

Forging Regional Excellence



Silicon Island - Penang, Malaysia



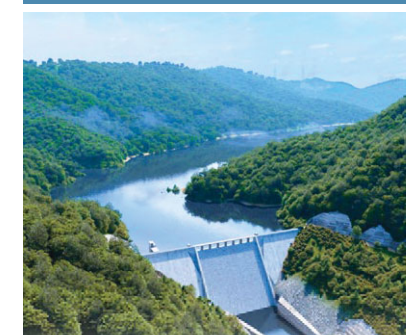
MRT Yellow Line - Kaohsiung, Taiwan



Winchester House - London, United Kingdom



Sydney Metro West Tunnelling - Australia



Upper Padas Hydroelectric Dam - Sabah, Malaysia



Next-Gen Digital IBS - Selangor, Malaysia



Rasau Water Treatment Plant - Selangor, Malaysia

Integrated Report 2023

This Report is printed on environmentally friendly paper

Gamuda Berhad 197601003632 [29579-T]

Menara Gamuda, Block D, PJ Trade Centre
No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana
47820 Petaling Jaya

Selangor Darul Ehsan, Malaysia

☎ (603) 7491 8288 📠 (603) 7728 9811 ✉ gcc@gamuda.com.my 🌐 gamuda.com.my

GamudaBhd GamudaBhd GAMUDA gamudagroup Gamuda Berhad

ABOUT THIS REPORT

INTEGRATED REPORT

Our Integrated Report, <IR> is the outcome of a Group-wide collaborated reporting for our stakeholders. It is structured with careful consideration of showing the relationship between the interdependent elements involved in the Group's sustainable value creation for all stakeholders over the long-term period.

Through this integrated reporting, we are committed to providing transparency in our business strategy and operations, a balanced assessment of financial performance, sustainability approach, governance stance and risk associated with our business for the benefit of our stakeholders.

SCOPE AND BOUNDARY

This <IR> provides an overview of Gamuda Berhad's (Gamuda or the Group) and its subsidiaries' performance and key achievements throughout the financial year ended 31 July 2023. This report should be read in conjunction with the full annual financial statements for a comprehensive understanding of Gamuda during the year under review. While reporting on our sustainability initiatives covers the business operations and activities of the Group and all major subsidiaries in Malaysia, as well as operations in Australia and Vietnam as part of the Sustainability Report expanded scope. Our report offers an understanding of the strategies deployed to create value for our stakeholders and the management of our material matters, as well as the risks and opportunities related to the business.

The reporting process has been guided by the principles contained in the International Integrated Reporting Framework and the Malaysian Code on Corporate Governance.

REPORTING FRAMEWORKS

- International Integrated Reporting Framework (IIRF) principles
- Malaysian Code on Corporate Governance 2021 issued by Securities Commission Malaysia
- Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition)
- 2021 Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB) disclosure recommendations for applicable sectors (Engineering and Construction; Real Estate)
- United Nations Sustainable Development Goals (UN SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Requirements of the CDP Climate Change assessment
- Greenhouse Gas Protocol (GHG Protocol)
- International Federations of Accounts for ISAE 3000 for our assurance process
- Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9)

INDEPENDENT COMBINED ASSURANCE STATEMENT

We employ a coordinated assurance model to assess and assure various aspects of the business operations, including elements of external reporting. These assurances are provided by management and the board, internal audit and independent external service providers.

MATERIALITY

Information disclosed is relevant to our material matters, which have been determined by extensive stakeholders engagement as well as internal evaluation. These material matters reflect existing and emerging risks and opportunities, which could affect our ability to create value in the short, medium and long term.

FEEDBACK

Gamuda Berhad is committed to continuously improving our reporting. We value the opportunity to connect and receive inputs from our stakeholders in making these enhancements. Should you have any queries or feedback on this report, please get in touch with us via <https://gamuda.com.my/contact-us/>.

47th AGM

ANNUAL GENERAL MEETING:

47th Annual General Meeting of Gamuda Berhad

MEETING PLATFORM:

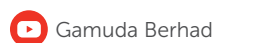
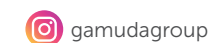
Fully virtual through online meeting platform via TIIH Online website at <https://tiih.online> or <https://tiih.com.my> (Domain registration number with MYNIC: D1A282781)

DATE AND TIME:

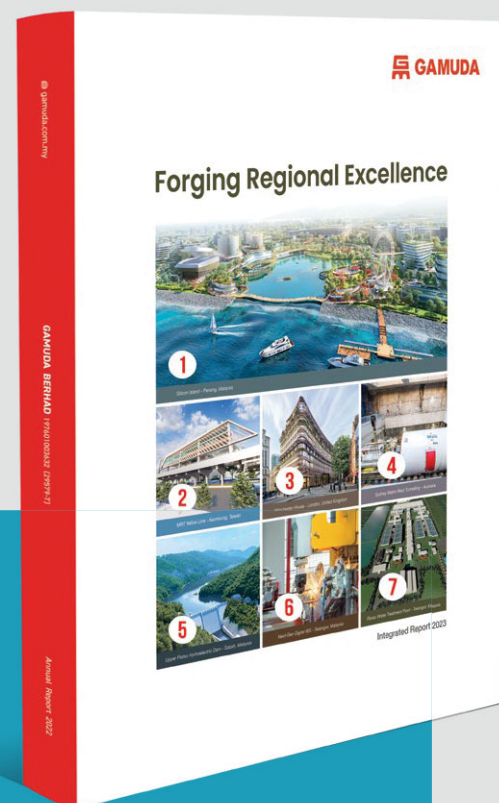
Thursday | 7 December 2023 | 10:00 a.m.



ONLINE VERSION
www.gamuda.com.my



Contents



COVER RATIONALE

1. SILICON ISLAND, MALAYSIA

A 2,300 acre project pivotal initiative to actualise the Penang Government's vision. It aims to create an environmentally sustainable Green Tech Park for knowledge workers while transforming it into a world-class tourist destination with Smart City Planning.

2. KAOHSIUNG MRT METROPOLITAN YELLOW LINE, PACKAGE YC01, TAIWAN

Gamuda Berhad makes a significant stride in Taiwan's rail infrastructure sector by securing its sixth infrastructure and third railway project in Taiwan. This project is awarded by the Taiwan Kaohsiung City Government's Mass Rapid Transit Bureau, a MRT division established under the federal Taiwan Kaohsiung City Government.

3. WINCHESTER HOUSE, UNITED KINGDOM

This prime office space, located in London's Square Mile, a key financial and tech hub, offers top-tier high sustainable office spaces, making Winchester House a highly appealing option for multinational corporations seeking premium, sustainable office spaces.

4. SYDNEY METRO WEST – WESTERN TUNNELLING PACKAGE (WTP), AUSTRALIA

A major milestone this year was the launching of Australia's first autonomous tunnel boring machine (TBM) called "Betty". Betty is one of two autonomous TBMs for WTP and one of six mega TBMs for the 24 km Sydney Metro West.

5. UPPER PADAS HYDROELECTRIC DAM, MALAYSIA

With a proven track record in designing and building local dams and water treatment plants, we will embark on the development of the Upper Padas Hydroelectric Dam project in Sabah. This project addresses Sabah's water shortage and provides a reliable renewable energy source.

6. NEXT-GEN DIGITAL IBS, MALAYSIA

An innovative solution and ecosystem that creates better precision, improves the quality of homes, and allows design flexibility, be it landed or high-rise. This solution runs effectively on a Building Information Modelling (BIM) platform, which dictates the robotic operations.

7. RASAU WATER TREATMENT PLANT, MALAYSIA

As the main contractor, we design and construct Rasau intake, pumping mains, water treatment, and related works. This project is vital, being the sole raw water source for the Klang Region. It will increase water reserves to 20.9 percent, supplying up to 700 million litres daily.

ABOUT THIS REPORT

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OVERVIEW OF GAMUDA BERHAD

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WHO WE ARE

A globally recognised engineering, property and infrastructure conglomerate renowned for innovative solutions and steadfast commitment to sustainable development.

NINE KEY COUNTRIES

With a multi-regional presence, we wield significant influence in every community we operate in.

- 1 Malaysia 
- 2 Australia 
- 3 United Kingdom 
- 4 Vietnam 
- 5 Taiwan 
- 6 Singapore 
- 7 India 
- 8 Qatar 
- 9 Bahrain 

OUR STORY

Founded in 1976, we have evolved as a regional leader in the infrastructure and property development industry.

Our journey has been marked by innovation, resilience and a deep sense of responsibility. Over almost five decades, we have remained dedicated to our core values-responsible business practices that generate sustainable profits and contribute to the well-being of our planet and society.

MARKET CAPITALISATION
RM12.5
billion

GROUP REVENUE
RM9.1
billion

GROUP TOTAL EARNINGS
RM1.8
billion

GROUP CORE EARNINGS
RM860
million

TOTAL EMPLOYEES
4,219

ENGINEERING AND CONSTRUCTION

Seamlessly blending design and execution, ensuring top functionality and aesthetics. We employ rigorous project management, guaranteeing on-time, on-budget delivery with a focus on quality and safety. Innovation is at our core, integrating technology and sustainability for enduring projects.

ORDER BOOK
RM25
billion

REVENUE
RM6.2
billion

EARNINGS
RM500
million

PROPERTY DEVELOPMENT

Pioneering visionary concepts informed by market insights to create sustainable, unique properties that meet evolving customer needs and contribute to thriving communities through environmentally responsible, energy-efficient designs.

SALES
RM4.1
billion

REVENUE
RM2.8
billion

EARNINGS
RM315
million

















UNBILLED SALES
RM6.7
billion

BALANCE GDV
RM62
billion

TOTAL LANDBANK
2,433
acres

OUR EXPERTISE

Multifaceted expertise in the built environment showcasing diverse capabilities and commitment to delivering exceptional value.

-  Tunnelling
-  Rail and Metro Systems
-  Systems and Trains
-  Townships
-  Next-Gen Digital IBS
-  Roads and Expressways
-  Bridges
-  Airports
-  Water Dams
-  Water Treatment Plant
-  Urban Regeneration
-  Urban Transformation
-  Ports
-  Marine Structures
-  Buildings
-  Utilities



The Green Tech Park on Silicon Island (Penang, Malaysia) powers itself with 100 percent renewable energy, making it an industrial park that adheres to ESG standards for future-focused high-tech investors

2023 KEY HIGHLIGHTS

Business Highlights



Gamuda Engineering order book expanded to a record high of **RM25 billion**, providing good earnings visibility.



Strategic property landbank in Malaysia, Vietnam, Singapore, Australia and the United Kingdom. GDV of **RM62 billion** for remaining landbank.



Gamuda Land delivered all-time-high performances in revenue and earnings, with record-high sales of **RM4.1 billion**. Record-high unbilled sales of **RM6.7 billion**.



Secured **6** projects for engineering arm, with **4** overseas and **2** locally.



Overseas revenue doubled to **RM4.7 billion** from **RM2 billion**.



Acquired Downer EDI's Australian transport projects business, securing **RM5.5 billion** contracts to-date from its operations.



Named **Overall Most Outstanding Company in Malaysia** for the **second consecutive year**. **Most Outstanding Company in Malaysia** for the **Construction and Engineering Sector** for the **fifth consecutive year**. By Asiamoney Asia's Outstanding Companies Poll 2023.

Financial Highlights



The Group posted all-time-high core post-tax earnings of **RM860 million**.



Net assets per share **RM4.05**.



Strong balance sheet with a low gearing of **25%**, well within our self-imposed limit of 70%.

Total return on equity (ROE) **17%**.

Core return on equity **8%** excluding exceptional gain arising from the divestment of highways.



Owners' equity **RM11 billion**.

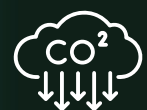
Total assets of **RM24 billion**.



Pre-tax earnings crosses the **RM2 billion** mark for the first time.

2023 KEY HIGHLIGHTS

Sustainability Highlights



Group receives inaugural **ISO 14064*** verification for quantifying and reporting greenhouse gas (GHG) emissions.



Group's GHG emission intensity is **3.6** tonnes CO₂e per million revenue. **23%** reduction from baseline.



Group constructs its **first 39MWp solar power plant** in Pahang, Malaysia, covering 125 acres.



Women in Workplace
Board **57%**
Overall **38%**



Prioritising local first (spending on local suppliers):
94% in Malaysia,
98% in Australia and
98% in Vietnam.



The Group outperformed the global construction and engineering industry average in the Dow Jones Sustainability Indices with a **score of 41.**



TBM Betty makes history as the **first autonomous** TBM to be used in **Australia.**



Establishment of Australia's Tunnelling Infrastructure Academy, first intake with **15 female tunnellers.**



Secured a sustainability-linked facility **worth RM550 million** and a Special Sustainable Financing Package to promote end-financing for green projects.



More than RM60 million invested in 18 Aboriginal businesses in Australia.



At least **14-year** streak of 0 NCR in SIRIM Recertification Audit 2023.



Among the first construction companies in Malaysia to use **Social Return on Investment (SROI)** as a communal investment scorecard.



The Run for the Heart program raised nearly **RM8 million**, enabling free heart surgeries for **1,549** children in Vietnam since 2013, including **RM1 million** in 2023.



Invested **RM20 million** via Gamuda Scholarship for B40 and M40 communities.
RM30 million for Technical and Vocational Education and Training (TVET) courses via Next-Gen Digital IBS.



Note: *ISO 14064 is an international standard for quantifying and reporting greenhouse gas emissions

AWARDS AND ACHIEVEMENTS

GAMUDA BERHAD

2023

- Overall Most Outstanding Company in Malaysia, Asiamoney Asia's Outstanding Companies Poll 2023
- Most Outstanding Company in Malaysia, Construction and Engineering Sector, Asiamoney Asia's Outstanding Companies Poll 2023
- Highest Returns to Shareholders Over Three Years, Construction Category, The Edge Billion Ringgit Club Corporate Award 2023
- Notable Achievement Award in Environmental Performance for Merdeka 118 Infrastructure Package 05, Prime Minister's Hibiscus Award (PMHA) 2021/2022
- Excellence in Women Empowerment Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in In-House Talent Pipeline Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in Graduate Recruitment and Development (Gold), HR Excellence Award 2023 Malaysia
- Gamuda Singapore – Excellence in Women Empowerment Strategy (Bronze), HR Excellence Award 2023 Singapore

MMC GAMUDA

2022

- Sword of Honour Award for MRT Putrajaya Line, British Safety Council 2022
- National Occupational Safety and Health Award, Construction Category, NCOSH 2022
- Sustainable INFRASTAR Award, Design and Construction by Malaysia Construction Industry Development Board (CIDB) 2022
- Information Management, Heavy Civil Construction, Malaysia Technology Excellence Awards (MTEA) 2022



The Asiamoney Award 2023 is a recognition across 12 Asian markets, underscores our financial strength, exceptional management and proactive investor relations

GAMUDA LAND

2023

- Gamuda Gardens, Central Park – Project of the Year, Malaysia Landscape Architectural Award (MLAA13) 2023
- Gamuda Cove, Wetlands Arboretum – Landscape Master Plan Awards, Excellence Award, Malaysia Landscape Architectural Awards (MLAA13) 2023
- twentyfive7 – Landscape Development Awards, Honour Award, Malaysia Landscape Architectural Awards (MLAA13) 2023
- Gamuda Gardens – Low Carbon City 2030 Challenge With 4-Diamond Recognition, Malaysian Green Technology and Climate Change Corporation (MGTC) 2023
- twentyfive7 – Low Carbon City 2030 Challenge With 3-Diamond Recognition, Malaysian Green Technology and Climate Change Corporation (MGTC) 2023
- Celadon City, Celadon Sports and Resort Club – Real Estate Purpose-built Category, FIABCI World Prix d'Excellence 2023
- Horizon Hills – 10 years and above: Silver for Residential (Non-Strata Category), The Edge Malaysia Best Managed and Sustainable Awards (BMSPA) 2023
- Gamuda Land Vietnam – Top 50 Outstanding FDI (Foreign Direct Investment) Companies in Vietnam, 22nd Golden Dragon Awards 2023
- Gamuda Cove, SplashMania – Best Waterpark for 2023, Malaysian Association of Themepark and Family Attractions (MATFA), Golden Horse Awards 2023
- Gamuda Cove, SplashMania – Best New Waterpark, Malaysian Association of Themepark and Family Attractions (MATFA), Golden Horse Awards 2023
- Gamuda Cove, SplashMania – Best Eco-Friendly Theme Park, Malaysian Association of Themepark and Family Attractions (MATFA), Golden Horse Awards 2023

BONDS AND CREDIT RATINGS



Artisan Park, Binh Duong, Vietnam

GAMUDA BERHAD



RATING : AA3/STABLE

OUTLOOK : STABLE

- RM800 million Islamic Medium-Term Notes Programme (2008/2028)
- RM800 million Islamic Commercial Papers/Islamic Medium-Term Notes Programme (2013/2038)
- RM5 billion Islamic Commercial Papers/Islamic Medium-Term Notes Programme (2015/2045)
- RM2 billion Islamic Commercial Papers Programme (2022/2029)

BANDAR SERAI DEVELOPMENT SDN BHD



RATING : AA3/STABLE

OUTLOOK : STABLE

- RM1 billion Islamic Commercial Papers/Islamic Medium-Term Notes Programme (2014/2044)

GAMUDA LAND (T12) SDN BHD



RATING : AA3/STABLE

OUTLOOK : STABLE

- RM500 million Islamic Commercial Papers Programme (2020/2027)*
- RM2 billion Islamic Medium-Term Notes Programme (2020/2050)*

*Combined limit of RM2 billion

GROUP CORPORATE STRUCTURE: OPERATING ENTITIES

CONSTRUCTION

Domestic

• Gamuda Engineering Sdn Bhd	100%
• Gamuda Geo Sdn Bhd	100%
• Gamuda M&E Sdn Bhd	100%
• Gamuda Energy Sdn Bhd	100%
• Gamuda Tunnel Engineering Sdn Bhd	100%
• Gammau Construction Sdn Bhd	100%
• Gamuda Industrial Building System Sdn Bhd	100%
• Gamuda Trading Sdn Bhd	100%
• G.B. Kuari Sdn Bhd	100%
• Masterpave Sdn Bhd	100%
• Megah Capital Sdn Bhd	100%
• Megah Management Services Sdn Bhd	100%
• Megah Sewa Sdn Bhd	100%
• SRS PD Sdn Bhd	100%
• SRS TC Sdn Bhd	100%
• Gamuda Water Sdn Bhd	80%
• Silicon Island Development Sdn Bhd	70%
• Gamuda Naim Engineering and Construction (GNEC) Sdn Bhd	65%
• SRS Consortium Sdn Bhd	60%
• SRS Joint Venture	60%
• MMC-Gamuda Joint Venture Sdn Bhd	50%
• MMC Gamuda KVMRT (PDP) Sdn Bhd	50%
• MMC Gamuda KVMRT (PDP SSP) Sdn Bhd	50%
• MMC Gamuda KVMRT (T) Sdn Bhd	50%
• Bumi Fantasia Sdn Bhd	36%
• Naim Gamuda (NAGA) JV Sdn Bhd	30%

Highway Management

• Highway Management Services Sdn Bhd	100%
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Medical Services

• Gamuda Healthcare Sdn Bhd	100%
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Renewable Energy

• Neda Pekan Sdn Bhd	49%
• ERS Energy Sdn Bhd	14.6%

International

• Gamuda Engineering Pty Ltd (formerly known as Gamuda Engineering (Australia) Pty Ltd)	100%
• Gamuda Geo Pty Ltd	100%
• Tunnelling Solutions Pty Ltd	100%
• Gamuda Holding Pty Ltd	100%
• DT Infrastructure Pty Ltd	100%
• Gamuda (Offshore) Private Limited	100%
• Gamuda Overseas Investment Ltd	100%
• Gamuda-WCT (India) Private Limited	70%
• Dong-Pi Gamuda Joint Venture (Taiwan)	70%
• AWEC Gamuda Joint Venture (Taiwan)	60%
• Gamuda-Wai Fong Joint Venture (Singapore)	60%
• Feng Shun Gamuda Joint Venture (Taiwan)	50%
• Ferroviai Gamuda Joint Venture (Australia)	50%
• John Holland Gamuda Joint Venture (Australia)	40%

PUBLIC COMPANY LIMITED BY GUARANTEE

YAYASAN GAMUDA

Oversees the Group's charitable efforts for community investments and people development that focuses primarily on educational aid and empowering social enterprises for community improvement.

Enabling Academy, through funding by Yayasan Gamuda, conducts an Employment Transition Programme that trains and places young adults with autism into companies that embrace diversity and inclusion in their workforce.

The Gamuda Scholarship offers not only opportunities for high-achieving students to pursue their studies locally or globally at selected top universities but also leadership training and job placement within the Gamuda Group.

Yayasan Gamuda also extends its goal of empowering community-building efforts that positively impact the lives of others through socio-economic development via its sponsorship for the Star Golden Hearts Award (SGHA) and Gamuda Inspiration Award (GIA) as part of the SGHA.

Furthering commitments to scaling up community outreach efforts, the foundation also has a special focus on supporting Indigenous people through various programmes.

PROPERTY

Domestic

Property Development

• Bandar Serai Development Sdn Bhd	100%
• Dinamik Atlantik Sdn Bhd	100%
• Gamuda Land (Botanic) Sdn Bhd	100%
• Gamuda Land (Kemuning) Sdn Bhd	100%
• Gamuda Land Sdn Bhd	100%
• Gamuda Land (T12) Sdn Bhd	100%
• Highpark Development Sdn Bhd	100%
• Idaman Robertson Sdn Bhd	100%
• Jade Homes Sdn Bhd	100%
• Lifestyle Heritage Sdn Bhd	100%
• Madge Mansions Sdn Bhd	100%
• Usaha Era Fokus Sdn Bhd	100%
• Valencia Development Sdn Bhd	100%
• Gamuda GM Klang Sdn Bhd	50%
• Gamuda GM Sdn Bhd	50%
• Hicom-Gamuda Development Sdn Bhd	50%
• Horizon Hills Development Sdn Bhd	50%

Property Management, Maintenance, Landscaping and Leisure

• Botanic Property Services Sdn Bhd	100%
• Discovery Wetlands Sdn Bhd	100%
• Gamuda Land Facilities Management Sdn Bhd	100%
• Gamuda Land Leisure Sdn Bhd	100%
• Gamuda Land Property Services Sdn Bhd	100%
• Gamuda Parks Sdn Bhd	100%
• Horizon Hills Property Services Sdn Bhd	50%
• Kota Kemuning Nursery and Landscaping Sdn Bhd	50%

Golf and Country Club

• Bandar Botanic Resort Berhad	100%
• Jade Homes Resort Berhad	100%
• Danau Permai Resort Berhad	50%
• Horizon Hills Resort Berhad	50%

International

• Gamuda (Australia) Pty Ltd	100%
• Gamuda (Melbourne) Pty Ltd	100%
• Gamuda Land (HCMC) Joint Stock Company	100%
• Gamuda Land Binh Duong Company Limited	100%
• Gamuda Land Nam Viet Investment Company Limited	100%
• Truong Tin Construction and Housing Trading Company Limited	100%
• Gamuda Land Vietnam Limited Liability Company	100%
• Van Lam Investment Limited Company	100%
• Tam Luc Real Estate Corporation	100%
• Gamuda (Luxembourg) S.a.r.l	100%
• Gamuda Land (Labuan) Limited	100%
• Gamuda Yoo Development Aldgate S.a.r.l	90%
• GB Astir S.a.r.l	85%
• Venta Belgarum L.P.	75%
• Venta Belgarum II L.P.	75%
• Wessex Winchester Propco Limited	75%
• Venta Belgarum G.P. Limited	75%
• Venta Belgarum II G.P. Limited	75%
• Gem Homes Pte Ltd	50%
• Anchorvale Pte Ltd	50%

CONCESSIONS

International

• Emas Expressway Private Limited (India)	50%
• Mapex Infrastructure Private Limited (India)	50%

OUR GLOBAL PRESENCE

ONGOING PROJECTS

Operating across diverse global regions through multiple international partnerships and in various dynamic environments, our Group actively engages in various ongoing projects. These encompass an array of infrastructure and construction endeavours within the engineering segment. In parallel, we have adopted a two-pronged strategy within our property segment. This strategy entails investments in high-value Quick Turnaround Projects (QTP) developments alongside the ongoing progress of our township projects.

MALAYSIA

Urban Transformation in Penang

- Silicon Island
- Penang Transport Master Plan (PTMP)

Water Treatment Plant

- Sungai Rasau Water Supply Scheme - Stage 1 (Package 1), Selangor

Public Infrastructures

- PMV Infra 05 – Belfield Tunnel, Kuala Lumpur
- Gurney Marine Bridge, Penang
- Pan Borneo Highway Package (WPC-04), Sarawak
- Second Trunk Road, Batang Lupar Bridge No.2, Sarawak

Property Developments

- Gamuda Cove, Selangor
- Gamuda Gardens, Selangor
- twentyfive7, Selangor
- Kundang Estates, Selangor
- Jade Hills, Selangor
- Horizon Hills, Johor Bahru
- Bukit Bantayan Residences, Sabah
- HighPark Suites, Selangor

Malaysia's First Digital IBS Factory

- Next-Gen Digital Industrialised Building System

AUSTRALIA

Public Infrastructures

- Sydney Metro West – Western Tunnelling Package
- Coffs Harbour Bypass
- M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago
- Downer Transport Infrastructure (DTI) Projects

Property Developments

- 661 Chapel St., Melbourne
- The Canopy on Normanby, Melbourne
- Fareham, Melbourne

VIETNAM

Property Developments

- Gamuda City, Hanoi
- Celadon City, Ho Chi Minh City
- Elysian, Ho Chi Minh City
- Artisan Park, Binh Duong
- Eaton Park, Ho Chi Minh City

UNITED KINGDOM

Property Developments

- Aldgate, London
- West Hampstead Central, London
- Winchester House, London

TAIWAN

Marine Projects

- Marine Bridge – Guantang
- Extension of Marine Bridge – Guantang
- Seawall – Taipei Port

Public Infrastructure

- 161kV Songshu to Guangfeng Underground Transmission Line

Urban Metro System

- Taoyuan City Underground Railway Project, Package CJ18 PingZhen Commuter Station
- Kaohsiung MRT Metropolitan Yellow Line Package YC01

SINGAPORE

Public Infrastructures

- Defu Station and Tunnels, MRT Cross Island Line (Phase 1)
- Gali Batu Multi-Storey Bus Depot

Property Development

- OLA

COMPLETED PROJECTS

MALAYSIA

Urban Metro Systems in Kuala Lumpur

- MRT Kajang Line (Line 1)
- MRT Putrajaya Line (Line 2)

Property Developments

- Madge Mansions, Kuala Lumpur
- The Robertson, Kuala Lumpur
- Gamuda GM Bukit Bintang, Kuala Lumpur
- Kota Kemuning, Selangor
- Valencia, Selangor
- Bandar Botanic, Selangor
- Gamuda Biz Suites, Selangor
- Gamuda Walk, Selangor
- GM Residence Remia, Selangor
- Quayside Mall, Selangor

Key Intra-Urban Expressways and Highways, Klang Valley

- Lebuhraya Damansara-Puchong (LDP)
- Shah Alam Expressway (SAE)
- Western Kuala Lumpur Traffic Dispersal Scheme (SPRINT Highway)

Inter-State Rail Transport

- Electrified Double Track Project (EDTP) (Ipoh-Padang Besar)

World's First Dual-Purpose Tunnel

- Stormwater Management and Road Tunnel (SMART)

Water Regulating Dam, Water Treatment and Power Plants

- Sungai Selangor Dam, Selangor
- Rasa and Bukit Badong Water Treatment Plants (SSP3), Selangor
- Prai Power Station, Penang

Hospital, Ports and Marine Structures

- Hospital Universiti Kebangsaan Malaysia
- Lumut Naval Harbour, Perak
- North Butterworth Container Terminal, Penang

Bridges

- Kuantan Bridge, Pahang
- Pulau Bunting Bridge, Kedah

VIETNAM

Urban Regeneration

- Yen So Sewage Treatment Plant, Hanoi
- Yen So Park, Hanoi

TAIWAN

Urban Metro System

- Kaohsiung MRT Orange Line

QATAR

Highway and Airport

- Dukhan Highway
- Hamad International Airport

INDIA

Key Urban Expressway and Highway

- Durgapur Expressway
- Panagarh-Palsit Highway

BAHRAIN

Bridges

- Sitra Causeway Bridges

SINGAPORE

Property Development

- GEM Residences

KEY MILESTONES

Since our inception, we have had many firsts in engineering and construction, property development, and infrastructure concessions. These milestones have steered us for nearly five decades, enabling us to lead the region in innovative breakthrough solutions.

1976

Gamuda Berhad Incorporated
Gamuda incorporated as a private limited company.

1994

Shah Alam Expressway
Gamuda wins the Shah Alam Expressway (SAE), our first privatised project.

Kota Kemuning

The Kota Kemuning township project marked Gamuda Land's maiden entry into the property development industry. It's our first-ever integrated township development.

1996

Lebuhraya Damansara-Puchong (LDP)
Construction begins on the first intra-urban highway in the Klang Valley.

2005

Hamad International Airport Qatar
Gamuda wins the first airport project in the Gulf States.

2001

Panagarh-Palsit Highway and Durgapur Expressways
Our first overseas venture with the Panagarh-Palsit Highway and Durgapur Expressways in West Bengal, India.

2000

Phase 3 of the Sungai Selangor Water Supply Scheme (SSP3)
First dam construction project.

1999

Western Kuala Lumpur Traffic Dispersal Scheme (SPRINT)
First tunnelling experience via drill and blast through Kiara Hills.

2007

Gamuda City
Gamuda Land's first international venture in Hanoi, Vietnam.

2015

661 Chapel St.
Gamuda Land enters the Australian property market.

2016

GEM Residences
Gamuda Land's first condominium project in Singapore.

Yayasan Gamuda

Inception of Gamuda's foundation arm that focuses primarily on educational aid, empowering social enterprises and individuals for community improvement, that includes Indigenous people.

2020

Aldgate
Gamuda Land's first venture into the United Kingdom.

WORLD'S FIRSTS

2002

Stormwater Management and Road Tunnel

- The world's first dual-purpose tunnel.
- A climate mitigation innovation – flood prevention and emissions reduction from traffic.

2011

Tunnelling Training Academy (TTA)

The world's first learning institution specialising in tunnel boring machine (TBM) technology.

2013

Variable Density Tunnel Boring Machine (VD TBM)

World's first VD TBM launched for the underground works of the MRT Kajang Line.

2018

Autonomous Tunnel Boring Machine (A-TBM)

World's first massive upgrade of the VD TBM. Developed in-house to enable autonomous control of TBM operations using customised artificial intelligence algorithms.

MALAYSIA'S FIRSTS

2000

Valencia

Malaysia's first boutique development with a residents-only 9-hole golf course.

2002

Kaohsiung Mass Rapid Transit (MRT) Orange Line

Gamuda became the first Malaysian construction group to build Taiwan's urban mass rapid transit.

2011

MRT Kajang Line

Malaysia's first urban metro system.

2016

Gamuda Next-Gen Digital Industrialised Building System (IBS)

The country's first Digital IBS facility. The future of construction with digital design tools and robotic construction.

2017

Enabling Academy (EA)

Malaysia's first Employment Transition Programme (ETP) that trains and places individuals with autism for gainful and sustainable employment.

OUR TRAILBLAZING PATH CONTINUES

As we continue to write our legacy, the years 2022 and 2023 have been nothing short of groundbreaking.

2022

Sungai Rasau Water Supply Scheme (Stage 1), Malaysia

Secured a RM1.97 billion contract to design and construct the Sungai Rasau Water Supply Scheme.

Australia and United Kingdom Projects

Ignited global growth with the launch of West Hampstead Central (GDV of GBP65 million, RM336.9 million), and The Canopy on Normanby (GDV of AUD180 million, RM543 million), Gamuda Land's second United Kingdom and Australian ventures.

Artisan Park, Vietnam

Acquired 13.8 acres in Binh Duong, Vietnam for USD53.88 million (RM228.5 million) to craft 349 units of landed townhouses and shophouses.

Gamuda Australia's Third Infrastructure Project

Won AUD1.029 billion (RM3.03 billion) M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago contract in joint venture with John Holland. The largest infrastructure project for the Hunter region.

Decarbonisation with ERS Energy

Investing RM200 million for a 30 percent equity interest in ERS Energy Sdn Bhd, a pioneering solar energy service provider.

Gamuda JV Awarded Prestigious Singapore MRT Project

Awarded SGD467 million (RM1.45 billion) contract for Defu station and tunnels as part of Singapore's 29 km Cross Island Line Phase 1 (CRL1).

Sydney Metro West – Western Tunnelling Package

Gamuda's biggest overseas project, AUD2.16 billion (RM6.5 billion).

Selling our Klang Valley Highway Concession Holding Companies

Successfully selling off our four highway toll concessionaires (SPRINT, SMART, LITRAK and KESAS) to Amanat Lebuhraya Rakyat Berhad (ALR).

2023

MRT Putrajaya Line Phase 2 Completion, Malaysia

Celebrated the grand opening of MRT Putrajaya Line Phase 2, connecting Kwasa Damansara to Putrajaya Sentral.

Downer Group's Transport Project, Australia

Expanded our Australian footprint with the strategic acquisition of Downer EDI's Australian transport projects business, adding over 1,100 talented individuals and a forecasted AUD2 billion in projects to our portfolio.

Gamuda's RM1.39 Billion Venture

Acquired London's Winchester House for GBP257 million to convert the building into a green ESG office space for global finance and tech leaders.

Gamuda's Solar Power

Ventured into the electricity market with the inauguration of our first 39MWp Solar Power Plant in Neda Pekan, setting the stage for a greener, more sustainable future.

SplashMania Waterpark

Launched our first water park in Gamuda Cove. The 18 acre water park features 39 water slides and attractions.

Acquisition of Gardens Park

We strengthened our property arm's presence in northern Klang Valley with the strategic acquisition of a 532 acre land neighbouring Gamuda Gardens.

New Land Purchase in Vietnam

Part of our property arm's QTP strategy, invested USD315.8 million (RM1.5 billion) for a 9.1 acres mixed-use development site in Thu Duc City, Ho Chi Minh City, with a projected GDV of USD1.1 billion (RM5.1 billion).

Gamuda's TBM Innovation

Launched Australia's first autonomous tunnel boring machine (TBM) as part of the Sydney Metro West – Western Tunnelling Package (WTP), introducing cutting-edge technology Down Under.

Silicon Island in Penang

Witnessing the birth of Silicon Island, a sprawling 2,300 acres marvel, as we officially commenced reclamation, spearheading a bright future.

Gamuda Wins Sixth Project in Taiwan

Secured Kaohsiung Mass Rapid Transit (MRT) Metropolitan Yellow Line Package YC01 valued at RM3.45 billion.

KEY MESSAGES

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GROUP MANAGING DIRECTOR'S STATEMENT

YBHG DATO' LIN YUN LING
GROUP MANAGING DIRECTOR

Dear Shareholders,

It gives me pleasure to share that the Group's financial results for the year ended 31 July 2023 (FY2023) marks our second consecutive record-breaking year, as our regionalisation strategy bears fruit and continues to deliver. Even against a backdrop of muted national economic growth, a notable lack of large infrastructure projects locally, elevated interest rates and geopolitical concerns, including the Russia-Ukraine War and flare-ups in the Middle East, the Group has demonstrated robust outcomes. This is evident with another year of record-breaking numbers in our construction order book, property sales, revenue, earnings and market capitalisation.

Many factors came together to enable us to surpass our results achieved in FY2022. The Group's sustained robust growth is a function of adept utilisation of over four decades of cultivated strengths: human capital development, innovation, strategic acumen and resilience. These cornerstones will continue to propel us forward with a greater focus on sustainability as we deliver our five-year business plan.

Both the Group's engineering and property arms delivered record-breaking performances. In construction, top and bottom-line performance reached all-time highs – driven largely by a sevenfold increase in Australian billings. The Group's construction order book hit a record high of RM25 billion, and property sales surged to RM4.1 billion, setting new records.

This was a remarkable feat, and we more than filled the gap left by two earlier key profit drivers, namely earnings from our toll highways and construction of the Mass Rapid Transit (MRT) Putrajaya Line. The Group's pre-tax earnings crossed the RM2 billion mark for the first time following the previous year's record pre-tax of RM1 billion. Excluding the exceptional cash gain of RM1 billion on the divestment of highways and completion of MRT Putrajaya Line, core post-tax earnings grew 7 percent to a record-breaking RM860 million, up from last year's record of RM806 million on the back of higher overseas construction earnings.

“

OVER THE COURSE OF THE YEAR, GAMUDA SECURED ABOUT RM15 BILLION IN NEW CONTRACTS, INCREASING OUR OUTSTANDING ORDER BOOK TO RM25 BILLION.

”

The Group's annual revenue hit RM9.1 billion, marking a 41 percent increase year on year, with overseas revenue contributions from construction and property division doubling to RM4.7 billion from RM2.0 billion. This was anchored by a fourfold increase in overseas construction revenue to a record RM3.5 billion.

In a resounding affirmation of its accomplishments, Gamuda was recently named the "Overall Most Outstanding Company in Malaysia" by the Asiamoney Asia's Outstanding Companies Poll 2023, for the second consecutive year as voted for by over 1,225 fund managers, research analysts and ratings agencies. We are humbled by this recognition and for your continued confidence in us. We also clinched the title "Most Outstanding Company in Malaysia for the Construction and Engineering Sector" for the fifth consecutive year.

Our entry into the Australian market was highlighted as a successful case study in the Australian Government's Southeast Asia Strategy Report, citing our accomplishments in forming vital partnerships with local businesses and introducing Southeast Asian innovation to Australia's infrastructure sector. Gamuda's pioneering autonomous TBM, initially employed in MRT Putrajaya Line in Malaysia, has been exported to Australia, and its deployment on our Sydney Metro West – Western Tunnelling project marks the country's inaugural use of this technology, underscoring the value of our innovation DNA.

GROUP MANAGING DIRECTOR'S STATEMENT

CONSTRUCTION ORDERBOOK:

RM25 billion

PROPERTY SALES:

RM4.1 billion

TOTAL REVENUE:

RM9.1 billion

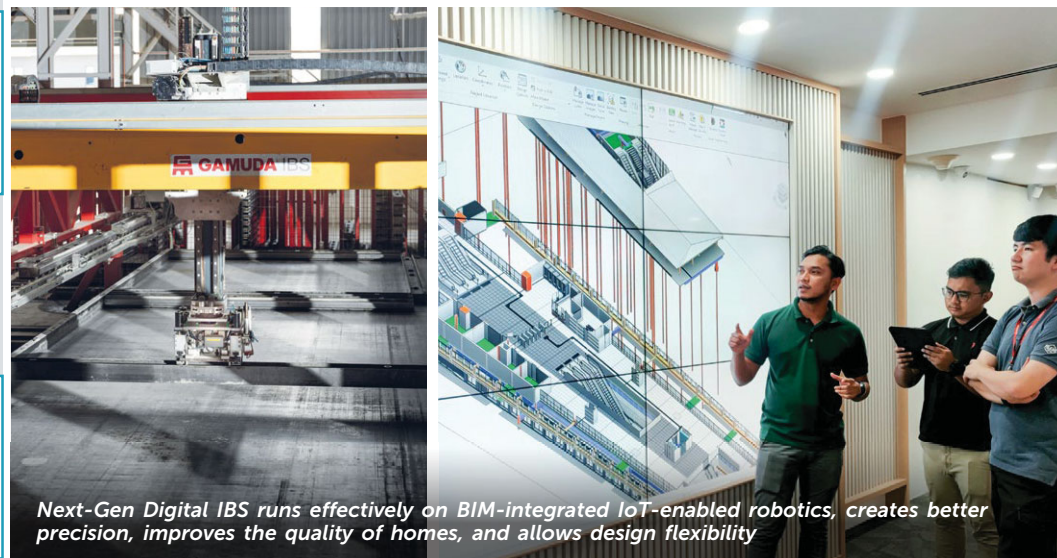
41% increase YoY

OVERSEAS CONSTRUCTION REVENUE:

RM3.5 billion

OVERSEAS CONSTRUCTION EARNINGS:

RM108 million



Next-Gen Digital IBS runs effectively on BIM-integrated IoT-enabled robotics, creates better precision, improves the quality of homes, and allows design flexibility

CONSTRUCTION

Over the course of the year, Gamuda secured about RM15 billion in new contracts, increasing our outstanding order book to RM25 billion. This is equivalent to 4.0x our total construction revenue for the year, providing the Group with good earnings visibility.

Within the next two years, we intend to secure another RM22 billion of new wins, repeating our haul over the past two financial years. We are optimistic about achieving this target given the strong pipeline of construction projects ahead, locally – including the Penang Light Rail Transit (LRT), MRT3 and Pan Borneo Highway – as well as the healthy infrastructure pipelines presented in Taiwan and Australia.

Following on from our two infrastructure wins in Australia last year – for the Sydney Metro West - Western Tunnelling Project and Coffs Harbour Bypass – we secured our third major project with the Black Hill to Tomago Package of Works for the M1 Motorway Extension to Raymond Terrace. The design and construction contract is being delivered with our joint venture partner, John Holland Pty Ltd.

Through DT Infrastructure, we also secured a contract to deliver a maintenance and stabling depot in Queensland as part of the Queensland Train Manufacturing Programme. The depot, which is DT Infrastructure's largest win to date in Queensland, will not only support rail manufacturing and maintenance in the state but also contribute to the Cross River Rail project and the upcoming 2032 Brisbane Olympics and Paralympic Games.

In Taiwan, we continued our winning streak with our fifth and sixth recent infrastructure contract wins, leveraging our proven track record in designing and constructing rail and metro systems. We were appointed as the main contractor together with our partner Asia World Engineering & Construction Co. to deliver Package CJ18 of the Taoyuan City Underground Railway and, more recently, Package YC01 of the Kaohsiung MRT Yellow Line, also with the same partner.

In Malaysia, our long-awaited Penang South Island (PSI) project, or the 2,300 acre Silicon Island, has finally commenced with works kicking off in September with the official announcement by Chow Kon Yeow, chief minister of Penang.

The Group's strong credentials in delivering railway projects make our subsidiary, SRS Consortium, an ideal choice for the Project Delivery Partner role as the Transport Ministry is finalising the

details of Penang's LRT project. Meanwhile, we continue to stay optimistic in pursuing our nation-building agenda via a positive outcome with the MRT3 tender.

PROPERTY DEVELOPMENT

Last year, the Group doubled down on its Quick Turnaround Projects (QTP) strategy in order to deliver higher results and diversify geographical risks. In the plan, the Group aimed to double its annual property sales in five years using a two-pronged strategy, under which we have invested in higher QTP developments alongside its township developments. The fulfilment of the Group's QTP strategy is bearing fruit, with several QTPs seeing good take-up rates relative to launch dates, which vindicates our strategy of quick recycling of capital.

The purchase of the London property – Winchester House, which currently houses Deutsche Bank AG's London headquarters, is part of the QTP strategic plan as the property division eases into commercial properties in London. Located in the heart of London's financial business and commerce centre, Winchester House will comprise Grade A ESG office space, and we have been encouraged by the level of interest from potential coinvestors and lessees thus far.

In Ho Chi Minh City (HCMC), we acquired a 9.1 acre site in Thu Duc City for a mixed-use development where we envisage an exit time frame of three to five years. The Group has strongly established its footprint in Vietnam and over the last two decades, we have been responsible for four successful developments in the country, namely Gamuda City in Hanoi, Celadon City and Elysian in HCMC, and Artisan Park in Binh Duong, outside HCMC.

The Group has pencilled in an expectation to achieve property sales of RM5.6 billion and revenue of RM6 billion in FY2024. This is based on locked-in unbilled sales together with faster-than-expected sales and construction of QTPs, with 50 percent of the

targeted revenue coming from in-hand sales orders in Vietnam, United Kingdom, Australia and Singapore that has yet to be recognised in FY2023.

We expect significant revenue to be recognised in FY2024, subject to the completion of the QTPs. Vietnam contributed 68 percent of QTP presales with strong take-up rates of 70 percent for Artisan Park and 84 percent for Elysian Phase 1, which both are expected to be fully sold in 2024 and 2025, respectively. The West Hampstead QTP project in London, which currently has a take-up rate of 70 percent, is expected to be fully sold in 2024. Gardens Park, a new township development adjacent to Gamuda Gardens in Rawang, Selangor, is expected to be launched in FY2024.



Elysian in Ho Chi Minh City is one of four successful projects in Vietnam, expected to be entirely sold in 2025

DIGITALISATION AND OUR PEOPLE

With increasing attention and prioritisation on sustainable development, Gamuda Land is committed to building 90 percent of its units locally with Gamuda Next-Gen Digital IBS. This translates to over 2,000 units every year.

Beyond just homes, Gamuda Next-Gen Digital IBS is also delivering other high-value infrastructure, including a purpose-built data centre in Cyberjaya for AIMS Group. In recognising Gamuda Next-Gen Digital IBS as a sustainable construction innovation that enables fast-tracked delivery and increased certainty for its business partners, data centre players are leveraging our digital construction ecosystem and AI-IoT-enabled robotic manufacturing as part of their accelerated expansion strategies in Malaysia.

Aligned to increase IBS adoption and to ensure sufficient manpower in the future is well-equipped in digital design and robotic manufacturing expertise; the Group has collaborated with private vocational training institutions for example - VTAR Institute, to launch a new technical and vocational education and training (TVET) course for Next-Gen Digital IBS – the first for Malaysia. This RM30 million investment is part of the Group's commitment to invest in local talent, and this aligns with the government's vision to make Malaysia a fully developed industrial nation.



The recently secured maintenance and stabling depot contract, a key component of the Queensland Train Manufacturing Programme, plays a crucial role in supporting the 2032 Brisbane Olympics and Paralympic Games. DT Infrastructure is dedicated to delivering this cutting-edge facility to enhance the efficiency of the Translink network

GROUP MANAGING DIRECTOR'S STATEMENT

We take great pride in our award-winning solutions driven by technological excellence. From the world's first Autonomous TBM to the application of Building Information Modelling Augmented Reality (BIMAR) technology, we have always pushed the envelope when it comes to digital innovation.

Today, under the Gamuda Excellence Transformation programme, we are collaborating with Autodesk to catalyse system solutions for the three main aspects of build processes, namely collaboration on projects, data management and automation of tools. Autodesk Construction Cloud enhances collaboration, reduces risks, increases predictability, minimises waste, enables greenhouse gas (GHG) emissions traceability, and promotes the design and delivery of best practices across our regional businesses.

The pivotal role of people, particularly in nurturing managerial talent, is evident in strategies spanning from scholar intake to succession planning, serving as the bedrock for the Group's capacity and capability enhancement. As a part of the talent development strategy, we ensure that half of the senior management positions across the region are occupied by young leaders and well represented with gender diversity. Experienced leaders complement this by providing guidance and fostering team capabilities to align with the regional business plan for sustained growth.

SUSTAINABLE AND RESPONSIBLE BUSINESS

Underlining our commitment to sustainability, and specifically to GHG emissions measurement, reduction, and transparent disclosure, the Group was one of the first in the construction sector to undergo the rigorous ISO 14064-1 verification process in FY2023. Achieving the ISO certification enhances our credibility and provides assurance that our environmental disclosures are in line with global practices. The data obtained from our systems will also serve as reliable indicators to track progress against the Gamuda Green Plan 2025.

As we broaden our regional presence beyond Malaysia, our sustainability reporting for this year now encompasses Australia and Vietnam. We have also started tracking and disclosing expanded categories in Scope 3 this year. We continue to strive to meet our Gamuda Green Plan 2025 target of reducing Scope 1 and Scope 2 emissions intensity, and the progress is disclosed in the Sustainability Report.

The primary sustainability focus lies in electricity. 22 percent of the Group's total energy is sourced from renewable energy sources and some of our developments in Malaysia and Australia subscribe to government-driven green electricity programmes (Green Electricity Traffic and GreenPower).

The Group continues to venture into new green vertical businesses with an immediate focus on renewable energy and circular economy. As part of the New Enhanced Dispatch Arrangement (NEDA)

programme, in partnership with ERS Energy, the Group has almost completed the construction of the 39MWp solar power plant in Pahang, spanning 125 acres. This pioneering project incorporates cutting-edge technologies such as solar trackers and the first utility-scale Battery Energy Storage System (BESS) in the country.

While our sustainability initiatives are driven by a sense of corporate responsibility, our efforts also offer the benefit of reducing our ESG-related risk exposure. Gamuda's ESG Risk Rating as rated by Sustainalytics continues to show a positive trend with the recent results showing a further reduction in our risk score. The overall risk exposure is high due to the nature of the industry but due to a strong ESG risk management framework, our overall risk rating is viewed as positive and we are ranked in the top 20th percentile globally.

SOCIAL AND BIODIVERSITY IMPACT

In line with the principle of creating stakeholder value with our social investments, the Group has started measuring our Social Return on Investment (SROI). Based on the Social Value UK framework, from 2015-2022, our social impact was valued at around RM534 million, translating into an SROI of 3.4. The greatest social impact was through our Education and Training, Occupational Health and Safety, Biodiversity, Diversity and Equal Opportunity, and Local Communities programmes.

This finding did not come as a surprise. Recognising education as a cornerstone of progress and empowerment, we have focused a lot of our time and resources on bridging the gaps in education through efforts such as the Gamuda Scholarship. Every year, roughly two-thirds of the scholarship funds are allocated to students from B40 families and one-third to M40 families. The Group has committed to increasing the scholarship fund to RM30 million next year, with an anticipated reach of over 120 deserving students. This expansion is poised to create a more significant ripple effect, nurturing a generation of capable Malaysians.

The Group continues to push the agenda of non-discrimination, primarily focusing on Indigenous people. This special interest of the Group has expanded with dedicated resources within to drive the betterment of this community by providing access to education, employment opportunities, and *Orang Asli* and Aboriginal inclusion in our recruitment and supply chain strategies in Malaysia and Australia, respectively.

In the workplace, we are constantly pushing the limits to keep our employees safe, so much so that our stringent safety standards have become industry benchmarks. For the third time, our joint venture with MMC Corporation Berhad for the Klang Valley MRT (KVMRT) project bagged the Sword of Honour from the British Safety Council (BSC).



Guantang Marine Bridge project has been lauded for its focus on employee welfare as a key component for ensuring security and health. It has been singled out for its rigorous engineering and safety measures to mitigate weather-related risks to marine construction workers

Regionally, Gamuda together with our Taiwanese partner, Dong-Pi Construction Co Ltd, picked up the coveted Excellent Honour in Construction Golden Safety Award for the ongoing construction of the Guantang Marine Bridge in Taoyuan. We became the first Malaysian company to win this safety award from Taiwan's Ministry of Labour.

Meanwhile, we continue to make significant strides forward in biodiversity conservation research and development. Our nursery in Yen So Park, Vietnam, underwent a visionary transformation as the country's first Seedling Research Centre, where about 10,000 plants representing 23 distinct species are being cultivated.

In Malaysia, we officially opened our Wetlands Arboretum in Gamuda Cove. The arboretum, which was developed in partnership with Forest Research Institute Malaysia (FRIM) and University Malaya, is home to over 300 carefully curated native species of flora and fauna that are endangered.

In the Coffs Harbour Bypass project, we supported Transport for NSW to translocate ancient native trees using a world-first genetic analysis technique developed by the Royal Botanic Garden Sydney.

LOOKING FORWARD

Last year, we committed to investing RM2 billion in the renewable energy space over a five-year period. This year, we will deliver on that promise, and with our proven track record in dam and water treatment plants in Malaysia, we will embark on the development of the Upper Padas Hydroelectric Dam in Sabah. The development of the Upper Padas Hydroelectric Dam holds significant importance in addressing Sabah's perennial energy issues as it is a 187.5MW hydroelectric dam that will supply clean energy to Sabah's power supply grid, and also serves as part of a larger water supply scheme to Sabah's west coast up to Kota Kinabalu to address the water woes plaguing the region. This project further reflects our longer-term plans to replenish our recurring income base with a portfolio of green business opportunities.

With the green push in Australia which is one of the countries at the forefront globally in transitioning to a 100 percent renewables powered grid, we expect even more opportunities to put our capital and technical expertise to work in the coming years, in particular for pumped hydro and solar plays.

Our Gamuda Land homes continue to be sustainably constructed using Gamuda's Next-Gen digital IBS technology and will come seamlessly designed to be solar-ready. With BIM-integrated IoT-enabled robotics, we can bring to the market a higher quality product and at the same time, reduce reliance on unskilled labour by 55 percent, and minimise wastage to almost zero. In this circular economy model, our homes will be completed with a 40 percent reduction in embodied carbon and a 40 percent reduction in delivery time.

Gamuda's sustainability push also naturally extends also to the digital front. Here we are taking a top-to-toe approach and via the Gamuda Excellence Transformation (GET) initiative, we are actively digitalising our processes and workflows from design, procurement and resource management to sales, marketing and customer relationship management. This transformation of the way we work and the enhanced ability to extract actionable insights from our datasets will be fundamental in delivering a higher skilled workforce, stronger management of risk and a reduced emissions profile in our sustainable growth journey ahead.

IN ACKNOWLEDGEMENT

It has been a positive record-breaking two years for the Group and we have come out of the COVID-19 pandemic stronger than most. This success would not have been possible without the support of our employees, Board of Directors, shareholders, business partners, and supply chain.

We will continue to deliver our regionalisation strategy and are looking forward to a period of growth by leveraging on our core differentiated strengths amidst a challenging global macroeconomic outlook. I want to express my genuine appreciation for your support and commitment to the Group. Onwards and upwards.



GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

MR. SOO KOK WONG
GROUP CHIEF FINANCIAL OFFICER

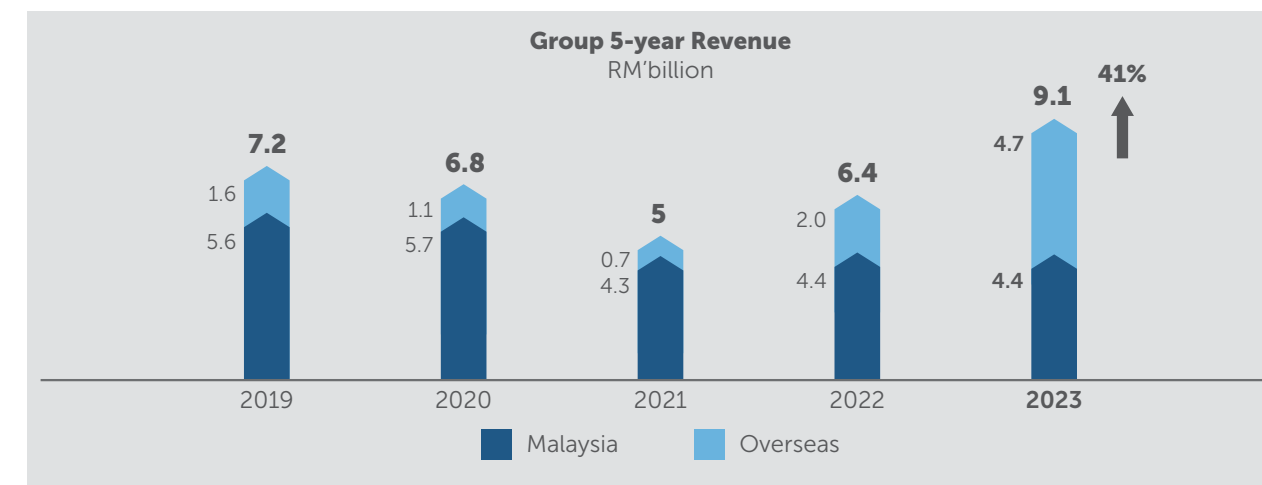


GAMUDA POSTED ALL-TIME-HIGH REVENUE, PRE-TAX EARNINGS AND NET PROFITS. OVERSEAS REVENUE MORE THAN DOUBLED TO RM4.7 BILLION; PROPELLED BY A SEVENFOLD REVENUE SURGE FROM AUSTRALIA. CONSTRUCTION ORDERBOOK REACHED AN ALL-TIME-HIGH RM25 BILLION WHILE PROPERTY SALES ROSE TO A RECORD RM4.1 BILLION.

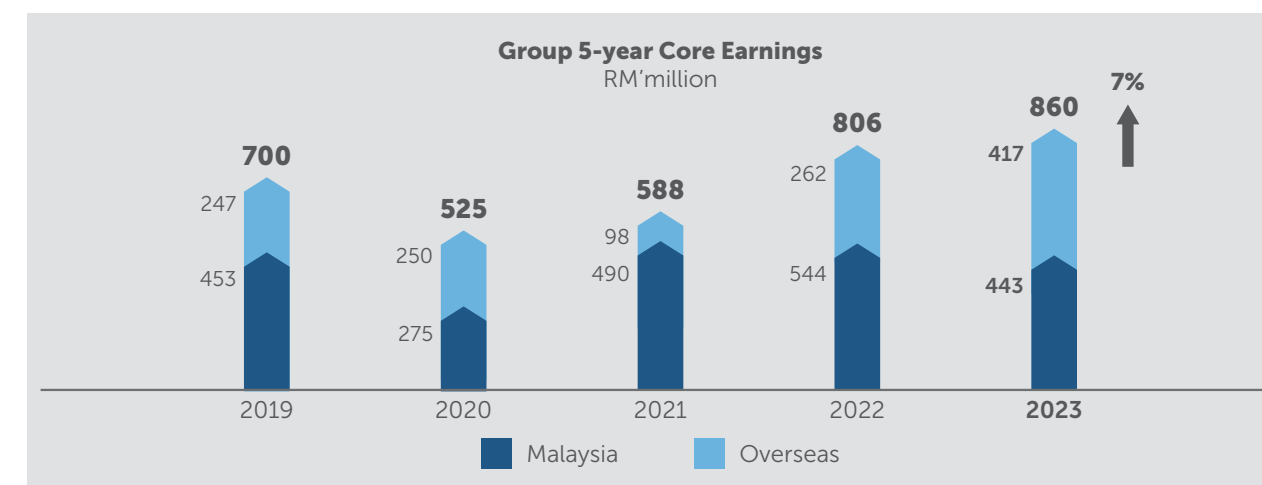


ANOTHER YEAR OF RECORD-BREAKING ACHIEVEMENTS

The Group continued its record-breaking achievements in FY2023, attaining remarkable milestones in terms of revenue, pre-tax earnings and net profits despite the absence of two key profit drivers this year – toll highways (disposed) and MRT Putrajaya Line projects (completed). The Group posted RM9.1 billion revenue this year, showing a momentous growth of 41 percent from last year's revenue of RM6.4 billion. Overseas revenue more than doubled to RM4.7 billion, contributing more than half of the Group's top line this year. Amidst a flat domestic market, Malaysia revenue remained at RM4.4 billion high.



The Group's pre-tax earnings crossed the RM2 billion mark for the first time, beating last year's record RM1 billion. Excluding this year's RM1 billion exceptional cash gain on divestment of highways, core post-tax earnings grew 7 percent to a record-busting RM860 million on the back of higher overseas construction earnings.



GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

ENGINEERING AND CONSTRUCTION

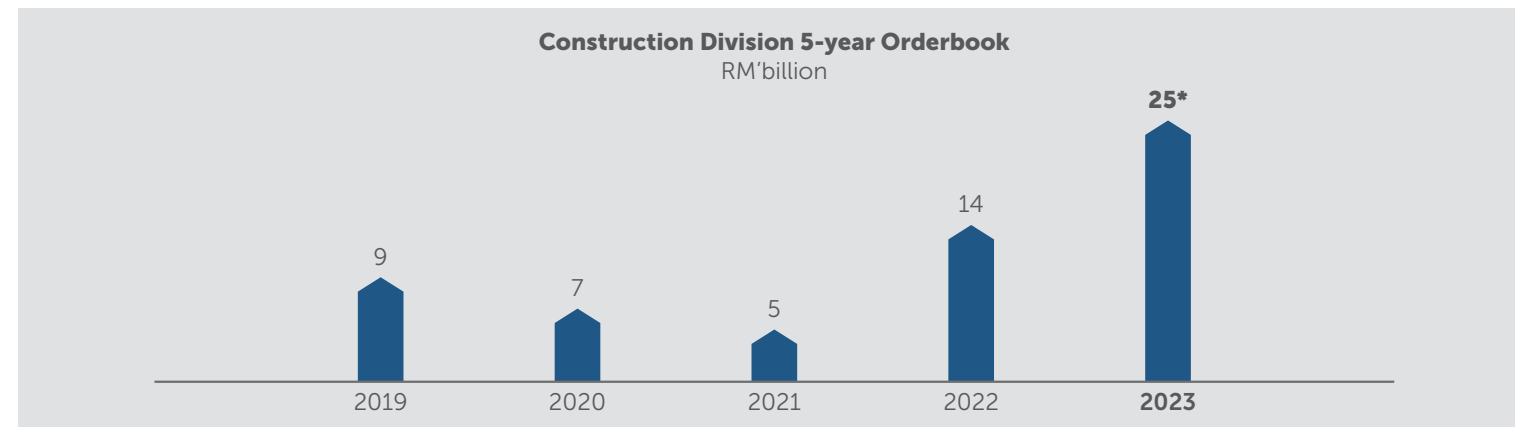
Gamuda Engineering (GE) posted record-breaking construction orderbook, revenue and earnings as a sevenfold revenue surge from Australia cushioned a flat domestic division.

GE's strong growth trajectory remained on track as its regionalisation strategy takes hold; resulting in record-high construction orderbook, revenue and earnings this year. GE secured RM15 billion new contract wins culminating in the record RM25 billion construction orderbook. Our regionalisation strategy has proven to be a resounding success as our construction orderbook is now heavily dominated by Australia (51 percent), Taiwan and Singapore (25 percent) followed by Malaysia (24 percent).

With this solid project pipelines, construction revenue rose to a record-high RM6.2 billion, doubling its revenue last year. The division achieved all-time-high earnings of RM500 million, growing 20 percent from last year's RM416 million, despite the completion of MRT Putrajaya Line project this year.

The overseas businesses are now the key growth driver for the division. Spearheaded by Australia, the overseas operations contributed 60 percent of divisional revenue and one-quarter of divisional earnings. Overseas construction revenue surged fourfold to a record RM3.5 billion from last year's RM714 million due to Australia's significant revenue surge (sevenfold increase) as overseas earnings surged to RM108 million.

With a large construction orderbook, GE expects to double its revenue in the upcoming financial year.



*RM15 billion new contract secured and with completed orderbook recognised as revenue.

Project Updates

New Project Wins:

Timeline	Country	Project	RM' billion
October 2022	Taiwan	Taoyuan City Underground Railway Project, Package CJ18 PingZhen Commuter Station	1.3
December 2022	Australia	M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago Package	1.2
February 2023	Malaysia	AIMS Data Centre	0.2
June 2023	Malaysia	Silicon Island, Penang Reclamation – Phase 1	3.7
June 2023	Australia	DT Infrastructure projects	5.5
October 2023	Taiwan	Kaohsiung MRT Metropolitan (Yellow Line) Civil Engineering Package YC01 Project	3.0
Total			14.9

a) Klang Valley Mass Rapid Transit: MRT Putrajaya Line

MMC Gamuda is the Turnkey Contractor for the elevated and underground works for the Klang Valley MRT Putrajaya Line, with a contract price of RM30.5 billion.

The works for entire MRT Putrajaya Line works have been completed and the line was fully operational on 16 March 2023.

b) Penang Transport Master Plan

On 6 March 2023, the Project Development Agreement was executed between Penang State Government ("PSG") and the Project Developer namely, Silicon Island Development Sdn Bhd ("SID"), in relation to the Project Development of Island A ("Silicon Island") through the deployment of private sector capital without any recourse to PSG. The key terms of the Project Development Agreement are:

- PIC PD Sdn Bhd ("PIC"), wholly owned by PSG, holds a 30 percent stake in the Project Developer. SRS PD Sdn Bhd ("SRS PD"), a wholly owned subsidiary of Gamuda, and is the incorporated entity nominated by SRS Consortium Sdn Bhd, holds the remaining 70 percent.
- Gamuda through SRS PD funds the equity capital and borrowings including underwriting all borrowings required for the project with no recourse to PSG/PIC.
- Project Developer has the sole, exclusive and full right to commence, manage, carry out and complete the Project Development of Island A in compliance of the law including the following components:

- the Project Development Master Planning including securing planning approvals and other approvals for the Common Infrastructure (including smart city features), investor marketing and land disposal of the reclaimed lands; and
- the design, construction and completion of Island A measuring 2,300 acres, Common Infrastructure (including smart city features) and Highway PIL2A ("TC Works") to be awarded to SRS TC Sdn Bhd ("Turnkey Contractor"), a wholly owned subsidiary of Gamuda.

On 22 June 2023, SID awarded the Phase 1 reclamation works (measuring approximately 1,260 acres) with a fixed lump sum of RM3.72 billion being the first part of the TC Works to Turnkey Contractor. The Turnkey Contractor has simultaneously onward award Phase 1 Reclamation Works to Gamuda Engineering Sdn Bhd, with a fixed lump sum of RM3.50 billion.

EIA Approval for PSI Reclamation works was issued by DOE on 11 April 2023. Subsequently the EMP Approval was issued by DOE Penang on 21 July 2023. Reclamation works has commenced in September 2023.

The Prime Minister of Malaysia on 6 May 2023 announced that the Federal Government will fund the Penang LRT. However further details such as the funding mechanism and delivery model have not yet been concluded. We are currently the project delivery partner (PDP) for Bayan Lepas LRT and fully expect this injection of Federal funding will enable this project to commence soon.

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

c) Selangor's Sg. Rasau Water Supply Scheme (Stage 1) Package 1: Design and Build of Proposed Rasau Intake, Raw Water Pumping Mains, Water Treatment Plant and Associated Works

On 1 July 2022, Gamuda Berhad was awarded the abovementioned project valued at RM1.968 billion to improve the water supply reserve margin in Selangor. The project has commenced on 15 July 2022 and is expected to be completed by 30 June 2025. Physical works have commenced and the cumulative progress as at July 2023 was on schedule at 10.8 percent.

d) Sarawak

(i) Pan Borneo Highway – WPC04 (Pantu Junction to Batang Skrang)

Naim Gamuda (NAGA) JV Sdn Bhd is the contractor for the Pan Borneo Sarawak package WPC04. The scope includes the widening and upgrading of the existing 89.30 km long, 2-lane single carriageway road from Pantu Junction to Batang Skrang to a 4-lane dual carriageway of JKR R5 standard. Extension of time (EOT) No. 7 due to awarded VO works of the overhead pedestrian bridge has been granted by JKR on 15 August 2023. The new target completion date will be on 29 April 2024 with further extension of 214 days. Overall, cumulative progress at the end of July 2023 was 97 percent.

(ii) Batang Lupar Bridge at Sri Aman Town

Naim Gamuda (NAGA) JV Sdn Bhd accepted the award of the Second Trunk Road (Package B3) Proposed Batang Lupar Bridge No. 2 at Sri Aman Town project valued at RM224 million on 24 February 2020. Extension of Time (EOT) No. 7 was granted on January 2023 due to force majeure event with an extension of additional 71 days, cumulatively 247 days extended. Further EOT No. 8 on design change on bridge vertical navigation clearance height and EOT No. 9 on exceptionally inclement weather were both granted on 17 May 2023 and the new target completion date is now extended to 3 April 2025.

Overall cumulative progress at the end of July 2023 was 32 percent.

e) Sabah

On 30 October 2023, Gamuda has entered into a Joint Venture Agreement with Sabah Energy Corporation Sdn Bhd and Kerjaya Kagum Hitech JV Sdn Bhd to form a joint venture entity, UPP Holdings Sdn Bhd to undertake a private finance initiative to develop the Upper Padas Hydroelectric Power Plant, a hydroelectric dam to be located in Tenom, Sabah, with planned maximum generating capacity of 187.5MW. Subject to Power Purchase Agreement being signed, the construction work is planned to commence in the first half of 2024 and will take approximately 5 years to complete.

f) Taiwan

(i) Marine Bridge Project

The Group's 70 percent-owned joint venture with a Taiwanese company is constructing a 1.23 km marine bridge worth NTD3,955 million (equivalent to RM522 million) for CPC Corporation Taiwan, a state-owned petroleum company which is expected to be completed by December 2023.

Offshore bridge abutment and cantilever construction are progressing well according to schedule. The overall cumulative progress as at end July 2023 was 87.2 percent.

(ii) Extension of Marine Bridge – Guantang

Gamuda's 70 percent-owned joint venture with Dong-Pi Construction Co. Ltd, has in April 2022 won the tender worth NTD2,038 million (equivalent to RM301.5 million) from CPC Corporation Taiwan, for work to extend the current marine bridge for another 376 meters. The contract duration is estimated to be 2 years, completion is targeted in January 2024.

The cumulative progress as at July 2023 was ahead of planned progress at 70 percent.

(iii) Seawall – Taipei Port

Gamuda's 70 percent-owned joint venture with a Taiwanese company has in December 2019 won the tender to construct 4,014 meters of seawall structure with contract price of NTD6,817 million (RM932 million) for Taiwan International Ports Corporation, a state-owned port operation company. Completion is targeted in August 2025.

Caisson construction is in progress. Overall cumulative progress as at end July 2023 was on track at 62 percent.

(iv) 161kV Songshu to Guangfeng Underground Transmission Line

Gamuda's 50 percent-owned joint venture with a Taiwanese company has in August 2021 won the tender to construct a 161kV underground transmission line and auxiliary electrical and mechanical system with a contract price of NTD3,087 million for Taiwan Power Company, a state-owned electric power industry enterprise in Taiwan. Completion is targeted in August 2025.

Soil investigation has been substantially completed at the site, with launch shaft construction commencing. The cumulative progress as at end of July 2023 was 12.2 percent.

(v) Taoyuan City Underground Railway Project, Package CJ18 PingZhen Commuter Station

On 25 October 2022, Gamuda Berhad Taiwan Branch and Asia World Engineering & Construction Co. ("AWEC"), a Taiwan Company were awarded the abovementioned project valued at RM2.13 billion (TWD 14,500 billion). The project, which has a duration of 96 months, undertaken by an unincorporated 60:40 joint venture comprising Gamuda and AWEC respectively. The project includes the construction of a 3.734 km underground twin bound railway track with an underground commuter station at PingZhen which is located beneath the existing train station. The project commenced on November 2022 and is to be completed by November 2030.

As of July 2023, site clearing and site mobilisation work has started progressively, with the overall programme on schedule with cumulative progress as at end of July 2023 of 1 percent.

(vi) Kaohsiung MRT Metropolitan (Yellow Line) Civil Engineering Package YC01 Project in Taiwan

On 25 October 2023, the project with a contract value of RM3.45 billion was awarded to Gamuda and AWEC in an unincorporated joint venture arrangement, with Gamuda holding the majority share at 88 percent and AWEC at 12 percent. The project is a 4.4 km railway track located within NiaoSong District, comprising 3.5 km underground twin bored tunnels (with 3 underground stations) and 0.9km of elevated tracks (with 1 elevated station). The Project is part of a substantial infrastructure initiative currently underway in Kaohsiung, Taiwan, with the primary goal of expanding and improving the Kaohsiung city's public transportation system within the NiaoSong District. Its overarching aim is to create an efficient and modern mass rapid transit system to meet the evergrowing demands of Kaohsiung's urban populace.

g) Australia

(i) Sydney Metro West – Western Tunnelling Package

Transport for New South Wales awarded the AUD2.16 billion (RM6.5 billion) design and construct contract for the tunnelling and civil works comprised in the Western Tunnelling Package Project to Gamuda Australia – Laing O'Rourke Consortium on 28 February 2022. Laing O'Rourke Australia Construction Pty Ltd as a delivery partner will provide the project management services for an agreed fee. The scope of project works includes 9 km of twin metro rail tunnel between Westmead and Sydney Olympic Park, excavation and civil works for new metro stations in the Parramatta Central Business District and Westmead Health Precinct, earthworks and civil structures, utilities and connecting tunnels for a maintenance and stabling facility at Eastern Creek and Tunnel Boring Machine operations site at Rosehill.

The first TBM has been launched on 28 August 2023. Road headers and other works such as the diaphragm walls are also progressing well. The overall cumulative progress as at end of July 2023 was 40 percent.

(ii) Coffs Harbour Bypass Project

Gamuda Australia, in a joint venture with Ferrovial Construction (FGJV), was awarded the Coffs Harbour Bypass Project. The New South Wales (NSW) Government has appointed the FGJV to deliver the AUD1.35 billion (RM4.1 billion) highway project, which is the largest infrastructure project in Coffs Harbour's history. Coffs Harbour is located on the NSW North Coast, approximately 550 kilometres north of Sydney. In this 50:50 joint venture with Ferrovial Construction, Gamuda Australia will design and construct a 14 km new and upgraded four-lane highway. The project will boost the regional economy and improve connectivity, road transport efficiency and safety for local and interstate motorists.

Overall programme is on track with overall design at 58 percent completion. Physical construction is progressing well with bulk earthworks along Bypass main alignment and tunnel port excavation. The overall cumulative progress as at end of July 2023 was 20 percent.

(iii) M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago Package

Gamuda Australia was awarded a major road transport project worth AUD1.029 billion (RM3.03 billion) by the NSW Government to deliver the Black Hill to Tomago Package of works for the M1 Motorway Extension to Raymond Terrace.

The design and construct contract will be delivered through a 60 (John Holland)/40 (Gamuda) joint venture. The design and construct contract is expected to generate RM1.21 billion revenue for the Group.

The project is one of the largest infrastructure projects in the Hunter region's history. It's a game changer for local, regional and long-distance transport, unlocking congested Hunter roads and helping complete a traffic-light-free highway between Sydney and Brisbane. When completed in mid-2028, the M1 Motorway extension will bypass the congestion and merge points along this corridor and reduce traffic volumes across the existing network.

Project delivery is on schedule, with design works at approximately 65 percent completion and site investigations 80 percent complete. Utilities relocations and main earthworks is due to commence in October 2023 with bridge piling due for commencement in January 2024.

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

(iv) Downer Transport Infrastructure

On 22 February 2023, DT Infrastructure Pty Ltd, a wholly owned foreign sub-subsidiary in Australia executed an asset sale agreement to acquire the Australian transport projects business of Downer Transport Projects ("DTP") for an enterprise value of AUD212 million (equivalent to RM669 million).

DTP is a distinct business unit under Downer that provides civil construction services in delivering transport projects for its customers, with specialist rail capability. DTP operates across Australia and primarily generates revenue from government clients, with a smaller share coming from private projects. Its customer base, contacts and geographical exposure are mainly in New South Wales, Western Australia and Victoria. Some of the key projects currently carried out by DTP are in relation to rail line upgrades and duplication, rail extension, rail maintenance, service signalling and communication maintenance, and freeway upgrades.

DTP's current projects with a forecast work-in-hand of approximately AUD2 billion, circa AUD30 million of plant and equipment assets, and over 1,000 associated employees across five Australian States, namely New South Wales, Victoria, Queensland, South Australia and Western Australia and one Territory, Northern Territory.

With the DTP Acquisition, Gamuda will be tapping into DTP's in-house capabilities and track record namely track infrastructure, light rail, stations, rail overhead lines, signalling, communications & integration, rail maintenance, specialist plant services and road & bridge construction.

The DTP Acquisition will instantaneously increase Gamuda's customer base, contacts and geographical exposure across Australia, especially in New South Wales, Western Australia, Queensland and Victoria. There will also be a significant and immediate addition of local staff and skillsets, with specialisation in rail works. DT Infrastructure has a deep and experienced management team with significant infrastructure construction expertise and a proven ability to create value in the business.

The consolidated capability and additional construction pipeline from DT Infrastructure across Australia will reinforce Gamuda's position as we expand our market reach in Australia by venturing into wider rail disciplines. Gamuda will be well positioned to participate in a larger pipeline of transport projects focusing on Rail, Light Rail and Rail Systems, with an established network of subcontractors.

The DTP Acquisition was completed on 20 June 2023. The completion of the DTP Acquisition marks a significant milestone for Gamuda and represents our

commitment to strategic growth and expansion in the infrastructure and transport projects sector in Australia. The DTP Acquisition is in line with Gamuda's growth plan of achieving AUD3 billion in revenue annually in Australia within the next two to three years.

h) Singapore

(i) Gali Batu Multi-Storey Bus Depot

The Land Transport Authority of Singapore (LTA) awarded the SGD\$260 million (RM800 million) contract for the Gali Batu Multi-Storey Bus Depot to Greatearth Corporation-Gamuda Berhad Singapore Branch Joint Venture on 12 November 2019 and was wholly novated to Gamuda Berhad Singapore Branch on 2 December 2021. The project consists of a three-storey administrative building, a five-storey dormitory and a five-storey main depot equipped with parking spaces for 715 buses, refuelling and washing facilities, repair and maintenance facilities with cutting-edge technology to cater for the operation of electric buses. The original contract duration is 41 months.

Excavation and piling works have been completed, with the superstructure works currently ongoing at the site. The overall cumulative status as at July 2023 was 48.6 percent.

Our 55 percent joint venture partner Greatearth Corporation filed a statutory declaration on 3 September 2021 of the company's inability to continue business, and notified us of their intention to withdraw from this contract. We have since pursued a full novation of the contract to Gamuda Berhad Singapore Branch with LTA, and have since signed the associated Supplemental Agreement for this novation to us.

(ii) Defu Station and Tunnels, MRT Cross Island Line (Phase 1)

Gamuda's 60 percent-owned joint venture with a Singaporean company, Wai Fong Construction Pte Ltd, has been awarded by the Land Transport Authority of Singapore in February 2022 to design and construct the Defu station and tunnels with a contract price of SGD467 million (equivalent to RM1.45 billion). The project comprises the construction of an underground station and twin bored tunnels with total length of 2.75 km. The contract duration is 95 months.

Design works are in progress. The overall cumulative status as at July 2023 was 5.3 percent. The project is scheduled to be completed in 2030.

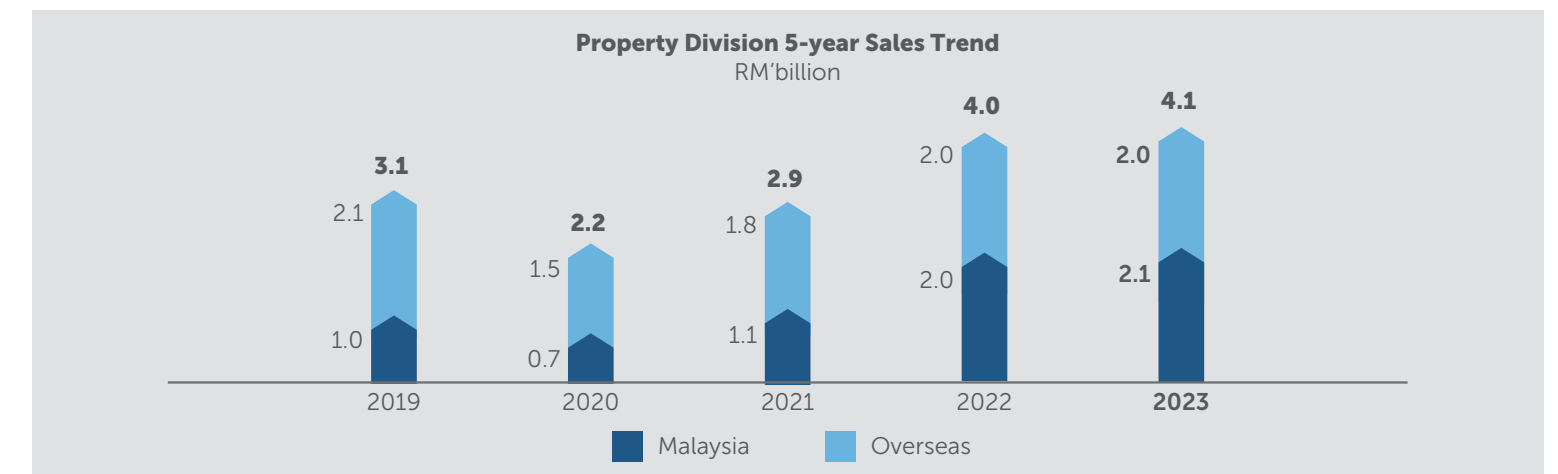
i) Gamuda Water

The operations and maintenance of the Sungai Selangor Water Treatment Plant Phase 3 undertaken by Gamuda Water is going on smoothly.

PROPERTY DEVELOPMENT:

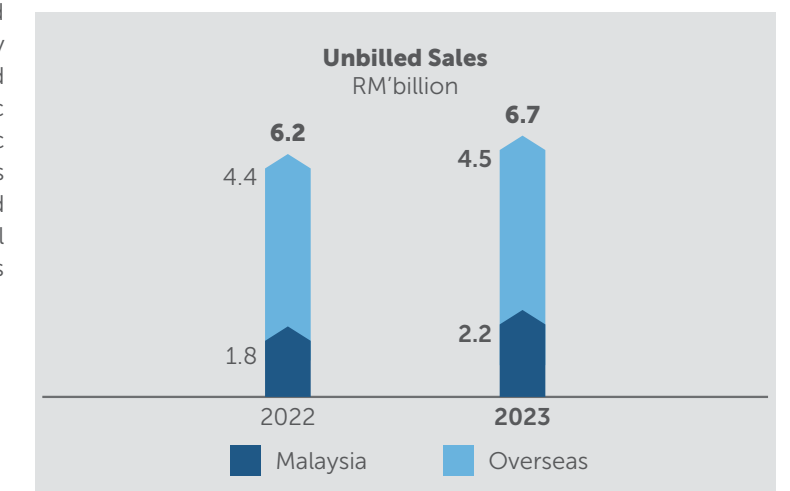
Gamuda Land (GL) once again surpassed multiple records with all-time-high sales, revenue and earnings. Quick Turnaround Projects (QTPs) ramped up sales to contribute 27 percent of group wide property sales from 2 percent last year.

It was another record-breaking year for the property division with all-time-high performances in sales, revenue and earnings. Property sales, driven largely by Vietnam and QTP projects, rose to an all-time-high RM4.1 billion, breaking last year's record of RM4 billion. Property revenue grew to an all-time-high RM2.8 billion compared with last year's RM2.7 billion while property earnings rose to an all-time-high RM315 million from last year's RM310 million. QTP projects ramped up sales to contribute 27 percent of group wide sales from 2 percent last year.



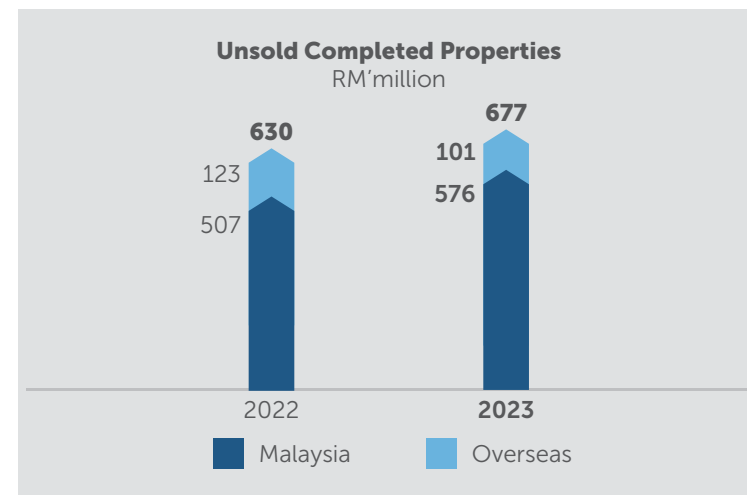
Despite inflationary headwinds and interest rate tightening cycles, property division showed resilience with property sales seeing an uptick from RM4 billion last financial year to RM4.1 billion in FY2023. With the Group's strong footing in Vietnam, our QTPs there continue to be best-sellers, for which the top selling projects include Elysian and Artisan Park collectively account for 68 percent of QTP presales. The take-up rates have been strong in Elysian (84 percent), Artisan Park (70 percent), West Hampstead (70 percent) and the Group expects that both Artisan Park and West Hampstead will likely be fully sold in FY2024 followed by Elysian in FY2025. Whilst overseas sales (including QTPs) totalled RM2.0 billion, current year sales is evenly split between domestic and overseas with RM2.1 billion domestic sales achieved. Domestic townships continue to mature with the Group's three best-sellers domestically continue to be Gamuda Cove, Gamuda Gardens and twentyfive7, which collectively accounted for 72 percent of total local sales. Gardens Park (adjacent to Gamuda Gardens) is expected to make its market debut in FY2024.

As part of its strategic 5-year plan, GL will continue to deepen its footprint in the markets where it has established its presence such as Vietnam, Australia and the United Kingdom as part of its diversification strategy while developing its existing township developments locally and to reduce inventories. With eight QTPs in its current portfolio and a substantial unbilled sales of RM6.7 billion, GL expects to double its revenue in the upcoming financial year.



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Over the course of this financial year, RM172 million worth of completed property units were sold while RM219 million unsold completed units were added to the stockpile, leaving unsold completed properties at RM677 million as at financial year end. Overseas unsold stock is minimal while Malaysia unsold properties are mainly high-rise units. Overall, the unsold unit consist of 18 percent landed and 82 percent high-rise (2022: 14 percent landed and 86 percent high-rise).



RM172 million property stocks were cleared in 2023; Balance unsold completed properties, mostly from local high-rise projects.

Project Updates

a) Overseas

Total overseas sales for FY2023 amount to RM2.0 billion with Vietnam being the largest contributor at 76 percent of total international sales. Sales were driven by Quick Turnaround Projects ("QTP") as part of Gamuda Land's strategic 5-year plan. Elysian in Ho Chi Minh City and Artisan Park in Binh Duong started contributing positively towards FY2023's sale. GL's existing township projects Celadon City in Ho Chi Minh City and Gamuda City in Hanoi are well established and known for their lush greenery, contributed positively to sales amounting RM753 million.

During the year, GL bought a prime 9.1-acre site in Thu Duc City in Ho Chi Minh City (HCMC), Vietnam, for approximately RM1.5 billion (USD\$315.8 million). The acquisition represents a unique market opportunity, as prime development sites in HCMC have hitherto been difficult to come by due to development restrictions set by HCMC authorities for the 2021 – 2030 period. The tightening issuances of planning approvals led to an acute shortage of supply in specific locations. At the same time, authorities have cracked down

on excessive lending to the real estate sector, leading to local developers facing defaults and having to undergo financial restructuring and divest strategic assets.

The site is located in a newly minted secondary city within Greater Ho Chi Minh City (District 2) and is home to major hi-tech industrial parks and contributes over one-third of Ho Chi Minh City's gross regional domestic product (GRDP) annually. Located just 6.5km away from Central Business District (CBD) area (District 1), this prime mixed-use development site has a GDV of RM5.1 billion (USD\$1.1 billion) and has all planning approvals in place, enabling the division to sell in-demand products to a market short on supply – fulfilling the divisions QTP strategy.

In Australia, demand for high-rise residential property continues to be on the uptick due to steep price tags for landed residential properties. Property prices is also forecasted to extend into 2024 as a swelling population from immigration overwhelms the headwinds of higher interest rates and reduced borrowing limits for some prospective buyers. With Australia being on the top migration list for China, at 700,000 projected to migrate Down Under by 2025, this will put pressure on demand amidst the limited supply of homes. Plans to conduct sales events and roadshows for the China market is underway.

Sales for both The Canopy on Normanby and 661 Chapel St. were driven by various targeted events and conversion strategies that was implemented including private sales events in Vietnam, Singapore and Hong Kong. Those present at the private sales event were also introduced to the new boutique development Fareham in St. Kilda, Melbourne. The soft-selling strategy for the divisions third Australian development also involved Gamuda Land's existing purchasers.

With insights from the Australian Financial Review showing that Australians are accepting to live in high-rise developments that are of low-density given the steep price tag for standalone houses, puts Fareham in the lead to capture this market, and has received positive reception and bookings ahead of its official launch by year end.

Despite a modest slowdown in the United Kingdom economy, interest in United Kingdom property that have good connectivity, close proximity to top schools and universities and are sited in safe locations are top considerations for mainland Chinese and Hong Kong buyers. As such, marketing efforts for its West Hampstead Central development have been fruitful in both markets, while its local show unit continues to attract healthy domestic interest. At present, over 70 percent of all units have been sold ahead of the project's completion in the first half of 2024. In line with sales trend in the United Kingdom, the remaining units are

expected to be taken up between three to six months prior to delivery as the show unit is completed and presented on site, further boosting buyers' confidence.

On 27 March 2023, Gamuda in partnership with Castleforge, a leading UK-based real estate private equity investor, signed a Sale and Purchase Agreement to acquire Winchester House London, the current UK headquarters of Deutsche Bank AG in the United Kingdom. This acquisition is part of Gamuda Land's QTP strategy which aims to build a regional portfolio of real estate projects with high IRRs. Following the completion of the acquisition, we're now strategically working on submitting our comprehensive planning proposal by the end of this year, with expectations to secure approval by the following year. This aligns with the current market dynamics in London as the city faces a shortage of top-tier high sustainable office spaces, making Winchester House a highly appealing option for multinational corporations seeking premium, sustainable office spaces.

The operating landscape is expected to be challenging with the effects of climate change, supply chain disruptions and inflating commodity prices, amplified by the ongoing Russia-Ukraine conflict.

The division is cautiously optimistic of its prospects but is well-placed ahead of its innovative products and solutions, as well as strategic plays in the various regional markets. It will continue to balance its company portfolio in the areas of commercial and industrial projects in anticipation for sustainable office buildings in the United Kingdom market and commercial developments in Vietnam due to its positive economic prospects and foreign direct investments.

The focus for Australia will continue to be building on a strong pipeline of residential developments. On the local front, Gardens Park, the 532 acre land acquired this January 2023 next to Gamuda Gardens is scheduled for launching in 2024. Its launch along with its satellite townships Gamuda Cove, Gamuda Gardens and twentyfive7 will continue to take shape and will be the main contributors of sales for Malaysia.

Efforts to shore up its landbank for future developments will continue, even as it explores new market opportunities, business models and revenue streams for sustainable growth in the 'green space'.

b) Malaysia

On-going projects include:

- Gamuda Cove in Southern Klang Valley
- Gamuda Gardens and Kundang Estates in Sungai Buloh
- twentyfive7 in Kota Kemuning
- Jade Hills in Kajang
- Horizon Hills in Iskandar Puteri

Gamuda Cove welcomed its first residents with the handing of keys for Palma Sands. The vibrancy of Gamuda Cove's placemaking components was further boosted with the grand opening of SplashMania Waterpark in July 2023. The waterpark is on track to achieve its annual target of 800,000 visitors.

Complementing tourism offerings in Gamuda Cove such as SplashMania Waterpark and Paya Indah Discovery Wetlands is the opening of a 90 acre Wetlands Arboretum, a natural sanctuary for biodiversity conservation, nature research and forest fitness. It comprises a Wetlands Arboretum Centre offering Jungle School Programs, practical nature-based experiential workshops guided by experienced rangers and organic urban farming. The arboretum, along with eco-tourism activities at Paya Indah Discovery Wetlands will attract tourism footfall to the Southern Klang Valley Corridor, particularly through Gamuda Cove.

Discovery Park, the recreational zone at Gamuda Cove, will also introduce more attractions such as paint ball, go-kart and ATV in the coming quarter and anticipates to generate more footfall, adding vibrancy to the overall township. These developments along with Starbucks that is operational, and the scheduled completion of the toll-free interchange to Cyberjaya in early 2024 will augur well towards Gamuda Cove's appeal to home buyers and investors and fits well with its nature sanctuary and smart city vision.

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Gamuda Gardens showed a quarterly sales increase of 38 percent versus Q3 FY2023 with Valeria contributing to majority of the sales. Valeria's focus on biophilic home design continues to appeal to buyers who are looking for homes with spatial qualities that is one with nature. The completion of Monarc's show units facilitated the sale of its bungalows and semi-detached homes. The bungalows are fully sold while the semi-detached homes are 60 percent sold.

With the vacant possessions of its Jovita and Joya, the township now houses approximately 4,000 residents. With more residents moving in, the commercial attractiveness of Gamuda Gardens is well maturing, with the opening of Yilo Restaurant and Bar, Nine Oasis Café and Blue Dot pre-school at the Waterfront Village, increasing its occupancy rate to 100 percent. The fully sold GAIA Boulevard also welcomed four (4) food and beverage operators, a pre-school, a hardware store, clinics, convenience stores and a pharmacy with more tenants slated to be in operations in the coming months. Luge Gardens, the retail and entertainment precinct of Gamuda Gardens is slated for opening by end 2023. The precinct will comprise New Zealand's Skyline Luge, a fun park comprising family-friendly rides such as carousel, ferris wheel, an enhanced Big Bucket Splash water park, retail lots and future serviced apartments. This would drive vibrancy and footfall into Gamuda Gardens and boost investors' confidence.

The masterplan of twentyfive7 is taking shape nicely with Quayside Mall being the anchor for the community's convenience – bringing in a healthy weekly footfall of close to 100,000 shoppers. Sales for the newly launched Levane Residences is healthy, having achieved over 100 percent take-up rate for its non-Bumi lots within a month of its launch. Having identified a lack of educational and medical facilities within the larger Kota Kemuning vicinity, twentyfive7 has drawn up plans to develop a mix-development parcel, Quay District to address this need. Quay District will comprise multi-level education centres and schools, wellness specialist centres,

confinement centres, palliative and rehabilitation services as well as other wellness services centres such as paediatric clinic, physiotherapy centres amongst others for a multi-generation community from the stages of a newborn-baby to the golden years of an adult. This will uplift the overall offerings for the larger Kota Kemuning residents and will enhance twentyfive7's attractiveness as a self-sustained township.

For Horizon Hills, the attractiveness of this mature and established township continues to thrive since the re-opening of the Singapore-Johor causeway. Backed by its mindful township planning, the availability of the Invictus International School and a world-class golf course, it continues to attract locals and expatriates. Sales for the super link homes, Morrinsville and bungalow homes, Mansion18 both achieved a 70 percent and 80 percent take-up rate respectively, and is forecasted to be fully sold by year end.

The anticipation of the upcoming commercial development, Horizon Square achieved a 100 percent reservation rate for its non-bumi lots ahead of its official launch later this year. Located next to Horizon Mall, both developments will be synergistic in enhancing door-step conveniences for the community.

The mature township of Jade Hills continues its appeal as a well-recognised and reputable community neighbourhood with its residential development, Cloville and commercial plot, Jade Square registering full uptake.

Gamuda Next-Gen Digital IBS

Gamuda Next-Gen Digital IBS has ramped up its production volume to cater for increased order book. With increasing focus on sustainable development, Gamuda Next-Gen Digital IBS, by leveraging on digital construction ecosystem and AI-IoT-enabled robotic manufacturing, is also focusing on in-house property project to accelerate the pace of monetisation of Malaysia landbank.

HIGHWAY CONCESSIONS:

Divestment of four expressways completed in mid-October 2022 with a special dividend of RM1 billion paid.

The Group completed the divestment of its four expressways to Amanat Lebuhraya Rakyat Berhad (ALR) on 13 October 2022 and recognised a RM1 billion exceptional gain, which was distributed to shareholders as a special dividend in this financial year.

CONSOLIDATED CASH FLOW ANALYSIS

RM'million	2023	2022*
Net cash generated from operating activities	405	470
Net cash (used in)/generated from investing activities	(755)	183
Net cash generated from/(used in) financing activities	771	(320)
Effects of exchange rate changes	(21)	51
Net increase in cash and cash equivalents	400	384
Cash and bank balances and investment securities	4,177	3,777

**Inclusive of discontinuing subsidiary operations.*

The Group has consistently generated healthy cashflow of more than RM400 million from its operating activities annually. Large outlay of cash for investing activities was mainly due to the acquisition of land in Vietnam for property development as part of GL's QTP strategy and acquisition of DT Infrastructure Australia. The group has a solid cash pile of more than RM4 billion at year end.

CAPITAL MANAGEMENT

RM'million	2023	2022*
Total borrowings	6,924	4,975
Total cash and bank balances, and investment securities	(4,177)	(3,777)
Net borrowings	2,747	1,198
Owner's equity and non-controlling interests	10,927	10,254
Gearing (net)	25%	12%

**Inclusive of discontinuing subsidiary operations.*

The Group's approach to capital management is to maintain a strong credit rating for its borrowings and healthy capital ratios in order to support its businesses. The Group's overseas projects are financed by borrowings denominated in the local currency of the country which the business is located in order to provide a natural hedge on the Group's foreign currency exposure.

The Group aims to maintain a self-imposed gearing limit of not more than 70 percent. At our current asset base, we have a gearing headroom to raise another RM5 billion to fund our growth plans.

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

GROUP'S BORROWINGS PROFILE

Borrowing due for repayment in (RM'million)	<1 year	1-2 years	>2 years	Total
FY2023	1,410	270	5,244	6,924
FY2022	1,639	432	2,904	4,975

76 percent of the Group's borrowings are longer than 2-years maturity. The Group manage the borrowings using a mix of fixed and floating rate borrowings. At the reporting date, approximately 42 percent (2022: 30 percent) of the Group's borrowings are subject to floating interest rates.

CONSOLIDATED FINANCIAL POSITION ANALYSIS

RM'million	2023	2022*	Var
Non-current assets	8,561	6,919	24%
Current assets	15,223	13,344	14%
Total assets	23,784	20,263	17%
Non-current liabilities	6,045	3,659	65%
Current liabilities	6,812	6,349	7%
Total liabilities	12,857	10,008	28%
Owner's equity	10,791	9,905	9%
Liquidity ratio			
Current ratio (times)	2.2	2.1	0.1
Quick ratio (times)	2.1	2.0	0.1
Net assets per share attributable to equity holders (RM)	4.05	3.88	0.17

*2022 comparative financial figures for current assets and current liabilities are inclusive of assets held for sale.

Total assets

The Group's total assets increased by 17 percent year-on-year mainly contributed by higher amount of assets including land held for property development with the Group expanding regionally as well as higher property development costs and accrued billings on the back of higher property sales and work progress during the year.

Total liabilities

Total liabilities of the Group increased by 28 percent year-on-year primarily due to higher borrowings to fund the land acquisitions and purchase of DT Infrastructure Australia.

Owner's equity

Owner's equity increased by 9 percent to RM10,791 million, mainly due to the earnings during the year.

Quick ratio

The Group's strong liquidity in covering two times of short-term payables is testimony of the Group's strong financial strength.

Capital expenditure requirements

There is no major capital expenditure requirement for the upcoming year, other than landbanking for the development of Gardens Park and acquisitions of plant and machinery for new projects secured during the year.

DIVIDEND PAYOUT

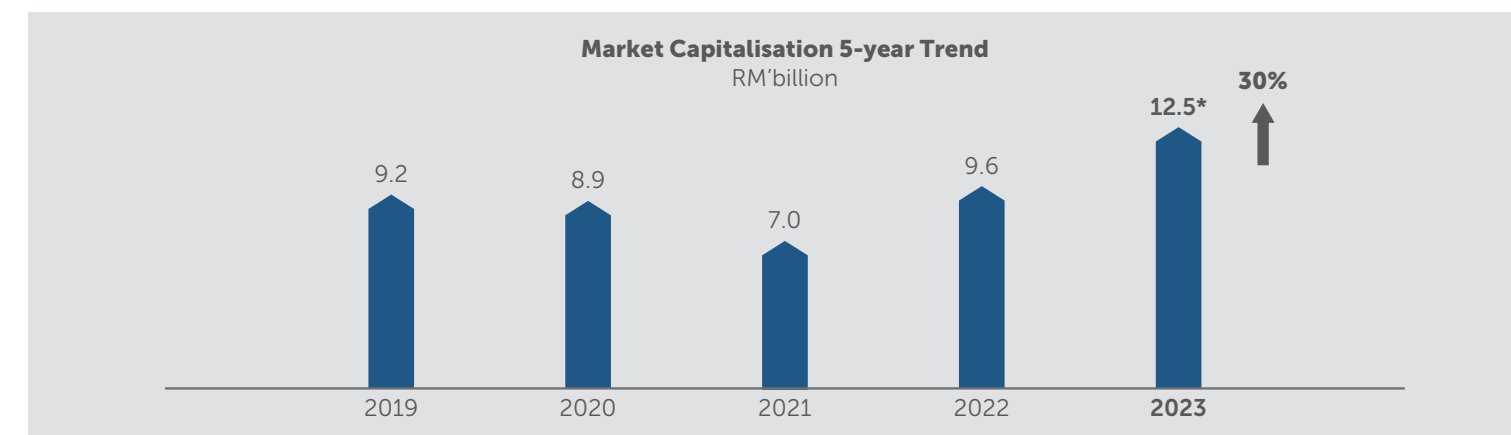
	2023	2022
Normal dividend per share (sen)	12 sen	12 sen
Special dividend payout (sen)	38 sen	-
Total	50 sen	12 sen
Normal dividend payout ratio (%)	35%	38%
Special dividend payout ratio (%)	100%	-

During the year, on top of the normal 12 sen per share annual dividend payout, the Group distributed 38 sen per share of special dividend. The special dividend worth RM1 billion represents the total payout from the exceptional gain arising from the divestment of highways.

RETURN ON OWNER'S EQUITY

Total return on owner's equity grew to 17 percent from 8 percent last year. Excluding the exceptional gain arising from the divestment of highway, core return on owner's equity is 8 percent (FY2022: 8 percent).

MARKET CAPITALISATION



* As at end October 2023.

Our regionalisation strategy has delivered remarkable results with all-time-high performances in our topline and bottomline; culminating in a 30 percent hike in Gamuda's market capitalisation.

LOOK AHEAD

The Group anticipates that next year's performance will be driven by overseas construction activities as projects in Australia and Taiwan continue to pick up pace, full year contribution of the newly acquired Australian transport projects business of Downer Transports Projects (acquisition completed on 20 June 2023) and property sales including higher contribution from newly launched quick-turnaround projects (QTP) of the property division.

Moving forward, the resilience of the Group is underpinned by a large construction orderbook of RM25 billion and unbilled property sales of RM6.7 billion. On top of that, the Group has a healthy balance sheet with a comfortable net gearing of 25 percent, well below our self-imposed gearing limit of 70 percent.

VALUE CREATION AT GAMUDA

- 44 Our Approach to Value Creation
- 46 Our Value Creating Business Model | Key Capitals | Value We Create and Distribute
- 48 Stakeholder Engagement

OUR APPROACH TO VALUE CREATION

OUR VISION

We lead the region in innovative breakthrough solutions for large-scale public infrastructure and property developments.

OUR MISSION

We reliably deliver innovative infrastructure solutions and premier townships for our stakeholders through our core businesses in engineering and construction, property developments and infrastructure concessions.

OUR VALUES

- ✓ Take personal ownership
- ✓ Adopt open, honest communication
- ✓ Develop our people
- ✓ Walk the talk
- ✓ Demonstrate real teamwork

OUR STAKEHOLDERS

At the heart of our operations lies our valued stakeholders, who are paramount to our decision-making process. Our approach is comprehensive, taking into account the diverse needs and expectations of our stakeholders, as well as the intricacies of the regional operating landscape in which we thrive. This integrated perspective is the cornerstone of our commitment to fostering enduring growth across the region.

OUR PEOPLE, SHAREHOLDERS AND OTHER STAKEHOLDERS

Our stakeholders provide the capital, both financial and non-financial, essential for value creation. Therefore, delivering value to them is paramount.

GROUP STRATEGY

Gamuda's sustained robust growth stems from adept strategic leadership rather than reliance on acquisitions or diversification. It hinges on four decades of honed strengths: innovation, human capital, resilience, and strategic acumen.

RISK APPETITE

We adapt our risk appetite to the evolving operating landscape, foster a culture of risk awareness, and strengthen our risk management for regional expansion and growth.

ACTING ON OUR KEY MATERIAL ISSUES

We undertake materiality assessments in order to determine the matters that are important to our stakeholders. In our annual review, we have identified and prioritised the following key matters:

- Economic
- Environmental
- Social



Economic performance



Biodiversity



Digital transformation and innovation



Safety and health



Climate action

CREATING VALUE

Our core purpose is to deliver long-term value for our stakeholders.

A source of sustained growth in total returns for investors and funders.

An employer of choice.

A comprehensive provider of integrated township development.

A preferred business and community partner.

EMBEDDING ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRACTICES

The Gamuda Green Plan 2025 is Gamuda's roadmap towards driving ESG within the Group via four pillars: Sustainable Planning and Design for Construction; Our Community in Our Business; Environmental and Biodiversity Conservation; and Enhancing Sustainability via Digitalisation.

OUR VALUE CREATING BUSINESS MODEL

By leveraging our adept strategic leadership, partnerships, and forward-thinking practices, we foster growth across the region. From project inception to completion, we optimise resources, utilise technology and engineering innovation to achieve construction excellence.

INPUTS - KEY CAPITALS

VALUE WE CREATE AND DISTRIBUTE

KEY RISK TYPES:

- Cost escalation and disruption of supply chain
- Interest rate increase and ringgit depreciation
- Capital and liquidity risk
- Policy shifts
- Climate change and biodiversity



GOVERNANCE

- Backed by robust governance and effective Board leadership
- Strong Corporate Governance Framework

STAKEHOLDER ENGAGEMENT

We actively engage diverse stakeholders, both internal and external, to comprehend and address their needs. These stakeholders influence or are impacted by our operations. We focus on enhancing these relationships to maximise value creation, as outlined in our Investor Relations, Code of Business Ethics, Public Relations and Stakeholder Management Policies.

Stakeholders Engaged



EXTERNAL STAKEHOLDERS		
Ongoing engagement <ul style="list-style-type: none"> Reviews of projects, programmes and relationships Key conferences and industry events Project progress briefings and newsletters Feedback through customer and business mobile apps Loyalty programmes 	Annual feedback <ul style="list-style-type: none"> Thought leader interviews Stakeholder panel Benchmarking exercises with industry peers Compliance assessments Communication audits 	<ul style="list-style-type: none"> Customers/Clients Shareholders, Investors/Financiers, Analysts Media Government and Regulators Community
INTERNAL STAKEHOLDERS		
Ongoing engagement <ul style="list-style-type: none"> Sharing knowledge via collaborative platforms Development discussions Employees' activities, newsletters and surveys Project site visits Feedback through townhalls and dialogues 	Annual feedback <ul style="list-style-type: none"> Performance appraisals Audits 	<ul style="list-style-type: none"> Employees Business Partners Suppliers/Contractors

Engagement Effectiveness ● Effective ● Sufficient ● Improvement Needed

CUSTOMERS/CLIENTS

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Customers and clients generate demand for our projects and offer insights into upcoming trends. Understanding their needs is crucial to meet and potentially exceed their expectations, and requirements.	ISSUES RAISED <ul style="list-style-type: none"> Quick customer service response Delivery of sustainable homes On-time, on-budget infrastructure completion 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Adherence to global quality standards compliance Implementation of Next-Gen Digital IBS for cost and safety Have strict budget and progress oversight
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

SHAREHOLDERS, INVESTORS/FINANCIERS, ANALYSTS

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Shareholders and financiers contribute vital financial capital, while analysts evaluate and communicate information about the Group's performance and future outlook.	ISSUES RAISED <ul style="list-style-type: none"> Company's performance (financial and non-financial) Business strategies implementation and progress Ensuring corporate governance and internal controls 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Strategy development (business and sustainability) Timely reporting (quarterly and annually) Timely query resolution Have robust governance framework
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

GOVERNMENT AND REGULATORS

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Regulatory bodies within governments to oversee and assess industry standards, influencing businesses accordingly.	ISSUES RAISED <ul style="list-style-type: none"> Ensuring company adherence to applicable regulations Upholding corporate governance and best business practices 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Dedicated Integrity and Governance Unit ensures Group-wide governance standards Business Units manage risk for compliance Actively engage in industry committees for policy advocacy
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

MEDIA

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE The media serves as a crucial platform for impartial and trustworthy dissemination of information about Gamuda to the public.	ISSUES RAISED <ul style="list-style-type: none"> Ensuring transparency and promptness in sharing information and progress updates with stakeholders Demonstrating Gamuda's integrity and dedication to delivering value to stakeholders 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Proactively engage with diverse media outlets Maintain open-door communication with the media Swiftly respond to all media inquiries
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

COMMUNITY

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Our engagement with the communities where we operate, understanding their needs and making contributions to their lives is crucial. Our actions will leave either a positive or negative legacy.	ISSUES RAISED <ul style="list-style-type: none"> Meeting manpower and upskilling requirements in the construction sector for infrastructure projects Promoting equal participation in local employment and businesses 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Setting up dedicated training centers for construction-related skills, including vocational education Implementing strong procurement contracts to facilitate significant local engagement in employment and businesses, with a focus on small and medium enterprises
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

EMPLOYEES

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Engaged employees cultivate stronger connections, enhance motivation, and contribute to improved retention, productivity, and quality. This also ensures alignment with our corporate values.	ISSUES RAISED <ul style="list-style-type: none"> Competitive compensation Opportunities for career growth and training Emphasis on safety and well-being Promotion of work-life balance 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Competitive and equitable compensation and benefits in line with industry standards Ongoing on-the-job training and professional development opportunities Flexible work options Operational sites hold ISO 45001 certification In-house COVID-19 testing laboratory, Centralised Labour and Quarantine Quarters and clinics
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

BUSINESS PARTNERS

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE Collaboration with our partners is essential to jointly set and attain our mutual business goals.	ISSUES RAISED <ul style="list-style-type: none"> Proficiency in efficient and timely deliveries Building trustworthy and integral relationships 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Consistent transparent communication on policies, structures and operations Regular updates on company strategy and performance through monthly reports, and regular meetings Engaging in collaboration through business chambers and associations
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

SUPPLIERS/CONTRACTORS

WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE We count on suppliers/contractors for quality, timely delivery, emphasising ethics and integrity.	ISSUES RAISED <ul style="list-style-type: none"> Transparency and objectivity in procurement processes Knowledge sharing and capacity-building Timeliness in payment transaction 	STRATEGIC RESPONSES <ul style="list-style-type: none"> Advancing digital procurement processes Empowering suppliers/contractors through training Easy access to policies and values Mandatory Declaration of Compliance/AB&C Clause
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ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS ●

MANAGEMENT DISCUSSION AND ANALYSIS



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A STRATEGIC REVIEW

KEY MARKET TRENDS

ECONOMIC GROWTH 2023



- Global **+3.4%**
- Malaysia **+8.7%**
- Australia **+3.7%**
- United Kingdom **+4.1%**
- Singapore **+3.6%**

MALAYSIA

Major infrastructure projects **East Coast Rail Link, Light Rail Transit Line 3, Klang Valley Double Track Phase 2, Mass Rapid Transit Line 3, High-Speed Rail, Pan Borneo Highway, Coastal Highway** and **Electrified Double Track Gemas-Johor Bahru**

Construction sector growth **+5%** (2022)
+6.1% (2023, estimated)

Property sales value growth **+22.6%** (2022)

Renewable energy target **31%** (2025)
40% (2035)
70% (2050)

VIETNAM

Property market demand increasing
High foreign investment, interest rate cut, young workforce, growing middle class

AUSTRALIA

Construction growth **+3.1% p.a** (2024 to 2027)

Renewable Energy target **82%** by 2030, **AUD20 billion** investment needed

Allocation for projects: **AUD50 billion** for defence and transport projects, **AUD800 billion** for renewable energy projects by 2050, **AUD12 billion** for road and rail projects (2023 to 2024)

Population up, annual net overseas migration up, more homes needed

TAIWAN

Launched Forward-Looking Infrastructure Development Program (FLIDP) in 2017 focusing on **rail, water infrastructure, green energy, digital infrastructure, etc.**

Construction market value **USD79.5 billion** (2022)

Construction growth rate **+3% p.a.** (2024 to 2027)
Infrastructure construction to have highest growth **>+4%** (2024 to 2027)

SINGAPORE

Construction growth **+6%** (2022)

Construction projects demand HDB public housing, condominiums, industrial buildings, MRT lines averaging **SGD29 billion** project worth per year (2024 to 2027)

Real estate sector growth **+12% YoY** (2Q2023)
+7% YoY (1Q2023)

Singapore is a safe haven, increasing demand for homes from foreigners and young Singaporeans

UNITED KINGDOM

Home supply constraints; price to **remain elevated**

House prices **+74%** in London (2007 to 2023)

Low supply of green offices means buyers are willing to pay a **premium**

A STRATEGIC REVIEW

MATERIAL MATTERS

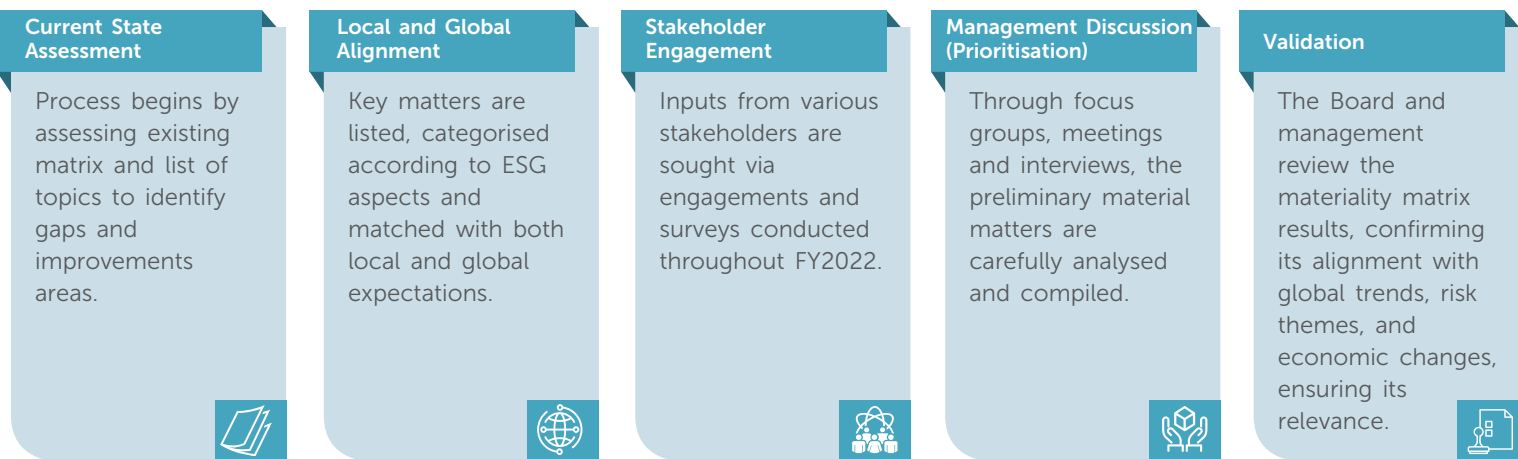
Materiality matters for Gamuda encompass the critical issues that have a significant impact on the company’s performance, stakeholders, and its contributions to the economy, society, and the environment. Identifying and addressing these matters are essential for ensuring transparency, sustainability, and responsible business practices.

After conducting a 2023 review of our material matters, Gamuda identified 17 key topics most relevant to us and our stakeholders. Out of them, our top five material matters are Economic performance, Climate action, Digital transformation and innovation (previously Innovation), Biodiversity, and Safety and health. Previous material matters, ‘Land remediation, contamination, or degradation’ is not a standalone topic anymore but is covered within standard operating procedures and processes under our operations.

The Gamuda Board of Directors has approved the contents of this Integrated Report, including the material topics covered.

Materiality Assessment Process

Guided by the criteria, Gamuda implements a closed-loop, five-step materiality process as follows:



Overview of Changes in Material Matters

New Material Matters

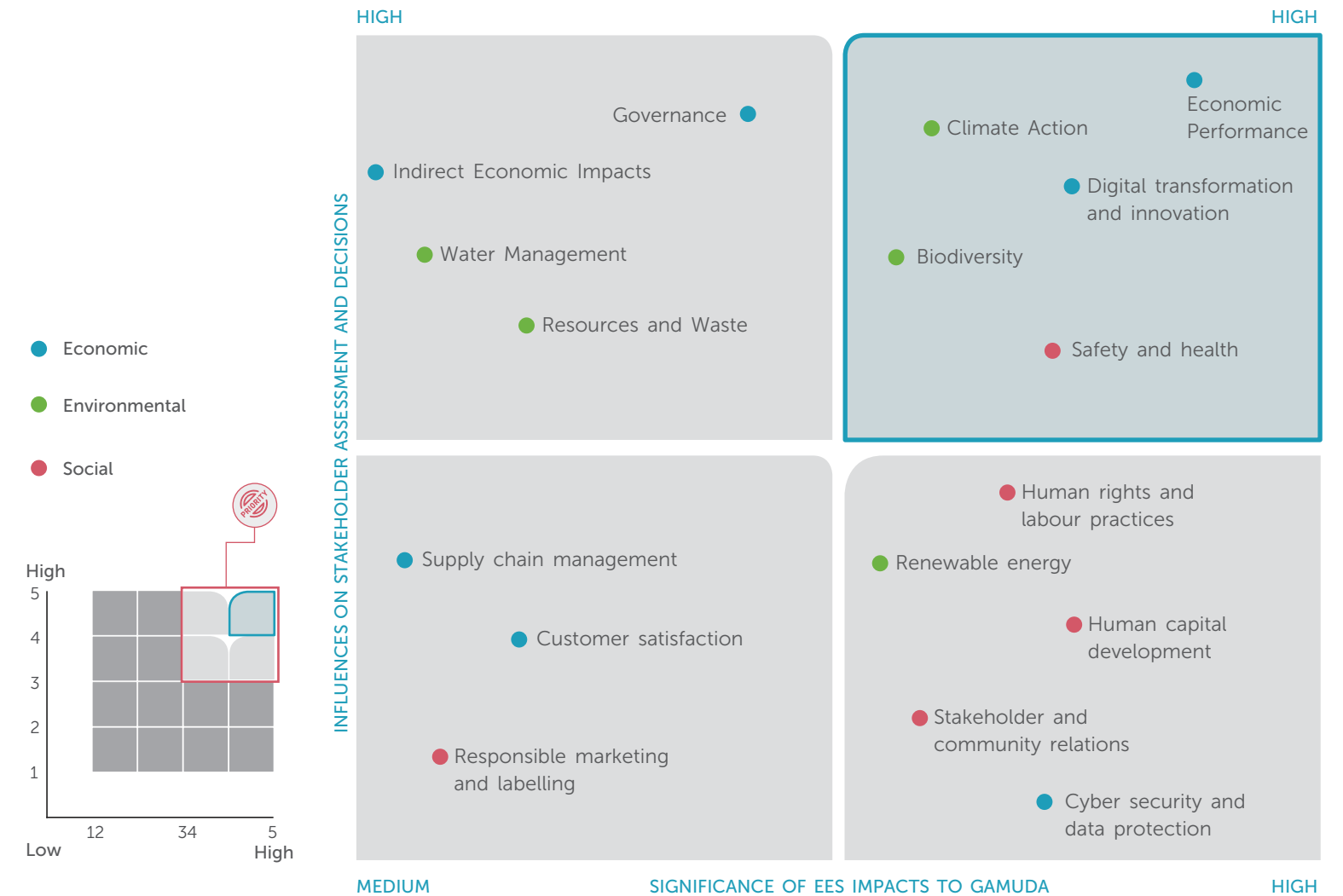
- **Renewable energy** – Included due to the Group’s strengthened focus and investments in this area, e.g. acquisition of ERS Energy Sdn Bhd and solar farm through Tenaga Nasional’s New Enhanced Dispatch Agreement (NEDA)
- **Cybersecurity and data protection** – Included due to the migration of work onto digital platforms and the Group’s constant efforts to ensure that client data is secure and meets existing regulations, e.g. the Personal Data Protection Act (PDPA) in Malaysia
- **Human rights and labour practices** – Included in line with an increased global focus on human rights and in tandem with our workforce having grown throughout the region. We published our Human Rights Policy in 2021 and are committed to upholding International Labour Organisation (ILO) standards and strictly prohibiting modern-day slavery across our operations

Revised Names and Scopes

- Employee management renamed to **Human capital development**
- Innovation renamed to **Digital transformation and innovation**
- Marketing and labelling renamed to **Responsible marketing and labelling**
- Materials and Effluents, and Waste incorporated into **Resources and waste**
- Customer Privacy included as part of **Cybersecurity and data protection**

Updates In Importance

- **Climate action** – Positioned slightly lower in our 2023 materiality matrix as this forms part of the national and global agenda, and there are already additional established mechanisms in place and a greater awareness and understanding
- **Supply chain management** – Positioned slightly lower in our 2023 materiality matrix due to most key concerns already having been addressed by constant engagement with our supply chain partners, e.g. via complimentary ESG training



Economic	Environmental	Social
Economic performance	Climate action	Safety and health
Digital transformation and innovation	Biodiversity	Human capital development
Indirect economic impacts	Resources and waste	Human rights and labour practices
Governance	Water management	Stakeholder and community relations
Supply chain management	Renewable energy	Responsible marketing and labelling
Cyber security and data protection		
Customer satisfaction		

Note: those highlighted are the top five material issues from our matrix.

A STRATEGIC REVIEW

MANAGING OUR RISKS

We practice informed risk-taking across the Group, with continuous assessment of emerging risks in our operational regions.

RISK PROFILE  Increased  Unchanged

Our top emerging risks are identified through our enterprise risks management framework and project risk processes as we align our financial planning and provide a combined risk assurance view within our board-approved risk appetite.

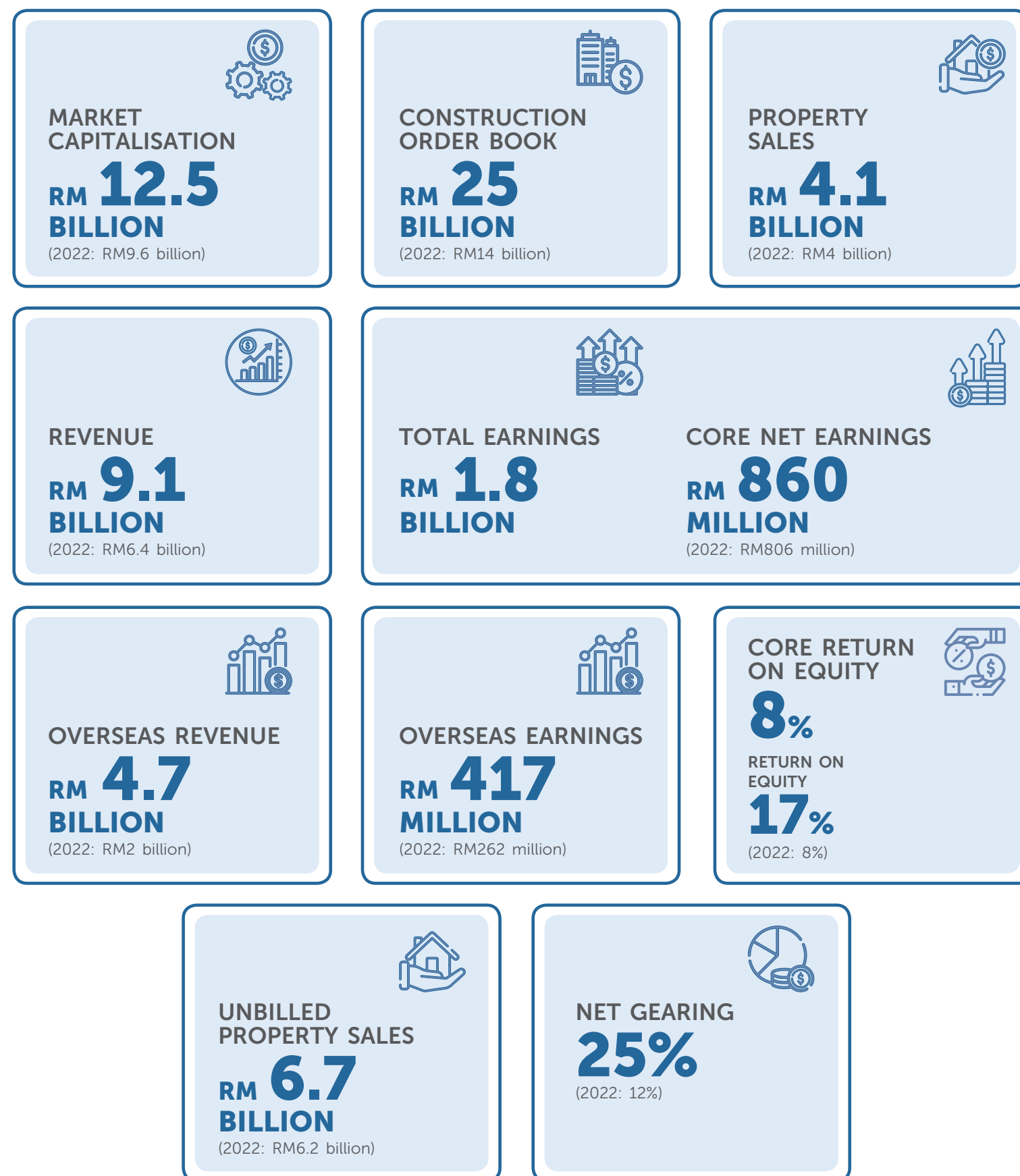
As outlined in our Value Creating Business Model (see page 46 to 47), these risks are discussed at length at management and governance committees, allowing us to mitigate the long-term impact on our shared-value outcomes and reputation. Readers can refer to the Risk Management Committee Report (see page 103) on the Group's risk management framework, procedures and support system.

EMERGING RISKS	RISK DRIVERS	MITIGANTS
<p>1 POLICY SHIFTS</p> <p>Government policy changes can greatly affect a company's strategies, business models, costs, market access, financial performance, and reporting obligations.</p> <p>RISK TYPE Regulatory</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Post-election government policy and national budget shifts can introduce strategic business challenges. Uncertainty on government infrastructure projects can influence the construction and property sectors. Geopolitical tensions can alter trade agreements and sanctions, impacting regional business operations. Labour policy shifts can affect workforce management and development. Decarbonisation targets and a shift to renewable energy will alter market dynamics. 	<ul style="list-style-type: none"> Monitor and adapt to evolving policies for risk mitigation and opportunity capture. Actively engage stakeholders and stay updated on policy changes for effective risk management and value delivery. Collaborate with industry associations and chambers to influence and advise government policy-making. Advocate for regulatory stability and predictability in public policy discussions, for businesses to operate within.
<p>2 COST ESCALATION AND DISRUPTION OF THE SUPPLY CHAIN</p> <p>Following post-COVID-19 restrictions and in regions affected by conflicts like Russia-Ukraine, the Middle East and China-US, there has been a notable surge in costs for materials, fuel, labour, and manpower.</p> <p>RISK TYPE Market</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Raw material price fluctuations impact production costs. Geopolitical conflicts and trade disputes lead to tariff and supply chain disruptions. Recent escalation in the Middle East. Transportation challenges raise freight costs and create supply chain bottlenecks. Just-In-Time inventory reliance exposes vulnerability to disruptions. 	<ul style="list-style-type: none"> Engage strategically in tenders with fair risk-sharing agreements. Thoroughly analyse trends in material and labour costs. Expand and evaluate supplier network for preferred partnerships. Explore backup supply options for anticipated delays.
<p>3 INTEREST RATE INCREASE AND RINGGIT DEPRECIATION</p> <p>Elevated interest rates raise borrowing costs, potentially impacting profitability and financial stability. This may lead to higher interest expenses on existing debt or limited access to affordable credit, affecting overall financial performance.</p> <p>RISK TYPE Financial</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Monetary policy shifts impact interest rates. Inflation prompts tighter policies, leading to rate hikes. Political instability erodes confidence, causing outflows and currency depreciation. Policy changes affect interest rates and currency value. 	<ul style="list-style-type: none"> Diversify funding to reduce reliance on interest-sensitive loans. Deploy hedging instruments like interest rate swaps or options for stability against rate fluctuations. Implement savings measures and operational efficiencies to counteract rising interest rates. Stay vigilant on political shifts for effective responses to policy changes. Overseas projects are financed by borrowings denominated in local currency of the country in which the business is located in order to provide a natural hedge on the Group's foreign currency exposure.

EMERGING RISKS	RISK DRIVERS	MITIGANTS
<p>4 CAPITAL AND LIQUIDITY</p> <p>Effectively managing challenges on capital and liquidity is paramount because adequate capital and liquidity are crucial for overseeing ongoing projects and facilitating future business expansion.</p> <p>RISK TYPE Financial</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Economic shifts and disruptions affect funding and market-related losses. Operational risk due to losses from internal failures, personnel issues, or external events. Concentration risk due to exposure of capital to one entity, industry, or geographical area. Regulatory changes and altered requirements may impact liquidity. 	<ul style="list-style-type: none"> Regularly assess debts, cash flow, and liquidity for adequate cash/cash equivalents. Evaluate credit facilities and maintain a sound gearing ratio. Diversify funding sources to expand the capital base. Emphasise asset monetisation, particularly completed property unit sales. Allocate capital efficiently based on returns and risks. Maintain transparent communication with regulators, investors and stakeholders about liquidity position.
<p>5 CYBER AND INFORMATION</p> <p>The risks encompass financial loss, operation disruption, or asset damage resulting from breaches or attacks on transaction sites, systems, or networks, as well as the potential loss due to inaccurate data, data breaches, or the inability to safeguard own or client information.</p> <p>RISK TYPE Information Technology</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Inadequate management of secure, agile technology assets. Expanded use of remote technologies heightens vulnerability to attacks. Global cybercrime incidents grow in number and sophistication. Rising demand for processing information from data subjects across regions. 	<ul style="list-style-type: none"> Employ adaptive cybersecurity, leveraging AI and dynamic tactics for swift threat detection and removal. Multi-factor authentication is integrated across critical applications and devices. Engage 24/7 cybersecurity centres to address evolving threats. Continuous awareness to foster a strong information protection culture.
<p>6 CLIMATE CHANGE</p> <p>Unchecked climate change will inevitably impact humanity, ecosystems, and businesses. Construction-related carbon emissions necessitate industry-wide efforts to actively address climate change challenges.</p> <p>RISK TYPE Environmental, Social and Governance</p> <p>RISK PROFILE </p>	<ul style="list-style-type: none"> Climate events can disrupt operations. Climate policies pose transition risks for supply chains adopting low-emission processes. Changing preferences and investor demands driven by climate concerns. Heightened regulatory risks in biodiversity conservation. Reputation risks from stakeholder criticism impacting biodiversity and conservation efforts. 	<ul style="list-style-type: none"> Cut greenhouse gas emissions through energy efficiency and transition to renewables. Adaptation planning with resilient infrastructure and flood protection. Bolster supply chain resilience with local sourcing and risk-sharing. Safeguard ecosystems through conservation efforts governed by audits. Advocate climate change policies and R&D with public and private sectors.

A STRATEGIC REVIEW

KEY PERFORMANCE METRICS



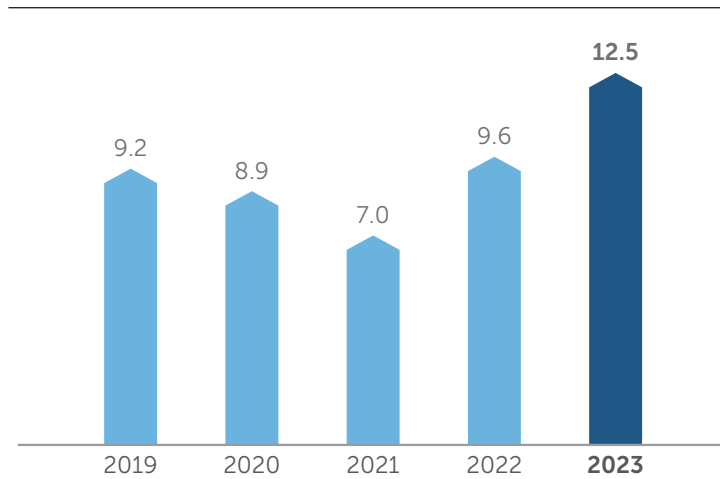
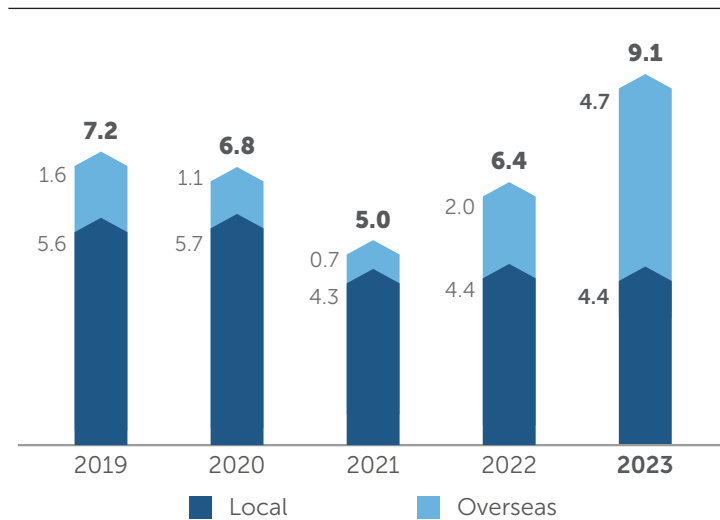
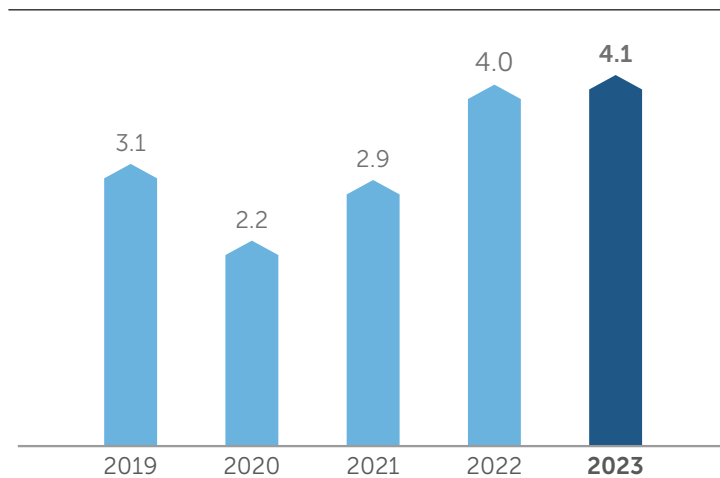
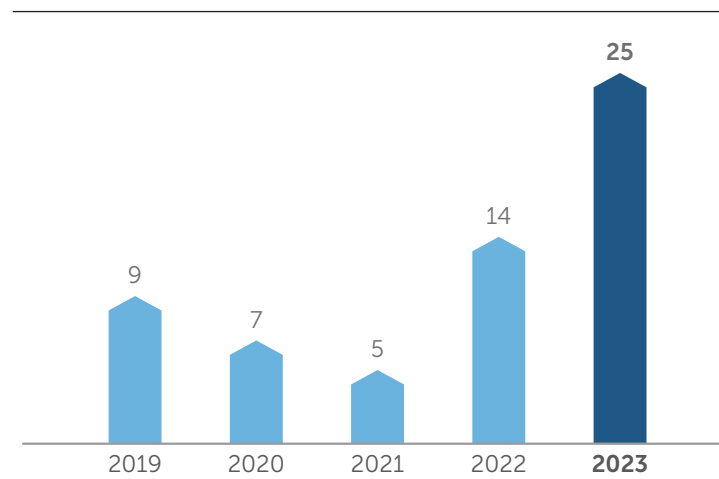
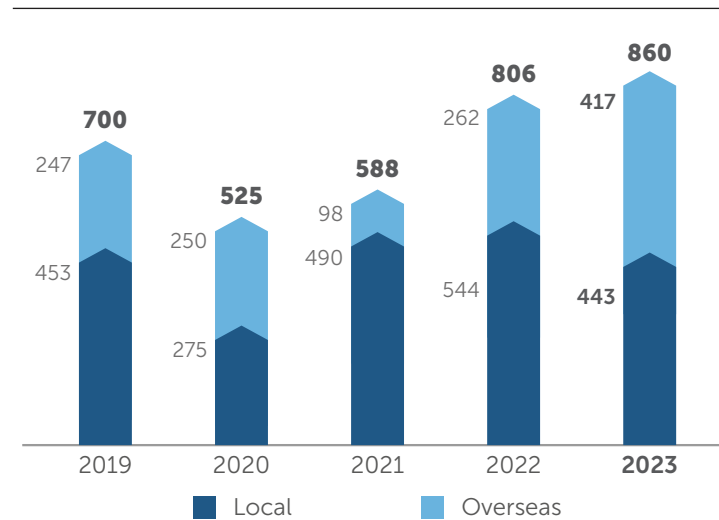
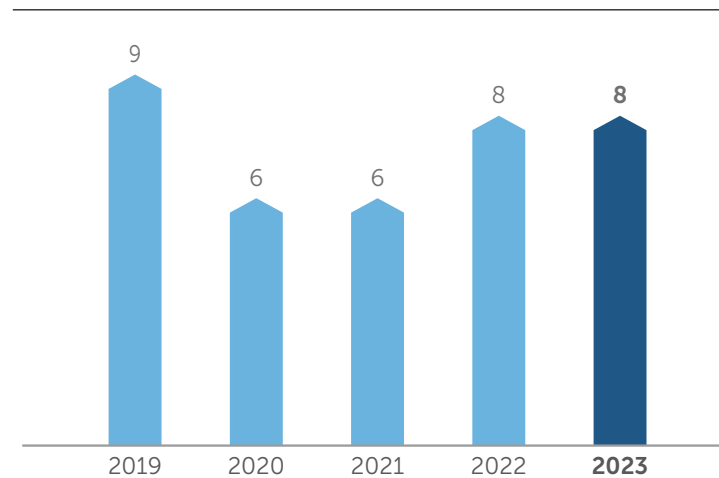
B PERFORMANCE REVIEW

GROUP FIVE YEARS FINANCIAL HIGHLIGHTS

RM'million	Financial Year Ended July				
	2023	2022	2021	2020	2019
FINANCIAL RESULTS					
Revenue as reported in audited financial statements	8,268	5,144	3,517	3,663	4,565
Share of joint ventures' revenue	810	1,291	1,499	3,142	2,616
Revenue	9,078	6,435	5,016	6,805	7,181
Core profit before tax	1,118	1,016	786	738	901
Add/(Less): One-off items					
– Gain arising from disposal of highway concessions	1,111	–	–	–	–
– Impairment of IBS assets	–	–	–	(148)	–
Profit before tax as reported	2,229	1,016	786	590	901
Core net profit	860	806	588	525	700
Add/(Less): One-off items					
– Gain arising from disposal of highway concessions	978	–	–	–	–
– Impairment of IBS assets	–	–	–	(148)	–
Net profit as reported	1,838	806	588	377	700
KEY INFORMATION OF FINANCIAL POSITION					
Total Cash and Bank Balances and Investment Securities	4,177	3,777	3,538	2,792	1,849
Total Assets	23,784	20,263	18,423	18,528	17,196
Total Liabilities	12,857	10,008	8,908	9,560	8,734
Total Borrowings	6,924	4,975	5,228	5,465	5,144
Share Capital (No. of shares)	2,663	2,554	2,514	2,514	2,472
Owners' Equity	10,791	9,905	9,164	8,541	8,063
Total Equity	10,927	10,254	9,516	8,968	8,462
FINANCIAL RATIOS					
Core Earnings Per Share (sen)	32.72	31.86	23.41	21.09	28.36
Basic Earnings Per Share (sen)	69.93	31.86	23.41	15.13	28.36
Share Price at Year End (RM)	4.30	3.75	2.80	3.56	3.71
Core Price Earnings Ratio (times)	13.14	11.77	11.96	16.88	13.08
Price Earnings Ratio (times)	6.15	11.77	11.96	23.53	13.08
Core Return on Owners' Equity	8%	8%	6%	6%	9%
Return on Owners' Equity	17%	8%	6%	4%	9%
Core Return on Total Assets	4%	4%	3%	3%	4%
Return on Total Assets	8%	4%	3%	2%	4%
Dividend Payout (sen)	50	12	–	6	12
Net Gearing	25%	12%	18%	30%	39%
Market Capitalisation (RM'billion)	12.5	9.6	7.0	8.9	9.2

B PERFORMANCE REVIEW

GROUP FIVE YEARS FINANCIAL HIGHLIGHTS

TOTAL MARKET CAPITALISATION
RM12.5 billionREVENUE
RM9.1 billionPROPERTY SALES
RM4.1 billionORDERBOOK
RM25 billionCORE NET PROFIT
RM860 millionCORE RETURN ON OWNERS' EQUITY
8%

B PERFORMANCE REVIEW

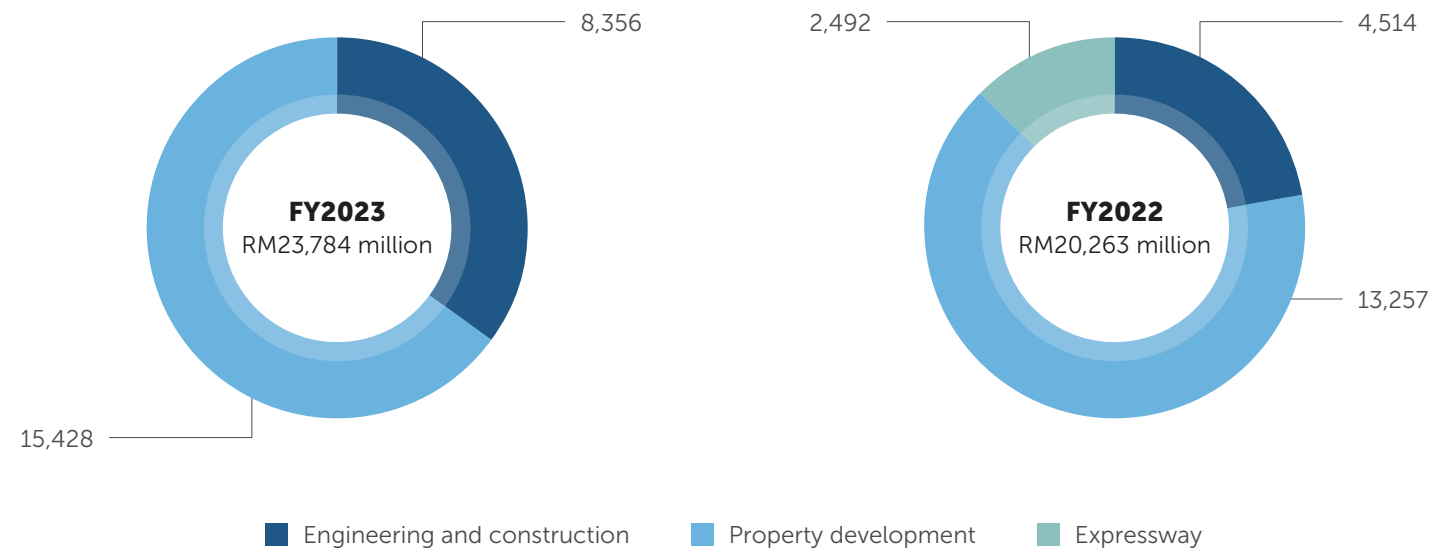
GROUP SEGMENTAL PERFORMANCE

RM'million	2023	2022	2021	2020	2019
GROUP REVENUE					
Engineering and Construction	6,190	3,452	3,287	4,789	4,138
Property Development	2,838	2,728	1,295	1,521	2,547
Expressway	50	255	434	495	496
Revenue	9,078	6,435	5,016	6,805	7,181
GROUP PROFIT BEFORE TAX					
Engineering and Construction	618	490	341	239	283
Property Development	440	408	216	173	314
Expressway	60	118	229	326	304
Core Profit Before Tax	1,118	1,016	786	738	901
Add/(Less): One-off items					
- Gain arising from disposal of highway concessions	1,111	-	-	-	-
- Impairment of IBS assets	-	-	-	(148)	-
Profit before tax	2,229	1,016	786	590	901
GROUP NET PROFIT					
Engineering and Construction	500	416	253	173	237
Property Development	315	310	172	127	259
Expressway	45	80	163	225	204
Core Net Profit	860	806	588	525	700
Add/(Less): One-off items					
- Gain arising from disposal of highway concessions	978	-	-	-	-
- Impairment of IBS assets	-	-	-	(148)	-
Net Profit	1,838	806	588	377	700

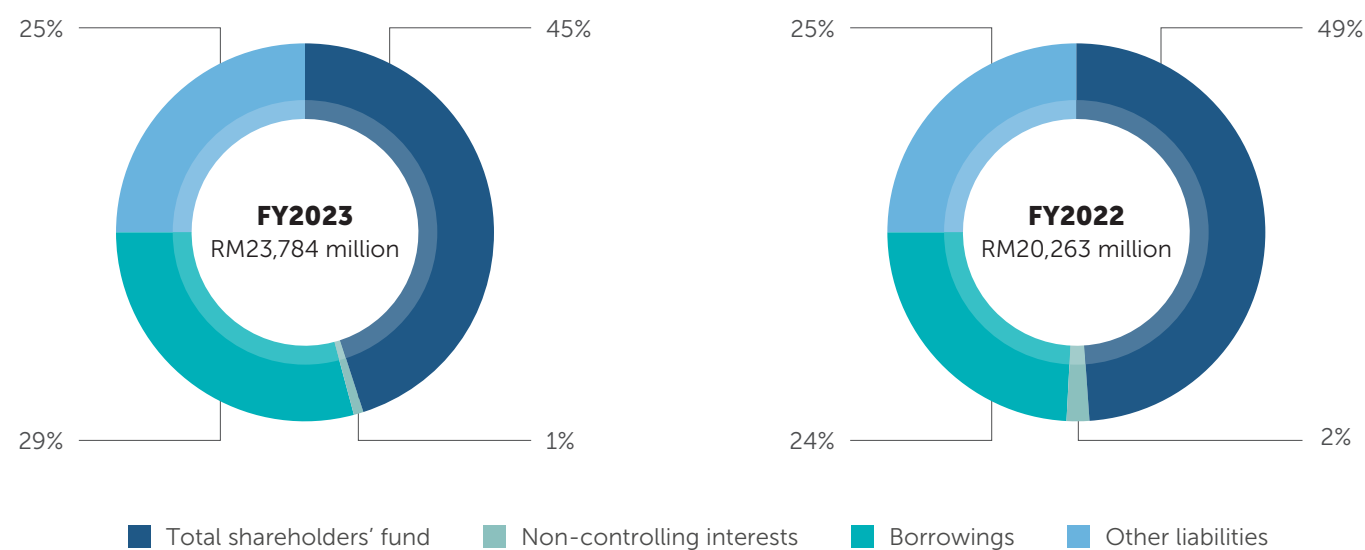
B PERFORMANCE REVIEW

SIMPLIFIED GROUP STATEMENTS
OF FINANCIAL POSITION

TOTAL ASSETS



TOTAL EQUITIES & LIABILITIES



B PERFORMANCE REVIEW

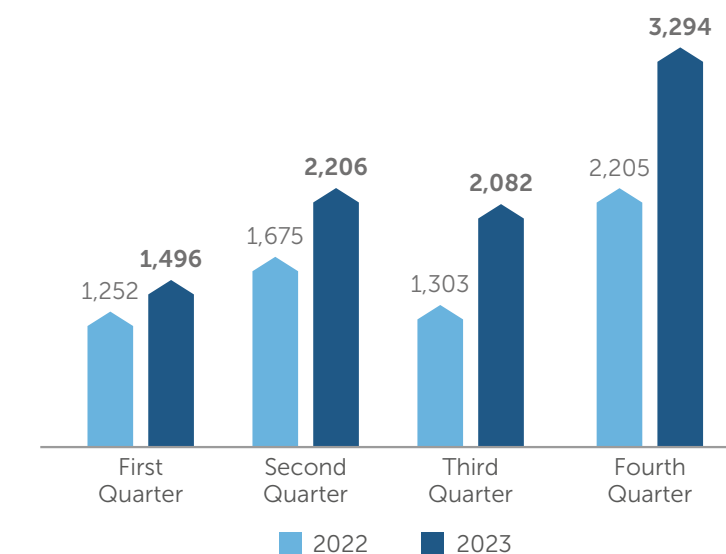
GROUP QUARTERLY PERFORMANCE

2023 RM'million For the period ended	2023 YTD	Fourth Quarter Jul-23	Third Quarter Apr-23	Second Quarter Jan-23	First Quarter Oct-22
Revenue as reported in audited financial statements	8,268	3,404	2,067	1,443	1,354
Share of joint ventures' revenue	810	(110)	15	763	142
Revenue	9,078	3,294	2,082	2,206	1,496
- Core profit before tax	1,118	334	309	230	245
- Exceptional gain arising from disposal of highway concessions	1,111	-	-	-	1,111
Profit before tax	2,229	334	309	230	1,356
- Core net profit	860	252	223	195	190
- Exceptional gain arising from disposal of highway concessions	978	-	-	-	978
Net profit	1,838	252	223	195	1,168
Core earnings per share (sen)	32.72	9.46	8.40	7.46	7.38
Basic earnings per share (sen)	69.93	9.46	8.40	7.46	45.32
Dividend per share – single tier (sen)	50.00	6.00	-	44.00	-
Net assets per share attributable to equity holders (RM)	4.05	4.05	4.02	3.88	4.32

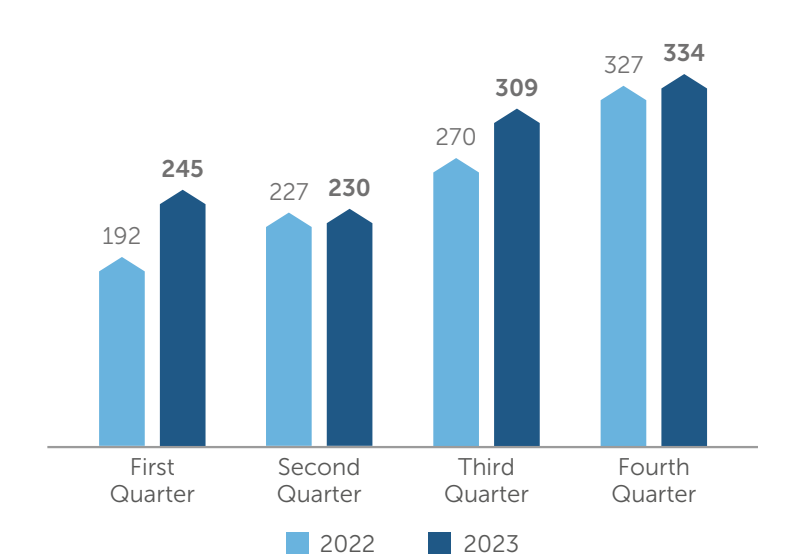
2022 RM'million For the period ended	2022 YTD	Fourth Quarter Jul-22	Third Quarter Apr-22	Second Quarter Jan-22	First Quarter Oct-21
Revenue as reported in audited financial statements	5,144	1,928	1,181	1,288	747
Share of joint ventures' revenue	1,291	277	122	387	505
Revenue	6,435	2,205	1,303	1,675	1,252
Profit before tax	1,016	327	270	227	192
Net Profit	806	256	221	177	152
Basic earnings per share (sen)	31.86	9.99	8.72	7.05	6.06
Dividend per share – single tier (sen)	12.00	6.00	-	6.00	-
Net assets per share attributable to equity holders (RM)	3.88	3.88	3.82	3.71	3.69

Note: The Group quarterly performance for the financial year ended 31 July 2023 and 21 July 2022 includes continuing operations and discontinued operations.

REVENUE – By Quarters (RM'million)



CORE PROFIT BEFORE TAX – By Quarters (RM'million)

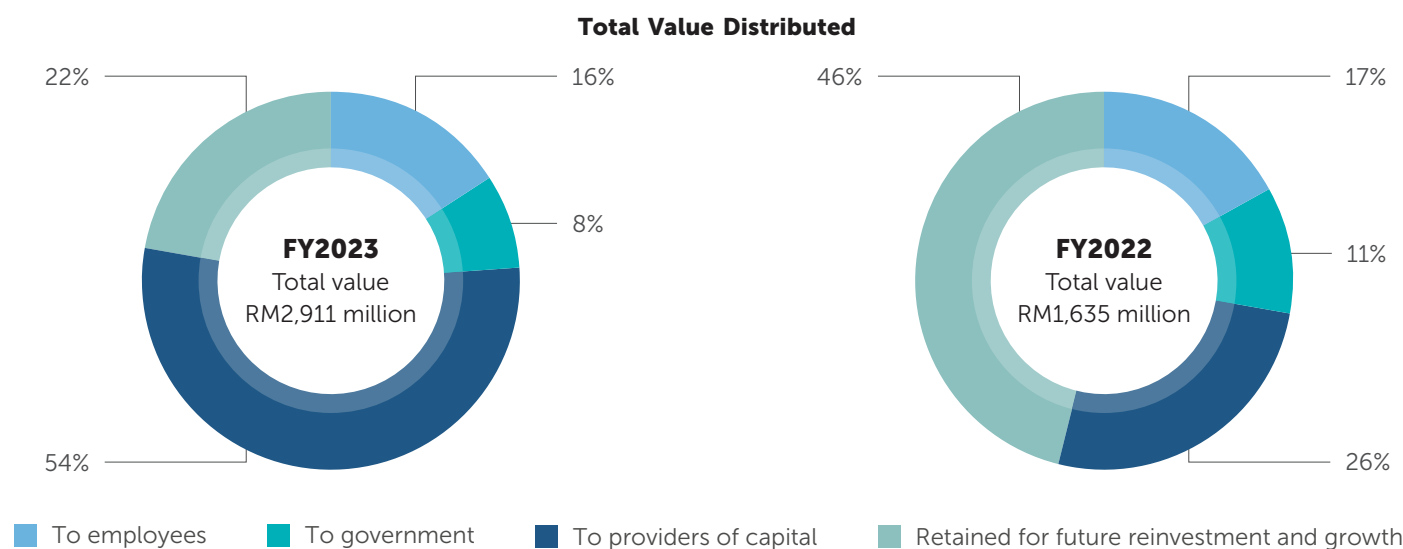


B PERFORMANCE REVIEW

STATEMENT OF VALUE ADDED AND DISTRIBUTION

The statement of value added shows the total wealth created by the the Group and its distribution to stakeholders, with the balance retained in the Group for reinvestment and future growth.

RM'million	2023	2022
VALUE ADDED:		
Revenue (Includes share of joint ventures' revenue)	9,078	6,435
Operating expenses	(6,633)	(5,396)
Other income	211	199
Share of profits of associated companies and joint ventures	255	397
Total value	2,911	1,635
DISTRIBUTION:		
To employees		
– Salaries and other staff costs	481	281
To Governments		
– Taxation	224	180
To providers of capital		
– Dividends	1,310	304
– Finance cost	81	97
– Non-controlling interest	167	30
Retained for future reinvestment and growth		
– Depreciation and amortisation	120	241
– Retained profits	528	502
Total Distributed	2,911	1,635
RECONCILIATION		
Net Profit for the year attributable equity holders	1,838	806
Add: Depreciation and amortisation	120	241
Staff costs	481	281
Finance cost	81	97
Taxation	224	180
Non-controlling interest	167	30
Total value added	2,911	1,635



B PERFORMANCE REVIEW

INVESTOR RELATIONS

POLICY, PRACTICES AND PROGRAMMES

The Board recognises Investor Relations (IR) as a key component of its Corporate Governance obligations. To meet the high expectations of the investment community, the Board has set up a dedicated IR unit headed by the Group Managing Director and assisted by the Senior Group General Manager, Investor Relations, to provide direct access to top management in all matters pertaining to Investor Relations.

The Board's primary objective is to provide all necessary information to the financial community such that shareholders, investors and potential investors can make an informed judgement on the fair value of the company's shares consistently over time. By doing so, this will help to create demand for the company's shares, and eventually optimise the company's cost of capital. To enhance the effectiveness of the IR unit, the Board has instituted a comprehensive IR policy and programme with the following objectives, guidelines and mandates:

1) Equal Access to Information

As a publicly listed group, the Board is acutely aware of the need to always provide fair and equal access to information for all classes of investors. Investors play an important role in the successful growth and development of the Group. The Board therefore, treats all classes of investors equally, notwithstanding the wide range of investors, many of whom have differing investment objectives and mandates. The IR unit caters to the demands of all types of investors, including retail and institutional investors, short and long-term investors, and domestic and foreign investors.

In line with IR best practices, all investors are provided with the relevant corporate information as and when requested. Price sensitive information is always disclosed to Bursa Malaysia before being disclosed to any individual investor. As far as is practicable, all requests for investor meetings are completely fulfilled. In addition, the IR unit actively reaches out to overseas investors on a regular basis to meet with those who are not able to travel to Malaysia.

During the COVID-19 global pandemic, private and small group investor meetings and regional investor conferences were conducted entirely virtually, particularly with global investors who still face restrictions on international travel. However, with the easing of COVID-19 restrictions globally, IR activities now are gradually reverting to physical meetings or a hybrid platform of physical and virtual meetings.

2) Building Trust and Credibility

A highly regarded and credible management team is one of the prerequisites for any investor. The Board recognises that trust and credibility can only be built up over time and requires a long-term commitment to protecting investors' interests. As such, the Board takes all necessary steps to ensure that critical investor issues are addressed promptly, effectively and accurately so that investors are always kept abreast of corporate developments and have a broad and clear understanding of strategic issues.

3) Fostering High Quality Relationships

High quality relationships can only be nurtured by continuously engaging with the investment community, both through good times as well as during difficult periods. In this respect, the IR unit conducts regularly scheduled dialogue sessions with investors to provide corporate updates, explain the Group's strategic direction, outline business prospects, and clarify financial issues. Should circumstances require, unscheduled dialogue sessions are occasionally arranged to explain and clarify any major corporate developments. Through these dialogue sessions, valuable feedback on various issues is also often obtained from the investment community.

4) Maintaining Open and Honest Communication Channels

Given the cyclical nature of the Group's key business sectors, business prospects are not always necessarily positive. Given this reality, the Board believes in portraying an honest assessment of the Group's business prospects, even if prospects may not be particularly bright. In doing so, it is hoped that investors will obtain a realistic understanding of the business cycles and will be in a better position to make informed investment decisions.

PROGRAMMES AND ACTIVITIES

A dedicated Investor Relations (IR) unit has been set up by the Board to implement effective IR programmes and activities in line with its IR policies. This unit is ultimately headed by the Group Managing Director, whilst the day-to-day activities are handled by the unit's Senior Group General Manager. Additional support is provided by various division heads when necessary.

As a proud founding member of the Malaysian Investor Relations Association (MIRA) several years ago, Gamuda today continues to actively support MIRA's IR objectives and activities as a Corporate Member.

B PERFORMANCE REVIEW INVESTOR RELATIONS

Investor Relations Activities

FY2023 was a year when almost everything reverted to the pre-COVID-19 times. Business activities and operations were back to pre-pandemic levels, and COVID-19 faded into the background for most people. However, the regular RT-PCR testing for all staff was maintained, although at a reduced frequency.

IR activities also reverted to pre-pandemic levels, with the exception of the regular quarterly briefings, which are still conducted virtually, as requested by the overwhelming majority of participants. Besides this, all other activities, such as marketing roadshows, investor conferences, private one-on-one and group meetings and project site visits, are now conducted fully physically. The following is a summary of all IR activities during FY2023.

Type of Event	Investment Centre	No. of Meetings
Investor Conferences	Kuala Lumpur, Bangkok, Singapore	7
Investor Briefings	Kuala Lumpur (virtual, hybrid)	6
Project Site Visits	Kuala Lumpur	10
Teleconference Calls	Various	16
Private Meetings	Various	57

Key Investor Relations Issues

It was a highly eventful year for the IR division as the Group moved aggressively to acquire new investments to drive future growth following the disposal of its toll highways. Two of these acquisitions, DT Infrastructure and Winchester House, were sizeable and significant enough to warrant special investor briefings to explain our rationale and strategy.

DT Infrastructure was acquired from the Australian-based Downer Group to complement Gamuda Engineering Australia (GEA) to accelerate our Australian growth. DT Infrastructure focuses on smaller to mid-sized infrastructure projects, with specialised skills in railway systems. The acquisition will enable the Group to expand its target market and leverage on DT Infrastructure's specialist skills to increase its competitiveness in the market.

Winchester House is a major addition to Gamuda Land's Quick Turnaround Projects (QTP) portfolio. It involves the upgrade and refurbishment of this Grade A office building to tap the strong demand and huge undersupply of top-in-class ESG-rated office buildings in the City of London.

Other smaller corporate moves include the acquisition of a 30 percent stake in ERS Energy, which marks our foray into the renewable energy segment, and the acquisition of more QTPs to expand Gamuda Land's QTP portfolio.

Over the year, the IR team was kept busy explaining these corporate moves as investors were interested in understanding our strategy moving forward. Investors were also keen to get regular updates on the construction division's prospects, both domestically and overseas.

On the properties front, investors were interested in visiting our key township projects, as these projects continue to deliver strong sales. Our project teams in Gamuda Gardens, Gamuda Cove and twentyfive7 all hosted several investor site visits over the financial year. The visits help investors better understand why these projects are fast gaining market acceptance. It also allows us to showcase our efforts in incorporating Environmental, Social and Governance (ESG) elements into the entire township as we strive to minimise our carbon footprint through the entire development cycle.

Our ESG initiatives also continue to be tracked closely by investors in line with global trends. To address ESG issues, our Group Chief Sustainability Officer was roped into our quarterly briefings to provide regular updates. Following the recent launch of our ESG roadmap, the Gamuda Green Plan 2025, investors are now kept fully informed and regularly updated on our targets and achievements.

Electronic Communication

Broader investor communication also takes place via our corporate website at www.gamuda.com.my as well as through the Integrated Report, Annual General Meeting (AGM) and Extraordinary General Meeting (EGM).

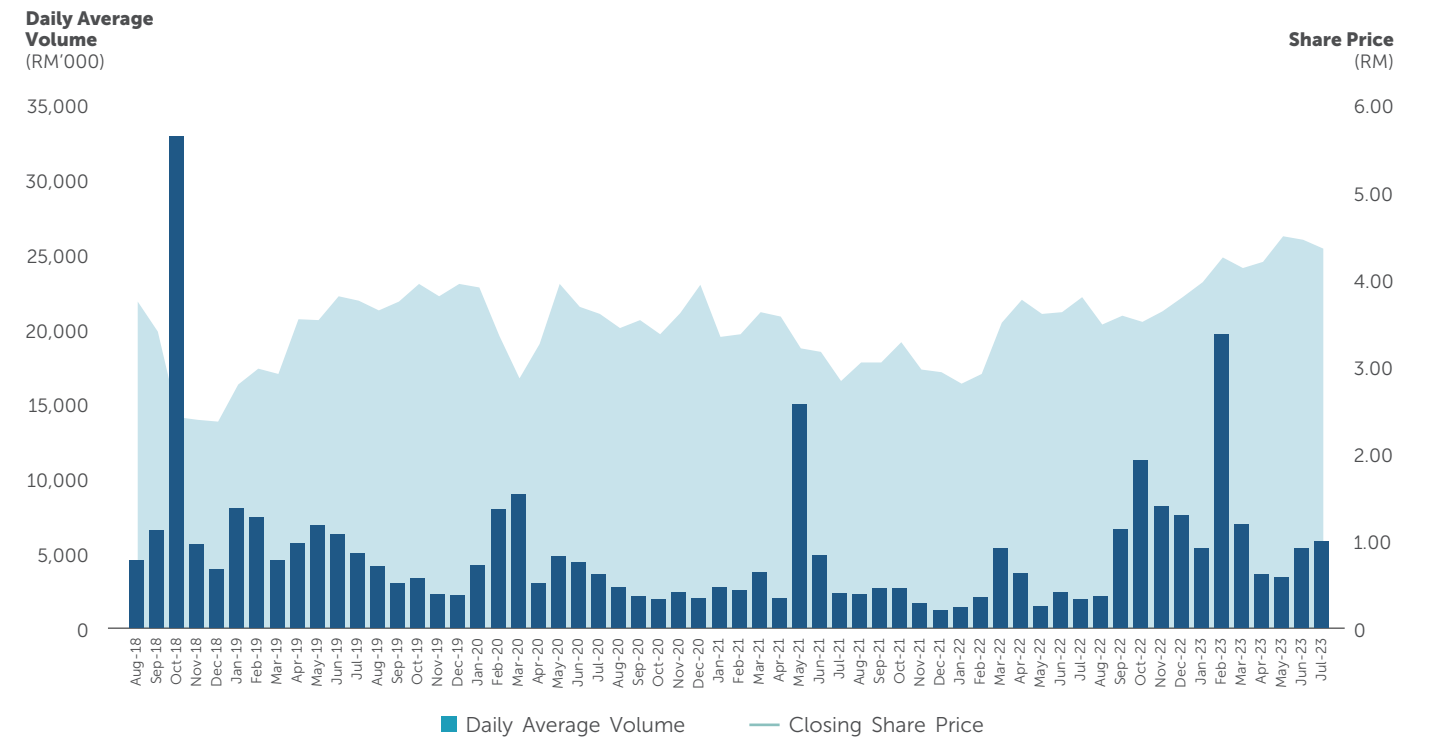
There is a wealth of information online. All announcements made to Bursa Malaysia are updated on our corporate website as soon as practicable. In addition, slides and notes from the quarterly investor briefings are also uploaded on our website for the benefit of shareholders unable to attend these briefings.

Annual General Meeting

In line with the new practices, the Group's AGM will once again be held virtually this year. The Board seeks to encourage shareholder attendance at its virtual AGM. The Chairmen of the Audit, Remuneration and Nomination Committees, together with other Directors will usually attend the AGM. Shareholders are encouraged to raise any pertinent issues at the meeting.

B PERFORMANCE REVIEW SHARE PERFORMANCE

Stock Exchange BURSA MALAYSIA SECURITIES BHD	Trading Name GAMUDA	Stock Code 5398
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Share Price	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	April-23	May-23	Jun-23	July-23
High (RM)	3.47	3.66	3.63	3.61	3.82	3.99	4.33	4.33	4.23	4.44	4.55	4.59
Low (RM)	3.33	3.39	3.24	3.22	3.42	3.70	3.78	3.98	4.05	4.02	4.11	4.16
Daily Average Volume ('000)	2,097	6,587	11,154	8,115	7,506	5,311	19,547	6,904	3,553	3,372	5,288	5,735

FINANCIAL CALENDAR

ANNOUNCEMENT OF CONSOLIDATED RESULTS	PAYMENT DATE OF SPECIAL, FIRST AND SECOND DIVIDEND	ANNUAL GENERAL MEETING
<p>QUARTER 1 Friday, 16 December 2022</p> <p>QUARTER 2 Thursday, 23 March 2023</p> <p>QUARTER 3 Thursday, 22 June 2023</p> <p>QUARTER 4 Wednesday, 27 September 2023</p>	<p>Special dividend Friday, 23 December 2022</p> <p>First dividend Thursday, 2 March 2023</p> <p>Second dividend Friday, 1 September 2023</p>	<p>Notice of AGM Wednesday, 8 November 2023</p> <p>47th AGM Thursday, 7 December 2023</p>

LEADERSHIP

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- 78 Profile of Senior Management
- 85 Group Organisation Structure

PROFILE OF BOARD OF DIRECTORS



YBHG TAN SRI DATO' SETIA HAJI AMBRIN BIN BUANG

Independent Non-Executive Chairman

AGE Age: **74** | **Gender:** **Male** | **Nationality:** **Malaysian**

Date of Appointment:
28 September 2018

Board Committee Membership

- Nil

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Yayasan Pelaburan Bumiputra
- Lingkaran Trans Kota Holdings Berhad

YBhg Tan Sri Dato' Setia Haji Ambrin Bin Buang joined the Board on 28 September 2018, and assumed the position of Board Chairman effective from 1 February 2023.

Upon assuming the position of Board Chairman, YBhg Tan Sri Dato' Setia Haji Ambrin relinquished not only his role as the Chairman of the Audit Committee but also his membership in the Nomination Committee.

YBhg Tan Sri Dato' Setia Haji Ambrin holds a Degree in Economics from the Universiti of Malaya and a Master's in International Business from the University of South Carolina, USA.

He was appointed the Auditor General of Malaysia on 22 February 2006, upon his retirement, after having served the Government (Malaysian Civil Service) for over 35 years. He completed his tenure as Auditor General of Malaysia on 22 February 2017.

His working career includes experience in the Ministry of Trade and Industry from 1971 to 1982, and he was appointed as Deputy Director of the Small Scale Industries Division in 1981. He has also served on the Malaysian Timber Industry Board from 1982 to 1987 and the National Institute of Public Administration from July 1987 to 1991.

YBhg Tan Sri Dato' Setia Haji Ambrin was also attached to the Malaysian Embassy in Tokyo, Japan, from 1992 to March 1995 as Minister for Economic Affairs and Deputy Head of Mission. He was a Senior General Manager for the Kuala Lumpur International Airport Berhad from April 1995 to February 1999. He was the State Secretary of the Selangor State Government from March 1999 to September 2001 and Secretary-General of the Ministry of Education till his appointment as the Auditor General of Malaysia.

On 16 May 2016, YBhg Tan Sri Dato' Setia Haji Ambrin was conferred an Honorary Doctorate Award carrying the title Prof. (Dr.) by IIC University of Technology, Cambodia. In 2017, he was awarded an Honorary Doctorate in Accounting by Universiti Kebangsaan Malaysia and appointed Adjunct Professor by Universiti Utara Malaysia. He was formerly a Board Member of the Malaysian Institute of Integrity.

For the past 16 years, he has been a frequent speaker presenting his views and perspective on public sector auditing, good governance and integrity at many seminars and conferences organised domestically and internationally.

Tan Sri Dato' Setia Haji Ambrin was appointed as Chairman of the Special Investigation Committee on Governance, Procurement and Finance by the Malaysian Government from 2018 to July 2021. In 2018, he was appointed as a member of the Board of Trustees of Yayasan Pelaburan Bumiputra. On 1 January 2021, he was appointed as the Deputy Chairman of the Board of Trustees for Lembaga Zakat Selangor, an institution under the Duli Yang Maha Mulia Sultan Selangor entrusted to collect and distribute "zakat" in the state of Selangor. He is currently a member of Dewan DiRaja Selangor.

YBhg Tan Sri Dato' Setia Haji Ambrin has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company, and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, YBhg Tan Sri Dato' Setia Haji Ambrin attended seven out of eight board meetings held.



YBHG DATO' LIN YUN LING

Group Managing Director

AGE Age: **68** | **Gender:** **Male** | **Nationality:** **Malaysian**

Date of Appointment:
10 February 1981

Board Committee Membership

- Chairman of Risk Management Committee
- Member of Remuneration Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Yayasan Gamuda

YBhg Dato' Lin Yun Ling has been on the Board as Managing Director since 10 February 1981.

A civil engineer, YBhg Dato' Lin joined Gamuda in 1978 as a senior project manager and became the Group Managing Director at the age of 26, four years later. He has remained at the helm of Gamuda and its subsidiary companies ("Gamuda Group"), which has progressed from a small construction setup to Malaysia's leading infrastructure and property developer.

With his entrepreneurial vision and strategic leadership skills, he is focused on growing the core businesses of the Gamuda Group, leveraging the differentiated strengths of its talent pool. The strategies for the Gamuda Group have resulted in a sustained period of growth in revenues and earnings in each of its core businesses. The growth of the Gamuda Group has also been led by consistent and continuous innovation, the latest being a significant investment into automated digital production technology. Group-wide, processes and systems are being placed on a common digital platform to ensure future competitiveness.

YBhg Dato' Lin holds a Bachelor of Science (Honours) degree in Civil Engineering from King's College, London, University of London, UK.

YBhg Dato' Lin has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, YBhg Dato' Lin attended seven out of eight board meetings held.

PROFILE OF BOARD OF DIRECTORS



YBHG DATO' IR HA TIING TAI

Deputy Group Managing Director

AGE Age: 69 | **GENDER** Gender: Male | **NATIONALITY** Nationality: Malaysian

DATE OF APPOINTMENT Date of Appointment: 1 February 1990

Board Committee Membership

- Member of Risk Management Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Danau Permai Resort Berhad

YBhg Dato' Ir Ha, a civil engineer, has been on the Board since 1 February 1990. He was promoted to Deputy Group Managing Director on 1 June 2012.

With 45 years of extensive and successful experience in large-scale design-and-build (DAB), build-operate-transfer (BOT), and project delivery partner (PDP) projects, YBhg Dato' Ir Ha holds the position of Deputy Group Managing Director. In this capacity, he plays a pivotal role in propelling the Group's engineering, construction, and infrastructure concession business divisions, both domestically and internationally.

Previously, through the Company's role as the project turnkey contractor, he directed and oversaw the construction of the massive Klang Valley Mass Rapid Transit (KVMRT) project. He is also assisting the Group in expanding its engineering and construction business into Australia, Taiwan, Singapore and other regional markets.

YBhg Dato' Ir Ha's robust engineering expertise and extensive experience in delivering large and intricate engineering projects enable him to contribute effectively to both the Group's business and the Board.

YBhg Dato' Ir Ha holds a Bachelor of Engineering (Honours) degree from Universiti of Malaya. He is a Professional Engineer registered with the Board of Engineers, Malaysia; a Chartered Structural Engineer and a Chartered Engineer registered with the Engineering Council, UK; a Fellow of The Institution of Engineers Malaysia; a Fellow of the Institution of Civil Engineers, UK; a Fellow of The Institution of Structural Engineers, UK and a Fellow of the Chartered Institution of Highways and Transportation, UK.

YBhg Dato' Ir Ha has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, YBhg Dato' Ir Ha attended five out of the eight board meetings held.



YTM RAJA DATO' SERI ELEENA BINTI ALMARHUM SULTAN AZLAN MUHIBBUDDIN SHAH AL-MAGHFUR-LAH

Non-Independent Non-Executive Director

AGE Age: 63 | **GENDER** Gender: Female | **NATIONALITY** Nationality: Malaysian

DATE OF APPOINTMENT Date of Appointment: 1 June 1992

Board Committee Membership

- Chairperson of Remuneration Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Yayasan Gamuda
- Yayasan Sultan Azlan Shah
- Yayasan Tuanku Bainun
- Pusat Kreatif Kanak-kanak Tuanku Bainun

YTM Raja Dato' Seri Eleena, an advocate and solicitor, has been on the Board since 1 June 1992. Her extensive experience in legal practice enables her to contribute significantly to the Board.

YTM Raja Dato' Seri Eleena was a Barrister-at-Law at Lincoln's Inn, London, UK. She was called to the English Bar in 1985. After returning to Malaysia, she worked with an international firm in Kuala Lumpur and was called to the Malaysian Bar in 1986. In 1987, she set up her own legal practice, Messrs Raja Eleena, Siew, Ang & Associates, of which she is presently a senior partner.

YTM Raja Dato' Seri Eleena is also a trustee in several charitable organisations, such as Yayasan Sultan Azlan Shah, Yayasan Tuanku Bainun, Yayasan Cemerlang, Yayasan Gamuda and Pusat Kreatif Kanak-Kanak Tuanku Bainun. These organisations conduct a variety of activities that focus on community development, improving and upholding education at all levels, promoting sports, exploring and expanding children's creativity through performing arts and preserving heritage, tradition, culture, and social or art-related aspects. This includes the upkeep of historical buildings and artefacts.

YTM Raja Dato' Seri Eleena has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, YTM Raja Dato' Seri Eleena attended seven out of the eight board meetings held.

PROFILE OF BOARD OF DIRECTORS



PUAN NAZLI BINTI MOHD KHIR JOHARI

Independent Non-Executive Director

AGE 69 | **Gender:** Female | **Nationality:** Malaysian

Date of Appointment:
7 March 2016

Board Committee Membership

- Chairperson of Audit Committee
- Chairperson of Nomination Committee
- Member of Risk Management Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Nil

Puan Nazli joined the Board on 7 March 2016. She assumed the roles of Chairperson for both the Audit Committee and Nomination Committee on 1 February 2023.

After completing her tertiary education, Puan Nazli joined Aseambankers Malaysia Berhad (ASEAM) [now known as Maybank Investment Bank Berhad] in September 1981, where she held various positions until January 1996. Her final position before leaving ASEAM was Head of Project Development.

In February 1996, Puan Nazli joined Percon Corporation Sdn Bhd (Percon), a wholly-owned subsidiary of Permodalan Nasional Berhad, as the General Manager (Corporate Services). At Percon, she was tasked with implementing a financial and corporate restructuring scheme. The job involved enhancing, strengthening and developing Percon's competitive position in the field of engineering and construction. Additionally, she was responsible for shaping the corporate direction for Percon. At the group level, Puan Nazli represented Percon's interests in various subsidiaries and associate companies ranging from road concession to property development, both locally and abroad. She left Percon in July 2002 and is currently not affiliated with any specific company.

Puan Nazli's vast exposure in a variety of industries has positively contributed to her analytical and conceptual approach in decision making. Her broad experience in people management and general management, both at corporate and line-management levels, also enables her to provide invaluable input to the Board and Audit Committee.

Puan Nazli holds a Bachelor of Science in Business Administration from The George Washington University, Washington D.C., USA and a Master of Business Administration from Syracuse University, Syracuse, New York, USA.

Puan Nazli has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, Puan Nazli attended seven out of the eight board meetings held.



MS. CHAN WAI YEN, MILLIE

Independent Non-Executive Director

AGE 67 | **Gender:** Female | **Nationality:** Malaysian

Date of Appointment:
1 January 2022

Board Committee Membership

- Member of Audit Committee
- Member of Nomination Committee
- Member of Remuneration Committee

Other Directorship(s)

Listed Corporation/Corporations:

- QL Resources Berhad

Public Company/Companies:

- Nil

Ms. Chan was appointed as an Independent Non-Executive Director of the Company on 1 January 2022. Subsequently, on 1 February 2023, she was appointed as a member of the Audit, Nomination and Remuneration Committees.

Ms. Chan graduated with a Bachelor of Laws Degree with First Class Honours from the University of Malaya in 1980. She was admitted as an Advocate and Solicitor to the High Court of Malaya in 1981. She began her legal practice at Maxwell, Kenion, Cowdy & Jones, a law firm in Ipoh. In 1984, Ms. Chan co-founded the legal firm W Y Chan & Roy and continued to practice law in Malaysia until 2007.

Ms. Chan's practice focus in Malaysia during the first seven years of practice was in civil and commercial litigation. In the following two decades, her practice concentrated on corporate securities and finance, as well as commercial matters.

In 2010, Ms. Chan was admitted to the Law Society of British Columbia, Canada. She practiced in the Vancouver office of Borden Ladner Gervais ("BLG"), a national law firm in Canada, and was a member of the BLG Tax Group and the Corporate & Commercial Group. She also served as a BLG Senior Consultant for Asia Pacific Market. Her advisory focus involved assisting high net worth families, particularly business families in Asia, in the area of holistic global estate planning. This encompassed inter-generational wealth transfer, asset protection, and capital preservation. Furthermore, she aided families in establishing strategies and processes to promote family governance, maintain family unity, and uphold family identity and integrity. Leveraging an extensive network of contacts, she collaborated with financial institutions and offshore service providers for trusts, foundations, and corporations.

Ms. Chan ceased her legal practice with Borden Ladner Gervais and applied to be a non-practicing lawyer in British Columbia in 2018. This move was intended to allow her to focus on consulting with business families and individuals, particularly in Asia, in the area of holistic global estate planning through her company, Legacy 127 Consulting Inc.

Ms. Chan has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, Ms. Chan attended all eight board meetings held.

PROFILE OF BOARD OF DIRECTORS



MS. CHIA AUN LING

Independent Non-Executive Director

AGE 53 | **Gender:** Female | **Nationality:** Malaysian

Date of Appointment:
1 February 2023

Board Committee Membership

- Member of Audit Committee
- Member of Nomination Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Nil

Ms. Chia was appointed as an Independent Non-Executive Director of the Company on 1 February 2023. Concurrently with her Board appointment, she was also appointed as a member of the Audit and Nomination Committees.

Ms. Chia has over 20 years of experience in the equity research field. She served as a Director at Deutsche Bank (Malaysia) Bhd from 2005 to 2015. Prior to that, she worked as an Investment Analyst at CLSA (Malaysia) Sdn Bhd, RHB Research Institute Sdn Bhd and Hwang-DBS Securities Sdn Bhd. During her tenure as an Investment Analyst, she conducted extensive research on various industries, including property/construction, utility/energy, consumer and gaming. Since 2015, she has worked as a freelance Investment Analyst.

She holds a Bachelor of Science in Business with Distinction (Major in Finance and Marketing) from Carlson School of Management at the University of Minnesota. She is also a Chartered Financial Analyst ("CFA") from the CFA Institute.

Ms. Chia has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

During the financial year ended 31 July 2023, Ms. Chia attended all board meetings held since her appointment to the Board on 1 February 2023, totalling three.



MR. JUSTIN CHIN JING HO

Alternate Director to YBhg Dato' Ir Ha Tiing Tai and Managing Director, Gamuda Engineering

AGE 33 | **Gender:** Male | **Nationality:** Malaysian

Date of Appointment:
18 October 2021

Board Committee Membership

- Member of Risk Management Committee

Other Directorship(s)

Listed Corporation/Corporations:

- Nil

Public Company/Companies:

- Nil

Mr. Justin Chin Jing Ho was appointed as the Alternate Director to YBhg Dato' Ir Ha Tiing Tai on 18 October 2021.

A success story of the Gamuda Scholarship, Mr. Chin's journey in the Gamuda Group began in 2008 when he was awarded a full scholarship to pursue his tertiary education. Soon after, he joined Gamuda as a Tunnel Engineer on the first Klang Valley Mass Rapid Transit (KVMRT) Project, the MRT Kajang Line, in 2012. Since then, he has held various positions within the Gamuda Group.

With over ten years of experience in the tunnelling sphere, Mr. Chin brings a wealth of technical expertise, competencies and knowledge to the business. He was appointed as the Tunnel General Manager for MMC Gamuda KVMRT (T) Sdn Bhd in 2018 and was responsible for delivering the 13.5 km of twin-bored tunnels for the MRT Putrajaya Line. He has also been involved with the Group's local and regional engineering business operations in Singapore, Australia, Vietnam and Taiwan.

Mr. Chin's capabilities in tunnel engineering and digitalisation have led to the birth of the world's first autonomous tunnel boring machine (A-TBM) in 2019, developed entirely in-house by a team of passionate young Gamuda engineers. This innovative technological breakthrough has won numerous international accolades and awards, propelling Gamuda to the forefront of the global tunnelling fraternity.

Mr. Chin held the position of Special Officer to the Group Managing Director of Gamuda Berhad in 2020 before stepping up as an Executive Director of Gamuda Engineering in January 2021. He assumed the role of Managing Director of Gamuda Engineering on 1 August 2021 in line with Gamuda Group's succession plans, transitioning to next-generation leaders for Gamuda's sustainable long-term growth.

Mr. Chin leads the strategic direction and overall business performance of Gamuda's engineering arm. He also oversees the delivery of the Gamuda Green Plan 2025 as Gamuda Group deepens its commitments to sustainable planning and design, as well as reducing its carbon emissions.

Mr. Chin holds a Master's Degree in Civil and Environmental Engineering from Imperial College London, United Kingdom.

Mr. Chin has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any). Additionally, there were no public sanctions or penalties imposed by the relevant regulatory bodies during the financial year.

PROFILE OF SENIOR MANAGEMENT



MR. SOO KOK WONG

GROUP CHIEF FINANCIAL OFFICER (GAMUDA BERHAD)



Other Directorships in Public Companies:
Syarikat Pengeluar Air Selangor Holdings Berhad

Qualification(s):

- Fellow Member, Association of Chartered Certified Accountants (ACCA), United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants (MIA)

Relevant Working Experience:

As Group Chief Financial Officer (CFO), he shapes the organisation's financial landscape, overseeing finance, treasury, accounting, investor relations, legal, company secretarial and human resources. A chartered accountant, he now sits on the Malaysian Accounting Standards Board (MASB), a testament to his eminence in accounting. His journey includes roles as the Alternate Director on the Board (2013-2018), Group's Internal Audit Chief and CFO of the construction arm. Prior to Gamuda, he honed his skills at Price Waterhouse Malaysia, mastering finance, tax, audit, and more.



MS. ONG JEE LIAN

GROUP CHIEF COMMUNICATIONS AND ESG OFFICER (GAMUDA BERHAD)



Other Directorships in Public Companies: None

Qualification(s):

- Masters in Sustainable Development Management, Jeffrey Sachs Centre, Sunway University, Malaysia
- Bachelor of Arts in Mass Communications, Murdoch University, Australia
- Certified Sustainability GRI Reporting Specialist

Relevant Working Experience:

As the Group Chief Communications and ESG Officer since 2020, she leads the Group's sustainability integration and report development. She is also the Executive Director of Gamuda Engineering since 2021. Her journey with Gamuda began in 2008 as Marketing Communications Manager for Gamuda Land. In 2011, she played a key role in communications for the MRT Kajang and Putrajaya Lines, and continued as the General Manager within the Group's Corporate Communications department. She held prior communication positions at Lenovo and UEM Sunrise.



MS. SITI EZYANA BINTI SYED JAAFAR

CHIEF INTEGRITY AND GOVERNANCE OFFICER (GAMUDA BERHAD)



Other Directorships in Public Companies: None

Qualification(s):

- Bachelor of Science (Honours) in Ecology, Universiti of Malaya, Malaysia

Relevant Working Experience:

Appointed as Chief Integrity and Governance Officer in 2022, she leads the Integrity and Governance Unit with 14 years of expertise in environmental and quality management, including ISO systems and certification processes. Previously, as Assistant General Manager at Gamuda Water, she managed performance and compliance at Bukit Badong and Rasa Water Treatment Plants, following Quality, Environment, Safety and Health practices. She also led the Environment, Quality, and Liaison division at SPLASH until 2019, where she began as a manager in 2008. Her career spans communication roles at Puncak Niaga (M) Sdn Bhd, Gamuda Berhad, and SPLASH. Additionally, she served as a news presenter at Media Prima Berhad (2008-2012).



MR. JOHN LIM JI XIONG

GROUP CHIEF DIGITAL OFFICER (GAMUDA BERHAD)



Other Directorships in Public Companies: None

Qualification(s):

- Master of Mechanical Engineering, University of Bristol, United Kingdom

Relevant Working Experience:

In 2023, he became the Group Chief Digital Officer. He's also been Executive Director - Digital Innovation of Gamuda Engineering and Gamuda Land since 2022. His journey with Gamuda started in 2013 through the Gamuda Scholarship. In 2021, he founded the Gamuda Excellence Transformation (GET) team, uniting diverse technology talents to enhance the Group's digital excellence, including BIM, Digital Engineering, Gamuda Land Digital, and Tunnel R&D. His career began as a tunnel engineer on the MRT Putrajaya Line, leading the development of the world's first award-winning autonomous tunnel boring machine (TBM).



EN. ADIL PUTRA BIN AHMAD

EXECUTIVE DIRECTOR (GAMUDA ENGINEERING)



Other Directorships in Public Companies: None

Qualification(s):

- Bachelor of Science in Civil Engineering, California State University, Long Beach, USA
- Member of Board of Engineers Malaysia
- Member of Institution of Engineers Malaysia

Relevant Working Experience:

Appointed as Executive Director of Gamuda Engineering in 2013, he currently serves as Project Director for MMC Gamuda, overseeing the MRT Putrajaya Line project. His involvement also extends to planning the LRT for the Penang Transport Master Plan (PTMP). His extensive career is distinguished by successful management and construction of major infrastructure projects, including the Lebuhraya Damansara-Puchong (LDP), Shah Alam Expressway (SAE), and the Klang Valley MRT Kajang Line. In the early years of his career, he contributed to the construction of the Ipoh-Lumut Highway and a segment of the North-South Expressway.



TS. LIM HUI YAN

EXECUTIVE DIRECTOR (GAMUDA ENGINEERING)



Other Directorships in Public Companies: None

Qualification(s):

- Bachelor of Science (Honours) in Mechanical Engineering (Manufacturing and Automation), Universiti Putra Malaysia

Relevant Working Experience:

She became Executive Director at Gamuda Engineering in January 2021, followed by her role as Head of Yayasan Gamuda in January 2022. Her journey with Gamuda began in 2008 with a scholarship. She contributed to pioneering tunnelling and construction projects, including the world's first variable density tunnel boring machine (VD TBM) and innovative materials for the MRT Kajang Line in 2012. Her influence extended to the MRT Putrajaya Line, and in 2015, she initiated Gamuda Digital IBS, emphasising sustainable construction through digital integration.

PROFILE OF SENIOR MANAGEMENT



YBHG DATO' SZETO WAI LOONG

CHIEF EXECUTIVE OFFICER (SILICON ISLAND DEVELOPMENT SDN BHD)

64 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Master of Business Administration (MBA) General Management, Charles Sturt University, Australia
- Diploma in Civil Engineering, Federal Institute of Technology (FIT), Malaysia

Relevant Working Experience:

He assumed the role of CEO of Silicon Island Development Sdn Bhd for Penang Silicon Island Reclamation in 2023. He's also been the Project Director of SRS Consortium Sdn Bhd for the Penang Transport Master Plan since 2015. He joined MMC Gamuda in 2007 as General Manager for the Electrified Double Track Project (EDTP). His career started as a cadet engineer at Mudajaya Corporation Berhad. In 1994, he became Project Manager for the Star Light Rail Transit System at IJM Corporation Berhad. His diverse portfolio includes the Tanjung Pelepas Port Rail Link, the KLCC-KL Convention Centre Tunnel Link, Riana Green Condominium, Impiana Hotel, and Commerce Asset Holding Berhad Tower. He also managed the Civic Convention Centre Project for the Municipal Corporation of Delhi, India.



MR. KOBINATHAN THANGAVELU

EXECUTIVE DIRECTOR (GAMUDA ENGINEERING)

39 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor of Civil Engineering (Honours), Universiti Tun Hussein Onn Malaysia, Malaysia
- Member, Board of Engineers Malaysia (BEM)

Relevant Working Experience:

As the Executive Director of Gamuda Engineering since 2022, his recent role has expanded to Australia with a focus on construction and tunnelling solutions. His track record includes the execution of large-scale infrastructure like the KVMRT project and the Electrified Double Track Project (EDTP). Notably, he has been a key driver in the construction and completion of underground stations for the MRT Putrajaya Line and he has provided oversight for Intervention Shaft 3. His MMC Gamuda journey began in 2008 as a site engineer for the EDTP.



MR. ERIC FOONG VOUI LIN

EXECUTIVE DIRECTOR (GAMUDA ENGINEERING)

57 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Diploma in Building Technology, Tunku Abdul Rahman College (TARC)

Relevant Working Experience:

Appointed as Executive Director at Gamuda Engineering in 2021, he is experienced in contracts administration across diverse civil engineering projects, including expressways, water treatment plants, railways, and metros. He has been Gamuda Taiwan's Regional Director of Project Procurement and Delivery since 2017. He has recently been instrumental in securing Gamuda's sixth infrastructure project in Taiwan, the Kaohsiung MRT Yellow Line Package YC01. His journey with Gamuda began in 1990 as Site Supervisor for Bentong Water Treatment project, followed by Head of Contracts and Commercial for EDTP in 2008 and later MRT Kajang Line in 2011. In 2018 he became the Director of Contract and Commercial for MRT Putrajaya Line. He was pivotal in the completion of the Kaohsiung MRT Orange Line, Taiwan and the Panagarh-Palsit and Durgapur Expressways, India.



MR. EWAN YEE YEW WENG

CHIEF EXECUTIVE OFFICER (GAMUDA AUSTRALIA)

59 Male Singaporean **Other Directorships in Public Companies:** None

Qualification(s):

- MIEAustralia, CPEng, APECEng, IntPE
- MSc. of Engineering, Monash University, 1990
- Bachelor of Engineering (Hons), Monash University, 1987
- President, Malaysian Geotechnical Society 2017/2019

Relevant Working Experience:

With more than 30 years' of experience in design and construction projects, he has a strong track record in establishing new businesses and developing management teams. He has led the Gamuda Australia's team from 2019. Since then, he has been actively participating in SteerCo for eight mega project tenders in Australia, including three that are currently at the project delivery stage. He establishes strong local teams with the Group's significant engineering expertise to deliver state-shaping projects that enhance Australia's infrastructure landscape. In 2023, he also led the acquisition team for DT Infrastructure and Tunnelling Solutions.



MR. ADRIAN MEYERS

CHIEF REVENUE OFFICER (GAMUDA AUSTRALIA)

52 Male Australian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor Of Engineering Civil (Honors) 1994, University Of Technology Sydney
- Master's Degree In Commercial Law 2003, Macquarie University

Relevant Working Experience:

With 30 years of expertise in the construction industry, he specialises in tactical pipeline planning, strategic tender delivery, project launch and client liaison. His expertise extends to risk management, governance, and providing leadership for major projects and tenders. As the pre-contracts team lead, he successfully spearheaded Gamuda Australia's entry into the Australian market, completing various noteworthy tenders. During his career, he has worked on a number of significant projects, including the Rozelle Interchange, Sydney Metro – Sydenham Junction and Canberra Light Rail.



MR. JARRED HARDMAN

CHIEF STRATEGY AND GROWTH OFFICER (GAMUDA AUSTRALIA)

48 Male Australian **Other Directorships in Public Companies:** None

Qualification(s):

- Master of Business Administration, Australian Graduate School of Management
- Bachelor of Laws (Hons), University of Melbourne
- Bachelor of Arts, University of Melbourne

Relevant Working Experience:

A strategic and commercially minded senior executive who is passionate about driving growth and innovation in the infrastructure industry, with a focus on clean energy, public-private partnerships, and digital transformation. He leverages his Executive MBA to identify and execute strategic opportunities, create value for stakeholders, and foster a culture of excellence and collaboration. Over the last 15 years, he has worked on some of Australia's largest and most complex road infrastructure projects, including the North East Link PPP, WestConnex Rozelle Interchange Project, and M4-M5Link Tunnels.

PROFILE OF SENIOR MANAGEMENT



MR. DARREN CRICHTON

CHIEF EXECUTIVE OFFICER (DT INFRASTRUCTURE)

48 Male Australian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor of Commerce (BCom)
- Bachelor of Economics (BEc)
- Chartered Accountant (CA)
- Graduate of Australian Institute of Chartered Directors (GAICD)
- Cert IV Project Management

Relevant Working Experience:

He leads the team with a wealth of experience developing and implementing strategic plans and initiatives to drive business growth, improve performance, and achieve commercial objectives. He is focused and drives the management of commercial, finance, legal and project controls and systems streams across the business. Previously to his role as CEO, he was DT Infrastructure's Chief Officer – Operations and Chief Financial Officer of Downer Asia Division, with a market focus on civil, engineering and consulting work. He has also held senior finance executive positions at the Leighton Holdings Group. Darren is a member of ICAA and GAICD.



MR. CHU WAI LUNE

CHIEF EXECUTIVE OFFICER (GAMUDA LAND)

40 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Master of Business Administration (MBA), Wawasan Open University
- Bachelor's Degree in Civil and Structure Engineering, Universiti Kebangsaan Malaysia

Relevant Working Experience:

He was appointed Chief Executive Officer for Gamuda Land in 2023. Before taking on the role of CEO, he served as the Chief Operating Officer and Project Director at Gamuda Land. He began his career at Gamuda Engineering in 2008, overseeing the Electrified Double Track Project (EDTP) completion. In 2016, he went to Gamuda Land as a Project Manager, and was then promoted to General Manager for Bandar Botanic, twentyfive7 and Gamuda Gardens.



MS. WONG SIEW LEE

CHIEF OPERATING OFFICER OF PROJECT OPERATIONS (GAMUDA LAND)

40 Female Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Master's Degree in Business Studies/Administration/Management, Universiti Sains Malaysia
- Bachelor's Degree in Civil Engineering, Universiti Teknologi Malaysia

Relevant Working Experience:

She was appointed Chief Operating Officer in 2023, responsible for overseeing the overall operations of Gamuda Land's projects in Malaysia and Vietnam. In 2016, she began her career as a Project Manager, where she was responsible for overseeing the planning and development of Kundang Estates and high-rise projects in Malaysia. She then assumed the role of General Manager for Gamuda Gardens in July 2022. Her expertise extends across project management and the delivery of boutique and large-scale masterplans that encompass commercial real estate, residential and high-rise developments.



MS. JESS TENG POH FERN

CHIEF OPERATING OFFICER OF STRATEGIC OPERATIONS (GAMUDA LAND)

34 Female Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor of Architecture Design, RMIT University, Australia

Relevant Working Experience:

In her role as Chief Operating Officer of Strategic Operations since 2023, her focus is on the development and execution of the company's overall strategic plan, which encompasses design and product planning, sustainability, digitalisation, Gamuda Parks and branding. She also oversees Gamuda Land's projects in the United Kingdom and Australia. She was formerly Gamuda Land's Executive Director in 2021. Before Gamuda Land, she worked on high-profile projects such as TRX Retail Mall and Tradewinds Square in Kuala Lumpur.



MR. ANGUS LIEW BING FOOK

CHAIRMAN OF VIETNAM OPERATIONS (GAMUDA LAND)

45 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor of Engineering (Honours) at University of Melbourne, Australia
- Master of Science, Heriot-Watt University, Scotland, United Kingdom
- Member of the Institute of Engineering Malaysia
- Certified Supervision Engineer in Vietnam

Relevant Working Experience:

As Chairman of Vietnam Operations, he oversees Gamuda Land's operations in the Vietnamese market. He has a broad range of expertise in real estate development covering engineering, construction management, masterplanning, sales and marketing. Before assuming the role of Chairman in 2022, he was formally the General Director of Gamuda Land Vietnam. He has been in Vietnam since 2008, giving him a deep understanding of the country's cultural norms and pivotal business issues.



YBHG DATO' HAJI ABDUL SAHAK BIN SAFI

EXECUTIVE DIRECTOR (GAMUDA LAND)

63 Male Malaysian **Other Directorships in Public Companies:** None

Qualification(s):

- Bachelor of Science (Honours) in Housing Building and Planning (Arch), Universiti Sains Malaysia
- Associate Fellow, Institute of Local Government Studies (ILGS), Universiti Utara Malaysia

Relevant Working Experience:

He assumed his role as Executive Director of Gamuda Land in 2016. He is also an Alternate Director for UEM Sunrise-Gamuda Joint Venture, Horizon Hills. He joined the Group in May 2001 and has been instrumental in conceptualising and planning several landmark developments, namely, Bandar Botanic, Valencia, Horizon Hills and twentyfive7. His current involvement includes the planning of Gamuda Cove and Gamuda Gardens.

PROFILE OF SENIOR MANAGEMENT



LAR. KHARIZA BINTI ABD KHALID EXECUTIVE DIRECTOR (GAMUDA LAND)

AGE 47 Female Malaysian Other Directorships in Public Companies: None

Qualification(s):

- Bachelor of Architecture at University Technology Malaysia, Skudai, Johor Bahru
- Professional Landscape Architect, Institute of Landscape Architecture (Malaysia)
- Advisory Panel Member, Malaysian National of Biodiversity Roundtable under the Ministry of Water, Land and Natural Resources (2019)
- Council Member, UPM Landscape Architecture Program Development of Faculty of Architecture Design (2021)
- Member, Malaysian Society of Arborists (PArM)

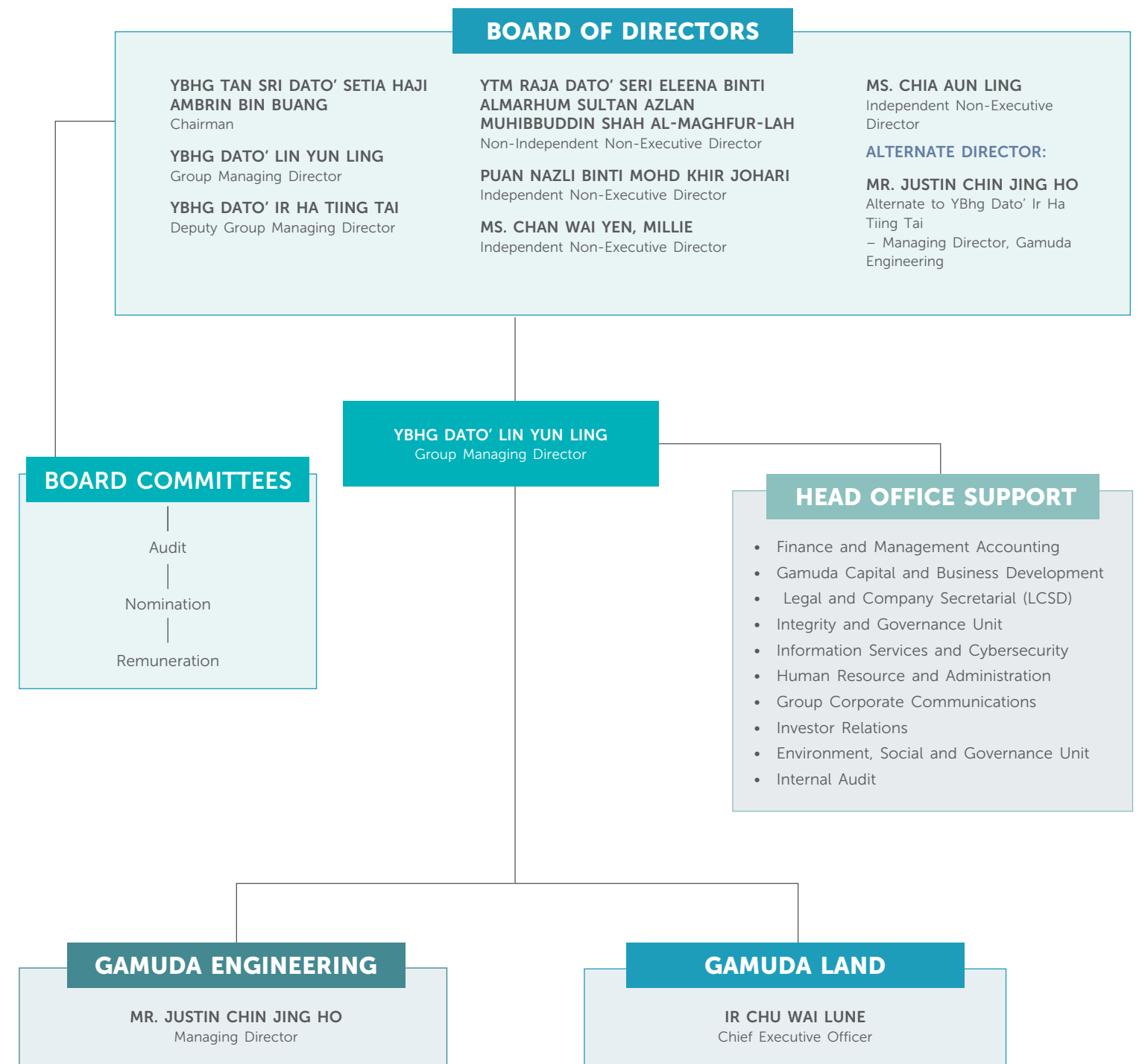
Relevant Working Experience:

As the Executive Director of Gamuda Parks since 2021, she oversees Group's residential and park developments in both local and international projects. She began her career with Gamuda Land in 2003 where she led the Landscape Architecture and Design Department, eventually heading Gamuda Parks in 2018. She is instrumental in the development of the Wetlands Arboretum which includes the Wetlands Arboretum Centre in Gamuda Cove, on top of her involvement in numerous ESG-driven environmental conservation activities and social engagements.

General Additional Information

1. None of the Group's Senior Management has any family relationship with, and is not related to any director and/or major shareholder of Gamuda Berhad.
2. None of the Group Senior Management has any conflict of interest with Gamuda Berhad.
3. None of the Group Senior Management has any conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

GROUP ORGANISATION STRUCTURE



GOVERNANCE



Engineers at Chan Sow Lin station site, MRT Putrajaya Line, Malaysia

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“Board”) of Gamuda Berhad (“Gamuda” or “Company”) presents this statement to provide shareholders and investors with an overview of the corporate governance practices of the Company under the leadership of the Board during the financial year ended 31 July 2023 (“FY2023”) and up to the date of this statement. This overview takes guidance from the key corporate governance principles as set out in the Malaysian Code on Corporate Governance (“MCCG”).

The Corporate Governance Overview Statement is made pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guidance is drawn from Practice Note 9 of the Listing Requirements and the Corporate Governance Guide (4th Edition) issued by Bursa Securities. This overview statement, which sets out a summary of the Group’s corporate governance practices during FY2023 is based on the following three (3) key principles of the MCCG:

COMMITMENT FROM THE BOARD

The Board recognises the importance of maintaining adequate corporate governance practices within Gamuda and its subsidiary companies (collectively “Group”) and devotes considerable effort to identify and formalise best practices. Good corporate governance is crucial to sustain the Group in the long-term through the ever changing regulatory and market environment. The Board views corporate governance as an integral part of the Group’s business strategy.

The Board believes that sound and effective corporate practices are fundamental to the smooth, effective and transparent operation of a company and its ability to attract investment, protect the rights of shareholders and stakeholders and enhance shareholders’ value.

The Board will continuously evaluate the status of the Group’s corporate governance practices and procedures with a view to adopt and implement the best practices in so far as they are relevant to the Group, bearing in mind the nature of the Group’s businesses and the size of its business operations.

SUMMARY OF CORPORATE GOVERNANCE PRACTICES

To demonstrate Gamuda commitment to good corporate governance, the Group has benchmarked its practices to both MCCG and industry best practices. In FY2023, Gamuda has applied all MCCG-recommended practices.



This statement is to be read together with the Corporate Governance Report 2023 (“CG Report”) of the Company prepared based on a prescribed format as set out in Paragraph 15.25(2) of the Listing Requirements, which is available on the Company’s website at www.gamuda.com.my and Bursa Malaysia’s website.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

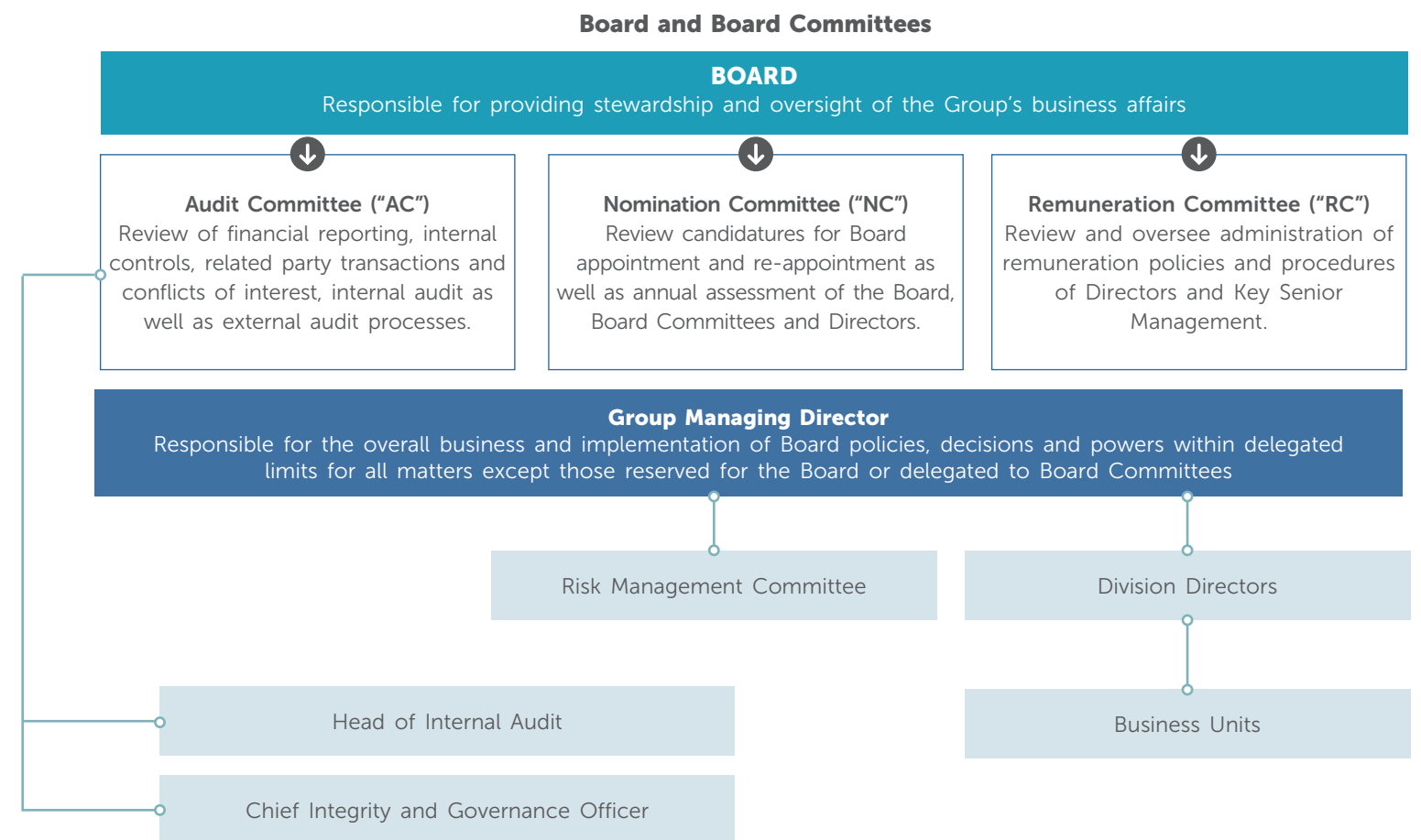
The Board is responsible for the long-term success of the Group and the delivery of sustainable value to stakeholders. Hence, the primary role of the Board is to protect and enhance long-term stakeholder value. It sets the overall strategy for the Group of which the executive management implements and operates. It also ensures that good corporate governance policies and practices are implemented within the Group. While discharging its duties, the Board acts in good faith, with due diligence and care and in the best interests of the Company and its shareholders.

A framework of delegated authority is in place consistent with the structure of delegation below the Board level. The Board reserves to itself certain key matters to approve, including the Group’s strategic plans, major capital expenditure, corporate governance issues, dividend policy and external financial reporting.

The Board delegates responsibility for the day-to-day operation of the businesses to the Group Managing Director, who is assisted by the Deputy Group Managing Director and Key Senior Management and recognises his responsibility for ensuring that the Company operates within a framework of prudent and effective controls. In discharging his duties in leading the Group with due care, skill and diligence, the Group Managing Director is driven and guided by the Value Creation Strategy as illustrated in pages 44 to 45 of this Integrated Report.

This Value Creation Strategy has been formalised and disseminated to employees and continuously reinforced throughout the employees’ tenure with the Group.

As depicted in the illustration below, Board Committees have been established to assist the Board in its oversight function where each Committee has specific areas of responsibility.



It should, however, be noted that at all times, the Board retains collective oversight over the Board Committees. These Board Committees have been constituted with clear terms of references, and they are actively engaged to ensure that the Group is in adherence with good corporate governance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board remains committed to assessing its overall responsibility for risk oversight, consistently gauging whether it should embrace the recommended step-up approach outlined in the MCCG. This entails a continuous evaluation of whether risk oversight is best conducted by the full Board itself or entrusted to standing committees comprising majority of independent directors.

The Board receives the minutes of all Board Committee meetings at the Board meeting following the Board Committee's meeting. The Chair of the respective Committees will also verbally report on significant areas of discussion and key decisions. To assist each committee in discharging its responsibilities, each committee has an annual meeting planner that sets out the scheduled items of business and reports to be considered during the year.

The Board articulates its roles and responsibilities in its Directors' Handbook, and describes those areas reserved for the Board's determination. The Board had adopted the Directors' Handbook in 2002. The Board will be reviewing the Directors' Handbook with the aim of replacing it with a more contemporary Board Charter, aligning its governance practices with updated standards and practices.

There is a clear division of responsibilities at the helm of the Company to ensure a balance of authority and power. The roles of the Chairman and the Group Managing Director are distinct and separate.

The Chairman of the Company is an Independent Non-Executive Director who, through the Board, provides overall oversight of the Management and reflects the Company's commitment to uphold corporate governance.

The Chairman leads the Board by setting the tone at the top and managing the Board effectiveness by focusing on strategy, governance and compliance. Where necessary, the Chairman will conduct separate sessions with the Non-Executive Directors ("NEDs") to allow for discussion on any pertinent issues raised by the NEDs and/or issues from the Management.

For the financial year under review, one such separate session with the Chairman and NEDs was held on 28 July 2023. This session was held to provide a platform for comprehensive technical briefings by both the Environmental, Social, and Governance ("ESG") Unit and the Integrity & Governance Unit ("IGU"). In the session, the Chairman and the NEDs were able to delve deeply into matters related to the ESG initiatives and the governance framework of the Group as well as the IGU framework with the tagline #Beyond Compliance.

The Board is supported by suitably qualified and competent Company Secretaries who are members of the relevant

professional bodies. They are accountable directly to the Board on all Board and governance matters. The Company Secretaries also have an internal reporting line to the Group Managing Director on corporate secretarial and legal matters in respect of the business. The appointment of Company Secretaries is based on the capability and proficiency determined by the Board. The Constitution of the Company permits the removal of Company Secretaries by the Board.

All members of the Board, whether as a whole or in their individual capacity have access to the advice and services of the Company Secretaries on all matters relating to the Group to assist them in the furtherance of their duties. The Board is regularly updated and kept informed by the Company Secretaries and the Management of the regulatory and governance requirements, such as restrictions in dealing with the securities of the Company and updates as issued by the various regulatory authorities, including the latest developments in the legislations and regulatory framework affecting the Group.

The Board has adopted a Directors' Code of Conduct on 28 September 2016. In addition to the Company Directors' Code of Ethics established by the Companies Commission of Malaysia, the Directors' Code of Conduct is the Board's commitment towards establishing a corporate culture which prescribes ethical conduct that permeates throughout the Company and ensuring the implementation of appropriate internal systems to support, promote and ensure its compliance. The Directors' Code of Conduct is available for reference on Gamuda's corporate website at www.gamuda.com.my.

The Board recognises the importance of prompt and timely dissemination of accurate and sufficient information concerning the Company and its Group to shareholders, investors and other stakeholders to enable them to make an informed decision. A Corporate Disclosure Policy for the Group was adopted on 28 September 2016 to set out the policies and procedures on disclosure of material information of the Group following emphasis by Bursa Securities as outlined in Bursa Securities' Corporate Disclosure Guide. Accordingly, the Group Managing Director and/or the Executive Director evaluates the release of all major communications to investors or Bursa Securities. The Corporate Disclosure Policy is also available for reference on Gamuda's corporate website at www.gamuda.com.my.

The Board views procurement as a critical area that needs to undergo transformation to a more strategic discipline and value-adding function to Gamuda's business. To survive the current industry volatility and responding to the pressure to deliver projects in a more transparent and cost-effective manner, steps have been undertaken to re-invent procurement and to ensure that the Group stays resilient. Procurement and supply chains are of the highest importance from the very beginning of every project that Gamuda undertakes as a

Group. The Group-wide Digital Procurement Platform was rolled out in financial year 2018 to make procurement more transparent and effective; by using a consistent, collaborative approach leveraging on the SAP Ariba platform that embraces supply chain and procurement best practices to improve value and sustainable savings. The Digital Procurement Platform is available for reference on Gamuda's corporate website at www.gamuda.com.my.

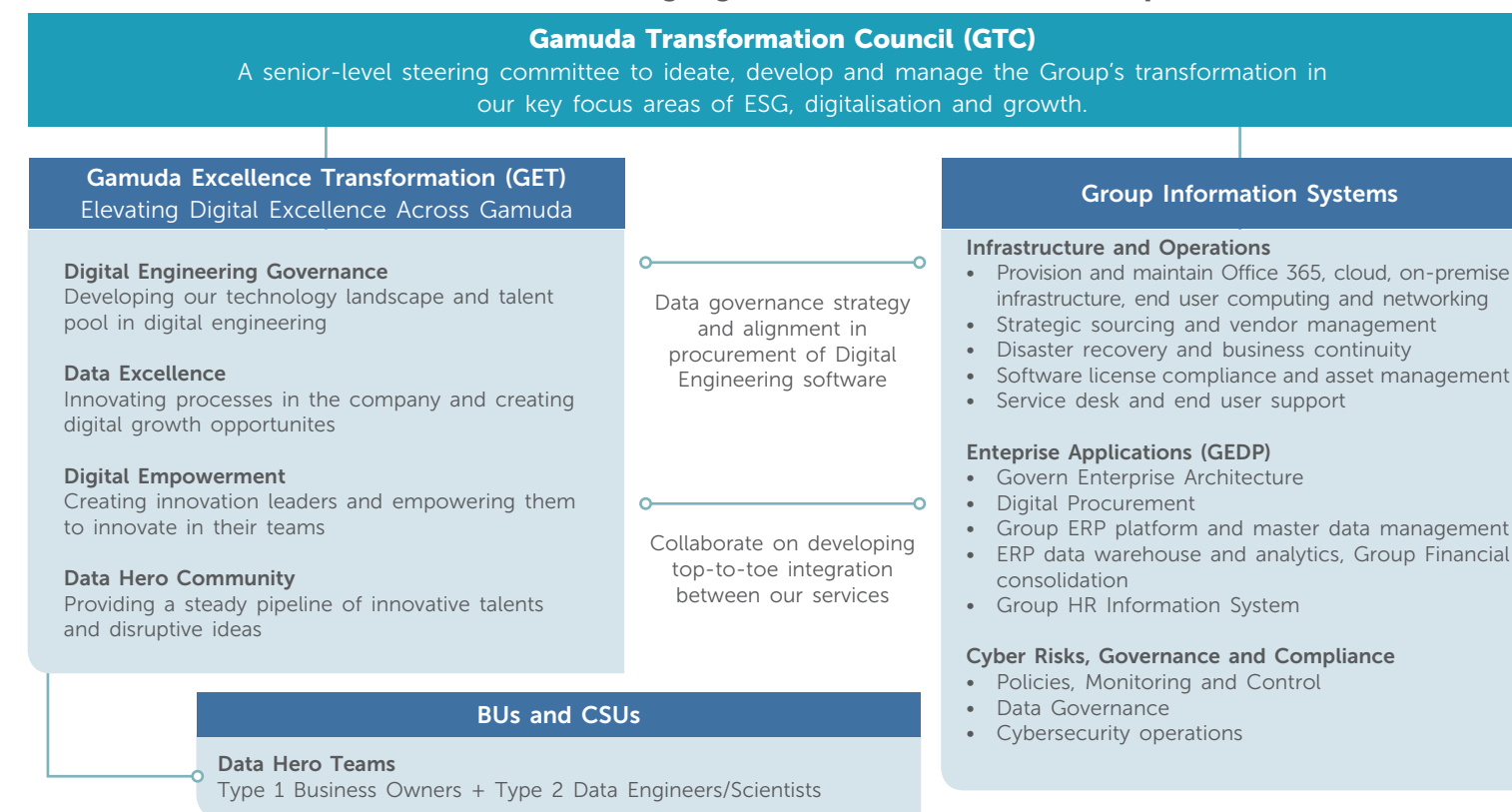
Recognising the importance of Information Technology ("IT") Governance, information security and cybersecurity to the Group, the Group is currently undergoing ISO 27001 – Information Security Management Systems certification, which was kicked-off on 18 September 2023 with a target completion by end of 2023. An IT Centre of Excellence Steering Committee comprising senior management of the business has been formed to ensure adequate levels of authority for enforcement of compliance with IT policy throughout the Group.

Gamuda has adopted SAP S4/Hana as our global cloud-based Enterprise Resource Planning ("ERP") system. This system has been successfully rolled out to a majority of subsidiaries across Gamuda Group. This enables the Group to have:

- A global system for financial accounting and governance.
- Better organisational efficiency through streamlined process and automation.
- Enables cost efficiencies through offshoring & centralisation of work in the HQ back office.

As the Company expands its operations overseas, there is a growing need to harness technology to enable cross border work, promote project visibility and strengthening our innovative brand image. GET (Gamuda Excellence Transformation) has been driving the uptake of key digital tools at the intersection of the various project disciplines to promote digital collaboration as well as upskilling the workforce. For example, the Company's award winning BIM (Building Information Modelling) and DE (Digital Engineering) initiatives have become a common part of Gamuda's project delivery and a dedicated team has been established to further drive leadership in this area.

GET's Role: Elevating Digital Excellence in Gamuda Group



GET is an enabler and resource. Providing support to our project teams to meet their requirements and goals. Creating data hero teams and empowering our people to develop into Type 1 and Type 2 personalities.

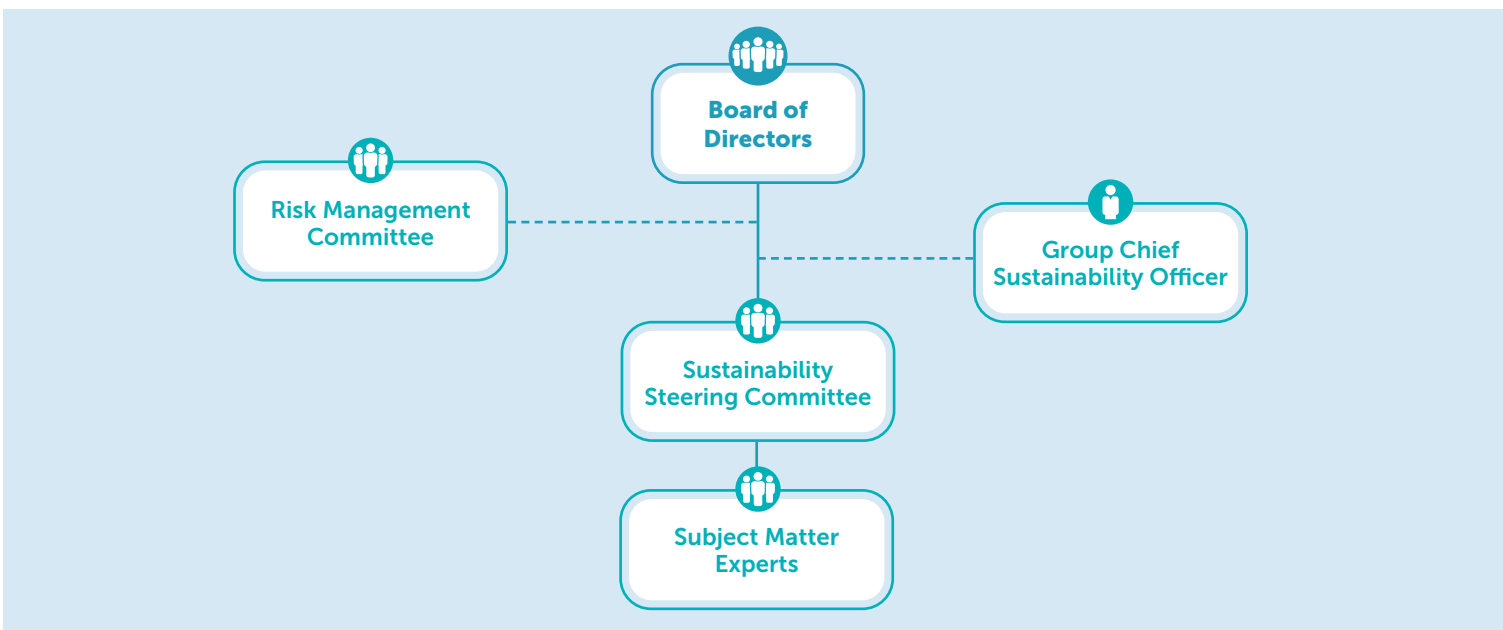
CORPORATE GOVERNANCE OVERVIEW STATEMENT

GET'S FOUR MAIN PILLARS



As a Group, Gamuda commits to conducting its business in a sustainable manner by addressing climate change and establishing limits to our carbon emissions. The Gamuda Green Plan 2025 (as illustrated on page 116 of this Integrated Report) was launched in conjunction with World Environment Day on 5 June 2021. It is a comprehensive framework and roadmap that charts tangible targets driven on ESG dimensions set forth over the next five years, with an extended view to 2030 and beyond. It commits the entire Group to circular construction with specific steps to reduce direct and indirect corporate greenhouse gas emission intensity by 30 percent in 2025, and by 45 percent in 2030. Taking decisive action on climate change, our ESG Steering Committee is chaired by top-level leadership to aggressively drive our Green Plan forward. Gamuda governs its sustainability matters (Economic, Environment and Social) through a comprehensive governance structure firmly held by risk and business representation, as illustrated below:

GAMUDA SUSTAINABILITY GOVERNANCE STRUCTURE



A full Sustainability Report is set out in pages 110 to 232 of this Integrated Report.

Recognising that Social Media usage may have an effect on Gamuda's business, interests and reputation, as well as trigger violations of certain laws, rules and regulations, a Social and Digital Media Policy was adopted by the Group on 1 April 2018 and revised on 13 September 2023. With the Social and Digital Media Policy in place, all employees are expected to act responsibly and ensures that their productivity are not affected. The Social and Digital Media Policy is available for reference on Gamuda's corporate website at www.gamuda.com.my.

II. Board Composition

During the financial year under review, the composition of the Board underwent changes to ensure alignment with Practices 1.4 and 5.2 of the MCCG. These changes are summarised as follows:

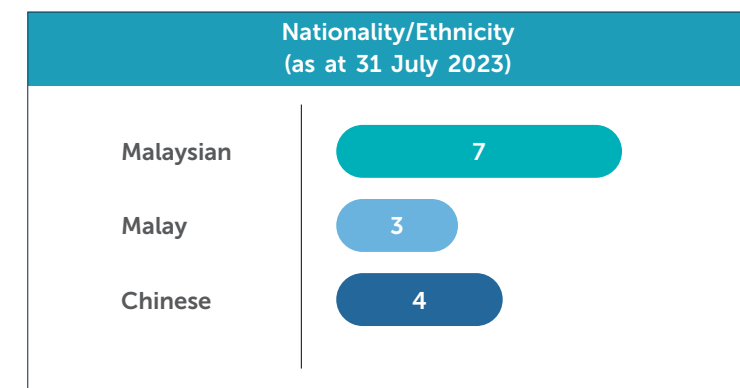
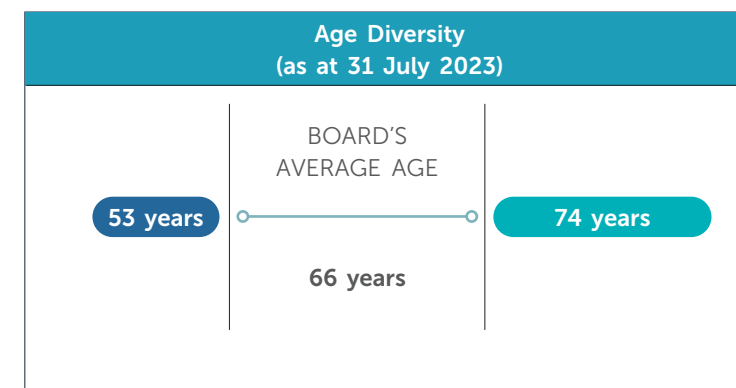
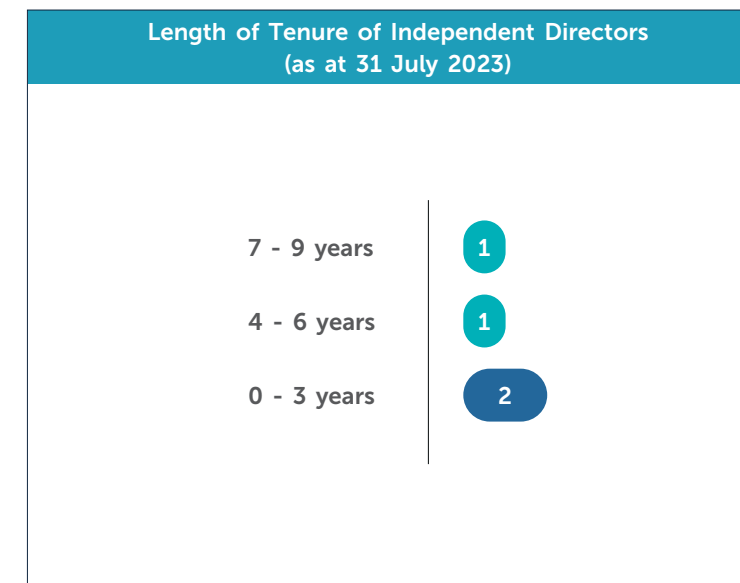
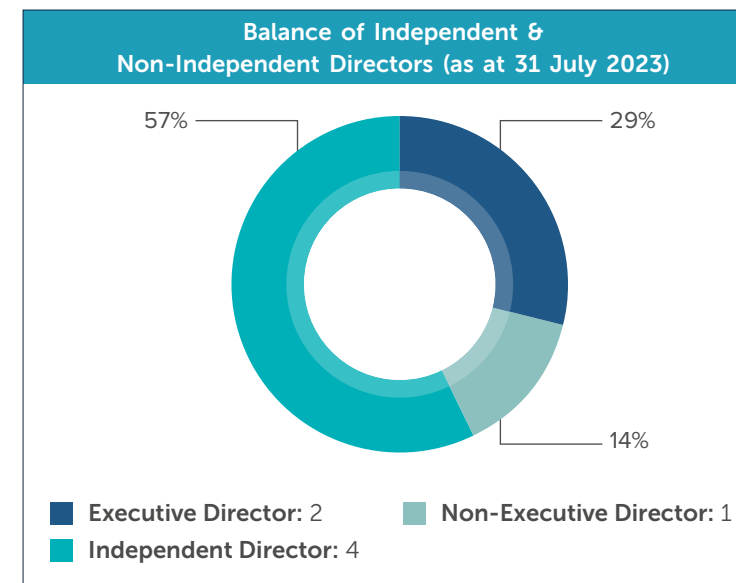
- On 1 February 2023, YBhg. Tan Sri Dato' Setia Haji Ambrin Buang was redesignated as the Board Chairman. Consequently, he relinquished his role as Chairman of the Audit Committee and his membership in the Nomination Committee to adhere to Practice 1.4 of the MCCG.
- On 1 February 2023, Ms. Chia Aun Ling was appointed as a new Independent Director. This appointment filled the Board vacancy that arose due to the retirement of the former Board Chairman. Ms. Chia's appointment results in the Board composition having more than 50 percent independent directors as per Practice 5.2 of the MCCG being maintained.

Directors (NEDs), four (4) of whom are Independent Directors, one (1) Group Managing Director and one (1) Deputy Group Managing Director. As a result, the composition of the Board fully complies with the provisions of the Listing Requirements, which require independent non-executive directors to constitute at least one-third (1/3) of the Board membership and for a director who is qualified under Paragraph 15.09 (1) (c) of the Listing Requirements to sit on the Audit Committee.

Moreover, the composition of the Board, with a majority of Independent Directors aligns with Practice 5.2 of the MCCG. As Gamuda is classified as a Large Company, maintaining a Board that is significantly independent is recommended under this practice.

As a result of the revamp in the Board composition, the composition of the Board Committees, namely, the Audit, Nomination and the Remuneration Committees were also revamped to align with Practice 1.4 of MCCG.

Following the Board composition revamp, the Board now consists of a significant presence of five (5) Non-Executive



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In compliance with the Listing Requirements, the Board has, on the recommendation of the Nomination Committee, adopted a Directors' Fit and Proper Policy on 29 June 2022 and the said policy is available for reference on Gamuda's corporate website at www.gamuda.com.my. The objective of the said policy is:

- to outline the approach for the appointment and re-election of Directors of the Group; and
- to guide the Nomination Committee and the Board in their review and assessment of candidates to be appointed on the Board of the Group as well as Directors who are seeking re-election at the annual general meetings of Gamuda.

The biographical particulars of the Directors are set out in the profiles of the Board members on pages 70 to 77 of this Integrated Report.

The list of Directors of the Company and their respective roles and functions has been maintained on the website of the Company, together with their biographical particulars.

The Board is satisfied that the current composition with majority Independent Directors fairly represents the investment of the majority and minority shareholders in the Company. The current members of the Board bring with them a broad range of business, financial, technical and public service background.

The Board is a firm believer in promoting diversity in its membership, including gender, ethnicity and age, and strives to maintain the right balance for the effective functioning of the Board.

Embracing diversity, our Board established a Diversity and Inclusion Policy on 28 September 2016. We have consistently upheld a 30 percent representation of women directors, valuing their fresh perspectives and contributions. Currently, women make up 57 percent of our Board, exceeding the 30 percent requirement under the MCGG. This reflects our unwavering commitment to diversity and its role in our Group's success.

Across the Group, the proportions of male and female representation on the Board, in the workforce and across the business (now reported at a global level) as at 31 July 2023 are as illustrated below:

Proportion of Women on the Board



	FY2023	FY2022
Women	57%	43%
Men	43%	57%
Number of Women	4	3
Number of Men	3	4

Proportion of Women in Workforce



	FY2023*	FY2022*
Women	38%	36%
Men	62%	64%
Number of Women	1,588	1,410
Number of Men	2,631	2,485

Note:

*The numbers presented refer to permanent and contract employees from all our local and overseas companies, excluding joint ventures and associates, with the exception of Australia

For details on ethnic, age and gender diversity in Gamuda's workforce, please refer to the Sustainability Report set out in pages 110 to 233 of this Integrated Report.

The Company Directors are professionals in the fields of construction & engineering, finance, accounting, legal and experienced senior public administrators. Together, they bring a wide range of competencies, capabilities, technical skills and relevant business experience to ensure that the Group continues to be a competitive leader within its diverse industry segments with a strong reputation for technical and professional competence.

The Board composition in terms of each of the Director's industry and/or background experience, age and ethnic composition is as follows:-

Directors	Industry/Background Experience					Age Composition			Ethnic Composition		Gender	
	Construction & Engineering	Public Services	Finance	Accounting/ Auditing	Legal	50 to 59 years	60 to 69 years	70 to 79 years	Bumiputera	Non-bumiputera	Male	Female
Tan Sri Dato' Setia Haji Ambrin Buang		✓		✓				✓	✓		✓	
Dato' Lin Yun Ling	✓						✓			✓	✓	
Dato' Ir Ha Tiing Tai	✓						✓			✓	✓	
Raja Dato' Seri Eleena Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah					✓		✓		✓			✓
Nazli Mohd Khir Johari	✓		✓				✓		✓			✓
Chan Wai Yen, Millie					✓		✓			✓		✓
Chia Aun Ling			✓			✓				✓		✓

To ensure the continued effectiveness of the Board, the Company undertakes a formal evaluation each year in order to assess the effectiveness of the Board and the Board Committees.

During the financial year, an annual evaluation of the effectiveness of the Board as a whole and the Board Committees were conducted internally via a survey method. The evaluation process is led by the Nomination Committee's Chairperson and supported by the Company Secretaries. The evaluation results were considered by the Nomination Committee, which then make recommendations to the Board and were aimed at helping the Board to discharge its duties and responsibilities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The evaluation was based on specific criteria, covering several aspects of Board governance, structure, processes and composition including:

- Board's structure, operations, roles and responsibilities and others;
- Board Committees – composition, expertise, support and communications.

Following the internal evaluation, the Nomination Committee concluded that the Board as a whole and its Board Committees have been effective in their overall discharge of functions and duties.

The Board regularly reviews the independence of each Independent Director by undertaking annual assessment of the independence of its Independent Directors. The criteria for assessing the independence of an Independent Director were developed by the Nomination Committee with the support of the Company Secretaries which include the relationship between the Independent Director and the Company and his/her involvement in any significant transaction with the Company. In addition, all Directors are required to disclose to the Board any conflicts of interest or duty and material personal interest in any matter that relates to the affairs of the Company.

During the financial year under review, the Board, following the Nomination Committee's recommendation approved revisions to the Nomination Committee's Terms of Reference on 27 September 2023. The review was driven by the Nomination Committee's aim to align with the MCCG and bolster the Group's commitment to robust governance practices.

III. Remuneration

The Board has in place a Remuneration Policy for Directors and Key Senior Management which is clear and transparent, designed to support and drive business strategy and long-term objectives of the Gamuda Group.

In this regard, the Remuneration Committee is responsible to review the said policy from time to time to ensure the same remains competitive, appropriate, and in alignment with the prevalent market practices. The said policy was approved by the Board for adoption on 27 June 2018 and is available for reference on Gamuda's corporate website at www.gamuda.com.my.

The Remuneration Committee's main responsibility is to review and recommend to the Board the framework of Executive Directors' and Key Senior Management's remuneration, in particular, the remuneration packages for

the Executive Directors of the Company in all its forms and fees payable to the NEDs, drawing from outside advice where necessary. The Remuneration Committee aims to ensure that Directors' remuneration is competitive, motivates good performance and loyalty, and supports growth in shareholder's value.

During FY2023, the Remuneration Committee undertook the following reviews of the remuneration packages prepared by the Human Resource Department:-

1. The Group Managing Director's and Deputy Group Managing Director's remunerations;
2. The NEDs' (include Independent Directors) remuneration; and
3. Key Senior Management's remunerations.

The objective of the above reviews was to align the Executive Directors' remuneration packages and NEDs' fees with the remuneration of Executive Directors and NEDs from peer companies in the same industries.

The result's of the reviews found that the remuneration of the top three Executive Directors namely, the Group Managing Director and the two Deputy Group Managing Directors (including the former Deputy Group Managing Director) is comparable to the benchmark of most public listed companies. After due consideration and the Group's outstanding financial achievement in FY2022, and based on the Remuneration Committee's recommendation, the Board approved the following pay-outs:

- a. Three months' bonus be granted and paid to the Group Managing Director and Deputy Group Managing Director;
- b. Performance bonus be granted and paid to the former Deputy Group Managing Director; and
- c. Annual increments and payment of bonuses to its Key Senior Management.

Concurrently, market benchmarking research conducted on companies both above and below Gamuda in terms of market capitalisation indicated that the Directors' fees for Board membership were below industry standards. Consequently, the Board (save for the NEDs) has recommended the following for shareholders' approval at the upcoming 47th AGM:

- a. the Directors' fee for the Board Chairman in respect of FY2023 be increased by RM30,000/- from RM180,000/- to RM210,000/-.

Additionally, a fixed allowance of RM100,000/- will be provided to the Board Chairman for FY2023 replacing

benefits that were previously provided separately. This adjustment will be pro-rated from the date of the Board Chairman's redesignation; and

- b. the Directors' fee for the NEDs (including Independent Directors) in respect of FY2023 be increased by RM30,000/- from RM130,000/- to RM160,000/-.

Detailed information on the Directors' remuneration for FY2023 on a named basis is disclosed under Note 6 of the Financial Statements section in this Integrated Report and Practice 8.1 of the CG Report while the detailed information of the Company's top five Key Senior Management on a named basis are disclosed under Practice 8.2 of the CG Report.

The Remuneration Committee is in the process of reviewing its Terms of Reference in line with the MCCG. This effort is aimed at ensuring continuous compliance with regulatory requirements, elevating corporate governance standards, and fostering a culture of transparency and accountability within the Group. This initiative underscores the Group's commitment to proactively fortify the organisation's governance framework.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit Committee

The Audit Committee takes on the role of assisting the Board in the discharge of its fiduciary duties, the responsibility of overseeing the financial reporting process and ensuring that the results of the Company's operations are fairly presented in its financial statements.

In discharging its oversight roles on governance and internal controls, the Audit Committee is assisted by the Head of Internal Audit and the Chief Integrity Officer, who leads the Group's in-house internal audit (assurance) and integrity and governance functions, respectively.

The composition of the Audit Committee is in line with Practice 9.1 of the MCCG which requires that the Audit Committee Chairman and the Board Chairman to be held by different Independent Director of the Company.

A full Audit Committee Report is set out on page 104 of this Integrated Report.

The effectiveness, performance and independence of the external auditors i.e. Ernst & Young PLT ("EY") is reviewed annually by the Audit Committee. If it becomes necessary to replace the external auditors for performance or independence reasons, the responsibility for the selection, appointment and

removal of the external auditors has been delegated to the Audit Committee by the Board pursuant to the External Auditor Policy, which was approved by the Board on 28 September 2017. The said policy was revised twice by the Audit Committee on 23 September 2020 and 16 June 2022. The revision made on 16 June 2022 was to streamline the said policy with the MCCG. The External Auditor Policy is available for reference on Gamuda's corporate website at www.gamuda.com.my.

EY has provided the required confirmation of their independence to the Audit Committee that they are and have been independent throughout the conduct of the audit engagement during FY2023 in accordance with:

- By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants; and
- the International Code of Ethics for Professional Accountants (including International Independence Standards).

The Audit Committee has on 15 June 2023 and 21 September 2023, reviewed the suitability and independence of EY and is satisfied that EY has met the relevant criteria prescribed under Paragraph 15.21 of the Listing Requirements. Thus, the Audit Committee has recommended that the Board endorses EY's re-appointment for the ensuing financial year and recommends that the shareholders of the Company approve EY's re-appointment at the 47th AGM.

EY has attended two out of the four Audit Committee Meetings of the Company to discuss their audit plan, audit findings and the financial statements. Through the Audit Committee, EY would highlight to the Board matters which require the Audit Committee's or the Board's attention together with the recommended corrective actions. The Management of the Company is held responsible for ensuring that all these corrective actions are undertaken within an appropriate time frame.

The Audit Committee also meets EY without the presence of the Executive Directors and Management, as this allows for free and honest exchange of views and opinions on matters related to external auditors' audit and their findings. For this purpose, the Audit Committee and EY met twice (September 2022 and June 2023) during the financial year under review.

The Audit Committee has considered the provision of the non-audit services by EY during the financial year under review and concluded that the provision of these services did not compromise their independence and objectivity. The total amount of audit fees paid/payable to the external auditors is RM3,587,000/- (2022: RM2,111,000/-). The non-audit fees incurred for services rendered to the

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Group by the external auditors and its affiliates for FY2023 was RM14,602,000/- (2022: RM643,000/-). The non-audit fees are mainly in relation to acquisition of new businesses, taxation services and advisory fees.

Significant related party transactions of the Group for the financial year are disclosed in Note 41 of the Financial Statements section in this Integrated Report. Except for those disclosed in the Financial Statements, there were no material contracts of the Group involving Directors' and major shareholders' interest during the period.

The Audit Committee has reviewed the related party transactions that arose within the Group to ensure that the transactions were fair and reasonable, not detrimental to the minority shareholders and were in the best interests of the Company.

II. Risk Management and Internal Control Framework

The Board is satisfied that risk management policies and procedures designed and implemented by the Management of the Company through the Risk Management Committee is prudent in ensuring that an effective internal control and risk management systems are in place to enable risk to be assessed and managed.

The Risk Management Committee's focus is on the Group's key operational risks that could have an impact on the Group's viability and sustainability. The work of this Committee forms an important part of the Group's control function. Significant risks faced by the business are identified and evaluated based on the likelihood and potential impact of each risk and where necessary, actions to mitigate the risks were also identified. The Risk Management Committee Report is set out on page 103 of this Integrated Report.

The Board also takes into consideration advice from the Audit Committee and the Risk Management Committee, reports received from the external auditors and any other related matters which have come to its attention.

The Statement on Risk Management and Internal Control of the Group, which provides an overview of the state of internal control within the Group, is set out on pages 101 to 102 of this Integrated Report.

III. Integrity and Governance Unit

In line with the Strategic Plan of Integrity and Governance Unit 2019 - 2021 designed by the Malaysian Anti-Corruption Commission ("MACC"), the establishment of an Integrity and Governance Unit ("IGU") was approved by the Board on 13 December 2019 to showcase its strong commitment towards upholding integrity.

The Statement by IGU enumerating its activities during the financial year under review are set out on page 109 of this Integrated Report.

To further strengthen the Group's integrity and governance framework, the following two policies have been adopted by the Group, namely:-

- The Anti-Bribery & Corruption Policy; and
- The Whistleblowing Policy and Procedures (supersedes the whistleblowing policy adopted by the Group in 2011).

The aforesaid policies are available for reference on Gamuda's corporate website at www.gamuda.com.my.

Following the adoption of the above two policies, the IGU has implemented Integrity Pledges for Directors and the Company employees beginning in the financial year 2021. The pledge sets a clear leadership tone that there is no compromise on the issue of corruption and reinforces the will and corruption-free stand of the Board and the Management of Gamuda as well as the Group. It also demonstrates Gamuda's long standing commitment to promote integrity and good governance amongst its personnel and further reaffirms the Group's stand in ensuring that there are no corrupt practices or elements of corruption throughout the Group and that any abuse of power will not be tolerated.

During the financial year, IGU conducted a survey via Gamuda Workplace platform to gather honest and valuable feedback from the Group's employees about whistleblowing in Gamuda. This initiative was undertaken with the goal of identifying areas for improvement and enhancing the overall whistleblowing process within the organisation.

PRINCIPLE C:

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. Communication with Shareholders and Investors

The Company strives to maintain an open transparent channel of communication with its shareholders, institutional investors, analysts and the public at large with the objective of providing as clear and complete picture of the Group's performance and financial position as possible. Communication with shareholders and investors is of considerable importance to the Company.

As part of its corporate governance initiatives, the Company has set up a full-time Investor Relations ("IR") unit which primary role is to implement effective IR policies and programmes. A comprehensive IR report enumerating its policy, practices and programmes, during the financial year under review is as set out on pages 65 to 66 of this Integrated Report.

II. Conduct of General Meetings

Gamuda's Annual General Meeting ("AGM") provides a useful platform for direct communication between the Board and shareholders and a key medium used to disclose information to shareholders and stakeholders. Material information such as financial reports and audits are discussed at the AGM, giving shareholders and stakeholders a chance to get more information so that they can make informed decision.

To ensure effective participation of and engagement with shareholders at last year's Forty-sixth ("46th") AGM of Gamuda held on 8 December 2022, all members of the Board were present at the AGM. The 46th AGM was conducted virtually via video conferencing.

The Chairman of the Board chaired the 46th AGM in an orderly manner and allowed the shareholders or proxies to raise questions at the AGM. The Deputy Group Managing Director presented the Company's responses to the questions raised by the Minority Shareholder Watch Group and the Group's operation review and business outlook of the core businesses to the shareholders. The Group Chief Financial Officer and the Heads of Business Units i.e. Gamuda Engineering and Gamuda Land together with the Company's external Auditors, EY, were also present to respond to any enquiries from the shareholders and/or proxies.

In line with good corporate governance practice, more than 21 days' notice has always been given for AGMs every year. For this year's 47th AGM scheduled for 7 December 2023, the Notice was issued on 8 November 2023. The notification of the publication of this Integrated Report and the Notice of the 47th AGM is available on the Company's website, and on Bursa Malaysia's website respectively.

Commencing from the Fortieth AGM of the Company in 2016, poll voting using electronic voting system was conducted. Continuing the Company's commitment to sustainable practices and to promote eco-friendliness, the forthcoming 47th AGM of the Company will continue to be conducted virtually i.e. through live streaming and using Remote Participation and Voting Facilities to give shareholders and/or proxies opportunity to follow and participate in the AGM effectively.

This Corporate Governance Overview Statement was approved by the Board of Gamuda on 27 September 2023.

DIRECTORS' TRAINING

For the financial year ended 31 July 2023, all Directors have attended the following training programmes:-

Director	Topic
Tan Sri Dato' Setia Haji Ambrin bin Buang	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Board Risk Intelligence Executive Masterclass Asia (Malaysia Series) 2022 Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Dato' Lin Yun Ling	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Dato' Ir Ha Tiing Tai	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Nazli binti Mohd Khir Johari	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Sri Taxonomy: Insight and Implementation Fraud Prevention and Detection
Chan Wai Yen, Millie	<ul style="list-style-type: none"> Understanding and Responding to Corruption Risks Board Governance Excellence Executive Masterclass Malaysia 2023 PowerTalk ESG Series #5 – Climate Change and Carbon: From the Financial Risk and Reporting Perspectives PowerTalk ESG Series #6 – Characteristics of ESG and Sustainability Leadership Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Chia Aun Ling (Appointed w.e.f. 01.02.2023)	<ul style="list-style-type: none"> Mandatory Accreditation Programme 2023 Board and Audit Committee Priorities Deep Dive into ESG Ratings and Scores – Opportunities to Enhance Investment Decisions Bursa: Conflict of Interest and Governance of Conflict of Interest Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done
Justin Chin Jing Ho (Alternate to Dato' Ir Ha Tiing Tai)	<ul style="list-style-type: none"> Towards Net Zero Land Transport Digital Construction Summit 2023 GET Masterclass – AI Edition Powering Up for the Future Securities Commission Guidelines on the Conduct of Directors of Listed Corporations and Their Subsidiaries: Implications to the Directors of Companies in the Gamuda Group, including what needs to be done Generative Artificial Intelligence

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

BOARD'S RESPONSIBILITY

The Board of Gamuda Berhad (the Group and the Company) affirms the overall responsibility for maintaining a sound system of risk management and internal control so as to safeguard shareholders' interests and the Group's assets. The system of risk management and internal control is designed to manage but may not totally eliminate the risk of failure to achieve business objectives. Accordingly, such systems can only provide reasonable and not absolute assurance against material error, misstatement or losses.

The Board confirms that there is an ongoing process of identifying, evaluating and managing all significant risks faced by the Group that have been in place for the year and up to the date of approval of this Statement for inclusion in the Integrated Report. The process is regularly reviewed by the Board and is in accordance with the Statement on Risk Management and Internal Control: Guidance for Directors of Listed Issuers (SRMICG) and the Group's Risk Management Policies and Procedures.

RISK MANAGEMENT

The risk management framework, which is embedded in the management systems of the Group, clearly defines the authority and accountability in implementing the risk management process and internal control system. The Management assists the Board in implementing the process of identifying, evaluating and managing significant risks applicable to their respective areas of business and in formulating suitable internal controls to mitigate and control these risks.

The business development team is responsible for assessing and evaluating the feasibility and risk impact that prospective investments would have on the Group. For ongoing business operations, risk assessment and evaluation is an integral part of the annual business planning and budgeting process.

The Management of each business unit, in establishing its business objectives, is required to identify and document all possible risks that can affect their achievement, taking into consideration the effectiveness of controls that are capable of mitigating such risks.

Operational Managers or Heads of Departments are responsible for identifying risks that may have an impact on meeting their unit's business objectives. Risks identified are evaluated in accordance with the likelihood of occurrence and significance. Thereafter, risks are ranked according to the impact on the Business Unit, and control measures are formulated to mitigate these risks. Identified risks and control measures are reviewed by the Head of the respective Business Unit. Each business unit's identified risks and the controls and processes for managing them are tabulated in a risk assessment report.

During the year, the significant risks of business units were presented to the Risk Management Committee for deliberation.

KEY RISK MANAGEMENT AND INTERNAL CONTROL FEATURES

The Group's risk management and internal control systems comprise the following key processes:

- Clearly defined operating structure, lines of responsibilities and delegated authority. Various Board and Management Committees have been established to assist the Board in discharging its duties. The committees are:

Board Committees

01 Audit Committee

02 Nomination Committee

03 Remuneration Committee

04 ESOS Committee

Management Committees

01 Risk Management Committee*

02 Budget Committee

03 Group Personnel Committee

04 Information Technology Steering Committee

05 COVID-19 Steering Committee

*Note: with Board representation

- Feasibility study, risk impact and assessment on new investments/projects are evaluated by the business development team for the Board's deliberation.

- Internal control activities have been established in all business units with clearly defined lines of responsibilities, authority limits for major capital expenditure, contract awards and other significant transactions, segregation of duties, performance monitoring and safeguarding of assets.

- Systematically documented Policies and Procedures, Standard Operating Procedures are in place to guide employees in their day-to-day work. These Policies and Procedures are reviewed regularly and updated when necessary.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- As part of managing the day-to-day business operations, the Group uses a budgetary control system whereby all business units prepare business plans, budgets and control measures to mitigate identified risks. These business plans and budgets are reviewed and approved by the Budget Committee, which is chaired by the Group Managing Director and subsequently presented to the Board.
 - In respect of joint ventures entered into by the Group, the Management of the joint ventures, which consist of representations from the Group and other joint venture partners, are responsible for overseeing the administration, operation and performance of the joint venture. Financial and operational reports of these joint ventures are provided regularly to the Management of the Company.
 - A comprehensive reporting system comprising budgets, key business indicators and performance results on operations are made available to the Senior Management. This flow of information is for the Senior Management to review the business unit's performance against budgets and performance indicators on a monthly basis.
 - An Integrated Management System incorporating ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 requirements have been established and implemented to enable high-quality, cost-effective, reliable, safe and environmentally friendly products and services.
 - A performance management system with clearly defined business objectives and targets are set for relevant employees. Employees' performances are monitored, appraised and rewarded according to the achievement of targets set.
 - Training and development programs are identified and scheduled for employees to acquire the necessary knowledge and competency to meet their performance and job expectations.
 - An adequately resourced Internal Audit Department, which reports directly to the Audit Committee, conducts regular reviews on the integrity and effectiveness of the Group's system of internal controls.
 - The Board of our associated companies include our representatives. Within lawful or permissible limits, the representatives provide to the Management and the Board of the Company information on the financial performance of these associated Companies via regular management reports and presentations at Board meetings.
- The Group Managing Director and the Group Chief Financial Officer have provided the Board with assurance that the Group risk management and internal control system is operating adequately and effectively. All internal control weaknesses identified during the period under review have been or are being addressed. There were no major internal control weaknesses that required disclosure in the Integrated Report. The Management continues to review and take measures to strengthen the risk management and control environment.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have performed limited assurance procedures on the Statement in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information' and AAPG 3, 'Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Integrated Report'. They have reported to the Board that nothing has come to their attention that causes them to believe the Statement intended to be included in the Integrated Report is not prepared, in all material respects, in accordance with the disclosures required by Paragraphs 41 and 42 of SRMICG, nor is the Statement factually inaccurate.

This Statement is made in accordance with the resolution of the Board dated 27 September 2023.

RISK MANAGEMENT COMMITTEE REPORT

MEMBERSHIP

The Risk Management Committee (RMC) is chaired by the Group Managing Director and comprises not less than five members. The members of the RMC are Executive Directors, Heads of Business Divisions and an Independent Director.

- | | | | |
|-----------|--|-----------|---|
| 01 | YBhg Dato' Lin Yun Ling
<i>Chairman/Group Managing Director</i> | 05 | Mr. Soo Kok Wong
<i>Member/Group Chief Financial Officer</i> |
| 02 | YBhg Dato' Ir Ha Tiing Tai
<i>Member/Deputy Group Managing Director</i> | 06 | Mr. Justin Chin Jing Ho
<i>Member/Managing Director, Gamuda Engineering</i> |
| 03 | YBhg Dato' Haji Azmi bin Mat Nor
<i>Member/Executive Director</i> | 07 | Ir Chu Wai Lune
<i>Member/Chief Executive Officer, Gamuda Land (appointed on 31 May 2023)</i> |
| 04 | Puan Nazli binti Mohd Khir Johari
<i>Member/Independent Non-Executive Director (appointed on 30 June 2022)</i> | 08 | Mr. Ngan Chee Meng
<i>Member/Executive Director, Gamuda Land (retired on 31 May 2023)</i> |

TERMS OF REFERENCE

The RMC shall meet at least once a year or at any time deemed appropriate by the RMC Chairman to discharge its duties. The quorum for any meeting of the RMC shall not be less than half of its composition.

The principal duties and responsibilities of the RMC are as follows:

- Identify current and potential business, operational and sustainability risks that have a major impact on the Group's projects and businesses, which prevent it from achieving its goals and objectives.
- Advise the Board on risk-related issues and recommend strategies to mitigate critical risks.
- Provide oversight, direction and guidance on the Group's risk management structure, process and support system.
- Review and assess the adequacy of risk management policies and framework for identifying, measuring, monitoring and controlling risks.

MANAGING OPERATIONAL RISK

Risk Management Framework

Risk Management activities are guided by the Group's Risk Management Policies and Procedures. The risk universe covers a range of activities that determine the risk profile inherent in the nature of the business, which would compromise the business objectives and sustainability if it is not properly addressed.

Risk factors of Business Units and Projects are associated with the environment faced and the Management's operating style and can be broadly classified into five main categories:

- Strategic Risk
- Regulatory/Compliance Risk
- Financial Risk
- Reputational Risk
- Operational Risk

Risk Identification, Evaluation and Ranking

The Management of each Business Unit and Project, in establishing its business objectives, is required to identify and document all possible risks that can affect their achievement, taking into consideration the effectiveness of controls that are capable of mitigating such risks.

Operational Managers or Heads of Departments are responsible to identify risks that may have impact on meeting their unit's business objectives.

The risk identification process shall also take into consideration the:

- Risk specific to the achievement of business objectives
- Risk with potential impact on the success and continuity of the business

Thereafter, the identified risks are evaluated as follows:

- Probability or likelihood of occurrence
- Significance of the risk

Risk Mitigation Measures

Identified risks and risk mitigation measures are reviewed and finalised by the Heads of Business Units and Projects before being presented to the RMC and the Board.

For more details on the Key Risks and Mitigation, kindly refer to pages 56 to 57.

Risk Reporting and Monitoring

Each Business Unit's and Project's identified risks, the controls and processes for managing them are tabulated in a risk assessment report. Significant risks of Business Units and Projects are presented to the RMC for their deliberation.

AUDIT COMMITTEE REPORT

Risk monitoring is an ongoing process. The RMC and the Board are monitoring the Group's business risks as part of their annual assessment for proper disclosure in the Integrated Report.

MEMBERSHIP

The current composition of the Audit Committee is as follows:

Puan Nazli binti Mohd Khir Johari	Chairperson/Independent Non-Executive Director <i>(Appointed as Chairperson on 01 February 2023)</i>
Ms. Chan Wai Yen, Millie	Member/Independent Non-Executive Director <i>(Appointed on 01 February 2023)</i>
Ms. Chia Aun Ling	Member/Independent Non-Executive Director <i>(Appointed on 01 February 2023)</i>
Tan Sri Dato' Setia Haji Ambrin Buang	Independent Non-Executive Director <i>(Retired from the Audit Committee on 01 February 2023)</i>
YBhg Dato' Mohammed Hussein	Member/Independent Non-Executive Director <i>(Retired from the Board on 08 December 2022)</i>

ATTENDANCE OF MEETINGS

During the financial year ended 31 July 2023, the Audit Committee met four times. The attendance of the Committee members is as follows:

Name of Directors	Attendance
Puan Nazli binti Mohd Khir Johari	3/4
Ms. Chan Wai Yen, Millie	2/2
Ms. Chia Aun Ling	2/2
Tan Sri Dato' Setia Haji Ambrin Buang	2/2
Dato' Mohammed Hussein	1/1

TERMS OF REFERENCE

The information on the terms of reference of the Audit Committee is available on the Company's website.

SUMMARY OF AUDIT COMMITTEE'S ACTIVITIES

During the financial year, the Audit Committee met four times. Activities carried out by the Audit Committee included the deliberation and review of:

- i. the Group's quarterly and year-end financial results prior to submission to the Board for consideration and approval, focusing particularly on matters relating to changes in major accounting policies, significant and unusual events, compliance with accounting standards and other disclosure requirements;
- ii. the audit planning memorandum of the External Auditors in a meeting to discuss their audit strategy, audit focus and resources prior to the commencement of their annual audit;
- iii. matters arising from the audit of the Group in a meeting with the External Auditors without the presence of any executive officer of the Group;
- iv. the performance of the External Auditors and the recommendations to the Board on their reappointment and remuneration;
- v. the Audit Committee Report and its recommendation to the Board for inclusion in the Integrated Report;
- vi. the Statement of Corporate Governance, Statement on Risk Management and Internal Control and its recommendation to the Board for inclusion in the Integrated Report;
- vii. the risk-based annual audit plan and resource requirement proposed by the Internal Auditors for the Group;
- viii. the audit reports presented by the Internal Auditors on major findings, recommendations and Management's responses thereto;
- ix. the results of follow-up audits conducted by the Internal Auditors on the Management's implementation of audit recommendations;
- x. related party transactions as required under the Listing Requirements to ascertain that the transactions are conducted at arm's length prior to submission for the Board's consideration and, where appropriate, shareholders' approval;
- xi. share option allocations pursuant to the ESOS of the Company during the financial year under review that was verified by the Internal Auditors in respect of compliance with the criteria set out in the ESOS by-laws and by the ESOS Committee;
- xii. updates on the Integrity and Governance Unit (IGU)'s activities and reports submitted to the Malaysian Anti-Corruption Commission (MACC) by IGU.

STATEMENT ON INTERNAL AUDIT

The Internal Audit function of the company is performed by the in-house Internal Audit Department (IAD). IAD reports directly to the Audit Committee and maintains its impartiality, proficiency and due professional care. The Internal Audit Charter defines the authority, duties and responsibilities of IAD.

The principal roles of IAD are to evaluate and improve the effectiveness of internal control, governance and risk management processes. Furthermore, IAD provides independent and objective assurance to the Board and Management on the adequacy and integrity of the company's internal control systems.

IAD adopts a risk-based audit approach when preparing its annual audit plan. Main factors to be taken into consideration are Risk Assessment, Budget and Business Plan, Senior Management's input and results of previous audits. The annual audit plan covers the business units and projects of the Group and is approved by the Audit Committee.

PRACTICES AND FRAMEWORK

IAD is guided by the internal policies and procedures as well as the Professional Practices Framework and the Internal Control Framework of the Committee of Sponsoring Organisation of the Treadway Commission (COSO) in assessing and reporting on the adequacy and effectiveness of the internal control, governance and risk management processes.

SCOPE AND COVERAGE

During the year, IAD has undertaken independent audit assignments on business units and projects of the Group in accordance with the approved annual audit plan. Among the scope of coverage are:

- i. Marketing and Sales;
- ii. Collection and Credit Control;
- iii. Customer Service;
- iv. Contracts Management;
- v. Project Management;
- vi. Production Management;
- vii. Human Resource Management;
- viii. Office Administration;

- ix. Management of Assets;
- x. Information Technology;
- xi. Environmental, Social and Governance;
- xii. Statutory Compliance.

The relevant audit reports were presented to the Audit Committee for deliberation and forwarded to the Management for the necessary corrective actions to be taken.

The Internal Audit activities during the financial period are summarised below:

- i. prepared annual audit plan for deliberation and approval by the Audit Committee;
- ii. performed operational audits on business units and projects of the Group to ascertain the adequacy and integrity of their system of internal controls, governance and risk management;
- iii. performed statutory compliance audits, including related party transactions and ESOS allocations;
- iv. made recommendations for improvement where weaknesses and/or non-compliances were found;
- v. conducted follow-up reviews to determine the adequacy, effectiveness and timeliness of actions taken by the Management on audit recommendations and provided updates on their status to the Audit Committee.

RESOURCES AND CONTINUOUS DEVELOPMENT

IAD is led by Mr. Wong Siew Ping, a Chartered Accountant and a Certified Member of the Institute of Internal Auditors. There are eight Internal Auditors in the Group, and the total cost incurred during the year was RM2 million.

A majority of the staff have relevant qualifications, and all staff are encouraged to continuously enhance their knowledge, skills and competencies through relevant professional courses, webinars, training courses and on-the-job training.

All the audit personnel are free from any relationships or conflicts of interest, which could impair objectivity and independence.

ADDITIONAL COMPLIANCE INFORMATION

1. MEETING RECORDS OF DIRECTORS FOR FINANCIAL YEAR ("FY") 2023

Name of Director	Board Committee					
	Board of Directors	NED [^]	Audit Committee [#]	Nomination Committee	Remuneration Committee	Risk Management Committee
Tan Sri Dato' Setia Haji Ambrin Buang ¹	7/8	1/1	2/4	2/3		
Dato' Lin Yun Ling	7/8				2/2	1/1
Dato' Ir Ha Tiing Tai	5/8					1/1
Raja Dato' Seri Eleena Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	7/8	1/1			2/2	
Nazli Mohd Khir Johari	7/8	-	3/4	2/3		1/1
Chan Wai Yen, Millie	8/8	1/1	2/4	1/3	1/2	
Chia Aun Ling ²	3/8	1/1	2/4	1/3		
Dato' Mohammed Hussein ³	4/8		1/4	1/3	1/2	
Total number of meetings for FY2023	8	1	4	3	2	1

- Chairman
- Member
- Non-Member
- Ceased as Chairman of Audit Committee and member of Nomination Committee following redesignation as Chairman of the Board on 1 February 2023
- Appointed as Chairperson of Audit Committee & Nomination Committee on 1 February 2023
- Appointed as Chairperson of the Remuneration Committee on 1 February 2023
- Appointed as member of the Audit Committee, Nomination Committee & Remuneration Committee on 1 February 2023
- Appointed as member of the Audit Committee & Nomination Committee on 1 February 2023
- Ceased as Chairman of Nomination Committee & Remuneration Committee and member of Audit Committee following retirement as Chairman of the Board on 8 December 2022

Notes:-

¹ Redesignated as an Independent Non-Executive Chairman on 1 February 2023.

² Appointed as an Independent Director on 1 February 2023.

³ Retired as an Independent Non-Executive Chairman at the conclusion of the 46th Annual General Meeting held on 8 December 2022

[^] One Non-Executive Directors' session was held on 28 July 2023

[#] Two private sessions were held between the Audit Committee and the external auditors, Ernst & Young PLT i.e. on 22 September 2022 and 15 June 2023.

ADDITIONAL COMPLIANCE INFORMATION

2. AUDIT AND NON-AUDIT FEES

The amount of the external audit fees and non-audit fees incurred for the FY2023 were as follows:

Type of Services	Group (RM'000)	Company (RM'000)
Audit services:		
- Group's auditors	1,239	450
- Ernst & Young PLT	2,103	997
- Oversea's affiliates	245	25
- Other auditors		
Non-audit services		
- Group's auditors	206	71
- Oversea's affiliates	10,809	14

The non-audit services rendered relate mainly to acquisition of new businesses, taxation services and advisory fees.

3. MATERIAL CONTRACTS INVOLVING DIRECTORS'/CHIEF EXECUTIVES'/MAJOR SHAREHOLDERS' INTERESTS

Save as disclosed under Note 41 of the Financial Statements in this Integrated Report, there were no material contracts entered into by the Company or its subsidiaries involving the interest of its Directors, Chief Executive who is not a Director or major shareholders still subsisting at the end of the FY2023.

4. UTILISATION OF PROCEEDS

The Company completed the disposal of all the securities in the following concession companies on 13 October 2022:-

- (a) Kesas Sdn Bhd by Kesas Holdings Berhad, a 70.0 percent owned subsidiary of Gamuda;
- (b) Sistem Penyuraian Trafik KL Barat Sdn Bhd by Sistem Penyuraian Trafik KL Barat Holdings Sdn Bhd, a 51.3 percent associate company of Gamuda;
- (c) Lingkaran Trans Kota Sdn Bhd by Lingkaran Trans Holding Berhad, a 42.7 percent associate company of Gamuda; and
- (d) Syarikat Mengurus Air Banjar & Terowong Sdn bhd by Projek SMART Holdings Sdn Bhd, a 50.0 percent joint venture company of Gamuda;

(collective referred to as the "Disposals" and each as the "Disposal")

The proceeds from each Disposal will be distributed to the shareholders of each respective holding company of the above concession companies in its entirety whereby Gamuda's share of the proceeds amounted to approximately RM2,354 million. The Group has a balance proceeds receivable amounting to RM180.9 million from the Disposals as at 31 July 2023.

The proposed utilisation of proceeds raised from the Disposals as at 31 July 2023 are as follows:

	Proposed Utilisation of Proceeds		Estimated timeframe from completion date
	RM'million	%	
Dividend distribution	1,000.0	42.5	Within 12 months
Repayment of borrowings	900.0	38.2	Within 12 months
General corporate and working capital	445.6	18.9	Within 12 months
Estimated expenses for the Disposals	8.4	0.4	Within 12 months
Total	2,354.0	100.0	

ADDITIONAL COMPLIANCE INFORMATION

5. EMPLOYEES' SHARE OPTION SCHEME

The Employees' Share Option Scheme (2021/2027) of the Company ("ESOS") was implemented on 8 December 2021 and is effective from 8 December 2021 to 31 January 2027.

The total number of share options granted, exercised and outstanding under the ESOS, are set out in the table below:-

Description	Number of Share Options (since commencement of ESOS to 31 July 2023)	
	Grand Total	Directors
Granted	245,641,000	12,500,000
Exercised	(35,873,900)	(3,700,000)
Outstanding	209,767,100	8,800,000

Percentages of share options applicable to Directors and Senior Management under the ESOS:-

Directors and Senior Management	During the financial year 2023	Since Commencement up to 31 July 2023
(a) Aggregate maximum allocation	50%	50%
(b) Actual granted	1%	23%

The Company did not grant any share options over ordinary shares pursuant to the ESOS to the Non-Executive Directors of the Company.

STATEMENT ON INTEGRITY AND GOVERNANCE

The Group prioritises an ethical business environment and robust governance to safeguard the organisation against corruption, power abuse and malpractices. The Integrity and Governance Unit (IGU) diligently oversees these priorities, ensuring seamless integration throughout Gamuda's ventures.

FRAMEWORK AND FOCUS

In alignment with the principles of the Malaysian Anti-Corruption Agency (MACC) Act 2009, government directives, and the Group's relevant policies, procedures, and controls, the Integrity and Governance Unit (IGU) maintains the Integrity and Governance Framework.

This framework, spearheaded by a certified Chief Integrity and Governance Officer (CIGO) and supported by Integrity and Governance Officers (IGO), functions under the direct oversight of the Audit Committee. The IGU operates with impartiality, fulfilling its mandates to mitigate the risks of corruption, abuse of power, and malpractices within the organisation.

The **four IGU core functions** are:

1. Complaints Management
2. Detection and Verification
3. Integrity Strengthening
4. Governance

IGU holds the role of overseeing the Group's continuous efforts to cultivate a culture of high integrity, good governance, operational efficiency, ethical behaviour and transparency. Among the IGU's initiatives are Compliance Audits, Training, Communication, Engagement and Awareness programmes. These efforts aim to enhance awareness and deter corruption and malpractices among our employees and stakeholders during business interactions.

Furthermore, the IGU maintains active engagement with the MACC to seek guidance and stay abreast of new developments pertaining to governance, integrity enhancement, and other matters related to anti-corruption efforts.

During the financial period, IGU, in collaboration with the business heads/entities, undertook the following initiatives:

- **Operational efficiency and transparency enhancement**
The activities undertaken include reviewing and improving the policies, work procedures and processes and verifying the initiatives carried out for effective internal control. These activities were reinforced by awareness training and effective communication.
- **Gamuda (OACP) 2021-2024**
The Organisational Anti-Corruption Plan focuses on the priority areas/activities identified in the CRA Report. The OACP describes an integrated anti-corruption framework, combining governance and integrity strengthening and anti-corruption initiatives, implemented as corruption prevention efforts/solutions in these priority areas.
- **Integrity and Governance Compliance Audit (IGCA)**
Integrity and governance compliance audits serve as a proactive mechanism for the IGU to ensure the organisation's alignment with ethical standards, mitigate risks, and demonstrate its commitment to upholding integrity and strong governance practices. The IGCA aims to identify gaps between operational practices and the established integrity and governance standards in line with Gamuda OACP 2021-2024.
- **Engagement with MACC**
IGU's commitments to Anti-Bribery and Corruption measures are shown in its bi-annual reporting to MACC as a compliance stance. The engagement between IGU and MACC can best be described as "beyond compliance" as there is continuous engagement between MACC and IGU.

No.	FY2023 Milestones	Remarks
1	IGU engagements with MACC	2
2	Integrity and Governance Compliance Audit carried out	2
3	Advisory Reports released	2
4	Mandatory bi-annual report to the Malaysian Anti-Corruption Commission (MACC)	Submissions 12 January 2023 and 17 July 2023
5	Seminars attended by CIGO and IGOs	5
6	In-house Awareness and Communication programmes for employees/stakeholders	26
7	Whistleblowing perception survey	Ongoing – Launched on 24 July 2023

CATALYSING SUSTAINABLE FUTURE, TODAY

SUSTAINABILITY REPORT

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Gamuda's alignment to
global aspirations:

We are committed to:



We are an official supporter of:



We are a member of:



Our programmes support:



THE GLOBAL GOALS
For Sustainable Development

SUSTAINABILITY INTEGRATION

KEY MANAGEMENT PERSPECTIVES

Q How has the business transformed to deliver on its Gamuda Green Plan 2025 commitments?

We have embraced digitalisation, utilising cloud-based ESG software and systems to streamline data management, validation, and archiving. This technology empowers us to make more informed decisions and ensures transparency in tracking ESG data across the entire Gamuda Group. We have established a Group-wide standardised monitoring system and sought additional validation and certification such as the ISO 14064 and ISO 27000 to continually challenge ourselves.

We have also cultivated collaborations with academic institutions, distinct communities such as the *Orang Asli* and Aboriginal communities, and industry stakeholders through collaborative MoUs. This strengthens our dedication to sustainable practices and our commitment to making a positive and inclusive impact. Gamuda's journey towards sustainability is characterised by an all-encompassing approach, underpinned by continuous innovation and collaboration, as we strive to make a lasting contribution to our environment and society.



A Gamuda's transformation to fulfil the Gamuda Green Plan 2025 commitments has been a comprehensive endeavour, encompassing several key strategies. We have firmly embedded sustainability into our corporate culture by incorporating ESG Key Performance Indicators (KPIs) into our performance evaluations at every level, accounting for up to 50 percent of the KPI weighting.

Q How is Gamuda contributing to national-level strategies?

In Malaysia, we are fully committed to the National Environmental Policy and the 12th Malaysia Plan (12MP), aligning our projects and investments with the country's aspirations for sustainable infrastructure development and economic growth. We also see ourselves as active contributors to the National Energy Transition Roadmap (NETR), working towards a meaningful impact on the national energy agenda through our involvement in creating inclusive energy systems.

Our investments in renewable energy in FY2023 underscore our dedication to cleaner energy and strategically position us to bolster Malaysia's shift towards sustainable and diversified energy sources. The acquisition of ERS Energy, a prominent player in the renewable energy sector, significantly enhances our capabilities to align with the government's vision for sustainable infrastructure development and the proliferation of renewable energy solutions.

Internationally, in Vietnam and Australia, we strategically synchronise our efforts with their respective national ESG-related policies and roadmaps. In Vietnam, our strong focus on sustainable energy solutions aligns with the country's vision for a more environmentally friendly energy landscape. Meanwhile, in Australia, we actively partner with Indigenous communities, adhere to Aboriginal policies established by the National Indigenous Australians Agency, and meet other relevant local expectations. These efforts reflect Gamuda's commitment to being a responsible corporation that contributes to sustainability within the broader national and international contexts.



A Gamuda is strategically positioned to advance national-level strategies and meeting evolving governmental expectations in Malaysia, Australia, and Vietnam. Our actions are closely aligned with these countries' long-term sustainability visions, demonstrating our commitment to being a catalyst for change in the years to come.

Q How does Gamuda align ESG efforts and performance evaluation to local and global standards?

requirements of the Taskforce on Nature-related Financial Disclosures (TNFD), a testament to our commitment to addressing biodiversity and nature-related risks.

In the social dimension, we have been an early adopter of the Social Return on Investment (SROI) framework, showcasing our dedication to measuring and enhancing positive social impact. This underscores our commitment to economic success and our role as responsible corporate citizens, positively influencing the communities in which we operate.

Our governance and risk management practices are held to rigorous standards. We undergo assessments by organisations like Sustainalytics, ensuring that our governance practices align with global best practices. Additionally, we adhere to the Malaysian Code on Corporate Governance (MCCG) and are committed to equivalents in Vietnam and Australia, ensuring that our corporate governance remains robust and in line with local regulatory requirements. As an additional measure, we secure the integrity of our data and disclosures through third-party assurance. This year, we achieved our fourth consecutive limited assurance and obtained our inaugural ISO 14064-1 verification.

Gamuda's commitment to transparency and sustainable practices is further exemplified through evaluations by ESG rating agencies such as the Dow Jones Sustainability Index (DJSI), MSCI, and major institutional investors like the Employees' Provident Fund (EPF), the Retirement Fund (Incorporated) (KWAP), and Permodalan Nasional Berhad (PNB). These evaluations serve as valuable benchmarks, driving us to continually improve our ESG performance and uphold the highest sustainability standards.

Q How is Gamuda focused on job creation and investment in people?

One of our significant initiatives is dedicated to empowering individuals with autism, offering them equal opportunities to flourish within our workforce. This strong emphasis on inclusivity ensures that individuals with autism can utilise their unique talents and make valuable contributions to our projects and teams.

Furthermore, our commitment to job creation extends to the communities where we operate. Through projects like the Silicon Island in Penang, Rasau Water Treatment Plant, and the Wetlands Arboretum Centre, we actively generate employment opportunities for local residents and even extend them to Indigenous people. This bolsters economic well-being and fosters a sense of local ownership and community development.

In Australia and Vietnam, we prioritise the hiring of local nationals, promoting cultural integration and job creation within these regions. Our investment of over AUD20 million in supporting 13 Aboriginal businesses in Australia underscores our dedication to empowering Indigenous communities and forging sustainable job prospects.



A Gamuda is deeply committed to job creation and investing in people as a cornerstone of our corporate philosophy. With substantial resources to human capital development, we have initiated various programmes to foster capacity building and employability across the organisation.

SUSTAINABILITY INTEGRATION

ABOUT THIS REPORT

GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (SR2023) PROVIDES A COMPREHENSIVE OVERVIEW OF THE GROUP'S SUSTAINABILITY PERFORMANCE FOR THE FINANCIAL YEAR 2023. THIS REPORT IS INTENDED TO BE READ TOGETHER WITH THE SUSTAINABILITY-RELATED DISCLOSURES ON OUR WEBSITE AND THE INTEGRATED REPORT 2023.



Report Scope and Boundaries

This report covers all business operations and activities of the Group where we have direct management control, unless otherwise specified. Namely, it includes all our subsidiaries in Malaysia, as well as our operations in Australia and Vietnam as part of the expanded scope of this report. All entities in these countries listed in our 2023 Integrated Report are included in this report, except for our expressway concessions, water concessions, joint ventures, and associate companies. Some developments in the other countries we operate in are also included in this report. All human resources-related data covers the entire Group, including operations in Malaysia, Vietnam, and Australia.

This year's report covers sustainability performance information from 1 August 2022 to 31 July 2023 (FY2023). Given the timing of this report's publication, developments that occurred after the end of FY2023 have been included when deemed significant. Our previous sustainability report was published on 9 November 2022.



Report Alignment and Quality

This report has been prepared in accordance with the following:

- The Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition)
- The 2021 Global Reporting Initiative (GRI) Standards

It is also aligned with or referenced to:

- The Sustainability Accounting Standards Board (SASB) disclosure recommendations for applicable sectors (Engineering and Construction; Real Estate)
- The International Integrated Reporting Framework (IIRF) principles
- The United Nations Sustainable Development Goals (UN SDGs)
- The Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Requirements of the CDP Climate Change assessment
- The Greenhouse Gas Protocol (GHG Protocol)
- The International Federations of Accounts for ISAE 3000 for our assurance process
- Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9)

Gamuda reports against five key frameworks: the **Carbon Disclosure Project (CDP)**, the **Global Reporting Initiative (GRI)**, the **International Integrated Reporting Council (IIRC)**, the **Sustainability Accounting Standards Board (SASB)** and the **Task Force on Climate-related Financial Disclosures (TCFD)**. These globally accepted international reporting frameworks are applicable to our sector and provide a set of structured and comparable standards to guide our reporting.

Divergent frameworks help us customise our sustainability reporting for specific areas, thereby increasing stakeholder transparency. The recognition and recommendation of GRI standards by Bursa Malaysia align with our reporting efforts with regulatory expectations. This alignment enhances our compliance with reporting requirements while staying on par with industry best practices.

The SASB and IIRC frameworks facilitate reporting on various issues, including our contribution to the UN Sustainable Development Goals and overall ESG impacts on the communities we serve. The CDP and TCFD frameworks enable more focused reporting on specific indicators such as climate, water and forests, with our carbon accounting typically based on the Greenhouse Gas Protocol. Our stakeholders have access to a comprehensive set of indicators that effectively demonstrate our sustainability commitments and outline how we manage ESG risks.

All data in this report has been sourced internally, verified, and validated by the respective business units. Gamuda is committed to continuously improving our data collection and analysis processes for increased data accuracy and disclosure quality. We also strive to ensure that every report is prepared in line with the principles of:



Stakeholder Inclusiveness:

Reflective of our stakeholder expectations and concerns



Materiality:

Ensuring the report is responsive to identified and prioritised material topics



Sustainability Context:

Reviewing our performance in the broader sustainability context



Completeness:

Covering all topics relevant to the Group and our stakeholders



Forward-Looking Statements

This report contains forward-looking statements such as targets, prospects, plans, and reasonable performance expectations. These statements are made based on presently available data and information and current operating environment conditions and may change due to unpredictable circumstances. We recommend not placing undue reliance on such statements as our business is subject to risks and uncertainties beyond our control. Actual outcomes may differ from what is indicated.



References

All references to 'Gamuda', 'the Company', 'the Organisation', 'the Group', 'we', and 'our' refer to Gamuda Berhad.



Report Availability and Feedback

This report is available on our website and can be downloaded by scanning the QR code below. As part of our commitment to continuous improvement, we welcome any comments, questions, or suggestions related to this report.



Assurance

We recognise the value of independent verification to ensure the accuracy and integrity of this report. For our sustainability disclosures, we have sought third-party assurance for this reporting year from PricewaterhouseCoopers PLT (PwC), Malaysia. This exercise was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other than Audits or Review of Historical Financial Information, over selected key performance indicators (KPIs). The Limited Assurance Statement is available within this report.



+603 7491 8288

ESG@gamuda.com.my

SUSTAINABILITY INTEGRATION

GAMUDA GROUP ESG FRAMEWORK

Sustainability has always been ingrained in our Group’s DNA. Pursuing our developmental goals, we strive to balance our economic growth while prioritising societal welfare and safeguarding the environment. Our overarching ESG Framework steers Gamuda to **Build Right. For Life.**

As we face increasing challenges, particularly with regard to climate change, our pursuit of sustainable development is more comprehensive than ever before. This is why we created the Gamuda Green Plan 2025; to optimise our ESG successes, tackle on-the-ground challenges, and steer the Group towards fulfilling our ESG strategies and compliance with global frameworks, all while remaining true to our core values. Read more in our ESG Policy Statement.

BUILD RIGHT. FOR LIFE.

MISSION

We reliably deliver innovative infrastructure solutions and premier townships for our stakeholders through our core businesses in engineering and construction, property developments and infrastructure concessions.

VISION

We lead the region in innovative breakthrough solutions for large scale public infrastructure and property developments.

STRATEGY

To achieve sustainable growth through our 3C’s approach – Capacity, Capability and Competitiveness.

GAMUDA GREEN PLAN 2025

OUR FOCUS

Governance



Economic



Environmental



Social

OUR GLOBAL ALIGNMENT



OUR APPROACH

GAMUDA VALUES

Take Personal Ownership

Walk the Talk

Adopt Open and Honest Communication

Demonstrate Real Teamwork

Develop Our People



Gamuda ESG Framework



The four pillars of our plan were determined considering various factors such as our business model, geographic locations, existing and emerging ESG issues and trends, and the interests of our diverse stakeholders. The plan outlines high-level strategic objectives and specific goals and targets for us to accomplish by 2025, 2030, and beyond.

Supported by our overarching commitment to circular construction, the roadmap sets out Gamuda’s step-wise targets to reduce greenhouse gas (GHG) emissions intensity by 30 percent by 2025 and 45 percent by 2030. The framework will continuously evolve and realign with emerging policies, the latest technological developments, and changing stakeholder needs. We will continue to update our progress, achievements, and challenges towards achieving our objectives through our sustainability reports and media announcements.

In Australia, our operations follow our ‘Seeds for Growth’ sustainability framework. This is consistent with the Group’s overall approach as outlined in the Gamuda Green Plan 2025, and is anchored by four pillars:

Circular Construction

Collaborating for Change

Empowering People

Responsible Business

The targets and progress of this framework are in line with our Gamuda Green Plan 2025.

SUSTAINABILITY INTEGRATION

GAMUDA GREEN PLAN 2025 PROGRESS

The following table shows the progress that we have made in 2023 towards our Gamuda Green Plan 2025 and 2030 targets. For more details about the developments in each of the Gamuda Green Plan 2025's four pillars, please read the sections of this Sustainability Report.

The plan commits the entire Group to circular construction with specific steps to reduce direct and indirect corporate greenhouse gas emissions intensity by 30% in 2025, and by 45% in 2030.

Reduction progress is at 23%.
Obtained ISO 14064 to verify the Group's quantifying and reporting on GHG emissions

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION



For our developments and townships, we will achieve a 40% reduction in CO₂e emissions compared to BAU by 2030

Reduced urban planning emission by 45% (Gamuda Cove), 24% (Gamuda Gardens) and 10% (twentyfive7), recognised with 5, 4 and 3 Diamond respectively, from LCCF.

- Installed 24 EV charging stations
- Installed 93 km out of 250 km planned cycling pathways
- 7% of waste reduction to the landfill from our assets and developments
- Recycled 26% and 17% of surface water within our construction sites and developments respectively

Silicon Island, Penang - 50% reduction in CO₂e emissions compared to business as usual (BAU) by 2030

The island's master plan obtained a 5-Diamond recognition for the Design category from the Malaysian Green Technology and Climate Change Corporation (MGTC) in the Low Carbon Cities (LCC) 2030 Challenge.

For our construction and operations, we commit to reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by 30% by 2025 and 45% by 2030

	2022	2023
Scope 1 and Scope 2 emission intensity reduction	<ul style="list-style-type: none"> Baseline was established 	<ul style="list-style-type: none"> 23%
Total energy sourced from renewables	<ul style="list-style-type: none"> 4% 	<ul style="list-style-type: none"> 22%
Enabling supply of RE for our offices, project sites and assets	<p>Solar panels installed and active</p> <ul style="list-style-type: none"> 4,615 (at five sites) Generating 2,330 kWp renewable energy capacity 	<p>Solar panels installed to-date</p> <ul style="list-style-type: none"> 6,478 (at 10 sites) Generating 3,143 kWp renewable energy capacity <p>Green power subscription</p> <ul style="list-style-type: none"> 5,981,355 in Malaysia (GET) and Australia (GreenPower)
Transitioning our fleets to low carbon alternatives	<ul style="list-style-type: none"> Exploring the practicality of incorporating electric buggies within our developments 	<ul style="list-style-type: none"> 100% transition of electric buggies for our clubhouses and sales gallery
Introduce ESG evaluation in procurement by 2021 to drive sustainable change in our supply chain and to set Scope 3 targets from 2026 onwards.	<ul style="list-style-type: none"> Started Scope 3 reporting with one category Commenced ESG awareness sessions to Group's supply chain 	<ul style="list-style-type: none"> Expanded Scope 3 reporting to include eight categories Implemented ESG evaluation criteria in procurement strategies for contracts above RM24 million in value Conducted 50 ESG awareness sessions to 1,200 of Group's suppliers

PILLAR 2

OUR COMMUNITY IN OUR BUSINESS

People Development and Community Outreach

	2022	2023
Enabling Academy	<ul style="list-style-type: none"> 86 graduates over 10 batches 48 partner companies 	<ul style="list-style-type: none"> 96 graduates over 11 batches 57 partner companies
Gamuda Scholarship	<ul style="list-style-type: none"> RM12.6 million, 53 scholarships 	<ul style="list-style-type: none"> RM20 million, 79 scholarships
Average training hours/employee/year (Malaysia offices)	<ul style="list-style-type: none"> 14.2 hours 	<ul style="list-style-type: none"> 19.5 hours
Diversity and inclusion	<ul style="list-style-type: none"> 36% female in overall workforce (across the Group) 	<ul style="list-style-type: none"> 38% female in overall workforce (across the Group) 5.3% <i>Orang Asli</i> in Malaysia workforce 3.9% Aboriginal in Australia workforce Invested over AUD20 million in 18 Aboriginal businesses
Developing and sourcing locally first	<ul style="list-style-type: none"> 99% (Malaysia) 	<ul style="list-style-type: none"> 94% (Malaysia) 98% (Vietnam) 98% (Australia)

Our Business



2022 – 2023 Progress

- Established Tunnelling Infrastructure Academy in Australia
- Launched technical and vocational education and training (TVET) course for Next-Gen Digital Industrialised Building System – the first for Malaysia
- Strengthened the Group's Human Rights Policy with the latest regulatory requirements
- An anti-modern slavery taskforce was set up in 2022 to govern and audit labour practices across the Group to ensure that workers are treated fairly

PILLAR 3

ENVIRONMENTAL AND BIODIVERSITY CONSERVATION



Gamuda Parks

2022 – 2023 Progress

- Nurture and plant one million trees and saplings**
 - We have planted and nurtured over 600,000 trees, while developing 1,665 acres of greenspaces and waterscapes through 12 urban forest clusters within 16 developments across the Group
- Conserve biodiversity**
 - Over 200 trees were identified under IUCN protected species
 - Across 11 developments, 12 biodiversity assessments were completed, revealing 37 flora species and 45 fauna species of conservation importance
- Setting up a wetlands arboretum**
 - Received Malaysia's first EDGE Advanced (Zero Carbon Ready) certified building through Wetlands Arboretum Centre
- Developing in-house specialist in the areas of arboriculture and horticulture**
 - Established Seedling Research Centre and Advanced Planting nurseries
 - Conducted series of urban ecology classes monthly to upskill in-house talents in the area of biodiversity, involving over 100 employees

PILLAR 4

ENHANCING SUSTAINABILITY VIA DIGITALISATION

Next-Gen Digital IBS

90% of Gamuda Land's units will be built with Gamuda Next-Gen Digital IBS, which translates to over 2,000 units yearly.

Integrated Digital Ecosystem

First autonomous TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package.

Integrated Autodesk Construction Cloud's construction management software into its digital operations across all projects within the Group.



Group-wide ESG data, including climate protocols, is captured via a centralised integrated cloud system.

SUSTAINABILITY INTEGRATION






CONTRIBUTING TO THE UN SDGs

Our commitments and measures are only meaningful if they contribute to addressing greater challenges. Our Group sustainability framework – Build Right. For Life. – strategically aligns with United Nations Sustainable Development Goals (UN SDGs), with a focus on Industry, Innovation and Infrastructure (SDG Goal 9), Sustainable Cities and Communities (SDG Goal 11), and Climate Action (SDG Goal 13). Our contributions to these goals are available on our website, and corresponding logos are available in this report’s main chapters.








OUR GOVERNANCE AND VALUE TO ECONOMY

	<p>8.2 Multiplying positive impacts on the socio-economy through the growth of the Group in the form of job creation and entrepreneurial opportunities including to local and indigenous communities, repayment to financiers, increased tax revenues for the government, and support to local supply chains</p>	<p><i>Our value to people, page 142</i></p>
	<p>17.14 Development of the Gamuda Group ESG Policy which provides a clear framework for the incorporation of ESG principles into key practices</p>	<p><i>A culture of compliance, page 129</i></p>

OUR VALUE TO PEOPLE

	<p>3.8 Ensuring our employee’s health by providing health related benefits across the Group, including flexi-wellness and insurance benefits</p>	<p><i>Upholding human rights, page 150</i></p>
	<p>4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations</p>	<p><i>Learning and development, page 148</i></p>
	<p>5.5 Promoting the participation of women at all career levels at Gamuda through the Gamuda Women Empowerment Network (GWEN)</p>	<p><i>Gamuda Women Empowerment Network, page 147</i></p>
	<p>8.5, 8.7, 8.8 Empowering disabled employees through our Enabling Academy which provides disabled-friendly training modules and facilities</p> <p>Recognising and respecting the rights of all employees including migrant workers by committing to eradicate forced labour, modern slavery, human trafficking, child labour, discrimination, harassment, bullying and retaliation, guided by our Human Rights Policy</p>	<p><i>Supporting persons with disabilities, page 146</i></p> <p><i>Upholding human rights, page 150</i></p>
	<p>16.2 Committing to human rights and ethical recruitment practices, and refraining from child labour in all business operations</p> <p>16.3 Complying to all relevant laws, regulations and best practices in all areas of the Group’s operations, guided by our Human Rights Policy</p>	<p><i>Upholding human rights, page 150</i></p> <p><i>Upholding human rights, page 150</i></p>

OUR VALUE TO THE ENVIRONMENT

	<p>7.1, 7.2 Providing and adopting renewable energy and low-carbon alternatives throughout the Group’s operations in line with our Gamuda Green Plan 2025, and expanding our efforts to contribute to the global renewable energy mix through the acquisition of ERS Energy in Malaysia</p>	<p><i>Renewable energy, page 180</i></p>
	<p>9.4 Adopting state-of-the-art technologies and advanced systems such as Next-Gen Digital IBS for energy and resource-efficient processes throughout our operations</p>	<p><i>Pioneering digital solutions, page 135</i></p>
	<p>11.1, 11.3 Providing safe and inclusive urban housing and basic services (e.g. Rasau Water Treatment Plant), and ensuring sustainable best practices are implemented in the planning and management of all urban development projects</p>	<p><i>Our value to the environment, page 172</i></p>
	<p>12.2, 12.3, 12.4, 12.5 Sustainably utilising natural resources including energy and water, minimising and responsibly managing operational waste in compliance with applicable environmental regulations, and implementing measures to manage food waste and promote circularity.</p>	<p><i>Our value to the environment, page 172</i></p>
	<p>13.1 Developing innovative climate-resilient and/or adaptive products (e.g. SMART tunnel for flood mitigation, and Rasau Water Treatment Plant for water security)</p> <p>13.2 Aligning our strategies and Gamuda Green Plan 2025 to support national policies and strategies on climate change</p>	<p><i>Our value to the environment, page 172</i></p> <p><i>Our net zero journey, page 174</i></p>
	<p>14.7 Increasing economic benefits and supporting fishermen livelihood through the project in Silicon Island, Penang</p>	<p><i>Silicon Island, Penang, page 202</i></p>
	<p>15.1, 15.2, 15.9 Committing to ensure the conservation, management, and restoration of forests and wetlands through our #OneMillionTrees initiative, Advanced Tree Planting (ATP) nurseries, and Wetlands Arboretum Centre</p> <p>Integrating ecosystems and biodiversity values into project planning and development processes in line with local and global policies and frameworks on biodiversity, such as Malaysia’s National Policy on Biological Diversity (NPBD) (2016 – 2025)</p>	<p><i>Conserving biodiversity, page 194</i></p> <p><i>Conserving biodiversity, page 194</i></p>

SUSTAINABILITY INTEGRATION

REGIONAL ESG FOOTPRINT

As a multinational company with a global presence, Gamuda significantly contributes to the regions where we operate. Over the past four decades, we have focused on developing infrastructure solutions for over four decades, and responsibly developing townships for two decades. We continuously strive to create transformative projects to drive long-term value and for communities by meeting their needs and aligning with national sustainable development agendas.

Here is an overview of our ESG contribution for FY2023:

Malaysia

Direct employment
3,341 (Male 2,157; Female 1,184)

Overall investment in talent development
RM2.88 million
 (19.5 hours per employee)

Renewable Energy sourced or acquired
6,717 MWh

Specialised Training Centres
5

Vietnam

Overall investment in talent development
RM262,000
 (16 hours per employee)

Direct Employment
456 (Male 199; Female 257)

Renewable Energy sourced
938.4 MWh

Australia

Direct employment
422 (Male 275; Female 147)
(1,397 employees, inclusive of DT Infrastructure Pty Ltd)

Overall investment in talent development
RM3.6 million
 (2.4 hours per employee)

Renewable Energy generated or acquired
2,038 MWh

Specialised Training Centre **1**

SUSTAINABILITY ACHIEVEMENTS

Gamuda's dedication to excellence has achieved recognition in various prestigious awards, spanning groundbreaking construction accolades to industry-specific honours for construction firms. These acknowledgments reflect our unwavering commitment to quality across all aspects, encompassing workplace excellence, stringent health and safety standards, environmental sustainability, and addressing climate-related challenges. These recognitions serve as a testament to the hard work and dedication of our team, reinforcing our position as a leader in the industry.

Scan here for our list of achievements



SUSTAINABILITY INTEGRATION

PARTNERING FOR IMPACT

Stakeholder engagement is crucial to ensure that we can understand and manage our business impacts and remain responsive. Through our active participation in several engagement platforms, we continuously determine the ESG topics most material to the Group and are able to stay ahead of global developments. A comprehensive Public Relations and Stakeholder Management Policy guides our approach to maintaining strong relationships with key stakeholders.

We continue to engage with our growing pool of stakeholders as we expand our businesses across the regions in which we operate. With the easing of pandemic-related restrictions, we have transitioned to hybrid (a combination of physical and virtual) engagements with our stakeholders. See pages 48 and 49 of Gamuda Integrated Report 2023 for full details on stakeholder engagement.



SUSTAINABILITY ATTAINMENTS

Gamuda is fully committed to sustainability and believes in transparent communication and robust reporting. Our efforts have led to tangible results, as shown by our improved sustainability performance ratings across prestigious benchmarks, such as the Dow Jones Sustainability Indices (DJSI), FTSE4Good Bursa Malaysia, MSCI, and Sustainalytics since 2020. Through consistent stakeholder engagement, we identify and prioritise the most material sustainability concerns to ensure that our initiatives are comprehensive, meaningful and make a significant impact on both a local and global scale. We recognise that sustainability is an ongoing journey and are constantly striving to advance our efforts and improve our scores while contributing to a sustainable future.

	SCORE	TREND
Dow Jones Sustainability Indices Powered by the S&P Global CSA • Longest-running sustainability benchmark, assessing the largest global companies on ESG performance	2023	Pending Result December 2023
	2022	41 ▲ Improved
	2021	38 ▲ Improved
	2020	30 -
	2023	Pending Result December 2023
• Meet mandated local stewardship requirements • Integrate ESG data into securities and portfolio analysis	2023	ESG Grading Band 3/4 ↕ No Change
	2022	ESG Grading Band 3/4 ▲ Improved
	2021	ESG Grading Band 3/4 -
	2020	ESG Grading Band 2/4 -
	2023	Pending Result December 2023
MSCI • One of the largest independent providers of ESG ratings • Leveraged by Bloomberg CCC - B - BB - BBB - A - AA - AAA → Note: MSCI rating – CCC (worst) to AAA (best)	2023	BBB ▲ Improved
	2022	BB ↕ No Change
	2021	BB ▲ Improved
	2020	B -
	2023	Pending Result December 2023
• Sustainalytics ESG Risk Ratings span more than 12,000 companies and cover most major global indices	2023	31.0 ▲ Improved
	2022	35.8 ▲ Improved
	2021	39.4 ▲ Improved
	2020	42.0 -
	2023	Pending Result December 2023

Note: The lower the score, the better the performance.

Gamuda's ESG performance is on an **upward trajectory**. For example, the Group outperformed the global construction and engineering industry average in the Dow Jones Sustainability Index with a score of **41**. Our consistent active engagements with key stakeholders (banks, investors, raters) via media, investor briefings and websites continue to improve the understanding of our ESG efforts. Our commitment to transparency and the implementation of auditable data mechanisms have further bolstered the confidence of our stakeholders.

OUR GOVERNANCE AND VALUE TO ECONOMY

Gamuda Cove, Selangor, Malaysia

We are the
change we seek

CHAPTER HIGHLIGHTS

PAGE 128

Board Oversight

Gamuda's Board of Directors has significantly increased its involvement in ESG matters in recent years. Together with the Sustainability Steering Committee (SSC), the Board oversees our high-level policies and sustainability responsibilities.

PAGE 129

A Culture of Compliance

The Group endeavours to cultivate a culture that incorporates compliance into our daily business practices and abides by all relevant regulations.

PAGE 132

Economic Value

In FY2023, the sustained economic performance for the Group is RM2,911 million generated and distributed.

PAGE 134

Supply Chain Management

In FY2023, more than 94 percent of entire Group procurement was from local suppliers where we operate.

PAGE 138

Gamuda Next-Gen Digital IBS

Next-Gen Digital IBS is implemented 100 percent in Gamuda Land developments, and is extended to external markets for both residential and commercial buildings.

OUR GOVERNANCE AND VALUE TO ECONOMY

Gamuda is committed to operating to the highest standards of good governance. This is crucial for us to be able to deliver on our sustainability pledges and strategies. Given our regional footprint and the nature of our businesses, we recognise our responsibility to help drive economic growth in the regions where we operate.

Gamuda's Board of Directors has significantly increased its involvement in ESG matters in recent years. Together with the Sustainability Steering Committee (SSC), the Board oversees our high-level policies and sustainability responsibilities.

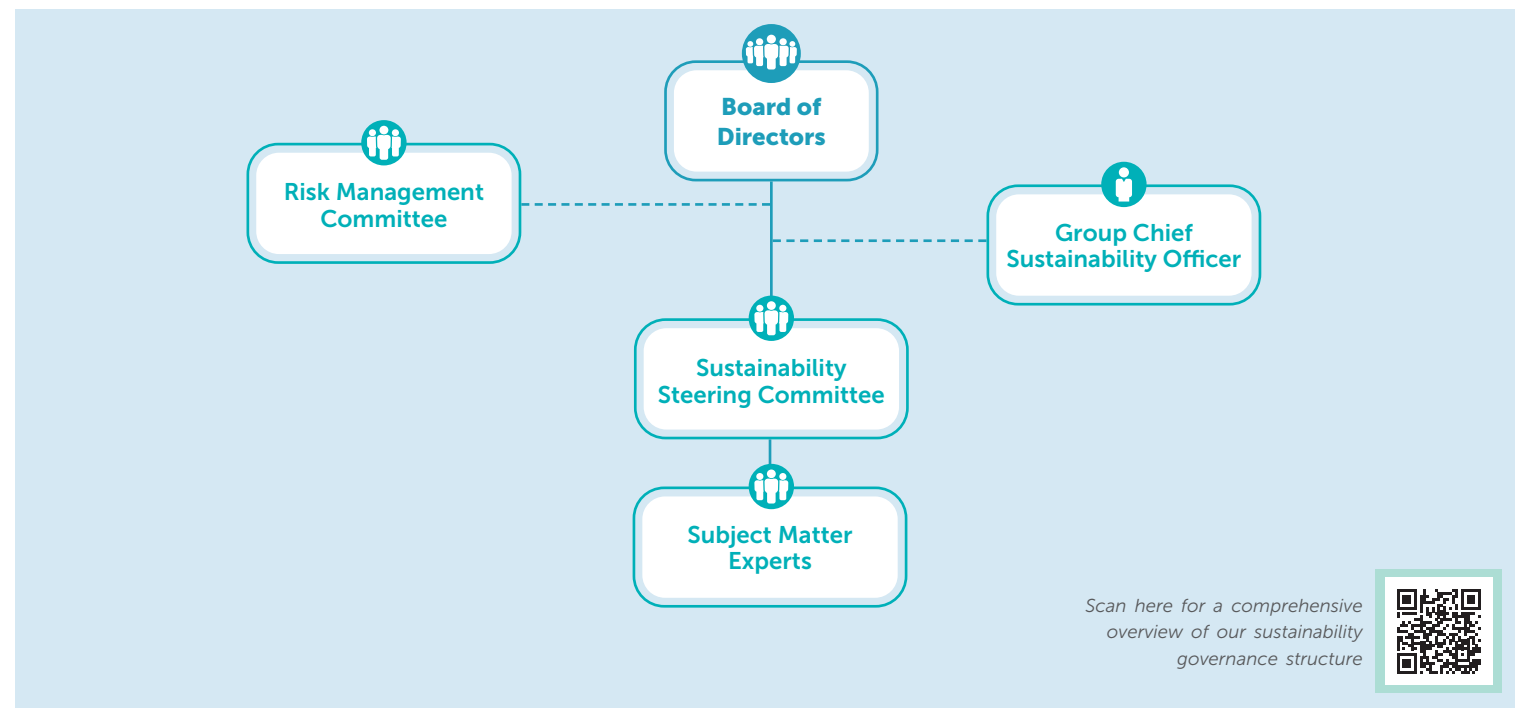
With this oversight, the Board has a high level of understanding of sustainability issues relevant to the company and its business. It is responsible for ensuring that climate change, biodiversity, human rights, and supply chain management are integrated into the Group's strategic direction and that these apply to all business divisions in all regions across the Group. They actively participate in reviewing the Group's materiality assessments and consider the Group's performance in managing sustainability risks and opportunities, including ESG catastrophic events, which encompass

potential threats to the company, ranging from environmental factors like floods and sea level rise, social issues such as employee health and safety, to governance concerns such as technology and cybersecurity. They are responsible for determining appropriate remuneration levels for directors and management.

Our efforts ensure that the highest decision-making processes incorporate sound ESG principles, and are aligned with Bursa Malaysia directives and Securities Commission Malaysia's Corporate Governance Strategic Priorities. This alignment also corresponds with the 12th Malaysia Plan, which emphasises the adoption of strong ESG principles in both the public and private sectors' decision-making and processes.

The Board is supported by dedicated individuals and committees, including the Risk Management Committee (RMC), Group Chief Sustainability Officer (GCSO), the SSC and subject matter experts. The GCSO leads the management of Gamuda's sustainability strategies, and the Gamuda sustainability team carries out its day-to-day implementation.

Gamuda Sustainability Governance Structure



KEY PERFORMANCE INDICATORS

In FY2021, ESG Key Performance Indicators (KPIs) were introduced for all levels of employees including our management. Currently, 50 percent of our employees' KPIs are based on ESG performance. These KPIs include the reduction of Gamuda's energy intensity, diverting waste from landfills, water conservation, safety performance, demonstrating integrity and upholding governance principles, and compulsory annual training on mandatory policies. Linking ESG KPIs to performance has been made possible by the digitalisation of our ESG platforms, as we have started to use a cloud-based ESG software to track and archive all ESG data across the Group. The Board maintains oversight of performance-linked ESG targets and remuneration of all our management and employees.

A CULTURE OF COMPLIANCE

The Group endeavours to cultivate a culture that incorporates compliance into our daily business practices and abides by all relevant regulations. This entails implementation of the proper controls and monitoring systems throughout our business units, and internal functions such as internal audits, procurement divisions, and project execution teams. Hence, our key policies are translated into local languages of the regions where we operate, such as Vietnam and Taiwan.

0 Fines, Penalties or Settlements related to corruption, socio-economic, and environment in FY2023

To promote a culture of sustainability, it is essential to have the right policies and procedures in place. This is why our overarching sustainability efforts are guided by our ESG Policy Statement published in 2021, which encompasses our Gamuda Green Plan 2025 sustainability principles and vision. Our goal is supported by other existing policies that set the standards for conducting our business with integrity, accountability, and good governance. All of our corporate policies apply across the Group and have been approved by the Gamuda Board of Directors.

Key Policies

- BUSINESS ETHICS**
Code of Business Ethics
 - Guides actions and ensures all operations and dealings are conducted ethically, according to the Group's five core values**Gifts and Benefits Policy**
 - Guidance to address the risk of bribery and corruption for categorising and handling various types of allowable and impermissible gifts and benefits**Anti-Bribery and Corruption (AB&C) Policy**
 - Commitment to eradicate and prevent any type of corruption and bribery with clear definitions of specific scenarios, such as gifts, conflicts of interest, and interactions with public officials
- HEALTH AND SAFETY, AND ENVIRONMENTAL COMPLIANCE**
Quality, Safety, Health, and Environmental (QSHE) Policy
 - A commitment to comply with all relevant environmental and safety laws, achieve zero-injury objectives, minimise environmental impacts, and provide continuous QSHE improvement and training
- HUMAN RIGHTS**
Human Rights Policy
 - The Group's commitment to specific standards that are communicated to our workforce: a zero-tolerance approach to all forms of violence, forced or child labour, and discrimination (including harassment, bullying, and retaliation)
 - Standards upholding diversity and equal opportunity, safety and health, housing and amenities, workplace security, freedom of association, community and Indigenous Peoples rights, and community engagement**Diversity and Inclusion Policy**
 - Promotes diversity and an inclusive workplace culture
- STAKEHOLDER ENGAGEMENT**
Public Relations and Stakeholder Management Policy
 - Commitments to manage projects, consider all stakeholder impacts through engagement, and work collaboratively with stakeholders
- RESPONSIBLE PROCUREMENT**
Gamuda Group Procurement Policy
 - Commitment to evaluate and assess supply chain performance against ESG criteria through e-procurement systems
- BOARD AND DIRECTOR RESPONSIBILITIES**
Code of Conduct for Directors
 - Outlines a code of conduct for director responsibilities on corporate governance, relationships with shareholders, employees, creditors and/or customers, and environmental and social responsibilities
- BIODIVERSITY AND ECOSYSTEMS**
Gamuda Parks Policy
 - Commitment to promote and conserve ecosystem biodiversity for development, including a pledge to zero-deforestation and management of 'green', 'blue' and 'brown' ecosystems (see Biodiversity Conservation)



Scan here for our full list of policies

OUR GOVERNANCE AND VALUE TO ECONOMY

ANTI-CORRUPTION MEASURES

We maintain a zero-tolerance approach to bribery and corruption and have adopted several measures to eliminate any risk of such instances across our organisation and with our partners, associates, and suppliers. This aligns with our Anti-Bribery and Corruption (AB&C) Policy and relevant national laws. Some of these measures include:

WITHIN THE GROUP

- All Directors sign a Director Integrity Pledge upon assuming the role, and it remains in force for their entire tenure
- Implementing principles of our Organisational Anti-Corruption Plan in line with national strategies, which is revised every three years
- A dedicated Integrity and Governance Unit (IGU) is responsible for ensuring our AB&C Policy commitments are adhered to – led by the Chief Integrity and Governance Officer
- IGU conducts regular bribery and corruption risk assessments and oversees Gamuda’s internal corruption monitoring system, which includes operating guidelines that address record-keeping, relevant policies and procedures, and appropriate behaviour
- **95 percent of employees received training on anti-bribery and corruption in FY2023**

0 cases of bribery, corruption or disciplinary action reported or required to be taken in FY2023

WITH SUPPLIERS

- Prior to engagement, all suppliers are required to submit written commitments, through our digital supplier platform, agreeing to abide by our AB&C policy
- Suppliers are educated on our AB&C policy requirements and the importance of corporate integrity in business culture

Whistleblowing Mechanism

In accordance with our Whistleblowing Policy and Procedure, our stakeholders are encouraged to report any concerns of improper conduct related to the Group’s activities. All internal and external stakeholders have access to this mechanism, which provides anonymity to the extent permitted by law. This creates a secure avenue for raising grievances without fear of reprisal or dismissal. The Chief Integrity and Governance Officer (CIGO) oversees the procedure, and an independent investigating team leads each case.

Gamuda is committed to providing a fair and equitable workplace for all employees. Our whistleblowing hotline and policy ensures that employees also have a safe and confidential way to raise concerns about any wrongdoing or misconduct.

This is a testament to our commitment to creating a workplace where everyone feels respected and valued.

Process For Raising and Addressing Whistleblowing



DATA PROTECTION AND PRIVACY

Our core businesses incorporate high levels of digitalisation and automation – crucial for our plans to improve productivity, and customer and employee experience. As we strive to be a data-driven company, we must ensure all data remains secure and that our systems are protected and responsive to potential cybersecurity threats. In addition to ensuring that all systems and procedures across the Group comply with the Personal Data Protection Act 2010 and other applicable national data protection and privacy regulations in the countries that we operate in, we continuously invest in outstanding data protection systems supported by a robust firewall and information technology (IT) systems.

All of our employees receive comprehensive briefings on data protection and data privacy as part of our induction programmes.

In FY2023, there were no reported complaints regarding breaches of customer privacy or losses of customer data.

Our Privacy Notice is also easily accessible online, providing comprehensive information to external stakeholders, including our customers, regarding the utilisation of their data and the safeguarding of their data privacy rights.

0 substantiated complaints concerning breaches of customer privacy and losses of customer data

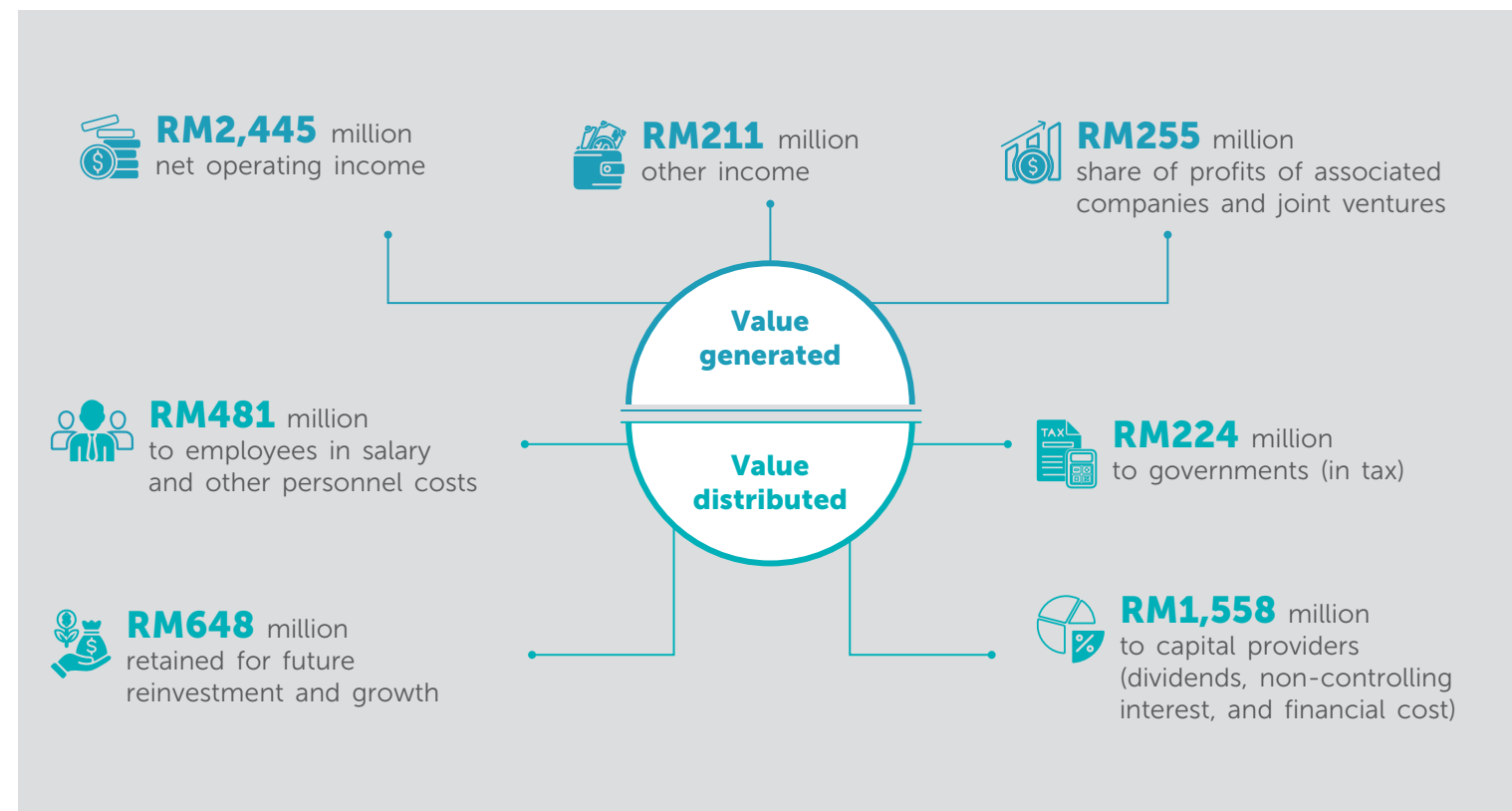
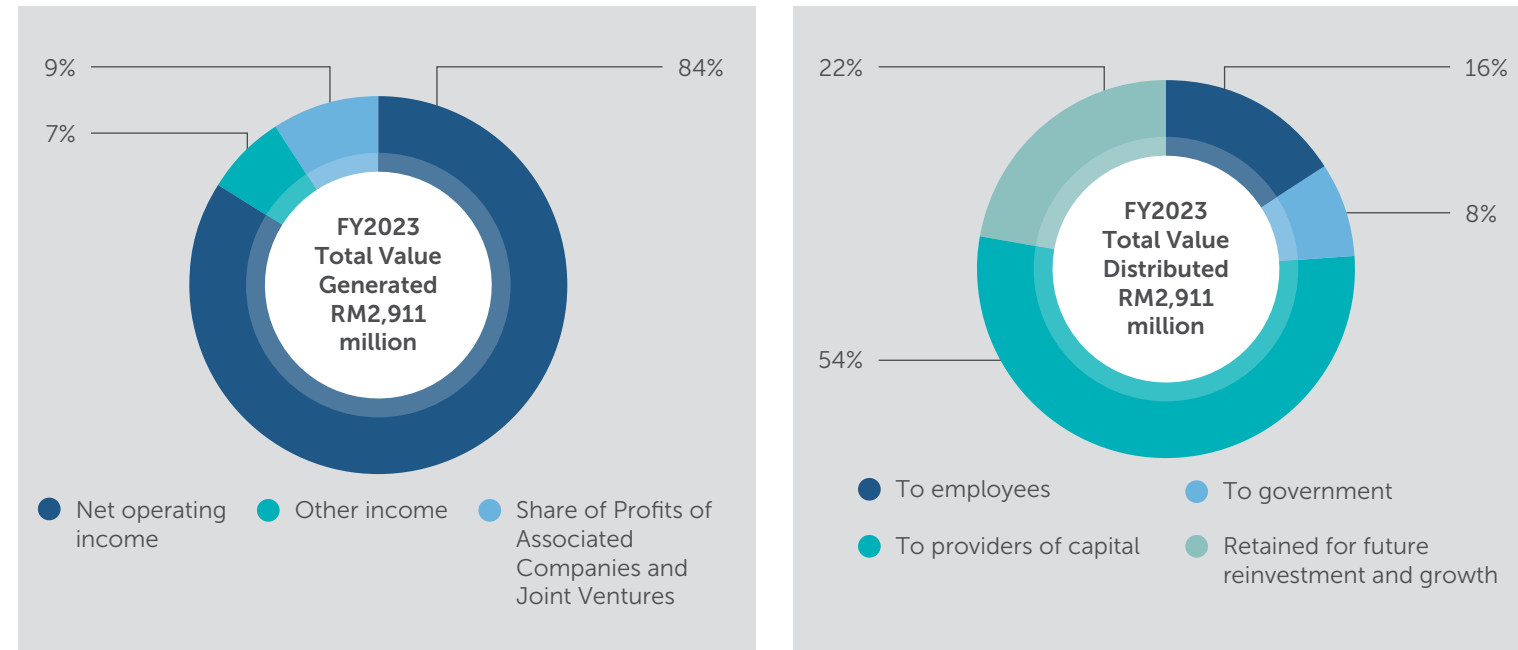


We invest in training our employees on data protection and privacy best practices

OUR GOVERNANCE AND VALUE TO ECONOMY

ECONOMIC VALUE GENERATED AND DISTRIBUTED

Gamuda's financial performance is essential to ensure the sustainability of our business and is the driving force behind the Group's ESG agenda. Our revenue and earnings allow us to generate economic value for various stakeholders, including our shareholders, investors, employees, social enterprises, and non-governmental organisations (NGOs). By achieving financial growth, we can facilitate job creation and entrepreneurial opportunities, increase our governmental tax contributions, bolster local supply chains, and fulfil our obligations to our financiers.



Securing Sustainable Financing

A key strategy for the success of Gamuda's Green Plan 2025 is collaborating with financial institutions that share our carbon reduction goals. In FY2023, Gamuda secured two sustainability-linked facilities from Malaysian financial institutions.

The first was awarded in August 2022, when Gamuda Land secured sustainable financing from Public Bank Bhd for our green-accredited residential and commercial projects. This follows Public Bank's green financing memorandum of understanding in line with their commitment to achieve carbon neutrality by 2030 and net zero by 2050. Gamuda Land will certify its properties with Green Building Index, GreenRE, and similar bodies to facilitate green financing for homeowners.

In December 2022, we obtained a RM550 million sustainability-linked facility from OCBC Malaysia, marking the first Shariah-compliant facility with integrated sustainability principles

These achievements are a testament to our decarbonisation strategy and a structured approach, where clear targets and parameters will be the foundation for securing financing to support the Group's 2030 45 percent greenhouse gas (GHG) reduction target.

Sustainability-linked facility secured

2022

Date	August	December
Bank	Public Bank	OCBC Bank
Value	Green financing for house buyers	RM550 million

Gamuda Highway Assets Acquired Through Sustainability Sukuk Murabahah

In October 2022, Amanat Lebuhraya Rakyat Bhd (ALR) acquired Gamuda's highway toll concessions, which included Sistem Penyuraian Trafik KL Barat Sdn Bhd (SPRINT), Syarikat Mengurus Air Banjir dan Terowong Sdn Bhd (SMART), Lingkaran Trans Kota Holdings Sdn Bhd (LITRAK), and KESAS Sdn Bhd. This deal marked a significant milestone as it became the largest corporate sustainability sukuk. It was also the first sukuk issued within the highway sector in Malaysia, and it held the distinction of being the largest ringgit-denominated corporate sukuk of 2022 at that time.



THE SALE WAS MADE POSSIBLE THROUGH ALR'S SUSTAINABILITY SUKUK:

A Shari'ah-compliant bond with a **RM5.5 billion** nominal AAA rating

OUR GOVERNANCE AND VALUE TO ECONOMY

SUPPLY CHAIN MANAGEMENT

At Gamuda, we forge strong relationships with our suppliers¹, and ensure their practices are aligned with our policies, such as our Code of Business Ethics, Human Rights Policy, Quality, Safety, Health, and Environmental (QSHE) Policy, as well as local and international regulations and standards such as ISO 45001 Occupational Health and Safety Management Systems.

We place company-wide managerial responsibility on the environmental management of our suppliers, whereby suppliers are required to comply with environmental standards as stated in our legally binding agreements. Our QSHE and procurement teams are responsible for continuously monitoring our suppliers' environmental performance through regular supervision to ensure their commitments and specific targets are aligned with our Gamuda Green Plan 2025, such as reducing greenhouse gas emissions and improvement of overall ESG practices. We continuously engage and assist suppliers who face difficulties meeting these criteria to ensure they are aligned with our goals. We also explore supplier diversification options as we reduce our engagement with non-compliant suppliers.

Local Spending

Our procurement processes adhere to ethical and transparent practices and are guided by our Procurement Policy and Procurement, Auction and Supplier Management Procedure. We prioritise and aim to work with at least 95 percent of local suppliers annually and are committed towards fostering a fair and inclusive supply chain that empowers women and marginalised groups. This also allows us to:

- Contribute to the development of the local economy
- Reduce our carbon footprint by minimising transportation requirements
- Achieve greater quality control
- Improve budget forecasting and risk mitigation from reduced currency exchange fluctuations, tax implications, shipping and fuel surcharges, as well as knowledge of local market conditions
- Benefit from quicker delivery of products compared to overseas shipments

Proportion of spending on local suppliers in FY2023:

 **94%**

 **98%**

 **98%**

DIGITAL PROCUREMENT

By adopting 100 percent digital procurement systems, such as SAP Ariba and BuildSpace, we ensure that our procurement processes are transparent, fair and objective, with tenders being awarded to the most competitive bidders. Potential suppliers are required to provide the Group with their policies,

company code of conduct, relevant sustainability certificates (where applicable), as well as their commitments to adhere to our Anti-Bribery and Corruption (AB&C) Policy, and to reduce their carbon emissions.

ESG AWARENESS FOR SUPPLY CHAIN

In 2022, we initiated complimentary ESG training sessions for more than 3,000 active suppliers and introduced ESG evaluation within our procurement framework. The goal was to raise awareness and promote supply chain readiness for implementing ESG practices in their business operations, particularly in monitoring and reducing carbon emissions.

sustainability, in alignment with our Gamuda Green Plan 2025 and net zero goals. Non-compliant suppliers that do not align with our climate goals will be gradually phased out.

Suppliers attending our ESG training sessions must commit to reducing carbon emissions and increasing operational

Our Quality, Safety, Health and Environment Department conducts annual supplier audits to ensure that our suppliers continue to meet the ISO 45001 criteria, and specific sustainability Key Performance Indicators (KPIs).

¹ Suppliers include, but are not limited to brokers, consultants, contractors, distributors, franchisees or licensees, home workers, independent contractors, manufacturers, primary producers, subcontractors and wholesalers.

PIONEERING DIGITAL SOLUTIONS

A key pillar of Gamuda's Green Plan is enhancing sustainability through digitalisation. Gamuda has a proven track record in delivering in-house, technology-led solutions for large-scale public infrastructure and property development companies. In recent years, we have embarked on a digital transformation journey, revolutionising our business and project processes throughout key markets. In June 2021, we launched the Gamuda Excellence Transformation (GET) initiative; a one-stop centre for technology and digital solutions. The heart of our innovative business, our GET initiative is focused on ensuring the success of the Group's digitalisation efforts, by simplifying processes and continuously upgrading our information and communications technology infrastructure.

GET's Four Main Pillars



We take great pride in our efforts to digitise the construction process and remain at the forefront of infrastructure and development designs by utilising the latest technology and tools. This includes our landmark digital industrialised building system (IBS) and 4D building information modelling (BIM) systems.

Our Gamuda Green Plan 2025 aims to accelerate our organisation through the digital integration of our processes. The use of digital design tools and robotic construction will support our ability to measure our impacts and meet our 40 percent emission reduction target for all developments and townships. Part of our efforts will focus on enhancing the data literacy and digital skills of Gamuda employees who are responsible for the development and execution of our projects.

IT CENTRE OF EXCELLENCE

We are in the process of establishing an IT Centre of Excellence as part of our ongoing efforts to safeguard data and ensure cybersecurity across our operations.

Group IT is in the process of obtaining the ISO/IEC 27001:2022 certification. This ensures that our Information Security Management System (ISMS) is aligned with international best practices and up-to-date with the most recent advancements in mitigating cybersecurity threats.

AUTOMATING DATA PIPELINES

Our workflows have been digitalised, significantly improving our operational efficiency by enabling us to seamlessly collect data from across the Group through adoption of Workato an intelligent automation platform that addresses implementation challenges and streamlines multiple software and databases for our projects with its low-code design and user-friendly interface and Autodesk Construction Cloud (ACC).

We have successfully integrating Workato into projects like the Sydney Metro West – Western Tunnelling Package and the Rasau Water Treatment Plant. We currently have 20 active data pipelines and another 50 under development, resulting in a remarkable 40 to 50 percent reduction in implementation time compared to traditional coding methods.

Note: The ISO 27000 series, also known as the ISMS family of standards or ISO27K, cover a broad range of information security standards published by both the International Organization for Standardization (ISO) and International Electrotechnical Commission (IEC).

OUR GOVERNANCE AND VALUE TO ECONOMY

A Unified Platform With Autodesk Construction Cloud

In September 2022, Gamuda partnered with a leading construction management software: Autodesk Construction Cloud. The technology was integrated into Gamuda's digital operating system and deployed throughout the company.

This cloud-based platform allows project teams to collaborate seamlessly and access project data from design to completion. It is an innovative solution that transcends borders and enables easy access for internal and external stakeholders.

Autodesk Construction Cloud is a scalable tool that provides a Common Data Environment and a rich set of APIs to integrate with other solutions. The platform facilitates our transition from traditional paper-based record keeping to a more efficient digital workflow with data capture capabilities. This provides our teams with better collaboration and transparency.

Its implementation also helps ensure standardised data collection for environmental and carbon impacts and helps us track and meet our Gamuda Green Plan 2025 targets.

Most significantly, it breaks down the traditional barriers that force people to operate in silos – allowing more ability for projects to be completed on time, within budget, and up to a global standard.

Augmented Reality

In 2022, Gamuda received the Augmented and Virtual Reality Engineering award at the Malaysia Technology Excellence Awards (MTEA) in recognition of our successful adoption of augmented reality (AR) technology for construction through our in-house developed Building Information Modelling (BIMAR) app.

The app – the first of its kind in Malaysia – was created using Unity and Apple software development kits. It models real-world visualisation of 3D designs at construction sites and can even be used offline. Its advantages include:

- Enhanced inspection of civil and structural (C&S) and architectural (ARC) components
- Real-time identification of clashes and discrepancies
- Improved inspection efficiencies, resulting in reduced labour hours and costs
- Specialised features that facilitate real-time collaboration

Gamuda X Google Hackathon

The Gamuda x Google Hackathon, organised by Google Cloud and Cloud Mile Inc, occurred on 1 July 2022 at Google's offices. Twenty-eight Gamuda employees took part, the majority from non-programming backgrounds.

Before the hackathon, participants were given Qwiklab credits from Google Cloud, enabling them to take crash courses using tools such as AutoML and Vision AI. The participants were then divided into two tracks to develop their minimum viable products (MVPs). The computer vision track aimed to address standard safety and performance challenges at construction sites, while the data track focused on creating more efficient and easily shareable information management systems in the workplace.

Participants at the hackathon had the opportunity to interact with experienced innovators and technology experts, gaining digital upskilling in a short timeframe.

DATA HERO PROGRAMME (DHP) AND TECHTALKS

In January 2022, the GET team launched the Data Hero Programme (DHP), an online upskilling programme focusing on identifying digital talents and cultivating innovation leaders across the Group.

The DHP offers free access to all employees and Gamuda Scholarship holders wishing to improve their digital skill set. Participants undertake a semi-guided programme with the goal of achieving the Google Cloud Digital Leader certification upon completion. Successful participants will be provided with a premium Pluralsight account, which allows them to explore various specialisations in other digital technologies.

Additionally, all employees can access our **GET Portal** for GET team **TechTalks** – monthly webinars for all Gamuda employees that features industry technology and innovation experts from Malaysia and around the world.

MALAYSIA HOUSING INTEGRATED MANAGEMENT SYSTEM (HIMS)

In October 2023, Gamuda Land achieved a new milestone in Malaysia's real estate market by being the country's first property developer which has successfully integrated with the Housing Integrated Management System (HIMS) by the National Housing Department.

This integration keeps licensed housing project data up-to-date in real time, enabling transparent property sales management, property market assessments, and providing potential buyers with accurate property information. It aligns with broader real estate sector digitalisation efforts, ensures adherence to housing development regulations, and is in line with Gamuda's overall digitalisation strategy.

TUNNELLING TO THE FUTURE

The Evolution Of Tunnelling Technology

TBM

Invented in 1863, the tunnelling boring machine (TBM) method is an alternative to the drilling and blasting methods in rocks and conventional hand-mining soil. With its rotating cutter head, the tunnelling machine grinds through soil and rock.

These materials are then transferred to the belt conveyor system in the rear of the shield via a screw conveyor and loaded onto wagons to be transported out of the tunnel, while the hydraulic cylinders press the machine forward continuously.

2011

Gamuda introduced the **WORLD'S 1st** VD TBM and A-TBM, the first of its kind in the industry

VD-TBM

For the Klang Valley Mass Rapid Transit (MRT) project, we discovered that our line runs through the Kenny Hill Formation and karst limestone VD-TBM. This posed a problem for older TBMs as the threat of sinkholes or blowouts was a potential problem.

To counter this threat, we created the concept of Variable Density TBM (VD-TBM), designed to operate in multiple tunnelling modes, with the added ability to vary its slurry density to tackle different ground conditions.

2019

A-TBM

In 2019, our engineers created the world's first autonomous TBM (A-TBM) that utilises AI algorithms to provide unprecedented capabilities to drive TBMs with minimal human inputs.

- Innovation in Tunnel Excavation Award, New Civil Engineer Tunnelling Festival, 2019
- Major Project of the Year, MRT Putrajaya Line from the International Tunnelling and Underground Space Association (ITA), 2021

This state-of-the-art innovation which was used in the construction of the MRT in Malaysia led to Gamuda receiving:

- Technical Product/Equipment Innovation Award from the International Tunnelling and Underground Space Association (ITA), 2019

Our A-TBMs will be deployed in the construction of Singapore's Defu Station and Tunnels, MRT Cross Island Line (Phase 1) and Sydney Metro West – Western Tunnel Package.

2023

A-TBM in Australia

In September 2023, Gamuda reached another milestone with the launch of its first A-TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package. The A-TBM was nicknamed Betty in honour of Australian athlete and four-time Olympic champion Betty Cuthbert.

Construction of the twin metro tunnels from Sydney Olympic Park to Westmead is part of the Sydney Metro West – Western Tunnelling Package contract awarded in February 2022 to the Gamuda Australia and Laing O'Rourke Consortium.



The GLC Clyde TBM and Civil Team for the Sydney Metro West – Western Tunnelling Package

OUR GOVERNANCE AND VALUE TO ECONOMY

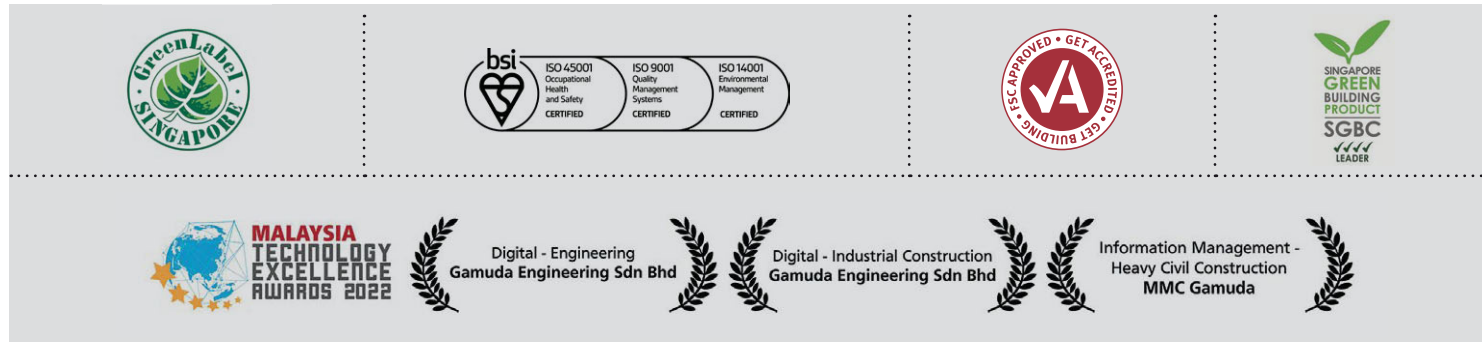
DRIVING INNOVATION

Gamuda Next-Gen Digital IBS

- **Minimal wastage:** Designs are finalised before manufacturing in a controlled factory environment, with oversight of total material required and used for production. This allows us to minimise resource waste compared to conventional methods used on site. At present, the waste produced from Banting Factory is almost none compared to 8 to 10 percent wastage from conventional construction, as the company works towards the circular economy model
- **Design flexibility:** Setting us apart is design flexibility built into our digital application that enables design and construction without limitation. These applications can be used to build landed houses, high-rise buildings, data centre, and retail lots, amongst others
- **Greater precision and high-quality finish:** Designs are completed online on a shared platform, allowing for minimal design errors and improved efficiency planning in the construction phase. Using AI-BIM integrated IoT-enabled robotics, we achieve quality precision, reduce reliance on unskilled labour by 55 percent, and minimise wastage to almost none
- **High levels of automation:** Uses state-of-the-art robotics to manufacture high-quality end products that meet stringent tolerance levels
- **Low embodied carbon:** Working on such circular economy model, products delivered have 40 percent reduction in embodied carbon and 40 percent faster project delivery

Established Malaysia's
1st
Digital IBS facility in Sepang, Selangor. Rapid expansion of the implementation of Digital IBS at Gamuda Land projects at twentyfive7, Gamuda Gardens and Gamuda Cove

Accreditation Received By Gamuda Next-Gen Digital IBS



Clash analysis in a cloud-based 3D building information model (BIM) allows for precise pre-planning

Robots will autonomously plan the schedule to produce required products using data and learnings from sensors in the factory's IoT network and previous iterations

All products have QR codes that can be tracked throughout the entire supply chain

40% reduction in embodied carbon, 55% reduction in foreign workers reliance, and 40% faster delivery

Next-Gen Digital IBS Innovative Solutions

BIM augmented reality mobile application called BIMAR allows more accurate inspection

Like Lego bricks, home parts will be delivered in pods or boxes to the construction site and assembled from there

AI IoT robotic manufacturing system improved the materials used in making concrete panels

Productivity can be monitored remotely

BIM Empowers Smarter Project

BIM System

- An intelligent process that provides architects, engineers, and construction professionals with the insight and tools to collaboratively plan, design, construct, and manage buildings and infrastructure
- Combines technology with defined collaborative design work processes
- Leads to optimised efficiency, increased productivity, and better risk mitigation
- Robust ISO 19650 compliance (BIM global standard)

1st main contractor in Malaysia to receive the British Standard Institution (BSI) Kitemark™ certificate for Design, Construction and Commissioning

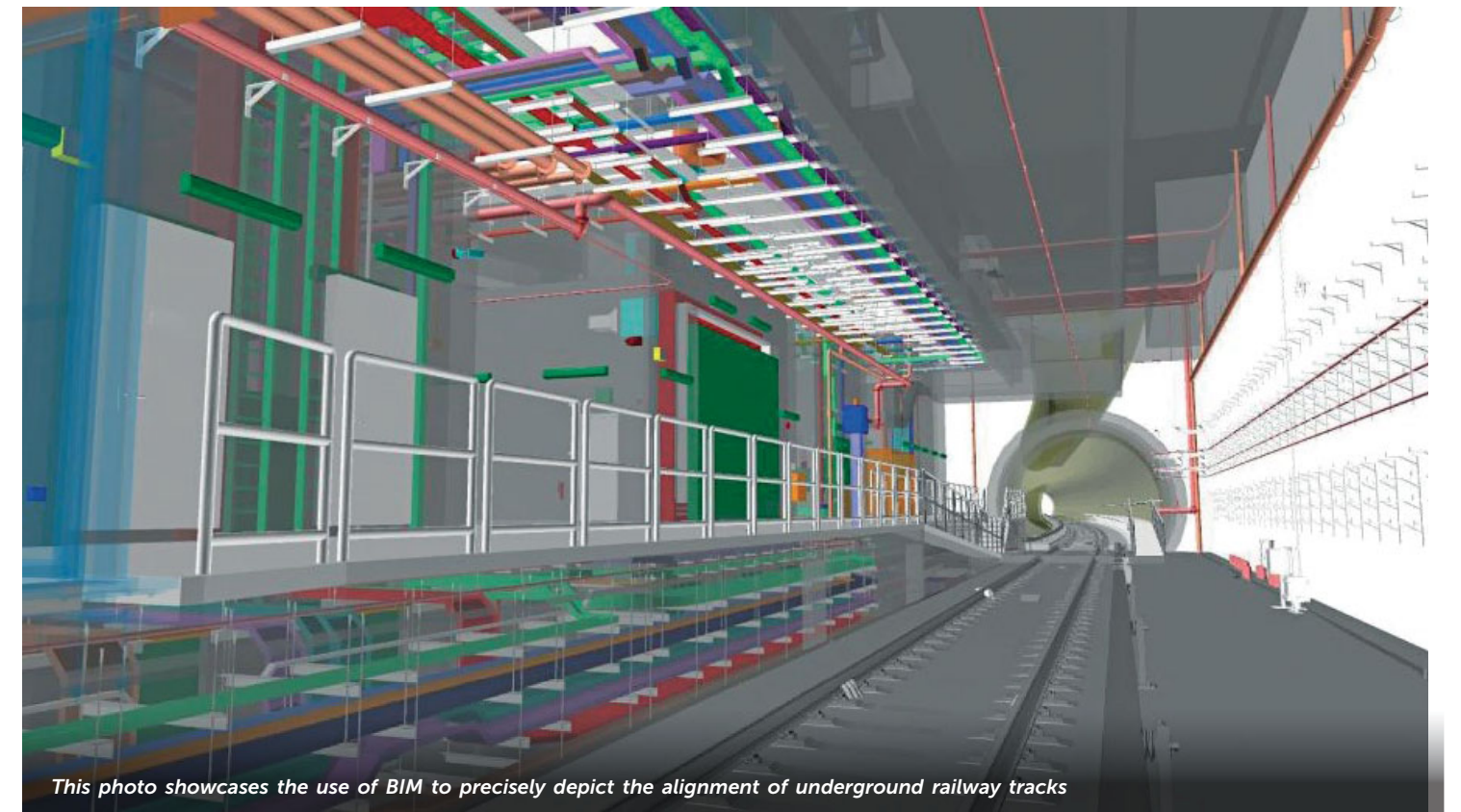
3D Laser Scan-BIM Method

- A revolutionary construction checking procedure combining 3D terrestrial laser scanning and building information modelling (BIM-TLS method) technologies
- The 3D visualisation addresses persistent problems of low-visualisation project levels. The method reduces the need for manual human labour, thereby reducing the risk of exposure to potential safety hazards while eliminating human error
- Helpful for digital solutions for rail construction

1st in Southeast Asia to integrate BIM-TLS method

Building Information Modelling Augmented Reality (BIMAR)

- An augmented-reality digital application platform which can overlay virtual design and construction elements with real-time worksite images
- Allows for virtual site visits before prior to construction. This is beneficial for client visualisation and allows Gamuda to detect problems at an early stage



This photo showcases the use of BIM to precisely depict the alignment of underground railway tracks

OUR VALUE TO PEOPLE

Heritage Day 2023. Parramatta, New South Wales, Australia

We can all
make a difference,
no matter how small

CHAPTER HIGHLIGHTS

PAGE 143

Human Capital Development

In FY2023, we welcomed 1,533 new employees to our team. Gamuda has bounced back strongly since the end of the pandemic, with significant growth in our regional operations and the addition of new projects.

PAGE 157

Community Engagement

Our community engagement extends to special groups including children, differently-abled person, fishermen and other ethnic groups.

PAGE 158

Orang Asli

Gamuda employed more than 5 percent *Orang Asli* in Malaysia and close to 4 percent in Aboriginal peoples in Australia, against our overall workforce.

PAGE 162

Enabling Academy

We now have 57 partner companies since our inception in 2017.

PAGE 163

Gamuda Scholarship

We offered 79 full scholarships to students pursuing tertiary education, including seven scholars from the Indigenous communities.

PAGE 168

Social Return on Investment (SROI)

Gamuda's social spending in the period of 2015 to 2022 generated social impact of RM534.2 million with overall SROI of 3.4.

OUR VALUE TO PEOPLE

GAMUDA'S VALUE TO PEOPLE OVERVIEW

As Gamuda's workforce continues to grow, the demand for specialised talents has never been more pressing. Our regional and project-specific ventures require a team that thrives on uniqueness and embraces the diversity of our projects. We ensure our working and business environment upholds human rights, but we also go the extra mile to champion safety and health with zero compromise. Caring for our people is at the core of our culture, and this extends to our work with communities.

Our Value To People

01



HUMAN CAPITAL DEVELOPMENT

We strive to attract the best talents while nurturing and retaining our existing employees and workers. Our dedication to diversity, equity, and inclusion (DEI) ensures that our workplace is free from bias, and we actively promote a culture of equal opportunity. We believe in providing fair compensation and benefits, fostering employee mental health and well-being through supportive initiatives, and creating an inclusive environment that empowers persons with disabilities to thrive.

02



LEARNING AND DEVELOPMENT

We believe that learning and development are the cornerstones of success. We actively encourage a culture of lifelong learning, providing specialised programmes that enhance the skills of our employees. Through technical and vocational education and training, we equip our workforce with the expertise needed to excel in our unique projects. Our commitment to education extends beyond the workplace, as we aim to support our employees in their continuous journey of growth and development.

03



UPHOLDING HUMAN RIGHTS

We place a strong emphasis on upholding human rights in all aspects of our operations. Our Human Rights Policy serves as a guiding document that underlines our commitment to respecting the rights of all individuals, including migrant workers. We ensure that access to grievance mechanisms is readily available, ensuring that every employee's voice is heard and their rights are respected. Furthermore, our human rights due diligence processes are integral to our operations, guaranteeing that our business activities align with the highest ethical standards and international human rights principles.

04



OCCUPATIONAL SAFETY AND HEALTH

We proactively monitor and evaluate Occupational Safety and Health (OSH) with KPIs tied to health and safety performance and risk assessment. This ensures a safe work environment through the establishment of Emergency Response Teams and Plans, covering major ESG catastrophic events and incidents through scenario planning and response plans. Additionally, we prioritise workforce well-being by monitoring the spread of diseases like TB, malaria, and HIV/AIDS in response to global health concerns.

05

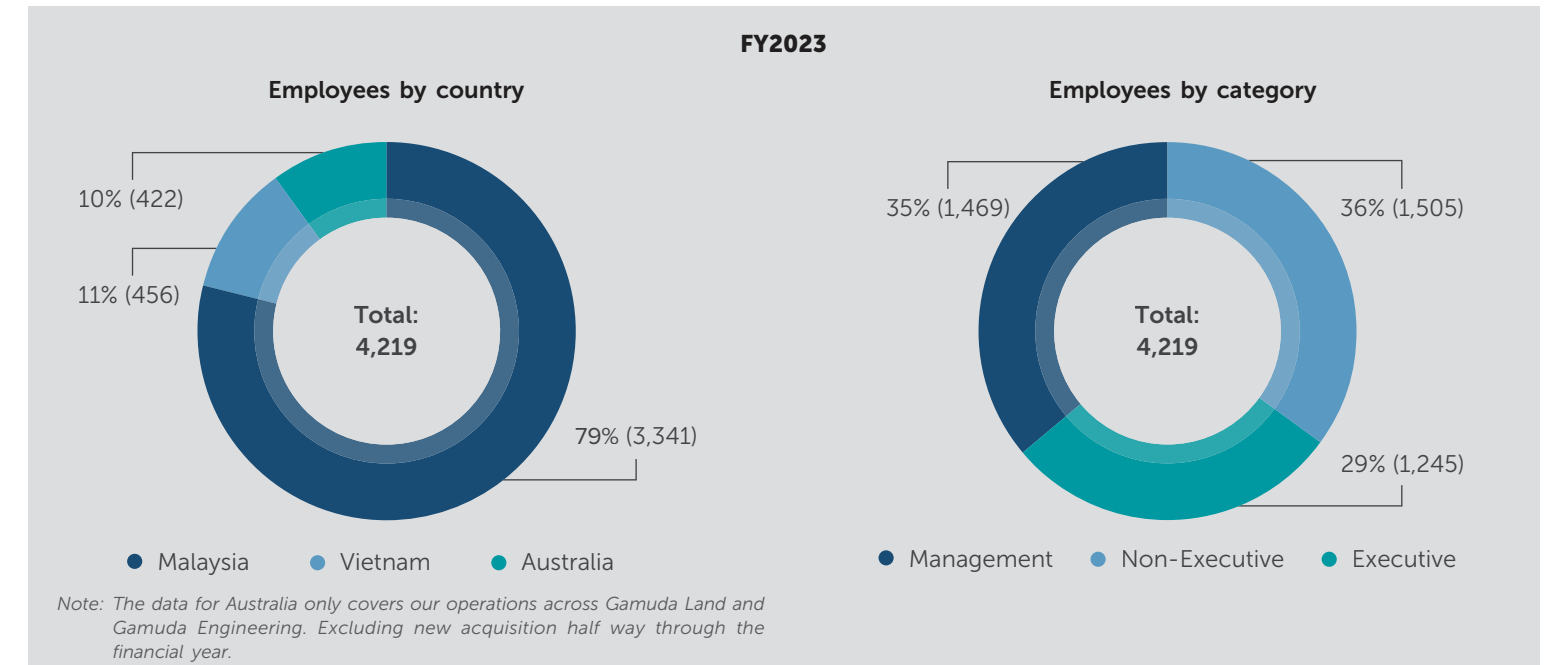


COMMUNITY INVESTMENT

We foster a caring culture that benefits communities surrounding our operations, including Indigenous communities, young adults with autism, and a wide array of special groups. Our commitment to community health and education is unwavering, and we continually invest in impactful communal programmes. These initiatives not only benefit the areas where we operate but also extend our positive impact to broader communities.

HUMAN CAPITAL DEVELOPMENT

In the region, Gamuda had a total of 4,219 employees for FY2023. Of this, 79 percent comprise our Malaysian workforce, with 11 percent in Vietnam and 10 percent in Australia.



New Employee Hiring and Turnover

In FY2023, we welcomed 1,533 new employees to our team. Gamuda has bounced back strongly since the end of the pandemic, with significant growth in our regional operations and the addition of new projects. Many of these projects require specific skills, so we are currently hiring new employees to support our expanding business across the region.

We will continue to implement employee engagement measures such as training, coaching, workshops, town halls, events, and employee activities, along with special briefings. These efforts, combined with initiatives like our training centres, access to LinkedIn Learning, flexible work arrangements, and the open access to Gamuda Clinic are aimed at improving employee engagement, reducing turnover, and fostering a more inclusive and fulfilling environment that caters to individuals of all ages.



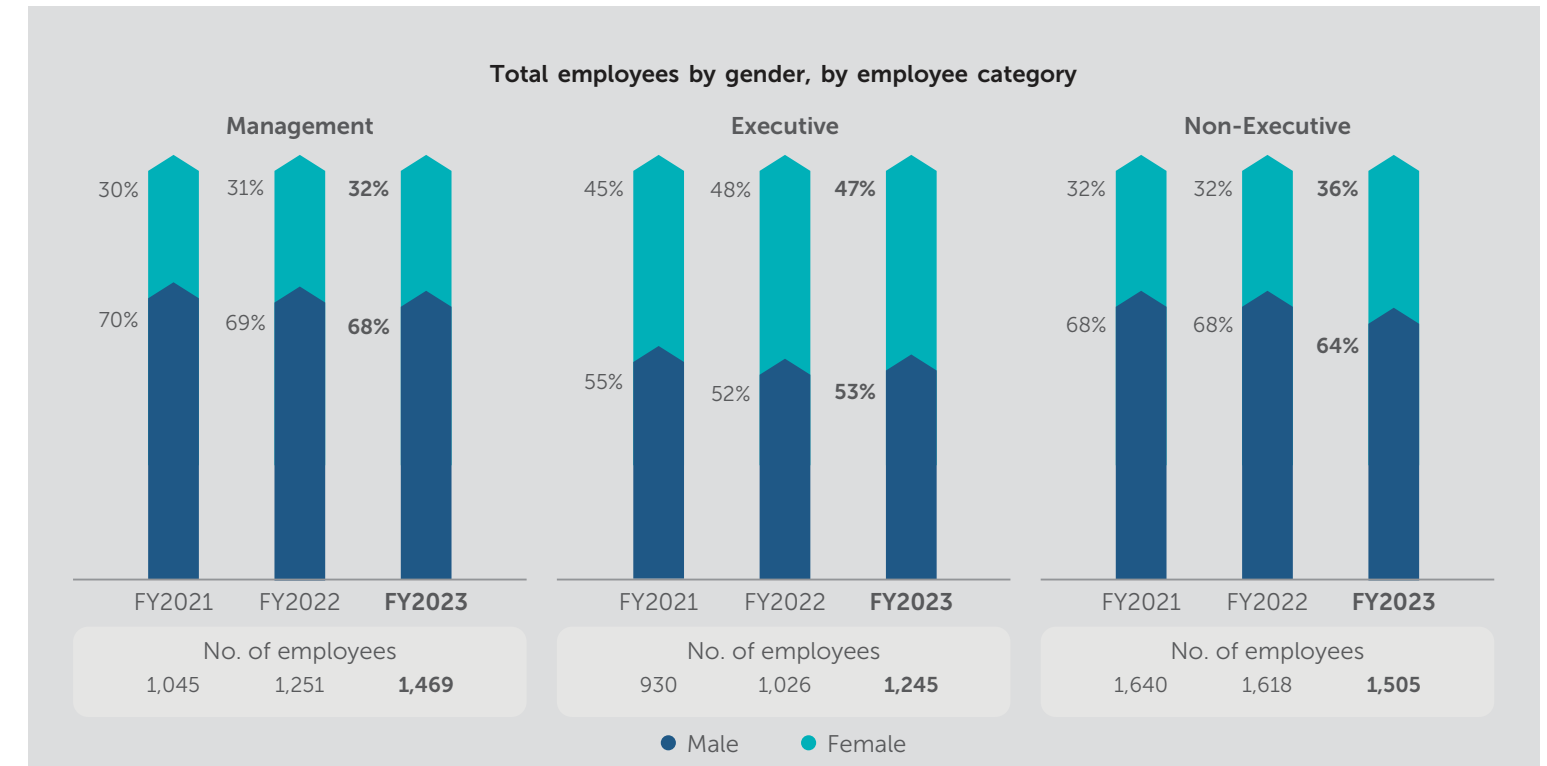
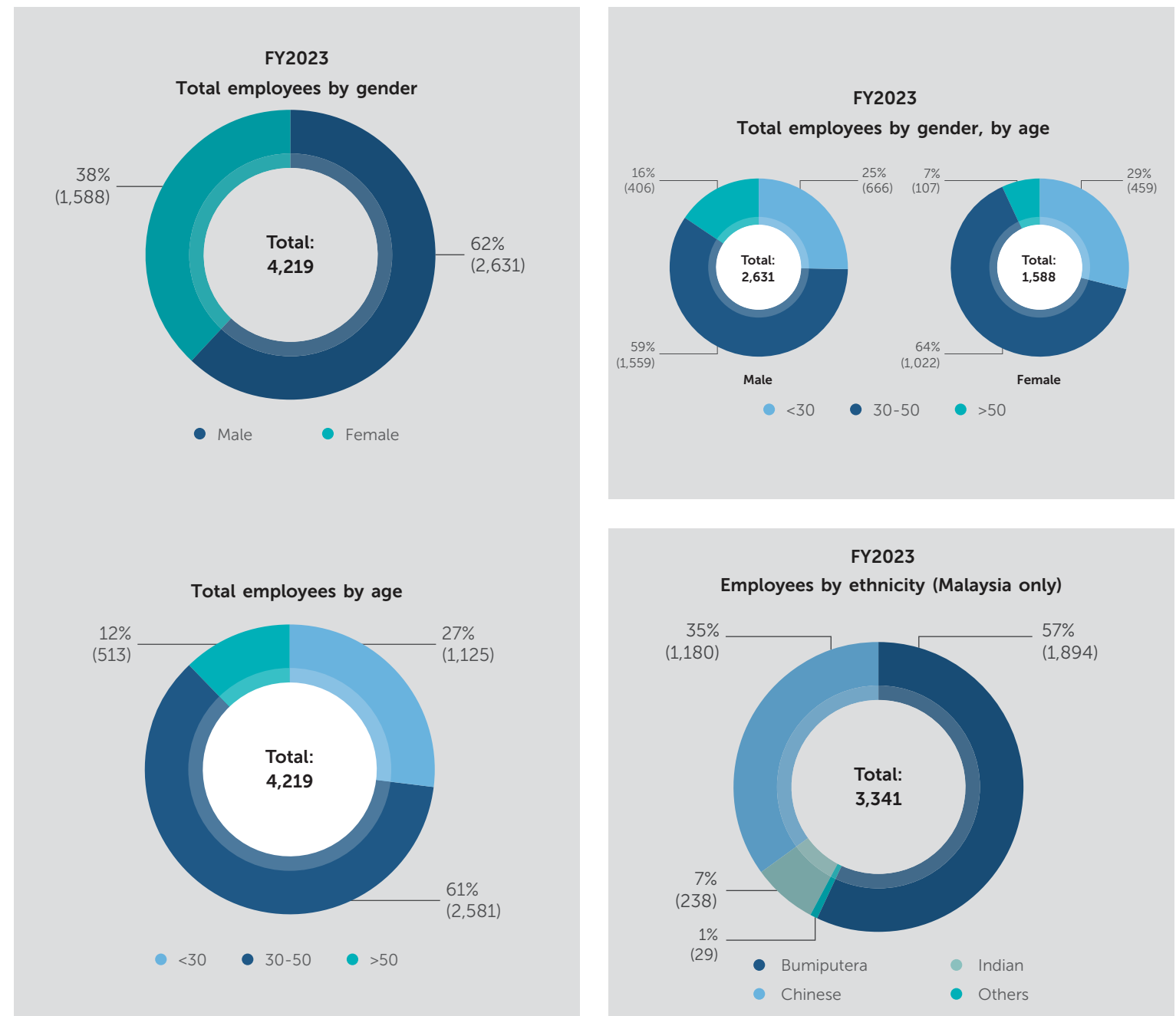
OUR VALUE TO PEOPLE

Diversity, Equity and Inclusion (DEI)

Gamuda understands our role as we work towards gender equity across our operations. As of FY2023, we have 1,588 women employees across the Group making up 38 percent of our total workforce. At the Board level, four of our seven members are women. Across all levels, women make up more than 30 percent of the workforce by employee category. Notably, we have a high number of women employees at the executive level, making up 47 percent of all executives working at Gamuda.

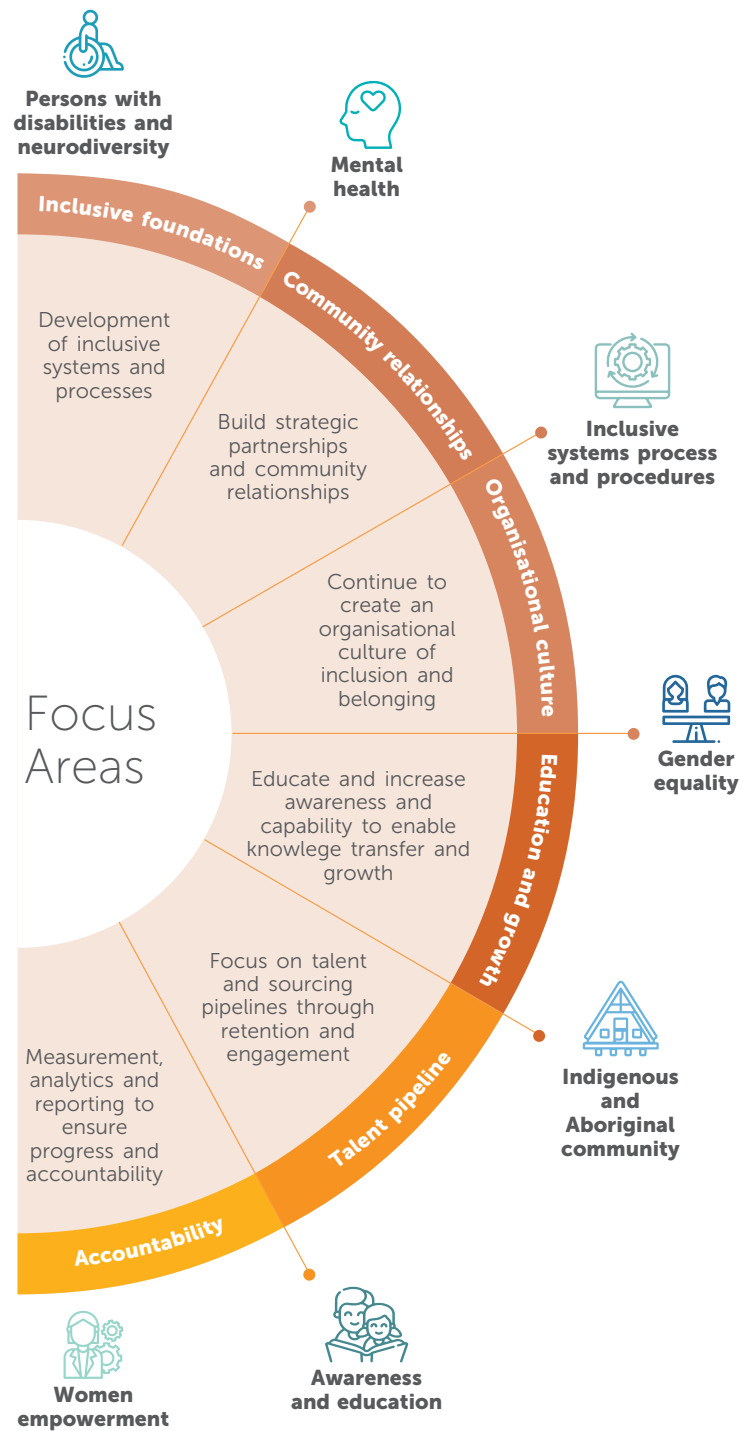
We offer employees equal pay for equal work, regardless of gender, and we continue to encourage and empower women to take leadership roles in various areas of our operations.

Gamuda prioritises the hiring of local workers for our projects in Malaysia, Australia, and Vietnam and places a strong emphasis on developing a diverse workforce with multilingual employees from varying ethnic backgrounds.



OUR VALUE TO PEOPLE

GAMUDA'S DEI FOCUS AREAS



Supporting persons with disabilities

To ensure the comfort and safety of our employees and any individuals with mobility challenges, we have equipped our facilities with wheelchair ramps, dedicated parking spaces, tactile paving, elevator button with braille feature and positioned at waist level.

Employee mental health and well-being

At Gamuda, we firmly believe that mental health is an integral aspect of overall well-being, that is deserving of equal attention and care. We align our efforts with the Malaysian National Mental Health Strategic Plan 2025, and the Australian National Mental Health Policy 2008 and Vision 2030 that shapes a national direction for mental health and well-being in Australia.

We recognise the importance of prioritising employee mental health and well-being. In the construction sector, employees frequently have to contend with safety risks, extended time away from home, and the experiences of migrant workers who may find themselves in unfamiliar surroundings. To address these challenges, our Centralised Living Quarters (CLQs) are designed to provide our workers with spaces where they can connect with their countryman, prepare their preferred food, and create a feeling of closer to home.

Gamuda Land: Naluri programme

The Gamuda Land Well-being Programme provides holistic physical and emotional support to employees. In collaboration with Naluri, the employee assistance programme offers a wide range of services, including grievance resolution, counselling, and psychological support. Naluri is a digital healthcare provider whose platform is easily accessible through a mobile application or web browser. It also includes a 24-hour helpline available to all Gamuda Land employees.

Initiatives



Assessing Gender Pay Gaps

In FY2023, we conducted an internal study across our operations to assess any potential gender pay gaps and to enhance existing measures if necessary. Although the findings determined that there are no significant disparities in pay at Gamuda, we are currently reviewing the findings to determine if further actions are needed to enhance our employee remuneration system. This voluntary and proactive approach underscores Gamuda's dedication to maintaining equitable compensation practices and fostering an inclusive and fair working environment.



Revision to parental leave benefit in Australia

We are pleased to introduce an improved Parental Leave benefit in Australia, offering up to 18 weeks of paid leave. This expanded policy allows both mothers and fathers to take Parental leave as the primary carer, emphasising our commitment to supporting all employees at various stages of parenthood. Eligibility for this enhanced benefit extends to employees with more than six months of service. It is important to note that while the Australian government mandates a minimum of 20 weeks of paid parental leave at the minimum wage, our policy well exceeds this requirement by offering 18 weeks of paid leave calculated based on the employee's current pay, which typically exceeds the minimum wage, thereby ensuring that we continue to offer a competitive and valuable parental leave benefit.



Indigenous and Aboriginal communities

Gamuda respects and upholds the rights of Indigenous groups in accordance with the principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples, including the *Orang Asli* community in Malaysia, and Aboriginal peoples in Australia. Please see pages 158 to 161 in this Chapter for more details.



Communication and training on DEI

Gamuda advocates for Diversity, Equity, and Inclusion (DEI) and is committed to upholding the values of fairness and providing equal opportunities to everyone. We do not tolerate any form of discrimination based on sexual orientation, gender, religion, race, disability, age, political affiliation, marital status, or national origin. Our goal is to create a balanced mix of multi-generational and ethnic talent and prioritise gender equality. Our diversity initiatives are driven by top management and include board level responsibility.



To ensure a culture of inclusivity, we regularly provide training and emphasise the importance of diversity to our employees. Any bullying or harassment can be reported through our grievance channel or directly to a line manager or a member of the human resources department. Our HR department deals with all cases of harassment.



Gamuda Women Empowerment Network (GWEN)

Our female employees have access to the Gamuda Women Empowerment Network (GWEN), a supportive network prioritising their career advancement. Within GWEN, we actively foster a culture of female empowerment, raising awareness and motivating women to pursue top-tier positions within our organisation. Moreover, we are committed to ensuring that women are well-represented at all levels of employment, ranging from entry-level positions to executive roles, further enhancing gender diversity and inclusivity within our workforce. Gamuda provides our female employees with flexible work arrangements and legally mandated maternity leave – our employee maternity leave policy was revised in compliance with the Malaysia Employment (Amendment of First Schedule) Order 2022 to the Employment Act 1955 by extending maternity leave and entitlement to 98 days.

FY2023 WORKPLACE RECOGNITION

- Excellence in Women Empowerment Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in In-House Talent Pipeline Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in Graduate Recruitment and Development (Gold), HR Excellence Award 2023 Malaysia

OUR VALUE TO PEOPLE

LEARNING AND DEVELOPMENT



In FY2023, Gamuda Learning Centre organised various training in the following areas:

- Leadership Competencies and Soft Skills*
- Data and Digital Skills*
- Technical Competencies*
- ESG-related Training*

	Average training hours per employee in FY2023	Total investment in employee learning and development (in home currency)	Target training hours for FY2024 (average per employee):
	19.5	RM2.88 million	21
	2.4	AUD1.2 million RM3.60 million	6
	16	VND1.35 billion RM262,000	16

We also offer specialised programmes at these dedicated centres:

- Gamuda Plant Operator School (GPOS) certified crane operators training programmes
- KVMRT Safety Training Centre specialised training programmes for high-risk activities aligned with various certification schemes and safety assessments
- Gamuda Parks Academy environmental education and conservation awareness centre
- Tunnelling Training Academy (TTA) collaboration with international experts, and upskilling of trainees in the tunnelling industry
- English Language Unit (ELU) upskilling of English language competence of employees in critical function departments

* Type and scope of programmes implemented and assistance provided to upgrade employee skills was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

Gamuda Learning Centre

Gamuda's Talent Management and Organisation Development team within our Human Resources Department is responsible to ensure the company can fulfil our corporate strategies and provide training to bridge any skills or knowledge gaps. These trainings are offered through the Gamuda Learning Centre (GLC) and takes place at GLC's premises or a third-party centre.

GLC also offered opportunities to employees to pursue professional accreditations and tertiary education certification for assurance in terms of quality and standards as well as encouraging life-long learning.

LinkedIn Learning

Our collaboration with LinkedIn Learning has garnered substantial support from our workforce since its introduction in 2022. Through the user-friendly LinkedIn Learning app, our employees have gained the flexibility to develop their skills and expand their knowledge base at their own pace.

Women in Tunnelling Programme

In September 2023, Gamuda partnered with Australian social enterprise, Empowered Women in Trades to launch a paid training programme aimed at introducing more women to the tunnelling and construction industry. This initiative is part of the Tunnelling Infrastructure Academy (TIA) located in Rosehill, New South Wales, which is an expansion of Gamuda's Tunnelling Training.

The programme offers upskilling opportunities for women without prior construction experience who are looking for a career change. Participants receive two weeks of paid training, with an option to enrol in the 12 to 18-month programme Certificate III Civil Construction Apprenticeship at Clyde's Training Facility. We believe this initiative will create sustainable careers for women in male-dominated fields while emphasising Gamuda's commitment to promoting DEI. The first cohort of 15 women is scheduled to start by end October 2023.

Corporate Induction Programme (CIP)

In addition to training opportunities to our existing employees, we also engage with our new hires through our unique CIP. New hires are invited to visit our developments and projects to gain a better understanding on our company's diversity and commitment to upholding these beliefs throughout our operations. This fosters a stronger sense of community among new employees, making them feel more engaged with Gamuda's workforce.

Mandatory policies covered in this programme encompass our Human Rights Policy, Anti-Bribery and Corruption Policy and Group ESG Policy Statement. This serves to reaffirm Gamuda's commitment to recognising and respecting the rights of all internal and external stakeholders, including employees and the communities where we operate. It also ensures that all our employees remain well-informed about best practices in human rights-related matters.



Technical and Vocational Education and Training (TVET)

In line with the 12th Malaysian National Plan and the government's vision to develop Malaysia into a fully industrialised country, Gamuda is dedicated to nurturing and upskilling local talent. Gamuda aims to strengthen the delivery of existing upskilling programmes to ensure a sustainable stream of future skilled workers.

In July 2023, we signed a memorandum of understanding (MoU) with VTAR Institute, a private vocational training institution in Malaysia, to launch a RM30 million technical and vocational education and training (TVET) course on the Next-Gen Digital Industrialised Building System (IBS).

Unlike traditional TVET training, this innovative approach provides trainees with cutting-edge construction industry skills and helps bolster the competitiveness of local industries on the global stage. The programme's first intake began in September 2023; we anticipate training 600 individuals over the next five years.

Gamuda also collaborated with Merdeka University Berhad by providing full scholarships to two students to study TVET courses in Sichuan, China.

Training Initiatives Highlight

OUR VALUE TO PEOPLE

UPHOLDING HUMAN RIGHTS

At Gamuda, we are deeply committed to upholding human rights in all our business operations. Our Human Rights Policy aligns with international standards such as the International Labour Organisation (ILO) Core Conventions on Labour Standards, the United Nations (UN) Universal Declaration of Human Rights, the UN Guiding Principles on Business, and ILO Convention 169. This policy guides our actions and serves as a foundation for responsible business conduct.

Our Board and management team play a crucial role in setting the standards for ethical behaviour within the organisation, exemplifying our commitment to human rights and the well-being of all individuals.

In FY2023, we completed reviewing all our policies to align with the Employment (Amendment) Act 2022. To effectively integrate our commitment to human rights throughout our operations, we provide comprehensive and regular human rights training to all relevant employees when required. All new employees are briefed on human rights during the induction process.

GAMUDA HUMAN RIGHTS POLICY COVERS KEY MATTERS:

- Diversity and Equal Opportunities
- Safety and Health
- Workplace Security
- Child Labour
- Community and Business Principles
- Housing and Amenities
- Modern Slavery/Forced Labour/Compulsory Labour
- Conducive Work Environment
- Freedom of Association
- Rights of Community and Rights of Indigenous Peoples
- Human Trafficking/Exploitation

Equal Compensation and Benefits

We closely review employee compensation and benefits to ensure their well-being and needs are met. We ensure that our employment practices fully comply with all local labour legislation.

In 2022, we strengthened our commitment to employment equity by offering a starting base salary of RM1,600 for foreign and RM1,800 for local workers – this surpasses the government’s minimum wage requirement of RM1,500. To meet this entry-level wage, we also increased the starting salaries for new graduates joining the group.

Additionally, we maintain strict compliance with the working hour laws set by the respective countries in which we operate.

List of employee benefits in Gamuda:

Leaves	Annual leave, sick leave, hospitalisation leave, family care leave, marriage leave, maternity leave, paternity leave, examination/study leave, compassionate leave, prolonged illness leave, replacement leave and no-pay leave	Flexi-work arrangements	Staggered working hours, flexi-time, seasonal flexi-time, flexi-place, flexi-lunch hours, replacement hours, work from home (WFH)
Allowances and subsidies	Professional membership subsidy, childcare subsidy, business travel allowance	Insurance	Group term life insurance, hospitalisation and surgical insurance, personal accident insurance
Flexi-wellness	Outpatient, dental, optical, vaccination, health screening, wellness membership, additional prenatal/postnatal, diagnostic testing, purchase of medical device and food composting product	Others	Parking facilities, retirement benefits, bona fide benefits, employee education assistance, leave passage, pre and postnatal benefit

Respecting Migrant Worker Rights

We are committed to ensuring that all foreign workers hired for our operations, including those contracted and subcontracted, are treated with the utmost respect and dignity. We adhere to each country of operation’s relevant labour laws and regulations. In Malaysia, these laws encompass the Employment Act, which safeguards the rights of employees and prohibits child labour; the Factories and Machinery Act, which sets a minimum age of 21 years for operating machinery at worksites; and Act 446 of the Minimum Standards of Housing and Amenities (Amendment) Act 2019. In Vietnam, we abide by the Labor Code 2019 that governs the terms and conditions of employment such as working hours, holidays and rest periods, wages, overtime, and employment relationships. Meanwhile in Australia, these include the Australian Human Rights Commission Act 1986 which is the foundation of all minimum standards and regulations for employment that fall within the national workplace system.

During the pandemic, we were a pioneer in providing high-quality centralised labour quarters (CLQs) for all our migrant workers in Malaysia. We also set up Centralised Quarantine Quarters (CQQs) at our CLQs for COVID-19-positive migrant workers.



Human Rights Due Diligence for Supply Chain

We ensure our commitment to human rights extends to third-party vendors and contractors. Our project managers, business heads and human resource (HR) team collaborate to ensure responsible labour practices are followed by our subsidiaries, subcontractors and third-party providers. They are mandated to sign our vendor agreement, affirming their commitment to comply with our policies including our human rights policy. We also conduct regular assessments and audits to identify human rights risks and impacts by engaging business partners, vendors and contractors.

Access to Grievance Mechanisms

We have a system for receiving, documenting and addressing complaints or grievances. This platform is open to everyone, both inside and outside our organisation, who may have concerns about human rights violations or other issues. It gives them a way to speak up and share their concerns. Our grievance handling process and Whistleblowing Policy have been communicated to all our employees through regular training and awareness programmes. See section on Whistleblowing mechanism for more information.

Human Rights at Gamuda

Addressing Violations and Remedies

Policy violations or inappropriate behaviour are promptly addressed and resolved. We prioritise providing access to remediation and redress processes for victims of human rights violations. Gamuda targets to have zero socio-economic non-compliance incidents.

minimising and preventing such incidents in the future through improved awareness training for all levels, emphasising human rights principles in workplace relations. Additionally, we consistently review and enhance our grievance processes to ensure their relevance and effectiveness. This ongoing commitment reflects our dedication to maintaining a safe and respectful working environment for all employees.

In the past year, Gamuda dealt with two reported harassment cases, one* of which included a discrimination issue, through our HR department. These cases were successfully resolved, affirming the effectiveness of our grievance procedure. We take these grievances very seriously and are committed to

Gamuda supports the practice of freedom of association and does not restrict workers or employees from forming unions.

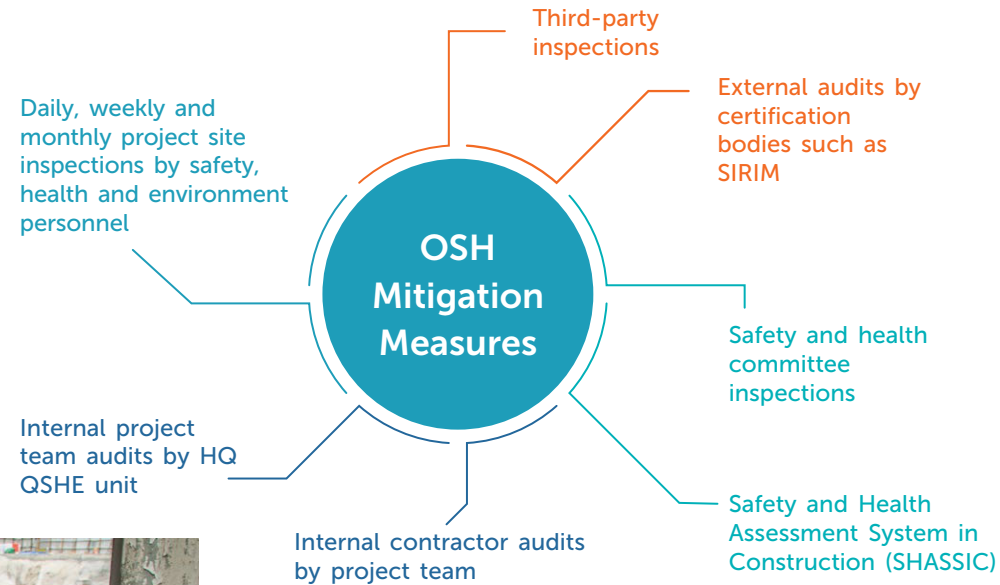
* Total number of incidents of discrimination during the reporting period was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232. Workplace discrimination refers to the unfair treatment of an individual or group based on their characteristics, such as race, gender, age, disability, or religion


OUR VALUE TO PEOPLE


OCCUPATIONAL SAFETY AND HEALTH


Our employees' safety and welfare are critical to our business's continued success. Our Quality, Safety, Health and Environment (QSHE) Policy guides our efforts to provide a safe working environment and establishes a comprehensive, systematic approach to managing occupational safety and health (OSH). We also benchmark our OSH performance against industry best practices in our countries of operation. We ensure we strictly abide by the legislative requirements of occupational health and safety of the countries we operate.

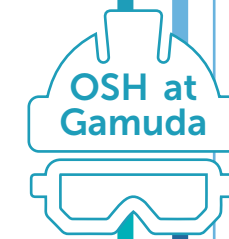
Our overall measures to manage and minimise high-risk activities include:



 In Malaysia, we abide by the Occupational Safety and Health Act 1994 (OSHA 1994). This is the main legislation that outlines the legal framework for occupational safety and health in Malaysia. It places responsibilities on employers, employees, and other stakeholders to ensure the safety and health of individuals at all of our working sites.

 In Vietnam, we adhere to the Law on Occupational Safety and Health (Law No: 84/2015/QH13), which encompasses measures to ensure occupational safety and health, policies for compensating victims of occupational accidents and diseases, delineation of responsibilities and rights for organisations and individuals concerning OSH, and state oversight of OSH management.

 Meanwhile in Australia, we adhere to the Work Health and Safety Act, which is the primary legislation that sets out the legal framework for work health and safety in Australia. It places duties and obligations on employers, workers, and other parties to ensure the health and safety of everyone in the workplace.



Gamuda's Integrated Management System (IMS) and OSH Management
The bedrock of our systematic approach is our Integrated Management System (IMS), which includes our OSH Management System. Our framework conforms to the international standards set out by ISO 45001:2018: Occupational Health and Safety Management Systems. Additionally, to oversee and manage our health and safety implementation across the Group, we have established a dedicated department with skilled and experienced personnel. This expansion also includes appointing key personnel in their respective business units and projects to manage implementation within their specific areas.

OSH Monitoring and Evaluation Essentials
We prioritise the health and safety of our employees through the enforcement of policies and practices tailored to the construction industry. We conduct the Safety and Health Assessment System in Construction (SHASSIC) assessment which is an independent method to assess and evaluate the safety and health performance of a contractor in construction works/projects in accordance with Construction Industry Standard (CIS 10:2020). Apart from frequent monitoring and assessment, we place high priority in conducting external and internal audits to ensure our practices are up to date with industry standards.

In Gamuda Australia, the Head of Projects lead risk workshops with the site team to create the Project Risk Assessment (PRA), which identifies hazards, assesses risks, and determines control measures. The PRA covers high-level risk analysis, including residual risks from Safety in Design (SiD), public safety hazards, and control measures. It guides our Safe Work Method Statement (SWMS) development and must comply with legal standards. Additional workshops may be held as needed.

The PRA is approved by the respective Head of Projects and reviewed every three months. It is also assessed during audits, inspections, and incidents, with reviews triggered by design changes, scope alterations, incidents, and regulatory updates. Subcontractors receive the PRA and must align their SWMS with it to ensure safety and compliance.

KPI-Linked Safety Performance and Risk Assessment
Our Group-wide OSH objectives are based on measurable key performance indicators (KPIs), which consist of leading and lagging indicators. Everyone at Gamuda is responsible for achieving these KPIs within their respective business units. Our dedicated team monitors and guides the implementation of our OSH management system's ISO certification across our existing and potential operations and projects. Our KPIs include:

- Annual zero lost time incidents (LTI)
- Minimise non-compliance reports (NCR)
- Achieving more than 85 percent of internally set QSHE objectives and targets
- Compliance with regulatory requirements

Each project tracks these KPIs monthly and regularly reports performance to management for review. This helps management determine and approve programmes for continuous improvement.

Safety Training and Engagement
Gamuda provides regular health and safety training for all our employees and contractors to equip them with the knowledge and skills to operate safely, identify hazards, and handle critical situations and emergencies. This training covers various aspects such as operating heavy machinery like forklifts, tower cranes, mobile cranes, backhoes, etc, instilling safety behaviour in everyday work practices, confined space rescue procedures, first aid, and fire drills. Each department must have at least one trained representative to handle different emergencies. Furthermore, all new employees and contractors receive introductory training and annual refresher courses on safety matters. In FY2023, 228 safety and health training sessions took place across the Group.

OUR VALUE TO PEOPLE

Maintaining Low Incident Rates

Gamuda strives to have zero Lost Time Injury Frequency Rate (LTIFR). We are committed to continuous improvement and aim for zero accidents or incidents leading to injuries or fatalities.

At least 14-year streak of 0 NCR in SIRIM Recertification Audit 2023. We have achieved ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018

Incident Reporting for Employees by Country and Division FY2023

	Malaysia			Vietnam	Australia
	Menara Gamuda	Gamuda Land	Gamuda Engineering	Gamuda Land	Gamuda Engineering
Total hours worked	1,590,399	2,559,448	1,790,677	903,960	883,545
Number of fatalities	0	0	0	0	0
Number of reportable injuries	0	0	0	0	0
Number of days lost	0	0	0	0	0
Fatality rate	0	0	0	0	0
Injury rate	0	0	0	0	0
Rate of lost days	0	0	0	0	0
LTIFR*	0	0	0	0	0

* The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

2022
RECAP

Gamuda's joint venture with MMC Corporation Berhad for the MRT Putrajaya Line project bagged the Sword of Honour, British Safety Council (BSC)



Ensuring the Safety of Our Contractors

We acknowledge our obligation to guarantee the safety of everyone across our sites, including those that are not part of our employee headcount. This primarily refers to contractors working at our different locations. All our contractors must adhere to compliance with safety guidelines included in contractual agreements, which must be signed before engagement.

Objectives and targets regarding contractor safety are also integrated into our overall health and safety objectives, with a focus on achieving zero LTI and minimise NCRs. Before any new engagement, we pre-screen contractors for safety performance and risks and monitor contractor safety performance through regular worksite inspections to mitigate risk and ensure that safety protocols are being followed. We report internally on contractor safety management through our IMS and OSH management guidelines to ensure transparency and accountability at all levels of operations.

In FY2023, there were two reported Gamuda Australia contractor incidents; the first resulted in a worker receiving foreign matter to the eye from a concrete pump, while the second resulted in a foot injury due to a dropped object whilst assisting with unloading operations.

Both workers received immediate medical attention. Appropriate remedial action was taken, including training, site compliance inspections and audits. Additionally, we enhanced our existing Safe Work Method Statement (SWMS) for loading and unloading and the use of telehandlers. In FY2023, there were no employee or contractor fatalities.

Incident Reporting for Contractors by Country and Division FY2023

	Malaysia		Vietnam	Australia
	Gamuda Land	Gamuda Engineering	Gamuda Land	Gamuda Engineering
Total hours worked	6,791,134	517,620	8,810,518	1,177,042
Number of fatalities	0	0	0	0
Number of reportable injuries	0	0	0	2
Number of days lost	0	0	0	130
Fatality rate	0	0	0	0
Injury rate	0	0	0	0.34
Rate of lost days	0	0	0	22
LTIFR*	0	0	0	1.7

* The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

Notes:

1. Injury rates and lost days are calculated based on the Global Reporting Initiative (GRI) recommendation of per 200,000 hours worked
2. LTIFR was calculated based on the Construction Industry Standard of Australia (per 1,000,000 hours worked)

2022
RECAP

Gamuda became the first Malaysian company to win the 16th Public Construction Golden Safety Award conferred by Taiwan's Ministry of Labour together with our Taiwanese partner, Dong-Pi Construction Co Ltd for the ongoing construction of the Guantang Marine Bridge project



OUR VALUE TO PEOPLE

Gamuda's Healthcare Outreach

As we move beyond COVID-19 risk mitigation, our focus is to elevating employees well-being. This holistic approach encompasses physical, mental, and social well-being, extending beyond the workplace to serve the broader community. By providing accessible medical services for both employees and the public, we are actively investing in the overall health of our workforce and the communities we serve, especially the underprivileged groups.



Gamuda Healthcare Orang Asli Medical Outreach Programme at one of the Orang Asli kampung that we partnered with

In addition to addressing the global health challenges posed by COVID-19, we are actively involved in initiatives such as offering health screenings for our employees, including preventive vaccinations, amongst others. In FY2023, Gamuda has organised various health talks related to cancer, mental health and ergonomics.

Gamuda Clinic periodically visits underprivileged areas through our healthcare programme, which benefits the *Orang Asli* communities. This outreach initiative also extends to the *Orang Asli* community, and the B40 group.



COMMUNITY OUTREACH

Gamuda values and prioritises a caring culture. Our Community in Our Business pillar commitments are outlined in our Gamuda Green Plan 2025.

INDIGENOUS PEOPLE

- Employing *Orang Asli* members in our Malaysian workforce; **225 employed as of FY2023**
- **Publish storybooks** in collaboration with the Indigenous community to conserve the oral wisdom of the *Orang Asli* in Peninsular Malaysia
- Invested **more than AUD20 million** in 18 Aboriginal business in Australia over 13 months
- Developed a Reconciliation Action Plan (RAP) in Australia

YOUNG ADULTS WITH AUTISM

- Training young adults with autism in Malaysia to help enhance their employability through Enabling Academy (EA). As of FY2023, 96 trainees were trained and collaborated with 57 partner companies to offer job trials, internship or employment opportunities for EA graduates
- Conduct complimentary Practitioner's workshop to replicate more Employment Transition Programme for persons with disabilities in Malaysia

HEALTH

- Raising money to support children's congenital heart defect surgeries through Run for the Heart 2023 event in Vietnam; **Raised VND5.4 billion for 190 children**
- Throughout 2023, Yayasan Gamuda partnered with Gamuda Clinic to offer essential healthcare services to the *Orang Asli* communities, with a particular focus on children and encouraging self-care

COMMUNITY OUTREACH PROGRAMMES

EDUCATION

- Offered **79 scholarships** to students pursuing tertiary education in universities through Gamuda Scholarship
- Supporting Malaysian students in **technical and vocational education and training (TVET)** courses on Next-Gen Digital IBS by collaborating with VTAR, Merdeka University Berhad, amongst others
- Provided one-off financial assistance to **100 students from** the University of Social Sciences and Humanities, VNU Vietnam. In addition, Gamuda Land Vietnam also sponsored 5 other Vietnamese students this year to pursue their tertiary education

SPECIAL GROUPS

- More than **80 organisations or individuals** supported in Malaysia through organisations/ individuals who are changemakers in Malaysia through the Star Golden Hearts Award programme
- Engaging in volunteering activities through the Turbans 4 Australia to those facing financial difficulty, food insecurity, homelessness, and unemployment

OUR VALUE TO PEOPLE

INDIGENOUS PEOPLE

Supporting Orang Asli Communities in Malaysia



Orang Asli people are a diverse communities with a shared heritage

Gamuda is committed to respecting the rights of Indigenous groups in accordance with the principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples including the *Orang Asli* community in Malaysia. Gamuda is dedicated to developing solid, enduring relationships built on mutual respect, meaningful engagement, and trust. We prioritise keeping these communities informed about our company's actions, impacts, and progress.

Cultural sensitivity is key to our continued success, and we always seek the free, prior, and informed consent (FPIC) of Indigenous Peoples in any decisions that may affect them.

Gamuda recognises the strong connection between Indigenous communities and their surrounding ecosystems. As a conservation partner, we work alongside them to implement sustainable natural resource management measures.

Community Engagement and Supporting Livelihoods

Employment and sustainable income

- We employed two rangers from the *Orang Asli* community and aim to hire and train more as rangers and chefs at our cultural workshops and cafe
- We have collaborated with Asli Co. and Binturong Alam Ventures on a project that aims to develop the skills of community members and provide them with a sustainable source of income for their families and communities. An example of this is the Wild Tree Seed Bank Project, established in partnership with Binturong Alam Ventures. The scheme involves obtaining wild tree seedlings from the *Orang Asli* and hiring members from their community to harness their expertise in growing these seedlings in a nursery before transplanting them to other locations

GParks Rangers school series

- Extracurricular learning initiatives on the environment and conservation for public/private schools. We are exploring a long-term partnership with *Sekolah Orang Asli Bukit Cheeding* to empower *Orang Asli* students to become ambassador rangers at our Wetlands Arboretum Centre

Knowledge transfer and cultural showcase

- Collaborated with Global Environment Centre and Sahabat Hutan Gambut to Support the socioeconomic of *Orang Asli* community through sales of traditional handicrafts at Wetlands Arboretum Centre
- Supported RM6,000 a month for traditional handicrafts production for *Orang Asli* community
- Regular cooking demonstrations, weaving workshops, and cultural performances by *Orang Asli* community members at our Wetlands Arboretum Centre
- Hiring members of Indigenous communities and drawing upon their extensive traditional knowledge

Healthcare

Throughout 2023, Yayasan Gamuda partnered with Gamuda Clinic to offer essential healthcare services to the *Orang Asli* communities, with a particular focus on children and encouraging self-care.

We served two *Orang Asli* communities: Kampung Orang Asli Bukit Lanjan, Petaling Jaya and Kampung Orang Asli Kolam Air Bangkong, Dengkil. We assisted 62 villagers, 90 percent of whom received medication according to their health assessments.

We conducted outreach sessions and visits every three to six months to help raise *Orang Asli* awareness of health issues, such as proper wound care, maintaining a healthy diet to prevent diabetes and hypertension, and proper dental hygiene.

Initiative Highlights

Education

Yayasan Gamuda's Strengths-Based Education (SBE) programme, anchored on the three pillars of knowledge, leadership and livelihood capabilities, aims to future-proof *Orang Asli* students and out-of-school children and youth to become agents of social transformation for themselves and their communities. The curated SBE Toolkit will provide inclusive and high-quality learning for learners aged 5 to 17 at Community Learning Centres (CLCs) set up and taught by the local community.



CLC class conducted at Kg Orang Asli Melai, Tasik Chini, Pahang

In developing the SBE Toolkit within a strengths-based ecosystem that reduces both micro and macro barriers for the *Orang Asli* communities, Yayasan Gamuda partners three award-winning NGOs. Teach for Malaysia co-creates the leadership pillar and will place *Orang Asli* Fellows as co-teachers in designated CLCs commencing in 2024. The livelihood capabilities pillar is co-created with *Yayasan Kajian dan Pembangunan Masyarakat* and PACOS Trust within the context of their existing villages, CLCs and poverty alleviation goals. Since January 2023, teacher training support and pilot testing of the Toolkit's learning modules has started in one of the CLCs.

Additionally, we offer scholarships to deserving Indigenous students keen to pursue their environmental stewardship goals.

Stories from the Orang Asli Communities

In August 2023, Yayasan Gamuda launched the publication of "Stories from the *Orang Asli* Communities" comprising 11 stories told by 22 storytellers and illustrated by three *Orang Asli* artists from five sub-ethnic groups i.e. Che Wong, Jah Hut, Jakun, Semai and Temuan. The eight storybooks, targeted for readers aged 7 to 15 years old are written in Bahasa Malaysia and English. Six of the storybooks, for primary school readers, come with a voice-over narration in English, and one of these books includes the Semai language with Semai voice-over narration.



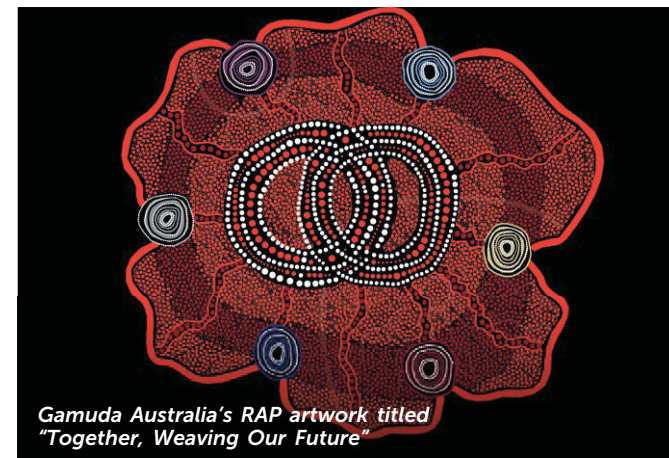
One of the artworks in the "Legend of the Hot Spring" story book

The publication aims to safeguard the rich oral traditions of the different *Orang Asli* sub-ethnic groups in Peninsular Malaysia, and to honour their indigenous wisdom passed down through generations. A well-known *Orang Asli* writer and an award-winning *Orang Asli* academician sit in the advisory panel of this publication project. The storybooks are also part of Yayasan Gamuda's SBE Toolkit to provide culturally responsive learning materials. In the pipeline are the development of supplementary resources for these storybooks as indigenous education and social engagement activities at the CLCs in the *Orang Asli* villages and in the schools. Yayasan Gamuda also aims to publish new storybooks each year from the different *Orang Asli* sub-ethnic groups.

OUR VALUE TO PEOPLE

Our vision for Australia is a construction sector that understands and values the rich histories of Aboriginal Peoples and the Torres Strait Islander Peoples, and contributes to the national reconciliation movement. Gamuda has aligned with the Federal Indigenous Participation Policy through customised Aboriginal participation plans for all our major projects with this aim. This includes developing management frameworks that ensure equitable access to employment and business engagement for Aboriginal Peoples and Torres Strait Islander Peoples and communities. We also ensure our offices and worksites are culturally open for the Aboriginal Peoples and Torres Strait Islander Peoples and businesses.

In 2022, before the first project was awarded to Gamuda Australia, we developed and introduced a Reconciliation Action Plan (RAP) overseen by the lead not-for-profit body, Reconciliation Australia. The RAP is a four-stage structured approach to reconciliation by the Group while simultaneously supporting Australia's national reconciliation movement.



Gamuda Australia's RAP artwork titled "Together, Weaving Our Future"

The RAP is championed by our Executive Director and the working group includes a community and stakeholder lead, head of human resources, head of health and safety, environment and sustainability manager, senior commercial manager, and training and development manager.

We take pride in our accomplishments, particularly with the Sydney Metro West – Western Tunnelling Package. In FY2023, we invested over AUD20 million in 18 Aboriginal businesses and our Aboriginal workforce exceeds our target of three percent and currently stands at 3.9 percent.

Honouring Heritage: Gamuda's Reconciliation Action Plan in Australia

As of FY2023, all our operational projects in Australia have undergone a RAP evaluation. Our commitment to involving and benefiting from local Aboriginal knowledge and connections to the land is apparent across several projects. We foster strong relationships with registered Aboriginal parties and Local Aboriginal Lands Councils, which helps ensure proper respect for the lands on which we operate.

During FY2023, we established relationships with local community traditional owner groups and collaborated with them for ceremonial events, cultural and heritage advice, and cultural education. This allowed us to connect our broader teams with the local community and foster positive relationships.

One of our key partners, Tribal Warrior, has delivered cultural awareness and immersion through Gamuda Australia. As of the end of 2023, Tribal Warrior has provided cultural awareness training for over 200 Gamuda Australia employees.



Aboriginal Smoking ceremony held in August 2023 in conjunction with the TBM launch, symbolising our wishes for safe passage and the warding off of negative spirits.



Became a **member of Supply Nation** since November 2022, the key body for Aboriginal businesses. This affiliation allows us to establish connections with Aboriginal businesses nationwide and actively promote opportunities for collaboration and growth.



Celebrated **NAIDOC (National Aborigines' and Islanders' Day Observance Committee)** week across all sites and distributed Aboriginal-designed shirts to our Sydney Metro West – Western Tunnelling Package site employees as a gesture of respect and recognition to their contribution.



Celebrated **National Reconciliation Week** across all our Gamuda Australia offices, with a special event at Gamuda Corporate featuring a lunch gathering. An honorary guest speaker from the aboriginal community shared insights about the positive impact of reconciliation with Aboriginal communities and the enduring effects of our contributions, including our engagement with Aboriginal businesses and employment opportunities.

OUR VALUE TO PEOPLE

Empowering Young Adults with Autism

At Gamuda, our commitment to supporting young adults with autism is unwavering, driven by the belief that inclusivity is paramount. Established in 2017, the Enabling Academy (EA) is an example of our dedication by offering specialised training and coaching tailored to the unique talents and needs of individuals with autism. Through our Employment Transition Programme (ETP), we coach and place young adults with autism in companies that embrace Diversity, Equity and Inclusion (DEI). Many of these companies are newcomers to this field and are actively seeking support from the Enabling Academy (EA) to start their DEI initiatives.



Hilton Malaysia:
Enabling Academy signed a MoU with Hilton Malaysia in June 2023, which paves the way for EA graduates to do an internship with the renowned hospitality chain.

The collaboration with Hilton Malaysia is another significant milestone as we expand our network of hospitality partners. This partnership enhances our interns' soft skills and hands-on experience, preparing them for success in the industry.

With Hilton Malaysia joining as our fourth hotel partner (after InterContinental Kuala Lumpur, Mandarin Oriental, and Sunway Resort Hotel), we now have 57 partner companies since our inception in 2017.

UNIQLO Malaysia:

In 2022, UNIQLO sponsored the material for our retail training programme and actively participated in the training for our ninth batch of EA trainees. This collaboration extended the retail training and assessment component to the tenth and eleventh batches in 2023.

Department of Social Welfare Malaysia:

This two-year partnership aims to drive the nationwide reach of the ETP initiative. Subsequently, EA conducted five workshops and will cover remaining eight workshops by December 2023.



In FY2023, each EA graduate is estimated to have completed an average of 390 hours of training during their three-month programme.

By 31 July 2023, EA had completed 11 batches of training, resulting in 96 accomplished graduates. Upon completion of training, 93 percent of graduates were offered job trials, internship or employment opportunities, while the remaining seven percent did not secure any job trial, internship or employment due to several reasons, such as

pursuing further studies, health issues, not being job-ready, waiting for better employment prospects or considering self-employment.

Across Gamuda Group, we have hired 21 employees with autism as part of our commitment to embrace neurodiversity in the workplace and to promote sustainable employment for people with autism.

Empowering Communities via Education



We prioritise education as part of our community efforts because we believe it is a key to empowerment. The Gamuda Scholarship programme was established to provide financial assistance to deserving Malaysian students wishing to pursue tertiary education in fields relevant to our business. Besides financial aid, the Gamuda Scholarship offers scholars with placement, leadership and networking opportunities through the Scholar's Engagement and Development Programme (SEDP).

In 2023, Gamuda Scholarship increased its investment amount to RM20 million.

We offered 79 full scholarships to students pursuing tertiary education, including seven scholars from the Indigenous communities. Of these, 21 are enrolled in prestigious universities overseas, such as Imperial College London, National University of Singapore, University of Melbourne, Tsing Hua University and Peking University.

The programme promotes inclusivity through a quota system which ensures that two-thirds of available scholarships are allocated for B40 families and one-third for M40 families. We also strive to ensure that 20 percent of recipients come from East Malaysia. We plan to increase the scholarship fund to RM30 million next year to support an anticipated 120 deserving students.

FINANCIAL ASSISTANCE TO VIETNAMESE STUDENTS

In Vietnam, we have provided one-off financial assistance worth VND500 million to 100 students from the VNU University of Social Sciences and Humanities (USSH) who were severely impacted by the pandemic. In addition, Gamuda Land Vietnam also sponsored five other Vietnamese students this year to pursue their tertiary education, through its first scholarship programme.

¹ B40 and M40 are income classifications used to categorise Malaysians by their household income. B40 represents the bottom 40 percent of income earners and M40 represents the middle 40 percent

² The Gamuda Scholarship is typically offered each September, and the investment amount is recorded within the current financial year. Gamuda's financial year ends each year on 31 July

Our scholarship programme helps serve as a talent pool for Gamuda. A significant number of scholarship recipients have joined our workforce since completing their studies, with many holding management positions within the company.

Youth Engagement

Gamuda's strong regional presence puts us in a unique position to inspire school students to explore work in the construction industry as a viable career journey. In June 2023, we collaborated with local and regional high schools in New South Wales, Australia – namely Kanahooka High School (Wollongong) and Cathwest Innovation High School (Emu Plains) – to identify and select participants for school-based apprenticeships and traineeships (SBAT).

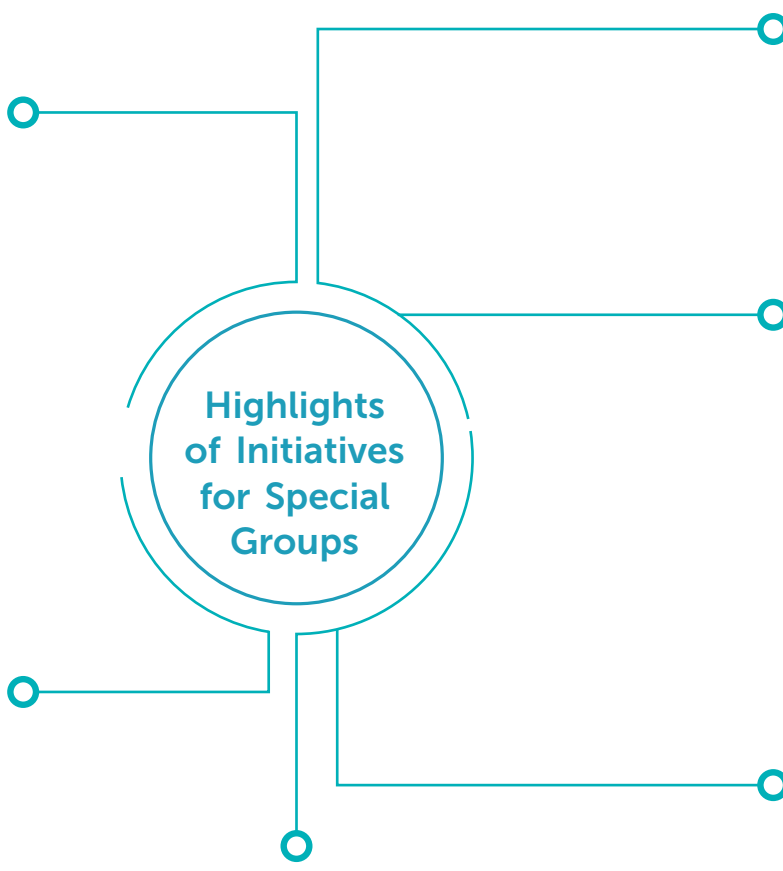
The participants, which include several women, will undertake nationally accredited civil construction training, providing a pathway for high school students to pursue their career aspirations and complete their higher school certificate (HSC). Students taking part in this initiative can develop essential skills and gain practical experience. The programme is available to students in years 10, 11, and 12 and combines paid employment, formal training, and regular schooling. The programme will take approximately 12 to 18 months and include civil construction training at an actual operational construction site, on Sydney Metro West – Western Tunnelling Project in Rosehill NSW.

The Gamuda Australia team participated in various education and information sessions for university students, including career days, human resource practices and resume writing, and a collaborative Sustainability in Construction course with AIESEC. The Sydney Metro West – Western Tunnelling Package (WTP) team actively participated in the National Road Safety Week by collaborating with Westmead Public School's Road awareness programme to educate school kids about pedestrian safety and heavy vehicle blind spots. 250 children in years three and four received an opportunity to sit in the truck and engaged with the team in an interactive session.

OUR VALUE TO PEOPLE

Special Groups

Gamuda, as a socially responsible organisation, prioritises the well-being of the communities where we operate. Our commitment extends beyond business activities, focusing on holistic impact. We engage in initiatives promoting physical, mental, and social health.



Supertee Medical Garments

The Western Tunnelling Package project team generously donated funds and their time to create personalised Marvel-themed medical garments, affectionately known as Supertee medical garments. These were crafted with care and dedication for 192 critically ill children at New South Wales, Australia. The goal was to bring comfort and encouragement to these young patients throughout their difficult medical journeys.

Recognising National Changemakers

We believe in acknowledging and rewarding individuals who make a positive impact on society. This serves as a foundation for creating more changemakers from all walks of life across the nation. Our (SGHA) is a collaborative initiative by The Star and Yayasan Gamuda, dedicated to honouring everyday Malaysians who have demonstrated making positive impacts on people and the planet, while fostering unity. These are individuals who have made significant contributions across several realms, including supporting Indigenous communities, raising awareness and funds for autism, contributing to wildlife conservation, providing education to underprivileged students, and other impactful initiatives.



The Gamuda Inspiration Award 2022 was won by Iskul Sama diLaut Omadal, a NGO which builds young leaders amongst stateless children through holistic education and skills development to find solutions to issues faced by their communities in Pulau Omadal.

Now in its ninth year, the 2023 Award has received 731 nominations nationwide. In November 2023, 10 awards will be presented to social changemakers who have made meaningful contributions to society. Yayasan Gamuda will award cash prizes to support these deserving individuals.



2019 GIA winner Sujana Rejab was recognised for creating 3D-printed prosthetics for disabled children.



The 2022 Gamuda Inspiration Award (GIA) was given to Iskul Sama diLaut Omadal.



Scan here for more information on Star Golden Hearts Award (SGHA).

Collaboration with Mission Australia and Shoretrack

The Coffs Harbour Bypass Team continue to work with Mission Australia and Shoretrack to host local disadvantaged and disengaged youth on site to educate them about the career opportunities available in construction, such as supervision, safety and environmental management. These initiatives aims to empower the students by providing employment opportunities on site after graduation, and supporting their transition into meaningful, long-term employment.

Turbans 4 Australia

In partnership with Turbans 4 Australia, our dedicated site teams at Western Tunnelling Package donated and delivered shelving racks to improve their warehouse, provided manpower and plant to complete a major court yard clean up, and generously donated site materials (e.g., fence posts, mulch, and concrete) to improve their facilities.

Christmas Toy Drive

Our project teams on the Western Tunnelling Package facilitated a successful Christmas toy drive, collecting an impressive three pallets of toys. These toys were distributed to children in Parramatta and its surrounding areas, as well as to communities affected by floods across New South Wales. Gamuda Australia employees and subcontractors also selflessly donated funds to support the Parramatta Women's Shelter.

GL Cares: Supporting Community in Projects

GL Cares was first set up and launched during the height of COVID-19 outbreak in 2020-2021 to provide support to GL team members with basic essential items, such as food, drinks, supplements, basic OTC medications to those who were affected by the pandemic.

As the COVID-19 pandemic eases, GL Cares extends its reach to cover other initiatives, such as employee engagement and well-being.

Gamuda Land HCMC provided donations and contributions worth more than VND3 billion to community members in Vietnam.

Our team donated items worth more than VND1 billion, including 33 tonnes of rice, 2,700 boxes of instant noodles, 20 tonnes of vegetables, 3,000 face masks, food vouchers, Mid-Autumn gift boxes (for the children), and medical supplies to communities in Gamuda Celadon City and surrounding the township. Gamuda Land and its employees raised VND330 million (RM64,000) to HCMC COVID-19 Resuscitation Centre and the national COVID-19 vaccine fund.

Supporting Children with Heart Diseases in Vietnam



Run for the Heart 2023 held in Celadon City

Since 2013, we have supported children requiring heart surgery for congenital heart defects. We raise funds through The Run For The Heart (RFTH) – an annual charity run organised by Gamuda Land Vietnam and VinaCapital Foundation's Heartbeat, Vietnam. In FY2023, 190 children requiring the surgery received the financial support required.

After a two-year postponement due to the pandemic, the ninth RFTH was successfully held on 12 February 2023. The event was supported by multiple online fundraising activities and virtual runs that lasted for several months. Over 10,000 people attended the closing ceremony, which was held in conjunction with the offline run at Celadon City, Vietnam. **The event raised VND5.2 billion (RM1 million) that was channelled for the 190 surgeries.**

Since 2013, the programme has raised over VND40 billion (RM7.7 million) and offered free heart surgery to 1,549 children in Vietnam

OUR VALUE TO PEOPLE

OUR SOCIAL FOOTPRINT AT SILICON ISLAND, PENANG

Empowering Fishermen

During Silicon Island's planning, we collaborated with the state government on a Social Impact Management Plan (SIMP). It aims to empower local fishermen and boost local economies. Independent studies show 63 percent of fishermen earn between RM1,000 to 2,000 monthly.

At the project onset, 600 job openings are anticipated, with potential for thousands more over 20 years. This will stimulate local spending, fostering business growth. We'll provide training to enhance employability, ultimately enhancing livelihoods and economic resilience for the fishing community.

To ensure local families' stability and access to education, we offer subsidies, book vouchers, and rewards for fishermen's children excelling in tertiary education. Education is the foundation of social and economic progress, and by supporting youth, we invest in their future.

Temporary Jetty Project



Permatang Tepi Laut fishermen along the Bayan Lepas River in Silicon Island will receive new sheds as part of a temporary jetty project under the Social Impact Management Plan (SIMP). This project will end the long-lasting hardship faced by the fishermen due to a lack of adequate berthing or storage facilities. Previously, their sheds were susceptible to storms, and they had to anchor their boats to weak poles buried in the mud. The new concrete facilities will provide them with a sense of security, ensuring their boats and equipment remain safe, regardless of the weather. Currently, two sheds are operational, with the other 63 to be built in phases.

Invested over RM370,000 to set up three Pusat Perkhidmatan Setempat Nelayan (PPSNs), a one-stop public information centre

Upskilling and Reskilling



PPSNs offer job registration services and support the fishing community by providing upskilling training in nearby facilities. An example of this is a scheme in collaboration with *Akademi Maritim Penjana Ilmu* that has provided seafarer training to 20 fishermen. In the future, we plan to offer technical and vocational education and training (TVET) courses to help local youths achieve better livelihoods and higher-income job, as well as boat and engine repair trainings to the fishermen.

216 fishermen have registered their interest for upskilling courses, with 20 completed their seafarer training

Community Service Centres



Pusat Perkhidmatan Setempat Nelayan (PPSNs) are a network of one-stop community service centres catering to the needs of fishermen located within the Silicon Island vicinity.

Over RM370,000 was invested to develop three info-centres in Permatang Damar Laut, Sungai Batu and Gertak Sanggul, providing physical public engagement facilities. For example, facilitating the SIMP registration to assist the fishermen in enjoying the benefits that include ex-gratia payment, new boats and engines. Currently, 32 new boats and engines have been provided to fishers in urgent need, while 283 boats and engines are expected to be provided soon. Since 2023, PPSNs have also been helping fishermen with licence and insurance renewals and appealing to the Malaysian Fisheries Development Authority (*Lembaga Kemajuan Ikan Malaysia* [LKIM]) for their living allowance and petrol subsidy renewals.



Contributing to the Local Economy and Job Creation

As a grassroots-based service centre, *Pusat Perkhidmatan Setempat Nelayan* (PPSNs) contribute to the community by creating business and job opportunities.

Through 44 community projects and programmes such as engagement sessions, *gotong-royong*, disaster relief, festive hamper giveaways and others, PPSNs have reached out to 3,100 people. From 2016, PPSNs contributed RM137,254.88 worth of business to local grocers, food suppliers and caterers through its many programmes and activities.

PPSNs also directly created job opportunities when it hired former fishermen, fishermen's children and other locals as information officers, who keep local stakeholders updated on the project, assist the fishermen in various matters such as registrations for the Social Impact Management (SIMP) scheme, organise engagement sessions and community programmes and others.

PPSNs also help locals find job placements in the project by registering job interests. Since 2016, the centres have received 1,123 registrations of job interests from residents of Penang.

Supporting Education for A Better Future



Under the Social Impact Management Plan (SIMP), education support programmes are introduced for the benefit of fishermen's children and other local children in southwest district schools near the project site.

The programmes are aimed at helping children from fishermen's families to improve their academic performance and secure a better future to elevate their families' socio-economic status.

By obtaining better qualifications and relevant skills, the local children will also increase their job marketability and opportunities to secure better jobs, including those created by the Penang South Island development in the future. The programmes, which are being carried out in collaboration with the State Education Department, Southwest District Education Office, local schools and tuition centres, and USAINS Holding of Universiti Sains Malaysia (USM), offer:

- Learning recovery classes (reading, writing and arithmetic proficiency) for fishermen's children and other local children in Primary 1 to 3
- *Jaya Didik* tuition sponsorship programme for fishermen's children from Primary 1 to Form 6
- Hybrid education programme for selected Form 2 to Form 5 students from local schools, including fishermen's children
- Cash incentives for fishermen's children, who successfully enrol into institutions of higher learning (IPT)
- Book vouchers for fishermen's children, who get good results in their exams at IPT (CGPA from 3.0 and above)
- Parenting sessions with fishermen to emphasise the importance of supporting and encouraging their children in their studies

Since the programmes were launched in 2022, a total of 555 students have participated and benefitted from the SIMP.

OUR VALUE TO PEOPLE

SOCIAL RETURN ON INVESTMENT (SROI)

In FY2023, Gamuda commissioned a study to analyse our spending on different initiatives and the social value generated using a social return on investment (SROI) approach. This SROI analysis is based on the Principles of Social Value by Social Value International. We engaged an independent firm to evaluate the effects of our social, environmental, and economic efforts.

The study covered 2015 to 2022 and planned spending for 2023 to 2030. The study found that based on the 2015 to 2022 spending period, Gamuda's education and training initiatives had the most significant social impact, followed by biodiversity, and occupational health and safety initiatives.

Gamuda's social spending in the period of 2015 to 2022 generated social impact of RM534.2 million with overall SROI of 3.4

The study examined Gamuda's spending on social initiatives and the social value generated from 2015. This study analysed RM157.8 million spent by Gamuda on social initiatives.

Based on analysis of Gamuda's initiatives, the social benefits that arise from these initiatives can be categorised into key areas based on GRI Sustainability Reporting Standards (GRI Standards). The key impact areas are as follows:

KEY IMPACT AREAS	Education and Training	Occupational Health and Safety	Biodiversity	Diversity and Equal Opportunity	Local Communities
SOCIAL BENEFITS	Improves access to education, boosts workforce skills, career prospects and income	Reduces risk and creates a healthier and safer work environment for Gamuda's workforce	Enhances the well-being and liveability of local communities that are affected by Gamuda's developments	Promotes diversity and equal opportunity for vulnerable and disadvantaged groups of people	Enhances the quality of life and development of local communities

Gamuda's Future Development Objectives

Gamuda will actively engage with stakeholders to identify and measure outcomes at the project's outset and at regular intervals throughout its duration, allowing us to understand how different outcomes can influence the creation of social value over time.

The SROI study has been invaluable in providing Gamuda with a comprehensive and holistic perspective on the value generated by our initiatives. Beyond the confines of traditional financial metrics, it has allowed us to grasp the full spectrum of social and environmental outcomes that hold significance for our stakeholders.

As we move forward, we view SROI not only as a measure of past performance but as a dynamic learning tool that

continually guides us in enhancing our strategies and measures for community investment. It enables us to derive meaningful insights and recommendations from the analysis, and serves as an indispensable compass in monitoring and evaluating our progress. Through this ongoing commitment to understanding and maximising social return on investment, Gamuda remains dedicated to making a lasting and positive impact on the communities we serve.

Among the 1st construction company in Malaysia to use Social Return on Investment (SROI) as a community investment scorecard

CUSTOMER SATISFACTION

At Gamuda, our customers are at the forefront of everything we do and are of paramount importance for several key reasons. Firstly, it enables us to uphold and maintain good reputations in the industry, ensuring that our clients and partners trust us as a reliable and reputable company. Secondly, satisfied customers are more likely to become promoters and provide enthusiastic referrals among their networks, which, in turn, expands our client base and contributes to our growth. Moreover, fostering customer loyalty is a top priority, as loyal customers not only provide ongoing business but also offer invaluable insights and feedback for continuous improvement. Our projects are tailored to exceed their expectations, so we prioritise constant communication and feedback. To ensure ongoing customer satisfaction, we conduct annual surveys to assess our products and services. Our customer service teams also receive regular training on effectively tackling customer complaints and feedback.

We continue to strive for improvement in our customer services and products. Within our townships, Gamuda Land conducts ongoing evaluations to measure the satisfaction of our residents and customers. This proactive approach enables us to identify areas for improvement and implement enhancements that directly address their needs and preferences. Some of Gamuda Land's measures include:

GL LIFESTYLE



This digital mobile application was introduced in October 2021 to enhance the experience of our existing and prospective customers. It serves as a platform for them to provide feedback, allowing us to continuously improve our services and, consequently, enhance our customer satisfaction rate. The application also enables us to collect valuable data, helping us identify opportunities and potential risks to our business operations.

GL LOYALTY PROGRAMME



Launched in Malaysia in August 2018, this membership-based scheme is designed to reward customers who have invested in selected Gamuda Land properties, ensuring they are not just customers but our valued priority. By providing exclusive benefits and rewards, this initiative goes the extra mile in enhancing customer satisfaction, making them feel appreciated.

FACILITY MANAGEMENT POLICY

In April 2023, we launched a policy outlining our roles and responsibilities concerning key facility management criteria, such as building maintenance, financial, administrative, and insurance. The policy also includes guidelines for managing health and safety to ensure a secure environment for all users, visitors, and members of the public. Demonstrating our unwavering commitment to delivering exceptional facility management.

Gamuda Land's twentyfive7 township and Quayside Mall/Tower achieved ISO 41001:2018 Facilities Management System standard by SIRIM certification in July 2023, marking a significant milestone as the first property developer in Malaysia to attain this new standard.

We are committed to doing our best to provide the highest quality products and services, and we will continue to prioritise customer satisfaction in all our endeavours, striving to exceed expectations and maintain the trust and loyalty of our valued clients.

Gamuda Land overall customer satisfaction score. FY2023: 71% (FY2022: 56%)

OUR VALUE TO THE ENVIRONMENT



Purple heron (Ardea purpurea) observed at Valencia, Selangor, Malaysia

We are all connected

CHAPTER HIGHLIGHTS

PAGE 176

GHG Emission Intensity

In FY2023, we are disclosing 26,825 tonnes CO₂e for Scope 1 and 2 emissions, with a GHG emissions intensity of 3.57 CO₂e per million revenue across three countries. Furthermore, our assets and development underwent their inaugural ISO 14064-1 verification for GHG emissions.

PAGE 179

Scope 3 Emission

We have broadened our disclosure of Scope 3 emissions, now encompassing eight categories, a significant increase from the single category reported in FY2022.

PAGE 180

Renewable Energy

In FY2023, our total energy consumption was 30,167,811 kWh. 22 percent of this is sourced from renewable energy sources, with 5,981,355 kWh of green electricity in the form of Renewable Energy Certificates (RECs) through GET and GreenPower.

PAGE 188

Water Management

Gamuda considers water scarcity in all our developments. To-date, we have recycled 26 percent of surface water in construction and 17 percent of surface water in our developments, reducing our freshwater demands.

PAGE 192

Waste Management

We recognise the importance of responsible waste management, including maximising the efficiency of our raw materials and resources, and properly disposing of solid and hazardous waste to reduce our environmental footprint.

PAGE 200

Wetlands Arboretum Centre (WAC)

The WAC was launched in August 2023 and serves as an edu-tourism and research hub for biodiversity studies, forest-fitness, and educational programmes at Gamuda Cove. The Wetlands Arboretum Centre is also an EDGE Advanced (Zero Carbon Ready) certified.

OUR VALUE TO THE ENVIRONMENT

GAMUDA'S ENVIRONMENT FOOTPRINT OVERVIEW

Climate change is one of the greatest challenges of our time. As more countries and companies commit to meeting their net zero emissions, Gamuda is creating significant opportunities to support customers and communities in their decarbonisation efforts. In FY2023, we gained further momentum by reporting on our environmental performance in Vietnam and Australia. In 2022, Gamuda pledged to become a net zero carbon company by 2050, aligning with the Science Based Targets initiative (SBTi). As we continue on our decarbonisation journey, we are also prioritising sustainable water and waste management. Our focus includes preserving natural habitats, especially wetlands, to safeguard biodiversity.

OUR VALUE TO THE ENVIRONMENT

REGIONAL SHOWCASE OF ENVIRONMENTAL EXCELLENCE

By actively participating in and adhering to environmental best practices, we ensure the environmentally responsible execution of construction and engineering projects. This alignment ensures compliance with both local and global standards.

ADVANCING TOWARDS NET ZERO

We are dedicated to reducing GHG emissions by aligning with global and national pledges, implementing digitalised monitoring, introducing environmental KPIs, incorporating GHG considerations throughout the construction lifecycle, and actively participating in climate-related working groups.

GROUP EMISSIONS AT A GLANCE

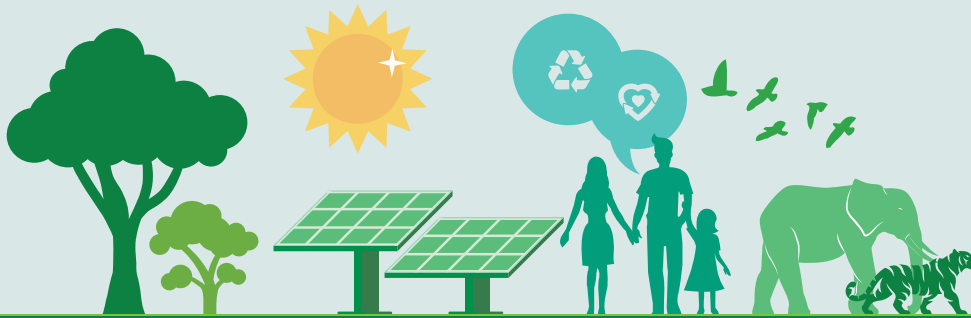
Our GHG footprint, encompassing Scope 1, 2, and 3 emissions, has expanded this year. We have extended our monitoring, disclosure, and assurance efforts beyond Malaysia to include Australia and Vietnam, covering over 100 sites.

RESHAPING URBAN: TOWARDS LOW-CARBON CITIES

We are committed to integrating our climate action into our deliverables, including developments. Our objective is to transform these developments into low-carbon ecosystems, considering factors such as energy, water, waste, mobility, and green spaces.

RESOURCE MANAGEMENT

We are focused on enhancing our waste and water management practices across all our facilities, sites, and office locations. This commitment involves the implementation of efficient and sustainable strategies to minimise waste generation and optimise water usage.



RENEWABLE ENERGY

We are dedicated to using renewable energy sources (RE). Last year, we improved by adding new solar assets and joining government-driven green electricity programmes. We also see potential in hydroelectric projects and residential solar programmes as business opportunities.

CONSERVING BIODIVERSITY

Biodiversity plays a pivotal role in our climate action initiatives. We prioritise the integration of biodiversity conservation in all aspects of our projects. Our programmes encompass biodiversity audits, IUCN studies, partnerships with academic and research institutions, and the establishment of research centres among others.

Climate Risks and Opportunities

Gamuda recognises the potential risks and opportunities posed by climate change. We ensure that every stage of our projects, including design, construction, and demolition, aligns with climate adaptation measures and is used to support climate adaptation measures.

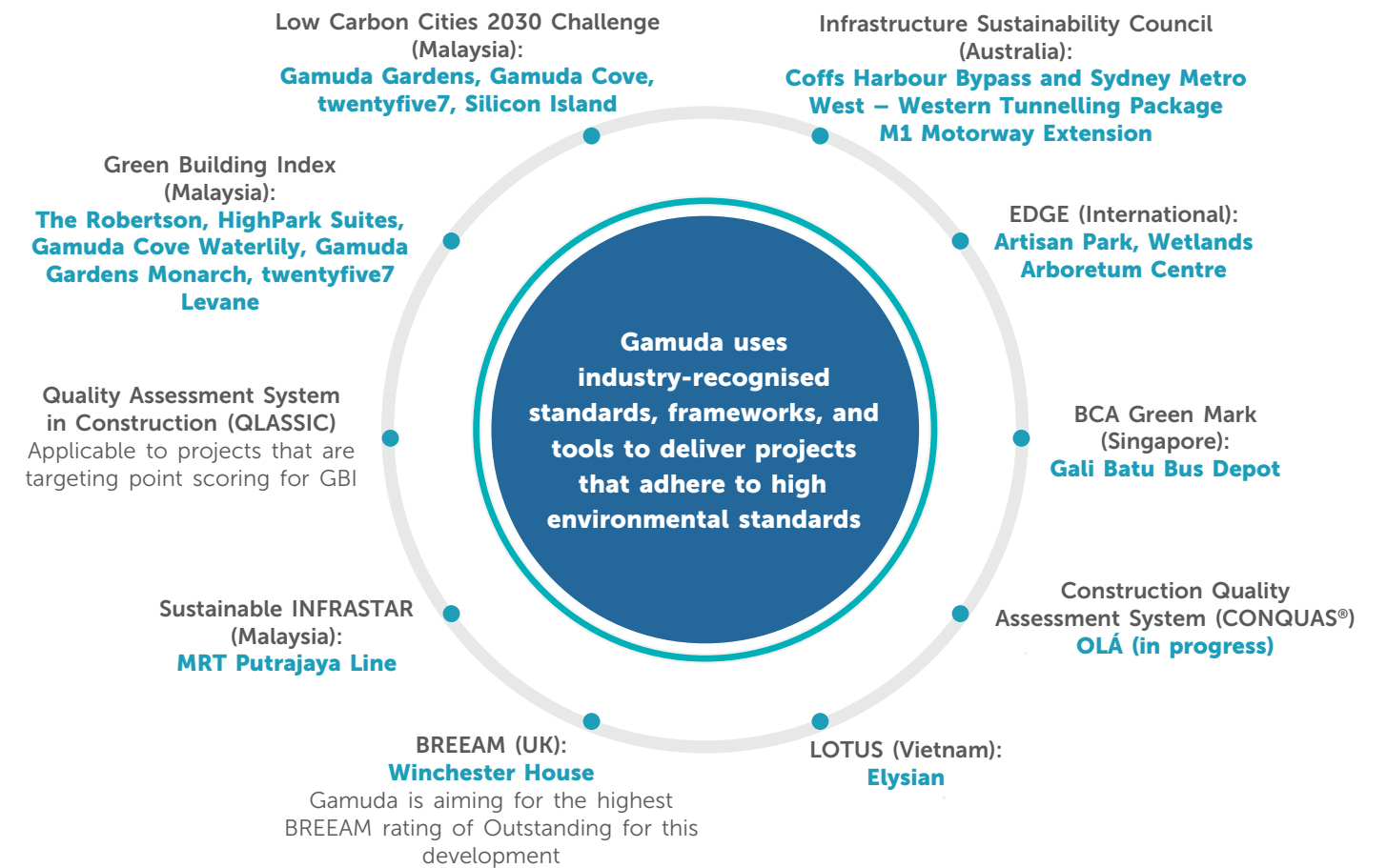
Gamuda conducted a comprehensive assessment of the potential risks and opportunities of climate change, including the effects of global temperature increases and rises in sea levels. This allowed us to study and incorporate adaptive features into our project planning and design.

The company proactively manages major ESG-related risks, like floods and other catastrophic events, by conducting detailed scenario planning and risk assessments. This allows for the identification of vulnerable areas and critical infrastructure that could be affected. In response, the company has established a comprehensive flood preparedness and response plan with clear protocols in place across all our locations.

REGIONAL SHOWCASE OF ENVIRONMENTAL EXCELLENCE

We are actively engaged in partnerships with organisations such as the United Nations Development Programme (UNDP), CEO Action Network (CAN), Climate Governance Malaysia (CGM), Malaysian Green Technology and Climate Change Corporation (MGTC), and the Infrastructure Sustainability Council of Australia (ISCA). These collaborations enable us to contribute to global sustainable development goals, promote diversity and inclusion, support environmental stewardship, reduce our carbon footprint, and adopt best practices in sustainable infrastructure. Through these strategic partnerships, we establish directionality and a shared sense of purpose within a wide network of stakeholders, placing public policies, global agendas and environmental priorities at the core of our efforts.

All of our environmental management practices comply with applicable laws and guidelines, such as the Environmental Quality Act 1974 and Environmental Impact Assessment (EIA) approval conditions in Malaysia, the Law on Environmental Protection 2020 in Vietnam, as well as the Protection of the Environment Operations Act 1997 (POEO Act) in Australia. These stringent adherence and compliance efforts not only ensure legal and regulatory conformity but also demonstrate Gamuda's commitment to environmental responsibility and sustainability, fostering trust with our stakeholders and enhancing our reputation as a socially responsible and environmentally conscious organisation in all the countries where we operate.



OUR VALUE TO THE ENVIRONMENT

ADVANCING TOWARDS NET ZERO

The scientific evidence is unequivocal; to avoid disastrous climate outcomes, we cannot allow global temperatures to exceed 1.5 degree celsius above pre-industrial levels. In the wake of the 2015 Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC) in Paris, countries, institutions, and businesses worldwide – including Gamuda – have committed to reducing their emissions and achieving net zero by 2050.

In 2022, Gamuda became one of the first 16 companies in Malaysia to commit to the Science Based Targets initiative (SBTi) to align our greenhouse gas (GHG) emissions reduction targets with the latest scientific evidence and global efforts to combat climate change. Under our Gamuda Green Plan 2025, the Group

is committed to our GHG emissions intensity by 30 percent in 2025 and 45 percent in 2030 against our FY2022 baseline.¹

Our emissions reporting is also aligned with global standard-setting bodies, such as the Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB) and CDP (formerly the Carbon Disclosure Project). We are dedicated to providing regular reports on environmental matters and diligently tracking and recording our environmental data, which includes GHG emissions. This is accomplished through the use of our cloud-based platform.



We are also laying the groundwork for carbon credits through tree planting and assessing our carbon stocks to determine our carbon storage capacity. Additionally, we are exploring the potential implementation of an internal carbon pricing mechanism that aligns with Bursa Carbon Exchange (BCX) – Malaysia’s voluntary carbon market (VCM) spot exchange that enables the trading of high-quality carbon credits through standardised carbon contracts. We are still in the process of determining our carbon storage capacity while assessing local preparedness and engaging in robust dialogue with relevant stakeholders. We plan to provide further progress updates in the future.

Our GHG emissions reporting has been validated via ISO 14064-1 standards. Our assets and infrastructure in Australia, Malaysia, and Vietnam achieved ISO 14064-1 verification in FY2023, showcasing our commitment to precise measurement and transparency. This sets us apart as a leader in the construction industry, enhancing credibility and aligning with global standards

Our Net Zero Journey

Before 2021

Our Stormwater Management and Road Tunnel (SMART) project, constructed in 2002 was our first climate-related infrastructure project. The primary purpose of SMART is to address two critical issues: flood prevention and traffic congestion reduction in Kuala Lumpur

In 2016, we launched Gamuda Next-Gen Digital IBS, which involved the use of digital design tools and robotics for safer and more sustainable construction, resulting in minimal wastage

In 2017, climate action became one of our material matters

In 2018, we established Gamuda Parks to ensure biodiversity and communal spaces were integrated in our developments. This was also the foundation for our carbon sequestration efforts

In 2020, we began disclosing our carbon emissions data via CDP

2021

Launch of the Gamuda Green Plan 2025, which aims for a 30 percent reduction in Scope 1 and Scope 2 emissions intensity by 2025, and 45 percent by 2030

- Implemented carbon traceability using cloud-based ESG software
- Aligned our sustainability reporting with TCFD
- Obtained external assurance on Scope 2 emissions
- Began monitoring our Scope 3 construction emissions

2022

Committed to being a net zero carbon organisation by 2050

- Adopted the Gamuda Group ESG Policy that includes our carbon reduction plans
- Became an official supporter of TCFD
- Committed to SBTi and became an official member of the Business Ambition for 1.5 degree celsius campaign
- Implemented an integrated cloud-based software to enhance our emissions data monitoring and reporting
- External assurance on Scope 1 and Scope 2 emissions
- Began Scope 3 emissions traceability disclosures
- Promoted supply chain readiness towards an integrated carbon reduction programme
- Acquired 30 percent equity stake in ERS Energy Sdn Bhd

2023

- Report Group's emission to MGTC via Low Carbon Operating System, LCOS
- Began ISO14064-1 verifications for our disclosed GHG emissions data
- Began collecting our Scope 3 emission data from suppliers and disclosing data from eight out of the 15 emission categories according to the GHG Protocol
- Increase usage of renewable energy to 21 percent of Group total energy
- Continued validating our current state based on LCC 2030 challenge, ensuring alignment to reduction capabilities (Diamond rating)
- Introduced EV infrastructure at our offices and premises
- Building through Wetlands Arboretum Centre
- Continued to expand the conversation on renewable energy usage such as GET/RECs

¹ We chose FY2022 as our baseline because our businesses were impacted by the COVID-19 pandemic and data would not have been reflective of business-as-usual circumstances. Our Vietnam operations only began reporting on GHG emissions in FY2023, therefore, data from FY2023 will be monitored and set as the baseline.

OUR VALUE TO THE ENVIRONMENT

GROUP EMISSIONS AT A GLANCE

The Group remains steadfast in our commitment to intensifying our efforts in monitoring and reducing emissions. These initiatives now encompass new projects and asset acquisitions. In the current year, we have expanded our coverage to include over 100 sites across three key countries: Malaysia, Australia, and Vietnam. Our Scope 1 and 2 emissions reporting for FY2023 covers all our businesses in Australia, Malaysia, and Vietnam. Total Scope 1 and 2 GHG emissions were 6,718 (25 percent) and 20,107 (75 percent) tonnes CO₂e respectively, adding towards a total of 26,825 tonnes CO₂e at an intensity of 3.57 tonnes CO₂e per million revenue. The majority of these emissions come from our Malaysian operations, at 25,506 tonnes CO₂e, followed by 1,134 tonnes of CO₂e from Vietnam and 185 tonnes of CO₂e from Australia.

We continue to work towards reaching our Gamuda Green Plan 2025 target of reducing our Scope 1 and Scope 2 emissions intensity by 30 percent by 2025, and 45 percent by 2030. As part of our initiative to reduce our carbon footprint, some of our developments in Malaysia and Australia subscribe to government-driven green electricity programmes, e.g. the Green Electricity Tariff (GET) and GreenPower, and we utilise solar photovoltaics (PVs) for renewable energy (see section on Renewable Energy on pages 180 to 185).

Through our unwavering dedication to meticulously monitoring emissions, ingraining green design principles into every project, and fostering a culture of emission reduction throughout our organisation, we have achieved a remarkable milestone – a 23 percent reduction in emissions intensity compared to our baseline.

In 2022, as part of our continued efforts to achieve full Group-wide carbon traceability, we began collecting and reporting our Scope 3 emissions data directly from our construction sites. Examples of emission sources at these sites include fuel, energy and electricity use. We also gather Scope 3 data from other indirect aspects of our operations, including employee commutes, business travel, transportation and distribution, volumes of materials used, waste, and purchased goods and services.

In addition, we began promoting supply chain readiness for emissions reporting through our complimentary ESG training sessions for over 3,000 supply chain partners comprising financiers, government agencies and regulators, builders, suppliers and consultants. Our suppliers have pledged to reducing their carbon emissions and increasing their operational sustainability, and are working with us on an integrated carbon reduction programme in line with our Gamuda Green Plan 2025.

SCOPE 1

6,718
tonnes CO₂e

SCOPE 2

20,107
tonnes CO₂e

SCOPE 3

132,143
tonnes CO₂e

Emissions avoided

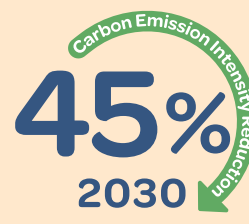


Note:

- Scope 1 emissions refer to direct emissions from premises or activities that are owned or controlled by Gamuda. Scope 2 emissions refer to indirect emissions from the generation of purchased energy, i.e. electricity
- On average, a single tree sequesters approximately 10 kg of carbon dioxide per year (for the first 20 years)

OUR VALUE TO THE ENVIRONMENT

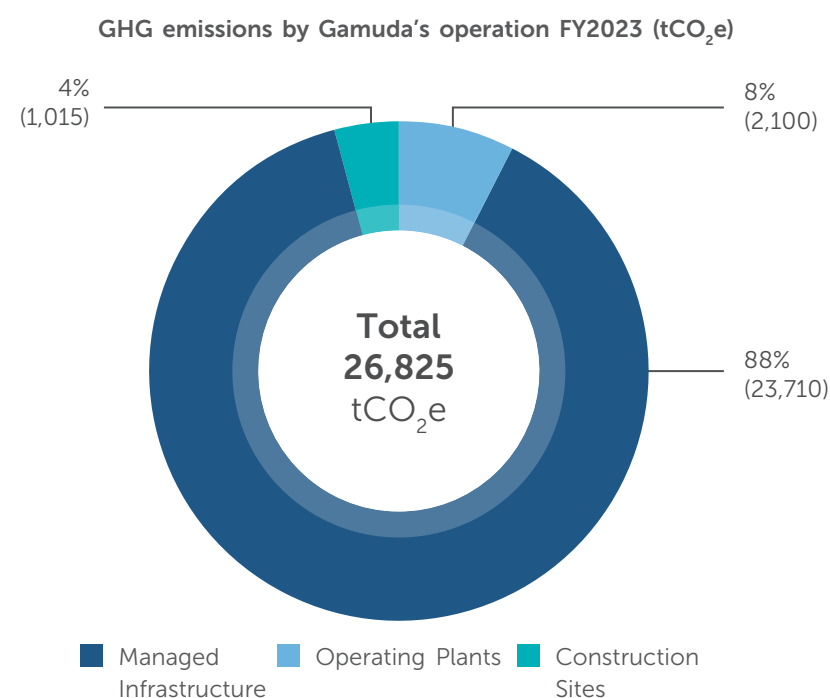
GAMUDA SCOPE 1 AND 2 GHG EMISSIONS FOR FY2023



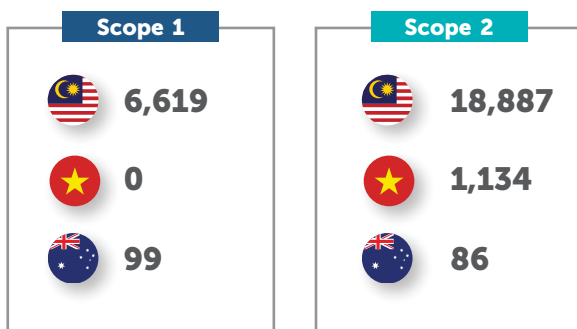
45%
2030

Achieved 23% of GHG emissions intensity reduction compared to our FY2022 baseline

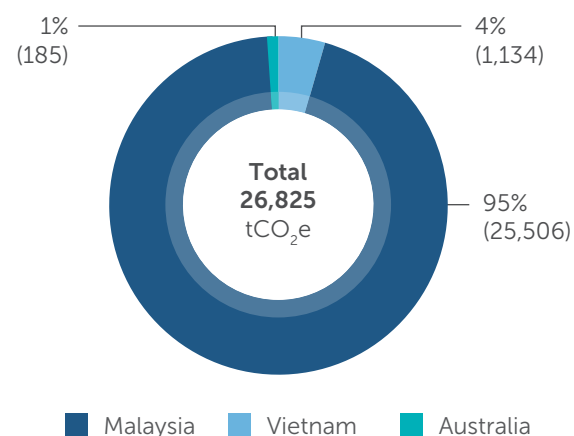
FY2022 (baseline) 4.7 tonnes CO₂e per million revenue



Scope 1 and Scope 2 emissions by Country FY2023 (tCO₂e)



GHG emissions by country FY2023 (tCO₂e)



Note: Refer to pages 210 to 211 for each location Scope 1 and Scope 2

Our FY2023 Scope 3 emissions data is limited to specified business units in Malaysia. As we systematically implement our emissions reporting framework, we intend to broaden this reporting to include additional business units in the future, including those operating overseas. This initiative underscores our unwavering dedication to consistently enhance our environmental impact assessments and achieve a comprehensive understanding of our carbon footprint across all facets of our global operations. Our Scope 3 emission is as follows:

Total emissions for Scope 3¹ in FY2023 were 132,143 tonnes CO₂e.

We started gathering emissions data from our suppliers in 2023 and will establish Scope 3 supply chain emissions targets beginning in 2026. Our Scope 1 and 2 emissions are subject to annual internal and external audits, and we plan to conduct audits for our Scope 3 emissions in the future.

Waste Generated in Operation <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS Gamuda Land 392 tonnes CO₂e	Business Travels <ul style="list-style-type: none"> Gamuda Berhad Gamuda Next-Gen Digital IBS Gamuda Land 774 tonnes CO₂e	Capital Goods <ul style="list-style-type: none"> Gamuda Berhad Gamuda Next-Gen Digital IBS GB Kuari Gamuda Land 823 tonnes CO₂e
Purchased Goods and Services <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS Gamuda Land 91,636 tonnes CO₂e	Downstream Transportation <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS GB Kuari Megah Sewa Gamuda Land 8,254 tonnes CO₂e	Upstream Leased Assets <ul style="list-style-type: none"> Gamuda Berhad Gamuda Engineering Gamuda Land 1,375 tonnes CO₂e
Downstream Leased Assets <ul style="list-style-type: none"> Megah Sewa 238 tonnes CO₂e	Employee Commuting <ul style="list-style-type: none"> Gamuda Berhad 28,651 tonnes CO₂e	

Using Green Materials

Our efforts to reduce our Scope 3 emissions have begun by incorporating the use of green materials in our designs. In Vietnam, we include green and environmentally friendly elements throughout our developmental value chain, from procurement to architect selection and contractor engagement. This includes actively finding ways to use eco-friendly construction materials to reduce embodied carbon and Scope 3 emissions.

At our Plot A6 Diamond Alnata Plus project, we have implemented the following measures:

Plot A6 Diamond Alnata Plus project

- By mixing concrete with fly ash, a fine powder derived from coal's mineral matter, its **strength and durability is enhanced**, resulting in greater resistance to cracking, permeability, and long-term performance. This also helps **reduce the amount of cement needed**, minimising its environmental impacts.
- We use certified 'green' laminates for our flooring or furniture to ensure our products meet environmental and safety standards, **particularly regarding formaldehyde emissions**.

- All our units are being built with **100 percent power-efficient LED lights**.

- Harvested rainwater is utilised** for curing concrete, as well as for gardening and cleaning purposes.

¹ Spend-based method is the first available method for Scope 3 measurement to estimate our emission. This approach involves multiplying the financial value of a purchased good or service by an emission factor to derive an estimate of emissions. Additionally, we are also using the average-data method to estimate emissions from employee commuting by relying on general data, such as national averages, regarding commuting patterns

OUR VALUE TO THE ENVIRONMENT

Similarly, our efforts to reduce embodied carbon in Australia starts with:

Project-wide: Coffs Harbour Bypass Project

Sydney Metro West – Western Tunnelling Package

M1 Motorway Extension

Gamuda's Australian operations actively reduce embodied carbon emissions by **utilising cement replacement materials** such as **fly ash, ground-granulated blast furnace slag, and silica fume**, all of which are waste byproducts from other industries. This **will reduce the environmental footprint of their projects and contributes to waste diversion** from other industries, to foster sustainable construction ecosystem.

Project: Coffs Harbour Bypass Project

Supply near 500 tonnes of large woody debris from the project for river restoration and **reducing riverbank erosion** in the Clarence River catchment, **aiding in flood protection** and **promoting aquatic biodiversity habitat**.

Project: Sydney Metro West – Western Tunnelling Package

The precast facility at Eastern Creek **provides high-quality tunnel segments** produced with high levels of Supplementary Cementitious Materials (SCM) concrete mixes, **meeting strict contract requirements for quality, fire rating, and sustainable materials**

Using Australia's first high-recycled content asphalt (Reconophalt™) and 100 percent recycled plastic fibres to reinforce concrete (eMesh).

GuardDog Drain Filter employed at drainage outlets, made from **100 percent recycled absorbent media**, with a longer lifespan and reduced waste generation.

EFFICIENT ENERGY MANAGEMENT

In Gamuda Gardens Vietnam, we have replaced 60 percent of our conventional fuel-based tools and gardening and landscape maintenance equipment with electric rechargeable devices for in-house and outsourced services. We are also gradually phasing out halogen streetlights and landscape lighting fixtures and replacing them with LED lights.

Currently, approximately 58 percent of the lights in our development have been converted to LED. This shift has

reduced exhaust gas carbon emissions, lessened noise pollution, and resulted in brighter streets and walkways, longer-lasting lightbulbs, as well as energy and cost savings.

In addition, as part of our green transport mobility plans and initiative to reduce transport emissions, we use electric motorbikes and buggies for site work across all our developments. Bicycles and electric carts are also used to collect rubbish within the development.

RENEWABLE ENERGY

As the fight against climate change gathers pace, there is increased attention on renewable energy (RE) across all industries worldwide. The drive to generate power using alternative sources instead of fossil fuel is essential for companies and countries to achieve their decarbonisation goals. Gamuda's RE efforts towards renewable energy in Malaysia are closely aligned with the national agenda, particularly the National Energy Transition Roadmap (NETR) and the Malaysia Renewable Energy Roadmap (MyRER), which aim to ensure long-term energy security and environmental and economic sustainability through the decarbonisation of the electricity sector. In Australia, we comply with government mandates, such as the Climate Change Act 2022, Rewiring the Nation plan, National Energy Transformation Partnership, and National Energy Performance Strategy.

As part of the Gamuda Green Plan 2025, our goal is to reduce our reliance on non-renewable energy in our developments and developments by 40 percent by 2030 compared to our business-as-usual levels. Additionally, we plan to gradually phase out non-RE and reduce our dependence on grid electricity supply by generating 100 percent of our energy from renewable sources such as solar panels by 2025 across our offices, construction sites and assets.

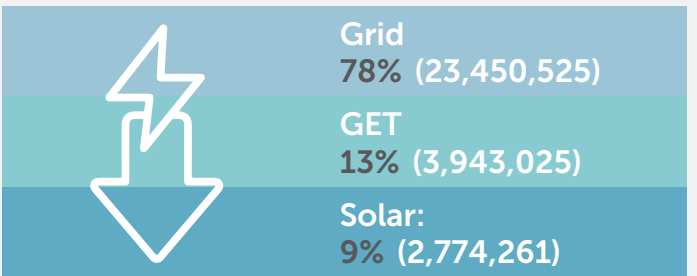
To help us achieve our goals and ensure alignment with applicable standards and frameworks such as Sustainable INFRSTAR and LCCF, design considerations are made for all projects before construction. After construction, we install solar panels or

photovoltaics (PV), subscribe to renewable energy programmes, such as Tenaga Nasional Berhad's (TNB) GET Programme in Malaysia at Menara Gamuda and Gamuda Next-Gen Digital IBS and the Australian government's GreenPower programme for the Sydney Metro West – Western Tunnelling Package project, and retrofit equipment or tools. These efforts also help us to leverage sustainability-linked loans.

In FY2023, our total energy consumption was 30,167,811 kWh. 22 percent of the total was sourced from renewable energy sources, with 3,943,025 kWh of green electricity in the form of Renewable Energy Certificates (RECs) through Green Electricity Tariff (GET). All our renewable energy programmes have led to 5,390 tCO₂e avoided.

Successfully installed **6,478** solar PVs across **10** sites that can generate **3,143 kilowatt peak (kWp)** of electricity

Total Energy Consumption By Source FY2023, 30,167,811 kWh



Progress On PV Installation Across Gamuda Sites

Site Name	Capacity (kWp)	No. of panels	Status
Quayside Mall, twentyfive7, Malaysia	1,192	2,208	COMPLETED
Gamuda Next-Gen Digital IBS, Banting, Malaysia	300	556	COMPLETED
Menara Gamuda, Malaysia	147	270	COMPLETED
Sales Gallery, twentyfive7, Malaysia	81	150	COMPLETED
Megah Sewa, Selangor, Malaysia	272	500	COMPLETED
Batu Maung Store Yard, Silicon Island, Penang, Malaysia	12	26	COMPLETED
Sports and Resort Club, Celadon City, Vietnam	745	1,675	COMPLETED
Artisan Park, Binh Duong, Vietnam	13	23	COMPLETED
Wetlands Arboretum Centre, Gamuda Cove, Malaysia	71	130	COMPLETED
Experience Gallery, Gamuda Gardens, Malaysia	310	940	INSTALLED: PENDING COMMISSIONING

OUR VALUE TO THE ENVIRONMENT

EXPANDING OUR RENEWABLE ENERGY BUSINESS

In December 2022, we finalised a deal to purchase a 30 percent equity stake in ERS Energy Sdn Bhd, a pioneering solar energy company based in Malaysia, specialising in engineering procurement construction and commissioning (EPCC). Together through NEDA Pekan Sdn Bhd, we are developing the NEDA39 Solar Farm in Pekan, Pahang, which will provide solar energy and benefit residents in the area.

NEDA39 operates under TNB’s New Enhanced Dispatch Arrangement (NEDA) framework which underlines the Malaysian government’s Corporate Green Power Programme (CGPP), whereby power producers can supply energy to TNB without a power purchase agreement (PPA). Upon operation, NEDA39 is estimated to generate up to 64,000MWh of solar power and RECs annually.

With this strategic investment, Gamuda will be able to expand our RE asset portfolio to over 800MW in the coming years and accelerate our business plan to become Malaysia’s leading private RE producer.

125 acres, 39MWp NEDA39 solar farm uses cutting-edge technology, such as solar trackers and a battery storage system to future-proof the facility



Aerial view of NEDA39 Solar Farm, Pekan, Pahang, Malaysia

Transforming Urban Living via Eco-Friendly Features

In September 2023, we have signed a Memorandum of Understanding (MoU) with ENGIE, a global leader in low-carbon energy and services. The partnership will focus on exploring and implementing renewable (solar) and efficient energy, as well as energy efficient solutions across our developments, including Gamuda Cove in Kuala Langat, Gamuda Gardens in Rawang, and twentyfive7 in Kota Kemuning by 2024.

We are introducing first-to-market sustainability innovations to The Canopy on Normanby residential project in South Melbourne, Australia. With over 20 floors, The Canopy will feature a host of green building features and biophilic designs. It will be the first residential project in Melbourne with a ground source heat pump and 86 kilowatt (kW) rooftop solar array – designed to produce a combined output of approximately 5 to 10 percent building’s annual energy requirements from on-site generation with a commitment to source the remainder from off-site certified green energy generation.

In addition, the project will feature an on-site rainwater harvesting system with a 35kL rainwater tank, inbuilt recycling infrastructure, EV charging facilities with on-site EV, e-scooter, and e-bike,

exclusively for residents, and potentially Melbourne’s first urban park with the Miyawaki-inspired forest planting method.

At our Artisan Park sales unit and sales gallery in Binh Duong, Vietnam, we are installing solar panels to generate renewable energy on-site, which can help power domestic water heaters. Water-efficient faucets and showerheads are being installed to help reduce water consumption and wastage.

We are also using flat roof tiles which are 20 percent lighter than traditional roof tiles and coated with high-grade nano paint that can deflect heat and help lower indoor temperatures. We are also using porcelain tiles and concrete slabs, which help to reduce embodied energy in materials.

In addition to improving the quality of life within our communities through sustainable innovations, we are committed to digitally integrating some of our developments into “smart townships.” We are preparing to sign a Memorandum of Understanding (MoU) with a leading 5G technology provider to collaborate and explore the potential for 5G implementation across all our developments.



Artisan Park has achieved the EDGE Advanced Preliminary Certificate, with **70%** energy saving, **29%** water saving, and **52%** less embodied carbon in materials. We anticipate to achieve the EDGE Final Certificate in Q4 2023

OUR VALUE TO THE ENVIRONMENT

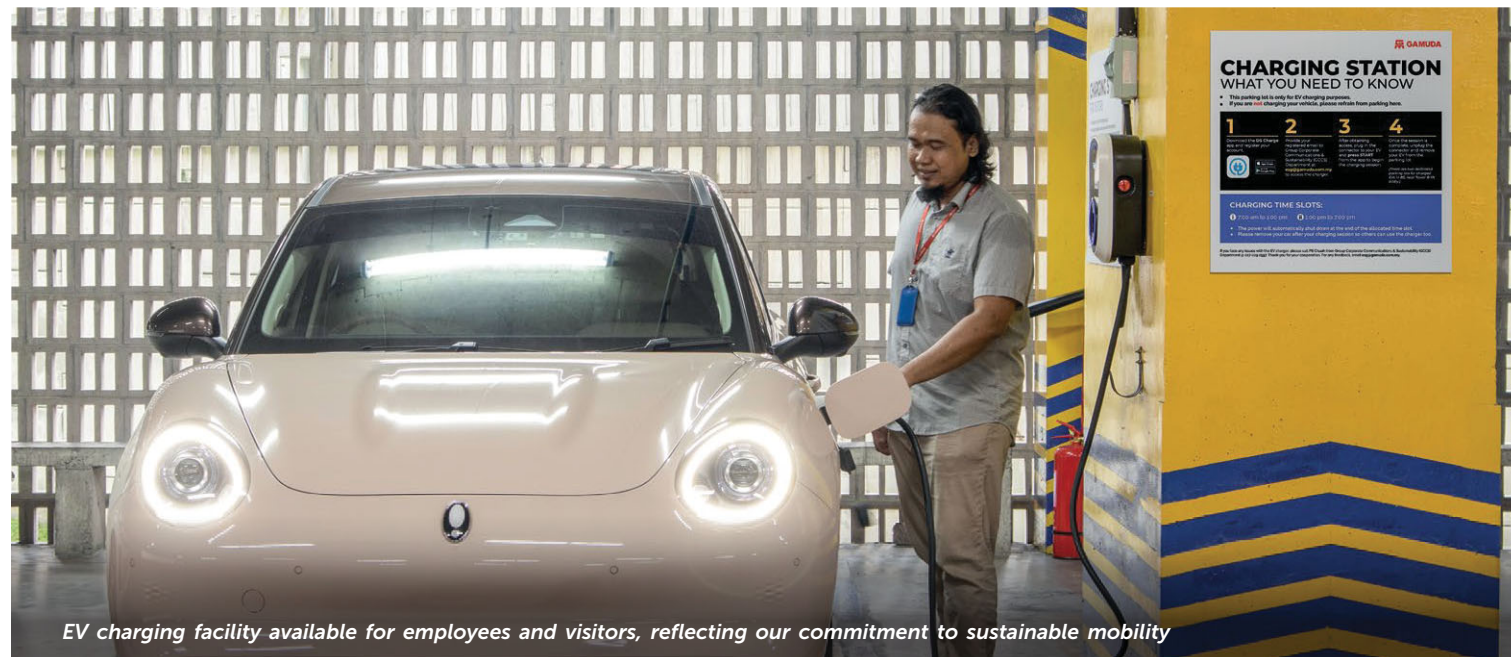
Promoting EV-Ready Facilities

INSTALLING EV CHARGERS AT MENARA GAMUDA

In the third quarter of 2022, following extensive planning, research, and assessments on factors including location, design, safety, power, and internet connectivity, we began an initiative to install electric vehicle (EV) chargers at Menara Gamuda in Malaysia as part of our ongoing efforts to create a more environmentally-conscious workplace.

Menara Gamuda is currently equipped with seven EV chargers which are available for use by our employees and visitors. Three-phased and AC-powered, these EV chargers can deliver up to 22 kilowatts (kW) per hour, requiring only 4 to 6 hours to reach an 80 percent charge.

The successful implementation of this initiative is a testament to the collaborative spirit and dedication of multiple Gamuda departments, including Group Corporate Communications and Sustainability, Group Human Resources and Administration, Group Quality, Safety, Health, and Environment, Gamuda Energy, and Gamuda Excellence Transformation.



EV charging facility available for employees and visitors, reflecting our commitment to sustainable mobility

Tesla Superchargers at Gamuda Cove

In July 2023, we began discussions with Tesla Malaysia and have since finalised an agreement with them to construct 24 parking spaces equipped with Tesla Superchargers at our Gamuda Cove Discovery Park. The Tesla Superchargers hub is one of the largest in the country with a maximum charging rate of 250 kW. Construction is expected to commence in late 2023.

Electric Vehicles in Vietnam

In February 2023, we launched electric vehicles (EV) programmes where the management will start renting EV to replace the conventional internal combustion engine (ICE) vehicle with EV for their office usage.

EV Infrastructure in Australia

At The Canopy, South Melbourne, tenants have the opportunity to rent EVs through the Ohmie GO smartphone app. Ohmie Go is an EV sharing solution for residents who live in buildings with an electric mobility hub. Subsequently, Gamuda adheres to the Green Star rating system requirement to ensure:

- Allocation of four carparks within the building to be used as carshare
- Electrical infrastructure and a load management plan to allow for future installation of EV chargers to 25 percent of all car parking spaces

At 95 St Kilda Road, a newly proposed mixed-use residential and retail building, load management EV charging infrastructure will also be installed, in line with the local government's net zero goals. A total of 75 percent (50 lots) of on grade car parks will be EV-ready by 2026.

BICYCLE NETWORKS FOR ECO-FRIENDLY MOBILITY

Gamuda Land is committed to sustainable masterplanning in its developments, prioritising eco-friendly mobility options, such as walking and cycling. At our twentyfive7 development in Kota Kemuning, Selangor, we introduced 'The Loop', a 7 km network of pet and wheelchair-friendly walkways with ample space for joggers and cyclists. The development also features bicycle racks, repair stations, and rental services to encourage bicycle use. We are also exploring ways to incentivise walking and cycling by integrating The Loop with a wellness reward program through the Gamuda Land mobile app, where residents can earn rewards such as shopping vouchers for use at Quayside Mall.

At Gamuda Cove, residences are strategically located close to parks connected by walkways and cycling paths, which reduces the need for car travel. Similarly, at Silicon Island, Penang, green mobility elements like a bicycle path network will be incorporated to serve both residential and commercial areas.

Our efforts align with our Gamuda Green Plan 2025 target to establish 250 km of cycling and pedestrian networks and achieve a 40 percent reduction in non-renewable energy use across developments. As of FY2023, we have **successfully completed a total of 93 km out of 250 km** planned of cycling and pedestrian pathways in our developments. Aside from making the urban environment more pleasant, safe, and less polluted, these eco-friendly mobility initiatives not only inline with the Low Carbon Cities Framework (LCCF), but can also ease traffic congestion and improve public health.



Bicycles available to be used at Gamuda City, Vietnam

OUR VALUE TO THE ENVIRONMENT

RESHAPING URBAN LANDSCAPES: TOWARDS LOW-CARBON CITIES

Gamuda Land began adopting the Low Carbon City Framework (LCCF) in 2020, as part of our efforts to achieve our Gamuda Green Plan 2025 target of reducing CO₂ emissions by 40 percent compared to business-as-usual (BAU) levels by 2030 across our developments.

In July 2019, Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC) launched the Low Carbon Cities 2030 (LCC 2030) Challenge, which focused on five elements in line with the greenhouse gas (GHG) Protocol for cities:



In 2021 and 2022, Gamuda participated in the challenge and obtained five, four, and three Diamond recognitions for our Gamuda Cove, Gamuda Gardens, and twentyfive7 developments respectively. These accolades are proof of our exemplary approach and are also indicative of our extensive commitment towards environmentally responsible development.

Through our internal audits that was verified by our consultant, we have assessed our carbon reduction progress in 2023. Should we adhere to our sustainability strategies, we aim to achieve a 21 percent reduction in carbon emissions by 2030 by means of the collaborative sustainability initiatives carried out throughout the three developments. Gamuda Cove will make the most prominent contributions to the reduction efforts, with 13 percent of the emission reduction, followed by Gamuda Gardens (3.9 percent) and twentyfive7 (3.8 percent).

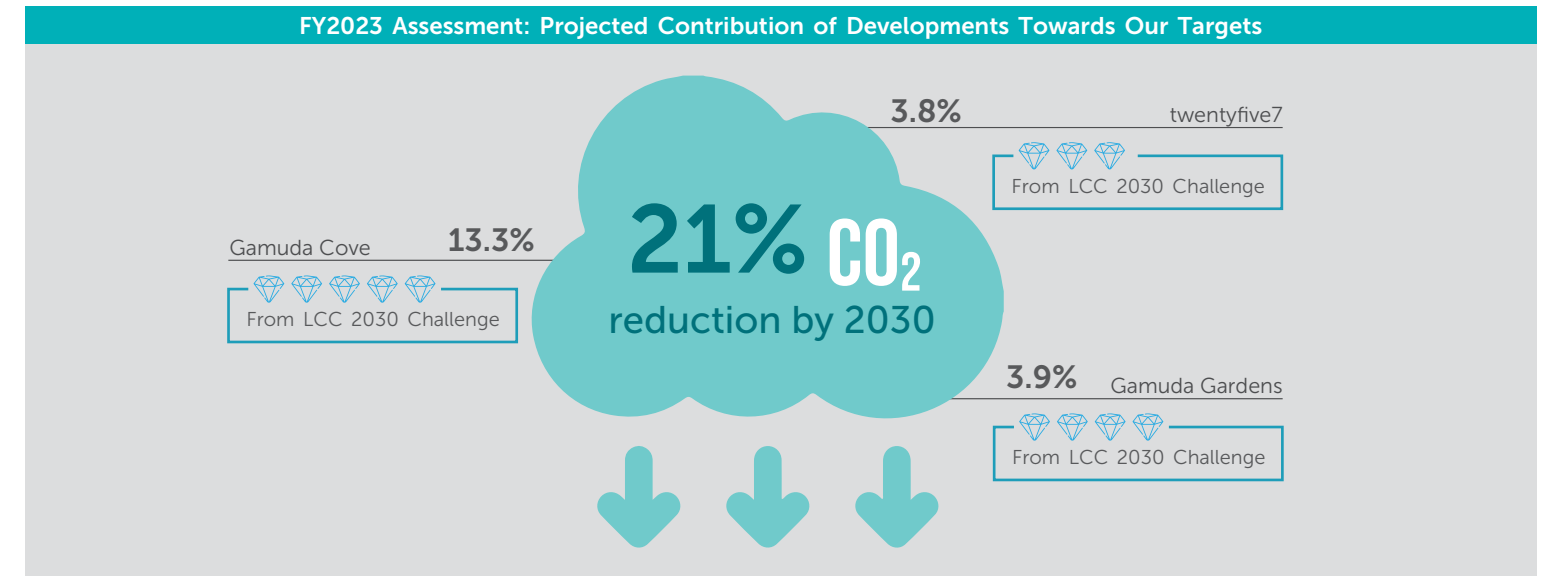
Urban Transportation continues to offer the most substantial potential for reducing carbon emissions in Gamuda Land, with a significant impact on reducing emissions in Gamuda Cove and a remarkable 70 percent in Gamuda Gardens. The second most significant avenue for reducing carbon emissions is energy, contributing between eight percent and 45 percent across our developments. Waste management also plays a crucial role in carbon emission reduction by diverting waste away from landfills. We recognise that initiatives aimed at reducing carbon emissions demand ongoing attention and oversight, and we are dedicated to implementing and sustaining these efforts as we make meaningful progress toward our environmental objectives.



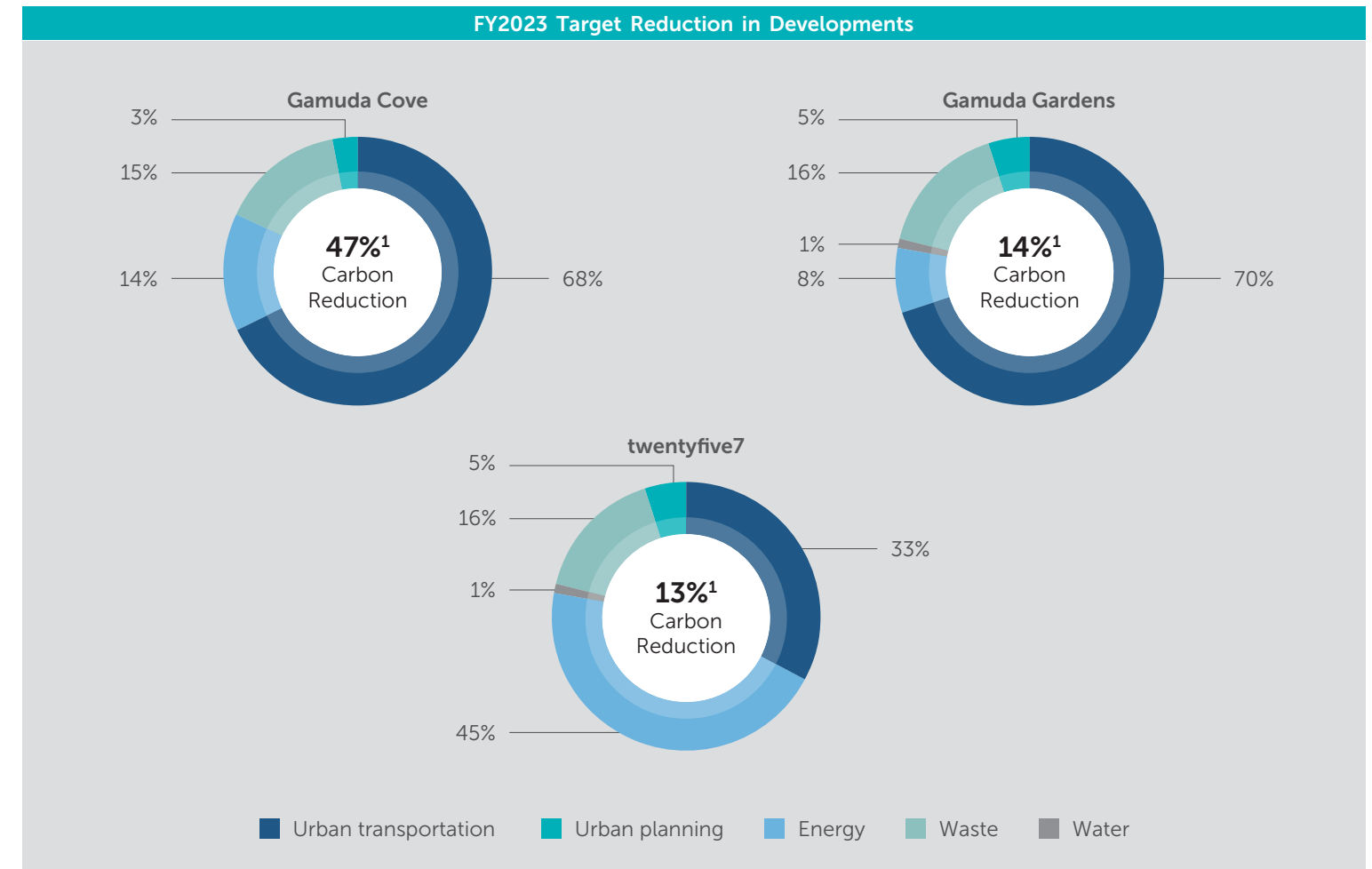
Kota Kemuning, Selangor, Malaysia

Note: Gamuda Cove, Gamuda Gardens and twentyfive7 have received five, four and three-diamond ratings respectively, accredited by MGTC under the Low Carbon City (LCC 2030 Challenge). Gamuda Cove is the first private township in Malaysia to receive this recognition

FY2023 Assessment: Projected Contribution of Developments Towards Our Targets



FY2023 Target Reduction in Developments



¹ Percentage of carbon reduction target by 2030

OUR VALUE TO THE ENVIRONMENT

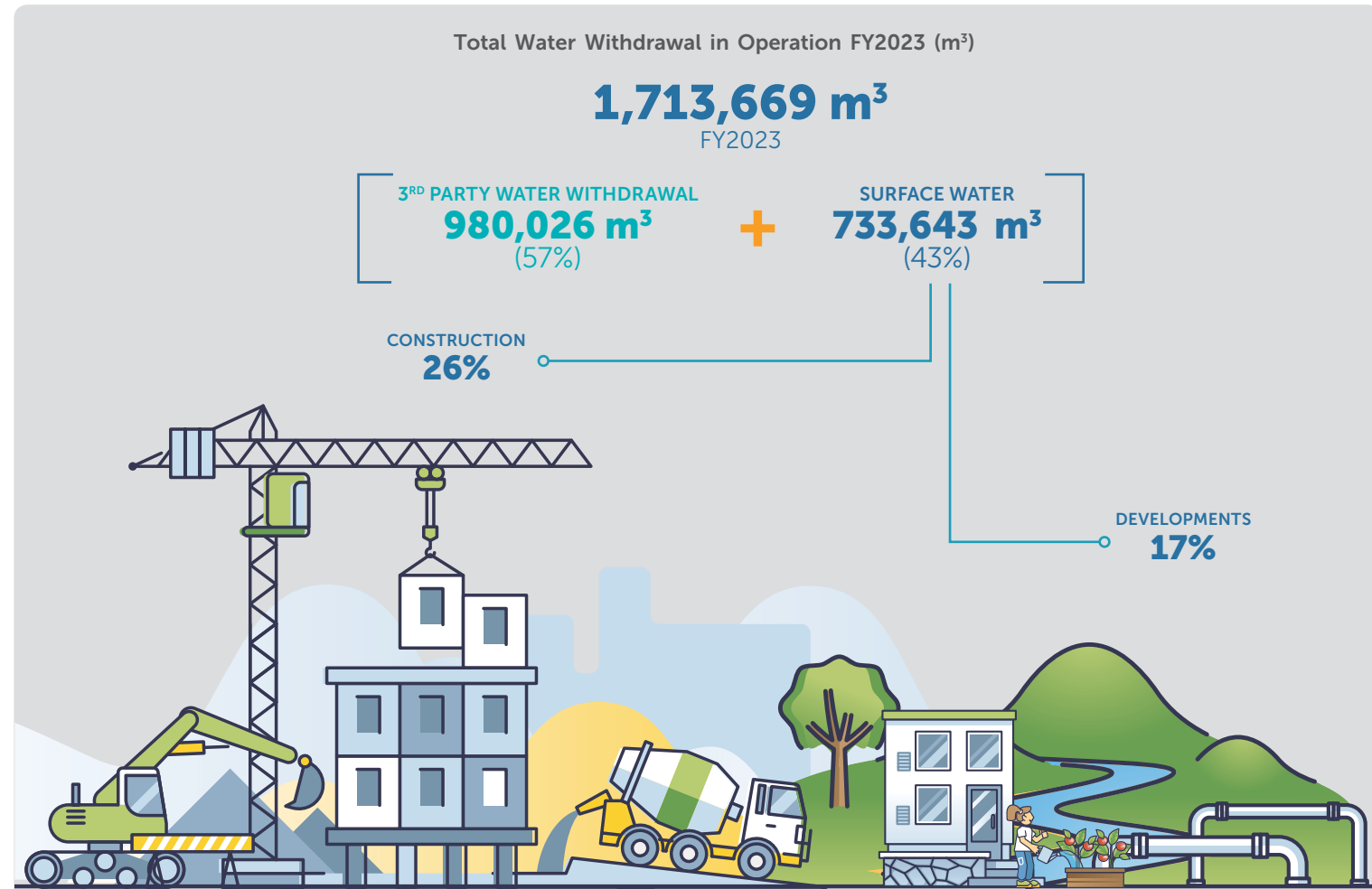
RESOURCE MANAGEMENT

Water Management

Gamuda has incorporated water management into its business strategy and conducts regular risk assessments to mitigate these challenges and promote sustainable water management across our operations and developments.

Through our Gamuda Green Plan 2025, we are committed to reducing our water usage by minimising our freshwater demand. We use science-based tools such as the Aqueduct Water Risk Atlas by the World Resources Institute (WRI) to assess for water risks and ensure that our active operations, sites, and premises are not located in water-stressed regions or areas.

All Gamuda staff are responsible for managing their water consumption. To ensure effective water management and minimise wastage, we integrated strategies for water efficiency and recycling in the development of SplashMania at Gamuda Cove, which was launched in Q1 2023. These initiatives included the use of recycled rainwater for park-wide irrigation and non-potable applications. Additionally, water-efficient fittings, such as low-flow and touchless sensors with dual flush systems, were installed in the facility's toilets during the design phase.



- All the construction sites and development projects indicated include Gamuda Cove, Gamuda Gardens, Horizon Hills, Jade Hills and twentyfive7. Currently, all these sites have water management plans in place
- Examples of sites using lake water for landscape irrigation include KPGCC, Horizon Hills Golf and Country Club, Gamuda Gardens Advanced Tree Planting (ATP) nursery, and Kundang Estates ATP nursery

We are also committed to avoiding or reducing water pollution. All effluents are treated before discharge into waterways in line with local environmental regulations.

Our water management initiatives include:

 <p>Utilising Next-Gen Digital IBS to monitor water consumption data and for efficient water use, including software-controlled water mix for daily concreting; periodic inspections to check for underground pipe leakage</p>	 <p>Reducing wastage by regular checking and scheduled maintenance; preventing and immediately plugging any leaks at all our managed sites and premises</p>	 <p>Engaging external parties, conducting periodic environmental audits and water sampling to ensure no contamination on the surrounding water bodies from our development activities</p>
 <p>Educating our employees on responsible water use and increasing employee awareness on proper water management</p>	 <p>Utilising lake water and harvesting rainwater for landscape irrigation; using rainwater for batching concrete, and for washing and cleaning</p>	 <p>Incorporating water-efficient features across our developments</p>

WATER RECYCLING AND RAINWATER HARVESTING

One of our main objectives is to reduce our reliance on freshwater consumption by recycling water and harvesting rainwater. To do this, rainwater and surface runoff from large catchment areas is channelled into retention ponds or reservoirs at our development sites for storage and subsequently used for landscape irrigation. Aside from reducing wastage, rainwater harvesting is energy efficient and requires no chemical treatment. This substantially reduces our dependence on potable water.

In line with our Gamuda Green Plan 2025, we are committed to recycling 50 percent of the water used at our construction sites by 2025 and reducing the freshwater demand in developments by 65 percent.

To date, we have recycled 733,643 m³ of surface water (43 percent from total water withdrawal) across our assets and developments.



EROSION CONTROL THROUGH HYDROMULCHING

In Australia, we employ the innovative use of hydromulch. Hydromulch comprises a precise blend of seed, water, wood fibre mulch tackifiers, fertiliser and tracking dye, carefully applied to exposed soil. This unique combination fosters grass growth, ensuring efficient erosion control and soil stability, and also plays a crucial role in preventing dust generation and safeguarding water quality.

Water is introduced into the mixture on-site, and the truck, whether in motion or stationary depending on the landscape type, hydraulically applies the hydromulch across the designated area. This innovative technique not only helps us achieve our

construction objectives but also reinforces our commitment to environmentally responsible practices by minimising water usage while delivering effective erosion control and soil stabilisation.

We also utilise Envirostraw Hydromulch, an advanced alternative to conventional hydromulch which yields exceptional results and optimises resource efficiency by using 40 to 50 percent less water. This efficiency translates into enhanced productivity, as we spend less time replenishing the hydromulch tanks, allowing us to cover larger areas more effectively.

OUR VALUE TO THE ENVIRONMENT

Addressing Water Issues

Water scarcity has become a pressing global concern, exacerbated by climate change, population growth, rapid urbanisation, and inefficient water management practices. Gamuda considers water scarcity in all areas that we develop, creating solutions to increase water efficiency and ensure sustainable withdrawals and supply of

freshwater for current and future generations. This is in line with the United Nations Sustainable Development Goal (UN SDG) Target 6.4 to address water scarcity and substantially reduce the number of people suffering from water scarcity worldwide.

YEN SO PARK: TREATING WASTEWATER IN VIETNAM



Yen So Sewage Treatment Plant treats up to **40%** of Hanoi's wastewater each day

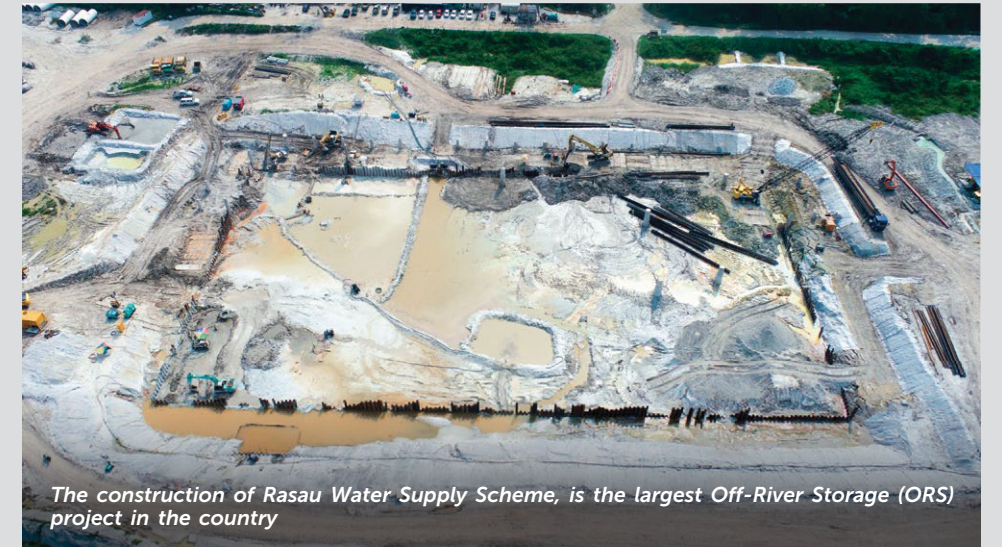
Gamuda City's award-winning Yen So Park and Yen So Sewage Treatment Plant in Hanoi are two of our environmental rehabilitation success stories, where we transformed one of the city's most polluted and inhospitable areas into a thriving urban green lung.

Before the sewage treatment plant, there was no proper sewage system in Hanoi, which led to the contamination of local waterways. After careful planning and design to substantially improve local water quality, the Yen So Sewage Treatment Plant was opened in 2012. Today, the plant treats up to 40 percent of Hanoi's wastewater every day.

During the planning and development stages for Yen So Park, we were careful to protect existing natural features. For example, we carefully transplanted trees from areas designated for Gamuda City's development to the park, where they are now permanently integrated into the landscape. Following its completion in 2012, the 252 acres park has become a popular local community attraction and helped attract subsequent investment and development to Hanoi.

RASAU WATER TREATMENT PLANT: INCREASING WATER RESERVES IN PENINSULAR MALAYSIA

The Sungai Selangor Water Supply Scheme (SSP3) had historically been the only source of raw water in the Klang Valley region of Peninsular Malaysia. However, water disruptions due to pollution pose an ongoing risk to businesses and livelihoods. Urgent action to ensure water security is necessary as the water supply reserve margin is predicted to decrease to two percent by 2024 if no interventions are made.



The construction of Rasau Water Supply Scheme, is the largest Off-River Storage (ORS) project in the country

Given Gamuda's extensive experience and expertise, in July 2022, we were appointed by Pengurusan Air Selangor Sdn Bhd as the main contractor for the first stage of a new water supply scheme project involving Sungai Rasau.

Features of this project include:

Country's biggest off-river storage (ORS) project and the largest water supply scheme in Southeast Asia, capable of producing approximately 1,400 million litres per day (MLD) of treated water, drawn from ex-mining ponds.	A 700 MLD water treatment plant near Tanjung Dua Belas	Twin 2.4 m diameter water pipes, each over 8 km, connecting the intake structure and the water treatment plant	The Rasau Water Treatment Plant is expected to substantially increase the water reserve margin to 21% and deliver 700 million litres of clean water to 467,000 consumers throughout the region ¹
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Nine former tin mining ponds with an area of 1,208 acres between the areas of Petaling and Sepang have been identified as ORS or reservoirs to store raw water from rivers, including Sungai Selangor, Sungai Rasau and Sungai Air Hitam.

With the ability to supply water during drought and store diverted floodwater, this ORS facility is an ideal solution for tackling water security and alleviating the concerns of the residents of Klang and the wider Selangor state. Moreover, this project will also be the first of its kind in Malaysia to help mitigate the impacts of climate change.

Other key ESG aspects of this project include:

Other key ESG aspects of this project

- Use of on-site electric bikes
- Contributions to the surrounding *Orang Asli* community, e.g. job opportunities, road resurfacing, financial support for schools, allowing lorry activities only during after-school hours to ensure better road safety

- Rainwater harvesting and the use of recycled water for washing and cleaning
- Use of solar-powered lights at project site entry

- Material reuse, e.g. office containers and metal barriers from other completed project sites

Slated for completion in 2025, the project is expected to significantly reduce the region's dependence on the Sungai Selangor water supply scheme.

¹ Assuming a daily consumption of 1,500 litres per consumer

OUR VALUE TO THE ENVIRONMENT

Waste Management

We recognise the importance of responsible waste management, including maximising the efficiency of our raw materials and resources, and properly disposing of solid and hazardous waste to reduce our environmental footprint.

Our waste management practices comply with all applicable laws and guidelines. In Malaysia, these include the Solid Waste and Public Cleansing Management Act 2007, Environmental Quality (Scheduled Wastes) Regulations 2005, and Construction Industry Development Board (CIDB) guidelines. In Vietnam, we comply with the Law on Environmental Protection 2020. For FY2023, we have produced 25,403 tonnes of non-recyclable waste, 96 tonnes of hazardous waste, and 2,087 tonnes of recycled waste.

In line with our Gamuda Green Plan 2025, we have achieved:

In Australia, we adhere to the National Waste Policy and the Protection of the Environment Operations Act 1997 (POEO Act). However, regulations, policies, and guidelines on waste management and recycling concerning construction and demolition waste differ in each state and territory.

As part of our Gamuda Parks Policy, the Brown Thrust objectives include implementing material and resources conservation efforts using the 6R approach (reuse, reduce, repair, refuse, recycle, and reimagine) in line with the principles of the circular economy to minimise waste generation and comply with applicable waste and materials management laws and regulations.

Recycling rate:

5.6% of total waste were recycled from our assets and construction sites

Landfill avoidance:


7.1% of waste produced from our developments, construction sites, and assets were successfully diverted from the landfill


Compost waste:


6.7% of food waste were diverted from the landfill by converting it to compost


We also aim to have 90 percent of its units in a development being built with Gamuda Next-Gen Digital IBS to help us facilitate a centralised and efficient waste management approach, minimising waste to almost none.


Our initiatives include:

 Waste segregation (recyclables and non-recyclables)

 Providing recycling bins and food waste bins

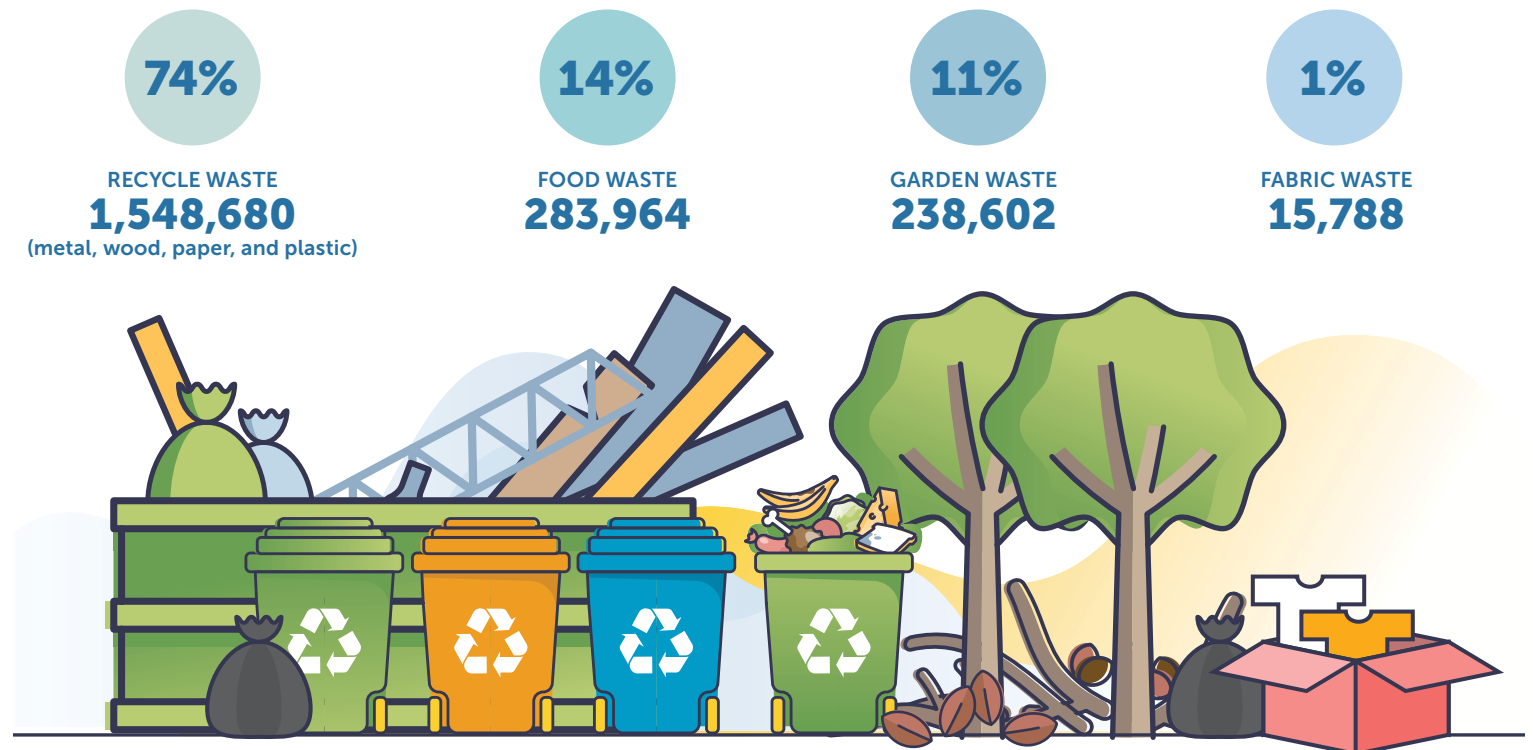
 Conducting annual e-waste campaign and providing e-waste bins

 Equipping project sites with recycling facilities for waste recovery and reuse, e.g. landscaping

 Establishing garden waste composting yards to generate compost as fertiliser

 Replacing paper with digital communication tools

Recycled Waste in FY2023 (kg)



For Green Building Index-related projects, we have also begun requesting that our contractors commit to reducing their waste generated through a Sustainable Construction Plan. These are required when new contracts are awarded. We also acknowledge the difficulty in ensuring that construction and development waste is fully segregated from office waste for certain sites across Australia, and are developing initiatives to address the issue.

Gamuda employees in Malaysia and Vietnam take individual responsibility for waste management, guided by ESG targets integrated into their KPIs. This involves the proper sorting of construction and office waste before disposal, facilitated by training from our QHSE department through the Safety, Health, and Environment Instructions – Waste Management programme. Waste generation at construction sites is monitored monthly by monthly. Quarterly audits conducted by our QSHE department ensure compliance, with findings reported to management. Office waste, including electrical and electronic appliances, is managed by licensed waste contractors, while on-site contractors handle construction waste through licensed contractors.

Additionally, in Vietnam, we promote the use of eco-friendly materials for our employees' daily use, such as uniforms made from bamboo fibres as an alternative to more conventional

fabrics, providing biodegradable glass or paper straws, and prohibiting plastic bottled water in all meetings and conferences. We only use paper certified to ISO 9001 Quality Management System (QMS), ISO 14001 Environmental Management System (EMS), and Programme for the Endorsement of Forest (PEFC). We have also set up compost chambers at our parks to collect tree branches and leaves, which we convert into compost and use as fertiliser for landscaping.

In Australia, project-specific Waste Management and Spoil Management Plans are developed and implemented, aligning with contractual and planning approval requirements. Regular audits are conducted, and waste is monitored and disposed of by licensed contractors, who track it using GPS, weighbridges, and sorting data to assist in their landfill-diversion data collection processes.

It is estimated that around **90%** of construction and demolition waste from our operations in Australia is diverted from the landfill

OUR VALUE TO THE ENVIRONMENT

CONSERVING BIODIVERSITY

We comply with regulatory requirements and go beyond required environmental impact assessments (EIA) to conduct biodiversity and carbon stock assessments, especially in areas near nature reserves. In particular, biodiversity assessments are conducted prior to the start of each project to help us gain a robust understanding of the natural ecosystems and develop a biodiversity conservation plan before development occurs. Our projects in Australia, such as Sydney Metro West – Western Tunnelling Package and Coffs Harbour Bypass, have also obtained the necessary environmental protection licenses.

A Role in the Revision of The National Policy on Biological Diversity

Gamuda endeavours to align with Malaysia’s National Policy on Biological Diversity (NPBD), with a particular emphasis on Goals 1*, 3*, and 5*. These goals directly correspond to the objectives outlined in our Gamuda Green Plan 2025. We are part of the working group dedicated to formulating a comprehensive business and biodiversity action plan within the framework of the currently under revision National Policy on Biological Diversity (NPBD) for the period 2021-2030.

The primary objective is to align with and support the business-centric targets of the Kunming–Montreal Global Biodiversity Framework (GBF) adopted by Malaysia during the 15th Conference of the Parties (COP15) at the Convention on Biological Diversity (CBD) in Kunming, China. In this capacity, our responsibility is to thoroughly assess the GBF’s relevance to the construction and infrastructure industry, and the broader Malaysian business

landscape. We are committed to assisting the government in achieving the business-related targets outlined in the GBF, emphasising the critical role that non-state actors, such as businesses and financial institutions, play in realising the Convention’s objectives.

We actively participate in the multi-stakeholder working group and are committed to bold domestic actions to address the global biodiversity crisis. Beyond compliance and reporting, we recognise the construction industry’s substantial climate impact. To mitigate this, we reduce our carbon footprint through eco-friendly materials, energy conservation, and biodiversity efforts. We prioritise urban liveability by preserving the natural environment, combatting the urban heat island effect, and minimising pollution. We believe exceeding regulatory standards and encouraging industry-wide action are essential to create a more sustainable future.

PREPARING FOR TNFD DISCLOSURE

Gamuda is proactively preparing for the Taskforce on Nature-related Financial Disclosures (TNFD) reporting on nature-related dependencies, impacts, risks and opportunities, which are consistent with the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB) guidelines and recommendations, and aligned with the goals and targets of the Kunming-Montreal Global Biodiversity Framework.

While the TNFD is currently a voluntary, market-led initiative, we anticipate that it will become compulsory and recognise that nature and biodiversity loss should be taken as seriously as climate change. We are dedicated to staying ahead of the curve and ensuring that our approaches are up to date with the latest developments, to not only meet regulatory requirements but also contribute to global biodiversity conservation efforts.

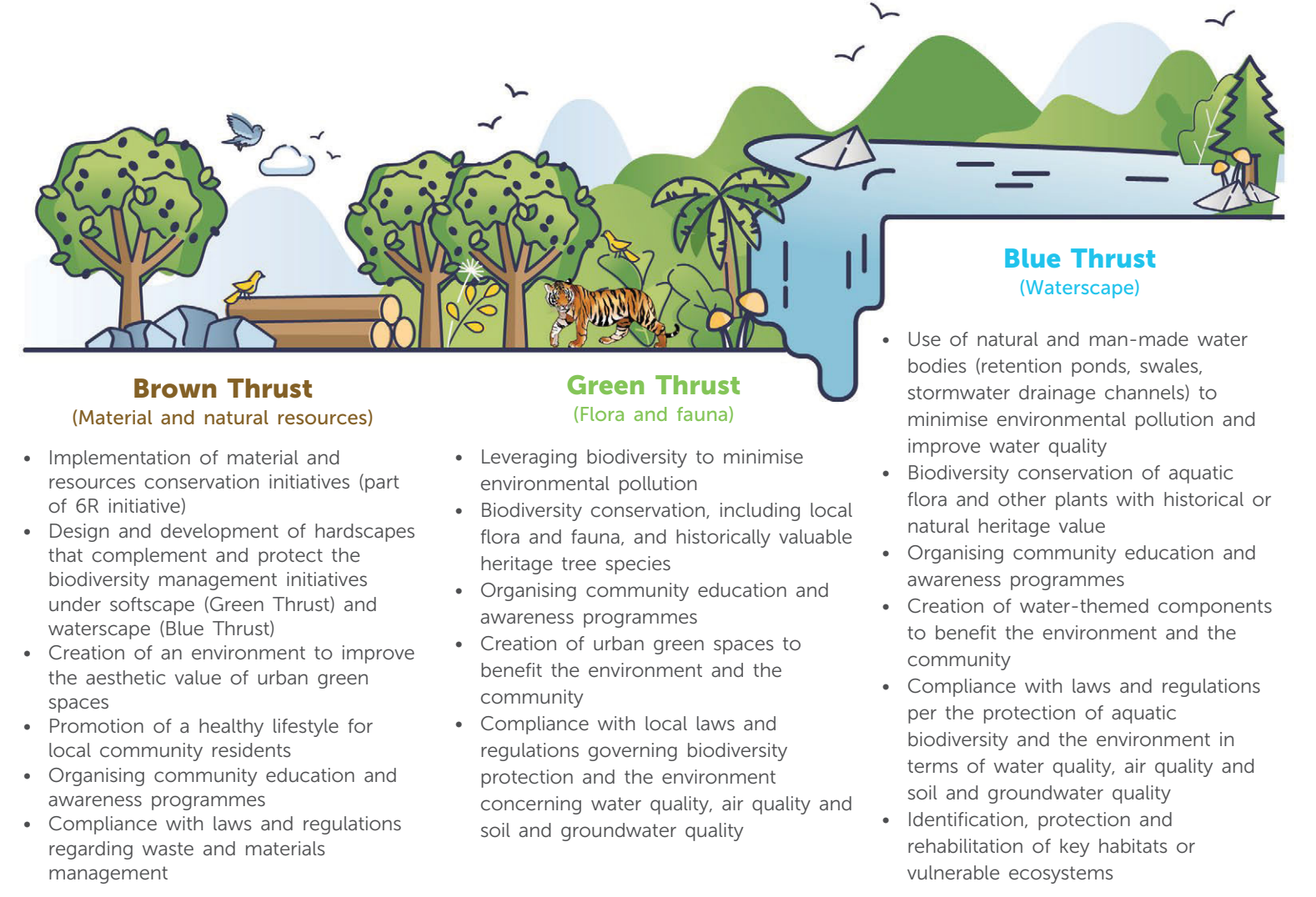


Peacock pansy (*Junonia almana*) sighted at Valencia, Selangor, Malaysia

*Note: Gamuda aligns with the following goals of the NPBD
 Goal 1: Empower all stakeholders to conserve biodiversity
 Goal 3: Safeguard all our key ecosystems, species and genetic diversity
 Goal 5: Improve the capacity, knowledge, and skills of all stakeholders

To ensure that our landscape management, biodiversity, and conservation approaches are well-informed and holistic, we are committed to consulting with various stakeholders, including the *Orang Asli*, research institutes and environmental experts, and NGOs, such as Wetlands International Malaysia (WIM), Forest Research Institute Malaysia (FRIM), and the Global Environment Centre (GEC).

We are guided by our Biodiversity Policy which encompasses three thrusts, as summarised in the following diagram:



In support of the operationalisation of the policy, our Biodiversity Management Strategy outlines our approach and direction with measures which consider all stages of development, i.e. planning, pre-construction, construction and post-construction (occupation). More specifically, our Gamuda Land Policy and Procedure also incorporates biodiversity studies in the pre-development (during the EIA stage) and the during/post-development¹ stages.

Each year, a dedicated budget is allocated to biodiversity-related initiatives, which are managed by Gamuda Parks. This includes the Gamuda Parks Urban Ecology Biodiversity (GUEB) Programme, which introduces a collaborative knowledge exchange among Gamudians, in-house and external experts discussing biodiversity and sustainability. GUEB’s objective is to nurture in-house talents with biodiversity knowledge, equipping them with practical and technical skills.

In FY2023, a total of RM1,275,900 was invested in biodiversity-related projects, where Gamuda Land entered into a Memorandum of Understanding (MoU) with both University Malaya and University Kebangsaan Malaysia. Moreover, a Memorandum of Collaboration (MoC) was established with the University of Kuala Lumpur, facilitating research partnerships aimed at leveraging resources and expertise from both sectors to accomplish shared objectives in long-term biodiversity and sustainable landscape management.

In FY2023, a total of **RM1.27 million** was invested in biodiversity-related projects

¹ During/post-development biodiversity studies may be conducted after three to five years of development (or abandonment/postponement) to measure the progress in biodiversity enhancement in comparison to the pre-development study.

OUR VALUE TO THE ENVIRONMENT

ADVANCED TREE PLANTING NURSERY

Gamuda operates Advanced Tree Planting (ATP) nurseries in Malaysia, where we cultivate over 250 species of flora in four main categories: native and wild fruit trees, streetscape trees and plants, ornamental plants, and unique plant selections for wetlands. When the trees are ready for replanting, they are transported to support our #OneMillionTrees planting programme. To ensure faster growth, better adaptation and survival, we keep young trees and saplings in the ground for at least two years before transplanting them to our developments.

As of June 2023, this project has facilitated the propagation of 612,072 trees and saplings of more than 250 local tree species.

Under Pillar 3 of our Gamuda Green Plan 2025, we have also allocated three ATP nurseries (over an area of 43 acres across Gamuda Cove, Kundang Estates, and Gamuda Gardens) to support the development of 2,000 acres of greenscapes and waterscapes across six urban forest clusters (Klang Valley only) within our developments by 2025. This will help facilitate ambient cooling, carbon storage, and rainwater runoff management and foster community well-being.

To track the health and survival of our planted trees, all trees are tagged and monitored through a digitalised process using our Gamuda Parks Canopy App. The in-house developed app is a tool for remote management and monitoring of all our trees and provides an interactive experience for our park visitors



ATP nursery at Gamuda Cove, Selangor, Malaysia

PRESERVING TREES AT OUR HO CHI MINH CITY OFFICE

At our Ho Chi Minh City office in Vietnam, we have taken a non-disruptive approach to our worksite by preserving the existing trees within the buildings. Instead of cutting them down, we strategically constructed our office spaces around these trees, allowing them to remain a natural and integral part of our working environment.

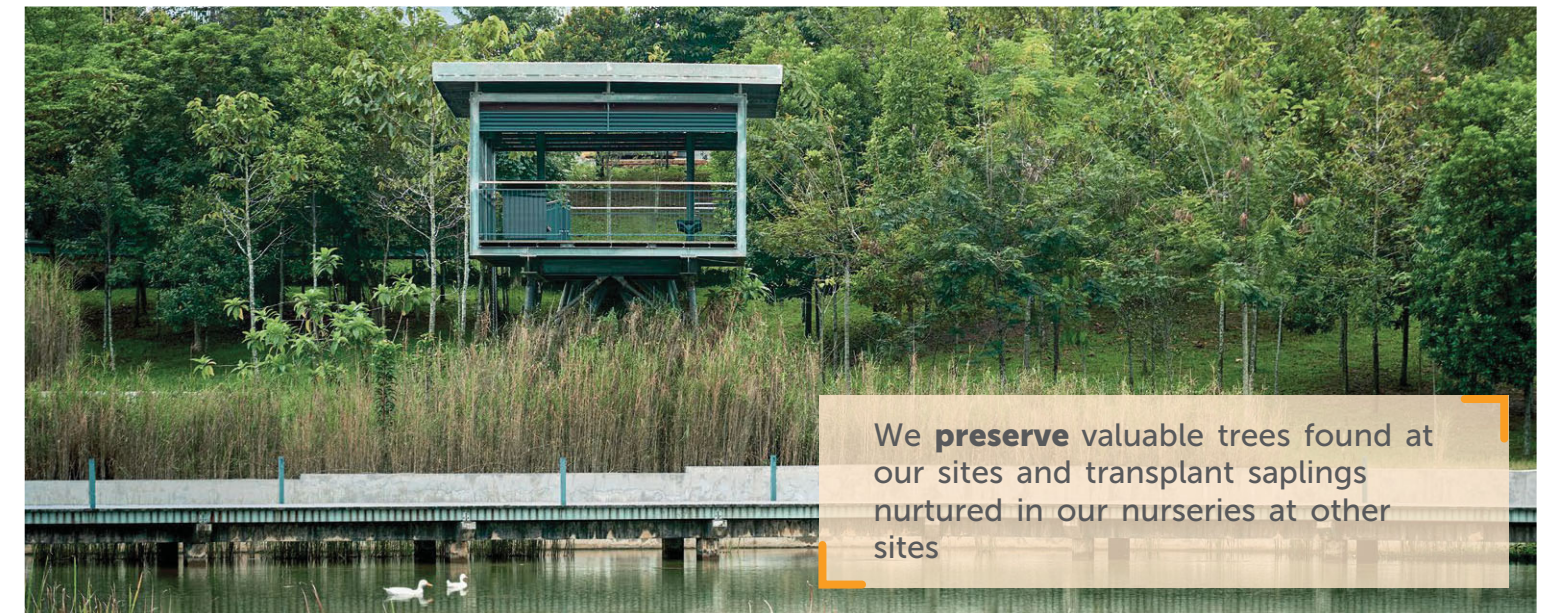


FOREST RESTORATION USING THE MIYAWAKI METHOD

To restore areas with degraded soil quality, we use the Miyawaki method, developed by Japanese botanist, Akira Miyawaki. This forest restoration technique involves planting trees in clusters to emulate our natural forest. It requires minimal maintenance and promotes accelerated forest growth compared to traditional afforestation methods.

Our version of this method involves nurturing saplings in polythene bags through our ATP technique at our nursery to reduce transplanting shock and increase survival rates. Once matured, we plant the trees in our developments and monitor them annually.

We aim to increase the number of endangered tree species to at least five percent of the total trees in a given area. To help achieve this, we preserve all valuable trees found at our sites and transplant saplings nurtured in our nurseries at other sites.



We **preserve** valuable trees found at our sites and transplant saplings nurtured in our nurseries at other sites

OUR VALUE TO THE ENVIRONMENT

TRANSLOCATION OF NATIVE PLANT SPECIES

For the Coffs Harbour Bypass project in Australia, we have enabled and supported the translocation of two native tree species initiative namely the *Fointainea sp. Coffs Harbour* and *Pittosporum sp. Coffs Harbour*, led and implemented by Transport for NSW. This meticulous process involves the careful uprooting and relocation of these trees to designated alternative sites, ensuring their preservation and continued contribution to the region's ecological heritage.



Pittosporum sp. Coffs Harbour

Applied **world's first** technique with genetic analysis by the Royal Botanic Garden Sydney

PROTECTING ENDANGERED SPECIES



Nile hippopotamuses (Hippopotamus amphibious) are the main attraction at Paya Indah Discovery Wetlands

To minimise the footprint of our developments on the natural environment, we conduct mandatory biodiversity study or assessments (such as canopy mapping and wildlife counting) with environmental experts from FRIM and WIM to determine and document the species of flora and fauna for our projects in Malaysia.

Conducted before, during, and after development, biodiversity assessments help to establish a baseline and measure our level of progress in improving biodiversity, which informs our conservation planning and management decisions. We aim to protect all biodiversity in our areas, particularly endangered species.

Between March and June 2023, we conducted a biodiversity assessment at Gamuda Gardens. The assessment found 185 species of insects and 61 species of vertebrates, including birds, mammals, and reptiles which is an increase by 200 percent of fauna species since the assessment in 2018.

To help conserve and protect these endangered bird species, we create pollinator gardens – habitats with native flowering plants that attract and support pollinators such as bees, birds, or small animals. We also make available perches to attract more birds and use the Miyawaki method to plant fruit trees.

SEEDLING RESEARCH CENTRE



Green planting initiatives are important for a sustainable future, and the younger generation is the key to making it a reality

In November 2021, our nursery at Yen So Park underwent a visionary transformation to become our first Seedling Research Centre (SRC). Located on the Iconic Island

and spanning approximately 10,000 square metres (m²), the SRC supports a diverse collection of more than 10,000 plants representing 23 distinct species. It functions as:

A hub for cultivating premium plant specimens which we can use to enhance the Gamuda City softscape

A research centre for new plant species to enhance the park's biodiversity

A training centre for new staff, providing them with hands-on experience and honing their expertise in park maintenance

A collaborative platform where we engage with community partners and NGOs to organise green activities, such as kindergarten school tours, tree planting initiatives, and donating trees to NGOs or for community events

OUR VALUE TO THE ENVIRONMENT

WETLANDS ARBORETUM CENTRE

Although wetlands only cover a fraction of the earth’s surface, we understand their crucial role in reducing carbon emissions and the effects of climate change. In August 2023, we converted 90 acres of reserved land in Gamuda Cove, adjacent to the Paya Indah Discovery Wetlands, into a Wetlands Arboretum Centre.

The Wetlands Arboretum Centre (WAC), developed together with **FRIM** and researchers from **Universiti Malaya**, is home to over **300** carefully curated, native species of flora and fauna. To date, a total of **6,500** trees have been planted. Priority were given to 3,000 trees with conservation importance and 200 trees are classified as protected species under the International Union for Conservation of Nature Red List of Threatened Species (IUCN Red List).

The Arboretum, utilising the Miyawaki method, plants trees directly on the ground to create a forest-like setting, distinct from traditional nurseries. Prioritising native and endangered plant species from the IUCN Red List, it employs advanced monitoring for their survival.

Functioning as a research center and seed bank, the WAC fosters biodiversity conservation research and supplies saplings for their developments. Furthermore, it serves as a living tree museum, featuring wetland environments with pathways for various activities such as jogging, jungle trekking, and birdwatching.

The WAC, doubling as a welcome pavilion and central hub for visitors, holds an EDGE Advanced (Zero Carbon Ready) certification, boasting remarkable achievements such as 100 percent energy reduction, 85 percent water reduction, and 58 percent less embodied carbon in materials. Fostering a strong bond with two nearby *Orang Asli* villages, the center operates a café and cultural workshops, demonstrating a commitment to this partnership. Notably, the employment of two *Orang Asli* rangers in the café operations underscores the integration of their traditional knowledge, as outlined in the Indigenous People section of Chapter 3.



Wetlands Arboretum Centre, Gamuda Cove, Selangor, Malaysia

Planted **6,500 trees** mainly native species with high conservation importance (under IUCN Red list)

GREEN SPACES

In addition to our efforts to safeguard and preserve biodiversity, we also undertake bio-restoration in areas where it is necessary. By studying and replicating local ecosystems, we aim to attract and encourage the natural movement and establishment of flora and fauna. At Central Park in Gamuda Gardens, Malaysia, we introduced different species of *Shorea*, *Dipterocarpus*, *Cinnamomum*, *Alstonia* and other fruit trees, which have subsequently attracted various birds and fauna from the nearby Bukit Lagong and Kanching forest reserves. Our dedicated efforts have transformed Gamuda Gardens from a barren and abandoned rubber plantation into a much sought-after development with a thriving and biodiverse ecosystem.

During the planning and development stages for Yen So Park in Hanoi, we placed significant emphasis on safeguarding the existing natural features. Notably, we orchestrated the careful transplantation of trees from areas earmarked for the development of Gamuda City to the park, where they have seamlessly become a permanent part of the landscape. As a result of these conservation efforts, the 252 acres park, completed in 2012, has evolved into a beloved local community hub, playing a vital role in fostering subsequent investment and development within Hanoi. Additionally, at our Project, Artisan Park, in Binh Duong, Vietnam, we have preserved approximately 176 existing native trees, which have been repurposed into a park adjacent to the development.



Jade Hills, Selangor, Malaysia

OUR VALUE TO THE ENVIRONMENT

OUR ENVIRONMENTAL FOOTPRINT AT SILICON ISLAND, PENANG



The artist's impression of Penang South Island (PSI) project, also known as Silicon Island

Aligned with the United Nations Sustainable Development Goals, the state government's vision of Penang 2030, and the Penang Green Agenda for sustainable development, Silicon Island is poised to be a benchmark development embedding sustainability within its design, construction and operation.

These sustainability elements helped Silicon Island receive the recognition with the coveted 5 Diamond Design Award under the Low Carbon Cities 2030 Challenge by the Malaysian Green Technology and Climate Change Corporation (MGTC) in 2022.

Silicon Island won the **5 DIAMOND** for Design Award under the **Low Carbon Cities 2030 Challenge** by MGTC in 2022

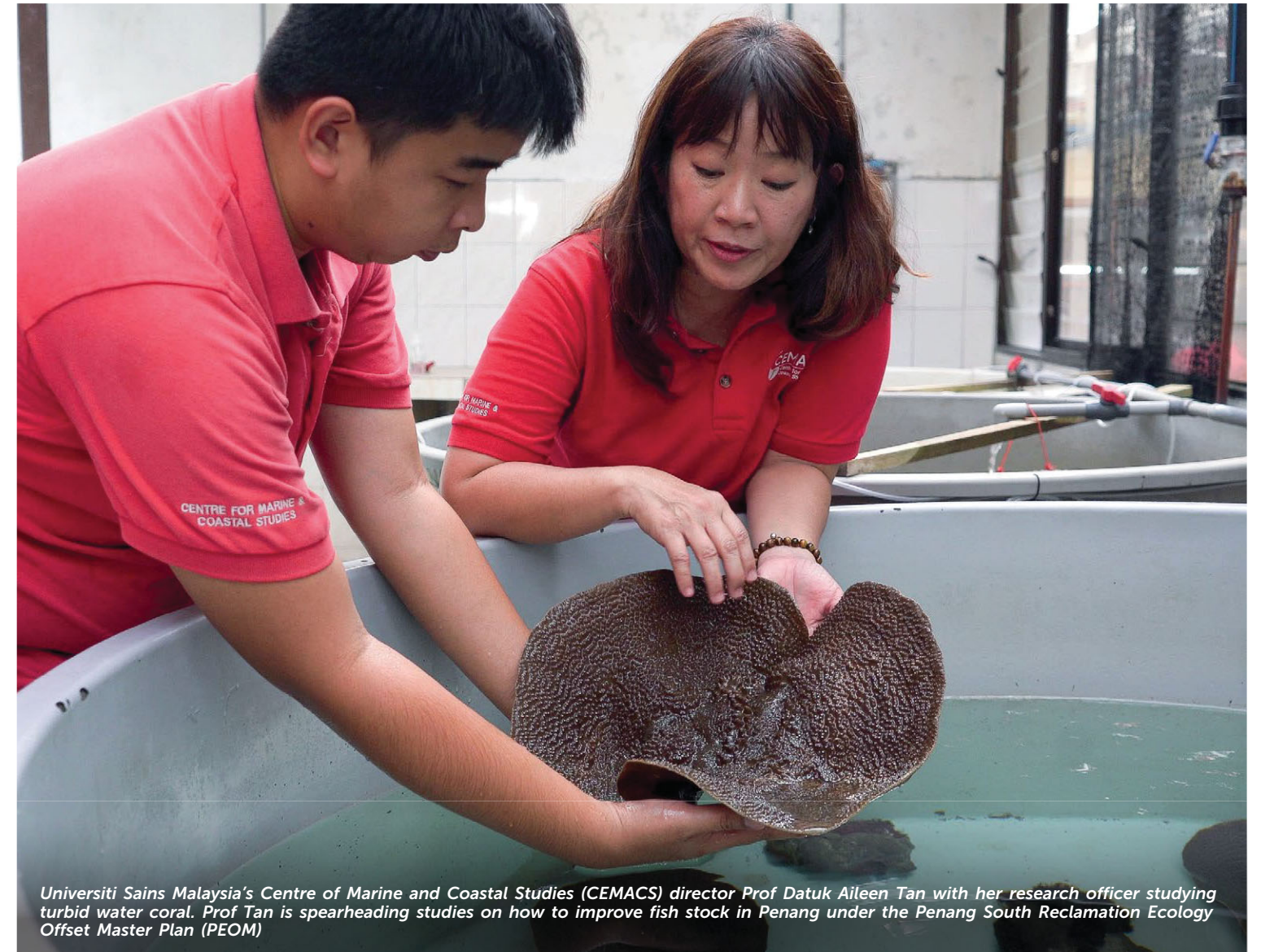
Additionally, we seek to achieve 50 percent reduction in CO₂e emissions intensity compared to business as usual by 2030 via:

40% reduction in urban planning emissions with sustainable masterplanning, shared facilities, climate-responsive design and green features

80% reduction in transport emissions with an integrated transport system

40% reduction in non-RE use from SLE buildings with efficient coolings systems, smart features, and RE installation

100% RE to power the Green Tech Park



Universiti Sains Malaysia's Centre of Marine and Coastal Studies (CEMACS) director Prof Datuk Aileen Tan with her research officer studying turbid water coral. Prof Tan is spearheading studies on how to improve fish stock in Penang under the Penang South Reclamation Ecology Offset Master Plan (PEOM)

Enhancing The Marine Ecosystem and Increasing Fish Stocks

As part of the Penang South Reclamation Ecology Offset Masterplan (PEOM), we are currently collaborating with scientists, researchers, and the Fisheries Department to conduct marine studies to implement the PEOM. This includes the deployment of artificial reefs and fish aggregating devices (FADs), releasing fish and prawn fries for restocking, and ecology enhancements to the coastline of Silicon Island. The PEOM also includes a mangrove planting programme in collaboration with Forestry Department to plant 200,000 mangrove trees and other coastal species at selected locations within Penang State by 2030. It will include funding for research programmes, including on underwater noise pollution, prawn migration and coral recruitment at Pulau Kendi. The PEOM's objective is not only to mitigate negative impacts on the marine ecosystem but also to enhance it and boost fish stocks, ultimately benefiting the local fishing communities.

OUR GLOBAL ALIGNMENT

ESG PERFORMANCE DATA

GENERAL DISCLOSURES				
Description	UoM	FY2023	FY2022	FY2021
Group level				
Board composition by gender				
Male	no.	3	4	4
Female	no.	4	3	3
Women representation on board	%	57*	43	43
Board composition by age				
Under 30 years old	no.	0	0	0
30-50 years old	no.	0	0	0
Over 50 years old	no.	7*	7	7

*Percentage of individuals within the Gamuda Berhad's Board of Directors, by age group and gender was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

SUPPLY CHAIN MANAGEMENT				
Description	UoM	FY2023	FY2022	FY2021
Proportion of spending on local suppliers				
Malaysia	%	94*	99	98
Vietnam	%	98*	N/A	N/A
Australia	%	98*	N/A	N/A

*Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Total employees (headcount)				
no.		4,219	3,895	3,615
Employees by employment type				
Permanent	%	77	N/A	N/A
Fixed-term contract/temporary	%	23	N/A	N/A
Employees by gender				
Male	no.	2,631	2,493	2,350
Female	no.	1,588	1,402	1,265
Employees by age				
Under 30 years old	no.	1,125	935	940
30-50 years old	no.	2,581	2,454	2,205
Over 50 years old	no.	513	506	470
Employees by ethnicity (Malaysia only)				
Bumiputera	no.	1,894	1,792	1,735
Chinese	no.	1,180	1,090	1,084
Indian	no.	238	195	181
Others	no.	29	818	615
Employees by countries				
Malaysia	no.	3,341	3,895	3,615
Vietnam	no.	456	N/A	N/A
Australia	no.	422	N/A	N/A

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Employees' gender by employee category				
Management				
Male	no.	1,002	863	731
Female	no.	467	388	314
Executive				
Male	no.	663	534	511
Female	no.	582	492	419
Non-executive				
Male	no.	966	1,100	1,115
Female	no.	539	518	525
Employees' age by employee category				
Management				
Under 30 years old	no.	118	38	10
30-50 years old	no.	1,059	938	784
Over 50 years old	no.	292	275	251
Executive				
Under 30 years old	no.	437	339	344
30-50 years old	no.	713	625	530
Over 50 years old	no.	95	62	56
Non-executive				
Under 30 years old	no.	570	566	590
30-50 years old	no.	809	906	886
Over 50 years old	no.	126	146	164
Number of new hires				
By age group				
Under 30 years old	no.	722*	N/A	N/A
30-50 years old	no.	727*	N/A	N/A
Over 50 years old	no.	84*	N/A	N/A
By gender				
Male	no.	928*	N/A	N/A
Female	no.	605*	N/A	N/A
By employee category				
Management	no.	406	N/A	N/A
Executive	no.	475	N/A	N/A
Non-executive	no.	652	N/A	N/A
Leave utilisation				
Employees who took parental leave				
Male	no.	61	67	87
Female	no.	50	61	69
Employees who took family care leave				
no.		1,379	885	551

*The number of new employee hires and employee turnover during the reporting period (by age group and by gender) were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR GLOBAL ALIGNMENT

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Number of turnover				
By age group				
Under 30 years old	no.	191*	N/A	N/A
30–50 years old	no.	296*	N/A	N/A
Over 50 years old	no.	26*	N/A	N/A
By gender				
Male	no.	299*	N/A	N/A
Female	no.	214*	N/A	N/A
By employee category				
Management	no.	115	N/A	N/A
Executive	no.	168	N/A	N/A
Non-executive	no.	230	N/A	N/A
Average hours of training by countries				
Malaysia				
Average learning hours per employee	hours	19.5	14.2	N/A
Average learning hours per employee by gender				
Male	hours	16.6	13.1	N/A
Female	hours	24.3	16.0	N/A
Average learning hours per employee category				
Management	hours	21	17.9	N/A
Executive	hours	22.6	21.5	N/A
Non-executive	hours	15.1	6.9	N/A
Vietnam				
Average learning hours per employee	hours	16	N/A	N/A
Average learning hours per employee by gender				
Male	hours	15.7	N/A	N/A
Female	hours	16.3	N/A	N/A
Average learning hours per employee category				
Management	hours	12	N/A	N/A
Executive	hours	22	N/A	N/A
Non-executive	hours	8	N/A	N/A
Australia				
Average learning hours per employee	hours	2.4	N/A	N/A
Average learning hours per employee by gender				
Male	hours	3.4	N/A	N/A
Female	hours	2.4	N/A	N/A
Average learning hours per employee category				
Management	hours	3	N/A	N/A
Executive	hours	3	N/A	N/A
Non-executive	hours	6	N/A	N/A

* The number of new employee hires and employee turnover during the reporting period (by age group and by gender) were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Total investment in employee learning and development				
Malaysia	RM	2.88 million	1.85 million	N/A
Vietnam	VND	1.35 billion	N/A	N/A
Australia	AUD	1.21 million	N/A	N/A
SAFETY AND HEALTH				
Description	UoM	FY2023	FY2022	FY2021
Employees covered by occupational health and safety management system	%	100	100	100
Contractors covered by occupational health and safety management system	%	100	100	100
Safety performance (Employees)				
Malaysia				
Menara Gamuda				
Total hours worked	hour	1,590,399	1,477,584	1,399,464
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0
Gamuda Engineering				
Total hours worked	hour	1,790,677	318,938	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	0	0	N/A
Number of days lost	day	0	0	N/A
Fatality rate	%	0	0	N/A
Injury rate	%	0	0	N/A
Rate of lost days	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	N/A
Gamuda Land				
Total hours worked	hour	2,559,448	1,340,768	1,885,312
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0

*The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

OUR GLOBAL ALIGNMENT

SAFETY AND HEALTH

Description	UoM	FY2023	FY2022	FY2021
Safety performance (contractor)				
Malaysia				
Gamuda Engineering				
Total hours worked	hour	517,620	1,819,500	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	0	0	N/A
Number of days lost	day	0	0	N/A
Fatality rate	%	0	0	N/A
Injury rate	%	0	0	N/A
Rate of lost days	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	N/A
Gamuda Land				
Total hours worked	hour	6,791,134	6,623,361	7,068,050
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0

**The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

DATA PRIVACY AND SECURITY

Description	UoM	FY2023	FY2022	FY2021
Number of substantiated complaints concerning breachers of customer privacy and losses of customer data	no.	0	0	0

ANTI-CORRUPTION

Description	UoM	FY2023	FY2022	FY2021
Number of selected employees who have received training on anti-corruption by employee category:				
Management	no.	64	33	110
Percentage of operations assessed for corruption-related risks	%	100	100	100
Confirmed incidents of corruption	no.	0	0	0
Action taken	no.	0	0	0
Total percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to	%	100	100	0
Number of corruption cases reported within Gamuda and whole of supply chain	no.	0	0	0
Total fine/penalty received in regards of corruption	no.	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	no.	0	0	0
Public legal cases regarding corruption brought against the organisation or its employees	no.	0	0	0
Total number and percentage of employees communicated on Group's anti-corruption policies and procedures	no.	3,987* (97%)	3,698 (95%)	N/A

* The number and percentage of employees communicated on Group's anti-corruption policies and procedures were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

COMMUNITY INVESTMENT

Description	UoM	FY2023	FY2022	FY2021
Yayasan Gamuda				
Gamuda Scholarship				
Total contributions	RM	20,000,000	12,600,000	3,900,000
Scholarship offered	no.	79	53	27
Star Golden Hearts Award				
Total contributions	RM	N/A	249,000	200,000
Recipients	no.	10	10	10
Enabling Academy (EA)				
Total number of stakeholders engaged by type				
ETP Practitioners' Workshop	no.	253	141	162
Gamuda employees	no.	339	59	25
Government agencies	no.	125	73	56
Individuals	no.	1,471	1	198
Organisations, NGOs & Private Centres	no.	46	258	74
Partner companies (include JC introductory workshop)	no.	348	344	347
Universities/institutions	no.	321	370	87
Grand Total		2,903	1,246	949
Total EA graduates	no.	7	10	20
Total EA trainees (training in progress)	no.	10	-	-

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Intensity				
GHG emissions intensity ratio for the organisation	tCO ₂ e/RM million revenue	3.6 ²	4.7 ¹	N/A
Gross direct (Scope 1) GHG emissions <i>*Excluding emission from refrigerants</i>				
Total	tCO ₂ e	6,718	8,428	2,995
Gross direct (Scope 1) GHG emissions by categories <i>*Excluding emission from refrigerants</i>				
Total	tCO ₂ e	6,718	8,428	2,995
Managed infrastructures	tCO ₂ e	4,973	3,298	1,251
Construction sites	tCO ₂ e	158	6	1,740
Operating plants	tCO ₂ e	1,586	5,124	4
Gross direct (Scope 1) GHG emissions by HQ <i>*Excluding emission from refrigerants</i>				
Menara Gamuda	tCO ₂ e	120	44	3
Gamuda Engineering Australia <i>*100 Miller St.</i>	tCO ₂ e	0	N/A	N/A
Gamuda Land HCMC <i>*HCMC Office and Celadon Sports & Resort Club</i>	tCO ₂ e	0	N/A	N/A
Gross direct (Scope 1) GHG emissions by development <i>*Excluding emission from refrigerants</i>				
Horizon Hills <i>*Horizon Hills Golf and Country Club is only 50 percent operational control</i>	tCO ₂ e	85	240	N/A
Silicon Island Penang	tCO ₂ e	15	13	N/A
Bukit Bantayan	tCO ₂ e	2	8	N/A
Gamuda Cove	tCO ₂ e	372	634	N/A
Gamuda Gardens	tCO ₂ e	73	62	N/A
HighPark Suites	tCO ₂ e	0	0	N/A
Jade Hills	tCO ₂ e	8	4	N/A
Kota Kemuning <i>*Gamuda Walk Mall</i>	tCO ₂ e	0	0	N/A
twentyfive7	tCO ₂ e	193	0	N/A
Valencia	tCO ₂ e	0	0	N/A
Artisan Park	tCO ₂ e	0	N/A	N/A
Gamuda Land HCMC <i>*includes HCMC HQ</i>	tCO ₂ e	0	N/A	N/A

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Gross location-based energy indirect (Scope 2) GHG emissions				
Total	tCO ₂ e	20,107	18,147	13,588
Gross location-based energy indirect (Scope 2) GHG emissions by categories				
Total	tCO ₂ e	20,107	18,147	13,588
Managed infrastructures	tCO ₂ e	18,737	16,342	7,155
Construction sites	tCO ₂ e	857	29	5,181
Operating Plants	tCO ₂ e	513	1,776	1,252
Gross location-based energy indirect (Scope 2) GHG emission by HQ				
Menara Gamuda	tCO ₂ e	254	1,574	1,257
Gamuda Engineering Australia <i>*100 Miller St.</i>	tCO ₂ e	27	N/A	N/A
Gamuda Land HCMC <i>*HCMC Office and Celadon Sports & Resort Club</i>	tCO ₂ e	356	N/A	N/A
Gross location-based energy indirect (Scope 2) GHG emissions by Development				
Horizon Hills <i>*Horizon Hills Golf and Country Club is only 50 percent operational control</i>	tCO ₂ e	791	1,321	NA
Silicon Island Penang	tCO ₂ e	117	45	NA
Bukit Bantayan	tCO ₂ e	652	612	NA
Gamuda Cove	tCO ₂ e	2,666	2,550	NA
Gamuda Gardens	tCO ₂ e	1,564	787	NA
HighPark Suites	tCO ₂ e	1,104	1,421	NA
Jade Hills	tCO ₂ e	678	633	NA
Kota Kemuning <i>*Gamuda Walk Mall</i>	tCO ₂ e	1,171	2,155	NA
twentyfive7	tCO ₂ e	6,623	5,229	NA
Valencia	tCO ₂ e	649	575	NA
Artisan Park	tCO ₂ e	0	NA	NA
Celadon City <i>*includes HCMC HQ</i>	tCO ₂ e	1,134	NA	NA

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Gross other indirect (Scope 3) GHG emissions				
Total	tCO ₂ e	130,008	5,709	N/A
Gross other indirect (Scope 3) GHG emissions by categories				
Malaysia				
Purchased Goods and Services	tCO ₂ e	91,636	37,927	N/A
Waste Generated in Operations	tCO ₂ e	392	313	N/A
Business Travels	tCO ₂ e	774	216	N/A
Employee Commuting	tCO ₂ e	28,651	18,361	N/A
Downstream Transportation & Distribution	tCO ₂ e	8,254	14,229	N/A
Upstream Leased Assets	tCO ₂ e	1,375	1,266	N/A
Downstream Leased Assets	tCO ₂ e	238	176	N/A
Capital Goods	tCO ₂ e	823	99	N/A
Energy consumption				
Total <i>*Including GET/RECs</i>	kWh	30,167,811	32,213,524	N/A
Renewable sources	kWh	6,717,286 <i>*Including Vietnam</i>	1,348,642 <i>*Including Vietnam</i>	N/A
Non-renewable sources	kWh	23,450,525	30,864,882 <i>*Not including Vietnam</i>	N/A
Electricity consumption by countries				
Malaysia	kWh	24,654,024	30,864,882	22,111,360
TNB Green Electricity Tariff (GET)/RECs				
Total	kWh	5,981,355	2,056,531	N/A
Malaysia	kWh	3,943,025	2,056,531	N/A
Australia <i>Client requirements for Construction activities (Scope 3)</i>	kWh	2,038,330	N/A	N/A
Electricity generated from solar panels				
Total	kWh	3,285,700	1,846,020	N/A
Malaysia	kWh	2,347,311	921,777	N/A
Vietnam	kWh	938,389	924,243	N/A
Water				
Water withdrawal by source				
Total	m ³	1,713,669	1,200,000	355,557
Third-party water	m ³	980,026	1,060,800	N/A
Surface water	m ³	733,643	139,200	N/A
Water withdrawal in Malaysia by source				
Total	m ³	1,628,019	1,200,000	355,557
Third-party water	m ³	932,838	1,060,800	240,092
Surface water	m ³	695,181	139,200	115,465

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Waste				
Total weight of waste generated	kg	27,586,632	6,326,427	461,639
Total weight of waste generated by categories				
Hazardous waste				
Total	kg	96,277	84,102	38
Non-hazardous waste				
Total	kg	27,490,355	6,242,325	N/A
Non-recycled waste (General Waste)	kg	24,186,881 [#]	5,421,070	436,600
Garden waste	kg	238,602	210,720	N/A
Food waste	kg	283,964	15,505	8,230
Recycled waste	kg	1,548,680	585,099	1,171
Fabric waste	kg	15,788	9,931	15,600
Conservation area				
IUCN Red List species				
Total	numbers	82	79	68
Critically endangered	numbers	7	7	7
Endangered	numbers	14	14	12
Vulnerable	numbers	26	24	21
Near threatened	numbers	35	34	28
Landscape Area⁴				
Bandar Botanic	acres	192.4	192.4	N/A
Bukit Bantayan Residences	acres	1.3	1.3	N/A
Celadon City	acres	53.2	42.8	N/A
HighPark Suites	acres	3.4	3.4	N/A
Jade Hills	acres	62.1	59.8	N/A
Kundang Estates	acres	25.9	25.9	N/A
The Robertson	acres	1.9	1.9	N/A
Valencia	acres	101.3	101.3	N/A
Gamuda City	acres	24.5	24.5	N/A
Gamuda Cove	acres	80.8	25.9	N/A
Gamuda Gardens	acres	73.9	63.6	N/A
Horizon Hills	acres	357.1	357.1	N/A
Kota Kemuning	acres	421.55	421.6	N/A
Madge Mansions	acres	0.2	0.2	N/A
twentyfive7	acres	29.5	27.4	N/A
Yen So Park	acres	236.6	236.6	N/A

[#]Includes construction waste

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT

Description	UoM	FY2023	FY2022	FY2021
Green Building Certifications				
Project				
Gamuda Cove's The Herons	GBI	–	–	Certified
Gamuda Cove's Waterlily	GBI	–	Certified	–
Wetlands Arboretum Centre	EDGE Advanced	Zero Carbon Ready Certified	–	–
Gamuda Gardens' Monarc	GBI	Certified	–	–
Gamuda Gardens' Illaria	GBI	Certified	–	–
twentyfive7's Levane	GBI	Certified	–	–
OLÁ (Sengkang, Singapore)	Green Mark	–	–	Gold Plus
Elysian (Ho Chi Minh City, Vietnam)	LOTUS	Certified	–	–

Disclosure:

- Modified to include the new boundaries by adopting GHG Protocol's policy of shifts or "rolls" the base year
- Includes two new boundaries of GHG tracking for Gamuda Berhad (Australia and Vietnam)
- The data disclosed for Horizon Hills Golf and Country Club represents Gamuda's 50 percent share of the Scope 2 emissions by Gamuda in line with how management monitors the emissions target and performance of these site
- Landscape is defined as the water body and the greeneries as set out in the master layout plan or KM plan, and percentage disclosed are the portion completed by Gamuda to-date
- The data for Menara Gamuda and Next-Gen IBS are in accordance to market-based Scope 2 GHG emission calculation. This is due to the location subscribing to Green Energy Tariff (GET). Other location are calculated based on location-based Scope 2 GHG emission

Note:

The data for selected operating units listed was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232. Following are the managed infrastructure assured by PricewaterhouseCoopers PLT: Horizon Hills Golf and Country Club (Scope 1: 133 tCO₂e, Scope 2: 1,016 tCO₂e), Kota Permai Golf and Country Club (Scope 1: 137 tCO₂e, Scope 2: 1,579 tCO₂e), Menara Gamuda (Scope 1: 120 tCO₂e, Scope 2: 1,933 tCO₂e), 100 Miller St. (Scope 1: 0 tCO₂e, Scope 2: 27 tCO₂e), Celadon City HQ (Scope 1: 0 tCO₂e, Scope 2: 356 tCO₂e), Celadon City [Sales Gallery] (Scope 1: 0 tCO₂e, Scope 2: 252 tCO₂e), Quayside Mall and Quayside Tower (Scope 1: 0 tCO₂e, Scope 2: 5,674 tCO₂e). For operating plants: GB Kuari (Scope 1: 1,457 tCO₂e, Scope 2: 513 tCO₂e), Gamuda IBS – Banting Factory (Scope 1: 129 tCO₂e, Scope 2: 1,547 tCO₂e).

Data in relation to water withdrawal for: Horizon Hills Golf and Country Club (115,126 m³), KPGCC (187,420 m³), Menara Gamuda (27,079 m³), Celadon City [Office] (854 m³), GB Kuari (7,270 m³), Gamuda Industrial Building System (60,202 m³), Gamuda Cove [Sales Gallery and office] (13,278 m³), Celadon City [Sales Gallery] (1,809 m³) and Quayside Mall and Tower (121,381 m³) has also undergone independent assurance by PricewaterhouseCoopers PLT.

Additionally, the data related to generated waste for: Menara Gamuda (Hazardous Waste: 480 kg, Non-Hazardous Waste: 10,000 kg), Jade Hills – Phase 6A2, Blossom Springs (Hazardous Waste: 0 kg, Non-Hazardous Waste: 31,000 kg), Jade Hills Resort (Hazardous Waste: 0 kg, Non-Hazardous Waste: 3,690 kg), Quayside Mall (Hazardous Waste: 0 kg, Non-Hazardous Waste: 740,000 kg), Gamuda IBS – Banting Factory (Hazardous Waste: 0 kg, Non-Hazardous Waste: 992,000 kg) was also assured by PricewaterhouseCoopers PLT.

Extensively, the percentage of landscape area for identified projects: Gamuda Cove (5.28 percent), Gamuda Gardens (9.13 percent) has been independently assured by PricewaterhouseCoopers PLT.

GRI CONTENT INDEX

The Global Reporting Initiative (GRI) is a multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators. This report has been prepared in accordance with the GRI Universal Standards 2021. Our GRI Content Index references our 2023 Sustainability Report, Integrated Annual Report and the [Gamuda website](#).

Statement of use	Gamuda has reported the information cited in this GRI content index for the period of 1 August 2022 to 31 July 2023 (FY2023) in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Front, back cover
	2-2 Entities included in the organisation's sustainability reporting	About this Report, pages 114 - 115
	2-3 Reporting period, frequency and contact point	About this Report, pages 114 - 115
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Independent limited assurance report, pages 229 - 232
	2-6 Activities, value chain and other business relationships	Who we are, pages 6 - 7 Regional ESG footprint, pages 122 - 123
	2-7 Employees	Human capital development, page 143 ESG performance data, page 204
	2-8 Workers who are not employees	No available data
	2-9 Governance structure and composition	Our governance and value to economy, page 128
	2-10 Nomination and selection of the highest governance body	Our governance and value to economy, page 128
	2-11 Chair of the highest governance body	Corporate governance overview statement, pages 88 - 99 Gamuda sustainability governance structure, page 128
	2-12 Role of the highest governance body in overseeing the management of impacts	Our governance and value to economy, page 128
	2-13 Delegation of responsibility for managing impacts	Our governance and value to economy, page 128
	2-14 Role of the highest governance body in sustainability reporting	Our governance and value to economy, page 128
	2-15 Conflicts of interest	Anti-corruption measures, page 130
	2-16 Communication of critical concerns	Anti-corruption measures, page 130
	2-17 Collective knowledge of the highest governance body	Corporate governance overview statement, pages 88 - 99
	2-18 Evaluation of the performance of the highest governance body	Our governance and value to economy, page 128
	2-19 Remuneration policies	Our governance and value to economy, page 128

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GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont'd.)	2-20 Process to determine remuneration	Our governance and value to economy, page 128
	2-21 Annual total compensation ratio	Upholding human rights, page 150
	2-22 Statement on sustainable development strategy	Key management perspectives, page 112
	2-23 Policy commitments	A culture of compliance, page 129 Links to policy
	2-24 Embedding policy commitments	A culture of compliance, page 129
	2-25 Processes to remediate negative impacts	Whistleblowing mechanism, page 130 Human rights at Gamuda, page 151
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing mechanism, page 130 Human rights at Gamuda, page 151
	2-27 Compliance with laws and regulations	A culture of compliance, page 129
	2-28 Membership associations	Available on Group's website
	2-29 Approach to stakeholder engagement	Partnering for impact, page 124
2-30 Collective bargaining agreements	Upholding human rights, page 150	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Referenced throughout where relevant
	3-2 List of material topics	Referenced throughout where relevant
	3-3 Management of material topics	A strategic review material matters, pages 54 - 55
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic value generated and distributed, page 132
	201-2 Financial implications and other risks and opportunities due to climate change	Economic value generated and distributed, page 132
	201-3 Defined benefit plan obligations and other retirement plans	Data not reported
	201-4 Financial assistance received from government	Economic value generated and distributed, page 132
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Upholding human rights, page 150
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community outreach, page 157
	203-2 Significant indirect economic impacts	Community outreach, page 157
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply chain management, page 134
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption measures, page 130
	205-2 Communication and training about anti-corruption policies and procedures	ESG performance data, page 204
	205-3 Confirmed incidents of corruption and actions taken	Anti-corruption measures, page 130

GRI Standard	Disclosure	Location
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not applicable
	301-2 Recycled input materials used	Not applicable
	301-3 Reclaimed products and their packaging materials	Not applicable
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Renewable energy, page 182
	302-3 Energy intensity	Energy management, page 180
	302-4 Reduction of energy consumption	Renewable energy, page 182
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water management, pages 188 - 191
	303-2 Management of water discharge-related impacts	Water management, pages 188 - 191
GRI 303: Water and Effluents 2018 (cont'd.)	303-3 Water withdrawal	Water management, pages 188 - 191
	303-4 Water discharge	Water management, pages 188 - 191
	303-5 Water consumption	Water management, pages 188 - 191
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Conserving biodiversity, pages 194 - 201
	304-2 Significant impacts of activities, products and services on biodiversity	Conserving biodiversity, pages 194 - 201
	304-3 Habitats protected or restored	Conserving biodiversity, pages 194 - 201 Using green material, page 179 Environmental and biodiversity Conservation, 119
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	ESG performance data, page 204
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-2 Energy indirect (Scope 2) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-3 Other indirect (Scope 3) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-4 GHG emissions intensity	Group emissions at a glance, pages 176 - 177
	305-5 Reduction of GHG emissions	Group emissions at a glance, pages 176 - 177 Carbon reduction in developments, page 186
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable

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GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management, pages 192 - 193
	306-2 Management of significant waste-related impacts	Waste management, pages 192 - 193
	306-3 Waste generated	Waste management, pages 192 - 193
	306-4 Waste diverted from disposal	Waste management, pages 192 - 193 ESG performance data, page 204
	306-5 Waste directed to disposal	Waste management, pages 192 - 193 ESG performance data, page 204
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply chain management, page 134
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply chain management, page 134
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human capital development, page 143 ESG performance data, page 204
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Upholding human rights, page 150
	401-3 Parental leave	ESG performance data, page 204
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational safety and health, page 152
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational safety and health, page 152
	403-3 Occupational health services	Occupational safety and health, page 152
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational safety and health, page 152
	403-5 Worker training on occupational health and safety	Occupational safety and health, page 152
	403-6 Promotion of worker health	Upholding human rights, page 150
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational safety and health, page 152
	403-8 Workers covered by an occupational health and safety management system	Occupational safety and health, page 152 ESG performance data, page 204
	403-9 Work-related injuries	Occupational safety and health, page 152 ESG performance data, page 204
	403-10 Work-related ill health	Occupational safety and health, page 152
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	ESG performance data, page 204
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and development, page 148
	404-3 Percentage of employees receiving regular performance and career development reviews	ESG performance data, page 204
405-1 Diversity of governance bodies and employees	405-1 Diversity of governance bodies and employees	Diversity, equity and inclusion (DEI), page 144 ESG performance data, page 204
	405-2 Ratio of basic salary and remuneration of women to men	Upholding human rights, page 150

GRI Standard	Disclosure	Location
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, equity and inclusion (DEI), page 144
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Upholding human rights, page 150
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Upholding human rights, page 150
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Upholding human rights, page 150
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community outreach programme, page 157
	413-2 Operations with significant actual and potential negative impacts on local communities	Community outreach programme, page 157
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply chain management, page 134
	414-2 Negative social impacts in the supply chain and actions taken	Supply chain management, page 134
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Data not reported
	417-2 Incidents of non-compliance concerning product and service information and labeling	Data not reported
	417-3 Incidents of non-compliance concerning marketing communications	Data not reported
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection and privacy, page 131
Other topics not covered by the GRI Standard		
Innovation		Pioneering digital solutions, pages 135 - 137 Driving innovation, pages 138 - 139
Land remediation, contamination or degradation		Conserving biodiversity, pages 194 - 201 Our environmental footprint at silicon island penang, pages 202 - 203
Customer satisfaction		Customer satisfaction, page 169

OUR GLOBAL ALIGNMENT

SASB INDEX

ENGINEERING AND CONSTRUCTION

Code	Description	FY2023 Performance
ENVIRONMENTAL IMPACTS OF PROJECT DEVELOPMENT		
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Gamuda ensures that all of its projects comply with environmental and social impact assessments. The Group has not been censured or fined in the past three years for non-compliance with regulatory standards.
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	<p>Pillar 1 of Gamuda's Green Plan 2025 – Sustainable Planning and Design for Construction – discloses the Group's environmental risks and impacts.</p> <p>Gamuda's construction projects and developments exemplify this approach.</p> <p>All projects demonstrate a commitment to reducing our environmental impact by prioritising energy and water efficiency, recycling waste, and preserving or enhancing natural habitats.</p>
STRUCTURAL INTEGRITY AND SAFETY		
IF-EN-250a.1	Amount of defect and safety-related rework costs	Not available. To be monitored.
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Not available. To be monitored.
WORKFORCE HEALTH AND SAFETY		
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) – Rate of Injury	
	Menara Gamuda	0
	Gamuda Land (Malaysia and Vietnam)	0
	Gamuda Engineering (Malaysia)	0
	Gamuda Engineering (Australia)	0.34
	(2) Total fatality rate for direct employees	
	Menara Gamuda	0
	Gamuda Land (Malaysia and Vietnam)	0
	Gamuda Engineering (Malaysia and Australia)	0

Code	Description	FY2023 Performance
LIFE CYCLE IMPACTS OF BUILDINGS AND INFRASTRUCTURE		
IF-EN-410a.1	(1) Number of commissioned projects certified to a third party multi-attribute sustainability standard	Green Building Index (GBI) 1) Herons – provisional certificate 2) Waterlily – provisional certificate 3) The Robertson – Gold Standard 4) High Park Suites – Gold Standard
	(2) Number of projects seeking such certification	Green Building Index (GBI) 1) Monarch – Gamuda Garden 2) Ilaria – Gamuda Garden 3) Office Cluster at Gamuda Cove Platinum Standard
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	<p>As mentioned previously, under IF-EN-160a.2, Gamuda continues to strive for resource consumption efficiency through Sustainable Planning and Design for Construction, which is Pillar 1 of the Gamuda Green Plan 2025.</p> <p>Gamuda harnesses BIM and Digital IBS technologies to integrate sustainable design features into our home and building developments.</p> <p>Significant efforts are made to achieve optimal water and energy efficiency from the blueprint and design stage to minimise the environmental impact over the project or structure's lifespan.</p> <p>Some of our developments in Malaysia and Australia adhere to government-driven green electricity programmes, such as the Green Electricity Tariff (GET) and GreenPower. We also use solar photovoltaics (PVs) for renewable energy</p>
BUSINESS ETHICS		
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	0
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti competitive behaviour in the project bidding processes	<p>Gamuda has established a robust governance structure to ensure ethical business practices across the Group, supported by the Anti-Bribery and Corruption Policy (AB&C).</p> <p>The AB&C Policy outlines the expected behaviour of Gamuda's employees and its value chain. All relevant stakeholders must comply with the policy and maintain corporate integrity when conducting business with Gamuda.</p>
ENERGY MANAGEMENT		
IF-RE-130a.2	Total energy consumed by portfolio area with data coverage	108,604 GJ (30,167,811 kWh)
	Percentage grid electricity	78 percent
	Percentage renewable, by property subsector	Total percentage of renewable is 22 percent
IF-RE-130a.4WW	Percentage of eligible portfolio that (1) has an energy rating; and	Please refer to disclosure provided under IF-EN-410a.1
	is certified to ENERGY STAR, by property subsector	Not applicable to the countries we operate in

OUR GLOBAL ALIGNMENT

PROPERTY DEVELOPMENT

Code	Description	FY2023 Performance
WATER MANAGEMENT		
IF-RE-140a.2	Total water withdrawn by the entity based on the water source (m ³)	1,713,669
	Third-Party Water Source	980,026
	Surface Water Source	733,643
	Ground Water Source	–
	Produced Water	–
	Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Not available.
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Not available. To be monitored.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	<p>The Group recognises that climate change and environmental degradation can reduce freshwater sources, affecting land banking and development strategies.</p> <p>However, this scenario also provides opportunities, stimulating greater demand for non-potable treated or recycled water in commercial applications. Consequently, there will be a greater demand for water treatment and wastewater treatment facilities, which Gamuda specialises in designing, constructing, and operating. The Group is committed to recycling half of the water used at our construction sites by 2025 and decreasing the need for freshwater in developments and townships by 65 percent.</p> <p>Further details of Gamuda’s approach to managing water consumption is provided in SR2023 on pages 188 to 191.</p>
CLIMATE CHANGE ADAPTATION		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Similar modelling was done based on sea level rise using a 2 degrees and 4 degrees scenario. This was done for one of the projects in Malaysia.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Gamuda is aware of the risks of climate change and remains fully committed to addressing the operational effects of our business. The climate-related risks and opportunities are provided on page 172.
SASB ACTIVITY METRICS		
IF-RE-000.A	Number of assets, by: active engineering and construction projects	Please refer to page 14 of this Integrated Report for more information
	Number of assets, by active property subsector projects	Please refer to page 15 of this Integrated Report for more information
IF-RE-000.B	Number of commissioned (engineering) projects	Please refer to page 14 of this Integrated Report for more information

TCFD STATEMENT

Since having made climate change a top priority, Gamuda Group has committed to reducing short-, medium-, and long-term emissions. To consolidate the Group’s management approach, climate-related governance and strategies have been implemented across our operations and businesses to ensure that climate-related risks and opportunities are considered at every level.

In FY2023, Gamuda further strengthened our commitment to climate-related matters by collecting Scope 3 emissions data from our suppliers. We are also preparing for carbon credits through tree planting and assessing our carbon stocks to determine our carbon storage capacity. Since FY 2021, Gamuda has aligned with and been reporting to the Task Force on Climate-related Financial Disclosures (TCFD); in FY 2022, we officially supported this approach. Adopting TCFD is driven by the Group’s commitment to continuously monitoring its performance and progress in accordance with climate change as measured against a globally recognised framework.

Gamuda has aligned with the four TCFD themes: Governance, Strategy, Risk Management, and Metrics and Targets. The table below provides a concise, detailed explanation of how Gamuda has adopted specific TCFD topics and recommended disclosures. Where relevant, references are provided to more specific information within the Sustainability Report 2023.

Essentially, Gamuda’s management approach to climate change-related impacts focuses on the following:

- Leadership, including the Board of Directors (Board) oversight on climate change through the Environmental, Social and Governance (ESG) mechanism
- The strategic consideration given to climate change is reflected in the development of policies and strategies
- A continued focus on embedding climate change within the Group’s risk management and mitigation framework
- The existence of tangible, time-based key performance indicators (KPIs) to measure performance

Note: Kindly refer to Chapters: Sustainability Integration and Our Governance and Value to Economic for more details.

Recommendations	Organisation’s Adoption of Recommendation	References
GOVERNANCE		
Describe the board’s oversight of climate-related risks and opportunities.	<p>Climate action is a major concern for the Group and its stakeholders, as reflected in our updated FY2023 Materiality Matrix in the top-right quadrant. Gamuda’s Board oversees all material topics of significant concern, maintains the ESG decisions, and guides the Group’s sustainability direction strategies. It ensures that business decisions are adopted from an ESG perspective.</p> <p>The Board has a Risk Committee to ensure that management has developed appropriate plans for dealing with climate change. The committee keeps track of corporate, audit, and ESG risks, including those related to climate change. By monitoring these risks, effective mitigation responses can be implemented appropriately. Gamuda Green Plan 2025 is a framework we use to address environmental, social responsibility, and governance concerns, including climate change. This helps ensure that the company can continue operating sustainably and building value.</p>	Page 128 Our Governance and Value to Economy

OUR GLOBAL ALIGNMENT

Recommendations	Organisation's Adoption of Recommendation	References
Describe management's role in assessing and managing climate-related risks and opportunities.	<p>The Board is working closely with the Group Chief Sustainability Officer (GCSO) and Sustainability Steering Committee (SSC) to realise the Gamuda Green Plan 2025 by developing and executing effective strategies action plans. One of their primary responsibilities is overseeing risk assessments to identify potential climate-related risks that might impact our operations, financial stability, or reputation.</p> <p>In terms of opportunities, our management actively seeks ways to align our business with the changing climate landscape. They encourage innovation and investment in sustainable practices, such as renewable energy, energy efficiency, and green technologies, to not only reduce our environmental impact but also to explore new revenue streams.</p>	<p>Pages 22-27 Group Managing Director's Statement</p> <p>Page 128 Our Governance and Value to Economy</p>
STRATEGY		
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term.	<p>Gamuda's engineering, construction, and property development businesses are facing climate change risks and opportunities, as below:</p> <p>CLIMATE CHANGE RISKS:</p> <ul style="list-style-type: none"> • Regulations for existing products and services • Exposure to litigation • Changes in customer behaviour • Replacing current products and services to those with lower emissions • Shifts in customer preference • Stigmatisation of sector • Changes in precipitation; extreme weather patterns • Increased pricing of GHG emissions • Enhanced emission-reporting requirements • Cost of transitioning to a lower emissions technology • Increased material costs • Increased stakeholder concerns/negative stakeholder feedback • Increased extreme weather: floods, water pollution, drought, etc. • Rising ambient temperatures and sea levels <p>CLIMATE CHANGE OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Increased on-site recycling and food waste composting • Reduced use of natural resources, e.g. recycling harvested rainwater • Supportive policy incentives • New technologies • Shift toward decentralised energy sources and a transition to lower emissions technologies • Access to new assets and locations requiring insurance coverage • Development and/or expansion of low-emission products and activities • Diversification of business activities • Participation in renewable energy programmes and improved energy efficiency • Resource substitutes/diversification • Better production and distribution processes • Use of lower-emission energy sources, e.g. solar panels • Participation in carbon markets, e.g. the Bursa Malaysia Voluntary Carbon Market • Access to new markets through public-sector incentives • Shifting consumer preferences to more robust products and services • Development of climate adaptation and mitigation plans 	<p>Pages 22-27 Group Managing Director's Statement</p> <p>Page 117 Gamuda Green Plan 2025</p> <p>Pages 174 - 175 Our Net Zero Journey</p> <p>Page 172 Climate Risks and Opportunities</p> <p>Pages 172 - 203 Our Value to the Environment</p>

Recommendations	Organisation's Adoption of Recommendation	References
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>We acknowledge that climate-related risks, such as extreme weather events, resource scarcity, and supply chain disruptions, directly affect our business operations. For instance, an increase in extreme weather events can lead to production delays or infrastructure damage. On the flip side, seizing opportunities like energy efficiency and renewable energy adoption not only reduce our carbon footprint but also contribute to cost savings and enhanced operational resilience. We see this in our RE implementations within the Group.</p> <p>Climate awareness and sustainability are becoming increasingly important to our customers and stakeholders. Failing to address these issues can harm our reputation and market position. Conversely, actively embracing climate-related opportunities can differentiate us from competitors and attract environmentally-conscious consumers. Knowing this we have provided complimentary awareness training to suppliers and vendors since 2022.</p> <p>As global and local climate change regulations become increasingly stringent, our organisation must allocate resources to ensure compliance with these standards. This can have implications for our financial planning and capital allocation. For example, Bursa Malaysia has taken the step of making climate-related disclosures mandatory.</p> <p>To manage climate-related risks, we must allocate resources for mitigation and adaptation measures, such as improving infrastructure resilience and investing in emissions reduction technologies. These initiatives require financial planning and impact our overall budget allocation</p>	<p>Page 172 Climate Risks and Opportunity</p>
Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	<p>Our strategy encompasses risk assessment, adaptive measures, and specific targets aimed at reducing our carbon emissions. It is driven by our commitment to align with global climate goals and ensure the long-term viability of our organisation.</p> <p>The group is dedicated to achieving its objective of becoming a net zero carbon organisation by 2050, adhering to the Science Based Targets initiative (SBTi), and actively preparing for various climate-related scenarios. This involves the creation of a practical decarbonisation action plan and the implementation of a strong emissions measurement and monitoring system. In our Gamuda Green Plan 2025, we have established both short- and medium-term objectives. Our primary goal is to decrease our greenhouse gas emissions intensity by 30 percent by 2025 and by 45 percent by 2030. To closely monitor our progress, we utilise a digital platform capable of identifying anomalies and omissions, ensuring that the Group remains on course to achieve our reduction targets.</p> <p>In the Penang South Islands (PSI) project we assessed the Representative Concentration Pathway (RCP) scenarios based on 2 degrees and 4 degrees temperature changes. This is part of our effort to future-proofing our projects, addressing the impact of rising sea levels and heightened ambient temperatures. We utilised this modelling approach to forecast the likelihood and associated risks of future sea-level rise. The outcomes were instrumental in guiding our decision-making processes related to project elevation and design adjustments. We have also conducted assessments aligned with the Low Carbon Cities Framework to ensure that our developments are designed to create low-carbon communities.</p> <p>Full details are provided in Chapter 4 (Our Value to the Environment) disclosures of SR2023.</p>	<p>Pages 174 - 175 Advancing Towards Net Zero</p>

OUR GLOBAL ALIGNMENT

Recommendations	Organisation's Adoption of Recommendation	References
RISK MANAGEMENT		
Describe the organisation's processes for identifying and assessing climate-related risks.	Our processes include: Risk Identification: We start by identifying all potential climate-related risks that could affect our operations, both directly and indirectly. These risks encompass a wide range of areas, including extreme weather events, regulatory changes, supply chain disruptions, and reputational risks associated with our carbon footprint. The coverage of assessment on climate related risks are conducted throughout the life cycle of construction to ensure the risk and opportunities are identified at all stages of a project, that may extend to include operation phase (post construction).	Pages 48-49 Stakeholder Engagement Page 112 Key Management Perspective
Describe the organisation's processes for managing climate-related risks.	Data Collection and Analysis: We collect and analyse relevant data to understand the historical climate-related impacts on our business and the broader industry. This data includes past weather patterns, regulatory changes, and the experiences of peer organisations. We have in place a cloud-based Group-wide data collection system that can showcase 'live emission' via dashboard. This acts as a centre point for current state and baseline information. Scenario Analysis: To assess the future risks, we employ scenario analysis. This involves modelling various climate scenarios, including different levels of temperature rise and associated impacts. We evaluate how these scenarios may affect our business, considering both physical risks and transition risks, such as changing regulations and market trends. The analysis extends to design stage of projects where we analyse climate related probabilities. Example, of modelling we have implemented in our projects include flood risk (50 & 100 ARI) and sea level rise risk assessment (that resulted us to elevate the project). Stakeholder Engagement: We engage with various stakeholders, including customers, suppliers, local communities, and industry experts, to gain insights into their concerns and expectations regarding climate-related risks. Risk Prioritisation: Once all potential risks are identified and assessed, we prioritise them based on their significance and potential impact on our organisation or project. This prioritisation guides our risk mitigation efforts. Mitigation and Adaptation Strategies: We develop and implement strategies to mitigate identified risks and adapt to changing climate conditions. These strategies are tailored to the specific nature of each risk, and they encompass areas like infrastructure resilience, diversification of suppliers, and the reduction of greenhouse gas emissions. Monitoring and Reporting: We regularly oversee and, when necessary, revise our risk assessments to incorporate new data and insights. Moreover, we provide transparent reports on our climate-related risks and our advancements in addressing them. To facilitate this, we have implemented a cloud-based, organisation-wide data collection system that can display real-time emissions data through a user-friendly dashboard (this platform covers projects too).	Pages 172 Climate Risks and Opportunities

Recommendations	Organisation's Adoption of Recommendation	References
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The materiality approach (mentioned above) is integrated into the Group's risk management framework. Risks are measured by their forecasted impact on revenue, earnings, costs, and productivity. For more information on the materiality process, please refer to Materiality Chapter within the FY2023 Integrated Report	Pages 54 - 55 Material Matters Pages 56 - 57 Managing Our Risks
METRICS AND TARGETS		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Gamuda measures its environmental impact by tracking all Scope 1 and Scope 2 sources that primarily sourced from fuel and energy, while Scope 3 covering on the type of emission source category (that covers primarily financial, in RM). Other metrics used include waste production and water consumption. Carbon emissions are measured using CO ₂ e, while electricity consumption is measured in kWh, fuel in litres, water consumption in m ³ , and waste and recyclables in tonnes. All mentioned are taken account with considerations of global warming potential values. To determine Gamuda's emission intensity, the absolute total emissions for the fiscal year are divided by the revenue for that same period. For more details on identified climate related risks and opportunities, refer to Chapter 4 (Our Value to Environment) of SR2023. For the assurance of metrics and quantum disclosed, refer to Chapter 5 (Limited Assurance Statement) of SR2023.	Page 174 - 175 Advancing Towards Net Zero
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Gamuda provided Scope 1, Scope 2 and Scope 3 disclosures generated from the Group's operations. For more detailed information on our management approach, evaluation, and performance data, refer to Chapter 4 (Our Value to Environment) of SR2023.	Page 174 - 175 Advancing Towards Net Zero
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As part of our Gamuda Green Plan 2025, and as short- and medium-term targets, Gamuda is committed to reducing emissions intensity by 30 percent by 2025 and 45 percent by 2030. We also plan to achieve net zero by 2050. In FY2023, the Group has achieved 26 percent reduction compared to baseline. As an infrastructure and property company, the Group must reduce our carbon emissions by adopting renewable energy technology to supply the buildings and development that are within our control. We also incorporate sustainable masterplanning with green mobility elements into our projects. For more detailed information on targets set, refer to https://gamuda.com.my/sustainability-esg/gamuda-green-plan/ .	Page 117 Gamuda Green Plan 2025

OUR GLOBAL ALIGNMENT



Verification Report

Verification Opinion

Verified with Comments	
Based on the process and procedures conducted, there is no evidence that the GHG statement contained in the following report "Greenhouse Gas (GHG) Emissions Report FY2023, September 2023 version 1" produced by Gamuda Berhad	<ul style="list-style-type: none"> is not materially correct and is not a fair representation of GHG data and information. has not been prepared in accordance with ISO14064-1 and its principles.
With the following comments	The organization is currently in the process of gathering data on other relevant greenhouse gases (GHGs) associated with fugitive emissions, such as HFCs and PFCs. These direct fugitive emissions may occur as a result of equipment leaks, such as those in cooling systems. With the leverage and assistance of current software for calculating emissions, it will help the organization to calculate fugitive emissions in its upcoming reporting cycle.
Lead Verifier	Shaiful Rahman
Independent Reviewer	DinhMinhTam Nguyen
Signed on behalf of BSI	Evelyn Chye - Managing Director, Malaysia
Issue Date	13 October 2023
BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia	
NOTE: BSI Malaysia is independent to and has no financial interest in Gamuda Bhd. This third-party Verification Opinion has been prepared for Gamuda Bhd. only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Malaysia has assumed that all information provided to it by Gamuda Bhd. is true, accurate and complete. BSI Malaysia accepts no liability to any third party who places reliance on this statement.	

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LIMITED ASSURANCE STATEMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023

To the Board of Directors of Gamuda Berhad

We have been engaged by Gamuda Berhad to perform an independent limited assurance engagement on selected sustainability indicators (hereinafter referred to as the "Subject Matter Information") as reported by Gamuda Berhad ("Gamuda") in its Sustainability Report for the year ended 31 July 2023 ("Sustainability Report 2023").

Our Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information contained in the Gamuda's Sustainability Report 2023 for the year ended 31 July 2023 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

Subject Matter Information

The Subject Matter Information reported in the Gamuda's Sustainability Report 2023 on which we provide limited assurance, consists of:

Scope	Reported amount	Scope	Reported amount
GRI 305-1: Energy direct (Scope 1) GHG emissions (tCO₂e)			
Horizon Hills Golf and Country Club	133	GB Kuari	1,457
Kota Permai Golf and Country Club	137	Gamuda IBS	129
Menara Gamuda (Buildings)	120	Quayside Mall & Tower	0
100 Miller Street (Buildings)	0	Celadon City (Sales gallery)	0
GRI 305-2: Energy indirect (Scope 2) GHG emissions (tCO₂e)			
Horizon Hills Golf and Country Club	1,016	GB Kuari	513
Kota Permai Golf and Country Club	1,579	Gamuda IBS - Banting Factory	1,547
Menara Gamuda (Buildings)	1,933	Quayside Mall & Tower	5,674
100 Miller Street (Buildings)	27	Celadon City (Sales gallery)	252
GRI 303-3 Total water withdrawal (consumption) (m³)			
Horizon Hills Golf and Country Club	115,126	Gamuda IBS	60,202
Kota Permai Golf and Country Club	187,420	Gamuda Cove (Sales Gallery & Office)	13,278
Menara Gamuda	27,079	Celadon City (Sales Gallery)	1,809
Celadon City (Office)	854	Quayside Mall & Tower	121,381
GB Kuari	7,270		
GRI 306-3 Total weight of hazardous and non-hazardous waste generated (kg)			
Hazardous waste		Non-hazardous waste	
Gamuda IBS	0	Gamuda IBS	992,000
Menara Gamuda	480	Menara Gamuda	10,000
Jade Hills - Phase 6A2, Blossom Springs	0	Jade Hills - Phase 6A2, Blossom Springs	31,000
Jade Hills Resort	0	Jade Hills Resort	3,690
Quayside Mall	0	Quayside Mall	740,000

OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (CONTINUED)

Scope	Reported amount	Scope	Reported amount
Percentage of landscape area for identified projects (%)			
Gamuda Cove	5.28%	Gamuda Gardens	9.13%
GRI 205-2: Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated			
Gamuda Group	3,987 (97%)		
GRI 403-9: Lost Time Injury Frequency Rate ("LTIFR")			
Menara Gamuda	0	IOI Gems Residences	0
twentyfive7	0	Diamond Alnata Plus	0
Masterpave	0		
GRI 404-2(a): Type and scope of programs implemented and assistance provided to upgrade employee skills			
Gamuda Learning Centre	Types and scope of programs implemented for: <ul style="list-style-type: none"> Leadership Competencies and Soft Skills Data and Digital Skills Technical Competencies ESG-related Training 		
GRI 401-1: Total number of new employee hires and employee turnover during the reporting period, by age group and gender for Gamuda Malaysia, Gamuda Vietnam and Gamuda Australia			
Number of new hires (by age group)		Number of turnover (by age group)	
Under 30 years old	722	Under 30 years old	191
30 - 50 years old	727	30 - 50 years old	296
Over 50 years old	84	Over 50 years old	26
Number of new hires (by gender)		Number of turnover (by gender)	
Male	928	Male	299
Female	605	Female	214
GRI 405-1(a): Percentage of individuals within the Board of Directors of Gamuda Berhad, by age group and gender			
Board composition by age group (no.)		Board composition by gender (%)	
Over 50 years old	7	Male	43%
		Female	57%
GRI 204-1: Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (%)			
Gamuda Malaysia	94%	Gamuda Vietnam	98%
Gamuda Australia	98%		
GRI 406-1: Total number of incidents of discrimination during the reporting period			
Gamuda Malaysia	1		

Our assurance was with respect to the year ended 31 July 2023 information and we have not performed any procedures with respect to earlier periods or any other elements included in the Gamuda's Sustainability Report 2023 and, therefore, we do not express any conclusion thereon.

Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which Gamuda is solely responsible for selecting and applying.

The Reporting Criteria used for the reporting of the Selected Information are as follows:

- Gamuda's internal sustainability reporting guidelines and procedures by which the Selected Information is gathered, collated and aggregated internally; and
- The Global Reporting Initiative's Sustainability Reporting Standards ("GRI standards") for disclosures. (*collectively referred to as the "Reporting Criteria"*)

Inherent Limitations

The absence of a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement basis and can affect comparability between entities over time. In addition, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The Subject Matter Information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

Management's Responsibility

Management of Gamuda is responsible for the preparation of the Subject Matter Information included in the Gamuda's Sustainability Report 2023 in accordance with the Reporting Criteria.

This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in the Gamuda's Sustainability Report 2023 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by Gamuda which are reasonable in the circumstances.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements ("ISAE") 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement.

The accuracy of the Subject Matter Information is subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our limited assurance report should therefore be read in conjunction with the Reporting Criteria.

A limited assurance engagement involves assessing the suitability in the circumstances of Gamuda's use of the Reporting Criteria as the basis for the preparation of the Subject Matter Information, assessing the risks of material misstatement of the Subject Matter Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (CONTINUED)

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Main Assurance Procedures

Our work included the following procedures:

- Evaluated the suitability in the circumstances of Gamuda's Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained understanding of Gamuda's control environment, processes and systems relevant to the preparation of the Subject Matter Information for the in-scope operating units. Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by Gamuda;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sample basis on transactions included in the Subject Matter Information, which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Conducted site visits at selected operating units (i.e. Gamuda Cove, Gamuda Garden, Horizon Hills Golf and Country Club and Gamuda IBS);
- Assessed the appropriateness of the greenhouse gas emission factors used in the calculations of the Scope 1 and Scope 2 GHG emissions; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

This report, including the conclusion, has been prepared solely for the Board of Directors of Gamuda Berhad in accordance with the agreement between us, in connection with the performance of an independent limited assurance engagement on the Subject Matter Information as reported by Gamuda in its Sustainability Report 2023 and should not be used or relied upon for any other purposes. We consent to the inclusion of this report in the Gamuda's Sustainability Report 2023 to be disclosed on the website of Gamuda at www.gamuda.com.my to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matter Information in connection with the preparation of Gamuda's Sustainability Report 2023. As a result, we will not accept any liability or responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.



PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants
Kuala Lumpur
30 October 2023

ABBREVIATIONS

AB&C	- Anti-Bribery and Corruption	GWEN	- Gamuda Women Empowerment Network	ORS	- Off-River Storage
ACC	- Autodesk Construction Cloud	GIBS	- Gamuda Industrialised Building System	OSH	- Occupational Safety and Health
ALR	- Amanat Lebuhraya Rakyat Berhad	HIMS	- Housing Integrated Management System	PCMD	- Project Construction Management Department
AR	- Augmented Reality	HSC	- higher school certificate	PEFCTM	- Programme for the Endorsement of Forest
ATP	- Advanced Tree Planting	ICE	- internal combustion engine	PMS	- Performance Management System
BIMAR	- Building Information Modelling Augmented Reality	IGU	- Integrity and Governance Unit	POEO Act	- Protection of the Environment Operations Act 1997
BIM	- Building Information Modelling	IIRC	- International Integrated Reporting Council	PPA	- power purchase agreement
BSC	- British Safety Council	ILO	- International Labour Organisation	PPSN	- Pusat Perkhidmatan Setempat Nelayan
BCX	- Bursa Carbon Exchange	IMS	- Integrated Management System	PRA	- Project Risk Assessment
CAN	- CEO Action Network	IoT	- Internet of things	QLASSIC	- Quality Assessment System for Building Construction Works
CBD	- Convention on Biological Diversity	IUCN	- International Union for Conservation of Nature	QSHE	- Quality, Safety, Health and Environment
CDP	- Carbon Disclosure Project	ISAE 3000	- International Standard on Assurance Engagements	RAP	- Reconciliation Action Plan (Gamuda Australia)
CEMACS	- Centre of Marine and Coastal Studies	ISC	- Infrastructure Sustainability Council (Australia)	RE	- Renewable Energy
CGM	- Climate Governance Malaysia	ISMS	- Information Security Management System	RECs	- Renewable Energy Certificates
CGPP	- Corporate Green Power Programme	ISSB	- International Sustainability Standards Board	RMC	- Risk Management Committee
CIDB	- Construction Industry Development Board	ITA	- International Tunnelling & Underground Space Association	SASB	- Sustainability Accounting Standards Board
CLQs	- Centralised Labour Quarters	KVMRT	- Klang Valley Mass Rapid Transit	SBAT	- School-Based Apprenticeships and Traineeships
CO ₂ e	- Carbon Dioxide Equivalent	LCC 2030	- Low Carbon Cities 2030 Challenge	SBTi	- Science Based Targets initiative
CONQUAS®	- Construction Quality Assessment System	LCCF	- Low Carbon Cities Framework	SEDP	- Scholar's Engagement and Development Programme
CREST	- Crisis Relief Services and Training	LITRAK	- Lingkaran Trans Kota Holdings Berhad	SPRINT	- Sistem Penyuraian Trafik KL Barat
CQQs	- Centralised Quarantine Quarters	LKIM	- Lembaga Kemajuan Ikan Malaysia (Malaysian Fisheries Development Authority)	SRC	- Seedling Research Centre
DJSI	- Dow Jones Sustainability Indices	MCCG	- Malaysian Code on Corporate Governance	SC	- Securities Commission
EA	- Enabling Academy	MGTC	- Malaysian Green Technology and Climate Change Corporation	SGHA	- Star Golden Hearts Award
EIA	- Environmental Impact Assessment	MSCI	- Morgan Stanley Capital International	SHASSIC	- Safety and Health Assessment System in Construction
ETP	- Employment Transition Programme	MTEA	- Malaysian Technology Excellence Award	SIMP	- Social Impact Management Plan
EV	- Electric Vehicle	MVPs	- Minimum Viable Products	SLL	- Sustainability-Linked Loan
FPIC	- Free, Prior and Informed Consent	NAIDOC	- National Aborigines' and Islanders' Day Observance Committee	SMART	- Stormwater Management and Road Tunnel
FRIM	- Forest Research Institute Malaysia	NEDA	- New Enhanced Dispatch Arrangement	SME	- Subject Matter Experts
FTSE	- Financial Times Stock Exchange	NEM	- Net Energy Metering Malaysia	SPTs	- Sustainability Performance Targets
GBC	- Green Building Council (Malaysia)	NETR	- National Energy Transition Roadmap	SMP	- Sustainable Management Plan
GBF	- Global Biodiversity Framework	NIOSH	- National Institute for Occupational Safety and Health	SSC	- Sustainability Steering Committee
GBI	- Green Building Index	NPBD	- National Policy on Biological Diversity	SUSTAINABLE	- Sustainable
GET	- Green Electricity Tariff	NRECC	- The Ministry of Natural Resources, Environment and Climate Change	INFRASTAR	- Infrastructure Rating Tool
GET	- Gamuda Excellence Transformation			TCFD	- Task Force on Climate-related Financial Disclosures
GIA	- Gamuda Inspiration Award			UNDP	- United Nations Development Programme
GLC	- Gamuda Learning Centre			UNFCCC	- United Nations Framework Convention on Climate Change
GQUAS	- Gamuda Land Quality Unit Assessment System			VCM	- Voluntary Carbon Market
GreenRE	- Green Renewable Energy			WIM	- Wetlands International Malaysia
GRI	- Global Reporting Initiative Standards				
GS	- Green Star certification rating by Green Building Council of Australia				
GUEB	- Gamuda Parks Urban Ecology Biodiversity				

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DIRECTORS' RESPONSIBILITY STATEMENT

In respect of Audited Financial Statements for the financial year ended 31 July 2023

The Directors are required by the Companies Act, 2016 ("Act") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad to prepare the financial statements for each financial year in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and requirements of the Act in Malaysia.

The Directors are responsible to ensure that the audited financial statements give a true and fair view of the financial position, financial performance and cash flows of the Group and the Company for the financial year. Where there are new accounting standards or policies that become effective during the year, the impact of these new treatments would be stated in the notes to the financial statements, accordingly.

In preparing the financial statements, the Directors have:

- adopted appropriate and relevant accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent;
- ensured that all applicable accounting standards have been followed; and
- prepared financial statements on a "going concern" basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue operations for the foreseeable future.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the Act.

The Directors have overall responsibility for taking such steps as are reasonably available to them to safeguard the assets of the Group and of the Company to prevent and detect fraud and other irregularities.

DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 July 2023.

PRINCIPAL ACTIVITIES

The principal activities of the Company are that of investment holding and civil engineering construction.

The principal activities of the subsidiaries, associated companies and joint arrangements are described in Notes 17, 18 and 19 to the financial statements respectively.

RESULTS

	Group RM'000	Company RM'000
Profit before taxation from continuing and discontinued operations		
- Core profit	1,117,744	2,086,115
- Exceptional gain arising from disposal of highway concessions	1,111,124	-
Total profit	2,228,868	2,086,115
Less: Income tax expense	(223,808)	(64,738)
Profit after tax	2,005,060	2,021,377
Less: Non-controlling interests	(166,659)	-
Profit attributable to owners of the Company	1,838,401	2,021,377

There was no material transfer to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature except for the gain arising from disposal of highway concessions as disclosed in Note 47 to the financial statements.

DIVIDENDS

The amount of dividends paid or declared since the end of previous financial year were as follows:

	RM'000
In respect of the financial year ended 31 July 2023:	
Special cash dividend of 38 sen per ordinary share has been declared on 22 November 2022 and paid on 23 December 2022	993,284
First interim dividend of 6 sen per ordinary share declared on 16 December 2022 and paid on 2 March 2023:	
- Issuance of new shares in the Company pursuant to the Dividend Reinvestment Plan at the price of RM3.45 per share	123,485
- Cash dividend	33,734
Second interim dividend of 6 sen per ordinary share declared on 22 June 2023 and paid on 1 September 2023:	
- Issuance of new shares in the Company pursuant to the Dividend Reinvestment Plan at the price of RM3.97 per share	123,718
- Cash dividend	36,087
	1,310,308

DIRECTORS' REPORT (CONT'D.)

DIVIDENDS (CONT'D.)

At the Extraordinary General Meeting of the Company held on 5 December 2019, the shareholders of the Company approved the Company's Dividend Reinvestment Plan ("DRP"). The DRP provides an option to the shareholders to reinvest either all or a portion of the declared dividends in new shares in lieu of cash.

Shareholders' approval was obtained at the 46th Annual General Meeting ("AGM") of the Company held on 8 December 2022, where subsequent to the shareholders' approval, the directors of the Company are authorised to allot and issue new ordinary shares pursuant to the Dividend Reinvestment Plan in respect of dividends declared after the 46th AGM.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

DIRECTORS OF THE COMPANY

The names of the directors of the Company in office since the beginning of the financial year and at the date of this report are:

Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	
Y Bhg Dato' Lin Yun Ling*	
Y Bhg Dato' Ir. Ha Tiing Tai*	
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	
Puan Nazli binti Mohd Khir Johari	
Ms. Chan Wai Yen	
Ms. Chia Aun Ling	(Appointed w.e.f. 01.02.2023)
Mr. Justin Chin Jing Ho* (alternate to Y Bhg Dato' Ir Ha Tiing Tai)	
Y Bhg Dato' Mohammed bin Haji Che Hussein	(Retired w.e.f. 08.12.2022)
Encik Mohammed Rashdan bin Mohd Yusof* (alternate to Y Bhg Dato' Lin Yun Ling)	(Resigned w.e.f. 25.04.2023)

* Directors of the Company and certain subsidiary(ies)

DIRECTORS OF THE SUBSIDIARIES

The names of the directors of the Company's subsidiary(ies) since the beginning of the financial year to the date of this report, excluding those who are already listed above are:

Adil Putra bin Ahmad
 Ahcene El Boulhais
 Ajit Singh Rai
 Andrew Edward Kesik
 Angus Liew Bing Fook
 Azmi bin Mohamad
 Carine Lacroix
 Carla Maria Alves Silva
 Caroline Baker
 Chan Kong Wah
 Chew Wee Hwang
 Chu Wai Lune
 Chua Kheng Sun
 Chua Song Yong @ Eusoffe Chua
 Dato' Haji Abdul Sahak bin Safi
 Dato' Haji Azmi bin Mat Nor
 Dato' Noordin bin Alaudin
 Dato' Seri Farizan bin Darus
 Dato' Seri Ir. Kamarul Zaman bin Mohd Ali
 Dato' Mahmud bin Abbas

DIRECTORS OF THE SUBSIDIARIES (CONT'D.)

The names of the directors of the Company's subsidiary(ies) since the beginning of the financial year to the date of this report, excluding those who are already listed above are: (cont'd.)

Dato' Ubull A/L Din Om
 Datuk Hasmi bin Hasnan
 Devananda Naraidoo
 Dr. Ooi Lean Hock
 Emily Hii San San
 Foong Vooi Lin
 Goh Chee Young
 Johal Jagdish Singh
 Julian Yeap Kheang Teik
 Khariza binti Abd Khalid
 Khor Thiam Chay
 Kobinathan a/l Thangavelu
 Kong Sing Hoe (Appointed w.e.f. 12.10.2022)
 Lam Sew Chee (Appointed w.e.f. 01.08.2023)
 Larissa Chan Thien
 Lim Hui Yan
 Lim Ji Xiong
 Looi Hong Weei
 Mohd Roslan bin Sarip
 Ng Hau Wei
 Ng Kit Cheong
 Ong Jee Lian
 Rishikesh Batoosam
 Saw Yeok Hean
 Sazally bin Saidi
 Shaharum bin Ramli (Appointed w.e.f. 20.06.2023)
 Siddharth Swarup
 Simpkin Nicholas Guy
 Soo Kok Wong
 Sueway Tan
 Szeto Wai Loong
 Tan Sri Datuk Ooi Kee Liang (Appointed w.e.f. 21.10.2022)
 Tang Meng Loon
 Teng Poh Fern
 Tuan Haji Suhaimi bin Haji Kasdon
 Wong Mun Keong
 Wong Siew Lee (Appointed w.e.f. 01.08.2023)
 Yap Peng Loong
 Yew Yee Weng
 Teh Teck Seong (Resigned w.e.f. 13.10.2022)
 Ong Eng Chye (Resigned w.e.f. 21.10.2022)
 Saw Wah Theng (Resigned w.e.f. 21.03.2023)
 Liang Kai Chong (Resigned w.e.f. 04.04.2023)
 Beh Boon Ewe (Resigned w.e.f. 19.06.2023)
 Lung Hian Li (Resigned w.e.f. 01.08.2023)
 Ngan Chee Meng (Resigned w.e.f. 01.08.2023)

DIRECTORS' REPORT (CONT'D.)

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of acquisition of shares in, or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which he is a member, or with a company in which he has a substantial financial interest, except as disclosed in Note 41 to the financial statements.

The Directors' benefits paid to or receivable by Directors in respect of the financial year ended 31 July 2023 are as follows:

	Group RM'000	Company RM'000
Directors		
Executive:		
Salaries, bonus and EPF	12,558	11,948
Defined contribution plans	1,873	1,782
Share options granted under ESOS	3,654	3,654
Other emoluments		
– Allowances	259	114
– Benefits-in-kind	1,038	932
	19,382	18,430
Non-executive:		
Fees	909	909
Other emoluments		
– Allowances	197	197
– Benefits-in-kind	44	44
	1,150	1,150
Total	20,532	19,580

DIRECTORS' AND OFFICERS' INDEMNITY

The Company maintains a liability insurance for the directors and officers of the Company and its subsidiaries throughout the financial year, which provides insurance cover of RM50,000,000. The amount of insurance premium paid by the Company for the financial year ended 31 July 2023 was RM128,600 (2022: RM122,400). The directors and officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them.

DIRECTORS' REPORT (CONT'D.)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors of the Company at the end of the financial year in shares and option over shares in the Company and its related corporations during the financial year were as follows:

Gamuda Berhad	Number of ordinary shares			31 July 2023
	1 August 2022	Bought/ Exercise of ESOS/DRP	Sold	
Direct holding				
Y Bhg Dato' Lin Yun Ling	76,815,239	2,400,000	–	79,215,239
Y Bhg Dato' Ir. Ha Tiing Tai	28,032,000	3,398,000	–	31,430,000
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	228,750	8,314	–	237,064
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	4,000	–	(4,000)	–
Mr. Justin Chin Jing Ho	–	600,000	(600,000)	–
Indirect holding				
Y Bhg Dato' Ir. Ha Tiing Tai [#]	89,000	2,500	–	91,500
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah [*]	113,500,000	3,854,657	(863,354)	116,491,303

[#] Deemed interest through son

^{*} Deemed interest through Generasi Setia (M) Sdn. Bhd.

Employees' Share Options Scheme

The Company	Option price RM	Number of Options			31 July 2023
		1 August 2022	Granted	Exercised	
Y Bhg Dato' Lin Yun Ling	2.55	6,000,000	–	(2,400,000)	3,600,000
Y Bhg Dato' Ir. Ha Tiing Tai	2.55	3,500,000	–	(700,000)	2,800,000
Mr. Justin Chin Jing Ho	2.55	3,000,000	–	(600,000)	2,400,000

Other than as disclosed above, none of the other directors of the Company at the end of the financial year had any interest in shares or option over shares of the Company or its related corporations during the financial year.

The Company's Employees' Share Option Scheme ("ESOS") was approved by shareholders at the Extraordinary General Meeting held on 8 December 2021 and is effective for 5 years from 9 December 2021 to 31 January 2027.

As at 31 July 2023, 209,767,100 ESOS remain unexercised. The principal features of the ESOS and details of the share options granted as at 31 July 2023 are disclosed in Note 26(d) and Note 26(g) to the financial statements.

DIRECTORS' REPORT (CONT'D.)

DIRECTORS' REPORT (CONT'D.)

ISSUANCE OF SHARES

During the financial year, the Company increased its total issued and paid-up ordinary shares from 2,553,930,909 to 2,662,736,026 by way of the following:

- (i) issuance of 37,138,423 new ordinary shares at an issue price of RM3.22 pursuant to the DRP application;
- (ii) issuance of 35,792,794 new ordinary shares at an issue price of RM3.45 pursuant to the DRP application; and
- (iii) issuance of 35,873,900 new ordinary shares under the ESOS.

The ordinary shares issued arising from the DRP application and ESOS shall rank pari passu in all respects with the existing issued ordinary shares of the Company.

OTHER STATUTORY INFORMATION

- (a) Before the financial statements of the Group and of the Company were made out, 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 allowance for doubtful debts and satisfied themselves that all known bad debts have been written off and that adequate allowance had been made for doubtful debts; and
 - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which the Group and the Company might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
 - (i) the amount written off for any bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
 - (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances 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) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
 - (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
 - (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
 - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.
- (g) The Company has been granted exemption by the Companies Commission of Malaysia for its six subsidiaries from having to comply with Section 247(3) of the Companies Act 2016 to adopt a financial year end which coincides with that of its holding company for the financial year ended 31 July 2023 as follows:
 - (i) Gamuda Land Vietnam Limited Liability Company, Gamuda Land (HCMC) Joint Stock Company, Gamuda Land Binh Duong Company Limited, Gamuda Land Nam Viet Investment Company Limited and Truong Tin Construction and Housing Trading Company Limited with June financial year end; and
 - (ii) Gamuda-WCT (India) Private Limited with March financial year end.

SIGNIFICANT EVENTS

Significant events are as disclosed in Note 42 to the financial statements.

AUDITORS AND AUDITORS' REMUNERATION

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
Ernst & Young PLT and affiliated companies	3,342	1,447
Other auditors	245	25
	3,587	1,472

INDEMNIFICATION OF AUDITORS

To the extent permitted by law, the Group and the Company have agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit. No payment has been made to indemnify Ernst & Young PLT during the financial year nor since the end of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 18 October 2023.

Tan Sri Dato' Setia Haji Ambrin bin Buang
Chairman

Dato' Ir. Ha Tiing Tai
Deputy Group Managing Director

STATEMENT BY DIRECTORS

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

We, Tan Sri Dato' Setia Haji Ambrin bin Buang and Dato' Ir. Ha Tiing Tai, being two of the directors of Gamuda Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 251 to 424 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements 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 July 2023 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 18 October 2023.

Tan Sri Dato' Setia Haji Ambrin bin Buang
Chairman

Dato' Ir. Ha Tiing Tai
Deputy Group Managing Director

STATUTORY DECLARATION

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

I, Soo Kok Wong (MIA No. 10520), being the officer primarily responsible for the financial management of Gamuda Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 251 to 424 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by
the abovenamed Soo Kok Wong
at Petaling Jaya in Selangor Darul Ehsan
on 18 October 2023.

Soo Kok Wong

Before me,

Chin Chia Man (No. B449)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Gamuda Berhad, which comprise the statements of financial position as at 31 July 2023 of the Group and of the Company, and the income statements, statements of other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 251 to 424.

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 July 2023, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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. 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 audit 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 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

1. Revenue and construction contract costs recognised as contract expenses

63% and 65% of the Group's and of the Company's revenues respectively are derived from construction contracts which span more than one accounting period. For the financial year ended 31 July 2023, construction revenue and construction contract costs recognised as contract expenses are as follows:

Group's and Company's Construction contracts
Revenue: RM5,172,401,000 and RM3,342,424,000, respectively
Construction contract costs recognised as contract expenses: RM4,477,178,000 and RM2,931,102,000, respectively

The Group and Company have determined that certain performance obligations in relation to construction activities are satisfied over time and thus recognises revenue from this activity over time.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

1. Revenue and construction contract costs recognised as contract expenses (cont'd.)

We identified construction contract revenue and construction contract costs recognised as contract expenses as areas requiring audit focus as these areas involved significant management's judgement and estimates, including:

- i. Judgement and estimates made in the determination of whether variations in contract works should be included in the contract revenue; and
- ii. Estimates made in respect of the total estimated contract costs (which forms part of the computation of percentage-of-completion for the construction contracts).

In addressing this area of focus, we performed, amongst others, the following procedures:

- i. Read the contract to obtain an understanding of the specific terms and conditions;
- ii. Obtained an understanding of the relevant processes and internal controls over the accuracy and timing of revenue recognised in the financial statements, including controls performed by the management in estimating variation orders, claims, total contract costs, profit margin and progress of construction projects;
- iii. Observed the progress of the constructions on a sampling basis by performing site visits and examined the physical completion progress reports. We have also discussed the status of on-going constructions with management, finance personnel and project officials;
- iv. Evaluated management's assessment on whether provision for liquidated ascertained damages is required through supporting documents such as the construction agreements for the rates, extension of time approvals and work progress report indicating the reasons for the delay and efforts to catch up for phases whereby actual progress is behind planned progress;
- v. Agreed the contract sum to approved variation order forms with respect to variations in contract works and claims for costs not included in the contract price;
- vi. Evaluated the assumptions applied in the determination of the total construction contract costs by examining on a sampling basis the supporting evidence such as letters of award, approved purchase orders, sub-contractors' claims and invoices; and
- vii. Evaluated the determination of progress of construction projects by examining on a sampling basis the supporting evidence such as contractors' progress claims and suppliers' invoices.

The Group's disclosure on contract assets/liabilities is included in Note 22 to the financial statements.

2. Revenue and land and development costs

32% of the Group's revenues are derived from property development contracts which span more than one accounting period. For the financial year ended 31 July 2023, property development revenue and cost of sales are as follows:

Property development activities
Revenue: RM2,620,978,000
Land and development costs: RM1,823,403,000

The Group has determined that certain performance obligations in relation to property development activities are satisfied over time and thus recognises revenue from this activity over time.

The amount of revenue and profit recognised from property development activities are dependent on, amongst others, the extent of costs incurred to the total estimated costs of construction to derive the percentage-of-completion; the actual number of units sold and the estimated total revenue for each of the respective projects.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

2. Revenue and land and development costs (cont'd.)

We identified revenue and cost of sales from property development activities as an areas requiring audit focus as significant management's judgement and estimates are involved in estimating the total property development costs which include the common infrastructure costs (which is used to determine gross profit margin of property development activities undertaken by the Group).

In addressing this area of focus, we performed, amongst others, the following procedures:

- i. Obtained an understanding of the processes and internal controls over the accuracy and timing of revenue recognised in the financial statements, including controls performed by management in estimating the total property development cost, profit margin and progress of development projects;
- ii. We read the sales and purchase agreements entered into with customers on a sampling basis to obtain an understanding of the specific terms and conditions;
- iii. Evaluated assumptions applied in estimating the total property development costs on a sampling basis for each property development phase by examining documentary evidence such as letters of award issued to contractors to support the budgeted gross development cost. We also considered the historical accuracy of management's forecasts for the similar property development projects within the Group in evaluating the estimated total property development costs;
- iv. Observed the progress of the property development phases on a sampling basis by performing site visits and examined the physical completion progress reports. We have also discussed the status of on-going property development phases with management, finance personnel and project officials;
- v. Evaluated management's assessment on whether provision for liquidated ascertained damages is required through supporting documents such as the sales and purchase agreements for the rates, extension of time approvals and work progress report indicating the reasons for the delay and efforts to catch up for phases whereby actual progress is behind planned progress; and
- vi. Evaluated the determination of progress of development projects by examining supporting evidence on a sampling basis such as contractors' progress claims and suppliers' invoices.

The Group's disclosure on property development costs recognised is included in Note 13(b) to the financial statements.

3. Impairment of property, plant and equipment ("PPE") in a subsidiary, Gamuda Industrial Building System Sdn. Bhd. ("GIBS")

The carrying amount of GIBS's PPE as at 31 July 2023 is RM304,184,000.

GIBS is involved in the manufacturing and installation of prefabricated concrete panels for construction of buildings. The cash-generating unit ("CGU") of the manufacturing and installation of prefabricated concrete panels has recorded continued losses since previous years. This gives rise to impairment indicators for the carrying amounts of the PPE of the CGUs. Accordingly, the Group had performed an impairment assessment on the assets in the subsidiary by estimating the recoverable amount applying the value-in-use ("VIU") method. Estimating the VIU involves estimating the future cash inflows and outflows that will be derived from the cash generating unit, and discounting them at an appropriate rate.

Due to the significance of the amount and the subjectivity involved in estimating the VIU, we identified this as our area of audit focus as the impairment assessment involves determining the recoverable amounts using a discounted cash flow approach which is complex and highly judgemental. Significant assumptions applied in the discounted cash flow, including revenue growth rate is affected by the local market demand for the subsidiary's products, and the economic conditions surrounding the property development sector. Judgement was also applied in determining the appropriate rate to discount the future cash flows to its present value.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

3. Impairment of property, plant and equipment ("PPE") in a subsidiary, Gamuda Industrial Building System Sdn. Bhd. ("GIBS") (cont'd.)

In addressing this area of focus, we performed, amongst others, the following procedures:

- i. Obtained an understanding of the relevant processes and internal controls over estimating the recoverable amount of the PPE;
- ii. Evaluated the management's assumptions on revenue growth rate, gross profit margin and utilisation rate against the Group's plan to supply the prefabricated concrete panels for use in the Group's future development projects;
- iii. Assessed the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the asset; and
- iv. Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions on the recoverable amount.

The Group's disclosure on impairment assessment of PPE in GIBS is included in Note 12(b) to the financial statements.

4. Impairment of investment in a subsidiary – GIBS

The carrying amount of the Company's investment in the wholly-owned subsidiary – GIBS as at 31 July 2023 is RM400,500,000 which accounted for approximately 3% of the Company's total assets.

The continued losses reported by the Company's subsidiary, GIBS, indicated that the carrying amount of the investment in subsidiary may be impaired. Accordingly, the Company had performed an impairment assessment on the investment in the subsidiary by estimating the recoverable amount applying the value-in-use ("VIU") method. Estimating the VIU involves estimating the future cash inflows and outflows that will be derived from the cash generating unit, and discounting them at an appropriate rate.

Due to the significance of the amount and the subjectivity involved in estimating the VIU, we identified this as our area of audit focus as the impairment assessment involves determining the recoverable amounts using a discounted cash flow approach which is complex and highly judgemental. Significant assumptions applied in the discounted cash flow, including revenue growth rate is affected by the local market demand for the subsidiary's products, and the economic conditions surrounding the property development sector. Judgement was also applied in determining the appropriate rate to discount the future cash flows to its present value.

In addressing this area of focus, we performed, amongst others, the following procedures:

- i. Obtained an understanding of the relevant processes and internal controls over estimating the recoverable amount of the investment in the subsidiary;
- ii. Evaluated the management's assumptions on revenue growth rate, gross profit margin and utilisation rate against the Group's plan to supply the prefabricated concrete panels for use in the Group's future development projects;
- iii. Assessed the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive; and
- iv. Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions on the recoverable amount.

The Company's disclosure on impairment assessment of investment in GIBS are included in Note 17(c) to the financial statements.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Information Other than the Financial Statements and Auditor's Report

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the information included in the annual report, which is expected to be made available to us after the date of this auditors' report.

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 identified above 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.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

Responsibilities of 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 Malaysian Financial Reporting Standards, International Financial Reporting 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 Group's and the Company's ability 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 International Standards on Auditing 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 International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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.
- 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 the Group's and the Company's internal control.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Auditors' Responsibilities for the Audit of the Financial Statements (cont'd.)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (cont'd.)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- 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 Group's or the Company's ability 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.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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 those charged with governance 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 those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the 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 17(c) 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.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Ong Chee Wai
No. 02857/07/2024J
Chartered Accountant

Kuala Lumpur, Malaysia
18 October 2023

CONSOLIDATED INCOME STATEMENT

For the financial year ended 31 July 2023

	Note	2023 RM'000	2022 RM'000
Continuing operations			
Revenue	4	8,220,426	4,902,080
Other income		207,950	187,963
Construction contract costs recognised as contract expenses		(4,477,178)	(1,744,552)
Land and development costs		(1,823,403)	(1,853,970)
Changes in inventory of finished goods and work in progress		(12,165)	(11,741)
Purchases – raw and trading materials		(127,681)	(131,111)
Production overheads		(83,319)	(73,500)
Staff costs	5	(480,320)	(276,463)
Depreciation and amortisation		(120,245)	(111,543)
Reversal of doubtful debts		318	772
Other operating expenses		(401,646)	(253,294)
Profit from operations	7	902,737	634,641
Finance costs	8	(78,407)	(86,675)
Share of profits of associated companies		6,311	6,008
Share of profits of joint ventures		227,133	343,825
Profit before tax from operations		1,057,774	897,799
Income tax expense	9	(221,052)	(156,385)
Profit for the year from operations, net of tax		836,722	741,414
Discontinued operations			
Profit from discontinued operations, net of tax			
– Core profit	47	57,214	94,632
– Exceptional gain arising from disposal of highway concessions	47	1,111,124	–
Profit for the financial year		2,005,060	836,046
Profit attributable to:			
Owners of the Company			
– Continuing operations		814,725	725,794
– Discontinued operations		1,023,676	80,431
		1,838,401	806,225
Non-controlling interests			
– Continuing operations		21,997	15,620
– Discontinued operations		144,662	14,201
		166,659	29,821
Total		2,005,060	836,046

CONSOLIDATED INCOME STATEMENT (CONT'D.)

For the financial year ended 31 July 2023

	Note	2023 RM'000	2022 RM'000
Profit attributable to owners of the Company can be analysed as follows:			
Profit before taxation from continuing and discontinued operations			
– Core profit		1,117,744	1,016,110
– Exceptional gain arising from disposal of highway concessions		1,111,124	–
Total profit		2,228,868	1,016,110
Less: Income tax expense		(223,808)	(180,064)
Profit after tax		2,005,060	836,046
Less: Non-controlling interests		(166,659)	(29,821)
Profit attributable to owners of the Company		1,838,401	806,225
Core profit after tax		860,113	806,225
Exceptional gain arising from disposal of highway concession, excluding NCI		978,288	–
Profit attributable to owners of the Company		1,838,401	806,225
Earnings per share attributable to owners of the Company			
Basic earnings per share (sen)			
	10(a)		
– Continuing operations		30.99	28.68
– Discontinued operations		38.94	3.18
		69.93	31.86
Fully diluted earnings per share (sen)			
	10(b)		
– Continuing operations		30.27	28.46
– Discontinued operations		38.03	3.15
		68.30	31.61
Net dividends per ordinary share (sen)	11	50.0	12.0

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Profit for the year	2,005,060	836,046
Other comprehensive income:		
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Foreign currency translation (Note 27)	(48,319)	114,276
Share of associated companies' foreign currency translation (Note 27)	(2,324)	(978)
Fair value changes on investment security: financial asset at fair value through other comprehensive income	6,720	–
	(43,923)	113,298
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:		
Fair value (loss)/gain remeasurement on defined benefit plan (Note 29)	(3,648)	3,767
Income tax effect	100	(163)
Fair value changes of equity instrument: financial asset at fair value through other comprehensive income	(3,069)	–
	(6,617)	3,604
Total comprehensive income for the year	1,954,520	952,948
Total comprehensive income attributable to:		
Owners of the Company	1,788,646	924,217
Non-controlling interests	165,874	28,731
	1,954,520	952,948

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 July 2023

	Note	2023 RM'000	2022 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	12	1,648,981	1,095,482
Land held for property development	13(a)	3,666,091	3,507,908
Investment properties	14	631,027	691,494
Right-of-use assets	15	168,392	79,319
Goodwill	16(a)	497,583	–
Concession development expenditure	16(b)	140,226	137,124
Interests in associated companies	18	161,142	77,606
Interests in joint arrangements	19	1,228,980	933,063
Other investments	20	12,439	7,802
Deferred tax assets	32	135,616	64,246
Receivables and other financial assets	21	270,596	324,653
		8,561,073	6,918,697
Current assets			
Property development costs	13(b)	3,912,891	2,011,858
Inventories	13(c)	717,222	655,437
Receivables and other financial assets	21	2,942,108	2,437,077
Contract assets	22	3,451,990	2,695,647
Tax recoverable		21,756	20,381
Investment securities	23	1,007,803	700,782
Cash and bank balances	25	3,169,466	2,794,348
		15,223,236	11,315,530
Assets held for sale	47	–	2,028,499
		15,223,236	13,344,029
Total assets		23,784,309	20,262,726

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONT'D.)

As at 31 July 2023

	Note	2023 RM'000	2022 RM'000
EQUITY AND LIABILITIES			
Equity attributable to owners of the Company			
Share capital	26	4,078,131	3,723,168
Reserves		6,712,973	6,181,800
Owners' equity		10,791,104	9,904,968
Non-controlling interests		135,458	349,444
Total equity		10,926,562	10,254,412
Non-current liabilities			
Payables	30(a)	225,646	202,840
Contract liabilities	22	21,568	21,486
Provision for liabilities	37	123,691	99,262
Deferred tax liabilities	32	160,805	104,311
Long term Islamic debts	33	2,650,000	1,950,000
Long term conventional debts	34	2,864,037	1,280,727
		6,045,747	3,658,626
Current liabilities			
Short term Islamic debts	33	535,150	1,008,902
Short term conventional debts	34	874,509	540,435
Payables	30(b)	3,712,986	2,666,581
Contract liabilities	22	1,348,519	1,429,921
Provision for liabilities	37	254,612	160,434
Tax payable		86,224	84,361
		6,812,000	5,890,634
Liabilities directly associated with the assets held for sale	47	–	459,054
		6,812,000	6,349,688
Total liabilities		12,857,747	10,008,314
Total equity and liabilities		23,784,309	20,262,726

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 July 2023

Group	Attributable to owners of the Company							
	Non-distributable				Distributable			
	Share capital RM'000 (Note 26)	Option reserves RM'000	Other reserves RM'000 (Note 27)	Fair value reserve of financial assets at FVOCI RM'000	Retained profits RM'000 (Note 28)	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 August 2022	3,723,168	16,832	337,010	–	5,827,958	9,904,968	349,444	10,254,412
Total comprehensive income	–	–	(49,858)	3,651	1,834,853	1,788,646	165,874	1,954,520
Transactions with owners:								
Issuance of ordinary shares pursuant to exercise of ESOS	98,300	–	–	–	–	98,300	–	98,300
Share options granted under ESOS	–	66,427	–	–	–	66,427	–	66,427
Share options exercised under ESOS	13,592	(13,592)	–	–	–	–	–	–
Issuance of ordinary shares by a subsidiary to non-controlling interest	–	–	–	–	–	–	2,178	2,178
Dividends paid by subsidiaries to non-controlling interests	–	–	–	–	–	–	(382,038)	(382,038)
<u>Dividend paid for FY2022</u>								
Second interim dividend paid to shareholders:								
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	119,586	–	–	–	–	119,586	–	119,586
<u>Dividends paid and payable for FY2023</u>								
Special dividend paid to shareholders (Note 11)	–	–	–	–	(993,284)	(993,284)	–	(993,284)
First interim dividend paid to shareholders:								
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	123,485	–	–	–	(123,485)	–	–	–
– Cash dividend (Note 11)	–	–	–	–	(33,734)	(33,734)	–	(33,734)
Second interim dividend payable to shareholders:								
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	–	–	–	–	(123,718)	(123,718)	–	(123,718)
– Cash dividend (Note 11)	–	–	–	–	(36,087)	(36,087)	–	(36,087)
Total transactions with owners	354,963	52,835	–	–	(1,310,308)	(902,510)	(379,860)	(1,282,370)
At 31 July 2023	4,078,131	69,667	287,152	3,651	6,352,503	10,791,104	135,458	10,926,562

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONT'D.)

For the financial year ended 31 July 2023

Group	Attributable to owners of the Company							
	Non-distributable				Distributable			
	Share capital RM'000 (Note 26)	Option reserves RM'000	Other reserves RM'000 (Note 27)	Fair value reserve of financial assets at FVOCI RM'000	Retained profits RM'000 (Note 28)	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 August 2021	3,620,950	–	222,622	–	5,319,985	9,163,557	352,145	9,515,702
Total comprehensive income	–	–	114,388	–	809,829	924,217	28,731	952,948
Transactions with owners:								
Share options granted under ESOS	–	16,832	–	–	–	16,832	–	16,832
Issuance of ordinary shares by a subsidiary to non-controlling interest	–	–	–	–	–	–	7,968	7,968
Dividends paid by subsidiaries to non-controlling interests	–	–	–	–	–	–	(39,400)	(39,400)
First interim dividend paid to shareholders:								
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	102,218	–	–	–	(102,218)	–	–	–
– Cash dividend (Note 11)	–	–	–	–	(48,594)	(48,594)	–	(48,594)
Second interim dividend payable to shareholders:								
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	–	–	–	–	(119,586)	(119,586)	–	(119,586)
– Cash dividend (Note 11)	–	–	–	–	(33,650)	(33,650)	–	(33,650)
Acquisition of additional interest in a joint arrangement (Note 19(c)(i))	–	–	–	–	2,192	2,192	–	2,192
Total transactions with owners	102,218	16,832	–	–	(301,856)	(182,806)	(31,432)	(214,238)
At 31 July 2022	3,723,168	16,832	337,010	–	5,827,958	9,904,968	349,444	10,254,412

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Cash flows from operating activities		
Profit before tax from continuing operations	1,057,774	897,799
Profit before tax from discontinued operations	1,171,094	118,311
Profit before tax	2,228,868	1,016,110
Adjustments for:		
Amortisation:		
– Concession development expenditure	25,315	23,555
Depreciation:		
– Property, plant and equipment	68,339	62,972
– Investment properties	18,918	16,742
– Right-of-use assets	7,673	8,271
Provision for:		
– Liabilities	22,614	1,400
– Retirement benefits obligations	5,334	5,509
– Short term accumulating compensated absences	318	1,107
Property, plant and equipment written off	1,605	422
Net (gain)/loss on:		
– Disposal of property, plant and equipment	(1,078)	(3,404)
– Disposal of investment properties	–	(3,563)
– Disposal of highway concessions	(1,111,124)	–
– Unrealised foreign exchange	(8,938)	578
– Deemed disposal of interest in an associated company	(3,457)	(10,196)
Fair value loss/(gain) on CCIRS loan	15,392	(16,418)
Share of profits of:		
– Associated companies	(6,311)	(6,008)
– Joint ventures	(227,133)	(343,825)
Net allowance for doubtful debts	(318)	(772)
Fair value gain on investment securities	(7,928)	(1,300)
Share options granted under ESOS	66,427	16,832
Distribution from investment securities:		
– Islamic	(18,718)	(6,789)
– Non-Islamic	(5,078)	(12,142)
Profit rate from Islamic fixed deposits	(19,658)	(7,289)
Interest income arising from:		
– Non-Islamic fixed deposits	(101,781)	(82,990)
– Significant financing component	(330)	(190)
Unwinding of discount:		
Notional interest income on non-current:		
– trade receivables	(1,932)	(5,609)
– amounts due from joint ventures	–	(3,518)
Notional interest expense on non-current payables	23,458	31,539
Finance costs	58,014	65,254
Operating profit before working capital changes	1,028,491	746,278

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Cash flows from operating activities (cont'd.)		
Operating profit before working capital changes	1,028,491	746,278
Movements in:		
– Land held for property development	(93,383)	(227,583)
– Property development costs	178,190	684,619
– Inventories	215,359	16,460
– Receivables	(320,522)	(669,169)
– Contract assets/(liabilities)	(1,103,865)	(565,412)
– Payables	906,844	795,858
– Lease liabilities	51,636	5,703
Cash generated from operations	862,750	786,754
Income taxes paid	(238,405)	(111,557)
Finance costs paid	(217,928)	(198,991)
Retirement benefit obligations paid	(2,007)	(1,795)
Net operating cash flows attributable to discontinued operations	–	(4,310)
Net cash generated from operating activities	404,410	470,101
Cash flows from investing activities		
Additions to:		
– Property, plant and equipment	(523,976)	(205,510)
– Land held for property development	(229,929)	(166,778)
– Investment properties	(10,939)	(2,658)
– Concession development expenditures	(28,417)	(9,537)
Acquisition of land for property development	(1,962,159)	(181,840)
Acquisition of Downer Transport Projects	(591,329)	–
Acquisition of a subsidiary	(29,526)	–
Proceeds from:		
– Disposal of property, plant and equipment	3,192	4,935
– Disposal of investment properties	–	6,782
– Disposal of highway concession companies	2,564,055	–
Capital injection to an associated company	–	(2,100)
Capital injection in joint ventures	(176,488)	–
Acquisition of interest in an associate	(80,000)	–
Repayment of advances from a joint venture	60,575	–
Net (purchase)/withdrawal of investment securities	(303,010)	175,912
Withdrawals of deposits with tenure of more than 3 months	824,918	37,453
Dividend received from:		
– Associated companies	–	57,514
– Joint ventures	105,000	423,000
Distribution received from investment securities:		
– Islamic	18,718	6,876
– Non-Islamic	5,078	12,142
Profit rate received from Islamic fixed deposits	19,658	12,293
Interest income received from non-Islamic fixed deposits	101,781	76,329
Net investing cash flows attributable to discontinued operations	–	151,717
Net cash (used in)/generated from investing activities	(232,798)	396,530

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Cash flows from financing activities		
Net drawdown/(repayment) of borrowings and debts	2,128,240	(143,510)
Repayment of lease liabilities	(14,809)	(6,113)
Proceeds from exercise of ESOS	98,300	–
Capital injection in a subsidiary by non-controlling interest	2,178	7,968
Dividends paid to:		
– Shareholders	(1,060,668)	(48,593)
– Non-controlling interests	(382,038)	(18,400)
Net financing cash flows attributable to discontinued operations	–	(111,000)
Net cash generated from/(used in) financing activities	771,203	(319,648)
Net increase in cash and cash equivalents	942,815	546,983
Effects of exchange rate changes	(20,663)	51,154
Cash and cash equivalents at beginning of year	1,908,434	1,310,297
Cash and cash equivalents at end of year (Note 25)	2,830,586	1,908,434

Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's borrowings and debts arising from financing activities, including both cash and non-cash changes.

	Borrowings RM'000 (Note 33 and 34)	Lease liabilities RM'000 (Note 31)	Total RM'000
At 1 August 2022	4,780,064	10,406	4,790,470
Repayment during the year	(1,952,972)	(14,809)	(1,967,781)
Additions during the year	4,105,338	51,636	4,156,974
Fair value loss on CCIRS loan (Note 35)	15,392	–	15,392
Interest expense	–	1,557	1,557
Effects of exchange rate changes	(24,126)	(76)	(24,202)
At 31 July 2023	6,923,696	48,714	6,972,410
At 1 August 2021	5,227,794	10,727	5,238,521
Repayment during the year	(1,063,983)	(6,113)	(1,070,096)
Additions during the year	830,473	5,301	835,774
Fair value gain on embedded derivatives	(16,418)	–	(16,418)
Interest expense	–	402	402
Effects of exchange rate changes	(2,802)	89	(2,713)
	4,975,064	10,406	4,985,470
Less: Liabilities directly associated with the assets held for sale	(195,000)	–	(195,000)
At 31 July 2022	4,780,064	10,406	4,790,470

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

INCOME STATEMENT

For the financial year ended 31 July 2023

	Note	2023 RM'000	2022 RM'000
Revenue	4	5,159,765	1,938,579
Other income		242,182	166,636
Construction contract costs recognised as contract expenses		(2,931,102)	(1,185,642)
Staff costs	5	(208,398)	(102,868)
Depreciation		(9,335)	(6,302)
Other operating expenses		(66,493)	(50,842)
Impairment of cost of investment in SMART Holdings		–	(49,500)
Profit from operations	7	2,186,619	710,061
Finance costs	8	(100,504)	(102,217)
Profit before tax from operations		2,086,115	607,844
Income tax expense	9	(64,738)	(30,838)
Profit for the year		2,021,377	577,006
Net dividends per ordinary share (sen)	11	50.00	12.0

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF OTHER COMPREHENSIVE INCOME

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Profit for the year	2,021,377	577,006
Other comprehensive income:		
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Foreign currency translation (Note 27)	(5,111)	663
Fair value changes on investment security: financial asset at fair value through other comprehensive income	6,720	–
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:		
Fair value (loss)/gain remeasurement on defined benefit plan (Note 29)	(217)	368
Income tax effect	53	(88)
Fair value changes of equity instrument: financial asset at fair value through other comprehensive income	(3,069)	–
Other comprehensive (loss)/income for the year, net of tax	(1,624)	943
Total comprehensive income for the year	2,019,753	577,949

STATEMENT OF FINANCIAL POSITION

As at 31 July 2023

	Note	2023 RM'000	2022 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	12	425,576	196,598
Investment properties	14	9,742	9,764
Right-of-use assets	15	19,410	7,569
Investments in subsidiaries	17	6,004,207	4,563,658
Interests in associated companies	18	83,004	3,004
Interests in joint arrangements	19	140,377	128,127
Other investments	20	12,439	7,802
Deferred tax assets	32	10,594	5,693
Receivables and other financial assets	21	9,101	12,589
Due from subsidiaries	24	2,442,591	1,150,000
		9,157,041	6,084,804
Current assets			
Inventories	13(c)	718	661
Receivables and other financial assets	21	901,353	870,767
Contract assets	22	138,791	39,535
Due from subsidiaries	24	2,573,549	2,986,151
Investment securities	23	918,207	606,192
Cash and bank balances	25	976,791	722,856
Tax recoverable		1,846	2,039
		5,511,255	5,228,201
Assets held for distribution	47	–	635,348
		5,511,255	5,863,549
Total assets		14,668,296	11,948,353

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION (CONT'D.)

As at 31 July 2023

	Note	2023 RM'000	2022 RM'000
EQUITY AND LIABILITIES			
Share capital	26	4,078,131	3,723,168
Reserves		4,575,495	3,813,215
Owners' equity		8,653,626	7,536,383
Non-current liabilities			
Payables	30(a)	34,054	49,640
Due to subsidiaries	36	7,519	1,892
Long term Islamic debts	33	1,650,000	850,000
Long term conventional debts	34	1,389,680	300,000
		3,081,253	1,201,532
Current liabilities			
Short term Islamic debts	33	235,150	908,902
Short term conventional debts	34	602,480	254,284
Payables	30(b)	1,109,765	670,343
Contract liabilities	22	759,965	1,245,163
Due to subsidiaries	36	175,993	107,656
Provision for liabilities	37	17,473	–
Tax payable		32,591	24,090
		2,933,417	3,210,438
Total liabilities		6,014,670	4,411,970
Total equity and liabilities		14,668,296	11,948,353

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 July 2023

Company	Non-distributable			Distributable		Total RM'000
	Share capital RM'000 (Note 26)	Option reserves RM'000	Other reserves RM'000 (Note 27)	Fair value reserve of financial assets at FVOCI RM'000	Retained profits RM'000 (Note 28)	
At 1 August 2022	3,723,168	16,832	7,726	–	3,788,657	7,536,383
Total comprehensive income	–	–	(5,275)	3,651	2,021,377	2,019,753
Transactions with owners:						
Issuance of ordinary shares pursuant to exercise of ESOS	98,300	–	–	–	–	98,300
Share options granted under ESOS	–	66,427	–	–	–	66,427
Share options exercised under ESOS	13,592	(13,592)	–	–	–	–
<u>Dividend paid for FY2022</u>						
Second interim dividend paid to shareholders:						
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	119,586	–	–	–	–	119,586
<u>Dividend paid and payable for FY2023</u>						
Special dividend paid to shareholders (Note 11)	–	–	–	–	(993,284)	(993,284)
First interim dividend paid to shareholders:						
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	123,485	–	–	–	(123,485)	–
– Cash dividend (Note 11)	–	–	–	–	(33,734)	(33,734)
Second interim dividend payable to shareholders:						
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	–	–	–	–	(123,718)	(123,718)
– Cash dividend (Note 11)	–	–	–	–	(36,087)	(36,087)
Total transactions with owners	354,963	52,835	–	–	(1,310,308)	(902,510)
At 31 July 2023	4,078,131	69,667	2,451	3,651	4,499,726	8,653,626
At 1 August 2021	3,620,950	–	7,063	–	3,513,227	7,141,240
Total comprehensive income	–	–	663	–	577,286	577,949
Transactions with owners:						
Issuance of ordinary shares pursuant to exercise of ESOS	–	16,832	–	–	–	16,832
First interim dividend paid to shareholders:						
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	102,218	–	–	–	(102,218)	–
– Cash dividend (Note 11)	–	–	–	–	(48,594)	(48,594)
Second interim dividend payable to shareholders:						
– Issuance of new shares in the Company pursuant to the DRP (Note 11)	–	–	–	–	(119,586)	(119,586)
– Cash dividend (Note 11)	–	–	–	–	(33,650)	(33,650)
Acquisition of additional interest in a joint arrangement (Note 19(c)(ii))	–	–	–	–	2,192	2,192
Total transactions with owners	102,218	16,832	–	–	(301,856)	(182,806)
At 31 July 2022	3,723,168	16,832	7,726	–	3,788,657	7,536,383

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Cash flows from operating activities		
Profit before tax	2,086,115	607,844
Adjustments for:		
Depreciation:		
– Property, plant and equipment	7,605	5,566
– Right-of-use assets	1,708	712
– Investment properties	22	24
Net provision for/(reversal of):		
– Retirement benefits obligations	368	693
– Short term accumulating compensated absences	(184)	186
– Liabilities	17,090	–
Net gain on:		
– Disposal of property, plant and equipment	(2)	(7)
– Unrealised foreign exchange	(11,415)	(12,012)
– Capital repayment from an associate company	(2,910)	–
Share options granted under ESOS	66,427	16,832
Dividend income from:		
– Subsidiaries	(524,454)	(139,170)
– Associated companies	(1,187,887)	(57,514)
– Joint ventures	(105,000)	(423,000)
Distribution from investment securities:		
– Islamic	(18,212)	(5,575)
– Non-Islamic	(3,514)	(8,757)
Profit rate from Islamic fixed deposits	(2,038)	(330)
Interest income from:		
– Non-Islamic fixed deposits	(29,200)	(1,433)
– Subsidiaries	(133,590)	(128,653)
Fair value gain on investment securities	(7,928)	(1,300)
Unwinding of discount:		
Notional interest income on non-current:		
– trade receivables	(408)	(1,718)
– amounts due to subsidiaries	(640)	(1,213)
Notional interest expense on non-current payables	1,300	5,306
Finance costs	99,204	96,911
Impairment of cost of investment in SMART Holdings	–	49,500
Operating profits before working capital changes	252,457	2,892
Movement in:		
– Net amounts due from/to subsidiaries (trade)	(1,408,969)	897,165
– Receivables	(26,690)	(122,056)
– Inventories	(57)	(14)
– Contract assets/(liabilities)	(566,522)	398,278
– Lease liabilities	20,647	2,405
– Payables	416,271	273,379
Cash (used in)/generated from operations	(1,312,863)	1,452,049
Dividend received	2,262,399	513,170
Income taxes paid	(60,563)	(28,131)
Finance costs paid	(99,199)	(96,911)
Retirement benefit obligations paid	(164)	–
Net operating cash flows attributable to discontinued operations	–	106,514
Net cash generated from operating activities	789,610	1,946,691

STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2023

	2023 RM'000	2022 RM'000
Cash flows from investing activities		
Purchase of property, plant and equipment	(251,260)	(65,200)
Proceeds from disposal of property, plant and equipment	12	13
Proceeds from capital reduction of an associate company	193,200	–
Capital injection in subsidiaries	(391,915)	(258,356)
Additions in right-of-use assets	(19,165)	(5,007)
Acquisition of additional interest in an associate company	(80,000)	(7,069)
Acquisition of additional interest in a joint venture	(12,250)	–
Acquisition of additional investment in other investments	(7,707)	–
Net advances to subsidiaries	(434,275)	(1,162,279)
Net (purchase)/withdrawal of investment securities	(297,367)	137,524
Deposits with tenure of more than 3 months (Note 25)	(252,037)	–
Distribution received from investment securities:		
– Islamic	18,212	5,575
– Non-Islamic	3,514	8,757
Profit rate received from Islamic fixed deposits	2,038	330
Interest income from:		
– Non-Islamic fixed deposits	29,200	1,433
– Subsidiaries	133,590	128,653
Net cash used in investing activities	(1,366,210)	(1,215,626)
Cash flows from financing activities		
Net drawdown/(repayment) of borrowings and debts	1,566,893	(93,518)
Payment of lease liabilities	(8,520)	(1,831)
Proceeds from exercise of ESOS	98,300	–
Dividend paid to shareholders	(1,060,668)	(48,593)
Net cash generated from/(used in) financing activities	596,005	(143,942)
Net increase in cash and cash equivalents	19,405	587,123
Effects of exchange rate changes	(17,507)	628
Cash and cash equivalents at beginning of year	722,856	135,105
Cash and cash equivalents at end of year (Note 25)	724,754	722,856

STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2023

Reconciliation of liabilities arising from financing activities:

The table below details changes in the Company's borrowings and debts arising from financing activities, including both cash and non-cash changes.

	Borrowings RM'000 (Note 33 and 34)	Lease liabilities RM'000 (Note 31)	Total RM'000
At 1 August 2022	2,313,186	3,087	2,316,273
Repayment during the year	(1,783,713)	(8,520)	(1,792,233)
Additions during the year	3,350,606	19,731	3,370,337
Interest expense	–	916	916
Effects of exchange rate changes	(2,769)	(22)	(2,791)
At 31 July 2023	3,877,310	15,192	3,892,502
At 1 August 2021	2,407,987	682	2,408,669
Repayment during the year	(1,590,828)	(1,831)	(1,592,659)
Additions during the year	1,497,310	4,159	1,501,469
Interest expense	–	69	69
Effects of exchange rate changes	(1,283)	8	(1,275)
At 31 July 2022	2,313,186	3,087	2,316,273

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

– 31 July 2023

1. CORPORATE INFORMATION

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 registered office and principal place of business of the Company is located at Menara Gamuda, PJ Trade Centre, No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan.

The principal activities of the Company are that of investment holding and civil engineering construction. The principal activities of the subsidiaries, associated companies and joint arrangements are described in Notes 17, 18 and 19 respectively.

There have been no significant changes in the nature of these activities during the financial year other than the disposal of the Group's highway concessions during the year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 18 October 2023.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

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

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

The financial statements of the Group and of the Company have been prepared on the historical cost basis except as disclosed in the accounting policies below.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 August 2022, the Group and the Company adopted the following amended MFRSs:

Effective for annual periods beginning on or after 1 January 2022:

Amendments to MFRS 3	Reference to the Conceptual Framework
Amendments to MFRS 116	Property, Plant and Equipment – Proceeds before Intended Use
Amendments to MFRS 137	Onerous Contracts – Cost of Fulfilling a Contract
Amendments to MFRSs	Annual Improvements to MFRS Standards 2018 – 2020

The adoption of these amended standards did not have any material financial impact to the Group and the Company.

2.3 Standards and interpretations issued but not yet effective

The Group and the Company have not adopted the following standards and amendments to MFRSs that have been issued, but yet to be effective:

Effective for annual periods beginning on or after 1 January 2023:

MFRS 17 and amendments to MFRS 17	Insurance Contracts (including amendments to initial application of MFRS 17 and MFRS 9 – Comparative Information)
Amendments to MFRS 101	Disclosure of Accounting Policies
Amendments to MFRS 108	Definition of Accounting Estimates
Amendments to MFRS 112	Deferred Tax related to Assets and Liabilities arising from a Single Transaction
Amendments to MFRS 112	International Tax Reform – Pillar Two Model Rules

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.3 Standards and interpretations issued but not yet effective (cont'd.)

The Group and the Company have not adopted the following standards and amendments to MFRSs that have been issued, but yet to be effective: (cont'd.)

Effective for annual periods beginning on or after 1 January 2024:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

Deferred:

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
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The directors expect that the adoption of the above standards and amendments to MFRSs will have no significant impact on the financial statements of the Group and the Company in the period of initial application.

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Company controls an investee if and only if the Company has all the following:

- (i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its investment with the investee; and
- (iii) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (i) The contractual arrangement(s) with the other vote holders of the investee;
- (ii) Rights arising from other contractual arrangements; and
- (iii) The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.4 Basis of consolidation (cont'd.)

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.5 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit ("CGU") and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.6 Investment in associated companies and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

When the Group's effective interest in associated companies reduces over time arising from the corporate exercises that do not involve the Group, such reduction in effective interest is commonly referred to as deemed disposal. The deemed disposal gives rise to only a partial disposal, such that the Group continues to equity account the Group's interest in the associated companies and consequently gives rise to dilution gain.

The applicable accounting standard, MFRS 128 Investment in Associates and Joint Ventures, does not prescribe where the dilution gains should be recognised in income statement, OCI or equity. In the absence of further guidance, the Group had decided to recognise the dilution gains in the income statement. This is intended to bring the Group's reporting closer to the practice of most of the other companies and views of the relevant accounting bodies to enhance the comparability of the Group's financial statements for the benefit of users of the financial statements. The dilution gain has been disclosed according in Note 7.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.7 Investment in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group and the Company as joint operators recognise in relation to their interests in joint operations:

- (i) their assets, including their shares of any assets held jointly;
- (ii) their liabilities, including their shares of any liabilities incurred jointly;
- (iii) their revenue from the sale of their shares of the output arising from the joint operations;
- (iv) their shares of the revenue from the sale of the output by the joint operations; and
- (v) their expenses, including their shares of any expenses incurred jointly.

The Group and the Company account for the assets, liabilities, revenues and expenses relating to its interest in joint operations in accordance with the MFRSs applicable to the particular assets, liabilities, revenues and expenses.

Profits and losses resulting from transactions between the Group and its joint operation are recognised in the Group's consolidated financial statements only to the extent of unrelated investors' interests in the joint operation.

2.8 Concession development expenditure

(a) Expressway development expenditure

Expressway development expenditure ("EDE") comprises development and upgrading expenditure (including interest charges relating to financing of the development of the expressway) incurred in connection with the concession. EDE is measured on initial recognition at cost. Following initial recognition, EDE is carried at cost less accumulated amortisation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13.

Assets under construction included in EDE are not depreciated as these assets are not yet available for use.

EDE is amortised upon commencement of tolling operations over the concession period based on the following formula:

Amortisation of EDE is included in profit or loss.

$$\left(\frac{\text{Actual Traffic Volume For The Year}}{\text{Actual Traffic Volume For The Year Plus Projected Traffic Volume To Completion}} \right) \times \left(\text{Opening Net Carrying Amount Of EDE Plus Current Year Additions} \right)$$

Periodic traffic studies are performed by an independent traffic consultant in order to support the projected toll revenue for the remaining concession period. The projection was based on the latest available traffic study.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.8 Concession development expenditure (cont'd.)

(b) Water development expenditure

The water development expenditure ("WDE") is attributable to Gamuda Water Sdn. Bhd. which have been granted the rights to manage, operate and maintain Sungai Selangor Water Treatment Plant Phase 3 ("SSP 3") for a period of 8 years from 2019 to 2027. WDE comprises of rehabilitation and restoration capital expenditure in connection with the operations and maintenance of water concession. Following initial recognition, WDE is carried at cost less accumulated amortisation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13.

WDE are amortised upon commencement of the operation of SSP 3 over the concession period of 8 years.

2.9 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost net of accumulated depreciation and accumulated impairment losses, if any. When significant parts of plant and equipment are required to be replaced at intervals, the Group and the Company depreciate them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Freehold land has an unlimited useful life and therefore is not depreciated. Construction in progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, at the following annual rates:

Buildings	2% – 13%
Plant and machinery	5% – 20%
Office equipment, furniture and fittings	10% – 33%
Motor vehicles	12% – 25%

The Group and the Company review the estimated residual values and expected useful lives of assets at least annually. In particular, the Group and the Company consider the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss when the asset is derecognised.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.10 Leases

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets and the associated lease liabilities are presented as a separate line item in the statement of financial position.

The right-of-use asset is initially measured at cost. Cost includes the initial amount of the corresponding lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs, less any incentives received.

The right-of-use asset is subsequently measured at cost less accumulated depreciation and any accumulated impairment losses and adjust for any remeasurement of the lease liabilities. The right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the Group and the Company expect to exercise a purchase option, the right-of-use asset is depreciated over the useful life of the underlying asset ranging from 2 to 99 years. The depreciation starts from the commencement date of the underlying asset. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13.

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group's and the Company's lease liabilities are included in Note 31.

(iii) Short term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.10 Leases (cont'd.)

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned. The accounting policy for rental income is set out in Note 2.19(b)(ii).

2.11 Service concession arrangements

The Group recognises revenue from the construction and upgrading of the infrastructure in accordance with its accounting policy for construction contracts set out in Note 2.12. Where the Group performs more than one service under the arrangement, consideration received or receivable is allocated to the components by reference to the relative fair values of the services delivered, when the amounts are separately identifiable.

The Group recognises the consideration receivable as concession development expenditure to the extent that it receives a right to charge users of the public service. Concession development expenditure are accounted for in accordance with the accounting policy set out in Note 2.8.

Subsequent costs and expenditures related to infrastructure and equipment arising from the Group's commitments to the concession contracts or that increase future revenue are recognised as additions to the intangible asset and are stated at cost. Capital expenditures necessary to support the Group's operation as a whole are recognised as property, plant and equipment, and accounted for in accordance with the policy stated under property, plant and equipment in Note 2.9. When the Group has contractual obligations that it must fulfil as a condition of its license to: a) maintain the infrastructure to a specified standard or, b) to restore the infrastructure when the infrastructure has deteriorated below a specified condition, it recognises and measures these contractual obligations in accordance with the accounting policy for provisions in Note 2.16. Repairs and maintenance and other expenses that are routine in nature are expensed to profit or loss as incurred.

2.12 Construction contracts

Where the financial outcome of a construction contract can be reliably estimated, contract revenue and contract costs are recognised as revenue and expenses respectively by using the stage of completion method. The stage of completion is determined by the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs.

Where the financial outcome of a construction contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that are likely to be recoverable. Contract costs are recognised as expenses in the period in which they are incurred.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Contract revenue comprises the initial amount of revenue agreed in the contract and variations in contract work, claims and incentive payments to the extent that it is probable that they will result in revenue and they are capable of being reliably measured.

When the total of costs incurred on construction contracts plus recognised profits (less recognised losses) exceeds progress billings, the balance is classified as contract assets within trade receivables. When progress billings exceed costs incurred on construction contracts plus recognised profits (less recognised losses), the balance is classified as contract liabilities within trade payables.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.13 Impairment of non-financial assets

The Group assesses, the carrying amounts of the Group's non-financial assets, other than land held for property development, property development costs, deferred tax assets and inventories, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually as at 31 July and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

2.14 Inventories

Inventories are stated at the lower of cost or net realisable value.

(a) Land held for property development

Land held for property development (classified within non-current assets) comprise land banks which are in the process of being prepared for development but have not been launched, 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 cost less any accumulated impairment losses.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

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

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.14 Inventories (cont'd.)

(b) Property development cost

Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities.

Where the financial outcome of a development activity can be estimated reliably, property development revenue and expenses are recognised in profit or loss by using the stage of completion method. The stage of completion is determined by the proportion that property development costs incurred for work performed to date bear to the estimated total property development costs.

Where the financial outcome of a development activity cannot be estimated reliably, property development revenue is recognised only to the extent of property development costs incurred that are likely to be recoverable. Property development costs are recognised as expenses in the period in which they are incurred.

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately.

Property development costs not recognised as an expense are recognised as an asset, which is measured at the lower of cost and net realisable value.

The excess of revenue recognised in profit or loss over billings to purchasers is classified as accrued billings within trade receivables and the excess of billings to purchasers over revenue recognised in profit or loss is classified as progress billings within trade payables.

(c) Completed properties

Costs comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects and direct building costs.

(d) Raw materials, panels and work in progress

The cost of raw materials includes the cost of purchase and other direct charges. The costs of panels and work-in-progress comprise of raw materials, direct labour, other direct costs and appropriate proportions of production overheads. Cost of inventories are accounted for using the weighted average cost method.

Net realisable value represents 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.

2.15 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at costs less any accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Construction in progress included in investment properties are not depreciated as these assets are not yet available for use.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, at the following annual rates:

Leasehold land	2% – 13%
Buildings	2% – 13%

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.15 Investment properties (cont'd.)

A property interest under an operating lease is classified and accounted for as an investment property on a property-by-property basis when the Group holds it to earn rentals or for capital appreciation or both. Any such property interest under an operating lease classified as an investment property is carried at cost.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use, as set out in Note 2.9.

2.16 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.17 Taxes

(a) Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.17 Taxes (cont'd.)

(b) Deferred tax (cont'd.)

Deferred tax liabilities are recognised for all temporary differences, except: (cont'd.)

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.
- when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

(c) Sales and Service Tax ("SST")

The net amount of SST being the difference between output and input of SST, payable to or receivable from the respective authorities at the reporting date, is included in other payables or other receivables in the statements of financial position.

Revenue is recognised net of SST charged to customers. Expenses and assets are recognised inclusive of SST. The amount payable to taxation authority is included as payables in the statement of financial position.

The effective date for SST in Malaysia is on 1 September 2018. Prior to this date, Malaysia was under the Goods and Services Tax ("GST") regime.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.18 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. The Malaysian companies in the Group make contributions to the Employee Provident Fund ("EPF") in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(c) Defined benefit plans

The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation (derived using a discount rate based on high quality corporate bonds) at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method.

Defined benefit costs comprise service costs, net interest on the net defined benefit liability or asset and remeasurements of net defined benefit liability or asset.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expense in profit or loss. Past service costs are recognised when plan amendment or curtailment occurs.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on high quality corporate bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognised as expense or income in profit or loss. Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

The amount recognised in the consolidated statements of financial position represents the present value of the defined benefit obligations adjusted for unrecognised actuarial gains and losses and unrecognised past service costs, and reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the net total of any unrecognised actuarial losses and past service costs, and the present value of any economic benefits in the form of refunds or reductions in future contributions to the plan.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.18 Employee benefits (cont'd.)

(d) Share based compensation

The Gamuda Berhad Employees' Share Option Scheme ("ESOS"), an equity-settled, share based compensation plan, allows the Group's employees to acquire ordinary shares of the Company. The total fair value of share options granted to employees is recognised as an employee cost with a corresponding increase in the share options reserve within equity over the vesting period and taking into account the probability that the options will vest. The fair value of share options is measured at grant date, taking into account, if any, the market vesting conditions upon which the options were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable on vesting date.

At each reporting date, the Group revises its estimates of the number of options that are expected to become exercisable on vesting date. It recognises the impact of the revision of original estimates, if any, in the profit or loss, and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the share option reserve until the option is exercised, upon which it will be transferred to share capital, or until the option expires, upon which it will be transferred directly to retained profits.

2.19 Revenue from contracts with customers and other income recognition

Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. Other income is recognised to the extent that they are probable that the economic benefits associated with the transaction will flow to the Group and the other income can be reliably measured. Revenue and other income are measured at the fair value of consideration received or receivable.

(a) Revenue recognition from contracts with customers

The following specific recognition criteria must also be met before revenue and other income are recognised:

(i) Engineering and construction contracts

Revenue from engineering and construction contracts is accounted for by the stage of completion method as described in Note 2.12.

(ii) Property development

Property development contracts with customers may include multiple promises to customers and are accounted for as separate performance obligations. 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 is recognised as and when the control of the asset is 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 Group's performance 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.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.19 Revenue from contracts with customers and other income recognition (cont'd.)

(a) Revenue recognition from contracts with customers (cont'd.)

The following specific recognition criteria must also be met before revenue and other income are recognised: (cont'd.)

(ii) Property development (cont'd.)

This is generally established when:

- the promised properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements and the attached layout plan and the purchasers could enforce its rights to the promised properties if the Group seeks to sell the unit to another purchaser. The contractual restriction on the Group's ability to direct the promised residential property for another use is substantive and the promised properties sold to the purchasers do not have an alternative use to the Group; and
- the Group has the right to payment for performance completed to date and is entitled to continue to transfer to the customer the development units promised and has the rights to complete the construction of the properties and enforce its rights to full payments.

If control of the asset is transferred over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, the Group recognises the revenue at a point of time to the sale of completed properties and properties under contract of sale when the control of the properties has been transferred to the customers and it is probable that the Group will collect the consideration it is entitled to.

The Group recognises sales at a point in time for the sale of completed 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.

(iii) Sale of goods and services

Revenue relating to the sale of goods is recognised net of discounts upon the transfer of risks and rewards. Revenue from services rendered is recognised net of service taxes and discount as and when the services are performed. Sale of goods and services of the Group includes trading of construction materials, quarry sales and sales of manufactured products.

(iv) Supply of water and related services

Revenue from management, operation and maintenance of dams and water treatment facilities are recognised net of discounts as and when the services are performed.

(v) Toll concession revenue

Toll revenue relates to toll collection. Toll collection is accounted for as and when toll is chargeable for the usage of the Highway.

(vi) Dividend income

Dividend income is recognised when the right to receive payment is established.

(vii) Club membership entrance fees and annual fees

Membership entrance fees from members represent 20% of the membership fees whereas membership annual fees represent the remaining 80% of the membership fees. The membership entrance fees are received upfront and recognised on a straight-line basis over the tenure of the membership.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.19 Revenue from contracts with customers and other income recognition (cont'd.)

(b) Other income

(i) Interest income

Interest is recognised on a time proportion basis that reflects the effective yield on the asset.

(ii) Rental income

Rental income is recognised on a straight-line basis over the term of the lease. The aggregate cost of incentives provided to lessees is recognised as a reduction of rental income over the lease term on a straight-line basis.

2.20 Foreign currencies

(a) Functional and presentation currency

The Group's consolidated financial statements are presented in Ringgit Malaysia ("RM"), alternatively referred to as the Malaysian Ringgit ("MYR"), which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

(b) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment in a foreign operation. These are recognised in OCI until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

(c) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into RM at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.20 Foreign currencies (cont'd.)

(c) Group companies (cont'd.)

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

The principal exchange rates used for every unit of foreign currency ruling at the reporting date are as follows:

	2023 RM	2022 RM
United States Dollar	4.505	4.441
Indian Rupee	0.055	0.056
New Taiwan Dollar	0.143	0.149
Qatari Riyal	1.258	1.207
Bahraini Dinar	12.167	11.780
100 Vietnam Dong	0.019	0.019
Australian Dollar	3.018	3.047
Singapore Dollar	3.388	3.183
Pound Sterling	5.792	5.327

2.21 Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through OCI, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under MFRS 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI")' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.21 Financial assets (cont'd.)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); or
- Financial assets at fair value through profit or loss.

Financial assets at amortised cost (debt instruments)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables and loans to associates included under other non-current financial assets.

Financial assets at fair value through OCI (debt instruments)

The Group measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Group's debt instruments at fair value through OCI includes investments in quoted debt instruments included under other non-current financial assets.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.21 Financial assets (cont'd.)

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either
 - (a) the Group has transferred substantially all the risks and rewards of the asset, or
 - (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.21 Financial assets (cont'd.)

Derecognition (cont'd.)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2.22 Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.23 Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at banks and on hand and short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of bank overdrafts as they are considered an integral part of the Group's cash management.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.24 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are accounted for in shareholders' equity as an appropriation of retained earnings and accrued as liability in the financial year in which the obligation to pay is established.

2.25 Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

(a) Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied.

(b) Other financial liabilities

The Group's and the Company's other financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Other financial liabilities are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

After initial recognition of loans and borrowings, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.25 Financial liabilities (cont'd.)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.26 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.27 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- (a) In the principal market for the asset or liability, or
- (b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- (a) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- (b) Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- (c) Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.27 Fair value measurement (cont'd.)

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Policies and procedures are determined by the Group for both recurring fair value measurement and for non-recurring measurement.

2.28 Right-of-use assets – leasehold land

Leasehold land are initially measured at cost. Following initial recognition, leasehold land are measured at cost less accumulated amortisation and any accumulated impairment losses. The leasehold land are amortised over their lease terms.

Right-of-use assets – quarry rights

The quarry rights are attributable to G.B. Kuari Sdn. Bhd. which have been granted the rights to operate quarry for a period of 30 years ending Year 2050. The quarry rights are amortised over the lease term.

2.29 Contract assets and contract liabilities

A contract asset is the right of the Group to consideration in exchange for goods or services that it has transferred to the customer when that right is conditional upon future performance but not through the passage of time. If the Group has performed its obligation by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised and presented net of any amounts that has been recognised as receivables. Contract asset is the excess of cumulative revenue earned or recognised in profit or loss over the billings to date to the customer. Contract assets are subject to impairment assessment in accordance of MFRS 9.

A contract liability is the obligation of the Group to transfer goods and services to a customer for which it has received consideration or an amount of consideration is due from the customer. If a customer pays consideration, such as advance payment and down payments, or the Group has a right to an amount of consideration that is unconditional before it transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs its obligation under the contract. Contract liability is the excess of the billings to date to the customer over the cumulative revenue earned or recognised in profit or loss.

2.30 Financial guarantee contracts

A financial guarantee contract is a contract that requires the guarantor to make specified payments to reimburse the holder of a guarantee for a loss it incurs because a specified guaranteed debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contract is recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value. The fair value of a financial guarantee contract is the present value of the difference between the net contractual cash flows required under a debt instrument, and the net contractual cash flows that would have been required without the guarantee. The present value is calculated using a risk free rate of interest.

At the end of each subsequent reporting period, financial guarantees are measured at the higher of:

- (i) the amount of the loss allowance determined in accordance with ECL; and
- (ii) the amount initially recognised less cumulative amount of income recognised in accordance with the principles of MFRS 15, where appropriate.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.31 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group.

Contingent liabilities and assets are not recognised in the statements of financial position except for contingent liabilities assumed in a business combination of which the fair value can be reliably measured.

2.32 Current and non-current classification

The Group presents assets and liabilities in the statements of financial position based on current and non-current classification.

An asset is classified as current when it is:

- (i) expected to be realised or intended to be sold or consumed in normal operating cycle;
- (ii) held primarily for the purpose of trading;
- (iii) expected to be realised within 12 months after the reporting period; or
- (iv) cash and cash equivalents unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

- (i) it is expected to be settled in normal operating cycle;
- (ii) it is held primarily for the purpose of trading;
- (iii) it is due to be settled within 12 months after the reporting period; or
- (iv) there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities respectively.

2.33 Contract cost assets

(i) Incremental costs of obtaining a contract

The incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer which they would not have incurred if the contract had not been obtained.

(ii) Costs to fulfil a contract

The costs incurred in fulfilling a contract with a customer who are not within the scope of other MFRSs such as MFRS 102: *Inventories*, MFRS 116: *Property, Plant and Equipment* and MFRS 138: *Intangible Assets*, are recognised as contract cost assets when all of the following criteria are met:

- costs relate directly to a contract or to an anticipated contract that can be specifically identified;
- the costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- the costs are expected to be recovered.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.33 Contract cost assets (cont'd.)

Contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. The amortisation shall be updated subsequently to reflect any significant change to the expected timing of transfer to the customer of the goods or services to which the asset relates in accordance with MFRS 108: *Accounting Policies, Changes in Accounting Estimate and Errors*.

Impairment loss is recognised in profit or loss to the extent that the carrying amount of the contract cost exceeds:

- the remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the asset relates; less
- the costs that relate directly to providing those goods or services and that have not been recognised as expenses.

Before an impairment loss is recognised for contract cost, the Group shall recognise any impairment loss for assets related to the contract that are recognised in accordance with other MFRSs, such as MFRS 102, MFRS 116 and MFRS 138. The Group shall include the resulting carrying amount of the contract cost assets in the carrying amount of the cash-generating unit to which it belongs for the purpose of applying MFRS 136: *Impairment of Assets* to that cash-generating unit.

An impairment loss is reversed when the impairment conditions no longer exist or have improved. Such reversal is recognised in profit or loss.

2.34 Non-current assets held for sale/distribution and discontinued operations

The Group and the Company classify non-current assets and disposal groups as held for sale/distribution if their carrying amounts will be recovered principally through a sale/distribution transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale/distribution are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset ("disposal group"), excluding finance costs and income tax expense.

The criteria for held for sale/distribution classification is regarded as met only when the sale/distribution is highly probable, and the asset or disposal group is available for immediate sale/distribution in its present condition. Actions required to complete the sale/distribution should indicate that it is unlikely that significant changes to the sale/distribution will be made or that the decision to sell/distribute will be withdrawn. Management must be committed to the plan to sell/distribute the asset and the sale/distribution is expected to be completed within one year from the date of the classification.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale/distribution.

Assets and liabilities classified as held for sale/distribution are presented separately as current items in the statement of financial position.

Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as profit or loss after tax from discontinued operations in the statement of profit or loss.

Additional disclosures are provided in Note 47. All other notes to the financial statements include amounts for continuing operations, unless indicated otherwise.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.35 Climate-related matters

The Group considers climate-related matters in estimates and assumptions, where appropriate. This assessment includes a wide range of possible impacts on the group due to both physical and transition risks. Even though the Group believes its business model and products will still be viable after the transition to a low-carbon economy, climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the financial statements. Even though climate-related risks might not currently have a significant impact on measurement, the Group is closely monitoring relevant changes and developments, such as new climate-related legislation. The items and considerations that are most directly impacted by climate-related matters are:

- (i) Useful life of property, plant and equipment. When reviewing the residual values and expected useful lives of assets, the Group considers climate-related matters, such as climate-related legislation and regulations that may restrict the use of assets or require significant capital expenditures.
- (ii) Impairment of non-financial assets. The value-in-use may be impacted in several different ways by transition risk in particular, such as climate-related legislation and regulations and changes in demand for the Group's products.
- (iii) Fair value measurement. For investment properties and revalued office properties, the Group considers the effect of physical and transition risks and whether investors would consider those risks in their valuation. The group believes it is not currently exposed to severe physical risks, but believes that investors, to some extent, would consider impacts of transition risks in their valuation, such as increasing requirements for energy efficiency of buildings due to climate-related legislation and regulations as tenants' increasing demands for low-emission buildings.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

3.1 Judgements made in applying accounting policies

In the process of applying the Group's and the Company's accounting policies, management has made the following critical judgements which could have a significant effect on the amounts recognised in the financial statements as discussed below:

Non-consolidation of entities in which the Group holds more than a majority of shareholding interest

- i) Investment in Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. ("SPRINT Holdings")

The Group does not consider that it controls SPRINT Holdings even though the Group holds an effective shareholding interest of 52% in SPRINT Holdings. This is because the Group only holds a direct voting right of 30% in SPRINT Holdings. The remaining 22% of the equity share in SPRINT Holdings is held via another associated company of the Group, Lingkar Trans Kota Holdings Berhad ("LITRAK Holdings"), vis a vis indirect interest owned by the Group. The Group does not control LITRAK Holdings. As a result, the Group does not hold a majority voting right in SPRINT Holdings and therefore, SPRINT Holdings is considered as an associated company. Hence, the share of results and share of net assets in SPRINT Holdings will be accounted by the Group using the equity method.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

3.1 JUDGEMENTS MADE IN APPLYING ACCOUNTING POLICIES (CONT'D.)

3.1 Judgements made in applying accounting policies (cont'd.)

In the process of applying the Group's and the Company's accounting policies, management has made the following critical judgements which could have a significant effect on the amounts recognised in the financial statements as discussed below: (cont'd.)

Non-consolidation of entities in which the Group holds more than a majority of shareholding interest (cont'd.)

- ii) Investment in Venta Belgarum Limited Partnership ("JVLP"), Venta Belgarum G. P. Limited ("JVGP") and Wessex Winchester Propco ("Prop Co")

The Group does not consider that it controls JVLP, JVGP and Prop Co even though Gamuda Land (Labuan) Limited ("GLL") owns 75% direct interest in JVLP, JVGP and Prop Co on the following basis:

- The Partnership Business Plan ("PBP") and any updates to the PBP (which stipulates the relevant activities) are part of Reserved Matters that requires unanimous consent from both shareholders; and
- Distribution of profits which is also a Reserved Matters requires unanimous consent from both shareholders.

The joint arrangement is a joint venture to the Group given that this joint arrangement gives the respective shareholders the rights to net assets of Prop Co via JVGP and JVLP. Hence, the share of results and share of net assets in Prop Co will be accounted by the Group using the equity method.

- iii) Investment in Neda Pekan Sdn Bhd ("Neda Pekan")

The Group does not consider that it controls Neda Pekan even though the Group holds an effective shareholding interest of 56.4% because the Group only holds a direct voting right of 49% in Neda Pekan. The remaining 7.4% of the equity share in Neda Pekan is held via another associated company of the Group, ERS Energy Sdn. Bhd. Hence, the share of results in Neda Pekan will be accounted by the Group using the equity method.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(a) Revenue and cost of sales from property development activities and construction contracts

The Group and the Company recognise contract or property development revenue and expenses in the profit or loss by using the stage of completion method. The stage of completion is determined by the proportion that contract or property development costs incurred for work performed to date bear to the estimated total contract or property development costs.

Significant estimation is involved in determining the stage of completion, the extent of the contract or property development costs incurred, the estimated total contract or property development revenue and costs, as well as the recoverability of the contracts or development projects. In making the estimation, the Group and the Company evaluate based on past experiences and by relying on the work of specialists.

Where the total actual revenue and cost incurred are different from the total estimated revenue and cost incurred, such differences will impact the contract profit or losses recognised.

The carrying amount of the Group's property development costs at the reporting date is disclosed in Note 13(b).

The carrying amount of the Group's and the Company's contract assets/(liabilities) for construction contracts at the reporting date is disclosed in Note 22.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

3.2 Key sources of estimation uncertainty (cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (cont'd.)

(b) Income tax

Significant judgement and estimates are used in arriving at taxable profits for the year and for prior years, including assessing the deductibility of expense items for tax purposes. Management are guided by tax laws/cases on such instances. Management believes that all deductions claimed, in arriving at taxable profits for current and prior years, are appropriate and justifiable.

(c) Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The total carrying value of recognised and unrecognised tax losses, capital allowances and other deductible temporary differences of the Group and of the Company are as disclosed in Note 32.

(d) Provision for affordable housing

Provision for affordable housing is recognised for anticipated losses to be incurred for the development of low cost housing under the requirements of the local Government attributable to a premium housing project. The Group is of the view that the expected costs should be accrued progressively as and when the premium housing is constructed. The provision for affordable housing represents the shortfall between the cost of constructing affordable housing and the economic benefits expected to be received from the purchasers of affordable housing in the development of affordable housing on involuntary basis. This provision is capitalised in the form of common costs for development of premium housing based on the following conditions:

- The master and building plans is approved;
- The developer commenced development; and
- Sales of the affordable housing are controlled, whereby eligibility of buyers is dictated by the authority and the developer has no ability to impose selling price higher than what the authority dictates.

In determining the provision for affordable housing, estimates and assumptions are made by the Group on the structure and construction costs in constructing the affordable housing. In making those judgements, the Group evaluates the provisions based on past experience.

The carrying amount of the Group's provision for affordable housing as at reporting date is disclosed in Note 37(b).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

3.2 Key sources of estimation uncertainty (cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (cont'd.)

(e) Impairment of investments in subsidiaries, associated companies and joint ventures

The Group and the Company assess at each reporting date whether there are indicators of impairment for its investments in subsidiaries, associated companies and joint ventures. The recoverable amounts are determined based on fair value less costs of disposal and value in use calculations.

For recoverable amounts determined based on value in use calculation, significant judgement is required in the estimation of the present value of future cash flows generated by the cash-generating units, which involves uncertainties and are significantly affected by assumptions used and judgement made regarding estimates of future cash flows and discount rates. Further information on impairment assessments performed during the year are as disclosed in Note 17(c).

(f) Impairment assessment on property, plant and equipment ("PPE")

The Group and the Company assess whether there are any indicators of impairment for all non-financial assets at each reporting date. The recoverable amounts are determined based on the higher of value in use and fair value less costs of disposal.

Estimating the recoverable amount by using value in use involves estimating the future cash inflows and outflows that will be derived from these assets and discounting them at an appropriate rate.

For recoverable amounts determined based on value in use calculation, significant judgement is required in the estimation of the present value of future cash flows generated by the cash-generating units, which involves uncertainties and are significantly affected by assumptions used and judgement made regarding estimates of future cash flows and discount rates as disclosed in Note 12(b).

(g) Net realisable value of completed property development units classified as inventories

Inventories held for sale are stated at the lower of cost or net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices.

Inventories held for sale are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing.

Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group's products, the Group provides additional allowances for slow moving inventories.

The carrying amount of the Group's completed property units as at reporting date is disclosed in Note 13(c).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

4. REVENUE

Revenue of the Group and of the Company consists of the following:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Engineering and construction contracts	5,172,401	1,975,878	3,342,424	1,318,895
Sales of development properties	2,620,978	2,528,106	–	–
Trading of construction materials	82,844	61,814	–	–
Sales of manufactured products	20,007	12,725	–	–
Quarry sales	26,306	61,123	–	–
Supply of water and related services	181,125	179,663	–	–
Dividend income from subsidiaries	–	–	524,454	139,170
Dividend income from associated companies	–	–	1,187,887	57,514
Dividend income from joint ventures (Note 19(d))	–	–	105,000	423,000
Others	116,765	82,771	–	–
	8,220,426	4,902,080	5,159,765	1,938,579
Discontinued operations				
Toll concession revenue (Note 47)	47,693	241,802	–	–
	47,693	241,802	–	–
Total	8,268,119	5,143,882	5,159,765	1,938,579
Timing of revenue recognition:				
Continuing operations				
– At a point in time	1,032,070	780,805	1,817,341	619,688
– Over time	7,188,356	4,121,275	3,342,424	1,318,891
Discontinued operations				
– At a point in time	47,693	241,802	–	–
Total	8,268,119	5,143,882	5,159,765	1,938,579

Supplementary information on revenue of the Group inclusive of the Group's share of revenue of joint ventures are as follows:

	2023 RM'000	2022 RM'000
Revenue of the Group	8,268,119	5,143,882
Share of revenue of joint ventures:		
– Engineering and construction contracts	693,093	1,122,688
– Property development and club operations	114,551	155,161
– Expressway concessions	2,192	12,776
	9,077,955	6,434,507
Analysed as:		
Continuing operations	9,028,070	6,179,929
Discontinued operations	49,885	254,578
	9,077,955	6,434,507

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

5. STAFF COSTS

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Wages and salaries:	456,088	288,065	210,477	109,503
– Company	192,772	70,290	192,772	70,290
– Joint operations	17,705	39,213	17,705	39,213
– Subsidiaries	245,611	178,562	–	–
Bonus	64,690	27,706	18,843	8,588
Directors' remuneration (Note 6)	18,344	11,066	17,498	10,430
Short term accumulating compensated absences	318	1,107	(184)	186
Defined contribution plans	50,719	30,309	22,442	9,159
Provision for retirement benefit obligations (Note 29)	5,334	5,509	368	646
Share options granted under ESOS (Note 7)	62,773	15,340	62,773	15,340
Social security costs	5,032	3,428	164	133
Other staff related expenses	65,136	49,014	18,038	16,402
	728,434	431,544	350,419	170,387
Less: Amount capitalised in qualifying assets:				
– Property development costs (Note 13(b))	(47,648)	(35,286)	–	–
– Costs of contract assets from construction (Note 22(a))	(200,466)	(119,795)	(142,021)	(67,519)
	480,320	276,463	208,398	102,868
Discontinued operations				
Wages and salaries and other staff related expenses	2,659	14,779	–	–
Less: Amount classified as highway maintenance and toll operations	(2,032)	(10,495)	–	–
	627	4,284	–	–
Total	480,947	280,747	208,398	102,868

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

6. DIRECTORS' REMUNERATION

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Directors				
Executive:				
Salaries, bonus and EPF	12,558	8,171	11,948	7,731
Defined contribution plans	1,873	1,149	1,782	1,083
Share options granted under ESOS (Note 7)	3,654	1,492	3,654	1,492
Other emoluments				
– Allowances	259	254	114	124
– Benefits-in-kind	1,038	544	932	527
	19,382	11,610	18,430	10,957
Non-executive:				
Fees	909	786	909	786
Other emoluments				
– Allowances	197	195	197	195
– Benefits-in-kind	44	27	44	27
	1,150	1,008	1,150	1,008
Total	20,532	12,618	19,580	11,965
Analysis excluding benefits-in-kind:				
Total executive directors' remuneration excluding benefits-in-kind (Note 5)	18,344	11,066	17,498	10,430
Total non-executive directors' remuneration excluding benefits-in-kind (Note 7)	1,106	981	1,106	981
Total directors' remuneration excluding benefits-in-kind	19,450	12,047	18,604	11,411

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

6. DIRECTORS' REMUNERATION (CONT'D.)

The details of the remuneration paid by the Group and the Company excluding share options granted under ESOS to each director who served during the financial years ended 31 July 2023 and 31 July 2022 are as follows:

	Salaries, bonus and EPF RM'000	Fees RM'000	Other emoluments* RM'000	Total RM'000
2023				
Directors				
Executive:				
Y Bhg Dato' Lin Yun Ling	5,122	–	531	5,653
Y Bhg Dato' Ir. Ha Tiing Tai	2,946	–	281	3,227
Encik Mohammed Rashdan bin Mohd Yusof (resigned w.e.f. 25.04.2023)	5,661	–	234	5,895
Mr. Justin Chin Jing Ho	702	–	251	953
	14,431	–	1,297	15,728
Non-executive:				
Y Bhg Dato' Mohammed bin Haji Che Hussein (retired w.e.f. 08.12.2022)	–	86	89	175
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	–	160	18	178
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	–	202	72	274
Puan Nazli binti Mohd Khir Johari	–	192	26	218
Ms. Chan Wai Yen	–	175	24	199
Ms Chia Aun Ling (appointed w.e.f. 01.02.2023)	–	94	12	106
	–	909	241	1,150
2022				
Directors				
Executive:				
Y Bhg Dato' Lin Yun Ling	4,098	–	293	4,391
Y Bhg Dato' Ir. Ha Tiing Tai	2,357	–	177	2,534
Encik Mohammed Rashdan bin Mohd Yusof	2,359	–	134	2,493
Y Bhg Dato' Ubull a/l Din Om (resigned w.e.f. 18.10.2021)	141	–	11	152
Mr. Justin Chin Jing Ho (appointed w.e.f. 18.10.2021)	365	–	183	548
	9,320	–	798	10,118
Non-executive:				
Y Bhg Dato' Mohammed bin Haji Che Hussein	–	210	132	342
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	–	130	18	148
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	–	153	24	177
YM Tunku Afwida binti Tunku A.Malek (retired w.e.f. 08.12.2021)	–	58	12	70
Puan Nazli binti Mohd Khir Johari	–	160	30	190
Ms. Chan Wai Yen (appointed w.e.f. 01.01.2022)	–	75	6	81
	–	786	222	1,008

* Included in other emoluments are allowances and benefits-in-kind.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

7. PROFIT FROM OPERATIONS

The following items have been included in arriving at profit from operations:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Amortisation:				
– Concession development expenditure (Note 16(b))	25,315	23,555	–	–
Auditors' remuneration:				
– Statutory audits:				
– Group's auditors				
– Ernst & Young PLT	1,239	882	450	150
– Oversea's affiliates	2,103	999	997	489
– Other auditors	245	160	25	93
– Non-audit services				
– Group's auditors	206	363	71	176
– Oversea's affiliates	10,809	280	14	53
Property, plant and equipment				
– Depreciation (Note 12)	68,339	62,972	7,605	5,566
– Write-off (Note 12)	1,605	422	–	–
– Net gain on disposal	(1,078)	(3,391)	(2)	(7)
Investment properties:				
– Depreciation (Note 14)	18,918	16,742	22	24
– Net gain on disposal	–	(3,563)	–	–
Right-of-use assets (Note 15):				
– Depreciation	7,673	8,271	1,708	712
Net gain on capital repayment from an associate company	–	–	(2,910)	–
Non-executive directors' remuneration (Note 6)	1,106	981	1,106	981
Share options granted under ESOS				
– employees (Note 5)	62,773	15,340	62,773	15,340
– directors (Note 6)	3,654	1,492	3,654	1,492
Net provision for liabilities (Note 37)	22,614	1,400	17,090	–
Expenses relating to leases (Note 31):				
– Short-term leases	8,709	7,466	1,247	1,681
– Low value assets	852	203	37	7
(Gain)/loss of foreign exchange:				
– Realised	(8,605)	(1,027)	(10,044)	11,636
– Unrealised	(8,938)	578	(11,415)	(12,012)
Rental income in respect of investment properties	(33,360)	(24,639)	(367)	(451)
Other rental income:				
– Premises	(5,324)	(3,350)	(5,549)	(5,004)
– Others	(213)	(338)	(372)	(372)
Impairment losses of investments in joint venture (Note 19(b))	–	–	–	49,500
Share of profits of associated companies	(6,311)	(6,008)	–	–
Share of profits of joint ventures	(227,133)	(343,825)	–	–
Fair value loss/(gain) on CCIRS loan (Note 35)	15,392	(16,418)	–	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

7. PROFIT FROM OPERATIONS (CONT'D.)

The following items have been included in arriving at profit from operations: (cont'd.)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations (cont'd.)				
Distribution from investment securities:				
– Islamic	(18,718)	(6,789)	(18,212)	(5,575)
– Non-Islamic	(5,078)	(12,142)	(3,514)	(8,757)
Fair value gain on investment securities	(7,928)	(1,300)	(7,928)	(1,300)
Profit rate from Islamic fixed deposits	(19,658)	(7,289)	(2,038)	(330)
Interest income arising from:				
– Non-Islamic fixed deposits	(101,781)	(82,990)	(29,200)	(1,433)
– Significant financing component (Note 22(b))	(330)	(190)	–	–
– Subsidiaries	–	–	(133,590)	(128,653)
Unwinding of discount – notional interest income on non-current:				
– trade receivables	(1,932)	(5,609)	(408)	(1,718)
– amounts due from joint ventures	–	(3,518)	–	–
– amounts due to subsidiaries	–	–	(640)	(1,213)
Gain on deemed disposal of interest in an associated company	(3,457)	(10,196)	–	–
Discontinued operations				
Amortisation:				
– Concession development expenditure (Note 16(b))	–	128,835	–	–
Auditors' remuneration:				
– Statutory audits:				
– Group's auditors	–	70	–	–
Property, plant and equipment				
– Depreciation (Note 12)	–	481	–	–
– Net gain on disposal	–	(8)	–	–
Net provision for liabilities (Note 37)	–	5,921	–	–
Other rental income:				
– Premises	(14)	(54)	–	–
– Others	(116)	(431)	–	–
Distribution from investment securities:				
– Islamic	–	(87)	–	–
Profit rate from Islamic fixed deposits	(1,840)	(5,004)	–	–
Gain on disposal of highway concessions (Note 47)	(1,111,124)	–	–	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

8. FINANCE COSTS

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Profit rate on:				
– Islamic medium term notes	114,497	124,251	59,975	79,569
– Commercial papers	4,679	2,285	–	2,285
Interest expense on:				
– Revolving credits	48,584	16,673	23,824	7,034
– Term loans	54,839	55,694	15,111	7,924
Lease liabilities (Note 31)	1,557	402	916	69
Unwinding of discount				
– Notional interest expense on non-current payables	23,458	31,539	1,300	5,306
Others	–	1,363	–	61
	247,614	232,207	101,126	102,248
Less:				
Interest expense capitalised into:				
– Contract assets and liabilities (Note 22(a))	(4,957)	(4,693)	(622)	(31)
– Property development costs (Note 13(b))	(159,579)	(138,423)	–	–
– Property, plant and equipment (Note 12)	(3,098)	(2,416)	–	–
– Right-of-use assets (Note 15)	(1,573)	–	–	–
	78,407	86,675	100,504	102,217
Discontinued operations				
Profit rate on:				
– Islamic medium term notes (Note 47)	3,065	10,118	–	–
Total	81,472	96,793	100,504	102,217

The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation during the financial year was 5.02% (2022: 3.62%) per annum.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

9. INCOME TAX EXPENSE

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Income tax				
Malaysian income tax	150,222	71,893	64,832	30,004
Foreign income tax	85,285	47,676	1,061	(101)
Under provision in prior years	3,387	1,919	3,687	215
Deferred tax				
Relating to origination and reversal of temporary differences (Note 32)	(20,380)	37,657	(5,750)	(242)
Under/(over) provision in prior years (Note 32)	2,538	(2,760)	908	962
	221,052	156,385	64,738	30,838
Discontinued operations				
Income tax				
Malaysian income tax (Note 47)	2,756	56,128	–	–
Over provision in prior years	–	(1,902)	–	–
Deferred tax				
Relating to origination and reversal of temporary differences (Note 32)	–	(30,444)	–	–
Over provision in prior years (Note 32)	–	(103)	–	–
	2,756	23,679	–	–
Total	223,808	180,064	64,738	30,838

Domestic current income tax is calculated at the Malaysian statutory tax rate of 24% (2022: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in respective jurisdictions.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

9. INCOME TAX EXPENSE (CONT'D.)

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Group is as follows:

Group	2023 RM'000	2022 RM'000
Continuing operations		
Profit before tax	1,057,774	897,799
Taxation at Malaysian statutory tax rate of 24% (2022: 24%)	253,866	215,472
Effect of Cukai Makmur	–	1,638
Effect of different tax rates in other countries	(22,812)	(23,084)
Effect of income subject to RPGT	–	213
Income not subject to tax	(9,270)	(9,330)
Expenses not deductible for tax purposes	69,700	36,735
Effects of tax on share of profits of associated companies and joint ventures	(54,847)	(84,645)
Utilisation of previously unrecognised deferred tax assets	(38,844)	(8,551)
Deferred tax assets not recognised	17,334	28,778
Under provision of income tax in prior years	3,387	1,919
Under/(over) provision of deferred tax in prior years	2,538	(2,760)
Income tax expense for the year	221,052	156,385
Discontinued operations		
Profit before tax	1,171,094	118,311
Taxation at Malaysian statutory tax rate of 24% (2022: 24%)	281,063	28,395
Effect of Cukai Makmur	–	8,749
Income not subject to tax	(273,059)	(268)
Expenses not deductible for tax purposes	–	159
Effects of tax on share of profits of associated companies and joint ventures	(5,248)	(11,351)
Over provision of income tax in prior years	–	(1,902)
Over provision of deferred tax in prior years	–	(103)
Income tax expense for the year	2,756	23,679
Total income tax expense for the year	223,808	180,064

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

9. INCOME TAX EXPENSE (CONT'D.)

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Company is as follows:

Company	2023 RM'000	2022 RM'000
Profit before tax	2,086,115	607,844
Taxation at Malaysian statutory tax rate of 24% (2022: 24%)	500,668	145,883
Effect of Cukai Makmur	–	1,638
Effect of different tax rates in other countries	1,429	130
Income not subject to tax	(443,377)	(152,888)
Expenses not deductible for tax purposes	17,189	26,592
Utilisation of previously unrecognised deferred tax assets	(25,709)	–
Deferred tax assets not recognised	9,943	8,306
Under provision of income tax in prior years	3,687	215
Under provision of deferred tax in prior years	908	962
Income tax expense for the year	64,738	30,838

Tax savings during the financial year arising from:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Utilisation of previously unrecognised tax losses	(38,844)	(8,551)	(25,709)	–

Details of deferred tax assets not recognised are stated in Note 32 to the financial statements.

The Finance Act 2021 gazetted on 31 December 2021 enacted the prosperity tax ("Cukai Makmur") on companies that generate chargeable income up to first RM100 million will be taxed at 24% and the remaining chargeable income will be taxed at one-off rate of 33% for year of assessment 2022.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

10. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

(a) Basic

Basic earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year.

	2023	2022
Profit for the year attributable to ordinary equity holders of the Company (RM'000)		
– Continuing operations	814,725	725,794
– Discontinued operations	1,023,676	80,431
	1,838,401	806,225
Weighted average number of ordinary shares in issue ('000)	2,629,021	2,530,363
Basic earnings per share (sen)		
– Continuing operations	30.99	28.68
– Discontinued operations	38.94	3.18
	69.93	31.86

(b) Diluted

Diluted earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year plus the weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares from exercise of ESOS into ordinary shares. The ESOS are deemed to have been converted into ordinary shares at the date of the issue of the ESOS.

There have been no other transactions involving ordinary shares between the reporting date and the date of authorisation of these financial statements.

	2023	2022
Profit for the year attributable to ordinary equity holders of the Company (RM'000)		
– Continuing operations	814,725	725,794
– Discontinued operations	1,023,676	80,431
	1,838,401	806,225
Weighted average number of ordinary shares in issue ('000)	2,629,021	2,530,363
Adjusted for:		
– Assumed shares issued from the exercise of ESOS ('000)	62,915	20,273
Adjusted weighted average number of ordinary shares for calculating diluted earnings per ordinary share ('000)	2,691,936	2,550,636
Fully diluted earnings per share (sen)		
– Continuing operations	30.27	28.46
– Discontinued operations	38.03	3.15
	68.30	31.61

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

11. DIVIDENDS

	Group and Company Amount	
	2023 RM'000	2022 RM'000
Dividend in respect of financial year ended 31 July 2023:		
<u>Special Dividend</u>		
– Special cash dividend of 38 sen per ordinary share has been declared on 22 November 2022 and paid on 23 December 2022	993,284	–
<u>First Interim Dividend</u>		
– First interim dividend of 6 sen per ordinary share has been declared on 16 December 2022 and paid on 2 March 2023	123,485	–
a) Issuance of new shares in the Company pursuant to the DRP	33,734	–
b) Cash dividend		
<u>Second Interim Dividend</u>		
– Second interim dividend of 6 sen per ordinary share has been declared on 22 June 2023 and paid on 1 September 2023	123,718	–
a) Issuance of new shares in the Company pursuant to the DRP	36,087	–
b) Cash dividend		
Dividend in respect of financial year ended 31 July 2022:		
<u>First Interim Dividend</u>		
– First interim dividend of 6 sen per ordinary share was declared on 21 December 2021 and paid on 8 March 2022	–	102,218
a) Issuance of new shares in the Company pursuant to the DRP	–	48,594
b) Cash dividend		
<u>Second Interim Dividend</u>		
– Second interim dividend of 6 sen per ordinary share was declared on 29 June 2022 and paid on 2 September 2022	–	119,586
a) Issuance of new shares in the Company pursuant to the DRP	–	33,650
b) Cash dividend		
	1,310,308	304,048
Net dividends per ordinary share (sen)	50.0	12.0

On 22 November 2022, the Board of Directors declared a special cash dividend of 38 sen per ordinary share amounting to RM993,284,000 and paid on 23 December 2022.

On 16 December 2022, the Board of Directors declared a single tier interim dividend of 6 sen per ordinary share, consists of 79% electable portion reinvested into Gamuda New Share at RM3.45 per ordinary share amounted to RM123,485,139; and 21% cash portion of 6 sen per ordinary share amounted to RM33,733,859.

On 22 June 2023, the Board of Directors declared a single tier interim dividend of 6 sen per ordinary share, consists of 77% electable portion reinvested into Gamuda New Share at RM3.97 per ordinary share amounted to RM123,717,674; and 23% cash portion of 6 sen per ordinary share amounted to RM36,087,138.

Total dividend of 50 sen per ordinary share comprising normal dividend of 12 sen and special dividend of 38 sen were declared in financial year ended 31 July 2023. In respect of the preceding financial year, a total interim dividend of 12 sen per ordinary share was declared.

The directors do not recommend the payment of any final dividend in respect of the current financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

11. DIVIDENDS (CONT'D.)

Subsequent to the financial year end, on 1 September 2023, the Board of Directors paid second interim dividend in respect of the current financial year ended 31 July 2023 of 6 sen per ordinary share, amounting to RM159,804,812. The issuance of new shares in the Company pursuant to DRP, amounting to RM123,717,674 will be accounted for in the statement of changes in equity as a share capital in the next financial year ending 31 July 2024.

12. PROPERTY, PLANT AND EQUIPMENT

Group	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2023				
Cost				
As at 1 August 2022	799,195	896,704	254,222	1,950,121
Additions	14,864	290,961	218,151	523,976
Acquisition through business combination	292	104,623	21,187	126,102
Reclassification upon completion	218,776	46,837	(265,613)	–
Disposals	–	(22,452)	–	(22,452)
Write-off	(4,484)	(3,025)	(172)	(7,681)
Exchange differences	(380)	(4,912)	(2,491)	(7,783)
At 31 July 2023	1,028,263	1,308,736	225,284	2,562,283
Accumulated depreciation				
As at 1 August 2022	152,530	554,009	–	706,539
Recognised in profit or loss (Note 7)	27,589	40,750	–	68,339
Capitalised in contract assets from construction (Note 22(a))	–	16,877	–	16,877
Disposals	–	(20,338)	–	(20,338)
Write-off	(3,928)	(2,148)	–	(6,076)
Exchange differences	(86)	(53)	–	(139)
At 31 July 2023	176,105	589,097	–	765,202
Accumulated impairment loss				
At 1 August 2022/31 July 2023	63,704	84,396	–	148,100
Net carrying amount				
At 31 July 2023	788,454	635,243	225,284	1,648,981

Included in the additions to property, plant and equipment are as follows:

	RM'000
Tunnel boring machine and vessels for reclamation works	319,967
Office building and theme park equipments	167,592
Vehicles, office equipment, furniture and fittings	36,417
	523,976

Write-off of property plant and equipment mainly relates to temporary sales galleries for property development projects no longer in use. In the previous financial year, the write-off of property, plant and equipment mainly relates to renovation cost of office premise no longer in use.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Group	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2022				
Cost				
As at 1 August 2021	803,398	892,688	68,331	1,764,417
Additions	627	17,470	187,628	205,725
Reclassification upon completion	–	3,106	(3,106)	–
Transfer to assets held for sale	(8,113)	(9,865)	–	(17,978)
Disposals	(1,424)	(5,659)	–	(7,083)
Write-off	–	(1,711)	–	(1,711)
Exchange differences	4,707	675	1,369	6,751
At 31 July 2022	799,195	896,704	254,222	1,950,121
Accumulated depreciation				
As at 1 August 2021	136,381	519,249	–	655,630
Recognised in profit or loss (Note 7)	23,198	40,255	–	63,453
Capitalised in contract assets from construction (Note 22(a))	–	9,026	–	9,026
Transfer to assets held for sale	(7,829)	(8,526)	–	(16,355)
Disposals	(335)	(5,216)	–	(5,551)
Write-off	–	(1,289)	–	(1,289)
Exchange differences	1,115	510	–	1,625
At 31 July 2022	152,530	554,009	–	706,539
Accumulated impairment loss				
At 1 August 2021/31 July 2022	63,704	84,396	–	148,100
Net carrying amount				
At 31 July 2022	582,961	258,299	254,222	1,095,482

Included in the additions to property, plant and equipment are as follows:

	RM'000
Sales gallery and sports centre	126,348
Plant and machinery	61,279
Vehicles, office equipment, furniture and fittings	18,098
	205,725

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

* Land and buildings

Group	Freehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2023			
Cost			
As at 1 August 2022	95,408	703,787	799,195
Additions	1,582	13,282	14,864
Acquisition through business combination	–	292	292
Reclassification upon completion	–	218,776	218,776
Write-offs	–	(4,484)	(4,484)
Exchange differences	–	(380)	(380)
At 31 July 2023	96,990	931,273	1,028,263
Accumulated depreciation			
As at 1 August 2022	–	152,530	152,530
Recognised in profit or loss	–	27,589	27,589
Write-offs	–	(3,928)	(3,928)
Exchange differences	–	(86)	(86)
At 31 July 2023	–	176,105	176,105
Accumulated impairment loss			
At 1 August 2022/31 July 2023	–	63,704	63,704
Net carrying amount			
At 31 July 2023	96,990	691,464	788,454

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

* Land and buildings (cont'd.)

Group	Freehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2022			
Cost			
As at 1 August 2021	97,091	706,307	803,398
Additions	–	627	627
Transfer to assets held for sale	(1,582)	(6,531)	(8,113)
Disposals	(101)	(1,323)	(1,424)
Exchange differences	–	4,707	4,707
At 31 July 2022	95,408	703,787	799,195
Accumulated depreciation			
As at 1 August 2021	–	136,381	136,381
Recognised in profit or loss	–	23,198	23,198
Transfer to assets held for sale	–	(7,829)	(7,829)
Disposals	–	(335)	(335)
Exchange differences	–	1,115	1,115
At 31 July 2022	–	152,530	152,530
Accumulated impairment loss			
At 1 August 2021/31 July 2022	–	63,704	63,704
Net carrying amount			
At 31 July 2022	95,408	487,553	582,961

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

** Other property, plant and equipment

Group	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2023				
Cost				
At 1 August 2022	45,180	157,196	694,328	896,704
Additions	20,415	31,438	239,108	290,961
Acquisition through business combination	13,062	51	91,510	104,623
Reclassification upon completion from construction-in-progress	311	10,097	36,429	46,837
Disposals	(628)	(722)	(21,102)	(22,452)
Write-off	(1)	(2,903)	(121)	(3,025)
Exchange differences	(641)	(72)	(4,199)	(4,912)
At 31 July 2023	77,698	195,085	1,035,953	1,308,736
Accumulated depreciation				
At 1 August 2022	33,045	121,418	399,546	554,009
Recognised in profit or loss	3,031	18,213	19,506	40,750
Capitalised in contract assets from construction	1,964	2,644	12,269	16,877
Disposals	(579)	(308)	(19,451)	(20,338)
Write-off	–	(2,042)	(106)	(2,148)
Exchange differences	3	(41)	(15)	(53)
At 31 July 2023	37,464	139,884	411,749	589,097
Accumulated impairment loss				
At 1 August 2022/31 July 2023	–	–	84,396	84,396
Net carrying amount				
At 31 July 2023	40,234	55,201	539,808	635,243

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

** Other property, plant and equipment (cont'd.)

Group	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2022				
Cost				
At 1 August 2021	49,567	149,887	693,234	892,688
Additions	1,798	10,326	5,346	17,470
Reclassification upon completion from construction-in-progress	–	3,106	–	3,106
Transfer to assets held for sale	(5,950)	(3,915)	–	(9,865)
Disposals	(246)	(1,170)	(4,243)	(5,659)
Write-off	(11)	(1,605)	(95)	(1,711)
Exchange differences	22	567	86	675
At 31 July 2022	45,180	157,196	694,328	896,704
Accumulated depreciation				
At 1 August 2021	34,296	109,246	375,707	519,249
Recognised in profit or loss	3,193	16,363	20,699	40,255
Capitalised in contract assets from construction	1,313	803	6,910	9,026
Transfer to assets held for sale	(5,494)	(3,032)	–	(8,526)
Disposals	(235)	(1,124)	(3,857)	(5,216)
Write-off	(10)	(1,187)	(92)	(1,289)
Exchange differences	(18)	349	179	510
At 31 July 2022	33,045	121,418	399,546	554,009
Accumulated impairment loss				
At 1 August 2021/31 July 2022	–	–	84,396	84,396
Net carrying amount				
At 31 July 2022	12,135	35,778	210,386	258,299

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

(a) The Group's depreciation charge is analysed as follows:

	Note	2023 RM'000	2022 RM'000
Recognised in income statement			
– Continuing operations	7	68,339	62,972
– Discontinued operations	7	–	481
		68,339	63,453

(b) As at 31 July 2023, the Group's accumulated impairment losses in respect of its subsidiary, Gamuda Industrial Building System Sdn. Bhd. ("GIBS")'s property, plant and equipment amounted to RM148,100,000 (2022: RM148,100,000).

During the year, the carrying amount of its property, plant and equipment amounted to RM304,184,000 (2022: RM315,843,000) were tested for impairment as GIBS had been recording continued losses. The recoverable amount of the property, plant and equipment were determined based on the higher of value in use or fair value less costs of disposal calculations.

The recoverable amount was determined based on value in use calculation. The cash flow projections were prepared based on the remaining useful life of plant and machinery as at 31 July 2023, which is 16 years (2022: 17 years). The discount rate applied to the cash flow projections is 13.00% (2022: 12.50%) per annum.

Key assumptions used in value in use calculation

- Sales volume – based on secured projects and approved sales plan.
- Projected margin – projected margin reflects the average historical margin adjusted for projected market and economic conditions and internal resource efficiency.
- Discount rate – discount rate is used to reflect management's estimate of the risks specific to the CGU. In determining appropriate discount rate, consideration has been given to the applicable weighted average cost of capital.

The abovementioned impairment testing did not give rise to additional impairment losses for its property, plant and equipment.

Sensitivity to changes in key assumptions

- Sales volume – A decrease of 5% (2022: 5%) in the projected sales volume would have decreased the value in use by RM15,159,000 (2022: RM17,917,000).
- Projected margin – A decrease of 1% (2022: 1%) in the projected margin would have decreased the value in use by RM7,855,000 (2022: RM8,752,000).
- Discount rate – An increase of 0.5% (2022: 0.5%) in the discount rate used would have decreased the value in use by RM8,741,000 (2022: RM6,944,000).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Company	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2023				
Cost				
At 1 August 2022	159,478	258,963	62,563	481,004
Additions	–	247,555	3,705	251,260
Disposal	–	(21)	–	(21)
Exchange differences	–	(800)	(1,557)	(2,357)
At 31 July 2023	159,478	505,697	64,711	729,886
Accumulated depreciation				
At 1 August 2022	35,779	248,627	–	284,406
Recognised in profit or loss (Note 7)	3,374	4,231	–	7,605
Capitalised in contract assets from construction (Note 22(a))	–	12,337	–	12,337
Disposal	–	(21)	–	(21)
Exchange differences	–	(17)	–	(17)
At 31 July 2023	39,153	265,157	–	304,310
Net carrying amount				
At 31 July 2023	120,325	240,540	64,711	425,576

Included in the additions to property, plant and equipment are as follows:

	RM'000
Tunnel boring machine	234,666
Vehicles, office equipment, furniture and fittings	16,594
	251,260

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Company	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2022				
Cost				
At 1 August 2021	159,478	255,036	–	414,514
Additions	–	3,801	61,399	65,200
Disposals	–	(44)	–	(44)
Write-off	–	(4)	–	(4)
Exchange differences	–	174	1,164	1,338
At 31 July 2022	159,478	258,963	62,563	481,004
Accumulated depreciation				
At 1 August 2021	32,407	243,184	–	275,591
Recognised in profit or loss (Note 7)	3,372	2,194	–	5,566
Capitalised in contract assets from construction (Note 22(a))	–	3,050	–	3,050
Disposals	–	(38)	–	(38)
Write-off	–	(4)	–	(4)
Exchange differences	–	241	–	241
At 31 July 2022	35,779	248,627	–	284,406
Net carrying amount				
At 31 July 2022	123,699	10,336	62,563	196,598

Included in the additions to property, plant and equipment are as follows:

	RM'000
Tunnel boring machine	57,552
Office equipment, furniture and fittings and others	7,648
	65,200

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

* Land and buildings

Company	Freehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2023			
Cost			
At 1 August 2022/31 July 2023	659	158,819	159,478
Accumulated depreciation			
At 1 August 2022	–	35,779	35,779
Recognised in profit or loss	–	3,374	3,374
At 31 July 2023	–	39,153	39,153
Net carrying amount			
At 31 July 2023	659	119,666	120,325
At 31 July 2022			
Cost			
At 1 August 2021/31 July 2022	659	158,819	159,478
Accumulated depreciation			
At 1 August 2021	–	32,407	32,407
Recognised in profit or loss	–	3,372	3,372
At 31 July 2022	–	35,779	35,779
Net carrying amount			
At 31 July 2022	659	123,040	123,699

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

** Other property, plant and equipment

Company	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2023				
Cost				
At 1 August 2022	909	43,777	214,277	258,963
Additions	8,688	4,169	234,698	247,555
Disposal	–	(21)	–	(21)
Exchange differences	(14)	(13)	(773)	(800)
At 31 July 2023	9,583	47,912	448,202	505,697
Accumulated depreciation				
At 1 August 2022	800	38,003	209,824	248,627
Recognised in profit or loss	10	3,338	883	4,231
Capitalised in contract assets from construction	792	2,137	9,408	12,337
Disposal	–	(21)	–	(21)
Exchange differences	(18)	13	(12)	(17)
At 31 July 2023	1,584	43,470	220,103	265,157
Net carrying amount				
At 31 July 2023	7,999	4,442	228,099	240,540

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

** Other property, plant and equipment (cont'd.)

Company	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2022				
Cost				
At 1 August 2021	851	40,069	214,116	255,036
Additions	48	3,634	119	3,801
Disposals	–	(44)	–	(44)
Write-off	–	(4)	–	(4)
Exchange differences	10	122	42	174
At 31 July 2022	909	43,777	214,277	258,963
Accumulated depreciation				
At 1 August 2021	699	35,278	207,207	243,184
Recognised in profit or loss	18	2,176	–	2,194
Capitalised in contract assets from construction	57	435	2,558	3,050
Disposals	–	(38)	–	(38)
Write-off	–	(4)	–	(4)
Exchange differences	26	156	59	241
At 31 July 2022	800	38,003	209,824	248,627
Net carrying amount				
At 31 July 2022	109	5,774	4,453	10,336

Included in property, plant and equipment incurred during the year are:

	Group	
	2023 RM'000	2022 RM'000
Finance costs (Note 8)	3,098	2,416

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

13. INVENTORIES

	Note	Group	
		2023 RM'000	2022 RM'000
Non-current			
Land held for property development	(a)	3,666,091	3,507,908
Current			
Property development cost	(b)	3,912,891	2,011,858
Other inventories	(c)	717,222	655,437
		4,630,113	2,667,295
Total inventories		8,296,204	6,175,203

(a) Land held for property development

Group	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
At 31 July 2023				
Cost				
At 1 August 2022	2,242	1,849,939	1,655,727	3,507,908
Cost incurred during the year	8,488	–	401,135	409,623
Transfer to property development costs (Note 13(b))	(2,868)	(166,238)	(81,750)	(250,856)
Exchange differences	–	(584)	–	(584)
At 31 July 2023	7,862	1,683,117	1,975,112	3,666,091
At 31 July 2022				
Cost				
At 1 August 2021	5,731	1,881,224	1,418,128	3,305,083
Cost incurred during the year	–	182,600	292,907	475,507
Transfer to property development costs (Note 13(b))	(3,489)	(221,710)	(55,308)	(280,507)
Exchange differences	–	7,825	–	7,825
At 31 July 2022	2,242	1,849,939	1,655,727	3,507,908

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

13. INVENTORIES (CONT'D.)

(b) Property development costs

Group	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
At 31 July 2023				
Cumulative property development costs				
At 1 August 2022	60,374	2,388,978	5,783,031	8,232,383
Costs incurred during the year	302,353	1,744,917	1,447,569	3,494,839
Transfer from land held for property development (Note 13(a))	2,868	166,238	81,750	250,856
Transfer from/(to) investment properties (Note 14)	–	82,853	(25,868)	56,985
Transfer to right-of-use assets (Note 15)	–	(21,631)	(28,043)	(49,674)
Reversal of completed projects	–	(109,766)	(839,076)	(948,842)
Transfer to completed inventories	(4,638)	(23,708)	(246,115)	(274,461)
Exchange differences	639	2,310	1,025	3,974
At 31 July 2023	361,596	4,230,191	6,174,273	10,766,060
Cumulative costs recognised in profit or loss				
At 1 August 2022	33,362	1,407,395	4,779,768	6,220,525
Recognised during the year	20,489	124,141	1,448,031	1,592,661
Reversal of completed projects	–	(109,766)	(839,076)	(948,842)
Exchange differences	–	(2,466)	(8,709)	(11,175)
At 31 July 2023	53,851	1,419,304	5,380,014	6,853,169
Property development costs at 31 July 2023	307,745	2,810,887	794,259	3,912,891
At 31 July 2022				
Cumulative property development costs				
At 1 August 2021	56,885	2,153,276	4,588,974	6,799,135
Costs incurred during the year	–	18,145	1,244,470	1,262,615
Transfer from land held for property development (Note 13(a))	3,489	221,710	55,308	280,507
Reversal of completed projects	–	(25,480)	(118,572)	(144,052)
Transfer to completed inventories	–	(24,940)	(111,725)	(136,665)
Exchange differences	–	46,267	124,576	170,843
At 31 July 2022	60,374	2,388,978	5,783,031	8,232,383
Cumulative costs recognised in profit or loss				
At 1 August 2021	10,808	1,229,117	3,499,044	4,738,969
Recognised during the year	22,554	173,211	1,291,446	1,487,211
Reversal of completed projects	–	(25,480)	(118,572)	(144,052)
Exchange differences	–	30,547	107,850	138,397
At 31 July 2022	33,362	1,407,395	4,779,768	6,220,525
Property development costs at 31 July 2022	27,012	981,583	1,003,263	2,011,858

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

13. INVENTORIES (CONT'D.)

(b) Property development costs (cont'd.)

Included in land held for development and property development costs incurred during the year are:

	Group	
	2023 RM'000	2022 RM'000
Staff costs (Note 5)	47,648	35,286
Finance costs (Note 8)	159,579	138,423

During the financial year, property development costs, net of RM56,985,000 (2022: Nil) were transferred from investment properties due to change of management's intention.

In previous financial year, freehold land of the Group with a carrying value of RM27,338,000 has been pledged as securities for loan facility as set out in Note 34(c)(i) to the financial statements.

The leasehold lands under development of the Group with a carrying value of RM472,900,000 (2022: RM419,296,000) has been pledged as securities for term loans as disclosed in Note 34(a)(i) and Note 34(a)(ii) to the financial statements.

(c) Other inventories

	Group	
	2023 RM'000	2022 RM'000
At cost		
Completed properties – properties held for sale	677,137	630,432
Prefabricated concrete panels	10,894	4,302
Crusher run and aggregates	11,304	9,105
Consumables, spares and materials	17,887	11,598
	717,222	655,437

During the financial year, the amount of inventories recognised as an expense by the Group was RM306,068,000 (2022: RM432,160,000).

	Company	
	2023 RM'000	2022 RM'000
Consumables and spares	718	661

During the financial year, the amount of inventories recognised as an expense by the Company was RM220,000 (2022: RM14,000).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

14. INVESTMENT PROPERTIES

Group	Freehold land RM'000	Leasehold land RM'000	Buildings RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2023					
Cost					
At 1 August 2022	19,342	60,760	674,532	710	755,344
Additions	–	–	10,939	–	10,939
Transfer to property development costs (Note 13(b))	–	–	(56,985)	–	(56,985)
Reclassification upon completion	–	–	710	(710)	–
Exchange differences	–	(81)	4,505	–	4,424
At 31 July 2023	19,342	60,679	633,701	–	713,722
Accumulated depreciation					
At 1 August 2022	–	7,535	56,315	–	63,850
Recognised in profit or loss (Note 7)	–	1,413	17,505	–	18,918
Exchange differences	–	(17)	(56)	–	(73)
At 31 July 2023	–	8,931	73,764	–	82,695
Net carrying amount					
At 31 July 2023	19,342	51,748	559,937	–	631,027
Fair value					
At 31 July 2023	42,487	99,713	846,485	–	988,685
At 31 July 2022					
Cost					
At 1 August 2021	19,342	59,676	676,138	710	755,866
Additions	–	–	2,658	–	2,658
Disposals	–	–	(3,332)	–	(3,332)
Exchange differences	–	1,084	(932)	–	152
At 31 July 2022	19,342	60,760	674,532	710	755,344
Accumulated depreciation					
At 1 August 2021	–	5,907	38,435	–	44,342
Recognised in profit or loss (Note 7)	–	1,413	15,329	–	16,742
Disposals	–	–	(113)	–	(113)
Exchange differences	–	215	2,664	–	2,879
At 31 July 2022	–	7,535	56,315	–	63,850
Net carrying amount					
At 31 July 2022	19,342	53,225	618,217	710	691,494
Fair value					
At 31 July 2022	33,408	96,109	843,185	710	973,412

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

14. INVESTMENT PROPERTIES (CONT'D.)

Company	Freehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2023			
Cost			
At 1 August 2022/31 July 2023	5,697	7,583	13,280
Accumulated depreciation			
At 1 August 2022	–	3,516	3,516
Recognised in profit or loss (Note 7)	–	22	22
At 31 July 2023	–	3,538	3,538
Net carrying amount			
At 31 July 2023	5,697	4,045	9,742
Fair value			
At 31 July 2023	48,581	14,767	63,348
At 31 July 2022			
Cost			
At 1 August 2021/31 July 2022	5,697	7,583	13,280
Accumulated depreciation			
At 1 August 2021	–	3,492	3,492
Recognised in profit or loss (Note 7)	–	24	24
At 31 July 2022	–	3,516	3,516
Net carrying amount			
At 31 July 2022	5,697	4,067	9,764
Fair value			
At 31 July 2022	49,878	14,551	64,429

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

14. INVESTMENT PROPERTIES (CONT'D.)

The following are recognised in profit or loss in respect of investment properties:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Rental income	(33,360)	(24,639)	(367)	(451)
Direct operating expenses	21,490	13,838	71	36

The fair value of the investment properties are within Level 3 of the fair value hierarchy in accordance with MFRS 13.

Valuation technique used by internal appraisal or valuation performed by independent professional valuers is the market approach or sales comparison approach based on comparable land and buildings in close proximity. The most significant input of this valuation approach is price per square foot. The price per square foot is adjusted for differences in key attributes such as property size, location and directions.

Other details of fair value of investment properties are further disclosed in Note 43 to the financial statements.

15. RIGHT-OF-USE ASSETS

The Group and the Company have lease contracts for land, office spaces and office equipments with contract terms ranging from 2 to 99 years and do not contain variable lease payments.

The carrying amounts of right-of-use assets recognised and the movements during the year are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cost				
At 1 August	104,210	97,364	14,893	9,862
Additions of leasehold land	1,573	177	–	–
Additions of operating lease	52,227	5,963	19,165	5,007
Transfer from property development costs (Note 13(b))	49,674	–	–	–
Exchange differences	(89)	706	12	24
At 31 July	207,595	104,210	34,070	14,893
Accumulated depreciation				
At 1 August	24,891	14,687	7,324	4,666
Recognised in profit or loss (Note 7)	7,673	8,271	1,708	712
Capitalised in contract assets from construction (Note 22(a))	6,622	1,930	5,595	1,930
Exchange differences	17	3	33	16
At 31 July	39,203	24,891	14,660	7,324
Net carrying amount				
At 31 July	168,392	79,319	19,410	7,569

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

15. RIGHT-OF-USE ASSETS (CONT'D.)

Included in right-of-use assets incurred during the year are:

	Group	
	2023 RM'000	2022 RM'000
Finance costs (Note 8)	1,573	–

In the previous financial year, included in the additions of leasehold land is a land premium paid by a subsidiary on the renewal and extension of lease term.

The right-of-use assets consist of the following:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Land	123,546	73,872	4,501	4,501
Building and office space	36,517	4,073	14,489	3,018
Plant and machineries	102	113	–	–
Motor vehicles	7,445	585	–	–
Office equipment	782	676	420	50
	168,392	79,319	19,410	7,569

16. (A) GOODWILL

Group	Goodwill RM'000
At 31 July 2023	
At 1 August 2021/31 July 2022/1 August 2022	–
Acquisition of business (Note 17(b))	520,051
Exchange differences	(22,468)
At 31 July 2023	497,583

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

16. (B) CONCESSION DEVELOPMENT EXPENDITURE

Group	Expressway concession RM'000	Water concession RM'000	Total RM'000
At 31 July 2023			
Cost			
At 1 August 2022	–	201,925	201,925
Additions	–	28,417	28,417
At 31 July 2023	–	230,342	230,342
Accumulated amortisation			
At 1 August 2022	–	64,801	64,801
Amortisation for the year	–	25,315	25,315
At 31 July 2023	–	90,116	90,116
Net carrying amount			
At 31 July 2023	–	140,226	140,226
At 31 July 2022			
Cost			
At 1 August 2021	1,858,362	192,388	2,050,750
Additions	479	9,537	10,016
Transfer to assets held for sale	(1,858,841)	–	(1,858,841)
At 31 July 2022	–	201,925	201,925
Accumulated amortisation			
At 1 August 2021	781,478	41,246	822,724
Amortisation for the year	128,835	23,555	152,390
Transfer to assets held for sale	(910,313)	–	(910,313)
At 31 July 2022	–	64,801	64,801
Net carrying amount			
At 31 July 2022	–	137,124	137,124

In previous financial year, the expressway development expenditure was pledged as securities for borrowings as disclosed in Note 33(b) to the financial statements.

(a) The Group's amortisation charge is analysed as follows:

	Note	2023 RM'000	2022 RM'000
Recognised in income statement			
– Continuing operations	7	25,315	23,555
– Discontinued operations	7	–	128,835
		25,315	152,390

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES

	Company	
	2023 RM'000	2022 RM'000
Unquoted shares, at cost	6,359,422	4,918,873
Less: Accumulated impairment losses	(355,215)	(355,215)
	6,004,207	4,563,658
Classified as assets held for distribution		
Unquoted shares, at cost	–	385,134

(a) (i) Capital injection in subsidiaries

The Company has undertaken subscription of new ordinary shares in the following subsidiaries during the financial year:

	2023 RM'000	2022 RM'000
Gamuda Holding Pty Ltd	282,193	–
Gamuda Industrial Building System Sdn. Bhd.	30,000	–
Gamuda (Luxembourg) S.a.r.l.	13,747	3,245
Gamuda Land (Labuan) Limited	1	–
Gamuda Land Sdn. Bhd.	65,974	75,000
Gamuda Land (Kemuning) Sdn. Bhd.	–	78,400
Bandar Serai Development Sdn. Bhd.	–	24,660
Gamuda Land (T12) Sdn. Bhd.	–	77,051
	391,915	258,356

(ii) Capitalisation of long-term advances

During the year, the Company increased its investments in subsidiaries pursuant to the capitalisation of long-term advances due from the following subsidiaries:

	2023 RM'000	2022 RM'000
Gamuda Land (HCMC) Sdn. Bhd.	843,719	–
High Park Development Sdn. Bhd.	204,915	–
Gamuda Land Vietnam LLC	–	315,567
	1,048,634	315,567

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(b) Changes in group structure

Current financial year

(i) Acquisition of Tunnelling Solutions Pty Ltd (“Tunnelling Solutions”)

On 29 August 2022, the Company's wholly owned indirect subsidiary in Australia, Gamuda Engineering Pty Ltd acquired Tunnelling Solutions for a cash consideration of AUD15,500,000 (equivalent to RM47,629,000).

The acquired subsidiary has contributed the following results to the Group:

	RM'000
Period from 29 August 2022 to 31 July 2023	
Revenue	76,655
Gross profit	7,123
Profit for the period	391

During the financial year, the management completed the Purchase Price Allocation (“PPA”) exercise in accordance with MFRS 3 Business Combinations to determine the fair values of the assets and liabilities of Tunnelling Solutions.

The fair values of the identifiable assets and liabilities of Tunnelling Solutions as at the date of acquisition are as follows:

	Fair value RM'000	Carrying amount RM'000
Assets		
Property, plant and equipment	14,204	2,250
Receivables	16,468	16,468
Cash and bank balances	4,317	4,317
	34,989	23,035
Liabilities		
Payables	1,077	1,077
Deferred tax liabilities	3,586	–
	4,663	1,077
Net identifiable assets	30,326	21,958

Based on the PPA exercise prepared by external consultant, no other components of intangible assets were identified. Accordingly, the final goodwill arising on consolidation is as follows:

	RM'000
Total cost of acquisition	47,629
Less: Fair value of net identifiable assets	(30,326)
Goodwill arising on consolidation (Note 16(a))	17,303

The effect of the acquisition on cash flows of the Group is as follows:

	RM'000
Total cost of acquisition	47,629
Less: Deferred consideration	(13,786)
Consideration settled in cash	33,843
Less: Cash and cash equivalents of subsidiary acquired	(4,317)
Net cash outflow on acquisition	29,526

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(b) Changes in group structure (cont'd.)

Current financial year (cont'd.)

(ii) On 13 October 2022, the disposal of the highway concession was completed. The asset held for distribution amounting to RM385,134,000 was recovered by the Company through dividend income received from the concession holding subsidiary.

Further details are disclosed in Note 42.

(iii) On 5 December 2022, the Company formed AWEC – Gamuda Joint Venture, an unincorporated 60% owned subsidiary in Taiwan upon entering into joint venture agreement with Asia World Engineering & Construction Co. Ltd. to undertake Taoyuan City underground railway project, package CJ18 PingZhen Commuter Station in Taiwan.

(iv) On 15 February 2023, the Company incorporated a wholly owned subsidiary, Gamuda Holding Pty Ltd, to invest in DT Infrastructure Pty Ltd, both of which are incorporated in Australia. The issued and paid up capital of Gamuda Holding Pty Ltd was AUD91,000,000 (equivalent to RM282,193,000), comprising of 91,000,000 ordinary shares.

(v) On 20 February 2023, the Company incorporated Gamuda Land (Labuan) Limited, a wholly owned subsidiary in Labuan, Malaysia under the Labuan Companies Act 1990 with an issued and paid up capital of GBP100 (equivalent to RM547) comprising of 100 ordinary shares.

(vi) Acquisition of Downer Transport Projects (“DTP”)

On 20 June 2023, the Company’s wholly owned indirect subsidiary in Australia, DT Infrastructure Pty Ltd acquired the Australian transport projects business of Downer EDI Works Pty Ltd and VEC Civil Engineering Pty Ltd (collectively referred to as “Downer”) (“Downer Transport Projects or DTP”) for an enterprise value of AUD212,000,000 (equivalent to RM669,369,000) excluding adjustment for working capital and taxes.

The acquired projects have contributed the following results to the Group for the financial year ended 31 July 2023:

	RM'000
Period from 20 June 2023 to 31 July 2023	
Revenue	205,417
Gross profit	15,733
Loss for the period	(22,518)

Acquisition-related costs incurred of AUD6,300,000 (equivalent to RM18,900,000) was recognised within administrative expense in profit or loss.

The accounting for the acquisition of DTP was based on management’s provisional fair values of its identifiable assets and liabilities (including any tax related adjustments). In accordance with MFRS 3 Business Combinations, the Company will complete the PPA exercise within 12 months from the date of acquisition.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(b) Changes in group structure (cont'd.)

(vi) Acquisition of Downer Transport Projects (“DTP”) (cont'd.)

The provisional fair values of the identifiable assets and liabilities of DTP as at the date of acquisition were:

	Fair value RM'000	Carrying amount RM'000
Assets		
Property, plant and equipment	111,898	111,898
Inventories	2,684	2,684
Receivables	272,780	272,780
Contract assets	76,743	76,743
Cash and cash equivalents	171,671	171,671
	635,776	635,776
Liabilities		
Payables	342,945	342,945
Contract liabilities	16,792	16,792
	359,737	359,737
Net identifiable assets	276,039	276,039
Total cost of acquisition	778,787	
Less: Fair value of net identifiable assets	(276,039)	
Provisional goodwill arising from consolidation (Note 16(a))	502,748	

Total cost of acquisition also includes service tax payable of AUD23,516,000 (equivalent to RM74,251,000) and adjustment for working capital of AUD11,138,000 (equivalent to RM35,167,000).

As at 31 July 2023, the Group recognises provisional goodwill arising from acquisition amounting to RM502,748,000 as the value of other components of intangible assets acquired, if any, has yet to be quantified.

The effect of the acquisition on cash flows of the Group is as follows:

	RM'000
Total cost of acquisition	778,787
Less: Deferred consideration	(15,787)
Consideration settled in cash	763,000
Less: Cash and cash equivalents of subsidiary acquired	(171,671)
Net cash outflow on acquisition	591,329

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(b) Changes in group structure (cont'd.)

(vii) During the financial year, the following subsidiaries have been formed:

- Silicon Island Development Sdn. Bhd.
- Gamuda Land Nam Viet Investment Company Limited
- Truong Tin Construction and Housing Trading Company Limited
- Tam Luc Real Estate Corporation
- Van Lam Investment Limited Company
- Gamuda Geo Pty Ltd
- Gamuda Wai Fong JV

The details of the investments in subsidiaries are disclosed in Note 17(d).

Previous financial year

The Company had converted the advances to Gamuda Land Vietnam LLC amounting to VND1,757,292,292,000 (equivalent to RM315,567,000) for additional ordinary shares in Gamuda Land Vietnam LLC.

(c) Impairment assessment of investment in subsidiary

As at the reporting date, the cost of investment of Gamuda Industrial Building System Sdn. Bhd. ("GIBS") amounting to RM400,500,000 (2022: RM370,500,000) were tested for impairment as GIBS had been recording continued losses since previous years. The recoverable amount were determined based on the higher of value in use or fair value less costs of disposal calculations.

The recoverable amount was determined based on value in use calculation. The cash flow projections are prepared based on recent financial budgets covering a 16-year period (2022: 17-year period) and applying a terminal growth rate of 2% (2022: 2%) per annum. The discount rate applied to the cash flow projections is 13.0% (2022: 12.5%) per annum.

Key assumptions used in value in use calculation

- (i) Sales volume – Based on secured projects and approved sales plan.
- (ii) Projected margin – Projected margin reflects the average historical margin adjusted for projected market and economic conditions and internal resource efficiency.
- (iii) Discount rate – Discount rate is used to reflect management's estimate of the risks specific to the CGU. In determining appropriate discount rate, consideration has been given to the applicable weighted average cost of capital.

The abovementioned impairment testing did not give rise to additional impairment losses of cost of investment.

Sensitivity to changes in key assumptions

- a) Sales volume – A decrease of 5% (2022: 5%) in the projected sales volume would have decreased the value in use by RM39,595,000 (2022: RM40,618,000).
- b) Projected margin – A decrease of 1% (2022: 1%) in the projected margin would have decreased the value in use by RM24,463,000 (2022: RM25,666,000).
- c) Discount rate – An increase of 0.5% (2022: 0.5%) in the discount rate used would have decreased the value in use by RM19,831,000 (2022: RM17,367,000).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries

The Company's interests in the subsidiaries are analysed as follows:

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries incorporated in Malaysia			
Gammau Construction Sdn. Bhd.	100	100	Property investment
Ganaz Bina Sdn. Bhd.*	100	100	Dormant
Gamuda Land Sdn. Bhd.	100	100	Property investment and holding company
Gamuda Land Leisure Sdn. Bhd.	100	100	Theme park operator
Gamuda Land Property Services Sdn. Bhd.*	100	100	Provision of property maintenance and management services
Usaha Era Fokus Sdn. Bhd.*	100	100	Security services
Gamuda Parks Sdn. Bhd.	100	100	Supplying and planting of landscaping materials and provision of landscaping services for property development
Highway Management Services Sdn. Bhd.	100	100	Business management consultancy services and rental of properties
GPI Trading Sdn. Bhd.*	100	100	Dormant
Gamuda Water Sdn. Bhd. ("Gamuda Water")	80	80	Management, operation and maintenance of dams and water treatment facilities and the treatment, production and supply of water
Gamuda Industrial Building System Sdn. Bhd. ("GIBS")	100	100	Manufacturing and installation of prefabricated concrete panels for construction of buildings
Jade Homes Sdn. Bhd.	100	100	Property development of Jade Hills
Jade Homes Resort Berhad	100	100	Proprietor and operator of a clubhouse
Gamuda Land Facilities Management Sdn. Bhd.*	100	100	Facility maintenance services
Gamuda Land (Botanic) Sdn. Bhd.	100	100	Property development of Bandar Botanic and Kundang Estates
Bandar Botanic Resort Berhad	100	100	Proprietor and operator of a clubhouse
Botanic Property Services Sdn. Bhd.*	100	100	Property maintenance services
Masterpave Sdn. Bhd.	100	100	Road surfacing works, manufacture and supply of concrete, beams and surfacing materials
Megah Capital Sdn. Bhd. ("Megah Capital")	100	100	Investment holding and trading
Megah Management Services Sdn. Bhd.	100	100	Insurance agent

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries incorporated in Malaysia (cont'd.)			
Megah Sewa Sdn. Bhd.	100	100	Hiring, distribution and repairing plant, machinery and equipment
Valencia Development Sdn. Bhd.*	100	100	Property development of Valencia
Valencia Township Sdn. Bhd.*	100	100	Management of a gated residential townships including a clubhouse, golf course and other common properties, services and facilities contained therein
Madge Mansions Sdn. Bhd.	100	100	Property development of Madge Mansions
Highpark Development Sdn. Bhd.	100	100	Property development of HighPark Suites
Idaman Robertson Sdn. Bhd.	100	100	Property development of The Robertson
Gamuda Land (Kemuning) Sdn. Bhd. ("GL Kemuning")	100	100	Property development of twentyfive7 and mall operator
Gamuda Land (HCMC) Sdn. Bhd.	100	100	Property investment
Bandar Serai Development Sdn. Bhd. ("Bandar Serai")	100	100	Property development of Gamuda Gardens
Dinamik Atlantik Sdn. Bhd.	100	100	Property development of Bukit Bantayan Residences
Lifestyle Heritage Sdn. Bhd.*	100	100	Dormant
Gamuda Healthcare Sdn. Bhd.	100	100	To provide medical laboratories and healthcare services
Gamuda Land (T12) Sdn. Bhd.	100	100	Property development of Gamuda Cove
Discovery Wetlands Sdn. Bhd.*	100	100	Operate and maintain the Wetlands reserve
Kesas Holdings Berhad ("KESAS Holdings")	70	70	Investment holding
Kesas Sdn. Bhd.** (Disposal completed on 13 October 2022)	–	70	Design, construction and maintenance of Shah Alam Expressway, and development and management of toll operations
G.B. Kuari Sdn. Bhd.	100	100	Quarrying, manufacturing of premix and laying of road operations
Gamuda Trading Sdn. Bhd.	100	100	Trading of construction materials
Gamuda Naim Engineering and Construction (GNEC) Sdn. Bhd.	65	65	Undertake civil engineering and building construction of Pan Borneo Highway project and Batang Lupar Bridge project in Sarawak

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries incorporated in Malaysia (cont'd.)			
SRS Consortium Sdn. Bhd.	60	60	Undertake the role of project delivery partner for the implementation of an alternative transport master plan comprising different public transport components in Penang and the provision of new reclamation sites
SRS PD Sdn. Bhd.	100	100	Investment holding
Silicon Island Development Sdn. Bhd.	70	–	Project development, provision of property management related services, construction services and property investment
Intensif Inovatif Sdn. Bhd.*	100	100	Dormant
Gamuda Engineering Sdn. Bhd.	100	100	Civil engineering and building construction
Gamuda Geo Sdn. Bhd.*	100	100	Sub-structure and geotechnical works
Gamuda M&E Sdn. Bhd.*	100	100	Provision and maintenance of mechanical and electrical services
Gamuda Energy Sdn. Bhd. (Formerly Gamuda Building Ventures Sdn. Bhd.)*	100	100	Building construction
Gamuda Tunnel Engineering Sdn. Bhd.*	100	100	Undertake tunneling works
Subsidiaries unincorporated in Malaysia			
SRS JV	60	60	Appointed as the PDP for PTMP via LoA in 2015 until the PDP rights have been assigned to SRSC S/B on 1st July 2020 via PDP Master Agreement
Held by Gamuda Engineering Sdn. Bhd.: Held by Gamuda M&E Sdn. Bhd.:			
GME-CI (GIBS2) Joint Venture*	55	55	Undertake the Mechanical and Electrical works of new Gamuda Industrial Building System ("GIBS")
GME-CI (Serai) Joint Venture*	55	55	Undertake the Mechanical and Electrical works of Gamuda Gardens
GME-CI (HKLCP) Joint Venture*	55	55	Undertake construction works for the "Hospital Kuala Lumpur Car Park" project

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries unincorporated in Malaysia (cont'd.)			
Held by Gamuda Engineering Sdn. Bhd.: Held by Gamuda M&E Sdn. Bhd.: (cont'd.)			
GME-CI (T12TP) Joint Venture*	55	55	Undertake construction works for the project "Gamuda Cove Toll Plaza"
GME-CI (TTWS) Joint Venture*	60	60	Undertake the Mechanical and Electrical works of Mass Rapid Transit 2 ("MRT 2") project (Titiwangsa Station)
GME-CI (KBNS) Joint Venture*	60	60	Undertake the Mechanical and Electrical works of MRT 2 project (Escape Shaft 2)
GME-CI (UGW) Joint Venture*	60	60	Undertake the Mechanical and Electrical works of MRT 2 project (Escape Shaft 3)
Subsidiary incorporated in Federal Territory of Labuan			
Gamuda Land (Labuan) Limited	100	–	Investment holding
Subsidiary incorporated in British Virgin Islands			
Gamuda Overseas Investment Ltd.*	100	100	Investment holding
Subsidiary incorporated in Mauritius			
Gamuda (Offshore) Private Limited*	100	100	Investment holding
Subsidiary incorporated in India			
Held by Gamuda (Offshore) Private Limited: Gamuda – WCT (India) Private Limited*#	70	70	Civil engineering
Subsidiaries incorporated in the Socialist Republic of Vietnam			
Gamuda Land Vietnam Limited Liability Company ("GLVN")#^	100	100	Undertakes the Yen So Park, sewage treatment plant and Gamuda City Development in Hanoi, Socialist Republic of Vietnam

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries incorporated in the Socialist Republic of Vietnam (cont'd.)			
Held by Gamuda Land (HCMC) Sdn. Bhd.:			
Gamuda Land (HCMC) Joint Stock Company ("HCMCJSC")#^	100	100	Property development of Celadon City in Ho Chi Minh City, Socialist Republic of Vietnam
Gamuda Land Binh Duong Company Limited#^	100	100	Property development of Artisan Park in Binh Duong, Socialist Republic of Vietnam
Gamuda Land Nam Viet Investment Company Limited#^	100	–	Provide real estate consulting, brokage, auction services and land use rights auction services
Truong Tin Construction and Housing Trading Company Limited#^	100	–	Property development of Elysian in Thu Duc City, Ho Chi Minh City, Socialist Republic of Vietnam
Tam Luc real Estate Corporation#^	100	–	Property development of MCT3.7 in Thu Duc City, Ho Chi Minh City, Socialist Republic of Vietnam
Van Lam Investment Limited Company#^	100	–	Trading of real estate and land use right belonging to owner, users or renters; provide real estate consulting, brokage, auction services and land use rights auction services
Subsidiary incorporated in Singapore			
Gamuda (Singapore) Pte. Ltd. ("GB Singapore") ^	100	100	Investment holding
Subsidiaries incorporated in Australia			
Gamuda (Australia) Pty Ltd ("GB Australia")^	100	100	Property development of 661 Chapel St. & The Canopy on Normanby, Melbourne
Gamuda (Melbourne) Pty Ltd ^	100	100	Property development of St. Kilda, Melbourne
Gamuda Engineering Pty Ltd (Formerly Gamuda Engineering (Australia) Pty Ltd)^	100	100	Civil engineering and construction
Gamuda Geo Pty Ltd ^	100	–	Dormant
Tunneling Solutions Pty Ltd ^	100	–	Tunnelling specialist contractor
Gamuda Holding Pty Ltd ^	100	–	Investment holding
DT Infrastructure Pty Ltd ^	100	–	Infrastructure, civil engineering and construction works within the transport and railway sector across Australia

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Subsidiaries incorporated in Luxembourg			
Gamuda (Luxembourg) S.a.r.l. [^]	100	100	Investment holding
Gamuda Yoo Development Aldgate S.a.r.l. [^]	90	90	Property investment and development of Aldgate London
GB Astir S.a.r.l. [^]	85	85	Property development of West Hampstead Central London
Subsidiary unincorporated in Singapore			
Gamuda-Wai Fong Joint Venture [^]	60	–	Undertakes civil engineering and construction works for Defu Station in Singapore
Subsidiary unincorporated in Taiwan			
Dong-Pi Gamuda Joint Venture ("Dong-Pi") [^]	70	70	Undertakes civil engineering and construction works for Marine Bridge Project in Taiwan
Asia World Engineering and Construction Co. Ltd ("AWEC") – Gamuda Joint Venture [^]	60	–	Undertakes civil engineering and construction works for Underground Railway Project Package CJ18 PingZhen Commuter Station in Taiwan

* Audited by firms of auditors other than Ernst & Young PLT, Malaysia

Financial year end which does not coincide with that of its holding company

[^] Audited by member firms of Ernst & Young Global in the respective countries

** Interests in subsidiary classified as assets held for sale in previous financial year. Other details of the assets held for sale are further disclosed in Note 47.

For the purpose of consolidating the subsidiaries with different financial year ends, the audited financial statements of the subsidiaries for the financial period from 1 August 2022 to 31 July 2023 have been used for consolidation for the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(e) Non-controlling interests ("NCI") in subsidiaries

The summarised financial information of the subsidiaries that have non-controlling interests which are material to the Company before intra-group elimination are as follows:

	Gamuda Water		Kesas Holdings		Dong-Pi		Other subsidiaries – individually immaterial		Total	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
NCI percentage of ownership interest and voting interest (%)	20	20	30	30	30	30	–	–	–	–
Dividend paid to NCI	(10,000)	(18,400)	(372,038)	(21,000)	–	–	–	–	(382,038)	(39,400)
Carrying amount of NCI	29,614	32,179	21,108	248,113	26,350	16,839	58,386	52,313	135,458	349,444
Total comprehensive income allocated to NCI	7,435	9,590	145,032	14,201	9,511	5,560	3,896	(620)	165,874	28,731
Summarised statements of financial position										
Non-current assets	257,898	244,252	253	959,257	–	35,149	20,746	97,752	278,897	1,336,410
Current assets	96,949	87,048	70,301	327,222	192,112	155,012	1,336,490	560,074	1,695,852	1,129,356
Non-current liabilities	(80,251)	(68,997)	–	(351,186)	(72,740)	(88,360)	(241,861)	(186,060)	(394,852)	(694,603)
Current liabilities	(126,528)	(101,408)	(195)	(110,265)	(31,540)	(45,672)	(894,872)	(269,364)	(1,053,135)	(526,709)
Net assets	148,068	160,895	70,359	825,028	87,832	56,129	220,503	202,402	526,762	1,244,454
Summarised statements of comprehensive income										
Revenue	181,125	179,663	47,810	241,802	555,306	287,722	399,633	324,416	1,183,874	1,033,603
Profit for the year	37,285	49,478	483,440	93,849	34,712	19,127	(822)	(1,191)	554,615	161,263
Total comprehensive income/(loss)	37,174	47,949	483,440	47,336	31,703	18,533	2,176	(7,656)	554,493	106,162
Summarised statements of cash flows										
Cash flows generated from/ (used in) operating activities	81,876	78,969	(1,057)	114,475	23,205	(6,882)	(18,152)	(579)	85,872	185,983
Cash flows (used in)/generated from investing activities	(39,421)	10,109	1,242,659	6,128	–	–	(5,185)	(5,126)	1,198,053	11,111
Cash flows (used in)/generated from financing activities	(50,090)	(92,090)	(1,240,126)	(160,000)	–	–	55,934	3,367	(1,234,282)	(248,723)
Net (decrease)/increase in cash and cash equivalents	(7,635)	(3,012)	1,476	(39,397)	23,205	(6,882)	32,597	(2,338)	49,643	(51,629)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

18. INTERESTS IN ASSOCIATED COMPANIES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unquoted shares, in Malaysia:				
At cost:				
– Ordinary shares	85,104	5,104	83,004	3,004
Group's share of post-acquisition reserve, net of dividends receivable	24,815	22,145	–	–
	109,919	27,249	83,004	3,004
Unquoted shares, outside Malaysia:				
At cost:				
– Ordinary shares	11	11	–	–
– Redeemable preference shares	25,967	25,967	–	–
	25,978	25,978	–	–
Group's share of post-acquisition reserve, net of dividends receivable	25,245	24,379	–	–
	51,223	50,357	–	–
Total	161,142	77,606	83,004	3,004

On 7 December 2022, the Company executed a subscription and shareholders agreement to acquire up to a 30% equity interest in ERS Energy Sdn. Bhd. via subscription of 4,285,714 new ordinary shares for a total cash consideration of RM200,000,000.

As at 31 July 2023, the Company acquired 14.6% equity interest in ERS Energy Sdn. Bhd. for RM80,000,000. Subject to the fulfillment of the remaining conditions precedents under the subscription and shareholders agreement, the remaining 15.4% is expected to be acquired in the next financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Classified as assets held for sale/distribution:				
Unquoted shares, in Malaysia:				
At cost:				
– Ordinary shares	–	300	–	300
– Redeemable preference shares	–	190,290	–	190,290
	–	190,590	–	190,590
Group's share of post-acquisition reserve, net of dividends receivable	–	(20,125)	–	–
	–	170,465	–	190,590
Quoted shares, in Malaysia:				
At cost:				
– Ordinary shares	–	59,624	–	59,624
Group's share of post-acquisition capital reserves	–	165,575	–	–
Group's share of post-acquisition reserve, net of dividends receivable	–	346,531	–	–
	–	571,730	–	59,624
Total	–	742,195	–	250,214

Lingkar Trans Kota Holdings Berhad and Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. (being the "Concession Holding Company" respectively) accepted the offer from Amanat Lebuhraya Rakyat Berhad ("ALR") to acquire all the securities of its wholly-owned subsidiary, Lingkar Trans Kota Sdn. Bhd. and Sistem Penyuraian Trafik KL Barat Sdn. Bhd. (being the "Expressway Concession Company" respectively) as disclosed in Note 42. Consequently, Lingkar Trans Kota Holdings Berhad and Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. was classified as assets held for sale in prior year.

On 13 October 2022, the disposal of the highway concession was completed. The asset held for distribution amounting to RM250,214,000 has been recovered by the Company through dividend income received from the concession holding companies.

Further details are disclosed in Note 42.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

(a) Interest in associated companies

The Group's and the Company's interests in the associated companies are analysed as follows:

Name of company	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Associated companies			
Incorporated in Malaysia			
Syarikat Pengeluar Air Selangor Holdings Berhad ("SPLASH Holdings")	40	40	Investment holding and provision of management services
Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. ("SPRINT Holdings") [^]	30	30	Investment holding
Lingkar Trans Kota Holdings Berhad ("LITRAK Holdings") [^] (Delisted from Bursa Malaysia on 12 September 2023)	42	44	Investment holding
Via LITRAK Holdings Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. ("SPRINT Holdings") [^]	21	22	Investment holding
Naim Gamuda (NAGA) JV Sdn. Bhd. ("NAGA")*	30	30	Civil engineering and construction
Held by Gamuda Engineering Sdn. Bhd.: Bumi Fantasia Sdn. Bhd.*	36	36	Sea sand mining and in particular extraction of sand
ERS Energy Sdn. Bhd.*	14.6	–	Engineering, procurement, construction and commissioning of solar photovoltaic systems and plants
Unincorporated in Malaysia			
Held by Gamuda Engineering Sdn. Bhd.: Lim Hoo Seng – Gamuda Engineering Joint Venture*	30	30	Civil engineering and construction
Incorporated in Mauritius			
Held by Gamuda (Offshore) Private Limited: Suria Holding (O) Pvt. Ltd**	50	50	Investment holding
Gamuda – WCT (Offshore) Private Limited**	50	50	Investment holding

* Audited by firms other than Ernst & Young PLT, Malaysia

Financial year end of 31 July

[^] Interests in associated companies held as assets for sale

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

(a) Interest in associated companies (cont'd.)

All associated companies have financial year end of 31 March/30 September/31 December, other than those marked with #. For the purpose of applying the equity method for associated companies with financial year end of 31 March/30 September/31 December, the last audited financial statements available and the management financial statements to 31 July of the associated companies have been used.

(b) Summarised financial information of material associated companies

The summarised financial information of the material associated company which are accounted for using the equity method are as follows:

2023	ERS Energy RM'000	Other associates – individually immaterial, representing total RM'000	Total RM'000
Summarised statements of financial position			
Non-current assets	80,370	20,349	100,719
Current assets	540,965	321,793	862,758
Non-current liabilities	(14,948)	(78,716)	(93,664)
Current liabilities	(445,609)	(80,697)	(526,306)
Net assets	160,778	182,729	343,507
Summarised statements of comprehensive income			
Results			
Revenue	434,290	289,470	723,760
Profit for the year	11,268	10,505	21,773
Reconciliation of net to carrying amount as at year end			
Group's share of net assets	23,474	80,077	103,551
Fair value on acquisition in excess of net assets	58,172	1,743	59,915
Foreign exchange differences	–	(2,324)	(2,324)
Carrying amount in statements of financial position	81,646	79,496	161,142
Group's net share of profit for the year	1,645	4,666	6,311
Other information			
– Group's share of dividend	–	450	450

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

(b) Summarised financial information of material associated companies (cont'd.)

The summarised financial information of the material associated company which are accounted for using the equity method are as follows: (cont'd.)

2022	Other associates – individually immaterial, representing total RM'000
Summarised statements of financial position	
Non-current assets	16,734
Current assets	237,217
Current liabilities	(80,226)
Net assets	173,725
Summarised statements of comprehensive income	
Results	
Revenue	409,810
Profit for the year	15,375
Reconciliation of net to carrying amount as at year end	
Group's share of net assets	75,863
Fair value on acquisition in excess of net assets	1,743
Carrying amount in statements of financial position	77,606
Group's net share of profit for the year	6,008

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unquoted shares at cost:				
– Malaysia	226,352	194,103	140,377	128,127
– Outside Malaysia	151,777	7,538	–	–
Advances to joint ventures	115,808	176,383	–	–
Group's share of post-acquisition reserves, net of dividends receivable	735,043	555,039	–	–
	1,228,980	933,063	140,377	128,127
Classified as assets held for sale:				
Unquoted shares at cost:				
– Malaysia	–	161,500	–	161,500
Group's share of post-acquisition reserves, net of dividends receivable	–	(63,048)	–	–
Less: Accumulated impairment losses	–	(98,452)	–	(161,500)
Assets held for sale	–	–	–	–

Advances to joint ventures are related to projects in Singapore and have no fixed term of repayment, unsecured and non-interest bearing. The advances represent long term investments, hence, capital in nature. As a result, in substance, the advances form part of the Group's interest in joint arrangements.

(a) Current financial year

Changes in group structure

- i) On 11 November 2022, Gamuda Berhad subscribed 2,450,000 ordinary shares with a consideration of RM2,450,000 and a further 9,800,000 redeemable preference shares with a consideration of RM9,800,000 to acquire 49% equity interest in Neda Pekan Sdn. Bhd. with ERS Energy Sdn Bhd ("ERS Energy") holding the remaining 51% equity interest to undertake the development, operation and maintenance of solar photovoltaic power plant.
- ii) During the year, Gamuda Land Sdn. Bhd., a wholly-owned subsidiary of the Company increased its investment in Gamuda GM Sdn. Bhd. ("GGM") by RM20,000,000 for working capital purposes. The Group's equity interest in GGM remains at 50% (2022: 50%).
- iii) During the year, the Company via Gamuda Berhad Australia branch entered into the following:
 - An arrangement with John Holland Construction to form an unincorporated joint venture, namely John Holland – Gamuda JV. On 22 December 2022, the JV was awarded a major road transport project by the New South Wales ("NSW") Government to deliver the Black Hill to Tomago Package of works for the M1 Motorway Extension to Raymond Terrace in Australia; and
 - An arrangement with Ferrovia Construction to form an unincorporated joint venture, namely Ferrovia – Gamuda JV. In June 2022, the JV was awarded the Coffs Harbour Bypass Project from the NSW Government to design and construct a 14-km new and upgraded four-lane highway in Australia.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(a) Current financial year (cont'd.)

Changes in group structure (cont'd.)

(iii) On 20 June 2023, the Company through its wholly owned indirect subsidiary in Australia, DT Infrastructure Pty Ltd, acquired the Downer Transport Projects ("DTP") as further disclosed in Note 42(a). The DTP includes the following unincorporated joint ventures:

- The unincorporated joint venture between Downer EDI Works Pty Ltd, McConnell Dowell Constructors (Aus) Pty Ltd, Arup and WSP Australia ("Djilang Alliance") to undertake the design and construction of South Geelong to Waurn Ponds Duplication project in Australia.
- The unincorporated joint venture between Downer EDI Limited and CPB Contractors ("NE West Alliance") to undertake the design and construction of Perth's METRONET project in Australia.

(iv) On 27 March 2023, Gamuda Land (Labuan) Limited ("GLL"), a wholly owned subsidiary of the Group and Athelstan Limited entered into a Shareholders' Agreement ("SHA") and Limited Partnership Agreement ("LPA") (collectively referred as the "Agreements") in respect to the arrangement to acquire, refurbish and upgrade the Winchester House as further disclose in Notes 3.1 and 42(c).

As at 31 July 2023, GLL has 75% equity interest in the joint venture and GLL's share of cost of investment was GBP26,385,000 (equivalent to RM144,239,000).

(b) Previous financial year

Interest in a joint arrangement held for sale

In the previous financial year, Projek SMART Holdings Sdn. Bhd. (being the "Concession Holding Company") accepted the offer from Amanat Lebuhraya Rakyat Berhad ("ALR") to acquire all the securities of its wholly-owned subsidiary, Syarikat Mengurus Air Banjir & Terowong Sdn. Bhd. (being the "Expressway Concession Company") as disclosed in Note 42. Consequently, Projek SMART Holdings Sdn. Bhd. was classified as assets held for sale. The Group's share of post-acquisition reserves, net of dividends receivables is inclusive of the Group's share of impairment loss of RM26,186,000 recognised by Projek SMART Holdings Sdn. Bhd. In addition, the Company recognised additional impairment loss of RM49,500,000 in respect of its interest in Projek SMART Holdings Sdn. Bhd.

On 13 October 2022, the disposal of the highway concession was completed.

Further details are disclosed in Note 42.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows:

Name of joint operations	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Unincorporated in Malaysia			
Malaysia Mining Corporation Berhad – Gamuda Berhad Joint Venture Electrified Double Track Project ("MMC – Gamuda JV 2T")	50	50	Undertake engineering, procurement, and construction of the Electrified Double – Tracking from Ipoh to Padang Besar Project
MMC – Gamuda KVMRT (UGW) Joint Venture	50	50	Undertake the tunneling, underground works and such other works in relation to the underground works package for the Klang Valley Mass Rapid Transit Project Sungai Buloh – Kajang Line ("KVMRT Line 1") and Klang Valley Mass Rapid Transit Project Sungai Buloh – Serdang – Putrajaya Line ("KVMRT Line 2")
Held by Gamuda Engineering Sdn. Bhd.:			
Held by Gamuda M&E Sdn. Bhd.:			
GME-SE Joint Venture (STW)*	50	50	Undertake the construction works of Sentul West Station and Escape Shaft 1
Lim Hoo Seng – Gamuda Engineering (Stonor 3) Joint Venture*	50	50	Undertake the construction works for the high rise residential project at Jalan Stonor
Lim Hoo Seng – Gamuda Engineering (SCM) Joint Venture*	50	50	Undertake the construction works for expansion of the existing Setia City Mall located at Setia Alam, Selangor
Gamuda Engineering – Lim Hoo Seng (GEMS) Joint Venture*	50	50	Undertake the construction works for IOI Resort City project
Gamuda Engineering – Lim Hoo Seng (Theme Park) Joint Venture*	50	50	Undertake the construction of water theme park for Gamuda Land Leisure Sdn. Bhd.
Kerjaya Gamuda Joint Venture	50	50	Undertake the construction of Gurney Marine Bridge
Held by Masterpave Sdn. Bhd.:			
Wai Fong – Masterpave (SSP UG) Joint Venture	50	50	Undertake the concrete works for KVMRT Line 2
Unincorporated in Qatar			
Gamuda Berhad – WCT Engineering Berhad Joint Venture ("Gamuda – WCT JV") ⁶	51	51	Undertake civil engineering construction of a new highway from the town of Shahaniya to the existing Zekreet interchange near the Dukhan industrial area in the State of Qatar
Unincorporated in Taiwan			
Feng Shun – Gamuda Joint Venture ⁶	50	50	Undertakes civil engineering and construction works 161kV Songshu to Guangfeng Underground Transmission Line in Taiwan

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows: (cont'd.)

Name of joint operation/ventures	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Joint operation			
Unincorporated in Australia			
John Holland Gamuda Joint Venture [^] ⁶	40	–	Undertake the design and construction work of M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago Works project in Australia
Ferrovial Gamuda Joint Venture [^]	50	–	Undertake the design and construction work of Coffs Harbour Bypass project in Australia
McConnell Dowell, Downer, Arup and WSP Australia (“Djilang Alliance”) [^]	50	–	Undertake the design and construction work of South Geelong to Waurin Ponds Duplication project in Australia
Downer CPB Contractors (“NE West Alliance”) [^]	50	–	Undertake the design and construction work of Perth’s METRONET project in Australia
Joint ventures			
Incorporated in Malaysia			
Projek SMART Holdings Sdn. Bhd. (“SMART Holdings”)	50	50	Investment holding
MMC – Gamuda Joint Venture Sdn. Bhd.	50	50	Undertake, carry out and implement the Electrified Double-Tracking from Ipoh to Padang Besar Project
Horizon Hills Development Sdn. Bhd. (“Horizon Hills”):	50	50	Property development of Horizon Hills
Horizon Hills Resort Berhad	50	50	Undertake the management of a club and golf course
Horizon Hills Property Services Sdn. Bhd.	50	50	Undertake the management and maintenance of the properties
MMC Gamuda KVMRT (PDP) Sdn. Bhd. (“KVMRT (PDP)”)	50	50	Undertake the role of a project delivery partner to deliver fully functional operating railway system for KVMRT Line 1
MMC Gamuda KVMRT (PDP SSP) Sdn. Bhd. (“KVMRT (PDP SSP)”)	50	50	Undertake the role of a turnkey contractor to deliver fully functional operating railway system for KVMRT Line 2
MMC Gamuda KVMRT (T) Sdn. Bhd. (“Tunnel SB”)	50	50	Undertake the tunneling, underground works and such other works in relation to the underground works package for KVMRT Line 1 and KVMRT Line 2
Hicom-Gamuda Development Sdn. Bhd.	50	50	Property development of Kota Kemuning
Danau Permai Resort Berhad	50	50	Undertake the management of a club and golf course
Kota Kemuning Nursery & Landscaping Sdn. Bhd.	50	50	Supply and planting of landscaping materials and providing landscaping services for property development

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows: (cont'd.)

Name of joint ventures	Proportion of ownership		Principal/Economic activities
	2023 %	2022 %	
Incorporated in Malaysia (cont'd.)			
Held by Gamuda Land Sdn. Bhd.:			
Gamuda GM Sdn. Bhd. [#]	50	50	Operating and building management of Tower 1 of The Robertson Suites, Bukit Bintang commercial complex
Gamuda GM Klang Sdn. Bhd. [#]	50	50	Developer and operator of a wholesale hub in GM Klang Wholesale City located at Bandar Botanic, Klang
MRCB Gamuda Sdn. Bhd.*	50	50	Dormant
Neda Pekan Sdn. Bhd.* ⁶	49	–	Developing, operating, and maintaining of solar photovoltaic power plant
Via ERS Energy Sdn. Bhd. Neda Pekan Sdn. Bhd.* ⁶	7.4	–	Developing, operating, and maintaining of solar photovoltaic power plant
Incorporated in Singapore			
Held by Gamuda (Singapore) Pte. Ltd.:			
GEM Homes Pte. Ltd. [^] [#] (“GEM Homes”)	50	50	Property development of GEM Residences in Singapore
Anchorvale Pte. Ltd. [^] [#] (“Anchorvale”)	50	50	Property development of OLA Executive Condo in Singapore
Incorporated in United Kingdom			
Held by Gamuda Land (Labuan) Limited:			
Venta Belgarum L.P. [^] ⁶	75	–	Investment holding
Venta Belgarum II L.P. [^] ⁶	75	–	Investment holding
Wessex Winchester Propco Limited [^] ⁶	75	–	Property development of Winchester House, London
Venta Belgarum G.P. Limited [^] ⁶	75	–	Investment holding
Venta Belgarum II G.P. Limited [^] ⁶	75	–	Investment holding

* Audited by firms other than Ernst & Young PLT

[^] Audited by affiliated firms of Ernst & Young Global in the respective countries[#] Financial year end of 31 July⁶ Pursuant to MFRS 11: Joint Arrangements, these joint ventures/joint operations are deemed to be joint arrangement of Gamuda Berhad as the parties involved are undertaking economic activities that are subject to joint control.

All joint arrangements have financial year end of 31 March/30 September/31 December, other than those marked with #.

For the purpose of applying equity method for the joint ventures with financial year end of 31 March/30 September/31 December, the last audited financial statements available and the management financial statements to 31 July of the joint ventures have been used.

(i) Greatearth-Gamuda Joint Venture

In the previous financial year, the Company’s 55% joint venture partner, Greatearth Corporation filed a statutory declaration on 3 September 2021 of their company’s inability to continue business and notified the Company of their intention to withdraw from the Gali Batu Multi-Storey Bus Depot. Subsequent to the novation of all duties, obligations, claims and liabilities of Greatearth Corporation to the Company, the Company gained control over Greatearth-Gamuda Joint Venture as it had 100% interest in the joint venture and accounts for the Greatearth-Gamuda Joint Venture as an incorporated subsidiary, which subsequently deregistered on 21 November 2022.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(d) Summarised financial information of material joint ventures

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows:

2023	Horizon Hills RM'000	Anchorvale RM'000	KVMRT (PDP SSP) (Line 2) RM'000	Tunnel SB (Line 1 & 2) (Underground) RM'000	Winchester House RM'000	Other joint ventures - individually immaterial RM'000	Total RM'000
Summarised statements of financial position							
Non-current assets	328,685	7,351	870,472	371,394	23,491	436,519	2,037,912
Current assets	677,600	1,964,743	1,138,839	253,412	1,659,317	329,548	6,023,459
Non-current liabilities	(202,736)	(822,318)	(517,844)	(2,409)	(1,415,093)	(123,609)	(3,084,009)
Current liabilities	(154,640)	(901,017)	(818,664)	(392,852)	(52,212)	(236,794)	(2,556,179)
Net assets	648,909	248,759	672,803	229,545	215,503	405,664	2,421,183

The above amounts of assets and liabilities include the following:

Cash and cash equivalents	54,707	80,224	26,097	136,853	90,352	82,103	470,336
Current financial liabilities (excluding trade and other payables and provision)	–	–	–	–	–	(28,346)	(28,346)
Non-current financial liabilities (excluding trade and other payables and provision)	(164,801)	(822,318)	–	–	(868,800)	(40,491)	(1,896,410)
Summarised statements of comprehensive income Results							
Revenue	180,195	–	1,470,684	292,763	–	48,907	1,992,549
Profit/(loss) for the year	43,587	(513)	391,963	34,902	6,587	(13,600)	462,926

The above profit for the year includes the following:

Depreciation and amortisation	(2,799)	(10)	(3,604)	(3,621)	–	(18,533)	(28,567)
Interest income	6,503	–	30,998	20,386	–	2,774	60,661
Income tax (expense)/credit	(10,741)	105	(131,787)	(6,748)	–	(1,240)	(150,411)
Finance costs	(2,421)	–	(291)	–	–	(15,294)	(18,006)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(d) Summarised financial information of material joint ventures (cont'd.)

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows: (cont'd.)

2022	Horizon Hills RM'000	Anchorvale RM'000	KVMRT (PDP SSP) (Line 2) RM'000	Tunnel SB (Line 1 & 2) (Underground) RM'000	Other joint ventures - individually immaterial RM'000	Total RM'000
Summarised statements of financial position						
Non-current assets	273,271	6,912	716,444	319,416	495,874	1,811,917
Current assets	797,713	1,828,571	2,106,937	560,136	365,099	5,658,456
Non-current liabilities	(217,565)	(825,345)	(588,156)	(2,477)	(229,458)	(1,863,001)
Current liabilities	(178,057)	(654,020)	(1,834,385)	(682,216)	(260,019)	(3,608,697)
Net assets	675,362	356,118	400,840	194,859	371,496	1,998,675

The above amounts of assets and liabilities include the following:

Cash and cash equivalents	59,428	247,695	51,433	158,814	97,124	614,494
Current financial liabilities (excluding trade and other payables and provision)	–	–	–	–	(29,746)	(29,746)
Non-current financial liabilities (excluding trade and other payables and provision)	(182,764)	(825,344)	–	–	(57,556)	(1,065,664)
Summarised statements of comprehensive income Results						
Revenue	209,628	–	3,328,072	1,000,254	110,086	4,648,040
Profit/(loss) for the year	43,216	(5,551)	635,935	43,746	(29,696)	687,650

The above profit for the year includes the following:

Depreciation and amortisation	(2,379)	(4,460)	(3,604)	(5,710)	(25,129)	(41,282)
Interest income	4,820	–	37,504	28,013	2,021	72,358
Income tax expense	(13,845)	480	(193,663)	(4,830)	(2,157)	(214,015)
Finance costs	(630)	–	–	–	(12,699)	(13,329)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(d) Summarised financial information of material joint ventures (cont'd.)

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows: (cont'd.)

2023	Horizon Hills RM'000	Anchorvale RM'000	KVMRT (PDP SSP) (Line 2) RM'000	Tunnel SB (Line 1 & 2) (Underground) RM'000	Winchester House RM'000	Other joint ventures - individually immaterial RM'000	Total RM'000
Reconciliation of net assets to carrying amount as at year end							
Group's share of net assets	307,205	124,380	336,401	114,773	161,627	184,594	1,228,980
Group's share of profit/(loss) for the year	21,794	(257)	195,982	17,451	4,940	(12,777)	227,133
Other information – Group's share of dividend (Note 4)	35,000	–	60,000	–	–	10,000	105,000
2022	Horizon Hills RM'000	Anchorvale RM'000	KVMRT (PDP SSP) (Line 2) RM'000	Tunnel SB (Line 1 & 2) (Underground) RM'000	Winchester House RM'000	Other joint ventures - individually immaterial RM'000	Total RM'000
Reconciliation of net assets to carrying amount as at year end							
Group's share of net assets	320,431	178,059	200,420	97,429	136,724	–	933,063
Group's share of profit/(loss) for the year	21,608	(2,775)	317,968	21,873	(14,849)	–	343,825
Other information – Group's share of dividend (Note 4)	130,000	–	243,000	50,000	–	–	423,000

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

20. OTHER INVESTMENTS

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Investment fund	11,756	7,119	11,756	7,119
Others	683	683	683	683
	12,439	7,802	12,439	7,802

The fair value of other investments are disclosed in Note 43 to the financial statements.

21. RECEIVABLES AND OTHER FINANCIAL ASSETS

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current					
(i) Receivables	(a)				
Trade		2,195,709	1,616,447	611,109	620,418
Less: Allowance for impairment		(71,142)	(70,617)	(69,771)	(68,928)
		2,124,567	1,545,830	541,338	551,490
Non-trade		817,541	891,247	360,015	319,277
Total current receivables and other financial assets		2,942,108	2,437,077	901,353	870,767
Non-current					
(i) Receivables	(b)				
Trade		148,821	189,371	8,341	7,519
Non-trade		16,207	32,515	760	5,070
		165,028	221,886	9,101	12,589
(ii) Other financial assets					
Other financial assets at amortised cost	(c)	105,568	102,767	–	–
Total non-current receivables and other financial assets	(d)	270,596	324,653	9,101	12,589
Total receivables and other financial assets		3,212,704	2,761,730	910,454	883,356

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Receivables of the Group and of the Company are analysed as follows:

(a) Current

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade receivables					
Third parties		1,505,782	972,276	326,864	289,489
Associated companies	(ii)	53,969	32,703	–	–
Joint ventures	(iii)	109,970	264,489	104,675	222,292
Advances to subcontractors		342,916	248,826	114,205	46,350
Retention sums		156,145	86,712	65,365	62,287
Stakeholder funds		26,927	11,441	–	–
	(i)	2,195,709	1,616,447	611,109	620,418
Less: Allowance for impairment		(71,142)	(70,617)	(69,771)	(68,928)
		2,124,567	1,545,830	541,338	551,490
Non-trade receivables					
Associated companies	(ii)	703	555	151	151
Joint ventures	(iii)	59,525	86,518	3,052	11,332
Deposits		107,469	418,713	34,903	4,861
Prepayments		189,390	171,722	149,143	142,331
Sundry receivables		460,454	213,739	172,766	160,602
		817,541	891,247	360,015	319,277
		2,942,108	2,437,077	901,353	870,767

Included in advances to subcontractors during the year are amounts due from joint venture partners for construction projects amounting RM83,056,000 (2022: Nil) for on-going projects.

Included in the sundry receivables is the balance of proceeds receivable from highway concession companies. Further details are disclosed in Note 47.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Receivables of the Group and of the Company are analysed as follows: (cont'd.)

(b) Non-current

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Trade receivables					
Third parties		99,560	85,169	–	–
Joint ventures	(iii)	2,440	44,272	244	–
Retention sums		17,655	59,930	8,097	7,519
Stakeholder funds		29,166	–	–	–
		148,821	189,371	8,341	7,519
Non-trade receivables					
Joint ventures	(iii)	–	13,750	–	–
Deposits		14,983	18,063	760	5,062
Sundry receivables		425	–	–	–
Prepayments		799	702	–	8
		16,207	32,515	760	5,070
		165,028	221,886	9,101	12,589

(c) Other financial assets at amortised cost

As part of the terms of the asset-backed securities ("ABS") exercise, Gamuda Water was required to subscribe to the junior notes of the ABS. The financial asset is measured at amortised cost.

The asset-backed medium-term notes has a variable coupon rate with a maturity term of 8 years. As at the reporting date, the interest rate is 1.97% (2022: 2.32%). The Group receives coupon payment semi-annually, with the principal to be paid to the Group on maturity date of 23 March 2029.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(c) Other financial assets at amortised cost (cont'd.)

(i) Current

Trade receivables

Trade receivables are non-interest bearing and are generally on 14 to 90 days (2022: 14 to 90 days) terms. Other credit terms are assessed and approved on a case-by-case basis. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's and the Company's trade receivables are as follows:

	Group	
	2023 RM'000	2022 RM'000
Neither past due nor impaired	1,846,590	1,316,489
1 to 30 days past due not impaired	157,156	70,730
31 to 60 days past due not impaired	21,001	23,845
61 to 90 days past due not impaired	19,539	15,757
91 to 120 days past due not impaired	5,050	20,784
More than 120 days past due not impaired	75,231	98,225
	277,977	229,341
Impaired	71,142	70,617
	2,195,709	1,616,447

	Company	
	2023 RM'000	2022 RM'000
Neither past due nor impaired	417,969	517,389
1 to 30 days past due not impaired	97,699	10,505
31 to 60 days past due not impaired	1,222	–
61 to 90 days past due not impaired	237	–
91 to 120 days past due not impaired	301	3,057
More than 120 days past due not impaired	23,910	20,539
	123,369	34,101
Impaired	69,771	68,928
	611,109	620,418

Receivables that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group and the Company. None of the Group's and the Company's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(c) Other financial assets at amortised cost (cont'd.)

(i) Current (cont'd.)

Trade receivables (cont'd.)

Receivables that are past due but not impaired

The Group and the Company have trade receivables amounting to RM277,977,000 (2022: RM229,341,000) and RM123,369,000 (2022: RM34,101,000) respectively that are past due at the reporting date but not impaired. The receivables are related to customers with on-going transactions and/or progressive payments, and unsecured in nature.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for grouping of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and for more than one year and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed above.

Receivables that are impaired

The Group's and the Company's trade receivables that are individually impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	Group	
	2023 RM'000	2022 RM'000
Trade receivables – nominal amounts	71,142	70,617
Less: Allowance for impairment	(71,142)	(70,617)
	–	–
Movement in allowance accounts:		
At 1 August 2022/2021	70,617	67,378
Reversal for the year (Note 7)	(318)	(772)
Exchange difference	843	4,011
At 31 July	71,142	70,617

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(c) Other financial assets at amortised cost (cont'd.)

(i) Current (cont'd.)

Trade receivables (cont'd.)

Receivables that are impaired (cont'd.)

The Group's and the Company's trade receivables that are individually impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows: (cont'd.)

	Company	
	2023 RM'000	2022 RM'000
Trade receivables – nominal amounts	69,771	68,928
Less: Allowance for impairment	(69,771)	(68,928)
	–	–
Movement in allowance accounts:		
At 1 August 2022/2021	68,928	64,917
Exchange difference	843	4,011
At 31 July	69,771	68,928

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that have defaulted in payments. These receivables are not secured by any collateral or credit enhancements.

(ii) Due from associated companies

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current				
Trade	53,969	32,703	–	–
Non-trade	703	555	151	151
	54,672	33,258	151	151

The trade amounts due from associated companies are non-interest bearing and are generally on 30 days (2022: 30 days) terms.

The non-trade amounts due from associated companies are unsecured, interest free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(c) Other financial assets at amortised cost (cont'd.)

(iii) Due from joint ventures

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current				
Trade	109,970	264,489	104,675	222,292
Non-trade	59,525	86,518	3,052	11,332
	169,495	351,007	107,727	233,624
Non-current				
Trade	2,440	44,272	244	–
Non-trade	–	13,750	–	–
	2,440	58,022	244	–
	171,935	409,029	107,971	233,624

Current

Included in the trade receivables of the Group and of the Company is an amount of RM104,675,000 (2022: RM222,289,000) due from its 50% owned joint venture, MMC Gamuda KVMRT (T) Sdn. Bhd. ("Tunnel SB"). Tunnel SB is the contractor for the underground works of KVMRT Line 2.

Included in the non-trade receivables of the Group and of the Company are amounts due from joint ventures which are unsecured, interest free and repayable on demand.

Included in the non-trade receivables of the Group represents a loan amounting to RM9,975,000 (2022: RM14,465,000), given to Gamuda GM Klang Sdn. Bhd. ("GMKSB") by Megah Capital Sdn. Bhd., a subsidiary of the Company. The loan is unsecured and repayable within the next 12 months (2022: between 12 to 24 months). The interest of the loan is charged at 5.20% (2022: 5.20%) per annum.

Non-current

In the previous financial year, included in the trade receivables of the Group was an amount due from the sale of lands to a joint venture, GMKSB by Gamuda Land (Botanic) Sdn. Bhd., a subsidiary of the Company, amounted RM37,029,000. During the financial year, the transaction was settled by a revocation of the sale of land.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Other details of fair value of non-current receivables are further disclosed in Note 43 to the financial statements.

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

Group	Note	Fair value through profit or loss RM'000	Fair value through other comprehensive income RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2023					
Other investments	20	732	11,707	–	12,439
Investment securities	23	861,083	146,720	–	1,007,803
Current receivables	21(a)				
Third parties		–	–	1,505,782	1,505,782
Associated companies		–	–	54,672	54,672
Joint ventures		–	–	169,495	169,495
Retention sums		–	–	156,145	156,145
Stakeholder funds		–	–	26,927	26,927
Deposits		–	–	107,469	107,469
Sundry receivables		–	–	460,454	460,454
Non-current receivables	21(b)				
Third parties		–	–	99,560	99,560
Joint ventures		–	–	2,440	2,440
Retention sums		–	–	17,655	17,655
Stakeholder funds		–	–	29,166	29,166
Deposits		–	–	14,983	14,983
Sundry receivables		–	–	425	425
Other financial assets at amortised cost	21(c)	–	–	105,568	105,568
Cash and bank balances	25	–	–	3,169,466	3,169,466
Total financial assets		861,815	158,427	5,920,207	6,940,449

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis: (cont'd.)

Group	Note	Fair value through profit or loss RM'000	Fair value through other comprehensive income RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2022					
Other investments	20	733	7,069	–	7,802
Investment securities	23	700,782	–	–	700,782
Current receivables	21(a)				
Third parties		–	–	972,276	972,276
Associated companies		–	–	33,258	33,258
Joint ventures		–	–	351,007	351,007
Retention sums		–	–	86,712	86,712
Stakeholder funds		–	–	11,441	11,441
Deposits		–	–	418,713	418,713
Sundry receivables		–	–	213,739	213,739
Non-current receivables	21(b)				
Third parties		–	–	85,169	85,169
Joint ventures		–	–	58,022	58,022
Retention sums		–	–	59,930	59,930
Deposits		–	–	18,063	18,063
Other financial assets at amortised cost	21(c)	–	–	102,767	102,767
Cash and bank balances	25	–	–	2,794,348	2,794,348
Total financial assets		701,515	7,069	5,205,445	5,914,029

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis: (cont'd.)

Company	Note	Fair value through profit or loss RM'000	Fair value through other comprehensive income RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2023					
Other investments	20	732	11,707	–	12,439
Investment securities	23	771,487	146,720	–	918,207
Current receivables	21(a)				
Third parties		–	–	326,864	326,864
Associated companies		–	–	151	151
Joint ventures		–	–	107,727	107,727
Retention sums		–	–	65,365	65,365
Deposits		–	–	34,903	34,903
Sundry receivables		–	–	172,766	172,766
Non-current receivables	21(b)				
Retention sums		–	–	8,097	8,097
Deposits		–	–	760	760
Due from subsidiaries	24	–	–	5,016,140	5,016,140
Cash and bank balances	25	–	–	976,791	976,791
Total financial assets		772,219	158,427	6,709,564	7,640,210
At 31 July 2022					
Other investments	20	733	7,069	–	7,802
Investment securities	23	606,192	–	–	606,192
Current receivables	21(a)				
Third parties		–	–	289,489	289,489
Associated companies		–	–	151	151
Joint ventures		–	–	233,624	233,624
Retention sums		–	–	62,287	62,287
Deposits		–	–	4,861	4,861
Sundry receivables		–	–	160,602	160,602
Non-current receivables	21(b)				
Retention sums		–	–	7,519	7,519
Deposits		–	–	5,062	5,062
Due from subsidiaries	24	–	–	4,136,151	4,136,151
Cash and bank balances	25	–	–	722,856	722,856
Total financial assets		606,925	7,069	5,622,602	6,236,596

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

22. CONTRACT ASSETS/(LIABILITIES)

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Contract assets:					
Construction	(a)	1,072,829	816,855	138,791	39,535
Property development	(b)	2,379,161	1,878,792	–	–
		3,451,990	2,695,647	138,791	39,535
Analysed as:					
Current		3,451,990	2,695,647	138,791	39,535
Contract liabilities:					
Construction	(a)	(1,292,804)	(1,410,490)	(759,965)	(1,245,163)
Property development	(b)	(49,002)	(16,186)	–	–
Deferred revenue	(c)	(28,281)	(24,731)	–	–
		(1,370,087)	(1,451,407)	(759,965)	(1,245,163)
Analysed as:					
Current		(1,348,519)	(1,429,921)	(759,965)	(1,245,163)
Non-current		(21,568)	(21,486)	–	–
		(1,370,087)	(1,451,407)	(759,965)	(1,245,163)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(a) Contract assets/(liabilities) from construction

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Construction contract costs incurred to date	19,827,565	15,351,092	11,414,581	8,696,618
Recognised profits less recognised losses	2,251,181	1,763,224	1,749,565	1,361,056
Progress billings received and receivables	(22,298,721)	(17,707,951)	(13,785,320)	(11,263,302)
	(219,975)	(593,635)	(621,174)	(1,205,628)
Represented by:				
Contract assets	1,072,829	816,855	138,791	39,535
Contract liabilities	(1,292,804)	(1,410,490)	(759,965)	(1,245,163)
	(219,975)	(593,635)	(621,174)	(1,205,628)
Analysed as:				
Contract assets				
Due within 1 year	1,072,829	816,855	138,791	39,535
Contract liabilities				
Due within 1 year	(1,292,804)	(1,410,490)	(759,965)	(1,245,163)

The costs incurred to date on construction contracts include the following charges made during the financial year:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Depreciation:				
– Property, plant and equipment (Note 12)	16,877	9,026	12,337	3,050
– Right-of-use assets (Note 15)	6,622	1,930	5,595	1,930
Staff costs (Note 5)	200,466	119,795	142,021	67,519
Finance costs (Note 8)	4,957	4,693	622	31
Short-term leases:				
– Rental of premises	11,874	2,354	3,707	827
– Hire of plant and equipment	3,114	8,139	875	378

Included in contract assets from construction is an amount due from the Government of Socialist Republic of Vietnam ("GOVT") to a subsidiary, Gamuda Land Vietnam Limited Liability Company ("GLVN") amounting to RM201,285,000 (2022: RM201,841,000) which is pending issuance of investment certificates for property development in Hanoi, Vietnam as consideration for the construction works by GLVN.

The directors do not foresee any issue in obtaining the investment certificates and therefore are of the opinion that this amount is recoverable.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(b) Contract assets/(liabilities) from property development

	Group	
	2023 RM'000	2022 RM'000
Contract assets	2,379,161	1,878,792
– Accrued billings	2,337,815	1,844,232
– Others	41,346	34,560
Contract liabilities	(49,002)	(16,186)
– Progress billings	(47,314)	(5,755)
– Others	(1,688)	(10,431)
	2,330,159	1,862,606

Others relate to consideration payable to customers including rebates and legal fees, are accounted for as a reduction to transaction price and recognised to profit or loss when performance obligations are satisfied.

	Group	
	2023 RM'000	2022 RM'000
At beginning of the year	1,862,606	836,882
Consideration payable to customers	30,829	50,548
Revenue recognised during the year	2,620,978	2,528,106
Interest income relating to significant financing component (Note 7)	330	190
Progress billings during the year	(2,180,966)	(1,572,340)
Exchange differences	(3,618)	19,220
At end of the year	2,330,159	1,862,606
Analysed as:		
Contract assets		
Due within 1 year	2,379,161	1,878,792
Contract liabilities		
Due within 1 year	(49,002)	(16,186)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(b) Contract assets/(liabilities) from property development (cont'd.)

Unsatisfied performance obligations:

Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially satisfied) as at the reporting date, are as follows:

	Group	
	2023 RM'000	2022 RM'000
Within 1 year	2,557,514	1,886,093
Between 1 – 4 years	428,063	324,761
	2,985,577	2,210,854

(c) Contract liabilities from deferred revenue

	Note	Group	
		2023 RM'000	2022 RM'000
Advance membership	(i)	(28,281)	(24,731)
		(28,281)	(24,731)
Analysed as:			
Due within 1 year		(6,713)	(3,245)
Due after 1 year		(21,568)	(21,486)
		(28,281)	(24,731)

(i) Advance membership

Advance membership fees received are in connection with the provision of services by way of sporting and other recreational facilities. The advance membership fees are recognised as income over the tenure of the membership period which expires on 30 November 2066 and 30 September 2070 for Bandar Botanic Resort Berhad and Jade Homes Resort Berhad respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

23. INVESTMENT SECURITIES

	2023		2022	
	Carrying amount RM'000	Fair value of quoted investments RM'000	Carrying amount RM'000	Fair value of quoted investments RM'000
Group				
Current				
Portfolios:				
Held in investment funds placements				
– Islamic	360,095	360,095	272,388	272,388
– Non-Islamic	226,587	226,587	398,634	398,634
Others				
– Islamic	146,720	146,720	–	–
– Non-Islamic	274,401	274,401	29,760	29,760
	1,007,803	1,007,803	700,782	700,782
Company				
Current				
Portfolios:				
Held in investment funds placements				
– Islamic	300,252	300,252	246,264	246,264
– Non-Islamic	219,358	219,358	359,928	359,928
Others				
– Islamic	146,720	146,720	–	–
– Non-Islamic	251,877	251,877	–	–
	918,207	918,207	606,192	606,192

Investment securities represent funds placed with licensed fund managers. The portfolio of securities managed by the fund managers comprise of money market funds, commercial papers, government bonds and fixed deposits. During the financial year, the Company has invested in the Islamic sukuk issued by Amanat Lebuhraya Rakyat Berhad ("ALR"), which undertaking the business of a holding company of the highway concession companies. Their fair values are determined based on the quoted prices from the respective investment funds.

Other details of fair value of investment securities are further disclosed in Note 43 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

24. DUE FROM SUBSIDIARIES

	Company	
	2023 RM'000	2022 RM'000
Non-current		
Due from subsidiaries		
– Non-trade	2,442,591	1,150,000
Current		
Redeemable unsecured loan stocks ("RULS")	–	900,000
Due from subsidiaries		
– Non-trade	2,573,549	2,086,151
	2,573,549	2,986,151
	5,016,140	4,136,151

In the prior year, the RULS was measured at amortised cost using effective interest rates ranging from 5.32% to 5.35% and was repaid on the maturities dates on 22 November 2022 and 16 March 2023. The interest on RULS charged to the subsidiary, Megah Capital Sdn. Bhd. was recognised as interest income arising from subsidiaries, as disclosed in Note 7.

The non-trade amounts due from subsidiaries are unsecured, interest free and are repayable on demand except for advances of RM3,694,017,000 (2022: RM2,775,720,000) given to subsidiaries which bear interest at 3.46% to 6.19% (2022: 2.31% to 5.35%) per annum. The Company expects the amount due from a subsidiary amounting to RM2,442,591,000 (2022: RM1,150,000,000) to be realised only after 12 months from the reporting date. Accordingly, the balance was classified as non-current.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

25. CASH AND BANK BALANCES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash in hand and at banks				
– Interest bearing	1,008,984	480,947	460,171	320,535
– Non-interest bearing	70,163	74,277	14,507	35,479
Housing Development Accounts:				
– Islamic	603,498	245,831	–	–
– Non-Islamic	37,700	25,658	–	–
	1,720,345	826,713	474,678	356,014
Deposits with licensed banks with				
– Tenures of less than 3 months				
– Islamic	385,977	176,083	73,500	24,463
– Non-Islamic	724,264	695,654	176,576	342,379
– Tenures of more than 3 months				
– Islamic	6,122	6,069	–	–
– Non-Islamic	332,758	1,089,829	252,037	–
Total cash and bank balances	3,169,466	2,794,348	976,791	722,856

In the previous financial year, cash and bank balances in relation to Kesas Holdings Berhad and Kesas Sdn. Bhd. were classified as assets held for sale as disclosed in Note 47.

For the purpose of statements of cash flows, cash and cash equivalents comprise the following as at reporting date:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Total cash and bank balances	3,169,466	2,794,348	976,791	722,856
Cash and bank balances classified as assets held for sale (Note 47)	–	277,884	–	–
Less: Deposits with tenures of more than 3 months	(338,880)	(1,095,898)	(252,037)	–
Less: Deposits with tenures of more than 3 months classified as assets held for sale	–	(67,900)	–	–
Total cash and cash equivalents	2,830,586	1,908,434	724,754	722,856

Included in total cash and bank balances of the Group and of the Company are interest bearing balances amounting to RM3,099,303,000 (2022: RM2,720,071,000) and RM962,284,000 (2022: RM687,377,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

25. CASH AND BANK BALANCES (CONT'D.)

Housing Development Accounts held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966 and therefore, restricted from use in other operations.

The weighted average effective interest rates of deposits as at reporting date were as follows:

	Group		Company	
	2023 %	2022 %	2023 %	2022 %
Licensed banks:				
Malaysia	2.54	1.98	2.77	2.05
India	7.00	5.06	–	–
Australia	4.51	1.73	4.51	1.75
Singapore	3.53	1.30	–	–
Vietnam	7.38	4.73	–	–

The range of maturities of deposits as at reporting date were as follows:

	Group		Company	
	2023 Days	2022 Days	2023 Days	2022 Days
Licensed banks	1 – 366	3 – 396	1 – 213	3 – 64

26. SHARE CAPITAL

	Number of ordinary shares		Group/Company	
	2023 '000	2022 '000	2023 RM'000	2022 RM'000
Issued and fully paid:				
At 1 August 2022/2021	2,553,931	2,513,529	3,723,168	3,620,950
Exercise of ESOS	35,874	–	98,300	–
Issuance on dividend reinvestment plan	72,931	40,402	243,071	102,218
Share options exercised under ESOS	–	–	13,592	–
At 31 July	2,662,736	2,553,931	4,078,131	3,723,168

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

- (a) Under Companies Act 2016 in Malaysia, which came into effect on 31 January 2017, the concept of authorised share capital is no longer applicable.
- (b) In accordance with Section 74 of the Companies Act 2016 in Malaysia, the Company's shares no longer have a par or nominal value with effect from 31 January 2017.

Pursuant to Section 618 of the Companies Act 2016 in Malaysia, the amount standing to the credit of the Company's share premium account of RM997,407,000 became part of the Company's share capital. There is no impact on the number of shares in issue or the relative entitlement of any members of the Company as a result of this transition.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

26. SHARE CAPITAL (CONT'D.)

- (c) During the financial year, the Company increased its issued and paid-up share capital from RM3,723,168,000 to RM4,078,131,000 by way of issuance of:
- issuance of 37,138,423 new ordinary shares pursuant to the dividend reinvestment plan at the price of RM3.22 per ordinary share; and
 - issuance of 35,792,794 new ordinary shares pursuant to the dividend reinvestment plan at the price of RM3.45 per ordinary share.
 - issuance of 35,873,900 new ordinary shares for cash arising from the exercise of share options under the Company's ESOS;
- (d) The Gamuda Berhad Employees' Share Option Scheme ("ESOS") was approved by the shareholders at the Extraordinary General Meeting held on 8 December 2021 and became effective on 9 December 2021. With effect from 9 December 2021, the Company issued options under the new ESOS for the eligible executive directors and employees of Gamuda Berhad and its subsidiaries. The ESOS will be expired on 31 January 2027 and balance unexercised will be lapsed.

The principal features of the ESOS were as follows:

- Full-time and confirmed employees within Gamuda Group and executive directors of Gamuda ("eligible person") are eligible to participate in the ESOS. Participation, however, is subject to the discretion of the ESOS Committee.
- The ESOS shall be in force until 31 January 2027, subject however to any extension of the ESOS. On or before the date of expiry, the Board shall have the discretion, without having to obtain approval of the Company's shareholders, to extend the duration of the ESOS provided that the initial period of the ESOS and such extension of the ESOS shall not in aggregate exceed the duration of 10 years from the effective date of the ESOS.
- The aggregate maximum number of shares which may be made available under the scheme shall not in aggregate exceed 10% of the total number of issued shares (e at any point of time during the duration of the scheme).
- The exercise price for the new shares under the ESOS shall be the volume weighted average market price of the shares as quoted on the main market of Bursa Malaysia Securities Berhad for the 5 market days immediately preceding the award date, without any discount being recorded.
- The aggregate number of shares to be offered to an eligible person shall be determined at the discretion of the ESOS Committee after taking into consideration, amongst others, the provisions of the Listing Requirements or other applicable regulatory requirements prevailing during the duration of the scheme and after taking into consideration the performance, targets, position, annual appraised performance, seniority and length of service, contribution, category or grade of employment of the Eligible Person or such other matters which the ESOS Committee may in its sole and absolute discretion deem fit.
- The number of shares comprised in the ESOS options which remained unexercised or the exercise prices or both may be adjusted following any alteration in the capital structure of the Company during the duration of the scheme, whether by way of rights issue, bonus issue or capitalisation of profit or reserves, consolidation or subdivision of shares or reduction or any other alteration in the capital structure of the Company or otherwise howsoever taking place.
- The options shall not carry any right to vote at any general meeting of the Company and a grantee shall not be entitled to any dividends, right or other entitlements on his unexercised options.
- The options granted under ESOS are not assignable.
- A Grantee shall be allowed to exercise the options granted to him/her at any point of time within the option period.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

26. SHARE CAPITAL (CONT'D.)

(d) The principal features of the ESOS were as follows: (cont'd.)

(x) The new shares allotted and issued upon any exercise of the options shall rank pari passu in all respects with the existing issued shares of the Company, save and except that the shares so allotted and issued will not be entitled to any dividend, right, allotment or other distributions, which may be declared, made or paid to shareholders, the entitlement date of which is prior to the date of allotment and issuance of such new shares.

(xi) Options to subscribe for ordinary shares under the ESOS were granted on the following dates:

Grant date	Exercise price RM	Number of options '000	Exercise period
9 December 2021	2.85/2.55*	183,551	9 December 2021 – 31 January 2027
24 January 2022	2.83/2.53*	10,678	24 January 2022 – 31 January 2027
5 August 2022	3.74/3.35*	30,123	5 August 2022 – 31 January 2027
22 February 2023	3.94	21,289	22 February 2023 – 31 January 2027
		245,641	

* Exercise price were adjusted in accordance with the Company's ESOS By-laws pursuant to the distribution on special dividend effective on 14 December 2022.

(e) Breakdown of aggregate proceeds received from share options exercised during the financial year and the fair value, at exercise date, of ordinary shares issued are as follows:

	2023 '000	2022 '000
Aggregate proceeds received on shares issued	98,300	–
Aggregate fair value of ordinary shares at exercise date	137,818	–

(f) The number and weighted average exercise prices ("WAEP") of, and movements in, share options during the financial year are as follows:

ESOS exercise price	← Number of share options Movement during the year →			Outstanding and exercisable at 31 July 2023 '000
	Outstanding and exercisable at 1 August 2022 '000	Granted '000	Exercised '000	
RM2.85/RM2.55*	180,472	3,079	(34,464)	149,087
RM2.83/RM2.53*	10,678	–	(1,410)	9,268
RM3.74/RM3.35*	–	30,123	–	30,123
RM3.94	–	21,289	–	21,289
	191,150	54,491	(35,874)	209,767
WAEP	2.85	3.54	2.55	2.81

* Exercise price were adjusted in accordance with the Company's ESOS By-laws pursuant to the distribution on special dividend effective on 14 December 2022.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

26. SHARE CAPITAL (CONT'D.)

(g) Fair value of share options granted

The fair value of the share options granted under the ESOS is estimated at grant date using a binomial option pricing model, taking into account the terms and conditions upon which the instruments were granted. During the financial year, modification made to the share options is the price adjustment in accordance with the Company's ESOS By-laws pursuant to the distribution on special dividend effective on 14 December 2022.

The fair value of share options measured at the respective date and the assumptions are as follows:

BATCH	ESOS			
	1	2	3	4
Exercise price of ESOS at grant dates (RM)	2.85	2.83	3.74	3.94
Fair value of share options, at the following expiry dates (RM)				
– 31 January 2024	0.470	0.393	0.496	–
– 31 January 2025	0.511	0.441	0.581	–
– 31 January 2026	0.546	0.474	0.629	0.691
– 31 January 2027	0.555	0.494	0.661	0.726
Effect of modification on 14 December 2022 to fair value of share options (RM)				
– 31 January 2024	0.234	0.243	0.136	–
– 31 January 2025	0.225	0.237	0.102	–
– 31 January 2026	0.221	0.235	0.082	–
– 31 January 2027	0.218	0.233	0.069	–
Expected volatility				
– Grant date	30.00%	30.00%	30.00%	30.00%
– Modification date: 14 December 2022	30.00%	30.00%	30.00%	–
Risk free rate, at the following expiry dates				
– 31 January 2024	2.07%	2.28%	3.21%	–
– 31 January 2025	2.34%	2.62%	3.29%	–
– 31 January 2026	2.53%	2.79%	3.69%	3.28%
– 31 January 2027	2.66%	2.93%	3.74%	3.33%
Effect of modification on 14 December 2022 to risk free rate				
– 31 January 2024	2.77%	2.77%	3.10%	–
– 31 January 2025	2.77%	2.77%	3.33%	–
– 31 January 2026	2.77%	2.77%	3.48%	–
– 31 January 2027	2.77%	2.77%	3.61%	–
Expected dividend yield#	2.50%	2.50%	2.50%	2.50%

The expected volatility is based on historical data and is not necessarily indicative of exercise patterns that may occur.

Expected dividend yield is assumed on the expected term of the options as at grant dates.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

27. OTHER RESERVES (NON-DISTRIBUTABLE)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Foreign exchange reserve				
At 1 August	337,010	222,622	7,726	7,063
Foreign currency translation	(48,319)	114,276	(5,111)	663
Share of associated companies foreign currency translation	(2,324)	(978)	–	–
Non-controlling interests	785	1,090	–	–
At 31 July	287,152	337,010	2,615	7,726

(i) Foreign exchange reserve

This reserve represents the foreign currency translation differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the Group's presentation currency.

28. RETAINED PROFITS

The Company may distribute dividends out of its entire retained earnings under the single tier system.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

29. RETIREMENT BENEFIT OBLIGATIONS

The Group operates an unfunded, defined benefit Retirement Benefit Scheme ("the Scheme") for its employees. Under the Scheme, eligible employees are entitled to retirement benefits of 2.5% on the last drawn monthly basic salary for each completed months of services on attainment of the retirement age of 60.

The amounts recognised in the statements of financial position are determined as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Present value of unfunded defined benefit obligations, representing net liability	49,082	42,139	5,961	5,540
Analysed as:				
Current (Note 30(b))	2,114	1,087	231	–
Non-current:				
More than one year and less than two years	1,571	1,832	379	334
More than two years and less than five years	7,168	5,143	1,903	1,202
Five years or more	38,229	34,077	3,448	4,004
Amount included in payables (Note 30(a))	46,968	41,052	5,730	5,540
Total	49,082	42,139	5,961	5,540

The amounts recognised in profit or loss are determined as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations:				
Current service cost	3,970	3,674	499	460
Interest cost	1,364	1,835	(131)	233
Total, included in staff costs (Note 5)	5,334	5,509	368	693
Discontinued operations:				
Current service cost	–	193	–	–
Interest cost	–	102	–	–
Total	–	295	–	–
Total	5,334	5,804	368	693

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

29. RETIREMENT BENEFIT OBLIGATIONS (CONT'D.)

Movements in the net liabilities in the current year were as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 August 2022/2021	42,139	44,227	5,540	5,215
Recognised in profit or loss	5,334	5,804	368	693
Effect of re-measurement loss/(gain) in other comprehensive income	3,648	(3,767)	217	(368)
Contributions paid	(2,007)	(1,795)	(164)	–
Exchange differences	(32)	21	–	–
	49,082	44,490	5,961	5,540
Liabilities directly associated with the assets held for sale	–	(2,351)	–	–
At 31 July	49,082	42,139	5,961	5,540

The sensitivity analysis on the present value of the retirement benefit obligations below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming if all other assumptions were held constant:

Group	Increase/ (decrease)	2023 RM'000	Increase/ (decrease)	2022 RM'000
Discount rate	+1%	(5,445)	+1%	(5,283)
	-1%	6,500	-1%	6,307
Expected rate of salary	+1%	6,742	+1%	6,653
	-1%	(5,703)	-1%	(5,664)

Principal actuarial assumptions used:

	2023 %	2022 %
Discount rate	4.7	5.2
Expected rate of salary increases	6.0 – 10.0	6.0 – 10.0

The average duration of the defined benefit plan obligation at the end of the reporting year is 12 years (2022: 12 years).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

30. PAYABLES

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current payables	(a)				
Trade		137,388	144,863	21,867	42,363
Non-trade		88,258	57,977	12,187	7,277
		225,646	202,840	34,054	49,640
Current payables	(b)				
Trade		2,544,808	1,970,735	799,549	443,688
Non-trade		1,168,178	695,846	310,216	226,655
		3,712,986	2,666,581	1,109,765	670,343
Total payables		3,938,632	2,869,421	1,143,819	719,983
(a) Non-current payables					
Trade					
Trade payables		–	788	–	6
Retention sums		137,388	143,980	21,867	42,357
Accruals		–	95	–	–
		137,388	144,863	21,867	42,363
Non-trade					
Retirement benefit obligations (Note 29)		46,968	41,052	5,730	5,540
Lease liabilities (Note 31)		28,923	5,819	6,457	1,737
Sundry payables		2,135	2,615	–	–
Accruals		10,232	8,491	–	–
		88,258	57,977	12,187	7,277
		225,646	202,840	34,054	49,640

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

30. PAYABLES (CONT'D.)

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
(b) Current payables				
Trade				
Trade payables	945,618	432,310	355,695	126,403
Associated company	–	750	–	–
Retention sums	252,521	201,543	49,502	48,147
Advances received on contracts	229,062	188,921	254,404	174,232
Accruals	1,117,607	1,147,211	139,948	94,906
	2,544,808	1,970,735	799,549	443,688
Non-trade				
Associated companies	5,216	5,002	–	–
Retirement benefit obligations (Note 29)	2,114	1,087	231	–
Lease liabilities (Note 31)	19,791	4,587	8,735	1,350
Sundry payables	372,784	318,456	56,964	22,223
Dividend payables	159,804	153,236	159,804	153,236
Accruals	608,469	213,478	84,482	49,846
	1,168,178	695,846	310,216	226,655
	3,712,986	2,666,581	1,109,765	670,343

The normal trade credit term granted to the Group and the Company ranges from 30 to 90 days (2022: 30 to 90 days) other than retention sums which are due after 12 months.

The amounts due to associated companies are unsecured, interest free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

30. PAYABLES (CONT'D.)

The following table analyses the financial liabilities of the Group and of the Company in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis.

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Financial liabilities at amortised costs					
Current payables	30(b)				
Trade payables		945,618	432,310	355,695	126,403
Associated companies		5,216	5,752	–	–
Retention sums		252,521	201,543	49,502	48,147
Advances received on contracts		229,062	188,921	254,404	174,232
Sundry payables		372,784	318,456	56,964	22,223
Dividend payables		159,804	153,236	159,804	153,236
Accruals and provisions		1,726,076	1,360,689	224,430	144,752
Lease liabilities	31	19,791	4,587	8,735	1,350
Non-current payables	30(a)				
Trade payables		–	788	–	6
Retention sums		137,388	143,980	21,867	42,357
Sundry payables		2,135	2,615	–	–
Accruals		10,232	8,586	–	–
Lease liabilities	31	28,923	5,819	6,457	1,737
Islamic debts	33	3,185,150	2,958,902	1,885,150	1,758,902
Conventional debts	34	2,775,529	1,416,127	1,992,160	554,284
Due to subsidiaries	36	–	–	183,512	109,548
		9,850,229	7,202,311	5,198,680	3,137,177
Financial liabilities at FVTPL					
Conventional debts	34	963,017	405,035	–	–

31. LEASE LIABILITIES

The carrying amounts of lease liabilities and the movements during the year is as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At 1 August 2022/2021	10,406	10,727	3,087	682
Additions	51,636	5,301	19,731	4,159
Interest expense (Note 8)	1,557	402	916	69
Payment made during the year	(14,809)	(6,113)	(8,520)	(1,831)
Exchange differences	(76)	89	(22)	8
At 31 July	48,714	10,406	15,192	3,087

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

31. LEASE LIABILITIES

Lease liabilities are analysed as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current (Note 30(b))	19,791	4,587	8,735	1,350
Non-current (Note 30(a))	28,923	5,819	6,457	1,737
	48,714	10,406	15,192	3,087

The lease liabilities are analysed as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Not more than 1 year	21,768	4,587	9,595	1,350
Later than 1 year but not later than 2 years	19,563	4,912	6,858	1,029
Later than 2 years but not later than 5 years	11,391	1,309	408	777
Later than 5 years	764	–	–	–
Undiscounted lease liabilities	53,486	10,808	16,861	3,156
Less: Unexpired finance charges	(4,772)	(402)	(1,669)	(69)
Discounted lease liabilities	48,714	10,406	15,192	3,087

The incremental borrowing rate to measure lease liabilities is 4.7% (2022: 4.3%) per annum.

The remaining maturities of the lease liabilities are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Not more than 1 year	19,791	4,587	8,735	1,350
Later than 1 year but not later than 2 years	17,413	4,912	6,068	1,028
Later than 2 years but not later than 5 years	10,756	907	389	709
Later than 5 years	754	–	–	–
	48,714	10,406	15,192	3,087

The Group and the Company have total cash outflows from leases of RM24,370,000 (2022: RM13,782,000) and RM9,804,000 (2022: RM3,519,000) respectively.

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Total cash outflow for leases				
Payment of lease liabilities	(14,809)	(6,113)	(8,520)	(1,831)
Payment of short-term leases (Note 7)	(8,709)	(7,466)	(1,247)	(1,681)
Payment of low value assets (Note 7)	(852)	(203)	(37)	(7)
	(24,370)	(13,782)	(9,804)	(3,519)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

32. DEFERRED TAX LIABILITIES/(ASSETS)

	Group		Company	
	2023 RM'000	2023 RM'000	2023 RM'000	2023 RM'000
At 1 August 2022/2021	40,065	238,379	(5,693)	(6,520)
Deferred tax acquired in business combination	3,586	–	–	–
Recognised in profit or loss	(17,842)	4,350	(4,842)	720
Recognised in other comprehensive income	(100)	163	(53)	88
Exchange differences	(520)	1,822	(6)	19
At 31 July	25,189	244,714	(10,594)	(5,693)
Less: Liabilities directly associated with the assets held for sale	–	(204,649)	–	–
	25,189	40,065	(10,594)	(5,693)
Presented after appropriate offsetting as follows:				
Deferred tax assets	(135,616)	(72,890)	(10,594)	(5,693)
Less: Assets held for sale	–	8,644	–	–
	(135,616)	(64,246)	(10,594)	(5,693)
Deferred tax liabilities	160,805	317,604	–	–
Less: Liabilities directly associated with the assets held for sale	–	(213,293)	–	–
	160,805	104,311	–	–
	25,189	40,065	(10,594)	(5,693)

The Group's deferred tax liabilities/(assets) recognised in profit or loss is analysed as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Recognised in income statement (Note 9)				
– Continuing operations	(17,842)	34,897	(4,842)	720
– Discontinued operations	–	(30,547)	–	–
	(17,842)	4,350	(4,842)	720

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities of the Group:

	Property development profit RM'000	Accelerated capital allowances RM'000	Fair value adjustment on business combination RM'000	Fair value adjustment on expressway development expenditure RM'000	Land RM'000	Total RM'000
At 1 August 2022	159,292	11,454	–	–	15	170,761
Deferred tax arising from business acquisition	–	–	3,586	–	–	3,586
Recognised in profit or loss	27,663	2,369	–	–	–	30,032
Exchange differences	(315)	(27)	–	–	–	(342)
At 31 July 2023	186,640	13,796	3,586	–	15	204,037
At 1 August 2021	164,521	164,428	–	89,303	–	418,252
Recognised in profit or loss	(10,855)	(1,578)	–	(27,437)	15	(39,855)
Exchange differences	5,626	31	–	–	–	5,657
	159,292	162,881	–	61,866	15	384,054
Less: Liabilities directly associated with the assets held for sale	–	(151,427)	–	(61,866)	–	(213,293)
At 31 July 2022	159,292	11,454	–	–	15	170,761

Deferred tax assets of the Group:

	Unutilised tax losses RM'000	Unutilised capital allowances RM'000	Retirement benefit obligations RM'000	Provisions and accruals RM'000	Total RM'000
At 1 August 2022	(21,942)	(10,682)	(4,661)	(93,411)	(130,696)
Recognised in profit or loss	(10,732)	(4,902)	278	(32,518)	(47,874)
Recognised in other comprehensive income	–	–	(100)	–	(100)
Exchange differences	(110)	(304)	223	13	(178)
At 31 July 2023	(32,784)	(15,888)	(4,260)	(125,916)	(178,848)
At 1 August 2021	(20,323)	(9,887)	(3,746)	(145,917)	(179,873)
Recognised in profit or loss	(1,619)	(795)	(231)	46,850	44,205
Recognised in other comprehensive income	–	–	163	–	163
Exchange differences	–	–	(1,329)	(2,506)	(3,835)
	(21,942)	(10,682)	(5,143)	(101,573)	(139,340)
Less: Assets held for sale	–	–	482	8,162	8,644
At 31 July 2022	(21,942)	(10,682)	(4,661)	(93,411)	(130,696)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows: (cont'd.)

Deferred tax liabilities of the Company:

	Receivables RM'000	Accelerated capital allowances RM'000	Total RM'000
At 1 August 2022	–	8,353	8,353
Recognised in profit or loss	749	(195)	554
Exchange differences	(19)	–	(19)
At 31 July 2023	730	8,158	8,888
At 1 August 2021	–	7,926	7,926
Recognised in profit or loss	–	427	427
At 31 July 2022	–	8,353	8,353

Deferred tax assets of the Company:

	Unutilised tax losses RM'000	Unutilised capital allowances RM'000	Retirement benefit obligations RM'000	Provisions and accruals RM'000	Total RM'000
At 1 August 2022	(3,291)	(8,287)	(1,329)	(1,139)	(14,046)
Recognised in profit or loss	–	(681)	(100)	(4,615)	(5,396)
Recognised in other comprehensive income	–	–	(53)	–	(53)
Exchange differences	–	–	–	13	13
At 31 July 2023	(3,291)	(8,968)	(1,482)	(5,741)	(19,482)
At 1 August 2021	(3,291)	(7,714)	(1,251)	(2,190)	(14,446)
Recognised in profit or loss	–	(573)	(166)	1,031	292
Recognised in other comprehensive income	–	–	88	–	88
Exchange differences	–	–	–	20	20
At 31 July 2022	(3,291)	(8,287)	(1,329)	(1,139)	(14,046)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

Deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unutilised tax losses	269,957	431,805	78,009	143,702
Unutilised investment tax allowances	389,322	389,322	–	–
Unabsorbed capital allowances	214,004	201,544	–	–
Other deductible temporary differences	92,494	32,727	–	–
	965,777	1,055,398	78,009	143,702

Year of expiry is analysed as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unutilised tax losses				
Indefinite	78,009	143,702	78,009	143,702
Expired by 2028	–	10,706	–	–
Expired by 2029	–	54,948	–	–
Expired by 2030	99,433	129,937	–	–
Expired by 2031	49,657	49,657	–	–
Expired by 2032	42,855	42,855	–	–
Expired by 2033	3	–	–	–
	269,957	431,805	78,009	143,702
Indefinite				
Unutilised investment tax allowances	389,322	389,322	–	–
Unabsorbed capital allowances	214,004	201,544	–	–
Other deductible temporary differences	92,494	32,727	–	–
	695,820	623,593	–	–
Total	965,777	1,055,398	78,009	143,702

The availability of the unutilised tax losses and unabsorbed capital allowances for offsetting against future taxable profits of the Group are subject to no substantial changes in shareholdings of the respective companies under the Income Tax Act, 1967, and guidelines issued by the tax authority.

The Malaysia Finance Act 2018 gazetted on 27 December 2018 imposed a time limitation to restrict the carry forward of the unutilised tax losses to a maximum period of 7 consecutive Year of Assessment ("YA"), effective YA 2019.

Based on the Malaysia Finance Act 2021, gazetted on 31 December 2021, the time limit for the carry forward of the unutilised tax losses has been extended from 7 years to 10 years. As a result of this change, the unutilised tax losses accumulated up to the YA 2018 are allowed to be carried forward for 10 consecutive years of assessment. Any balance of the unutilised tax losses thereafter shall be disregarded.

The unutilised tax losses in Singapore and Australia, subject to certain conditions, could be carried forward indefinitely to offset against their future taxable income.

Deferred tax assets have not been recognised in respect of the above items as it is not probable that future taxable profits will be available in the Company and certain subsidiaries against which the Group can utilise the benefits.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

33. ISLAMIC DEBTS

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current					
Medium term notes					
– Unsecured	(a)	2,650,000	1,950,000	1,650,000	850,000
Current					
Medium term notes					
– Unsecured	(a)	200,000	900,000	100,000	900,000
Commercial papers					
– Unsecured		200,000	100,000	–	–
Revolving credit					
– Unsecured		135,150	8,902	135,150	8,902
		535,150	1,008,902	235,150	908,902
Total Islamic debts (Note 30)		3,185,150	2,958,902	1,885,150	1,758,902

Medium term notes ("MTNs")

The MTNs are drawdown by:

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Gamuda Berhad	(a)(i)	1,750,000	1,750,000	1,750,000	1,750,000
Gamuda Land (T12) Sdn. Bhd.	(a)(ii)	1,000,000	1,000,000	–	–
Bandar Serai Development Sdn. Bhd. ("Bandar Serai")	(a)(iii)	100,000	100,000	–	–
		2,850,000	2,850,000	1,750,000	1,750,000

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

33. ISLAMIC DEBTS (CONT'D.)

Medium term notes ("MTNs") (cont'd.)

In the previous financial year, Islamic debts of Kesas Sdn. Bhd. was classified as liabilities directly associated with the assets held for sale as disclosed in Note 47 pursuant to the Disposals as disclosed in Note 42. Further details of the Medium term notes are as follows:

(a) Murabahah MTN – unsecured

(i) Gamuda Berhad

	Amount drawdown RM'000	Issuance date	Maturity date	Remaining tenure (years)	Issuance tenure (years)	Yield at issuance date %
Current						
Issue No.11	100,000	27.11.2018	27.11.2023	0.3	5	4.79
Non-current						
Issue No.12	200,000	18.11.2019	18.11.2026	3.3	7	4.12
Issue No.13	300,000	18.11.2019	16.11.2029	6.3	10	4.26
Issue No.15	250,000	29.06.2020	28.06.2030	6.9	10	4.10
Issue No.16	250,000	20.06.2023	20.06.2028	4.9	5	4.20
Issue No.17	250,000	20.06.2023	20.06.2030	6.9	7	4.31
Issue No.18	400,000	20.06.2023	20.06.2033	9.9	10	4.40
	1,750,000					

Issue No.1 to No.10 and No.14 were redeemed upon maturity in previous years.

(ii) Gamuda Land (T12) Sdn. Bhd.

	Amount drawdown RM'000	Issuance date	Maturity date	Remaining tenure (years)	Issuance tenure (years)	Yield at issuance date %
Non-current						
Series No.1	150,000	12.08.2020	12.08.2025	2.0	5	3.55
Series No.1	150,000	11.10.2021	11.10.2027	4.2	6	4.20
Series No.2	200,000	12.08.2020	12.08.2027	4.0	7	3.75
Series No.2	250,000	11.10.2021	11.10.2028	5.2	7	4.40
Series No.3	250,000	12.08.2020	12.08.2030	7.0	10	3.90
	1,000,000					

The Islamic MTNs of RM1,000,000,000 were drawdown by Gamuda Land (T12), a subsidiary of the Company for the purpose of land acquisition and capital expenditure. The facilities are unconditionally guaranteed by the Company.

(iii) Bandar Serai

	Amount drawdown RM'000	Issuance date	Maturity date	Remaining tenure (years)	Issuance tenure (years)	Yield at issuance date %
Current						
Tranche No.3	100,000	28.08.2018	28.08.2023	0.1	5	4.69

The Islamic MTNs were drawdown by Bandar Serai, a subsidiary of the Company for the purpose of financing the acquisition of leasehold land for Gamuda Gardens project in Rawang, Selangor. The facilities are unconditionally guaranteed by the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

33. ISLAMIC DEBTS (CONT'D.)

Medium term notes ("MTNs") (cont'd.)

The weighted average effective interest rates for long term and short term borrowings (per annum) as at reporting date are as follows:

	Group		Company	
	2023 %	2022 %	2023 %	2022 %
MTNs	4.19	4.50	4.28	4.53
Commercial papers	3.54	2.93	–	–
Revolving credit	6.26	3.23	6.26	3.23

34. CONVENTIONAL DEBTS

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current					
Term loans					
– secured	(a)	206,840	193,977	–	–
– unsecured	(b)	2,657,197	1,083,610	1,389,680	300,000
		2,864,037	1,277,587	1,389,680	300,000
Revolving credits					
– secured	(c)	–	3,140	–	–
		2,864,037	1,280,727	1,389,680	300,000
Current					
Secured					
Term loans	(a)	50,004	122,273	–	–
Revolving credits	(c)	–	4,879	–	–
		50,004	127,152	–	–
Unsecured					
Term loans	(b)	127,025	14,000	50,000	–
Revolving credits	(c)	697,480	399,283	552,480	254,284
		824,505	413,283	602,480	254,284
Total current borrowing		874,509	540,435	602,480	254,284
Total borrowings (Note 30)		3,738,546	1,821,162	1,992,160	554,284

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

34. CONVENTIONAL DEBTS (CONT'D.)

(a) Term loans – secured

The term loans are drawdown by:

	Note	Group	
		2023 RM'000	2022 RM'000
GB Astir S.a.r.l. ("GB Astir")	(i)	177,564	125,275
Gamuda Land (Kemuning) Sdn. Bhd. ("GL Kemuning")	(ii)	79,280	190,975
		256,844	316,250

(i) In the previous financial year, GB Astir, a subsidiary of the Company had drawdown the term loan for the purpose of part financing the acquisition of a leasehold land and construction cost of the project. GB Astir had drawdown a term loan of RM43,609,821 (2022: RM125,274,765) during the financial year. The term loan bore a variable interest rate. For the financial year, the interest rate is at a range of 3.64% to 7.38% (2022: 2.50% to 3.64%) per annum.

(ii) On 30 June 2016, GL Kemuning, a subsidiary of the Company had drawdown the term loan for the purpose of part financing the acquisition of a leasehold land. On 17 November 2017, the Company had drawdown term loans for the purpose of part financing of the twentyfive7 project. GL Kemuning had repaid term loan of RM111,694,628 during the financial year. The term loans bore interest rate at a range of 3.87% to 4.86% per annum (2022: 3.31% to 3.61% per annum).

The term loan is secured by leasehold land under development as disclosed in Note 13.

Term loans are repayable as follows:

	Group	
	2023 RM'000	2022 RM'000
Less than one year	50,004	122,273
More than two years and less than five years	206,840	193,977
	256,844	316,250

(b) Term loans – unsecured

The term loans are drawdown by:

	Note	Group	
		2023 RM'000	2022 RM'000
Gamuda Berhad	(i)	1,439,680	300,000
Megah Capital Sdn. Bhd. ("Megah Capital")			
– term loan	(ii)	336,000	350,000
– cross currency interest rate swap ("CCIRS") loan	35	963,017	405,035
Gamuda Yoo Development Aldgate S.a.r.l.	(iii)	45,525	42,575
		2,784,222	1,097,610

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

34. CONVENTIONAL DEBTS (CONT'D.)

(b) Term loans – unsecured (cont'd.)

(i) On 10 March 2021, Gamuda Berhad had drawdown term loan of RM100,000,000 for the purpose of refinancing existing loan. The term loan bore a floating interest rate of 3.19% to 3.34% per annum upon drawdown. The term loan matures in tranches within 3 to 5 years from the date of first drawdown. Gamuda Berhad had swapped the floating interest rate to fixed interest rate of 3.93% to 4.08% per annum.

On 19 November 2021, Gamuda Berhad had drawdown term loan of RM200,000,000 for the purpose of refinancing existing loan. The term loan bore a floating interest rate of 2.86% per annum upon drawdown and this term loan is subjected to interest rate fluctuations with latest interest rate at 4.27% per annum. The term loan matures in tranches within 5 to 7 years from the date of first drawdown.

On 20 June 2023, Gamuda Berhad had drawdown term loan of USD40,000,000 (equivalent to RM180,200,000) for the purpose of partial financing the acquisition of land in Vietnam. The term loan bore a floating interest rate of 6.33% per annum. The term loan matures in tranches within 4 to 5 years from the date of first drawdown.

On 30 June 2023, Gamuda Berhad had drawdown term loan of AUD94,000,000 (equivalent to RM283,729,600) for the purpose of partial finance the acquisition of business in Australia. The term loan bore a floating interest rate of 5.52% per annum. The term loan matures in 3 years from the date of first drawdown.

On 21 July 2023, Gamuda Berhad had drawdown term loan of USD150,000,000 (equivalent to RM675,750,000) for the purpose of partial financing the acquisition of land in Vietnam. The term loan bore a floating rate interest of 6.85% per annum. The term loan matures in tranches within 3 to 5 years from the date of first drawdown.

(ii) On 30 December 2020, Megah Capital had drawdown the term loan of RM350,000,000 for the purpose of partial refinancing of existing loan. The term loan bore a floating interest rate of 3.05% per annum. On 30 June 2023, Megah Capital repaid RM14,000,000 with the balance of RM336,000,000 matures in tranches within 3 to 7 years from the date of first drawdown.

On 31 December 2020 and 26 March 2021, as disclosed in Note 35, Megah Capital swapped its term loan of USD40,000,000 and USD60,000,000 respectively, at floating USD interest rate through cross currency interest rate swap into RM161,520,000 and RM247,680,000 at fixed rate of 3.66% and 4.03% per annum, respectively.

On 19 December 2022 and 30 June 2023, as disclosed in Note 35, Megah Capital swapped its term loan of USD70,000,000 and USD50,000,000 respectively, at floating USD interest rate through cross currency interest rate swap into RM308,840,000 and RM233,750,000 at fixed rate of 4.79% and 4.52% per annum, respectively.

The term loans mature five years from the date of first drawdown and is subject to offsetting arrangements as disclosed in Note 43.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

34. CONVENTIONAL DEBTS (CONT'D.)

(b) Term loans – unsecured (cont'd.)

- (iii) On 5 February 2021, Gamuda Yoo Development S.a.r.l, a subsidiary of the Company had drawdown term loan of GBP7,860,000 (approximately RM46,419,000) for the purpose of partial financing the acquisition of land and property in the UK. The term loan matures 3 years from the date of the first drawdown. The term loan bore a variable interest rate ranging from 3.54% to 7.28% (2022: 2.40% to 3.54%) per annum.

Term loans are repayable as follows:

	Group	
	2023 RM'000	2022 RM'000
Less than one year	127,025	14,000
Later than one year but not later than two years	63,500	124,075
More than two years and less than five years	2,523,697	688,535
More than five years	70,000	271,000
	2,784,222	1,097,610

(c) Revolving credits

The secured revolving credits are drawdown by:

	Note	Group	
		2023 RM'000	2022 RM'000
Secured			
Jade Homes Sdn. Bhd. ("Jade Homes")	(i)	–	8,019

Revolving credits are repayable as follows:

	Group	
	2023 RM'000	2022 RM'000
Less than one year	–	4,879
Later than one year but not later than two years	–	3,140
	–	8,019

- (i) On 1 August 2016, Jade Homes, a subsidiary of the Company, drawdown the revolving credit from Public Bank Berhad for the development cost of ongoing projects. The revolving credit is secured with a parcel of vacant development land and bore interest rate of 4.34% (2022: 3.38%) per annum. The revolving credit has been fully repaid during the year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

34. CONVENTIONAL DEBTS (CONT'D.)

(c) Revolving credits (cont'd.)

The unsecured revolving credits are drawdown by:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unsecured				
Gamuda Berhad	552,480	254,284	552,480	254,284
Gamuda Naim Engineering and Construction (GNEC) Sdn. Bhd.	145,000	144,999	–	–
	697,480	399,283	552,480	254,284

The weighted average effective interest rates for long term and short term borrowings (per annum) as at reporting date are as follows:

	Group		Company	
	2023 %	2022 %	2023 %	2022 %
Revolving credits				
Secured				
– Ringgit Malaysia	–	3.82	–	–
Unsecured				
– Ringgit Malaysia	4.05	3.15	–	–
– US Dollar	6.37	3.80	6.37	3.80
– Taiwan Dollar	2.31	1.58	2.31	1.58
Term loans				
– US Dollar	5.44	3.92	6.74	–
– Australian Dollar	5.52	–	5.52	–
– Ringgit Malaysia	4.46	3.67	4.45	3.47
– Great British Pound	7.36	3.43	–	–

The currency exposure profile of bank borrowings is as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
– Ringgit Malaysia	4,873,297	4,349,028	2,050,000	2,050,000
– US Dollar	1,452,863	189,604	1,452,863	189,604
– Taiwan Dollar	90,717	73,582	90,717	73,582
– Great British Pound	223,089	167,850	–	–
– Australian Dollar	283,730	–	283,730	–
	6,923,696	4,780,064	3,877,310	2,313,186

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

35. CROSS CURRENCY INTEREST RATE SWAPS (“CCIRS”) LOAN

	Group	
	2023 RM'000	2022 RM'000
CCIRS loan (Note 34(b))	963,017	405,035

The Group uses cross currency interest rate swap to manage some of its transaction exposure from foreign currency loan. These contracts are not designated as cash flow or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting.

At the reporting date, the Group's loans denominated in United States Dollar (“USD”) amounted to USD220,000,000 (2022: USD100,000,000) (“USD loan”). At the same time, Group entered into a cross currency interest rate swap (“CCIRS”) to hedge against floating interest rate and foreign exchange movements for the USD loan (“CCIRS loan”). The CCIRS loan has been accounted for as financial liabilities at fair value through profit or loss. Any changes in the fair value of the CCIRS loan will be recognised to profit or loss.

Details of CCIRS loan are as follows:

Contract amount	CCIRS	Maturity
(a) USD40,000,000 (RM161,520,000)	(i) Pays fixed RM interest rate of 3.66% per annum on the RM contract amount in exchange for receiving USD-LIBOR floating rate plus 1.70% per annum on the USD contract amount; and (ii) Receives USD in exchange for paying RM at a predetermined rate of RM4.038 to USD1.000; according to the scheduled principal and interest repayment.	31 December 2025
Effectively, the Group had swapped the USD40,000,000 loan at USD-LIBOR floating rate plus 1.70% per annum based on RM161,520,000 loan fixed at RM interest rate of 3.66% per annum.		
(b) USD60,000,000 (RM247,680,000)	(i) Pays fixed RM interest rate of 4.03% per annum on the RM contract amount in exchange for receiving USD-LIBOR floating rate plus 1.50% per annum on the USD contract amount; and (ii) Receives USD in exchange for paying RM at a predetermined rate of RM4.128 to USD1.000; according to the scheduled principal and interest repayment.	31 December 2025
Effectively, the Group had swapped the USD60,000,000 loan at USD-LIBOR floating rate plus 1.70% per annum based on RM247,680,000 loan fixed at RM interest rate of 4.03% per annum.		
(c) USD70,000,000 (RM308,840,000)	(i) Pays fixed RM interest rate of 4.79% per annum on the RM contract amount in exchange for receiving USD-SOFR floating rate plus 1.30% per annum on the USD contract amount; and (ii) Receives USD in exchange for paying RM at a predetermined rate of RM4.412 to USD1.000; according to the scheduled principal and interest repayment.	20 December 2027
Effectively, the Group had swapped the USD70,000,000 loan at USD-SOFR floating rate plus 1.30% per annum based on RM308,840,000 loan fixed at RM interest rate of 4.79% per annum.		

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

35. CROSS CURRENCY INTEREST RATE SWAPS (“CCIRS”) LOAN (CONT'D.)

Contract amount	CCIRS	Maturity
(d) USD50,000,000 (RM233,750,000)	(i) Pays fixed RM interest rate of 4.52% per annum on the RM contract amount in exchange for receiving USD-SOFR floating rate plus 1.30% per annum on the USD contract amount; and (ii) Receives USD in exchange for paying RM at a predetermined rate of RM4.675 to USD1.000; according to the scheduled principal and interest repayment.	20 December 2027
Effectively, the Group had swapped the USD50,000,000 loan at USD-SOFR floating rate plus 1.30% per annum based on RM233,750,000 loan fixed at RM interest rate of 4.52% per annum.		

	Group	
	2023 RM'000	2022 RM'000
Fair value loss/(gain) on CCIRS loan (Note 7)	15,392	(16,418)

The fair value changes are attributable to changes in interest rate and foreign exchange rate. The Group's method of assumptions applied in determining the fair values of derivatives are disclosed in Note 43.

36. DUE TO SUBSIDIARIES

	Company	
	2023 RM'000	2022 RM'000
Non-current		
Due to subsidiaries		
– retention sums	7,519	1,892
Current		
Due to subsidiaries		
– trade	48,265	20,541
– non-trade	127,728	87,115
	175,993	107,656
Total amounts due to subsidiaries	183,512	109,548

The trade amounts due to subsidiaries have a normal credit term which ranges from 30 to 90 days (2022: 30 to 90 days) other than retention sums which are due after 2 to 3 years.

The non-trade amounts due to subsidiaries are unsecured, interest free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

37. PROVISION FOR LIABILITIES

Provision for liabilities of the Group and Company are analysed as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Continuing operations				
Current	254,612	160,434	17,473	–
Non-current	123,691	99,262	–	–
	378,303	259,696	17,473	–

Group	Provision for development costs RM'000 Note (a)	Provision for affordable housing RM'000 Note (b)	Provision for club membership RM'000 Note (c)	Provision for heavy repairs RM'000 Note (d)	Provision for foreseeable losses RM'000 Note (e)	Provision for rehabilitation and restoration RM'000 Note (f)	Total RM'000
At 1 August 2022	30,987	73,658	2,360	–	2,757	149,934	259,696
Provision during the year	31,535	43,705	469	–	22,145	38,912	136,766
Utilisation during the year	(4,604)	(6,512)	–	–	(2,828)	(4,598)	(18,542)
Exchange differences	–	–	–	–	383	–	383
At 31 July 2023	57,918	110,851	2,829	–	22,457	184,248	378,303
At 1 August 2021	31,666	60,242	1,230	25,073	6,909	149,605	274,725
Provision during the year	8,204	13,100	1,400	5,921	–	20,010	48,635
Utilisation during the year	(8,883)	316	–	–	(4,152)	(19,681)	(32,400)
Unused amount reversed	–	–	(270)	–	–	–	(270)
Liabilities directly associated with the assets held for sale	–	–	–	(30,994)	–	–	(30,994)
At 31 July 2022	30,987	73,658	2,360	–	2,757	149,934	259,696

Company	Provision for foreseeable losses RM'000 Note (e)	Total RM'000
At 1 August 2021/31 July 2022/1 August 2022	–	–
Provision during the year	17,090	17,090
Exchange differences	383	383
At 31 July 2023	17,473	17,473

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

37. PROVISION FOR LIABILITIES (CONT'D.)

Recognised in profit or loss during the financial year:

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Net provision for club membership		469	1,400	–	–
Provision for foreseeable losses		22,145	–	17,090	–
Provision for heavy repairs		–	5,921	–	–
		22,614	7,321	17,090	–
Analysed as:					
– Continuing operations	7	22,614	1,400	17,090	–
– Discontinued operations	7	–	5,921	–	–
		22,614	7,321	17,090	–

(a) Provision for development costs

Provision for development costs is in respect of development projects undertaken by its subsidiaries as they had a present obligation as a result of a past event and it was probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

(b) Provision for affordable housing

The provision for affordable housing represents the present obligation for construction of low cost houses.

(c) Provision for club membership

Certain subsidiaries of the Group are obliged to offer club membership via incentive schemes offered.

(d) Provision for heavy repairs

Provision for heavy repairs relates to the estimated costs of the contractual obligations to maintain and restore the highway infrastructure to a specified standard of serviceability.

(e) Provision for foreseeable losses

Provision for foreseeable losses represents the present obligation for losses expected to be incurred for construction contracts.

(f) Provision for rehabilitation and restoration

Provision for rehabilitation and restoration relates to the estimated cost of contractual obligations to maintain and restore the water treatment infrastructure to a specified standard of serviceability.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

38. COMMITMENTS

(a) Capital commitments

	Group	
	2023 RM'000	2022 RM'000
Approved and contracted for:		
Property, plant and equipment	29,814	18,170
Land held for property development	324,000	154,264
Information technology	848	4,314

(b) Operating commitments – as lessor

The Group has entered into operating leases on its premises. These leases have terms of between one to five years.

Future minimum rentals receivable under non-cancellable operating leases as at 31 July are as follows:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Within one year	13,494	17,658	–	6,168
After one year but not more than five years	11,737	14,092	534	7,104
After five years	1,115	63	–	–
	26,346	31,813	534	13,272

39. GUARANTEES

- (a) The Company and its joint venture partner, MMC Corporation Berhad (“MMC”), issued parent company guarantees to guarantee the due performance and obligations of MMC – Gamuda KVMRT (T) Sdn. Bhd. (“Tunnel SB”) in the underground works packages of the Klang Valley Mass Rapid Transit Project Sungai Buloh-Serdang-Putrajaya Line (“KVMRT Line 2”). Tunnel SB is equally owned by MMC and the Company.
- (b) The Company and its joint venture partner, MMC, have also issued parent company guarantees to guarantee the due performance and obligations of MMC – Gamuda KVMRT (PDP SSP) Sdn. Bhd. (“PDP SSP”) as the PDP of KVMRT Line 2 and subsequently, as the Turnkey Contractor of KVMRT Line 2 following the conversion from PDP model to Turnkey model. PDP SSP is equally owned by MMC and the Company.
- (c) The Company and its joint venture partner, Naim Engineering Sdn. Bhd. (“NAIM”) have issued parent company guarantees to guarantee the due performance and obligations of Naim Gamuda (NAGA) JV Sdn Bhd (“NAGA”) in the works package contract for the development and upgrading of Pan Borneo Highway, Sarawak – WPC-04 (Pantu Junction to Btg Skrang). The Company owns a 30% stake in NAGA and balance 70% stake is owned by NAIM.
- (d) The Company gives, in the ordinary course of business, parent company guarantees to counterparties, in respect of the due performance and obligations of the wholly-owned subsidiary, DT Infrastructure Pty Ltd (“DTI”) in certain construction projects.

The guarantees issued by the Company for the contracts in (a) to (d) have not crystallised because the performance and obligations of all have been fulfilled in compliance with the progress and requirements based on the terms of the contract.

The directors are of the opinion that the transactions above have been entered into in the normal course of business.

The possibility of the cash outflow is remote at this juncture because the performance guarantees are unlikely to be called.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

40. MATERIAL LITIGATION

The Group and the Company are not engaged in any material litigation.

41. SIGNIFICANT RELATED PARTY TRANSACTIONS

- (a) In addition to transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Professional services rendered by Raja Eleena, Siew Ang & Associates, a firm in which a director, YTM Raja Dato’ Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah, has interest	260	664	–	–
Rental received from subsidiaries	–	–	(5,921)	(5,376)
Interest receivable from subsidiaries	–	–	(133,590)	(128,653)
Dividend received from:				
– subsidiaries	–	–	(524,454)	(139,170)
– associates	(1,187,887)	(57,514)	(1,187,887)	(57,514)
– joint ventures	(105,000)	(423,000)	(105,000)	(423,000)

The directors are of the opinion that the transactions above have been entered into in the normal course of business.

- (b) Compensation of key management personnel (“KMP”):

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity either directly or indirectly.

The remuneration of key management personnel during the year was as follows:

Total KMPs’ remuneration

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Total	18,344	11,066	17,498	10,430

The details of Board of Directors’ remuneration are disclosed in Note 6.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

42. SIGNIFICANT EVENTS

a) Downer Transport Projects

On 22 February 2023, DT Infrastructure Pty Ltd (“DTI”), a wholly owned foreign subsidiary in Australia executed an asset sale agreement with Downer EDI Works Pty Ltd and VEC Civil Engineering Pty Ltd (collectively referred to as “Downer”) to acquire the Australian transport projects business of Downer Transport Projects (“DTP”) for an enterprise value of AUD212 million (equivalent to RM669 million).

DTP is a distinct business unit under Downer that provides civil construction services in delivering transport projects for its customers, with specialist rail capability.

DTP operates across Australia and primarily generates revenue from government clients, with a smaller share coming from private projects. Its customer base, contacts and geographical exposure are mainly in New South Wales, Western Australia and Victoria. Some of the key projects currently carried out by DTP are in relation to rail line upgrades and duplication, rail extension, rail maintenance, service signalling and communication maintenance, and freeway upgrades.

DTP’s current projects with a forecast work-in-hand of approximately AUD2 billion, circa AUD34 million of plant and equipment assets, and over 1,000 associated employees across five Australian States, namely New South Wales, Victoria, Queensland, South Australia and Western Australia and one Territory, Northern Territory.

With the acquisition of DTP, the Group will be tapping into DTP’s in-house capabilities and track record namely track infrastructure, light rail, stations, rail overhead lines, signalling, communications & integration, rail maintenance, specialist plant services and road & bridge construction.

The acquisition of DTP will instantaneously increase the Group’s customer base, contacts and geographical exposure across Australia, especially in New South Wales, Western Australia, Queensland and Victoria. There will also be a significant and immediate addition of local staff and skillsets, with specialisation in rail works. DTI has a deep and experienced management team with significant infrastructure construction expertise and a proven ability to create value in the business.

The consolidated capability and additional construction pipeline from DTI across Australia will reinforce the Group’s position by expanding their market reach in Australia through venturing into wider rail disciplines. The Group will be well positioned to participate in a larger pipeline of transport projects focusing on rail, light rail and rail systems, with an established network of subcontractors.

The acquisition of DTP was executed on 20 June 2023 and out of the total consideration of AUD212,000,000, payments of AUD15,000,000 has been withheld due to pending novation consents for certain projects.

On 29 September 2023, the remaining customer consent has been obtained and the remaining projects has been novated, where the deferred payment was paid on the said date.

The completion of the acquisition of DTP marks a significant milestone and represents the Group’s commitment to a strategic growth and expansion in the infrastructure and transport projects sector in Australia.

The Group accounted the acquisition of DTP as a business combination in DTI as it meets the application guidance of MFRS 3: *Business Combination* whereby the Group will be taking over the on-going projects from Downer and profiting from the completion of these projects.

The details of the provisional goodwill arising from the business combination in DTI are disclosed in Note 17(b).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

42. SIGNIFICANT EVENTS (CONT'D.)

b) Acquisition of Project Land located in Thu Duc City

On 20 July 2023, Gamuda Berhad has entered into a Share Transfer Agreement with Mr. Nguyen Hong Giang, Mr. Nguyen Van Viet and Ms. Dang Thi Dung (the individuals are collectively referred to as the “Vendor”) to acquire 100% equity interest in Tam Luc Real Estate Corporation, (“Project Company”) which solely owns the 9.1 acres land (“Project Land”).

The Project Land is a shovel-ready mixed-use high-rise project site with all requisite planning approvals obtained that is ready for immediate development. It is strategically situated in Thu Duc City which has been gazetted as the Innovation Hub of Ho Chi Minh City. This project will enable Gamuda Land to continue its strong trajectory of profitable growth in Vietnam.

The Purchase Price of VND7,200 billion (approximately USD315.8 million or RM1.47 billion) has been paid upon the execution of the Share Transfer Agreement and the approval of the Economic Concentration Approval (“ECN”) for the transfer of the shares in the Project Company to the following foreign subsidiaries of the Group:

- i) Gamuda Land Nam Viet Investment Company Limited (98% equity interest);
- ii) Van Lam Investment Limited Company (1% equity interest); and
- iii) Truong Tin Construction and Housing Trading Company Limited (1% equity interest).

The Project Land acquisition is accounted for as an acquisition of assets instead of a business as it does not meet the application guidance of *MFRS 3: Business Combination* as the consideration paid is solely reflecting of the fair value of the gross asset acquired which is concentrated to a single identifiable asset, the Project Land.

c) Acquisition of Winchester House

On 27 March 2023, Gamuda Berhad (“Gamuda”) and Castleforge Partners Limited (“Castleforge”), via Venta Belgarum II Limited Partnership (“VB II”/“Buyer”), signed a Sale and Purchase Agreement to acquire 100% equity interest in Wessex Winchester Propco Limited (“Prop Co”), owner of Winchester House, for a total cash consideration of £257 million (equivalent to RM1,392 million) from Wessex Winchester Limited Partnership (“Vendor” or “Wessex Winchester LP”) (“SPA”). VB II is a 75:25 development partnership where Gamuda holds the higher stake, formed between the wholly owned subsidiary of Gamuda, Gamuda Land (Labuan) Limited (“GLL”) and Castleforge’s 100% partnership entity, Athelstan Limited.

The acquisition of Winchester House is part of Gamuda’s Quick-Turnaround-Projects (“QTP”) strategy, which aims to build a regional portfolio of real estate projects with high internal rate of return, with investment timeframes of 5 years or less. QTP is sector-agnostic and seeks to capitalise on strong demand, proprietary and off-market deals with value-add potential. The QTP strategy is intended to diversify the portfolio, maximise returns on capital, and grow Gamuda’s geographical presence beyond Malaysia.

Subsequent to the acquisition, Winchester House will be refurbished and upgraded into a best-in-class, top-rated environmentally sustainable ESG office space catering to global or multinational financial institutions, legal firms, and mega-tech corporations. Gamuda intends to dispose of this investment, by the 5th year or prior, after locking in strong pre-lease arrangements by quality tenants.

The acquisition of Winchester House is accounted for as an investment in joint venture as the salient terms and condition of the partnership agreement between Gamuda and Castleforge indicates there is a joint control between both parties.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

42. SIGNIFICANT EVENTS (CONT'D.)

d) Disposal of highway concessions ("Disposals")

On 13 October 2022, each of the Shares Sales and Purchase Agreement ('SSPAs') became unconditional following the fulfilment of the conditions precedent stipulated in each of the SSPAs in respect of each of the Disposals. Each of the Disposals was completed on 13 October 2022 ("Completion Date") in accordance with the terms and conditions of each of the SSPAs.

On the Completion Date, pursuant to the terms and conditions of each of the SSPAs, the Concession Holding Companies of KESAS, SPRINT and LITRAK received a total sum of RM4,260,000,000, where Gamuda's share of proceed is RM2,353,713,000.

In relation to the Disposal of SMART, ALR paid the Equity Value equivalent to RM1.00 to SMART Holdings on the Completion Date. ALR also paid in full, the Redemption Amount of RM316,000,000 to the bank account provided by the facility/security agent under the terms of the Sukuk Facilities on the Completion Date.

Pursuant to the completion of the Disposals:

- 1) Kesas ceased to be a subsidiary of Kesas Holdings and an indirect subsidiary of Gamuda;
- 2) SPRINT ceased to be a subsidiary of SPRINT Holdings and an indirect associate company of Gamuda;
- 3) LITRAK ceased to be a subsidiary of LITRAK Holdings and an indirect associate company of Gamuda; and
- 4) SMART ceased to be a subsidiary of SMART Holdings, a 50% joint venture company of Gamuda

(Kesas, SPRINT, LITRAK and SMART shall collectively be referred to as the "Highway Concessions" and each an "Highway Concession", and Kesas Holdings, SPRINT Holdings, LITRAK Holdings and SMART Holdings shall collectively be referred to as the "Concession Holding Companies" and each a "Concession Holding Company").

Upon the completion of the Disposal on 13 October 2022, the highway concessions ceased to be a subsidiary company of each Concession Holding Companies. Further details on disposal of highway concessions disclose in Note 47.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

43. FAIR VALUE

Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value.

	Note	Group		Company	
		Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
At 31 July 2023					
Financial assets:					
Current receivables	21	2,480,944	2,480,944	707,776	707,776
Non-current receivables and other financial assets	21	269,797	269,797	8,857	8,857
Cash and bank balances	25	3,169,466	3,169,466	976,791	976,791
Financial liabilities:					
Current payables	30	3,712,986	3,712,986	1,109,765	1,109,765
Non-current payables	30	225,646	225,646	34,054	34,054
Due to subsidiaries	36	–	–	7,519	7,519
Islamic debts:					
– Medium term notes	33	2,850,000	2,785,490	1,750,000	1,750,000
– Commercial papers	33	200,000	200,000	–	–
– Revolving credits	33	135,150	135,150	135,150	135,150
Conventional debts:					
– Term loans	34	2,078,049	2,078,049	1,439,680	1,439,680
– Revolving credits	34	697,480	697,480	552,480	552,480
At 31 July 2022					
Financial assets:					
Current receivables	21	2,087,146	2,087,146	751,014	751,014
Non-current receivables and other financial assets	21	323,951	323,951	12,581	12,581
Cash and bank balances	25	2,794,348	2,794,348	722,856	722,856
Financial liabilities:					
Current payables	30	2,665,494	2,665,494	670,343	670,343
Non-current payables	30	161,788	161,788	44,100	44,100
Due to subsidiaries	36	–	–	109,548	109,548
Islamic debts:					
– Medium term notes	33	2,850,000	2,789,270	1,750,000	1,750,000
– Commercial papers	33	100,000	100,000	–	–
– Revolving credits	33	8,902	8,902	8,902	8,902
Conventional debts:					
– Term loans	34	1,008,825	1,008,825	300,000	300,000
– Revolving credits	34	407,302	407,302	254,284	254,284

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

43. FAIR VALUE (CONT'D.)

The following methods and assumptions are used to estimate fair values of the following classes of financial instruments:

(i) Non-current receivables, payables and borrowings

The fair value of these financial instruments are estimated by discounting expected future cash flows at market incremental lending rate/profit rate for similar types of lending or borrowing arrangements or Islamic debts at the reporting date.

(ii) Cash and bank balances, current receivables and current payables

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

(iii) Financial guarantees

Fair value is determined based on probability weighted discounted cash flow method. The probability has been estimated and assigned for the following key assumptions:

- The likelihood of the guaranteed party defaulting within the guaranteed period;
- The exposure on the portion that is not expected to be recovered due to the guaranteed party's default; and
- The estimated loss exposure if the party guaranteed were to default.

(iv) CCIRS loan

CCIRS are valued using a valuation technique with market observable inputs. The frequently applied valuation technique includes forecasting the future cash flows using the forward rates and discounting them, using present value calculation. The models incorporate various inputs including the credit quality of counter parties, foreign exchange and interest spot and forward rates, interest rate curves and forward rate curves.

Fair value hierarchy

The Group's and the Company's financial instruments are analysed in a three level fair value hierarchy based on the significance of inputs.

The three level of fair value measurement hierarchy are:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date

Level 2: Input other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: Input for the asset or liability that are not based on observable market data (unobservable input)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

43. FAIR VALUE (CONT'D.)

Quantitative disclosures of fair value measurement hierarchy for assets and liabilities:

Group	Note	Fair value measurement using			
		Total RM'000	Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
At 31 July 2023					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	988,685	–	–	988,685
Assets measured at fair value					
Other investments	20	12,439	–	12,439	–
Investment securities	23	1,007,803	1,007,803	–	–
Liability measured at fair value					
CCIRS loan	35	963,017	–	963,017	–
At 31 July 2022					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	973,412	–	–	973,412
Assets measured at fair value					
Other investments	20	7,802	–	7,802	–
Investment securities	23	700,782	700,782	–	–
Liability measured at fair value					
CCIRS loan	35	405,035	–	405,035	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

43. FAIR VALUE (CONT'D.)

Quantitative disclosures fair value measurement hierarchy for assets and liabilities: (cont'd.)

Company	Note	Fair value measurement using			
		Total RM'000	Quoted prices in active markets (Level 1) RM'000	Significant observable inputs (Level 2) RM'000	Significant unobservable inputs (Level 3) RM'000
At 31 July 2023					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	63,348	–	–	63,348
Assets measured at fair value					
Other investments	20	12,439	–	12,439	–
Investment securities	23	918,207	918,207	–	–
At 31 July 2022					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	64,429	–	–	64,429
Assets measured at fair value					
Other investments	20	7,802	–	7,802	–
Investment securities	23	606,192	606,192	–	–

Other investments

The fair values of derivatives and other investments are based on price quotes for similar instruments or valuation techniques based on market observable inputs (Level 2) as quoted prices of identical instruments from an active market (Level 1) are not available.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

43. FAIR VALUE (CONT'D.)

Investment properties

The fair value of the investment properties are based on the following valuation techniques depending on the location and types of properties:

(a) Comparison method

The comparison method seeks to determine the value of the property being valued by comparing and adopting as a yardstick transactions and sales evidences involving other similar properties in the vicinity. Due considerations, are given for such factors including location, plot size, improvements made if any, surrounding developments, facilities and amenities available.

(b) Income approach

The income approach uses valuation techniques to convert estimated future amounts of cash flows or income to a single present value (discounted) amount. To this estimated future amounts of cash flows or income, an appropriate, market-derived discount rate is applied to establish the present value of the income stream associated with the real property.

(c) Depreciable replacement cost method

Completed buildings are valued by reference to the current estimates on construction costs to erect equivalent buildings, taking into consideration of similar buildings in terms of size, construction, finishes, contractors' overheads, fees and profits. Appropriate adjustments are then made for the factors of obsolescence and existing physical condition of the building.

	Valuation techniques	Significant unobservable inputs	Range
Land and building	Comparison method	Adjustment factors to prices of comparable properties	-35.00% to 30.00%
Building	Depreciable replacement cost method	Construction cost per square foot Depreciation rate	RM120.00 to RM505.00 1.50%
Land and building	Income approach	Estimated rental value square foot per month Capitalisation rate/discount rate Void rate	RM1.89 to RM22.94 5.00% to 6.75% 4.00% to 30.00%

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, market risk and foreign currency risk.

The Group operates within clearly defined guidelines that are approved by the Board.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of loss that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions, other financial instruments and guarantees and performance guarantees given on behalf of the subsidiaries and joint ventures.

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables and contract assets are regularly monitored.

An impairment analysis is performed at each reporting date using provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e. by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 21. The Group does not hold collateral as security. The Group evaluates the credit risk with respect to trade receivables and contract assets as low as there is no concentration of trade receivables except as disclosed in Note 21. The directors do not foresee any issue in recovering the receivable amount.

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. The Group invests only on quoted debt securities with very low credit risk.

The Group's maximum exposure to credit risk for the components of the statement of financial position at 31 July 2023 and 2022 is the carrying amount as illustrated in Note 21 except for derivative financial instruments. The Group's maximum exposure relating to financial derivative instruments is noted in the liquidity table below.

Financial guarantees

For financial guarantees and similar contracts granted, it is the maximum amount that the Group and the Company would have to pay if the guarantees were called upon. The maximum exposure has been disclosed in Note 44(b).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(a) Credit risk (cont'd.)

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are as follows:

	Group			
	2023		2022	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	1,120,539	49%	995,694	57%
Australia	531,674	23%	271,987	16%
Vietnam	269,462	12%	264,771	15%
Taiwan	315,617	14%	173,913	10%
India	18,310	1%	18,771	1%
Others	17,786	1%	10,065	1%
	2,273,388	100%	1,735,201	100%
By industry sectors:				
Engineering and construction	1,460,293	64%	1,025,280	59%
Property development and club operations	813,095	36%	709,921	41%
	2,273,388	100%	1,735,201	100%

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by bank borrowings.

At the reporting date, approximately 20% (2022: 32%) of the Group's debts and borrowings (Notes 33 and 34) will mature in less than one year based on the carrying amount reflected in the financial statements. Approximately 22% (2022: 50%) of the Company's debts and borrowings (Notes 33 and 34) will mature in less than one year at the reporting date.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	2023			
	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	3,710,872	187,085	–	3,897,957
Islamic debts				
– Principal	535,150	950,000	1,700,000	3,185,150
– Profit	113,443	396,876	164,686	675,005
Conventional debts				
– Principal	874,509	2,794,037	70,000	3,738,546
– Interest	162,255	394,308	921	557,484
Total undiscounted financial liabilities	5,396,229	4,722,306	1,935,607	12,054,142

Group	2022			
	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	2,665,494	161,788	–	2,827,282
Islamic debts				
– Principal	1,008,902	550,000	1,400,000	2,958,902
– Profit	101,964	270,884	104,310	477,158
Borrowings				
– Principal	540,435	1,009,727	271,000	1,821,162
– Interest	52,780	117,922	5,744	176,446
Total undiscounted financial liabilities	4,369,575	2,110,321	1,781,054	8,260,950

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

Company	2023			
	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	1,109,534	29,517	–	1,139,051
Due to subsidiaries	175,993	8,819	–	184,812
Islamic debts				
– Principal	235,150	450,000	1,200,000	1,885,150
– Profit	74,585	265,455	80,296	420,336
Conventional debts				
– Principal	602,480	1,319,680	70,000	1,992,160
– Interest	108,495	238,195	1,001	347,691
Total undiscounted financial liabilities	2,306,237	2,311,666	1,351,297	5,969,200

Company	2022			
	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	670,343	44,100	–	714,443
Due to subsidiaries	107,656	1,892	–	109,548
Islamic debts				
– Principal	908,902	300,000	550,000	1,758,902
– Profit	56,913	121,199	59,737	237,849
Conventional debts				
– Principal	254,284	160,000	140,000	554,284
– Interest	12,123	30,589	3,779	46,491
Total undiscounted financial liabilities	2,010,221	657,780	753,516	3,421,517

The Company has provided corporate guarantees in favour of its subsidiaries and joint venture companies amounting to RM4.0 billion (2022: RM2.8 billion) as follows:

- Corporate guarantees in favour of its subsidiaries and joint venture companies to the banks in relation to their bank borrowings. The carrying amount of the bank borrowings at the reporting date is RM3,487,720,000 (2022: RM2,789,262,000); and
- Corporate guarantee in favour of its joint venture company to Wessex Winchester Limited Partnership (the "Vendor") in relation to the final payment for the acquisition of Winchester House amounting to GBP88,000,000 (equivalent to RM509,696,000), which is due on 2 March 2025.

As at the reporting date, the counterparties to the financial guarantees do not have the right to demand cash as there is no default event by the subsidiaries and joint venture companies.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

Maturity analysis of financial guarantees is disclosed as follows:

	2023 RM'000	2022 RM'000
Within one year	760,199	395,697
One to five years	2,237,217	1,410,608
More than five years	1,000,000	982,957
	3,997,416	2,789,262

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risk arises primarily from their loans and borrowings.

The Group's policy is to manage interest cost using a mix of fixed and floating rate debts. At the reporting date, approximately 58% (2022: 70%) of the Group's borrowings are at fixed rates of interest.

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 25 basis points lower/higher, with all other variables held constant, the Group's profit net of tax would have been RM5,530,000 (2022: RM2,890,000) higher/lower, arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(d) Market price risk

Market price risk is the risk that the fair value or the future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to market price risk arising from its investment in management fund. These instruments are classified as held for trading financial assets. The Group does not have exposure to commodity price risk.

Sensitivity analysis for market price risk

As at reporting date, if the quoted prices of the investment securities had been 0.25% higher/lower, with all other variables held constant, the Group and the Company's profit for the year would have been RM2,520,000 (2022: RM1,762,000) and RM2,296,000 (2022: RM1,515,000) higher/lower.

(e) Foreign currency 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.

Transactions in foreign operation are mainly denominated in the functional currency of the country it operates, and other foreign currency transactions are kept to an acceptable level. The Group's revenue that are denominated in foreign currencies are as disclosed in Note 46 to the financial statements.

To manage its risks, particularly interest rate risks and foreign currency risk, the Group has entered into cross-currency interest rate swap arrangements with financial institutions.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(e) Foreign currency risk (cont'd.)

Included in the following statements of financial position captions of the Group and of the Company as at the reporting date are balances denominated in the following major foreign currencies:

Group	Vietnam Dong RM'000	Australian Dollar RM'000	Singapore Dollar RM'000	United States Dollar RM'000	Taiwan Dollar RM'000	Indian Rupee RM'000	Qatari Riyal RM'000	Bahraini Dinar RM'000	Pound Sterling RM'000	Total RM'000
At 31 July 2023										
Cash and bank balances	553,844	1,038,674	44,901	139,090	70,532	46,191	1,959	484	10,982	1,906,657
Receivables	342,263	679,882	26,218	15	336,516	21,196	283	6	5,781	1,412,160
Payables	(987,528)	(1,011,117)	(77,548)	(64)	(83,829)	(7)	(668)	(2,010)	(25,381)	(2,188,152)
Borrowings	–	(283,730)	–	(1,452,863)	(90,717)	–	–	–	(223,089)	(2,050,399)

At 31 July 2022

Cash and bank balances	1,315,297	597,153	38,394	3,905	63,399	45,815	172	825	4,014	2,068,974
Receivables	908,508	293,270	9,567	60	174,221	21,841	940	6	6,199	1,414,612
Payables	(1,133,076)	(249,353)	(32,915)	(55)	(32,868)	(15)	(2,196)	(2,103)	(14,060)	(1,466,641)
Borrowings	–	–	–	(189,604)	(73,582)	–	–	–	(167,850)	(431,036)

Company	United States Dollar RM'000	Singapore Dollar RM'000	Taiwan Dollar RM'000	Qatari Riyal RM'000	Bahraini Dinar RM'000	Australian Dollar RM'000	Total RM'000
At 31 July 2023							
Cash and bank balances	139,082	13,494	47,217	1,959	484	680,809	883,045
Receivables	–	16,437	38,819	283	6	272,773	328,318
Payables	–	(49,731)	(8,997)	(668)	(2,010)	(637,612)	(699,018)
Borrowings	(1,452,863)	–	(90,717)	–	–	(283,730)	(1,827,310)

At 31 July 2022

Cash and bank balances	3,850	34,160	62,662	172	825	581,302	682,971
Receivables	–	9,567	11,088	940	6	292,041	313,642
Payables	–	(31,916)	(5,387)	(2,613)	(2,103)	(248,732)	(290,751)
Borrowings	(189,604)	–	(73,582)	–	–	–	(263,186)

The Group is also exposed to currency translation risk arising from its net investments in foreign operations, including Vietnam, Australia, Singapore, Taiwan, India, United Kingdom, Qatar and Bahrain. The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the business is located.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(e) Foreign currency risk (cont'd.)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the VND, AUD, SGD, USD, TWD, INR, QR, BHD and GBP exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

			Total profit for the year			
			Group		Company	
			Increase/(decrease)		Increase/(decrease)	
			2023	2022	2023	2022
			RM'000	RM'000	RM'000	RM'000
VND/RM	strengthened 5%	(2022: 5%)	(4,571)	54,536	–	–
	weakened 5%	(2022: 5%)	4,571	(54,536)	–	–
AUD/RM	strengthened 5%	(2022: 5%)	21,185	32,054	1,612	31,256
	weakened 5%	(2022: 5%)	(21,185)	(32,054)	(1,612)	(31,256)
SGD/RM	strengthened 5%	(2022: 5%)	(321)	801	(990)	591
	weakened 5%	(2022: 5%)	321	(801)	990	(591)
USD/RM	strengthened 5%	(2022: 5%)	(65,691)	(8,840)	(65,689)	(8,843)
	weakened 5%	(2022: 5%)	65,691	8,840	65,689	8,843
TWD/RM	strengthened 5%	(2022: 5%)	11,625	6,559	(684)	(261)
	weakened 5%	(2022: 5%)	(11,625)	(6,559)	684	261
INR/RM	strengthened 5%	(2022: 5%)	3,369	3,382	–	–
	weakened 5%	(2022: 5%)	(3,369)	(3,382)	–	–
QR/RM	strengthened 5%	(2022: 5%)	79	(75)	79	(75)
	weakened 5%	(2022: 5%)	(79)	75	(79)	75
BHD/RM	strengthened 5%	(2022: 5%)	(76)	(64)	(76)	(64)
	weakened 5%	(2022: 5%)	76	64	76	64
GBP/RM	strengthened 5%	(2022: 5%)	(11,585)	(8,585)	–	–
	weakened 5%	(2022: 5%)	11,585	8,585	–	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

45. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value. The capital management approaches remain unchanged for the current and previous years.

The Group monitors and maintains a prudent level of net gearing ratio, which is net debt divided by total capital, to optimise shareholders value and to ensure compliance under debt covenants.

The Group includes within net debt, subordinate debts and borrowings less cash and bank balances and investment securities. Capital includes equity attributable to the owners of the parent and non-controlling interests.

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Islamic debts (Note 33)	3,185,150	2,958,902	1,885,150	1,758,902
Conventional debts (Note 34)	3,738,546	1,821,162	1,992,160	554,284
Less: Cash and bank balances (Note 25)	(3,169,466)	(2,794,348)	(976,791)	(722,856)
Investment securities (Note 23)	(1,007,803)	(700,782)	(918,207)	(606,192)
	2,746,427	1,284,934	1,982,312	984,138
Liabilities directly associated with the assets held for sale				
Islamic debts	–	195,000	–	–
Less: Cash and bank balances	–	(277,884)	–	–
Investment securities	–	(4,011)	–	–
Net debt	2,746,427	1,198,039	1,982,312	984,138
Equity attributable to the owners of the Company	10,791,104	9,904,968	8,653,626	7,536,383
Non-controlling interests	135,458	349,444	–	–
Total capital	10,926,562	10,254,412	8,653,626	7,536,383
Net gearing ratio	25%	12%	23%	13%

46. SEGMENT INFORMATION

During the financial year, the sale of highway concessions was completed in October 2022 and water concession operation is reclassified from water and expressway concessions to engineering and construction to better reflect their underlying business.

The Group reporting is organised and managed in two major business units. The segments are organised and managed to the nature of products and services, specific expertise and technologies requirements, which requires different business and marketing strategies.

The reportable segments are summarised as follows:

- Engineering and construction – the construction of highways and bridges, airfield facilities, railway, tunnel, water treatment plants, dams, general and trading services related to construction activities; Water – the management of water supply; and
- Property development and club operations – the development of residential and commercial properties and club operations; and

The Group's chief operating decision maker monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transfer pricing between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

2023	Engineering and construction RM'000	Property development and club operations RM'000	Highways RM'000	Eliminations RM'000	Note	Consolidated RM'000
Revenue						
Revenue as reported	5,496,948	2,723,478	47,693	–		8,268,119
Share of revenue of joint ventures	693,093	114,551	2,192	–		809,836
	6,190,041	2,838,029	49,885	–		9,077,955
Inter-segment sales	124,353	–	–	(124,353)	A	–
Total revenue	6,314,394	2,838,029	49,885	(124,353)		9,077,955
Result						
Profit from operations	439,300	463,437	41,170	–		943,907
Finance costs	(40,473)	(37,934)	(3,065)	–		(81,472)
Share of profits of associated companies	6,311	–	21,865	–		28,176
Share of profits of joint ventures	213,191	13,942	–	–		227,133
Gain arising from disposal of highway concessions	–	–	1,111,124	–		1,111,124
Profit before tax	618,329	439,445	1,171,094	–		2,228,868
Income tax expense	(94,463)	(126,589)	(2,756)	–		(223,808)
Profit for the year	523,866	312,856	1,168,338	–		2,005,060
Non-controlling interest	(23,849)	1,852	(144,662)	–		(166,659)
Profit attributable to Owners of the Company	500,017	314,708	1,023,676	–		1,838,401
Analysed as:						
Core net profit						
– Continuing operations	500,017	314,708	–	–		814,725
– Discontinuing operations	–	–	45,388	–		45,388
	500,017	314,708	45,388	–		860,113
Non-core net profit						
– Gain arising from disposal of highway concessions	–	–	978,288	–		978,288
	500,017	314,708	1,023,676	–		1,838,401

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

2023	Engineering and construction RM'000	Property development and club operations RM'000	Highways RM'000	Eliminations RM'000	Note	Consolidated RM'000
Assets and liabilities						
Segment assets excluding interests in associated companies and joint arrangements	7,675,837	14,718,350	–	–		22,394,187
Interest in associated companies	161,142	–	–	–		161,142
Interest in joint arrangements	519,002	709,978	–	–		1,228,980
Total assets	8,355,981	15,428,328	–	–		23,784,309
Segment liabilities						
Other liabilities	(3,726,826)	(2,207,225)	–	–		(5,934,051)
Borrowings	(1,048,211)	(5,875,485)	–	–		(6,923,696)
Total liabilities	(4,775,037)	(8,082,710)	–	–		(12,857,747)
Net assets	3,580,944	7,345,618	–	–		10,926,562
Other information						
Interest income	(85,906)	(69,189)	–	–		(155,095)
Depreciation and amortisation	63,241	57,004	–	–		120,245
Non-cash items other than depreciation and amortisation	33,775	2,550	–	–	B	36,325
Additions to non-current assets	1,052,581	670,001	–	–	C	1,722,582

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

2022	Engineering and construction RM'000	Property development and club operations RM'000	Highways RM'000	Eliminations RM'000	Note	Consolidated RM'000
Revenue						
Revenue as reported	2,329,739	2,572,341	241,802	–		5,143,882
Share of revenue of joint ventures	1,122,688	155,161	12,776	–		1,290,625
	3,452,427	2,727,502	254,578	–		6,434,507
Inter-segment sales	274,852	–	–	(274,852)	A	–
Total revenue	3,727,279	2,727,502	254,578	(274,852)		6,434,507
Result						
Profit from operations	165,337	469,304	81,134	–		715,775
Finance costs	(21,283)	(65,392)	(10,118)	–		(96,793)
Share of profits of associated companies	6,008	–	79,560	–		85,568
Share of profits of joint ventures	339,896	3,929	(32,265)	–		311,560
Profit before tax	489,958	407,841	118,311	–		1,016,110
Income tax expense	(58,485)	(97,900)	(23,679)	–		(180,064)
Profit for the year	431,473	309,941	94,632	–		836,046
Non-controlling interest	(16,017)	397	(14,201)	–		(29,821)
Profit attributable to Owners of the Company	415,456	310,338	80,431	–		806,225
Analysed as:						
Continuing operations	415,456	310,338	–	–		725,794
Discontinuing operations	–	–	80,431	–		80,431
	415,456	310,338	80,431	–		806,225

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

2022	Engineering and construction RM'000	Property development and club operations RM'000	Highways RM'000	Eliminations RM'000	Note	Consolidated RM'000
Assets and liabilities						
Segment assets excluding interests in associated companies and joint arrangements	4,147,020	12,677,467	399,071	–		17,223,558
Interest in associated companies	13,035	–	64,571	–		77,606
Interest in joint arrangements	353,674	579,389	–	–		933,063
	4,513,729	13,256,856	463,642	–		18,234,227
Assets held for sale (Note 47)	–	–	2,028,499	–		2,028,499
Total assets	4,513,729	13,256,856	2,492,141	–		20,262,726
Segment liabilities						
Other liabilities	(2,687,454)	(1,911,239)	(170,503)	–		(4,769,196)
Borrowings	(145,000)	(4,635,064)	–	–		(4,780,064)
	(2,832,454)	(6,546,303)	(170,503)	–		(9,549,260)
Liabilities directly associated with the assets held for sale	–	–	(459,054)	–		(459,054)
Total liabilities	(2,832,454)	(6,546,303)	(629,557)	–		(10,008,314)
Net assets	1,681,275	6,710,553	1,862,584	–		10,254,412
Other information						
Interest income	(27,044)	(84,382)	(13,492)	–		(124,918)
Depreciation and amortisation	37,431	50,205	153,220	–		240,856
Non-cash items other than depreciation and amortisation	(10,648)	2,964	6,498	–	B	(1,186)
Additions to non-current assets	69,691	620,599	9,756	–	C	700,046

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements

- A Inter-segment revenues are eliminated on consolidation.
- B Other material non cash expenses/(income) consist of the following item as presented in the respective notes to the financial statements:

	2023 RM'000	2022 RM'000
Continuing operations		
Property, plant and equipment written off	1,605	422
Unrealised (gain)/loss on foreign exchange	(8,938)	578
Fair value loss/(gain) on CCIRS loan	15,392	(16,418)
Provisions	28,266	8,016
	36,325	(7,402)
Discontinued operations		
Provisions	–	6,216
	36,325	(1,186)

- C Additions to non-current assets consist of:

	Note	2023 RM'000	2022 RM'000
Continuing operations			
Property, plant and equipment	12	650,078	205,725
Investment properties	14	10,939	2,658
Right-of-use assets	15	103,474	6,140
Land held for property development	13(a)	409,623	475,507
Water concession expenditure	16(b)	28,417	9,537
Goodwill	16(a)	520,051	–
Discontinued operations			
Expressway concession expenditure	16(b)	–	479
		1,722,582	700,046

Additions to non-current assets excludes interests in associated companies and interests in joint arrangements and deferred tax assets.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

Geographical information

	Revenues	
	2023 RM'000	2022 RM'000
Malaysia	3,559,334	3,141,935
Outside Malaysia		
– Vietnam	1,174,482	1,255,387
– Australia	2,679,880	343,697
– Singapore	253,644	115,141
– Taiwan	583,723	287,722
– Qatar	17,056	–
	4,708,785	2,001,947
Consolidated	8,268,119	5,143,882
Share of revenue of joint ventures		
– Malaysia	809,836	1,290,625
Total revenue	9,077,955	6,434,507

	Non-current assets	
	2023 RM'000	2022 RM'000
Malaysia	5,274,762	4,860,587
Outside Malaysia		
– Vietnam	538,937	507,222
– Australia	930,758	61,304
– Singapore	3,503	2,071
– Taiwan	4,340	80
– United Kingdom	–	80,063
	1,477,538	650,740
Consolidated	6,752,300	5,511,327

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

46. SEGMENT INFORMATION (CONT'D.)

Non-current assets information presented above consist of the following items as presented in the consolidated statement of financial position:

	2023 RM'000	2022 RM'000
Property, plant and equipment	1,648,981	1,095,482
Land held for property development	3,666,091	3,507,908
Investment properties	631,027	691,494
Right-of-use assets	168,392	79,319
Concession development expenditure	140,226	137,124
Goodwill	497,583	–
	6,752,300	5,511,327
Interests in associated companies	161,142	77,606
Interests in joint arrangements	1,228,980	933,063
Other investments	12,439	7,802
Deferred tax assets	135,616	64,246
Receivables and other financial assets	270,596	324,653
	8,561,073	6,918,697

The disclosure above includes minimum information and other voluntary disclosures in accordance with Paragraph 33(b) MFRS 8.

47. NON-CURRENT ASSETS HELD FOR SALE/DISTRIBUTION AND DISCONTINUED OPERATIONS

On the Completion date of 13 October 2022, the Concession Holding Companies completed the disposal of all its securities in their respective highway concession companies for a total consideration of RM4,260,000,000 where the consideration attributable to the Group amounts to RM2,744,986,000, attributable to the Owners of the Company is RM2,353,713,000.

As such, the Group had recognised a gain on disposal of RM1,111,124,000 where the amount attributable to the owners of the Company is RM978,288,000.

The Group's highway concession segment have been presented as discontinued operations in the financial statements of the Group up to the completion date.

(a) The financial results of the discontinued operations of Disposals of Highways is as follows:

	Group	
	01.08.2022 to 12.10.2022 RM'000	01.08.2021 to 31.07.2022 RM'000
Revenue	47,693	241,802
Operating expenses	(9,888)	(171,527)
Other income	3,365	10,859
Profit from discontinued operations	41,170	81,134
Finance costs	(3,065)	(10,118)
Share of profits of associated companies	21,865	79,560
Share of losses of joint ventures	–	(32,265)
Profit before taxation	59,970	118,311
Income tax expenses	(2,756)	(23,679)
Core profit for the period/year from discontinued operations	57,214	94,632

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

47. NON-CURRENT ASSETS HELD FOR SALE/DISTRIBUTION AND DISCONTINUED OPERATIONS (CONT'D.)

(a) The financial results of the discontinued operations of Disposals of Highways is as follows: (cont'd.)

	Group	
	01.08.2022 to 12.10.2022 RM'000	01.08.2021 to 31.07.2022 RM'000
Core profit for the period/year from discontinued operations	57,214	94,632
One-off gain arising from disposal of highway concessions	1,111,124	–
Profit for the period/year from discontinued operations	1,168,338	94,632
Attributable to:		
Owners of the Company	1,023,676	80,431
Non-controlling interests	144,662	14,201
	1,168,338	94,632
Profit before taxation:		
– Core profit	59,970	118,311
– One-off gain arising from disposal of highway concessions	1,111,124	–
Total profit before taxation	1,171,094	118,311

(b) The details of the disposal at Completion date were as follows:

Group	As at date of completion RM'000	As at 31 July 2022 RM'000
Assets		
Highway development expenditure	948,528	948,528
Property, plant and equipment	1,370	1,623
Interests in associated companies	764,006	742,195
Other investment	79	79
Deferred tax assets	8,644	8,644
Sundry receivables	44,785	45,324
Tax recoverable	211	211
Investment securities	–	4,011
Cash and bank balances	214,611	277,884
	1,982,234	2,028,499

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2023

47. NON-CURRENT ASSETS HELD FOR SALE/DISTRIBUTION AND DISCONTINUED OPERATIONS (CONT'D.)

(b) The details of the disposal at Completion date were as follows: (cont'd.)

Group	As at date of completion RM'000	As at 31 July 2022 RM'000
Liabilities		
Islamic borrowing	105,000	195,000
Contract liabilities	2,942	3,455
Deferred tax liabilities	206,434	213,293
Provision for liabilities	–	30,994
Payables	33,996	16,312
	348,372	459,054
Net assets of disposal group classified as held for sale	1,633,862	1,569,445
Total consideration arising from Disposals	2,744,986	
Less: Net assets of the Disposals on date of completion	(1,633,862)	
Gain arising from disposal of highway concession companies	1,111,124	
Disposal gain attributable to the Owners of the Company	978,288	
Disposal gain attributable to non-controlling interest	132,836	
	1,111,124	

The net cash flows arising from the Disposals on 31 July 2023 are as follows:

	RM'000
Total disposal proceeds received/receivable	2,744,986
Less: Total proceeds received	(2,564,055)
Balance proceeds receivable	180,931

On 10 August 2023, the Company had received capital repayment of RM116,499,000 from LITRAK Holdings in relation to the balance proceeds receivable.

(c) The details of the assets held for distribution were as follows:

Company	As at 31 July 2022 RM'000
Investment in subsidiaries	385,134
Interests in associated companies	250,214
Assets held for distribution	635,348

Pursuant to the completion of the disposal of the highway concessions, the assets held for distribution amounting to RM635,348,000 was recovered by the Company through dividend income received from the concession holdings companies.

ANALYSIS OF SECURITIES OF COMPANY

As of 6 October 2023

ANALYSIS OF SHAREHOLDINGS

Total Number of Issued Shares	: 2,696,812,568 ordinary shares
Type of shares	: Ordinary shares
Voting rights	: 1 vote per share on a poll
No. of shareholders	: 18,718

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Holders	%	No. of Holdings	%
Less than 100	939	5.02	26,579	0.00
100 – 1,000	4,728	25.26	3,261,851	0.12
1,001 – 10,000	9,429	50.37	36,444,199	1.35
10,001 – 100,000	2,655	14.18	76,007,271	2.82
100,001 – 134,840,627 (less than 5% of issued shares)	966	5.16	2,339,527,058	86.75
134,840,628 and above (5% and above of issued shares)	1	0.01	241,545,610	8.96
Total	18,718	100.00	2,696,812,568	100.00

SUBSTANTIAL SHAREHOLDERS

(as per Register of Substantial Shareholders and exclude bare trustee)

Name of Substantial Shareholder	<----- Direct Interest ----->		<----- Indirect Interest ----->	
	No. of Shares	%	No. of Shares	%
Employees Provident Fund Board	319,086,394	11.83	–	–

ANALYSIS OF SECURITIES OF COMPANY (CONT'D.)

As of 6 October 2023

DIRECTORS' INTEREST IN ORDINARY SHARES OF THE COMPANY

(as per Register of Directors' Shareholdings)

Name of Director	<----- Direct Interest ----->		<----- Indirect Interest ----->	
	No. of Shares	%	No. of Shares	%
Tan Sri Dato' Setia Haji Ambrin bin Buang	-	-	-	-
Dato' Lin Yun Ling	79,215,239 ^{*3}	2.94	-	-
Dato' Ir Ha Tiing Tai	31,904,000 ^{*3}	1.18	92,800 ^{*1}	^{*4}
Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	240,646	0.01	115,942,360 ^{*2}	4.30
Nazli binti Mohd Khir Johari	-	-	-	-
Chan Wai Yen, Millie	-	-	-	-
Chia Aun Ling	-	-	-	-
Justin Chin Jing Ho (Alternate to Dato' Ir Ha Tiing Tai)	-	-	-	-

Notes:

^{*1} Through son^{*2} Through Generasi Setia (M) Sdn Bhd^{*3} Held in own name and in nominee name^{*4} Negligible

TOP 30 SHAREHOLDERS AS PER RECORD OF DEPOSITORS

(without aggregating the securities from different securities accounts belonging to the same Depositors)

No.	Name	No. of Shares Held	%
1.	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board	241,545,610	8.96
2.	Citigroup Nominees (Tempatan) Sdn Bhd – Exempt An for AIA Bhd	112,863,674	4.19
3.	Amanahraya Trustees Berhad – Amanah Saham Bumiputera	103,886,860	3.85
4.	Generasi Setia (M) Sdn Bhd	102,000,000	3.78
5.	Kumpulan Wang Persaraan (Diperbadankan)	98,774,750	3.66
6.	Dato' Lin Yun Ling	78,015,239	2.89
7.	Amanahraya Trustees Berhad – Amanah Saham Malaysia 2 - Wawasan	74,266,700	2.75
8.	Citigroup Nominees (Tempatan) Sdn Bhd – Urusharta Jamaah Sdn Bhd (1)	69,964,571	2.59
9.	Amanahraya Trustees Berhad – Amanah Saham Malaysia 3	61,809,688	2.29
10.	Amanahraya Trustees Berhad – Amanah Saham Malaysia	55,983,423	2.08
11.	Lembaga Tabung Haji	51,327,515	1.90
12.	Permodalan Nasional Berhad	49,538,900	1.84
13.	Amanahraya Trustees Berhad – Amanah Saham Bumiputera 3 - Didik	49,113,600	1.82

ANALYSIS OF SECURITIES OF COMPANY (CONT'D.)

As of 6 October 2023

No.	Name	No. of Shares Held	%
14.	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board (NOMURA)	37,441,101	1.39
15.	Amanahraya Trustees Berhad – Amanah Saham Bumiputera 2	34,020,900	1.26
16.	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Emerging Markets Stock Index Fund	32,643,617	1.21
17.	Cartaban Nominees (Asing) Sdn Bhd – Exempt An for State Street Bank & Trust Company (WEST CLT OD67)	32,003,100	1.19
18.	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Total International Stock Index Fund	31,843,712	1.18
19.	Ng Kee Leen	29,462,464	1.09
20.	Maybank Nominees (Tempatan) Sdn Bhd – Maybank Trustees Berhad for Public Ittikal Fund (N14011970240)	28,000,970	1.04
21.	Citigroup Nominees (Asing) Sdn Bhd – Exempt An for Citibank New York (Norges Bank 19)	26,829,679	0.99
22.	Citigroup Nominees (Tempatan) Sdn Bhd – Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	26,422,743	0.98
23.	Dato' Ir. Ha Tiing Tai	25,748,000	0.95
24.	Cartaban Nominees (Tempatan) Sdn Bhd – PAMB for Prulink Equity Fund	20,466,134	0.76
25.	Amanahraya Trustees Berhad – Public Ittikal Sequel Fund	18,777,560	0.70
26.	Amanahraya Trustees Berhad – Public Islamic Dividend Fund	17,325,205	0.64
27.	Goon Heng Wah	16,405,460	0.61
28.	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	15,042,600	0.56
29.	Citigroup Nominees (Asing) Sdn Bhd – CB Spore GW for Government of Singapore (GIC C)	15,002,185	0.56
30.	Citigroup Nominees (Tempatan) Sdn Bhd – Great Eastern Life Assurance (Malaysia) Berhad (PAR 3)	14,134,082	0.52
Total		1,570,660,042	58.23

SHARE OPTIONS HELD BY DIRECTORS OF THE COMPANY

(Share Options held under the Gamuda Berhad Employees' Share Option Scheme)

Name of Director	No. of Share Options Held
Dato' Lin Yun Ling	3,600,000
Dato' Ir Ha Tiing Tai	2,800,000
Justin Chin Jing Ho (Alternate to Dato' Ir Ha Tiing Tai)	2,400,000

ISSUED SHARE CAPITAL

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
06.10.1976	2	Cash – Subscribers' shares	2
26.12.1976	199,998	Cash	200,000
10.10.1977	200,000	Cash	400,000
30.07.1981	100,000	Cash	500,000
21.07.1984	500,000	Bonus Issue on the basis of 1 new ordinary share for every 1 existing ordinary share held	1,000,000
24.07.1985	250,000	Cash	1,250,000
29.07.1985	500,000	Issued as consideration for the acquisition of several companies	1,750,000
31.07.1986	750,000	Cash	2,500,000
30.07.1987	750,000	Bonus Issue in the proportion of 3 new ordinary shares for every 10 existing ordinary shares held	3,250,000
30.07.1988	1,750,000	Bonus Issue in the proportion of 7 new ordinary shares for every 10 existing ordinary shares held	5,000,000
30.07.1990	3,000,000	Bonus Issue in the proportion of 3 new ordinary shares for every 5 existing ordinary shares held	8,000,000
29.04.1992	11,000,000	Bonus Issue in the proportion of 1,375 new ordinary shares for every 1,000 existing ordinary shares held	19,000,000
29.04.1992	23,976,667	Issued as consideration for the acquisition of Gammau Construction Sdn Bhd and Ganaz Bina Sdn Bhd	42,976,667
05.06.1992	19,086,333	Rights Issue in the proportion of 2,386 new ordinary shares for every 1,000 existing ordinary shares held	62,063,000
18.01.1995	20,687,667	Bonus Issue in the proportion of 1 new ordinary share for every 3 existing ordinary shares held	82,750,667
20.03.1995	7,757,875	Rights Issue in the proportion of 1 new ordinary share for every 8 existing ordinary shares held	90,508,542
24.01.1996 – 26.12.1996	24,547,169	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	115,055,711
16.01.1997	153,407,614	Bonus Issue in the proportion of 4 new ordinary shares for every 3 existing ordinary shares held	268,463,325
12.03.1997	19,175,951	Rights Issue in the proportion of 1 new ordinary share for every 6 existing ordinary shares held	287,639,276

ISSUED SHARE CAPITAL (CONT'D.)

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
20.01.1997 – 24.11.1997	2,057,133	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	289,696,409
22.10.1998 – 31.12.1998	99,000	Issued pursuant to exercise of options under ESOS	289,795,409
07.01.1999 – 30.12.1999	15,979,428	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	305,774,837
05.01.2000 – 16.07.2000	37,201,999	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	342,976,836
03.03.2000	322,213,836	Bonus Issue in the proportion of 1 new ordinary share for every 1 existing ordinary share held	665,190,672
31.01.2001 – 19.12.2001	807,000	Issued pursuant to exercise of options under ESOS	665,997,672
02.01.2002 – 27.12.2002	8,646,002	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	674,643,674
13.01.2003 – 31.12.2003	51,251,218	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	725,894,892
07.01.2004 – 23.12.2004	13,209,252	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2001/2007	739,104,144
05.01.2005 – 29.12.2005	14,128,000	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2001/2007	753,232,144
26.10.2006 – 29.12.2006	37,982,965	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	791,215,109
08.01.2007 – 28.12.2007	207,268,945	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	998,484,054
25.10.2007	994,963,054	Bonus Issue on the basis of 1 new ordinary share for every 1 existing ordinary share held	1,993,447,108
09.01.2008 – 19.12.2008	12,736,000	Issued pursuant to exercise of options under ESOS	2,006,183,108
23.01.2009 – 22.12.2009	10,589,000	Issued pursuant to exercise of options under ESOS	2,016,772,108
11.01.2010 – 29.12.2010	29,439,485	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,046,211,593
04.01.2011 – 30.12.2011	21,563,311	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,067,774,904
03.01.2012 – 31.12.2012	18,690,762	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,086,465,666

ISSUED SHARE CAPITAL (CONT'D.)

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
07.01.2013 – 30.12.2013	205,859,001	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,292,324,667
06.01.2014 – 29.12.2014	49,464,512	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,341,789,179
06.01.2015 – 22.06.2015	64,115,876	Conversion of Warrants 2010/2015	2,405,905,055
07.01.2016 – 28.12.2016	18,193,855	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,424,098,910
05.01.2017 – 29.12.2017	31,451,816	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,455,550,726
08.01.2018 – 07.09.2018	12,498,225	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,468,048,951
18.01.2019 – 23.12.2019	7,753,082	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,475,802,033
07.01.2020 – 13.04.2020	17,895,782	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,493,697,815
25.02.2020	19,829,839	Issued pursuant to First Dividend Reinvestment Plan	2,513,527,654
26.02.2021 – 09.03.2021	800	Issued pursuant to Conversion of Warrants 2016/2021	2,513,528,454
08.03.2022 – 28.12.2022	102,112,578	Issued pursuant to exercise of options under ESOS & Second & Third Dividend Reinvestment Plans	2,615,641,032
10.01.2023 - 29.09.2023	81,171,536	Issued pursuant to exercise of options under ESOS & Fourth & Fifth Dividend Reinvestment Plans	2,696,812,568

LIST OF MAJOR PROPERTIES

Held as at 31 July 2023

No	Location	Tenure	Usage	Area	Year of Valuation/ Acquisition	Year of expiry	Approximate age of building (Years)	NBV (RM'000)
1	Block D, PJ Trade Centre No. 8, Jalan PJU 8/8A Bandar Damansara Perdana 47820 Petaling Jaya Selangor Darul Ehsan	Leasehold	20 storey office tower/ Menara Gamuda	37,805 sq m	2011	2104	14	109,577
2	No. 30, Jalan SS2/44 47300 Petaling Jaya, Selangor	Freehold	Bungalow	501 sq m	1991	-	37	266
3	No. 36/38, Jalan SS21/62 47400 Petaling Jaya, Selangor	Freehold	2 blocks, 4 storey shoplot/office	286 sq m	1991	-	29	824
4	No. 39, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 storey shoplot/office	153 sq m	2007	-	29	516
5	No. 53, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 storey shoplot/office	153 sq m	2006	-	34	1,096
6	No. 55-61, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 blocks, 4 storey shoplot/office	612 sq m	1992	-	32	6,009
7	No. 54-58, Jalan SS22/25 47400 Petaling Jaya, Selangor	Freehold	3 blocks, 4 storey shoplot/office	460 sq m	2006	-	31	3,852
8	HS (D) 54871, PT No. 56274 Mukim & District of Kelang Selangor	Freehold	Industrial estate/ workshop	16,898 sq m	1995	-	-	6,458
9	Lot 66100, Geran 331933 Mukim of Tanjung Duabelas District of Kuala Langat, Selangor	Freehold	Industrial land/ Industrial Building System ('IBS') factory	66 acres	2016	-	5	173,181
10	Lot 195821, 195822, 195823, 195824, 195825, 195826, 195827, 46482, 57417 all in the Mukim of Kampar District of Kinta, 31350 Ipoh, Perak	Leasehold	Granite hill, limestone hill and industrial land/quarry	469,493 sq m	1991	2050	-	2,812
11	PT 183485 Meru Industrial Estate Jelapang, 30020 Ipoh, Perak	Leasehold	Industrial estate/store	12,144 sq m	1991	2050	27	411
12	PT 51683, Jalan Jelapang 30020 Ipoh, Perak	Leasehold	Industrial estate/ workshop	4,353 sq m	1991	2043	33	257
13	No. 152, Jalan Gopeng 31350 Ipoh, Perak	Leasehold	3 storey shoplot/ office	164 sq m	1991	2078	37	108
14	No. 158, Jalan Gopeng 31350 Ipoh, Perak	Leasehold	3 storey shoplot/ office	163 sq m	1991	2078	37	118
15	Quayside Mall, Gamuda Kemuning 25.7, Persiaran Freesia 42500 Telok Panglima Garang, Selangor	Leasehold	5 storey retail mall	28,868 sq m	2017	2116	3	269,691

CORPORATE INFORMATION

BOARD OF DIRECTORS

YBhg Tan Sri Dato' Setia Haji Ambrin bin Buang
Chairman

YBhg Dato' Lin Yun Ling
Group Managing Director

YBhg Dato' Ir Ha Tiing Tai
Deputy Group Managing Director

YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibuddin Shah Al-Maghfur-lah
Non-Independent Non-Executive Director

Puan Nazli binti Mohd Khir Johari
Independent Non-Executive Director

Ms. Chan Wai Yen, Millie
Independent Non-Executive Director

Ms. Chia Aun Ling
Independent Non-Executive Director

Mr. Justin Chin Jing Ho
Alternate to YBhg Dato' Ir Ha Tiing Tai
Managing Director, Gamuda Engineering

AUDIT COMMITTEE

Puan Nazli binti Mohd Khir Johari
(Chairperson)

Ms. Chan Wai Yen, Millie
Ms. Chia Aun Ling

NOMINATION COMMITTEE

Puan Nazli binti Mohd Khir Johari
(Chairperson)

Ms. Chan Wai Yen, Millie
Ms. Chia Aun Ling

REMUNERATION COMMITTEE

YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibuddin Shah Al-Maghfur-lah
(Chairperson)

YBhg Dato' Lin Yun Ling
Ms. Chan Wai Yen, Millie

COMPANY SECRETARIES

Ms. Lim Soo Lye
(LS 0006461)
(SSM PC NO. 201908002053)

Ms. Pang Siok Tieng
(MAICSA 7020782)
(SSM PC NO. 201908001079)

COMPANY REGISTRATION NO.

197601003632 (29579-T)

DATE AND PLACE OF INCORPORATION

6 October 1976, Malaysia

LISTING DATE

10 August 1992

INVESTOR RELATIONS

Mr. Clarence Boudville
Level 17, Menara Gamuda
Block D, PJ Trade Centre
No. 8, Jalan PJU 8/8A
Bandar Damansara Perdana
47820 Petaling Jaya
Selangor Darul Ehsan
Tel : 603-7491 2682
Fax : 603-7727 4594
Email : IR@gamuda.com.my

REGISTERED OFFICE/ CORPORATE OFFICE

Menara Gamuda
D-16-01, Block D, PJ Trade Centre
No. 8, Jalan PJU 8/8A
Bandar Damansara Perdana
47820 Petaling Jaya
Selangor Darul Ehsan
Tel : 603-7491 8288
Fax : 603-7728 9811
Email : gbcosec@gamuda.com.my
Web : www.gamuda.com.my

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd

197101000970 (11324-H)
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
Fax : 603-2783 9222
Email : is.enquiry@my.tricorglobal.com
Web : www.tricorglobal.com

Tricor's Customer Service Centre
Unit G-3, Ground Floor, Vertical Podium
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

AUDITORS

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants
Level 23A, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur
Tel : 603-7495 8000
Fax : 603-2095 5332
Web : www.ey.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Code: Gamuda
Stock No: 5398

PRINCIPAL BANKER

Malayan Banking Berhad

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Forty-seventh ("47th") Annual General Meeting ("AGM") of Gamuda Berhad ("**Gamuda**" or "**Company**") will be conducted fully virtual through online meeting platform via TIIH Online website at <https://tiih.online> or <https://tiih.com.my> (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd in Malaysia, on Thursday, 7 December 2023 at 10:00 a.m. for the purpose of transacting the following businesses:-

AGENDA

- To receive the Audited Financial Statements for the financial year ended 31 July 2023 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note No. 4 (a)]**
- To approve the payment of Directors' fees for the financial year ended 31 July 2023. **(Ordinary Resolution 1)**
- To approve the payment of Directors' remuneration (excluding Directors' fees) of up to an amount of RM380,000/- for the period from 8 December 2023 until the next AGM of the Company to be held in 2024. **(Ordinary Resolution 2)**
- To re-elect the following Directors who are retiring by rotation in accordance with Clause 105 of the Constitution of the Company and, who being eligible, offer themselves for re-election:-
 - YBhg Tan Sri Dato' Setia Haji Ambrin Buang; and **(Ordinary Resolution 3)**
 - YTM Raja Dato' Seri Eleena Almarhum Sultan Azlan Muhibuddin Shah Al-Maghfur-lah ("**YTM Raja Dato' Seri Eleena**") **(Ordinary Resolution 4)**
- To re-elect Ms. Chia Aun Ling, a Director appointed during the year, who is retiring in accordance with Clause 111 of the Constitution of the Company and, who being eligible, offers herself for re-election. **(Ordinary Resolution 5)**
- To re-appoint Ernst & Young PLT, the retiring Auditors and to authorise the Directors of the Company to fix their remuneration. **(Ordinary Resolution 6)**

AS SPECIAL BUSINESS:-

To consider and, if thought fit, to pass with or without modification(s), the following resolutions:

- Authority to issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016** **(Ordinary Resolution 7)**

"THAT subject always to the Companies Act 2016, the Constitution of the Company and the approvals of the relevant governmental regulatory authorities (if required), the Directors of the Company be and are hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company, from time to time, and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares) ("**New Shares**") for the time being ("**Authority**") AND THAT the Directors be and are also empowered to obtain the approval for the listing of, and quotation for the New Shares so issued on Bursa Malaysia Securities Berhad [Co. Regn. No. 200301033577 (635998-W)] ("**Bursa Securities**") AND FURTHER THAT such authority shall commence immediately upon the passing of this resolution and shall continue to be in force until the conclusion of the next AGM of the Company.

THAT pursuant to Section 85 of the Companies Act 2016 read together with Clause 62 of the Constitution of the Company, the shareholders of the Company do hereby waive their statutory pre-emptive rights over all New Shares issued under the Authority."

NOTICE OF ANNUAL GENERAL MEETING (CONT'D.)

8. Proposed Renewal of Share Buy-back Authority

(Ordinary Resolution 8)

"THAT subject to the provisions of the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of the relevant governmental regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of the Company ("**Proposed Share Buy-back**") as may be determined by the Directors of the Company, from time to time, through Bursa Securities upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that:

- i. the aggregate number of ordinary shares to be purchased pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company; and
- ii. an amount not exceeding the retained profits of the Company shall be allocated by the Company for the Proposed Share Buy-back;

AND THAT at the absolute discretion of the Directors of the Company, upon such purchase by the Company of its own shares, the purchased shares shall be cancelled and/or retained as treasury shares and subsequently be cancelled, distributed as dividends or resold on Bursa Securities and/or in any other manner as prescribed by the Companies Act 2016.

THAT the Directors of the Company be and are hereby empowered to do all such acts and enter into all such transactions, arrangements and agreements, and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions as may be necessary or expedient in order to give full effect to the Proposed Share Buy-back with full powers to assent to any conditions, modifications, variations and/or amendments (if any) as the Directors may, in their absolute discretion, deem fit and in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities;

AND THAT the authority hereby given shall commence immediately upon the passing of this resolution and shall continue to be in force until:

- i. the conclusion of the next AGM of the Company at which time it will lapse, unless by an ordinary resolution passed at the AGM, the authority is renewed either unconditionally or subject to conditions; or
- ii. the expiration of the period within which the next AGM after that date is required by law to be held; or
- iii. revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first, but not so as to prejudice the completion of the purchase of its own shares by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Main Market Listing Requirements of Bursa Securities or any other relevant authorities."

NOTICE OF ANNUAL GENERAL MEETING (CONT'D.)

9. Issuance of New Ordinary Shares in the Company ("New Gamuda Shares") pursuant to the Dividend Reinvestment Plan that provides Shareholders of the Company with an Option to Elect to Reinvest their Cash Dividends into New Gamuda Shares ("**Dividend Reinvestment Plan**")

(Ordinary Resolution 9)

"THAT pursuant to the Dividend Reinvestment Plan as approved by the shareholders of the Company at the Extraordinary General Meeting of the Company held on 5 December 2019, and subject to the approvals of all relevant regulatory authorities or parties being obtained, where required, approval be and is hereby given for the Company to allot and issue such number of New Gamuda Shares from time to time as may be required to be allotted and issued pursuant to the Dividend Reinvestment Plan upon such terms and conditions and to such persons as the Directors of the Company may, at its absolute discretion, deem fit and in the best interest of the Company PROVIDED THAT the issue price of the New Gamuda Shares shall be fixed by the Directors of the Company at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price ("**VWAMP**") of the existing ordinary shares of Gamuda immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of the New Gamuda Shares AND THAT such authority to allot and issue New Gamuda Shares shall continue to be in force until the conclusion of the next AGM of the Company;

AND THAT the Directors and the Secretaries of the Company be and are hereby authorised to do all such acts and enter into all such transactions, arrangements and agreements and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions as may be necessary or expedient in order to give full effect to the Dividend Reinvestment Plan, with full powers to assent to any conditions, modifications, variations and/or amendments (if any), including suspension and termination of the Dividend Reinvestment Plan as the Directors may, in their absolute discretion, deem fit and in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities."

10. To transact any other business of which due notice shall have been given.

BY ORDER OF THE BOARD

LIM SOO LYE
(LS0006461) (SSM PC NO. 201908002053)

PANG SIOK TIENG
(MAICSA 7020782) (SSM PC NO. 201908001079)
Company Secretaries

Petaling Jaya
8 November 2023

NOTICE OF ANNUAL GENERAL MEETING (CONT'D.)

NOTES:

1. Virtual Meeting

Continuing the Company's commitment to sustainable practices and to promote eco-friendliness, the 47th AGM of the Company will be conducted fully virtual through TIIH online meeting platform. Shareholders can access the 47th AGM at <https://tiih.online> or <https://tiih.com.my> (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd in Malaysia.

Please follow the procedures provided in the Administrative Details for the 47th AGM in order to register, participate and vote remotely via the Remote Participation & Voting Platform ("RPV").

2. General Meeting Record of Depositors

For purposes of determining who shall be entitled to participate at the 47th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd [Co. Regn. No. 198701006854 (165570-W)] to make available to the Company pursuant to Clause 72 of the Constitution of the Company and Paragraph 7.16(2) of the Main Market Listing Requirements of Bursa Securities, a Record of Depositors as at 30 November 2023 and only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and/or vote at the 47th AGM or appoint a proxy or proxies to participate and/or vote on his/her behalf.

3. Proxy

a. Every Member of the Company is entitled to:-

- appoint another person as his proxy to exercise all or any of his rights to attend, participate and vote at the 47th AGM and that proxy may but need not be a Member of the Company; and
- appoint more than one (1) person as his proxy provided that he specifies the proportions of his shareholdings to be represented by each proxy.

b. Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where an Authorised Nominee appoints two (2) proxies in respect of each Securities Account, the appointment shall be invalid unless the Authorised Nominee specifies the proportions of the shareholdings to be represented by each proxy.

c. Where a Member is an Exempt Authorised Nominee which holds Securities 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 and, the appointment shall be invalid unless the Exempt Authorised Nominee specifies the number of shares to be represented by each proxy.

- The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- Forms of Proxy can be submitted in the following manner, not less than forty-eight (48) hours before the time appointed for holding the 47th AGM or at any adjournment thereof:

i. Hard copy

The original signed Form of Proxy must be deposited with the Share Registrar of the Company, 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, Malaysia or alternatively, Tricor's Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia;

OR

ii. Electronic form

You may also submit the Form of Proxy electronically via TIIH Online website at <https://tiih.online> by following the procedures provided in the Administrative Details for this AGM.

- A Member who has appointed a proxy to participate in this AGM must request his/her proxy to register himself/herself for the RPV at Tricor's TIIH Online website at <https://tiih.online>. Please follow the procedures in the Administrative Details for this AGM.

g. The Notice of AGM together with the Form of Proxy, Administrative Details, Integrated Report 2023 and the Share Buy-back Statement are published on the Company's website at www.gamuda.com.my or Bursa Malaysia's website at www.bursamalaysia.com.

Please follow the procedures provided in the Administrative Details for this AGM in order to register, participate and/or vote remotely.

- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice will be put to vote by poll.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D.)

4. Explanatory Notes

a. Audited Financial Statements

The Audited Financial Statements are for discussion only as they do not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Companies Act 2016 ("CA 2016"). Hence, this matter will not be put for voting.

b. Ordinary Resolutions 1 & 2

Section 230(1) of the CA 2016 provides that the 'fees' of the directors and 'any benefits' payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, shareholders' approval shall be sought at this AGM for the payment of Directors' fees and benefits payable to the Non-Executive Directors of the Company under Resolutions 1 and 2.

i. Directors' Fees

Having considered the positioning of the Directors' fees over the past three (3) financial years ("FY") from 2020 to 2022, the Board of Directors ("Board") has, on the recommendation of the Remuneration Committee proposed the Directors' fees of the Non-Executive Directors of the Company as set out in the right-hand side of the table below:

Directors' Fees (as approved at AGMs)	FY2020	FY2021	FY2022	Proposed for FY2023 (approval to be sought at 47 th AGM)
Independent Non-Executive Chairman [^]	RM189,000 per annum	RM210,000 per annum	RM210,000 per annum	RM85,480 per annum
Independent Non-Executive Chairman [®]	RM117,000 per annum	RM130,000 per annum	RM152,596 per annum	RM202,439 per annum
Independent Non-Executive Director	RM144,000 per annum	RM160,000 per annum	RM160,000 per annum	RM192,481 per annum*
	–	–	RM75,357 per annum [#]	RM174,877 per annum
	–	–	–	RM94,220 per annum[#]
Non-Executive Director	RM117,000 per annum	RM130,000 per annum	RM130,000 per annum	RM160,000 per annum

[^] Retirement of an Independent Non-Executive Chairman at the preceding year's Forty-sixth AGM of the Company held on 8 December 2022 ("46th AGM")

[®] Re-designation of Independent Non-Executive Chairman during the financial year under review

^{*} Re-designation of Audit Committee Chairman during the financial year under review

[#] Appointment of a new Independent Non-Executive Director during the financial year under review

Following a thorough market benchmarking assessment against companies of comparable market capitalisation, revenue, and profit before tax, as well as peer companies within the construction and property sectors, the current Directors' fee for Board membership is positioned below the median range. In light of this, the Board, based on the recommendation of the Remuneration Committee, is proposing for an increase in the Directors' fee from RM130,000 to RM160,000, a RM30,000 increment.

Based on the benchmark study thereof, the differentiation of the proposed fees for the Independent Non-Executive Chairman from a Non-Executive Director at 1.6 times and from Independent Non-Executive Directors (with Board Committee membership) at 1.1 times, were seen as fair and equitable.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D.)

The payment of the Directors' fees totalling RM909,497/- in respect of the financial year ended 31 July 2023 will only be made if the proposed Resolution 1 is approved by the Company shareholders at this AGM pursuant to Clause 116 of the Constitution and Section 230(1)(b) of the CA 2016.

ii. Directors' Remuneration

The current Directors' remuneration (excluding Directors' fees) payable to the Non-Executive Directors of the Company comprises meeting allowances and benefits-in-kind. At last year's 46th AGM, the benefits payable to the Non-Executive Directors of the Company from 9 December 2022 until this AGM on 7 December 2023 (12 months) was approved for an amount up to RM395,000.00. The utilisation of this approved amount as at 31 July 2023 is RM192,630/-. Based on the schedule of meetings in the fourth quarter of 2023 (includes Special Board meetings held to date), an amount of RM49,124/- is expected to be utilised for payment of meeting allowances and other benefits to the Non-Executive Directors. Hence, the expected total utilised amount would be approximately 61% of the approved amount.

To enhance transparency, the Board, based on the recommendation of the Remuneration Committee has recommended that a fixed allowance of RM100,000/- in respect of FY2023 be provided to the Board Chairman in lieu of benefits that were previously provided separately for the Board Chairman (to be adjusted proportionally based on date of appointment or redesignation).

The Directors' remuneration (excluding Directors' fees) are summarised as follows:-

Type of Allowance	Type of Meeting	Independent Non-Executive Chairman	Independent Non-Executive Director	Non-Executive Director
Meeting Allowance (per meeting)	Board of Directors	RM2,000	RM2,000	RM2,000
	Board Committees	RM2,000	RM2,000	RM2,000
Fixed Allowance	N/A	RM100,000/-	Nil	Nil

Directors' benefits payable also include insurance and other claimable benefits including reimbursable expenses incurred in the course of carrying out their duties as Company Directors, where applicable.

The total amount of Directors' remuneration (excluding Directors' Fees) payable to the Non-Executive Directors is estimated to be up to RM380,000/- from 8 December 2023 to the next AGM in 2024 (Current Period) subject to the shareholders' approval, and taking into account various factors including the number of scheduled meetings for the Board and Board Committees as well as the number of Non-Executive Directors involved in these meetings. The estimated amount of remuneration also caters for unforeseen circumstances, for example, the appointment of additional Directors and/or additional unscheduled Board meetings as well as an increase in premium paid/payable for Directors' and Officers' Liability insurance coverage.

The proposed Resolution 2, if passed, is to facilitate the payment of Directors' remuneration (excluding Directors' fees) on a monthly basis and/or as and when incurred. The Board opined that it is just and equitable for the Non-Executive Directors to be paid such payment on such basis upon them discharging their responsibilities and rendering their services to the Company.

In the event that the Directors' remuneration (excluding Directors' fees) paid during the above period exceeded the estimated amount sought at this AGM, shareholders' approval will be sought at the next AGM.

Any Non-Executive Director who is a shareholder of the Company will abstain from voting on Resolutions 1 and 2 at this AGM.

The remuneration of each Director for FY2023 is disclosed in Note 6 of the Financial Statements section of this Integrated Report 2023.

c. Ordinary Resolutions 3, 4 and 5

For the purpose of determining the eligibility of the Directors to stand for re-election at this AGM and in line with Practice 5.1 of the Malaysian Code on Corporate Governance, the Nomination Committee has assessed each of the retiring Directors under Resolutions 3, 4 and 5. The findings were as follows:-

- i. The Board continues to be effective with each of its member demonstrating commitment of time and energy to their duties as well as their abilities to act in the best interests of the Company in decision-making.
- ii. Their level of contribution to the Board's deliberations through their skills, experiences and strength in qualities meet the demands of the business in line with the strategy of the Company.

Based on the Board Effectiveness Report (2022/2023) prepared internally, all Directors met the performance criteria required of an effective and high-performance Board.

The Board, except for YBhg Tan Sri Dato' Setia Haji Ambrin Buang and Ms. Chia Aun Ling, has assessed the independence of YBhg Tan Sri Dato' Setia Haji Ambrin Buang and Ms. Chia Aun Ling as Independent Non-Executive Directors of the Company. The Board fully endorses the Nomination Committee's recommendation for the re-election of Y.Bhg. Tan Sri Dato' Setia Haji Ambrin Buang, Y.T.M. Raja Dato' Seri Eleena and Ms. Chia Aun Ling as Directors of the Company as they are eligible and have expressed their willingness for re-election in accordance with Clause 105 and Clause 111 of the Company's Constitution.

Any Director referred to in Resolutions 3, 4 and 5 who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election at this AGM.

d. Ordinary Resolution 6

At the Board meeting held on 27 September 2023, the Board is satisfied that Ernst & Young PLT has met the relevant criteria prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Securities, which was concluded through the assessment carried out by the Audit Committee on the suitability of Ernst & Young PLT and hence, supports the Audit Committee's recommendation to re-appoint Ernst & Young PLT as the Auditors of the Company.

e. Ordinary Resolution 7

Ordinary Resolution 7 if passed, will empower the Directors to issue shares of the Company up to a maximum of ten percent (10%) of the total number of issued shares of the Company for the time being, for any possible fund-raising activities for purposes of funding future investment projects, working capital, acquisitions and/or for strategic reasons. The approval is a renewal of a general mandate and is sought to provide flexibility and to avoid any delay and cost in convening a general meeting for such issuance of shares for fund raising activities, including placement of shares.

This authority will, unless revoked or varied at a general meeting, expire at the conclusion of the next AGM of the Company. At this juncture, there is no decision to issue new shares. Should there be a decision to issue new shares after the authorisation is sought, the Company will make an announcement of the actual purpose and utilisation of proceeds arising from such issuance of shares.

The Company did not issue any new shares under the general mandate which was approved at last year's 46th AGM.

The Company is also seeking shareholders' approval to waive their statutory pre-emptive rights under Section 85 of the CA 2016 and to allow Company Directors to allot new shares without first offering them to existing shareholders in proportion to their holdings pursuant to the general mandate.

f. Ordinary Resolution 8

Shareholders are advised to refer to the Statement to Shareholders dated 8 November 2023, which is published on the Company's website at www.gamuda.com.my or Bursa Malaysia's website at www.bursamalaysia.com for further information.

g. Ordinary Resolution 9

Ordinary Resolution 9, if passed, will give authority to the Directors of the Company to allot and issue New Gamuda Shares pursuant to the Dividend Reinvestment Plan in respect of dividends declared after this AGM, and such authority shall expire at the conclusion of the next AGM of the Company.

5. Statement Accompanying Notice of AGM

[Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Securities]

- Details of individuals who are standing for election (excluding directors standing for a re-election) as Directors

There are no individuals who are standing for election as Directors at this AGM.

- Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Securities

Details of the general mandate to issue securities in the Company pursuant to Sections 75 and 76 of the CA 2016 are set out in Explanatory Note 4(e) of this Notice.

ADMINISTRATIVE DETAILS

Forty-seventh ("47th") Annual General Meeting ("AGM")

Date	: Thursday, 7 December 2023
Time	: 10:00 a.m.
Remote Participation & Voting Platform	: TIIH Online website at https://tiih.online or https://tiih.com.my
Domain Registration No. with MYNIC	: D1A282781

MODE OF MEETING

Gamuda Berhad ("**Company**") will conduct the 47th AGM on a **FULLY VIRTUAL** basis through live streaming and online remote voting.

An online meeting platform can be recognised as the meeting venue or place under Section 327(2) of the Companies Act 2016 provided that the online platform is located in Malaysia.

REMOTE PARTICIPATION AND VOTING FACILITIES ("RPV")

Shareholders are to attend, speak [including posing questions to the Board of Directors ("**Board**") or Management of the Company via real time submission of typed texts] and vote (collectively, "**participate**") remotely at the 47th AGM of the Company using RPV provided by Tricor Investor & Issuing House Services Sdn Bhd ("**Tricor**") via **TIIH Online** website at <https://tiih.online>. Please refer to the procedures for RPV.

Shareholders who appoint proxies to participate via RPV in the 47th AGM of the Company must ensure that their duly executed Forms of Proxy are deposited either by hardcopy or electronic means no later than **Tuesday, 5 December 2023 at 10:00 a.m.** in the following manner:

- at **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 Tricor's Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur; OR
- lodge electronically via **Tricor's TIIH Online** website at <https://tiih.online>. The procedures on electronic lodgement of proxy form are summarised in pages 443 to 444 of this Integrated Report.

Fax copies of the duly executed Form of Proxy are not acceptable.

If you wish to personally participate in the 47th AGM, please do not submit any Form of Proxy. You will not be allowed to participate in the 47th AGM together with your appointed proxy.

If you have submitted your Form of Proxy prior to the 47th AGM and subsequently decide to personally participate in the 47th AGM, please contact Tricor to revoke/cancel your appointment of proxy.

Corporate representatives of corporate shareholders must deposit their original/duly certified certificate of appointment of corporate representative with Tricor no later than **Tuesday, 5 December 2023 at 10:00 a.m.** in order to participate via RPV in the 47th AGM of the Company.

Attorneys appointed through a power of attorney must deposit their powers of attorney with Tricor no later than **Tuesday, 5 December 2023 at 10:00 a.m.** in order to participate via RPV in the 47th AGM of the Company.

A shareholder who has appointed a proxy or authorised representative or attorney to participate in the 47th AGM of the Company via RPV must request his/her proxy or authorised representative or attorney to register himself/herself for RPV at Tricor's TIIH Online website at <https://tiih.online>.

As the 47th AGM of the Company is a fully virtual AGM, shareholders who are unable to participate in this AGM may appoint the Chairman of the 47th AGM as their proxy and indicate their voting instructions in the Form of Proxy.

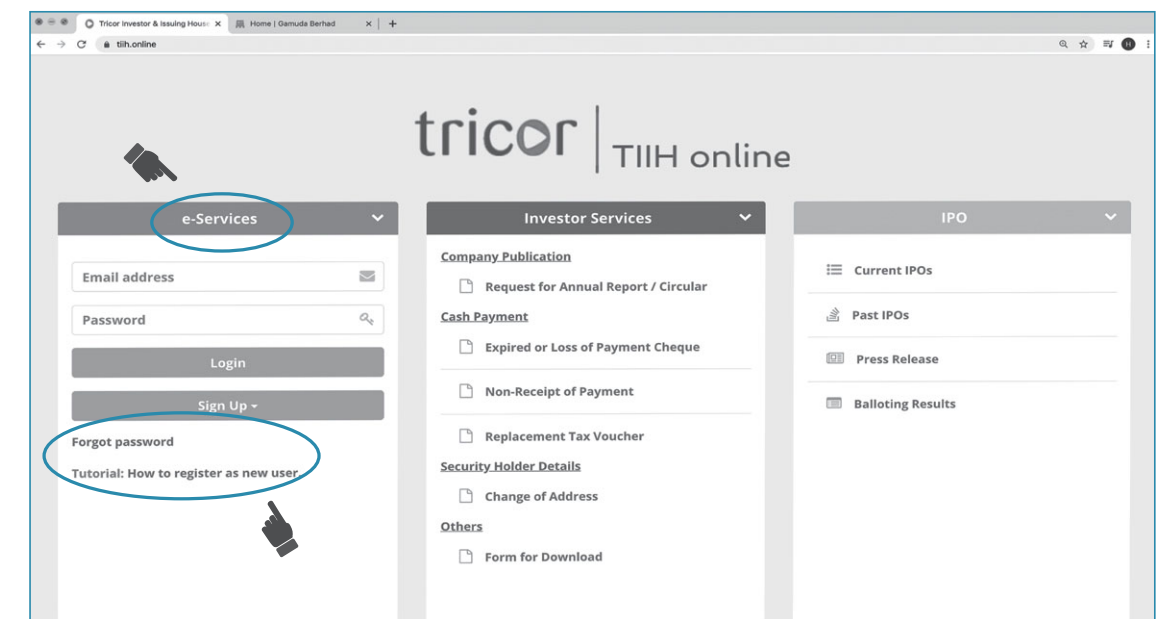
ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

Shareholders/proxies/corporate representatives/attorneys who wish to participate in the 47th AGM of the Company via the RPV are to follow the requirements and procedures as summarised below:-

Procedure	Action
BEFORE THE 47TH AGM	

- Register as a user with TIIH Online
 - If you **have not registered** as a user of TIIH Online, please refer to the tutorial guide posted on Tricor's TIIH Online website for assistance to sign up. Registration as a user will be approved within one working day and you will be notified via email.
 - If you are a **registered user** with TIIH Online, you do not need to register again. You will receive an **e-mail from Tricor** notifying that the remote participation for the 47th AGM is available for registration on TIIH Online.
 - Login to TIIH Online website at <https://tiih.online> with your user name (i.e. e-mail address) and password under the "e-Services" (as illustrated below).



- Submission of registration for RPV
 - Registration is open from Wednesday, 8 November 2023 until the day of the 47th AGM scheduled for Thursday, 7 December 2023. Shareholder(s) or proxy(ies) or corporate representative(s) or attorney(s) are required to pre-register their attendance for the 47th AGM to ascertain their eligibility to participate in the 47th AGM using RPV.**

IMPORTANT:

Whether –

- you are registering as a new user with Tricor's TIIH Online, or
- you are a registered user with Tricor's TIIH Online and you are registering for use of the RPV for the 47th AGM,

please ensure that you register early to allow sufficient time for approval/verification so that you are able to login to the meeting platform and/or use the RPV.

- Login with your user ID and password and select the corporate event: "**(REGISTRATION) GAMUDA 47TH AGM**".
- Read and agree to the Terms and Conditions and confirm the Declaration.
- Select "Register for Remote Participation and Voting".
- Review your registration and proceed to register.
- System will send an e-mail to notify that your registration for remote participation has been received and will be verified.

After verification of your registration against the General Meeting Record of Depositors dated **30 November 2023**, the system will send you an e-mail after 5 December 2023 confirming approval of your registration for RPV. The procedures for using the RPV will also be set out in the email. In the event your registration is not approved, you will also be notified via e-mail.

ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

Procedure	Action
ON THE DAY OF 47TH AGM	
(c) Login to TIIH Online	<ul style="list-style-type: none"> Login with your user ID and password for remote participation at the 47th AGM any time from 9.00 a.m. i.e. one hour before the commencement of the 47th AGM on Thursday, 7 December 2023 at 10:00 a.m.
(d) Participating through Live Streaming	<ul style="list-style-type: none"> Select the corporate event: "(LIVE STREAMING MEETING) GAMUDA 47TH AGM"; to engage remotely in the proceedings of the 47th AGM of the Company. If you have any question for the Chairman/Board, you may use the Query Box to transmit your question. The Chairman/Board will try to respond to questions submitted by remote participants during this AGM. If there is time constraint, the responses will be published on the Company's website at the earliest possible, after the 47th AGM. <i>(Note: Questions submitted online will be moderated before being sent to the Chairman to avoid repetition)</i>
(e) Online Remote Voting	<ul style="list-style-type: none"> Voting session commences from 10:00 a.m. on Thursday, 7 December 2023 until a time when the Chairman announces the end of the session. To vote, select corporate event: "(REMOTE VOTING) GAMUDA 47TH AGM"; or if you are on the live stream meeting page, you can select: "GO TO REMOTE VOTING PAGE"; located below the Query Box. Read and agree to the Terms and Conditions and confirm the Declaration. Select the CDS account that represents your shareholdings. Indicate your votes for the resolutions that are tabled for voting. Confirm and submit your votes.
(f) End of remote participation	<ul style="list-style-type: none"> The Live Streaming will end upon announcement by the Chairman on the closure of the 47th AGM.

Note to users of the RPV:

- Once your application to join the 47th AGM is approved, you will be granted the right to participate in the live stream broadcast of the 47th AGM and to vote remotely. Your login to TIIH Online on the day of the 47th AGM will indicate your presence at the virtual meeting.
- The quality of your connection to the live broadcast is dependent on the bandwidth and stability of the internet at your location and the device that you are using.
- If you encounter issues with logging-in, connection to the live stream meeting or online voting, kindly call Tricor Help Line at 011-40805616/011-40803168/011-40803169/011-40803170 for assistance or e-mail to tiih.online@my.tricorglobal.com for assistance.

ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

ELECTRONIC LODGEMENT OF PROXY FORM

The procedures to lodge your Form of Proxy electronically via Tricor's TIIH Online website are summarised below:

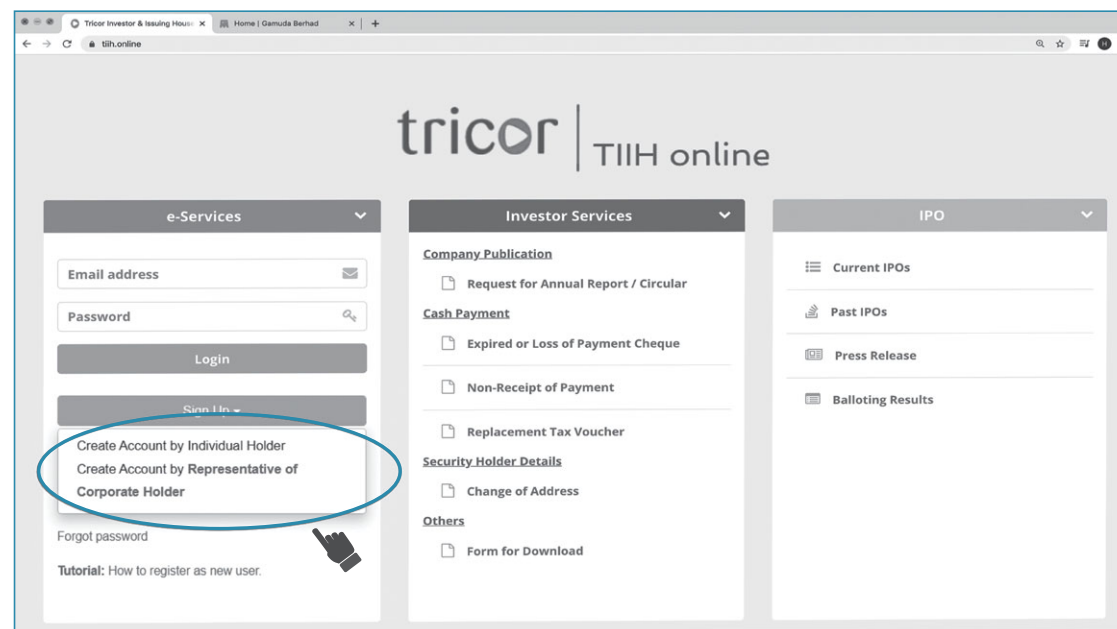
Procedure	Action
APPLICABLE TO INDIVIDUAL SHAREHOLDERS	
(a) Register as a User with TIIH Online website	<ul style="list-style-type: none"> Please access Tricor's TIIH Online website at https://tiih.online using your computer or any device and register as a user under the "e-Services". Please do refer to the tutorial guide posted on the homepage for assistance. If you are a registered user with TIIH Online website, you do not need to register again.
(b) Proceed with submission of Proxy Form	<ul style="list-style-type: none"> After the release of the Notice of Meeting by the Company, login with your user name (i.e. email address) and password. Select the corporate event: "GAMUDA 47TH AGM – SUBMISSION OF PROXY FORM". Read and agree to the Terms and Conditions and confirm the Declaration. Insert your CDS account number and indicate the number of shares for your proxy(ies) to vote on your behalf. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy. Indicate your voting instructions – FOR or AGAINST, otherwise your proxy will decide your vote. Review and confirm your proxy(ies) appointment. Print or save a PDF copy of the proxy form for your record.

ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

Procedure	Action
APPLICABLE TO CORPORATION OR INSTITUTIONAL SHAREHOLDERS	

- (a) Register as a User with TIIH Online website
- Access TIIH Online website at <https://tiih.online>.
 - Under e-Services, select **"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 Tricor if you need clarifications on the user registration.

- (b) Proceed with submission of Proxy Form
- Login to TIIH Online website at <https://tiih.online>.
 - Select the corporate event: **"GAMUDA 47TH AGM – SUBMISSION OF PROXY FORM"**.
 - Agree to the Terms and 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.
 - Submit the proxy appointment file.
 - Proceed to upload the duly completed proxy appointment file.
 - Select "Submit" to complete your submission.
 - Print or save a PDF copy of the confirmation report of your submission for your record.

ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

VOTING PROCEDURE

Voting at the 47th AGM of the Company will be conducted by poll in accordance with Paragraph 8.29A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

To facilitate the voting process, the Company has appointed Tricor as the Poll Administrator to conduct the poll by way of online remote voting and Coopers Professional Scrutineers Sdn Bhd as the Scrutineers to verify the poll results. Please refer to "Online Remote Voting" under item (e) in the table above on the procedures for online remote voting.

Upon completion of the voting session for the 47th AGM of the Company, the Scrutineers will verify the poll results followed by the Chairman's announcement whether the resolutions are duly passed.

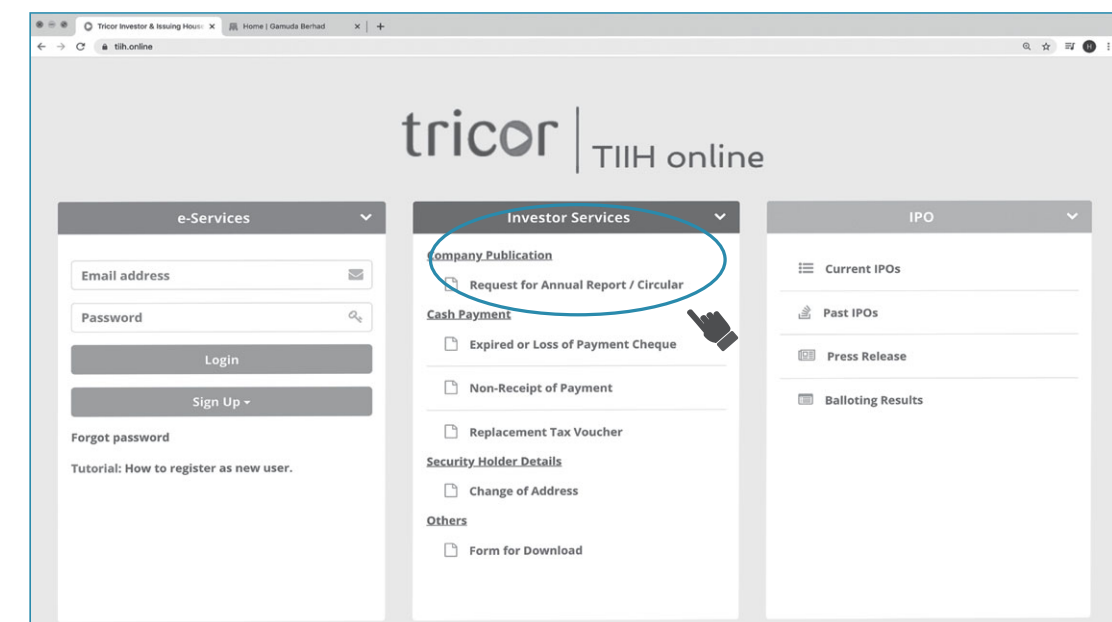
GENERAL MEETING RECORD OF DEPOSITORS

Only shareholders whose names appear in the General Meeting Record of Depositors of the Company maintained by Bursa Malaysia Depository Sdn Bhd as at **30 November 2023** shall be entitled to participate in the 47th AGM or appoint proxies to participate on their behalf.

INTEGRATED REPORT 2023 AND OTHER DOCUMENTS

The Company's Integrated Report 2023, Corporate Governance Report 2023, Statement to Shareholders in relation to the Proposed Renewal of Share Buy-back Authority, Notice of 47th AGM, Form of Proxy and this Administrative Details are available at the Company's website at www.gamuda.com.my and Bursa Malaysia's website at www.bursamalaysia.com.

You may request for a printed copy of the Integrated Report 2023 and the other documents mentioned above at <https://tiih.online> by selecting **"Request for Annual Report/Circular"** under the "Investor Services" (as illustrated below). Nevertheless, we hope that you would consider the environment before you decide to request for the printed copy.



ADMINISTRATIVE DETAILS (CONT'D.)

Forty-seventh ("47th") Annual General Meeting ("AGM")

PRE-MEETING SUBMISSION OF QUESTION(S) TO THE BOARD

Shareholders or proxies or corporate representatives may submit questions for the Board prior to the 47th AGM via Tricor's **TIIH Online** website at <https://tiih.online> by selecting "e-Services" to login, pose questions and submit electronically no later than **Tuesday, 5 December 2023 at 10:00 a.m.** Where there are substantially similar questions for the 47th AGM, the Company will consolidate such questions. As a result, the questions received may not be addressed individually. The Board will endeavour to answer these question received at the 47th AGM of the Company. However, if not all answers could be provided during the 47th AGM, the responses will be provided in the corporate website of the Company.

NO E-VOUCHER, GIFT OR FOOD VOUCHER

There will be **NO** e-voucher, gift or food voucher for shareholders or proxies who participate in the 47th AGM of the Company.

The Board would like to thank all its shareholders for their kind co-operation and understanding on this matter.

NO RECORDING OR PHOTOGRAPHY

Unauthorised recording and photography are strictly prohibited at the 47th AGM of the Company.

ENQUIRY

If you have any enquiry prior to the 47th AGM of the Company, please contact the following Tricor's officers during office hours on Mondays to Fridays from 9:00 a.m. to 5:30 p.m. (except public holidays):

Tricor Investor & Issuing House Services Sdn. Bhd.

General Line : +603-2783 9299

Fax Number : +603-2783 9222

Email : is.enquiry@my.tricorglobal.com

Contact persons : **Mr. Jake Too**
+603-2783 9285

En. Aiman Nuri
+603-2783 9262

Mr. David Look
+603-2783 9281

FORM OF PROXY



Co. Regn. No.
197601003632 (29579-T)

CDS account no. of authorised nominee (Note 1)

*I/We (full name and in block letters) _____

*NRIC/Passport/Co. Regn. No. (compulsory) _____ Mobile Phone No.: _____

Address (in block letters): _____

being a member of **Gamuda Berhad ("the Company")** hereby appoint:-

FIRST PROXY

Full Name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			

and **SECOND PROXY** (as the case may be)

Full Name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			

or failing * him/her, the Chairman of the Meeting as * my/our Proxy to vote for * me/our behalf at the Forty-seventh Annual General Meeting of the Company ("**47th AGM**") to be conducted fully virtual through online meeting platform via TIIH Online website at <https://tiih.online> or <https://tiih.com.my> (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd ("**Tricor**") in Malaysia on Thursday, 7 December 2023 at 10:00 a.m. and at any adjournment thereof.

Resolution	Ordinary Business	For	Against
1	Approval of Directors' fees		
2	Approval of payment of Directors' remuneration (excluding Directors' fees)		
3	Re-election of YBhg Tan Sri Dato' Setia Haji Ambrin bin Buang as a Director		
4	Re-election of YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah as a Director		
5	Re-election of Ms. Chia Aun Ling as a Director		
6	Re-appointment of Ernst & Young PLT as Auditors and to authorise the Directors to fix the Auditors' remuneration		
Special Business			
7	Ordinary Resolution: Authority to issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016		
8	Ordinary Resolution: Proposed Renewal of Share Buy-back Authority		
9	Ordinary Resolution: Issuance of New Shares pursuant to the Dividend Reinvestment Plan		

(Please indicate with an "X" or "✓" in the appropriate box against the resolution how you wish your Proxy to vote. If no instruction is given, this form will be taken to authorise the Proxy to vote at his/her discretion)

Signed this _____ day of _____, 2023.

No. of Shares held

Signature/Common Seal of Shareholder

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:

1. Applicable to shares held through a nominee account.
 2. Please follow the procedures provided by Tricor Investor & Issuing House Services Sdn Bhd in the Administrative Details for the 47th AGM in order to register, participate and/or vote remotely at the 47th AGM via the Remote Participation and Voting Facilities ("RPV").
 3. Every Member of the Company is entitled to:-
 - i. appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate and vote at the 47th AGM and that proxy may but need not be a Member of the Company.
 - ii. appoint more than one (1) person as his/her proxy provided that he specifies the proportions of his/her shareholdings to be represented by each proxy.
 4. Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. If more than one (1) proxy is appointed, the appointment shall be invalid unless the Authorised Nominee specifies the proportions of the shareholdings to be represented by each proxy.
 5. Where a Member is an Exempt Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, which holds ordinary 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. If more than one (1) proxy is appointed in respect of each Omnibus Account, the appointment shall be invalid unless the Exempt Authorised Nominee specifies the number of shares to be represented by each proxy.
 6. If the appointor is a corporation, the Form of Proxy shall be under the corporation's seal or under the hand of an officer or attorney duly authorised.
 7. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
 8. Form of Proxy can be submitted in the following manner, not less than forty-eight (48) hours before the time appointed for holding the 47th AGM or at any adjournment thereof:
 - i. Hard copy:
The original signed Form of Proxy must be deposited with the Share Registrar of the Company, 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, Malaysia or alternatively, at Tricor's Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR
 - ii. Electronic means:
You may also submit the Form of Proxy electronically via TIH Online website at <https://tiah.online> by following the procedures set out in the Administrative Details for the 47th AGM.
 9. Only a Depositor whose name appears in the Record of Depositors as at 30 November 2023 shall be entitled to participate and/or vote at the 47th AGM via RPV or appoints a proxy or proxies to attend, participate and/or vote on his/her behalf.
- * Delete where not applicable

fold here

The Share Registrar

Gamuda Berhad [197601003632 (29579-T)]

c/o Tricor Investor & Issuing House Services Sdn Bhd [197101000970 (11324-H)]

Unit 32-01, Level 32, Tower A

Vertical Business Suite

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur.

AFFIX
SUFFICIENT
STAMP

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