

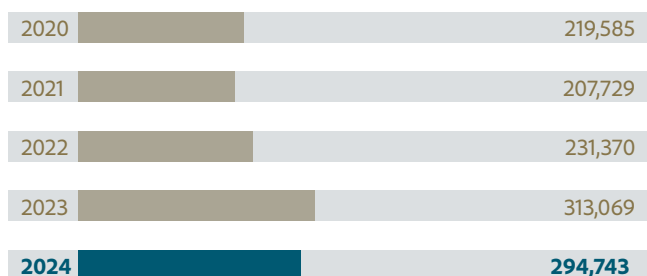


*Darulaman Golf & Country Club*

# 5-YEAR GROUP FINANCIAL HIGHLIGHTS

	2020 RM'000	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000
<b>FOR THE YEAR</b>					
Revenue	219,585	207,729	231,370	313,069	294,743
Gross Profit	43,618	34,784	48,142	53,549	37,228
Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA)	24,250	20,070	22,151	27,162	16,886
Profit Before Taxation (PBT)	8,534	7,770	9,044	14,474	4,510
Net Profit Attributable to Owner of the Company	5,292	5,387	5,597	12,655	2,545
Profit After Tax (PAT)	5,270	5,366	5,559	12,414	2,539
<b>PER SHARE</b>					
Share Capital	331,020	331,020	331,020	331,020	331,020
Earnings Per Share (EPS) (Sen)	1.74	1.77	1.84	4.16	0.84
Shareholders' Funds	468,639	471,752	475,032	486,042	485,542
Net Tangible Assets Per Share (RM)	1.54	1.55	1.56	1.65	1.60
Dividend Per Share (Sen)	Nil	0.75	0.75	0.46	1.00
Dividend Payment (Net)	Nil	2,273	2,279	1,404	3,038
<b>FINANCIAL RATIOS</b>					
Total Assets	734,308	716,321	717,129	799,185	809,208
Total Liabilities	265,669	244,569	242,097	313,143	323,666
Total Borrowings	124,433	104,975	91,517	120,002	120,790

## REVENUE (RM '000)



## PROFIT BEFORE TAXATION (PBT) (RM '000)



## NET PROFIT ATTRIBUTABLE TO OWNER OF THE COMPANY (RM '000)



## SHAREHOLDERS' FUNDS (RM '000)



## TOTAL BORROWINGS (RM '000)



## TOTAL ASSETS (RM '000)



# INVESTOR RELATIONS

Bina Darulaman Berhad (BDB) remains steadfast in its commitment to fostering transparent, consistent and ethical engagement with the investment community. Guided by strong governance, accountability and long-term value creation, the Investor Relations (IR) function continues to serve as a vital bridge between the Group and its stakeholders, ensuring timely access to strategic, financial and operational developments.

Throughout FY2024, BDB focused on effective communication and disclosure, ensuring shareholders and analysts were well-informed about the Group's performance and outlook. As a publicly listed company on the Main Market of Bursa Malaysia, BDB places significant importance on transparent and responsible corporate governance, ensuring that all operations and financial activities meet regulatory and ethical standards.

## SHARIAH COMPLIANCE

As of 28 March 2025, BDB's shareholder base of 3,394 with major shareholder Kedah state investment arm PKNK, holds a significant stake in the Company. Adhering to Shariah-compliance principles, we uphold a commitment to responsible investments that align with the economic objectives of both federal and State Governments while steering clear of usury, gambling and ambiguity.

Central to this commitment is a robust Investor Relations (IR) framework, ensuring the timely and effective dissemination of pertinent financial and non-financial information to all stakeholders. BDB, a Kedah State Government-Linked Corporation (GLC) is 60.70% owned by State's investment arm, Perbadanan Kemajuan Negeri Kedah.

*Please refer to the Analysis of Shareholdings on page 296 and List of Top 30 Shareholders on page 297 of this Annual Report.*

The Group's diversified portfolio of business segments continues to drive growth and create value for stakeholders:

- **Property Development:** BDB continued to develop high-quality residential and commercial properties across Kedah, with an emphasis on sustainability and community impact, contributing to both long-term shareholder value and regional development.

- **ECQ (Engineering, Construction and Quarry):** The newly integrated ECQ segment combines engineering, construction and quarry operations to support infrastructure development, road maintenance and material supply with a focus on efficiency, quality and adherence to environmental standards and safety regulations.
- **Leisure:** Darulaman Golf & Country Club, Darulaman Park and related recreational facilities, provided consistent performance provided consistent performance, promoting responsible tourism and leisure activities within the region.
- **Sustainability:** In 2024, BDB established its Sustainability segment, consolidating the Group's efforts in environmental responsibility and social governance. This segment drives initiatives in renewable energy, carbon management and green infrastructure development, aligning with global sustainability goals and supporting BDB's long-term growth strategy.

## Key Investor Relations highlights in 2024 included:

- **Timely and Transparent Disclosures:** All material announcements were communicated promptly via Bursa Malaysia filings, press releases and the corporate website, ensuring full regulatory compliance and transparency.
- **Enhanced Digital Access:** The Investor Relations portal was enhanced to provide streamlined access to financial statements, corporate updates and detailed information on sustainability initiatives.
- **ESG and Sustainability Reporting:** BDB provided regular updates on its sustainability progress, including renewable energy projects, ensuring that investors were kept informed of the Group's ongoing commitment to responsible business practices.
- **Inclusive Shareholder Engagement:** Both the 2023 and 2024 Annual General Meetings (AGMs) were conducted in physical format, allowing for direct interaction between shareholders and the Board, enabling a transparent exchange of ideas.
- **Ongoing Compliance and Governance:** The Group's operations were subject to regular internal reviews and external audits to ensure adherence to the highest standards of corporate governance, reinforcing investor confidence in BDB's management and long-term viability.

As we move forward, BDB remains committed to strengthening investor relations through transparent communication, strategic growth and disciplined execution across all business segments. Our focus on sustainability, value creation and ethical business practices will continue to guide our approach to long-term success.

The Board of Directors expresses its sincere gratitude to all shareholders, institutional investors, and stakeholders for their continued trust and support in BDB's journey towards sustainable growth.

*For further details on our Stakeholder Engagement, please refer to the Sustainability Report in this Annual Report.*



**BDB SHARE  
AVERAGE DAILY  
VOLUME 2024  
(SHARES)  
RM0.29**



#### WEBSITE, IR WEBSITE/PORTAL & EMAIL ADDRESS

For specific investor-related queries and feedback, we provide a dedicated email address [ir@bdb.com.my](mailto:ir@bdb.com.my).

Please visit our Investor Relations portal:

<https://bdb.com.my/investor-centre/> for more information.

## FINANCIAL CALENDAR

ENDED 31 DECEMBER 2024



**ANNOUNCEMENT ON QUARTERLY RESULTS**



**NOTICE OF  
ANNUAL GENERAL MEETING**  
30 April 2025

**First Quarter**

**Second Quarter**

**Third Quarter**

**Fourth Quarter**

29 May 2024

28 August 2024

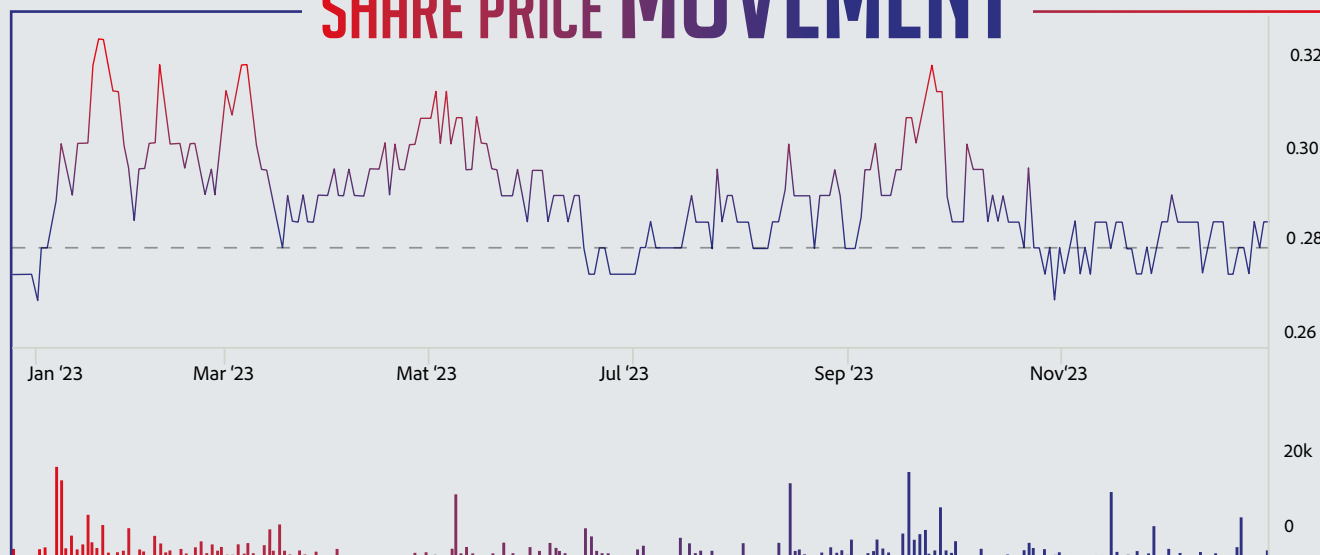
27 November 2024

28 February 2025



**ANNUAL GENERAL MEETING**  
29 May 2025

## SHARE PRICE MOVEMENT



#### SUMMARY

Highest price during this period : RM0.43 on 18 June 2024 & 2 April 2024  
 Lowest price during this period : RM0.27 on 26 February 2024  
 Highest volume during this period : 139,864 on 18 March 2024

# CHAIRMAN'S STATEMENT



*Dear Valued Shareholders,*

*It is my pleasure and privilege to present on behalf of the Board of Directors (the Board) the Annual Report and Audited Financial Statements of Bina Darulaman Berhad (BDB or the Group) for the year ended 31 December 2024 (FY2024).*

**TUAN PMGR. SR. HAJI CHE HAD BIN DHALI,**  
**SDK., BKM.**  
Chairman

*Pelubang WTP*

### STRENGTHENING THE FOUNDATION FOR SUSTAINABLE GROWTH

FY2024 marked a pivotal moment for BDB as we advanced our journey toward sustainability, further reinforcing our unique position as one of Kedah's leading public-listed companies.

Over the years, we have grown to become an essential business and corporate citizen, supporting economic and socioeconomic development in Kedah and across the northern region of Peninsular Malaysia.

It is heartening to note we have positively and extensively impacted on our stakeholders within Kedah State by growing our capital and physical assets while also benefitting external stakeholders with the development of critical infrastructure, delivery of affordable housing and provision of recreational offerings.

BDB's distribution of value to stakeholders has been driven by our core business activities in Engineering, Construction & Quarry (ECQ), Property and Leisure. These business segments form a strong revenue-generating base for the Group to pursue new growth opportunities in emerging and exciting sectors while continuing to deliver sustainable value to our stakeholders.



### FROM SUSTAINABLE FOUNDATIONS TO SUSTAINABLE FUTURES

During the previous reporting period, BDB made its move to expand into the green economy. This decision had two goals in mind: the first goal was to strengthen our commitment towards environmental, social and governance (ESG) principles; and the second goal was to tap opportunities in business activities associated with the sustainability agenda.

This led to the incorporation of BDB Energy Sdn. Bhd. (BDB Energy), which was managed within the Group's Investment Holding portfolio.

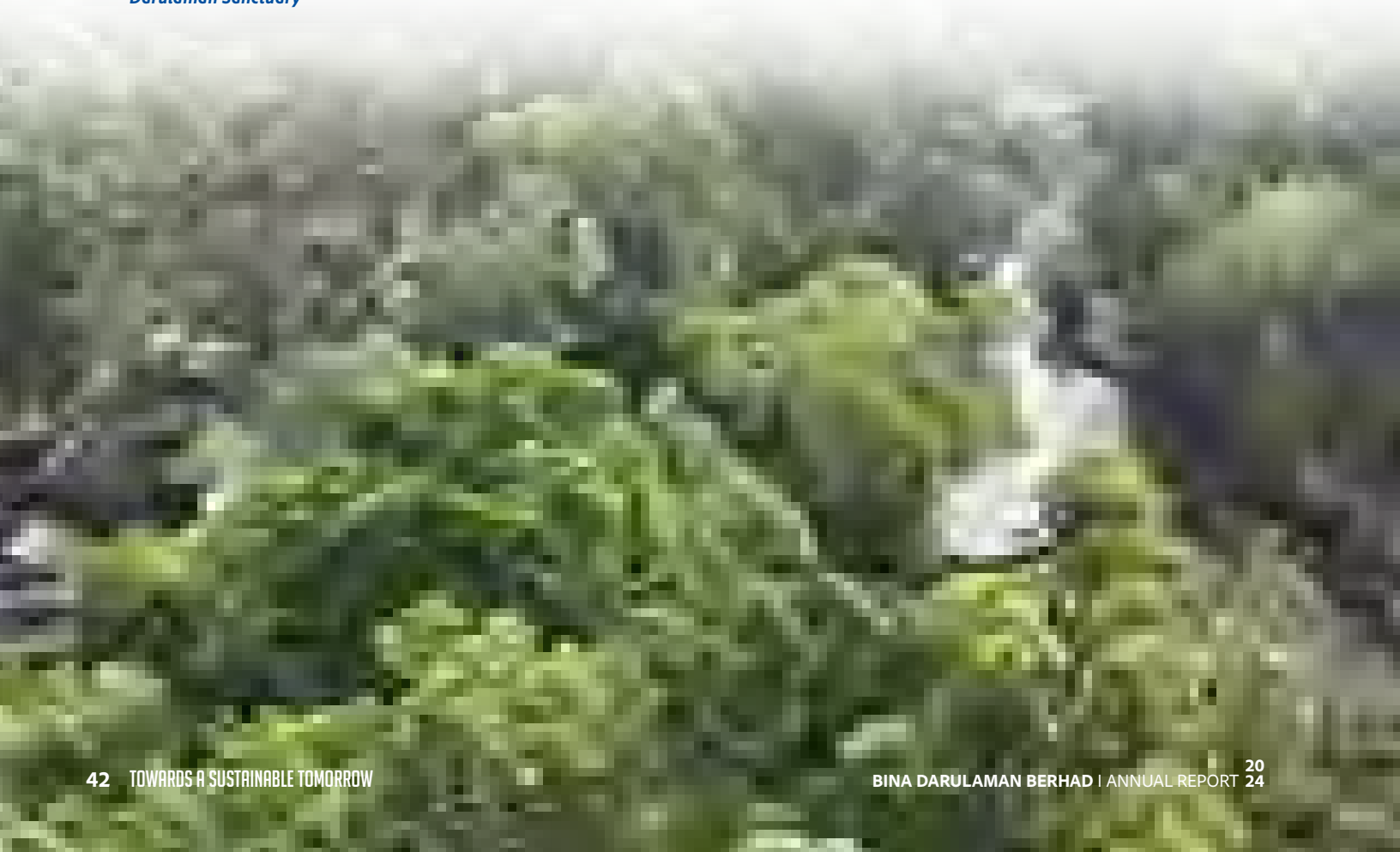
In FY2024, to tap into greenfield opportunities in green technology, agriculture and forest conservation, the Group established a Sustainability segment.

As part of this strategic shift, we formed another two new companies, BDB Greentech Sdn. Bhd. (BDB Greentech), which subsequently registered Darulaman Sanctuary Sdn. Bhd. (Darulaman Sanctuary) as its wholly-owned subsidiary and BDB Energise Sdn Bhd (BDB Energise). These new entities, together with BDB Energy, are now organised under the Sustainability segment. This realignment of our core businesses reflects our commitment to the nation's aspirations to balance economic growth with an enhanced quality of life and the preservation of nature.

As we expand our ESG business portfolio, we are steadily progressing from integrating sustainability considerations across operations to actively providing sustainability solutions for businesses, industries, government bodies and communities.

*Further details of our diversification into the eco-tourism and green sectors are presented in the Management Discussion and Analysis section on pages 46 to 69 and our ESG initiatives in the Sustainability Report on pages 86 to 171 of this Annual Report 2024.*

#### *Darulaman Sanctuary*





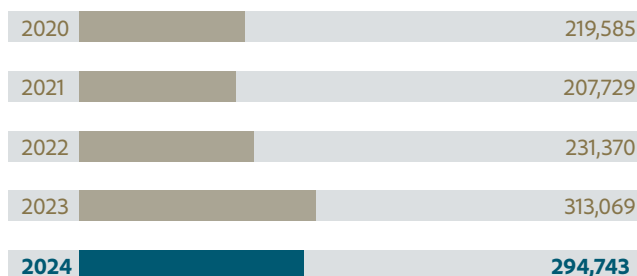
### BALANCING PROFITABILITY AND STRATEGIC INVESTMENT

I am pleased to announce that BDB achieved profitability in FY2024 despite our focus on time, effort and investment in diversifying into the sustainability business. The Group reported a Profit Before Tax (PBT) of RM4.5 million and a Profit After Tax (PAT) of RM2.5 million from Revenue of RM294.7 million during the year in review.

As anticipated, all three financial indicators declined compared to the previous year. Revenue fell by 5.9% from the record high of RM313.1 million in FY2023. Profit Before Tax (PBT) dropped by 68.8% from RM14.5 million, while Profit After Tax (PAT) decreased by 79.5% from RM12.4 million. Consequently, Earnings Per Share (EPS) declined to 0.84 sen, down from 4.16 sen.

Nevertheless, we remain committed and driven to pursue growth across all fronts and we are confident that both our existing initiatives and new ventures will contribute to long-term value creation for the Group.

### REVENUE (RM '000)



### PROFIT BEFORE TAXATION (PBT) (RM '000)



### NET PROFIT ATTRIBUTABLE TO OWNER OF THE COMPANY (RM '000)



### • Dividend

In line with BDB's strategic growth agenda, the Board has made a deliberate decision to retain earnings for the current financial year. This proactive approach enables the Group to channel resources into high-impact investments that will accelerate the growth of our core businesses and support the expansion into new, promising segments.

This forward-looking strategy reflects our unwavering commitment to building long-term value for shareholders. By reinvesting in our future today, we are laying a stronger foundation for sustainable returns and enhanced portfolio diversification in the years ahead. The Board remains confident that this approach will yield greater benefits for all stakeholders over the long term.

This strategy underscores BDB's focus on reinvesting in our future while working towards long-term value for all stakeholders. The Board is confident this decision will lead to stronger returns for shareholders over time, aiding the ongoing expansion and diversification of our portfolio.

*Further details of the Group's Financial Performance are presented in the Management Discussion and Analysis section on pages 46 to 69 of this Annual Report 2024.*



### DRIVING SUSTAINABLE PERFORMANCE THROUGH GOVERNANCE EXCELLENCE

In maintaining the highest standards of corporate governance, we are firmly focused on protecting the Group's strategic priorities and maximising shareholder value. Our efforts are targeted at building investor confidence that is in line with our corporate objectives.

By prioritising transparency, accountability and ethical practices, we continue to drive our operations toward long-term profitability and operational excellence even amid the challenges faced throughout the year in review.

Achieving governance excellence ensures that our practices remain in full alignment with relevant laws, regulations and the standards set by Bursa Malaysia Securities Berhad (Bursa Malaysia) and other governing bodies.

We consistently taking proactive steps to adopt best practices outlined in the Malaysian Code on Corporate Governance 2021 (MCCG 2021), which includes gradually transitioning to integrated reporting in line with internationally-recognised frameworks, highlighting our commitment to global best practices in corporate transparency.

*Further details are presented in the Corporate Governance Overview Statement on pages 174 to 192 in this Annual Report 2024 and the Corporate Governance Report on our website at <https://www.bdb.com.my/investor-centre/>.*

## APPRECIATION AND ACKNOWLEDGEMENTS

On behalf of the Board, I would like to express our sincere gratitude to YAB Dato' Seri Haji Muhammad Sanusi Md Nor, the Menteri Besar of Kedah, the Kedah State Government and the various government agencies for their unwavering support and trust in BDB.

I also extend my heartfelt thanks to our valued shareholders, customers, business partners, associates, bankers, contractors, vendors, suppliers and members of the media for their continued loyalty and dedication throughout our journey.

The guidance and insights by my fellow Board members have been truly invaluable and I deeply appreciate each of them for their strategic counsel and wisdom.

Our Senior Management Team has played a crucial role in turning our vision into reality, executing our initiatives with passion and expertise. Their commitment to excellence deserves the highest praise.

To our hardworking employees, I offer my sincere thanks. Your dedication and professionalism form the foundation of our success and we are grateful for the invaluable contributions each of you has made to the Group's achievements.

As we move forward into the next phase of our journey, I am anticipating renewed momentum in our business expansion. With the unwavering support of our stakeholders and the dedication of our team, I look forward to the Group exceeding expectations and outperform the previous results. It is my hope that we can reach even greater heights in the years ahead.

**TUAN PMGR. SR. HAJI CHE HAD  
BIN DHALI, SDK., BKM.**  
Chairman





*The period ended 31 December 2024 (FY2024) was a year of strategic investment for Bina Darulaman Berhad (BDB or the Group) as we maintained the momentum to strengthen the building blocks for sustainability in value creation.*

**YM RAJA SHAHREEN BIN RAJA OTHMAN**  
Executive Director



Our investment in capital, time and effort was focused on broadening BDB's business portfolio and extending its reach beyond the Group's home state of Kedah to capitalise on emerging opportunities across the northern region of Peninsular Malaysia. Concurrently, we set out to create synergy between our core businesses of Engineering, Construction & Quarry (ECQ), Property and Leisure with nascent ventures in sustainability, including renewable energy (RE), green technology and forest conservation.

BDB's progressive shift to peg business activities to environmental, social and governance (ESG) considerations resonates with our corporate responsibility to stimulate economic and socioeconomic growth while managing environmental impact. The Group maintained profitability during the financial year in review, although achieving lower financial results for both top-line and bottom-line metrics during this period of streamlining our operations.

Reflecting on the measured and meticulous approach to the ongoing restructuring exercise, we are gearing up to better align the Group's strategic plans with The Greater Kedah 2050 vision (the latest iteration of the Kedah 2035 Strategic Plan), as well as aspirations for the Northern Corridor Economic Region (NCER) initiative under the 12<sup>th</sup> Malaysia Plan (12MP).

Among our priorities in FY2024 was deepening engagement with the Kedah Government state agencies to position BDB as the preferred infrastructure builder with viable and innovative solutions to support regional development. Leveraging on such collaborations, the Group now stands poised to monetise our asset base and ensure we remain consistently agile and resilient in an evolving business landscape.

As BDB enters FY2025, we are cautiously optimistic that the impact of our strategic investments will begin to materialise, signalling a period of measurable progress. Essentially, with the groundwork firmly in place, we are ready to sustain growth, sharpen profitability and keep generating value for our stakeholders.



### BUSINESS OBJECTIVES

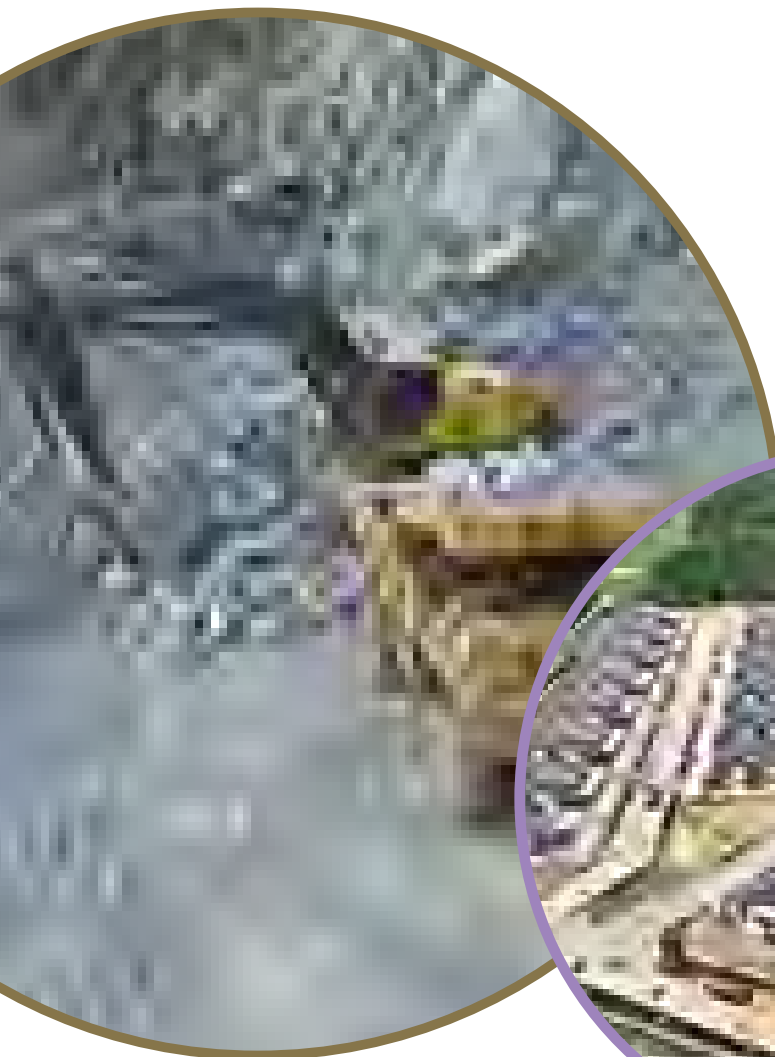
BDB's business objectives are grounded in a keen sense of ESG-related concerns and Corporate Social Responsibility (CSR) as one of the main Government-Linked Companies (GLC), which is public-listed in the state of Kedah. As such, the Group's primary goal is to generate wealth for our diverse institutional and retail investors via the issuance of dividends.

A significant part of this responsibility also involves contributing to the state and federal economies through payments of taxes and zakat, ensuring that both the state and federal governments benefit from BDB's prosperity. In addition to its fiscal contributions, BDB is a driving force in the socioeconomic development of Kedah and the northern region with a strong focus on job creation to support the livelihoods of various communities. Apart from employment opportunities, the Group also contributes to local economic growth through the engagement and appointment of contractors, vendors and service providers.

This is particularly impactful for small and medium-sized enterprises (SMEs) in the region and Bumiputera participation in economic activities.

Through our CSR initiatives, the Group regularly funds and organises educational, religious, sports and community programmes, assisting in uplifting and empowering diverse communities including vulnerable groups.

Beyond financial contributions, BDB has shaped the skyline of the Kedah State, having successfully completed and delivered numerous commercial and residential projects that have elevated the quality of life for the state's people. BDB is also a prolific developer of affordable housing, ensuring the "Kedahans" have access to safe and secure homes. Through these collective efforts, BDB is dedicated to catalysing socioeconomic growth, progress and sustainability in Kedah, which extends to other neighbouring states as well.





SNAPSHOT OF BUSINESS OBJECTIVES AND VALUE DISTRIBUTION

BUSINESS OBJECTIVE 01

INCOME GENERATION AND DISTRIBUTION

FY2024

**RM3.04 million**

FY2020 - FY2024: RM9.87 million



Dividend Paid to Shareholders

Taxation



**RM5.20 million**

FY2020 - FY2024: RM12.15 million

Zakat Paid to the State

FY2024

**RM0.16 million**

FY2020 - FY2024: RM0.91 million

Wages for employees:

FY2024

**RM33.03 million**

FY2020 - FY2024: RM148.49 million

FY2024

**RM30.97 million**

FY2020 - FY2024: RM242.32 million



Vendor Contracts



Total Loan Repayment

FY2024

**RM19.89 million**

FY2020 - FY2024: RM75.87 million

BUSINESS OBJECTIVE 02

JOB CREATION

FY2024

TOTAL NUMBER OF EMPLOYEES



**660**

FY2023: 642  
FY2022: 602

BUSINESS OBJECTIVE 03

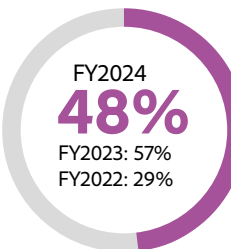
BUMIPUTERA PARTICIPATION IN ECONOMIC ACTIVITIES

FY2024

Number of Bumiputera Vendors

Cumulative FY2020 - FY2024: 322

**61**



FY2020 - FY2024:  
% of Bumiputera Vendors

BUSINESS OBJECTIVE 04

PROVISION OF AFFORDABLE HOMES

RESIDENTIAL UNITS

**14,000**

Since establishment of the Property Segment



MEDIUM-COST UNITS

AFFORDABLE & LOW-COST UNITS

BUSINESS OBJECTIVE 05

CORPORATE SOCIAL RESPONSIBILITY (CSR) FOR EDUCATION, RELIGIOUS PROGRAMMES, SPORTS AND COMMUNITY PROGRAMMES

FY2024

**RM0.23 million**

FY2020 - FY2024: RM2.08 million



Please refer to the Sustainability Report in this Annual Report 2024.



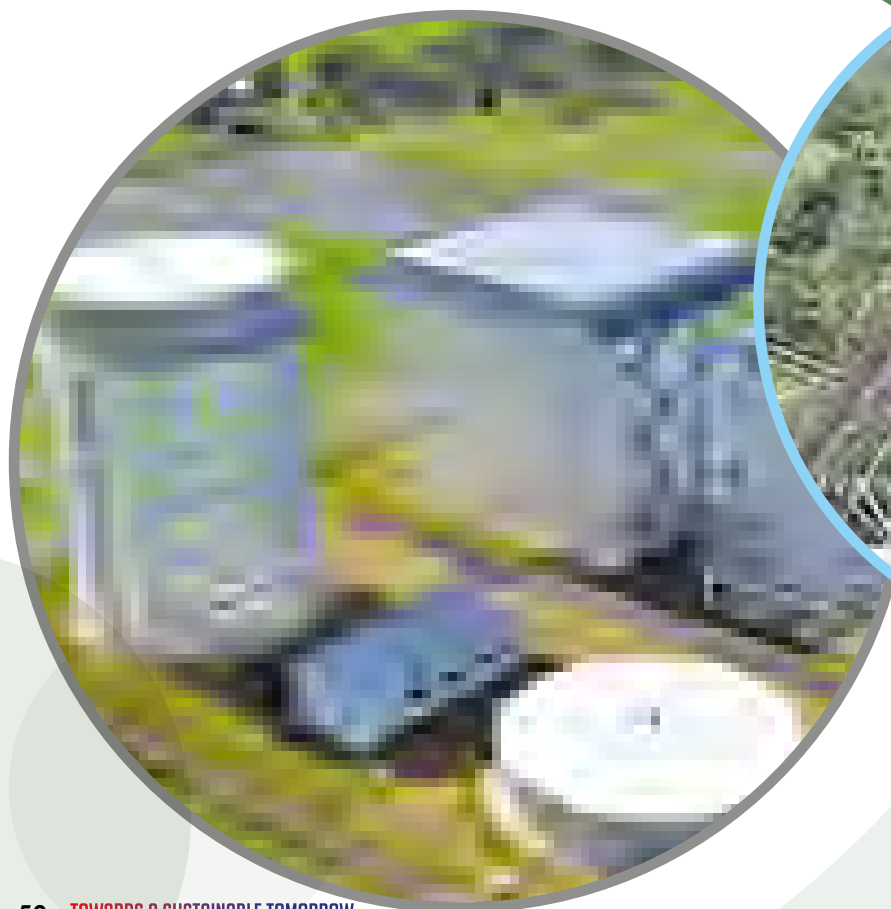
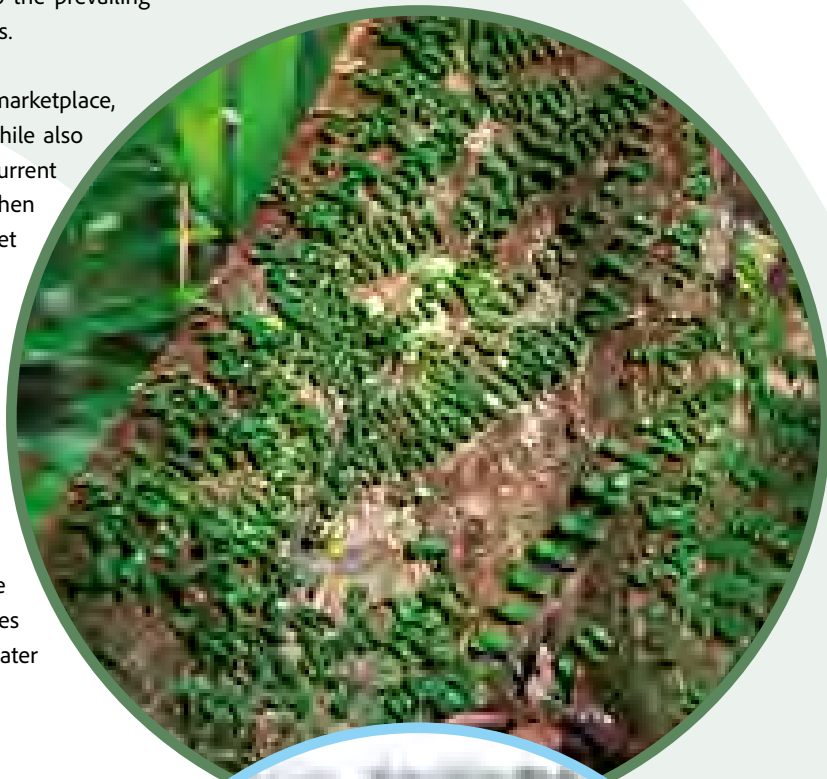
### BUSINESS STRATEGIES

The Group's three-year rolling plan, with the latest iteration for 2024-2026 updated to address existing challenges, allows us to adapt to the prevailing business environment and capitalise on emerging opportunities.

Via this approach, BDB remains agile in a fluid and dynamic marketplace, retaining the ability to keep informed of immediate needs while also staying poised for long-term growth. By integrating both current obstacles and new trends, we can strategically pivot when necessary, ensuring our plans are responsive to evolving market conditions and industry shifts.

During the financial year in review, the Group focused on upgrading capacity in its core business sectors and assimilating new business ventures in renewable energy, green technology and forest conservation.

BDB's strategic direction is closely aligned to the aspirations of The Greater Kedah 2050, a comprehensive development plan aimed at transforming the state into a 'Prosperous and Livable Kedah' (*Kedah Sejahtera dan Berdaya Huni*). Our strategy focuses on five key areas to achieve six critical objectives of The Greater Kedah 2050 vision.





## STRATEGIC PLAN 2024 - 2026

### 6 OBJECTIVES



#### Objective 1

To maximise returns to shareholders by maximising growth rate in net earnings



#### Objective 2

To ensure that subsidiaries achieve leadership positions in their respective industries



#### Objective 3

To create a conducive environment for the Group's employees to realise their potential



#### Objective 4

To ensure sustainability of our core businesses



#### Objective 5

To create diversified income and revenue sources



#### Objective 6

To contribute positively towards the social and environmental needs of the society in which we operate

### 5 FOCUS AREAS



#### Focus Area 1

Growing our Core Business & New Investments



#### Focus Area 2

Operational Excellence & Efficiency



#### Focus Area 3

Human Capital Improvement



#### Focus Area 4

Foster Sustainable Practices towards ESG



#### Focus Area 5

Digitalisation

### BDB'S ALIGNMENT WITH THE GREATER KEDAH 2050



#### Core Thrust Initiatives





ALIGNMENT WITH



## THRUST 1 Economic Prosperity

### LEISURE

- Comprehensive marketing plan with digital marketing, social media and e-marketing strategies to enhance visibility and engagement.
- Collaboration with local agencies, authorities and event organisers to strengthen outreach.
- Event rentals, golf clinics, corporate packages at the Darulaman Golf & Country Club (DGCC) to enhance engagement.
- Golf tournaments such as the BDB Masters, Mastersport, Intervarsity and Sukan Bomba Malaysia.
- Series of BDB Challenge events – BDB Langkawi Climb, BDB Jitra Duathlon and BDB Half Marathon.

## THRUST 3 Social & Cultural Inclusivity

### PROPERTY

- Comprehensive marketing efforts including social media postings, sales visits, distribution of flyers, participation in expos and roadshows to promote and sell property units, ensuring greater accessibility to quality housing and commercial spaces.

### RETIREMENT HOMES

- Partnership with Seterra Group for development of elder care facilities and services in Langkawi.

## THRUST 5 Administrative Competency

### DIGITALISATION

- myBDB mobile application to provides seamless access to promotions, information, ticketing, payment, etc for Darulaman Park, DGCC, Darulaman Sanctuary, property and solar business services.

## THRUST 2 Infrastructure & Utilities Excellence

### ECQ

- Pelubang Water Treatment Project to improve water supply in the region.
- MADA Irrigation System Development Project to support sustainable water management for agricultural productivity.
- State road maintenance to enhance road conditions.

### RENEWABLE ENERGY

- Expanding solar energy initiatives for sustainable energy solutions.
- Installation of six rooftop solar systems for Menara BDB, DGCC, Fantasia Aqua Park, Bukit Perak Quarry, BDB Infra Sdn. Bhd., Lifestyle Sales Gallery, with another six projects in the pipeline under Net Energy Metering (NEM) scheme.

## THRUST 4 Human Resource and Talent Equity

### HUMAN RESOURCES

- Redefining of roles and responsibilities.
- Talent development training.
- Performance-driven culture.
- Employee engagement.

## THRUST 6 Environmental Sustainability

### ENVIRONMENTAL SUSTAINABILITY

- Incorporation of Darulaman Sanctuary Sdn. Bhd.
- Enrolment in Forest Conservation Certificate (FCC) programme, spearheaded by the Malaysia Forest Fund (MFF).
- Driving ESG through initiatives and programmes such as community engagement, training and awareness and compliance with local and global sustainability reporting guidelines.

## CORPORATE ACTIVITIES

During the reporting period, BDB made key strides in our sustainability initiatives through strategic partnerships and new ventures. The Group formalised a Memorandum of Understanding (MoU) for industrial waste management solutions in January and incorporated two subsidiary companies for forest conservation, eco-tourism and biodiversity management in Langkawi. These initiatives highlight BDB's entry into the environmental sustainability sector, which is rapidly advancing in the country.

### • MoU for Industrial Waste Management Solutions

BDB entered into an MoU with China-based Shanghai Youzhu Industry Co. Ltd (Shanghai Youzhu) on 22<sup>nd</sup> January 2024 to develop industrial waste management solutions. Backed by 27 years of experience in chemical supply chain management and a three-decade track record in the recovery and recycling of hazardous waste, Shanghai Youzhu brings valuable expertise to this partnership. The partnership forms part of BDB's strategy to develop sustainable waste management solutions to address pressing issues on proper waste disposal and treatment domestically.

The MoU is the basic framework for both companies to leverage their respective strengths to establish and implement comprehensive industrial waste management aimed at minimising environmental impact, promoting sustainable practices and ensuring regulatory compliance within the designated region.





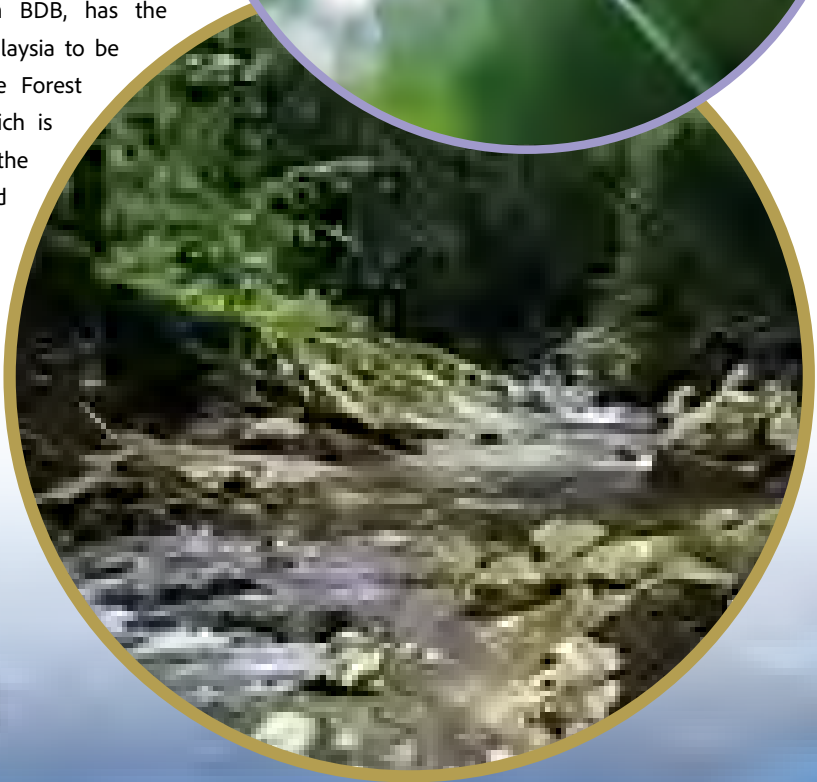
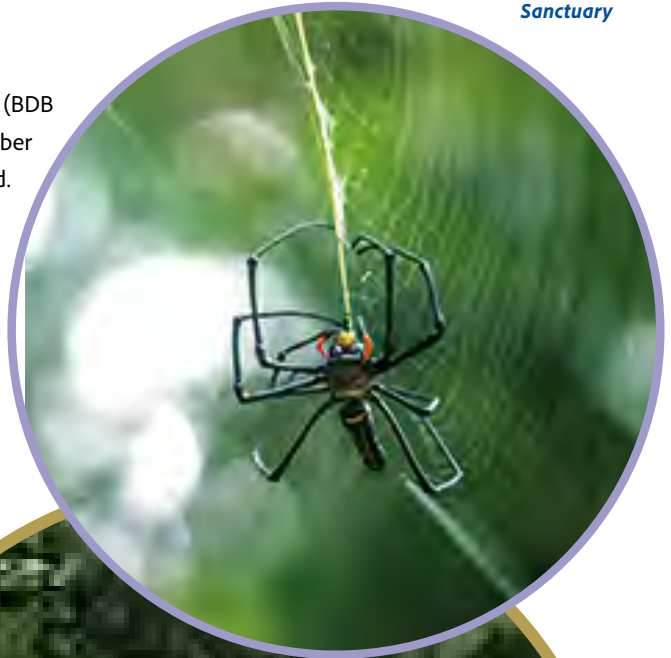
- **New Subsidiary for Forest Conservation**

On 25<sup>th</sup> June 2024, BDB established BDB Greentech Sdn. Bhd. (BDB Greentech) as a wholly-owned subsidiary company. On 31<sup>st</sup> December 2024, BDB Greentech incorporated Darulaman Sanctuary Sdn. Bhd. (Darulaman Sanctuary) as its subsidiary.

Located in Lubuk Semilang, Langkawi, the Darulaman Sanctuary is tasked with preserving natural habitats and nurturing biodiversity through key initiatives in forest conservation, sustainable eco-tourism, community engagement, biodiversity management and carbon reduction.

The Darulaman Sanctuary and by extension BDB, has the distinction of being the first organisation in Malaysia to be recognised and selected for enrolment in the Forest Conservation Certificate (FCC) programme, which is led by the Malaysia Forest Fund (MFF) under the Ministry of Natural Resources, Environment and Climate Change (NRECC) and assessed by Forest Research Institute Malaysia (FRIM).

Moving forward, the Darulaman Sanctuary will continue to collaborate with government bodies, non-governmental organisations (NGO) and local communities to leave a lasting environmental legacy for future generations.



## FINANCIAL PERFORMANCE

## Financial Results at a Glance



## REVENUE (RM MILLION)

**RM294.7**

 (2023: RM313.1 million)  
 (2022: RM231.4 million)
EARNINGS PER SHARE (EPS)  
(SEN)
**0.84**

 (2023: 4.16 sen)  
 (2022: 1.84 sen)
TOTAL ASSETS  
(RM MILLION)
**RM809.2**

 (2023: RM799.2 million)  
 (2022: RM717.1 million)
PROFIT BEFORE TAX (PBT)  
(RM MILLION)
**RM4.5**

 (2023: RM14.5 million)  
 (2022: RM9.0 million)
SHAREHOLDERS' FUNDS  
(RM MILLION)
**RM485.5**

 (2023: RM486.0 million)  
 (2022: RM475.0 million)
NET TANGIBLE ASSETS PER SHARE  
(SEN)
**1.60**

 (2023: 1.65 sen)  
 (2022: 1.56 sen)
PROFIT AFTER TAX (PAT)  
(RM MILLION)
**RM2.5**

 (2023: RM12.4million)  
 (2022: RM5.6 million)

## Revenue

In FY2024, the Group recorded a lower revenue of RM294.7 million, indicating a 5.9% decline from the previous period's seven-year peak of RM313.1 million.

The downtrend was due to a softer performance in the Property segment, where lower-than-expected sales and delays in project launches impacted BDB's revenue.

However, this was partially offset by higher returns from the ECQ segment with sustained contributions from ongoing construction projects, roadworks and sale of quarry products such as premix and aggregates.



The Gemi Puncak Quarry (GPQ) in Langkawi has proven to be a valuable asset, with its performance steadily improving and contributing positively to revenue following its acquisition the previous financial year.

The Group's Sustainability segment has yet to contribute significant revenue as our initiatives in these business segments are still in the early stages of development. We remain focused on driving growth in all sectors while addressing challenges in our Property business and further nurturing the potential of new ventures.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Profits

Profit Before Tax (PBT) declined by 68.9% to RM4.5 million as compared with RM14.5 million the year before. Although the ECQ segment successfully reversed its previous loss to post a profit of RM6.6 million in FY2024 (FY2023: -RM1.2 million), this was insufficient to cover for the drop in PBT contribution to RM9.4 million by the Property segment (FY2023: RM15.8 million).

Profit After Tax (PAT) amounted to RM2.5 million, 79.5% down from RM12.4 million in FY2023. Meanwhile, Earnings Per Share (EPS) dropped to 0.84 sen in FY2024 from 4.16 sen in the previous financial year.

### Dividend

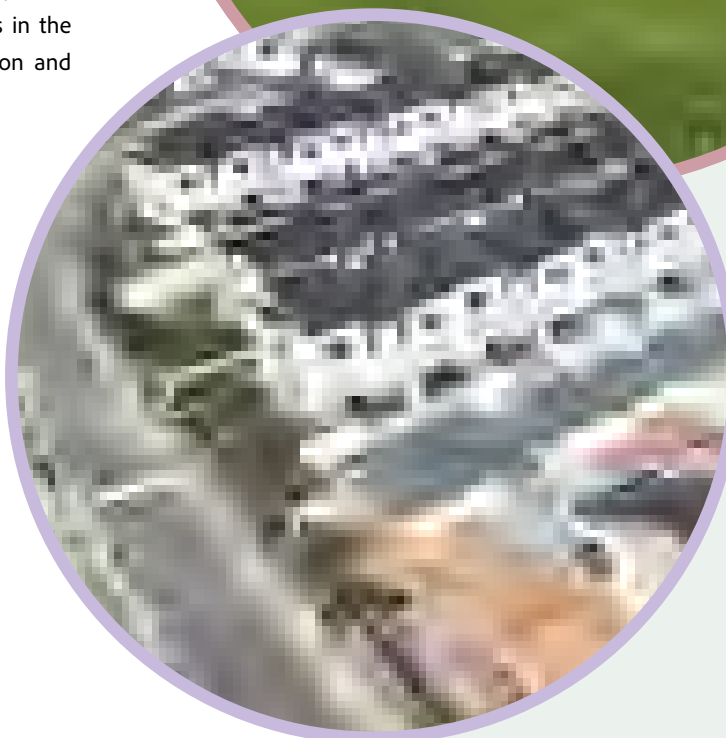
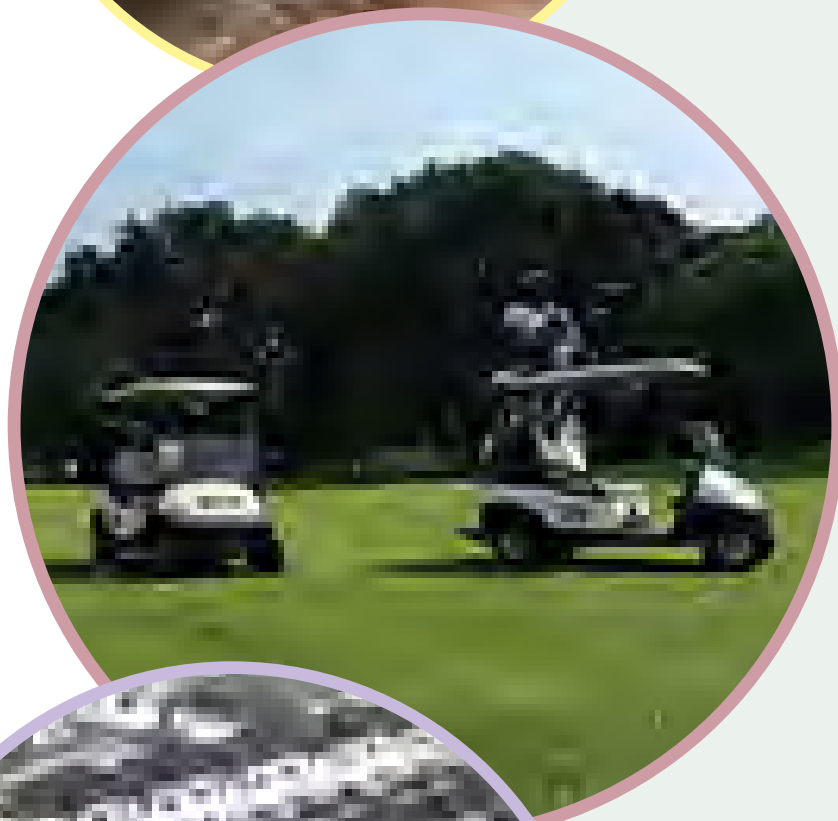
The Board of Directors (the Board) has made the strategic decision to defer the declaration of dividends for the financial year in review.

This decision reflects the Group's commitment to reinvesting in our future while ensuring long-term value creation for all stakeholders.

The Board remains confident that this approach will yield greater returns for shareholders in the future, supporting the continued expansion and diversification of BDB's portfolio.

### Shareholdings and Assets

The Shareholders' Funds were marginally higher at RM485.5 million (FY2023: RM486.0 million) at the close of FY2024. Total Assets rose to RM809.2 million against RM799.2 million previously with Net Tangible Assets Per Share at 1.60 sen as compared with 1.65 sen the year before.





## OTHER FINANCIAL INDICATORS

## Ancillary Financial Metrics at a Glance

## RETURN ON EQUITY (ROE, %)

0.52

(2023: 2.55)  
(2022: 1.17)

## RETURN ON ASSETS (ROA, %)

0.31

(2023: 1.55)  
(2022: 0.78)SHARE PRICE  
(AT CLOSE OF FY2024, RM)

RM 0.29

(2023: RM0.28)  
(2022: RM0.28)GEARING RATIO  
(X)

0.25

(2023: 0.25)  
(2022: 0.19)TOTAL BORROWINGS  
(RM MILLION)

RM 120.8

(2023: RM120.0 million)  
(2022: RM91.5 million)

## CURRENT RATIO (X)

1.05

(2023: 1.03)  
(2022: 1.07)

## FINANCE COSTS (RM MILLION)

RM 7.0

(2023: RM5.8 million)  
(2022: RM6.8 million)

## TAXATION (RM MILLION)

RM 5.20

(from RM2.0 million)  
(2023: RM2.1 million)  
(2022: RM3.5 million)CASH AND CASH  
EQUIVALENT (RM MILLION)

RM 62.6

(2023: RM73.3 million)  
(2022: RM80.0 million)

- Return on Equity (ROE) and Return on Assets (ROA)

Consistent with the profit trajectory, the Group recorded lower ROE and ROA for the year at respectively, 0.52% against 2.55% previously and 0.31% compared with 1.55% the year before. ROE and ROA are critical financial metrics used by investors to evaluate the financial health of a company.

- Share Price

Our counter closed the year at RM0.29, similar to the previous year. BDB maintained its share price between the range of RM0.28 and RM0.43 throughout FY2024.

- Total Borrowings & Gearing Ratio

Total borrowings increased to RM120.8 million from RM120.0 million the previous year with loan repayment exceeding drawdown following higher financing in the previous year for the acquisition of Gemi Puncak and Gemi Puncak Quarry. Our gearing ratio remained steady at 0.25 times, consistent with the previous year.

- Capital Management

Our cash and cash equivalent amounted to RM62.6 million at the close of the financial year (FY2023: RM73.3 million), deemed sufficient for capital expenditure (CapEx) and operational expenditure (OpEx) for the following 12 months.

# MANAGEMENT DISCUSSION AND ANALYSIS

## VALUE CREATION MODEL

### STAKEHOLDERS



Employees



Certification Bodies



Government Agencies/Regulators



Shareholders, Investors & Financial Institutions

### INPUT CAPITALS



#### FINANCIAL (RM MILLION)

Our financial assets including cash generated from our operations and investments and other sources of funding.

- Shareholders' Equity: **RM485.5 million**
- Total Assets: **RM809.2 million**
- Total Borrowings: **RM120.8 million**



#### MANUFACTURED

Our land banks, leased land or concession areas, physical assets including machinery and technologies.

- ENGINEERING, CONSTRUCTION & QUARRY (ECQ):**
  - Infrastructure development
  - 2 quarries with combined annual capacity of **1,440,000 mt**
  - 3 premix plants with combined daily capacity of **4,000 mt**
- PROPERTY:** 502 ha
- LEISURE:** Darulaman Golf & Country Club, Fantasia Aquapark, Darulaman Sanctuary
- INVESTMENT HOLDING**



#### HUMAN

Our visionary leadership, knowledgeable and skilled workforce, competencies, experience and contributions to growth and innovation.

- Total Employees: **660**
- Total Salaries & Benefits: **RM33.0 million**
- Investment in Training and Development: **RM411,946**
- Training and Development Total Hours: **21,795 hours**

#### OUR VISION

To be a respected and leading conglomerate that delivers excellent products and services.

#### OUR MISSION

To deliver excellent standard of performance through township development, infrastructure, construction and tourism.

#### OUR CORPORATE OBJECTIVES

- To maximise returns to shareholders by maximising growth rate in net earnings.
- To ensure that subsidiaries achieve leadership positions in their respective industries.
- To create a conducive environment for the Group's employees to realise their potential.
- To ensure sustainability of our core businesses.
- To create diversified income and revenue sources.
- To contribute positively towards the social and environmental needs of the society in which we operate.

#### CORE BUSINESS



#### PROPERTY DEVELOPMENT SEGMENT



#### ECQ SEGMENT



#### LEISURE SEGMENT



#### SUSTAINABILITY SEGMENT

#### MATERIAL MATTERS

##### ECONOMIC/GOVERNANCE

##### FOCUS AREA 1: FACILITATING GOVERNMENT ASPIRATIONS

- Supporting Government Policies
- Accountability & Transparency

##### ENVIRONMENT

##### FOCUS AREA 2: PRESERVING THE ENVIRONMENT

- Compliance
- Conservation
- Waste Management
- Pollution Control

##### SOCIAL

##### FOCUS AREA 3: ENABLING AND EMPOWERING EMPLOYEES

- Health, Safety, Security & Environment (HSSE)
- Employee Training & Development
- Employee Engagement

##### SOCIAL

##### FOCUS AREA 4: ENGAGING EFFECTIVELY WITH STAKEHOLDERS

- Public & Community Engagement

### OUTPUT CAPITALS AND OUTCOMES



#### FINANCIAL (RM MILLION)

Revenue <b>RM294.7</b> (FY2023: RM313.1)	Taxation <b>RM2.0</b> (FY2023: RM2.1)
Total Assets <b>RM809.2</b> (FY2023: RM799.2)	Zakat Contribution <b>RM0.16</b> (FY2023: RM0.1)

Please refer to About Us on pages 4 to 16 and the Sustainability Report for further information on our sustainability performance on pages 86 to 171 of this Annual Report 2024.



#### MANUFACTURED

##### ECQ:

- Maintenance of state roads
- Pelubang WTP
- Irrigation system
- Sales of premix and aggregate

##### PROPERTY:

- 4 property launches in FY2024
- Aluna GDV: **RM27 million**
- Lyra GDV: **RM21.5 million**
- Darulaman Saujana GDV: **RM411.9 million**
- Taman Azalea GDV: **RM44.7 million**

**LEISURE:** Reviving the tourism industry in Kedah



#### HUMAN

No. of Employees

	Male	Female
<b>660</b>	<b>75%</b>	<b>25%</b>
(FY2023: 642)	78%	22%

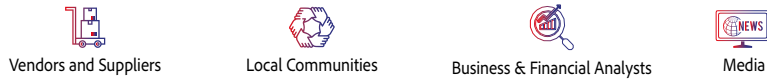
New Employees Hired

	Male	Female
<b>61</b>	<b>66%</b>	<b>34%</b>
(FY2023: 89)	78%	22%

### BUSINESS PLAN 2024 5 KEY FOCUS AREAS

### 1. GROWING OUR CORE BUSINESS & NEW INVESTMENTS

### 2. OPERATIONAL EXCELLENCE & EFFICIENCY



### INTELLECTUAL

Our established and systematic procedures and processes, expertise and skills, brand value and reputation in our markets and industries.

- ISO Certification
- Our innovative material monitoring system offers robust verification for project sites and real-time tracking to personal devices. We hold exclusive rights for its use in Malaysia's Northern Region, making it accessible across different digital platforms. The system's reliability enables accurate revenue quantification and efficient cost management.

### SOCIAL AND RELATIONSHIP

Our long-established, carefully nurtured, trust-filled and respect-based ties with stakeholders including shareholders, customers, associates, authorities and communities.

- Community Engagement Investment

### NATURAL

The natural resources we consume and utilise in our products, services and solutions.

- Fuel (l): **3,139,000**
- Electricity (kWh): **3,442,000**
- Energy Intensity (mWh): **38,492**
- Water (l): **156**
- GHG Emissions (co<sub>2</sub>e mt): **10,875**
- Scheduled Waste (mt): **155**

### STAKEHOLDERS IMPACTED

#### FINANCIAL CAPITAL



#### MANUFACTURED CAPITAL



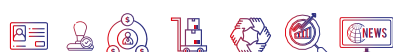
#### HUMAN CAPITAL



#### INTELLECTUAL CAPITAL



#### SOCIAL AND RELATIONSHIP CAPITAL



#### NATURAL CAPITAL



### ALIGNMENT TO THE \*UNSDGS

\* United Nations Sustainable Development Goals.



### INTELLECTUAL

- Training & audits for certifications to ensure quality of products and services offered.
- Marketing promotions for products and services.

### SOCIAL AND RELATIONSHIP (RM)

Education  
**RM19,387** (FY2023: RM21,419)

Religious Programmes  
**RM12,900** (FY2023: RM23,990)

Sports and Recreation  
**RM26,645** (FY2023: RM297,093)

Stakeholder and Community Relations  
**RM174,434** (FY2023: RM53,500)

**TOTAL: RM233,366**  
(FY2023: RM396,001)

### NATURAL

- BDB stringently adheres to environmental laws and policy practices in Malaysia according to the Environmental Quality Act 1974.
- **Certifications:** ISO 45001:2018 Occupational Health & Safety Management System & ISO 14001:2015 Environmental Management Systems
- **Bukit Perak Quarry** awarded 5-Star Rating by the Minerals and Geoscience Department Malaysia (Jabatan Mineral dan Geosains Malaysia or JMG).
- **Darulaman Sanctuary:** Voluntary monitoring & recording of IUCN Red List species timber, birds plants & herb.
- Initiatives to preserve biodiversity.

### 3. HUMAN CAPITAL IMPROVEMENT

### 4. FOSTER SUSTAINABLE PRACTICES TOWARDS ESG GOALS

### 5. CULTIVATING SUCCESS THROUGH DIGITAL TRANSFORMATION



ENGINEERING, CONSTRUCTION  
AND QUARRY (ECQ)



PROPERTY  
DEVELOPMENT



SUSTAINABILITY



LEISURE

## REVIEW OF OPERATIONS

The Group has expanded its business portfolio over the past three financial years to include a Leisure segment in FY2022, followed by a Sustainability segment during the reporting period.

### Operating Environment 2024

Malaysia's national economy grew by a healthy 5.1%, up from 3.9% previously on the back of a historic surge in both foreign and domestic investments amounting to RM378.5 billion, reflecting a 14.9% increase over 2023.

Among the states attracting significant investment was Kedah, which emerged as the leading destination for capital inflow, according to the Malaysian Investment Development Authority (MIDA). Kedah topped the list of states in the first quarter of 2024 when it attracted investments valued at RM31.0 million.

The construction sector also experienced a remarkable year, growing by an impressive 20.2% in 2024. The total value of completed projects reached RM158.8 million, with residential and non-residential buildings accounting for about 40% of this total. This substantial growth in construction reflects the vibrant demand for infrastructure and housing across the country.

Concurrently, the property market also witnessed significant growth in 2024 with a substantial uptick in both the volume and value of transactions, according to the National Property Information Centre (NAPIC).

There were more than 300,000 property transactions worth RM162.96 billion in the first nine months of the year. However, Kedah experienced a slight decline in property transactions during this period.

On the tourism front, Langkawi welcomed more than 2.1 million tourist arrivals by the third quarter of 2024. This uptrend is encouraging, with the Langkawi Development Authority (LADA) projecting that the island would reach the target of three million visitors by year end.

Given such positive developments, the Kedah Government has raised the target for visitor arrivals to seven million for Visit Kedah Year 2025 with the theme of Experience Kedah, reflecting the growing potential of the states' tourism industry.





### ENGINEERING, CONSTRUCTION & QUARRY (ECQ)

The ECQ segment is a cornerstone of the Group's operations, leveraging its extensive expertise in infrastructure development, property construction and the supply of essential building materials including granite aggregates and asphaltic premix for road construction and maintenance.

Beyond its role in supporting the Group's property activities, the segment plays a crucial part in delivering vital infrastructure that empowers businesses and communities, particularly in Kedah.

In FY2024, the segment contributed RM224.7 million to the Group's revenue, reflecting a year-on-year increase of 18.4% over RM189.8 million previously. This growth in revenue was accompanied by a strong recovery in profitability, with RM7.1 million in PBT marking a successful reversal from the previous year's Loss Before Tax (LBT) of RM1.2 million. As a result, the ECQ business accounted for 76.2% of BDB's total business for the year, underscoring its pivotal role in driving the Group's financial performance.

Key to this success was BDB Infra Sdn. Bhd. (BDB Infra), which continued to strengthen its position in the infrastructure sector across Kedah and the northern region. The segment made substantial strides in the quarry business with GPQ in Langkawi and the Bukit Perak Quarry in Pendang generating significant sales despite facing operational challenges.

In addition, BDB Infra completed its state road maintenance projects, further cementing its role as a key player in regional infrastructure. Notably, the segment exceeded expectations by surging 11% ahead of schedule in the development of the MADA Tersier irrigation system to support agricultural activities in Kedah.

BDB Synergy Sdn. Bhd. (BDB Synergy) also delivered impressive results during the year. Its construction of the Pelubang Water Treatment Plant (WTP) project was 43 days ahead of schedule by the close of the reporting period. This achievement aligns with regional development needs, particularly in improving water access and pressure in Kubang Pasu and Kuala Kedah.



The segment also demonstrated significant improvements in operational efficiency, refining project execution timelines and enhancing cost management to boost overall profitability.

However, the business segment faced several challenges throughout the year including price volatility of critical construction materials such as concrete, rebar and premix, which continued to affect profit margins and complicate cost control on ongoing projects.

Further, the ECQ segment experienced difficulties in securing new business opportunities, which placed pressure on revenue targets and long-term sustainability. The sector's heavy reliance on government projects and tenders also posed a challenge, especially as competition intensified in the bidding process.

Over and above these issues, compliance with shifting regulatory requirements remained an ongoing concern, alongside delays and extended timelines caused by an unavoidable dependency on external partners in some cases.

Despite these hurdles, the segment's overall performance in FY2024 was a strong indicator of its resilience, strategic focus and capacity to overcome operational challenges, setting a solid foundation for the continued growth of the Group in the years ahead.





## PROPERTY

Spearheaded by BDB Land Sdn. Bhd. (BDB Land) and Kedah Holdings Sdn. Bhd. (KHSB), the Property segment has successfully delivered almost of 14,000 residential units in Kedah, with approximately 7,700 of these being low-cost and affordable homes since its inception. This long-standing commitment to providing housing solutions reflects the segment's vital role in addressing the region's diverse housing needs.

In FY2024, however, the segment faced challenges that led to performance falling below expectations. The segment contributed RM68.2 million to Group revenue, marking a 42.2% decline from RM118.1 million in the previous year and resulting in its share of Group revenue dropping to 23.0%.

The business segment achieved a lower PBT contribution, which decreased by 40.5% to RM9.4 million compared with RM15.8 million in FY2023.

The reduction in revenue was primarily driven by lower-than-expected sales and the deferment of several planned new launches. The market for higher-end properties remained sluggish, with economic uncertainties, shifts in buyer preferences and affordability issues contributing to the slow uptake of high-end units, particularly those priced above RM500,000.

Despite these setbacks, the segment remains committed to addressing housing needs and improving operational efficiency. In particular, the Property segment is exploring collaborations with government agencies and private developers to tackle housing affordability and availability by sharing costs, risks and resources.

To enhance efficiency and reduce construction costs, we are also exploring modular construction and prefabrication techniques. These approaches are expected to streamline the building process, improve timelines and reduce expenses.

In line with sustainability goals, we intend to incorporate embedded ESG solutions such as solar panels and rainwater harvesting systems into future developments.

The Property segment achieved several important milestones during the year including the launch of the Special BDB Introducer Reward Programme (sBIRP) 2.0 projects: Anggun, Nada and Carissa at Bandar Darulaman as well as the new Taman Azalea development in Pendang.



In terms of ongoing developments, the Darulaman Saujana Township in Kubang Pasu is set to become a major project spanning 206 acres with 2,876 residential units and 67 shop-office units. The official launch of this township is scheduled for July 2025. The Aman Nusa project in Langkawi, offering 176 residential units and 27 double-storey shop offices, is also progressing and is expected to launch by September 2025.

In addition, new developments such as Aluna, Lyra and Sonata in Bandar Darulaman are poised to elevate the homeownership experience alongside Taman Azalea, which spans 18 acres and features 94 units of single-storey semi-detached homes, catering to the growing demand for housing in the region.

Although the Property segment faced challenges in FY2024, its ongoing efforts to provide diverse and affordable housing solutions in Kedah and the northern region remain steadfast. The segment's commitment to process improvements, collaboration and sustainability will ensure its continued role in addressing the community's housing needs and in driving growth.



### LEISURE

BDB's Leisure segment plays a pivotal role in revitalising the tourism sector in Kedah and by extension, the state's socioeconomic landscape.

By offering a diverse range of leisure, tourism and eco-related activities, the segment contributes to job creation, income generation and the overall development of local communities.

In FY2024, the Leisure segment grew by 13.0% in revenue, rising to RM5.2 million from RM4.6 million. The segment's financial performance improved with losses reduced to RM1.2 million, down from RM2.2 million in FY2023. Despite this growth, its share of Group revenue remained modest at 1.8%.

Key efforts to enhance marketing, customer experience and event hosting were crucial to this improvement. Among the highlights were the successful BDB Challenge 2024 series, which included the BDB Langkawi Climb, BDB Jitra Duathlon and BDB Jitra Half Marathon. The BDB Golf & Resort Berhad (BDGRB) also successfully hosted the BDB Masters & Charity Golf 2024.

Operationally, the segment transitioned the management of food and beverage services at DGCC to internal management, improving efficiency. Revenue from Darulaman Park and Fantasia Aqua Park was also generated through a range of services such as merchandise, rentals and events.

Despite these achievements, challenges such as slower recovery in visitor numbers, slim profit margins on some events, unpredictable weather and increased competition from other leisure destinations remained. The segment also faced difficulties in maintaining long-term partnerships due to shifting market dynamics.

Moving forward, the segment is focused on strengthening its position by continuing to invest in event organisation, operational efficiency and enhancing the overall customer experience to drive sustainable growth.



*Darulaman Golf & Country Club*

*BDB Masters & Charity Golf 2024*

*BDB Challenge Series 2024*





## SUSTAINABILITY

In line with our increasing tilt towards ESG-responsible activities, BDB has established a new Sustainability segment to explore ESG-associated business opportunities in renewable energy, green technology and nature conservation. This segment encompasses:

- **BDB Energy** – Committed to advancing renewable energy (RE) solutions through sustainable and innovative initiatives.
- **BDB Greentech** – Focused on pioneering ventures in green technology, along with its subsidiary, Darulaman Sanctuary, which is dedicated to forest conservation and carbon offset initiatives.
- **BDB Energise** – Specialising in the development and promotion of green energy through sustainable biomass, green hydrogen and next-generation biofuels.

Collectively, such ventures contribute to the Group's overarching goal of stimulating sustainable growth and nurturing a greener future, while at the same time, creating job opportunities and improving the socioeconomic status of local communities.

During the year in review, BDB Energy set the stage to drive its solar energy initiatives. The company actively negotiated with various stakeholders to install solar systems in commercial and industrial buildings, providing customers with the opportunity to realise up to 60% in cost savings through a zero CapEx model.

Furthermore, BDB Energy is currently exploring the feasibility of incorporating solar energy systems as a standard feature in all future residential developments by the Group's Property segment, including affordable housing projects.

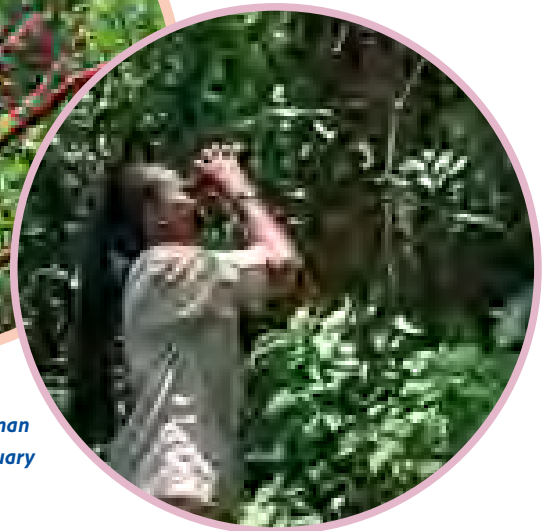
As part of its strategic direction, the company aims to expand its portfolio by establishing in-house solar installation capabilities. This move is intended to reduce reliance on third-party installers in the future. At present, external installers are still responsible for fulfilling the company's existing solar installation contracts.

Meanwhile, Darulaman Sanctuary's enrollment in MFF's FCC programme strengthens BDB's commitment to environmental conservation. Under FRIM's assessment, Darulaman Sanctuary is preserving 118,000 tonnes of carbon dioxide-equivalent (MG CO<sub>2</sub>) annually.

Solar Panel



Darulaman  
Sanctuary



In turn, MFF is inviting corporate interests to collaborate in forest conservation as donors. The first donor, ByteDance (parent company of TikTok), contributed RM176,380 (USD 40,000).

Through these efforts, BDB's Sustainability segment is paving the way for a greener future, driving renewable energy projects, advancing green technology and fostering conservation and sustainable development in Kedah and beyond.

## MANAGING RISKS

As BDB continues to grow and strengthen its market position, the Group navigates a dynamic risk landscape shaped by economic uncertainties, regulatory changes, financial limitations, operational hurdles and external environmental factors.

We adopt a structured approach to risk management to ensure long-term business sustainability and resilience.

### Operational Risk

Ensuring efficient project execution, regulatory compliance and workplace safety is vital for business continuity. Delays in approvals, supply chain disruptions and contractor dependencies can impact project timelines and costs.

To address these risks, the Group is strengthening governance frameworks, project monitoring and reinforcing health, safety and environmental (HSE) protocols. Further, investments in technology transformation and cybersecurity measures are being prioritised to safeguard business operations and data integrity.

### External Risk

Invariably, we are exposed to external risks including climate change, shifting consumer preferences and geopolitical uncertainties. Extreme weather events and new environmental regulations may affect infrastructure projects while evolving market demands require continuous adaptation of products and services.

To stay ahead, the Group is exploring ESG initiatives, expanding digital engagement strategies and enhancing policy monitoring to ensure alignment with both state and national economic trends.

### Strategic Risk

Our primary concentration in Kedah presents a strategic challenge. To address this, the Group is actively exploring new market opportunities, diversifying revenue streams and aligning business strategies with state-level economic policies before expanding to national-level economic policies.

Further, evolving regulatory requirements and the increasing focus on ESG compliance necessitate the integration of sustainable practices throughout operations.

Maintaining strong stakeholder trust and upholding corporate reputation also remain key priorities, necessitating transparent communication and consistent service delivery.

### Financial Risk

The Group actively manages a range of financial risks, including credit, liquidity, market, interest rate, currency, inflation and regulatory risks, to safeguard its long-term stability and performance.

The Group implements a comprehensive risk management framework, leveraging strategies such as stringent credit evaluations, dynamic cash flow management, hedging instruments and close monitoring of market conditions.

By maintaining a diversified project portfolio, utilizing flexible financing structures and staying compliant with regulatory requirements, the Group aims to mitigate potential adverse impacts and ensure continued growth and profitability.

## HUMAN CAPITAL

Our consistent performance in FY2024 was anchored in a concerted, group-wide effort to cultivate excellence in our human capital, extending from Senior Management to the operational teams across our four business segments.

We drove this commitment to human resource development through an enhanced performance management system, which evolved in stages throughout the year and focused on five key pillars:

- Redefining roles and responsibilities;
- Strategic talent management;
- Comprehensive training and development initiatives;
- Cultivating a performance-driven culture; and
- Boosting employee engagement.

Our strategic focus on human capital underscores the importance of building a skilled and well-rounded workforce, crucial for achieving sustainable growth and competitiveness in line with the broader goals of The Greater Kedah 2050.

Succession planning plays a vital role in ensuring BDB's long-term success as it will facilitate business continuity, drive strategic growth and sustain our competitive edge as we navigate the complexities of our core sectors and expand into new markets.

This approach ensures operational stability during leadership transitions and strengthens talent retention by developing a pipeline of capable leaders aligned with the Group's growth ambitions and core values.

Our emphasis on nurturing a culture of continuous learning and skill enhancement is central to our strategy for entering new markets and sustaining robust performance in our established operations.

This approach ensures our workforce remains a key driver in accelerating the Group's objectives and exploring growth opportunities, all the while creating an environment where employees can reach their full potential.

*Please refer to the Sustainability Statement on pages 86 to 171 in this Annual Report for more information on our Human Resource Development.*



## WHAT'S NEXT

The national economy is expected to grow between 4.5% and 5.5% in 2025 from 5.1% the previous year, according to the latest BNM estimates. Growth is poised to be driven by increased global demand and supportive government policies aimed at boosting trade and investment. An Economic Outlook Report 2025 released by the Ministry of Finance (MOF) in October 2024 has forecast a 9.4% expansion for the construction sector in 2025, fueled by public infrastructure projects such as the East Coast Rail Link and urban development.

Similarly in Kedah, the construction industry is set to grow, supported by significant investments and the state's strategic location. This will further boost the local property market, particularly in Alor Setar and areas with improved infrastructure.

The property market in the state is anticipated to be stable in 2025, but could see improvements in selected areas, according to a Malaysia Property Outlook 2025 report by asset consultants Henry Butcher Malaysia.

Tourism in Kedah is set for a significant boost with the Experience Kedah 2025 campaign. Langkawi, in particular, is expected to attract more visitors, benefiting from its status as a top tourist

destination.

The renewable energy industry holds great potential in 2025, with Malaysia continuing its push towards sustainable energy sources. Kedah is well-positioned to capitalise on this trend, especially with increasing demand for solar and biomass energy solutions. Green technology, including energy-efficient buildings and electric vehicles, also presents opportunities, with Kedah focusing on sustainability and environmental innovation.

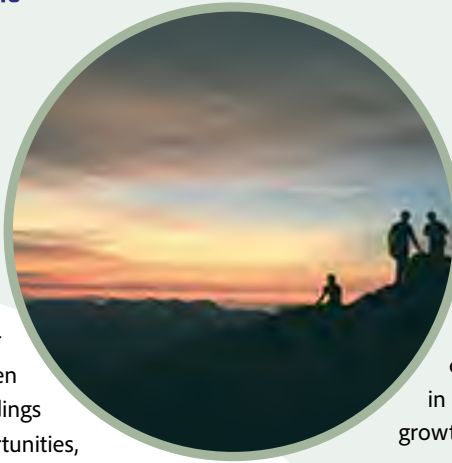
### Prospects

The prospects for growth in the NCER are highly promising, with significant infrastructural development set to reshape Kedah, Perlis, Perak and Penang. As these regions undergo extensive upgrades, economic activities are poised to surge, benefiting local businesses especially SMEs and creating more job opportunities for residents. This growth will lead to a higher income base, driving demand for housing and boosting disposable income for leisure activities across the region.

Against this backdrop, the Group remains cautiously optimistic over our participation in numerous existing and proposed projects across Kedah, Perlis, Penang and northern Perak. Key developments include the proposed Kulim International Airport (KXP) and the planned expansion of Kulim Hi-Tech Park, which will stimulate both the technology and logistics sectors.

The development of a northern corridor highway from Bagan Serai, Perak, to Padang Besar in Perlis alongside the soon-to-be-completed Perlis Inland Port near Padang Besar will enhance connectivity and logistical efficiency. In addition, the Chuping Valley Industrial Area (CVIA) in Perlis, which is nearing completion, will position the region as a hub for industrial growth.

Penang offers several exciting opportunities, with major projects such as the expansion of Penang International Airport (PIA), the ongoing construction of the Light Rail Transit (LRT) system and the upcoming Juru-Sungai Dua Elevated Highway. The Penang Silicon Valley Initiative is another prominent project that is set to drive innovation and attract global investments, strengthening the region's



status as a key player in the technology industry.

These infrastructural developments across the NCER will enhance regional connectivity and encourage business opportunities, creating long-term value for residents and companies. BDB is well-positioned to engage in these ventures and contribute to the ongoing growth of the northern region.

### • ECQ

The ECQ business is poised for strong growth, particularly with Malaysia's increasing focus on water-related infrastructure projects. We are well-positioned to capitalise on this demand, leveraging our expertise in water pipeline installations and treatment facilities.

Alongside water projects, public sector's investments in roads, bridges and utilities will create significant opportunities for construction contracts. Collaborating with both government agencies and private developers will enable the segment to access large-scale projects and expand its portfolio.

BDB Synergy's adoption of sustainable construction practices gives it a competitive edge in securing high-value contracts, especially as the industry demands more efficient and eco-friendly solutions.

With the growing demand for construction materials, BDB's quarry operations will play a critical role in supporting infrastructure development. On this score, plans to acquire or establish new quarries will help meet rising demand. BDB Infra remains focused on strengthening its core business in road construction, construction contracts and quarry operations. The company is also transitioning to producing its own emulsion, improving profit margins.

In addition, it is exploring collaborations with competitors to enhance resource sharing and market reach while maximising the potential of its road-marking unit by increasing operational output and securing more contracts.

### • PROPERTY

BDB's Property business is primed for growth, driven by the rising







demand for affordable homes in Kedah and supported by state policies and federal housing schemes such as the 1Malaysia People's Housing Scheme (PRIMA) and Kedah Affordable Homes (RMMK).

Strategic partnerships with government agencies for township developments will further strengthen the segment's ability to meet both residential and commercial needs. With a substantial landbank, we are poised to develop new townships, commercial hubs and mixed-use projects, particularly in areas benefiting from ongoing infrastructure developments such as the KXP.

To diversify our property portfolio, the business segment is expanding into the commercial and industrial property subsectors. In particular, we are eyeing the prospect of developing smart warehousing facilities at the PIP, which is slated for completion in 2025. This move aligns with the growing demand for industrial properties and logistics hubs, fuelled by the e-commerce boom and Kedah's strategic positioning near key industrial zones such as the Kulim Hi-Tech Park and Kedah Rubber City.

In addition, we are exploring collaborations with manufacturers and SMEs to meet the increasing demand for commercial spaces. In line with these developments, the segment is also focusing on sustainable living solutions such as solar-powered homes and the introduction of rent-to-own schemes to improve affordability.

To reach a broader audience, we are leveraging digital marketing strategies such as virtual property tours and e-sales kits while continuing to engage local buyers through conventional marketing efforts.

#### • LEISURE

Visit Kedah Year 2025 (Experience Kedah) is set to bring a surge in domestic tourism, providing BDB's Leisure segment with opportunities to expand and attract crowd to its leisure facilities to its leisure facilities.

To capitalise on this, the company is focused on continuously developing innovative attractions and enhancing customer experiences. Initiatives such as new café offerings and recreational facilities at DGCC are aimed at keeping the business offerings fresh and engaging.

In addition, there is significant potential to host large-scale events, sports tournaments and corporate gatherings, further boosting the profile and revenue of our leisure facilities.

The "Jom Pi Darulaman Park 2025" campaign will drive engagement with both local and visiting tourists while enhancing marketing efforts and collaborating with local public agencies and Tourism Malaysia to ensure the success of Experience Kedah 2025. This initiative, along with the leisure and recreation activities and events such as Lamanis (pocket event function every month), BDB Jitra Duathlon and also BDB Jitra Half Marathon will elevate our visibility and attract a broader audience.

In tandem with these developments, BDGRB is working on strategic collaborations with government agencies and key players in the golf industry. Plans to establish a golf academy, improve golf facilities and cultivate mutually beneficial partnerships with local golf clubs through reciprocal and affiliation arrangements are all aimed at enhancing BDB's position in the golf tourism sector. The segment is also set to host more major golf tournaments and introduce enhanced, competitive golf packages to attract more players and corporate events.



#### • SUSTAINABILITY



##### Venture into Renewable Energy and Green Agricultural Solutions

BDB Energise Sdn Bhd (BDB Energise) was established on 31 August 2024 to explore opportunities in the hydrogen economy and agriculture.

BDB Energise will focus on sustainability solutions in these areas including biomass cultivation, biofuel production, bioenergy generation and pellet manufacturing.

By cultivating sustainable biomass resources such as bamboo and producing biofuels, the company is committed to reducing carbon footprint and supporting the transition to cleaner energy. The company's operations also promote agricultural efficiency, contributing to a more sustainable and productive future.

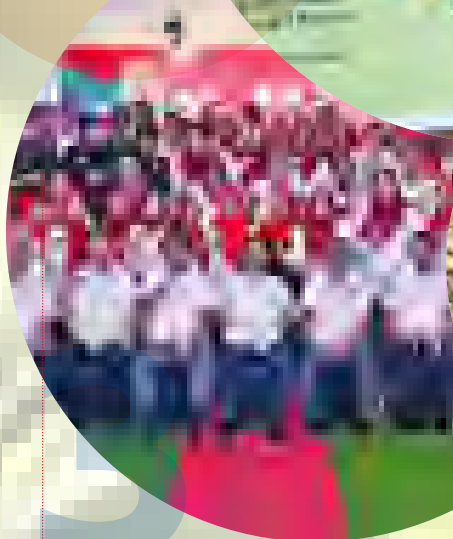
# CORPORATE HIGHLIGHTS

## 7 JANUARY 2024

Briefing on Low Carbon City and River Restoration at the Kuala Muda District Office. In attendance were Sr. Haji Che Had Dhali (Chairman), Zawawi Wahab (Head of Property Segment), Azlan Jamil (Head of New Business & Sustainability), Tn. Syed Saful Yusri Syed Ahmad Fuzi (Head of Renewable Energy Project) and Aswat Abu Bakar (Head of ESG Department).

## 8 JANUARY 2024

BDB Executive Director YM Raja Shahreen Raja Othman paid a courtesy call to Universiti Utara Malaysia (UUM) Vice-chancellor Prof. Dato' Dr. Mohd Foad Sakdan.



## 8 JANUARY 2024

BDB Executive Director YM Raja Shahreen Raja Othman presided over the BDB Land's Annual Townhall meeting at The Tent, Darulaman Park, Jitra.

## 16 JANUARY 2024

The Corporate Communications Department hosted a media visit to the Darulaman Sanctuary, Langkawi, for Members of Kelab Media Elit Kedah (KMEK).

## 19 JANUARY 2024

Members of Jitra Runnaz organised a vibrant community event, the Darulaman Night Run in collaboration with Darulaman Park and Boom Beverages.

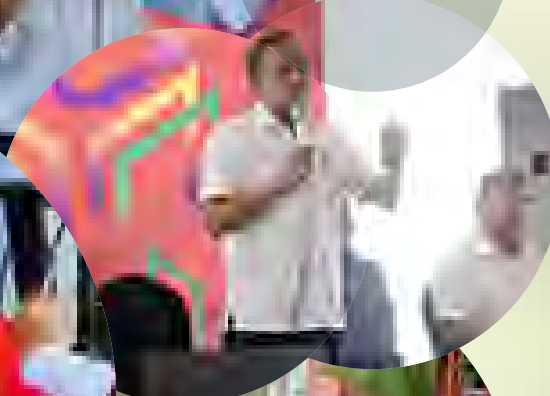


**22 JANUARY 2024**

A Memorandum of Understanding (MoU) was signed between BDB and Shanghai Youzhu Industry Co. Ltd at Raia Hotel in Alor Setar. In attendance were: YAB Dato' Seri Haji Muhammad Sanusi bin Md Nor, SPMK., AMK. (Kedah Chief Minister), YB. Prof Dr. Haim Hilman bin Abdullah, AMK. (Kedah State Executive Councillor), Sr Haji Che Had Dhali (BDB Group Chairman) and YM Raja Shahreen Raja Othman (BDB Group Executive Director)

**23 JANUARY 2024**

BDB Executive Director YM Raja Shahreen Raja Othman and Chief Operating Officer Mohd Sobri Hussein attended BDB Group's annual Townhall meeting at The Tent, Darulaman Park, Jitra.

**24 JANUARY 2024**

BDB Executive Director YM Raja Shahreen Raja Othman and Chief Operating Officer Mohd Sobri Hussein attended BDB Infra's annual Townhall meeting at Bukit Perak Quarry, Pendang.

**30 JANUARY 2024**

Deputy Minister of Energy Transition and Water Transformation, YB Tuan Haji Akmal Nasrullah bin Mohd Nasir, visited the Pelubang Water Treatment Plant. He was accompanied by Tahir Md Zin (Head of ECQ Segment) and Yusuf Hashim (Head of BDB Synergy)

9 FEBRUARY 2024

Head of Leisure Operations Muhammad Hanif Mohamad Ismail flagged off the *Jom Solat Subuh & Larian Santai* event at Darulaman Park.



15 FEBRUARY 2024

BDB Executive Director YM Raja Shahreen Raja Othman paid a courtesy visit to Perlis State Financial Officer YB Tuan Haji Zepri bin Saad at the Perlis State Secretary Office.



15 FEBRUARY 2024

Head of Property Segment Zawawi Wahab hosted a Tea & Chill Session for the panel consultants, bankers and sales agents of BDB Land at the sales gallery in Jitra.



15 FEBRUARY 2024

BDB Infra Head Zakba Shafie hosted a visit for representatives from Kynetics Land Sdn Bhd at Bukit Perak Quarry, Pendang.



18 FEBRUARY 2024

BDB Infra Head Zakba Shafie hosted a site visit from Permodalan Kedah Berhad (PKB) at Bukit Perak Quarry, Pendang.



#### 20 FEBRUARY 2024

The “*Kejohanan Golf 5 Penjuru*” was held at the Darulaman Golf & Country Club, Jitra, in conjunction with the second anniversary of Division 55.



#### 21 FEBRUARY 2024

BDB Leisure's high-tea gathering was held at The Tent, Darulaman Park, Jitra. Present were YM Raja Shahreen Raja Othman (Executive Director), Mohd Sobri Hussein (Chief Operating Officer), Abdul Shukor Abdul Rahman (Chief Support Officer), Zawawi Wahab (Head of Property Segment) and Muhammad Hanif Mohamad Ismail (Head of Leisure Operations).



#### 27 FEBRUARY 2024

The February 2024 Monthly Medal Gold Tournament was organised by BDB Darulaman Golf Resort Berhad (BDGRB) held at the Darulaman Golf & Country Club (DGCC), Jitra.

#### 3 MARCH 2024

The BDB Challenge 2024 was launched at the Darulaman Park, Jitra, officiated by Muhamad Mahazi bin Haji Ibrahim, SDK., AMK., BCK., ASK. (Kubang Pasu District Officer) and Zawawi Wahab (Head of Property Segment).



**4 MARCH 2024**

The March 2024 Monthly Medal Golf Tournament was held at Darulaman Golf & Country Club (DGCC), Jitra.



**7 MARCH 2024**

BDB Synergy, represented by the Head of ECQ Segment Tahir Md Zin visited officials at the Kedah State Education Department at the Education Complex, Alor Setar.



**14 MARCH 2024**

Executive Director YM Raja Shahreen Raja Othman and Chief Operating Officer Mohd Sobri Hussein graced the BDB Group Iftar Gathering 2024, which was held at The Tent, Darulaman Park, Jitra



**21 MARCH 2024**

BDB Synergy, represented by the Head of ECQ Segment Tahir Md Zin, called on Kedah State Executive Councillor YB. Prof Dr. Haim Hilman bin Abdullah, AMK at Wisma Darul Aman, Alor Setar.



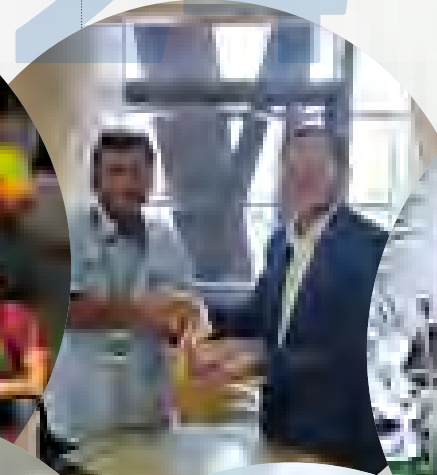
**22 MARCH 2024**

Members of Jitra Runnaz organised the Moreh Run event at Darulaman Park, Jitra.



**27 MARCH 2024**

BDB Executive Director YM Raja Shahreen Raja Othman paid a courtesy visit to the Treasury of Finance at the Federal Government Administration Centre in Putrajaya.



**30 APRIL 2024**

Executive Director YM Raja Shahreen Raja Othman graced the BDB Group Hari Raya Open House at Menara BDB, Alor Setar.



**9 MAY 2024**

A joint agreement was signed between BDB Infra and the Non-Metallic Mineral Products Manufacturing Employees' Union (NMMPMEU) at the BDB Infra Office, Alor Setar. In attendance were Tahir Md Zin (Head of ECQ Segment) and Zakba Shafie (Head of BDB Infra Sdn. Bhd.).



**16 MAY 2024**

The Kubang Pasu District Office staff visited the Pelubang Water Treatment Plant, Jitra to get a first-hand view of the project's progress.



**20 MAY 2024**

BDB Synergy, represented by the Head of ECQ Segment Tahir Md Zin and BDB Synergy Head Yusuf Hashim, paid a courtesy visit to the Perlis State Government Economic Planning Segment (BPEN) at the Perlis State Government Administration Complex, Kangar.



**25 MAY 2024**

The May 2024 Monthly Medal Golf Tournament was held at Darulaman Golf & Country Club (DGCC), Jitra.



**26 MAY 2024**

BDB Synergy Head of ECQ Segment Tahir Md Zin paid a courtesy visit to Kedah Medical Centre (KMC) Chief Executive Officer Norhalida Binti Abdullah.



**27 MAY 2024**

Chief People Officer Taufik Abdullah visited the Dean of the School of Technology Management & Logistics (STML) at Universiti Utara Malaysia (UUM), Assoc. Prof. Dr. Mohamed Najib Salleh.



**27 MAY 2024**

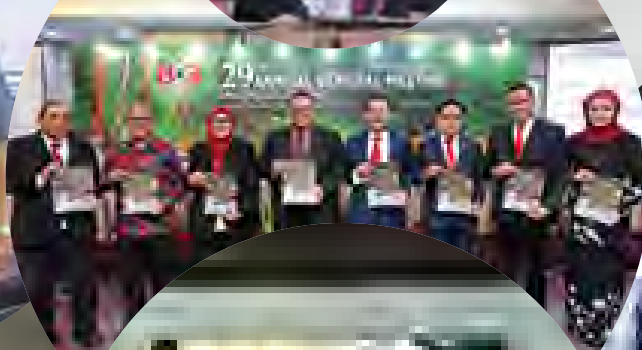
Kubang Pasu Member of Parliament represented by YB Dato' Wira Dr. Ku Abdul Rahman Ku Ismail visited officials YM Raja Shahreen Raja Othman (Executive Director of BDB Group) at Menara BDB.

**30 MAY 2024**

BDB held its 29<sup>th</sup> Annual General Meeting at the Raia Hotel & Convention Centre in Alor Setar, with the Board of Directors presiding over the proceedings.

**5 JUNE 2024**

Executive Director YM Raja Shahreen Raja Othman launched SBIRP 2.0 at the Centre of Learning at Menara BDB.

**23 JUNE 2024**

The SAHOCA Old Boy's Weekend 2024 Golf Tournament was held at the Darulaman Golf and Country Club (DGCC), Jitra.

**27 JUNE 2024**

The 30<sup>th</sup> Annual General Meeting (AGM) of BDB Darulaman Golf Resort Berhad (DGRB) was held at the Centre of Learning, Menara BDB. Present were Chairman YBhg. Dato' Haji Abdul Rahman bin Abdullah and Directors, YBhg. Dato' Haji Syed Yusof Bin Syed Othman, Sobri Hussein and Zawawi Wahab.

**29 JUNE 2024**

The BDB Langkawi Climb 2024 was flagged off by Executive Director YM Raja Shahreen Raja Othman at Darulaman Sanctuary & Gunung Raya in Langkawi.





**6 JULY 2024**

BDB Land Head Ts. Shuhaimi Ismail received a courtesy visit from delegates of the Ministry of Housing and Local Government (KPKT).



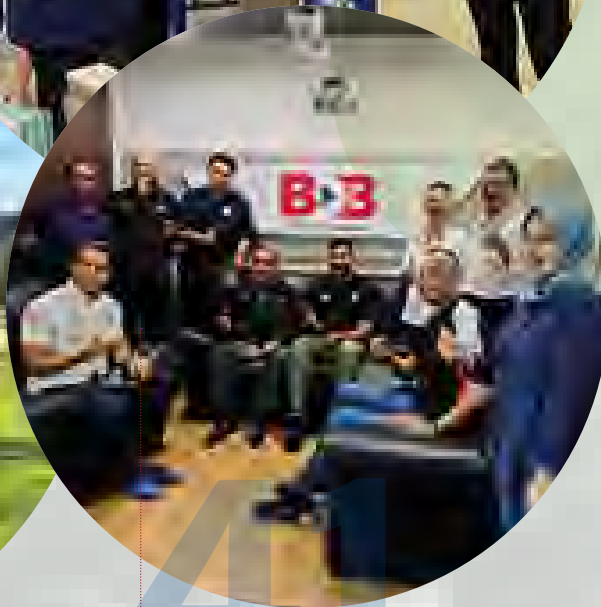
**6 - 7 JULY 2024**

BDB Leisure sales team set up a booth at the MAH Domestic Tourism Fair 2024 at Pavilion Bukit Jalil Exhibition Centre, Kuala Lumpur to promote the Group's Leisure facilities and in conjunction with Visit Kedah Year 2025.



**11 JULY 2024**

*Kejohanan Golf Majlis Sukan Sekolah Daerah (MSSD) Kota Setar & Pendang* was held at the Darulaman Golf & Country Club (DGCC), Jitra.



**15 JULY 2024**

BDB hosted officials from Petronas Lubricants International Sdn Bhd at Menara BDB, Alor Setar. On hand to welcome the visitors were Mohd Sobri Hussein (Chief Operating Officer), Abdul Shukor Abdul Rahman (Chief Support Officer) and Zakba Shafie (Head of BDB Infra)

**15 - 17 JULY 2024**

The BDB Land sales team set up a booth at the Northern Region Property & Sales Exhibition at Universiti Utara Malaysia (UUM), Sintok to promote the Group's latest housing projects.

**16 JULY 2024**

BDB Land Head, Ts. Shuhaimi Ismail visited the Director General of Lands and Mines, Kedah, YBhg. Dato' Haji Muhammad Arof Darus at Wisma Negeri, Alor Setar.

**21 JULY 2024**

Members of the Kelantan Golf & Country Club (KGCC) went over to the Darulaman Golf & Country Club (DGCC) for a day of golfing and recreation.

**27 JULY 2024**

The BDB Jitra Duathlon 2024 was held at the Darulaman Park, Jitra, officiated by YBhg. Dato' Wira Haji Isahak Murat (Non-Independent Non-Executive Director), Mohd Sobri Hussein (Chief Operating Officer) and Muhammad Hanif Mohamad Ismail (Head of Leisure Operations) led the organising of the event that attracted many participants from Kedah and other states as well.

### 17 AUGUST 2024

Executive Director YM Raja Shahreen Raja Othman launched the Customer Home Introducer Programme (CHIP) at The Tent, Darulaman Park, Jitra, an incentive programme to encourage BDB employees to promote the Group's properties.



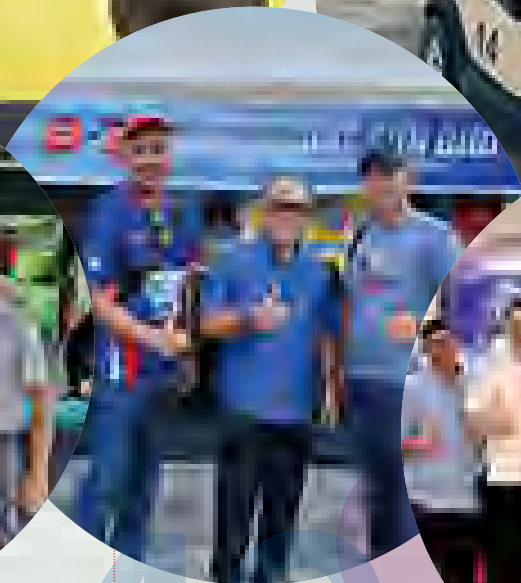
### 17 - 18 AUGUST 2024

The Golf Tournament of the Kejohanan Sukan Bomba Malaysia 2024 (SUKBOM) was held at the Darulaman Gold & Country Club (DGCC), Jitra.



### 24 AUGUST 2024

The August 2024 Monthly Medal Golf Tournament was held at Darulaman Golf & Country Club (DGCC), Jitra.



### 30 - 31 AUGUST 2024

The BDB Leisure team set up a booth at Kedah Merdeka Festival 2024 was organised by Kedah State Government at Taman Jubli Emas, Alor Setar.



### 29 AUGUST - 1 SEPTEMBER 2024

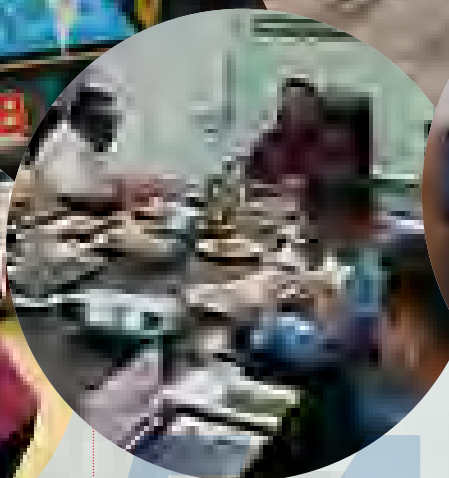
BDB Land sales team set up an exhibition booth to promote & sell their products at the Malaysia Property Expo (MAPEX) 2024 at Aman Central, Alor Setar.

## 2 SEPTEMBER 2024

BDB participated in the SG4 Summit at Teneral Hotel in Bangi, Selangor. Attendees included YM Raja Shahreen Raja Othman (Executive Director), YB Ir Ts Khairil Nizam Khirudin (Independent Non-Executive Director), and Abdul Shukor Abdul Rahman (Chief Support Officer). The summit, centred on development in the four states namely Kedah, Perlis, Kelantan and Terengganu to focus on the strategic plan that focuses on five crucial areas of economy and industry, green technology, infrastructure and logistics, trade and investment, and agriculture and food security to attract foreign investment.

## 2 SEPTEMBER 2024

BDB Synergy Head Yusuf Hashim received a courtesy call from UDA Land (North) Sdn Bhd at Menara BDB, Alor Setar.



## 10 - 12 SEPTEMBER 2024

An exhibition was held during the Public Engineers Meeting (MJA) 2024 at the Mahsuri International Exhibition Centre, Langkawi led by Chief Operating Officer Mohd Sobri Hussein.

## 8 OCTOBER 2024

BDB, represented by Chief Business Strategy Officer Mohd Hudzaifah Mohd Sam, visited Kedah State Executive Councillor YB. Prof Dr. Haim Hilman bin Abdullah at Wisma Darul Aman, Alor Setar.

## 9 OCTOBER 2024

BDB Leisure, represented by Head of Leisure Operations Muhammad Hanif Mohamad Ismail held a briefing session with Kedah State Executive Councillor YB. Tuan Haji Muhammad Radhi bin Haji Mat Din, SDK., AMK., ASK., PJK at Wisma Darul Aman, Alor Setar.

**13 OCTOBER 2024**

The BDB Energy team was invited by Bank Rakyat's Mergong Branch to participate in their roadshow at Syarikat Air Darul Aman's (SADA) Head Office in Alor Setar.



**16 OCTOBER 2024**

The Mastersport Golf Challenge was held at the Darulaman Golf & Country Club (DGCC), Jitra.



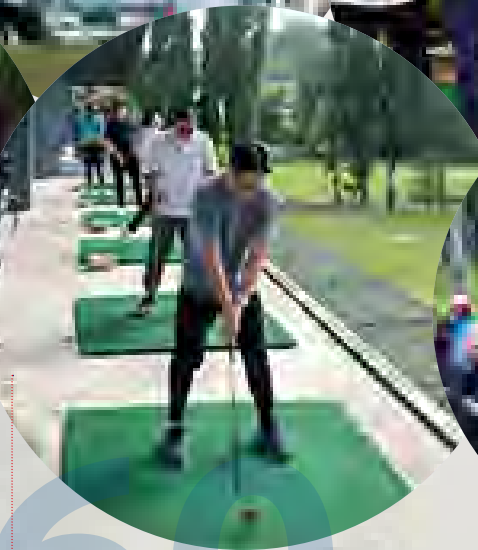
**16 - 17 OCTOBER 2024**

Forest Research Institute Malaysia (FRIM) organised the FRIM Commercialisation Day 2024 (HKF 2024) held at the Auditorium in Kepong, Selangor. Attending the event were Norsham Abdul Latip (Deputy Secretary-General (Natural Resources) Ministry of Natural Resources and Environmental Sustainability (NRES), YBhg. Dato' Dr Ismail Parlan (General Director of FRIM) and YM Raja Shahreen Raja Othman (Executive Director of BDB Group). Themed 'Creating Opportunities for Economic and Environmental Sustainability', the programme was a platform to enable researchers, entrepreneurs and industry experts to strengthen the network of collaboration for developing environment sustainability initiatives.



**19 OCTOBER 2024**

The BDB Jitra Half Marathon 2024 Running Clinic was held at Darulaman Park, Jitra led by Head of Leisure Operations Muhammad Hanif Mohamad Ismail.



**19 OCTOBER 2024**

Great Eastern Life Assurance Berhad held its Golf Clinic at Darulaman Golf & Country Club (DGCC), Jitra.



**19 - 20 OCTOBER 2024**

Universiti Awam Malaysia held its 51st Golf Championship at Darulaman Golf & Country Club (DGCC), Jitra.



#### 24 OCTOBER 2024

In conjunction with Customer Day at Bank Rakyat Mergong Branch, Alor Setar, BDB Energy participated in an exhibition to inculcate awareness among the public on its services.



#### 25 - 27 OCTOBER 2024

BDB Land participated in the Malaysia Property Expo (MAPEX) 2024 at the Mid Valley Convention Centre, Kuala Lumpur. BDB Land Head Ts. Shuhaimi Ismail and his team were on hand to engage with participants of the expo.



#### 4 NOVEMBER 2024

BDB Land sales team organised the BDB Land Property Exhibition in conjunction with the Kubang Pasu District Education Office Open Day at the Kubang Pasu District Education Office, Jitra.



#### 5 NOVEMBER 2024

BDB Head of Internal Audit Mohd Fauzi Adnan paid a courtesy visit to the Malaysian Anti-Corruption Commission (MACC) Kedah. He was received by PKPj Tuan Wong Chiew Hoong (Timbalan Pengarah Pencegahan SPRM Negeri Kedah).

### 24 - 25 NOVEMBER 2024

BDB hosted representatives from Technology & Innovation Park Malaysia (TIPM) at the Darulaman Golf Country Club (DGCC) in Jitra. The event was attended by BDB Executive Director YM Raja Shahreen Raja Othman and TIPM Chief Executive Officer YBhg. Datuk Wira Dr. Hj Rais Hussin. This meeting aimed to foster collaboration and explore opportunities for innovation and technological development between BDB and TIPM, highlighting the importance of strategic partnerships in driving progress within the sector.



### 28 NOVEMBER 2024

BDB Energy participated in an exhibition in conjunction with Customer Day at Bank Rakyat Mergong Branch, Alor Setar.



### 16 DECEMBER 2024

Kedah State Executive Councillor YB Mohammad Yusoff @ Munir Zakaria visited the Pelubang Water Treatment Plant, Jitra to gain insights on the progress of the project.



### 30 DECEMBER 2024

BDB Synergy and BDB Land paid a courtesy visit to Menteri Besar Incorporated (MBI) Perlis Chief Executive Officer Zulkafli Ahmad in Kangar. Tahir Md Zin (Head of ECQ Segment), Ts. Shuhaimi Ismail (Head of BDB Land) and Yusuf Hashim (Head of BDB Synergy) briefed representatives of MBI Perlis on the Group's performance.