

ANNUAL REPORT 2025

# **STRENGTHENING CORE, SHAPING A FUTURE**

## Our Vision

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

## Our Mission

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

## Our Corporate Objectives

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



go green  
go paperless

**BINA DARULAMAN BERHAD**  
**ANNUAL REPORT 2025**  
**DIGITAL VERSION**

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

## 31<sup>st</sup> Annual General Meeting

**Thursday, 30 April 2026**  
10.00 am

Tangkai Rotan  
The Jerai Hotel Alor Setar  
Lot 134, 141, Jalan Sultan Badlishah  
Bandar Alor Setar  
05000 Alor Setar  
Kedah Darul Aman, MALAYSIA

### CAUTIONARY STATEMENT

BDB makes no representation or warranty, whether expressed or implied, as to the accuracy or completeness of the facts highlighted in this Annual Report (the Report), disclaiming responsibility from any liability that might arise from the reliance on its contents. This Report may contain "forward-looking statements". Forward-looking statements involve inherent risks and uncertainties and other factors that are in many cases beyond our control. Although BDB believes that the expectations of its Management as reflected by such forward looking statements are reasonable based on current information, no assurance can be given that such expectations will prove to have been correct. Should one or more of the risks and uncertainties materialise, actual results may vary materially from those anticipated or projected. Accordingly, readers are cautioned not to place undue reliance on such forward-looking statements. In any event, these statements speak only as of their dates and we undertake no obligation to update or revise any of them, whether as a result of new information, future events, or otherwise.

# Inside the Report

<p><b>BDB AT A GLANCE</b></p>	<p>ii Our Vision, Mission &amp; Corporate Objectives</p> <p><b>2</b> About Us</p> <p><b>22</b> Corporate Structure</p> <p><b>23</b> Corporate Information</p> <p><b>24</b> Board of Directors</p> <p><b>26</b> Board of Directors' Profile</p> <p><b>33</b> Senior Management</p> <p><b>34</b> Senior Management Profile</p>	<p><b>TRANSPARENCY</b></p>	<p><b>134</b> Corporate Governance Overview Statement</p> <p><b>158</b> Audit Committee Report</p> <p><b>161</b> Statement on Risk Management and Internal Control</p> <p><b>167</b> Additional Compliance Information</p>
<p><b>FINANCIAL &amp; INVESTOR OVERVIEW</b></p>	<p><b>37</b> 5-Year Group Financial Highlights</p> <p><b>39</b> Investor Relations</p>	<p><b>FINANCIAL STATEMENTS</b></p>	<p><b>169</b> Financial Statements</p>
<p><b>LEADERSHIP INSIGHTS</b></p>	<p><b>42</b> Management Discussion and Analysis</p>	<p><b>INVESTOR INFORMATION</b></p>	<p><b>251</b> Material Properties of Bina Darulaman Berhad</p> <p><b>252</b> Analysis of Shareholdings</p> <p><b>253</b> List of Top 30 Shareholdings</p>
<p><b>CORPORATE HIGHLIGHTS</b></p>	<p><b>62</b> Corporate Highlights</p>	<p><b>NOTICE OF AGM</b></p>	<p><b>254</b> Notice of 31<sup>st</sup> Annual General Meeting</p>
<p><b>SUSTAINABILITY REPORT</b></p>	<p><b>71</b> Sustainability Report 2025</p>	<p><b>ADMINISTRATIVE GUIDE</b></p>	<p><b>259</b> Administrative Guide for the 31<sup>st</sup> Annual General Meeting</p>
		<p><b>FORM OF PROXY</b></p>	<p><b>263</b> Form of Proxy</p>



## Strengthening Core, Shaping a Future

A majestic mountain range rises beneath the early glow of dawn, creating an atmosphere of renewal, stability, and quiet determination. The steady ascent of the peaks mirrors BDB's focus on fortifying its foundations as it advances toward a future shaped with purpose and clarity.

Each peak contributes to a unified and resilient landscape, reflecting the strength of the Group's core business pillars of Property; Engineering and Construction; Road Building and Quarry; and Leisure. Together, these pillars form a horizon driven by collective progress and enduring value.

The warm light breaking through the mist adds a sense of optimism and direction, capturing the discipline and resolve behind BDB's ongoing transformation. The meeting of light, height, and atmosphere suggests a future crafted through consistency, resilience, and thoughtful growth.

This visual narrative speaks to BDB's commitment to reinforcing what matters today while shaping a future defined by strength, ambition, and long-term sustainability.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us

**BINA DARULAMAN BERHAD** (BDB or the Group) is the investment holding company of the Kedah State Government, with a strong track record spanning over three decades. The Group is involved in key sectors including Property Development, Engineering & Construction, Road Building and Quarry Operations, as well as Leisure.

Strategic efforts are focused on enhancing business alignment within its key segments, including housing development, engineering and construction, road building, quarrying and leisure, with an emphasis on improving governance, accountability and decision-making processes.

Incorporated on 7 February 1995 and listed on the Main Market of Bursa Malaysia on 2 February 1996, BDB has played a significant role in supporting the socioeconomic development of the State of Kedah. Supported by an experienced and committed workforce, the Group has successfully undertaken and managed a diverse portfolio of projects that contribute to infrastructure development and community growth.

BDB is guided by a clear commitment to deliver sustainable infrastructure, affordable housing, employment

opportunities and long-term value creation. These principles are reflected in the Group's corporate tagline, **"Spirit of Achievement"**, which underscores the importance of teamwork, shared responsibility and disciplined execution in achieving organisational goals.

In an increasingly challenging economic and competitive environment, the Group continues to strengthen its core businesses, which remain the foundation of BDB's long-term sustainability.

At the same time, BDB continues to optimise its organisational structure and human capital development to enhance operational efficiency and support digitalisation initiatives, in line with evolving technological and artificial intelligence advancements.

Collectively, these initiatives reflect BDB's ongoing commitment to sustainable growth and responsible value creation, reinforcing its role as a key contributor to the economic and sustainable development of Kedah and the Northern Region of Malaysia.

Strategic efforts are focused on enhancing business alignment within its key segments, including housing development, engineering and construction, road building, quarrying and leisure, with an emphasis on improving governance, accountability and decision-making processes.



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



## PROPERTY

### BDB Land Sdn Bhd



**BDB LAND SDN. BHD.** (BDB Land) has established itself as a premier property developer in Malaysia's Northern Region, recognised for its commitment to creating sustainable communities and pioneering lifestyle-centric township developments.

With a distinguished legacy spanning 44 years since its incorporation on 7 April 1981, BDB Land has consistently delivered a high-quality portfolio of developments, guided by its unwavering focus on excellence, sustainability and smart development solutions.

Central to BDB Land's success is its flagship township, Bandar Darulaman in Jitra, which serves as a benchmark for integrated planning, seamless connectivity and environmental stewardship. Within the township, Darulaman Park stands as a key

landmark, functioning as a vibrant recreational and leisure hub that continues to attract both residents and visitors.

### DARULAMAN SAUJANA, HOSBA

In 2025, BDB Land expanded its footprint in the Kubang Pasu District, Kedah, with the launch of two new residential projects within the Darulaman Saujana Township in Hosba, responding to increasing demand for quality and sustainable housing.

#### Lily

Launched on 10 May 2025, Lily is a single-storey terraced housing development comprising 132 units, with a Gross Sales Value (GSV) of RM38.76 million. The project features functional layouts, contemporary design elements



Double-storey Terrace in Bandar Darulaman

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



**PROPERTY**

# BDB Land Sdn Bhd



Lily – Single-storey Terrace, Darulaman Saujana



Rafflesia – Single-storey Cluster, Darulaman Saujana

and a comfortable living environment, making it well-suited for families seeking everyday convenience and quality living.

In addition, construction works for the Lily development commenced in the fourth quarter of 2025, providing visible progress on site and further reinforcing buyer confidence.

### Rafflesia

During the same period, BDB Land also launched Rafflesia, a single-storey cluster housing development within Darulaman Saujana, Hosba. The project comprises 88 units with a GSV of RM34.58 million. Designed with practical layouts and modern aesthetics, Rafflesia offers a warm and welcoming environment that fosters community living, while embodying BDB Land's vision of "Developing Liveable Tomorrows".

## NEW SALES INITIATIVES FOR 2025

In 2025, BDB Land implemented a series of targeted sales and marketing initiatives aimed at expanding market reach, enhancing lead conversion and strengthening buyer confidence.

Enhanced Digital Marketing and Lead Conversion	Revised Tier Commission Structure	On-Ground Sales Activation
<p>The company adopted an always-on digital marketing strategy across key platforms such as Facebook and TikTok. These efforts were supported by enhanced lead qualification processes, enabling more effective engagement with prospective buyers and improved conversion rates.</p>	<p>A revised tiered commission and incentive structure was introduced to better align sales performance with rewards. This initiative was designed to motivate the sales force, improve productivity and sustain sales momentum.</p>	<p>To complement its digital initiatives, BDB Land conducted targeted on-ground sales activations through roadshows at high-traffic locations, including shopping malls, government offices and public institutions.</p>



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



## PROPERTY

### Kedah Holdings Sdn Bhd



**KEDAH HOLDINGS SDN. BHD.** (Kedah Holdings), established on 2 February 1982, has been a cornerstone of the property development sector for more than four decades. Renowned for its industry expertise and innovative development solutions, the company has built a strong and reputable track record through a diverse portfolio of commercial, residential and office developments.

As a specialised boutique developer, Kedah Holdings focuses on small to medium-scale residential and commercial projects, carefully tailored to meet the specific needs of targeted market segments across Kedah and neighbouring states. This strategic focus enables the company to deliver quality developments that are both market-relevant and sustainable.

On 12 February 2025, Kedah Holdings convened the Taman Aman Perdana



Residents' Meeting, which was officiated by YB Ts. Dr. Mohd Suffian Yusoff, the State Assemblyman for Bandar Baharu.

During the meeting, 119 purchasers of Taman Aman Perdana received the keys to their homes following the successful issuance of the Certificate of Completion and Compliance, marking a significant milestone for the project.

In addition, notable progress was achieved in the development of the Taman Azalea housing project in Pendang, Kedah. In August 2025, the single-storey semi-detached show unit was completed and opened for public viewing.

The show unit provides prospective buyers with a clear insight into the design, layout and actual built-up area of the house, as well as the surrounding land, thereby supporting informed purchasing decisions.



- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



## ENGINEERING & CONSTRUCTION

### BDB Synergy Sdn Bhd



**B**DB SYNERGY SDN. BHD. (BDB Synergy) is renowned as a leading provider of comprehensive engineering and construction management solutions in the state of Kedah and the Northern Region of Peninsular Malaysia.

Armed with expansive capabilities, industry knowledge and resources, BDB Synergy could tackle projects of any scale, specialising in general construction, design and build services, pre-construction planning and project management. Since our establishment, BDB Synergy has earned a solid reputation for driving notable advancements across various industries.

Our project portfolio is diverse and impressive, spanning Commercial, Leisure and Residential developments as well as critical infrastructure projects, including Airports, Educational Institutions, Healthcare Facilities and Potable Water Supply systems. In addition, we have successfully delivered significant Industrial and Civil infrastructure projects, including jetties, roads and bridges.

Central to the success of BDB Synergy lies our key strengths: extensive experience, versatile planning and construction management capabilities, a highly skilled workforce and an unwavering commitment to delivering excellence in quality, safety and integrity.

These attributes have positioned the company as a trusted partner in the

industry. Committed to operational excellence, BDB Synergy adheres to industry-leading standards, including the **Quality Assessment System in Construction (QLASSIC), ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018**, ensuring the highest levels of performance and compliance across its operations.

### KEY PROJECT HIGHLIGHTS

As of 31 December 2025, BDB Synergy has demonstrated strong project execution capabilities, marked by the near completion of several key

developments. Lakehome Phase 3B has achieved an impressive completion rate of 98.76% and is on track for full completion by the end of the first quarter of 2026.

Significant progress has also been recorded for the Pelubang Water Treatment Plant (“WTP”) upgrading project, valued at RM431 million. The project attained a completion rate of 88.56%, a substantial improvement compared to 48.78% during the corresponding period last year.

The project has been granted an extension of time by the Kedah State Government and is now scheduled for completion by July 2026. Upon completion, it is expected to significantly mitigate water supply disruptions in the Kuala Kedah and Kubang Pasu districts.

During the year under review, BDB Synergy secured three new projects, further strengthening its project portfolio. These include the construction and completion of tertiary works for Block ALBD 5 and NCD 3, 4 and 5 in Region 1 under MADA Kedah/Perlis, the upgrading of the new treatment system at the Padang Saga 3 Compact Plant in Langkawi, Kedah, and the construction,



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



### ENGINEERING & CONSTRUCTION

## BDB Synergy Sdn Bhd



Pelubang Water Treatment Plant ("WTP")  
2025  
**88.56%**  
COMPLETED



2025  
**83.63%**  
COMPLETED

Bukit Kemboja Compact Plant



2025  
**4.46%**  
COMPLETED

Tertiary works under MADA Kedah/Perlis



2025  
**33.79%**  
COMPLETED

Padang Saga 3 Compact Plant

extension of time until March 2026, with full completion anticipated within the approved timeframe.

Meanwhile, the tertiary works under MADA Kedah/Perlis are currently at the preliminary stage, recording a progress rate of 4.46%, with construction activities expected to accelerate progressively throughout the agreed project period.

These accomplishments reflect BDB Synergy's unwavering commitment to delivering quality projects in a timely and efficient manner, reinforcing its position as a trusted and innovative partner in the construction and engineering sector.

testing and commissioning works for the improvement of the water treatment system at the Bukit Kemboja Compact Plant, also in Langkawi, Kedah.

For the Padang Saga 3 Compact Plant upgrading project, works have progressed to 33.79% completion as of 17 January 2026, achieving a milestone 7 days ahead of the original schedule. The Bukit Kemboja Compact Plant project has reached a completion rate of 83.63% and has been granted an

Looking ahead, BDB Synergy remains focused on sustaining operational excellence, driving innovation and contributing meaningfully to the sustainable development of the communities it serves.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



## ENGINEERING & CONSTRUCTION

### BDB Energy Sdn Bhd



Established on 5 July 2023, **BDB ENERGY SDN. BHD.** (BDB Energy) is a strategic renewable energy subsidiary of Bina Darulaman Berhad (BDB) Group, formed to champion the adoption of solar photovoltaic (PV) solutions and accelerate the clean energy transition. BDB Energy aspires to play a leading role in advancing renewable energy initiatives in Kedah State while progressively expanding its footprint nationwide.

BDB Energy offers a comprehensive range of renewable energy solutions, encompassing rooftop solar installations for residential, commercial, industrial and government sectors, as well as utility-scale solar developments. Guided by sustainability and innovation, the Company is committed to addressing the growing demand for clean and reliable energy while contributing meaningfully to carbon emission reduction and long-term energy security.

Environmental, Social and Governance (ESG) principles are embedded at the core of BDB Energy's operations and decision-making. Sustainability considerations are integrated across the value chain, from project development and energy generation to procurement and supply chain management. By leveraging advanced technologies and best practices, BDB Energy fosters a culture of environmental stewardship and responsible growth, setting higher benchmarks for sustainable renewable energy development.

As a Government-Linked Company (GLC) of Kedah State, BDB Energy is uniquely positioned to support state-led green development agendas and national energy transition aspirations. The Company places strong emphasis on delivering renewable energy solutions that create shared value for local communities, strengthen economic resilience and preserve the natural environment.



Through close collaboration with government agencies, industry players, financial institutions and community stakeholders, BDB Energy aims to establish itself as a trusted renewable energy partner and solution provider. Anchored by strategic partnerships and forward-looking initiatives, the Company remains dedicated to driving sustainable growth and shaping a cleaner, more resilient and inclusive energy future for Kedah and Malaysia.

### 2025 INITIATIVES AND ACHIEVEMENTS

The year 2025 marked a foundation-building and strategic positioning phase for BDB Energy. Despite being in the early stage of its growth trajectory, the Company successfully established key building blocks to support future revenue generation and long-term scalability. During the year, BDB Energy expanded its solar installation portfolio, particularly within the Commercial & Industrial (C&I) segment, while progressively increasing project size, complexity and geographical reach.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



## ENGINEERING & CONSTRUCTION BDB Energy Sdn Bhd

### INTERNAL GROUP PROJECTS

Under the Net Energy Metering (NEM) Nova Programme, five (5) internal commercial solar projects were implemented across key BDB Group assets. These projects not only support the Group’s decarbonisation objectives but also serve as strategic reference sites to demonstrate BDB Energy’s technical capability and delivery track record.

The projects involve installations at Menara BDB, BDB Infra Premix Plant (Kulim), Darulaman Golf & Country Club, BDB Glass Hall, Darulaman Park and Fantasia Aqua Park, with a combined planned capacity of approximately 557 kWp. Completion is scheduled progressively between Q4 2025 and Q2 2026.

No.	Project / Site	System Capacity (kWp)	Solar PV Design
1	Menara BDB	87.4	BIPV - Carport
2	Kulim Kedah Premix Plant (KKPP)	6.8	Rooftop
3	Fantasia Aqua Park	150.1	Rooftop
4	Lifestyle Gallery / Glass Hall	102.4	Rooftop
5	Darulaman Golf & Country Club (DGCC)	131.1	BIPV - Carport



- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



### ENGINEERING & CONSTRUCTION

## BDB Energy Sdn Bhd



### EXTERNAL COMMERCIAL EXPANSION & PARTNERSHIPS

In September 2025, BDB Energy entered a Memorandum of Understanding (MoU) with Kester Sdn. Bhd., a subsidiary of Invest Kedah Berhad, to jointly explore and implement renewable energy projects within Kedah. This strategic collaboration covers rooftop solar developments under the Malaysia's Community Renewable Energy Aggregation Mechanism (CREAM) Programme as well as solar farm projects, leveraging Kester's role as the State's One-Stop Centre for renewable energy investments.

For C&I developments, BDB Energy's initial focus includes the deployment of rooftop solar systems under the

ATAP Programme for prominent State Government buildings, including Wisma Darulaman, the Digital Library, and selected local authorities (Pihak Berkuasa Tempatan, PBTs). These projects are expected to support public sector decarbonization efforts while reinforcing BDB Energy's role as a key enabler of state-led energy transition initiatives.

### DIVERSIFIED REVENUE INITIATIVES

In line with its long-term sustainability and resilience strategy, BDB Energy is actively exploring diversified and low-capex revenue streams beyond core solar development activities. These initiatives include electric vehicle (EV) charging infrastructure, long-term

operations and maintenance (O&M) services, renewable energy trading, energy audits and efficiency solutions, carbon-related services (including Renewable Energy Certificates (REC) and carbon advisory), as well as technical and regulatory compliance training.

All diversification initiatives will be pursued through a disciplined, partnership-driven approach to optimise capital deployment, manage execution risks and validate market demand. Through this strategy, BDB Energy aims to generate incremental and recurring revenue streams while strengthening its position as an integrated renewable energy solutions provider supporting Kedah's and Malaysia's energy transition agenda.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



## ROAD BUILDING & QUARRY

### BDB Infra Sdn Bhd



**B**DB INFRA SDN. BHD. (BDB Infra) leverages over five decades of industry expertise in road construction and quarrying. Founded in 1973 as Syarikat Bina dan Kuari Kedah Sdn. Bhd., the company rapidly emerged as a key player in the Northern Region's quarrying sector. Recognised as a trusted G7 contractor for road construction in Northern Malaysia, BDB Infra is distinguished by its advanced technical capabilities and consistent delivery of high-quality projects.

The company is actively engaged in numerous road construction and maintenance initiatives across the region. BDB Infra's resolute commitment to safety and excellence has earned widespread recognition. The company achieved an impressive 97.82% rating, securing a Grade A workplace certification from the

Department of Occupational Safety and Health Kedah.

The Bukit Perak Quarry received a prestigious 5-star Sustainability in Mining and Quarrying 2021/2022 rating from the Department of Mineral and Geoscience Malaysia, making it Kedah's first granite quarry to achieve this

distinction. The company's dedication to sustainability and safety has also garnered significant accolades. This recognition reinforces BDB Infra's dedication to sustainability and safety.

### BDB CONSTRUCTION & MAINTENANCE SDN. BHD.

In 2025, BDB Infra's subsidiary, BDB Construction & Maintenance Sdn. Bhd. (BDB Construction & Maintenance), which focuses exclusively on road infrastructure construction and maintenance, continued to fulfil its three-year contract with the Kedah State Government valued at RM204 million. The contract encompasses comprehensive road maintenance works across multiple districts within the state.

During the year under review, a total of 56 work orders were successfully completed across the districts of Kota Setar, Padang Terap/Pokok Sena, Sik, Kubang Pasu, Pendang and Yan, with a cumulative value of RM50,364,709.12.



#### STATE ROAD MAINTENANCE (SRM)

2025

56

WORK ORDERS COMPLETED



Value:  
RM50,364,709

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



### ROAD BUILDING & QUARRY

## BDB Infra Sdn Bhd

These achievements reflect BDB Infra's and BDB Construction & Maintenance's strong commitment to delivering infrastructure projects efficiently and reliably, in support of public safety, connectivity and the overall development of the State of Kedah.

#### GEMI PUNCAK QUARRY (GPQ)

Since its acquisition in October 2023, Gemi Puncak Quarry Sdn. Bhd. (GPQ) has been managing quarry operations at Bukit Perak, Pendang and Ulu Melaka,

Langkawi. The Bukit Perak Quarry has a monthly production capacity of 100,000 metric tonnes of crushed granite aggregates, while the Ulu Melaka Quarry has a monthly capacity of 30,000 metric tonnes.

For 2025, the Bukit Perak and Ulu Melaka quarries recorded annual production volumes of 368,986.49 metric tonnes and 121,804.44 metric tonnes respectively, resulting in a combined annual output of approximately 490,790.93 metric tonnes of crushed aggregates.

In addition to quarrying activities, GPQ is also involved in the production of asphaltic bituminous mix through its plants located at Bukit Perak and the Kulim Kedah Premix Plant in Padang Meha. These plants have a combined daily production capacity of 4,000 metric tonnes. In 2025, total asphaltic mix production from both plants amounted to 258,669.85 metric tonnes.



Bukit Perak Quarry



Gemi Puncak Quarry

**CRUSHED  
AGGREGATES  
PRODUCTION  
2025:**



**BUKIT PERAK  
QUARRY**

**368,986**

metric tonnes

**GEMI PUNCAK  
QUARRY**

**121,804**

metric tonnes

#### WHAT'S NEXT

With a proven track record and a forward-looking strategic vision, BDB Infra is well positioned to expand its operational footprint and material supply capabilities beyond state boundaries in the coming years. The division's strong commitment to operational excellence, quality standards and sustainable practices reinforces its position as a trusted industry player, supporting sustainable growth and long-term value creation in Kedah and across the Northern Region of Malaysia.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

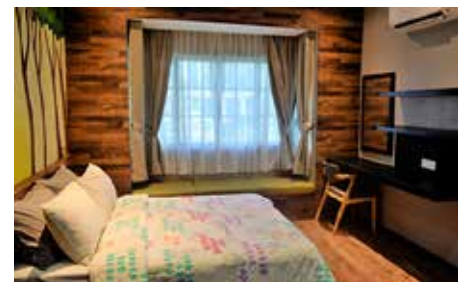
- Administrative Guide for the 31st Annual General Meeting

## About Us



## LEISURE

### BDB Darulaman Golf Resort Berhad



**B**DB DARULAMAN GOLF RESORT BERHAD (BDGRB) stands as a testament to world-class golfing and leisure experiences. Spanning 190 acres, the resort’s 18-hole championship golf course was meticulously designed by the renowned Australian golf course architect, Ted Parslow of E&G Parslow Associates. Since its inauguration in 1993, the course has earned its reputation as a premier destination for golf enthusiasts, offering a perfect blend of challenge and beauty.

Nestled in the picturesque landscape of Kubang Pasu, the course features expansive Greenlees Park Bermuda fairways and pristine Bermuda Tifdwarf greens. The natural terrain incorporates a harmonious mix of strategic elements, including well-placed sand bunkers, tree-lined stretches, undulating landscapes and tranquil water hazards.

These course features not only enhance the playing experience but also underscore our commitment to maintaining the highest standards of golfing excellence.

Recognised as the “Pride of the North”, BDGRB offers a comprehensive resort experience, besides golfing. Guests can



- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



### LEISURE

## BDB Darulaman Golf Resort Berhad

enjoy a wide range of amenities, including swimming pools, badminton courts, a fully equipped gymnasium and versatile conference facilities. The recently refurbished facility at the resort boasts exceptional dining options via the Classic Café, as well as comfortable chalet accommodations, ensuring a memorable stay for all visitors.

### EVENT HIGHLIGHTS

In 2025, BDB Darulaman Golf Resort Berhad (BDGRB) recorded a strong year of event activity, reflecting growing confidence in its offerings and market positioning. A total of 233 Hi-Tea events and 25 wedding functions were successfully hosted during the year, underscoring the resort's appeal as a preferred venue for social and celebratory occasions.

During the same period, the resort also hosted 29 golf tournaments, eight of which were organised by BDGRB. These events further reinforced the resort's reputation as a premier golfing destination in the region.

#### BDB Masters 2025

The BDB Masters 2025 marked its 10th edition, cementing its standing as the flagship golf tournament in the Northern Region. The three-day tournament, held at Darulaman Golf & Country Club (DGCC), Jitra, Kedah, attracted a total of 153



participants, reflecting sustained interest and strong support from the golfing community.

#### BDB Chairman's Cup 2025

The BDB Chairman's Cup 2025 was successfully conducted at DGCC, Jitra, Kedah, with the participation of 88 golfers. The event continued to serve as a key highlight in the resort's annual golfing calendar.



#### DGCC Merdeka Golf Challenge 2025

In conjunction with National Day 2025, DGCC organised the DGCC Merdeka Golf Challenge 2025 at its Jitra course. The tournament attracted 79 participants, fostering patriotic spirit while promoting camaraderie among golfers.



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



### LEISURE

## BDB Darulaman Golf Resort Berhad



### NEW INITIATIVES

In its ongoing efforts to enhance business resilience and diversify income streams, BDGRB implemented several strategic initiatives in 2025, all of which have delivered encouraging results.



During the year, BDGRB partnered with FoodPanda to enhance the visibility and sales reach of Classic Café. This initiative has expanded customer access and strengthened the café's market presence.



Concurrently, BDGRB expanded its food and beverage operations through the establishment of a Mini Classic Café at Darulaman Park, Jitra, Kedah, branded as The Cabin. This outlet has successfully attracted visitors and park-goers, contributing positively to revenue growth.



In addition, BDGRB introduced new wedding catering packages, namely Seroja and Dahlia, offering customers greater flexibility and value while enhancing the resort's competitiveness in the events and hospitality segment.

With its comprehensive facilities, continuous innovation and strong commitment to service excellence, BDB Darulaman Golf Resort Berhad remains well-positioned to sustain its standing as a leading destination for golf enthusiasts and leisure seekers alike.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



## LEISURE

### BDB Leisure Sdn Bhd



**B**DB LEISURE SDN. BHD. (BDB Leisure) specialises in managing a diverse range of recreational facilities designed to promote entertainment, sports and indoor/outdoor leisure activities.

Our flagship venture, Darulaman Park, is a sprawling 84-acre recreational haven located in the picturesque Bandar Darulaman, Jitra, Kedah. The park features a serene lake, lush greenery and a variety of amenities that encourage wellness and a healthy lifestyle for residents, visitors and tourists alike.

Guided by a philosophy that balances ecological integrity with economic progress, BDB Leisure is committed to sustainable conservation practices.

This is evident in the development and management of Darulaman Trails, catering to sports enthusiasts and Fantasia Aquapark, a water-themed attraction that draws visitors from across Kubang Pasu and beyond.

Darulaman Park offers a 36-acre lake, a 2.4 km jogging track, outdoor fitness facilities and expansive grounds ideal for family and group activities. Visitors can enjoy kayaking, boat rides, bicycle rentals, tram and buggy rides and a scenic lake cruise accommodating



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



LEISURE

## BDB Leisure Sdn Bhd



up to 15 passengers. Additionally, the park provides versatile event spaces, including the Tent & Gazebo event hall and open fields, suitable for sporting events, concerts and carnivals.

### KEY EVENT HIGHLIGHTS

Throughout 2025, BDB Leisure successfully hosted a total of 116 events, encompassing sports, recreational, corporate, wedding, festival and other public engagements. This achievement underscores Darulaman Park's growing recognition as a versatile and preferred venue for a wide range of activities.

Among the key events held at Darulaman Park during the year were:

#### Majlis Apresiasi dan Amanat Pengerusi LZNK 2025

Organised by Lembaga Zakat Negeri Kedah (LZNK), the event recognised outstanding contributions while serving as a platform for the delivery of strategic directives to its staff.

#### Majlis Pelancaran Latihan Askar Wataniah Peringkat Negeri Kedah

This ceremony was officiated by Duli Yang Teramat Mulia Tengku Sarafudin Badlishah Ibni Al Aminul Karim Sultan Sallehuddin, Tuanku Raja Muda Kedah, in his capacity as Komander Rejimen 513 Askar Wataniah.

#### Jelajah Ramadan RTM 2025 x KedahFM

The programme featured a lineup of speakers, Kedah FM radio presenters and invited artists, attracting strong public participation throughout the Ramadan period.



#### Kedah Milo Breakfast Day 2025 (23 August 2025)

Darulaman Park was selected by Nestlé Malaysia as one of the official destinations for the Milo Breakfast Day 2025 road tour, marking the first time the event was hosted in the State of Kedah.

#### Hari Inovasi Jabatan Bomba dan Penyelamat Malaysia Peringkat Kebangsaan 2025 (22 October 2025)

Held in conjunction with the national-level Hari Inovasi of the Jabatan Bomba dan Penyelamat Malaysia (JBPM), the event featured the Fire Chef competition and a public awareness campaign, with participation from JBPM contingents nationwide.



- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



### LEISURE

## BDB Leisure Sdn Bhd

### Manisnya Tahun Baru Experience Kedah (30 December 2025)

The year concluded with the *Manisnya Tahun Baru* Experience Kedah, collaboration with Kedah Tourism in conjunction of Visit Malaysia Year 2026 which featured artist performances, cultural showcases, New Year celebrations, the KopiLari 7km Run, and a variety of other engaging activities for the public.



## NEW INITIATIVES

In line with its commitment to strengthening the brand presence and enhancing the vibrancy of Darulaman Park, BDB Leisure has introduced several strategic initiatives aimed at enriching visitor experiences through diversified attractions and activities.



Among the key initiatives to drive revenue growth at Darulaman Park is a proposed collaboration with Darulaman Animal Garden to develop a Petting Zoo, which is targeted to commence operations in July 2026. This family-oriented attraction is expected to broaden the park's appeal, particularly among children and families.



In addition, BDB Leisure is collaborating with Fiestania Ventures to develop the Darulaman Fun Park, a new amusement attraction at Darulaman Park. The project is scheduled to begin operations in February 2026 and is anticipated to further enhance visitor engagement and footfall.

Both attractions are designed to enliven the lake precinct through the incorporation of aesthetic lighting elements and interactive games, offering engaging and inclusive recreational activities for visitors of all age groups.



Concurrently, BDB Leisure has proposed a collaboration with RA International Sdn. Bhd. to establish a restaurant Thong Ne Thae at BDB Glass Hall, featuring a Thai Fine Dining concept. Planning and preparatory works are currently underway, with the restaurant targeted for full completion in the coming year.

The year 2025 represents a milestone for BDB Leisure, characterised by the successful execution of key events and the rollout of forward-looking initiatives. Looking ahead, the company remains focused on enhancing its product offerings, promoting ecotourism, and delivering high-quality recreational and dining experiences.

Through these strategic efforts, BDB Leisure continues to play an integral role in positioning Kedah as a preferred destination for leisure, sports and gastronomy experience.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



## LEISURE

### Darulaman Sanctuary Sdn Bhd



**DARULAMAN SANCTUARY SDN. BHD.** (Darulaman Sanctuary) was established in 2024 with a resolute mission to champion environmental sustainability and forest conservation. The company is committed to preserving natural habitats and fostering biodiversity at Darulaman Sanctuary, located in Lubuk Semilang, Langkawi.

In 2025, Darulaman Sanctuary recorded significant progress in the implementation of the Forest Conservation Certificate (FCC) Programme at Darulaman Sanctuary, Lubuk Semilang, Langkawi.

The year marked a shift from preparatory groundwork to active conservation delivery, master planning, community engagement, and eco-tourism enablement, in line with the FCC framework administered by the Malaysia Forest Fund (MFF).

#### 2025 KEY HIGHLIGHTS

During the year, Darulaman Sanctuary achieved key milestones across its core areas, including the rollout of on-ground programmes, stronger governance and reporting, and improved stakeholder coordination, while maintaining cost discipline and operational efficiency through phased execution and partnerships.

2025 also strengthened strategic positioning by enhancing credibility with regulators and partners,



demonstrating the division's ability to balance delivery, compliance, and value creation in a complex environment.

Overall, 2025 was a successful and enabling year, establishing the systems, partnerships, and capabilities needed to support sustainable growth and greater impact going forward.

#### EVENTS & ACHIEVEMENTS

##### 1. Forest Conservation Masterplan

- Initiated the Forest Conservation Masterplan, with FRIM Inc. appointed as technical consultant.

##### 2. Forest Restoration & Tree Planting

- Restoration works began with FRIM Inc. and Kedah State Forestry Department.

##### • Tree Planting Sessions:

Session 1 (21 June 2025):

300 trees

Session 2 (29 November 2025):

420 trees

Progress: 36% of the total FCC target of 2,000 trees completed.

##### 3. Forest Maintenance & Operational Readiness

- Dedicated personnel appointed for tree maintenance and monitoring.
- Procurement of essential tools and equipment.

##### 4. Biodiversity Assessment Surveys

- Surveys conducted at Darulaman Sanctuary to assess endangered, endemic, and keystone species.
- On-site assessments in July 2025 provided baseline ecological data.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## About Us



### LEISURE

## Darulaman Sanctuary Sdn Bhd



- Notable Endangered Tree Species Identified:
  - Anthoshorea hypochra* (Meranti Temak)
  - Anthoshorea henryana* (Meranti Jerit)
  - Anthoshorea roxburghii* (Meranti Temak Nipis)
  - Dipterocarpus grandiflorus* (Keruing Belimbing)
  - Hopea ferrea* (Giam Malut)
  - Hopea odorata* (Merawan Siput Jantan)
  - Vatica hermandiana* (Resak Laut)
  - Vatica umbonata* (Resak Air)

Progress: 60% completion by year-end.

### 5. Canopy Walk & Interpretive Infrastructure

- Preliminary planning for Canopy Walk following conservation-sensitive design.

- Focus on minimal disturbance, safety, accessibility, and educational value.
- Planning for information panels and interpretive signage to educate visitors about biodiversity and forest conservation.

### 6. Edu-Eco Tourism Main Entrance

- Contractor appointed; multiple design proposals submitted and evaluated.
- Selected design complements natural landscape and minimizes ecological impact.
- Construction and commissioning scheduled for completion by 31 December 2025.

### 7. Mini Temasya @ Darulaman Sanctuary: Tree Planting & Community Programme

Held on 29 November 2025 as the closing event for FCC FY2025.



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## About Us



### LEISURE

## Darulaman Sanctuary Sdn Bhd

- Activities & Participation:
  - Second Tree Planting Session: 420 trees
  - 163 stakeholders participated, including local communities, schools, NGOs, government agencies, senior citizen groups, and tourism operators
  - Technical support from Kedah State Forestry Department
- Funding: Via FCC allocations from ByteDance System Sdn. Bhd. and BDB Infra Sdn. Bhd. through Malaysia Forest Fund; no direct financial outlay by BDB.



Mini Temasya

## NEW INITIATIVES

The revitalization of Darulaman Sanctuary aims to optimize existing assets through sustainable eco-tourism initiatives that support environmental conservation and long-term economic viability.



### Conversion of the Underutilized Office into The Sanctuary Stay

An existing office building will be adaptively reused as The Sanctuary Stay, a 3-star nature-inspired roomstay offering standard rooms, family suites, and shared spaces with forest views. The design emphasizes eco-friendly architecture, energy efficiency, and sustainable materials to attract eco-tourists, researchers, corporate groups, and educational institutions.



### Development of the Eco Adventure Zipline

An Eco Adventure Zipline featuring flying fox, suspension bridges, abseiling, and canopy walk activities will be developed under a Design-Build-Operate model in collaboration with Umgawa Zipline. The project

prioritizes safety, environmental sustainability, and nature education, positioning Darulaman Sanctuary as a premier eco-adventure destination while generating sustainable revenue.

### Introduction of Food & Beverage Offerings at the Glass House and Laman Hutan

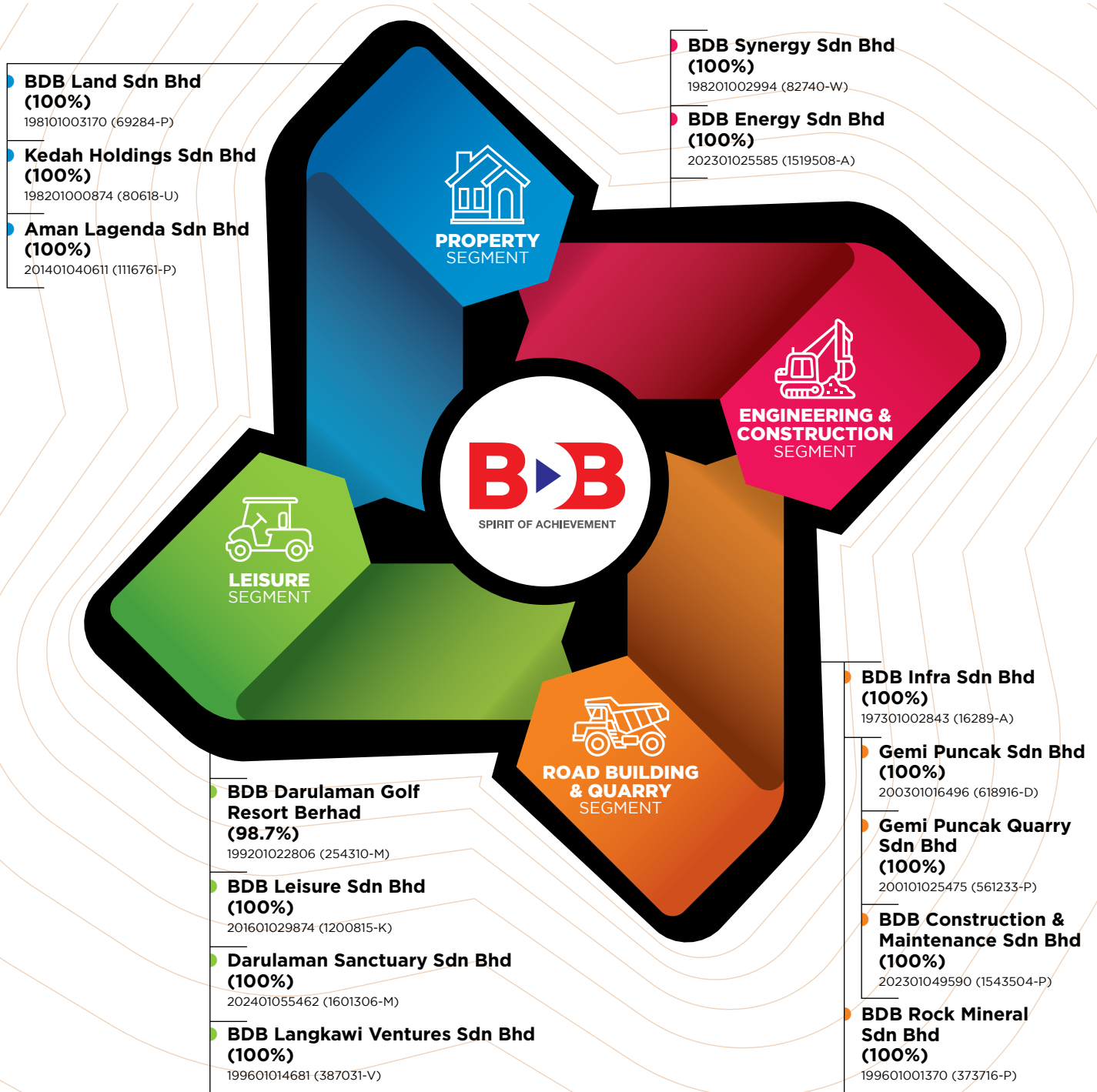
The Glass House will be transformed into a nature-inspired café serving local and sustainable cuisine, while Laman Hutan will offer an outdoor forest dining experience. These F&B initiatives will support local vendors, promote environmentally responsible practices, and enhance the overall eco-tourism experience through the integration of dining with nature-based activities.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

# Corporate Structure



**DORMANT COMPANIES:**

**BDB Hotels Sdn Bhd (100%)**  
199601011749 (384098-P)

**BDB Energise Sdn Bhd (100%)**  
202401034910 (1580757-V)

**BDB Greentech Sdn Bhd (100%)**  
202401025296 (1571145-T)

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

# Corporate Information

## BOARD OF DIRECTORS

**Dato' Haji Mohd Sahil Bin Zabidi**, DSDK., SDK., BKM.  
Non-Independent Non-Executive Director

**Dato' Zakiah Binti Kassim**, DSDK., AMK.  
Senior Independent Director

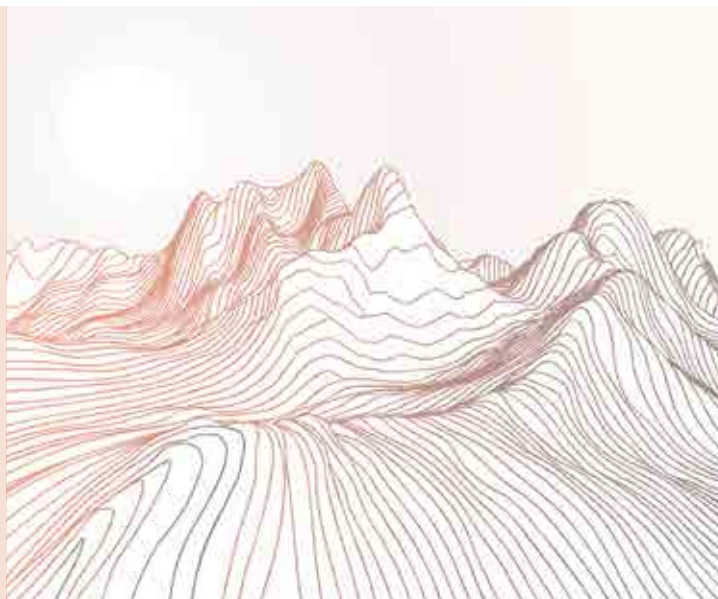
**Tuan Mohamad Ibrahim Bin Ghazali**  
Independent Non-Executive Director

**YB Ir. Ts. Khairil Nizam Bin Khirudin**  
Independent Non-Executive Director

**YB Ts. Dr. Mohd Suffian Bin Yusoff**  
Independent Non-Executive Director

**Puan Nawal Binti Hanafiah**  
Independent Non-Executive Director

**Tuan Haji Junaidi Bin Abidin**, BCK.  
Non-Independent Non-Executive Director



## BOARD AUDIT COMMITTEE

**Tuan Mohamad Ibrahim Bin Ghazali**  
Chairman

**Dato' Zakiah Binti Kassim**, DSDK., AMK.  
Member

**YB Ir. Ts. Khairil Nizam Bin Khirudin**  
Member

## BOARD NOMINATION, REMUNERATION & ESOS COMMITTEE

**Dato' Zakiah Binti Kassim**, DSDK., AMK.  
Chairman

**Puan Nawal Binti Hanafiah**  
Member

## BOARD RISK / INVESTMENT COMMITTEE

**YB Ir. Ts. Khairil Nizam Bin Khirudin**  
Chairman

**Dato' Zakiah Binti Kassim**, DSDK., AMK.  
Member

**Tuan Mohamad Ibrahim Bin Ghazali**  
Member

**Tuan Haji Junaidi Bin Abidin**, BCK.  
Member

## BOARD PROCUREMENT COMMITTEE

**YB Ts. Dr. Mohd Suffian Bin Yusoff**  
Chairman

**Tuan Haji Junaidi Bin Abidin**, BCK.  
Member

## COMPANY SECRETARY

**Khairulmuna Binti Abd Ghani**  
SSM PC NO. 202208000505  
LS 0008190

## REGISTERED OFFICE

Aras 9, Menara BDB  
88, Lebuhraya Darulaman  
05100 Alor Setar, Kedah Darul Aman  
Tel: +604 7300 303  
Fax: +604 734 2714  
Email: [bina\\_darulaman@bdb.com.my](mailto:bina_darulaman@bdb.com.my)  
Website: [www.bdb.com.my](http://www.bdb.com.my)

## AUDITORS

**BDO PLT**  
51-21-F, Menara BHL  
Jalan Sultan Ahmad Shah  
10050 George Town, Pulau Pinang

## PRINCIPAL BANKS

**Maybank Islamic Bank Berhad**  
1535, Jalan Sultan Badlishah  
05710 Alor Setar, Kedah Darul Aman  
Tel: +604 731 3855  
Fax: +604 733 1550

**Affin Islamic Bank Berhad**  
147 & 148, Susuran Sultan Abdul Hamid 8  
Kompleks Sultan Abdul Hamid Fasa 2  
Persiaran Sultan Abdul Hamid  
05050 Alor Setar, Kedah Darul Aman  
Tel: +604 772 1477  
Fax: +604 771 4796

## STOCK EXCHANGE LISTING

Listed on the Main Board of Bursa  
Malaysia Securities Berhad  
Stock Name: BDB  
Stock Code: 6173

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information

- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

# Board of Directors



**Dato' Haji Mohd Sahil Bin Zabidi**, DSDK., SDK., BKM.  
Non-Independent  
Non-Executive Director

**Dato' Zakiah Binti Kassim**,  
DSDK., AMK.  
Senior Independent Director

**Tuan Mohamad Ibrahim Bin Ghazali**  
Independent Non-Executive  
Director

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Board of Directors



**YB Ir. Ts. Khairil Nizam Bin Khirudin**  
Independent Non-Executive Director

**YB Ts. Dr. Mohd Suffian Bin Yusoff**  
Independent Non-Executive Director

**Puan Nawal Binti Hanafiah**  
Independent Non-Executive Director

**Tuan Haji Junaidi Bin Abidin, BCK.**  
Non-Independent Non-Executive Director

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

# Board of Directors' Profile



AGE  
63



**DATO' HAJI MOHD SAHIL BIN ZABIDI**, DSDK., SDK., BKM.  
Non-Independent and Non-Executive Director

**Date of appointment** : 5 February 2026  
**Date of Last Re-election** : N/A

**Securities Holdings in the Company:**

None

**Board Committee Membership:**

NIL

**Other Directorships in Public Listed Companies:**

None

**Attendance at Board Meeting in 2025:**

N/A

**Attendance at Previous AGM:**

N/A

**ACADEMIC & PROFESSIONAL QUALIFICATIONS**

- Master of Business Administration, Universiti Utara Malaysia
- A member of Malaysian Institute of Accountants (MIA 6884)
- Advanced Diploma in Accountancy, MARA Institute of Technology
- Diploma in Accountancy, MARA Institute of Technology

**BACKGROUND**

**Dato' Haji Mohd Sahil Bin Zabidi** (Dato' Haji Mohd Sahil) served as the first Chief Financial Officer of Bina Darulaman Berhad ("BDB") from 1994 to 2009. During his tenure, he was actively involved in the Company's restructuring and listing exercises, initiated the first issuance of RM85 million Islamic bonds in Kedah and led the acquisition of the remaining 30% equity interest in BDB Infra Sdn Bhd and BDB Synergy Sdn Bhd, contributing to the growth of the BDB Group.

He has been the Chairman of Kulim Advanced Technologies Sdn Bhd, a subsidiary of Kulim Technology Park Corporation Sdn Bhd, since 2018. Under his leadership and diversification strategies, the Company successfully eliminated its accumulated losses in 2024.

Dato' Haji Mohd Sahil joined Kulim Technology Park Corporation Sdn Bhd (developer Kulim Hi-Tech Park) in 2014 as Vice President, Finance and was promoted to Group Chief Executive Officer in 2019. As at 30 September 2025, cumulative investments in Kulim Hi-Tech Park ("KHTP") amounted to RM186.3 billion, with RM132.6 billion (73%) recorded over the past five years.

During his tenure, job opportunities at KHTP increased from 32,000 in 2019 to 45,000 in 2025. Key developments include the completion of Industrial Zone Phase 4A (247 acres) and the expansion of Industrial Zone Phase 5 (471 acres), supported by RM324 million in Federal Government funding under RMK-12.

The Company also recorded strong financial performance, with recurring income increasing from RM5 million in 2019 to RM20 million in 2025, total revenue rising from RM78.9 million to RM177.2 million and pre-tax profits exceeding RM100 million for three consecutive years. The issuance of RM500 million in unrated Sukuk Murabahah was also successfully completed.

**Disclaimer**

Dato' Haji Mohd Sahil does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Board of Directors' Profile



AGE  
67



**DATO' ZAKIAH BINTI KASSIM**, DSDK., AMK.  
Senior Independent Non-Executive Director

**Date of appointment** : 6 September 2020  
**Date of re-designation as Senior Independent Director** : 6 December 2021  
**Date of last re-election** : 30 May 2024

**Securities Holdings in the Company:**  
None

**Board Committee Membership:**

- Chairman, Board Nomination, Remuneration & ESOS Committee
- Member, Board Audit Committee
- Member, Board Risk / Investment Committee

**Other Directorships in Public Listed Companies:**  
None

**Attendance at Board Meeting in 2025:**  
Present for 7/9 meetings held during the Financial Year

**Attendance at Previous AGM:**  
Present

**ACADEMIC & PROFESSIONAL QUALIFICATIONS**

Bachelor of Law, Universiti Malaya (UM)

### BACKGROUND

**Dato' Zakiah Binti Kassim** (Dato' Zakiah) was appointed as an Independent Director of the Company on 6 September 2020 before re-designated as a Senior Independent Director on 6 December 2021.

Dato' Zakiah began her career as a Legal Officer at the High Court of Kuala Lumpur in June 1983, before moving on to the High Court of Pulau Pinang as Senior Assistant Registrar the following year.

Dato' Zakiah was appointed as a Director of the Legal Aid Bureau of Negeri Sembilan in 1984, and left to become Magistrate of the Court of Kuala Lumpur in 1986. In 1991, she was promoted to Session Court Judge in Kuala Lumpur.

After her appointment as a legal advisor at the Ministry of Housing & Local Government, Dato' Zakiah entered the executive branch of Government a year later. Prior to taking on the position of Federal Counsel at the Ministry of Finance in 1999, she was employed as a Secretary at Perbadanan Putrajaya in 1997.

Before joining the Kedah State as a legal advisor in 2005, Dato' Zakiah was appointed as Legal Officer in

the drafting segment at the Attorney General's Chambers in 2000. She held this position for four years.

In 2009, Dato' Zakiah became Chairman of the Board Advisory in the Prime Minister's Department before returning to the judiciary following her appointment as Judicial Commissioner at the High Court of Johor Bahru, Johor. In 2010, she accepted a transfer to the High Court of Alor Setar, Kedah, and remained with the High Court of Shah Alam, Selangor for two years until her retirement in 2017.

### Disclaimer

Dato' Zakiah does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. She has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## Board of Directors' Profile



AGE  
61



### TUAN MOHAMAD IBRAHIM BIN GHAZALI

Independent Non-Executive Director

**Date of appointment** : 14 December 2020

**Date of last re-election** : 30 May 2024

#### Securities Holdings in the Company:

None

#### Board Committee Membership:

- Chairman, Board Audit Committee
- Member, Board Risk / Investment Committee

#### Other Directorships in Public Listed Companies:

None

#### Attendance at Board Meeting in 2025:

Present for 9/9 meetings held during the financial year

#### Attendance at Previous AGM:

Present

#### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- Advanced Diploma in Accountancy (ADIA), equivalent to Bachelor in Accountancy (Hons.), Universiti Teknologi MARA (UiTM)
- Member, Malaysian Institute of Accountants (MIA 20637)
- Licensed Company Secretary (202005001136)
- Senior Member of The Institute of Internal Auditors Malaysia
- Member, Institute of Approved Company Secretaries (A 2623)

#### BACKGROUND

**Tuan Mohamad Ibrahim Bin Ghazali** (Tuan Mohamad Ibrahim) was appointed as an Independent Non-Executive Director of the Company on 14 December 2020. Subsequently, he was appointed as the Chairman of the Board Audit Committee on 5 April 2021. Tuan Mohamad Ibrahim was appointed as a member of the Board Risk Committee 5 April 2021. Tuan Mohamad Ibrahim was appointed as a member of the Board Sustainability Committee on 1 January 2023 and was re-assigned as a member on 20 March 2025.

Tuan Mohamad Ibrahim started his career as an auditor in May 1988 where he was involved in the audits of various governmental agencies, legal firms, and conglomerates. Two years later, he joined the Shapadu Group of Companies as an internal auditor.

In January 1995, Tuan Mohamad Ibrahim was appointed as Finance Manager at METC Holdings Sdn. Bhd. before assuming greater responsibilities as Senior Finance Manager from September 1996 to October 1999. He subsequently took on the role of Financial Controller at ARZ Group of Companies in November 1999. Promoted to General Manager in 2005, he was responsible for identifying future

business opportunities, reviewing corporate planning, and handling all legal and secretarial matters for the group.

In 2009, Tuan Mohamad Ibrahim formed his own firm MIG Associates (NF 0974), focusing on tax, corporate secretarial, accounting, and management advisory services.

#### Disclaimer

Tuan Mohamad Ibrahim does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Board of Directors' Profile



AGE  
47



### YB Ir. Ts. KHAIRIL NIZAM BIN KHIRUDIN

Independent Non-Executive Director

**Date of appointment** : 6 September 2020

**Date of last re-election** : 29 May 2025

#### BACKGROUND

**YB Ir. Ts. Khairil Nizam Bin Khirudin** (YB Ir. Ts. Khairil Nizam) began his career in PETRONAS Research and Scientific Services Malaysia in 2002. He continued his career path within PETRONAS, holding various positions in the Research & Technology Sector, the Gas Sector and the Exploration & the Production Sector.

He left PETRONAS in 2013 to expand his horizons and grew his career with several International Oil and Gas companies namely Talisman Malaysia Limited, REPSOL Oil & Gas Malaysia Limited and Hibiscus Oil and Gas Malaysia Limited.

YB Ir. Ts. Khairil Nizam was appointed by the Yang Di-Pertuan Agong, Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah Ibni Almarhum Sultan Haji Ahmad Shah Al-Musta'in Billah, as a Senator and Member of the Senate of the Parliament of Malaysia in 2020. He served as Senator until 19 November 2022, following his win in GE15. He has been the Member of Parliament for Jerantut, Pahang Darul Makmur since 19 December 2022.

#### Securities Holdings in the Company:

None

#### Board Committee Membership:

- Chairman, Board Risk Committee
- Member, Board Audit Committee

#### Other Directorships in Public Listed Companies:

None

#### Attendance at Board Meeting in 2025:

Present for 7/9 meetings held during the Financial Year

#### Attendance at Previous AGM:

Present

#### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- Bachelor (Hons) in Mechanical Engineering, Universiti Teknologi PETRONAS (UTP)
- Master of Science in Asset Maintenance and Management, Universiti Teknologi PETRONAS (UTP)
- Member of Board of Engineers Malaysia (Ir.)
- Member of Malaysia Board of Technologists (Ts.)
- Member of The Institute of Internal Auditors

#### Disclaimer

YB Ir. Ts. Khairil Nizam does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## Board of Directors' Profile



AGE  
57



**YB Ts. Dr. MOHD SUFFIAN YUSOFF**, AMK., BCK.  
Independent Non-Executive Director

**Date of appointment** : 16 June 2022

**Date of last re-election** : 29 May 2025

**Securities Holdings in the Company:**  
None

**Board Committee Membership:**

- Chairman, Board Procurement Committee
- Member, Board Sustainability Committee (Discontinued effective 31 December 2025)

**Other Directorships in Public Listed Companies:**  
None

**Attendance at Board Meeting in 2025:**  
Present for 9/9 meetings held during the Financial Year.

**Attendance at Previous AGM:**  
Present

**ACADEMIC & PROFESSIONAL QUALIFICATIONS**

- Doctor of Philosophy (PhD) in Environmental Engineering, Universiti Sains Malaysia (USM)
- Master of Science in Mineral Resources Engineering, Universiti Sains Malaysia (USM)
- Bachelor of Agricultural Science (Hons), Universiti Pertanian Malaysia (UPM)
- Qualified "Professional Technologist, Ts." - Atmospheric Science & Environment Technology (AC)

**BACKGROUND**

**YB Ts. Dr. Mohd Suffian bin Yusoff** (YB Ts. Dr. Suffian) has been serving as a Member of the Kedah State Legislative Assembly (ADUN) for the Bandar Baharu constituency since August 2023.

Prior to his role in the state legislature, he served as the Dean of the School of Civil Engineering, Universiti Sains Malaysia (USM) from 1st January 2022 until 21 July 2023, following many years of distinguished service in academia and research.

His professional career began in 2000 as a Research Assistant in the Landfill Leachate Treatment project at Universiti Sains Malaysia. He subsequently served as a Research Fellow under the sponsorship of the Ministry of Science, Technology and Innovation (MOSTI) from 2001 to 2003.

In 2004, YB Ts. Dr. Suffian transitioned to the corporate sector when he joined Idaman Bersih Sdn. Bhd. as a Manager, and was later promoted to Senior Manager in 2006, gaining valuable industry experience in environmental management and public services.

He returned to academia on April 2007, joining Universiti Sains Malaysia as a Lecturer. His expertise and contributions

to the field of Environmental Engineering were formally recognised in 2017, when he was appointed as a Professor. He retired from USM on July 2023.

Beyond his academic and legislative roles, he has served as a Research Fellow at Yayasan Strategik Lestari since 2022, and as a Research Fellow at Yayasan Kedah Sejahtera since 2023, reflecting his continued commitment to sustainable development and societal well-being.

In recognition of his distinguished service and significant contributions to the State of Kedah, YB Ts. Dr. Suffian was conferred the Bintang Perkhidmatan Cemerlang Kedah (B.C.K.) in 2022 and then Ahli Mahkota Kedah (A.M.K.) in 2025 by Kebawah Duli Yang Maha Mulia Sultan Kedah.

**Disclaimer**

YB Ts. Dr. Mohd Suffian does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Board of Directors' Profile



AGE  
62



### PUAN NAWAL BINTI HANAFIAH

Independent Non-Executive Director

**Date of Appointment** : 26 September 2022

**Date of last re-election** : 29 May 2025

#### BACKGROUND

**Puan Nawal Binti Hanafiah** (Puan Nawal) was appointed as an Independent Non-Executive Director of the Company on 26 September 2022. She has been a member of the Board Nomination, Remuneration & ESOS Committee and Chairman of the Board Sustainability Committee since 26 September 2022 and 1 January 2023, respectively.

Puan Nawal is an alumni of the Harvard Business School's Senior Management Development Programme 2010 with over 35 years of experience in both the professional services and commercial sectors, with the latter primarily in human resources.

A dedicated and performance-driven human resource professional, she witnessed and participated in the evolution of human resources, a field that has become increasingly complex and challenging today.

In her last executive role, Puan Nawal was the architect for the various human resource strategy and initiatives in a public listed investment holding company with diversified interests ranging from plantation, pharmaceuticals, property management & development, hotels, heavy industries and trading & finance.

A strong leader and an astute business partner and motivator, she is mindful of balancing employee needs with company business objectives, culture, vision and mission. She has strong interpersonal and organisational skills and is adept in conflict resolution and negotiation.

Puan Nawal has held the positions of Secretary and Vice President in the Commercial Employers Association of Malaysia, and has been an IR Panel member of the Malaysian Employers' Federation (MEF) as well as a member of Jemaah Rayuan Keselamatan Sosial, PERKESO, and Mahkamah Industri Malaysia. She also had international exposure in Indonesia and Ghana.

In August 2021, she opted for early retirement to focus on her family and pursue other personal interests.

#### Securities Holdings in the Company:

None

#### Board Committee Membership:

- Chairman, Board Sustainability Committee (Discontinued effective 31 December 2025)
- Member, Board Nomination, Remuneration & ESOS Committee.

#### Other Directorships in Public Listed Companies:

None

#### Attendance at Board Meeting in 2025:

Present for 9/9 meetings held during the Financial Year

#### Attendance at Previous AGM:

Present

#### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- B.Sc. in Economics, Northern Illinois University, USA
- Harvard Senior Management Development Programme, Harvard Business School

#### Disclaimer

Puan Nawal does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. She has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## Board of Directors' Profile



AGE  
58



### TUAN HAJI JUNAIDI BIN ABIDIN, BCK.

Non-Independent Non-Executive Director

**Date of Appointment** : 20 March 2025

**Date of last re-election** : 29 May 2025

### BACKGROUND

**Tuan Haji Junaidi Bin Abidin** (Tuan Haji Junaidi) was appointed as a Non-Independent Non-Executive Director of the Company, on 20 March 2025. He was also appointed as a member of the Board Risk Committee, Board Sustainability Committee and the Board Procurement Committee on the same date.

Tuan Haji Junaidi has an extensive career spanning multiple organizations, beginning in 1991 with Kumpulan Guthrie Berhad (KGB), where he worked as an Internal Audit Clerk until 1995. He then moved to Public Bank Berhad (PBB) in 1997, taking on the role of Senior Audit Executive. Later in 1997, he joined Kewangan Bersatu Berhad (KBB) as an Internal Audit Officer. From 1997 to 2000, Tuan Haji Junaidi worked as an Internal Audit Executive at Permodalan Nasional Berhad (PNB).

His career at Perbadanan Kemajuan Negeri Kedah (PKNK) began in 2001, where he initially served as the Head of the Internal Audit Department until 2017. He then advanced to roles within the Finance Department, first as Manager from 2017 to 2019, then Senior Manager from 2019 to 2024. Since 2024, Tuan Haji Junaidi has been serving as the Chief Finance Officer at PKNK.

#### Securities Holdings in the Company:

None

#### Board Committee Membership:

- Member, Board Risk / Investment Committee
- Member, Board Sustainability Committee (Discontinued effective 31 December 2025)
- Member, Board Procurement Committee

#### Other Directorships in Public Listed Companies:

None

#### Attendance at Board Meeting in 2025:

Present for 6/6 meetings held during the Financial Year

#### Attendance at Previous AGM:

Present

### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- Bachelor of Business Majoring in Accounting, Edith Cowan University, Perth, Australia
- Master of Business Administration (Accountancy), Universiti Utara Malaysia
- Associate Member, Malaysia Institute of Internal Auditors

### Disclaimer

Tuan Haji Junaidi does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has not been convicted of any offence in the past five years (other than traffic offences, if any) and has not had any public sanction or penalty imposed by any relevant regulatory body during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

# Senior Management



**Mohd Nasir Bin Ismail**

Chief Financial Officer

**Che Abdul Khalid Bin Md Din, AMK.**

Group Chief Executive Officer

**Mohd Hudzaifah Bin Mohamad Sam**

Chief Business Strategy Officer

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

# Senior Management Profile



AGE 59



**CHE ABDUL KHALID BIN MD DIN, AMK.**  
Group Chief Executive Officer

## Other Directorships in Subsidiary Companies:

- BDB Infra Sdn Bhd
- BDB Synergy Sdn Bhd
- BDB Rock Mineral Sdn Bhd
- BDB Land Sdn Bhd
- Kedah Holdings Sdn Bhd
- BDB Langkawi Ventures Sdn Bhd
- BDB Darulaman Golf Resort Berhad
- BDB Energy Sdn Bhd
- Gemi Puncak Quarry Sdn Bhd
- Gemi Puncak Sdn Bhd
- BDB Construction & Maintenance Sdn Bhd
- BDB Greentech Sdn Bhd
- Darulaman Sanctuary Sdn Bhd
- BDB Energise Sdn Bhd

## ACADEMIC & PROFESSIONAL QUALIFICATIONS

Bachelor Degree of Civil Engineering, Middlesex Polytechnic (Currently known as Middlesex University), London, England

## BACKGROUND

Prior to joining Bina Darulaman Berhad on 1 November 2025, **Encik Che Abdul Khalid Bin Md Din** (Encik Che Abdul Khalid) accumulated over 30 years of experience in property development and construction.

He has served as the Chief Operating Officer of Kulim Technology Park Corporation Sdn Bhd (KTPC) from 1 November 2021 to 31 October 2025, where he was responsible for the planning and implementation of the company's overall strategic goals and objectives. His key responsibilities included overseeing the functions of three main divisions – Sales & Strategic Planning, Land Development and Property Management.

Encik Che Abdul Khalid was actively involved in securing both foreign and domestic direct investments (FDI/DDI) for Kulim Hi-Tech Park (KHTP), contributing to impressive investment performances of RM10.7 billion in 2022, RM20.1 billion in 2023 and RM32.4 billion in 2024. He also spearheaded strategic planning for all Build and Lease projects, managing processes from design to agreement execution and final project handover to clients. In addition, he led project management services for investors, oversaw new

industrial area expansions, maintained strong relationships with relevant authorities and existing investors and led KTPC's trade and investment missions abroad.

He previously served as the General Manager of KTPC from April 2019 to November 2021 and as the Executive Director of KTPC Resort Development Berhad from 2020 to 2025.

He subsequently served as the Director of KSDC Insurance Brokers Sdn Bhd from August 2023 to August 2025. Earlier in his career, he held the position of General Manager at Pertabina Technical Services Sdn Bhd (2008–2018) at Darulaman Realty Sdn Bhd (now BDB Land Sdn Bhd) and Kedah Holdings Sdn Bhd from 2006 to 2008 overseeing overall operations and financial performance.

Earlier in his career, he held various engineering and project management roles with Syarikat Jaya Utara Sdn Bhd, Perunding Timur Sdn Bhd and DRSB from 1991 to 2002.

## Disclaimer

Encik Che Abdul Khalid does not have any family relationship with any Directors and/or major shareholder of BDB and has no personal interest in any business arrangements involving BDB. He has not been convicted of any offences within the past five years (other than traffic offences, if any) and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Senior Management Profile



AGE  
47



### MOHD NASIR BIN ISMAIL

Chief Financial Officer

#### Other Directorships in Subsidiary Companies:

- BDB Energise Sdn Bhd
- BDB Langkawi Ventures Sdn Bhd
- Aman Lagenda Sdn Bhd

#### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- Member of Malaysian Institute of Accountants (MIA)
- Master of Business Administration, International Islamic University of Malaysia (IIUM)
- Bachelor of Accounting (Hons), Universiti Utara Malaysia (UUM)

#### BACKGROUND

**Encik Mohd Nasir Bin Ismail** (Encik Mohd Nasir) joined Bina Darulaman Berhad (“BDB” or the “Group”) in 2017 as Group Finance Manager and subsequently advanced through progressively senior finance leadership roles within the Group. He was appointed Chief Financial Officer in 2023.

As Chief Financial Officer, he provides strategic leadership over the Group’s finance, treasury, information technology and procurement functions. He is responsible for steering the Group’s financial planning, budgeting, forecasting, reporting and internal control framework to support informed decision-making, financial resilience and long-term value creation. He also leads the formulation and execution of financial policies and strategies, while safeguarding regulatory compliance, financial discipline and sound corporate governance across the Group.

He continues to play a key role in strengthening the Group’s financial stewardship through evolving business and operating conditions, while supporting Management in balancing performance, governance and long-term strategic priorities.

He brings with him broad experience in finance and corporate management, having previously held finance-related roles at Icon Offshore Berhad and Steelcase Inc., where he was involved in a range of corporate and financial initiatives.

#### Disclaimer

Encik Mohd Nasir does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has no conviction of any offences over the past five years (other than traffic offences, if any) and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## Senior Management Profile



AGE 50



### MOHD HUDZAIFAH BIN MOHAMAD SAM

Chief Business Strategy Officer

#### Other Directorships in Subsidiary Companies:

- BDB Energy Sdn Bhd
- BDB Langkawi Ventures Sdn Bhd
- Aman Lagenda Sdn Bhd
- BDB Greentech Sdn Bhd

#### ACADEMIC & PROFESSIONAL QUALIFICATIONS

- Professional Master in Business Administration, Universiti Teknologi Malaysia (UTM) – 2023
- Bachelor in Accountancy, Universiti Tenaga Nasional (UNITEN) – 2000

#### BACKGROUND

**Encik Mohd Hudzaifah Bin Mohamad Sam** (Encik Mohd Hudzaifah) joined Bina Darulaman Berhad (“BDB” or the “Group”) in 2020 as Head of Group Corporate Planning & Business Process Improvement and subsequently advanced to progressively senior strategic leadership roles within the Group. He was appointed Chief Business Strategy Officer in 2023.

As Chief Business Strategy Officer, he provides strategic leadership over the Group’s corporate planning performance management, ESG and enterprise risk management functions.

He plays a central role in aligning strategy with governance, risk oversight and operational execution, ensuring that the Group’s business priorities are translated into measurable outcomes. He works closely with the Board and Senior Management in shaping strategic initiatives, strengthening corporate governance structures and enhancing cross-subsidiary coordination to improve competitiveness and resilience amid evolving market conditions.

He brings with him over two decades of experience in corporate strategy, financial management, business transformation and governance across public-listed group environments. Prior to joining BDB, he spent approximately 14 years with Scomi Group Berhad and its subsidiaries, where he held progressively senior roles in finance, corporate planning, business development and enterprise risk management, including direct engagement with Group-level restructuring and sustainability initiatives.

#### Disclaimer

Encik Mohd Hudzaifah does not have any family relationship with any Director and/or any major shareholder of the Company and has no conflict of interest with the Company. He has no conviction of any offences over the past five years (other than traffic offences, if any) and no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## 5-Year Group

## Financial Highlights

	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
<b>FOR THE YEAR</b>					
Revenue	207,729	231,370	313,069	294,743	<b>330,708</b>
Gross Profit	34,784	48,142	53,549	37,228	<b>26,816</b>
Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA)	20,070	22,151	27,162	16,886	<b>(8,977)</b>
Profit/(Loss) Before Taxation	7,770	9,044	14,474	4,510	<b>(14,872)</b>
Net Profit/(Loss) Attributable to Owner of the Company	5,387	5,597	12,655	2,545	<b>(16,801)</b>
Profit/(Loss) After Tax and After Minority Interest (PATAMI)	5,366	5,559	12,414	2,539	<b>(16,804)</b>
<b>PER SHARE</b>					
Share Capital	331,020	331,020	331,020	331,020	<b>331,020</b>
Earnings/(Loss) Per Share (Sen)	1.77	1.84	4.16	0.84	<b>(5.53)</b>
Shareholders' Funds	471,752	475,032	486,042	485,542	<b>468,738</b>
Net Tangible Asset Per Share (RM)	1.55	1.56	1.65	1.60	<b>1.54</b>
Dividend Per Share (Sen)	0.75	0.75	0.46	1.00	<b>NIL</b>
Dividend Payment (Net)	2,273	2,279	1,404	3,038	<b>NIL</b>
<b>FINANCIAL RATIOS</b>					
Total Assets	716,321	717,129	799,185	809,208	<b>803,106</b>
Total Liabilities	244,569	242,097	313,143	323,666	<b>334,368</b>
Net Current Assets	4,896	13,528	6,923	11,637	<b>1,918*</b>
Total Borrowings	104,975	91,517	120,002	120,790	<b>121,644</b>

\* Include assets held for sale

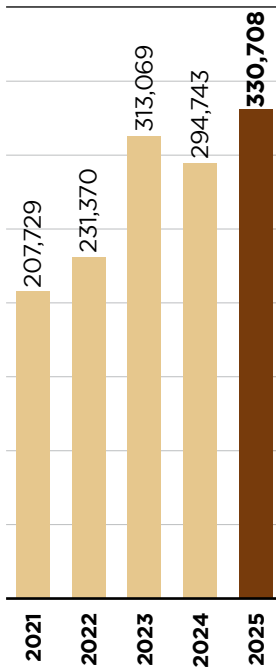
- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

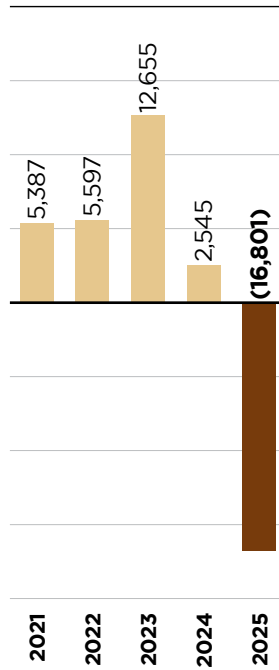
- Management Discussion and Analysis

## 5-Year Group Financial Highlights

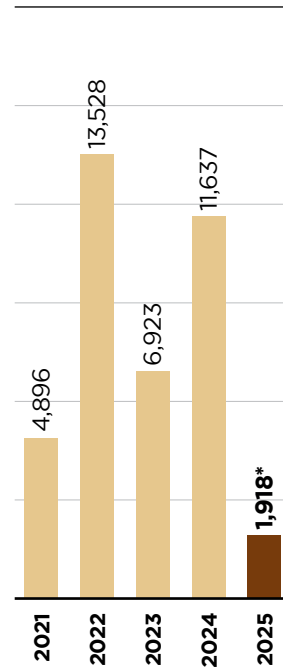
**Revenue**  
RM'000



**Net Profit/(Loss) Attributable to Owner of the Company**  
RM'000

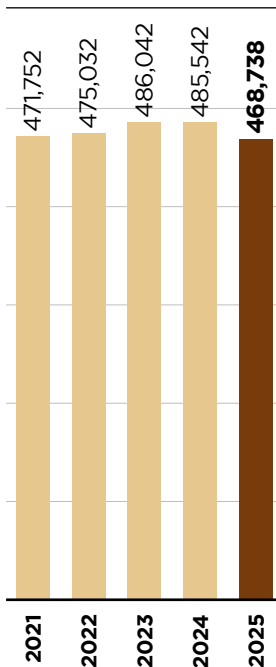


**Net Current Assets**  
RM'000

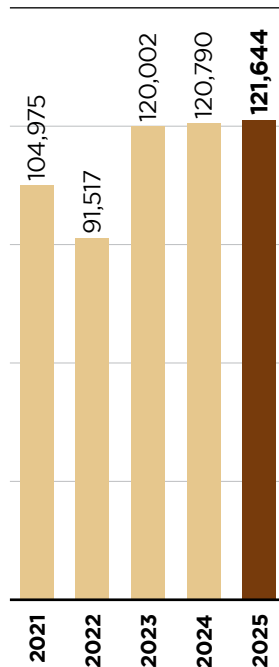


\* Include assets held for sale

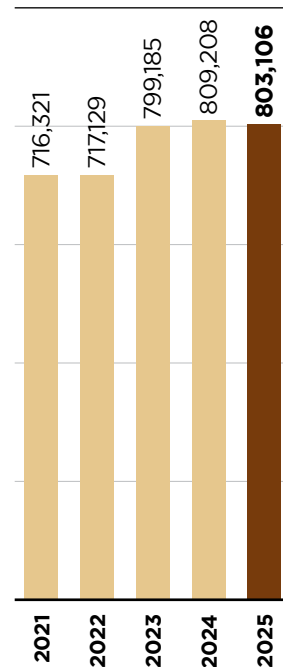
**Shareholders' Fund**  
RM'000



**Total Borrowings**  
RM'000



**Total Assets**  
RM'000



- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

# Investor Relations

**B**INA DARULAMAN BERHAD (“BDB” or “the Group”) is firmly committed to open, transparent and constructive engagement with the investment community as a cornerstone of good governance and long-term value creation. As a Main Market-listed company, the Group recognises that effective investor relations extends beyond regulatory compliance and plays an important role in building confidence in the Group’s strategic direction, financial discipline and execution capability.

This commitment is underpinned by a clear and focused investment proposition, grounded in established strategies and articulated through the Group’s equity story below.

## FY2025 OPERATING CONTEXT

FY2025 was a challenging year for the Group, with profitability adversely affected by:

- Lower margins from legacy infrastructure projects nearing completion;
- Weak market absorption and deferred launches in the property segment;
- Upfront costs associated with selected new ventures; and
- An elevated fixed cost base relative to effective revenue generation.

In response, Management implemented a Group-wide cashflow mitigation and stabilisation programme during FY2025, which included:

- Intensified debt collection and faster certification cycles for major projects;
- Tightened control over discretionary expenditure and manpower costs;
- Rationalisation and deferment of non-core and low-return initiatives;
- Board-approved asset monetisation programmes; and
- Securing additional financing facilities to support near-term liquidity.

These actions have begun to yield tangible improvements, particularly in the second half of the year, and provide a more secure platform for the Group’s recovery phase in FY2026.

## A CLEAR AND CREDIBLE EQUITY STORY

The decisive measures outlined above form the foundation of the Group’s equity story, which is pillared on four core strategies:

### 1. Strong core cash engines

Engineering, construction, road building and quarry operations remain the backbone of the Group, contributing more than 90% of Group revenue in FY2025 and providing steady income through state road maintenance contracts, quarry production and infrastructure works.

### 2. Strategic reset in property

The property division has entered a reset phase, shifting away from reliance on one-off land monetisation towards a more disciplined, township-based development model focused on cash conversion, phased launches and inventory discipline.

### 3. Stabilisation in leisure and new ventures

Leisure operations and selected new initiatives are being restructured with tighter cost controls, ensuring that growth ambitions remain aligned with financial sustainability.

### 4. Disciplined capital and cost management

FY2026 has been positioned as a stabilisation and reset year, with Management prioritising cashflow certainty, overhead rationalisation and protection of the balance sheet over aggressive expansion.

Together, these pillars underpin a refreshed equity narrative centred on earnings quality, cashflow resilience and disciplined recovery, rather than short-term revenue growth, enhancing trust in the Group’s long-term trajectory.

## Governance & Shariah-Aligned Value Creation

The Group continues to uphold high standards of corporate governance, with strong emphasis on Board oversight, risk management and accountability. As a state-linked entity with a significant shareholder base anchored by Perbadanan Kemajuan Negeri Kedah (PKNK), the Group also remains committed to Shariah-compliant investment principles, ensuring that its activities contribute responsibly to socio-economic development while preserving long-term shareholder value.

- Our Vision, Mission & Corporate Objectives
- About Us
- Corporate Structure
- Corporate Information
- Board of Directors
- Board of Directors Profile
- Senior Management
- Senior Management Profile

- 5-Year Group Financial Highlights
- Investor Relations

- Management Discussion and Analysis

## Investor Relations

### ESG as a Value Driver

In FY2025, the Group continued to integrate Environmental, Social and Governance (“ESG”) considerations into its corporate strategy and investor communications. Beyond compliance, ESG is increasingly positioned as a value-creation lever through:

- Investments in renewable energy and sustainability-related initiatives;
- Strengthened environmental stewardship across quarry and construction operations;
- Enhanced focus on workplace safety, talent development and community engagement; and
- Improved transparency on ESG risks and opportunities.

### SHAREHOLDER BASE & KEY SHAREHOLDERS

As at 31 December, the Group had a shareholder base of approximately 3,237 shareholders. The Group’s shareholding structure continues to be anchored by its key shareholders, led by Perbadanan Kemajuan Negeri Kedah (PKNK), alongside institutional and retail investors.

No.	Name	%
1	Perbadanan Kemajuan Negeri Kedah	60.70
2	TA Nominees (Tempatan) Sdn Bhd (Beneficiary: Loh Eng Cheang)	1.90
3	Berjaya Equity Nominees (Tempatan) Sdn Bhd (Beneficiary: Berjaya Mutual Berhad)	1.73

### INVESTOR ENGAGEMENT IN FY2025

During FY2025, the Group maintained consistent and transparent engagement with shareholders and the wider investment community. All material developments were communicated promptly via Bursa Malaysia announcements and our corporate website, supporting timely and transparent disclosure. Meanwhile, our Investor Relations portal provided investors with easy access to quarterly results, annual reports, sustainability disclosures and corporate information.

### FY2025 Annual General Meeting

The Group’s Annual General Meeting (“AGM”) in FY2025 was conducted in physical format. The AGM provided shareholders with the opportunity to engage directly with the Board and Management, seek clarification on the Group’s performance and outlook, and participate in key decision-making matters. The Group remains committed to facilitating meaningful shareholder participation through accessible and transparent shareholder meetings.

### LOOKING AHEAD: INVESTOR RELATIONS PRIORITIES

As the Group enters FY2026 under the theme “Strengthening the Core and Shaping a Future”, the Investor Relations function will play an increasingly strategic role in supporting the Group’s turnaround and recovery agenda. Key priorities include:

- Articulating a clearer capital allocation and dividend philosophy, aligned with cashflow recovery;
- Deepening engagement with long-term institutional investors and strategic shareholders;
- Strengthening analyst coverage and market visibility;
- Enhancing disclosure on performance drivers, margin improvement initiatives and risk management; and
- Integrating financial and sustainability narratives into a cohesive investment proposition.

The Board and Management remain confident that through disciplined execution, transparent communication and strong governance, BDB is well-positioned to rebuild investor confidence and deliver sustainable value to shareholders over the medium to long term.

- Corporate Governance Overview Statement
- Audit Committee Report
- Statement of Risk Management and Internal Control
- Additional Compliance Information

- Material Properties of Bina Darulaman Berhad
- Analysis of Shareholdings
- List of Top 30 Shareholdings

- Administrative Guide for the 31st Annual General Meeting

## Investor Relations

### INVESTOR CONTACT

For investor-related enquiries, shareholders and members of the investment community may contact:

#### Investor Relations

#### Bina Darulaman Berhad

Email: [ir@bdb.com.my](mailto:ir@bdb.com.my)

Website: [www.bdb.com.my/investor-centre](http://www.bdb.com.my/investor-centre)

### MARKET INFORMATION

#### Financial Calendar

Ended 31 December 2025



#### ANNOUNCEMENT ON QUARTERLY RESULTS



#### NOTICE OF ANNUAL GENERAL MEETING

1 April 2026

#### 1st Quarter

30 May 2025

#### 2nd Quarter

29 Aug 2025

#### 3rd Quarter

27 Nov 2025

#### 4th Quarter

27 Feb 2026



#### ANNUAL GENERAL MEETING

30 April 2026

### SHARE PRICE MOVEMENT

