterusan, mendedahkannya jika berkaitan serta menggunakannya sebagai asas perakaunan.

### **Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan**

Objektif saya adalah untuk memperoleh keyakinan yang munasabah sama ada Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan secara keseluruhannya adalah bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan, dan mengeluarkan Sijil Juruaudit yang merangkumi pendapat saya. Jaminan yang munasabah adalah satu tahap jaminan yang tinggi, tetapi bukan satu jaminan bahawa audit yang dijalankan mengikut International Standards of Supreme Audit Institutions akan sentiasa mengesan salah nyata yang ketara apabila ia wujud. Salah nyata boleh wujud daripada fraud atau kesilapan dan dianggap ketara sama ada secara individu

atau agregat sekiranya boleh dijangkakan dengan munasabah untuk mempengaruhi keputusan ekonomi yang dibuat oleh pengguna berdasarkan penyata kewangan ini.

Sebagai sebahagian daripada pengauditan mengikut International Standards of Supreme Audit Institutions, saya menggunakan pertimbangan profesional dan mengekalkan keraguan profesional sepanjang pengauditan. Saya juga:

- a. mengenal pasti dan menilai risiko salah nyata ketara dalam Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan, sama ada disebabkan fraud atau kesilapan, merangka dan melaksanakan prosedur audit yang responsif terhadap risiko berkenaan serta mendapatkan bukti audit yang mencukupi dan bersesuaian untuk memberikan asas kepada pendapat saya. Risiko untuk tidak mengesan salah nyata ketara akibat daripada fraud adalah lebih tinggi daripada kesilapan kerana fraud mungkin melibatkan pakatan, pemalsuan, ketinggalan yang disengajakan, representasi yang salah, atau mengatasi kawalan dalaman;
- b. memahami kawalan dalaman yang relevan untuk merangka prosedur audit yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan;
- c. menilai kesesuaian dasar perakaunan yang diguna pakai, kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Anggota Lembaga;
- d. membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Anggota Lembaga dan berdasarkan bukti audit yang diperoleh, sama ada wujudnya ketidakpastian ketara yang berkaitan dengan peristiwa atau keadaan yang mungkin menimbulkan keraguan yang signifikan terhadap keupayaan Lembaga Pembangunan Industri Pembinaan Malaysia atau Kumpulan sebagai satu usaha berterusan. Jika saya membuat kesimpulan bahawa ketidakpastian ketara wujud, saya perlu melaporkan dalam Sijil Juruaudit terhadap pendedahan yang berkaitan dalam Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan atau, jika pendedahan tersebut tidak mencukupi, pendapat saya akan diubah. Kesimpulan saya dibuat berdasarkan bukti audit yang diperoleh sehingga tarikh Sijil Juruaudit. Bagaimanapun, peristiwa atau keadaan pada masa hadapan berkemungkinan menyebabkan Lembaga Pembangunan Industri Pembinaan Malaysia atau Kumpulan tidak lagi berupaya meneruskan operasi secara usaha berterusan;
- e. menilai persembahan secara keseluruhan, struktur dan kandungan Penyata Kewangan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan, termasuk pendedahannya, dan sama ada penyata kewangan tersebut telah melaporkan asas-asas urus niaga dan peristiwa-peristiwa yang memberikan gambaran saksama; dan

- f. mendapatkan bukti audit yang mencukupi dan bersesuaian berkaitan maklumat kewangan entiti dan aktiviti perniagaan dalam Kumpulan untuk memberikan pendapat terhadap Penyata Kewangan Kumpulan. Saya bertanggungjawab untuk hala tuju, pengawasan dan pelaksanaan pengauditan kumpulan. Saya hanya bertanggungjawab terhadap pendapat saya.

Anggota Lembaga telah dimaklumkan, antaranya mengenai skop dan tempoh pengauditan yang dirancang serta penemuan audit yang signifikan termasuk kelemahan kawalan dalaman yang dikenal pasti semasa pengauditan.

#### Laporan Mengenai Keperluan Perundangan dan Peraturan Lain

Berdasarkan keperluan Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 [Akta 520], saya juga melaporkan syarikat subsidiari yang tidak diaudit oleh saya, telah dinyatakan di Nota 8 dalam penyata kewangan.

#### Hal-hal Lain

Sijil ini dibuat untuk Anggota Lembaga, Lembaga Pembangunan Industri Pembinaan Malaysia berdasarkan keperluan Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 [Akta 520] dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan sijil ini.

  
(DATUK WAN SURAYA BINTI WAN MOHD RADZI)  
KETUA AUDIT NEGARA  
MALAYSIA

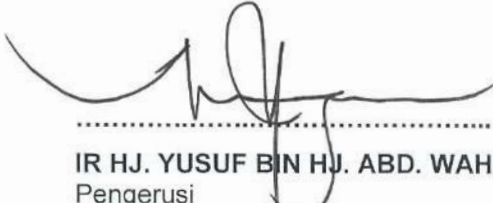
PUTRAJAYA  
30 OGOS 2023



**PENYATA PENERUSI DAN SEORANG ANGGOTA LEMBAGA  
LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA DAN KUMPULAN**

Kami Ir Hj. Yusuf bin Hj. Abd. Wahab dan Oliver Wee Hiang Chyn yang merupakan Pengerusi dan salah seorang Anggota Lembaga, Lembaga Pembangunan Industri Pembinaan Malaysia dengan ini menyatakan bahawa, pada pendapat Anggota Lembaga, Penyata Kewangan yang mengandungi Penyata Kedudukan Kewangan, Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih, Penyata Aliran Tunai dan Penyata Perbandingan Amaun Bajet dan Amaun Sebenar Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan pada 31 Disember 2022 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga,



.....

**IR HJ. YUSUF BIN HJ. ABD. WAHAB**  
Pengerusi  
Lembaga Pembangunan  
Industri Pembinaan Malaysia

Tarikh: 17 APRIL 2023  
Kuala Lumpur, Malaysia

Bagi pihak Lembaga,



.....


**OLIVER WEE HIANG CHYN**  
Anggota Lembaga  
Lembaga Pembangunan  
Industri Pembinaan Malaysia

Tarikh: 17 APRIL 2023  
Kuala Lumpur, Malaysia

**PENGAKUAN OLEH PEGAWAI UTAMA YANG BERTANGGUNGJAWAB  
KE ATAS PENGURUSAN KEWANGAN  
LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Saya, Datuk Ir Ahmad 'Asri bin Abdul Hamid, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan Lembaga Pembangunan Industri Pembinaan Malaysia, dengan ikhlasnya mengakui bahawa Penyata Kedudukan Kewangan, Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih, Penyata Aliran Tunai dan Penyata Perbandingan Amaun Bajet dan Amaun Sebenar Lembaga Pembangunan Industri Pembinaan Malaysia dan Kumpulan dalam kedudukan kewangan yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akuan Berkanun 1960.

Sebenarnya dan sesungguhnya )  
diakui oleh penama di atas di )  
Kuala Lumpur pada **17 APR 2023** )

  
.....

Di hadapan saya,  
  
.....  
PESURUHJAYA SUMPAAH  
MALAYSIA  
NO. 86, JALAN PUTRA,  
50350 KUALA LUMPUR

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2022**

	Nota	Kumpulan		Lembaga	
		2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>ASET</b>					
<b>Aset bukan semasa</b>					
Hartanah, loji dan peralatan	4	230,093,733	231,706,337	197,150,989	200,516,969
Aset tidak ketara	5	15,899,109	18,555,751	15,038,442	18,405,542
Kerja dalam pembangunan	6	205,369,970	150,280,955	202,881,853	149,915,270
Pelaburan hartanah	7	10,080,000	10,080,000	-	-
Pelaburan dalam syarikat subsidiari	8	-	-	23,510,842	23,510,842
Pelaburan dalam syarikat bersekutu	9	153,674	156,623	-	-
Aset kewangan sedia untuk dijual	10	11,646,858	11,644,120	-	-
<b>Jumlah aset bukan semasa</b>		<b>473,243,344</b>	<b>422,423,786</b>	<b>438,582,126</b>	<b>392,348,623</b>
<b>Aset semasa</b>					
Inventori	11	679,835	811,496	45,965	61,919
Belum terima urus niaga bukan pertukaran	12	15,103,445	14,610,185	15,103,445	14,610,185
Belum terima urus niaga pertukaran	13	15,879,038	15,706,584	9,472,101	7,442,801
Belum terima lain	14	17,107,056	17,538,004	14,476,998	14,412,495
Amaun terhutang oleh syarikat subsidiari	15	-	-	38,967	58,583
Amaun terhutang oleh syarikat sub-subsidiari	16	-	-	68,036	90,022
Amaun terhutang oleh syarikat berkaitan	17	114,877	37,974	-	-
Pendahuluan oleh syarikat subsidiari	18	-	-	-	13,337,369
Pendahuluan oleh syarikat sub-subsidiari	19	-	-	-	5,518,051
Cukai baikpulih		6,510,804	11,078,302	4,818,435	9,733,852
Aset kewangan pada nilai saksama melalui lebihan atau kurangan	20	22,708,651	25,322,954	-	-
Deposit jangka pendek	21	501,903,287	379,905,259	458,285,188	358,210,000
Tunai dan baki di bank		41,560,607	118,900,934	24,627,302	88,415,437
<b>Jumlah aset semasa</b>		<b>621,567,600</b>	<b>583,911,692</b>	<b>526,936,437</b>	<b>511,890,714</b>
<b>JUMLAH ASET</b>		<b>1,094,810,944</b>	<b>1,006,335,478</b>	<b>965,518,563</b>	<b>904,239,337</b>

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2022 (SAMBUNGAN)

	Nota	Kumpulan		Lembaga	
		2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>ASET BERSIH DAN LIABILITI</b>					
<b>ASET BERSIH</b>					
Lebihan Berkumpul		893,578,494	853,097,204	858,435,737	817,378,237
Kumpulan wang pinjaman kenderaan	22	2,000,000	2,000,000	2,000,000	2,000,000
Kumpulan wang pinjaman pelajaran	23	1,500,000	1,500,000	1,500,000	1,500,000
Kumpulan wang pinjaman komputer	24	1,000,000	1,000,000	1,000,000	1,000,000
<b>Jumlah kumpulan wang</b>		<b>898,078,494</b>	<b>857,597,204</b>	<b>862,935,737</b>	<b>821,878,237</b>
Kepentingan bukan kawalan		(23,370)	(31,184)	-	-
<b>Jumlah aset bersih</b>		<b>898,055,124</b>	<b>857,566,020</b>	<b>862,935,737</b>	<b>821,878,237</b>
<b>LIABILITI</b>					
<b>Liabiliti bukan semasa</b>					
Pinjaman bank	25	1,314,674	1,432,569	-	-
Geran tertunda	26	33,373,037	26,842,266	9,509,687	6,596,591
Liabiliti cukai tertunda	27	10,590,801	7,554,168	10,146,840	7,083,692
Manfaat kakitangan jangka panjang	28	51,802,635	48,556,317	35,628,144	33,363,685
<b>Jumlah liabiliti bukan semasa</b>		<b>97,081,147</b>	<b>84,385,320</b>	<b>55,284,671</b>	<b>47,043,968</b>
<b>Liabiliti semasa</b>					
Belum bayar urus niaga pertukaran	29	34,233,568	18,208,049	27,780,027	11,483,195
Belum bayar lain	30	56,367,156	39,624,274	13,818,602	17,157,886
Amaun terhutang kepada syarikat subsidiari	15	-	-	2,275,819	3,933,281
Amaun terhutang kepada syarikat sub-subsidiari	16	-	-	1,866,055	1,943,298
Amaun terhutang kepada syarikat berkaitan	17	-	7,730	-	-
Pinjaman bank	25	502,654	640,755	-	-
Geran tertunda	26	6,786,646	4,824,131	-	-
Peruntukan cukai		797,660	263,755	681,158	-
Manfaat kakitangan jangka pendek	28	986,989	815,444	876,494	799,472
<b>Jumlah liabiliti semasa</b>		<b>99,674,673</b>	<b>64,384,138</b>	<b>47,298,155</b>	<b>35,317,132</b>
<b>Jumlah liabiliti</b>		<b>196,755,820</b>	<b>148,769,458</b>	<b>102,582,826</b>	<b>82,361,100</b>
<b>JUMLAH ASET BERSIH DAN LIABILITI</b>		<b>1,094,810,944</b>	<b>1,006,335,478</b>	<b>965,518,563</b>	<b>904,239,337</b>

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**PENYATA PRESTASI KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022**

	Nota	Kumpulan		Lembaga	
		2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>Hasil</b>					
Hasil daripada urus niaga bukan pertukaran	31	307,853,121	234,915,691	307,277,967	235,443,668
Hasil daripada urus niaga pertukaran	32	73,347,204	63,663,194	40,190,896	25,556,231
Lain-lain hasil	33	2,099,321	12,211,672	1,593,387	11,455,557
		<b>383,299,646</b>	<b>310,790,557</b>	<b>349,062,250</b>	<b>272,455,456</b>
<b>Perbelanjaan</b>					
Perbelanjaan operasi langsung	34	(137,660,518)	(96,527,797)	(148,389,140)	(96,376,802)
Perbelanjaan pengurusan	35	(28,543,095)	(19,092,305)	(19,991,025)	(13,266,211)
Lain-lain perbelanjaan operasi	36	(168,698,063)	(167,079,152)	(132,596,115)	(131,033,607)
Kos kewangan	37	(172,993)	(257,503)	-	-
Lebihan pendapatan bagi tahun kewangan		48,224,977	27,833,800	48,085,970	31,778,836
Bahagian keuntungan daripada syarikat bersekutu		(2,949)	(27,436)	-	-
<b>Lebihan pendapatan bersih sebelum cukai dan zakat</b>					
		48,222,028	27,806,364	48,085,970	31,778,836
Percukaian	38	(7,485,534)	3,546,115	(6,844,306)	3,874,107
Zakat		(200,318)	(622,636)	(184,164)	(531,236)
<b>Jumlah lebihan pendapatan bersih bagi tahun kewangan</b>		<b>40,536,176</b>	<b>30,729,843</b>	<b>41,057,500</b>	<b>35,121,707</b>
<b>Jumlah lebihan pendapatan bersih diagihkan kepada:</b>					
Pemilik Lembaga		40,528,362	30,761,027		
Kepentingan bukan kawalan		7,814	(31,184)		
		<b>40,536,176</b>	<b>30,729,843</b>		

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

PENYATA PERUBAHAN DALAM ASET BERSIH  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022

Nota	Lebihan Terkumpul RM	Kumpulan Wang		Kumpulan Wang		Kumpulan Wang Pinjaman Komputer RM	Jumlah Boleh Diagihkan Kepada Pemilik Lembaga RM	Kepentingan Bukan Kawalan		Jumlah Aset Bersih RM
		Pinjaman Kenderaan RM	Pinjaman Pelajaran RM	Pinjaman RM	RM			RM	RM	
45	825,455,575 (3,175,342)	2,000,000	1,500,000	1,000,000	829,955,575 (3,175,342)	-	-	-	-	829,955,575 (3,175,342)
45	822,280,233	2,000,000	1,500,000	1,000,000	826,780,233	-	-	-	-	826,780,233
	22,627,573	-	-	-	22,627,573	-	-	(31,184)	-	22,596,389
	8,133,454	-	-	-	8,133,454	-	-	-	-	8,133,454
	30,761,027	-	-	-	30,761,027	-	-	(31,184)	-	30,729,843
	55,944	-	-	-	55,944	-	-	-	-	55,944
	848,083,148	2,000,000	1,500,000	1,000,000	852,583,148	-	-	(31,184)	-	852,551,964
45	5,014,056	-	-	-	5,014,056	-	-	-	-	5,014,056
	<b>853,097,204</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>857,597,204</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>(31,184)</b>	<b>-</b>	<b>857,566,020</b>
	853,097,204	2,000,000	1,500,000	1,000,000	857,597,204	1,000,000	1,000,000	(31,184)	-	857,566,020
	(84,504)	-	-	-	(84,504)	-	-	-	-	(84,504)
	853,012,700	2,000,000	1,500,000	1,000,000	857,512,700	1,000,000	1,000,000	(31,184)	-	857,481,516
	40,528,362	-	-	-	40,528,362	-	-	7,814	-	40,536,176
	37,432	-	-	-	37,432	-	-	-	-	37,432
	<b>893,578,494</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>898,078,494</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>(23,370)</b>	<b>-</b>	<b>898,055,124</b>

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

PENYATA PERUBAHAN DALAM ASET BERSIH  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

Nota	Lebihan Terkumpul RM	Kumpulan Wang Pinjaman RM		Kumpulan Wang Pinjaman Pelajaran RM		Kumpulan Wang Pinjaman Komputer RM		Jumlah Aset Bersih RM
		Kendaraan RM	Wang Pinjaman RM	Wang Pinjaman RM	Wang Pinjaman RM	Wang Pinjaman RM	Wang Pinjaman RM	
45	785,084,946 (2,828,416)	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	789,584,946 (2,828,416)
45	782,256,530 26,946,452 8,175,255	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	786,756,530 26,946,452 8,175,255
45	35,121,707 812,031,398 5,346,839	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	35,121,707 816,531,398 5,346,839
	<b>817,378,237</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>821,878,237</b>
	817,378,237 41,057,500	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	821,878,237 41,057,500
	<b>858,435,737</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>862,935,737</b>

Lembaga

Pada 1 Januari 2021

Pelarasan tahun lepas

Pada 1 Januari 2021 (seperti dinyatakan semula)

Lebihan pendapatan bersih bagi tahun kewangan

Pelarasan tahun lepas

Jumlah lebihan pendapatan bersih bagi tahun kewangan

Pada 31 Disember 2021

Jumlah pelarasan tahun lepas

Pada 31 Disember 2021 (seperti dinyatakan semula)

Pada 1 Januari 2022

Jumlah lebihan pendapatan bersih bagi tahun kewangan

Pada 31 Disember 2022

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

PENYATA ALIRAN TUNAI  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>Aliran Tunai Daripada Aktiviti Operasi</b>				
Lebih pendapatan bersih sebelum cukai dan zakat	48,222,028	27,806,364	48,085,970	31,778,836
<i>Pelarasan bagi:</i>				
Bahagian keuntungan dalam syarikat bersekutu	2,949	27,436	-	-
Belanja faedah	172,993	257,503	-	-
Pendapatan dividen	(539,160)	(1,700,548)	(190,750)	(237,150)
Pendapatan hibah	(1,229,021)	(1,509,437)	(1,168,592)	(1,439,457)
Pendapatan faedah	(11,006,978)	(9,210,227)	(10,462,811)	(8,707,061)
Peruntukan kerugian rosot nilai	24,211	1,094,099	24,211	850,463
Aset dibelanjakan dihapus kira	-	105,143	-	-
Hartanah, loji dan peralatan dihapus kira	18,984	292,397	7,797	292,193
Hapus kira penghutang levi	223,833	-	223,833	-
Hapus kira belum terima urus niaga pertukaran	346,407	-	-	-
Kemerosotan nilai aset kewangan sedia untuk dijual	-	163,910	-	-
Rosot nilai terpulih aset kewangan sedia untuk dijual	(2,738)	-	-	-
Keuntungan daripada pelupusan hartanah, loji dan peralatan	(64,923)	(344,236)	(118)	(14,225)
Kerugian daripada pelupusan hartanah, loji dan peralatan	15,640	745,549	1,184	28,210
Pendapatan faedah daripada pinjaman kenderaan	(260)	(1,028)	(260)	(1,028)
Peruntukan belanja manfaat kakitangan	5,249,821	4,987,851	3,645,805	3,492,733
Pelunasan aset tak ketara	6,911,380	7,223,799	6,836,836	7,163,424
Susut nilai hartanah, loji dan peralatan	21,416,413	22,430,310	8,322,205	8,995,474
Keuntungan daripada operasi sebelum perubahan modal kerja	69,761,579	52,368,885	55,325,310	42,202,412

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**PENYATA ALIRAN TUNAI  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>Aliran Tunai Daripada Aktiviti Operasi</b>				
Perubahan dalam modal kerja:				
Inventori	131,661	14,690	15,954	37,516
Belum terima urus niaga bukan pertukaran	(741,304)	11,705,292	(741,304)	11,705,292
Belum terima urus niaga pertukaran	(603,365)	(2,498,431)	(2,029,300)	246,367
Belum terima lain	430,948	979,581	(64,503)	264,021
Belum bayar urus niaga pertukaran	16,025,519	(9,999,986)	16,296,832	(12,271,933)
Belum bayar lain	16,742,882	6,856,322	(3,339,284)	4,722,749
Geran tertunda	4,960,322	(11,786,739)	2,913,096	5,934,461
Amaun terhutang (kepada)/oleh syarikat subsidiari	-	-	(1,637,846)	1,177,034
Amaun terhutang (kepada)/oleh syarikat sub-subsidiari	-	-	(55,257)	1,027,034
Amaun terhutang oleh syarikat bersekutu	-	53,710	-	-
Amaun terhutang kepada syarikat berkaitan	(84,633)	(31,094)	-	-
Pendahuluan subsidiari	-	-	13,337,369	(13,337,369)
Pendahuluan sub-subsidiari	-	-	5,518,051	(5,518,051)
	<b>36,862,030</b>	<b>(4,706,655)</b>	<b>30,213,808</b>	<b>(6,012,879)</b>
Faedah diterima	260	1,028	260	1,028
Cukai dibayar	(2,032,450)	(3,897,315)	(684,583)	(3,100,000)
Cukai dipulangkan	2,684,952	(120,848)	2,500,000	-
Manfaat kakitangan dibayar	(1,794,526)	(1,439,722)	(1,304,324)	(916,501)
Zakat dibayar	(200,318)	(622,636)	(184,164)	(531,236)
	<b>(1,342,082)</b>	<b>(6,079,493)</b>	<b>327,189</b>	<b>(4,546,709)</b>
Tunai bersih dihasilkan dari aktiviti operasi	<b>105,281,527</b>	<b>41,582,737</b>	<b>85,866,307</b>	<b>31,642,824</b>

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

PENYATA ALIRAN TUNAI  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
<b>Aliran Tunai Daripada Aktiviti Pelaburan</b>				
Kerja dalam pembangunan	(55,089,015)	(31,556,993)	(52,966,583)	(31,191,308)
Pembelian aset tak ketara	(4,254,738)	(1,550,958)	(3,469,736)	(1,476,958)
Pembelian hartanah, loji dan peralatan	(15,911,657)	(12,644,902)	(4,965,276)	(8,936,974)
Penerimaan/(Penjualan) daripada penjualan aset kewangan pada nilai saksama melalui lebih atau kurangan	2,614,303	(2,034,212)	-	-
Penerimaan daripada penjualan hartanah, loji dan peralatan	114,511	868,455	188	74,386
Dividen diterima	539,160	1,700,548	190,750	237,150
Hibah diterima	1,229,021	1,509,437	1,168,592	1,439,457
Faedah diterima	11,006,978	9,210,227	10,462,811	8,707,061
Tunai bersih digunakan untuk aktiviti pelaburan	<u>(59,751,437)</u>	<u>(34,498,398)</u>	<u>(49,579,254)</u>	<u>(31,147,186)</u>
<b>Aliran Tunai Daripada Aktiviti Pembiayaan</b>				
Pembayaran balik pinjaman bank	(699,396)	(904,835)	-	-
Faedah dibayar	(172,993)	(257,503)	-	-
Tunai bersih digunakan untuk aktiviti pembiayaan	<u>(872,389)</u>	<u>(1,162,338)</u>	<u>-</u>	<u>-</u>
<b>Penambahan tunai dan kesetaraan tunai</b>	<b>44,657,701</b>	<b>5,922,001</b>	<b>36,287,053</b>	<b>495,638</b>
<b>Tunai dan kesetaraan tunai pada awal tahun kewangan</b>	<b>498,806,193</b>	<b>492,884,192</b>	<b>446,625,437</b>	<b>446,129,799</b>
<b>Tunai dan kesetaraan tunai pada akhir tahun kewangan</b>	<b>543,463,894</b>	<b>498,806,193</b>	<b>482,912,490</b>	<b>446,625,437</b>
<b>Analisa tunai dan kesetaraan tunai terdiri daripada:</b>				
Tunai dan baki di bank	41,560,607	118,900,934	24,627,302	88,415,437
Deposit jangka pendek	501,903,287	379,905,259	458,285,188	358,210,000
	<u>543,463,894</u>	<u>498,806,193</u>	<u>482,912,490</u>	<u>446,625,437</u>

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**PENYATA PERBANDINGAN AMAUN BAJET DAN AMAUN SEBENAR  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022**

Lembaga	Amaun Bajet		Amaun Sebenar pada Asas Boleh Banding RM	Perbezaan: Bajet Akhir dengan Sebenar RM	Varian %
	Asal	Akhir			
	RM	RM			
<b>TERIMAAN</b>					
Urus niaga bukan pertukaran	238,605,000	257,455,000	307,277,967	(49,822,967)	(19.35)
Urus niaga pertukaran	33,714,200	33,714,200	40,190,896	(6,476,696)	(19.21)
Lain-lain hasil	491,300	491,300	1,593,387	(1,102,087)	(224.32)
<b>JUMLAH TERIMAAN</b>	<b>272,810,500</b>	<b>291,660,500</b>	<b>349,062,250</b>	<b>(57,401,750)</b>	<b>(19.68)</b>
<b>BELANJA MENGURUS</b>					
Perbelanjaan pengurusan	21,900,000	21,900,000	19,991,025	1,908,975	8.72
Lain-lain perbelanjaan operasi	138,500,000	138,500,000	132,596,115	5,903,885	4.26
<b>Jumlah Belanja Mengurus</b>	<b>160,400,000</b>	<b>160,400,000</b>	<b>152,587,140</b>	<b>7,812,860</b>	<b>4.87</b>
<b>BELANJA PROGRAM INDUSTRI</b>					
Belanja program industri	112,859,800	135,531,400	132,243,836	3,287,564	2.43
Belanja geran	-	16,178,400	16,145,304	33,096	0.20
<b>Jumlah Belanja Program Industri</b>	<b>112,859,800</b>	<b>151,709,800</b>	<b>148,389,140</b>	<b>3,320,660</b>	<b>2.19</b>
<b>BELANJA MODAL</b>					
Aset modal	85,355,000	65,355,000	61,401,595	3,953,405	6.05
<b>Jumlah Belanja Modal</b>	<b>85,355,000</b>	<b>65,355,000</b>	<b>61,401,595</b>	<b>3,953,405</b>	<b>6.05</b>
<b>JUMLAH PEMBAYARAN</b>	<b>358,614,800</b>	<b>377,464,800</b>	<b>362,377,875</b>	<b>15,086,925</b>	<b>4.00</b>
<b>BAYARAN BERSIH</b>	<b>(85,804,300)</b>	<b>(85,804,300)</b>	<b>(13,315,625)</b>	<b>(72,488,675)</b>	

**Nota kepada Penyata Perbandingan Amaun Bajet dan Amaun Sebenar:-**

1. Bajet Lembaga telah diluluskan dan dibentangkan berdasarkan asas tunai. Bajet yang diluluskan adalah meliputi tempoh kewangan daripada 1 Januari 2022 sehingga 31 Disember 2022 melibatkan semua Pusat Tanggungjawab (PTJ) dalam Lembaga.
2. Bajet asal Lembaga telah dibentangkan dan diluluskan di dalam mesyuarat Anggota Lembaga Bil. 5/2021 pada 29 Oktober 2021. Bajet asal ini telah diangkat untuk kelulusan YB Menteri Kerja Raya selaras dengan Seksyen 18, Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520) dan telah diluluskan oleh YB Menteri Kerja Raya pada 6 Disember 2021.
3. Lembaga menggunakan asas perakaunan yang berbeza dalam penyediaan bajet dan penyata kewangan. Bajet disediakan mengikut asas tunai manakala penyata kewangan disediakan pada asas akrual. Namun begitu, persembahan item bajet di dalam Penyata Perbandingan Amaun Bajet dan Amaun Sebenar adalah sama seperti yang ditunjukkan dalam Penyata Prestasi Kewangan bagi memudahkan perbandingan amaun bajet dan perbelanjaan sebenar dibuat.

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**PENYATA PERBANDINGAN AMAUN BAJET DAN AMAUN SEBENAR  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**Nota kepada Penyata Perbandingan Amaun Bajet dan Amaun Sebenar:- (sambungan)**

4. Varian bajet seperti di Penyata Perbandingan Amaun Bajet dan Amaun Sebenar adalah merujuk kepada perbezaan di antara jumlah bajet akhir dan jumlah sebenar.
5. Perbezaan di antara nilai asal bajet dan nilai sebenar bajet pada tahun 2022 disebabkan oleh berlaku peningkatan pada jumlah terimaan dan pengurangan pada jumlah perbelanjaan secara keseluruhan.
6. Pada tahun 2022, Lembaga telah mencatat peningkatan hasil secara keseluruhan sebanyak 20% berbanding sasaran. Ini berikutan negara sedang dalam proses pemulihan pasca pandemik. Peningkatan hasil yang tertinggi dicatatkan adalah dari hasil levi diikuti hasil dari yuran pendaftaran, pelbagai hasil, faedah dan dividen serta penilaian kemahiran.
7. Manakala perbelanjaan bagi tahun 2022 secara keseluruhan pula mencatatkan penurunan sebanyak 4% berbanding bajet akhir yang diperuntukkan. Belanja mengurus mencatatkan penurunan sebanyak 5% melibatkan belanja elaun perjalanan, perhubungan dan utiliti, sewaan dan kursus latihan. Manakala belanja program industri secara keseluruhan turut berlaku pengurangan pada belanja sebenar berbanding bajet akhir sebanyak 2%.
8. Pengurangan perbelanjaan ini adalah hasil dari penekanan yang dibuat oleh pihak pengurusan Lembaga terhadap staf agar sentiasa berbelanja secara berhemah dan memastikan tiada pembaziran dalam pelaksanaan program.

Nota-nota di muka surat 13 hingga 73 adalah sebahagian daripada penyata kewangan ini.

## LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

### NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2022

#### 1. MAKLUMAT AM

Lembaga Pembangunan Industri Pembinaan Malaysia (LPIPM) telah ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520) pada 1 Disember 1994 dengan tujuan membangunkan, mengembang, mendorong dan mempertingkatkan industri pembinaan.

Fungsi Lembaga selaras dengan Akta 520 adalah seperti berikut:

- (a) memajukan dan merangsang pembangunan, pembaikan dan pengembangan industri pembinaan;
- (b) menasihati dan membuat syor kepada Kerajaan Persekutuan dan Kerajaan Negeri mengenai perkara yang menyentuh atau berkaitan dengan industri pembinaan;
- (c) memajukan, merangsang dan mengusahakan penyelidikan mengenai apa-apa perkara yang berhubungan dengan industri pembinaan;
- (d) memajukan, merangsang dan membantu dalam pengeksportan perkhidmatan berhubungan dengan industri pembinaan;
- (e) mengadakan perkhidmatan perundingan dan nasihat berkenaan dengan industri pembinaan;
- (f) memajukan dan menggalakkan jaminan kualiti dalam industri pembinaan;
- (g) mengawal selia pematuhan standard bagi buatan kerja binaan dan bahan binaan;
- (h) mendapatkan, menyiarkan, memulakan dan menyenggara maklumat yang berhubungan dengan industri pembinaan termasuklah penubuhan sistem maklumat industri pembinaan;
- (i) mengadakan, memajukan, mengkaji semula dan menyelaraskan latihan dalam industri pembinaan;
- (j) mendaftar dan mengakreditasi kontraktor, mengenakan apa-apa syarat pendaftaran dan akreditasi kontraktor dan membatalkan, menggantung atau mengembalikan semula pendaftaran dan akreditasi kontraktor itu;
- (k) mendaftar, mengakreditasi dan memperakukan personel binaan dan membatalkan, menggantung atau mengembalikan semula pendaftaran, akreditasi dan pemerakuan personel binaan itu;
- (l) mengawal selia pelaksanaan bagi kerja pembinaan yang berkualiti dan selamat;
- (m) mengawal selia pelaksanaan Sistem Binaan Berindustri dalam industri pembinaan; dan
- (n) menguruskan apa-apa aduan atau laporan yang dibuat berkenaan dengan apa-apa kegagalan kerja pembinaan atau kerja pembinaan yang telah siap yang menyentuh keselamatan awam dan mengambil tindakan yang sesuai untuk menanganinya

Ibu Pejabat Lembaga terletak di Tingkat 10, Menara Dato' Onn, Pusat Dagangan Dunia Kuala Lumpur (WTCKL), No. 45, Jalan Tun Ismail, 50480 Kuala Lumpur. Lembaga mempunyai 14 pejabat negeri dan 5 pejabat cawangan di seluruh Malaysia.

Penyata kewangan bagi tahun berakhir 31 Disember 2022 telah dibentang dan diluluskan melalui Mesyuarat Anggota Lembaga pada 17 April 2023.



**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING**

**(a) Asas perakaunan**

Penyata kewangan Kumpulan dan Lembaga telah disediakan mengikut Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520).

Penyata kewangan telah disediakan berdasarkan konvensyen kos sejarah kecuali dinyatakan sebaliknya di dalam dasar-dasar perakaunan yang penting.

Penyediaan penyata kewangan yang mematuhi MPSAS memerlukan penggunaan anggaran perakaunan yang kritikal dan andaian yang mempengaruhi jumlah aset, liabiliti, hasil dan perbelanjaan. Ia juga memerlukan Anggota Lembaga membuat pertimbangan mereka dalam proses mengguna pakai dasar-dasar perakaunan. Walaupun anggaran dan pertimbangan ini adalah berdasarkan pengetahuan terbaik Anggota Lembaga tentang peristiwa dan tindakan semasa, keputusan sebenar mungkin berbeza. Bidang yang memerlukan tahap penilaian yang tinggi dan kompleks atau bidang di mana andaian dan anggaran adalah signifikan kepada penyata kewangan dinyatakan di Nota 3.

**(b) Asas penyatuan perakaunan**

Penyata kewangan yang disatukan adalah termasuk penyata kewangan Lembaga dan syarikat subsidiarinya serta syarikat bersekutu melalui perakaunan ekuiti, yang disediakan sehingga akhir tahun kewangan.

**(i) Subsidiari**

Subsidiari merupakan entiti, termasuk entiti tujuan khas, dikawal oleh Kumpulan. Kumpulan mengawal entiti apabila Kumpulan mempunyai kuasa untuk mengawal polisi-polisi kewangan dan operasi suatu entiti tersebut dan juga mendapat faedah daripada aktiviti-aktivitinya.

Subsidiari disatukan bermula dari tarikh kawalan dipindahkan kepada Kumpulan. Ia akan dipisahkan pada tarikh kawalan terbatal. Penyatuan perniagaan disediakan dengan menggunakan kaedah perolehan pada tarikh perolehan. Kos penyatuan perniagaan adalah termasuk nilai saksama aset-aset yang diberi, tanggungan liabiliti dan instrumen ekuiti yang diterbitkan oleh pemeroleh sebagai tukaran untuk kawalan ke atas entiti yang diperoleh, tambah dengan kos-kos yang terlibat dalam penyatuan perniagaan tersebut.

Jika kos penyatuan perniagaan melebihi nilai saksama bersih aset-aset, liabiliti dan liabiliti kontingen yang dikenalpasti, ianya akan diiktiraf sebagai muhibah. Jika lebihan adalah negatif, ianya akan terus diiktiraf dalam Penyata Prestasi Kewangan.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(b) Asas penyatuan perakaunan (sambungan)**

**(i) Subsidiari (sambungan)**

Transaksi antara syarikat, baki bagi penyata prestasi kewangan dan rugi tidak direalisasi daripada urus niaga antara syarikat-syarikat subsidiari dalam Kumpulan akan dihapuskan. Dasar perakaunan syarikat-syarikat subsidiari telah diselaraskan di mana perlu bagi memastikan keseragaman dengan dasar yang diterima pakai oleh Kumpulan.

Transaksi dengan kepentingan bukan kawalan yang tidak mengakibatkan kehilangan kawalan diambilkira sebagai transaksi aset bersih. Apa-apa perbezaan di antara nilai saksama sebarang pertimbangan yang dibayar dan bahagian berkaitan yang diperolehi bagi nilai bawaan aset bersih syarikat subsidiari direkodkan dalam aset bersih. Keuntungan atau kerugian daripada pelupusan kepentingan bukan kawalan juga direkodkan dalam aset bersih.

Apabila Kumpulan tidak lagi mengawal syarikat subsidiari, perbezaan di antara perolehan daripada pelupusan syarikat subsidiari dan jumlah yang dibawa pada tarikh kawalan hilang akan diiktiraf dalam Penyata Prestasi Kewangan sebagai untung atau rugi atas pelupusan syarikat subsidiari. Baki dibawa untuk mana-mana kepentingan ekuiti dalam bekas syarikat subsidiari pada tarikh hilang kawalan dianggap sebagai kos pada pengiktirafan awal bagi perakaunan berikutnya sebagai instrumen kewangan, pelaburan dalam syarikat bersekutu atau usaha sama bergantung kepada tahap pengaruh yang dikekalkan.

**(ii) Syarikat Bersekutu**

Syarikat bersekutu adalah entiti di mana Kumpulan mempunyai pengaruh signifikan tetapi bukan kawalan, ke atas dasar kewangan dan operasi.

Pelaburan dalam syarikat bersekutu diambilkira dalam penyata kewangan yang disatukan menggunakan kaedah perakaunan ekuiti. Di bawah kaedah ekuiti, pelaburan pada mulanya diiktiraf pada harga transaksi ditambah kos transaksi dan diselaraskan selepas itu untuk mencerminkan pegangan Kumpulan dalam keuntungan selepas pengambilalihan dan lebihan atau kurangan dan perubahan dalam aset bersih lain melalui ekuiti syarikat bersekutu sehingga tarikh pengaruh signifikan tersebut tamat.

Keuntungan dan kerugian yang terhasil daripada urus niaga hulu dan hiliran di antara Kumpulan dan syarikat bersekutu diiktiraf dalam penyata kewangan Kumpulan hanya setakat kepentingan Kumpulan yang tidak berkaitan dalam syarikat bersekutu. Kerugian tidak direalisasi dihapuskan melainkan transaksi tersebut menunjukkan bukti pengurangan nilai aset yang dipindahkan. Dasar-dasar perakaunan syarikat-syarikat bersekutu telah diubah di mana perlu bagi memastikan keseragaman dengan dasar yang diterima pakai oleh Kumpulan.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(b) Asas penyatuan perakaunan (sambungan)

(ii) Syarikat Bersekutu (sambungan)

Apabila kerugian yang dikongsi oleh Kumpulan dalam syarikat bersekutu adalah sama atau melebihi kepentingannya dalam syarikat bersekutu, Kumpulan tidak mengiktiraf kerugian selanjutnya, melainkan ia telah menanggung obligasi perundangan atau konstruktif atau membuat pembayaran bagi pihak syarikat bersekutu.

Apabila Kumpulan tidak lagi mempunyai pengaruh signifikan ke atas syarikat bersekutu, apa-apa kepentingan yang tinggal di dalam bekas syarikat bersekutu pada tarikh pengaruh signifikan hilang diukur pada nilai saksama dan jumlah ini dianggap sebagai amaun awal bawaan aset kewangan. Perbezaan di antara nilai saksama sebarang pengekalan kepentingan tambah hasil daripada kepentingan yang dilupuskan dan nilai dibawa pelaburan pada tarikh kepentingan ekuiti dihentikan adalah diiktiraf dalam Penyata Prestasi Kewangan.

(c) Hartanah, loji dan peralatan

(i) Pengiktirafan dan pengukuran

Semua hartanah, loji dan peralatan dinyatakan pada kos ditolak susut nilai terkumpul dan kerugian rosot nilai terkumpul. Kos untuk sesuatu hartanah, loji dan peralatan diiktiraf pada mulanya termasuk harga pembelian dan sebarang kos yang berkaitan secara langsung untuk membawa aset kepada lokasi dan keadaan yang diperlukan untuk ianya beroperasi dengan cara yang dicadangkan oleh pihak pengurusan.

Kos tambahan akan dimasukkan dalam jumlah pembawa aset atau diiktiraf sebagai aset berasingan, mengikut kesesuaian, hanya apabila terdapat kemungkinan bahawa manfaat ekonomi masa hadapan yang berkaitan dengan aset tersebut akan mengalir kepada Kumpulan dan kos aset tersebut boleh diukur dengan pasti. Apabila bahagian signifikan hartanah, loji dan peralatan perlu diganti pada masa tertentu, Kumpulan mengiktiraf bahagian-bahagian tersebut sebagai aset-aset individu dengan usia guna tertentu dan menyusunnilaikannya dengan sewajarnya. Begitu juga, apabila pemeriksaan menyeluruh dilakukan, kosnya diiktiraf dalam amaun yang dibawa oleh hartanah, loji dan peralatan terbabit sebagai suatu penggantian jika kriteria pengiktirafan tersebut dipenuhi. Semua pembaikan dan penyelenggaraan diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan dalam tempoh kewangan di mana ianya terjadi.

Apabila bahagian penting sesuatu hartanah, loji dan peralatan mempunyai jangka hayat yang berbeza, ia diambil kira sebagai item berasingan (komponen utama) hartanah, loji dan peralatan.

Jika suatu aset diperolehi dalam suatu urusan niaga bukan pertukaran di mana balasannya adalah tiada atau pada nilai nominal, aset tersebut pada awalnya akan diukur pada nilai saksama.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(c) Hartanah, loji dan peralatan (sambungan)**

**(ii) Susut nilai dan kerugian rosot nilai**

Tanah milik bebas tidak disusut nilai. Manakala tanah milik pajak disusut nilai berdasarkan tempoh pajakan. Hartanah, loji dan peralatan lain disusut nilai berasaskan kaedah garis lurus untuk memperuntukkan kos yang kurang nilai sisa sepanjang anggaran jangka hayat adalah seperti berikut:

	Kumpulan	Lembaga
Tanah pajakan	Berasaskan tempoh pajakan	Berasaskan tempoh pajakan
Bangunan dan ubah suai	5 – 99 tahun	30 tahun
Kenderaan dan jentera	5 tahun	5 tahun
Perabot dan lekapan	5 – 10 tahun	5 tahun
Kelengkapan pejabat dan mesin peralatan	5 – 10 tahun	5 tahun
Komputer	2.5 – 5 tahun	5 tahun

Jika terdapat tanda-tanda bahawa ada perubahan yang signifikan sejak tarikh laporan sebelumnya dalam corak yang mana Kumpulan menjangkakan untuk mengambil manfaat ekonomi masa hadapan aset tersebut, Kumpulan akan mengkaji semula anggaran semasa. Jika jangka semasa berbeza, Kumpulan akan meminda nilai sisa, kaedah pelunasan atau hayat untuk mencerminkan corak baru untuk mengambil manfaat ekonomi aset masa depan.

**(iii) Penyahiktirafan**

Amaun yang dibawa oleh suatu aset dikurangkan dengan serta-merta kepada amaun boleh pulih, atau amaun perkhidmatan boleh pulih, jika amaun yang dibawa oleh aset adalah lebih besar daripada anggaran amaun boleh pulih atau amaun perkhidmatan boleh pulih.

Kumpulan menyahiktirafkan item hartanah dan peralatan dan/atau mana-mana bahagian signifikan suatu aset sekiranya berlaku pelupusan atau apabila tiada manfaat ekonomi atau potensi perkhidmatan masa hadapan yang dijangka akan diperolehi daripada penggunaannya yang berterusan. Keuntungan dan kerugian atas pelupusan ditentukan dengan membandingkan perolehan daripada pelupusan dengan amaun dibawa bagi hartanah, loji dan peralatan dan diiktiraf secara bersih dalam Penyata Prestasi Kewangan.

**(d) Aset tidak ketara**

Aset tidak ketara yang diperolehi secara berasingan pada awalnya diiktiraf pada nilai kos. Kos aset tidak ketara yang diperolehi dalam suatu urusan niaga bukan pertukaran adalah nilai saksamanya pada tarikh pertukaran.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(d) Aset tidak ketara (sambungan)**

Selepas pengiktirafan awal, aset tidak ketara dibawa pada kos ditolak sebarang pelunasan terkumpul dan rosot nilai terkumpul. Aset tidak ketara yang dijana secara dalaman, tidak termasuk kos pembangunan yang dipermodalkan, tidak dipermodalkan dan perbelanjaan ditunjukkan di dalam Penyata Prestasi Kewangan dalam tempoh di mana perbelanjaan tersebut terjadi.

Jangka hayat aset tidak ketara dinilai sama ada mempunyai tempoh terhad atau tidak terhad. Aset tidak ketara dengan jangka hayat terhad adalah dilunaskan sepanjang usia gunanya:

	Kumpulan	Lembaga
Perisian komputer	3 – 5 tahun	5 tahun
Lesen	3 – 5 tahun	5 tahun

Aset tidak ketara dengan jangka hayat terhad adalah dinilai untuk rosot nilai apabila wujud tanda-tanda bahawa aset itu mungkin telah terjejas.

Tempoh pelunasan dan kaedah pelunasan bagi aset tidak ketara dengan jangka hayat terhad adalah dikaji semula pada akhir setiap tempoh pelaporan. Perubahan dalam jangkaan jangka hayat atau pola jangkaan penggunaan manfaat ekonomi masa hadapan dalam aset adalah dianggap mengubah tempoh atau kaedah pelunasan, yang mana bersesuaian, dan dianggap sebagai perubahan dalam anggaran perakaunan. Perbelanjaan pelunasan ke atas aset tidak ketara dengan jangka hayat terhad diiktiraf dalam Penyata Prestasi Kewangan sebagai kategori belanja yang konsisten dengan sifat aset tidak ketara tersebut.

Untung atau rugi yang terbit daripada penyahiktirafan aset tidak ketara diukur daripada perbezaan di antara hasil pelupusan bersih dan amaun yang dibawa oleh aset itu dan diiktiraf dalam Penyata Prestasi Kewangan apabila aset itu dinyahiktiraf.

**(e) Kerja dalam pembangunan**

Kerja dalam pembangunan mewakili kerja pembinaan atau pembangunan yang sedang dilaksanakan dan dijangkakan siap sepenuhnya dalam tempoh kitaran yang biasa. Kerja dalam pembangunan dinyatakan pada kos dan bayaran kemajuan. Kos termasuk kos tanah dan lain-lain belanja langsung serta belanja *overhead*.

**(f) Pelaburan hartanah**

Pelaburan hartanah pada awalnya diukur pada kos yang mana termasuk kos urus niaga yang berkaitan. Amaun yang dibawa adalah termasuk kos penggantian komponen bagi hartanah pelaburan sedia ada pada masa kos tersebut dikenakan sekiranya kriteria pengiktirafan telah dipenuhi dan tidak termasuk kos penyelenggaraan harian bagi hartanah pelaburan.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(f) Pelaburan hartanah (sambungan)**

Selepas pengiktirafan awal, hartanah pelaburan dinyatakan pada nilai saksama. Nilai saksama bagi hartanah pelaburan adalah berdasarkan penilaian oleh penilai bebas berdaftar dan mempunyai kelayakan profesional diiktiraf yang bersesuaian dan pengalaman terkini berkaitan lokasi dan kategori hartanah yang dinilai. Keuntungan atau kerugian yang terbit daripada perubahan dalam nilai saksama hartanah pelaburan akan diiktiraf dalam lebihan atau kurangan dalam tahun kewangan di mana ianya terjadi.

Jika Kumpulan menetapkan bahawa nilai saksama pelaburan hartanah dalam pembinaan tidak boleh ditentukan dengan pasti tetapi menjangka nilai saksama hartanah boleh ditentukan dengan pasti apabila pembinaan siap, Kumpulan hendaklah mengukur hartanah pelaburan dalam pembinaan pada kos sehingga sama ada nilai saksamanya boleh ditentukan dengan pasti atau pembinaan siap sepenuhnya (yang mana terdahulu). Apabila Kumpulan boleh mengukur dengan pasti nilai saksama hartanah pelaburan dalam pembinaan yang mana sebelumnya telah diukur pada nilai kos, Kumpulan hendaklah mengukur hartanah itu pada nilai saksamanya.

Perbelanjaan berikutnya adalah dipermodalkan kepada amaun yang dibawa oleh aset berkenaan hanya apabila terdapat kemungkinan bahawa manfaat ekonomi masa hadapan berkaitan dengan perbelanjaan tersebut akan mengalir kepada Kumpulan dan kos bagi item berkenaan boleh diukur dengan pasti. Semua kos pembaikan dan penyelenggaraan lain adalah dibelanjakan apabila ianya berlaku. Apabila sebahagian daripada hartanah pelaburan diganti, amaun yang dibawa bagi bahagian yang diganti akan dinyahiktiraf.

Pelaburan hartanah dinyahiktiraf sama ada apabila ia telah dilupuskan atau apabila ianya tidak digunakan secara kekal dan apabila tiada manfaat ekonomi atau potensi perkhidmatan masa hadapan yang dijangka akan diperolehi daripada penggunaannya yang berterusan. Keuntungan dan kerugian atas pelupusan ditentukan dengan membandingkan perolehan daripada pelupusan dengan amaun dibawa bagi pelaburan hartanah dan diiktiraf secara bersih dalam Penyata Prestasi Kewangan.

Pelaburan hartanah akan dikelaskan semula sebagai hartanah dan peralatan apabila kegunaan hartanah berubah daripada hartanah pelaburan kepada yang diduduki oleh pemilik. Nilai saksamanya pada tarikh pengelasan semula itu akan menjadi kos untuk tujuan perakaunan berikutnya.

**(g) Pelaburan dalam syarikat-syarikat subsidiari**

Dalam penyata kewangan berasingan Lembaga, pelaburan dalam syarikat-syarikat subsidiari dinyatakan pada kos tolak kerugian rosot nilai terkumpul. Semasa pelupusan pelaburan dalam syarikat-syarikat subsidiari, perbezaan di antara hasil pelupusan dan amaun dibawa pelaburan diiktiraf dalam Penyata Prestasi Kewangan.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(h) Pelaburan dalam syarikat bersekutu**

Dalam penyata kewangan berasingan Lembaga, pelaburan dalam syarikat bersekutu dinyatakan pada kos tolak kerugian rosot nilai terkumpul. Semasa pelupusan pelaburan dalam syarikat bersekutu, perbezaan di antara hasil pelupusan dan amaun dibawa pelaburan diiktiraf dalam Penyata Prestasi Kewangan.

**(i) Inventori**

Inventori dinyatakan pada nilai terendah di antara kos dan nilai realisasi bersih. Kos dinilai berdasarkan kaedahimbangan purata selepas ditolak peruntukan kerugian rosot nilai. Kumpulan menggunakan kaedah masuk dahulu keluar dahulu bagi pengurusan inventornya.

**(j) Rosot nilai Aset Bukan Kewangan**

**(i) Aset Penjanaan Tunai**

Pada setiap tarikh pelaporan, Kumpulan mengkaji semula nilai dibawa bagi aset-asetnya untuk menentukan sama ada terdapat sebarang petunjuk kemerosotan nilai. Jika sebarang petunjuk wujud, rosot nilai dikira dengan membandingkan nilai dibawa aset dengan amaun boleh pulih. Amaun boleh pulih adalah nilai tertinggi di antara nilai saksama ditolak kos untuk dijual dan nilai dalam penggunaan.

Dalam menentukan nilai dalam penggunaan, aliran tunai masa hadapan akan didiskaun kepada nilai semasanya menggunakan kadar diskaun sebelum cukai yang menggambarkan nilai pasaran semasa nilai masa wang dan risiko khusus kepada aset tersebut. Di dalam menentukan nilai saksama ditolak kos untuk dijual pula, urusan niaga pasaran terkini akan diambil kira, jika ada. Jika tiada urusan niaga pasaran terkini berlaku, model penilaian yang sesuai hendaklah digunakan.

Kerugian rosot nilai diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan serta merta apabila nilai dibawa aset melebihi amaun boleh pulihnya, melainkan aset tersebut dibawa pada jumlah penilaian semula. Sebarang kerugian rosot nilai aset yang dinilai semula akan dikurangkan setakat lebihan penilaian semula yang masih belum digunakan bagi aset yang sama.

**(ii) Aset Penjanaan Bukan Tunai**

Pada setiap tarikh pelaporan, Kumpulan akan menilai sama ada terdapat petunjuk bahawa aset penjanaan bukan tunai berkemungkinan terjejas. Jika sebarang petunjuk wujud, Kumpulan dan Lembaga akan membuat anggaran ke atas amaun perkhidmatan boleh pulih aset. Amaun perkhidmatan boleh pulih aset adalah nilai tertinggi diantara nilai saksama ditolak kos untuk dijual dan nilai dalam penggunaan. Kerugian rosot nilai diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan serta merta apabila nilai dibawa aset melebihi amaun perkhidmatan boleh pulihnya.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(j) Rosot nilai Aset Bukan Kewangan (sambungan)

(ii) Aset Penjanaaan Bukan Tunai (sambungan)

Dalam menentukan nilai dalam penggunaan, Kumpulan akan mengguna pakai pendekatan kos penggantian yang disusut nilai. Di bawah pendekatan ini, nilai semasa baki potensi perkhidmatan aset ditentukan sebagai kos penggantian aset yang telah disusut nilai. Kos penggantian yang disusut nilai akan diukur dengan mengambilkira kos penggantian aset ditolak susut nilai terkumpul yang dikira atas kos itu bagi mencerminkan potensi perkhidmatan aset yang telah digunakan atau sudah luput.

Dalam menentukan nilai saksama ditolak kos untuk dijual pula, harga aset dalam perjanjian yang mengikat akan dilaraskan bagi menentukan harga pelupusan aset tersebut. Jika tiada perjanjian yang mengikat, tetapi aset tersebut diniagakan di pasaran secara aktif, maka nilai saksama ditolak kos untuk dijual adalah ditentukan dengan merujuk kepada nilai pasaran terkini ditolak kos pelupusan. Jika tiada perjanjian jual mengikat atau pasaran aktif bagi aset, Kumpulan dan Lembaga menentukan nilai saksama ditolak kos untuk menjual berdasarkan maklumat sedia ada yang terbaik.

Bagi setiap aset, penilaian dibuat pada setiap tarikh pelaporan sama ada terdapat sebarang petunjuk yang sebelum ini kerugian rosot nilai yang diiktiraf mungkin tidak lagi wujud atau telah berkurangan. Jika petunjuk sedemikian wujud, Kumpulan menganggarkan amaun perkhidmatan boleh pulih aset. Kerugian rosot nilai yang diiktiraf sebelumnya dibalikkan hanya jika terdapat perubahan dalam andaian yang digunakan untuk menentukan amaun perkhidmatan boleh pulih aset sejak kerugian rosot nilai terakhir diiktiraf. Pembalikan adalah terhad setakat nilai dibawa aset tidak melebihi amaun perkhidmatan boleh pulih atau tidak melebihi nilai dibawa yang mungkin setelah susut nilai terkumpul seperti tiada kerugian rosot nilai diiktiraf bagi aset tersebut dalam tahun sebelumnya. Pembalikan tersebut diiktiraf dalam Penyata Prestasi Kewangan.

(k) Instrumen kewangan

Aset Kewangan

(i) Pengiktirafan awal

Instrumen kewangan adalah sebarang kontrak yang menimbulkan aset kewangan bagi satu entiti dan instrumen kewangan liabiliti atau ekuiti bagi entiti yang lain. Instrumen kewangan diiktiraf dalam Penyata Kedudukan Kewangan apabila Kumpulan telah menjadi satu pihak kepada peruntukan kontrak instrumen tersebut.

Pada pengiktirafan awal, aset kewangan adalah diukur pada nilai saksama, termasuk kos urus niaga untuk aset kewangan yang tidak diukur pada nilai saksama menerusi lebihan atau kurangan, yang terlibat secara langsung dalam mengiktiraf aset kewangan tersebut.



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(k) Instrumen kewangan (sambungan)

Aset Kewangan (sambungan)

(i) Pengiktirafan awal (sambungan)

Pembelian atau penjualan aset kewangan yang memerlukan penyerahan aset dalam tempoh masa yang ditetapkan oleh peraturan atau konvensyen di dalam pasaran akan diiktiraf pada tarikh transaksi itu dibuat, iaitu tarikh di mana Kumpulan membuat komitmen untuk membeli atau menjual aset tersebut.

Aset kewangan Kumpulan termasuk: tunai dan deposit jangka pendek; pinjaman dan belum terima lain; instrumen kewangan tersiar dan tidak tersiar harga.

(ii) Pengukuran berikutnya

Selepas pengiktirafan awal, aset kewangan dikelaskan kepada salah satu daripada empat kategori aset kewangan iaitu aset kewangan diukur pada nilai saksama menerusi lebihan atau kurangan, pinjaman dan belum terima, pelaburan dipegang hingga matang dan aset kewangan sedia untuk dijual.

Kumpulan hanya mempunyai kategori aset kewangan seperti berikut:

Pinjaman dan Belum Terima

Pinjaman dan belum terima adalah aset kewangan bukan derivatif dengan bayaran tetap atau boleh ditentukan yang tidak disebut harga dalam pasaran aktif. Selepas pengukuran awal, aset kewangan tersebut kemudiannya diukur pada kos dilunaskan menggunakan kaedah faedah berkesan dan ditolak rosot nilai. Kos dilunaskan dikira dengan mengambil kira apa-apa diskaun atau premium atas pembelian aset tersebut serta yuran atau kos yang merupakan sebahagian daripada kadar faedah berkesan. Kerugian yang timbul daripada kemerosotan nilai diiktiraf dalam Penyata Prestasi Kewangan.

Aset Kewangan Pada Nilai Saksama Melalui Lebihan atau Kurangan

Aset kewangan pada nilai saksama melalui lebihan atau kurangan termasuk aset kewangan yang dipegang untuk diniagakan dan aset kewangan pada pengiktirafan awal yang dinyatakan pada nilai saksama melalui lebihan dan kurangan. Aset kewangan adalah diklasifikasikan sebagai dipegang untuk diniagakan sekiranya ia diperolehi bagi tujuan jualan atau pembelian semula dalam tempoh terdekat. Aset kewangan pada nilai saksama melalui lebihan atau kurangan adalah dibawa dalam Penyata Kedudukan Kewangan pada nilai saksama dengan perubahan dalam nilai saksama diiktiraf sebagai lebihan atau kurangan.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(k) Instrumen kewangan (sambungan)

Aset Kewangan (sambungan)

(ii) Pengukuran berikutnya (sambungan)

Aset Kewangan Sedia Untuk Dijual

Kumpulan mengklasifikasikan aset kewangan sedia untuk dijual sebagai aset kewangan bukan derivatif yang ditetapkan sebagai sedia untuk dijual atau tidak diklasifikasikan sebagai pinjaman dan belum terima yang dipegang hingga matang atau aset kewangan pada nilai saksama melalui lebihan atau kurangan.

Selepas pengukuran awal, pelaburan kewangan sedia untuk dijual kemudiannya diukur pada nilai saksama dengan keuntungan atau kerugian tersebut diiktiraf terus ke dalam aset bersih melalui penyata perubahan aset bersih sehingga aset kewangan itu dinyahiktirafkan di mana keuntungan atau kerugian terkumpul itu akan diiktiraf dalam lebihan atau kurangan. Jika pelaburan kewangan sedia dijual tidak mempunyai pasaran yang aktif, ia diukur pada kos tolak rosot nilai terkumpul, jika ada.

Rosot Nilai Aset Kewangan

Selain daripada aset kewangan yang diukur pada nilai saksama melalui Penyata Prestasi Kewangan, semua aset kewangan lain adalah tertakluk kepada semakan rosot nilai. Pada akhir setiap tempoh pelaporan, Kumpulan akan memeriksa sama ada terdapat sebarang bukti objektif bahawa aset kewangan telah menunjukkan satu atau lebih peristiwa yang mempunyai kesan negatif ke atas anggaran aliran tunai masa hadapan aset tersebut. Bukti bagi rosot nilai aset boleh termasuk petunjuk-petunjuk berikut:

- Kesukaran kewangan yang ketara oleh penghutang;
- Pembayaran tertunggak;
- Kemungkinan bahawa penghutang akan muflis; atau
- Data yang boleh ditinjau menunjukkan suatu pengurangan yang boleh diukur dalam anggaran aliran tunai masa hadapan (contoh: perubahan dalam tunggakan atau keadaan ekonomi yang menyumbang kepada keingkaran).

Kerugian rosot nilai diiktiraf dalam Penyata Prestasi Kewangan apabila ia berlaku.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(k) Instrumen kewangan (sambungan)

Aset Kewangan (sambungan)

(ii) Pengukuran berikutnya (sambungan)

Rosot Nilai Aset Kewangan (sambungan)

Kerugian rosot nilai bagi instrumen yang diukur pada kos yang dilunaskan dinilai daripada perbezaan di antara amaun aset yang dibawa dan nilai semasa anggaran aliran tunai masa hadapan didiskaunkan pada kadar faedah efektif asal aset. Jumlah aset yang dibawa dikurangkan melalui penggunaan akaun peruntukan. Kerugian kemerosotan berkaitan dengan instrumen ekuiti tidak disebut harga yang dinyatakan pada kos tolak rosot nilai diukur sebagai perbezaan di antara amaun aset kewangan yang dibawa dan anggaran terbaik daripada jumlah yang akan diterima oleh entiti bagi aset tersebut jika ia dijual pada tarikh pelaporan.

Jika, dalam tempoh berikutnya, jumlah kerugian rosot nilai berkurangan dan pengurangan tersebut boleh dikaitkan secara objektif kepada peristiwa yang berlaku selepas kerugian rosot nilai diiktiraf dalam untung atau rugi, kerugian rosot nilai dibalikkan, sehingga ke tahap di mana amaun aset yang dibawa tidak melebihi amaun dibawa jika penjejasan nilai tidak diiktiraf pada tarikh penjejasan nilai diterbalikkan. Amaun pembalikan diiktiraf dalam Penyata Prestasi Kewangan.

(iii) Penyahiktirafan

Aset kewangan dinyahiktirafkan apabila hak untuk menerima aliran tunai daripada pelaburan telah tamat tempoh atau telah dipindahkan dan Kumpulan telah memindahkan sebahagian besar risiko dan ganjaran pemilikan.

Pada penyahiktirafan aset kewangan secara keseluruhannya, perbezaan di antara nilai dibawa dan jumlah pertimbangan diterima diiktiraf dalam lebihan atau kekurangan dalam tempoh penyahiktirafan.

Liabiliti Kewangan

(i) Pengiktirafan awal

Liabiliti kewangan diiktiraf dalam Penyata Kedudukan Kewangan apabila Kumpulan menjadi pihak kepada peruntukan kontrak instrumen.

Pada pengiktirafan awal, liabiliti kewangan diukur pada nilai saksama, termasuk kos urus niaga untuk liabiliti kewangan yang tidak diukur pada nilai saksama melalui lebihan atau kekurangan, yang terlibat secara langsung di dalam mengiktiraf liabiliti kewangan tersebut.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(k) Instrumen kewangan (sambungan)**

Liabiliti Kewangan (sambungan)

(ii) Pengukuran berikutnya

Selepas pengiktirafan awal, liabiliti kewangan dikelaskan kepada salah satu daripada dua kategori liabiliti kewangan iaitu liabiliti kewangan diukur pada nilai saksama menerusi lebihan atau kekurangan dan pinjaman belum bayar. Kumpulan mempunyai kategori liabiliti kewangan seperti berikut:

Pinjaman dan Belum Bayar

Selepas pengiktirafan awal, pinjaman dan belum bayar adalah diukur pada kos dilunaskan menggunakan Kaedah Faedah Berkesan. Keuntungan atau kerugian diiktiraf di dalam lebihan atau kekurangan apabila liabiliti kewangan dinyahiktiraf atau dirosot nilai.

Kaedah faedah berkesan adalah kaedah untuk mengira kos dilunaskan liabiliti kewangan dan untuk memperuntukkan perbelanjaan faedah ke atas tempoh yang berkaitan. Kadar faedah berkesan adalah kadar diskaun anggaran pembayaran tunai masa depan yang tepat menerusi jangka hayat liabiliti kewangan atau, apabila sesuai, tempoh yang lebih singkat, dengan nilai dibawa liabiliti kewangan tersebut.

(iii) Penyahiktirafan

Liabiliti kewangan dinyahiktiraf apabila obligasi yang dinyatakan dalam kontrak telah dilepaskan, dibatalkan atau tamat hayat. Sebarang perbezaan di antara nilai dibawa liabiliti kewangan yang dinyahiktiraf dan pertimbangan dibayar adalah diiktiraf di dalam lebihan atau kekurangan dalam tempoh penyahiktirafan.

**(l) Tunai dan kesetaraan tunai**

Penyata aliran tunai disediakan menggunakan kaedah tidak langsung. Tunai dan kesetaraan tunai terdiri daripada tunai di tangan dan di bank serta deposit jangka pendek yang mempunyai kecairan yang tinggi dalam tempoh kematangan tidak melebihi dua belas bulan dari tarikh mula pegangan dan sedia ditukar dalam bentuk tunai dengan risiko perubahan nilai yang rendah.

**(m) Pajakan kewangan**

Pajakan hartanah, loji dan peralatan di mana Kumpulan mempunyai sebahagian besar risiko dan ganjaran pemilikan dikelaskan sebagai pajakan kewangan. Pajakan kewangan dipermodalkan pada permulaan pajakan pada nilai terendah antara nilai saksama hartanah yang dipajak dan nilai semasa bayaran pajakan minimum.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(m) Pajakan kewangan (sambungan)**

Setiap bayaran pajakan diperuntukkan di antara liabiliti dan caj kewangan untuk mencapai kadar faedah yang tetap ke atas baki liabiliti. Obligasi sewa berkaitan, selepas ditolak caj kewangan, dimasukkan dalam pemiutang jangka panjang lain. Elemen faedah daripada kos kewangan dicajkan kepada Penyata Prestasi Kewangan sepanjang tempoh pajakan untuk menghasilkan kadar faedah berkala yang tetap atas baki tanggungan untuk setiap tempoh. Hartanah, loji dan peralatan yang dibeli menggunakan pajakan kewangan akan disusut nilai pada jangka hayat aset yang lebih pendek dan tempoh pajakan.

Kos langsung awal yang ditanggung oleh Kumpulan dalam rundingan dan penyusunan pajakan kewangan akan ditambah kepada nilai aset pajakan yang dibawa dan akan diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan sepanjang tempoh pajakan pada asas yang sama sebagai perbelanjaan pajakan.

**(n) Peruntukan liabiliti**

Peruntukan tanggungan diiktiraf apabila Kumpulan mempunyai kewajipan kini hasil daripada peristiwa lampau dan adalah berkemungkinan aliran keluar sumber yang mengandungi manfaat ekonomi diperlukan untuk menyelesaikan kewajipan tersebut dan anggaran yang munasabah boleh dibuat bagi jumlah tersebut. Peruntukan akan dikaji semula pada setiap tarikh Penyata Kedudukan Kewangan dan diselaraskan untuk menggambarkan anggaran semasa yang terbaik. Di mana kesan nilai masa wang adalah ketara, jumlah peruntukan adalah nilai kini perbelanjaan yang dijangka perlu untuk menjelaskan kewajipan tersebut.

**(o) Geran tertunda**

Geran tertunda diiktiraf seperti berikut:

- (i) Geran yang tidak mengenakan syarat-syarat prestasi masa hadapan yang tertentu kepada penerima diiktiraf dalam hasil apabila hasil geran akan diterima.
- (ii) Geran yang mengenakan syarat prestasi masa depan yang tertentu kepada penerima diiktiraf dalam hasil hanya apabila syarat prestasi dipenuhi.
- (iii) Bantuan yang diterima sebelum kriteria pengiktirafan hasil terjadi diiktiraf sebagai liabiliti.

Geran tertunda diukur pada nilai saksama aset yang diterima atau boleh diterima.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(p) Cukai**

Perbelanjaan cukai pendapatan bagi tempoh semasa merangkumi cukai semasa dan cukai tertunda. Cukai diiktiraf dalam Penyata Prestasi Kewangan.

Cukai semasa adalah cukai yang perlu dibayar yang dijangka atau boleh diterima ke atas pendapatan atau kerugian cukai bagi tahun semasa, dengan menggunakan kadar cukai yang telah digubal atau digubal sebahagian besarnya pada akhir tempoh laporan, dan sebarang pelarasan kepada cukai yang perlu dibayar bagi tahun-tahun kewangan sebelumnya.

Cukai tertunda diiktiraf menggunakan kaedah liabiliti, ke atas perbezaan sementara yang timbul antara amaun aset dan liabiliti untuk tujuan cukai dan nilai dibawa dalam penyata kewangan. Walau bagaimanapun, cukai tertunda tidak diambil kira jika ia timbul daripada pengiktirafan awal sesuatu aset atau liabiliti dalam urus niaga selain daripada kombinasi perniagaan dan pada masa yang sama urus niaga tersebut tidak menjejaskan keuntungan perakaunan atau keuntungan atau kerugian boleh cukai. Cukai tertunda ditentukan menggunakan kadar cukai yang telah digubal atau digubal sebahagian besarnya pada akhir tempoh pelaporan dan dijangka akan digunakan apabila aset cukai tertunda yang berkaitan direalisasikan atau liabiliti cukai tertunda diselesaikan.

Aset cukai tertunda diiktiraf setakat mana terdapat kemungkinan bahawa keuntungan boleh dikenakan cukai akan tersedia terhadap untuk perbezaan sementara boleh ditolak, kerugian cukai yang tidak digunakan atau kredit cukai belum digunakan.

Cukai tertunda, aset cukai pendapatan dan liabiliti akan diimbangi apabila terdapat hak yang boleh dikuatkuasakan untuk mengimbangi aset cukai semasa dengan liabiliti cukai semasa dan apabila aset dan liabiliti cukai pendapatan tertunda berkait dengan cukai yang dikenakan oleh pihak berkuasa cukai yang sama di antara kedua-dua entiti boleh cukai atau entiti berbeza boleh cukai di mana terdapat tujuan untuk menyelesaikan baki pada asas bersih.

**(q) Manfaat kakitangan**

**(i) Manfaat jangka pendek**

Upah, gaji, bonus dan caruman keselamatan sosial adalah diiktiraf sebagai perbelanjaan pada tahun di mana khidmat berkaitan diberi oleh kakitangan Kumpulan. Ketidakhadiran berganjaran terkumpul jangka pendek seperti cuti tahunan berbayar adalah diambilkira apabila khidmat yang diberi oleh kakitangan meningkatkan kelayakan mereka kepada ketidakhadiran berganjaran akan datang. Ketidakhadiran berganjaran yang tidak terkumpul jangka pendek seperti cuti sakit, adalah diambilkira apabila ketidakhadiran tersebut terjadi.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(q) Manfaat kakitangan (sambungan)

(ii) Pelan caruman wajib

Seperti yang dikehendaki oleh undang-undang, Kerajaan/syarikat di Malaysia membuat caruman kepada skim pencen negara, iaitu Kumpulan Wang Simpanan Pekerja (KWSP). Caruman ini diiktiraf sebagai perbelanjaan di dalam Penyata Prestasi Kewangan di dalam tempoh masa yang berkaitan dengannya. Bagi kakitangan Kerajaan yang dipinjamkan kepada Kumpulan dan Lembaga, pelan caruman wajib adalah di bawah Skim Pencen Kumpulan Wang Amanah Persaraan.

(iii) Manfaat selepas persaraan

Manfaat selepas persaraan lain Kumpulan termasuk manfaat kesihatan selepas persaraan kepada pesara dan tanggungan yang berkelayakan dan pembayaran saguhati tamat perkhidmatan kepada anggota Kumpulan.

Kelayakan untuk manfaat ini biasanya bersyarat ke atas pekerja yang masih dalam perkhidmatan sehingga umur persaraan dan memenuhi tempoh perkhidmatan minimum. Anggaran kos bagi manfaat ini diakrukan sepanjang tempoh pekerjaan menggunakan kaedah perakaunan yang sama seperti yang digunakan untuk pelan manfaat persaraan ditentukan. Keuntungan dan kerugian aktuari yang terbit daripada pelarasan pengalaman dan perubahan dalam andaian aktuari adalah diiktiraf dalam aset bersih dalam tempoh di mana ia terbit.

Obligasi ini adalah dinilai secara tahunan oleh aktuari bebas yang bertauliah. Andaian utama yang digunakan dalam pengiraan kaedah aktuari ini adalah:

- Kadar inflasi kos perubatan sebanyak 10% setahun; dan
- Kadar diskaun sebanyak 3.19% - 4.07% setahun

Bagi nilai manfaat kakitangan berkaitan dengan pembayaran saguhati tamat perkhidmatan adalah berdasarkan kelayakan manfaat kepada kakitangan tetap yang ditentukan dengan mengambil kira tempoh perkhidmatan dengan Kumpulan, gred perkhidmatan dan gaji akhir.

(iv) Gantian cuti rehat (GCR)

Bagi kakitangan tetap Kumpulan yang memenuhi kelayakan yang ditetapkan; sama ada memilih skim berpencen mahupun KWSP, akan mendapat ganjaran cuti rehat (GCR) apabila tiba umur persaraan mereka. Ganjaran ini adalah berdasarkan tempoh perkhidmatan dengan Kumpulan, umur dan gaji akhir.

Pengiraan peruntukan manfaat selepas persaraan dan gantian cuti rehat adalah berdasarkan kaedah penilaian aktuari yang dijalankan pada setiap (3) tahun. Keuntungan atau kerugian atas penilaian aktuari diiktiraf dalam Penyata Perubahan Aset Bersih dalam tempoh kewangan di mana ia berlaku sepenuhnya.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(r) Kos kewangan

Kos kewangan diiktiraf di dalam Penyata Prestasi Kewangan dalam tempoh di mana kos kewangan tersebut ditanggung.

(s) Pengiktirafan hasil

(i) Hasil Daripada Urus Niaga Bukan Pertukaran

Levi kontrak

Levi kontrak merupakan levi yang dikenakan kepada kontraktor yang mempunyai projek baru. Kadar yang dikenakan adalah sebanyak 0.125% daripada jumlah kontrak pembinaan yang dianugerahkan kepada kontraktor tersebut.

Nilai levi akan dilaraskan sekiranya:

- 1) Berlaku perubahan kepada harga kontrak (perubahan skop kerja, perubahan harga barang dan sebagainya)
- 2) Penamatan kontraktor dan lantikan kontraktor baru
- 3) Klien tidak meneruskan projek
- 4) Pelarasan bagi kerja konsesi (bagi kerja penyelenggaraan jangka panjang)

Pendaftaran

Pendaftaran kontraktor dan personel binaan merupakan yuran pendaftaran yang dikenakan kepada kontraktor dan personel binaan yang perlu berdaftar. Yuran pendaftaran diiktiraf di Penyata Prestasi Kewangan dalam tempoh perakaunan apabila hak penerimaan dapat dipastikan atau ditentukan.

Kompaun dan penalti

Kompaun dan penalti merupakan bayaran denda dan hukuman-hukuman lain yang dikenakan kerana melanggar undang-undang atau kerana kegagalan memenuhi tanggungan kontrak sama ada berkaitan dengan spesifikasi atau masa termasuk waran, kos guaman, kompaun dan lain-lain kos penguatkuasaan.

Hasil bagi kompaun dan penalti diiktiraf setelah bayaran diterima kerana berdasarkan pengalaman dan ketidakpastian dalam membuat kutipan ke atas hasil denda dan hukuman dan hak penerimaan dapat dipastikan atau ditentukan.

Geran Kerajaan

Geran pemberian Kerajaan berkaitan aset terbit bila mana kerajaan memberi anugerah bantuan geran bagi membolehkan Lembaga memperoleh, memiliki atau membina sesuatu aset jangka panjang.



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)

(s) Pengiktirafan hasil (sambungan)

(i) Hasil Daripada Urus Niaga Bukan Pertukaran (sambungan)

Geran Kerajaan (sambungan)

Hasil daripada geran pemberian Kerajaan adalah diukur pada nilai saksama dan diiktiraf apabila memperolehi kawalan ke atas sesuatu aset (tunai) yang bebas daripada syarat-syarat dan terdapat kemungkinan bahawa manfaat ekonomi atau potensi perkhidmatan berkaitan dengan aset tersebut akan mengalir kepada Lembaga dan boleh diukur dengan pasti.

(ii) Hasil Daripada Urus Niaga Pertukaran

Hasil faedah atas deposit tetap

Hasil faedah atas deposit tetap dari institusi kewangan berlesen dan diakrakan dengan menggunakan kaedah hasil efektif. Hasil efektif ini mendiskaunkan anggaran terimaan tunai masa hadapan di sepanjang jangkaan usia aset kewangan sehingga amaun yang dibawa bersih aset terbabit. Kaedah ini diaplikasikan kepada baki prinsipal untuk menentukan hasil faedah bagi setiap tempoh.

Yuran kursus

Yuran kursus merupakan hasil daripada kursus-kursus yang dijalankan seperti kursus Kontraktor, Personel Binaan, Bisnes/Ekonomi, Antarabangsa, Teknologi, *Safety Health Environment Quality* (SHEQ) dan lain-lain kursus. Yuran kursus diiktiraf di Penyata Prestasi Kewangan apabila hak penerimaan dapat dipastikan atau ditentukan.

Perkhidmatan dan bayaran perkhidmatan

Perkhidmatan dan Bayaran Perkhidmatan ini melibatkan semua terimaan berkenaan dengan perkhidmatan yang diberi oleh Kumpulan termasuk bayaran perkhidmatan, perundingan, pengurusan projek, pensijilan, penilaian kemahiran, verifikasi bahan dan lain-lain perkhidmatan. Hasil ini diiktiraf di Penyata Prestasi Kewangan apabila hak penerimaan dapat dipastikan atau ditentukan.

Sewaan

Hasil sewaan merupakan sewaan yang dikenakan bagi sewaan pejabat, tempat dan lain-lain mengikut syarat perjanjian penyewaan dan diiktiraf bila bil dikeluarkan kecuali sewaan tanpa perjanjian diiktiraf apabila bayaran diterima.

Dividen

Hasil dividen daripada pelaburan-pelaburan diiktiraf di Penyata Prestasi Kewangan apabila hak penerimaan dapat dipastikan atau ditentukan.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**2. DASAR PERAKAUNAN PENTING (SAMBUNGAN)**

**(t) Liabiliti luar jangka**

Di mana tiada kemungkinan aliran keluar faedah ekonomi akan diperlukan, atau jumlah tidak boleh dianggarkan dengan pasti, liabiliti luar jangka tidak diiktiraf dalam Penyata Kedudukan Kewangan dan didedahkan sebagai liabiliti luar jangka, melainkan kebarangkalian aliran keluar manfaat ekonomi adalah tipis. Kewujudan liabiliti akan hanya disahkan berdasarkan kejadian atau tidak akan terjadinya satu atau lebih peristiwa masa depan, juga dinyatakan sebagai liabiliti luar jangka kecuali kemungkinan aliran keluar faedah ekonomi adalah tipis.

**(u) Aset luar jangka**

Apabila aliran masuk manfaat ekonomi aset berkemungkinan di mana ia timbul daripada peristiwa lepas dan di mana kewujudannya akan disahkan hanya oleh kejadian atau tidak terjadinya satu atau lebih peristiwa masa depan yang tidak secara keseluruhannya dalam kawalan entiti, aset tidak akan diiktiraf dalam Penyata Kedudukan Kewangan tetapi akan dinyatakan sebagai aset luar jangka. Apabila aliran masuk manfaat ekonomi pasti, maka aset berkaitan diiktiraf.

**(v) Mata wang asing**

**(i) Fungsian dan persembahan mata wang**

Transaksi yang dimasukkan dalam penyata kewangan setiap entiti Kumpulan diukur menggunakan mata wang persekitaran ekonomi utama di mana entiti tersebut beroperasi (fungsi mata wang asing). Penyata kewangan dibentangkan dalam Ringgit Malaysia (RM), yang merupakan fungsi mata wang asing dan pembentangan Lembaga.

**(ii) Transaksi dan baki**

Urus niaga mata wang asing diterjemahkan kepada mata wang fungsian menggunakan kadar pertukaran yang berkuatkuasa pada tarikh urus niaga atau penilaian di mana barang-barang yang diukur semula. Untung dan rugi pertukaran asing yang berpunca daripada penyelesaian sesuatu transaksi dan daripada terjemahan kadar pertukaran aset dan liabiliti kewangan pada akhir tahun dalam mata wang asing diiktiraf dalam Penyata Prestasi Kewangan. Aset dan liabiliti bukan kewangan yang direkod dalam mata wang asing tidak diterjemahkan semula pada akhir tarikh laporan ini, kecuali yang diukur pada nilai saksama ditukarkan semula kepada mata wang fungsian pada kadar pertukaran pada tarikh nilai saksama ditentukan.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

3. PENILAIAN DAN ANGGARAN PERAKAUNAN YANG SIGNIFIKAN

Penyediaan penyata kewangan memerlukan Anggota Lembaga membuat penilaian, anggaran dan andaian yang mempengaruhi amaun aset, liabiliti, hasil dan perbelanjaan yang dilaporkan dan pendedahan aset luar jangka dan liabiliti, di mana berkenaan. Di samping itu, Anggota Lembaga juga perlu membuat pertimbangan dalam proses mengguna pakai dasar perakaunan. Walaupun anggaran dan andaian ini berdasarkan kepada pengetahuan terbaik Anggota Lembaga tentang peristiwa-peristiwa dan tindakan, keputusan sebenar mungkin berbeza daripada anggaran tersebut.

Anggaran dan pertimbangan dinilai secara berterusan oleh Anggota Lembaga dan berdasarkan pengalaman sejarah dan faktor-faktor lain, termasuk jangkaan peristiwa masa hadapan yang dipercayai munasabah dalam keadaan. Anggaran dan pertimbangan yang memberi kesan kepada aplikasi polisi-polisi perakaunan kepada Kumpulan dan Lembaga dan pendedahan, dan mempunyai risiko yang boleh menyebabkan pelarasan ketara kepada penyata kewangan adalah seperti berikut:

(a) Susut nilai hartanah, loji dan peralatan dan pelunasan aset tidak ketara

Kos hartanah, loji dan peralatan disusut nilai dan kos aset tidak ketara dilunaskan atas dasar garis lurus sepanjang jangka hayat aset tersebut. Perubahan dalam tahap penggunaan yang dijangka boleh memberi kesan kepada jangka hayat ekonomi dan nilai baki aset tersebut, maka caj susut nilai dan pelunasan masa depan boleh disemak semula.

Kumpulan dan Lembaga menjangkakan bahawa nilai baki hartanah, loji dan peralatan dan aset tidak ketara mereka akan menjadi tidak begitu ketara. Hasilnya, nilai sisa tidak diambil kira bagi pengiraan amaun susut nilai dan pelunasan.

(b) Rosot nilai

(i) Aset kewangan

Kerugian rosot nilai diiktiraf apabila terdapat bukti objektif bahawa aset-aset kewangan adalah terjejas. Kriteria yang digunakan untuk menentukan sama ada terdapatnya bukti-bukti objektif akan adanya rosot nilai bagi aset-aset kewangan seperti masalah kewangan ketara penghutang dan kegagalan atau kelewatan ketara dalam pembayaran. Kategori aset kewangan yang ditaksir sebagai tidak mengalami rosot nilai secara individu kemudiannya ditaksir untuk rosot nilai mengikut asas kolektif berdasarkan ciri-ciri risiko yang sama.

Sekiranya terdapat bukti objektif rosot nilai, jumlah dan masa aliran tunai masa depan dianggarkan berdasarkan pengalaman kerugian bagi aset dengan ciri risiko kredit yang serupa. Jika jangkaan berbeza dari anggaran, perbezaan ini akan memberi kesan kepada nilai dibawa penghutang.

(ii) Inventori

Semakan akan dibuat dari semasa ke semasa oleh pihak pengurusan mengenai inventori rosak, usang dan bergerak perlahan. Kajian tersebut memerlukan pertimbangan dan anggaran. Kemungkinan perubahan dalam anggaran ini boleh mengakibatkan pindaan kepada penilaian inventori.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**3. PENILAIAN DAN ANGGARAN PERAKAUNAN YANG SIGNIFIKAN (SAMBUNGAN)**

**(c) Cukai pendapatan**

Terdapat sesetengah urus niaga dan pengiraan yang mana penetapan cukai muktamad mungkin berbeza daripada anggaran awal. Kumpulan dan Lembaga mengiktiraf liabiliti cukai berdasarkan anggaran sama ada cukai tersebut akan menjadi kena dibayar operasi perjalanan biasa perniagaan dan kefahamannya terhadap undang-undang cukai semasa. Sekiranya kesudahan perkara-perkara ini berbeza daripada jumlah awal yang telah diiktiraf, perbezaan tersebut akan memberi kesan cukai pendapatan dan peruntukan cukai tertunda pada tempoh di mana penentuan tersebut dibuat.

**(d) Manfaat kakitangan selepas persaraan**

**(i) Manfaat perubatan selepas persaraan**

Manfaat perubatan selepas persaraan kepada pesara dan tanggungan yang berkecualan bergantung kepada beberapa faktor yang ditentukan pada asas aktuari dengan menggunakan beberapa andaian. Andaian adalah digunakan untuk menentukan kos bersih perubatan selepas persaraan termasuk kadar diskaun dan kadar kos perubatan yang dijangkakan. Sebarang perubahan dalam andaian ini akan memberi kesan kepada amaun yang dibawa bagi obligasi selepas persaraan manfaat perubatan.

Kumpulan menentukan kadar diskaun yang sesuai apabila penilaian aktuari dilaksanakan. Penilaian aktuari terkini telah dilaksanakan pada tahun 2021. Kadar diskaun ini telah digunakan untuk menentukan nilai kini anggaran aliran keluar tunai masa hadapan yang diperlukan untuk menyelesaikan obligasi manfaat perubatan selepas persaraan.

Dalam menentukan kadar diskaun yang bersesuaian, Kumpulan mengambil kira kadar faedah bon korporat berkualiti tinggi yang didenominasikan dalam mata wang di mana manfaat tersebut akan dibayar dan mempunyai tempoh matang yang hampir bersamaan dengan tempoh liabiliti yang berkaitan.

Kadar kos perubatan adalah berdasarkan purata kos sejarah yang ditanggung oleh Kumpulan.

**(ii) Manfaat ganjaran selepas persaraan**

Manfaat ganjaran selepas persaraan kepada pesara bergantung kepada beberapa faktor yang ditentukan pada asas aktuari dengan menggunakan beberapa andaian. Andaian yang digunakan dalam menentukan kos bersih ganjaran selepas persaraan termasuk kadar diskaun, jangkaan kenaikan gaji tahunan dan kadar semakan gaji. Sebarang perubahan dalam andaian ini akan memberi kesan kepada amaun yang dibawa bagi obligasi manfaat ganjaran pasca persaraan.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**3. PENILAIAN DAN ANGGARAN PERAKAUNAN YANG SIGNIFIKAN (SAMBUNGAN)**

**(d) Manfaat kakitangan selepas persaraan (sambungan)**

(ii) Manfaat ganjaran selepas persaraan (sambungan)

Kumpulan menentukan kadar diskaun yang bersesuaian apabila penilaian aktuari dilaksanakan. Penilaian aktuari terkini telah dilaksanakan pada tahun 2021. Kadar diskaun ini telah digunakan untuk menentukan nilai kini bagi jangkaan aliran keluar tunai masa hadapan yang diperlukan untuk menyelesaikan obligasi manfaat ganjaran selepas persaraan.

Bagi menentukan kadar diskaun yang bersesuaian, Kumpulan mengambil kira kadar faedah bon korporat yang berkualiti tinggi yang didenominasikan dalam mata wang di mana manfaat tersebut akan dibayar dan mempunyai tempoh matang yang hampir bersamaan dengan tempoh liabiliti yang berkaitan.

Kadar kenaikan gaji tahunan adalah berdasarkan kepada purata kenaikan gaji tahun sebelumnya yang ditanggung oleh Kumpulan.

**(e) Anggaran nilai saksama bagi aset kewangan dan liabiliti tertentu**

Kumpulan merekodkan sesetengah aset dan liabiliti kewangan pada nilai saksama, yang memerlukan penggunaan anggaran perakaunan dan pertimbangan yang luas. Manakala komponen penting pengukuran nilai saksama ditentukan menggunakan bukti objektif yang boleh disahkan, jumlah perubahan dalam nilai saksama adalah berbeza jika Kumpulan menggunakan kaedah penilaian yang berbeza. Sebarang perubahan dalam nilai saksama aset dan liabiliti tersebut akan menjejaskan untung dan/atau ekuiti.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

4. HARTANAH, LOJI DAN PERALATAN

Kumpulan	Tanah dan tanah pajakan		Bangunan dan ubahsuai	Kenderaan dan jentera	Perabot dan lekapan	Kelengkapan pejabat dan mesin peralatan	Komputer	Jumlah
	RM	RM						
<b>Kos</b>								
Pada 01.01.2022	104,323,444	312,034,384	30,245,968	3,868,537	91,100,970	17,479,515	559,052,818	
Penambahan	-	5,108,752	691,618	3,059,422	6,406,899	3,606,705	18,873,396	
Pengkelasan	1,014,625	142,788	61,140	58,603	(566,109)	303,578	1,014,625	
Pelarasan	-	-	(4,000)	-	-	-	(4,000)	
Pelupusan	-	(11,825)	(338,359)	(87,025)	(236,889)	(359,435)	(1,033,533)	
Pada 31.12.2022	105,338,069	317,274,099	30,656,367	6,899,537	96,704,871	21,030,363	577,903,306	
<b>Susut nilai terkumpul</b>								
Pada 01.01.2022	13,723,611	200,494,079	26,930,048	2,692,084	68,624,080	14,882,579	327,346,481	
Susut nilai semasa	1,015,416	6,429,971	1,708,310	152,926	10,758,289	1,351,501	21,416,413	
Pengkelasan	-	33,697	32,608	31,255	(259,468)	161,908	-	
Pelupusan	-	(3,580)	(287,963)	(80,851)	(222,762)	(358,165)	(953,321)	
Pada 31.12.2022	14,739,027	206,954,167	28,383,003	2,795,414	78,900,139	16,037,823	347,809,573	
<b>Nilai bawaan</b>								
Pada 31.12.2022	90,599,042	110,319,932	2,273,364	4,104,123	17,804,732	4,992,540	230,093,733	
Pada 31.12.2021	90,599,833	111,540,305	3,315,920	1,176,453	22,476,890	2,596,936	231,706,337	

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

4. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

Lembaga	Tanah dan tanah pajakan		Bangunan dan ubahsuaian	Kenderaan dan jentera	Perabot dan lekapan	Kelengkapan pejabat dan mesin	Komputer	Jumlah
	RM	RM						
<b>Kos</b>								
Pada 01.01.2022	104,323,444	299,806,095	18,606,669	1,377,659	9,887,820	8,626,079	442,627,766	
Penambahan	-	-	179,276	3,900	497,314	3,270,161	3,950,651	
Pengkelasan	1,014,625	-	-	-	-	-	1,014,625	
Pelupusan	-	-	-	(11,525)	(111,592)	(88,765)	(211,882)	
Pada 31.12.2022	105,338,069	299,806,095	18,785,945	1,370,034	10,273,542	11,807,475	447,381,160	
<b>Susut nilai terkumpul</b>								
Pada 01.01.2022	13,723,611	195,022,685	17,446,385	1,234,102	7,569,111	7,114,903	242,110,797	
Susut nilai semasa	1,015,416	4,896,319	682,282	51,943	914,399	761,846	8,322,205	
Pelupusan	-	-	-	(11,525)	(102,552)	(88,754)	(202,831)	
Pada 31.12.2022	14,739,027	199,919,004	18,128,667	1,274,520	8,380,958	7,787,995	250,230,171	
<b>Nilai bawaan</b>								
Pada 31.12.2022	90,599,042	99,887,091	657,278	95,514	1,892,584	4,019,480	197,150,989	
Pada 31.12.2021	90,599,833	104,783,410	1,160,284	143,557	2,318,709	1,511,176	200,516,989	

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**4. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)**

Termasuk dalam penambahan/pembelian hartanah, loji dan peralatan Kumpulan dan Lembaga adalah aset yang dibeli di bawah pembiayaan pajakan kewangan dan pinjaman jangka panjang, geran yang diterima dan juga tunai seperti berikut:

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Tunai	15,907,657	12,628,051	4,965,276	8,920,123
Pembiayaan pajakan kewangan	443,400	129,800	-	-
Geran	3,532,964	1,360,399	-	-
Hadiah	-	16,851	-	16,851
Pelarasan	4,000	-	-	-
	<u>19,888,021</u>	<u>14,135,101</u>	<u>4,965,276</u>	<u>8,936,974</u>

Termasuk di dalam hartanah, loji dan peralatan merupakan bangunan dan ubahsuai yang dibina di atas tanah milik Kementerian Kerja Raya berjumlah RM35,434,795 (2021: RM37,523,755)



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

5. ASET TIDAK KETARA

Kumpulan	Perisian Komputer RM	Lesen RM	Jumlah RM
<b>Kos</b>			
Pada 01.01.2022	46,702,972	2,815,031	49,518,003
Penambahan	63,050	130,002	193,052
Pengkelasan	4,061,686	-	4,061,686
Pada 31.12.2022	<u>50,827,708</u>	<u>2,945,033</u>	<u>53,772,741</u>
<b>Pelunasan Terkumpul</b>			
Pada 01.01.2022	29,082,394	1,879,858	30,962,252
Pelunasan bagi tahun kewangan	6,482,166	429,214	6,911,380
Pada 31.12.2022	<u>35,564,560</u>	<u>2,309,072</u>	<u>37,873,632</u>
<b>Nilai bawaan</b>			
Pada 31.12.2022	<u>15,263,148</u>	<u>635,961</u>	<u>15,899,109</u>
Pada 31.12.2021	<u>17,620,578</u>	<u>935,173</u>	<u>18,555,751</u>
<b>Lembaga</b>			
<b>Kos</b>			
Pada 01.01.2022	46,341,472	2,815,031	49,156,503
Penambahan	-	130,002	130,002
Pengkelasan	3,339,734	-	3,339,734
Pada 31.12.2022	<u>49,681,206</u>	<u>2,945,033</u>	<u>52,626,239</u>
<b>Pelunasan Terkumpul</b>			
Pada 01.01.2022	28,871,103	1,879,858	30,750,961
Pelunasan bagi tahun kewangan	6,407,622	429,214	6,836,836
Pada 31.12.2022	<u>35,278,725</u>	<u>2,309,072</u>	<u>37,587,797</u>
<b>Nilai bawaan</b>			
Pada 31.12.2022	<u>14,402,481</u>	<u>635,961</u>	<u>15,038,442</u>
Pada 31.12.2021	<u>17,470,369</u>	<u>935,173</u>	<u>18,405,542</u>

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**6. KERJA DALAM PEMBANGUNAN**

Kumpulan	Tanah RM	Bangunan RM	Sistem Komputer RM	Mesin Peralatan RM	Jumlah RM
<b>2022</b>					
<b>Kos</b>					
Pada 01.01.2022	-	148,494,298	1,553,052	233,605	150,280,955
Penambahan	1,014,625	44,337,860	14,812,841	-	60,165,326
Pengkelasan	(1,014,625)	-	(4,061,686)	-	(5,076,311)
Pada 31.12.2022	-	192,832,158	12,304,207	233,605	205,369,970
<b>2021</b>					
<b>Kos</b>					
Pada 01.01.2021	-	118,483,872	675,563	-	119,159,435
Penambahan	5,145,761	33,085,955	2,775,079	233,605	41,240,400
Pengkelasan	(5,145,761)	(3,075,529)	(1,897,590)	-	(10,118,880)
Pada 31.12.2021	-	148,494,298	1,553,052	233,605	150,280,955

Lembaga	Tanah RM	Bangunan RM	Sistem Komputer RM	Jumlah RM
<b>2022</b>				
<b>Kos</b>				
Pada 01.01.2022	-	148,494,298	1,420,972	149,915,270
Penambahan	1,014,625	44,337,860	11,968,457	57,320,942
Pengkelasan	(1,014,625)	-	(3,339,734)	(4,354,359)
Pada 31.12.2022	-	192,832,158	10,049,695	202,881,853
<b>2021</b>				
<b>Kos</b>				
Pada 01.01.2021	-	118,483,872	675,563	119,159,435
Penambahan	5,145,761	33,085,955	2,642,999	40,874,715
Pengkelasan	(5,145,761)	(3,075,529)	(1,897,590)	(10,118,880)
Pada 31.12.2021	-	148,494,298	1,420,972	149,915,270

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

7. PELABURAN HARTANAH

Kumpulan	Tanah RM	Bangunan RM	Jumlah RM
Pada 01.01.2022	7,245,000	2,835,000	10,080,000
Pelarasan nilai saksama	-	-	-
Pada 31.12.2022	<u>7,245,000</u>	<u>2,835,000</u>	<u>10,080,000</u>
Pada 01.01.2021	7,245,000	2,835,000	10,080,000
Pelarasan nilai saksama	-	-	-
Pada 31.12.2021	<u>7,245,000</u>	<u>2,835,000</u>	<u>10,080,000</u>

- (a) Pelaburan hartanah dalam Kumpulan berjumlah RM10,080,000 (2021: RM10,080,000) telah dicagarkan sebagai sekuriti untuk pinjaman bank (Nota 25). Kumpulan tidak mempunyai obligasi kontrak sama ada untuk membeli, membina atau membangunkan pelaburan hartanah atau untuk membaiki, menyelenggara dan menaik taraf hartanah tersebut.
- (b) Pelaburan hartanah telah dinilai dengan menggunakan Kaedah Perbandingan. Kaedah ini melibatkan kajian ke atas transaksi terkini dengan melakukan semakan harga untuk harta serupa di dalam dan di sekitarnya serta membuat pelarasan ke atas sebarang faktor yang boleh menjejaskan nilai; seperti lokasi, pengezonan, perancangan, kelulusan, kebolehcapaian, situasi pasaran, bentuk dan permukaan tanah, tempoh pegangan dan sekatan jika, status kependudukan, kawasan binaan, pembinaan bangunan, kemasan dan perkhidmatan, usia dan sifat-sifat lain yang berkaitan.
- (c) Nilai saksama pelaburan hartanah Kumpulan adalah ditentukan oleh penilaian yang dijalankan oleh IPC Island Property Consultants Sdn. Bhd., penilai profesional bebas yang mempunyai kelayakan profesional berkaitan yang diiktiraf dan pengalaman terkini dalam menilai hartanah di lokasi berkaitan.

8. PELABURAN DALAM SYARIKAT SUBSIDIARI

	Lembaga	
	2022 RM	2021 RM
Saham tidak tersiar harga, di Malaysia:		
Pada kos		
CIDB Holdings Sdn. Bhd.	19,075,000	19,075,000
CIDB E-Construct Services Sdn. Bhd.	4,435,842	4,435,842
	<u>23,510,842</u>	<u>23,510,842</u>

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**8. PELABURAN DALAM SYARIKAT SUBSIDIARI (SAMBUNGAN)**

Butiran mengenai syarikat-syarikat subsidiari dan kepentingan ekuiti di dalamnya adalah seperti berikut:

Nama syarikat	Kepentingan ekuiti		Kegiatan utama
	2022 %	2021 %	
CIDB Holdings Sdn. Bhd.*	100	100	Pelaburan dan perkhidmatan berasaskan industri pembinaan.
CIDB E-Construct Services Sdn. Bhd.**	100	100	Menjalankan perkhidmatan berasaskan Teknologi komunikasi maklumat.
Construction Research Institute of Malaysia ***	100	100	Menjalankan penyelidikan dan pembangunan (R&D) berkaitan industri pembinaan.
Construction Labour Exchange Centre Berhad ****	100	100	Membawa masuk, mengagihkan dan juga memperbaharui permit kerja bagi Pekerja Asing Binaan.
<b>Subsidiari CIDB Holdings Sdn. Bhd.:</b>			
Akademi Binaan Malaysia (Selangor) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
Akademi Binaan Malaysia (Johor) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
Akademi Binaan Malaysia (Terengganu) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
Akademi Binaan Malaysia (Utara) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
Akademi Binaan Malaysia (Sabah) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
Akademi Binaan Malaysia (Sarawak) Sdn. Bhd.*	100	100	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

8. PELABURAN DALAM SYARIKAT SUBSIDIARI (SAMBUNGAN)

Nama syarikat	Kepentingan ekuiti		Kegiatan utama
	2022 %	2021 %	
<b>Subsidiari CIDB Holdings Sdn. Bhd.:</b>			
CIDB IBS Sdn. Bhd.* (Sebelum ini dikenali sebagai CIDB MyIBS Sdn. Bhd.)	100	100	Perkhidmatan nasihat teknikal, program pembangunan untuk vendor dan pengesahan, ujian pengesahan dan pengesahan produk, kilang dan pemasangan berkaitan IBS.
<b>Pegangan melalui CIDB Holdings Sdn. Bhd. dan subsidiari :</b>			
CIDB Technologies Sdn. Bhd.* (Sebelum ini dikenali sebagai CIDB Events Management Sdn. Bhd.)	32	32	Memberi latihan dan kursus kepada pekerja dan penyelia pembinaan.
<b>Subsidiari Akademi Binaan Malaysia (Johor) Sdn. Bhd.:</b>			
ABM Management Services Sdn. Bhd.*	100	100	Sebagai tenaga pengajar dan konsultan bagi perkara berkaitan industri pembinaan dan aktiviti lain yang berkaitan.

\* Syarikat subsidiari ini diperbadankan di Malaysia dan telah diaudit oleh Tetuan Azhar Noriza Zainuddin

\*\* Syarikat subsidiari ini diperbadankan di Malaysia dan telah diaudit oleh Tetuan Afrizan Tarmili Khairul Azhar

\*\*\* Syarikat subsidiari ini diperbadankan di Malaysia dan telah diaudit oleh Tetuan Ismawadee & Co.

\*\*\*\* Syarikat subsidiari ini diperbadankan di Malaysia dan telah diaudit oleh Tetuan A.Razak & Co.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**9. PELABURAN DALAM SYARIKAT BERSEKUTU**

	Kumpulan	
	2022 RM	2021 RM
Saham tidak tersiar harga, di Malaysia:		
Pada kos	<b>50,000</b>	50,000
Bahagian rizab selepas pengambilalihan	<b>103,674</b>	106,623
	<b>153,674</b>	156,623
Pelaburan Kumpulan dalam syarikat bersekutu meliputi:		
Bahagian daripada aset bersih	<b>146,197</b>	149,146
Bahagian daripada muhibah dalam syarikat bersekutu	<b>7,477</b>	7,477
	<b>153,674</b>	156,623

Butiran mengenai syarikat bersekutu dan kepentingan ekuiti di dalamnya adalah seperti berikut:

Nama syarikat	Kepentingan ekuiti		Kegiatan utama
	2022	2021	
	%	%	
TWI-ABM Training and Certification Sdn. Bhd.	<b>50</b>	50	Beroperasi sebagai tenaga pengajar atau pusat latihan untuk kontraktor dan subkontraktor.

Syarikat bersekutu Akademi Binaan Malaysia (Johor) Sdn. Bhd. ini adalah diperbadankan di Malaysia dan telah diaudit oleh Tetuan Jamal Amin & Partners.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

10. ASET KEWANGAN SEDIA UNTUK DIJUAL

	Kumpulan	
	2022 RM	2021 RM
Saham tidak tersiar harga, di Malaysia, pada kos:	11,644,120	11,808,030
Kurang: Rosot Nilai	-	(163,910)
Tambah: Rosot Nilai terpulih	2,738	-
	<u>11,646,858</u>	<u>11,644,120</u>

11. INVENTORI

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Pada kos dan nilai realisasi bersih:				
Inventori	<u>679,835</u>	<u>811,496</u>	<u>45,965</u>	<u>61,919</u>

12. BELUM TERIMA URUS NIAGA BUKAN PERTUKARAN

	Kumpulan dan Lembaga	
	2022 RM	2021 RM
Penghutang levi kontrak	15,697,466	15,870,318
Tolak: Peruntukan kerugian rosot nilai	(370,188)	(1,260,133)
Hapus kira penghutang levi	(223,833)	-
	<u>15,103,445</u>	<u>14,610,185</u>

Pergerakan dalam peruntukan kerugian rosot nilai

Pada 1 Januari	1,260,133	10,128,933
Peruntukan rosot nilai dalam tahun semasa	24,211	850,463
Peruntukan kerugian rosot nilai tidak diperlukan	(914,156)	(9,719,263)
Pada 31 Disember	<u>370,188</u>	<u>1,260,133</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

12. BELUM TERIMA URUS NIAGA BUKAN PERTUKARAN (SAMBUNGAN)

Analisa Pengumuran

Analisa pengumuran untuk akaun belum terima urus niaga bukan pertukaran bagi Kumpulan dan Lembaga pada akhir tempoh pelaporan adalah seperti berikut:

	Jumlah Kasar RM	Rosot nilai & Hapus Kira RM	Nilai Bawaan RM
<b>Kumpulan dan Lembaga 31.12.2022</b>			
Belum lepas tempoh kredit	7,137,815	-	7,137,815
Lepas tempoh kredit:			
- Kurang dari 6 bulan	6,609,464	-	6,609,464
- 6 hingga 12 bulan	1,271,994	-	1,271,994
- Lebih daripada 12 bulan	678,193	(594,021)	84,172
	<u>15,697,466</u>	<u>(594,021)</u>	<u>15,103,445</u>
<b>Kumpulan dan Lembaga 31.12.2021</b>			
Belum lepas tempoh kredit	9,326,788	-	9,326,788
Lepas tempoh kredit:			
- Kurang dari 6 bulan	2,876,538	-	2,876,538
- 6 hingga 12 bulan	1,883,519	-	1,883,519
- Lebih daripada 12 bulan	1,783,473	(1,260,133)	523,340
	<u>15,870,318</u>	<u>(1,260,133)</u>	<u>14,610,185</u>



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

13. BELUM TERIMA URUS NIAGA PERTUKARAN

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Belum terima dagangan	4,523,315	6,354,969	-	-
Deposit	5,199,259	4,908,061	3,142,169	3,202,655
Dividen belum terima	238,985	272,725	-	-
Faedah belum terima	6,325,362	4,213,140	6,313,553	4,212,602
Penghutang invoices	43,979	118,304	16,379	82,704
	<u>16,330,900</u>	<u>15,867,199</u>	<u>9,472,101</u>	<u>7,497,961</u>
Tolak:				
Peruntukan kerugian rosot nilai	(105,455)	(160,615)	-	(55,160)
Hutang lapuk dihapuskira	(346,407)	-	-	-
	<u>15,879,038</u>	<u>15,706,584</u>	<u>9,472,101</u>	<u>7,442,801</u>

Pergerakan dalam peruntukan kerugian rosot nilai

Pada 1 Januari	160,615	159,964	55,160	55,160
Peruntukan rosot nilai dalam tahun semasa	-	651	-	-
Peruntukan rosot nilai tidak diperlukan lagi	(55,160)	-	(55,160)	-
Pada 31 Disember	<u>105,455</u>	<u>160,615</u>	<u>-</u>	<u>55,160</u>

Analisa Pengumuran

Analisa pengumuran untuk akaun belum terima urus niaga pertukaran bagi Kumpulan dan Lembaga pada akhir tempoh pelaporan adalah seperti berikut:

	Jumlah Kasar RM	Rosot nilai & Hapus Kira RM	Nilai Bawaan RM
<b>Kumpulan</b>			
<b>31.12.2022</b>			
Belum lepas tempoh kredit	8,987,360	-	8,987,360
Lepas tempoh kredit:			
- Kurang dari 6 bulan	886,546	-	886,546
- 6 hingga 12 bulan	398,607	-	398,607
- Lebih daripada 12 bulan	6,058,387	(451,862)	5,606,525
	<u>16,330,900</u>	<u>(451,862)</u>	<u>15,879,038</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

13. BELUM TERIMA URUS NIAGA PERTUKARAN (SAMBUNGAN)

Analisa Pengumuran (sambungan)

	Jumlah Kasar	Rosot nilai & Hapus kira	Nilai Bawaan
	RM	RM	RM
<b>Kumpulan</b>			
<b>31.12.2021</b>			
Belum lepas tempoh kredit	4,097,896	-	4,097,896
Lepas tempoh kredit:			
- Kurang dari 6 bulan	586,420	-	586,420
- 6 hingga 12 bulan	4,718,142	-	4,718,142
- Lebih daripada 12 bulan	6,464,741	(160,615)	6,304,126
	<u>15,867,199</u>	<u>(160,615)</u>	<u>15,706,584</u>

	Jumlah Kasar	Rosot nilai & Hapus Kira	Nilai Bawaan
	RM	RM	RM
<b>Lembaga</b>			
<b>31.12.2022</b>			
Belum lepas tempoh kredit	6,313,553	-	6,313,553
Lepas tempoh kredit:			
- Kurang dari 6 bulan	15,208	-	15,208
- 6 hingga 12 bulan	53,015	-	53,015
- Lebih daripada 12 bulan	3,090,325	-	3,090,325
	<u>9,472,101</u>	<u>-</u>	<u>9,472,101</u>

<b>Lembaga</b>			
<b>31.12.2021</b>			
Belum lepas tempoh kredit	9,764	-	9,764
Lepas tempoh kredit:			
- Kurang dari 6 bulan	67,403	-	67,403
- 6 hingga 12 bulan	3,588,723	-	3,588,723
- Lebih daripada 12 bulan	3,832,071	(55,160)	3,776,911
	<u>7,497,961</u>	<u>(55,160)</u>	<u>7,442,801</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

14. BELUM TERIMA LAIN

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Prabayar	2,331,524	2,636,355	17,277	4,695
Penghutang GST	14,263,152	14,263,703	14,236,089	14,236,089
Penghutang kenderaan	-	20,456	-	20,456
Penghutang staf	125,372	259,556	88,438	25,112
Pinjaman pelajaran	190,858	181,807	135,194	126,143
Pelbagai belum terima	196,150	176,127	-	-
	<u>17,107,056</u>	<u>17,538,004</u>	<u>14,476,998</u>	<u>14,412,495</u>

15. AMAUN TERHUTANG OLEH/(KEPADA) SYARIKAT SUBSIDIARI

Amaun terhutang oleh/(kepada) syarikat subsidiari terdiri daripada pendahuluan tanpa cagaran yang tidak dikenakan faedah dan akan dibayar balik berdasarkan arahan pembayaran.

16. AMAUN TERHUTANG OLEH/(KEPADA) SYARIKAT SUB-SUBSIDIARI

Amaun terhutang oleh/(kepada) syarikat sub-subsidiari terdiri daripada pendahuluan tanpa cagaran yang tidak dikenakan faedah dan akan dibayar balik berdasarkan arahan pembayaran.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**17. AMAUN TERHUTANG OLEH/(KEPADA) SYARIKAT BERKAITAN**

Amaun terhutang oleh/(kepada) syarikat berkaitan terdiri daripada pendahuluan tanpa cagaran yang tidak dikenakan faedah dan akan dibayar balik berdasarkan arahan pembayaran.

**18. PENDAHULUAN OLEH SYARIKAT SUBSIDIARI**

Pendahuluan oleh syarikat subsidiari terdiri daripada pendahuluan tanpa cagaran yang tidak dikenakan faedah dan akan dibayar balik berdasarkan arahan pembayaran.

**19. PENDAHULUAN OLEH SYARIKAT SUB-SUBSIDIARI**

Pendahuluan oleh syarikat sub-subsidiari terdiri daripada pendahuluan tanpa cagaran yang tidak dikenakan faedah dan akan dibayar balik berdasarkan arahan pembayaran.

**20. ASET KEWANGAN PADA NILAI SAKSAMA MELALUI LEBIHAN ATAU KURANGAN**

	Kumpulan	
	2022 RM	2021 RM
Pelaburan portfolio, di Malaysia:		
RHB Asset Management Sdn. Bhd.	19,021,827	21,179,284
Amanah Raya JMF Management	3,429,539	3,890,710
ASBI Dana Al-Fakhim BIMB	257,285	252,960
	<b>22,708,651</b>	<b>25,322,954</b>

**21. DEPOSIT JANGKA PENDEK**

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Simpanan tetap di bank-bank dan institusi kewangan berlesen	<b>501,903,287</b>	379,905,259	<b>458,285,188</b>	358,210,000

Kadar faedah deposit di sepanjang tahun kewangan bagi Kumpulan dan Lembaga adalah 2.40%-4.35% (2021: 1.75% - 4.00%) setahun dan tempoh matang deposit adalah 1 – 458 hari (2021: 1-458 hari).

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

22. KUMPULAN WANG PINJAMAN KENDERAAN

	Kumpulan dan Lembaga	
	2022	2021
	RM	RM
Pada 1 Januari/31 Disember	<u>2,000,000</u>	<u>2,000,000</u>
Pergerakan dalam baki belum terima pinjaman:		
Pada 1 Januari	20,456	32,194
Tambahan pinjaman	-	-
Bayaran balik pinjaman	<u>(20,456)</u>	<u>(11,738)</u>
Pada 31 Disember	<u>-</u>	<u>20,456</u>

Kumpulan wang ini adalah untuk pemberian pinjaman kenderaan kepada kakitangan tertakluk kepada syarat-syarat yang ditetapkan. Tempoh bayaran balik pinjaman selama 108 bulan. Pembayaran balik pembiayaan termasuk kadar keuntungan hendaklah dibayar oleh kakitangan secara ansuran melalui potongan gaji pada tiap-tiap bulan sebagaimana yang dipersetujui di dalam perjanjian.

23. KUMPULAN WANG PINJAMAN PELAJARAN

	Kumpulan dan Lembaga	
	2022	2021
	RM	RM
Pada 1 Januari/31 Disember	<u>1,500,000</u>	<u>1,500,000</u>
Pergerakan dalam baki belum terima pinjaman:		
Pada 1 Januari	126,143	149,052
Tambahan pinjaman	46,110	34,027
Bayaran balik pinjaman	<u>(37,059)</u>	<u>(56,936)</u>
Pada 31 Disember	<u>135,194</u>	<u>126,143</u>

Kumpulan wang ini adalah untuk pemberian pinjaman pelajaran kepada kakitangan tertakluk kepada syarat-syarat yang ditetapkan. Tempoh bayaran balik pinjaman selama 60 bulan. Pembayaran balik pembiayaan tanpa kadar keuntungan hendaklah dibayar oleh kakitangan setelah tamat pengajian secara ansuran melalui potongan gaji pada tiap-tiap bulan sebagaimana yang dipersetujui di dalam perjanjian. Kakitangan layak mendapat pembiayaan boleh ubah sekiranya memenuhi syarat-syarat kelayakan yang ditetapkan.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**24. KUMPULAN WANG PINJAMAN KOMPUTER**

	Kumpulan dan Lembaga	
	2022	2021
	RM	RM
Pada 1 Januari/31 Disember	<b>1,000,000</b>	1,000,000

Tiada baki belum terima pinjaman pada tahun semasa dan sebelumnya, maka pergerakan dalam baki belum terima pinjaman tidak ditunjukkan.

Kumpulan wang ini adalah untuk pemberian pinjaman komputer kepada kakitangan tertakluk kepada syarat-syarat yang ditetapkan. Tempoh bayaran balik pinjaman selama 48 bulan. Pembayaran balik pembiayaan termasuk kadar keuntungan hendaklah dibayar oleh kakitangan secara ansuran melalui potongan gaji pada tiap-tiap bulan sebagaimana yang dipersetujui di dalam perjanjian.

**25. PINJAMAN BANK**

	Kumpulan	
	2022	2021
	RM	RM
Pinjaman berjangka	<b>678,541</b>	767,098
Belum bayar pajakan kewangan	<b>1,138,787</b>	1,306,226
	<b>1,817,328</b>	2,073,324
Dianalisa sebagai:		
Bayaran balik dalam 12 bulan	<b>502,654</b>	640,755
Bayaran balik selepas 12 bulan dan tidak melebihi 5 tahun	<b>887,213</b>	944,557
Bayaran balik selepas 5 tahun	<b>427,461</b>	488,012
	<b>1,817,328</b>	2,073,324

(a) Pinjaman Berjangka

- (i) Pinjaman berjangka bagi Pembiayaan Islam Boleh Ubah Tempoh (BBA TF) berjumlah RM3,641,544 adalah sebahagian daripada pembiayaan pembelian 15 unit kedai-pejabat siap di Taman Tasik Utama, Ayer Keroh, Melaka dan sebidang tanah komersial yang dipegang di bawah HSM 4918 Lot No. PT 19403, Mukim Bukit Katil, Melaka Tengah. Pinjaman berjangka ini dijamin seperti berikut:
- (a) Surat ikatan penyerahan hak pertama pihak pertama yang baru atas perjanjian jual beli dengan surat kuasa wakil untuk memindahkan atau selainnya berurusan dengan harta tersebut; dan
  - (b) Cagaran undang-undang pertama pihak pertama atas tanah komersial itu.

Tempoh pembayaran balik pinjaman adalah sebanyak RM900 sehingga RM18,787 selama 120 ansuran bulanan termasuk faedah.

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

25. PINJAMAN BANK (SAMBUNGAN)

- (a) Pinjaman Berjangka (sambungan)
- (ii) Pinjaman berjangka berjumlah RM713,396 yang diperolehi dari bank berlesen adalah untuk membiayai pembelian pejabat kedai 1 tingkat di bawah prinsip Syariah di Pusat Bandar Bertam Perdana, Kepala Batas, Pulau Pinang. Tempoh pembayaran balik pinjaman adalah sebanyak RM5,544 selama 180 ansuran bulanan termasuk keuntungan.

	Kumpulan	
	2022	2021
	RM	RM
<b>Kematangan pinjaman berjangka:</b>		
Bayaran balik dalam 12 bulan	45,036	91,385
Bayaran balik selepas 12 bulan dan tidak melebihi 5 tahun	225,180	225,180
Bayaran balik selepas 5 tahun	408,325	450,533
	<u>678,541</u>	<u>767,098</u>

- (b) Belum Bayar Pajakan Kewangan

	Kumpulan	
	2022	2021
	RM	RM
<b>Pembayaran minimum pembiayaan</b>		
Bayaran balik dalam 12 bulan	374,464	727,778
Bayaran balik selepas 12 bulan dan tidak melebihi 9 tahun	934,286	757,518
	<u>1,308,750</u>	<u>1,485,296</u>
Tolak: Caj pembiayaan akan dibayar	(169,963)	(179,070)
Nilai semasa liabiliti pembiayaan	<u>1,138,787</u>	<u>1,306,226</u>
<b>Nilai semasa liabiliti pembiayaan</b>		
Bayaran balik dalam 12 bulan	457,618	549,370
Bayaran balik selepas 12 bulan dan tidak melebihi 5 tahun	662,033	719,377
Bayaran balik selepas 5 tahun	19,136	37,479
	<u>1,138,787</u>	<u>1,306,226</u>

Kadar faedah pembiayaan pajakan kewangan adalah pada kadar dari 2.16% hingga 5.4% setahun (2021: 2.18% hingga 6.54%).

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**26. GERAN TERTUNDA**

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Pada 1 Januari	31,666,397	42,092,737	6,596,591	662,130
<b>Geran diterima dalam tahun kewangan:</b>				
Geran (berkaitan sumbangan tunai)	94,124,750	73,652,077	19,058,400	8,867,700
Geran (berkaitan sumbangan perbelanjaan aset)	8,496,259	8,450,274	-	-
Geran (berkaitan sumbangan aset)	3,532,964	1,360,399	-	-
Pelarasan geran	-	69,210	-	69,210
Cukai jualan dan perkhidmatan	(1,847,871)	(1,578,359)	-	-
Bayaran balik geran	(7,912,906)	(3,762,644)	-	(685,137)
	<u>96,393,196</u>	<u>78,190,957</u>	<u>19,058,400</u>	<u>8,251,773</u>
<b>Diambilkira dalam Penyata Prestasi Kewangan</b>				
Penggunaan atas perbelanjaan yang terlibat	(68,209,935)	(57,934,620)	(16,145,304)	(2,317,312)
Penggunaan atas aset yang diperoleh	(12,680,817)	(9,488,730)	-	-
Penggunaan atas aset yang dibelanjakan	-	(3,885)	-	-
Penggunaan atas yuran pengurusan	(6,514,719)	(2,066,020)	-	-
Agihan ke syarikat subsidiari	(265,111)	(268,622)	-	-
Cukai jualan dan perkhidmatan	(229,328)	-	-	-
Pelarasan penyatuan	-	(18,855,420)	-	-
	<u>(87,899,910)</u>	<u>(88,617,297)</u>	<u>(16,145,304)</u>	<u>(2,317,312)</u>
Pada 31 Disember	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>
<b>Dianalisa sebagai:</b>				
Geran berkaitan perbelanjaan	12,237,985	15,601,338	9,509,687	6,596,591
Geran berkaitan aset	27,921,698	34,920,479	-	-
Pelarasan penyatuan	-	(18,855,420)	-	-
	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>
<b>Dianalisa sebagai:</b>				
Dalam 12 bulan	6,786,646	4,824,131	-	-
Selepas 12 bulan	33,373,037	26,842,266	9,509,687	6,596,591
	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

27. LIABILITI CUKAI TERTUNDA

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
Pada 1 Januari	7,554,168	14,198,349	7,083,692	13,727,873
Pindahan ke penyata prestasi keuangan (Nota 38)	3,036,633	(6,644,181)	3,063,148	(6,644,181)
Pada 31 Disember	10,590,801	7,554,168	10,146,840	7,083,692

28. MANFAAT KAKITANGAN

	2022 RM	2021 RM Seperti dinyatakan semula
<b>Kumpulan</b>		
Peruntukan bagi manfaat perubatan pesara	33,758,090	30,737,673
Dianalisa sebagai:		
Matang dalam 12 bulan	481,319	365,564
Matang selepas 12 bulan	33,276,771	30,372,109
Peruntukan bagi ganjaran saguhati tamat perkhidmatan	16,230,206	15,133,129
Dianalisa sebagai:		
Matang dalam 12 bulan	109,343	15,972
Matang selepas 12 bulan	16,120,863	15,117,157
Peruntukan untuk gantian cuti rehat	2,801,328	3,500,959
Dianalisa sebagai:		
Matang dalam 12 bulan	396,327	433,908
Matang selepas 12 bulan	2,405,001	3,067,051
<b>Peruntukan manfaat kakitangan</b>	<b>52,789,624</b>	<b>49,371,761</b>
Dianalisa sebagai:		
Matang dalam 12 bulan	986,989	815,444
Matang selepas 12 bulan	51,802,635	48,556,317
	<b>52,789,624</b>	<b>49,371,761</b>

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**28. MANFAAT KAKITANGAN (SAMBUNGAN)**

	2022 RM	2021 RM
<b>Lembaga</b>		
Peruntukan bagi manfaat perubatan pesara	<u>33,758,090</u>	<u>30,737,673</u>
Dianalisa sebagai:		
Matang dalam 12 bulan	<u>481,319</u>	365,564
Matang selepas 12 bulan	<u>33,276,771</u>	30,372,109
Peruntukan bagi ganjaran suguhati tamat perkhidmatan	<u>-</u>	<u>-</u>
Dianalisa sebagai:		
Matang dalam 12 bulan	<u>-</u>	<u>-</u>
Matang selepas 12 bulan	<u>-</u>	<u>-</u>
Peruntukan untuk gantian cuti rehat	<u>2,746,548</u>	<u>3,425,484</u>
Dianalisa sebagai:		
Matang dalam 12 bulan	<u>395,175</u>	433,908
Matang selepas 12 bulan	<u>2,351,373</u>	2,991,576
<b>Peruntukan manfaat kakitangan</b>	<u>36,504,638</u>	<u>34,163,157</u>
Dianalisa sebagai:		
Matang dalam 12 bulan	<u>876,494</u>	799,472
Matang selepas 12 bulan	<u>35,628,144</u>	33,363,685
	<u>36,504,638</u>	<u>34,163,157</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

28. MANFAAT KAKITANGAN (SAMBUNGAN)

Peruntukan Bagi Manfaat Perubatan Pesara

(a) Pergerakan dalam peruntukan bagi manfaat perubatan pesara Kumpulan dan Lembaga adalah seperti berikut:

	2022 RM	2021 RM
<b>Kumpulan dan Lembaga</b>		
Pada 1 Januari	30,737,673	27,835,907
Kos Perkhidmatan Semasa	2,264,905	2,196,387
Kos Faedah	1,090,756	989,483
Manfaat Dibayar	(335,244)	(284,104)
Pada 31 Disember	<u>33,758,090</u>	<u>30,737,673</u>

(b) Andaian Aktuari

Andaian aktuari utama yang digunakan pada tarikh pelaporan adalah seperti berikut:

	2022 %	2021 %
<b>Kumpulan dan Lembaga</b>		
Kadar diskaun	3.59	3.59
Kadar inflasi kos perubatan	10.00	10.00

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**28. MANFAAT KAKITANGAN (SAMBUNGAN)**

**Peruntukan Bagi Ganjaran Saguhati Tamat Perkhidmatan**

(a) Pergerakan dalam peruntukan bagi ganjaran saguhati tamat perkhidmatan Kumpulan adalah seperti berikut:

	<b>2022</b>	2021
	<b>RM</b>	RM
		Seperti dinyatakan semula
<b>Kumpulan</b>		
Pada 1 Januari	15,133,129	14,210,836
Kos Perkhidmatan Semasa	1,000,854	1,000,629
Kos Faedah	593,883	484,662
Keuntungan Aktuari Bersih	(37,432)	(55,944)
Manfaat Dibayar	<u>(460,228)</u>	<u>(507,054)</u>
Pada 31 Disember	<u>16,230,206</u>	<u>15,133,129</u>

(b) Andaian Aktuari

Andaian aktuari utama yang digunakan pada tarikh pelaporan adalah seperti berikut:

	<b>2022</b>	2021
	%	%
<b>Kumpulan</b>		
Kadar diskaun	<b>3.19 - 4.07</b>	3.19 - 4.07
Kadar kenaikan gaji	<b>5.00 - 6.00</b>	5.00 - 6.00

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

28. MANFAAT KAKITANGAN (SAMBUNGAN)

Peruntukan Bagi Gantian Cuti Rehat

(a) Pergerakan dalam peruntukan bagi gantian cuti rehat Kumpulan dan Lembaga adalah seperti berikut:

	2022 RM	2021 RM
<b>Kumpulan</b>		
Pada 1 Januari	3,500,959	3,832,833
Kos Perkhidmatan Semasa	174,207	187,591
Kos Faedah	125,216	129,099
Manfaat Dibayar	(999,054)	(648,564)
Pada 31 Disember	<u>2,801,328</u>	<u>3,500,959</u>
	2022 RM	2021 RM
<b>Lembaga</b>		
Pada 1 Januari	3,425,484	3,751,018
Kos Perkhidmatan Semasa	168,362	180,519
Kos Faedah	121,782	126,344
Manfaat Dibayar	(969,080)	(632,397)
Pada 31 Disember	<u>2,746,548</u>	<u>3,425,484</u>

(b) Andaian Aktuari

Andaian aktuari utama yang digunakan pada tarikh pelaporan adalah seperti berikut:

	2022 %	2021 %
<b>Kumpulan</b>		
Kadar diskaun	3.59 - 4.07	3.59 - 4.07
Kadar kenaikan gaji	6.00	6.00
<b>Lembaga</b>		
Kadar diskaun	3.59	3.59
Kadar kenaikan gaji	6.00	6.00

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**29. BELUM BAYAR URUS NIAGA PERTUKARAN**

Syarat-syarat kredit perdagangan biasa untuk belum bayar urus niaga pertukaran Kumpulan dan Lembaga adalah 14 hingga 90 hari (2021: 14 hingga 90 hari).

Analisa Pengumuran

Analisa pengumuran untuk akaun belum bayar urus niaga pertukaran bagi Kumpulan dan Lembaga pada akhir tempoh pelaporan adalah seperti berikut:

	<b>2022</b>	<b>2021</b>
	<b>RM</b>	<b>RM</b>
<b>Kumpulan</b>		
Belum lepas tempoh kredit	<b>30,068,082</b>	13,285,287
Lepas tempoh kredit:		
- Kurang dari 6 bulan	<b>3,806,716</b>	4,261,272
- 6 hingga 12 bulan	<b>304,531</b>	504,454
- Lebih daripada 12 bulan	<b>54,239</b>	157,036
	<b>34,233,568</b>	18,208,049
	<b>2022</b>	<b>2021</b>
	<b>RM</b>	<b>RM</b>
<b>Lembaga</b>		
Belum lepas tempoh kredit	<b>27,780,027</b>	11,483,195
Lepas tempoh kredit:		
- Kurang dari 6 bulan	-	-
- 6 hingga 12 bulan	-	-
- Lebih daripada 12 bulan	-	-
	<b>27,780,027</b>	11,483,195

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

30. BELUM BAYAR LAIN

	2022 RM	Kumpulan 2021 RM Seperti dinyatakan semula	2022 RM	Lembaga 2021 RM Seperti dinyatakan semula
Imbuan kakitangan	14,669,151	14,748,608	11,930,000	11,600,000
Pemiutang bukan perdagangan	286,252	915,980	286,252	915,980
Bon pelaksanaan	6,457,522	2,568,415	420,000	420,000
Imbuan/Elaun Anggota Lembaga	1,972,977	1,736,409	570,000	400,000
Akruan	3,764,431	1,130,053	69,960	60,473
Wang tahanan	77,719	141,729	77,719	141,729
Pemiutang online	106,918	130,898	106,918	130,898
Pemiutang lain	26,158,883	11,493,737	45,710	61,155
Pemiutang staf	764,196	1,067,137	254,799	247,234
Pemiutang gaji	57,244	-	57,244	-
Pemiutang GST/SST	2,051,863	5,691,308	-	3,180,417
	<b>56,367,156</b>	<b>39,624,274</b>	<b>13,818,602</b>	<b>17,157,886</b>

31. HASIL DARIPADA URUS NIAGA BUKAN PERTUKARAN

	2022 RM	Kumpulan 2021 RM	Lembaga 2022 RM	2021 RM
Levi kontrak	216,313,145	161,749,082	216,313,145	161,749,082
Yuran pendaftaran	65,457,585	66,111,345	65,457,585	66,111,345
Kompaun dan penalti	9,361,933	5,265,929	9,361,933	5,265,929
Lain-lain urus niaga bukan pertukaran	55,298	1,145,000	-	-
Geran kerajaan	16,665,160	644,335	16,145,304	2,317,312
	<b>307,853,121</b>	<b>234,915,691</b>	<b>307,277,967</b>	<b>235,443,668</b>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

32. HASIL DARIPADA URUS NIAGA PERTUKARAN

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti diyatakan semula	2022 RM	2021 RM
Yuran penilaian kemahiran	7,884,330	4,165,813	5,937,470	3,304,190
Yuran kursus	26,024,787	15,596,559	11,998,971	2,561,529
Hasil sewaan	671,030	2,308,873	65,410	528,294
Fi pengurusan projek perundingan, pensijilan dan pendaftaran	8,546,759	19,082,378	-	-
Lain-lain urus niaga pertukaran	8,323,567	1,920,069	1,362,404	683,780
Dividen	539,160	1,700,548	190,750	237,150
Faedah deposit tetap	11,006,978	9,210,227	10,462,811	8,707,061
Hibah	1,229,021	1,509,437	1,168,592	1,439,457
Untung belum terealisasi	40,704	-	-	-
Verifikasi bahan	8,928,750	8,008,600	8,928,750	8,008,600
Jualan dokumen	152,118	160,690	75,738	86,170
	<b>73,347,204</b>	<b>63,663,194</b>	<b>40,190,896</b>	<b>25,556,231</b>

33. LAIN-LAIN HASIL

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Faedah pinjaman kenderaan	260	1,028	260	1,028
Bayaran balik geran	59,610	4,553,302	59,610	4,553,302
Pendapatan hutang ragu	656,809	6,198,199	656,809	6,198,199
Rosot nilai terpulih aset kewangan sedia untuk dijual	2,738	-	-	-
Keuntungan mudharabah	769,580	217,406	765,647	203,423
Pelbagai hasil	545,401	797,501	110,943	485,380
Keuntungan jualan hartanah, loji dan peralatan	64,923	344,236	118	14,225
Keuntungan atas hapus kira pelaburan subsidiari	-	100,000	-	-
	<b>2,099,321</b>	<b>12,211,672</b>	<b>1,593,387</b>	<b>11,455,557</b>



**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**34. PERBELANJAAN OPERASI LANGSUNG**

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
Program pembiayaan industri pembinaan	126,323,379	85,084,352	148,389,140	96,376,802
Susut nilai hartanah, loji dan peralatan	11,337,139	11,443,442	-	-
Rugi hartanah, loji dan peralatan	-	3	-	-
	<u>137,660,518</u>	<u>96,527,797</u>	<u>148,389,140</u>	<u>96,376,802</u>

**35. PERBELANJAAN PENGURUSAN**

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Bekalan	2,558,101	3,598,739	2,064,059	3,087,812
Elaun perjalanan	7,545,815	2,254,522	5,450,106	1,387,306
Kursus dan latihan staf	3,007,328	891,275	2,781,007	728,302
Penyelenggaraan	10,618,262	8,196,473	7,800,760	6,063,533
Perhubungan dan utiliti	4,516,752	3,988,002	1,895,093	1,999,258
Perbelanjaan pejabat	69,839	72,477	-	-
Perbelanjaan lain-lain	226,998	90,817	-	-
	<u>28,543,095</u>	<u>19,092,305</u>	<u>19,991,025</u>	<u>13,266,211</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

36. LAIN-LAIN PERBELANJAAN OPERASI

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM
Cukai jalan dan insuran	631,244	618,913	321,018	298,632
Hapus kira belum terima lain	346,407	-	-	-
Hapus kira penghutang levi	223,833	-	223,833	-
Peruntukan kerugian rosot nilai	24,211	1,094,099	24,211	850,463
Emolumen	103,378,637	103,001,770	77,300,111	76,982,040
Hartanah, loji dan peralatan dihapus kira	18,984	292,397	7,797	292,193
Kemerosotan nilai aset kewangan sedia untuk dijual	-	163,910	-	-
Keraian	880,727	462,764	-	-
Pengiklanan dan promosi	648,067	338,057	-	-
Perkhidmatan ikhtisas	23,050,498	22,249,113	19,991,149	18,412,151
Kerugian atas pelupusan hartanah, loji dan peralatan	15,640	745,546	1,184	28,210
Sewaan	22,489,161	19,901,916	19,567,771	18,011,020
Pelunasan aset tak ketara	6,911,380	7,223,799	6,836,836	7,163,424
Susut nilai hartanah, loji dan peralatan	10,079,274	10,986,868	8,322,205	8,995,474
	<u>168,698,063</u>	<u>167,079,152</u>	<u>132,596,115</u>	<u>131,033,607</u>

37. KOS KEWANGAN

	Kumpulan	
	2022 RM	2021 RM
Perbelanjaan faedah atas pinjaman bank	<u>172,993</u>	<u>257,503</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

38. PERCUKAIAN

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
Perbelanjaan cukai bagi tahun kewangan:				
- Peruntukan cukai tahun semasa	4,488,880	3,004,284	3,781,158	2,422,127
- Bahagian cukai syarikat bersekutu	-	(65,315)	-	-
- (Lebihan)/ kurangan peruntukan cukai pada tahun lepas	(39,979)	159,097	-	347,947
	<u>4,448,901</u>	<u>3,098,066</u>	<u>3,781,158</u>	<u>2,770,074</u>
Pengasalan dan penarikbalikan perbezaan sementara:				
- Diiktiraf dalam penyata cukai pada tahun semasa (Nota 27)	275,515	6,748,197	302,030	6,748,197
- Kurangan/(lebih) peruntukan cukai tertunda pada tahun lepas (Nota 27)	2,761,118	(13,392,378)	2,761,118	(13,392,378)
	<u>3,036,633</u>	<u>(6,644,181)</u>	<u>3,063,148</u>	<u>(6,644,181)</u>
	<u>7,485,534</u>	<u>(3,546,115)</u>	<u>6,844,306</u>	<u>(3,874,107)</u>

Cukai pendapatan Kumpulan dan Lembaga adalah dikira pada kadar berkanun 24% (2021: 24%) ke atas keuntungan bercukai. Penyesuaian bagi perbelanjaan cukai pendapatan yang berkenaan keuntungan jualan sebelum cukai pada kadar cukai pendapatan berkanun kepada perbelanjaan cukai pada kadar cukai pendapatan efektif adalah seperti berikut:

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**38. PERCUKAIAN (SAMBUNGAN)**

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM Seperti dinyatakan semula
Lebih pendapatan sebelum cukai dan zakat	<b>48,222,028</b>	27,806,364	<b>48,085,970</b>	31,778,836
Cukai pada kadar 24% (2021: 24%)	<b>11,573,287</b>	6,673,527	<b>11,540,633</b>	7,626,921
Pendapatan tidak tertakluk pada cukai	<b>(30,080,035)</b>	(16,995,033)	<b>(11,049,159)</b>	(1,374,108)
Perbelanjaan tidak dibenarkan untuk tolakan cukai	<b>26,319,880</b>	20,538,775	<b>6,094,747</b>	3,317,271
Kesan atas belum guna kerugian belum serap cukai	<b>178,306</b>	382,898	-	-
Kesan atas penggunaan kerugian belum diiktiraf cukai sebelumnya	<b>(2,503,033)</b>	(399,760)	<b>(2,503,033)</b>	(399,760)
Kesan atas belum guna/(penggunaan) elaun modal belum guna	<b>114,870</b>	(51,299)	-	-
Cukai tertunda tidak terealisasi/ (teralisasi)	<b>911</b>	(72,820)	-	-
Cukai tertunda terealisasi disebabkan oleh pelupusan hartanah, loji dan peralatan (Aset)/liabiliti cukai tertunda tidak diiktiraf tahun lepas	<b>(46,240)</b>	(11,744)	-	-
Aset cukai tertunda tidak diiktiraf tahun semasa	<b>(783,084)</b>	(479,512)	-	-
(Lebihan)/kurangan peruntukan cukai pada tahun lepas	<b>(39,979)</b>	159,097	-	347,947
Kurangan/(lebih) peruntukan cukai tertunda pada tahun lepas	<b>2,761,118</b>	(13,392,378)	<b>2,761,118</b>	(13,392,378)
Cukai bagi tahun kewangan	<b>7,485,534</b>	(3,546,115)	<b>6,844,306</b>	(3,874,107)

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

39. KOS KAKITANGAN

	Kumpulan		Lembaga	
	2022 RM	2021 RM Seperti dinyatakan semula	2022 RM	2021 RM
Gaji dan elaun	85,581,688	85,112,999	64,245,267	64,389,449
Imbuhan tahunan	13,724,631	13,710,859	11,930,000	11,600,000
Kos kakitangan	<u>99,306,319</u>	<u>98,823,858</u>	<u>76,175,267</u>	<u>75,989,449</u>

Bilangan kakitangan Kumpulan dan Lembaga pada akhir tahun kewangan semasa masing-masing berjumlah seramai 1,668 dan 997 orang (2021: 1,670 dan 998 orang).

40. GANJARAN KAKITANGAN PENGURUSAN KANAN

	Kumpulan		Lembaga	
	2022 RM	2021 RM	2022 RM	2021 RM
Ganjaran jangka pendek	<u>4,072,318</u>	<u>4,177,912</u>	<u>1,124,844</u>	<u>992,591</u>
	<u>4,072,318</u>	<u>4,177,912</u>	<u>1,124,844</u>	<u>992,591</u>

Bilangan Anggota Lembaga Kumpulan dan Lembaga pada akhir tahun kewangan semasa masing-masing berjumlah seramai 89 dan 9 orang (2021: 90 dan 11 orang).

41. URUS NIAGA PENTING DENGAN PIHAK BERKAITAN

	Lembaga	
	2022 RM	2021 RM
<u>Syarikat subsidiari dan sub-subsidiari</u>		
Program pembiayaan industri pembinaan dibayar dan belum dibayar	109,567,505	81,046,314
Belanja utiliti dibayar dan belum dibayar	485,199	242,887
Belanja sewa dibayar dan belum dibayar	-	182,994
Pendapatan sewaan	37,140	282,894
Lain-lain hasil urus niaga pertukaran	528,150	173,400
Jualan dokumen	830	-
Lain-lain hasil-pelbagai hasil	300	-
Dividen diterima	<u>190,750</u>	<u>237,150</u>

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**42. INSTRUMEN KEWANGAN**

**(a) Polisi dan objektif pengurusan risiko kewangan**

Polisi pengurusan risiko kewangan Kumpulan dan Lembaga memastikan bahawa sumber kewangan yang mencukupi dapat diraih untuk pembangunan perniagaan Lembaga di samping menguruskan risiko-risiko kadar faedah (kedua-dua nilai dan aliran tunai), risiko kecairan dan risiko kredit. Anggota Lembaga Kumpulan dan Lembaga menyemak dan bersetuju polisi bagi menguruskan setiap risiko.

**(b) Risiko kadar faedah**

Risiko kadar faedah adalah risiko perubahan dalam nilai instrumen kewangan disebabkan sensitiviti terhadap perubahan dalam kadar faedah semasa. Risiko ini terhad kepada pelaburan jangka pendek dengan institusi kewangan berlesen, pelaburan yang diuruskan oleh Pengurus Portfolio dan pinjaman bank.

Jadual berikut menunjukkan aset kewangan dan liabiliti kewangan Kumpulan dan Lembaga dan amaun yang dibawa yang terdedah kepada risiko kadar faedah, dianalisa berdasarkan penetapan semula nilai faedah atau tarikh matang yang mana lebih awal.

	Sehingga 1 bulan RM	1 - 3 bulan RM	3 - 12 bulan RM	1 - 5 tahun RM	> 5 tahun RM	Jumlah RM
<b>31.12.2022 Kumpulan</b>						
<b>Aset semasa</b>						
Aset kewangan melalui lebihan atau kurang	22,708,651	-	-	-	-	22,708,651
Deposit jangka pendek	19,902,339	51,353,419	385,937,529	44,710,000	-	501,903,287
Tunai dan baki di bank	41,560,607	-	-	-	-	41,560,607
<b>Liabiliti bukan semasa</b>						
Pinjaman bank	-	-	-	887,213	427,461	1,314,674
<b>Liabiliti semasa</b>						
Pinjaman bank	2,709	13,553	486,392	-	-	502,654
<b>31.12.2022 Lembaga</b>						
<b>Aset semasa</b>						
Deposit jangka pendek	11,957,688	31,500,000	370,117,500	44,710,000	-	458,285,188
Tunai dan baki di bank	24,627,302	-	-	-	-	24,627,302

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

42. INSTRUMEN KEWANGAN (SAMBUNGAN)

(b) Risiko kadar faedah (sambungan)

	Sehingga 1 bulan RM	1 - 3 bulan RM	3 - 12 bulan RM	1 - 5 tahun RM	> 5 tahun RM	Jumlah RM
<b>31.12.2021</b>						
<b>Kumpulan</b>						
<b>Aset semasa</b>						
Aset kewangan melalui lebihan atau kurangan	25,322,954	-	-	-	-	25,322,954
Deposit jangka pendek	1,250,969	9,277,674	356,776,616	12,600,000	-	379,905,259
Tunai dan baki di bank	118,900,934	-	-	-	-	118,900,934
<b>Liabiliti bukan semasa</b>						
Pinjaman bank	-	-	-	944,557	488,012	1,432,569
<b>Liabiliti semasa</b>						
Pinjaman bank	25,784	89,217	525,754	-	-	640,755
<b>31.12.2021</b>						
<b>Lembaga</b>						
<b>Aset semasa</b>						
Deposit jangka pendek	-	6,200,000	339,410,000	12,600,000	-	358,210,000
Tunai dan baki di bank	88,415,437	-	-	-	-	88,415,437

Sensitiviti kadar faedah

Jadual berikut menunjukkan sensitiviti terhadap perubahan yang mungkin berlaku dalam kadar faedah terhadap pinjaman. Dengan semua pemboleh ubah lain yang tetap, jadual di bawah meringkaskan pendedahan Kumpulan kepada risiko kadar faedah terhadap pinjaman berkadar terapung.

	Kesan kepada rizab RM
<b>2022</b>	
Kenaikan Dalam 100 Mata Asas (+100 bps)	43,171
Penurunan Dalam 100 Mata Asas (-100 bps)	(43,171)
<b>2021</b>	
Kenaikan Dalam 100 Mata Asas (+100 bps)	43,549
Penurunan Dalam 100 Mata Asas (-100 bps)	(43,549)

Pergerakan yang diandaikan dalam mata asas bagi analisa sensitiviti kadar faedah adalah berdasarkan persekitaran pasaran semasa yang boleh ditinjau.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**

Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**42. INSTRUMEN KEWANGAN (SAMBUNGAN)**

**(b) Risiko kadar faedah (sambungan)**

Kadar Faedah Dan Kematangan

Kadar faedah setahun dan kematangan deposit jangka pendek dan pinjaman bank pada 31 Disember telah didedahkan dalam Nota 21 dan Nota 25 masing-masing.

**(c) Risiko kredit**

Risiko kredit, atau risiko pihak lain gagal memenuhi tanggungjawabnya, dikawal menerusi pelaksanaan prosedur kelulusan dan pemantauan kredit. Akaun belum terima urus niaga bukan pertukaran dan urus niaga pertukaran diawasi dari masa ke masa menerusi prosedur laporan pengurusan Kumpulan dan Lembaga. Kumpulan dan Lembaga tidak mempunyai sebarang pendedahan besar kepada mana-mana pelanggan individu atau pihak lain dan tidak mempunyai penumpuan kredit berhubung dengan mana-mana instrumen kewangan.

Memandangkan Kumpulan dan Lembaga tidak memegang apa-apa sandaran, pendedahan tertinggi terhadap risiko kredit diwakili oleh nilai bawaan aset kewangan pada akhir tempoh pelaporan.

Pada akhir tempoh pelaporan, belum terima yang telah diperuntukkan kerugian rosot nilai merupakan belum terima yang mempunyai masalah kewangan signifikan dan tidak membuat pembayaran mengikut tempoh kredit yang dibenarkan;

Belum terima yang melebihi tempoh kredit tetapi tidak diperuntukkan kerugian rosot nilai

Kumpulan dan Lembaga tidak membuat peruntukan kerugian rosot nilai bagi belum terima ini disebabkan mereka adalah syarikat-syarikat yang mempunyai rekod bayaran balik yang baik dan tiada rekod mungkir bayaran.

Belum terima yang signifikan yang belum melebihi tempoh kredit dan juga tidak diperuntukkan kerugian rosot nilai merupakan belum terima-belum terima yang biasa berurusan dengan Kumpulan dan Lembaga. Kumpulan dan Lembaga akan memantau kualiti kredit belum terima-belum terima ini melalui analisa laporan pengurusan.

Analisa pengumuman dan amaun yang dinilai mengalami penjejasan bagi belum terima urus niaga bukan pertukaran dan belum terima urus niaga pertukaran pada 31 Disember telah didedahkan dalam Nota 12 dan Nota 13 masing-masing.

Aset-aset kewangan lain, selain daripada aset kewangan sedia dijual, adalah bukan tertunggak dan bukan terjejas pada 31 Disember.



LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

42. INSTRUMEN KEWANGAN (SAMBUNGAN)

(d) Risiko kecairan

Kumpulan dan Lembaga menguruskan profil kematangan hutang, aliran tunai operasi dan ketersediaan pendanaan dengan aktif untuk memastikan semua keperluan pembiayaan semula, pembayaran balik dan pendanaan dipenuhi. Sebagai sebahagian daripada pengurusan kecairan keseluruhannya, Kumpulan dan Lembaga mengekalkan tahap tunai atau instrumen boleh ditukar dengan tunai secukupnya untuk memenuhi keperluan modal kerjanya.

Profil kematangan pinjaman bank Kumpulan telah didedahkan dalam Nota 25 manakala kematangan liabiliti kewangan lain adalah kurang daripada 12 bulan.

(e) Nilai saksama

Penentuan Nilai Saksama

Kumpulan dan Lembaga menggunakan hierarki berikut untuk menentukan dan mendedahkan nilai saksama instrumen kewangan menerusi teknik penilaian:

Tahap 1:	Tersiar (tidak diselaraskan) harga dalam pasaran aktif untuk aset atau liabiliti yang sama.
Tahap 2:	Input selain daripada tersiar harga termasuk dalam Tahap 1 yang boleh ditinjau untuk aset atau liabiliti, sama ada secara langsung atau tidak langsung.
Tahap 3:	Input untuk aset atau liabiliti yang tidak berdasarkan data pasaran yang boleh ditinjau (input yang tidak boleh ditinjau).

*Instrumen Kewangan Di Tahap 1*

Nilai saksama bagi instrumen kewangan yang diurus niagakan di pasaran aktif adalah berdasarkan harga pasaran tersiar pada tarikh lembaran imbalan. Suatu pasaran dianggap sebagai aktif jika harga tersiar adalah tersedia dan biasanya boleh didapati daripada suatu pertukaran dan harga tersebut mewakili urus niaga pasaran yang sebenar dan biasa berlaku di atas suatu asas urus niaga tulus. Ini termasuk pelaburan yang diuruskan oleh pengurus portfolio.

*Instrumen Kewangan Di Tahap 2 dan Tahap 3*

Kumpulan dan Lembaga tidak mempunyai instrumen kewangan dimana nilai saksamanya ditentukan melalui tahap 2 dan tahap 3.

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**42. INSTRUMEN KEWANGAN (SAMBUNGAN)**

**(e) Nilai saksama (sambungan)**

Nilai saksama instrumen kewangan dan teknik serta input penilaian yang digunakan untuk menentukan nilai saksama adalah seperti berikut:

	Jumlah RM	Tahap 1	Tahap 2	Tahap 3
<b>Kumpulan 31.12.2022 Aset Kewangan</b>				
Aset kewangan pada nilai saksama melalui lebihan atau kurangan	22,708,651	22,708,651	-	-
<b>Kumpulan 31.12.2021 Aset Kewangan</b>				
Aset kewangan pada nilai saksama melalui lebihan atau kurangan	25,322,954	25,322,954	-	-

Nilai Saksama Bagi Instrumen Kewangan Tidak Dibawa Pada Nilai Saksama

Amaun yang dibawa bagi Tunai dan Kesetaraan Tunai, Belum Terima dan Belum Bayar adalah anggaran yang munasabah bagi nilai saksama disebabkan sama ada ianya bersifat jangka masa pendek atau boleh dibayar balik mengikut permintaan. Nilai bawaan pinjaman bank juga adalah anggaran munasabah bagi nilai saksamanya berdasarkan pembayaran balik yang telah ditentukan oleh pihak bank.

**43. KOMITMEN MODAL**

	Lembaga	
	2022 RM	2021 RM
Perbelanjaan modal yang diluluskan tetapi belum dikontrakkan	<u>338,074,826</u>	<u>210,355,970</u>

LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)

44. ASET LUAR JANGKA

	Lembaga	
	2022	2021
	RM	RM
Tuntutan ke atas penghutang levi yang telah di bawa ke Mahkamah	<u>1,426,005</u>	<u>3,539,240</u>

45. PELARASAN TAHUN LEPAS

Pelarasan tahun lepas Kumpulan dan Lembaga adalah berkaitan dengan pelarasan bagi perbelanjaan operasi langsung, hasil daripada urus niaga pertukaran, lain-lain perbelanjaan operasi, manfaat kakitangan, belum bayar lain, percukaian dan liabiliti cukai tertunda. Terdapat juga pengkelasan semula amaun perbelanjaan operasi langsung dan lain-lain perbelanjaan operasi.

	Seperti dinyatakan tahun lepas RM	Pelarasan tahun lepas RM	Seperti dinyatakan semula RM
<b>Kumpulan</b>			
<u>Penyata perubahan dalam aset bersih</u>			
Jumlah lebihan terkumpul pada 1 Januari 2021	<u>825,455,575</u>	<u>(3,175,342)</u>	<u>822,280,233</u>
Jumlah lebihan terkumpul pada 1 Januari 2022	<u>848,083,148</u>	<u>5,014,056</u>	<u>853,097,204</u>
<b>Lembaga</b>			
<u>Penyata perubahan dalam aset bersih</u>			
Jumlah lebihan terkumpul pada 1 Januari 2021	<u>785,084,946</u>	<u>(2,828,416)</u>	<u>782,256,530</u>
Jumlah lebihan terkumpul pada 1 Januari 2022	<u>812,031,398</u>	<u>5,346,839</u>	<u>817,378,237</u>

**LEMBAGA PEMBANGUNAN INDUSTRI PEMBINAAN MALAYSIA**  
Ditubuhkan di bawah Akta Lembaga Pembangunan Industri Pembinaan Malaysia 1994 (Akta 520)

**NOTA-NOTA KEPADA PENYATA KEWANGAN  
BAGI TAHUN BERAKHIR 31 DISEMBER 2022 (SAMBUNGAN)**

**45. PELARASAN TAHUN LEPAS (SAMBUNGAN)**

	31.12.2021 Seperti dinyatakan tahun lepas RM	Pelarasan/ Pengkelasan semula RM	31.12.2021 Seperti dinyatakan semula RM
<b>Kumpulan</b>			
<u>Penyata prestasi kewangan</u>			
Hasil daripada urus niaga pertukaran	63,731,886	(68,692)	63,663,194
Perbelanjaan operasi langsung	(96,182,822)	(344,975)	(96,527,797)
Lain-lain perbelanjaan operasi	(167,099,017)	19,865	(167,079,152)
Percukaian	(4,981,141)	8,527,256	3,546,115
<u>Penyata kedudukan kewangan</u>			
<u>Aset semasa</u>			
Cukai baikpulih	10,625,772	452,530	11,078,302
<u>Liabiliti bukan semasa</u>			
Liabiliti cukai tertunda	15,628,894	(8,074,726)	7,554,168
Manfaat kakitangan jangka panjang	48,239,506	316,811	48,556,317
<u>Liabiliti semasa</u>			
Belum bayar lain	36,443,857	3,180,417	39,624,274
Manfaat kakitangan jangka pendek	799,472	15,972	815,444
<b>Lembaga</b>			
<u>Penyata prestasi kewangan</u>			
Perbelanjaan operasi langsung	(96,024,801)	(352,001)	(96,376,802)
Percukaian	(4,653,149)	8,527,256	3,874,107
<u>Penyata kedudukan kewangan</u>			
<u>Aset semasa</u>			
Cukai baikpulih	9,281,322	452,530	9,733,852
<u>Liabiliti bukan semasa</u>			
Liabiliti cukai tertunda	15,158,418	(8,074,726)	7,083,692
<u>Liabiliti semasa</u>			
Belum bayar lain	13,977,469	3,180,417	17,157,886

**46. ANGKA-ANGKA PERBANDINGAN**

Angka-angka perbandingan adalah selaras dengan persembahan dan pengkelasan penyata kewangan tahun lepas kecuali seperti yang dinyatakan pada Nota 27, 28, 30, 32, 34, 36, 38 dan 39 kepada penyata kewangan.



**CERTIFICATE OF THE AUDITOR GENERAL  
ON THE FINANCIAL STATEMENTS OF  
CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**Certificate on the Auditing of the Financial Statements**

**Opinion**

I have authorised a private audit firm under Subsection 7(3) of the Audit Act 1957 [Act 62] to audit the Financial Statements of the Construction Industry Development Board Malaysia. The financial statements comprise the Statement of Financial Position as at 31 December 2022 of the Construction Industry Development Board Malaysia and the Group, and the Statement of Financial Performance, Statement of Changes in Net Assets, Statement of Cash Flows, and Statement of Comparison of Budget and Actual Amounts for the year ended on that date, and the notes to the financial statements including a summary of significant accounting policies as set out on pages 3 to 73.

In my opinion, the financial statements give a true and fair view of the financial position of the Construction Industry Development Board Malaysia and the Group as at 31 December 2022 and of their financial performance and cash flows for the year then ended in accordance with Malaysian Public Sector Accounting Standards (MPSAS) and requirements of the Construction Industry Development Board Malaysia Act 1994 [Act 520].

**Basis for Opinion**

The audit was conducted based on the Audit Act 1957 and The International Standards of Supreme Audit Institutions. My responsibilities are further described in the paragraph on Auditors' Responsibilities for the Audit of Financial Statements in this certificate. I believe that the audit evidence obtained is sufficient and appropriate to be the basis of my opinion.

### *Independence and Other Ethical Responsibilities*

I am independent of the Construction Industry Development Board Malaysia and the Group and have fulfilled other ethical responsibilities based on The International Standards of Supreme Audit Institutions.

### **Information Other than the Financial Statements and Auditors' Certificate Thereon**

The Members of the Board of the Construction Industry Development Board Malaysia are responsible for other information in the Annual Report. My opinion on the Financial Statements of the Construction Industry Development Board Malaysia and the Group does not include other information other than the Financial Statements and the Auditors' Certificate thereon and I have not expressed any form of assurance conclusion thereon.

### **Responsibilities of Members of the Board for the Financial Statements**

The Members of the Board are responsible for the preparation of the Financial Statements of the Construction Industry Development Board Malaysia and the Group which provide a true and fair view in accordance with the Malaysian Public Sector Accounting Standards (MPSAS) and the requirements of the Construction Industry Development Board Malaysia Act 1994 [Act 520]. The Members of the Board are also responsible for determining the necessary internal controls to enable the preparation of the Financial Statements of the Construction Industry Development Board Malaysia and the Group which are free of material misstatement, whether due to fraud or error.

During the preparation of the Financial Statements of the Construction Industry Development Board Malaysia and the Group, the Members of the Board are responsible for assessing the ability of the Construction Industry Development Board Malaysia and the Group to operate as a going concern, disclosing it if required and using it as an accounting basis.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the Financial Statements of the Construction Industry Development Board Malaysia and the Group as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Certificate that includes my opinion. Reasonable assurance is a high level of assurance, but not a guarantee that an audit conducted in accordance with The International Standards of Supreme

Audit Institutions will always detect significant misstatements when they exist. Misstatements can arise from fraud or error and are considered material either individually or in aggregate if they could be reasonably expected to influence the economic decisions made by the users based on these financial statements.

As part of the audit in accordance with The International Standards of Supreme Audit Institutions, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- a. identify and assess the risks of material misstatement in the Financial Statements of the Construction Industry Development Board Malaysia and the Group, 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 my opinion. The risk of not detecting misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control;
- b. understand relevant internal controls to design appropriate audit procedures but not to express an opinion on the effectiveness of internal controls of the Construction Industry Development Board Malaysia and the Group;
- c. evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures by the Members of the Board;
- d. conclude on the appropriateness of the Members of the Board's use of going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Construction Industry Development Board Malaysia or the Group to continue as a going concern. If I conclude that material uncertainty exists, I am required to draw attention in the Auditors' Certificate to the related disclosures in the Financial Statements of the Construction Industry Development Board Malaysia and the Group or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of the Auditor's Certificate. However, events or circumstances in the future may cause the Construction Industry Development Board Malaysia or the Group to no longer be able to continue as a going concern;
- e. evaluate whether the overall presentation, structure and content of the Financial Statements of the Construction Industry Development Board Malaysia and the Group, including their disclosures, and whether the financial statements have reported the basis of transactions and events that represent a fair view; and



- f. obtain adequate and suitable audit evidence regarding the financial information of entities and business activities within the Group to express an opinion on the Group's Financial Statements. I am responsible for the direction, supervision and performance of the group's auditing. I am only responsible for my opinion.

Members of the Board have been informed, among other things, about the scope and duration of the planned audit as well as significant audit findings including internal control weaknesses identified during the audit.

### Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Construction Industry Development Board Malaysia Act 1994 [Act 520], I also report that the subsidiaries that are not audited by me have been disclosed in Note 8 to the Financial Statements.

### Other Matters

This certificate is made solely for the Members of the Board of the Construction Industry Development Board Malaysia based on the requirements of the Construction Industry Development Board Malaysia Act 1994 [Act 520] and for no other purpose. I do not assume responsibility to any other party for the content of this certificate.

  
(DATUK WAN SURAYA BINTI WAN MOHD RADZI)  
AUDITOR GENERAL  
MALAYSIA

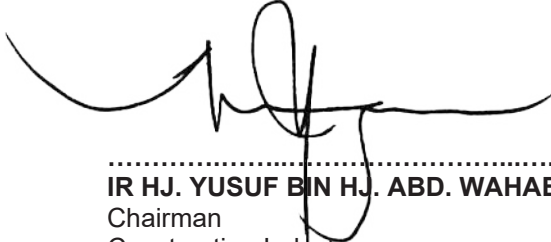


PUTRAJAYA  
30 AUGUST 2023

**STATEMENT BY THE CHAIRMAN AND A MEMBER OF THE BOARD OF  
THE CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA AND THE GROUP**

We, Ir Hj. Yusuf bin Hj. Abd. Wahab and Oliver Wee Hiang Chyn, being the Chairman and one of the Board Members of the Construction Industry Development Board Malaysia, do hereby state that in the opinion of the Board, the following Financial Statements comprising Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets, Statement of Cash Flows, and Statement of Comparison of Budget and Actual Amounts of the Construction Industry Development Board Malaysia and the Group together with the notes to the Financial Statements herein, are drawn up so as to give a true and fair view of the position of the Construction Industry Development Board Malaysia and the Group as at 31 December 2022 and the results of its operations and changes in financial position for the year ended on that date.

For the Board,



.....  
**IR HJ. YUSUF BIN HJ. ABD. WAHAB**  
Chairman  
Construction Industry  
Development Board Malaysia

Date: 17 APRIL 2023

Kuala Lumpur, Malaysia

For the Board,



.....  
**OLIVER WEE HIANG CHYN**  
Member of the Board  
Construction Industry  
Development Board Malaysia

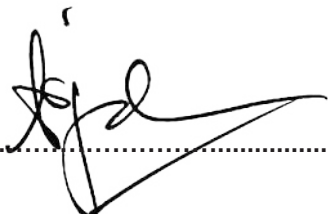
Date: 17 APRIL 2023


Kuala Lumpur, Malaysia

**DECLARATION BY THE OFFICER PRIMARILY RESPONSIBLE  
FOR THE FINANCIAL MANAGEMENT OF  
THE CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**

I, Datuk Ir Ahmad 'Asri bin Abdul Hamid, the officer primarily responsible for the financial management and accounting records of the Construction Industry Development Board Malaysia, do solemnly and sincerely declare that the following Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets, Statement of Cash Flows, and Statement of Comparison of Budget and Actual Amounts of the Construction Industry Development Board Malaysia and the Group together with the notes to the Financial Statements set out herein, to the best of my knowledge and belief are 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 above named at )  
Kuala Lumpur on 17 APR 2023 )

  
.....

Before me  
  
.....  
COMMISSIONER FOR OATHS  
NO. 86, JALAN PUTRA,  
50350 KUALA LUMPUR

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022**

	Note	Group 2022 RM	2021 RM As restated	Board 2022 RM	2021 RM As restated
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	4	230,093,733	231,706,337	197,150,989	200,516,969
Intangible assets	5	15,899,109	18,555,751	15,038,442	18,405,542
Work in progress	6	205,369,970	150,280,955	202,881,853	149,915,270
Investment property	7	10,080,000	10,080,000	-	-
Investments in subsidiaries	8	-	-	23,510,842	23,510,842
Investment in an associate	9	153,674	156,623	-	-
Financial assets available for sale	10	11,646,858	11,644,120	-	-
<b>Total non-current assets</b>		<b>473,243,344</b>	<b>422,423,786</b>	<b>438,582,126</b>	<b>392,348,623</b>
<b>Current assets</b>					
Inventories	11	679,835	811,496	45,965	61,919
Non-exchange transaction receivables	12	15,103,445	14,610,185	15,103,445	14,610,185
Exchange transaction receivables	13	15,879,038	15,706,584	9,472,101	7,442,801
Other receivables	14	17,107,056	17,538,004	14,476,998	14,412,495
Amount due from subsidiaries	15	-	-	38,967	58,583
Amount due from sub-subsidiaries	16	-	-	68,036	90,022
Amount due from related companies	17	114,877	37,974	-	-
Advance to subsidiaries	18	-	-	-	13,337,369
Advance to sub-subsidiaries	19	-	-	-	5,518,051
Tax recoverable		6,510,804	11,078,302	4,818,435	9,733,852
Financial assets at fair value through surplus or deficit	20	22,708,651	25,322,954	-	-
Short term deposits	21	501,903,287	379,905,259	458,285,188	358,210,000
Cash and bank balances		41,560,607	118,900,934	24,627,302	88,415,437
<b>Total current assets</b>		<b>621,567,600</b>	<b>583,911,692</b>	<b>526,936,437</b>	<b>511,890,714</b>
<b>TOTAL ASSETS</b>		<b>1,094,810,944</b>	<b>1,006,335,478</b>	<b>965,518,563</b>	<b>904,239,337</b>

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022 (CONT'D)**

		Group		Board	
	Nota	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
<b>NET ASSETS AND LIABILITIES</b>					
<b>NET ASSETS</b>					
Accumulated surplus		<b>893,578,494</b>	853,097,204	<b>858,435,737</b>	817,378,237
Vehicle loan fund	22	<b>2,000,000</b>	2,000,000	<b>2,000,000</b>	2,000,000
Education loan fund	23	<b>1,500,000</b>	1,500,000	<b>1,500,000</b>	1,500,000
Computer loan fund	24	<b>1,000,000</b>	1,000,000	<b>1,000,000</b>	1,000,000
<b>Total funds</b>		<b>898,078,494</b>	857,597,204	<b>862,935,737</b>	821,878,237
Non-controlling interest		<b>(23,370)</b>	(31,184)	-	-
<b>Total net assets</b>		<b>898,055,124</b>	857,566,020	<b>862,935,737</b>	821,878,237
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Bank borrowings	25	<b>1,314,674</b>	1,432,569	-	-
Deferred grants	26	<b>33,373,037</b>	26,842,266	<b>9,509,687</b>	6,596,591
Deferred tax liabilities	27	<b>10,590,801</b>	7,554,168	<b>10,146,840</b>	7,083,692
Long term employee benefits	28	<b>51,802,635</b>	48,556,317	<b>35,628,144</b>	33,363,685
<b>Total non-current liabilities</b>		<b>97,081,147</b>	84,385,320	<b>55,284,671</b>	47,043,968
<b>Current liabilities</b>					
Exchange transaction payables	29	<b>34,233,568</b>	18,208,049	<b>27,780,027</b>	11,483,195
Other payables	30	<b>56,367,156</b>	39,624,274	<b>13,818,602</b>	17,157,886
Amount due to subsidiaries	15	-	-	<b>2,275,819</b>	3,933,281
Amount due to sub-subsidiaries	16	-	-	<b>1,866,055</b>	1,943,298
Amount due to an associate	17	-	7,730	-	-
Bank borrowings	25	<b>502,654</b>	640,755	-	-
Deferred grants	26	<b>6,786,646</b>	4,824,131	-	-
Tax provision		<b>797,660</b>	263,755	<b>681,158</b>	-
Short term employee benefits	28	<b>986,989</b>	815,444	<b>876,494</b>	799,472
<b>Total current liabilities</b>		<b>99,674,673</b>	64,384,138	<b>47,298,155</b>	35,317,132
<b>Total liabilities</b>		<b>196,755,820</b>	148,769,458	<b>102,582,826</b>	82,361,100
<b>TOTAL NET ASSETS AND LIABILITIES</b>		<b>1,094,810,944</b>	1,006,335,478	<b>965,518,563</b>	904,239,337

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Nota	Group 2022 RM	2021 RM As restated	Board 2022 RM	2021 RM As restated
<b>Revenue</b>					
Revenue from non-exchange transactions	31	<b>307,853,121</b>	234,915,691	<b>307,277,967</b>	235,443,668
Revenue from exchange transactions	32	<b>73,347,204</b>	63,663,194	<b>40,190,896</b>	25,556,231
Other revenues	33	<b>2,099,321</b>	12,211,672	<b>1,593,387</b>	11,455,557
		<b>383,299,646</b>	310,790,557	<b>349,062,250</b>	272,455,456
<b>Expenses</b>					
Direct operating expenses	34	<b>(137,660,518)</b>	(96,527,797)	<b>(148,389,140)</b>	(96,376,802)
Management expenses	35	<b>(28,543,095)</b>	(19,092,305)	<b>(19,991,025)</b>	(13,266,211)
Other operating expenses	36	<b>(168,698,063)</b>	(167,079,152)	<b>(132,596,115)</b>	(131,033,607)
Financial cost	37	<b>(172,993)</b>	(257,503)	-	-
Income surplus for the financial year		<b>48,224,977</b>	27,833,800	<b>48,085,970</b>	31,778,836
Share of profits from an associate		<b>(2,949)</b>	(27,436)	-	-
<b>Net income surplus</b>					
<b>before tax and zakat</b>		<b>48,222,028</b>	27,806,364	<b>48,085,970</b>	31,778,836
Taxation	38	<b>(7,485,534)</b>	3,546,115	<b>(6,844,306)</b>	3,874,107
Zakat		<b>(200,318)</b>	(622,636)	<b>(184,164)</b>	(531,236)
<b>Total net income surplus for the financial year</b>		<b>40,536,176</b>	30,729,843	<b>41,057,500</b>	35,121,707
<b>Total net income surplus distributed to:</b>					
Board owners		<b>40,528,362</b>	30,761,027		
Non-controlling interest		<b>7,814</b>	(31,184)		
		<b>40,536,176</b>	30,729,843		

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

Group	Note	Accumulated surplus RM	Vehicle Loan Fund RM	Education Loan Fund RM	Computer Loan Fund RM	Amount Distributable to Board Owners RM	Non-Controlling Interest RM	Total Net Assets RM
At 1 January 2021	45	825,455,575	2,000,000	1,500,000	1,000,000	829,955,575	-	829,955,575
Prior year adjustments		(3,175,342)	-	-	-	(3,175,342)	-	(3,175,342)
At 1 January 2021 (as restated)		822,280,233	2,000,000	1,500,000	1,000,000	826,780,233	-	826,780,233
Net income surplus for the financial year		22,627,573	-	-	-	22,627,573	(31,184)	22,596,389
Prior year adjustments	45	8,133,454	-	-	-	8,133,454	-	8,133,454
Total net income surplus for the financial year		30,761,027	-	-	-	30,761,027	(31,184)	30,729,843
Actuarial valuation gains		55,944	-	-	-	55,944	-	55,944
At 31 December 2021		848,083,148	2,000,000	1,500,000	1,000,000	852,583,148	(31,184)	852,551,964
Total prior year adjustments	45	5,014,056	-	-	-	5,014,056	-	5,014,056
<b>At 31 December 2021 (as restated)</b>		<b>853,097,204</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>857,597,204</b>	<b>(31,184)</b>	<b>857,566,020</b>
At 1 January 2022		853,097,204	2,000,000	1,500,000	1,000,000	857,597,204	(31,184)	857,566,020
CREAM receivables written off		(84,504)	-	-	-	(84,504)	-	(84,504)
Total net income surplus for the financial year		853,012,700	2,000,000	1,500,000	1,000,000	857,512,700	(31,184)	857,481,516
Actuarial valuation gains		40,528,362	-	-	-	40,528,362	7,814	40,536,176
Prior year adjustments		37,432	-	-	-	37,432	-	37,432
<b>At 31 December 2022</b>		<b>893,578,494</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>898,078,494</b>	<b>(23,370)</b>	<b>898,055,124</b>

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

Board	Note	Accumulated surplus	Vehicle Loan Fund	Education Loan Fund	Computer Loan Fund	Total Net Assets
		RM	RM	RM	RM	RM
At 1 January 2021		785,084,946	2,000,000	1,500,000	1,000,000	789,584,946
Prior year adjustments	45	(2,828,416)	-	-	-	(2,828,416)
At 1 January 2021 (as restated)		782,256,530	2,000,000	1,500,000	1,000,000	786,756,530
Net income surplus for the financial year		26,946,452	-	-	-	26,946,452
Prior year adjustments	45	8,175,255	-	-	-	8,175,255
Total net income surplus for the financial year		35,121,707	-	-	-	35,121,707
At 31 December 2021		812,031,398	2,000,000	1,500,000	1,000,000	816,531,398
Prior year adjustments	45	5,346,839	-	-	-	5,346,839
<b>At 31 December 2021 (as restated)</b>		<b>817,378,237</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>821,878,237</b>
At 1 January 2022		817,378,237	2,000,000	1,500,000	1,000,000	821,878,237
Total net income surplus for the financial year		41,057,500	-	-	-	41,057,500
<b>At 31 December 2022</b>		<b>858,435,737</b>	<b>2,000,000</b>	<b>1,500,000</b>	<b>1,000,000</b>	<b>862,935,737</b>

The notes on pages 13 to 73 form an integral part of these financial statements.



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM Asrestated
<b>Cash Flows From Operating Activities</b>				
Net income surplus before tax and zakat	48,222,028	27,806,364	48,085,970	31,778,836
<i>Adjustments for:</i>				
Share of profits in an associate	2,949	27,436	-	-
Interest expenses	172,993	257,503	-	-
Dividend income	(539,160)	(1,700,548)	(190,750)	(237,150)
Hibah income	(1,229,021)	(1,509,437)	(1,168,592)	(1,439,457)
Interest income	(11,006,978)	(9,210,227)	(10,462,811)	(8,707,061)
Impairment loss allowance	24,211	1,094,099	24,211	850,463
Expensed off assets written off	-	105,143	-	-
Property, plant and equipment written off	18,984	292,397	7,797	292,193
Levy debts written off	223,833	-	223,833	-
Exchange transaction receivables written off	346,407	-	-	-
Impairment of financial assets available for sale	-	163,910	-	-
Impairment of financial assets available for sale recovered	(2,738)	-	-	-
Gain from disposal of property, plant and equipment	(64,923)	(344,236)	(118)	(14,225)
Loss from disposal of property, plant and equipment	15,640	745,549	1,184	28,210
Interest income from vehicle loans	(260)	(1,028)	(260)	(1,028)
Provision for employee benefits	5,249,821	4,987,851	3,645,805	3,492,733
Amortisation of intangible assets	6,911,380	7,223,799	6,836,836	7,163,424
Depreciation of property, plant and equipment	21,416,413	22,430,310	8,322,205	8,995,474
Profits from operations before changes in working capital	69,761,579	52,368,885	55,325,310	42,202,412

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

	<b>2022</b>	2021	<b>2022</b>	2021
	<b>RM</b>	RM	<b>RM</b>	RM
		As restated		As restated
<b>Cash Flows From Operating Activities</b>				
Changes in working capital:				
Inventories	<b>131,661</b>	14,690	<b>15,954</b>	37,516
Non-exchange transaction receivables	<b>(741,304)</b>	11,705,292	<b>(741,304)</b>	11,705,292
Exchange transaction receivables	<b>(603,365)</b>	(2,498,431)	<b>(2,029,300)</b>	246,367
Other receivables	<b>430,948</b>	979,581	<b>(64,503)</b>	264,021
Exchange transaction payables	<b>16,025,519</b>	(9,999,986)	<b>16,296,832</b>	(12,271,933)
Other payables	<b>16,742,882</b>	6,856,322	<b>(3,339,284)</b>	4,722,749
Deferred grants	<b>4,960,322</b>	(11,786,739)	<b>2,913,096</b>	5,934,461
Amount due (to)/from subsidiaries	-	-	<b>(1,637,846)</b>	1,177,034
Amount due (to)/from sub-subsidiaries	-	-	<b>(55,257)</b>	1,027,034
Amount due to an associate	-	53,710	-	-
Amount due to related companies	<b>(84,633)</b>	(31,094)	-	-
Advance to subsidiaries	-	-	<b>13,337,369</b>	(13,337,369)
Advance to sub-subsidiaries	-	-	<b>5,518,051</b>	(5,518,051)
	<b>36,862,030</b>	(4,706,655)	<b>30,213,808</b>	(6,012,879)
Interest received	<b>260</b>	1,028	<b>260</b>	1,028
Tax paid	<b>(2,032,450)</b>	(3,897,315)	<b>(684,583)</b>	(3,100,000)
Tax refund	<b>2,684,952</b>	(120,848)	<b>2,500,000</b>	-
Employee benefits paid	<b>(1,794,526)</b>	(1,439,722)	<b>(1,304,324)</b>	(916,501)
Zakat paid	<b>(200,318)</b>	(622,636)	<b>(184,164)</b>	(531,236)
	<b>(1,342,082)</b>	(6,079,493)	<b>327,189</b>	(4,546,709)
Net cash generated from operating activities	<b>105,281,527</b>	41,582,737	<b>85,866,307</b>	31,642,824

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
<b>Cash Flows From Investing Activities</b>				
Work in progress	(55,089,015)	(31,556,993)	(52,966,583)	(31,191,308)
Purchase of intangible assets	(4,254,738)	(1,550,958)	(3,469,736)	(1,476,958)
Purchase of property, plant and equipment	(15,911,657)	(12,644,902)	(4,965,276)	(8,936,974)
Proceeds/(Withdrawals) from disposal of financial assets at fair value through surplus or deficit	2,614,303	(2,034,212)	-	-
Proceeds from disposal of property, plant and equipment	114,511	868,455	188	74,386
Dividends received	539,160	1,700,548	190,750	237,150
Hibah received	1,229,021	1,509,437	1,168,592	1,439,457
Interest received	11,006,978	9,210,227	10,462,811	8,707,061
Net cash used in investing activities	<u>(59,751,437)</u>	<u>(34,498,398)</u>	<u>(49,579,254)</u>	<u>(31,147,186)</u>
<b>Cash Flows From Financing Activities</b>				
Repayment of bank borrowings	(699,396)	(904,835)	-	-
Interest paid	(172,993)	(257,503)	-	-
Net cash used in financing activities	<u>(872,389)</u>	<u>(1,162,338)</u>	<u>-</u>	<u>-</u>
<b>Increase in cash and cash equivalents</b>	<b>44,657,701</b>	<b>5,922,001</b>	<b>36,287,053</b>	<b>495,638</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>	<b>498,806,193</b>	<b>492,884,192</b>	<b>446,625,437</b>	<b>446,129,799</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>543,463,894</b>	<b>498,806,193</b>	<b>482,912,490</b>	<b>446,625,437</b>
<b>Cash and cash equivalents analysis consists of:</b>				
Cash and bank balances	41,560,607	118,900,934	24,627,302	88,415,437
Short term deposits	501,903,287	379,905,259	458,285,188	358,210,000
	<u>543,463,894</u>	<u>498,806,193</u>	<u>482,912,490</u>	<u>446,625,437</u>

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

Board	Budget Amount		Actual Amount on a Comparable Basis	Difference: Final Budget vs Actual	Variance
	Original	Final			
	RM	RM	RM	RM	%
<b>RECEIPTS</b>					
Non-exchange transactions	238,605,000	257,455,000	307,277,967	(49,822,967)	(19.35)
Exchange transactions	33,714,200	33,714,200	40,190,896	(6,476,696)	(19.21)
Other revenue	491,300	491,300	1,593,387	(1,102,087)	(224.32)
<b>TOTAL RECEIPTS</b>	<b>272,810,500</b>	<b>291,660,500</b>	<b>349,062,250</b>	<b>(57,401,750)</b>	<b>(19.68)</b>
<b>OPERATING EXPENSES</b>					
Management expenses	21,900,000	21,900,000	19,991,025	1,908,975	8.72
Other Operating Expenses	138,500,000	138,500,000	132,596,115	5,903,885	4.26
<b>Total Operating Expenses</b>	<b>160,400,000</b>	<b>160,400,000</b>	<b>152,587,140</b>	<b>7,812,860</b>	<b>4.87</b>
<b>INDUSTRIAL PROGRAMME EXPENSES</b>					
Industrial programme expenses	112,859,800	135,531,400	132,243,836	3,287,564	2.43
Grant expenses	-	16,178,400	16,145,304	33,096	0.20
<b>Total Industrial Programme Expenses</b>	<b>112,859,800</b>	<b>151,709,800</b>	<b>148,389,140</b>	<b>3,320,660</b>	<b>2.19</b>
<b>CAPITAL EXPENDITURE</b>					
Capital assets	85,355,000	65,355,000	61,401,595	3,953,405	6.05
<b>Total Capital Expenditure</b>	<b>85,355,000</b>	<b>65,355,000</b>	<b>61,401,595</b>	<b>3,953,405</b>	<b>6.05</b>
<b>TOTAL PAYMENT</b>	<b>358,614,800</b>	<b>377,464,800</b>	<b>362,377,875</b>	<b>15,086,925</b>	<b>4.00</b>
<b>NET PAYMENT</b>	<b>(85,804,300)</b>	<b>(85,804,300)</b>	<b>(13,315,625)</b>	<b>(72,488,675)</b>	

**Note to the Statement of Comparison of Budget and Actual Amounts:-**

1. The Board's budget was approved and presented on a cash basis. The approved budget covers the financial period from 1 January 2022 until 31 December 2022 involving all Centres of Responsibility (PTJ) in the Board.
2. The original budget of the Board was presented and approved in the Board Members meeting No. 5/2021 on 29 October 2021. The original budget was raised for the approval of the Minister of Works in accordance with Section 18 of the Malaysian Construction Industry Development Board Act 1994 (Act 520) and was approved by the Minister of Works on 6 December 2021.
3. The Board uses different accounting basis in the preparation of budgets and financial statements. The budgets are prepared on a cash basis while the financial statements are prepared on an accrual basis. However, the presentation of budget items in the Statement of Comparison of Budget and Actual Amounts is the same as shown in the Statement of Financial Performance to facilitate comparison of budgeted amounts and actual expenses.

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**Note to the Statement of Comparison of Budget and Actual Amounts:- (cont'd)**

4. Budget variance as shown in the Statement of Comparison of Budget and Actual Amounts refers to the difference between the final budget amount and the actual amount.
5. The difference between the original value and the actual value of the budget in 2022 is due to higher amount of receipts and lower overall amount of expenses.
6. In 2022, the Board recorded an overall revenue that is higher by 20% compared to the target. This is due to the country experiencing post-pandemic recovery. The highest increase in revenue was from levy revenue followed by revenues from registration fees, miscellaneous revenues, interest and dividends as well as skill assessment.
7. Meanwhile overall expenses for 2022 was 4% lower compared to the final budget. Operating expenses involving expenses for travel allowances, communication and utilities, rent and training courses were lower by 5%. Overall industrial programme expenses also saw a lower actual spending compared to the final budget by 2%.
8. The lower expenses is the result of the emphasis placed by the Board's management on the staff to practice prudent spending and ensure that there is no waste during the implementation of the programmes.

The notes on pages 13 to 73 form an integral part of these financial statements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**1. GENERAL INFORMATION**

The Malaysian Construction Industry Development Board (CIDB) was established under the Malaysian Construction Industry Development Board Act 1994 (Act 520) on 1 December 1994 with the aim of developing, expanding, encouraging and enhancing the construction industry.

The functions of the Board in accordance with Act 520 are as follows:

- (a) to promote and stimulate the development, improvement and expansion of the construction industry;
- (b) to advise and make recommendations to the Federal and State Governments on matters affecting or relating to the construction industry;
- (c) to develop, stimulate and undertake research on any matter relating to the construction industry;
- (d) to promote, stimulate and assist in the export of services relating to the construction industry;
- (e) to provide consultancy and advisory services in relation to the construction industry;
- (f) to promote and encourage quality assurance in the construction industry;
- (g) to regulate compliance of standards for construction works and construction materials;
- (h) to obtain, publish, initiate and maintain information relating to the construction industry including the establishment of construction industry information system;
- (i) to conduct, develop, review and coordinate training in the construction industry;
- (j) to register and accredit contractors, impose any conditions on the registration and accreditation of contractors and revoke, suspend or reinstate their registration and accreditation;
- (k) to register, accredit and certify construction personnel and revoke, suspend or reinstate their registration, accreditation and certification;
- (l) to regulate the implementation for quality and safe construction work;
- (m) to regulate the implementation of the Industrialised Building System in the construction industry; and
- (n) to deal with any complaints or reports made in respect of any failure of construction work or completed construction work that affects public safety and take appropriate action to address it

The Board's Headquarters is located at 10th Floor, Menara Dato' Onn, World Trade Centre Kuala Lumpur (WTCKL), No. 45, Jalan Tun Ismail, 50480 Kuala Lumpur. The Board has 14 state offices and 5 branch offices throughout Malaysia.

The financial statements for the year ended 31 December 2022 were presented and approved through the Board Members' Meeting on 17 April 2023.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES**

**(a) Basis of accounting**

The financial statements of the Group and the Board have been prepared in accordance with the Malaysian Public Sector Accounting Standards (MPSAS) and the Malaysian Construction Industry Development Board Act 1994 (Act 520).

The financial statements have been prepared based on the historical cost convention unless otherwise stated in the significant accounting policies.

The preparation of financial statements that comply with MPSAS requires the use of critical accounting estimates and assumptions that affect the amount of assets, liabilities, revenues and expenses. It also requires Board Members to make their judgments in the process of adopting accounting policies. Although these estimates and judgments are based on the Board Members' best knowledge of current events and actions, actual results may differ. Areas that require high and complex level of valuations or areas where assumptions and estimates are significant to the financial statements are stated in Note 3.

**(b) Basis of consolidation of accounts**

The consolidated financial statements include the financial statements of the Board and its subsidiaries and an associate through equity accounting, prepared up to the end of the financial year.

**(i) Subsidiaries**

Subsidiaries are entities, including special purpose entities, controlled by the Group. The Group controls an entity when the Group has the power to control the financial and operating policies of the entity and also benefits from its activities.

Subsidiaries are consolidated from the date control is transferred to the Group. It will be separated on the date the control is revoked. Business consolidations are prepared using acquisition method at acquisition date. The cost of a business combination includes the fair value of the assets received, liabilities and equity instruments issued by the acquirer in exchange for control over the acquired entity, plus the costs involved in the consolidation of the business.

If the cost of business consolidation exceeds the net fair value of the identifiable assets, liabilities and contingent liabilities, it will be recognised as goodwill. If the surplus is negative, it will be recognised in the Statement of Financial Performance straight away.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(b) Basis of consolidation of accounts (cont'd)**

**(i) Subsidiaries (cont'd)**

Intercompany transactions, balances of the statement of financial performance and unrealised losses from transactions between subsidiaries within the Group are eliminated. The accounting policies of the subsidiaries have been adjusted where necessary to ensure consistency with the policies adopted by the Group.

Transactions with non-controlling interests that do not result in loss of control are accounted for as net asset transactions. Any differences between the fair value of any consideration paid and the related portion obtained for the carrying amount of the subsidiary's net assets is recorded in net assets. Gains or losses on disposal of non-controlling interests are also recorded in net assets.

When the Group ceases to control a subsidiary, the difference between the proceeds from the disposal of the subsidiary and the carrying amount at the date control is lost will be recognised in the Statement of Financial Performance as a gain or loss on disposal of subsidiary. The carrying amount of any equity interest in a former subsidiary at the date of loss of control is considered as an initial recognition cost in the subsequent accounting as a financial instrument, investment in an associate or joint venture depending on the degree of influence retained.

**(ii) Associate**

An associate is an entity over which the Group has significant but non-controlling influence on monetary and operating policies.

Investments in associates are accounted for in the consolidated financial statements using the equity method accounting. Under the equity method, the investment is initially recognised at the transaction price plus transaction costs and subsequently adjusted to reflect the Group's holding in post-acquisition profit, and surplus or deficit and changes in other net assets through the associate's equity until the date that significant influence ceases.

Gains and losses arising from upstream and downstream transactions between the Group and associate are recognised in the Group's financial statements only to the extent of the Group's unrelated interest in the associate. Unrealised losses are eliminated unless the transaction shows evidence of impairment in the value of the assets transferred. The accounting policies of associate have been changed where necessary to ensure consistency with the policies adopted by the Group.



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(b) Basis of consolidation of accounts (cont'd)**

(ii) Associate (cont'd)

When losses shared by the Group in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred a legal or constructive obligation or made payments on behalf of the associate.

When the Group no longer has significant influence over an associate, any interest remaining in the former associate at the date significant influence is lost is measured at fair value and the amount is considered as the initial carrying amount of the financial asset. The difference between the fair value of any retained interest plus gain resulting from the disposal of the interest and the carrying value of investment at the date the equity interest is terminated is recognised in the Statement of Financial Performance.

**(c) Property, plant and equipment**

(i) Recognition and measurement

All property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of a property, plant and equipment recognised initially includes the purchase price and any costs directly attributable to bringing the asset to the location and condition required for it to operate in the manner recommended by the management.

Additional costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured reliably. When significant portions of a property, plant and equipment need to be replaced at certain times, the Group recognises those portions as individual assets with specific useful lives and depreciates them accordingly. Similarly, when a thorough inspection is performed, the cost is recognised in the carrying amount of the property, plant and equipment involved as a replacement if the recognition criteria are met. All repairs and maintenance are recognised as expenses in the Statement of Financial Performance in the financial period in which they occur.

When significant portions of a property, plant and equipment have different useful life, they are accounted for as separate items (major components) of the property, plant and equipment.

If an asset is acquired in a non-exchange transaction where the consideration is nil or at nominal value, the asset will initially be measured at fair value.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(c) Property, plant and equipment (cont'd)**

(ii) Depreciation and impairment losses

Freehold land is not depreciated. Leasehold land is depreciated based on the lease period. Other property, plant and other equipment are depreciated on a straight line basis to allocate the costs less the residual value over their estimated useful life as follows:

	Group	Board
Leasehold lands	Based on lease period	Based on lease period
Buildings and renovations	5 – 99 years	30 years
Vehicles and machineries	5 years	5 years
Furniture and fixtures	5 – 10 years	5 years
Office equipment and machine tools	5 – 10 years	5 years
Computer	2.5 – 5 years	5 years

If there are indications that there has been a significant change since the previous reporting date in the pattern in which the Group expects to derive the future economic benefits of the asset, the Group will review the current estimates. If the useful life is different, the Group will amend the residual value, amortisation method or life span to reflect the new pattern of deriving future economic benefits of the asset.

(i) Derecognition

The carrying amount of an asset is immediately reduced to the recoverable amount, or the recoverable service amount, if the asset's carrying amount is greater than the estimated recoverable amount or recoverable service amount.

The Group derecognises items of property and equipment and/or any significant portion of an asset in the event of disposal or when no future economic benefits or service potential are expected to be derived from their continued use. Gains and losses on disposal are determined by comparing proceeds from disposal with the carrying amount of the property, plant and equipment and are recognised on a net basis in the Statement of Financial Performance.

**(d) Intangible assets**

Intangible assets acquired separately are initially recognised at cost. The cost of an intangible asset acquired in a non-exchange transaction is its fair value at the exchange date.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(d) Intangible assets (cont'd)**

Subsequent to initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenses are reflected in the Statement of Financial Performance in the period in which the expenses are incurred.

The life span of intangible assets is assessed whether it is finite or infinite. Intangible assets with finite life span are amortised over their useful life:

	Group	Board
Computer software	3 – 5 years	5 years
Licence	3 – 5 years	5 years

Intangible assets with finite life span are assessed for impairment when there are indications that the asset may have been impaired.

The amortisation period and amortisation methods for intangible assets with finite life span are reviewed at the end of each reporting period. Changes in the expected life span or patterns of expected use of the assets' future economic benefits are considered as a change to the amortisation period or method, as appropriate, and treated as changes in the accounting estimates. Amortisation expense on intangible assets with finite life span is recognised in the Statement of Financial Performance as a category of expense that is consistent with the nature of the intangible asset.

Gain or loss arising from the derecognition of an intangible asset is measured from the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in the Statement of Financial Performance when the asset is derecognised.

**(e) Work in progress**

Work in progress represents construction or development work currently in progress and is expected to be fully completed within a normal cycle period. Work in progress is stated at costs and progress payments. Costs include land costs and other direct expenses as well as overhead expenses.

**(f) Investment property**

Investment property is initially measured at cost which includes related transaction costs. The carrying amount includes component replacement costs for existing investment property at the time the costs are incurred if the recognition criteria have been met and excludes daily maintenance costs of the investment property.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(f) Investment property (cont'd)**

Subsequent to initial recognition, investment property is stated at fair value. The fair value of investment property is based on valuations done by registered independent valuers who have properly recognised professional qualifications and up to date experience relating to the location and category of the properties being valued. Gains or losses arising from changes in the fair value of investment property is recognised in surplus or deficit in the financial year in which they arise.

If the Group determines that the fair value of an investment property under construction cannot be reliably determined but expects the fair value of the property to be reliably determined when construction is completed, the Group shall measure the investment property under construction at cost until either its fair value can be reliably determined or construction is fully completed (whichever comes first). When the Group can reliably measure the fair value of an investment property under construction which has previously been measured at cost, the Group shall measure the property at its fair value.

Subsequent expenses are capitalised to the carrying amount of the asset only when it is probable that future economic benefits associated with the expenses will flow to the Group and the cost of the item can be reliably measured. All other repair and maintenance costs are incurred as they occur. When part of the investment property is replaced, the carrying amount of the replaced part is derecognised.

An investment property is derecognised either when it has been disposed of or when it is not in permanent use and when no future economic benefits or service potential are expected to be derived from its continued use. Gains and losses on disposal are determined by comparing proceeds from disposal with the carrying amount of the investment property and are recognised on a net basis in the Statement of Financial Performance.

Investment property will be reclassified as property and equipment when the use of the property changes from investment property to owner occupied. Its fair value at the date of reclassification will become the cost for subsequent accounting purposes.

**(g) Investments in subsidiaries**

In the Board's separate financial statements, investments in subsidiaries are stated at cost less accumulated impairment losses. On disposal of investments in subsidiaries, the difference between the disposal proceeds and the carrying amount of the investment is recognised in the Statement of Financial Performance.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(h) Investment in an associate**

In the Board's separate financial statements, investment in an associate is stated at cost less accumulated impairment losses. On disposal of an investment in an associate, the difference between the disposal proceeds and the carrying amount of the investment is recognised in the Statement of Financial Performance.

**(i) Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost is measured using the average balance method after deducting provisions for impairment losses. The group uses the first-in, first-out method for its inventories management.

**(j) Impairment of Non-Financial Assets**

**(i) Cash Generating Assets**

At each reporting date, the Group reviews the carrying value of its assets to determine whether there is any indication of impairment. If such indications exist, impairment is calculated by comparing the asset's carrying amount with its recoverable amount. Recoverable amount is the higher of fair value less costs to sell and value in use.

To determine the value in use, future cash flows are discounted to their present value using a pre-tax discount rate that reflects the current market value of the time value of money and the risks specific to the asset. To determine the fair value less costs to sell, recent market transactions are taken into account, if any. If no recent market transactions took place, an appropriate valuation model will be used.

An impairment loss is recognised as expenses in the Statement of Financial Performance immediately when the asset's carrying amount exceeds its recoverable amount, unless the asset is carried at a revaluation amount. Any impairment loss on a revalued asset is reduced to the extent of the revaluation surplus that has not been used to the same asset.

**(ii) Non-Cash Generating Assets**

At each reporting date, the Group assesses whether there is any indication that non-cash generating assets are likely to be impaired. If such indications exist, the Group and the Board will make an estimate of the asset's recoverable service amount. The asset's recoverable service amount is the higher of fair value less costs to sell and value in use. An impairment loss is recognised as an expense in the Statement of Financial Performance immediately when the asset's carrying amount exceeds its recoverable service amount.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(j) Impairment of Non-Financial Assets (cont'd)**

**(iii) Non-Cash Generating Assets (cont'd)**

To determine the value in use, the Group adopts the depreciated cost of replacement approach. Under this approach, the present value of the remaining potential service of the asset is determined as the replacement cost of the depreciated asset. Depreciated cost of replacement is measured by taking into account the asset's replacement cost less accumulated depreciation calculated on that cost to reflect the service potential of the asset that has been used or has expired.

To determine the fair value less costs to sell, the price of the asset in a binding agreement is adjusted to determine the disposal price of the asset. If there is no binding agreement but the asset is actively traded on the market, then the fair value less costs to sell is determined by referring to the current market value less disposal costs. In the absence of a binding sale agreement or an active market for the asset, the Group and the Board determine the fair value less costs to sell based on the best available information.

For each asset, an assessment is made at each reporting date to determine whether there is any indication that a previously recognised impairment loss may no longer exist or has decreased. If such indications exist, the Group estimates the asset's recoverable service amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable service amount since the last impairment loss was recognised. Reversals are limited to the extent that the carrying amount of the asset does not exceed the recoverable service amount or does not exceed the probable carrying amount after accumulated depreciation such as no impairment loss was recognised for the asset in the previous year. The reversal is recognised in the Statement of Financial Performance.

**(k) Financial instruments**

Financial Assets

**(i) Initial recognition**

A financial instrument is any contract that gives rise to a financial asset for one entity and a liability or equity financial instrument for another entity. Financial instruments are recognised in the Statement of Financial Position when the Group has become a party to the contractual provisions of the instrument.

On initial recognition, financial assets are measured at fair value, including transaction costs for financial assets which not measured at fair value through surplus or deficit, which are directly involved in recognising the financial asset.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. IMPORTANT ACCOUNTING POLICIES (CONT'D)**

**(k) Financial instruments (cont'd)**

Financial Assets (cont'd)

(i) Initial recognition (cont'd)

Purchases or sales of financial assets that require the delivery of the assets within a period of time specified by regulations or conventions in the market are recognised on the date the transaction is made, which is the date on which the Group commits to purchase or sell the asset.

The Group's financial assets include: cash and short term deposits; loans and other receivables; quoted and unquoted financial instruments.

(ii) Subsequent measurement

Subsequent to initial recognition, financial assets are classified into one of four categories of financial assets namely financial assets measured at fair value through surplus or deficit, loans and receivables, held to maturity investments and financial assets available for sale.

The Group only has the following categories of financial assets:

Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, the financial assets are subsequently measured at amortised cost using the effective interest method less impairment. Amortised cost is calculated by taking into account any discounts or premiums on the purchase of the asset and fees or costs that form part of the effective interest rate. Losses arising from impairment are recognised in the Statement of Financial Performance.

Financial Assets at Fair Value Through Surplus or Deficit

Financial assets at fair value through surplus or deficit include financial assets held for sale and financial assets at initial recognition that are stated at fair value through surplus or deficit. Financial assets are classified as held for sale if they are acquired for sale or repurchase in the near future. Financial assets at fair value through surplus or deficit are carried in the Statement of Financial Position at fair value with changes in fair value recognised as surplus or deficit.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(k) Financial instruments (cont'd)**

Financial Assets (cont'd)

(ii) Subsequent measurement (cont'd)

Financial Assets Available for Sale

The Group classifies financial assets available for sale as non-derivative financial assets that are designated as available for sale or not classified as loans and receivables held to maturity or financial assets at fair value through surplus or deficit.

After initial measurement, financial investments available for sale are subsequently measured at fair value with the gain or loss recognised directly in net assets through the statement of changes in net assets until the financial asset is derecognised where the accumulated gain or loss is recognised in surplus or deficit. If a financial investment available for sale does not have an active market, it is measured at cost less accumulated impairment, if any.

Impairment of Financial Assets

Other than financial assets measured at fair value through the Statement of Financial Performance, all other financial assets are subject to impairment review. At the end of each reporting period, the Group examines whether there is any objective evidence that a financial asset exhibited one or more events that have a negative impact on the estimated future cash flows of the asset. Evidence of impairment of an asset may include the following indications:

- Significant financial difficulties of debtors;
- Overdue payments;
- Possibility that the debtors will go bankrupt; or
- Surveyable data indicates a measurable reduction in estimated future cash flows (example: changes in arrears or economic conditions that contributed to the default).

An impairment loss is recognised in the Statement of Financial Performance when it occurs.



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(k) Financial instruments (cont'd)**

Financial Assets (cont'd)

(ii) Subsequent measurement (cont'd)

Impairment of Financial Assets (cont'd)

Impairment losses on instruments measured at amortised cost are assessed from the difference between the asset's carrying amount and the present value of estimated discounted future cash flows at the asset's original effective interest rate. The carrying amount of assets is reduced through the use of a provision account. Impairment losses relating to unquoted equity instruments stated at cost less impairment are measured as the difference between the carrying amount of the financial asset and the best estimate of the amount that the entity would receive for the asset if it were sold at the reporting date.

If, in the subsequent period, the amount of the impairment loss decreases and the reduction can be objectively attributed to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed to the extent that the carrying amount does not exceed the carrying amount if the impairment is not recognised on the date the impairment is reversed. The reversal amount is recognised in the Statement of Financial Performance.

(iii) Derecognition

Financial assets are derecognised when the right to receive cash flows from the investment has expired or has been transferred and the Group has transferred substantially all the risks and rewards of ownership.

On derecognition of a financial asset as a whole, the difference between the carrying amount and the amount of consideration received is recognised in surplus or deficit in the period of derecognition.

Financial Liabilities

(i) Initial recognition

Financial liabilities are recognised in the Statement of Financial Position when the Group becomes a party to the contractual provisions of the instrument.

On initial recognition, financial liabilities are measured at fair value, including the transaction costs for financial liabilities not measured at fair value through surplus or deficit, which are directly involved in recognising the financial liability.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(k) Financial instruments (cont'd)**

Financial Liabilities (cont'd)

(ii) Subsequent measurement

Subsequent to initial recognition, financial liabilities are classified into one of two categories of financial liabilities namely financial liabilities measured at fair value through surplus or deficit and loans payable. The Group has the following categories of financial liabilities:

Loans and Payables

Subsequent to initial recognition, loans and payables are measured at amortised cost using the Effective Interest Method. Gains or losses are recognised in surplus or deficit when financial liabilities are derecognised or impaired.

The effective interest method is a method for calculating the amortised cost of a financial liability and for allocating interest expense over the relevant period. The effective interest rate is the discount rate of an accurate estimate of future cash payments through the life span of the financial liability or, where appropriate, a shorter period, by the carrying value of the financial liability.

(iii) Derecognition

A financial liability is derecognised when the obligations specified in the contract are discharged, cancelled or expired. Any difference between the carrying amount of the derecognised financial liability and the consideration paid is recognised in surplus or deficit in the period of derecognition.

**(l) Cash and cash equivalents**

The statement of cash flows is prepared using indirect method. Cash and cash equivalents consist of cash and bank balances as well as highly liquid short term deposits with maturity period not exceeding twelve months from the start date of holding and readily convertible into cash with a low risk of changes in value.

**(m) Financial leases**

Leases of property, plant and equipment where the Group assumes significant portion of the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property and the present value of the minimum lease payments.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(m) Finance leases (cont'd)**

Each lease payment is allocated between the liability and the finance charges to achieve a fixed interest rate on the balance of the liability. The related rental obligations, net of finance charges, are included in other long term payables. The interest element of the finance cost is charged to the Statement of Financial Performance over the term of the lease to produce a fixed periodic rate of interest on the remaining liabilities for each period. Property, plant and equipment purchased under finance leases are depreciated over the shorter life of the asset and the lease period.

The initial direct costs incurred by the Group in negotiating and arranging finance leases are added to the carrying amount of the lease assets and are recognised as an expense in the Statement of Financial Performance over the term of the lease on the same basis as the lease expense.

**(n) Provision for liabilities**

Provision for liabilities is recognised when the Group has a present obligation as a result of past events and it is probable that an outflow of resources comprising economic benefits is required to settle the obligation and reasonable estimates can be made for the amount. Provisions will be reviewed at each Statement of Financial Position date and adjusted to best reflect current estimates. Where the effect of the time value of money is significant, the amount of the provision is the present value of the expenditure expected to settle the obligation.

**(o) Deferred grants**

Deferred grants are recognised as follows:

- (i) Grants that do not impose certain future performance conditions on recipients are recognised in revenue when grants revenues are received.
- (ii) Grants that impose certain future performance conditions on recipients are recognised in revenue only when the performance conditions are met.
- (iii) Assistance received before the revenue recognition criteria occurred is recognised as a liability.

Deferred grants are measured at the fair value of the assets received or receivable.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(p) Tax**

Income tax expense for the current period comprises current tax and deferred tax. Tax is recognised in the Statement of Financial Performance.

Current tax is the expected tax payable or receivable out of current year profit or loss using tax rates that have been enacted or substantially enacted at the end of the reporting period, and any adjustments to tax payable for the previous financial years.

Deferred tax is recognised using liability method on temporary differences arising between the tax bases of assets and liabilities, and their carrying amounts in the financial statements. However, deferred tax is not recognised if it arises from the initial recognition of an asset or liability in a transaction other than a business combination and at the same time the transaction does not affect accounting profit or taxable profit or loss. Deferred tax is determined using tax rates that have been enacted or substantially enacted at the end of the reporting period and are expected to apply when the relevant deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against deductible temporary differences, unused tax losses or unused tax credits.

Deferred tax, income tax assets and liabilities will be offset when there is an enforceable right to offset current tax assets with current tax liabilities and when the deferred tax assets and liabilities relate to taxes imposed by the same tax authorities between the two taxable entities or different taxable entities where there is a purpose to settle the balance on a net basis.

**(q) Employee benefits**

**(i) Short term benefits**

Wages, salaries, bonuses and social security contributions are recognised as expenses in the year in which the related services are rendered by employees of the Group. Short term accumulated compensated leave such as paid annual leave are accounted for when the services rendered by employees increase their entitlement to future compensated leave. Short term non-accumulating compensated leave, such as sick leave, are accounted for when the leave occurs.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(q) Employee benefits (cont'd)**

**(ii) Compulsory contribution plan**

As required by law, the Government/companies in Malaysia contribute to the national pension scheme i.e. the Employees Provident Fund (EPF). The contributions are recognised as an expense in the Statement of Financial Performance in the period in which they relate. For Government employees seconded to the Group and the Board, the compulsory contribution plan is under the Retirement Trust Fund Pension Scheme.

**(iii) Post-retirement benefits**

Other post-retirement benefits of the Group include post-retirement health benefits to eligible retirees and dependents, and payment of pension benefits to members of the Group.

Eligibility for these benefits is usually conditional on employees who remain in service until retirement age and meet the minimum period of service. The estimated cost of these benefits is accrued over the period of employment using the same accounting method as used for specific retirement benefit plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in net assets in the period in which they arise.

These obligations are assessed annually by a certified independent actuary. The main assumptions used in the calculation of the actuarial method are:  
- Medical cost inflation rate of 10% per annum; and  
- Discount rate of 3.19% - 4.07% per annum

The value of employee benefits in respect of payment of pension benefits is based on the entitlement of benefits to permanent employees which is determined by taking into account the period of service with the Group, grade of service and final salary.

**(iv) Cash award in lieu of accumulated leave (GCR)**

For permanent employees of the Group who meet the prescribed qualifications; whether they choose a pension scheme or the EPF, they will receive cash award in lieu of accumulated leave (GCR) when they reach retirement age. The compensation is based on length of service with the Group, age and final salary.

The calculation of post-retirement benefits and cash award in lieu of accumulated leave is based on the actuarial valuation method conducted every (3) years. Gains or losses on actuarial valuations are recognised in the Statement of Changes in Net Assets in the financial period in which they fully occur.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(r) Financial costs**

Financial costs are recognised in the Statement of Financial Performance in the period in which the financial costs are incurred.

**(s) Revenue recognition**

**(i) Revenue From Non-Exchange Transactions**

Contract levy

Contract levy is a levy imposed on a contractor with new projects. The rate is 0.125% of the total construction contract awarded to the contractor.

The value of the levy will be adjusted in the event of:

- 1) There are changes in the contract price (change in the scope of work, change in the price of goods, etc.)
- 2) Termination of contractor and appointment of new contractor
- 3) The client does not proceed with the project
- 4) Adjustment for concession work (for long term maintenance work)

Registration

Registration of contractors and construction personnel fee is a fee charged to contractors and construction personnel who are required to be registered. The registration fee is recognised in the Statement of Financial Performance in the accounting period when the right of receipt can be ascertained or determined.

Compounds and penalties

Compounds and penalties are payment of fines and other penalties imposed for breach of law or for failure to fulfill contractual obligations whether in relation to specifications or time including warrants, legal costs, compounds and other enforcement costs.

Revenue for compounds and penalties is recognised upon receipt of payment because based on experience there is uncertainty in collecting proceeds of fines and penalties, and once payment is received, only then the right of receipt can be ascertained or determined.

Government Grants

Government grants relate to derivative assets when the government awards assistance grants to enable the Board to acquire, own or build a long-term assets.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(s) Revenue recognition (cont'd)**

(i) Revenue From Non-Exchange Transactions (cont'd)

Government Grants (cont'd)

Revenue from Government grants is measured at fair value and is recognised when control of an asset (cash) is acquired free from conditions and it is probable that the economic benefits or service potential associated with the asset will flow to the Board and can be measured reliably.

(ii) Revenue From Exchange Transactions

Interest revenue on fixed deposits

Interest revenue on fixed deposits from licenced financial institutions is accrued using the effective yield method. The effective revenue discounts the estimated future cash receipts over the expected life of the financial asset up to the net carrying amount of the asset. This method is applied to the principal balance to determine the interest revenue for each period.

Course fees

Course fees are revenue from courses conducted such as courses for Contractor, Construction Personnel, Business/Economy, International, Technology, Safety Health Environment Quality (SHEQ) and other courses. Course fees are recognised in the Statement of Financial Performance when the right of receipt can be ascertained or determined.

Services and services charges

Services and Services Charges involve all receipts in respect of services provided by the Group including payment for services, consultancy, project management, certifications, skills assessment, material verifications and other services. This revenue is recognised in the Statement of Financial Performance when the right of receipt can be ascertained or determined

Rentals

Rental revenue is the rental charged for the rental of offices, premises and other rentals in accordance with the terms of the rental agreement and is recognised when the bill is issued except for rental without agreement which is recognised when payment is received.

Dividend

Dividend revenue from investments is recognised in the Statement of Financial Performance when the right of receipt is ascertained or determined.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(t) Contingent liabilities**

Where there is no possibility that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, contingent liabilities are not recognised in the Statement of Financial Position and are disclosed as contingent liabilities, unless the probability of an outflow of economic benefits is slim. The existence of a liability which will only be confirmed based on the occurrence or non-occurrence of one or more future events, is also expressed as a contingent liability unless the possibility of an outflow of economic benefits is slim.

**(u) Contingent assets**

When an inflow of economic benefits of an asset is probable where it arises from past events and where its existence will be confirmed only by the occurrence or non-occurrence of one or more future events that are not wholly within the control of an entity, the asset will not be recognised in the Statement of Financial Position but will be stated as contingent assets. When inflows of economic benefits are certain, then the related asset is recognised.

**(v) Foreign currencies**

**(i) Currency functionality and presentation**

Transactions included in the financial statements of each entity of the Group are measured using the currency of the primary economic environment in which the entity operates (foreign currency function). The financial statements are presented in Ringgit Malaysia (RM), which is the foreign currency function and the Board's presentation.

**(ii) Transactions and balances**

Foreign currency transactions are translated into the functional currency using exchange rates in force at the date of the transaction or valuation at which the goods are remeasured. Foreign exchange gains and losses arising from the settlement of a transaction and from the conversion of exchange rates for financial assets and liabilities at the end of the year in foreign currencies are recognised in the Statement of Financial Performance. Non-monetary assets and liabilities denominated in foreign currencies are not reconverted at the end of the reporting date, unless those measured at fair value are reconverted to the functional currency at the exchange rates at the date the fair value was determined.



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**3. SIGNIFICANT ACCOUNTING ASSESSMENTS AND ESTIMATES**

The preparation of financial statements requires the Board Members to make assessments, estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses, and the disclosure of contingent assets and liabilities, where applicable. In addition, the Board Members also need to make judgments in the process of adopting accounting policies. Although the estimates and assumptions are based on the Board Members' best knowledge of events and actions, actual results may differ from those estimates.

Estimates and judgments are evaluated on an ongoing basis by the Board Members and are based on historical experience and other factors including expectations of future events believed to be reasonable in the circumstances. The estimates and judgments that affect the application of the accounting policies to the Group and the Board and disclosures, and have risks that could result in a material adjustment to the financial statements are as follows:

**(a) Depreciation of property, plant and equipment and amortisation of intangible assets**

The cost of property, plant and equipment is depreciated and the cost of intangible assets is amortised on a straight line basis over the life of the asset. Changes in the expected level of use can affect the economic life and residual value of the asset, so future depreciation and amortisation charges may be reviewed.

The Group and the Board anticipate that the residual value of their property, plant and equipment, and intangible assets will become less significant. As a result, residual values are not taken into account for the calculation of depreciation and amortisation amounts.

**(b) Impairments**

**(i) Financial assets**

An impairment loss is recognised when there is objective evidence that financial assets are impaired. Criteria used to determine whether there is objective evidence of impairment of financial assets such as significant financial difficulties of receivables and failure or significant delay in payments. The categories of financial assets that are assessed as not being impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics.

If there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss for assets with similar credit risk characteristics. If expectations differ from estimates, this differences will affect the carrying amount of the receivables.

**(ii) Inventories**

Revisions will be made from time to time by the management on damaged, obsolete and slow moving inventories. Such revisions require judgements and estimates. Possible changes in these estimates could result in amendments to the inventory valuation.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**3. SIGNIFICANT ACCOUNTING ASSESSMENTS AND ESTIMATES (CONT'D)**

**(c) Income tax**

There are some transactions and calculations where final tax determination may differ from the initial estimate. The Group and the Board recognise a tax liability based on an estimate of whether such tax will become payable in the ordinary course of business operations and their understanding of current tax laws. If the outcome of these matters differs from the initial amount recognised, the difference will affect the income tax and deferred tax provisions in the period in which the determination is made.

**(d) Post-retirement employee benefits**

**(i) Post-retirement medical benefits**

Post-retirement medical benefits to eligible retirees and dependents depend on a number of factors determined on an actuarial basis using a number of assumptions. Assumptions are used to determine net medical costs after retirement including discount rate and expected medical cost rate. Any change in this assumption will affect the carrying amount of the post-retirement medical benefit obligation.

The Group determines the appropriate discount rate when the actuarial valuation is performed. The latest actuarial valuation was performed in 2021. This discount rate has been used to determine the present value of estimated future cash outflows required to settle the post-retirement medical benefit obligation.

To determine the appropriate discount rate, the Group takes into account the interest rates of high quality corporate bonds that are denominated in the currency in which the benefit are to be paid and with maturities that approximate the terms of the relevant liabilities.

The medical cost rate is based on average historical costs incurred by the Group.

**(ii) Post-retirement gratuity benefits**

Post-retirement gratuity benefits to retirees depend on a number of factors determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost of post-retirement gratuity benefits include the discount rate, the expected annual salary increase and the salary revision rate. Any change in the assumptions will affect the carrying amount of the post-retirement gratuity benefit obligation.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**3. SIGNIFICANT ACCOUNTING ASSESSMENTS AND ESTIMATES (CONT'D)**

**(d) Post-retirement employee benefits (cont'd)**

**(ii) Post-retirement gratuity benefits (cont'd)**

The Group determines the appropriate discount rate when the actuarial valuation is performed. The latest actuarial valuation was performed in 2021. This discount rate was used to determine the present value of the expected future cash outflows required to settle the post-retirement benefit obligation.

To determine the appropriate discount rate, the Group takes into account the interest rates of high quality corporate bonds which are denominated in the currency in which the benefits are to be paid and have maturities that approximate the terms of the relevant liabilities.

The annual salary increment rate is based on the average salary increment of the previous year incurred by the Group.

**(e) Estimated fair values of certain financial assets and liabilities**

The Group records certain financial assets and liabilities at fair value, which requires the use of extensive accounting estimates and judgments. While significant components of fair value measurement are determined using verifiable objective evidence, the amount of change in fair value is different if the Group uses different valuation methods. Any changes in the fair values of such assets and liabilities will affect profit and/or equity.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**4. PROPERTY, PLANT AND EQUIPMENT**

Group	Lands and leasehold lands		Buildings and renovations		Vehicles and machineries		Furniture and fixtures		Office equipment and machine tools		Computer		Total RM
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	
<b>Cost</b>													
At 01.01.2022	104,323,444	312,034,384	30,245,968	3,868,537	91,100,970	17,479,515	559,052,818						
Additions	-	5,108,752	691,618	3,059,422	6,406,899	3,606,705	18,873,396						
Reclassifications	1,014,625	142,788	61,140	58,603	(566,109)	303,578	1,014,625						
Adjustments	-	-	(4,000)	-	-	-	(4,000)						(4,000)
Disposals	-	(11,825)	(338,359)	(87,025)	(236,889)	(359,435)	(1,033,533)						
At 31.12.2022	105,338,069	317,274,099	30,656,367	6,899,537	96,704,871	21,030,363	577,903,306						
<b>Accumulated depreciation</b>													
At 01.01.2022	13,723,611	200,494,079	26,930,048	2,692,084	68,624,080	14,882,579	327,346,481						
Current depreciations	1,015,416	6,429,971	1,708,310	152,926	10,758,289	1,351,501	21,416,413						
Reclassifications	-	33,697	32,608	31,255	(259,468)	161,908	-						
Disposals	-	(3,580)	(287,963)	(80,851)	(222,762)	(358,165)	(953,321)						
At 31.12.2022	14,739,027	206,954,167	28,383,003	2,795,414	78,900,139	16,037,823	347,809,573						
<b>Carrying value</b>													
At 31.12.2022	<b>90,599,042</b>	<b>110,319,932</b>	<b>2,273,364</b>	<b>4,104,123</b>	<b>17,804,732</b>	<b>4,992,540</b>	<b>230,093,733</b>						
At 31.12.2021	90,599,833	111,540,305	3,315,920	1,176,453	22,476,890	2,596,936	231,706,337						

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

Board	Lands and leasehold lands	Buildings and renovations	Vehicles and machineries	Furniture and fixtures	Office equipment and machine tools		Computer	Total
					RM	RM		
<b>Cost</b>								
At 01.01.2022	104,323,444	299,806,095	18,606,669	1,377,659	9,887,820	8,626,079	442,627,766	
Additions	-	-	179,276	3,900	497,314	3,270,161	3,950,651	
Reclassifications	1,014,625	-	-	-	-	-	1,014,625	
Disposals	-	-	-	(11,525)	(111,592)	(88,765)	(211,882)	
At 31.12.2022	105,338,069	299,806,095	18,785,945	1,370,034	10,273,542	11,807,475	447,381,160	
<b>Accumulated depreciation</b>								
At 01.01.2022	13,723,611	195,022,685	17,446,385	1,234,102	7,569,111	7,114,903	242,110,797	
Current depreciation	1,015,416	4,896,319	682,282	51,943	914,399	761,846	8,322,205	
Disposals	-	-	-	(11,525)	(102,552)	(88,754)	(202,831)	
At 31.12.2022	14,739,027	199,919,004	18,128,667	1,274,520	8,380,958	7,787,995	250,230,171	
<b>Carrying value</b>								
At 31.12.2022	<b>90,599,042</b>	<b>99,887,091</b>	<b>657,278</b>	<b>95,514</b>	<b>1,892,584</b>	<b>4,019,480</b>	<b>197,150,989</b>	
At 31.12.2021	90,599,833	104,783,410	1,160,284	143,557	2,318,709	1,511,176	200,516,969	

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

Included in the additions/purchases of property, plant and equipment of the Group and the Board are assets purchased under finance lease and long term loan financing, grants received and also using cash as follows:

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Cash	15,907,657	12,628,051	4,965,276	8,920,123
Finance lease financing	443,400	129,800	-	-
Grants	3,532,964	1,360,399	-	-
Gifts	-	16,851	-	16,851
Adjustments	4,000	-	-	-
	<u>19,888,021</u>	<u>14,135,101</u>	<u>4,965,276</u>	<u>8,936,974</u>

Included in property, plant and equipment are buildings and renovations built on land owned by the Ministry of Works amounting to RM35,434,795 (2021: RM37,523,755)

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**5. INTANGIBLE ASSETS**

<b>Group</b>	<b>Computer Software</b>	<b>Licence</b>	<b>Total</b>
	RM	RM	RM
<b>Cost</b>			
At 01.01.2022	46,702,972	2,815,031	49,518,003
Additions	63,050	130,002	193,052
Reclassifications	4,061,686	-	4,061,686
At 31.12.2022	<u>50,827,708</u>	<u>2,945,033</u>	<u>53,772,741</u>
<b>Accumulated amortisation</b>			
At 01.01.2022	29,082,394	1,879,858	30,962,252
Amortisation for the financial year	6,482,166	429,214	6,911,380
At 31.12.2022	<u>35,564,560</u>	<u>2,309,072</u>	<u>37,873,632</u>
<b>Carrying amount</b>			
<b>At 31.12.2022</b>	<b><u>15,263,148</u></b>	<b><u>635,961</u></b>	<b><u>15,899,109</u></b>
At 31.12.2021	<u>17,620,578</u>	<u>935,173</u>	<u>18,555,751</u>
<b>Board</b>	<b>Computer Software</b>	<b>Licence</b>	<b>Total</b>
	RM	RM	RM
<b>Cost</b>			
At 01.01.2022	46,341,472	2,815,031	49,156,503
Additions	-	130,002	130,002
Reclassifications	3,339,734	-	3,339,734
At 31.12.2022	<u>49,681,206</u>	<u>2,945,033</u>	<u>52,626,239</u>
<b>Accumulated amortisation</b>			
At 01.01.2022	28,871,103	1,879,858	30,750,961
Amortisation for the financial year	6,407,622	429,214	6,836,836
At 31.12.2022	<u>35,278,725</u>	<u>2,309,072</u>	<u>37,587,797</u>
<b>Carrying amount</b>			
<b>At 31.12.2022</b>	<b><u>14,402,481</u></b>	<b><u>635,961</u></b>	<b><u>15,038,442</u></b>
At 31.12.2021	<u>17,470,369</u>	<u>935,173</u>	<u>18,405,542</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**6. WORK IN PROGRESS**

Group	Lands	Buildings	Computer System	Machine Tools	Total
	RM	RM	RM	RM	RM
<b>2022</b>					
<b>Cost</b>					
At 01.01.2022	-	148,494,298	1,553,052	233,605	150,280,955
Additions	1,014,625	44,337,860	14,812,841	-	60,165,326
Reclassifications	(1,014,625)	-	(4,061,686)	-	(5,076,311)
At 31.12.2022	-	192,832,158	12,304,207	233,605	205,369,970
<b>2021</b>					
<b>Cost</b>					
At 01.01.2022	-	118,483,872	675,563	-	119,159,435
Additions	5,145,761	33,085,955	2,775,079	233,605	41,240,400
Reclassifications	(5,145,761)	(3,075,529)	(1,897,590)	-	(10,118,880)
At 31.12.2022	-	148,494,298	1,553,052	233,605	150,280,955
<b>Board</b>					
	Lands	Buildings	Computer System	Total	
	RM	RM	RM	RM	
<b>2022</b>					
<b>Cost</b>					
At 01.01.2022	-	148,494,298	1,420,972	149,915,270	
Additions	1,014,625	44,337,860	11,968,457	57,320,942	
Reclassifications	(1,014,625)	-	(3,339,734)	(4,354,359)	
At 31.12.2022	-	192,832,158	10,049,695	202,881,853	
<b>2021</b>					
<b>Cost</b>					
At 01.01.2022	-	118,483,872	675,563	119,159,435	
Additions	5,145,761	33,085,955	2,642,999	40,874,715	
Reclassifications	(5,145,761)	(3,075,529)	(1,897,590)	(10,118,880)	
At 31.12.2022	-	148,494,298	1,420,972	149,915,270	



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**7. INVESTMENT PROPERTY**

Group	Lands RM	Buildings RM	Total RM
At 01.01.2022	7,245,000	2,835,000	10,080,000
Fair value adjustments	-	-	-
At 31.12.2022	<u>7,245,000</u>	<u>2,835,000</u>	<u>10,080,000</u>
At 01.01.2021	7,245,000	2,835,000	10,080,000
Fair value adjustments	-	-	-
At 31.12.2021	<u>7,245,000</u>	<u>2,835,000</u>	<u>10,080,000</u>

- (a) The Group's investment property amounting to RM10,080,000 (2021: RM10,080,000) have been pledged as security for bank borrowings (Note 25). The Group has no contractual obligations either to purchase, build or develop the investment property or to repair, maintain and upgrade those properties.
- (b) Investment property has been valued using the Comparative Method. The method involves reviewing recent transactions by reviewing prices for similar properties in and around the area and making adjustments for any factors that may affect value; such as location, zoning, planning, approval, accessibility, market situation, shape and surface of the land, holding period and restrictions if any, occupancy status, built-up area, building construction, finishing and services, age and other relevant characteristics.
- (c) The fair value of the Group's investment property is determined by valuations carried out by IPC Island Property Consultants Sdn. Bhd., an independent professional valuer with recognised relevant professional qualifications and up to date experience in valuing properties in relevant locations.

**8. INVESTMENTS IN SUBSIDIARIES**

	2022 RM	Board 2021 RM
Unquoted shares, in Malaysia:		
At cost		
CIDB Holdings Sdn. Bhd.	19,075,000	19,075,000
CIDB E-Construct Services Sdn. Bhd.	4,435,842	4,435,842
	<u>23,510,842</u>	<u>23,510,842</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**8. INVESTMENTS IN SUBSIDIARIES (CONT'D)**

Details of the subsidiaries and the equity interests in them are as follows:

Company name	Equity interest		Principal activities
	2022 %	2021 %	
CIDB Holdings Sdn. Bhd.*	100	100	Investments and services related to construction industry.
CIDB E-Construct Services Sdn. Bhd.**	100	100	Carrying out services related to information communication technology.
Construction Research Institute of Malaysia ***	100	100	Carrying out research and development (R&D) related to construction industry.
Construction Labour Exchange Centre Berhad ****	100	100	Bringing in, distributing and renewing work permits for Foreign Construction Workers.
<b>Subsidiaries of CIDB Holdings Sdn. Bhd.:</b>			
Akademi Binaan Malaysia (Selangor) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.
Akademi Binaan Malaysia (Johor) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.
Akademi Binaan Malaysia (Terengganu) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.
Akademi Binaan Malaysia (Utara) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.
Akademi Binaan Malaysia (Sabah) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.
Akademi Binaan Malaysia (Sarawak) Sdn. Bhd.*	100	100	Provides training and courses to construction workers and supervisors.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**8. INVESTMENTS IN SUBSIDIARIES (CONT'D)**

Company name	Equity interests		Principal activities
	2022 %	2021 %	
<b>Subsidiary of CIDB Holdings Sdn. Bhd.:</b>			
CIDB IBS Sdn. Bhd.* (Formerly known as CIDB MyIBS Sdn. Bhd.)	100	100	Technical advisory services, vendor development and verification programmes, validation test and verification of products, factories and installations related to IBS.
<b>Holding via CIDB Holdings Sdn. Bhd. and subsidiaries:</b>			
CIDB Technologies Sdn. Bhd.* (Formerly known as CIDB Events Management Sdn. Bhd.)	32	32	Provides training and courses to construction workers and supervisors.
<b>Subsidiary of Akademi Binaan Malaysia (Johor) Sdn. Bhd.:</b>			
ABM Management Services Sdn. Bhd.*	100	100	Instructor and consultant for matters related to construction industry and other related activities.

\* The subsidiary was incorporated in Malaysia and was audited by Messrs. Azhar Noriza Zainuddin

\*\* The subsidiary was incorporated in Malaysia and was audited by Messrs. Afrizan Tarmili Khairul Azhar

\*\*\* The subsidiary was incorporated in Malaysia and was audited by Messrs. Ismawadee & Co.

\*\*\*\* The subsidiary was incorporated in Malaysia and was audited by Messrs. A. Razak & Co.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**9. INVESTMENT IN AN ASSOCIATE**

	Group	
	2022 RM	2021 RM
Unquoted shares, in Malaysia:		
At cost	50,000	50,000
Post-acquisition share of reserves	103,674	106,623
	<u>153,674</u>	<u>156,623</u>
The Group's investment in the associate includes:		
Portion of net assets	146,197	149,146
Portion of goodwill in the associate	7,477	7,477
	<u>153,674</u>	<u>156,623</u>

Details of the associate and equity interest in it are as follows:

Company name	Equity Interest		Principal activities
	2022 %	2021 %	
TWI-ABM Training and Certification Sdn. Bhd.	50	50	Operates as an instructor or training centre for contractors and subcontractors.

This associate company of Akademi Binaan Malaysia (Johor) Sdn. Bhd. was incorporated in Malaysia and was audited by Messrs. Jamal Amin & Partners.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**10. FINANCIAL ASSETS AVAILABLE FOR SALE**

	Group	
	2022 RM	2021 RM
Unquoted shares, in Malaysia, at cost:	<b>11,644,120</b>	11,808,030
Less: Impairment	-	(163,910)
Add: Impairment recovered	<b>2,738</b>	-
	<b>11,646,858</b>	11,644,120

**11. INVENTORIES**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
At cost and net realisable value:				
Inventories	<b>679,835</b>	811,496	<b>45,965</b>	61,919

**12. NON-EXCHANGE TRANSACTION RECEIVABLES**

	Group and Board	
	2022 RM	2021 RM
Contract levy debtors	<b>15,697,466</b>	15,870,318
Less: Allowance for impairment losses	<b>(370,188)</b>	(1,260,133)
Levy debtors written off	<b>(223,833)</b>	-
	<b>15,103,445</b>	14,610,185

Movement in allowance for impairment losses

At 1 January	<b>1,260,133</b>	10,128,933
Current year impairment allowance	<b>24,211</b>	850,463
Impairment allowance no longer required	<b>(914,156)</b>	(9,719,263)
At 31 December	<b>370,188</b>	1,260,133

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**12. NON-EXCHANGE TRANSACTION RECEIVABLES (CONT'D)**

Aging Analysis

Aging analysis of the non-exchange transaction receivables for the Group and the Board at the end of the reporting period is as follows:

	Gross Total	Impairment & Write Off	Carrying Value
	RM	RM	RM
<b>Group and Board</b>			
<b>31.12.2022</b>			
Within credit period	7,137,815	-	7,137,815
After credit period:			
- Less than 6 months	6,609,464	-	6,609,464
- 6 to 12 months	1,271,994	-	1,271,994
- More than 12 months	678,193	(594,021)	84,172
	<u>15,697,466</u>	<u>(594,021)</u>	<u>15,103,445</u>
<b>Group and Board</b>			
<b>31.12.2021</b>			
Within credit period	9,326,788	-	9,326,788
After credit period:			
- Less than 6 months	2,876,538	-	2,876,538
- 6 to 12 months	1,883,519	-	1,883,519
- More than 12 months	1,783,473	(1,260,133)	523,340
	<u>15,870,318</u>	<u>(1,260,133)</u>	<u>14,610,185</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**13. EXCHANGE TRANSACTION RECEIVABLES**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Trade receivables	4,523,315	6,354,969	-	-
Deposits	5,199,259	4,908,061	3,142,169	3,202,655
Dividend receivables	238,985	272,725	-	-
Interest receivables	6,325,362	4,213,140	6,313,553	4,212,602
Invoice debtors	43,979	118,304	16,379	82,704
	<b>16,330,900</b>	<b>15,867,199</b>	<b>9,472,101</b>	<b>7,497,961</b>
Less:				
Impairment losses allowances	(105,455)	(160,615)	-	(55,160)
Bad debts written off	(346,407)	-	-	-
	<b>15,879,038</b>	<b>15,706,584</b>	<b>9,472,101</b>	<b>7,442,801</b>

Movement in allowance for impairment losses

At 1 January	160,615	159,964	55,160	55,160
Current year impairment allowances	-	651	-	-
Impairment losses allowances no longer required	(55,160)	-	(55,160)	-
At 31 December	<b>105,455</b>	<b>160,615</b>	<b>-</b>	<b>55,160</b>

Aging Analysis

Aging analysis for exchange transaction receivables for the Group and the Board at the end of the reporting period is as follows:

	Gross Total RM	Impairment & Write Off RM	Carrying Value RM
<b>Group</b>			
<b>31.12.2022</b>			
Within credit period	8,987,360	-	8,987,360
After credit period:			
- Less than 6 months	886,546	-	886,546
- 6 to 12 months	398,607	-	398,607
- More than 12 months	6,058,387	(451,862)	5,606,525
	<b>16,330,900</b>	<b>(451,862)</b>	<b>15,879,038</b>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**13. EXCHANGE TRANSACTION RECEIVABLES (CONT'D)**

Aging Analysis (cont'd)

	<b>Gross Total</b>	<b>Impairment &amp; Write Off</b>	<b>Carrying Value</b>
	RM	RM	RM
<b>Group</b>			
<b>31.12.2021</b>			
Within credit period	4,097,896	-	4,097,896
After credit period:			
- Less than 6 months	586,420	-	586,420
- 6 to 12 months	4,718,142	-	4,718,142
- More than 12 months	6,464,741	(160,615)	6,304,126
	<u>15,867,199</u>	<u>(160,615)</u>	<u>15,706,584</u>
	<b>Gross Total</b>	<b>Impairment &amp; Write Off</b>	<b>Carrying Value</b>
	RM	RM	RM
<b>Board</b>			
<b>31.12.2022</b>			
Within credit period	6,313,553	-	6,313,553
After credit period:			
- Less than 6 months	15,208	-	15,208
- 6 to 12 months	53,015	-	53,015
- More than 12 months	3,090,325	-	3,090,325
	<u>9,472,101</u>	<u>-</u>	<u>9,472,101</u>
<b>Board</b>			
<b>31.12.2021</b>			
Within credit period	9,764	-	9,764
After credit period:			
- Less than 6 months	67,403	-	67,403
- 6 to 12 months	3,588,723	-	3,588,723
- More than 12 months	3,832,071	(55,160)	3,776,911
	<u>7,497,961</u>	<u>(55,160)</u>	<u>7,442,801</u>



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**14. OTHER RECEIVABLES**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Prepayments	<b>2,331,524</b>	2,636,355	<b>17,277</b>	4,695
GST debtors	<b>14,263,152</b>	14,263,703	<b>14,236,089</b>	14,236,089
Vehicle debtors	-	20,456	-	20,456
Staff debtors	<b>125,372</b>	259,556	<b>88,438</b>	25,112
Education loans	<b>190,858</b>	181,807	<b>135,194</b>	126,143
Miscellaneous receivables	<b>196,150</b>	176,127	-	-
	<b><u>17,107,056</u></b>	<u>17,538,004</u>	<b><u>14,476,998</u></b>	<u>14,412,495</u>

**15. AMOUNT DUE FROM/(TO) SUBSIDIARIES**

Amount due from/(to) subsidiaries comprises interest free unsecured advances and are repayable based on payment instructions.

**16. AMOUNT DUE FROM/(TO) SUB-SUBSIDIARIES**

Amount due from/(to) sub-subsidiaries comprises interest free unsecured advances and are repayable based on payment instructions.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**17. AMOUNT DUE FROM/(TO) RELATED COMPANIES**

Amount due from/(to) related companies comprises interest free unsecured advances and are repayable based on payment instructions.

**18. ADVANCE FROM SUBSIDIARIES**

Advance from subsidiaries comprises interest free unsecured advances and are repayable based on payment instructions.

**19. ADVANCE FROM SUB-SUBSIDIARIES**

Advance from sub-subsidiaries comprises interest free unsecured advances and are repayable based on payment instructions.

**20. FINANCIAL ASSETS AT FAIR VALUE THROUGH SURPLUS OR DEFICIT**

	Group	
	2022 RM	2021 RM
Portfolio investments, in Malaysia		
RHB Asset Management Sdn. Bhd.	19,021,827	21,179,284
Amanah Raya JMF Management	3,429,539	3,890,710
ASBI Dana Al-Fakhim BIMB	257,285	252,960
	<u>22,708,651</u>	<u>25,322,954</u>

**21. SHORT TERM DEPOSITS**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Fixed deposits in banks and licenced financial institutions	<u>501,903,287</u>	<u>379,905,259</u>	<u>458,285,188</u>	<u>358,210,000</u>

Deposit interest rates during the financial year for the Group and the Board were 2.40%-4.35% (2021: 1.75% - 4.00%) per annum and the maturity period of the deposits was 1 – 458 days (2021: 1-458 days).

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**22. VEHICLE LOAN FUND**

	Group and Board	
	2022	2021
	RM	RM
At 1 January/31 December	<b>2,000,000</b>	2,000,000
Movement in loan receivable balance:		
At 1 January	<b>20,456</b>	32,194
Additional loans	-	-
Loan repayments	<b>(20,456)</b>	(11,738)
At 31 December	<b>-</b>	20,456

The fund is to provide vehicle loans to staff subject to specified conditions. The loan repayment period is 108 months. Repayment of the financing including profit rate must be made by the staff in installments through salary deductions on a monthly basis as per agreement.

**23. EDUCATION LOAN FUND**

	Group and Board	
	2022	2021
	RM	RM
At 1 January/31 December	<b>1,500,000</b>	1,500,000
Movement in loan receivable balance:		
At 1 January	<b>126,143</b>	149,052
Additional loans	<b>46,110</b>	34,027
Loan repayments	<b>(37,059)</b>	(56,936)
At 31 December	<b>135,194</b>	126,143

The fund is to provide education loans to staff subject to specified conditions. The loan repayment period is 60 months. Repayment of the financing without profit rate must be made by the staff upon graduation in installments through salary deductions on a monthly basis as per agreement. Employees are eligible for variable financing if they meet specified eligibility requirements.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**24. COMPUTER LOAN FUND**

	Group and Board	
	2022 RM	2021 RM
At 1 January/31 December	<b>1,000,000</b>	1,000,000

There is no loan receivable balance in the current and last year, so movement in loan receivable balance is not shown.

The fund is to provide computer loans to staff subject to specified conditions. The loan repayment period is 48 months. Repayment of the financing including profit rate must be made by the staff in installments through salary deductions on a monthly basis as per agreement.

**25. BANK BORROWINGS**

	Group	
	2022 RM	2021 RM
Term loans	<b>678,541</b>	767,098
Finance lease payables	<b>1,138,787</b>	1,306,226
	<b>1,817,328</b>	2,073,324
Analysed as:		
Repayable in 12 months	<b>502,654</b>	640,755
Repayable after 12 months and not exceeding 5 years	<b>887,213</b>	944,557
Repayable after 5 years	<b>427,461</b>	488,012
	<b>1,817,328</b>	2,073,324

(a) Term Loan

- (i) The term loan for Islamic Variable Term Financing (BBA TF) amounting to RM3,641,544 is a partial financing for the purchase of 15 units of completed shop office in Taman Tasik Utama, Ayer Keroh, Melaka and a piece of commercial land held under HSM 4918 Lot No. PT 19403, Mukim Bukit Katil, Melaka Tengah. This term loan is secured as follows:
- (a) Fresh 1<sup>st</sup> party 1<sup>st</sup> deed of assignment over sale and purchase agreement with a power of attorney to transfer or otherwise deal with the said property: and
  - (b) 1<sup>st</sup> party 1<sup>st</sup> legal charge over the commercial land.

The loan repayment amount is between RM900 and RM18,787 for a period of 120 monthly installments including interest.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**25. BANK BORROWINGS (CONT'D)**

(a) Term Loan (cont'd)

- (ii) The term loan amounting to RM713,396 obtained from a licenced bank is to finance the purchase of a single storey shop office under Sharia principles in Pusat Bandar Bertam Perdana, Kepala Batas, Penang. The loan repayment amount is RM5,544 for a period of 180 monthly installments including profit.

	Group	
	2022 RM	2021 RM
<b>Term loan maturity:</b>		
Repayable within 12 months	45,036	91,385
Repayable after 12 months and not exceeding 5 years	225,180	225,180
Repayable after 5 years	408,325	450,533
	<u>678,541</u>	<u>767,098</u>

(b) Finance Lease Payables

	Group	
	2022 RM	2021 RM
<b>Minimum repayment of financing</b>		
Repayable within 12 months	374,464	727,778
Repayable after 12 months and not exceeding 9 years	934,286	757,518
	<u>1,308,750</u>	1,485,296
Less: Financing charge payable	(169,963)	(179,070)
Current value of financing liabilities	<u>1,138,787</u>	<u>1,306,226</u>
<b>Current value of financing liabilities</b>		
Repayable within 12 months	457,618	549,370
Repayable after 12 months and not exceeding 5 years	662,033	719,377
Repayable after 5 years	19,136	37,479
	<u>1,138,787</u>	<u>1,306,226</u>

The interest rates for finance lease range from 2.16% to 5.4% per annum (2021: 2.18% to 6.54%).

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**26. DEFERRED GRANTS**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
At 1 January	31,666,397	42,092,737	6,596,591	662,130
<b>Grants received during the financial year:</b>				
Grants (related to cash contributions)	94,124,750	73,652,077	19,058,400	8,867,700
Grants (related to asset expenditure contributions)	8,496,259	8,450,274	-	-
Grants (related to asset contributions)	3,532,964	1,360,399	-	-
Grant adjustments	-	69,210	-	69,210
Sales and service tax	(1,847,871)	(1,578,359)	-	-
Grant repayments	(7,912,906)	(3,762,644)	-	(685,137)
	<u>96,393,196</u>	<u>78,190,957</u>	<u>19,058,400</u>	<u>8,251,773</u>
<b>Accounted for in the Statement of Financial Performance</b>				
Used for related expenses	(68,209,935)	(57,934,620)	(16,145,304)	(2,317,312)
Used for assets acquisitions	(12,680,817)	(9,488,730)	-	-
Used for assets expenses	-	(3,885)	-	-
Used for management fees	(6,514,719)	(2,066,020)	-	-
Distributed to subsidiaries	(265,111)	(268,622)	-	-
Sales and service tax	(229,328)	-	-	-
Consolidation adjustments	-	(18,855,420)	-	-
	<u>(87,899,910)</u>	<u>(88,617,297)</u>	<u>(16,145,304)</u>	<u>(2,317,312)</u>
At 31 December	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>
Analysed as:				
Expenditure related grants	12,237,985	15,601,338	9,509,687	6,596,591
Asset related grants	27,921,698	34,920,479	-	-
Consolidation adjustments	-	(18,855,420)	-	-
	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>
Analysed as:				
Within 12 months	6,786,646	4,824,131	-	-
After 12 months	33,373,037	26,842,266	9,509,687	6,596,591
	<u>40,159,683</u>	<u>31,666,397</u>	<u>9,509,687</u>	<u>6,596,591</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**27. DEFERRED TAX LIABILITIES**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
At 1 January	7,554,168	14,198,349	7,083,692	13,727,873
Transferred to statement of financial performance (Note 38)	3,036,633	(6,644,181)	3,063,148	(6,644,181)
At 31 December	<u>10,590,801</u>	<u>7,554,168</u>	<u>10,146,840</u>	<u>7,083,692</u>

**28. EMPLOYEE BENEFITS**

	2022 RM	2021 RM As restated
<b>Group</b>		
Provision for retirees medical benefits	<u>33,758,090</u>	<u>30,737,673</u>
Analysed as:		
Matured within 12 months	<u>481,319</u>	<u>365,564</u>
Matured after 12 months	<u>33,276,771</u>	<u>30,372,109</u>
Provision for end of service gratuity	<u>16,230,206</u>	<u>15,133,129</u>
Analysed as:		
Matured within 12 months	<u>109,343</u>	<u>15,972</u>
Matured after 12 months	<u>16,120,863</u>	<u>15,117,157</u>
Provision for cash award in lieu of accumulated leave	<u>2,801,328</u>	<u>3,500,959</u>
Analysed as:		
Matured within 12 months	<u>396,327</u>	<u>433,908</u>
Matured after 12 months	<u>2,405,001</u>	<u>3,067,051</u>
<b>Provision for employee benefits</b>	<u>52,789,624</u>	<u>49,371,761</u>
Analysed as:		
Matured within 12 months	<u>986,989</u>	<u>815,444</u>
Matured after 12 months	<u>51,802,635</u>	<u>48,556,317</u>
	<u>52,789,624</u>	<u>49,371,761</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**28. EMPLOYEE BENEFITS (CONT'D)**

	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Board</b>		
Provision for retirees medical benefits	<b><u>33,758,090</u></b>	<u>30,737,673</u>
Analysed as:		
Matured within 12 months	<b>481,319</b>	365,564
Matured after 12 months	<b>33,276,771</b>	30,372,109
Provision for end of service gratuity	<u>-</u>	<u>-</u>
Analysed as:		
Matured within 12 months	<u>-</u>	<u>-</u>
Matured after 12 months	<u>-</u>	<u>-</u>
Provision for cash award in lieu of accumulated leave	<b><u>2,746,548</u></b>	<u>3,425,484</u>
Analysed as:		
Matured within 12 months	<b>395,175</b>	433,908
Matured after 12 months	<b>2,351,373</b>	2,991,576
<b>Provision for employee benefits</b>	<b><u>36,504,638</u></b>	<u>34,163,157</u>
Analysed as:		
<b>Matured within 12 months</b>	<b>876,494</b>	799,472
<b>Matured after 12 months</b>	<b>35,628,144</b>	33,363,685
	<b><u>36,504,638</u></b>	<u>34,163,157</u>



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**28. EMPLOYEE BENEFITS (CONT'D)**

**Provision for Retirees Medical Benefits**

(a) Movement in the provision for retirees medical benefits for the Group and the Board is as follows:

	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Group and Board</b>		
At 1 January	<b>30,737,673</b>	27,835,907
Current Service Cost	<b>2,264,905</b>	2,196,387
Interest Cost	<b>1,090,756</b>	989,483
Benefits Paid	<b>(335,244)</b>	(284,104)
At 31 December	<b><u>33,758,090</u></b>	<u>30,737,673</u>

(b) Actuarial Assumptions

The key actuarial assumptions used at the reporting date are as follows:

	<b>2022</b>	2021
	<b>%</b>	%
<b>Group and Board</b>		
Discount rate	<b>3.59</b>	3.59
Medical costs inflation rate	<b>10.00</b>	10.00

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**28. EMPLOYEE BENEFITS (CONT'D)**

**Provision for Pension Benefits**

(a) Movement in the provision for the Group's pension benefits is as follows:

	<b>2022</b>	2021
	RM	RM
		As restated
<b>Group</b>		
At 1 January	<b>15,133,129</b>	14,210,836
Current Service Cost	<b>1,000,854</b>	1,000,629
Interest Cost	<b>593,883</b>	484,662
Net Actuarial Profit	<b>(37,432)</b>	(55,944)
Benefits Paid	<b>(460,228)</b>	(507,054)
At 31 December	<b><u>16,230,206</u></b>	<u>15,133,129</u>

(b) Actuarial Assumptions

The key actuarial assumptions used at the reporting date are as follows:

	<b>2022</b>	2021
	%	%
<b>Group</b>		
Discount rate	<b>3.19 - 4.07</b>	3.19 - 4.07
Salary increment rate	<b>5.00 - 6.00</b>	5.00 - 6.00

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**28. EMPLOYEE BENEFITS (CONT'D)**

**Provision for Cash Award in Lieu of Accumulated Leave**

(a) Movement in the provision for cash in lieu of accumulated leave for the Group and the Board is as follows:

	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Group</b>		
At 1 January	<b>3,500,959</b>	3,832,833
Current Service Cost	<b>174,207</b>	187,591
Interest Cost	<b>125,216</b>	129,099
Benefits Paid	<b>(999,054)</b>	(648,564)
At 31 December	<b><u>2,801,328</u></b>	<u>3,500,959</u>
	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Board</b>		
At 1 January	<b>3,425,484</b>	3,751,018
Current Service Cost	<b>168,362</b>	180,519
Interest Cost	<b>121,782</b>	126,344
Benefits Paid	<b>(969,080)</b>	(632,397)
At 31 December	<b><u>2,746,548</u></b>	<u>3,425,484</u>

(b) Actuarial Assumptions

The key actuarial assumptions used at the reporting date are as follows:

	<b>2022</b>	2021
	<b>%</b>	%
<b>Group</b>		
Discount rate	<b>3.59 - 4.07</b>	3.59 - 4.07
Salary increment rate	<b>6.00</b>	6.00
<b>Board</b>		
Discount rate	<b>3.59</b>	3.59
Salary increment rate	<b>6.00</b>	6.00

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**29. EXCHANGE TRANSACTION PAYABLES**

The typical trade credit terms for exchange transaction payables of the Group and the Board are 14 to 90 days (2021: 14 to 90 days).

Aging Analysis

Aging analysis for exchange transaction payables for the Group and the Board at the end of the reporting period is as follows:

	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Group</b>		
Within credit period	<b>30,068,082</b>	13,285,287
After credit period:		
- Less than 6 months	<b>3,806,716</b>	4,261,272
- 6 to 12 months	<b>304,531</b>	504,454
- More than 12 months	<b>54,239</b>	157,036
	<b>34,233,568</b>	18,208,049
	<b>2022</b>	2021
	<b>RM</b>	RM
<b>Board</b>		
Within credit period	<b>27,780,027</b>	11,483,195
After credit period:		
- Less than 6 months	-	-
- 6 to 12 months	-	-
- More than 12 months	-	-
	<b>27,780,027</b>	11,483,195

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**30. OTHER PAYABLES**

	2022	Group 2021	2022	Board 2021
	RM	RM As restated	RM	RM As restated
Staff incentives	14,669,151	14,748,608	11,930,000	11,600,000
Non-trade creditors	286,252	915,980	286,252	915,980
Performance bond	6,457,522	2,568,415	420,000	420,000
Board Members' Incentives/Allowances	1,972,977	1,736,409	570,000	400,000
Accruals	3,764,431	1,130,053	69,960	60,473
Retention sums	77,719	141,729	77,719	141,729
Online creditors	106,918	130,898	106,918	130,898
Other creditors	26,158,883	11,493,737	45,710	61,155
Staff creditors	764,196	1,067,137	254,799	247,234
Salary creditors	57,244	-	57,244	-
GST/SST creditors	2,051,863	5,691,308	-	3,180,417
	<u>56,367,156</u>	<u>39,624,274</u>	<u>13,818,602</u>	<u>17,157,886</u>

**31. REVENUE FROM NON-EXCHANGE TRANSACTIONS**

	2022	Group 2021	2022	Board 2021
	RM	RM	RM	RM
Contract levy	216,313,145	161,749,082	216,313,145	161,749,082
Registration fees	65,457,585	66,111,345	65,457,585	66,111,345
Compounds and penalties	9,361,933	5,265,929	9,361,933	5,265,929
Other non-exchange transactions	55,298	1,145,000	-	-
Government grants	16,665,160	644,335	16,145,304	2,317,312
	<u>307,853,121</u>	<u>234,915,691</u>	<u>307,277,967</u>	<u>235,443,668</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**32. REVENUE FROM EXCHANGE TRANSACTIONS**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM
Skills evaluation fees	7,884,330	4,165,813	5,937,470	3,304,190
Course fees	26,024,787	15,596,559	11,998,971	2,561,529
Rental revenue	671,030	2,308,873	65,410	528,294
Fees from consultation project management, certifications and registration	8,546,759	19,082,378	-	-
Other exchange transactions	8,323,567	1,920,069	1,362,404	683,780
Dividends	539,160	1,700,548	190,750	237,150
Fixed deposits interest	11,006,978	9,210,227	10,462,811	8,707,061
Hibah	1,229,021	1,509,437	1,168,592	1,439,457
Unrealised gain	40,704	-	-	-
Material verifications	8,928,750	8,008,600	8,928,750	8,008,600
Sales of document	152,118	160,690	75,738	86,170
	<b>73,347,204</b>	<b>63,663,194</b>	<b>40,190,896</b>	<b>25,556,231</b>

**33. OTHER REVENUES**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Vehicle loan interest	260	1,028	260	1,028
Grant repayment	59,610	4,553,302	59,610	4,553,302
Doubtful debt income	656,809	6,198,199	656,809	6,198,199
Recovered impairment of financial assets available for sale	2,738	-	-	-
Mudharabah profits	769,580	217,406	765,647	203,423
Miscellaneous revenues	545,401	797,501	110,943	485,380
Gain from disposal of property, plant and equipment	64,923	344,236	118	14,225
Gain from writing off of subsidiary investments	-	100,000	-	-
	<b>2,099,321</b>	<b>12,211,672</b>	<b>1,593,387</b>	<b>11,455,557</b>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**34. DIRECT OPERATING EXPENSES**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
Construction industry financing programmes	<b>126,323,379</b>	85,084,352	<b>148,389,140</b>	96,376,802
Depreciation of property, plant and equipment	<b>11,337,139</b>	11,443,442	-	-
Loss on property, plant and equipment	-	3	-	-
	<b>137,660,518</b>	96,527,797	<b>148,389,140</b>	96,376,802

**35. MANAGEMENT EXPENSES**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Supplies	<b>2,558,101</b>	3,598,739	<b>2,064,059</b>	3,087,812
Travelling allowances	<b>7,545,815</b>	2,254,522	<b>5,450,106</b>	1,387,306
Staff courses and trainings	<b>3,007,328</b>	891,275	<b>2,781,007</b>	728,302
Maintenance	<b>10,618,262</b>	8,196,473	<b>7,800,760</b>	6,063,533
Communications and utilities	<b>4,516,752</b>	3,988,002	<b>1,895,093</b>	1,999,258
Office expenses	<b>69,839</b>	72,477	-	-
Other expenses	<b>226,998</b>	90,817	-	-
	<b>28,543,095</b>	19,092,305	<b>19,991,025</b>	13,266,211

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**36. OTHER OPERATING EXPENSES**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM
Road tax and insurance	631,244	618,913	321,018	298,632
Other receivables written off	346,407	-	-	-
Levy debtors written off	223,833	-	223,833	-
Impairment losses allowances	24,211	1,094,099	24,211	850,463
Emoluments	103,378,637	103,001,770	77,300,111	76,982,040
Property, plant and equipment written off	18,984	292,397	7,797	292,193
Impairment of financial assets available for sale	-	163,910	-	-
Entertainment	880,727	462,764	-	-
Advertisements and promotions	648,067	338,057	-	-
Professional services	23,050,498	22,249,113	19,991,149	18,412,151
Loss on disposal of property plant and equipment	15,640	745,546	1,184	28,210
Rentals	22,489,161	19,901,916	19,567,771	18,011,020
Amortisation of intangible assets	6,911,380	7,223,799	6,836,836	7,163,424
Depreciation of property, plant and equipment	10,079,274	10,986,868	8,322,205	8,995,474
	<b>168,698,063</b>	<b>167,079,152</b>	<b>132,596,115</b>	<b>131,033,607</b>

**37. FINANCIAL COST**

	Group	
	2022 RM	2021 RM
Interest expense on bank borrowings	<b>172,993</b>	257,503



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**38. TAXATION**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
Tax expense for the financial year:				
- Current year tax provision	4,488,880	3,004,284	3,781,158	2,422,127
- Associates' portion of tax	-	(65,315)	-	-
- (Over)/Under provision of prior year tax	(39,979)	159,097	-	347,947
	<b>4,448,901</b>	<b>3,098,066</b>	<b>3,781,158</b>	<b>2,770,074</b>
Origination and reversal of temporary differences:				
- Recognised in current year tax statement (Note 27)	275,515	6,748,197	302,030	6,748,197
- Under/(Over) provision of prior year deferred tax (Note 27)	2,761,118	(13,392,378)	2,761,118	(13,392,378)
	<b>3,036,633</b>	<b>(6,644,181)</b>	<b>3,063,148</b>	<b>(6,644,181)</b>
	<b>7,485,534</b>	<b>(3,546,115)</b>	<b>6,844,306</b>	<b>(3,874,107)</b>

The Group's and the Board's income tax is calculated at the statutory rate of 24% (2021: 24%) of the taxable profits. Reconciliation for income tax expense in respect of sales profit before tax at the statutory income tax rate to tax expense at the effective income tax rate is as follows:

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**38. TAXATION (CONT'D)**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM As restated
Income surplus before tax and zakat	<b>48,222,028</b>	27,806,364	<b>48,085,970</b>	31,778,836
Tax at 24% (2021: 24%)	<b>11,573,287</b>	6,673,527	<b>11,540,633</b>	7,626,921
Income not subject to tax	<b>(30,080,035)</b>	(16,995,033)	<b>(11,049,159)</b>	(1,374,108)
Non-allowable expenses	<b>26,319,880</b>	20,538,775	<b>6,094,747</b>	3,317,271
Effect on unutilised unabsorbed tax losses	<b>178,306</b>	382,898	-	-
Effect on utilising previously unrecognised tax losses	<b>(2,503,033)</b>	(399,760)	<b>(2,503,033)</b>	(399,760)
Effect on unutilised/(utilisation of) capital allowance	<b>114,870</b>	(51,299)	-	-
Unrealised/(Realised) deferred tax	<b>911</b>	(72,820)	-	-
Realised deferred tax due to disposal of property, plant and equipment	<b>(46,240)</b>	(11,744)	-	-
Unrecognised prior year deferred tax (asset)/liability	<b>(10,467)</b>	102,134	-	-
Unrecognised current year deferred tax asset	<b>(783,084)</b>	(479,512)	-	-
Prior year (over)/under provision of tax	<b>(39,979)</b>	159,097	-	347,947
Prior year under/(over) provision of deferred tax	<b>2,761,118</b>	(13,392,378)	<b>2,761,118</b>	(13,392,378)
Tax for the financial year	<b>7,485,534</b>	(3,546,115)	<b>6,844,306</b>	(3,874,107)
		-		

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**39. STAFF COSTS**

	Group		Board	
	2022 RM	2021 RM As restated	2022 RM	2021 RM
Salaries and allowances	<b>85,581,688</b>	85,112,999	<b>64,245,267</b>	64,389,449
Annual incentives	<b>13,724,631</b>	13,710,859	<b>11,930,000</b>	11,600,000
Staff costs	<b>99,306,319</b>	98,823,858	<b>76,175,267</b>	75,989,449

The number of employees of the Group and the Board at the end of the current financial year was 1,668 and 997 respectively (2021: 1,670 and 998).

**40. SENIOR MANAGEMENT STAFF BENEFITS**

	Group		Board	
	2022 RM	2021 RM	2022 RM	2021 RM
Short term rewards	<b>4,072,318</b>	4,177,912	<b>1,124,844</b>	992,591
	<b>4,072,318</b>	4,177,912	<b>1,124,844</b>	992,591

The number of Board Members of the Group and the Board at the end of the current financial year was 89 and 9 respectively (2021: 90 and 11).

**41. SIGNIFICANT RELATED PARTIES TRANSACTIONS**

	Board	
	2022 RM	2021 RM
<u>Subsidiaries and sub-subsidiaries</u>		
Paid and unpaid construction industry financing programmes	<b>109,567,505</b>	81,046,314
Paid and unpaid utilities	<b>485,199</b>	242,887
Paid and unpaid rentals	-	182,994
Rental income	<b>37,140</b>	282,894
Other exchange transaction income	<b>528,150</b>	173,400
Sales of documents	<b>830</b>	-
Other miscellaneous revenue	<b>300</b>	-
Dividends received	<b>190,750</b>	237,150

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**42. FINANCIAL INSTRUMENTS**

**(a) Financial risk management policies and objectives**

The Group's and the Board's financial risk management policies ensure that sufficient financial resources are available for the development of the Board's business in addition to managing interest rate risks (both value and cash flow), liquidity risks and credit risks. The Board Members of the Group and the Board review and agree on policies to manage each risk.

**(b) Interest rate risks**

Interest rate risks are the risk of changes in the value of financial instruments due to their sensitivity to changes in current interest rates. This risk is limited to short-term investments with licenced financial institutions, investments managed by Portfolio Managers and bank borrowings.

The following table shows the financial assets and financial liabilities of the Group and the Board and the carrying amounts that are exposed to interest rate risk, analysed based on the revaluation of interest rate or maturity date whichever is earlier.

	Up to 1 month RM	1 - 3 months RM	3 - 12 months RM	1 - 5 years RM	> 5 years RM	Total RM
<b>31.12.2022</b>						
<b>Group</b>						
<b>Current assets</b>						
Financial assets through surplus or deficit	22,708,651	-	-	-	-	22,708,651
Short term deposits	19,902,339	51,353,419	385,937,529	44,710,000	-	501,903,287
Cash and bank balances	41,560,607	-	-	-	-	41,560,607
<b>Non-current liabilities</b>						
Bank borrowings	-	-	-	887,213	427,461	1,314,674
<b>Current liabilities</b>						
Bank borrowings	2,709	13,553	486,392	-	-	502,654
<b>31.12.2022</b>						
<b>Board</b>						
<b>Current assets</b>						
Short term deposits	11,957,688	31,500,000	370,117,500	44,710,000	-	458,285,188
Cash and bank balances	24,627,302	-	-	-	-	24,627,302

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**42. FINANCIAL INSTRUMENTS (CONT'D)**

**(b) Interest rate risks (cont'd)**

	Up to 1 month RM	1 - 3 months RM	3 - 12 months RM	1 - 5 years RM	> 5 years RM	Total RM
<b>31.12.2021 Group</b>						
<b>Current assets</b>						
Financial assets through surplus or deficit	25,322,954	-	-	-	-	25,322,954
Short term deposits	1,250,969	9,277,674	356,776,616	12,600,000	-	379,905,259
Cash and bank balances	118,900,934	-	-	-	-	118,900,934
<b>Non-current liabilities</b>						
Bank borrowings	-	-	-	944,557	488,012	1,432,569
<b>Current liabilities</b>						
Bank borrowings	25,784	89,217	525,754	-	-	640,755
<b>31.12.2021 Board</b>						
<b>Current assets</b>						
Short term deposits	-	6,200,000	339,410,000	12,600,000	-	358,210,000
Cash and bank balances	88,415,437	-	-	-	-	88,415,437

Interest rate sensitivity

The following table shows the sensitivity to possible changes in interest rates on borrowings. With all other variables fixed, the table below summarises the Group's exposure to interest rate risks on floating rate borrowings.

	Effect on reserve RM
<b>2022</b>	
Increase in 100 Basis Points (+100 bps)	43,171
Decrease in 100 Basis Points (-100 bps)	(43,171)
<b>2021</b>	
Increase in 100 Basis Points (+100 bps)	43,549
Decrease in 100 Basis Points (-100 bps)	(43,549)

The movements assumed in the basis points for interest rate sensitivity analysis are based on the current observable market environment.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**42. FINANCIAL INSTRUMENTS (CONT'D)**

**(b) Interest rate risks (cont'd)**

Interest Rate and Maturity

The interest rates per annum and maturities of short-term deposits and bank borrowings as at 31 December are disclosed in Note 21 and Note 25 respectively.

**(c) Credit risks**

Credit risk, or the risk of the other parties' failure to fulfill their obligations, are controlled through the implementation of credit approval and monitoring procedures. Accounts receivable of non-exchange transactions and exchange transactions are monitored from time to time through the Group's and the Board's management reporting procedures. The Group and the Board do not have any significant exposure to any individual customers or other parties and do not have a concentration of credit in relation to any financial instruments.

As the Group and the Board do not hold any collaterals, the highest exposure to credit risks are represented by the carrying amount of financial assets at the end of the reporting period.

At the end of the reporting period, receivables that have been provided for impairment losses are receivables that have significant financial difficulties and have not made payments within the credit period allowed;

Receivables that exceed the credit terms but are not provided for impairment losses

The Group and the Board did not provide for impairment losses for these receivables as they are companies with a good track record of repayment and no record of defaults.

Significant receivables that have not exceeded the credit period and are not provided for impairment losses are receivables that have a long history of dealing with the Group and the Board. The Group and the Board will monitor credit quality of these receivables through analysis of management reports.

Aging analysis and impaired amount of non-exchange transaction receivables and exchange transaction receivables as at 31 December are disclosed in Note 12 and Note 13 respectively.

Other financial assets, other than available-for-sale financial assets, are neither outstanding nor impaired as at 31 December.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**42. FINANCIAL INSTRUMENTS (CONT'D)**

**(d) Liquidity risks**

The Group and the Board actively manage debt maturity profiles, operating cash flows and funding availability to ensure all refinancing, repayment and funding requirements are met. As part of the overall liquidity management, the Group and the Board maintain sufficient cash or cash convertible instruments to meet its working capital requirements.

The maturity profile of the Group's bank borrowings is disclosed in Note 25 while the maturity of other financial liabilities is less than 12 months.

**(e) Fair value**

Determination of Fair Value

The Group and the Board use the following hierarchy to determine and disclose the fair value of financial instruments through valuation techniques:

Level 1:	Quoted (unadjusted) prices in active markets for the same asset or liability.
Level 2:	Inputs other than quoted prices are included in surveyable Level 1 for assets or liabilities, either directly or indirectly.
Level 3:	Inputs for assets or liabilities that are not based on surveyable market data (non-surveyable inputs).

*Financial Instruments at Level 1*

The fair values of financial instruments traded in active markets are based on quoted market price at the balance sheet date. A market is considered to be active if the quoted price is available and normally obtainable from an exchange and the price represents actual and ordinary market transactions occurring on a sincere transaction basis. This includes investments managed by portfolio managers.

*Financial Instruments at Level 2 and Level 3*

The Group and the Board do not have financial instruments which fair value is determined using level 2 and level 3.

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**42. FINANCIAL INSTRUMENTS (CONT'D)**

**(e) Fair value (cont'd)**

The fair value of financial instruments and techniques as well as valuation inputs used to determine fair value are as follows:

	<b>Total RM</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
<b>Group</b>				
<b>31.12.2022</b>				
<b>Financial Assets</b>				
Financial assets at fair value through surplus or deficit	22,708,651	22,708,651	-	-
<b>Group</b>				
<b>31.12.2021</b>				
<b>Financial Assets</b>				
Financial assets at fair value through surplus or deficit	25,322,954	25,322,954	-	-

Fair Value for Financial Instruments Not Carried at Fair Value

The carrying amounts for Cash and Cash Equivalents, Receivables and Payables are reasonable estimates of their fair value depending on whether they are short-term in nature or are repayable on demand. The carrying value of the bank borrowings is also a reasonable estimate of its fair value based on the repayment determined by the bank.

**43. CAPITAL COMMITMENTS**

	<b>2022 RM</b>	<b>Board 2021 RM</b>
Capital expenditure approved but not contracted for	<b><u>338,074,826</u></b>	<u>210,355,970</u>



**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**44. CONTINGENCY ASSETS**

	Board 2022 RM	2021 RM
Claims against levy debtors brought to court	<u>1,426,005</u>	<u>3,539,240</u>

**45. PRIOR YEAR ADJUSTMENTS**

The Group's and the Board's prior year adjustments relate to adjustments for direct operating expenses, revenue from exchange transactions, other operating expenses, employee benefits, other payables, taxation and deferred tax liabilities. There are also reclassifications of direct operating expenses and other operating expenses.

	As stated last year RM	Prior year adjustment RM	As restated RM
<b>Group</b>			
<u>Statement of changes in net assets</u>			
Total accumulated surplus at 1 January 2021	<u>825,455,575</u>	<u>(3,175,342)</u>	<u>822,280,233</u>
Total accumulated surplus at 1 January 2022	<u>848,083,148</u>	<u>5,014,056</u>	<u>853,097,204</u>
<b>Board</b>			
<u>Statement of changes in net assets</u>			
Total accumulated surplus at 1 January 2021	<u>785,084,946</u>	<u>(2,828,416)</u>	<u>782,256,530</u>
Total accumulated surplus at 1 January 2022	<u>812,031,398</u>	<u>5,346,839</u>	<u>817,378,237</u>

**CONSTRUCTION INDUSTRY DEVELOPMENT BOARD MALAYSIA**  
Incorporated under the Malaysian Construction Industry Development Board Act 1994 (Act 520)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONT'D)**

**45. PRIOR YEAR ADJUSTMENTS (CONT'D)**

	31.12.2021 As stated last year <b>RM</b>	Adjustments/ Reclassifications <b>RM</b>	31.12.2021 As restated <b>RM</b>
<b>Group</b>			
<u>Statement of financial performance</u>			
Revenue from exchange transactions	63,731,886	(68,692)	63,663,194
Direct operating expenses	(96,182,822)	(344,975)	(96,527,797)
Other operating expenses	(167,099,017)	19,865	(167,079,152)
Taxation	(4,981,141)	8,527,256	3,546,115
<u>Statement of financial position</u>			
<u>Current assets</u>			
Tax recovered	10,625,772	452,530	11,078,302
<u>Non-current liabilities</u>			
Deferred tax liability	15,628,894	(8,074,726)	7,554,168
Long term employee benefits	48,239,506	316,811	48,556,317
<u>Current liabilities</u>			
Other payables	36,443,857	3,180,417	39,624,274
Short term employee benefits	799,472	15,972	815,444
<b>Board</b>			
<u>Statement of financial performance</u>			
Direct operating expenses	(96,024,801)	(352,001)	(96,376,802)
Taxation	(4,653,149)	8,527,256	3,874,107
<u>Statement of financial position</u>			
<u>Current assets</u>			
Tax recovered	9,281,322	452,530	9,733,852
<u>Non-current liabilities</u>			
Deferred tax liability	15,158,418	(8,074,726)	7,083,692
<u>Current liabilities</u>			
Other payables	13,977,469	3,180,417	17,157,886

**46. COMPARATIVE FIGURES**

The comparative figures are consistent with the presentation and classification of last year's financial statements except as stated in Notes 27, 28, 30, 32, 34, 36, 38 and 39 to the financial statements.





**Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB)**

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