

GROUP MANAGING DIRECTOR'S STATEMENT

Dear Shareholders,

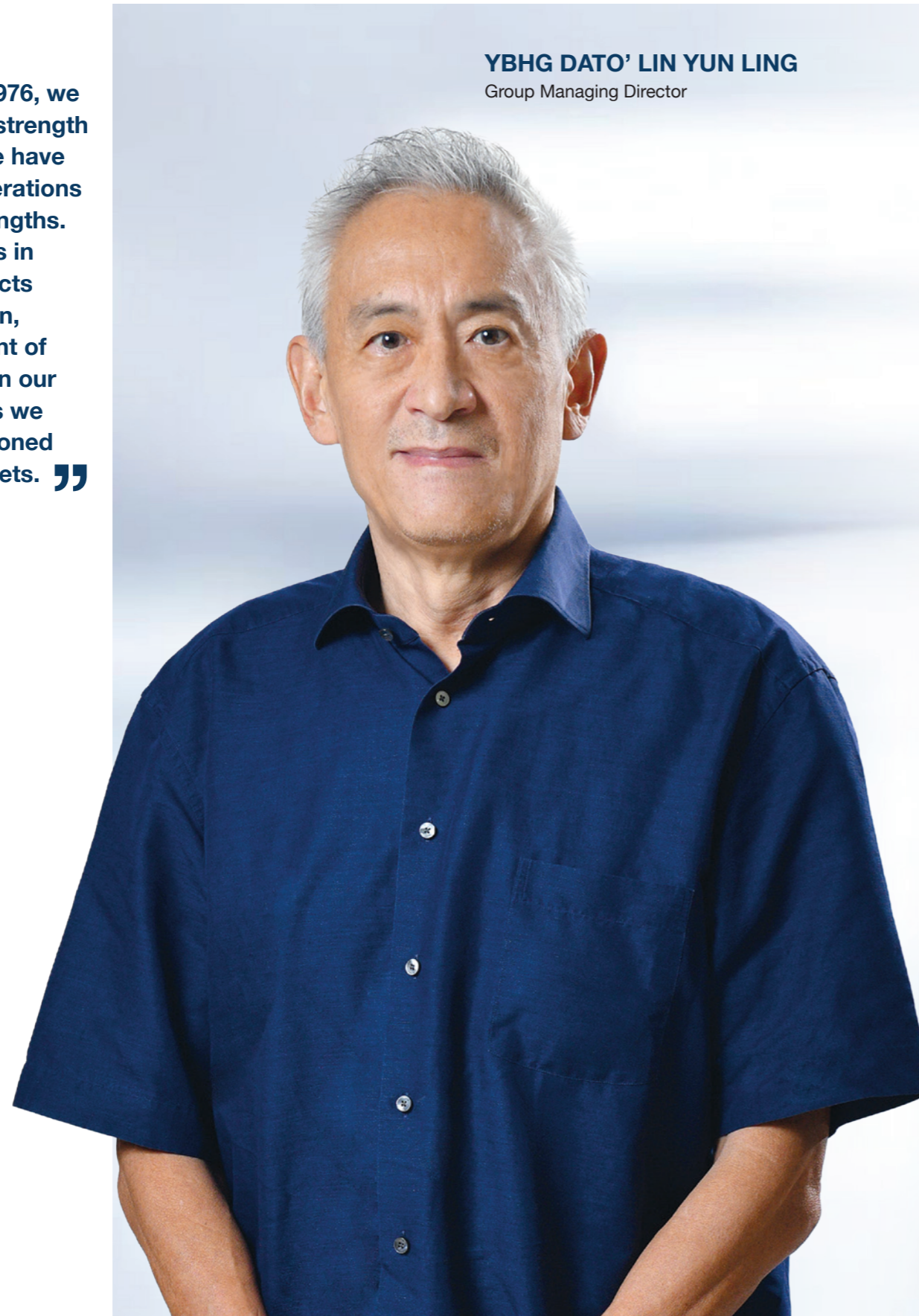


Since Gamuda's inception in 1976, we have consistently grown from strength to strength. In recent years, we have strategically expanded our operations into markets suited to our strengths. We are grateful for our success in securing and completing projects thus far. Our regional expansion, which today is a key component of our business strategy, has been our intention in the last 20 years as we gained foreign exposure and honed our talent bench in these markets. ”

Understandably, a key question arises about Gamuda's strategy for sustaining such robust growth. Our steady performance across various markets stems from years of experience in the countries where we operate, giving us invaluable local knowledge and cultural understanding. Success is only earned through lessons learned over decades, helping us mitigate risks and manage change while safeguarding our margins. We've honed our ability to leverage our strengths in diverse markets, creating mutual benefits for both Gamuda and our clients.

In addition, innovation driven by talent and technology application continues to be our competitive advantage, spurring us forward in the industry. Our objective is to enhance our chances for successful growth in revenue and earnings as well. By focusing on these vital elements, we have managed to position ourselves for sustainable expansion and increased profitability in the long-term.

We have achieved strong topline revenue, healthy earnings growth, and expansive growth in market capitalisation over the last five years. This is a result from how the Group has done things differently and effectively in the past.



YBHG DATO' LIN YUN LING

Group Managing Director

For example, our project delivery innovation, both as a project delivery partner and through top-to-toe delivery, has set us apart. In managing unprecedented situations like the COVID-19 pandemic, we implemented the only private-led lab testing and quarantine facilities. This enabled our construction sites to continue working throughout nationwide lockdowns. As a result, we have successfully delivered MRT Putrajaya Line on schedule, even at the peak of the pandemic.

At the core of our organisational success is a holistic talent development approach. We focus on developing our top-tier talent and prioritise on strengthening our overall talent bench as we cultivate strong business leaders and subject matter experts in technical and commercial areas. These professionals are capable of implementing target-driven business plans to ensure sustainable revenue and earnings growth with realistic win rates and margin deliveries.

Our strategies spanning from our scholar intake to deliberate succession planning, forms the foundation for expanding the Group's capacity and capability which will be fundamental in the delivery of our 5-year business plan. Our young next-generation leaders and successors are shaping up well and rising to their roles. In the coming years, there will be an intentional focus on further developing our talent pool and bench strength at various levels to support our rapid growth objectives.

As the Group approaches its 5-decade anniversary, we continue leveraging our proven strengths: talent development and strategic differentiation via innovation and technology.

Both the Group's engineering and property arms delivered record-breaking performances. Gamuda posted a record-breaking annual revenue of RM15 billion, a 63 percent increase from last year's revenue. Our core net profit from construction and property businesses grew 12 percent to a record-breaking RM912 million.



GROUP MANAGING DIRECTOR'S STATEMENT

In reflection on the past year, I am deeply humbled that Gamuda was named the Company of the Year by The Edge Billion Ringgit Club (BRC). We also secured three other BRC 2024 awards: Highest Growth in Profit After Tax Over Three Years for Big Caps Companies (RM10 billion - RM40 billion); Highest Growth in Profit After Tax Over Three Years in the Construction Sector; and Best Corporate Responsibility Initiatives.

Internationally, we were also named as the Most Honoured Company in Asia (ex-Japan) by Institutional Investor Research, becoming the only Malaysian company to achieve this distinction in our industry. These are testaments to the good and hard work our people have put in over the last years in delivering value.

We anticipate inclusion in the FBM KLCI during the upcoming December semi-annual index review. After two years on the reserve list, we are optimistic about our elevation to the barometer index.

Moving forward in this statement, as you read the Group's highlights and roadmap presented by our key leaders, I would like to extend my heartfelt appreciation to our employees, Board of Directors, shareholders, business partners, and supply chain. Our continued delivery would not have been possible without your support.

Thank you.

⬇ Our autonomous tunnel boring machines (TBMs) have made substantial headway in the Western Tunnelling Package. TBMs Betty and Dorothy completed their first leg of tunnelling, arrived at Sydney Olympic Park and disassembled for soon-to-be relaunched in the opposite direction towards Westmead.

GROUP MANAGING DIRECTOR'S STATEMENT



In reviewing our recent performance, the Group's overseas construction revenue tripled to an all-time high of RM9 billion. The growth was anchored by the higher work progress of our projects in Australia, Taiwan and Singapore as our order book sits at another record high for the third consecutive year at RM32 billion and expanding.

Mr. Justin Chin Jing Ho,
Managing Director of Gamuda Engineering



This year also marks our first full year of consolidating our transport projects business from Australia's Downer Group, which we acquired in June 2023 and have since renamed DT Infrastructure. DT Infrastructure was a strategic investment in our overall growth strategy and is already bearing fruit as we expand our market share in Australia.

We have continued our growth trajectory in Australia's infrastructure sector since we entered this market in 2019. Our maiden flagship project in the country, the Sydney Metro West – Western Tunnelling Package, to construct 9 km of twin metro rail tunnels from Sydney Olympic Park to Westmead has been progressing positively. We saw our first tunnel breakthrough in August 2024 with the successful deployment of Gamuda's pioneering autonomous tunnel boring machine technology, which was a first in Australia.

We also achieved the highest IS Design Rating of 'Leading' (96.8/110) for the Western Tunnelling Package under the Infrastructure Sustainability Council IS Rating Scheme, ahead of all other Sydney Metro West contracts. This demonstrates our ability to successfully translate and scale our strong local delivery track record and capabilities to our regional markets.

The Coffs Harbour Bypass project, a joint venture between Gamuda and Ferrovial; and the M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago, in a joint venture with John Holland, are both well on track to be truly transformative infrastructure for the Coffs Harbour and Hunter regions once completed.



⤴ The M1 Pacific Motorway extension between Black Hill and Tomago in Australia is one of the largest infrastructure projects in the Hunter region's history. It is a game changer for local, regional and long-distance transport.

GROUP MANAGING DIRECTOR'S STATEMENT

DT Infrastructure, partnering with Alstom, has secured a RM5 billion contract to upgrade and maintain Perth's rail network control systems. This METRONET High-Capacity Signalling project marks our entry into Australia's rail systems market. The project involves implementing a state-of-the-art communications-based train control system, aiming to increase network capacity by 40 percent, improve energy-efficiency, enhance cybersecurity, and prepare for future growth.

A new growth sector for the Group will be the AUD328 billion clean energy and renewables infrastructure market. Our aim is to become a leading end-to-end developer-builder-owner of assets in Australia's clean energy future and are deep in our pursuits of solar, wind, pumped hydro and transmission opportunities.

Some early wins include DT Infrastructure securing the AUD243 million contract to design and construct the Boulder Creek Wind Farm in Queensland. Awarded by Aula Energy and CS Energy, this is the first wind farm project to be delivered by Gamuda under the DT Infrastructure brand. The project includes 38 turbines generating 228 MW, powering about 85,000 homes, and 41 km of access tracks. This wind farm will support Queensland's goal of 50 percent renewable electricity supply by 2030.

We have additionally been shortlisted for multiple other solar and pumped hydro opportunities leveraging on our specialist expertise in delivering complex infrastructure, tunnelling and geotechnical engineering. As part of our localisation strategy, we have a strong team of energy specialists familiar with the Australian energy market and supplement this with expertise and partnerships from our home country of Malaysia. These include ERS Energy, Malaysia's largest solar contracting company; and Rohas Tecnic Berhad, a leading Malaysian supplier of turnkey solutions for transmission networks which will provide us with technical capability, resources, and a resilient regional supply chain.

Taiwan continues to be a promising market for the Group, as evidenced by our most recent win in October 2024. We secured our seventh infrastructure project as the main contractor for the Xizhi Donghu Mass Rapid Transit (MRT) project in Taipei. This RM4.3 billion project encompasses 5.78km of elevated viaducts and trackwork, six above-ground stations, system works and depot maintenance equipment. Separately, the joint venture is obligated to undertake, when instructed, already determined additional works valued at RM10.8 billion, comprising Xizhi Donghu Line maintenance depot and two extension lines' system and track works - the Keelung Line MRT and Minsheng Line MRT. Gamuda holds the majority share in this venture, with joint venture partners MITac (15 percent) and Dong-Pi (10 percent).

This is Gamuda's biggest win since we entered the Taiwanese market two decades ago. The Xizhi-Donghu line is part of the 'three-ring, six-line' rapid transit system, a substantial infrastructure initiative currently underway in New Taipei City, which serves as the centre of regional development.

Reinforcing our reputation for rail excellence, in the last year, we also secured the RM3.45 billion Kaohsiung MRT Metropolitan Yellow Line YC01 Civil Engineering Package. The nine-year project, which officially commenced in February 2024, involves constructing a 4.4 km alignment, including 3.5 km of underground twin bored tunnels and four stations. Project delivery is on schedule, with design works progressing well and construction works starting to ramp up.

These two wins are on the back of the successful delivery of the Guantang Marine Bridge, built by our 70 percent-owned joint venture with Dong-Pi Construction Co. Ltd for CPC Corporation Taiwan, which has now been handed over to adjacent contractors for interfacing works. On this project, we made history as the first Malaysian company to win the prestigious Excellent Honour in Public Construction Quality Award 2024. Awarded by the Taiwan Ministry of Economic Affairs, this reflects our dedication to excellence in construction, quality, safety and timely completion.



⤴ The Guantang Marine Bridge links a Liquefied Natural Gas terminal to a man-made island and road embankment. Recognised by the Taiwan government for its safety measures, the project employed specialised risk management team with maritime meteorology expertise to schedule work based on maritime weather forecasts such as wind, wave, tide, and current, minimising potential hazards.

Adding to our accolades, our 161kV Songshu to Guangfeng Underground Transmission Line project received the Construction Golden Safety Award 2024 for Excellent Occupational Safety and Health in the Public Infrastructure category. We are expectant that Taiwan will continue to deliver a healthy pipeline of wins for us in the coming years.

GROUP MANAGING DIRECTOR'S STATEMENT

In Singapore, the Land Transport Authority (LTA) has entrusted Gamuda with the RM1.77 billion civil contract to design and construct the West Coast station and its associated tunnels for the MRT Cross Island Line (Phase 2). This is our third contract win with the same Client that further strengthens the Group's track record in the city-state and our reputation as a key player in Singapore's infrastructure landscape. Gamuda is also currently delivering the Defu station and tunnels for the MRT Cross Island Line (Phase 1), and the Gali Batu Multi-Storey Bus Depot for LTA.

The domestic market looks set for a strong return in the coming years, noting that domestic revenues only contributed 25 percent of our FY2024 construction top line. We are excited about the pipeline of artificial intelligence (AI) data centre investments in Malaysia, which will keep our Next Generation Digital Industrialised Building System (Next-Gen Digital IBS) facilities busy for the next few years. Our two facilities are already equipped, and ready to produce advanced prefabricated elements specifically for data centres, positioning us to meet the tangible demand in this sector and stay ahead of the curve.



↑ The implementation of advanced digital tools, methodologies, and solutions such as Building Information Modelling Augmented Reality (BIMAR), Next-Gen Digital IBS, and Generative Artificial Intelligence (GenAI) through a unified ecosystem like the Gamuda Digital Operating System (GDOS) has propelled the Group to achieve greater efficiency, precision and accuracy, cost savings, and improved project outcomes.

Following the successful delivery of AIMS Cyberjaya Block 2, we swiftly secured contracts for Block 3 and Block 4, along with the Hyperscale Data Centre at Elmina Business Park 1A for a leading US-based tech multinational. In the ongoing AI arms race, our innovative Next-Gen Digital IBS solution that offers fast-tracked and sustainable delivery has become a very compelling proposition for our data centre clients who prioritise speed-to-market.

The Group celebrated the Ulu Padas Hydroelectric Project groundbreaking in Tenom, Sabah, attended by over 1,300 people, including our Prime Minister and Sabah's Chief Minister. Most recently, in October 2024, we received a letter of award from Upper Padas Power Sdn Bhd to be the total development contractor (TDC) for RM3.05 billion. This 187.5-megawatt hydroelectric dam, a collaboration between the State and the private sector, will contribute 15 percent of Sabah's energy supply upon completion and be a critical impetus for socio-economic growth for the State. Additionally, the project has an integrated water treatment and distribution component that is set to commence by the end of 2024, which will provide much awaited water security for the west coast of Sabah. Combined, the hydroelectric and water supply scheme will deliver the basic pre-requisites for attracting foreign investments to Sabah.

Our 2,300 acres Silicon Island project in Penang has surfaced nearly over 50 acres since September 2023, with completion expected by 2032. This development aims to position Penang as a global hub for E&E manufacturing, international investments, trade, and tourism. It features a renewable energy-powered Green Tech Park and has received the 5 Diamond MGTC Low Carbon Cities 2030 Challenge Accreditation for its commitment to 45 percent carbon emission reduction, aligning with national sustainable urban development goals.



↑ Silicon Island's Green Tech Park: A hub for innovation and sustainability featuring state-of-the-art eco-friendly technology and facilities.

In April 2024, the Government of Malaysia announced that the SRS Consortium would be offered the Civil Works Contract for Segment 1 of the Penang Light Rail Transit (LRT) through a single-source request for proposal mechanism. Construction of Segment 1 is slated to commence in 2024, and we are shovel-ready with an expected project completion in six years.

GROUP MANAGING DIRECTOR'S STATEMENT



The Group's property division continues to deliver strong results with property sales surged to an all-time-high at RM5 billion as we implement our quick-turnaround-projects (QTP) strategy. The property division posted record-breaking revenue and earnings of RM4.2 billion and RM411 million respectively, contributing 28% of the group revenue, and 45% of group earnings.



Ir. Chu Wai Lune,
Chief Executive Officer of Gamuda Land

With 11 quick-turnaround projects (QTPs) and RM7.7 billion in unbilled sales, Gamuda Land is well-positioned to achieve its ambitious revenue target of RM8.5 billion by FY2028. The QTP strategy, which shortens the return-on-investment period, complements the company's long-term township development model, ensuring a balanced approach to growth.

Vietnam, where we have been operating since 2007, will account for 60 percent of our international sales moving forward, driven by its robust economic growth and our deep local expertise. Gamuda Land has been transforming Vietnam's real estate sector with award-winning townships like Celadon City and Gamuda City. Our ongoing and upcoming projects, including Eaton Park, Elysian, Artisan Park, The Meadow, and Springville, capitalise on Vietnam's robust economic growth. As a major player in this thriving market, we remain optimistic about Vietnam's prospects and continue to create long-term value in its booming real estate landscape.

Building on this momentum, Gamuda Land plans to invest RM7.1 billion (USD1.6 billion) over the next five years, aiming to expand its footprint across growth corridors such as Vietnam and the United Kingdom (UK), with a total gross development value of RM19 billion (USD4.4 billion).

In the UK, we will concentrate on opportunistic investments while leveraging our sustainable design principles, which cater to the growing market for sustainable conscious buildings. In a landmark achievement, Gamuda and Castleforge have secured approval for an ambitious 688,000 sq ft transformation of 75 London Wall, formerly Deutsche Bank's headquarters. This visionary project aims to set a new standard in London with sustainable Grade A+ office space, prioritising worker experience and environmental consciousness. The redevelopment is set to redefine the city's skyline and is expected to be completed by Q3 2027.



↑ The granting of full planning consent marks a significant step forward for 75 London Wall. It further solidifies our presence in the UK property market, where we aim to build a portfolio of real estate investments that deliver compelling returns for our shareholders.

GROUP MANAGING DIRECTOR'S STATEMENT

We have recently successfully completed a GBP100 million joint venture with Q Investment Partners (QIP) for our first UK student housing project at Woolwich, London. It's a purpose-built student accommodation comprising 150 studios and 149 cluster rooms. This milestone marks our inaugural collaboration with QIP, demonstrating our commitment to UK market expansion while supporting QIP's Global Residential Living Platform growth strategy.

Gamuda's sustainable strategy for landed link homes, utilising 98 percent pre-cast IBS elements, demonstrated significant environmental benefits through a comprehensive Life Cycle Assessment (LCA) compared to conventional brickwork construction. The study revealed a 44 percent reduction in overall upfront embodied emissions, with 44 percent lower product stage emissions and 42 percent lower construction stage emissions. Gamuda's Next Gen Digital IBS also achieved over 70 percent waste reduction and 35 percent energy savings throughout the building's cradle to practical completion life cycle. These results highlight the environmental advantages and cost-effectiveness of Gamuda's approach, reinforcing our commitment to sustainable development.

Innovation drives our property developments, enhancing quality of life through thoughtful design. Our Park Homes concept and GenAI-powered customisation tools have revolutionised home-buying. We optimised space with up to 25 percent centralised green space and percent individual communal gardens, while enabling digital home personalisation. This minimises post-move-in renovations, maximises satisfaction, and challenges traditional terrace house designs. Our tech-driven approach empowers customers and sets new industry standards.

Our Fareham development in Australia has attained an exceptional 8.0 Star NatHERS rating, positioning it among the top 5 percent of Australian properties according to the NatHERS report. This significant milestone reflects our dedication to creating healthier homes and addressing our carbon footprint as high energy ratings become increasingly crucial for new developments. This accomplishment showcases our entire team's commitment to meeting the growing demand for sustainable housing.

The Group has partnered with Dusit Hotel, Tesla, Samsung, and Taylor's Education Group to enhance property value and resident lifestyle. These collaborations cover leisure, energy solutions, smart home technology, and education. By leveraging our partners' global expertise, we are creating a comprehensive ecosystem that elevates our properties' quality and appeal. This strategy ensures our developments remain cutting-edge while delivering tangible benefits to our residential and commercial stakeholders.



↑ Designed by architects BayleyWard, Fareham will be powered by an embedded network providing 100% renewable energy. This includes rooftop solar photovoltaic panels, electric vehicle charging stations and bike parks to encourage greener travel, as well as extensive landscaping and greenery.

GROUP MANAGING DIRECTOR'S STATEMENT

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The field of construction will be one of the latest to benefit from the enormous potential offered by artificial intelligence (AI). Strong demand for infrastructure, a shortage of skilled labour, and increased stakeholder pressure for data transparency and integration are all accelerating the digitalisation of the construction landscape.”



Ts. John Lim Ji Xiong,
Group Chief Digital Officer

As the Group expands its footprint across the region, we recognise the vital role technology plays in enhancing collaboration, enabling offshoring, embedding best practices and robust governance across our projects. This commitment to digital excellence, fuelled by the strategic use of data, is fundamental to delivering innovative outcomes for our customers and ensuring the Group's continued success.

At the heart of Gamuda's digital transformation lies the Gamuda Innovation Hub, a centre of excellence that fosters dynamic collaborations with global technology giants like Autodesk and Google Cloud. These partnerships are key to pioneering innovative solutions that address the evolving challenges of the construction industry.

To achieve this, our innovation team is developing the Gamuda Digital Operating System (GDOS), a standardised digital ecosystem deployed across all our projects around the world. GDOS incorporates industry-leading tools like the Autodesk Construction Cloud (ACC) platform, empowering our teams with cutting-edge digital capabilities.

Our leadership in this space has culminated in Gamuda being the first ever organisation from the Asia Pacific region to be featured at Autodesk University 2024, the world's premier construction technology conference, held this year in San Diego, USA. Gamuda took centre stage alongside Autodesk's Senior Vice President, Jim Lynch, during the construction keynote. This platform allowed us to share our compelling digital transformation journey with a global audience, with over 30,000 industry professionals in attendance.

Gamuda is also pioneering the use of AI in the Malaysian construction industry. Our in-house developed BotUnify, a secure marketplace of generative AI bots powered by Google's Gemini Pro, has become an indispensable tool for employees. BotUnify is revolutionising how we interact with data, reducing tasks that once took days to a matter of minutes. This groundbreaking innovation was even showcased at Google's "Mantap Malaysia Bersama AI" event, attended by Prime Minister Anwar Ibrahim and Google's Chief Investment Officer, Ruth Porat, further solidifying Gamuda's position in the digital space.

Gamuda's pioneering work in AI has also led to an exciting collaboration with Google Cloud and Yayasan Gamuda to establish the Gamuda AI Academy. This initiative aims to nurture the next generation of AI talent in Malaysia. The comprehensive three-month programme, open to all and taught by our expert in-house faculty, blends Gamuda's proven AI engineering curriculum with Google Cloud's renowned Cloud Skills Boost programme. This unique combination equips graduates with the skills and knowledge to excel in the rapidly evolving field of AI.



↑ YB Tuan Gobind Singh Deo, Digital Minister, Malaysia (second row, centre, in suit), with the first cohort of Gamuda AI Academy students pictured during the academy's official inauguration. This initiative, the first in Malaysia's construction sector, is designed to cultivate the next generation of AI professionals and innovators.