Pillar

2

OUR COMMUNITY AND OUR BUSINESS

To equip ourselves with the right ESG knowledge, become Subject Matter Experts (SMEs) in our respective domains and cultivate good governance in ESG

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EMPOWERING OUR PEOPLE AND INVESTING IN OUR COMMUNITIES

Photo: Our engineers operating the Tunnel Boring Machine

IT IS EVIDENT THAT TRUE PROGRESS IN ADVANCING SUSTAINABILITY, BE IT IN REALISING THE GAMUDA GREEN PLAN 2025 (GGP 2025) OR ACHIEVING THE UNITED NATIONS 17 SUSTAINABLE DEVELOPMENT GOALS, REQUIRES CONCERTED INVOLVEMENT OF MULTIPLE STAKEHOLDERS.

Gamuda's environmental, social and governance (ESG) commitment goes beyond regulatory compliance as the Group continues to look into managing its social footprint in our journey of sustainable value creation. At Gamuda, we acknowledge that our people are our greatest assets. We place emphasis on equal opportunity and are committed to attracting, developing and retaining a diverse and inclusive workforce.

In response to the pandemic, all training and development content went virtual in FY2021. We ensure our people continue to upskill and reskill themselves to stay relevant and competitive. We also strive to go beyond to deliver shared prosperity and equity for all segments of society. This includes working with the indigenous communities of Malaysia, the *Orang Asli* and publication of a trainer's manual to equip special education teachers and practitioners in developing an Employment Transition Programme (ETP) for young adults with autism and other disabilities.

Customer Satisfaction

Customer satisfaction survey is a vital measure of our customers' experience in all our developments. Since 2020, we have decided to conduct an annual customer satisfaction survey. We want to ensure that our deliverables meet our customers' expectations while understanding the gaps for improvement. For FY2021, we have conducted customer satisfaction surveys across nine developments, namely Kota Kemuning, Valencia, Jade Hills, Kundang Estates, Horizon Hills, Bandar Botanic, HighPark Suites, The Robertson and Bukit Bantayan Residences with an average score of 85 percent. This exceeded our internal set target to achieve an average score of at least 70 percent. A popular feedback was on the integration of various features into Gamuda Land Lifestyle Mobile app platform including visitor management, payment of service charge and the dissemination of circulars and bulletins. We appreciate the meaningful feedback from our customers, resulting in a better understanding of their needs and improvement to our deliverables moving forward.

Develop A Sustainable Pipeline of SMEs in Sustainability and Climate Science

The success of the ESG agenda hinges greatly on technical expertise and experience that enable meaningful change and progress. Driven by this conviction, we continue to focus on developing ESG talent, particularly in-house Subject Matter Experts (SMEs), who undertake the delivery of the GGP 2025. Although the pandemic has put the entire world on an indefinite standstill, technology has been a key enabler for Gamuda to ensure business continuity and further advance our ESG agenda.

YAYASAN GAMUDA

The Group allocates around two percent of its profits annually to Yayasan Gamuda, which is primarily responsible for Gamuda's social initiatives. Yayasan Gamuda was established in 2016 to oversee the Group's charitable efforts while ensuring these initiatives are aligned with Gamuda's objectives for people development and community investment.

Annually, Yayasan Gamuda conducts three recurring anchor programmes. These are the **Enabling Academy, Gamuda Scholarship and the Star Golden Hearts Award**.

Enabling Academy | **Gamuda Scholarship** | **Star Golden Hearts Award**

ENABLING ACADEMY – TRAINING INDIVIDUALS WITH AUTISM

In 2017, Gamuda established the Enabling Academy (EA) to empower young adults on the autism spectrum to be gainfully employed. Gamuda remains the first corporate company to operate such ETP in Malaysia.

Since its inception, the EA has trained 66 candidates of which 80 percent have secured jobs. Importantly, the Group scrutinises the companies to ensure that the work environment and culture of these companies are supportive of individuals with autism.

Going further, the EA has made its training resources and materials available in the public domain without charges. The sharing of the intellectual property is intended to help develop more trainers and teachers in this niche field in Malaysia.

80%
graduates secured and sustained jobs

Engaged
150
companies

2,840
local communities public awareness outreach – private and public sectors

1st
corporate company in Malaysia to establish and operate an ETP

1st
in Malaysia to publish an ETP Trainer's Manual

National ETP Practitioner's Training to Impact Youths with Disabilities for Sustainable Employment

The EA ETP Trainer's manual was endorsed by the Special Education Division (SED), Ministry of Education, Department of Polytechnics and Community Colleges Education (DPCCE), Ministry of Higher Education, Department of Social Welfare (DSW), Ministry of Women, Family and Community Development and Youth Skills Development Division (YSDD), Ministry of Youth and Sports, as a teaching guide for special education teachers, Technical and Vocational Education and Training (TVET) lecturers and practitioners nationwide to support the personal growth and professional development of students and trainees with disabilities.

In FY2021, the DSW and SED have sought continual collaboration with EA to equip students and trainees with disabilities for independent living and sustainable employment. Hence, the ETP Trainer's Manual was translated to Bahasa Malaysia and the first ETP Practitioner workshop in Bahasa Malaysia was conducted for Community-Based Rehabilitation Centres (CBRs).

The ETP has achieved further success with commendation by professors from the United Kingdom, Japan and China. Practitioners in Beijing and Shanghai collaborated with EA to translate the ETP Trainer's Manual to Chinese for circulation in China.

Moving forward, our key focus areas under EA will cover the following:

- Establish a social well-being programme for alumni of EA
- Expand our ETP international outreach in China, Taiwan, Hong Kong and possibly other countries in the Asia Pacific Region
- Increase EA graduates employability to other industries (manufacturing, retail, food and beverage, education) and self-employment that matches our graduates' interest and aptitudes

YAYASAN GAMUDA

GAMUDA SCHOLARSHIP

The Gamuda Scholarship was established in 1996 to provide educational aid for young Malaysians to pursue their university education and sustainably contribute to community development. Since its inception, the programme has awarded 471 scholarships – providing hundreds of deserving young adults the opportunity to pursue tertiary education, and subsequently go on to successful careers in a wide range of professional fields.

Scholarships are offered to those pursuing courses in engineering, quantity surveying, development and urban planning, property and real estate management, and architecture. In this financial year, applications were extended beyond engineering-related courses to include environmental science, safety and health, landscape architecture, biodiversity management and horticulture.

We have doubled the scholarship quantum offered for the year with plans to increase the allocation for overseas studies and greater emphasis on students from low-income families. In FY2021, Gamuda awarded 27 scholarships, of which 24 were local and three were international scholarships with a cumulative value of RM3.9 million.

Our Highlights

- **471 scholarships** awarded to date
- **RM51 million** investment value for scholarships since 1996
- **International recognition** for our EA ETP Trainer's Manual
- **Partnership with public agencies** such as the SED, DPCCE, DSW and YSDD, under EA

STAR GOLDEN HEARTS AWARDS

The Star Golden Hearts Award (SGHA) and Gamuda Inspiration Award (GIA) are joint initiatives by The Star Foundation and Yayasan Gamuda. These awards recognise individuals or groups for their outstanding service and contribution to society. In particular community work related to employment, entrepreneurship, youth empowerment, digital literacy, waste management, nature conservation, urban agriculture, ecotourism, community welfare, disabled with special needs, water and sanitation in rural and indigenous communities, and animal welfare.

Annually, 10 outstanding individuals or groups are chosen as award winners of the SGHA. In FY2021, we have awarded a total of RM50,000 to 10 outstanding winners of the SGHA 2021.

Star GOLDEN HEARTS AWARD Supported by: Yayasan GAMUDA

GAMUDA INSPIRATION AWARD

Awarded RM50,000 to 10 outstanding winners of the SGHA 2021

Awarded a total of RM150,000 to two winners of the GIA 2021

80 percent of EA graduates have secured jobs

Photo: 2021 GIA winner, CREST


Photo: 2021 GIA winner, Suriana

GAMUDA INSPIRATION AWARD

At Gamuda, we aim to empower people, facilitate community building and contribute towards socio-economic development through promoting sustainable livelihoods. The following timeline illustrates our GIA winners and their progress on social development.

2021 WINNER

Crisis Relief Services and Training (CREST)

- Provide humanitarian assistance in the form of medical aid, food, water, clothing, and shelter to victims of natural disasters and crises situations
- Conduct awareness and preparedness training programmes to train local volunteers, partners and the public on risk reduction, damage control and resilience to future disaster
- Received double the amount of the prize money given the scale of its operation locally and internationally and majority of the crisis occurred due to global warming

Suriana Welfare Society Malaysia (SURIANA)

- Essential interventions which prioritises children, single mothers and vulnerable persons
- Appointed by the Department of Welfare to care for children who have lost their parents to COVID-19

2020 WINNER

PWD Smart Farmability

- Food provision to 19,000 individuals with disability in collaboration with the Persatuan Orang Kurang Upaya (OKU)
- Received accreditation by Malaysian Global Innovation and Creativity Centre (MaGIC) and matching grant from the National Economic Recovery Plan (PENJANA)

Seven Tea One

- Empowered 21 differently-abled teens and B40 single mothers with skills development for employment
- Offered a wider range of programmes such as flower arrangement skills, basic administration skills and handicraft

2019 WINNER

Sujana Mohd Rejab

- Benefitted 20 children with disabilities with electronic prosthetic limbs
- Ongoing collaboration with University Teknologi Malaysia to create robotic arms

2018 WINNER

Umie Aktif

- Partnered with Jabatan Pembangunan Wanita (JPW) to develop various training programmes for single mothers
- Exploring collaborative opportunities with the Russian Embassy and the Russian Community in Kuala Lumpur for single mothers empowerment

2017 WINNER

Barefoot Mercy

- Assisted local communities in rural Sarawak in upgrading their water pipe systems
- Facilitated Pfizer's annual health screenings programme among 500 villages from 13 communities in Sarawak

2016 WINNER

Kedai Jalanan

Ongoing projects during the onset of the pandemic:

- Provided food aid to refugee centres and B40 communities
- Distributed hygiene kits for the homeless at Jalan Panggong and B40 communities

ENGAGING OUR COMMUNITIES

FISHERMEN AT PENANG SOUTH COAST

We believe that long-term, sustainable progress is achieved when there are mutually beneficial outcomes. In essence, Gamuda believes that socio-economic progress is sustained when communities also benefit from our business model and strategies.

The Penang South Islands (PSI) is a catalytic project that will drive the timely expansion for Penang2030. It stems from the State Government's vision to revive Penang's socio-economic situation and elevate the living standard of its residents. Aimed at creating equal opportunities, a central part of this project is to enable community involvement and job creation.

Photo: Engaging Fishermen on the PSI project

Pusat Perkhidmatan Setempat Nelayan

The Fishermen's One-stop Service Centre (Pusat Perkhidmatan Setempat Nelayan or PPSN) serves as a direct engagement platform with the fishermen. The first PPSN was opened in 2016, and subsequently due to overwhelmingly positive response, the second PPSN was opened in 2017. The third PPSN, located at Sungai Batu opened its doors to serve the community in October 2021.

Through the PPSN, we are able to actively engage with the fishing community and other stakeholders for PSI. Close to 45,000 stakeholders have been engaged since 2015. The social impact from these engagements have brought valuable stakeholders insights as Community Participation Programme (CPP) is implemented.

Facebook:
https://www.facebook.com/pusatperkhidmatansetempatnelayan

Hotline:
1800 88 6393

Email:
ppsn@srsconsortium.com.my

Photo: PPSN Permatang Damar Laut

Photo: PPSN Gertak Sanggul

FOOD AID VIA GL CARES

GL Cares is a community initiative that began with a donation drive amongst Gamuda Land's employees and business partners to fund food aid and distribution to those in need during the COVID-19 pandemic.

The main avenue in which the funds are utilised is the setting-up of food aid stations to serve the surrounding residents and workers at Gamuda Land developments, namely Gamuda Gardens, Kundang Estates, twentyfive.7, Gamuda Cove, Horizon Hills, Jade Hills and Bukit Bantayan Residences.

We collaborated with domestic suppliers like 99 Speedmart to support the replenishment of food aid stations. These food aid stations allow our community-in-need to have access to essentials such as rice, cooking oil, face masks, sanitiser, diapers and more. Food essentials were also sent to over 1,700 workers throughout Gamuda's Centralised Labour Quarters (CLQs) to help them through these challenging times.

Photo: Local communities around Gamuda Land developments receive food aid supplies

Key Highlights

Approximately
RM266,000
contributed through GL Cares

Impacted approximately
4,080 people

Essential aid and food distribution to:

- **Communities surrounding Gamuda Land developments** (including mosques and villages)
- **Charity homes** (Old folks homes and orphanages)
- **Indigenous communities** (*Orang Asli*)
- **Non-governmental organisations (NGOs)** (including refugees)
- **Centralised Labour Quarters**

Photo: In partnership with 99 Speedmart with Gamuda Land for food aid stations

Photo: Our employees distributing supplies at twentyfive.7

CONTRIBUTING TO THE LOCAL ECONOMY THROUGH PROCUREMENT

GAMUDA HAS ALWAYS PRIORITISED LOCAL SUPPLY CHAINS FOR ITS PROCUREMENT REQUIREMENTS. WE ARE ALIGNED WITH THE GOVERNMENT'S POLICY TO BUY LOCAL PRODUCTS AND SERVICES FIRST FOR OUR PROJECTS AND DEVELOPMENTS.

Local procurement often translates to reduced environmental impacts (lower carbon footprint and resource consumption as opposed to sourcing from overseas suppliers) and increased business efficiency, given shorter supply chains.

In line with our commitments set out under the GGP 2025, Gamuda is motivated to procure locally as a wide range of socio-economic multiplier effects are then created for local businesses and the community. Prioritising local value chains stimulate entrepreneurial and job opportunities in the various locations that Gamuda operates. In addition, Gamuda supports small and medium-sized suppliers, vendors owned by women, owned by or recruit workers from members of vulnerable, marginalised, and underrepresented social groups.

Procurement in Gamuda comes under the oversight of the Group Procurement Director. Gamuda's approach to procurement is guided by the Group's Procurement Policy. Procurement is also undertaken using the Group's digital platforms – SAP Ariba, which support transparent and competitive procurement practices. These platforms enable Gamuda to provide a level playing field for suppliers intending to tender for projects (See Pillar 4 on pages 129 to 130 for more information).

PROCUREMENT PROCESS

Gamuda strives to procure product or services that have a lesser impact on the environment and are safe for our employees and communities. We engage with our suppliers to protect the integrity of our supply chain and ensure our practices are aligned with local and international regulations and standards.

The Group regularly assesses suppliers' performance against a set criterion, which includes, but is not limited to, ISO 14001 certification, track record and environmental, health and safety culture. Potential suppliers are required to provide the Group with their policies, company code of conduct and sustainability certificate, where applicable.

As of the end of FY2021, the Group's operation in Malaysia (excluding Gamuda Land, joint ventures and associate companies, except for MRT Putrajaya Line – included in the percentage) recorded 99.5 percentage of its procurement sourced from local suppliers, while Gamuda Land recorded 98.1 percent spending on local suppliers. Our performance exceeded our target of 95 percent spending on local procurement.

By the end of FY2021, we aim to introduce ESG evaluation in our procurement to drive sustainability awareness across our supply chains while developing strong alliances among vendors.

Ernst & Young has assured local procurement data for Gamuda Group developments within Malaysia (excluding joint ventures) and MRT Putrajaya Line.

Sustainability Within Our Supply Chains

Gamuda's suppliers (where relevant) are assessed based on a criterion that includes:

- Implementation of Environmental Management Systems such as ISO 14001 within suppliers' operations
- Suppliers' experience in sustainable construction i.e. green buildings, Building Information Modelling (BIM) technology and smart cities for relevant projects
- Suppliers' commitment and track record, as well as existing systems to safeguard workers' rights, including no forced and child labour, and the prohibition of excessive working hours, as set by the law.

OUR WORKFORCE

TALENT IS AT THE CORE OF OUR GROUP'S CAPABILITY TO CREATE VALUE. GAMUDA'S ABILITY TO CAPITALISE ON CAPABILITIES AND EFFECTIVELY REALISE THE GGP 2025 ASPIRATIONS ARE INTRINSICALLY LINKED TO OUR EMPLOYEES.

Our success is heavily dependent on engineering excellence and expertise, which come from the competencies and experience of our workforce. New methodologies, ideas and innovation stem from our people. Hence, ensuring a high-calibre, professional talent pool is essential in driving our technological capabilities and retaining our position as a leader in the engineering, construction and property industry.

TALENT DEVELOPMENT AND INDUSTRY UPSKILLING

We develop our people and industry partners via continuous development programmes through our following training and learning centres:

- Gamuda Plant Operator School (GPOS)
- KVMRT Safety Training Centre
- Tunnelling Training Academy (TTA)
- Gamuda Parks Academy
- Construction Training Centre (CTC)
- Building Information Modelling (BIM) Academy
- Gamuda Learning Centre (GLC)
- English Language Unit (ELU)

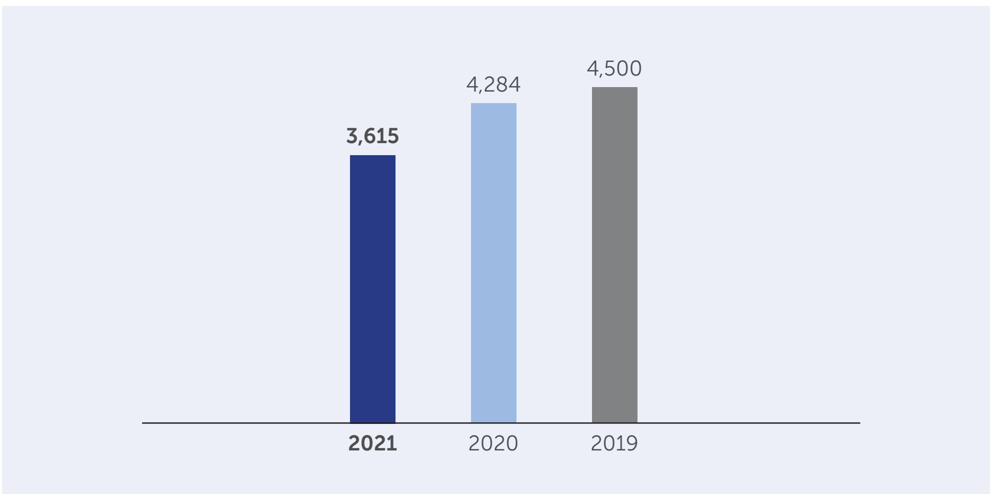
OUR WORKFORCE STRENGTH

As of the end of FY2021, Gamuda has 3,615 employees across its operations. As the Group completes or nears completion of key infrastructure projects, the requirements for human resources or talent reduces as shown in the Group's overall workforce in the last three financial years.

Total number of employees for FY2021

3,615

Total Workforce

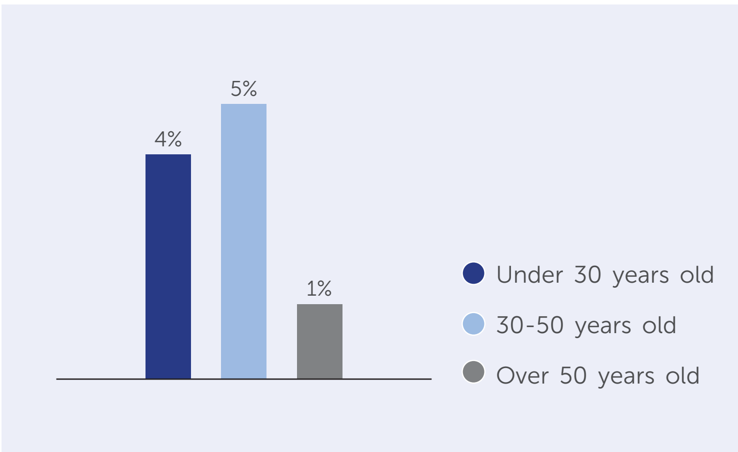


The total number of employees are excluding joint ventures and associates.

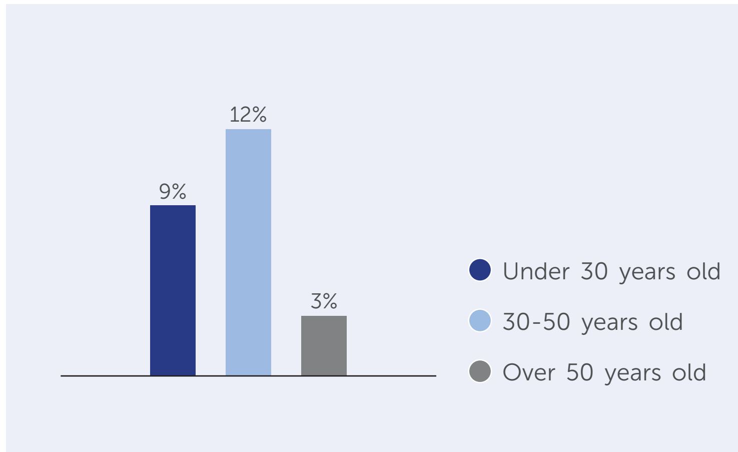
NEW EMPLOYEE HIRES AND ATTRITION

In FY2021, the Group welcomed 322 new employees and recorded an average turnover rate and hiring rate at 12 percent and five percent, respectively. The turnover rate is consistent with the average turnover rate for the past four financial years.

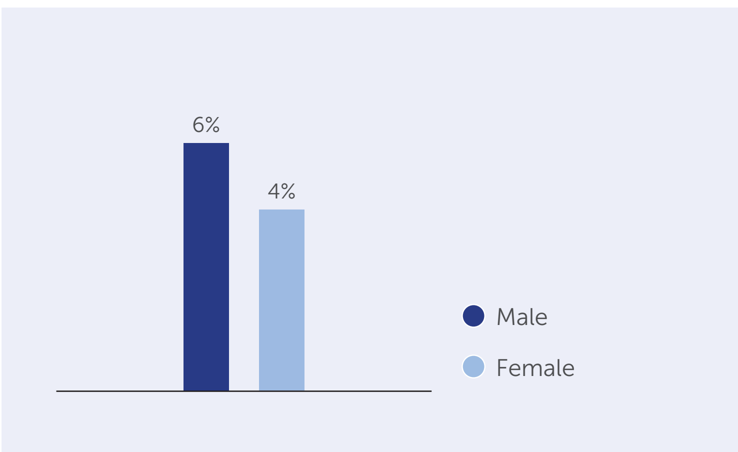
Rate of New Hires by Age Category



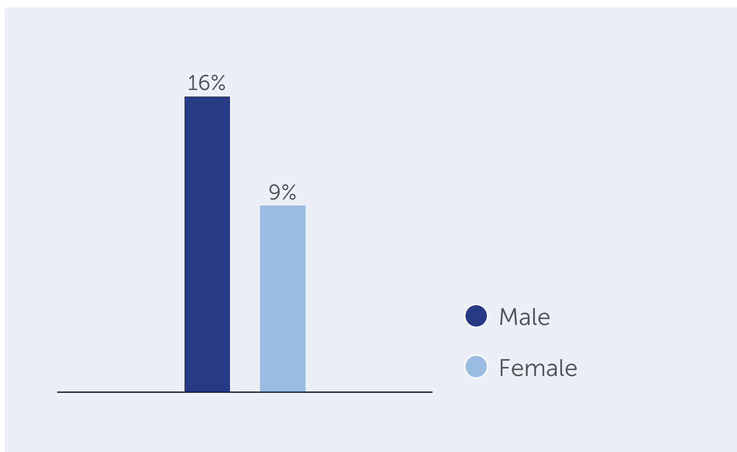
Rate of Turnover by Age Category



Rate of New Hires by Gender



Rate of Turnover by Gender



The rates presented exclude employees from joint ventures, associates and all overseas companies except Australia. The total number of employees accounted for is 2,895. Ernst & Young has assured the numbers and rate of employee hires and turnover by age group and gender.

PROMOTING DIVERSITY AND EQUAL OPPORTUNITY AT THE WORKPLACE

Gender diversity is reflected across the Group's management levels and continues to have increased balance over the years. Currently, leadership positions that includes the executive directors of Gamuda Engineering and Gamuda Land, Heads of Group Human Resources and Administration, Group Corporate Communications and Sustainability, Legal and Company Secretarial, and the Integrity and Governance Unit (IGU) are headed by women.

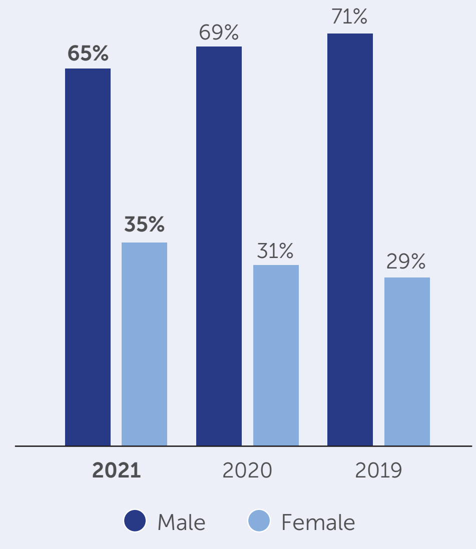
Gamuda practices the principle of reward-based on meritorious performance with no discrimination towards race, religion, age, sexual orientation, disabilities, nationality and other demographic factors in the process of employee hiring, employee benefits, appraisal, remuneration and promotion. In FY2021, there were zero incidents of discrimination.

Women representation in Gamuda:

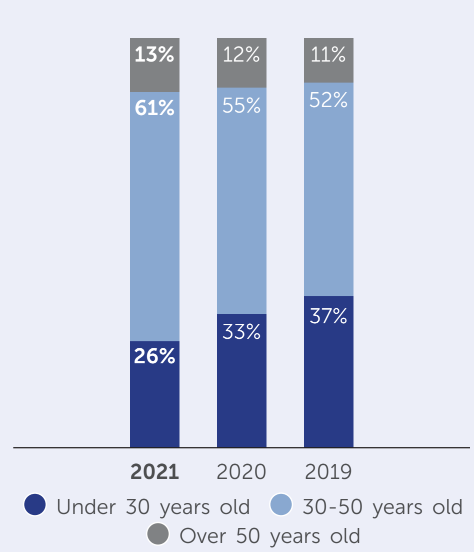
43%

Board level

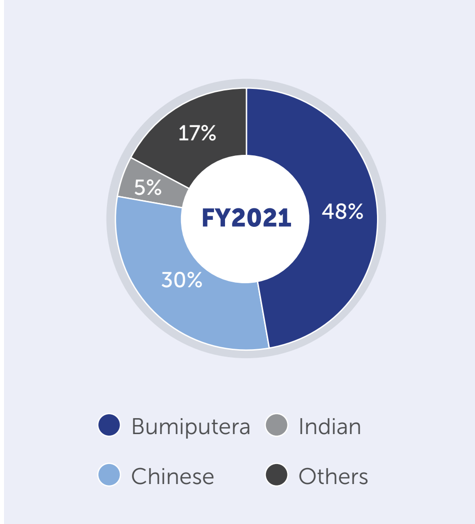
Employee Breakdown by Gender



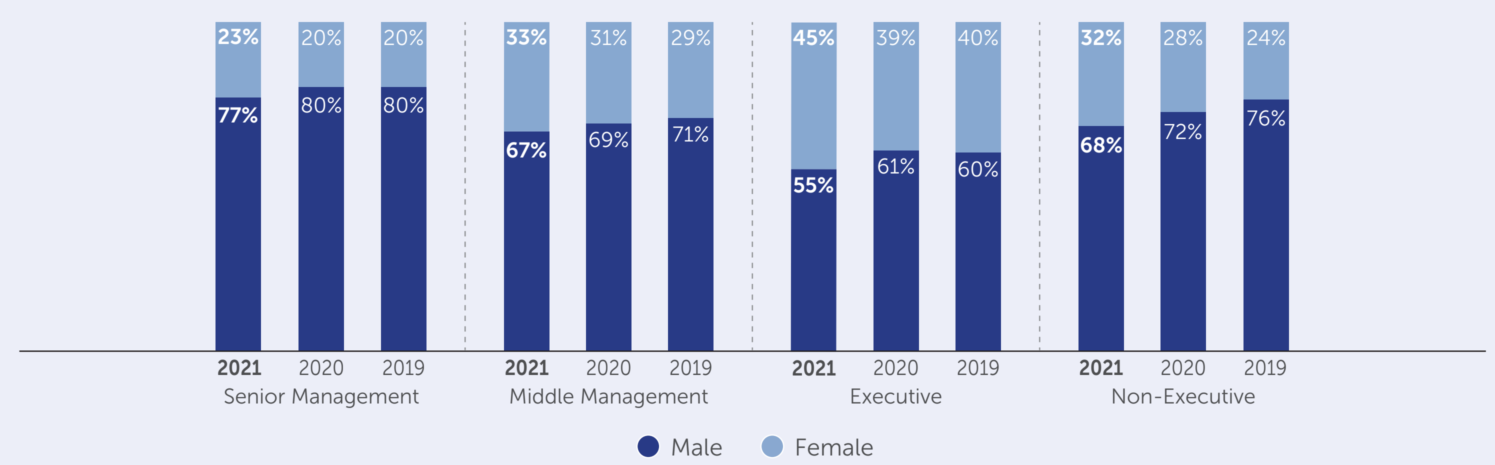
Employee Breakdown by Age



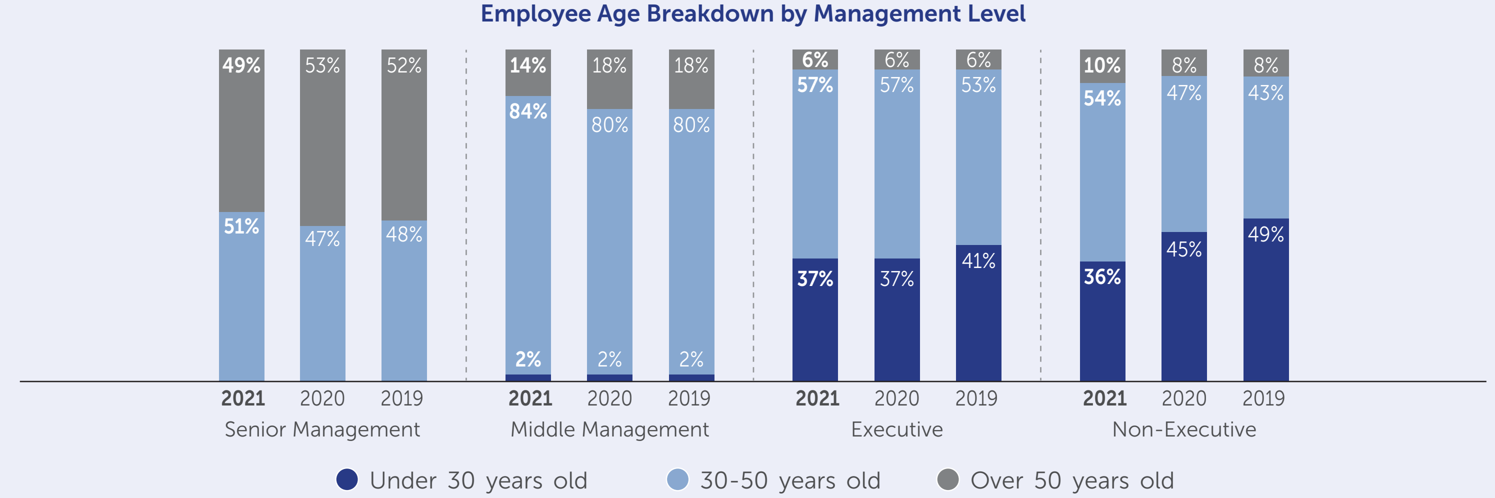
Employee Breakdown by Ethnicity



Group Gender Diversity



Employee Age Breakdown by Management Level



Initiatives to Attract and Retain Women Employees

Since 2018, the Gamuda Women Empowerment Network (GWEN) was established to support women employees by providing opportunities for development and career advancements.

Through Women@Work Initiative, women are provided extended maternity leave and flexible working arrangements to support the needs of working mothers.

Gender Diversity and Inclusion for a Fair Business Environment Regional Report Series

The United Nations Development Programme (UNDP) commissioned the Gender Diversity and Inclusion for a Fair Business Environment knowledge series that explores gender equality and fair business across five ASEAN countries. We are privileged that UNDP invited the Group to contribute to this regional report. Initiatives such as GWEN and women-centric benefits has been highlighted in the report.

MINIMUM WAGE

At Gamuda, we fully comply with the Malaysian government's minimum wage policy and we are committed to meeting the minimum wage required to meet living wage standards. All full-time employees of Gamuda earn equal to or more than the stipulated RM1,200 per month minimum wage as set out by the Government of Malaysia.

EMPLOYEE COMPENSATION AND BENEFITS

Our full-time employees refer to those working on a permanent or contract basis with Gamuda only, excluding our joint ventures and associate companies.

In April 2021, Gamuda further enhanced its employee benefits programme, Flexi-Wellness Benefits (FWB) to cover family members for COVID-19 diagnostics tests. Besides, we also revised our compensation policy to ensure an adequate minimum payout to the beneficiaries upon the death of an employee and streamlined the benefit entitlement criteria for different demographics.

The COVID-19 pandemic has further accelerated the implementation of flexible working arrangement, in which remote working has been a key aspect. In FY2021, we have included new benefits such as home internet connectivity and provision of home-office furniture to support our employees in adjusting their homes into a more productive setup.

Types of benefit	Details
Leaves	Annual Leave, No Pay Leave, Sick or Hospitalisation Leave, Marriage Leave, Paternity Leave, Maternity Leave, Family Care Leave, Examination Leave, Compassionate Leave, Prolonged Illness Leave, Replacement Leave and COVID-19 Vaccination Leave
Flexi-Wellness	Outpatient, Additional Pre and Post Natal Expenses, Annual Medical Check-up, Wellness Membership, Optical, Dental, Vaccination
Allowance and Subsidy	Professional Membership Subsidy, Childcare Subsidy, Business Travel Reimbursement (BTR)
Insurance	Group Term Life Insurance, Hospitalisation and Surgical Insurance, Personal Accident Insurance
Flexi-Work Arrangement	Staggered Working Hours, Flexi Time, Seasonal Flexi-Time, Flexi Place, Flexi Lunch Hours, Replacement Hours, Work from Home (WFH)
Others	Car Park Facility, Retirement Benefits, Bona Fide Benefits, Employee Education Assistance, Work from Home Assistance (Wi-Fi, Broadband Subscription, Mobile Data Top Up, Home-Office Furniture)

Number of Employees Utilised Parental and Family Care Leaves

	Paternity Leave	Maternity Leave	Family Care Leave
2021	87	69	551
2020	86	84	397
2019	77	64	227

As a family-friendly company that promotes work-life balance, we have in place paternity, maternity, family care leave and benefits, to rebalance the distribution of work and care within families. Additional leave is also granted to employees when they or their family member goes for COVID-19 vaccination.

EMPLOYEE APPRAISALS

Employee performance appraisals is an avenue for employees to provide feedback to management on areas they believe that the company can improve on, facilitate their career development, recognise and reinforce strong employee performance, and encourage personal development and career growth. As part of the appraisal process, employees are assessed based on self and peer evaluation, as well as assessment by a supervisor. This provides a more balanced and fair evaluation of the employee's conduct and performance.

SAFEGUARDING EMPLOYEES AND WORKERS RIGHTS

At Gamuda, we are committed to respecting and championing human rights in our own operations and through our broader relationships. We comply with the Malaysian Employment Act 1955 and all other relevant local laws and regulations. This is in line with the statutes stipulated by the International Labour Organisation (ILO) and the Universal Declaration for Human Rights.

We are currently drafting our Human Rights and Modern Slavery Policy to integrate respect for human rights into our operations.

We provide working conditions aligned with international best practices and with respect to human and labour rights. This includes the provision of CLQs that exceed regulatory standards. Our workers can look forward to hot showers, clean and comfortable accommodation, kitchenette facilities and amenities to make daily living convenient, including access to healthcare.

In FY2021, there were no reported incidents or issues pertaining to violations of human rights.

Photo: Our employees working on-site

SAFETY AND HEALTH

THE IMPORTANCE OF SAFETY AND HEALTH TO GAMUDA'S OPERATIONS CANNOT BE OVEREMPHASISED. EXEMPLARY SAFETY AND HEALTH IS VITAL IN KEEPING ALL STAKEHOLDERS SAFE. THIS INCLUDES GAMUDA'S EMPLOYEES, SUBSCONTRACTORS, THIRD-PARTY WORKERS AND THE PUBLIC.

The safety and well-being of stakeholders remains a key priority for us. We have a duty of care towards all of our stakeholders and continue to maintain a strong safety culture to achieve our zero work-related injuries goal.

The Group adheres to the Malaysian Occupational Safety and Health Act 1994, Factory and Machinery Act 1967, legal and other requirements, guidelines and Codes of Practice.

Gamuda's Group ESG Policy Statement outlines relevant processes and approaches that set high safety and health standards. We have also enhanced our workplace standards of safety and health by adopting the Australian standard.

100% OF GAMUDA'S OPERATIONAL SITES ARE CERTIFIED WITH ISO 45001

GAMUDA'S SAFETY AND HEALTH TARGET:
Zero work-related injuries

BOARD OVERSIGHT OF SAFETY AND HEALTH

Gamuda's Board of Directors (Board) and its Senior Management including Board and Senior Management of subsidiary companies, have oversight safety and health, and affirmed the Group's Quality, Safety, Health and Environment (QSHE) Policy.

Regular safety and health reports are provided to both the Board and Senior Management, which provide data and information on lost time injuries (LTIs), fatalities, injuries, near misses, non-compliance issues and other safety and health key performance indicators (KPIs). Reports also provide the root causes of incidents and remedial and/or preventive action taken to reduce or eliminate future occurrences.

KEY ASPECTS OF THE SAFETY AND HEALTH MANAGEMENT APPROACH

Gamuda adheres to stringent safety requirements especially for all the high-risk activities at our construction sites such as working at heights, crane and lifting operations, plant and machinery management to reduce the number of accidents. Our Australian operations are subject to stringent inspection by the Office of the Federal Safety Commissioner (OFSC).

Lessons learnt approach and thorough investigation are adopted to reduce incidents and improve the safety and health practices gaps. The investigations are reported to Senior Management where improvements to work processes will be evaluated. Safety and health-related statistics are shared monthly, and we have dedicated Safety and Health Teams at our headquarters (HQ) and project sites.

We have digitalised safety and health monitoring, evaluation and performance analysis using Fieldview and Tableau. We started using Fieldview for Safety, Health and Environment (SHE) Inspection and expanded to internal audit, Permit-To-Work (PTW) implementation, plant and machinery inspection and site daily progress report.

Safety and health is viewed as the responsibility of all employees with performance KPIs established.

The scheduled safety and health inspections are performed at operational sites:

- **Daily and weekly inspection**
- **SHE committee inspection**
- **Monthly inspection by SHE personnel at project site**
- **Internal audit by HQ**
- **External audit by a certification body i.e. Standard and Industrial Research Institute of Malaysia (SIRIM)**
- **Inspection by the OFSC - applicable to operations in Australia**
- **Third-party inspection by external party**
- **Safety and Health Assessment System in Construction (SHASSIC) assessment**

SHE COMMITTEE

Every project site has a dedicated SHE committee responsible to implement safety and health initiatives and to monitor performance. Meetings are held monthly to ensure effective Hazard Identification, Assessment of Risk and Opportunity, and Controls (HIAROC) process implementation.

Committees typically comprise management and non-management employees. Through this approach, Gamuda has achieved worker representation on formal joint management-worker SHE committee.

INCIDENT INVESTIGATION AND RESOLUTION

At all operational sites, Gamuda implements an incident investigation and reporting procedure. The procedure is based on using a root cause analysis process to determine the underlying factors behind the incident.

All incidents are thoroughly investigated by trained personnel and preventive or mitigative actions are implemented. All root causes of incidents are logged into the incident register for review and action tracking.

The key insight from the incident is shared to all employees towards preventing reoccurrence via:

SAFETY AND HEALTH PERFORMANCE

In FY2021, Gamuda continues to record an exemplary performance of safety and health with many sites across Gamuda Land and Gamuda Engineering, including Menara Gamuda - reporting zero fatalities, accidents or lost time injuries.

Menara Gamuda

	Menara Gamuda*
Total Man-Hours Worked	1,399,464
Number of Fatality	0
Number of Reportable Injury	0
Number of Day Lost	0
Rate of Fatality	0
Injury Rate	0
Rate of Lost Day	0
Lost Time Injury Frequency Rate (LTIFR)	0

**Ernst & Young has assured safety and health performance data.*

Note:
All safety and health data were calculated based on Global Reporting Initiative (GRI) recommended rates (per 200,000).
LTIFR was calculated based on Construction Industry Standard, Australia – 8.0 (per 1,000,000 workers).

Gamuda Land

	Gamuda Cove	twentyfive.7	Gamuda Gardens*	Jade Hills	Horizon Hills	Bukit Bantayan Residences
Total Man-Hours Worked	2,065,877	1,949,994	2,178,979	624,276	121,234	127,690
Number of Fatality	0	0	0	0	0	0
Number of Reportable Injury	0	0	0	0	0	0
Number of Day Lost	0	0	0	0	0	0
Rate of Fatality	0	0	0	0	0	0
Rate of Injury	0	0	0	0	0	0
Rate of Lost Day	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0

**Ernst & Young has assured safety and health performance data for Gamuda Gardens' Phase 3A and 3B which covers 421,776 and 711,050 working hours, respectively.*

Gamuda Engineering

	IBS Banting*	IBS Sepang*
Total Man-Hours Worked	459,264	111,904
Number of Fatality	0	0
Number of Reportable Injury	1	0
Number of Day Lost	1	0
Rate of Fatality	0	0
Rate of Injury	0.44	0
Rate of Lost Day	0.44	0
LTIFR	2.18	0

**Ernst & Young has assured safety and health performance data.*

	MRT Putrajaya Line*
Total Man-Hours Worked	17,051,700
Number of Fatality	0
Number of Reportable Injury	33
Number of Day Lost	176
Rate of Fatality	0
Rate of Injury	0.39
Rate of Lost Day	2.06
LTIFR	1.94

Note: MRT Putrajaya Line refer to our Underground sites.
**Ernst & Young has assured safety and health performance data.*

Note:
All safety and health data were calculated based on Global Reporting Initiative (GRI) recommended rates (per 200,000).
LTIFR was calculated based on Construction Industry Standard, Australia – 8.0 (per 1,000,000 workers).

Our rate of injury at MRT Putrajaya Line has improved from 0.51 in FY2020 to 0.39 in FY2021. For more information about our FY2020 safety and health performance, please visit https://gamuda.com.my/sustainability-esg/

SAFETY AND HEALTH PROGRAMMES AND TRAINING

We continue to invest in safety and health-related training for our employees and value chain as their awareness, knowledge and skills are crucial in ensuring excellent safety and health performance. Often incidents arise due to human error or ignorance and hence, ensuring that our people are regularly trained is essential to avoiding mishaps.

KVMRT Safety Training Centre

Developed together with Construction Industry Development Board (CIDB) and National Institute for Occupational Safety and Health (NIOSH), the KVMRT Safety Training Centre continues to distinguish itself as a pioneering institution towards elevating safety and health performance in Malaysian construction sites.

Specifically, the centre provides competency and safety training for specific high-risk jobs and electrified rail infrastructure construction. Working at height and crane operation are among the specific high-risk job training offers. Training is carried out in collaboration with CIDB and NIOSH, based on an enhanced safety and health programme.

The centre provides free training and paid courses. For example, free courses are offered to crane operators to ensure they are competent to manoeuvre a crane during lifting, as crane operating is considered one of the most high-risk activities in construction.

Training Module	Number of Participants Attended
Black Card training	1
Blue Card training	3,951
Construction Skills Certification Scheme (CSCS) examination	216
Gold Card training	269
Grey Card mobile elevated working platform	180
Grey Card training (mobile/crawler crane)	4
Grey Card training (electrical safety)	89
Grey Card training (excavator operator)	26
Grey Card training (forklift)	7
Grey Card training (lifting planner)	20
Grey Card training (lifting supervisor)	86
Grey Card training (lorry crane operator)	8
Grey Card training (roller compactor)	17
Grey Card training (scaffold awareness)	57
Grey Card training (sky lift)	19
Grey Card training (slinger and banksman)	67
Grey Card training (temporary works inspector)	3
Working at height	1,374
Grand Total	**6,394**

Note:
Blue Card – Project induction that is mandatory for all personnel levels directly involved in the MRT Putrajaya Line.
Gold Card – For supervisors and above where they are responsible to lead a team.
Black Card – Most Senior Management Level i.e. Project Directors and Chief Executive Officers (CEOs).
Grey Card – Training for high-risk activities facilitated by specialist and Master Trainers.

OUR APPROACH TO COVID-19

THE ONSET OF COVID-19 HAD CAUSED SIGNIFICANT DISRUPTIONS TO ENSURING BUSINESS CONTINUITY AND SAFEGUARDING OUR EMPLOYEES AND SITE WORKERS, GAMUDA WAS PROACTIVE AND MOVED SWIFTLY TO ADAPT TO ALTERED OPERATING CONDITIONS AMIDST THE NEW NORMAL.

ESTABLISHING GOVERNANCE AND LEADERSHIP IN MANAGING COVID-19

We launched our COVID-19 Vaccination Policy in September 2021 to provide a safe and healthy working environment and to control the spread of COVID-19 in the workplace. The policy illustrates the standard operating procedures (SOPs) and measures for all categories of fully vaccinated, partially vaccinated and non-vaccinated employees of Gamuda.

In providing leadership and good governance to addressing COVID-19 related impacts, we have established our COVID-19 Steering Committee in February 2020.

Gamuda also updated our Emergency Response Plan with the inclusion of COVID-19 as a potential emergency. This was followed by the development of a business continuity plan in relation to the pandemic.

Regular operational process guidelines were updated to incorporate pandemic related SOPs, including maintaining records of employees' vaccination and testing status on the Group-wide COVID-19 centralised database. Employees who do not comply will be barred from accessing our offices and operational sites.

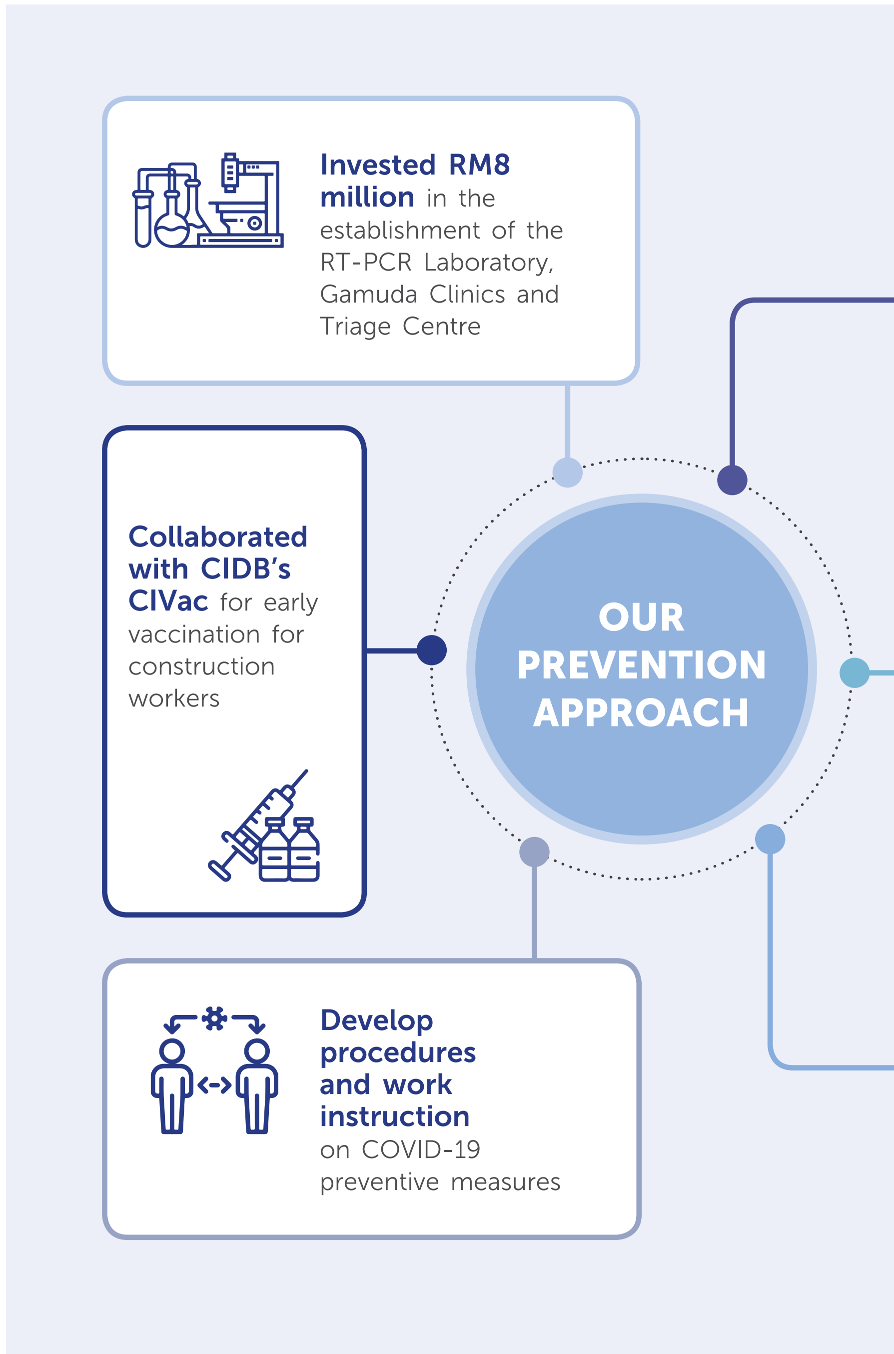
Gamuda also provided full support to CIDB's Construction Industry Vaccination Programme (CIVac) towards ramping up vaccination rates of workers and employees.

SETTING-UP OUR IN-HOUSE LABORATORY

Our laboratory houses two state-of-the-art testing machines with a combined capacity of processing 13,000 samples a week. RT-PCR and RTK Antigen testings of all our workers and employees were conducted regularly, and continue to be performed with 20,000 employees tested fortnightly.

We have trained and qualified medical team consisting of a virologist, 12 doctors and 30 medical laboratory technologists. Our laboratory uses real-time TaqPath by Thermosher RT-PCR assays for comprehensive detection of viruses, which is regarded as the gold standard for testing.

Suspected and confirmed positive COVID-19 cases are brought immediately to attention of the leadership structure, including the actions taken to contain the spread and to ensure the well-being of affected members.



Gamuda has set up a Triage Centre in providing care to positive COVID-19 patients who are in Category One and Two. Category Three, Four and Five cases are transferred to government medical facilities as per the SOPs set out by the Ministry of Health (MoH).

First private Malaysian company to start its own RT-PCR testing laboratory

Two state-of-the-art PCR testing machines with RT-PCR testing fortnightly for **20,000** employees

Establish Centralised Quarantine Quarters (CQQs) at every CLQ

GROUP-WIDE COVID-19 DIGITAL DATABASE INTEGRATION AND APPLICATIONS FRAMEWORK

External Data Input

COVID-19 Management SOPs and Policy will cover the need for our employees to:

- Submit all external test results to RT-PCR Laboratory for verification and to be uploaded into our common database
- Be fully vaccinated

Gamuda COVID-19 Centralised Database

- **Vaccination Record**
- **Test Results**: RTK Antigen, RT-PCR, Elisa Antibody
- **Triage Centre**

Applications

Group-wide Access Control

Safe Entry	Access Denied
Fully vaccinated	Unvaccinated
Tested negative in their last scheduled routine test	Workforce who missed their routine test will have their access code status turned red and access denied

Positive Case Management

- Site will be notified via system of positive cases detected
- Triage Centre will be notified about Category One and Two cases
- All patient care-related data will be tabulated to our COVID-19 database for monitoring

CENTRALISED QUARANTINE QUARTERS

In line with our commitment under Pillar 2 of our GGP 2025 to implement Gamuda standard design for workforce accommodation prioritising well-being with 50 percent more provision of liveable space, CQQ blocks were constructed within each of the four CLQs that cumulatively house 6,000 workers. The CQQs were established in accordance with the MoH guidelines.

It was set up to serve as facilities to quarantine Patients Under Investigation (PUIs) while they wait for confirmation on their COVID-19 status. Gamuda also secured dedicated ambulances for COVID-19 emergency response, to prepare for any eventualities, which also reduces the burden on the public healthcare system.

Photo: Our Centralised Quarantine Quarters

PERFORMANCE AND RESULTS

Through our in-house RT-PCR testing facility, CLQs and CQQs, Gamuda has succeeded in reducing the number of COVID-19 infection cases within our workforce.

Despite the nationwide prevalence of COVID-19 cases and disruptions caused, we are on track to deliver MRT Putrajaya Line on schedule, with Phase One opening to the public in November 2021 The proactive measures taken by the Turnkey Contractor, MMC-Gamuda to implement a 'new normal ecosystem' successfully brought down the COVID-19 cases in MRT Putrajaya Line.

Gamuda is fully compliant with the Government's SOPs and guidelines at Menara Gamuda and at all project sites. This includes screening and vaccination of all employees and workers, mandatory practice of physical distance, personal hygiene and other measures.

Gamuda's commitment in adhering to the SOPs has enabled our project sites to obtain special government (Ministry of International Trade and Industry or MITI) approval to continue operating during the respective Movement Control Orders (MCOs) at selected KVMRT Project (Underground) sites with stringent adherence to SOPs.

GAMUDA CLINICS – HEALTHCARE FOR THE COMMUNITY

The success of our RT-PCR Laboratory has paved the way for Gamuda to play an even bigger and direct role in controlling the spread of COVID-19 within the community.

Gamuda will soon be launching Gamuda Clinics at two locations. The provision of these clinics will provide our employees with high quality healthcare and offer the public with convenient and affordable outpatient medical services. Services range from vaccination, health assessment, medical treatment, disease screening, rehabilitation, emergency and preventive care.

TRAINING AND DEVELOPMENT

ACADEMY FOR CRANE OPERATORS VIA GPOS – CIDB AND DOSH ACCREDITED

Gamuda Plant Operator School (GPOS) was established in 1997 to streamline different competency levels of earthmoving plant operations in Malaysia. It remains the only private training academy for crane operators in the country.

The school develops plant operators' capabilities in three specific areas: skills competency, safety awareness and youth apprenticeship programmes.

These programmes enable plant operators to obtain Certificates of Competency that are recognised by government regulatory bodies such as the Department of Occupational Safety and Health (DOSH) and CIDB. This is significant as the Malaysian government only permits Malaysians registered with DOSH to be trained as crane operators.

Since its establishment, GPOS has produced more than 45,000 trainees in crane and earthmoving plant operation, and safety and health programmes. As many as 75 percent of Malaysia's certified crane operators are GPOS trained. GPOS consist of in-house DOSH approved trainers.

DEVELOPING SPECIALIST SKILLS VIA WORLD'S FIRST TTA

Launched in 2011, Gamuda's Tunnelling Training Academy (TTA) is the first academy that develops niche talent for the highly specialised field of tunnel construction. It is the world's first learning institution specialised in Tunnel Boring Machine (TBM) technology. A joint venture between Gamuda Berhad and MMC Corporation Berhad, the TTA was set up to address the shortage of a competent, local workforce for tunnelling works.

We have planned to further enhance our TTA courses by collaborating with industry experts, Bosch Rexroth and Schneider Electric Malaysia to meet local and international tunnelling construction requirements.

About

1,000 trainees

have been trained at TTA and have worked on the MRT Kajang and Putrajaya Lines, of which

30%

of the workforce are from Sabah and Sarawak

Gamuda Engineering signs Memorandum of Understanding (MoU) with Bosch Rexroth and Schneider Electric Malaysia to Enhance Workforce Digital Skills and Embrace IR 4.0

Guided by the Group-wide GGP 2025 with commitments to enhance digitalisation and people development, Gamuda Engineering has collaborated with Bosch Rexroth and Schneider Electric Malaysia to support its workforce in developing workflows and business models needed in the new era of increased digitisation, in line with Malaysia's Digital Economy (MyDIGITAL) Blueprint and the National Fourth Industrial Revolution Policy (National 4IR Policy).

As part of the partnership with Bosch Rexroth, selected trainees have trained to become certified training instructors and deliver Bosch Rexroth certified training worldwide with the license to award the trainees with Bosch Rexroth-approved certificates.

Gamuda Engineering leverages on Schneider Electric's expertise by expanding on collaborative research and development (R&D) to utilise the latest technology and integration, especially in tunnelling and underground works.

RM10 million was invested to set up the TTA academy in Selangor. The TTA works closely with the Ministry of Education, Ministry of Human Resources and the Ministry of Youth and Sports and leading the Technical and Vocational Education and Training (TVET) institutions in the country such as Institut Latihan Perindustrian (ILP) and Akademi Binaan Malaysia (ABM) to select academy candidates. TTA students first undergo theory and simulator training at the academy and they will subsequently be posted to KVMRT job sites including Malaysia's first TBM Refurbishment Plant located in Perak.

EMBRACING DIGITALISATION VIA BIM ACADEMY

Gamuda's focus on embracing digital construction is further enhanced by our training and development programmes, which include the Building Information Modelling (BIM) Academy.

This enables a significant move up the value chain for the local construction sector as local talent become more skilled and accustomed in utilising new technologies and are ready for the digitalisation of the Fourth Industrial Revolution (IR 4.0).

Our BIM Academy uses an online core BIM e-learning skills module to support classroom technical training. This initiative will see more than 1,000 employees and subcontractors trained in BIM software between 2020 and 2022.

ACCREDITED CONSTRUCTION COURSES VIA CTU

The Construction Management Programme (CMP) is conducted via the Construction Training Unit (CTU) to boost the quality of Gamuda's project managers by exposing real site work activities to train young site supervisors and engineers. This programme module aligns to internationally benchmarked construction skill requirements adopted from best practices in Australia, Europe and Singapore. The programme also received accreditation from CIDB for the modules within the CMP courses. This is to provide a springboard to the trainees' careers while ensuring their quality of deliverables in the dynamic construction industry.

In FY2021, we have conducted a total of five CMP sessions, focusing on three modules, namely Civil and Structural, Building and Architectural Works, and Mechanical and Electrical courses.

Ernst & Young has assured the type and scope of programmes conducted via CTU.

Photo: GParks Rangers educating young children about nature

GAMUDA PARKS ACADEMY

Promoting environmental awareness and inculcating an appreciation of nature among the future generation, the Gamuda Parks Academy was established towards educating and inspiring children aged five to 12 years old.

One of the academy's initiatives is the GParks Rangers programme including the Junior Peatland Forest Ranger and Peatland Forest Ranger Programmes. In FY2021, a total of 126 students and 25 teachers from various schools in Kuala Langat, Hulu Selangor and Kuala Selangor districts have benefitted from these programmes.

Education for the *Orang Asli* Community

This initiative by Gamuda Parks aims to assist *Orang Asli* children in the form of education support. The Group's financial support includes provision of 165 tablets in total for Sekolah Kebangsaan (Asli) Bukit Cheding and Sekolah Kebangsaan (Asli) Bukit Kemandol and 12 months Wi-Fi connectivity, enabling online learning development which would otherwise be inaccessible. We are also collaborating with NGOs who are experienced in serving underserved communities to conduct after-school learning sessions for the students.

GAMUDA LEARNING CENTRE

The Gamuda Learning Centre (GLC) is a centralised learning centre for the Group which oversees the training development of all employees including skills-based, technical training and professional competence.

ENGLISH LANGUAGE UNIT

The English Language Unit (ELU) was set up in 2016 to upskill our employees' English language competency. Our online Gamuda English Test (GET) was developed as an in-house assessment tool, making the Group the first corporate company in Malaysia to win the British Council Innovation in Assessment Award, 2019.

To support our employees in upskilling their English proficiency, we have established an e-Resources for English Language Learning (eReLL) and conduct training sessions for employees in critical function departments.

GAMUDA EXCELLENCE TRANSFORMATION

The digitalisation of the value chain requires a rethinking of present methods, and the implementation of new approaches for improved efficiency. The Gamuda Excellence Transformation (GET) unit, which was instituted last year, comprises our best digital and data experts with the mandate of elevating digital excellence across the Group in collaboration with all business units to improve our digital engineering landscape and catalysing innovative opportunities.

Photo: Gamuda Learning Centre, Damansara Jaya

Pillar

3

ENVIRONMENTAL AND BIODIVERSITY CONSERVATION

To drive impactful efforts in nature conservation and biodiversity stewardship in our developments

KEY CONTENTS FOR FY2021

Biodiversity conservation

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Photo: Celadon City

IUCN Red List
plants and animals within our developments

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#OneMillionTrees

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Biodiversity audits

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Working alongside
indigenous communities

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A KEY ASPECT OF THE GAMUDA GREEN PLAN 2025 (GGP 2025) IS THE COMMITMENT TO SAFEGUARD THE NATURAL ENVIRONMENT.

BIODIVERSITY IS CRUCIAL IN DEFINING THE HEALTH OF AN ECOSYSTEM BECAUSE A MORE BIODIVERSE ECOSYSTEM MEANS A HEALTHIER ENVIRONMENT FOR LIVING THINGS TO INHABIT.

For Gamuda, healthy biodiversity ensures a rich and natural environment that supports our developments. Our biodiversity strategies within our parks help contribute to food and water security through community gardens.

Our sustainable landscape management and maintenance fortifies an economically-driven biodiversity approach, such as native fruit species are attracting pollinators instead of the ornamental tree while minimising the use of chemical fertilisers.

Biodiversity also mitigates climate change and supports the local way of life, especially for indigenous communities in Malaysia known as *Orang Asli*, as well as farmers, fishermen and others who live off the land. Biodiversity is the heart of sustainable development and human well-being, and its conservation forms the core of the United Nations 2030 Agenda for Sustainable Development.

Gamuda's significant effort in this material issue is the establishment of Gamuda Parks in 2018 to address biodiversity and environmental conservation.

Proactive environmental approach:
Key biodiversity conservation initiatives

1. Establishment of Wetlands Arboretum with focus on urban forest and research laboratory by the end of 2022

2. Focus on Paya Indah Discovery Wetlands (PIDW) conservation programme and conduct scheduled biodiversity audits and carbon stock measurements by 2023

3. Continue with the ongoing commitment to planting at least five percent trees species in the International Union for Conservative of Nature (IUCN) Red List


Photo: Macaca nemestrina (IUCN:VU). Found at Gamuda Gardens.

No	Details
1	**GAMUDA PARKS AWARENESS PROGRAMMES**
a)	Gamuda Parks Academy Nature School Setup and Programmes
b)	International Day for Biological Diversity 2021 (Virtual event)
c)	GParks Ranger School Programme @ XPLORIA
2	**GAMUDA PARKS SCIENTIFIC RESEARCH**
a)	Gamuda Parks Experts
b)	Soil Carbon Assessment
c)	Biodiversity Audit (Kota Permai Golf Club, Kota Kemuning and Bandar Botanic)
d)	Tree Tag and Identified for Preservation at Gamuda Cove

BIODIVERSITY AUDITS

Gamuda through Gamuda Parks is the first property developer to pledge to scientifically audit the health of the natural environments of its developments in Malaysia. Gamuda Parks periodically conducts internal and external biodiversity baseline audits based on the targets stated in Gamuda Parks Biodiversity Policy.

Since 2018, Gamuda Parks has conducted nine biodiversity audits (seven completed, two in progress) across our developments. These audits were jointly conducted with the Forest Research Institute of Malaysia (FRIM). We have illustrated the summary of our biodiversity assessments since 2018, including our latest FY2021 assessments at Horizon Hills and Celadon City.

Regarding our Tree Tagging and Preservation programme at Gamuda Cove, our FY2021 assessment found that the programme achieved the following milestones to date:

- **593** trees under preservation were identified and tagged
  10 species identified as Least Concerned (LC) have been selected for conservation
- **360** trees and **10** *Macaranga spp.* transplanted for Phase One at Wetlands Theme Park
- **1,200** trees preserved for Phase One at Forest Park
- **27** *Melicope Lunu Ankenda* and **18** *Pteleocarpa Lamponga* transplanted at Forest Park
- **20** *Melicope Lunu Ankenda* transplanted at Gamuda Cove Central Park

Thus far, the efforts and results achieved have been encouraging. Gamuda Parks has completed tree-tagging in Gamuda Gardens Central Park with 5,531 trees tagged and ready to be uploaded into the Fieldview system by the end of 2021.

We are currently working on expanding our biodiversity audits to include carbon sequestration exercises which will indirectly monitor the productivity of ecosystem services contributed by trees.

In September 2021, we have completed our soil carbon stock assessment in Wetlands Forest Park, Gamuda Cove to measure carbon stored within trees and soil.

IUCN RED LIST OF ENDANGERED SPECIES

Through the aforementioned biodiversity audits, Gamuda has identified IUCN Red List plants and animals within the following Gamuda developments: Jade Hills, Gamuda Gardens, Gamuda Cove, PIDW, Celadon City and Valencia. This discovery has enabled conservation and protection efforts of these endangered species by Gamuda and the respective environmental agencies.

IUCN Red List Species Identified	
Critically Endangered (CR)	7
Endangered (EN)	12
Vulnerable (VU)	21
Near Threatened (NT)	28

Photo: Lesser Adjutant (IUCN: VU). Found at Paya Indah Discovery Wetlands.

2021

OUR CONSERVATION INITIATIVES
Conduct tree mapping assessment to measure cooling effect of green spaces in Celadon City

01
CELADON CITY

Status: **Completed**

FLORA

52% Native flora tree species

- **Total Species:**
  170 species
- **Valuable Flora Species:**
  Pterocarpus indicus (EN)
  Pterocarpus macrocarpus (EN)
  Anisoptera costata (EN)
  Dipterocarpus alatus (VU)
  Hopea adorata (VU)
  Afzelia xylocarpa (EN)
  Khaya senegalensis (VU)
  Swietenia macrophylia (VU)

FAUNA

- **Total Species:**
  97 species
- **Valuable Fauna Species:**
  -

29 bird species
7 fish species
8 amphibian species
4 mammal species
39 insect species
10 reptile species

OUR CONSERVATION INITIATIVES
Introduction of bee harvesting to encourage pollination within Horizon Hills golf course

02
HORIZON HILLS

Status: **Completed**

FLORA

57% Native flora tree species

- **Total Species:**
  72 species
- **Valuable Flora Species:**
  Melaleuca cajuputi (VU)

FAUNA

- **Total Species:**
  54 species
- **Valuable Fauna Species:**
  Mycteria cinerea (EN)
  Mycteria leucocephala (NT)
  Psittacula Longicauda (VU)
  Acridotheres javanicus (VU)

39 bird species
6 mammal species
4 reptile species
5 amphibian species

2020

03
PAYA INDAH DISCOVERY WETLANDS

Status: **Completed**

FLORA

82% Native flora tree species

- **Total Species:**
  160 species
- **Valuable Flora Species:**
  Dryobalanops aromatica (VU)
  Hopea helferi (EN)
  Shorea materialis (VU)
  Shorea roxburghii (VU)

FAUNA

- **Total Species:**
  276 species
- **Valuable Fauna Species:**
  Pig-nosed Turtle (EN)
  Ambonia Box Turtle (VU)
  Yellow-headed Temple Turtle (EN)
  Giant Asian Pond Turtle (VU)
  Malaysian Giant Tortoise (EN)
  Black Marsh Turtle (VU)
  Red-footed Tortoise (VU)
  Asian forest Tortoise (CR)
  Yellow-headed Tortoise (CR)
  Radiated Tortoise (CR)
  Yangtze Giant Softshell Turtle (CR)
  Dusky Leaf Langur (NT)
  Grey-headed Fish Eagle (NT)
  Black Hornbill (NT)
  Oriental Pied Hornbill (NT)
  Rhinoceros Hornbill (NT)
  Fiery Minivet (NT)
  Lesser Adjutant (VU)
  Jambu Fruit Dove (NT)
  Black Magpie (NT)
  Chestnutbellied Malkoha (NT)
  Black-bellied Malkoha (NT)
  Masked Finfoot (EN)
  Red-crowned Barbet (NT)
  Buff-necked Woodpecker (NT)
  Streaked Bulbul (NT)
  Scaly-breasted Bulbul (NT)
  Glossy Ibis (NT)
  Rufouscrowned Babbler (NT)
  Short-tailed Babbler (NT)
  White Chested Babbler (NT)
  Striped TitBabbler (NT)

2020

OUR CONSERVATION INITIATIVES
Initiate an interactive corner called Gamuda Parks Botanica to showcase the richness of biodiversity in Jade Hills

04
JADE HILLS

Status: **Completed**

FLORA

57% Native flora tree species

- **Total Species:**
  57 species
- **Valuable Flora Species:**
  Hopea adorata (VU)
  Podocarpus polystachyus (NT)
  Dalbergia latifolia (VU)
  Pimenta racemose (VU)
  Kopsia arborea (CR)

FAUNA

- **Total Species:**
  73 species
- **Valuable Fauna Species:**
  -

2019

OUR CONSERVATION INITIATIVES
Allocation of Gamuda Parks Interpretative Board at high biodiversity area. Implementation of Quick Response (QR) code feature at every valuable tree seamlessly directs users to more detailed information of the specific tree

05
VALENCIA

Status: **Completed**

FLORA

58% Native flora tree species

- **Total Species:**
  345 species
- **Valuable Flora Species:**
  Hopea Subalata (CR)
  Dipterocarpus chartaceus (VU)
  Dipterocarpus kerrii (VU)
  Hopea mengarawan (VU)
  Hopea adorata (VU)
  Shorea materialis (VU)
  Agathis borneensis (NT)
  Dryobalanops aromatica (NT)
  Hopea griffithii (NT)
  Shorea roxburghii (NT)
  Shorea sumatrana (NT)
  Elaeocarpus grandiflorus (NT)

FAUNA

- **Total Species:**
  46 species
- **Valuable Fauna Species:**
  -

2018

OUR CONSERVATION INITIATIVES
Tree planting of *Hopea Subalata*, a critically endangered tree species as listed in the IUCN Red List

06
GAMUDA GARDENS

Status: **Completed**

FLORA

- **Total Species:**
  96 species
- **Valuable Flora Species:**
  Golden Cane Palm, *Dypsis lutescens* (NT)
  Angsana, *Pterocarpus indicus* (VU)

FAUNA

- **Total Species:**
  81 species
- **Valuable Fauna Species:**
  Buff-necked Woodpecker (NT)
  Chestnut-bellied Malkoha (NT)
  Grey-headed Fish Eagle (NT)
  Macaca nemestrina (VU)

OUR CONSERVATION INITIATIVES
Preserve and transplant of 50 specimens of *Melicope lunu akenda*, into Gamuda Cove Central Park

07
GAMUDA COVE

Status: **Completed**

FLORA

- **Total Species:**
  47 species
- **Valuable Flora Species:**
  Melicope lunu-akenda (VU)
  Pterocarpus Indicus (VU)

FAUNA

- **Total Species:**
  106 species
- **Valuable Fauna Species:**
  Pig-tailed Macaque (VU)
  Ashy Tailorbird (NT)
  Chestnut-bellied Malkoha (NT)
  Grey-headed Fish Eagle (NT)
  Buff-necked Woodpecker (NT)
  Red Jungle Fowl (NT)


Photo: Wetlands Arboretum

WETLANDS ARBORETUM

The Wetlands is located next to Gamuda Cove development. It is classified as a high-biodiversity value area and home to more than 300 protected wetlands species, aquatic plants and marshes.

In collaboration with the non-governmental organisation (NGO) Global Environment Centre (GEC), the Selangor State Forestry Department and the *Orang Asli* Development Department (JAKOA), Gamuda's involvement is aimed at arresting further degradation of the site and to safeguard the rich biodiversity of the forest reserve. In FY2021, we have engaged with multiple stakeholder such as botanical and flora experts, and the local native communities.

Gamuda is now focused on reviving the site as a sustainable ecological tourism site, complete with the establishment of a Wetlands Arboretum (due to open by the end of 2022) to foster and expand biodiversity education and research. As an adjacent landowner, Gamuda has also committed towards providing funding and resources for rehabilitating the 2,372 acres Kuala Langat North Forest Reserve.

The centre of all these efforts is the establishment of a local community group to help with the forest patrols in the prevention of fire, to support the implementation of the Forest Fire Management Plan, and to create awareness among primary school children in peat swamp forest conservation.

In support of the Ministry of Energy and Natural Resources 100 Million Trees campaign, as well as global climate change relief efforts, the Group via Gamuda Parks continues to pursue its target of #OneMillionTrees, to be planted by 2023. The commitment to achieve #OneMillion trees and saplings by 2023 is further reflected in Gamuda's Advance Tree Planting programme. The programmes involve employing nurseries where trees are grown in ideal, near-pristine conditions for two years or more, with optimal maintenance practices, after which, the trees are ready for transplanting. Trees harvested from the nursery are immediately planted to reduce stress and to ensure faster recovery.

As an adjacent landowner, Gamuda has also committed towards providing funding and resources for rehabilitating the 2,372 acres Kuala Langat North Forest Reserve.

MIYAWAKI METHOD

Tree planting and forest restoration are undertaken using the Miyawaki forest restoration method, whereby the aim is to cultivate fast-growing native forest ecosystems in urban locations from degraded soils within a shorter 20 to 30-year period. The technique is supposed to ensure that the growth is 10 times faster and 30 times denser than usual. It involves planting a group of native species in an area and becomes maintenance free after the first three years. The urban forest is targeted to boost the height of the trees up to 30m and to attract at least a minimum of five species of micro fauna. This approach is in line with Goal Three of the National Policy on Biological Diversity 2016-2025.

The Miyawaki method anchors our #OneMillionTrees target throughout our developments, namely Gamuda Gardens, Gamuda Cove, Horizon Hills, and twentyfive.7. A great testament of the Miyawaki method is the approximately 8,000 trees planted across Gamuda Gardens Central Park. This not only provides natural enclosure for birds through overstorey tree clusters but also the shade for Central Park visitors. As of the end of FY2021, Gamuda has planted 302,081 trees across our developments.

EMPLOYMENT AND EDUCATION FOR THE INDIGENOUS COMMUNITY

As part of our communal approach, we are committed to empowering the indigenous communities via education and employment opportunities. We acknowledge the experience and knowledge of indigenous people on biodiversity by having them be part of Gamuda nature conservation initiatives. This is strengthened with partnering environmental NGOs like Binturong Alam Ventures and The Asli Co as they have the skills, expertise and knowledge in biodiversity protection. This common-goal partnership between Gamuda, indigenous people and NGOs sets a positive impact and mindset to nurture *Orang Asli* communities adjacent to the Hulu Langat Forest Reserve and Gamuda Cove while conserving the surrounding environment.

Our partnership with *Orang Asli* is strengthened with the **200 employment opportunities at our Arboretum and nurseries via the Wild Seed Tree Bank, Advance Tree Planting, sale of crafts and farm produce, and eco-education programmes**. Adopting a participative approach by including the indigenous community has yielded significant positive improvements. The latter's vast knowledge on the role of trees in forest ecosystems has enabled Gamuda to be more effective in its seeding programmes, medicinal wetlands and fruit tree planting across its developments.

We also have made societal impact to 165 *Orang Asli* children by supporting their education needs by setting up the avenue for classes and providing tablets. We run after-school classes with dedicated tutors who have the background in teaching underserved communities to ensure consistent learning for these deserving children.

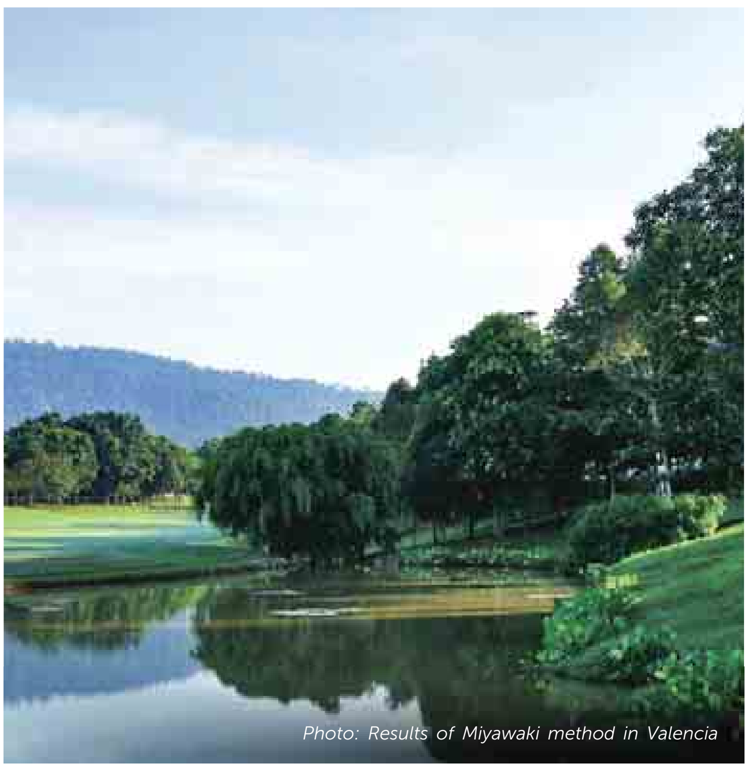

Photo: Results of Miyawaki method in Valencia

Photo: Advance Tree Planting

Pillar

4

ENHANCING SUSTAINABILITY VIA DIGITALISATION

By leveraging on technology and data management that will enhance and enable Group-wide efforts in sustainable development

KEY CONTENTS FOR FY2021

Efficient resource management via

Gamuda Digital IBS

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Photo: Gamuda Digital IBS factory

Sustainable Procurement via **SAP Ariba**

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QLASSIC, GQUAS and QGA
for developments

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INCREASINGLY, GAMUDA LOOKS FOR CONTINOUS DIGITALISATION TO ENHANCE BUSINESS OPERATIONS.

The use of technology is pervasive across the Group to transform our current processes and value chain. These include Industrial Revolution 4.0 (IR 4.0), big data analytics and other technologies.

Gamuda Digital Transformation and IR 4.0 Roadmap (2018-2023)

Employing technology, harnessing data and embracing automation for business growth

Adding Capabilities, Promoting Growth, Higher Productivity

Design
- Building Information Modelling (BIM)
- Drone surveying and photogrammetry
- Geographical information system (GIS)

Construction
- Field and project management
- Planning and resource scheduling
- Workforce safety and well-being
- Plant tracking and automation
- BIM

Digital Procurement
- Supplier collaboration
- Supplier performance management
- Strategic sourcing and request for proposal (RFP)
- Procure-to-pay
- Sub-contract management

Property Technology
- Customer relationship management (CRM) and digital marketing
- Customer experience
- Retail and leasing management
- Development planning
  - Smart city/ development/ homes

Digital Manufacturing
- Robotic production
- Logistics tracking with Internet of Things (IoT)
- Prefabricated Prefinished Volumetric Construction (PPVC)
- Design-Make-Install

Finance and Procurement Management
- Enterprise resource planning (ERP) modernisation
- Data warehouse for dashboards, artificial intelligence (AI)

Human Capital Management
- Human capital management (HCM) information system modernisation
- BIM, Tunnelling Training Academy (TTA) and Technical and Vocational Education and Training (TVET) academies
- Employee experience

Information and Technology
- Collaboration tools
- Common Data Environment (CDE)
- AI and analytics
- Cloud infrastructure
- Robotic process automation (RPA)

Governance, Risk and Compliance
- Environmental, social and governance framework
- Information and cybersecurity
- Threat intelligence

Back Office Infrastructure
- Compatible data platform for collaboration, analysis and AI

GAMUDA DIGITAL IBS

MALAYSIA'S FIRST DIGITAL IBS

Gamuda Digital Industrialised Building Systems (IBS) seeks to transform traditional delivery models and construction practices by implementing a system that facilitates improved resource usage and efficiency, reduced material wastage and quicker delivery times.

Digital IBS approach employs cutting-edge, IR 4.0 technology that drives a more sustainable approach compared to conventional construction methods.

Unlike conventional IBS systems, Digital IBS affords more flexibility in design, faster construction and superior finishes. This reduces manpower by 60 percent and is faster by 40 percent compared to conventional construction. The controlled environment in Gamuda IBS is superior to on-site set ups reducing wastage to less than one percent. Gamuda Digital IBS has independently verified by the Construction Research Institute of Malaysia to increase productivity and equip contractors for IR 4.0.

Digital IBS is a powerful production system to deliver end products that are error-free with high precision and quality. With BIM solutions, Digital IBS affords the advantage of virtual design on a CDE. This enables design to be done online amidst a shared platform, thus eliminating errors and enhancing efficiency throughout the construction process.

Photo: Gamuda Digital IBS

Our IBS Completed Track Record

- 40 percent faster construction
- 60 percent reduced reliance on foreign workforce
- Fully integrated BIM robotic production
- IBS score as high as 92 percent
- Australia Federal Safety Commissioner (FSC) accredited
- Proven for both high-rise and landed residential, commercial and infrastructure projects

State-of-the-art robotics and a high degree of automation are also significant aspects of Digital IBS. These enable the manufacturing of high-quality end products that meet stringent tolerance levels. The system also enables the use of a wide range precast products towards accommodating a variety of building applications including precast bathroom pods.

Our end-to-end Digital IBS solution captures all design data online whereby drawings will be translated into construction elements and assembled on-site. Currently, we are working towards digitalising all of our management work systems.

All Gamuda Digital IBS products are *QLASSIC-compliant with construction shortened by up to a 40 percent reduction in construction duration.

Consistent quality from the manufacturing environment compared to on-site construction.

**Quality Assessment System for Building Construction Works (or QLASSIC), administered by the CIDB.*

Our Digital IBS completed track record are as follows:

- Bukit Bintang City Centre Independent Side Walls, Lucentia Residence
- Gamuda Cove, Palma Sands
- Gamuda Gardens, Gaia Residences
- GEMS Residences
- MGKT (Underground) Escape Shaft 3*
- RSKU Gamuda Gardens, Danau Ria*
- RSKU Cybervalley (PKNS), Idaman Residensi*
- RSKU Jade Hills, Gapura Bayu*
- RSKU Kota Kemuning, Pangsapuri Aranda*
- RSKU Kundang Estates, Laman Adonis*
- RSKU Puncak Bestari, Seri Seraya*
- Tun Razak Exchange (TRX) Central Plant Room Walls
- twentyfive.7, The Amber Residence

**Completed projects.*
RSKU – Rumah Selangorku.

Our high-quality control standard is already seeing Digital IBS rapidly expanding into several Gamuda Land projects, including Amber Residence at twentyfive.7, Gaia Residences at Gamuda Gardens and Maya Bay Residences at Gamuda Cove. Moving forward, plans are underway to fabricate not just high-rise homes, but also luxurious landed bungalows, high-rise buildings up to 50 storeys and even public facilities like hospitals.

IMPROVING BUILD QUALITY

OUR FULL-SCALE IMPLEMENTATION OF DIGITAL IBS AND BIM HAS ENABLED GAMUDA TO CONTINUOUSLY IMPROVE BUILD QUALITY.

Gamuda Land continues to build upon the high scores set under the Quality Assessment System in Construction (QLASSIC) system, as stipulated by the Construction Industry Development Board (CIDB). As our ongoing projects are still in progress, no QLASSIC assessment was conducted in FY2021. On the other hand, we have completed our Gamuda Land Quality Unit Assessment System (GQUAS) evaluation and Quality Gate Assessments (QGA) for Gamuda Land's projects.

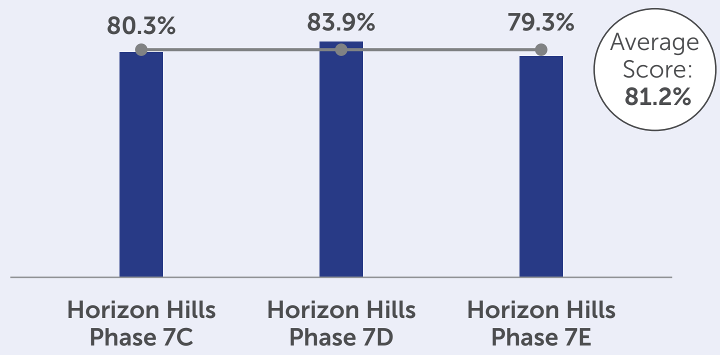
Our internal GQUAS and QGA systems evaluate our products' workmanship quality and processes. The QGA is currently conducted for all Gamuda Land's Klang Valley projects and will be expanded to Horizon Hills, Bukit Bantayan Residences as well as Vietnam projects. The objective of this assessment is to measure the constructed and in-process works against the required workmanship standards, GQUAS standards or higher specifications, identify issues and solutions to prevent recurrence and promote continuous improvements. Over the last three years, the average quality score has improved as shown in the diagram.

In FY2021, Horizon Hills, the Woodlands project underwent the GQUAS and achieved a high 81.2 percent. A total of 30 QGA sessions took place from August 2020 to 28 May 2021. No QGA sessions were conducted between June 2021 to July 2021 due to the rising COVID-19 infection cases and ensuing of the Full Movement Control Order (FMCO) and Enhanced Movement Control Order (EMCO) that limited physical mobility.

Gamuda is ahead of the curve, with our early adoption of BIM technology in the design and build of our products. Gamuda BIM is a three-dimensional (3D) model-based computerised system that involves the creation and management of digital information to facilitate the planning, designing, construction, operation and maintenance of a building or facility on a shared platform.

BIM enables the Group to improve productivity at the design stage, reduce abortive works in the construction phase and overall achieve greater efficiency in the construction process, whilst ensuring timely delivery of our projects with thoughtful placemaking. The number of Gamuda projects tapping BIM technology continues to rise through the years.

2021 Horizon Hills, Woodlands GQUAS Assessment Score



Average GQUAS Score of Gamuda Land Projects

Developments	Number of QGA sessions
Gamuda Cove	9
Gamuda Gardens	7
twentyfive.7	5
Jade Hills	5
Horizon Hills	3
Kota Kemuning	1
TOTAL	30

BIM ENABLING TIMELY AND INTELLIGENT PROJECT PLANNING AND PROGRAMMING

This digital transformation is a paradigm shift within the Malaysia construction industry standards, as it changed the project management and supply chain collaboration, which is in line with the Construction Industry's Transformation Programme.

The strategic usefulness of BIM is applied across the Group for our property and infrastructure projects. This is best exemplified in its application to ensure on-time and on-cost delivery of mega infrastructure, such as the MRT Putrajaya Line. Gamuda remains one of the few companies in the world to implement BIM Level 2 for rail and tunnelling infrastructure project of this scale and complexity. This complexity is largely materialised in the massive coordination of multiple disciplines working in tandem to deliver a successful project.

Design and Technical
Elements such as construction design, alignment, station location and costing

Project Management
Responsible for executing and monitoring the entire construction, which entails ensuring smooth work progress, the safety of all contractors and overall work quality

Planning and Programming
Responsible for overseeing the successful construction of the project at the highest quality within the stipulated budget and timeframe

Through BIM, these three key disciplines can simultaneously look at smaller details and the bigger picture by communicating with consultants and other auxiliary departments like Approval Management Department, Contract and Commercial Department and Project Management Department (PMD) to bring together the various work sections – Civil, Structural, Stations and Systems.

Gamuda is currently in the process of getting ISO 19650 certification (international standard for managing information over the whole life cycle of a built asset using BIM). This will bring more meaning to our efforts to digitalise our construction processes while minimising environmental footprint, in this case omitting the dependency on paper, reducing resources and ensuring precise projection of material usage.

Building Information Modelling Augmented Reality (BIMAR) Application

BIMAR is a first generation augmented reality application for buildings, construction sites and infrastructure projects. It allows asset owners, project developers, facility managers, contractors and architects to visualise and interact with customised BIM models on-site and off-site. In November 2020, MMC Gamuda KVMRT (T) Sdn Bhd (MGKT) leveraged on the BIMAR App and took top honours in the **Malaysian Technological Excellence Awards (MTEA) 2020** under the Augmented Reality and Virtual Reality (Engineering) category.

Along with various cloud-enabled functions which allow direct reporting from the field, BIMAR is scalable and customisable to facilitate seamless, large-scale roll-out across mega infrastructure projects in a short time in line with IR 4.0 trends.

INTEGRATED DIGITAL ECOSYSTEM

The ongoing pandemic has further stressed the importance of leveraging digital technologies in our business for faster decision-making and more automated procedures, especially when it comes to managing our larger value chain of suppliers and tenders.

Since 2018, the Group has digitised procurement processes to minimise processing efforts and increase transparency. Gamuda has further invested in a new-generation ERP platform – SAP S/4HANA. Its in-memory capabilities will allow faster and data-driven decisions in a more efficient manner. This is implemented Group-wide by phase basis.

Sustainable Procurement through SAP Ariba

At Gamuda, we ensure fair and transparent procurement practices for all our projects and dealings with vendors and suppliers. Anchored by the Group Procurement Policies and Procedures and the Gamuda Procurement Code of Conduct which gives rise to these three premises:

- **Ethical, Fair and Transparent Sourcing**
- **Sustainable Resource Management**
- **Local Sourcing**

Four SAP Ariba modules have been implemented between October 2018 to April 2019. These are:

Strategic Sourcing

Handles the RFP, quotation and tender processes.
Its electronic templates support faster requests for information and quotation, facilitate technical and commercial scoring, and are powered by a robust e-auction platform.

Procure-to-Pay

Supports the process of requisitioning, purchasing, receiving, paying and accounting for indirect goods and services.
The Group will deploy this by phases as it empowers efficiency in employee self-service, enabling governance and control.

Supplier Life Cycle Performance Management

Consolidates supplier information, allowing suppliers to self-serve in updating their company and compliance information in line with Gamuda's high compliance and sustainability targets.
Periodic supplier performance evaluation can be automatically facilitated and computed by the system.

Contract Management

Centralises commercial and business transaction contract management. It monitors and manages commitments as well as the supplier's performance as per these contracts.
This online collaboration between suppliers and tenderers increases response times and reduces paper work.

Since the digitalisation of procurement and supply chain processes, the Group had achieved more than RM300 million in savings through supply chain collaboration to achieve more competitive pricing in delivering superior values to project stakeholders. A holistic digitalisation initiative in procurement eliminate significant paper consumption that circulating in the supply chain processes.

A fast in-memory cloud ERP platform with real-time analytics, the SAP S/4HANA system is embedded across the Group's organisation and subsidiaries, allowing us to take advantage of growing data streams on the project management, trading activities, procurement and finance automation fronts. This e-management approach provides greater clarity, transparency and insight.

EMBRACING THE DIGITAL LEAP THROUGH GAMUDA EXCELLENCE TRANSFORMATION

The Gamuda Excellence Transformation (GET) unit is the Group's pool of digital and data experts. GET has the mandate of elevating digital excellence in partnership with all business units and employees through employee empowerment, championing digital engineering, driving innovation programmes and catalysing innovation opportunities.

DIGITAL ENGINEERING GOVERNANCE

Developing our technology landscape and talent pool in digital engineering

DIGITAL EMPOWERMENT

Creating innovation leaders and empowering them to innovate in their teams

DATA EXCELLENCE

Innovating processes in the company and creating digital growth opportunities

DATA HERO COMMUNITY

Providing a steady pipeline of innovative talents and disruptive ideas

GET drives a variety of internal digital-centric programmes through designated incubators that support and execute the GET initiative and its core team:

Community events and activities

Tech talks
Cross-industry talk on transformation

Disraptors Clubhouse
Bite-sized sharing by SMEs

GET Discord
Community forum

Incubators

BIM committee
Uplifting BIM excellence

Data Hero Programme
Incubating talent

Business Innovation Programme
Incubating ideas

Subject Matter Experts (SMEs)

GET core team
Facilitate innovative ideas through Group-wide and external partnerships

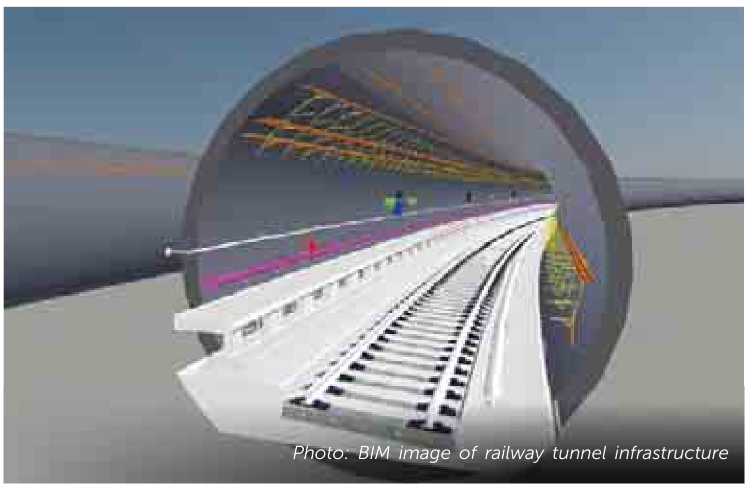


Photo: BIM image of railway tunnel infrastructure


Photo: MRT Putrajaya Line


Photo: BIM image of property development


Photo: BIM 3D modelling of railway infrastructure

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	TRAINING AND EDUCATION		
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	78, 94, 101, 109, 113-115, 130-131	Pillar 2 Our Community and Our Business; Developing Our People and Investing in Our Communities; Our Workforce; Safety and Health Programmes and Training; Training and Development; Embracing the Digital Leap through Gamuda Excellence Transformation
103-2	The management approach and its components	76, 78, 94, 101, 109, 113-115, 130-131	Pillar 2 Our Community and Our Business; Developing Our People and Investing in Our Communities; Our Workforce; Safety and Health Programmes and Training; Training and Development; Embracing the Digital Leap through Gamuda Excellence Transformation
103-3	Evaluation of the management approach	76, 78, 94, 101, 109, 113-115, 130-131	Pillar 2 Our Community and Our Business; Developing Our People and Investing in Our Communities; Our Workforce; Safety and Health Programmes and Training; Training and Development; Embracing the Digital Leap through Gamuda Excellence Transformation

GRI Standards	Disclosure	Page number(s)	Section Header/Subsection Header
TRAINING AND EDUCATION (CONT'D.)			
GRI 404: Training and Education 2016			
404-2	Programmes for upgrading employee skills and transition assistance programmes	101, 109, 113-115, 130-131	Talent Development and Industry Upskilling; Safety and Health Programmes and Training; Training and Development; Embracing the Digital Leap through Gamuda Excellence Transformation
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	102, 104	Promoting Diversity and Equal Opportunity at the Workplace
103-2	The management approach and its components	102-104	Promoting Diversity and Equal Opportunity at the Workplace
103-3	Evaluation of the management approach	102-104	Promoting Diversity and Equal Opportunity at the Workplace
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	102-103	Promoting Diversity and Equal Opportunity at the Workplace
LOCAL COMMUNITIES			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	78, 94-99, 114, 123	Pillar 2 Our Community and Our Business; Empowering Our People and Investing in Our Communities; Yayasan Gamuda; Engaging Our Communities; Gamuda Parks Academy; Employment and Education for the Indigenous Community
103-2	The management approach and its components	78, 94-99, 114, 123	Pillar 2 Our Community and Our Business; Empowering Our People and Investing in Our Communities; Yayasan Gamuda; Engaging Our Communities; Gamuda Parks Academy; Employment and Education for the Indigenous Community
103-3	Evaluation of the management approach	78, 94-99, 114, 123	Pillar 2 Our Community and Our Business; Empowering Our People and Investing in Our Communities; Yayasan Gamuda; Engaging Our Communities; Gamuda Parks Academy; Employment and Education for the Indigenous Community
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programmes	94-99, 114, 123	Yayasan Gamuda; Engaging Our Communities; Gamuda Parks Academy; Employment and Education for the Indigenous Community

TCFD Statement

In FY2021, Gamuda has chosen to align its sustainability reporting to the Task Force on Climate-related Financial Disclosures (TCFD). The adoption of TCFD is driven by the Group's commitment to continuously monitor its performance and progress in accordance with climate change as measured against a globally recognised framework. The TCFD adoption also serves to strengthen the Group's overall management approach, its governance structure as well as strategies in addressing environmental and social impacts arising from climate change.

In its first year of TCFD adoption, Gamuda has endeavoured to align to all four TCFD themes – Governance, Strategy, Risk Management, and Metrics and Targets. It is the intention of Gamuda to improve disclosures going forward.

The table below provides a succinct but detailed explanation of how Gamuda has adopted the specific TCFD themes and recommended disclosures. Where relevant, references are provided to more specific information within the SR2021.

In essence, Gamuda's management approach to climate change-related impacts centres on the following:
- Leadership including the Board of Directors (Board) oversight on climate change through the environmental, social and governance (ESG) mechanism.
- The strategic consideration is given to climate change is reflected in the development of policies and strategies.
- The continued focus on embedding climate change within the Group's risk management and mitigation framework.
- The existence of tangible, time-based key performance indicators (KPIs) to measure performance.

Specific Recommendations	Organisation's Adoption of Recommendations	References
	GOVERNANCE	
Describe the board's oversight of climate-related risks and opportunities.	Climate action sits within the top right quadrant of Gamuda's FY2021 Materiality Matrix. Hence, it is a matter of most significant concern to both the Group and its stakeholders. All material topics of significant concern come under the direct oversight of Gamuda's Board. The Board maintains strategic oversight on ESG and retains overall responsibility for the Group's sustainability direction. The Board also ensures Management has developed the necessary strategic planning pertaining to climate change. The Board-level Risk Committee ensures corporate risk, audit risk and ESG risk, including climate-related risks are included and monitored. This includes effective risk mitigation response on the realisation of climate-related commitments. The Board has oversight on the Gamuda Green Plan 2025 (GGP 2025), which provides Gamuda with its masterplan to address material ESG concerns including climate change and ensure continued business and operational sustainability and value creation.	Pages 62-63: Sustainability Governance and Framework
Describe management's role in assessing and managing climate-related risks and opportunities.	The Group Chief Sustainability Officer (GCSO) and the Sustainability Steering Committee (SSC) work closely with the Board to ensure the GGP 2025 is realised through the development and execution of effective strategies and action plans. One of the prime focus areas of the SSC is the continued effort to embed ESG material matters including climate change, into the Group's business model. The SSC closely monitors climate change risks and opportunities for the engineering, construction and property development businesses.	Pages 10-16: Statement from the Group Managing Director Pages 62-63: Sustainability Governance and Framework

<table>
<tr><th>Specific Recommendations</th><th>Organisation's Adoption of Recommendations</th><th>References</th></tr>
<tr><td colspan="3">STRATEGY</td></tr>
<tr><td>Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.</td><td>Climate change poses various risks to Gamuda's engineering, construction and property development businesses. The specific risks factors as well as opportunities and supporting details are provided in Pillar 1 of the SR2021.

CLIMATE CHANGE RISKS:
• Impacts on availability of suitable land for development due to changing weather patterns, and lack of water sources.
• Increased temperatures, more extreme weather conditions may necessitate changes to planning and design, resulting in higher construction and development costs.
• Bad weather can delay the progress of works and completion of construction.
• Rising water levels may necessitate changes and additional safeguards.
• Flash flood events may become more frequent necessitating changes to design plans.
• Loss of natural climate leads to the destruction of habitats for wildlife and loss of biodiversity.
• Rising insurance premiums and compliance costs.

CLIMATE CHANGE OPPORTUNITIES:
• Opportunities to promote environmental awareness across the value chain and customers towards encouraging concerted action for greater cumulative impact.
• Increased potential to seek government and regulatory support for incentives and other benefits for more sustainable practices.
• Greater acceptance for use of sustainable designs, materials and features within construction and property development.
• New business opportunities, i.e. increase adoption of renewable energy.</td><td>Pages 10-16:
Statement from the Group Managing Director

Pages 58-59:
Our ESG Journey: Milestones and Achievements

Pages 74-75: Sustainability Risks and Opportunities

Pages 76-79:
Gamuda Green Plan 2025 – Our Approach to ESG

Pages 80-91:
Pillar 1 Sustainable Planning and Design for Construction

Pages 116-123:
Pillar 3 Environmental and Biodiversity Conservation</td></tr>
<tr><td>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.</td><td>Gamuda incorporates climate change as a factor in its financial consideration and risk management. A scenario approach is adopted where the potential financial impact for climate resilience design and adoption. This approach also goes towards estimating the cost of implementing necessary safeguards or making changes in design.

Gamuda leverages its Building Information Modelling (BIM) technology which allows for a more accurate and efficient approach for planning and design.

Gamuda also develops its talent pool of climate change experts comprising both internal and external professionals. These experts support the management and the Board by providing much needed expert knowledge and advisory to enable more informed and effective decision-making.

Climate-related impacts are given significant focus in the masterplanning, design, development and construction of projects to achieve optimum resource efficiency and minimise environmental impacts.</td><td>Pages 54-55: Foreword

Pages 74-75: Sustainability Risks and Opportunities

Pages 76-79
Gamuda Green Plan 2025 – Our Approach to ESG

Page 94: Develop a Sustainable Pipeline of SMEs in Sustainability and Climate Science

Page 113: Embracing Digitalisation via BIM Academy

Pages 116-123:
Pillar 3 Environmental and Biodiversity Conservation

Page 129: BIM Enabling Timely and Intelligent Project Planning and Programming</td></tr>
</table>

Specific Recommendations	Organisation's Adoption of Recommendations	References
STRATEGY (CONT'D)		
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Gamuda has and continues to plan for a wide range of climate-related scenarios in line with the Science Based Targets initiative (SBTi). The Penang South Islands (PSI) project for example showcases the extent of Gamuda's commitment to planning for the future taking into account climate-related effects such as rising seawater levels and increased ambient temperatures. The PSI is designed to achieve 50 percent reduction in CO_2e emissions compared to business as usual (BAU) by 2030. Full details are provided in the Pillar 1 disclosures of the SR2021.	Page 77: Gamuda Green Plan 2025 – Pillar 1 (Landmark Penang South Islands Project) Pages 80-91: Pillar 1 Sustainable Planning and Design for Construction
RISK MANAGEMENT		
Describe the organisation's processes for identifying and assessing climate-related risks.	Gamuda's approach to assessing ESG-related risks including climate change is driven by a comprehensive materiality assessment process that involves both internal and external stakeholders.	Pages 67-68: Engaging Our Stakeholders
Describe the organisation's processes for managing climate-related risks.	Due consideration is given in terms of the nature and extent of the climate-related impact, i.e. whether it directly or indirectly impacts the Group and/or its stakeholders, the level of impact over the short, medium and long-term, and the severity of the impact.	Pages 69-70: Materiality
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The above-mentioned materiality approach is integrated into the Group's overall risk management framework. Where possible, risks factors are quantified, i.e. are measured in terms of forecasted impact on revenue, earnings and costs. Other metrics used are impacts on productivity.	Pages 74-75: Sustainability Risks and Opportunities
METRICS AND TARGETS		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Gamuda measures its energy and water consumption, carbon emissions and waste produced. Metrics used include tonnes CO_2e for emissions, kWh for electricity consumption, m^3 for water consumption and recycled data, and tonnes for waste generated and recycled.	Page 61: Fulfilling Our Commitments: Progress Made
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Gamuda has provided disclosure on Scope 1 and Scope 2 emissions generated from the Group's operations. Further information on the Group's management approach, evaluation of its approach and performance data are provided in Pillar 1 of the SR2021.	Pages 87-88: Alleviating Environmental Impact by Reducing Our Emissions
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	We are committed to reducing direct and indirect corporate greenhouse gas emissions intensity by 30 percent in 2025, and by 45 percent in 2030. Given our role as an infrastructure and property group, we will achieve the bulk of our carbon reduction targets by enabling renewable energy (RE) supply in buildings and developments under our control and incorporating sustainable masterplanning with green mobility elements designed into our projects. The following tactical targets will drive our aim to cut top-level emissions: • Reduce urban planning emissions by 35 percent and transport emissions by 10 percent • Reduce non-RE consumption by 40 percent • Reduce freshwater demand by 65 percent • Reduce waste sent to landfills by 50 percent	Pages 76-79: Gamuda Green Plan 2021 – Our Approach to ESG

SASB Content Index

ENGINEERING AND CONSTRUCTION

Code	Description	2021 Performance
ENVIRONMENTAL IMPACTS OF PROJECT DEVELOPMENT		
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	All projects undertaken by the Group has complied with environmental and social impact assessments. The Group has not been censured or fined in the past three years for non-compliance with regulatory standards.
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Gamuda's approach is encapsulated through Pillar 1 of its GGP 2025, Sustainable Planning and Design for Construction which provides comprehensive disclosure of how the Group addresses its environmental risks and overall environmental impacts. Gamuda's construction projects and its developments clearly reflect the approach. All projects showcase a commitment towards minimising environmental footprint by emphasising energy and water efficiency, recycling of waste and preservation or enhancement of the natural environment.
STRUCTURAL INTEGRITY AND SAFETY		
IF-EN-250a.1	Amount of defect and safety-related rework costs	Not available. To be monitored.
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Not available. To be monitored.
WORKFORCE HEALTH AND SAFETY		
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) – Rate of Injury	
	Menara Gamuda	0
	Gamuda Land	0
	Gamuda Engineering (Gamuda Digital IBS, Banting and Sepang)	0.44
	Gamuda Engineering (MRT Putrajaya Line)	0.39
	(2) Total fatality rate for (a) direct employees and (b) contract employees	
	Menara Gamuda	0
	Gamuda Land	0
	Gamuda Engineering (Gamuda Digital IBS, Banting and Sepang)	0
	Gamuda Engineering (MRT Putrajaya Line)	0
LIFE CYCLE IMPACTS OF BUILDINGS AND INFRASTRUCTURE		
IF-EN-410a.1	(1) Number of commissioned projects certified to a third-party multi-attribute sustainability standard	4, Green Building Index (GBI)
	(2) Number of projects seeking such certification	4, Green Building Index (GBI)

Code	Description	2021 Performance
LIFE CYCLE IMPACTS OF BUILDINGS AND INFRASTRUCTURE (CONT'D)		
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	As mentioned earlier under IF-EN-160a.2, Gamuda continues to pursue resource consumption efficiency through Sustainable Planning and Design for Construction – Pillar 1 of the GGP 2025. Gamuda leverages on its BIM and Digital IBS technologies to incorporate sustainable design features into the developments of homes, building and entire developments. Significant consideration is given to achieve optimum water and energy efficiency right from the master-planning and design stages. This is to ensure the most efficient possible environmental footprint is achieved over the life cycle of the project or structure. The PSI project exemplifies the aforementioned with further information provided on pages 77, 82, 86, 88-89.
BUSINESS ETHICS		
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	0
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	Gamuda has established a robust and comprehensive governance structure towards ensuring continued good corporate governance and ethical business practices across the Group. This is supported by the Group's Anti-Bribery and Corruption Policy (AB&C Policy). The AB&C Policy serves as the basis for setting what is deemed accepted behaviour expected of Gamuda's employees and its value chain. Relevant stakeholders are obligated to align with the policy and to conduct themselves and all dealings with Gamuda with the expected levels of corporate integrity. Further details are provided on pages 65 and 164.
ENERGY MANAGEMENT		
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage	79,600GJ (22,111,360kWh)
	(2) Percentage grid electricity	Not available. To be monitored.
	(3) Percentage renewable, by property subsector	Not available. To be monitored.
IF-RE-130a.4WW	Percentage of eligible portfolio that (1) has an energy rating; and	Please refer to disclosure provided under IF-EN-410a.1
	(2) is certified to ENERGY STAR, by property subsector	Not applicable to Malaysia

PROPERTY DEVELOPMENT

Code	Description	2021 Performance
	WATER MANAGEMENT	
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage (m^3); and Menara Gamuda Managed Infrastructures Construction Sites Operating Plants	 12,789 227,303 110,001 5,464
	(2) Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Not available.
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Not available. To be monitored.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	The Group acknowledges that one of the potential impacts arising from climate change and continued environmental degradation is declining or depleted freshwater sources. This could impact land banking and development strategies. However, the scenario also provides opportunities as it stimulates greater demand for treated or recycled water for non-potable commercial applications. This will necessitate more water treatment and wastewater treatment plants, of which Gamuda has expertise in the design, construction and operation of. Further details of Gamuda's approach to managing water consumption is provided in Pillar 1 of the SR2021 on page 89.
	CLIMATE CHANGE ADAPTATION	
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Not available. To be monitored.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Gamuda is cognisant of risk factors arising from climate change and remains fully committed to addressing contributory effects arising from its business operations. Further details are provided in disclosures on Pillar 1 of the SR2021 on pages 80-91.
	SASB ACTIVITY METRICS	
IF-RE-000.A	Number of assets, by: active engineering and construction projects	Please refer to page 3 of the Annual Report for more information.
	Number of assets, by active property subsector projects	Please refer to page 3 of the Annual Report for more information.
IF-RE-000.B	Number of commissioned (engineering) projects	Please refer to page 3 of the Annual Report for more information.

Limited Assurance Statement

INDEPENDENT LIMITED ASSURANCE STATEMENT TO THE MANAGEMENT AND DIRECTORS OF GAMUDA BERHAD

OUR CONCLUSION:
BASED ON THE PROCEDURES WE HAVE PERFORMED AND THE EVIDENCE WE HAVE OBTAINED, NOTHING HAS COME TO OUR ATTENTION THAT CAUSES US TO BELIEVE THAT THE SUBJECT MATTER AS PRESENTED IN GAMUDA BERHAD'S FY2021 SUSTAINABILITY REPORT HAVE NOT BEEN PREPARED AND PRESENTED FAIRLY, IN ALL MATERIAL RESPECTS, IN ACCORDANCE WITH THE CRITERIA DEFINED BELOW.

Scope of Work

Ernst and Young Consulting Sdn. Bhd. (EY or we) have been engaged by Gamuda Berhad (Gamuda) to perform limited assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Revised, *Assurance Engagement other than Audits or Review of Historical Financial Information*, over selected key performance indicators (KPIs) included in Gamuda's FY2021 Sustainability Report (SR2021) for the financial year ended 31 July 2021.

Subject Matter

Our limited assurance engagement was performed for the selected KPIs listed in the table below, as presented in the SR2021:

Material Matters	GRI Standards 2016	Selected KPIs	Scope
Biodiversity	Non-GRI	Percentage of landscape areas	Percentage of landscape area for the following projects: 1. Gamuda Cove 2. Gamuda Gardens 3. Jade Hills
Innovation	GRI 404-2(a)	Type and scope of programmes implemented and assistance provided to upgrade employee skills	Type and scope of programmes implemented and assistance provided to upgrade employee skills for the following programmes: 1. Construction Training Unit (CTU)
Safety and Health	GRI 403-2	Types of injury and injury rate (IR)	Types of injury and rates of injury for the following: 1. Nine stations for MRT Putrajaya Line (Underground only) 2. Menara Gamuda 3. Gamuda Gardens Phase 3A and Phase 3B 4. Digital Industrialised Building System (IBS) – Banting Factory
Supply Chain Management	GRI 204-1(a)	Proportion of spending on local suppliers	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation for the following: 1. Gamuda Group developments within Malaysia (excluding joint ventures) 2. MRT Putrajaya Line

Material Matters	GRI Standards 2016	Selected KPIs	Scope
Climate Action	GRI 305-2	Scope 2 Greenhouse Gas (GHG) emissions	GHG emissions from the following projects: 1. Gamuda Gardens Sales Gallery 2 Menara Gamuda 3. Digital IBS – Banting Factory
Employee Management	GRI 401-1	Number and rate of new hires and turnover	Gamuda Group excluding subsidiaries in Singapore and Taiwan, joint ventures and associate companies

The scope of our work was limited to the selected KPIs presented in the SR2021 and did not include coverage of data sets or information unrelated to the data and information underlying the selected KPIs and related disclosures; nor did it include information reported outside of the SR2021, comparisons against historical data, or management's forward-looking statements.

Criteria

The Criteria for our procedures are:

- The Global Reporting Initiative (GRI) Standards 2016; and
- Gamuda's relevant policies and procedures

Gamuda's Responsibility

The management of Gamuda is responsible for the collection, preparation, presentation, and implementation of the Subject Matter in accordance with the Criteria; and for implementing appropriate risk management, internal controls and maintaining of records in respect of the Subject Matter so that it is free from material misstatement, whether due to fraud or error; and making estimates that are reasonable.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to perform our limited assurance engagement to express our conclusion on whether anything has come to our attention that causes us to believe that the selected KPIs and related disclosures as presented in the SR2021 are not prepared, in all material respects, in accordance with the Criteria.

We have performed our limited assurance engagement in accordance with the terms of reference for this engagement agreed with Gamuda, including performing the engagement in accordance with the ISAE 3000, issued by the International Auditing and Assurance Standards Board. This Standard requires that we plan and perform our engagement to obtain limited assurance about whether the selected KPIs and related disclosures as presented in the SR2021 are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of Gamuda's use of the criteria specified as the basis of preparation used for the selected KPIs and related disclosures presented in the SR2021, assessing the risks of material misstatement thereof, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected KPIs and related disclosures in the SR2021.

Summary of Procedures Performed

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. The procedures we performed were based on our professional judgement and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Our procedures included, but were not limited to:

- Gaining an understanding of Gamuda's business, internal processes and approach to sustainability
- Conducting interviews with key personnel and collating evidence to understand Gamuda's process for reporting performance metrics and disclosures, including inquiring regarding risks of misstatement and quality controls to address risks
- Conducting limited assurance procedures over the selected KPIs and disclosures, including:
  - Undertaking analytical procedures to support the reasonableness of the metric data
  - Checking that the calculation Criteria have been applied as per the methodologies for the selected KPIs within the report
  - Identifying and testing assumptions supporting calculations
  - Testing, on a sample basis, underlying source information to check accuracy of the metric data
  - Performing recalculations of performance metrics using input data
  - Checking that measurements made at the end of the reporting period are timely entered in the records and the sustainability report

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Limited Assurance

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

Inherent Limitations

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

There are additional inherent risks associated with assurance engagements performed for non-financial information given the characteristics of the subject matter and associated with the compilation of source data using definitions and methods for determining, calculating, and estimating such information that are developed internally by management. The absence of a significant body of established practice on which to draw, allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In particular, where the information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information.

Other Matters

Information relating to prior reporting periods has not been subject to assurance procedures. Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the SR2021. The maintenance and integrity of Gamuda's website is the responsibility of Gamuda's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the selected KPIs and related disclosures, the SR2021 or to our independent limited assurance report that may have occurred since the initial date of presentation on the Gamuda's website.

Restriction of Use and Liability

Our work has been undertaken to enable us to express a limited assurance conclusion on the matters stated above in our report provided to the management and directors of Gamuda in accordance with the terms of our engagement, and for no other purpose.

Our report is intended solely for the management and directors of Gamuda and should not be used by any other parties. To the fullest extent permitted by the law, we do not accept or assume liability to any party other than the directors of Gamuda, for our work, for this report, or for the conclusion we have reached.

We agree to the publication of this assurance report in the SR2021 for the financial year ended 31 July 2021, provided it is clearly understood by recipients of the SR2021 that they enjoy such receipt for information only and that we accept no duty of care to them whatsoever in respect of this report.

Ernst & Young

Ernst and Young Consulting Sdn. Bhd.
200801010331 (811619-M)

Kuala Lumpur, Malaysia
29 OCTOBER 2021

CORPORATE GOVERNANCE OVERVIEW STATEMENT

THE BOARD OF DIRECTORS ("BOARD") OF GAMUDA BERHAD ("GAMUDA" OR "COMPANY") PRESENTS THIS STATEMENT TO PROVIDE SHAREHOLDERS AND INVESTORS WITH AN OVERVIEW OF THE CORPORATE GOVERNANCE PRACTICES OF THE COMPANY UNDER THE LEADERSHIP OF THE BOARD DURING THE FINANCIAL YEAR 2021 ("FY2021") AND UP TO THE DATE OF THIS STATEMENT. THIS OVERVIEW TAKES GUIDANCE FROM THE KEY CORPORATE GOVERNANCE PRINCIPLES AS SET OUT IN THE MALAYSIAN CODE ON CORPORATE GOVERNANCE ("MCCG").

The Corporate Governance Overview Statement is made pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and guidance was drawn from Practice Note 9 of Bursa Securities' Listing Requirements and the Corporate Governance Guide (3rd Edition) issued by Bursa Securities. It should be read together with the Corporate Governance Report ("CG Report") prepared based on a prescribed format as set out in Paragraph 15.25(2) of the Listing Requirements so as to provide a detailed articulation on the application of the Company's corporate governance practices vis-à-vis the MCCG. The CG Report is available on the Company's website at www.gamuda.com.my

COMMITMENT FROM THE BOARD

The Board recognises the importance of maintaining adequate corporate governance practices within Gamuda and its subsidiary companies (collectively "Group") and devotes considerable effort to identify and formalise best practices. Good corporate governance is crucial to sustain the Group in the long-run through the ever changing regulatory and market environment. The Board sees corporate governance as an integral part of the Group's business strategy.

The Board believes that sound and effective corporate practices are fundamental to the smooth, effective and transparent operation of a company and its ability to attract investment, protect the rights of shareholders and stakeholders, and enhance shareholder value.

The Board will continuously evaluate the status of the Group's corporate governance practices and procedures with a view to adopt and implement the best practices in so far as they are relevant to the Group, bearing in mind the nature of the Group's businesses and the size of its business operations.

SUMMARY OF CORPORATE GOVERNANCE PRACTICES

In manifesting the Group's commitment towards sound corporate governance, the Group has benchmarked its practices against the relevant promulgations as well as other best practices. Gamuda has applied all the Practices encapsulated in the MCCG for the financial year ended 31 July 2021 with the exception of the following practice:-

Recommended CG Practices in MCCG

Practice 5.1	For Large Companies, the board engages independent experts periodically to facilitate objective and candid board evaluations.

The explanation on the above departure is disclosed in the CG Report

In line with the latitude accorded in the application mechanism of MCCG, the Company has provided forthcoming and appreciable explanations for the departure from the said practice. The explanations on the departure are supplemented with a description on the alternative measures that seek to achieve the Intended Outcome of the departed Practice, measures that the Company has taken or intends to take to adopt the departed Practice as well as the timeframe for adoption of the departed Practice. Further details on the application of each individual Practice of MCCG are available in the CG Report.

PRINCIPLE A:

BOARD LEADERSHIP AND EFFECTIVENESS

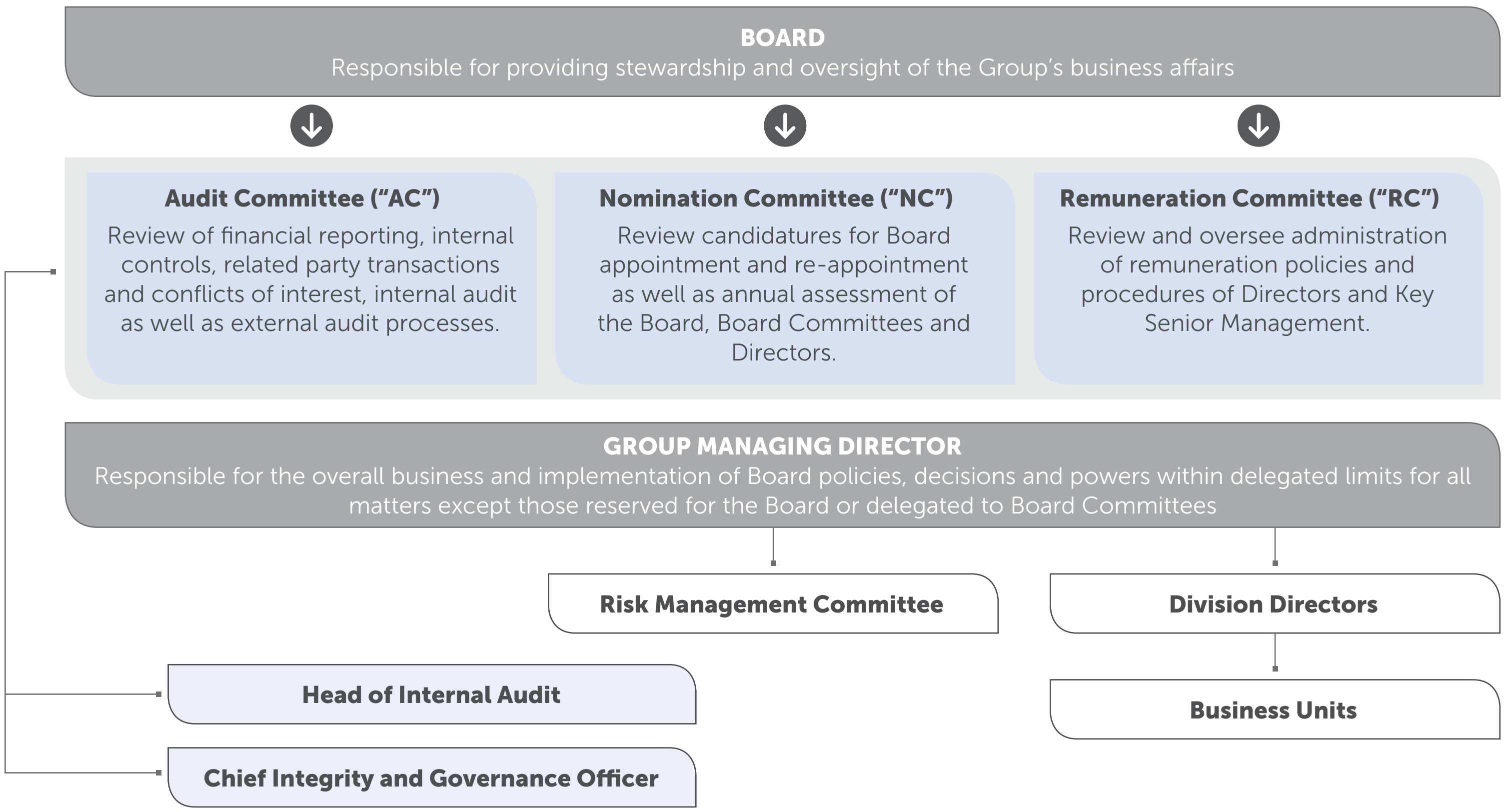
I. Board Responsibilities

The primary role of the Board is to protect and enhance long-term shareholder value. It sets the overall strategy for the Group and supervises executive management. It also ensures that good corporate governance policies and practices are implemented within the Group. In the course of discharging its duties, the Board acts in good faith, with due diligence and care, and in the best interests of the Company and its shareholders.

A framework of delegated authority is in place consistent with the structure of delegation below the Board level. The Board reserves to itself certain key matters to approve, including the Group's strategic plans, major capital expenditure, corporate governance issues, dividend policy and external financial reporting.

The Board delegates responsibility for the day-to-day operation of the businesses to the Group Managing Director who is assisted by the Deputy Group Managing Directors and Key Senior Management and recognises his responsibility for ensuring that the Company operates within a framework of prudent and effective controls. In discharging its duties with due care, skill and diligence, the Company led by the Group Managing Director are driven and guided by the Value Creation Strategy as illustrated in pages 72 to 73 of this Annual Report.

This Value Creation Strategy has been formalised and is disseminated to employees and continuously reinforced through their tenure with the Group.



As depicted in the above illustration, Board Committees have been established to assist the Board in its oversight function with reference to specific responsibility areas. It should however be noted that at all times, the Board retains collective oversight over the Board Committees. These Board Committees have been constituted with clear terms of references and they are actively engaged to ensure that the Group is in adherence with good corporate governance.

As a step up on overall responsibility for risk oversight, the Board will continue to assess whether this oversight is to be carried out either by the full Board or through delegation to one or more standing committees comprising majority of independent directors.

The Board receives the minutes of all Board committee meetings at the following Board meeting and is presented with a verbal report from each committee Chair on significant areas of discussion and key decisions. To assist each committee in discharging its responsibilities, each committee has an annual meeting planner that sets out the scheduled items of business and reports to be considered during the year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board articulates its roles and responsibilities in its Directors' Handbook, and describes those areas reserved for the Board's determination. The Board had adopted the Directors' Handbook in 2002. The Board believes that the Directors' Handbook, which sets out the roles, duties and responsibilities of the Company Directors and the broader issues of directors' ethics, amongst others, collectively with the various policies, procedures and practices that have been in place for a long time, the Constitution of the Company and statutory and regulatory requirements, have effectively encapsulated the essence of the suggested contents of a Board charter.

There is a clear division of responsibilities at the helm of the Company to ensure a balance of authority and power, as the roles of the Chairman and the Group Managing Director are distinct and separate. The Chairman of the Company is an Independent Non-Executive Director, who through the Board, provides effective oversight over Management and reflects the Company's commitment to uphold corporate governance.

The Chairman leads the Board by setting the tone at the top, and managing the Board effectiveness by focusing on strategy, governance and compliance. Where necessary, the Chairman will conduct a separate session with the Non-Executive Directors ("NEDs") to allow for discussion on any pertinent issues raised by the NEDs and/or issues from the Management, as may be shared by the Chairman with the other NEDs.

For the financial year under review, the Chairman conducted two separate sessions with the NEDs. One session was held on 7 October 2020 to deliberate further on the main reports and/or statements under the Corporate Governance section of last year's annual report. Another session was held on 23 March 2021 where at the request of the Chairman, the Management updated the NEDs on the status of the Penang project.

The Board is supported by suitably qualified and competent Company Secretaries who are members of the relevant professional bodies. They are accountable directly to the Board through the Chairman of the Board on all Board and governance matters. The Company Secretaries also has an internal reporting line to the Group Managing Director on corporate secretarial and legal matters in respect of the business.

The appointment of Company Secretaries is based on the capability and proficiency determined by the Board. The Constitution of the Company permits the removal of Company Secretaries by the Board.

All members of the Board, whether as a whole or in their individual capacity, have access to the advice and services of the Company Secretaries on all matters relating to the Group to assist them in the furtherance of their duties. The Board is regularly updated and kept informed by the Company Secretaries and the Management of the requirements such as restriction in dealing with the securities of the Company and updates as issued by the various regulatory authorities including the latest developments in the legislations and regulatory framework affecting the Group.

Besides the Directors' Handbook, the Board has adopted a Directors' Code of Conduct on 28 September 2016. In addition to the Company Directors' Code of Ethics established by the Companies Commission of Malaysia, the Directors' Code of Conduct is the Board's commitment towards establishing a corporate culture which prescribes ethical conduct that permeates throughout the Company and ensuring the implementation of appropriate internal systems to support, promote and ensure its compliance. The Directors' Code of Conduct is available for reference on Gamuda's corporate website at www.gamuda.com.my.

The Board recognises the importance of prompt and timely dissemination of accurate and sufficient information concerning the Company and its Group to shareholders, investors and other stakeholders to enable them to make an informed decision. A Corporate Disclosure Policy for the Group was adopted on 28 September 2016 to set out the policies and procedures on disclosure of material information of the Group is being addressed, following emphasis by Bursa Securities as outlined in Bursa Securities' Corporate Disclosure Guide. Accordingly, the Group Managing Director and/or the Executive Director evaluate the release of all major communications to investors or Bursa Securities. The Corporate Disclosure Policy is also available for reference on Gamuda's corporate website at www.gamuda.com.my.

Recognising the importance of Information Technology ("IT") Governance, information security and cybersecurity to the Group, the Enterprise-Wide Information Security Policy ("EWISP") was developed to ensure a consistent company-wide process approach for the establishment, implementation, operation, review, maintenance and improvement towards Information Security Management System (ISMS). Through a comprehensive suite of information security control objectives and supporting policy statements, the EWISP explains how ISO27002, the international standard code of practice for information security management, applies within the Group. Its purpose is to communicate management directives and standards of care to ensure consistent and appropriate protection of information throughout the Group.

The Board views procurement as a critical area that needs to undergo transformation to a more strategic discipline and value-adding function to Gamuda's business. To survive the current industry volatility and responding to the pressure to deliver projects in a more transparent and cost-effective manner, steps have been undertaken to re-invent procurement and to ensure that the Group stays resilient. Procurement and supply chains are of the highest importance from the very beginning of every project that Gamuda undertake as a Group. The Group Digital Procurement Platform was rolled out in financial year 2018 to make procurement more transparent and effective; by using a consistent, collaborative approach leveraging on the SAP Ariba platform that embraces supply chain and procurement best practices to improve value and sustainable savings.

This year, we completed implementing the first phase of our new generation cloud-based enterprise resource planning (ERP) system, which is on the SAP S/4HANA platform. This enables the Group to have:

- A single source of truth
- Better organisational efficiency through streamlined processes and automation
- Improved governance, compliance and risk reduction

There is a growing interest among the Company's employees to explore different ways to harness technology, whether it is to automate or improve on daily deliverables. This is evident from many of the great initiatives seen across the organisation, such as in Building Information Modelling ("BIM") and Industrialised Building System ("IBS"), where pockets of innovation had been recognised with industry awards. To keep this culture of creative collaborative growing, a community known as Gamuda Excellence Transformation ("GET") has been set up during the financial year. GET aims to elevate digital excellence across Gamuda and catalyse the development of real, people-driven solutions regardless of project background.

GET's Role: Elevating Digital Excellence in Gamuda Group

Gamuda Transformation Council (GTC)
A senior-level steering committee to ideate, develop and manage the Group's transformation in our key focus areas of ESG, digitalisation and growth.

Gamuda Excellence Transformation (GET)
Elevating Digital Excellence Across Gamuda

Digital Engineering Governance
Developing our technology landscape and talent pool in digital engineering

Data Excellence
Innovating processes in the company and creating digital growth opportunities

Digital Empowerment
Creating innovation leaders and empowering them to innovate in their teams

Data Hero Community
Providing a steady pipeline of innovative talents and disruptive ideas

BUs and CSUs

Data Hero Teams
Type 1 Business Owners + Type 2 Data Engineers/Scientists

Data governance strategy and alignment in procurement of Digital Engineering software

Collaborate on developing top-to-toe integration between our services

Group Information Systems

Infrastructure and Operations
- Provision and maintenance of Office 365, cloud, on-premise infrastructure, end user computing and networking
- Strategic sourcing and vendor management
- Disaster recovery and business continuity
- Software license compliance and asset management
- Service desk and end user support

Enterprise Applications (GEDP)
- Govern Enterprise Architecture
- Digital Procurement
- Group ERP platform and master data management
- ERP data warehouse and analytics, Group Financial consolidation
- Group HR Information System

Cyber Risks, Governance and Compliance
- Policies, Monitoring and Control
- Data Governance
- Cybersecurity operations

GET is an enabler and resource. Providing support to our project teams to meet their requirements and goals. Creating data hero teams and empowering our people to develop into Type 1 and Type 2 personalities.

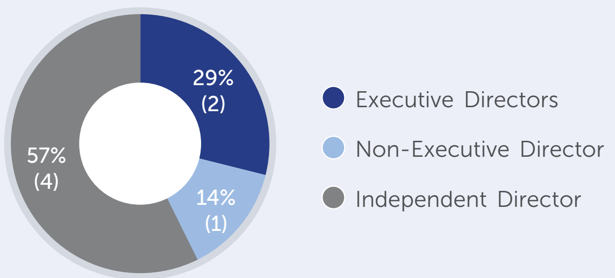
CORPORATE GOVERNANCE OVERVIEW STATEMENT

Accelerating Group-wide efforts against climate change for a resilient future, the Gamuda Green Plan 2025 (GGP 2025) (as illustrated on pages 76 to 79 of this Annual Report) was launched in conjunction with World Environment Day on 5 June 2021. It is a framework with defined carbon reduction targets across the Group to chart our plans and commitments for the next five years, with an extended view to 2030 and beyond. It commits the entire Group to circular construction with specific steps to reduce corporate direct and indirect greenhouse gases emission intensity by 30 percent in 2025, and by 45 percent in 2030. Taking decisive action on climate change, our ESG Steering Committee is chaired by top-level leadership to aggressively drive our GGP 2025 forward.

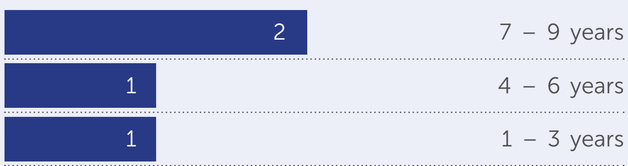
II. Board Composition

During the financial year under review, the Board comprises one Group Managing Director, one Deputy Group Managing Director, and a significant presence of five NEDs of whom four are Independent Directors. Hence, the Board's composition has fully complied with the provisions of the Listing Requirements of Bursa Securities Berhad for independent non-executive directors to make up at least one third (1/3rd) of the Board membership and for a director who is qualified under Paragraph 15.09 (1) (c) of Bursa Securities' Listing Requirements to sit on the Audit Committee.

Balance of Independent and Non-Independent Directors



Length of Tenure of Independent Directors



Age Diversity (as of 31 July 2021)

Nationality/Ethnicity

The Board composition which comprises majority Independent Directors also conforms with Practice 4.1 of the MCCG namely, Gamuda, being classified as a Large Company is recommended to maintain a Board that is significantly independent.

YM Tunku Afwida binti Tunku A.Malek has reached her nine-year term with Gamuda and will be retiring as an Independent Director at the Forty-fifth ("45th") Annual General Meeting ("AGM") of the Company scheduled for 8 December 2021. The nine-year term for Independent Directors is in line with the recommendation of the Malaysian Code on Corporate Governance ("MCCG") and any retention of Independent Directors beyond the nine-year term would require shareholders' approval at AGMs on an annual basis.

The biographical particulars of the Directors are set out in the Profile of Board of Directors section of this Annual Report. An updated list of Directors of the Company and their respective roles and functions has been maintained on the website of the Company together with the updated biographical particulars of each Director.

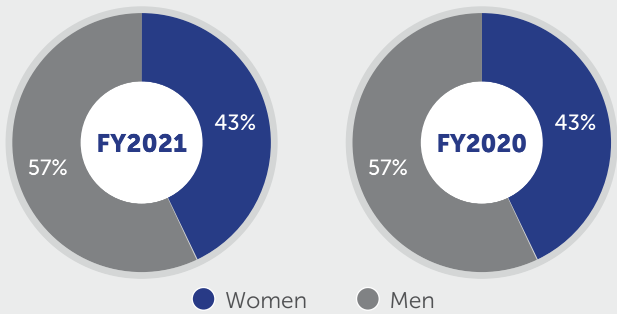
The Board is satisfied that the current composition with majority Independent Directors does fairly represent the investment of the majority and minority shareholders in the Company. The current Board brings with it a broad range of business, financial, technical and public service background.

The Board is a firm believer in promoting diversity in its membership, including gender, ethnicity and age, and strives to maintain the right balance for effective functioning of the Board.

Recognising the benefits of diversity in its broad spectrum, the Board has adopted a Diversity and Inclusion Policy on 28 September 2016. The Board has consistently maintained the 30 percent women directors on its Board as it believes that women directors will add value to Board discussions by bringing new perspectives, approaches and ideas to help the Group succeed. Under the current Board composition, women representation on the Board is 43 percent, which has exceeded the 30 percent requirement.

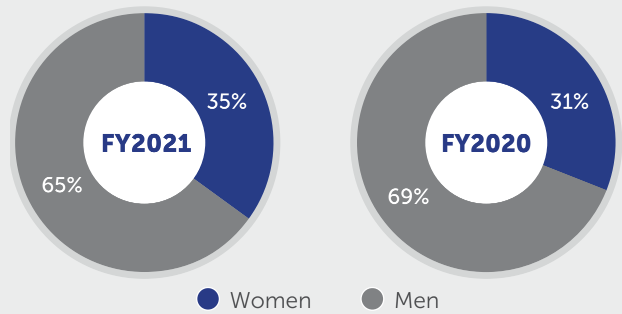
Across the Group, the respective proportions of male and female employees on the Board, in the workforce and across the business (now reported at a global level) as of 31 July 2021 are as illustrated below.

Proportion of Women on the Board



	FY2021	FY2020
Women	43%	43%
Men	57%	57%
Number of Women	3	3
Number of Men	4	4

Proportion of Women in Workforce



	FY2021*	FY2020
Women	35%	31%
Men	65%	69%
Number of Women	1,257	1,904
Number of Men	2,358	4,211

For details on ethnic, age and gender diversity in Gamuda's workforce, please refer to the Sustainability Report set out in pages 102 to 103 of this Annual Report.

Note:
** Exclude joint venture and associate companies.*

The Company Directors are professionals in the fields of construction and engineering, finance, accounting, legal and experienced senior public administrators.

Together, they bring a wide range of competencies, capabilities, technical skills and relevant business experience to ensure that the Group continues to be a competitive leader within its diverse industry segments with a strong reputation for technical and professional competence.

The Board composition in terms of each of the Director's industry and/or background experience, age and ethnic composition is as follows:-

	Industry/ Background Experience					Age Composition			Ethnic Composition		Gender	
Directors	Construction and Engineering	Public Services	Banking	Accounting/ Finance	Legal	50 to 59 years	60 to 69 years	70 to 79 years	Bumiputera	Non-bumiputera	Male	Female
Dato' Mohammed Hussein			✓	✓				✓	✓		✓	
Dato' Lin Yun Ling	✓						✓			✓	✓	
Dato' Ir Ha Tiing Tai	✓						✓			✓	✓	
Raja Dato' Seri Eleena Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah					✓		✓		✓			✓
Tan Sri Dato' Setia Haji Ambrin Buang		✓						✓	✓		✓	
Tunku Afwida Tunku A.Malek			✓	✓		✓			✓			✓
Nazli Mohd Khir Johari	✓			✓			✓		✓			✓

The profile of the Board members are set out on pages 40 to 48 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

To ensure the continued effectiveness of the Board, the Company undertakes a formal evaluation each year in order to assess the effectiveness of the Board and the Audit Committee.

During the financial year 2021, an annual evaluation of the effectiveness of the Board as a whole and an annual self-evaluation of the Audit Committee were conducted internally.

Given current challenging economic and social conditions as a result of the COVID-19 pandemic, the Board has reviewed the cost of engaging external independent experts to facilitate Board evaluations for the current financial year ended 31 July 2021 and has deferred the engagement of external independent experts as the Company needs to conserves its resources for its operations, COVID-19 related expenses and new projects. This cost may be deferred to the next financial year ending 2022 or to financial years ending thereafter, if deemed necessary by the Board.

The evaluation process is led by the Nomination Committee's Chairman and supported by the Company Secretaries. The evaluation results are considered by the Nomination Committee, which then make recommendations to the Board and are aimed at helping the Board to discharge its duties and responsibilities.

The evaluation is based on specific criteria, covering areas such as the Board composition and structure, principal responsibilities of the Board, the Board process and Board governance.

The 2020/2021 Evaluation of the Board Performance and the 2020/2021 Audit Committee Self-Assessment have been structured to ensure a balanced and objective review by the Directors and the Audit Committee, respectively for the above key areas.

Following the two evaluations, the Board concluded that the Board as a whole and its Board Committees have been effective in their overall discharge of functions and duties.

The Board regularly reviews the independence of each Independent Director by undertaking annual assessment of the independence of its Independent Directors. The criteria for assessing the independence of an Independent Director were developed by the Nomination Committee with the support of the Company Secretaries which include the relationship between the Independent Director and the Company and his/her involvement in any significant transaction with the Company. In addition, all Directors are required to disclose to the Board any conflicts of interest or duty and material personal interest in any matter that relates to the affairs of the Company.

III. Remuneration

The Board has in place a Remuneration Policy for Directors and Key Senior Management which is clear and transparent, designed to support and drive business strategy and long-term objectives of the Gamuda Group.

In this regard, the Remuneration Committee is responsible to review the said policy from time to time to ensure the same remain competitive, appropriate, and in alignment with the prevalent market practices. The said policy was approved by the Board for adoption on 27 June 2018 and is available for reference on Gamuda's corporate website at www.gamuda.com.my.

The Remuneration Committee's main responsibility is to review and recommend to the Board the framework of Executive Directors' and Key Senior Management's remuneration, in particular, the remuneration packages for the Executive Directors of the Company in all its forms, drawing from outside advice, where necessary and fees payable to the NEDs. The Remuneration Committee aims to ensure that Directors' remuneration is competitive, motivates good performance and loyalty, and supports growth in shareholder value.

During the financial year under review, the Remuneration Committee undertook the following reviews of the remuneration packages prepared by the Human Resource Department:-

1. The Group Managing Director's and Deputy Group Managing Directors' remunerations;
2. The NEDs (include Independent Directors) remuneration; and
3. Group Senior Management's remunerations.

The objective of the above reviews was to align the Executive Directors' and NEDs' remuneration packages with the remuneration of Executive Directors and NEDs from peer companies in the same industries.

From the findings, it appears that the remuneration for the top three Executive Directors namely, Group Managing Director and the two Deputy Group Managing Directors are comparable with most public listed companies benchmarked.

After due consideration on market trends together with the Company's performance and given market uncertainties due to the pandemic and the butterfly effect of the pandemic, the Board on the recommendation of the Remuneration Committee has decided that:-

a. the salary pay cuts for Executive Directors and Senior Management of the Company be maintained for the calendar year 2021 in the same quantum as calendar year 2020 as follows:
   - Executive Directors : 20% - 30%;
   - Key Senior Management : 10% - 30%;
b. staff salaries with annual salaries RM1.0 million and below, after a 12-month pay cut were reinstated in June 2021.

To be consistent with the non-reinstatement of the EDs' and Key Senior Management's salaries, the NEDs (including Independent Directors) have voluntarily agreed that the non-reinstatement should also be applied for their remuneration. However, the Board (saved for the NEDs) has decided that the Directors' fees of the NEDs (including Independent Directors) be reinstated in respect of the financial year ended 31 July 2021.

Detailed information on the Directors' remuneration for the financial year 2021 on a named basis are disclosed under Note 6 of the Financial Statements section in this Annual Report while the detailed information of the Company's top five Group Senior Management on a named basis are disclosed under Practice 7.2 of the CG Report.

PRINCIPLE B:

EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit Committee

The Audit Committee takes on the role of assisting the Board in the discharge of its fiduciary duties, the responsibility of overseeing the financial reporting process and ensuring that the results of the Company's operations are fairly presented in its financial statements.

In effectively discharging its oversight roles on governance and internal controls, the Audit Committee is assisted by the Head of Internal Audit and the Chief Integrity Officer who leads the Group's in-house internal audit (assurance) and integrity and governance functions, respectively.

The composition of the Audit Committee is in line with Practice 8.1 of the MCCG which requires that the Audit Committee Chairman and the Board Chairman to be held by different Independent Director of the Company.

A full Audit Committee Report is set out on page 161 of this Annual Report.

The effectiveness, performance and independence of the external auditors i.e. Ernst & Young PLT ("EY") is reviewed annually by the Audit Committee. If it becomes necessary to replace the external auditors for performance or independence reasons, the responsibility for the selection, appointment and removal of the external auditors has been delegated to the Audit Committee by the Board pursuant to the External Auditor Policy which was approved by the Board on 28 September 2017. The External Auditor Policy is available for reference on Gamuda's corporate website at www.gamuda.com.my. A review of the said policy was carried out on 23 September 2020 by the Audit Committee to streamline the policy with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA By-Laws").

EY has provided the required confirmation of their independence to the Audit Committee that they are and have been independent throughout the conduct of the audit engagement during the financial year ended 31 July 2021 in accordance with:

- MIA By-Laws; and
- the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants.

The Audit Committee has on 16 June 2021 and 22 September 2021, reviewed the suitability and independence of EY and is satisfied that EY has met the relevant criteria prescribed under Paragraph 15.21 of the Listing Requirements of Bursa Securities. Thus, the Audit Committee has recommended that the Board endorses EY's re-appointment for the ensuing financial year and recommends that the shareholders of the Company approves EY's re-appointment at the 45^{th} AGM.

EY has attended two out of the four Audit Committee Meetings of the Company held to discuss their audit plan, audit findings and the financial statements. EY will highlight to the Board through the Audit Committee matters that require the Audit Committee's or the Board's attention together with the recommended corrective actions thereof. The Management of the Company is held responsible for ensuring that all these corrective actions are undertaken within an appropriate time frame.

The Audit Committee also meets EY without the presence of the Executive Directors and Management as this allows for free and honest exchange of views and opinions on matters related to external auditors' audit and their findings. For this purpose, the Audit Committee and EY met twice (September 2020 and June 2021) during the financial year under review.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Audit Committee has considered the provision of the non-audit services by EY during the financial year under review and concluded that the provision of these services did not compromise their independence and objectivity. The total amount of audit fees paid/payable to the external auditors is RM1,690,000/- (2020: RM1,478,000/-). The non-audit fees incurred for services rendered to the Group by the external auditors and its affiliates for the financial year ended 31 July 2021 was RM655,000/- (2020: RM1,079,000/-). The non-audit fees are mainly in relation to the provision of the following services:-

- Company taxation services and tax advisory;
- Sustainability reporting services; and
- Advisory services for proposed sale of toll highways.

Significant related party transactions of the Group for the financial year are disclosed in Note 41 of the Financial Statements section in this Annual Report. Except for those disclosed in the Financial Statements, there were no material contracts of the Group involving Directors' and major shareholders' interest during the period.

The Audit Committee has reviewed the related party transactions that arose within the Group to ensure that the transactions were fair and reasonable, not detrimental to the minority shareholders and were in the best interests of the Company.

II. Risk Management and Internal Control Framework

The Board is satisfied that risk management policies and procedures designed and implemented by the Management of the Company through the Risk Management Committee is prudent in ensuring that an effective internal control and risk management systems are in place to enable risk to be assessed and managed.

The Risk Management Committee's focus is on the Group's key operational risks and policy issues that could have an impact on the Group's viability and sustainability. The work of this Committee forms an important part of the Group's control function. Significant risks faced by the business are identified and evaluated based on the likelihood and potential impact of each risk and where necessary, actions to mitigate the risks were also identified. The Risk Management Committee Report is set out on pages 159 to 160 of this Annual Report.

The Board also takes into consideration advice from the Audit Committee and the Risk Management Committee, reports received from the external auditors and any other related matters which have come to its attention.

The Statement on Risk Management and Internal Control of the Group which provides an overview of the state of internal control within the Group, is set out on pages 157 to 158 of this Annual Report.

III. Integrity and Governance Unit ("IGU")

In line with the Strategic Plan of the Integrity and Governance Unit (IGU) 2019 - 2021 by the Malaysian Anti-Corruption Commission (MACC), the establishment of IGU was approved by the Board on 13 December 2019 to showcase its strong commitment towards upholding integrity.

The Statement by IGU enumerating its activities during the financial year under review are set out on page 164 of this Annual Report.

The following two policies were adopted by the Group last financial year, namely:-

- The Anti-Bribery and Corruption Policy; and
- The Whistleblowing Policy and Procedures (supersedes the whistleblowing policy adopted by the Group in 2011).

Following the adoption of the above two policies, the IGU proceeded to implement Integrity Pledges for Directors and the Company employees during the financial year under review. The pledge sets a clear leadership tone that there is no compromise on the issue of corruption and reinforces the will and corruption-free stand of the Board and the Management of Gamuda as well as the Group. It also demonstrates Gamuda long-standing commitment to promote integrity and good governance amongst its personnel and further reaffirms the Group's stand in ensuring that there are no corrupt practices or elements of corruption throughout the Group and that any abuse of power will not be tolerated.

PRINCIPLE C:

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. Communication with Shareholders and Investors

The Company strives to maintain an open transparent channel of communication with its shareholders, institutional investors, analysts and the public at large with the objective of providing as clear and complete picture of the Group's performance and financial position as possible. Communication with shareholders and investors is of considerable importance to the Company.

As part of its corporate governance initiatives, the Company has set up a full-time Investor Relations ("IR") unit which primary role is to implement effective IR policies and programmes. A comprehensive IR report enumerating its policy, practices and programmes, during the financial year under review are as set out on pages 35 to 36 of this Annual Report.

II. Conduct of General Meetings

Gamuda AGM provides a useful platform for direct communication between the Board and shareholders and a key medium used to disclose information to shareholders and stakeholders. Material information such as financial reports and audits are discussed at the AGM, giving shareholders and stakeholders a chance to get more credible information so that they can take informed decision. As the date of AGM are scheduled and approved in advance each year, members of the Board were able to commit to attending the AGM, save for unforeseeable circumstances that are beyond their control.

To ensure effective participation of and engagement with shareholders at the Forty-fourth ("44th") AGM of Gamuda held on 8 December 2020, all members of the Board were present at the 44th AGM. The 44th AGM was conducted virtually for the first time in Gamuda's history, either in person at the Auditorium, Level 2, Menara Gamuda, Block D, PJ Trade Centre, No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana, 47820 Petaling Jaya, Selangor ("Broadcast Venue") or via video conferencing.

The Chairman of the Board chaired the 44th AGM in an orderly manner and allowed the shareholders or proxies to raise questions at the 44th AGM. The Deputy Group Managing Director presented the Company's responses to the questions raised by the Minority Shareholder Watch Group and the Group's operation review and business outlook of the core businesses to the shareholders. The senior management of the Company and the Company external auditors, EY, were also present to respond to any enquiries from the shareholders and/or proxies.

In line with good corporate governance practice, more than 21 days' notice has always been given for AGMs every year. For this year's 45th AGM scheduled for 8 December 2021, the Notice is issued on 9 November 2021. The notification of the publication of the Annual Report 2021 and the Notice of 45th AGM are published on the Company's website and on Bursa Malaysia's website respectively.

Commencing from the Fortieth AGM of the Company in 2016, poll voting using electronic voting system was conducted. In view of the COVID-19 pandemic which has yet to be eradicated for the Company to convene a face-to-face meeting, the forthcoming 45th AGM of the Company will continue to be conducted virtually i.e. through live streaming and using Remote Participation and Voting Facilities to give shareholders and/or proxies opportunity to follow and participate in the AGM effectively.

This Corporate Governance Overview Statement was approved by the Board of Gamuda on 29 September 2021.

DIRECTORS' TRAINING

For the financial year ended 31 July 2021, all Directors have attended the following training programmes:-

Director	Topic
Dato' Mohammed Hussein	• Banking on Governance, Insuring Sustainability • Macro Updates Green Shoots • UK Inheritance Tax Planning and How to Protect Your Assets as a UK Property Investor • Annual Dialogue with the Governor of Bank Negara Malaysia • Restructuring Options and Legal Updates • LA Blockchain Summit 2020 • Tony's Liability Management Course • Bursa M & A Virtual Programme • Management of Climate – Related Risk • Lines of Business (Part 4) – Investment Banking (IBK) • FIDE Core Programme Module A Insurance • Talk on Equity Crowd Funding • Composite Risk Rating 2020 Board Communication • Global Information Security • Dialogue on the Role of Independent Director in Embracing Present and Future Challenges • Digital Financing: Powering A Cashless Economy • Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer • Fide Insurance Module • MFRS17 Training: Sessions 2 and 3 • Anti-Bribery and Corruption
Dato' Lin Yun Ling	• Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer
Dato' Ir Ha Tiing Tai	• Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer
Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	• Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer
Tunku Afwida binti Tunku A.Malek	• TMT Predictions 2021 and Enterprise Solutions • Knowledge Sharing Session: Beyond Great • Knowledge Sharing Session: Winning the B2B Digital Domain • Next Generation Reinvention for Telecoms Operators • Cyber Security for Board of Directors and Senior Management • Gartner Tech Growth and Innovation Conference • Propelling TM's B2B Digital Services Growth
Nazli binti Mohd Khir Johari	• BFF Virtual Conference 2020 • Fraud Risk Management Workshop • Asia-Pacific Board Leadership Centre (BLC) Webinar on "Board and Audit Committee Priorities 2021" • Cyber Security for Board of Directors and Senior Management • MCCG Revision 2021 – Changing the Game in Corporate Governance
Tan Sri Dato' Setia Haji Ambrin bin Buang	• Corruption Risk Management • Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer • MCCG Revision 2021 – Changing the Game in Corporate Governance
Mohammed Rashdan bin Mohd Yusof *(Alternate to Dato' Lin Yun Ling)*	• Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer • EPF Sustainable Investment Construction Sector Policy Engagement
Dato' Ubull Din Om *(Alternate to Dato' Ir Ha Tiing Ta)* *(ceased as Alternate Director on 18 October 2021)*	• Economic Outlook 2021: Investing at the Right Time and Sector • Cyber Security for Board of Directors and Senior Management • Post-Cyber Security Training Dialogue with Gamuda Group Chief Information Officer

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

BOARD'S RESPONSIBILITY

The Board of Gamuda Berhad (the Group and the Company) affirms the overall responsibility for maintaining a sound system of risk management and internal control so as to safeguard shareholders' interests and the Group's assets. The system of risk management and internal control is designed to manage but may not totally eliminate the risk of failure to achieve business objectives. Accordingly, such systems can only provide reasonable and not absolute assurance against material error, misstatement or losses.

The Board confirms that there is an ongoing process of identifying, evaluating and managing all significant risks faced by the Group that has been in place for the year and up to the date of approval of this Statement for inclusion in Annual Report. The process is regularly reviewed by the Board and is in accordance with the Statement on Risk Management and Internal Control: Guidance for Directors of Listed Issuers (SRMICG) and the Group's Risk Management Policies and Procedures.

RISK MANAGEMENT

The risk management framework, which is embedded in the management systems of the Group, clearly defines the authority and accountability in implementing the risk management process and internal control system. The Management assists the Board in implementing the process of identifying, evaluating and managing significant risks applicable to their respective areas of business and in formulating suitable internal controls to mitigate and control these risks.

The business development team is responsible for assessing and evaluating the feasibility and risk impact that prospective investments would have on the Group. For ongoing business operations, risk assessment and evaluation is an integral part of the annual business planning and budgeting process.

In establishing its business objectives, the Management of each business unit is required to identify and document all possible risks that can affect their achievement, taking into consideration the effectiveness of controls that are capable of mitigating such risks.

Operational Managers or Heads of Departments are responsible for identifying risks that may have an impact on meeting their unit's business objectives. Risks identified are evaluated in accordance with the likelihood of occurrence and significance. Thereafter, risks are ranked according to the impact on the Business Unit, and control measures are formulated to mitigate these risks. Identified risks and control measures are reviewed by the Head of the respective Business Unit. Each business unit's identified risks and the controls and processes for managing them are tabulated in a risk assessment report.

During the year, the significant risks of business units were presented to the Risk Management Committee for their deliberation.

KEY RISK MANAGEMENT AND INTERNAL CONTROL FEATURES

The Group's risk management and internal control systems comprise of the following key processes:

- Clearly defined operating structure, lines of responsibilities and delegated authority. Various Board and Management Committees have been established to assist the Board in discharging its duties.

  The committees are:

Board Committees

01 Audit Committee

02 Nomination Committee

03 Remuneration Committee

Management Committees

01 Risk Management Committee*

02 Budget Committee

03 Group Personnel Committee

04 Information Technology Steering Committee

05 COVID-19 Steering Committee

** With Board representation*

- Feasibility study, risk impact and assessment on new investments/ projects are evaluated by the business development team for the Board's deliberation.

- Internal control activities have been established in all business units with clearly defined lines of responsibilities, authority limits for major capital expenditure, contract awards and other significant transactions, segregation of duties, performance monitoring and safeguarding of assets.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- Systematically documented Policies and Procedures, and Standard Operating Procedures are in place to guide employees in their day-to-day work. These policies and procedures are reviewed regularly and updated when necessary.

- As part of managing the day-to-day business operations, the Group uses a budgetary control system whereby all business units prepare business plans, budgets and control measures to mitigate identified risks. These business plans and budgets are reviewed and approved by the Budget Committee, which is chaired by the Group Managing Director and subsequently presented to the Board.

- A comprehensive reporting system comprising budgets, key business indicators and performance results on operations are made available to the Senior Management. This flow of information is for the Senior Management to review the business unit's performance against budgets and performance indicators on a monthly basis.

- An Integrated Management System, incorporating ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 requirements have been established and implemented to enable high-quality, cost-effective, reliable, safe and environmentally friendly products and services.

- A performance management system with clearly defined business objectives and targets are set for relevant employees. Employees' performances are monitored, appraised and rewarded according to the achievement of targets set.

- Training and development programmes are identified and scheduled for employees to acquire the necessary knowledge and competency to meet their performance and job expectations.

- An adequately resourced Internal Audit Department, which reports directly to the Audit Committee, conducts regular reviews on the integrity and effectiveness of the Group's system of internal controls.

- The Board of our associated companies includes our representatives. Information on the financial performance of these associated companies is provided regularly to the Management and Board of the Company via regular management reports and presentations at Board meetings.

- In respect of joint ventures entered into by the Group, the Management of the joint ventures, which consist of representations from the Group and other joint venture partners, are responsible to oversee the administration, operation and performance of the joint venture. Financial and operational reports of these joint ventures are provided regularly to the Management of the Company.

The Group Managing Director and the Group Chief Financial Officer have provided the Board with assurance that the Group risk management and internal control system is operating adequately and effectively. All internal control weaknesses identified during the period under review have been or are being addressed. There were no major internal control weaknesses that require disclosure in the Annual Report. The Management continues to review and take measures to strengthen the risk management and control environment.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have performed limited assurance procedures on the Statement in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information' and AAPG 3, 'Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report'. They have reported to the Board that nothing has come to their attention that causes them to believe the Statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by Paragraphs 41 and 42 of SRMICG, nor is the Statement factually inaccurate.

This Statement is made in accordance with the resolution of the Board dated 29 September 2021.

RISK MANAGEMENT COMMITTEE REPORT

MEMBERSHIP

The Risk Management Committee (RMC) is chaired by the Group Managing Director and comprises not less than five members. The members of the RMC are Executive Directors, Heads of Business Divisions and an Independent Director.

01 **YBHG DATO' LIN YUN LING**
Chairman/Group Managing Director

02 **YBHG DATO' IR HA TIING TAI**
Member/Deputy Group Managing Director

03 **YBHG DATO' HAJI AZMI BIN MAT NOR**
Member/Executive Director

04 **YBHG DATO' GOON HENG WAH**
Member/Group Executive Director

05 **MR. SAW WAH THENG**
Member/Group Executive Director

06 **YM TUNKU AFWIDA BINTI TUNKU A.MALEK**
Member/Independent Non-Executive Director

07 **YBHG DATO' UBULL DIN OM**
Member/Executive Director

08 **YBHG DATO' IR CHOW CHEE WAH**
Member/Technical Director

TERMS OF REFERENCE

The RMC shall meet at least once a year or at any time deemed appropriate by the RMC Chairman to discharge its duties. The quorum for any meeting of the RMC shall not be less than half of its composition.

The principal duties and responsibilities of the RMC are as follows:

- Identify current and potential business, operational and sustainability risks that have a major impact on the Group's projects and businesses, which prevent it from achieving its goals and objectives.
- Advise the Board on risk-related issues and recommend strategies to mitigate critical risks.
- Provide oversight, direction and guidance on the Group's risk management structure, process and support system.
- Review and assess the adequacy of risk management policies and framework for identifying, measuring, monitoring and controlling risks.

MANAGING OPERATIONAL RISK

Risk Management Framework

Risk Management activities are guided by the Group's Risk Management Policies and Procedures. The risk universe covers a range of activities that determine the risk profile inherent in the nature of the business, which would compromise the business objectives and sustainability if it is not properly addressed.

Risk factors of Business Units and Projects are associated with the environment faced and the Management's operating style and can be broadly classified into two main categories:

- External risk
- Internal risk

Risk Identification, Evaluation and Ranking

In establishing its business objective, the Management of each Business Unit and Project, is required to identify and document all possible risks that can affect their achievement, considering the effectiveness of controls that are capable of mitigating such risks.

Operational Managers or Heads of Departments are responsible for identifying risks that may have an impact on meeting their unit's business objectives.

The risk identification process shall also take into consideration the:

- Risk specific to the achievement of business objectives.
- Risk with potential impact on the success and continuity of the business.

Thereafter, identified risks are evaluated as follows:

- Probability or likelihood of occurrence.
- Significance of the risk.

RISK MANAGEMENT COMMITTEE REPORT

Risk Mitigation Measures

Risk mitigation measures are developed to manage major risks. These include:

Major Risk Mitigation Measures	Engineering and Construction Division	Property Division	Infrastructure Concessions Division
Market			
Tracking economic and market conditions		✓	
Effective strategies on product, pricing and promotions		✓	
Operations			
Compliance with Information Security Policy and Procedures	✓	✓	✓
Data backup and disaster recovery measures	✓	✓	✓
Robust procurement system	✓	✓	✓
Close monitoring of construction work progress	✓	✓	
Stringent quality and safety standards	✓	✓	✓
Competent and experienced personnel	✓	✓	✓
Engaging with relevant government agencies	✓	✓	✓
Compliance with statutory requirements	✓	✓	✓
Adequate insurance coverage	✓	✓	✓
Compliance with Anti-Bribery and Corruption Policy	✓	✓	✓
Public			
Sustaining good client relationship	✓	✓	
Adequate security measures	✓	✓	✓
Responsive Public Relations units	✓		✓
Effective emergency response teams	✓		✓
Sustainability			
Economic performance	✓	✓	✓
Climate action and biodiversity	✓	✓	✓
Innovation	✓	✓	
Safety and health	✓	✓	✓

Identified risks and risk mitigation measures are reviewed and finalised by the Heads of Business Units and Projects before being presented to the RMC and the Board.

Risk Reporting and Monitoring

Each Business Unit and Project's identified risks, the controls and processes for managing them are tabulated in a risk assessment report. Significant risks of Business Units and Projects are presented to the RMC for their deliberation.

Risk monitoring is an ongoing process. The RMC and the Board monitor the Group's business risks as part of their annual assessment for proper disclosure in the Annual Report.

AUDIT COMMITTEE REPORT

MEMBERSHIP

The current composition of the Audit Committee is as follows:

1. **YM TUNKU AFWIDA BINTI TUNKU A.MALEK**
   Chairperson/Independent Non-Executive Director

2. **YBHG DATO' MOHAMMED HUSSEIN**
   Member/Independent Non-Executive Director

3. **PUAN NAZLI BINTI MOHD KHIR JOHARI**
   Member/Independent Non-Executive Director

ATTENDANCE OF MEETINGS

During the financial year ended 31 July 2021, the Audit Committee met four times. The attendance of the Committee members is as follows:

Name of Directors	Attendance
YM Tunku Afwida binti Tunku A.Malek	4/4
YBhg Dato' Mohammed Hussein	4/4
Puan Nazli binti Mohd Khir Johari	4/4

TERMS OF REFERENCE

The information on the terms of reference of the Audit Committee is available on the Company's website.

SUMMARY OF AUDIT COMMITTEE'S ACTIVITIES

During the financial year, the Audit Committee met four times. Activities carried out by the Audit Committee included the deliberation and review of:

i. The Group's quarterly and year-end financial results prior to submission to the Board for consideration and approval, focusing particularly on matters relating to changes in major accounting policies, significant and unusual events, compliance with accounting standards and other disclosure requirements;

ii. The audit planning memorandum of the External Auditors in a meeting to discuss their audit strategy, audit focus and resources prior to commencement of their annual audit;

iii. Matters arising from the audit of the Group in a meeting with the External Auditors without the presence of any executive officer of the Group;

iv. The performance of the External Auditors and the recommendations to the Board on their reappointment and remuneration;

v. The Audit Committee Report and its recommendation to the Board for inclusion in the Annual Report;

vi. The Statement of Corporate Governance, Statement on Risk Management and Internal Control and its recommendation to the Board for inclusion in the Annual Report;

vii. The risk-based annual audit plan and resource requirement proposed by the Internal Auditors for the Group;

viii. The audit reports presented by the Internal Auditors on major findings, recommendations and Management's responses thereto;

ix. The results of follow-up audits conducted by the Internal Auditors on the Management's implementation of audit recommendations;

x. Related party transactions as required under the Listing Requirements to ascertain that the transactions are conducted at arm's length prior to submission for the Board's consideration and, where appropriate, shareholders' approval;

xi. The Directors and Employees Integrity Pledges proposed by the Integrity and Governance Unit (IGU) and its recommendation to the Board for approval;

xii. Reports submitted to the Malaysian Anti-Corruption Commission (MACC) by IGU;

xiii. The cybersecurity report presented by Gamuda Information Services.

STATEMENT ON INTERNAL AUDIT

THE INTERNAL AUDIT FUNCTION OF THE COMPANY IS PERFORMED BY THE IN-HOUSE INTERNAL AUDIT DEPARTMENT (IAD). IAD REPORTS DIRECTLY TO THE AUDIT COMMITTEE AND MAINTAINS ITS IMPARTIALITY, PROFICIENCY AND DUE PROFESSIONAL CARE. THE INTERNAL AUDIT CHARTER DEFINES THE AUTHORITY, DUTIES AND RESPONSIBILITIES OF IAD.

The principal roles of IAD are to evaluate and improve the effectiveness of internal control, governance and risk management processes. Furthermore, IAD provides independent and objective assurance to the Board and Management on the adequacy and integrity of the company's internal control systems.

IAD adopts a risk-based audit approach when preparing its annual audit plan. The main factors to be taken into consideration are Risk Assessment, Budget and Business Plan, Senior Management's input and results of previous audits. The annual audit plan covers the business units and projects of the Group and is approved by the Audit Committee.

PRACTICES AND FRAMEWORK

IAD is guided by the internal policies and procedures as well as the Professional Practices Framework and the Internal Control Framework of the Committee of Sponsoring Organisation of the Treadway Commission (COSO) in assessing and reporting on the adequacy and effectiveness of the internal control, governance and risk management processes.

SCOPE AND COVERAGE

During the year, IAD has undertaken independent audit assignments on business units and projects of the Group in accordance with the approved annual audit plan. Among the scope of coverage are:

i. Marketing and Sales;
ii. Collection and Credit Control;
iii. Customer Service;
iv. Public Relations and Communications;
v. Contracts Management;
vi. Procurement Management;
vii. Project Management;
viii. Production Management;
ix. Human Resource Management;
x. Office Administration;
xi. Management of Assets;
xii. Information Technology;
xiii. Statutory Compliance.

The relevant audit reports were presented to the Audit Committee for deliberation and forwarded to the Management for the necessary corrective actions to be taken.

The Internal Audit activities during the financial period are summarised below:

i. prepared annual audit plan for deliberation and approval by the Audit Committee;

ii. performed operational audits on business units and projects of the Group to ascertain the adequacy and integrity of their system of internal controls, governance and risk management;

iii. performed statutory compliance audits including related party transactions;

iv. made recommendations for improvement where weaknesses and/or non-compliances were found;

v. conducted follow-up reviews to determine the adequacy, effectiveness and timeliness of actions taken by the Management on audit recommendations and provided updates on their status to the Audit Committee.

RESOURCES AND CONTINUOUS DEVELOPMENT

IAD is led by Mr. Wong Siew Ping, a Chartered Accountant and a Certified Member of the Institute of Internal Auditors. There are 15 Internal Auditors in the Group, and the total cost incurred during the year was RM1,787,300 (This includes seven auditors based at business units and projects. Cost incurred: RM483,460).

A majority of the staff have relevant qualifications, and all staff are encouraged to continuously enhance their knowledge, skills and competencies through relevant professional courses, seminars, training courses and on-the-job training.

ADDITIONAL COMPLIANCE INFORMATION

1. MEETING RECORDS OF DIRECTORS FOR FINANCIAL YEAR ("FY") 2021

Name of Director	Board of Directors	NED⌘	Board Committee: Audit Committee#	Board Committee: Nomination Committee	Board Committee: Remuneration Committee	Board Committee: Risk Management Committee
Dato' Mohammed Hussein	6/6	2/2	4/4	2/2	1/1	
Dato' Lin Yun Ling	6/6				1/1	1/1
Dato' Ir Ha Tiing Tai	6/6					1/1
Raja Dato' Seri Eleena Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	6/6	2/2			1/1	
Tan Sri Dato' Setia Haji Ambrin Buang	6/6	2/2				
Tunku Afwida Tunku A.Malek	6/6	2/2	4/4	2/2		1/1
Nazli Mohd Khir Johari	6/6	2/2	4/4	2/2		
Total number of meetings for FY2021	6	2	4	2	1	1

Chairman
Member
Non-Member

Notes: -
⌘ Two Non-Executive Directors' sessions were held on 7 October 2020 and 23 March 2021.
 # Two private sessions were held between the Audit Committee and the external auditors, Ernst & Young PLT i.e. on 23 September 2020 and 16 June 2021.

2. AUDIT AND NON-AUDIT FEES

The amounts of the external audit fees and non-audit fees incurred for the financial year ended 31 July 2021 were as follows:

Type of Services	Company (RM'000)	Group (RM'000)
Audit services	489	1,690
Non-audit services	363	655
Total	**852**	**2,345**

The non-audit services rendered relate mainly to (i) Company taxation services and tax advisory (ii) sustainability reporting services and (iii) advisory services on proposed sale of toll highways.

3. MATERIAL CONTRACTS INVOLVING DIRECTORS'/CHIEF EXECUTIVES'/MAJOR SHAREHOLDERS' INTERESTS

Save as disclosed under Note 41 of the Financial Statements in this Annual Report, there were no material contracts entered into by the Company or its subsidiaries involving the interest of its Directors, Chief Executive who is not a Director or major shareholders still subsisting at the end of the financial year ended 31 July 2021.

STATEMENT ON INTEGRITY AND GOVERNANCE

THE GROUP'S COMMITMENT TO AN ETHICAL BUSINESS ENVIRONMENT AND STRONG GOVERNANCE RESILIENT TO THE THREATS OF CORRUPTION, ABUSE OF POWER AND MALPRACTICES IS SIGHTED BY THE INTEGRITY AND GOVERNANCE UNIT (IGU).

FRAMEWORK AND FOCUS

The IGU, led by a certified Chief Integrity and Governance Officer (CIGO) and assisted by two Integrity and Governance Officers (IGO), reports directly to the Audit Committee. IGU maintains impartiality in performing its core functions, guided by the Malaysian Anti-Corruption Agency (MACC) Act 2009, Government directives, and the Group's relevant policies, procedures and controls to mitigate the risks of corruption, abuse of power and malpractices.

The four IGU core functions are:

- **01** **Complaints Management**
- **02** **Detection and Verification**
- **03** **Integrity Strengthening**
- **04** **Governance**

IGU's role is to regulate the Group's continuous efforts in promoting high-level integrity culture, good governance, operational efficiency and transparency. These initiatives are strengthened by continual training and communication programmes to instil awareness and prevent the elements of corruption and malpractices amongst employees and stakeholders when conducting business. IGU constantly engages with the MACC for guidance and any new development on governance, integrity strengthening, and other anti-corruption-related matters.

During the financial period, IGU in collaboration with the business heads/entities, undertook the following initiatives:

- **Improve operational efficiency and transparency**
  The activities undertaken include reviewing and improving the policies, work procedures and processes, and verifying the initiatives done for effective internal control. These activities were reinforced by virtual awareness training and constant communication.

- **Conduct Corruption Risk Assessment (CRA)**
  The aim of conducting the Corruption Risk Assessment is to identify areas/activities of high risk to corruption, analyse the identified risks, develop a corruption risk response plan with proposed initiatives to prevent risk occurrence and enhance internal controls. The Group's CRA exercise was completed in mid-April 2021.

- **Develop Gamuda Organisational Anti-Corruption Plan (OACP) 2021-2024**
  The Organisational Anti-Corruption Plan focuses on the priority areas/activities identified in the CRA Report. The OACP describes an integrated anti-corruption framework, combining governance and integrity strengthening and anti-corruption initiatives, implemented as corruption prevention efforts/solutions in these priority areas.

  The OACP will be ready for roll-out in early October 2021.

No	FY2021 Milestones	Remarks
1	3rd Party Declaration of Compliance by Gamuda Business Associates effective 30 September 2020	Ongoing initiative
2	Corruption Risk Assessment (CRA)	Completed 16 April 2021
3	Certified Integrity and Governance Officer (CeIO) Training programme 23 February – 25 March 2021	Attended by an IGO
4	Seminars attended by CIGO and IGOs	6
5	In-house Awareness and Communication programmes for employees/stakeholders	16

AWARDS AND ACHIEVEMENTS

GAMUDA BERHAD

- Gamuda Berhad Singapore Branch – bizSAFE STAR, Singapore's Workplace Safety and Health Council 2021
- Gamuda Berhad Singapore Branch – BCA Green and Gracious Builder Award by Building and Construction Authority 2020
- Gamuda Berhad – The World's Best Employers by Forbes 2020
- Batu Patong Kelabit Eco Lodge – Green Initiative Awards (Excellence), Malaysia Landscape Architecture Awards 2019
- Gamuda Berhad – Contribution Towards Sustainability in Construction, RISM Excellence Awards 2019
- Gamuda Berhad – The Innovation in Assessment Prize, The British Council Assessment Research Awards 2019
- Gamuda IBS – Winner, The Highest Investment by Domestic Companies in Selangor, Selangor Investor Appreciation Awards 2018
- Industry Excellence Awards (Main Market), The Highest Standard of Reporting in Annual Report, Construction and Infrastructure Project Companies, NACRA 2018
- Pan Borneo Highway Package (WPC-04) Sarawak Project Pantu Junction to Batang Skrang – Best Overall Performing Works Package, July - December 2018, Project Assessment System (PROJAS) 2018
- Best Project Award (Infrastructure), Malaysian Construction Industry Excellence Awards (MCIEA) 2017
- The Highest Return on Equity Over Three Years (Construction), The Edge Billion Ringgit Club Awards 2017
- Inclusiveness and Diversity Reporting Awards 2017 (Silver), NACRA 2017
- Builder of the Year Award, Malaysian Construction Industry Excellence Awards (MCIEA) 2016
- Best Corporate Responsibility (CR), Initiatives Award (Big Cap Companies), The Edge Billion Ringgit Club (BRC) Corporate Awards 2016
- Most Profitable Company (Highest Return on Equity Over Three Years), The Edge Billion Ringgit Club Awards 2015
- Best Performing Stock (Highest Returns to Shareholders Over Three Years), The Edge Billion Ringgit Club Awards 2015
- International Achievement Award, Yen So Sewage Treatment Plant, Malaysian Construction Industry Excellence Awards (MCIEA) 2015
- 5-Star SCORE Rating, Construction Industry Development Board Malaysia SCORE Programme 2014
- Highest Profit Growth Company (Construction), The Edge Billion Ringgit Club Awards 2014
- MBAM Honorary Builder, Master Builders Association Malaysia Awards 2014
- Highest Profit Growth Company (Construction), The Edge Billion Ringgit Club Awards 2013
- Overall Best Managed Company in Malaysia (Mid Cap), Asia Money Awards 2013
- Best Performing Stock (Construction), The Edge Billion Ringgit Club Awards 2013
- Property and Construction Sector, Malaysia's 100 Leading Graduate Employers 2012
- Asia's Best Managed Companies, Euromoney, 2008
- Best Under a Billion 200 Companies, Forbes Global, 2005
- Kaohsiung MRT, The Environmental Bureau of Kaohsiung Country Government, Republic of China, Air Quality Protection Model Award, 2003
- Best Under a Billion 200 Companies, Forbes Global, 2002
- Best Managed Company and Strongest Commitment to Enhancing Shareholder Value, Finance Asia, 2002

AWARDS AND ACHIEVEMENTS

GAMUDA LAND

- Gamuda Gardens – The Landscape Award (Township) (Excellence), StarProperty.my Awards 2021
- Lucent Residence, twentyfive.7 – The Full Circle Award (Excellence), StarProperty.my Awards 2021
- Townsquare, Gamuda Cove – The Business Estate Award (Honours), StarProperty.my Awards 2021
- Gamuda Land – All-Stars Award, StarProperty.my Awards 2021
- Central Park, Gamuda Gardens – EdgeProp-ILAM Malaysia's Sustainable Landscape Award, Landscape Planning Category (Gold), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2021
- Valencia – 10 Years and Above Non-Strata Residential Category (Gold), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2021
- Valencia – Editor's Choice Awards, EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2021
- Gamuda Land – The Edge Top Property Developers Awards, The Edge Property Excellence Awards 2020
- Gamuda Land – Property Development (Bronze), Putra Brand Awards 2020
- Gamuda Land (Vietnam) – Best Developer, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Best High-End Condo Landscape Architectural Design (Diamond Centery), PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Best Masterplan Design, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Best Sporting Facility, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Special Recognition in Sustainable Design, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Special Recognition for Sustainable Construction, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Special Recognition for Building Communities, PropertyGuru Vietnam Property Awards 2020
- Gamuda Land (Vietnam) – Special Recognition for ESG, PropertyGuru Vietnam Property Awards 2020
- Gamuda City – Master Plan Category (World Gold Award), FIABCI World Prix d'Excellence Awards 2020
- Gamuda Land – Top Ranked Developer of the Year, StarProperty.my Awards 2020
- Horizon Hills – The Southern Star Award (Excellence), StarProperty.my Awards 2020
- twentyfive.7 – The Family Friendly Award (Excellence), StarProperty.my Awards 2020
- Gamuda Cove – The Earth Conscious Award, Best Sustainable Development (Excellence), StarProperty.my Awards 2020
- Joya, Gamuda Gardens – The Cornerstone Award – Best Landed Development (Excellence), StarProperty.my Awards 2020
- Gamuda Land – EdgeProp Malaysia's Responsible Developer – Building Sustainable Development Award (Winner), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2020
- The Cove Precinct, Horizon Hills – Below 10 Years Non-Strata Residential Category (Gold), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2020
- The Robertson – Below 10 Years Mixed Development Category (Silver), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2020
- Horizon Hills – EdgeProp-ILAM Malaysia's Sustainable Landscape Award (Gold), EdgeProp Malaysia's Best Managed and Sustainable Property Awards 2020
- Gamuda Land – Property Development (Bronze), Putra Brand Awards 2019
- Gamuda Bhd (Property Division) – The Edge Top 10 Property Developers Awards, The Edge Property Excellence Awards 2019
- Pangsapuri Danau Seri, Valencia Development Sdn Bhd – The Edge-PEPS Value Creation Excellence Awards (Residential Category) (Winner), The Edge Property Excellence Awards 2019
- Ambang Botanic 2, Phase 2 – The Edge-PEPS Value Creation Awards (Mention), The Edge Property Excellence Awards 2019

GAMUDA LAND

- Gamuda Bhd (Property Division) – The Edge Top 10 Property Developers Awards, The Edge Property Excellence Awards 2019
- Gamuda Gardens, Gamuda City – Outstanding Overseas Project Award, The Edge Property Excellence Awards 2019
- 661 Chapel St – Architectural Design – Commercial and Residential Design, Good Design Awards 2019
- Celadon City – World Silver Award for Master Plan Category, FIABCI World Prix d'Excellence Awards 2019
- Jade Hills – Gold Award for Above 10 Years Non-Strata Residential Category, EdgeProp Malaysia's Best Managed Property Awards 2019
- Horizon Hills – Gold Award for Below 10 Years Multiple-Owned Strata Residential Category, EdgeProp Malaysia's Best Managed Property Awards 2019
- Valencia – Silver Award for EdgeProp-ILAM Malaysia's Sustainable Landscape Award 2019, EdgeProp Malaysia's Best Managed Property Awards 2019
- Horizon Hills – Best Landed Development (Malaysia), PropertyGuru Asia Property Awards 2019
- Horizon Hills – Best Landed Development (Iskandar), PropertyGuru Asia Property Awards 2019
- Horizon Hills – Best Township Development (Iskandar), PropertyGuru Asia Property Awards 2019
- Kundang Estates – The Cornerstone Award – Best Landed Development (Excellence), StarProperty.my Awards 2019
- Gamuda Gardens – The Earth Conscious Award – Best Sustainable Development (Excellence), StarProperty.my Awards 2019
- Gamuda Cove – The Five Elements Award (Above 500 acres) – Best Comprehensive Township (Excellence), StarProperty.my Awards 2019
- Horizon Hills – The Long Life Award – Best Health and Wellness Development (Excellence), StarProperty.my Awards 2019
- Horizon Hills – The Luxury Series Award (Bungalow Residence) – Best Luxury Development (Excellence), StarProperty.my Awards 2019
- Kundang Estates – The Neighbourhood Award (Below 500 acres) – Best Boutique Township (Excellence), StarProperty.my Awards 2019
- HighPark Suites – The Small Is Big Award – Best Small Home Development (Excellence), StarProperty.my Awards 2019
- Gamuda Land – Top Ranked Developer of the Year, StarProperty.my Awards 2019
- Gem Residences – International Property Award, Architecture and Development Category (Winner), Asia Property Awards 2018
- Yen So Sewage Treatment, Gamuda City, Vietnam – Environmental (Rehabilitation/Conservation) (World Gold Award), FIABCI World Prix d'Excellence Awards 2018
- Horizon Hills Phase 2D3 – The Edge-PEPS Value Creation Excellence Awards (Winner), The Edge Property Excellence Awards 2018
- Gamuda Cove – Landscape Master Plan Award, ILAM's Malaysia Landscape Architecture Awards 2018
- Gamuda Gardens – Landscape Master Plan Award (Excellence), ILAM's Malaysia Landscape Architecture Awards 2018
- The Hills Precinct, Horizon Hills – Below 10 Years Non-Strata Residential Category (Special Mention), EdgeProp Malaysia's Best Managed Property Awards 2018
- Jade Hills – Edgeprop-ILAM Malaysia's Sustainable Landscape Award 2018 (Joint Gold Winner), EdgeProp Malaysia's Best Managed Property Awards 2018
- Yen So Park Masterplan – Merit Innovative Planning Award (Masterplan Sector), Malaysian Institute of Planners (MIP) Planning Excellence Awards 2018
- Gamuda Gardens – Merit Design Excellence Award (Above 500 acres), Malaysian Institute of Planners (MIP) Planning Excellence Awards 2018
- Horizon Hills – Best Luxury Landed (Completed) and Best Southern Development (Completed), iProperty Development Excellence Awards 2018
- Gamuda Berhad (Property Division) Ranking No 8, The Edge Top 10 Property Developers Awards 2018

AWARDS AND ACHIEVEMENTS

GAMUDA LAND

- Horizon Hills, Phase 2D3 – Winner, The Edge PEPS Value Creation Excellence Award 2018
- Gamuda Land – Property Development (Bronze), Putra Brand Awards 2018
- Horizon Hills – The Best Family-Centric Development (Excellence), StarProperty.my: Jewels of Johor 2018
- Horizon Hills – The Best Sustainable Development (Excellence), StarProperty.my: Jewels of Johor 2018
- Horizon Hills – The Best Safety Feature Development (Excellence), StarProperty.my: Jewels of Johor 2018
- Yen So Park – Environmental (Rehabilitation/Conservation), FIABCI World Prix d'Excellence Award 2018
- Jade Hills – EdgeProp-ILAM Malaysia's Sustainable Landscape Award 2018
- The Hills Precinct, Horizon Hills – Non-Strata (Residential) – Under 10 Years, EdgeProp.my Malaysia's Best Managed Property Award 2018
- Gamuda Gardens – Landscape Master-plan Award (Excellence), ILAM's Malaysia Landscape Architecture Awards 2018
- Jadite Suites, Jade Hills – Landscape Development Award (Merit), ILAM's Malaysia Landscape Architecture Awards 2018
- D'Suites, Horizon Hills – Landscape Development Award (Honour), ILAM's Malaysia Landscape Architecture Awards 2018
- Gamuda Cove – Landscape Master-plan Award (Honour), ILAM's Malaysia Landscape Architecture Awards 2018
- Lake Gardens, Jade Hills – Landscape Design Award (Merit), ILAM's Malaysia Landscape Architecture Awards 2018
- Gamuda Land – The All Star Award – Top Ranked Developers of the Year, StarProperty.my Award 2018
- Gamuda Gardens – The Family Friendly Award (Excellence), StarProperty.my Awards 2018
- Horizon Hills – The Happy Buyer Award (Excellence), StarProperty.my Awards 2018
- Bukit Bantayan Residences – The Borneo Star Award (Excellence), StarProperty.my Awards 2018
- twentyfive.7 – The Poseidon Award (Honours), StarProperty.my Awards 2018
- The Robertson – The Skyline Award (Merit), StarProperty.my Awards 2018

MMC GAMUDA JOINT VENTURE

- Sword of Honour Award for MRT Putrajaya Line, British Safety Council 2020
- Five Star Occupational Health and Safety Audit (Five Stars) – MRT Putrajaya Line (Underground), British Safety Council 2020
- Augmented and Virtual Reality (Engineering), Malaysia Technology Excellence Awards (MTEA) 2020
- Innovation in Tunnel Excavation Award, New Civil Engineer Tunnelling Awards 2019
- Technical Product/Equipment Innovation, ITA Tunnelling and Underground Space Awards 2019
- Reality Modelling Category, Year in Infrastructure Bentley Awards 2019
- Sword of Honour Award for MRT Putrajaya Line, British Safety Council 2019
- Five Star Occupational Health and Safety Audit (Five Stars) – MRT Putrajaya Line (Underground), British Safety Council 2019
- Public Services Architecture Award for MRT Putrajaya Line Elevated Station Serambi Design, Asia Pacific Property Awards 2019
- International Safety Award (with Distinction) for MRT Putrajaya Line (Underground), British Safety Council 2019
- Sector Awards for Construction and Property Activities Category, British Safety Council 2019
- Best in Country Award, British Safety Council 2019
- Community Engagement Award for MRT Putrajaya Line (Underground), Ground Engineering Awards 2019
- Esri Special Achievement in GIS (SAG) Award 2019
- Five Star Occupational Health and Safety Audit (Five Stars) - MRT Putrajaya Line (Underground), British Safety Council 2018
- Civil Contractor Category Winner, MRT Corp BIM Level 2 Excellence Award 2018
- Builder’s Award (Civil Engineering Construction) for MRT Kajang Line (Underground), 44th International Federation of Asian and Western Pacific Contractors’ Associations (IFAWPCA) 2018
- Esri GeoInnovation Award 2018
- Transport Infrastructure Category (BIM Level 2 and CDE, MRT Putrajaya Line), Asia Geospatial Excellence Awards 2017
- Highly Commended Community Engagement Award for MRT Kajang Line (Underground), New Civil Engineer Tunnelling Awards 2017
- BIM Advancement in the Rail and Transit Category for MRT Putrajaya Line, Bentley’s Be Inspired Awards 2017
- Innovation Award (Variable Density in Tunnelling Technique) for MRT Kajang Line (Underground), Malaysian Construction Industry Excellence Awards (MCIEA) 2017
- Digital Engineering for MRT Putrajaya Line, Asia Geospatial Awards 2017
- Five Star Occupational Health and Safety Audit (Four Stars) - MRT Kajang Line (Underground), British Safety Council 2016
- International Safety Award (with Distinction) for MRT Kajang Line (Underground), British Safety Council 2015
- Sector Awards Construction and Property Activities Category, British Safety Council 2015
- Honorary Certification for Safety and Health of MRT Kajang Line (Underground) by Department of Occupational Safety and Health (DOSH) 2015
- Best Major Infrastructure Project (Special Mention) for the Electrified Double Track Project (Ipoh – Padang Besar), Malaysian Construction Industry Excellence Awards (MCIEA) 2015
- Technical Innovation of the Year, MRT Kajang Line (Underground), NCE International Tunnelling and Underground Space Awards 2014
- Electrified Double Track Project (Ipoh – Padang Besar), Construction Category, National Occupational Safety and Health (OSH) Excellence Award 2012
- SMART Tunnel, United Nations-Habitat Scroll of Honour Award 2011
- Runner Up, Specialised Project (Purpose Built) Category for SMART Tunnel, International Real Estate Federation, FIABCI Prix d’Excellence Awards 2011
- Design and Construction Excellence Award for SMART Tunnel by Institution of Engineers Malaysia 2010
- Special Award for National Contribution for SMART Tunnel, FIABCI Malaysia Property Award, Malaysian Chapter 2010
- Best Contractor Award for SMART Tunnel, CIDB Malaysian Construction Industry Excellence Award 2008
- Special Award for Innovation for SMART Tunnel, CIDB Malaysian Construction Industry Excellence Award 2008
- Special Award for Environment for SMART Tunnel, CIDB Malaysian Construction Industry Excellence Award 2008
- Best International Project for SMART Tunnel, British Construction Industry Award 2008
- Best Contractor Award for SMART Tunnel, CIDB Malaysian Construction Industry Excellence Award 2008
- Special Award for Large Project for SMART Tunnel, British ACE Engineering Excellence Awards 2008
- Special Award for Water for SMART Tunnel, British ACE Engineering Excellence Awards 2008

FINANCIAL STATEMENTS

Photo: Horizon Hills

DIRECTORS' RESPONSIBILITY STATEMENT

In respect of Audited Financial Statements for the financial year ended 31 July 2021

The Directors are required by the Companies Act, 2016 ("Act") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad to prepare the financial statements for each financial year in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and requirements of the Act in Malaysia.

The Directors are responsible to ensure that the audited financial statements give a true and fair view of the financial position, financial performance and cash flows of the Group and the Company for the financial year. Where there are new accounting standards or policies that become effective during the year, the impact of these new treatments would be stated in the notes to the financial statements, accordingly.

In preparing the financial statements, the Directors have:

- adopted appropriate and relevant accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent;
- ensured that all applicable accounting standards have been followed; and
- prepared financial statements on a "going concern" basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue operations for the foreseeable future.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the Act.

The Directors have overall responsibility for taking such steps as are reasonably available to them to safeguard the assets of the Group and the Company to prevent and detect fraud and other irregularities.

DIRECTORS' REPORT

DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 July 2021.

PRINCIPAL ACTIVITIES

The principal activities of the Company are that of investment holding and civil engineering construction.

The principal activities of the subsidiaries, associated companies and joint arrangements are described in Notes 17, 18 and 19 to the financial statements respectively.

RESULTS

	Group RM'000	Company RM'000
Profit for the year	632,189	971,299
Profit attributable to:		
Owners of the Company	588,316	971,299
Non-controlling interests	43,873	–
	632,189	971,299

There was no material transfer to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than as disclosed in the financial statements.

During the financial year, the Company has received a total of RM917,239,000 (2020: RM456,099,000) dividend income from subsidiaries, associated companies and joint ventures, which majority was declared by a subsidiary, Gamuda Water Sdn. Bhd. ("GWSB") and an associated company Syarikat Pengeluar Air Selangor Holdings Berhad ("SPLASH Holdings"), amounting to RM433,746,000 (2020: RM42,539,000) and RM218,033,000 (2020: Nil) respectively. The dividends were declared by GWSB and SPLASH Holdings upon the completion of the asset backed securitisation exercises in relation to the disposal of long-term receivables. There is no impact on the Group's results in relation to the dividends income received by the Company as the dividends were substantially sourced from GWSB's and SPLASH Holdings' prior years' profits that were recognised in the Group's prior years' consolidated profits.

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year. The Directors do not recommend the payment of any dividend in respect of the current financial year.

DIRECTORS' REPORT (CONT'D.)

DIRECTORS OF THE COMPANY

The names of the directors of the Company in office since the beginning of the financial year and at the date of this report are:

Y Bhg Dato' Mohammed bin Haji Che Hussein
Y Bhg Dato' Lin Yun Ling *
Y Bhg Dato' Ir. Ha Tiing Tai *
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang
YM Tunku Afwida binti Tunku A.Malek
Puan Nazli binti Mohd Khir Johari
Encik Mohammed Rashdan bin Mohd Yusof * (alternate to Y Bhg Dato' Lin Yun Ling)
Y Bhg Dato' Ubull a/l Din Om * (alternate to Y Bhg Dato' Ir Ha Tiing Tai)

** Directors of the Company and certain subsidiary(ies)*

DIRECTORS OF THE SUBSIDIARIES

The names of the directors of the Company's subsidiary(ies) since the beginning of the financial year to the date of this report, excluding those who are already listed above are:

Adil Putra bin Ahmad	
Ahcene El Boulhais	
Ajit Singh Rai	
Andrew Edward Kesik	
Aw Sei Cheh	
Azmi bin Mohamad	
Beh Boon Ewe	
Carine Lacroix	
Carla Maria Alves Silva	
Caroline Baker	
Chan Kong Wah	
Chew Wee Hwang	
Chua Kheng Sun	
Dato' Goon Heng Wah	
Dato' Haji Abdul Sahak bin Safi	
Dato' Haji Azmi bin Mat Nor	
Dato' Noordin bin Alaudin	
Dato' Seri Ir. Kamarul Zaman bin Mohd Ali	
Datuk Hasmi bin Hasnan	
Devananda Naraidoo	
Dr. Ooi Lean Hock	
Emily Hii San San	(Appointed w.e.f. 01.01.2021)
Eoin Conroy	
Foong Vooi Lin	
Goh Chee Young	
Hajah Siti Zubaidah binti Haji Abd Jabar	(Appointed w.e.f. 04.09.2020)
Julian Yeap Kheang Teik	(Appointed w.e.f. 01.01.2021)
Justin Chin Jing Ho	(Appointed w.e.f. 01.01.2021)
Khor Thiam Chay	
Larissa Chan Thien	(Appointed w.e.f. 01.03.2021)
Liang Kai Chong	
Lim Hui Yan	(Appointed w.e.f. 01.01.2021)
Looi Hong Weei	
Mohd Roslan bin Sarip	
Ng Hau Wei	
Ng Kit Cheong	
Ngan Chee Meng	
Ong Jee Lian	(Appointed w.e.f. 01.01.2021)

DIRECTORS OF THE SUBSIDIARIES (CONT'D.)

The names of the directors of the Company's subsidiary(ies) since the beginning of the financial year to the date of this report, excluding those who are already listed above are: (cont'd.)

Ong Eng Chye	(Appointed w.e.f. 26.04.2021)
Rishi Kumar Emrit	
Saw Wah Theng	
Saw Yeok Hean	(Appointed w.e.f. 03.03.2021)
Sazally bin Saidi	
Soo Kok Wong	
Szeto Wai Loong	
Tang Meng Loon	
Tariq Syed Usman	
Teh Teck Seong	
Teng Poh Fern	(Appointed w.e.f. 01.03.2021)
Tuan Haji Suhaimi bin Haji Kasdon	(Appointed w.e.f. 01.01.2021)
Vaneeta Bickoo Brelu-Brelu	
Wong Mun Keong	
Yap Peng Loong	
Yew Yee Weng	
Yuen Chee Meng	(Appointed w.e.f. 01.03.2021)
Hajah Norita binti Mohd Sidek	(Resigned w.e.f. 04.09.2020)
Cheong Ho Kuan	(Resigned w.e.f. 15.09.2020)
Dato' Mohd Azizi bin Mohd Zain	(Resigned w.e.f. 31.12.2020)
Low Kim Teik	(Resigned w.e.f. 01.01.2021)
Sim Kwong Yong	(Resigned w.e.f. 01.01.2021)
Wong Tsien Loong	(Resigned w.e.f. 01.01.2021)
Yeoh Hin Kok	(Resigned w.e.f. 01.01.2021)
Dato' Chow Chee Wah	(Resigned w.e.f. 01.03.2021)
Tan Ek Khai	(Resigned w.e.f. 01.03.2021)
Dato' Lim Kean Seng	(Resigned w.e.f. 03.03.2021)
Tan Sri Datuk Ooi Kee Liang	(Resigned w.e.f. 26.04.2021)

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of acquisition of shares in, or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which he is a member, or with a company in which he has a substantial financial interest, except as disclosed in Note 41 to the financial statements.

Directors' benefits are as disclosed in Note 6 to the financial statements.

DIRECTORS' AND OFFICERS' INDEMNITY

The Company maintains a liability insurance for the directors and officers of the Company and its subsidiaries throughout the financial year, which provides insurance cover of RM50,000,000. The amount of insurance premium paid by the Company for the financial year ended 31 July 2021 was RM117,200 (2020: RM91,000). The directors and officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them.

DIRECTORS' REPORT (CONT'D.)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors of the Company at the end of the financial year in shares and warrants in the Company and its related corporations during the financial year were as follows:

	Number of ordinary shares			
Gamuda Berhad	**1 August 2020**	**Bought**	**Sold**	**31 July 2021**
Direct holding				
Y Bhg Dato' Lin Yun Ling	75,035,736	–	–	**75,035,736**
Y Bhg Dato' Ir. Ha Tiing Tai	27,384,000	–	–	**27,384,000**
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	228,750	–	–	**228,750**
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	4,000	–	–	**4,000**
Encik Mohammed Rashdan bin Mohd Yusof	457,500	–	–	**457,500**
Indirect holding				
Y Bhg Dato' Ir. Ha Tiing Tai#	87,000	–	–	**87,000**
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah*	116,500,000	–	(3,000,000)	**113,500,000**

 # Deemed interest through son
** Deemed interest through Generasi Setia (M) Sdn. Bhd.*

Warrants 2016/2021

	Number of warrants				
	1 August 2020	**Bought**	**Sold**	**Expired**	**31 July 2021**
Direct holding					
Y Bhg Dato' Lin Yun Ling	12,883,600	–	–	(12,883,600)	**–**
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	40,300	–	(40,300)	–	**–**
Encik Mohammed Rashdan bin Mohd Yusof	550,000	–	(550,000)	–	**–**
Indirect holding					
Y Bhg Dato' Ir. Ha Tiing Tai#	12,800	–	(12,800)	–	**–**
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah*	8,690,000	–	(8,690,000)	–	**–**

 # Deemed interest through son
** Deemed interest through Generasi Setia (M) Sdn. Bhd.*

Other than as disclosed above, none of the other directors of the Company at the end of the financial year had any interest in shares or warrants of the Company or its related corporations during the financial year.

DIRECTORS' INTERESTS (CONT'D.)

Issuance of shares

During the financial year, the total number of issued and paid-up ordinary shares of the Company has increased from 2,513,527,654 to 2,513,528,454 by the issuance of 800 new ordinary shares for cash consideration received from the exercise of Warrants 2016/2021 at an exercise price of RM4.05 per warrant in accordance with the Deed Poll dated 22 January 2016 as disclosed in Note 26(c) to the financial statements.

The ordinary shares issued from the exercise of Warrants 2016/2021 ranked pari passu in all respects with the existing issued ordinary shares of the Company except that they would not be entitled to any dividends, rights, allotments and/or other distributions, the entitlement date of which is prior to the date of allotment of the new shares arising from the exercise of Warrants 2016/2021.

Warrants 2016/2021

On 7 March 2016, the Company allotted and issued 400,984,509 new Warrants 2016/2021 ("Warrants") at an issue price of RM0.25 per Warrant on the basis of 1 Warrant for every 6 existing ordinary shares held in the Company ("Rights Issue of Warrants").

The Warrants are valid for exercise for a period of 5 years from issue date and expired on 5 March 2021 being the last market day immediately preceding the date which is the fifth anniversary of the issue of Warrants (which falls on Saturday, 6 March 2021, a non-market day) pursuant to the provisions of the Deed Poll dated 22 January 2016. During this period, each Warrant entitles the registered holder to subscribe for 1 new ordinary share in the Company at any time on or after 7 March 2016 to 5 March 2021, at an exercise price of RM4.05 per Warrant in accordance with the Deed Poll. Any Warrants not exercised by its expiry date will lapse thereafter and cease to be valid for all purposes. As at 5 March 2021, 387,220,949 Warrants 2016/2021 remain unexercised and have lapsed.

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps:

- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts have been written off and that adequate allowance had been made for doubtful debts; and
- (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which the Group and the Company might be expected so to realise.

(b) At the date of this report, the directors are not aware of any circumstances which would render:

- (i) the amount written off for any bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
- (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

(e) At the date of this report, there does not exist:

- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
- (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

DIRECTORS' REPORT (CONT'D.)

OTHER STATUTORY INFORMATION (CONT'D.)

(f) In the opinion of the directors:

- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
- (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

(g) The Company has been granted exemption by the Companies Commission of Malaysia for its three subsidiaries from having to comply with Section 247(3) of the Companies Act 2016 to adopt a financial year end which coincides with that of its holding company for the financial year ended 31 July 2021 as follows:

- (i) Gamuda Land Vietnam Limited Liability Company and Gamuda Land (HCMC) Joint Stock Company with June financial year end; and
- (ii) Gamuda – WCT (India) Private Limited with March financial year end.

SUBSEQUENT EVENT

Subsequent event is as disclosed in Note 42 to the financial statements.

AUDITORS AND AUDITORS' REMUNERATION

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
Ernst & Young PLT	1,690	489
Other auditors	105	10
	1,795	499

INDEMNIFICATION OF AUDITORS

To the extent permitted by law, the Group and the Company have agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit. No payment has been made to indemnify Ernst & Young PLT during the financial year nor since the end of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 8 October 2021.

Dato' Mohammed bin Haji Che Hussein
Chairman

Dato' Ir. Ha Tiing Tai
Deputy Group Managing Director

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, Dato' Mohammed bin Haji Che Hussein and Dato' Ir. Ha Tiing Tai, being two of the directors of Gamuda Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 186 to 347 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 July 2021 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 8 October 2021.

Dato' Mohammed bin Haji Che Hussein
Chairman

Dato' Ir. Ha Tiing Tai
Deputy Group Managing Director

STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Soo Kok Wong, being the officer primarily responsible for the financial management of Gamuda Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 186 to 347 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by
the abovenamed Soo Kok Wong
at Petaling Jaya in Selangor Darul Ehsan
on 8 October 2021.

Soo Kok Wong

Before me,
Chin Chia Man (No. B449)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Gamuda Berhad, which comprise the statements of financial position as at 31 July 2021 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 186 to 347.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 July 2021, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis For Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

1. Revenue and cost of sales from property development activities

A significant proportion of the Group's revenues and profits are derived from property development contracts which span more than one accounting period. For the financial year ended 31 July 2021, property development revenue and cost of sales are as follows:

Property development activities
Revenue: RM1,091,803,000 (31% of Group's revenue)
Cost of sales: RM703,855,000 (29% of Group's cost of sales)

The Group has determined that certain performance obligations in relation to property development activities are satisfied over time and thus recognises revenue from this activity over time.

The amount of revenue and profit recognised from property development activities are dependent on, amongst others, the extent of costs incurred to the total estimated costs of construction to derive the percentage-of-completion; the actual number of units sold and the estimated total revenue for each of the respective projects.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

1. Revenue and cost of sales from property development activities (cont'd.)

We identified revenue and cost of sales from property development activities as an areas requiring audit focus as significant management's judgement and estimates are involved in estimating the total property development costs which include the common infrastructure costs (which is used to determine gross profit margin of property development activities undertaken by the Group).

In addressing this area of focus, we performed, amongst others, the following procedures:

i. Obtained an understanding of the processes and internal controls over the accuracy and timing of revenue recognised in the financial statements, including controls performed by management in estimating the total property development cost, profit margin and progress of development projects;

ii. For individually significant projects, we read the sales and purchase agreements entered into with customers to obtain an understanding of the specific terms and conditions;

iii. Evaluated the assumptions applied in estimating the total property development costs for each property development phase by examining documentary evidence such as letters of award issued to contractors to support the budgeted gross development cost. We also considered the historical accuracy of management's forecasts for the similar property development projects within the Group in evaluating the estimated total property development costs;

iv. Observed the progress of the property development phases by performing site visits and examined the physical completion progress reports. We have also discussed the status of on-going property development phases with management, finance personnel and project officials;

v. Evaluated management's assessment on whether provision for liquidated ascertained damages is required through supporting documents such as the sales and purchase agreements for the rates, extension of time approvals and work progress report indicating the reasons for the delay and efforts to catch up for phases whereby actual progress is behind planned progress; and

vi. Evaluated the determination of progress of development projects by examining supporting evidence such as contractors' progress claims and suppliers' invoices.

The Group's disclosure on property development costs recognised is included in Note 13(b) to the financial statements.

2. Revenue and cost of sales from construction contracts

A significant proportion of the Group's revenues and profits are derived from construction contracts which span more than one accounting period. For the financial year ended 31 July 2021, construction revenue and cost of sales are as follows:

Construction contracts
Revenue: RM1,784,789,000 (51% of Group's revenue)
Cost of sales: RM1,410,639,000 (58% of Group's cost of sales)

The Group has determined that certain performance obligations in relation to construction activities are satisfied over time and thus recognises revenue from this activity over time.

We identified construction contract revenue and cost of sales as areas requiring audit focus as these areas involved significant management's judgement and estimates, including:

i. Judgement and estimates made in the determination of whether variations in contract works should be included in the contract revenue; and

ii. Estimates made in respect of the total estimated contract costs (which forms part of the computation of percentage-of-completion for the construction contracts).

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

2. Revenue and cost of sales from construction contracts (cont'd.)

In addressing this area of focus, we performed, amongst others, the following procedures:

i. Read the contract to obtain an understanding of the specific terms and conditions;

ii. Obtained an understanding of the relevant processes and internal controls over the accuracy and timing of revenue recognised in the financial statements, including controls performed by the management in estimating variation orders, claims, total contract costs, profit margin and progress of construction projects;

iii. Observed the progress of the constructions by performing site visits and examined the physical completion progress reports. We have also discussed the status of on-going constructions with management, finance personnel and project officials;

iv. Evaluated management's assessment on whether provision for liquidated ascertained damages is required through supporting documents such as the construction agreements for the rates, extension of time approvals and work progress report indicating the reasons for the delay and efforts to catch up for phases whereby actual progress is behind planned progress;

v. Agreed the contract sum to approved variation order forms with respect to variations in contract works and claims for costs not included in the contract price;

vi. Evaluated the assumptions applied in the determination of the progress of construction projects in light of supporting evidence such as letters of award, approved purchase orders, sub-contractors' claims and invoices; and

vii. Evaluated the determination of progress of construction projects by examining supporting evidence such as contractors' progress claims and suppliers' invoices.

The Group's disclosure on contract assets/liabilities is included in Note 22 to the financial statements.

3. Impairment of property, plant and equipment ("PPE") in a subsidiary, Gamuda Industrial Building System Sdn. Bhd. ("GIBS")

The carrying amount of GIBS's PPE as at 31 July 2021 is RM329,279,000.

GIBS is involved in the manufacturing and installation of prefabricated concrete panels for construction of buildings. The continued decline in demand for products has led to a decrease in production volume, excess capacity and hence, the under-utilisation of PPE. This gives rise to impairment indications for the carrying amounts of the PPE. Accordingly, the Group had performed an impairment assessment on the assets in the subsidiary by estimating the recoverable amount applying the value-in-use ("VIU") method. Estimating the VIU involves estimating the future cash inflows and outflows that will be derived from the cash generating unit, and discounting them at an appropriate rate.

Due to the significance of the amount and the subjectivity involved in estimating the VIU, we identified this as our area of audit focus as the impairment assessment involves determining the recoverable amounts using a discounted cash flow approach which is complex and highly judgemental. Significant assumptions applied in the discounted cash flow, including revenue growth rate is affected by the local market demand for the subsidiary's products, and the economic conditions surrounding the property development sector. Judgement was also applied in determining the appropriate rate to discount the future cash flows to its present value.

In addressing this area of focus, we performed, amongst others, the following procedures:

i. Obtained an understanding of the relevant processes and internal controls over estimating the recoverable amount of the PPE;

ii. Evaluated the management's assumptions on revenue growth rate, gross profit margin and utilisation rate against the Group's plan to supply the prefabricated concrete panels for use in the Group's future development projects;

iii. Assessed the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the asset; and

iv. Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions on the recoverable amount.

The Group's disclosure on PPE is included in Note 12 to the financial statements.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

4. Impairment of investment in a subsidiary – GIBS

The carrying amount of the Company's investment in the wholly-owned subsidiary – GIBS as at 31 July 2021 is RM370,500,000 which accounted for approximately 3% of the Company's total assets.

The continued losses reported by the Company's subsidiary, GIBS, indicated that the carrying amount of the investment in subsidiary may be impaired. Accordingly, the Company had performed an impairment assessment on the investment in the subsidiary by estimating the recoverable amount applying the value-in-use ("VIU") method. Estimating the VIU involves estimating the future cash inflows and outflows that will be derived from the cash generating unit, and discounting them at an appropriate rate.

Due to the significance of the amount and the subjectivity involved in estimating the VIU, we identified this as our area of audit focus as the impairment assessment involves determining the recoverable amounts using a discounted cash flow approach which is complex and highly judgemental. Significant assumptions applied in the discounted cash flow, including revenue growth rate is affected by the local market demand for the subsidiary's products, and the economic conditions surrounding the property development sector. Judgement was also applied in determining the appropriate rate to discount the future cash flows to its present value.

In addressing this area of focus, we performed, amongst others, the following procedures:

i. Obtained an understanding of the relevant processes and internal controls over estimating the recoverable amount of the investment in the subsidiary;

ii. Evaluated the management's assumptions on revenue growth rate, gross profit margin and utilisation rate against the Group's plan to supply the prefabricated concrete panels for use in the Group's future development projects;

iii. Assessed the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive; and

iv. Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions on the recoverable amount.

The Company's disclosure on investments in subsidiaries are included in Note 17 to the financial statements.

5. Net realisable value of completed property development units classified as inventories

As at 31 July 2021, the carrying amount of completed property units of RM781,285,000 represents 8% and 4% of the Group's total current assets and total assets respectively.

The current economic outlook and property market environment posed challenges to the sale of these inventories. The Group continues to monitor the realisable value of these inventories to ensure that these inventories are stated at the lower of cost and net realisable values (the estimated selling price less estimated costs necessary to make the sale).

We considered the net realisable value of completed units to be an area of audit focus as such assessment includes estimates made by management and is influenced by assumptions concerning future market and economic conditions.

In addressing this area of focus, we performed, amongst others, the following procedures:

i. Obtained an understanding of the processes and internal controls performed by management in estimating the net realisable value of these inventories; and

ii. Evaluated the management's assessment of the estimated selling price (less estimated cost necessary to make the sale) of these inventories by comparing to the recent transacted prices of similar completed property development units within the vicinity.

The Company's disclosure on completed property units are included in Note 13(c) to the financial statements.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Key Audit Matters (cont'd.)

We have fulfilled the responsibilities described in the Auditors' responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Information Other than the Financial Statements and Auditor's Report

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

Responsibilities of Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITORS' REPORT (CONT'D.)

to the members of Gamuda Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D.)

Auditors' Responsibilities for the Audit of the Financial Statements (cont'd.)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (cont'd.)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 17 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Tan Shium Jye
No. 02991/05/2022 J
Chartered Accountant

Kuala Lumpur, Malaysia
8 October 2021

CONSOLIDATED INCOME STATEMENT

For the financial year ended 31 July 2021

	Note	2021 RM'000	2020 RM'000 (Restated)
Revenue	4	**3,517,218**	3,662,964
Other income		**187,220**	218,571
Construction contract costs recognised as contract expenses		**(1,410,639)**	(1,400,467)
Land and development costs		**(703,855)**	(835,445)
Highway maintenance and toll operations		**(27,611)**	(32,540)
Changes in inventory of finished goods and work in progress		**(14,122)**	(29,429)
Purchases – raw and trading materials		**(199,975)**	(189,534)
Production overheads		**(89,746)**	(72,639)
Staff costs	5	**(184,704)**	(256,919)
Depreciation and amortisation		**(225,208)**	(223,127)
Impairment losses on trade receivables	7	**(396)**	(1,197)
Other operating expenses		**(262,127)**	(270,941)
Profit from operations	7	**586,055**	569,297
Impairment of property, plant and equipment		**–**	(148,100)
Profit from operations after impairment		**586,055**	421,197
Finance costs	8	**(114,462)**	(139,340)
Share of profits of associated companies		**97,871**	116,245
Share of profits of joint ventures		**216,786**	192,181
Profit before tax		**786,250**	590,283
Income tax expense	9	**(154,061)**	(161,272)
Profit for the year		**632,189**	429,011
Profit attributable to:			
Owners of the Company		**588,316**	376,501
Non-controlling interests		**43,873**	52,510
		632,189	429,011
Earnings per share attributable to owners of the Company (sen)			
Basic	10(a)	**23.41**	15.13
Diluted	10(b)	**23.41**	15.13
Net dividends per ordinary share (sen)	11	**–**	6.0
<u>Profit attributable to owners of the Company can be analysed as follows:</u>			
Core profit for the year		**588,316**	524,601
Less: Impairment of Industrial Building System ("IBS") assets		**–**	(148,100)
Profit attributable to owners of the Company, as reported		**588,316**	376,501

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000 (Restated)
Profit for the year	**632,189**	429,011
Other comprehensive income/(loss):		
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Foreign currency translation (Note 27)	**30,760**	100,198
Share of associated companies' foreign currency translation (Note 27)	**375**	(6,661)
	31,135	93,537
Other comprehensive income/(loss) not to be reclassified to profit or loss in subsequent periods:		
Fair value remeasurement on defined benefit plan (Note 29)	**4,423**	(6,568)
Income tax effect	**(731)**	589
	3,692	(5,979)
Total comprehensive income for the year	**667,016**	516,569
Total comprehensive income attributable to:		
Owners of the Company	**622,463**	464,889
Non-controlling interests	**44,553**	51,680
	667,016	516,569

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 July 2021

	Note	31.07.2021 RM'000	31.07.2020 RM'000 (Restated)	01.08.2019 RM'000 (Restated)
ASSETS				
Non-current assets				
Property, plant and equipment	12	**960,687**	997,517	1,133,982
Land held for property development	13(a)	**3,305,083**	3,169,895	2,919,183
Investment properties	14	**711,524**	455,501	432,815
Right-of-use assets	15	**82,677**	80,687	38,448
Concession development expenditure	16	**1,228,026**	1,355,472	1,306,472
Interests in associated companies	18	**780,426**	952,787	970,789
Interests in joint arrangements	19	**1,040,909**	1,057,348	1,201,332
Other investments	20	**812**	812	812
Deferred tax assets	32	**57,775**	40,665	41,767
Receivables and other financial assets	21(b)	**360,407**	890,835	1,074,294
		8,528,326	9,001,519	9,119,894
Current assets				
Property development costs	13(b)	**2,060,166**	1,847,214	1,885,356
Inventories	13(c)	**808,562**	917,734	765,197
Receivables and other financial assets	21(a)	**1,746,464**	2,223,689	1,938,030
Contract assets	22	**1,694,143**	1,701,664	1,604,295
Tax recoverable		**47,814**	44,056	34,158
Investment securities	23	**881,337**	644,467	396,664
Cash and bank balances	25	**2,656,658**	2,147,202	1,452,272
		9,895,144	9,526,026	8,075,972
Total assets		**18,423,470**	18,527,545	17,195,866

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONT'D.)

As at 31 July 2021

	Note	31.07.2021 RM'000	31.07.2020 RM'000 (Restated)	01.08.2019 RM'000 (Restated)
EQUITY AND LIABILITIES				
Equity attributable to owners of the Company				
Share capital	26	**3,620,949**	3,620,946	3,469,729
Reserves		**5,542,608**	4,920,146	4,592,894
Owners' equity		**9,163,557**	8,541,092	8,062,623
Non-controlling interests		**352,145**	426,502	399,317
Total equity		**9,515,702**	8,967,594	8,461,940
Non-current liabilities				
Payables	30(a)	**212,881**	235,550	208,957
Contract liabilities	22	**25,621**	38,446	50,786
Provision for liabilities	37	**116,542**	111,309	29,978
Deferred tax liabilities	32	**296,154**	335,904	375,794
Long term Islamic debts	33	**2,645,000**	2,135,000	1,975,000
Long term conventional debts	34	**1,130,630**	817,171	982,741
		4,426,828	3,673,380	3,623,256
Current liabilities				
Payables	30(b)	**1,745,594**	1,760,450	1,848,867
Contract liabilities	22	**1,028,619**	1,353,551	942,039
Provision for liabilities	37	**158,183**	171,660	74,573
Short term Islamic debts	33	**790,000**	690,000	690,000
Short term conventional debts	34	**662,164**	1,822,960	1,495,917
Tax payable		**96,380**	87,950	59,274
		4,480,940	5,886,571	5,110,670
Total liabilities		**8,907,768**	9,559,951	8,733,926
Total equity and liabilities		**18,423,470**	18,527,545	17,195,866

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 July 2021

	Attributable to owners of the Company					
	Non-distributable		Distributable			
Group	**Share capital (Note 26) RM'000**	**Other reserves (Note 27) RM'000**	**Retained profits (Note 28) RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 August 2020 (as previously stated)	3,620,946	440,943	4,479,203	8,541,092	426,502	8,967,594
Prior year adjustments (Note 47)	–	(151,970)	151,970	–	–	–
At 1 August 2020 (as restated)	3,620,946	288,973	4,631,173	8,541,092	426,502	8,967,594
Total comprehensive income	–	30,455	592,008	622,463	44,553	667,016
Transactions with owners:						
Issuance of ordinary shares pursuant to:						
– Conversion of Warrants (Notes 26 and 27)	3	(1)	–	2	–	2
– By a subsidiary to non-controlling interest	–	–	–	–	3,538	3,538
Transfer warrants reserves to retained profits upon expiry of warrants	–	(96,805)	96,805	–	–	–
Dividends paid by subsidiaries to non-controlling interests	–	–	–	–	(122,448)	(122,448)
Total transactions with owners	3	(96,806)	96,805	2	(118,910)	(118,908)
At 31 July 2021	3,620,949	222,622	5,319,986	9,163,557	352,145	9,515,702

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONT'D.)

For the financial year ended 31 July 2021

	Attributable to owners of the Company						
	Non-distributable			Distributable			
Group	**Share capital (Note 26) RM'000**	**Option reserves RM'000**	**Other reserves (Note 27) RM'000**	**Retained profits (Note 28) RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 August 2019 (as previously stated)	3,469,729	72,584	341,874	4,178,436	8,062,623	399,317	8,461,940
Prior year adjustments (Note 47)	–	–	(147,149)	147,149	–	–	–
At 1 August 2019 (as restated)	3,469,729	72,584	194,725	4,325,585	8,062,623	399,317	8,461,940
Total comprehensive income	–	–	94,367	370,522	464,889	51,680	516,569
Transactions with owners:							
Issuance of ordinary shares pursuant to:							
– Exercise of ESOS (Note 26(f))	70,950	–	–	–	70,950	–	70,950
– Conversion of Warrants (Notes 26 and 27)	2,050	–	(119)	–	1,931	–	1,931
Share options granted under ESOS	–	18,202	–	–	18,202	–	18,202
Share options exercised under ESOS	6,830	(6,830)	–	–	–	–	–
Transfer share options reserves to retained profits upon expiry of ESOS	–	(83,956)	–	83,956	–	–	–
Acquisition of equity interest from non-controlling interest	–	–	–	–	–	(900)	(900)
Dividends paid by a subsidiary to non-controlling interests	–	–	–	–	–	(23,595)	(23,595)
Dividends paid to shareholders (Note 11)							
– Dividend reinvestment plan	71,387	–	–	(71,387)	–	–	–
– Cash settlement	–	–	–	(77,503)	(77,503)	–	(77,503)
Total transactions with owners	151,217	(72,584)	(119)	(64,934)	13,580	(24,495)	(10,915)
At 31 July 2020 (as restated)	3,620,946	–	288,973	4,631,173	8,541,092	426,502	8,967,594

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000 (Restated)
Cash flows from operating activities		
Profit before tax	**786,250**	590,283
Adjustments for:		
Amortisation:		
– Concession development expenditure	**140,503**	137,160
Depreciation:		
– Right-of-use assets	**5,741**	4,677
– Property, plant and equipment	**66,629**	74,320
– Investment properties	**11,894**	6,970
Provision/(reversal) for:		
– Liabilities	**6,622**	4,518
– Retirement benefits obligations	**(2,155)**	(1,077)
– Short term accumulating compensated absences	**4,170**	1,296
Property, plant and equipment written off	**2,427**	2,753
Net (gain)/loss on:		
– Disposal of property, plant and equipment	**(19)**	(458)
– Disposal of investment properties	**(6,242)**	(2,223)
– Unrealised foreign exchange	**1,175**	–
– Deemed disposal of interest in an associated company	**(1,858)**	(4,821)
Fair value loss/(gain) on embedded derivatives	**6,182**	(1,459)
Share of profits of:		
– Associated companies	**(97,871)**	(116,245)
– Joint ventures	**(216,786)**	(192,181)
Impairment of:		
– Trade receivables	**396**	1,197
– Property, plant and equipment	**–**	148,100
Share options granted under ESOS	**–**	18,202
Distribution from investment securities:		
– Islamic	**(9,873)**	(9,594)
– Non-Islamic	**(11,157)**	(10,460)
Profit rate from Islamic fixed deposits	**(10,133)**	(15,104)
Interest income arising from:		
– Non-Islamic fixed deposits	**(68,722)**	(83,094)
– Significant financing component	**(211)**	(60)
Unwinding of discount:		
Notional interest income on non-current:		
– Trade receivables	**(15,272)**	(23,678)
– Amounts due from joint ventures	**(3,617)**	(4,433)
Notional interest expense on non-current payables	**27,789**	16,245
Finance costs	**86,673**	123,095
Operating profit before working capital changes	**702,535**	663,929
Movement in:		
– Land held for property development	**(166,557)**	(187,123)
– Property development costs	**377,745**	650,122
– Receivables	**1,058,831**	(147,142)
– Inventories	**(250,337)**	(545,714)
– Contract assets/(liabilities)	**(270,718)**	412,826
– Lease liabilities	**2,969**	4,556
– Payables	**(50,233)**	173,346
Cash generated from operations	**1,404,235**	1,024,800

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000 (Restated)
Cash flows from operating activities (cont'd.)		
Cash generated from operations	**1,404,235**	1,024,800
Income taxes paid	**(206,058)**	(183,037)
Finance costs paid	**(221,839)**	(266,895)
Retirement benefit obligations paid	**(4,767)**	(2,167)
Net cash generated from operating activities	**971,571**	572,701
Cash flows from investing activities		
Additions to:		
– Property, plant and equipment	**(90,146)**	(155,533)
– Land held for property development	**(218,912)**	(219,700)
– Investment properties	**(134,967)**	(9,882)
– Expressway development expenditures	**(13,057)**	(6,829)
– Right-of-use assets - leasehold land	**(2,962)**	–
Proceeds from:		
– Disposal of property, plant and equipment	**149**	798
– Disposal of investment properties	**12,409**	4,805
Acquisition of additional interest in a subsidiary	**–**	(900)
Capital repayment from an associated company	**–**	11,024
Additional of interest in joint ventures (net)	**24,510**	77,399
Net purchase from disposal of investment securities	**(236,870)**	(247,803)
Placement of deposits with tenure more than 3 months	**(717,920)**	(257,292)
Dividend received from:		
– Associated companies	**272,465**	121,383
– Joint ventures	**186,206**	267,000
Distribution received from investment securities:		
– Islamic	**9,873**	9,594
– Non-Islamic	**11,157**	10,460
Profit rate received from Islamic fixed deposits	**10,133**	15,104
Interest income received from non-Islamic fixed deposits	**68,722**	83,094
Net cash used in investing activities	**(819,210)**	(297,278)
Cash flows from financing activities		
Net (repayment)/drawdown of borrowings and debts	**(244,694)**	320,030
Repayment of lease liabilities	**(6,564)**	(5,763)
Proceeds from:		
– Exercise of ESOS	**–**	70,950
– Conversion of warrants	**2**	1,931
Capital injection in a subsidiary by non-controlling interest	**3,538**	–
Dividends paid to:		
– Shareholders	**–**	(225,775)
– Non-controlling interests	**(122,448)**	(23,595)
Net cash (used in)/generated from financing activities	**(370,166)**	137,778
Net (decrease)/increase in cash and cash equivalents	**(217,805)**	413,201
Effects of exchange rate changes	**9,341**	24,437
Cash and cash equivalents at beginning of year	**1,518,761**	1,081,123
Cash and cash equivalents at end of year (Note 25)	**1,310,297**	1,518,761

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2021

Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's borrowings and debts arising from financing activities, including both cash and non-cash changes.

	Borrowings RM'000	Lease liabilities RM'000	Total RM'000
At 1 August 2020	**5,465,131**	**14,279**	**5,479,410**
Repayment during the year	**(2,000,821)**	**(6,564)**	**(2,007,385)**
Additions during the year	**1,756,127**	**2,375**	**1,758,502**
Fair value loss on embedded derivatives	**6,182**	**–**	**6,182**
Interest expense	**–**	**594**	**594**
Effects of exchange rate changes	**1,175**	**43**	**1,218**
At 31 July 2021	**5,227,794**	**10,727**	**5,238,521**
At 1 August 2019	5,143,658	15,450	5,159,108
Repayment during the year	(1,537,938)	(5,763)	(1,543,701)
Additions during the year	1,859,427	3,821	1,863,248
Fair value gain on embedded derivatives	(1,459)	–	(1,459)
Interest expense	–	735	735
Effects of exchange rate changes	1,443	36	1,479
At 31 July 2020	5,465,131	14,279	5,479,410

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

INCOME STATEMENT

For the financial year ended 31 July 2021

	Note	2021 RM'000	2020 RM'000
Revenue	4	**1,914,952**	1,526,170
Other income		**187,667**	203,266
Construction contract costs recognised as contract expenses		**(825,519)**	(961,966)
Staff costs	5	**(56,511)**	(71,353)
Depreciation		**(6,637)**	(7,092)
Other operating expenses		**(71,648)**	(2,164)
Profit from operations	7	**1,142,304**	686,861
Impairment of cost of investment in GIBS		**–**	(285,000)
Profit from operations after impairment		**1,142,304**	401,861
Finance costs	8	**(120,639)**	(136,133)
Profit before tax		**1,021,665**	265,728
Income tax expense	9	**(50,366)**	(27,644)
Profit for the year		**971,299**	238,084
Net dividends per ordinary share (sen)	11	**–**	6.0

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000
Profit for the year	**971,299**	238,084
Other comprehensive income/(loss):		
Other comprehensive income/(loss) to be reclassified to profit or loss in subsequent periods:		
Foreign currency translation (Note 27)	**7,383**	(4,609)
Other comprehensive income/(loss) not to be reclassified to profit or loss in subsequent periods:		
Fair value remeasurement on defined benefit plan (Note 29)	**1,331**	(678)
Income tax effect	**(319)**	163
Other comprehensive income/(loss) for the year, net of tax	**8,395**	(5,124)
Total comprehensive income for the year	**979,694**	232,960

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION

As at 31 July 2021

	Note	31.07.2021 RM'000	31.07.2020 RM'000 (Restated)	01.08.2019 RM'000 (Restated)
ASSETS				
Non-current assets				
Property, plant and equipment	12	**138,923**	193,046	276,833
Investment properties	14	**9,788**	9,812	9,965
Right-of-use assets	15	**5,196**	6,174	7,179
Investments in subsidiaries	17	**4,374,869**	4,869,376	4,126,481
Interests in associated companies	18	**253,218**	253,218	253,218
Interests in joint arrangements	19	**177,627**	177,627	177,627
Other investments	20	**733**	733	733
Deferred tax assets	32	**6,520**	5,565	2,228
Receivables and other financial assets	21(b)	**26,525**	11,691	88,970
Due from subsidiaries	24	**2,174,536**	1,338,380	1,244,703
		7,167,935	6,865,622	6,187,937
Current assets				
Inventories	13(c)	**647**	1,148	1,952
Receivables	21(a)	**734,775**	918,887	895,020
Contract assets	22	**45,825**	33,465	19,425
Due from subsidiaries	24	**2,033,993**	2,692,721	2,030,013
Investment securities	23	**743,716**	581,850	340,371
Cash and bank balances	25	**135,105**	195,532	65,184
Tax recoverable		**1,264**	–	–
		3,695,325	4,423,603	3,351,965
Total assets		**10,863,260**	11,289,225	9,539,902

STATEMENT OF FINANCIAL POSITION (CONT'D.)

As at 31 July 2021

	Note	31.07.2021 RM'000	31.07.2020 RM'000 (Restated)	01.08.2019 RM'000 (Restated)
EQUITY AND LIABILITIES				
Share capital	26	**3,620,949**	3,620,946	3,469,729
Reserves		**3,520,290**	2,540,597	2,445,274
Owners' equity		**7,141,239**	6,161,543	5,915,003
Non-current liabilities				
Payables	30(a)	**72,917**	73,540	69,560
Due to subsidiaries	36	**12,256**	7,766	–
Long term Islamic debts	33	**1,750,000**	1,750,000	1,300,000
Long term conventional debts	34	**100,000**	–	–
		1,935,173	1,831,306	1,369,560
Current liabilities				
Payables	30(b)	**219,854**	208,049	380,910
Contract liabilities	22	**856,448**	1,006,232	790,073
Due to subsidiaries	36	**131,230**	350,904	168,449
Short term Islamic debts	33	**400,000**	400,000	300,000
Short term conventional debts	34	**157,987**	1,314,080	600,298
Tax payable		**21,329**	17,111	15,609
		1,786,848	3,296,376	2,255,339
Total liabilities		**3,722,021**	5,127,682	3,624,899
Total equity and liabilities		**10,863,260**	11,289,225	9,539,902

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 July 2021

Company	Share capital RM'000	Option reserves RM'000	Other reserves (Note 27) RM'000	Retained profits (Note 28) RM'000	Total RM'000
	← Non-distributable		→	Distributable	
At 1 August 2020	3,620,946	–	96,486	2,444,111	6,161,543
Total comprehensive income	–	–	7,383	972,311	979,694
Transactions with owners:					
Conversion of Warrants (Notes 26 and 27)	3	–	(1)	–	2
Transfer warrants reserves to retained profits upon expiry of warrants	–	–	(96,805)	96,805	–
Total transactions with owners	3	–	(96,806)	96,805	2
At 31 July 2021	3,620,949	–	7,063	3,513,227	7,141,239

Company	Share capital RM'000	Option reserves RM'000	Other reserves (Note 27) RM'000	Retained profits (Note 28) RM'000	Total RM'000
	← Non-distributable		→	Distributable	
At 1 August 2019	3,469,729	72,584	101,214	2,271,476	5,915,003
Total comprehensive income	–	–	(4,609)	237,569	232,960
Transactions with owners:					
Issue of ordinary shares pursuant to:					
– Exercise of ESOS (Note 26(f))	70,950	–	–	–	70,950
– Conversion of Warrants (Notes 26 and 27)	2,050	–	(119)	–	1,931
Share options granted under ESOS	–	18,202	–	–	18,202
Share options exercised under ESOS	6,830	(6,830)	–	–	–
Transfer share options reserves to retained profits upon expiry of ESOS	–	(83,956)	–	83,956	–
Dividends paid to shareholders (Note 11)					
– Dividend reinvestment plan	71,387	–	–	(71,387)	–
– Cash settlement	–	–	–	(77,503)	(77,503)
Total transactions with owners	151,217	(72,584)	(119)	(64,934)	13,580
At 31 July 2020	3,620,946	–	96,486	2,444,111	6,161,543

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000 (Restated)
Cash flows from operating activities		
Profit before taxation	**1,021,665**	265,728
Adjustments for:		
Depreciation:		
– Property, plant and equipment	**5,810**	6,737
– Right-of-use assets	**803**	202
– Investment properties	**24**	153
Provision/(reversal) for:		
– Retirement benefits obligations	**551**	556
– Short term accumulating compensated absences	**906**	(142)
Property, plant and equipment written off	**–**	2
Net gain on:		
– Disposal of property, plant and equipment	**(13)**	(319)
– Unrealised foreign exchange	**(328)**	(25,661)
Impairment of cost of investment in GIBS	**–**	285,000
Share options granted under ESOS	**–**	18,202
Dividend income from:		
– Subsidiaries	**(573,188)**	(89,046)
– Associated companies	**(264,051)**	(100,053)
– Joint ventures	**(80,000)**	(267,000)
Distribution from investment securities:		
– Islamic	**(7,085)**	(7,011)
– Non-Islamic	**(8,723)**	(7,553)
Profit rate from Islamic fixed deposits	**(554)**	(1,949)
Interest income from:		
– Non-Islamic fixed deposits	**(1,074)**	(755)
– Subsidiaries	**(149,499)**	(161,783)
Unwinding discount:		
Notional interest income on non-current:		
– Trade receivables	**(349)**	(10,800)
– Amounts due to subsidiaries	**(1,432)**	(785)
Notional interest expense on non-current payables	**3,042**	3,320
Finance costs	**117,597**	132,813
Operating profits before working capital changes	**64,102**	39,856
Movement in:		
– Net amount due to subsidiaries (trade)	**(173,545)**	(30,230)
– Receivables	**169,278**	52,100
– Inventories	**501**	804
– Contract assets/(liabilities)	**(108,761)**	306,900
– Lease liabilities	**706**	536
– Payables	**19,041**	(28,135)
Cash (used in)/generated from operations	**(28,678)**	341,831
Dividend received	**917,239**	456,099
Income taxes paid	**(48,269)**	(29,316)
Finance costs paid	**(117,620)**	(132,813)
Retirement benefit obligations paid	**(167)**	(466)
Net cash generated from operating activities	**722,505**	635,335

STATEMENT OF CASH FLOWS (CONT'D.)
For the financial year ended 31 July 2021

	2021 RM'000	2020 RM'000 (Restated)
Cash flows from investing activities		
Purchase of property, plant and equipment	**(3,728)**	(26,358)
Proceeds from disposal of property, plant and equipment	**69**	410
Capital injection in subsidiaries	**(25,493)**	(624,595)
Acquisition of additional interest in a subsidiary	**–**	(900)
Long-term capital advances to a subsidiary company	**–**	(407,500)
Net repayment from/(advances to) subsidiaries (non-trade)	**281,614**	(496,742)
Capital redemption from a subsidiary	**20,000**	5,100
Net purchase of investment securities	**(161,866)**	(241,479)
Distribution received from investment securities:		
– Islamic	**7,085**	7,011
– Non-Islamic	**8,723**	7,553
Profit rate received from Islamic fixed deposits	**554**	1,949
Interest income from:		
– Non-Islamic fixed deposits	**1,074**	755
– Subsidiaries	**149,499**	161,783
Net cash generated from/(used in) investing activities	**277,531**	(1,613,013)
Cash flows from financing activities		
Net (repayment)/drawdown of borrowings and debts	**(1,059,503)**	1,262,333
Payment of lease liabilities	**(1,690)**	(1,576)
Proceeds from:		
– Exercise of ESOS	**–**	70,950
– Conversion of warrants	**2**	1,931
Dividend paid to shareholders	**–**	(225,775)
Net cash (used in)/generated from financing activities	**(1,061,191)**	1,107,863
Net (decrease)/increase in cash and cash equivalents	**(61,155)**	130,185
Effects of exchange rate changes	**728**	163
Cash and cash equivalents at beginning of year	**195,532**	65,184
Cash and cash equivalents at end of year (Note 25)	**135,105**	195,532

STATEMENT OF CASH FLOWS (CONT'D.)

For the financial year ended 31 July 2021

Reconciliation of liabilities arising from financing activities:

The table below details changes in the Company's borrowings and debts arising from financing activities, including both cash and non-cash changes.

Company	Borrowings RM'000	Lease liabilities RM'000	Total RM'000
At 1 August 2020	**3,464,080**	**1,586**	**3,465,666**
Repayment during the year	**(1,250,722)**	**(1,690)**	**(1,252,412)**
Additions during the year	**191,219**	**706**	**191,925**
Interest expense	**–**	**58**	**58**
Effects of exchange rate changes	**3,410**	**22**	**3,432**
At 31 July 2021	**2,407,987**	**682**	**2,408,669**
At 1 August 2019	2,200,298	2,521	2,202,819
Repayment during the year	(343,603)	(1,576)	(345,179)
Additions during the year	1,605,936	536	1,606,472
Interest expense	–	91	91
Effects of exchange rate changes	1,449	14	1,463
At 31 July 2020	3,464,080	1,586	3,465,666

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
– 31 July 2021

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business of the Company is located at Menara Gamuda, PJ Trade Centre, No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan.

The principal activities of the Company are that of investment holding and civil engineering construction. The principal activities of the subsidiaries, associated companies and joint arrangements are described in Notes 17, 18 and 19 respectively.

There have been no significant changes in the nature of these activities during the financial year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 8 October 2021.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

The financial statements of the Group and of the Company have been prepared on the historical cost basis except as disclosed in the accounting policies below.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 August 2020, the Group and the Company adopted the following amended MFRSs:

Effective for annual periods beginning on or after 1 January 2020

Amendments to MFRS 9, MFRS 139 and MFRS 7	Interest Rate Benchmark Reform
Amendments to MFRS 101	Presentation of Financial Statements – Definition of Material
Amendments to MFRS 108	Accounting Policies, Changes in Accounting Estimates Errors – Definition of Material

Effective for annual periods beginning on or after 1 June 2020

Amendments to MFRS 16	COVID-19 – Related Rent Concession

The adoption of these new and amended standards did not have any material financial impact to the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.3 Standards and interpretations issued but not yet effective

The Group and the Company have not adopted the following standards and interpretations that have been issued, but yet to be effective:

Effective for annual periods beginning on or after 1 January 2021:

Amendments to MFRS 9, MFRS 139, MFRS 7, MFRS 4 and MFRS 16	Interest Rate Benchmark Reform – Phase 2

Effective for annual periods beginning on or after 1 April 2021:

Amendments to MFRS 16 Leases	COVID-19-Related Concession beyond 30 June 2021

Effective for annual periods beginning on or after 1 January 2022:

Amendments to MFRS 3	Reference to the Conceptual framework
Amendments to MFRS 116	Property, Plant and Equipment – Proceeds before Intended Use
Amendments to MFRS 1, MFRS 9, MFRS 16, MFRS 141	Annual Improvements to MFRS Standards 2018-2020
Amendments to MFRS 137	Onerous Contracts – Cost of Fulfilling a Contract

Effective for annual periods beginning on or after 1 January 2023:

Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 17	Insurance Contracts

Deferred:

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The directors expect that the adoption of the above standards will have no significant impact on the financial statements of the Group and the Company in the period of initial application.

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Company controls an investee if and only if the Company has all the following:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) Exposure, or rights, to variable returns from its investment with the investee; and

(iii) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) The contractual arrangement(s) with the other vote holders of the investee;

(ii) Rights arising from other contractual arrangements; and

(iii) The Group's voting rights and potential voting rights.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.4 Basis of consolidation (cont'd.)

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.5 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.5 Business combinations and goodwill (cont'd.)

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit ("CGU") and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

2.6 Investment in associated companies and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.6 Investment in associated companies and joint ventures (cont'd.)

When the Group's effective interest in associated companies reduces over time arising from the corporate exercises that do not involve the Group, such reduction in effective interest is commonly referred to as deemed disposal. The deemed disposal gives rise to only a partial disposal, such that the Group continues to equity account the Group's interest in the associated companies and consequently gives rise to dilution gain.

The applicable accounting standard, MFRS 128 *Investment in Associates and Joint Ventures*, does not prescribe where the dilution gains should be recognised in profit or loss, other comprehensive income ("OCI") or equity. In the absence of further guidance, the Group had decided to recognise the dilution gains in other comprehensive income and applied it consistently in the previous financial years.

During the financial year, the Group has applied a change in accounting treatment to recognise the dilution gains in the income statement retrospectively. This change resulted in a reclassification of dilution gain from Capital Reserve account to Retained Profits account. The change in accounting treatment to account for the dilution gain arising from deemed disposal is intended to bring the Group's reporting closer to the practice of most of the other companies and views of the relevant accounting bodies to enhance the comparability of the Group's financial statements for the benefit of users of the financial statements. The deemed disposal will not have any impact to the Company as the initial cost of investment in associated companies remains unchanged. The impact arising from the change has been disclosed accordingly in the Note 47 to the financial statements.

2.7 Investment in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group and the Company as joint operators recognise in relation to their interests in joint operations:

(i) their assets, including their shares of any assets held jointly;

(ii) their liabilities, including their shares of any liabilities incurred jointly;

(iii) their revenue from the sale of their shares of the output arising from the joint operations;

(iv) their shares of the revenue from the sale of the output by the joint operations; and

(v) their expenses, including their shares of any expenses incurred jointly.

The Group and the Company account for the assets, liabilities, revenues and expenses relating to its interest in joint operations in accordance with the MFRSs applicable to the particular assets, liabilities, revenues and expenses.

Profits and losses resulting from transactions between the Group and its joint operation are recognised in the Group's consolidated financial statements only to the extent of unrelated investors' interests in the joint operation.

2.8 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

(a) Expressway development expenditure

Expressway development expenditure ("EDE") comprises development and upgrading expenditure (including interest charges relating to financing of the development of the expressway) incurred in connection with the concession. EDE is measured on initial recognition at cost. Following initial recognition, EDE is carried at cost less accumulated amortisation and any accumulated impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.8 Intangible assets (cont'd.)

(a) Expressway development expenditure (cont'd)

Assets under construction included in EDE are not depreciated as these assets are not yet available for use.

EDE is amortised upon commencement of tolling operations over the concession period based on the following formula:

Amortisation of EDE is included in profit or loss.

$$\left(\frac{\text{Actual Traffic Volume For The Year}}{\text{Actual Traffic Volume For The Year Plus Projected Traffic Volume To Completion}} \times \text{Opening Net Carrying Amount Of EDE Plus Current Year Additions} \right)$$

Periodic traffic studies are performed by an independent traffic consultant in order to support the projected toll revenue for the remaining concession period. The projection was based on the latest available traffic study.

(b) Other intangible assets

Other intangible assets acquired separately are measured initially at cost. Following initial acquisition, other intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

Other intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the other intangible asset may be impaired. The amortisation period and the amortisation method for other intangible assets with finite useful lives are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on other intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Other intangible asset is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

Other intangible assets of the Group comprise of water development expenditure.

The water development expenditure ("WDE") is attributable to Gamuda Water Sdn. Bhd. which have been granted the rights to manage, operate and maintain Sungai Selangor Water Treatment Plant Phase 3 ("SSP 3") for a period of 8 years. WDE comprises of rehabilitation and restoration capital expenditure in connection with the operations and maintenance of water concession.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.9 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost net of accumulated depreciation and accumulated impairment losses, if any. When significant parts of plant and equipment are required to be replaced at intervals, the Group and the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Freehold land has an unlimited useful life and therefore is not depreciated. Construction in progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, at the following annual rates:

Buildings	2% – 13%
Plant and machinery	5% – 20%
Office equipment, furniture and fittings	10% – 33%
Motor vehicles	12% – 25%

The Group and the Company review the estimated residual values and expected useful lives of assets at least annually. In particular, the Group and the Company consider the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13 to the financial statements.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

2.10 Leases

Accounting policies applied from 1 August 2019

Leases are recognised as right-of-use ("ROU") assets and a corresponding liability at the date on which the leased asset is available for use by the Group.

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.10 Leases (cont'd.)

Group as a lessee (cont'd.)

(i) Right-of-use assets

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets and the associated lease liabilities are presented as a separate line item in the statement of financial position.

The right-of-use asset is initially measured at cost. Cost includes the initial amount of the corresponding lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs, less any incentives received.

The right-of-use asset is subsequently measured at cost less accumulated depreciation and any accumulated impairment losses and adjust for any remeasurement of the lease liabilities. The right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the Group and the Company expect to exercise a purchase option, the right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts from the commencement date of the underlying asset. The policy for the recognition and measurement of impairment losses is in accordance with Note 2.13 to the financial statements.

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Group's and the Company's lease liabilities are included in Note 31 to the financial statements.

(iii) Short term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.10 Leases (cont'd.)

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned. The accounting policy for rental income is set out in Note 2.19(b)(ii) to the financial statements.

2.11 Service concession arrangements

The Group recognises revenue from the construction and upgrading of the infrastructure in accordance with its accounting policy for construction contracts set out in Note 2.12 to the financial statements. Where the Group performs more than one service under the arrangement, consideration received or receivable is allocated to the components by reference to the relative fair values of the services delivered, when the amounts are separately identifiable.

The Group recognises the consideration receivable as an intangible asset to the extent that it receives a right to charge users of the public service. Intangible assets are accounted for in accordance with the accounting policy set out in Note 2.8 to the financial statements.

Subsequent costs and expenditures related to infrastructure and equipment arising from the Group's commitments to the concession contracts or that increase future revenue are recognised as additions to the intangible asset and are stated at cost. Capital expenditures necessary to support the Group's operation as a whole are recognised as property, plant and equipment, and accounted for in accordance with the policy stated under property, plant and equipment in Note 2.9 to the financial statements. When the Group has contractual obligations that it must fulfil as a condition of its license to: a) maintain the infrastructure to a specified standard or, b) to restore the infrastructure when the infrastructure has deteriorated below a specified condition, it recognises and measures these contractual obligations in accordance with the accounting policy for provisions in Note 2.16 to the financial statements. Repairs and maintenance and other expenses that are routine in nature are expensed to profit or loss as incurred.

2.12 Construction contracts

Where the financial outcome of a construction contract can be reliably estimated, contract revenue and contract costs are recognised as revenue and expenses respectively by using the stage of completion method. The stage of completion is determined by the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs.

Where the financial outcome of a construction contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that are likely to be recoverable. Contract costs are recognised as expenses in the period in which they are incurred.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Contract revenue comprises the initial amount of revenue agreed in the contract and variations in contract work, claims and incentive payments to the extent that it is probable that they will result in revenue and they are capable of being reliably measured.

When the total of costs incurred on construction contracts plus recognised profits (less recognised losses) exceeds progress billings, the balance is classified as contract assets within trade receivables. When progress billings exceed costs incurred on construction contracts plus recognised profits (less recognised losses), the balance is classified as contract liabilities within trade payables.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.13 Impairment of non-financial assets

The Group assesses, the carrying amounts of the Group's non-financial assets, other than land held for property development, property development costs, deferred tax assets and inventories, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually as at 31 July and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

2.14 Inventories

Inventories are stated at the lower of cost or net realisable value.

(a) Land held for property development

Land held for property development (classified within non-current assets) comprise land banks which are in the process of being prepared for development but have not been launched, or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets and is stated at cost less any accumulated impairment losses.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Land held for property development is reclassified as property development costs at the point when development activities have commenced and where it can be demonstrated that the development activities can be completed within the normal operating cycle.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.14 Inventories (cont'd.)

(b) Property development cost

Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities.

Where the financial outcome of a development activity can be estimated reliably, property development revenue and expenses are recognised in profit or loss by using the stage of completion method. The stage of completion is determined by the proportion that property development costs incurred for work performed to date bear to the estimated total property development costs.

Where the financial outcome of a development activity cannot be estimated reliably, property development revenue is recognised only to the extent of property development costs incurred that are likely to be recoverable. Property development costs are recognised as expenses in the period in which they are incurred.

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately.

Property development costs not recognised as an expense are recognised as an asset, which is measured at the lower of cost and net realisable value.

The excess of revenue recognised in profit or loss over billings to purchasers is classified as accrued billings within trade receivables and the excess of billings to purchasers over revenue recognised in profit or loss is classified as progress billings within trade payables.

(c) Completed properties

Costs comprise costs of acquisition of land including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects and direct building costs.

(d) Raw materials, panels and work in progress

The cost of raw materials includes the cost of purchase and other direct charges. The costs of panels and work-in-progress comprise of raw materials, direct labour, other direct costs and appropriate proportions of production overheads. Cost of inventories are accounted for using the weighted average cost method.

Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2.15 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at costs less any accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Construction in progress included in investment properties are not depreciated as these assets are not yet available for use.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.15 Investment properties (cont'd.)

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, at the following annual rates:

Leasehold land	2% – 13%
Buildings	2% – 13%

A property interest under an operating lease is classified and accounted for as an investment property on a property-by-property basis when the Group holds it to earn rentals or for capital appreciation or both. Any such property interest under an operating lease classified as an investment property is carried at cost.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use, as set out in Note 2.9 to the financial statements.

2.16 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.17 Taxes

(a) Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.17 Taxes (cont'd.)

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.17 Taxes (cont'd.)

(c) Sales and Service Tax ("SST")

The net amount of SST being the difference between output and input of SST, payable to or receivable from the respective authorities at the reporting date, is included in other payables or other receivables in the statements of financial position.

Revenue is recognised net of SST charged to customers. Expenses and assets are recognised inclusive of SST. The amount payable to taxation authority is included as payables in the statement of financial position.

The effective date for SST in Malaysia is on 1 September 2018. Prior to this date, Malaysia was under the Goods and Services Tax ("GST") regime.

2.18 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. The Malaysian companies in the Group make contributions to the Employee Provident Fund ("EPF") in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(c) Defined benefit plans

The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation (derived using a discount rate based on high quality corporate bonds) at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The cost of providing benefits under the defined benefit plans is determined separately for each plan using the projected unit credit method.

Defined benefit costs comprise service costs, net interest on the net defined benefit liability or asset and remeasurements of net defined benefit liability or asset.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expense in profit or loss. Past service costs are recognised when plan amendment or curtailment occurs.

Net interest on the net defined benefit liability or asset is the change during the period in the net defined benefit liability or asset that arises from the passage of time which is determined by applying the discount rate based on high quality corporate bonds to the net defined benefit liability or asset. Net interest on the net defined benefit liability or asset is recognised as expense or income in profit or loss. Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.18 Employee benefits (cont'd.)

(c) Defined benefit plans (cont'd.)

The amount recognised in the consolidated statements of financial position represents the present value of the defined benefit obligations adjusted for unrecognised actuarial gains and losses and unrecognised past service costs, and reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the net total of any unrecognised actuarial losses and past service costs, and the present value of any economic benefits in the form of refunds or reductions in future contributions to the plan.

(d) Share based compensation

The Gamuda Berhad Employees' Share Option Scheme ("ESOS"), an equity-settled, share based compensation plan, allows the Group's employees to acquire ordinary shares of the Company. The total fair value of share options granted to employees is recognised as an employee cost with a corresponding increase in the share options reserve within equity over the vesting period and taking into account the probability that the options will vest. The fair value of share options is measured at grant date, taking into account, if any, the market vesting conditions upon which the options were granted but excluding the impact of any non-market vesting conditions. Non-market vesting conditions are included in assumptions about the number of options that are expected to become exercisable on vesting date.

At each reporting date, the Group revises its estimates of the number of options that are expected to become exercisable on vesting date. It recognises the impact of the revision of original estimates, if any, in the profit or loss, and a corresponding adjustment to equity over the remaining vesting period. The equity amount is recognised in the share option reserve until the option is exercised, upon which it will be transferred to share premium, or until the option expires, upon which it will be transferred directly to retained profits.

2.19 Revenue from contracts with customers and other income recognition

Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. Other income is recognised to the extent that they are probable that the economic benefits associated with the transaction will flow to the Group and the other income can be reliably measured. Revenue and other income are measured at the fair value of consideration received or receivable.

(a) Revenue recognition from contracts with customers

The following specific recognition criteria must also be met before revenue and other income are recognised:

(i) Engineering and construction contracts

Revenue from engineering and construction contracts is accounted for by the stage of completion method as described in Note 2.12 to the financial statements.

(ii) Property development

Property development contracts with customers may include multiple promises to customers and are accounted for as separate performance obligations. Transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost-plus margin.

Revenue from property development is recognised as and when the control of the asset is transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to-date.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.19 Revenue from contracts with customers and other income recognition (cont'd.)

(a) Revenue recognition from contracts with customers (cont'd.)

The following specific recognition criteria must also be met before revenue and other income are recognised: (cont'd.)

(ii) Property development (cont'd.)

This is generally established when:

- the promised properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements and the attached layout plan and the purchasers could enforce its rights to the promised properties if the Group seeks to sell the unit to another purchaser. The contractual restriction on the Group's ability to direct the promised residential property for another use is substantive and the promised properties sold to the purchasers do not have an alternative use to the Group; and
- the Group has the right to payment for performance completed to date and is entitled to continue to transfer to the customer the development units promised and has the rights to complete the construction of the properties and enforce its rights to full payments.

If control of the asset is transferred over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, the Group recognises the revenue at a point of time to the sale of completed properties and properties under contract of sale when the control of the properties has been transferred to the customers and it is probable that the Group will collect the consideration it is entitled to.

The Group recognises sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers.

(iii) Sale of goods and services

Revenue relating to the sale of goods is recognised net of discounts upon the transfer of risks and rewards. Revenue from services rendered is recognised net of service taxes and discount as and when the services are performed. Sale of goods and services of the Group includes trading of construction materials and sales of manufactured products.

(iv) Supply of water and related services

Revenue from management, operation and maintenance of dams and water treatment facilities are recognised net of discounts as and when the services are performed.

(v) Toll concession revenue

Toll revenue includes toll collection and Government compensation. Toll collection is accounted for as and when toll is chargeable for the usage of the Highway.

The amount of Government compensation are recognised in profit or loss for the year after taking into consideration the effects of the concession arrangement.

(vi) Dividend income

Dividend income is recognised when the right to receive payment is established.

(vii) Club membership entrance fees and annual fees

Membership entrance fees from members represent 20% of the membership fees whereas membership annual fees represent the remaining 80% of the membership fees. The membership entrance fees are received upfront and recognised on a straight-line basis over the tenure of the membership.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.19 Revenue from contracts with customers and other income recognition (cont'd.)

(b) Other income

(i) Interest income

Interest is recognised on a time proportion basis that reflects the effective yield on the asset.

(ii) Rental income

Rental income is recognised on a straight-line basis over the term of the lease. The aggregate cost of incentives provided to lessees is recognised as a reduction of rental income over the lease term on a straight-line basis.

2.20 Foreign currencies

(a) Functional and presentation currency

The Group's consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

(b) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment in a foreign operation. These are recognised in OCI until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.20 Foreign currencies (cont'd.)

(c) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into RM at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

The principal exchange rates used for every unit of foreign currency ruling at the reporting date are as follows:

	2021 RM	2020 RM
United States Dollar	**4.225**	4.238
Indian Rupee	**0.057**	0.057
New Taiwan Dollar	**0.151**	0.144
Qatari Riyal	**1.151**	1.155
Bahraini Dinar	**11.119**	11.225
100 Vietnam Dong	**0.018**	0.018
Australian Dollar	**3.127**	3.027
Singapore Dollar	**3.126**	3.083
Pound Sterling	**5.906**	5.508

2.21 Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under MFRS 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.21 Financial assets (cont'd.)

Initial recognition and measurement (cont'd.)

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); or
- Financial assets at fair value through profit or loss.

Financial assets at amortised cost (debt instruments)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables and loans to associates included under other non-current financial assets.

Financial assets at fair value through OCI (debt instruments)

The Group measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Group's debt instruments at fair value through OCI includes investments in quoted debt instruments included under other non-current financial assets.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.21 Financial assets (cont'd.)

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are also recognised as other income in the statement of profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either
  - (a) the Group has transferred substantially all the risks and rewards of the asset, or
  - (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.22 Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at fair value through OCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.23 Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at banks and on hand and short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of bank overdrafts as they are considered an integral part of the Group's cash management.

2.24 Share capital and share issuance expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are accounted for in shareholders' equity as an appropriation of retained earnings and accrued as liability in the financial year in which the obligation to pay is established.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.25 Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

(a) Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied.

(b) Other financial liabilities

The Group's and the Company's other financial liabilities include trade and other payables, loans and borrowings including bank overdrafts.

Other financial liabilities are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

After initial recognition of loans and borrowings, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.25 Financial liabilities (cont'd.)

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

2.26 Derivative financial instruments and hedge accounting

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as forward currency contracts, interest rate swaps and forward commodity contracts, to hedge its foreign currency risks, interest rate risks and commodity price risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment; or
- Hedges of a net investment in a foreign operation.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined).

A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.26 Derivative financial instruments and hedge accounting (cont'd.)

Initial recognition and subsequent measurement (cont'd.)

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of profit or loss. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

To manage its risks, particularly interest rate risks and foreign currency risk, the Group has entered into cross-currency interest rate swap arrangements with financial institutions.

The amounts accumulated in OCI are accounted for, depending on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and will not be recognised in OCI for the period. This also applies where the hedged forecast transaction of a non-financial asset or non-financial liability subsequently becomes a firm commitment for which fair value hedge accounting is applied.

For any other cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss.

2.27 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.28 Deferred revenue

Deferred revenue comprise the following:

(a) Advance maintenance fees and license fees

Fees received from third parties to upkeep the inter-change at the expressway and for the exclusive rights to design, construct, operate and manage ancillary facilities along the expressway, are recognised in profit or loss on a straight line basis over the remaining concession period.

(b) Government compensation

Compensation received from the Government for the imposition of revised toll rates lower than those as provided for in the respective Concession Agreements, which is taken to profit or loss over the period the compensation relates.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.29 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

(a) In the principal market for the asset or liability, or

(b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

(a) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities

(b) Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

(c) Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Policies and procedures are determined by the Group for both recurring fair value measurement and for non-recurring measurement.

2.30 Right-of-use assets - leasehold land

Leasehold land are initially measured at cost. Following initial recognition, leasehold land are measured at cost less accumulated amortisation and any accumulated impairment losses. The leasehold land are amortised over their lease terms

Right-of-use assets - quarry rights

The quarry rights are attributable to G.B. Kuari Sdn. Bhd. which have been granted the rights to operate quarry for a period of 30 years ending Year 2050. The quarry rights are amortised over the lease term.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.31 Contract assets and contract liabilities

A contract asset is the right of the Group to consideration in exchange for goods or services that it has transferred to the customer when that right is conditional upon future performance but not through the passage of time. If the Group has performed its obligation by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised and presented net of any amounts that has been recognised as receivables. Contract asset is the excess of cumulative revenue earned or recognised in profit or loss over the billings to date to the customer. Contract assets are subject to impairment assessment in accordance of MFRS 9.

A contract liability is the obligation of the Group to transfer goods and services to a customer for which it has received consideration or an amount of consideration is due from the customer. If a customer pays consideration, such as advance payment and down payments, or the Group has a right to an amount of consideration that is unconditional before it transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs its obligation under the contract. Contract liability is the excess of the billings to date to the customer over the cumulative revenue earned or recognised in profit or loss.

2.32 Financial guarantee contracts

A financial guarantee contract is a contract that requires the guarantor to make specified payments to reimburse the holder of a guarantee for a loss it incurs because a specified guaranteed debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee contract is recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value. The fair value of a financial guarantee contract is the present value of the difference between the net contractual cash flows required under a debt instrument, and the net contractual cash flows that would have been required without the guarantee. The present value is calculated using a risk free rate of interest.

At the end of each subsequent reporting period, financial guarantees are measured at the higher of:

(i) the amount of the loss allowance determined in accordance with ECL; and

(ii) the amount initially recognised less cumulative amount of income recognised in accordance with the principles of MFRS 15, where appropriate.

2.33 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group.

Contingent liabilities and assets are not recognised in the statements of financial position except for contingent liabilities assumed in a business combination of which the fair value can be reliably measured.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.34 Current and non-current classification

The Group presents assets and liabilities in the statements of financial position based on current and non-current classification.

An asset is classified as current when it is:

(i) expected to be realised or intended to be sold or consumed in normal operating cycle;

(ii) held primarily for the purpose of trading;

(iii) expected to be realised within 12 months after the reporting period; or

(iv) cash and cash equivalents unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

(i) it is expected to be settled in normal operating cycle;

(ii) it is held primarily for the purpose of trading;

(iii) it is due to be settled within 12 months after the reporting period; or

(iv) there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities respectively.

2.35 Contract cost assets

(i) Incremental costs of obtaining a contract

The incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer which they would not have incurred if the contract had not been obtained.

(ii) Costs to fulfil a contract

The costs incurred in fulfilling a contract with a customer who are not within the scope of other MFRSs such as MFRS 102: *Inventories*, MFRS 116: *Property, Plant and Equipment* and MFRS 138: *Intangible Assets*, are recognised as contract cost assets when all of the following criteria are met:

- costs relate directly to a contract or to an anticipated contract that can be specifically identified;
- the costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- the costs are expected to be recovered.

Contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. The amortisation shall be updated subsequently to reflect any significant change to the expected timing of transfer to the customer of the goods or services to which the asset relates in accordance with MFRS 108: *Accounting Policies, Changes in Accounting Estimate and Errors*.

Impairment loss is recognised in profit or loss to the extent that the carrying amount of the contract cost exceeds:

- the remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the asset relates; less
- the costs that relate directly to providing those goods or services and that have not been recognised as expenses.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D.)

2.35 Contract cost assets (cont'd.)

(ii) Costs to fulfil a contract (cont'd.)

Before an impairment loss is recognised for contract cost, the Group shall recognise any impairment loss for assets related to the contract that are recognised in accordance with other MFRSs, such as MFRS 102, MFRS 116 and MFRS 138. The Group shall include the resulting carrying amount of the contract cost assets in the carrying amount of the cash-generating unit to which it belongs for the purpose of applying MFRS 136: *Impairment of Assets* to that cash-generating unit.

An impairment loss is reversed when the impairment conditions no longer exist or have improved. Such reversal is recognised in profit or loss.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

In the process of applying the Group's accounting policies, management did not make any significant judgement which may have significant effect on the amount recognised in the financial statements.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(a) Revenue and cost of sales from property development activities and construction contracts

The Group and the Company recognise contract or property development revenue and expenses in the profit or loss by using the stage of completion method. The stage of completion is determined by the proportion that contract or property development costs incurred for work performed to date bear to the estimated total contract or property development costs.

Significant estimation is involved in determining the stage of completion, the extent of the contract or property development costs incurred, the estimated total contract or property development revenue and costs, as well as the recoverability of the contracts or development projects. In making the estimation, the Group evaluates based on past experiences and by relying on the work of specialists.

Where the total actual revenue and cost incurred are different from the total estimated revenue and cost incurred, such differences will impact the contract profit or losses recognised.

The carrying amount of the Group's property development costs at the reporting date is disclosed in Note 13(b) to the financial statements.

The carrying amount of the Group's and the Company's contract assets/(liabilities) for construction contracts at the reporting date is disclosed in Note 22 to the financial statements.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

Key sources of estimation uncertainty (cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (cont'd.)

(b) Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The total carrying value of recognised and unrecognised tax losses, capital allowances and other deductible temporary differences of the Group and of the Company are as disclosed in Note 32 to the financial statements.

(c) Provision for development cost

The Group recognises a provision for development cost in respect of development projects undertaken by its subsidiaries. In determining the provision, the Group has made assumptions in relation to the development cost incurred on the completed phases. The carrying amount of provision for development cost at the reporting date is disclosed in Note 37(a) to the financial statements.

If the actual claims differ by 5% from management's estimates, the Group's profit for the year will increase/decrease by RM1,583,000 (2020: RM2,076,000).

(d) Provision for affordable housing

Provision for affordable housing is recognised for anticipated losses to be incurred for the development of low cost housing under the requirements of the local Government attributable to a premium housing project. The Group is of the view that the expected costs should be accrued progressively as and when the premium housing is constructed. The provision for affordable housing represents the shortfall between the cost of constructing affordable housing and the economic benefits expected to be received from the purchasers of affordable housing in the development of affordable housing on involuntary basis. This provision is capitalised in the form of common costs for development of premium housing based on the following conditions:

- The master and building plans is approved;
- The developer commenced development; and
- Sales of the affordable housing are controlled, whereby eligibility of buyers is dictated by the authority and the developer has no ability to impose selling price higher than what the authority dictates.

In determining the provision for affordable housing, estimates and assumptions are made by the Group on the structure and construction costs in constructing the affordable housing. In making those judgements, the Group evaluates the provisions based on past experience.

The carrying amount of the Group's provision for affordable housing as at reporting date is disclosed in Note 37(b) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

Key sources of estimation uncertainty (cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (cont'd.)

(e) Impairment of investments in subsidiaries, associated companies and joint ventures

The Group and the Company assess at each reporting date whether there are indicators of impairment for its investments in subsidiaries, associated companies and joint ventures. This involves measuring the recoverable amounts which includes fair value less costs to sell and valuation techniques. Valuation techniques include the use of discounted cash flow analysis, considering the current market value indicators and recent arms-length market transactions. These estimates provide reasonable approximations to the computation of recoverable amounts.

During the previous financial year, the Company had recognised impairment of RM285,000,000 in the investment in GIBS. The net carrying amount of the investment in GIBS as at 31 July 2021 was RM370,500,000. The Company carried out the impairment test based on measuring the recoverable amounts which includes fair value less costs to sell and valuation techniques. Valuation techniques include the use of discounted cash flow analysis, considering the current market value indicators and recent arms-length market transactions. These estimates provide reasonable approximations to the computation of recoverable amounts.

(f) Provision for expected credit losses of trade receivables and contract assets

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e. by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e. gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

(g) Impairment assessment on property, plant and equipment ("PPE")

The Group and the Company assess whether there are any indicators of impairment for all non-financial assets at each reporting date.

During the previous financial year, the Group had recognised impairment in respect of its subsidiary, GIBS's property, plant and equipment of RM148,100,000.The net carrying amount of the property, plant and equipment of the Group as at 31 July 2021 was RM329,279,000. The Group carried out the impairment test based on a variety of estimation including the value in use of the cash-generating unit ("CGU") to which the property, plant and equipment are allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

If the management's estimated gross margin had been lowered by 1%, the property, plant and equipment would be further impaired by RM3,952,000 (2020: RM12,200,000). If the management's estimated pre-tax discount rate applied to the discounted cash flows had been raised by 1%, the property, plant and equipment would be further impaired by RM11,468,000 (2020: RM20,200,000). If the management's estimated revenue growth rate had been lowered by 10%, the property, plant and equipment would be further impaired by RM30,518,000 (2020: RM26,200,000).

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D.)

Key sources of estimation uncertainty (cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (cont'd.)

(h) Non-consolidation of entity in which the Group holds more than a majority of shareholding interest

The Group does not consider that it controls Sistem Penyuraian Trafik KL Barat Holdings Sdn Bhd ("SPRINT Holdings") even though the Group holds an effective shareholding interest of 52% in SPRINT Holdings. This is because the Group only holds a direct voting right of 30% in SPRINT Holdings. The remaining 22% of the equity share in SPRINT Holdings is held via another associated company of the Group, Lingkaran Trans Kota Holdings Berhad ("LITRAK Holdings"), vis a vis indirect interest owned by the Group. The Group does not control LITRAK Holdings. As a result, the Group does not hold a majority voting right in SPRINT Holdings and therefore, SPRINT Holdings is considered as an associated company.

(i) Net realisable value of completed property development units classified as inventories

Inventories held for sale are stated at the lower of cost or net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices.

Inventories held for sale are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing.

Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group's products, the Group provides additional allowances for slow moving inventories.

The carrying amount of the Group's completed property units as at reporting date is disclosed in Note 13(c) to the financial statements.

4. REVENUE

Revenue of the Group and of the Company consists of the following:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Engineering and construction contracts	**1,784,789**	1,624,739	**997,713**	1,070,071
Sales of development properties	**1,091,803**	1,321,316	**–**	–
Trading of construction materials	**75,338**	81,423	**–**	–
Sales of manufactured products	**36,793**	62,073	**–**	–
Quarry sales	**42,855**	55,258	**–**	–
Supply of water and related services	**177,227**	165,557	**–**	–
Toll concession revenue	**248,411**	314,835	**–**	–
Dividend income from subsidiaries	**–**	–	**573,188**	89,046
Dividend income from associated companies	**–**	–	**264,051**	100,053
Dividend income from joint ventures	**–**	–	**80,000**	267,000
Others	**60,002**	37,763	**–**	–
	3,517,218	3,662,964	**1,914,952**	1,526,170
Timing of revenue recognition:				
– At a point in time	**866,313**	1,642,129	**917,239**	456,099
– Over time	**2,650,905**	2,020,835	**997,713**	1,070,071
	3,517,218	3,662,964	**1,914,952**	1,526,170

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

4. REVENUE (CONT'D.)

Supplementary information on revenue of the Group inclusive of the Group's share of revenue of joint ventures are as follows:

	2021 RM'000	2020 RM'000
Revenue of the Group	**3,517,218**	3,662,964
Share of revenue of joint ventures:		
– Engineering and construction contracts	**1,317,741**	2,953,308
– Property development and club operations	**172,126**	173,742
– Water and expressway concessions	**8,872**	14,909
	5,015,957	6,804,923

5. STAFF COSTS

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Wages and salaries:	**257,028**	321,835	**80,335**	121,095
– Company	**31,795**	31,908	**31,795**	31,908
– Joint operations	**48,540**	89,187	**48,540**	89,187
– Subsidiaries	**176,693**	200,740	**–**	–
Directors' remuneration (Note 6)	**9,696**	13,420	**9,065**	12,676
Short term accumulating compensated absences	**4,170**	1,296	**906**	(142)
Defined contribution plans	**25,706**	23,866	**5,899**	3,285
Provision for retirement benefit obligations	**(2,326)**	(1,233)	**424**	441
Share options granted under ESOS	**–**	17,957	**–**	17,982
Social security costs	**3,621**	3,605	**228**	180
Other staff related expenses	**32,512**	53,242	**8,100**	2,320
	330,407	433,988	**104,957**	157,837
Less: Amount capitalised in qualifying assets:				
– Property development costs (Note 13(b))	**(31,254)**	(37,763)	**–**	–
– Investment properties (Note 14)	**–**	(556)	**–**	–
– Costs of contract assets from construction (Note 22(a))	**(104,574)**	(126,942)	**(48,446)**	(86,484)
Less: Amount classified as highway maintenance and toll operations	**(9,875)**	(11,808)	**–**	–
	184,704	256,919	**56,511**	71,353

6. DIRECTORS' REMUNERATION

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Directors				
Executive:				
Salaries	**8,231**	11,275	**7,731**	10,695
Defined contribution plans	**1,146**	1,596	**1,083**	1,522
Provision for retirement benefit obligations	**171**	156	**127**	115
Share options granted under ESOS	**–**	245	**–**	220
Other emoluments				
– Allowances	**148**	148	**124**	124
– Benefits-in-kind	**732**	684	**633**	589
	10,428	14,104	**9,698**	13,265
Non-executive:				
Fees	**795**	716	**795**	716
Other emoluments				
– Allowances	**156**	175	**156**	175
– Benefits-in-kind	**21**	28	**21**	28
	972	919	**972**	919
Total	**11,400**	15,023	**10,670**	14,184
Analysis excluding benefits-in-kind:				
Total executive directors' remuneration excluding benefits-in-kind (Note 5)	**9,696**	13,420	**9,065**	12,676
Total non-executive directors' remuneration excluding benefits-in-kind (Note 7)	**951**	891	**951**	891
Total directors' remuneration excluding benefits-in-kind	**10,647**	14,311	**10,016**	13,567

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

6. DIRECTORS' REMUNERATION (CONT'D.)

The details of the remuneration paid by the Group and the Company to each director who served during the financial years ended 31 July 2021 and 31 July 2020 are as follows:

2021	Salaries, bonus and EPF RM'000	Fees RM'000	Other emoluments* RM'000	Total RM'000
Directors				
Executive:				
Y Bhg Dato' Lin Yun Ling	4,098	–	330	4,428
Y Bhg Dato' Ir. Ha Tiing Tai	2,357	–	252	2,609
Encik Mohammed Rashdan bin Mohd Yusof	2,359	–	176	2,535
Y Bhg Dato' Ubull a/l Din Om	563	–	122	685
	9,377	–	880	10,257
Non-executive:				
Y Bhg Dato' Mohammed bin Haji Che Hussein	–	210	101	311
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	–	130	14	144
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	–	130	12	142
YM Tunku Afwida binti Tunku A.Malek	–	165	26	191
Puan Nazli binti Mohd Khir Johari	–	160	24	184
	–	795	177	972

** Included in other emoluments are allowances and benefits-in-kind.*

2020	Salaries, bonus and EPF RM'000	Fees RM'000	Other emoluments* RM'000	Total RM'000
Directors				
Executive:				
Y Bhg Dato' Lin Yun Ling	5,414	–	291	5,705
Y Bhg Dato' Ir. Ha Tiing Tai	3,063	–	247	3,310
Encik Mohammed Rashdan bin Mohd Yusof	3,740	–	175	3,915
Y Bhg Dato' Ubull a/l Din Om	654	–	119	773
	12,871	–	832	13,703
Non-executive:				
Y Bhg Dato' Mohammed bin Haji Che Hussein	–	189	122	311
YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	–	117	12	129
Y Bhg Tan Sri Dato' Setia Haji Ambrin bin Buang	–	117	12	129
YM Tunku Afwida binti Tunku A.Malek	–	149	31	180
Puan Nazli binti Mohd Khir Johari	–	144	26	170
	–	716	203	919

** Included in other emoluments are allowances and benefits-in-kind.*

7. PROFIT FROM OPERATIONS

The following items have been included in arriving at profit from operations:

	Group		Company	
	2021 RM'000	2020 RM'000 (Restated)	2021 RM'000	2020 RM'000 (Restated)
Amortisation:				
– Concession development expenditure (Note 16)	**140,503**	137,160	**–**	–
Auditors' remuneration:				
– Statutory audits:				
– Group's auditors	**1,690**	1,478	**489**	328
– Other auditors	**105**	96	**10**	53
– Other services	**655**	1,079	**363**	950
Right-of-use assets (Note 15):				
– Depreciation	**5,741**	4,677	**803**	202
Investment properties (Note 14):				
– Depreciation	**11,894**	6,970	**24**	153
– Net gain on disposal	**(6,242)**	(2,223)	**–**	–
Non-executive directors' remuneration (Note 6)	**951**	891	**951**	891
Share options granted under ESOS	**–**	18,202	**–**	18,202
Property, plant and equipment (Note 12):				
– Depreciation	**66,629**	74,320	**5,810**	6,737
– Written off	**2,427**	2,753	**–**	2
– Net gain on disposal	**(19)**	(458)	**(13)**	(319)
Net provision for liabilities (Note 37)	**6,622**	4,518	**–**	–
Bid costs for projects – Australia written off	**48,094**	–	**48,094**	–
Expenses relating to leases (Note 31):				
– Short-term leases	**7,921**	2,985	**1,628**	1,481
– Low value assets	**260**	350	**6**	1
Loss/(gain) of foreign exchange:				
– Realised	**(1,744)**	(118)	**(2,358)**	–
– Unrealised	**1,175**	–	**(328)**	(25,661)
Rental income in respect of investment properties	**(18,924)**	(10,785)	**(498)**	(880)
Other rental income:				
– Premises	**(3,454)**	(1,883)	**(4,984)**	(5,443)
– Others	**(620)**	(2,331)	**(870)**	(41)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

7. PROFIT FROM OPERATIONS (CONT'D.)

The following items have been included in arriving at profit from operations: (cont'd.)

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Impairment losses of:				
– Property, plant and equipment (Note 12)	**–**	148,100	**–**	–
– Investments in subsidiaries (Note 17(b)(iv))	**–**	–	**–**	285,000
– Trade receivables (Note 21(i))	**396**	1,197	**–**	–
Share of profits of associated companies	**(97,871)**	(116,245)	**–**	–
Share of profits of joint ventures	**(216,786)**	(192,181)	**–**	–
Fair value loss/(gain) on embedded derivatives (Note 35)	**6,182**	(1,459)	**–**	–
Distribution from investment securities:				
– Islamic	**(9,873)**	(9,594)	**(7,085)**	(7,011)
– Non-Islamic	**(11,157)**	(10,460)	**(8,723)**	(7,553)
Profit rate from Islamic fixed deposits	**(10,133)**	(15,104)	**(554)**	(1,949)
Interest income arising from:				
– Non-Islamic fixed deposits	**(68,722)**	(83,094)	**(1,074)**	(755)
– Significant financing component (Note 22(b))	**(211)**	(60)	**–**	–
– Subsidiaries	**–**	–	**(149,499)**	(161,783)
Unwinding of discount – notional interest income on non-current:				
– trade receivables	**(15,272)**	(23,678)	**(349)**	(10,800)
– amounts due from joint ventures	**(3,617)**	(4,433)	**–**	–
– amounts due to subsidiaries	**–**	–	**(1,432)**	(785)
Gain on deemed disposal of interest in an associated company	**(1,858)**	(4,821)	**–**	–

8. FINANCE COSTS

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Profit rate on:				
– Islamic medium term notes	**110,530**	124,755	**89,238**	87,718
– Commercial papers	**15,345**	–	**15,345**	–
Interest expense on:				
– Commercial papers	**–**	17,321	**–**	17,321
– Revolving credits	**21,540**	34,677	**10,461**	27,147
– Term loans	**72,717**	88,830	**1,009**	–
Lease liabilities (Note 31)	**594**	735	**58**	91
Unwinding of discount				
– Notional interest expense on non-current payables	**27,789**	16,245	**3,042**	3,320
Others	**1,112**	579	**1,509**	622
	249,627	283,142	**120,662**	136,219
Less:				
Interest expense capitalised into:				
– Contract assets and liabilities (Note 22(a))	**(4,444)**	(4,792)	**(23)**	(86)
– Property development costs (Note 13(b))	**(125,527)**	(138,505)	**–**	–
– Property, plant and equipment (Note 12)	**(987)**	(483)	**–**	–
– Investment properties (Note 14)	**(4,207)**	(22)	**–**	–
	114,462	139,340	**120,639**	136,133

The capitalisation rate used to determine the amount of borrowing costs eligible for capitalisation during the financial year was 3.11% (2020: 3.40%) per annum.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

9. INCOME TAX EXPENSE

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Income tax:				
Malaysian income tax	**128,507**	128,648	**47,840**	29,730
Foreign income tax	**73,116**	77,047	**(233)**	2,152
Under/(over) provision in prior years	**9,107**	(3,880)	**3,615**	(1,064)
	210,730	201,815	**51,222**	30,818
Deferred tax (Note 32):				
Relating to origination and reversal of temporary differences	**(55,261)**	(32,429)	**(134)**	(2,604)
Over provision in prior years	**(1,408)**	(8,114)	**(722)**	(570)
	(56,669)	(40,543)	**(856)**	(3,174)
	154,061	161,272	**50,366**	27,644

Domestic current income tax is calculated at the Malaysian statutory tax rate of 24% (2020: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in respective jurisdictions.

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company is as follows:

Group	**2021 RM'000**	**2020 RM'000**
Profit before tax	**786,250**	590,283
Taxation at Malaysian statutory tax rate of 24% (2020: 24%)	**188,700**	141,668
Effect of different tax rates in other countries	**(22,929)**	(12,219)
Income not subject to tax	**(8,238)**	(11,887)
Expenses not deductible for tax purposes	**25,156**	69,278
Effects of tax on share of profits of associated companies and joint ventures	**(76,494)**	(74,022)
Utilisation of previously unrecognised tax losses, unabsorbed capital allowances and other deductible temporary differences	**(18,460)**	(1,294)
Deferred tax assets not recognised in respect of current year's tax losses, unabsorbed capital allowances and other deductible temporary differences	**58,627**	61,742
Under/(over) provision of income tax in prior years	**9,107**	(3,880)
Over provision of deferred tax in prior years	**(1,408)**	(8,114)
Income tax expense for the year	**154,061**	161,272

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

9. INCOME TAX EXPENSE (CONT'D.)

Company	2021 RM'000	2020 RM'000
Profit before tax	**1,021,665**	265,728
Taxation at Malaysian statutory tax rate of 24% (2020: 24%)	**245,200**	63,775
Effect of different tax rates in other countries	**(6,218)**	410
Income not subject to tax	**(224,014)**	(119,724)
Expenses not deductible for tax purposes	**11,139**	80,408
Deferred tax assets not recognised in respect of unutilised tax losses	**21,366**	4,409
Under/(over) provision of income tax in prior years	**3,615**	(1,064)
Over provision of deferred tax in prior years	**(722)**	(570)
Income tax expense for the year	**50,366**	27,644

Tax savings during the financial year arising from:

	Group	
	2021 RM'000	2020 RM'000
Utilisation of previously unrecognised tax losses	**(5,837)**	(1,253)
Utilisation of previously unabsorbed capital allowances	**(12,623)**	(41)
	(18,460)	(1,294)

Details of deferred tax assets not recognised are stated in Note 32 to the financial statements.

10. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

(a) Basic

Basic earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year.

	2021	2020 (Restated)
Profit for the year attributable to ordinary equity holders of the Company (RM'000)	**588,316**	376,501
Weighted average number of ordinary shares in issue ('000)	**2,513,528**	2,487,793
Basic earnings per share (sen)	**23.41**	15.13

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

10. EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY (CONT'D.)

(b) Diluted

Diluted earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year plus the weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares from exercise of ESOS and Warrants into ordinary shares. The ESOS and Warrants are deemed to have been converted into ordinary shares at the date of the issue of the ESOS and Warrants.

	2021	2020 (Restated)
Profit for the year attributable to ordinary equity holders of the Company (RM'000)	**588,316**	376,501
Weighted average number of ordinary shares in issue ('000)	**2,513,528**	2,487,793
Adjusted for:		
Assumed shares issued from the exercise of ESOS ('000)	**–**	476
Adjusted weighted average number of ordinary shares in issue and issuable ('000)	**2,513,528**	2,488,269
Fully diluted earnings per share (sen)	**23.41**	15.13

There have been no other transactions involving ordinary shares between the reporting date and the date of authorisation of these financial statements.

The ESOS had expired on 9 April 2020.

In the previous financial year, 387,221,000 outstanding Warrants have not been included in the calculation of diluted earnings per share because the Warrants were anti-dilutive. The weighted average closing price of Gamuda Berhad's share for the financial year ended 31 July 2020 was below the warrant's exercise price. The Warrants have expired on 6 March 2021 during the financial year.

11. DIVIDENDS

	Group and Company Amount	
	2021 RM'000	2020 RM'000
Dividends recognised in respect of financial year ended 31 July 2021 and 2020		
– First interim dividend declared on 13 December 2019		
a) Dividend paid by issuance of new shares on 25 February 2020 pursuant to the Company's Dividend Reinvestment Plan	–	71,387
b) Dividend paid via cash on 25 February 2020	–	77,503
	–	148,890
Net dividends per ordinary share (sen)	–	6.0

In the previous financial year, the Company's first Dividend Reinvestment Plan was completed on 26 February 2020 upon the listing and quotation of 19,829,839 new Gamuda Share at RM3.60 per share on the Main market of Bursa Malaysia Securities Berhad.

The directors do not recommend the payment of dividend in respect of the current financial year.

12. PROPERTY, PLANT AND EQUIPMENT

Group	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2021				
Cost				
As at 1 August 2020, as previously stated	841,954	869,675	42,025	1,753,654
Prior year adjustments (Note 47)	(67,487)	–	–	(67,487)
At 1 August 2020, as restated	774,467	869,675	42,025	1,686,167
Additions	26,328	23,030	40,788	90,146
Transfer to investment properties (Note 14)	–	–	(711)	(711)
Reclassification upon completion	5,838	8,002	(13,840)	–
Disposals	–	(1,233)	–	(1,233)
Write-offs	(4,135)	(6,955)	–	(11,090)
Exchange differences	900	169	69	1,138
At 31 July 2021	803,398	892,688	68,331	1,764,417
Accumulated depreciation				
As at 1 August 2020, as previously stated	115,805	426,683	–	542,488
Prior year adjustments (Note 47)	(1,938)	–	–	(1,938)
At 1 August 2020, as restated	113,867	426,683	–	540,550
Recognised in profit or loss (Note 7)	25,064	41,565	–	66,629
Capitalised in contract assets from construction (Note 22(a))	–	57,964	–	57,964
Disposals	–	(1,104)	–	(1,104)
Write-offs	(2,727)	(5,936)	–	(8,663)
Exchange differences	177	77	–	254
At 31 July 2021	136,381	519,249	–	655,630
Accumulated impairment loss				
At 1 August 2020/31 July 2021	63,704	84,396	–	148,100
Net carrying amount				
At 31 July 2021	603,313	289,043	68,331	960,687

Included in the additions to property, plant and equipment are mainly as follows:

	RM'000
Sales gallery and sports centre	68,931
Other plant and machinery	13,139
Vehicles, office equipment, furniture and fittings	8,076
	90,146

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Group	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2020				
Cost				
At 1 August 2019, as previously stated	671,335	775,824	76,526	1,523,685
Prior year adjustments (Note 47)	(23,030)	–	–	(23,030)
At 1 August 2019, as restated	648,305	775,824	76,526	1,500,655
Additions	24,791	64,017	66,725	155,533
Transfer from investment properties (Note 14)	37,428	–	3,395	40,823
Reclassification upon completion	66,938	37,962	(104,900)	–
Disposals	–	(4,317)	–	(4,317)
Write-offs	(5,765)	(4,868)	–	(10,633)
Exchange differences	2,770	1,057	279	4,106
At 31 July 2020	774,467	869,675	42,025	1,686,167
Accumulated depreciation				
At 1 August 2019, as previously stated	90,997	277,178	–	368,175
Prior year adjustments (Note 47)	(1,502)	–	–	(1,502)
At 1 August 2019, as restated	89,495	277,178	–	366,673
Recognised in profit or loss (Note 7)	26,108	48,212	–	74,320
Capitalised in contract assets from construction (Note 22(a))	–	109,610	–	109,610
Transfer from investment properties (Note 14)	992	–	–	992
Disposals	–	(3,975)	–	(3,975)
Write-offs	(3,377)	(4,503)	–	(7,880)
Exchange differences	649	161	–	810
At 31 July 2020	113,867	426,683	–	540,550
Accumulated impairment loss				
At 1 August 2019	–	–	–	–
Recognised in profit or loss (Note 7)	63,704	84,396	–	148,100
At 31 July 2020	63,704	84,396	–	148,100
Net carrying amount				
At 31 July 2020	596,896	358,596	42,025	997,517

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Included in the additions to property, plant and equipment are mainly as follows:

	RM'000
Sales gallery and sports centre	91,010
Other plant and machinery	45,122
Vehicles, office equipment, furniture and fittings	19,401
	155,533

Impairment of property, plant and equipment

In previous financial year, the Group had recognised impairment in respect of its subsidiary, GIBS's property, plant and equipment of RM148,100,000.

*** Land and buildings**

Group	Freehold land RM'000	Long term leasehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2021				
Cost				
As at 1 August 2020, as previously stated	97,091	67,487	677,376	841,954
Prior year adjustments	–	(67,487)	–	(67,487)
At 1 August 2020, as restated	97,091	–	677,376	774,467
Additions	–	–	26,328	26,328
Reclassification upon completion	–	–	5,838	5,838
Write-offs	–	–	(4,135)	(4,135)
Exchange differences	–	–	900	900
At 31 July 2021	97,091	–	706,307	803,398
Accumulated depreciation				
As at 1 August 2020, as previously stated	–	1,938	113,867	115,805
Prior year adjustments	–	(1,938)	–	(1,938)
At 1 August 2020, as restated	–	–	113,867	113,867
Recognised in profit or loss	–	–	25,064	25,064
Write-offs	–	–	(2,727)	(2,727)
Exchange differences	–	–	177	177
At 31 July 2021	–	–	136,381	136,381
Accumulated impairment loss				
At 1 August 2020/31 July 2021	–	–	63,704	63,704
Net carrying amount				
At 31 July 2021	97,091	–	506,222	603,313

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

*** Land and buildings (cont'd.)**

Group	Freehold land RM'000	Long term leasehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2020				
Cost				
As at 1 August 2019, as previously stated	95,853	23,030	552,452	671,335
Prior year adjustments	–	(23,030)	–	(23,030)
At 1 August 2019, as restated	95,853	–	552,452	648,305
Additions	–	–	24,791	24,791
Transfer from investment properties	1,238	–	36,190	37,428
Reclassification upon completion	–	–	66,938	66,938
Write-offs	–	–	(5,765)	(5,765)
Exchange differences	–	–	2,770	2,770
At 31 July 2020	97,091	–	677,376	774,467
Accumulated depreciation				
As at 1 August 2019, as previously stated	–	1,502	89,495	90,997
Prior year adjustments	–	(1,502)	–	(1,502)
At 1 August 2019, as restated	–	–	89,495	89,495
Recognised in profit or loss	–	–	26,108	26,108
Transfer from investment properties	–	–	992	992
Write-offs	–	–	(3,377)	(3,377)
Exchange differences	–	–	649	649
At 31 July 2020	–	–	113,867	113,867
Accumulated impairment loss				
At 1 August 2019	–	–	–	–
Recognised in profit or loss	–	–	63,704	63,704
At 31 July 2020	–	–	63,704	63,704
Net carrying amount				
At 31 July 2020	97,091	–	499,805	596,896

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

**** Other property, plant and equipment**

Group	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2021				
Cost				
At 1 August 2020	47,704	143,363	678,608	869,675
Additions	2,207	7,789	13,034	23,030
Reclassification upon completion	–	5,955	2,047	8,002
Disposals	(341)	(715)	(177)	(1,233)
Write-offs	–	(6,673)	(282)	(6,955)
Exchange differences	(3)	168	4	169
At 31 July 2021	49,567	149,887	693,234	892,688
Accumulated depreciation				
At 1 August 2020	29,523	96,368	300,792	426,683
Recognised in profit or loss	3,257	17,745	20,563	41,565
Capitalised in contract assets from construction	1,819	559	55,586	57,964
Disposals	(299)	(637)	(168)	(1,104)
Write-offs	–	(4,871)	(1,065)	(5,936)
Exchange differences	(4)	82	(1)	77
At 31 July 2021	34,296	109,246	375,707	519,249
Accumulated impairment loss				
At 1 August 2020/31 July 2021	–	–	84,396	84,396
Net carrying amount				
At 31 July 2021	15,271	40,641	233,131	289,043

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

**** Other property, plant and equipment (cont'd.)**

Group	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2020				
Cost				
At 1 August 2019	46,033	125,524	604,267	775,824
Additions	2,591	16,661	44,765	64,017
Reclassification upon completion	–	5,176	32,786	37,962
Disposals	(977)	(490)	(2,850)	(4,317)
Write-offs	–	(3,975)	(893)	(4,868)
Exchange differences	57	467	533	1,057
At 31 July 2020	47,704	143,363	678,608	869,675
Accumulated depreciation				
At 1 August 2019	25,265	79,731	172,182	277,178
Recognised in profit or loss	3,311	19,576	25,325	48,212
Capitalised in contract assets from construction	1,816	717	107,077	109,610
Disposals	(879)	(345)	(2,751)	(3,975)
Write-offs	–	(3,612)	(891)	(4,503)
Exchange differences	10	301	(150)	161
At 31 July 2020	29,523	96,368	300,792	426,683
Accumulated impairment loss				
At 1 August 2019/31 July 2020	–	–	84,396	84,396
Net carrying amount				
At 31 July 2020	18,181	46,995	293,420	358,596

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Company	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2021				
Cost				
At 1 August 2020, as previously stated	165,015	253,258	–	418,273
Prior year adjustments (Note 47)	(5,611)	–	–	(5,611)
At 1 August 2020, as restated	159,404	253,258	–	412,662
Additions	74	3,654	–	3,728
Disposals	–	(175)	–	(175)
Write-offs	–	(1,704)	–	(1,704)
Transfer to related companies	–	(45)	–	(45)
Exchange differences	–	48	–	48
At 31 July 2021	159,478	255,036	–	414,514
Accumulated depreciation and impairment loss				
At 1 August 2020, as previously stated	30,125	190,512	–	220,637
Prior year adjustments (Note 47)	(1,021)	–	–	(1,021)
At 1 August 2020, as restated	29,104	190,512	–	219,616
Recognised in profit or loss (Note 7)	3,303	2,507	–	5,810
Capitalised in contract assets from construction (Note 22(a))	–	52,040	–	52,040
Disposals	–	(120)	–	(120)
Write-offs	–	(1,704)	–	(1,704)
Transfer to related companies	–	(38)	–	(38)
Exchange differences	–	(13)	–	(13)
At 31 July 2021	32,407	243,184	–	275,591
Net carrying amount				
At 31 July 2021	127,071	11,852	–	138,923

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

Company	Land and buildings* RM'000	Other property, plant and equipment** RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2020				
Cost				
At 1 August 2019, as previously stated	165,015	213,741	17,187	395,943
Prior year adjustments (Note 47)	(5,611)	–	–	(5,611)
At 1 August 2019, as restated	159,404	213,741	17,187	390,332
Additions	–	26,358	–	26,358
Reclassification upon completion	–	17,187	(17,187)	–
Disposals	–	(2,155)	–	(2,155)
Write-offs	–	(2,050)	–	(2,050)
Exchange differences	–	177	–	177
At 31 July 2020	159,404	253,258	–	412,662
Accumulated depreciation and impairment loss				
At 1 August 2019, as previously stated	26,883	87,569	–	114,452
Prior year adjustments (Note 47)	(953)	–	–	(953)
At 1 August 2019, as restated	25,930	87,569	–	113,499
Recognised in profit or loss (Note 7)	3,174	3,563	–	6,737
Capitalised in contract assets from construction (Note 22(a))	–	103,428	–	103,428
Disposals	–	(2,064)	–	(2,064)
Write-offs	–	(2,048)	–	(2,048)
Exchange differences	–	64	–	64
At 31 July 2020	29,104	190,512	–	219,616
Net carrying amount				
At 31 July 2020	130,300	62,746	–	193,046

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

*** Land and buildings**

Company	Freehold land RM'000	Long term leasehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2021				
Cost				
At 1 August 2020, as previously stated	659	5,611	158,745	165,015
Prior year adjustments	–	(5,611)	–	(5,611)
At 1 August 2020, as restated	659	–	158,745	159,404
Additions	–	–	74	74
At 31 July 2021	659	–	158,819	159,478
Accumulated depreciation and impairment loss				
At 1 August 2020, as previously stated	–	1,021	29,104	30,125
Prior year adjustments	–	(1,021)	–	(1,021)
At 1 August 2020, as restated	–	–	29,104	29,104
Recognised in profit or loss	–	–	3,303	3,303
At 31 July 2021	–	–	32,407	32,407
Net carrying amount				
At 31 July 2021	659	–	126,412	127,071

Company	Freehold land RM'000	Long term leasehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2020				
Cost				
At 1 August 2019/31 July 2020, as previously stated	659	5,611	158,745	165,015
Prior year adjustments	–	(5,611)	–	(5,611)
At 1 August 2019/31 July 2020, as restated	659	–	158,745	159,404
Accumulated depreciation and impairment loss				
At 1 August 2019, as previously stated	–	953	25,930	26,883
Prior year adjustments	–	(953)	–	(953)
At 1 August 2019, as restated	–	–	25,930	25,930
Recognised in profit or loss	–	–	3,174	3,174
At 31 July 2020	–	–	29,104	29,104
Net carrying amount				
At 31 July 2020	659	–	129,641	130,300

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

**** Other property, plant and equipment**

Company	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2021				
Cost				
At 1 August 2020	937	39,380	212,941	253,258
Additions	69	1,595	1,990	3,654
Disposals	(104)	(71)	–	(175)
Write-offs	–	(894)	(810)	(1,704)
Transfer to related companies	(45)	–	–	(45)
Exchange differences	(6)	59	(5)	48
At 31 July 2021	851	40,069	214,116	255,036
Accumulated depreciation				
At 1 August 2020	721	33,503	156,288	190,512
Recognised in profit or loss	50	2,457	–	2,507
Capitalised in contract assets from construction	48	259	51,733	52,040
Disposals	(77)	(43)	–	(120)
Write-offs	–	(894)	(810)	(1,704)
Transfer to related companies	(38)	–	–	(38)
Exchange differences	(5)	(4)	(4)	(13)
At 31 July 2021	699	35,278	207,207	243,184
Net carrying amount				
At 31 July 2021	152	4,791	6,909	11,852

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D.)

**** Other property, plant and equipment (cont'd.)**

Company	Motor vehicles RM'000	Office equipment, furniture and fittings RM'000	Plant and machinery RM'000	Total RM'000
At 31 July 2020				
Cost				
At 1 August 2019	1,152	37,824	174,765	213,741
Additions	79	2,668	23,611	26,358
Reclassification upon completion	–	–	17,187	17,187
Disposals	(305)	(50)	(1,800)	(2,155)
Write-offs	–	(1,210)	(840)	(2,050)
Exchange differences	11	148	18	177
At 31 July 2020	937	39,380	212,941	253,258
Accumulated depreciation				
At 1 August 2019	907	30,936	55,726	87,569
Recognised in profit or loss	13	3,550	–	3,563
Capitalised in contract assets from construction	36	192	103,200	103,428
Disposals	(258)	(6)	(1,800)	(2,064)
Write-offs	–	(1,210)	(838)	(2,048)
Exchange differences	23	41	–	64
At 31 July 2020	721	33,503	156,288	190,512
Net carrying amount				
At 31 July 2020	216	5,877	56,653	62,746

Included in property, plant and equipment incurred during the year are:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Finance costs (Note 8)	**987**	483	**–**	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

13. INVENTORIES

		Group	
		2021 RM'000	**2020 RM'000**
Non-current			
Land held for property development	(a)	**3,305,083**	3,169,895
Current			
Property development cost	(b)	**2,060,166**	1,847,214
Other inventories	(c)	**808,562**	917,734
		2,868,728	2,764,948
Total inventories		**6,173,811**	5,934,843

(a) Land held for property development

Group	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
At 31 July 2021				
Cost				
At 1 August 2020	**41,040**	**1,884,983**	**1,243,872**	**3,169,895**
Cost incurred during the year	**–**	**8,005**	**287,431**	**295,436**
Transfer to property development costs (Note 13(b))	**(35,309)**	**(13,285)**	**(113,175)**	**(161,769)**
Exchange differences	**–**	**1,521**	**–**	**1,521**
At 31 July 2021	**5,731**	**1,881,224**	**1,418,128**	**3,305,083**
At 31 July 2020				
Cost				
At 1 August 2019	48,370	2,011,842	858,971	2,919,183
Cost incurred during the year	–	–	406,823	406,823
Transfer to property development costs (Note 13(b))	(7,330)	(135,479)	(21,922)	(164,731)
Exchange differences	–	8,620	–	8,620
At 31 July 2020	41,040	1,884,983	1,243,872	3,169,895

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

13. INVENTORIES (CONT'D.)

(b) Property development costs

Group	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
At 31 July 2021				
Cumulative property development costs				
At 1 August 2020	23,414	2,321,219	4,146,394	6,491,027
Costs incurred during the year	–	21,638	787,170	808,808
Reclassification	–	(78,355)	78,355	–
Transfer from land held for property development (Note 13(a))	35,309	13,285	113,175	161,769
Transfer to investment property (Note 14)	–	–	(60,515)	(60,515)
Transfer to right-of-use assets (Note 15)	–	–	(3,203)	(3,203)
Reversal of completed projects	(327)	(89,034)	(320,825)	(410,186)
Transfer to completed inventories	(1,511)	(44,229)	(174,130)	(219,870)
Exchange differences	–	8,752	22,553	31,305
At 31 July 2021	56,885	2,153,276	4,588,974	6,799,135
Cumulative costs recognised in profit or loss				
At 1 August 2020	1,194	1,263,407	3,379,212	4,643,813
Recognised during the year	9,941	49,035	420,562	479,538
Reversal of completed projects	(327)	(89,034)	(320,825)	(410,186)
Exchange differences	–	5,709	20,095	25,804
At 31 July 2021	10,808	1,229,117	3,499,044	4,738,969
Property development costs at 31 July 2021	46,077	924,159	1,089,930	2,060,166

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

13. INVENTORIES (CONT'D.)

(b) Property development costs (cont'd.)

Group	Freehold land RM'000	Leasehold land RM'000	Development costs RM'000	Total RM'000
At 31 July 2020				
Cumulative property development costs				
At 1 August 2019	96,848	2,374,641	4,311,079	6,782,568
Costs incurred during the year	–	54	941,762	941,816
Transfer from land held for property development (Note 13(a))	7,330	135,479	21,922	164,731
Transfer to investment property (Note 14)	–	–	(83,905)	(83,905)
Transfer to right-of-use assets (Note 15)	–	–	(19,851)	(19,851)
Reversal of completed projects	(40,934)	(170,534)	(814,023)	(1,025,491)
Transfer to completed inventories	(39,830)	(52,913)	(300,435)	(393,178)
Exchange differences	–	34,492	89,845	124,337
At 31 July 2020	23,414	2,321,219	4,146,394	6,491,027
Cumulative costs recognised in profit or loss				
At 1 August 2019	39,003	1,244,930	3,613,279	4,897,212
Recognised during the year	3,125	167,074	496,879	667,078
Reversal of completed projects	(40,934)	(170,534)	(814,023)	(1,025,491)
Exchange differences	–	21,937	83,077	105,014
At 31 July 2020	1,194	1,263,407	3,379,212	4,643,813
Property development costs at 31 July 2020	22,220	1,057,812	767,182	1,847,214

Included in land held for development and property development costs incurred during the year are:

	Group 2021 RM'000	Group 2020 RM'000
Staff costs (Note 5)	**31,254**	37,763
Finance costs (Note 8)	**125,527**	138,505

Freehold land of the Group with a carrying value of RM47,892,000 (2020: RM63,560,000) has been pledged as securities for loan facility as set out in Note 34(c)(i) to the financial statements.

The leasehold lands under development of the Group with a carrying value of RM237,795,000 (2020: RM302,633,000) has been pledged as securities for term loans as disclosed in Note 34(a)(i) and Note 34(a)(ii) to the financial statements.

13. INVENTORIES (CONT'D.)

(c) Other inventories

	Group	
	2021 RM'000	**2020 RM'000**
At cost		
Completed properties – properties held for sale	**781,285**	853,423
Prefabricated concrete panels	**3,052**	40,324
Crusher run and aggregates	**10,944**	11,054
Consumables, spares and materials	**13,281**	12,933
	808,562	917,734

During the financial year, the amount of inventories recognised as an expense by the Group was RM534,268,000 (2020: RM539,157,000).

During the financial year, inventories of RM74,978,000 (2020: Nil) were transferred to investment properties due to change of management intention to lease out the properties.

	Company	
	2021 RM'000	**2020 RM'000**
Consumables and spares	**647**	1,148

During the financial year, the amount of inventories recognised as an expense by the Company was RM3,877,000 (2020: RM5,532,000).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

14. INVESTMENT PROPERTIES

GROUP	Freehold land RM'000	Leasehold land RM'000	Buildings RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2021					
Cost					
At 1 August 2020	20,284	59,206	230,175	178,298	487,963
Additions	–	262	132,562	2,143	134,967
Transfer from property development costs (Note 13(b))	–	–	–	60,515	60,515
Transfer from property, plant and equipment (Note 12)	–	–	–	711	711
Transfer from other inventories (Note 13(c))	–	–	74,978	–	74,978
Disposals	(942)	–	(5,362)	–	(6,304)
Reclassification upon completion	–	–	240,970	(240,970)	–
Exchange differences	–	208	2,815	13	3,036
At 31 July 2021	19,342	59,676	676,138	710	755,866
Accumulated depreciation					
At 1 August 2020	–	4,610	27,852	–	32,462
Recognised in profit or loss (Note 7)	–	1,265	10,629	–	11,894
Disposals	–	–	(137)	–	(137)
Exchange differences	–	32	91	–	123
At 31 July 2021	–	5,907	38,435	–	44,342
Net carrying amount					
At 31 July 2021	19,342	53,769	637,703	710	711,524
Fair value					
At 31 July 2021	34,205	92,462	689,041	710	816,418

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

14. INVESTMENT PROPERTIES (CONT'D.)

GROUP	Freehold land RM'000	Leasehold land RM'000	Buildings RM'000	Construction in-progress RM'000	Total RM'000
At 31 July 2020					
Cost					
At 1 August 2019	21,393	76,380	208,835	152,297	458,905
Additions	–	2,314	3,501	4,067	9,882
Transfer from property development costs (Note 13(b))	–	–	–	83,905	83,905
Transfer to property, plant and equipment (Note 12)	(1,238)	–	(36,190)	(3,395)	(40,823)
Transfer to right-of-use assets (Note 15)	–	(24,213)	–	–	(24,213)
Disposals	–	–	(2,582)	–	(2,582)
Reclassification upon completion	129	4,004	54,613	(58,746)	–
Exchange differences	–	721	1,998	170	2,889
At 31 July 2020	20,284	59,206	230,175	178,298	487,963
Accumulated depreciation					
At 1 August 2019	–	3,362	22,728	–	26,090
Recognised in profit or loss (Note 7)	–	1,145	5,825	–	6,970
Transfer to property, plant and equipment (Note 12)	–	–	(992)	–	(992)
Exchange differences	–	103	291	–	394
At 31 July 2020	–	4,610	27,852	–	32,462
Net carrying amount					
At 31 July 2020	20,284	54,596	202,323	178,298	455,501
Fair value					
At 31 July 2020	39,212	81,974	345,505	178,298	644,989

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

14. INVESTMENT PROPERTIES (CONT'D.)

COMPANY	Freehold land RM'000	Buildings RM'000	Total RM'000
At 31 July 2021			
Cost			
At 1 August 2020/31 July 2021	5,697	7,583	**13,280**
Accumulated depreciation			
At 1 August 2020	–	3,468	**3,468**
Recognised in profit or loss (Note 7)	–	24	**24**
At 31 July 2021	–	3,492	**3,492**
Net carrying amount			
At 31 July 2021	5,697	4,091	**9,788**
Fair value			
At 31 July 2021	49,636	14,498	**64,134**
At 31 July 2020			
Cost			
At 1 August 2019/31 July 2020	5,697	7,583	13,280
Accumulated depreciation			
At 1 August 2019	–	3,315	3,315
Recognised in profit or loss (Note 7)	–	153	153
At 31 July 2020	–	3,468	3,468
Net carrying amount			
At 31 July 2020	5,697	4,115	9,812
Fair value			
At 31 July 2020	43,563	16,237	59,800

14. INVESTMENT PROPERTIES (CONT'D.)

The following are recognised in profit or loss in respect of investment properties:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Rental income	**(18,924)**	(10,785)	**(498)**	(880)
Direct operating expenses	**28,423**	9,109	**19**	111

Included in investment properties incurred during the year are:

	Group	
	2021 RM'000	2020 RM'000
Staff costs (Note 5)	**–**	556
Finance costs (Note 8)	**4,207**	22

The fair value of the investment properties are within Level 3 of the fair value hierarchy in accordance with MFRS 13.

Valuation technique used by internal appraisal or valuation performed by independent professional valuers is the market approach or sales comparison approach based on comparable land and buildings in close proximity. The most significant input of this valuation approach is price per square foot. The price per square foot is adjusted for differences in key attributes such as property size, location and directions.

Other details of fair value of investment properties are further disclosed in Note 43 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

15. RIGHT-OF-USE ASSETS

The Group and the Company have lease contracts for land, office spaces and office equipments with contract terms ranging from 2 to 99 years and do not contain variable lease payments.

The carrying amounts of right-of-use assets recognised and the movements during the year are as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Cost				
At 1 August 2020/2019, as previously stated	**20,787**	16,920	**3,075**	2,521
Prior year adjustments (Note 47)	**67,487**	23,030	**5,611**	5,611
At 1 August 2020/2019, as restated	**88,274**	39,950	**8,686**	8,132
Additions of leasehold land	**2,962**	–	**–**	–
Additions of operating lease	**2,766**	3,821	**1,147**	536
Transfer from property development costs (Note 13(b))	**3,203**	19,851	**–**	–
Transfer from investment properties (Note 14)	**–**	24,213	**–**	–
Exchange differences	**159**	439	**29**	18
At 31 July	**97,364**	88,274	**9,862**	8,686
Accumulated depreciation				
At 1 August 2020/2019, as previously stated	**5,649**	–	**1,491**	–
Prior year adjustments (Note 47)	**1,938**	1,502	**1,021**	953
At 1 August 2020/2019, as restated	**7,587**	1,502	**2,512**	953
Recognised in profit or loss (Note 7)	**5,741**	4,677	**803**	202
Capitalised in contract assets from construction (Note 22(a))	**1,343**	1,353	**1,343**	1,353
Exchange differences	**16**	55	**8**	4
At 31 July	**14,687**	7,587	**4,666**	2,512
Net carrying amount				
At 31 July	**82,677**	80,687	**5,196**	6,174

During the financial year, included in the additions of leasehold land is a land premium paid by a subsidiary on the renewal and extension of lease term.

The right-of-use assets consist of the following:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Land	**79,307**	75,052	**4,521**	4,590
Building and office space	**2,092**	3,697	**427**	1,160
Motor vehicles	**722**	1,255	**–**	–
Office equipment	**556**	683	**248**	424
	82,677	80,687	**5,196**	6,174

16. CONCESSION DEVELOPMENT EXPENDITURE

GROUP	Expressway RM'000	Water RM'000	Total RM'000
At 31 July 2021			
Cost			
At 1 August 2020	**1,858,362**	**179,331**	**2,037,693**
Additions	**–**	**13,057**	**13,057**
At 31 July 2021	**1,858,362**	**192,388**	**2,050,750**
Accumulated amortisation			
At 1 August 2020	**662,495**	**19,726**	**682,221**
Amortisation for the year (Note 7)	**118,983**	**21,520**	**140,503**
At 31 July 2021	**781,478**	**41,246**	**822,724**
Net carrying amount			
At 31 July 2021	**1,076,884**	**151,142**	**1,228,026**
At 31 July 2020			
Cost			
At 1 August 2019	1,851,533	–	1,851,533
Additions	6,829	179,331	186,160
At 31 July 2020	1,858,362	179,331	2,037,693
Accumulated amortisation			
At 1 August 2019	545,061	–	545,061
Amortisation for the year (Note 7)	117,434	19,726	137,160
At 31 July 2020	662,495	19,726	682,221
Net carrying amount			
At 31 July 2020	1,195,867	159,605	1,355,472

The expressway development expenditure is pledged as securities for borrowings as disclosed in Note 33(b) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

17. INVESTMENTS IN SUBSIDIARIES

	Company	
	2021 RM'000	2020 RM'000 (Restated)
Unquoted shares, at cost	**4,730,084**	4,817,091
Long-term advances	**–**	407,500
Less: Accumulated impairment losses	**(355,215)**	(355,215)
	4,374,869	4,869,376

(a) Current financial year

(i) Capital (reduction)/injection in subsidiaries

The Company has reduction/subscribed to new ordinary shares in the following subsidiaries during the financial year:

	2021 RM'000	2020 RM'000
Bandar Serai Development Sdn. Bhd.	**–**	300,000
Gamuda Land (Kemuning) Sdn. Bhd.	**–**	255,000
Dinamik Atlantik Sdn. Bhd.	**–**	22,000
Gamuda Land (Botanic) Sdn. Bhd.	**–**	20,000
Gamuda Land Sdn. Bhd.	**–**	19,248
Intensif Inovatif Sdn. Bhd.	**–**	2,000
Jade Homes Sdn. Bhd.	**(20,000)**	–
Gamuda (Luxembourg) S.a.r.l.	**25,492**	–
Gamuda Laboratories Sdn. Bhd.	**1**	–
	5,493	618,248

The Company has injected additional cash of RM25,492,000 (GBP4,737,000) as consideration for new ordinary shares in Gamuda (Luxembourg) S.a.r.l., a wholly-owned subsidiary of the Company to acquire a residential building in Central London, United Kingdom.

The issued share capital of Jade Homes Sdn. Bhd., a wholly-owned subsidiary of the Company was reduced from RM321,980,000 comprising 321,250,000 ordinary shares to RM301,980,000 comprising 301,250,000 ordinary shares.

(ii) Long-term advances

The advances to a subsidiary are capital in nature and have been converted into cost of investment via the subscription of new redeemable preference shares during the financial year.

(iii) Conversion of long-term capital advances into amounts due from subsidiaries

During the financial year, the Company has converted the long-term capital advances of RM500,000,000 to amounts due from subsidiaries upon the finalisation of repayment date at maturity.

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(b) Previous financial year

(i) Incorporation of a new subsidiary in Luxembourg

The Company had injected a total cash of RM6,347,000 (GBP1,166,000) as consideration for new ordinary shares in Gamuda (Luxembourg) S.a.r.l., a wholly-owned subsidiary of the Company to acquire a residential building in Central London, United Kingdom.

(ii) Reduction of shares

The issued share capital of Valencia Development Sdn. Bhd., a wholly-owned subsidiary of the Company was reduced from RM5,100,000 comprising 5,100,000 ordinary shares to RM2 comprising 2 ordinary shares.

(iii) Additional investment in a subsidiary company

The Company had acquired additional 900,000 of ordinary shares of RM1.00 per share which represented 5% interest from non-controlling interest for a cash consideration of RM900,000 in Gamuda Paper Industries Sdn. Bhd. which is in the business of renting of properties.

(iv) Impairment of investment in a subsidiary

The Company had recognised an impairment loss in respect of its investment in a subsidiary, GIBS of RM285,000,000, due to impairment loss provided on GIBS's PPE of RM148,100,000 (as disclosed in Note 12 to the financial statements) and losses incurred by GIBS of RM136,900,000.

(c) Interests in subsidiaries

The Company's interests in the subsidiaries are analysed as follows:

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Subsidiaries incorporated in Malaysia			
Gammau Construction Sdn. Bhd.	**100**	100	Property investment
Ganaz Bina Sdn. Bhd.	**100**	100	Dormant
Gamuda Land Sdn. Bhd.	**100**	100	Property investment and holding company
Gamuda Land Leisure Sdn. Bhd.	**100**	100	Theme park operator
Gamuda Land Property Services Sdn. Bhd.*	**100**	100	Provision of property maintenance and management services
Usaha Era Fokus Sdn. Bhd.*	**100**	100	Investment holding
Gamuda Paper Industries Sdn. Bhd.	**100**	100	Rental of properties
GPI Trading Sdn. Bhd.	**100**	100	Dormant
Gamuda Water Sdn. Bhd. ("Gamuda Water")	**80**	80	Management, operation and maintenance of dams and water treatment facilities and the treatment, production and supply of water
Gamuda Industrial Building System Sdn. Bhd. ("GIBS")	**100**	100	Manufacturing and installation of prefabricated concrete panels for construction of buildings

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(c) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Subsidiaries incorporated in Malaysia (cont'd.)			
Jade Homes Sdn. Bhd.	**100**	100	Property development of Jade Hills
Gamuda Parks Sdn. Bhd.	**100**	100	Supplying and planting of landscaping materials and provision of landscaping services for property development
Jade Homes Resort Berhad	**100**	100	Proprietor and operator of a clubhouse
Jade Homes Property Services Sdn. Bhd.*	**100**	100	Property maintenance services
Gamuda Land (Botanic) Sdn. Bhd.	**100**	100	Property development of Bandar Botanic and Kundang Estates
Bandar Botanic Resort Berhad	**100**	100	Proprietor and operator of a clubhouse
Botanic Property Services Sdn. Bhd.*	**100**	100	Property maintenance services
Masterpave Sdn. Bhd.	**100**	100	Road surfacing works, manufacture and supply of concrete, beams and surfacing materials
Megah Capital Sdn. Bhd. ("Megah Capital")	**100**	100	Investment holding and trading
Megah Management Services Sdn. Bhd.	**100**	100	Insurance agent
Megah Sewa Sdn. Bhd.	**100**	100	Hiring, distribution and repairing plant, machinery and equipment
Valencia Development Sdn. Bhd.*	**100**	100	Property development of Valencia
Valencia Township Sdn. Bhd.*	**100**	100	Management of a gated residential townships including a clubhouse, golf course and other common properties, services and facilities contained therein
Madge Mansions Sdn. Bhd.	**100**	100	Property development of Madge Mansions
Highpark Development Sdn. Bhd.	**100**	100	Property development of HighPark Suites
Idaman Robertson Sdn. Bhd.	**100**	100	Property development of The Robertson
Gamuda Land (Kemuning) Sdn. Bhd. ("GL Kemuning")	**100**	100	Property development of twentyfive.7
Gamuda Land (HCMC) Sdn. Bhd.	**100**	100	Property investment

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(c) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Subsidiaries incorporated in Malaysia (cont'd.)			
Bandar Serai Development Sdn. Bhd. ("Bandar Serai")	**100**	100	Property development of Gamuda Gardens
Dinamik Atlantik Sdn. Bhd.	**100**	100	Property development of Bukit Bantayan Residences
Lifestyle Heritage Sdn. Bhd.*	**100**	100	Dormant
Gamuda Laboratories Sdn. Bhd.*	**100**	–	Medical laboratories services
Gamuda Land (T12) Sdn. Bhd.	**100**	100	Property development of Gamuda Cove
Discovery Wetlands Sdn. Bhd.*	**100**	100	Operate and maintain the Wetlands reserve
Kesas Holdings Berhad ("KESAS Holdings")	**70**	70	Investment holding; holding company to the concession holder of an expressway
Kesas Sdn. Bhd.	**70**	70	Design, construction and maintenance of Shah Alam Expressway, and development and management of toll operations
G.B. Kuari Sdn. Bhd.	**100**	100	Quarrying, manufacturing of premix and laying of road operations
Gamuda Trading Sdn. Bhd.	**100**	100	Trading of construction materials
Gamuda Naim Engineering and Construction (GNEC) Sdn. Bhd.	**65**	65	Undertake civil engineering and building construction of Pan Borneo Highway project and Batang Lupar Bridge project in Sarawak
SRS Consortium Sdn. Bhd.	**60**	60	Undertake the role of project delivery partner for the implementation of an alternative transport master plan compromising different public transport components in Penang and the provision of new reclamation sites
SRS PD Sdn. Bhd.*	**100**	–	Investment holding
Intensif Inovatif Sdn. Bhd.*	**100**	100	Dormant
Gamuda Engineering Sdn. Bhd.	**100**	100	Civil engineering and building construction
Gamuda Geo Sdn. Bhd.*	**100**	100	Sub-structure and geotechnical works
Gamuda M&E Sdn. Bhd.*	**100**	100	Provision and maintenance of mechanical and electrical services
Gamuda Building Ventures Sdn. Bhd.*	**100**	100	Building construction
Gamuda Tunnel Engineering Sdn. Bhd.*	**100**	100	Undertake tunneling works

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(c) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Subsidiaries unincorporated in Malaysia			
Held by Gamuda Engineering Sdn. Bhd.:			
Held by Gamuda M&E Sdn. Bhd.:			
GME-CI (GIBS2) Joint Venture*	**55**	55	Undertake the Mechanical and Electrical works of new Gamuda Industrial Building System ("GIBS")
GME-CI (Serai) Joint Venture*	**55**	55	Undertake the Mechanical and Electrical works of Gamuda Gardens
GME-CI (HKLCP) Joint Venture*	**55**	55	Undertake construction works for the "Hospital Kuala Lumpur Car Park" project
GME-CI (T12TP) Joint Venture*	**55**	55	Undertake construction works for the project "Gamuda Cove Toll Plaza"
GME-CI (TTWS) Joint Venture*	**60**	60	Undertake the Mechanical and Electrical works of Mass Rapid Transit 2 ("MRT 2") project (Titiwangsa Station)
GME-CI (KBNS) Joint Venture*	**60**	60	Undertake the Mechanical and Electrical works of MRT 2 project (Escape Shaft 2)
GME-CI (UGW) Joint Venture*	**60**	60	Undertake the Mechanical and Electrical works of MRT 2 project (Escape Shaft 3)
Subsidiary incorporated in British Virgin Islands			
Gamuda Overseas Investment Ltd.*	**100**	100	Investment holding
Subsidiary incorporated in Mauritius			
Gamuda (Offshore) Private Limited*	**100**	100	Investment holding
Subsidiary incorporated in India			
Held by Gamuda (Offshore) Private Limited:			
Gamuda – WCT (India) Private Limited*#	**70**	70	Civil engineering

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(c) Interests in subsidiaries (cont'd.)

The Company's interests in the subsidiaries are analysed as follows: (cont'd.)

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Subsidiaries incorporated in the Socialist Republic of Vietnam			
Gamuda Land Vietnam Limited Liability Company ("GLVN")#^	**100**	100	Undertakes the Yen So Park, sewage treatment plant and Gamuda City Development in Hanoi, Socialist Republic of Vietnam
Held by Gamuda Land (HCMC) Sdn. Bhd.:			
Gamuda Land (HCMC) Joint Stock Company ("HCMCJSC")#^	**100**	100	Undertakes development of Celadon City in Ho Chi Minh City, Socialist Republic of Vietnam
Subsidiary incorporated in Singapore			
Gamuda (Singapore) Pte. Ltd. ("GB Singapore")^	**100**	100	Investment holding
Subsidiaries incorporated in Australia			
Gamuda (Australia) Pty Ltd ("GB Australia")^	**100**	100	Property development of 661 Chapel St., Melbourne
Gamuda Engineering (Australia) Pty Ltd*	**100**	100	Civil engineering and construction
Subsidiaries incorporated in Luxembourg			
Gamuda (Luxembourg) S.a.r.l.*	**100**	100	Investment holding
Gamuda Yoo Development Aldgate S.a.r.l.*	**90**	90	Property investment
GB Astir S.a.r.l.*	**100**	–	Property development
Subsidiary unincorporated in Taiwan			
Dong-Pi Gamuda Joint Venture ("Dong-Pi")^	**70**	70	Undertakes civil engineering and construction works for Marine Bridge Project in Taiwan

** Audited by firms of auditors other than Ernst & Young PLT, Malaysia*
 # Financial year end which does not coincide with that of its holding company
^ Audited by member firms of Ernst & Young Global in the respective countries

For the purpose of consolidating the subsidiaries with different financial year ends, the audited financial statements of the subsidiaries for the financial period from 1 August 2020 to 31 July 2021 have been used for consolidation for the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

17. INVESTMENTS IN SUBSIDIARIES (CONT'D.)

(d) Non-controlling interests ("NCI") in subsidiaries

The summarised financial information of the subsidiaries that have non-controlling interests which are material to the Company before intra-group elimination are as follows:

	Gamuda Water		Kesas Holdings		Dong-Pi		Other subsidiaries – individually immaterial		Total	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
NCI percentage of ownership interest and voting interest (%)	**20**	20	**30**	30	**30**	30				
Dividend paid to NCI	**(108,437)**	–	**(13,500)**	(22,200)	**–**	–	**(511)**	(1,395)	**(122,448)**	(23,595)
Carrying amount of NCI	**40,989**	140,973	**254,912**	248,441	**11,279**	5,100	**44,965**	31,988	**352,145**	426,502
Total comprehensive income allocated to NCI	**8,452**	12,644	**19,971**	33,472	**6,179**	5,100	**9,951**	464	**44,553**	51,680
Summarised statements of financial position										
Non-current assets	**254,740**	776,725	**1,083,890**	1,203,588	**–**	–	**103,130**	19,932	**1,441,760**	2,000,245
Current assets	**119,471**	196,573	**346,989**	341,851	**173,383**	328,455	**439,288**	286,562	**1,079,131**	1,153,441
Non-current liabilities	**(70,694)**	(80,760)	**(463,002)**	(601,327)	**–**	–	**(71,147)**	(22,187)	**(604,843)**	(704,274)
Current liabilities	**(98,571)**	(187,670)	**(118,167)**	(115,974)	**(135,786)**	(311,455)	**(315,453)**	(192,593)	**(667,977)**	(807,692)
Net assets	**204,946**	704,868	**849,710**	828,138	**37,597**	17,000	**155,818**	91,714	**1,248,071**	1,641,720
Summarised statements of comprehensive income										
Revenue	**177,227**	165,557	**248,411**	314,835	**342,609**	157,383	**317,800**	231,525	**1,086,047**	869,300
Profit for the year	**41,942**	63,374	**113,494**	111,771	**19,707**	16,456	**26,234**	3,114	**201,377**	194,715
Total comprehensive income/(loss)	**42,260**	63,220	**66,571**	111,573	**20,597**	17,000	**29,864**	(197)	**159,292**	191,596
Summarised statements of cash flows										
Cash flows generated from/(used in) operating activities	**633,813**	178,129	**243,221**	167,454	**2,335**	4,984	**9,591**	(8,750)	**888,960**	341,817
Cash flows (used in)/generated from investing activities	**(86,101)**	(179,860)	**2,823**	18,660	**–**	–	**(40,317)**	(1,418)	**(123,595)**	(162,618)
Cash flows (used in)/generated from financing activities	**(542,183)**	13,062	**(135,000)**	(164,000)	**–**	–	**91,382**	11,000	**(585,801)**	(139,938)
Net increase in cash and cash equivalents	**5,529**	11,331	**111,044**	22,114	**2,335**	4,984	**60,656**	832	**179,564**	39,261

18. INTERESTS IN ASSOCIATED COMPANIES

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Unquoted shares, in Malaysia:				
At cost:				
– Ordinary shares	**3,304**	3,304	**3,304**	3,304
– Redeemable preference shares	**190,290**	190,290	**190,290**	190,290
	193,594	193,594	**193,594**	193,594
Group's share of post-acquisition reserve, net of dividends receivable	**2,401**	211,089	**–**	–
	195,995	404,683	**193,594**	193,594
Unquoted shares, outside Malaysia:				
At cost:				
– Ordinary shares	**11**	11	**–**	–
– Redeemable preference shares	**25,967**	25,967	**–**	–
	25,978	25,978	**–**	–
Group's share of post-acquisition reserve, net of dividends receivable	**22,311**	28,179	**–**	–
	48,289	54,157	**–**	–
Total unquoted shares	**244,284**	458,840	**193,594**	193,594
Quoted shares, in Malaysia:				
At cost:				
– Ordinary shares	**59,624**	59,624	**59,624**	59,624
Group's share of post-acquisition capital reserves	**155,379**	153,521	**–**	–
Group's share of post-acquisition reserve, net of dividends receivable	**321,139**	280,802	**–**	–
	536,142	493,947	**59,624**	59,624
Total	**780,426**	952,787	**253,218**	253,218
Market value:				
Quoted shares, in Malaysia	**842,010**	920,229	**842,010**	920,229

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

(a) Previous financial year

Redemption of redeemable preferences shares ("RPS") held by the Company in an associated company

Suria Holding (O) Pvt. Ltd. had redeemed RPS held by Gamuda (Offshore) Private Limited for cash consideration of RM11,024,000.

(b) Interest in associated companies

The Group's and the Company's interests in the associated companies are analysed as follows:

Name of company	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Associated companies			
Incorporated in Malaysia			
Syarikat Pengeluar Air Selangor Holdings Berhad ("SPLASH Holdings")	**40**	40	Investment holding and provision of management services
Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. ("SPRINT Holdings")	**30**	30	Investment holding; holding company to the concession holder of an expressway - SPRINT Highway
Lingkaran Trans Kota Holdings Berhad ("LITRAK Holdings") (Quoted shares in Malaysia)	**44**	44	Investment holding and provision of management services; holding company to the concession holder of an expressway - Damansara - Puchong Highway ("LDP")
Via LITRAK Holdings Sistem Penyuraian Trafik KL Barat Holdings Sdn. Bhd. ("SPRINT Holdings")	**22**	22	Investment holding; holding company to the concession holder of an expressway – SPRINT Highway
Naim Gamuda (NAGA) JV Sdn. Bhd. ("NAGA")	**30**	30	Civil engineering and construction
Unincorporated in Malaysia			
Held by Gamuda Engineering Sdn. Bhd.: Lim Hoo Seng - Gamuda Engineering Joint Venture*	**30**	30	Civil engineering and construction
Incorporated in Mauritius			
Held by Gamuda (Offshore) Private Limited: Suria Holding (O) Pvt. Ltd*#	**50**	50	Investment holding; holding company to the concession holder of Durgapur Expressway, India
Gamuda - WCT (Offshore) Private Limited*#	**50**	50	Investment holding; holding company to the concession holder of Panagarh-Palsit, India

** Audited by firms other than Ernst & Young PLT, Malaysia*
 # Financial year end of 31 July

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

18. INTERESTS IN ASSOCIATED COMPANIES (CONT'D.)

(b) Interest in associated companies (cont'd.)

The Group's and the Company's interests in the associated companies are analysed as follows: (cont'd.)

All associated companies have financial year end of 31 March/31 December, other than those marked with #. For the purpose of applying the equity method for associated companies with financial year end of 31 March/31 December, the last audited financial statements available and the management financial statements to 31 July of the associated companies have been used.

(c) Summarised financial information of material associated companies

The summarised financial information of the material associated companies which are accounted for using the equity method are as follows:

	LITRAK Holdings		SPRINT Holdings*		Other subsidiaries – individually immaterial		Total	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Summarised statements of financial position								
Non-current assets	**1,284,126**	1,354,415	**1,294,806**	1,335,876	**83,872**	627,098	**2,662,804**	3,317,389
Current assets	**583,769**	617,875	**276,372**	355,084	**164,147**	189,369	**1,024,288**	1,162,328
Non-current liabilities	**(406,247)**	(606,194)	**(1,125,773)**	(1,184,149)	**–**	–	**(1,532,020)**	(1,790,343)
Current liabilities	**(220,962)**	(224,715)	**(166,450)**	(258,069)	**(88,713)**	(101,199)	**(476,125)**	(583,983)
Net assets	**1,240,686**	1,141,381	**278,955**	248,742	**159,306**	715,268	**1,678,947**	2,105,391
Summarised statements of comprehensive income								
Results								
Revenue	**390,963**	437,939	**196,508**	223,652	**15,134**	271,435	**602,605**	933,026
Profit for the year	**199,974**	220,757	**30,212**	30,431	**6,412**	27,245	**236,598**	278,433
Reconciliation of net assets to carrying amount as at year end								
Group's share of net assets	**535,728**	493,533	**83,686**	74,623	**70,475**	294,094	**689,889**	862,250
Fair value on acquisition in excess of net assets	**90,537**	90,537	**–**	–	**–**	–	**90,537**	90,537
Carrying amount in the statements of financial position	**626,265**	584,070	**83,686**	74,623	**70,475**	294,094	**780,426**	952,787
Group's net share of profit for the year	**86,349**	95,455	**9,064**	9,129	**2,458**	11,661	**97,871**	116,245
Other information - Group's share of dividend	**46,011**	57,514	**–**	–	**226,454**	63,869	**272,465**	121,383

** Amounts represent 30% direct interest in SPRINT Holdings.*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2021

19. INTERESTS IN JOINT ARRANGEMENTS

	Group		Company	
	2021 RM'000	2020 RM'000	**2021 RM'000**	2020 RM'000
Unquoted shares at cost:				
- Malaysia	**355,603**	355,603	**289,627**	289,627
- Outside Malaysia	**7,538**	7,538	**–**	–
Advances to joint ventures	**176,383**	200,893	**–**	–
Group's share of post-acquisition reserves, net of dividends receivable	**599,837**	591,766	**–**	–
Less: Accumulated impairment losses	**(98,452)**	(98,452)	**(112,000)**	(112,000)
	1,040,909	1,057,348	**177,627**	177,627

Advances to joint ventures are related to projects in Singapore and have no fixed term of repayment, unsecured and non-interest bearing. The advances represent long term investments, hence, capital in nature. As a result, in substance, the advances form part of the Group's interest in joint arrangements.

(a) Current financial year

Repayment of advance by a joint venture

GEM Homes Pte. Ltd., a 50% joint venture of the Group had repaid an amount of RM24,510,000 (SGD8,282,000) to its holding company, Gamuda (Singapore) Pte. Ltd. upon completion of the project.

(b) Previous financial year

Additional investment in a joint arrangement

(i) Advances to a joint venture

Gamuda (Singapore) Pte. Ltd., a wholly-owned subsidiary of the Company advanced a cash amounting to RM13,891,000 (SGD4,565,000) to Anchorvale Pte Ltd., a 50% joint venture of the Group to carry out the development project on the land parcel at Anchorvale Crescent site earmarked for executive condominium development.

(ii) Repayment of advance by a joint venture

GEM Homes Pte. Ltd., a 50% joint venture of the Group had repaid an amount of RM91,290,000 (SGD30,000,000) to its holding company, Gamuda (Singapore) Pte. Ltd. upon completion of the project.

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows:

Name of joint operations	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Unincorporated in Malaysia			
Malaysia Mining Corporation Berhad – Gamuda Berhad Joint Venture Electrified Double Track Project ("MMC - Gamuda JV 2T")	**50**	50	Undertake engineering, procurement, and construction of the Electrified Double - Tracking from Ipoh to Padang Besar Project
MMC – Gamuda KVMRT (UGW) Joint Venture	**50**	50	Undertake the tunneling, underground works and such other works in relation to the underground works package for the Klang Valley Mass Rapid Transit Project Sungai Buloh - Kajang Line ("KVMRT Line 1") and Klang Valley Mass Rapid Transit Project Sungai Buloh - Serdang - Putrajaya Line ("KVMRT Line 2")
Held by Gamuda Engineering Sdn. Bhd.:			
Held by Gamuda M&E Sdn. Bhd.:			
GME-SE Joint Venture (STW)*	**50**	50	Undertake the construction works of Sentul West Station and Escape Shaft 1
Lim Hoo Seng – Gamuda Engineering (Stonor 3) Joint Venture*	**50**	50	Undertake the construction works for the high rise residential project at Jalan Stonor
Lim Hoo Seng – Gamuda Engineering (SCM) Joint Venture*	**50**	50	Undertake the construction works for expansion of the existing Setia City Mall located at Setia Alam, Selangor
Gamuda Engineering – Lim Hoo Seng (GEMS) Joint Venture*	**50**	50	Undertake the construction works for IOI Resort City project
Gamuda Engineering – Lim Hoo Seng (Theme Park) Joint Venture*	**50**	–	Undertake the construction of water theme park for Gamuda Land Leisure Sdn. Bhd.
Held by Masterpave Sdn. Bhd.:			
Wai Fong – Masterpave (SSP UG) Joint Venture	**50**	50	Undertake the concrete works for KVMRT Line 2
Unincorporated in Qatar			
Sinohydro Corporation – Gamuda Berhad – WCT Engineering Berhad Joint Venture ("Sinohydro-Gamuda – WCT JV")^	**51**	51	Design and construct the airfield facilities, tunnel and detention ponds of the New Doha International Airport in the State of Qatar
Gamuda Berhad - WCT Engineering Berhad Joint Venture ("Gamuda – WCT JV")^	**51**	51	Undertake civil engineering construction of a new highway from the town of Shahaniya to the existing Zekreet interchange near the Dukhan industrial area in the State of Qatar
Unincorporated in Singapore			
Greatearth-Gamuda Joint Venture^	**45**	45	Undertake construction of Gali Batu Multi-Storey Bus Depot in Singapore

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows: (cont'd.)

Name of joint ventures	Proportion of ownership 2021 %	2020 %	Principal/Economic activities
Incorporated in Malaysia			
Projek SMART Holdings Sdn. Bhd. ("SMART Holdings")	**50**	50	Undertake, carry out and implement the Stormwater Management and Road Tunnel Project ("SMART")
MMC – Gamuda Joint Venture Sdn. Bhd.	**50**	50	Undertake, carry out and implement the Electrified Double-Tracking from Ipoh to Padang Besar Project
Horizon Hills Development Sdn. Bhd. ("Horizon Hills"):	**50**	50	Property development of Horizon Hills
Horizon Hills Resort Berhad	**50**	50	Undertake the management of a club and golf course
Horizon Hills Property Services Sdn. Bhd.	**50**	50	Undertake the management and maintenance of the properties
MMC Gamuda KVMRT (PDP) Sdn. Bhd. ("KVMRT (PDP)")	**50**	50	Undertake the role of a project delivery partner to deliver fully functional operating railway system for KVMRT Line 1
MMC Gamuda KVMRT (PDP SSP) Sdn. Bhd. ("KVMRT (PDP SSP)")	**50**	50	Undertake the role of a turnkey contractor to deliver fully functional operating railway system for KVMRT Line 2
MMC Gamuda KVMRT (T) Sdn. Bhd. ("Tunnel SB")	**50**	50	Undertake the tunneling, underground works and such other works in relation to the underground works package for KVMRT Line 1 and KVMRT Line 2
Hicom-Gamuda Development Sdn. Bhd.	**50**	50	Property development of Kota Kemuning
Held by Gamuda Land Sdn. Bhd.:			
Gamuda GM Sdn. Bhd.#	**50**	50	Operating and building management of Tower 1 of The Robertson Suites, Bukit Bintang commercial complex
Gamuda GM Klang Sdn. Bhd.#	**50**	50	Developer and operator of a wholesale hub in GM Klang Wholesale City located at Bandar Botanic, Klang
MRCB Gamuda Sdn. Bhd.*	**50**	50	Dormant
Incorporated in Singapore			
Held by Gamuda (Singapore) Pte. Ltd.:			
GEM Homes Pte. Ltd.^# ("GEM Homes")	**50**	50	Property development of GEM Residence in Singapore
Anchorvale Pte. Ltd.^# ("Anchorvale")	**50**	50	Property development of Anchorvale in Singapore

** Audited by firms other than Ernst & Young PLT*
^ Audited by member firms of Ernst & Young Global in the respective countries
 # Financial year end of 31 July

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(c) Details of the joint arrangements are as follows: (cont'd.)

All joint arrangements have financial year end of 31 March/31 December, other than those marked with #.

For the purpose of applying equity method for the joint ventures with financial year end of 31 December, the last audited financial statements available and the management financial statements to 31 July of the joint ventures have been used.

Pursuant to MFRS 11: *Joint Arrangements*, Sinohydro-Gamuda-WCT JV and Gamuda-WCT JV are deemed to be joint operations of Gamuda Berhad as the parties involved are undertaking economic activities that are subject to joint control.

(d) Summarised financial information of material joint ventures

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows:

2021 RM'000	Horizon Hills	GEM Homes	Anchorvale	KVMRT (PDP SSP) (Line 2)	Tunnel SB (Line 1 & 2) (Underground)	SMART Holdings	Other joint ventures - individually immaterial	Total
Summarised statements of financial position								
Non-current assets	276,648	891	10,489	1,297,372	310,130	373,013	497,263	2,765,806
Current assets	842,348	77,519	1,532,066	3,097,342	1,065,139	35,188	489,661	7,139,263
Non-current liabilities	(36,963)	–	(902,638)	(588,193)	(6,922)	(304,839)	(272,630)	(2,112,185)
Current liabilities	(223,600)	(63,682)	(289,512)	(3,555,617)	(1,117,110)	(38,832)	(328,307)	(5,616,660)
Net assets	858,433	14,728	350,405	250,904	251,237	64,530	385,987	2,176,224
The above amounts of assets and liabilities include the following:								
Cash and cash equivalents	91,382	75,907	135,903	50,579	231,957	28,488	175,317	789,533
Current financial liabilities (excluding trade and other payables and provision)	(28,048)	–	–	–	–	(10,000)	(15,715)	(53,763)
Non-current financial liabilities (excluding trade and other payables and provision)	–	–	(902,638)	–	–	(304,839)	(62,622)	(1,270,099)
Summarised statements of comprehensive income								
Results								
Revenue	192,247	–	–	4,403,556	1,235,724	17,745	113,873	5,963,145
Profit/(loss) for the year	42,207	(2,086)	(7,901)	373,541	57,539	(16,244)	(11,414)	435,642
The above profit for the year includes the following:								
Depreciation and amortisation	(2,575)	–	(7,747)	(3,774)	(7,979)	(6,400)	(23,948)	(52,423)
Interest income	4,315	–	–	52,161	29,243	905	4,209	90,833
Income tax expense	(14,619)	504	2,602	(110,200)	(10,646)	–	(81)	(132,440)
Finance costs	(2,158)	–	–	–	–	(17,623)	(13,031)	(32,812)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(d) Summarised financial information of material joint ventures (cont'd.)

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows: (cont'd.)

2020 RM'000	Horizon Hills	GEM Homes	Anchorvale	KVMRT (PDP SSP) (Line 2)	Tunnel SB (Line 1 & 2) (Underground)	SMART Holdings	Other joint ventures - individually immaterial	Total
Summarised statements of financial position								
Non-current assets	201,565	–	13,508	1,194,010	622,403	379,247	465,884	2,876,617
Current assets	1,439,817	359,301	1,334,274	1,981,579	900,840	55,774	547,044	6,618,629
Non-current liabilities	(64,523)	(45,371)	(973,069)	(1,130,818)	(10,609)	(304,890)	(304,663)	(2,833,943)
Current liabilities	(760,689)	(18,791)	(21,408)	(2,007,408)	(1,316,867)	(49,357)	(373,022)	(4,547,542)
Net assets	816,170	295,139	353,305	37,363	195,767	80,774	335,243	2,113,761
The above amounts of assets and liabilities include the following:								
Cash and cash equivalents	207,128	71,780	36,748	194,269	156,091	45,665	284,661	996,342
Current financial liabilities (excluding trade and other payables and provision)	(133,262)	–	–	–	–	(10,000)	(28,007)	(171,269)
Non-current financial liabilities (excluding trade and other payables and provision)	(20,833)	–	(890,021)	–	–	(304,890)	(67,117)	(1,282,861)
Summarised statements of comprehensive income								
Results								
Revenue	175,927	82,560	–	4,806,167	2,843,808	29,819	144,908	8,083,189
Profit/(loss) for the year	55,120	7,840	(17,867)	303,594	72,385	(7,871)	(29,773)	383,428
The above profit/(loss) for the year includes the following:								
Depreciation and amortisation	(2,833)	–	(2,621)	(3,867)	(9,052)	(8,270)	(18,282)	(44,925)
Interest income	8,804	528	37	12,706	30,890	2,075	2,357	57,397
Income tax expense	(19,202)	3,314	3,546	(99,264)	(13,181)	–	(2,654)	(127,441)
Finance costs	(6,149)	(5,318)	(348)	–	–	(17,847)	(15,482)	(45,144)

19. INTERESTS IN JOINT ARRANGEMENTS (CONT'D.)

(d) Summarised financial information of material joint ventures (cont'd.)

The summarised financial information of the material joint ventures which are accounted for using the equity method are as follows: (cont'd.)

2021 RM'000	Horizon Hills	GEM Homes	Anchorvale	KVMRT (PDP SSP) (Line 2)	Tunnel SB (Line 1 & 2) (Underground)	SMART Holdings	Other joint ventures - individually immaterial	Total
Reconciliation of net assets to carrying amount as at year end								
Group's share of net assets	429,215	7,364	175,202	125,452	125,618	32,266	145,792	1,040,909
Group's share of profit/(loss) for the year	21,104	(1,043)	(3,950)	186,771	27,734	(8,122)	(5,708)	216,786
Other information - Group's share of dividend (Note 4)	–	106,206*		80,000	–	–	–	186,206

** Dividend was distributed to the Group via Gamuda (Singapore) Pte. Ltd., a wholly owned subsidiary.*

2020 RM'000	Horizon Hills	GEM Homes	Anchorvale	KVMRT (PDP SSP) (Line 2)	Tunnel SB (Line 1 & 2) (Underground)	SMART Holdings	Other joint ventures - individually immaterial	Total
Reconciliation of net assets to carrying amount as at year end								
Group's share of net assets	408,085	147,570	176,653	18,681	97,883	40,387	168,089	1,057,348
Group's share of profit/(loss) for the year	27,560	3,920	(8,933)	151,797	36,192	(3,936)	(14,419)	192,181
Other information - Group's share of dividend (Note 4)	15,000	–	–	252,000	–	–	–	267,000

20. OTHER INVESTMENTS

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Investment in transferable club memberships	**762**	762	**683**	683
Others	**50**	50	**50**	50
	812	812	**733**	733

The fair value of other investments are disclosed in Note 43 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

21. RECEIVABLES AND OTHER FINANCIAL ASSETS

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Current					
(i) Receivables	(a)				
Trade		**1,356,886**	1,748,551	**496,346**	758,657
Less: Allowance for impairment		**(67,378)**	(132,083)	**(64,917)**	(130,018)
		1,289,508	1,616,468	**431,429**	628,639
Non-trade		**456,956**	607,221	**303,346**	290,248
Total current receivables and other financial assets		**1,746,464**	2,223,689	**734,775**	918,887
Non-current					
(i) Receivables	(b)				
Trade		**230,420**	858,341	**23,192**	11,413
Non-trade		**29,483**	32,494	**3,333**	278
		259,903	890,835	**26,525**	11,691
(ii) Other financial assets					
Other financial assets at amortised cost	(c)	**100,504**	–	**–**	–
Total non-current receivables and other financial assets		**360,407**	890,835	**26,525**	11,691
Total receivables and other financial assets		**2,106,871**	3,114,524	**761,300**	930,578

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Receivables of the Group and of the Company are analysed as follows:

(a) Current

		Group		Company	
	Note	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Trade					
Third parties		**648,930**	1,021,903	**41,338**	171,528
Associated companies	(ii)	**19,397**	19,805	**–**	–
Joint ventures	(iii)	**409,658**	411,475	**395,868**	409,535
Joint venture partners		**16,270**	26,240	**7,630**	16,163
Advances to subcontractors		**177,478**	142,323	**12,551**	54,842
Retention sums		**76,946**	117,255	**38,959**	106,589
Stakeholder funds		**8,207**	9,550	**–**	–
	(i)	**1,356,886**	1,748,551	**496,346**	758,657
Less: Allowance for impairment		**(67,378)**	(132,083)	**(64,917)**	(130,018)
		1,289,508	1,616,468	**431,429**	628,639
Non-trade					
Associated companies	(ii)	**389**	623	**328**	269
Joint ventures	(iii)	**65,769**	51,023	**10,993**	10,637
Deposits		**22,084**	166,016	**4,328**	141,089
Prepayments		**168,817**	166,820	**142,393**	6,139
Sundry receivables		**199,897**	222,739	**145,304**	132,114
		456,956	607,221	**303,346**	290,248
		1,746,464	2,223,689	**734,775**	918,887

In the current financial year, included in current trade receivables from third parties was an amount of RM50,490,000 for the supply of treated water by Gamuda Water to Pengurusan Air Selangor Sdn. Bhd. under the new operations and maintenance agreement. The amount shall be settled based on the credit terms of 60 days.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Receivables of the Group and of the Company are analysed as follows: (cont'd.)

(b) Non-current

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Trade receivables					
Third parties		**96,505**	762,917	**–**	–
Joint ventures	(iii)	**80,336**	76,499	**–**	–
Retention sums		**37,865**	16,909	**23,192**	11,413
Stakeholder funds		**15,714**	2,016	**–**	–
		230,420	858,341	**23,192**	11,413
Non-trade receivables					
Joint ventures	(iii)	**13,071**	12,424	**–**	–
Deposits		**11,522**	11,123	**3,325**	278
Sundry receivables		**3**	13	**–**	–
Prepayments		**4,887**	8,934	**8**	–
		29,483	32,494	**3,333**	278
		259,903	890,835	**26,525**	11,691

In the previous financial year, included in non-current trade receivables from third parties was an amount of RM743,131,000 for the supply of treated water by Gamuda Water to Syarikat Pengeluar Air Sungai Selangor Sdn. Bhd. ("SPLASH SB"), of which:

- RM693,776,000 shall be settled in 9 equal annual instalments, with an interest of 5.25% per annum in accordance with the debt settlement agreement signed in 2018 with Pengurusan Air Selangor Sdn. Bhd.; and
- the remaining balance of RM49,355,000 shall be settled based on the credit term stipulated in the new operations and maintenance agreement.

The terms of the debt settlement included a 10% discount to the total outstanding balance and hence a change of original contractual cash flow. The impact arising from this had been accounted for in the previous financial year ended 31 July 2018.

During the financial year, there is a reduction in non-current receivables balances, mainly arising from payment received relating to the first annual instalment of RM77,086,000 and an Asset Backed Securitisation ("ABS") exercise initiated by a subsidiary of the Company, Gamuda Water Sdn. Bhd. The ABS has resulted in a disposal of the receivables of RM613,961,000 to Glacier Assets Berhad ("GAB"), a special purpose vehicle set up by the Trustee. The ABS exercise was completed on 24 March 2021.

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

Receivables of the Group and of the Company are analysed as follows: (cont'd.)

(c) Other financial assets at amortised cost

As part of the terms of the ABS exercise, Gamuda Water was required to subscribe to the junior notes of the ABS amounting to RM106,556,000. The financial asset is measured at amortised cost with an effective interest rate of 4.71%.

The asset-backed medium-term notes has a variable coupon rate and a term of 8 years. The Group receives coupon payment semi-annually, with the principal being paid to the Group on maturity date of 23 March 2029.

(i) Current

Trade receivables

Trade receivables are non-interest bearing and are generally on 14 to 90 days (2020: 14 to 90 days) terms. Other credit terms are assessed and approved on a case-by-case basis. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's and the Company's trade receivables are as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Neither past due nor impaired	**1,121,326**	1,261,372
1 to 30 days past due not impaired	**51,677**	217,997
31 to 60 days past due not impaired	**22,967**	33,961
61 to 90 days past due not impaired	**13,646**	16,437
91 to 120 days past due not impaired	**9,937**	13,924
More than 120 days past due not impaired	**69,955**	72,777
	168,182	355,096
Impaired	**67,378**	132,083
	1,356,886	1,748,551

	Company	
	2021 RM'000	**2020 RM'000**
Neither past due nor impaired	**417,009**	480,540
1 to 30 days past due not impaired	**10,506**	148,099
91 to 120 days past due not impaired	**1,916**	–
More than 120 days past due not impaired	**1,998**	–
	14,420	148,099
Impaired	**64,917**	130,018
	496,346	758,657

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(i) Current (cont'd.)

Trade receivables (cont'd.)

Receivables that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group and the Company. None of the Group's and the Company's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Receivables that are past due but not impaired

The Group and the Company have trade receivables amounting to RM168,182,000 (2020: RM355,096,000) and RM14,420,000 (2020: RM148,099,000) respectively that are past due at the reporting date but not impaired. The receivables are related to customers with on-going transactions and/or progressive payments, and unsecured in nature.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for grouping of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and for more than one year and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed above.

Receivables that are impaired

The Group's and the Company's trade receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	Group Individually impaired	
	2021 RM'000	**2020 RM'000**
Trade receivables - nominal amounts	**67,378**	132,083
Less: Allowance for impairment	**(67,378)**	(132,083)
	–	–
Movement in allowance accounts:		
At 1 August 2020/2019	**132,083**	127,436
Charge for the year (Note 7)	**396**	1,197
Amount written off	**(64,469)**	–
Exchange difference	**(632)**	3,450
At 31 July	**67,378**	132,083

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(i) Current (cont'd.)

Trade receivables (cont'd.)

Receivables that are impaired (cont'd.)

The Group's and the Company's trade receivables that are impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows: (cont'd.)

	Company Individually impaired	
	2021 RM'000	2020 RM'000
Trade receivables - nominal amounts	64,917	130,018
Less: Allowance for impairment	(64,917)	(130,018)
	–	–
Movement in allowance accounts:		
At 1 August 2020/2019	130,018	126,568
Amount written off	(64,469)	–
Exchange difference	(632)	3,450
At 31 July	64,917	130,018

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that have defaulted in payments. These receivables are not secured by any collateral or credit enhancements.

(ii) Due from associated companies

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Current				
Trade	19,397	19,805	–	–
Non-trade	389	623	328	269
	19,786	20,428	328	269

The trade amounts due from associated companies are non-interest bearing and are generally on 30 days (2020: 30 days) term.

The amounts due from associated companies are unsecured, interest free and repayable on demand.

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

(iii) Due from joint ventures

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Current				
Trade	**409,658**	411,475	**395,868**	409,535
Non-trade	**65,769**	51,023	**10,993**	10,637
	475,427	462,498	**406,861**	420,172
Non-current				
Trade	**80,336**	76,499	**–**	–
Non-trade	**13,071**	12,424	**–**	–
	93,407	88,923	**–**	–
	568,834	551,421	**406,861**	420,172

Current

Included in the trade receivables of the Group and of the Company is an amount of RM395,840,000 (2020: RM409,591,000) due from its 50% owned joint venture, MMC Gamuda KVMRT (T) Sdn. Bhd. ("Tunnel SB"). Tunnel SB is the contractor for the underground works of KVMRT Line 2.

Included in the non-trade receivables of the Group and of the Company are amounts due from joint ventures which are unsecured, interest free and repayable on demand.

Non-current

Included in the trade receivables of the Group is an amount due from the sale of lands to a joint venture, Gamuda GM Klang Sdn. Bhd. ("GMKSB"), by Gamuda Land (Botanic) Sdn. Bhd., a subsidiary of the Company. The amount of RM75,136,000 (2020: RM71,517,000) is unsecured and repayable in 2 tranches on 27 April 2023 and 27 April 2024 respectively.

Included in the non-trade receivables of the Group represents a loan amounting to RM13,071,000 (2020: RM12,425,000), given to GMKSB by Megah Capital Sdn. Bhd., a subsidiary of the Company. The loan is unsecured and repayable in 5 years or such other day mutually agreed upon. The interest of the loan is charged at 5.20% (2020: 5.20%) per annum.

Other details of fair value of non-current receivables are further disclosed in Note 43 to the financial statements.

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

Group	Note	Fair value through profit or loss RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2021				
Other investments	20	812	–	812
Investment securities	23	881,337	–	881,337
Current receivables	21(a)			
Third parties		–	648,930	648,930
Associated companies		–	19,786	19,786
Joint ventures		–	475,427	475,427
Joint venture partners		–	16,270	16,270
Retention sums		–	76,946	76,946
Stakeholder funds		–	8,207	8,207
Deposits		–	22,084	22,084
Sundry receivables		–	199,897	199,897
Non-current receivables	21(b)			
Third parties		–	96,505	96,505
Joint ventures		–	93,407	93,407
Retention sums		–	37,865	37,865
Stakeholder funds		–	15,714	15,714
Deposits		–	11,522	11,522
Sundry receivables		–	3	3
Other financial assets at amortised cost	21(c)	–	100,504	100,504
Cash and bank balances	25	–	2,656,658	2,656,658
Total financial assets		882,149	4,479,725	5,361,874

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis: (cont'd.)

Group	Note	Fair value through profit or loss RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2020				
Other investments	20	812	–	812
Investment securities	23	644,467	–	644,467
Current receivables	21(a)			
Third parties		–	1,021,903	1,021,903
Associated companies		–	20,428	20,428
Joint ventures		–	462,498	462,498
Joint venture partners		–	26,240	26,240
Retention sums		–	117,255	117,255
Stakeholder funds		–	9,550	9,550
Deposits		–	166,016	166,016
Sundry receivables		–	222,739	222,739
Non-current receivables	21(b)			
Third parties		–	762,917	762,917
Joint ventures		–	88,923	88,923
Retention sums		–	16,909	16,909
Stakeholder funds		–	2,016	2,016
Deposits		–	11,123	11,123
Sundry receivables		–	13	13
Cash and bank balances	25	–	2,147,202	2,147,202
Total financial assets		645,279	5,075,732	5,721,011

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis: (cont'd.)

Company	Note	Fair value through profit or loss RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2021				
Other investments	20	733	–	733
Investment securities	23	743,716	–	743,716
Current receivables	21(a)			
Third parties		–	41,338	41,338
Associated companies		–	328	328
Joint ventures		–	406,861	406,861
Joint venture partners		–	7,630	7,630
Retention sums		–	38,959	38,959
Deposits		–	4,328	4,328
Sundry receivables		–	145,304	145,304
Non-current receivables	21(b)			
Retention sums		–	23,192	23,192
Deposits		–	3,325	3,325
Due from subsidiaries	24	–	4,208,529	4,208,529
Cash and bank balances	25	–	135,105	135,105
Total financial assets		744,449	5,014,899	5,759,348

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2021

21. RECEIVABLES AND OTHER FINANCIAL ASSETS (CONT'D.)

The following table analyses the financial assets of the Group and of the Company in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis: (cont'd.)

Company	Note	Fair value through profit or loss RM'000	Financial assets at amortised cost RM'000	Total RM'000
At 31 July 2020				
Other investments	20	733	–	733
Investment securities	23	581,850	–	581,850
Current receivables	21(a)			
Third parties		–	171,528	171,528
Associated companies		–	269	269
Joint ventures		–	420,172	420,172
Joint venture partners		–	16,163	16,163
Retention sums		–	106,589	106,589
Deposits		–	141,089	141,089
Sundry receivables		–	132,114	132,114
Non-current receivables	21(b)			
Retention sums		–	11,413	11,413
Deposits		–	278	278
Due from subsidiaries	24	–	4,031,101	4,031,101
Cash and bank balances	25	–	195,532	195,532
Total financial assets		582,583	5,226,248	5,808,831

22. CONTRACT ASSETS/(LIABILITIES)

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Contract assets:					
Construction	(a)	**842,832**	853,867	**45,825**	33,465
Property development	(b)	**851,311**	847,797	**–**	–
		1,694,143	1,701,664	**45,825**	33,465
Analysed as:					
Current		**1,694,143**	1,701,664	**45,825**	33,465
Contract liabilities:					
Construction	(a)	**(1,000,672)**	(1,316,934)	**(856,448)**	(1,006,232)
Property development	(b)	**(14,429)**	(22,854)	**–**	–
Deferred revenue	(c)	**(39,139)**	(52,209)	**–**	–
		(1,054,240)	(1,391,997)	**(856,448)**	(1,006,232)
Analysed as:					
Current		**(1,028,619)**	(1,353,551)	**(856,448)**	(1,006,232)
Non-current		**(25,621)**	(38,446)	**–**	–
		(1,054,240)	(1,391,997)	**(856,448)**	(1,006,232)

(a) Contract assets/(liabilities) from construction

	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Construction contract costs incurred to date	**13,101,864**	17,098,188	**7,436,024**	12,379,750
Recognised profits less recognised losses	**1,612,006**	1,894,227	**1,230,871**	1,538,442
Progress billings received and receivables	**(14,871,710)**	(19,455,482)	**(9,477,518)**	(14,890,959)
	(157,840)	(463,067)	**(810,623)**	(972,767)
Represented by:				
Contract assets	**842,832**	853,867	**45,825**	33,465
Contract liabilities	**(1,000,672)**	(1,316,934)	**(856,448)**	(1,006,232)
	(157,840)	(463,067)	**(810,623)**	(972,767)
Analysed as:				
Contract assets				
Due within 1 year	**842,832**	853,867	**45,825**	33,465
Contract liabilities				
Due within 1 year	**(1,000,672)**	(1,316,934)	**(856,448)**	(1,006,232)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(a) Contract assets/(liabilities) from construction (cont'd.)

The costs incurred to date on construction contracts include the following charges made during the financial year:

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Depreciation:				
- Property, plant and equipment (Note 12)	**57,964**	109,610	**52,040**	103,428
- Right-of-use assets (Note 15)	**1,343**	1,353	**1,343**	1,353
Staff costs (Note 5)	**104,574**	126,942	**48,446**	86,484
Finance costs (Note 8)	**4,444**	4,792	**23**	86
Short-term leases:				
- Rental of premises	**2,534**	20	**977**	–
- Hire of plant and equipment	**15,992**	1,450	**321**	–

Included in contract assets from construction is an amount due from the Government of Socialist Republic of Vietnam ("GOVT") to a subsidiary, Gamuda Land Vietnam Limited Liability Company ("GLVN") amounting to RM194,723,000 (2020: RM193,348,000) which is pending issuance of investment certificates for property development in Hanoi, Vietnam as consideration for the construction works by GLVN.

The directors do not foresee any issue in obtaining the investment certificates and therefore are of the opinion that this amount is recoverable.

(b) Contract assets/(liabilities) from property development

	Group	
	2021 RM'000	**2020 RM'000**
Contract assets	**851,311**	847,797
- Accrued billings	**828,783**	789,226
- Others	**22,528**	58,571
Contract liabilities	**(14,429)**	(22,854)
- Progress billings	**(384)**	(3,897)
- Others	**(14,045)**	(18,957)
	836,882	824,943

Others relate to consideration payable to customers including rebates and legal fees, are accounted for as a reduction to transaction price and recognised to profit or loss when performance obligations are satisfied.

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(b) Contract assets/(liabilities) from property development (cont'd.)

	Group	
	2021 RM'000	2020 RM'000
At beginning of the year	**824,943**	1,210,491
Consideration payable to customers	**25,470**	11,524
Revenue recognised during the year	**1,091,803**	1,321,316
Interest income relating to significant financing component (Note 7)	**211**	60
Progress billings during the year	**(1,109,806)**	(1,742,618)
Exchange differences	**4,261**	24,170
At end of the year	**836,882**	824,943
Analysed as:		
Contract assets		
Due within 1 year	**851,311**	847,797
Contract liabilities		
Due within 1 year	**(14,429)**	(22,854)

Unsatisfied performance obligations:

Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially satisfied) as at the reporting date, are as follows:

	Group	
	2021 RM'000	2020 RM'000
Within 1 year	**1,721,541**	1,283,066
Between 1 - 4 year	**1,406,623**	1,028,906
	3,128,164	2,311,972

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(c) Contract liabilities from deferred revenue

	Note	Group 2021 RM'000	Group 2020 RM'000
Advance membership	(i)	**(24,385)**	(25,646)
Concession revenue	(ii)	**(14,754)**	(26,563)
		(39,139)	(52,209)
Analysed as:			
Due within 1 year		**(13,518)**	(13,763)
Due after 1 year		**(25,621)**	(38,446)
		(39,139)	(52,209)

(i) Advance membership

Advance membership fees received are in connection with the provision of services by way of sporting and other recreational facilities. The advance membership fees are recognised as income over the tenure of the membership period which expires on 30 November 2066 and 30 September 2070 for Bandar Botanic Resort Berhad and Jade Homes Resort Berhad respectively.

	Group 2021 RM'000	Group 2020 RM'000
Analysed as:		
Due within 1 year	**(1,719)**	(1,954)
Due after 1 year	**(22,666)**	(23,692)
	(24,385)	(25,646)

22. CONTRACT ASSETS/(LIABILITIES) (CONT'D.)

(c) Contract liabilities from deferred revenue (cont'd.)

(ii) Concession revenue

Deferred revenue comprises advance maintenance fees, license fees, and government compensation in relation to Kesas Sdn. Bhd.. Compensation received from the Government of Malaysia for the imposition of revised toll rates lower than those as provided for in the Concession Agreement, which is taken to profit or loss over the period the compensation relates.

Group	Advance license fees RM'000	Advance maintenance fees RM'000	Government compensations RM'000	Total RM'000
At 31 July 2021				
At 1 August 2020	**(1,679)**	**(1,085)**	**(23,799)**	**(26,563)**
Amount recognised				
- As revenue	**–**	**–**	**11,000**	**11,000**
- As other income	**554**	**255**	**–**	**809**
	(1,125)	**(830)**	**(12,799)**	**(14,754)**
Analysed as:				
Due within 1 year	**(554)**	**(245)**	**(11,000)**	**(11,799)**
Due after 1 year	**(571)**	**(585)**	**(1,799)**	**(2,955)**
	(1,125)	**(830)**	**(12,799)**	**(14,754)**
At 31 July 2020				
At 1 August 2019	(2,233)	(1,350)	(32,499)	(36,082)
Amount recognised				
- As revenue	–	–	8,700	8,700
- As other income	554	265	–	819
	(1,679)	(1,085)	(23,799)	(26,563)
Analysed as:				
Due within 1 year	(554)	(255)	(11,000)	(11,809)
Due after 1 year	(1,125)	(830)	(12,799)	(14,754)
	(1,679)	(1,085)	(23,799)	(26,563)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

23. INVESTMENT SECURITIES

	2021		2020	
	Carrying amount RM'000	**Fair value of quoted investments RM'000**	**Carrying amount RM'000**	**Fair value of quoted investments RM'000**
Group				
Current				
Portfolios:				
Held in investment funds placements				
- Islamic	**306,001**	**306,001**	188,684	188,684
- Non-Islamic	**377,236**	**377,236**	319,586	319,586
Others				
- Islamic	**83,917**	**83,917**	61,794	61,794
- Non-Islamic	**114,183**	**114,183**	74,403	74,403
	881,337	**881,337**	644,467	644,467
Company				
Current				
Portfolios:				
Held in investment funds placements				
- Islamic	**227,352**	**227,352**	178,890	178,890
- Non-Islamic	**346,334**	**346,334**	280,096	280,096
Others				
- Islamic	**83,918**	**83,918**	61,794	61,794
- Non-Islamic	**86,112**	**86,112**	61,070	61,070
	743,716	**743,716**	581,850	581,850

Investment securities represent funds placed with licensed fund managers. The portfolio of securities managed by the fund managers comprise of money market funds, commercial papers, government bonds and fixed deposits. Their fair values are determined based on the quoted prices from the respective investment funds.

Other details of fair value of investment securities are further disclosed in Note 43 to the financial statements.

24. DUE FROM SUBSIDIARIES

	Company 2021 RM'000	Company 2020 RM'000 (restated)
Non-current		
Redeemable unsecured loan stocks ("RULS")	**900,000**	900,000
Due from subsidiaries		
- Non-trade	**1,274,536**	438,380
	2,174,536	1,338,380
Current		
Due from subsidiaries		
- Trade	**–**	14,761
- Non-trade	**2,033,993**	2,677,960
	2,033,993	2,692,721
	4,208,529	4,031,101

RULS:

Amount drawdown RM'000	Issuance Date	Maturity Date	Issuance tenure (years)	Yield at Issuance date %
500,000	23.11.2017	22.11.2022	5	5.32
400,000	16.03.2018	15.03.2023	5	5.35
900,000				

The RULS are measured at amortised cost using effective interest rates at the rates mentioned above. The interest on RULS charged to the subsidiary, Megah Capital Sdn. Bhd. is recognised as interest income arising from subsidiaries, as disclosed in Note 7 to the financial statements.

The trade amounts due from subsidiaries have a normal credit term which ranges from 30 to 90 days (2020: 30 to 90 days).

The non-trade amounts due from subsidiaries are unsecured, interest free and are repayable on demand except for advances of RM2,964,666,000 (2020: RM2,667,919,000) given to subsidiaries which bear interest at 2.60% to 5.50% (2020: 3.58% to 5.50%) per annum. They are measured at amortised cost using the respective effective interest rates.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

25. CASH AND BANK BALANCES

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Cash in hand and at banks				
- Interest bearing	**295,568**	362,659	**88,461**	30,719
- Non-interest bearing	**54,439**	173,767	**20,709**	90,111
Housing Development Accounts:				
- Islamic	**183,217**	163,074	**–**	–
- Non-Islamic	**19,829**	34,521	**–**	–
	553,053	734,021	**109,170**	120,830
Deposits with licensed banks with:				
- Tenures of less than 3 months				
- Islamic	**418,281**	225,112	**10,300**	60,000
- Non-Islamic	**338,963**	559,628	**15,635**	14,702
- Tenures of more than 3 months				
- Islamic	**225,378**	156,888	**–**	–
- Non-Islamic	**1,120,983**	471,553	**–**	–
Total cash and bank balances	**2,656,658**	2,147,202	**135,105**	195,532

For the purpose of statements of cash flows, cash and cash equivalents comprise the following as at reporting date:

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Total cash and bank balances	**2,656,658**	2,147,202	**135,105**	195,532
Less: Deposits with tenures of more than 3 months	**(1,346,361)**	(628,441)	**–**	–
Total cash and cash equivalents	**1,310,297**	1,518,761	**135,105**	195,532

Included in total cash and bank balances of the Group and of the Company are interest bearing balances amounting to RM2,602,219,000 (2020: RM1,973,435,000) and RM114,396,000 (2020: RM105,421,000) respectively.

25. CASH AND BANK BALANCES (CONT'D.)

Housing Development Accounts held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966 and therefore, restricted from use in other operations.

The weighted average effective interest rates of deposits as at reporting date were as follows:

	Group		Company	
	2021 %	2020 %	2021 %	2020 %
Licensed banks:				
Malaysia	**1.67**	2.12	**1.52**	1.59
India	**5.13**	6.01	**–**	–
Australia	**0.06**	0.89	**0.06**	0.89
Singapore	**0.05**	0.27	**0.05**	0.27
Vietnam	**4.44**	5.12	**–**	–

The range of maturities of deposits as at reporting date were as follows:

	Group		Company	
	2021 Days	2020 Days	2021 Days	2020 Days
Licensed banks	**3 - 367**	4 - 368	**3 - 31**	4 - 90

26. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2021 '000	2020 '000	2021 RM'000	2020 RM'000
Issued and fully paid:				
At 1 August 2020/2019	**2,513,528**	2,472,322	**3,620,946**	3,469,729
Exercise of ESOS	**–**	20,899	**–**	70,950
Conversion of warrants	**1**	477	**3**	2,050
Issuance on dividend reinvestment scheme	**–**	19,830	**–**	71,387
Share options exercised under ESOS	**–**	–	**–**	6,830
At 31 July	**2,513,529**	2,513,528	**3,620,949**	3,620,946

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

(a) Under Companies Act 2016 in Malaysia, which came into effect on 31 January 2017, the concept of authorised share capital is no longer applicable.

(b) In accordance with Section 74 of the Companies Act 2016 in Malaysia, the Company's shares no longer have a par or nominal value with effect from 31 January 2017.

Pursuant to Section 618 of the Companies Act 2016 in Malaysia, the amount standing to the credit of the Company's share premium account of RM997,407,000 became part of the Company's share capital. There is no impact on the number of shares in issue or the relative entitlement of any members of the Company as a result of this transition.

26. SHARE CAPITAL (CONT'D.)

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets. (cont'd.)

(c) During the financial year, the Company increased its issued and paid-up share capital from RM3,620,946,983 to RM3,620,950,423 by way of issuance of 800 new ordinary shares for cash arising from the exercise of Warrants 2016/2021 at the exercise price of RM4.05 per warrant in accordance with the Deed Poll dated 22 January 2016.

(d) On 7 March 2016, the Company allotted and issued 400,984,509 new Warrants 2016/2021 ("Warrants") at an issue price of RM0.25 per Warrant on the basis of 1 Warrant for every 6 existing ordinary shares held in the Company ("Rights Issue of Warrants").

The Warrants are valid for exercise for a period of 5 years from its issue date and expired on 5 March 2021 being the last market day immediately preceding the date which is the fifth anniversary of the issue of Warrants (which falls on Saturday, 6 March 2021, a non-market day) pursuant to the provisions of the Deed Poll dated 22 January 2016. During this period, each Warrant entitles the registered holder to subscribe for 1 new ordinary share in the Company at any time on or after 7 March 2016 to 5 March 2021, at an exercise price of RM4.05 per Warrant in accordance with the Deed Poll. Any warrants not exercised by its expiry date will lapse thereafter and cease to be valid for all purposes. As at 5 March 2021, 387,220,949 Warrants 2016/2021 remain unexercised and have lapsed.

The total number of warrants converted and lapsed during the year are as follows:

	Warrants 2016/2021	
	2021 '000	**2020 '000**
At 1 August 2020/2019	**387,221**	387,698
Converted	**(1)**	(477)
Lapsed	**(387,220)**	–
At 31 July	**–**	387,221

(e) The Gamuda Berhad Employees' Share Option Scheme ("ESOS") was approved by the shareholders at the Extraordinary General Meeting held on 4 December 2014 and became effective on 10 April 2015. With effect from 10 April 2015, the Company issued options under the new ESOS for the eligible executive directors and employees of Gamuda Berhad and its subsidiaries. The ESOS has expired on 9 April 2020 and balance unexercised was lapsed.

On 9 April 2020, 204,525,000 ESOS remained unexercised. Pursuant to Gamuda's ESOS By-Law, all options lapsed upon expiry of the ESOS.

The principal features of the ESOS were as follows:

(i) Full-time and confirmed employees within Gamuda Group and executive directors of Gamuda ("eligible person") are eligible to participate in the ESOS. Participation, however, is subject to the discretion of the Option Committee.

(ii) The ESOS shall be in force for a period of 5 years from 10 April 2015 provided that before the final year of the ESOS, the Option Committee may extend for up to another 5 years the duration of ESOS commencing from the expiration of the original 5 years. The duration of the ESOS shall not be more than 10 years from its effective date.

(iii) The total number of new shares to be allotted under the ESOS shall not exceed 10% of the issued and paid-up share capital of the Company at any point of time during the duration of the ESOS.

(iv) The subscription price for the new shares under the ESOS shall be the volume weighted average market price of the shares as quoted on the Main Market of Bursa Malaysia Securities Berhad for the 5 market days immediately preceding the date of offer of the options, or at par value of the share, whichever is higher.

26. SHARE CAPITAL (CONT'D.)

(e) The principal features of the ESOS were as follows: (cont'd.)

(v) The aggregate number of shares to be offered to an eligible person shall be determined at the discretion of the Option Committee after taking into consideration, amongst other factors, the position, performance, seniority and the length of service that the eligible person has rendered and subject to the maximum allowable allotment of shares for each eligible person.

(vi) The number of shares comprised in the ESOS options which remained unexercised or the exercise prices or both may be adjusted following any alteration in the capital structure of the Company during the option period, whether such alteration is by way of capitalisation of profits or reserves, right issues, consolidation of shares, sub-division of shares or reduction of capital or otherwise howsoever taking place.

(vii) The options shall not carry any right to vote at any general meeting of the Company and a grantee shall not be entitled to any dividends, right or other entitlements on his unexercised options.

(viii) The options granted under ESOS are not assignable.

(ix) There is no restriction on the grantee in exercising their ESOS options or selling their Gamuda Shares allotted and issued pursuant to the exercise of their options.

Upon a sale of the Gamuda shares, if the net proceeds from the disposal are less than the Exercise Value (being the Exercise Price multiplied by the number of Gamuda Shares sold), the entire net proceeds will be released to the grantee.

However, if the net proceeds are more than the Exercise Value, an amount equivalent to the Exercise Value will be released to the grantee. The balance proceeds not released to the grantee will be placed in an interest bearing account for the benefit of the grantee. The balance proceeds (being the net proceeds less Exercise Value) together with the attributable interest, if any, will be released to the grantee over the period of the scheme in accordance with Gamuda's ESOS By-Law on each anniversary of the scheme.

(x) The new shares allotted upon any exercise of the options shall rank pari passu in all respects with the existing issued and paid-up ordinary shares of the Company except that the new shares so issued will not be entitled for any dividends, rights, allotments and/or other distributions, the entitlement date of which is prior to the date of allotment of the new shares.

(xi) No grantee shall participate at any time in more than one ESOS implemented by any company within the Gamuda Group.

(xii) Options to subscribe for ordinary shares under the ESOS were granted on the following dates:

Grant date	Exercise price RM	Number of options '000	Exercise period
10 April 2015	4.46	69,947	10 April 2015 - 9 April 2020
24 November 2015	3.84	74,351	24 November 2015 - 9 April 2020
3 June 2016	4.78	44,815	3 June 2016 - 9 April 2020
8 November 2016	4.88	5,963	8 November 2016 - 9 April 2020
13 June 2017	5.36	13,349	13 June 2017 - 9 April 2020
28 November 2017	4.65	8,324	28 November 2017 - 9 April 2020
6 June 2018	3.38	14,670	6 June 2018 - 9 April 2020
18 December 2018	2.30	5,561	18 December 2018 - 9 April 2020
10 June 2019	3.44	8,504	10 June 2019 - 9 April 2020
8 November 2019	3.65	33,071	8 November 2019 - 9 April 2020
		278,555	

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

26. SHARE CAPITAL (CONT'D.)

(f) Breakdown of aggregate proceeds received from share options exercised during the financial year and the fair value, at exercise date, of ordinary shares issued are as follows:

	2021 RM'000	2020 RM'000
Ordinary shares	–	20,899
Share premium	–	50,051
Aggregate proceeds received on shares issued	–	70,950
Aggregate fair value of ordinary shares at exercise date	–	80,792

(g) The number and weighted average exercise prices ("WAEP") of, and movements in, share options during the financial year are as follows:

2020

ESOS exercise price	Outstanding and exercisable at 1 August 2019 '000	Number of share options Movement during the year Granted '000	Exercised '000	Lapsed '000	Outstanding and exercisable at 31 July 2020 '000
RM4.46	56,855	–	–	(56,855)	–
RM3.84	39,555	–	(846)	(38,709)	–
RM4.78	43,036	–	–	(43,036)	–
RM4.88	5,665	–	–	(5,665)	–
RM5.36	13,349	–	–	(13,349)	–
RM4.65	8,278	–	–	(8,278)	–
RM3.38	13,815	–	(5,376)	(8,439)	–
RM2.30	3,547	–	(2,419)	(1,128)	–
RM3.44	8,253	–	(3,691)	(4,562)	–
RM3.65	–	33,071	(8,567)	(24,504)	–
	192,353	33,071	(20,899)	(204,525)	–
WAEP	4.33	3.65	3.39	4.31	

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

26. SHARE CAPITAL (CONT'D.)

(h) Fair value of share options granted

The fair value of the share options granted under the ESOS is estimated at grant date using a binomial option pricing model, taking into account the terms and conditions upon which the instruments were granted.

The fair value of share options measured at the respective date and the assumptions are as follows:

	ESOS									
BATCH	1	2	3	4	5	6	7	8	9	10
Exercise price, after rights issue of warrants (RM)	4.46	3.84	4.78	4.88	5.36	4.65	3.38	2.30	3.44	3.65
Fair value of share options, at the following grant dates and modification dates (RM)										
- Grant date	0.41	0.38	–	–	–	–	–	–	–	–
- 12 February 2016	0.35	0.59	–	–	–	–	–	–	–	–
- Grant date	–	–	0.43	0.40	0.44	0.49	0.45	0.25	0.34	0.34
Weighted average share price (RM)										
- Grant date	5.19	4.50	4.86	4.90	5.38	4.65	3.38	2.20	3.39	3.39
- 12 February 2016	4.43	4.43	–	–	–	–	–	–	–	–
Expected volatility										
- Grant date	19.00%	23.00%	23.00%	20.00%	20.00%	20.00%	20.00%	30.00%	30.00%	30.00%
- 12 February 2016	23.00%	23.00%	–	–	–	–	–	–	–	–
Risk free rate										
- Grant date	3.22%	3.24%	3.03%	2.97%	3.08%	2.94%	3.45%	3.46%	3.16%	3.16%
- 12 February 2016	3.25%	3.25%	–	–	–	–	–	–	–	–
Expected dividend yield#	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

The expected volatility is based on historical data and is not necessarily indicative of exercise patterns that may occur.

 # Expected dividend yield is assumed to be the same for all dates.

27. OTHER RESERVES (NON-DISTRIBUTABLE)

	Group		Company	
	2021 RM'000	**2020 RM'000 (Restated)**	**2021 RM'000**	**2020 RM'000**
Capital reserve				
At 1 August 2020/2019	**–**	147,149	**–**	–
Prior year adjustments (Note 47)	**–**	(147,149)	**–**	–
At 31 July	**–**	–	**–**	–
Foreign exchange reserve				
At 1 August 2020/2019	**192,167**	97,800	**(320)**	4,289
Foreign currency translation	**30,760**	100,198	**7,383**	(4,609)
Share of associated companies foreign currency translation	**375**	(6,661)	**–**	–
Non-controlling interests	**(680)**	830	**–**	–
At 31 July	**222,622**	192,167	**7,063**	(320)
Warrants reserve				
At 1 August 2020/2019	**96,806**	96,925	**96,806**	96,925
Conversion of warrants	**(1)**	(119)	**(1)**	(119)
Transfer to retained profits upon expiry of warrants	**(96,805)**	–	**(96,805)**	–
At 31 July	**–**	96,806	**–**	96,806
Total other reserves	**222,622**	288,973	**7,063**	96,486

(i) Foreign exchange reserve

This reserve represents the foreign currency translation differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the Group's presentation currency.

(ii) Warrants reserve

This comprises the fair values of 5-year Warrants 2016/2021 ("Warrants 2016/2021"). Any Warrants not exercised by its expiry date will lapse thereafter and cease to be valid for all purposes. As at the reporting date, 387,220,949 Warrants remained unexercised and have lapsed. Hence, the fair values have been transferred back to retained profit upon expiry.

28. RETAINED PROFITS

The Company may distribute dividends out of its entire retained earnings under the single tier system.

Capital Reserve

Included in the retained profits is a dilution gain arising from the deemed disposal of the interest in an associated company, amounting to RM153,828,000 (2020: RM151,970,000).

29. RETIREMENT BENEFIT OBLIGATIONS

The Group operates an unfunded, defined benefit Retirement Benefit Scheme ("the Scheme") for its employees. Under the Scheme, eligible employees are entitled to retirement benefits of 2.5% on the last drawn monthly basic salary for each completed months of services on attainment of the retirement age of 60.

The amounts recognised in the statements of financial position are determined as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Present value of unfunded defined benefit obligations, representing net liability	**44,227**	55,607	**5,215**	6,162
Analysed as:				
Current (Note 30(b))	**1,488**	5,150	**69**	194
Non-current:				
More than one year and less than two years	**1,444**	1,908	**144**	65
More than two years and less than five years	**2,786**	5,344	**87**	447
Five years or more	**38,509**	43,205	**4,915**	5,456
Amount included in payables (Note 30(a))	**42,739**	50,457	**5,146**	5,968
Total	**44,227**	55,607	**5,215**	6,162

The amounts recognised in profit or loss are determined as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Current service cost	**(4,341)**	(3,727)	**291**	285
Interest cost	**2,186**	2,650	**260**	271
Total, included in staff costs and directors' remuneration (Notes 5 and 6)	**(2,155)**	(1,077)	**551**	556

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

29. RETIREMENT BENEFIT OBLIGATIONS (CONT'D.)

Movements in the net liabilities in the current year were as follows:

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
At 1 August 2020/2019	**55,607**	52,260	**6,162**	5,394
Recognised in profit or loss	**(2,155)**	(1,077)	**551**	556
Effect of re-measurement (gain)/loss in other comprehensive income	**(4,423)**	6,568	**(1,331)**	678
Contributions paid	**(4,767)**	(2,167)	**(167)**	(466)
Exchange differences	**(35)**	23	**–**	–
At 31 July	**44,227**	55,607	**5,215**	6,162

The sensitivity analysis on the present value of the retirement benefit obligations below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming if all other assumptions were held constant:

Group	**Increase/ (decrease)**	**2021 RM'000**	**Increase/ (decrease)**	**2020 RM'000**
Discount rate	**+1%**	**(4,920)**	+1%	(5,846)
	-1%	**5,886**	-1%	6,985
Expected rate of salary increases	**+1%**	**5,727**	+1%	7,929
	-1%	**(4,893)**	-1%	(6,723)

Principal actuarial assumptions used:

	2021 %	**2020 %**
Discount rate	**4.5**	3.9
Expected rate of salary increases	**6.0 - 10.0**	7.0 - 11.0

The average duration of the defined benefit plan obligation at the end of the reporting year is 12 years (2020: 12 years).

30. PAYABLES

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Non-current	(a)				
Trade		**155,867**	169,383	**67,719**	66,985
Non-trade		**57,014**	66,167	**5,198**	6,555
		212,881	235,550	**72,917**	73,540
Current	(b)				
Trade		**1,287,347**	1,252,481	**173,385**	151,751
Non-trade		**458,247**	507,969	**46,469**	56,298
		1,745,594	1,760,450	**219,854**	208,049
Total payables		**1,958,475**	1,996,000	**292,771**	281,589

(a) **Non-current**

	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Trade				
Trade payables	**–**	411	**–**	–
Retention sums	**155,791**	159,147	**67,719**	57,160
Accruals	**76**	9,825	**–**	9,825
	155,867	169,383	**67,719**	66,985
Non-trade				
Retirement benefit obligations (Note 29)	**42,739**	50,457	**5,146**	5,968
Lease liabilities (Note 31)	**6,695**	9,854	**52**	587
Sundry payables	**4,601**	1,837	**–**	–
Accruals	**2,979**	4,019	**–**	–
	57,014	66,167	**5,198**	6,555
	212,881	235,550	**72,917**	73,540

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

30. PAYABLES (CONT'D.)

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
(b) Current					
Trade					
Trade payables		**332,668**	373,758	**38,559**	34,901
Joint venture partners		**4,585**	45,032	**3,349**	711
Retention sums		**152,491**	154,671	**13,006**	17,748
Advances received on contracts		**10,860**	7,037	**–**	–
Accruals		**786,743**	671,983	**118,471**	98,391
		1,287,347	1,252,481	**173,385**	151,751
Non-trade					
Associated companies		**77**	54	**–**	–
Retirement benefit obligations (Note 29)		**1,488**	5,150	**69**	194
Lease liabilities (Note 31)		**4,032**	4,425	**630**	999
Sundry payables		**301,340**	316,324	**14,515**	4,702
Accruals and provisions		**151,310**	182,016	**31,255**	50,403
		458,247	507,969	**46,469**	56,298
		1,745,594	1,760,450	**219,854**	208,049

The normal trade credit term granted to the Group and the Company ranges from 30 to 90 days (2020: 30 to 90 days).

The amounts due to associated companies and joint venture partners are unsecured, interest free and repayable on demand.

30. PAYABLES (CONT'D.)

The following table analyses the financial liabilities of the Group and of the Company in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis.

		Group		Company	
	Note	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Financial liabilities at amortised costs					
Current payables	30(b)				
Trade payables		**332,668**	373,758	**38,559**	34,901
Associated companies		**77**	54	**–**	–
Joint venture partners		**4,585**	45,032	**3,349**	711
Retention sums		**152,491**	154,671	**13,006**	17,748
Sundry payables		**301,340**	316,324	**14,515**	4,702
Accruals		**938,053**	853,999	**149,726**	148,794
Lease liabilities	31	**4,032**	4,425	**630**	999
Non-current payables	30(a)				
Trade payables		**–**	411	**–**	–
Retention sums		**155,791**	159,147	**67,719**	57,160
Sundry payables		**4,601**	1,837	**–**	–
Accruals		**3,055**	13,844	**–**	9,825
Lease liabilities	31	**6,695**	9,854	**52**	587
Islamic debts	33	**3,435,000**	2,825,000	**2,150,000**	2,150,000
Conventional debts	34	**1,792,794**	2,640,131	**257,987**	1,314,080
Due to subsidiaries	36	**–**	–	**143,486**	358,670
		7,131,182	7,398,487	**2,839,029**	4,098,177

31. LEASE LIABILITIES

The carrying amounts of lease liabilities and the movements during the year is as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
At 1 August 2020/2019	**14,279**	15,450	**1,586**	2,521
Additions	**2,375**	3,821	**706**	536
Interest expense (Note 8)	**594**	735	**58**	91
Payment made during the year	**(6,564)**	(5,763)	**(1,690)**	(1,576)
Exchange differences	**43**	36	**22**	14
At 31 July	**10,727**	14,279	**682**	1,586

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

31. LEASE LIABILITIES (CONT'D.)

Lease liabilities are analysed as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Current (Note 30(b))	4,032	4,425	630	999
Non-current (Note 30(a))	6,695	9,854	52	587
	10,727	14,279	682	1,586

The lease liabilities are analysed as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Not more than 1 year	4,032	4,425	573	1,065
Later than 1 year but not later than 2 years	6,625	5,206	163	541
Later than 2 years but not later than 5 years	664	6,300	–	61
Undiscounted lease liabilities	11,321	15,931	736	1,667
Less: Unexpired finance charges	(594)	(1,652)	(54)	(81)
Discounted lease liabilities	10,727	14,279	682	1,586

The incremental borrowing rate to measure lease liabilities is 4.6% (2020: 4.7%).

The remaining maturities of the lease liabilities are as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Not more than 1 year	4,032	4,425	630	999
Later than 1 year but not later than 2 years	6,625	4,705	52	537
Later than 2 years but not later than 5 years	66	5,149	–	50
Later than 5 years	4	–	–	–
	10,727	14,279	682	1,586

31. LEASE LIABILITIES (CONT'D.)

The Group and the Company have total cash outflows from leases of RM14,745,000 (2020: RM9,098,000) and RM3,324,000 (2020: RM3,058,000) respectively.

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Total cash outflow for leases				
Payment of lease liabilities	**(6,564)**	(5,763)	**(1,690)**	(1,576)
Payment of short-term leases	**(7,921)**	(2,985)	**(1,628)**	(1,481)
Payment of low value assets	**(260)**	(350)	**(6)**	(1)
	(14,745)	(9,098)	**(3,324)**	(3,058)

32. DEFERRED TAX LIABILITIES/(ASSETS)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
At 1 August 2020/2019	**295,239**	334,027	**(5,565)**	(2,228)
Recognised in profit or loss (Note 9)	**(56,669)**	(40,543)	**(856)**	(3,174)
Recognised in other comprehensive income	**731**	(589)	**319**	(163)
Exchange differences	**(922)**	2,344	**(418)**	–
At 31 July	**238,379**	295,239	**(6,520)**	(5,565)
Presented after appropriate offsetting as follows:				
Deferred tax assets	**(57,775)**	(40,665)	**(6,520)**	(5,565)
Deferred tax liabilities	**296,154**	335,904	**–**	–
	238,379	295,239	**(6,520)**	(5,565)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

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32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities of the Group:

	Receivables RM'000	Accelerated capital allowances RM'000	Fair value adjustment on expressway development expenditure RM'000	Land RM'000	Total RM'000
At 1 August 2020	**126,436**	**163,935**	**117,172**	**2,876**	**410,419**
Recognised in profit or loss	**37,143**	**487**	**(27,869)**	**(2,876)**	**6,885**
Exchange differences	**942**	**6**	**–**	**–**	**948**
At 31 July 2021	**164,521**	**164,428**	**89,303**	**–**	**418,252**
At 1 August 2019	84,305	163,134	142,212	7,483	397,134
Recognised in profit or loss	40,359	920	(24,931)	(4,608)	11,740
Exchange differences	1,772	(119)	(109)	1	1,545
At 31 July 2020	126,436	163,935	117,172	2,876	410,419

Deferred tax assets of the Group:

	Unutilised tax losses RM'000	Unutilised capital allowances RM'000	Retirement benefit obligations RM'000	Provisions and accruals RM'000	Total RM'000
At 1 August 2020	**(19,558)**	**(8,331)**	**(4,152)**	**(83,139)**	**(115,180)**
Recognised in profit or loss	**(765)**	**(1,556)**	**(325)**	**(60,908)**	**(63,554)**
Recognised in other comprehensive income	**–**	**–**	**731**	**–**	**731**
Exchange differences	**–**	**–**	**–**	**(1,870)**	**(1,870)**
At 31 July 2021	**(20,323)**	**(9,887)**	**(3,746)**	**(145,917)**	**(179,873)**
At 1 August 2019	(4,002)	(6,973)	(9,844)	(42,288)	(63,107)
Recognised in profit or loss	(15,556)	(1,311)	6,854	(42,270)	(52,283)
Recognised in other comprehensive income	–	–	(589)	–	(589)
Exchange differences	–	(47)	(573)	1,419	799
At 31 July 2020	(19,558)	(8,331)	(4,152)	(83,139)	(115,180)

32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows: (cont'd.)

Deferred tax liabilities of the Company:

	Accelerated capital allowances RM'000
At 1 August 2020	**7,975**
Recognised in profit or loss	**(49)**
At 31 July 2021	**7,926**
At 1 August 2019	8,243
Recognised in profit or loss	(268)
At 31 July 2020	7,975

Deferred tax assets of the Company:

	Unutilised tax losses RM'000	Unutilised capital allowances RM'000	Retirement benefit obligations RM'000	Provisions and accruals RM'000	Total RM'000
At 1 August 2020	**(3,291)**	**(7,059)**	**(1,641)**	**(1,549)**	**(13,540)**
Recognised in profit or loss	**–**	**(655)**	**71**	**(223)**	**(807)**
Recognised in other comprehensive income	**–**	**–**	**319**	**–**	**319**
Exchange differences	**–**	**–**	**–**	**(418)**	**(418)**
At 31 July 2021	**(3,291)**	**(7,714)**	**(1,251)**	**(2,190)**	**(14,446)**
At 1 August 2019	–	(6,363)	(1,294)	(2,814)	(10,471)
Recognised in profit or loss	(3,291)	(696)	(184)	1,265	(2,906)
Recognised in other comprehensive income	–	–	(163)	–	(163)
At 31 July 2020	(3,291)	(7,059)	(1,641)	(1,549)	(13,540)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
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32. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D.)

Deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Unutilised tax losses	**449,766**	301,408	**110,635**	36,577
Unutilised investment tax allowances	**397,524**	397,524	**–**	–
Unabsorbed capital allowances	**201,672**	186,793	**–**	–
Other deductible temporary differences	**50,989**	64,627	**–**	–
	1,099,951	950,352	**110,635**	36,577

Year of expiry is analysed as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Unutilised tax losses</u>				
Indefinite	**110,635**	36,577	**110,635**	36,577
Expired by 2025	**31,264**	47,822	**–**	–
Expired by 2026	**64,910**	76,622	**–**	–
Expired by 2027	**155,198**	140,387	**–**	–
Expired by 2028	**87,759**	–	**–**	–
	449,766	301,408	**110,635**	36,577
<u>Indefinite</u>				
Unutilised investment tax allowances	**397,524**	397,524	**–**	–
Unabsorbed capital allowances	**201,672**	186,793	**–**	–
Other deductible temporary differences	**50,989**	64,627	**–**	–
	650,185	648,944	**–**	–
Total	**1,099,951**	950,352	**110,635**	36,577

The availability of the unutilised tax losses and unabsorbed capital allowances for offsetting against future taxable profits of the Group are subject to no substantial changes in shareholdings of the respective companies under the Income Tax Act, 1967, and guidelines issued by the tax authority. Effective from YA 2019, unutilised tax losses are allowed to be carried forward for a maximum period of seven years.

Deferred tax assets have not been recognised in respect of the above items as it is not probable that future taxable profits will be available in the Company and certain subsidiaries against which the Group can utilise the benefits.

33. ISLAMIC DEBTS

		Group		Company	
	Note	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Non-current					
Medium term notes					
- Unsecured	(a)	**2,450,000**	1,850,000	**1,750,000**	1,750,000
- Secured	(b)	**195,000**	285,000	**–**	–
		2,645,000	2,135,000	**1,750,000**	1,750,000
Current					
Medium term notes					
- Unsecured	(a)	**–**	600,000	**–**	400,000
- Secured	(b)	**90,000**	90,000	**–**	–
Commercial papers		**700,000**	–	**400,000**	–
		790,000	690,000	**400,000**	400,000
Total Islamic debts		**3,435,000**	2,825,000	**2,150,000**	2,150,000

Medium term notes ("MTNs")

The MTNs are drawndown by:

		Group		Company	
	Note	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Gamuda Berhad	(a)	**1,750,000**	2,150,000	**1,750,000**	2,150,000
Bandar Serai Development Sdn. Bhd. ("Bandar Serai")	(a)	**100,000**	300,000	**–**	–
Kesas Sdn. Bhd.	(b)	**285,000**	375,000	**–**	–
Gamuda Land (T12) Sdn. Bhd.	(a)	**600,000**	–	**–**	–
		2,735,000	2,825,000	**1,750,000**	2,150,000

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
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33. ISLAMIC DEBTS (CONT'D.)

Medium term notes ("MTNs") (cont'd.)

The amount drawdown, maturity date and yield as at issuance dates of the MTNs are as follows:

(a) Murabahah MTN - unsecured

(i) Gamuda Berhad

	Amount drawdown RM'000	Issuance date	Maturity date	Issuance tenure (years)	Yield at issuance date %
Non-current					
Issue No.9	500,000	23.11.2017	23.11.2022	5	4.83
Issue No.10	400,000	16.03.2018	16.03.2023	5	4.79
Issue No.11	100,000	27.11.2018	27.11.2023	5	4.79
Issue No.12	200,000	18.11.2019	18.11.2026	7	4.12
Issue No.13	300,000	18.11.2019	16.11.2029	10	4.26
Issue No.15	250,000	29.06.2020	28.06.2030	10	4.10
	1,750,000				

Issue No.1 to No.8 were redeemed upon maturity in previous years and No.14 was redeemed during the financial year.

(ii) Bandar Serai

	Amount drawdown RM'000	Issuance date	Maturity date	Issuance tenure (years)	Yield at issuance date %
Non-current					
Tranche No.3	100,000	28.08.2018	28.08.2023	5	4.69

Tranche No.2 was redeemed upon maturity on 27 October 2020.

The Islamic MTNs were drawndown by Bandar Serai, a subsidiary of the Company for the purpose of financing the acquisition of leasehold land for Gamuda Gardens project in Rawang, Selangor. The facilities are unconditionally guaranteed by the Company.

(iii) Gamuda Land (T12) Sdn. Bhd.

	Amount drawdown RM'000	Issuance date	Maturity date	Issuance tenure (years)	Yield at issuance date %
Non-current					
Series No.1	150,000	12.08.2020	12.08.2025	5	3.55
Series No.2	200,000	12.08.2020	12.08.2027	7	3.75
Series No.3	250,000	12.08.2020	12.08.2030	10	3.90
	600,000				

Series No.1 to 3 were drawdown during the financial year.

33. ISLAMIC DEBTS (CONT'D.)

Medium term notes ("MTNs") (cont'd.)

The amount drawdown, maturity date and yield as at issuance dates of the MTNs are as follows: (cont'd.)

(b) Sukuk Musharakah Medium Term Notes ("Sukuk") - secured

	Group	
	2021 RM'000	**2020 RM'000**
Primary Sukuk	**285,000**	375,000
Secondary Sukuk	**188,184**	188,184
	473,184	563,184
Less: Unamortised profit element	**(16,190)**	(30,486)
	456,994	532,698
Less: Accumulated profit element charged to profit or loss	**(171,994)**	(157,698)
	285,000	375,000

The remaining maturities of the borrowings are as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Less than one year	**90,000**	90,000
More than one year and less than two years	**90,000**	90,000
More than two years and less than five years	**105,000**	195,000
	285,000	375,000

On 2 October 2014, Kesas Sdn. Bhd. issued its Islamic MTNs with an aggregate nominal amount of RM735 million. The Sukuk is constituted by a Sukuk Musharakah Trust Deed dated 2 October 2014. The Sukuk were issued in 8 series, with maturities from October 2016 to August 2023. The profit rate ranges from 4.65% to 4.85% (2020: 4.55% to 4.85%) per annum.

The Sukuk was issued to fully redeem its previously issued bonds ("BaIDS"), government support loan and redeemable convertible unsecured loan stock (''RCULS'').

The borrowings are secured by the following:

(i) whole or any part of the undertakings, revenues, rights and all the assets and properties of the subsidiary (both present and future);

(ii) subject to any necessary authorisation under Section 7 of the Federal Roads (Private Management) Act 1984, all the rights to demand, collect and retain toll as more particularly stated in Clause 2.1(c) (Grant of Concession) of the Concession Agreement;

(iii) all the subsidiary's rights, title and benefits in respect of other contracts entered or to be entered by the subsidiary in relation to the operation and maintenance of the Expressway and proceeds received thereunder; and

(iv) all the subsidiary's rights, interests, title and benefits in respect of the Designated Accounts.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

33. ISLAMIC DEBTS (CONT'D.)

Medium term notes ("MTNs") (cont'd.)

(b) Sukuk Musharakah Medium Term Notes ("Sukuk") - secured (cont'd.)

In accordance with Clause 13.2(t) of the Sukuk Musharakah Trust Deed, no declaration or distribution of dividend ("Distribution") is allowed unless all of the following conditions have been complied with:

(i) no Dissolution Event has occurred or would occur following such payment or distribution of the Distributions;

(ii) the Projected Financial Service Cover Ratios ("FSCR") as calculated on each Distribution Date shall not fall below two point two five (2.25) times after such payment of the Distributions and for the purposes of testing the compliance of the projected FSCR, the subsidiary shall submit a Compliance Certificate duly signed by a director of the subsidiary in relation to the compliance of the Projected FSCR to the Facility Agent and the Sukuk Trustee;

(iii) the balance standing to the credit of the FSCR Account after such payment of the Distributions will not be less than the minimum required balance; and

(iv) such Distribution, in the reasonable opinion of the Sukuk Trustee would not have a material adverse effect.

The weighted average effective interest rates for long term and short term borrowings (per annum) as at reporting date are as follows:

	Group		Company	
	2021 %	**2020 %**	**2021 %**	**2020 %**
MTNs	**4.39**	4.54	**4.54**	4.48
Commercial papers	**2.12**	–	**2.09**	–

34. CONVENTIONAL DEBTS

	Note	Group 2021 RM'000	Group 2020 RM'000	Company 2021 RM'000	Company 2020 RM'000
Non-current					
Term loans					
- secured	(a)	**190,620**	339,380	**–**	–
- unsecured	(b)	**916,830**	434,571	**100,000**	–
		1,107,450	773,951	**100,000**	–
Revolving credits					
- secured	(c)	**23,180**	43,220	**–**	–
		1,130,630	817,171	**100,000**	–
Current					
Secured					
Term loans	(a)	**125,374**	162,353	**–**	–
Revolving credits	(c)	**18,511**	17,527	**–**	–
		143,885	179,880	**–**	–
Unsecured					
Term loans	(b)	**215,292**	–	**–**	–
Revolving credits	(c)	**302,987**	1,043,080	**157,987**	714,080
Commercial papers		**–**	600,000	**–**	600,000
		518,279	1,643,080	**157,987**	1,314,080
Total current borrowing		**662,164**	1,822,960	**157,987**	1,314,080
Total borrowings		**1,792,794**	2,640,131	**257,987**	1,314,080

(a) Term loans - secured

The term loans are drawndown by:

	Note	Group 2021 RM'000	Group 2020 RM'000
Gamuda Land (HCMC) Joint Stock Company ("HCMCJSC")	(i)	**–**	87,353
Gamuda Land (Kemuning) Sdn. Bhd. ("GL Kemuning")	(ii)	**315,994**	414,380
		315,994	501,733

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

34. CONVENTIONAL DEBTS (CONT'D.)

(a) Term loans - secured (cont'd.)

(i) On 30 March 2016, HCMCJSC, a subsidiary of the Company had drawdown the term loan for the purpose of financing the working capital of the Celadon City project. The term loan is secured by leasehold land under development and bore interest rate ranging from 2.76% to 3.06% (2020: 3.04% to 6.90%) per annum. HCMCJSC has fully repaid the term loan on 31 December 2020.

(ii) On 30 June 2016, GL Kemuning, a subsidiary of the Company had drawdown the term loan for the purpose of part financing the acquisition of a leasehold land. On 17 November 2017, the Company had drawdown term loans for the purpose of part financing of the twenty.five.7 project. GL Kemuning had drawdown additional term loan of RM181,530,000 during the financial year. The term loans bore interest rate at a range of 4.42% to 4.80% (2020: 3.54% to 4.41%).

The term loan is secured by leasehold land under development as disclosed in Note 13 to the financial statements.

Term loans are repayable as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Less than one year	**125,374**	162,353
Later than one year but not later than two years	**–**	125,528
More than two years and less than five years	**190,620**	213,852
	315,994	501,733

(b) Term loans - unsecured

The term loans are drawndown by:

	Note	**2021 RM'000**	**2020 RM'000**
Gamuda Berhad	(i)	**100,000**	–
Megah Capital Sdn. Bhd. ("Megah Capital")	(ii)	**985,703**	434,571
Gamuda Yoo Development Aldgate S.a.r.l.	(iii)	**46,419**	–
		1,132,122	434,571

(i) On 10 March 2021, Gamuda Berhad had drawdown the term loan of RM100,000,000 for the purpose of refinancing existing loan. The term loan bore an interest of 3.19% to 3.34% per annum. The term loan matures in tranches within 3 to 5 years from the date of first drawdown.

(ii) On 30 October 2016 and 21 March 2017, as disclosed in Note 35 to the financial statements, Megah Capital had swapped its term loans of USD50,000,000 and USD50,000,000 respectively, at floating USD interest rate through cross currency interest rate swap into RM207,000,000 and RM221,500,000 at fixed rate of 4.33% and 4.48% per annum, respectively. Megah Capital had repaid the term loan of USD50,000,000 (equivalent to RM214,250,000) during the year.

On 31 December 2020 and 26 March 2021, as disclosed in Note 35 to the financial statements, Megah Capital had further swapped its term loan of USD40,000,000 and USD60,000,000 respectively, at floating USD interest rate of LIBOR plus 1.30% per annum through cross currency interest rate swap into RM161,520,000 and RM247,680,000 at fixed rate of 3.66% and 4.03% per annum, respectively.

34. CONVENTIONAL DEBTS (CONT'D.)

(b) Term loans - unsecured (cont'd.)

(ii) (Cont'd.)

The term loans mature five years from the date of first drawdown and is subject to offsetting arrangements as disclosed in Note 43 to the financial statements.

On 30 December 2020, Megah Capital had drawdown the term loan of RM350,000,000 for the purpose of partial refinancing of existing loan. The term loan bore an interest rate of 3.06% per annum. The term loan matures 7 years from the date of first drawdown.

(iii) On 5 February 2021, Gamuda Yoo Development S.a.r.l, a subsidiary of the Company had drawdown the term loan of GBP7,860,000 (approximately RM46,419,000) for the purpose of partial financing the acquisition of land and property in UK. The term loan bore an interest of Sterling Overnight Index Average ("SONIA") + 2.35% per annum. The term loan matures 3 years from the date of the first drawdown.

Term loans are repayable as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Less than one year	**215,292**	–
Later than one year but not later than two years	**14,000**	434,571
More than two years and less than five years	**694,080**	–
More than five years	**208,750**	–
	1,132,122	434,571

(c) Revolving credits

The revolving credits are drawndown by:

	Note	Group	
		2021 RM'000	**2020 RM'000**
Secured			
Jade Homes Sdn. Bhd. ("Jade Homes")	(i)	**41,691**	60,747

Revolving credits are repayable as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Less than one year	**18,511**	17,527
Later than one year but not later than two years	**23,180**	20,040
More than two years and less than five years	**–**	23,180
	41,691	60,747

(i) On 1 August 2016, Jade Homes, a subsidiary of the Company, had drawdown the revolving credit from Public Bank Berhad for the development cost of ongoing projects. The revolving credit is secured with a parcel of vacant development land and bore interest rate of 3.31% (2020: 4.12%) per annum.

The revolving credit is secured by freehold land as disclosed in Note 13 to the financial statements.

34. CONVENTIONAL DEBTS (CONT'D.)

(c) Revolving credits (cont'd.)

The revolving credit are drawdown by: (cont'd.)

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Unsecured				
Gamuda Berhad	**157,987**	714,080	**157,987**	714,080
Gamuda Naim Engineering and Construction (GNEC) Sdn. Bhd.	**145,000**	129,000	**–**	–
Megah Capital Sdn. Bhd.	**–**	200,000	**–**	–
	302,987	1,043,080	**157,987**	714,080

The weighted average effective interest rates for long term and short term borrowings (per annum) as at reporting date are as follows:

	Group		Company	
	2021 %	**2020 %**	**2021 %**	**2020 %**
Commercial papers	**–**	2.87	**–**	2.87
Revolving credits				
Secured				
- Ringgit Malaysia	**3.31**	4.12	**–**	–
Unsecured				
- Ringgit Malaysia	**2.60**	2.76	**–**	3.94
- US Dollar	**1.63**	3.47	**1.63**	3.47
- Taiwan Dollar	**1.34**	1.33	**–**	–
Term loans				
- US Dollar	**–**	2.01	**–**	–
- Vietnam Dong	**–**	5.34	**–**	–
- Ringgit Malaysia	**3.55**	3.54	**–**	–
- Great British Pound	**2.40**	–	**–**	–

35. DERIVATIVE LIABILITIES

	Group	
	2021 RM'000	**2020 RM'000**
Cross currency interest rate swaps	**(12,253)**	(6,071)

The Group uses cross currency interest rate swap to manage some of the transaction exposure.

These contracts are not designated as cash flow or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting.

35. DERIVATIVE LIABILITIES (CONT'D.)

At the reporting date, the Group loans denominated in United States Dollar ("USD") amounting to USD150,000,000 ("USD loan") and at the same time entered into a cross currency interest rate swap ("CCIRS"). The CCIRS is to hedge against interest rate and foreign exchange movements for the USD loan. This facility has been accounted for as embedded derivative and measured at fair value through profit or loss.

Contract amount	CCIRS		Maturity
(a) USD50,000,000 (RM207,000,000)	(i)	Pays fixed RM interest rate of 4.33% per annum on the RM contract amount in exchange for receiving floating USD interest rate on the USD contract amount; and	29 October 2021
Balance as at 31 July 2021 USD25,000,000 (RM103,500,000)	(ii)	Receives USD in exchange for paying RM at a predetermined rate of RM4.14 to USD1.000; according to the scheduled principal and interest repayment.	29 October 2021
Effectively, the Group had swapped the USD50,000,000 loan to RM207,000,000 loan at RM fixed interest rate of 4.33% per annum and has made repayment of USD25,000,000 on 30 September 2020.			
(b) USD50,000,000 (RM221,500,000)	(i)	Pays RM fixed interest rate of 4.48% per annum on the RM contract amount in exchange for receiving floating USD interest rate on the USD contract amount; and	29 October 2021
Balance as at 31 July 2021 USD25,000,000 (RM110,750,000)	(ii)	Receives USD in exchange for paying RM at a predetermined rate of RM4.43 to USD1.000; according to the scheduled principal and interest repayment.	29 October 2021
Effectively, the Group had swapped the USD50,000,000 loan to RM221,500,000 loan at RM fixed interest rate of 4.48% per annum and has made repayment of USD25,000,000 on 30 September 2020.			
(c) USD40,000,000 (RM161,520,000)	(i)	Pays fixed RM interest rate of 3.66% per annum on the RM contract amount in exchange for receiving floating USD interest rate of 1-month LIBOR plus 1.70% per annum on the USD contract amount; and	31 December 2025
	(ii)	Receives USD in exchange for paying RM at a predetermined rate of RM4.038 to USD1.000; according to the scheduled principal and interest repayment.	
Effectively, the Group had swapped the USD40,000,000 loan at floating USD interest rate of LIBOR plus 1.70% per annum based on RM161,520,000 loan fixed at RM interest rate of 3.66% per annum.			
(d) USD60,000,000 (RM247,680,000)	(i)	Pays fixed RM interest rate of 4.03% per annum on the RM contract amount in exchange for receiving floating USD interest rate of 1-month LIBOR plus 1.70% per annum on the USD contract amount; and	31 December 2025
	(ii)	Receives USD in exchange for paying RM at a predetermined rate of RM4.128 to USD1.000; according to the scheduled principal and interest repayment.	
Effectively, the Group had swapped the USD60,000,000 loan at floating USD interest rate of LIBOR plus 1.70% per annum based on RM247,680,000 loan fixed at RM interest rate of 4.03% per annum.			

Derivatives are neither past due nor impaired and are placed with or entered into with reputable financial institutions with high credit ratings and no history of default.

During the financial year, the Group recognised a loss of RM6,182,000 (2020: gain of RM1,459,000) arising from fair value changes of derivative. The fair value changes are attributable to changes in interest rate and foreign exchange rate. The Group's USD loan and CCIRS's offset arrangement and the method of assumptions applied in determining the fair values of derivatives are disclosed in Note 43 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
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36. DUE TO SUBSIDIARIES

	Company	
	2021 RM'000	**2020 RM'000**
Non-current		
Due to subsidiaries		
- trade	**12,256**	7,766
Current		
Due to subsidiaries		
- trade	**17,353**	210,498
- non-trade	**113,877**	140,406
	131,230	350,904
Total amounts due to subsidiaries	**143,486**	358,670

The trade amounts due to subsidiaries have a normal credit term which ranges from 30 to 90 days (2020: 30 to 90 days).

The non-trade amounts due to subsidiaries are unsecured, interest free and repayable on demand.

37. PROVISION FOR LIABILITIES

Provision for liabilities of the Group is analysed as follows:

	Group	
	2021 RM'000	**2020 RM'000**
Current	**158,183**	171,660
Non-Current	**116,542**	111,309
	274,725	282,969

37. PROVISION FOR LIABILITIES (CONT'D.)

Group	Provision for development costs Note (a) RM'000	Provision for affordable housing Note (b) RM'000	Provision for club membership Note (c) RM'000	Provision for heavy repairs Note (d) RM'000	Provision for foreseeable losses Note (e) RM'000	Provision for rehabilitation and restoration Note (f) RM'000	Total RM'000
At 1 August 2020	**41,513**	**40,655**	**760**	**23,389**	**8,218**	**168,434**	**282,969**
Provision during the year	**10,532**	**26,084**	**820**	**5,802**	**-**	**24,847**	**68,085**
Utilisation during the year	**(14,806)**	**–**	**(80)**	**(4,118)**	**(1,309)**	**(43,676)**	**(63,989)**
Unused amount reversed	**(5,573)**	**(6,497)**	**(270)**	**–**	**–**	**–**	**(12,340)**
At 31 July 2021	**31,666**	**60,242**	**1,230**	**25,073**	**6,909**	**149,605**	**274,725**
At 1 August 2019	62,132	22,048	1,340	19,031	–	–	104,551
Provision during the year	27,212	34,466	160	4,358	8,218	191,884	266,298
Utilisation during the year	(42,705)	(15,859)	(740)	–	–	(23,450)	(82,754)
Unused amount reversed	(5,126)	–	–	–	–	–	(5,126)
At 31 July 2020	41,513	40,655	760	23,389	8,218	168,434	282,969

Recognised in profit or loss during the financial year: (Note 7)

	Group 2021 RM'000	Group 2020 RM'000
Net provision for club membership	**820**	160
Provision for heavy repairs	**5,802**	4,358
	6,622	4,518

(a) Provision for development costs

Provision for development costs is in respect of development projects undertaken by its subsidiaries as they had a present obligation as a result of a past event and it was probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

(b) Provision for affordable housing

The provision for affordable housing represents the present obligation for construction of low cost houses.

(c) Provision for club membership

Certain subsidiaries of the Group are obliged to offer club membership via incentive schemes offered.

(d) Provision for heavy repairs

Provision for heavy repairs relates to the estimated costs of the contractual obligations to maintain and restore the highway infrastructure to a specified standard of serviceability.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

37. PROVISION FOR LIABILITIES (CONT'D.)

(e) Provision for foreseeable losses

Provision for foreseeable losses represents the present obligation for losses expected to be incurred for construction contracts.

(f) Provision for rehabilitation and restoration

Provision for rehabilitation and restoration relates to the estimated cost of contractual obligations to maintain and restore the water treatment infrastructure to a specified standard of serviceability.

38. COMMITMENTS

(a) Capital commitments

	Group	
	2021 RM'000	**2020 RM'000**
Approved and contracted for:		
Property, plant and equipment	**5,340**	9,498

(b) Operating commitments - as lessor

The Group has entered into operating leases on its premises. These leases have terms of between one to five years.

Future minimum rentals receivable under non-cancellable operating leases as at 31 July are as follows:

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Within one year	**15,883**	13,298	**5,854**	867
After one year but not more than five years	**12,932**	7,013	**–**	–
	28,815	20,311	**5,854**	867

39. GUARANTEES

(a) The Company and its joint venture partner, MMC Corporation Berhad ("MMC"), issued parent company guarantees to guarantee the due performance and obligations of MMC - Gamuda KVMRT (T) Sdn. Bhd. ("Tunnel SB") in the underground works packages of the Klang Valley Mass Rapid Transit Project Sungai Buloh-Kajang Line ("KVMRT Line 1") and Klang Valley Mass Rapid Transit Project Sungai Buloh-Serdang-Putrajaya Line ("KVMRT Line 2"). Tunnel SB is equally owned by MMC and the Company.

(b) The Company and its joint venture partner, MMC, have also issued parent company guarantees to guarantee the due performance and obligations of MMC - Gamuda KVMRT (PDP SSP) Sdn. Bhd. ("PDP SSP") as the PDP of KVMRT Line 2 and subsequently, as the Turnkey Contractor of KVMRT Line 2 following the conversion from PDP model to Turnkey model. PDP SSP is equally owned by MMC and the Company.

(c) The Company and its joint venture partner, Naim Engineering Sdn. Bhd. ("NAIM") have issued parent company guarantees to guarantee the due performance and obligations of Naim Gamuda (NAGA) JV Sdn Bhd ("NAGA") in the works package contract for the development and upgrading of Pan Borneo Highway, Sarawak - WPC-04 (Pantu Junction to Btg Skrang). The Company owns a 30% stake in NAGA and balance 70% stake is owned by NAIM.

39. GUARANTEES (CONT'D.)

The guarantees issued by the Company for the contracts in (a), (b) and (c) have not crystallised because the performance and obligations of Tunnel SB, PDP SSP and NAGA have been fulfilled in compliance with the progress and requirements based on the terms of the contract.

The directors are of the opinion that the transactions above have been entered into in the normal course of business.

The possibility of the cash outflow is remote at this juncture because the performance guarantees are unlikely to be called.

40. MATERIAL LITIGATION

The Group and the Company are not engaged in any material litigation.

41. SIGNIFICANT RELATED PARTY TRANSACTIONS

(a) In addition to transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Professional services rendered by Raja Eleena, Siew Ang & Associates, a firm in which a director, YTM Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah, has interest	**268**	1,358	**–**	–
Rental received from subsidiaries	**–**	–	**(5,356)**	(5,352)
Interest receivable from subsidiaries	**–**	–	**(149,499)**	(161,783)
Dividend received from:				
- subsidiaries	**–**	–	**(573,188)**	(89,046)
- associates	**(272,465)**	(121,383)	**(264,051)**	(100,053)
- joint ventures	**(186,206)**	(267,000)	**(80,000)**	(267,000)

The directors are of the opinion that the transactions above have been entered into in the normal course of business.

(b) Compensation of key management personnel ("KMP"):

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity either directly or indirectly.

The remuneration of key management personnel during the year was as follows:

Total KMPs' remuneration

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Total	**9,696**	13,420	**9,065**	12,676

The details of Board of Directors' remuneration are disclosed in Note 6 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
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42. SUBSEQUENT EVENT

Award of construction contract for Underground Transmission Line project in Taiwan

On 23 August 2021, the Company and Dong-Pi Construction Co. Ltd., a Taiwan company have been awarded the contract to construct a 161kV underground transmission line civil engineering and auxiliary electrical and mechanical system with a contract price of NTD3,087 million for Taiwan Power Company Ltd., a state-owned electric power industry enterprise in Taiwan. The project will be undertaken via an unincorporated joint venture, Feng Shun Gamuda Joint Venture, in which the Company and Dong-Pi will hold 50% and 50% respectively.

43. FAIR VALUE

Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

		Group		Company	
	Note	Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
At 31 July 2021					
Financial assets:					
Current receivables	21	1,467,547	1,467,547	644,748	644,748
Non-current receivables and other financial assets	21	355,520	355,520	26,517	26,517
Due from subsidiaries	24	–	–	4,208,529	4,208,529
Cash and bank balances	25	2,656,658	2,656,658	135,105	135,105
Financial liabilities:					
Current payables	30	1,733,246	1,733,246	219,785	219,785
Non-current payables	30	170,142	170,142	67,771	67,771
Due to subsidiaries	36	–	–	143,486	143,486
Islamic debts:					
- Medium term notes	33	2,735,000	2,735,000	1,750,000	1,750,000
- Commercial papers	33	700,000	700,000	400,000	400,000
Borrowings:					
- Term loans	34	1,448,116	1,448,116	100,000	100,000
- Revolving credits	34	344,678	344,678	157,987	157,987
At 31 July 2020					
Financial assets:					
Current receivables	21	2,046,629	2,046,629	987,924	987,924
Non-current receivables	21	881,888	881,888	11,691	11,691
Due from subsidiaries	24	–	–	4,031,101	4,031,101
Cash and bank balances	25	2,147,202	2,147,202	195,532	195,532

43. FAIR VALUE (CONT'D.)

Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value (cont'd.)

	Note	Group		Company	
		Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
At 31 July 2020 (cont'd.)					
Financial liabilities:					
Current payables	30	1,748,263	1,748,263	207,855	207,855
Non-current payables	30	185,093	185,093	67,572	67,572
Due to subsidiaries	36	–	–	358,670	358,670
Islamic debts:					
- Medium term notes	33	2,825,000	2,825,000	2,150,000	2,150,000
Borrowings:					
- Term loans	34	936,304	936,304	–	–
- Revolving credits	34	1,103,827	1,103,827	714,080	714,080
- Commercial papers	34	600,000	600,000	600,000	600,000

The following methods and assumptions are used to estimate fair values of the following classes of financial instruments:

(i) Non-current receivables, payables and borrowings

The fair value of these financial instruments are estimated by discounting expected future cash flows at market incremental lending rate/profit rate for similar types of lending or borrowing arrangements or Islamic debts at the reporting date.

(ii) Cash and bank balances, current receivables and current payables

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

(iii) Financial guarantees

Fair value is determined based on probability weighted discounted cash flow method. The probability has been estimated and assigned for the following key assumptions:

- The likelihood of the guaranteed party defaulting within the guaranteed period;
- The exposure on the portion that is not expected to be recovered due to the guaranteed party's default; and
- The estimated loss exposure if the party guaranteed were to default.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

43. FAIR VALUE (CONT'D.)

Fair value hierarchy

The Group's and the Company's financial instruments are analysed in a three level fair value hierarchy based on the significance of inputs.

The three level of fair value measurement hierarchy are:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date

Level 2: Input other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: Input for the asset or liability that are not based on observable market data (unobservable input)

Quantitative disclosures of fair value measurement hierarchy for assets and liabilities:

		Fair value measurement using			
Group	**Note**	**Total RM'000**	**Quoted prices in active markets (Level 1) RM'000**	**Significant observable inputs (Level 2) RM'000**	**Significant unobservable inputs (Level 3) RM'000**
31 July 2021					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	**816,418**	–	–	816,418
Quoted interests in an associated company	18	**842,010**	842,010	–	–
Assets measured at fair value					
Other investments	20	**812**	–	812	–
Investment securities	23	**881,337**	881,337	–	–
Liability measured at fair value					
Derivative liabilities	35	**(12,253)**	–	(12,253)	–

43. FAIR VALUE (CONT'D.)

Quantitative disclosures of fair value measurement hierarchy for assets and liabilities: (cont'd.)

			Fair value measurement using		
Group	**Note**	**Total RM'000**	**Quoted prices in active markets (Level 1) RM'000**	**Significant observable inputs (Level 2) RM'000**	**Significant unobservable inputs (Level 3) RM'000**
31 July 2020					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	644,989	–	–	644,989
Quoted interests in an associated company	18	920,229	920,229	–	–
Assets measured at fair value					
Other investments	20	812	–	812	–
Investment securities	23	644,467	644,467	–	–
Liability measured at fair value					
Derivative liabilities	35	(6,071)	–	(6,071)	–

			Fair value measurement using		
Company	**Note**	**Total RM'000**	**Quoted prices in active markets (Level 1) RM'000**	**Significant observable inputs (Level 2) RM'000**	**Significant unobservable inputs (Level 3) RM'000**
31 July 2021					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	**64,134**	**–**	**–**	**64,134**
Quoted interests in an associated company	18	**842,010**	**842,010**	**–**	**–**
Assets measured at fair value					
Other investments	20	**733**	**–**	**733**	**–**
Investment securities	23	**743,716**	**743,716**	**–**	**–**

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

43. FAIR VALUE (CONT'D.)

Quantitative disclosures of fair value measurement hierarchy for assets and liabilities: (cont'd.)

			Fair value measurement using		
Company	**Note**	**Total RM'000**	**Quoted prices in active markets (Level 1) RM'000**	**Significant observable inputs (Level 2) RM'000**	**Significant unobservable inputs (Level 3) RM'000**
31 July 2020					
Assets not carried at fair values but for which fair values are disclosed					
Investment properties	14	59,800	–	–	59,800
Quoted interests in an associated company	18	920,229	920,229	–	–
Assets measured at fair value					
Other investments	20	733	–	733	–
Investment securities	23	581,850	581,850	–	–

Derivative and other investments

The fair values of derivatives and other investments are based on price quotes for similar instruments or valuation techniques based on market observable inputs (Level 2) as quoted prices of identical instruments from an active market (Level 1) are not available.

Investment properties

Description of valuation techniques used and key inputs for fair value measurement using Level 3:

	Valuation techniques	Description
Land	Comparison method	The comparison method seeks to determine the value of the property being valued by comparing and adopting as a yardstick transactions and sales evidences involving other similar properties in the vicinity. Due considerations, are given for such factors including location, plot size, improvements made if any, surrounding developments, facilities and amenities available.
Land and building	Comparison method	The comparison method of valuation entails separate valuations of the land and buildings to arrive at the market value of the subject property.
Building	Income approach	The income approach uses valuation techniques to convert estimated future amounts of cash flows or income to a single present value (discounted) amount. To this estimated future amounts of cash flows or income, an appropriate, market-derived discount rate is applied to establish the present value of the income stream associated with the real property.

43. FAIR VALUE (CONT'D.)

Financial instruments subject to offsetting arrangements

The Group entered into a Cross Currency Interest Rate Swap ("CCIRS") to hedge against foreign currency and interest rate movements for term loans which have an arrangement to settle simultaneously on due dates at a net basis.

The Group's borrowings and derivatives that are off-set are as follows:

	Gross carrying amount RM'000	Gross amounts offset RM'000	Net amounts RM'000
As at 31 July 2021			
Derivatives (Note 35)	**(12,253)**	**12,253**	**–**
Borrowings (Note 34(b))	**(973,450)**	**(12,253)**	**(985,703)**
As at 31 July 2020			
Derivatives (Note 35)	(6,071)	6,071	–
Borrowings (Note 34(b))	(428,500)	(6,071)	(434,571)

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, market risk and foreign currency risk.

The Group operates within clearly defined guidelines that are approved by the Board.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of loss that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions, other financial instruments and guarantees and performance guarantees given on behalf of the subsidiaries and joint ventures.

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables and contract assets are regularly monitored.

An impairment analysis is performed at each reporting date using provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e. by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 21 to the financial statements. The Group does not hold collateral as security. The Group evaluates the credit risk with respect to trade receivables and contract assets as low as there is no concentration of trade receivables except as disclosed in Note 21 to the financial statements. The directors do not foresee any issue in recovering the receivable amount.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(a) Credit risk (cont'd.)

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. The Group invests only on quoted debt securities with very low credit risk.

The Group's maximum exposure to credit risk for the components of the statement of financial position at 31 July 2021 and 2020 is the carrying amount as illustrated in Note 43 to the financial statements except for derivative financial instruments. The Group's maximum exposure relating to financial derivative instruments is noted in the liquidity table below.

Financial guarantees

For financial guarantees and similar contracts granted, it is the maximum amount that the Group and the Company would have to pay if the guarantees were called upon. The maximum exposure has been disclosed in Note 44(b) to the financial statements.

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the reporting date are as follows:

	Group			
	2021		2020	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	**957,205**	**74%**	1,833,914	80%
Vietnam	**328,034**	**25%**	431,482	19%
India	**18,983**	**1%**	18,907	1%
Others	**–**	**0%**	3,266	0%
	1,304,222	**100%**	2,287,569	100%
By industry sectors:				
Engineering and construction	**563,935**	**43%**	725,894	32%
Property development and club operations	**551,931**	**43%**	671,226	29%
Water and expressway concessions	**188,356**	**14%**	890,449	39%
	1,304,222	**100%**	2,287,569	100%

For the purpose of the above analysis, the following are included:

	Group	
	2021 RM'000	2020 RM'000
Trade receivables - third parties	**678,057**	1,753,550
Other financial assets at amortised cost	**100,504**	–
Due from associated companies - trade	**19,397**	19,805
Due from joint venture partners - trade	**16,270**	26,240
Due from joint ventures - trade	**489,994**	487,974
	1,304,222	2,287,569

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by bank borrowings.

At the reporting date, approximately 28% (2020: 46%) of the Group's debts and borrowings (Notes 33 and 34) will mature in less than one year based on the carrying amount reflected in the financial statements. Approximately 23% (2020: 49%) of the Company's debts and borrowings (Notes 33 and 34) will mature in less than one year at the reporting date.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	2021			
Group	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	1,733,246	170,142	–	1,903,388
Islamic debts				
- Principal	790,000	1,645,000	1,000,000	3,435,000
- Profit	128,451	247,661	129,965	506,077
Conventional debts				
- Principal	662,164	921,880	208,750	1,792,794
- Interest	45,935	87,039	3,318	136,292
Total undiscounted financial liabilities	3,359,796	3,071,722	1,342,033	7,773,551

	2020			
Group	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Financial liabilities:				
Trade and other payables	1,748,263	185,093	–	1,933,356
Islamic debts				
- Principal	690,000	1,385,000	750,000	2,825,000
- Profit	115,172	229,615	115,918	460,705
Borrowings				
- Principal	1,822,960	817,171	–	2,640,131
- Interest	43,530	28,077	–	71,607
Total undiscounted financial liabilities	4,419,925	2,644,956	865,918	7,930,799

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)

– 31 July 2021

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

	2021			
Company	**On demand or within one year RM'000**	**One to five years RM'000**	**Over five years RM'000**	**Total RM'000**
Financial liabilities:				
Trade and other payables	**219,785**	**67,771**	**–**	**287,556**
Due to subsidiaries	**131,230**	**12,256**	**–**	**143,486**
Islamic debts				
- Principal	**400,000**	**1,200,000**	**550,000**	**2,150,000**
- Profit	**79,898**	**146,797**	**82,746**	**309,441**
Conventional debts				
- Principal	**157,987**	**100,000**	**–**	**257,987**
- Interest	**3,704**	**7,811**	**–**	**11,515**
Total undiscounted financial liabilities	**992,604**	**1,534,635**	**632,746**	**3,159,985**

	2020			
Company	**On demand or within one year RM'000**	**One to five years RM'000**	**Over five years RM'000**	**Total RM'000**
Financial liabilities:				
Trade and other payables	207,855	67,572	–	275,427
Due to subsidiaries	350,904	7,766	–	358,670
Islamic debts				
- Principal	400,000	1,000,000	750,000	2,150,000
- Profit	92,390	199,537	115,918	407,845
Conventional debts				
- Principal	1,314,080	–	–	1,314,080
- Interest	6,418	–	–	6,418
Total undiscounted financial liabilities	2,371,647	1,274,875	865,918	4,512,440

The Company has provided an amount of RM2.80 billion (2020: RM2.11 billion) relating to corporate guarantees in favour of its subsidiaries and joint venture companies. The policy of the Company is to provide corporate guarantees in favour of its subsidiaries and joint venture companies only and not to third parties, in relation to the bank borrowings. As at the reporting date, the counterparty to the financial guarantees does not have a right to demand cash as there is no default event by the subsidiaries and joint venture companies.

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(b) Liquidity risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities (cont'd.)

Maturity analysis of financial guarantees is disclosed as follows:

	2021 RM'000	2020 RM'000
Within one year	**596,858**	717,279
One to five years	**1,204,810**	1,209,238
More than five years	**994,451**	186,501
	2,796,119	2,113,018

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risk arises primarily from their loans and borrowings.

The Group's policy is to manage interest cost using a mix of fixed and floating rate debts. At the reporting date, approximately 72% (2020: 71%) of the Group's borrowings are at fixed rates of interest.

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 25 basis points lower/higher, with all other variables held constant, the Group's profit net of tax would have been RM2,768,000 (2020: RM3,062,000) higher/lower, arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(d) Market price risk

Market price risk is the risk that the fair value or the future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to market price risk arising from its investment in management fund. These instruments are classified as held for trading financial assets. The Group does not have exposure to commodity price risk.

Sensitivity analysis for market price risk

As at reporting date, if the quoted prices of the investment securities had been 5% higher/lower, with all other variables held constant, the Group and the Company's profit for the year would have been RM44,067,000 (2020: RM32,223,000) and RM37,186,000 (2020: RM29,093,000) higher/lower.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(e) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Transactions in foreign operation are mainly denominated in the functional currency of the country it operates, and other foreign currency transactions are kept to an acceptable level. The Group's revenue that are denominated in foreign currencies are as disclosed in Note 46 to the financial statements.

To manage its risks, particularly interest rate risk and foreign currency risk, the Group has entered into cross-currency interest rate swap arrangements with financial institutions.

Included in the following statements of financial position captions of the Group and of the Company as at the reporting date are balances denominated in the following major foreign currencies:

Group	Vietnam Dong RM'000	Australian Dollar RM'000	Singapore Dollar RM'000	United States Dollar RM'000	Taiwan Dollar RM'000	Indian Rupee RM'000	Qatari Riyal RM'000	Bahraini Dinar RM'000	Pound Sterling RM'000	Total RM'000
At 31 July 2021										
Cash and bank balances	**1,358,647**	**66,704**	**27,022**	**14,755**	**41,512**	**44,905**	**676**	**44**	**2,444**	**1,556,709**
Receivables	**679,053**	**23,054**	**3,815**	**95**	**146,178**	**21,366**	**745**	**5**	**963**	**875,274**
Payables	**(806,836)**	**(21,739)**	**(12,887)**	**(52)**	**(3,855)**	**(100)**	**(302)**	**(1,881)**	**(4,311)**	**(851,963)**
Borrowings	**–**	**–**	**–**	**(78,585)**	**(79,403)**	**–**	**–**	**–**	**(46,419)**	**(204,407)**
At 31 July 2020										
Cash and bank balances	1,014,724	53,728	10,997	58,694	10,056	42,878	1,451	291	19,580	1,212,399
Receivables	876,330	24,577	261	63	155,626	21,533	13,597	6	7,135	1,099,128
Payables	(874,010)	(15,903)	(8,292)	(45)	(30,014)	(1,423)	(14,235)	(1,899)	(436)	(946,257)
Borrowings	(87,353)	–	–	(203,400)	(66,770)	–	–	–	–	(357,523)

Company	Australian Dollar RM'000	Singapore Dollar RM'000	Taiwan Dollar RM'000	United States Dollar RM'000	Qatari Riyal RM'000	Bahraini Dinar RM'000	Total RM'000
At 31 July 2021							
Cash and bank balances	**36,495**	**21,924**	**33,763**	**14,613**	**676**	**44**	**107,515**
Receivables	**22,289**	**3,815**	**9,085**	**–**	**745**	**5**	**35,939**
Payables	**(18,417)**	**(12,868)**	**(1,990)**	**–**	**(302)**	**(1,881)**	**(35,458)**
Borrowings	**–**	**–**	**(79,403)**	**(78,584)**	**–**	**–**	**(157,987)**
At 31 July 2020							
Cash and bank balances	28,754	9,463	4,908	58,592	1,451	291	103,459
Receivables	23,424	261	6,421	–	13,597	6	43,709
Payables	(15,002)	(8,242)	(640)	–	(14,235)	(1,899)	(40,018)
Borrowings	–	–	(66,770)	(203,400)	–	–	(270,170)

The Group is also exposed to currency translation risk arising from its net investments in foreign operations, including Vietnam, Australia, Singapore, Taiwan, India, Qatar, Bahrain and the United Kingdom. The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the business is located.

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D.)

(e) Foreign currency risk (cont'd.)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the VND, AUD, SGD, USD, TWD, INR, QR, BHD and GBP exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

			Total profit for the year			
			Group Increase/(decrease)		Company Increase/(decrease)	
			2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
VND/RM	strengthened 5%	(2021: 5%)	61,543	46,485	–	–
	weakened 5%	(2021: 5%)	(61,543)	(46,485)	–	–
AUD/RM	strengthened 5%	(2021: 5%)	3,401	3,120	2,018	1,859
	weakened 5%	(2021: 5%)	(3,401)	(3,120)	(2,018)	(1,859)
SGD/RM	strengthened 5%	(2021: 5%)	898	148	644	74
	weakened 5%	(2021: 5%)	(898)	(148)	(644)	(74)
USD/RM	strengthened 5%	(2021: 5%)	740	2,936	731	2,930
	weakened 5%	(2021: 5%)	(740)	(2,936)	(731)	(2,930)
TWD/RM	strengthened 5%	(2021: 5%)	5,222	3,445	(1,927)	(2,804)
	weakened 5%	(2021: 5%)	(5,222)	(3,445)	1,927	2,804
INR/RM	strengthened 5%	(2021: 5%)	3,309	3,149	–	–
	weakened 5%	(2021: 5%)	(3,309)	(3,149)	–	–
QR/RM	strengthened 5%	(2021: 5%)	56	41	56	41
	weakened 5%	(2021: 5%)	(56)	(41)	(56)	(41)
BHD/RM	strengthened 5%	(2021: 5%)	(92)	(80)	(92)	(80)
	weakened 5%	(2021: 5%)	92	80	92	80
GBP/RM	strengthened 5%	(2021: 5%)	(2,366)	1,314	–	–
	weakened 5%	(2021: 5%)	2,366	(1,314)	–	–

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

45. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value. The capital management approaches remain unchanged for the current and previous years.

The Group monitors and maintains a prudent level of net gearing ratio, which is net debt divided by total capital, to optimise shareholders value and to ensure compliance under debt covenants.

The Group includes within net debt, subordinate debts and borrowings less cash and bank balances and investment securities. Capital includes equity attributable to the owners of the parent and non-controlling interests.

	Group		Company	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Islamic debts	**3,435,000**	2,825,000	**2,150,000**	2,150,000
Conventional debts	**1,792,794**	2,640,131	**257,987**	1,314,080
Less: Cash and bank balances	**(2,656,658)**	(2,147,202)	**(135,105)**	(195,532)
Investment securities	**(881,337)**	(644,467)	**(743,716)**	(581,850)
Net debt	**1,689,799**	2,673,462	**1,529,166**	2,686,698
Equity attributable to the owners of the Company	**9,163,557**	8,541,092	**7,141,239**	6,161,543
Non-controlling interests	**352,145**	426,502	**–**	–
Total capital	**9,515,702**	8,967,594	**7,141,239**	6,161,543
Net gearing ratio	**18%**	30%	**21%**	44%

46. SEGMENT INFORMATION

The Group reporting is organised and managed in three major business units. The segments are organised and managed to the nature of products and services, specific expertise and technologies requirements, which requires different business and marketing strategies. The reportable segments are summarised as follows:

(i) Engineering and construction - the construction of highways and bridges, airfield facilities, railway, tunnel, water treatment plants, dams, general and trading services related to construction activities;

(ii) Property development and club operations - the development of residential and commercial properties and club operations; and

(iii) Water and expressway concessions - the management of water supply and tolling of highway operations.

The Group's chief operating decision maker monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transfer pricing between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

46. SEGMENT INFORMATION (CONT'D.)

2021	Engineering and construction RM'000	Property development and club operations RM'000	Water and expressway concessions RM'000	Eliminations RM'000	Note	Consolidated RM'000
Revenue						
Revenue as reported	1,968,787	1,122,793	425,638	–		3,517,218
Share of revenue of joint ventures	1,317,741	172,126	8,872	–		1,498,739
	3,286,528	1,294,919	434,510	–		5,015,957
Inter-segment sales	286,958	–	–	(286,958)	A	–
Total revenue	3,573,486	1,294,919	434,510	(286,958)		5,015,957
Result						
Profit from operations	137,398	270,985	177,672	–		586,055
Finance costs	(14,911)	(62,560)	(36,991)	–		(114,462)
Share of profits of associated companies	1,086	–	96,785	–		97,871
Share of profits of joint ventures	217,115	7,793	(8,122)	–		216,786
Profit before tax	340,688	216,218	229,344	–		786,250
Income tax expense						(154,061)
Profit for the year						632,189
Non-controlling interest						(43,873)
Profit attributable to Owners of the Company						588,316
Assets and liabilities						
Segment assets excluding interests in associated companies and joint arrangements	3,622,113	11,110,694	1,869,328	–		16,602,135
Interest in associated companies	8,720	–	771,706	–		780,426
Interest in joint arrangements	306,840	701,803	32,266	–		1,040,909
						18,423,470
Segment liabilities						
Other liabilities	(1,471,057)	(1,858,741)	(350,176)	–		(3,679,974)
Borrowings	(844,290)	(4,020,278)	(363,226)	–		(5,227,794)
						(8,907,768)
Other information						
Interest income	(32,310)	(74,034)	(12,641)	–		(118,985)
Depreciation and amortisation	38,504	44,739	141,524	–		224,767
Non-cash items other than depreciation and amortisation	7,674	4,218	6,528	–	B	18,420
Additions to non-current assets	21,856	503,736	13,742	–	C	539,334

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

46. SEGMENT INFORMATION (CONT'D.)

2020 (Restated)	Engineering and construction RM'000	Property development and club operations RM'000	Water and expressway concessions RM'000	Eliminations RM'000	Note	Consolidated RM'000
Revenue						
Revenue as reported	1,835,784	1,346,788	480,392	–		3,662,964
Share of revenue of joint ventures	2,953,308	173,742	14,909	–		3,141,959
	4,789,092	1,520,530	495,301	–		6,804,923
Inter-segment sales	354,370	–	–	(354,370)	A	–
Total revenue	5,143,462	1,520,530	495,301	(354,370)		6,804,923
Result						
Profit from operations	59,443	253,451	256,403	–		569,297
Impairment of IBS assets	(148,100)	–	–	–		(148,100)
Finance costs	(5,778)	(91,271)	(42,291)	–		(139,340)
Share of profits of associated companies	137	–	116,108	–		116,245
Share of profits of joint ventures	185,496	10,620	(3,935)	–		192,181
Profit before tax	91,198	172,800	326,285	–		590,283
Income tax expense						(161,272)
Profit for the year						429,011
Non-controlling interest						(52,510)
Profit attributable to Owners of the Company						376,501
Core profit before tax	239,298	172,800	326,285	–		738,383
Less: impairment of IBS assets	(148,100)	–	–	–		(148,100)
Profit before tax as reported	91,198	172,800	326,285	–		590,283
Assets and liabilities						
Segment assets excluding interests in associated companies and joint arrangements	3,646,742	10,289,712	2,580,956	–		16,517,410
Interest in associated companies	8,533	–	944,254	–		952,787
Interest in joint arrangements	169,725	847,235	40,388	–		1,057,348
						18,527,545
Segment liabilities						
Other liabilities	(2,226,669)	(1,468,729)	(399,422)	–		(4,094,820)
Borrowings	(828,290)	(4,183,614)	(453,227)	–		(5,465,131)
						(9,559,951)

46. SEGMENT INFORMATION (CONT'D.)

2020 (Restated)	Engineering and construction RM'000	Property development and club operations RM'000	Water and expressway concessions RM'000	Eliminations RM'000	Note	Consolidated RM'000
Other information						
Interest income	(37,962)	(67,996)	(40,465)	–		(146,423)
Depreciation and amortisation	49,900	34,985	138,242	–		223,127
Non-cash items other than depreciation and amortisation	147,412	2,817	4,938	–	B	155,167
Additions to non-current assets	55,750	539,645	186,675	–	C	782,070

Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements

A Inter-segment revenues are eliminated on consolidation.

B Other material non cash expenses/(income) consist of the following item as presented in the respective notes to the financial statements:

	2021 RM'000	2020 RM'000
Property, plant and equipment written off	**2,426**	2,753
Unrealised loss on foreign exchange	**1,175**	–
Net fair value loss/(gain) on derivatives	**6,182**	(1,459)
Provisions	**8,637**	153,873
	18,420	155,167

C Additions to non-current assets consist of:

	Note	2021 RM'000	2020 RM'000
Property, plant and equipment	12	**90,146**	155,533
Investment properties	14	**134,967**	9,882
Right-of-use assets	15	**5,728**	3,821
Land held for property development	13(a)	**295,436**	406,823
Expressway and water development expenditure	16	**13,057**	186,160
		539,334	762,219

Additions to non-current assets excludes interests in associated companies and interests in joint arrangements.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

46. SEGMENT INFORMATION (CONT'D.)

Geographical information

	Revenue		Non-current assets	
	2021 RM'000	**2020 RM'000**	**2021 RM'000**	**2020 RM'000**
Malaysia	**2,811,906**	2,585,556	**5,694,472**	5,621,384
Outside Malaysia				
- Vietnam	**294,931**	877,608	**506,946**	435,221
- Australia	**31,861**	41,593	**2,134**	1,717
- Singapore	**35,911**	824	**741**	128
- Taiwan	**342,609**	157,383	**366**	622
- United Kingdom	**–**	–	**83,338**	–
	705,312	1,077,408	**593,525**	437,688
Consolidated	**3,517,218**	3,662,964	**6,287,997**	6,059,072
Share of revenue of joint ventures				
- Malaysia	**1,498,739**	3,100,679		
- Singapore	**–**	41,280		
Total revenue	**5,015,957**	6,804,923		

Non-current assets information presented above consist of the following items as presented in the consolidated statement of financial position:

	2021 RM'000	**2020 RM'000**
Property, plant and equipment	**960,687**	997,517
Land held for property development	**3,305,083**	3,169,895
Investment properties	**711,524**	455,501
Right-of-use assets	**82,677**	80,687
Concession development expenditure	**1,228,026**	1,355,472
	6,287,997	6,059,072
Deferred tax assets	**57,775**	40,665
Other investments	**812**	812
Receivables and other financial assets	**360,407**	890,835
	6,706,991	6,991,384

The disclosure above includes minimum information and other voluntary disclosures in accordance with Paragraph 33(b) MFRS 8.

47. COMPARATIVE FIGURES

The comparative figures have been restated to reflect the effects of the following:

(a) Accounting for dilution gains arising from the deemed disposal of the interest in an associated company

The Group's effective interest in an associated company, Lingkaran Trans Kota Holdings Berhad ("LITRAK Holdings"), had reduced over time due to the issuance of ordinary shares by LITRAK including issuance of ordinary shares pursuant to its Employees' Share Option Scheme and other corporate exercises that do not involve the Group. Such reductions in effective interest is commonly referred to as deemed disposals. The deemed disposals gave rise to only a partial disposal, such that the Group continued to equity account the Group's interest in the associated company and consequently gave rise to the dilution gains. The Group had recognised and reported the dilution gains in the Capital Reserve account via other comprehensive income in the Statement of Comprehensive Income. As at 31 July 2020, the total dilution gains recognised and reported in the Capital Reserve account amounted to RM151,970,000 (2019: RM147,149,000).

As disclosed in Note 2.6 to the financial statements, the applicable accounting standard, MFRS 128 Investment in Associates and Joint Ventures, does not prescribe where the dilution gains should be recognised. In the absence of further guidance, the Group had recognised the dilution gains in other comprehensive income in the previous financial years.

During the financial year, the Group has applied the change in accounting treatment to recognise the dilution gains in the Income Statement retrospectively. This has also resulted in a transfer of Capital Reserve from Other Reserve account to Retained Profits account.

(b) Reclassifications of comparatives in statement of financial position

Redeemable unsecured loan stock which was previously included in the total cost of investments in subsidiaries, have been reclassified and included as part of long-term receivables, to better reflect the nature of the transaction and to conform to the current year's presentation.

(c) Reclassifications of comparatives in statement of cash flows

Net advances made to subsidiaries of RM496,742,000 which were previously included as part of operating activities in the statement of cash flows have been reclassified and included as part of investing activities in the statement of cash flows, to better reflect the nature of the transaction and to conform to the current year's presentation.

(d) Reclassifications of comparatives in statement of financial position

Long term leasehold land which was previously included in property, plant and equipment, have been reclassified and included as part of right-of-use assets, to better reflect the nature of the transaction and to conform to the current year's presentation.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D.)
– 31 July 2021

47. COMPARATIVE FIGURES (CONT'D.)

The following comparatives of the Group and of the Company for financial year ended 31 July 2020 and 31 July 2019 have been adjusted as a result of the following adjustments.

Group	Note	As previously stated RM'000	Adjustments RM'000	As restated RM'000
Consolidated income statement				
For the financial year ended 31 July 2020				
Other income	(a)	213,750	4,821	218,571
Profit before tax	(a)	585,462	4,821	590,283
Profit for the year	(a)	424,190	4,821	429,011
Profit attributable to:-				
Owners of the Company	(a)	371,680	4,821	376,501
Non-controlling interests		52,510	–	52,510
		424,190	4,821	429,011
Consolidated statement of comprehensive income				
For the financial year ended 31 July 2020				
Net accretion in an associated company arising from capital contribution	(a)	4,821	(4,821)	–
Consolidated statement of financial position				
For the financial year ended 31 July 2020				
Assets				
Non-current assets				
Property, plant and equipment	(d)	1,063,066	(65,549)	997,517
Right-of-use assets	(d)	15,138	65,549	80,687
For the financial year ended 31 July 2019				
Assets				
Non-current assets				
Property, plant and equipment	(d)	1,155,510	(21,528)	1,133,982
Right-of-use assets	(d)	16,920	21,528	38,448
Consolidated statement of changes in equity				
As at 31 July 2020				
Other reserves	(a)	440,943	(151,970)	288,973
Retained profits	(a)	4,479,203	151,970	4,631,173
As at 31 July 2019				
Other reserves	(a)	341,874	(147,149)	194,725
Retained profits	(a)	4,178,436	147,149	4,325,585

47. COMPARATIVE FIGURES (CONT'D.)

The following comparatives of the Group and of the Company for financial year ended 31 July 2020 and 31 July 2019 have been adjusted as a result of the following adjustments. (cont'd.)

Company	Note	As previously stated RM'000	Adjustments RM'000	As restated RM'000
Statement of financial position				
For the financial year ended 31 July 2020				
Assets				
Non-current assets				
Property, plant and equipment	(d)	197,636	(4,590)	193,046
Right-of-use assets	(d)	1,584	4,590	6,174
Investments in subsidiaries	(b)	5,269,376	(400,000)	4,869,376
Due from subsidiaries	(b)	938,380	400,000	1,338,380
For the financial year ended 31 July 2019				
Assets				
Non-current assets				
Property, plant and equipment	(d)	281,491	(4,658)	276,833
Right-of-use assets	(d)	5,307	4,658	9,965
Investments in subsidiaries	(b)	4,526,481	(400,000)	4,126,481
Due from subsidiaries	(b)	844,703	400,000	1,244,703
Statement of cash flows				
For the financial year ended 31 July 2020				
Cash flows from operating activities				
Operating profit before working capital changes				
(Increase)/decrease in:				
– Net amount due from/(to) subsidiaries (trade)	(c)	(526,972)	496,742	(30,230)
				–
Cash flows from investing activities				
– Net advances to subsidiaries (non-trade)	(c)	–	(496,742)	(496,742)

LIST OF MAJOR PROPERTIES

Held as of 31 July 2021

No	Location	Tenure	Usage	Area	Year of Valuation/ Acquisition	Year of expiry	Approximate age of building (Years)	NBV (RM'000)
1	Block D, PJ Trade Centre No. 8, Jalan PJU 8/8A Bandar Damansara Perdana 47820 Petaling Jaya, Selangor	Leasehold	20 storey office tower/ Menara Gamuda	2,048 sq m	2011	2104	12	121,401
2	No. 30, Jalan SS2/44 47300 Petaling Jaya, Selangor	Freehold	Bungalow	501 sq m	1991	–	35	274
3	No. 36/38, Jalan SS21/62 47400 Petaling Jaya, Selangor	Freehold	2 blocks, 4 storey shoplot/office	286 sq m	1991	–	27	850
4	No. 39, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 storey shoplot/office	153 sq m	2007	–	27	527
5	No. 53, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 storey shoplot/office	153 sq m	2006	–	32	1,138
6	No. 55-61, Jalan SS22/23 47400 Petaling Jaya, Selangor	Freehold	4 blocks, 4 storey shoplot/office	612 sq m	1992	–	30	7,152
7	No. 54-58, Jalan SS22/25 47400 Petaling Jaya, Selangor	Freehold	3 blocks, 4 storey shoplot/office	460 sq m	2006	–	29	4,008
8	HS (D) 54871, PT No. 56274 Mukim & District of Kelang, Selangor	Freehold	Industrial estate/workshop	16,898 sq m	1995	–	–	6,642
9	Lot 66100, Geran 331933 Mukim of Tanjung Duabelas District of Kuala Langat, Selangor	Freehold	Industrial Land/ Industrialised Building System ("IBS") factory	66 acres	2016	–	3	177,069
10	Lot 195821, 195822 195823, 195824, 195825 195826, 195827, 46482 57417 all in the Mukim of Kampar District of Kinta, 31350 Ipoh, Perak	Leasehold	Granite hill, limestone hill and industrial land/quarry	469,493 sq m	1991	2050	–	1,130
11	PT 183485 Meru Industrial Estate Jelapang, 30020 Ipoh, Perak	Leasehold	Industrial estate/store	12,144 sq m	1991	2050	25	443
12	PT 51683, Jalan Jelapang 30020 Ipoh, Perak	Leasehold	Industrial estate/workshop	4,353 sq m	1991	2043	31	282
13	No. 152, Jalan Gopeng 31350 Ipoh, Perak	Leasehold	3 storey shoplot/office	164 sq m	1991	2078	35	117
14	No. 158, Jalan Gopeng 31350 Ipoh, Perak	Leasehold	3 storey shoplot/office	163 sq m	1991	2078	35	125

ANALYSIS OF SECURITIES OF COMPANY

As of 6 October 2021

ANALYSIS OF SHAREHOLDINGS

Total Number of Issued Shares	:	2,513,528,454 ordinary shares
Type of Shares	:	Ordinary shares
Voting Rights	:	1 vote per share on a poll
No. of Shareholders	:	21,344

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Holders	%	No. of Holdings	%
Less than 100	550	2.58	12,131	0.00
100 – 1,000	5,589	26.18	4,131,650	0.16
1,001 – 10,000	11,562	54.17	46,510,892	1.85
10,001 – 100,000	2,918	13.67	84,099,140	3.35
100,001 – 125,676,421 (less than 5% of issued shares)	723	3.39	1,911,012,015	76.03
125,676,422 and above (5% and above of issued shares)	2	0.01	467,762,626	18.61
Total	**21,344**	**100.00**	**2,513,528,454**	**100.00**

SUBSTANTIAL SHAREHOLDERS

(as per Register of Substantial Shareholders and exclude bare trustee)

	Direct Interest		Indirect Interest	
Name of Substantial Shareholder	No. of Shares	%	No. of Shares	%
Employees Provident Fund Board	367,436,339	14.62	–	–
Kumpulan Wang Persaraan (Diperbadankan)	205,965,843	8.19	–	–

ANALYSIS OF SECURITIES OF COMPANY

As of 6 October 2021

DIRECTORS' INTEREST IN ORDINARY SHARES OF THE COMPANY

(as per Register of Directors' Shareholdings)

	Direct Interest		Indirect Interest	
Name of Director	**No. of Shares**	**%**	**No. of Shares**	**%**
Dato' Mohammed Hussein	–	–	–	–
Dato' Lin Yun Ling	75,035,736	2.99	–	–
Dato' Ir Ha Tiing Tai	27,384,000 *3	1.09	87,000 *1	*5
Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah	228,750	0.01	112,500,000 *2	4.48
Tan Sri Dato' Setia Haji Ambrin bin Buang	4,000	*5	–	–
Tunku Afwida binti Tunku A.Malek	–	–	–	–
Nazli binti Mohd Khir Johari	–	–	–	–
Mohammed Rashdan bin Mohd Yusof	457,500 *4	0.02	–	–
Dato' Ubull a/l Din Om*6 *(Alternate to Dato' Ir Ha Tiing Tai)*	–	–	–	–

Notes:
**1 Through son*
**2 Through Generasi Setia (M) Sdn Bhd*
**3 Held in own name and nominee name*
**4 Held in nominee name*
**5 Negligible*
**6 Ceased as Alternate Director w.e.f. 18 October 2021*

TOP 30 SHAREHOLDERS AS PER RECORD OF DEPOSITORS

(without aggregating the securities from different securities accounts belonging to the same Depositors)

No.	Name	No. of Shares Held	%
1.	Citigroup Nominees (Tempatan) Sdn Bhd – *Employees Provident Fund Board*	282,143,126	11.22
2.	Kumpulan Wang Persaraan (Diperbadankan)	185,619,500	7.38
3.	Amanahraya Trustees Berhad – *Amanah Saham Bumiputera*	116,780,400	4.65
4.	Generasi Setia (M) Sdn Bhd	99,000,000	3.94
5.	Citigroup Nominees (Tempatan) Sdn Bhd – *Exempt An for AIA Bhd*	90,595,465	3.60
6.	Citigroup Nominees (Tempatan) Sdn Bhd – *Urusharta Jamaah Sdn Bhd (1)*	90,183,588	3.59
7.	Dato' Lin Yun Ling	75,035,736	2.99
8.	Amanahraya Trustees Berhad – *Amanah Saham Malaysia 2 – Wawasan*	70,000,000	2.78
9.	Amanahraya Trustees Berhad – *Amanah Saham Malaysia 3*	55,134,900	2.19
10.	Permodalan Nasional Berhad	50,870,700	2.02
11.	Amanahraya Trustees Berhad – *Amanah Saham Bumiputera 3 – Didik*	49,113,600	1.95
12.	Amanahraya Trustees Berhad – *Amanah Saham Malaysia*	48,179,700	1.92
13.	Cartaban Nominees (Tempatan) Sdn Bhd – *PAMB for Prulink Equity Fund*	44,309,919	1.76

No.	Name	No. of Shares Held	%
14.	Citigroup Nominees (Tempatan) Sdn Bhd – *Employees Provident Fund Board (NOMURA)*	36,883,666	1.47
15.	Lembaga Tabung Haji	36,750,000	1.46
16.	Amanahraya Trustees Berhad – *Amanah Saham Bumiputera 2*	33,500,000	1.33
17.	HSBC Nominees (Asing) Sdn Bhd – *JPMCB NA for Vanguard Emerging Markets Stock Index Fund*	31,788,217	1.26
18.	HSBC Nominees (Asing) Sdn Bhd – *JPMCB NA for Vanguard Total International Stock Index Fund*	30,337,712	1.21
19.	Citigroup Nominees (Tempatan) Sdn Bhd – *Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)*	28,913,400	1.15
20.	Ng Kee Leen	28,002,252	1.11
21.	Maybank Nominees (Tempatan) Sdn Bhd – *Maybank Trustees Berhad for Public Ittikal Fund (N14011970240)*	26,000,000	1.03
22.	Pertubuhan Keselamatan Sosial	25,029,200	1.00
23.	Dato' Ir. Ha Tiing Tai	21,666,000	0.86
24.	Maybank Nominees (Tempatan) Sdn Bhd – *MTrustee Berhad for Principal Dali Equity Growth Fund (UT-CIMB-Dali) (419455)*	19,878,705	0.79
25.	Cartaban Nominees (Asing) Sdn Bhd – *Exempt An for State Street Bank & Trust Company (WEST CLT OD67)*	18,675,500	0.74
26.	Amanahraya Trustees Berhad – Public Islamic Dividend Fund	17,854,200	0.71
27.	Amanahraya Trustees Berhad – Public Ittikal Sequel Fund	17,767,368	0.71
28.	Citigroup Nominees (Asing) Sdn Bhd – *Exempt An for Citibank New York (Norges Bank 14)*	16,396,015	0.65
29.	Dato' Goon Heng Wah	15,888,771	0.63
30.	Citigroup Nominees (Tempatan) Sdn Bhd – *Great Eastern Life Assurance (Malaysia) Berhad (PAR 3)*	15,088,896	0.60
	Total	**1,677,386,536**	**66.70**

ISSUED SHARE CAPITAL

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
06.10.1976	2	Cash – Subscribers' shares	2
26.12.1976	199,998	Cash	200,000
10.10.1977	200,000	Cash	400,000
30.07.1981	100,000	Cash	500,000
21.07.1984	500,000	Bonus Issue on the basis of 1 new ordinary share for every 1 existing ordinary share held	1,000,000
24.07.1985	250,000	Cash	1,250,000
29.07.1985	500,000	Issued as consideration for the acquisition of several companies	1,750,000
31.07.1986	750,000	Cash	2,500,000
30.07.1987	750,000	Bonus Issue in the proportion of 3 new ordinary shares for every 10 existing ordinary shares held	3,250,000
30.07.1988	1,750,000	Bonus Issue in the proportion of 7 new ordinary shares for every 10 existing ordinary shares held	5,000,000
30.07.1990	3,000,000	Bonus Issue in the proportion of 3 new ordinary shares for every 5 existing ordinary shares held	8,000,000
29.04.1992	11,000,000	Bonus Issue in the proportion of 1,375 new ordinary shares for every 1,000 existing ordinary shares held	19,000,000
29.04.1992	23,976,667	Issued as consideration for the acquisition of Gammau Construction Sdn Bhd and Ganaz Bina Sdn Bhd	42,976,667
05.06.1992	19,086,333	Rights Issue in the proportion of 2,386 new ordinary shares for every 1,000 existing ordinary shares held	62,063,000
18.01.1995	20,687,667	Bonus Issue in the proportion of 1 new ordinary share for every 3 existing ordinary shares held	82,750,667
20.03.1995	7,757,875	Rights Issue in the proportion of 1 new ordinary share for every 8 existing ordinary shares held	90,508,542
24.01.1996 – 26.12.1996	24,547,169	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	115,055,711
16.01.1997	153,407,614	Bonus Issue in the proportion of 4 new ordinary shares for every 3 existing ordinary shares held	268,463,325
12.03.1997	19,175,951	Rights Issue in the proportion of 1 new ordinary share for every 6 existing ordinary shares held	287,639,276

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
20.01.1997 – 24.11.1997	2,057,133	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	289,696,409
22.10.1998 – 31.12.1998	99,000	Issued pursuant to exercise of options under ESOS	289,795,409
07.01.1999 – 30.12.1999	15,979,428	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	305,774,837
05.01.2000 – 16.07.2000	37,201,999	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1995/2000	342,976,836
03.03.2000	322,213,836	Bonus Issue in the proportion of 1 new ordinary share for every 1 existing ordinary share held	665,190,672
31.01.2001 – 19.12.2001	807,000	Issued pursuant to exercise of options under ESOS	665,997,672
02.01.2002 – 27.12.2002	8,646,002	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	674,643,674
13.01.2003 – 31.12.2003	51,251,218	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	725,894,892
07.01.2004 – 23.12.2004	13,209,252	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2001/2007	739,104,144
05.01.2005 – 29.12.2005	14,128,000	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2001/2007	753,232,144
26.10.2006 – 29.12.2006	37,982,965	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	791,215,109
08.01.2007 – 28.12.2007	207,268,945	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 1996/2006 and 2001/2007	998,484,054
25.10.2007	994,963,054	Bonus Issue on the basis of 1 new ordinary share for every 1 existing ordinary share held	1,993,447,108
09.01.2008 – 19.12.2008	12,736,000	Issued pursuant to exercise of options under ESOS	2,006,183,108
23.01.2009 – 22.12.2009	10,589,000	Issued pursuant to exercise of options under ESOS	2,016,772,108
11.01.2010 – 29.12.2010	29,439,485	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,046,211,593
04.01.2011 – 30.12.2011	21,563,311	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,067,774,904
03.01.2012 – 31.12.2012	18,690,762	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,086,465,666

ISSUED SHARE CAPITAL

Date/ Year of Allotment	No. of Shares Allotted	Description	Cumulative No. of Issued Shares
07.01.2013 – 30.12.2013	205,859,001	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,292,324,667
06.01.2014 – 29.12.2014	49,464,512	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2010/2015	2,341,789,179
06.01.2015 – 22.06.2015	64,115,876	Conversion of Warrants 2010/2015	2,405,905,055
07.01.2016 – 28.12.2016	18,193,855	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,424,098,910
05.01.2017 – 29.12.2017	31,451,816	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,455,550,726
08.01.2018 – 07.09.2018	12,498,225	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,468,048,951
18.01.2019 – 23.12.2019	7,753,082	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,475,802,033
07.01.2020 – 13.04.2020	17,895,782	Issued pursuant to exercise of options under ESOS & Conversion of Warrants 2016/2021	2,493,697,815
25.02.2020	19,829,839	Issued pursuant to First Dividend Reinvestment Plan	2,513,527,654
26.02.2021 – 09.03.2021	800	Issued pursuant to Conversion of Warrants 2016/2021	2,513,528,454

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Forty-fifth ("45th") Annual General Meeting ("AGM") of Gamuda Berhad ("Gamuda" or "Company") will be conducted fully virtual through online meeting platform via TIIH Online website at https://tiih.online or https://tiih.com.my (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd in Malaysia, on Wednesday, 8 December 2021 at 10:00 a.m. for the purpose of transacting the following businesses:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 July 2021 together with the Reports of the Directors and Auditors thereon. [Please refer to Explanatory Note No. 4 (a)]

2. To approve the payment of Directors' fees for the financial year ended 31 July 2021. (Ordinary Resolution 1)

3. To approve the payment of Directors' remuneration (excluding Directors' fees) of up to an amount of RM380,000/- for the period from 9 December 2021 until the next AGM of the Company to be held in 2022. (Ordinary Resolution 2)

4. To re-elect the following Directors of the Company who are retiring by rotation in accordance with Clause 105 of the Constitution of the Company and, who being eligible, offer themselves for re-election:-

   a. YBhg Ir Dato' Ha Tiing Tai (Ordinary Resolution 3)
   b. Puan Nazli binti Mohd Khir Johari (Ordinary Resolution 4)

   YM Tunku Afwida binti Tunku A.Malek who also retires by rotation in accordance with Clause 105 of the Constitution of the Company, has expressed her intention not to seek for re-election. Hence, she will retain office as a Director of the Company until the conclusion of the 45th AGM.

5 To re-appoint Ernst & Young PLT, the retiring Auditors and to authorise the Directors of the Company to fix their remuneration. (Ordinary Resolution 5)

AS SPECIAL BUSINESS:-

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

6. **Authority to issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016** (Ordinary Resolution 6)

   "THAT subject always to the Companies Act 2016, the Constitution of the Company and the approvals of the relevant governmental regulatory authorities (if required), the Directors of the Company be and are hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company, from time to time, and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being AND THAT the Directors be and are also empowered to obtain the approval for the listing of, and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad [Co. Regn. No. 200301033577 (635998-W)] ("Bursa Securities") AND FURTHER THAT such authority shall continue to be in force until the conclusion of the next AGM of the Company."

NOTICE OF ANNUAL GENERAL MEETING

7. **Proposed Renewal of Share Buy-back Authority** (Ordinary Resolution 7)

"THAT subject to the provisions of the Companies Act 2016, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of the relevant governmental regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of the Company ("Proposed Share Buy-back") as may be determined by the Directors of the Company, from time to time, through Bursa Securities upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that:

i. the aggregate number of ordinary shares to be purchased pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company; and

ii. an amount not exceeding the retained profits of the Company shall be allocated by the Company for the Proposed Share Buy-back;

AND THAT at the absolute discretion of the Directors of the Company, upon such purchase by the Company of its own shares, the purchased shares shall be cancelled and/or retained as treasury shares and subsequently be cancelled, distributed as dividends or resold on Bursa Securities and/or in any other manner as prescribed by the Companies Act 2016.

THAT the Directors of the Company be and are hereby empowered to do all such acts and enter into all such transactions, arrangements and agreements, and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions as may be necessary or expedient in order to give full effect to the Proposed Share Buy-back with full powers to assent to any conditions, modifications, variations and/or amendments (if any) as the Directors may, in their absolute discretion, deem fit and in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities;

AND THAT the authority hereby given shall commence immediately upon the passing of this resolution and shall continue to be in force until:

i. the conclusion of the next AGM of the Company at which time it will lapse, unless by an ordinary resolution passed at the AGM, the authority is renewed either unconditionally or subject to conditions; or

ii. the expiration of the period within which the next AGM after that date is required by law to be held; or

iii. revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first, but not so as to prejudice the completion of the purchase of its own shares by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Main Market Listing Requirements of Bursa Securities or any other relevant authorities."

8. **Issuance of New Shares in the Company ("Gamuda Shares") pursuant to the Dividend Reinvestment Plan that provides Shareholders of the Company with an Option to Elect to Reinvest their Cash Dividends into New Gamuda Shares ("Dividend Reinvestment Plan")** (Ordinary Resolution 8)

   "THAT pursuant to the Dividend Reinvestment Plan as approved by the shareholders of the Company at the Extraordinary General Meeting of the Company held on 5 December 2019, and subject to the approvals of all relevant regulatory authorities or parties being obtained, where required, approval be and is hereby given for the Company to allot and issue such number of new Gamuda Shares from time to time as may be required to be allotted and issued pursuant to the Dividend Reinvestment Plan upon such terms and conditions and to such persons as the Directors of the Company may, at its absolute discretion, deem fit and in the best interest of the Company PROVIDED THAT the issue price of the said new Gamuda Shares shall be fixed by the Directors of the Company at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price ("VWAMP") of the Gamuda Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of the said new Gamuda Shares AND THAT such authority to allot and issue new Gamuda Shares shall continue to be in force until the conclusion of the next AGM of the Company;

   AND THAT the Directors and the Secretaries of the Company be and are hereby authorised to do all such acts and enter into all such transactions, arrangements and agreements and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions as may be necessary or expedient in order to give full effect to the Dividend Reinvestment Plan, with full powers to assent to any conditions, modifications, variations and/or amendments (if any) including suspension and termination of the Dividend Reinvestment Plan as the Directors may, in their absolute discretion, deem fit and in the interest of the Company and/or as may be imposed or agreed to by any relevant authorities."

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

BY ORDER OF THE BOARD

LIM SOO LYE
(LS0006461) (SSM PC NO. 201908002053)

PANG SIOK TIENG
(MAICSA 7020782) (SSM PC NO. 201908001079)
Company Secretaries

Petaling Jaya
9 November 2021

NOTICE OF ANNUAL GENERAL MEETING

NOTES:

1. Virtual Meeting

In order to curb the spread of Coronavirus Disease 2019 ("COVID-19") and as part of the Company's precautionary measures, the 45th AGM of the Company will be conducted fully virtual through online meeting platform via TIIH Online website at https://tiih.online or https://tiih.com.my (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd in Malaysia ("Tricor").

Please follow the procedures provided in the Administrative Details for the 45th AGM in order to register, participate and vote remotely via the Remote Participation and Voting Facilities ("RPV").

2. General Meeting Record of Depositors

For purposes of determining who shall be entitled to participate at the 45th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd [Co. Regn. No. 198701006854 (165570-W)] to make available to the Company pursuant to Clause 72 of the Constitution of the Company and Paragraph 7.16(2) of the Main Market Listing Requirements of Bursa Securities, a Record of Depositors as at 30 November 2021 and only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and/or vote at the 45th AGM or appoint a proxy or proxies to participate and/or vote on his/her behalf.

3. Proxy

a. Every Member of the Company is entitled to:-

   i. appoint another person as his proxy to exercise all or any of his rights to attend, participate and vote at the 45th AGM and that proxy may but need not be a Member of the Company; and

   ii. appoint more than one (1) person as his proxy provided that he specifies the proportions of his shareholdings to be represented by each proxy.

b. Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one proxy but not more than two (2) proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where an Authorised Nominee appoints two (2) proxies in respect of each Securities Account, the appointment shall be invalid unless the Authorised Nominee specifies the proportions of the shareholdings to be represented by each proxy.

c. Where a Member is an Exempt Authorised Nominee which holds Securities for multiple beneficial owners in one (1) Securities Account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account and, the appointment shall be invalid unless the Exempt Authorised Nominee specifies the number of shares to be represented by each proxy.

d. The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.

e. Forms of Proxy can be submitted in the following manner, not less than forty-eight (48) hours before the time appointed for holding the 45th AGM or at any adjournment thereof:

   i. Hard copy

   The original signed Form of Proxy must be deposited with the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia;

   OR

   ii. Electronic form

   You may also submit the Form of Proxy electronically via TIIH Online website at https://tiih.online by following the procedures provided in the Administrative Details for the 45th AGM.

f. A Member who has appointed a proxy to participate in this AGM must request his/her proxy to register himself/herself for the RPV at Tricor's TIIH Online website at https://tiih.online. Please follow the procedures in the Administrative Details for this AGM.

g. The Notice of AGM together with the Form of Proxy, Administrative Details, Annual Report 2021 and the Share Buy-back Statement are published on the Company's website at www.gamuda.com.my or Bursa Malaysia's website at www.bursamalaysia.com.

h. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in this Notice will be put to vote by poll.

4. Explanatory Notes

a. Audited Financial Statements

The Audited Financial Statements are for discussion only as they do not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Companies Act 2016 ("CA 2016"). Hence, this matter will not be put for voting.

b. Ordinary Resolutions 1 & 2

Section 230(1) of the CA 2016 provides that the 'fees' of the directors and 'any benefits' payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, shareholders' approval shall be sought at this AGM for the payment of Directors' fees and benefits payable to the Non-Executive Directors of the Company under Resolutions 1 and 2.

i. Directors' Fees

Following the ten percent (10%) voluntary reduction in fees for FY2020 to demonstrate support of the initiatives taken by the Company in response to the COVID-19, the Directors' fees of the Non-Executive Directors (including Independent Directors) were reinstated in FY2021. The details are as set out in the right column of the table below:-

Directors' Fees (as approved at AGMs)	FY2018	FY2019	FY2020	Proposed for FY2021 (approval to be sought at 45th AGM)
Independent Non-Executive Chairman	RM215,000 per annum	RM210,833 per annum	RM189,000 per annum	RM210,000 per annum
Independent Non-Executive Director	RM135,000 per annum	RM160,000 per annum/ RM164,167 per annum*/ RM109,417 per annum#	RM144,000 per annum/ RM148,500 per annum/ RM117,000 per annum	RM160,000 per annum RM165,000 per annum RM130,000 per annum
Non-Executive Director	RM105,000 per annum	RM130,000 per annum	RM117,000 per annum	RM130,000 per annum

** Re-designation of Audit Committee Chairman during the financial year under review*
 # Appointment of a new Independent Non-Executive Director during the year under review

The above proposal is made upon benchmarking against various companies across the industries with either similar market capitalisation, revenue or profit before tax and with peer companies in the construction and property industries. Based on the benchmark study thereof, the differentiation of the proposed fees for the Independent Non-Executive Chairman from a Non-Executive Director and an Independent Director (with no Board Committee membership) at 1.6 times and from Independent Non-Executive Directors (with Board Committee membership) at 1.3 times, were seen as fair and equitable.

The payment of the Directors' fees totalling RM795,000/- in respect of the financial year ended 31 July 2021 will only be made if the proposed Resolution 1 is approved by the Company shareholders at this AGM pursuant to Clause 116 of the Constitution and Section 230(1)(b) of the CA 2016.

NOTICE OF ANNUAL GENERAL MEETING

ii. Directors' Remuneration

The current Directors' remuneration (excluding Directors' fees) payable to the Non-Executive Directors of the Company comprises meeting allowances and benefits-in-kind. At the last AGM i.e. Forty-fourth AGM of the Company held on 8 December 2020 ("44th AGM"), the benefits payable to the Non-Executive Directors of the Company from 9 December 2020 until this meeting on 8 December 2021 (12 months) was approved for an amount up to RM350,000.00. The utilisation of this approved amount as at 31 July 2021 is RM182,929/-. Based on the schedule of meetings in the fourth quarter of 2021 (includes Special Board Meeting held to date), an amount of RM110,040/- is expected to be utilised for payment of meeting allowances and other benefits to the Non-Executive Directors. Hence, the expected total utilised amount would be approximately 84 percent (84%) of the approved amount.

The Directors' remuneration (excluding Directors' fees) are summarised as follows:-

Meeting Allowance (per meeting)	Independent Non-Executive Chairman	Independent Non-Executive Director	Non-Executive Director
Board of Directors	**RM2,000**	**RM2,000**	**RM2,000**
Board Committees	**RM2,000**	**RM2,000**	**RM2,000**

Directors' benefits payable comprises leave passage, travel allowance, club membership subscriptions, insurance and medical and other claimable benefits including reimbursable expenses incurred in the course of carrying out their duties as Company Directors.

The total amount of Directors' remuneration (excluding Directors' Fees) payable to the Non-Executive Directors is estimated to be up to RM380,000/- from 9 December 2021 to the next AGM in 2022 (Current Period) subject to shareholders' approval, and taking into account various factors including the number of scheduled meetings for the Board of Directors ("Board") and Board Committees as well as the number of Non-Executive Directors involved in these meetings. The estimated amount of remuneration also caters for unforeseen circumstances, for example, the appointment of additional Directors and/or additional unscheduled Board meetings as well as increase in premium paid/payable for Directors' and Officers' Liability insurance coverage.

The proposed Resolution 2, if passed, is to facilitate the payment of Directors' remuneration (excluding Directors' fees) on a monthly basis and/or as and when incurred. The Board opined that it is just and equitable for the Non-Executive Directors to be paid such payment on such basis upon them discharging their responsibilities and rendering their services to the Company.

In the event that the payment of Directors' remuneration (excluding Directors' fees) payable during the above period exceeded the estimated amount sought at this AGM, shareholders' approval will be sought at the next AGM.

Any Non-Executive Directors who are shareholders of the Company will abstain from voting on Resolutions 1 and 2 at this AGM.

c. **Ordinary Resolutions 3 and 4**

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

i. The Board continues to be effective with each of its member demonstrating commitment of time and energy to their duties as well as their abilities to act in the best interests of the Company in decision-making.

ii. Their level of contribution to the Board's deliberations through their skills, experiences and strength in qualities meet the demands of the business in line with the strategy of the Company.

Based on the results of the Annual Evaluation of Board Performance 2020/2021 the individual Directors met the performance criteria required of an effective and high-performance Board.

The Board (save for Puan Nazli binti Mohd Khir Johari) has vide the Nomination Committee, also conducted the assessment on the independence of Puan Nazli binti Mohd Khir Johari as an Independent Non-Executive Director of the Company and, supports the Nomination Committee's recommendation for her re-election (who being eligible and has offered herself for re-election) as a Director of the Company pursuant to Clause 105 of the Constitution of the Company.

Y.M. Tunku Afwida binti Tunku A.Malek has reached her 9-year term with the Company and will be retiring as an Independent Director at this AGM in accordance with Clause 105 of the Constitution of the Company. She has expressed her intention not to seek for re-election and hence, will retain office as a Director of the Company until the conclusion of this AGM.

Any Director referred to in Resolutions 3 and 4 who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election at this AGM.

d. Ordinary Resolution 5

At the Board meeting held on 29 September 2021, the Board is satisfied that Ernst & Young PLT has met the relevant criteria prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Securities which was concluded through the assessment carried out by the Audit Committee on the suitability of Ernst & Young PLT and hence, supports the Audit Committee's recommendation to re-appoint Ernst & Young PLT as the Auditors of the Company.

e. Ordinary Resolution 6

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

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

The Company did not issue any new shares under the general mandate which was approved at its 44th AGM.

f. Ordinary Resolution 7

Shareholders are advised to refer to the Statement to Shareholders dated 9 November 2021, which is published on the Company's website at www.gamuda.com.my or Bursa Malaysia's website at www.bursamalaysia.com for further information.

g. Ordinary Resolution 8

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

4. Statement Accompanying Notice of AGM

[Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Securities]

- Details of individuals who are standing for election (excluding directors standing for a re-election) as Directors

  There are no individuals who are standing for election as Directors at this AGM.

- Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Securities

  Details of the general mandate to issue securities in the Company pursuant to Sections 75 and 76 of the CA 2016 are set out in Explanatory Note 4(e) of this Notice.

ADMINISTRATIVE DETAILS

Forty-Fifth ("45th") Annual General Meeting ("AGM")

Date	:	Wednesday, 8 December 2021
Time	:	10:00 a.m.
Remote Participation & Voting Platform	:	**TIIH Online** website at https://tiih.online or https://tiih.com.my
Domain Registration No. with MYNIC	:	D1A282781

MODE OF MEETING

In support of the Government of Malaysia's ongoing efforts to contain the spread of Coronavirus Disease 2019 ("COVID-19") and as part of the Group's safety measures, the Company will conduct the 45th AGM on a **FULLY VIRTUAL** basis through live streaming and online remote voting.

This is in line with the revised Guidance Note and FAQs on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia on 16 July 2021, including any amendments that may be made from time to time.

Accordingly, an online meeting platform can be recognised as the meeting venue or place under Section 327(2) of the Companies Act 2016 provided that the online platform is located in Malaysia.

REMOTE PARTICIPATION AND VOTING FACILITIES ("RPV")

Shareholders are to attend, speak [including posing questions to the Board of Directors ("Board") or Management of the Company via real time submission of typed texts] and vote (collectively, "participate") remotely at the 45th AGM of the Company using RPV provided by Tricor Investor & Issuing House Services Sdn Bhd ("Tricor") via its **TIIH Online** website at https://tiih.online. Please refer to the procedures for RPV.

Shareholders who appoint proxies to participate via RPV in the 45th AGM of the Company must ensure that the duly executed Forms of Proxy are deposited either by hardcopy or electronic means no later than **Monday, 6 December 2021 at 10:00 a.m.** in the following manner:

a. at **Tricor Investor & Issuing House Services Sdn Bhd**, Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or its Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur; OR

b. lodge electronically via **Tricor's TIIH Online** website at https://tiih.online. The procedures on electronic lodgement of proxy form are summarised in page 365 of this Annual Report.

Fax copies of the duly executed Form of Proxy are not acceptable.

If you wish to personally participate in the 45th AGM, please do not submit any Form of Proxy. You will not be allowed to participate in the 45th AGM together with your appointed proxy.

If you have submitted your Form of Proxy prior to the 45th AGM and subsequently decide to personally participate in the 45th AGM, please contact Tricor to revoke/cancel your appointment of proxy.

Corporate representatives of corporate shareholders must deposit their original/duly certified certificate of appointment of corporate representative with Tricor no later than **Monday, 6 December 2021 at 10:00 a.m.** in order to participate via RPV in the 45th AGM of the Company.

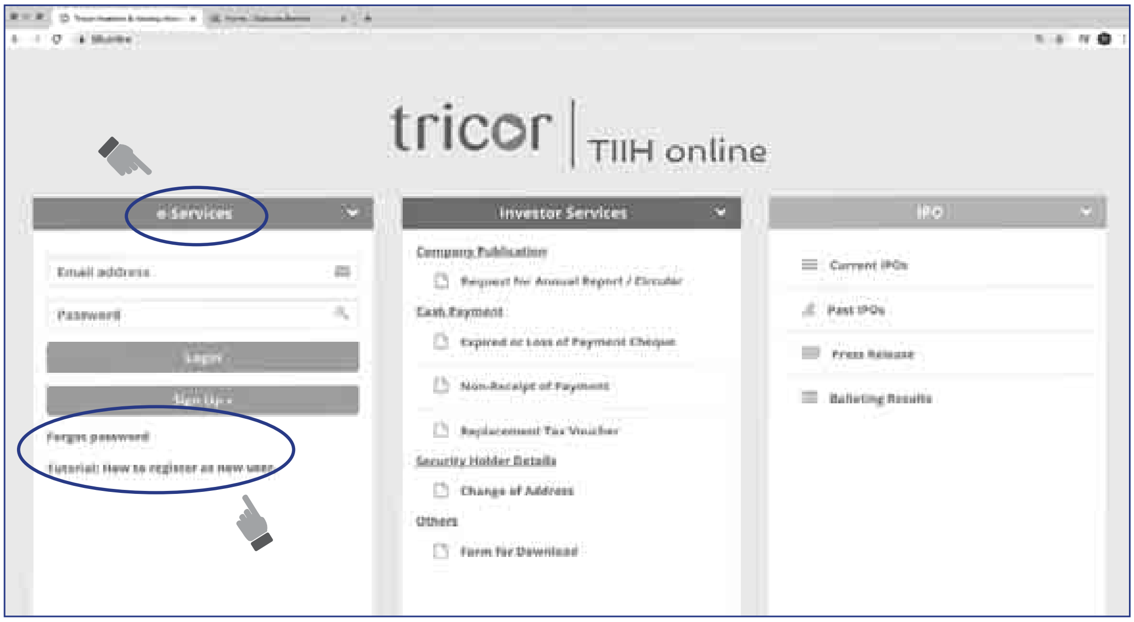
Attorneys appointed by power of attorney must deposit their powers of attorney with Tricor no later than **Monday, 6 December 2021 at 10:00 a.m.** in order to participate via RPV in the 45th AGM of the Company.

A shareholder who has appointed a proxy or attorney or authorised representative to participate in the 45th AGM of the Company via RPV must request his/her proxy to register himself/herself for RPV at Tricor's TIIH Online website at https://tiih.online.

As the 45th AGM of the Company is a fully virtual AGM, shareholders who are unable to participate in this meeting may appoint the Chairman of the 45th AGM as his/her proxy and indicate the voting instructions in the Form of Proxy.

Shareholders/proxies/corporate representatives/attorneys who wish to participate in the 45th AGM of the Company via the RPV are to follow the requirements and procedures as summarised below:-

Procedure	Action
BEFORE THE 45TH AGM	
(a) Register as a user with TIIH Online	• If you **have not registered** as a user of TIIH Online, please refer to the tutorial guide posted on Tricor's TIIH Online website for assistance to sign up. Registration as a user will be approved within one working day and you will be notified via email. • If you are **already a registered user** with TIIH Online, you do not need to register again. You will receive an **e-mail from Tricor** notifying that the remote participation for the 45th AGM is available for registration on TIIH Online. • Login to TIIH Online website at https://tiih.online with your user name (i.e. e-mail address) and password under the "e-Services" (as illustrated below).



Procedure	Action
(b) Submission of registration for RPV *IMPORTANT:* *Whether –* *– you are registering as a new user with Tricor's TIIH Online, or* *– you are already a registered user with Tricor's TIIH Online and you are registering for use of the RPV for the 45th AGM,* *please ensure that you register early to allow sufficient time for approval/verification so that you are able to login to the meeting platform and/or use the RPV.*	• **Registration is open from Tuesday, 9 November 2021 until the day of the 45th AGM scheduled for Wednesday, 8 December 2021. Shareholder(s) or proxy(ies) or corporate representative(s) or attorney(s) are required to pre-register their attendance for the 45th AGM to ascertain their eligibility to participate in the 45th AGM using RPV.** • Login with your user ID and password and select the corporate event: **"(REGISTRATION) GAMUDA 45TH AGM".** • Read and agree to the Terms and Conditions and confirm the Declaration. • Select "Register for Remote Participation and Voting". • Review your registration and proceed to register. • System will send an e-mail to notify that your registration for remote participation has been received and will be verified. After verification of your registration against the General Meeting Record of Depositors dated **30 November 2021**, the system will send you an e-mail after 6 December 2021 confirming approval of your registration for RPV. The procedures for using the RPV will also be set out in the email. In the event your registration is not approved, you will also be notified via e-mail.

ADMINISTRATIVE DETAILS

Forty-Fifth ("45th") Annual General Meeting ("AGM")

Procedure	Action
ON THE DAY OF 45TH AGM	
(c) Login to TIIH Online	• Login with your user ID and password for remote participation at the 45th AGM at any time from 9.00 a.m. i.e. one hour before the commencement of the 45th AGM on **Wednesday, 8 December 2021 at 10:00 a.m.**
(d) Participating through Live Streaming	• Select the corporate event: **"(LIVE STREAMING MEETING) GAMUDA 45TH AGM"**; to engage remotely in the proceedings of the 45th AGM of the Company. • If you have any question for the Chairman/Board, you may use the Query Box to transmit your question. The Chairman/Board will try to respond to questions submitted by remote participants during this AGM. If there is time constraint, the responses will be published on the Company's website at the earliest possible, after the 45th AGM. *(Note: Questions submitted online will be moderated before being sent to the Chairman to avoid repetition)*
(e) Online Remote Voting	• Voting session commences from **10:00 a.m. on Wednesday, 8 December 2021** until a time when the Chairman announces the end of the session. To vote, select corporate event: **"(REMOTE VOTING) GAMUDA 45TH AGM"**; or if you are on the live stream meeting page, you can select: **"GO TO REMOTE VOTING PAGE"**; located below the Query Box. • Read and agree to the Terms and Conditions and confirm the Declaration. • Select the CDS account that represents your shareholdings. • Indicate your votes for the resolutions that are tabled for voting. • Confirm and submit your votes.
(f) End of remote participation	• The Live Streaming will end upon announcement by the Chairman on the closure of the 45th AGM.

Note to users of the RPV:

- *Once your application to join the 45th AGM is approved, you will be granted the right to participate in the live stream broadcast of the 45th AGM and to vote remotely. Your login to TIIH Online on the day of the 45th AGM will indicate your presence at the virtual meeting.*
- *The quality of your connection to the live broadcast is dependent on the bandwidth and stability of the internet at your location and the device you use.*
- *If you encounter issues with logging-in, connection to the live streamed meeting or online voting, kindly call Tricor Help Line at 011-40805616/011-40803168/011-40803169/011-40803170 for assistance or e-mail to tiih.online@my.tricorglobal.com for assistance.*

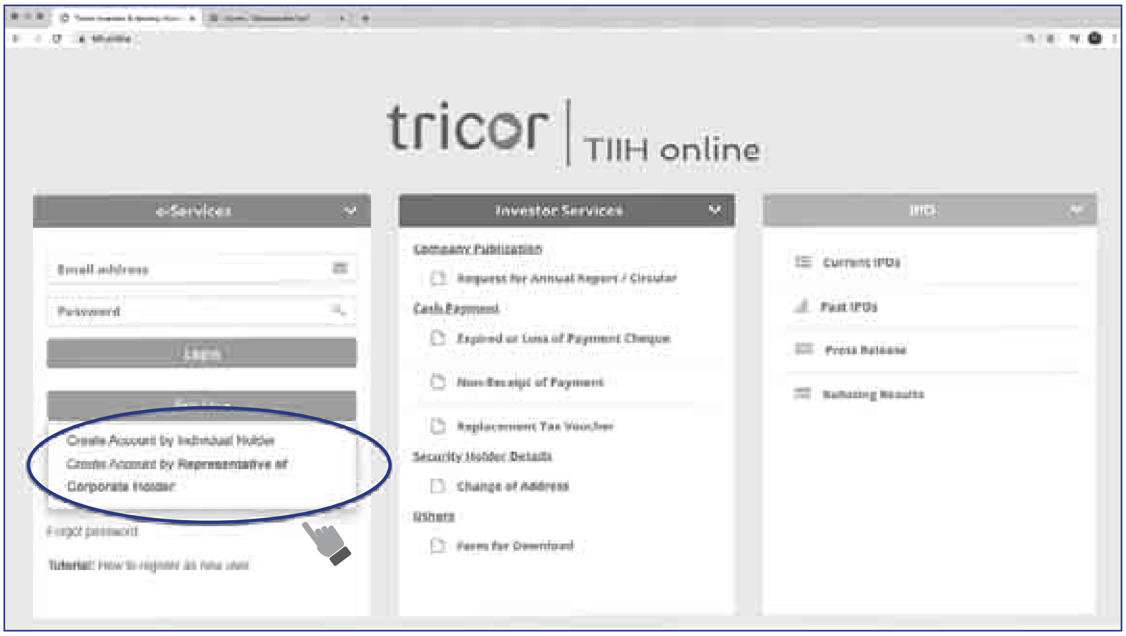
ELECTRONIC LODGEMENT OF PROXY FORM

The procedures to lodge your Form of Proxy electronically via Tricor's TIIH Online website are summarised below:

Procedure	Action
APPLICABLE TO INDIVIDUAL SHAREHOLDERS	
(a) Register as a User with TIIH Online website	• Please access Tricor's TIIH Online website at https://tiih.online using your computer or any devices and register as a user under the "e-Services". Please do refer to the tutorial guide posted on the homepage for assistance. • If you are already a registered user with TIIH Online website, you do not need to register again.
(b) Proceed with submission of Proxy Form	• After the release of the Notice of Meeting by the Company, login with your user name (i.e. email address) and password. • Select the corporate event: **"GAMUDA 45TH AGM – SUBMISSION OF PROXY FORM"**. • Read and agree to the Terms and Conditions and confirm the Declaration. • Insert your CDS account number and indicate the number of shares for your proxy(ies) to vote on your behalf. • Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy. • Indicate your voting instructions – FOR or AGAINST, otherwise your proxy will decide your vote. • Review and confirm your proxy(ies) appointment. • Print or save a PDF copy of the proxy form for your record.

ADMINISTRATIVE DETAILS

Forty-Fifth ("45th") Annual General Meeting ("AGM")

Procedure	Action
APPLICABLE TO CORPORATION OR INSTITUTIONAL SHAREHOLDERS	
(a) Register as a User with TIIH Online website	• Access TIIH Online website at https://tiih.online. • Under e-Services, select **"Create Account by Representative of Corporate Holder"**. • Complete the registration form and upload the required documents. • Registration will be verified, and you will be notified by email within one (1) to two (2) working days. • Proceed to activate your account with the temporary password given in the email and re-set your own password.  *Note:* *The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact our Share Registrar if you need clarifications on the user registration.*
(b) Proceed with submission of Proxy Form	• Login to TIIH Online website at https://tiih.online. • Select the corporate event: **"GAMUDA 45TH AGM – SUBMISSION OF PROXY FORM"**. • Agree to the Terms and Conditions and Declaration. • Proceed to download the file format for "Submission of Proxy Form" in accordance with the Guidance Note set therein. • Prepare the file for the appointment of proxies by inserting the required data. • Submit the proxy appointment file. • Proceed to upload the duly completed proxy appointment file. • Select "Submit" to complete your submission. • Print or save a PDF copy of the confirmation report of your submission for your record.

VOTING PROCEDURE

Voting at the 45th AGM of the Company will be conducted by poll in accordance with Paragraph 8.29A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

To facilitate the voting process, the Company has appointed Tricor as the Poll Administrator to conduct the poll by way of online remote voting and Coopers Professional Scrutineers Sdn Bhd as the Scrutineers to verify the poll results. (Please refer to "Online Remote Voting" under item (e) in the table above on the procedures for online remote voting).

Upon completion of the voting session for the 45th AGM of the Company, the Scrutineers will verify the poll results followed by the Chairman's announcement whether the resolutions are duly passed.

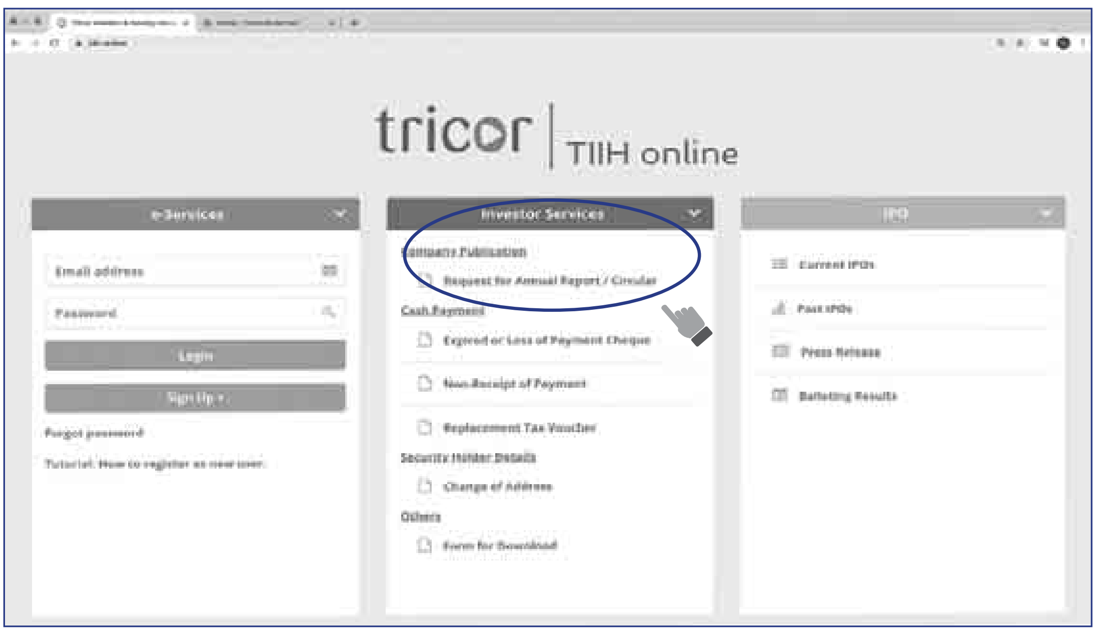
GENERAL MEETING RECORD OF DEPOSITORS

Only shareholders whose names appear in the General Meeting Record of Depositors of the Company maintained by Bursa Malaysia Depository Sdn Bhd as at **30 November 2021** shall be entitled to participate in the 45th AGM or appoint proxies to participate on their behalf.

ANNUAL REPORT 2021 AND OTHER DOCUMENTS

The Company's Annual Report 2021, Corporate Governance Report 2021, Statement to Shareholders in relation to the Proposed Renewal of Share Buy-back Authority, Notice of the 45th AGM, Form of Proxy and this Administrative Details are available at the Company's website at www.gamuda.com.my and Bursa Malaysia's website at www.bursamalaysia.com.

You may request for a printed copy of the Annual Report 2021 and the other documents mentioned above at https://tiih.online by selecting **"Request for Annual Report/Circular"** under the "Investor Services" (as illustrated below). Nevertheless, we hope that you would consider the environment before you decide to request for the printed copy.



ADMINISTRATIVE DETAILS

Forty-Fifth ("45th") Annual General Meeting ("AGM")

PRE-MEETING SUBMISSION OF QUESTION(S) TO THE BOARD

Shareholders or proxies or corporate representatives may submit questions for the Board prior to the 45th AGM via Tricor's **TIIH Online** website at https://tiih.online by selecting "e-Services" to login, pose questions and submit electronically no later than **Monday, 6 December 2021 at 10:00 a.m.** The Board will endeavour to answer these questions received at the 45th AGM of the Company.

NO E-VOUCHER, GIFT OR FOOD VOUCHER

There will be **NO** e-voucher, gift or food voucher for shareholders or proxies who participate in the 45th AGM of the Company.

The Board would like to thank all its shareholders for their kind co-operation and understanding on this matter.

NO RECORDING OR PHOTOGRAPHY

Unauthorised recording and photography are strictly prohibited at the 45th AGM of the Company.

ENQUIRY

If you have any enquiry prior to the 45th AGM of the Company, please contact the following Tricor's officers during office hours on Mondays to Fridays from 9:00 a.m. to 5:30 p.m. (except public holidays):

Tricor Investor & Issuing House Services Sdn. Bhd.

General Line	:	+603-2783 9299
Fax Number	:	+603-2783 9222
Email	:	is.enquiry@my.tricorglobal.com
Contact persons	:	**Mr. Ang Wai Meng** +603-2783 9281 (Wai.Meng.Ang@my.tricorglobal.com)
		Ms. Christine Cheng +603-2783 9265 (Christine.Cheng@my.tricorglobal.com)
		Puan Azizah Kadir +603-2783 9360 (Azizah@my.tricorglobal.com)

FORM OF PROXY

GAMUDA
Co. Regn. No.
197601003632 (29579-T)

CDS account no. of authorised nominee (Note 1)

*I/We (full name and in block letters) ____________________

*NRIC/Passport/Co. Regn. No. (compulsory) ____________________ Mobile Phone No.: ____________________

Address (in block letters): ____________________

being a member of **Gamuda Berhad** ("the Company") hereby appoint:-

FIRST PROXY

Full Name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			

and **SECOND PROXY** (as the case may be)

Full Name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			

or failing * him/her, the Chairman of the Meeting as * my/our Proxy to vote for * me/our behalf at the Forty-fifth Annual General Meeting of the Company ("45th AGM") to be conducted fully virtual through online meeting platform via TIIH Online website at https://tiih.online or https://tiih.com.my (Domain registration number with MYNIC: D1A282781) provided by Tricor Investor & Issuing House Services Sdn Bhd ("Tricor") in Malaysia on Wednesday, 8 December 2021 at 10:00 a.m. and at any adjournment thereof.

Resolution	Ordinary Business	For	Against
1	Approval of Directors' fees		
2	Approval of payment of Directors' remuneration (excluding Directors' fees)		
3	Re-election of YBhg Dato' Ir Ha Tiing Tai as a Director		
4	Re-election of Puan Nazli binti Mohd Khir Johari as a Director		
5	Re-appointment of Ernst & Young PLT as Auditors and to authorise the Directors to fix the Auditors' remuneration		
	Special Business		
6	Ordinary Resolution: Authority to issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016		
7	Ordinary Resolution: Proposed Renewal of Share Buy-back Authority		
8	Ordinary Resolution: Issuance of New Shares pursuant to the Dividend Reinvestment Plan		

(Please indicate with an "✗" or "✓" in the appropriate box against the resolution how you wish your Proxy to vote. If no instruction is given, this form will be taken to authorise the Proxy to vote at his/her discretion)

Signed this ____________ day of ________________, 2021.

No. of Shares held

____
Signature/Common Seal of Shareholder

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:

1. *Applicable to shares held through a nominee account.*
2. *Please follow the procedures provided by Tricor Investor & Issuing House Services Sdn Bhd. in the Administrative Details for the 45th AGM in order to register, participate and/or vote remotely at the 45th AGM via the Remote Participation and Voting Facilities ("RPV").*
3. *Every Member of the Company is entitled to:-*
    1. *appoint another person as his proxy to exercise all or any of his/her rights to attend, participate and vote at the 45th AGM and that proxy may but need not be a Member of the Company.*
    2. *appoint more than one (1) person as his/her proxy provided that he specifies the proportions of his shareholdings to be represented by each proxy.*
4. *Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. If more than one (1) proxy is appointed, the appointment shall be invalid unless the Authorised Nominee specifies the proportions of the shareholdings to be represented by each proxy.*
5. *Where a Member is an Exempt Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991, which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. If more than one (1) proxy is appointed in respect of each Omnibus Account, the appointment shall be invalid unless the Exempt Authorised Nominee specifies the number of shares to be represented by each proxy.*
6. *If the appointor is a corporation, the Form of Proxy shall be under the corporation's seal or under the hand of an officer or attorney duly authorised.*
7. *If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.*
8. *Form of Proxy can be submitted in the following manner, not less than forty-eight (48) hours before the time appointed for holding the 45th AGM or at any adjournment thereof:*
    1. *Hard copy:*
    The original signed Form of Proxy must be deposited with the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia; OR
    2. *Electronic means:*
    You may also submit the Form of Proxy electronically via TIIH Online website at https://tiih.online by following the procedures set out in the Administrative Details for the 45th AGM.
9. *Only a Depositor whose name appears in the Record of Depositors as at 30 November 2021 shall be entitled to participate and/or vote at the 45th AGM via RPV or appoints a proxy or proxies to attend, participate and/or vote on his/her behalf.*

** Delete where not applicable*

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AFFIX
SUFFICIENT
STAMP

The Share Registrar

Gamuda Berhad (197601003632 (29579-T))

c/o Tricor Investor & Issuing House Services Sdn Bhd (197101000970 (11324-H))
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur.

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Gamuda Berhad 197601003632 (29579-T)
Menara Gamuda, Block D, PJ Trade Centre
No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana
47820 Petaling Jaya
Selangor Darul Ehsan, Malaysia
(603) 7491 8288 (603) 7728 9811 gcc@gamuda.com.my gamuda.com.my

GamudaBhd GamudaBhd GAMUDA gamudagroup Gamuda Berhad