

VALUE CREATION AT GAMUDA

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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



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 relationshipsKey conferences and industry eventsProject progress briefings and newslettersFeedback through customer and business mobile appsLoyalty programmes	Annual feedback <ul style="list-style-type: none">Thought leader interviewsStakeholder panelBenchmarking exercises with industry peersCompliance assessmentsCommunication audits	<ul style="list-style-type: none">Customers/ClientsShareholders, Investors/Financiers, AnalystsMediaGovernment and RegulatorsCommunity
INTERNAL STAKEHOLDERS		
Ongoing engagement <ul style="list-style-type: none">Sharing knowledge via collaborative platformsDevelopment discussionsEmployees' activities, newsletters and surveysProject site visitsFeedback through townhalls and dialogues	Annual feedback <ul style="list-style-type: none">Performance appraisalsAudits	<ul style="list-style-type: none">EmployeesBusiness PartnersSuppliers/Contractors

Engagement Effectiveness		
	Effective	Sufficient Improvement Needed
CUSTOMERS/CLIENTS		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>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.</p>	ISSUES RAISED <ul style="list-style-type: none">Quick customer service responseDelivery of sustainable homesOn-time, on-budget infrastructure completion	STRATEGIC RESPONSES <ul style="list-style-type: none">Adherence to global quality standards complianceImplementation of Next-Gen Digital IBS for cost and safetyHave strict budget and progress oversight
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
SHAREHOLDERS, INVESTORS/FINANCIERS, ANALYSTS		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>Shareholders and financiers contribute vital financial capital, while analysts evaluate and communicate information about the Group's performance and future outlook.</p>	ISSUES RAISED <ul style="list-style-type: none">Company's performance (financial and non-financial)Business strategies implementation and progressEnsuring 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 resolutionHave robust governance framework
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
GOVERNMENT AND REGULATORS		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>Regulatory bodies within governments to oversee and assess industry standards, influencing businesses accordingly.</p>	ISSUES RAISED <ul style="list-style-type: none">Ensuring company adherence to applicable regulationsUpholding corporate governance and best business practices	STRATEGIC RESPONSES <ul style="list-style-type: none">Dedicated Integrity and Governance Unit ensures Group-wide governance standardsBusiness Units manage risk for complianceActively engage in industry committees for policy advocacy
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		

MEDIA		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>The media serves as a crucial platform for impartial and trustworthy dissemination of information about Gamuda to the public.</p>	ISSUES RAISED <ul style="list-style-type: none">Ensuring transparency and promptness in sharing information and progress updates with stakeholdersDemonstrating Gamuda's integrity and dedication to delivering value to stakeholders	STRATEGIC RESPONSES <ul style="list-style-type: none">Proactively engage with diverse media outletsMaintain open-door communication with the mediaSwiftly respond to all media inquiries
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
COMMUNITY		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>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.</p>	ISSUES RAISED <ul style="list-style-type: none">Meeting manpower and upskilling requirements in the construction sector for infrastructure projectsPromoting 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 educationImplementing strong procurement contracts to facilitate significant local engagement in employment and businesses, with a focus on small and medium enterprises
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
EMPLOYEES		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>Engaged employees cultivate stronger connections, enhance motivation, and contribute to improved retention, productivity, and quality. This also ensures alignment with our corporate values.</p>	ISSUES RAISED <ul style="list-style-type: none">Competitive compensationOpportunities for career growth and trainingEmphasis on safety and well-beingPromotion of work-life balance	STRATEGIC RESPONSES <ul style="list-style-type: none">Competitive and equitable compensation and benefits in line with industry standardsOngoing on-the-job training and professional development opportunitiesFlexible work optionsOperational sites hold ISO 45001 certificationIn-house COVID-19 testing laboratory, Centralised Labour and Quarantine Quarters and clinics
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
BUSINESS PARTNERS		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>Collaboration with our partners is essential to jointly set and attain our mutual business goals.</p>	ISSUES RAISED <ul style="list-style-type: none">Proficiency in efficient and timely deliveriesBuilding trustworthy and integral relationships	STRATEGIC RESPONSES <ul style="list-style-type: none">Consistent transparent communication on policies, structures and operationsRegular updates on company strategy and performance through monthly reports, and regular meetingsEngaging in collaboration through business chambers and associations
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		
SUPPLIERS/CONTRACTORS		
WHO THEY ARE AND HOW THEY CONTRIBUTE VALUE <p>We count on suppliers/contractors for quality, timely delivery, emphasising ethics and integrity.</p>	ISSUES RAISED <ul style="list-style-type: none">Transparency and objectivity in procurement processesKnowledge sharing and capacity-buildingTimeliness in payment transaction	STRATEGIC RESPONSES <ul style="list-style-type: none">Advancing digital procurement processesEmpowering suppliers/contractors through trainingEasy access to policies and valuesMandatory Declaration of Compliance/AB&C Clause
ENGAGEMENT EFFECTIVENESS IN UNCOVERING STAKEHOLDER CONCERNS		