



**SDB** Selangor Dredging Berhad

Registration No.196201000105 (4624-U)



annual report

**2025**



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# DRIVING EXCELLENCE, BUILDING LIFELONG RELATIONSHIPS



## **Passionate**

Determination to strive for excellence and a total commitment towards lifelong learning

## **Innovative**

Dynamic and forward-looking leaders of new products, services and constantly seeking ways to be more relevant to customers

## **Results Oriented**

In line with good business practices, we work according to strategy and well-defined corporate and personal goals

## **Caring and Respectful**

We seek to continuously build relationships by caring for our stakeholders and respecting people and the environment

*OUR*  
**CORE  
VALUES**



Starting off as a tin mining company, **Selangor Dredging Berhad (“SDB”)** has grown from strength to strength. After diversifying into other areas of business, SDB is now mainly focused on property development activities.

**Our Brand Promise**  
**“Driving Excellence, Building Lifelong Relationships”**  
sums up what we strive to do – driving excellence in terms of products and services to build a lifelong relationship with purchasers, hotel guests and all our stakeholders.

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# NOTICE OF ANNUAL GENERAL MEETING



NOTICE IS HEREBY GIVEN THAT THE SIXTY-FOURTH ANNUAL GENERAL MEETING OF SELANGOR DREDGING BERHAD TO BE HELD AT THE BALLROOM, HOTEL MAYA KUALA LUMPUR, 138, JALAN AMPANG, 50450 KUALA LUMPUR ON FRIDAY, 26 SEPTEMBER 2025 AT 9.00 A.M TO TRANSACT THE FOLLOWING BUSINESSES:

## AS ORDINARY BUSINESS

- 1 To receive the Financial Statements for the year ended 31 March 2025 and the Directors' and Auditors' Reports thereon. **(Please refer to explanatory Note A)**
- 2 To approve the payment of Dividend of 3 sen for the year ended 31 March 2025. **(Resolution 1)**
- 3 To approve the payment of Directors' Fees amounting to RM280,409 (2024: RM307,776) for the year ended 31 March 2025. **(Resolution 2)**
- 4 To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Directors of up to RM20,000 from 1 October 2025 until the next annual general meeting of the Company. **(Resolution 3)**
- 5 To re-elect Ms Teh Lip Kim who retires pursuant to Clause 107(1)(b) of the Company's Constitution. **(Resolution 4)**
- 6 To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to determine their remuneration. **(Resolution 5)**

## AS SPECIAL BUSINESS

### 7 Authority to Allot Shares and Waiver of Pre-emptive Rights

(Resolution 6)

To consider and if thought fit, to pass the following Ordinary Resolution, with or without modifications: -

“THAT subject always to the Companies Act 2016 (the “Act”), the Company’s Constitution, Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements and any relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered pursuant to the Act, to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued during the preceding 12 months pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being.

THAT pursuant to Section 85 of the Act to be read together with Clause 56 of the Company’s Constitution, that approval be and is hereby given to waive the pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares arising from any issuance of new shares pursuant to this mandate.”

8 To transact any other business for which due notice shall have been received.

By Order of the Board

**WON SEE YEE** CCM Practicing Certificate 201908003356

**TAN AI PENG** CCM Practicing Certificate 201908003179

Secretaries

Kuala Lumpur

31 July 2025



# Notice of Annual General Meeting

(cont'd)

## NOTES:

1. For the purpose of determining who shall be entitled to attend this Sixty-Fourth Annual General Meeting ("64<sup>th</sup> AGM"), the Company shall request from Bursa Malaysia Depository Sdn. Bhd., to make available to the Company, pursuant to Clause 61 of the Company's Constitution, Paragraph 7.16 of the Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR") and Subsection 34(1) of the Securities Industry (Central Depositories) Act 1991 ("SICDA"), a Record of Depositors ("ROD") as at 17 September 2025 and only Depositors whose names appear on such ROD shall be regarded as a member and entitled to attend, speak, and vote at the 64<sup>th</sup> AGM.
2. A member entitled to attend and vote at the meeting is entitled to appoint not more than two (2) proxies to attend and vote in his/her stead. Where a member appoints two (2) proxies, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
3. Where a member of the Company is an exempt authorised nominee which holds shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
4. Where a member of the Company is an authorised nominee as defined under the SICDA, it may appoint not more than two (2) proxies in respect of each securities account it holds with shares of the Company standing to the credit of the securities account.
5. The Form of Proxy, in the case of an individual, shall be signed by the appointor or his attorney, and in the case of a corporation, either under seal or under the hand of an officer or attorney duly authorised.
6. Form of Proxy duly completed and signed must be deposited at the Company's share registrar, Tricor Investor & Issuing House Services Sdn Bhd, Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8 Jalan Kerinchi, 59200 Kuala Lumpur or the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than 48 hours before the time for holding the meeting or any adjournment thereof. You may also submit the Form of Proxy electronically via TIIH Online at <https://tiih.online> not less than 48 hours before the time for holding the meeting or any adjournment thereof.
7. Pursuant to Paragraph 8.29(A) of MMLR, all resolutions set out in this Notice are to be voted by poll.

## Explanatory Notes to Ordinary Business and Special Business:

**Note A** – The shareholders' approval on the Audited Financial Statements are not required pursuant to Section 340 (1) of the Companies Act 2016 ("Act"), hence, the matter will not be put for voting.

**Resolutions 2 & 3** – Pursuant to Section 230 (1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 64<sup>th</sup> AGM on the Directors' fees and benefits in two (2) separate resolutions as below:-

- Resolution No. 2 on payment of Directors' fees in respect of the financial year ended 31 March 2025.
- Resolution No. 3 on payment of Directors' benefits (excluding Directors' fees) from 1 October 2025 until the next AGM.

The current structure for Directors' benefits of the Company is basically the meeting allowances for Board/Board Committee meetings attended. The Directors' benefits from 1 October 2025 until the conclusion of the next AGM is estimated not to exceed RM20,000. The Board will seek shareholders' approval at the next AGM in the event the amount of the Directors' benefits is insufficient due to an increase in Board/Board Committee meetings and/or increase in Board size.

Details of the Directors' Fees and benefits paid to the Non-Executive Directors are disclosed on pages 57 to 65 of the Statement on Corporate Governance in the Annual Report 2025.

**Resolution 6** – To seek for the renewal of a Previous Mandate (as defined herein) to give flexibility to the Board of Directors to issue and allot shares up to 10% of the total number of issued share of the Company for the time being, at any time in their absolute discretion for such purposes as the Board of Directors' consider to be in the best interest of the Company (hereinafter referred to as the "General Mandate"). This General Mandate is sought to avoid any delays and costs involved with the convening of a general meeting. This General Mandate, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

The Company has been granted a general mandate by its shareholders at the last AGM held on 27 September 2024 (hereinafter referred to as the "Previous Mandate").

As at the date of this Notice, the Company did not implement its proposal for new allotment of shares under the Previous Mandate and hence, no proceeds were raised therefrom.

The General Mandate, upon renewal, will provide flexibility to the Company for any possible fund-raising activities, including but not limited to further placing of shares, for purpose of funding future investment project(s), working capital and/or acquisition(s).

The waiver of pre-emptive rights will allow the Board of Directors to issue new Ordinary Shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

## NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN THAT the single-tier dividend of 3 sen per ordinary share in respect of the financial year ended 31 March 2025, if approved at the 64th Annual General Meeting of the Company, will be paid on 14 October 2025 to Depositors of ordinary shares registered in the Record of Depositors of the Company on 3 October 2025.

A Depositor shall qualify for entitlement to the dividend only in respect of:

- (a) Shares transferred into the Depositor's securities account before 4.30 p.m. on 3 October 2025 in respect of transfers; and
- (b) Shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

**WON SEE YEE** CCM Practicing Certificate 201908003356  
**TAN AI PENG** CCM Practicing Certificate 201908003179  
 Secretaries

Kuala Lumpur  
 31 July 2025

# ADMINISTRATIVE GUIDE

## SIXTY FOURTH ANNUAL GENERAL MEETING ("64<sup>th</sup> AGM")

### 64<sup>th</sup> Annual General Meeting

Friday,  
26 September 2025

9.00 a.m.

Ballroom, Hotel Maya Kuala Lumpur, 138,  
Jalan Ampang, 50450 Kuala Lumpur

#### Registration on the day of the 64<sup>th</sup> AGM

The registration counter will open at 7.30 a.m. on Friday, 26 September 2025. Shareholders or proxies are requested to produce/show their original MyKAD or Passport (for non-Malaysians) during registration for verification purpose. Please ensure the original MyKAD or Passport is returned to you thereafter.

Please take note that no person will be allowed to register on behalf of another person, even with the original MyKAD or Passport of that person. Upon verification, shareholders or proxies are required to write their names and sign on the Attendance List placed on the registration table. Shareholders or proxies will also be given identification wristbands for voting purposes.

#### Entitlement to participate in the AGM

Only members whose names appear in the Record of Depositors of our Company as at 17 September 2025 shall be entitled to attend the AGM or appoint proxy(ies) to attend on his/her behalf.

#### Lodgement of Proxy Form:

If you wish to participate in the 64<sup>th</sup> AGM yourself, please do not submit any Proxy Form for the 64<sup>th</sup> AGM. You will not be allowed to participate in the 64<sup>th</sup> AGM together with a proxy appointed by you. Accordingly, Proxy Form and/or documents relating to the appointment of proxy(ies) or corporate representative(s) or attorney(s) for the 64<sup>th</sup> AGM whether in hard copy or by electronic means shall be deposited or submitted in the following manner not later than Wednesday, 24 September 2025 at 9.00 a.m.:

#### (i) In hard copy form:

In the case of an appointment made in hard copy form, the Proxy Form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

#### (ii) By electronic form:

All members can have the option to submit the Proxy Form electronically via TIIH Online and the steps to submit are summarised below:

#### Steps for Individual Shareholder

##### Register as a user with TIIH Online

- Using your computer, please access the website at <https://tiih.online>. Register as a user under the "e-Services". Please do refer to the tutorial guide posted on the homepage for assistance.
- If you are already a user with TIIH Online, you are not required to register again.

##### Proceed with submission of e-Proxy Form

- After the release of the Notice of Meeting by the Company, login with your username (i.e. email address) and password.
- Select the corporate event: "**SELANGOR DREDGING BERHAD 64<sup>th</sup> AGM – SUBMISSION OF PROXY FORM**".
- Read and agree to the Terms & Conditions and confirm the Declaration.
- Insert your CDS account number and indicate the number of shares for your proxy(s) to vote on your behalf.
- Appoint your proxy(s) and insert the required details of your proxy(s) or appoint Chairperson as your proxy.
- Indicate your voting instructions – FOR or AGAINST, otherwise your proxy will decide your vote.
- Review and confirm your proxy(s) appointment.
- Print e-proxy form for your record.

### Step for corporation or institutional shareholder

#### Register as a User with TIIH Online

- Access TIIH Online at <https://tiih.online>
- Under e-Services, the authorised or nominated representative of the corporation or institutional shareholder selects **“Create Account by Representative of Corporate Holder”**.
- Complete the registration form and upload the required documents.
- Registration will be verified, and you will be notified by email within one (1) to two (2) working days.
- Proceed to activate your account with the temporary password given in the email and re-set your own password.

Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact our Share Registrar if you need clarifications on the user registration.

#### Proceed with submission of Proxy Form

- Login to TIIH Online at <https://tiih.online>
- Select the corporate exercise name: **“SELANGOR DREDGING BERHAD 64<sup>TH</sup> AGM – SUBMISSION OF PROXY FORM”**
- Agree to the Terms & Conditions and Declaration.
- Proceed to download the file format for “Submission of Proxy Form” in accordance with the Guidance Note set therein.
- Prepare the file for the appointment of proxies by inserting the required data.
- Login to TIIH Online, select corporate exercise name: **“SELANGOR DREDGING BERHAD 64<sup>TH</sup> AGM – SUBMISSION OF PROXY FORM”**.
- Proceed to upload the duly completed proxy appointment file.
- Select “Submit” to complete your submission.
- Print the confirmation report of your submission for your record.

#### No recording or photography

Unauthorised recording and photography are strictly prohibited at the 64<sup>th</sup> AGM.

#### Voting Procedure:

- The voting at the 64<sup>th</sup> AGM will be conducted on a poll in accordance with Paragraph 8.29A of Bursa Malaysia Securities Berhad Main Market Listing Requirements. The Company has appointed Tricor Investor & Issuing House Services Sdn Bhd as Poll Administrator to conduct the poll by way of electronic voting (“e-voting”) and Independent Scrutineers to verify the poll results.
- Upon completion of the voting session for the 64<sup>th</sup> AGM, the Scrutineers will verify the poll results followed by the Chairman’s declaration on whether the resolutions are duly passed.

#### 64<sup>th</sup> AGM Enquiry:

If you have any enquiries on the above, please contact the Company’s Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd. during office hours on Mondays to Fridays from 8.30 a.m. to 5.30 p.m. (except on public holidays):

#### Tricor Investor & Issuing House Services Sdn Bhd

Registration No. 197101000970 (11324-H)

Unit 32-01, Level 32, Tower A,  
Vertical Business Suite, Avenue 3,  
Bangsar South,  
No. 8, Jalan Kerinchi,  
59200 Kuala Lumpur, Malaysia  
Tel : +603-2783 9299  
Email : [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

<b>Chairman</b>	<b>Mr Eddy Chieng Ing Huong</b> <i>Non-Independent Non-Executive</i>
<b>Managing Director</b>	<b>Ms Teh Lip Kim</b> <i>Non-Independent Executive</i>
<b>Directors</b>	<b>Mr Boh Boon Chiang</b> <i>Independent Non-Executive</i>
	<b>Puan Selma Enolil Binti Mustapha Khalil</b> <i>Independent Non-Executive</i>

## SECRETARIES

<b>Ms Won See Yee</b>	<i>(MAICSA 7047024)</i> <i>CCM Practicing Certificate 201908003356</i>
<b>Ms Tan Ai Peng</b>	<i>(MAICSA 7018419)</i> <i>CCM Practicing Certificate 201908003179</i>

## AUDIT COMMITTEE

<b>Chairman</b>	Mr Boh Boon Chiang
<b>Members</b>	Mr Eddy Chieng Ing Huong Puan Selma Enolil Binti Mustapha Khalil

## NOMINATING COMMITTEE

<b>Chairman</b>	Mr Boh Boon Chiang
<b>Members</b>	Mr Eddy Chieng Ing Huong Puan Selma Enolil Binti Mustapha Khalil

## REMUNERATION COMMITTEE

<b>Chairman</b>	Mr Eddy Chieng Ing Huong
<b>Members</b>	Mr Boh Boon Chiang Puan Selma Enolil Binti Mustapha Khalil

## INVESTMENT COMMITTEE

<b>Chairman</b>	Mr Eddy Chieng Ing Huong
<b>Members</b>	Ms Teh Lip Kim Puan Selma Enolil Binti Mustapha Khalil

## RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

<b>Chairman</b>	Ms Teh Lip Kim
<b>Members</b>	Mr Loong Ching Hong Mr Lew Shih Kee

## REGISTERED OFFICE

18<sup>th</sup> Floor, West Block, Wisma Golden Eagle Realty  
142-C, Jalan Ampang, 50450 Kuala Lumpur  
Tel : 603-2161 3377 Fax : 603-2161 6651  
Website : [www.sdb.com.my](http://www.sdb.com.my)

## REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A, Vertical Business Suite Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur  
Tel : 603-2783 9299  
Email : [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

## AUDITORS

BDO PLT  
Level 8, BDO @ Menara CenTARa  
360 Jalan Tuanku Abdul Rahman, 50100 Kuala Lumpur  
Tel : 603-2616 2888  
Fax : 603-2616 3190

## PRINCIPAL BANKERS

Public Bank Berhad  
Oversea-Chinese Banking Corporation Limited - Singapore

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

## LIST OF PRINCIPAL OFFICES

**SDB Properties Sdn Bhd**  
12<sup>th</sup> Floor, South Block, Wisma Golden Eagle Realty  
142-A, Jalan Ampang, 50450 Kuala Lumpur  
Tel : 603-2711 2288 Fax : 603-2711 2219

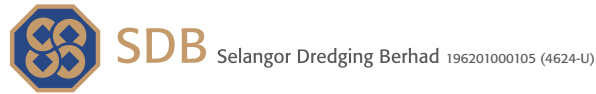
**Supergreen Solutions Sdn Bhd**  
A5-8-01 CUBE Level 8, Dataran Prestij SqWhere  
Jalan Sungai Buloh, Seksyen U19  
40160 Shah Alam, Selangor  
Tel : 603-7931 3296

**Hotel Maya Kuala Lumpur**  
138, Jalan Ampang, 50450 Kuala Lumpur  
Tel : 603-2711 8866 Fax : 603-2711 9966  
Website : [www.hotelmaya.com.my](http://www.hotelmaya.com.my)

**SDB Asia Pte Ltd**  
60 Paya Lebar Road, #06-03,  
Paya Lebar Square, Singapore 409051  
Tel : 65-6238 2288  
Website : [www.sdb.com.sg](http://www.sdb.com.sg)

**One-Two-Boost**  
(operated by SDB Inclusion Sdn Bhd)  
Lot LG-092, Lower Ground Floor, Mid Valley Megamall  
Lingkaran Syed Putra, Mid Valley City, 59200 Kuala Lumpur  
Website: [www.12boost.com.my](http://www.12boost.com.my)

# CORPORATE STRUCTURE



**SDB Properties Sdn Bhd**  
198901012746 (190055-A)

**100%**

**SDB Inclusion Sdn Bhd**  
*(formerly known as Seldredge Industries Sdn Bhd)*  
198101012760 (78890-A)

**100%**

**SDB Interiors Sdn Bhd**  
198101012763 (78893-H)

**100%**

**SDB International Sdn Bhd**  
198101012761 (78891-P)

**100%**

**SuperGreen Solutions Sdn Bhd**  
201501028083 (1153407-M)

**100%**

**SDB Mining Sdn Bhd**  
201701013437 (1227602-A)

**100%**

■ SDB Damansara Sdn Bhd  
199201014354 (245857-U)  
**100%**

■ Prestij Permai Sdn Bhd  
199901023668 (498568-P)  
**100%**

■ Hayat Abadi Sdn Bhd  
199901023496 (498396-X)  
**100%**

■ SDB SS2 Development Sdn Bhd  
200601003707 (723454-V)  
**100%**

■ SDB Ampang Sdn Bhd  
200701020914 (778930-P)  
**100%**

■ Crescent Consortium Sdn Bhd  
200701036969 (794998-H)  
**100%**

■ SDB Property Management Sdn Bhd  
201301008205 (1038047-H)  
**100%**

■ SDB Host Sdn Bhd  
201501031927 (1157251-T)  
**100%**

■ SDB Subang Development Sdn Bhd  
201901026373 (1335702-V)  
**100%**

■ Champsworth Development Sdn Bhd  
202401032863 (1578711-H)  
**50%**

■ SDB Asia Pte Ltd  
(200618870N)  
**100%**

■ SDB Green Energy Pte Ltd  
(201102729E)  
**100%**

■ Chedstone Investment Holdings Pte Ltd (200707403H)  
**50%**

■ Champsworth Development Pte Ltd (200711535D)  
**50%**

■ Tiara Land Pte Ltd  
(200704699H)  
**100%**

■ Extra Diligent Sdn Bhd  
201601032337 (1203278-V)  
**45%**

■ Fortress Minerals Limited  
(201732608K)  
**29.61%**

## PROFILE OF BOARD OF DIRECTORS

### Mr Eddy Chieng Ing Huong

CHAIRMAN

Nationality  
**Malaysian**

Gender / Age  
**Male / 68**



**Mr Eddy Chieng Ing Huong**, age 68, Male, Malaysian Chinese, a Non-Independent and Non-Executive Director, was appointed as a Director on 30 July 1999. Mr Chieng is the Chairman of the Board, Investment and Remuneration Committees and he is also a member of the Audit and Nominating Committees.

Mr Chieng graduated from the University of New South Wales, Australia with a Bachelor of Commerce Degree with Merit in Accounting, Finance and Information Systems. He is a Fellow of the Institute of Chartered Accountants, Australia and a member of the Malaysian Institute of Accountants.

Mr Chieng has extensive senior management experience and were involved in a number of successful entrepreneurial businesses in Malaysia and overseas; primarily in ASEAN, Hong Kong and Australia.

Mr Chieng is the Executive Chairman of Esthetics International Group Berhad. He was previously the Founder/Managing Director of Nationwide Express Courier Services Berhad, Executive Director of OSK Holdings Berhad, Independent Non-Executive Director of Ancom Berhad, Nylex (Malaysia) Berhad, Orotan Group Limited (ASX listed), Senior Independent Director of QL Resources Berhad and Chairman of Asia Poly Holdings Berhad. In addition, he was instrumental in bringing Fedex to Malaysia and was a Director of Federal Express Malaysia for a number of years.

Mr Chieng is not related with any director and/or substantial shareholder of the Company. Mr Chieng has no conflict of interest with the Company except as disclosed under Note 33 of the Financial Statements. Mr Chieng has no convictions of any offences within the past five years and has not been imposed by the relevant regulatory bodies any penalty during the financial year 2025.

## MS TEH LIP KIM

MANAGING DIRECTOR

Nationality  
**Malaysian**

Gender / Age  
**Female / 58**



**Ms Teh Lip Kim**, aged 58, Female, Malaysian Chinese, is the Managing Director and a substantial shareholder of the Company. She was appointed to the Board as Executive Director on 1 August 1996 and was promoted to the position of Managing Director on 1 July 1998. She is a member of the Investment Committee and she also holds directorships in other subsidiary companies of Selangor Dredging Berhad and Fortress Minerals Limited, a company listed in Catalist Board of Singapore.

Ms Teh graduated with a Bachelor of Science (Honours) in Accounting and Economics from Southampton University in United Kingdom. Prior to her return to Malaysia, she completed her Masters in Shipping, Trade and Finance from the City University Business School in 1990. Upon graduation, she ventured into her own business and was also involved in the management of properties, plantations and hotels owned by her family.

Ms Teh is a substantial shareholder of the Company. Ms Teh has no conflict of interest with the Company except as disclosed under Note 33 of the Financial Statements. Ms Teh has no convictions of any offences within the past five years and has not been imposed by the relevant regulatory bodies any penalty during the financial year 2025.

## Profile of Board of Directors

(cont'd)

### MR BOH BOON CHIANG

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality  
**Malaysian**

Gender / Age  
**Male / 63**



**Mr Boh Boon Chiang**, aged 63, Male, Malaysian Chinese, an Independent Non-Executive Director, was appointed as a Director on 8 June 2023. He is also Chairman of Audit and Nominating Committees, and a member of Remuneration and Investment Committees.

He graduated with Master of Business Administration from the University of Bath, United Kingdom in 2001. He is a professionally qualified accountant with The Association of Chartered Certified Accountants (ACCA) and a member of the Malaysian Institute of Accountants (MIA).

Mr Boh has more than 30 years of commercial experience in various sectors including construction, manufacturing and education and extensive exposure in financial management including corporate affairs, business development, taxation and finance.

Mr Boh was the Financial Controller of an established education provider (formerly listed in Bursa) from 1996 to 2002. He was then appointed as the Chief Financial Officer and Chief Operating Officer of the same group in 2006 and 2007 respectively. He was also appointed as the Managing Director of a University College operated by the same group in 2009. He then served as the Chief Executive Officer of a company involved in early childhood education since 2003. He served as the Group Chief Operating Officer of another company listed in Bursa since 2011 where the business of its subsidiaries is mainly involved in the trading in household electrical and electronic appliances. He also served as the Deputy Group Chief Executive Officer of the same group in 2017 before his retirement from active employment. He is Business Coach of Vistage Malaysia Sdn Bhd from March 2020 onwards.

Mr Boh presently sits in the Board of icapital.biz Berhad and Esthetics International Group Berhad, companies listed on Main Market of Bursa Securities. He also a director of Merdeka University Berhad.

Mr Boh does not have any family relationship with any director and/or substantial shareholder of the Company. Mr Boh has no conflict of interest with the Company. He has no convictions of any offences within the past five years and has not been imposed by the relevant regulatory bodies any penalty during the financial year 2025.

## PUAN SELMA ENOLIL BINTI MUSTAPHA KHALIL

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality  
**Malaysian**

Gender / Age  
**Female / 54**



**Puan Selma Enolil Binti Mustapha Khalil**, aged 54, Female, Malaysian Malay, an Independent Non-Executive Director, was appointed as a Director on 31 December 2018. She is also a member of the Audit, Investment, Nominating and Remuneration Committees.

She graduated from University of Wales, Aberystwyth with a Bachelor of Laws in 1994. She obtained her Certificate in Legal Practice in 1995 and was called to the Malaysian Bar as an Advocate and Solicitor in 1996.

She started her career as an Advocate and Solicitor with Messrs Abu Talib Shahrom & Zahari in December 1996. She left Messrs Abu Talib Shahrom & Zahari in October 1998 to join TNB Remaco Sdn Bhd as a legal executive. She left TNB Remaco Sdn Bhd in June 2000 and resumed practicing law as an Advocate and Solicitor with Messrs Raslan Loong in July 2000. She left Messrs Raslan Loong in August 2003 and co-founded Messrs Enolil Loo, Advocates and Solicitors in September 2003, in which she is currently a Partner.

Puan Selma presently sits on the board of directors of Techbond Group Berhad, Life Water Berhad and Unique Fire Holdings Berhad, companies listed on the Main Market of Bursa Securities. She is also a director of Powerwell Holdings Berhad, a company listed on the ACE Market of Bursa Securities.

Puan Selma does not have any family relationship with any director and/or substantial shareholder of the Company. Puan Selma has no conflict of interest with the Company. She has no convictions of any offences within the past five years and has not been imposed by the relevant regulatory bodies any penalty during the financial year 2025.

## PROFILE OF KEY SENIOR MANAGEMENT

### Mr Loong Ching Hong

GROUP GENERAL MANAGER

Nationality  
**Malaysian**

Gender / Age  
**Male / 59**



**Mr Loong Ching Hong**, aged 59, Malaysian Chinese, is the Group General Manager of Selangor Dredging Berhad. He is a member of the Malaysian Institute of Accountants and the Fellow Member of Chartered Association of Certified Accountants, United Kingdom.

He started his career as an Audit Senior in Chew Wai Khoo & Co and then as a Cost Controller in J.Walter Thompson Sdn Bhd. From 1990 to 1995, he worked as an Accountant in IJM Corporation Berhad, a public listed company in Malaysia.

In 1996, he joined Selangor Dredging Berhad as Deputy Group Financial Controller and was later promoted to Group Financial Controller within the same year.

In 2000, he became the Group General Manager of the Company. He currently holds directorship in subsidiary and associated companies of Selangor Dredging Berhad and Fortress Minerals Limited, a company listed in Catalist Board of Singapore.

Mr Loong does not have any family relationship with any director and/or substantial shareholder of the Company. Mr Loong has no conflict of interest with the Company. He has no convictions of any offences within the past five years and has not been imposed any penalty by the relevant regulatory bodies during the financial year 2025.

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**Senai, Taman Putra Perdana -**

*Features 3-storey lakeside link-villas in Puchong, gracefully set alongside approximately 630 meters of scenic natural lake frontage.*



## CHAIRMAN'S STATEMENT



**DaMai, Taman Melawati -**  
Positioned between urban energy and forest calm, DaMai offers a rare harmony, where architecture is rooted in nature and elevated through thoughtful design.

Dear SDB Shareholders,

On behalf of the Board of Directors of Selangor Dredging Berhad (“SDB” or “the Group”), it is with great privilege that I present to you the Annual Report for the financial year ended 31 March 2025 (“FY2025”).

### OPERATING ENVIRONMENT

For the financial year under review, Malaysia’s property sector is characterised by moderate growth, supported by improved fundamentals and sustained demand. Despite a surge in new launches, absorption rates have slipped, indicating that while supply is increasing, homebuyers appetite has softened compared to the previous financial year. Over 23,000 completed residential units, valued at RM13.94 billion, remained unsold as of late 2024.

For the financial year under review, Singapore’s property market is marked by a cautious stance among developers and homebuyers, influenced by higher Additional Buyer’s Stamp Duty (“ABSD”) rates introduced since 2023. These measures, especially targeting foreigners and those purchasing second properties, have subdued speculative activity and tempered new project launches. Persistent challenges such as rising construction costs and labour shortages have further constrained market activity.

For Malaysia and Singapore, tariffs have led to higher construction costs due to increased prices for raw materials and supply chain disruptions. These elevated costs may be passed on to homebuyers, resulting in higher property prices. Uncertainties surrounding tariffs may cause homebuyers and investors to hesitate or postpone their purchasing decisions, driven by concerns about the potential impact on costs and their disposable income.

### REVIEW OF RESULTS

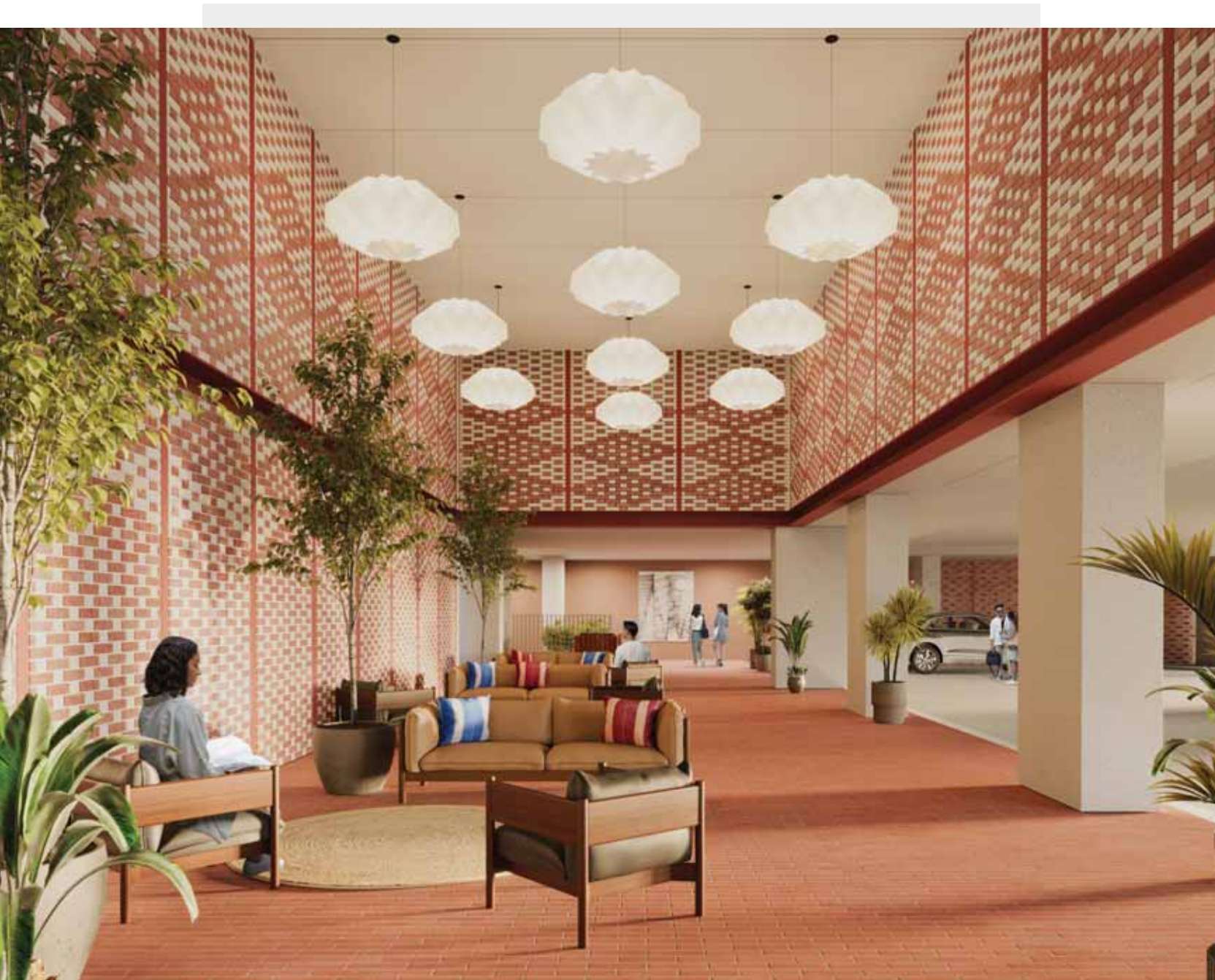
I am pleased to report that the Group has recorded a pre-tax profit of RM29.71 million (FY2024: RM28.69 million), as a result of our strategic initiatives, operational efficiencies and unwavering focus on innovation and customer satisfaction.

This achievement came on the back of a higher turnover of RM375.95 million (FY2024: RM227.46 million). After accounting for taxation, the Group reported a net profit of RM21.92 million, as compared to the net profit of RM24.72 million posted in the previous corresponding period. The Group’s property development segment reported a gross profit of RM132.69 million (FY2024: RM66.42 million), propelled mainly by robust sales from its ongoing and completed developments.

As for our hospitality arm, which is represented by Hotel Maya Kuala Lumpur, it recorded a revenue of RM21.63 million (FY2024: RM20.03 million), an increase from the previous financial year.

The Group’s foray into the mining sector, with Fortress Minerals Limited (“Fortress Minerals”) has contributed a net profit of RM7.65 million (FY2024: RM12.65 million) from its iron ore mining operation.

**DaMai, Taman Melawati** - The Anyaman, a traditional weaving craft, is intricately woven into the design of DaMai's walls and floors, infusing the living spaces with cultural depth and artisanal heritage.



## GROUP OPERATIONS

During the financial year under review, the Group continued to advance its portfolio of boutique residential developments, underscoring our commitment to delivering high-quality, low-density, gated and guarded residential projects in prime locations across the Klang Valley.

## Chairman's Statement

(cont'd)

### **19Trees, Taman Melawati -**

*The clubhouse at 19Trees (on track for completion by the end of 2025) features a 25 meters lap pool, a children's pool, function room and a gym - all inspired by nature.*



The construction of 19Trees in Taman Melawati and Jia in Taman Bukit Serdang remains on track for completion by the end of 2025. Meanwhile, the sales and construction of Senai, a lakeside development located in Taman Putra Perdana, Puchong, have commenced, and will contribute to the Group's future revenue growth. Senai is our latest hallmark product for modern living – offering meticulously designed 3-storey lakeside link-villas that seamlessly blend elegance and functionality. These link-villas are set amidst serene surroundings with comprehensive facilities and a 630 meters natural lakeside frontage. Senai is designed for an exceptional living experience.

I am proud to introduce DaMai, SDB's latest groundbreaking mid-rise development located in Taman Melawati. True to SDB's spirit of daring to do things differently, DaMai brings a fresh, innovative concept to home living by seamlessly blending the spaciousness and privacy of landed homes with the luxury and security of condominium life.

Starting from 2,000 square feet per unit, and offering up to six dedicated car parks, DaMai provides unparalleled convenience for modern families. Residents can park their vehicles right in front of their homes, significantly reducing the hassle of distant parking and carrying groceries. This innovative approach, combined with thoughtfully crafted living spaces and resort-style facilities, creates a unique community that inspires and elevates everyday living.

DaMai is essentially a 'Landed Mid-Rise' - SDB's bold new standard where convenience, luxury and innovation come together to truly stand apart.

Meanwhile, Hotel Maya Kuala Lumpur, our hospitality subsidiary, continues to offer business travellers and tourists an urban resort in Kuala Lumpur City Centre. Due to its prime location within walking distance to the Petronas Twin Towers and the Kuala Lumpur Convention Centre, the boutique hotel continues to provide guests convenient access to the city's commercial and shopping districts.

In mining, the Group holds a 29.61% stake in Fortress Minerals, a prominent high-grade iron ore producer listed on the Singapore Stock Exchange, with production facilities located in Terengganu and Pahang, Malaysia. Fortress Minerals is strategically positioned to enhance its production capabilities to cater to the rising steel demand in the region.

### **SUSTAINABILITY & CORPORATE RESPONSIBILITY**

Sustainability remains at the core of the Group's ethos, having been formally integrated into our strategic framework since FY2023. Our unwavering commitment to fostering sustainable growth is exemplified by cultivating a workplace culture and mindset that begins with leadership and management, ensuring that sustainability principles permeate every level of the organisation.

This commitment is also reflected in the design and delivery of our SDB homes, which prioritise the well-being and comfort of homebuyers. By embedding the Environmental, Social, and Governance ("ESG") principles into all facets of our operations, we strive not only to protect the environment but also to contribute meaningfully towards a more sustainable and responsible future.

Our efforts have been recognised with an improved FTSE4Good Bursa Malaysia ESG rating, demonstrating our enhanced ESG performance and transparency.

In Corporate Social Responsibility ("CSR"), the One-Two-Boost ("OTB") initiative, launched in 2020 in collaboration with Traditional Chinese Medicine physicians, continues to empower individuals with special needs and disabilities. Over the past financial year, we expand our partnerships with like-minded organisations and social enterprises to broaden OTB's reach, raise awareness, and amplify its impact.

Our active participations in various community-centred workshops and sales booths have provided valuable opportunities for OTB's special needs hires to develop their social and communication skills. At the same time, targeted workshops have been conducted to equip job coaches and supervisors at both SDB and OTB with the skills necessary to support these special needs individuals more effectively. Hopefully, these initiatives can help to create more awareness and an inclusive environment where more people can experience the positive benefits of our CSR work.

Marking a significant milestone, after five years of impactful work, OTB has opened its first physical store in June 2025, located in Mid Valley Megamall, Kuala Lumpur. This new physical outlet will serve as a dedicated platform to further empower our team of special needs individuals through meaningful employment and community engagement, reinforcing our long-term commitment to social inclusion and sustainable development.

**One Draycott, Singapore -**  
*A bespoke freehold residence of 64 finely crafted apartments – clinched the World Silver Award at the international FIABCI Prix d'Excellence Awards 2025.*



## AWARDS & RECOGNITIONS

I am pleased to highlight that SDB continues to shine on the stage of recognition, securing several prestigious accolades. Notably, Myra, an exclusive 85-unit development situated on a 0.7-acre freehold parcel along Meyappa Chettiar Road and Woodsville Close in Potong Pasir, District 13 in Singapore emerged as the sole winner of the Top Boutique Development in the Completed category at the EdgeProp Singapore Excellence Awards 2024.

In addition, One Draycott - a bespoke, freehold luxury residences featuring 64 meticulously crafted apartments that are designed by the world-renowned architects from CarverHaggard of London - clinched the World Silver Award at the Prix d'Excellence Awards 2025, organised by the International Real Estate Federation ("FIABCI").

## DIVIDEND

I am also pleased to announce that the Board of Directors has recommended a dividend of 3.0 sen per share amounting to RM12.78 million for the financial year under review. This will be tabled at the Annual General Meeting for the shareholders' approval.

## OUTLOOK & PROSPECTS

Looking ahead, we are aware of the many challenges such as rising prices of raw materials, higher construction costs, worker shortages, disruption in global supply chain and changing consumer trends that continue to affect the property sector. Uncertainty over tariffs may cause homebuyers and investors to hesitate or delay their purchases.

Going forward, the Group will take the necessary steps to address these challenges by carefully managing its costs and adjusting its product offerings to align with market conditions. In the meantime, we will continue to implement strategies that focus on creating long term value for all of our stakeholders.

## ACKNOWLEDGEMENT

Last but not least, I would like to express my sincere appreciation to the management and employees of SDB for their steadfast dedication and resilience in the past financial year. Additionally, I want to extend my gratitude to our esteemed stakeholders – including our customers, business associates, governmental authorities, and to our shareholders - for your unwavering support and confidence in SDB.

Thank you for your continued trust.

Warm regards,

**EDDY CHIENG ING HUONG**  
 Chairman

## MANAGEMENT DISCUSSION AND ANALYSIS



**Senai, Taman Putra Perdana** - The serene lakeside setting appeals to those seeking a harmonious blend of urban convenience and peaceful living.

**pre-tax profit**  
RM29.71 million

**net profit**  
RM21.92 million

### OPERATING ENVIRONMENT

For the financial year under review, Malaysia's property sector experienced moderate growth, supported by improved economic fundamentals and stable Gross Domestic Product ("GDP") growth. Sustained demand was observed, particularly in urban centres. Despite a surge in new project launches, the take-up rate for new residential units declined compared to the previous financial year. As a result, over 23,000 completed residential units - collectively valued at RM13.94 billion - remained unsold as of late 2024.

For the financial year under review, Singapore's property market was shaped by a cautious approach from both developers and homebuyers. This sentiment was largely influenced by the higher Additional Buyer's Stamp Duty ("ABSD") rates introduced in 2023, which specifically target foreigners and Singaporean second property homebuyers. These cooling measures have curbed speculative activity and led to a reduction in new project launches, as developers adopt a wait-and-see approach to gauge the market's response.

In FY2025, both Malaysia and Singapore have been impacted by tariffs and global supply chain disruptions. The uncertainties surrounding tariffs have led to greater caution among homebuyers and investors, with some choosing to delay purchase decisions until market conditions stabilise. This hesitancy is reflected in softer absorption rates for new launches and subdued transaction volumes.

In summary, the property sectors in Malaysia and Singapore are characterised by moderate to cautious growth, shaped by evolving demand dynamics and macroeconomic pressures. While both markets face challenges, opportunities remain for developers and investors who can adapt and align their strategies to changing market conditions.



**Senai, Taman Putra Perdana -**  
*Each home is thoughtfully designed for modern multi-generational living, combining practical comfort with SDB's signature design charm.*

## FINANCIAL PERFORMANCE

For the financial year ended 31 March 2025, the Group registered a pre-tax profit of RM29.71 million (FY2024: RM28.69 million), on the back of a higher turnover of RM375.95 million (FY2024: RM227.46 million). After accounting for taxation, the Group reported a net profit of RM21.92 million, compared to the net profit of RM24.72 million posted in the previous corresponding period.

The Group's property development division recorded a gross profit of RM132.69 million (FY2024: RM66.42 million) on a turnover of RM351.37 million (FY2024: RM205.86 million). The Group's hospitality division, represented by our subsidiary Hotel Maya Kuala Lumpur, posted revenue of RM21.63 million, compared to RM20.03 million in the previous corresponding period. The Group also registered a net profit of RM7.65 million (FY2024: RM12.65 million) from our iron ore mining business through its associate company, Fortress Minerals Limited ("Fortress Minerals").

## CAPITAL EXPENDITURE

For the financial year under review, the Group did not incur any significant capital expenditure projects that would require substantial financial resources. The focus was on enhancing operational efficiencies and leveraging on cost-effective measures in line with its efforts to be more prudent.

## PROPERTY DEVELOPMENT

At the time of writing, there are three ongoing developments in Malaysia. These developments consist of landed strata residential properties that feature a gated and guarded concept, focusing on family living. The Group's total unbilled sales of its ongoing projects stand at RM105.88 million.

**Senai, Taman Putra Perdana -**  
*Features meticulously designed homes that blend elegance with functionality, set amidst serene surroundings and comprehensive facilities.*



## Management Discussion and Analysis

(cont'd)



### Malaysia

In 2024, Malaysia's property market demonstrated strong recovery and resilience, supported by stable economic fundamentals and proactive government initiatives.

For the financial year under review, both 19Trees in Taman Melawati and Jia in Taman Bukit Serdang have achieved 100% sales and have progressed to the advanced stages of construction. Both developments remain on track for completion by the end of 2025. The achievements of 19Trees and Jia underscore the market demand for meticulously designed homes situated in secure residential environments. It also underscores the Group's proven ability to identify strategic locations and develop products that can align with evolving consumer preferences for exclusivity, safety and community-centric living.

Senai, a lakeside development located in the rapidly developing area of Taman Putra Perdana, Puchong is the Group's latest project. Spanning 29 acres, Senai features a collection of elegantly designed three-storey lakeside link-villas set along approximately 630 metres of scenic natural lake frontage. These homes, ranging from 1,900 to 3,600 square feet, offer a harmonious blend of spacious living and serene natural beauty.

### Property Development

#### Gross Profit

RM132.69 million

#### **Senai, Taman Putra Perdana -**

*The spacious homes prioritise flexibility, adaptability and well-being, catering to contemporary lifestyle needs.*

The first phase of the development comprises 209 units of thoughtfully designed homes. Featuring a gated and guarded concept, Senai offers residents a tranquil lakeside lifestyle with enhanced security and modern facilities. The project has been well-received and garnered strong interest since the opening of Senai Sales Gallery in October 2024. Currently, the Group is focused on robust marketing and sales activities to ensure the successful take-up of available units. Senai, aimed at singles, small families and multigenerational households, was actively promoted through various targeted initiatives, including open houses events, roadshows and sales booths, as well as on print media and digital platforms in order to enhance its brand visibility.

As part of the overall efforts to generate leads and create sales momentum, SDB Sales & Marketing team has organised many family-centric events, including a Chinese New Year celebration in February 2025 and a Hari Raya Aidilfitri Open House in April 2025. In addition, weekly event with carefully curated themes were held continuously since early January 2025 to maintain public interest and encourage repeat visits to the sales gallery.

In July 2025, the Group announce DaMai, its upcoming mid-rise residential development located in Taman Melawati. In line with SDB's commitment to delivering innovative property solutions and its continuous effort to challenge conventional industry practices, DaMai features a distinctive living concept that combines the spaciousness and privacy typically found in landed homes with the luxury and security features of condominium living.

**Jia, Taman Bukit Serdang -** *The construction of Jia is progressing smoothly and remains on track for completion by the end of 2025.*





**DaMai, Taman Melawati -**  
*More than just a home, DaMai is a living statement - modern, intentional and perfectly in harmony with its surroundings.*

At DaMai, the units start from 2,000 square feet, with up to six dedicated car parks. This design allows residents to park their vehicles directly in front of their homes, addressing common inconveniences associated with condominium living such as distant parking and the need to carry heavy items across long distances. The development is further complemented by thoughtfully designed living spaces and resort-style facilities, contributing to a comfortable and community-oriented environment.

DaMai is SDB's latest innovation – introducing a bold concept of 'Landed Mid-Rise' that will redefine urban living by integrating convenience and exclusivity. This unique approach offers a lifestyle that caters to the needs of modern families seeking both ample space and enhanced security. Through the introduction of DaMai, SDB continues to establish new benchmarks in the residential property market by delivering homes that prioritise both practicality and quality of life.



## Singapore

In Singapore, the increase in ABSD in April 2023 as a cooling measure to address an overheating property market has impacted demand for properties. Nevertheless, and as mentioned earlier, at One Draycott, 100% of the development's 64 units luxury apartments have been sold in February 2024 through accelerated sales and marketing efforts. This bespoke and freehold project, which is nestled in the upscale Ardmore-Draycott neighbourhood in District 10 is catered for high-net-worth buyers.

Numerous accolades were received for One Draycott. The project is the World Silver Winner of the International Real Estate Federation ("FIABCI") Prix d'Excellence Awards 2025 for the Residential Mid-Rise Category.

At the same time, Myra, a freehold luxury development comprising 85 units of luxury apartments on Meyappa Chettiar Road and Woodville Close in Potong Pasir, District 13 has emerged as the sole winner of the Top Boutique Development in the Completed category of the EdgeProp Singapore Excellence Awards 2024.

### **Myra, Singapore -**

*A freehold luxury development in Potong Pasir, District 13, wins the Top Boutique Development (Completed Category) at the EdgeProp Singapore Excellence Awards 2024.*



## Management Discussion and Analysis

(cont'd)

### Hospitality

#### Revenue

RM21.63 million



**Hotel Maya Kuala Lumpur -**  
*The boutique urban resort has enhanced its main ballroom and event halls to support comprehensive banquet and meeting services, further elevating guests' experience.*

### HOSPITALITY

Malaysia's tourism sector has improved, with international arrivals and receipts surpassing pre-pandemic benchmarks. The government's commitment to enhancing global competitiveness, expanding flight routes, and easing visa restrictions has directly benefited hotels like Hotel Maya Kuala Lumpur.

For the financial year under review, Hotel Maya Kuala Lumpur posted a revenue of RM21.63 million (FY2024: RM20.03 million). The stronger than targeted revenue performance aligns with the increase in tourism.

While the domestic market remains the primary source of room demand for Hotel Maya Kuala Lumpur, it is followed closely by Chinese tourists. China is a strong secondary market, supported by a pre-purchase contract with Trip.com, which significantly supported inbound businesses from the Chinese market. Between January and November 2024, Malaysia received over 3 million Chinese visitors into the country, and this segment is expected to grow further as connectivity and travel incentives expand. The influx of Chinese tourists, especially during peak periods like Chinese New Year and under the new visa-free regime period, has been a significant demand driver for Kuala Lumpur hotels in 2024.

For FY2025, Hotel Maya Kuala Lumpur's average occupancy rate stands at 50.0% as compared to FY2024: 44.6% and FY2023: 43.9%. This performance reflects the broader trend in Kuala Lumpur, where occupancy rates have seen improvement due to strong inbound tourism, especially from China. Concurrently, the hotel market is experiencing rapid supply growth, with over 4,200 new rooms entering Kuala Lumpur in 2024. While luxury and upscale hotels in Kuala Lumpur have reported higher occupancy rates, Hotel Maya Kuala Lumpur's figures are consistent with a competitive midscale segment facing increased supply and evolving demand patterns.

Hotel Maya Kuala Lumpur performance in FY2025 reflects both effective management and the positive macro trends shaping Malaysia's tourism and hospitality sector, with strong prospects as the market continues to recover and expand.

### MINING

With regards to the Group's involvement in the mining sector, the Group's 29.61%-owned indirect Singapore-listed associate Fortress Minerals is a leading high-grade iron ore producer in Malaysia with production sites in the states of Terengganu and Pahang. For the financial year under review, Fortress Minerals contributed a net profit of RM7.65 million (FY2024: RM12.65 million) from its iron ore mining operation.

## Mining

### Net Profit

RM7.65 million

**Fortress Minerals -**  
*Continues to strengthen its production capabilities at Bukit Besi mine with the commissioning of two additional ball mills and a new crushing plant.*



Fortress Minerals achieved a sales volume of 632,424 dry metric tonnes (“DMT”) as compared to 550,887 DMT last year of iron ore concentrate. This milestone marks the third consecutive year of setting new sales output, underscoring Fortress Minerals' sustained growth and strengthening market position since its establishment.

Fortress Minerals continues to strengthen its production capabilities at Bukit Besi with the commissioning of two additional ball mills in May 2024, aimed at enhancing operational throughput and improving plant reliability. Complementing this expansion, Fortress Minerals is progressing with the construction of a new crushing plant equipped with advanced, high-efficiency machinery.

Meanwhile, at Cemat Aman Sdn Bhd, Fortress Minerals is making steady headway at the Mengapur mine with the development of a new integrated processing plant. This facility will support the production of high-grade iron ore, copper, and pyrrhotite concentrates, paving the way for product and income stream diversification. While metallurgical test works, feasibility studies and engineering design of the new plant have been completed, Fortress Minerals is now preparing to construct a pilot plant for trial production.

## OUTLOOK & PROSPECTS

The Group will focus on its three ongoing projects in Malaysia. Two developments, 19Trees and Jia, are on track to be completed by December 2025. For Senai, the Group will maintain its marketing efforts and drive sales momentum for the project. At the time of writing, the sales and construction of Senai have commenced, and will contribute to the Group's future revenue growth.

On matter relating to the property industry, the Group is also optimistic that industry players and authorities would find long-term solutions to address ongoing challenges such as the rising cost of construction materials and labour shortages. In the meantime, efforts are concentrated on selling the remaining unsold units from the Group's ongoing and completed developments.

For the hospitality division, Hotel Maya Kuala Lumpur is strategically positioned to attract both leisure and business travellers in Kuala Lumpur, with expectations that the tourism market will continue to recover and expand in 2025.

Looking ahead, SDB remains cautiously optimistic and will continue to do its utmost to deliver a healthy financial performance in the coming financial year, while remaining mindful of the challenges and market volatility arising from socio-political and macroeconomic factors globally. The management extends its sincere appreciation to all SDB shareholders and stakeholders for their unwavering support, trust and confidence.

# SUSTAINABILITY STATEMENT

Selangor Dredging Berhad (“SDB”), a leading boutique property developer, acknowledges the vital role of sustainability in facilitating its long-term growth. Aligned with the worldwide sustainability agenda, the Group is committed to contributing to the United Nations Sustainable Development Goals (“UNSDG”). Since 2019, the Group has embraced five specific Sustainable Development Goals that are particularly pertinent to its operations. Moving forward, the Group aims to incorporate additional Global Goals into its ongoing sustainability endeavours.



## REPORTING PERIOD

This Sustainability Statement is prepared for SDB and its subsidiaries (“the Group”) for the financial year (“FY”) ended 31 March 2025 (“FY2025”). All data and activities reported are in relation to the Group’s business operations from 1 April 2024 to 31 March 2025.

## SCOPE OF REPORTING

The scope of the Sustainability Statement covers the Group’s property businesses including property development, property management and hospitality in Malaysia and Singapore.

For the FY2024, the Group has undertaken an exercise to review its material matters and the manner in which it is measured. Hence, the Group had taken FY2024 as its base year for data reporting.

## REPORTING FRAMEWORK

The Sustainability Statement adheres to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Additionally, the Group’s sustainability reporting is guided by Bursa Malaysia Securities Berhad’s Sustainability Reporting Guide, the Sustainability Reporting Guidelines by the Global Reporting Initiative, and the environmental, social, and governance (“ESG”) factors of the FTSE4Good Bursa Malaysia Index. Furthermore, this Sustainability Statement aligns with the UNSDG. To gain a comprehensive understanding of the Group’s financial and non-financial performance for the FY2025, it is recommended to review this Sustainability Statement alongside the Annual Report. This Sustainability Statement has not undergone internal and external assurance.

In the financial year 2025, the Group made substantial progress in enhancing its Environmental, Social, and Governance (“ESG”) performance. While the Group is not currently included in the FTSE4Good Index, our ESG score improved significantly during the year, reflecting the tangible impact of our strengthened sustainability initiatives. We continue to actively align our practices with the internationally recognised standards set by the FTSE4Good Index, with a clear focus on long-term inclusion.



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**One Draycott,  
Singapore** - All  
64 units of luxury  
apartments have  
been sold  
through  
accelerated  
marketing efforts.

## FEEDBACK

Your input on the quality of our reporting and sustainability efforts is highly valued. We appreciate your comments and suggestions as they allow us to continuously enhance our practices. If you have any feedback, kindly send it to Email: [Sustainability@sdb.com.my](mailto:Sustainability@sdb.com.my) or convey to the directors at the following address:

Malaysia head office: Selangor Dredging Berhad, 18th Floor, West Block, Wisma Golden Eagle Realty 142-C, Jalan Ampang, 50450 Kuala Lumpur.

# Sustainability Statement

(cont'd)

## SUSTAINABILITY APPROACH

At Selangor Dredging Berhad (“SDB”), we have always strived for excellence in all that we do, and we believe in accountability for our actions. SDB adopts a holistic approach to business management by upholding the Economic, Environmental, Social and Governance (“EESG”) pillars of sustainability into the core of our operations.

### Sustainability Framework

Our Sustainability Framework was first established in FY2022 with a purpose to deliver excellence by creating positive and long-lasting values to customers while establishing and maintaining a life-long relationships with all stakeholders. The framework is guided by:

## Our Brand Promise

Our Brand Promise “**Driving Excellence, Building Lifelong Relationships**” sums up what we strive to do – driving excellence in terms of products and services to build a lifelong relationship with purchasers, hotel guests, tenants and all our stakeholders.

## Our Core Values



**Passionate**



**Innovative**



**Result-Oriented**



**Caring & Respectful**

## Our Brand Manifesto

In 2018, we published our brand manifesto titled “**A Manifesto for living well and responsibly**”. This 7-point manifesto represents our values, belief and our standards. It also serves as a reference point to help our customers understand what we stand for, the quality of life that we provide through our products, and our principles and responsibilities as a developer. The 7-point manifesto focus on investing in our:



**Product**



**Community**



**Quality**



**Customers**



**People**

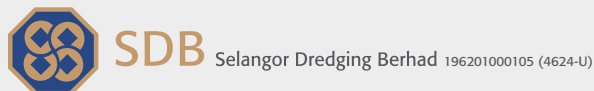


**Environmental Friendly**



**Peace of mind**

**SUSTAINABILITY FRAMEWORK**



Driving Excellence, Building Lifelong Relationships

**Goals** Driving excellence in terms of products and services to build a lifelong relationship with all our stakeholders.

**Pillars**



**ECONOMIC**

**Growing Responsible Business Responsibly**

Economic Performance

Product Responsibility

Procurement Practice/ Supply Chain Management



**ENVIRONMENTAL**

**Building A Healthy Living Environment**

Emission

Energy Water and Effluent Waste



**SOCIAL**

**Promoting Inclusivity & Diversity**

Health and Safety

Development & Training

Labor Practices & Standard / Diversity and Equal Opportunity

Community Investment



**GOVERNANCE**

**Strengthening Sustainability Performance**

Anti-Corruption

Data Privacy & Security

**Materiality Matter**

**SUSTAINABLE DEVELOPMENT GOALS**

**UNSDG**



While it is still a work in progress, we are taking steps to build a clear and structured approach to managing our economic, environmental, social, and governance responsibilities. We will continue to update the progress of our framework as we engage further with all stakeholders.

# Sustainability Statement

(cont'd)

## SUSTAINABILITY GOVERNANCE STRUCTURE

The Group has formed a Risk Management & Sustainability Committee ("RMSC") in 2019, chaired by the Managing Director and members comprises the Group General Manager and the Head of Finance. RMSC meetings are held at least twice annually, and the committee reports to the Board of Directors on the findings and recommendations of the RMSC for the financial year under review. Sustainability functions across the business operations are assisted by all Heads of Departments ("HODs") to ensure sustainable practices are fully embedded within every department and business unit.

### Structure



## STAKEHOLDER ENGAGEMENT

We recognise that continuous engagement with our valued stakeholders is essential to gather valuable insights, propagate awareness and understanding, and also align our future goals and strategies to meet the needs and expectation of those we serve.

A comprehensive overview of our key stakeholder groups, engagement methods, key discussion topics, and our responses to these matters is presented in the table below.

Stakeholders	Importance	Engagement Channels	Our Response
1 Shareholders / Investors	Shareholders and investors provide the Group with steady financial capital input.	<ul style="list-style-type: none"> <li>General Meetings</li> <li>Bursa Malaysia Announcements</li> <li>Media Statements</li> <li>Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>Provide a better understanding of the Group's business and financials</li> <li>Update on corporate and strategic developments</li> </ul>
2 Management	Management set the overall strategy and business direction that guide the Group.	<ul style="list-style-type: none"> <li>Board Meetings</li> <li>Business Review Meetings</li> <li>Strategic &amp; Operational Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Periodic meetings to ensure the management is aligned with the Group's strategy and business direction</li> </ul>
3 Employees	Employees are the most valuable assets that will directly contribute to the Group's business sustainability and success.	<ul style="list-style-type: none"> <li>Performance Management</li> <li>Employee Events / Workshops / Training / Surveys</li> <li>Emails / Group Chats</li> </ul>	<ul style="list-style-type: none"> <li>Ensure understanding and alignment with the Group's goals and strategy, and update on corporate/strategic developments</li> <li>Empowering employees through ensuring their wellbeing and providing opportunities to learn and upgrade, thereby driving job satisfaction, productivity and staff retention</li> <li>Ensure a safe and healthy workplace to prevent accidents and injuries, and maintain a healthy working environment</li> </ul>
4 Customers / Tenants / Resident Associations	Business viability and growth depend on homebuyers who support the Group's products and services.	<ul style="list-style-type: none"> <li>Digital / Social Media</li> <li>Customer Events</li> <li>Surveys / Feedback</li> </ul>	<ul style="list-style-type: none"> <li>To meet or exceed customer needs; Delivering quality products and services that encourage Brand Loyalty and positive words-of mouth</li> <li>Provide consistent and high service quality; resolve complaints</li> </ul>

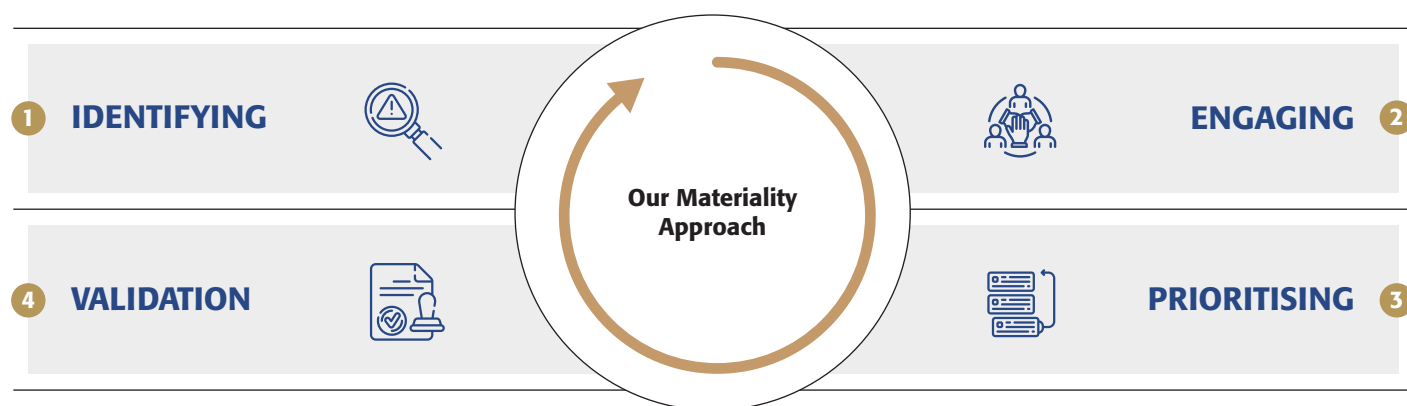
# Sustainability Statement

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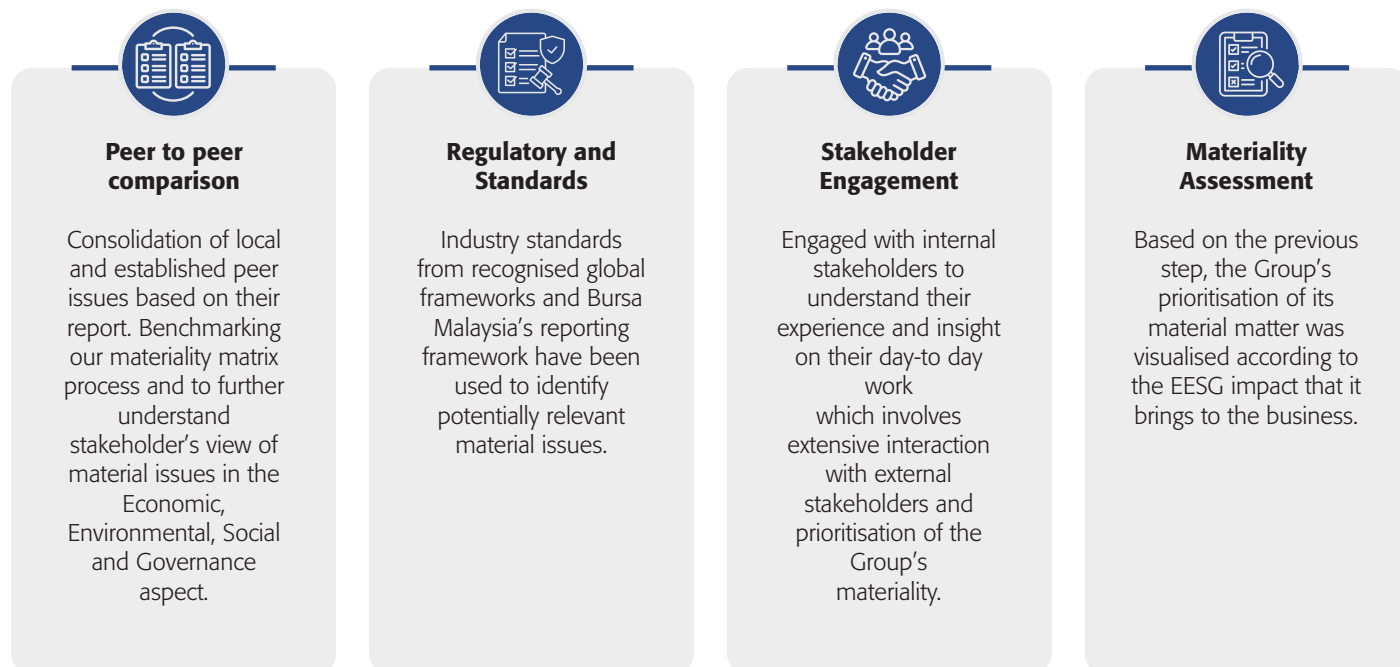
Stakeholders	Importance	Engagement Channels	Our Response
5 Contractors / Consultants / Vendors	Contractors and vendors provide critical inputs and supports for the Group's businesses to function.	<ul style="list-style-type: none"> <li>• Pre-Qualification / Tender &amp; Procurement Process</li> <li>• Face To Face Meetings</li> <li>• Formal Correspondence</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent engagement to ensure clear understanding of the Group's terms;</li> <li>• Annual evaluation of performance</li> </ul>
6 Industry Organisations & Associations	The network and the community in the environment in which the Group operates provide a sense of social belonging and support to ensure the Group's long-term success.	<ul style="list-style-type: none"> <li>• Events</li> <li>• Digital / Social Media</li> <li>• Corporate Social Responsibility Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss matters impacting the Group's interest in the housing development industry</li> <li>• Contribute towards the well-being of the community</li> </ul>
7 Community			
8 Financiers / Banks	Financial institutions provide the Group with access to capital.	<ul style="list-style-type: none"> <li>• Annual Reports</li> <li>• Media Statements</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a better understanding of the Group's business and financials.</li> <li>• Update on corporate and strategic developments</li> </ul>
9 Governments / Regulators	Regulators provide an enabling environment and framework which is paramount to SDB's businesses.	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Briefings &amp; Consultations</li> <li>• Site Inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to regulators' requirements</li> <li>• Contribute towards the public good</li> </ul>
10 Media	The media serves as an intermediary between the Group and the general public.	<ul style="list-style-type: none"> <li>• Media Statements</li> <li>• Press Conference</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively engage with diverse media outlets</li> <li>• Maintain open-door communication with the media</li> <li>• Swiftly respond to all media inquiries</li> </ul>

## OUR MATERIALITY APPROACH

For the financial year 2025, the Group has taken a materiality revalidation exercise that was carried out using a structured four step approach. The Group's materiality sustainability issue was based on their significance to both business and stakeholder whilst mapping against global standards and peer review.



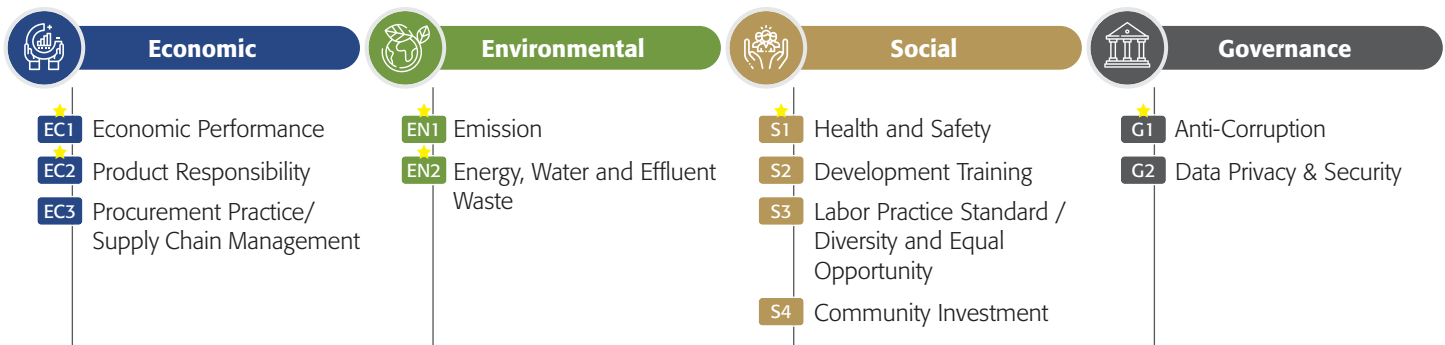
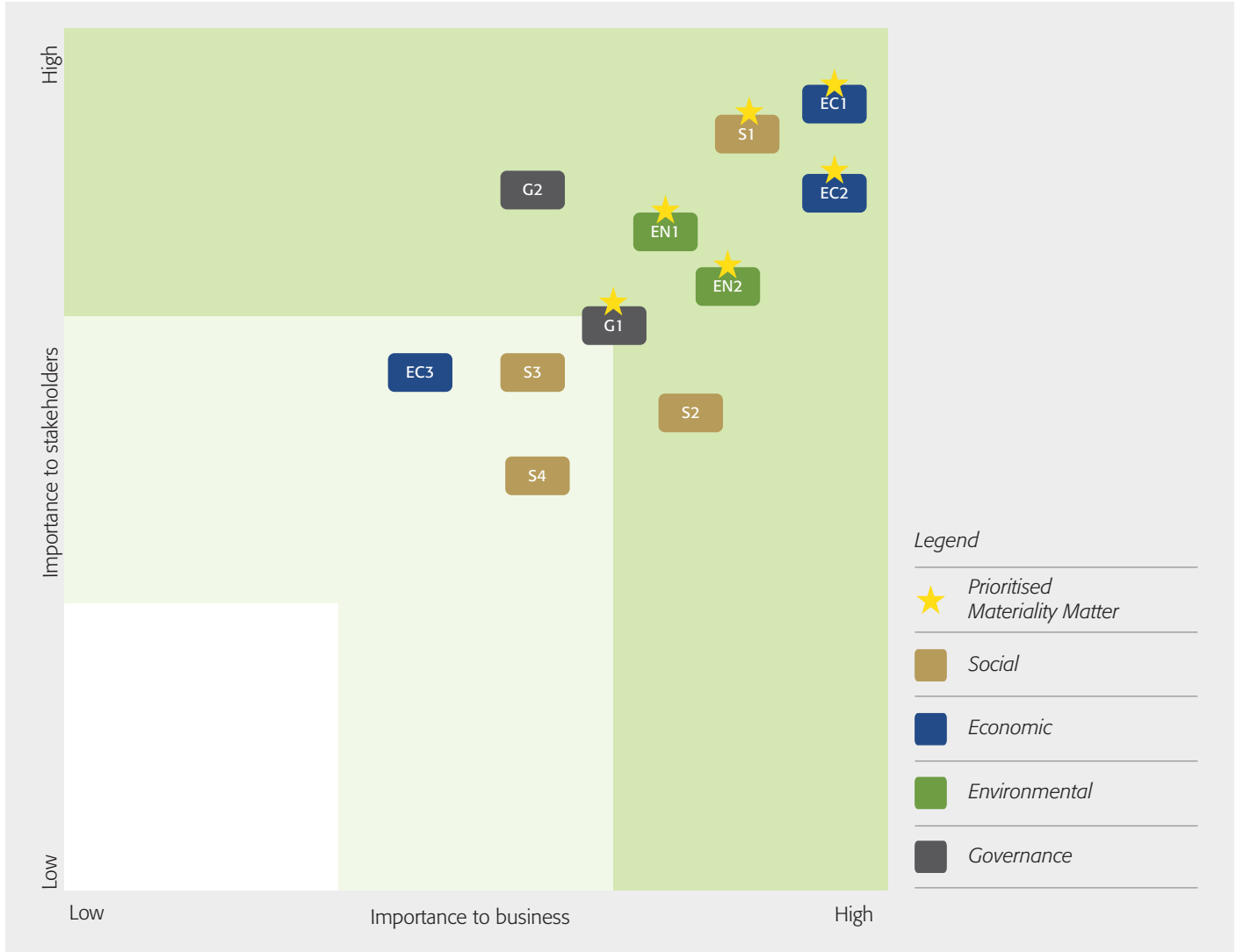
To further strengthen the approach, SDB has taken further steps to understand and prioritise the materiality that would influence the stakeholder's assessment and decision to prevent any significant repercussion to the organisation as a whole. Some of the steps taken to understand how the materiality would affect was by:



# Sustainability Statement

(cont'd)

Through this assessment, we identified 11 material topics that are critical drivers of our overall sustainability performance. Among these, 6 emerged as particularly crucial. These key material matters continue to shape our strategic approach, ensuring that our sustainability efforts remain aligned with business priorities and stakeholder expectations.



As part of the material assessment, the ESG Working Committee had deliberated on the prioritisation of its material matters in accordance to its relevance to the Group. The findings were then reviewed by the Risk Management & Sustainability Committee ("RMSC") and approved by the Board of the Directors to be included in this annual report.

The material matters guide the Group's business strategy and resource allocation, ensuring focus on the most important sustainability issues. Hence, The Group is committed to carry out a full materiality assessment every three years and review the relevance of its key economic, environmental, social, and governance impacts every year to make sure it still reflects what's important in the Group's day-to-day operations.



## ECONOMIC

### Economic Performance

**Risk:**

Failing to meet budgeted targets could result in losses.

**Opportunity:**

Increase marketing events to disseminate information about the Group's projects to customers.

**Link To UNSDG**



### Procurement Practices/ Supply Chain Management

**Risk:**

Potential conflicts of interest, corruption and unethical practices.

**Opportunity:**

To formalise a standardised procurement SOP to ensure transparency.

### Product Responsibility

**Risk:**

Low customer satisfaction due to poor craftsmanship and delays in delivery of vacant possession, resulting in financial loss.

**Opportunity:**

Ensure that units are thoroughly inspected by both internal and external professionals for quality assurance and ensure timely delivery.

**Link To UNSDG**



## ENVIRONMENTAL

### Emissions

**Risk:**

Unavoidable emissions particularly in construction businesses that rely on fossil fuel to power equipment or trucks for transportation.

**Opportunity:**

Implement a system to calculate emissions and aim to progressively reduce them on an annual basis.

### Energy, Water and Effluents Waste

**Risk:**

Unavoidable energy and water consumption in the course of doing business. Construction businesses also generate substantial amounts of waste.

**Opportunities:**

To embrace a circular economy approach by minimising resource consumption and utilising reusable, recyclable materials.

Establish efficient operations to manage end-of-life processes effectively.

**Link To UNSDG**



# Sustainability Statement

(cont'd)



## SOCIAL

### Labour Practices and Standards / Diversity and Equal Opportunity / Development and Training

#### Risk:

Employee disengagement and dissatisfaction, leading to high turnover rates and low productivity, as well as a lack of required skills among employees.

#### Opportunities:

Attract and retain talent by prioritising the physical and mental well-being of employees.

Foster an environment conducive to career growth and skills enhancement, offering flexible work arrangements.

#### Link To UNSDG



#### Health and Safety

#### Risks:

Inherent health and safety vulnerabilities from business operations;

Raised expectations on health and safety standards by employees, customers and regulators.

#### Opportunities:

Safeguarding occupational health and safety through provision of access to healthcare services; looking after employees' mental health and emotional well-being; prioritising safety of all stakeholders for areas within its operational control;

Upkeep superior safe delivery standards for its stakeholders.

#### Link To UNSDG



#### Community Investment

#### Risk:

Lack of understanding of community's current needs and expectation, resulting in ineffective community engagement programmes.

#### Opportunity:

Meet community needs by leveraging the Group's distinctive capabilities. Ensure sustained collaboration and involvement from both parties for long-term success.

#### Anti-Corruption

#### Risk:

Non-compliance with anti-bribery laws could result in a loss of confidence among stakeholders and financial loss.

#### Opportunity:

Compliance with anti-bribery laws, regular trainings for staff on policies and guidelines.

#### Data Privacy and Security

#### Risk:

Failure to comply with data protection laws poses significant risks, including the potential for data breaches.

#### Opportunity:

Compliance with relevant laws and regulations.



## ECONOMIC

### “Growing the Business Responsibly”



#### Why it Matters

As a leading boutique property developer, SDB prides itself on delivering quality products that are practical and aesthetically pleasing. The Group upholds its Brand Promise of "Driving Excellence, Building Lifelong Relationships". Each of its development is meticulously crafted and rigorously quality checked. The Group is also committed to supporting local businesses by engaging, whenever possible with local suppliers, contractors and consultants.

#### Our Performance

In FY2025 SDB recorded a total revenue of RM375,954,000. The following table outlines key financial metrics for the past three years:

	FY2023	FY2024	FY2025
<b>Economic Value Generated</b>			
Revenue ('000)	137,743.00	227,460.00	<b>375,954.00</b>
<b>Economic Value Distributed</b>			
Community Investment ('000)	-	910.33	<b>989.67</b>

#### Product Responsibly

The Group has its own internal Quality Assurance and Quality Control ("QAQC") to develop, enforce and maintain its product quality. To ensure we maintain our excellence, quality check and assurance is carried out at each phase of construction including post-construction monitoring.

Architectural and M&E (mechanical and electrical) plans are reviewed to identify any design flaws or discrepancies.

#### Pre-construction Phase / Design Review

#### Post-construction Monitoring

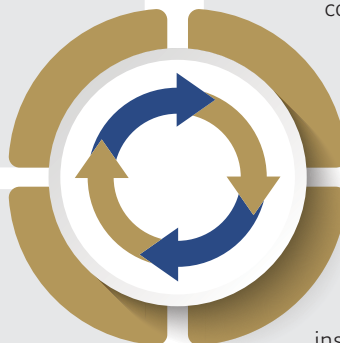
To identify any defects or maintenance issues that may arise after occupancy. Defects and design issues reported by homeowners are then feedback to Quality Management Department.

Implement Quality Control measures during construction to ensure that all projects are being constructed according to SDB Quality Standards and adherence to approved materials and specifications. Monthly inspection carried out.

#### Construction Phase

#### Pre-CPC and Hand Over Vacant Possession

Pre-CPC (Certificate of Practical Completion) inspection is a detailed visual inspection to identify any defects arising after the contractors had deemed the individual unit completed.



# Sustainability Statement

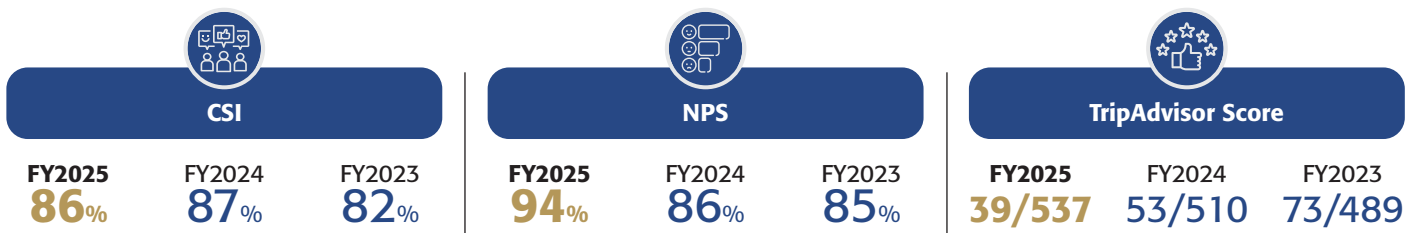
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## BuildQAS (Building Quality Assessment System)

The Group also adopts Building Quality Assessment System ("BuildQAS") conducted by an independent third party from Singapore to assess the final quality of construction work for all of its developments in Malaysia. The BuildQAS assessment involves evaluating various architectural components of a building's construction, including quality, workmanship and finishes of each component. It provides a standardised framework for measuring the quality of construction against predetermined benchmarks and specifications.

## Customer Satisfaction

The Group measures customer satisfaction periodically for its property development and property management operations. Customer satisfaction surveys are conducted twice a year. These customers' satisfaction levels are tracked through the Customer Satisfaction Index ("CSI") and Net Promoter Score ("NPS"). Its hospitality division, Hotel Maya Kuala Lumpur ("Hotel Maya") encourages guests to leave a review.



### Procurement Practices & Supply Chain Management

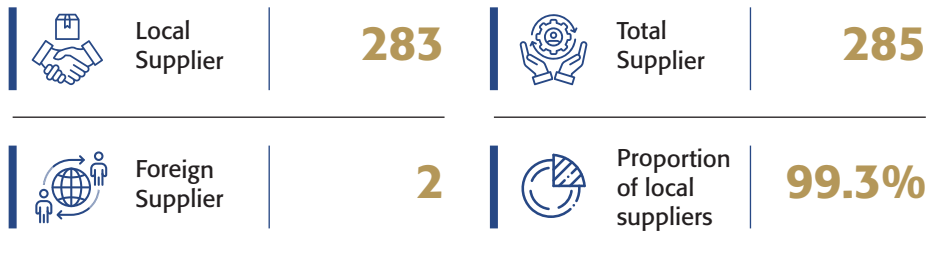
The Group engages with numerous suppliers throughout its operations. These suppliers are crucial in guaranteeing the prompt delivery of the Group's products and services. Consequently, the Group adhere to stringent procurement practices to choose companies that align with its quality expectations and uphold social and environmental management standards.

### Supplier Evaluation & Monitoring

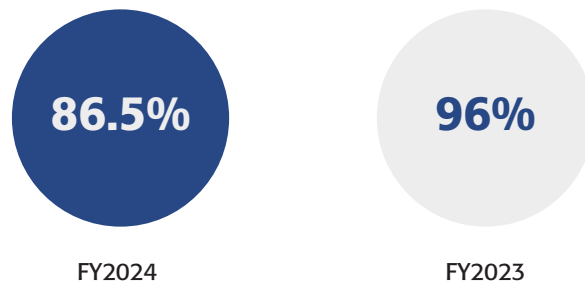
The Group has a process to evaluate contractors that are invited to tender for its development projects. After the contractors are onboarded, an annual evaluation of their services is carried out. There are standard pre-qualification forms and tender documents for the contractors to provide information for.

## Supporting Local Business Ecosystem

The Group prioritises working with local contractors and suppliers, defined as businesses that are registered in Malaysia. This approach generates positive ripple effects for the local business ecosystem by creating economic values that benefits these contractors and suppliers and other businesses supporting them. Additionally, at its developments, the Group utilises locally-sourced materials, subject to practicability, as part of its effort to save cost and time and to reduce its carbon footprint in the long run. In FY2025, the proportion of Local Suppliers was 99.3%.



### Previous Years' Proportion of Local Supplier





## ENVIRONMENTAL

### “Building A Healthy Living Environment”



The Group is committed to minimising the impact of its business on the environment in the places which it operates in. With the upcoming IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information (“IFRS S1”) and the IFRS S2: Climate Related Disclosures (“IFRS S2”) disclosure, The Group is also looking to further adopt the sector and industry specific standards under the prescribed International Sustainability Standards Board (“ISSB”) and Sustainability Accounting Standards Board (“SASB”) in the near future. This is to enhance the Group’s transparency in our disclosure.

For the financial year under review, zero cases were reported for significant fines for environmental non-compliance.



In support of the government’s aspiration toward Net Zero, the Group recognises climate change as a crucial issue that requires immediate and sustained action. In response, the Group has developed and published a Climate Change Policy, reinforcing its commitment to environmental responsibility.

This policy aligns with our Sustainability Policy and should be read together with it. Both policies are publicly available on our website.



**Sustainability Policy**



**Climate Change Policy**

# Sustainability Statement

(cont'd)

## Our Projects

SDB is dedicated to creating not just homes, but living spaces that truly resonate with the lifestyles and aspirations of every residents. Understanding the growing demand for environmentally conscious living, the Group aspire to evolve the way we build in order to reach its sustainability goal of a healthy living environment.

Throughout the projects built, the overarching features include:

Biophilic and Passive design to allow more natural air and light to enter the household

Parking access for People With Disability ("PWD")

Rainwater Harvesting used for watering the landscape

### 19Trees



12-minute drive to LRT Wangsa Maju.

Internal Driveway and Carpark up-cycled existing rock at site which are crushed and used as the base prior to laying interlocking paver.

### Senai



14-minute drive to MRT Cyberjaya.

### Jia



13-minute drive to LRT Bukit Jalil.

### DaMai



12-minute drive to LRT Wangsa Maju.

Carpark and ramp designed to minimise noise pollution and enhance natural ventilation.

Unique doorstep parking.

## Emission

As a responsible business, we are committed to minimising our environmental impact and contributing to the global transition to a low-carbon economy. The Group recognises the risks and opportunities that climate change presents to our operations, stakeholders, and the broader environment. The risk and opportunities can be referred at the Statement on Risk Management and Internal Control (“SORMIC”) section.

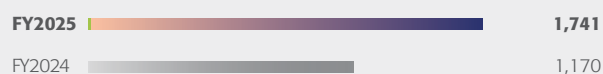
The Group has started taking steps to measure its performances for environmental related material sustainability matters. This includes taking inventory of its Greenhouse Gas (“GHG”) emissions for Scope 1, 2 and two out of the 15 categories of the Scope 3 GHG emissions. Our GHG emissions were calculated with reference to the GHG Protocol, a globally recognised accounting and reporting standard.

For the financial year 2025, the Group conducted a survey to understand its employee commuting emission. A total of 111 response were captured and as for the rest of the employee, the average-data method by GHG protocol was applied to calculate the estimated emission. The Group aims to further improve the accuracy of the data in the future.

### Scope 1 & 2

#### Direct Emission (tCO<sub>2</sub>e)

##### Company Facilities



##### Company Vehicle



Direct emissions that occur from sources owned or controlled by the Group

**Company Facilities:** Usage of Diesel to power up construction machinery, generator etc.

**Company Vehicle:** Petroleum used by company's vehicle based on the claims submitted.

### Scope 2

#### Indirect Emission (tCO<sub>2</sub>e)

##### Electricity purchased



Indirect emission from electricity purchased by the Group.

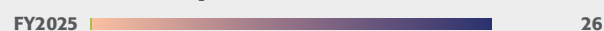
The Grid Emission Factor used was based on data provided by the Energy Commission of Malaysia, to align with national reporting standards and ensure consistency with recognised regulatory guidelines.

### Scope 3

#### Employee Commuting (tCO<sub>2</sub>e)



#### Business Travel (tCO<sub>2</sub>e)



Indirect emission of upstream and downstream activities by the Group

**Category 6:** Business travel (Covers emissions generated from employee travel by land and air for work related purposes)

**Category 7:** Employee commuting (Covers emissions generated by employees travelling to and from work)

# Sustainability Statement

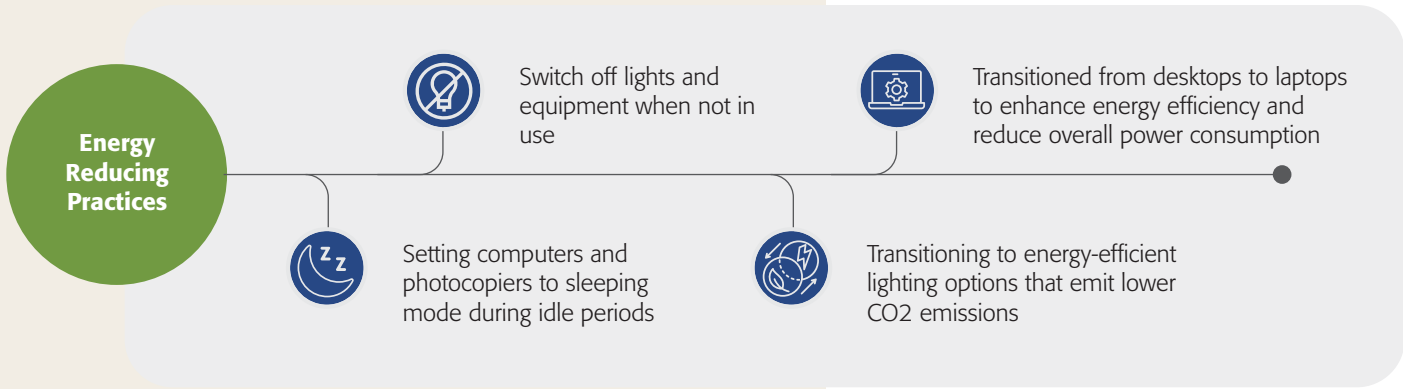
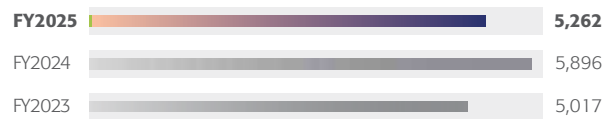
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## ENERGY WATER AND EFFLUENT WASTE

### Energy Consumption

The Group's energy use spans across construction sites, corporate offices, and Hotel Maya. During the financial year, the Group recorded an 11% decrease in electricity consumption. This was mainly driven by reduced consumption at the construction site and closure of sales gallery. While energy demand grew in line with our operations, we remain committed to monitoring and managing our consumption responsibly as part of our broader sustainability goals. With the government's net zero aspiration, the Group remains committed to optimise our energy consumption by prompting various energy saving practices in the office.

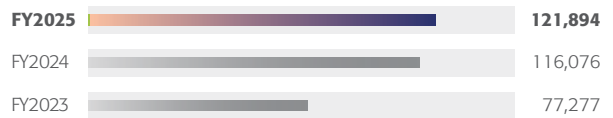
#### Electricity Consumption (MWh)



### Water Withdrawal

The Group recognises that responsible water management is critical to the long-term sustainability of its business operations. As such, the Group has implemented responsible strategies to manage its water usage and disposal in order to achieve optimal levels of efficiency throughout its operations. To ensure sustainable resource management, the Group is committed to improve its water efficiency year-on-year through process optimisation with initiatives such as rainwater harvesting and will continue to monitor and manage its water withdrawal across all operational sites. The water withdrawal has increased by 5% compared to previous year due to the rise of guests at Hotel Maya.

#### Water Withdrawal (Megalitres)



## Wastes Management

At its offices, the Group’s generated wastes can be broadly grouped into the following categories.

### Office & Domestic Waste

Offices wastes, including paper, printer cartridges, and boxes, is either sent to a licensed landfill for disposal or collected by an authorised recycling agent.

### Maintenance Waste

The waste produced from maintaining properties, including trimmings, grass clippings, and other organic materials, is sent to a designated landfill for proper disposal in accordance with legal requirements.

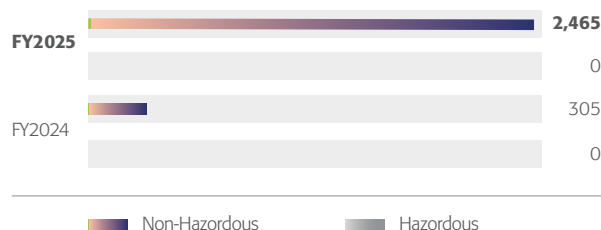
To ensure responsible wastes management, the Group has incorporated into its tender documents and contracts relevant clauses to ensure that its appointed contractors must dispose all the construction and site’s wastes in accordance with the law and regulations set by the Department of Environment (“DOE”). Further, contractors must ensure that hazardous waste is safely handled and disposed of by licensed contractors.

For the reported financial year, the amount of waste directed to landfill by contractors is disclosed alongside operations from Hotel Maya. However, waste diverted from landfill is only from operations at Hotel Maya. The Group is committed to improve its disclosure in the upcoming year.

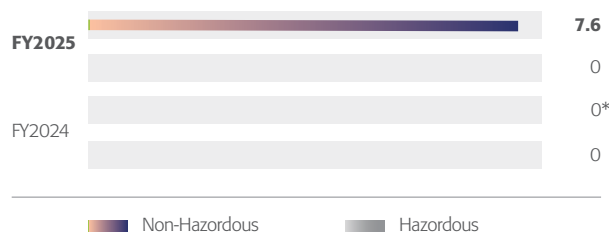
## Living Sustainably

During the end of Financial Year 2025, the Group conducted awareness campaign focused on waste management. The objective was to introduce and promote basic principles of waste reduction and responsible disposal among our employees and stakeholders. We view this as the continuation of a broader commitment to environmental sustainability, and we plan to expand these efforts in the coming years to foster a culture of waste consciousness across all levels of the organisation.

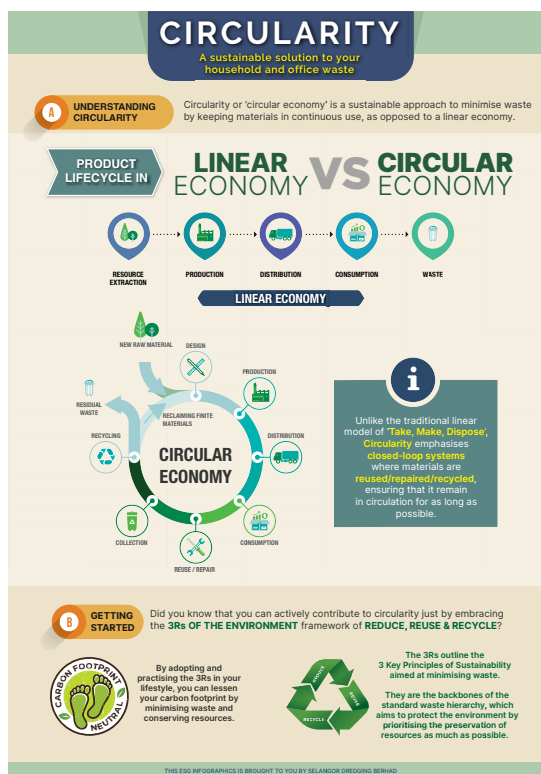
### Directed to Disposal (MT)



### Diverted from Disposal (MT)



Note\*: This number has been restated following data update to ensure accuracy in reporting.



**Sustainability Statement**  
(cont'd)



**SOCIAL**

“Promoting Inclusivity & Long-Term Relationship”

**SOCIAL PERFORMANCE**

The Group strongly believes in creating a diverse, inclusive, and safe working environment that fosters innovation and creativity for its employees, ensuring that everyone feels valued and respected. The Group contributes positively to the community it operates in, building trust and goodwill which lead to stronger relationships with its customers and other stakeholders. Overall, this reflects its holistic approach to business that prioritises both internal and external stakeholders.

**Employment & Labour Practices**

The Group endeavours to adopt just, dynamic, and progressive employment practices to attract and retain the best available talents in the market to support its business growth. Its employment terms comply with the laws of employment in Malaysia namely the Employment Act 1955, ensuring compliance with Minimum Wage Order 2022 and laws governing working hours, overtime pay and fair compensation. In addition, the Group has not prevented its employees from joining or forming trade unions.

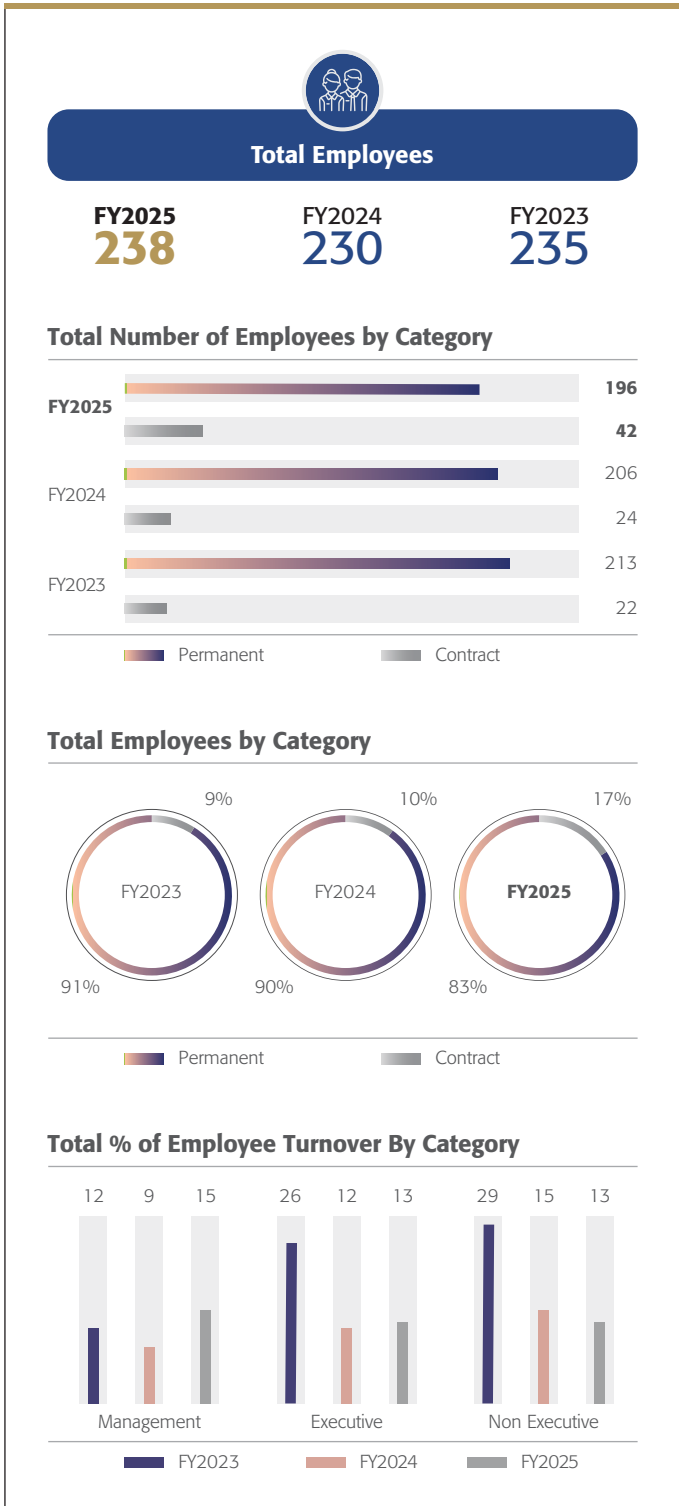
The Group is committed to respecting human and labour rights and does not tolerate or condone any form of forced or child labour in any of its workplace. For the financial year under review, there are no substantiated complaints concerning human rights violations.

The Group also believes in establishing a workplace culture and environment that is safe, secure, and conducive to productivity. Acts of harassment, bullying or intimidation are strictly prohibited as provided in the Group’s Code of Business Conduct. It has a grievances process and Whistleblowing Channel in place where employees can reach out to their Management, the Human Resource Department or the Legal Department to report on any grievances or concerns related to unethical practices without fear of retaliation.

The Group continues to offer good benefits packages for its employees. The introduction of “Staggered Hours Working Arrangement” allows SDB’s employees to choose different start and end times as long as they meet the working hours specified in their employment letter.

Other Key Benefits Are:

- Staff Discounts
- Free Parking
- Semi-Flexi Working Hours
- Annual Health Check Up
- Outpatient Medical Benefits



## Diversity & Equal Opportunities

The Group is committed to promote a diverse and inclusive workplace. It provides equal opportunities to all regardless of age, gender, race, religion, political beliefs or disability as provided in its Code of Business Conduct. Having a diverse workforce brings diverse views across the organisation. Its recruitment and talent management processes ensure equity in employment based on fundamentals of non-discrimination. During the hiring and selection of talents, the Group is committed to select the best individuals for the roles based on their expertise, experience and leadership, as well as the manner the candidates can enhance and complement the collective diversity of the Group's talent pool.

Following the Group's Inclusive Employment and Support Policy, the Group provide fair employment opportunities for people with disabilities ("PWD"). For example, SDB and Hotel Maya currently have in its employment some special needs employees. For FY2025, The Group's total workforce consists of 12 PWD which also represent 5% of the workforce.



# Sustainability Statement

(cont'd)

## Employee Engagement

The Group constantly engages its employees by organising year-round activities. For the financial year under review, SDB's Human Resource Department has organised several employee engagement programmes including a Cheers and Chat session, Trivia sessions, recreation and teambuilding activities off-site e.g. Merdeka Run.

## Occupational Health & Safety

As a responsible employer, the Group has a duty to maintain a safe working environment for its employees to prevent any injuries or illnesses resulting from its operations. The Group has established an Quality, Environmental, Safety & Health ("QESH") Policy and the Occupational Safety and Health ("OSH") Committee to outline and oversee health and safety aspects and practices for employees, contractors and other stakeholders.

At the Group's construction sites, the appointed safety officers regularly conduct safety briefings to emphasise the importance of safety to employees and workers. Signages are placed around the sites to remind employees and workers to wear protective gears, to obey rules when operating machineries, and to follow other safety protocols.

At Hotel Maya, employees participated in trainings organised by BOMBA Malaysia and the National Institute of Occupational Safety and Health ("NIOSH"). These sessions equipped the participants with the necessary knowledge and skills to respond effectively during emergencies, thereby safeguarding guests and employees.

As part of the Group's emergency preparedness measures at its headquarters, employees attended the annual fire safety training sessions conducted by the building management. These trainings are essential to ensure compliance with fire safety regulations in Malaysia and to enhance the overall safety protocols within the organisation.

### Health, Safety and Environment ("HSE") Trainings for Employees



#### Number of Employees

FY2025  
**23**

FY2024  
**32**

FY2023  
**10**



#### Number of Training Hours

FY2025  
**720\***

FY2024  
**256**

FY2023  
**160**

*Note\*: The significant increase on Number of Training Hours is due to several training programmes that required multiple days to complete.*

### List of HSE Training FY2025

Basic Life Support

Safety & Health Officer

Occupational Safety & Health Conference 2024

Organised by: National Institute of Occupational Safety and Health (NIOSH)

Occupational Safety & Health Coordinator (OSH-C)

Organised by: National Institute of Occupational Safety and Health (NIOSH)

Emergency Response Team

Organised by: BOMBA

## Work-Related Injuries

The Group strives to continuously improve the delivery of health and safety standards and processes to eliminate hazards and reduce risk of work-related injuries at site. The Group remains committed in maintaining zero fatalities year on year by preventing and minimising any workplace related incidents.



### Total Manhours

**FY2025** **FY2024**  
**466,000** **461,360**



### No. of Fatalities/(Contractor)

**ZERO**



### No. of Lost Time Injuries \*

**FY2025** **FY2024**  
**0** **1**



### Lost Time Incident Rate

**FY2025** **FY2024**  
**0** **2.17**

Note\*: Refers to LTIR (times 200,000 hours) against total case and total of the Group's employee.

## Development & Training

The Group believes that it must continuously upskill and reskill its workforce in order to achieve its business strategy. The Human Resource Department is tasked to plan and manage the development of the Group's workforce and a Training and Development Standard Operating Procedure is in place to govern this process..



**Total Training Hours**

**2,261.5**



**Average Training Hours per Employee**

**9.7**

	FY2025	FY2024	FY2023
Total Training Hours	<b>2,261.5</b>	3,362.5	1,639.5
Average Training Hours per Employee	<b>9.7</b>	15.5	8.1

	FY2025	FY2024	FY2023
Management	1463	1,476	788
Executive	673	1,538.5	514.5
Non-Executive	126	348	337
<b>Total</b>	<b>2,261.5</b>	<b>3,362.5</b>	<b>1,639.5</b>

### List of Trainings FY2025

Construction Work Design & Management (CDM) Awareness

Implementation of e-invoicing in Malaysia

Future of cybersecurity summit

International Green Build Conference "Building For The Future"

Navigating The Evolving sustainability & Climate change

Strata Technique Approach Towards Resilient

Strata & HDA (Act 118) Workshop

Professional Business Continuity Management

Key Disclosure Obligations of a Listed Company

Enhancing Corporate Transparency. Building Resilience

## Sustainability Statement

(cont'd)

### Community Investment

The Group believes in sustainable community investment. Its Corporate Social Responsibility (“CSR”) is driven by the principles of inclusivity, focusing on extending support and creating opportunities for individuals with special needs and disabilities. The Group advocates for inclusion, empowerment, and equality by facilitating support and opportunities for individuals with special needs to actively contribute to society.

## Transforming Lives of Special Needs Individuals One-Two Boost (“OTB”) Programme



The Group strives to create a CSR Programme that is self-sustaining hence it premises upon the concept of “Teach A Man To Fish And You Will Feed Him For A Lifetime”. This is the inspiration of the OTB CSR Programme.

Since 2020, OTB has partnered with Traditional Chinese Medicine (“TCM”) physicians, Dr. Lin Cze-Pern and Dr. Go Pei Heng from Nanjing University of Chinese Medicine, to develop specially formulated herbal soups, nourishing teas, and drink packs aimed at enhancing immunity and overall well-being. These traditional herbal blends are prepared by a team of special needs young adults under the guidance and supervision of appointed job coaches and supervisors.

OTB is a CSR initiative that aims to provide employment opportunities for young adults with special needs. Since its inception, the programme has enhanced skill development among its team members and special needs hires by focusing on herb mixing as well as improving their social and interaction ability through teamwork. Additionally, it has significantly raised public awareness about the employment challenges faced by individuals with special needs.

For the financial year under review, OTB has collaborated with other special needs organisations and social enterprises to extend its reach and raise greater awareness. The special needs hires had the opportunity to shine, honing their social and communication skills by participating in bazaar booths in various off-site locations.

### Bazaar Booth

- Colours of Life Booth by Parkcity Medical Centre
- Carnival of Inclusion & Neurodiversity @ Avenue K
- Park Seven Residents Day 2024
- timMy Autism Conference Booth by Pertubuhan Keperluan Khas Timothy (timMy)
- Weekly Sunday Booth @ The Hub, PJ SS2
- Merdeka Booth @ International Islamic University Malaysia
- Kasih Hospice Charity Fair 2024
- Earth Symphony - Green Cirque Fest @ Sunway Lagoon
- Hiss of Fortune Chinese New Year Booth 2025 @ I-City Mall

### Collaboration with other Social Enterprises

- The Spectrum
- United Voice
- Bridging Hope

### Workshop

- TCM Herbal Tea Bags Workshop
- TCM DIY Herbal Sachet & Muscle Pain Workshop
- TCM Roasted Rice Tea Workshop
- TCM Fish Foot Spa Ball Workshop
- Winter Soltice Workshop @ Senai Sales Gallery

### Training Sessions and Field Trip

- Field Trip to Fresh In The City (Corn Farm)
- Field Trip to Tiger Milk Mushroom Atrium by LIGNO Biotech
- Sex Education Workshop by Peggy Lam (Lead Coach of Bridging Hope)
- Friends Beyond Labels by Hong Leong Foundation, Jumpstart@65
- A Decade of Neurodiversity Impact Forum by Enabling Academy

On top of all the initiatives, OTB also conducted Trainee programmes during the financial year under review. This was a three-month programme initially started on October 2024 with the same idea of providing job opportunities while enhancing their skills to more people. The initiative was proven a success and the second Trainee programme commenced on February 2025.

In June 2025, OTB is also opening a store located in Mid Valley Megamall, one of Kuala Lumpur's premier shopping destinations. This strategic location allows OTB to broaden their customer base and strengthen its presence.

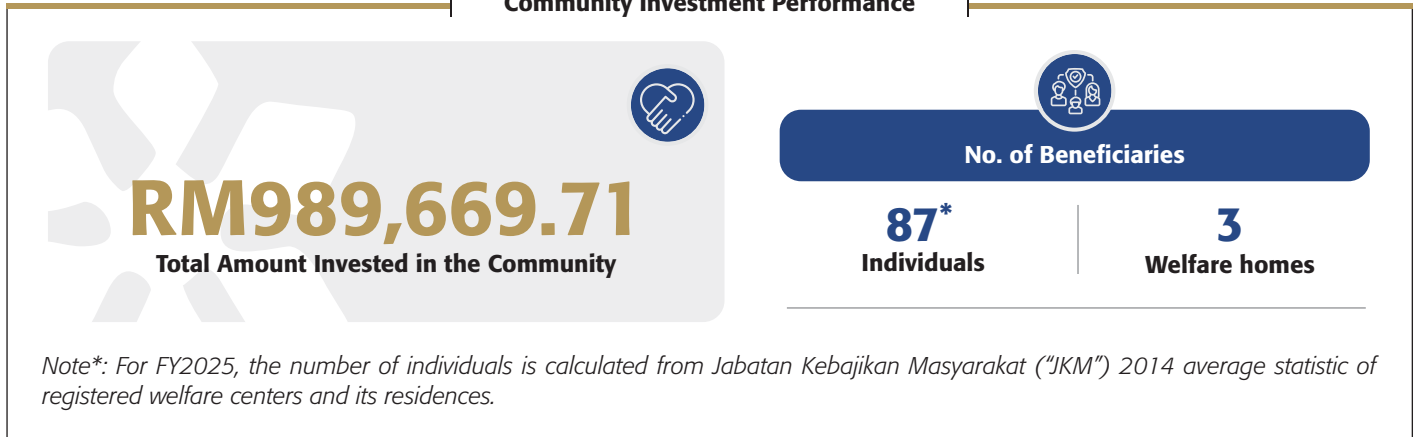
Together, OTB is building a more inclusive and supportive environment, one step at a time. OTB's products are available for purchase through its website, [www.12boost.com.my](http://www.12boost.com.my).



**Sustainability Statement**  
(cont'd)

Caring for the Underprivileged

Community Investment Performance



As part of our ongoing commitment to community engagement and social responsibility, we organised a meaningful outreach event at Hotel Maya for Rumah Charis (Home for the Children & the Aged) on 25 December 2024.

The event included a lunch feast shared among the children, elderly residents, and volunteers and ended with the Hotel Maya committee distributing cookie gift boxes as a token of appreciation and festive cheer.

In March 2025, Hotel Maya collaborated with a Non-Governmental Organisation (NGO) called Pertubuhan Jejak Jalanan to host a special Ramadan iftar for 40 unprivileged children located around Kuala Lumpur.

Held at Maya Brassiere, the event aimed to spread joy and foster a sense of community, featuring a breaking-of-fast session, gift distribution, and light entertainment. The session concluded with the distribution of festive cookies for the children to take home.





## GOVERNANCE

### Building an Ethical Culture



#### Governance Structure

Building an ethical culture is at the forefront of the Board's vision for the Group. SDB's Board of Directors is the highest governance body in the organisation, responsible for overseeing the conduct of the Group's business operations and financial and sustainability performance. The Board is responsible for overseeing risk management practices in the Group and is assisted by the Risk Management & Sustainability Committee ("RMSC") in this role. The Group has established an Enterprise Risk Management ("ERM") Framework to proactively identify, evaluate, mitigate and manage key risks to an optimal level.

The Group's policies in the following areas are available on the corporate website:



**Anti Bribery and Anti-Corruption Policy**



**Whistleblowing Policy**



**Privacy Policy**

#### Corporate Governance

The Group is dedicated to serving the best interests of its stakeholders by upholding the highest standards of corporate governance and implementing best practices that underscore its commitment to transparency and accountability. Further details regarding the Group's corporate governance practices can be found in the Corporate Governance Overview Statement included in the Annual Report for 2025.

#### Compliance with Laws

The Group remains steadfast in adhering to relevant laws and regulations in the jurisdictions where it operates its businesses. Any failure to comply may expose the Group to potential fines, penalties, or sanctions, leading to reputational harm. As of March 31, 2025, the Group is not aware of any material instances of non-compliance with any laws or regulations involving the Group.

#### Anti-Corruption

SDB's Board of Directors champions a "Zero Tolerance towards Bribery and Corruption" stance. This commitment is reflected in the Group's ABAC Policy which outlines what will amount to "corruption" and the prohibitions on the same. The ABAC Policy applies to its directors, employees and business associates. SDB ensures that its business associates adhere to its ABAC Policy by communicating it to them through the inclusion of an ABAC clause in pre-qualification documents, contracts and tender documents. Further, new employees are given a briefing on the ABAC policy during their onboarding process. Additionally, a Supplier Code of Conduct has been established.

Furthermore, the Group has implemented a Whistleblowing Policy and channel to enable employees or third parties to report any instances of misconduct or grievances that may arise by sending an email to [whistleblowing@sdb.com.my](mailto:whistleblowing@sdb.com.my). The Group has provided that whistle-blowers will be accorded protection. The Whistleblowing Policy further provides that whistleblowers may remain anonymous and their identity kept confidential.

# Sustainability Statement

(cont'd)

## Anti-Corruption Training for FY2025

Anti Bribery Refresher Training

Anti Bribery and Anti-Corruption in the Workplace



### Anti-Corruption Training

Management	Executive	Non-Executive
<b>FY2025</b> <b>100%</b>	<b>FY2025</b> <b>73%</b>	<b>FY2025</b> <b>82%</b>
FY2024: 100%	FY2024: 100%	FY2024: 100%

As of March 31, 2025, there have been no confirmed incidents of corruption or action taken across the Group. Further, no political contributions have been made.

### Anti-Corruption Risk Assessment

The Group is in the midst of planning and conducting a comprehensive risk assessment process to identify potential non-compliance risks across the Group's business operations. Through this process, the Group aims to effectively identify, evaluate and manage risks associated with corruption across all business segments.

**NIL**

FY2025 | FY2024 | FY2023

## Data Privacy and Security

The Group's Privacy Policy sets out how it uses and protects any personal data that it received. The Group is dedicated to upholding, respecting, and safeguarding the confidentiality of all personal data, in accordance with the provisions outlined in the Personal Data Protection (Amendment) Act 2024. The Group will continuously monitor developments in data protection laws and industry best practices to adapt and enhance its data protection measures, ensuring the ongoing security and privacy of the data entrusted to it.

For example, Hotel Maya's registration card clearly informs guests that their data is safeguarded by the PDPA 2010. It also requests their consent for their information to be processed according to Hotel Maya's privacy policy. Additionally, the card provides Hotel Maya's email and contact number, allowing guests to reach out to verify or update their details.

As of March 31, 2025, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

**ZERO**

**FY2025 | FY2024 | FY2023**  
Zero Substantiated Cases

## Performance Data Table

Indicator	Measurement Unit	2023	2024	2025
<b>Economic Performance</b>				
Economic Performance	MYR	137,743,000.00	227,460,000.00 *	375,954,000.00
<b>Bursa (Supply chain management)</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	86.50	96.00	99.30
<b>Product Responsibility</b>				
Customer Satisfaction	Number	82	87	86
Net Promoter Score	Number	85	86	94
Tripadvisor Score	Number	73	53	39
<b>Bursa (Emissions management)</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	1,170.00 *	1,760.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	3,844.00	4,469.00 *	3,989.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	472.00
<b>Bursa (Energy management)</b>				
Bursa C4(a) Total energy consumption	Megawatt	5,017.00	5,896.00	5,262.00
<b>Bursa (Water)</b>				
Bursa C9(a) Total volume of water used	Megalitres	77.277000	116.076000	121.894000
<b>Bursa (Waste management)</b>				
Bursa C10(a) Total waste generated	Metric tonnes	-	305.00 *	2,472.60
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	0.00 *	7.60
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	305.00	2,465.00
<b>Bursa (Diversity)</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	1.75	1.54	0.00
Management Between 30-50	Percentage	59.65	64.62	69.12
Management Above 50	Percentage	38.60	33.85	30.88
Executive Under 30	Percentage	15.29	16.84	17.35
Executive Between 30-50	Percentage	70.59	66.32	71.43
Executive Above 50	Percentage	14.12	16.84	11.12
Non-executive/Technical Staff Under 30	Percentage	40.32	29.83	20.90
Non-executive/Technical Staff Between 30-50	Percentage	54.84	63.16	67.16
Non-executive/Technical Staff Above 50	Percentage	4.84	7.02	11.94
Gender Group by Employee Category				
Management Male	Percentage	54.00	54.00	59.00
Management Female	Percentage	46.00	46.00	41.00
Executive Male	Percentage	51.00	51.00	45.00
Executive Female	Percentage	49.00	49.00	55.00
Non-executive/Technical Staff Male	Percentage	65.00	60.00	73.00
Non-executive/Technical Staff Female	Percentage	35.00	40.00	27.00

Internal assurance External assurance No assurance

(\*)Restated

# Sustainability Statement

(cont'd)

Indicator	Measurement Unit	2023	2024	2025
<b>Bursa C3(b) Percentage of directors by gender and age group</b>				
Male	Percentage	40.00	50.00	50.00
Female	Percentage	60.00	50.00	50.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	100.00	100.00	100.00
<b>Bursa (Health and safety)</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	2.17	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	10	32	23
<b>Bursa (Labour practices and standards)</b>				
<b>Bursa C6(a) Total hours of training by employee category</b>				
Management	Hours	788	1,476	1,463
Executive	Hours	515	1,539	673
Non-executive/Technical Staff	Hours	337	348	126
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	10.00	10.00	16.00
<b>Bursa C6(c) Total number of employee turnover by employee category</b>				
Management	Number	8	5	10
Executive	Number	22	11	13
Non-executive/Technical Staff	Number	20	10	9
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
<b>Bursa (Community/Society)</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	-	910,327.60	989,669.71
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	55	87
<b>Bursa (Anti-corruption)</b>				
<b>Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category</b>				
Management	Percentage	100.00	100.00	100.00
Executive	Percentage	100.00	100.00	73.00
Non-executive/Technical Staff	Percentage	100.00	100.00	82.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
<b>Bursa (Data privacy and security)</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

Internal assurance External assurance No assurance

(\*)Restated

## GROUP FINANCIAL HIGHLIGHTS

GROUP YEAR ENDED 31 MARCH	'25 RM'000	'24 RM'000	'23 RM'000 Restated	'22 RM'000 Restated	'21 RM'000 Restated
<b>Profitability</b>					
Turnover	<b>375,954</b>	227,460	137,743	98,475	144,196
Profit/(Loss) before taxation	<b>29,705</b>	28,693	12,550	12,125	(8,170)
Provision for taxation	<b>(7,782)</b>	(3,973)	(6,299)	(5,367)	(3,376)
Profit/(Loss) after taxation	<b>21,923</b>	24,720	6,251	6,758	(11,546)
Minority interest	-	-	-	-	-
Earnings/(Loss) for the year	<b>21,923</b>	24,720	6,251	6,758	(11,546)
Profit available for appropriation	<b>523,488</b>	514,349	500,282	494,031	479,057
Dividend net of tax	<b>12,784</b>	10,653	-	-	-
<b>Key Balance Sheet Data</b>					
Total assets	<b>1,495,733</b>	1,452,729	1,387,191	1,351,184	1,382,943
Issued share capital	<b>213,541</b>	213,541	213,541	213,541	213,541
Shareholders' fund	<b>876,194</b>	888,363	856,047	838,379	836,978
Total bank borrowings	<b>423,946</b>	395,364	445,924	415,523	426,698
No of ordinary shares in issue ('000)	<b>426,128</b>	426,128	426,128	426,128	426,128
<b>Share Informance</b>					
Return on equity	<b>2.50%</b>	2.78%	0.73%	0.81%	-1.38%
Return on total assets	<b>1.47%</b>	1.70%	0.45%	0.50%	-0.83%
Gearing ratio	<b>29.18%</b>	28.60%	29.66%	26.62%	31.97%
Interest cover	<b>2.55</b>	2.29	1.79	1.99	0.38
Earnings / (Loss) after tax (sen)	<b>5.14</b>	5.80	1.47	1.59	(2.71)
Dividend after tax (sen) *	<b>3.00</b>	3.00	2.50	-	-
Net asset backing (sen)	<b>205.62</b>	208.47	200.89	196.74	196.41
Price earning ratio (x)	<b>9.62</b>	10.77	29.99	32.47	(19.19)
Gross dividend yield	<b>6.06%</b>	4.80%	5.68%	0.00%	0.00%
Share price as at 31 March (RM)	<b>0.50</b>	0.63	0.44	0.52	0.52

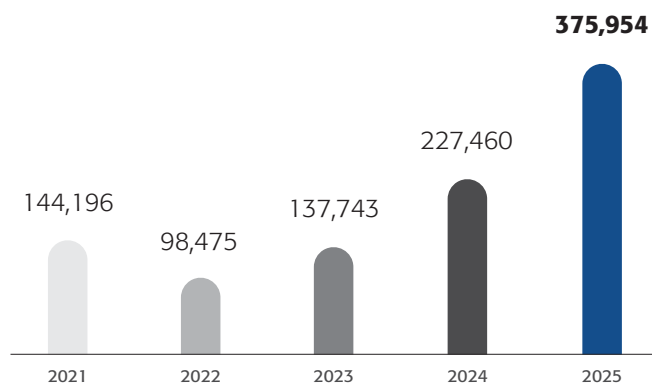
\* Dividend declared during the financial year.

## Group Financial Highlights

(cont'd)

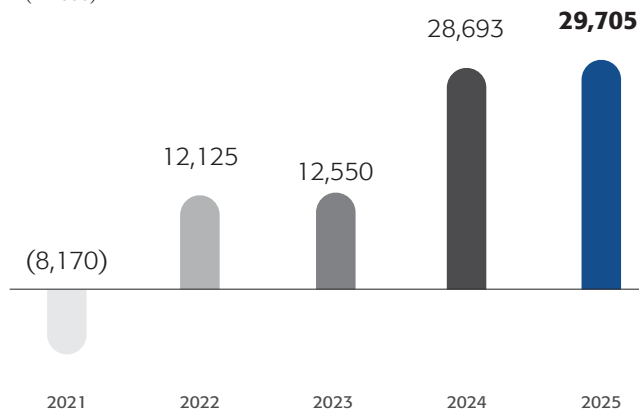
### Turnover

(RM'000)



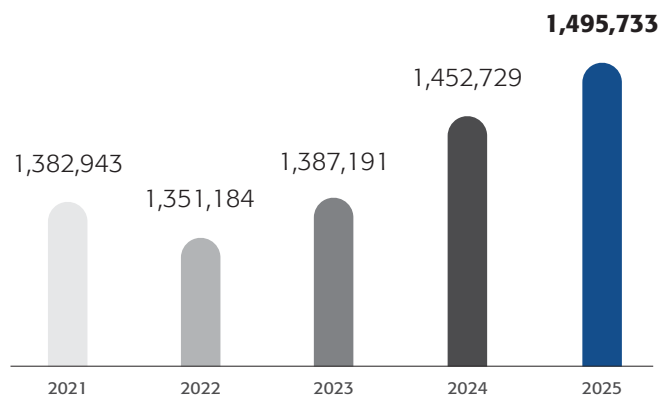
### Profit / (Loss) Before Taxation

(RM'000)



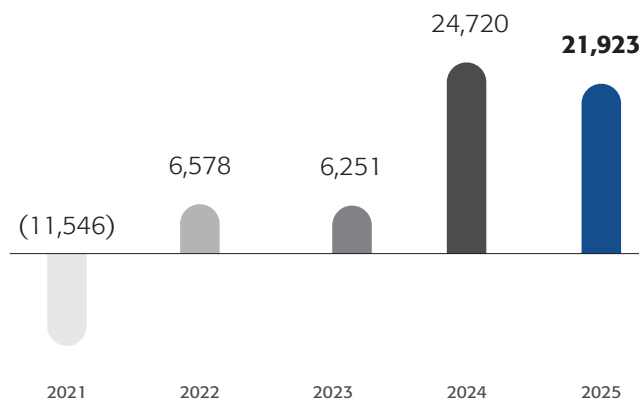
### Total Assets

(RM'000)



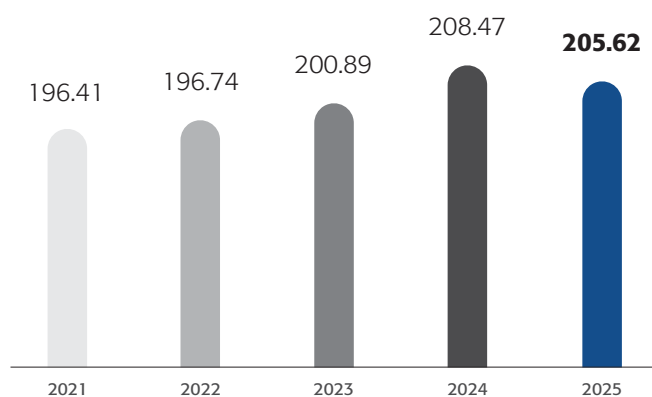
### Profit / (Loss) After Taxation

(RM'000)



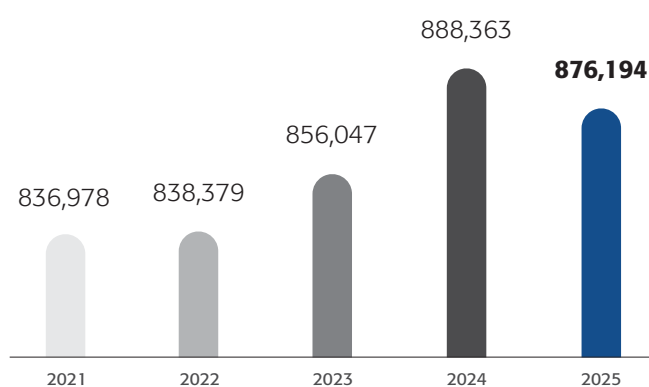
### Net Assets Backing

(SEN)



### Shareholders' Fund

(RM'000)



## OVERVIEW STATEMENT ON CORPORATE GOVERNANCE

The Board is supportive of the adoption of principles and best practices as enshrined in the Malaysian Code on Corporate Governance ("MCCG") throughout the Group, for the protection and enhancement of stakeholders' value and the performance of the Group.

This overview statement reports on how the Group has applied the 3 principles below set out in the MCCG, during the financial year ended 31 March 2025 and after consideration of the Group's structure, business environment and industry practices:

- (a) Board leadership and effectiveness;
- (b) Effective audit and risk management; and
- (c) Integrity in corporate reporting and meaningful relationship with stakeholders.

The Corporate Governance Report is accessible on the Company's website at [www.sdb.com.my](http://www.sdb.com.my) and an announcement made by the Company on the website of Bursa Securities at "<http://www.bursamalaysia.com>".

During the financial year ended 31 March 2025, the Board believes that the practices set out in the MCCG have, in all material respects, been applied to achieve their intended outcomes which are found to be suitable and appropriate to the Group as set out in this statement and the Corporate Governance Report subject to any explanations for any departure disclosed therein.

The Board is pleased to disclose below the manners in which it has applied the principles of good corporate governance and considered that it had complied with the best practices provisions except as stated otherwise.

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### (A) BOARD LEADERSHIP AND EFFECTIVENESS

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#### Composition of the Board

The present size and composition of the Board is optimum and well balanced. As presently constituted, the Board has the stability, continuity and commitment as well as capacity to discharge its responsibilities effectively.

The Board is of the opinion that the presence of the existing Independent Directors, who constitute half of the Board's composition, sufficiently ensures the element of independence in the Board's composition and conduct, giving the assurance that there is balance of power and authority on the Board. The Board will review its composition from time to time to ensure that such level of independence is not in any way compromised.

Profile of the Board members is as set out on pages 10 to 13 of this Annual Report.

#### Principal Responsibility of the Board

The Board is entrusted with the stewardship role of the Group. It is responsible for providing oversight of the Group's strategic direction, overseeing the Group's business operations, as well as identifying key risk factors that have significant impact on the Group's operations and performance. In achieving these goals, the Board performs regular reviews over the risk management and internal control system to ensure its integrity and adequacy in providing reasonable assurance of risk mitigation.

The principal responsibilities of the Board are generally summarised as follows:

- review and adopt the overall strategic plans and programmes for the Company and Group;
- establish such committees, policies and procedures to effectively discharge the Board's roles and responsibilities;
- ensure the Company has appropriate corporate governance structures in place including standards of ethical behaviour and promoting a culture of corporate responsibility;
- promote better investor relations and shareholder communications;
- review the adequacy and the integrity of the management information and internal controls systems of the Company and Group; and
- identify principal risks and ensure implementation of a proper risk management system to manage such risks.

# Overview Statement on Corporate Governance

(cont'd)

## **Board Independence and Effectiveness**

The Board is entrusted for the oversight and overall management of the business affairs of the Company. The Board is responsible for determining all major policies, reviewing the system of internal control, ensuring that effective strategies and management are in place, for assessing the performance of the Company and its management team.

The Board has established clear functions reserved for the Board and those delegated to the management. The Board deliberates business plan and approves the performance targets and the goals of the business to be met by the Company and subsidiary companies.

Managing Director is responsible for the day-to-day business operations of the Group while the Independent Non-Executive Directors provide scrutiny and unbiased and independent views, advice and judgement to decisions and proposals of the Managing Director. The Board collectively is responsible for the effective implementation and monitoring of the Group's strategic plans.

The Independent Non-Executive Directors do not involve in the day-to-day management of the Group's business operations. Therefore, the Independent Non-Executive Directors remain free from conflict of interest and thus enable them to carry out their duties as independent directors effectively. They provide impartial views and insight to the Managing Director in matters relating to financial management, corporate governance, risk management and internal control. Strategies proposed by the Managing Director are deliberated from both quantitative and qualitative aspects, taking into account the interest of various stakeholders as well as the impact of risk factors that exist in the operating environment. Presence of the Independent Directors complements the Board by ensuring there is an effective check and balance in the functioning of the Board.

## **SEPARATION OF THE POSITIONS OF THE CHAIRMAN AND THE EXECUTIVE DIRECTORS**

The position of Chairman and the Managing Director are held by different individuals. There is a division of responsibility between the Chairman who is leading the Board in the oversight of management and Managing Director, who responsible for managing the overall business and day to day operations of the Company to ensure that there is a balance of power and authority, promotion of accountability and facilitation of division of responsibilities between them.

The key duties and responsibilities of the Chairman are to provide leadership to the Board, instill good corporate governance practices, chairing the meetings of the Board and shareholders, ensuring that the Board fully discharges its responsibilities and acting as liaison person between the Board and the management.

## **Board Charter and Code of Conduct**

The Board has formally adopted a Board Charter, which provides guidance to the Board in the fulfilment of its roles, duties and responsibilities which are in line with the principles of good corporate governance. The Board Charter provides guidance for Directors and Management on the responsibilities of the Boards, its Committees and requirements of Directors and it is subject to periodical review to ensure consistency with the Board's strategic intent as well as relevant standards of corporate governance.

The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary and leadership functions as recommended by the Code including those reserved for the Board's approval and those which the Board may delegate to the Board Committees, the Executive Director and the Management. There is a clear division of responsibilities between the Chairman and the Executive Director.

The Board is also committed to conducting business in accordance with the highest standards of business ethics and complying with applicable laws, rules and regulations. The Code of Conduct and Ethics provide guidance for Directors regarding ethical and behavioural considerations and/or actions as they address their duties and obligations during their appointment.

Board reviewed the Board Charter and Code of Conduct in July 2025 and made available for reference in Company's website, [www.sdb.com.my](http://www.sdb.com.my).

### Qualified and Competent Company Secretaries

The Board is well supported by qualified and competent Company Secretaries on matters relating to the Company's policies and procedures that require compliance to applicable rules, regulations and the Code.

The Company Secretaries of the Company are experienced, play an important role in advising the Board on issues relating to corporate compliance with the relevant laws, rules, procedures and regulations affecting the Board and the Group, as well as best practices of governance. The Directors have ready and unrestricted access to the advice and services of the Company Secretaries. The Board is regularly kept up to date on and apprised of any regulations and guidelines.

The Company Secretaries also safeguard all statutory books and records of the Company and maintain the statutory registers of the Company. Company Secretaries also ensure all Board meetings are properly convened, and that accurate and proper records of the proceedings and resolutions passed are recorded.

### Board Meeting and Supply of Information to the Board

The Board meets regularly, at least once in every quarter, to review the Group's operations and to approve the quarterly reports and annual financial statements. During the financial year, the Board met on five (5) occasions where it deliberated upon and considered a variety of matters mainly to review the Group's operations and the quarterly and annual financial statements.

The details of the attendance by individual Director during the financial year are as follows:-

Name of Directors	Total Meetings Attended
Mr Eddy Chieng Ing Huong	5/5
Ms Teh Lip Kim	5/5
Puan Selma Enolil binti Mustapha Khalil	5/5
Mr Boh Boon Chiang	5/5

The Board meets to review and discuss matters specifically reserved to itself for decision to ascertain the direction and control of the Group. Key matters tabled at Board meetings include review and adoption of the Group's quarterly and year-end financial results, business plan, annual budget, risk management, assets acquisition and disposal, approval of major capital expenditure projects and consideration of significant financial matters, Group policies and delegated authority limits.

All Directors are provided with agenda and set of Board papers issued prior to Board meetings to allow reasonable time for the Board members to obtain further explanations or clarification, where necessary and to make an informed decision. Senior management is invited to attend these meetings to explain and clarify matters being tabled. The Board has direct access to senior management staff to obtain complete and unimpeded information to assist them in discharging their duties. The proceedings of all board meetings are recorded by the Company Secretary and filed properly in the minute's book of the Company upon confirmation by the Board.

In addition, all Directors have access to the advice and services of the Company Secretary who is a qualified professional with the required experience to advise the Board. When necessary, Directors may also obtain independent professional advice at the Company's expense in furtherance of their duties.

### Directors' Training

The Board recognises the needs to attend training to enable them to discharge their duties effectively. The training needs of each Director is assessed and proposed by the individual director.

## Overview Statement on Corporate Governance

(cont'd)

Newly appointed Director(s) will be provided with a brief induction of the Group for an insight of the Group's business operation and financial performance. In addition, the Board is updated by the Company Secretaries from time to time on changes of statutory requirements such as amendments to Bursa Malaysia Securities Berhad Main Market Listing Requirements ("MMLR").

During the financial year and as at the date of the issuance of this Annual Report, all the Directors have attended Mandatory Accreditation Programme Part II: Leading For Impact.

### Board Committees

The Board has set up five Board Committees, i.e. Investment, Audit, Nominating, Remuneration Committees and Risk Management and Sustainability Committee to delegate specific powers and responsibilities to support the role of the Board to provide assurance and accountability to its shareholders, all of which have their own terms of reference.

The Committees have been granted with full authority to investigate any matter within their scope of responsibility and to obtain satisfactory information as it may require from directors and/or employees of the Group. In the event where independent professional advice are needed to discharge their duties, the Committees are entitled to engage external professionals and/or consultants at the cost of the Group after due consultation with the Board.

The Investment Committee was established on 23 August 2001 with the responsibilities of approving Group acquisitions and disposals of investment up to RM15 million and manage risk of the Group in order to maximise return to the shareholders.

### Nominating Committee

The Nominating Committee was established to ensure that the Board has an appropriate balance, size and the required mix of skills, experience and core competencies to govern the organization towards achieving its intended goals and objectives. The Nominating Committee shall propose new candidates for the Board and assess Directors on an on-going basis.

The Terms of Reference of the Nominating Committee can be viewed at the Company's website at [www.sdb.com.my](http://www.sdb.com.my).

The summary functions of the Nominating Committee are as follows:

- To recommend candidates for all directorships.
- To recommend appointments to the Board Committees.
- To annually review the required mix of skills and experience and other qualities, including core competencies that the Non-Executive Directors should bring to the Board.
- To implement a process, to be carried out annually for assessing the effectiveness of the Board as a whole, the committees of the Board and for assessing the contribution of each individual Director.

During the financial year, the Nominating Committee has undertaken the following activities:-

1. Annual assessment to evaluate the performance of each individual Director, the effectiveness of the Board and the Board Committees. The effectiveness of the Board and Board Committees are assessed in the areas of board structure/mix, decision making and boardroom participation and activities, meeting administration and conducts, skill and competencies and role and responsibilities whilst the performance of the individual Directors are assessed in the areas of contribution and interaction with peer, quality of the input of the Director, understanding of role, etc.
2. Conducted the fit & proper assessment in accordance with the Fit & Proper Policy as set out in the Board Charter in the process of assessing retiring director of the Company.

## **Board Nominating Process**

The Nominating Committee is responsible to identify candidate to the Board if there is vacancy arise from resignation, retirement or any other reasons or if there is a need to appoint additional director with the required skill or profession to the Board in order to close the competency gap in the Board identified by the Committee. The potential candidate may be proposed by existing director, senior management staff, shareholder or third party referrals.

Upon receiving of the proposal, the Committee is responsible to conduct assessment and evaluation on the proposed candidate.

The Nominating Committee would consider the criteria set out in the Directors' Fit and Proper Policy, including character, expertise and experience, integrity, competencies and time to effectively discharge his/her role as a Director, with due regard to the benefits of diversity in skills, experience, age, gender and cultural background that would suit the Company's strategic goals to join the Board.

The assessment/evaluation process may include, at the Committee's discretion, reviewing of the candidate resume, curriculum vitae and other biographical information, confirming the candidate's qualifications and conducting legal and other background searches as well as formal or informal interview at the Committee's discretion.

Upon completion of the assessment and evaluation of the proposed candidate, the Committee would make its recommendation to the Board. Based on the recommendation of the Committee, the Board would evaluate and decide on the appointment of the proposed candidate.

The Chairman of the Board would then make an invitation or offer to the proposed/potential candidate to join the Board as a director. With the acceptance of the offer/invitation, the candidate would be appointed as director of the Company.

## **Annual Assessment of Existing Directors and Board Committees**

An assessment of the Board's performance is carried out for the year under review, including the Independent Directors' performance and role of chairman.

The assessment criteria include of Board structure, operation and interaction, dynamics and functioning, governance, risk management and sustainability.

The Board is satisfied with the existing number and composition of its members and is of the view that with the current mix of skills, knowledge, experience and strengths, the Board is able to discharge its duties and responsibilities effectively.

## **Assessment of Independent Directors**

The existing independent directors are independent from management and free from any business or other relationships which may interfere with the exercise of their independent judgement. The Board has undertaken an annual assessment on the Independent Directors via disclosed interests and the criteria of "independence" as prescribed under Chapter 1 of the MMLR.

## **Re-election**

In accordance with the Company's Constitution, all Directors shall retire from office at least once in each three (3) years and a retiring Director is eligible for re-election and the election of each Director is voted on separately. This re-election process provides an opportunity for the shareholders to renew their mandates. In order to assist the shareholders in their decision, sufficient information such as personal profiles, meeting attendance and their shareholdings in the Company for each Director is furnished in the Annual Report.

The Constitution further provides that all newly appointed Directors shall retire from office but shall be eligible for re-election in the next Annual General Meeting subsequent to their appointment.

## Overview Statement on Corporate Governance

(cont'd)

### Board Diversity Policy

The Board Diversity Policy adopted by the Company recognises the benefits of having a diverse Board as an important element in supporting the attainment of the Group's strategic objectives and maintaining the Group's competitive advantage. The Group believes that a diverse Board will leverage differences in thoughts, perspectives, knowledge, skill, age, ethnicity, race and gender which will ensure that the Group remains current and retains its competitive advantage.

The Group practices the selection of suitable candidates as new Board members based on the candidates' competency, knowledge, skills, experience, character, time commitment and other qualities in meeting the needs of the Group. The ultimate decision will be based on merit and contribution that the selected candidates could bring to the Board. The Group is in support of and adopts the policy of non-discrimination on the basis of gender, age, race and religion.

Despite no specific targets being set in relation to boardroom gender diversity, the Board is committed to improving boardroom diversity to create a diverse Board in terms of race, religion, gender, regional and industry experience, cultural and geographical background, ethnicity, age and perspective.

### Remuneration Committee

The Remuneration Committee was established on 23 August 2001 and is entrusted with the role of reviewing and recommending the annual bonus and salary increment of the Executive Directors and members of the Senior Management of the Company. Executive Directors' remuneration is decided by the Board with the Directors concerned abstaining from deliberations and voting accordingly.

### Remuneration Policy

The remuneration of the Executive Director shall be reviewed by the Remuneration Committee and for their recommendation to the Board for approval.

Executive Director shall also be entitled to other benefits provided to employee of the Company and other additional benefits if so proposed by the Remuneration Committee for their consideration and recommendation to the Board for approval.

Non-Executive Directors' remuneration is based on a standard fixed fee and meeting allowance, with the Chairman receiving higher amount in recognition of his additional responsibilities. An additional fee is also paid to Non-Executive Directors sitting on Board Committees.

Fees payable to the Directors of the Company are subject to yearly approval by shareholders at the Annual General Meeting. The aggregate Directors' remuneration paid or payable to the Directors of the Company for the financial year ended 31 March 2025 is as follows:

### Received on Company Basis

	<b>Directors' Fee RM</b>	<b>Meeting Allowances RM</b>	<b>Salaries &amp; Other Emoluments RM</b>	<b>Benefit-in-Kind RM</b>
Eddy Chieng Ing Huong	88,000	2,500	-	-
Teh Lip Kim	40,000	-	786,973	-
Selma Enolil Bt Mustapha Khalil	48,000	2,500	-	-
Boh Boon Chiang	56,000	2,500	-	-

### Received on Group Basis

	<b>Directors' Fee RM</b>	<b>Meeting Allowances RM</b>	<b>Salaries &amp; Other Emoluments RM</b>	<b>Benefit-in-Kind RM</b>
Eddy Chieng Ing Huong	92,000	2,500	-	-
Teh Lip Kim	84,409	-	1,573,945	-
Selma Enolil Bt Mustapha Khalil	48,000	2,500	-	-
Boh Boon Chiang	56,000	2,500	-	-

The remuneration of the top five key senior management of the Company for the financial year ended 31 March 2025 is follows:-

<b>Key Senior Management Remuneration</b>	<b>Number</b>
RM800,000 – RM850,000	1
RM350,000 – RM400,000	4

Further details on the other Board Committees are contained in the Audit Committee Report and the Statement on Risk Management and Internal Control.

### Financial Reporting

The Board has a general responsibility for taking the necessary steps to safeguard and enhance the value of shareholders in the Company. The Company, through the accounts, maintains an appropriate and transparent relationship with the external auditors.

The Board is responsible to present a balanced, clear and comprehensive assessment of the Group's financial performance through the quarterly and annual financial statements to shareholders. The Board and the Audit Committee have to ensure that the financial statements are drawn up in accordance with the provisions of the Companies Act 2016 and applicable approved accounting standards in Malaysia. In presenting the financial statements, the Board has reviewed and ensured that appropriate accounting policies have been used, consistently applied and supported by reasonable judgements and estimates.

In discharging its responsibilities, the Board is assisted by the Audit Committee to ensure accuracy and adequacy of information to be disclosed.

### Succession Planning

The Board reckoned the importance of succession planning to ensure the sustainability and continuity of the Group. The Board ensuring that all candidates appointed to senior management positions are of sufficient caliber. Succession planning also includes appointing, assessing, training, fixing the compensation of and where appropriate, replacing senior management when necessary.

## Overview Statement on Corporate Governance

(cont'd)

### **Whistleblowing Policy and Procedure**

A Whistleblowing Policy and Procedure has been implemented to provide a channel to enable Directors, Employees, Shareholders, Vendors or any parties with a business relationship with the Company with an avenue to report suspected wrongdoings that may adversely impact the Group.

The Whistleblowing Policy and Procedure is published on the Company's website.

### **Anti-Bribery and Anti-Corruption Policy**

An Anti-Bribery and Anti-Corruption Policy was established to set out the Group's approach against all forms of bribery, corruption and politicking and the Group takes a strong stance against such acts.

The Group's practices are in accordance to the Malaysian Anti-Corruption Commission Act 2009 and its amendments. The Anti-bribery and Corruption Policy is published on the Company's website.

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## **(B) EFFECTIVE AUDIT AND RISK MANAGEMENT**

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### **Audit**

The role, functions, responsibilities and activities of the Audit Committee are reported under the Audit Committee Report on page 75 of this Annual Report.

### **Relationship with External Auditors and Assessment of their Suitability & Independence**

The Company has established a formal and transparent arrangement for maintaining appropriate relationships with the Group's auditors. Liaison and unrestricted communication exist between the Audit Committee and the external auditors.

In addition, the external auditors will be invited to attend the Company's Annual General Meeting and will be available to answer any questions from the shareholders on the conduct of the statutory audit and the contents of the audited financial statements as well as any corporate exercise undertaken by the Group where the external auditors are involved.

The Audit Committee had obtained confirmation from the external auditors, BDO PLT that they are independent in accordance with the Bylaws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants.

An annual assessment which taking into consideration of several criteria like Fees, Service quality, Sufficiency of resources, Independence and professionalism, will be conducted on the suitability of the external auditors.

## **Risk Management and Internal Control**

The Board recognises the importance of a sound system of internal control for the Group including risk assessment and acknowledges its ultimate responsibilities in maintaining the same. In recognition of the importance of having in place a structured and organised approach to identify and manage appropriately risk factors affecting the Company, a risk management and internal control framework has been established to set out principles of the Company's risk identification and management culture, which provide input of its internal control system.

Another check-and-balance measure in the Company's internal control system is through the conduct of internal audit. The internal audit function is outsourced to an independent professional internal audit services firm which reports directly to the Audit Committee.

Some internal control weaknesses were identified during the financial year under review, all of which have been or are being addressed by the Management. None of these weaknesses has resulted in any material loss that would require disclosure in the Group's financial statement. The Group's state of risk management and internal control is spelt out in the Statement on Risk Management and Internal Control on pages 66 to 71 of this Annual Report 2025.

The cost incurred for the internal audit function for the financial year ended 31 March 2025 is RM42,000.

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## **(C) CORPORATE REPORTING AND RELATION WITH SHAREHOLDERS AND INVESTORS**

### **Communication with Shareholders**

Communication between the Company and its shareholders are done in the following manner:-

### **Relationship with Shareholders and Investors**

The Board recognises the value of good investor relation and the importance of disseminating information in a fair and equitable manner, the participation of shareholders and investors, both individual and institutional, at Annual General Meeting is encouraged. Such information is disseminated via the Company's annual reports, quarterly financial results and various prescribed announcements made to Bursa Securities from time to time in the Bursa Securities' website at [www.bursamalaysia.com](http://www.bursamalaysia.com).

The Group also maintains a website at [www.sdb.com.my](http://www.sdb.com.my) which provides information, qualitative and quantitative, on the Group's operations and corporate developments.

### **General Meeting**

The Annual General Meeting represents the principal forum for dialogue and interaction with all the shareholders of the Company. The Company values feedback from its shareholders and encourages them to actively participate in discussion and deliberations.

The Company convened a virtual AGM last year and has adopted online remote voting for the conduct of poll on all resolutions. All shareholders were briefed on the voting procedures by the poll administrator prior to the poll voting and an independent scrutineer was appointed to validate the votes cast and announce the poll results. In the event that shareholders are unable to virtually attend the AGM in person, they are encouraged to appoint proxies to virtually attend and vote in his/her stead. The outcome of the meeting is announced to Bursa Securities on the same day, which is also accessible on the Company's website.

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## **(D) COMPLIANCE WITH THE CODE**

This Statement is prepared in compliance with the MMLR and it is to be read together with the Corporate Governance Report 2025 of the Company, which is available at website, [www.sdb.com.my](http://www.sdb.com.my).

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

In line with Para 15.26(b) of Bursa Malaysia's Main Market Listing Requirements, the Board of Directors ("**Board**") of Selangor Dredging Berhad ("**SDB**" or "**the Group**") presents the Statement on Risk Management and Internal Control of the Group for the financial year ended 31 March 2025. The Board is committed to maintain a sound system of risk management and internal controls and good corporate governance practices.

This statement is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("**the Guidelines**") and Practice 9.1 for Principle B of the Malaysian Code on Corporate Governance ("**MCCG**").

### GOVERNANCE & RESPONSIBILITY

#### The Board

The Board has overall responsibility for the Group's risk management and internal control systems including ensuring the adequacy and effectiveness of such systems to safeguard shareholders' investments and the Group's assets through regular reviews. The implementation of these control systems is undertaken by the Management which reports on key risks identified and actions taken to mitigate and/or minimise such risks. The oversight of critical areas is carried out by the Board, assisted by the Risk Management and Sustainability Committee ("RMSC"). The RMSC is chaired by the Managing Director and its members comprises of the Group General Manager and the Head of Finance.

The Group's risk management and internal control systems are designed to efficiently and effectively manage risks that may prevent the achievement of the Group's business objectives, and to provide information for accurate reporting, decision making and ensuring compliance with regulatory and statutory requirements. Due to inherent limitations in the systems of internal control and risk management, the Board recognises that these systems can only manage rather than eliminate all risks of failure to achieve business objectives, and as such, can only provide reasonable but not absolute assurance against material misstatement, loss or fraud. Furthermore, consideration is given to the cost of implementation as compared to the expected benefits to be derived from the implementation of the internal control system.

#### The Management

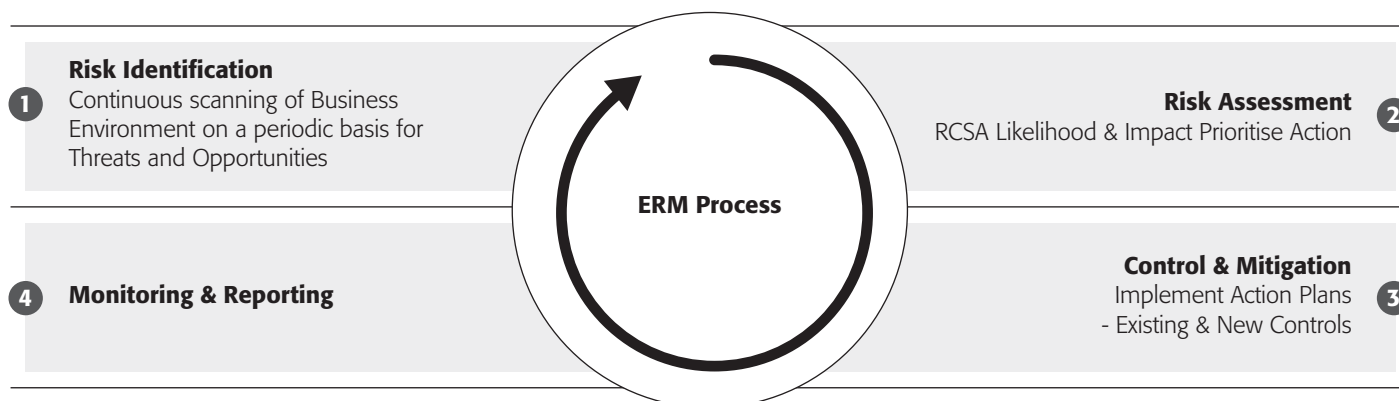
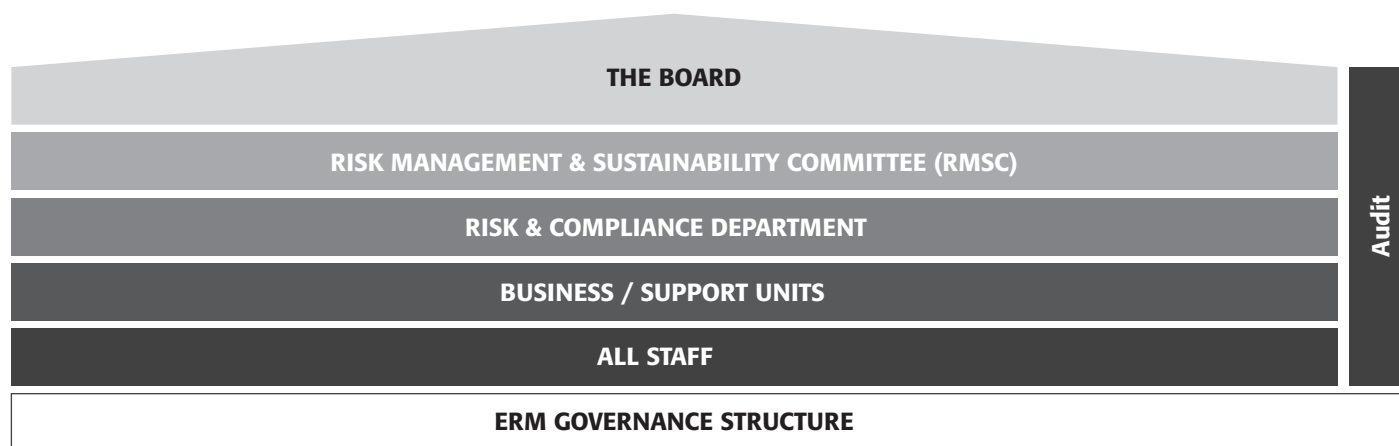
Management is responsible in execution of the Group's policies and procedures on risk and internal control on a routine basis. Key responsibilities include:

- Identify and evaluate risks affecting the Group from achieving its objectives and strategies
- Design and implement policies, procedures, controls and/or action plans to manage the risks
- Timely reports to the Board via RMSC on any changes and movements of the risks and actions

### ENTERPRISE RISK MANAGEMENT ("**ERM**")

An ERM Framework has been established to proactively identify, evaluate, mitigate and manage key risks to an optimal level. In line with the Group's commitment to deliver sustainable value, this ERM Framework aims to provide an integrated and organised approach group-wide. The methodology employed by the Group is the Risk and Control Self-Assessment ("**RCSA**") whereby risk owners identify and assess their risks and controls to address major risk factors of concern together with the necessary action plan(s), if any.

**ERM Governance Structure**



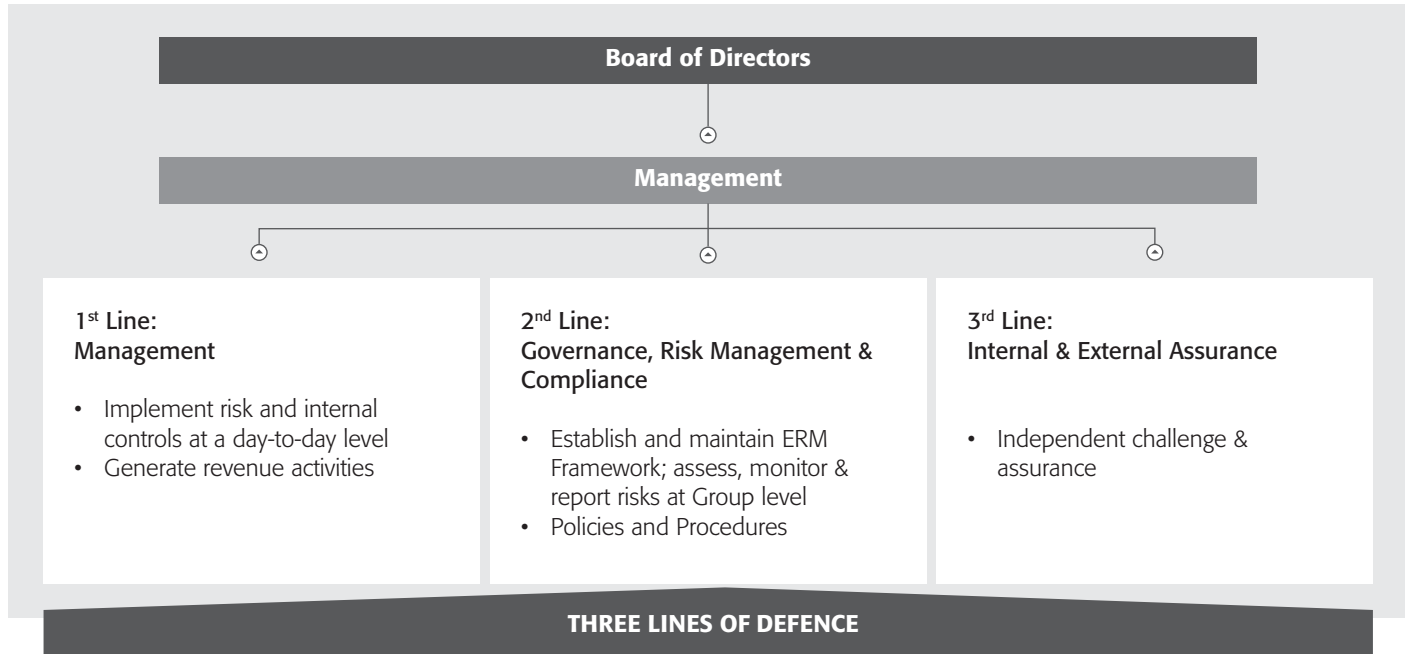
As the ERM Process employs the RCSA methodology, risk owners review their risks and related controls on a quarterly basis. The three lines of defence model is also in place, whereby Line Management makes up the 1st line of defence, Governance\*, Risk Management & Compliance makes up the 2nd line and Internal and External Audits makes up the 3rd line of defence.

\* Functions including Finance, Legal, Contract, Company Secretary, Human Resources, and Quality Management Department.

## Statement on Risk Management and Internal Control

(cont'd)

### 3 Lines of Defence Model



### KEY RISK AREAS

The Group's key risk areas for the financial year under review are outlined as follows:



## New National Sustainability Reporting Framework ("NSRF")

In moving towards fulfilling the requirement of the NSRF, the Group has identified possible Climate Change-Related risks and opportunities although these are yet to be quantified. These are as follows:

### Transition Risks

	Climate-Related Risks	Potential Financial Impact
<b>Policy &amp; Legal</b>	<ul style="list-style-type: none"> <li>Enhanced emissions reporting regulations</li> </ul>	<ul style="list-style-type: none"> <li>Increased operating costs i.e. higher compliance costs</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>Cost to transition to lower emission technology</li> </ul>	<ul style="list-style-type: none"> <li>Increased operating costs i.e. Cost to adopt/ deploy new practices and processes</li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>Changing market behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Increased production costs i.e. changing Input prices (e.g. energy, water) and output requirements (e.g. waste treatment)</li> </ul>

### Physical Risks

	Climate-Related Risks	Potential Financial Impact
<b>Acute</b>	<ul style="list-style-type: none"> <li>Increased severity of extreme weather i.e. floods</li> </ul>	<ul style="list-style-type: none"> <li>Increased capital costs e.g. damage to facilities</li> </ul>
<b>Chronic</b>	<ul style="list-style-type: none"> <li>Change in precipitation patterns and extreme variability in weather patterns</li> <li>Rising mean temperatures</li> <li>Rising sea levels</li> </ul>	<ul style="list-style-type: none"> <li>Increased insurance premiums and potential for reduced availability of insurance on assets in "high-risk" locations</li> </ul>

### Opportunities

Climate-Related Risks	Potential Financial Impact
<ul style="list-style-type: none"> <li>Increased recycling</li> <li>Reduce water usage and consumption</li> <li>Usage of lower-emission sources/ new technology</li> </ul>	<ul style="list-style-type: none"> <li>Reduced operating costs</li> </ul>

# Statement on Risk Management and Internal Control

(cont'd)

## KEY ELEMENTS OF INTERNAL CONTROL AT SDB:

- **Terms of Reference (“TOR”)**

Clear definition of the TOR, i.e. functions, authorities and responsibilities of the various committees of Senior Management and the Board have been established.

- **Organisational Structure and Accountability Levels**

An organisational structure with clear reporting lines of responsibility is in place. Delegation of authority and key business functions of the Group are centralised, to ensure accountability and quick impartment of risk management strategies. This includes the setting up of the RMSC and appointing all Heads of Departments as Risk and Compliance Officer (“RCO”) in their respective departments in ensuring accountability.

- **Limits of Authority (“LOA”)**

The LOA is a written delegation of authority by the Board to the Investment Committee and Management within the SDB Group. Its key objectives are to provide a holistic view of the authority limits set, to encourage delegation, empowerment and accountability. The LOA document is subject to periodical reviews to incorporate any changes that affect the authority limits.

- **Management Styles and Control Procedures**

Weekly operational meetings are conducted among Senior Management to discuss and review the business plans, budgets, financial and operational performances of the Group.

Operating policies and procedures are made available to guide staff in their day-to-day work processes. Such operating policies and SOPs have been established, as well as reviewed and updated periodically to meet changing business, operational needs and regulatory requirements.

Establishment of dual control and clear line on segregation of duties via independent checks, review and reconciliation activities to prevent unauthorised activities, power abuse, fraud, corruption, bribery and human errors.

Quality control and progress of projects are monitored via frequent scheduled site visits by the relevant teams, regular site meetings with the contractors and deployment of fulltime staff on site. Monthly project site reports are presented to management for review. Further, external certification/standards such as the Building Quality Assessment System (“BuildQAS”) standards are adopted to strengthen and improve the output processes and quality.

- **Human Resource Policy**

There are proper guidelines within the Group for recruitment and selection, compensation and benefits, performance management, code of conduct, and other relevant procedures in line with its brand promise and core values. Training and development programmes are identified and scheduled for employees to acquire the necessary knowledge and competency to meet their job expectations and to multi task when necessary. Anti-Bribery and Anti-Corruption (“ABAC”) Policy as well as the Whistleblowing Policy is also in place.

- **Business Continuity Management**

Business Continuity Plan and Disaster Recovery Plan are in place with daily backup and system vendors’ support to provide assurance for business continuity. There are also offline procedures to implement in case of system failure. Testing is also conducted at least twice annually.

- **Internal Audit**

An independent internal audit function provides assurance to the Audit Committee through the execution of internal audit checks based on an approved risk-based internal audit plan on a half-yearly basis for the financial year. Findings arising from these checks are presented, together with management's response and proposed action plans, to the Audit Committee for its review. Further details of the activities of the internal audit function are provided in the Audit Committee's Report.

- **Tender**

Review and award of major contracts are carried out through a rigorous tendering process by Tender Committee comprising selected members of the Senior Management. A minimum of three tenderers are called for and tenders are awarded based on selection criteria including quality, pricing, track record and speed of delivery.

- **Insurance on Key Assets**

Adequate insurance of the major assets and resources of the Group are in place to ensure that these are sufficiently covered against any mishap that may result in material losses to the Group.

- **Quality, Environmental, Safety and Health**

The Group is committed to the quality of the Group's products, protection of the natural environment and the safety and health of staff and stakeholders. SDB places importance in complying with all relevant Acts in ensuring procedures are in place and assets and resources are well protected.

Internal Audit independently reviews the ERM framework and internal control systems to provide the Audit Committee with sufficient assurance that these are effective to address the risks identified.

## **COMMENTARY**

The Board is satisfied with the Group's system of risk management and the internal controls, and is of the view that the system which is in place for the year under review is sound and adequate to safeguard shareholders' investments, customers' interests, employees' well-being and the Group's assets. The Board is conscious of the fact that the system of risk management and internal control practices must continuously evolve and enhanced to support the Group's operations and adapt to suit changing business environment. Therefore, the Board with the assistance of RMSC will, when necessary, put in place appropriate measures to further strengthen the system of internal control.

The Group's system of internal control applies principally to SDB and its subsidiaries. Joint ventures and associates have been excluded because the Group does not have full management and control over them.

## **ASSURANCE BY MANAGEMENT**

In line with the Guidelines, the Group Managing Director and Group General Manager have provided assurance to the Board that the Group's risk management and internal control system are in place and operating reliably in all material aspects to meet the Group's objectives during the financial year under review.

## **REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS**

Pursuant to Paragraph 15.23 of the MMLR of Bursa Malaysia, the External Auditors have reviewed this Statement for inclusion in the Annual Report for the Fiscal Year-End 2025, and reported to the Board that nothing has come to their attention that causes them to believe that the Statement is not prepared, in all material respects, in accordance with the disclosures required by Paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

## **STATEMENT ON DIRECTORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS**

The Board is responsible for ensuring that the financial statements for each financial year give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of the results and cash flows of the Group and of the Company for that period.

In preparation of the financial statements, the Board has ensured that:

1. Suitable accounting policies have been adopted and applied consistently.
2. Judgements and statements made are reasonable and prudent.
3. Suitable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements.

The Board confirms that the financial statements have been prepared on a going concern basis.

The Board is responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016 and the applicable approved accounting standards in Malaysia. The Board has overall responsibilities for taking steps as are reasonably available to them to safeguard the assets of the Group to prevent and detect fraud and other irregularities

## OTHER CORPORATE DISCLOSURE

### 1. Utilisation of Proceeds

No proceeds were raised by the Company for any corporate exercise during the financial year.

### 2. Sanctions and/or Penalties

There were no sanctions and/or penalties imposed on the Company or its subsidiaries, Directors or management by the relevant regulatory bodies.

### 3. Audit and Non-Audit Fees

During the financial year under review, the fees paid/payable to the external auditors in relation to audit and non-audit services rendered to the Group are as follows:-

Purpose	Group RM	Company RM
Audit Fees	245,000	61,000
Review of Statement on Risk Management and Internal Control	3,000	3,000
<b>Total</b>	<b>248,000</b>	<b>64,000</b>

### 4. Material Contracts

During the financial year, there was no material contract entered into by the Company or its subsidiary involving interest of Directors and major shareholders of the Company that have not been reflected in the financial statement.

### 5. Revaluation Policy on Properties

The revaluation policy on properties is as disclosed in the financial statements for the financial year ended 31 March 2025.

### 6. Recurrent Related Party Transaction of a Revenue or Trading Nature

During the financial year, the Company and its subsidiaries had not entered into any recurrent related party transactions, which are of revenue or trading nature, which requires shareholders' mandate.

## AUDIT COMMITTEE REPORT

The Board is pleased to present the Audit Committee Report which provides insights into the manner in which the Audit Committee discharged its functions for the Group during the financial year ended 31 March 2025.

### (A) COMPOSITION

The Audit Committee comprises three members, all of whom are Non-Executive Directors, and two being Independent Directors.

Mr Eddy Chieng Ing Huong, the member of the Audit Committee is a member of Institute of Chartered Accountants, Australia and also The Malaysian Institute of Accountants. Accordingly, the Company complies with paragraph 15.09(1)(c)(i) of the Listing Requirements.

### (B) MEETING AND ATTENDANCE

The Audit Committee met on five (5) occasions during the financial year and the attendance of each member of the Audit Committee is as follows:

	Composition of the Audit Committee	Attendance at the Audit Committee Meetings
<b>Chairman</b>	Mr Boh Boon Chiang	5/5
<b>Members</b>	Mr Eddy Chieng Ing Huong	5/5
	Puan Selma Enolil Binti Mustapha Khalil	5/5

The Managing Director, Group General Manager and Head of Finance were invited to attend all the meetings to provide clarification on Group's financial performance and business operations.

The representative from the Internal Auditors attended three of total meetings to table the internal audit reports, internal audit progress reports and annual audit plan. The External Auditors, BDO PLT, were present at three of the total meetings held.

Minutes of each Committee Meeting were tabled to the Board for information, and for further direction by the Board, where necessary.

## **(C) SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE**

During the financial year, the following activities were carried out by the Audit Committee in discharging its duties and functions:

### **(a) Financial Reporting**

- Reviewed the quarterly and audited financial reports of the Company and the Group, focusing particularly on the following areas, prior to submission to the Board for approval and subsequent release to the Bursa Malaysia Securities Berhad accordingly:-
  - The overall performance of the Group;
  - Compliance with accounting standards and regulatory requirements;
  - Changes in or implementation of accounting policies and practices;
  - Significant issues arising from the audit; and
  - Going concern assumption.

### **(b) Audit Reports**

- Reviewed the internal audit plans for the financial year for the Company and Group as prepared by the Internal Auditors.
- Reviewed the internal audit reports, audit recommendations made and management's response to these recommendations for the Company and Group as prepared by the Internal Auditors.

### **(c) External Audit**

- Reviewed the external auditors' scope of work and audit plan for the financial year, prior to the commencement of audit.
- Met with the external auditors three times a year.
- Reviewed the suitability and performance of the external auditors for re-appointment and fees, based on the outcome of the annual assessment of the external auditors, which included an assessment of the engagement teams' qualifications, credentials and experience, particularly in the financial services sector, their audit work approach, and their ability to provide value added advice and services, as well as to perform the work within timeline agreed.

### **(d) Risk Management and Internal Control**

Reviewed the Audit Committee Report and Statement on Risk Management and Internal Control and recommended to the Board for approval prior to their inclusion in the Company's Annual Report.

### **(e) Related Party Transactions**

Reviewed the related party transactions and ensured that they are not more favourable to the related parties than those generally available to the public and complies with Bursa Securities Main Market Listing Requirements ("Listing Requirements").

# Audit Committee Report

(cont'd)

## **(D) INTERNAL AUDIT FUNCTION**

In discharging its function, the Audit Committee is supported by an internal audit function whose primary responsibility is to evaluate and report on the adequacy and effectiveness of the overall system of internal control of the Group. The internal audit function of the Group has been outsourced to Axcelasia ESG Sdn Bhd.

The activities of the Internal Auditors during the financial year ended 31 March 2025 were as follows:

- Conducted discussions with management in identifying significant concerns and risk areas perceived by management for inclusion in the Internal Audit Plan for the Group;
- Developed and proposed an Internal Audit Plan for the year which was discussed and accepted by the Audit Committee and Board;
- Conducted periodic audits on internal controls relating to operating system and standard operating procedures to monitor compliance and assess the adequacy and effectiveness of controls implemented by various companies within the Group;
- Attended and reported to the Audit Committee at three Audit Committee meetings held during the financial year ended 31 March 2025;and
- Highlighted areas of concern to the Audit Committee and ensuring that recommendations provided by the Internal Auditors are duly attended to and adhered by management within stipulated time frame. In the Internal Audit Progress Reports, the Internal Auditors had reported their findings in their subsequent follow-up reviews to the Audit Committee.

## **(E) TERMS OF REFERENCE**

The details of terms of reference of the Audit Committee are available on the Company's website at [www.sdb.com.my](http://www.sdb.com.my).

# FINANCIAL STATEMENTS

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## DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

### PRINCIPAL ACTIVITIES

The Company is principally involved in property leasing, investment holding and provision of management services. The principal activities of the subsidiaries are mainly property development, hotel operator, investment holding, property support and management services, trading and installation of energy efficient products and property investment. Further details of the subsidiaries are disclosed in Note 7 to the financial statements.

There have been no significant changes in the nature of these activities of the Group and of the Company during the financial year, except for the principal activity of a subsidiary, SDB Inclusion Sdn. Bhd. (formerly known as Seldredge Industries Sdn. Bhd.) has been changed from property development to corporate social responsibility initiatives that offer support and create job opportunities for neurodivergent individuals, retail sales of handmade products and property development.

### RESULTS

	<b>Group RM'000</b>	<b>Company RM'000</b>
Profit for the financial year	21,923	121,454
Profit attributable to: - equity holders of the Company	21,923	121,454

### DIVIDEND

Dividends paid, declared or proposed by the Company since the end of the previous financial year were as follows:

	<b>Company RM'000</b>
In respect of financial year ended 31 March 2024: First and final single tier dividend of 3.0 sen per ordinary share, was paid on 14 October 2024	12,784

The Directors recommend a single-tier dividend of 3.0 sen per ordinary share of approximately RM12,783,830 in respect of the financial year ended 31 March 2025, which is subject to the approval of shareholders at the forthcoming Annual General Meeting. The financial statements for the financial year ended 31 March 2025 do not reflect this proposed cash dividend. The proposed cash dividend, shall be accounted for as an appropriation of retained earnings in the financial year ending 31 March 2026.

### RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

### ISSUE OF SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

## OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued ordinary shares of the Company during the financial year.

## DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

### Selangor Dredging Berhad

Eddy Chieng Ing Huong  
Teh Lip Kim  
Selma Enolil Binti Mustapha Khalil  
Boh Boon Chiang

### Subsidiaries of Selangor Dredging Berhad

Teh Lip Kim  
Loong Ching Hong  
Eddy Chieng Ing Huong  
Wee Meng Seng Aloysius

## DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept pursuant to Section 59 of the Companies Act 2016 in Malaysia, the following Directors have interests in the ordinary shares of the Company and its related corporations as follows:

	← Number of ordinary shares →			
	Balance as at 1.4.2024	Bought	Sold	Balance as at 31.3.2025
<b>Shares in the Company</b>				
Teh Lip Kim				
- direct	92,295,896	8,273,900	-	100,569,796
- indirect	164,771,456	-	6,220,000	158,551,456

By virtue of her interests in the ordinary shares of the Company, Teh Lip Kim is deemed to have interest in the shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held shares or had beneficial interest in the shares of the Company and of its related corporations during the financial year.

## Directors' Report

(cont'd)

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or became entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than the following:

- (a) benefits which may be deemed to have arisen by virtue of those contracts and transactions entered into in the ordinary course of business by the Company and its subsidiaries with Directors or with companies in which the Directors are deemed to have substantial financial interests; and
- (b) certain Directors who received remuneration from the subsidiaries as Directors of the subsidiaries.

The details of the above transactions are disclosed in Note 33 to the financial statements.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

### DIRECTORS' REMUNERATION

The details of Directors' remuneration were as follows:

	Group RM'000	Company RM'000
<b>Executive Directors' remuneration:</b>		
- Fees	84	40
- Salaries and other emoluments	1,574	786
	1,658	826
<b>Non-Executive Directors' remuneration:</b>		
- Fees	241	176
- Other emoluments	8	8
Total	1,907	1,010

### INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

There were no indemnity given to or insurance effected for the Directors, officers and auditors of the Group and of the Company during the financial year.

**OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY****(I) AS AT THE END OF THE FINANCIAL YEAR**

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

**(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT**

- (c) The Directors are not aware of any circumstances:
  - (i) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
  - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
  - (i) there has not arisen any item, transaction or event of a material and unusual nature which is likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made; and
  - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

**(III) AS AT THE DATE OF THIS REPORT**

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

## Directors' Report

(cont'd)

### AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Company and its subsidiaries for the financial year ended 31 March 2025 were as follows:

	<b>Company RM'000</b>	<b>Subsidiaries RM'000</b>
Statutory audit	61	177
Non-statutory audit	3	7
	64	184

Signed on behalf of the Board in accordance with a resolution of the Directors dated 21 July 2025.

**Selma Enolil Binti Mustapha Khalil**

Director

Kuala Lumpur  
21 July 2025

**Teh Lip Kim**

Director

## STATEMENT BY DIRECTORS

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

In the opinion of the Directors, the financial statements set out on pages 88 to 156 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

**Selma Enolil Binti Mustapha Khalil**

Director

Kuala Lumpur  
21 July 2025

**Teh Lip Kim**

Director

## STATUTORY DECLARATION

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

I, Loong Ching Hong (CA 9449), being the officer primarily responsible for the financial management of Selangor Dredging Berhad, do solemnly and sincerely declare that the financial statements set out on pages 88 to 156 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960 in Malaysia.

Subscribed and solemnly  
declared by the abovenamed at  
Kuala Lumpur in the Federal Territory  
this 21 July 2025

)  
)  
)  
)

**Loong Ching Hong**  
Group General Manager

Before me:

No. W729

**Mardhiyyah Abdul Wahab**

Commissioner for Oaths

# INDEPENDENT AUDITORS' REPORT

to the Members of Selangor Dredging Berhad  
(Incorporated in Malaysia)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Selangor Dredging Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 88 to 156.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence and Other Ethical Responsibilities*

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Group level

### Property development revenue recognition

Revenue from property development recognised over time during the financial year as disclosed in Note 25 to the financial statements amounted to RM338.99 million.

We determined this to be a key audit matter because it requires management to exercise significant judgements in determining the satisfaction of performance obligations as stated in the contracts with customers as well as the costs in applying the input method to recognise revenue over time. The determination of stage of completion requires management to exercise significant judgement in estimating the total costs to complete.

In estimating the total costs to complete, the Group considers the completeness and accuracy of its costs estimation, including its obligations to contract variations, claims and costs contingencies.

**Key Audit Matters (continued)****Group level (continued)****Property development revenue recognition (continued)*****Audit response***

Our audit procedures included the following:

- (i) Recomputed the results of the input method determined by management for revenue recognition based on verified actual costs incurred to-date and budgeted costs;
- (ii) Assessed the estimated total costs to complete through inquiries with operational and financial personnel of the Group;
- (iii) Inspected documentation to support cost estimates made including contract variations and cost contingencies; and
- (iv) Compared contract budgets to actual outcomes to assess reliability of management's budgeting process.

**Company level****Recoverability of amounts owing by subsidiaries**

As at 31 March 2025, the amounts owing by subsidiaries, net of impairment losses of RM9.88 million, were RM344.74 million as disclosed in Note 15 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by subsidiaries, appropriate forward looking information and significant increase in credit risk.

***Audit response***

Our audit procedures included the following:

- (i) Recomputed probability of default using historical data and forward looking information adjustment applied by the Company;
- (ii) Assessed the appropriateness of the indicators of significant increase in credit risk applied by the management and the resultant basis for classification of exposure into respective stages; and
- (iii) Evaluated management's basis for determining recoverable cash flows, where applicable.

**Information Other than the Financial Statements and Auditors' Report Thereon**

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independent Auditors' Report

*to the Members of Selangor Dredging Berhad  
(Incorporated in Malaysia) (cont'd)*

### Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

### Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

### **Auditors' Responsibilities for the Audit of the Financial Statements (continued)**

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on Other Legal and Regulatory Requirements**

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 7 to the financial statements.

### **Other Matters**

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

#### **BDO PLT**

201906000013 (LLP0018825-LCA) & AF 0206

Chartered Accountants

Kuala Lumpur

21 July 2025

#### **Brendan Francis Lim Jern Zhen**

03591/09/2025 J

Chartered Accountant

## STATEMENTS OF FINANCIAL POSITION

as at 31 March 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	261,433	266,204	6,708	7,009
Inventories	5	120,489	195,965	-	-
Investment properties	6	82,404	71,228	2,305	2,100
Investments in subsidiaries	7	-	-	464,718	464,718
Investments in associates	8	161,683	161,364	-	-
Investments in joint ventures	9	123,708	172,885	-	-
Intangible assets	10	401	425	-	-
Amounts owing by subsidiaries	15	-	-	998	7,030
Amount owing by an associate	16	3,149	3,357	-	-
Amounts owing by joint ventures	17	-	191	-	-
Deferred tax assets	11	8,885	6,355	-	-
		762,152	877,974	474,729	480,857
<b>Current assets</b>					
Inventories	5	401,457	259,225	-	-
Contract assets	12	222,168	196,356	-	-
Trade receivables	13	23,159	25,120	-	-
Other receivables, deposits and prepayments	14	14,995	41,336	233	200
Amounts owing by subsidiaries	15	-	-	343,742	302,335
Amounts owing by joint ventures	17	38	7,088	26	44
Current tax assets		8,863	6,106	-	1,399
Deposits and short term funds	18	18,157	4,583	670	605
Cash and bank balances	19	44,744	34,941	1,180	1,394
		733,581	574,755	345,851	305,977
<b>TOTAL ASSETS</b>		<b>1,495,733</b>	<b>1,452,729</b>	<b>820,580</b>	<b>786,834</b>

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the parent</b>					
Share capital	20	213,541	213,541	213,541	213,541
Revaluation reserve	21	94,843	94,843	3,229	3,229
Exchange translation reserve	21	36,461	57,769	-	-
Other reserve	21	7,861	7,861	7,861	7,861
Retained earnings	21	523,488	514,349	419,223	310,553
<b>TOTAL EQUITY</b>		<b>876,194</b>	<b>888,363</b>	<b>643,854</b>	<b>535,184</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Bank borrowings	22	102,125	46,073	22,125	26,000
Lease liabilities	4	7,048	7,821	2,129	2,360
Deferred tax liabilities	11	16,215	16,411	438	418
		125,388	70,305	24,692	28,778
<b>Current liabilities</b>					
Trade payables	23	57,924	51,504	-	-
Other payables and accruals	24	30,552	17,515	732	767
Contract liabilities	12	-	1,441	-	-
Amounts owing to subsidiaries	15	-	-	77,934	146,387
Amounts owing to joint ventures	17	82,649	73,565	9	-
Bank borrowings	22	321,821	349,291	72,875	75,500
Current tax liabilities		433	-	253	-
Lease liabilities	4	772	745	231	218
		494,151	494,061	152,034	222,872
<b>TOTAL LIABILITIES</b>		<b>619,539</b>	<b>564,366</b>	<b>176,726</b>	<b>251,650</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>1,495,733</b>	<b>1,452,729</b>	<b>820,580</b>	<b>786,834</b>

The accompanying notes form an integral part of the financial statements.

## STATEMENTS OF PROFIT OR LOSS

for the Financial Year Ended 31 March 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	25	375,954	227,460	90	86
Cost of sales	26	(316,393)	(170,401)	(30)	(31)
Gross profit		59,561	57,059	60	55
Other income		39,567	26,264	146,545	16,034
Selling and distribution expenses		(4,905)	(2,935)	-	-
Administrative and general expenses		(40,069)	(37,460)	(8,824)	(8,379)
Other expenses		(9,253)	(8,931)	-	-
Net reversal of impairment losses/(impairment losses) on financial assets and contract assets		978	548	(156)	(4,910)
Share of profit of joint ventures and associates, net of tax		3,024	16,457	-	-
Finance costs	27	(19,198)	(22,309)	(13,819)	(10,080)
Profit/(Loss) before tax	28	29,705	28,693	123,806	(7,280)
Tax expense	30	(7,782)	(3,973)	(2,352)	(1,108)
Profit/(Loss) for the financial year		21,923	24,720	121,454	(8,388)
Profit for the financial year attributable to: - equity holders of the Company		21,923	24,720		
Basic earning per share (sen)	31	5.14	5.80		
Diluted earning per share (sen)	31	5.14	5.80		

The accompanying notes form an integral part of the financial statements.

## STATEMENTS OF COMPREHENSIVE INCOME

for the Financial Year Ended 31 March 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) for the financial year	21,923	24,720	121,454	(8,388)
Other comprehensive income/(loss), net of tax:				
Items that may be reclassified subsequently to profit or loss:				
Exchange differences on translation of foreign operation	(15,748)	16,927	-	-
Share of other comprehensive income/(loss) of an associate	4,950	(5,032)	-	-
Reclassified to profit or loss:				
Currency translation difference on return of capital from a joint venture	(10,510)	-	-	-
Items that will not be reclassified subsequently to profit or loss:				
Revaluation surplus on property, plant and equipment	-	6,354	-	34
Total comprehensive income/(loss) for the financial year	615	42,969	121,454	(8,354)

The accompanying notes form an integral part of the financial statements.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the Financial Year Ended 31 March 2025

Group 2025	← Non-distributable →			← Distributable →		Total equity RM'000
	Share capital RM'000	Revaluation reserve RM'000	Exchange translation reserve RM'000	Other reserve RM'000	Retained earnings RM'000	
Balance as at 1 April 2024	213,541	94,843	57,769	7,861	514,349	888,363
Profit for the financial year	-	-	-	-	21,923	21,923
Other comprehensive loss for the financial year, net of tax	-	-	(10,798)	-	-	(10,798)
Currency translation difference on return of capital from a joint venture	-	-	(10,510)	-	-	(10,510)
Total comprehensive (loss)/income for the financial year	-	-	(21,308)	-	21,923	615
<b>Transaction with owners</b>						
Dividends paid	-	-	-	-	(12,784)	(12,784)
Balance as at 31 March 2025	213,541	94,843	36,461	7,861	523,488	876,194
<b>2024</b>						
Balance as at 1 April 2023	213,541	88,489	45,874	7,861	500,282	856,047
Profit for the financial year	-	-	-	-	24,720	24,720
Other comprehensive income for the financial year, net of tax	-	6,354	11,895	-	-	18,249
Total comprehensive income for the financial year	-	6,354	11,895	-	24,720	42,969
<b>Transaction with owners</b>						
Dividends paid	-	-	-	-	(10,653)	(10,653)
Balance as at 31 March 2024	213,541	94,843	57,769	7,861	514,349	888,363

The accompanying notes form an integral part of the financial statements.

## STATEMENT OF CHANGES IN EQUITY

for the Financial Year Ended 31 March 2025

Company 2025	Share capital RM'000	Non- distributable Revaluation reserve RM'000	← Distributable →		Total equity RM'000
			Other reserve RM'000	Retained earnings RM'000	
Balance as at 1 April 2024	213,541	3,229	7,861	310,553	535,184
Profit for the financial year	-	-	-	121,454	121,454
Other comprehensive income for the financial year, net of tax	-	-	-	-	-
Total comprehensive income for the financial year	-	-	-	121,454	121,454
<b>Transaction with owners</b>					
Dividends paid	-	-	-	(12,784)	(12,784)
Balance as at 31 March 2025	213,541	3,229	7,861	419,223	643,854
<b>2024</b>					
Balance as at 1 April 2023	213,541	3,195	7,861	329,594	554,191
Loss for the financial year	-	-	-	(8,388)	(8,388)
Other comprehensive income for the financial year, net of tax	-	34	-	-	34
Total comprehensive income/(loss) for the financial year	-	34	-	(8,388)	(8,354)
<b>Transaction with owners</b>					
Dividends paid	-	-	-	(10,653)	(10,653)
Balance as at 31 March 2024	213,541	3,229	7,861	310,553	535,184

The accompanying notes form an integral part of the financial statements.

## STATEMENTS OF CASH FLOWS

for the Financial Year Ended 31 March 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Profit/(Loss) before tax		29,705	28,693	123,806	(7,280)
Adjustments for:					
Amortisation of intangible assets	10	-	159	-	-
Bad debts written off		450	-	-	-
Dividend income	28	-	-	(126,420)	-
Depreciation of property, plant and equipment	3	6,860	6,761	411	411
Fair value gain on investment properties	6	(9,120)	(1,588)	(205)	-
Finance costs	27	19,198	22,309	13,819	10,080
Gain on disposal of property, plant and equipment		-	(1,451)	-	-
Gain on disposal of investment properties		-	(1,263)	-	-
Gain on lease modification		-	(559)	-	(177)
Impairment losses on:					
- amounts owing by subsidiaries	36(c)	-	-	156	4,910
- amounts owing by an associate	36(c)	208	15	-	-
- trade receivables	36(c)	11	190	-	-
- other receivables	36(c)	9	10	-	-
- investment in a joint venture	9(g)	1,000	-	-	-
Interest income		(545)	(1,070)	(17,423)	(13,301)
Property, plant and equipment written off		89	1	-	-
Reversal of impairment losses on:					
- other receivables	36(c)	-	(578)	-	-
- trade receivables	36(c)	(296)	(153)	-	-
- contract assets	36(c)	-	(27)	-	-
- amounts owing by joint ventures	36(c)	(910)	(5)	-	-
Share of profit of associates	8(d)	(5,431)	(18,404)	-	-
Share of loss of joint ventures	9(c)	2,407	1,947	-	-
Unrealised (gain)/loss on foreign exchange	28	(6,958)	2,840	-	-
Inventories written off	28	46	-	-	-
Operating profit/(loss) before working capital changes		36,723	37,827	(5,856)	(5,357)
Changes in inventories		(59,405)	50,067	-	-
Changes in receivables		28,126	(24,861)	(33)	16
Changes in payables		19,738	23,608	(35)	98
Changes in contract assets and contract liabilities		(27,253)	(96,142)	-	-
Cash used in operations		(2,071)	(9,501)	(5,924)	(5,243)
Dividend received from a joint venture		34,690	-	-	-
Dividend received from an associate		3,109	4,235	-	-
Tax paid		(15,307)	(7,047)	(1,912)	(1,278)
Tax refunded		2,475	685	1,232	-
Net cash generated from/(used in) operating activities		22,896	(11,628)	(6,604)	(6,521)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Purchase of property, plant and equipment	3	(2,594)	(2,083)	(113)	(196)
Addition of investment properties	6	(2,056)	(107)	-	-
Purchase of land held for development	5(a)(i)	(7,397)	(5,168)	-	-
Proceeds from disposal of property, plant and equipment		3	6,721	3	-
Proceeds from disposal of investment properties		-	1,783	-	-
Proceeds from return of capital from a joint venture		6,294	-	-	-
Advances to subsidiaries		-	-	(75,531)	(98,154)
Repayment from subsidiaries		-	-	40,000	8,011
Repayments from/(Advances to) joint ventures		7,050	(7,018)	18	(6)
Interest received		545	1,070	17,423	13,301
Net movement in deposits pledged with licensed bank for more than 3 months		(50)	(33)	-	-
Net cash from/(used in) investing activities		1,795	(4,835)	(18,200)	(77,044)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Drawdown of bank borrowings		186,028	51,905	-	-
Net repayments of bank borrowings		(157,179)	(102,720)	(6,500)	(2,500)
Dividend paid	38	(12,784)	(10,653)	(12,784)	(10,653)
Interest paid		(18,746)	(21,985)	(5,326)	(5,537)
Advances from joint ventures		15,917	56,349	9	-
Advances from subsidiaries		-	-	67,019	80,703
Repayment to subsidiaries		-	-	(17,403)	(5,142)
Payments of lease liabilities		(1,198)	(1,216)	(360)	(357)
Net cash from/(used in) financing activities		12,038	(28,320)	24,655	56,514
Net increase/(decrease) in cash and cash equivalents		36,729	(44,783)	(149)	(27,051)
Cash and cash equivalents at beginning of financial year		37,301	82,789	1,609	28,660
Effect of exchange rate changes		(13,402)	(705)	-	-
Cash and cash equivalents at end of financial year		60,628	37,301	1,460	1,609
Represented by:					
Deposits	18	7,221	4,302	390	390
Short term funds	18	10,936	281	280	215
Cash and bank balances	19	44,744	34,941	1,180	1,394
		62,901	39,524	1,850	1,999
Less: Amount pledged as security for bank guarantee facility - deposits	18	(390)	(390)	(390)	(390)
Deposits more than 3 months		(1,883)	(1,833)	-	-
		60,628	37,301	1,460	1,609

## Statements of Cash Flows

for the Financial Year Ended 31 March 2025 (cont'd)

### RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	← Group →		
	Amount owing to a joint ventures (Note 17) RM'000	Lease liabilities (Note 4) RM'000	Bank borrowings (Note 22) RM'000
At 1 April 2023	16,609	7,454	445,924
Cash flows	56,349	(1,216)	(72,800)
Non-cash flows:			
- Exchange difference	607	-	255
- Lease modification	-	2,004	-
- Interest expense	-	324	21,985
At 31 March 2024/1 April 2024	73,565	8,566	395,364
Cash flows	15,917	(1,198)	10,103
Non-cash flows:			
- Exchange difference	(6,833)	-	(267)
- Interest expense	-	452	18,746
At 31 March 2025	82,649	7,820	423,946

	← Company →			
	Amounts owing to subsidiaries (Note 15) RM'000	Amounts owing to joint ventures (Note 17) RM'000	Lease liabilities (Note 4) RM'000	Bank borrowings (Note 22) RM'000
At 1 April 2023	66,387	-	2,231	104,000
Cash flows	75,561	-	(357)	(8,037)
Non-cash flows:				
- Lease modification	-	-	600	-
- Interest expense	4,439	-	104	5,537
At 31 March 2024/1 April 2024	146,387	-	2,578	101,500
Cash flows	49,616	9	(360)	(11,826)
Non-cash flows:				
- Dividend income	(126,420)	-	-	-
- Interest expense	8,351	-	142	5,326
At 31 March 2025	77,934	9	2,360	95,000

The accompanying notes form an integral part of the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

31 March 2025

## 1. BASIS OF PREPARATION

Selangor Dredging Berhad ("the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The consolidated financial statements for the financial year ended 31 March 2025 comprise the Company and its subsidiaries and the interests of the Group in associates and joint ventures. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

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

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs and Amendments to MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 2.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

## 2. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

### 2.1 New MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024

The adoption of the above Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

### 2.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

The following are Standards and Amendments of the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards - Volume 11</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial year.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 3. PROPERTY, PLANT AND EQUIPMENT

Group 2025	Freehold hotel property (Owned) RM'000	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Plant and machinery (Owned) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
At 1 April 2024								
- cost	-	-	19,217	42	2,891	59,748	119	82,017
- valuation	199,000	31,094	-	-	-	-	-	230,094
	199,000	31,094	19,217	42	2,891	59,748	119	312,111
Additions - cost	-	-	-	-	-	2,594	-	2,594
Write off - cost	-	-	-	-	-	(3,567)	-	(3,567)
Disposal - cost	-	-	-	-	-	(5)	-	(5)
Foreign exchange adjustments	-	-	(393)	-	-	(56)	-	(449)
At 31 March 2025								
- cost	-	-	18,824	42	2,891	58,714	119	80,590
- valuation	199,000	31,094	-	-	-	-	-	230,094
	199,000	31,094	18,824	42	2,891	58,714	119	310,684
<b>Accumulated depreciation</b>								
At 1 April 2024								
- cost	-	-	3,805	42	2,891	39,050	119	45,907
- valuation	-	-	-	-	-	-	-	-
	-	-	3,805	42	2,891	39,050	119	45,907
Charge for the year								
- cost	-	-	1,069	-	-	2,858	-	3,927
- valuation	2,379	554	-	-	-	-	-	2,933
Write off - cost	-	-	-	-	-	(3,478)	-	(3,478)
Disposal - cost	-	-	-	-	-	(2)	-	(2)
Foreign exchange adjustments	-	-	(11)	-	-	(25)	-	(36)
At 31 March 2025								
- cost	-	-	4,863	42	2,891	38,403	119	46,318
- valuation	2,379	554	-	-	-	-	-	2,933
	2,379	554	4,863	42	2,891	38,403	119	49,251

### 3. PROPERTY, PLANT AND EQUIPMENT (continued)

Group 2025	Freehold hotel property (Owned) RM'000	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Plant and machinery (Owned) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
<b>Carrying amount</b>								
At 31 March 2025								
- cost	-	-	13,961	-	-	20,311	-	34,272
- valuation	196,621	30,540	-	-	-	-	-	227,161
	196,621	30,540	13,961	-	-	20,311	-	261,433
The carrying value of revalued assets stated under the historical cost convention								
At 31 March 2025	38,679	23,274	-	-	-	-	-	61,953
Group 2024	Freehold hotel property (Owned) RM'000	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Plant and machinery (Owned) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
At 1 April 2023								
- cost	-	-	16,294	42	2,891	57,828	119	77,174
- valuation	199,000	36,220	-	-	-	-	-	235,220
	199,000	36,220	16,294	42	2,891	57,828	119	312,394
Additions - cost	-	-	-	-	-	2,083	-	2,083
Write off - cost	-	-	-	-	-	(215)	-	(215)
Disposal - valuation	-	(5,867)	-	-	-	-	-	(5,867)
Adjustment on revaluation	(5,872)	(1,748)	-	-	-	-	-	(7,620)
Revaluation surplus	5,872	2,489	-	-	-	-	-	8,361
Lease modification	-	-	2,563	-	-	-	-	2,563
Foreign exchange adjustments	-	-	360	-	-	52	-	412
At 31 March 2024								
- cost	-	-	19,217	42	2,891	59,748	119	82,017
- valuation	199,000	31,094	-	-	-	-	-	230,094
	199,000	31,094	19,217	42	2,891	59,748	119	312,111

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 3. PROPERTY, PLANT AND EQUIPMENT (continued)

Group 2024	Freehold hotel property (Owned) RM'000	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Plant and machinery (Owned) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
<b>Accumulated depreciation</b>								
At 1 April 2023								
- cost	-	-	2,666	42	2,777	36,739	110	42,334
- valuation	3,491	1,728	-	-	-	-	-	5,219
	3,491	1,728	2,666	42	2,777	36,739	110	47,553
Charge for the year								
- cost	-	-	1,133	-	114	2,507	9	3,763
- valuation	2,381	617	-	-	-	-	-	2,998
Write off - cost	-	-	-	-	-	(214)	-	(214)
Disposal - valuation	-	(597)	-	-	-	-	-	(597)
Adjustment on revaluation	(5,872)	(1,748)	-	-	-	-	-	(7,620)
Foreign exchange adjustments	-	-	6	-	-	18	-	24
At 31 March 2024								
- cost	-	-	3,805	42	2,891	39,050	119	45,907
- valuation	-	-	-	-	-	-	-	-
	-	-	3,805	42	2,891	39,050	119	45,907
<b>Carrying amount</b>								
At 31 March 2024								
- cost	-	-	15,412	-	-	20,698	-	36,110
- valuation	199,000	31,094	-	-	-	-	-	230,094
	199,000	31,094	15,412	-	-	20,698	-	266,204
The carrying value of revalued assets stated under the historical cost convention								
At 31 March 2024	39,738	23,784	-	-	-	-	-	63,522

### 3. PROPERTY, PLANT AND EQUIPMENT (continued)

Company 2025	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
At 1 April 2024						
- cost	-	3,583	798	4,794	25	9,200
- valuation	4,150	-	-	-	-	4,150
	4,150	3,583	798	4,794	25	13,350
Additions - cost	-	-	-	113	-	113
Disposal - cost	-	-	-	(5)	-	(5)
At 31 March 2025						
- cost	-	3,583	798	4,902	25	9,308
- valuation	4,150	-	-	-	-	4,150
	4,150	3,583	798	4,902	25	13,458
<b>Accumulated depreciation</b>						
At 1 April 2024						
- cost	-	1,034	798	4,484	25	6,341
- valuation	-	-	-	-	-	-
	-	1,034	798	4,484	25	6,341
Charge for the year						
- cost	-	294	-	102	-	396
- valuation	15	-	-	-	-	15
Disposal - cost	-	-	-	(2)	-	(2)
At 31 March 2025						
- cost	-	1,328	798	4,584	25	6,735
- valuation	15	-	-	-	-	15
	15	1,328	798	4,584	25	6,750
<b>Carrying amount</b>						
At 31 March 2025						
- cost	-	2,255	-	318	-	2,573
- valuation	4,135	-	-	-	-	4,135
	4,135	2,255	-	318	-	6,708
The carrying value of revalued asset stated under the historical cost convention						
At 31 March 2025	1,866	-	-	-	-	1,866

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 3. PROPERTY, PLANT AND EQUIPMENT (continued)

Company 2024	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
At 1 April 2023						
- cost	-	2,806	798	4,598	25	8,227
- valuation	4,150	-	-	-	-	4,150
	4,150	2,806	798	4,598	25	12,377
Additions - cost	-	-	-	196	-	196
Adjustment on revaluation	(45)	-	-	-	-	(45)
Revaluation surplus	45	-	-	-	-	45
Lease modification	-	777	-	-	-	777
At 31 March 2024						
- cost	-	3,583	798	4,794	25	9,200
- valuation	4,150	-	-	-	-	4,150
	4,150	3,583	798	4,794	25	13,350
<b>Accumulated depreciation</b>						
At 1 April 2023						
- cost	-	728	798	4,396	23	5,945
- valuation	30	-	-	-	-	30
	30	728	798	4,396	23	5,975
Charge for the year						
- cost	-	306	-	88	2	396
- valuation	15	-	-	-	-	15
Adjustment on revaluation	(45)	-	-	-	-	(45)
At 31 March 2024						
- cost	-	1,034	798	4,484	25	6,341
- valuation	-	-	-	-	-	-
	-	1,034	798	4,484	25	6,341
<b>Carrying amount</b>						
At 31 March 2024						
- cost	-	2,549	-	310	-	2,859
- valuation	4,150	-	-	-	-	4,150
	4,150	2,549	-	310	-	7,009

### 3. PROPERTY, PLANT AND EQUIPMENT (continued)

Company 2024	Freehold land and buildings (Owned) RM'000	Buildings (Right-of- use assets) RM'000	Motor vehicles (Owned) RM'000	Renovation, furniture, fittings and equipment (Owned) RM'000	Office equipment (Right-of use assets) RM'000	Total RM'000
The carrying value of revalued asset stated under the historical cost convention At 31 March 2024	1,899	-	-	-	-	1,899

(a) All items of property, plant and equipment ("PPE") (excluded right-of-use assets) are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset. After initial recognition, property, plant and equipment are stated at cost less any accumulated depreciation and impairment losses.

(b) Freehold land has unlimited useful life and is not depreciated. Depreciation on other property, plant and equipment is calculated to write off the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal annual depreciation rates are as follows:

Freehold hotel property and buildings	2%
Plant and machinery	20%
Motor vehicles	20%
Renovation, furniture, fittings and office equipment	10% - 50%

(c) The Group revalues its freehold hotel property, freehold land and buildings once in every two (2) to five (5) years to ensure that the carrying amount of a revalued asset does not differ materially from its fair value. The valuation is carried out by independent firm of professional valuers using the open market basis.

The latest valuations on freehold hotel property and freehold land and buildings in Malaysia were carried out by Raine & Horne International Zaki + Partners Sdn. Bhd. as at 31 March 2024. The fair value of the properties were determined using comparison method and therefore is categorised as Level 2 in the fair value hierarchy.

The professional valuers had adopted the fair value derived from comparison method instead of profits method. This was due to the prevailing economic uncertainty in adopting profits method compared to comparison method for indicating a specific final fair value.

(d) The fair value of freehold hotel property and freehold land and buildings are determined by independent professional valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued. The independent professional valuers provide the fair value of the property. The most significant input into this valuation approach is price per square foot of comparable properties. There was no transfer between levels in the fair value hierarchy of freehold hotel property, freehold land and buildings during the financial year.

(e) As at the end of the reporting period, the freehold hotel property and leasehold properties of the Group with a total carrying amount of RM196,621,000 and RM5,229,000 (2024: RM199,000,000 and RM5,912,000) respectively have been pledged as securities for the bank borrowings as disclosed in Note 22 to the financial statements.

(f) The fair value of the freehold hotel property, freehold land and buildings reflect the highest and best use of the said properties should the properties be disposed. Currently, management does not intend to dispose of the properties and the existing use of the properties remain for business operations purposes.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 4. LEASES

#### The Group as lessee

##### Right-of-use assets

Rights-of-use assets related to leased properties and office equipment that do not meet the definition of investment property are presented as property, plant and equipment (Note 3).

Carrying amount	Balance as at 1.4.2024 RM'000	Depreciation RM'000	Foreign exchange adjustments RM'000	Balance as at 31.3.2025 RM'000
Buildings	15,412	(1,069)	(382)	13,961
Office equipment	-	-	-	-
	15,412	(1,069)	(382)	13,961

Carrying amount	Balance as at 1.4.2023 RM'000	Depreciation RM'000	Lease modification RM'000	Foreign exchange adjustments RM'000	Balance as at 31.3.2024 RM'000
Buildings	13,628	(1,133)	2,563	354	15,412
Office equipment	9	(9)	-	-	-
	13,637	(1,142)	2,563	354	15,412

##### Lease liabilities

Carrying amount	Balance as at 1.4.2024 RM'000	Lease payments RM'000	Interest expense RM'000	Balance as at 31.3.2025 RM'000
Buildings	8,566	(1,198)	452	7,820
Office equipment	-	-	-	-
	8,566	(1,198)	452	7,820

Carrying amount	Balance as at 1.4.2023 RM'000	Lease payments RM'000	Lease modification RM'000	Interest expense RM'000	Balance as at 31.3.2024 RM'000
Buildings	7,448	(1,210)	2,004	324	8,566
Office equipment	6	(6)	-	-	-
	7,454	(1,216)	2,004	324	8,566

#### 4. LEASES (continued)

##### The Company as lessee

##### Right-of-use assets

Rights-of-use assets related to leased properties and office equipment that do not meet the definition of investment property are presented as property, plant and equipment (Note 3).

Carrying amount	Balance as at 1.4.2024 RM'000	Depreciation RM'000	Balance as at 31.3.2025 RM'000
Buildings	2,549	(294)	2,255
Office equipment	-	-	-
	2,549	(294)	2,255

Carrying amount	Balance as at 1.4.2023 RM'000	Lease modification RM'000	Depreciation RM'000	Balance as at 31.3.2024 RM'000
Buildings	2,078	777	(306)	2,549
Office equipment	2	-	(2)	-
	2,080	777	(308)	2,549

##### Lease liabilities

Carrying amount	Balance as at 1.4.2024 RM'000	Lease payments RM'000	Interest expense RM'000	Balance as at 31.3.2025 RM'000
Buildings	2,578	(360)	142	2,360
Office equipment	-	-	-	-
	2,578	(360)	142	2,360

Carrying amount	Balance as at 1.4.2023 RM'000	Lease modification RM'000	Lease payments RM'000	Interest expense RM'000	Balance as at 31.3.2024 RM'000
Buildings	2,229	600	(355)	104	2,578
Office equipment	2	-	(2)	-	-
	2,231	600	(357)	104	2,578

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 4. LEASES (continued)

#### The Company as lessee (continued)

#### Right-of-use assets (continued)

Represented by:	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current liabilities	772	745	231	218
Non-current liabilities	7,048	7,821	2,129	2,360
	7,820	8,566	2,360	2,578
Lease liabilities owing to non-financial institutions	7,820	8,566	2,360	2,578

- (a) Right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of the lease liabilities.

- (b) Right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Buildings	6 to 9 years
Office equipment	5 years

- (c) The Group and the Company lease a number of buildings and office equipment in the locations, which they operate with fixed periodic rent over the lease term.

The Group and the Company have certain leases of building with lease term of 12 months or less, and low value leases of office equipment. The Group and the Company apply the "short-term lease" and "lease of low-value assets" exemptions for these leases.

- (d) The following are the amounts recognised in profit or loss:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Depreciation charge of right-of-use assets (included in administration expense)	1,069	1,142	294	308
Interest expense on lease liabilities (included in finance costs)	452	324	142	104
Gain on lease modifications (included in other income)	-	(559)	-	(177)
Expense relating to short-term leases (included in administration expenses)	48	19	-	-
Expense relating to leases of low-value assets (included in administration expenses)	68	62	6	5
	1,637	988	442	240

#### 4. LEASES (continued)

(e) The following are total cash outflows for leases as a lessee:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Included in net cash from operating activities:				
Payment relating to short-term leases and leases of low-value assets	116	81	6	5
Included in net cash from financing activities:				
Payment of lease liabilities	1,198	1,216	360	357
	1,314	1,297	366	362

(f) The following table sets out the carrying amounts, the weighted average incremental borrowing rates and the remaining maturities of the lease liabilities of the Group and of the Company:

	Weighted average incremental borrowing rate per annum %	Within 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000	Total RM'000
<b>Group</b>						
<b>31 March 2025</b>						
<b>Fixed rates</b>						
Lease liabilities	3.33 - 5.73	772	837	3,316	2,895	7,820
<b>31 March 2024</b>						
<b>Fixed rates</b>						
Lease liabilities	3.33 - 5.73	745	772	3,801	3,248	8,566
<b>Company</b>						
<b>31 March 2025</b>						
<b>Fixed rates</b>						
Lease liabilities	5.73	231	251	1,245	633	2,360
<b>31 March 2024</b>						
<b>Fixed rates</b>						
Lease liabilities	4.70 - 5.73	218	231	1,144	985	2,578

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 4. LEASES (continued)

(g) The table below summarises the maturity profile of the lease liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

	<b>On demand or within one year RM'000</b>	<b>One to five years RM'000</b>	<b>Over five years RM'000</b>	<b>Total RM'000</b>
<b>Group</b>				
<b>31 March 2025</b>				
Lease liabilities	1,183	5,363	3,100	9,646
<b>31 March 2024</b>				
Lease liabilities	1,198	5,265	4,381	10,844
<b>Company</b>				
<b>31 March 2025</b>				
Lease liabilities	360	1,909	665	2,934
<b>31 March 2024</b>				
Lease liabilities	360	1,870	1,064	3,294

### The Group and the Company as lessor

The Group and the Company have entered into non-cancellable lease agreements on of its certain owned commercial properties (Note 6) for terms of between one (1) to three (3) years and renewable at the end of the lease period subject to an increase clause. The monthly rental consists of a fixed base rent.

The Group and the Company have aggregate future minimum lease receivable as at the end of each reporting period as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Year 1	2,740	2,120	90	86
Year 2	1,616	770	54	-
Year 3	434	99	-	-
	4,790	2,989	144	86

## 5. INVENTORIES

		Group	
	Note	2025 RM'000	2024 RM'000
<b>Non-current assets</b>			
Land held for property development			
At cost	(a)(i)	120,489	195,965
<b>Current assets</b>			
Property development costs ("PDC")			
At cost	(a)(ii)	295,472	141,874
Completed development properties			
At cost		45,979	57,518
At net realisable value		59,907	59,688
		105,886	117,206
Consumables			
At cost		99	145
		401,457	259,225
<b>Total inventories</b>		521,946	455,190
Inventories recognised in profit or loss as cost of sales		16,405	5,229

(a) The details of the inventories are as follows:

(i) Non-current assets - Land held for property development

Group	Balance as at 1.4.2024 RM'000	Additions RM'000	Transfer to PDC RM'000	Balance as at 31.3.2025 RM'000
<b>Carrying amount</b>				
Freehold land	151,069	119	(68,650)	82,538
Development costs	44,896	7,278	(14,223)	37,951
	195,965	7,397	(82,873)	120,489

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 5. INVENTORIES (continued)

(a) The details of the inventories are as follows: (continued)

(i) Non-current assets - Land held for property development (continued)

<b>Group</b>	<b>Balance as at 1.4.2023 RM'000</b>	<b>Additions RM'000</b>	<b>Balance as at 31.3.2024 RM'000</b>
<b>Carrying amount</b>			
Freehold land	150,899	170	151,069
Development costs	39,898	4,998	44,896
	190,797	5,168	195,965

(ii) Current assets - Property development costs

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
At 1 April 2024/2023	141,874	192,370
Costs incurred during the year:		
- Freehold land at cost	308	177
- Leasehold land at cost	99,113	-
- Development costs	267,443	111,735
	366,864	111,912
Cost recognised as an expense in profit or loss in current year	(296,139)	(162,408)
Cost transferred from land held for development	82,873	-
At 31 March 2025/2024	295,472	141,874

(b) All inventories are stated at lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(c) Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is stated at the lower of cost and net realisable value. Cost comprises cost of land and all related costs incurred on activities necessary to prepare the land for its intended use.

Land held for property development is reclassified as property development costs and included under current assets when development activities have commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

## 5. INVENTORIES (continued)

- (d) Property development costs consist of costs of land, direct materials, direct labour, other direct costs, attributable overheads and payments to subcontractors which meet the definition of inventories are recognised as an asset. The asset is subsequently recognised as an expense in profit or loss when or as the control of the asset is transferred to the customer over time or at point in time.
- (e) Completed development properties consist of cost associated with the acquisition of land, including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended case, related development costs to projects, direct buildings costs and other costs of bringing the inventories to their present location and condition.
- (f) Leasehold land of the Group represent costs incurred as a consequence of having used the right-of-use assets to produce inventories during the financial year in accordance with MFRS 102 *Inventories*.
- (g) As at the end of the reporting period, land held for property development with carrying amount of RM25,358,000 (2024: RM93,968,000) were pledged to licensed bank to secure the bank borrowings as disclosed in Note 22 to the financial statements.
- (h) Included in property development costs above is land with carrying amount of RM167,848,000 (2024: RM84,588,000) which were pledged to licensed bank to secure the bank borrowings referred to in Note 22 to the financial statements.
- (i) Included in land held for property development and property development costs is borrowing costs of RM5,981,000 (2024: RM476,000) incurred during the financial year. The interest rate ranges from 3.60% to 5.28% (2024: 4.34% to 5.40%) per annum.

## 6. INVESTMENT PROPERTIES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 April 2024/2023	71,228	70,053	2,100	2,100
Additions	2,056	107	-	-
Fair value adjustments	9,120	1,588	205	-
Disposal during the year	-	(520)	-	-
At 31 March 2025/2024	82,404	71,228	2,305	2,100
Comprise:				
<u>Freehold land and buildings</u>				
Office space in a 24-storey office building known as Plaza 138	3,227	2,940	2,305	2,100
Commercial kiosk located at The Hub SS2	2,708	2,468	-	-
Commercial building located at Batu Ferringhi	11,000	8,000	-	-
Commercial office lots located at Sqwhere, Sungai Buloh	52,189	47,430	-	-
Commercial supermarket located at Sqwhere, Sungai Buloh	13,280	10,390	-	-
	82,404	71,228	2,305	2,100

- (a) Investment properties are properties which are held to earn rental yields or for capital appreciation or for both and are not occupied by the Group and by the Company. Investment properties are initially measured at cost, including transaction costs. After initial recognition, investment properties are stated at fair value, which reflects market conditions at the end of each reporting period. Gains or losses arising from changes in fair values of investment properties are included in profit or loss in the period in which they arise.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 6. INVESTMENT PROPERTIES (continued)

- (b) The amounts of rental income and direct operating expenses recognised on revenue generating investment properties during the financial year are disclosed in Notes 25 and 28 to the financial statements respectively.
- (c) The fair values of the investment properties at 31 March 2025 are based on a valuation carried out by Solid Real Estate Consultants Sdn. Bhd., a firm of independent professional valuers who have appropriate professional qualifications and recent experience in the relevant location and assets being valued. The fair value of the investment properties was determined using comparison method and therefore is categorised as Level 2 in the fair value hierarchy.

The comparison method entails comparing the property with comparable properties which have been sold or are being offered for sale and making adjustments for factors which affect value such as location and accessibility, size, building construction and finishes, building services, management and maintenance, age and state of repair, market conditions and other relevant characteristics. The most significant input into this valuation approach is price per square foot of comparable properties.

There is no transfer between levels in the fair value hierarchy during the financial year.

- (d) Investment properties of the Group and of the Company are mainly used to generate rental income. However, the fair value of the investment properties reflects the highest and best use of the said properties should the investment properties be disposed. Currently, management does not intend to dispose of the investment properties and the existing use of the investment properties remains for rental purposes.

### 7. INVESTMENTS IN SUBSIDIARIES

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Unquoted shares at cost		
- ordinary shares	23,768	23,768
- non-cumulative redeemable preference shares	449,000	449,000
	472,768	472,768
Impairment losses	(8,050)	(8,050)
	464,718	464,718

- (a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.
- (b) Management reviews the investments in subsidiaries for impairment when there is an indication of impairment. Recoverable amounts of the investments in subsidiaries are assessed by reference to the fair value less costs to disposal of the underlying assets or the value in use of the respective subsidiaries.

## 7. INVESTMENTS IN SUBSIDIARIES (continued)

(c) The details of the subsidiaries are as follows:

	Equity interest				Country of incorporation/ Principal place of business	Principal activities
	Direct		Indirect			
	2025 %	2024 %	2025 %	2024 %		
SDB Properties Sdn. Bhd. ("SDBP")	100.00	100.00	-	-	Malaysia	Property development and the operation of a boutique urban resort hotel known as Hotel Maya Kuala Lumpur
Prestij Permai Sdn. Bhd. ("PPSB")	-	-	100.00	100.00	Malaysia	Property development
Hayat Abadi Sdn. Bhd. ("HASB")	-	-	100.00	100.00	Malaysia	Property development
SDB Damansara Sdn. Bhd. ("SDBD")	-	-	100.00	100.00	Malaysia	Property development
SDB SS2 Development Sdn. Bhd. ("SDBSS2")	-	-	100.00	100.00	Malaysia	Property development
SDB Ampang Sdn. Bhd. ("SDBA")	-	-	100.00	100.00	Malaysia	Property development
Crescent Consortium Sdn. Bhd. ("CCSB")	-	-	100.00	100.00	Malaysia	Property development
SDB Subang Development Sdn. Bhd. ("SDBSU")	-	-	100.00	100.00	Malaysia	Property development
SDB Inclusion Sdn. Bhd. ("SDI") (formerly known as Seldredge Industries Sdn. Bhd.)	100.00	100.00	-	-	Malaysia	Corporate social responsibility initiatives that offer support and create job opportunities for neurodivergent individuals, retail sales of handmade products and property development
SDB International Sdn. Bhd. ("SDBI")	100.00	100.00	-	-	Malaysia	Investment holding
SDB Interiors Sdn. Bhd. ("SDBINT")	100.00	100.00	-	-	Malaysia	Provision of property support services
SDB Property Management Sdn. Bhd. ("SDBPM")	-	-	100.00	100.00	Malaysia	Provision of property management services
SDB Host Sdn. Bhd. ("SDBH")	-	-	100.00	100.00	Malaysia	Provision of property management services
SuperGreen Solutions Sdn. Bhd. ("SGS")	100.00	100.00	-	-	Malaysia	Trading and installation of energy efficient products
SDB Mining Sdn. Bhd. ("SDBM")	100.00	100.00	-	-	Malaysia	Investment holding

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 7. INVESTMENTS IN SUBSIDIARIES (continued)

(c) The details of the subsidiaries are as follows (continued):

	Equity interest		Country of incorporation/ Principal place		Principal activities
	Direct	Indirect	of business		
	2025 %	2024 %	2025 %	2024 %	
SDB Asia Pte. Ltd. ("SDBAS")*	-	-	100.00	100.00	Singapore Investment in property and property development
SDB Green Energy Pte. Ltd. ("SDBGE")*	-	-	100.00	100.00	Singapore Master Franchisee of energy efficient products

\* Subsidiaries not audited by BDO PLT

### 8. INVESTMENTS IN ASSOCIATES

	Group	
	2025 RM'000	2024 RM'000
Quoted equity shares, at cost	74,034	74,034
Unquoted equity shares, at cost	10,000	10,000
Group's share of post-acquisition reserves	96,213	92,785
Dividend received	(18,564)	(15,455)
	161,683	161,364

The associates are as follows:

	Equity interest		Country of incorporation/ Principal place of business	Principal activities
	Indirect			
	2025 %	2024 %		
Fortress Minerals Limited ("FML")*	29.61	29.61	Singapore	Investment holding
Extra Diligent Sdn. Bhd. ("EDSB")*	45.00	45.00	Malaysia	Acquisition of mines, mining rights, metalliferous land and quarries, and dealings in minerals

\* Associates not audited by BDO PLT

(a) Investments in associates are accounted for using equity method in the consolidated financial statements.

(b) The associates have a different financial year end from the Group. In applying the equity method of accounting, the financial statements of the associates for the financial year ended 28 February 2025/29 February 2024 have been used and appropriate adjustments have been made for the effects of significant transactions between 1 March 2025/2024 and 31 March 2025/2024.

## 8. INVESTMENTS IN ASSOCIATES (continued)

(c) In the previous financial year, FML increased its share capital via private placement of shares to certain existing shareholders other than the Group. The Group's interest in the associate was diluted from 30.99% to 29.61% pursuant to the private placement by the associate. The gain on dilution of interest amounted to RM5,758,000 was recognised in the previous financial year.

(d) Summarised financial information of the associates are as follows:

<b>2025</b>	<b>FML RM'000</b>	<b>EDSB RM'000</b>
<i>Assets and liabilities</i>		
Non current assets	326,159	7,022
Current assets	132,948	758
Non current liabilities	(36,904)	-
Current liabilities	(70,283)	(7,823)
Net assets	351,920	(43)
<i>Results</i>		
Revenue	254,877	-
Cost of sales	(104,413)	-
Gross profit	150,464	-
Other operating income	4,110	-
Selling and distribution expenses	(28,725)	-
Administrative and general expenses	(5,958)	(9)
Other operating expenses	(69,755)	-
Finance cost	(2,709)	-
Profit/(Loss) before tax	47,427	(9)
Tax expense	(21,150)	-
Profit/(Loss) for the financial year	26,277	(9)
Loss attributable to non-controlling interests	(439)	-
Profit/(Loss) attributable to owners of the associate	25,838	(9)
Other comprehensive income for the financial year	16,719	-
Share of profit/(loss) by the Group for the financial year	7,651	(4)
Adjustment on prior year effect on dilution of interest	(2,216)	-
Share of profit/(loss) of associates, net of tax	5,435	(4)
Share of other comprehensive income by the Group for the financial year	4,950	-
Dividend received	3,109	-

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 8. INVESTMENTS IN ASSOCIATES (continued)

(d) Summarised financial information of the associates are as follows (continued):

<b>2024</b>	<b>FML RM'000</b>	<b>EDSB RM'000</b>
<i>Assets and liabilities</i>		
Non current assets	342,420	7,022
Current assets	119,618	758
Non current liabilities	(37,911)	-
Current liabilities	(80,780)	(7,814)
Net assets	343,347	(34)
<i>Results</i>		
Revenue	249,354	-
Cost of sales	(95,572)	-
Gross profit	153,782	-
Other operating income	1,925	-
Selling and distribution expenses	(30,920)	-
Administrative and general expenses	(10,951)	(52)
Other operating expenses	(48,915)	-
Finance cost	(4,447)	-
Profit/(Loss) before tax	60,474	(52)
Tax expense	(17,734)	-
Profit/(Loss) for the financial year	42,740	(52)
Profit attributable to non-controlling interests	46	-
Profit/(Loss) attributable to owners of the associate	42,786	(52)
Other comprehensive loss for the financial year	(16,994)	-
Share of profit/(loss) by the Group for the financial year	12,669	(23)
Gain on dilution of interest	5,758	-
Share of profit/(loss) of associates, net of tax	18,427	(23)
Share of other comprehensive loss by the Group for the financial year	(5,032)	-
Dividend received	4,235	-

The information above represents the amounts in the financial statements of associates and do not reflect the Group's proportionate share in those amounts.

## 8. INVESTMENTS IN ASSOCIATES (continued)

(e) The reconciliation of the above summarised financial information to the carrying amounts of the Group's interest in associates is as follows:

	<b>Group 2025</b>	
	<b>FML RM'000</b>	<b>EDSB RM'000</b>
Net assets/(liabilities) attributable to shareholders of associates	351,920	(43)
Proportion of ownership interest held by the Group	29.61%	45.00%
Group's share of net assets/(liabilities)	104,204	(19)
Goodwill	47,537	9,964
Elimination of consolidation adjustments	-	(3)
Carrying value of Group's interest in associates	151,741	9,942

	<b>Group 2024</b>	
	<b>FML RM'000</b>	<b>EDSB RM'000</b>
Net assets/(liabilities) attributable to shareholders of associates	343,347	(34)
Proportion of ownership interest held by the Group	29.61%	45.00%
Group's share of net assets/(liabilities)	101,665	(15)
Goodwill	49,753	9,964
Elimination of consolidation adjustments	-	(3)
Carrying value of Group's interest in associates	151,418	9,946

(f) FML is a public listed company in Singapore. The fair value of Group's interest in FML as at 31 March 2025 is RM118,235,000 (2024: RM217,993,000).

## 9. INVESTMENTS IN JOINT VENTURES

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Unquoted shares, at cost	96,308	99,735
Group's share of post-acquisition reserves	44,182	46,589
Foreign exchange adjustments	34,735	42,388
Impairment losses	(1,375)	(375)
Dividend received	(50,142)	(15,452)
	123,708	172,885

(a) Investments in joint ventures are accounted for using equity method in the consolidated financial statements.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 9. INVESTMENTS IN JOINT VENTURES (continued)

(b) The details of the joint ventures are as follows:

	Equity interest Indirect		Country of incorporation/ Principal place of business	Principal activities
	2025 %	2024 %		
Chedstone Investment Holdings Pte. Ltd. ("CHI")*	50.00	50.00	Singapore	Property development
Champsworth Development Pte. Ltd. ("CD")*	50.00	50.00	Singapore	Property development
Nothern Radiants Sdn. Bhd. (Formerly known as SDB Teambuild Sdn. Bhd.) ("NRSB") *	50.00	50.00	Malaysia	Contractor for building and project management service
Champsworth Development Sdn. Bhd. ("CDSB")	50.00	-	Malaysia	Property development
<b>Subsidiary of CD</b>				
Tiara Land Pte. Ltd. ("TLPL") *	50.00	50.00	Singapore	Property development

\* Joint ventures not audited by BDO PLT

(c) Reconciliation of net assets to carrying amount as at the end of each reporting period:

	Group	
	2025 RM'000	2024 RM'000
Carrying amount in the statement of financial position	123,708	172,885
Group's share of loss, net of tax	2,407	1,947

(d) Summarised financial information of material joint ventures is as follows:

2025	CHI RM'000	CD and its subsidiary RM'000	CDSB RM'000
<i>Assets and liabilities</i>			
Non-current assets	-	2,405	57,035
Current assets	128	301,103	28,232
Non-current liabilities	-	-	(43,000)
Current liabilities	(55)	(56,092)	(42,340)
Net assets	73	247,416	(73)
Proportion of the ownership of the Group	50.00%	50.00%	50.00%
Carrying amount of the investments in joint ventures	37	123,708	(37)

## 9. INVESTMENTS IN JOINT VENTURES (continued)

(d) Summarised financial information of material joint ventures is as follows (continued):

<b>2025 (continued)</b>	<b>CHI RM'000</b>	<b>CD and its subsidiary RM'000</b>	<b>CDSB RM'000</b>
<i>Results</i>			
Revenue	-	24,451	-
Cost of sales	-	(17,841)	-
Gross profit	-	6,610	-
Other operating income	520	3,242	80
Selling and distribution expenses	-	(2,343)	-
Other expenses	3	26	-
Administrative and general expenses	(172)	(8,627)	(172)
Finance cost	-	(4,136)	-
Profit/(Loss) before tax	351	(5,228)	(92)
Taxation	100	57	-
Profit/(Loss) for the financial year	451	(5,171)	(92)
Share of profit/(loss) by the Group for the financial year	226	(2,586)	(47)
Dividend received	34,690	-	-
<b>2024</b>			
<i>Assets and liabilities</i>			
Non-current assets	-	2,545	-
Current assets	83,168	625,283	-
Current liabilities	(458)	(364,769)	-
Net assets	82,710	263,059	-
Proportion of the ownership of the Group	50.00%	50.00%	-
Carrying amount of the investments in joint ventures	41,355	131,530	-

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 9. INVESTMENTS IN JOINT VENTURES (continued)

(d) Summarised financial information of material joint ventures is as follows (continued):

<b>2024 (continued)</b>	<b>CHI RM'000</b>	<b>CD and its subsidiary RM'000</b>
<i>Results</i>		
Revenue	-	721,065
Cost of sales	-	(641,672)
Gross profit	-	79,393
Other operating income	2,956	6,290
Selling and distribution expenses	-	(54,364)
Other expenses	(1)	(592)
Administrative and general expenses	(473)	(14,342)
Finance cost	-	(21,560)
Profit/(Loss) before tax	2,482	(5,175)
Taxation	(567)	(634)
Profit/(Loss) for the financial year	1,915	(5,809)
Share of profit/(loss) by the Group for the financial year	958	(2,905)

(e) The summarised aggregate financial information of the Group's share of other individually immaterial joint venture as at 31 March is as follows:

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Net profit/(loss) for the financial year	1,576	(16)
Total comprehensive profit/(loss)	1,576	(16)
Unrecognised share of profit/(loss) for the financial year	788	(8)
Carrying amount of unrecognised share of losses	(158)	(946)

## 9. INVESTMENTS IN JOINT VENTURES (continued)

- (f) During the financial year, the Group recognised an impairment loss of RM1,000,000 in profit or loss in relation to investment in a joint venture due to continuing losses and depleting shareholders' funds. The recoverable amount of the cost of investment in a joint venture was based on its FVLCD. The adjusted net assets of the joint venture was used as a proxy for its recoverable amount based on FVLCD, which was categorised as Level 3 in the fair value hierarchy.
- (g) On 10 March 2025, the Group has entered into a Share Sale Agreement with Tan Kooi Woon for disposal of 1,375,000 ordinary shares in NRSB, representing 50% equity interest in NRSB for a cash consideration of RM1. The transaction has been completed on 18 June 2025.
- (h) A special resolution was approved by the members of CHI at the Extraordinary General Meeting held on 19 September 2024 for the share capital reduction from 3,800,000 ordinary shares to 100 ordinary shares. Following the completion of the share capital reduction, the Group received cash consideration of RM6,294,000 and continued to hold 50% equity interest in CHI.
- (i) On 9 August 2024, SDBP and Teh Wan Sang & Sons Sdn. Berhad incorporated a joint venture company, known as CDSB with paid-up share capital of RM2 comprising 2 ordinary shares.

## 10. INTANGIBLE ASSETS

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Franchise licenses</b>		
<b>Cost</b>		
As at 1 April 2024/2023	635	613
Foreign exchange adjustments	(24)	22
At 31 March 2025/2024	611	635
<b>Accumulated amortisation</b>		
At 1 April 2024/2023	210	51
Amortisation charge for the year	-	159
At 31 March 2025/2024	210	210
<b>Carrying amount</b>	<b>401</b>	<b>425</b>

- (a) Intangible assets are initially measured at cost. After initial recognition, intangible assets are carried at cost less accumulated amortisation and any accumulated impairment losses.
- (b) Franchise license is amortised on a straight line basis over a period of twenty four (24) years.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 11. DEFERRED TAX

(a) The deferred tax are made up of the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
As at 1 April 2024/2023	(10,056)	(11,913)	(418)	(407)
Recognised in profit or loss (Note 30)	2,726	3,864	(20)	-
Recognised in other comprehensive income	-	(2,007)	-	(11)
As at 31 March 2025/2024	(7,330)	(10,056)	(438)	(418)
Represented by:				
Deferred tax assets, net	8,885	6,355	-	-
Deferred tax liabilities, net	(16,215)	(16,411)	(438)	(418)
	(7,330)	(10,056)	(438)	(418)

(b) The components of the Group's and the Company's deferred tax assets/(liabilities) are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Deferred tax assets:</b>				
Tax effect of unutilised tax losses	7,195	4,429	-	-
Other temporary differences	2,835	2,461	-	-
Deferred tax assets (before offsetting)	10,030	6,890	-	-
Offsetting	(1,145)	(535)	-	-
Deferred tax assets (after offsetting)	8,885	6,355	-	-
<b>Deferred tax liabilities:</b>				
<i>Recognised in profit or loss:</i>				
Tax effects of fair value gain on investment properties subject to real property gain tax	(688)	(345)	(20)	-
Other temporary differences	65	136	-	-
<i>Recognised in other comprehensive income:</i>				
Tax effects of revaluation gain on PPE	(16,737)	(16,737)	(418)	(418)
Deferred tax liabilities (before offsetting)	(17,360)	(16,946)	(438)	(418)
Offsetting	1,145	535	-	-
Deferred tax liabilities (after offsetting)	(16,215)	(16,411)	(438)	(418)

**11. DEFERRED TAX (continued)**

- (c) The following temporary differences and unutilised tax losses exist as at 31 March of which the deferred tax benefits have not been recognised in the financial statements:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unutilised tax losses				
- no expiry date	16,697	14,138	-	-
- expires by 31 March 2028	8,972	8,972	-	-
- expires by 31 March 2029	14,462	14,462	-	-
- expires by 31 March 2030	25,818	25,818	-	-
- expires by 31 March 2031	16,513	28,038	-	-
- expires by 31 March 2032	16,349	16,349	-	-
- expires by 31 March 2033	8,636	8,636	-	-
- expires by 31 March 2034	17,084	17,084	-	-
- expires by 31 March 2035	19,905	-	-	-
Unabsorbed capital allowances	40,068	40,161	-	-
Other deductible temporary differences	32,754	41,606	7,566	7,309
	217,258	215,264	7,566	7,309

Deferred tax assets of the Company and certain subsidiaries have not been recognised in respect of these items as it is not probable that future taxable profits of the Company and its subsidiaries would be available against which the deductible temporary differences could be utilised.

The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of the respective local and foreign tax authorities. Unutilised tax losses of the holding company and subsidiaries incorporated in Malaysia can be carried forward up to 10 consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

**12. CONTRACT ASSETS/(LIABILITIES)**

	Group	
	2025 RM'000	2024 RM'000
Revenue recognised in profit or loss to date	2,210,024	1,870,216
Progress billings to date	(1,987,856)	(1,675,301)
Less: Impairment losses (Note 36(c))	-	-
	222,168	194,915

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 12. CONTRACT ASSETS/(LIABILITIES) (continued)

	Group	
	2025 RM'000	2024 RM'000
<b>Represented by:</b>		
<b>Contract assets</b>		
Cost to obtain a contract	4,647	12,736
Construction contracts	-	1,201
Property development contracts	217,521	182,419
	222,168	196,356
<b>Contract liabilities</b>		
Construction contracts	-	(1,441)
	222,168	194,915

- (a) Contract asset is recognised when the right to consideration of the Group is conditional after transfer of goods or services. Contract assets are transferred to receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer.

Contract liability is the obligation to transfer goods or services to customer for which the Group and the Company have received the consideration or has billed the customer, and are recognised as revenue when performance obligations are satisfied.

- (b) The movements of contract assets and contract liabilities are as follow:

	Group	
	2025 RM'000	2024 RM'000
At 1 April 2024/2023	194,915	98,746
Reversal of impairment losses on contract assets	-	27
Revenue recognised during the financial year	339,808	217,554
Progress billings	(312,555)	(121,412)
At 31 March 2025/2024	222,168	194,915

- (c) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, are as follows:

Group	Within one year RM'000	More than one year RM'000	Total RM'000
31 March 2025	97,210	3,617	100,827
31 March 2024	353,489	65,223	418,712

**12. CONTRACT ASSETS/(LIABILITIES) (continued)**

- (d) Impairment for contract assets that does not contain a significant financing component are recognised based on simplified approach using the lifetime expected credit losses as disclosed in Note 13(f) to the financial statements.
- (e) No expected credit loss is recognised from contract assets as it was negligible.

**13. TRADE RECEIVABLES**

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Progress billings receivables	22,773	25,086
Retention sums receivables	-	279
Other trade receivables	1,151	805
	23,924	26,170
Less: Impairment losses (Note 36(c))	(765)	(1,050)
<b>Total trade receivables</b>	<b>23,159</b>	<b>25,120</b>

- (a) Total trade receivables are classified as financial assets measured at amortised cost.
- (b) Progress billings to house buyers are due within 21 days as stipulated in the sale and purchase agreements. The retention sums are due upon the expiry of the defect liability period stated in the sale and purchase agreements, which are expected to be collected as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Within one (1) year	-	279
More than one (1) year	-	-
	-	279

- (c) Other trade receivables are non-interest bearing and the normal trade credit terms granted by the Group is 30 days (2024: 30 days). For major established customers, the credit terms may be extended to 60 days based on the discretion of management. They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- (d) Monthly rentals from tenants were due at the beginning of the month.
- (e) All trade receivables are denominated in Ringgit Malaysia.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 13. TRADE RECEIVABLES (continued)

- (f) The Group applies the simplified approach to measure expected credit losses ("ECL"). This entails recognising a lifetime expected loss allowance for all trade receivables and contract assets. Loss rates are determined based on grouping of receivables sharing the same credit risk characteristics and past due days. During this process the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables and contract assets.

Management assesses the ECL for portfolios of trade receivables based on customer segments, historical information on payment patterns, terms of payment, concentration maturity, and information about the general economic situation in the countries.

It requires management to exercise significant judgement in determining the probability of default by trade receivables, and appropriate forward looking information.

Trade receivables are not secured by any collateral or credit enhancement. During the financial year, the Group did not renegotiate the terms of any trade receivables.

### 14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other receivables	8,315	27,567	17	5
Deposits	7,476	13,586	79	79
	15,791	41,153	96	84
Less: Impairment losses (Note 36(c))	(1,371)	(1,362)	(1)	(1)
<b>Total other receivables</b>	14,420	39,791	95	83
Prepayments	575	1,545	138	117
	14,995	41,336	233	200

- (a) Total other receivables are classified as financial assets measured at amortised cost.

- (b) The currency exposure profile of other receivables and deposits is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- Ringgit Malaysia ("RM")	14,344	39,699	95	83
- Singapore Dollar ("SGD")	76	74	-	-
- Australian Dollar ("AUD")	-	18	-	-
	14,420	39,791	95	83

#### 14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS (continued)

- (c) The Group and the Company apply 3-stage approach for other receivables and intercompany balances to measure expected credit losses, which reflect their credit risk and how the loss allowance is determined. The Group and the Company assessed the intercompany receivables as performing category with a low risk of default and a strong capacity to meet contractual cash flows. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. A significant increase in credit risk is presumed if a debtor is more than 60 days past due in making a contractual payment.

For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised. A financial asset is 'credit impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit impaired includes the following observable data:

- (i) Significant financial difficulties of the debtor;
- (ii) A breach of contract such as a default or being more than 90 days past due;
- (iii) The restructuring of a loan or advance by the Group and by the Company on terms that the Group and the Company would not consider otherwise;
- (iv) It is probable that the debtor will enter bankruptcy or other financial reorganisation; and
- (v) The disappearance of an active market for a security because of financial difficulties.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider available reasonable and supportable forward looking information, and have identified the Malaysia housing index, gross domestic product (GDP), unemployment rate and inflation rate as the key macroeconomic factors.

It requires management to exercise significant judgement in determining the probability of default by other receivables, amounts owing by subsidiaries, an associate and joint ventures and appropriate forward looking information and significant increase in credit risk.

- (d) In the previous financial year, included in deposits is an amount of RM8,790,000 in relation to deposit paid for the purchase of land by a subsidiary.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 15. AMOUNTS OWING BY/(TO) SUBSIDIARIES

(a) The amounts owing by subsidiaries consist of the following:

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Non-current assets</b>		
Interest bearing advances	7,996	7,059
	7,996	7,059
Less: Impairment losses	(6,998)	(29)
	998	7,030
<b>Current assets</b>		
Interest-free advances	1,999	18,026
Interest bearing advances	344,623	294,002
	346,622	312,028
Less: Impairment losses	(2,880)	(9,693)
	343,742	302,335
<b>Total amounts owing by subsidiaries</b>	<b>344,740</b>	<b>309,365</b>

Amounts owing by subsidiaries are unsecured, which represent interest-free advances, or interest bearing advances at 5.50% (2024: 5.00%) per annum. Current amounts owing by subsidiaries are repayable within 12 months (2024: 12 months) in cash and cash equivalents, while non-current amounts owing by subsidiaries are not repayable within the next twelve months.

The carrying amounts of the non-current amounts owing by subsidiaries of the Company are reasonable approximation of fair values, either due to insignificant impact of discounting or the current rate offered by the Company approximate the market rate of similar borrowing.

(b) The amounts owing to subsidiaries consist of the following:

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Current liabilities</b>		
Interest-free advances	406	641
Interest bearing advances	77,528	145,746
	77,934	146,387

Amounts owing to subsidiaries included under current liabilities represent unsecured, interest-free or interest bearing advances at a rate of 5.50% (2024: 5.00%) per annum, which are payable on demand in cash and cash equivalents.

**15. AMOUNTS OWING BY/(TO) SUBSIDIARIES (continued)**

- (c) All amounts owing by/(to) subsidiaries are classified as financial assets/(liabilities) measured at amortised costs.
- (d) All amounts owing by/(to) subsidiaries are denominated in Ringgit Malaysia.
- (e) Impairment for amounts owing by subsidiaries is recognised based on 3-stage general approach within MFRS 9 using the forward looking ECL model as disclosed in Note 14(c) to the financial statements.
- (f) The movements in the impairment allowance for amounts owing by subsidiaries are disclosed in Note 36(c) to the financial statements.

**16. AMOUNT OWING BY AN ASSOCIATE**

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Non-current assets</b>		
Interest-free advances	3,420	3,420
Less: Impairment losses	(271)	(63)
	<b>3,149</b>	<b>3,357</b>

- (a) Amount owing by an associate is classified as financial assets measured at amortised cost.
- (b) Amount owing by an associate represents advances and payments made on behalf, which are unsecured, interest-free and are not payable within the next twelve months.
- (c) The carrying amount of the non-current amount owing by an associate is reasonable approximation of its fair value due to the insignificant impact of discounting.
- (d) The amount owing by an associate is denominated in Ringgit Malaysia.
- (e) Impairment for amount owing by an associate is recognised based on 3-stage general approach within MFRS 9 using the forward looking ECL model as disclosed in Note 14(c) to the financial statements.
- (f) The movements in the impairment allowance for amount owing by an associate are disclosed in Note 36(c) to the financial statements.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 17. AMOUNTS OWING BY/(TO) JOINT VENTURES

(a) The amounts owing by joint ventures consist of the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Non-current assets</b>				
Interest-free advances	-	1,101	-	-
Less: Impairment losses	-	(910)	-	-
	-	191	-	-
<b>Current assets</b>				
Interest-free advances	38	7,088	26	44
	38	7,279	26	44

Amounts owing by joint ventures represent advances and payments made on behalf, which are unsecured and interest-free. Current amounts owing by joint ventures are repayable within 12 months (2024: 12 months) in cash and cash equivalents, while non-current amounts owing by joint ventures were not payable within the next twelve months.

In the previous financial year, the carrying amounts of the non-current amounts owing by joint ventures were reasonable approximation of their fair value due to the insignificant impact of discounting.

(b) The amounts owing to joint ventures consist of the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Current liabilities</b>				
Interest-free advances	82,649	73,565	9	-

Amounts owing to joint ventures included under current liabilities represent unsecured, non-interest bearing advances, which are payable on demand in cash and cash equivalents.

(c) All amounts owing by/(to) joint ventures are classified as financial assets/(liabilities) measured at amortised costs.

(d) The currency exposure profile of amounts owing by/(to) joint ventures is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- RM	29	235	17	44
- SGD	(82,640)	(66,521)	-	-
	(82,611)	(66,286)	17	44

**17. AMOUNTS OWING BY/(TO) JOINT VENTURES (continued)**

- (e) Impairment for amounts owing by joint ventures is recognised based on 3-stage general approach within MFRS 9 using the forward looking ECL model as disclosed in Note 14(c) to the financial statements.
- (f) The movements in the impairment allowance for amounts owing by joint ventures are disclosed in Note 36(c) to the financial statements.

**18. DEPOSITS AND SHORT TERM FUNDS**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deposits with licensed banks	7,221	4,302	390	390
Short term funds	10,936	281	280	215
	18,157	4,583	670	605

- (a) Deposits and short term funds are classified as financial assets measured at amortised cost and at fair value through profit or loss respectively.
- (b) Deposits include the following amounts which have been pledged as security for a bank guarantee facilities:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Stamp duty payable on facility agreements	390	390	390	390

- (c) The effective interest rates of the deposits range from 2.10% to 2.60% (2024: 1.85% to 2.85%) per annum.
- (d) Deposits of the Group and of the Company have maturities ranging from 30 days to 365 days (2024: 30 days to 365 days).
- (e) No expected credit losses were recognised arising from the deposits with licensed banks because the probability of default by these financial institutions were negligible.
- (f) The currency exposure profile of deposits and short term funds is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- RM	13,530	2,817	670	605
- SGD	4,627	1,766	-	-
	18,157	4,583	670	605

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 18. DEPOSITS AND SHORT TERM FUNDS (continued)

- (g) The short term funds are managed and invested into money market instruments. The short term funds are readily convertible to cash. Placement in short term investment aims to invest in highly liquid instruments which are investing its assets in money market instruments and are redeemable with one (1) day notice. The short term investment is subject to an insignificant risk of changes in value and form part of cash and cash equivalents. Funds distribution income from these funds was tax-exempted, was calculated daily and distributed at every month end.
- (h) The fair value of short term fund is based on quoted price of the fund at the end of the reporting period. Which categorised as Level 1 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

### 19. CASH AND BANK BALANCES

- (a) Included in cash and bank balances of the Group is a balance of RM23,904,000 (2024: RM10,356,000) held under Housing Development Account pursuant to Section 7A of Housing Development (Control and Licensing) Act, 1966, as amended by the Housing Developers (Housing Development Account) (Amendment) Regulations, 2015, which is not available for general use by the Group.

Funds maintained in the Housing Development Accounts earn interest ranging from 0.87% to 1.40% (2024: 1.20% to 2.03%) per annum.

- (b) No expected credit losses were recognised arising from the cash and bank balances because the probability of default by these financial institutions were negligible.
- (c) The currency exposure profile of cash and bank balances is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- RM	43,533	33,099	1,180	1,394
- SGD	1,211	1,842	-	-
	44,744	34,941	1,180	1,394

### 20. SHARE CAPITAL

	Group and Company	
	2025 RM'000	2024 RM'000
Issued and fully paid: 426,127,662 ordinary shares	213,541	213,541

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

There is no par value for these ordinary shares.

## 21. RESERVES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Non-distributable</b>				
Revaluation reserve	94,843	94,843	3,229	3,229
Exchange translation reserve	36,461	57,769	-	-
	131,304	152,612	3,229	3,229
<b>Distributable</b>				
Other reserve	7,861	7,861	7,861	7,861
Retained earnings	523,488	514,349	419,223	310,553
	662,653	674,822	430,313	321,643

(a) Revaluation reserve

The revaluation reserve is used to record the changes in the fair value of land and buildings.

(b) Exchange translation reserve

Exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the net investment in foreign operations of the Group, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(c) Other reserve

The distributable other reserve represents realised capital gains transferred from retained earnings.

## 22. BANK BORROWINGS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Secured</b>				
Term loans	91,674	32,799	-	-
Revolving credits	237,272	292,565	45,000	51,500
<b>Unsecured</b>				
Revolving credits	95,000	70,000	50,000	50,000
	423,946	395,364	95,000	101,500
Repayments due within 12 months (included under current liabilities)	(321,821)	(349,291)	(72,875)	(75,500)
Repayments due after 12 months (included under non-current liabilities)	102,125	46,073	22,125	26,000

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 22. BANK BORROWINGS (continued)

- (a) Bank borrowings are classified as financial liabilities measured at amortised cost.
- (b) The remaining maturities of bank borrowings as at the end of each reporting period are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- not later than one (1) year	321,821	349,291	72,875	75,500
- later than one (1) year but not later than two (2) years	3,875	15,665	3,875	3,875
- later than two (2) years but not later than five (5) years	60,375	19,908	10,375	11,625
- later than five (5) years	37,875	10,500	7,875	10,500
	423,946	395,364	95,000	101,500

- (c) The range of interest rates per annum at the end of the reporting period for bank borrowings are as follows:

	Group		Company	
	2025	2024	2025	2024
<b>Floating rates</b>				
Term loans	5.05% - 5.90%	4.50% - 5.05%	-	-
Revolving credits	4.07% - 5.73%	4.34% - 5.74%	5.17% - 5.73%	4.80% - 5.74%

- (d) The bank borrowings are secured as follows:
- (i) negative pledge over the entire assets of the Company;
  - (ii) pledge over the freehold hotel property of the Group as indicated in Note 3 to the financial statements;
  - (iii) mortgage over the leasehold properties of the Group as indicated in Note 3 to the financial statements; and
  - (iv) various land belonging to the Group as indicated in Note 5 to the financial statements.
- (e) The currency exposure profile of borrowings is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- RM	419,533	390,483	95,000	101,500
- SGD	4,413	4,881	-	-
	423,946	395,364	95,000	101,500

- (f) The bank borrowings of the Group and of the Company are categorised as level 2 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.
- (g) The carrying amounts of the bank borrowings of the Group and of the Company are reasonable approximation of fair values due to the current rates offered to the Group and to the Company approximate the market rates of similar borrowing of the same remaining maturities.

**23. TRADE PAYABLES**

	<b>Group</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Contractors' claims	14,383	17,133
Retention sums	18,819	11,465
Accrued property development cost	24,270	22,482
Others	452	424
	57,924	51,504

- (a) Trade payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are interest-free and the normal credit terms extended by suppliers range from 30 to 90 days (2024: 30 to 90 days). Retention sums are payable upon the expiry of the defect liability periods of 12 to 24 months.
- (c) All trade payables are denominated in Ringgit Malaysia.

**24. OTHER PAYABLES AND ACCRUALS**

	<b>Group</b>		<b>Company</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Other payables, deposits and accruals	28,716	15,694	515	540
Interest payable	541	803	190	202
Tenants' deposits	1,290	1,013	27	25
Deposits received from property purchasers	5	5	-	-
	30,552	17,515	732	767

- (a) Other payables and accruals are classified as financial liabilities measured at amortised cost.
- (b) The currency exposure profile of other payables and accruals is as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025 RM'000</b>	<b>2024 RM'000</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
- RM	30,450	17,317	732	767
- SGD	102	198	-	-
	30,552	17,515	732	767

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 25. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers	375,816	227,325	-	-
Other revenue				
- Rental income	138	135	90	86
	375,954	227,460	90	86

#### Timing of revenue recognition

##### Recognised over time:

Property development:				
- sale of properties under development	338,985	206,585	-	-
Construction contracts	22	75	-	-
Management fees	1,109	1,096	-	-

##### Recognised at point in time:

Rental of hotel rooms, food and beverages and other ancillary services	21,938	20,033	-	-
Property development:				
- sale of completed properties	12,380	(727)	-	-
Construction contracts	1,382	263	-	-
	375,816	227,325	-	-

Revenue from contracts with customers is disaggregated in Note 35 to the financial statements by geographical area.

#### (a) Revenue from property development and construction contracts

Contracts with customers include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from property development and construction contracts are measured at the fixed transaction price agreed under the agreement.

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Revenue from sale of properties under development is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (e.g. by reference to the property development costs incurred to date as a percentage of the estimated total costs of development of the contract).

Revenue from construction contracts are recognised over the period of the contracts by reference to the progress towards complete satisfaction of that performance obligations. Progress is determined on the proportion of construction contract costs incurred for work performed to date against total estimated construction contract costs where the outcome of the project can be estimated reliably.

## 25. REVENUE (continued)

### (a) Revenue from property development and construction contracts (continued)

Revenue from contract works are recognised at point in time when the construction works have been completed and accepted by the customers.

Significant judgement is required in determining performance obligations, transaction price allocation, costs in applying the input method to recognise revenue over time.

The Group identifies performance obligations that are distinct and material, which is judgmental in the context of contract. Transaction prices were determined based on estimated margins prior to its allocation to the identified performance obligation. The Group also estimated total contract costs in applying the input method to recognise revenue over time.

There is no significant financing component in the revenue arising from sale of properties under development and construction contracts as the contracts are on normal credit terms not exceeding twelve months.

The Group applies the practical expedient in paragraph 121(a) of MFRS 15 and do not disclose information about performance obligations that have original expected durations of one year or less.

### (b) Revenue from sale of completed properties

The Group recognises revenue at a point in time for the sale of completed development properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group will collect the considerations to which it would be entitled to in exchange for the assets sold.

There is no significant financing component in the revenue arising from sale of completed properties as the sales are made on the normal credit terms not exceeding twelve months.

### (c) Revenue from rental of hotel rooms, food and beverages and other ancillary services

Revenue from services rendered in respect of sale of hotel rooms, food and beverages and other ancillary services is recognised at point in time in profit or loss as and when services are rendered.

### (d) Management fees

Management fees are recognised at point over time when or as a performance obligation in the contract with customer is satisfied, i.e. when the "control" of the services underlying the particular performance obligation is transferred to the customer.

### (e) Rental income

Rental income is accounted for on a straight line basis over the lease term of an ongoing lease. The aggregate cost of incentives provided to the lessee is recognised as a reduction of rental income over the lease term on a straight line basis.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 26. COST OF SALES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cost of property development	304,393	160,212	-	-
Cost of letting of properties	80	65	30	31
Cost of hotel services rendered	10,443	10,012	-	-
Cost of community and social affairs services	247	-	-	-
Construction cost	1,230	112	-	-
	316,393	170,401	30	31

### 27. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expenses on:				
- revolving credits	16,451	16,026	5,326	5,537
- term loans	2,295	5,959	-	-
- advances from subsidiaries	-	-	8,351	4,439
- lease liabilities	452	324	142	104
	19,198	22,309	13,819	10,080

### 28. PROFIT/(LOSS) BEFORE TAX

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before tax is stated after charging:				
Auditors' remuneration				
- Statutory audit:				
- current year	238	220	61	56
- Non-statutory audit:				
- current year	10	9	3	3
- under provision in prior years	-	4	-	-
Bad debts written off	450	-	-	-
Direct operating expenses on revenue generating investment properties	80	62	30	31
Directors' remuneration				
- fees	325	370	216	256
- other emoluments	1,582	1,873	794	943
Impairment loss on investment in a joint venture	1,000	-	-	-
Loss on foreign exchange:				
- realised, net	385	209	-	-
- unrealised, net	-	2,840	-	-
Property, plant and equipment written off	89	-	-	-
Rental of equipment	68	62	6	5

**28. PROFIT/(LOSS) BEFORE TAX (continued)**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before tax is stated after charging: (continued)				
Rental of premises	48	19	-	-
Inventories written off	46	-	-	-
Profit/(Loss) before tax is stated after crediting:				
Dividend income	-	-	126,420	-
Fair value gain on investment properties	9,120	1,588	205	-
Forfeiture income from purchaser	163	516	-	-
Interest income from:				
- subsidiaries	-	-	17,404	13,291
- fixed deposits	341	510	10	10
- others	204	560	9	-
Gain on foreign exchange:				
- realised, net	-	108	-	-
- unrealised, net	6,958	-	-	-
Rental income	3,757	3,717	-	-

Interest income is recognised on a time proportion basis using the effective interest rate applicable. If the collectibility of the interest income is in doubt, the recognition of interest income is deferred until prospect of collection becomes certain.

**29. DIRECTORS' REMUNERATION**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Executive Directors' remuneration:</b>				
- Fees	84	85	40	40
- Salaries and other emoluments	1,574	1,861	786	931
	1,658	1,946	826	971
<b>Non-Executive Directors' remuneration:</b>				
- Fees	241	285	176	216
- Other emoluments	8	12	8	12
Total	1,907	2,243	1,010	1,199

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 30. TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Malaysian tax based on results for the year				
- current	12,320	8,158	2,450	1,236
- over provision in prior years	(1,812)	(321)	(118)	(128)
Deferred tax (income)/expense (Note 11)				
- current	(1,674)	(3,946)	20	-
- (over)/under provision in prior years	(1,052)	82	-	-
	7,782	3,973	2,352	1,108

(a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year.

(b) Tax expense for other taxation authorities are calculated at the rates prevailing in those respective jurisdictions.

(c) Numerical reconciliation between the tax expense and the product of accounting profit/(loss) multiplied by the applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit/(Loss) before tax	29,705	28,693	123,806	(7,280)
Less: Share of results of joint ventures and associates	(3,024)	(16,457)	-	-
Adjusted profit/(loss) before tax	26,681	12,236	123,806	(7,280)
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	6,403	2,937	29,713	(1,747)
Tax effects arising from:				
- non-taxable income	(11,507)	(6,497)	(31,777)	(978)
- non-deductible expenses	14,966	10,584	4,452	2,828
- different tax rates in other countries	(48)	22	-	-
Change in fair value of investment properties	353	-	20	-
Movements in unrecognised deferred tax assets	479	(2,834)	62	1,133
(Over)/Under provision in prior years				
- income tax	(1,812)	(321)	(118)	(128)
- deferred tax	(1,052)	82	-	-
	7,782	3,973	2,352	1,108

**30. TAX EXPENSE (continued)**

(d) Tax on each component of other comprehensive income are as follows:

<b>Group 2025</b>	<b>Before tax RM'000</b>	<b>Tax effect RM'000</b>	<b>After tax RM'000</b>
<b>Items that may be reclassified subsequently to profit or loss</b>			
Foreign currency translations	(15,748)	-	(15,748)
Share of other comprehensive income from an associate	4,950	-	4,950
<b>Reclassified to profit or loss</b>			
Currency translation difference on return of capital from a joint venture	(10,510)	-	(10,510)
<b>Group 2024</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Foreign currency translations	16,927	-	16,927
Share of other comprehensive loss from an associate	(5,032)	-	(5,032)
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Revaluation surplus on property, plant and equipment	8,361	(2,007)	6,354
<b>Company 2024</b>			
<b>Items that may be reclassified subsequently to profit or loss</b>			
Revaluation surplus on property, plant and equipment	45	(11)	34

**31. EARNING PER SHARE**

(a) Basic earning per ordinary share

The basic earning per share has been calculated by dividing the Group's profit for the year attributable to shareholders of the Company by the weighted average number of shares in issue:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
Profit attributable to shareholders of the Company (RM'000)	21,923	24,720
Weighted average number of ordinary shares in issue ('000 unit)	426,128	426,128
Basic earning per share (sen)	5.14	5.80

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 31. EARNING PER SHARE (continued)

(b) Diluted earning per ordinary share

Diluted earning per ordinary share equals basic earning per ordinary share as there were no dilutive potential ordinary shares in issue as at 31 March 2025 and 31 March 2024.

### 32. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and bonuses	22,596	21,420	5,033	5,056
Defined contribution plans	3,011	2,799	734	727
Other staff-related expenses	2,287	1,854	430	497
	27,894	26,073	6,197	6,280

The employee benefits expenses of the Group and of the Company are recognised in the following line items of financial statements:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Recognised within administrative and general expenses in profit or loss	25,876	24,334	6,197	6,279
Capitalised in property development costs	2,018	1,739	-	-
	27,894	26,073	6,197	6,279

Included in employee benefits expenses of the Group and the Company are Directors' remuneration as disclosed in Note 29 to the financial statements.

### 33. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other entities.

Related parties of the Group include:

- (i) its subsidiaries, joint ventures and associates;
- (ii) key management personnel who are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include Directors of the Company whose remuneration is disclosed in Note 29 to the financial statements; and
- (iii) companies in which the Directors/shareholders of the Company or their close family members have substantial financial interests or significant influence.

### 33. RELATED PARTY DISCLOSURES (continued)

- (b) Significant related party transactions determined on a basis negotiated between the Group and the Company with its related parties during the financial year were as follows:

	Transaction value			
	Group 2025 RM'000	2024 RM'000	Company 2025 RM'000	2024 RM'000
<i>Transactions with subsidiaries</i>				
Interest received/receivable from SDBP	-	-	16,991	12,845
Interest received/receivable from SDBINT	-	-	167	115
Interest received/receivable from SGS	-	-	246	331
Management fee income from SDBINT	-	-	66	65
Management fee income from SDI	-	-	133	183
Management fee income from SDBP	-	-	787	748
Management fee income from CCSB	-	-	14	46
Management fee income from SDBPM	-	-	464	455
Management fee income from PPSB	-	-	374	160
Management fee income from SDBA	-	-	3	8
Management fee income from SDBAS	-	-	19	19
Management fee income from SDBSS2	-	-	86	99
Management fee income from SDBH	-	-	9	26
Management fee income from SGS	-	-	53	65
Management fee income from HASB	-	-	127	109
Management fee income from SDBD	-	-	40	64
Management fee income from SDBM	-	-	12	5
Management fee income from SDBI	-	-	6	6
Management fee income from SDBSU	-	-	5	10
Management fee income from SDBGE	-	-	-	2
Management fee income from CD	-	-	51	145
Management fee income from TLPL	-	-	87	111
Management fee income from CDSB	-	-	91	-
Management fee paid to SDBP	-	-	417	217
Management fee paid to PPSB	-	-	5	10
Management fee paid to SGS	-	-	46	43
Interest paid/payable to SDBM	-	-	894	930
Interest paid/payable to SDBI	-	-	6,583	2,433
Interest paid/payable to SDI	-	-	874	1,076
<i>Transactions with Directors, close members of their families and companies in which they and/or close members of their families have interests were as follows:</i>				
Rental paid to Teh Kien Toh Sdn. Bhd., a company in which Teh Lip Kim have interests	-	15	-	-
Medical fees paid to Klinik Ian Ong, a clinic belonging to a close family member of Teh Lip Kim	95	81	72	59
Consultancy fee paid to Providence Business Advisory Services Sdn. Bhd., a company in which Eddy Chieng Ing Huong has interest	180	180	-	-

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 33. RELATED PARTY DISCLOSURES (continued)

(c) Key management personnel compensation

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<i>Directors</i>				
Short-term employee benefits				
- fees	325	370	216	256
- remuneration	1,331	1,576	669	795
Total short-term employee benefits	1,656	1,946	885	1,051
Post-employment benefits				
- EPF	251	297	125	148
Sub-total	1,907	2,243	1,010	1,199
<i>Other key management personnel</i>				
Short-term employee benefits				
- salary, bonus and allowances	3,909	3,006	2,277	1,500
Post-employment benefits				
- EPF	657	510	397	268
Sub-total	4,566	3,516	2,674	1,768
Total compensation	6,473	5,759	3,684	2,967

(d) Material contracts

There were no material contracts, which have been entered into by the Company or its subsidiaries which involved Directors' and major shareholders' interests subsisting at the end of the financial year ended 31 March 2025 or entered into since the end of the previous financial year.

### 34. FINANCIAL GUARANTEES

The Company has financial guarantee contracts of RM551,163,000 (2024: RM412,631,000) in respect of financial guarantees given to financial institutions for banking facilities granted to subsidiaries. The Company monitors the ability of the subsidiaries to service their loans regularly.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of the amount of the loss allowance; and the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contract with Customers*.

The Company assumes that there is significant increase in credit risk when the subsidiaries' financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when the subsidiaries are unlikely to repay its credit obligation to the bank in full or the subsidiaries are continuously loss making and are having a deficit shareholders' fund. The Company determines the probability of default of the guaranteed loans individually using internal information available.

Financial guarantees have not been recognised since the fair value was not material on initial recognition. As at the end of the reporting period, there was no indication that any subsidiary would default on repayment.

### 35. SEGMENTAL ANALYSIS

The Group's operating segment and reportable segments are business units engaging in providing different products and services and operating in different geographical locations.

(a) Primary reporting format - business segment

The Group's operations comprise the following business segments:

- (i) Property investment - letting of commercial properties
- (ii) Hotel operations - operation of hotel and related services
- (iii) Investment holding - investment holding
- (iv) Property development - property development
- (v) Others - provision of management and property support services

Transactions between segments were entered into in the normal course of business and were established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties. The effects of such inter-segmental transactions are eliminated on consolidation.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 35. SEGMENTAL ANALYSIS (continued)

2025	Property investment RM'000	Hotel operations RM'000	Investment holding RM'000	Property development RM'000	Others RM'000	Elimination RM'000	Consolidated RM'000
<b>Revenue</b>							
External sales	168	21,603	-	351,365	2,818	-	375,954
Inter-segment sales	-	30	-	-	1,901	(1,931)	-
Total revenue	168	21,633	-	351,365	4,719	(1,931)	375,954
<b>Results</b>							
Segment results	74	(865)	198,472	132,689	2,874	(285,371)	47,873
Finance costs	(116)	-	(13,819)	(56,861)	(663)	52,261	(19,198)
Share of profit/(loss) of joint ventures and associates	-	-	3,070	(46)	-	-	3,024
Unallocated corporate expenses							(1,994)
Profit before tax							29,705
Tax expense							(7,782)
Profit for the financial year							21,923
<b>Assets</b>							
Segment assets	91,528	215,051	-	1,835,813	3,745	(960,543)	1,185,594
Investing assets	-	-	1,332,764	-	-	(1,325,764)	7,000
Investments in associates	-	-	161,683	-	-	-	161,683
Investments in joint ventures	-	-	123,754	(46)	-	-	123,708
Current tax assets	-	-	20	8,843	-	-	8,863
Deferred tax assets	-	-	-	8,885	-	-	8,885
Consolidated total assets							1,495,733
<b>Liabilities</b>							
Segment liabilities	(176,049)	(1,984)	(94,301)	(1,335,352)	(5,322)	1,010,117	(602,891)
Current tax liabilities	-	-	(433)	-	-	-	(433)
Deferred tax liabilities	(830)	(14,843)	(542)	-	-	-	(16,215)
Consolidated total liabilities							(619,539)
<b>Other information</b>							
Capital expenditure	113	829	-	1,636	16	-	2,594
Depreciation and amortisation	411	3,349	-	2,875	225	-	6,860

**35. SEGMENTAL ANALYSIS (continued)**

<b>2024</b>	<b>Property investment RM'000</b>	<b>Hotel operations RM'000</b>	<b>Investment holding RM'000</b>	<b>Property development RM'000</b>	<b>Others RM'000</b>	<b>Elimination RM'000</b>	<b>Consolidated RM'000</b>
<b>Revenue</b>							
External sales	178	20,003	-	205,858	1,421	-	227,460
Inter-segment sales	-	30	-	-	3,504	(3,534)	-
Total revenue	178	20,033	-	205,858	4,925	(3,534)	227,460
<b>Results</b>							
Segment results	(338)	(31)	3,923	66,424	5,509	(38,593)	36,894
Finance costs	(113)	-	(10,080)	(51,860)	(854)	40,598	(22,309)
Share of profit of joint ventures and associates	-	-	16,457	-	-	-	16,457
Unallocated corporate expenses							(2,349)
Profit before tax							28,693
Tax expense							(3,973)
Profit for the financial year							24,720
<b>Assets</b>							
Segment assets	80,637	216,603	-	1,613,343	3,503	(815,770)	1,098,316
Investing assets	-	-	1,118,833	-	-	(1,111,130)	7,703
Investments in associates	-	-	161,364	-	-	-	161,364
Investments in joint ventures	-	-	172,885	-	-	-	172,885
Current tax assets	-	-	1,224	4,882	-	-	6,106
Deferred tax assets	-	-	-	6,355	-	-	6,355
Consolidated total assets							1,452,729
<b>Liabilities</b>							
Segment liabilities	(251,243)	(1,826)	(98,093)	(1,211,036)	(2,835)	1,017,078	(547,955)
Deferred tax liabilities	(1,281)	(15,130)	-	-	-	-	(16,411)
Consolidated total liabilities							(564,366)
<b>Other information</b>							
Capital expenditure	195	731	4	962	191	-	2,083
Depreciation and amortisation	410	3,334	-	2,703	322	-	6,769

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 35. SEGMENTAL ANALYSIS (continued)

(b) Secondary reporting format - geographical segment

The operations of the Group are mainly carried out in Malaysia and Singapore.

In presenting information on the basis of geographical areas, segment revenue is based on the geographical location from which the sale transactions originated.

Segment assets are based on the geographical location of the assets of the Group.

<b>Revenue from external customers</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Malaysia	375,954	227,353
Singapore	-	107
	<b>375,954</b>	<b>227,460</b>

#### Major customers

There are no major customers with revenue equal or more than ten percent (10%) of the Group revenue. As such, information on major customers is not presented.

<b>Non-current assets</b>	<b>2025 RM'000</b>	<b>2024 RM'000</b>
Malaysia	754,791	870,036
Singapore	7,361	7,938
	<b>762,152</b>	<b>877,974</b>

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities are exposed to a variety of financial risks, including foreign currency exchange risk, interest rate risk, credit risk, market price risk and liquidity and cash flow risks. The Group's overall financial risk management objective is to minimise potential adverse effects on the financial performance of the Group.

Financial risk management is carried out through risk reviews, internal control systems, insurance programmes and adherence to financial risk management policies.

There have been no significant changes on the Group's exposure to financial risks from the previous year. Also, there have been no changes to the Group's risk management objectives, policies and processes since the previous financial year end.

The Group's management reviews and agrees on policies managing each of the financial risks and they are summarised in section below.

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

#### (a) Foreign currency exchange risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group has transactional currency exposures arising from sales or purchases that are denominated in a currency other than the respective functional currencies of Group entities. The foreign currencies in which these transactions are denominated are mainly in SGD.

The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes. At the reporting date, such foreign currency balances (mainly in SGD) amount to RM5,838,000 (2024: RM3,608,000).

The following table demonstrates the sensitivity analysis on the outstanding foreign currency denominated monetary items of the Group's financial instruments to a reasonably possible change in the SGD and AUD exchange rates against the Ringgit Malaysia ("RM"), with all other variables held constant.

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Profit/(Loss) after tax and equity</b>		
<b>SGD/RM</b>		
- strengthen by 10% (2024: 10%)	(6,172)	(5,162)
- weaken by 10% (2024: 10%)	6,172	5,162
<b>AUD/RM</b>		
- strengthen by 10% (2024: 10%)	-	1
- weaken by 10% (2024: 10%)	-	(1)

#### (b) Interest rate risk

##### Financial assets

Surplus funds are placed in fixed deposits with licensed banks and finance companies to earn interest income based on prevailing market rates. The Group manages its interest rate risks by placing such funds on short tenures of one (1) year or less.

The interest rate profile of amounts owing by subsidiaries and deposits with licensed banks have been disclosed in Notes 15 and 18 to the financial statements respectively.

##### Financial liabilities

The Group's policy is to borrow principally on a floating rate basis but to retain a proportion of fixed rate borrowings. The objective of a mix of fixed and floating rate borrowings is to reduce the impact of an upward change in interest rates while enabling benefits to be enjoyed if interest rates fall. The mix between fixed and floating rate borrowings is monitored so as to ensure that the Group's financing cost is kept at the lowest possible. The Group does not generally hedge interest rate risks. Hedging of risk through the use of financial instruments may be adopted should its use result in significant cost savings. The Group has a policy to ensure that interest rates obtained are competitive.

It is the Group's policy not to trade in interest rate swap agreements.

The interest rate profile of amounts owing to subsidiaries and borrowings have been disclosed in Notes 15 and 22 to the financial statements respectively.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(b) Interest rate risk (continued)

The following table demonstrates the sensitivity analysis if interest rates increase or decrease by one-hundred (100) basis points with all other variables held constant.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Profit/(Loss) after tax and equity</b>				
<b>Deposits with licensed banks</b>				
- increase by 1%	55	35	3	3
- decrease by 1%	(55)	(35)	(3)	(3)
<b>Amounts owing by subsidiaries (interest bearing)</b>				
- increase by 1%	-	-	2,680	2,288
- decrease by 1%	-	-	(2,680)	(2,288)
<b>Floating rate borrowing</b>				
- increase by 1%	(3,222)	(3,005)	(722)	(771)
- decrease by 1%	3,222	3,005	722	771
<b>Amounts owing to subsidiaries (interest bearing)</b>				
- increase by 1%	-	-	(589)	(1,107)
- decrease by 1%	-	-	589	1,107

(c) Credit risk

Credit risk arises from the possibility that a counter party may be unable to meet the terms of a contract in which the Group has a gain position.

In the case of property development activities, the Group's credit risk is primarily attributable to progress billings receivable from house buyers. The Group mitigates the risk of default by maintaining its name as the registered owner of the development properties until full settlement by the purchaser of the self-financed portion of the purchase consideration and upon undertaking of end-financing by the purchaser's end-financier.

For other activities, the Group minimises and monitors its credit risk by dealing with credit worthy counterparties, setting credit limits on exposures, applying credit approval controls and obtaining collateral or security deposits where appropriate. Trade and financial receivables are monitored on an ongoing basis via group-wide management reporting procedures.

With regard to surplus cash, the Group seeks to invest its cash assets safely by depositing them with licensed financial institutions.

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

#### (c) Credit risk (continued)

As at the end of each reporting period, the credit risk exposure relating to trade receivables, other receivables, amount owing by an associate and amounts owing by joint ventures of the Group are summarised in the table below:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Maximum exposure	40,766	75,547
Collateral obtained	-	-
Net exposure to credit risk	40,766	75,547

The Group does not have any significant concentration of credit risk to any individual customer or counterparty as at the end of the reporting period.

The following tables provide information about the exposure to credit risk and ECLs for trade receivables of the Group which are grouped together as they are exposed to have similar risk nature.

<b>2025</b>	<b>Gross carrying amount</b>	<b>Lifetime ECL</b>	<b>Net carrying amount</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Not past due	13,141	(59)	13,082
Past due:			
1 - 30 days	2,409	(16)	2,393
31 - 60 days	1,685	(7)	1,678
61 - 120 days	2,765	(12)	2,753
More than 120 days	3,382	(129)	3,253
	23,382	(223)	23,159
Credit impaired	542	(542)	-
	23,924	(765)	23,159
<b>2024</b>			
Not past due	1,873	(12)	1,861
Past due:			
1 - 30 days	12,978	(199)	12,779
31 - 60 days	5,455	(34)	5,421
61 - 120 days	2,513	(64)	2,449
More than 120 days	3,138	(528)	2,610
	25,957	(837)	25,120
Credit impaired	213	(213)	-
	26,170	(1,050)	25,120

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(c) Credit risk (continued)

Movements in the impairment allowance for receivables are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Trade receivables</b>		
At 1 April 2024/2023	1,050	1,013
Charge for the financial year	11	190
Reversal of impairment losses	(296)	(153)
At 31 March 2025/2024	765	1,050
<b>Other receivables</b>		
<b>Lifetime ECL - not credit impaired</b>		
At 1 April 2024/2023	1,362	1,930
Charge for the financial year	9	10
Reversal of impairment losses	-	(578)
At 31 March 2025/2024	1,371	1,362
<b>Contract assets</b>		
At 1 April 2024/2023	-	27
Reversal of impairment losses	-	(27)
At 31 March 2025/2024	-	-
<b>Amount owing by an associate</b>		
<b>Lifetime ECL - not credit impaired</b>		
At 1 April 2024/2023	63	48
Charge for the financial year	208	15
At 31 March 2025/2024	271	63
<b>Amounts owing by joint ventures</b>		
<b>Lifetime ECL - not credit impaired</b>		
At 1 April 2024/2023	910	915
Reversal of impairment losses	(910)	(5)
At 31 March 2025/2024	-	910

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(c) Credit risk (continued)

Movements in the impairment allowance for receivables are as follows (continued):

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Other receivables</b>		
<b>Lifetime ECL - not credit impaired</b>		
At 31 March 2025/2024	1	1
<b>Amounts owing by subsidiaries</b>		
<b>Lifetime ECL - not credit impaired</b>		
At 1 April 2024/2023	9,722	4,812
Charge for the financial year	156	4,910
At 31 March 2025/2024	9,878	9,722

(d) Market price risks

Market price risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of the changes in market prices (other than interest or exchange rates).

The Group and the Company are exposed to market price risk arising from their placements in money market deposits. The instruments are classified as financial assets measured at fair value through profit or loss.

Sensitivity analysis of market value for the short term funds is not presented as the short term funds have an insignificant risk of changes in fair value.

(e) Liquidity and cash flow risks

The Group seeks to ensure all business units maintain optimum levels of liquidity at all times, sufficient for their operating, investing and financing activities.

Therefore, the policy seeks to ensure that each business unit, through efficient working capital management (i.e., inventory, accounts receivable and accounts payable management), must be able to convert its current assets into cash to meet all demands for payment as and when they fall due.

Besides maintaining an adequate current ratio, each business unit is required to submit cash flow projections to Group management on a monthly basis. Each unit must seek to ensure that projected cash inflows from operating and non-operating activities adequately cover funding requirements of operating and non-operating outflows. At a minimum, all projected net borrowings should be covered. Also, debt maturities are closely monitored to ensure that the Group is able to meet its obligations as they fall due.

Daily bank balances are prepared and any excess funds are invested in fixed deposits with licensed financial institutions at the most competitive interest rates obtainable.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(e) Liquidity and cash flow risks (continued)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on the contractual undiscounted cash flows.

Group	Less than 1 year RM'000	1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
<b>2025</b>				
Trade payables	57,924	-	-	57,924
Other payables and accruals	30,552	-	-	30,552
Amounts owing to joint ventures	82,649	-	-	82,649
Bank borrowings	343,473	84,091	36,848	464,412
	514,598	84,091	36,848	635,537
<b>2024</b>				
Trade payables	51,504	-	-	51,504
Other payables and accruals	17,515	-	-	17,515
Amount owing to a joint venture	73,565	-	-	73,565
Bank borrowings	377,927	36,468	10,736	425,131
	520,511	36,468	10,736	567,715
<b>Company</b>				
<b>2025</b>				
Other payables and accruals	732	-	-	732
Amounts owing to subsidiaries	77,934	-	-	77,934
Amounts owing to joint ventures	9	-	-	9
Bank borrowings	77,991	20,600	5,670	104,261
	156,666	20,600	5,670	182,936
<b>2024</b>				
Other payables and accruals	767	-	-	767
Amounts owing to subsidiaries	146,387	-	-	146,387
Bank borrowings	80,838	22,790	8,722	112,350
	227,992	22,790	8,722	259,504

Maturity profile of financial guarantee contracts of the Company at the end of each reporting period based on contractual undiscounted repayment obligations is repayable upon any default by the subsidiaries in respect of the guaranteed bank facilities of RM328,946,000 (2024: RM293,865,000).

### 37. CAPITAL MANAGEMENT

The Group's objectives when managing capital is to maintain an optimal capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements.

The gearing ratios were as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Total borrowings (Note 22)	423,946	395,364
Less: Cash and bank balances, net of pledged bank balances	(44,744)	(34,941)
Deposits, net of deposits pledged	(6,831)	(3,912)
<b>Net debt</b>	<b>372,371</b>	<b>356,511</b>
Total equity	876,194	888,363
Net debt	372,371	356,511
	<b>1,248,565</b>	<b>1,244,874</b>
Gearing ratio	30%	29%

There were no changes in the Group's approach to capital management during the financial year.

Under the requirement to Bursa Malaysia Practice Note No. 17/2005, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital (excluding treasury shares, if any), and such shareholders' equity is not less than RM40 million. The Group has complied with this requirement.

### 38. DIVIDENDS

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
In respect of financial year ended 31 March 2024:		
First and final single tier dividend of 3.0 sen per ordinary share, was paid on 14 October 2024	12,784	-
In respect of financial year ended 31 March 2023:		
First and final single tier dividend of 2.5 sen per ordinary share, was paid on 13 October 2023	-	10,653

The Directors recommend a single-tier dividend of 3.0 sen per ordinary share of approximately RM12,783,830 in respect of the financial year ended 31 March 2025, which is subject to the approval of shareholders at the forthcoming Annual General Meeting. The financial statements for the financial year ended 31 March 2025 do not reflect this proposed cash dividend. The proposed cash dividend, shall be accounted for as an appropriation of retained earnings in the financial year ending 31 March 2026.

## Notes to the Financial Statements

31 March 2025 (cont'd)

### 39. CAPITAL COMMITMENTS

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Capital expenditure</b>		
Approved and contracted	-	79,110

### 40. MATERIAL LITIGATION

A subsidiary of the Group, SDBP was served with a Writ of Summon dated 21 November 2024, by Rubyverse Sdn. Bhd. claiming the sum of RM3,628,852 in damages. The suit alleges a breach of the tenancy agreement dated 1 September 2022, due to SDBP's failure to renew the tenancy of the premises known as Events @ Hotel Maya for a further term of two (2) years.

The matter has been fixed for trial from 9 March 2026 to 13 March 2026.

Provision is not required in respect of the above contingent liabilities as it is not probable as at the end of the reporting period that a future sacrifice of economic benefits will be required.

### 41. AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

These financial statements were authorised for issue on 21 July 2025 by the Board of Directors.

## ANALYSIS OF SHAREHOLDINGS

as at 30 June 2025

Financial year ended : 31 March 2025  
 Class of stock : Ordinary share  
 Voting rights : 1 vote per share

### ANALYSIS OF SHAREHOLDINGS AS AT 30 JUNE 2025

	Number of Holders	Holdings	Total Holdings	%
	454	less than 100	7,171	0.00
	1,571	100 - 1,000	1,294,720	0.30
	3,518	1,001 - 10,000	15,559,761	3.65
	912	10,001 - 100,000	27,304,788	6.41
	150	100,001 to less than 5% of issued shares	123,722,970	29.04
	3	5% and above of issued shares	258,238,252	60.60
<b>Total</b>	<b>6,608</b>		<b>426,127,662</b>	<b>100.00</b>

### DIRECTORS' SHAREHOLDINGS AS AT 30 JUNE 2025

Based on Register of Directors' Shareholding

Name of Directors	No. of Issued Shares	No. of Shares		Indirect Percentage
		Direct Percentage	No. of Issued Shares	
1. Mr Eddy Chieng Ing Huong	-	-	-	-
2. Ms Teh Lip Kim	100,569,796	23.60	158,551,456	37.21
3. Mr Boh Boon Chiang	-	-	-	-
4. Puan Selma Enolil Binti Mustapha Khalil	-	-	-	-

### SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS AS AT 30 JUNE 2025

Based on Register of Substantial Shareholders

Name of Shareholders	No. of Issued Shares	Direct Percentage	No. of Issued Shares	Indirect Percentage
1. Teh Wan Sang & Sons Sdn Bhd	92,038,478	21.60	-	-
2. Teh Kien Toh Sdn Bhd	65,629,978	15.40	-	-
3. Ms Teh Lip Kim	100,569,796	23.60	157,668,456	37.00
4. HLIB Nominees (Asing) Sdn Bhd Pledged Securities Account for Teh Lip Bin (CCTS)	2,000,000	0.47	157,668,456	37.00
5. Ms Teh Lip Pink	425,000	0.10	65,629,978	15.40

## Analysis of Shareholdings

as at 30 June 2025 (cont'd)

### LIST OF 30 LARGEST SHAREHOLDERS AS AT 30 JUNE 2025

Name of shareholders	Shares held	%
1. Teh Lip Kim	100,569,796	23.60
2. Teh Wan Sang & Sons Sdn Berhad	92,038,478	21.60
3. Teh Kien Toh Sdn Bhd	65,629,978	15.40
4. Wang, Kun-Lung	16,001,600	3.76
5. Citigroup Nominees (Asing) Sdn Bhd Exempt An for Bank Of Singapore Limited (Foreign)	15,388,000	3.61
6. Chan Keong Hon Sdn Bhd	7,225,580	1.70
7. Citigroup Nominees (Asing) Sdn Bhd Exempt An for UBS AG Singapore (Foreign)	6,464,100	1.52
8. Teo Kwee Hock	6,142,300	1.44
9. UOB Kay Hian Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teo Siew Lai	5,821,500	1.37
10. Citigroup Nominees (Tempatan) Sdn Bhd Exempt An for OCBC Securities Private Limited (Client A/C-R ES)	2,782,000	0.65
11. UOB Kay Hian Nominees (Asing) Sdn Bhd Exempt An for UOB Kay Hian Pte Ltd (A/C Clients)	2,573,189	0.60
12. Tan Poay Seng	2,533,000	0.59
13. Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Loong Ching Hong (E-KLC)	2,485,500	0.58
14. Huang Phang Lye	2,374,300	0.56
15. Gan Teng Siew Realty Sdn Berhad	2,224,900	0.52
16. HLIB Nominees (Asing) Sdn Bhd Pledged Securities Account for Teh Lip Bin (CCTS)	2,000,000	0.47
17. Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Cho Chun Hong (E-BPJ/TDA)	1,760,500	0.41
18. Rengo Malay Estate Sdn Bhd	1,717,700	0.40
19. Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Surinder Singh A/L Wassan Singh (E-IMO)	1,625,000	0.38
20. Chan Sook Yuen @ Janett Shook Yuen Chan	1,547,800	0.36
21. Loong Ching Hong	1,407,500	0.33
22. Lim Ming Lang @Lim Ming Ann	1,391,300	0.33
23. HLIB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teh Lip Ling (CCTS)	1,341,000	0.31
24. Ang Hong Mai	1,262,100	0.30
25. Cartaban Nominees (Asing) Sdn Bhd Exempt An for Standard Chartered Bank Singapore Branch (SG PVB CL AC)	1,163,200	0.27
26. Ng Poh Cheng	1,143,200	0.27
27. Bidor Tahan Estates Sdn Bhd	1,000,000	0.23
28. Chinchoo Investment Sdn Berhad	1,000,000	0.23
29. Gemas Bahru Estates Sdn Bhd	1,000,000	0.23
30. Key Development Sdn Berhad	1,000,000	0.23
	<b>350,613,521</b>	<b>82.25</b>

## LIST OF MATERIAL PROPERTIES

31 March 2025

Properties	Description	Land area/ (Built-up area) (Square feet)	Tenure (Expiry)	Age of building (Years)	Net book value as at 31.3.2025 (RM'000)	Date of last revaluation completion (Date of acquisition)
Hotel Maya Kuala Lumpur 138, Jalan Ampang 50450 Kuala Lumpur	Boutique urban resort hotel with 284 rooms and 393 parking bays	(419,696)	Freehold (N/A)	27	192,309	29 March 2024
HS(M) 15280 (PT 18775) & HS(M) 15279 (PT 18774) Tempat 8th Mile Ulu Klang, Mukim of Ulu Kelang, Daerah Gombak, Negeri Selangor	Development lands	399,180	Freehold (N/A)	-	66,448	(26 January 2016)
Lot 481485 - 481500, Mukim Kuala Lumpur, Dearah Kuala Lumpur, Negeri WP Kuala Lumpur	Development lands	169,531	Freehold (N/A)	-	50,074	(24 August 2005)
Geran No. Hakmilik 35127, Lot 289 Seksyen 2, Bandar Batu Ferringhi, Daerah Timor Laut, Negeri Pulau Pinang	Development land	253,998	Freehold (N/A)	-	25,000	(18 September 2019)
SqWhere, Dataran Prestij, Jalan Sungai Buloh, Seksyen U19, 40160 Shah Alam, Selangor	801 Car Park bays	(124,269)	Leasehold (expiring on 14 Aug 2111)	5	18,816	29 March 2024
Unit E-01-01, E-02-1, F-01-01 & F-02-1, Dataran Prestij, SqWhere, Jalan Sungai Buloh, Seksyen U19, 40160 Shah Alam, Selangor	4 units of office lots	(10,214)	Leasehold (expiring on 14 Aug 2111)	5	9,165	28 March 2025
G-G-01A & G-G-01B, Ground Floor, Block G, Dataran Prestij, SqWhere, Jalan Sungai Buloh, Seksyen U19, 40160 Shah Alam, Selangor	Commercial spaces as well as its machinery & equipment	(32,227)	Leasehold (expiring on 14 Aug 2111)	5	13,280	28 March 2025

## List of Material Properties

31 March 2025 (cont'd)

<b>Properties</b>	<b>Description</b>	<b>Land area/ (Built-up area) (Square feet)</b>	<b>Tenure (Expiry)</b>	<b>Age of building (Years)</b>	<b>Net book value as at 31.3.2025 (RM'000)</b>	<b>Date of last revaluation completion (Date of acquisition)</b>
Cube Office Block, Dataran Prestij, SqWhere, Jalan Sungai Buloh, Seksyen U19, 40160 Shah Alam, Selangor	38 units of office lots	(64,872)	Leasehold (expiring on 14 Aug 2111)	5	43,024	28 March 2025
Lot No. PT 125, HSD 18124, Section 1, Town of Batu Ferringhi, District of Timor Laut, Pulau Pinang	Commercial premise	(15,500)	Freehold (N/A)	13	11,000	28 March 2025



No. of shares held

CDS Account No.												
				-				-				

I/We \_\_\_\_\_  
(full name as per NRIC/company name in block capitals)

NRIC/Company No. \_\_\_\_\_  
(new and old NRIC Nos)

of \_\_\_\_\_  
(full address)

being a member/members of SELANGOR DREDGING BERHAD hereby appoint \*the Chairman of the meeting or  
(full name as per NRIC in block capitals) NRIC No. \_\_\_\_\_  
(new and old NRIC Nos)

of \_\_\_\_\_  
(full address)

and/or failing him \_\_\_\_\_ NRIC No. \_\_\_\_\_  
(full name as per NRIC in block capitals) (new and old NRIC Nos)

of \_\_\_\_\_  
(full address)

or failing him/her, the CHAIRMAN OF THE MEETING as \*my/our proxy, to vote for \*me/us and on \*my/our behalf at the Sixty Fourth Annual General Meeting ("Meeting") of the Company to be held at the Ballroom, Hotel Maya Kuala Lumpur, 138, Jalan Ampang, 50450 Kuala Lumpur on Friday, 26 September 2025 at 9.00 a.m., or at any adjournment thereof and to vote as indicated below.

*\* strike out whichever is not desired*

The proxy is to vote on the Resolutions set out in the Notice of the Meeting as indicated with an "X" in the appropriate places. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his discretion, as he will on any other matter arising at the Meeting.

NO.	RESOLUTION	FOR	AGAINST
1	Ordinary Resolution No.1		
2	Ordinary Resolution No.2		
3	Ordinary Resolution No.3		
4	Ordinary Resolution No.4		
5	Ordinary Resolution No.5		
6	Ordinary Resolution No.6		

(Please indicate with an "X" in the space provided above on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his discretion)

The proportions of \*my/our shareholding to be represented by \*my/our proxy/proxies are as follows:

First named Proxy \_\_\_\_\_ %  
 Second named Proxy \_\_\_\_\_ %  
 \_\_\_\_\_ %

In case of a vote taken by a show of hands, the First Proxy shall vote on \*my/our behalf.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025.

\_\_\_\_\_  
 Signature of Member(s)

\* Delete whichever is not applicable

\_\_\_\_\_  
 Telephone No./Handphone No.

**Notes:**

1. Only depositors whose names appear on the Record of Depositors as at 17 September 2025 shall be regarded as members and entitled to attend, speak and vote at the Annual General Meeting.
2. A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a Member of the Company and a Member may appoint any persons to be his proxy.
3. A Member shall be entitled to appoint up to two (2) proxies to attend and vote at the Annual General Meeting. Where a Member appoints two (2) proxies, the appointment shall be invalid unless the Member specifies the proportions of his holding to be represented by each proxy. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary share in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
4. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its Common Seal or under the hand of its officer or attorney duly authorised.
5. The instrument appointing a proxy must be deposited physically at the Company's Share Registrar's office at Tricor Investor & Issuing House Services Sdn Bhd ("Tricor"), Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, or by electronic means via TIH Online website at <https://tiah.online>, not less than 48 hours before the time appointed for holding the Annual General Meeting or any adjournment thereof.

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**STAMP**

**Selangor Dredging Berhad**  
**c/o Tricor Investor & Issuing House Services Sdn Bhd**  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Tel : 603-2783 9299

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