SUSTAINABILITY
THROUGH WORKFORCE DEVELOPMENT

High precision engineering works at the Tunnel Boring Machine (TBM) Refurbishment Centre in Ipoh.

Increasing productivity with the Industrialised Building System and Building Information Modelling.
Established in 1976, Gamuda has grown over the years to become Malaysia’s leading infrastructure and property developer. Throughout our journey, we have focused on our core values:

- Walk The Talk
- Take Personal Ownership
- Adopt Open, Honest Communication
- Demonstrate Real Team Work
- Develop Our People

Thank you for joining us in our celebration and we look forward to our continued partnership.
40 Years Milestone Timeline

• 2016
MMC-Gamuda JV awarded the largest portion of KVMRT Line 2 contract
The partnership of MMC Corp Bhd and Gamuda Berhad wins the largest contract for the Underground package of KVMRT Line 2 worth RM15.47 billion. This is credited to the JV’s strength in Underground Tunnelling, proven in the construction of the KVMRT Line 1, where MMC-Gamuda undertook the design, construction and completion of tunnels, underground stations and structures such as portals and escape shafts for the Underground portion.

• 2016
Naim-Gamuda JV clinches Pan Borneo Highway in Sawarak
The JV is awarded for the package from Pantu Junction to Batang Skrang, at RM1.57 billion. The contract period is for 51 months from site possession.

• 2015
Leads JV as PDP for Penang Transport Master Plan
SRS Consortium a 60:20:20 joint venture between Gamuda Bhd, Loh Phoy Yen Holdings Sdn Bhd and Ideal Property Development Sdn Bhd, announced as the PDP for the Penang Transport Master Plan (PTMP) to deliver a modern comprehensive public transport network in Penang, which acts as a catalyst for sustained economic growth for the state.

• 2015
Maiden project in Melbourne
Gamuda Land enters the Australian property market with 661 Chapel St, a boutique 30-storey luxury apartment just 4km from Melbourne’s Central Business District. With a GDV of A$154 million, this 127-unit residential project in the nation’s fashion-and-style capital, will appeal to both foreign and local buyers.

• 2015
Consortium wins tender for Singapore Land
A bid by Gamuda Land’s joint venture with Evia Real Estate (7) Pte Ltd and Maxdin Pte Ltd to acquire 3 acres of land in Toa Payoh was awarded the job bid by the Housing Development Board of Singapore for the GEM Residences is the first condominium in the city state emulate a club lifestyle, located right in the heart of Singapore between the city centre and reservoir parks.

• 2015
PM launches the world’s first VD TBM
Prime Minister Dato’ Sri Mohd Najib bin Tun Abdul Razak launches the fully-assembled Variable Density Tunnel Boring Machine (VD TBM) at the Cochrane Launch Shaft, heralding the start of tunnelling works for the KVMRT Line 1.

World’s first Variable Density Tunnel Boring Machine
Partnering the world’s largest tunnel boring machine manufacturer, Herrenknecht AG, MMC-Gamuda creates the world’s first Variable Density Tunnel Boring Machine (VD TBM) to tackle the highly challenging tropical karstic limestone geology for the underground works of the KVMRT Line 1.

• 2014
Project Delivery Partner (PDP) for KVMRT Line 2
MMC-Gamuda JV chosen as the PDP for the KVMRT Line 2. The 52.2km line will serve a corridor of two million people, cutting through high-density urban areas such as Bandar Sri Damansara, KLCC, Jalan Tun Razak, Seri Kembangan and Putrajaya.

• 2014
Completion of Malaysia’s northern inter-state rail network
The section from Ipoh to Padang Besar (Spine Line) was handed over ahead of schedule, while the remaining section from Bukit Mertajam to Butterworth (Spur Line) was completed in November 2014.

• 2012
• 2011

World’s first Tunnelling Training Academy
The world’s first Tunnelling Training Academy (TTA) is established in Kota Kemuning, Malaysia, to nurture specialists, technicians and skilled labour for the roll-out of the KVMRT Line 1 and future tunnelling projects.

• 2011

First Project Delivery Partner (PDP) in Malaysia
The KVMRT Line 1 project in the Greater Kuala Lumpur is the largest public infrastructure development in Malaysia to date, and the first to be built under the PDP model. Expected to serve an estimated 1.2 million residents, the KVMRT Line 1 will be completed in Dec 2016 (from Sungai Buloh Station – Semantan Station), and July 2017 (from Semantan Station – Kajang Station).

• 2010

Second development footprint in Vietnam
The 203-acre Celadon City is the first self-sustainable township development in Ho Chi Minh City and features the largest green sanctuary in the city. It incorporates a 40-acre Central Park which interweaves landscaped parklands with beautiful foliage and water bodies.
Gamuda was awarded the design and construction of the Hamad International Airport (formerly known as the New Doha International Airport) in Qatar, which includes airfield facilities, access tunnels and detention ponds.
The tunnel boring machine (TBM) used for SMART (Stormwater Management and Road Tunnel) was the first-of-its-kind in the region. Specially designed for SMART's karstic conditions, these TBMs were the largest in South East Asia and second largest in Asia.
• 2008
**Expanding Malaysia’s inter-state rail network**
The national rail company appoints Gamuda and its partner, MMC Corporation, to build a 329km Electrified Double Track from Ipoh to Padang Besar. It is one of the country’s largest rail infrastructure undertakings.

• 2006
**Strengthening presence in the Middle East**
Gamuda takes on the challenge of replacing the 30-year-old bridges and causeway in the capital of Bahrain with two major marine bridges.

• 2007
**First international property development foray**
Gamuda commences a project to build the 426-acre flagship Gamuda City, a major urban redevelopment project in Hanoi, Vietnam.

• 2006
**First property development in Iskandar Malaysia**
Work begins on the gated and guarded Horizon Hills residential township in Iskandar Puteri, Johor. Comprising expansive residences and an international championship golf course, it is today among the most prestigious property developments in the southern region.
• 2005
First highway project in the Middle East
Gamuda builds the Dukhan Highway, one of several road modernisation initiatives undertaken in Qatar to gear up for the 2022 FIFA Football World Cup.

• 2005
First international airport
Gamuda leads a consortium of builders in the Hamad International Airport project in Qatar, which represents its best overseas engineering work.

• 2002
World’s first dual purpose tunnel
The international award-winning Stormwater Management and Road Tunnel (SMART) is built to manage floods in Kuala Lumpur while relieving traffic congestion in the city centre. Its completion in 2007 establishes Gamuda as a global expert in tunnelling through highly challenging karstic limestone formations.

• 2002
First Malaysian company to build MRT in Taiwan
Gamuda becomes the first Malaysian construction group to penetrate Taiwan’s urban mass rapid transit construction industry with the Kaohsiung Metropolitan Mass Rapid Transit project. Gamuda was involved in the tunnelling and construction of one of 11 underground stations, with works carried out under live traffic conditions.

• 2001
First overseas venture
The Panagarh-Palsit Highway and Durgapur Expressway projects in West Bengal, India, bear testament to Gamuda’s strength as a build-operate-transfer contractor in the international arena.

• 2000
Foray into water treatment and supply
The Sungai Selangor Water Supply Scheme Phase 3 (SSP3) is built to meet a critical need for potable water in Selangor. The project yields an additional combined treatment capacity of 1,050 million litres of water daily to residents and businesses in northern Selangor and the Federal Territory.
The Shah Alam Expressway (commonly known as the Kesas Highway) allows road users to conveniently travel between eastern suburbs of Klang Valley to the west. The highway serves as the gateway into the Bukit Jalil Sports Complex, the venue of the 1998 Commonwealth Games.
Picturesque aerial view of the Sungai Selangor Dam.
• 1999

First tunnelling experience
The 26.5km Western Kuala Lumpur Traffic Dispersal System (SPRINT) is built to relieve congestion in western Kuala Lumpur. Its construction involves cutting through the hard rock and granite of Kiara Hills via the drill and blast method, an engineering feat accomplished with minimal impact to the natural terrain.

• 1999

First “home in the garden” integrated township
The FIABCI award-winning 1,200 acre Bandar Botanic in the Klang Valley represents Malaysia’s first waterfront parkland township.

• 1998

First resort inspired development with a private golf course
Gamuda Land undertakes the 280 acre Valencia development in Sungai Buloh, Selangor, Malaysia’s first residential development that offers a private residents-only 9-hole golf course. Today, the luxurious lifestyle development is a flourishing gated and guarded community with a large expatriate following.

• 1996

First intra-urban highway in the Klang Valley
Construction of the 40km Damansara-Puchong Highway (LDP), one of the busiest intra-urban highways in the Klang Valley, begins. Completed in 1998, the development boasts numerous engineering feats such as the iconic cable-stayed bridge over the Federal Highway Interchange.
**1994**
First integrated township development
Gamuda Land undertakes its first property development – Kota Kemuning in the Klang Valley – one of Malaysia's first integrated townships which sets the benchmark for other sustainable townships to come.

**1992**
Listed on KLSE
Gamuda is listed on the Main Board of the Kuala Lumpur Stock Exchange (now Bursa Malaysia) on 10 August 1992.

**1976**
Gamuda is established
Gamuda is incorporated as a private limited company on 6 October 1976 in Ipoh, Perak.

**1994**
First privatised project through tender
The Shah Alam Expressway (SAE) project is the first large-scale privatised infrastructure project by Gamuda through competitive bidding.
North Butterworth Container Terminal.
Construction of the Shah Alam Expressway.

Gamuda earlier projects at Pahang Tenggara.
At Gamuda, we thrive on sustainability and innovation to build our business and our people. Which is why we remain committed to training and upskilling our workforce, in our aim to move up the value chain together.
## Performance Review

- Group Financial Highlights
- Group Segmental Performance
- Group Quarterly Financial Performance
- Statement of Value Added and Distribution
- Share Performance
- Financial Calendar 2016
- Bond and Credit Ratings
- Investor Relations

## Corporate Governance & Accountability

- Corporate Governance Statement
- Training Programmes Attended by Directors
- Statement on Risk Management and Internal Control
- Audit Committee Report
- Statement on Internal Audit
- Risk Management Committee Report
- Additional Compliance Information
- Code of Conduct

## Key Initiatives

- Talent Capital Development
- Project Differently-Abled
- Driven by Innovation
- Sustainability Statement
- Economic Growth
- Environmental Management
- Social Contribution

## Milestones & Achievements

- Media Milestones
- Group Awards and Achievements

## Other Information

- Analysis of Securities of Company
- Authorised and Issued Share Capital
- List of Major Properties
- Notice of Annual General Meeting
- Administrative Details
  - Form of Proxy

SECTION 1
Message to Shareholders

20 Vision
23 Mission
25 Values
26 Facts at a Glance
28 Business Highlights
30 Chairman’s Statement
Vision

We aim to lead the region in innovative breakthrough solutions for large scale public infrastructure and property development.
We reliably deliver innovative world-class infrastructure and premier lifestyle properties for our customers through our core business in infrastructure development and construction, operation of infrastructure facilities and property development.

Mission
Values

- Take Personal Ownership
- Walk The Talk
- Adopt Open, Honest Communication
- Demonstrate Real Teamwork
- Develop Our People
Pioneered a new and holistic delivery model

Gamuda Berhad, listed on the Main Board of Bursa Malaysia, is the nation’s leading innovative infrastructure and property company.

**FACTS at a GLANCE**

- Constructed
- The world’s first dual-purpose tunnel: the Stormwater Management and Road Tunnel (SMART)
- Pioneered a new and holistic delivery model

**the Project Delivery Partner (PDP)**
Delivered more than 40 civil engineering projects in the last four decades.

Builder and Operator of major intra-urban highways.

The largest water producer privatised water treatment in Malaysia.

Over 4,000 employees.
BUSINESS HIGHLIGHTS
• MRT
  – Kaohsiung MRT (Taiwan)
  – KVMRT Line 1 (Malaysia)
  – KVMRT Line 2 (Malaysia)
• Electrified Double Track Project
  – Ipoh-Padang Besar (EDTP)
• Stormwater Management and Road Tunnel (SMART)
• Highways & Expressways
  – LDP/SAE/SPRINT Highways (Malaysia)
  – Panagarh-Palsit & Durgapur Expressways (India)
  – Dukhan Highway (Qatar)
• Penang Transport Master Plan (PTMP)
• Water Regulating Dam, Water Treatment
  – Sungai Selangor Dam
  – Rasa & Bukit Badong Water Treatment Plants (SSP 3)
• Prai Power Station
• Yen So Sewage Treatment Plant (Vietnam)
• Airport
  – Hamad International Airport (Qatar)
• North Butterworth Container Terminal
• Lumut Naval Harbour
• Hospital University Kebangsaan Malaysia
• Bridges
  – Kuantan Bridge
  – Sitra Causeway Bridges (Bahrain)
• MALAYSIA
  – Kota Kemuning
  – Valencia
  – Bandar Botanic
  – Horizon Hills
  – Jade Hills
  – Madge Mansions
  – The Robertson
  – Gamuda Biz Suites
  – Gamuda Walk
  – HighPark Suites
  – GM Klang
  – GM Bukit Bintang
  – Bukit Bintan Residences
  – Kundang Estates
  – Gamuda Gardens
  – twentyfive.7
  – Gamuda Cove
• INTERNATIONAL
  – Gamuda City (Vietnam)
  – Celadon City (Vietnam)
  – 661 Chapel St (Australia)
  – GEM Residences (Singapore)
• HIGHWAYS & EXPRESSWAYS
  – LDP/SAE/SPRINT Highways (Malaysia)
  – Stormwater Management and Road Tunnel (SMART)
  – Panagarh-Palsit & Durgapur Expressways (India)
• SUNGAI SELANGOR WATER SUPPLY SCHEME PHASE 1 & 3
  – SPLASH
  – Gamuda Water
Chairman’s Statement

The year 2016 marks our 40th anniversary. Over this period we have transformed Gamuda from a small construction outfit into the leading infrastructure and property development Group in the country, contributing significantly to the development of the nation and the region. We celebrate our 40th year on a very positive note. Despite the challenging business landscape, we continued to perform well in each of our three core businesses, namely Engineering and Construction, Property Development and Infrastructure Concessions.

During the financial year ended 31 July 2016, we forged ahead with ongoing projects and were awarded two more major infrastructure projects, which are the much anticipated Underground Works package of the KVMRT Line 2 and a component of the Pan Borneo Highway in Sarawak. We also launched four new property developments, venturing for the first time into Australia and Singapore, and achieved encouraging sales while expanding our land bank to support future earnings for the Group’s property division. Meanwhile, our highway and water concessionaires continued with their strong performances.

Our performance record and where we are today is the result of 40 years of constantly challenging ourselves - an innovative engineering-based Group with leading expertise in large public infrastructure and property development. In the process of growing as a Group, we have supported the country’s vision to be a highly-skilled and high-income nation by year 2020. Over the years, we have continued to propose innovative solutions such as the SMART and KVMRT projects while building and upskilling our local talent in the construction industry.

The theme for this year’s annual report – Sustainability Through Workforce Development – highlights our achievements as well as the key principles that drive us as an organisation. We have always sought to empower people, both within the Company as well as in the industry. We are committed to delivering on all our promises, presenting to the nation breakthrough projects completed on time and within budget. These, in turn, have served continually to enrich lives – providing essential public service as well as building holistic and sustainable communities.
Gamuda is the leading infrastructure and property developer in Malaysia. We continue to provide innovative solutions, and deliver our projects on time and within budget.
Gamuda Berhad was honored as the Builder of the Year at this year’s prestigious Malaysian Construction Industry Excellence Awards (MCIEA).

Site preparation works (for Package V201) have started at KVMRT Line 2, located beside Jalan Kuala Selangor near Damansara Damai.

Construction of the KVMRT SBK stations is near completion, in time for operation in December 2016.
EMPOWERING PEOPLE

Having spearheaded a number of infrastructure projects of national significance, we are conscious of our responsibility to nurture a workforce that is sufficiently skilled to carry out their functions efficiently and safely. Towards this end, we have set up training centres to equip everyone involved in our mega projects with the required knowledge and competencies.

On 25 August 2015, we launched the KVMRT Training Centre where the emphasis is not only on technical skills but also safety at all project levels in the MRT project. Collaborating with CIDB Holdings and the National Institute of Occupational Safety and Health (NIOSH), we have developed a safety and health programme which every single one of the many thousands of workers on the KVMRT Line will have to undergo. Upon completion of the programme, the workers will receive a Safety Passport as a prerequisite to work on site. This is in addition to the Tunnelling Training Academy, where we have trained over 1,000 workers since 2011.

Given that the Underground Works for the KVMRT Line 2, linking Sungai Buloh-Serang-Putrajaya, will be more complex than KVMRT Line 1, which is almost complete, there is a pressing need for the kind of competent and skilled workers that the KVMRT Training Centre will produce. Moreover, with the training and experience they receive, these workers will be qualified and have the confidence to undertake other complex projects not just in Malaysia but globally.

To achieve greater efficiencies in our construction sector as well as streamline project implementation, we are investing significantly in Building Information Modelling (BIM). BIM is a computerised system that integrates multi-stakeholder coordination while allowing for greater precision and speed in the design and implementation of projects. In order to gain the full benefits of BIM, we are setting up a BIM Training Academy for our staff, those of partners as well as others in the industry. The academy is expected to start operations in the first quarter of 2017.

These capacity-building initiatives are over and above our commitment to empower staff with appropriate training and development programmes. We are fully aware that our people are our greatest asset, and in order to achieve our target of significantly growing the Group’s revenues in the next few years, every effort is being made to help them realise their true potential via on-the-job training, mentoring and formal training. In the last financial year, we had set up the Management Development Centre as well as the Career Development Unit which, together, are tasked with developing a strong leadership bench while elevating the level of professionalism across the board in all our business units.

DELIVERING ON OUR PROMISES

One of Gamuda’s key differentiating strengths is our reliable track record in consistently meeting or exceeding project delivery deadlines. This has contributed significantly to building our brand and gaining the trust of customers, partners, regulators as well as the public at large. The ability to deliver rests on the capability and competency of our people as well as our unwavering commitment to embrace the latest, most efficient and effective technologies.

We have made our mark as a leader in cutting-edge engineering, which has enabled us to execute our projects well within projected timelines and budget, while meeting the stringent industry standards in terms of quality. In the process we have pioneered many firsts. Notably, the Stormwater Management and Road Tunnel (SMART) is recognised as the world’s first dual-purpose tunnel. We co-developed the first-of-its-kind Variable Density Tunnel Boring Machine (VD TBM) with renowned German manufacturer Herrenknecht AG.
The VD TBMs played a critical role in the successful completion of the underground tunnelling works for the KVMRT Line 1. Following upgrades to these machines, we are now ready to undertake the tunnelling works for the second line. We were hopeful of our joint venture with MMC Corporation Berhad – namely MMC Gamuda KVMRT (T) Sdn Bhd (MGKT) – receiving the contract for the Underground Works for this line, and were duly rewarded for our good performance in the first project by winning this work package – the biggest for the second line – on 31 March 2016.

Indeed, we have successfully delivered more than 40 major civil engineering projects over the last four decades, as a result of which we have earned a reputation for expertise in project management. Gamuda pioneered the Project Delivery Partner (PDP) model for large-scale developments under which entire mega projects are managed by a single entity: the PDP. Recognising the time and cost benefits of this model, the Malaysian Government engaged us as its first PDP ever. On the heels of its success, we were again awarded the PDP contract for the KVMRT Line 2 in 2015.

Since the first PDP project, it has been replicated in other large infrastructure undertakings. During the financial year under review, SRS Consortium, led by Gamuda, was also named the PDP for the Penang Transport Master Plan (PTMP).

ENRICHING LIVES

All the public infrastructure projects we have undertaken contribute to a better standard of living for Malaysians. Our current project – the KVMRT – forms part of the Government’s Greater Kuala Lumpur/Klang Valley National Key Economic Area (NKEA) which aims to improve the liveability of the nation’s political and commercial nucleus which is home to some six million people. Key to a thriving urban metropolis is an efficient and well-planned integrated public transport system, in which the KVMRT will play a central role.

Under our Infrastructure Concessions business unit, meanwhile, we operate four major highways within the Klang Valley, namely the Damansara-Puchong Highway (LDP), Western Kuala Lumpur Traffic Dispersal System (SPRINT) and the Shah Alam Expressway (SAE); as well as Stormwater Management and Road Tunnel (SMART). These provide greater convenience to motorists, and have also catalysed the development of satellite cities on the periphery of Kuala Lumpur.

Perhaps the most tangible way in which we enrich lives is through the innovative properties we develop, many of which are award-winning. All our projects – be they commercial, residential, mixed developments or even townships – have been designed to blend in with the surrounding environment, enhancing rather than detracting from the
natural landscape. The idea is for these developments to nurture holistic lifestyles that promote the well-being of the local communities in a sustainable manner.

We were among the earliest adopters of the Construction Quality Assessment System (CONQUAS) guidelines, as developed by Singapore’s Building and Construction Authority (BCA). We have consistently won awards for top scores in the CONQUAS rating. Similar to our good quality performance in previous years, during the financial year under review, our apartment block in Jadite Suites, Kajang created a new benchmark for residential high-rise buildings by achieving the highest CONQUAS score for the category in the country.

In September 2015, our Yen So Sewage Treatment Plant (STP) in Hanoi, Vietnam, was recognised in the International Achievement Category at the Malaysian Construction Industry Excellence Awards (MCIEA) 2015. Yen So STP forms part of an urban renewal project we undertook on the 426 acre Gamuda City in southern Hanoi. Using innovative technology we managed to transform what was previously a wasteland into a thriving township that has significantly elevated the living standards of Vietnam’s capital.

Meanwhile, the meticulous planning that goes into each development has resulted in significant capital appreciation of our properties over the years. As an example, Phase 15 of Ambang Botanic in Bandar Botanic, Klang appreciated by as much as 74% from the time the project was launched in 2013 till it was completed. This outstanding performance was recognised by The Edge-PEPS Value Creation Excellence Award 2015 in the residential category. As far back as 2003, Bandar Botanic won the much coveted FIABCI Master Planning award. Several other Gamuda properties have won similar development planning awards since.

Within the workplace, we enrich the lives of our employees with meaningful career prospects coupled with intense talent development programmes. We take pride in being an equal opportunity employer and we are especially pleased with the Differently-Abled (DA) programme we started in 2013. Gamuda is the first corporate organisation in the country to employ staff with autism. We now have 18 such staff on board, whom we support to make a success of their careers.

To us, business success goes beyond making profits. We truly believe and promote our five core values of taking personal ownership; walking the talk; adopting open, honest communication; demonstrating real teamwork and developing our people. These core values are fundamental to how we work and in the evaluation of individual staff performance.

We have always strived to be a responsible corporate citizen, not just to our employees but also the community at large. In addition to training workers in the construction industry, we provide employment to those with hearing impediments at the chain of DiB (Deaf in Business) Coffees of Hawaii. This, together with our DA programme and other initiatives aimed at improving the lives of those from marginalised communities, earned us the Best Corporate Responsibility Initiatives Award in the Big Cap companies category at The Edge Billion Ringgit Club Corporate Awards 2016.

To further extend a positive influence in society, we have also become a sponsor of the Star Golden Hearts Awards, organised by The Star newspaper to honour individuals and groups who go out of their way to help others in need. Along with our sponsorship, there is a new award category called Gamuda’s Choice Award: Inspiration for a Moderate Malaysia. This will be presented to individuals whose actions not only bring about social good but who also promote a more united nation, one that upholds the spirit of Muhibbah as inspired by our country’s founding fathers.

FINANCIAL PERFORMANCE

Despite the overall challenging economic environment during the year, the Group has performed commendably. We achieved a group revenue of RM4.17 billion (including the share of revenue of the Group’s joint venture companies) and profit before tax of RM781 million, lower by 12% and 9% respectively compared to the previous year.

Segmentally, our Construction division saw a 19% dip in revenue to RM2.6 billion while PBT decreased from RM222 million to RM192 million. However, with an unbilled order book standing at a record RM9 billion following the award of new contracts – inclusive of the Underground Works Package of the KVMRT Line 2 and Pan Borneo Highway in Sarawak – we expect a quick recovery in the division’s performance.

Although our Property division experienced a downturn in the domestic market, we were fortunate that our projects in Vietnam continued to perform well. Additionally, a new residential condominium launch in Singapore was very successful, enabling us to achieve a total sales of RM2.1 billion for the year, marking a 75% year-on-year increase.
Chairman’s Statement

As always, robust income from our Infrastructure Concessions division provided a cushion to the Group’s revenue. The increase in toll rates on certain highways contributed to an increase in revenue from RM422 million in FY2015 to RM479 million while PBT increased from RM378 million to RM413 million.

The Board is pleased that our good financial performance allowed the Group to maintain out total dividend payout for the financial year at 12.00 sen per ordinary share, amounting to RM289 million. Our shareholders remain utmost in our minds, and we continue to place great emphasis on enhancing the value of the Group to all our stakeholders.

CORPORATE GOVERNANCE

While the Board of Directors of Gamuda places great emphasis on the good financial performance of the Group, we are committed to ensuring this is achieved as we adhere to the highest principles of corporate governance. Gamuda stands guided by best practices locally – namely the Code on Corporate Governance 2012 issued by Bursa Malaysia – as well as in the markets where we operate. Having diversified our property portfolio into Singapore and Australia, we are adopting the guidelines of the relevant regulatory bodies in these countries.

We believe not only in the inherent value of operating transparently and with integrity but also in the value it creates for the Gamuda brand, establishing the Group as an organisationally ethical, operationally reliable and socially responsible partner to all our stakeholders. The trust that we have built into our brand translates into the continuous award of significant projects, strong performance of our property developments and knowledge of the public that they remain topmost in our minds as we endeavour to enhance and enrich their lives.

INTO THE NEXT FINANCIAL YEAR

The diversity of Gamuda’s core businesses as well as our geographical expansion in the property sector enable us to mitigate risks associated with uncertainties in the markets where we have a presence. Given this fundamental strength, and building on our current achievements, we are confident of pulling in another strong performance in the financial year 2017 (FY2017).

Our Engineering and Construction order book is particularly robust, totalling some RM9 billion. Earnings from this business unit is expected to increase in FY2017 as work on the KVMRT Line 2 commences. At the same time, we will be bidding for various other large and smaller scale infrastructure projects that have been given the green light by the Government such as the Pan Borneo Highway in Sabah, Light Rapid Transit 3 (LRT3), Kuala Lumpur-Singapore High Speed Rail, the Gemas – JB Electrified Double Track Project, and the East Coast Rail Link.

In the Property Development business, we have RM2 billion in unbilled sales and an outstanding gross development value (GDV) of about RM55 billion. Although the property market in Malaysia remains soft, we have high expectations of good sales from ongoing projects, which cater to first time homebuyers and other targeted segments, offering true value for money that will ensure their purchase represents not only a home but also a sound investment. At the same time, our developments in Vietnam, Australia and Singapore are doing well and we have increased our property sales target for FY2017 to reflect optimism in these markets.

Our highways business will provide us with stable and growing income as road traffic continues to increase. We are also hopeful that a final agreement will soon be reached by the Selangor State Government and Federal Government on the takeover of Syarikat Pengeluar Air Selangor Holdings Berhad, allowing us to focus more intently on our remaining water operation run by Gamuda Water.

As we celebrate our 40th anniversary, we would like to thank all our stakeholders for their constant support which has been integral to our success. In particular, I would like to thank the Government of Malaysia for entrusting us to build our large national infrastructure projects; our customers for their faith in the Group; our partners for their high level of professionalism and cooperation; and our employees for their unwavering commitment to our shared goals. To the management team, led by Dato’ Lin Yun Ling, I express on behalf of the board our sincere gratitude for the clarity of your vision, able leadership and strong ability to execute, that has taken Gamuda from strength to strength.
Gamuda Industrial Building System aims to significantly change the method of construction of buildings in the country.
SECTION 2

Organisation Overview

40  Our Profile
42  Our Presence
44  Corporate Information
46  Group Corporate Structure
48  Group Organisation Structure
50  Strategic Business Model
Our Profile

Gamuda garners a market capitalisation of RM12 billion (as at end July 2016), placing us among the top engineering and construction and property development companies in Malaysia.
Established in 1976 as a construction-based enterprise, Gamuda has since grown to become Malaysia’s leading infrastructure and property developer.

Leveraging on our three core competencies in engineering and construction, property development, as well as infrastructure concessions, Gamuda has built some of the most iconic award winning infrastructures in Malaysia, Southeast Asia and the Middle East.

Continuously challenging the status quo in the last four decades, we deliver creative engineering solutions while nurturing local expertise in our quest to realise world-class infrastructure, delivering on our promise of top-notch design and quality, cost effectiveness and on-time completion.

Through our property development division – Gamuda Land, we are the name behind Malaysia’s award-winning townships, creating value for homeowners through creative masterplan and quality execution.

Gamuda Land is among the top property developers in Malaysia with significant and growing interest in Asia and the Oceania. Today, we have sold more than 29,000 properties in our integrated lifestyle townships and boutique developments.

We are also among the largest infrastructure concessionaires in Malaysia, with significant interests in highway and water concessions. Moving forward, we strive to enrich communities and our employees with leading-edge initiatives that drive innovation, long-term sustainability, talent advancement and nation building.
## Our Presence

<table>
<thead>
<tr>
<th>BAHRAIN</th>
<th>QATAR</th>
<th>INDIA</th>
<th>VIETNAM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Causeway Bridges</strong>&lt;br&gt;– Sitra Causeway Bridges</td>
<td><strong>International Airport</strong>&lt;br&gt;– Hamad International Airport</td>
<td><strong>Key Urban Expressway and Highway</strong>&lt;br&gt;– Panagarh-Palsit Highway&lt;br&gt;– Durgapur Expressway</td>
<td><strong>Property Development</strong>&lt;br&gt;– Gamuda City, Hanoi&lt;br&gt;– Celadon City, Ho Chi Minh City</td>
</tr>
<tr>
<td><strong>Highway</strong>&lt;br&gt;– Dukhan Highway</td>
<td></td>
<td></td>
<td><strong>Sewage Treatment Plant</strong>&lt;br&gt;– Yen So Sewage Treatment Plant, Hanoi</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TAIWAN</th>
<th>SINGAPORE</th>
<th>AUSTRALIA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urban Rail Transport</strong>&lt;br&gt;– Kaohsiung Metropolitan Mass Rapid Transit</td>
<td><strong>Property Development</strong>&lt;br&gt;– GEM Residences, Toa Payoh</td>
<td><strong>Property Development</strong>&lt;br&gt;– 661 Chapel St, Melbourne</td>
</tr>
</tbody>
</table>
MALAYSIA

Urban Rail Transport in Greater KL
– Klang Valley Mass Rapid Transit (KVMRT)
  (i) Sungai Buloh-Kajang Line (SBK Line)
  (ii) Sungai Buloh-Serendah-Putrajaya Line (SSP Line)

Urban Transformation in Penang
– Penang Transport Master Plan

Inter-State Rail Transport
– Electrified Double Track Project (Ipoh-Padang Besar)

World's First Dual Purpose Tunnel
– Stormwater Management and Road Tunnel (SMART)

Key Intra-Urban Expressways and Highways in Greater KL
– Damansara-Puchong Highway (LDP)
– Shah Alam Expressway (SAE)
– Western Kuala Lumpur Traffic Dispersal System (SPRINT)

Water Regulating Dam, Water Treatment
– Sungai Selangor Water Supply Scheme Phase 1 and 3 (SSP1 and SSP3)

Water Regulating Dam
– Sungai Selangor Dam

Property Development
– Kota Kemuning
– Valencia
– Bandar Botanic
– Horizon Hills
– Jade Hills
– Madge Mansions
– The Robertson
– Gamuda Biz Suites
– Gamuda Walk
– HighPark Suites
– GM Klang
– GM Bukit Bintang
– Bukit Bantayan Residences
– Kundang Estates
– Gamuda Gardens
– twentyfive.7
– Gamuda Cove

Urban Transformation in East Malaysia
– Pan Borneo Highway in Sarawak
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>YBhg Dato’ Mohammed Hussein</td>
<td>Chairman</td>
</tr>
<tr>
<td>YBhg Dato’ Lin Yun Ling</td>
<td>Group Managing Director</td>
</tr>
<tr>
<td>YBhg Dato’ Ir Ha Tiing Tai</td>
<td>Deputy Group Managing Director</td>
</tr>
<tr>
<td>YTM Raja Dato’ Seri Eleena binti Almarhum</td>
<td></td>
</tr>
<tr>
<td>YBhg Dato’ Haji Azmi bin Mat Nor</td>
<td></td>
</tr>
<tr>
<td>YBhg Dato’ Goon Heng Wah</td>
<td></td>
</tr>
<tr>
<td>Mr. Saw Wah Theng</td>
<td></td>
</tr>
<tr>
<td>YM Tunku Afwida binti Tunku A.Malek</td>
<td></td>
</tr>
<tr>
<td>Puan Nazli binti Mohd Khir Johari</td>
<td></td>
</tr>
<tr>
<td>Ir Chow Chee Wah</td>
<td>(Alternate to YBhg Dato’ Lin Yun Ling)</td>
</tr>
<tr>
<td>YBhg Dato’ Ubull Din Om</td>
<td>(Alternate to YBhg Dato’ Ir Ha Tiing Tai)</td>
</tr>
<tr>
<td>Ir Chan Kong Wah</td>
<td>(Alternate to YBhg Dato’ Goon Heng Wah)</td>
</tr>
<tr>
<td>Mr. Soo Kok Wong</td>
<td>(Alternate to Mr. Saw Wah Theng)</td>
</tr>
</tbody>
</table>
AUDIT COMMITTEE
• YBhg Dato’ Mohammed Hussein (Chairman)
• YM Tunku Afwida binti Tunku A.Malek
• Puan Nazli binti Mohd Khir Johari

NOMINATION COMMITTEE
• YBhg Dato’ Mohammed Hussein (Chairman)
• YM Tunku Afwida binti Tunku A.Malek
• Puan Nazli binti Mohd Khir Johari

REMUNERATION COMMITTEE
• YBhg Dato’ Mohammed Hussein (Chairman)
• YBhg Dato’ Lin Yun Ling
• YTM Raja Dato’ Seri Eleena binti Almarhum Sultan Azlan Muhibuddin Shah Al-Maghfur-lah

COMPANY SECRETARIES
• Ms. Lim Soo Lye (LS 0006461)
• Ms. Pang Siok Tieng (MAICSA 7020782)

SHARE REGISTRAR
Insurban Corporate Services Sdn Bhd
149, Jalan Aminuddin Baki
Taman Tun Dr. Ismail
60000 Kuala Lumpur
Tel : 603-7729 5529
Fax : 603-7728 5948
Email : insurban@gmail.com

AUDITORS
Messrs Ernst & Young (AF: 0039)
Chartered Accountants

PRINCIPAL BANKER
Malayan Banking Berhad

REGISTERED OFFICE/
CORPORATE OFFICE
Menara Gamuda
D-16-01, Block D, PJ Trade Centre
No. 8, Jalan PJU8/8A
Bandar Damansara Perdana
47820 Petaling Jaya
Selangor Darul Ehsan
Tel : 603-7726 9210
Fax : 603-7728 9811

COMPANY NO.
29579-T

DATE AND PLACE OF INCORPORATION
6 October 1976, Malaysia

WEBSITE
www.gamuda.com.my

STOCK EXCHANGE LISTING
Main Market of Bursa Malaysia Securities Berhad
Stock Code : Gamuda
Stock No : 5398

LISTING DATE
10 August 1992
### Group Corporate Structure

#### Expressway Tolling & Management
- Kesas Sdn Bhd: 70%
- Sistem Penyuraian Trafik KL Barat Sdn Bhd: 52%
- Mapex Infrastructure Private Limited: 50%
- Emas Expressway Private Limited: 50%
- Syarikat Mengurus Air Banjir & Terowong Sdn Bhd: 50%
- Lingkaran Trans Kota Sdn Bhd: 44%

#### Water Related
- Gamuda Water Sdn Bhd: 80%
- Syarikat Pengeluar Air Sungai Selangor Sdn Bhd: 40%

#### Construction
- Gamuda Engineering Sdn Bhd: 100%
- Masterpave Sdn Bhd: 100%
- Ganaz Bina Sdn Bhd: 100%
- Gamuda-WCT (India) Private Limited: 70%
- Gamuda Naim Engineering and Construction (GNEC) Sdn Bhd: 65%
- MMC-Gamuda Joint Venture Sdn Bhd: 50%
- MMC Gamuda KVMRT (PDP) Sdn Bhd: 50%
- MMC Gamuda KVMRT (T) Sdn Bhd: 50%
- Naim Gamuda (NAGA) JV Sdn Bhd: 30%

#### Golf Club & Clubhouse
- Bandar Botanic Resort Berhad: 100%
- Jade Homes Resort Berhad: 100%
- Danau Permai Resort Berhad: 50%
- Horizon Hills Resort Berhad: 50%

#### Quarrying, Plant Hire and Others
- Gamuda Industrial Building: 100%
- System Sdn Bhd: 100%
- G. B. Kuarai Sdn Bhd: 100%
- Megah Management Services Sdn Bhd: 100%
- Megah Sewa Sdn Bhd: 100%

#### Investment
- Gamuda Overseas Investment Ltd: 100%
- Megah Capital Sdn Bhd: 100%
- Gamuda (Offshore) Private Limited: 100%
- Gammanu Construction Sdn Bhd: 100%
- Kesas Holdings Berhad: 70%
- Sistem Penyuraian Trafik KL Barat Holdings Sdn Bhd: 52%
- Gamuda-WCT (Offshore) Private Limited: 50%
- Suria Holding (O) Pvt Ltd: 50%
- Projek Smart Holdings Sdn Bhd: 50%
- Lingkaran Trans Kota Holdings Berhad: 44%
- Syarikat Pengeluar Air Selangor Holdings Berhad: 40%
<table>
<thead>
<tr>
<th>Trading</th>
<th>Property/Township Infrastructure Development</th>
<th>Property Management and Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gamuda Trading Sdn Bhd</td>
<td>Gamuda Land Sdn Bhd</td>
<td>Gamuda Land Property Services Sdn Bhd (formerly known as Rebung Property Services Sdn Bhd)</td>
</tr>
<tr>
<td></td>
<td>Valencia Development Sdn Bhd</td>
<td>Valencia Township Sdn Bhd</td>
</tr>
<tr>
<td></td>
<td>Gamuda Land (Botanic) Sdn Bhd (formerly known as Harum Intisari Sdn Bhd)</td>
<td>Botanic Property Services Sdn Bhd</td>
</tr>
<tr>
<td></td>
<td>Jade Homes Sdn Bhd</td>
<td>Jade Homes Property Services Sdn Bhd</td>
</tr>
<tr>
<td></td>
<td>Madge Mansions Sdn Bhd</td>
<td>HGD Property Services Sdn Bhd</td>
</tr>
<tr>
<td></td>
<td>Idaman Robertson Sdn Bhd</td>
<td>Horizon Hills Property Services Sdn Bhd</td>
</tr>
<tr>
<td></td>
<td>Gamuda Land (Kemuning) Sdn Bhd (formerly known as Setara Hati Sdn Bhd)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Highpark Development Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dinamik Atlantik Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bandar Serai Development Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda Land (T12) Sdn Bhd (formerly known as Salak Land Development Sdn Bhd)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda Land (HCMC) Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lifestyle Heritage Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Semarak Kuasa Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda Land Vietnam Limited Liability Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda Land (HCMC) Joint Stock Company (formerly known as Sai Gon Thuong Tin Tan Thang Investment Real Estate Joint Stock Company)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda (Australia) Pty Ltd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda (Singapore) Pte Ltd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda-NamLong Development Limited Liability Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hicom-Gamuda Development Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Horizon Hills Development Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda GM Klang Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gamuda GM Sdn Bhd</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GEM Homes Pte Ltd</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Landscaping</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Megah Landscape Sdn Bhd</td>
<td>100%</td>
</tr>
<tr>
<td>Kota Kemuning Nursery &amp; Landscaping Sdn Bhd</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Board of Directors

- YBhg Dato’ Mohammed Hussein
  Chairman
- YBhg Dato’ Lin Yun Ling
  Group Managing Director
- YBhg Dato’ Ir Ha Tiing Tai
- YTM Raja Dato’ Seri Eleena binti
  Almarhum Sultan Azlan Muhibuddin
  Shah Al-Maghfur-lah
- YBhg Dato’ Haji Azmi bin Mat Nor
- YBhg Dato’ Goon Heng Wah
- Mr. Saw Wah Theng
- YM Tunku Afwida binti Tunku A.Malek
- Puan Nazli binti Mohd Khir Johari

Alternate Directors:
- Ir Chow Chee Wah
- YBhg Dato’ Ubull Din Om
- Ir Chan Kong Wah
- Mr. Soo Kok Wong

Board Committees
- Audit
- Remuneration
- Nomination
- Risk Management

Respective BODs and EXCOs

YBhg Dato’ Lin Yun Ling
Group Managing Director

YBhg Dato’ Ir Ha Tiing Tai
Deputy Group Managing Director

YBhg Dato’ Goon Heng Wah
Group Directors Projects

Mr. Saw Wah Theng
Group Finance Director

Group Organisation Structure
YBhg Dato’ Ubull Din Om
Managing Director, Gamuda Engineering

Ir Chow Chee Wah
Managing Director, Gamuda Land

YBhg Dato’ Haji Azmi bin Mat Nor
Executive Director, Infrastructure Concessions

Engineering and Construction
- Klang Valley Mass Rapid Transit (KVMRT)
  (i) Sungai Buloh-Kajang Line (SBK Line)
  (ii) Sungai Buloh-Serdang-Putrajaya Line (SSP Line)
- Penang Transport Master Plan (PTMP)
- Electrified Double Track Project (Ipoh-Padang Besar)
- Pan Borneo Highway in Sarawak

Head Office
- Finance and Management Accounting
- HR and Admin
- Legal and Company Secretary
- Investor Relations
- Business Development
- Corporate Development
- Information Services
- Group Corporate Communications
- Internal Audit

Property Development
Malaysia
- Kota Kemuning
- Valencia
- Bandar Botanic
- Horizon Hills
- Jade Hills
- Madge Mansions
- The Robertson
- Gamuda Biz Suites
- Gamuda Walk
- HighPark Suites
- GM Klang
- GM Bukit Bintang
- Bukit Banyan Residences
- Kundang Estates
- Gamuda Gardens
- twentyfive.7
- Gamuda Cove

Vietnam
- Gamuda City
  (Hanoi)
- Celadon City
  (Ho Chi Minh City)

Singapore
- GEM Residences,
  Toa Payoh

Australia
- 661 Chapel St,
  Melbourne

Infrastructure Concessions
- LITRAK
- KESAS
- SPRINT
- SMART
- SPLASH
Create
- Innovative ideas
- Practical projects

Grow
- Leadership in strategic & core businesses
- Tap new growth opportunities

Improve
- Seek productivity gains
- Leverage on technology
- Harness collective capabilities

Develop our people

Encourage diversity

Act in the best interest of the group

Business partners are part of our team

Demonstrate real teamwork

Take personal ownership

Walk the talk

Open & honest communication

We are part of the communities we serve

Vision
Leader in innovative breakthrough solutions

Values

Code of conduct

Our clients deserve our best efforts

Deliver
- Clock-work reliability

Sustain
- Strong leadership
- Governance
- Talent development
- Workforce diversity

Treat each other with respect
VISION
We aim to lead the region in innovative breakthrough solutions for large scale public infrastructure and property development.

MISSION
We reliably deliver innovative world-class infrastructure and premier lifestyle properties for our customers through our core business in infrastructure development and construction, operation of infrastructure facilities and property development.

STRATEGIC BUSINESS MODEL
BUSINESS PRIORITIES/IMPERATIVES

Create
Initiate innovative and practical projects.

Deliver
Ensure clock-work reliability in execution.

Sustain
Strong leadership, governance, and talent development ensures future sustainability; workforce diversity promotes inclusiveness.

Improve
Seek productivity gains leveraging on technology and harnessing our collective capabilities.

Grow
Expand our leadership of strategic and core sectors, tap new growth opportunities.
YBhg Dato’ Mohammed Hussein
Aged 66, Malaysian (Male)
Independent Non-Executive Chairman

YBhg Dato’ Mohammed Hussein has been on the Board as Chairman since 12 December 2013.

Previously, he was with the Malayan Banking Berhad (“Maybank”) Group for 31 years, during which time he held various senior management positions including Head of Corporate Banking, Head of Commercial Banking, Head of Malaysian Operations, Managing Director of Aseambankers Malaysia Berhad (now known as Maybank Investment Bank Berhad) and Executive Director (Business Group). The last position held prior to his retirement from the Maybank Group in January 2008 was Deputy President/Executive Director/Chief Financial Officer. Presently, he is also the Independent Non-Executive Chairman of Danajamin Nasional Berhad and a member of the Corporate Debt Restructuring Committee sponsored by Bank Negara Malaysia to facilitate the resolution and restructuring of major corporate debts.

Having worked in predominantly banking and financial roles, YBhg Dato’ Mohammed Hussein’s experiences enable him to bring highly valued advice to the Board and make him ideally suited to chair the Board as well as the Audit, Remuneration and Nomination Committees.

YBhg Dato’ Mohammed Hussein graduated with a degree in Bachelor of Commerce (Accounting) from the University of Newcastle, Australia in 1971 and completed the Harvard Business School Advanced Management Program in Boston, USA in 2003. He is also a Fellow of the Asian Institute of Chartered Bankers.

YBhg Dato’ Mohammed Hussein has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YBhg Dato’ Mohammed Hussein attended all 4 board meetings held during the financial year ended 31 July 2016.
YBhg Dato’ Lin has been on the Board as Managing Director since 10 February 1981.

A civil engineer, YBhg Dato’ Lin joined Gamuda in 1978 as a senior project manager. He brings to the Group more than 38 years of experience in civil engineering and construction. Over the years under his leadership, Gamuda expanded its business focus from construction into infrastructure and property development, all sectors in which the Group has dominant positions, both locally and internationally.

As a key pioneer founder of the Group, YBhg Dato’ Lin has a deep understanding of the strengths and capabilities of the Group. Consequently his differentiated vision and strategies have led to the Group’s successful track record of growth and financial strength. YBhg Dato’ Lin is instrumental in leading the executive team in formulating and implementing the Group’s strategies. His leadership and entrepreneurial vision have been and will continue to be crucial in leading the Group into the future.

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

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

YBhg Dato’ Lin attended 3 out of the 4 board meetings held during the financial year ended 31 July 2016.
YBhg Dato’ Ir Ha Tiing Tai  
Aged 62, Malaysian (Male)  
Deputy Group Managing Director

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

A civil engineer, YBhg Dato’ Ir Ha has 38 years of experience in the engineering and construction sectors. He has extensive experience in large-scale design-and-build (DAB) projects, build-operate-transfer (BOT) projects and project delivery partner implementation concept from project inception to project financing and implementation, both in Malaysia and overseas.

As Deputy Group Managing Director, YBhg Dato’ Ir Ha assists the Group Managing Director in managing the Group’s local and international engineering and construction, property development and infrastructure concession business divisions. Currently, through the Company’s role as Project Delivery Partner (PDP), and Underground Works contractor, he also directs, oversees and manages the implementation of the massive Klang Valley MRT Project.

YBhg Dato’ Ir Ha’s expertise and extensive experience particularly in large and complex projects enable him to contribute significantly to the Group’s business and to the Board. He was also appointed Vice President of the China Economic & Trade Promotion Agency in September 2010 on a 5-year term.

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

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

YBhg Dato’ Ir Ha attended all 4 board meetings held during the financial year ended 31 July 2016.
YTM Raja Dato’ Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur- lah
Aged 56, Malaysian (Female)
Non-Independent Non-Executive Director

An advocate and solicitor, YTM Raja Dato’ Seri Eleena has been on the Board since 1 June 1992.

YTM Raja Dato’ Seri Eleena’s extensive experience in legal practice enables her to contribute significantly to the Board.

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

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

YTM Raja Dato’ Seri Eleena attended all 4 board meetings held during the financial year ended 31 July 2016.
YBhg Dato’ Haji Azmi bin Mat Nor
Aged 58, Malaysian (Male)
Executive Director

YBhg Dato’ Haji Azmi has been on the Board since 24 September 2001. Before that, he was the Alternate Director to Mr. Heng Teng Kuang from 22 December 2000 to 1 August 2001 (Mr. Heng Teng Kuang retired from the Board and Company on 1 August 2001).

A civil engineer, YBhg Dato’ Haji Azmi worked as Resident Engineer at the Public Works Department (JKR), of Pahang and Selangor. His last position with the Public Works Department (JKR) was as Assistant Director of the Central Zone Design Unit of JKR Kuala Lumpur (Road Branch).

YBhg Dato’ Haji Azmi has extensive knowledge of developing and managing the implementation of complex infrastructure concession projects in Malaysia. He is heavily involved in the Company’s role as Project Delivery Partner in the implementation of the Klang Valley MRT Project. His other significant contribution is in overseeing the operations of the Group’s infrastructure concessions, ranging from expressways to water-related and others.

YBhg Dato’ Haji Azmi holds a Bachelor of Science degree in Civil Engineering and a Master’s of Science degree in Highway Engineering, both from University of Strathclyde, Glasgow, Scotland, UK.

YBhg Dato’ Haji Azmi has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YBhg Dato’ Haji Azmi attended all 4 board meetings held during the financial year ended 31 July 2016.

BOARD COMMITTEE MEMBERSHIP
- Member of Risk Management Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- Lingkaran Trans Kota Holdings Berhad
- Syarikat Pengeluar Air Selangor Holdings Berhad
- Kesas Holdings Berhad

YBhg Dato’ Haji Azmi has been on the Board since 24 September 2001. Before that, he was the Alternate Director to Mr. Heng Teng Kuang from 22 December 2000 to 1 August 2001 (Mr. Heng Teng Kuang retired from the Board and Company on 1 August 2001).

A civil engineer, YBhg Dato’ Haji Azmi worked as Resident Engineer at the Public Works Department (JKR), of Pahang and Selangor. His last position with the Public Works Department (JKR) was as Assistant Director of the Central Zone Design Unit of JKR Kuala Lumpur (Road Branch).

YBhg Dato’ Haji Azmi has extensive knowledge of developing and managing the implementation of complex infrastructure concession projects in Malaysia. He is heavily involved in the Company’s role as Project Delivery Partner in the implementation of the Klang Valley MRT Project. His other significant contribution is in overseeing the operations of the Group’s infrastructure concessions, ranging from expressways to water-related and others.

YBhg Dato’ Haji Azmi holds a Bachelor of Science degree in Civil Engineering and a Master’s of Science degree in Highway Engineering, both from University of Strathclyde, Glasgow, Scotland, UK.

YBhg Dato’ Haji Azmi has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YBhg Dato’ Haji Azmi attended all 4 board meetings held during the financial year ended 31 July 2016.

BOARD COMMITTEE MEMBERSHIP
- Member of Risk Management Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- Lingkaran Trans Kota Holdings Berhad
- Syarikat Pengeluar Air Selangor Holdings Berhad
- Kesas Holdings Berhad

YBhg Dato’ Haji Azmi has been on the Board since 24 September 2001. Before that, he was the Alternate Director to Mr. Heng Teng Kuang from 22 December 2000 to 1 August 2001 (Mr. Heng Teng Kuang retired from the Board and Company on 1 August 2001).

A civil engineer, YBhg Dato’ Haji Azmi worked as Resident Engineer at the Public Works Department (JKR), of Pahang and Selangor. His last position with the Public Works Department (JKR) was as Assistant Director of the Central Zone Design Unit of JKR Kuala Lumpur (Road Branch).

YBhg Dato’ Haji Azmi has extensive knowledge of developing and managing the implementation of complex infrastructure concession projects in Malaysia. He is heavily involved in the Company’s role as Project Delivery Partner in the implementation of the Klang Valley MRT Project. His other significant contribution is in overseeing the operations of the Group’s infrastructure concessions, ranging from expressways to water-related and others.

YBhg Dato’ Haji Azmi holds a Bachelor of Science degree in Civil Engineering and a Master’s of Science degree in Highway Engineering, both from University of Strathclyde, Glasgow, Scotland, UK.

YBhg Dato’ Haji Azmi has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YBhg Dato’ Haji Azmi attended all 4 board meetings held during the financial year ended 31 July 2016.

BOARD COMMITTEE MEMBERSHIP
- Member of Risk Management Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
- Lingkaran Trans Kota Holdings Berhad
- Syarikat Pengeluar Air Selangor Holdings Berhad
- Kesas Holdings Berhad

YBhg Dato’ Haji Azmi has been on the Board since 24 September 2001. Before that, he was the Alternate Director to Mr. Heng Teng Kuang from 22 December 2000 to 1 August 2001 (Mr. Heng Teng Kuang retired from the Board and Company on 1 August 2001).

A civil engineer, YBhg Dato’ Haji Azmi worked as Resident Engineer at the Public Works Department (JKR), of Pahang and Selangor. His last position with the Public Works Department (JKR) was as Assistant Director of the Central Zone Design Unit of JKR Kuala Lumpur (Road Branch).

YBhg Dato’ Haji Azmi has extensive knowledge of developing and managing the implementation of complex infrastructure concession projects in Malaysia. He is heavily involved in the Company’s role as Project Delivery Partner in the implementation of the Klang Valley MRT Project. His other significant contribution is in overseeing the operations of the Group’s infrastructure concessions, ranging from expressways to water-related and others.

YBhg Dato’ Haji Azmi holds a Bachelor of Science degree in Civil Engineering and a Master’s of Science degree in Highway Engineering, both from University of Strathclyde, Glasgow, Scotland, UK.

YBhg Dato’ Haji Azmi has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YBhg Dato’ Haji Azmi attended all 4 board meetings held during the financial year ended 31 July 2016.
YBhg Dato’ Goon Heng Wah
Aged 60, Malaysian (Male)
Executive Director

YBhg Dato’ Goon has been on the Board since 1 June 1992. He was previously a member of the Board from 11 November 1986 to 30 October 1988.

A civil engineer, YBhg Dato’ Goon has many years of working experience in the fields of engineering, construction and infrastructure works and possesses a strong project implementation background. He held several senior management positions since joining Gamuda in 1978 with responsibilities of the overall oversight, including the management and supervision of major projects, amongst which is the ongoing Klang Valley MRT Project.

YBhg Dato’ Goon also has substantial regional responsibilities for the Group’s engineering and construction activities from India to the Middle East. YBhg Dato’ Goon’s contribution is in his vast engineering expertise, in-depth knowledge and extensive experience in the construction industry, in particular large-scale infrastructure project mobilisation and implementation.

YBhg Dato’ Goon holds a Bachelor of Engineering (Honours) degree from the Polytechnic of South Bank, UK (now known as London South Bank University).

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

YBhg Dato’ Goon attended all 4 board meetings held during the financial year ended 31 July 2016.
Mr. Saw Wah Theng
Aged 59, Malaysian (Male)
Executive Director

A chartered accountant, Mr. Saw has been on the Board since 1 February 1998.

As head of the finance function, Mr. Saw is responsible for the Group’s budgetary control, treasury, tax and corporate finance including mergers and corporate restructuring exercises. He has extensive working experience in accounting, finance and corporate finance gained while he was attached to accounting and auditing firms in the United Kingdom and Malaysia, and as the Group Financial Controller of Hong Leong Industries Berhad, prior to joining the Gamuda Group.

Mr. Saw was admitted as an Associate of the Institute of Chartered Accountants in England and Wales in 1985 and he is a member of the Malaysian Institute of Accountants.

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

Mr. Saw attended all 4 board meetings held during the financial year ended 31 July 2016.
YM Tunku Afwida binti Tunku A. Malek
Aged 51, Malaysian (Female)
Independent Non-Executive Director

A chartered accountant, YM Tunku Afwida joined the Board on 1 June 2012.

YM Tunku Afwida has had held senior roles in investment banks. From 2006 until 2008, she was Chief Executive Officer (“CEO”) and Executive Director (“ED”) of Kenanga Investment Bank Berhad. Prior to that, from 2003 to 2006, she was CEO and ED of MIMB Investment Bank Berhad (now known as Hong Leong Investment Bank Berhad) and from 1995 to 2003, she was ED/Chief Investment Officer of Commerce Asset Fund Managers Sdn Bhd. She is currently a Director and shareholder of Asia Equity Research Sdn Bhd, a company licensed by the Securities Commission of Malaysia to provide advisory services in corporate finance including compliance related and funding advisory related services.

YM Tunku Afwida possesses vast financial, analytical and risk management experience, enabling her to provide invaluable input to the Board and Audit Committee.

YM Tunku Afwida holds a Bachelor of Science (Honours) degree in Economics and Accountancy from City University London, UK; qualified as a Chartered Accountant from the Institute of Chartered Accountants in England and Wales and is a member of the Malaysian Institute of Accountants.

YM Tunku Afwida has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

YM Tunku Afwida attended all 4 board meetings held during the financial year ended 31 July 2016.
Puan Nazli binti Mohd Khir Johari
Aged 62, Malaysian (Female)
Independent Non-Executive Director

Puan Nazli joined the Board on 7 March 2016.

After completing her tertiary education, Puan Nazli joined Aseambankers Malaysia Berhad (now known as Maybank Investment Bank Berhad (ASEAM) from September 1981 to January 1996, holding various positions. Her last position before she left ASEAM was Head of Project Development Department.

In February 1996, Puan Nazli joined Percon Corporation Sdn Bhd (Percon), a wholly-owned subsidiary of Permodalan Nasional Berhad as the General Manager (Corporate Services). At Percon, she was tasked to put in place a financial and corporate restructuring scheme for Percon. The job encompasses enhancing, strengthening and developing Percon’s competitive position in the field of engineering and construction and at the same time, developing the corporate direction for Percon. At group level, Puan Nazli represented Percon’s interests in various subsidiaries and associate companies ranging from road concession to property development, both locally and abroad. Puan Nazli left Percon in July 2002 and she is not attached to any particular company at present.

Puan Nazli’s vast exposure in a variety of industries had contributed positively to her analytical and conceptual approach in decision making. Her extensive man-management and general management experience both at corporate and line-management levels, also enabled her to provide invaluable inputs to the Board and Audit Committee.

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

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

Since Puan Nazli was appointed to the Board on 7 March 2016, she attended 2 out of the 4 board meetings held during the financial year ended 31 July 2016.
Ir Chow Chee Wah
Aged 58, Malaysian (Male)
Alternate Director to YBhg Dato’ Lin Yun Ling

Ir Chow has been on the Board as Alternate Director to YBhg Dato’ Lin Yun Ling since 24 September 2001. Before that, he was the Alternate Director to Mr. Chan Kuan Nam @ Chan Yong Foo from 22 December 2000 to 1 August 2001.

A civil engineer, he has more than 34 years of working experience in the design of roads, expressways, buildings and large scale property developments. He joined Gamuda as a project coordinator after working with a leading engineering consultancy as Associate Director. In Gamuda, he held increasingly senior positions within the Group and he assumed the property development portfolio in 1996 in line with the Group’s business diversification. Ir Chow heads the property development division as its Managing Director.

Ir Chow’s engineering expertise and considerable number of years of experience working within the Group, particularly on the design and technical aspects of the construction side of the business and in later years, on property development, enable him to contribute significantly to the Group’s business and to the Board.

Ir Chow holds a Bachelor of Science (Honours) degree in Civil Engineering from the University of London, UK. He is a Professional Engineer registered with the Board of Engineers, Malaysia and a member of The Institution of Engineers Malaysia.

Ir Chow has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
YBhg Dato’ Ubull Din Om
Aged 54, Malaysian (Male)
Alternate Director to YBhg Dato’ Ir Ha Tiing Tai

YBhg Dato’ Ubull joined the Board as the Alternate Director to YBhg Dato’ Ir Ha Tiing Tai on 2 January 2015.

YBhg Dato’ Ubull joined Gamuda in 1988 and has held various positions in Gamuda group. For the next 27 years, he has advanced rapidly through various business and operations roles within the Group. He is currently the Managing Director of Gamuda Engineering Sdn Bhd. Among the notable projects he was involved in are Klang Valley MRT Project for Tunnelling and Underground works package, Electrified Double Track Project (Ipoh-Padang Besar), Sungai Selangor Water Supply Scheme Phase 3, Shah Alam Expressway Package and Damansara-Puchong Expressway and SPRINT Highway.

YBhg Dato’ Ubull holds a Bachelor Degree in Housing, Building and Planning from Universiti Sains Malaysia. He is a Council Member of the Master Builders Association Malaysia.

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

BOARD COMMITTEE MEMBERSHIP
• Member of Risk Management Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES
• None
Ir Chan Kong Wah
Aged 60, Malaysian (Male)
Alternate Director to YBhg Dato’ Goon Heng Wah

A civil engineer, Ir Chan joined the Board as the Alternate Director to YBhg Dato’ Goon Heng Wah on 8 March 2013.

Ir Chan has 38 years of experience in civil engineering works. He was the Head of Facility Engineering Division of Pengurusan LRT, Kuala Lumpur prior to joining the Company in 1995. He is highly experienced in managing the construction of highways, airports and water supply schemes in Malaysia, the United Kingdom, Middle East and India. He is also involved in the Electrified Double-tracking Railway Project from Ipoh to Padang Besar and the Klang Valley MRT Project in Malaysia.

Ir Chan holds a Bachelor of Science (Engineering) degree from King’s College London, University of London, UK. He is a Professional Engineer registered with the Board of Engineers, Malaysia; a member of The Institution of Engineers Malaysia and a Chartered Engineer of The Institution of Civil Engineers, UK.

Ir Chan has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
A chartered accountant, Mr. Soo joined the Board as Alternate Director to Mr. Saw Wah Theng on 8 March 2013.

Mr. Soo was attached to a major accounting firm in Malaysia prior to joining the Company in 1996. He has vast experience in accounting, tax, audit, finance, treasury and budgetary control and presently heads the Company’s Financial Management and Accounting Department.

Mr. Soo is a Fellow member of the Association of Chartered Certified Accountants (ACCA), UK and a member of the Malaysian Institute of Accountants.

Mr. Soo has no family relationship with any Director and/or major shareholder of the Company, has no conflict of interest with the Company and has no conviction for any offences within the past five years (other than traffic offences, if any) and there was no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
Senior Management Profile

Encik Adil, aged 51, was appointed the Executive Director in April 2013, and is also the Project Coordinator for MMC-Gamuda KVMRT Line 2.

He has extensive experience in managing and constructing large scale infrastructure projects, including the Lebuhraya Damansara-Puchong, Shah Alam Expressway and the Sapulut-Kalabakan Road in Sabah.

In the early years of his career, he was involved in the construction of the Ipoh-Lumut Highway as well as part of the North South Expressway.

Encik Adil graduated with a BSc in Civil Engineering from the California State University in Long Beach, USA. He is registered with the Board of Engineers Malaysia and is a member of the Institution of Engineers, Malaysia.

Mr. Ngan, aged 51, was formerly the group financial controller of Gamuda Land before assuming the position as its Chief Operating Officer in January 2013.

He was appointed to the Board of Bandar Botanic Resort Berhad in October 2008. He also sits on the Boards of Jade Homes Resort Berhad and several private limited companies.

Prior to joining Gamuda, he was a Senior Consultant with Coopers & Lybrand (now known as PricewaterhouseCoopers) and Group Accountant of the Building Materials Division at Hong Leong Industries Berhad. He had also served as senior finance manager with the SPRINT Highway concessionaire.

Mr. Ngan is a qualified accountant registered with the Malaysian Institute of Certified Public Accountants and a Chartered Accountant registered with the Malaysian Institute of Accountants.

Mr. Lai, aged 56, who has been with Gamuda Berhad for 15 years, assumed his current role in May 2011. As the Group head of Human Resources and Administration, he is responsible for overseeing the strategic development of the Group’s human capital.

He was formerly with Human Dynamic Asia Pacific, an Asia-wide people management consultancy, initially holding the post of Managing Director, ASEAN, India and Australia, and then moving on to helm the group as its Chief Operating Officer.

Mr. Lai has accumulated vast experience in strategic HRM, talent and leadership development, as well as coaching line managers and senior management in developing and managing team members.

He is a Certified Master Performance Coach (CMPC) which is recognised by the International Coach Federation (ICF).

He graduated with a BSc Ed (Hons) from University of Malaya and holds an MBA from the University of Hull.
Mr. Wong, aged 51 was appointed to the role of Chief Information Officer (CIO) in September 2015. He also serves as an Executive Director of Gamuda Engineering Sdn Bhd.

He has extensive experience in design management, conceptualisation and feasibility studies of infrastructure projects, having been involved in the Shah Alam Expressway, Lebuhraya Damansara-Puchong and Lebuhraya SPRINT projects.

As CIO, Mr Wong is responsible for the Group’s IT Strategy and operations. He leads the overall business technology planning and implementation, maximising the use of technology and information for competitive advantage.

Mr. Wong was previously with Ove Arup and Partners, London. He graduated with a Bachelor of Engineering (Honours) in Civil Engineering from the University of Leeds. He also holds a Master of Business Administration from the University of Leicester.

Dato’ Hj Abdul Sahak, aged 56, assumed his current role as Executive Director of the Group’s property division in July 2016 and is involved in the planning of Gamuda Cove, a new development in Selangor spanning over 1,500 acres.

Since joining the Group in May 2001, he has been involved in the planning and conceptualisation of key projects namely Bandar Botanic in Klang, Valencia in Sungai Buloh and Horizon Hills in Nusajaya, Johor.

Dato’ Hj Abdul Sahak was formerly with the Lion Group.

He holds a BSc (Honours) degree in Science Architecture from Universiti Sains Malaysia.

Ms. Lim, aged 51, joined Gamuda in 1996 as its Legal Manager and was promoted to her current position in January 2011.

She commenced legal practice in 1990 and stayed on until 1995, after which she joined a public listed company as Head of its Legal Department.

Ms. Lim graduated with an LLB degree from University of Malaya and qualified as an Advocate and Solicitor of the High Court of Malaya in 1990.
Ms. Sreejaya, aged 48, joined Gamuda as Head of Corporate Communications in June 2016 and is responsible for the Group’s overall communication strategy, corporate branding and reputation management.

Prior to joining Gamuda, she was Head of Corporate Affairs at the Securities Commission, the regulator of the Malaysian capital market.

She has over 20 years’ experience in corporate and government relations, corporate citizenship, media relations, internal communications and branding given her stints in Citibank Berhad, American Express and Ogilvy & Mather.

Ms. Sreejaya holds a Master of Arts (MA) in Communication Management from the University of South Australia, Adelaide.

Ms. Kam, aged 45, took on the role as Gamuda Land’s Head of Marketing and Sales in July 2016 after joining the Group’s property division as the General Manager for Strategic Marketing.

She has 15 years of senior marketing leadership experience, spanning customer relationship management, customer analytics, consumer research, lead generation, marketing communication and brand management.

She graduated with a Master of Arts, majoring in Marketing, from the University of Northumbria, Newcastle Business School, UK.

Ms. Murnira, aged 43, joined the Group as Head of Organisational Development and Talent Management in July 2014.

Prior to joining the Group, she served in Lafarge Malaysia as the Head of Organisational Development & Talent Management.

Ms. Murnira is a certified Organisational Development (OD) Practitioner and a Certified Accelerated Learning Practitioner with the International Association of Accelerated Learning Practitioner (IAALP).

She graduated with a Degree in Business Administration from Coventry University, UK.
The core business activities of the Group are:

- Engineering and Construction
- Property Development
- Infrastructure Concessions

The Group has enjoyed a year of strong performance where all three business divisions recorded healthy earnings.
Continuously challenging the status quo in the last four decades, we deliver creative engineering solutions that have shaped communities, encouraged development and elevated local talent. We will continue in our quest to build world-class infrastructure and deliver on our promise of top-notch design and quality, cost effectiveness and on-time completion.
Mass Rapid Transit development of the KAOHSIUNG MRT project in Taiwan by Gamuda

KVMRT LINE 1
31 Stations  7 Underground Stations
Underground : 9.5 km
Elevated : 41.5 km

Estimated journey time from Ipoh to Padang Besar on the HIGH-SPEED ELECTRIFIED TRAIN SYSTEM is 3 hours, 40 minutes.

KVMRT LINE 2 has an estimated daily ridership of 533,000 people.

KVMRT LINE 2 has 15 stations with park & ride facility.

KVMRT LINE 1 and LINE 2 will serve an estimated total catchment population of 3.2 million people.
Statement by Gamuda Engineering
Managing Director

Dato’ Ubull Din Om

While the country has braved through a tough economic environment, there has been no let up on infrastructure projects that are critical to the nation’s continued development. This has been a boon to engineering and construction companies such as Gamuda Engineering, which once again charted positive growth, meeting our revenue target of RM2 billion by progressing with ongoing projects while also winning two new major contracts that augur well for our goal to double profits by 2020.

Our new contracts were for the Underground Works Package of the KVMRT Line 2; and for a section of the extensive Pan Borneo Highway in Sarawak.

Our joint venture with MMC Corp Berhad, MMC Gamuda KVMRT (T) Sdn Bhd (MGKT), was awarded the Underground Works Package for the KVMRT Line 2 on 31 March 2016 by Mass Rapid Transit Corporation Sdn Bhd (MRT Corp) for a contract sum of RM15.47 billion. This forms the largest work package for the line and encompasses the design, construction and completion of the tunnels, 11 underground stations and associated structures such as portals and escape shafts for the 13.5km alignment from the Jalan Ipoh North Escape Shaft to the Desa Waterpark South Portal. The package was awarded to us given our proven experience for the same scope of work – namely as the underground contractor – in the KVMRT Line 1, which carries a contract value of RM8.28 billion.

Overall, the Underground Works Package for KVMRT Line 2 is 42% longer than the KVMRT Line 1, and presents an even more challenging terrain due to complexity of the soil which is made up of a mix of karstic, granite and Kenny Hill formation, presenting numerous fault zones. We are, however, well prepared to manage the expected challenges, having upgraded our Tunnel Boring Machines (TBM) and modified them for the project. To meet our deadline for this more extensive and complex project, we have also acquired four new TBM machines.

As for our endeavour for the Penang Transport Master Plan (PTMP), SRS Consortium, in which Gamuda holds a majority stake of 60%, was named the PDP vide a Letter of Award (LoA) dated 12 August 2015.

Our two partners in the venture are Ideal Property Development Sdn Bhd and Loh Phoy Yen Holdings Sdn Bhd, each with 20% equity.

This project, which aims to address the worsening traffic congestion in Penang through a holistic and well-integrated transport master plan, will also deliver a balanced and sustainable transformative development that addresses the people’s concerns and accomplish Penang’s economic and social objectives.

The PTMP together with its development component will be implemented over a period of 50 years. Comprising a modern, comprehensive public transport network, along with new highway improvements, the PTMP is a reflection of Penang’s ‘Vision for the Future’ to safeguard the livelihood of current and future generations with better connectivity and accessibility, while further enhancing liveability in the heritage-rich State.

In mid December 2015, the consortium obtained approval from the Penang Executive Council for the proposed new public transport network and highway improvement initiatives.

The proposed Phase 1 of PTMP involves the implementation of an elevated Light Rail Transit (LRT) from Komtar to the Penang International Airport (Bayan Lepas LRT) and the Pan Island Link 1 (PIL 1) Highway.

On 29 March 2016, we together with the Penang State Government, submitted the preliminary railway scheme application for the Bayan Lepas LRT to the Land Public Transport Commission (SPAD) for approval. We had also embarked on a Detailed Environmental Impact Assessment (DEIA) for the project, and preparation for the three-month public inspection of the LRT line that ahead of SPAD’s approval that is ongoing.

Engagements with all relevant stakeholders are also underway. Meanwhile, on 29 July 2016, the Penang State Government extended the validity of our LoA to serve as the PDP of the project to 28 February 2017.

Just before our financial year ended, on 28 July 2016, our 30:70 joint venture with Naim Engineering Sdn Bhd accepted the award of a package worth RM1.57 billion under Phase 1 of the Pan Borneo Highway. This is for the development and upgrading of the stretch of highway between Pantu Junction to Batang Skrang, in Sarawak. The contract was awarded by Lebuhraya Borneo Utara Sdn Bhd for a duration of 51 months from the date of site possession. The 1,089km Pan Borneo Highway will connect Sabah and Sarawak.

Meanwhile, work on KVMRT Line 1 is progressing as per schedule. As at the end of August 2016, underground works are 92% complete, while our scope as PDP of the project is 91% completed. Construction of Phase 1 (from Sungai Buloh to Semantan Station) is on track for operation by end December 2016. Phase 2, between Semantan and Kajang, will be operational in July 2017. Track works have been completed, and all the Phase 1 systems are currently undergoing testing.

Fifty-eight trains, of which 24 are for Phase 1 operations, have been delivered to the depots and are undergoing dynamic testing.
Gamuda Engineering once again charted positive growth, meeting our revenue target of RM2 billion by progressing with ongoing projects while also winning two new major contracts.
to fine-tune stopping accuracy and reliability of the rolling stock, signalling and train control systems. Meanwhile, Railway Systems Operational Readiness preparation is well under way, as Operation and Maintenance Manuals have been prepared and the operator’s personnel are being trained in advance of the trial operations of Phase 1.

Good progress is seen for PDP of the KVMRT Line 2 since the signing of the PDP Agreement & Scope of Services with MRT Corp on 14 April 2015, which was subsequently approved by the Ministry of Finance on 13 July 2015. Approval for the DEIA Public Display was received on 9 July, with conditions, while formal approval from the Prime Minister on the railway scheme was granted on 7 October 2015. According to our agreement, Phase 1 of the contract is to be completed by 31 July 2021 and Phase 2, by July 2022.

As of July 2016, MRT Corp had awarded 20 tenders for KVMRT Line 2 comprising advanced works, the viaduct, systems, designated suppliers and depot over the 52.2km alignment. Preparatory construction works on the earlier awarded viaduct packages – V201 (Sunway Construction), V202 (Ahmad Zaki), V203 (IJM), V210 (MRCB) – commenced at the beginning of the third quarter of 2016.

For the Underground Works, site clearing and establishment works, demolition of existing structures, soil investigation and the procurement of contractors for the retaining wall systems are under way. Assessment of the structural integrity of existing buildings and structures along the tunnel drives is ongoing. There will be a total of 16 tunnel drives, utilising 12 tunnel boring machines (TBMs). Eight TBMs that were previously used for KVMRT Line 1 are undergoing refurbishment, while orders for the remaining TBMs have been placed. The first TBM is targeted to be launched in the fourth quarter of 2017.

PROMOTION OF SAFETY STANDARDS

Safety continues to be given utmost priority in all our projects; and as a mark of our commitment to upholding the highest standards to safeguard lives and structures, on 28 September 2015, MMC-Gamuda together with MRT Corp signed a Memorandum of Understanding (MoU) with CIDB Holdings and the National Institute of Occupational Safety and Health (NIOSH) to deliver an enhanced OSH programme for the KVMRT Line 2 project. This includes raising awareness of safe behaviours as well as developing the necessary skills and competencies of all workers involved to avoid accidents or injuries, especially in high-risk activities.

The enhanced programme will see the introduction of the Safety Passport Scheme, Skilled Trainer Scheme, and Safety, Health and Environment Performance Assessment Scheme. Safety training for workers on the KVMRT project is being carried out at the RM10 million, 2.7-acre KVMRT Training Centre, established on 25 August 2015. To date, 40 master trainers have been certified, who will now help train another 300 trainers and assessors. This will help to ensure that the nearly 20,000 workers required for KVMRT Line 2 are “safety-ready”.

The KVMRT Operations Control Centre (OCC), housed at the Sungai Buloh Depot, will provide an integrated means to control and monitor the operation of both the SBK and SSP Lines.
AWARDS

Gamuda Engineering has over the years won a string of awards due to our commitment to continuously elevate engineering and construction standards in the country by injecting cutting-edge technology and innovation into our projects. During the financial year under review, we added more accolades to our list.

On 25 November 2015, the SMART tunnel was presented with the Kuala Lumpur Mayor Design Award for Infrastructure under the Engineering Category in recognition of the benefits that the dual-purpose tunnel brings to residents of the city as well as in promoting Kuala Lumpur’s image locally and internationally.

Later in the financial year, on 16 April 2016, Gamuda received two awards at the Institute of Engineers Malaysia (IEM)’s 57th Annual Dinner & Awards Night. In addition to an award for our contributions in general to the field of transport engineering, we won the Geotechnical Engineering for Tunnelling and Underground Space Division Award.

More recently, in September 2016, we received the prestigious Builder of the Year Award from the Construction Industry Development Board (CIDB) at its Malaysian Construction Industry Excellence Awards (MCIEA) 2016. This was in recognition of our portfolio of infrastructure projects that have contributed to nation-building, such as the SMART Tunnel in Kuala Lumpur, Ipoh-Padang Besar Electrified Double Track and KVMRT Line 1 & Line 2.

LOOKING FORWARD

We remain optimistic about the coming financial year and beyond given the long-term nature of our ongoing projects as well as the Government’s commitment to see through various major infrastructure projects that have been announced. These include the Light Rapid Transit Line 3 (LRT3), Kuala Lumpur-Singapore High-Speed Rail, Gemas-JB Electrified Double Track, Pan Borneo Highway in Sabah and the East Coast Rail Link. In addition, there are plans for several smaller-scale projects such as the West Coast Expressway and highways within the Klang Valley.

While our focus will be on meeting all set deadlines for current projects and ensure these remain within stipulated budgets, we will also be looking to further increase our order book by tendering for new projects.

At the same time, Gamuda Engineering seeks to diversify our business by entering into the property construction sector via property projects undertaken by the Group itself as well as by third parties. Our long-term strategy is to have the ability to compete for any engineering and construction-related contract. Towards this end, we are intensifying our investments in our people and technology to maintain an edge in an increasingly competitive environment.

In line with CIDB’s agenda to elevate standards of the local construction industry under the Construction Industry Transformation Programme (CITP), we are investing in the Building Information Modelling (BIM), which integrates data from various parties involved in multi-stakeholder projects to create more open access and transparency of information as well as to facilitate the entire project from its design to completion. In effect, the system will increase efficiencies and reduce project lifecycle costs. As this is a relatively new system in the country, we recognise the need to train people to be able to use it. Towards this end, we are launching a BIM Training Academy in the first quarter of 2017. We will also be seconding a number of our BIM-trained staff to our KVMRT Line 2 consultants to accelerate their learning process. Internally, we are upgrading our IT infrastructure to be able to host and run BIM software.

Meanwhile, we achieved a milestone when our Industrialised Building System (IBS) factory began production on 15 June 2016. IBS represents an advanced construction technology through which building components are prefabricated at a factory allowing for speedy on-site installation. This brings multifarious benefits to the industry – enabling companies to be more cost effective by shortening the construction process, reducing dependency on foreign labour and enhancing overall quality, occupational safety and health standards while minimising waste.

In light of its productivity benefits, on 5 August 2016, CIDB and the Malaysian Investment Development Authority (MIDA) signed a memorandum of understanding (MoU) which, among others, seeks to promote greater adoption of IBS among industry players to boost productivity and sustainability within the manufacturing, services and construction sectors. The aim is for all public projects worth RM10 million or more to achieve a minimum IBS score of 70 by the year 2020, and for private projects to attain a minimum score of 50.

In support of the IBS initiative, the Government has offered tax and other incentives to companies that make use of the technology. We are proud to share that Gamuda was the first to be awarded these incentives, in recognition of the advanced level of automation and state-of-the-art robotics employed at our 27-acre IBS factory in Tanjung Industrial Park, Sepang where we have the capacity to produce up to 2,000 apartment units per year. Our advanced IBS technology enables us to offer turnkey solutions to customers encompassing design, automated precast production and installation at site, and we see great potential in being able to leverage on our leadership in this area to the benefit of the Group, as well as the nation.
Testing and commissioning of trains being conducted at the KVMRT Line 1 – Taman Perdana Station, Cheras.

Statement by Gamuda Engineering
Marked progress for KVMRT Line 1 – Stadium Kajang Station seen here in 2011 and 2016. Upon completion in mid-2017, the presence of three KVMRT stations in Kajang (Sungai Jernih, Stadium Kajang and Kajang) will create new commercial hubs for local small and medium-sized businesses which will help revitalise the township.
Tracked construction progress of the SWIFT Line 1 – Pusat Bandar Damansara Station shown here in 2013 and 2016. A comprehensive traffic management plan was implemented at the busy Jalan Ma’arof Interchange during the construction phase.
Statement by Gamuda Engineering

The construction progress of the KVMRT Line 1 – Mutsan Damansara Station at Persiaran Surian as captured in 2012 and 2016.
At 162 acres, the KVMRT Line 1 – Sungai Buloh Depot is the biggest train depot in Southeast Asia. It is able to house 100 trains.
Statement by Gamuda Engineering
The construction of the KVMRT Line 1 – Semantan Portal started in 2011 and will be fully completed in mid-2017.

The track at Semantan Portal inclines at a rate of 3.7% over a distance of 470m to ensure the smoothest climb for commuters as the alignment heads underground towards the KL city centre.
The Electrified Double Track Project is part of the Trans-Asian Railway network. Gamuda with MMC were involved in the construction of this infrastructure from Ipoh to Padang Besar stretch of 329km. The track is designed for a train to go up to 160km/hour and has been in operation since 2015.
The Prai Swing Bridge in Penang, which is part of the Electrified Double Track Project alignment was rebuilt in 2013. On command, the bridge swings open to allow ships to pass through. When it closes back into position, it reconnects with the main track and overhead catenary system so trains can safely pass through again. This is the only double track electrified swing bridge with a horizontal rotation in Southeast Asia.
PROPERTY DEVELOPMENT

Facts at a Glance

At Gamuda, we believe in enriching lives and carrying a pioneering spirit in all we do to build sustainable homes and communities by staying true to our key pillars of quality.

BUKIT BANTAYAN RESIDENCES
Bukit Bantayan Residences is a highland retreat-inspired project on a 18-acre site.

THE ROBERTSON
Strategically located in Kuala Lumpur city centre. Connected via MRT, LRT and monorail.

HIGHPARK SUITES
A 5-acre freehold development in the established part of Petaling Jaya – Kelana Jaya.

2.7 acres of facilities and park podium.
661 Chapel Street changes the rules of luxury living. Located in the most sought-after address in Melbourne.

Gamuda City is strategically located in the center of Greater Hanoi, just 6km from the old CBD. 426 acres development consists of bustling business districts & commercial hubs.

Gamuda City
Hanoi, Vietnam

Celadon Park spreads over 40 acres of sweeping green land. 203 acres offers home owners eco-modern lifestyle.

Celadon City
Ho Chi Minh City, Vietnam
**Statement by Gamuda Land**

Managing Director

Ir Chow Chee Wah

Although the property market continued to be challenging during the financial year (FY2016), there were still many opportunities that developers were able to capitalise on. This was certainly true for Gamuda Land, which overcame soft consumer sentiment due to the general economic slowdown by focusing more intently on delivering quality, value-creating products with unique offerings to meet the different needs of modern lifestyles, not only in Malaysia but in markets across the region as well, namely Singapore, Australia and Vietnam. Our developments with emphasis on strategic locations, fortified by comprehensive master planning and beautifully crafted environments, ensure the creation of sustainable value for our customers.

Our strategic response to the prevailing landscape enabled Gamuda Land to surpass our targeted sales figure of RM1.3 billion by 62%, to reach a total sales of RM2.1 billion, marking an increase of 75% from FY2015. Contributing to our encouraging performance were four new project launches in addition to continuous sales from ongoing local and overseas developments.

In order to increase non-Malaysian ringgit contribution to the company in the long term, two new international projects were launched in FY2016 – GEM Residences in Singapore and 661 Chapel St. in Melbourne, Australia. Together with Gamuda City in Hanoi and Celadon City in Ho Chi Minh City, these projects contributed to 75% of our total sales for the year.

The other two launches were in Malaysia – Bukit Bantayan Residences in Kota Kinabalu and HighPark Suites in Kelana Jaya.

GEM Residences marked our first foray into Singapore. The two-block high-rise condominium with an estimated GDV of $650 million is located in the well-connected, mature neighbourhood of Toa Payoh. A joint venture with Evia Real Estate (7) Pte Ltd, holding 20% interest, and Maxdin Pte Ltd with 30% equity, the project was launched in May 2016 with a phenomenal take-up rate. Over 50% of the 578 luxurious units were snapped up on the VIP launch day ahead of its public release, making it the most successful property launch in the island republic over the preceding year. Based on a ‘club condo’ concept – the first-of-its-kind in Singapore – and complemented by top-class facilities, GEM Residences has set new benchmarks for other lifestyle-oriented developments in the market.

Our first Australian project, 661 Chapel St. in Melbourne, is a 30-storey luxury apartment on a 1,435 sq m site in premium South Yarra, close to the central business district (CBD). Comprising 127 units, this development has a total GDV of A$154 million. With great views of the city and Yarra River that can never be built out, a beautiful luxurious environment adorned with exclusive art pieces and a central location close to all essential amenities, 661 Chapel St. is set to be a hit with both locals and foreigners looking to buy for own-stay or investment. Ahead of its Melbourne launch in August 2016, 30% of all the units had already been taken up from our foreign sales. Moving forward, we expect the uptake to be primarily from the local Australian market.

In Malaysia, we launched HighPark Suites in the early part of FY2016. This 5-acre Green Building Index (GBI) Gold-certified residential development has two towers of 512 units each and is expected to bring in a GDV of RM627 million. Reflective of our strength in creating beautifully crafted environments, HighPark Suites dedicates 5.67 acres to green landscaping inclusive of vertical green walls and offers five uniquely designed elevated parks for residents to work as well as play in. The 1km jogging path, an Olympic-sized swimming pool as well as indoor and outdoor gymnasiums on Level 7 Central Park ensure that residents can work out in a safe environment any time of the day. HighPark Suites promotes wellness park living in the city, catering to the lifestyle needs of young professionals, couples and even young entrepreneurs choosing to run their start-ups from home.

This was followed by the launch of the first out of five apartment blocks at Bukit Bantayan Residences, our maiden project in East Malaysia. Our highland retreat-inspired development is perched on a hilltop in the suburbs of Inanam, 12km from Kota Kinabalu. Once completed, the 18-acre development that comes with seismic allowance and magnificent city or mountain views will provide a total of over 1,500 units with a GDV of RM823 million. Since its launch in April 2016, 60% of the 296 units in the first block have been taken up. Bukit Bantayan Residences is targeted at young families who appreciate the wide array of facilities that cater to the needs of different age groups, as well as those who prefer to live amidst lush greenery and fresh air.

Supported by strong marketing and aggressive sales efforts, we are confident of the success of these developments. The detailed level of thought that goes into our master planning, selection of locations and crafting of beautiful living environments for an enhanced quality of life, ensure that the value of these assets will grow over time.

**AWARDS FOR VALUE CREATION AND QUALITY**

Our track record of delivering value-sustaining developments has been irrefutably proven by winning The Edge-PEPS Value Creation Excellence Award for four consecutive years for different precincts in Kota Kemuning, Bandar Botanic and Horizon Hills. The award is well-recognised within the industry for properties that have shown capital appreciation over a specific period of time each year. Gamuda Land as a company has also been on The Edge Top Property Developers Award list for the past four years.