

ESG IMPACT REPORT 2025

Cascading
Value Regionally





Scan or click here to read Gamuda Integrated Report 2025

Super-T girders successfully installed over Mackays Road just before Cyclone Alfred in Coffs Harbour, New South Wales, Australia — thanks to precise planning, teamwork and a strong focus on safety.

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GAMUDA'S ALIGNMENT TO GLOBAL ASPIRATIONS:

Net-zero targets validated by:



Our programmes support:



Official TNFD adopter:



Member of:



Official member of:



Early adopter of:



ESG LEADERSHIP INSIGHT

As we reflect on Gamuda's 50-year journey, our commitment to sustainability stands out as one of the most defining elements of our transformation. We are humbled as we reflect on how far we have come and how we have embedded sustainability into the fabric of our business. Long before environmental, social, and governance (ESG) principles became a global imperative, sustainability was already central to our values. Today, it remains as a core pillar of our strategy, guiding how we build, and create lasting value for the environment and communities.

First engineering and construction company in Malaysia to:



have net-zero targets validated by the SBTi



be a TNFD adopter



receive Prime Status for our ESG performance

Over the past five years, we have intensified our sustainability agenda with clear purpose. This year, our progress was reflected in stronger ESG ratings, an AA rating from MSCI, and wider recognition across global benchmarks including the S&P Global Ratings, FTSE4Good and Sustainalytics. We became the first engineering and construction company in Malaysia to have our net-zero targets validated by the Science Based Targets initiative (SBTi) — and similarly, the first in our sector to become a Taskforce on Nature-related Financial Disclosures (TNFD) adopter and receive Prime Status for our ESG performance. These milestones reinforce the credibility of our sustainability efforts and our commitment to transparent, science-based action.

Looking ahead, we are deepening our focus on climate action, harnessing digitalisation to enhance ESG delivery and strengthening global partnerships.



Nature-informed, science-led

We are integrating digital solutions across our ESG initiatives to enhance data-driven insights. This includes the deployment of advanced modelling tools to support climate resilience studies, helping us better understand and mitigate environmental risks in infrastructure planning and development.

Besides habitat mapping and International Union for Conservation of Nature (IUCN) Red List evaluations to guide our conservation strategies, we also leverages remote sensing technologies to monitor canopy health, habitat fragmentation, and ecological change. In selected projects, we are applying environmental DNA (eDNA) techniques to establish biological baselines, enabling us to monitor species more accurately, even in sensitive or inaccessible ecosystems. These science-based tools are enhancing our understanding of local biodiversity and informing more targeted, effective interventions as we work toward nature-positive outcomes.

Scaling renewable solutions for regional growth

Our approach to climate action is grounded in decarbonisation and climate resilience. Our efforts go beyond reducing our own emissions; we are also enabling broader access to clean, reliable, and affordable energy across the region. With a renewable energy pipeline exceeding 3 gigawatt (GW), Gamuda is emerging as a regional developer, builder, and long-term owner of clean energy assets that contribute to net-zero ambitions across industries and borders.

Building better with global standards

We hold ourselves to the highest ESG and quality expectations, guided by leading standards and certifications such as the ISC, BREEAM, NABERS, and INFRASTAR. These frameworks serve as benchmarks, ensuring that across our projects, we embed sustainable practices from design through delivery — integrating energy and water efficiency, responsible material use, and advanced technologies to reduce environmental impact.

Driving change across sectors and borders

We are strengthening our role as a collaborator and changemaker across sectors and borders. We actively shape responsible developments by working alongside regulators, policymakers, and industry peers to turn ESG principles into scalable solutions.

We serve on the Advisory Committee on Sustainability Reporting Implementation Working Group, established under the Securities Commission Malaysia and endorsed by the Ministry of Finance. We are also the only engineering and construction company in Malaysia

ESG LEADERSHIP INSIGHT

participating in a pilot study on applying TNFD the approach for a comprehensive industrial representation. This initiative is conducted in collaboration with Bank Negara Malaysia (BNM), the United Nations Development Programme's Biodiversity Finance Initiative (UNDP-BIOFIN) Malaysia, and World Bank.

Over the past year, our input has supported key national and regional frameworks, including Malaysia's alignment with the Kunming-Montreal Global Biodiversity Framework (GBF), the development of the ASEAN Taxonomy for Sustainable Finance, and early adoption discussions by regulators on the International Sustainability Standards Board (ISSB) Standards. Together, these partnerships and initiatives underscore our commitment to advancing practical, science-based ESG solutions that benefit both business and society.

Putting people at the heart of progress

Our undertaking to human rights spans our operations and supply chain — from safeguarding worker welfare to ensuring respect for all. We go beyond compliance to uphold ethical practices, promote fair treatment, and create safe workplaces.

Beyond our workforce, we actively engage with local communities through multiple channels — incorporating their feedback, local insights, and lived experiences into our project planning and delivery. We are especially mindful of ensuring our efforts are inclusive and impactful for vulnerable groups, with a particular focus on the B40 and M40 segments. We also work closely with local governments and industries to promote inclusive economic participation and uplift livelihoods.

Our communal collective efforts have translated into meaningful outcomes. In our latest assessment, our Social Return on Investment (SROI) stood at 3.3* — a reflection of the tangible value generated through our human rights, community engagement, and social well-being initiatives.

Continuing the journey

The challenges ahead are complex, but with purpose, discipline, and collaboration, we remain confident in our ability to lead the industry toward a low-carbon, inclusive, and nature-positive future.

Ms. ONG JEE LIAN
GROUP CHIEF ESG OFFICER

* For every RM1 invested by Gamuda, we see RM3.30 return of investment benefiting the greater community.

ABOUT THIS REPORT

Welcome to Gamuda Berhad's ('Gamuda' or the 'Group') 2025 ESG Impact Report, providing a comprehensive overview of the Group's sustainability performance for the financial year 2025. It highlights our contributions to the global sustainability agenda and outlines our approach to managing our environmental, social, and governance (ESG) risks. This ESG Impact Report is Gamuda's first standalone report, enabling interested stakeholders to zoom into our concerted sustainability efforts. This document is intended to be read alongside the following sustainability-related disclosures on/in:



<http://www.gamuda.com>



Integrated Report 2025



Goulburn River Solar Farm construction site, New South Wales, Australia.

Theme rationale

Gamuda has a long-standing history of championing the communities where we operate, going beyond regulatory compliance and stakeholder expectations to deliver meaningful, lasting value. 'Cascading Value Regionally' reflects our commitment not only to extending our project presence but also to amplifying our impact across the region. We do this by establishing training centres to nurture local talent, transferring knowledge in digital construction, supporting the transition to a greener grid, creating opportunities for local employment, and driving economic growth through local procurement and other initiatives. This mindset is deeply embedded in every project and programme we undertake, driving us to create genuine, enduring benefits that extend well beyond our operational boundaries.

Report scope and boundaries

This report encompasses all our business operations and Group activities under direct management control, unless otherwise stated. Specifically, it covers all our subsidiaries in Malaysia, Australia, Vietnam, Singapore, and Taiwan. This includes all entities listed in our Integrated Report 2025, except for our water concessions, joint ventures, and associate companies. While this report does not cover our projects

in the United Kingdom, we have included some qualitative highlights on sustainability-related initiatives undertaken. Additionally, this report contains some developments in other countries where we operate.

This year's report includes sustainability performance data for the period from 1 August 2024 to 31 July 2025 (FY2025). Given the timing of its publication, this report also includes significant developments after July 2025.

While standalone, this report has been submitted alongside our Integrated Report 2025 to Bursa Malaysia. Our previous sustainability report was released on 7 November 2024, as part of our Integrated Report 2024.

Report alignment and quality

Our reporting follows established regulatory frameworks and international standards, ensuring transparent and accountable reporting of our sustainability efforts. Alignment with recognised frameworks helps us to ensure that our disclosures are transparent, comparable, and credible. This not only meets international regulatory expectations but also enhances stakeholder understanding of our responsible practices and sustainable development.

ABOUT THIS REPORT

This report has been prepared in accordance with the following:

- ▶ Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition) and Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9)
- ▶ Global Reporting Initiative (GRI) Standards 2021, including GRI 101: Biodiversity 2024

This report is aligned with the following reporting standards and frameworks:

- ▶ ASEAN Exchange Common ESG Metrics
- ▶ National Sustainability Reporting Framework (NSRF)
- ▶ International Sustainability Standards Board (ISSB) - International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and S2 Climate-related Disclosures
- ▶ Taskforce on Nature-related Financial Disclosures (TNFD) recommendations
- ▶ Sustainability Accounting Standards Board (SASB) disclosure recommendations for applicable sectors (Engineering and Construction; Real Estate)
- ▶ Greenhouse Gas Protocol (GHG Protocol)
- ▶ International Integrated Reporting Framework (IIRF) principles

This report was prepared in reference to the following:

- ▶ United Nations Sustainable Development Goals (UN SDGs)
- ▶ Requirements of the CDP Climate Change assessment
- ▶ Social Value UK

In addition, Gamuda adheres to the following principles when developing our reports:

<p>Stakeholder inclusivity reflecting stakeholder expectations and concerns</p>	<p>Sustainability context evaluating our performance in the broader sustainability sphere</p>	<p>Materiality ensuring our report is responsive to identified and prioritised material topics</p>	<p>Totality covering all topics relevant to the Group and our stakeholders</p>
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All the data in this report has been gathered, verified, and validated by our respective business units. We remain committed to continually improving our data collection and analysis.

Forward-looking statements

This report uses forward-looking statements, which include targets, prospects, plans, and reasonable performance expectations. These assertions are based on current data, information, and operating environment conditions and may be subject to risks and uncertainties beyond our control. However, while actual outcomes may differ from published targets we stay committed to our action plans and roadmaps to the best of our ability.

Assurance

We recognise the importance of independent verification to ensure the accuracy and integrity of our reporting. To this end, we have engaged PricewaterhouseCoopers PLT, Malaysia (PwC) to conduct an independent limited assurance on selected disclosures in FY2025. 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, covering selected key performance indicators (KPIs). The Limited Assurance Statement is included within this report on page 164 to 167.

Report availability and feedback

This report is available on the Gamuda website. As part of our commitment to continuous improvement, we welcome any comments, questions, or suggestions related to this report.



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Board's responsibility statement

The Board of Directors and the groups representing Group Sustainability Governance have reviewed the contents of this report and ensured that the information is relevant to our business and material issues.

ABOUT GAMUDA

Headquartered in Malaysia, Gamuda is a globally recognised engineering, property, and infrastructure conglomerate known for innovative solutions and a strong commitment to sustainable development. Backed by a proven track record in complex infrastructure and urban development, we continue to drive long-term value by embedding technology, environmental responsibility, and inclusive growth into everything we do.

Today, we operate across nine key countries — Malaysia, Australia, Taiwan, Vietnam, Singapore, United Kingdom, India, Bahrain, and Qatar — providing extensive capabilities across the entire infrastructure value chain.



WHAT WE DO

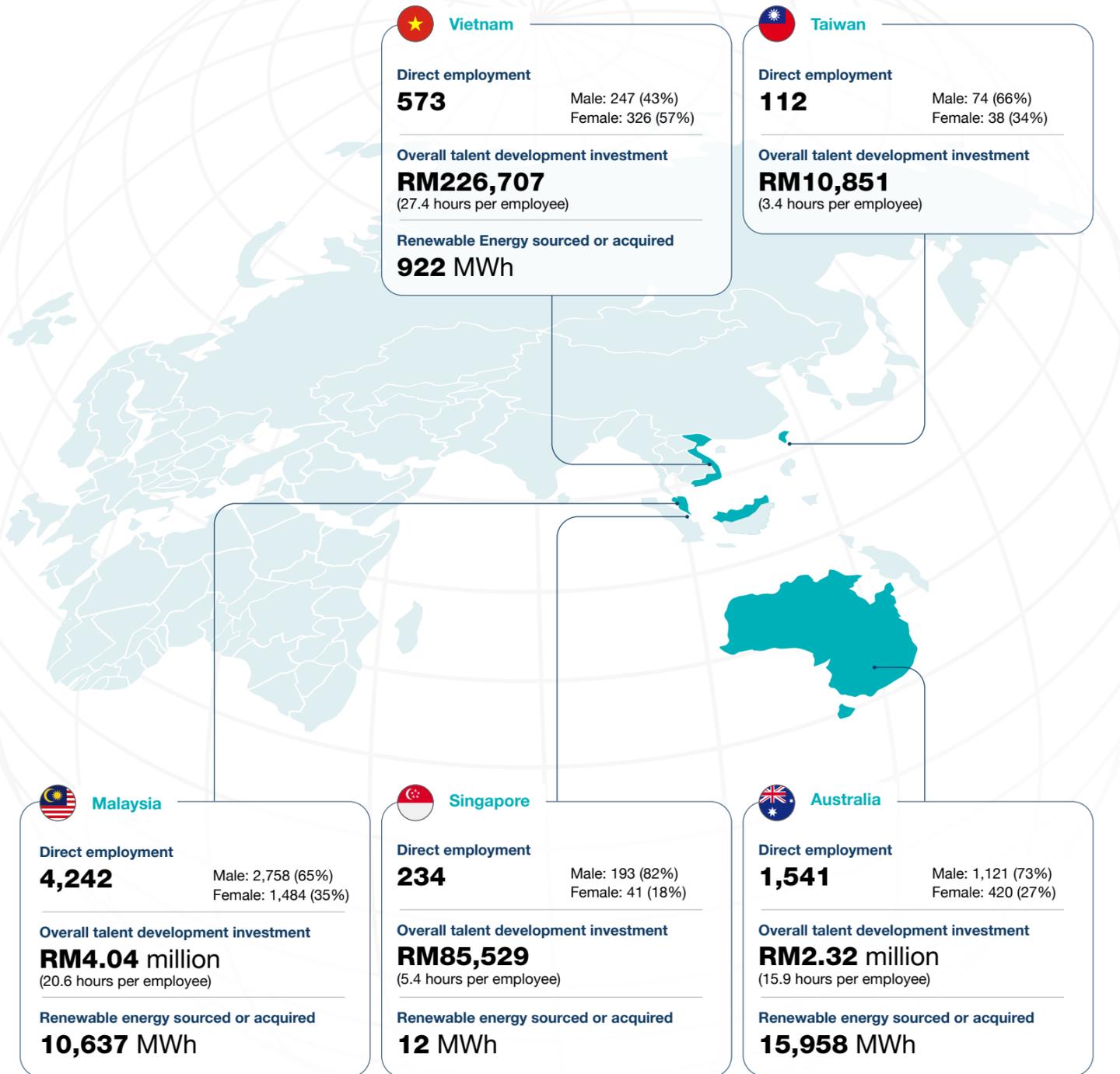
- Infrastructure and engineering**
 - Rail and metro systems
 - Tunnelling
 - Island reclamation
 - Water dams and water treatment plants
 - Roads and expressways
 - Marine structures
 - Airports
 - Ports
 - Power plant
- Renewable energy**
 - Solar farms
 - Wind turbines
 - Hydroelectric dam
 - Pumped storage hydropower
 - Transmission networks
 - Battery Energy Storage System (BESS)
- Property development and communities**
 - Townships
 - Buildings
 - Urban regeneration
 - Urban transformation
- Digital infrastructure and technology**
 - Next-Generation Digital Industrialised Building Systems (IBS)
 - Sovereignty solutions
 - Hyperscale data centres
 - Systems and trains

Xizhi Donghu Mass Rapid Transit (MRT), Taiwan.

ABOUT GAMUDA

Advancing ESG impact beyond borders

As Gamuda grows and reaches new markets, we recognise the importance of contributing meaningfully to sustainable development and supporting local communities in every region where we operate. We leverage our 50 years of infrastructure experience and over 30 years of township development expertise to align with national sustainability goals and adhere to international standards, while delivering long-term projects that meet local needs.



FY2025 HIGHLIGHTS

Rated AA
by MSCI in 2025
(Rated A in 2024, BBB in 2023)



1ST
engineering and construction company in Malaysia to receive SBTi-validated targets



Prime Status
by ISS ESG
The only construction and engineering company in Malaysia to receive 'Prime Status' ESG recognition



36%
reduction in GHG emission intensity from FY2022 baseline (short-term target: 30% reduction by 2025 - achieved)

15-year
streak of zero non-compliance reports maintained for SIRIM Recertification Audit

- Prioritising local suppliers** (spending):
- 100%[®] in Singapore
 - 100%^{*} in Australia
 - 99%[®] in Malaysia
 - 97%[®] in Vietnam
 - 87%[®] in Taiwan

Social Return On Investment (SROI) valued 3.3
For every RM1 invested, RM3.30 social value created. RM763.4 million value generated since 2015

35%
of the Group's total energy comes from renewable sources

Rated as Leading
Infrastructure Sustainability (IS) Rating

- Sydney Metro West - Western Tunnelling Package
- Coffs Harbour bypass
- Warringah Freeway Upgrade
- Transport Access Programme Killara and Turrella Station Upgrade
- Warrnambool Line Upgrade Stage 1

Note: MSCI rating scores range from CCC (the lowest) to AAA (the highest). The criteria are CCC, B, BB, BBB, A, AA, and AAA

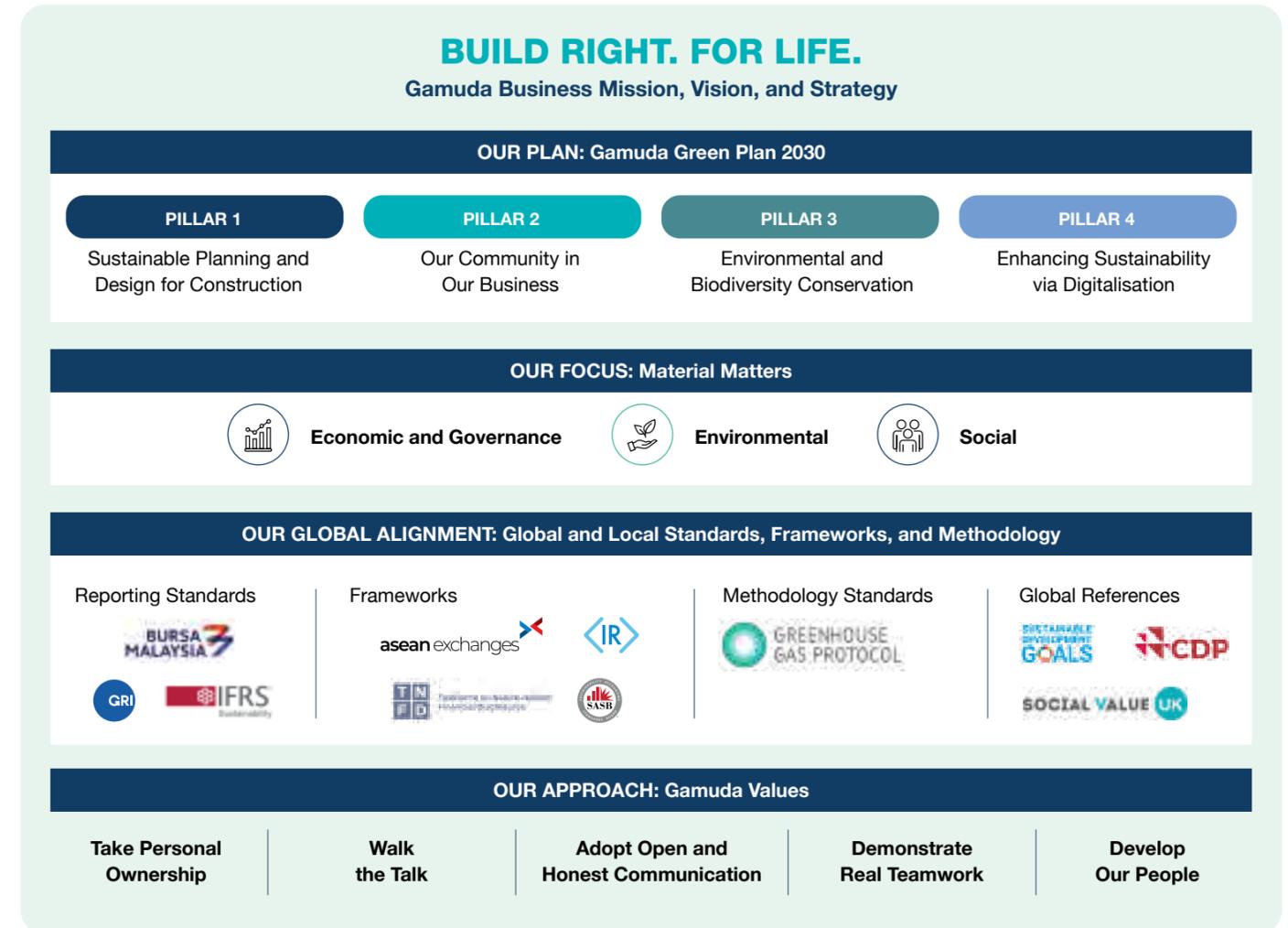
[®] Total proportion of spending on local suppliers were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.

^{*} For Australia, the external limited assurance of the proportion of spending on local suppliers covered GEA (99%) and DTI (100%) operating units.

APPROACH TO SUSTAINABILITY

Gamuda ESG framework

As we advance our developmental goals, we aim to strike a balance between economic progress and social and environmental responsibilities. We are guided by a robust ESG framework, which encourages us to consistently Build Right. For Life. This blueprint helps us stay on track to deliver an impactful sustainability plan, while ensuring that all our efforts consistently prioritise materiality, align with global and local standards, and embody Gamuda's core values.



Scan or click here for information on Gamuda's ESG Policy Statement

MATERIALITY

This report covers the material ESG-related topics most relevant to our business and stakeholders. Determining and addressing these material matters helps us to identify risks and opportunities while minimising any adverse impacts of our decisions and activities.

In 2024, following a process of re-evaluation, consolidation, and regrouping, we streamlined our material matters from 17 to 13 key issues, aligning them more closely with the industry and global sustainability reporting frameworks. As part of our 2025 review, we benchmarked against industry peers and assessed alignment with evolving sustainability standards. There was no change in the material matters. This annual exercise reflects our ongoing commitment to ensure continued relevance and responsiveness to stakeholder expectations. Each revision is formally approved by the Gamuda Board of Directors, reaffirming our dedication to informed, forward-thinking governance.



- ### 1 Analysing the current state

The process begins by assessing Gamuda's current material matters. This involves internal brainstorming, industry benchmarking, and reviewing sustainability standards. External factors, such as regulations, trends, and stakeholder expectations are also considered.
- ### 2 Consulting with stakeholders

Surveys, interviews, focus groups, and other engagement methods are used to gather data regarding stakeholders' concerns and expectations.
- ### 3 Assessing impact and significance

Issues are assessed based on the Group's financial, operational, reputational, and regulatory implications, along with their importance to stakeholders.
- ### 4 Prioritising material topics

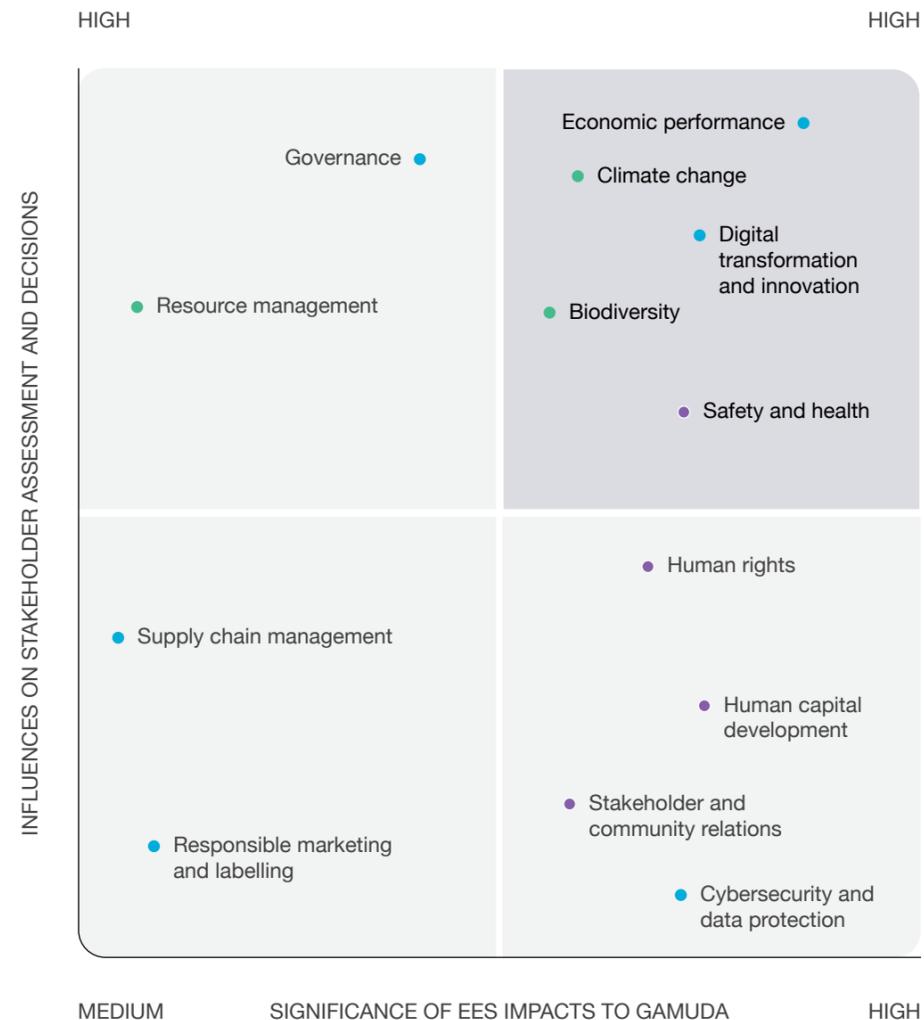
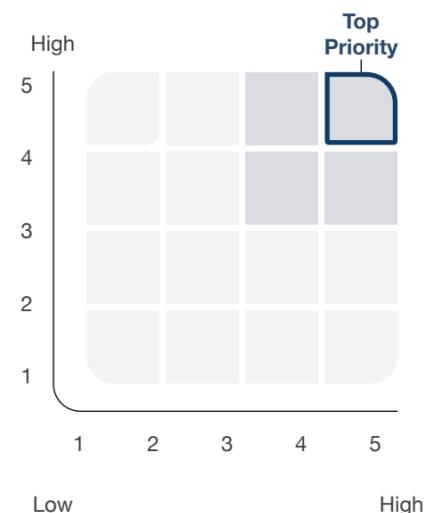
We rank the identified issues based on their significance to Gamuda's business and our stakeholders. This is shown in a materiality matrix.
- ### 5 Validating and reviewing

Senior leadership, including our Board of Directors, reviews and validates the assessment results to ensure they stay aligned with our strategic priorities. The process is regularly reviewed to remain current with emerging issues.

MATERIALITY

Materiality matrix

- Economic and Governance
- Environmental
- Social



Economic and Governance

- Economic performance
- Digital transformation and innovation
- Governance
- Supply chain management
- Cybersecurity and data protection
- Responsible marketing and labelling

Environmental

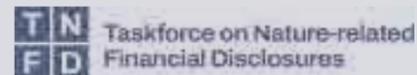
- Climate change
- Biodiversity
- Resource management

Social

- Safety and health
- Human rights
- Human capital development
- Stakeholder and community relations

STRATEGIC PARTNERSHIP

Our comprehensive Public Relations and Stakeholder Management Policy guides our approach to maintaining a continuous dialogue and strong stakeholder relationships through engagement methods such as focus groups, in-person meetings, and virtual discussions. We adopt a set of effective stakeholder management principles, which are listed below:



Participation in pilot study

Setting industry-based responses
Gamuda leverages the Climate Change and Principle-based Taxonomy (CCPT) framework to communicate its climate-related commitments and transition efforts to financial service institutions and relevant regulators.

Additionally, Gamuda as the sole Malaysian construction company in a pilot study with Bank Negara Malaysia (BNM), United Nations Development Programme – Biodiversity Finance Initiative (UNDP-BIOFIN), and the World Bank, uses the TNFD LEAP approach to assess nature-related financial impacts, dependencies, risks and opportunities.



Knowledge partner

Setting national GBF framework
The 'Blueprint for Accelerating Biodiversity Action: A Strategic Roadmap and Action Plan for the Business and Private Sector in Malaysia (2025)', by the Malaysia Platform for Business and Biodiversity (MPBB) helps companies integrate biodiversity conservation to reverse loss by 2030. As part of Action 2.3(d) of the Malaysia's National Policy on Biological Diversity (NPBD), it aligns with the Kunming-Montreal Global Biodiversity Framework (KMGBF). Guided by the National Business Advisory Group (BAG), which includes Gamuda as a voluntary member, the initiative is supported by the Ministry of Natural Resources and Environmental Sustainability (NRES), Business for Nature, the Global Environment Facility, and Conservation International.



Representing industry

Climate and environmental networks
Gamuda is a member and committee representative of the Malaysia Green Building Council (MGBC), as well as an active participant in the CEO Action Network, particularly through speaking engagements and contributions to the collective commitment report.



Working committee

Setting national ESG frameworks
Gamuda is a member of the Advisory Committee on Sustainability Reporting (ACSR) Implementation Working Group, under the Securities Commission Malaysia and endorsed by the Ministry of Finance, Malaysia.



At the ASEAN Energy Business Forum (AEBF) 2025, the Prime Minister of Malaysia, Datuk Seri Anwar Ibrahim, together with Datuk Amar Haji Fadillah bin Haji Yusof, Deputy Prime Minister II and Minister of Energy Transition and Water Transformation, visited Gamuda's booth, where they were briefed on Gamuda's 3 GW renewable energy pipeline and projects such as the Ulu Padas Hydroelectric Dam.

STRATEGIC PARTNERSHIP



Group Chief ESG Officer as a panelist during the ASEAN Auditor Conference 2025 - the conference focuses on Money Laundering Prevention Act 2012 and the Anti-Terrorism Act 2009.



Gamuda ESG representatives joined discussions on a TNFD LEAP pilot study with BNM, UNDP-BIOFIN and the World Bank.

Project advocacy and community engagement

Recognising that large-scale urban development can sometimes disrupt nearby infrastructure and community life, Gamuda harnesses our project advocacy and extensive experience in large-scale urban construction to minimise negative impacts and promote positive outcomes. In particular, this approach centres on proactive stakeholder engagement and consultations conducted at early stages of our projects where we work closely with local businesses, authorities, NGOs, and the public to co-create value beyond the physical scope of construction.

Dedicated economic enhancement programmes empower us to support local entrepreneurship and generate jobs, thereby strengthening the financial stability of nearby communities. Equally important, we have also established structured grievance mechanisms at every project site, enabling community members to report concerns about noise, dust, and pollution, which are then addressed promptly and transparently.

Following the Ministry of Finance's directive (Malaysia), we have implemented the Industrial Collaboration Programme (ICP), which ensures our projects deliver broader national benefits. By partnering with project owners at both the state and federal levels, we elevate our projects to include capacity building, knowledge transfer, skills development, and socio-economic growth. This approach helps us embed sustainability and shared value creation into the core of our infrastructure initiatives.

Project advocacy promotes transparent dialogue, early stakeholder engagement, and continuous involvement throughout the project's lifecycle and beyond. Engaging with communities helps foster mutual trust and long-term relationships, which are essential for securing support and ensuring our projects are completed successfully and on schedule.



STRATEGIC PARTNERSHIP

Stakeholder engagement overview

Stakeholder group	How they add value	Issue raised	Strategic response	Engagement method
Customers/clients	Our customers drive our success, and their insights shape what we deliver. By consistently exceeding expectations, we build strong relationships and long-term value	<ul style="list-style-type: none"> Service response time Provision of housing Completion of infrastructure projects on schedule and within budget 	<ul style="list-style-type: none"> Project and programme reviews Industry events and conferences Progress briefings and newsletters App-based feedback Loyalty programmes 	<ul style="list-style-type: none"> Reviewing projects, programmes, and relationships Key conferences and industry events Project progress briefings and newsletters Feedback through customer and business mobile apps Loyalty schemes Industry expert interviews Stakeholder panels Benchmarking exercises with industry peers Compliance assessments Communication audits
Shareholders, investors/financiers, analysts	Our shareholders and financiers provide crucial financial backing, enabling us to invest in our growth and development. Analysts play a key role in evaluating our performance and communicating our financial results to the broader market	<ul style="list-style-type: none"> Company performance (financial and non-financial) Business strategies, implementation, and progress Ensuring corporate governance and internal controls 	<ul style="list-style-type: none"> Strategy development (business and sustainability) Timely reporting (quarterly and annually) Prompt query resolution Robust governance framework 	<ul style="list-style-type: none"> Reviewing projects, programmes, and relationships Key conferences and industry events Project progress briefings and newsletters Feedback through customer and business mobile apps Loyalty schemes Industry expert interviews Stakeholder panels Benchmarking exercises with industry peers Compliance assessments Communication audits
Government and regulators	Governmental regulatory agencies monitor and assess industry standards, helping shape business practices	<ul style="list-style-type: none"> Ensuring company adherence to applicable regulations Upholding corporate governance and best practices 	<ul style="list-style-type: none"> IGU upholds group-wide governance Business units manage compliance risks Active policy advocacy through industry committees 	<ul style="list-style-type: none"> Reviewing projects, programmes, and relationships Key conferences and industry events Project progress briefings and newsletters Feedback through customer and business mobile apps Loyalty schemes Industry expert interviews Stakeholder panels Benchmarking exercises with industry peers Compliance assessments Communication audits
Media	The media is a key channel for sharing impartial and accurate information about Gamuda with the public	<ul style="list-style-type: none"> Providing clear and timely information and progress updates to stakeholders Committing to ethical conduct 	<ul style="list-style-type: none"> Proactively engaging with diverse media outlets Maintaining free access for communicating with the media Swiftly responding to media inquiries 	<ul style="list-style-type: none"> Reviewing projects, programmes, and relationships Key conferences and industry events Project progress briefings and newsletters Feedback through customer and business mobile apps Loyalty schemes Industry expert interviews Stakeholder panels Benchmarking exercises with industry peers Compliance assessments Communication audits
Community	We are committed to positively impacting the communities (including our tenants) where we operate. By understanding their needs and making meaningful contributions, we aim to create a lasting and positive legacy	<ul style="list-style-type: none"> Meeting infrastructure project staffing and upskilling requirements in the construction industry Promoting equal participation in local employment and businesses 	<ul style="list-style-type: none"> Training centres for construction skills SME-focused procurement to boost jobs Collect and action feedback to continuously improve tenant satisfaction and experience 	
Employees	Engaging employees to enhance their motivation, productivity, and dedication aligns with our core values and leads to higher-quality work	<ul style="list-style-type: none"> Competitive compensation Creating opportunities for career growth and training Emphasising safety and well-being Promoting a work-life balance 	<ul style="list-style-type: none"> Competitive pay, benefits and development ISO 45001:2018 certified sites In-house healthcare and labour facilities 	<ul style="list-style-type: none"> Sharing knowledge through collaborative platforms Development discussions Employee activities, newsletters, and surveys Project site visits Feedback through public forums and dialogues Performance appraisals Audits
Business partners	Depending on our suppliers and contractors to promptly deliver high-quality products and services while adhering to our strict ethical standards	<ul style="list-style-type: none"> Efficient and reliable deliveries Building trustworthy and integral relationships 	<ul style="list-style-type: none"> Transparent communication and updates Regular reporting and meetings Collaboration via business chambers and associations 	
Suppliers/contractors	Relying on suppliers and contractors to provide quality work and meet deadlines while upholding ethics and integrity	<ul style="list-style-type: none"> Ensuring procurement transparency and objectivity Knowledge sharing and capacity building Prompt payments 	<ul style="list-style-type: none"> Digital procurement Supplier and contractor training Integrated policies and values Mandatory compliance clauses 	

OUR GAMUDA GREEN PLAN PROGRESS



To fulfil our sustainability commitments, we established the Gamuda Green Plan in 2021 — a strategic ESG blueprint that drives the Group’s initiatives through specific objectives. The plan centres around four core pillars and is applied across all our business entities under a unified Group-level vision. Several of these entities have adapted our Gamuda Green Plan to suit local contexts, such as Gamuda Australia’s Seeds for Growth framework.

Pillar 1

Sustainable Planning and Design for Construction

Addressing ESG risks and opportunities while delivering positive benefits and value to the economy, environment, and communities



Pillar 2

Our Community in Our Business

Enhancing our ESG knowledge, developing expertise in our respective domains, and cultivating good governance



Pillar 3

Environmental and Biodiversity Conservation

Driving impactful nature conservation initiatives and promoting biodiversity stewardship within our developments



Pillar 4

Enhancing Sustainability via Digitalisation

Leveraging advanced technology and data management systems to support and advance Group-wide sustainable development efforts



Targets and progress

The Gamuda Green Plan was developed as an ambitious roadmap towards 2025, targeting circular construction and GHG emissions intensity reductions of 30 percent by 2025 and 45 percent by 2030. As the year-end approaches, we are pleased to report solid progress in areas such as nature-based solutions and integrating sustainability into risk management. Some targets, however, have been challenging due to our expansion into new regions and the need to refine strategies based on new studies, including our climate risk assessment. We are therefore extending certain timelines to 2030 or later, ensuring we can fully achieve our long-term aspirations.

Building on this momentum, we are expanding the Gamuda Green Plan’s impact regionally, cascading its principles beyond our current business presence. We now view decarbonisation not only as a responsibility but also as an opportunity — reflected in our renewable energy pipeline of about 3 GW across the region and our drive to decarbonise power grids.

This year, we will also disclose our GHG emissions reduction targets, which were validated by the SBTi in December 2024. We will report progress on both our Gamuda Green Plan and SBTi targets as we work towards achieving net-zero by 2050.

OUR GAMUDA GREEN PLAN PROGRESS

The following table outlines our Gamuda Green Plan performance as of 31 July 2025.

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION

Target	Performance		
	FY2023	FY2024	FY2025
Our landmark Penang Silicon Island			
50% reduction in CO₂e emissions compared to business as usual (BAU) by 2030	<ul style="list-style-type: none"> 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 2030 Challenge (LCC2030C) 	<ul style="list-style-type: none"> Ongoing carbon accounting for reclamation works Ongoing improvements to the masterplanning 	<ul style="list-style-type: none"> With 250 acres reclaimed to date, key emissions have been identified to set a baseline, supported by a scorecard and LCA to track progress
Developments and townships: 40% reduction in CO₂e emissions compared to BAU by 2030			
Urban planning emissions reduction targets	Low Carbon Cities Framework (LCCF) Rating: <ul style="list-style-type: none"> Gamuda Cove - 45% Gamuda Gardens - 24% twentyfive7 - 10% 	<ul style="list-style-type: none"> Ongoing assessment to include the expansion of Gamuda Gardens 	LCC2030C Gardens Park achieved a 3-Diamond rating
35% reduction in urban planning emissions with sustainable masterplanning, shared facilities, and green features	<ul style="list-style-type: none"> Installed 24 EV chargers 	<ul style="list-style-type: none"> 62 EV chargers installed across our townships, projects, and assets 	<ul style="list-style-type: none"> Two new EV chargers installed in FY2025, totaling 64 across sites. All new houses are EV- and solar-ready
10% reduction in transport emissions through green mobility plans	<ul style="list-style-type: none"> Installed 97 km out of 250 km planned cycling pathways 	<ul style="list-style-type: none"> Installed 97 km out of 250 km planned cycling pathways 	<ul style="list-style-type: none"> Installed 115 km out of 250 km planned cycling pathways Piloting eMooVit's autonomous electric bus in Gamuda Gardens township Free township shuttles connect residents to key locations and public transport
Reduction of construction waste to landfill of 20%	<ul style="list-style-type: none"> 8% waste reduction to the landfill from our developments, construction sites, and assets 	<ul style="list-style-type: none"> 25% waste reduction to the landfill from our developments, construction sites, and assets 	<ul style="list-style-type: none"> 16% waste reduction to the landfill from our developments, construction sites, and assets
Recycle 50% of water at our construction sites	<ul style="list-style-type: none"> Recycled 26% and 17% of surface water within our construction sites and developments respectively 	<ul style="list-style-type: none"> Recycled 19% of surface water within our operations 	<ul style="list-style-type: none"> Recycled 19% of surface water within our operations

OUR GAMUDA GREEN PLAN PROGRESS

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION

Target	Performance		
	FY2023	FY2024	FY2025
Circular construction – reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by 30% by 2025 and 45% by 2030			
Scope 1 and Scope 2 emissions intensity reduction	23%	32%	36%
Total energy sourced from renewables	22%	43%	35%
Enabling supply of renewable energy for our offices, project sites, and assets	<ul style="list-style-type: none"> Solar panels installed is 6,478 (10 sites) Generating 3,143 kWp renewable energy 5,981,355 kWh of renewable energy subscription in Malaysia (GET) and Australia (GreenPower) 	<ul style="list-style-type: none"> Solar panels installed is 11,252 (17 sites) Generating 5,722 kWp renewable energy 34,128,360 kWh of renewable energy subscription in Malaysia and Australia 	<ul style="list-style-type: none"> Solar panels installed is 84,019 (23 sites) Generating 43,746 kWp renewable energy 22,329,178 kWh of renewable energy subscription in Malaysia and Australia Driving the expansion of a 3 GW renewable energy pipeline through integrated engineering and development expertise
Transitioning our fleets to low carbon alternatives	<ul style="list-style-type: none"> 100% transition of electric buggies for our clubhouses and sales galleries 	<ul style="list-style-type: none"> Re-purposing camper van to electric to serve as mobile community information centre 	<ul style="list-style-type: none"> Introduced EV rental initiative (e.g., electric cars, e-bikes, e-scooters) via smartphone at The Canopy, South Melbourne
Introducing ESG procurement evaluations 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"> 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 	<ul style="list-style-type: none"> Expanded Scope 3 reporting to ten material categories Assuring one category of Scope 3 One of the early adopters of the Bursa Malaysia Centralised Sustainability Intelligence (CSI) Platform to track and monitor our Scope 3 emissions from suppliers 	<ul style="list-style-type: none"> SBTi-validated Scope 3 targets: reduce emissions intensity 61.1% by FY2030 and 97% by FY2050 (base year FY2022) Expanded assurance to two Scope 3 categories Partnered with CIDB's research arm on an industrial manual for alternative materials

OUR GAMUDA GREEN PLAN PROGRESS

PILLAR 2 OUR COMMUNITY IS OUR BUSINESS

Target 	Performance		
	FY2023	FY2024	FY2025
Enabling Academy	<ul style="list-style-type: none"> 96 graduates over 11 batches 57 partner companies 	<ul style="list-style-type: none"> 118 graduates over 13 batches 66 partner companies 	<ul style="list-style-type: none"> 150 graduates over 15 batches 75 partner companies
Gamuda Scholarship	<ul style="list-style-type: none"> RM20 million, 79 scholars 	<ul style="list-style-type: none"> RM30 million, 123 scholars 	<ul style="list-style-type: none"> RM31 million, 183 scholars
Average training hours / employee (MY office)	<ul style="list-style-type: none"> 19.5 hours 	<ul style="list-style-type: none"> 20.9 hours 	<ul style="list-style-type: none"> 20.6 hours
Assess ESG risks and opportunities and transparently disclose our ESG related information	<ul style="list-style-type: none"> Undertake external assurance for numerous indicators across 3 countries of operations Report in alignment with regulatory requirements and disclosure frameworks such as TCFD, TNFD, GRI, SASB 	<ul style="list-style-type: none"> Expanded assurance indicators to cover material aspects across three countries Enhanced disclosures to include TNFD disclosures 	<ul style="list-style-type: none"> Expanded assurance indicators to cover material aspects across five countries Enhanced assessment and disclosure of risk and opportunities through disclosure in alignment with IFRS S2 and commencement of IFRS S1 disclosures
Diversity and Inclusion	<ul style="list-style-type: none"> 38% female in overall workforce Invested over AUD20 million in 18 Aboriginal businesses 	<ul style="list-style-type: none"> 35% female in overall workforce Invested over AUD47 million in 76 Aboriginal businesses 	<ul style="list-style-type: none"> 34% female in overall workforce Invested over AUD58 million in 74 Aboriginal businesses
Developing and sourcing locally first	<ul style="list-style-type: none"> 99% (Malaysia) 	<ul style="list-style-type: none"> 98% (Malaysia) 95% (Vietnam) 98% (Australia) 	<ul style="list-style-type: none"> 100% (Australia & Singapore) 99% (Malaysia) 97% (Vietnam) 87% (Taiwan)

OUR GAMUDA GREEN PLAN PROGRESS

PILLAR 3 ENVIRONMENTAL AND BIODIVERSITY CONSERVATION

Target 	Performance		
	FY2023	FY2024	FY2025
Nurture and plant one million trees and saplings	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> We have planted and nurtured 750,178 trees while developing 1,730 acres of greenspaces and waterscapes through 16 urban forest clusters within 16 developments across the Group 	<ul style="list-style-type: none"> We have planted and nurtured 755,935 trees while developing 1,758 acres of green spaces and 406 acres waterscapes through 16 urban forest clusters within 16 developments across the Group
Conserve biodiversity	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Partnered with several higher learning institutions (UM, UPM, USM, UiTM, IIUM) to advance our biodiversity conservation initiatives 42 flora species and 49 fauna species of conservation importance were found within Gamuda Land townships 	<ul style="list-style-type: none"> Strengthened research partnerships with FRIM, UMS, and UM to further advance our biodiversity conservation initiatives 62 flora species with conservation importance and 45 fauna species with conservation importance found within Gamuda Land townships Advanced marine habitat restoration under PEOM through fish releases, artificial reefs, and coral research Expanded digital biodiversity monitoring using e-DNA and satellite technologies
Setting up a wetlands arboretum	<ul style="list-style-type: none"> Received Malaysia's first EDGE Advanced certified (Zero Carbon Ready) building through Wetlands Arboretum Centre (WAC) 	<ul style="list-style-type: none"> Opened the WAC to academics, researchers, and the public Recruited Indigenous community members to work at WAC and further expanded initiatives 	<ul style="list-style-type: none"> In National Energy Awards (NEA) 2025, WAC was among the Top 3 winners nationally under the Small Green Building category, earning the right to represent Malaysia at the regional level In ASEAN Energy Awards 2025, WAC was recognised as 1st Runner Up in the Small Green Building category
Developing in-house specialists in the areas of arboriculture and horticulture	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 3 in-house arborists Completed 11 modules under Gamuda Parks Urban Ecology Biodiversity (GUEB) involving over 400 employees 	<ul style="list-style-type: none"> Conducted 17 biodiversity workshops under GUEB programme, attended by over 350 participants Partnered with Global Environment Centre (GEC) and Sahabat Hutan Gambut (SHG) to preserve cultural heritage and skills

OUR GAMUDA GREEN PLAN PROGRESS

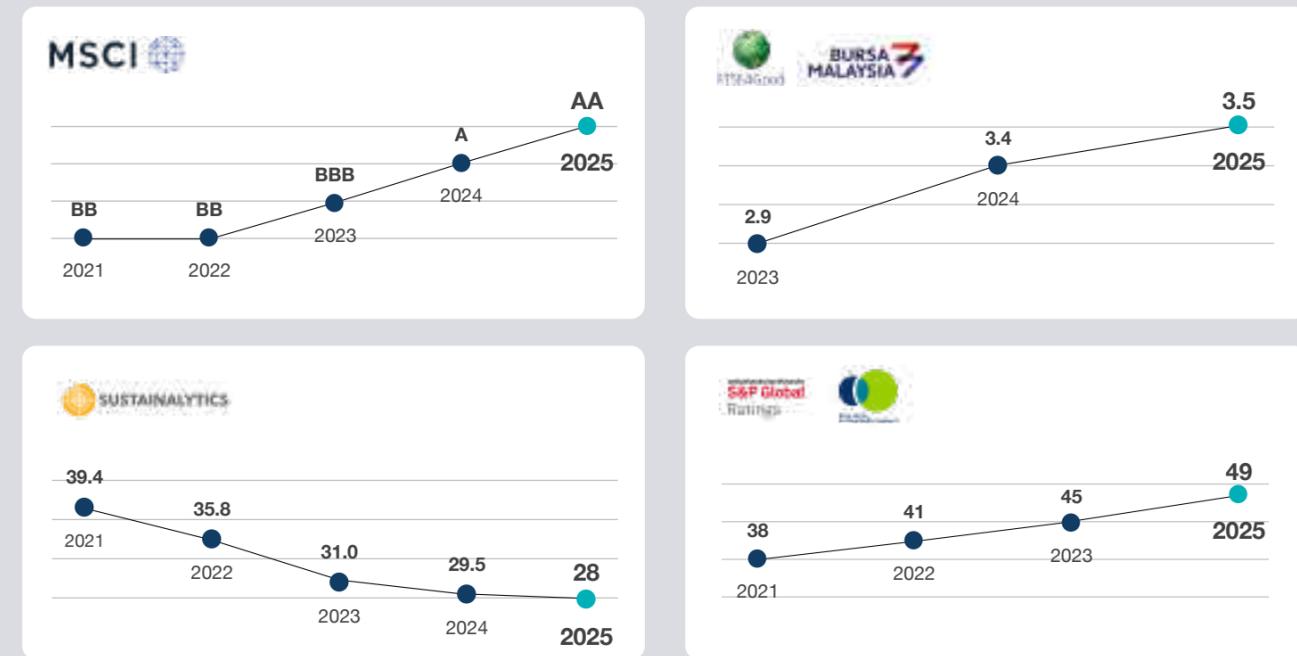
PILLAR 4 ENHANCING SUSTAINABILITY VIA DIGITALISATION

Target	Performance		
	FY2023	FY2024	FY2025
Next-Gen IBS	<ul style="list-style-type: none"> 90% of Gamuda Land's units was built with Gamuda Next-Gen Digital IBS, which translates to over 2,000 units yearly 	<ul style="list-style-type: none"> Gamuda's 98% pre-cast IBS reduces emissions by up to 44%, cuts waste by 70%, and saves 35% in energy, showcasing strong environmental and cost benefits Gamuda's Park Homes and GenAI tools optimise space with 25% green spaces and 10% communal gardens, reducing renovations and enhancing homeowner satisfaction A LCA was conducted to highlight the environmental advantages of Gamuda's Next-Gen Digital IBS over conventional brickworks construction method 	<ul style="list-style-type: none"> Completed the construction of Master Builders Association Malaysia (MBAM) new Headquarters using Gamuda Next-Gen Digital IBS Project timeline accelerated significantly, allowing fast-paced demands of hyperscale data centres — due to quicker setup, increased customisability, and operational readiness Utilised for hyperscale data centres, meeting global clients' requirements
Integrated Digital Ecosystem	<ul style="list-style-type: none"> First autonomous TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package Integrated Autodesk Construction Cloud's (ACC) 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 	<ul style="list-style-type: none"> Launched of The Clove, Malaysia's first Park Homes that incorporates GenAI to enable homebuyers to personalise their living spaces Obtained ISO/IEC 27001:2022 – Information Security Management Systems accredited by British Standards Institute (BSI) in November 2023 TBM Dorothy to follow Betty's sequence to construct twin tunnels for Sydney Metro West - Western Tunnelling Package project Collaborated with Google Cloud to make enterprise-grade GenAI capabilities accessible Launched Gamuda AI Academy in Kuala Lumpur offering top-tier training, cutting-edge technology, and exceptional mentorship to master full-stack AI Integrated PowerBI and Big Query creating integrated and insightful dashboard for projects Utilised ACC enhancing efficiency by developing custom workflows for project Adopted 'Safety Shield' at the M1 Motorway Extension project in Australia to enhance workplace safety 	<ul style="list-style-type: none"> Won Best In-Country Innovator of the Year Award at the the ASEAN Innovation Award 2024 – Rasau Water Treatment Project Selected as Google partner for the Go Transform Programme to advance AI, machine learning, and cloud adoption Launched second branch of Gamuda AI Academy in Sabah with a total enrolment of 207 students across 3 cohorts in Kuala Lumpur and Sabah Penang Mutiara Line project <ul style="list-style-type: none"> Cloud-based safety systems (GDOS, ACC) enable real-time inspections and audits, improving accountability and reducing risks QR code access and digital worker passports ensure only certified personnel enter sites, boosting security and competency Standardised financial reporting via GDOS and AI-driven PowerBI dashboards to boost transparency and accountability

ESG ATTAINMENTS

We are committed to continually enhancing our practices and strengthening our ESG performance. This commitment is underpinned by transparent communication, comprehensive reporting, and active engagement with our stakeholders. Our efforts are reflected in higher ratings seen across internationally recognised ESG benchmarks over the years.

Gamuda's ESG rating progress 2021–2025



Notes:
 1. Inaugural inclusion in the FTSE4Good Bursa Malaysia (F4GBM) and FTSE4Good Bursa Malaysia Shariah (F4GBMS) Indexes in 2023.
 2. MSCI rating scores range from CCC (the lowest) to AAA (the highest). The criteria are CCC, B, BB, BBB, A, AA, and AAA.
 3. Sustainalytics' ESG Risk Rating provides investors with a rating on how well a company manages its ESG risks. A lower score signifies better risk management and less exposure to ESG-related issues.

Leadership recognition

Gamuda's sustainability programmes and responsible construction efforts continue to garner recognition through several prestigious industry awards. This acknowledgement reflects our commitment to upholding the highest standards in workplace excellence, maintaining robust health and safety practices, promoting environmental stewardship, and addressing climate challenges. These awards also highlight the dedication of our workforce and reinforce our position as a leader in the industry.



Scan or click here for a complete list of awards

ALIGNMENT TO IFRS S2

Climate-related risks and opportunities: Alignment to IFRS S2

Climate-related transition risks

As Gamuda strengthens its climate analytics and advances alignment with the Gamuda Green Plan and our SBTi aspirations, we have identified and are actively managing key transition risks through three core strategic responses.



Climate-resilient coastal defences: construction of the 4,014-metre seawall for the Seawall-Taipei Port, Taiwan.

Enhancing operational efficiency

Gamuda continues to focus on enhancing operational efficiency across our existing assets. This includes long-standing efforts to reduce energy consumption and integrate renewable energy features across our assets and project portfolio. To date, the Group owns around RM1.3 billion in property and investment properties equipped with solar photovoltaic (PV) systems, solar-powered streetlights, and electric vehicles (EV) charging stations. Approximately 35 percent of our assets and project sites, including newly acquired or started are now powered by renewable energy sources, significantly lowering our operational emissions and mitigating exposure to future carbon pricing or energy-related regulatory shifts.

Embedding climate considerations in project delivery

Gamuda continues to embed climate transition considerations across every stage of project delivery. While the level of influence varies across projects, the Group strives to integrate core climate-conscious design and principles wherever practicable, particularly within the property developments where design control is greater. These efforts are supported by substantial investments in achieving green building certifications such as GBI, LCCF, EDGE, BREEAM, HSS, and others, amounting to over RM10 million to date. In addition, Gamuda has prioritised flood resilience and earth control measures, such as sediment filtration and water discharge management, to mitigate increasing physical climate risks, with more than RM2.1 million invested across our project sites in 2024 and 2025 to strengthen these adaptive measures.

Gamuda has invested over RM20 million in nature-based solutions, including advanced tree planting (ATP), wetland restoration, bioswale infrastructure, and the establishment of Miyawaki forests - many of which go beyond the original masterplans to address evolving climate impacts. Since 2023, we have invested about RM3.4 million to the establishment of a WAC, focused on ecosystem restoration through education, collaborative research, and eco-tourism initiatives.

Turning transition risks into business opportunities

As part of our third approach, Gamuda is transforming transition risks into business opportunities by scaling up renewable energy as a long-term growth strategy, while also supporting national decarbonisation goals. Our expansion into large-scale solar, wind, hydro, and battery energy storage projects, particularly in Malaysia and Australia, reflects the Group's commitment to move beyond internal sustainability and contribute meaningfully to the broader energy transition.

While these developments create new opportunities, transition also brings additional compliance requirements. In Australia, for instance, stricter climate-related regulations have led to increased spending on consultancy services, climate-conscious design fees, low-carbon construction materials, and licensing costs. For FY2025, these compliance-related costs are estimated at RM1.9 million, reflecting Gamuda's proactive stance in managing regulatory risk while maintaining competitive project delivery standards in various markets.

Climate-related physical risks

Gamuda incorporates climate resilience into its project planning and execution to mitigate the impact of physical climate risks. One of the most material risks identified across its operations is extreme weather, which can lead to operational disruptions and increased maintenance costs.

As at financial year end, approximately RM8.2 million worth of plant and equipment in Malaysia is located at construction sites assessed as flood-prone, while the remainder are situated in areas deemed low-risk. Nevertheless, all construction sites are comprehensively covered by insurance, ensuring no material risk to the assets in use or to project progress to date.

While the assessed risk remains minimal, Gamuda continues to uphold strong resilience practices by incorporating value-engineering and adaptive-design strategies across its project delivery. Flood resilience measures are embedded into both project design and execution, supported by active monitoring of climate-related hazards within our enterprise risk management and strategic planning processes. For example, at the Ulu Padas Hydroelectric Dam Project, Gamuda plans to implement an early flood warning system to enhance site safety and protect nearby communities, demonstrating our commitment to resilient infrastructure that supports both operational continuity and broader community well-being.

Climate-related opportunities

Gamuda is actively capitalising on the global transition to a low-carbon economy by expanding its presence across the renewable energy value chain. Our strategy centres on becoming an end-to-end developer, builder, and owner of large-scale renewable energy assets, with a particular focus on wind, solar, battery storage, hydroelectric power, and transmission infrastructure. These initiatives support both our decarbonisation agenda and our long-term ambition to establish a sustainable, recurring income base from climate-aligned investments.

A major enabler of this growth has been our strategic investment in ERS Energy in 2022, a leading solar engineering, procurement, construction, and commissioning (EPCC) company. By integrating ERS into our operations, Gamuda has combined its large-scale construction expertise with ERS's specialist renewable capabilities, enabling a significant push into solar infrastructure - particularly in Australia, where ERS works closely with Gamuda Engineering Australia (GEA) and DT Infrastructure (DTI) on a growing pipeline of projects.

In Malaysia, we are advancing landmark collaborations with strategic partners such as Gentari and SD Guthrie to jointly develop multi-gigawatt solar capacity integrated with battery energy storage systems (BESS). These projects are aimed at meeting the rising clean energy demand from hyperscale clients and large industrial users. In East Malaysia, our RM3.0 billion Ulu Padas Hydroelectric Dam Project in Sabah will support long-term energy and water security while contributing significantly to the national grid.

In Australia, where climate legislation is aggressively accelerating the clean energy transition, we are executing a targeted strategy to become a developer-builder-owner of renewable assets. In July 2025, Gamuda Holdings Pty Ltd signed a landmark agreement with local landowners in Central Tasmania to co-develop the Weasel Solar

ALIGNMENT TO IFRS S2

Farm and Cellars Hill Wind Farm, totalling 600 megawatt (MW) of generation and 600 MW of battery storage. Construction is expected to commence in 2027-2028. This portfolio complements our strategic position in Tasmania, which benefits from the upcoming Marinus Link interconnector - a project for which DTI has also been selected as the preferred contractor for onshore works - unlocking energy security and commercial offtake opportunities across Tasmania and Victoria.

DTI, continues to secure major clean energy projects, reinforcing Gamuda's positioning as a builder of choice. In December 2024, DTI was awarded a AUD625 million contract (about RM1.8 billion) from Lightsource bp to deliver the 585-megawatt-peak (MWp) Goulburn River Solar Farm in New South Wales. In September 2024, DTI was appointed by Aula Energy and CS Energy to deliver the Boulder Creek Wind Farm in Queensland under a AUD243 million (RM702 million) contract.

In just three years, our renewable energy pipeline has grown to exceed 3 gigawatt (GW), with continued momentum driven by co-development deals in both Australia and Malaysia. Many of our projects originate from early contractor involvement (ECI) or single-source procurement arrangements, where Gamuda has been named the preferred partner, reflecting strong market confidence in our capabilities. We are strategically deploying capital and resources to scale this vertical, aligning our growth with global climate goals while delivering long-term value to shareholders.

Capital deployment

Gamuda has invested more than RM8 million in green infrastructure to advance its sustainability objectives and support the transition to low-carbon operations to-date. This includes the installation of solar PV systems and EV charging stations across key assets. Approximately RM6 million has been allocated for the deployment of solar and EV infrastructure across the Group, enabling cleaner energy consumption and supporting the growth of green communities. These installations not only contribute to reducing operational emissions but also future-proof Gamuda's assets in line with evolving environmental standards and market expectations. Through these targeted investments, Gamuda is laying the groundwork for long-term climate resilience and aligning its capital allocation with the goals of the Gamuda Green Plan.

To build on this momentum and expand our presence in the renewable energy sector, the Group is strategically deploying capital and resources to scale up investments in renewable energy projects.

Remuneration

The Board of Directors provides oversight of the establishment and progress of climate-related targets, ensuring executive accountability for the delivery of the Group's climate strategy. The implementation of these targets is led by the Chief ESG Officer. Executive management's remuneration is determined through a comprehensive performance review that considers a range of criteria, including financial, operational, and leadership factors. Sustainability-related performance contributes an estimated 20 percent of the overall evaluation.

GBI, LCCF, EDGE, BREEAM, HSS - Green certificates Gamuda subscribes to.

Refer to page 168 for a full list.

ALIGNMENT TO IFRS S2

Driving project outcomes through climate insight

The following risks have been identified as most relevant to our business:

 <p>Rising temperatures and sea levels Long-term environmental changes impacting operations and asset performance</p>	 <p>Extreme weather events More frequent and severe floods, droughts, and storms disrupting operations and supply chains</p>	 <p>Stakeholder and market expectations Heightened scrutiny from investors, clients, and communities, alongside shifts in customer preferences and behaviours</p>
 <p>Transition to low-emission alternatives Pressure to substitute carbon-intensive technologies, materials, and processes with lower-emission options</p>	 <p>Regulatory changes New policies and standards affecting projects and services (e.g., green building certification, carbon pricing)</p>	 <p>Biodiversity and ecosystem loss Expanding construction activities risk degrading ecosystems that provide natural climate buffers</p>
 <p>Increased material costs Rising prices for carbon-intensive construction inputs (e.g., steel, cement, iron) due to taxes, regulations, or market dynamics</p>		

At the project level, we actively integrate tailored mitigation measures and adaptation measures. This dual approach enables our developments to deliver long-term value while safeguarding against climate-related impacts.

Seawall – Taipei Port, Taiwan



This project incorporates adaptation measures to the following risks:

- ▶ Extreme weather events
- ▶ Regulatory changes



Project background

The Seawall–Taipei Port project involves the construction of a 4,014-metre (m) seawall, dismantling of 945 m of existing structures, and shore protection works at Southport. It forms part of a reclamation project to expand logistics storage capacity at Taipei Port.

Our adaptation and mitigation efforts

- ▶ **Designing climate-resilient coastal defences:** The seawall's design is aligned with Taiwan's Coastal Zone Management Act and Taiwan Seawall Management Regulations (TSMR), focusing on ecosystem preservation, climate change mitigation, and disaster prevention.
- ▶ **Enhancing resilience to natural hazards:** The project incorporates climate-resilient features to adapt to Taiwan's earthquakes and typhoons.

ALIGNMENT TO IFRS S2

Silicon Island, Penang, Malaysia



This project incorporates adaptation measures to the following risks:

- ▶ Rising temperatures and sea levels
- ▶ Extreme weather events
- ▶ Transition to low-emission alternatives
- ▶ Increased material costs



Project background

The 2,300-acre reclamation development is designed to position Penang as a global hub for business and tourism, anchored by the electronics sector. It includes a renewable energy-powered Green Tech Park and has been recognised with the 5-Diamond Malaysia Green Technology and Climate Change Corporation (MGTC) Low Carbon Cities 2030 Challenge Accreditation for its 45 percent carbon reduction goal and target of achieving BREEAM Infrastructure certification.

Our adaptation and mitigation efforts

- ▶ **Scenario-based planning for climate resilience:** Guided by National Hydraulic Research Institute of Malaysia (NAHRIM) and the Intergovernmental Panel on Climate Change (IPCC) projections, Silicon Island's design anticipates future climate scenarios, including a 0.75 m sea level rise by 2100 and the combined effects of high tides and a 1,000-year storm surge. Platform levels ranging from 3.0 to 4.8 m above mean sea level provide long-term protection while supporting natural gravity drainage across the island. The stormwater system is engineered for a 100-year storm event with a 37 percent climate change factor and 300-millimetres (mm) freeboard, and remains robust under more extreme 200-year events with an increased 39 percent climate factor.
- ▶ **Building coastal and flood resilience:** A 40 m coastal buffer, adaptive pathway design, and options for polder or dune systems are supported by internal waterways and pumping systems to manage long-term flood risks.
- ▶ **Embedding circular and sustainable practices:** Targets include 63.5 percent landfill waste reduction, 34 percent freshwater savings, and a 70:30 public-private transport mode share.

ALIGNMENT TO IFRS S2

Ulu Padas Hydroelectric Dam, Sabah, Malaysia



This project incorporates adaptation measures to the following risks:

- ▶ Extreme weather events
- ▶ Stakeholder and market expectations
- ▶ Regulatory changes
- ▶ Biodiversity and ecosystem loss



Project background

Located in west Sabah, the Ulu Padas Hydroelectric Dam Project will generate 187.5 MW of renewable energy by 2030, contributing to Malaysia's clean energy transition and energy security. Guided by the Hydropower Sustainability Standards (HSS), the project also plays a critical role in reducing social and environmental risks by protecting biodiversity and upholding Indigenous community rights.

Our adaptation and mitigation efforts

- ▶ **Strengthening resilience to climate variability:** The dam and its ancillary structures are designed to withstand extreme flood events (up to 10,000-year Average Recurrence Interval "ARI" and Probable Maximum Flood "PMF") while maintaining regulated downstream flows during droughts, in order to mitigate both flood and water scarcity risks.
- ▶ **Protecting ecosystems and biodiversity:** The Upper Padas Conservation Masterplan (UPCM) safeguards local habitats and biodiversity guided by scientific research conducted by local experts. This approach ensures the project delivers renewable energy without undermining natural ecosystems that act as vital climate buffers.
- ▶ **Safeguarding Indigenous rights:** The Upper Padas Social Impact Management Plan (UPSIMP) establishes free, prior, and informed consent (FPIC), benefit-sharing, and community development measures to foster social cohesion and foster long-term community acceptance.

ALIGNMENT TO IFRS S2

Climate-related opportunities

Recognising climate change as a catalyst for change, Gamuda views it as an opportunity to enhance our capabilities and broaden our impact. This strategic approach enables us to align business growth with regional and global sustainability priorities.

Renewable energy diversification

Delivering renewable energy projects within our portfolio supports national renewable energy goals while enabling Gamuda to diversify revenue streams, develop technical expertise in decentralised power, and capture growing demand for low-carbon infrastructure.



Malaysia

NEDA39 Solar Farm

39 MWp solar farm generating up to 64,000 MWh of solar power and renewable energy certificates (RECs) annually upon operation

Unlocking 2.7GW solar capacity under CRESS

Leveraging regional expertise with Gentari and SD Guthrie, we are developing solar farms under the Corporate Renewable Energy Supply Scheme (CRESS) framework to power hyperscale data centres



Australia

Goulburn River Solar Farm

585 MWp solar farm powering 225,000 homes and reducing 910,000 tonnes of carbon emissions annually

Weasel Solar Farm and Cellars Hill Wind Farm

Partnering with Tasmanian landowners, the group's first Australian investment will deliver 600 MW of wind and solar with up to 600 MW of BESS

Refer to Our Renewable Energy Development Pipeline section at page 100-101 for more information.

Resource circularity in construction

By applying circular economy principles, Gamuda reduces waste and embodied carbon while maximising material value through reuse and recycling. This approach supports low-carbon construction, improves resource efficiency, and builds resilience against rising material costs.



United Kingdom

Our value delivered through 75 London Wall

The project achieved near-total waste diversion through extensive material reuse and recycling, and is pursuing multiple green building certifications in recognition of its holistic approach to sustainability, efficiency, and well-being

Refer to page 107 for more information on this project.



02

GOVERNANCE AND VALUE TO ECONOMY

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GOVERNANCE AND VALUE TO ECONOMY

▶ SUSTAINABILITY GOVERNANCE

Regionally, we remain committed to upholding robust governance standards as we expand our presence across Asia Pacific and beyond, ensuring consistent alignment with international best practices and stakeholder expectations. As a company headquartered in Malaysia, we maintain full compliance with the regulatory requirements set by Bursa Malaysia and the Securities Commission (SC) Malaysia.

GAMUDA'S SUSTAINABILITY GOVERNANCE STRUCTURE

Our comprehensive governance structure incorporates environmental, social, and governance (ESG) principles into our core business objectives and decision-making processes. Endorsed and overseen by the Board of Directors, this structure reinforces a strong culture of compliance and ensures the consistent application of ethical practices across all our operations.

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, supply chain management and other material ESG matters are integrated into the Group's strategic direction and that these apply to all business divisions in all regions across the Group. The Board actively reviews the Group's materiality assessments and evaluates its management of sustainability risks and opportunities, including ESG catastrophic events. This encompasses potential threats like environmental factors (e.g., floods, water scarcity, rising sea levels), social issues (e.g., employee health and safety), and governance concerns (e.g., technology and cybersecurity).



Board of Directors

Responsibilities

- Provides oversight on the integration of material sustainability matters into the Group's overall corporate strategy, long-term value creation plans and enterprise risk management (ERM) framework, in accordance with Bursa Malaysia's Sustainability Reporting requirements and Practice Note 9.
- Reviews and endorses the materiality assessment process and outcomes to ensure alignment with stakeholder expectations and relevance to the Group's operations, in line with Bursa's Materiality Assessment Guidance and GRI principles.
- Oversees the identification, assessment, and management of ESG-related risks and opportunities within the Group, including climate-related, environmental, social, and governance factors that may affect the Group's operations, financial position, or reputation. This includes working closely with the Sustainability Steering Committee (SSC) and the Group Chief ESG Officer to ensure appropriate mitigation strategies are in place. Risk areas include, but are not limited to:
 - Environmental: climate change, flooding, water stress, and biodiversity loss
 - Social: workplace health and safety, labour practices, and community impact
 - Governance: data privacy, cybersecurity, regulatory compliance, anti-corruption, and anti-bribery
- Monitors the alignment of executive remuneration and incentives with ESG-related performance indicators, ensuring that compensation structures for directors and senior management support long-term sustainability outcomes, as guided by the Malaysian Code on Corporate Governance (MCCG) 2021 and SC's Corporate Governance Strategic Priorities.

Risk Management Committee

Responsibilities

- Oversees the company's risk management framework, ensuring its effectiveness and alignment with business strategy
- Provides oversight and direction to the risk management process, including establishing the framework, conducting reviews, and monitoring risk exposures
- Ensures that management develops appropriate plans for addressing climate change
- Tracks corporate, audit, and ESG risks, including those specifically related to climate change. By monitoring these risks, the committee ensures that effective mitigation responses can be implemented as needed

 For more information on Gamuda's governance, ethics and integrity, please refer to the Corporate Governance Overview Statement on page 104 of Gamuda's Integrated Report 2025.

Audit Committee

Responsibilities

- Oversees the internal ESG audit process, ensuring sustainability controls, reporting systems, and audit coverage of material ESG matters are robust and that management effectively addresses any audit findings.
- Reviews the accuracy, reliability, and completeness of ESG and sustainability disclosures, verifying alignment with regulatory requirements and monitors any external assurance engagements.
- Assesses the effectiveness of internal controls related to ESG reporting and risk management, including data governance, validation processes, and compliance with ESG policies to support transparent and credible reporting.
- Monitors ESG-related financial risks and ethical practices, including climate-related financial risks, related-party transactions, potential conflicts of interest, and ensures that the integrity of financial reporting supports the Group's sustainability commitments.

Group Chief ESG Officer

Responsibilities

- Leads the development and execution of Gamuda's sustainability strategies, ensuring alignment with the Group's overall business objectives and regulatory requirements.
- Drives the integration of ESG principles across all business units and functions, fostering collaboration to embed sustainability into daily operations and decision-making processes.
- Coordinates ESG risk management and performance monitoring, ensuring timely identification, assessment, and mitigation of material ESG risks and opportunities.
- Oversees ESG reporting and stakeholder engagement, ensuring accurate, transparent disclosures and effective communication with regulators, investors, and other key stakeholders.

Sustainability Steering Committee

Responsibilities

- Comprises Business Unit Heads who work closely with project units to implement ESG plans, ensuring robustness of systems and processes in sustainability management.
- Supports the Board and works alongside the Group Chief ESG Officer in developing high-level policies and implementing sustainability responsibilities across all projects and businesses.

Subject Matter Experts

Responsibilities

- Ensuring that decision-making is informed by up-to-date technical insights and operational realities.
- This team of technical specialists from across the Group encompasses a diverse range of expertise from design, construction, contracts, and commercial management to project-specific areas such as renewable energy engineering, data centre development, transportation planning, and other emerging sustainability matters.

GOVERNANCE AND VALUE TO ECONOMY



Enhancing ESG accountability with KPIs

Gamuda incorporates ESG performance into our overall performance assessment system by adopting ESG-related performance criteria for all employee levels, including executive management. Currently, at least 20 percent of all employees levels, including management performance evaluations, are based on ESG performance. For some employees, ESG-related key performance indicators (KPIs) are assigned which include reducing Gamuda's energy intensity, diverting waste from landfill, promoting water conservation, enhancing safety performance, upholding integrity, maintaining good governance, and conducting mandatory annual policy training sessions. The Board monitors performance-linked ESG targets and the remuneration of all our management and employees.

ANTI-BRIBERY AND CORRUPTION

Governance and systems

Preventing bribery and corruption is crucial to maintaining stakeholder trust, minimising legal and reputational risk, and fostering a fair and ethical business environment. We maintain a zero-tolerance stance against bribery and corruption, and expect all stakeholders to uphold these high ethical standards. Our commitment to integrity is reflected in the enforcement of key policies, such as the Anti-Bribery and Corruption (AB&C) Policy, Whistleblowing Policy and Procedure (WBPP), and Code of Business Ethics (COBE). These are publicly available on our website and are accessible to all employees through the Gamuda Employee Management System (GEMS). Our COBE is periodically reviewed by the Board in accordance with the requirements of the business operations.

Gamuda has proactively strengthened its corporate liability and integrity governance framework by implementing the Gamuda Organisational Anti-Corruption Plan (OACP)¹ 2025-2028, which is aligned with the National Anti-Corruption Strategy (NACS) 2024-2028. The OACP's scope was broadened to cover all departments and subsidiaries, moving beyond its previous focus on high-risk areas. Results from corruption risk assessments are communicated annually to the Board, senior management, and relevant stakeholders.

¹ In accordance with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act.

GOVERNANCE AND VALUE TO ECONOMY

Gamuda is committed to maintaining a workplace that is free from unlawful harassment. Employees who witness or become aware of such incidents are encouraged to report them immediately through the whistleblowing line, which maintains full confidentiality. In Australia, DTI Speak Up Policy enhances transparency and empowers stakeholders to report misconduct, including bribery, fraud, harassment, and other unethical or unlawful activities. This approach offers secure, confidential, and anonymous avenues for reporting, with all disclosures thoroughly investigated to maintain a respectful and compliant work environment.

A dedicated Integrity and Governance Unit (IGU), led by the Group Chief Integrity and Governance Officer (CIGO), is responsible for ensuring adherence to our AB&C Policy commitments. The IGU regularly conducts bribery and corruption risk assessments, manages the implementation of the OACP, and monitors internal corruption monitoring systems, including operating guidelines that address policies, procedures, record keeping, and ethical conduct. Gamuda's Integrity Changemakers and Heads of Departments (HODs) are responsible for implementing integrity and governance practices within their respective departments.

Anti-bribery and corruption measures

Within the Group

- Upon appointment, Board members must sign a Director Integrity Pledge, which remains in effect throughout their tenure
- All new and existing employees are required to sign an annual Employee Integrity Pledge, affirming their commitment to our AB&C Policy, WBPP, and COBE. New employees are introduced to these policies during their induction programme
- All employees undergo mandatory annual AB&C training through the GEMS e-learning platform
- Regular training and employee-awareness sessions are conducted through mass emails and integrity-related content made available through Gamuda's Workplace platform
- Regular review of governance-related policies and procedures through surveys and feedback

With third parties

- The AB&C policy is communicated to all suppliers and must be acknowledged and accepted as part of the supplier registration process
- Due diligence is conducted prior to the engagement of any new supplier, business partner, or associate

INTEGRITY PLEDGES

All new and existing employees are required to sign an annual Employee Integrity Pledge, affirming their commitment to our AB&C Policy, WBPP, and COBE. In FY2025, 100 percent of employees across all regions where Gamuda operates signed the integrity pledge. In other regions where operations are relatively new, we are focused on initiatives to promote and fully implement employee integrity processes.

AB&C TRAINING

To strengthen our anti-corruption initiatives, in FY2025, Gamuda mandated the AB&C e-training module for all employees in Malaysia, covering company policies and the Malaysian Anti-Corruption Commission (MACC) Act. As a result, employees based in Malaysia achieved a completion rate of 81 percent in FY2025, marking a significant increase from the previous year. Additionally, all directors have completed 100 percent of the required training. As our regional footprint expands, we will continue to enhance our training programmes and governance efforts to ensure that adherence to ethical standards remains consistent across all our markets.

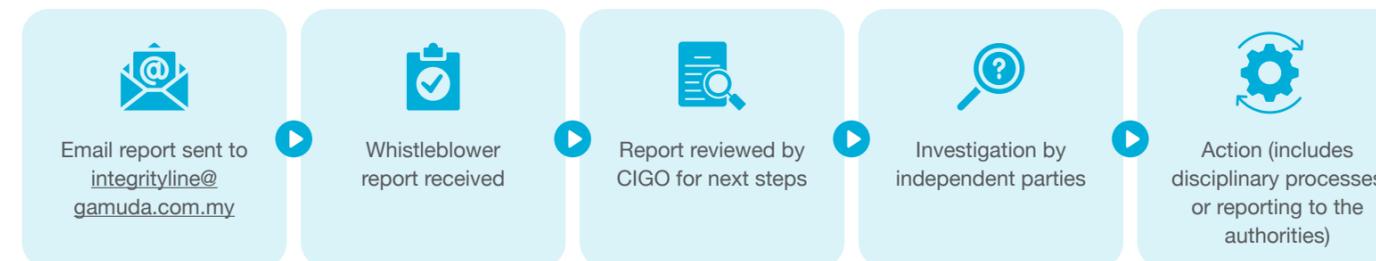


WHISTLEBLOWING MECHANISMS

Our WBPP affirms our commitment to ethical governance by providing all stakeholders – such as employees, suppliers, contractors, and others impacted by our business – a secure and confidential channel to report suspected misconduct, unethical behaviour, or Group policy violations, without fear of retaliation or dismissal. Each report is carefully reviewed and investigated by an independent team under the oversight of the CIGO. Stakeholders may submit their reports through integrityline@gamuda.com.my.

GOVERNANCE AND VALUE TO ECONOMY

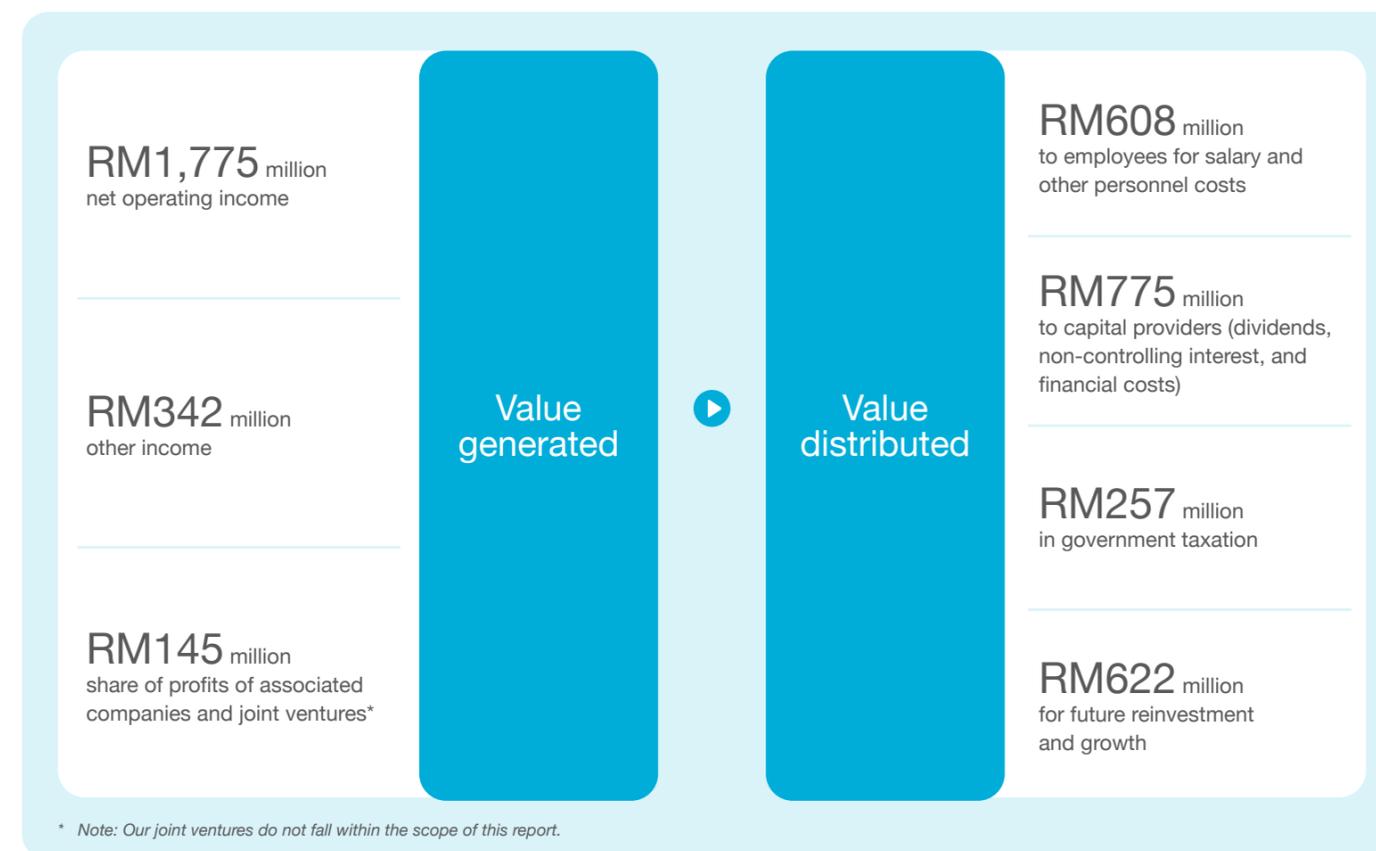
Process for raising and addressing whistleblowing complaints



In FY2025, four confirmed incidents were reported through our whistleblowing procedure. Of these, two cases have been successfully resolved and remaining two cases are currently being investigated, with plans in place to ensure fair and timely resolutions.

ECONOMIC VALUE GENERATED AND DISTRIBUTED

Gamuda's strong financial performance is a cornerstone of our long-term business sustainability. Our profitability empowers us to generate significant economic benefits for a diverse range of stakeholders, including shareholders, investors, employees, social enterprises, and NGOs. By maintaining consistent financial growth, we can create jobs, support entrepreneurship, increase government revenue contributions, strengthen local supply chains, and continue to meet our financial obligations.



GOVERNANCE AND VALUE TO ECONOMY

SECURING SUSTAINABLE FINANCE

Our long-term commitment to responsible and low-carbon development has enabled us to secure two sustainability-linked facilities from Malaysian financial institutions. Specifically in 2022, Gamuda Land secured sustainable financing from Public Bank Bhd, and the Group was awarded a sustainability-linked loan (SLL) from OCBC Malaysia. Central to maintaining these facilities is meeting relevant sustainability performance targets, which we have continued to deliver over the term of the facilities. Third-party assessors have also independently verified our achievements.

► SUPPLY CHAIN MANAGEMENT

We recognise that a significant source of environmental and social risks stems from our supply chains, which are often complex and can play a significant role in the outcomes of our projects or operations. We therefore focus on a robust supply chain strategy that optimises procurement and cost-effectiveness, while strengthening the resilience of our supply chain.

Importantly, our supply chain engagement aligns with our broader environmental and social responsibilities. At a minimum, all suppliers must comply with relevant local and international regulations in the regions where we operate and uphold ethical business practices that are consistent with our policies and procedures. These include, but are not limited to, the COBE, AB&C Policy, Human Rights Policy, and Quality, Safety, Health, and Environmental (QSHE) Policy. Additionally, all Gamuda Australia suppliers must adhere to our Supplier Code of Conduct (SCOC), which outlines expectations in key areas such as ethical conduct, corporate governance, labour and human rights, health and safety, environmental stewardship, and responsible management practices.

Our procurement processes are fully digitised through the SAP Ariba platform to streamline supply chain operations and enhance oversight. This Group-wide system supports sourcing, contracting, and supplier management across all regions, ensuring a fair, transparent, and objective procurement process where tenders are awarded based on the best overall evaluation, in line with the principles set out in the Gamuda Group Procurement Policy.

As part of the onboarding process, all suppliers are required to register on SAP Ariba and complete a detailed questionnaire about their ESG policies and practices. This includes key topics such as ethics, labour rights, health and safety, environmental impact, and relevant sustainability certifications.

Additionally, we perform annual supplier performance evaluations based on criteria such as contract compliance, environmental performance, delivery performance, service quality, occupational health and safety, as well as innovation and technology, with the findings systematically captured within our SAP Ariba system. These insights inform our supplier engagement strategies, enabling us to proactively mitigate risks associated with non-compliance.

Regular supplier performance assessments are vital for maintaining strong procurement practices. They enable early detection of underperformance, reinforce compliance, and audit readiness, drive continuous improvement through feedback and collaboration, and demonstrate governance maturity-building, trust and confidence among stakeholders.



For any supplier-related enquiries, stakeholders can contact us at 1300-820 030 or group-procurement@gamuda.com.my

SUPPLIER COMPLIANCE AND RISK MITIGATION WORKFLOW



SUPPORTING LOCAL BUSINESSES

One of our broader procurement objectives is to cultivate a fair and inclusive supply chain by prioritising engagement with local suppliers. Each year, we strive to collaborate with at least 90 percent local vendors, as part of our community development and economic empowerment commitments. Our procurement practices are governed by ethical and transparent standards, as outlined in our Procurement Policy. This approach not only promotes integrity but also supports employment opportunities for women and marginalised communities.

GOVERNANCE AND VALUE TO ECONOMY

By adopting a local-first strategy, we also contribute to our carbon reduction goals by decreasing transportation needs, improving delivery timelines, and strengthening quality assurance. Additionally, sourcing locally enhances financial predictability and operational resilience by mitigating risks related to currency fluctuations, tax exposure, and fuel surcharges. Overall, this strategy enables a more agile, responsible, and community-aligned supply chain.



Aboriginal Participation Advisors from GEA and Regional Workforce Development Lead for DTI work closely with Supply Nation, focusing on Aboriginal business.

Supporting Aboriginal business in Australia

Gamuda Australia integrates Aboriginal participation into its governance and economic value creation strategies, reflecting our commitment to sustainable and inclusive growth. Our approach supports national priorities, including the Federal Indigenous Procurement Policy, the New South Wales Aboriginal Participation Policy, and the Closing the Gap socio-economic targets — particularly Target 8, which seeks to increase the proportion of Aboriginal and Torres Strait Islander businesses within the Australian economy.

To ensure accountability and meaningful outcomes, Gamuda maintains active memberships with Supply Nation, the New South Wales Indigenous Chamber of Commerce (NSWICC), Kinaway (Victoria's Aboriginal Chamber of Commerce), and Yarpa. These partnerships strengthen supplier diversity, enable transparent procurement practices, and foster long-term relationships with Aboriginal businesses.

In FY2025, Gamuda allocated over AUD58 million to Aboriginal-owned businesses across three major infrastructure projects:

- **Sydney Metro West - Western Tunnelling Package:** AUD40 million engaged with 28 Aboriginal businesses
- **M1 Motorway Extension:** AUD7 million engaged with 20 Aboriginal businesses
- **Coffs Harbour Bypass:** AUD11 million engaged with 26 Aboriginal businesses

This investment demonstrates how Gamuda's governance practices drive economic value by embedding Aboriginal participation within our supply chain. Through these actions, Gamuda delivers measurable economic impact, supports sustainable business growth, and contributes to a more inclusive economy that benefits Aboriginal communities and the wider Australian market.

Spending on local suppliers

In FY2025, most regions in which we operate achieved or exceeded this target, with spending on local suppliers reaching 97 percent in Vietnam, and 99 percent or higher in Malaysia, Australia, and Singapore. Taiwan's local procurement fell slightly below target due to the purchase of specialised marine technology that was not available locally.



® Total proportion of spending on local suppliers were subject to an external limited assurance by an independent third party. Refer to the independent assurance report 164 to 167.

GOVERNANCE AND VALUE TO ECONOMY

▶ ACCELERATING PROGRESS THROUGH DIGITAL SOLUTIONS

In today's fast-paced world, the digital economy represents approximately 15 percent of the global gross domestic product (GDP) and is expected to grow significantly.^{2,3} For Gamuda, embracing technologies like AI, cloud computing, Internet of Things (IoT), and data analytics is crucial for maintaining a competitive edge in the construction industry. By integrating digitalisation and automation, Gamuda not only boosts productivity but also enhances customer and employee experiences. This approach is key to improving operational efficiency, minimising waste, and optimising resource use, while aligning with the environmental goals of the Gamuda Green Plan.

Additionally, Gamuda's digitalisation efforts have led to significant manpower reductions and cost savings. By automating tasks and streamlining processes, the Group achieves faster project completion with fewer resources, leading to reduced labour costs and enhanced sustainability. These efficiencies not only improve financial performance but also support more sustainable construction practices, reinforcing Gamuda's commitment to environmental responsibility.



Surveillance, Enforcement and Traffic Command Centre (SETCOM) at SRS LRT HQ, Penang, Malaysia - a central hub for real-time traffic monitoring and rapid response.



Autodesk ASEAN Innovation Awards 2024 - Innovator of the Year Award

Gamuda was recognised as the 2024 Innovator of the Year for its digital-first approach in delivering the Rasau Water Treatment Plant project. By applying advanced technologies such as Building Information Modelling (BIM), Autodesk solutions, and drones, the team successfully addressed complex challenges and delivered a high-impact project—establishing a new benchmark for innovation and value in the construction industry.

GAMUDA'S DIGITAL TRANSFORMATION STRATEGY

Gamuda Excellence Transformation (GET) and the Digital Operating System (GDOS) drive the company's digital progress. Gamuda is revolutionising engineering and construction with Vertex AI, providing tools like generative AI and cloud computing. The Data Hero Programme (DHP) and Gamuda Innovation Hub (GAIN) offer training and workshops to build digital skills. GDOS integrates Autodesk Construction Cloud and SAP S4/HANA via Google Cloud to enhance project management and BIM. Bot Unify, powered by Google's Vertex AI, centralises over 160 AI agents for tasks like contract analysis. Gamuda Land uses generative AI for customisable 3D home designs, supporting sustainable living and planning.



Gamuda is revolutionising engineering and construction with Vertex AI.

² International Data Center Authority. (2025). Global Digital Economy Report 2025.

³ According to the International Data Center Authority's 2025 Global Digital Economy Report, the digital economy is estimated to be worth around 15% of the world's 2024 GDP (about \$16 trillion out of \$108 trillion).

GOVERNANCE AND VALUE TO ECONOMY

DIGITALISING MAINTENANCE AND MANAGEMENT

Gamuda has implemented the interconnected Autodesk Construction Cloud (ACC), integrating digital tools like QR codes and near-field communication (NFC) tags to enhance data transparency and efficiency in construction machineries, building maintenance and asset management. Developed by the QSHE team, this scalable system reduces errors, prevents data loss, and provides real-time access to asset information. Supported by continuous upskilling and investment in people, the system will be expanded to larger townships, including SplashMania, as part of Gamuda's commitment to smart, transparent, and sustainable operations.



TRANSFORMING SHE WITH DIGITAL INNOVATION

Gamuda's tech-enabled Safety, Health, and Environment (SHE) system uses advanced technology for predictive analysis and real-time monitoring of personnel, machinery, and site performance. The digital SHE Passport Scheme, with AI facial recognition and QR-coded competency cards, ensures that only trained workers are granted access to project sites. A similar QR system is used to verify machinery safety records. Real-time data analysis has cut lost time injuries by 75 percent. In Australia, the 'Safety Shield' AI on the M1 Motorway Extension project detects pedestrians in restricted zones, triggers alerts, and enables remote monitoring via a cloud portal.



GOVERNANCE AND VALUE TO ECONOMY

INNOVATING BIODIVERSITY CONSERVATION



This photo is AI generated.

Gamuda is committed to environmental conservation and consistently leverages advanced technologies to strengthen biodiversity initiatives, as evidenced by this comprehensive baseline study. The study combines remote sensing, geospatial analysis, and ground surveys to evaluate environmental changes, focusing on key trends in vegetation, land use, habitat fragmentation, and detecting subtle patterns like canopy loss. This approach is crucial for compliance monitoring, especially in assessing forest clearance in remote areas.

By examining both historical and current data, the study provides precise measurements of forest loss and uncovers previously unreported disturbances, enhancing transparency and accountability. As the project moves from proofs of concepts (POCs) to full implementation, the emphasis is on integrating these methodologies to support a wider array of biodiversity-related initiatives.

Utilising AI and spatial data for environmental management

Combined applications of remote sensing and AI capabilities, allow us to enhancing our environmental management processes through real-time data and make quicker decisions. Predictive insights support strategic planning, resulting in cost-effective and sustainable solutions.



Environmental monitoring

We leverage on AI technologies to enable a deeper understanding of environmental dynamics.



Efficiency and cost reduction

We utilise automation to enhance efficiency, reduce costs, and optimise resource use.



Real-time data

We combine private and public cloud capabilities for flexibility and control.



Predictive analytics

We leverage on predictive analytics to ensure efficient cloud operations and maintenance.

AI-driven environmental solutions

These use cases demonstrate how Gamuda effectively integrates digital AI solutions to address environmental challenges, enhance monitoring processes, and improve stakeholder communication.

Utilising Visual Science: AI-enhanced satellite analysis

- ▶ Implement satellite imagery analysis to monitor environmental changes.
- ▶ Provide scientific evidence to address stakeholder and public concerns.
- ▶ Predict future environmental occurrences for proactive engagement and remediation.

AI-Powered Flora Insights: Revolutionising vegetation management

- ▶ Deploy AI-powered tools to automate vegetation monitoring.
- ▶ Provide regular alerts on environmental changes to enhance transparency.
- ▶ Reduce costs and improve efficiency in conservation efforts.

Smart Forest Tracking: Real-time canopy analysis

- ▶ Utilise satellite data and AI analytics for real-time forest cover tracking.
- ▶ Ensure compliance with environmental standards through timely updates.
- ▶ Centralise deforestation data to enhance transparency and decision-making.

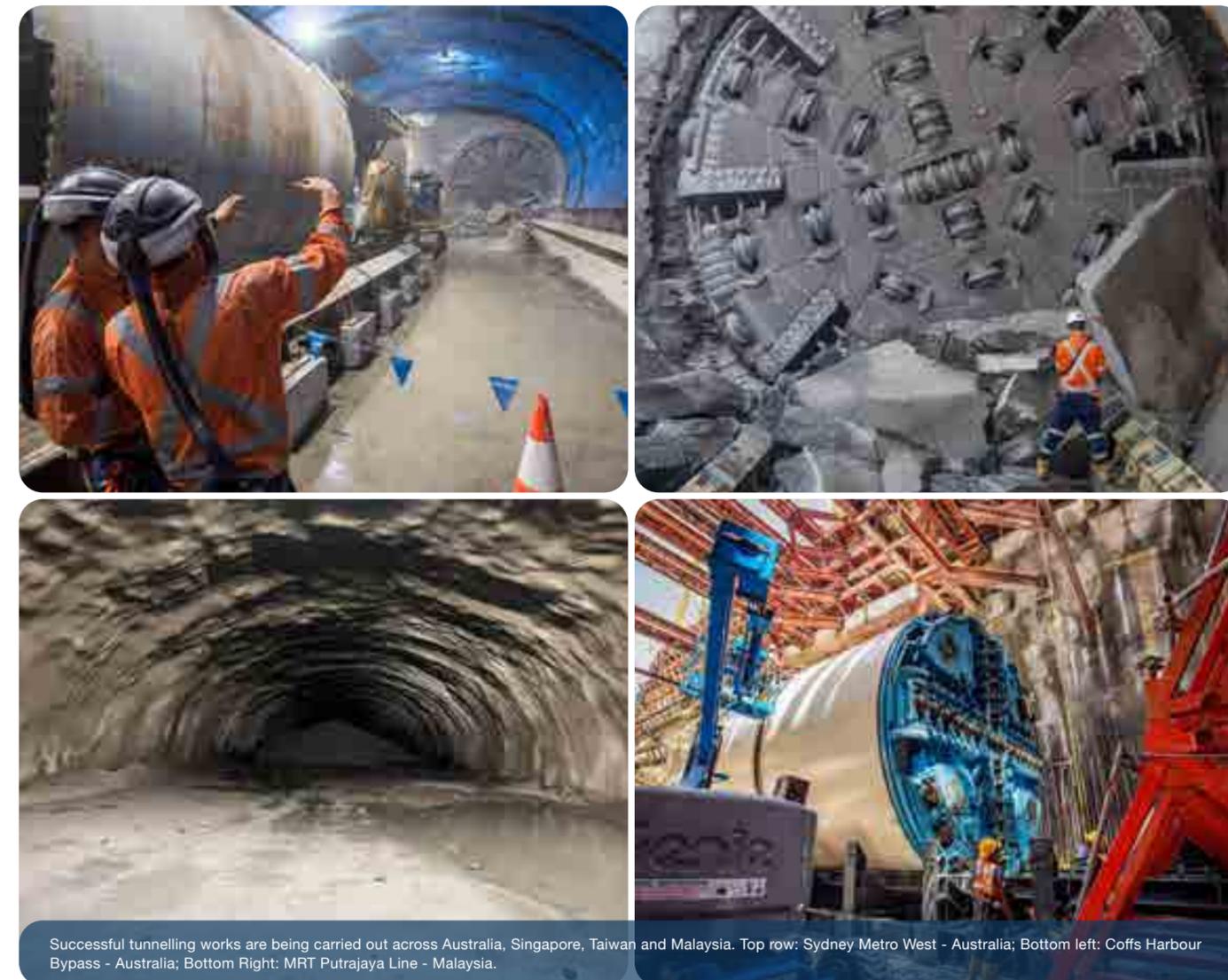
GOVERNANCE AND VALUE TO ECONOMY

TRANSFORMING CONSTRUCTION OPERATIONS

Tunnelling technology

Gamuda has continuously advanced its tunnel-boring technology, evolving from the slurry mix-shield tunnel boring machine (TBM) to the variable density TBM (used in the construction of the SMART Tunnel and MRT Kajang Line) and, most recently, the autonomous TBM (used for the MRT Putrajaya Line and the Sydney Metro West - Western Tunnelling Package project). These advancements have positioned Gamuda as a global leader in tunnelling, with projects across Australia, Singapore, and Taiwan. Despite the complexity of the construction processes, we ensure that all work is carried out safely while continuously improving efficiency through the adoption of digital applications, moving beyond traditional methods and technologies.

The Variable Density TBM was developed to handle challenging ground conditions and heralded the advent of the AI-enabled autonomous TBM, which improves accuracy, safety, and response times by reducing the need for manual control. Autonomous TBMs nicknamed TBM Betty and TBM Dorothy are currently being used on the Sydney Metro West Line, Australia's largest public transport project, and represent the first deployment of this technology outside Malaysia.



Successful tunnelling works are being carried out across Australia, Singapore, Taiwan and Malaysia. Top row: Sydney Metro West - Australia; Bottom left: Coffs Harbour Bypass - Australia; Bottom Right: MRT Putrajaya Line - Malaysia.

GOVERNANCE AND VALUE TO ECONOMY

Gamuda is also advancing tunnelling operations with the Tunnel Insights 3.0, a web application that leverages data from thousands of TBM sensors using automation and machine learning to enhance efficiency, and is backed by AI. The system was upgraded from version 2.0 offering improved accuracy, scalability, and performance, handling vast sensor volumes and providing real-time updates while reducing infrastructure costs. Additionally, Gamuda supports talent development through the Tunnelling Training Academy (TTA) in Malaysia and the Tunnelling and Infrastructure Academy (TIA) in Australia, offering safe, simulated training for workers. Since its debut on the MRT Putrajaya Line in 2019, Tunnel Insight has evolved to support projects like Sydney Metro West and Singapore's MRT Cross Island Line.

Sydney Metro West tunnels TBM Betty

TBM Betty has completed its first tunnel project at the western end of the 24-kilometre Sydney Metro West line, and completing 93 percent of total project aims. Named after Olympic champion Betty Cuthbert, TBM Betty has worked tirelessly for 24 months, excavating 790,000 tonnes of earth and installing 30,000 concrete segments. With only 3.5 kilometres of tunnel left to build, the Sydney Metro West is set to transform travel, offering fast metro rides from Westmead to the Sydney CBD in just 22 minutes. The new metro station at Westmead will enhance connectivity to major hospitals, research institutes, and universities, while easing road congestion. Targeted for completion in 2032, Sydney Metro West aims to double rail capacity, delivering faster and more reliable journeys while supporting population and economic growth across Western Sydney.



Gamuda-DNeX Cloud partnership

In FY2025, Gamuda entered into a strategic partnership with Dagang NeXchange Berhad (DNeX), a leading digital solutions and IT services provider, to establish the Gamuda-DNeX Cloud.

This joint venture combines DNeX's track record in the IT Sector with Gamuda's large-scale infrastructure experience to deliver Google Distributed Cloud Airgapped:



Operates completely offline, disconnected from the public cloud and internet ensuring data sovereignty and security



Incorporates end-to-end security controls, a Zero Trust approach, data protection, firewalls, and secure boot mechanisms



Delivers advanced Google Cloud services on-premise, including AI/machine learning, data analytics, and container services



Ensures operational continuity and reduces vendor risks, even in black swan events



Equipped with Google's Unified AI Stack, including Gemini assistants, Vertex AI, and capabilities like translation, OCR, and speech-to-text, enabling AI-driven insights and applications in an air-gapped setting



Allows management with tools and services built on an open-source stack

GOVERNANCE AND VALUE TO ECONOMY

Digitalisation precision for a greener future at Boulder Creek Wind Farm

The Boulder Creek Wind Farm project is currently under construction in a challenging, remote location characterised by zero internet connectivity. This formidable barrier to digital operations could severely hinder complex construction efforts. However, the project team is already recognising the immense value of field maps, not just for data collection, but crucially, for its ability to provide comprehensive offline visualisation of vital project information.

While Boulder Creek Wind Farm GIS Portal centralises all project data, and Civillo/ArcGIS process design and Propeller Aero process survey data, it is field maps that empowers construction teams on the ground. Teams pre-load their mobile devices with all necessary maps and data before heading out.



Project overview maps offer high-level site layouts and infrastructure locations, while detailed design data provides engineering specifics like foundation layouts and turbine placement. Survey data, captured by drones, includes elevation models and boundary lines for precise site assessments. Temporary works data identifies locations for material laydown, excavation zones, and scaffolding.

Operational efficiency is improved by reducing rework and errors, as teams access the latest data to verify work on-site, saving time and resources. Decision-making is streamlined, enabling informed choices in the field without relying on outdated maps. Safety is enhanced by visualising temporary works and hazards, improving situational awareness and creating a safer work environment.

This integration aids environmental protection by allowing teams to cross-reference their location with exclusion zones and sensitive habitats, minimising impact, and adhering to mitigation plans. It also optimises resource placement, reducing material movement, and site footprint.

GOVERNANCE AND VALUE TO ECONOMY

Next-Generation Digital IBS



Gamuda's Next-Gen Digital Industrialised Building Systems (IBS) combines cloud-based design, BIM integration and robotic automation to improve construction design flexibility and quality. Innovative Next-Gen Digital IBS factories in Banting and Sepang, Selangor are the largest manufacturing facilities in Malaysia, producing components for data centres, high-rise residential and commercial buildings, and landed residential housing. The system, certified by the Construction Research Institute of Malaysia (CREAM), has strict quality standards that facilitate the adoption of Industry 4.0, generate higher-income jobs and have subsequently been rapidly adopted in Gamuda Land projects.

Next-Gen Digital IBS innovative solutions

 <p>Utilising clash analysis within a cloud-based 3D BIM enhances precision in pre-planning.</p>	 <p>Robots autonomously organise production schedules by leveraging data from sensors within the factory's IoT network and past iterations.</p>	 <p>Products are equipped with QR codes for comprehensive tracking throughout the supply chain.</p>
 <p>Achieving a 40 percent reduction in embodied carbon, a 55 percent decrease in worker dependency, and a 40 percent acceleration in delivery times.</p>	 <p>The BIM augmented reality mobile app, Building Information Modelling Augmented Reality (BIMAR) facilitates more precise inspections.</p>	
 <p>Home components are delivered directly to construction sites for seamless assembly, akin to LEGO bricks.</p>	 <p>Productivity can be tracked remotely.</p>	



Enhancing resource efficiency with Next-Gen Digital IBS

Gamuda's Next-Gen Digital IBS enhances resource efficiency by minimising waste, optimising material use, and lowering emissions. To evaluate the benefits of Gamuda's sustainable homes strategy, a comprehensive life cycle assessment (LCA) was conducted on Gamuda Gardens Valeria Phase 5A (GG5A), benchmarking it against the conventional brickwork construction method. The study revealed significant emission reductions during both the product and construction stages, underscoring the advantages of utilising sustainable building materials and efficient resource consumption.

- 43 percent reduction in upfront embodied emissions (total for product and construction stage emissions)
- 41 percent reduction (product stage emissions)
- 53 percent reduction (construction stage emissions)

The LCA highlighted the environmental benefits of Gamuda's Next-Gen Digital IBS compared to conventional brickwork. Its systematic prefabrication reduces on-site material waste by up to 90 percent, while optimising resource use — achieving electricity, fuel, and water savings of 27 percent, 51 percent, and 55 percent respectively. These efficiencies lower project costs and shrink the environmental footprint, underscoring Gamuda's commitment to sustainable development.

GOVERNANCE AND VALUE TO ECONOMY

► CYBERSECURITY

As the adoption of technology increases, so does the responsibility to manage and protect data. We must dedicate substantial resources to ensure that our information remains secure and our systems are resilient and responsive to potential cybersecurity threats. To achieve this, we are committed to surpassing compliance standards to safeguard our data assets and the privacy of our stakeholders.

At the Group level, we employ an Information Security Policy (ISP), which establishes clear principles for managing and securing information, preventing breaches, integrity issues, or service disruptions. Our cybersecurity strategy relies on robust measures and strict adherence to the Personal Data Protection Act (PDPA) 2010 and applicable data protection laws in all our operational jurisdictions. In December 2023, our Information Security Management System (ISMS) was certified to the ISO/IEC 27001:2022 standard, reaffirming our alignment with international best practices in information security.

To maintain robust and effective cybersecurity measures, we continue to invest heavily in financial, human, and technological resources. Regular audits are carried out to oversee the management of customer privacy across the Group and to ensure compliance against our ISP.

We regularly benchmark ourselves against international best practices and standards. Our Group IT actively works to meet the requirements necessary for participation in global markets.

Gamuda cybersecurity management

- Chief Digital Officer is responsible for leading the strategic direction for information security
- Head of Data and Digital Governance assists the Chief Digital Officer in ensuring compliance with all security standards
- Data and Digital Governance Department is tasked with maintaining the Information Security Policy. The Heads of Departments are responsible for implementing the policy and procedures across the entire Group
- HODs are responsible for ensuring employee compliance by enforcing IT policies and procedures
- All employees are responsible for understanding and adhering to information security measures

Managing breaches

Recognising the different regulatory environments in the regions where we operate, we have developed specific methods to manage potential breaches of customer privacy and ensure compliance with local data protection regulations. These strategies allow us to respond rapidly and effectively to cybersecurity threats, including:

- Quick reporting and escalation of security incidents
- Compliance with non-disclosure agreements
- Comprehensive incident responses
- Detailed investigations
- Regular employee training sessions

Employee awareness and accountability are crucial for maintaining the robust cybersecurity culture we strive to uphold. All employees are required to adhere to our policies and procedures, which are accessible through our internal communication platform. New employees are acquainted with the policy during induction while all employees receive annual refresher training on ISO-related policies and procedures.

Our cybersecurity commitment also extends to third-party partnerships. Project owners are responsible for ensuring that relevant ISP control measures are communicated to third-party entities as required. All vendors are contractually mandated to follow our policies and procedures, which are incorporated into their contracts and agreements. Moreover, all IT-related purchases, including hardware and software, must be approved by Group IT, ensuring consistent oversight and risk management.

ZERO substantiated complaints

on breaches of customer privacy and losses of customer data were recorded across the Group in FY2025

GOVERNANCE AND VALUE TO ECONOMY

▶ RESPONSIBLE MARKETING AND LABELLING

Beyond meeting legal requirements, we place great emphasis on obtaining the relevant certifications. These certifications not only confirm that our processes are robust and compliant with international expectations, but also enabled us to responsibly market and label our services and products to customers, giving them the assurance that Gamuda operates to the highest standards.



Delivering quality through certification

To ensure the quality and safety of our construction work, we conduct assessments that are aligned with international standards. These include the following:

Quality Assessment System in Construction (QLASSIC)

Measures the quality of construction artisanship, according to the Construction Industry Standard (CIS 7:2006).

ISO 9001:2015 - Quality Management System

The Quality Assurance and Quality Control (QAQC) Manager conducts internal and coordinates external audits to ensure adherence to the quality management system requirements.

Gamuda Land Quality Unit Assessment System (GQUAS)

Assesses the completed project workmanship randomly in accordance with the Construction Quality Assessment System (CONQUAS) 6th Edition standard, developed by the Building and Construction Authority (BCA) of Singapore. Accordingly, various evaluation approaches were deployed, including GQUAS mock-up assessments, GL360 performance evaluations, site quality improvement visits, material and specification reviews, new contractor evaluations, and more.

ISO 41001:2018 - Facilities Management System

Gamuda strive to apply a management system across all residential and commercial developments to reduce operational cost and improve efficiency. In 2023, Gamuda became the first property developer in Malaysia to secure multi-site certification, encompassing multiple townships, commercial buildings, and mixed-use assets.



The Meadow, Ho Chi Minh City, Vietnam.

GOVERNANCE AND VALUE TO ECONOMY

Customer satisfaction

Customer satisfaction is vital for building long-term trust and loyalty, especially for Gamuda Land, given its customer-centric business approach. We regularly gather customer feedback through printed forms, focus groups, and the Gamuda Land Lifestyle app to evaluate client satisfaction with our products, services, and overall performance. Their responses help us identify areas for improvement across properties, townships, clubs, and theme parks.

Overview of Gamuda Land survey and feedback channels

Home buyer surveys

Surveys to assess visitor satisfaction, post-sale customer experience, quality of finishes and design, key handover processes, and the management of townships and buildings.

Golf clubs, township clubs, and theme park surveys

In Malaysia, assessing customer satisfaction through surveys with golf club members, township clubs and SplashMania Waterpark visitors.

Audits and meetings

Annual audits ensure compliance, while designated officers and the QSHE manager hold regular meetings to assess customer satisfaction and gather feedback.

Township and building surveys

Township and building surveys to ensure quality, measure customer satisfaction, and maintain compliance with regulations.

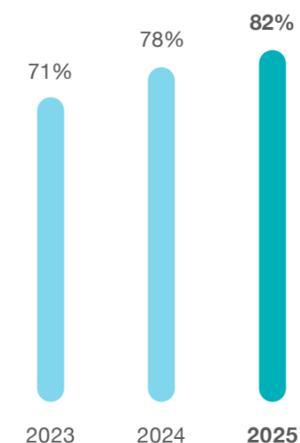
Mystery shoppers

Mystery shopper surveys to evaluate service quality and customer experience at sales galleries, clubs, and SplashMania Waterpark, with the findings used for competitive benchmarking.

Gamuda Land Wins Gold for Excellence in Township Management

Gamuda Land's Village Homes at Gamuda Gardens earned the Gold award in The Edge Malaysia Best Managed & Sustainable Property Awards 2025 (Below 10 Years - Multiple-owned Strata Residential category), a recognition that underscores the company's strong commitment to customer service and community satisfaction. The win reflects Gamuda Land's resident-centric approach - from its prompt issue resolution through the mobile app to proactive engagement that builds trust and fosters community spirit. By combining digital innovation, efficient township management, and active listening to resident feedback, Gamuda Land has created more than just a well-maintained precinct — it has cultivated a living experience where customer care, sustainability, and lifestyle convenience go hand in hand.

Customer satisfaction survey 2023-2025



Note: Across 4,800 respondents over 3 years

In 2025, Gamuda Land achieved a remarkable customer satisfaction score of 82 percent, the highest since 2021. This milestone was driven by our dedication to enhancing the post-occupancy experience through innovative updates in property management. By leveraging technology, we streamlined maintenance processes, customised concierge services, and improved visitor management, resulting in overall cost savings and increased efficiency.



03

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VALUE TO PEOPLE

VALUE TO PEOPLE

▶ HUMAN CAPITAL DEVELOPMENT

As our business footprint continues to expand, there is a growing need for more specialised professionals to support our multi-faceted projects. We strive to attract the best talent while also retaining and developing our existing workforce. To keep pace with an ever-evolving landscape, Gamuda continuously invests in upskilling, providing equal opportunities, and transparent career development paths that empower employees to adapt and thrive. This strategy not only enhances employee satisfaction but also drives innovation and strengthens overall performance, from project execution and operational efficiency to safety, quality, and client satisfaction.

Gamuda is honoured to be listed among Forbes' World's Best Employers 2025, ranking within the top 400 globally. This achievement reflects our commitment to fostering an inclusive, progressive and empowering workplace for all our people.

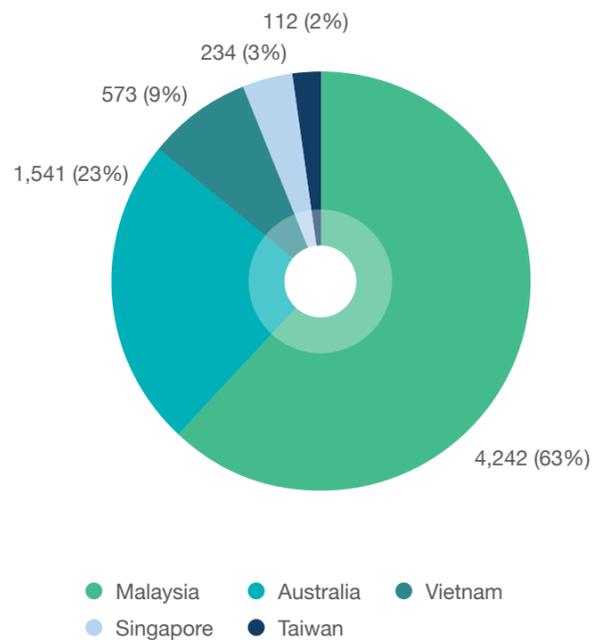
OUR WORKFORCE AT A GLANCE

As of FY2025, Gamuda employs a total of 6,702 employees across the regions we operate, an increase from 6,053 in FY2024. The growth reflects our increased number of ongoing and upcoming projects.

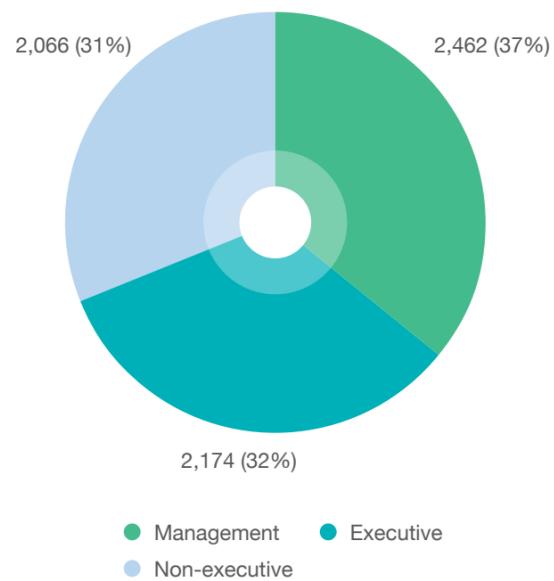
Employees by country and employee category FY2025

TOTAL
6,702

By country



By employee category



TURNOVER AND RETENTION

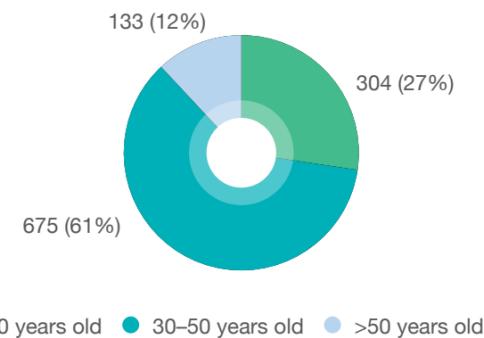
We prioritise merit-based recruitment and aim to create an inclusive, respectful environment for all our employees. Our talent strategy focuses on improving our hiring-to-turnover ratio by attracting and retaining exceptional candidates and supporting their growth through meaningful career development.

In FY2025, a total of 1,890 new hires were onboarded. Gamuda's recruitment process for new employees adheres to our Recruitment and Selection Policy guidelines. We have built a robust talent pipeline through partnerships with educational institutions, providing scholarships, upskilling programmes, and job placements. Our efforts have successfully nurtured junior talent, many of whom have progressed to senior or leadership roles. Additionally, our Employee Referral Programme further supports our talent acquisition initiatives by encouraging employee to recommend qualified candidates while also promoting internal career growth.

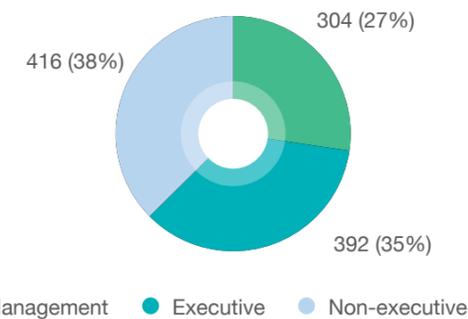
Our Cessation of Service Policy handles employee resignations through formal exit interviews to gather feedback and suggestions for improving workplace conditions. Our hiring processes are audited annually under ISO 9001:2015. There were no non-compliances recorded in FY2025.

We regularly organise employee engagement events, including training, coaching, workshops, all-employee meetings, employee activities, and special briefings. We also undertake surveys as a method to better understand our employee's needs. These initiatives – combined with other programmes such as our training centres, access to LinkedIn Learning, flexible work arrangements, and open admission to Gamuda Clinic – improve employee participation, manage turnover, and foster a more inclusive and fulfilling environment.

Turnover by age group FY2025

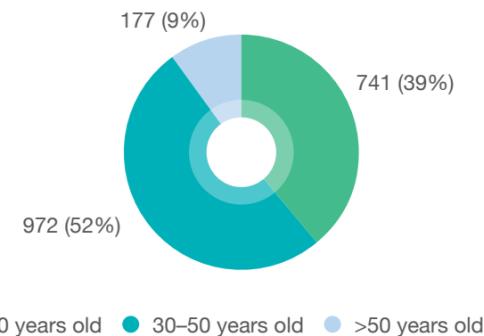


Turnover by employee category FY2025

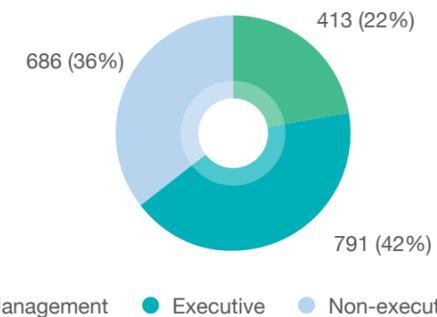


Rate of turnover
16.6%
(1,112 of 6,702)

New hires by age group FY2025



New hires by employee category FY2025



Rate of new hires
28.2%
(1,890 of 6,702)

VALUE TO PEOPLE

BUILDING AN INCLUSIVE WORKFORCE

Gamuda is committed to empowering women by building a diverse and inclusive workforce, prioritising local recruitment, and integrating diversity, equity, and inclusion (DEI) principles throughout our operations. We uphold fairness and equal opportunities for all, and do not tolerate any form of discrimination based on sexual orientation, gender, religion, race, disability, age, political affiliation, marital status, or national origin.

As of FY2025, the Group has 2,309 women employees, comprising 34 percent of our total workforce. At the Board level, four of our seven members are women. Notably, 31 percent of management-level employees are women. We celebrate all ethnicities and employ a diverse workforce across the group. In Malaysia, 40 percent of our total employees are non-Bumiputera. Across the Group, we also employ people of all ages. Of this, 62 percent fall within the 30–50 year-old category. A further 24 percent are under the age of 30, and 14 percent are over the age of 50.



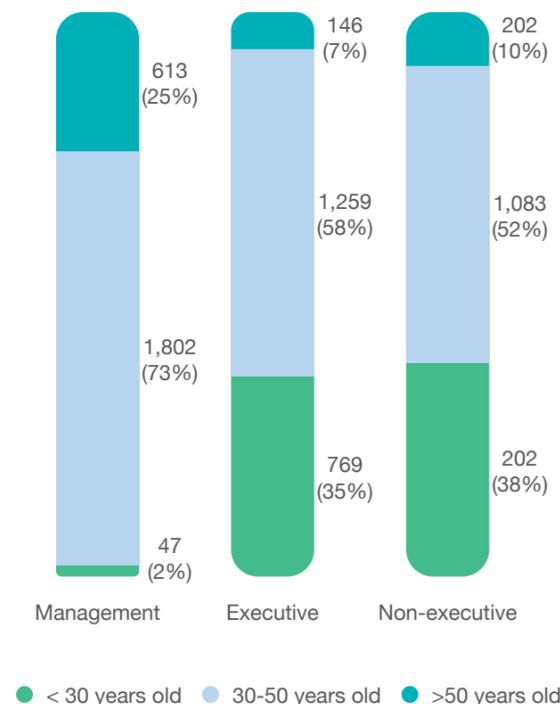
Advancing gender equality in engineering and construction

In 2024, DTI sponsored the International Women in Engineering Day breakfast, hosted by the Queensland Major Contractors Association and the National Association of Women in Construction. This event brought together 380 professionals to highlight the importance of inclusivity in the workplace. DTI's Engineering Change and Integration Manager delivered a keynote speech and participated in a panel discussion on the value of skilled migrants, diverse teams, and inclusive leadership.

Employee gender by employee category



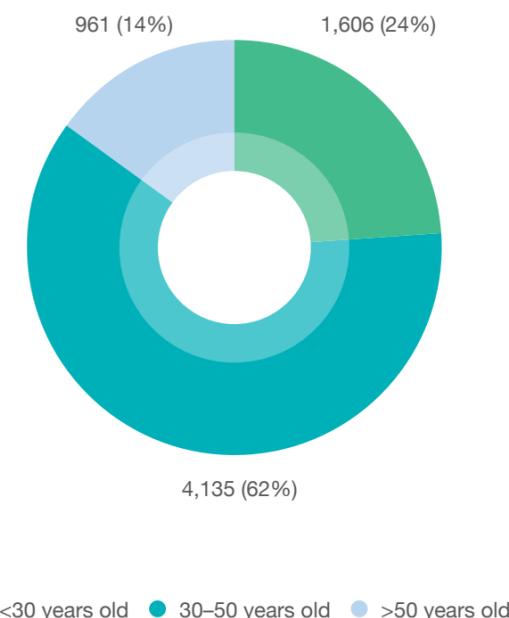
Employee age by employee category



Our DEI efforts include a range of initiatives, including:

- ▶ Regular DEI communication and training.
- ▶ Employee mental health and well-being support through the Gamuda Lifestyle and Overall Wellness (GLOW) programme. GLOW wellness services include professional health coaching, 24/7 mental health helplines, and a suite of tools and resources to foster positive well-being.
- ▶ Women's empowerment initiatives such as the Gamuda Women Empowerment Network (GWEN), which offers perks such as connecting with external leaders, educational leadership programmes, and a career advancement support network, empowering women to take leadership roles in various areas of our operations.
- ▶ Promoting mentorship between senior and young leaders to accelerate young leaders' development, foster collaboration, and strengthen intergenerational relationships in the workplace.
- ▶ A dedicated team focused on supporting the career development of neurodivergent employees.

Employees by age group FY2025



VALUE TO PEOPLE

All employees receive equal pay for equal work, regardless of gender. In FY2025, DTI and GEA conducted a Gender Pay Gap Assessment in line with Australian Government regulations and submitted its first Gender Pay Gap Employer Statement to the Workplace Gender Equality Agency (WGEA), Australia.

For all our international projects, we prioritise hiring local talent. We also second some of our employees from our headquarters in Malaysia to other regions to increase assimilation with Gamuda's culture and values. To further support our pluralistic workforce and foster a sense of belonging, we offer centralised labour quarters (CLQs) for foreign workers. Aside from providing comfortable accommodation for workers, these quarters are designed to be inclusive, making familiar food for foreign workers available and providing a space for building camaraderie.

Recorded **ZERO** incidents of discrimination* across the Group in FY2025

Gamuda's DEI focus areas

- Inclusive foundations**
Development of inclusive systems and processes
- Community relationships**
Build strategic partnerships and community relationships
- Organisational culture**
Continue to create an organisational culture of inclusion and belonging
- Education and growth**
Educate and increase awareness and capability to enable knowledge transfer and growth
- Talent pipeline**
Focus on strengthening talent and sourcing pipelines through retention and engagement
- Accountability**
Measurement, analytics, and reporting to ensure progress and accountability

- Persons with disabilities or neurodivergent adults
- Mental health
- Inclusive systems, processes and procedures
- Gender equality
- Indigenous and Aboriginal community
- Awareness and education
- Women's empowerment

* Discrimination is defined as "An unfair or unequal treatment of individual based on protected characteristics such as race, gender, age, religion, disability, and other safeguarded traits"

VALUE TO PEOPLE

INVESTING IN TALENT

We implement a comprehensive, multi-faceted approach to ensure learning and development opportunities are strategic, targeted, and accessible to all employees across our organisation. Our integrated development ecosystem includes:

- ▶ **Digital and technical training programmes**
We continue to strengthen our focus on engineering and technical training aligned with advanced project deliverables to ensure our workforce remains future-ready. We have also democratised learning by giving employees access to self-paced opportunities through our partnership with LinkedIn Learning, launched in 2022. The platform's user-friendly app helps employees build skills and knowledge, while our in-house e-learning content has driven higher completion rates for key modules such as cybersecurity and anti-bribery and corruption.
- ▶ **Gamuda Learning Centre (GLC)**
Delivers structured training programmes to strengthen core competencies, enhance soft skills, and provide essential upskilling opportunities for career advancement. We also support professional certifications, accreditations, and higher education that add value to both our employees and business.
- ▶ **Leadership programmes**
Our comprehensive leadership programmes are strategically designed and curated to empower leaders at every level, from junior to senior. These initiatives are instrumental in cultivating core Gamuda Values and are meticulously aligned with our Gamuda Leadership Framework, which emphasises Self, People, and Business Savvy. Through integrated elements such as personalised coaching and mentoring, we are committed to fostering a strong, values-driven leadership pipeline that is equipped to drive future success.
- ▶ **Scholars' Engagement and Development Programme (SEDP)**
This programme equips our scholars with leadership and networking opportunities, as well as the necessary skills to grow into well-rounded working professionals.
- ▶ **Continuous learning initiatives**
Promotes a culture of continuous growth through informal learning opportunities such as Toastmasters, Breakfast and Learn sessions, Book Chat discussions, and peer-to-peer knowledge sharing platforms.
- ▶ **English Language Unit**
Focuses on developing English proficiency to improve job performance, enhance communication effectiveness, and broaden career opportunities. The unit offers targeted English language training, tailored to each participant's proficiency level, as assessed by the online Gamuda English Test for Executives (GET-E) or Managers (GET-M).

This holistic framework ensures every employee has multiple pathways to develop their skills, advance their careers, and remain competitive in an evolving workplace landscape.

Our holistic development approach for employees

Onboarding

To facilitate a seamless onboarding process, new employees and secondees participate in an induction training programme. To support their integration into Gamuda, each new recruit is paired up with a buddy for the first two months.

Address gaps in role

We offer continuous on-the-job training and accessible online learning modules to bridge knowledge gaps. Employees also receive allowances and financial support for approved external education programmes.

Career development

Employees are given access to training opportunities throughout the year. These are regularly reviewed and monitored to ensure their effectiveness and to promote ongoing development.

Feedback

Employees receive annual performance feedback that highlights their strengths and identifies areas for growth.

Hydropower Sustainability Standard (HSS) Certified User Training

Upper Padas Power Sdn Bhd (UPPSB) in collaboration with the Hydropower Sustainability Training Academy, conducted a 2.5-day HSS Certified User Training from 27-29 August 2025 at Perkasa Hotel, Tenom, Sabah, Malaysia. The programme aimed to equip participants with the technical knowledge needed to apply sustainable hydropower practices. A total of 40 participants attended this training, comprising of representatives from the Ulu Padas Hydroelectric Dam Project team, partners, contractors, collaborators in conservation and community engagement, as well as from Universiti Malaysia Sabah (UMS) and PACOS Trust. This programme directly supports the organisation's commitment to environmental, social, and governance (ESG) principles by building expertise in internationally recognised sustainability standards and best practices in hydropower.

Note: PACOS Trust (Partners of Community Organizations in Sabah) is a community-based organisation dedicated empowering indigenous communities in Sabah. Its initiatives include community development, education and capacity building, environmental conservation, cultural preservation, and advocacy for Indigenous rights.

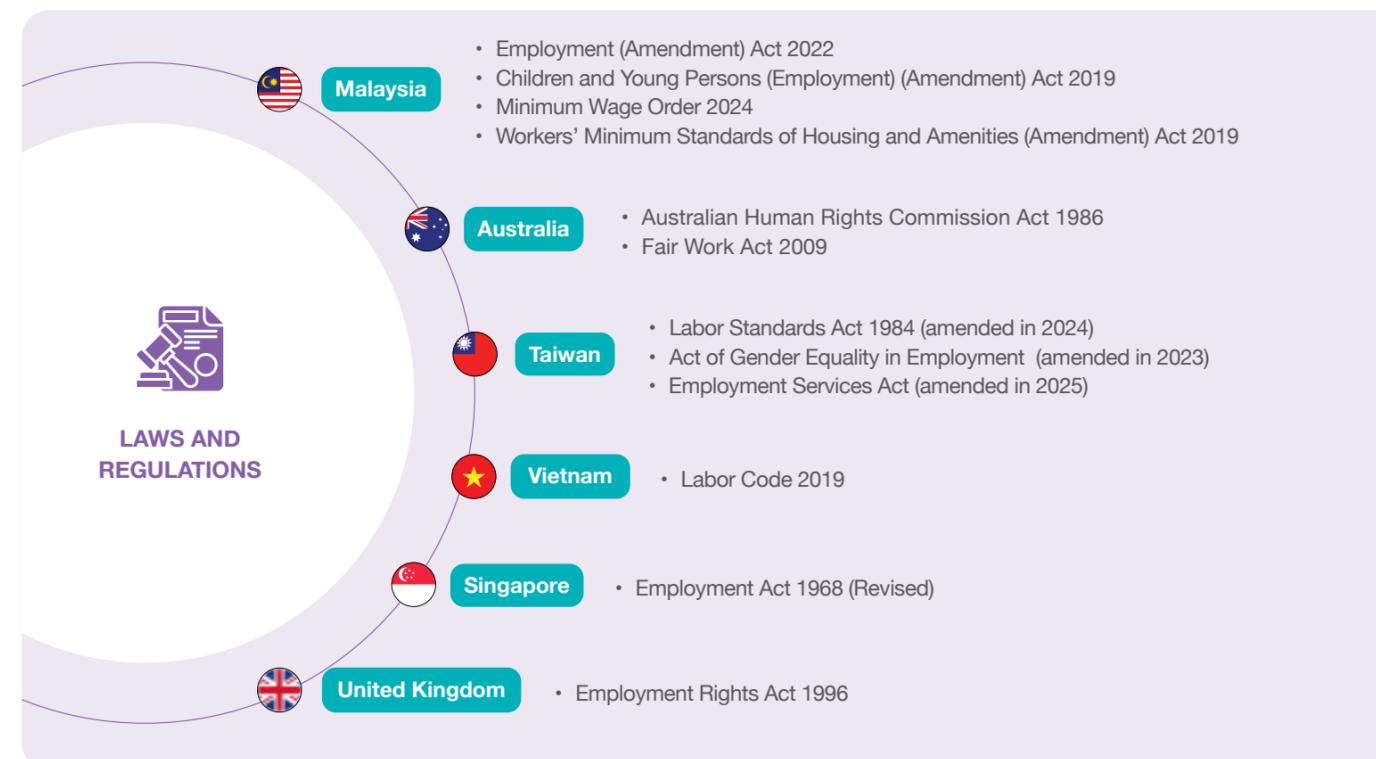
VALUE TO PEOPLE

Average training hours per employee per year, by country



▶ RESPECTING HUMAN RIGHTS ACROSS THE VALUE CHAIN

Gamuda is committed to embedding human rights principles across all our operations to ensure the well-being of our employees, suppliers, and communities. Our Human Rights Policy aligns with international standards such as the International Labour Organization (ILO) Core Conventions on Labour Standards, the United Nations (UN) Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Declaration on the Rights of Indigenous Peoples, the UN Global Compact, and ILO Convention 169. We are also working towards aligning against the recently launched National Action Plan on Business and Human Rights (NAPBHR) in Malaysia. This policy guides our actions and forms a foundation for responsible business conduct. We regularly review and update our Human Rights Policy to ensure it remains current with the latest labour regulations. We comply with labour laws and regulations of the countries in which we operate, specifically:



VALUE TO PEOPLE

Our whistleblowing channel also extends to human rights matters, offering both internal and external stakeholders a secure platform that safeguards confidentiality and anonymity. To effectively integrate our commitment to upholding human rights across our operations, we provide human rights training to relevant employees as required. There were no incidents of rights violations involving Indigenous peoples in FY2025.

Our Human Rights Policy is made available to all stakeholders through the Corporate Governance section of Gamuda's website and our internal platforms. The policy is clearly communicated to all stakeholders, including business partners, who are further educated about the policy during onboarding onto our Group-wide digital procurement system. They are required to sign a pledge affirming their commitment to aligning their activities with our Human Rights Policy.

Similarly, our third-party vendors and contractors adhere to our best practices. These standards are reinforced by mandating them to sign an agreement attesting to their compliance with our Human Rights Policy, which includes agreeing to conduct regular audits and risk assessments and provide confidential reporting channels.

In Australia, contractors and vendors engaged by DTI and Gamuda Australia must comply with all applicable workplace laws, including those under the Fair Work Act 2009, and adhere to company policies such as the Supplier Code of Conduct and Modern Slavery Policy.



Scan or click here for Gamuda's Human Rights Policy



Scan or click here for Gamuda Australia's Modern Slavery Statement

Our project managers, business leaders, and human resource team are responsible for ensuring that our subsidiaries, contractors, and third-party providers follow responsible labour practices.

Our Human Rights Policy encompasses:



- ▶ Diversity and equal opportunities
- ▶ Safety and health
- ▶ Workplace security
- ▶ Child labour
- ▶ Community and business principles
- ▶ Housing and amenities
- ▶ Modern slavery, forced labour, and compulsory labour
- ▶ Conducive work environment
- ▶ Freedom of association
- ▶ Rights of communities and Indigenous peoples (including Aboriginal and Torres Strait Islander peoples of Australia)
- ▶ Human trafficking and exploitation

Free, prior, and informed consent (FPIC)

We are committed to seeking the FPIC of Indigenous peoples on matters that affect them, emphasising open communication and involvement in decision-making. Our core strategy is developing respectful, long-term relationships with Indigenous communities through meaningful engagement and trust. We uphold the rights of Indigenous people in line with the UN Declaration on the Rights of Indigenous Peoples, including Orang Asli and Orang Asal in Malaysia and Aboriginal and Torres Strait Islander peoples in Australia.

Access to Grievance Mechanisms and Addressing Complaints

We have established a Whistleblowing Policy that provides a comprehensive system for receiving, documenting and addressing complaints or grievances. This channel serves as a reporting channel for all internal and external stakeholders, including employees, suppliers, contractors and others impacted by our business activities that guarantees the confidentiality of identity for all stakeholders. It allows them to safely and anonymously disclose any misconduct within the Group.

Concerns can be reported to the whistleblowing hotline at integrityline@gamuda.com.my. Upon receipt, the CIGO will review the initial report and direct it to the appropriate parties. If the report pertains to bribery or corruption, it will be addressed by the Integrity and Governance Unit.

In FY2025, we recorded zero incidents of harassment. We regularly review our processes to uphold the integrity of our reporting system.

VALUE TO PEOPLE

Upper Padas Social Impact Management Plan (UPSIMP)



Building understanding through dialogue — community briefing for the Ulu Padas Hydroelectric Dam Project social baseline survey in Tenom, Sabah, Malaysia.

Upper Padas Power Sdn Bhd (UPPSB) in collaboration with PACOS Trust, an indigenous-based community organisation, conducted a comprehensive social baseline survey for neighbouring communities in Tenom, Sabah. The survey was carried out by a dedicated local team comprising 17 community surveyors and five local translators. A total of 22 villages were surveyed, which were further classified into three categories based on their level of potential impact from the project.

The survey aimed to establish a comprehensive socio-economic baseline to inform the design of future social and cultural management plans. It also sought to assess the perceptions of indigenous communities on the Ulu Padas Hydroelectric Dam Project and ensure the principles of FPIC were upheld. The baseline survey included engagements with local authorities, community townhalls, and door-to-door interviews. Consent from all levels were obtained prior to the interviews, where key themes, such as demographics, marginalised groups, socio-economic activities, educational backgrounds, cultural heritage as well as natural resource use were covered.

Upholding migrant workers' rights

Given the nature of work in the construction industry, migrant workers tend to make a significant portion of the workforce in Malaysia. We are committed to upholding labour rights and human rights of all migrant workers, whether employed directly or through subcontractors.

We have adopted a proactive stance for hiring foreign labour by directly recruiting workers from their home countries, thereby bypassing third-party recruitment agencies. This approach significantly reduces the risk of exploitative practices, such as wage bondage, contract manipulation, and high recruitment fees, while also protecting workers from debt bondage. Direct engagement with hires ensures recruitment transparency and we are able to safeguard their rights, provide fair wages and transparent contract terms, and safe working environments on site. Furthermore, as part of our hiring process, applicants' ages are verified through the review of legitimate identification documents.

To further strengthen these protections, we established the Anti-Modern Slavery (AMS) Task Force in Malaysia to identify and mitigate the risks of forced labour and modern slavery across our operations and supply chains. The AMS Task Force conducts regular audits, delivers awareness programmes, and performs risk assessments as part of both ongoing operations and due diligence for potential projects. The task force also provides channels for migrant workers to raise concerns, provide feedback, and submit complaints.

ZERO substantiated complaints concerning human rights violations in FY2025



Audits by our AMS Task Force verified that all central labour quarters were 100 percent compliant with the Workers' Minimum Standards of Housing and Amenities Act 2019, while the treatment of all local and foreign workers was also found to be 100 percent in compliance with the Employment Act

VALUE TO PEOPLE

Wages and benefits

We are committed to ensuring fair and equitable compensation that meets or exceeds the minimum wage laws in every country that we operate in. This year the minimum salary for foreign workers has been revised to RM1,700, in line with the Malaysian Minimum Wages Order 2024. Since FY2022, we have also increased the starting pay for fresh graduates — engineering from RM3,300 to RM3,500 and non-engineering from RM3,000 to RM3,200 — exceeding the living wage benchmark of approximately RM3,100 per month. This aligns with the living wage policy adopted by government-linked investment companies for permanent Malaysian employees. We continue to review and refine fresh graduate pay structures to ensure continued competitiveness and alignment with evolving market benchmarks.

Besides meeting regulatory-stipulated requirements, we aim to offer comprehensive benefits that support work-life balance and overall well-being. This includes providing our female employees with flexible work arrangements and legally mandated maternity leave. Our maternity leave policy was revised in compliance with the Malaysia Employment (Amendment of First Schedule) Order 2022 to the Employment Act 1955, extending maternity leave entitlement to 98 days. Permanent employees are entitled to a comprehensive benefits package, and selected provisions, such as leave entitlements, insurance coverage, and medical expense claims, are also extended to part-time and temporary employee.

Our employee benefits in Malaysia include the following:

 <p>Wellness Healthcare services provided through external healthcare providers and Gamuda Clinic include medical care, dental and optical services, vaccinations, health screening, wellness memberships, additional prenatal and postnatal care, diagnostic testing, the purchase of medical devices, and our Employee Assistance Programme (EAP).</p>	 <p>Allowances and subsidies Allowances for professional memberships and training, childcare subsidies, and business travel.</p>
 <p>Pay and wages Maintain competitive starting salaries for local and foreign workers, as well as fresh graduates, meeting or exceeding local minimum wage requirements.</p>	 <p>Flexible working arrangements Staggered working hours, flexitime, seasonal flexitime, flexiplace, flexilunch, replacement hours, and working from home.</p>
 <p>Insurance A minimum term-life insurance coverage (RM200,000 for local workers and RM150,000 for foreign workers) is paid out if an employee passes away while in service. To support families, the policy also includes hospitalisation, surgical, and personal accident insurance.</p>	 <p>Others Parking facilities, retirement benefits, bona-fide benefits, employee education assistance, leave passage, purchase of food composting products, and prenatal and postnatal benefits.</p>
 <p>Leave Our employee maternity leave policy was previously revised in compliance with the Malaysia Employment (Amendment of First Schedule) Order 2022 to the Employment Act 1955 by extending maternity leave and entitlement.</p>	

Gamuda respects employees' freedom of association. All employees have the right to form and join unions of their choice and to bargain collectively to negotiate work relations effectively.

All employees also have access to grievance mechanisms and are able to raise complaints securely and anonymously.

 See Whistleblowing Mechanisms section at page 32 for more information.

VALUE TO PEOPLE

► PRIORITISING SAFETY AND HEALTH

At Gamuda, Occupational Safety and Health (OSH) is integral to our operations, since a safe and healthy workforce supports a resilient, high-performing organisation. As we operate within the property development and infrastructure sector, we manage complex, large-scale projects in dynamic environments that are associated with substantial safety risks. This makes safety not just a priority but an essential, non-negotiable requirement.

Safeguarding employee and partner well-being is also essential for maintaining productivity, employee morale, and long-term business sustainability. By fostering a robust safety culture throughout all levels of our operations, we strive to prevent accidents, reduce risks, and create a work environment in which everyone can excel.

Safety and health performance

Gamuda is guided by a set of key performance indicators (KPIs) formulated specifically for each project site, business unit, and department. These KPIs include both leading and lagging indicators, which are measured monthly and reported to senior management through management reports to identify areas for improvement. Among the KPIs are:

 <p>Achieving zero fatalities</p>	 <p>Achieving targets for incident statistics</p>	 <p>Meeting specified compliance levels from monthly inspections/audits</p>	 <p>Meeting a certain percentage of completion for our safety, health, and environment (SHE) programme</p>
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We ensure full compliance with all applicable OSH regulations throughout our operations. These laws mandate employers, employees, and stakeholders to actively maintain safe work environments and take responsibility for workplace well-being.

 <p>Malaysia</p> <p>Occupational Safety and Health Act 1994 (OSHA 1994)</p>	 <p>Australia</p> <p>Applicable state and territory WHS legislation (based on the model WHS Act 2011)</p>	 <p>Taiwan</p> <p>Occupational Safety and Health Act (Amended 2024)</p>	 <p>Vietnam</p> <p>Occupational Safety and Hygiene Law, No. 84/2015/QH13</p>	 <p>Singapore</p> <p>Workplace Safety and Health Act (WSHA) 2006</p>
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POLICIES

Gamuda's approach to OSH is guided by our Quality, Safety, Health, and Environmental (QSHE) Policy, which sets out systematic guidelines for managing safety, health, and well-being, including occupational diseases and environmental impacts. The policy is regularly reviewed and benchmarked against industry best practices while ensuring alignment with local regulations.

We encourage all employees, suppliers, service providers and contractors to uphold our QSHE Policy by integrating its principles into their daily operations. A key factor is the implementation of our ISO-certified management systems across all our projects, supported by dedicated teams that ensure consistent application and compliance. As of July 2025, all project sites are certified under ISO 14001:2015 — Environmental Management System, ISO 45001:2018 — Occupational Health and Safety System, and ISO 9001:2015 — Quality Management System.

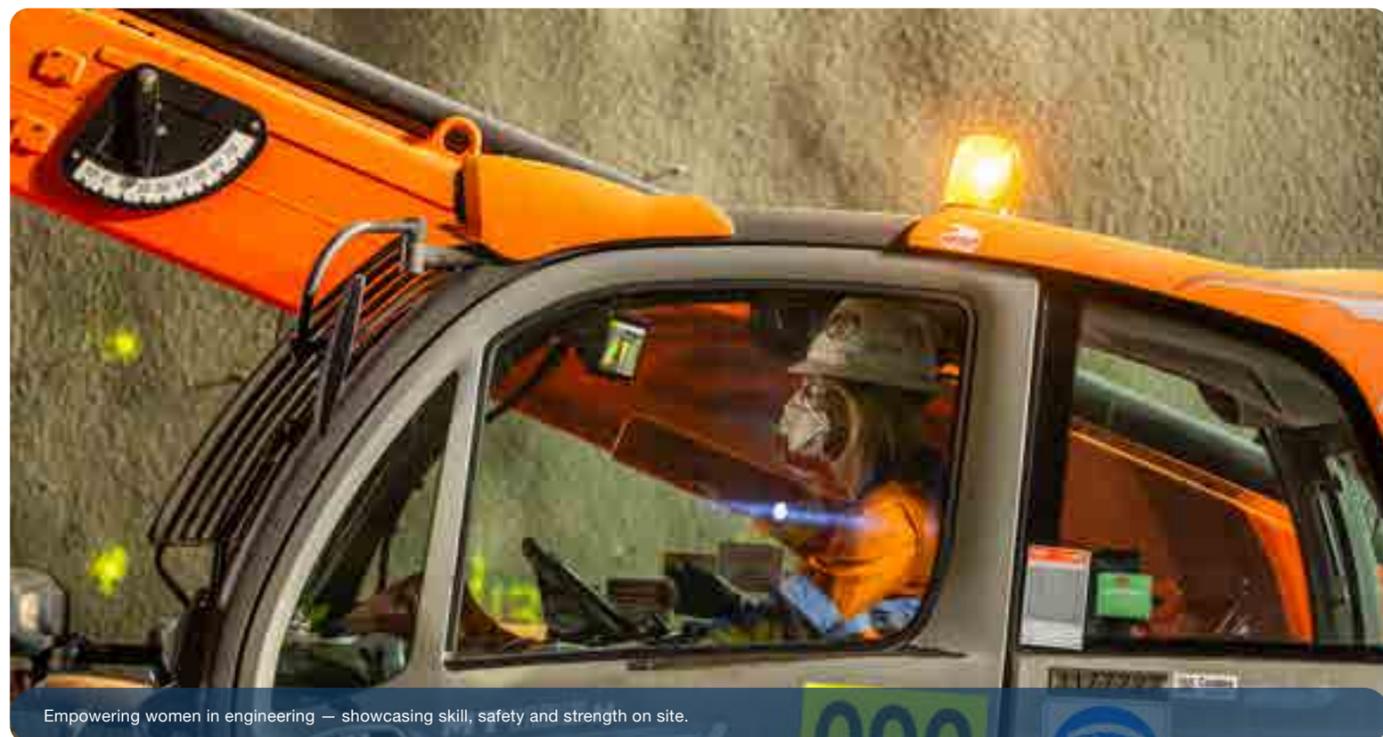
VALUE TO PEOPLE

Gamuda Australia's Occupational Health & Safety (OHS) is guided by its Health, Safety, and Quality Strategy (2023–2025), which covers five key areas for establishing a comprehensive OHS system for its employees. Having successfully embedded this framework, the strategy is now entering its final stage of delivery and transition, with the next phase (2026–2029) set to build on these foundations and further strengthen safety, health, and quality performance across all our operations.



Gamuda Australia won the 2024 Work, Health, and Safety Team of the Year Award

The Enabling Work programme received recognition when Gamuda Australia's Health and Safety team was honoured with the 2024 Work, Health, and Safety Team of the Year Award at the Australian Workplace Health & Safety Awards 2024.



Empowering women in engineering — showcasing skill, safety and strength on site.

Five strategic priorities of the Health, Safety, and Quality Strategy (2023–2025)

Quality risk management

Incorporate higher-order risk controls throughout all stages of the work lifecycle

Beyond compliance

Go beyond compliance to maximise people's capacity, and enhance performance while creating adaptive people and processes

Integrated systems and governance

Promote safety risk-based decision-making throughout our business processes

Empowering culture and capability

Build capacity and culture to empower our people to remain agile and innovative

Enhancing health and wellness

Support employees' physical and mental well-being through programmes that encourage a culture of care

VALUE TO PEOPLE

Gamuda Australia has implemented the Enabling Work programme, an innovative approach to workplace health and safety (WHS) in Australia. The initiative is designed to foster a proactive, people-centred safety culture within complex infrastructure environments. Launched on the Sydney Metro West - Western Tunnelling Package project, the programme has since expanded across six major projects in Australia. Focused on empowerment, care, and continuous improvement, the programme moves beyond traditional compliance models to actively engage workers at all levels in shaping safe work practices. Specifically, it aims to replace rigid, top-down systems with a dynamic, collaborative model, where WHS teams co-design practical solutions with leaders, frontline workers, and industry experts.

Ongoing learning is a core feature of Enabling Work, where employees receive access to training via online modules, workshops, simulations, and micro-learning sessions covering critical risks, hazard identification, and permit-to-work processes, enabling teams to take active ownership of safety on-site. The programme also features the Pit Stop initiative which issues practical tools like pocketbooks and QR-coded resources. Technology also plays a key role, with digital reporting, predictive analytics, and mobile learning enhancing real-time risk management and accountability.

Integrated Management System and OSH management

Our holistic OSH Management System (OSHMS) is integrated into our broader Integrated Management System (IMS).⁴ OSHMS is certified under ISO's 45001:2018 for Occupational Safety and Health Management Systems and applies to all our employees, including contractors and subcontractors. All our consultants, architects, contractors and service providers are required to follow the safety guidelines specified in our contractual agreements, which must be signed before their engagement.

OSH monitoring and evaluation

Our SHE performance is driven by a disciplined process that ensures our practices align with the latest industry benchmarks. SHE representatives conduct inspections on a daily, weekly, and monthly basis across all our project sites. The inspections are supported by monthly audits from the head office QSHE, helping us stay aligned with industry best practices and our own internal standards. To foster continuous improvement, we continually analyse our safety and health performance and compare it against our industry peers. Additionally, we conduct daily safety and health briefings across all our worksites to proactively tackle emerging risks and promote a safety-first culture.

Subcontractors are evaluated through a set of criteria in our online SAP Ariba system, which also cross-references their past performance records before they are appointed.



We strive to ensure that all workers and employees on-site are continuously reminded of safety. The picture shows a toolbox safety briefing at the Silicon Island project in Malaysia.

⁴ Gamuda's IMS is a framework that includes QSHE management, aiming for a holistic approach to sustainability and operational excellence. It integrates digital tools and data-driven processes to improve design, construction, and operational efficiency.

VALUE TO PEOPLE



The 161 kV Songshu to Guangfeng Underground Transmission Line Project received the Excellent Honour in the Construction Golden Safety Awards 2024 from Taiwan's Ministry of Labour.

OHS risk management

We conduct safety and health risk assessments throughout every stage of our projects. To identify potential hazards and develop effective mitigation strategies, we perform thorough on-site due diligence before commencing any project. For example, at Gamuda Australia, our Head of Projects leads risk workshops to create a project risk assessment (PRA), which identifies hazards, assesses risks, and guides the development of safe work method statements (SWMS). These PRAs are reviewed quarterly or whenever operational changes occur and are shared with subcontractors to ensure consistent safety practices across the project team. A similar approach is applied in Gamuda Singapore, where risk workshops are conducted to produce Project Safety Reviews (PSRs) and Method Statements and Risk Assessments (MSRAs).

To ensure assurance that these controls are not only documented but also effectively implemented, we conduct critical control effectiveness reviews. These reviews test whether the key controls identified in the PRA are operating as intended in the field, enabling us to identify gaps, verify compliance, and drive continuous improvement in risk management.

In addition to managing site risks, Gamuda has developed emergency preparedness and response plans to address potential on-site incidents. Drill exercises are conducted periodically to ensure that all personnel can respond effectively in the event of an emergency.

OSH participation, consultation, and communication

OSH responsibilities are cascaded to all levels of the Group. Senior leadership bears full accountability for OSH performance and is supported by a central support team responsible for implementing, monitoring, and reporting on OSH issues. Each site has a dedicated OSH representative who is trained and equipped to oversee site safety, manage incident reporting processes and inspections. QSHE Monthly Reports are submitted to track and review our progress across sites.

Beyond construction sites, our OSH Coordinators are also support management in monitoring and coordinating safety and health matters across the service sector.

VALUE TO PEOPLE

Additionally, SHE committees have been established at each site to evaluate safety procedures, conduct regular safety walkabouts, and hold monthly meetings. These meetings are led by the Senior Project Manager and attended by safety officers, employee representatives (including representatives from subcontractors and workers), and construction managers. Committees are tasked with establishing and reviewing project KPIs, as documented in the QSHE Monthly Report. All workers are encouraged to actively participate by attending meetings or providing feedback to enhance worksite OSH.

Data-driven OSH management insights

We leverage data-driven tools to enhance decision-making, mitigate risks, and improve overall workplace safety. This involves using business intelligence data visualisation software to analyse safety and health data, enabling real-time monitoring and a more detailed overview of performance trends. The digital dashboard is integrated across multiple data sources to deliver accurate, up-to-date information, which improves our ability to quickly respond to emerging risks across different divisions.

Simultaneously, we incorporate BIM to boost safety in construction and building management. BIM enhances planning, maintenance, communication, documentation, and training while also facilitating better risk mitigation. By allowing early identification of potential hazards, BIM fosters safer, more efficient, and successful project execution.

Incident investigation and reporting

As part of our duty to ensure the safety of everyone on our sites, including contractors and other personnel, our site Safety and Health Management system is designed to cover both employees and contractors. We use an incident reporting system to track accidents across all workplaces. Every occurrence, including near misses, is thoroughly investigated and communicated to the relevant project management representative. When necessary, incidents are escalated to a project leader or client representative.



Safety is our top priority. This image captures our efforts to communicate with workers, employees and public about the project and important safety measures.

Australian Workplace Health and Safety Awards 2024

Team of the Year

Construction Golden Safety Award 2024

Excellent Occupational Safety and Health in Public Infrastructure, 161kV Songshu to Guangfeng Underground Transmission Line

Safety and Health Award Recognition for Projects (SHARP) 2025

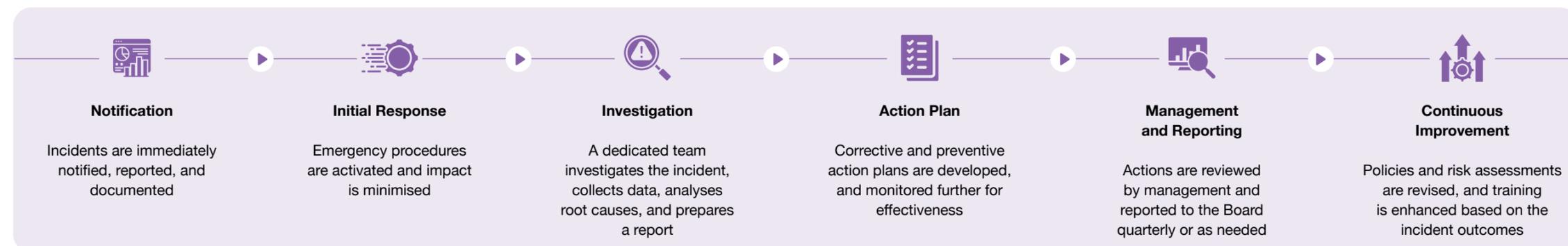
Gali Batu Multi-Storey Bus Depot

Australian Institute of Health & Safety (AIHS) Awards 2025

Training and Development Programme – Tunnelling and Infrastructure Academy (TIA)

VALUE TO PEOPLE

Gamuda's incident investigation and management protocol



	Malaysia	Vietnam	Australia	Singapore	Taiwan	Total
Incident reporting for employees by country FY2025						
Total hours worked	7,037,454	1,359,983	5,876,554	925,298	216,555	15,415,844
Number of fatalities	0	0	0	0	0	0
Number of recordable injuries	0	0	3	0	0	3
Number of days lost	0	0	7	0	0	7
Fatality rate	0	0	0	0	0	0
Injury Rate	0	0	0.10	0	0	0.04
Rate of lost days	0	0	0.24	0	0	0.09
Lost time incident rate	0	0	0.07	0	0	0.03
Lost time injury frequency rate	0	0	0.34	0	0	0.13
Incident reporting for contractors by country FY2025						
Total hours worked	29,583,001	7,514,105	6,245,273	4,077,756	361,055	47,781,190
Number of fatalities	1	0	0	0	0	1
Number of recordable injuries	11	0	4	0	0	15
Number of days lost	101	0	23	0	0	124
Fatality rate	0.01	0	0	0	0	0
Injury Rate	0.07	0	0.13	0	0	0.06
Rate of lost days	0.68	0	0.74	0	0	0.52
Lost time incident rate	0.05	0	0.03	0	0	0.03
Lost time injury frequency rate	0.24	0	0.16	0	0	0.17

Notes:

1. Injury, fatality rates and lost days are calculated based on the GRI Standards recommendation of per 200,000 hours worked.
2. The Lost Time Incident Rate (LTIR) measures workplace safety by calculating the number of incidents resulting in employees and contract workers being unable to work due to injury or illness, expressed as the number of such incidents per 200,000 hours worked. OSH data is scoped to all development sites.
3. The Lost Time Injury Frequency Rate (LTIFR), similar to the above, measures workplace safety. Based on the Construction Industry Standard of Australia, it is calculated per 1,000,000 hours worked.

VALUE TO PEOPLE

We acknowledge our obligation to ensure the safety of everyone working across our sites, including those not directly employed by us. This includes contractors engaged at our various project locations. All contractors are required to adhere to the safety requirements stipulated in their contractual agreements, which must be signed prior to engagement.

In FY2025, a total of three lost time injuries occurred at our project sites in Australia, involving our employees and contractors. The incidents involved fall from height and mishandling of equipment and materials. Prompt medical attention was provided to all affected personnel, while broader corrective actions — including equipment reviews, access control enhancements, and reinforcement of safe work practices — were implemented under our OSH framework to prevent recurrence.

A total of seven lost time injuries involving contractors' workers were recorded across our Malaysian sites. The incidents were similarly associated with work-at-height activities, mishandling of materials and equipment, and slipping and tripping. Consistent with our OSH framework, remedial and mitigation actions were taken, including enhanced supervision, review of site access conditions, and reinforcement of safe work protocols. No other lost time injuries were recorded among our employees or contractors across our Taiwanese, Vietnamese, and Singaporean sites.

We regret to report a fatal incident involving a third-tier contractor that occurred at one of our project sites in Malaysia during FY2025. The contractor promptly notified the relevant authorities and kept Gamuda, as the project client, informed throughout the investigation process.

Despite these occurrences, LTIFR remains objectively low, with most project sites registering zero lost-time incidents. Gamuda strives to have zero Lost Time Injury Frequency Rate (LTIFR) on an annual basis. We are committed to continuous improvement and aim for zero accidents or incidents leading to injuries or fatalities.

Gamuda takes all workplace incidents, particularly those resulting in loss of life, with the utmost seriousness. Following the incident, a comprehensive review was conducted, and a series of corrective and preventive measures were implemented to mitigate the risk of recurrence.

As the client, we coordinated with the contractor to ensure their enhanced site supervision, improved work planning, strengthening of risk assessments and pre-task briefings, a dedicated induction and training programme for personnel engaged in high-risk activities, and the introduction of additional safety checklists for such tasks.

This demonstrates we, as the client — our duty of care and compliance with SHE regulations and internal governance measures, which include ensuring notification and support for emergency response, cooperation with authorities, joint investigation and internal review, enforcement of SHE governance and contractor audits, implementation of corrective and preventive actions (root cause analysis), and review of the management system for continuous improvement. The contractor involved has been suspended from future tender opportunities, pending performance review.

We remain firmly committed to continuously improving our health and safety management systems to ensure the well-being of everyone working on our projects, including our contractors, subcontractors, and other stakeholders.

VALUE TO PEOPLE

OSH training and engagement

Our workers undergo comprehensive OSH training to minimise and prevent on-site injuries. Measures include a general safety orientation, which outlines Gamuda's workplace safety practices and protocols. We also conduct targeted training in key areas such as first aid, CPR, fire safety, emergency response, lifting supervision, heavy machinery training, proper usage of personal protective equipment as well as mental health and awareness. Moreover, workers engaged in high-risk tasks, such as working at heights or inside pipelines, receive specialised training so that they can continue to perform their duties safely. This commitment to safety is further reinforced through monthly EHS meetings, led by the senior project manager and attended by safety officers, employee representatives, and construction managers, strengthening the Group's dedication to maintaining a safe and inclusive workplace.

We also conducted a Construction Design Management (CDM) compliance workshop for all relevant employees to stay remain up to date with the latest legal requirements outlined by DOSH. In our Property Development division, employees across township, mall, park, and club operations in Malaysia were trained and equipped to assume the role of OSH Coordinator.

Additional measures include:

- ▶ Safety training for excavation work
- ▶ Safety training for hand tools, machinery, and vehicle operations
- ▶ Heavy machinery operator training
- ▶ Security control to prevent and mitigate human risk
- ▶ Accident and incident investigation; reporting training

In Singapore, the learning management system (LMS), GAMUDA GO-INNO, offers employees and stakeholders an interactive and flexible platform with access to training, learning resources, and skills development. It places a strong focus on safety and health through initiatives such as the Construction Skills Certification Scheme (CSCS) and other competency growth programmes.



6,702

Numbers of employees trained on health and safety standards



Safety and Health Award Recognition for Projects (SHARP) 2025

Gamuda Singapore received the Safety and Health Award Recognition for Projects (SHARP) 2025 at the annual Workplace Safety and Health (WSH) Awards ceremony for its Gali Batu Multi-Storey Bus Depot project, in recognition of exemplary safety and health performance through robust WSH management systems and processes.

Gamuda Healthcare

We prioritise the well-being of our employees through comprehensive healthcare support anchored by Gamuda Healthcare. Accessible to both office-based and construction-based teams at preferential rates, our services are designed to promote holistic wellness and strengthen Environmental, Health and Safety (EHS) standards across all construction sites and Centralised Labour Quarters (CLQs). This includes proactive measures such as vaccination programmes, onboarding and periodic health screenings, follow-up check-ups, and early treatment for illnesses.

We also offer on-site healthcare services for our workers. The Gamuda Clinic, located at our headquarters in Kuala Lumpur, has introduced several initiatives to ensure immediate access to healthcare at the workplace and construction sites, including:

Health screening for non-communicable diseases is conducted at several Gamuda sites, including Gamuda Cove, Gamuda Gardens, and Quayside Tower

Screening and treatment services for infectious diseases at the Gamuda Clinic, e.g., tuberculosis, influenza, and COVID-19

On-site medical sickbays at our construction sites are supported by qualified paramedics and medical officers

In partnership with Gamuda Healthcare, Yayasan Gamuda continued to extend essential healthcare services to underserved and Orang Asli communities throughout 2025. Leveraging a mobile clinic that has evolved from COVID-19 screening to comprehensive community wellness, we conduct monthly outreach sessions and revisit communities every three to six months. These sessions deliver primary care, raise awareness on key health topics such as nutrition and dental hygiene, and facilitate referrals to nearby Klinik Kesihatan or hospitals—benefiting children and families alike. Since its pilot in 2024, this initiative has reached more than 3,000 individuals across over 25 underprivileged communities through 420 hours of dedicated service.

Other healthcare programmes

Guest safety at theme parks such as FunPark and SplashMania is supported by full-time lifeguards on duty during operations and medical teams comprising paramedics, medical assistants, and trained first aiders organised by the respective park teams.

We are aware of the risks posed by mosquito-borne diseases such as malaria and dengue. To address this, we have implemented regular preventive measures across our worksites, including vector control activities and awareness initiatives to reduce potential breeding grounds.

VALUE TO PEOPLE

▶ EMPOWERING PEOPLE AND COMMUNITIES

Fostering community resilience is essential for creating lasting and meaningful social impact for both our employees and the communities we serve. It is crucial for us to understand the broader social context in each region and proactively invest in inclusive opportunities that promote social mobility, equity, and long-term well-being. 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 that promote physical, mental, and social well-being. Since 2016, we have also established Yayasan Gamuda to oversee the Group's charitable efforts, focusing primarily on educational aid and empowering social enterprises for community improvement while ensuring that all these initiatives align with Gamuda's aspirations for community investments and people development.



New boats and engines have been provided to local fishermen in Penang, Malaysia.

Supporting local communities through Silicon Island project in Penang

As part of the Silicon Island project, Silicon Island Development (SID) has put in place a range of initiatives to support local communities, particularly the fishing community whose livelihoods are closely tied to the surrounding environment. As of FY2025, SID has:

Built **14** temporary fishermen's sheds (out of a committed total of 63)



Supported seafarer training sessions since 2022, as part of an upskilling and reskilling programme, with **48** fishermen graduating with Certificates of Competency (COC) from the Marine Department, enabling alternative incomes through passenger ferrying operations



Set up a **one-stop** fishermen's service centre (*Pusat Perkhidmatan Setempat Nelayan* [PPSN]), as a community hub and has organised **56** activities involving 3,482 participants



Allocated **RM167,290** for PPSN programmes and disbursed **RM11.7** million in ex-gratia to **791** fishermen



Provided **116** new boats and engines, aside from five new engines, to improve fisherfolks' productivity and safety at sea



Contributed **RM1.74** billion to the local economy, with 1,158 resumes registered and **490** locals (including 231 Penangites) employed via the project



Partnered with four tuition centres and engaged with **15** schools to provide academic support for children in fishing communities



Held **11** beach clean-ups, involving **156** volunteers, collecting nearly **4,000** kg of waste from beaches in Bayan Lepas area



Together, these initiatives demonstrate how the Silicon Island project goes beyond infrastructure development and prioritises socio-economic impact by focusing on community empowerment, livelihood support, and providing access to education.

® Numbers of employees trained on health and safety standards were subject to an external limited assurance by an independent third party. Refer to the independent assurance report on pages 164 to 167.

VALUE TO PEOPLE

EMPOWERMENT THROUGH EDUCATION

Our community investment prioritises empowerment through education, skills development, and targeted support. We provide scholarships and financial assistance to help individuals access quality education. We also invest in nurturing local talent by strengthening the delivery of our training programmes and upskilling initiatives, ensuring participants gain future-ready skills so they can thrive in relevant industries.

Our approach is grounded in strong partnerships with educational institutions, NGOs, and community organisations. These collaborations enable us to develop responsive, impactful initiatives that build trust, promote social cohesion, and enhance communities' capacity to adapt and thrive in changing social and economic conditions.

In FY2025, we expanded our outreach by prioritising direct engagement with feeder schools and NGOs that work closely with Malaysian youths. This approach helps build an ecosystem that ensures opportunities reach underrepresented groups, particularly those facing systemic barriers such as limited internet access or reduced visibility in low-income communities. We also train employees in inclusive selection techniques, focusing on candidates' potential rather than conventional measures like academic results or public speaking ability. Complemented by impact evaluation, these efforts embed inclusivity and fairness into our selection process, ensuring opportunities are accessible to all deserving young adults.



Scholarship fund in Malaysia

Gamuda awarded full financial scholarships worth RM 31 million to 183 students, up from 129 in the previous year. 80 percent of the funding was directed to B40 and M40 households. Of the total, 21 scholars are pursuing studies at leading international universities. This year also recorded the largest allocation to indigenous communities, with 27 recipients from the Orang Asli in West Malaysia and Orang Asal in Sabah and Sarawak—up from 21 in FY2024.

The scholarships cover a broad spectrum of disciplines that support communities while strengthening Malaysia's talent pipeline. While many pursue construction-related fields, recipients are also enrolled in science, technology, engineering, and mathematics (STEM) areas such as artificial intelligence, environmental science, IT, and engineering, as well as non-STEM fields including psychology, communications, and finance.

Gamuda Land Scholarship programme

Granted scholarships to students in Vietnam, which included tuition fees, living expenses, and accommodation. The scholarships also included a laptop allowance, acknowledging the importance of digital technologies in contemporary education.

Collaboration with Singapore's Ministry of Education

Gamuda worked with Singapore's Ministry of Education to offer scholarships to top civil engineering students from a prestigious Singapore university. We plan to expand support for more engineering students at local universities in the coming years.

VALUE TO PEOPLE

Gamuda Taiwan Scholarship

Launched a university sponsorship programme in Indonesia to nurture young talent and build a skilled pipeline for Taiwan projects. The initiative covers students' living expenses in exchange for post-graduation employment, addressing engineering and construction skill shortages.

Investing in future talent through scholarships

In FY2025, we sponsored students pursuing a Diploma in Architecture Technology, majoring in BIM, at Kolej Komuniti Sabak Bernam. This support enables them to focus on their studies, with employment opportunities at Gamuda upon graduation. Additionally, we awarded scholarships to students enrolled in the Certificate of Electrical Technology at the same institution. These students will be integrated into the Gamuda workforce as Junior Electrical Supervisors once they have completed their studies.

Penang's STEM Talent Pipeline Development Programme

Gamuda supports Penang's STEM Talent Pipeline Development Programme by sponsoring upper-secondary students in a two-year TVET skills programme. This initiative is led by certified trainers and provides technical training outside school hours. By equipping students with practical, industry-relevant skills, the scheme enhances young people's employability and contributes to Penang's efforts to future-proof its fledgling junior workforce.

Delivering affordable international education through strategic collaboration

We remain committed to fostering social development and human capacity through accessible, high-quality education. As both a property developer and town planner, we are well positioned to embed educational opportunities within the communities we create, addressing the growing demand among families for holistic, globally oriented learning.

In partnership with Taylor's Education Group, we introduced Lixel International School, a new education model making quality international education more accessible and affordable. It offers early years, primary, and secondary programme based on the British IGCSE curriculum. The first campus at Gamuda Gardens officially opened in September 2025, while the Gamuda Cove campus is still under development. Both campuses are designed to integrate global curriculum standards with technology-enabled learning and community-based development.

Through this partnership, educational facilities are co-located alongside green spaces, community amenities, and vibrant neighbourhoods, reducing operational costs and enabling these savings to be passed on to families - making quality international education more accessible to the wider community.



Run for the Heart (RFTH) initiative to raise funds for medical surgeries for disadvantaged children with congenital heart diseases in Vietnam. Over the past decade, funds have been raised to support the medical treatment of 1,914 children.

VALUE TO PEOPLE

Gamuda Inspiration Award

- ▶ Starting in 2024, Yayasan Gamuda began a new chapter in its commitment to social impact and community development by leading the Gamuda Inspiration Award (GIA), which honours everyday Malaysians making a difference—from supporting Indigenous communities and raising autism awareness to advancing wildlife conservation and education for underprivileged students. Previously, the GIA was jointly administered with The Star Foundation, a partnership that began in 2016.
- ▶ The Gamuda Inspiration Award 2024 ceremony, graced by the late Dr. Jane Goodall, honoured individuals and organisations dedicated to protecting ecosystems and empowering communities. Her legacy highlighted the impact of the recipients and the urgent need for positive action.
- ▶ This year, 14 recipients were selected by a panel of local activists and awarded grants totalling RM1.7 million for their contributions to environmental protection, wildlife conservation, education, community empowerment, and human rights.



Dato' Lin and Dr. Jane Goodall making their proverbial mark, signifying the start of a regional collaboration between Gamuda and the Jane Goodall Institute.

VALUE TO PEOPLE

Advancing industry knowledge and skills

In line with the 12th Malaysian National Plan and the government's vision to transform Malaysia into a fully industrialised economy, Gamuda continues to focus on nurturing and upskilling local talent by improving upskilling programmes to develop a sustainable pipeline of skilled workers for the future. Highlights of some of our initiatives include the following:

- ▶ Since its launch in July 2023, the Tunnelling and Infrastructure Academy (TIA) in New South Wales, Australia, has played a pivotal role in addressing local and national skills shortages in specialised and highly technical roles. Designed to create pathways for new entrants and upskill existing workers, the TIA provides practical training in a simulated tunnelling environment and offers a range of opportunities, including pre-employment programmes, school-based initiatives, nationally accredited training, apprenticeships, and traineeships. To date, the TIA has delivered over 10,000 enrolments across 758 training events, including 2,935 nationally accredited training opportunities and 127 apprenticeships and traineeships. The academy also supports underrepresented groups such as youth, women, and Aboriginal and Torres Strait Islander peoples to access meaningful career opportunities in infrastructure.



The TIA programme encourages underrepresented groups such as youth, women, and Aboriginal and Torres Strait Islander peoples.



Award and recognition for TIA

In 2024, the TIA earned national recognition with the **Infrastructure Sustainability Council (ISC) Award for Excellence in Social Outcomes**, highlighting Gamuda's commitment to addressing skills shortages and promoting workforce inclusivity. In 2025, TIA further distinguished itself by winning the **Australian Institute of Health & Safety (AIHS) Award for Training and Development Programme**, recognising excellence in WHS training that strengthens worker skills, safety awareness, and workplace safety culture. The academy also celebrated individual success, with a Women in Tunnelling participant and an Electrical Apprentice receiving the 2024 NAWIC Tradesperson Scholarship—affirming TIA's role in advancing social inclusion and empowering the next generation of skilled professionals.

VALUE TO PEOPLE

- ▶ Gamuda's BIM Academy trains employees and subcontractors on how to use BIM for design and automation. More than 1,000 employees and subcontractors from the MRT Putrajaya Line have been trained to utilise the BIM software.
- ▶ Gamuda's Tunnelling Training Academy (TTA) was founded in Malaysia to address a critical skills gap and develop specialised local talent for tunnel construction. It is the world's first facility dedicated to tunnel boring machine (TBM) technology.
- ▶ Gamuda launched the Klang Valley Mass Rapid Transit (KVMRT) Safety Training Centre in Malaysia to address increasing public concerns and scrutiny within the construction industry, with the goal of minimising risks linked to hazardous practices. The centre has trained more than 50,000 workers and employees.
- ▶ The Gamuda Plant Operator School (GPOS) was established in 1997 to streamline various competency levels in earthmoving plant operations across Malaysia. It is the country's sole private training academy for crane operators. Since its inception, GPOS has trained over 45,000 trainees in crane and earthmoving plant operation, and safety and health programmes. As many as 75 percent of Malaysia's certified crane operators are GPOS trained. GPOS consists of in-house DOSH-approved trainers.



Opportunities for neurodivergent adults through the Enabling Academy

As part of our inclusivity commitments, we support underrepresented groups by creating meaningful opportunities for neurodivergent adults. Our Enabling Academy (EA), established in 2017 by Yayasan Gamuda, is dedicated to unlocking the potential of neurodivergent talent by empowering individuals to thrive and cultivating inclusive workplaces that enable meaningful and sustainable career success.

As of FY2025, EA has facilitated 15 training cohorts and empowered 150 neurodivergent adults through its flagship Employment Transition Programme (ETP). The ETP comprises two courses: the first focuses on personal and career development, while the second offers simulated corporate and industry-specific training. This approach enhances trainees' employability by equipping them with practical skills and strengthening their workplace readiness. Upon completion, participants who are job-ready are placed in partner companies that value diversity and inclusion.



"The Reflection: A Neurodiversity Journey" immersed the public in real stories, promoting inclusion in the society.



EA Discoveries Card - a conversational tool designed for use with neurodivergent individuals.

VALUE TO PEOPLE

To broaden career opportunities, EA has also expanded its training curriculum to include digital and technology skills through the Gamuda AI Academy. This initiative has enabled several graduates to pursue successful careers in software development. As of FY2025, EA continues to grow its network and has collaborated with 75 companies from diverse sectors that champion diversity, equity, and inclusion (DEI). These include:

Property and construction	Manufacturing	Legal
Oil and gas	Insurance	Hospitality
Banking	Pharmaceutical	Accounting
IT and programming	Retail	

The Enabling Academy has formed new collaborations that strengthen our initiatives and increase opportunities for our graduates. In FY2025, we renewed our contract with UNIQLO on retail training, where their trainers conduct in-house sessions at the Academy and provide trainees with one in-store learning experience at the Mid Valley branch in Malaysia. In addition, new companies joined us as guest speakers and mock interviewers for classroom sessions, such as Danone Malaysia, SLB, and Manulife.

We maintain a strong 84 percent job placement rate, with over 105 graduates currently employed. Across Gamuda Group, we have hired 21 neurodivergent employees as part of our commitment to promoting sustainable employment for people with autism and our broader goal of embracing neurodiversity in the workplace. To broaden our impact, we are expanding our programmes beyond autism to include individuals with ADHD, Dyslexia, and Global Developmental Delay, and are also extending our operations into Vietnam.



Supporting Gamuda Land Vietnam's pilot employment training for autistic individuals - first cohort graduation.

VALUE TO PEOPLE

Gamuda AI Academy

Building Malaysia's future AI talent



Digital Minister of Malaysia, Gobind Singh Deo, at the launch of Malaysia's first purpose-built AI-based training academy, the Gamuda AI Academy.

The Gamuda AI Academy is Malaysia's first purpose-built AI training academy. It is powered by Google Cloud and fully funded by Yayasan Gamuda. As of FY2025, 207 students have enrolled across Kuala Lumpur and Sabah.

Created to help narrow the nation's digital skills gap and prepare a future-ready workforce, the Academy offers a project-based curriculum that builds full-stack AI capabilities, covering front-end, back-end and AI technologies. Students develop their own capstone projects by identifying problem statements and delivering complete AI applications within three months. Participants can also earn Google Cloud badges and certifications, with the opportunity for optional internships with Gamuda or through our selected industry partners.

Building on the success of the launch of its first Kuala Lumpur campus in September 2024, Gamuda has expanded opportunities for talented individuals in East Malaysia with the opening of its second campus in Kota Kinabalu, Sabah, in July 2025. The academy welcomes recent graduates and mid-career professionals, including those with no prior coding experience. It aims to develop Malaysia's AI-skilled workforce while supporting its goal of becoming a regional AI hub.

Since its inception, the Gamuda AI Academy has welcomed three cohorts with a total of 127 graduates. The majority comes from B40 and M40 households, with many securing employments at leading companies such as Gamuda GET, Gamuda Engineering, Gamuda Land, Touch 'n Go, Lenovo, HP, and Tabung Haji.

VALUE TO PEOPLE

SUPPORTING ORANG ASLI COMMUNITIES IN MALAYSIA

Gamuda is committed to building inclusive and respectful relationships with the Indigenous Orang Asli communities in Malaysia. We acknowledge their unique knowledge, identity, culture and aspirations, and are committed to supporting their long-term growth through continuous engagement, mutual trust, and culturally aware initiatives. Particularly, we collaborate closely with the Orang Asli communities to develop education initiatives through Yayasan Gamuda and we provide scholarships to deserving students. Our approach upholds the principles of FPIC and is rooted in ongoing dialogues, verifications, and community ownership.

Strengths-based Education (SBE) programme

Yayasan Gamuda's flagship SBE programme seeks to empower Orang Asli children and young people, especially those aged 6 to 12 for both school-going and non-school going children. The SBE is built on three core pillars: knowledge, leadership, and livelihood capabilities, and is underpinned by Indigenous pedagogies aligned with Indigenous ways of learning, emphasising experiential learning, intergenerational learning, and wisdom sharing. In line with this approach, teachers at our partner community learning centres (CLCs) are trained as facilitators and community mobilisers, linking classroom learning to future-readiness and supporting the SBE's social transformation goals. This dual role fosters programme sustainability and local ownership within the community.

Key components and milestones of the programme include:

Co-creation with communities

Teachers and community members are involved in co-creating learning content, which includes pilot testing and feedback.

Teacher capacity-building

Ongoing capacity building in pedagogy and leadership are conducted for CLC teachers.

Regular co-creation conversations

Structured feedback, mutual verifications, and respectful dialogue are integrated into the programme's SOPs.

Volunteerism

Gamuda employees contribute to the SBE programme by assisting with event coordination and development of the SBE Toolkit.



These "Stories from the Orang Asli Communities" storybooks are part of Yayasan Gamuda's SBE Programme aiming to provide culturally sustaining learning materials.

VALUE TO PEOPLE

In September 2024, Yayasan Gamuda released the second edition of the Stories from the Orang Asli Communities, featuring six new storybooks told and illustrated by five sub-ethnic groups. Building on the inaugural 2023 publication, the collection enriches the SBE Programme with culturally sustaining learning materials that celebrate indigenous creativity and safeguard oral traditions for future generations.

In 2025 and 2026, we will also focus on:



SBE Workshop Series (from Q3 2025)
Expanding capacity-building to other Orang Asli and non-Orang Asli educators and NGOs working in Indigenous contexts.

SBE Toolkit launch (2026)
Rollout of the curated SBE Toolkit, an inclusive learning resource tailored for use in CLCs in Orang Asli villages.

As of FY2025, Yayasan Gamuda partners with five CLCs:



- ▶ Two Jakun villages in Pahang
- ▶ Two Semai villages in Perak
- ▶ One Semai village in Selangor

Post-programme delivery, we continue our support by enabling educators to sustain their roles and also training new educators to implement the SBE programme. Teachers trained as both facilitators and community mobilisers drive the programme's viability and sustainability. To help promote open communication and strengthen long-term trust with Orang Asli communities, which serves as a critical foundation for community empowerment, Gamuda maintains ongoing co-development mechanisms, including regular discussions, feedback sessions, and joint decision-making.

Community engagement and supporting livelihoods



Beyond education, we run several programmes that support local livelihood and cultural preservation. These initiatives include:

- ▶ A programme that empowers Orang Asli community members to generate a sustainable income by working as rangers, chefs, and cultural facilitators.
- ▶ Partnering with the Global Environment Centre and Sahabat Hutan Gambut to support the preservation of unique cultural identity and skills. Our efforts include facilitating handicraft sales at the Wetlands Arboretum Centre (WAC), providing a monthly production stipend, hosting cultural events, and employing community members.
- ▶ Recruiting Indigenous community members to work at WAC and harnessing their extensive traditional knowledge.
- ▶ Gamuda Parks Academy provides practical cooking classes with members of the Orang Asli Community with ingredients sourced from the nearby Orang Asli farm. These workshops focus on sustainable food practices and traditional herbs, helping participants learn to cook with Orang Asli Temuan Tribe cuisine. This deepens their understanding of the connection between food, culture, and the environment.

Total community investments in external beneficiary initiatives in FY2025:



RM42,195,307
invested in our communities



13,221
beneficiaries of the investment

SROI values; for every

RM1 we get
RM3.3

in social value.

VALUE TO PEOPLE

FOSTERING RECONCILIATION AND EMPOWERING ABORIGINAL COMMUNITIES



Traditional sod-turning ceremony - the ceremony is a meaningful way to honour the land's traditions and mark the beginning of construction.

In Australia, we are actively support national reconciliation efforts that acknowledge and honour the cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples.

To support this goal, Gamuda has adopted Aboriginal participation policies to stimulate Indigenous entrepreneurship, business, and economic development. Specifically, we adhere to the Federal Indigenous Participation Policy and state-required Aboriginal Participation Plans for all major projects. These form a structure to how we promote sustainable employment, training, and community engagement for Aboriginal communities.

In 2024, we launched our second Reflect Reconciliation Action Plan (RAP), which follows our first RAP developed in 2022. This is one of the four types reflected in Australia's RAP Framework. The launch took place at an event that included a cultural immersion experience in partnership with Tribal Warrior Tourism, where employees had the opportunity to learn about Aboriginal history and the lasting effects of colonisation. Furthermore, in this financial year, DTI has developed and submitted their RAP to Reconciliation Australia for formal review and feedback. Gamuda's RAP commitments and project-level actions motivate Gamuda nurture respectful relationships and create concrete opportunities that promote Aboriginal empowerment and reconciliation across Australia.



Gamuda Australia RAP artwork titled "Together, Weaving Our Future"



DTI's RAP artwork titled "Mumba Ngunjar" - meaning Pathways of Purpose

VALUE TO PEOPLE

PROGRESS AND IMPACT

Gamuda has made significant investments in Aboriginal businesses and communities:

Employment and economic participation

- ▶ Engaged over 70 Aboriginal businesses, reaching a cumulative spend of more than AUD58 million.
- ▶ Sponsored the National Rugby League (NRL) School to Work programme, awarding 17 scholarships – including 15 for trade apprenticeships and traineeships, and 3 for university students – along with internship opportunities on Gamuda projects.
- ▶ Developed two First Nations Aboriginal pre-employment programmes, including an All Female Aboriginal programme.

Cultural learning and employee engagement

- ▶ Delivered cultural awareness training, immersive activities, and educational sessions across our workforce.
- ▶ Hosted interactive yarning sessions (storytelling-based discussions), providing employees with an opportunity to engage in meaningful discussions in a culturally safe space to learn and understand Aboriginal culture.



National Aborigines' and Islanders' Day Observance Committee (NAIDOC) Week and National Reconciliation Week

- ▶ Employees retraced the footsteps of more than 250,000 people who walked across the Sydney Harbour Bridge for reconciliation 25 years ago, participating in our own commemorative walk.
- ▶ At the Coffs Harbour Bypass, the team held a cleansing smoking ceremony during a employee gathering; they unveiled Guga Biliguyg Gumagali Junaaygam, an artwork by Gumbaynggirr artist.
- ▶ In Parramatta, a mini roadshow was held to showcase Aboriginal culture, history, artefacts, and tools, providing an interactive, hands-on learning experience for site teams.



Supporting Indigenous education through partnership with Yalari Foundation

Gamuda Australia is dedicated to creating lasting, positive change and brighter futures for Indigenous Australians. Through a partnership with the Yalari Foundation, a non-profit organisation providing Indigenous children with access to leading boarding schools across Australia, DTI proudly supports the Rosemary Bishop Indigenous Education Scholarship. This initiative enables Indigenous students entering Year 7 to access quality education, personal development, and opportunities that extend far beyond the classroom. By investing in education, DTI is helping to empower the next generation of Indigenous leaders, creating long-term benefits for students, their families, and their communities. In line with this commitment, DTI's 2024 Christmas giving campaign saw team members forgo traditional gifts and instead make a meaningful donation to Yalari on behalf of everyone, reflecting the true spirit of giving and shared purpose.

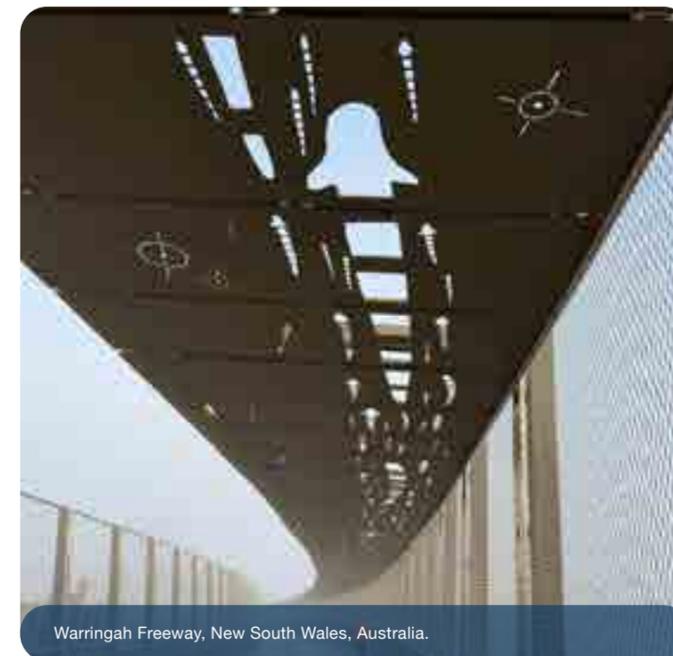
VALUE TO PEOPLE

INTEGRATING HERITAGE THROUGH DESIGN

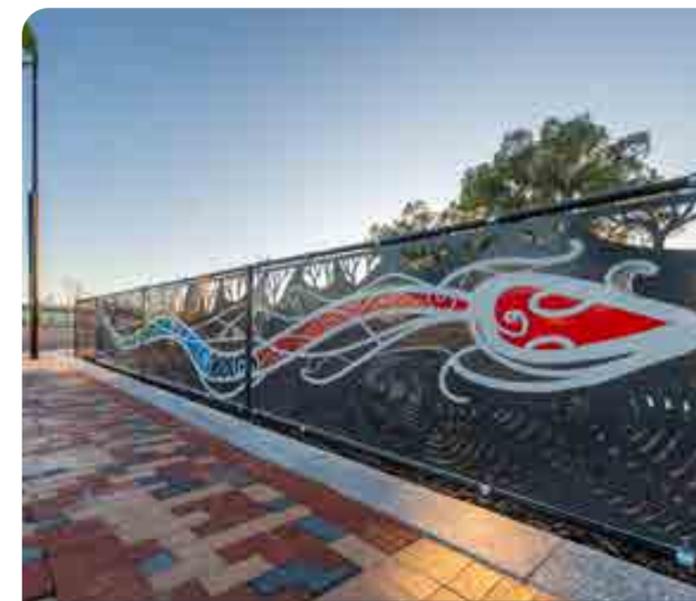
Gamuda integrates heritage through design to ensure our projects reflect, preserve, and celebrate the cultural identity of the communities in which we operate. By working closely with local artists, Traditional Owners, and community groups, we incorporate Aboriginal artworks and community-led murals into our infrastructure and public spaces. These collaborations go beyond aesthetic value — they honour local traditions, safeguard cultural heritage, and foster a shared sense of pride and ownership. Through this approach, we transform our developments into enduring expressions of place, where modern infrastructure coexists harmoniously with the stories and heritage that define it.

Nicholson Road Station

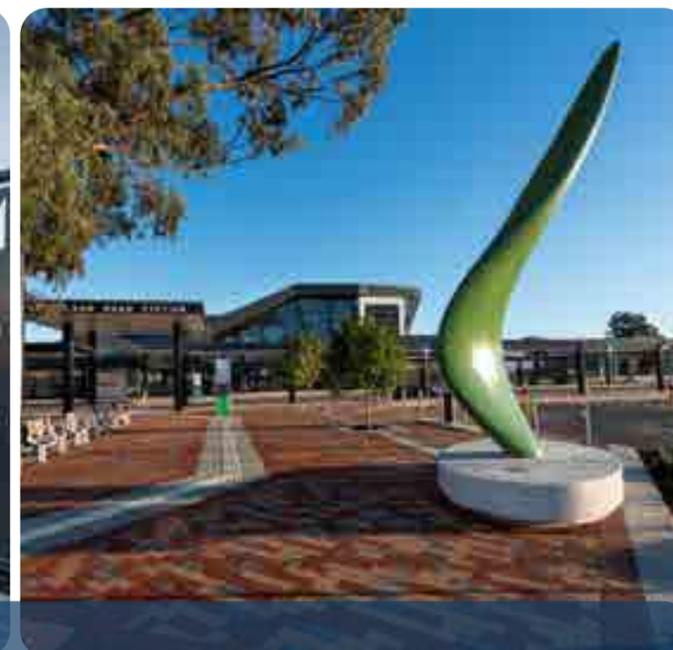
Commuters visiting Nicholson Road Station are greeted by a large sculpture with a seating platform inspired by a sprouting plant shoot or flame. During the day, the sculpture lights up green to symbolise life and renewal and shifts to red at night to represent fire, which plays a key role in helping many native plant species' seeds transform into new life. At the station's car park, the local waterhole is surrounded by a vibrant screen artwork featuring the Waugal (Serpent) passing through the landscape.



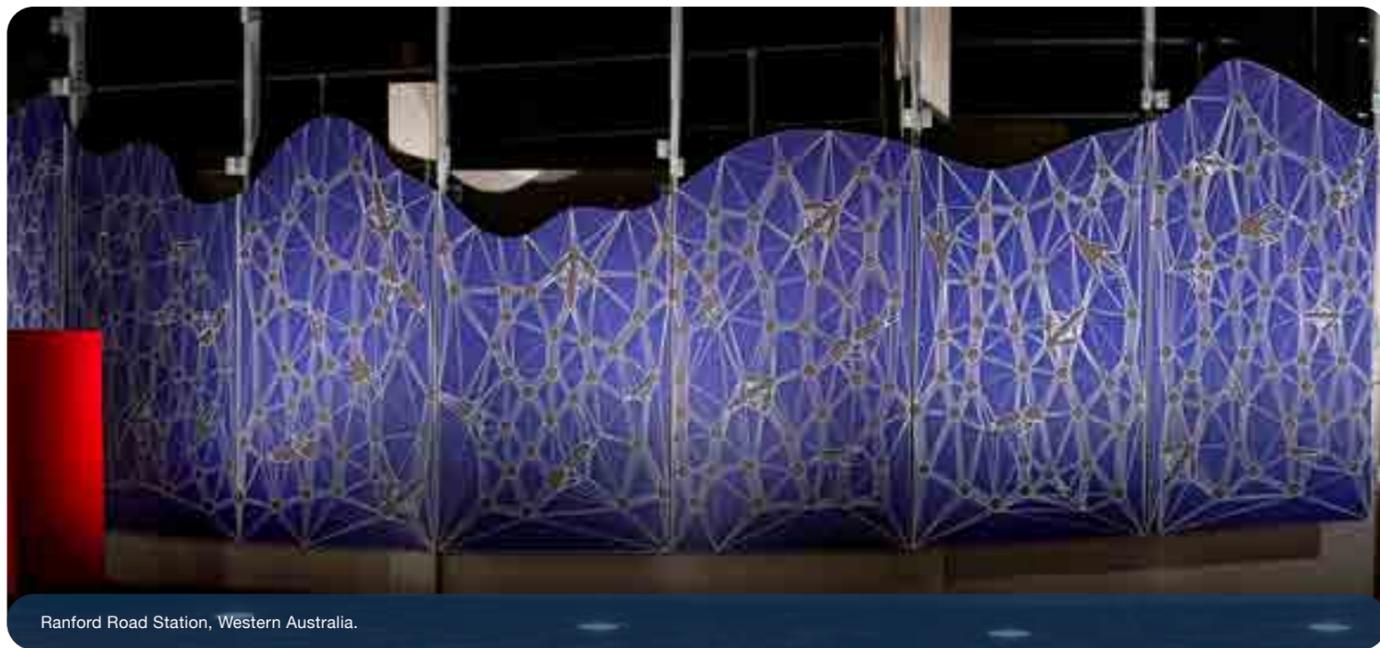
Warringah Freeway, New South Wales, Australia.



Nicholson Road Station, Western Australia.



VALUE TO PEOPLE



Ranford Road Station, Western Australia.

Ranford Road Station

As part of the METRONET Noongar Place Names Initiative, interpretive signage has been installed at Ranford Road (Man-djar-karl-up) and Nicholson Road (Waytch-biddi) Stations. The initiative acknowledges the traditional and ongoing connection of Noongar people to Country and celebrates Noongar culture, customs, and values across METRONET projects.

At Ranford Road Station, a new public artwork depicts emus moving across the landscape, forming mountain-like shapes as they travel across Country. The emus and their footprints symbolise pathways through the environment, echoing movement and the enduring imprint of culture on the land.



Tuggerah Station, New South Wales, Australia.

Tuggerah Station upgrades

DTI delivered critical upgrades to Tuggerah Station, improving accessibility, passenger experience, and station operations. In collaboration with local Aboriginal artist Kevin 'Uncle Gavi' Duncan, a First Nations artwork was commissioned and integrated into the station's design, wrapping around the columns to reflect the station's cultural significance and connection to Country.



Permatang Damar Laut, Penang, Malaysia.

Community Service Centre

As part of efforts to preserve and celebrate Penang's coastal heritage, local artist Louis Gan Yee Loong was commissioned to create a mural at the PPSN Permatang Damar Laut — a one-stop centre that caters to the needs of fishermen within the Silicon Island vicinity. The artwork illustrates the transition between traditional coastal villages and modern urban development, symbolising the coexistence of the fishing community as it evolves alongside progress.

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Merdeka MRT Station, Kuala Lumpur, Malaysia.



Merdeka MRT Station, Kuala Lumpur, Malaysia.

MRT Kajang Line

The MRT Kajang Line integrates Malaysia's cultural heritage into modern station design throughout the line. For example, at Pasar Seni Station, the 'Confluence' theme reflects the area's historic character through pixelated imagery and blue accents symbolising connection and continuity. At Merdeka Station, the spirit of independence is conveyed through ceiling designs inspired by the Jalur Gemilang and a Rukun Negara feature wall celebrating unity and shared values. Together, these elements preserve cultural identity while enhancing the commuter experience.