



# SUSTAINABILITY REPORT 2024

87	OVERVIEW
88	TOWARDS A SUSTAINABLE TOMORROW
90	WHO WE ARE
92	OUR SUSTAINABILITY APPROACH & STRATEGY
101	FOCUS AREA 1 SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH
112	FOCUS AREA 2 PRESERVING THE ENVIRONMENT
126	FOCUS AREA 3 ENABLING AND EMPOWERING EMPLOYEES
143	FOCUS AREA 4 ENGAGING EFFECTIVELY WITH STAKEHOLDERS
160	PERFORMANCE DATA
163	GRI CONTENTS INDEX 2024
170	ASSURANCE STATEMENT



#### GRI INDICATORS:

2-3, 2-22

BDB's Sustainability Report (the Report) 2024 has been prepared based on the following:

In accordance with Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> edition)

- FTSE4Good Bursa Malaysia (F4GBM) Index criteria
- With reference to the Global Reporting Initiative (GRI) Sustainability Standards
- Integrated Reporting Framework.
- In alignment with the United Nations Sustainability Development Goals (UNSDGs)
- We have also incorporated key elements of the recommendations outlined by the Task Force on Climate-Related Financial Disclosures (TCFD), where relevant. We are preparing to adopt the use of the International Sustainability Standards Board's (ISSB) International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures in future reporting.

#### REPORTING PERIOD AND SCOPE

Unless explicitly stated otherwise, the data presented in this report covers the period from 1 January 2024 to 31 December 2024, supplemented with two years of historical data.

#### CONTRIBUTING FEEDBACK

We are committed to reporting our sustainability journey and milestones, and we encourage all readers and stakeholders to share their feedback with us through the details below.:



##### BINA DARULAMAN BERHAD

Level 9, Menara BDB,  
No. 88 Lebuhraya Darulaman  
05100 Alor Setar  
Kedah Darul Aman, Malaysia



+604-730 0303



sustainability@bdb.com.my

## OVERVIEW

#### ASSURANCE

In accordance with Bursa Malaysia's disclosure requirements, our internal audit has limited-assurance-reviewed selected aspects of our Sustainability Report, which have been approved by our Board Audit Committee.

*Please refer to the Statement of Assurance on pages 160 to 161 of this Sustainability Report.*

#### AFFILIATIONS MEMBERSHIPS AND ASSOCIATIONS

As members of various associations, we advocate for sustainable best practices and raise awareness of sustainability issues across our value chain. We do this by engaging our stakeholders through participation in several industry and business associations. The professional certifications, bodies and industry associations that BDB is a member of are listed below:

1. Real Estate and Housing Developers' Association Malaysia (REHDA)
2. Construction Industry Development Board (CIDB)
3. Institute of Quarrying Malaysia (IQM)
4. National Institute for Occupational Safety and Health (NIOSH)
5. Standards and Industrial Research Institute of Malaysia (SIRIM)

# TOWARDS A SUSTAINABLE TOMORROW



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

## Dear Stakeholders,

After a trying few years, we commenced FY2024 on a positive note, with renewed focus, clear priorities, and an unwavering commitment to delivering sustainable value. As we chart our course forward, our dedication to carbon reduction remains steadfast. We will align with upcoming regulations and reinforce our responsibility to mitigate deforestation and broader climate risks in collaboration with our stakeholders.

Our key focus areas are:

### THEME/MATERIALITY MATTER

#### ECONOMIC | GOVERNANCE:



##### FOCUS AREA 1

#### SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH

- Supporting Government Policy
- Accountability &. Transparency

#### ENVIRONMENTAL



##### 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

##### FOCUS AREA 4

#### ENGAGING EFFECTIVELY WITH STAKEHOLDERS

- Public & Community Engagement

In the global pursuit of a net-zero economy, BDB has taken a decisive step forward with Darulaman Sanctuary, which became one of the first initiatives endorsed by the Malaysia Forest Fund (MFF)-an agency under the Ministry of Natural Resources and Environmental Sustainability (NRES)-for the Forest Conservation Certificate (FCC) Programme in October 2024. This endorsement strengthens BDB's position as a key player in conservation financing, facilitating direct engagement with donors committed to forest preservation and Edu-Eco Tourism initiatives within Darulaman Sanctuary.

Since October 2024, we have secured RM876,000 from ByteDance System Sdn Bhd and BDB Infra Sdn. Bhd., with all contributions to be invested into conservation programmes and eco-tourism projects. This strategic initiative not only reinforces BDB's Environmental, Social and Governance (ESG) commitments but also creates tangible long-term financial and environmental value, aligning conservation efforts with sustainable economic growth.

*Please refer to (XXX) for further details.*

We are laying the groundwork to integrate science-based climate targets, aligning with upcoming International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and the Sustainability Accounting Standards Board (SASB) framework, which are expected to become compliance requirements from FY2026 onwards. This process involves assessing material emissions, identifying reduction strategies, and setting both near-term and long-term sustainability objectives.

As part of this effort, we will focus on scaling renewable energy initiatives, advancing land-use transformation, and working with suppliers to drive climate action across BDB's value chain. Given the evolving regulatory landscape, we recognise that this will be a progressive learning and planning process, requiring careful evaluation to develop a robust carbon strategy that meets both compliance obligations and business priorities.

Renewable energy remains a key pillar of our strategy, with BDB Energy Sdn. Bhd. (BDB Energy) leading the implementation of commercially viable solar energy systems. Looking ahead, BDB Energise Sdn Bhd (BDB Energises) is actively exploring opportunities in pellet-based bioenergy, harnessing biomass resources to produce high-efficiency energy pellets. This initiative aligns with our vision for a greener future, supporting energy diversification and advancing the adoption of renewable energy solutions.

We believe these endeavours will not only contribute to BDB's long-term profitability but also reinforce our resilience in an era of escalating climate expectations.

At the heart of our competitive edge lies the trust cultivated with our stakeholders and the credibility of our core businesses. Our leadership in sustainable practices within Kedah, coupled with our agility in navigating evolving regulatory landscapes, ensures continued market access and relevance.

To sustain this momentum, our people remain our most valuable asset. Building a high-performance organisation necessitates attracting and retaining top talent while providing opportunities for professional growth and fostering a purpose-driven culture.

Furthermore, we recognise the critical role of local supply chains in our sustainability ambitions. BDB is committed to empowering local businesses within our ecosystem, supporting them in adopting responsible ESG practices while addressing challenges such as material access and technological advancements. Through strategic partnerships with governments and non-governmental organisations (NGOs), we are elevating communities towards higher sustainability standards, creating a lasting socio-economic impact.

As we move forward, I extend my sincere gratitude to every stakeholder who has contributed to our sustainability journey. Our collective strength is our greatest asset—together, we can achieve far more than any of us could alone. Let us continue to protect and enrich our world, ensuring a future where generations to come can thrive.

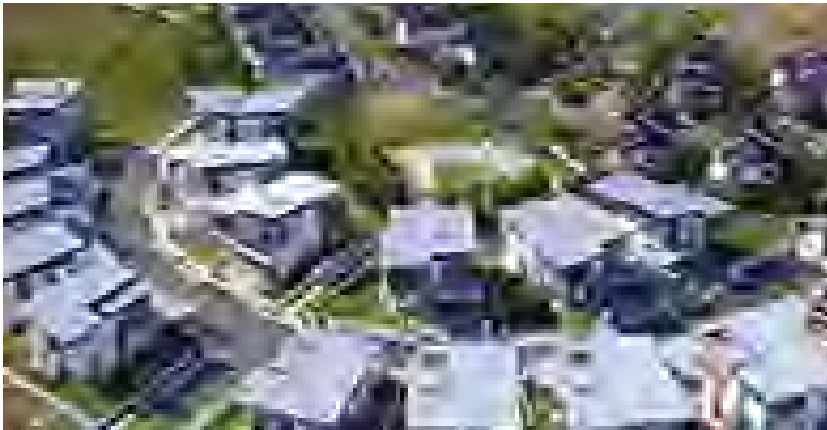
Thank you for your support and contributions.

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

# WHO WE ARE

Marking three decades of progress, Bina Darulaman Berhad (BDB) has catalysed socioeconomic development in Kedah and the Northern Region, focusing on sustainable townships, affordable housing and state-owned road maintenance.

Evolving with purpose, BDB has strengthened its governance and operational integrity, reinforcing its role in driving regional growth. In 2024, the Group sharpened its strategic focus, restructuring operations and diversifying into green businesses, leveraging its expertise and establishing smart partnerships to capture opportunities in the sustainability-driven economy.



The profile of BDB Group and its subsidiary companies are featured in About Us on pages 4 to 15 and the Corporate Structure on page 18 of the Annual Report 2024.



Scan the QR code to access  
[www.bdb.com.my](http://www.bdb.com.my)



## PROPERTY

BDB Land Sdn. Bhd. (BDB Land) is shaping Kedah's urban landscape by championing sustainable and affordable housing. The company's developments foster resilient communities while incorporating green building principles to mitigate environmental impact. By embedding sustainability into its projects, BDB Land aligns economic progress with responsible urbanisation.

Our Property developments prioritise energy efficiency, water conservation, waste reduction, and sustainable design, ensuring that we create spaces that are not only liveable but also environmentally responsible. A key example of this commitment is Project Aluna, which incorporates renewable energy solutions and resource-efficient systems to minimise environmental impact. Developments such as Simfoni East 4A, Balada, Citra, Juwita, and Nada feature rainwater harvesting systems to optimise water usage.

By embedding ESG principles into our projects, BDB Land is shaping sustainable communities that balance modern living with environmental stewardship. Through thoughtful design and responsible construction, we are building a future where sustainability and progress go hand in hand.

## ENGINEERING, CONSTRUCTION & QUARRY (ECQ)

BDB Infra Sdn. Bhd. (BDB Infra) and BDB Synergy Sdn. Bhd. (BDB Synergy) lead sustainable infrastructure development, integrating ESG principles into road construction and quarry operations. With over 50 years of experience, the segment ensures responsible sourcing of raw materials and strengthens internal supply chains to support long-term project viability.

The establishment of BDB Construction & Maintenance Sdn. Bhd. enhances this ecosystem by focusing on road infrastructure construction and upkeep, reinforcing BDB's position as a key enabler of economic connectivity and mobility.



## LEISURE

BDB's tourism and recreation segment capitalises on Kedah's natural assets to drive eco-conscious tourism growth. BDB Darulaman Golf Resort Berhad (BDGRB) remains a key destination, with a revitalised offering that includes upgraded chalets and multi-purpose facilities that further strengthen Kedah's tourism appeal. BDB Leisure reignited visitor engagement in 2024 through flagship attractions like Darulaman Park's scenic trails and Fantasia Aquapark, supporting local businesses while promoting outdoor recreation.

## SUSTAINABILITY

BDB Greentech Sdn. Bhd., through Darulaman Sanctuary, is at the forefront of forest conservation. The recent Forest Conservation Certificate (FCC) endorsement from the Malaysia Forest Fund (MFF) reinforces BDB's leadership in Edu-EcoTourism. Strategic collaborations with partners and donors under the FCC Programme have driven measurable biodiversity gains and carbon reduction efforts, aligning with national climate goals.

BDB Energy Sdn. Bhd. (BDB Energy) is accelerating clean energy adoption by installing solar photovoltaic (PV) systems across residential and commercial properties. A synergistic partnership with BDB Land would facilitate the incorporation of green building principles, reducing reliance on fossil fuels while delivering cost efficiencies in energy consumption.

Meanwhile, BDB Energise Sdn Bhd (BDB Energise), established in July 2024, is pioneering green energy solutions while enhancing agricultural sustainability. The company is developing integrated bio-based solutions, including Biomass Cultivation, Bioenergy Generation and Biomass Pellet Manufacturing to contribute to the renewable energy transition.

The profile of BDB Group and its subsidiary companies are featured in About Us on pages 4 to 16 and the Corporate Structure on page 18 of the Annual Report 2024.

For further information on the Group's Strategic Plans, please refer to the Management Discussion and Analysis on pages 46 to 69 of the Annual Report 2024 and other segments in this Sustainability Report.

# SUSTAINABILITY APPROACH & STRATEGY

BDB integrates sustainability into its core business by aligning Environmental, Social and Governance (ESG) principles with its infrastructure development, property, leisure and green energy operations. This strategic approach strengthens long-term business viability while ensuring responsible growth that benefits both stakeholders and the environment.

We actively assess and manage our impact across key stakeholder groups, including shareholders, investors, partners, associates, customers, employees, vendors, communities and regulatory authorities. Guided by the four core pillars of Value Creation, Climate Action, Social Well-being and Governance Excellence, BDB reinforces its position as a trusted entity under the Kedah State Government, leading the way in sustainable development while driving positive economic and social impact.



## OUR VISION

- To lead in the transformation and innovation of cutting-edge Engineering, Construction & Quarry (ECQ) methodologies that prioritise sustainability.
- Within the Property segment, we aspire to create vibrant, sustainable communities within our townships.
- In developing and managing eco-conscious Leisure environments, we exemplify environmental stewardship.
- Through strategic investments, we aim to drive societal change, spearheading our nation's journey towards a net-zero carbon economy by embracing innovative green technologies and sustainable principles.



SPRIT OF ACHIEVEMENT

## SUSTAINABILITY FRAMEWORK



## OUR MISSION

- To drive innovation in Engineering, Construction & Quarry (ECQ) technology, prioritising sustainability in all our infrastructure projects and products.
- We are committed to developing affordable and eco-friendly property solutions that ensure accessibility to sustainable living.
- Through our Leisure segment, we aim to curate unforgettable eco-conscious experiences for tourists and visitors, focusing on environmental stewardship and community engagement.
- Committed to our nation's objective of achieving net-zero carbon emissions by 2050, we actively pursue opportunities in green technology to contribute to a sustainable future. Simultaneously, we are dedicated to advancing people and uplifting communities.

## SUSTAINABILITY PRINCIPLES

### ECONOMIC



- Sustainable & Affordable Property Development
- Sustainable ECQ Technology
- Family-Oriented Eco-Friendly Leisure Development
- Capacity & Competency Building

### ENVIRONMENT



- Responsible Sourcing
- Natural Resource Management & Renewable Energy

### SOCIAL



- Green Certification for ECQ, Property & Leisure Segments
- Health, Safety, Security & Environment (HSSE)
- Employee Capacity Building & Engagement
- Community Empowerment

### GOVERNANCE



- Regulatory Compliance
- Comprehensive Risk & Sustainable Management in Corporate Strategy
- Certifications (ISO, Green Certification)

## 4 STRATEGIC FOCUS AREA

1

### SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH

- Sustainable Model in Engineering & Property Development Design
- Training (Employee Upskilling & Reskilling) for economic upscaling, feasibility & viability in green economy
- Green Financing

2

### PRESERVING THE ENVIRONMENT

- Procurement Policies
- Energy Management Roadmap (Business & Products)

3

### ENABLING AND POWERING EMPLOYEES & COMMUNITIES

- Employee Safety, Health & Wellbeing
- Community Development

4

### ENGAGING EFFECTIVELY WITH STAKEHOLDERS

- MCCG Requirements
- Bursa Malaysia Requirements
- Pursue and maintain industry recognised certifications (Branding and Reputation)
- Smart Partnerships
- Sustainable Financing (for customers)
- Sustainable Supply Chain

## SUSTAINABILITY JOURNEY

BDB's sustainability journey has been anything but passive. As a Government-Linked Company (GLC) entity, we have decisively moved to align business imperatives with ESG considerations, ensuring that every step is measured, strategic and impactful.

Since unveiling our Sustainability Strategy and Approach in FY2022, we have sharpened our focus, critically analysed strengths and leveraged our expertise to drive sustainable growth with precision. We have endeavoured to fast-track implementation, putting in place structured mechanisms to track, measure and enhance performance across all domains.

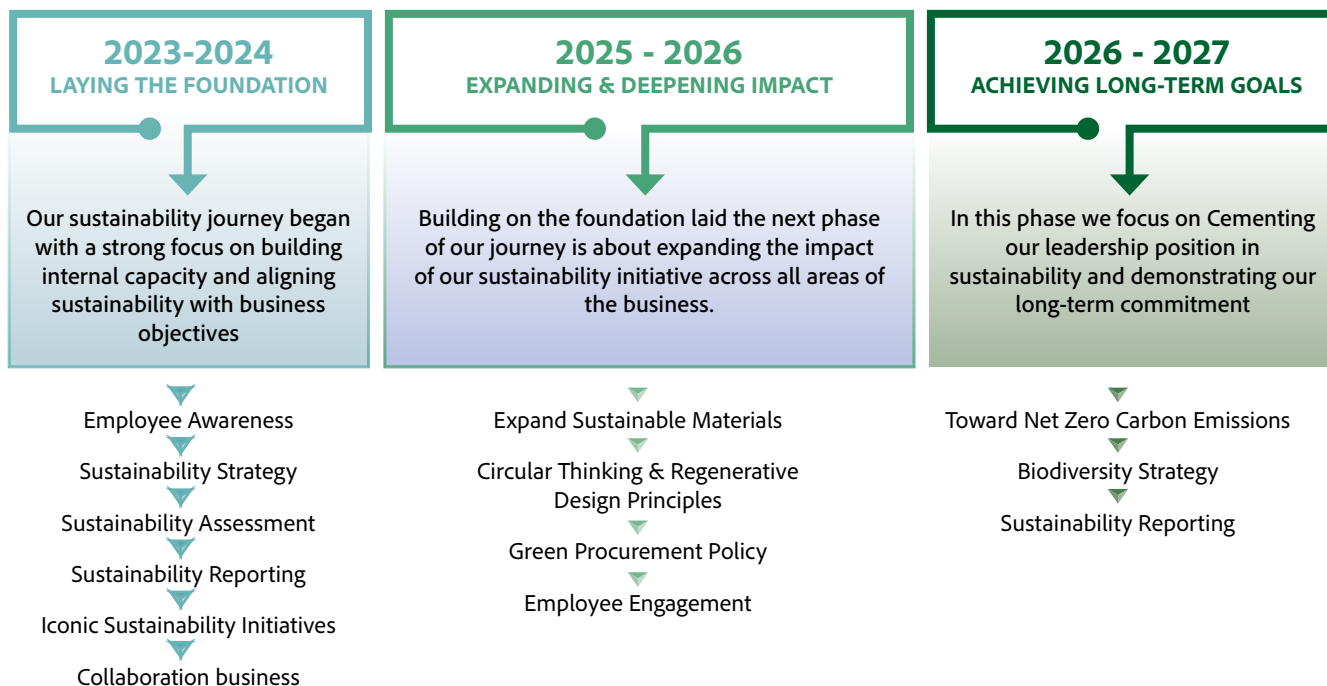
This shift has been more than a compliance exercise and extended to all subsidiary companies within the Group. It reflects a deep-rooted change in mindset to pursue sustainable growth in a deliberate and structured manner. Our diversification efforts are not speculative leaps but deliberate moves backed by in-depth industry knowledge and smart partnerships, ensuring we expand with purpose and long-term value creation.

Operating within an environment shaped by external pressures and economic fluctuations, BDB has remained steady, demonstrating resilience while maintaining the ability to pivot when necessary. This balance between adaptability and control underscores our credibility as a trusted state-linked entity, proving that responsible growth and sustainability can go hand in hand with business viability.

### OUR BUSINESS SUSTAINABILITY PLAN

### OUR SUSTAINABILITY JOURNEY & STRATEGIC IMPACT

As Bina Darulaman Berhad (BDB) celebrates 30 years of excellence our commitment to sustainability a key pillar of our future growth and long-term success. Over the past three years, we have laid the foundation for a future where sustainability is not just an initiative but the core of who we are and how we operate. This playbook outlines our sustainability journey and strategic goals moving forward, showing how we are leading the way for a greener more responsible business.



## STRENGTHENING SUSTAINABILITY GOVERNANCE

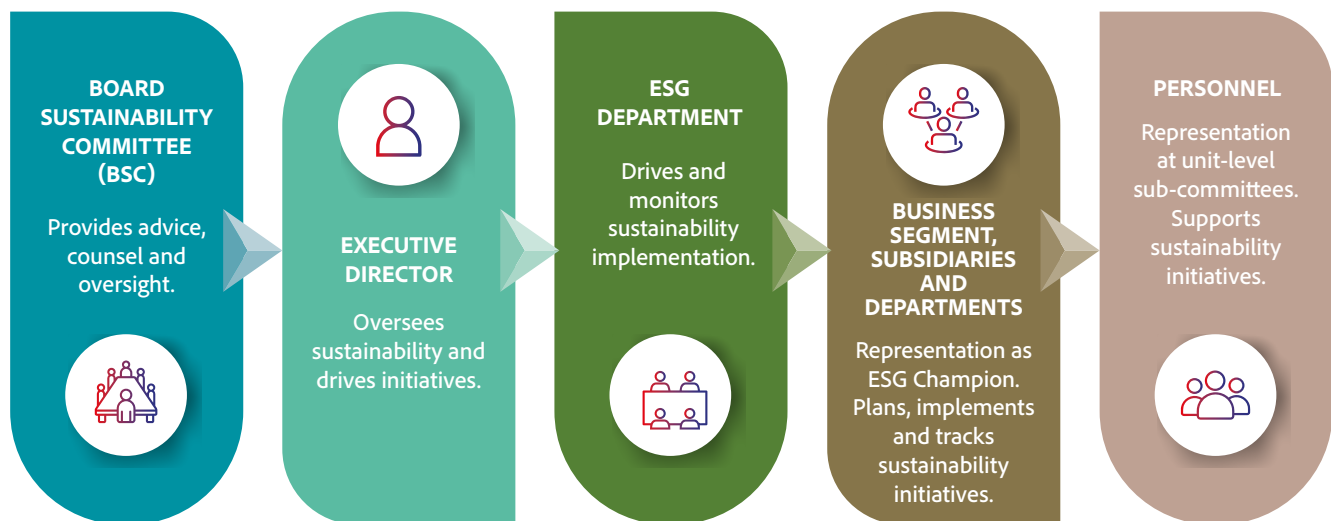
BDB's Sustainability Governance Framework, endorsed by the Board in 2023, remained firmly in place as we advanced in 2024 with greater precision and impact. Designed to ensure structured oversight, accountability and effective execution, this framework integrates ESG considerations into our corporate strategy while aligning initiatives with business priorities.

At the highest level, the Board Sustainability Committee (BSC) provides oversight, reinforcing sustainability as a core pillar of our decision-making. Supporting this, the Executive Director leads execution efforts, maintaining a direct reporting line to the Board to uphold transparency and accountability.

On the operational front, our ESG Department is responsible for implementation, comprising the Chief Support Officer (CSO), Heads of Subsidiaries (HOS) and Heads of Departments (HOD). With a multidisciplinary approach, this structure enables a collaborative approach, ensuring that sustainability considerations are well-coordinated, targeted and aligned with all facets of our operations.

Board Sustainability Committee meetings serve as critical touchpoints where initiatives are assessed, action plans and KPIs are established, and performance targets are defined along with updates on our sustainability strategy and journey. These are then reviewed by the Executive Director for final deliberation and approval.

Through this governance framework, we can meet with compliance while driving meaningful, results-oriented sustainability initiatives reinforcing our long-term strategic direction.



### BOARD SUSTAINABILITY COMMITTEE



### SUSTAINABILITY OBJECTIVES

1



To generate profits while minimising negative impacts on the environment and society.

2



To prioritise sustainable practices that consider environmental and social impacts to ensure the long-term sustainability of our core businesses.

3



To ensure that our subsidiaries lead in their respective industries by prioritising the adoption of best practices towards environmental and social sustainability.

4



To diversify our income and revenue sources through sustainable practices that can positively impact our economic and ESG spheres.

5



To cultivate a conducive and sustainable work environment that fosters employee growth and development.

6



To embed sustainability in our efforts to contribute meaningfully to the social and environmental needs of the communities where we operate.

## SUSTAINABILITY POLICY

1  
ENVIRONMENTAL  
RESPONSIBILITY

- **REDUCE GREENHOUSE GAS EMISSIONS:** We are committed to continuously reduce our carbon footprint by implementing measures to reduce greenhouse gas (GHG) emissions across our operations and supply chain.
- **WASTE MANAGEMENT SYSTEM:** We promote effective waste management practices including waste reduction, recycling and responsible disposal to minimise our environmental impact.
- **CONSERVATION OF NATURAL RESOURCES:** We strive to conserve natural resources by promoting responsible use of resources, implementing sustainable practices and adopting efficient technologies.

2  
SOCIAL  
RESPONSIBILITY

- **DIVERSITY AND INCLUSION:** We promote diversity and inclusion within our workforce, ensuring equal opportunities and fostering a respectful and inclusive work environment.
- **EMPLOYEE RIGHTS:** We respect and uphold the rights of our employees, including fair remuneration, safe working conditions and opportunities for professional growth and development.
- **COMMUNITY ENGAGEMENT:** We actively engage with local communities to understand their needs and concerns, support community development initiatives and contribute to the wellbeing of the communities in which we operate.
- **STAKEHOLDER ENGAGEMENT:** We actively engage with our stakeholders to understand their expectations, issues and concerns. We foster open dialogue and collaboration to incorporate stakeholder perspectives into our sustainability strategies and decision-making process.

3  
GOOD CORPORATE  
GOVERNANCE

- **STRONG CORPORATE GOVERNANCE PRACTICES:** We implement corporate governance practices that promote transparency, accountability and ethical behaviour throughout our organisation.
- **ETHICAL BUSINESS PRACTICES:** We embrace ethical business practices and ensure that relevant ESG issues are addressed in an ethical and profitable manner. Transparency, integrity and accountability are fundamental values in our operations.
- **PERFORMANCE MONITORING AND REPORTING:** We monitor and evaluate our sustainability performance regularly, setting clear targets and reporting progress to stakeholders.
- **INTEGRATION INTO DECISION MAKING:** We embed sustainability considerations into our business decision-making process, ensuring sustainability is an integral part of our strategic planning and operations.
- **CONTINUOUS IMPROVEMENT:** We are committed to continuously improve our sustainability performance. Through regular assessments, performance monitoring and stakeholder engagements, we strive to identify areas for improvement, set challenging targets and implement initiatives to drive positive change.

## MATERIALITY MATTERS: MAPPING RISKS, OPPORTUNITIES & VALUE CREATION

**FY2024**

THEME/MATERIALITY MATTER	UNSDGs	GRI STANDARDS DISCLOSURES
<b>ECONOMIC / GOVERNANCE</b>		
<b>FOCUS AREA 1</b> <b>SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH</b> <ul style="list-style-type: none"> <li>Supporting Government Policy</li> <li>Accountability &amp; Transparency</li> </ul>		201 Economic Performance 202 Market Presence 203 Indirect Economic Impacts 204 Procurement Practices 205 Anti-Corruption 206 Anti-Competitive Behaviour 207 Tax
<b>ENVIRONMENTAL</b>		
<b>FOCUS AREA 2</b> <b>PRESERVING THE ENVIRONMENT</b> <ul style="list-style-type: none"> <li>Compliance</li> <li>Conservation</li> <li>Waste Management</li> <li>Pollution Control</li> </ul>		301 Materials 302 Energy 303 Water and Effluents 304 Biodiversity 305 Emissions 306 Waste 308 Supplier Environmental Assessment
<b>SOCIAL</b>		
<b>FOCUS AREA 3</b> <b>ENABLING AND EMPOWERING EMPLOYEES</b> <ul style="list-style-type: none"> <li>Health, Safety, Security &amp; Environment (HSSE)</li> <li>Employee Training &amp; Development</li> <li>Employee Engagement</li> </ul>		401 Employment 402 Labour/Management Relations 403 Occupational Safety & Health (OSH) 404 Training and Education 405 Diversity and Equal Opportunity 406 Non-Discrimination 407 Freedom of Association and Collective Bargaining 408 Child Labour 409 Forced or Compulsory Labour 410 Security Practices 411 Rights of Indigenous Peoples
<b>FOCUS AREA 4</b> <b>ENGAGING EFFECTIVELY WITH STAKEHOLDERS</b> <ul style="list-style-type: none"> <li>Public &amp; Community</li> <li>Engagement</li> </ul>		413 Local Communities 414 Supplier Social Assessment 415 Public Policy 416 Customer Health and Safety 417 Marketing and Labelling 418 Customer Privacy

## MATERIALITY MATTERS: MAPPING RISKS, OPPORTUNITIES & VALUE CREATION

### F4GBM INDICATORS

- 1 Procurement Practices
- 2 Community Investment
- 3 Indirect Economic Impact
- 4 Climate-related Financial Risks & Opportunities
- 5 Responsible/Sustainable Lending

**CLIMATE-RELATED FINANCIAL RISKS AND OPPORTUNITIES:** Encompassing both the potential positive and negative impacts of climate change on BDB's financial standing and operations.

- 6 Emissions
- 7 Waste & Effluent
- 8 Water
- 9 Energy
- 10 Biodiversity
- 11 Supply Chain (Environmental)
- 12 Product & Services Responsibility (Environmental)
- 13 Materials
- 14 Compliance (Environmental)
- 15 Land Remediation, Contamination or Degradation

**COMPLIANCE:** Pertaining to the extent to which an organisation's activities comply with pertinent environmental laws and regulations. It assesses the organisation's level of adherence to laws governing its operations and its efforts to evaluate the expected environmental consequences of its activities.

**LAND REMEDIATION, CONTAMINATION OR DEGRADATION:** Land contamination can have adverse effects on land usability, rendering it unproductive. Such contamination may arise from current or past activities of the organisation or its previous occupants and can be of natural origin, occurring in various states (solid, liquid or gas), affecting soil quality and its surrounding ecological and environmental receptors. Land remediation, conversely, involves efforts to remove or reduce pollutants or contaminants from the soil. This area of concern entails disclosure on soil quality management and initiatives to remediate contaminated land.

- 16 Diversity
- 17 Human Rights
- 18 OSH
- 19 Anti-Competitive Behaviour
- 20 Anti-Corruption
- 21 Labour Practices
- 22 Society
- 23 Product & Services Responsibility (Social)
- 24 Supply Chain (Social)
- 25 Compliance (Social)

**PRODUCT AND SERVICES RESPONSIBILITY:** Focusing on the societal impact of BDB's products and services, including privacy, health and safety considerations.

**COMPLIANCE:** Evaluating how our activities comply with relevant social laws and regulations. It gauges our adherence to laws and guidelines governing its operations and its efforts to assess the expected societal impact of its activities.

### MATERIALITY MATTERS: MAPPING RISKS, OPPORTUNITIES & VALUE CREATION

#### MATERIALITY MATTERS

Our materiality assessment ensures that our sustainability strategy remains focused, data-driven and aligned with BDB's strategic direction. Our priorities are shaped by stakeholder expectations, regulatory requirements, and core business objectives, allowing us to manage risks proactively while capitalising on emerging opportunities.

From FY2023 to FY2024, we have maintained consistency in our focus areas to continuously deliver sustainable value across the six capitals of the Integrated Reporting framework: Financial, Manufactured, Intellectual, Human, Social and Relationship, and Natural CapitalS. Our approach ensures that material sustainability matters are actively integrated into our decision-making and operations.

#### FOCUS AREAS

Since FY2022, we have simplified our reporting on disclosures for our 10 most material matters and other relevant issues into four Focus Areas. Our aim is to streamline our efforts and focus on making a significant impact in these areas.

#### ALIGNMENT WITH THE UNSDGs

The Group's sustainability efforts address areas aligned with United Nations Sustainable Development Goals (UNSDGs), which were introduced in 2015 to address global challenges such as poverty, inequality, climate change, environmental damage, education and health, among others.

The annual BDB ESG & Sustainability Workshop saw active participation from the Senior Management Team and Sustainability Committee members from BDB headquarters and all subsidiary companies

#### DISCLOSURES ACCORDING TO THE GRI AND F4GBM

We continued to expand the scale of our disclosures based on the Global Reporting Initiative (GRI), which is a framework and set of standards for the reporting of sustainability performance.

While we have yet to reach a comprehensive level of disclosure, nevertheless, we are determined to gradually improve on our curation and collation of all required data and information under 34 applicable areas listed by the GRI.

The Group has also embarked on reporting based on the F4GBM criteria. While there are numerous overlaps between the two standards, we have taken note of specific disclosure requirements under F4GBM that are not covered under GRI.





#### MOST MATERIAL MATTERS

Supporting Government Policy

Accountability & Transparency

#### STANDARDS / INDICATORS

GRI 2-25, GRI 2-27, GRI 201-1, GRI 204-1

GRI 205-2, GRI 308-1, 308-2, F4GBM

## FOCUS AREA 1

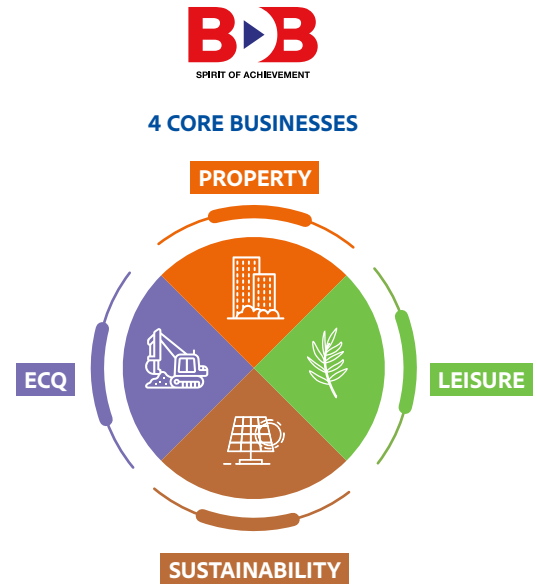
### SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH

#### SECURING KEDAH'S FUTURE THROUGH SUSTAINABLE PROGRESS

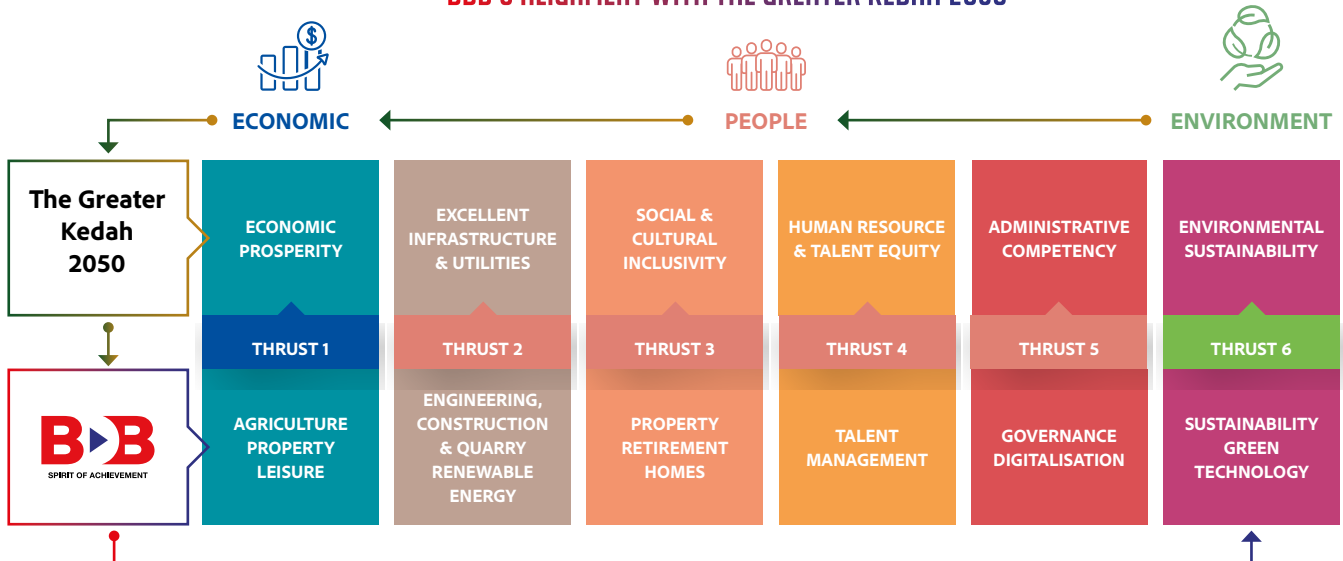
As the primary state investment entity, in partnership with Perbadanan Kemajuan Negeri Kedah (PKNK), BDB remains steadfast in driving Kedah's economic and socioeconomic development. Since its establishment in 1996, the Group has played a pivotal role in supporting small and medium enterprises (SMEs) while fostering employment opportunities, particularly for youth and graduates in the Northern Region.

BDB's strategic evolution has been anchored in organic growth, leveraging its expertise across four core business segments of Engineering, Construction & Quarry (ECQ), Property, Leisure and the newly established Sustainability segment. This diversified approach enables BDB to capture opportunities, spanning infrastructure development, road maintenance, sustainable townships, and eco-friendly tourism projects.

In FY2024, BDB expanded into the clean and renewable energy sector, marking a significant milestone in its growth strategy. By venturing into solar and hydrogen technologies, the Group aligns with the global push towards sustainable energy solutions, in step with Malaysia's National Energy Transition Roadmap (NETR). This move underscores BDB's commitment to innovation and its role in driving the green economy.



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





#### 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 1 Economic Prosperity

#### 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 3 Social & Cultural Inclusivity

#### HUMAN RESOURCES

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

#### THRUST 4 Human Resource & Talent Equity

#### 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.

#### THRUST 2 Excellent Infrastructure & Utilities

#### 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.

#### 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 5 Administrative Competency

#### 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.

#### THRUST 6 Environmental Sustainability

### THE GREATER KEDAH 2050 - CORE THRUST INITIATIVES



BDB's strategic direction is firmly aligned with the aspirations of The Greater Kedah 2050, the latest iteration of the Kedah 2035 Strategic Plan, the State Government's blueprint for economic prosperity, social wellbeing and environmental sustainability.

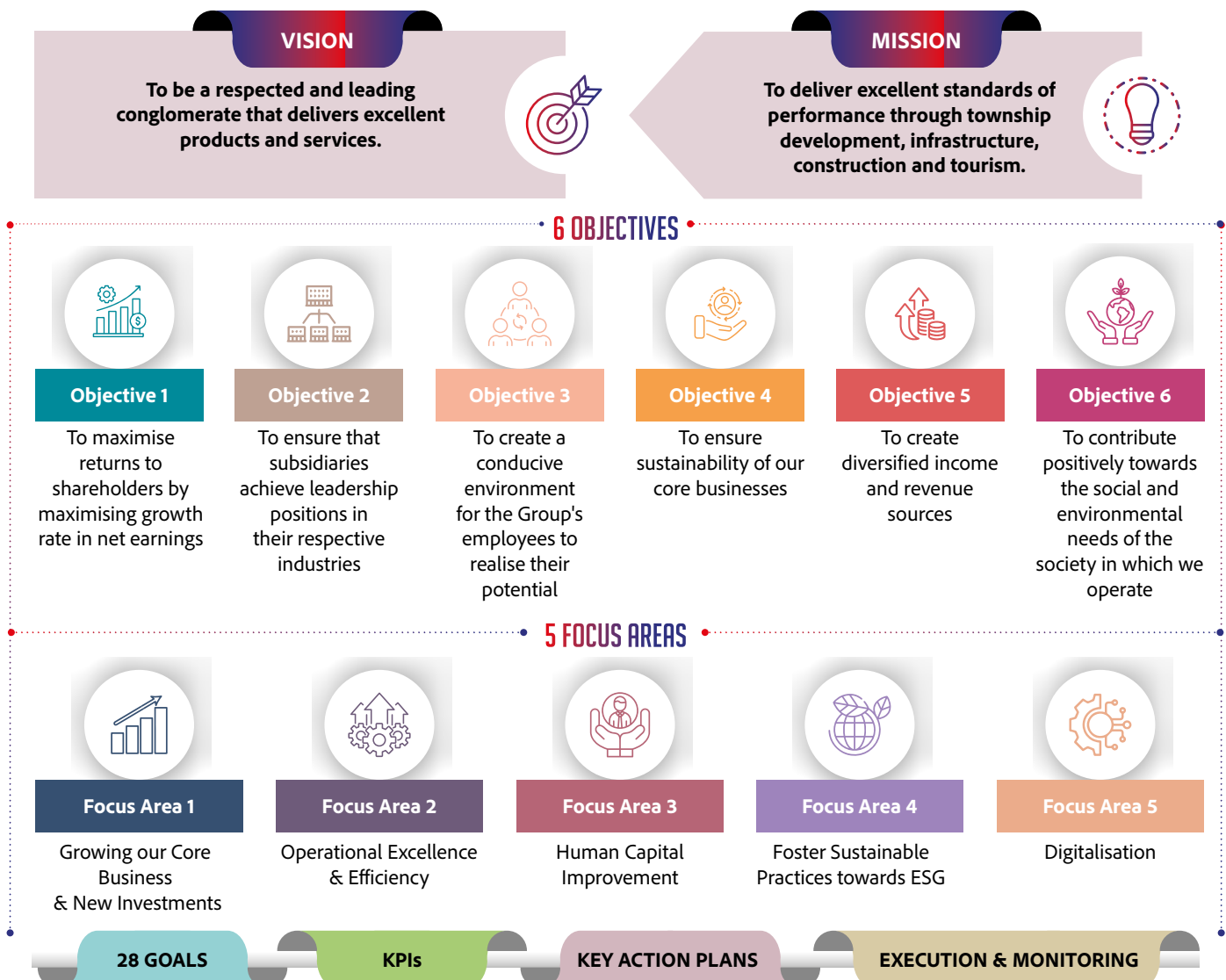
Beyond creating economic value and employment opportunities, BDB continues to drive impact through community development and corporate responsibility. Our contributions to the Federal and State Governments, through tax remittances, dividends and zakat payments, reinforce our role as a key economic enabler. At the same time, our philanthropic efforts remain focused on uplifting underserved communities, strengthening the social fabric of Kedah as we progress toward a sustainable future.

### STRENGTHENING THE BUSINESS CORE FOR SCALABLE GROWTH

Our business priorities focus on five key areas to achieve six critical objectives, ensuring that our growth contributes meaningfully to the state's transformation into a high-income, resilient economy. BDB continues to champion economic progress by strengthening infrastructure and adopting technological advancements.

The infographics on this page outlines the framework for the Group's Strategic Plan 2024–2026 and the five Focus Areas, highlighting our approach and direction for sustainable growth.

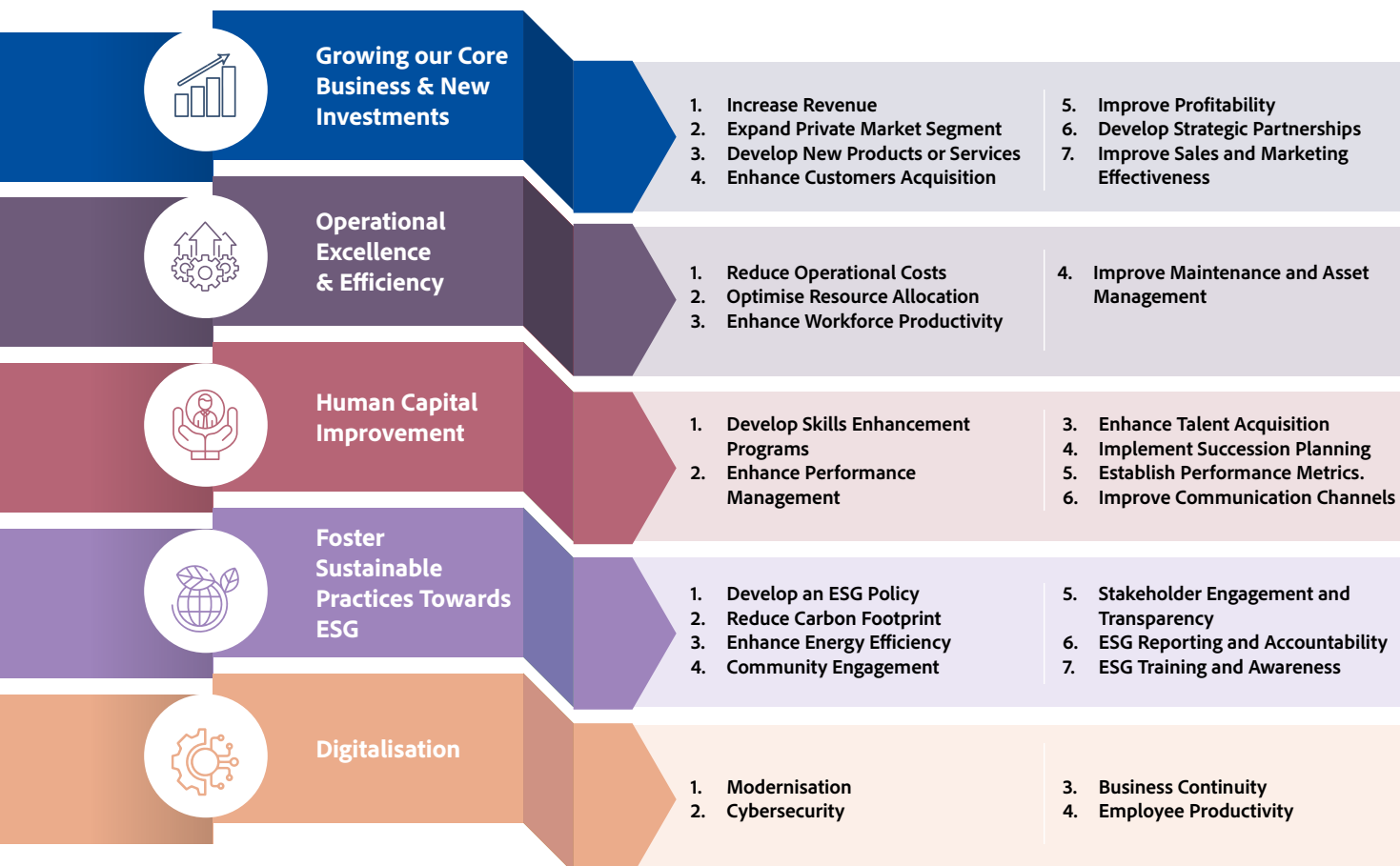
#### FRAMEWORK FOR STRATEGIC PLAN 2024 - 2026



## FOCUS AREA 1

### SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH

#### KEY FOCUS AREAS



#### DRIVING FINANCIAL STRENGTH THROUGH STRATEGIC FOUNDATIONS

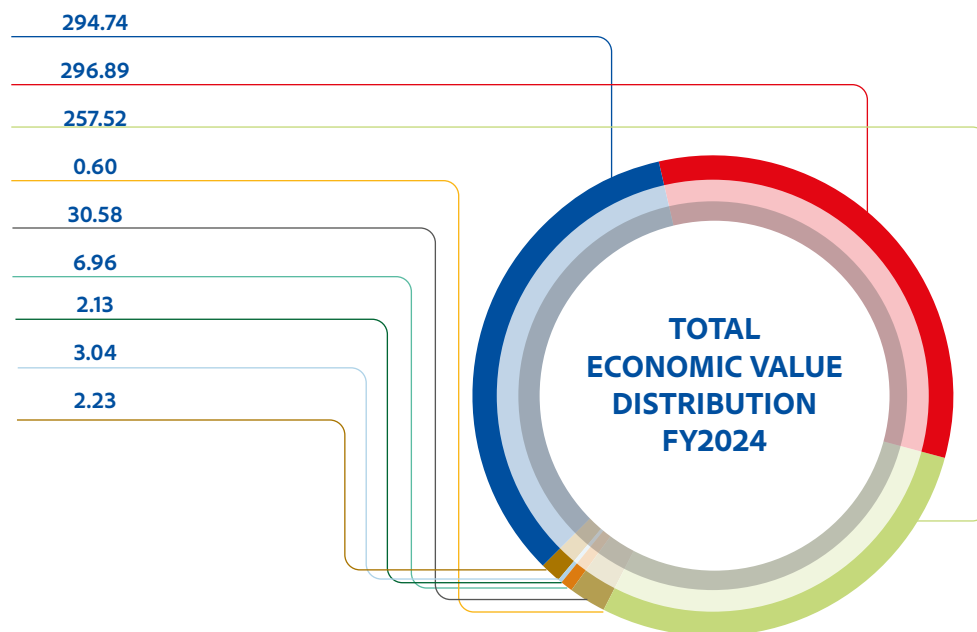
##### TOTAL ECONOMIC VALUE GENERATED

FY2022-FY2024 (RM MILLION)

Financial Indicators	FY2024	FY2023	FY2022
Revenue (RM million)	294.7	313.1	231.4
Profit Before Tax (RM million)	4.5	14.5	9.0
Profit After Tax (RM million)	2.5	12.4	5.6
Earnings Per Share (sen)	0.84	4.16	1.84
Shareholders' Fund (RM million)	485.5	486.0	475.0
Total Assets (RM million)	809.2	799.2	717.1
Net Tangible Assets Per Share (sen)	1.60	1.58	1.56

**TOTAL ECONOMIC VALUE DISTRIBUTION**  
**FY2020-FY2024 (RM MILLION)**

Financial Indicators	FY2024	FY2023	FY2022	FY2021	FY2020
● Economic Value Generated	294.74	313.07	231.37	207.73	219.59
● Economic Value Distributed	296.89	299.65	219.80	203.42	206.65
● Operating Costs	257.52	259.52	183.23	172.95	175.97
● Community Investment	0.60	0.40	0.73	1.56	0.52
● Total Payout to Employees in Salaries and Benefits	30.58	33.10	29.65	24.08	27.88
● Finance Costs (repayment to financiers)	6.96	5.83	6.79	5.32	7.38
● Corporate Taxation and Zakat	5.36	2.06	3.49	2.40	3.26
● Dividend Returns to Shareholders	3.04	1.40	2.28	2.27	Nil
● Economic Value Retained	2.23	10.76	5.20	(0.85)	4.58



BDB recorded revenue of RM294.74 million in FY2024, reflecting a 5.9% decline from the previous year. This was largely influenced by external market conditions and delays in property launches, impacting overall profitability. While net income stood at RM2.54 million, the Group remained focused on reinforcing operational efficiencies, sustainable business expansion, and long-term value creation.

#### **ENGINEERING, CONSTRUCTION & QUARRY (ECQ): DRIVING SUSTAINABLE INFRASTRUCTURE**

Despite the broader financial headwinds, BDB's ECQ division delivered a stable performance, supported by ongoing construction projects, roadworks, and the increasing demand for quarry products. The acquisition of the Gemi Puncak Langkawi (GPQ) quarry in 2023 has proven to be a strategic success, contributing to a steady revenue stream while supporting regional infrastructure needs. Progress across key projects has been commendable, with early completion timelines achieved in water treatment plant upgrades, irrigation systems, and road maintenance initiatives. These infrastructure developments not only stimulate economic activity but also contribute to resilient and sustainable urban growth.

#### **PROPERTY DIVISION: BUILDING SUSTAINABLE COMMUNITIES**

The property segment faced revenue pressure due to land approval processes, lower-than-expected sales, and delays in new launches. However, BDB remains committed to delivering developments that balance affordability, sustainability, and community well-being.

Darulaman Saujana Township (206 acres) is set to introduce 2,876 residential and 67 commercial units, including low-cost and affordable homes, aligning with the state's commitment to housing accessibility for the B40 and middle-income groups.

Bandar Darulaman Jitra, a key growth hub, continues to expand with thoughtfully designed homes and commercial spaces, integrating green living with modern conveniences. Exciting new residential products launched in 2024, such as Akustika, Anggun, and Sonata, reflect the growing demand for quality housing.

Taman Azalea in Pendang and Aman Nusa in Langkawi further strengthen BDB's position in community-driven, sustainable township development, with an emphasis on inclusivity through Rumah Makmur Kedah and Rumah Kasih Rakyat initiatives.

Despite short-term financial pressures, BDB remains steadfast in its commitment to sustainable infrastructure and housing solutions, reinforcing Kedah's economic resilience while fostering long-term environmental and social impact.

## EXPANDING LEISURE EXPERIENCES FOR GREATER ENGAGEMENT

BDB's Leisure division remained proactive in driving customer engagement and enhancing its offerings, strengthening its position as a key player in Kedah's tourism and recreational landscape. Focused marketing efforts and elevated event experiences contributed to increased participation across various activities.

The return of the BDB Challenge 2024 saw impressive turnouts, with over 300 climbers taking on Gunung Raya's 4,287 steps, 250 duathlon enthusiasts competing in cycling and running categories, and 2,500 runners participating in the BDB Jitra Half Marathon. These events reinforced BDB's role in promoting sports tourism and community wellness.

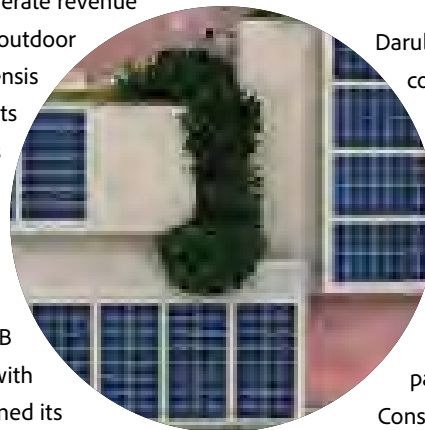
Darulaman Park and Fantasia Aquapark (FAP) continued to generate revenue through diverse offerings, including merchandise, rentals, and outdoor attractions. The park was also recognised with the Rosa Sinensis Award by the National Landscape Department, affirming its quality as a public green space. Additionally, hosting the Majlis Sambutan Aidilfitri Madani, attended by 15,000 visitors and key national leaders, further cemented Darulaman Park's reputation as a premier event venue.

In golf, the BDB Masters & Charity Golf 2024 hosted at BDB Darulaman Golf Resort (BDGRB) attracted 160 amateur players, with proceeds supporting 10 local schools. The division also streamlined its F&B operations, transitioning to in-house management to improve service standards and efficiency. BDGRB also hosted the Sukan Bomba Malaysia (SUKBOM) Golf Tournament and the Intravarsity Golf Tournament, further strengthening its reputation as a premier golfing destination. The successful turnaround in 2024 was driven by strategic promotional initiatives and key refurbishments, including upgrades to the Classic Café, Chalets, and Dewan Gemilang. These enhancements positioned BDGRB to attract more domestic and international guests, reinforcing its appeal as a top-tier leisure and hospitality venue.

By focusing on experience-driven strategies, BDB Leisure strengthened its appeal, ensuring long-term visitor engagement while contributing to Kedah's recreational and tourism ecosystem.

## POWERING A GREENER TOMORROW

BDB accelerated its sustainability journey with bold initiatives in forest conservation, renewable energy and sustainable agriculture, driving a tangible impact on communities and the environment. In 2024, BDB expanded its commitment to sustainability with the establishment of a dedicated division overseeing three key entities: Darulaman Sanctuary Sdn. Bhd. (Darulaman Sanctuary), BDB Energise, and BDB Energy, each driving impactful initiatives in conservation, renewable energy and sustainable agriculture.



Darulaman Sanctuary leads forest conservation and biodiversity management efforts at Darulaman Sanctuary, Langkawi, while championing sustainable edu-eco-tourism and carbon management. A key milestone was its participation in the Forest Conservation Certificate (FCC) Program, making it Malaysia's first selected proponent under the Malaysia Forest Fund (MFF).

BDB Energise, a joint venture between BDB and Energise Sdn Bhd, drives renewable energy solutions and sustainable agriculture through biomass cultivation, biofuel production, bioenergy generation and pellet manufacturing.

BDB Energy advances solar photovoltaic technology and clean energy adoption. In 2024, it successfully installed 10 residential rooftop solar systems under the NEM Rakyat program, achieving a total capacity of 47.235 kWp. With a strong ESG commitment, BDB Energy is positioning itself as a leader in Kedah's renewable energy landscape.

## FOCUS AREA 1 SUPPORTING GOVERNMENT ASPIRATIONS FOR SUSTAINABLE GROWTH

### DRIVING PROFITABILITY: BDB'S 5 KEY REVENUE-GENERATING PROJECTS

BDB's strategic focus on strengthening its revenue streams is reflected in five key projects that play a pivotal role in driving profitability and sustaining long-term growth. These projects span across infrastructure, property development, and water management—sectors that align with BDB's expertise and market opportunities.



These projects collectively position BDB for strong financial performance, leveraging key sectors that provide sustainable income streams and growth potential. From property and retail expansion to essential infrastructure and water management, BDB continues to solidify its profitability and market presence in 2025 and beyond.

### BDB'S RISK LANDSCAPE

BDB's Enterprise Risk Management (ERM) framework, under Board oversight, identifies four primary risk categories:

- **Strategic Risk** – Exposure to property market fluctuations, diminishing land banks, commodity price volatility, and regulatory shifts.
- **Financial Risk** – Managing liquidity, loan commitments, accounts payable, and credit risks related to receivables.
- **Operational Risk** – Ensuring project delivery, subcontractor performance, regulatory compliance, and workplace health and safety.
- **External Risk** – Linked to climate change, consumer patterns and geopolitical uncertainties.

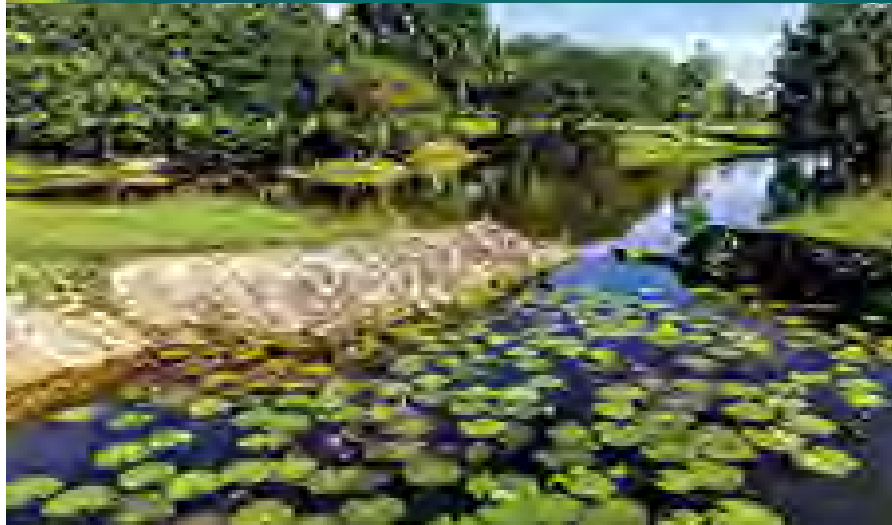
ESG considerations are embedded within operations, ensuring compliance with regulatory and sustainability expectations.

### GOVERNANCE-DRIVEN VALUE CREATION

Governance is a fundamental pillar in driving sustainable value across BDB's six capitals - Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural. We embed ethics, integrity, and compliance within our operations to fortify trust, mitigate risk, and safeguard long-term value creation.

Anti-Bribery and Anti-Corruption (ABAC) and Gifts Policy, publicly available on our corporate website, sets clear directives for the Board, Senior Management, employees, contractors, and vendors to ensure adherence to ethical conduct. It defines our zero-tolerance stance against bribery and corruption and outlines transparent procedures for reporting violations and enforcement.

Beyond compliance, we uphold tax transparency and strict regulatory adherence, reinforcing responsible corporate citizenship. By integrating these principles into our governance framework, we protect financial stability, uphold intellectual and human capital integrity, strengthen stakeholder relationships and safeguard operational resilience, ensuring that our business remains accountable, ethical and sustainable.



**STRENGTHENING INTEGRITY FOR  
 OPERATIONAL EXCELLENCE**

Recognising that strong governance is integral to business sustainability, the Integrity and Governance Unit (IGU) was formally established on 1 July 2024. Designed to reinforce ethical business conduct, IGU operates under a dedicated charter, ensuring a structured and independent approach to addressing integrity risks. Reporting functionally to the Board Audit Committee (BAC) and administratively to the Executive Director, IGU is tasked with formulating and executing strategies to prevent corruption, abuse of power, and malpractice across the organisation.

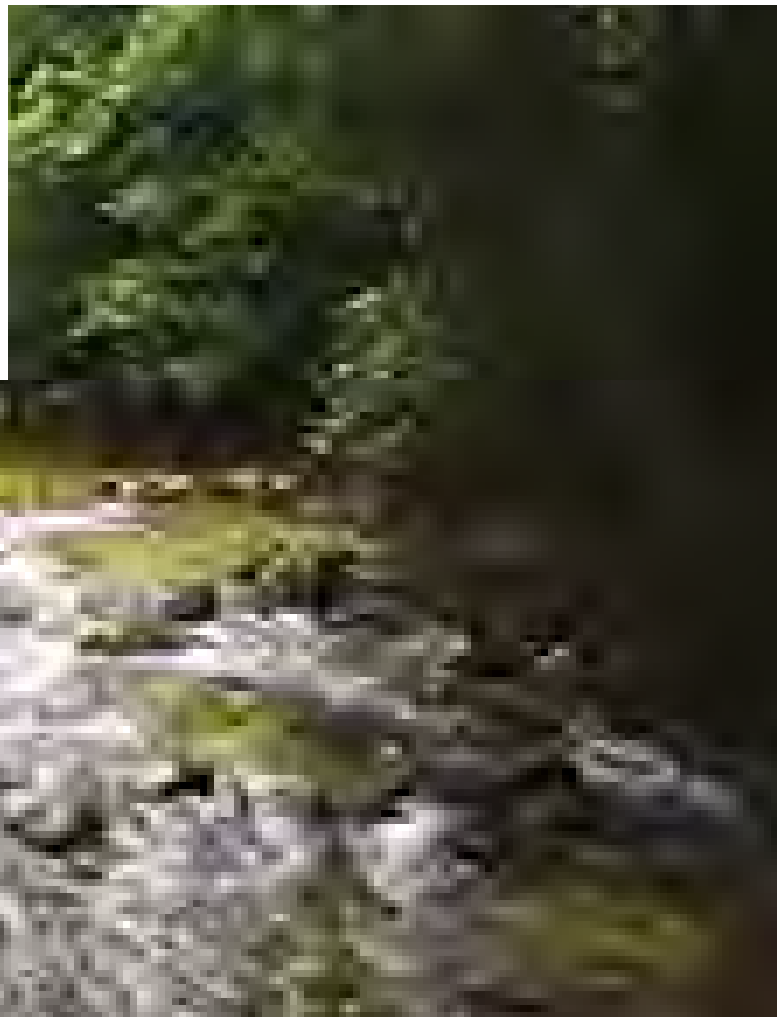
At the core of IGU's mandate are four critical functions:

- **Complaint Management** – Ensuring transparent handling of whistleblowing reports, grievances, and misconduct cases.
- **Detection and Verification** – Strengthening internal mechanisms to identify and act on integrity breaches before they escalate.
- **Integrity Enhancement** – Embedding ethical decision-making and compliance within business operations.
- **Governance** – Aligning policies, risk frameworks, and operational safeguards to uphold corporate accountability.

In FY2024, key programmes were implemented to solidify ethical business practices:

- Revision of the Whistleblowing Policy, reinforcing protection for whistleblowers and streamlining reporting mechanisms.
- Integrity Awareness Training for Board of Directors, C-Level management, and department heads, reinforcing leadership accountability.
- Enhancements to the Anti-Bribery and Anti-Corruption (ABAC) and Gifts Policy, ensuring alignment with global best practices.
- Whistleblowing Awareness Programmes and Campaigns, driving wider engagement and transparency.
- Strategic engagement with the Malaysian Anti-Corruption Commission (MACC) to bolster anti-corruption efforts.

Two BDB subsidiaries, BDB Infra and BDB Synergy have taken a decisive step by implementing Corruption Risk Assessments (CRA) and formulating Organisational Anti-Corruption Plans (OACP). These initiatives set the foundation for both companies to achieve ISO 37001 Anti-Bribery Management System (ABMS) certification by 2026. The focus remains on safeguarding integrity in Operations & Technical as well as Financial & Administrative functions, reinforcing ethical resilience where it matters most.



To instil governance-driven decision-making, BDB held a high-impact Anti-Corruption Campaign on 27 August 2024. The event drew strong participation, with 75% of the Board of Directors in attendance, alongside full engagement from C-Level Management, Heads of Subsidiaries, and senior management.

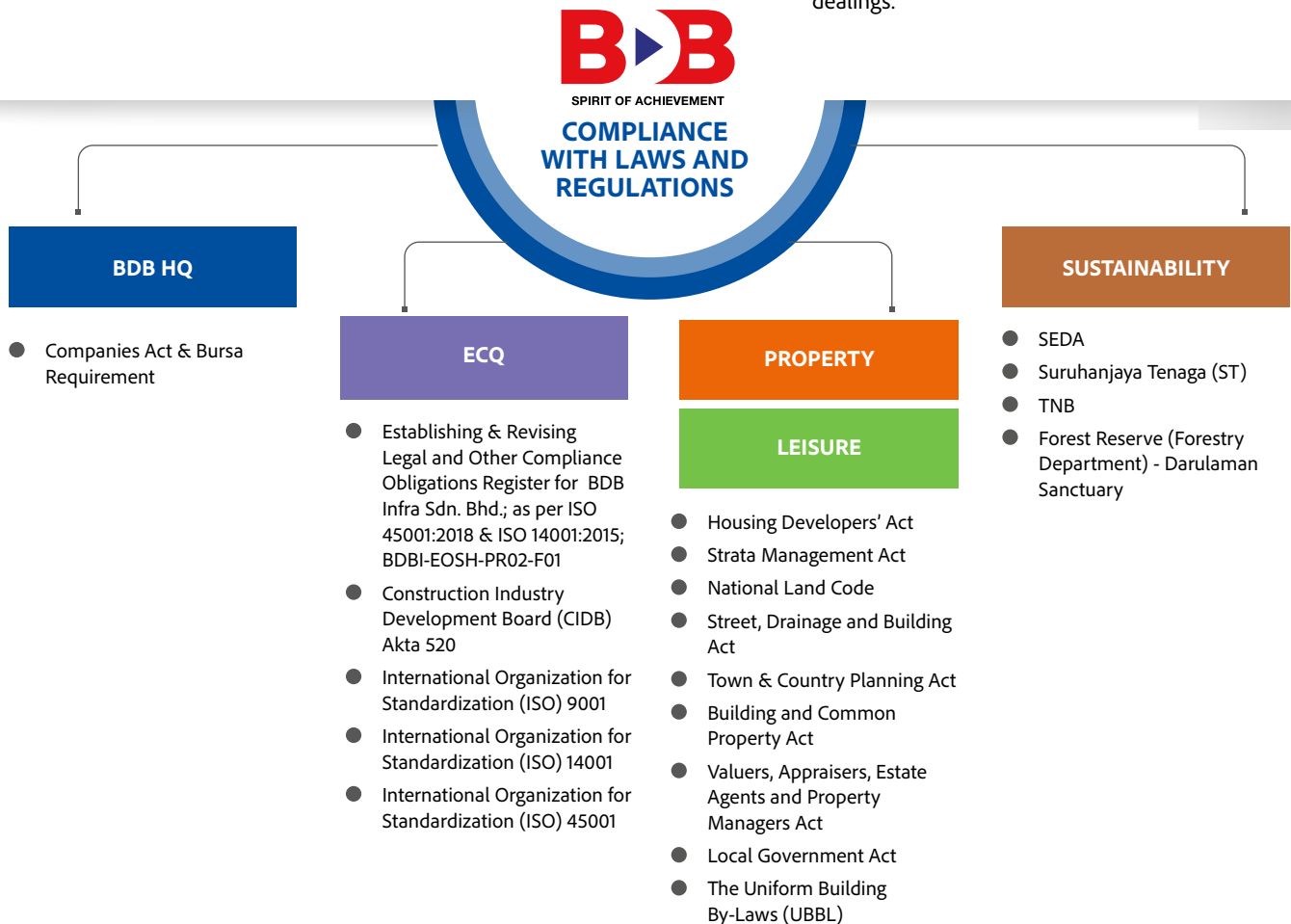
As part of its commitment to embedding integrity at every level, BDB conducted a series of structured training and engagement initiatives, including 15 Whistleblowing Policy Awareness sessions, which reached 290 employees.



To further strengthen internal controls, a Corruption Risk Assessment (CRA) & Organisational Anti-Corruption Plan (OACP) Workshop was held at INSPIN from 16 to 18 December 2024, where key teams actively participated:

By reinforcing ethical leadership and equipping employees with the right tools to combat corruption, BDB is embedding a governance-driven culture that safeguards its business integrity and strengthens trust across its operations.

Integrity forms the foundation of BDB's operational excellence and business longevity. By embedding robust governance mechanisms into high-risk functions, we are able to safeguard our projects, strengthen investor and stakeholder confidence and instill a corporate culture that prioritises ethical leadership. With IGU at the helm, integrity is enforced and owned at every level, driving sustainable growth and trust in all business dealings.



# FOCUS AREA 2 PRESERVING THE ENVIRONMENT

## BECOMING A SUSTAINABILITY-ASSOCIATED BUSINESS

BDB is advancing its commitment to environmental sustainability, moving beyond efforts to reduce and mitigate the environmental impact of our core business operations including engineering, construction and quarrying, property development and leisure activities.

Over the past two years, we have taken decisive steps to diversify into green business ventures, starting with the formation of BDB Energy to explore opportunities in renewable energy with a particular emphasis on solar power.

Apart from renewable energy, we are also the proud owner and operator of the Darulaman Sanctuary, a 226-acre ecological haven that houses a diverse array of flora, fauna and wildlife, some of which are rarely found elsewhere. This sanctuary serves as a vital environmental asset, reflecting our commitment to preserving biodiversity and promoting eco-friendly tourism.

During the year in review, BDB intensified the shift towards ESG-focused business activities. Our expansion into ESG-associated ventures is designed to strengthen our own sustainability agenda, and at the same time, galvanise the efforts of other key stakeholders including businesses, industries, communities and governmental bodies in achieving their environmental objectives.

To support and streamline this strategic focus, BDB established a new Sustainability Segment during the reporting period, which serves as the stable for our growing portfolio of green business initiatives. We then expanded our green business footprint with the establishment of two new subsidiaries, BDB Energise and BDB Greentech. These additions strengthen the Group's commitment to sustainable energy solutions and green technologies, positioning BDB at the forefront of environmentally-conscious business practices.

With these new ventures, BDB is advancing our business model and solidifying our position as a leading advocate for ESG principles. The Group's expanding focus on sustainability underscores the drive to be a catalyst for positive environmental change while creating long-term value for stakeholders.



### MOST MATERIAL MATTERS

Compliance

Conservation

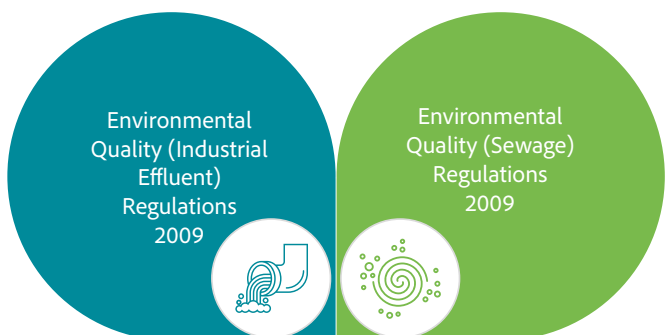
Waste Management

Pollution Control

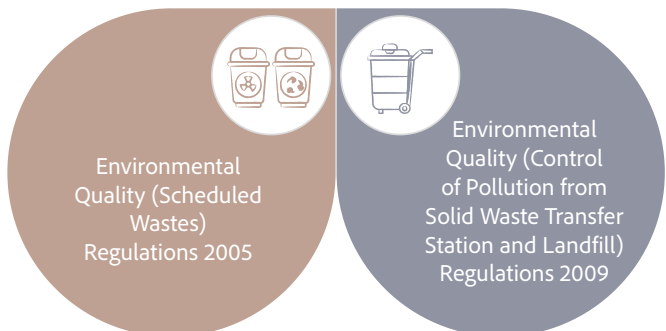
### STANDARDS / INDICATORS

GRI 2-25, GRI 2-27, GRI 3-3, GRI 201-1, 201-2, GRI 204-1, GRI 302-1, GRI 303-1 to 303-5, GRI 304-1, 304-3, 304-4, GRI 305-1, 305-2, GRI 306-1 to 306-5, F4GBM

### REGULATORY REQUIREMENTS



### ENVIRONMENTAL QUALITY ACT 1074



### CONSERVING RESOURCES TO PREVENT DEPLETION

Resource conservation and the judicious use of materials, energy and water are central to BDB's sustainability strategy. As we face the growing challenges of resource depletion, it is essential that we adopt practices that reduce consumption, conserve resources and minimise waste. By embracing these principles, we ensure the sustainability of our operations and contribute to the broader goal of preserving the planet for future generations.

We have consistently prioritised these values across all aspects of our business. This commitment is evident in our efforts to reduce reliance on non-renewable energy sources. A key step in this direction has been the installation of solar power systems across our office buildings and operational facilities.

This initiative has allowed us to harness renewable energy, significantly reducing our carbon footprint and enhancing energy efficiency in our daily operations.

In addition to this, BDB Energy has been instrumental in driving solar energy adoption in Kedah and beyond with projects that span residential, commercial, industrial and government sectors. From rooftop solar installations under the Net Energy Metering (NEM) programme to upcoming large-scale solar projects, BDB Energy is contributing to Malaysia's renewable energy targets and supporting the nation's transition to a cleaner, more sustainable energy future.



At the close of FY2024, BDB Energy had successfully completed 10 rooftop solar (NEM Rakyat) installations with a total system capacity of 47.235 kilowatt peak (kWp), with a further five on-going projects under the NEM Nova scheme, as follows:

- Menara BDD (87 kWp)
- DGCC (13 kWp)
- Fantasia Aquapark (150 kWp)
- BDB Infra – KKPP (87 kWp)
- Lifestyle Sales Gallery (102 kWp)

Our commitment to sustainability extends beyond energy efficiency. We are actively exploring innovative ways to conserve resources and enhance operational efficiency. Through initiatives such as paperless processes, we have reduced paper consumption, resulting in significant savings and a positive environmental impact.

Our efforts in resource conservation are part of a broader strategy to ensure that every aspect of our operations aligns with our sustainability goals, reducing waste, conserving resources and driving long-term environmental stewardship.

As BDB continues to invest in renewable energy and sustainable practices, we are positioning ourselves as a business leader and a responsible corporate entity committed to driving the transition toward a circular economy.

## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

### REDUCING EMISSIONS AND SEQUESTERING CARBON

BDB is committed to reducing our carbon footprint while providing businesses and industries with the tools and solutions to do the same. The urgency of cutting down on greenhouse gas (GHG) emissions has never been clearer with climate change increasingly manifesting in extreme weather events.

Rising temperatures, severe flooding and unpredictable weather patterns have become regular occurrences, underscoring the need for immediate and collective action to mitigate these impacts. In response to this growing environmental crisis, BDB Energy has taken the first step by focusing on the provision of solar solutions for businesses and industries to lower the costs of purchased electricity and also cut down on GHG emissions. Building on this foundation, BDB Energise plays an important role in driving the next phase of our sustainability journey.



As a joint venture specialising in renewable energy solutions and agricultural productivity, the company is at the forefront of driving sustainable practices across sectors. BDB Energise is involved in biomass cultivation, including planning for the harvesting of bamboo for energy production, contributing to both green energy and sustainable agricultural solutions.

In addition, our Darulaman Sanctuary is a cornerstone of our environmental stewardship. A natural carbon sink, the sanctuary holds the distinction as the first in Malaysia to be recognised under the Forest Conservation Certificate (FCC) programme, an initiative launched by the Malaysia Forest Fund (MFF) in collaboration with the Ministry of Natural Resources and Environmental Sustainability (NRES).

According to a recent report by the Forest Research Institute Malaysia (FRIM), Darulaman Sanctuary sequesters an impressive 118,000 MT of carbon annually, reinforcing its vital role in climate change mitigation.

As part of the FCC programme, MFF will invite corporate interests to collaborate in forest conservation as donors with ByteDance System Sdn Bhd (ByteDance), being one of the first to contribute RM176,380 to this initiative. ByteDance is a local subsidiary of ByteDance Ltd, the global internet technology company and majority owner of TikTok.

Through initiatives like BDB Energy, BDB Energise and Darulaman Sanctuary, we are minimising our own environmental impact and creating avenues for other businesses to follow suit in the transition toward a more sustainable, circular economy.



### PROTECTING AND PROMOTING BIODIVERSITY

Preserving biodiversity is crucial to maintaining the delicate balance of our ecosystems, ensuring the health of our planet and securing the resources we rely on for survival.

As human activities continue to alter landscapes and disrupt natural habitats, it becomes increasingly important to protect and nurture biodiversity, safeguarding species and their habitats for future generations.

BDB recognises the significance of biodiversity and is proud to support this effort through the Darulaman Sanctuary. The sanctuary serves as a vital natural home to a rich variety of life, providing refuge for 73 species of birds, 169 types of butterflies, 160 different kinds of herbs and 80 varieties of timber, all in well-preserved condition.

This diverse ecosystem makes Darulaman Sanctuary an essential hub for conservation, showcasing the importance of maintaining these natural habitats for the survival of many species. Among the species found within the sanctuary are birds and wildlife listed on the International Union for Conservation of Nature (IUCN) Red List.

Of the 73 bird species recorded, the Great Slaty Woodpecker (*Mulleripicus pulverulentus*) is classified as 'vulnerable' while the Asian Glossy Starling (*Aplonis panayensis*) and Crimson Sunbird (*Aethopyga siparaja*) are considered 'threatened'.

The sanctuary is also home to 21 wildlife species, including vulnerable ones such as the Cobra and Pit Viper, and endangered species including the Long-tailed Macaque, Dusky Langur and Sunda Slow Loris.

The preservation efforts extend beyond the sanctuary's wildlife. As part of our ongoing commitment to biodiversity, BDB has worked with the Forestry Department of Kedah to plant 60 saplings at the entrance of the Sanctuary and another 60 saplings at the beginning of the '*Tangga Seribu Kenangan*' in partnership with the Langkawi Development Authority (LADA), Civil Defense and the Langkawi Recreation and Hiking Club.

These saplings contribute to the restoration and enrichment of the local ecosystem, ensuring a sustainable environment for future generations.

To further mitigate the impact of our activities on biodiversity, we have established and continue to review our Hazard and Environmental Aspect Management Procedures. These are aligned with the standards of ISO 14001:2015 and ISO 45001:2015, ensuring that every aspect of our operations is managed with sustainability in mind.

Through initiatives such as the Darulaman Sanctuary, we are playing an active role in protecting and nurturing biodiversity, ensuring that our natural heritage is preserved for the benefit of future generations.

This sanctuary not only conserves valuable species but also provides a model for how businesses can actively contribute to the preservation of the environment and biodiversity.



## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

Common bird species recorded and expected to be found within Lubok Semilang, Langkawi.

NO	FAMILY	SPECIES	STATUS/ CONSERVATION
1	Malacocincla abbotti	Abbott's Babbler	LC
2	Lacedo pulchella	Banded Kingfisher	LC
3	Merops philippinus	Blue-tailed Bee-eater	LC
4	Leptocoma calcostetha	Blue-winged Pitta	LC
5	Irena puella	Asian Fairy-bluebird	LC
6	Ninox scutulata	Brown Hawk-owl	LC
7	Pycnonotus atriceps	Black-headed Bulbul	LC
8	Pycnonotus plumosus	Olive-winged Bulbul	LC
9	Pycnonotus brunneus	Red-eyed Bulbul	LC
10	Pycnonotus finlaysoni	Stripe-throated Bulbul	LC
11	Centropus sinensis	Greater Coucal	LC
12	Spilornis cheela	Crested Serpent Eagle	LC
13	Aethopyga siparaja	Crimson Sunbird	T
14	Corvus macrorhynchos	Thick-billed Crow	LC
15	Surniculus lugubris	Drongo Cuckoo	LC
16	Eurystomus orientalis	Dollarbird	LC
17	Chalcophaps indica	Common Emerald Dove	LC
18	Geopelia striata	Peaceful Dove	LC
19	Spilopelia chinensis	Spotted Dove	LC
20	Dicrurus paradiseus	Greater Racket-tailed Drongo	LC
21	Dicrurus leucophaeus	Ashy Drongo	LC
22	Nisaetus cirrhatu	Changeable Hawk-eagle	LC
23	Nisaetus nipalensis	Mountain Hawk-eagle	LC
24	Dicaeum trigonostigma	Orange-bellied Flowerpecker	LC
25	Dicaeum cruentatum	Scarlet-backed Flowerpecker	LC
26	Muscicapa dauurica	Asian Brown Flycatcher	LC
27	Terpsiphone paradisi	Asian Paradise Flycatcher	LC
28	Cyornis tickelliae	Tickell's Blue Flycatcher	LC
29	Dendronanthus indicus	Forest Wagtail	LC
30	Buceros bicornis	Great Hornbill	NT
31	Anthraceroceros albirostris	Oriental Pied Hornbill	LC
32	Corvus splendens	House Crow	LC
33	Alcedo atthis	Common Kingfisher	LC
34	Halcyon Smyrnensis	White-throated Kingfisher	LC

*Note: We only list birds' species that are listed in IUCN list, only 68 out of 73 birds are listed.*





NO	FAMILY	SPECIES	STATUS/ CONSERVATION
35	Haliastur Indus	Brahminy Kite	LC
36	Vanellus indicus	Red-Wattled Lapwing	LC
37	Phaenicophaeus curvirostris	Chesnut-Breasted Malkoha	LC
38	Hypothymis azurea	Black-naped Monarch	LC
39	Ficedula mugimaki	Mugimaki Flycatcher	LC
40	Gracula religiosa	Hill Myna	LC
41	Acridotheres tristis	Common Myna	LC
42	Hirundapus giganteus	Brown-backed Needletail	LC
43	Harpectes oreskios	Orange-breasted Trogon	LC
44	Otus sunia	Oriental Scops Owl	LC
45	Oriolus chinensis	Black-naped Oriole	LC
46	Treron vernans	Pink-necked Green Pigeon	LC
47	Treron curvirostra	Thick-billed Green Pigeon	LC
48	Mixornis gularis	Pin-stripped Tit-babbler	LC
49	Cacomantis merulinus	Plaintive cuckoo	LC
50	Leptocoma sperata	Purple-throated Sunbird	LC
51	Lonchura punctulata	Scaly-breasted Munia	LC
52	Kittacincia Malabarica	White-rumped Shama	LC
53	Lanius cristatus	Brown Shrike	LC
54	Lanius tigrinus	Tiger Shrike	LC
55	Aplonis panayensis	Asian Glossy Starling	T
56	Anthreptes malacensis	Brown-throated Sunbird	LC
57	Cinnyris jugularis	Olive-backed Sunbird	LC
58	Chalcoparia singalensis	Ruby-cheeked Sunbird	LC
59	Orthotomus atrogularis	Dark-necked Tailorbird	LC
60	Motacilla cinerea	Grey Wagtail	LC
61	Ploceus philippinus	Baya Weaver	LC
62	Mulleripicus pulverulentus	Great Slaty Woodpecker	V
63	Chrysocolaptes guttacristatus	Greater Flameback	LC
64	Picus vittatus	Laced Woodpecker	LC
65	Rhyticeros undulatus	Wreathed Hornbill	LC
66	Ficedula zenthopygia	Yellow-rumped Flycatcher	LC
67	Caprimulgus affinis	Savanna Nightjar	LC
68	Ducula bicolor	Pied Imperial Pigeon	LC

**LC - Least Concern**  
**T - Threatened**

**NT - Near Threatened**  
**V - Vulnerable**

## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

NO	FAMILY	SPECIES	STATUS/ CONSERVATION	IUCN RED LIST
1	Dipterocarpaceae	Shorea guiso (Blanco)	Balau merbatu	CE, A1c.
2	Clusiaceae	Calophyllum spp.	Bintangor	LC
3	Hypericaceae	Cratoxylum formosum (Jacq.) Benth. & Hook.f. ex Dye	Derum	LC
4	Hypericaceae	Cratoxylum arborescens (Vahl) Blume	Geronggang	LC
5	Dipterocarpaceae	Parashorea lucida (Miq.) Kurz.	Gerutu-gerutu	CE, A1cd,B1+2c,C2a
6	Apocynaceae]	Dyera costulata (Miq.) Hook.f	Jelutong	LC
7	Phyllanthaceae	Baccaurea polyneura Hook f.	Jentik	LR/CD
8	Fabaceae	Koompassia malaccensis Benth	Kempas	LR/CD
9	Dipterocarpaceae	Dipterocarpus grandiflorus (Blanco) Blanco	Keriung belimbing	CE, A1cd+2cd
10	Dipterocarpaceae	Dipterocarpus baudii Korth.	Kerung bulu	CE, A1cd+2cd
11	Rosaceae	Prunus polystachya (Hook.f.) Kalkman	Medang pijat	LR/LC
12	Dipterocarpaceae	Shorea henryana Pierre	Meranti jerit	E, A1cd
13	Dipterocarpaceae	Shorea bracteolata Dyers	Meranti paang	E, A1cd+2cd
14	Dipterocarpaceae	Anisoptera costata Korth	Mersawa	E, A1cd+2cd
15	Sapotaceae	Palaquium sp.	Nyatoh	2 species are listed as vulnerable (P. impressinervium) and Low risk (P. maingayi)
16	Myristicaceae	Myristica iners Blume	Penarahan arang	LR/LC
17	Celestraceae	Lophopetalum javanicum (Zoll.) Turcz.	Perupuk	LR/LC
18	Dipterocarpaceae	Vatica stapfiana Slooten	Resak	E, A1c

CE - Critically endangered

LC - Least concern

LR - Lower risk

CD - Conservation dependent

E - Endangered



Common wildlife species recorded and expected to be found within Lubok Semilang, Langkawi

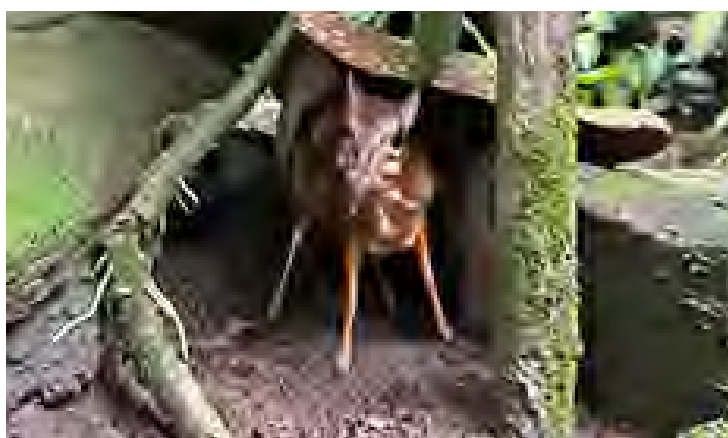
NO	SPECIES	STATUS/ CONSERVATION
1	Long-tailed Macaque	E
2	Dusky Langur	E
3	Black Giant squirrel	NT
4	Sunda squirrel	LC
5	Common Treeshrew	LC
6	Reticulated phyton	LC
7	Wildboar	LC
8	Sunsink lizard	LC
9	Tokay gecko	LC
10	Golden orb-weaver	LC
11	Sunda colugo	LC
12	Red giant flying squirrel	LC
13	Red-cheeked flying squirrel	LC
14	Sunda slow loris	E
15	Common palm civet	LC
16	Small thot palm civet	LC
17	Lesser mouse deer	LC
18	Cobra	V
19	Pit viper	V
20	Common tree frog	LC
21	Monitor lizard	LC

*E - Endangered*

*NT - Near Threatened*

*LC - Least concern*

*V - Vulnerable*



## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

### CONTROLLING POLLUTION AND MANAGING WASTE

The Group prioritises stringent compliance with regulatory frameworks to mitigate pollution and contamination risks across our operations. Through systematic monitoring of air and water quality, coupled with proactive measures, we uphold the integrity of our surroundings and ensure that our activities are aligned with sustainable practices.

In line with this commitment, we have established and continue to review our Procurement and Contracting Procedure for BDB Infra, adhering to the standards set forth in ISO 45001:2018 and ISO 14001:2015.

These procedures help ensure that all our operations, including those involving quarrying and construction, are executed with environmental responsibility at the forefront. In the context of our quarry and construction projects, we employ a multi-faceted approach to pollution control, encompassing various strategic interventions to minimise environmental impact.

These measures include:

- Regular water spraying protocols for all vehicles and lorries traversing routes between Zone A and Zone B including machinery to minimise dust emissions.
- The use of a sprinkler system at the primary entrance gates of Zone A and Zone B to ensure effective dust suppression for all vehicles exiting the quarry premises.
- The implementation of advanced air pollution control systems such as bag filters and scrubbers, at the premix plant to curb airborne pollutants.
- Purpose-built retention ponds at the quarry to capture and treat water run-off, ensuring compliance with stringent quality standards before release into drains and streams, thereby safeguarding local water resources.

In addition, waste management is a critical component of our environmental strategy. To manage waste generation and mitigate significant waste-related impacts, we conduct and establish post Environmental Impact Assessment (EIA) monitoring reports and quarterly water quality monitoring for the Bukit Perak Quarry.

Further, contractors working on our projects are required to appoint sub-contractors registered with SWCorp in compliance with the Solid Waste Management and Public Cleaning Regulations (Scheme for Construction Solid Waste & Licensing, Operation or Collection Service Providers) 2018. This ensures that waste is appropriately managed and disposed of in line with environmental regulations. Scheduled waste disposal is executed every six months at our quarry site by a contractor registered with the Department of Environment (DOE).

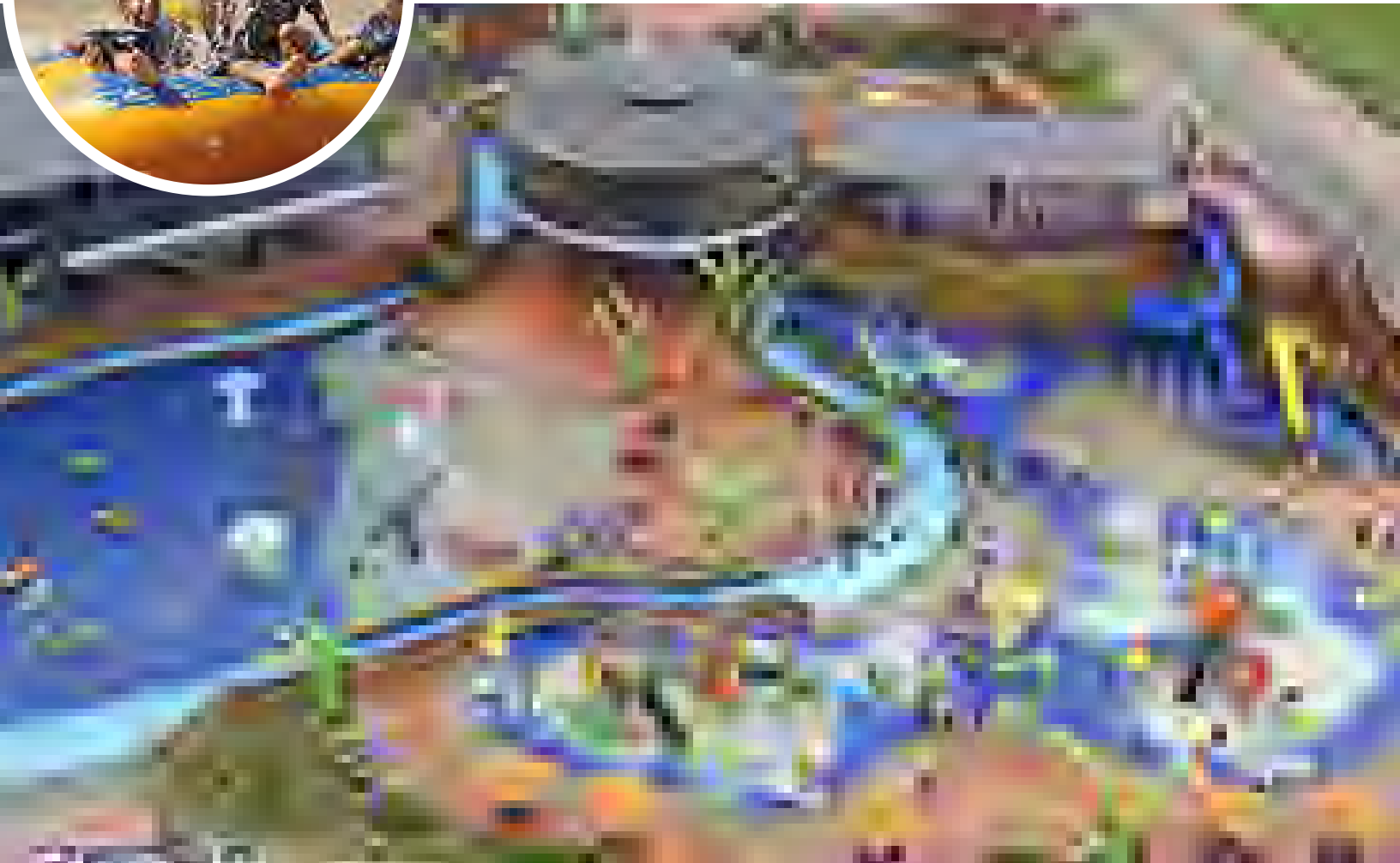
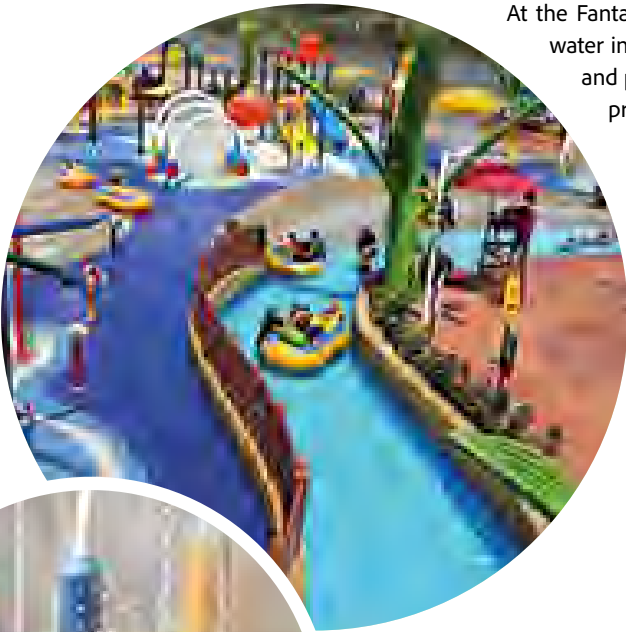


*Greening Darulaman Sanctuary*

At the Fantasia Aquapark, we are diligent in avoiding the discharge of chlorinated water into nearby waterways. Towards this end, we conduct regular monitoring and periodic water quality assessments, to track bacterial levels, ensuring the protection of aquatic ecosystems and public health.

In managing water discharge-related impacts, we have provided an on-site detention pond for surface water runoff discharge, ensuring that any water released meets the necessary environmental standards and does not negatively impact the surrounding ecosystem.

Through the implementation of these comprehensive pollution mitigation strategies and adherence to environmental standards, we fulfil our regulatory obligations and demonstrate our unwavering commitment to sustainable practices, safeguarding environmental quality both now and in the future.



## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

### ENVIRONMENTAL DASHBOARD FY2022 – 2024



**FUEL – PETROL (Litres)**  
**143.0**  
(FY2022: 110.0)  
(FY2023: 120.0)



**FUEL – DIESEL (Litres)**  
**2,996.0**  
(FY2022: 4,182.0)  
(FY2023: 2,806.0)



**ELECTRICITY (MWh)**  
**3,442**  
(FY2022: 3,316)  
(FY2023: 2,977)



**ENERGY (MWh)**  
**38,492**  
(FY2022: 51,245)  
(FY2023: 35,647)



**WATER (Litres)**  
**156**  
(FY2022: 179)  
(FY2023: 117)



**SCHEDULED WASTE (mt)**  
**155**  
(FY2022: 63)  
(FY2023: 82)



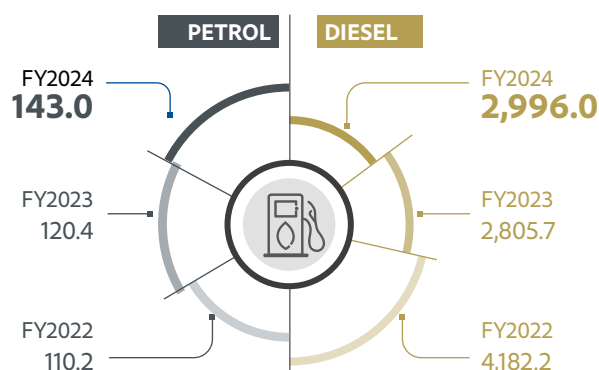
**\*GHG EMISSIONS (CO<sub>2</sub>e mt)**  
**10,875**  
(FY2022: 13,854)  
(FY2023: 9,967)

Notes:

\*Data for GHG Emissions have been restated.

All figures are rounded off.

### FUEL CONSUMPTION (Kilolitres)



### ENGINEERING, CONSTRUCTION & QUARRY (ECQ)

#### PETROL



#### DIESEL



### PROPERTY

#### PETROL



#### DIESEL



### LEISURE

#### PETROL



#### DIESEL



### INVESTMENT HOLDING

#### PETROL

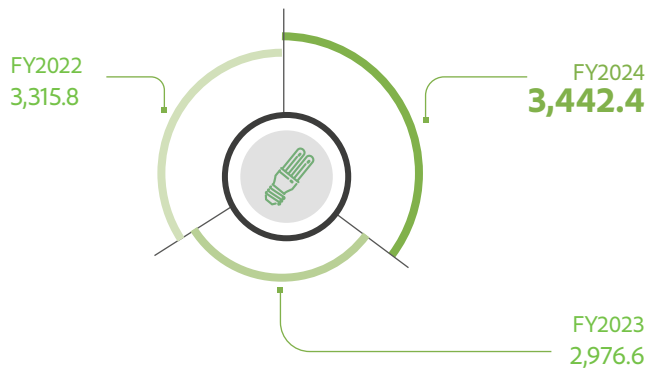


#### DIESEL

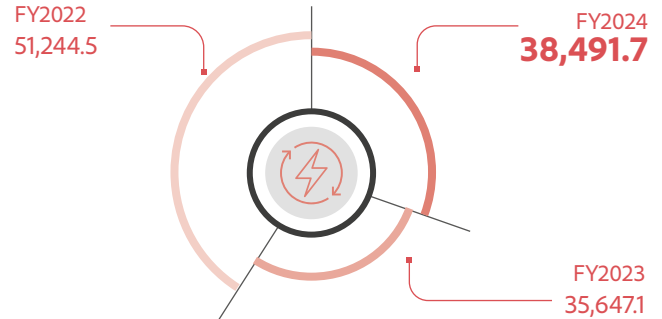


During the year in review, our consumption of petrol and diesel fuel increased by 18.8% and 6.8% respectively, with the increase in petrol usage from Investment Holding and ECQ, and diesel usage from ECQ.

**ELECTRICITY CONSUMPTION**  
(MWh)



**ENERGY CONSUMPTION**  
(MWh)



**ENGINEERING, CONSTRUCTION & QUARRY (ECQ)**



**ENGINEERING, CONSTRUCTION & QUARRY (ECQ)**



**PROPERTY**



**PROPERTY**



**LEISURE**



**LEISURE**



**INVESTMENT HOLDING**



**INVESTMENT HOLDING**

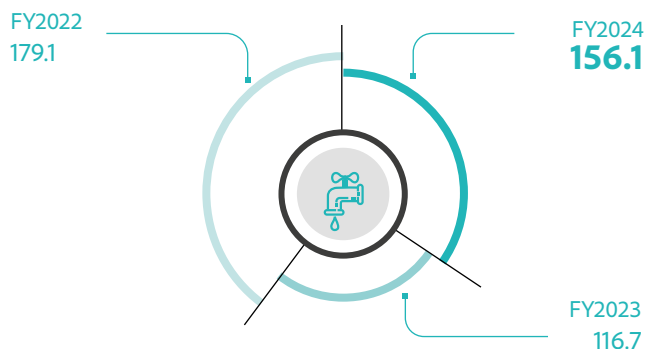


Electricity consumption for the Group was higher by 15.6% in FY2024, with the increase due to heightened activities in ECQ.

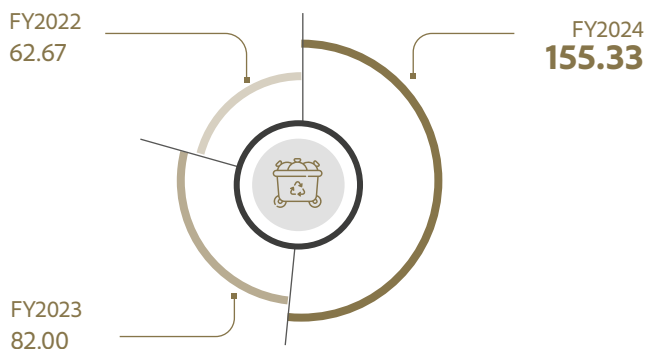
Energy consumption increased by 8.0% in the reporting period due to hikes in ECQ and Investment Holding.

## FOCUS AREA 2 PRESERVING THE ENVIRONMENT

### WATER CONSUMPTION (Litres/Megalitres)



### WASTE MANAGEMENT (mt)



#### ENGINEERING, CONSTRUCTION & QUARRY (ECQ)



#### TOTAL WASTE GENERATED



#### PROPERTY



#### TOTAL WASTE DIRECTED TO DISPOSAL



#### LEISURE



#### INVESTMENT HOLDING



To date, we have directed all waste for disposal. The amount of waste increased by 89.4% in FY2024 due to the impact of higher volume of projects undertaken by the ECQ Division during the reporting period. While the Property Division experienced slower growth in 2024, a slight increase in waste volume was recorded. Leisure activities upswing momentum led to the increase in waste volume while Investment Holding indicated to a slight decrease.

Water consumption rose by a substantial significant 33.8% during the year in review, with higher usage from the Leisure, ECQ and Property Divisions.

**GHG EMISSIONS**  
**(CO<sub>2</sub> mt)**

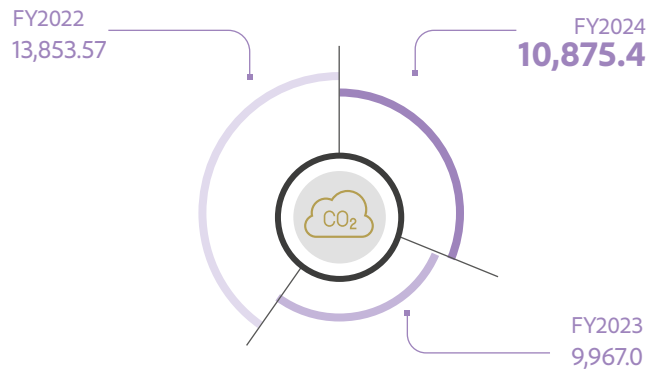
**SCOPE 1**

**MOBILE COMBUSTION**



**SCOPE 2**

**PURCHASED ELECTRICITY**



We recorded higher GHG emissions in FY2024 by 9.1%, which was caused by increased activities in the ECQ, Leisure and Invest Holding Divisions. Nevertheless, we will continue to monitor and assess the emissions hot spots while gradually introducing measures to manage emissions more effectively in the coming year.

*Conversion of diesel to CO<sub>2</sub>E: litre x 2.6 4 kg (Source: [www.ecoscore.be](http://www.ecoscore.be))*

*Conversion of electricity to CO<sub>2</sub>E (Malaysia): kWh x 0758 kg (Source: Peninsular Malaysia Electricity Commission)*

*Rationale for conversion references:*

*Ecoscore offers a more accurate conversion rate than other US-based references as Malaysia's diesel and petrol sources are either from Europe or Asia. In any case, the difference in conversion rates between Ecoscore and US-based converters are marginal and in the second decimal point*

# FOCUS AREA 3

## ENABLING AND EMPOWERING EMPLOYEES



### MOST MATERIAL MATTERS

Occupational Health & Safety

Employee Engagement

Waste Management

### STANDARDS / INDICATORS

GRI 2-7, GRI 2-26, GRI 2-28, GRI 401-1 to 401-3, GRI 403-1 to 403-9, GRI 404-1, 404-2, GRI 405-1, F4GBM

### PEOPLE FIRST: POWERING SOCIOECONOMIC GROWTH THROUGH TALENT AND INCLUSION

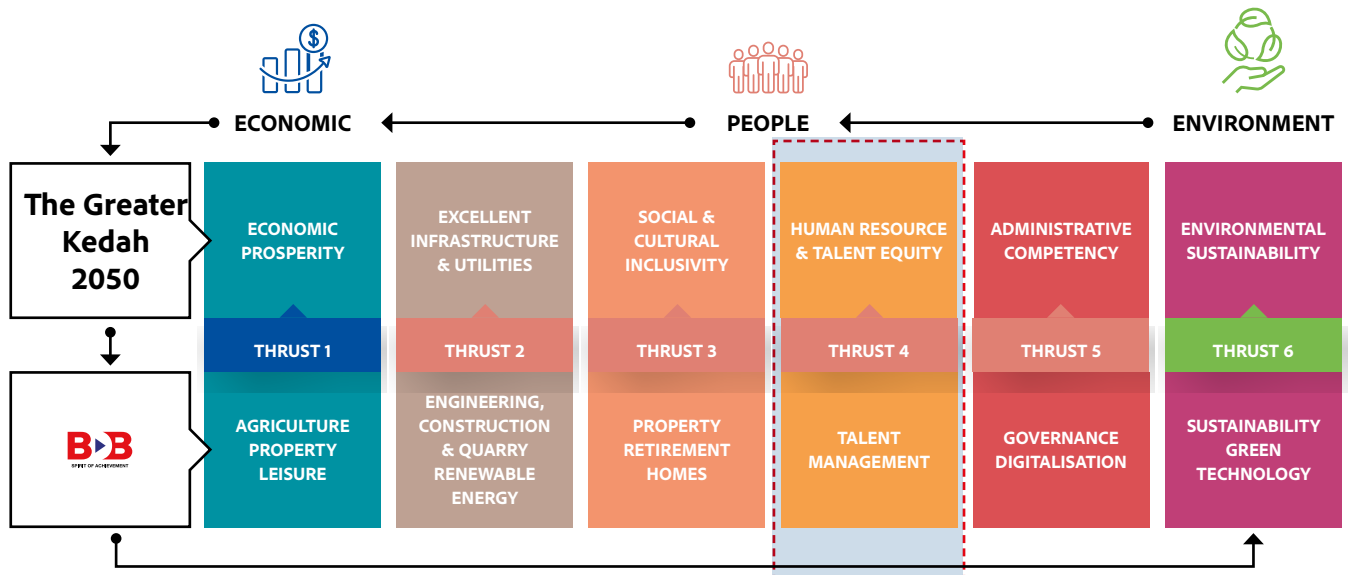
As a key driver of Kedah's socioeconomic progress, BDB recognises that human capital is more than just a business asset as it is a catalyst for long-term resilience, productivity and sustainable value creation. Since 1995, our focus on workforce development has been instrumental in shaping our standing today. Business expansion across Engineering, Construction & Quarry (ECQ), Property, Leisure and Sustainability hinges on the strength of our people.

Our workforce development strategy prioritises talent acquisition, career progression and employee wellbeing, ensuring our people are equipped, engaged, and empowered to drive our business forward. Whether building critical infrastructure, developing thriving communities, enriching lives through leisure or advancing sustainability, our employees are at the core of our success. BDB remains committed to a progressive human capital agenda that transcends conventional workforce management. We are shaping a future-ready organisation where employees are not just contributors but active architects of economic growth and social progress. Our investments in talent, inclusivity and employee wellbeing ensure that we not only build businesses but also enrich lives and strengthen communities, reinforcing Kedah's position as a thriving economic hub.





DEVELOPING PEOPLE, ELEVATING PERFORMANCE



Aligned with The Greater Kedah 2050's Economic, People, and Environment Thrusts, particularly **Thrust 4: Human Resource and Talent Equity**, BDB is committed to building a future-ready workforce that advances economic expansion while fostering innovation, inclusivity, and sustainability. Our 2024 Human Resource strategic initiatives focus on preserving value across our six capitals, ensuring long-term business resilience and impact.

HUMAN RESOURCES







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

**THRUST 4**  
Human Resource  
& Talent Equity

## FOCUS AREA 3

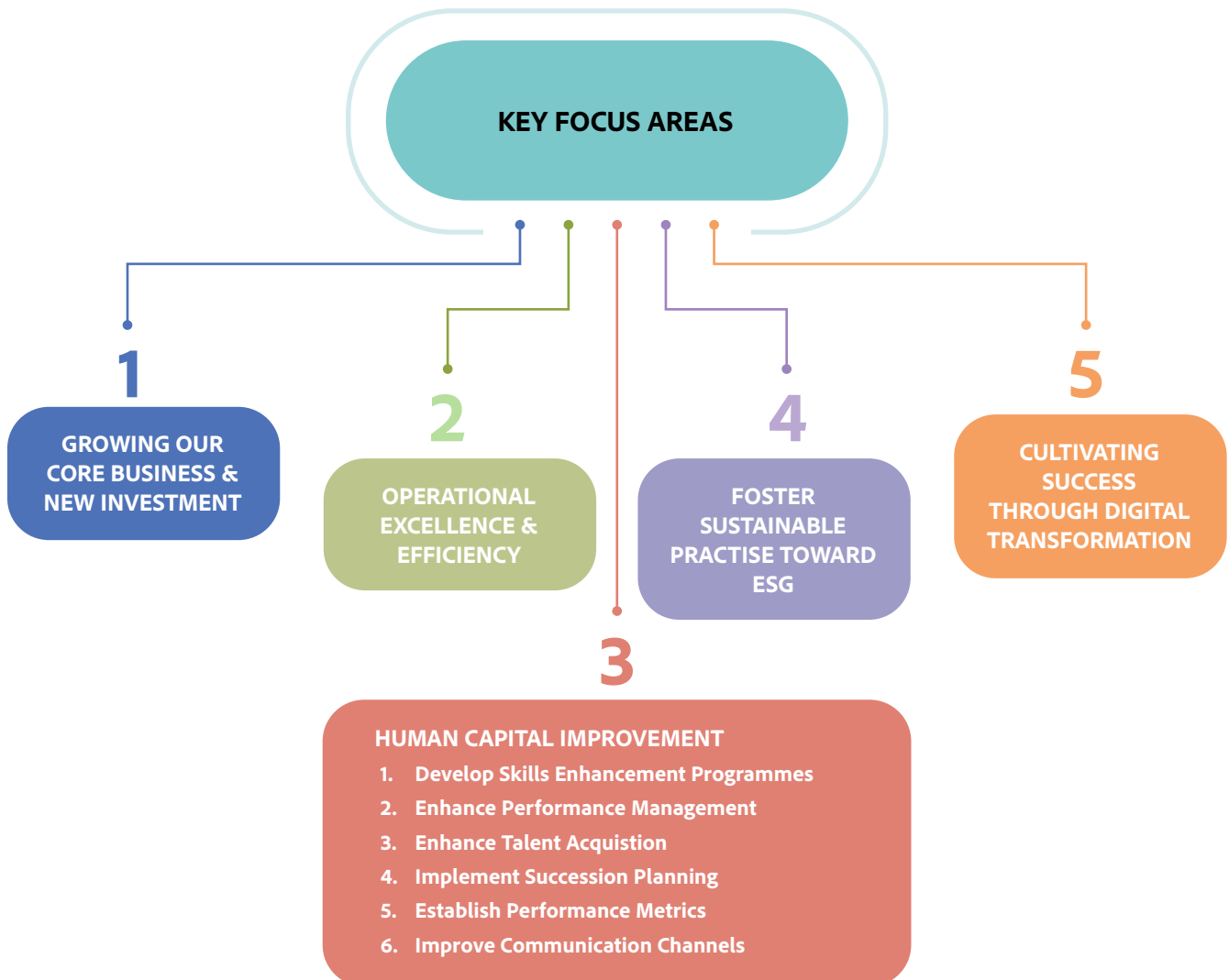
### ENABLING AND EMPOWERING EMPLOYEES

#### ENABLING INTEGRATION ACROSS ALL SIX CAPITALS

	CAPITALS	VALUE PRESERVATION	KNOWLEDGE MANAGEMENT	RISK OF VALUE EROSION
	<b>Human: Elevating Talent for Business Excellence</b>	We prioritise continuous development, leadership grooming, and strategic workforce planning to build a resilient, capable, and high-performing organisation.	Structured onboarding, mentoring and internal knowledge-sharing platforms to retain critical skills and organisational know-how.	Talent attrition, skill gaps, and inadequate succession planning may weaken organisational capabilities and disrupt business continuity.  Value Preservation: We prioritise continuous development, leadership grooming, and strategic workforce planning to build a resilient, capable and high-performing organisation.
	<b>Intellectual: Harnessing Knowledge to Strengthen Organisational Competence</b>	We invest in knowledge sharing, digital tools, and structured learning to retain institutional know-how and build a future-ready workforce.	Platforms, Structured Learning Modules	Loss of institutional knowledge, lack of structured learning pathways, and poor knowledge transfer may weaken organisational agility and impair decision-making.
	<b>Social &amp; Relationship: Strengthening Employee Engagement and Inclusion</b>	We cultivate a collaborative, diverse, and inclusive work culture that enhances team synergy and employee satisfaction.	Diversity Training & Workshops, Employee Engagement	Weak engagement strategies can lead to disengagement, lower productivity, and reduced organisational loyalty.
	<b>Manufactured: Investing in Work Environments that Foster Productivity</b>	We enhance workplace infrastructure and digitalisation to create efficient, safe, and conducive working conditions.  <b>Evidence:</b> Bonus for PMS 2023 & Salary Increment 2024	Documentation of maintenance protocols and safety procedures  Digital playbooks for workplace systems and equipment use  Lessons learnt from infrastructure upgrades and workspace redesigns	Outdated facilities and slow adoption of technology can reduce operational efficiency and employee motivation.
	<b>Financial: Rewarding Performance, Retaining Talent</b>	We offer competitive compensation, incentives, and benefits to attract and retain high-calibre talent. <b>Evidence:</b> Performance-Based Bonuses & Recognition	Structured documentation of compensation frameworks and benchmarking  Sharing of financial planning insights and performance reward models  Internal guides on incentive schemes and benefits administration	Non-competitive remuneration and weak financial planning can result in high turnover and difficulty in attracting top talent.
	<b>Natural: Embedding Sustainability in Workplace Practices</b>	We integrate eco-friendly practices, resource efficiency, and green policies to support sustainable operations.	<b>Employee Engagement in Sustainability:</b> Organise volunteer days or campaigns for employees to participate in environmental clean-ups or tree planting.	Failure to embed sustainability in workplace policies can lead to inefficiencies, increased operational costs, and reputational risks.  By embedding Thrust 4 into our human resource strategies, BDB strengthens its workforce as a key driver of sustainable growth, ensuring that our business and community progress hand in hand.

Please refer to the MD&A, Value Creation on pages 58 & 59 of this Annual Report for further information of the six capitals.

BUILDING A HIGH-PERFORMANCE WORKFORCE



While acquiring top talent is the first step, retention through meaningful engagement is more critical in sustaining the business. BDB's approach is to ensure proactive communication, continuous feedback and strategic interventions that reinforce organisational commitment.

Our four-pronged approach includes ongoing efforts to strengthen human capital development through:

- **Role Refinement and Organisational Efficiency** – Updated organisation chart and job descriptions for clarity and accountability.
- **Targeted Learning and Development** – Achieving 78% of the 16-hour annual training goal, ensuring industry-relevant upskilling.
- **Performance-Driven Culture** – Performance Management System (PMS)/Key Performance Indicator (KPI) frameworks reinforcing excellence, continuous improvement and career progression.
- **Engagement and Retention Strategies** – Town halls and direct employee interactions are organised to ensure transparent communication and cultivating a sense of belonging. Besides updating employees, these sessions give employees a voice, addressing concerns in real time and strengthening trust at every level.

## FOCUS AREA 3

### ENABLING AND EMPOWERING EMPLOYEES

Employee surveys are conducted with a clear objective to extract actionable insights that drive organisational improvements. We go beyond generic engagement metrics, leveraging real-time data to shape policies that resonate with our workforce's evolving needs.

Rather than a formality, exit interviews serve as a critical diagnostic tool in our retention strategy. Understanding why an employee chooses to leave, especially in a talent-scarce market provides BDB with valuable intelligence to refine our employee value proposition.

These efforts ensure our workforce remains agile, future-ready and directly contributes to human and intellectual capital within our integrated reporting framework.

#### EMPLOYEE WELLBEING AND CAREER ADVANCEMENT

Beyond career progression, BDB prioritises employee wellbeing through financial security, health support, and work-life integration. Our comprehensive benefits package includes salary increments, performance-based incentives, and professional development opportunities, fostering long-term employment stability.

#### DIVERSITY, INCLUSIVITY AND EMPLOYEE RELATIONS

Diversity fuelled creativity, innovation and business growth. BDB actively cultivated an inclusive workplace where all individuals, regardless of gender, race, religion or age, had the opportunity to excel. Our internship and Protégé programmes expanded the talent pipeline, providing hands-on experience and career pathways for students and fresh graduates, reinforcing Kedah's broader economic development goals.

#### INVESTING IN FUTURE TALENT: INTERNSHIP AND PROTÉGÉ PROGRAMMES

In FY2024, BDB created valuable opportunities for students and fresh graduates through its Internship and Protégé Programmes, reinforcing our commitment to talent development and industry readiness. These initiatives serve as structured pathways for young professionals to gain hands-on experience while contributing to BDB's operational and strategic growth.

Empowering Graduates Through the Protégé Programme: The Professional Training and Education for Growing Entrepreneurs (Protégé) Programme was introduced by the Malaysian government to address youth unemployment and enhance graduate employability. It bridges the gap between academic learning and real-world application, equipping participants with critical industry knowledge, technical skills, and business acumen.

As a participating organisation, BDB supports the Protégé Programme by providing structured training, mentorship, and real-world exposure. Our approach goes beyond typical placements as we ensure that participants engage in meaningful projects, develop problem-solving capabilities and gain insights into BDB's business landscape.



**Internship Programme: Bridging Academia and Industry:**

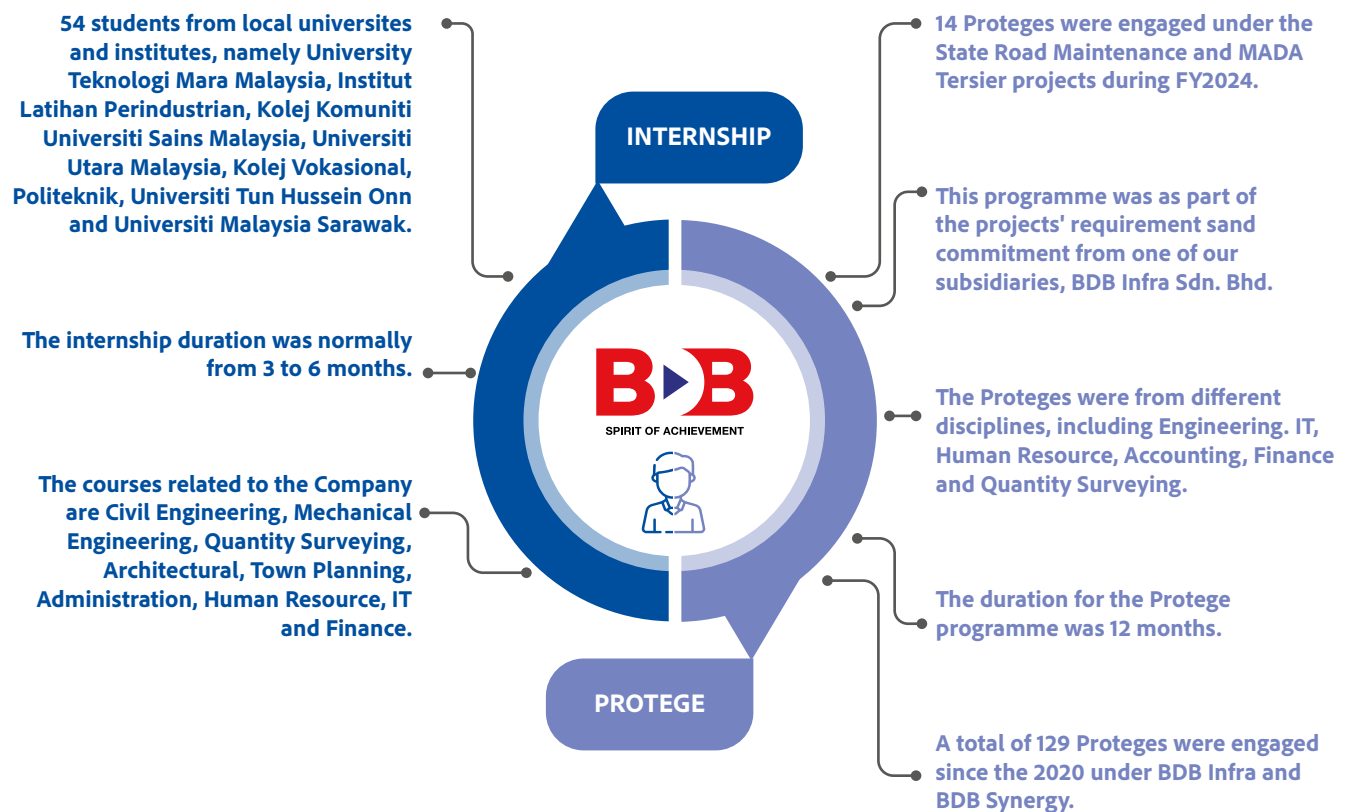
BDB's Internship Programme is designed to nurture young talent by offering university students the opportunity to apply theoretical knowledge in a corporate environment. Interns are placed in various departments where they gain exposure to industry best practices, develop key competencies, and work alongside experienced professionals.

**Outcomes and Benefits:** These initiatives help identify high-potential individuals who may transition into full-time roles, ensuring a sustainable talent pipeline. Additionally, interns and Protégé trainees inject fresh perspectives, innovation, and energy into our operations. For the participants, the programmes provide a crucial stepping stone into the workforce, equipping them with industry-relevant skills, professional networks, and hands-on experience that enhances their career prospects.

Through these initiatives, BDB not only strengthens its human capital pipeline but also plays a pivotal role in shaping the next generation of professionals, aligning with our long-term vision for sustainable talent development.

**HR STRATEGIES 2024**

BDB Group creates opportunities 10 the student and fresh graduate, through the internship and Protege programs. To date , the total number internship and Protege is as follows:



## FOCUS AREA 3 ENABLING AND EMPOWERING EMPLOYEES

### STRENGTHENING EMPLOYEE ENGAGEMENT, INCLUSIVITY AND COMMUNITY INTEGRATION

Employee retention is critical for our Group's long-term success, where our approach extends beyond professional development to encompass overall wellbeing. As part of our HR strategy, we seek to incorporate initiatives that promote work-life balance, physical and mental health and community involvement. We continuously encourage employees to take part in sports, religious observances and corporate social responsibility (CSR) efforts, reinforcing a sense of unity and shared purpose.

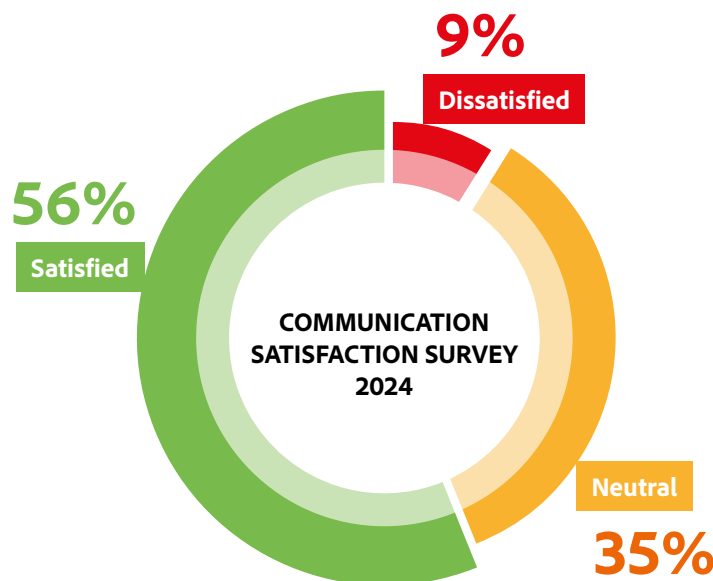
To encourage open communication, town halls are organized once a year for each company as a platform for meaningful dialogue. Additionally, three staff engagement sessions with the CPO have been organized throughout 2024.

To attract and retain top talent, we offer a structured benefits package that includes performance-based incentives, competitive remuneration and non-monetary perks aimed at enhancing job satisfaction. In parallel, we maintain an active talent acquisition strategy, leveraging multiple recruitment channels, including social media and employment agencies to identify and onboard promising professionals.







To monitor employee's satisfaction a regular Human Resource survey is carried out to identify any potential issues before they become a problem. It shows that we value feedback and are willing to make improvements. The actual survey 56% satisfied.

Another retention strategies is to conduct Exit Interview to understand the reason and identify areas for improvement if high-impact talent leaves.

In addressing diversity and inclusivity among our workforce, we seek to embed a good gender balance at every level of our organisation, from leadership to the broader workforce. Our Board of Directors reflects a diverse mix of backgrounds and expertise, ensuring a well-rounded decision-making process that considers varied perspectives. This balance represents strengthened governance and enhances outcomes that align with stakeholder interests.





	FY2024				FY2023		FY2022	
								
Board/Board Committees	Male	%	Female	%	Male	Female	Male	Female
Board of Directors	6	75%	2	25%	6	2	7	2
Audit Committee	2	67%	1	33%	2	1	2	1
Risk Committee	2	100%	-	0%	2	-	3	-
Sustainability Committee	2	67%	1	33%	2	1	0	0
Investment Committee	2	100%	-	0%	2	-	0	0
Nomination Remuneration and ESOS Committee	1	33%	2	67%	1	2	2	2
Procurement Committee	1	50%	1	50%	1	1	1	3

As of 31 December 2024, our Board members totalled eight individuals including two female directors.

## FOCUS AREA 3 ENABLING AND EMPOWERING EMPLOYEES

### EMPLOYEE HEADCOUNT

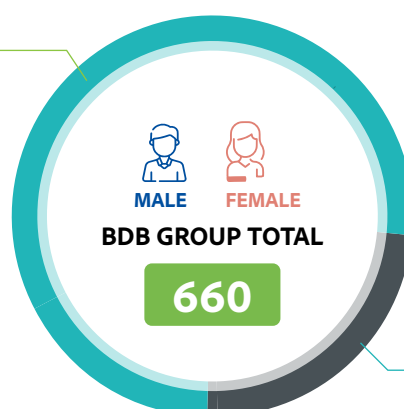
Total BDB Group Employees as at 31st December 2024

PROPERTY DEVELOPMENT	EMPLOYEE	MALE	FEMALE	AGE PROFILE		
				Below 30	30 - 50	Above 50
BDB Land Sdn. Bhd.	88	56 (64%)	32 (36%)	10	64	14
Kedah Holdings Sdn. Bhd.	12	7 (58%)	5 (42%)	2	7	3
BDB Leisure Sdn. Bhd.	20	17 (85%)	3 (15%)	6	10	4
BDB Darulaman Golf Resort Berhad	47	34 (72%)	13 (28%)	13	24	10
<b>Total by Property Development</b>	<b>167</b>	<b>114 (68%)</b>	<b>53 (32%)</b>	<b>31</b>	<b>105</b>	<b>31</b>

ENGINEERING, CONSTRUCTION & QUARRY	EMPLOYEE	MALE	FEMALE	AGE PROFILE		
				Below 30	30 - 50	Above 50
BDB Infra Sdn. Bhd.	166	149 (90%)	17 (10%)	32	104	30
BDB Synergy Sdn. Bhd.	41	33 (80%)	8 (20%)	-	27	14
BDB Rock Mineral Sdn. Bhd.	2	2 (100%)	- (0%)	-	1	1
Gemi Puncak Sdn. Bhd.	156	139 (89%)	17 (11%)	20	103	33
<b>Total by Engineering, Construction &amp; Quarry</b>	<b>365</b>	<b>323 (88%)</b>	<b>42 (12%)</b>	<b>52</b>	<b>235</b>	<b>78</b>

HOLDING COMPANY	EMPLOYEE	MALE	FEMALE	AGE PROFILE		
				Below 30	30 - 50	Above 50
Bina Darulaman Berhad	128	61 (48%)	67 (52%)	22	73	33
<b>Total by Holding Company</b>	<b>128</b>	<b>61 (48%)</b>	<b>67 (52%)</b>	<b>22</b>	<b>73</b>	<b>33</b>




MALE  
498 (75%)

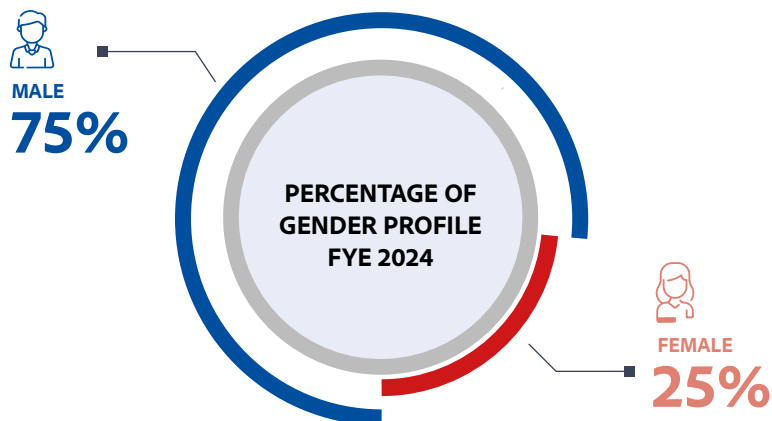


FEMALE  
162 (25%)

AGE PROFILE	
Below 30	105
30 - 50	413
Above 50	142

**Total BDB Group Employees as at 31 December 2024 by designation**

	 MANAGEMENT	 EXECUTIVE	 NON-EXECUTIVE/ TECHNICAL
BDB Land Sdn. Bhd.	12	36	40
Kedah Holdings Sdn. Bhd.	4	4	4
Darulaman Sanctuary Sdn. Bhd.			
BDB Leisure Sdn. Bhd.	1	6	13
BDB Darulaman Golf Resort Berhad	2	13	32
	<b>19</b>	<b>59</b>	<b>89</b>
BDB Infra Sdn. Bhd.	11	25	130
BDB Synergy Sdn. Bhd.	7	14	20
BDB Rock Mineral Sdn. Bhd.	1	0	1
Gemi Puncak Sdn. Bhd.	5	15	136
	<b>24</b>	<b>54</b>	<b>287</b>
Bina Darulaman Berhad	<b>47</b>	<b>65</b>	<b>16</b>
	47	65	16



## FOCUS AREA 3 ENABLING AND EMPOWERING EMPLOYEES

### OUR EMPLOYEE PROFILE FY2024

	HC	%
Malay	638	97%
Indian	1	0%
Chinese	1	0%
Others - Siam	20	3%



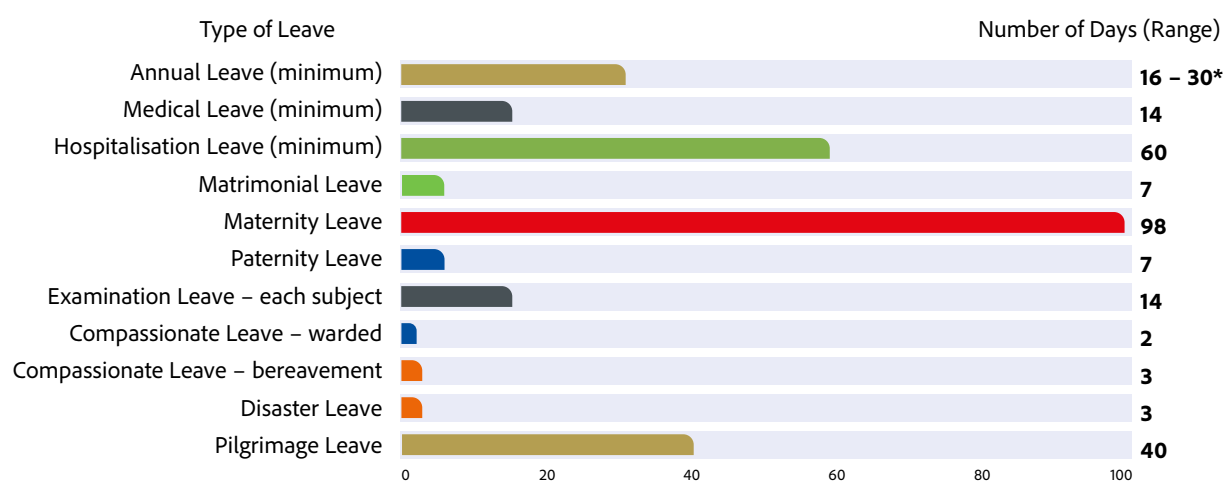
660



At the close of FY2024, our workforce stood at 660 (2023: 642), reflecting steady growth aligned with our strategic priorities. This included 49 (2023: 89) new hires across the Group and its subsidiaries. Notably, an estimated 25% of our workforce comprises individuals below the age of 30, reinforcing our commitment to attracting young, high-potential talent while maintaining a balanced team with diverse expertise. The male-to-female ratio stood at about 2.5 : 1 reflecting our ongoing efforts to cultivate a dynamic and inclusive workplace.

Our continued expansion underscores our role as an employer of choice, focused on securing individuals of high calibre who drive performance and innovation. In fulfilling our operational needs, our recruitment strategy plays a pivotal role in stimulating socioeconomic progress, equipping the workforce with skills that contribute to industry growth and regional development. Nurturing an empowered, high-performing workforce, strengthens our organisational resilience and extends to the broader socioeconomic fabric in which we operate. Investing in human capital remains a cornerstone of our sustainable growth agenda for long-term prosperity and opportunities for employees as well as potential newcomers to come into our fold.

### LEAVE ALLOCATION



\*Depending on job position level

### UPHOLDING HSSE EXCELLENCE FOR WORKPLACE SAFETY

Ensuring the highest standards of health, safety, security, and environmental (HSSE) management is integral to our operations, safeguarding our workforce across all business segments. Our comprehensive HSSE framework aligns with both local and international regulatory standards, including SIRIM and ISO, embedding stringent risk control measures to create a compliant, resilient, and incident-free workplace.






BDB's subsidiaries uphold these rigorous safety standards, with BISB securing SIRIM-certified ISO 45001:2018 accreditation for its Occupational Safety and Health Management System (OSHMS) in 2024. This milestone reflects a structured commitment to proactive risk mitigation, employee welfare, and operational integrity. The OSHMS framework comprehensively governs all work scopes under the BISB EOSH Policy, integrating systematic hazard identification, risk assessment (HIRARC), and incident investigation (JKKP6) to reinforce workplace safety governance.

BDB Synergy has also successfully embedded ISO 45001 into its operations, ensuring compliance through structured Safety Committee meetings held quarterly. To further fortify workplace safety, BISB has instituted mandatory competency training and upskilling initiatives under ISO 45001:2018, fostering a culture of continuous learning and accountability in hazard prevention.

These include:

- **Environmental Occupational Safety and Health (EOSH) Management System** – Ensuring a structured, risk-based approach to workplace safety.
- **Hazard and Environmental Aspect Management Procedure** – Identifying and mitigating potential hazards proactively.
- **Incident Investigation and Reporting Procedure** – Conducting thorough root-cause analyses and corrective actions to prevent recurrence.
- **Competence, Training, and Awareness Procedure** – Equipping employees with the necessary safety knowledge and certifications.
- **Communication, Consultation, and Participation Procedure** – Encouraging active employee engagement in safety governance.

A strong HSSE culture is at the heart of our safety strategy. It instils vigilance and proactive risk management to minimise operational disruptions, reduce workplace incidents, and uphold the highest occupational health and safety standards for our employees and stakeholders.

					
	RT (days)	No. of Incidents	Types of injuries	Work related fatalities	LTIR/RTR
BDB Infra Sdn. Bhd.	-	-	-	-	-
BDB Synergy Sdn. Bhd.	32	1	-	-	18
BDB Rock Mineral Sdn. Bhd.	-	-	-	-	-
<b>TOTAL BY ENGINEERING, CONSTRUCTION &amp; QUARRY</b>	<b>32</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>18</b>
Bina Darulaman Berhad	57	2	-	-	240
<b>TOTAL BY HOLDING CO</b>	<b>57</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>240</b>
<b>TOTAL GROUP</b>	<b>89</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>29.03</b>

*Based on calculation from Safety team – Frequency rate*

During the reporting period, we reduced / increased the number of days incurred for Recovery Time (RT) by almost 0.98 times. We recorded a higher number of incidents against the previous year.

**FOCUS AREA 3**  
**ENABLING AND EMPOWERING EMPLOYEES**



*Sambutan "Bulan Kempen Keselamatan, Kesihatan Pekerjaan & Persekitaran (Eosh Month Campaign) 2024"*



*Safe Defensive Riding Motorcycle Training*



*Safe Defensive Driving Vehicle/Car Training*



*Taklimat Pengurusan Barangan Kitar Semula Oleh E-Idaman Sdn Bhd*



*Taklimat & Saringan Kesihatan Oleh Pejabat Kesihatan Daerah Pengerang*



*Emergency Exercise & Fire Drill Bukit Perak Quarry*



*Taklimat Kesedaran Kesihatan Mental Dalam Kalangan Pekerja*



*Blood Donation Campaign*

## HEALTH, SAFETY, SECURITY & ENVIRONMENT (HSSE) TRAINING

### Advancing Mindsets and Skillsets

We believe in unlocking the full potential of our people through continuous learning and development. A culture of continuous development encourage and empower employees at every stage of their careers to ensure they stay agile, future-ready and equipped to drive organisational success.




Our HR strategy is built on dynamic, skills-focused learning pathways that cater to diverse career aspirations. From industry-certified programmes and leadership development tracks to hands-on technical workshops and digital upskilling, we ensure our workforce remains competitive in an evolving business landscape.

Throughout the year, employees engaged in a range of training initiatives, from compliance and regulatory workshops to immersive sessions designed to sharpen strategic thinking, business acumen, and technical expertise. With a focus on both professional and personal growth, our learning ecosystem is designed to resonate across generations, from seasoned professionals to Gen Z talent entering the workforce.

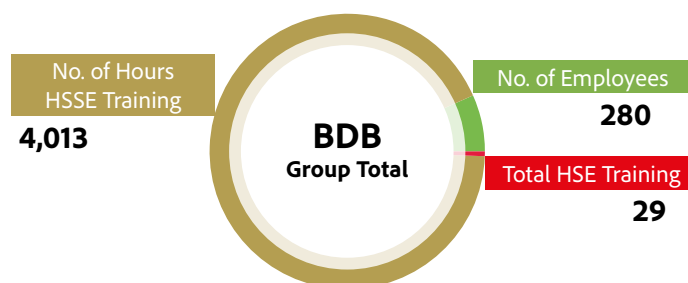
By investing in our people, we strengthen not just individual careers but also our organisation's ability to innovate, adapt, and lead. As we continue to shape a high-performing workforce, we remain committed to embedding lifelong learning as a cornerstone of our success.

## FOCUS AREA 3 ENABLING AND EMPOWERING EMPLOYEES

### HSSE TRAINING ON OCCUPATIONAL HEALTH AND SAFETY- FYE 2024







	 Total HSSE training	 No. of Hours HSSE Training	 No. of Employees
BDB Land Sdn. Bhd.	-	-	2
Kedah Holdings Sdn. Bhd.	-	-	-
BDB Leisure Sdn. Bhd.	-	-	-
BDB Darulaman Golf Resort Berhad	-	-	-
<b>Total by Property Development</b>	-	-	<b>2</b>
BDB Infra Sdn. Bhd.	25	3,967	267
BDB Synergy Sdn. Bhd.	2	9	9
<b>Total by Engineering, Construction &amp; Quarry</b>	<b>27</b>	<b>3,972</b>	<b>276</b>
Bina Darulaman Berhad	2	41	4
<b>Total by Holding Company</b>	<b>2</b>	<b>41</b>	<b>4</b>

29 (2023: 21) training sessions on HSSE were conducted in FY2024 against 21 sessions in the previous year, the number of hours increased markedly from 4,013 from 2,734 registered in FY2023, indicating a jump of 46.78%. A total of 280 (FY2023: 185) employees attended these sessions throughout the reporting period. Training cost for FY2024 was RM307,192 compared with RM303,253 in FY2023 and RM147,724 in FY2022.



## EMPLOYEE TRAINING

### Summary and Analysis

	 Male	 Female	 Total staff attended training	 Total training hours	 Average training hours	 Number of staff achieve 16 hours of training
Bina Darulaman Berhad	61	67	126	5,585	44	102
BDB Infra Sdn. Bhd.	149	17	154	4,543	30	145
Gemi Puncak Sdn. Bhd.	139	17	146	2,956	20	57
BDB Rock Mineral Sdn. Bhd.	2	-	2	28	14	1
BDB Synergy Sdn. Bhd.	33	8	40	1,884	47	40
BDB Land Sdn. Bhd.	56	32	73	1,985	27	53
BDB Leisure Sdn. Bhd.	17	3	19	328	17	5
BDB Darulaman Golf Resort Berhad	34	13	40	316	8	7
Kedah Holdings Sdn. Bhd.	7	5	9	205	23	7
<b>TOTAL (BY CATEGORY)</b>	<b>498</b>	<b>162</b>	<b>609</b>	<b>17,830</b>	<b>230</b>	<b>417</b>









TOTAL  
EMPLOYEES

660



AVERAGE TRAINING  
HOURS PER EMPLOYEES

27.01

	Employee category			Total training hours by employee category		
	 Management	 Executive	 Non-Executive	 Management	 Executive	 Non-Executive
Bina Darulaman Berhad	46	65	15	2,251	3,022	141
BDB Infra Sdn. Bhd.	11	24	119	688	1,117	2,738
Gemi Puncak Sdn. Bhd.	5	16	125	416	664	1,836
BDB Rock Mineral Sdn. Bhd.	-	-	2	16	-	12
BDB Synergy Sdn. Bhd.	6	14	20	423	794	667
BDB Land Sdn. Bhd.	9	34	30	236	1,247	502
BDB Leisure Sdn. Bhd.	1	6	12	40	190	98
BDB Darulaman Golf Resort Berhad	2	11	27	72	190	54
Kedah Holdings Sdn. Bhd.	4	3	2	45	76	84
<b>TOTAL (BY CATEGORY)</b>	<b>84</b>	<b>173</b>	<b>352</b>	<b>4,187</b>	<b>7,300</b>	<b>6,132</b>

AVERAGE TRAINING HOURS  
PER EMPLOYEE CATEGORY



Management

49.85



Executive

42.19



Non-Executive

17.42

## FOCUS AREA 3

### ENABLING AND EMPOWERING EMPLOYEES

	Employee attended training by gender		Total training hours by gender		Average training hours by gender	
	Male	Female	Male	Female	Male	Female
Bina Darulaman Berhad	60	66	2,035	3,378	0.12	20.85
BDB Infra Sdn. Bhd.	138	16	3,867	676	0.28	4.17
Gemi Puncak Sdn. Bhd.	130	16	2,276	640	0.26	3.95
BDB Rock Mineral Sdn. Bhd.	2	-	28	-	0.00	-
BDB Synergy Sdn. Bhd.	33	8	1,346	538	0.07	3.32
BDB Land Sdn. Bhd.	43	30	998	987	0.09	6.09
BDB Leisure Sdn. Bhd.	16	3	191	137	0.03	0.85
BDB Darulaman Golf Resort Berhad	28	12	102	214	0.06	1.32
Kedah Holdings Sdn. Bhd.	5	4	100	105	0.01	0.65
<b>TOTAL (BY CATEGORY)</b>	<b>455</b>	<b>155</b>	<b>10,943</b>	<b>6,675</b>	<b>1</b>	<b>41</b>

AVERAGE TRAINING  
HOURS BY GENDER



Male

21.97



Female

41.21



ESG Awareness Training

# FOCUS AREA 4 ENGAGING EFFECTIVELY WITH STAKEHOLDERS



## **MOST MATERIAL MATTERS**

Public & Community Engagement

## **STANDARDS / INDICATORS**

GRI 2-28, GRI 2-29, GRI 203-2, GRI 413-1, 413-2,  
GRI 414-1, 414-2, GSRI 416-1, 416-2,  
GRI 417-1 to 417-3, GRI 418-1, F4GBM

### **Meaningful Stakeholder Engagement That Drives Lasting Impact**

Our commitment to our stakeholders goes beyond corporate responsibility as we consider it a strategic imperative woven into how we operate and create value. We are cognizant that genuine engagement is not about ticking boxes, and we have been consistently developing engagement programmes that drive real, measurable impact amongst our multi-stakeholder groups. Through active collaboration with stakeholders, which spans local communities and businesses to educational institutions and regulators, each stakeholder group warrants separate methods of engagement. One size does not fit all, as each is tailor-made to address their concerns through optimal channels of engagement if we want results and to achieve our value delivery goals.

During the year in review, we consistently engaged with our stakeholders with an emphasis on improving our market positioning by delivering a wider range of products and services to our clients, customers and the public at large. These efforts were to ensure our resilience and establish a stronger footing in driving sustainable recurring revenues. Our engagement focuses on gaining immediate outcomes and driving long-term value that strengthens both business and society. Investing in local ecosystems through targeted initiatives has unlocked the potential of our contractors, suppliers, service providers and vendors, bringing about heightened awareness of the way they conduct their business.

A competitive, future-ready workforce is key to staying ahead. Retaining talent and developing high-performing teams remain a priority, as well as ensuring employees have the skills, tools, and support to deliver results. Clear communication, structured feedback and focused development programmes empower employees to take ownership of their roles. Leadership and capability-building remain central to sustaining performance, enhancing service delivery and positioning BDB to seize new opportunities.



## FOCUS AREA 4

### ENGAGING EFFECTIVELY WITH STAKEHOLDERS

Stakeholder engagement is designed to create real economic impact, uplift livelihoods and drive social progress. Skills development, knowledge-sharing and business capacity-building empower communities to participate actively in growth rather than rely on assistance. A strong supply network is fundamental to delivering quality and reliability. BDB works with trusted partners, selecting those who meet stringent performance standards. Active collaboration ensures seamless operations, minimising disruptions and sustaining service excellence. By maintaining clear communication and structured engagement, we create opportunities for contractors, suppliers and service providers to either improve or scale up their operations in order to strengthen the entire value chain.

We maintain robust communication channels with regulatory authorities to ensure full compliance with laws and regulations, minimising legal risks and protecting our reputation. Proactive engagement allows us to anticipate regulatory shifts and adapt with agility. Stakeholder engagement is central to our approach and is integrated across all operations. By involving stakeholders in decision-making, we acknowledge their role and create an environment where perspectives are valued and collaboration drives progress. Continuous dialogue strengthens relationships, aligns objectives and enhances decision-making with diverse insights. These efforts reinforce business strategies and lay a foundation for long-term success and sustained progress.

#### IMPACT STORY: BUILDING RESILIENCE AND UPLIFTING COMMUNITIES IN KEDAH

Kedah, a state long regarded as Malaysia's "rice bowl," has also faced an enduring challenge of poverty amongst its people. As of early 2025, it ranks second in the nation for hardcore poverty, with 1,227 individuals in dire need, second only to Kuala Lumpur, where 507 families comprising 1,737 individuals live below the poverty line. The socio-economic strains triggered by the COVID-19 pandemic, coupled with rising inflation and mounting living costs, have pushed many middle-income households to the brink of poverty. In a bid to reverse this troubling trend, the federal government increased its allocation for Kedah's rice production from RM3 billion to RM5 billion, aiming to eradicate hardcore poverty by boosting food security, generating income opportunities, and ultimately uplifting underserved communities.

Central to these efforts is the role played by BDB Infra, a key engineering and construction player in the region. In February 2023, the Ministry of Agriculture and Food Security awarded BDB Infra a RM34.08 million contract to develop a tertiary irrigation system in Kedah. With a 104-week completion schedule from the date of site possession on 27 February 2023, the project is designed to improve water management efficiency for paddy farmers and other agricultural activities. By the end of December 2024, the system had reached approximately 38.61% completion, reflecting commendable progress toward modernising the region's agricultural infrastructure.



Yet the true significance of these irrigation projects goes well beyond engineering milestones. Improved water management can enable farmers to cultivate multiple cycles of paddy per year, helping stabilise the food supply and reduce dependency on unpredictable weather patterns. Greater yields naturally translate into higher incomes for farming communities, creating a ripple effect of economic empowerment across the state. In addition, the construction phase has generated short-term employment in engineering, construction, and related services. Over the long term, enhanced agricultural output can spur the growth of downstream industries, such as rice processing and distribution, thereby broadening job opportunities and strengthening local livelihoods.

This drive to strengthen Kedah's agricultural backbone is further supported by the MADA Irrigation System Development Project, which is currently 11.16% ahead of schedule. Its efficient execution stands as an encouraging model for future initiatives, promising quicker benefits for farmers and reinforcing Kedah's role as a key contributor to Malaysia's rice bowl.

These developments lay the foundation for more resilient and cohesive communities. A stable and plentiful water supply bolsters food security, mitigates economic shocks from crop failures or price fluctuations and assists farmers in improving their socioeconomic status. Meanwhile, modern irrigation systems support environmentally responsible practices, reducing water waste and mitigating the need to expand farmland into sensitive ecological areas.

As Kedah continues to navigate the complexities of poverty alleviation, the progress made by BDB Infra's tertiary irrigation system and the MADA Irrigation System Development Project offers a blueprint for sustainable transformation. By combining federal support, strategic infrastructure projects, and a commitment to capacity building, the state is taking tangible steps to uplift its most vulnerable citizens. What emerges is a hopeful vision of Kedah's future—one where efficient irrigation, thriving agriculture and empowered communities converge to break the cycle of poverty and unlock long-term prosperity for generations to come.



**Govt sets sights on ending Kedah hardcore poverty in 2 months**

**Malaysia's hardcore poverty landscape: latest figures and trends**









(Source <https://theindependent.sg/malaysias-hardcore-poverty-landscape-latest-figures-and-trends/> 27 February 2025)  
Source <https://www.freemalaysiatoday.com/category/nation/2024/05/04/govt-sets-sights-on-ending-kedah-hardcore-poverty-in-2months/>)

- The Independent (27 February 2025). *Malaysia's Hardcore Poverty Landscape: Latest Figures and Trends.*
- Free Malaysia Today (4 May 2024). *Govt Sets Sights on Ending Kedah Hardcore Poverty in 2 Months.*

## FOCUS AREA 4

### ENGAGING EFFECTIVELY WITH STAKEHOLDERS

#### STAKEHOLDER ENGAGEMENT

	EXTERNAL STAKEHOLDERS	ENGAGEMENT CHANNELS	VALUE DELIVERY
 <b>Local Authorities, Municipalities and Regulators</b>	<ul style="list-style-type: none"> <li>■ Municipalities.</li> <li>■ Regulators.</li> <li>■ Ministries.</li> <li>■ Certification Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>■ Meetings and Discussions.</li> <li>■ Compliance with Rules and Regulations.</li> <li>■ Briefings and Training.</li> <li>■ Periodic Visits and Inspections.</li> </ul>	<ul style="list-style-type: none"> <li>■ Governance and Regulatory Compliance.</li> <li>■ Ethical Business Practices.</li> <li>■ Health and Safety.</li> <li>■ Social Management.</li> </ul>
 <b>Shareholders and Investors</b>	<ul style="list-style-type: none"> <li>■ Shareholders. Potential Investors.</li> <li>■ Potential Business Partners.</li> </ul>	<ul style="list-style-type: none"> <li>■ Annual General Meeting.</li> <li>■ Bursa Malaysia Announcements. Media Releases.</li> <li>■ Meetings with Potential Investors. Business Networking Sessions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Growth in Company Performance.</li> </ul>
 <b>Customers</b>	<ul style="list-style-type: none"> <li>■ ECQ's Customers.</li> <li>■ Residential Property Buyers.</li> <li>■ Commercial Property Buyers.</li> <li>■ Land Buyers.</li> <li>■ Leisure &amp; Hospitality.</li> </ul>	<ul style="list-style-type: none"> <li>■ Meetings. Correspondences. Brochures.</li> <li>■ Product and Services Briefings.</li> <li>■ Media Releases.</li> <li>■ Bursa Malaysia Announcements.</li> </ul>	<ul style="list-style-type: none"> <li>■ New Product and Services Development and Reliability.</li> <li>■ Product and Service Quality.</li> <li>■ Product Pricing and Credit Terms.</li> </ul>
 <b>Financiers and Financial Institutions</b>	<ul style="list-style-type: none"> <li>■ Financial Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Annual General Meetings. Bursa Malaysia Announcements. Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>■ Value Creation.</li> </ul>
 <b>Sub-contractors, Suppliers and Service Providers</b>	<ul style="list-style-type: none"> <li>■ Sub-Contractors. Suppliers.</li> <li>■ Service Providers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Tenders.</li> <li>■ Briefings and Meetings.</li> <li>■ Compliance with Rules and Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>■ Safety and Regulatory Compliance.</li> <li>■ Long-Term Viability of the Company.</li> <li>■ Product and Service Quality Improvements.</li> <li>■ Supply Chain Security and Sustainability.</li> </ul>
 <b>Local Communities and NGOs</b>	<ul style="list-style-type: none"> <li>■ Local Communities.</li> <li>■ Non-Governmental Organisations (NGOs).</li> </ul>	<ul style="list-style-type: none"> <li>■ Education, Entrepreneurship and Community Development Programmes.</li> <li>■ Philanthropy.</li> </ul>	<ul style="list-style-type: none"> <li>■ Positively Impact on Environmental, Social and Health Concerns.</li> <li>■ Job Opportunities.</li> <li>■ Uplifting the underserved in the communities.</li> </ul>
 <b>Industry Associations</b>	<ul style="list-style-type: none"> <li>■ Industry Associations.</li> </ul>	<ul style="list-style-type: none"> <li>■ The International Real Estate Federation (FIABCI).</li> <li>■ Real Estate and Housing Developers' Association Malaysia (REHDA).</li> </ul>	<ul style="list-style-type: none"> <li>■ Strong Branding Visibility. Knowledge Sharing.</li> <li>■ Industry Best Practices.</li> </ul>
 <b>Media</b>	<ul style="list-style-type: none"> <li>■ Mainstream Media. Online Media</li> <li>■ Channels/Portals.</li> <li>■ Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>■ Business Analyst Briefings.</li> <li>■ Press Releases.</li> <li>■ Press Invites.</li> <li>■ Press Conferences.</li> <li>■ Interviews.</li> </ul>	<ul style="list-style-type: none"> <li>■ Brand Positioning, Image and Credibility.</li> <li>■ Ethical Business Conduct and Regulatory Compliance.</li> <li>■ Business Performance and Growth.</li> </ul>

## DELIVERING CUSTOMER-CENTRIC EXCELLENCE

Customer satisfaction underpins every aspect of BDB core businesses, which include the ECQ, Property Development, Leisure and Sustainability segments. By cultivating positive customer experiences, BDB benefits from stronger brand loyalty, higher retention rates, and the powerful reach of word-of-mouth marketing. Conversely, dissatisfaction can harm both reputation and growth prospects. To mitigate such risks, the Group employs a proactive approach that emphasises swift feedback resolution, continuous improvement and attentive service.



### WHY IT IS IMPORTANT

- **Reputation and Loyalty:** Satisfied customers are more likely to share positive experiences, enhancing the brand's image and attracting new clients.
- **Long-Term Profitability:** A loyal customer base reduces the cost of acquiring new customers, leading to better financial performance.
- **Market Differentiation:** Exceptional service and strong customer relationships help BDB stand out in a competitive marketplace.



### OBJECTIVES

- Strengthen Brand Trust
- Ensure that every customer interaction reflects BDB's commitment to quality and reliability, thereby solidifying brand trust.
- Improve Retention and Referrals
- Maintain robust feedback channels and address concerns promptly to foster loyalty, repeat business, and customer advocacy.
- Enhance Service Delivery
- Continuously refine products and services—whether by improving project timelines, introducing new features, or elevating workmanship—to exceed evolving expectations.



### RISKS

- Risks
- Negative Word-of-Mouth
- Unresolved complaints or poor service experiences can quickly tarnish the brand's reputation, discouraging potential customers.
- Increased Customer Acquisition Costs
- Failing to retain existing customers forces higher spending on marketing and sales to replace lost business.
- Operational Inefficiencies
- An inadequate feedback management system can lead to recurring defects, service delays, and overall inefficiencies, eroding profitability.



### OPPORTUNITIES

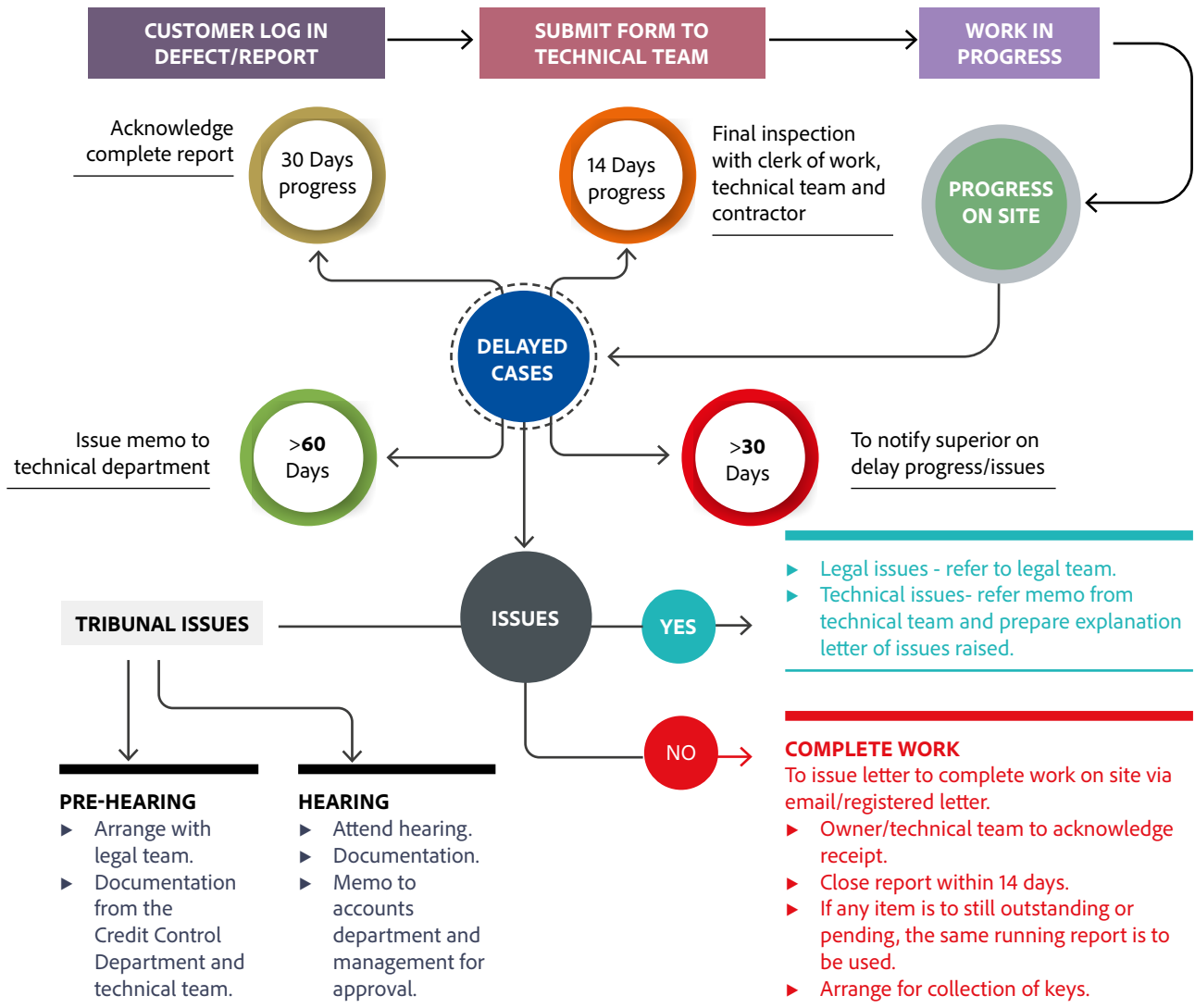
- Upselling and Cross-Selling
- Satisfied customers are more open to exploring additional services or products, offering pathways for expanded revenue.
- Innovation and Continuous Improvement
- Feedback loops serve as catalysts for innovation—enabling the company to adapt, refine, and introduce new solutions that address market demands.
- Enhanced Market Position
- A strong track record in customer satisfaction differentiates BDB from competitors, bolstering its reputation as a trusted industry leader.

## ENGAGING EFFECTIVELY WITH STAKEHOLDERS

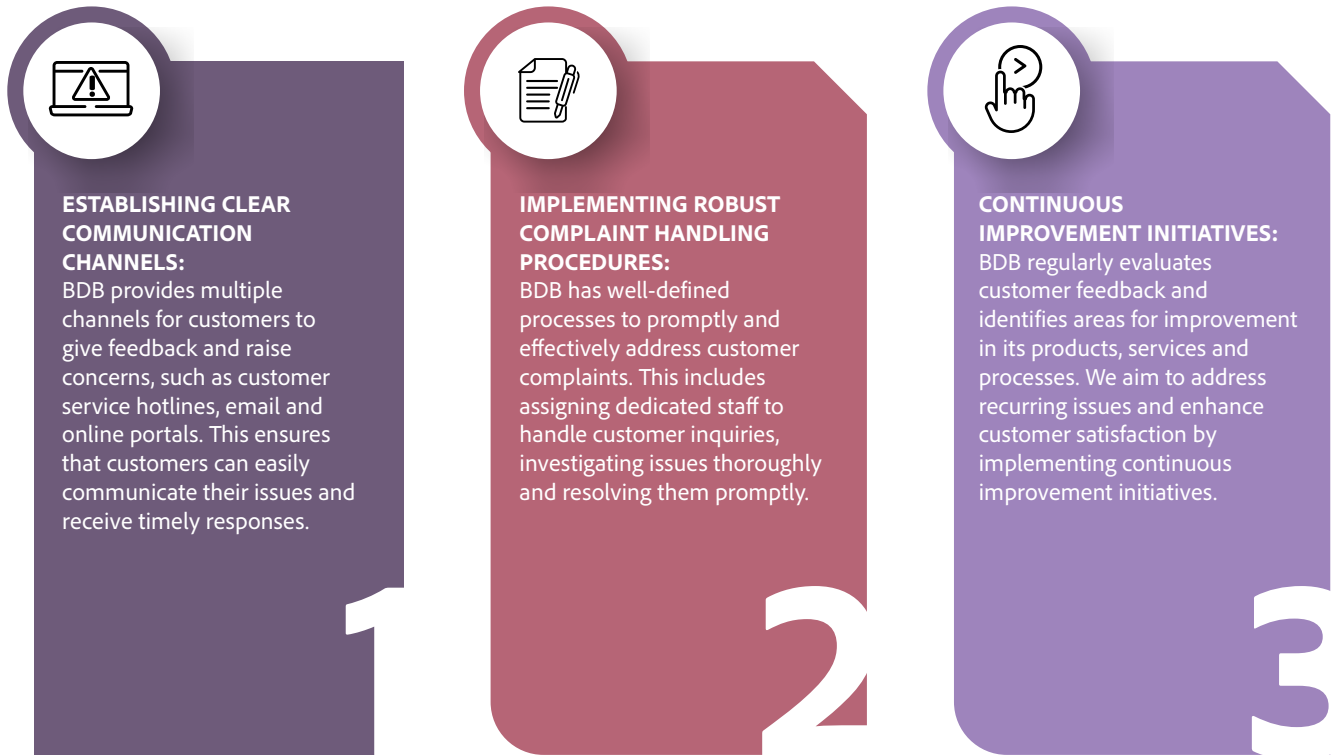
By recognising the pivotal role of customer satisfaction and diligently managing feedback, BDB continues to cultivate enduring relationships that strengthen financial performance and community trust. This holistic strategy, encompassing swift problem resolution, active listening, and a commitment to ongoing enhancement, enables BDB to consistently deliver on its promise of customer-centric excellence.

BDB Land maintains a robust, multi-channel system for addressing customer complaints and defects, ensuring prompt and effective resolution. Customers can submit complaints either through dedicated email addresses—**defect\_bd@bdb.com.my** or **defect\_dp@bdb.com.my**—or by completing the **Borang Aduan Kecacatan form**. Once a complaint is received, the team commits to initiating a response within 24 hours. Standard issues are typically resolved within 14 working days, while major defects requiring more extensive work are completed within 60 days and undergo final verification by an architect. This structured approach underscores BDB Land's dedication to delivering timely, high-quality service to every customer.

## DEFECT MANAGEMENT PROCESS FLOW (FOR PROPERTY SEGMENT)



*[Please refer to APPENDIX 1 for the stakeholder tble3 that has incorporated the Focus Area and the Materiality Matters.]*



#### **UPHOLDING EXCELLENCE: BDB'S ECQ AND PROPERTY SEGMENTS**

BDB's commitment to internationally recognised ISO certifications and the QLASSIC framework underscores its dedication to delivering top-tier projects while maintaining high standards of safety, environmental stewardship, and workmanship quality. By rigorously adhering to these benchmarks, BDB not only meets current industry demands but also positions itself for sustainable growth, innovation and resilience in the competitive marketplace. Although the journey entails ongoing investment in audits, training and process improvements, the resulting benefits, which include enhanced reputation, customer satisfaction and operational efficiency, provide a compelling case for continued excellence in both the ECQ and Property segments.



#### WHY IT IS KEY

##### Ensuring Quality and Consistency

- ECQ Segment: The Quality Assurance Policy, backed by ISO 9001:2015, guarantees standardised processes and consistent results across construction and engineering activities.
- Property Segment: Implementing the Quality Assessment System in Construction (QLASSIC) under the Construction Industry Development Board (CIDB) Malaysia ensures that every project meets rigorous workmanship standards.

##### Enhancing Environmental and Safety Standards

- ISO 14001:2015 (Environmental Management) demonstrates BDB's commitment to minimising environmental impact and complying with relevant regulations.
- ISO 45001:2018 (Occupational Health & Safety Management) reflects a proactive stance on workplace safety, safeguarding employees, subcontractors, and the surrounding community.

##### Building Trust and Reputation

- Internationally recognised certifications serve as a mark of excellence, reassuring clients, investor and regulators that BDB adheres to best practices.
- QLASSIC accreditation instils confidence among homebuyers and commercial property investors that their properties are built to a high standard.

#### BENEFITS



##### Operational Efficiency

- Documented processes and continuous improvement under ISO standards reduce waste, minimise rework and optimise resource allocation.
- A high QLASSIC score can lead to fewer defects and post-construction issues, ultimately lowering maintenance costs.

##### Regulatory Compliance

- Alignment with ISO 14001:2015 helps BDB stay abreast of evolving environmental regulations, reducing the risk of non-compliance penalties.
- Meeting the CIDB's QLASSIC criteria can streamline approvals and reduce bureaucratic delays.

##### Competitive Edge

- Having robust quality and safety certifications differentiates BDB from competitors in project tenders and property sales.
- Positive word-of-mouth from satisfied clients can bolster the company's brand and lead to repeat business or partnerships.

##### Stakeholder Confidence

- Investors, financiers, and shareholders often view ISO-certified companies as lower-risk investments.
- Customers and the general public can be rest assured that the BDB prioritises quality and safety.



## RISKS

### Certification Maintenance

- Failure to maintain ISO standards through regular audits and improvements can result in the loss of certification, undermining stakeholder confidence.
- The costs of periodic certification reviews, training, and system upgrades can strain financial resources if not managed effectively.

### Over-Reliance on Certifications

- Holding certifications without a genuine commitment to ongoing quality improvement can lead to complacency.
- If quality or safety lapses occur despite the certifications, reputational damage may be severe.

### External Market Factors

- Changes in regulations, economic downturns, or shifts in consumer preferences may reduce demand, affecting the viability of both construction and property segments.
- Increased competition in Malaysia's property market could erode the advantage of certifications if rivals adopt similar standards.



## OPPORTUNITIES

### Sustainable Innovation

- ISO 14001:2015 compliance positions BDB to explore green construction methods and sustainable materials, appealing to environmentally conscious buyers and investors.
- Technological advancements (e.g., Building Information Modeling and eco-friendly building materials) can further enhance quality and efficiency.

### Expansion into New Markets

- Strong credentials in quality, environmental management, and safety can facilitate entry into international or specialised local markets with stringent requirements.
- Potential partnerships or joint ventures with other ISO-certified organisations can broaden BDB's portfolio and reach.

### Continuous Improvement Culture

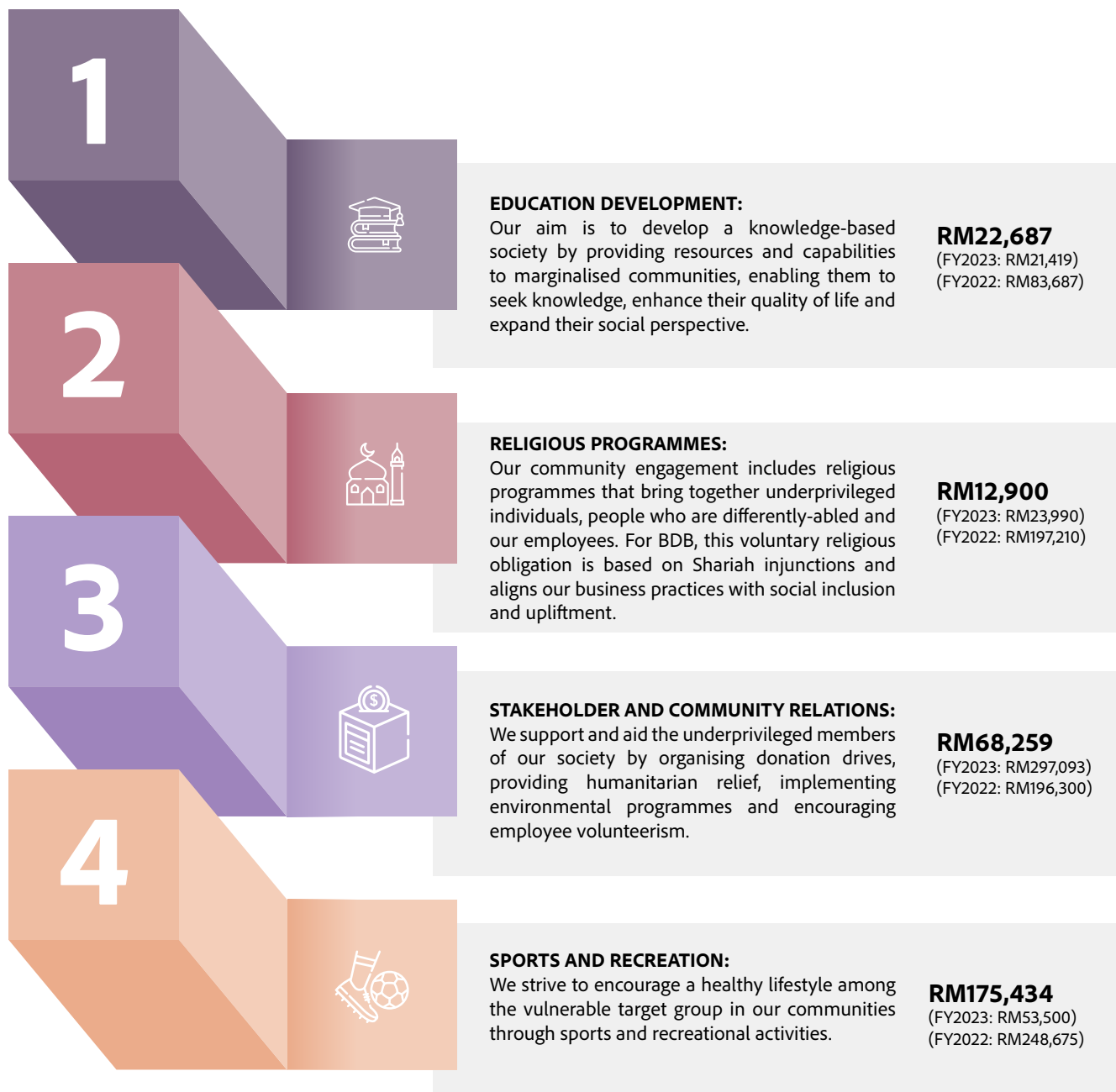
- Ongoing training, audits, and employee engagement foster a culture that prioritises safety, quality, and innovation.
- Better risk management processes may reduce long-term operational costs and improve project outcomes.

### Value-Added Services

- As BDB refines its internal quality and safety frameworks, it could potentially offer consultancy services to other developers or construction firms, diversifying its revenue streams.

## FOCUS AREA 4 ENGAGING EFFECTIVELY WITH STAKEHOLDERS

### CSR FOUR CORE PILLARS



#### EXPENDITURE

**RM 279,550**

FY2023: 396,001

FY2022: RM725,872

#### BENEFICIARIES

**45 (6,212)**

FY2023: 51 (7,765)

FY2022: 84 (8,641)