



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Forty-Ninth (“49th”) Annual General Meeting (“AGM”) of Gamuda Berhad (“Gamuda” or “the Company”) will be held at the Permai Ballroom, Kota Permai Golf & Country Club, No. 1, Jalan 31/100A, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan, on Thursday, 4 December 2025 at 10:00 a.m., for the purpose of transacting the following business: -

AGENDA

- To receive the Audited Financial Statements for the financial year ended 31 July 2025 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note No. 4 (a)]**
(Ordinary Resolution 1)
- To approve the payment of Directors’ fees for the financial year ended 31 July 2025. **(Ordinary Resolution 2)**
- To re-elect the following Directors who are retiring by rotation in accordance with Clause 105 of the Constitution of the Company and, who being eligible, have offered themselves for re-election:-
(a) YBhg. Dato’ Lin Yun Ling;
(b) Ms. Chan Wai Yen;
(Ordinary Resolution 3)
(Ordinary Resolution 4)
- To re-appoint Ernst & Young PLT, the retiring Auditors and to authorise the Directors of the Company to fix their remuneration. **(Ordinary Resolution 5)**

As Special Business: -

To consider and, if thought fit, to pass with or without modification(s), the following resolutions:

- Authority to issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016** **(Ordinary Resolution 6)**
“THAT subject always to the Companies Act 2016, the Constitution of the Company and the approvals of the relevant governmental regulatory authorities (if required), the Directors of the Company be and are hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company, from time to time, and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares) (“New Shares”) for the time being (“Authority”) AND THAT the Directors be and are also empowered to obtain the approval for the listing of, and quotation for the New Shares so issued on Bursa Malaysia Securities Berhad [Co. Regn. No. 200301033577 (63598-W)] (“Bursa Securities”) AND FURTHER THAT such authority shall commence immediately upon the passing of this resolution and shall continue to be in force until the conclusion of the next AGM of the Company.”
- Proposed Renewal of Share Buy-back Authority** **(Ordinary Resolution 7)**
“THAT subject to the provisions of the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of the relevant governmental regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of the Company (“Proposed Share Buy-back”) as may be determined by the Directors of the Company, from time to time, through Bursa Securities upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that:
i. the aggregate number of ordinary shares to be purchased pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company; and
ii. an amount not exceeding the retained profits of the Company shall be allocated by the Company for the Proposed Share Buy-back;
AND THAT at the absolute discretion of the Directors of the Company, and upon such purchase by the Company of its own shares, the purchased shares shall be cancelled and/or retained as treasury shares, which may subsequently be cancelled, distributed as dividends, resold on Bursa Securities, and/or in any other manner as prescribed by the Companies Act 2016.
THAT the Directors of the Company be and are hereby empowered to do all such acts and enter into all transactions, arrangements and agreements, and to execute, sign and deliver all documents on behalf of the Company, imposing such terms and conditions as may be necessary or expedient in order to give full effect to the Proposed Share Buy-back, with full powers to assent to any condition, modification, variation and/or amendment as the Directors may, in their absolute discretion, deem fit in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities;
AND THAT the authority hereby given shall commence immediately upon the passing of this resolution and shall continue to be in force until:
i. the conclusion of the next AGM of the Company at which time it will lapse, unless renewed by an ordinary resolution passed at the AGM, either unconditionally or subject to conditions; or
ii. the expiration of the period within which the next AGM after that date is required by law to be held; or
iii. revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,
whichever occurs first, but not so as to prejudice the completion of the purchase of its own shares by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Main Market Listing Requirements of Bursa Securities or any other relevant authorities.”

- Issuance of New Ordinary Shares in the Company (“New Gamuda Shares”) pursuant to the Dividend Reinvestment Plan that provides Shareholders of the Company with an Option to Elect to Reinvest their Cash Dividends into New Gamuda Shares (“Dividend Reinvestment Plan” or “DRP”)** **(Ordinary Resolution 8)**
“THAT pursuant to the Dividend Reinvestment Plan as approved by the shareholders of the Company at the Extraordinary General Meeting of the Company held on 5 December 2019, and subject to the approvals of all relevant regulatory authorities or parties being obtained, where required, approval be and is hereby given for the Company to allot and issue such number of New Gamuda Shares from time to time as may be required to be allotted and issued pursuant to the Dividend Reinvestment Plan upon such terms and conditions and to such persons as the Directors of the Company may, at its absolute discretion, deem fit and in the best interest of the Company PROVIDED THAT the issue price of the New Gamuda Shares shall be fixed by the Directors of the Company at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price (“VWAMP”) of the existing ordinary shares of Gamuda immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of the New Gamuda Shares AND THAT such authority to allot and issue New Gamuda Shares shall continue to be in force until the conclusion of the next AGM of the Company;
AND THAT the Directors and the Secretaries of the Company be and are hereby authorised to do all acts and enter into all transactions, arrangements and agreements, and to execute, sign and deliver all documents on behalf of the Company, imposing such terms and conditions as may be necessary or expedient to give full effect to the Dividend Reinvestment Plan, with full powers to assent to any condition, modification, variation and/or amendment, including suspension and termination of the Dividend Reinvestment Plan, as the Directors may, in their absolute discretion, deem fit in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities.”

- To transact any other business of which due notice shall have been given.

BY ORDER OF THE BOARD

LIM SOO LYE
(LS0006461) (SSM PC NO. 201908002053)
PANG SIOK TIENG
(MAICSA 7020782) (SSM PC NO. 201908001079)
Company Secretaries

Petaling Jaya
5 November 2025

Notes:

- Mode of Meeting**
The 49th AGM will be conducted physically.
- General Meeting Record of Depositors**
For the purpose of determining who shall be entitled to participate at this AGM, the Company shall request Bursa Malaysia Depository Sdn Bhd [Co. Regn. No. 198701006854 (165570-W)] to provide a Record of Depositors as of 26 November 2025 pursuant to Clause 72 of the Constitution of the Company and Paragraph 7.16(2) of the Main Market Listing Requirements of Bursa Securities. Only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and/or vote at this AGM or appoint a proxy or proxies to participate and/or vote on his/her behalf.
- Proxy**
 - Every Member of the Company is entitled to: -
 - appoint another person as his proxy to exercise all or any of his rights to attend, participate and vote at this AGM and that proxy may but need not be a Member of the Company; and
 - appoint more than one (1) person as his proxy provided that he specifies the proportions of his shareholdings to be represented by each proxy.
 - Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one proxy but not more than two (2) proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where an Authorised Nominee appoints two (2) proxies in respect of each Securities Account, the appointment shall be invalid unless the Authorised Nominee specifies the proportions of the shareholdings to be represented by each proxy.
 - Where a Member is an Exempt Authorised Nominee holding Securities for multiple beneficial owners in one (1) Securities Account (“Omnibus Account”), there is no limit to the number of proxies that the Exempt Authorised Nominee may appoint for each Omnibus Account; however, the appointment shall be invalid unless the Exempt Authorised Nominee specifies the number of shares to be represented by each proxy.
 - The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation’s seal or under the hand of an officer or attorney duly authorised.
 - Forms of Proxy may be submitted in the following manner, not less than forty-eight (48) hours before the time appointed for holding this AGM or at any adjournment thereof:
 - Hard copy**
The original signed Form of Proxy must be deposited with the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia;
OR
 - Electronic form**
You may also submit the Form of Proxy electronically via Vistra Share Registry and IPO (MY) portal (“The Portal”) website at <https://smy.vistra.com> by following the procedures provided in the Administrative Details for this AGM.

- The Notice of AGM together with the Form of Proxy, Administrative Details, Integrated Report 2025, ESG Impact Report 2025, Corporate Governance Report and the Share Buy-back Statement are published on the Company’s website at www.gamuda.com and Bursa Malaysia’s website at www.bursamalaysia.com. Please refer to the Administrative Details for this AGM for further information.
- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice will be put to vote by poll.

4. Explanatory Notes

- Audited Financial Statements**
The Audited Financial Statements are for discussion only as they do not require shareholders’ approval pursuant to the provision of Section 340(1)(a) of the Companies Act 2016 (“CA 2016”). Hence, this matter will not be put for voting.
- Ordinary Resolutions 1 & 2**
Section 230(1) of the CA 2016 provides that the ‘fees’ of the directors and ‘any benefits’ payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, shareholders’ approval shall be sought at this AGM for the payment of Directors’ fees and benefits payable to the Non-Executive Directors of the Company under Resolutions 1 and 2.

- Directors’ Fees**
Having considered the positioning of the Directors’ fees over the past three (3) financial years (“FY”) from 2022 to 2024, the Board of Directors (“Board”), on the recommendation of the Remuneration Committee, has proposed that the Directors’ fees for the Non-Executive Directors of the Company be increased as outlined on the right side of the table below:

Directors’ Fees (as approved at AGMs)	FY2022	FY2023	FY2024	Proposed for FY2025 (approved to be sought at 49 th AGM)
Independent Non-Executive Chairman ^o	RM152,596 per annum	RM202,439 per annum	RM210,000 per annum	RM240,000 per annum
Independent Non-Executive Director	RM160,000 per annum	RM192,481 per annum*	RM195,000 per annum	RM225,000 per annum
	RM75,357 per annum [†]	RM174,877 per annum	RM190,000 per annum	RM220,000 per annum
	-	RM94,220 per annum [†]	RM190,000 per annum	RM220,000 per annum
Non-Executive Director	RM130,000 per annum	RM160,000 per annum	RM160,000 per annum	RM190,000 per annum

^o Re-designation of Independent Non-Executive Chairman in FY2023
* Re-designation of Audit Committee Chairperson in FY2023
[†] Appointment of a new Independent Non-Executive Director during the financial years

The proposed increase in Non-Executive Directors’ Fees reflects the Board’s expanded responsibilities following the Group’s growth into nine countries and the substantial rise in market capitalisation from RM12.5 billion in FY2023 to RM30 billion (as of 31 July 2025). This adjustment ensures that remuneration remains commensurate with the Board’s heightened governance and strategic oversight duties across a broader international footprint. The proposed fee structure for FY2025 has been benchmarked against market practices for comparable listed companies. In line with established governance norms, the fee differentiation between the Independent Non-Executive Chairman and other Non-Executive Directors has been calibrated to reflect the Chairman’s higher responsibilities in leading the Board, facilitating effective deliberations, and ensuring sound oversight.

Specifically:

- the Independent Non-Executive Chairman’s fee of RM240,000 per annum represents approximately 1.3 times the fee of a Non-Executive Director (RM190,000 per annum); and
- approximately 1.1 times the fee of an Independent Non-Executive Director with Board Committee membership (RM220,000 per annum).

This ratio is consistent with prevalent market benchmarks and is considered fair and equitable, balancing the need to appropriately recognise the Chairman’s role while ensuring parity across the Board. The differentiation also acknowledges the increasing demands placed on Independent Directors in upholding high standards of corporate governance, risk oversight, and stakeholder engagement. The payment of the Directors’ fees totalling RM1,095,000/- in respect of the financial year ended 31 July 2025 will only be made if the proposed Resolution 1 is approved by the Company shareholders at this AGM pursuant to Clause 116 of the Constitution and Section 230(1)(b) of the CA 2016.

ii. Directors’ Remuneration

The current Directors’ remuneration (excluding Directors’ fees) payable to the Non-Executive Directors of the Company comprises meeting allowances and benefits-in-kind (including a fixed allowance of RM100,000/- in respect of FY2026). At last year’s 48th AGM, the benefits payable to the Non-Executive Directors of the Company from 6 December 2024 until this AGM on 4 December 2025 (12 months) was approved for an amount up to RM380,000.00. The utilisation of this approved amount as of 31 July 2025 is RM147,590.00. Based on the meeting schedule for the fourth quarter of 2025, including any Special Board and/or Board Committee meetings, the anticipated expenditure for meeting allowances, the fixed allowance for the Independent Chairman, and other benefits for Non-Executive Directors is RM179,405.00. Hence, the expected total utilised amount would be approximately 86% of the approved amount.

The Directors’ remuneration (excluding Directors’ fees) is summarised as follows:-

Type of Allowance	Type of Meeting	Independent Non-Executive Chairman	Independent Non-Executive Director	Non-Executive Director
Meeting Allowance (per meeting)	Board of Directors	RM2,000	RM2,000	RM2,000
	Board Committees	Nil	RM2,000	RM2,000
Fixed Allowance	Nil	RM100,000/-	Nil	Nil

Directors’ benefits payable also include insurance and other claimable benefits including reimbursable expenses incurred in the course of carrying out their duties as Company Directors, where applicable.

The total estimated remuneration for Non-Executive Directors (excluding Directors’ Fees) is projected to increase to up to RM460,000/- for the period from 5 December 2025 until the next AGM in 2026, subject to shareholders’ approval. This projection takes into account the number of scheduled meetings of the Board of Directors (“Board”) and its Committees, the participation of Non-Executive Directors in such meetings, and the Independent Chairman’s fixed allowance for FY2026. Notably, the estimate also provides for potential increases in premiums for Directors’ and Officers’ Liability insurance coverage, which represent a significant cost component. In addition, the remuneration allocation allows flexibility to address unforeseen circumstances, such as the appointment of additional Directors and the convening of unplanned Board and/or Committee meetings.

The proposed Resolution 2, if passed, is intended to facilitate the payment of Directors’ remuneration (excluding Directors’ fees) as and when incurred. The Board opined that it is just and equitable for the Non-Executive Directors to receive such remuneration based on their discharge of responsibilities and the services they render to the Company. In the event that the Directors’ remuneration (excluding Directors’ fees) paid during the above period exceeded the estimated amount sought at this AGM, shareholders’ approval will be sought at the next AGM.

Any Non-Executive Director who is a shareholder of the Company will abstain from voting on Resolutions 1 and 2 at this AGM. The remuneration of each Director for FY2025 is disclosed in Note 6 of the Financial Statements section of this Integrated Report 2025.

c. Ordinary Resolutions 3, and 4

For the purpose of determining the eligibility of the Directors to stand for re-election at this AGM and in line with Practice 5.1 of the Malaysian Code on Corporate Governance, the Nomination Committee has assessed each of the retiring Directors under Resolutions 3 and 4. The findings are as follows: -

- The Board has met the fit and proper criteria as set out in the Fit and Proper Policy.
- The Board continues to be effective with each of its member demonstrating commitment of time and energy to their duties as well as their abilities to act in the interests of the Company in decision-making.
- Their level of contribution to the Board’s deliberations through their skills, experiences and strength in qualities meet the demands of the business in line with the strategy of the Company.

Based on the Board Effectiveness Assessment Report (2024/2025) prepared by an independent external consultant, all Directors met the performance criteria required of an effective and high-performance Board.

With regard to Ms. Chan Wai Yen’s independence as an Independent Non-Executive Director of the Company, the Board (with Ms. Chan abstaining from the deliberation) has assessed and affirmed that she continues to meet the independence criteria prescribed under the Main Market Listing Requirements of Bursa Securities. Apart from Ms. Chan’s disclosure of a potential conflict of interest (as reported in her updated Director’s Profile and in the Audit Committee section of the Corporate Governance Overview Statement within the Integrated Report 2025), the other retiring Director has no conflict of interest or potential conflict of interest, including any interest in competing businesses with the Company or its subsidiaries. Accordingly, the Board, fully supports the Nomination Committee’s recommendation for the re-election of Y.Bhg. Dato’ Lin Yun Ling and Ms. Chan Wai Yen as Directors of the Company, as both are eligible and have expressed their willingness to stand for re-election at this AGM in line with Clause 105 of the Company’s Constitution.

Puan Nazli has reached her 9-year tenure with the Company at this AGM. She will retire as an Independent Director and accordingly will not seek re-appointment. She will remain in office as a Director of the Company until the conclusion of this AGM. And Mr. Director referred to in Resolutions 3 and 4 who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election at this AGM.

d. Ordinary Resolution 5

At the Board meeting held on 19 September 2025, the Board is satisfied that Ernst & Young PLT has met the relevant criteria prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Securities, which was concluded through an assessment carried out by the Audit Committee on the suitability of Ernst & Young PLT and hence, supports the Audit Committee’s recommendation to re-appoint Ernst & Young PLT as the Auditors of the Company for the ensuing financial year.

e. Ordinary Resolution 6

Ordinary Resolution 6, if passed, will empower the Directors to issue shares of the Company of up to a maximum of 10 percent of the total number of issued shares of the Company for the time being. This authority is intended to facilitate possible fund-raising exercise for purposes such as funding future investment projects, working capital requirements, acquisitions and/or other strategic purposes. The approval sought is a renewal of a general mandate and is sought to provide flexibility and to avoid any delay and cost in convening a general meeting for such issuance of shares for fund raising activities, including placement of shares.

This authority shall, unless revoked or varied at a general meeting, expire at the conclusion of the next AGM of the Company. At this juncture, there is no decision to issue new shares. Should the Company decide to issue new shares after the authorisation is obtained, an announcement will be made on the actual purpose and utilisation of proceeds arising from such issuance.

The Company did not issue any new shares under the general mandate which was approved at last year’s 48th AGM.

f. Ordinary Resolution 7

Shareholders are advised to refer to the Statement to Shareholders dated 5 November 2025, which is published on the Company’s website at www.gamuda.com and Bursa Malaysia’s website at www.bursamalaysia.com for further information.

g. Ordinary Resolution 8

Ordinary Resolution 8 if passed, will give authority to the Directors of the Company to allot and issue new Gamuda Shares pursuant to the Dividend Reinvestment Plan in respect of dividends declared after this AGM, and such authority shall expire at the conclusion of the next AGM of the Company.

5. Statement Accompanying Notice of AGM

[Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Securities]
• Details of individuals who are standing for election (excluding Directors standing for a re-election) as Directors
• There are no individuals who are standing for election as Directors at this AGM.
• Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Securities
• Details of the general mandate to issue securities in the Company pursuant to Sections 75 and 76 of the CA 2016 are set out in Explanatory Note 4(e) of this Notice.